HIRE HEROES USA

THE HIRE HEROES

2020 REPORT

EXECUTIVE SUMMARY

Despite being in its fourth year, The Hire Heroes Report continues to be a one-of-a-kind and unrivaled examination of veteran job seekers and the labor market. This year's report is an analysis of over 46,400 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. And we were able to achieve those successes despite a tumultuous job market that happened in the wake of a global pandemic.

We evaluated large amounts of data utilizing our internal Operations and Evaluation team, which was aided by a relationship with SAS and Pinnacle, Inc., as we did last year. As a result, this year's study contains some of the most important findings ever seen from Hire Heroes USA. None of this would be possible without the generosity of the Walmart Foundation and Wells Fargo. We are appreciative for their devotion and dedication to the military and veteran communities, which has directly influenced our capacity to undertake this analysis.

More insight into military occupational specializations, Reserve Component segmentation, unemployment length by demographic group, and a better knowledge of our population of self-identified military spouses who are also veterans are among the features of our 2020 data. We've also added new questions and gleaned new insights into how COVID-19 impacted our client's job search.

KEY FINDINGS

- Across the board, Military Group registrants signed up for our services earlier in their transition and ahead of their separation dates, except for Junior Enlisted clients, who are waiting 10 months longer beyond their separation dates to register for services than in 2019

- Due to COVID-19, Hire Heroes USA not only had a 130% increase in the number of virtual event offerings, but had a 240% increase in the number of event participants

- Military Group clients with more senior ranks and service tenures used more services, including our virtual offerings. Only 8.47% and 6.71% of Junior Enlisted clients attended webinars and Virtual Career Fairs, respectively (compared to 21.12% and 17.96% of Field-Grade Officers).

- The Mid-Atlantic continues to be a top employment destination, with 5.49% of all clients (and 8.26% of all military spouses) finding jobs in metropolitan DC

- While gender disparities in pay still exists, these disparities narrowed between 2019 and 2020 datasets, especially for senior ranks; male and female Field-Grade Officers had the lowest pay disparity, with male Field-Grades earning $3,000 more than their female counterparts on average; this disparity was more than $13,000 in 2019

- Across all clients, 62.16% achieved or exceeded their desired salary, which is a 5.76% decrease from 2019 (67.92%).

- For the first time, our top hiring company was a civilian employer, Amazon, who hired 334 of our clients in 2020, representing nearly 3% of our hires.

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– Registrants who are currently serving saw a drop in registration rates of 3.78% from 2019 to 2020, the largest seen in either direction for any group over the past three years; the decrease in Active Duty registrants is likely due to higher reenlistment rates within the military.

– Taking a closer look at our registrants year over year, we observed a significantly higher percentage of registrants self-reported being unemployed at the time of registration.

– Overall a lower percentage of confirmed hired clients migrated in 2020 when compared to 2019. In fact, there was a decrease of 3.97% in clients who migrated (dropping from 31.28% in 2019 to 27.31% in 2020). The remainder of our confirmed hired clients remained within the state in which they registered when they accepted a new position, accounting for 72.69% of our total confirmed hired clients.

– Spouses less frequently receive a new resume compared to Military Group members, but more frequently have their resumes tweaked.

– Spouses more frequently get help with LinkedIn profiles and developing value propositions than their military member counterparts.

– Spouses reported much more impact from COVID-19 (49% no impact vs. 63% of military group)

– The gap between male and female clients who completed a job-to-job transition narrowed in 2020, with male clients earning $2,524 more during this transition than female clients (in 2019 the spread was nearly $6,000 between male and female clients).

– Median unemployment duration was 16 weeks. 16 for veterans, 20 for spouses. In 2019 it was 12 weeks, 12 for veterans, 18 for spouses.

Overall, we continue to see an upward trend in job seeker registration, clients assisted, clients successfully put into work prospects, and average starting salaries. Despite these achievements, we continue to see alarming trends in our Junior Enlisted and military spouse populations, which should serve as a wake-up call to the veteran and military communities. Hire Heroes has been able to better serve and support America's diverse military, veteran, and spouse populations by identifying and recognizing these difficulties.

The research included in this report was made possible through funding by the Walmart Foundation. The findings, conclusions and recommendations presented in this report are those of Hire Heroes USA alone and do not necessarily reflect the opinions of the Walmart Foundation.

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Hire Heroes USA saw 32,350 service members, veterans and military spouses register for services in 2020. Compared to 2019, over 1,800 more individuals registered as job seekers, an increase of 6.07%. In **Figure 1** below, each dot represents an individual job seeker that registered for services in 2020.
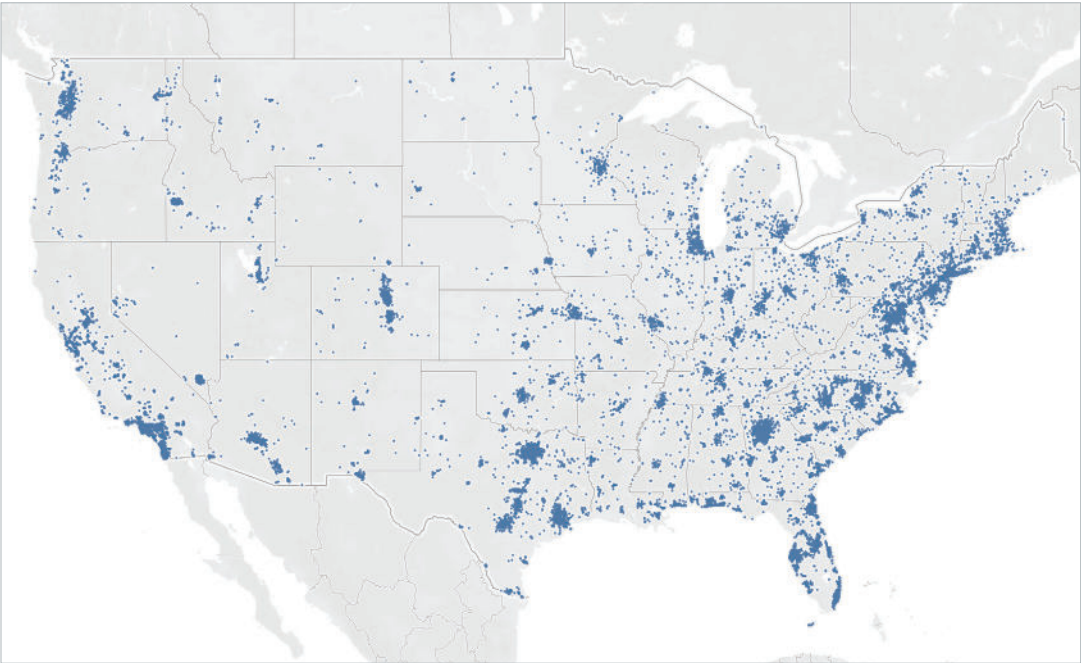
Figure 1 - Total Registrants in Continental United States

Since 2017, Hire Heroes has seen registrants from all 50 states, the District of Columbia, Guam and Puerto Rico. Many job seekers also registered from international locations including Canada, Ecuador, the United Kingdom, Morocco, Saudi Arabia, Ukraine, Russia and Australia, just to name a few. **Figure 2** shows which countries our 2020 job seekers were located in at the time of registration.
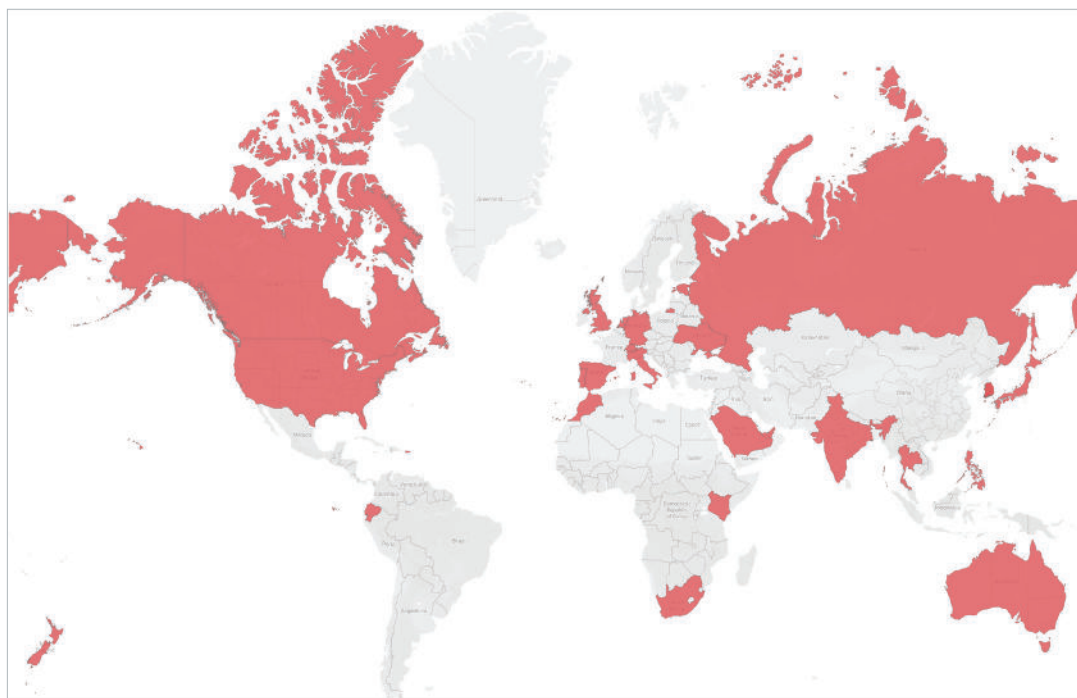
Figure 2 - Global Registration

REGISTRANTS BY STATE OF ORIGIN

Hire Heroes, headquartered in Georgia, has several offices located across the country. Including the Georgia location, Hire Heroes maintains six office locations, with the other five located in California, Washington, Colorado, Idaho and North Carolina. In response to the COVID-19 pandemic, and to ensure safe working conditions for all staff members, Hire Heroes moved to a full-time remote work environment in March of 2020. Historically Hire Heroes has seen a high number of registrants from states with an office location (in conjunction with their proximity to military bases) and that trend continued in 2020, despite continuing a full-time remote environment through the end of the year.

Figure 3 shows the total number of job seekers that registered from each state, with darker colorings representing a higher number of registrants. Of states with Hire Heroes office locations, California (which was second only to Texas) saw the highest number of registrants with 3,456. North Carolina saw the second highest number of registrants of any state with an office location with a total of 2,229. Washington, Colorado and Georgia each had over 1,000 registrants, however Georgia did see a slight decline (-1.73%). Washington saw the most exponential growth of these six states with an increase of 21.62%.
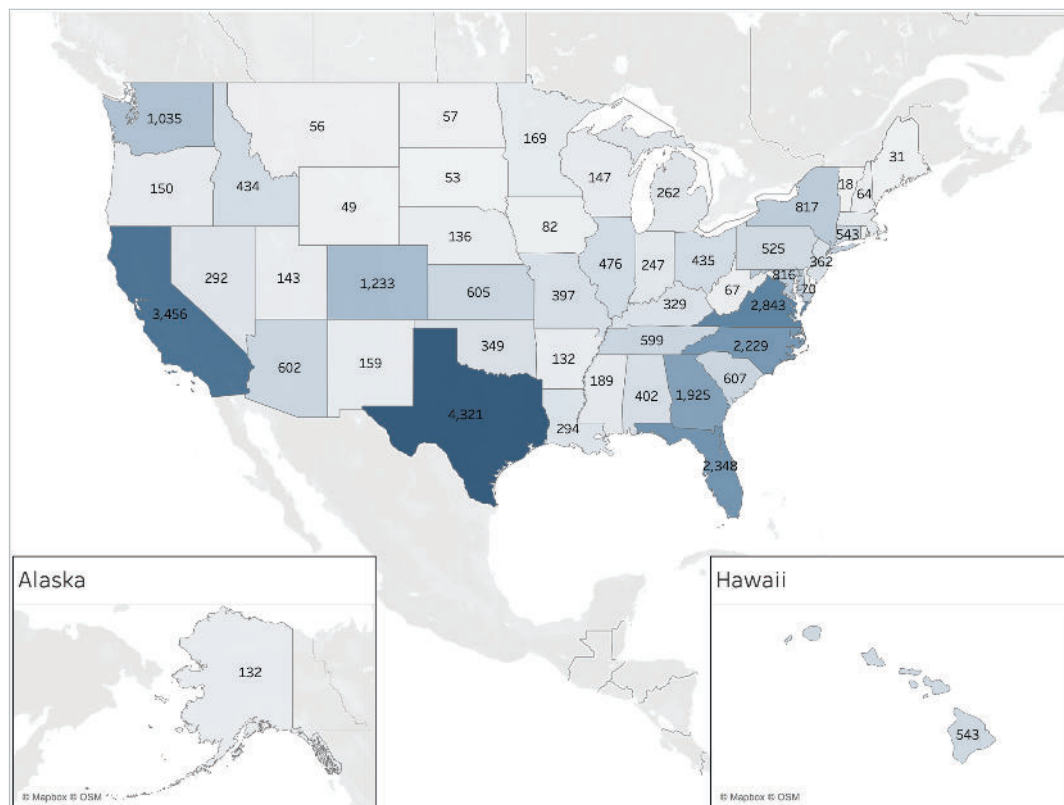
Figure 3 - Registrants by State

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STATE OF ORIGIN	% OF RECORDS	TOTAL REGISTRANTS
TX	13.36%	4,321
CA	10.68%	3,456
VA	8.79%	2,843
FL	7.26%	2,348
NC	6.89%	2,229
GA	5.95%	1,925
CO	3.81%	1,233
WA	3.20%	1,035
NY	2.53%	817
MD	2.52%	816

Table 1 - Top 10 States for Registrants

For the third year in a row, Texas, California and Virginia continued to be the top three states of origin for registrants. Over 32% of our registrants in 2020 originated from these three states, and while that is an impressive number it is a slight decrease from 2019 (where we saw over 35% of registrants from Texas, California and Virginia).

In 2020 we saw an overall increase of 6.2% in registrants, however we did not see that increase occur evenly across states. States that have traditionally had significant growth in registrants year over year such as Idaho, Texas and Virginia actually saw fewer registrants in 2020 than in 2019. These three states have a significant number of military installations, and in 2020 we saw fewer Active Duty Military Members come through registration, which might account for some of the significant decline in these states. Several states that saw significant growth in the number of registrants include Massachusetts, Montana and Minnesota, with Connecticut topping the list with an astounding 112.3% increase – more than double the number of registrants from 2019.

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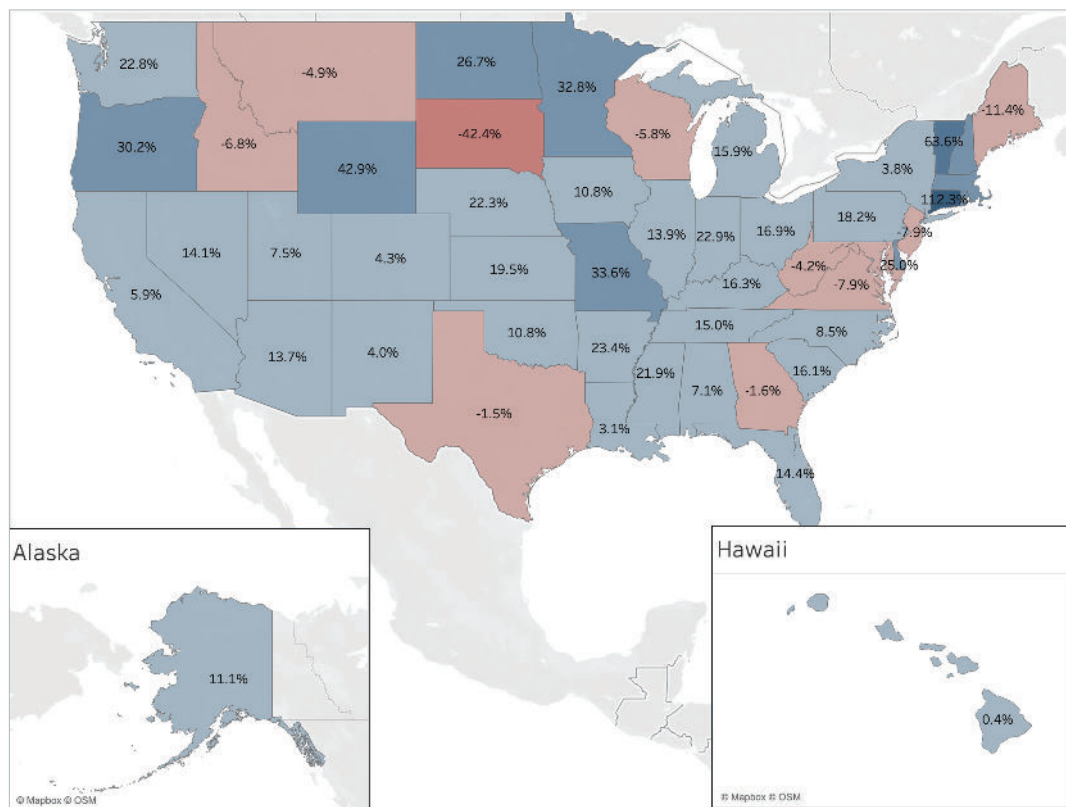
Figure 4 - Change in Jobseekers by State: 2019 to 2020

REGISTRATION RATE

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

Figure 5 below examines the rate of Hire Heroes USA Military Group jobseekers (clients that are either active duty, a separated military member or veteran, or part of a Reserves component at the time of registration) by state veteran populations. States in blue have registration rates higher than our organizational average (1.27), while states in red are below that average. Our highest registration rates tend to be mostly in states with Hire Heroes USA office locations. A few exceptions to this are Hawaii and Virginia, which have the highest registration rates of all states for the second year in a row at 3.75 and 3.39 Hire Heroes Military Group registrants per 1,000 veteran residents, respectively. The lowest registration rate is Maine for the second year in a row, with just 0.28 Hire Heroes registrants per 1,000 veteran residents. South Dakota, which saw a registration rate above the organizational average in 2019, dropped to just below the average rate in 2020.
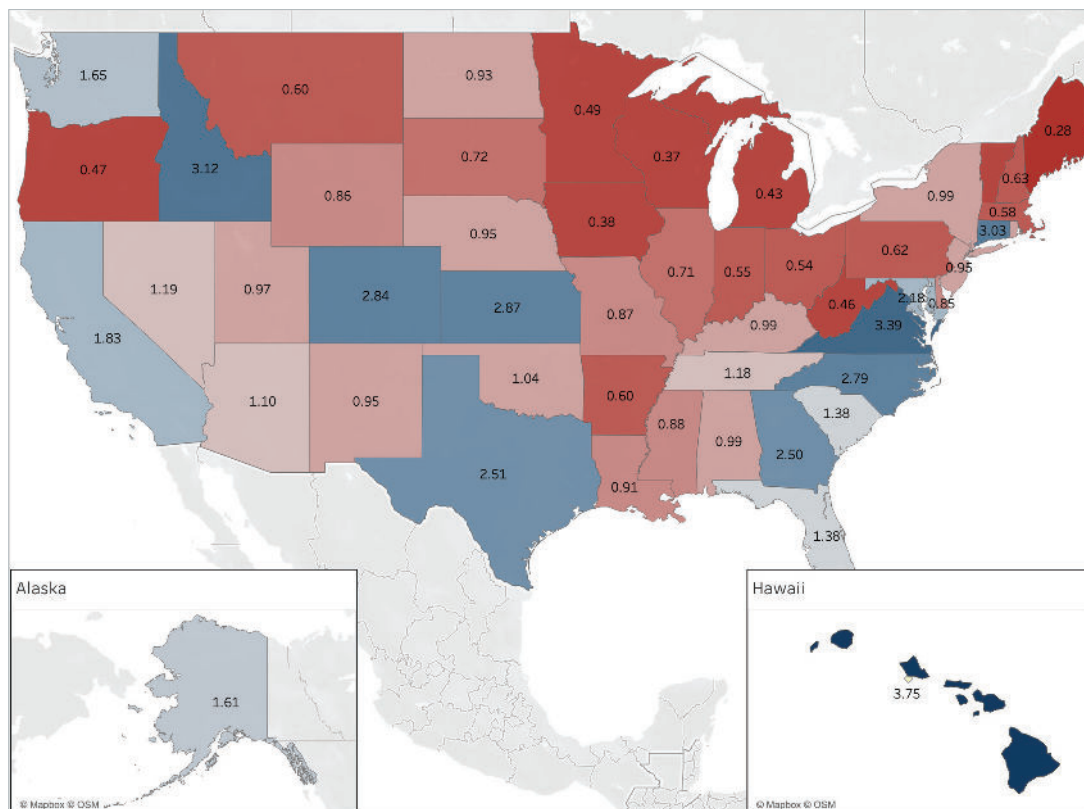
Figure 5 - Military Group Registrants per 1,000 Veteran Residents by State

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Looking at Military Group jobseeker registration rates more granularly, the following table, **Table 2**, highlights the Top 20 metropolitan locations where we receive the most registrants, also controlled for the area's overall veteran populations. Table 2 shows the number of registrants per 100 veteran residents in that specific metropolitan area. Manhattan, KS - home to the Army's Fort Riley - continues to lead all other metropolitan areas for the third year in a row, with 2.17 registrants per 100 residents. In fact, all six of the Top 20 metropolitan areas for Military Group job seekers are home to one or more military bases.

METROPOLITAN AREA	TOTAL REGISTRANTS	REGISTRANTS PER 100
MANHATTAN / KS	433	2.17
MOUNTAIN HOME / ID	58	1.28
HINESVILLE-FORT STEWART / GA	198	1.20
JACKSONVILLE / NC	338	1.10
KILLEEN-TEMPLE-FORT HOOD / TX	773	1.09
WATERTOWN-FORT DRUM / NY	149	1.04
SANFORD / NC	45	0.97
FAYETTEVILLE / NC	562	0.97
EL PASO / TX	435	0.79
SOUTHERN PINES-PINEHURST / NC	75	0.78
COLORADO SPRINGS / CO	754	0.78
CLARKSVILLE / TN-KY	327	0.72
HANFORD-CORCORAN / CA	70	0.70
ST. MARYS / GA	51	0.69
DUNN / NC	79	0.65
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	1,335	0.59
CLOVIS / NM	27	0.55
HONOLULU / HI	445	0.53
FORT LEONARD WOOD / MO	43	0.52
ELIZABETHTOWN / KY	86	0.51

*Table 2 - Top 20 Metropolitan Areas for Military Group
Registrants per 100 Veteran Residents*

REGISTRANT ORIGIN BY METROPOLITAN AREA

Table 3 below lists the top metropolitan areas for all Hire Heroes registrants in 2020. Virginia Beach, Washington D.C., and San Diego maintained the top three spots from 2019, however Washington D.C. was unseated as the top metropolitan area and replaced with Virginia Beach. These top three metropolitan areas comprised 14.59% of all registrants in 2020, and as we saw with registrants by state of origin the top three actually made up a smaller percent of the overall registrants than in 2019 (15.4% in 2019 as opposed to 14.59% in 2020 – a slight decrease of 0.81%).

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METROPOLITAN AREA	TOTAL REGISTRANTS	% OF TOTAL
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	1,514	4.98%
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	1,492	4.91%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	1,428	4.70%
SAN ANTONIO-NEW BRAUNFELS / TX	924	3.04%
COLORADO SPRINGS / CO	852	2.80%
KILLEEN-TEMPLE-FORT HOOD / TX	850	2.80%
ATLANTA-SANDY SPRINGS-MARIETTA / GA	729	2.40%
DALLAS-FORT WORTH-ARLINGTON / TX	726	2.39%
FAYETTEVILLE / NC	651	2.14%
LOS ANGELES-LONG BEACH-SANTA ANA / CA	585	1.92%
NEW YORK-NORTHERN NEW JERSEY-LONG ISLAND / NY-NJ-PA	568	1.87%
HOUSTON-SUGAR LAND-BAYTOWN / TX	565	1.86%
HONOLULU / HI	552	1.82%
JACKSONVILLE / FL	540	1.78%
RIVERSIDE-SAN BERNARDINO-ONTARIO / CA	529	1.74%
SEATTLE-TACOMA-BELLEVUE / WA	526	1.73%
EL PASO / TX	476	1.57%
MANHATTAN / KS	450	1.48%
TAMPA-ST. PETERSBURG-CLEARWATER / FL	424	1.39%
JACKSONVILLE / NC	383	1.26%

Table 3 - Top 20 Metropolitan Areas for Registration

Looking at our military spouse registrants we see that they come from many of the same metropolitan areas as our overall registrant base. **Table 4** details the top metropolitan areas for our military spouse registrants, with Washington D.C., San Diego and Virginia Beach claiming the top three slots (making up 16.55% of all spouse registrants). These top three metropolitan areas, which were also the top three in 2019, made up a smaller percentage of spouse registrants as opposed to 2019 where 20.8% of spouse registrants came from these three metro areas (a decrease of 4.25%).

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WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	242.00	6.80%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	174.00	4.89%
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	173.00	4.86%
HONOLULU / HI	107.00	3.01%
SAN ANTONIO-NEW BRAUNFELS / TX	104.00	2.92%
COLORADO SPRINGS / CO	98.00	2.75%
FAYETTEVILLE / NC	89.00	2.50%
KILLEEN-TEMPLE-FORT HOOD / TX	74.00	2.08%
TAMPA-ST. PETERSBURG-CLEARWATER / FL	70.00	1.97%
SEATTLE-TACOMA-BELLEVUE / WA	69.00	1.94%
LOS ANGELES-LONG BEACH-SANTA ANA / CA	65.00	1.83%
DALLAS-FORT WORTH-ARLINGTON / TX	64.00	1.80%
JACKSONVILLE / FL	60.00	1.69%
RIVERSIDE-SAN BERNARDINO-ONTARIO / CA	55.00	1.54%
ATLANTA-SANDY SPRINGS-MARIETTA / GA	51.00	1.43%
JACKSONVILLE / NC	45.00	1.26%
NEW YORK-NORTHERN NEW JERSEY-LONG ISLAND / NY-NJ-PA	42.00	1.18%
HOUSTON-SUGAR LAND-BAYTOWN / TX	42.00	1.18%
EL PASO / TX	41.00	1.15%
MANHATTAN / KS	15.00	0.42%

Table 4 - Top 20 Metropolitan Areas for Military Spouses

REGISTRANTS BY SERVICE BRANCH AND METRO AREA

Many metropolitan areas are centered around different military communities, and we see that reflected in our registrants. Many coastal cities are home to Naval and Marine personnel, while the Army spans across the continental United States. **Figure 6** below shows the distribution of registered military member job seekers in 2020 across metropolitan areas. Each pie chart represents the registrant population by branch.

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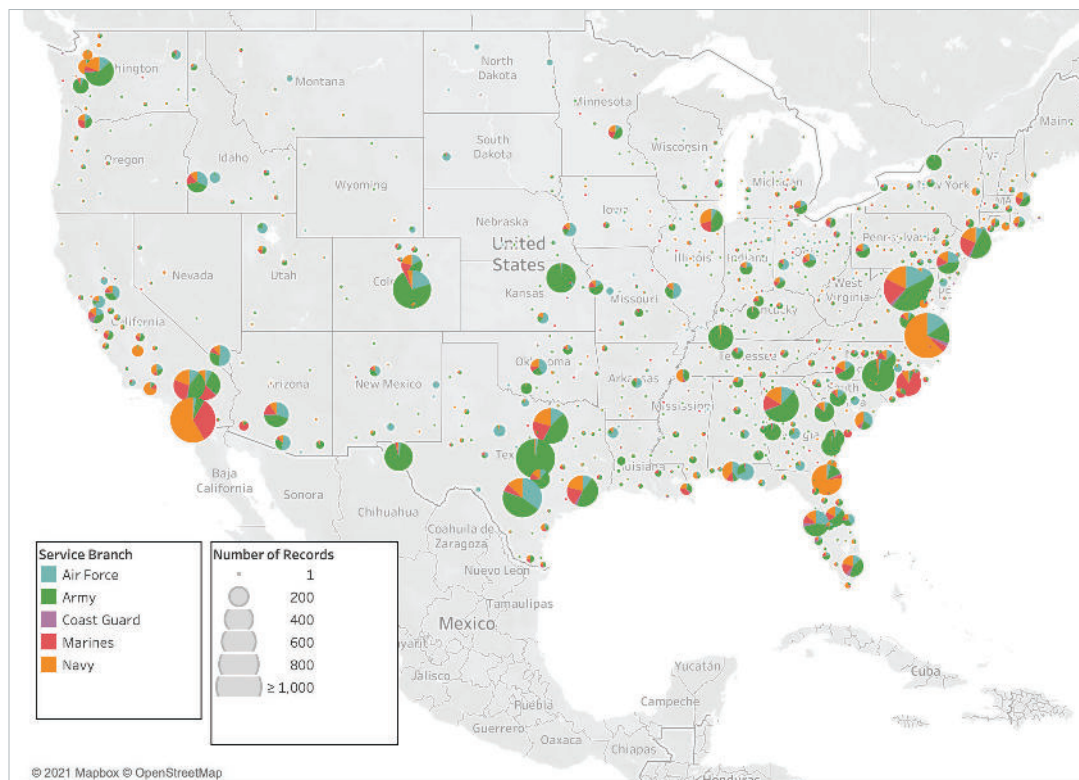
Figure 6 - Military Member Registration by Metropolitan Area

We categorize our clients into two major groups – 1) those with some degree of military services and 2) military spouses with no military service. The majority of our clients fall into the first category of military members – which include separated military veterans, individuals who were on active duty at the time of registration, and reserve component personnel (which includes members of both the National Guard and Reserves). Our military spouse clients make up a smaller portion of the overall client pool, but they have been growing rapidly to represent a larger percentage of our overall client base. For simplicity, we'll call the largest group the "Military Group" and the smallest group as the "Spouse Group." **Table 5** shows the breakdown of 2020 registrants into each of these two groups, with the Spouse Group hitting an even 11% of total registrants – an increase of 0.74% over 2019.

11%
Spouse
Group

89%
Military
Group

*Table 5 -
Job Seeker
Classification*
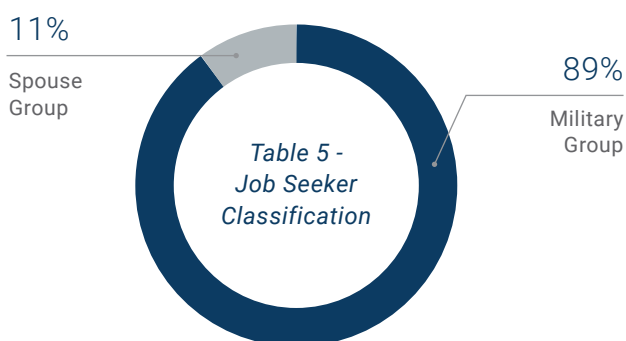
REGISTRATION BY SERVICE ERA

Over the past several years the majority of our clients who are military members served in the Post-9/11 Era, having separated from the military after September 11, 2001. In 2020 alone, over 95% of our military member registrants served in the Post-9/11 Era, which is a slight decrease from 2019 (an 0.8% decrease to be exact). We did see an uptick in registrants that served during both the Gulf War Era, Peacetime 1975-1990 Era, and Vietnam Era, each seeing a marginal increase of 0.43%, 0.27% and 0.1% respectively.

Post 9/11	**95.55%**
Gulf War Era	3.03%
Peacetime 1975-1990	1.22%
Vietnam Era	0.19%
Peacetime 1955-1964	0.01%

Table 6 - Military Group Registration by Service Era

VETERAN, ACTIVE DUTY, GUARD, & RESERVE REGISTRANTS

STATE OF ORIGIN	% OF TOTAL RECORDS	TOTAL REGISTRANTS
TX	13.67%	3,935
CA	10.69%	3,077
VA	8.53%	2,456
FL	7.20%	2,073
NC	6.78%	1,952
GA	6.03%	1,737
CO	3.86%	1,111
WA	3.16%	911
NY	2.54%	731
MD	2.42%	696

Table 7 - Top 10 States for Military Group Registrants

The top ten states of origin for our Military Group registrants are detailed in **Table 7**. Historically we have seen over a quarter of our military clients come from either Texas or California, which aligns with the Department of Defense's reporting that shows around 24% of all Active Duty military personnel are located in these two states. In 2020 we saw 24.36% of registrants in the Military Group coming from either California or Texas. Looking at the top ten states as a whole, there was very little change from 2019 to 2020, with all ten states from 2019 making the list for 2020 – with the exception of slots nine and ten (which swapped places) all states ranked in the same order.

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RESERVE COMPONENT

Over the past several years we have seen a steady increase in our clients who are serving in a Reserve Component organization. From 2019 to 2020 we saw an increase of 2.47% in the proportion of clients who are a National Guard member or Reservist. We also saw an increase in National Guard or Reservist job seekers across all branches. The Army continues to have the largest proportion of Reserve and Guard registrants, while the Marines and Navy are tied for the smallest proportion.

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|	ACTIVE DUTY ONLY	NATIONAL GUARD OR RESERVES
Air Force	81.63%	18.37%
Army	72.59%	27.41%
Coast Guard	88.41%	11.59%
Marines	90.48%	9.52%
Navy	90.48%	9.52%
GRAND TOTAL	80.46%	19.54%

Table 8 - Duty Status by Service Branch

In 2019, we began collecting more detailed information about the circumstances of a service member's status as a member of the Reserve Component. Specifically, we began identifying distinctions between the Army Reserve, Air National Guard, Marine Corps Reserve, and other Reserve Component institutions for the first time.

Table 9 explores this breakdown of Reserve Component members in detail. Of the 19.54% of our military member job seekers that serve in a Reserve or National Guard Component, the vast majority of them serve as part of an Army affiliate – with 37.58% in the Army National Guard and 30.02% in the Army reserve (for a whopping 67.6% of the total job seekers in a Reserve Component or National Guard). The smallest component continues to the be Coast Guard Reserve, with less than a percentage of all of our Reserve Component registrants serving with that institution.

Air Force Reserve	8.40%
Air National Guard	8.08%
Army National Guard	37.58%
Army Reserve	30.02%
Coast Guard Reserve	0.59%
Marine Corps Reserve	5.64%
Navy Reserve	9.69%

Table 9 - Reserve Component Breakdown

Table 10 below examines this group of registrants further by illustrating the gender breakdown across Reserve Component statuses. Overall, women make up 24.48% of these military members – however more than a third of Air Force Reserve (35.94%) and more than a quarter of Air National Guard (26.88%), Army Reserve (30.05%), Coast Guard Reserve (32.26%) and Navy Reserve (32.12%) members are women. This is much higher than our overall military member population, where only 21.29% of our Military Group registrants are women. We will discuss much of these differences further on in this report.

RESERVE COMPONENT STATUS	FEMALE	MALE
Air Force Reserve	35.94%	64.06%
Air National Guard	26.88%	73.12%
Army National Guard	16.70%	83.30%
Army Reserve	30.05%	69.95%
Coast Guard Reserve	32.26%	67.74%
Marine Corps Reserve	12.59%	87.41%
Navy Reserve	32.12%	67.88%
GRAND TOTAL	24.48%	75.52%

Table 10 - Reserve Component Breakdown by Gender

Race varies greatly across Reserve Component organizations, as detailed in **Table 11** below. 51.54% of our Reservists and National Guard members are white, which is a little more than a percentage point of our Military Group population as a whole. Looking at each organization, though, we see that each one tells a different story. Although each organization is a majority or plurality white, some organizations have greater degrees of racial diversity than others. For example, 58.11% of our Army Reserve jobseekers are nonwhite (26.75% of which are Black or African American). Conversely 36.25% of our Air National Guard jobseekers are nonwhite, and 15.0% are Black or African American. The Coast Guard Reserve and Marine Corps Reserve are both roughly 43% nonwhite, each with over 21% Hispanic or Lantino members.

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RESERVE COMPONENT STATUS	American Indian or AK Native	Asian or Pacific Islander	Black or African American	Hispanic or Latino	Two or more races	White
Air Force Reserve	0.49%	6.31%	18.93%	11.41%	7.04%	55.83%
Air National Guard	1.25%	5.25%	15.00%	8.25%	6.50%	63.75%
Army National Guard	0.95%	5.18%	18.82%	14.27%	6.50%	54.28%
Army Reserve	1.00%	8.07%	26.75%	15.34%	6.94%	41.89%
Coast Guard Reserve		10.71%	10.71%	21.43%		57.14%
Marine Corps Reserve	0.73%	4.74%	10.58%	21.53%	4.74%	57.66%
Navy Reserve	1.04%	4.38%	20.25%	13.15%	7.93%	53.24%
GRAND TOTAL	0.94%	6.08%	20.55%	14.21%	6.68%	51.54%

Table 11 - Reserve Component Breakdown by Race

Note that there will be a larger discussion of of how race and gender intersect 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** shows the top ten states from which military spouses registered in 2020. The top ten states remain unchanged from 2019, however we did see some shifts in ranking for 2020. Virginia, Texas and California – which have all three been top states for military spouse job seekers, remained in the first three slots. Compared to 2019, each of these three states made up a larger percentage of our military spouse jobseekers, despite seeing a decrease in the raw number of total registrants. Virginia, Texas and California accounted for 48.79% of all spouse registrants in 2020 while the top five states combined represented 72.17% of all Spouse Group registrants. Likewise, in 2019 the top five states, which remained unchanged, only represented 53.86% of Spouse Group registrants.

STATE OF ORIGIN	% OF RECORDS	TOTAL REGISTRANTS
VA	10.87%	387
TX	10.84%	386
CA	10.65%	379
NC	7.78%	277
FL	7.72%	275
GA	5.28%	188
WA	3.48%	124
CO	3.43%	122
MD	3.37%	120
HI	2.89%	103

Table 12 - Top Ten States for Spouse Group Registrants

In 2019 we began working towards gaining a better understanding of 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. We also started looking at how many of our self-identified spouse clients also served in the military themselves. Table 13 shows that of our clients who self-identified as a military spouse or caregiver, 58.26% have some degree of military service (including those currently serving, those who have already separated, and those serving in a reserve component) and 41.74% have never served in the military.

58.26%
Some Military Service

41.74%
No Military Service

Table 13 - Self-Identified Spouses by Service

The vast majority of our self-identified spouse clients, with or without any prior military experience, are partnered with service members that are actively serving in the military (54.49%) as described in **Table 14**.

CURRENTLY SERVING	54.49%
PRIOR SERVICE / SEPARATED	38.61%
RESERVE COMPONENT	6.91%

Table 14 - Spouse or Partner's Military Status

As mentioned earlier, many veterans consider themselves military spouses, even if they themselves served in the military at one point in time. Though those individuals are considered part of the Military Group 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 did not.

Shown in **Table 15** below, 66.19% of our self-identified military spouses, those self-identified spouses with or without prior military service, are women. However, 93.53% of our military spouse population that never served in the military are women. This is consistent with our historical reporting and the categorization of our clients which considers spouses to be a separate population of job seekers from those that have served. When we look at the military spouse population that has some military service (including those currently serving, those who have already separated, and those serving in a reserve component), we see that most of these job seekers are male by a slim margin (50.69%).

	FEMALE	MALE
No Military Service	93.53%	6.47%
Some Military Service	49.31%	50.69%
GRAND TOTAL	66.19%	33.81%

Table 15 - Self-Identified Spouses by Gender

Table 16 gives us a closer look at the registrants that self-identified as military spouses by the categorization of their partner's military service. From here, we can see that 54.47% of self-identified military spouses have a partner that is currently serving in the military and 38.62% have a partner that has already separated. In 2019 we saw a mirror effect occurring where 58.4% of currently serving spouses had a partner who was also currently serving, and 56.54% of self-identified spouses with prior service were partnered with another separated military member. In 2020 we observed the same effect, with 50.68% of currently serving spouses had a partner who was also currently serving at the time of their registration - and 50.94% of those with prior service had a partner that had also previously served in the military.

SPOUSE MILITARY STATUS	Currently Serving	Prior Service / Separated	Reserve Component
No Military Service	69.18%	24.14%	6.68%
Currently Serving	50.68%	45.19%	4.14%
Prior Service	41.92%	50.94%	7.14%
Reserve Component	37.43%	36.87%	25.70%
GRAND TOTAL	54.47%	38.62%	6.91%

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

REGISTRANT GENDER AND RACE

Women made up 28.34% of registrants in 2020, continuing a trend of slow but steady growth in the percentage of female job seekers. As we've observed previously, gender diversity varies across racial categories. **Table 17** breaks down the race and gender of all Hire Heroes USA jobseekers who provided both race and gender data during registration. The plurality of Hire Heroes registrants in 2020 were white males, which keeps with the trend we have seen over the past several years. We did see a slight increase in Hispanic or Latino registrants as well as Asian or Pacific Islander registrants. In 2019 we saw an increase in multi-racial registrants, however in 2020 we saw a slight decrease in multi-racial registrants as well as Black or African American individuals.

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RACE	Female	Male	GRAND TOTAL
American Indian or AK Native	0.30%	0.61%	0.91%
Asian or Pacific Islander	1.91%	3.70%	5.61%
Black or African American	7.43%	13.14%	20.56%
Hispanic or Latino	4.15%	10.26%	14.41%
Two or more races	2.27%	4.55%	6.83%
White	12.29%	39.39%	51.68%
GRAND TOTAL	28.34%	71.66%	100.00%

Table 17 - Registrant Race and Gender

Our Spouse Group continues to be significantly majority-female, with women representing 94.89% 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 21.15% of our military members, which is a slight increase from 2019. Despite representing less than a quarter of our military member registrants, our female veteran job seekers continue to vastly out-pace the Department of Defense's reporting. By comparison, only 16.9% of the total US active-duty military population is female (2019 Department of Defense Demographics Report, 2020).

RACE	Military Group		Spouse Group		GRAND TOTAL
	Female	Male	Female	Male	
American Indian or AK Native	0.26%	0.66%	0.69%	0.15%	0.91%
Asian or Pacific Islander	1.26%	4.04%	7.96%	0.50%	5.61%
Black or African American	6.59%	14.37%	15.19%	1.69%	20.56%
Hispanic or Latino	3.02%	11.32%	14.61%	0.46%	14.41%
Two or more races	1.81%	4.98%	6.54%	0.62%	6.83%
White	8.22%	43.47%	49.90%	1.69%	51.68%
GRAND TOTAL	21.15%	78.85%	94.89%	5.11%	100.00%

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

Table 19 further examines the relationship between race, gender and veteran or spouse status by looking at race as a percentage of gender, split between Military and Spouse groups. Just as last year, military member clients are commonly white men, and military spouses are often white women. Notable, female veterans are likely to be nonwhite, while most male military spouses are likely to be nonwhite.

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RACE	Military Group			Spouse Group			GRAND TOTAL
	Female	Male	Total	Female	Male	Total	
American Indian or AK Native	1.22%	0.84%	0.92%	0.73%	3.01%	0.85%	0.91%
Asian or Pacific Islander	5.94%	5.13%	5.30%	8.39%	9.77%	8.46%	5.61%
Black or African American	31.15%	18.23%	20.96%	16.00%	33.08%	16.88%	20.56%
Hispanic or Latino	14.27%	14.36%	14.34%	15.40%	9.02%	15.07%	14.41%
Two or more races	8.57%	6.32%	6.79%	6.89%	12.03%	7.15%	6.83%
White	38.86%	55.13%	51.69%	52.59%	33.08%	51.60%	51.68%
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 Group Status

Our racial and gender distributions are largely unchanged between our 2019 and 2020 datasets, however the biggest shifts happened with our military spouses. In 2019, 54.72% of our military spouses self-identified as white, and in 2020 51.60%% self-identified as white (a decrease of 3.12%, the largest shift of any group). In 2020 there was an uptick in spouses who self-identified as American Indian or Alaska Native, Asian or Pacific Islander, Black or African American or Hispanic or Latino. There was, however, a slight decrease in spouses who self-identified as multi-racial.

Table 20 details 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 less than one-third (31.2%) of active duty members belong to a racial minority. The Navy has the highest percentage of racial minorities among enlisted members (41.2%), and the Army has the highest percentage of racial minorities among its officers (26.6%) (DoD 2020). This same trend occurs with our job seekers. Comparatively among Hire Heroes clients, 37.15% of Army officers are nonwhite, while 49.91% of Navy enlisted registrants are nonwhite.

Digging Deeper we find that registration rates for our Black military members continue to outpace the percentage of Black service members in the Department of Defense (20.91% versus the 17.2% reported by the Department of Defense (DoD 2020)). Among our Army and Navy clients, 15.84% of our Army officers were Black or African American (which has remained the highest proportion of any branch we serve for the past two years) while 12.62% of our Navy officers were Black or African-American. Both organizations did see a slight decrease from 2019, but continued to greatly outpace the percentage of Black officers in the Department of Defense (which reports 12.2% of Army officers and 7.9% of Navy officers are Black or African American (DoD 2020)).

RACE	Air Force		Army		Coast Guard		Marines		Navy		GRAND TOTAL
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	
American Indian or AK Native	0.68%	0.21%	1.14%	0.60%	1.26%		0.87%	0.53%	0.88%	0.66%	0.91%
Asian or Pacific Islander	4.78%	4.23%	5.86%	5.68%	4.20%	5.97%	3.63%	3.95%	5.97%	4.31%	5.32%
Black or African American	19.49%	9.73%	26.24%	15.81%	7.56%	7.46%	13.44%	7.89%	21.93%	12.60%	20.91%
Hispanic or Latino	10.23%	5.07%	15.78%	10.29%	14.29%	16.42%	23.29%	8.16%	13.03%	6.97%	14.35%
Two or more races	7.26%	5.71%	6.82%	4.76%	6.30%	4.48%	6.35%	5.79%	8.10%	4.48%	6.80%
White	57.56%	75.05%	44.15%	62.86%	66.39%	65.67%	52.41%	73.68%	50.09%	70.98%	51.72%
GRAND TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 20 - Military Member Race by Branch and Rank

As reported in previous years, Hire Heroes' job seekers continue to be more diverse along racial and gender lines than the broader military community.

SERVICE BRANCH AND RANK

Table 21 below details Military Group registrants by branch and rank. Nearly half of the Military Group registrants served in the Army, which is consistent with previous year's reporting. However, the Army's plurality continues to shrink, dropping 0.82% from 2019. With the exception of the Air Force, all other branches grew in proportion. The Army represents 36.2% of the active duty military population, and despite it's slight reduction in registrant numbers in 2020, the Army (which comprises 47.28% of our military members) continues to be over-represented across our Military Group registrants. The rest of the DoD's active-duty community is spread across other services are follows: 25.1% Navy, 24.7% Air Force, and 14.0% Marine Corps, meaning that our registrants continue to significantly under-represent non-Army branches (DoD 2020).

The biggest shifts from 2019 to 2020 came from our rank categories, with the proportion of Junior Enlisted registrants jumping up 2.65%. With the exception of the Air Force, that growth in Junior Enlisted registrants occurred across all branches – however the Army's proportion increased the most, going from 15.08% of all military members in 2019 to 16.87% in 2020. More senior ranks categories, including Non-Commissioned Officers, Senior Non-Commissioned Officers and Field-Grade Officers all dropped in proportionality – with the exception of Company-Gade Officers, which saw a slight increase of 0.4%.

Taken together, 85.68% of Military Group registrants were Enlisted military members. Comparatively, 82.42% of the DoD population is Enlisted (DoD 2020).

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RANK CATEGORY	Air Force	Army	Coast Guard	Marines	Navy	GRAND TOTAL
Junior Enlisted	4.00%	16.87%	0.26%	5.25%	4.88%	31.27%
Non-Commissioned Officer	6.24%	13.98%	0.47%	4.76%	8.79%	34.24%
Senior Non-Commissioned Officer	5.04%	8.68%	0.27%	1.92%	4.25%	20.17%
Warrant Officer	0.00%	1.56%	0.06%	0.17%	0.18%	1.97%
Company-Grade Officer	0.74%	3.65%	0.11%	0.77%	1.05%	6.33%
Field-Grade Officer	1.29%	2.54%	0.13%	0.71%	1.35%	6.03%
GRAND TOTAL	17.32%	47.28%	1.31%	13.58%	20.50%	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 example, 63.97% of our Junior Enlisted registrants have already separated from the military by the time they register for our services. More senior rank categories, including Senior Non-Commissioned Officers and Warrant Officers, typically register before they've separated from the military. There will be more discussions of registration timing later in this report.

	Currently Serving	Prior Service	Reserve Component
Junior Enlisted	27.31%	63.97%	8.73%
Non-Commissioned Officer	41.50%	51.07%	7.43%
Senior Non-Commissioned Officer	63.51%	28.60%	7.89%
Warrant Officer	68.23%	23.65%	8.12%
Company-Grade Officer	49.42%	39.59%	10.98%
Field-Grade Officer	52.71%	37.27%	10.02%
General / Flag Officer	12.50%	87.50%	
GRAND TOTAL	41.34%	50.69%	7.97%

Table 22 - Rank Category by Service Disposition

When looking at service branches by service disposition, we see that active duty personnel maintain clear majorities and pluralities for the Air Force, Coast Guard and Navy. The Army, which saw a majority of active duty clients in 2019, saw a significant increase in clients with prior service – active duty registrants fell by 5.55% while registrants with prior service increased 5.64%. Army registrants that are in Reserve Component remained relatively unchanged, and continue to be the largest percentage of Reserve Component registrants. Overall, the percent difference between clients currently serving and those with prior service widened significantly - expanding from 45.26% currently serving and 47.08% with prior service to 41.43% and 50.69%, respectively. In 2020 the percent difference between these two categories was 9.35%, while in 2019 it was a mere 1.82%. This increase in spread shows a greater proportion of Military Group job seekers registered post-separation than in 2019, which suggests some hesitation with entering the civilian job market for this group.

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	Currently Serving	Prior Service	Reserve Component
Air Force	48.00%	43.79%	8.21%
Army	39.87%	46.60%	13.53%
Coast Guard	48.99%	47.25%	3.77%
Marines	39.99%	57.22%	2.79%
Navy	50.76%	46.57%	2.68%
GRAND TOTAL	41.34%	50.69%	7.97%

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 21.11% of our military members (an increase of 0.53% from 2019). Just as with our previous years of reporting, the Marine Corps continues to be our least gender-diverse branch, with women representing only 11.94% of Marine registrants. Conversely, the Air Force remains our most female-represented branch with 27.0% of registrants identifying as female. The Coast Guard saw the biggest change from 2019 to 2020 with 21.57% of registrants identifying as female (an increase of 4.35%).

Looking at the Department of Defense active duty reporting, women make up 8.9% of the Marine Corps, which is the lowest rate across DoD, and 20.8% of the Air Force, which is the highest. Across all branches, women make up 16.9% of active duty members (DoD 2020). With women representing 21.11% of our Military Group registrants, Hire Heroes enrollment of women clients appreciably exceeds their proportion in the DoD.

	Air Force	Army	Coast Guard	Marines	Navy	GRAND TOTAL
Female	27.00%	20.07%	21.57%	11.94%	24.59%	21.11%
Male	73.00%	79.93%	78.43%	88.06%	75.41%	78.89%

Table 24 - Registrant Gender by Branch of Service

Further exploring by race and gender, in **Table 25** we see our 2020 racial and demographic distributions are largely unchanged from 2019. The Army continues to be the most racially diverse branch for our registrants.

Race	Gender	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
American Indian or AK Native	Female	0.19%	0.23%		0.28%	0.37%	0.25%
	Male	0.43%	0.82%	0.98%	0.58%	0.51%	0.66%
Asian or Pacific Islander	Female	1.16%	1.39%	0.98%	0.49%	1.52%	1.25%
	Male	3.53%	4.43%	3.59%	3.17%	4.22%	4.05%
Black or African American	Female	6.52%	7.49%	2.29%	2.09%	7.69%	6.57%
	Male	11.91%	17.06%	5.23%	10.71%	13.17%	14.36%
Hispanic or Latino	Female	2.78%	3.08%	1.63%	3.02%	3.17%	3.02%
	Male	6.86%	11.83%	13.40%	18.46%	9.11%	11.33%
Two or more races	Female	2.54%	1.56%	1.63%	1.20%	2.21%	1.81%
	Male	4.54%	4.94%	4.25%	5.08%	5.44%	4.98%
White	Female	13.81%	6.32%	15.03%	4.86%	9.64%	8.21%
	Male	45.74%	40.85%	50.98%	50.06%	42.96%	43.50%
Grand Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 25 - Registrant Race and Gender by Branch of Service

LENGTH OF MILITARY SERVICE

Table 26 explores service tenures across branch and gender categories. 2020 veteran job seekers have shorter service tenures than those who registered in 2017, 2018 or 2019. Last year the median Hire Heroes military member had a service tenure of 9 years, and in 2020 that dropped to 8.08 years. This drop was also consistent across both genders, with both male and female job seekers seeing a drop of more than 0.75 years. The proportionality between branches and gender remained unchanged for the third year in row, with women having shorter service tenures than men and Marines having the shortest service tenures out of all the branches we work with.

SERVICE BRANCH	Female	Male	GRAND TOTAL
Air Force	8.90	12.67	11.19
Army	6.59	8.06	7.91
Coast Guard	8.66	17.02	14.50
Marines	4.76	5.81	5.40
Navy	7.00	10.07	8.86
GRAND TOTAL	7.01	8.66	8.08

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

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When we look at the service tenures of our Military Group clients by service disposition we see that those clients with prior service at the time of registration have substantially shorter service tenures than those clients who are currently serving or serving in a Reserve Component. In 2020, Military Group clients with prior service had a median service tenure of 6.18 years, a drop of 3.59% from 2019 (the median service tenure for these clients was 6.41 years in 2019).

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SERVICE BRANCH	Currently Serving	Prior Service	Reserve Component	GRAND TOTAL
Air Force	19.63	8.01	11.41	11.19
Army	9.72	6.49	10.03	7.91
Coast Guard	19.73	8.90	15.87	14.50
Marines	8.98	4.73	8.42	5.40
Navy	12.83	6.15	9.21	8.86
GRAND TOTAL	11.72	6.18	10.26	8.08

Table 27 - Length of Military Service (years) by Service Disposition

Looking further, we grouped our registrants into five-year service tenure intervals. In **Table 28**, we see a clear trend that most of our clients are either at the front end or tail end of their service. Only 17.49% are in the ten-year period between ten years of service and retirement eligibility. Last year we saw a plurality of retirement-eligible job seekers, however in 2020 job seekers with less than five years of service represented the largest proportion. Large pluralities of Army and Marine Corps registrants fall into this category, with the Air Force, Coast Guard and Navy having large pluralities in the retirement-eligible group with more than 20 years of service. Interestingly, the drop in job seekers in the retirement-eligible group (a decrease of 2.92%) is almost directly proportional to the increase in job seekers with less than five years of service (which saw an increase of 2.65%). The percentage of job seekers that served between five and 20 years remained largely unchanged from 2019.

Service Branch	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	17.59%	28.09%	11.08%	9.32%	33.93%
Army	31.29%	27.83%	10.36%	7.58%	22.93%
Coast Guard	18.29%	21.65%	10.67%	12.80%	36.59%
Marines	41.65%	27.75%	7.73%	6.25%	16.62%
Navy	21.78%	32.25%	9.60%	6.30%	30.06%
Grand Total	28.20%	28.69%	9.98%	7.51%	25.62%

Table 28 - Service Tenure by Registrant Branch

REGISTRANT AGE

In 2019, Hire Heroes USA began asking job seekers to include their birthday as part of the registration process. We were then able to bucket our registrants into age categories as well as also use age to better understand rank groupings. Through our analysis, we know that the average age of a Hire Heroes USA client is between 25 and 35 years old, but that only tells part of the story.

Table 29 details the age distribution of our 2020 registrants, broken out by whether they served in the military or are a military spouse. Amongst our military members, the greatest age concentration is among those in their late 20s, while our military spouses are more evenly spread between the late 20s and early 40s.

Age Category	Military Group	Spouse Group	Grand Total
19 years and younger	0.56%	0.52%	0.55%
20-24 years	12.29%	9.19%	11.98%
25-29 years	20.67%	20.33%	20.63%
30-34 years	16.69%	24.24%	17.43%
35-39 years	17.24%	18.86%	17.40%
40-44 years	15.34%	12.84%	15.09%
45-49 years	8.86%	7.64%	8.74%
50-54 years	4.86%	3.91%	4.76%
55-59 years	2.22%	1.85%	2.18%
60-64 years	0.81%	0.44%	0.78%
65 years and over	0.48%	0.18%	0.45%
Grand Total	100.00%	100.00%	100.00%

Table 29 - Registrant Age by Group Status

On average, there isn't much demographic variance between race and gender categories when it comes to age. **Table 30** highlights race and gender crosstabs and displays average ages for each category. The standard deviation across all categories is just 1.12 years.

RACE	Female	Male	GRAND TOTAL
American Indian or AK Native	34.92	36.32	35.86
Asian or Pacific Islander	32.86	34.43	33.90
Black or African American	35.42	36.41	36.05
Hispanic or Latino	32.43	33.81	33.41
Two or more races	32.94	34.11	33.72
White	34.60	36.14	35.77
GRAND TOTAL	34.25	35.64	35.25

Table 30 - Average Age by Race and Gender

When we look at our Military Group, however, rank category and service branch crosstabs tell a slightly different story. While it makes sense for age to largely correspond with seniority (the average age for a Junior Enlisted registrant is 30.24 while the average age for a Field Grade Officer is 46.08), there is some disparity based on the branch of service. Historically, the Marines have been our youngest branch while the Coast Guard has been our oldest branch, a trend which continued through 2020. We also see this trend 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 the Currently Serving and Prior Service populations, but it's 2.69 years with the Reserve Component population.

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		Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Currently Serving	Air Force	25.19	31.50	40.97		29.77	43.21	35.40
	Army	24.54	30.23	41.35	41.41	30.28	45.82	33.41
	Coast Guard	27.11	35.52	42.24	42.15	31.41	46.30	37.88
	Marines	22.98	28.08	40.35	41.23	30.51	44.12	31.63
	Navy	25.16	30.94	40.98	45.24	32.63	45.19	34.65
Prior Service	Air Force	34.75	37.44	47.23		40.33	47.46	38.82
	Army	33.35	37.53	47.10	45.44	38.03	50.30	37.21
	Coast Guard	35.55	38.77	44.52	48.50	37.00	48.00	39.19
	Marines	32.21	32.87	45.11	42.83	35.00	43.83	33.69
	Navy	34.47	37.68	46.70	51.33	39.30	47.55	37.90
Reserve Component	Air Force	27.69	32.79	43.01	45.00	34.88	45.71	35.41
	Army	25.49	33.01	44.46	43.46	31.39	47.52	33.59
	Coast Guard		36.33	43.50	36.00		49.00	39.75
	Marines	24.29	30.38	42.00	35.50	29.53	44.73	31.60
	Navy	28.32	32.77	44.46		37.25	43.14	35.55
Grand Total		30.24	33.76	42.74	42.73	33.39	46.08	35.35

Table 31 - Average Age by Branch, Rank Category and Service Status

MILITARY OCCUPATIONS

In 2018 we began grouping registrants based on their occupations in the military. **Table 32** showcases the Top 10 military occupations for each branch in terms of job seeker intake. These occupations vary drastically across branches of service, with the largest numbers of Army and Marines falling into infantry while large numbers of the Navy and Air Force fell under aerospace or aviation maintenance.

ARMY		NAVY	
Logistics / Supply Chain	11.00%	Hospital Corpsman	10.69%
Infantry	10.26%	Aviation Maintenance	10.51%
Signal Corps / Communications Systems	8.86%	Logistics	5.96%
Maintenance / Ordnance	7.54%	Surface Engineering / Repair	5.24%
Aviation	5.53%	Personnel / Yeoman / Admin	5.20%
Field Artillery	5.48%	Cryptologic Technician	4.64%
Adjutant General / Personnel / HR	5.36%	Electronics (General)	3.97%
Military Intelligence	5.18%	Fire Control	3.62%
Medical / Health / Behavioral Services	4.88%	Boatswain's Mate	3.36%
Quartermaster	4.79%	Master-At-Arms	3.36%
AIR FORCE		MARINES	
Aerospace Maintenance	17.25%	Infantry	17.14%
Security Forces	9.42%	Communications	10.05%
Medical / Health / Behavioral Services	8.04%	Personnel & Administration	6.96%
Intelligence / Surveillance / Reconnaissance	6.06%	Aircraft Maintenance	6.93%
Logistics	5.54%	Motor Transport	6.50%
Computer Systems	5.36%	Logistics	6.15%
Personnel	4.81%	Supply Administration and Operations	5.66%
Communications Systems	4.71%	Engineer, Construction, Facilities, & Equipment	4.78%
Aircrew Operations	4.37%	Intelligence	3.19%
Munitions and Weapons	4.19%	Avionics	2.99%

Table 32 - Top 10 Military Occupations by Branch

SERVICE-CONNECTED DISABILITIES

Hire Heroes only collects disability rating data from registrants after they have been assigned to work with Transition Specialist as a client. In 2020, 6,181 Military Group registrants reported a VA service-connected disability, and **Table 32** below highlights those breakouts across branches. Job seekers self-reporting a disability rating of 100% grew 1.27% over last year, with the biggest growth coming from our Navy and Coast Guard populations.

Disability Rating	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
10%	7.85%	5.80%	10.77%	7.78%	8.70%	7.00%
20%	4.95%	3.60%	4.62%	5.02%	4.09%	4.12%
30%	5.38%	5.51%	6.15%	6.04%	7.37%	5.92%
40%	6.24%	5.71%	9.23%	10.13%	6.22%	6.62%
50%	8.71%	6.06%	4.62%	5.53%	7.73%	6.66%
60%	8.49%	8.75%	9.23%	9.52%	8.97%	8.88%
70%	9.03%	10.15%	9.23%	11.46%	11.28%	10.38%
80%	12.47%	14.01%	15.38%	11.67%	12.34%	13.12%
90%	13.33%	14.66%	9.23%	13.10%	12.97%	13.85%
100%	23.55%	25.75%	21.54%	19.75%	20.34%	23.44%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 33 - Client Reported VA Disability Ratings by Service Branch

EDUCATION LEVEL AND INITIAL EMPLOYMENT STATUS

Table 34 examines the distribution of our job seekers based on their highest level of education completed and initial employment status at the time of registration. From 2019 to 2020 we saw an increase in the proportion of unemployed job seekers, jumping 4.09% to just over 29% of our total registrant pool. Active Duty job seekers saw a 7.42% decrease from 2019 – this group previously comprised nearly 47% of our registrants, but dropped to below 40% in 2020.

	Active Duty	Employed	Pending Medical Separation	Student - Not seeking full time employment	Temporary / Contract Employee	Under Employed - Insufficient Income	Unemployed	Grand Total
High School/GED	12.48%	4.06%	1.14%	0.82%	0.48%	1.63%	8.49%	29.09%
2 Year Degree	5.48%	1.75%	0.38%	0.46%	0.23%	0.74%	3.28%	12.32%
4 Year Degree	8.71%	4.41%	0.51%	0.39%	0.73%	1.58%	7.49%	23.82%
Post-Graduate Degree	6.04%	2.86%	0.21%	0.10%	0.35%	0.89%	3.68%	14.12%
Doctorate	0.13%	0.14%	0.01%	0.01%	0.04%	0.07%	0.22%	0.62%
Grand Total	39.29%	18.08%	2.60%	2.38%	2.36%	6.26%	29.03%	100.00%

Table 34 - Registrant Education and Employment Status

Looking at our active duty registrants only, **Table 35** illustrates the relationship between rank and highest level of education attained. Here we see that over 32% of enlisted registrants achieved a four-year degree or higher, and that nearly 93% of officer registrants achieved the same. These figures are largely unchanged from last year, with a slight increase in the percentage of officer registrants with a post-graduate degree (up 3.28% from 2019). The Department of Defense reports that only 8.7% of active duty enlisted members hold a Bachelor's degree or higher, while 86.3% of active duty officers have at least a Bachelor's degree or higher (DoD 2020). Active duty Hire Heroes registrants have a disproportionately higher level of educational attainment than the general military population.

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Same as with prior years, Hire Heroes worked with SAS and Pinnacle Solutions to perform a deep dive into our dataset to evaluate the impact various demographic indicators had on our clients. The partners at SAS examined our client's educational attainment to that of the general military population and further corroborated these findings. SAS found that of our 2020 Active Duty clients, a significantly larger proportion of clients held 4-year degrees and advanced degrees when compared to the general military population. In fact, our Active Duty clients had 78.30% more members with a 4-year degree compared to the U.S. military profile.

	ENLISTED	OFFICER	GRAND TOTAL
High School/GED	47.22%	3.63%	38.06%
2 Year Degree	20.15%	3.58%	16.66%
4 Year Degree	23.03%	39.33%	26.45%
Post-Graduate Degree	9.46%	52.09%	18.41%
Doctorate	0.15%	1.38%	0.41%
GRAND TOTAL	100.00%	100.00%	100.00%

Table 35 - Active Duty Registrant Education Level by Rank

Just as we have seen in previous years, our Spouse Group continues to be better-educated than their veteran counterparts. In 2020, 65.63% of Spouse Group registrants held a four-year degree or higher, compared to 45.27% of the Military Group. Spouses who reported that they were unemployed at the time of registration rose just over 1% to comprise 53.17% of our Spouse Group registrants, while spouses who reported they were under employed and not receiving sufficient income fell 2.49% to an even 11% of the total Spouse Group population.

	Employed	Unemployed	Student - Not seeking full time employment	Temporary / Contract Employee	Under Employed - Insufficient income	Grand Total
High School/GED	5.59%	13.04%	1.20%	0.89%	2.13%	22.84%
2 Year Degree	2.66%	6.56%	0.44%	0.49%	1.37%	11.53%
4 Year Degree	10.60%	21.95%	0.84%	2.13%	3.99%	39.51%
Post-Graduate Degree	9.27%	10.69%	0.18%	0.98%	3.24%	24.35%
Doctorate	0.35%	0.93%	0.04%	0.18%	0.27%	1.77%
Grand Total	28.47%	53.17%	2.71%	4.66%	11.00%	100.00%

Table 36 - Spouse Initial Employment Status and Educational Attainment

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

Table 37 below shows registrant's desired salary based on their highest level of education. Desired salary amounts increase with increased levels of educational attainment. Consistent across each level of educational attainment, the higher

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the education level the more money a registrant expects to earn when they find employment. Overall, the average desired salary for a Hire Heroes registrant in 2020 was $63,435.48 (nearly a 4% increase over the 2019 average). Job seekers with a high school diploma or GED saw the largest increase in desired salary with a 5.18% increase from our 2019 job seekers. With the exception of job seekers holding a Doctorate, each category of educational attainment saw an increase in desired salary over last year, however those holding a Doctorate (while still seeking the highest salary) saw a decrease of 2.45% from 2019 (dropping from $86,509 to $84,386).

High School/GED	$54,581.77
2 Year Degree	$59,704.67
4 Year Degree	$66,277.57
Post-Graduate Degree	$79,476.77
Doctorate	$84,386.50
GRAND TOTAL (AVG)	$63,435.48

Table 37 - Desired Salary by Educational Attainment

For our Military Group 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 38** details our Military Group registrant's desired salaries by rank and educational attainment. All rank categories sought higher salaries in 2020 than in 2019 (roughly $3,000 more per category). Looking at educational attainment, all categories sought higher salaries with the exception of those holding a Doctorate, who continued to see a decrease over last year.

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Junior Enlisted	$49,225.27	$52,834.55	$57,583.69	$69,131.58	$75,384.62	$52,859.24
Non-Commissioned Officer	$58,062.09	$60,222.73	$63,969.36	$72,453.94	$79,074.07	$61,355.93
Senior Non-Commissioned Officer	$67,006.17	$68,208.15	$72,814.17	$78,437.11	$87,000.00	$71,552.94
Warrant Officer	$72,764.71	$74,634.15	$78,478.26	$86,290.32		$78,154.36
Company-Grade Officer	$71,000.00	$75,000.00	$77,795.70	$84,708.33	$87,500.00	$80,266.27
Field-Grade Officer	$93,750.00	$65,000.00	$84,691.63	$92,738.79	$94,714.29	$91,180.29
General / Flag Officer	$25,000.00		$35,000.00	$105,000.00	$105,000.00	$70,000.00
Grand Total	$55,379.21	$60,972.79	$68,250.87	$81,781.41	$85,393.70	$64,573.07

Table 38 - Military Member Desired Salary by Rank Category and Level of Education Completed

The following table highlights salary expectations and attainment goals for our 2020 job seekers, broken out by gender and spouse status. Just as we have 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. Regardless of veteran or spouse status, male registrants are seeking salaries more than 15% higher than female registrants on average.

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	FEMALE	MALE	GRAND TOTAL
Veteran or Service Member	$59,385.11	$65,999.49	$64,573.07
Military Spouse / Caregiver	$52,066.26	$61,306.31	$52,585.23
GRAND TOTAL	$56,997.03	$65,966.79	$63,435.48

Table 39 - Desired Salary by Gender and Spouse Status

	FEMALE	MALE	GRAND TOTAL
High School/GED	$41,194.90	$46,818.18	$41,730.77
2 Year Degree	$42,598.25	$55,000.00	$43,140.50
4 Year Degree	$51,769.23	$68,409.09	$52,712.57
Post-Graduate Degree	$64,065.04	$73,571.43	$64,383.43
Doctorate	$82,647.06	$50,000.00	$80,833.33
GRAND TOTAL	$52,066.26	$61,306.31	$52,585.23

Table 40 - Spouse Desired Salary by Education Level and Gender

Desired salaries continue to be strongly defined by gender, regardless of educational attainment. At $68,409, male spouses with a four-year degree are seeking salaries more than $16,639 over their female counterparts – an even wider gap than we have observed in previous years. In general, male Spouse Group registrants are seeking salaries that are 18.14% higher 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 41** shows that the vast majority of our Junior Enlisted population are the rank of E-4.

3.04%
E-2

0.90%
E-1

16.44%
E-3

Table 41 – Junior Enlisted by Rank

79.61%
E-4

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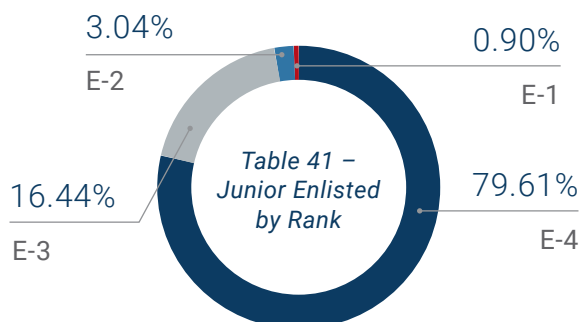
Table 42 breaks out each service branch as a percentage of each rank grouping. The plurality of E-1s and E-2s are members of the Army, but the branch proportionality becomes better distributed across some of the higher ranks. For instance, 70.20% of E-2s are Army, but only 38.99% of E-3s are Army.

	E-1	E-2	E-3	E-4
Air Force	10.96%	9.39%	11.84%	13.15%
Army	58.90%	70.20%	38.99%	56.37%
Coast Guard	2.74%	0.82%	1.66%	0.65%
Marines	15.07%	8.57%	21.04%	16.25%
Navy	12.33%	11.02%	26.47%	13.57%

Table 42 - Junior Enlisted by Service Branch

Table 43 looks at our Junior Enlisted population by rank and educational attainment. Generally speaking, the highest ranks of Junior Enlisted members have slightly increased rates of higher educational attainment than lower ranks (E-4s have Bachelor's degrees at a rate of about 5.5% more than E-1s and E-2s). Notably, the spread of educational attainment increased across the board for our Junior Enlisted registrants in 2020, with a higher percentage of all ranks attaining a 2-year degree or higher than we have seen in previous reporting.

	E-1	E-2	E-3	E-4
High School/GED	66.10%	68.97%	62.49%	56.27%
2 Year Degree	10.17%	8.05%	12.24%	14.91%
4 Year Degree	15.25%	15.52%	19.46%	21.11%
Post-Graduate Degree	6.78%	7.47%	5.52%	7.09%
Doctorate	1.69%		0.30%	0.62%

Table 43 - Junior Enlisted by Educational Attainment

The following tables look at our Junior Enlisted population by race, and then by gender diversity. Looking at **Table 44**, 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 8.77% of E-1s and E-2s collectively, but over 11% of E-3s and E-4s.

	E-1	E-2	E-3	E-4
American Indian or AK Native		2.62%	0.81%	1.00%
Asian or Pacific Islander	6.15%	2.62%	4.99%	6.02%
Black or African American	30.77%	30.13%	24.07%	21.76%
Hispanic or Latino	13.85%	21.40%	16.02%	17.21%
Two or more races	13.85%	6.55%	8.78%	7.72%
White	35.38%	36.68%	45.33%	46.28%

Table 44 - Junior Enlisted by Race

With gender diversity, the proportion of women is largely consistent across rank categories – with the exception of E-1s in which women account for 40% of those job seekers. Each category has a higher proportion of women than our overall Military Group population (19.0%).

	E-1	E-2	E-3	E-4
Female	40.00%	28.93%	28.33%	23.32%
Male	60.00%	71.07%	71.67%	76.68%

Table 45 - Junior Enlisted by Gender

The following table, **Table 46**, looks at our Junior Enlisted population by rank and initial employment status. As we've seen in previous years, there are two key takeaways from this – more than half of all E-1s report that they are unemployed at the time of registration, but that proportion goes down as they progress through the ranks. However, the inverse is true for those that self-identified as active duty – only 6.06% of E-1s self-identify as active duty at the time of registration, while 27.98% of E-4s do. The proportion of Junior Enlisted job seekers who reported being active duty at the time of registration dropped overall from 2019, representing 25.51% of Junior Enlisted job seekers in 2020 (versus 29.82% in 2019).

	E-1	E-2	E-3	E-4
Active Duty	6.06%	13.87%	16.63%	27.98%
Employed	22.73%	21.43%	19.71%	21.54%
Pending Medical Separation	1.52%	2.10%	2.93%	2.41%
Student - Not Seeking Full-Time Employment	6.06%	7.98%	5.23%	3.33%
Temporary / Contract Employee		1.26%	2.93%	2.71%
Under-Employed - Insufficient Income	7.58%	7.98%	10.16%	8.20%
Unemployed	56.06%	45.38%	42.42%	33.83%

Table 46 - Junior Enlisted by Initial Employment Status

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Table 47 shows our Junior Enlisted population by service disposition. Of note, 81.58% of E-1s have prior service or have separated from the military, and 11.84% 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 is in flux.

	E-1	E-2	E-3	E-4
Currently Serving	6.58%	16.02%	19.02%	29.68%
Prior Service	81.58%	63.67%	70.28%	62.48%
Reserve Component	11.84%	20.31%	10.70%	7.84%

Table 47 - Junior Enlisted by Service Disposition

Finally, **Table 48** 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 anticipate bigger salaries as they become more experienced or tenured.

	E-1	E-2	E-3	E-4	GRAND TOTAL
Female	$37,857.14	$45,408.16	$48,079.85	$50,297.40	$49,528.03
Male	$51,060.61	$48,396.23	$52,115.38	$54,517.26	$53,994.45
GRAND TOTAL	$45,925.93	$47,451.61	$50,918.83	$53,538.48	$52,897.12

Table 48 - 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 49 looks at the results of a frequency analysis looking at job seeker's desired job functions. While the top 5 job functions remain unchanged from 2019, there was a slight reshuffle in the order. Administrative/Clerical claimed the top spot while it was third last year, however a lower percentage of clients overall selected that job function from last year. Safety/Security/Law Enforcement, which has historically ranked close to the top 5 dropped two slots and more than 2.5% from 2019 – likely contributed to the decrease in active duty job seekers in 2020 as this is generally a highly selected job function among that demographic.

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	% OF REGISTRANTS	TOTAL REGISTRANTS
ADMINISTRATIVE/CLERICAL	10.12%	3,274
MANAGEMENT - OPERATIONS	9.86%	3,189
MANAGEMENT - GENERAL	8.51%	2,752
MANAGEMENT - PROJECT	7.91%	2,560
HUMAN RESOURCES	7.89%	2,554
ANALYST	6.59%	2,131
IT - INFORMATION SECURITY	6.55%	2,119
SAFETY/SECURITY/LAW ENFORCEMENT	6.53%	2,112
SUPPLY CHAIN/LOGISTICS	6.06%	1,960
MANAGEMENT - PROGRAMS	5.66%	1,831
TRAINING/INSTRUCTION/TEACHING	5.52%	1,785
HEALTHCARE	5.39%	1,743
CUSTOMER SERVICE	5.33%	1,725
IT - GENERAL	5.31%	1,719
CONSULTANT	4.86%	1,572
IT - SYSTEMS MANAGEMENT	4.31%	1,394
ENTRY LEVEL/NEW GRAD	4.31%	1,394
SKILLED LABOR/TRADES	3.81%	1,232
IT - HELP DESK/SUPPORT	3.74%	1,209
BUSINESS DEVELOPMENT	3.73%	1,208

Table 49 - Top 20 Desired Job Functions

As observed in previous years, jobseekers are very specific about the types of occupations they are seeking but are less specific when it comes to desired industries. **Table 50** breaks down the results of a frequency analysis on our 2020 registrant's desired industries. 11.68% of job seekers were willing to work in any industry. After excluding this population, we see that 19.88% of job seekers sought occupations in some form of government, 17.77% sought occupations in Defense Contracting, and 12.57% sought positions in Information Technologies. Government and Public Administration remains our most desired category, although it did experience a slight dip from 2019, dropping from 22.06% to 19.88% of registrants.

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	% OF REGISTRANTS	TOTAL REGISTRANTS
GOVERNMENT AND PUBLIC ADMINISTRATION	19.88%	6,430
DEFENSE CONTRACTING	17.77%	5,748
INFORMATION - INFORMATION TECHNOLOGY	12.57%	4,068
BUSINESS SUPPORT - ADMIN/STAFFING	10.56%	3,416
AEROSPACE AND AVIATION	9.77%	3,159
MANAGEMENT OF COMPANIES AND ENTERPRISES	9.66%	3,124
HEALTH CARE AND SOCIAL ASSISTANCE	7.50%	2,427
OTHER	6.75%	2,184
TRANSPORTATION AND WAREHOUSING	6.21%	2,010
PRIVATE SECURITY	5.16%	1,668
EDUCATIONAL SERVICES	4.91%	1,589
BANKING/FINANCE/INSURANCE	4.84%	1,567
INSTALLATION/REPAIR/MAINTENANCE	4.24%	1,371
INFORMATION - TELECOMMUNICATIONS	4.19%	1,356
AGRICULTURE/FORESTRY/FISHING AND HUNTING	4.06%	1,312
CONSTRUCTION	3.63%	1,175
PROFESSIONAL - CONSULTING SERVICES	3.42%	1,105
MANUFACTURING	2.95%	955
ARTS/ENTERTAINMENT/RECREATION	2.85%	923
PHARMACEUTICAL AND MEDICAL	2.28%	738

Table 50 - Top 20 Desired Industries

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The team at SAS ran several frequency analyses on our 2020 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 functions and industry entered. Because clients are able to select multiple desired job categories, the SAS team parsed their responses into individual categories. Of the 60 listed desired job functions, 34 of them appear to have significant differences in race and gender preferences (in 2019, 38 total desired job functions showed significant differences).

In 2020, job desires for Supply Chain/Logistics positions showed the highest occurrence of statistical differences between race and gender, with mostly male job seekers desiring this job function. Female job seekers overall expressed a low desire for management positions, however females were hired at higher rates in Accounting, Administrative/Clerical, Design, Healthcare, Human Resources, Marketing, and

Nonprofit – Social Services. Black or African American females desired jobs in the Analyst, Entrepreneurship/Franchise/Self-Employed, Biotech, Real Estate, Strategy/Planning, Supply Chain/Logistics, and Training/Instruction/Teaching functions while Hispanic and Latina Females desired job functions in Healthcare, Customer Service, and Human Resources.

Our SAS partners found that in 2020, the desired job function with the highest significant difference was in Supply Chain/Logistics. This desired job was mainly preferred by male clients (72.81%), with American Indian or Alaska Natives having the highest difference (86.67%) compared to their female counterparts. This was followed close by white males (82.57%), Hispanic or Latino Males (69.86%), and Asian, Native Hawaiian or Other Pacific Islander males (69.75%) and finally Black males (64.99%) and males reporting two or more races (63.79%).

Various Management job functions had the next highest rate of significant differences. Proportion wise, Male clients seemed to desire these jobs the most, with 80.07% of them desiring General Management, 76.71% desiring Programs Management, 78.10% desiring Project Management, 86.75% desiring Operations Management and 82.83% desiring Executive/C-Suite Management. During 2020, this was an area where female clients seemed underrepresented.

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% are unreferred, registering through 'organic' means. Word of Mouth's plurality remains unchanged from 2019 to 2020 with 34.83% of our unreferred registrants reporting they came to us through Word of Mouth. Transition Assistance Programs, which were previously reported under Military Installation along with Chain of Command, saw the second highest number of registrants at 11.18%, - when combined these three categories total 14.87%, an increase of 1.64% over 2019. Transition Assistance Programs were followed closely by LinkedIn at 10.02% (up 2.8% from 2019) and Facebook (up 2.12% from 2019). Although Word of Mouth maintained the top spot, it did see a notable decrease in the number of unreferred clients that came to us through that channel, dropping from 39.0% of registrants to 34.83%. We did see greater diversity in how clients heard about us, with Online Search Engines, Facebook, the Hire Heroes USA Website and Webinar/Hangout/Video Conference all seeing an increase of 0.75% or more. The Department of Veterans Affairs, which accounted for 6.06% of our unreferred registrants in 2019, saw a drop of 3.39% with only 2.67% of registrants reporting that as the way they heard about our services.

Word of Mouth	34.83%
Transition Assistance Program	11.18%
LinkedIn	10.02%
Facebook	6.84%
Other, Not Listed Above	6.78%
Hire Heroes USA Website	6.67%
Online Search Engine	5.40%
Department of Veteran Affairs	2.67%
Call Of Duty Endowment	2.29%
Other Referring Organization	1.98%
Other Referring Website	1.89%
USO	1.86%
Chain of Command	1.84%
Hiring Our Heroes	1.78%
Other Military Installation Referral	1.69%
Webinar/Hangout/Video Conference	1.01%
Commercial/PSA	0.59%
Instagram	0.26%
Military Installation	0.16%
Twitter	0.14%
Blue Star Families	0.11%
Friend or Colleague	0.01%

Table 51 - How Registrants Heard About Us

Onward to Opportunity	64.30%
USO	18.48%
AmericaServes	5.05%
Mission 43	3.04%
Blue Star Families	2.35%
Combined Arms	2.26%
Call of Duty Endowment	1.45%
The Warrior Alliance	1.26%
Workshop for Warriors	0.72%
Heroes MAKE America	0.45%
FLIR	0.18%
Military Spouse Advocacy Network	0.13%
Operation Homefront	0.09%
America's Warrior Partnership	0.07%
Code of Support	0.04%
Team Rubicon	0.04%
Golden State Warriors	0.03%
New Horizons	0.01%
Warriors on Track	0.01%

Table 52 - Referral Partner Intake

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Despite the marginal changes to how job seekers may have heard about us, there were significant shifts in our population of referrals for the second year in a row. In 2019, 67.45% of our referred clients came from Onward to Opportunity, but in 2020 we saw that figure decrease to 64.3%. In fact, Blue Star Families, Onward to Opportunity and Mission 43 all saw decreases of more than 1.5% in the number of referrals - with Blue Star Families seeing the greatest decrease at 3.79%. The USO and AmericaServes both saw increases at 6.90% and 1.17%, respectively. Combined Arms and The Warrior Alliance also saw slight increases over 2019.

REGISTRATION TIMING

Definitions of "transitioning" or "transitioned" veterans vary across organizations, funders and other stakeholders. In deference to that diversity, **Table 53** looks at all service members that separated within six or twelve months from their separation dates, on either side of that date. The populations reflected below include both those who may not be separating for the next year, 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 reports, we noted that there was a significant drop in Military Group registrants year over year from 2017 onwards who registered either one year before or within one year after their separation date. That downward trend leveled off in 2020, with 38.65% of Military Group registrants registering within one year of their separation date (down less than 0.75% from 2019). The same downward trend was also observed in clients that registered either six months before or after their separation date in previous years, but also leveled off in 2020, increasing less than 0.25% over 2019 to 24.28%.

Just as we have observed in prior years, Junior Enlisted job seekers are the most likely to register outside of those windows, with 26.20% registering within 12 months, and only 19.90% registering within six months.

RANK CATEGORY (DETAILED)	Registered w/i 12 Months	Registered w/i 6 Months
Junior Enlisted	26.20%	19.90%
Non-Commissioned Officer	37.02%	24.38%
Senior Non-Commissioned Officer	52.94%	27.15%
Warrant Officer	55.23%	25.99%
Company-Grade Officer	46.65%	30.86%
Field-Grade Officer	48.10%	27.95%
GRAND TOTAL	38.65%	24.28%

Table 53 - Registration Timing for Military Group Registrants

The following table highlights the percentage of our Military Group clients that registered before or after military separation, broken out by rank category. As seen in previous years, the majority of our military member job seekers are registering before they separate from the military. Overall the total population is unchanged from 2019, however there were shifts that occurred in certain populations of our clients with Senior Non-Commissioned Officers and all higher ranks seeing an increase in the percent of clients that registered before separation. Company-Grade and Field-Grade Officers saw the highest increase in registrants who registered prior to separating from the military, with Company-Grade Officers seeing an increase of 9.29% and Field-Grade Officers seeing a whopping 10.14% over 2019. Only Junior Enlisted and Non-Commissioned Officers saw an increase in the percent of clients registering after separation, with Junior Enlisted seeing the highest proportion at 63.42% of those clients registering after separation.

	Registered Before Separation	Registered After Separation
Junior Enlisted	36.58%	63.42%
Non-Commissioned Officer	54.72%	45.28%
Senior Non-Commissioned Officer	77.15%	22.85%
Warrant Officer	82.03%	17.97%
Company-Grade Officer	70.83%	29.17%
Field-Grade Officer	76.07%	23.93%
GRAND TOTAL	56.83%	43.17%

Table 54 - Registration Windows Around Military Separation Dates

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Digging deeper, we observe that the median Hire Heroes job seeker registers for services 4.25 months before separating from the military, which is just slightly higher than the 4.08 months reported last year. Once again, that breakout varies greatly across rank categories. For the third year in a row, Junior Enlisted job seekers were the only rank group with a median job seeker registering for services after separation. In fact, in 2020 that median grew from 32.67 months to 41.9, more than nine months more after separation than was observed in 2019. Table 55 below details all Military Group job seekers, including many who may have already entered the civilian workforce.
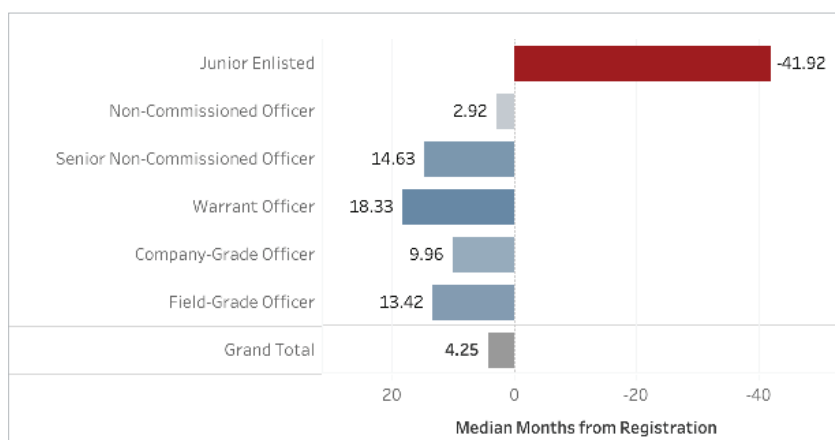
Table 55 - Median Registration Timing by Rank,
in Relation to Separation Date

Table 56 examines only those Military Group clients that were active duty, or unseparated, at the time of registration and their registration timing by rank category. The median months from registration continues to be consistent, with an even 16.0 median months prior to separation reported in 2020 (compared to 15.92 in 2019). With the exception of Junior Enlisted and Warrant Officer job seekers, each rank category registered sooner in 2020 than in 2019. Junior Enlisted and Warrant Officer job seekers both waited only slightly longer to register for services. Despite this, Warrant Officers remained the top group for registering the soonest for our services.

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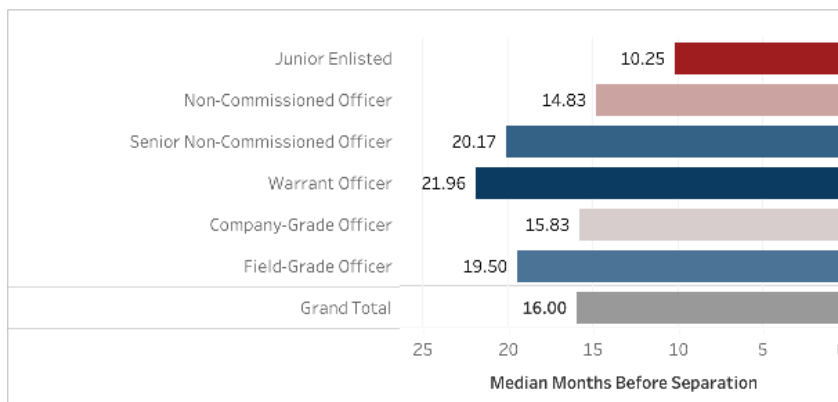
Table 56 - Active Duty Registration Timing by Rank

In still looking at our unseparated job seekers only, **Table 57** shows how service branch corresponds with registration timing. For the past three years, Marines have registered closest to their separation dates than any other branch. The Army, Coast Guard and Marines all reported longer delays in registering for services over 2019, with Marines waiting over two months longer to register than in 2019. The Air Force and the Navy both saw job seekers registering sooner for services, with the Air Force seeing job seekers register the soonest.
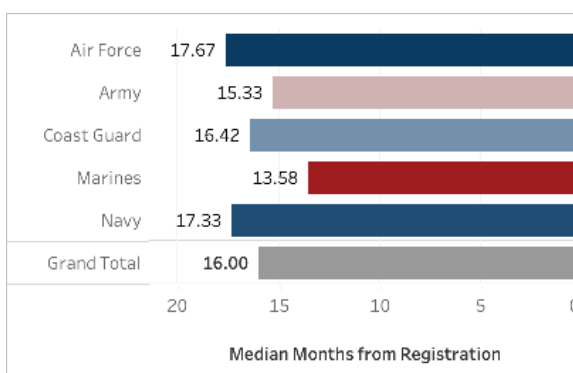
Table 57 - Registration Timing by Branch of Service

The SAS team analysis highlighted similar trends, as detailed in **Table 58**. When examining the differences in registration rates between client ranks while controlling for other demographics, the results indicate that, as with prior years, Junior Enlisted clients are significantly less likely to register before their service end date than Officer clients, with Warrant Officers nearly 10 times more likely to register prior to their separation date than Junior Enlisted registrants. Field-Grade Officers had the next highest rate at approximately 6.52 times higher. Finally, when compared to Junior Enlisted registrants, Company-Grade Officers were 2.81 times the chance to register before separation.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		5.59	0.19	863.47	<.0001
Rank	Company-Grade Officer	1.03	0.13	63.30	<.0001
	Field-Grade Officer	1.87	0.18	105.43	<.0001
	Warrant Officer	2.29	0.25	82.33	<.0001
Employment Status	Employed	-5.33	0.16	1133.33	<.0001
	Pending Medical Separation	0.08	0.37	0.05	0.83
	Student - Not seeking full time employment	-5.46	0.21	649.62	<.0001
	Temporary/Contract Employee	-5.47	0.24	500.29	<.0001
	Under employed - Insufficient income	-5.37	0.18	892.98	<.0001
	Unemployed	-5.67	0.15	1380.45	<.0001
	Unknown	-3.90	0.50	61.62	<.0001
Disability Status	Disabled	-2.33	0.12	359.30	<.0001
	Pending	-0.02	0.11	0.04	0.84
Education Level	2 Year Degree (AA, AS, etc.)	0.22	0.15	2.15	0.14
	4 Year Degree (BA, BS, etc.)	0.40	0.12	10.74	0.00
	Doctorate (PhD, MD, etc.)	1.08	0.42	6.76	0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	0.59	0.16	14.20	0.00
	Unknown	-0.54	0.10	26.39	<.0001
Gender	Female	-0.01	0.09	0.01	0.93
Race	American Indian or Alaska Native	-0.17	0.41	0.17	0.68
	Asian, Native Hawaiian or Other Pacific Islander	0.62	0.15	17.68	<.0001
	Black or African American	0.30	0.10	8.42	0.00
	Hispanic or Latino	0.25	0.11	4.92	0.03
	Two or more races	0.11	0.15	0.55	0.46
	Unknown	-0.82	0.24	11.55	0.00
Service Branch	Air Force	-0.51	0.11	20.31	<.0001
	Coast Guard	-1.16	0.41	8.19	0.00
	Marines	-1.35	0.13	115.97	<.0001
	Navy	-1.13	0.12	89.62	<.0001
Location	East North Central	-0.01	0.15	0.00	0.96
	East South Central	-0.24	0.19	1.62	0.20
	Middle Atlantic	0.33	0.14	5.58	0.02
	Mountain	-0.20	0.14	2.21	0.14
	New England	0.05	0.25	0.03	0.85
	Pacific	-0.08	0.12	0.50	0.48
	Unknown	-3.46	0.42	67.10	<.0001
	West North Central	0.39	0.19	4.24	0.04
	West South Central	-0.10	0.11	0.81	0.37

Table 58 - Modeling Results for Predicting HHUSA Clients Signing Up Before Military Separation Date

Just as with last year and the year prior, 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, student, 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 Hire Heroes USA services. When compared to whites, Hispanic or Latino clients had slightly greater chance (1.28 times higher) 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.

– There was a significant trend in age categories, with the likelihood that clients will register before their separation date decreases as age increases. Once clients enter the 25-29 age bracket, their rate of registration before separating from the military drops to just 35% of those 24-years and younger.

– Location also played a role in registration rates. Clients registering from the West North Central region and Middle Atlantic had a much higher registration rate than those registering from the South Atlantic region.

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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). Hire Heroes USA has 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 26,338 individual veterans and military spouses in 2020 through direct engagement with our programming, 18,413 of which were helped for the first time in 2020.

This past year we began tracking the services provided to our clients by each occurrence to give us a more granular view of how our clients are utilizing our programs. We are now able to see the number of times a client receives a resume revision, or LinkedIn revision, for example. The data in this section looks at clients who were helped in 2020 or received an additional service in 2020 – for instance, a client who was originally helped in 2019 may have returned in 2020 for a resume revision and that resume revision will be captured in the discussion below. In addition to how we are tracking services used by clients, we also added a few new service type categories to better capture the work completed by our team. New categories include Job Matching and Sourcing as well as Mentoring.

Our PaCT clients are able to use all of the services that our organization provides, however some clients might register only for our job board or attend a webinar. **Table 59** below looks at only those clients who were helped for the first time in 2020, broken out by Client Category at the time of analysis.

CLIENT CATEGORY	Number of Records	% of Total
PaCT Client	16,492	89.58%
Online Client Events	1,388	7.54%
Job Board Client	530	2.88%

Table 59 – Helped by Client Category

Though our PaCT program impact grew slightly, the proportion of PaCT Helped actually decreased from 90.69% to 89.58% in 2020 (a trend that occurred in 2019 as well). In 2020 we began offering a wider array of virtual events for clients to attend, and with that saw substantial growth in our Online Events Clients. In 2019, Online

Events Clients represented only 2.67% of all client categories - in 2020 that number jumped to 7.54% with the number of clients more than tripling from 2019. We also observed an increase in the number of Job Board clients from 2019 to 2020. In 2019 we saw 431 clients who were on our Job Board; however, in 2020 that number grew to 530.

SERVICE BRANCH

Of the clients helped for the first time in 2020, 89.10% were Military Group clients, and 10.90% were Spouse Group clients, both of which remained largely unchanged from 2019. **Table 60** details the branches of service for the Military Group. Just as with years prior, 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

Air Force	17.09%
Army	47.98%
Coast Guard	1.35%
Marines	12.93%
Navy	20.64%

Table 60 – Helped by Client Branch of Service

SERVICES PROVIDED BY HIRE HEROES

Table 61 below highlights how our team helped clients in 2020. In previous years, all helped PaCT clients were, at minimum, assessed by their Transition Specialist. This assessment process includes a 15-30 minute telephone conversation to provide clients with insight into the Hire Heroes process and allows the Transition Specialist to get to know and evaluate their client's needs. However, in 2020, we updated our Helped methodology to better understand the scope and breadth of the ways in which we were helping clients, and the below table better reflects the many clients that we help that never engage with a Transition Specialist.

More clients were assessed in 2020 than in 2019, and more initial resumes were provided to clients, however both of these categories made up a smaller percentage of how clients were helped when compared to last year. This is largely due to the continued growth of other service delivery vehicles, primarily our Virtual Program, which facilitates webinars and virtual workshops, and our Federal Program which supports clients specifically seeking employment in the federal sector. In 2020 our number of webinar participants was more than six times that of our 2019 total –

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which is likely due in part to the cancellation of all in-person events for Hire Heroes clients amidst the COIVD-19 pandemic. In addition to the cancellation of all in-person events, Hire Heroes USA also made a concerted effort to host more webinars and virtual events than in years prior; giving our clients more opportunities to attend an event as well as offering a wider variety of event topics. However, this group still represents a broader group of clients our team was able to help. Our Federal Program team conducted over 2,000 federal resume reviews, more than double the number of participants in our Federal Program from last year.

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SERVICE PROVIDED	NUMBER OF SERVICES PROVIDED	% OF TOTAL
RESUME CREATED	17,424	63.63%
ASSESSMENT	16,443	62.29%
RESUME TAILORED	11,741	44.57%
VALUE PROPOSITION	8,348	31.68%
INTERVIEWING	7,713	29.25%
LINKEDIN REVISION	6,534	24.79%
JOB BOARD	5,058	19.20%
MENTORING	4,561	15.60%
WEBINAR	4,240	12.43%
VIRTUAL WORKSHOP	3,845	10.78%
VIRTUAL CAREER FAIR	3,385	11.42%
JOB MATCHING AND SOURCING	2,592	6.61%
FEDERAL RESUME REVIEW	2,201	7.80%
TRAINING	606	2.24%
FEDERAL CAREER COUNSELING	165	0.63%
REFERRAL	120	0.43%
CAREER READINESS FUND	71	0.27%
COVER LETTER	36	0.13%
WORKSHOP	36	0.14%
NETWORKING	25	0.09%
SALARY NEGOTIATION	24	0.09%

Table 61 - How Clients Were Helped

Digging deeper, **Table 62** examines the rates at which our Military Group and Spouse Group populations utilized our services. For instance, clients in the Spouse Group were far more likely to seek a LinkedIn profile revision or attend a virtual workshop or webinar, while Military Group clients were almost twice as likely to attend a Virtual Career Fair.

SERVICE PROVIDED	MILITARY GROUP	SPOUSE GROUP
RESUME CREATED	67.32%	64.10%
ASSESSMENT	66.07%	61.31%
RESUME TAILORED	46.73%	48.32%
VALUE PROPOSITION	32.58%	39.41%
INTERVIEWING	30.62%	32.10%
LINKEDIN REVISION	24.86%	35.98%
JOB BOARD	19.10%	18.71%
MENTORING	16.37%	16.76%
WEBINAR	12.27%	18.60%
VIRTUAL WORKSHOP	10.36%	18.68%
VIRTUAL CAREER FAIR	8.42%	5.03%
FEDERAL RESUME REVIEW	8.03%	9.59%
JOB MATCHING AND SOURCING	7.21%	4.89%
TRAINING	2.23%	3.40%
FEDERAL CAREER COUNSELING	0.63%	0.87%
REFERRAL	0.40%	0.80%
CAREER READINESS FUND	0.30%	0.14%
COVER LETTER	0.15%	0.07%
WORKSHOP	0.12%	0.36%
NETWORKING	0.11%	
SALARY NEGOTIATION	0.10%	0.04%

Table 62 - How Clients Were Helped by Group Status

Looking only at the Military Group population, we can see that some rank cohorts are more or less likely to use various services. The methodology change for tracking which services clients used does not allow for direct comparison with previous years, however several recurring trends did still emerge. For several years in a row now, we have observed that Junior Enlisted military members are using services such as Volunteer Services and Webinars at much lower rates than their more senior peers. Only 14.44% of Junior Enlisted clients utilized Mentoring Services in 2020, compared to officers who utilized that service at rates of 16% or higher. We observed the same trend with Webinars where Field-Grade Officers were more than twice as likely to attend a Webinar than Junior Enlisted clients. However, our Junior Enlisted clients were more likely to have an existing resume tailored, receive Value Proposition services or obtain a LinkedIn profile revision than their more senior counterparts.

To better highlight differences across rank categories, the following table removes values with a frequency of 50% or higher across each population.

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Service Provided	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer
Hire Heroes Resume Tailored	51.60%	48.47%	47.29%	45.50%	46.05%	41.75%
Received Value Proposition Guidance	35.98%	33.99%	32.65%	31.92%	32.59%	28.42%
Received Interviewing Tips	32.79%	32.14%	31.08%	30.51%	30.37%	27.65%
Received LinkedIn Revision	25.87%	25.99%	25.44%	26.10%	25.22%	23.95%
Registered to Use HHUSA Job Board	18.89%	20.53%	19.67%	18.34%	19.84%	19.16%
Received Mentoring	14.44%	16.29%	16.38%	14.64%	23.58%	20.69%
Attended a Webinar	8.47%	10.13%	14.71%	14.46%	15.51%	21.12%
Attended a Virtual Workshop	6.71%	8.60%	13.62%	14.11%	10.01%	17.96%
Job Matching and Sourcing Recipient	6.24%	7.91%	6.47%	10.58%	8.31%	9.64%
Received Federal Resume Review	5.84%	7.88%	10.34%	12.87%	7.72%	9.80%
Attended a Virtual Career Fair	5.61%	5.86%	6.55%	7.58%	7.78%	8.44%
Participated in a Training	2.54%	2.57%	1.63%	1.94%	2.57%	2.23%
Received Federal Career Counseling	0.72%	0.72%	0.41%	0.71%	0.53%	0.98%
Referred to Partner Organization	0.78%	0.39%	0.06%	0.18%	0.35%	0.38%
Career Readiness Fund Recipient	0.61%	0.32%	0.16%	0.18%	0.06%	0.05%
Received a Cover Letter	0.11%	0.19%	0.14%		0.23%	0.16%
Received Networking Guidance	0.13%	0.06%	0.16%	0.18%	0.12%	0.16%
Received Salary Negotiation Guidance	0.08%	0.13%	0.08%		0.12%	0.22%
Attended an In-Person Workshop	0.06%	0.10%	0.14%		0.12%	0.22%

Table 63 - How Clients Were Helped by Rank Category

Table 64 shows the average number of services used by each Military Group client by rank and service branch. The total number of services used by each client ranged from 1 to 21, with each client receiving either an initial assessment or additional service in 2020. As discussed earlier and in years prior, regardless of service branch, senior Military Group clients use more Hire Heroes services than do junior clients. Our Company-Grade Officers in the Coast Guard used the most services, while Junior Enlisted in the Coast Guard used the least. Junior Enlisted clients in general used fewer services than other ranks, with those serving in the Air Force, Army and Coast Guard utilizing less than the average number of services for all Military Group clients.

	Air Force	Army	Coast Guard	Marines	Navy	GRAND TOTAL
Junior Enlisted	4.28	4.30	3.87	4.35	4.45	4.32
Non-Commissioned Officer	4.35	4.23	4.32	4.34	4.41	4.31
Senior Non-Commissioned Officer	4.33	4.25	4.05	4.32	4.30	4.28
Warrant Officer	4.00	4.34	4.71	4.58	4.75	4.40
Company-Grade Officer	4.23	4.22	4.96	4.52	4.46	4.30
Field-Grade Officer	4.39	4.09	4.42	4.49	4.70	4.33
GRAND TOTAL	4.33	4.25	4.29	4.37	4.42	4.31

Table 64 - Number of Hire Heroes Services Used by Rank

Our SAS team partners examined service participation by clients and found that, similar to previous years, participation in Hire Heroes USA services generally provided a higher likelihood for successfully finding a job. After controlling for demographic covariates, the majority of Hire Heroes USA services helped clients to be successful in securing a new position in 2020. The service that helped improve the likelihood of a client getting hired the most was using our Volunteer Services, which ranked as the second most impactful service in 2019. Clients that utilized Volunteer Services had 2.62 times the likelihood of becoming hired when compared to those that did not. Interview Skills Training, which ranked the top most successful in 2019, was a very close second for our 2020 clients, with 2.60 times the likelihood of finding a new job. Clients that utilized the Hire Heroes USA Job Board had 2.15 times the likelihood, and those that used Federal Services also improved their likelihood by 2.05 times. Virtual Career Fair participants were hired at a rate 1.48 times higher, and LinkedIn Profile Revision was similar with 1.37 times higher hiring rates. Looking at Webinar Participation, SAS found that, after controlling for all of the demographic covariates and other services, clients who completed this service were only 0.73 times likely to get hired. Investigating further, it would appear that this might be a function of a low sample size, with only 7.90% of the records in their examination having completed this service. As we continue to expand our virtual offerings we will continue to track the impact they have on our client's likelihood to find gainful employment.

We have a number of teams and programs that work together to deepen the scope of our service delivery. The SAS team examined the use of these services to identify services that are closely correlated to success within our program. SAS found that, of clients who were confirmed hired, strong correlations existed between the Resume Creation and Assessment (97%) services. Hired clients also had strong correlations between completing Interviewing and Value Proposition (82%) and LinkedIn Review (61%) skills. Finally, clients that found successful employment also seemed to complete both LinkedIn Review and Value Proposition (58%) services. There remained a mild correlation for those that completed both Webinar and Virtual Workshop (27%) services. Table 65 below further details the correlation of confirmed hired clients and the services they utilized. Gray colors display a weak correlation, red moderate, and blue represents a strong correlation.

	RESUME CREATED	ASSESSMENT	RESUME TAILORED	VALUE PROPOSITION	INTERVIEWING	LINKEDIN REVIEW	MENTORING	JOB MATCHING AND SOURCING	FEDERAL RESUME REVIEW	TRAINING	WEBINAR	VIRTUAL WORKSHOP
RESUME CREATED	1.00	0.97	0.00	0.18	0.16	0.14	0.04	0.03	0.02	0.02	0.00	0.01
ASSESSMENT	0.97	1.00	0.00	0.17	0.16	0.14	0.04	0.03	0.02	0.02	0.00	0.01
RESUME TAILORED	0.00	0.00	1.00	-0.02	0.01	-0.01	-0.01	0.00	0.00	0.00	0.01	-0.01
VALUE PROPOSITION	0.18	0.17	-0.02	1.00	0.82	0.58	-0.02	-0.02	0.01	0.02	-0.02	0.01
INTERVIEWING	0.16	0.16	0.01	0.82	1.00	0.61	-0.02	-0.01	0.00	0.03	-0.02	0.00
LINKEDIN REVIEW	0.14	0.14	-0.01	0.58	0.61	1.00	-0.02	-0.02	0.00	0.01	-0.03	0.00
MENTORING	0.04	0.04	-0.01	-0.02	-0.02	-0.02	1.00	0.03	0.07	0.07	0.11	0.08
JOB MATCHING AND SOURCING	0.03	0.03	0.00	-0.02	-0.01	-0.02	0.03	1.00	0.00	0.00	0.03	0.03
FEDERAL RESUME REVIEW	0.02	0.02	0.00	0.01	0.00	0.00	0.07	0.00	1.00	0.05	0.01	0.05
TRAINING	0.02	0.02	0.00	0.02	0.03	0.01	0.07	0.00	0.05	1.00	0.03	0.02
WEBINAR	0.00	0.00	0.01	-0.02	-0.02	-0.03	0.11	0.03	0.01	0.03	1.00	0.27
VIRTUAL WORKSHOP	0.01	0.01	-0.01	0.01	0.00	0.00	0.08	0.03	0.05	0.02	0.27	1.00

Table 65 - Correlation Matrix of Confirmed Hired Clients Completion of HHUSA Services

SAS further investigated which services were able to help hired clients achieve higher salaries. Once again, Hire Heroes USA clients that utilized Volunteer Services had the greatest impact. Clients that used this service had 2.19 times more likelihood of achieving a high salary when compared to those that did not use this service. The next service with the greatest impact was registering for the Hire Heroes USA Job Board. The clients who registered for the Job Board had a 1.8 greater chance of achieving a high salary. Interview Skills Training (1.67 times), utilizing Federal Services (1.64 times), participating in a Virtual Career Fair (1.46 times), and LinkedIn Profile Revision (1.22 times) all helped improve a HHUSA client's ability to improve their rate of getting a higher salary. Table 66 details the results of the SAS team's study into the relationship between services utilized and client's attaining a higher salary.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-3.41	0.16	465.10	<.0001
Rank	Company-Grade Officer	0.97	0.10	86.56	<.0001
	Field-Grade Officer	0.96	0.13	53.28	<.0001
	Warrant Officer	1.08	0.15	51.67	<.0001
Age Category	25-29 years	0.61	0.15	16.79	<.0001
	30-34 years	0.58	0.16	13.33	0.00
	35-39 years	0.43	0.17	5.94	0.01
	40-44 years	0.39	0.18	4.67	0.03
	45-49 years	0.49	0.19	7.01	0.01
	50 years and over	0.22	0.19	1.41	0.23
	Unknown	0.25	0.34	0.53	0.47
Employment Status	Employed	-0.48	0.12	14.94	0.00
	Pending Medical Separation	-0.11	0.22	0.26	0.61
	Student - Not seeking full time employment	-1.20	0.40	8.88	0.00
	Temporary/Contract Employee	-0.03	0.23	0.01	0.91
	Under employed - Insufficient income	-0.49	0.17	8.54	0.00
	Unemployed	0.30	0.10	9.67	0.00
	Unknown	0.56	0.46	1.47	0.23
Disability Status	Disabled	-0.08	0.09	0.78	0.38
	Pending	0.30	0.09	11.96	0.00
Education Level	2 Year Degree (AA, AS, etc.)	0.23	0.15	2.44	0.12
	4 Year Degree (BA, BS, etc.)	0.71	0.12	37.85	<.0001
	Doctorate (PhD, MD, etc.)	0.79	0.31	6.54	0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	0.90	0.13	45.99	<.0001
	Unknown	-2.41	0.35	47.69	<.0001
Gender	Female	-0.56	0.09	39.52	<.0001
Race	American Indian or Alaska Native	-0.18	0.42	0.18	0.67
	Asian, Native Hawaiian or Other Pacific Islander	-0.25	0.15	2.87	0.09
	Black or African American	-0.33	0.10	11.59	0.00
	Hispanic or Latino	-0.22	0.11	3.86	0.05
	Two or more races	-0.20	0.14	1.90	0.17
	Unknown	-0.44	0.18	6.04	0.01
Service Branch	Air Force	0.20	0.10	4.32	0.04
	Coast Guard	0.06	0.25	0.05	0.82
	Marines	0.01	0.10	0.01	0.94
	Navy	0.04	0.09	0.21	0.64

Table 66 - Modeling Results Predicting Clients Achieving a High Salary with Services

VIRTUAL EVENT ATTENDANCE

Within the first quarter of 2020 Hire Heroes USA discontinued in-person events due to the ongoing COVID-19 pandemic. We'll explore the specific impacts of COVID-19 in a later section, and look at overall virtual event attendance trends from 2019 through 2020 - specifically our Virtual Career Fairs, Virtual Workshops and Webinars. For the purposes of this section only, we will look at clients who attended one or more virtual events during the course of each year, regardless of when they registered for our services. Table 67 details the total number of individual clients that attended each type of event by year. If a client attended multiple events of the same type that client will only be calculated once for that year for that event type in **Table 67**.

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	2019	2020
Virtual Career Fair	1,384	3,385
Virtual Workshop	629	3,845
Webinar	1,355	4,240
GRAND TOTAL	3,368	11,470

Table 67 - Virtual Event Attendance by Year

As **Table 68** shows, our virtual event attendance more than tripled from 2019 to 2020, with over 11,000 clients attending one or more virtual events. Hire Heroes USA also offered more virtual events in 2020 than in 2019, providing clients with more opportunities to attend an event as well a wider variety of event topics. Table 68 shows the total number of events by type for each year. In 2020 the number of Virtual Career Fairs and Webinars hosted doubled or more than doubled, while the number of Virtual Workshops held nearly tripled.

	2019	2020
Virtual Career Fair	4	8
Virtual Workshop	12	33
Webinar	17	35

Table 68 - Number of Virtual Events by Type and Year

Taking into consideration a greater number of events in 2020, we looked at the average number of attendees per event by event type. **Table 69** shows the average number of clients that attended each event type by year. In 2019, our four Virtual Career Fairs saw an average of 346 attendees, while in 2020 our eight Virtual Career Fairs saw an average of more than 423 attendees. Participation for Webinars saw substantial growth in 2020, jumping from an average of 79.7 attendees to more than 121 per event - an increase of 51.94% over 2019. Our Virtual Workshops saw the highest increase in average number of attendees, more than doubling from 2019 to 2020 with a whopping 122.33% increase in the average number of attendees.

	2019	2020
Virtual Career Fair	346.0	423.1
Virtual Workshop	52.4	116.5
Webinar	79.7	121.1

Table 69 - Average Number of Attendees by Virtual Event Type and Year

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Looking at our clients further, **Table 70** shows the average number of attendees by event type and group status, broken down by year. The only group that did not see an increase from 2019 to 2020 was Spouse Group clients who attended a Virtual Career Fair - there was a slight drop there from 37.5 attendees to 26.7. Every other category saw growth in the average number of attendees, with Military Group client participation in Virtual Career Fairs seeing an increase of 69.0% and Webinar participation jumping 68.84%. For our Spouse Group clients, participation in Virtual Workshops saw the highest increase with the average number of attendees per event rising from 17.5 to 24.2, a 38.29% increase.

	MILITARY GROUP		SPOUSE GROUP	
	2019	2020	2019	2020
Virtual Career Fair	306.5	518.0	37.5	26.7
Virtual Workshop	35.1	93.9	17.5	24.2
Webinar	59.7	100.8	18.8	21.3

Table 70 - Average Number of Attendees by Virtual Event Type, Group Status and year

Examining our Military Group clients only, we see that the average number of attendees per event by rank generally coincides with the proportions of our client base as a whole. Warrant Officers, the smallest rank represented in our client base, had the lowest number of average attendees per event each year while Non-Commissioned Officers and Senior Non-Commissioned Officers (two of our top three groups with the highest population) consistently had the most attendees present. **Table 71** shows the average number of attendees by rank and event type, divided out by year.

		2019	2020
Virtual Career Fair	Junior Enlisted	61.3	84.0
	Non-Commissioned Officer	84.8	109.8
	Senior Non-Commissioned Officer	75.5	95.0
	Warrant Officer	8.3	13.0
	Company-Grade Officer	27.3	38.5
	Field-Grade Officer	32.5	45.0
	Total	306.5	518.0
Virtual Workshop	Junior Enlisted	5.4	14.2
	Non-Commissioned Officer	6.6	23.7
	Senior Non-Commissioned Officer	12.7	31.4
	Warrant Officer	4.0	7.1
	Company-Grade Officer	3.6	9.3
	Field-Grade Officer	7.3	18.6
	Total	35.1	93.9
Webinar	Junior Enlisted	7.9	16.5
	Non-Commissioned Officer	11.2	26.0
	Senior Non-Commissioned Officer	18.0	28.3
	Warrant Officer	3.3	5.2
	Company-Grade Officer	6.1	12.8
	Field-Grade Officer	10.0	19.8
	Total	59.7	100.8

Table 71 - Average Number of Attendees by Virtual Event Type, Rank and Year

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Exploring Military Group clients and their event attendance further, we see that Junior Enlisted clients are consistently under represented at virtual events. Table 72 shows that Junior Enlisted clients, which represent roughly 30% of our Military Group client pool, made up 21.8% of Military Group Virtual Career Fair participants, and 15.58% and 16.93% of Virtual Workshop and Webinar participants, respectively. Non-Commissioned Officers saw the next lowest representation with relation to their proportion of the client base. Non-Commissioned Officers represent roughly 33% of our Military Group clients, but were slightly less than 30% of Virtual Career Fair participants and were in the mid-to-low 20%s for Virtual Workshops and Webinars. More senior ranks saw higher proportions of representation for each event type than their respective proportion of the client pool. Field-Grade Officers, which represent roughly 6% of MIlitary Group clients, attended Virtual Workshops and Webinars in much higher proportions, with both event types seeing more than 20% of their participants holding that rank in 2020.

		2019	2020
Virtual Career Fair	Junior Enlisted	21.16%	21.80%
	Non-Commissioned Officer	29.27%	28.49%
	Senior Non-Commissioned Officer	26.08%	24.66%
	Warrant Officer	2.85%	3.37%
	Company-Grade Officer	9.41%	9.99%
	Field-Grade Officer	11.23%	11.68%
	Total	100.00%	100.00%
Virtual Workshop	Junior Enlisted	17.11%	15.58%
	Non-Commissioned Officer	20.95%	25.98%
	Senior Non-Commissioned Officer	40.51%	34.46%
	Warrant Officer	12.73%	7.83%
	Company-Grade Officer	11.54%	10.15%
	Field-Grade Officer	23.34%	20.39%
	Total	100.00%	100.00%
Webinar	Junior Enlisted	16.14%	16.93%
	Non-Commissioned Officer	22.85%	26.62%
	Senior Non-Commissioned Officer	36.60%	29.02%
	Warrant Officer	6.71%	5.32%
	Company-Grade Officer	12.35%	13.09%
	Field-Grade Officer	20.33%	20.31%
	Total	100.00%	100.00%

Table 72 - Average Number of Event Attendees by Event Type, Rank as a Percentage of Year

Figure 7 explores the average number of event attendees by event type for 2020 only, broken out by month. Historically we have observed dips in event attendance between May and June and again in November, and those dips can be observed here. With the exception of the anticipated drops in event attendance, we see that not only did the average number of attendees increase in 2020, there was a general increase each month. We'll explore virtual event attendance further in the COVID-19 section of this report.

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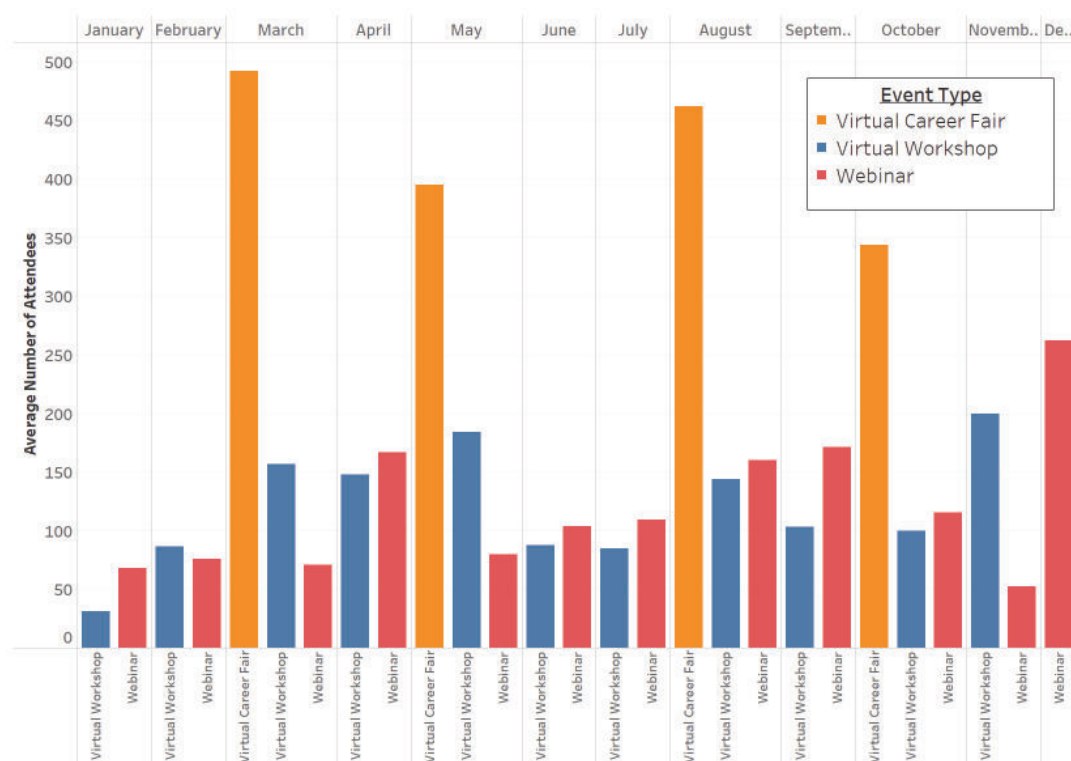
Figure 7 - Average Number of Virtual Event Attendees by Event Type and Month

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 73 below shows the number of completed volunteer program requests for 2020. We saw a greater percentage of clients who utilized the volunteer program overall, as well as a staggering 32.28% increase in the number of completed requests from 2019 to 2020. The order of the most requested service to the least remained largely unchanged, however our top two services, Industry Specific requests and Mock Interviews both comprised a smaller percentage of total requests. LinkedIn Review, which ranked third both in 2019 and 2020, did grow more than 6 percentage points of the total requests – jumping from 17.55% of all volunteer requests, to 23.63%. Since 2018, volunteer requests for LinkedIn reviews have more than doubled in percentage of total requests. Salary Negotiation, Entrepreneurship and Resume Feedback, although still comprising a small percentage of total requests, all saw a slight increase over last year.

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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	33.03%	1,486
MOCK INTERVIEW	25.96%	1,168
LINKEDIN REVIEW	23.63%	1,063
SEARCH FOCUS	5.85%	263
JOB SEARCH BEST PRACTICES	4.58%	206
SALARY NEGOTIATION	2.33%	105
ENTREPRENEURSHIP	1.84%	83
RESUME FEEDBACK	1.16%	52
CERTIFICATIONS / TRAINING	0.82%	37
OTHER	0.60%	27
CV / PORTFOLIO REVIEW	0.20%	9
GRAND TOTAL	100.00%	4,499

Table 73 - Total Completed Volunteer Requests

Comparing volunteer program service utilization rates between Military Group and Spouse Group clients gives us a little further insight into how our clients are using our volunteer services. **Table 74** shows the breakdown of services used by military member or spouse status. As with our overall usage rates, Industry Specific and Mock Interview both fell for our Military Group clients (while still maintaining the top two slots). LinkedIn Reviews increased by 7.15% for our Military Group clients from last year, but remained about the same for Spouse Group clients. As with our larger client group, Salary Negotiation, Entrepreneurship and Resume Feedback all saw slight increases for both our Military Group and Spouse Group clients.

Requested Support	Military Group	Spouse Group
Industry Specific	32.36%	37.63%
Mock Interview	25.94%	26.13%
LinkedIn Review	24.25%	19.34%
Search Focus	5.99%	4.88%
Job Search Best Practices	4.54%	4.88%
Salary Negotiation	2.42%	1.74%
Entrepreneurship	1.91%	1.39%
Resume Feedback	1.12%	1.39%
Certifications / Training	0.84%	0.70%
Other	0.48%	1.39%
CV / Portfolio Review	0.15%	0.52%

Table 74 - Total Completed Volunteer Requests by Group Status

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Looking specifically at our Military Group population, we see that our Junior Enlisted clients have the lowest utilization proportions for certain key volunteer requests. In particular, Junior Enlisted clients have some of the lowest utilization of our Mock Interview, LinkedIn Review and Salary negotiation services. Although LinkedIn Review and Salary Negotiation saw slight increases for our Junior Enlisted clients in 2020, they were still generally under-utilized when compared to more senior ranks. Our Spouse Group clients were far more likely to complete a LinkedIn Review with their Transition Specialist than with a volunteer from our volunteer program. In fact, Spouse Group clients were nearly nine times more likely to complete a LinkedIn Revision with their Transition Specialist than with a member of our volunteer program.

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Requested Support	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Industry Specific	37.20%	32.92%	29.98%	21.05%	32.41%	28.70%	32.37%
Mock Interview	25.00%	24.55%	26.89%	30.53%	28.74%	25.69%	25.90%
LinkedIn Review	17.94%	23.73%	26.77%	30.53%	25.52%	30.79%	24.31%
Search Focus	6.34%	6.73%	6.29%	3.16%	4.60%	4.40%	5.96%
Job Search Best Practices	6.70%	4.35%	3.55%	4.21%	3.45%	3.94%	4.52%
Salary Negotiation	1.56%	2.05%	3.09%	3.16%	2.76%	3.24%	2.44%
Entrepreneurship	1.91%	2.22%	1.60%	6.32%	0.92%	1.62%	1.90%
Resume Feedback	0.96%	1.48%	1.03%		0.92%	0.93%	1.10%
Certifications / Training	1.67%	0.99%	0.57%	1.05%		0.23%	0.85%
Other	0.72%	0.66%	0.23%		0.46%	0.23%	0.49%
CV / Portfolio Review		0.33%			0.23%	0.23%	0.15%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 75 - Total Completed Volunteer Requests by Rank Category

Furthermore, as we have seen in years past, Junior Enlisted clients are underrepresented across our volunteer requests in general. 21.48% of volunteer requests come from Junior Enlisted clients, a decrease of 1.63% from last year. Our Non-Commissioned Officers, Company-Grade Officers and Field-Grade Officers all saw an increase in representation for volunteer requests.

Requested Support	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Industry Specific	24.68%	31.83%	20.79%	1.59%	11.19%	9.84%	100.00%
Mock Interview	20.73%	29.66%	23.31%	2.88%	12.40%	11.01%	100.00%
LinkedIn Review	15.86%	30.55%	24.74%	3.07%	11.73%	14.06%	100.00%
Search Focus	22.84%	35.34%	23.71%	1.29%	8.62%	8.19%	100.00%
Job Search Best Practices	31.82%	30.11%	17.61%	2.27%	8.52%	9.66%	100.00%
Salary Negotiation	13.68%	26.32%	28.42%	3.16%	12.63%	14.74%	100.00%
Entrepreneurship	21.62%	36.49%	18.92%	8.11%	5.41%	9.46%	100.00%
Resume Feedback	18.60%	41.86%	20.93%		9.30%	9.30%	100.00%
Certifications / Training	42.42%	36.36%	15.15%	3.03%		3.03%	100.00%
Other	31.58%	42.11%	10.53%		10.53%	5.26%	100.00%
CV / Portfolio Review		66.67%			16.67%	16.67%	100.00%
Grand Total	21.48%	31.29%	22.46%	2.44%	11.18%	11.10%	100.00%

Table 76 - 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 such as Mock Interview and LinkedIn Review at much different rates. As **Table 77** shows, 26.89% of Army personnel requests were for Mock Interviews, while only 17.46% of Coast Guard requests were for the same. However, Coast Guard clients requested Industry Specific services at a much higher rate than their counterparts, outpacing the Army (second highest rate) by nearly 5%. Our Marine and Navy clients both used Industry Specific requests less than last year, but LinkedIn Reviews increased for both branches substantially (jumping from 16.32% and 14.99% to 21.94% and 25.12%, respectively).

Requested Support	Air Force	Army	Coast Guard	Marines	Navy
Industry Specific	31.21%	33.15%	38.10%	32.28%	31.04%
Mock Interview	23.99%	26.89%	17.46%	26.37%	25.97%
LinkedIn Review	26.35%	23.84%	19.05%	21.94%	25.12%
Search Focus	7.07%	5.33%	1.59%	6.75%	6.40%
Job Search Best Practices	4.58%	3.92%	11.11%	5.06%	5.07%
Salary Negotiation	3.05%	2.29%	1.59%	2.74%	2.05%
Entrepreneurship	1.25%	2.07%	7.94%	2.32%	1.45%
Resume Feedback	1.11%	1.31%		1.05%	0.85%
Certifications / Training	0.69%	0.76%	1.59%	0.63%	1.21%
Other	0.42%	0.44%		0.42%	0.72%
CV / Portfolio Review	0.28%		1.59%	0.42%	0.12%

Table 77 - Total Completed Volunteer Requests by Service Branch

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Finally, with regard to gender, we see that our female Military Group clients used the various volunteer services at a slightly different rate than their male counterparts. In previous years, male and female Military Group clients used services in roughly the same proportions, however in 2020 there were some significant shifts. The gap between male and female clients who used Industry Specific services (which are more frequently utilized by male clients) greatly narrowed – going from an 8.49% difference to just 2.78% in 2020. Likewise, there was a notable shift in the usage of Mock Interviews, which historically have been utilized more by female clients, dropping from a 7.45% gap to 5.08% (although female clients still used this service more). Both male and female clients saw an increase in LinkedIn Review usage of more than 5%, and female clients saw an increase in Salary Negotiation services, however they are still less likely than their male counterparts to utilize this service.

Requested Support	Female	Male
Industry Specific	30.23%	33.01%
Mock Interview	29.74%	24.66%
LinkedIn Review	22.52%	25.03%
Search Focus	6.61%	5.81%
Job Search Best Practices	5.02%	4.48%
Salary Negotiation	1.47%	2.61%
Entrepreneurship	1.71%	1.84%
Resume Feedback	1.47%	1.04%
Certifications / Training	0.73%	0.87%
Other	0.37%	0.50%
CV / Portfolio Review	0.12%	0.17%

Table 78 - Total Completed Military Group 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.

5,058 of our 2020 Helped clients utilized the Job Board for the first time, bringing the total number of active job seekers on the Job Board to 19,035. Over 268,000 jobs were posted on the Job Board in 2020 alone. The total number of employers participating in our Job Board grew to 2,216, an increase of 22.7% from 2019 to 2020. The Job Board continues to be an excellent way for veterans, service members and military spouses to connect with hiring companies.

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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 2020 confirmed hire doesn't mean that they started working in 2020. For instance, a client who starts work in December 2019 will count as a 2020 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 2020 for services, some initially registered in earlier years or may have been assisted by our organization before. For the purpose of this report, unless otherwise stated, we will only be examining clients confirmed hired for the first time in 2020. 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 11,580 veterans, service members and military spouses find employment in 2020, with 11,383 individuals finding employment through our services for the very first time. This is an increase of 8.97% in first-time confirmed hired clients from 2019. This number reflects a marginal increase across our entire client population, however we continue to see significant increases across specific subsets. For instance, in 2019 we reported that 955 Spouse Group clients were confirmed hired through our services, while in 2020 we confirmed 1,139 Spouse Group clients as hired into a new position – an increase of 19.27%. Military spouses continue to be a major part of our organization's success, growing continuously year over year (from 9.14% of total hires in 2019 to over 10% of total hires in 2020).
Our population of successful women military veterans increased significantly as well; 1,762 women veterans were confirmed hired in 2020 – an increase of 9.37% from 2019. In 2020, women veterans represented 17.85% of our total Military Group hires.

HIRED CLIENTS OVERVIEW

Figure 8 illustrates all locations of 2020 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.
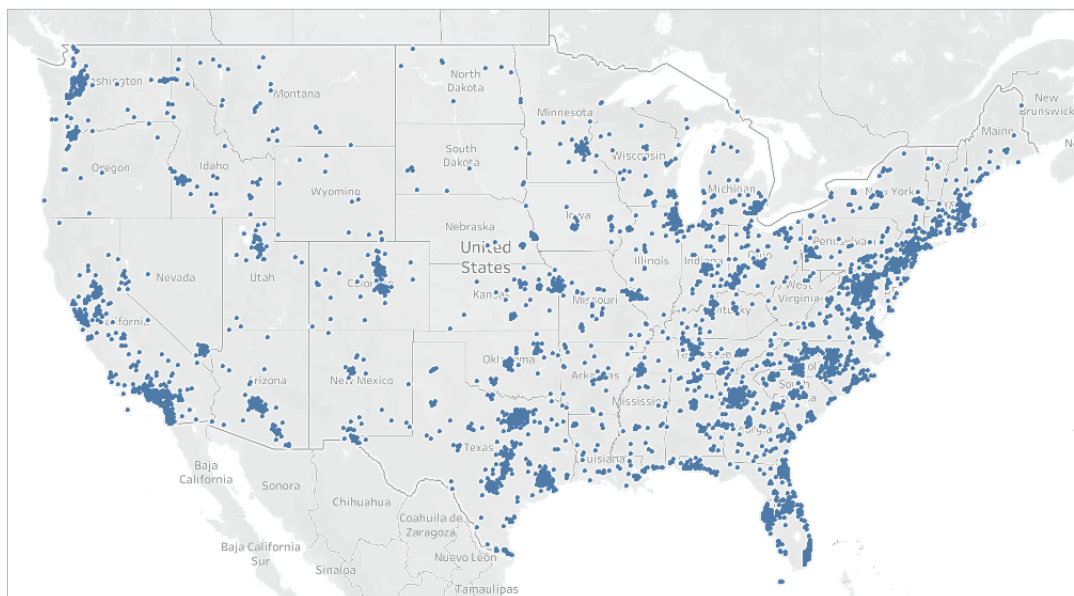
Figure 8 - Hires by Location

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 were located at the time they registered for our services. Texas, as with years prior, had the highest total with 1,616 resident clients hired. Virginia narrowly beat out California (last year's second place) with the second highest number of confirmed hired clients at 1,187. California, Florida, North Carolina and Georgia follow Virginia in that order respectively.

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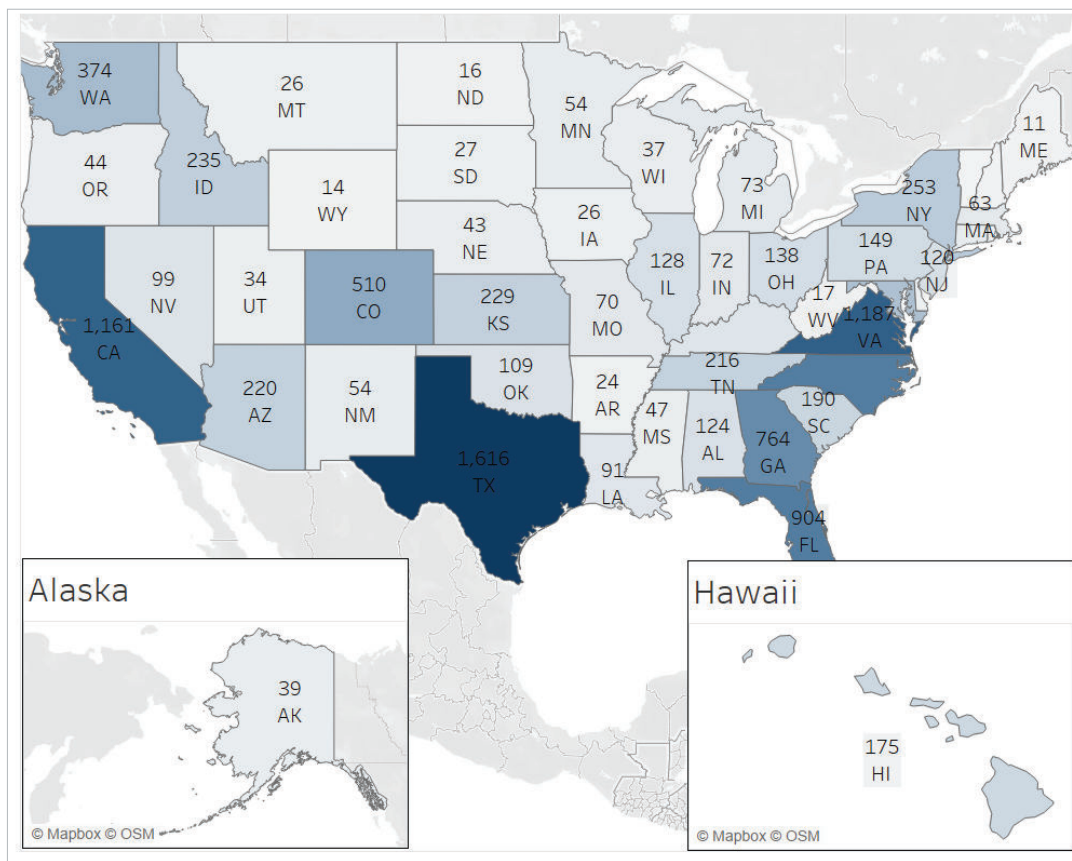
Figure 9 - Hires by Location at the Time of Registration for Services

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Table 79 shows the ranking of hires by metropolitan area by the number of hires and the percentage of all hires. The Top 3 locations saw a slight shift from last year, with Washington D.C. jumping from fourth to first, knocking Virginia Beach, San Diego and Colorado Springs all down one slot (however they did maintain the same order).

Nine of the previous Top 10 locations remained on the list for 2020, with the exception of Seattle, WA – which was replaced by Jacksonville, FL. Washington D.C. saw the sharpest increase in the percent of total hires, seeing a nearly 1% change from 4.57% of the total to 5.49%. Colorado Springs, CO saw the steepest drop from last year with a -1.48% change in the total percentage of hires (going from 4.96% to 3.48%). The remainder of the Top 10 metropolitan areas were relatively unchanged in the percent of total hires from 2019 to 2020.

For 2020, hires from the Top 10 metropolitan areas accounted for more than one third of the total hires for the year (34.56%) – a very slight decrease from 2019 (35.07%). This trend has continued year over year as our client base grows more expansive and diverse.

METROPOLITAN AREA	NUMBER OF RECORDS	% OF TOTAL
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	608	5.49%
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	568	5.13%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	524	4.73%
COLORADO SPRINGS / CO	385	3.48%
KILLEEN-TEMPLE-FORT HOOD / TX	381	3.44%
SAN ANTONIO-NEW BRAUNFELS / TX	366	3.30%
FAYETTEVILLE / NC	307	2.77%
ATLANTA-SANDY SPRINGS-MARIETTA / GA	287	2.59%
JACKSONVILLE / FL	262	2.36%
DALLAS-FORT WORTH-ARLINGTON / TX	246	2.22%

Table 79 -Top 10 Locations of Hires by Metropolitan Area

Table 80 details the Top 10 metropolitan areas for Spouse Group clients hired in 2020. The Top 3 locations remained the same from 2019, however Washington D.C. claimed the first slot and Virginia Beach, previously first, fell to third.

Spouse Group hires historically have been substantially more concentrated than our overall client population, however in 2020 that trend shifted significantly. The Top 10 metropolitan locations comprised 35.56% of our Spouse Group hires in 2020 (exactly 1% more than our overall client population) while in 2019 43.44% of Spouse Group hires resided in the Top 10 metropolitan locations (8.37% more than the overall client population for that year). Just as with our overall client base, we observed our Spouse Group clients becoming more evenly distributed across the nation.

METROPOLITAN AREA	NUMBER OF RECORDS	% OF TOTAL
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	88	8.26%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	58	5.44%
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	52	4.88%
FAYETTEVILLE / NC	40	3.75%
JACKSONVILLE / FL	35	3.28%
COLORADO SPRINGS / CO	34	3.19%
TAMPA-ST. PETERSBURG-CLEARWATER / FL	28	2.63%
SAN ANTONIO-NEW BRAUNFELS / TX	27	2.53%
HONOLULU / HI	22	2.06%
KILLEEN-TEMPLE-FORT HOOD / TX	21	1.97%

Table 80 - Top 10 Locations of Spouse Group Hires by Metropolitan Area

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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** below shows how many clients were hired into each U.S. state in 2020.
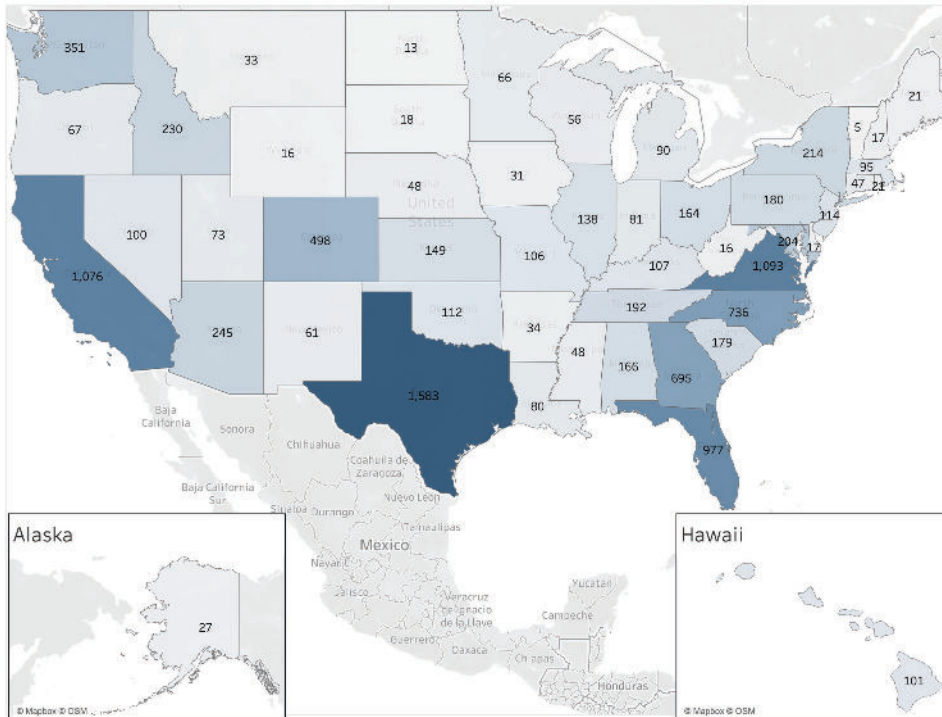
Figure 10 - Hires by State of Destination

As we have observed in previous years, some states attract residents from other states in higher proportions than others (i.e., more Idaho clients find employment in Utah or Texas than find employment in Georgia). To better summarize this movement, we use geographic definitions provided by the Census Bureau. The Bureau groups all states into districts and regions. While these regions can be overly broad and challenging for granular analysis, they are useful in illustrating general 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.

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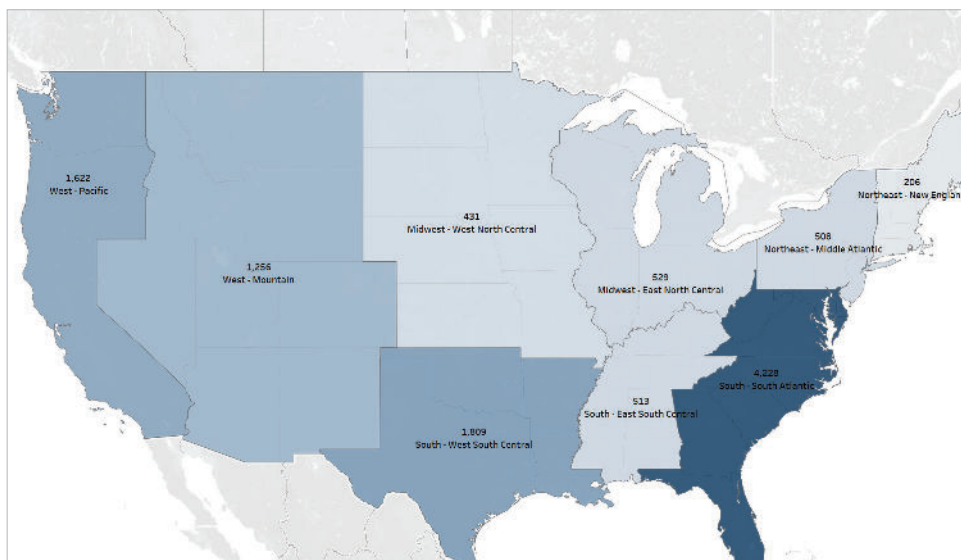
Figure 11- Hires by Census Region of Destination

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Using the same Census Bureau-defined framework, **Table 81** compares the regional origin of our clients to the region they migrated to after they were hired. Each year we see that most clients tend to stay in-region, but there are some regions that attract higher numbers of clients from outside the region. The South – South Atlantic region (i.e., Georgia, North Carolina, Virginia, etc.) continues to attract a higher number of clients than other regions, with 123 clients trekking across the country from the West – Pacific region (i.e., California, Hawaii, Washington, etc.) in 2020.

Census Region Origin	Midwest - East North Central	Midwest - West North Central	Northeast - Middle Atlantic	Northeast - New England	South - East South Central	South - South Atlantic	South - West South Central	West - Mountain	West - Pacific
Midwest - East North Central	347	15	5	1	10	33	14	11	6
Midwest - West North Central	29	298	6	6	10	41	30	26	14
Northeast - Middle Atlantic	6	10	378	6	7	57	17	17	15
Northeast - New England	1		7	120	2	14	4	3	2
South - East South Central	12	7	8	6	338	62	16	13	9
South - South Atlantic	68	33	55	42	72	3,664	146	76	90
South - West South Central	21	21	27	7	35	133	1,454	54	51
West - Mountain	9	19	4	5	9	64	42	980	40
West - Pacific	34	26	11	10	23	123	74	64	1,378
Grand Total	527	429	501	203	506	4,191	1,797	1,244	1,605

Table 81 - Migration by Census Region and District

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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 23.25% of all hires migrating there in 2020.

Census Region Origin	Midwest - East North Central	Midwest - West North Central	Northeast - Middle Atlantic	Northeast - New England	South - East South Central	South - South Atlantic	South - West South Central	West - Mountain	West - Pacific
Midwest - East North Central		14.85%	4.95%	0.99%	9.90%	32.67%	13.86%	10.89%	5.94%
Midwest - West North Central	17.37%		3.59%	3.59%	5.99%	24.55%	17.96%	15.57%	8.38%
Northeast - Middle Atlantic	4.17%	6.94%		4.17%	4.86%	39.58%	11.81%	11.81%	10.42%
Northeast - New England	2.50%		17.50%		5.00%	35.00%	10.00%	7.50%	5.00%
South - East South Central	8.45%	4.93%	5.63%	4.23%		43.66%	11.27%	9.15%	6.34%
South - South Atlantic	10.23%	4.96%	8.27%	6.32%	10.83%		21.95%	11.43%	13.53%
South - West South Central	5.44%	5.44%	6.99%	1.81%	9.07%	34.46%		13.99%	13.21%
West - Mountain	4.25%	8.96%	1.89%	2.36%	4.25%	30.19%	19.81%		18.87%
West - Pacific	8.19%	6.27%	2.65%	2.41%	5.54%	29.64%	17.83%	15.42%	
Grand Total	7.50%	5.48%	5.36%	3.54%	7.21%	23.25%	14.63%	11.38%	10.06%

Table 82 - Migration by Census Region and District as Percentage of Destination

Digging deeper into migration trends for individual states, we see that a lower percentage of clients migrated in 2020 (27.31%) when compared to 2019 (31.28%). As we have observed in previous years, states with large military populations and few job centers lost more hires to other states. Both North and South Dakota saw a substantial percentage of their clients migrate to another state. 66.67% of the clients from North Dakota and exactly 50.0% of clients from South Dakota migrated. It should be noted that both states had relatively low client counts, which accounts for some of the contrast - North Dakota had a total of 15 clients and South Dakota a total of 26. Kansas, home of the Army's Forts Riley and Leavenworth, saw 46.72% of their hired clients migrate to another state. Despite the overall decrease in client migration in 2020, Kansas still maintained the same migration rates as 2019 (in which it was 46.84%). Idaho, Texas and California saw the highest retention rates in 2019, and still broke the Top 10 in 2020, however with the increased spread of Hire Heroes USA clients across the nation there were a few new contenders for highest retention rate. Wyoming and Maine claimed the first and second slots with only 7.69% and 11.11% of clients migrating. Idaho, Arkansas and Utah followed in that order, each with less than 15% of their hired clients migrating to another state.

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Although 27.31% of the total client base migrated, breaking down migration rate into different populations reveals that rate is not consistent amongst client cohorts. In 2020, 28.28% of male Military Group clients migrated, compared to 25.45% of female Military Group clients. Of our Spouse Group clients, 22.0% migrated in 2020. Each cohort saw a decrease in migration when compared to 2019, with female Military Group clients seeing the sharpest decline (down 5.71% from 2019). They are followed by male Military Group clients (-4.9%) and then Spouse Group clients (-3.91%).

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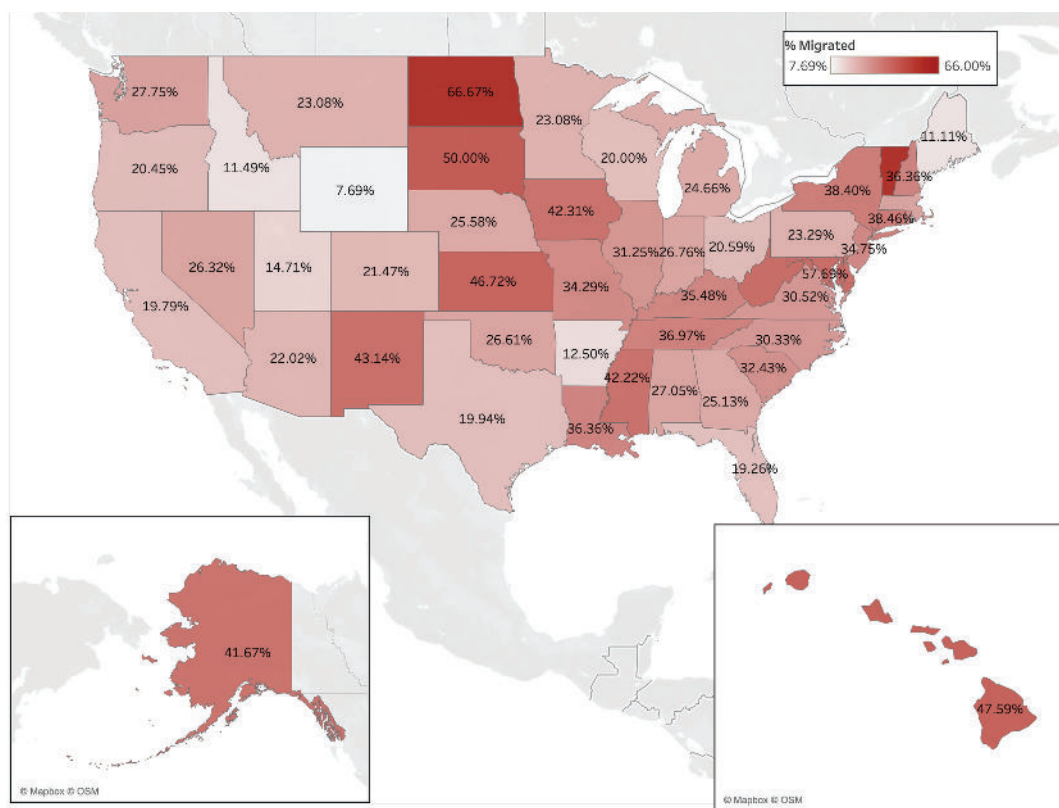
Figure 12 - Percent of Registrants Departing to a New State for Employment

Although each state saw hired registrants move to another state, some states saw more hired registrants move there than those that moved away, making them net gainers. The following map, **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 blue states as net gainers. For example, California had a retention rate of 80.21%, but was a net loser as fewer hired clients relocated there than moved to another state. At a gain rate of 716.0%, Washington D.C. was our largest net gainer for 2020, with 204 clients moving into the area and only 25 moving away. Utah also saw a substantial number of clients moving there, and was a net gainer at a rate of 114.71%. Hawaii, which has historically been a net loser, rounded out the list with the largest movement of clients out of state, losing 42.29% of registered hires to another location.

A few states that were net gainers in 2019 flipped to become net losers over the course of 2020, including Texas and Maryland. Montana and Mississippi were the only two states to go from being net losers to net gainers, with Montana seeing a net gain of 26.92% and Mississippi 2.13%.
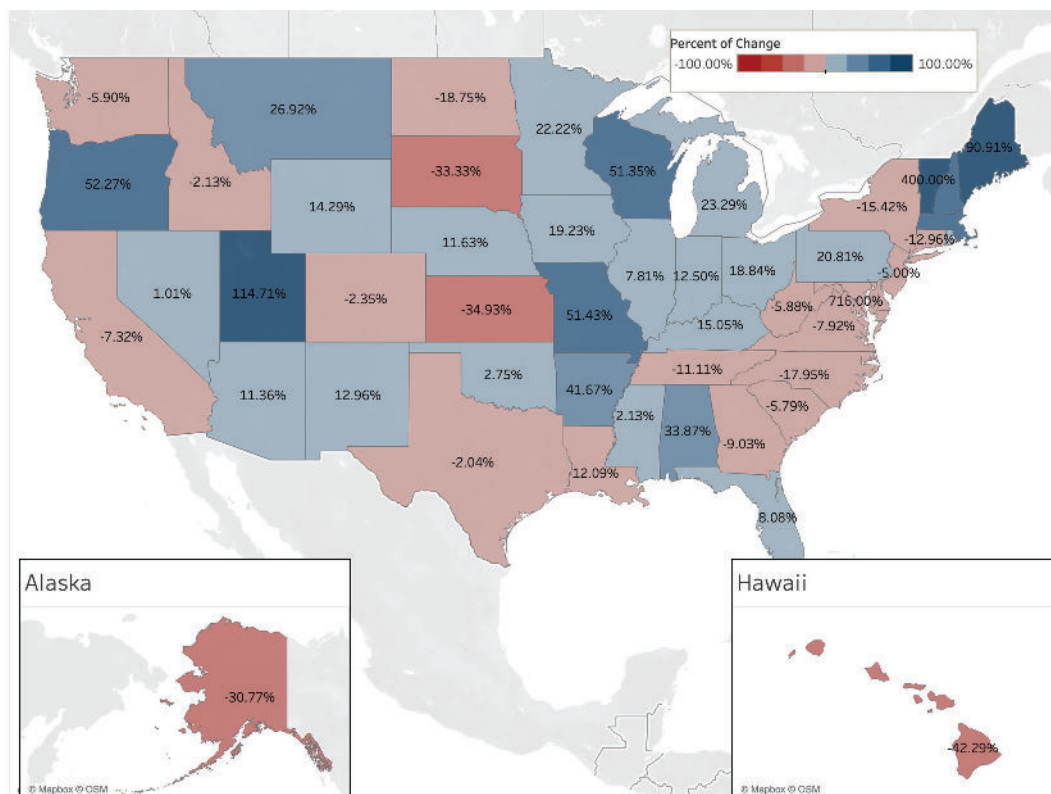
Figure 13 - Net Migration by State for Confirmed Hires

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Our SAS team analyzed the migration data of our Military Group clients as well, and found that age category, employment status, education level and location were the main demographics that influenced a client's likelihood to migrate to a new state. Younger clients (those 24- years and younger) were less likely to migrate than clients who are slightly older than them. However, those in the 45-and-older range were much less likely to migrate. Clients that have achieved a 4-year or post-graduate degree were also more likely to migrate to a new state than client's holding a Doctorate, 2-year degree or high school diploma or equivalent. SAS also found that clients located in the Middle Atlantic region were more likely to migrate to a new state than those who were located in the South Atlantic at the time of registration.

While looking at client migration data, SAS found that employment status played a notable role in a client's likelihood to migrate. Those clients who reported that they were already employed at the time of registration were half as likely to migrate to a new state when compared to those that were Active Duty. Under employed clients were even less likely to migrate, with one-third the chance of migrating, and unemployed clients had only one-half the chance.

Looking deeper into migration data, SAS also calculated the average migration distances for each Job Seeker Classification for our Military Group clients. **Table 83** below shows the average client migration distance after being hired by state and Job Seeker Classification. We see that Hawaii, Puerto Rico, Vermont, Alaska and North Dakota have the longest average migration distances, however of these locations three of them are not located within the continental United States which may explain the extreme distance migrated. For the clients that did migrate, those based in Arkansas and Wyoming had the lowest average migration distances at 27.48 and 62.60 miles, respectively. Delaware, Maine and Indiana followed. Examining each Job Seeker Classification, we see a few differences in which states saw the greatest average distance migrated. Looking only at the continental United States, we see that Active Duty clients located in Vermont, North Dakota and Rhode Island had the highest average migration distances at 2,027.4, 1,311.6 and 771.63 miles, respectively. For our clients who are part of a Reserves Component, those located in Louisiana, Missouri and Kansas saw the highest average migration distances at 790.78, 512.95 and 398.49 miles. Lastly, for our clients that have already separated from the military, we see that those located in Washington, D.C., Montana and Mississippi had the highest average migration distances at 777.9, 592.22, and 353.83 miles.

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FULL NAME OF STATE/TERRITORY	Active Duty Military Member	National Guard or Reserves Military Member	Veteran or Separated Military Member	TOTAL AVERAGE
ALABAMA	190.15	35.43	81.81	126.98
ALASKA	902.27	1123.13	7.85	794.85
ARIZONA	355.05	182.9	302.44	326.09
ARKANSAS	13.08	3	49.1	27.48
CALIFORNIA	511.62	118.97	145.38	335.09
COLORADO	290.24	306.97	193.22	241.27
CONNECTICUT	174.43	194.97	115.82	131.04
DELAWARE	29.78	0	146.86	71.5
DISTRICT OF COLUMBIA	82.1	0	777.9	228.96
FLORIDA	350.55	260.22	216.6	281.64
GEORGIA	316.59	96.5	140.62	208.12
HAWAII	2053.63	2420.98	1036.68	1538.79
IDAHO	696.42	89.91	79.44	178.02
ILLINOIS	398.07	22.2	125.83	204.04
INDIANA	73.54	5.96	109	78.6
IOWA	268.85	1.95	7.65	126.74
KANSAS	368.21	398.49	141.3	346.25
KENTUCKY	271.57	351.47	158.73	230.63
LOUISIANA	380.79	790.78	245.53	349.87
MAINE	6.2	.	123.33	73.13
MARYLAND	156.09	50.22	179.32	173.01

Table 83 - Average Military Group Client Migration Distance After Hire, by State

FULL NAME OF STATE/TERRITORY	Active Duty Military Member	National Guard or Reserves Military Member	Veteran or Separated Military Member	TOTAL AVERAGE
MASSACHUSETTS	297.27	10.1	91.57	270.96
MICHIGAN	255.7	8.2	262.44	259.31
MINNESOTA	157.51	23.5	67.43	105.42
MISSISSIPPI	348	50.75	353.83	267.09
MISSOURI	298.96	512.95	174.71	249.03
MONTANA	571.11	9.2	592.22	625.18
NEBRASKA	279	.	218.65	269.01
NEVADA	492.76	86.37	206.86	259.8
NEW HAMPSHIRE	162.83	.	35.08	111.73
NEW JERSEY	304.74	28.88	162.66	169.25
NEW MEXICO	645.17	13.9	97.74	435.8
NEW YORK	511.15	240.25	248.07	359.05
NORTH CAROLINA	347.81	102.48	126.98	234.59
NORTH DAKOTA	1311.6	0	0	757.51
OHIO	98.41	242.52	111.18	135.94
OKLAHOMA	247.37	33.79	76.58	164.93
OREGON	398.14	.	318.83	323.26
PENNSYLVANIA	297.16	120.88	101.26	146.02
PUERTO RICO	0	2456.05	782.05	1295.24
RHODE ISLAND	771.63	11.6	0	356.36
SOUTH CAROLINA	224.21	148.5	309.17	249.38
SOUTH DAKOTA	587.1	.	3.12	295.04
TENNESSEE	191.79	221.99	146.91	168.95
TEXAS	331.85	255.36	153.7	232.01
UTAH	288.18	0	206.85	229.34
VERMONT	2027.4	.	228.25	827.97
VIRGINIA	282.63	76.46	136.35	216.97
WASHINGTON	567.88	145.52	290.65	422.84
WEST VIRGINIA	10.8	.	203.87	133.21
WISCONSIN	185.17	185.43	102.55	136.46
WYOMING	89.93	.	69	62.6

Table 83 - Average Military Group Client Migration Distance After Hire, by State (cont.)

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SALARY ACHIEVEMENT

Table 84, below, shows the average salary attained by Hire Heroes clients confirmed hired in 2020 - broken down by gender and Group status. In 2020 the average salary achieved by confirmed hires was $60,933, an increase of 2.25% from 2019. Looking at our hired clients by whether they are in the Military Group or Spouse Group, and also by gender identification, shows that this average diverges significantly based on a hire's demographic profile. Of these groups, male Military Group members achieved the highest average earning of over $63,000 per year (an increase of 1.9% over 2019). Female Military Group clients, while still earning far less than their male counterparts, saw an increase of 5.09% from last year, and Spouse Group clients saw an increase of 6.97%.

For several years, we've observed gaps in salary attainment between male and female Military Group clients, and that held true for 2020 as well. Male Military Group clients achieved 13.68% higher salaries than their female counterparts and 26.65% more than Spouse Group clients – each of these gaps narrowed slightly in 2020 from the previous year. In 2019 we observed that the disparity male clients and female clients had grown from the previous year, however in 2020 that gap closed slightly as male clients attained salaries 18.48% higher than female clients (down from 22.73% in 2019).

	FEMALE	MALE	GRAND TOTAL
Military Group	$55,694	$63,311	$62,127
Spouse Group	$49,495	$54,804	$49,987
GRAND TOTAL	$53,391	$63,258	$60,911

Table 84 - 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 2020. **Table 85** compares the average civilian earnings of the Military Group by rank and gender. In 2020 male and female Senior Non-Commissioned Officers had the greatest pay disparity of any rank with male Senior NCOs earning 12.44% more than their female counterparts – closely followed by Junior Enlisted clients (where male clients earned 11.72% more than female clients in 2020). Male and female Field-Grade Officers had the lowest pay disparity, with male Field-Grade Officers earning 4.82% more than their female counterparts on average. In 2019, the pay disparity between male and female Field-Grade Officers was $12,761, but in 2020 that gap narrowed significantly to a difference of $3,995 - reduced to nearly a third of what it was in 2019. Similarly, Company-Grade Officers saw a significant reduction in the pay gap between male and female clients - in 2019 that gap was $9,819, however in 2020 that gap shrank to a difference of $3,671. Our Warrant Officer clients, however, actually saw the gap between male and female clients widen in 2020. In 2019, our Warrant Officer clients saw a pay gap of $2,858 with male clients earning 3.9% more than their female counterparts. In 2020, however, that gap grew to $5,690, with male Warrant Officers earning 8.26% more than their female counterparts.

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	FEMALE	MALE	GRAND TOTAL
Junior Enlisted	$45,258	$50,564	$49,554
Non-Commissioned Officer	$52,804	$57,794	$57,014
Senior Non-Commissioned Officer	$60,437	$67,955	$66,823
Warrant Officer	$68,846	$74,536	$73,691
Company-Grade Officer	$72,197	$75,868	$75,375
Field-Grade Officer	$82,912	$86,907	$86,361
General / Flag Officer		$87,500	$87,500
GRAND TOTAL	$55,694	$63,311	$62,127

Table 85 - Average Civilian Salary by Gender and Rank

The SAS team examined the differences in salary attainment between male and female clients even further, and corroborated that for our 2020 client set female clients had a significantly lower chance of achieving a job with a higher salary. When looking at female clients only, rank category was the largest determinant of being able to attain a job with a high salary. Officers were 4-to-6 times more likely to attain a higher paying salary than Junior Enlisted females. The next demographic variable for female clients achieving a high salary was their level of education completed. When compared to female clients with a High School Diploma or equivalent, those with a 4-year degree were 2.39 times more likely to be hired into a job with a high salary. Female clients with a postgraduate degree had 2.60 times the likelihood and those with Doctorates had a 7.89 times higher chance of attaining a high salary. The final demographic variable that impacted female clients and their ability to achieve a high salary was location. Female clients in the West - South Central region reported a significantly lower rate of attaining a high salary. Females from this region only had 0.38 times the likelihood of achieving a high salary when compared to female clients from the South Atlantic.

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 2020 the highest earning occupation overall was foreign area officers who served in the Army (this occupation tied for first in 2019 with Naval submarine communications). We also observed pilots topping the list for both the Air Force and the Marines, and placing second with the Navy as top earners. For the Army, the Top 6 slots remained unchanged, with just a slight shuffle in the order (strategic plans and policy jumped from third to second). For the Navy, clients with a Military Occupational Specialty of Submarine Deck claimed the top spot as the highest earners – an occupation that didn't even crack the Top 10 in 2019. Cyber-related occupations continue to rank highly, with three of the four branches seeing a cyber-related occupation placing within the top four spots. **Table 86** takes a closer look at the Top 10 salary outcomes by occupational specialty and branch.

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ARMY		NAVY	
Foreign Area Officer	$97,000	Submarine Deck	$95,000
Strategic Plans and Policy	$87,353	Pilot	$89,286
Academy Professor	$80,000	Submarine Ordnance	$85,000
Cyber	$76,875	Surface Ordnance	$84,000
Acquisition	$76,750	Explosive Ordnance Disposal	$80,714
Special Forces	$76,356	Surface Operations	$77,917
Force Management	$75,000	Submarine Information Systems	$77,308
Information Operations	$73,246	Missile Technician	$77,000
Civil Affairs	$70,192	Submarine Communications	$77,000
Psychological Operations	$70,000	Surface Nuclear Power	$76,389
AIR FORCE		**MARINES**	
Pilot	$89,074	Pilot	$84,615
Acquisition	$84,545	Signals Intelligence/Ground Electronic Warfare	$78,846
Cyber Warfare	$78,529	Cyberspace Operations	$76,500
Missile and Space Systems Maintenance	$77,941	Intelligence	$72,551
Contracting	$75,625	Air Traffic Control	$71,667
Computer Systems	$74,359	Financial Management	$70,000
Communications Systems	$73,615	Logistics	$66,058
Intelligence / Surveillance / Reconnaissance	$72,841	Ammunition and Explosive Ordnance Disposal	$65,000
Special Investigations	$72,692	Avionics	$65,000
Air Traffic Control	$72,500	Artillery	$63,387

Table 86 -Top 10 Salary Outcomes by Occupational Specialty

Examining average salaries by employment type, we see that average salary attainment continues to vary significantly depending on the type of employment. **Table 87** illustrates the average salary achieved by Military Group and Spouse Group clients divided into full time, part time, seasonal and temporary or contracted employment. In 2019, for both Military Group and Spouse Group clients, we saw that clients who accepted full-time positions and those that accepted temporary or contract positions attained similar salaries, each with a variance of less than 1.5%. However, in 2020 we saw that for both Groups, the difference in salaries between full-time and temporary or contract positions widened significantly, with temporary or contract Military Group clients achieving 6.93% less than their full-time counterparts, and temporary or contract Spouse Group clients attaining a whopping 17.08% less.

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	MILITARY GROUP	SPOUSE GROUP	GRAND TOTAL
Full-Time	$63,930	$53,052	$62,966
Part-Time	$30,576	$32,339	$30,961
Seasonal	$36,538	$35,000	$36,429
Temporary/Contract	$59,785	$45,313	$58,239
GRAND TOTAL	$62,127	$49,987	$60,911

Table 87- 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 2020 and is detailed below in **Table 88**. Looking closely, we see that clients with a Post-Graduate degree or Doctorate achieve more than 40% higher salaries than those clients with a two-year degree or high school diploma equivalent. This gap widened significantly in 2020, growing by more than 10% from 2019. Clients coming off of active duty earn the highest salaries of any category, even outpacing clients who are already employed at the time of registration.

	Active Duty	Employed	Pending Medical Separation	Student - Not Seeking Full Time Employment	Temporary/ Contract Employee	Under employed - Insufficient income	Unemployed	Grand Total
High School/GED	$54,873	$52,510	$50,556	$47,462	$49,773	$47,692	$46,469	$51,402
2 Year Degree	$61,685	$55,127	$58,281	$48,077	$55,000	$49,167	$50,114	$56,509
4 Year Degree	$70,516	$63,542	$65,357	$54,556	$56,690	$52,280	$55,384	$62,847
Post-Graduate Degree	$81,570	$75,036	$70,333	$63,571	$66,458	$59,962	$64,965	$74,493
Doctorate	$88,000	$80,333	$101,000		$75,000	$68,750	$67,692	$79,138
Grand Total	$66,241	$62,919	$58,200	$50,190	$57,887	$52,221	$53,798	$60,911

Table 88 - 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 2020 this trend held true, with salary attainment increasing with each rank increase. **Table 89** shows this correlation, and is further broken down by service branch. In 2020 the disparity between service branches grew slightly, with a gap of $5,220 between the top earning branch (Air Force) and lowest earning branch (Army) – and increase of 11.3% from the gap observed in 2019.

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	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
Junior Enlisted	$53,121	$48,274	$53,462	$51,554	$48,938	$49,554
Non-Commissioned Officer	$59,207	$54,702	$56,765	$56,186	$59,787	$57,014
Senior Non-Commissioned Officer	$69,847	$63,699	$63,696	$67,397	$69,634	$66,823
Warrant Officer		$73,624	$67,500	$74,333	$74,565	$73,691
Company-Grade Officer	$78,784	$73,249	$85,000	$75,941	$80,401	$75,375
Field-Grade Officer	$87,025	$84,370	$89,118	$86,875	$89,689	$86,361
General / Flag Officer	$85,000	$90,000				$87,500
Grand Total	$65,453	$60,233	$65,085	$61,039	$64,279	$62,127

Table 89 - Average Salary by Service Branch and Rank

Slicing the data even further on salary attainment, the team at SAS analyzed the relationship between a client's location and the salary they obtained by job function. SAS found that clients hired in the Pacific (56.77%) and South Atlantic (54.93%) regions had a higher likelihood of attaining a higher salary. **Table 90** below further details the percent of clients obtaining a high salary by region.

DIVISION	High Salary	Count	Percent
EAST NORTH CENTRAL	NO	141	55.08
	YES	115	44.92
EAST SOUTH CENTRAL	NO	165	56.51
	YES	127	43.49
MIDDLE ATLANTIC	NO	162	58.48
	YES	115	41.52
MOUNTAIN	NO	380	54.29
	YES	320	45.71
NEW ENGLAND	YES	47	53.41
	NO	41	46.59
PACIFIC	YES	595	56.77
	NO	453	43.23
SOUTH ATLANTIC	YES	1293	54.93
	NO	1061	45.07
UNKNOWN	NO	570	69.85
	YES	246	30.15
WEST NORTH CENTRAL	NO	188	60.65
	YES	122	39.35
WEST SOUTH CENTRAL	NO	583	54.79
	YES	481	45.21

Table 90 - Percent of Clients Obtaining High Salaries by Region

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Table 91 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, 62.16% achieved or exceeded their desired salary, which is a 5.76% decrease from 2019 (67.92%). 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 13.11% of hires earning $90,000 or more in 2020 (in 2019 the rate was 11.89%).

Desired Salary	Less than $20,000	$20,000 - $29,999	$30,000 - $39,999	$40,000 - $49,999	$50,000 - $59,999	$60,000 - $69,999	$70,000 - $79,999	$80,000 - $89,999	$90,000 - $99,999	$100,000+	Grand Total
Less than $20,000	23.81%	30.95%	14.29%	19.05%	4.76%		4.76%		2.38%		100.00%
$20,000 - $29,999	7.37%	31.93%	34.74%	12.63%	7.02%	4.56%	0.70%	1.05%			100.00%
$30,000 - $39,999	2.64%	15.21%	37.07%	25.23%	12.02%	3.73%	2.46%	1.18%	0.27%	0.18%	100.00%
$40,000 - $49,999	1.41%	6.49%	21.44%	37.71%	17.94%	8.63%	3.09%	2.09%	0.63%	0.58%	100.00%
$50,000 - $59,999	1.19%	4.10%	11.98%	21.14%	33.11%	15.79%	6.97%	3.48%	0.86%	1.38%	100.00%
$60,000 - $69,999	0.77%	2.54%	8.45%	12.53%	18.97%	31.56%	13.65%	6.03%	2.54%	2.96%	100.00%
$70,000 - $79,999	1.05%	1.40%	5.27%	8.85%	12.92%	15.45%	31.53%	12.43%	5.83%	5.27%	100.00%
$80,000 - $89,999	0.27%	1.27%	2.27%	4.53%	9.88%	11.15%	16.68%	34.00%	9.97%	9.97%	100.00%
$90,000 - $99,999	0.53%	1.05%	0.88%	1.58%	6.15%	9.67%	11.78%	18.80%	28.65%	20.91%	100.00%
$100,000+	0.30%	0.30%	1.41%	1.91%	3.82%	6.73%	6.53%	14.56%	14.06%	50.40%	100.00%
Grand Total	1.33%	5.05%	12.79%	16.95%	16.74%	13.81%	10.98%	9.23%	5.11%	8.01%	100.00%

Table 91 - Desired Salary vs. Attained Salary

Although 62.16% reflects all hires, we see that the numbers are different once the client dataset is broken out into subpopulations. For instance, more male Military Group clients (61.91%) and Spouse Group clients (65.88%) are achieving or exceeding their desired salary than female Military Group clients (60.75%). Each subpopulation saw a decrease in the percentage of clients that attained or surpassed their desired salary from 2019, with male Military Group clients seeing the largest drop with a decrease of 6.18% from the previous year.

In 2019, we observed that male military members had slightly greater success in achieving higher salaries than their female counterparts. This trend held through 2020, with a lower percentage of female Military Group clients seeking salaries of $90,000 or more when compared to their male counterparts. 9.68% of female Military Group clients sought salaries in excess of $90,000 while 15.58% of male Military Group clients sought the same. A larger percentage of male Military Group clients attained a salary of $90,000 then their female counterparts, with 14.64% of male clients and 9.33% of female clients achieving top salaries. However, female clients that were seeking a salary of $100,000 or more had greater success in attaining that salary than their male counterparts, with 52.88% of female Military Group clients seeking that salary range attaining it (compared to 49.69% of male clients).

Desired Salary	Less than $20,000	$20,000 - $29,999	$30,000 - $39,999	$40,000 - $49,999	$50,000 - $59,999	$60,000 - $69,999	$70,000 - $79,999	$80,000 - $89,999	$90,000 - $99,999	$100,000+	Grand Total
Less than $20,000	23.81%	30.95%	14.29%	19.05%	4.76%		4.76%		2.38%		100.00%
$20,000 - $29,999	7.37%	31.93%	34.74%	12.63%	7.02%	4.56%	0.70%	1.05%			100.00%
$30,000 - $39,999	2.64%	15.21%	37.07%	25.23%	12.02%	3.73%	2.46%	1.18%	0.27%	0.18%	100.00%
$40,000 - $49,999	1.41%	6.49%	21.44%	37.71%	17.94%	8.63%	3.09%	2.09%	0.63%	0.58%	100.00%
$50,000 - $59,999	1.19%	4.10%	11.98%	21.14%	33.11%	15.79%	6.97%	3.48%	0.86%	1.38%	100.00%
$60,000 - $69,999	0.77%	2.54%	8.45%	12.53%	18.97%	31.56%	13.65%	6.03%	2.54%	2.96%	100.00%
$70,000 - $79,999	1.05%	1.40%	5.27%	8.85%	12.92%	15.45%	31.53%	12.43%	5.83%	5.27%	100.00%
$80,000 - $89,999	0.27%	1.27%	2.27%	4.53%	9.88%	11.15%	16.68%	34.00%	9.97%	9.97%	100.00%
$90,000 - $99,999	0.53%	1.05%	0.88%	1.58%	6.15%	9.67%	11.78%	18.80%	28.65%	20.91%	100.00%
$100,000+	0.30%	0.30%	1.41%	1.91%	3.82%	6.73%	6.53%	14.56%	14.06%	50.40%	100.00%
Grand Total	1.33%	5.05%	12.79%	16.95%	16.74%	13.81%	10.98%	9.23%	5.11%	8.01%	100.00%

Table 92 - Desired Salary Versus Attained Salary (Male Military Group Members)

Desired Salary	Less than $20,000	$20,000 - $29,999	$30,000 - $39,999	$40,000 - $49,999	$50,000 - $59,999	$60,000 - $69,999	$70,000 - $79,999	$80,000 - $89,999	$90,000 - $99,999	$100,000+	Grand Total
Less than $20,000	15.38%	23.08%	30.77%	23.08%	7.69%						100.00%
$20,000 - $29,999	9.43%	35.85%	37.74%	9.43%	3.77%	3.77%					100.00%
$30,000 - $39,999	4.50%	15.32%	38.74%	22.52%	11.71%	2.70%	2.70%	1.35%		0.45%	100.00%
$40,000 - $49,999	1.98%	9.07%	20.40%	38.81%	19.55%	6.23%	2.55%	0.57%	0.57%	0.28%	100.00%
$50,000 - $59,999	2.81%	3.65%	11.80%	24.44%	33.43%	17.70%	3.65%	1.69%	0.28%	0.56%	100.00%
$60,000 - $69,999	1.63%	4.88%	8.94%	19.11%	15.85%	26.83%	10.57%	6.91%	2.03%	3.25%	100.00%
$70,000 - $79,999	2.14%	1.60%	5.88%	11.76%	12.83%	15.51%	33.16%	9.63%	3.74%	3.74%	100.00%
$80,000 - $89,999		2.34%	3.13%	2.34%	13.28%	17.19%	13.28%	32.03%	8.59%	7.81%	100.00%
$90,000 - $99,999	1.59%	1.59%		4.76%	9.52%	9.52%	12.70%	12.70%	30.16%	17.46%	100.00%
$100,000+				0.96%	3.85%	7.69%	4.81%	9.62%	20.19%	52.88%	100.00%
Grand Total	2.49%	6.96%	15.13%	20.75%	17.80%	12.99%	8.46%	6.09%	3.83%	5.51%	100.00%

Table 93 - Desired Salary Versus Attained Salary (Female Military Group Members)

Spouse Group clients saw the highest rate of individuals meeting or exceeding their desired salary in 2020, with 65.88% 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 5.63% of Spouse Group clients desiring that salary range, and 5.8% earning in that range. Both the percentage of Spouse Group clients seeking top salaries and clients attaining top salaries grew slightly from 2019. Although their rates for higher salaries remain lower than our Military Group clients, Spouse Group clients experience a higher rate of meeting or exceeding their desired salary. This suggests that a more significant proportion of Spouse Group clients are aiming for low or middling salaries and finding more success because of that.

Desired Salary	Less than $20,000	$20,000 - $29,999	$30,000 - $39,999	$40,000 - $49,999	$50,000 - $59,999	$60,000 - $69,999	$70,000 - $79,999	$80,000 - $89,999	$90,000 - $99,999	$100,000+	Grand Total
Less than $20,000	27.27%	45.45%		18.18%	9.09%						100.00%
$20,000 - $29,999	11.11%	37.78%	34.44%	10.00%	5.56%	1.11%					100.00%
$30,000 - $39,999	3.96%	14.10%	43.17%	26.43%	9.25%	1.32%	1.32%	0.44%			100.00%
$40,000 - $49,999	1.86%	4.83%	26.77%	43.87%	13.75%	5.95%	1.12%	1.49%	0.37%		100.00%
$50,000 - $59,999	1.51%	3.52%	13.07%	24.12%	34.17%	13.07%	4.02%	3.52%	1.01%	2.01%	100.00%
$60,000 - $69,999	1.59%	1.59%	6.35%	15.08%	19.84%	41.27%	10.32%	2.38%	0.79%	0.79%	100.00%
$70,000 - $79,999	1.52%	1.52%	6.06%	15.15%	19.70%	16.67%	25.76%	6.06%	4.55%	3.03%	100.00%
$80,000 - $89,999		1.92%	5.77%		5.77%	7.69%	23.08%	28.85%	15.38%	11.54%	100.00%
$90,000 - $99,999					3.57%	17.86%	14.29%	14.29%	32.14%	17.86%	100.00%
$100,000+			2.94%		8.82%	5.88%	5.88%	11.76%	17.65%	47.06%	100.00%
Grand Total	2.99%	8.62%	22.05%	24.14%	16.06%	10.89%	5.63%	3.81%	2.72%	3.09%	100.00%

Table 94 - Desired Salary Versus Attained Salary (Spouse Group Clients)

Table 95 lists the Top 10 metropolitan areas by average salary attained by clients for metropolitan areas with ten or more client records. Washington D.C., which placed fifth in 2019, claimed the top spot with an average salary of $78,086 and is followed closely by South Pines, NC (which rose from third). The spread between the Top 10 metropolitan areas narrowed in 2020, with the top slot seeing an average of $6,628 more in average salary than the tenth slot – versus 2019 where the difference was $9,083.

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METROPOLITAN AREA	
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	$78,086
SOUTHERN PINES-PINEHURST / NC	$77,059
HARRISBURG-CARLISLE / PA	$75,000
LEXINGTON PARK / MD	$74,091
POUGHKEEPSIE-NEWBURGH-MIDDLETOWN / NY	$72,143
WORCESTER / MA	$72,000
NORWICH-NEW LONDON / CT	$71,923
OGDEN-CLEARFIELD / UT	$71,667
SAN FRANCISCO-OAKLAND-FREMONT / CA	$71,486
BALTIMORE-TOWSON / MD	$71,458

Table 95 - Top 10 Metropolitan Areas by Average Salary

METROPOLITAN AREA	
RALEIGH-CARY / NC	$66,875
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	$59,659
BALTIMORE-TOWSON / MD	$59,286
MIAMI-FORT LAUDERDALE-POMPANO BEACH / FL	$58,077
LOS ANGELES-LONG BEACH-SANTA ANA / CA	$57,941
JACKSONVILLE / NC	$56,765
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	$52,500
RIVERSIDE-SAN BERNARDINO-ONTARIO / CA	$51,923
SEATTLE-TACOMA-BELLEVUE / WA	$50,263
TAMPA-ST. PETERSBURG-CLEARWATER / FL	$50,000

Table 96 - Top 10 Metropolitan Areas by Average Salary
(Spouse Group Clients)

METROPOLITAN AREA	
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	$75,541
WATERTOWN-FORT DRUM / NY	$68,077
BALTIMORE-TOWSON / MD	$67,609
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	$61,759
DENVER-AURORA-BROOMFIELD / CO	$61,154
AUSTIN-ROUND ROCK-SAN MARCOS / TX	$60,833
LAS VEGAS-PARADISE / NV	$59,286
PENSACOLA-FERRY PASS-BRENT / FL	$58,889
JACKSONVILLE / NC	$58,158
TAMPA-ST. PETERSBURG-CLEARWATER / FL	$56,852

Table 97 - Top 10 Metropolitan Areas by Average Salary
(Female Military Group Members)

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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 98 looks at the average response to this question, broken out by Military or Spouse Group identification and split by gender. On average, Hire Heroes USA clients reported an average salary increase of $26,400 when completing a job-to-job transition. Similar to our overall earnings reporting, we see significant differences between spouses and veterans as well as between male and female clients. The gap between male and female clients narrowed in 2020, with male clients earning $2,524 more during this transition than female clients (in 2019 the spread was nearly $6,000 between male and female clients). Military Group clients earned on average $9,000 more than Spouse Group clients when completing a job-to-job transition. The gap between male and female Military Group clients also narrowed significantly, dropping from a nearly $6,000 difference to less than $80. Looking at our Spouse Group clients, in 2019 male clients earned more on average after a job-to-job transition than their female Spouse Group counterparts – however in 2020 female Spouse Group clients achieved a little over $1,111 more than their male counterparts during this transition.

	FEMALE	MALE	GRAND TOTAL
Military Group	$26,867.98	$26,946.94	$26,915.92
Spouse Group	$18,194.44	$17,083.33	$17,750.00
GRAND TOTAL	$24,370.00	$26,894.01	$26,400.98

Table 98 - Job-to-Job Transition Salary Change by Group Status and Gender

Table 99 explores job-to-job transition salary changes by rank category and service branch. Consistent with our trends observed with overall annual earnings, we see that Junior Enlisted clients are making less in a job transition than their more senior counterparts. In 2019 we observed that Warrant Officers and Field-Grade Officers made nearly twice as much as Junior Enlisted clients in this scenario, however, in 2020 that difference shrank, with Field-Grade Officers (the top achievers) earning a little over $7,500 more than Junior Enlisted clients after this transition.

	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
Junior Enlisted	$26,250.00	$22,703.49		$20,312.50	$22,083.33	$22,871.62
Non-Commissioned Officer	$37,333.33	$25,267.86	$41,250.00	$26,111.11	$33,110.47	$30,202.70
Senior Non-Commissioned Officer	$21,379.31	$26,712.96		$27,450.00	$28,852.04	$25,937.50
Warrant Officer		$21,358.70		$18,750.00	$1,250.00	$20,215.52
Company-Grade Officer	$33,392.86	$25,000.00		$10,416.67	$36,562.50	$25,850.00
Field-Grade Officer	$39,821.43	$28,312.50	$2,916.67	$22,250.00	$32,307.69	$30,400.00
Grand Total	$29,281.50	$25,462.96	$12,500.00	$23,576.39	$30,476.62	$26,955.71

Table 99 - Job-to-Job Transition Salary Change by Rank and Branch

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HIRES BY JOB FUNCTION

Table 100 examines our 2020 confirmed hires by job function, ranking the Top 10 job functions our clients were hired into. The Top 10 job functions for 2020 remain largely unchanged from 2019, although not without some reshuffling of the order. Administrative/Clerical remained in the top spot with 6.33% of our confirmed hired clients hired into that job function, followed by Safety/Security/Law Enforcement. Training/Instruction/Teaching and Supply Chain/Logistics both fell significantly, from third and seventh to eighth and tenth, respectively.

Looking at job functions with five or more clients hired into them, Management – Executive/C-Suite remained the highest earning job function with an average salary of $91,545 (a decrease of 2.88% from 2019). Previously Retail ranked as the lowest earning job function, however in 2020 Restaurant/Food Service was the lowest earning job function with an average salary of $32,941. Retail ranked second lowest with an average salary of $35,481.

JOB FUNCTION HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
ADMINISTRATIVE / CLERICAL	6.33%	718	$46,253
SAFETY/SECURITY / LAW ENFORCEMENT	4.92%	559	$53,784
MANAGEMENT - OPERATIONS	4.80%	545	$74,890
INSTALLATION / MAINTENANCE / REPAIR	4.66%	529	$53,828
ANALYST	4.58%	520	$75,250
HEALTHCARE	4.33%	491	$55,346
OTHER	4.08%	463	$60,184
TRAINING / INSTRUCTION / TEACHING	4.02%	456	$57,851
CUSTOMER SERVICE	3.85%	437	$38,043
SUPPLY CHAIN / LOGISTICS	3.66%	416	$62,692

Table 100 - Top 10 Job Functions for Hired Clients

As observed in previous years, there are notable differences in the types of jobs that male Military Group clients are obtaining when compared to their female counterparts. More than 12% of male Military Group clients were 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 Group hires. Over 23% of female Military Group clients were hired into Administrative/Clerical or Healthcare positions in 2020 – these two categories remain unchanged as the top two for female Military Group clients for the third year in a row. As we observed with our general client population, Training/Instruction/Teaching saw a significant decline from 2019 to 2020 – dropping four slots in the Top 10 listing for female Military Group clients. Using a threshold of at least five records, Management/Executive/C-Suite was the top earning job function for female Military Group clients, with an average salary of $90,714 (slightly outpacing their male counterparts who attained average salaries of $90,581 in the same job function). Restaurant/Food Service ranked the lowest earning job function for both male and female Military Group clients, with male clients earning an average of 11.6% (just over $4,000) more than their female counterparts in this job function.

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	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
INSTALLATION / MAINTENANCE / REPAIR	6.24%	505	$54,050
SAFETY / SECURITY / LAW ENFORCEMENT	5.87%	475	$54,495
MANAGEMENT - OPERATIONS	5.64%	456	$75,746
ANALYST	4.61%	373	$76,180
OTHER	4.25%	344	$61,860
SUPPLY CHAIN / LOGISTICS	3.98%	322	$64,534
MANAGEMENT - GENERAL	3.90%	315	$66,079
TRAINING / INSTRUCTION / TEACHING	3.51%	284	$64,085
ADMINISTRATIVE / CLERICAL	3.33%	269	$49,387
CUSTOMER SERVICE	3.12%	252	$39,444

Table 101 - Top 10 Job Functions (Male Military Group Members)

	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
ADMINISTRATIVE / CLERICAL	13.89%	244	$45,984
HEALTHCARE	9.22%	162	$53,889
CUSTOMER SERVICE	5.81%	102	$37,745
HUMAN RESOURCES	5.75%	101	$55,891
ANALYST	5.07%	89	$73,202
OTHER	4.44%	78	$57,179
SUPPLY CHAIN / LOGISTICS	4.27%	75	$54,333
TRAINING / INSTRUCTION / TEACHING	3.81%	67	$51,716
SAFETY / SECURITY / LAW ENFORCEMENT	3.19%	56	$47,679
MANAGEMENT - GENERAL	2.73%	48	$56,667

Table 102 - Top 10 Job Functions (Female Military Group Members)

Spouse Group clients are hired into many of the same job functions as their female Military Group counterparts. Administrative/Clerical and Healthcare were the top two job functions for Spouse Group clients in 2020, with 27.62% of those clients being hired into either of those job functions. Training/Instruction/Teaching maintained the third slot with 7.74% of Spouse Group clients hired into that job function. Using a minimum threshold of five records to account for outliers, Engineering saw the highest average salary attainment for Spouse Group clients with an average salary of $72,647. **Table 103** below further details the Top 10 job functions for Spouse Group clients.

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JOB FUNCTION HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
ADMINISTRATIVE / CLERICAL	16.27%	185	$41,703
HEALTHCARE	11.35%	129	$54,845
TRAINING / INSTRUCTION / TEACHING	7.74%	88	$41,136
CUSTOMER SERVICE	6.68%	76	$33,816
BANKING / FINANCE	4.49%	51	$48,922
HUMAN RESOURCES	4.31%	49	$58,469
MANAGEMENT - PROGRAMS	3.17%	36	$60,278
PROFESSIONAL SERVICES	3.08%	35	$45,571
ANALYST	2.90%	33	$70,152
MANAGEMENT - PROJECT	2.90%	33	$71,364

Table 103 - Top 10 Job Functions (Spouse Group Clients)

Our partners at SAS also examined what job functions our clients were hired into, as well as any trends that emerged based on race and gender. Although the majority of the 2020 client base was male, female clients were hired into several job functions at higher rates than their male counterparts. These job functions include Accounting (55.15%), Administrative/Clerical (64.21%), Design (52.63%), Healthcare (59.86%), Human Resources (61.13%), Marketing (59.56%), and Nonprofit – Social Services (58.39%). SAS also found that Black or African American clients represented the largest racial group hired for Purchasing/Procurement job function (36.27%). Black or African American males comprised higher percentages of clients hired into the job functions of Business Development (20.43%), Science (29.03%), Supply Chain/ Logistics (21.95%), and Transportation (21.48%) while their female counterparts tended to have higher percentages hired into Administrative/Clerical (13.42%), Accounting (11.03%), Healthcare (13.62%), Human Resources (20.38%), and Legal (19.35%) job functions. Asian, Native Hawaiian or Other Pacific Islander male clients reported a higher percentage of hires in Biotech (30%) and IT – Computer Science (34.62%), while Hispanic or Latino males tended to have higher representation in Biotech (30.00%), and Natural Resources/Environmental (21.92%). Finally, SAS found that male clients who reported themselves as two or more races had a somewhat higher representation of those hired for the job function in Research (19.05%).

Table 104 details the Top 3 job functions for each of the Top 10 metropolitan areas for clients hired in those locations in 2020. Administrative/Clerical (which was the top job function for both Spouse Group clients and female Military Group clients) had the highest occurrence in the Top 10 metropolitan areas, ranking in the Top 3 for eight of the Top 10 metropolitan areas. Analyst, which ranked third in 2019, saw the second highest occurrence, appearing in five of the Top 10 metropolitan areas. Training/Instruction/Teaching, which tied for third in 2019, fell to the bottom of the list, occurring in only one of the Top 10 metropolitan areas Top 3 list.

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WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	1	ANALYST	11.02%
	2	MANAGEMENT - PROGRAMS	8.22%
	3	ADMINISTRATIVE / CLERICAL	6.09%
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	1	INSTALLATION / MAINTENANCE / REPAIR	5.81%
		IT - INFORMATION SECURITY	5.81%
	3	ANALYST	5.63%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	1	ADMINISTRATIVE / CLERICAL	7.06%
	2	INSTALLATION / MAINTENANCE / REPAIR	5.53%
	3	TRAINING / INSTRUCTION / TEACHING	4.96%
COLORADO SPRINGS / CO	1	ADMINISTRATIVE / CLERICAL	6.75%
	2	ANALYST	6.75%
	3	SAFETY/SECURITY / LAW ENFORCEMENT	6.23%
KILLEEN-TEMPLE-FORT HOOD / TX	1	MANAGEMENT - OPERATIONS	6.82%
	2	ANALYST	6.30%
	3	ADMINISTRATIVE / CLERICAL	5.77%
		INSTALLATION / MAINTENANCE / REPAIR	5.77%
		SAFETY / SECURITY / LAW ENFORCEMENT	5.77%
SAN ANTONIO-NEW BRAUNFELS / TX	1	HEALTHCARE	8.74%
	2	ANALYST	7.92%
	3	IT - INFORMATION SECURITY	5.74%
FAYETTEVILLE / NC	1	SUPPLY CHAIN / LOGISTICS	7.17%
	2	ADMINISTRATIVE / CLERICAL	5.54%
		MANAGEMENT - OPERATIONS	5.54%
ATLANTA-SANDY SPRINGS-MARIETTA / GA	1	ADMINISTRATIVE / CLERICAL	6.27%
		CUSTOMER SERVICE	6.27%
	3	OTHER	5.57%
JACKSONVILLE / FL	1	ADMINISTRATIVE / CLERICAL	9.92%
	2	INSTALLATION / MAINTENANCE / REPAIR	8.02%
	3	ENGINEERING	4.58%
DALLAS-FORT WORTH-ARLINGTON / TX	1	ADMINISTRATIVE / CLERICAL	8.94%
	2	SAFETY / SECURITY / LAW ENFORCEMENT	6.91%
	3	MANAGEMENT - OPERATIONS	6.10%

Table 104 - Top 10 Metropolitan Areas for Confirmed Hires, with Top 3 Job Functions

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The team at SAS studied our client's location and their hired job function for our 2020 confirmed hires. SAS found that clients located in the South Atlantic region at the time of registration reported being hired at increased rates into Accounting (44.33%), Analyst (42.71%), Consultant (44.24%) and Entrepreneurship/Franchise/Self-Employed (57.14%) job functions. Clients located in the Pacific region had higher rates of being hired in jobs related to Administrative/Clerical (20.68%), Biotech (70.59%), while those registering from the West - South Central region were hired at increased rates for Computer/Software Engineering (26.32%), General IT (21.25%) and Natural Resources/ Environmental (24.19%). SAS also found that Banking/Finance jobs hired at higher rates from South Atlantic (40.63%), Middle Atlantic (7.94%), West - North Central (7.62%), and East - South Central (6.67%). Clients were hired into Construction jobs at a higher than expected rate from both West - South Central (23.32%) and Mountain (13.83%). Firefighter/EMT/Emergency Service jobs had increased hiring in West - South Central (22.73%) and Pacific (21.82%) locations. Healthcare hired an increased proportion of clients from East - South Central.

HIRES BY INDUSTRY

For the fourth year running, Defense Contracting and Government and Public Administration were the top two hiring industries for clients, as detailed by **Table 105**. 19% of all confirmed hired clients were hired into Defense Contracting with another 15.39% hired into Government and Public Administration – making these the only two industries to see a double-digit percentage. For the second year in a row, Defense Contracting remained the most lucrative industry in 2020 with an average salary of $76,377 (an increase of $2,687 or 3.64% from 2019). Hospitality/Accommodation/ Food Services remained the least lucrative industry in 2020 with an average salary of $40,542 (a decrease of $3,208 or 7.33% from 2019).

INDUSTRY HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
DEFENSE CONTRACTING	19.00%	2,019	$76,377
GOVERNMENT AND PUBLIC ADMINISTRATION	15.39%	1,635	$59,495
HEALTH CARE AND SOCIAL ASSISTANCE	7.98%	848	$53,785
INFORMATION - INFORMATION TECHNOLOGY	7.73%	821	$70,652
RETAIL TRADE	6.22%	661	$49,070
TRANSPORTATION AND WAREHOUSING	5.21%	554	$55,343
BANKING/FINANCE/INSURANCE	4.40%	468	$61,667
EDUCATIONAL SERVICES	4.05%	430	$49,488
MANUFACTURING	3.10%	329	$55,790
CONSTRUCTION	2.74%	291	$57,405

Table 105 - Top 10 Hiring Industries

Along with examining trends in the job functions our clients were hired into, SAS also took a look at the industries into which our clients were hired in 2020 by race and gender. SAS corroborated that Defense Contracting, Government and Public Administration, Information Technology and Health Care and Social Assistance were the top industries into which our clients were hired. Slicing the data further, SAS found that male clients were hired at higher rates than females into the industries of Arts/Entertainment/Recreation (77.17%), Banking/Finance/Insurance (62.68%), Business Support – Waste Management (77.50%), Construction (88.87%), Defense Contracting (82.74%), Government and Public Administration (68.22%), Information – Telecommunications (82.00%), Installation/Repair/Maintenance (94.31%), Management of Companies and Enterprises (85.63%), Manufacturing (86.04%), Other (78.86%), Private Security (90.15%), Professional – Architectural/Engineering (73.13%), Professional – Consulting Services (66.88%), Retail Trade (75.31%), Transportation and Warehousing (85.24%), and Utilities (90.36%). Female clients, however, were hired at significantly higher rates into Business Support – Admin/Staffing (56.98%), Health Care and Social Assistance (52.20%), Professional – Creative and Design (63.64%), and Legal (53.33%) industries.

Digging deeper, SAS found differences in the industries our clients were hired into by race. Clients who identified as white made up a sizable proportion of hires into the Education Services (57.12%) industry. Our clients who identified as Black or African American males were hired into the industries of Business Support – Waste Management (30.00%) and Professional – Advertising (20.00%) at much higher rates than their counterparts. Black or African American females saw significant representation in the industry of Health Care and Social Assistance (15.16%) - and of the females hired into the Private Security field, Black or African American females made up 51.52% of them. Of our Asian, Native Hawaiian or Other pacific Islander clients, females comprised a larger proportion than their male counterparts in Banking/Finance/Insurance (84.21%), Professional - Advertising (70.00%), and Professional - Consulting Services (57.14%). When looking at the Educational Services industry, SAS found that females of both Black or African American (57.85%) and two or more races (64.29%) had substantially higher representations than their male counterparts.

Historically Health Care and Social Assistance, Government and Public Administration and Education Services were the top three industries for Spouse Group placements, and that trend held true with our 2020 dataset. Over 42% of our Spouse Group clients were hired into one of these three industries (the same composition as 2019). Using a minimum threshold of five records, Aerospace and Aviation as well as Defense Contracting were the top two most lucrative industries for Spouse Group clients, each with an average salary of just over $65,000. When compared to male Military Group clients who placed in the industry of Defense Contracting, Spouse Group clients attained on average 17.51% - or $11,545 – less when placed in the same industry.

INDUSTRY HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
HEALTH CARE AND SOCIAL ASSISTANCE	16.97%	193	$50,699
GOVERNMENT AND PUBLIC ADMINISTRATION	11.96%	136	$55,000
EDUCATIONAL SERVICES	10.91%	124	$44,758
BANKING / FINANCE / INSURANCE	7.30%	83	$52,711
BUSINESS SUPPORT - ADMIN / STAFFING	7.12%	81	$39,815
OTHER	5.80%	66	$44,091
RETAIL TRADE	5.63%	64	$40,625
DEFENSE CONTRACTING	4.75%	54	$65,926
INFORMATION - INFORMATION TECHNOLOGY	4.66%	53	$57,075
RELIGIOUS / CIVIC / NONPROFIT	3.52%	40	$41,000

Table 106 - Top 10 Hiring Industries (Spouse Group Clients)

As we have observed in years past, female Military Group clients tend to enter into similar industries as Spouse Group clients, with the exception of Defense Contracting which continues to be a top three industry for female Military Group clients. More female Military Group clients went into Government and Public Administration than our overall client population (22.44% versus 15.39%), though fewer went into Defense Contracting (16.61% versus 19.0%). All three of the top industries for female Military Group clients remained the same, and saw an increase in the number of clients entering each industry. Historically, Defense Contracting has been the most lucrative industry for female Military Group clients; however, in 2020 Management of Companies and Enterprises took the title with an average salary of $76,111. Defense Contracting placed second, with an average salary of $70,326 – 15.45% more than their Spouse Group counterparts in the same industry, but 1.79% less than their male Military Group counterparts.

INDUSTRY HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
GOVERNMENT AND PUBLIC ADMINISTRATION	21.23%	373	$54,437
DEFENSE CONTRACTING	15.71%	276	$70,326
HEALTH CARE AND SOCIAL ASSISTANCE	12.86%	226	$51,018
INFORMATION - INFORMATION TECHNOLOGY	5.75%	101	$66,089
OTHER	5.41%	95	$53,105
RETAIL TRADE	4.95%	87	$43,391
EDUCATIONAL SERVICES	4.78%	84	$43,571
BANKING/FINANCE/INSURANCE	4.10%	72	$57,083
TRANSPORTATION AND WAREHOUSING	3.24%	57	$49,912
BUSINESS SUPPORT - ADMIN/STAFFING	2.33%	41	$47,439

Table 107 - Top 10 Hiring Industries (Female Military Group Members)

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HIRES BY COMPANY

In 2020, 7,345 companies employed 11,383 Hire Heroes USA clients – which is a 4.24% increase in the number of employers over 2019. The majority of companies hired just one client, however we did see an increase in the number that hired two or more Hire Heroes USA clients. In fact, 798 companies hired multiple clients in 2020, with many of them hiring dozens. 170 companies hired five or more clients, and of those companies 74 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 employment opportunities within their companies.

HIRING COMPANY NAME	
AMAZON	334
DEPARTMENT OF THE ARMY	233
DEPARTMENT OF VETERANS AFFAIRS	159
DEPARTMENT OF THE AIR FORCE	121
NORTHROP GRUMMAN	103
DEPARTMENT OF DEFENSE	101
LOCKHEED MARTIN CORPORATION	94
DEPARTMENT OF THE NAVY	92
BOOZ ALLEN HAMILTON	91
U.S. CENSUS BUREAU	65
NATIONAL GUARD	59
GENERAL DYNAMICS	56
SAIC	54
WALMART	52
WELLS FARGO	43
THE HOME DEPOT	40
UNITED STATES POSTAL SERVICE	37
ALLIED UNIVERSAL	36
UPS	36
AMAZON WEB SERVICES	33

Table 108 - Top 20 Hiring Companies

Our top hiring companies continue to be organizations centered around serving military populations (e.g. the Departments of Veterans Affairs and the Army), large retailers (Amazon and Walmart), or defense contractors (CACI and Lockheed Martin). The majority of our top hiring companies in 2020 were the same as in 2019 although CACI, Leidos, The Boeing Company, AECOM and Department of Homeland Security were replaced by U.S. Census Bureau, The Home Depot, Allied Universal, UPS and Amazon Web Services. Amazon, which hired 107 Hire Heroes clients in 2019, jumped from our fourth top employer to our first in 2020, having hired 334 clients in 2020 alone.

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When we look at our Spouse Group clients we see that the Top 20 Hiring Companies diverge from our overall client population, with only ten companies matching both lists. Amazon, Department of the Army, and Department of the Air Force are in the Top 5 for both groups.

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HIRING COMPANY NAME	
DEPARTMENT OF THE ARMY	27
AMAZON	21
DEPARTMENT OF THE NAVY	13
DEPARTMENT OF DEFENSE	12
DEPARTMENT OF THE AIR FORCE	10
INSTANT TEAMS	10
BANK OF AMERICA	5
U.S. CENSUS BUREAU	5
BOOZ ALLEN HAMILTON	4
DEPARTMENT OF VETERANS AFFAIRS	4
GO SQUARED AWAY	4
WELLS FARGO	4
ACCENTURE	3
AMAZON WEB SERVICES	3
FIRST COMMAND FINANCIAL SERVICES	3
LOCKHEED MARTIN CORPORATION	3
NORTHROP GRUMMAN	3
SQUARED AWAY	3
USAA	3
USO	3

*Table 109 - Top 20 Hiring Companies
(Spouse Group Clients)*

For our female Military Group clients, we see many of the same top employers observed for the entire client population. The Department of the Army, Department of Veterans Affairs and Amazon, which ranked in the Top 3 for all clients, are also in the Top 3 employers for female Military Group clients, although the order is slightly shuffled with the Department of Veterans Affairs claiming the top spot for female Military Group clients. All but four companies appear on both the general population Top 20 list and the female Military Group client Top 20 list – with Federal Government, Leidos, Microsoft and Jacobs Technology, Inc. cracking the list for female Military Group clients.

HIRING COMPANY NAME	
DEPARTMENT OF VETERANS AFFAIRS	49
DEPARTMENT OF THE ARMY	47
AMAZON	44
DEPARTMENT OF THE AIR FORCE	35
U.S. CENSUS BUREAU	22
DEPARTMENT OF DEFENSE	19
DEPARTMENT OF THE NAVY	17
NATIONAL GUARD	17
LOCKHEED MARTIN CORPORATION	14
BOOZ ALLEN HAMILTON	13
NORTHROP GRUMMAN	10
WALMART	10
GENERAL DYNAMICS	8
ALLIED UNIVERSAL	7
WELLS FARGO	7
FEDERAL GOVERNMENT	6
LEIDOS	6
MICROSOFT	6
SAIC	6
JACOBS TECHNOLOGY, INC.	5

*Table 110 - Top 20 Hiring Companies
(Female Military Group Members)*

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Like our female Military Group hires, the Junior Enlisted population is being hired into many of the same companies as our overall client group. Eighteen of the Top 20 employers for Junior Enlisted clients also appeared on the Top 20 list for all clients. In fact, each group shares three of the same Top 5 employers, with Amazon claiming the top spot for both. Leidos, which was a Top 20 employer in 2019, made the Top 20 list for Junior Enlisted clients in 2020, but did not make the overall population Top 20 list.

Despite the diversity of companies and industries, many hiring organizations were in the federal sector (**Table 112**). Our hiring in the federal sector has remained largely unchanged from our 2019 dataset, with 13.69% of our placements going into some aspect of the federal government. Looking at **Table 113**, our full-time versus part-time reporting is very similar to our reporting in 2019. 89.31% of our confirmed hires found full-time positions. Consistently with previous year's trends, Spouse Group clients accepted part-time positions at more than double the rate of their Military Group counterparts. The biggest change from 2019 is among our Spouse Group clients, who saw full-time placements increase 1.21%. We also observed a marginal increase in Temporary/Contract positions.

HIRING COMPANY NAME	
AMAZON	64
DEPARTMENT OF VETERANS AFFAIRS	33
ALLIED UNIVERSAL	21
DEPARTMENT OF THE ARMY	21
WALMART	21
DEPARTMENT OF THE AIR FORCE	20
U.S. CENSUS BUREAU	17
DEPARTMENT OF DEFENSE	14
LOCKHEED MARTIN CORPORATION	12
DEPARTMENT OF THE NAVY	11
UPS	11
NORTHROP GRUMMAN	10
LEIDOS	9
THE HOME DEPOT	9
GENERAL DYNAMICS	8
WELLS FARGO	8
AMAZON WEB SERVICES	7
FEDEX GROUND	7
NATIONAL GUARD	7
SAIC	7

Table 111 - Top 20 Hiring Companies for Junior Enlisted

13.69%
Federal Hire

Table 112 - Federal Hires

86.31%
Non-Federal Hire

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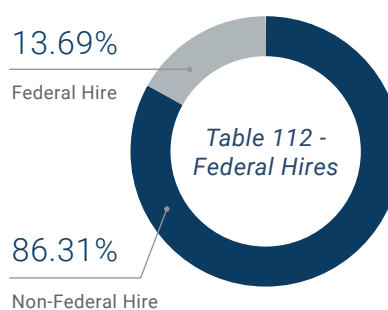
	Military Group	Spouse Group	GRAND TOTAL
Full-Time	90.00%	83.14%	89.31%
Part-Time	4.37%	10.97%	5.03%
Seasonal	0.38%	0.26%	0.37%
Temporary/Contract	5.25%	5.62%	5.29%
GRAND TOTAL	100.00%	100.00%	100.00%

Table 113 - Employment Type Placements by Group Status

UNEMPLOYMENT DURATION

Hire Heroes USA has asked questions about unemployment duration for several years, 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 114 looks at the median unemployment duration for our clients per our survey data. Looking at our entire base of clients confirmed hired in 2020, the median unemployment duration self-reported by clients was 16 weeks. Military Group clients reported 16 weeks of unemployment, however Spouse Group clients reported 20 weeks of unemployment duration in 2020. Coincidentally, as observed last year, the same breakout occurs across gender – 16 and 20 weeks for men and women, respectively.

	Female	Male	GRAND TOTAL
Veteran or Service Member	20	16	16
Military Spouse / Caregiver	20	21	20
GRAND TOTAL	20	16	16

Table 114 - Unemployment Duration by Group Status and Gender

Table 115 examines unemployment duration as reported by race and gender. The majority of racial categories experienced a median unemployment duration of 16 weeks regardless of gender, however American Indian or Alaska Native clients as well as clients who are two or more races both reported significantly longer unemployment durations. When we break the data down by gender we see that nonwhite female clients experienced longer durations of unemployment than their white counterparts – some significantly longer such as women of two or more races with 28 weeks of unemployment.

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	Female	Male	GRAND TOTAL
American Indian or AK Native		25.5	25.5
Asian or Pacific Islander	16.5	16.0	16.0
Black or African American	20.0	16.0	16.0
Hispanic or Latino	22.0	12.0	16.0
Two or more races	28.0	24.5	25.0
White	16.0	4.5	16.0
GRAND TOTAL	20.0	16.0	16.0

Table 115 - Unemployment Duration by Race and Gender

Table 116 looks at unemployment duration by age category across our Military Group clients. Generally speaking, older age categories have longer unemployment durations than younger categories. This is consistent with BLS reporting that shows the median unemployment durations in weeks for veterans aged 18 to 24 years old at 8.1 weeks, 25 to 34 years old at 9.4 weeks, 35 to 44 years old at 9.6 weeks, 45 for 54 years old at 11.5 weeks, 55 to 64 years old at 10.8 weeks (BLS 2020). Our younger Military Group clients find employment at durations ahead of our older Military Group clients.

18 to 24 years	10.0
25 to 34 years	13.0
35 to 44 years	14.5
45 to 54 years	16.0
55 to 64 years	28.0
65 years and over	52.0
GRAND TOTAL	16.0

Table 116 - Military Group Unemployment Duration by Age Category

Active Duty	8
Full time	10
Pending Medical Separation	12
Student - Not seeking full time employment	24
Temporary/Contract Employee	22
Under employed - Insufficient income	17
Unemployed	20
GRAND TOTAL	16

Table 117 - Unemployment Duration by Initial Employment Status

Table 117 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 self-identified as Temporary/ Contract, Students – not seeking full time employment, or Unemployed reported durations more than double those of their Active Duty counterparts. With the exception of clients who reported as Under employed all categories of initial employment status experienced longer durations of unemployment.

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Table 118 shows unemployment duration by job seeker classification and educational attainment. Historically we have seen that our clients with more advanced degrees experience longer unemployment durations. In 2020, clients with a 2-year degree through a post graduate degree all experienced unemployment durations equal to the median of our overall client base – 16 weeks. Clients with Doctoral degrees experienced longer durations of unemployment (33 weeks) while clients with High School Diplomas or GED equivalents experienced slightly less (12 weeks). Clients who were currently serving or serving in a Reserve Component experienced shorter durations of unemployment than our overall client base, while Spouse Group clients and those Military Group clients with prior service experienced significantly longer times of unemployment (each reported 20 weeks).

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Currently Serving	8	6	12	8		10
Prior Service	13	24	20	22	40	20
Reserve Component	16	4	12	14		12
Military Spouse or Caregiver	22	16	20	21	16	20
Grand Total	12	16	16	16	33	16

Table 118 - Unemployment Duration by Job Seeker Classification and Educational Attainment

Table 119 shows the relationship between rank category and military branch. All ranks experienced unemployment durations equal to or less than our overall client base, with Warrant Officers and Senior Non-Commissioned Officers seeing less than 16 weeks of unemployment.

	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
Junior Enlisted	16	16	24	16	15	16
Non-Commissioned Officer	16	16	18	24	15	16
Senior Non-Commissioned Officer	16	18	10	9	12	15
Warrant Officer		12		16	1	12
Company-Grade Officer	13	16		19	16	16
Field-Grade Officer	16	19	16	20	14	16
Grand Total	16	16	16	16	14	16

Table 119 - Unemployment Duration by Rank and Service Branch

Digging deeper, **Table 120** shows the relationship between desired salary and unemployment duration. Many of our clients seek salaries beyond the normal expectations for their skills, experience or education level, and we would assume 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 unemployment durations that match, or are shorter than, the median duration for the overall client base.

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	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Less than $20,000		2	4			3
$20,000 - $29,999	7	36	10	35		16
$30,000 - $39,999	12	24	18	44		16
$40,000 - $49,999	12	22	17	16	13	16
$50,000 - $59,999	9	16	17	25	16	16
$60,000 - $69,999	16	6	22	20	59	16
$70,000 - $79,999	20	9	14	16		16
$80,000 - $89,999	22	52	16	20	40	18
$90,000 - $99,999	8		14	16		12
$100,000+	19	28	28	12	39	15
Grand Total	12	16	16	16	33	16

Table 120 - 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 our overall client base (16 weeks) are displayed in blue while states with longer durations are displayed in red. Overall, it appears that states in the deep south, mountain west, and southwest have higher than typical unemployment durations than our overall client base.
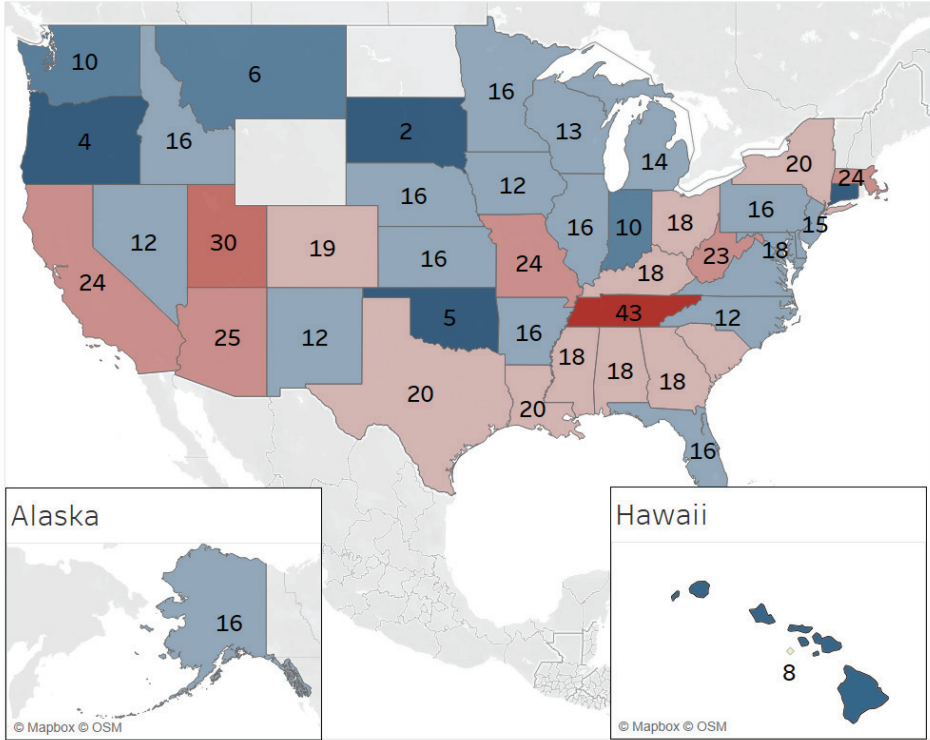
Figure 14 - Unemployment Duration by State

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On January 9, 2020 The World Health Organization (WHO) announced the emergence of a coronavirus-related pneumonia – a new virus that had not previously been observed in humans. This virus, COVID-19, spread rapidly around the globe, with the first confirmed case in the United States on January 21, 2020. Through the end of January and into February cities and countries entered states of public health crisis, with COVID-19 being declared a global pandemic on March 11, 2020. In the following months travel bans, stay-at-home orders and office location closures greatly impacted a majority of U.S. citizens and people all over the world. Our clients were no exception to these impacts, and in this section, we will examine changes to client registration, how our clients were helped, and our confirmed hires compared to previous years. For the purpose of this section only, we will look at registrants who signed up for services from March 10, 2020 through December 31, 2020 unless otherwise noted.

COVID-19 IMPACT ON REGISTRATION RATES

When jobseekers register for our services we group them into four categories – those who are active duty and currently serving, those with prior military service, those who are currently serving in a Reserve component, and those who are military spouses/caregivers who did not serve in the military themselves. Historically registrants who are currently serving comprised about 40% of our total registrants each year – however in 2020 we observed a significant decrease in registrants still on Active Duty. **Table 121** below details the registration rates for each job seeker classification over the past three years for the entire year. Registrants who are currently serving saw a drop in registration rates of 3.78% from 2019 to 2020, the largest seen in either direction for any group over the past three years.

	2018		2019		2020	
JOB SEEKER CLASSIFICATION	Total Registrants	% of Total Registrants	Total Registrants	% of Total Registrants	Total Registrants	% of Total Registrants
Currently Serving	9,427	41.32%	12,385	40.67%	11,932	36.89%
Prior Service	10,023	43.93%	12,820	42.10%	14,546	44.97%
Reserve Component	1,563	6.85%	2,118	6.95%	2,307	7.13%
Military Spouse / Caregiver	1,801	7.89%	3,130	10.28%	3,561	11.01%
GRAND TOTAL	22,814	100.00%	30,453	100.00%	32,346	100.00%

Table 121 – Registration by Job Seeker Classification, Year Over Year

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The decrease in Active Duty registrants is likely due to higher reenlistment rates within the military. Both the Army (ArmyTimes) and the Air Force (af.mil) reported higher retention rates in 2020, with the Air Force seeing the highest rates in over a decade. We will continue to watch the registration rates of each job seeker classification to see what impacts economic recovery and COVID-19 vaccine distribution have on future registration rates.

Taking a closer look at our registrants year over year, we observed a significantly higher percentage of registrants who self-reported being unemployed at the time of registration. **Table 122** details the registration rates of all registrants over the past three years for the entire year by their initial employment status. Registrants who self-reported that they were unemployed at the time of registration saw an increase of 3.92% over 2019's registration rate. Additionally, those who reported they were employed at the time of registration also saw an increase, jumping 2.09% from 2019.

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	2018		2019		2020	
	Total Registrants	% of Records	Total Registrants	% of Records	Total Registrants	% of Records
Active Duty	7,744	40.36%	10,820	44.74%	11,265	39.29%
Employed	3,823	19.92%	3,866	15.99%	5,183	18.08%
Pending Medical Separation	555	2.89%	792	3.28%	746	2.60%
Student - Not Seeking Full Time Employment	438	2.28%	535	2.21%	682	2.38%
Temporary / Contract Employee	355	1.85%	541	2.24%	676	2.36%
Under Employed - Insufficient Income	1,157	6.03%	1,556	6.43%	1,796	6.26%
Unemployed	5,115	26.66%	6,073	25.11%	8,322	29.03%
GRAND TOTAL	19,187	100.00%	24,183	100.00%	28,670	100.00%

Table 122 – Registration by Initial Employment Status, Year Over Year

COVID-19 IMPACTS REPORTED BY REGISTRANTS

Beginning in March of 2020 we began asking job seekers what impacts they were experiencing related to the COVID-19 pandemic. This multi-select picklist became a standard question during our registration process in May of 2020, giving us a look at how registrants were impacted throughout the year. For this section we will look at registrants who signed up for services from March 10, 2020 through December 31, 2020 and who also did not leave this question blank. **Table 123** shows the frequency that each picklist item was selected by our 2020 registrants who responded to this question. Because this list was a multi-select picklist many clients may have selected two or more options depending on their unique situation. Of more than 12,500 respondents, 61.73% reported that they had not experienced any impact from COVID-19, with 17.39% responding that they were impacted by a hiring freeze, and 10.12% experiencing an interview that was virtual.

COVID-19 IMPACT

No impact by COVID-19	61.73%
Impacted by hiring freeze	17.39%
Interview now virtual	10.12%
Laid off	8.55%
Interview canceled	5.81%
Job offer rescinded	5.55%
Employed but furloughed	4.12%
Business or Employer closed	3.75%
Spouse laid off	3.65%
Spouse impacted by hiring freeze	2.80%
Spouse employed but furloughed	2.22%
Spouse Business or Employer closed	1.32%
Spouse interview now virtual	0.93%
Spouse job offer rescinded	0.79%
Spouse interview canceled	0.62%

Table 123 – COVID-19 Impact Frequency for All Respondents

Looking at our registrants by Military or Spouse Group we see a slightly different story emerge. 63.05% of our Military Group registrants reported they were not impacted by COVID-19, while only 49.68% of our Spouse Group reported the same. Spouse Group registrants also saw higher frequencies of hiring freeze impacts, interviews being turned virtual, being laid off, and experiencing a furlough or business closure. Our Military Group registrants experienced slightly higher frequencies of canceled interviews and spouses who were furloughed or laid off. **Table 124** below details these frequencies further.

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COVID-19 IMPACT	MILITARY GROUP	SPOUSE GROUP
No impact by COVID-19	63.05%	49.68%
Impacted by hiring freeze	17.20%	19.12%
Interview now virtual	9.86%	12.56%
Laid off	8.01%	13.53%
Interview canceled	5.81%	5.75%
Job offer rescinded	5.52%	5.83%
Employed but furloughed	3.79%	7.21%
Business or Employer closed	3.57%	5.43%
Spouse laid off	3.78%	2.51%
Spouse impacted by hiring freeze	2.72%	3.57%
Spouse employed but furloughed	2.34%	1.05%
Spouse Business or Employer closed	1.29%	1.62%
Spouse interview now virtual	0.87%	1.46%
Spouse job offer rescinded	0.77%	0.97%
Spouse interview canceled	0.59%	0.89%

Table 124 – COVID-19 Impact Frequency by Group Status

Looking at the direct impacts reported by our registrants, not those affecting their spouses, we see that over the course of the year our clients experienced a spike in hiring freezes starting in April and going until early June, which dropped over the remainder of the year. Virtual Interviews also increased between April and May, hitting a high point in June and maintained a steady trend for the remainder of the year. Layoffs, which climbed quickly from March to June, leveled off, and after a brief spike in October drastically decreased into November and December. **Figure 15** below shows the frequency of these direct impacts for all registrants from March 10, 2020 through December 31, 2020 - this chart examines the total percentage of respondents for each picklist value across each month throughout the year. For example, of the 16.96% of respondents that answered they were impacted by a hiring freeze 2.71% of those individuals registered in the month of June.
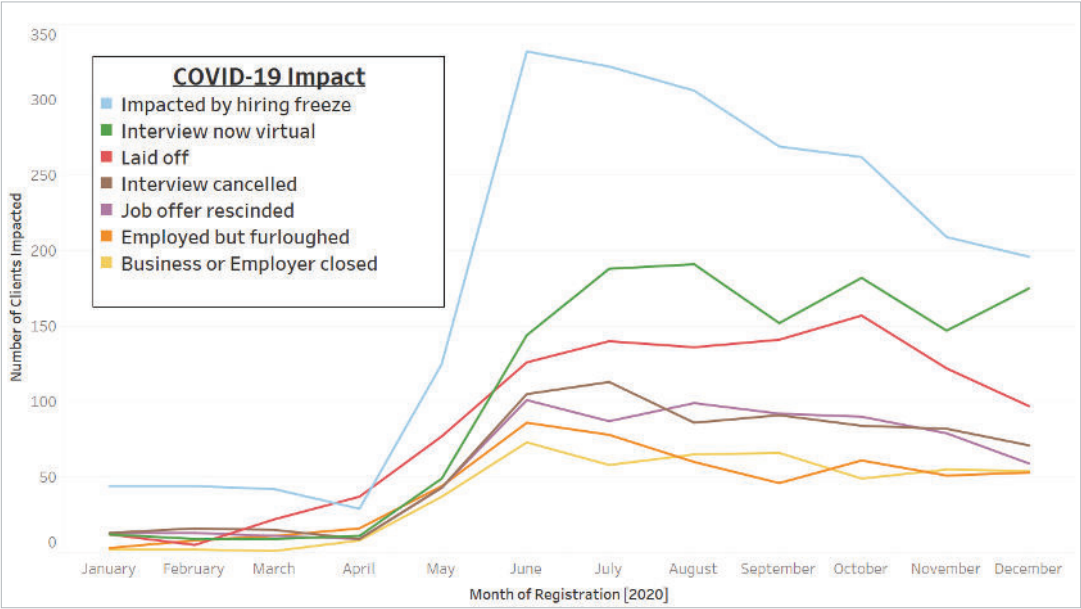
Figure 15 – COVID-19 Direct Impacts by Month

Looking at all responses by week, including "Not Impacted by COVID-19" we see the same general trend, with more registrants reporting they were not impacted as the year continued. Figure 16 shows the occurrence of all responses by week as a percentage of the whole week.
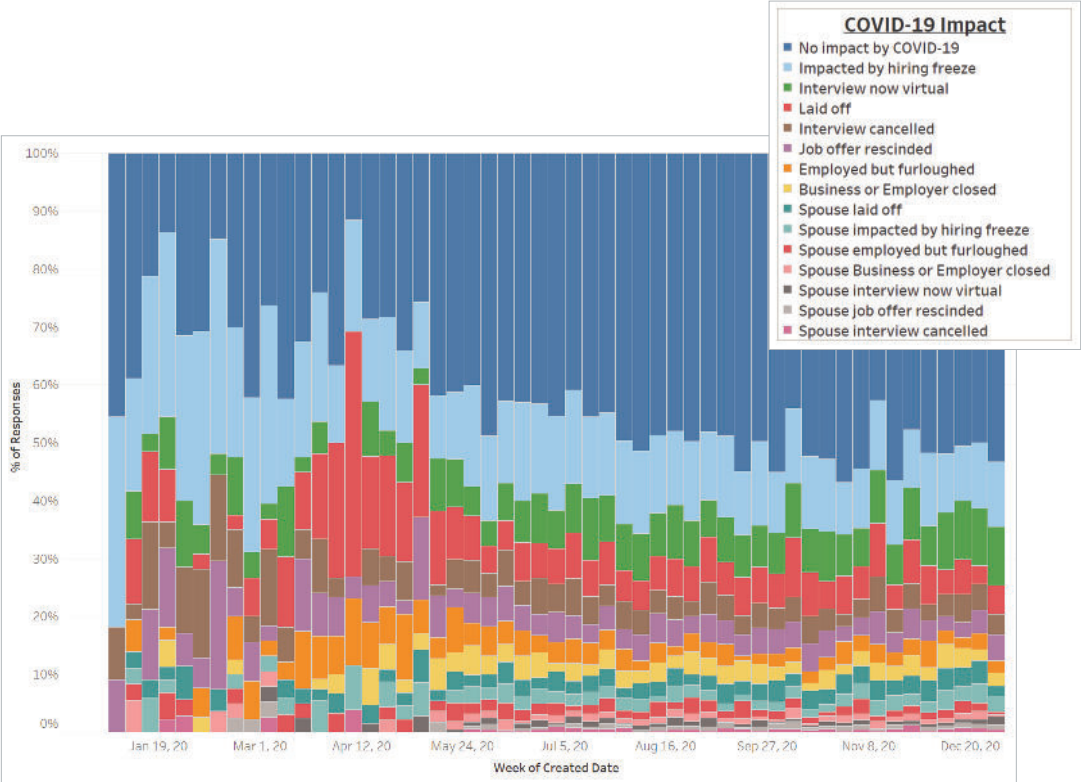
Figure 16 - COVID-19 Direct Impacts by Week

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Our partner's at SAS further examined COVID-19 impacts on our clients, looking specifically at how clients were impacted based on their reported race. SAS discovered that Black or African American clients reported a higher than anticipated rate of a job offer being rescinded (23.93%) as well as reporting an increased rate of their spouse or partner experiencing a canceled interview (24.62%) or having been laid off (23.47%). Hispanic or Latino clients also reported an elevated rate of their spouse or partner experiencing a canceled interview (21.54%) and also had slightly higher rates of spouses or partners being impacted by a hiring freeze (20.29%). Hispanic and Latino clients also reported that they were employed but furloughed at higher rates than expected (17.72%).

The team at SAS also studied how COVID-19 impacts affected client hiring outcomes. When controlling for demographic covariates, SAS found that the only significant COVID-19 impact category on client outcomes was Interview Now Virtual. It was reported that this impact had 1.59 times the chance of being hired than those that did not list it as an impact. SAS also explored how COVID-19 impacts may have affected a client's ability to attain a high salary and found that the COVID-19 impact variables did not have a significant impact on a client attaining a high salary.

COVID-19 IMPACT ON SERVICES USED

As discussed in the Helped portion of this report, we saw that overall, our clients used some of our suite of services less frequently, but used a wider variety of services. For the purposes of this section only we will look at what services were used based on the date the service was provided, regardless of when a client registered for services.

In 2020 we saw an increase in the number of clients who participated in a webinar, with many clients attending several. In fact, Webinar Participation saw an increase of 8.64% in the total number of clients helped over 2019, the highest of any category. Virtual Workshop participation followed, with an increase of 8.32%, and Virtual Career Fair participation saw the third highest increase at 6.88% over 2019. Mentoring and usage of our Career Readiness Fund both saw increases as well, growing 2.47% and 0.10% respectively. **Table 125** below details the percentage of services used by the year the client was helped. It is of note that several clients may appear in both years, having first been helped in 2019 and then utilizing another service in 2020.

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SERVICE PROVIDED	2019 % of Total	2020 % of Total	% Difference
Webinar	3.79%	12.43%	8.64%
Virtual Workshop	2.46%	10.78%	8.32%
Virtual Career Fair	4.54%	11.42%	6.88%
Mentoring	13.13%	15.60%	2.47%
Career Readiness Fund	0.17%	0.27%	0.10%
Job Board	25.70%	19.20%	-6.50%
Resume Created	84.23%	63.63%	-20.60%
Assessment	88.93%	62.29%	-26.64%
Resume Tailored	73.31%	44.57%	-28.74%
Interviewing	58.96%	29.25%	-29.71%
Value Proposition	63.82%	31.68%	-32.14%
LinkedIn Revision	59.96%	24.79%	-35.17%

*Table 125 – Percent Difference in Services Used,
Year over Year*

COVID-19 IMPACT ON EVENT ATTENDANCE

Digging deeper into our services used, and specifically looking at event attendance, we see that COVID-19 changed the way our clients attended events in 2020 when compared to 2019. In this section we will look at all clients who attended an event in 2020 who also responded with whether or not they have experienced an impact from COVID-19. Of all respondents who attended an event in 2020, 53.44% reported having experienced a direct impact or that their spouse was impacted. **Table 126** below shows this breakdown between clients who reported they were impacted in some way compared to those who reported No Impact from Covid-19.

46.56%
NO

*Impacted by
COVID-19?*

53.43%
YES
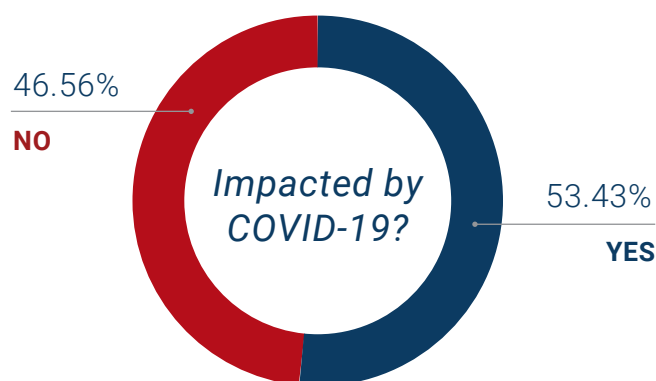
Table 126 – Event Attendees by COVID-19 Impact in 2020

When we separate our event attendees who also responded to our COVID-19 impact question by group status we see that only 10.84% of those who responded with No Impact from COVID-19 were Spouse Group clients, while Spouse Group Clients made up over 17% of those who responded with one or more impacts - more than 5% of the average breakdown we see between these groups at registration.
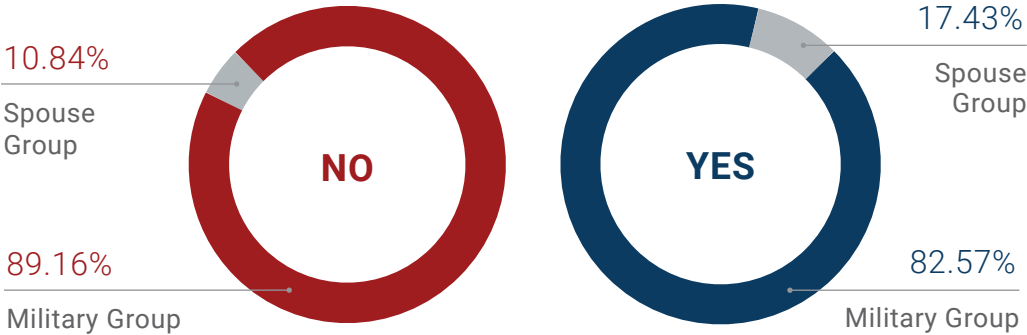
Table 127 – Event Attendees by COVID-19 Impact and Group Status

Examining the impacts on each group further shows that our Spouse Group clients were far more likely to be impacted by COVID-19 than their Military Group counterparts who attended an event in 2020. **Table 128** below details the breakdown of each group by whether they reported an impact or No Impact from COVID-19. Of our Military Group clients in this subset, 51.52% reported an impact of at least one kind, while 64.86% of Spouse Group clients responded the same - more than 13% difference between the groups.
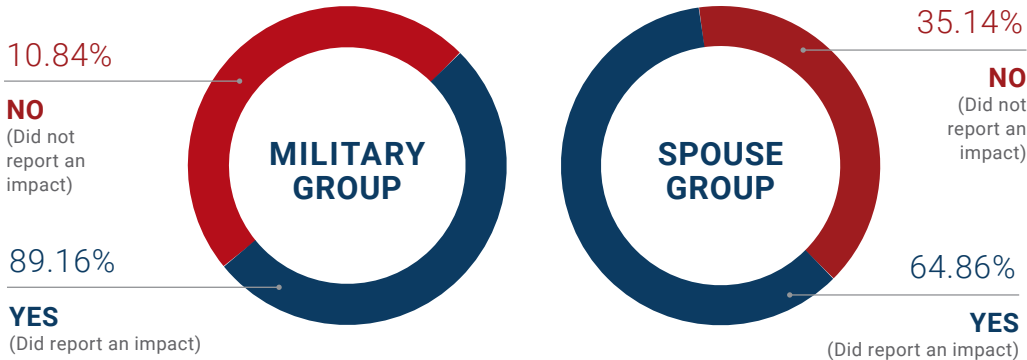
Table 128 – Event Attendees by Group Status and COVID-19 Impact

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When we take a look at our clients who attended a virtual event in 2020 (a Virtual Career Fair, Virtual Workshop or Webinar) and whether or not they were impacted by COVID-19 we see that 53.44% of the clients that attended one or more of these types of events reported an impact from COVID-19. **Table 129** details event attendees by their COVID-19 impact status and which type of event they attended. Of all of the attendees in one or more Virtual Career Fair, 62.53% reported some type of COVID-19 impact.

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		Impacted by COVID-19?		
		NO	YES	GRAND TOTAL
2020	Virtual Career Fair	37.47%	62.53%	100.00%
	Virtual Workshop	47.30%	52.70%	100.00%
	Webinar	49.19%	50.81%	100.00%
GRAND TOTAL		46.56%	53.44%	100.00%

Table 129 – Event Attendees by COVID-19 Impact and Event Type

When we breakdown our event attendees by COVID-19 impact and event type even further by group status we see that a higher proportion of Spouse Group clients attended a Virtual Workshop than did a Virtual Career Fair or Webinar. **Table 130** illustrates the breakout for each event type by group status and whether or not those clients were impacted by COVID-19. Looking at our Webinar participants, we see that of the total participants the slight majority of them (44.51%) were Military Group clients who reported No Impact from COVID-19, while only 4.67% of Webinar participants were Spouse Group clients that reported no impact.

2020		NO	YES	GRAND TOTAL
Virtual Career Fair	Military Group	35.23%	53.36%	88.59%
	Spouse Group	2.24%	9.16%	11.41%
	TOTAL	37.47%	62.53%	100.00%
Virtual Workshop	Military Group	40.27%	41.08%	81.35%
	Spouse Group	7.03%	11.62%	18.65%
	TOTAL	47.30%	52.70%	100.00%
Webinar	Military Group	44.51%	42.95%	87.47%
	Spouse Group	4.67%	7.86%	12.53%
	TOTAL	49.19%	50.81%	100.00%
GRAND TOTAL		46.56%	53.44%	100.00%

Table 130 – Event Attendees by Event Type, Group Status and COVID-19 Impact

Exploring further, **Table 131** details event attendees by event type and whether or not they reported that they had been impacted. Of the clients who reported at least one type of impact, 19.46% attended a Virtual Career Fair, while 47.53% attended at least one Webinar. 52.8% of clients who reported No Impact from COVID-19 attended at least one webinar. Of all the clients in this subset, nearly 50% attended a webinar.

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		Impacted by COVID-19?		
		NO	YES	GRAND TOTAL
2020	Virtual Career Fair	13.38%	19.46%	16.63%
	Virtual Workshop	33.75%	32.76%	33.22%
	Webinar	52.80%	47.53%	49.98%
GRAND TOTAL		100.00%	100.00%	100.00%

Table 131 – Event Attendees by Event Type and COVID-19 Impact

Looking at how these clients attended events by month, we see that a larger proportion of event attendees reported No Impact from COVID-19 in the third and fourth quarter of 2020. **Figure 17** identifies the breakout between event attendees who reported an impact versus those who did not by event type each month. In March, for example, 77.78% of Webinar participants reported at least one type of COVID-19 impact. By September that percentage dropped below 50%, and in December only 43.99% of all Webinar attendees reported having been impacted by COVID-19.
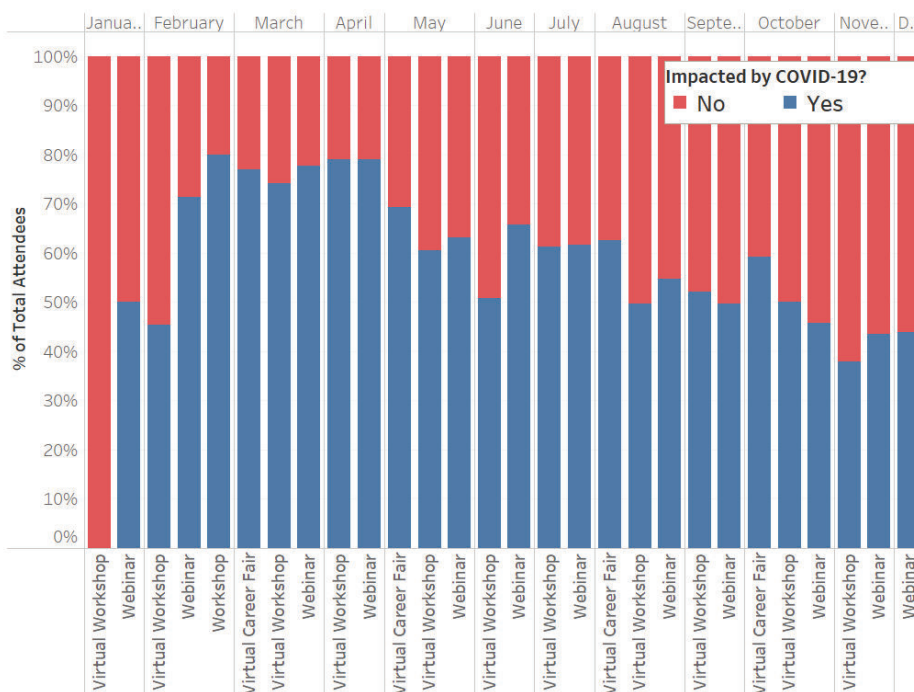
Figure 17 - Percent of Total Attendees by Event Type and COVID-19 Impact

As noted in the Helped section of this report, not only did Hire Heroes USA offer more events in 2020 than previous years, we also saw a higher number of attendees per event type. **Figure 18** shows the average number of event attendees by event type and whether or not they were impacted by COVID-19. Each year we observe expected drops in event attendance between May and June, and again in November, which can be seen in the below figure. Considering those exceptions, the average number of attendees by event type increased each month throughout the year.

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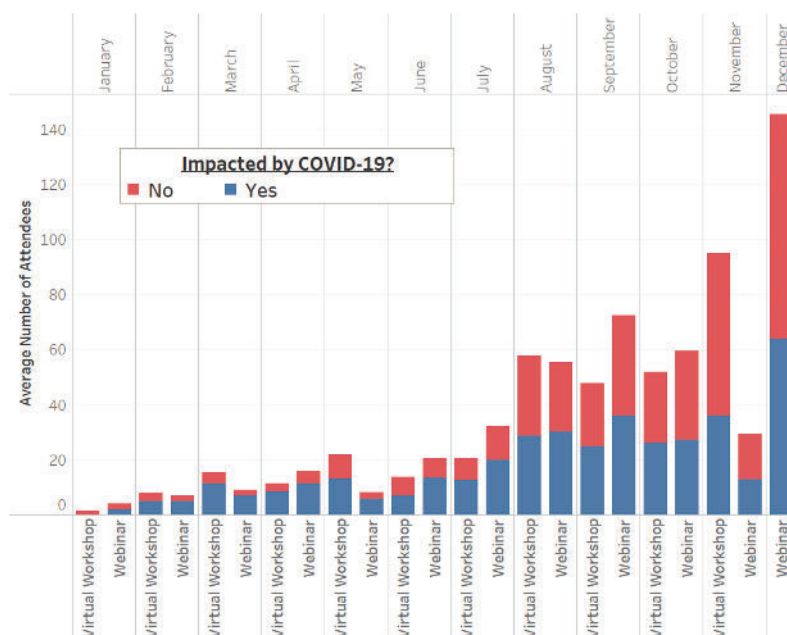
Figure 18 - Average Attendees by Event Type and COVID-19 Impact, by Month

COVID-19 IMPACT ON CLIENT MIGRATION

As reported previously in this report, overall a lower percentage of confirmed hired clients migrated in 2020 when compared to 2019. In fact, there was a decrease of 3.97% in clients who migrated – dropping from 31.28% in 2019 to 27.31% in 2020. The remainder of our confirmed hired clients remained within the state in which they registered when they accepted a new position, accounting for 72.69% of our total confirmed hired clients. While clients continued to move across state lines amid lockdowns and travel restrictions, fewer did so in 2020 than in 2019. **Table 132** details client migration by Military or Spouse Group status. Spouse Group clients were almost 6% more likely to stay within their state of registration than their Military Group counterparts.

	2019		2020	
	Migrated	Stayed	Migrated	Stayed
Military Group	31.95%	68.05%	27.90%	72.10%
Spouse Group	24.61%	75.39%	22.00%	78.00%
GRAND TOTAL	31.28%	68.72%	27.31%	72.69%

Table 132 – Client Migration by Group Status, Year Over Year

COVID-19 IMPACT ON INDUSTRY AND JOB FUNCTION PLACEMENT

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Table 133 below examines the Top 10 job functions that our clients were hired into in 2020, with each job function broken down into Military Group or Spouse Group status. The three job functions with the most notable changes from 2019 are Healthcare, Training/Instruction/Teaching and Supply Chain/Logistics. Healthcare, an industry which saw increased demand in 2020, grew from 3.57% of confirmed hires (placing tenth in 2019) to 4.33% in 2020 (jumping to sixth place). Training/Instruction/Teaching and Supply Chain Logistics, both occupations which faced unique challenges in 2020, fell significantly when compared to 2019. Training/Instruction/Teaching dropped from ranking third to eighth, with Supply Chain Logistics falling from seventh to tenth.

Job Function Hired In	Group Status	% of Total
Administrative/Clerical	Military Group	4.70%
	Spouse Group	1.63%
	Total	**6.33%**
Safety/Security/Law Enforcement	Military Group	4.82%
	Spouse Group	0.11%
	Total	**4.92%**
Management - Operations	Military Group	4.57%
	Spouse Group	0.23%
	Total	**4.80%**
Installation/Maintenance/Repair	Military Group	4.66%
	Total	**4.66%**
Analyst	Military Group	4.29%
	Spouse Group	0.29%
	Total	**4.58%**
Healthcare	Military Group	3.19%
	Spouse Group	1.14%
	Total	**4.33%**
Other	Military Group	3.82%
	Spouse Group	0.26%
	Total	**4.08%**
Training/Instruction/Teaching	Military Group	3.24%
	Spouse Group	0.78%
	Total	**4.02%**
Customer Service	Military Group	3.18%
	Spouse Group	0.67%
	Total	**3.85%**
Supply Chain/Logistics	Military Group	3.63%
	Spouse Group	0.04%
	Total	**3.66%**

Table 133 – Top 10 Placements by Job Function with Group Status

COVID-19 IMPACT ON UNEMPLOYMENT DURATION AND JOB SEARCH CONFIDENCE

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After a client is confirmed hired into a new position they are asked a series of questions about their job search, including the number of weeks they were unemployed during the entire course of their job search. We then take the median number of weeks reported to give us a picture of how long our clients were unemployed. These totals are self-reported by clients and collected through survey data.

In 2020, our clients reported a median unemployment duration of 16 weeks, four weeks more than was reported in 2019. **Table 134** looks at the median unemployment duration for both Military Group and Spouse Group clients within our entire 2020 dataset, with Military Group clients experiencing 16 weeks of unemployment, and Spouse Group clients experiencing 20 weeks. Military Group clients reported being unemployed for less time than the general population, with the U.S. Bureau of Labor Statistics reporting an average of 18.2 weeks of unemployment (BLS 2021). Military Group clients reported four more weeks of unemployment in 2020 (16 weeks) than in 2019 (12 weeks), however Spouse Group clients only reported two more weeks in 2020 over 2019, rising from 18 weeks to 20 weeks.

	2019	2020
Military Group	12	16
Spouse Group	18	20
GRAND TOTAL	12	16

Table 134 – Median Unemployment Duration in Weeks

IMPACTED BY COVID-19?	2020
No	10
Yes	13

Table 135 – Median Unemployment Duration for COVID-19 Impact Respondents by Impact in Weeks

Examining unemployment durations for respondents to our COVID-19 Impact question during registration, we see that clients who reported at least one impact from COVID-19 experienced longer periods of unemployment, with those clients reporting a median of 13 weeks total unemployment. Respondents that reported No Impact reported a median of 10 weeks of total unemployment, regardless of group status.

Looking at unemployment duration by the industries our clients were hired into, and using a threshold of 5 or more client records, **Table 136** details the median unemployment duration in weeks by industry hired in for all of our 2020 clients. Clients that entered positions in Hospitality/Accommodation/Food Services, Information – Telecommunications and Wholesale Trade experienced the lowest time of unemployment, with the top two slots experiencing less than half the unemployment time reported by all clients as a whole (16 weeks). Clients that entered Professional – Legal, Arts/Entertainment/Recreation and Private Security positions reported significantly longer periods of unemployment, with those accepting positions in Private Security reporting unemployment durations more than double the overall client population.

★★★★

Industry Hired In	
Hospitality/Accommodation/Food Services	6.0
Information - Telecommunications	7.0
Wholesale Trade	9.5
Business Support - Admin/Staffing	12.0
Defense Contracting	12.0
Installation/Repair/Maintenance	12.0
Manufacturing	12.0
Construction	13.0
Retail Trade	15.0
Aerospace and Aviation	16.0
Banking/Finance/Insurance	16.0
Health Care and Social Assistance	16.0
Management of Companies and Enterprises	16.0
Other	16.0
Pharmaceutical and Medical	16.0
Religious/Civic/Nonprofit	16.0
Business Support - Facilities	17.0
Utilities	17.5
Educational Services	18.0
Professional - Consulting Services	19.5
Agriculture/Forestry/Fishing and Hunting	20.0
Government and Public Administration	20.0
Information - Information Technology	20.0
Mining/Quarrying/Oil and Gas Extraction	20.0
Real Estate/Rental and Leasing	20.0
Transportation and Warehousing	20.0
Professional - Legal	24.0
Arts/Entertainment/Recreation	25.0
Private Security	36.0

*Table 136 – Median Unemployment
Duration in Weeks by Industry Hired In*

Slicing the unemployment picture even farther, **Table 137**, using a threshold of at least five client records, looks at the median unemployment duration in weeks by the job functions all of our 2020 clients were hired into. Clients entering positions of Strategy/ Planning, Telecommunications and Skilled Labor/Trades reported the lowest time of unemployment, with Strategy Planning positions reporting exactly half the number of weeks of the general client population. Clients that were hired into positions of Legal, General Labor and Recruiting/Talent Acquisition reported staggering lengths of unemployment, with Recruiting/Talent Acquisition reporting a median unemployment duration of 107 weeks. Interestingly, Supply Chain/Logistics and Training/Instruction/ Teaching – both of which saw a sharp decline in the percentage of clients entering those job functions – experienced less time of unemployment than the overall client population (12 weeks reported by each). Clients that entered Healthcare positions, which saw an increase in the percentage of clients entering that job function, reported a slightly longer time of unemployment than the general client population at 18 weeks.

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Job Function Hired In	
Strategy/Planning	8.0
Telecommunications	9.0
Skilled Labor/Trades	10.0
Distribution/Shipping	11.0
Installation/Maintenance/Repair	11.0
IT - Help Desk/Support	12.0
Manufacturing	12.0
Supply Chain/Logistics	12.0
Training/Instruction/Teaching	12.0
Management - General	13.0
IT - Information Security	13.5
Firefighter/EMT/Emergency Service	14.0
IT - Computer/Software Engineering	14.0
Warehouse	14.0
Quality Assurance/Quality Control	15.0
Business Development	15.5
Management - Programs	15.5
Analyst	16.0
Banking/Finance	16.0
Human Resources	16.0
Management - Operations	16.0
Management - Project	16.0
Natural Resources/Environmental	16.0
Other	16.0
Purchasing/Procurement	16.0
Engineering	16.5
Safety/Security/Law Enforcement	16.5
Construction	18.0
Healthcare	18.0
Accounting	20.0
Consultant	20.0
IT - Systems Management	20.0
Management - Executive/C-Suite	20.0
Sales	20.0
Administrative/Clerical	22.0
Transportation	22.0
Facilities Management	24.0
Research	24.0
Customer Service	25.0
IT - General	25.0
Nonprofit - Social Services	26.0
Real Estate	26.0
Retail	26.0
Marketing	32.0
Professional Services	39.0
Legal	52.0
General Labor	56.0
Recruiting/Talent Acquisition	107.0

Table 137 – Median Unemployment Duration in Weeks by Job Function Hired In

After our clients have been confirmed hired into a new position they receive a survey which asks them to rate their job search confidence now that they have gone through our programming cycle. These questions inquire about how empowered a client feels overall, how effective they feel at interviewing, how well they feel they comprehend the job search process, how confident they feel in completing the job search process independently, how effective they feel their networking skills are and if they feel that their resume accurately reflects their professional profile. Clients are asked to rate how strongly they agree or disagree with each statement, and these responses are then transcribed into a numeric scale - with 1 being Strongly Disagree and 5 being Strongly Agree. When looking at the averages

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of these responses we see that clients who reported an impact from COVID-19 are slightly more confident overall than their counterparts who reported No Impact. **Table 138** below details the averages for our COVID-19 impact question respondents, with higher averages representing higher confidence in that area. We see that clients who reported at least one impact from COVID-19 were marginally more confident in every aspect than their unimpacted peers - with Job Search Comprehension showing the largest difference. Impacted clients reported an average Job Search Comprehension rating 0.10 points higher than unimpacted clients.

	Impacted by COVID-19?	
	NO	YES
Avg. Empowerment Rating	4.87	4.82
Avg. Interviewing Effectiveness Rating	4.69	4.78
Avg. Job Search Comprehension Rating	4.50	4.60
Avg. Job Search Independence Rating	4.61	4.68
Avg. Networking Effectiveness Rating	4.63	4.64
Avg. Resume Effectiveness Rating	4.80	4.82

Table 138 – Job Search Confidence by COVID-19 Impact

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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

– The desire for Supply Chain/Logistics jobs had the highest amount of statistical differences between race and gender. Mostly Male clients desired this job, with the highest gender difference existing with American Indian or Alaska Native Males.

– Females had expressed a low desire for management jobs.

– White Females desired jobs in Customer Service, Healthcare, Human Resources, and Nonprofit – Social Services.

– Black or African American Females desired jobs in the Analyst, Entrepreneurship/Franchise/Self-Employed, Biotech, Real Estate, Strategy/Planning, Supply Chain/Logistics, and Training/Instruction/Teaching functions.

– Female Asian, Native Hawaiian or Other Pacific Islanders typically desired jobs in Consulting, Entrepreneurship/Franchise/Self-Employed, Design, General Business, Professional Services, Strategy/Planning functions.

– Hispanic and Latina Females desired job functions in Healthcare, Customer Service, and Human Resources.

– Females of Two or more races expressed high desires for jobs related to Business Development, General Business, and Human Resources.

– Females were hired at higher rates in Accounting, Administrative/Clerical, Design, Healthcare, Human Resources, Marketing, and Nonprofit – Social Services.

– Black or African American Males had high proportions of being hired in Business Development, Science, Supply Chain/Logistics and Transportation. Meanwhile Black or African American Females had high proportions of hires in Human Resources and Legal job functions.

– For Asian, Native Hawaiian or Other Pacific Islanders, Males had high proportions of hires in Biotech and IT – Computer Science.

– Hispanic or Latino Males had high representation in hires for Biotech and Natural Resources/Environmental job functions.

– The industries that hired higher rates of Females included Business Support – Admin/Staffing, Health Care and Social Assistance, Professional – Creative and Design, and Legal.

– Of the Females hired in Private Security, Black or African Americans made up 51.52% of them.

– Of the Asian, Native Hawaiian or Other Pacific Islander hires in the Banking/Finance/Insurance industry, 84.21% of them were Female.

– While there were more Males hired in the Educational Services industry, both Black or African American and Two or more races had a higher proportion of females hired than males.

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Frequency analyses were run on the 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:

Desired Job Function	N	ChiSq	DF	Prob
Supply Chain/Logistics	1964	61.65343222	6	2.08E-11
Management - General	2754	58.78013796	6	7.96E-11
Management - Programs	1829	58.72219707	6	8.18E-11
Management - Project	2571	48.4104302	6	9.78E-09
Management - Operations	3186	39.88420536	6	4.80E-07
Entrepreneurship/Franchise/Self-Employed	746	39.33763407	6	6.15E-07
Quality Assurance/Quality Control	1019	38.17166871	6	1.04E-06
Management - Executive/C-Suite	699	36.07401135	6	2.67E-06
Analyst	2127	35.52530882	6	3.41E-06
Consultant	1567	35.30943212	6	3.75E-06
Human Resources	2557	33.69330313	6	7.71E-06
Transportation	850	29.51618349	6	4.85696E-05
Training/Instruction/Teaching	1788	28.11256527	6	8.94852E-05
Strategy/Planning	849	25.72716799	6	0.00025026
Business Development	1205	23.11623227	6	0.000758469
IT - General	1708	22.5390902	6	0.000966498
IT - Help Desk/Support	1210	21.7773795	6	0.001328624
IT - Computer/Software Engineering	801	21.53852613	6	0.001467443
Facilities Management	1050	20.95752096	6	0.001867135
Professional Services	525	20.01274302	6	0.002754969
General Business	746	19.04753346	6	0.004084105
IT - Systems Management	1383	18.7405063	6	0.004625079
Skilled Labor/Trades	1225	16.96189803	6	0.009424299
Entry Level/New Grad	1397	16.92131679	6	0.009576808
Other	912	16.47388012	6	0.011424289
IT - Computer Science	651	15.57939972	6	0.016198681
Customer Service	1713	15.54772935	6	0.016398745
Warehouse	792	14.984568	6	0.020377081
IT - Information Security	2104	14.93556438	6	0.020763843
Engineering	1169	14.24072888	6	0.027059689
Distribution/Shipping	626	14.15979037	6	0.027901267
Banking/Finance	920	13.7067834	6	0.033088679
Real Estate	436	13.53218989	6	0.035321523
Design	411	12.73611413	6	0.047423207

Table 1. Significant Differences in Race and Gender Preferences in Desired Job Function.

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In 2020, the desired job function with the highest significant difference was in Supply Chain/Logistics. This desired job was mainly preferred by Male clients (72.81%), with American Indian or Alaska Natives having the highest difference (86.67%) compared to their female counterpart. This was followed close by White Males (82.57%), Hispanic or Latino Males (69.86%), and Asian, Native Hawaiian or Other Pacific Islander Males (69.75%) and finally Black Males (64.99%) and Males reporting Two or more races (63.79%).

Various Management job functions had the next highest rate of significant differences. Proportion wise, Male clients seemed to desire these jobs the most, with 80.07% of them desiring General Management, 76.71% desiring Programs Management, 78.10% desiring Project Management, 86.75% desiring Operations Management and 82.83% desiring Executive/C-Suite Management. During 2020, this was an area where Female clients seemed underrepresented.

In 2020, there were some desired job functions where Females preferred more than their Male counterparts. Females had a significantly higher desire for jobs such as Administrative/Clerical (61.30%), Nonprofit – Social Services (60.03%), Health Care (59.61%), and Customer Service (57.27%).

When compared to White Males, White Females tended to have high proportions for desired jobs in Customer Service (43.43%), Healthcare (40.63%), Human Resources (53.82%), and Nonprofit – Social Services (40.75%).

While a job function of Analyst was mainly desired by Males (72.21%), Black or African American Females had the highest desire for this role (36.34%) compared to other Female race categories. Other instances where Female Black or African Americans had increased desires for jobs when compared to their Male counterparts include Entrepreneurship/Franchise/Self-Employed (40.22%), Biotech (35.71%), Real Estate (40.00%), Strategy/Planning (32.00%), Supply Chain/Logistics (35.01%), and Training/Instruction/Teaching (37.10%).

In a similar manner, Female Asian, Native Hawaiian or Other Pacific Islanders had high desire for the Consultant role (42.68%) when compared Males of the same race. This also included other categories such as Entrepreneurship/Franchise/Self-Employed (41.67%), Design (48.39%), General Business (48.48%), Professional Services (54.17%), Strategy/Planning (36.84%),

Compared to Males, Female Hispanic and Latinas tended to have high desire for jobs in Healthcare (44.85%), Customer Service (49.10%), and Human Resources (54.59%). Females of Two or more races tended to have high desire for Business Development jobs (42.86%) compared to Males. Other highly desired jobs for this group included General Business (46.51%) and Supply Chain/Logistics (36.21%).

A similar analysis was conducted, this time for job functions that the clients were hired in. Overall, in 2020, there were 21,073 responses. The top 5 job functions that HHUSA clients were hired in were Administrative/Clerican (n = 1,274), Operations Management (n = 1,118), Installation/Maintenance/Repair (n = 1,084), Analyst (n =

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957), and Safety/Security/Law Enforcement (n = 885). There were 44 jobs functions that clients were hired in that contained significant differences between race and gender. The following table contains the results.

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Hired Job Function	N	ChiSq	DF	Prob
Safety/Security/Law Enforcement	885	61.53828053	6	2.19E-11
Analyst	957	59.05685999	6	7.00E-11
Training/Instruction/Teaching	803	53.52666524	6	9.19E-10
Sales	459	47.11706731	6	1.77E-08
Banking/Finance	443	44.22834632	5	2.08E-08
Consultant	604	43.2253514	6	1.05E-07
Management - Project	665	42.82867959	6	1.26E-07
Facilities Management	198	38.56991321	5	2.90E-07
Distribution/Shipping	230	34.96875262	5	1.53E-06
General Labor	180	34.14295767	5	2.23E-06
IT - General	545	35.78297621	6	3.04E-06
Firefighter/EMT/Emergency Service	112	27.3615766	3	4.94E-06
IT - Help Desk/Support	451	33.90067632	6	7.03E-06
Natural Resources/Environmental	73	30.77743097	5	1.03643E-05
Manufacturing	240	32.70777532	6	1.19344E-05
Quality Assurance/Quality Control	263	31.54150613	6	0.000019974
Media/Journalism/Newspaper	24	24	3	0.00002498
Other	750	30.7931238	6	2.77617E-05
Marketing	136	27.80504122	5	3.97359E-05
Human Resources	476	27.72386311	6	0.000105906
Construction	254	25.51575765	5	0.000110753
Retail	138	23.63781479	5	0.000254813
Restaurant/Food Service	128	24.22462925	6	0.000474828
Management - General	668	21.28452928	5	0.00071567
Purchasing/Procurement	102	18.995373	4	0.000787591
Business Development	186	22.20984653	6	0.00110928
Warehouse	482	22.12460839	6	0.001149496
Research	63	15.78181818	3	0.001256961
Science	31	13.29736842	2	0.001295726
Accounting	136	18.16455163	5	0.002747091
Real Estate	101	15.5229951	4	0.003730807
Installation/Maintenance/Repair	1084	18.20085722	6	0.005749366
IT - Computer/Software Engineering	349	18.14968365	6	0.005868816
Supply Chain/Logistics	779	17.2590781	6	0.008376802
Management - Executive/C-Suite	99	13.35770751	4	0.009653995
Administrative/Clerical	1274	16.68947805	6	0.010494829
IT - Systems Management	558	16.12399958	6	0.013103662
Brokerage	5	5	1	0.025347319
Professional Services	190	14.22337078	6	0.027238118
Skilled Labor/Trades	408	13.86800588	6	0.031145872
Design	38	10.0225	4	0.040050373
Legal	62	8.019504505	3	0.045610322
Management - Programs	640	12.69420535	6	0.048157332

Table 2. Significant Differences in Race and Gender in Hired Job Functions

The majority of the HHUSA client base is comprised of Males, and there are a few jobs categories where they were hired at a statistically higher rate than males. These job function categories include Construction (94.09%), Consulting (79.80%), Distribution/ Shipping (81.74%), Facilities Management (89.39%), Firefighter/EMT/Emergency Service (80.36%), General Labor (91.11%), IT – Computer/Software Engineering (84.81%), IT – General (85.69%), IT – Help Desk/Support (83.37%), IT – Systems Management (87.46%), Installation/Maintenance/Repair (97.32%), Executive/C-Suite Management (88.89%), General Management (82.34%), Programs Management (78.44%), Project Management (78.50%), Manufacturing (88.33%), Natural Resources/ Environmental (76.71%), Quality Assurance/Quality Control (86.69%), Research (71.43%), Safety/Security/Law Enforcement (88.70%), Sales (86.06%), Skilled Labor/ Trades (99.02%), Supply Chain/Logistics (79.08%), Training/Instruction/Teaching (70.73%), and Warehouse (81.12%).

Female HHUSA clients tended to be hired at higher rates than males in Accounting (55.15%), Administrative/Clerical (64.21%), Design (52.63%), Healthcare (59.86%), Human Resources (61.13%), Marketing (59.56%), and Nonprofit – Social Services (58.39%).

White Females were the largest group hired for the Accounting job function (34.56%), Administrative/Clerical (29.28%), Healthcare (22.13%), Human Resources (26.47%), Marketing (30.15%), and Science (38.71%).
White Males tended to be hired in Analyst (44.31%), Banking/Finance (27.09%), Business Development (38.71%), Consulting (51.99%), Media/Journalism/Newspaper (62.50%), Professional Services (45.26%), and Safety/Security/Law Enforcement (46.44%),

Black or African American clients represented the largest racial group hired for the Purchasing/Procurement job function (36.27%). In this racial category, Males represented higher percentages of HHUSA clients hired for Business Development (20.43%), Science (29.03%), Supply Chain/Logistics (21.95%), and Transportation (21.48%). Black or African American Females tended to have higher percentages of the HHUSA clients hired in job functions that include Administrative/Clerical (13.42%), Accounting (11.03%), Healthcare (13.62%), Human Resources (20.38%), and Legal (19.35%).

Asian, Native Hawaiian or Other Pacific Islanders Males reported a higher percentage of hires for job functions for Biotech (30%) and IT – Computer Science (34.62%), while Hispanic or Latino Males tended to have higher representation for being hired in Biotech (30.00%), and Natural Resources/Environmental (21.92%). Finally, Males that reported themselves as Two or more races had a somewhat higher representation of those hired for the job function in Research (19.05%).

A final frequency analysis was applied to investigate the industries that HHUSA clients reported being hired into. Of the 36 industries that are present in HHUSA's data, there were significant differences in race and gender combinations for 24 of them.

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Hired Industry	N	ChiSq	DF	Prob
Defense Contracting	3975	107.7848216	6	5.93E-21
Banking/Finance/Insurance	879	57.12974537	6	1.72E-10
Government and Public Administration	2549	56.03719255	6	2.86E-10
Installation/Repair/Maintenance	510	38.02925789	5	3.72E-07
Other	1367	37.64849026	6	1.32E-06
Arts/Entertainment/Recreation	127	34.80395152	5	1.65E-06
Manufacturing	752	35.73738707	6	3.10E-06
Construction	656	32.94637969	6	1.07379E-05
Educational Services	681	29.76370479	6	4.35897E-05
Professional - Creative and Design	44	26.71428571	5	6.48344E-05
Retail Trade	1353	26.77927441	6	0.000159264
Health Care and Social Assistance	1385	25.92105224	6	0.000230309
Private Security	335	25.50781109	6	0.000274891
Professional - Legal	60	22.36607143	5	0.000446001
Business Support - Waste Management	40	14.19354839	2	0.000827771
Information - Telecommunications	250	22.57337267	6	0.000952711
Personal Care and Laundry Services	15	15	3	0.001816649
Professional - Advertising	45	15.10506466	4	0.004488194
Transportation and Warehousing	1077	17.68016726	6	0.007083213
Utilities	332	17.30787263	6	0.008215938
Professional - Architectural/Engineering	67	14.52241527	5	0.012610321
Management of Companies and Enterprises	174	12.5369086	4	0.013774852
Business Support - Admin/Staffing	437	15.63571206	6	0.015848717
Professional - Consulting Services	311	13.63462296	5	0.018104731

Table 3. Significant Differences in Race and Gender in Hired Industry.

Overall, the top 5 industries that hired HHUSA clients included Defense Contracting (n = 3,975), Government and Public Administration (n = 2,549), Information – Information Technology (n = 1,613), Health Care and Social Assistance (n = 1,385), and Other (n = 1,367). Of the industries that contained significant differences in hiring, Males were mainly hired in Arts/Entertainment/Recreation (77.17%), Banking/Finance/Insurance (62.68%), Business Support – Waste Management (77.50%), Construction (88.87%), Defense Contracting (82.74%), Government and Public Administration (68.22%), Information – Telecommunications (82.00%), Installation/Repair/Maintenance (94.31%), Management of Companies and Enterprises (85.63%), Manufacturing (86.04%), Other (78.86%), Private Security (90.15%), Professional – Architectural/ Engineering (73.13%), Professional – Consulting Services (66.88%), Retail Trade (75.31%), Transportation and Warehousing (85.24%), and Utilities (90.36%).

On the other hand, Females were hired at significantly increased rates in the Business Support – Admin/Staffing (56.98%), Health Care and Social Assistance (52.20%), Professional – Creative and Design (63.64%), and Legal (53.33%) industries. White HHUSA Clients made up a large proportion of hires in the Educational Services (57.12%) industry. White Males made up high proportions of the HHUSA clients hired in Arts/Entertainment/Recreation (51.97%), Banking/Finance/Insurance (34.24%), Construction (62.20%), Management of Companies and Enterprises (48.85%), Other (46.67%), and Utilities (51.51%) industries. In comparison, White Females were hired at the highest proportions in industries that included Business Support – Admin/Staffing (31.81%), and Legal (28.33%).

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Black Males reported higher rates of hire in the industries that include Business Support – Waste Management (30.00%) and Professional – Advertising (20.00%). Meanwhile, Black or African American Females had a high representation in the Health Care and Social Assistance (15.16%). Of the Females hired in the Private Security field, Black or African Americans made up 51.52% of them. Black and African American Females also had higher rates of hiring in the Professional – Architectural/Engineering industry when compared to their Male counterparts (66.67%).

Female Asian, Native Hawaiian or Other Pacific Islander had a higher representation than their Male counterparts in Banking/Finance/Insurance (84.21%), Professional – Advertising (70.00%), Professional – Consulting Services (57.14%), Hispanic or Latino Males had a higher hiring rates in the Arts/Entertainment/ Recreation (11.02%), Construction (9.45%), Manufacturing (12.90%), and Personal Care and Laundry Services (20.00%) industries.

Finally, when investigating the Educational Services industry, Females of both Black or African American (57.85%) and Two or more races (64.29%) had statistically higher representations than their male counterparts.

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

KEY TAKEAWAYS:

– The 2020 HHUSA Active Duty cohort continues to be made up of members with higher education levels when compared to the 2019 US military profile.
– There was a large increase in HHUSA Active Duty clients with Advanced degrees compared to 2019.
– HHUSA Active Duty clients had 78.30% more members with a 4-Year degree compared to the 2019 US Military. HHUSA Active Duty members also had 263.27% more with an Advanced degree.

Demographic information for the United States Military was provided in a 2019 Demographics report (U.S. Department of Defense, 2020). The report lists information for active duty, reserve, and guard members of the Department of Defense (DoD)'s Army, Navy, Marine Corps, and Air Force. Comparisons with the HHUSA 2020 cohort were made in education levels for the active duty clients. There were a few differences in the demographic categories that were included in the report, so the comparison in levels of education were limited to High School/GED, 2-Year Degree, 4-Year Degree, and Advanced Degree. To compare against the Advanced Degree, the HHUSA levels for Post-Graduate and Doctorate were combined.

The table for the reported Education Levels for the 2019 United States of America Military can be found below.

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	Army	Navy	Marines	Air Force	USA Military Total
HS/GED	331,606	230,055	158,325	169,725	889,711
2-Year	27,695	22,616	3,974	63,451	117,736
4-Year	77,045	41,103	18,050	50,200	186,398
Advanced	41,316	22,996	4,635	40,130	109,077
Total	477,662	316,770	184,984	323,506	1,302,922

Table 4. Frequencies of Education Levels by 2019 United States of America Military Service Branch.

Based on the numbers provided, the majority (68.29%) of active duty personnel in the 2019 military had a High School/GED level of education. The next highest totals were those that had obtained a 4-Year Degree (14.31%), followed by a 2-Year Degree (9.04%). Those that reported an Advanced Degree made up 8.37% of the military. These numbers were compared against the HHUSA 2019 clients with a Rank status of Active Duty. These numbers are reported in the following table.

	Army	Navy	Marines	Air Force	HHUSA Total
HS/GED	783	179	223	119	1,304
2-Year	115	36	22	42	215
4-Year	526	147	135	71	879
Advanced	527	217	101	203	1,048
Total	1,951	579	481	435	3,446

Table 5. Frequencies of Education Levels by 2020 HHUSA Client Military Service Branch.

Of the HHUSA 2020 Active Duty clients that reported their education level, the majority (37.84%) had a High School/GED Education Level. This proportion has dropped from prior year by 1.59%. The next highest total is from HHUSA 2020 Active Duty clients that reported having an Advanced Degree (30.41%). This number has increased drastically from 2019, showing an increase in 13.19 percentage points. The next highest group were Active Duty clients listing a 4-Year degree (25.51%) and then finally a 2-Year degree (6.24%).

Comparing the proportions reported between the profile report and the client populations, differences in Education Levels can be observed. The HHUSA 2020 Active Duty cohort contained much larger proportions of those with Education Levels of 4-Year degrees and Advanced degrees. By comparison, HHUSA Active Duty clients had 78.30% more members with a 4-Year degree, and 263.27% more with an Advanced degree.

The DoD Military Profile report breaks up Education Levels by personnel rank of either being Enlisted or an Officer. The tables from that report have been listed below.

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	Army		Navy		Marines		Air Force		USA Military Total	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
HS or GED	322,291	9,315	229,909	146	155,902	2,423	169,590	135	877,692	12,019
2-Yr	25,647	2,048	21,952	664	3,614	360	63,290	161	114,503	3,233
4-Yr	31,846	45,199	21,210	19,893	3,958	14,092	23,523	26,677	80,537	105,861
Adv	5,291	36,025	2,769	20,227	582	4,053	5,164	34,965	13,806	95,270
Total	385,075	92,587	275,840	40,930	164,056	20,928	261,567	61,938	1,086,538	216,383

Table 6. Frequencies of Education Levels by Rank Category of 2019 United States Military Branch.

When examining the proportions of Enlisted to Officers, there are much higher proportions of Enlisted personnel than Officers. For the Army, it was 29.55% versus 7.11%; Navy had 21.17% against 3.14%; Marines 12.59% versus 1.61%; Air Force 20.08% versus 4.75%. The overall breakdown is approximately 83.39% Enlisted members and 16.61% Officers. Sixty-seven percent of the military active duty members that were enlisted had a High School/GED Education Level, while only 0.92% of the Officers had this type of education.

These proportions were then compared against those of the 2020 Active Duty HHUSA cohort. A table listing their frequencies has been provided.

	Army		Navy		Marines		Air Force		HHUSA Total	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
HS or GED	740	43	169	10	208	15	119	-	1,236	68
2-Yr	69	46	21	15	17	5	42	-	149	66
4-Yr	70	456	15	132	7	128	31	40	123	756
Adv	19	508	7	210	-	111	1	202	27	1,031
Total	898	1,053	212	367	232	259	193	242	1,535	1,921

Table 7. Frequencies of Education Levels by Rank Category of 2020 HHUSA Active Duty Client Branch.

When examining the HHUSA data, the ratios of Enlisted of Officers are much different than that of the DoD military. Overall, of the clients that listed their Education Level and Rank, 55.58% of them were Officers, while 44.42% were Junior Enlisted. Of these clients that reported a High School/GED level, 35.75% of them were Enlisted. Proportions of Army members with 4-Year and Advanced degrees were also much higher when compared to that of the DoD members. This was also true for the other service branches, but by not as great of a scale.

Officers were much more likely to have a 4-Year or Advanced degree when compared to their Enlisted counterparts. Based on this assumption, the higher proportions of officers that are using 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 and Military profiles had similar proportions of Male and Female genders. The main difference is that HHUSA had much higher proportion of officers in both groups.

– Hispanic or Latino HHUSA Active Duty clients were lower proportions when compared to the military. This may be due to differing methods of categorizing race and ethnicity.

– Like the military, Black or African Americans made up the largest minority group in HHUSA's 2020 data. The percent of minority officers that were Black or African American was slightly higher when compared to the military.

– The second largest proportion of minority Active Duty members for HHUSA were Two or more races. This proportion was higher when compared to the military, but may be due to the Army not recording this category.

This section continues to explore demographic differences in the 2020 HHUSA Active Duty client population with the 2019 United States of America Military Profile report provided by the DoD. A limitation of the study comes in the form of the Military Report and HHUSA using different methods to categorize Race. The U.S. DoD tracks race and ethnicity separately, while HHUSA does not. The DoD also does not have a category for Two or more races. It is important to keep these differences in mind when determining outcomes comparing the two organizations.

Gender was also investigated between the DoD profile report and the HHUSA cohort data. The frequencies reported by the DoD can be found in the table below.

	Enlisted		Officers		Total		Ratio	
	Male	Female	Male	Female	Male	Female	Male	Female
Army	330,290	56,785	76,130	16,580	406,420	73,365	4.34	3.42
Navy	221,471	55,924	44,420	10,713	265,891	66,637	4.99	5.22
Marines	149,708	14,857	19,680	1,764	169,388	16,621	7.61	8.42
Air Force	209,771	54,205	49,970	13,932	259,741	68,137	4.20	3.89
Total	911,240	181,771	190,200	42,989	1,101,440	224,760	4.79	4.23

Table 8. Frequencies of Genders for 2019 Active Duty United States Military Branch by Rank.

The reported profile of the military shows approximately 83.05% of their personnel to be Male and 16.95% Female. Of their Enlisted members, 68.71% are Male and 13.71% are Female. The number of Female officers makes up only 3.24% of their population. The ratios of Male Enlisted to Officers is somewhat consistent for Females. These percentages are compared against the HHUSA client population, which can be found in the following table.

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	Enlisted		Officers		Total		Ratio	
	Male	Female	Male	Female	Male	Female	Male	Female
Army	906	196	996	187	1,902	383	0.91	1.05
Navy	190	99	347	71	537	170	0.55	1.39
Marines	269	49	248	30	517	79	1.08	1.63
Air Force	186	91	210	73	396	164	0.89	1.25
Total	1,551	435	1,801	361	3,352	796	0.86	1.20

Table 9. Frequencies of Genders for 2020 Active Duty HHUSA Clients Branch by Rank.

HHUSA had a similar Male and Female proportions as the military, with 80.81% reporting as Male and 19.19% Female. The difference between the two groups can be seen in the proportion of members that are Officers. For the 2020 Active Duty HHUSA cohort, there was a much higher proportion of Officers when compared to the DoD Military. While there were only 14.34% Male Officers in the Military, there are 43.42% Male Officers in HHUSA's client base. A similar difference was observed for Female Officers, with only 3.24% in the Military, and 8.70% in HHUSA.

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 facial 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	77,440	16.14%	402,345	83.86%	479,785	100.00%
Navy	52,929	15.92%	279,599	84.08%	332,528	100.00%
Marines	41,956	22.56%	144,053	77.44%	186,009	100.00%
Air Force	49,229	15.01%	278,649	84.99%	327,878	100.00%
Total	221,554	16.71%	1,104,646	83.29%	1,326,200	100.00%

Table 10. Frequencies of Hispanic or Latinos for 2019 United States Military Active Duty Personnel.

On Average, the United States of America Military had approximately 16.71% Hispanic or Latino personnel across the service branches. The highest percentage being reported is once again in the Marine Corps (22.56%). These frequencies were then compared against those reported in the 2020 HHUSA client data.

	Hispanic or Latino		Not Hispanic or Latino		Total	
	N	%	N	%	N	%
Army	327	14.27%	1,964	85.73%	2,291	100.00%
Navy	67	8.69%	704	91.31%	771	100.00%
Marines	108	18.09%	489	81.91%	597	100.00%
Air Force	56	9.91%	509	90.09%	565	100.00%
Total	558	13.21%	3,666	86.79%	4,224	100.00%

Table 11. Frequencies of Hispanic or Latinos for 2020 HHUSA Active Duty Clients.

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The proportion of Hispanic or Latino HHUSA Active Duty clients is slightly lower than that of the military. The service branch with the lowest proportion of this category can be seen in the Navy (8.69%) category, while the highest is in the Marine Corps (18.09%). 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 differences 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 note 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	3090	484	23286	6162	91446	11300	N/A	N/A	117822	17946
Navy	6253	541	19543	3312	53008	4336	20630	2492	99434	10681
Marines	1749	204	6882	913	18176	1213	1881	386	28688	2716
Air Force	1989	317	13703	3646	44318	3939	12261	1946	72271	9848
Total	13081	1546	63414	14033	206948	20788	34772	4824	318215	41191

Table 12. Frequencies of Racial Minorities in the 2019 Military Active Duty Personnel by Service Branch and Rank.

The largest minority group represented in the 2019 military profile were members of the Black or African American group, which made up approximately 63.36% of minority personnel. When taking into consideration rank, Black or African Americans make up 65.03% of the minority enlisted members, and 50.47% of minority officers. The second highest group would be Asian, Native Hawaiian, or Other Pacific Islander, which made up 19.93% of minority enlisted personnel, and 34.07% of minority officers.

The military profile of minority members was next compared to those that made up the 2020 HHUSA Active Duty client population. These numbers can be found in the following table.

	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	14	3	59	63	293	164	73	52	439	282
Navy	4	1	23	19	70	49	28	17	125	86
Marines	5	1	15	8	26	19	19	11	65	39
Air Force	1	1	19	10	53	25	24	13	97	49
Total	24	6	116	100	442	257	144	93	726	456

Table 13. Frequencies of Racial Minorities in the 2020 HHUSA Active Duty Clients by Service Branch and Rank.

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The 2020 HHUSA Active Duty clients differed most in proportions of enlisted and officer ranks when compared to the 2019 military profile. Of the minority population of Active Duty clients, only 61.42% of them were enlisted, while 38.58% were ranked as officers. Like the military profile, Black or African American members made up the largest proportion of minority members (59.14%), with 60.88% of minority enlisted personnel and 56.36% of minority officers.

The second largest minority group observed were clients made up the Two or more races category (20.05%). This observation is similar to prior year reports but may be due to the lack of the Army service branch collecting data on this demographic.

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

KEY TAKEAWAYS

– Of the HHUSA clients that had sufficient data to model with, 46.51% reported registering before their separation date.

– There were significant differences reported in all demographic variables except Gender.

– Officers registered at much higher rates than Junior Enlisted clients. Warrant Officers had the highest rates (10 times higher), followed by Field-Grade (6.52 times higher), and Company-Grade (2.81 times higher).

– Employment Status showed negative estimates for most categories when compared to Active Duty clients. This is most likely due to these clients already separating from their service and joining the work force.

– Disabled clients only registered at 1/10th the rate as Non Disabled clients.

– If a client had a 4-year degree or higher, they were more likely to register before their separation date when compared to clients with a High School/GED education.

– Clients that listed their Race as Asian, Native Hawaiian or Other Pacific Islander (1.89 times greater), Black or African American (1.34 times higher), or Hispanic or Latino (1.28 times higher) were more likely to register before separation than White clients.

– Registration of clients from the Army still exist at the highest rate. There could be opportunity to advertise services in the other branches to increase their registration rates.

– Age played a significant role, showing a trend that as a client increases in age category, the less likely they are to register before separation. As soon as a client enters the 25-29 age bracket, their rate of registration drops to only 35% of those 24-years and younger.

Analysis was conducted on the 2020 HHUSA data 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.

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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, disability, age category, and area type. There were a total of 11,627 records in the 2020 client data available and used to model with. In this total, 5,408 (46.51%) of the clients registered before their service date ended. This is only approximately 0.77 times the rate of the 2019 HHUSA client behavior.

A logistic regression model was run and successfully converged with an R^2 value of 0.61 (Max-rescaled R^2 = 0.81). Significant differences were detected when testing the global null hypothesis, x^2 = 2400.28, df = 46, p < 0.01. There were significant differences observed in registration in all demographic predictor variables except Gender (x^2 = 0.01, df = 1, p = 0.93). The results can be found in the following table.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		5.59	0.19	863.47	<.0001
Rank	Company-Grade Officer	1.03	0.13	63.30	<.0001
	Field-Grade Officer	1.87	0.18	105.43	<.0001
	Warrant Officer	2.29	0.25	82.33	<.0001
Employment Status	Employed	-5.33	0.16	1133.33	<.0001
	Pending Medical Separation	0.08	0.37	0.05	0.83
	Student - Not seeking full time employment	-5.46	0.21	649.62	<.0001
	Temporary/Contract Employee	-5.47	0.24	500.29	<.0001
	Under employed - Insufficient income	-5.37	0.18	892.98	<.0001
	Unemployed	-5.67	0.15	1380.45	<.0001
	Unknown	-3.90	0.50	61.62	<.0001
Disability Status	Disabled	-2.33	0.12	359.30	<.0001
	Pending	-0.02	0.11	0.04	0.84
Education Level	2 Year Degree (AA, AS, etc.)	0.22	0.15	2.15	0.14
	4 Year Degree (BA, BS, etc.)	0.40	0.12	10.74	0.00
	Doctorate (PhD, MD, etc.)	1.08	0.42	6.76	0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	0.59	0.16	14.20	0.00
	Unknown	-0.54	0.10	26.39	<.0001
Gender	Female	-0.01	0.09	0.01	0.93
Race	American Indian or Alaska Native	-0.17	0.41	0.17	0.68
	Asian, Native Hawaiian or Other Pacific Islander	0.62	0.15	17.68	<.0001
	Black or African American	0.30	0.10	8.42	0.00
	Hispanic or Latino	0.25	0.11	4.92	0.03
	Two or more races	0.11	0.15	0.55	0.46
	Unknown	-0.82	0.24	11.55	0.00
Service Branch	Air Force	-0.51	0.11	20.31	<.0001
	Coast Guard	-1.16	0.41	8.19	0.00
	Marines	-1.35	0.13	115.97	<.0001
	Navy	-1.13	0.12	89.62	<.0001
Location	East North Central	-0.01	0.15	0.00	0.96
	East South Central	-0.24	0.19	1.62	0.20
	Middle Atlantic	0.33	0.14	5.58	0.02
	Mountain	-0.20	0.14	2.21	0.14
	New England	0.05	0.25	0.03	0.85
	Pacific	-0.08	0.12	0.50	0.48
	Unknown	-3.46	0.42	67.10	<.0001
	West North Central	0.39	0.19	4.24	0.04
	West South Central	-0.10	0.11	0.81	0.37

		Estimate	StdErr	ChiSq	Prob
	Hispanic or Latino	0.25	0.11	4.92	0.03
	Two or more races	0.11	0.15	0.55	0.46
	Unknown	-0.82	0.24	11.55	0.00
Service Branch	Air Force	-0.51	0.11	20.31	<.0001
	Coast Guard	-1.16	0.41	8.19	0.00
	Marines	-1.35	0.13	115.97	<.0001

		Estimate	StdErr	ChiSq	Prob
Location	East North Central	-0.01	0.15	0.00	0.96
	East South Central	-0.24	0.19	1.62	0.20
	Middle Atlantic	0.33	0.14	5.58	0.02
	Mountain	-0.20	0.14	2.21	0.14
	New England	0.05	0.25	0.03	0.85
	Pacific	-0.08	0.12	0.50	0.48
	Unknown	-3.46	0.42	67.10	<.0001
	West North Central	0.39	0.19	4.24	0.04
	West South Central	-0.10	0.11	0.81	0.37

Variable	Class	Estimate	StdErr	ChiSq	Prob
Age Category	25-29 years	-1.04	0.10	105.29	<.0001
	30-34 years	-1.58	0.12	168.91	<.0001
	35-39 years	-2.15	0.16	187.63	<.0001
	40-44 years	-2.42	0.20	152.82	<.0001
	45-49 years	-3.06	0.23	170.26	<.0001
	50 years and over	-3.54	0.22	267.47	<.0001
	Unknown	-3.29	0.36	81.94	<.0001
RUCA Type	Rural	-0.11	0.13	0.71	0.40
	Unknown	2.95	0.49	36.65	<.0001

Table 14. Modeling Results for Predicting HHUSA Clients Registering before Military Separation Date.

As noticed in prior years, when controlling for all other variables in the model, HHUSA clients that achieved an officer rank were more likely to register before their separation date before HHUSA clients that were Junior Enlisted, $x^2 = 164.23$, df = 3, p < 0.01. Warrant officers had the highest chance of registering before separation when compared to the Junior Enlisted clients ($x^2 = 82.33$, p < 0.01), which equated to a rate close to 10 times higher. Field-Grade Officers had the next highest rate ($x^2 = 105.43$, p < 0.01), approximately 6.52 times higher. Finally, when compared to Junior Enlisted clients, Company-Grade Officers were 2.81 times the chance to register before separation ($x^2 = 63.30$, p < 0.01).

The Employment Status was the predictor variable with the highest amount of observed significant differences between groups ($x^2 = 1599.05$, df=7, p < 0.01). The reference group for this category were HHUSA clients with a status of Active Duty. With the exception of those with a status of Pending Medical Separation (No significant difference, $x^2 = 0.05$, p = 0.83), each other group showed lower rates of registering before separation. This can most likely be explained that they have completed their service in the military and have already entered the work force compared to the Active Duty clients.

Next, the results for the Disability Status were investigated. HHUSA Clients that had a status of Disabled were able to register at a much lower rate than those listed as Not Disabled ($x^2 = 359.30$, p < 0.01), which is approximately one tenth the rate. There were no significant differences in observed registration rates between Not Disabled clients and Pending Disabled clients ($x^2 = 0.04$, p = 0.84).

Education Levels also showed significant differences in registration rates of HHUSA clients. Results show that clients with an Education Level of 4-Year Degree ($x^2 = $

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10.74, p < 0.01), Post-Graduate Degree $x^2 = 14.20$, p < 0.01, and Doctorate Degree (x^2 = 6.76, p < 0.01) all had higher rates of registration than clients with just a High School/GED education. The odds of a 4-Year Degree client were 1.25 times that of a High School/GED client, while Post-Graduate clients showed a 1.81 times higher rate. When a client had a Doctorate Degree, this rate increased even further to 2.94 times higher.

The significant differences between HHUSA client races were examined next (x^2 = 39.79, df=6, p < 0.01). The reference group for comparison were clients that listed their race as White. Asian, Native Hawaiian or Other Pacific Islanders registered at a higher rate ($x^2 = 17.68$, p < 0.01), which was 1.89 times higher than Whites. Black or African Americans also showed higher registration rates ($x^2 = 8.42$, p < 0.01), 1.34 times greater. The final difference existed with clients that were Hispanic or Latino, x^2 = 4.92, p = 0.03. This group had registered at a rate approximately 1.28 times higher.

Service Branch played a role in a client's registration rate, $x^2 = 181.35$, df = 4, p < 0.01. When compared to the Army baseline group, each other service branch registered at a significantly lower rate. The Air Force ($x^2 = 20.31$, p < 0.01) registered at a rate only 60% times that of the Army. The Coast Guard ($x^2 = 8.19$, p < 0.01), Marines (x^2 = 115.97, p < 0.01), and Navy ($x^2 = 89.62$, p < 0.01) were all at rates between 0.25 and 0.32 times that of clients from the Army. This could indicate that HHUSA has an opportunity to recruit more from these military branches and work on registering them.

Location played a role in registration rates as well, $x^2 = 85.83$, df=9, p < 0.01. When compared to the reference group of South Atlantic, there was a significant difference showing Middle Atlantic ($x^2 = 5.58$, p < 0.01) and West North Central ($x^2 = 4.24$, p = 0.04) clients having a higher registration rate. Clients from the Middle Atlantic registered at 1.40 times the rate of South Atlantic clients, while the West North Central clients were 1.47 times greater.

There was a significant trend in Age Categories observed in the analysis, $x^2 = 424.70$, df = 7, p < 0.01. As age increases, the likelihood that clients will register before their separation date decreases drastically. This can be seen even comparing the baseline 24-years and younger group to those 25-29 years, $x^2 = 105.29$, p < 0.01. When a HHUSA client enters this age category, their rate of registering before separation drops to 35% of those 24-years and younger. This age effect may be explained by older age groups finishing up their military service and entering the workforce.

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

– There was a high desire and hiring rate for management jobs from clients in the South Atlantic location.
– Clients from the Mountain location had higher than expected rates of being hired into Engineering, Software Engineering, Professional Services related jobs. This seems to suggest a job boom in the area for technical jobs.

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- The Pacific area covered a wide variety of job functions that they were being hired into.
- West South Central clients had higher rates of being hired into IT jobs.
- Safety/Security/Law Enforcement jobs had increased hiring rates in the Pacific and West South Central areas.

Of the 2020 HHUSA client data, the largest frequency of clients reported living in the South Atlantic location (35.07%). West South Central (16.93%), Pacific (16.85%), and Mountain (10.20%) all had proportions above 10%. Middle Atlantic (5.42%), East South Central (4.96%), East North Central (4.65%), West North Central (4.34%), and New England (1.57%) made up the rest of the locations.

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 other than expected. Instances of this include HHUSA clients from West South Central having a slightly higher desire for Automotive (22.92%) and Retail (20.31%) jobs, while Pacific (21.43%) and West South Central (20.00%) seeking Brokerage jobs.

The desire for Construction jobs was increased in by those in West North Central (9.74%). Consulting (40.16%), Purchasing/Procurement (40.67%), Strategy/Planning (40.13%), Telecommunications (40.67%), Program Management (41.91%), and Executive/C-Suite Management (43.16%) jobs were highly sought by those in South Atlantic. The Design job function was slightly higher for those in Pacific (19.59%) and Mountain (13.45%). Clients from the Pacific division had slightly higher desire for Engineering (19.59%), Computer/Software Engineering (20.67%), Installation/Maintenance/Repair (20.09%), Manufacturing (20.00%), Quality Assurance/Quality Control (21.03%), Media/Journalism/Newspaper (26.46%), and Game Design/Development (22.46%) jobs. Firefighter/EMT/Emergency Services saw an increased desire from clients in West North Central (7.17%), East North Central (6.24%), and Middle Atlantic (6.24%). Mountain clients expressed desire for Science (14.49%) jobs. Finally, clients from New England seemed to have an increased desire in jobs related to Research (3.47%).

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Desired Job Function	Division	Count	Percent
Accounting	South Atlantic	133	34.46
	West South Central	68	17.62
	Pacific	66	17.10
	Mountain	37	9.59
	West North Central	24	6.22
	East North Central	21	5.44
	Middle Atlantic	20	5.18
	East South Central	13	3.37
	New England	4	1.04
Administrative/Clerical	South Atlantic	927	36.25
	West South Central	470	18.38
	Pacific	459	17.95
	Mountain	212	8.29
	East North Central	120	4.69
	Middle Atlantic	120	4.69
	East South Central	119	4.65
	West North Central	96	3.75
	New England	34	1.33
Analyst	South Atlantic	731	38.37
	West South Central	319	16.75
	Pacific	318	16.69
	Mountain	167	8.77
	East North Central	91	4.78
	Middle Atlantic	86	4.51
	East South Central	82	4.30
	West North Central	73	3.83
	New England	38	1.99
Automotive	South Atlantic	147	24.96
	West South Central	135	22.92
	Pacific	86	14.60
	West North Central	76	12.90
	Mountain	69	11.71
	East North Central	33	5.60
	East South Central	20	3.40
	Middle Atlantic	19	3.23
	New England	4	0.68

Table 6. Frequencies of Divison by Desired Job Function.

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Desired Job Function	Division	Count	Percent
Banking/Finance	South Atlantic	255	34.74
	Pacific	133	18.12
	West South Central	124	16.89
	Middle Atlantic	58	7.90
	Mountain	55	7.49
	West North Central	39	5.31
	East South Central	28	3.81
	East North Central	27	3.68
	New England	15	2.04
Biotech	South Atlantic	63	34.81
	West South Central	33	18.23
	Pacific	29	16.02
	Mountain	15	8.29
	Middle Atlantic	13	7.18
	East North Central	8	4.42
	New England	8	4.42
	West North Central	8	4.42
	East South Central	4	2.21
Brokerage	South Atlantic	19	27.14
	Pacific	15	21.43
	West South Central	14	20.00
	Mountain	7	10.00
	West North Central	6	8.57
	East North Central	3	4.29
	East South Central	2	2.86
	Middle Atlantic	2	2.86
	New England	2	2.86
Business Development	South Atlantic	400	37.07
	Pacific	203	18.81
	West South Central	173	16.03
	Mountain	109	10.10
	East North Central	57	5.28
	Middle Atlantic	45	4.17
	West North Central	40	3.71
	East South Central	38	3.52
	New England	14	1.30

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
Construction	South Atlantic	254	27.79
	Pacific	161	17.61
	West South Central	155	16.96
	Mountain	109	11.93
	West North Central	89	9.74
	East North Central	46	5.03
	East South Central	46	5.03
	Middle Atlantic	43	4.70
	New England	11	1.20
Consultant	South Atlantic	569	40.16
	West South Central	228	16.09
	Pacific	211	14.89
	Mountain	140	9.88
	Middle Atlantic	82	5.79
	East North Central	61	4.30
	East South Central	54	3.81
	West North Central	44	3.11
	New England	28	1.98
Customer Service	South Atlantic	474	35.88
	West South Central	236	17.87
	Pacific	219	16.58
	Mountain	126	9.54
	Middle Atlantic	67	5.07
	West North Central	66	5.00
	East South Central	61	4.62
	East North Central	59	4.47
	New England	13	0.98
Design	South Atlantic	96	28.07
	Pacific	67	19.59
	West South Central	55	16.08
	Mountain	46	13.45
	East North Central	20	5.85
	West North Central	20	5.85
	Middle Atlantic	17	4.97
	East South Central	15	4.39
	New England	6	1.75

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
Distribution/Shipping	South Atlantic	218	36.45
	West South Central	119	19.90
	Pacific	80	13.38
	Mountain	50	8.36
	East South Central	43	7.19
	East North Central	36	6.02
	Middle Atlantic	24	4.01
	West North Central	23	3.85
	New England	5	0.84
Engineering	South Atlantic	370	33.09
	Pacific	219	19.59
	West South Central	179	16.01
	Mountain	127	11.36
	East South Central	53	4.74
	East North Central	52	4.65
	Middle Atlantic	51	4.56
	West North Central	48	4.29
	New England	19	1.70
Entrepreneurship/Franchise/Self-Employed	South Atlantic	255	37.34
	Pacific	108	15.81
	West South Central	103	15.08
	Mountain	72	10.54
	East North Central	35	5.12
	East South Central	35	5.12
	West North Central	32	4.69
	Middle Atlantic	31	4.54
	New England	12	1.76
Entry Level/New Grad	South Atlantic	389	33.25
	West South Central	207	17.69
	Pacific	195	16.67
	Mountain	132	11.28
	Middle Atlantic	61	5.21
	East North Central	60	5.13
	East South Central	55	4.70
	West North Central	45	3.85
	New England	26	2.22

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
Facilities Management	South Atlantic	360	35.47
	Pacific	191	18.82
	West South Central	150	14.78
	Mountain	92	9.06
	East South Central	72	7.09
	Middle Atlantic	50	4.93
	West North Central	49	4.83
	East North Central	39	3.84
	New England	12	1.18
Firefighter/EMT/Emergency Service	South Atlantic	240	27.75
	West South Central	155	17.92
	Pacific	148	17.11
	Mountain	96	11.10
	West North Central	62	7.17
	East North Central	54	6.24
	Middle Atlantic	54	6.24
	East South Central	35	4.05
	New England	21	2.43
Game Design/Development	Pacific	73	22.46
	South Atlantic	67	20.62
	West South Central	66	20.31
	Mountain	34	10.46
	Middle Atlantic	27	8.31
	East North Central	23	7.08
	West North Central	16	4.92
	East South Central	11	3.38
	New England	8	2.46
General Business	South Atlantic	225	34.56
	West South Central	128	19.66
	Pacific	102	15.67
	Mountain	60	9.22
	East North Central	39	5.99
	West North Central	31	4.76
	East South Central	27	4.15
	Middle Atlantic	27	4.15
	New England	12	1.84

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
General Labor	South Atlantic	99	22.81
	Pacific	77	17.74
	West South Central	69	15.90
	Mountain	46	10.60
	West North Central	42	9.68
	East South Central	37	8.53
	East North Central	29	6.68
	Middle Atlantic	26	5.99
	New England	9	2.07
Healthcare	South Atlantic	461	34.28
	West South Central	265	19.70
	Pacific	229	17.03
	Mountain	125	9.29
	East South Central	66	4.91
	Middle Atlantic	64	4.76
	East North Central	60	4.46
	West North Central	54	4.01
	New England	21	1.56
Human Resources	South Atlantic	773	35.87
	West South Central	403	18.70
	Pacific	346	16.06
	Mountain	185	8.58
	East South Central	126	5.85
	East North Central	101	4.69
	Middle Atlantic	93	4.32
	West North Central	91	4.22
	New England	37	1.72
IT - Computer Science	South Atlantic	187	30.66
	West South Central	112	18.36
	Pacific	106	17.38
	Mountain	64	10.49
	East North Central	40	6.56
	Middle Atlantic	37	6.07
	West North Central	31	5.08
	East South Central	21	3.44
	New England	12	1.97

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
IT - Computer/Software Engineering	South Atlantic	228	30.40
	Pacific	155	20.67
	West South Central	137	18.27
	Mountain	86	11.47
	Middle Atlantic	39	5.20
	West North Central	36	4.80
	East North Central	32	4.27
	East South Central	24	3.20
	New England	13	1.73
IT - General	South Atlantic	581	37.34
	West South Central	288	18.51
	Pacific	236	15.17
	Mountain	162	10.41
	Middle Atlantic	81	5.21
	East North Central	68	4.37
	West North Central	63	4.05
	East South Central	55	3.53
	New England	22	1.41
IT - Help Desk/Support	South Atlantic	376	34.94
	West South Central	200	18.59
	Pacific	174	16.17
	Mountain	106	9.85
	Middle Atlantic	70	6.51
	West North Central	51	4.74
	East North Central	46	4.28
	East South Central	42	3.90
	New England	11	1.02
IT - Information Security	South Atlantic	742	37.40
	Pacific	337	16.99
	West South Central	334	16.83
	Mountain	213	10.74
	Middle Atlantic	102	5.14
	East North Central	87	4.39
	East South Central	68	3.43
	West North Central	68	3.43
	New England	33	1.66

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
IT - Systems Management	South Atlantic	460	35.03
	Pacific	246	18.74
	West South Central	230	17.52
	Mountain	145	11.04
	Middle Atlantic	64	4.87
	East North Central	56	4.27
	East South Central	49	3.73
	West North Central	44	3.35
	New England	19	1.45
Installation/Maintenance/Repair	South Atlantic	306	35.54
	Pacific	173	20.09
	West South Central	142	16.49
	Mountain	88	10.22
	West North Central	47	5.46
	Middle Atlantic	36	4.18
	East South Central	33	3.83
	East North Central	24	2.79
	New England	12	1.39
Legal	South Atlantic	78	31.45
	Pacific	42	16.94
	West South Central	42	16.94
	Mountain	26	10.48
	Middle Atlantic	18	7.26
	East North Central	17	6.85
	West North Central	12	4.84
	East South Central	8	3.23
	New England	5	2.02
Management - Executive/C-Suite	South Atlantic	284	43.16
	Pacific	101	15.35
	West South Central	91	13.83
	Mountain	64	9.73
	Middle Atlantic	40	6.08
	East North Central	26	3.95
	East South Central	25	3.80
	West North Central	17	2.58
	New England	10	1.52

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
Management - General	South Atlantic	959	37.55
	West South Central	426	16.68
	Pacific	369	14.45
	Mountain	251	9.83
	East North Central	140	5.48
	East South Central	132	5.17
	West North Central	115	4.50
	Middle Atlantic	110	4.31
	New England	52	2.04
Management - Operations	South Atlantic	1162	37.96
	West South Central	519	16.96
	Pacific	472	15.42
	Mountain	318	10.39
	West North Central	142	4.64
	East South Central	140	4.57
	Middle Atlantic	136	4.44
	East North Central	128	4.18
	New England	44	1.44
Management - Programs	South Atlantic	702	41.91
	Pacific	297	17.73
	West South Central	233	13.91
	Mountain	168	10.03
	East South Central	75	4.48
	West North Central	61	3.64
	East North Central	59	3.52
	Middle Atlantic	58	3.46
	New England	22	1.31
Management - Project	South Atlantic	934	39.98
	Pacific	411	17.59
	West South Central	356	15.24
	Mountain	234	10.02
	East South Central	116	4.97
	Middle Atlantic	89	3.81
	East North Central	83	3.55
	West North Central	78	3.34
	New England	35	1.50

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
Manufacturing	South Atlantic	95	25.00
	Pacific	76	20.00
	West South Central	67	17.63
	West North Central	35	9.21
	East North Central	31	8.16
	Mountain	27	7.11
	East South Central	24	6.32
	Middle Atlantic	16	4.21
	New England	9	2.37
Marketing	South Atlantic	115	33.14
	Pacific	63	18.16
	West South Central	49	14.12
	Mountain	41	11.82
	East North Central	23	6.63
	Middle Atlantic	21	6.05
	East South Central	17	4.90
	West North Central	14	4.03
	New England	4	1.15
Media/Journalism/Newspaper	South Atlantic	73	32.74
	Pacific	59	26.46
	West South Central	23	10.31
	Middle Atlantic	18	8.07
	Mountain	18	8.07
	East North Central	16	7.17
	West North Central	11	4.93
	East South Central	3	1.35
	New England	2	0.90
Natural Resources/Environmental	South Atlantic	171	29.74
	Pacific	97	16.87
	West South Central	85	14.78
	Mountain	69	12.00
	West North Central	42	7.30
	East North Central	39	6.78
	East South Central	30	5.22
	Middle Atlantic	28	4.87
	New England	14	2.43

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
Nonprofit - Social Services	South Atlantic	197	35.69
	Pacific	100	18.12
	West South Central	97	17.57
	Mountain	46	8.33
	Middle Atlantic	30	5.43
	East North Central	25	4.53
	East South Central	24	4.35
	West North Central	24	4.35
	New England	9	1.63
Other	South Atlantic	273	33.75
	West South Central	137	16.93
	Pacific	134	16.56
	Mountain	96	11.87
	East South Central	47	5.81
	West North Central	43	5.32
	East North Central	36	4.45
	Middle Atlantic	33	4.08
	New England	10	1.24
Professional Services	South Atlantic	156	36.11
	West South Central	79	18.29
	Pacific	55	12.73
	Mountain	52	12.04
	Middle Atlantic	23	5.32
	East South Central	21	4.86
	West North Central	20	4.63
	East North Central	19	4.40
	New England	7	1.62
Purchasing/Procurement	South Atlantic	146	40.67
	West South Central	67	18.66
	Pacific	54	15.04
	Mountain	26	7.24
	East South Central	16	4.46
	Middle Atlantic	15	4.18
	West North Central	15	4.18
	East North Central	11	3.06
	New England	9	2.51

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Desired Job Function	Division	Count	Percent
Quality Assurance/Quality Control	South Atlantic	347	35.59
	Pacific	205	21.03
	West South Central	153	15.69
	Mountain	95	9.74
	West North Central	48	4.92
	East South Central	43	4.41
	East North Central	34	3.49
	Middle Atlantic	32	3.28
	New England	18	1.85
Real Estate	South Atlantic	124	32.80
	Pacific	69	18.25
	West South Central	66	17.46
	Mountain	44	11.64
	West North Central	21	5.56
	East North Central	19	5.03
	East South Central	16	4.23
	Middle Atlantic	12	3.17
	New England	7	1.85
Recruiting/Talent Acquisition	South Atlantic	165	35.41
	West South Central	81	17.38
	Pacific	67	14.38
	Mountain	47	10.09
	East North Central	28	6.01
	Middle Atlantic	28	6.01
	East South Central	27	5.79
	West North Central	16	3.43
	New England	7	1.50
Research	South Atlantic	99	34.38
	Pacific	45	15.63
	West South Central	41	14.24
	Mountain	34	11.81
	East North Central	19	6.60
	Middle Atlantic	16	5.56
	East South Central	15	5.21
	New England	10	3.47
	West North Central	9	3.13

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
Restaurant/Food Service	South Atlantic	53	37.59
	Pacific	21	14.89
	West South Central	18	12.77
	Mountain	13	9.22
	Middle Atlantic	9	6.38
	East North Central	8	5.67
	East South Central	8	5.67
	West North Central	8	5.67
	New England	3	2.13
Retail	South Atlantic	34	26.56
	West South Central	26	20.31
	Pacific	23	17.97
	Mountain	17	13.28
	Middle Atlantic	9	7.03
	East North Central	6	4.69
	East South Central	5	3.91
	West North Central	5	3.91
	New England	3	2.34
Safety/Security/Law Enforcement	South Atlantic	640	31.53
	West South Central	343	16.90
	Pacific	324	15.96
	Mountain	210	10.34
	Middle Atlantic	130	6.40
	East North Central	121	5.96
	West North Central	108	5.32
	East South Central	106	5.22
	New England	48	2.36
Sales	South Atlantic	110	31.88
	Pacific	58	16.81
	West South Central	52	15.07
	Mountain	42	12.17
	East North Central	25	7.25
	Middle Atlantic	22	6.38
	East South Central	20	5.80
	West North Central	10	2.90
	New England	6	1.74

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Desired Job Function	Division	Count	Percent
Science	South Atlantic	86	30.39
	Pacific	48	16.96
	West South Central	45	15.90
	Mountain	41	14.49
	West North Central	24	8.48
	East South Central	12	4.24
	Middle Atlantic	11	3.89
	East North Central	9	3.18
	New England	7	2.47
Skilled Labor/Trades	South Atlantic	332	27.48
	Pacific	238	19.70
	West South Central	188	15.56
	Mountain	134	11.09
	West North Central	95	7.86
	East North Central	73	6.04
	East South Central	72	5.96
	Middle Atlantic	62	5.13
	New England	14	1.16
Strategy/Planning	South Atlantic	309	40.13
	Pacific	131	17.01
	West South Central	102	13.25
	Mountain	65	8.44
	Middle Atlantic	48	6.23
	East North Central	40	5.19
	West North Central	31	4.03
	East South Central	26	3.38
	New England	18	2.34
Supply Chain/Logistics	South Atlantic	734	38.71
	West South Central	356	18.78
	Pacific	277	14.61
	Mountain	148	7.81
	West North Central	96	5.06
	East South Central	94	4.96
	Middle Atlantic	90	4.75
	East North Central	75	3.96
	New England	26	1.37

Table 6. Frequencies of Divison by Desired Job Function (cont.).

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Desired Job Function	Division	Count	Percent
Telecommunications	South Atlantic	170	40.67
	Pacific	75	17.94
	West South Central	74	17.70
	Mountain	45	10.77
	West North Central	18	4.31
	East North Central	13	3.11
	East South Central	10	2.39
	Middle Atlantic	10	2.39
	New England	3	0.72
Training/Instruction/Teaching	South Atlantic	579	36.93
	West South Central	276	17.60
	Pacific	249	15.88
	Mountain	130	8.29
	East South Central	85	5.42
	West North Central	85	5.42
	East North Central	77	4.91
	Middle Atlantic	58	3.70
	New England	29	1.85
Transportation	South Atlantic	286	34.38
	West South Central	165	19.83
	Pacific	92	11.06
	Mountain	74	8.89
	West North Central	65	7.81
	East South Central	61	7.33
	East North Central	43	5.17
	Middle Atlantic	39	4.69
	New England	7	0.84
Warehouse	South Atlantic	255	32.82
	West South Central	160	20.59
	Pacific	121	15.57
	Mountain	87	11.20
	West North Central	46	5.92
	Middle Atlantic	36	4.63
	East North Central	34	4.38
	East South Central	34	4.38
	New England	4	0.51

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This analysis was repeated, but this time analyzing the client's location and their hired job function. South Atlantic clients reported an increased rate at being hired in Accounting (44.33%), Analyst (42.71%), Consultant (44.24%), Entrepreneurship/Franchise/Self-Employed (57.14%), Human Resources (42.78%), Information Security (45.04%), Executive/C-Suite Management (54.26%), Programs Management (49.49%), Project Management (45.17%), Other (51.46%), Purchasing/Procurement (43.43%), Retail (45.87%), and Telecommunications (61.19%) jobs.

HHUSA Clients from the Pacific area had higher rates of being hired in jobs related to Administrative/Clerical (20.68%), Biotech (70.59%), Business Development (24.70%), Design (55.56%), Distribution/Shipping (23.83%), Facilities Management (27.78%), General IT (20.30%), Legal (23.21%), Manufacturing (21.94%), Marketing (22.62%), Natural Resources/Environmental (32.26%), Nonprofit – Social Services (21.85%), Professional Services (27.70%), and Safety/Security/Law Enforcement (20.05%).

Clients located in the West South Central location were hired at an increased rate for Computer/Software Engineering (26.32%), General IT (21.25%), Natural Resources/Environmental (24.19%), Quality Assurance/Quality Control (24.10%), Restaurant/Food Service (25.00%), and Safety/Security/Law Enforcement (22.08%)

East North Central had increased rates of being hired for Manufacturing (8.44%), while East South Central experienced a higher rate of being hired in Sales (12.68%). Mountain clients experienced a higher rate of being hired into Customer Service (14.63%), Distribution/Shipping (15.74%), Engineering (16.05%), Computer Software/Engineering (16.08%), Professional Services (20.27%), Skilled Labor/Trades (17.78%), Transportation (14.60%), and Warehouse (12.89%) jobs.

The Automotive job function hired clients at a higher rate from West North Central (9.91%) and Middle Atlantic (8.81%), while at a much lower rate in the West South Central (9.91%). Banking/Finance jobs hired at higher rates from South Atlantic (40.63%), Middle Atlantic (7.94%), West North Central (7.62%), and East South Central (6.67%). Construction jobs were hiring people at a higher than expected rate from both West South Central (23.32%), Mountain (13.83%), East South Central (8.70%), Middle Atlantic (7.11%), and West North Central (6.72%). Firefighter/EMT/Emergency Service jobs had increased hiring in West South Central (22.73%) and Pacific (21.82%) locations. Healthcare hired an increased proportion of HHUSA clients from East South Central.

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Hired Job Function	Division	Count	Percent
Accounting	South Atlantic	43	44.33
	Pacific	16	16.49
	Middle Atlantic	11	11.34
	East North Central	9	9.28
	West South Central	9	9.28
	Mountain	6	6.19
	East South Central	3	3.09
Administrative/Clerical	South Atlantic	277	30.31
	Pacific	189	20.68
	West South Central	155	16.96
	Mountain	99	10.83
	Middle Atlantic	51	5.58
	East South Central	42	4.60
	West North Central	42	4.60
	East North Central	41	4.49
	New England	18	1.97
Analyst	South Atlantic	372	42.71
	West South Central	152	17.45
	Pacific	129	14.81
	Mountain	97	11.14
	Middle Atlantic	37	4.25
	East North Central	27	3.10
	West North Central	25	2.87
	East South Central	20	2.30
	New England	12	1.38
Automotive	South Atlantic	44	39.64
	Pacific	18	16.22
	West North Central	11	9.91
	West South Central	11	9.91
	Middle Atlantic	9	8.11
	Mountain	9	8.11
	East North Central	6	5.41
	New England	3	2.70

Table 7. Frequencies of Division by Hired Job Function.

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Hired Job Function	Division	Count	Percent
Banking/Finance	South Atlantic	128	40.63
	Pacific	39	12.38
	Mountain	37	11.75
	West South Central	32	10.16
	Middle Atlantic	25	7.94
	West North Central	24	7.62
	East South Central	21	6.67
	East North Central	9	2.86
Biotech	Pacific	12	70.59
	New England	3	17.65
	West North Central	2	11.76
Brokerage	West South Central	2	100.00
Business Development	South Atlantic	64	38.55
	Pacific	41	24.70
	West South Central	27	16.27
	East South Central	14	8.43
	West North Central	8	4.82
	Mountain	6	3.61
	East North Central	3	1.81
	Middle Atlantic	3	1.81
Construction	South Atlantic	69	27.27
	West South Central	59	23.32
	Mountain	35	13.83
	Pacific	27	10.67
	East South Central	22	8.70
	Middle Atlantic	18	7.11
	West North Central	17	6.72
	East North Central	3	1.19
	New England	3	1.19
Consultant	South Atlantic	242	44.24
	Pacific	97	17.73
	West South Central	77	14.08
	Mountain	61	11.15
	West North Central	24	4.39
	East North Central	20	3.66
	Middle Atlantic	18	3.29
	East South Central	5	0.91
	New England	3	0.55

Table 7. Frequencies of Division by Hired Job Function (cont.).

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Hired Job Function	Division	Count	Percent
Customer Service	South Atlantic	223	31.68
	West South Central	125	17.76
	Pacific	119	16.90
	Mountain	103	14.63
	West North Central	41	5.82
	Middle Atlantic	31	4.40
	East South Central	26	3.69
	East North Central	22	3.13
	New England	14	1.99
Design	Pacific	15	55.56
	South Atlantic	6	22.22
	Middle Atlantic	3	11.11
	West South Central	3	11.11
Distribution/Shipping	South Atlantic	73	31.06
	Pacific	56	23.83
	Mountain	37	15.74
	West South Central	37	15.74
	Middle Atlantic	12	5.11
	West North Central	9	3.83
	East North Central	8	3.40
	New England	3	1.28
Engineering	South Atlantic	177	36.42
	West South Central	87	17.90
	Mountain	78	16.05
	Pacific	63	12.96
	East South Central	21	4.32
	West North Central	16	3.29
	Middle Atlantic	15	3.09
	New England	15	3.09
	East North Central	14	2.88
Entrepreneurship/Franchise/Self-Employed	South Atlantic	8	57.14
	Pacific	3	21.43
	West South Central	3	21.43
Entry Level/New Grad	East South Central	6	46.15
	South Atlantic	4	30.77
	Pacific	3	23.08

Table 7. Frequencies of Division by Hired Job Function (cont.).

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Hired Job Function	Division	Count	Percent
Facilities Management	South Atlantic	62	31.31
	Pacific	55	27.78
	West South Central	36	18.18
	East North Central	15	7.58
	Mountain	15	7.58
	East South Central	6	3.03
	West North Central	6	3.03
	Middle Atlantic	3	1.52
Firefighter/EMT/Emergency Service	South Atlantic	31	28.18
	West South Central	25	22.73
	Pacific	24	21.82
	Mountain	13	11.82
	East North Central	7	6.36
	Middle Atlantic	4	3.64
	East South Central	3	2.73
	West North Central	3	2.73
Game Design/Development	Mountain	3	50.00
	South Atlantic	3	50.00
General Business	South Atlantic	11	45.83
	West South Central	11	45.83
	Mountain	2	8.33
General Labor	West South Central	42	24.85
	South Atlantic	38	22.49
	Pacific	32	18.93
	Mountain	26	15.38
	West North Central	17	10.06
	East South Central	10	5.92
	East North Central	4	2.37
Healthcare	South Atlantic	179	34.56
	Pacific	103	19.88
	West South Central	66	12.74
	East South Central	59	11.39
	Mountain	45	8.69
	Middle Atlantic	36	6.95
	West North Central	19	3.67
	East North Central	10	1.93
	New England	1	0.19

Table 7. Frequencies of Division by Hired Job Function (cont.).

Hired Job Function	Division	Count	Percent
Human Resources	South Atlantic	166	42.78
	West South Central	59	15.21
	Pacific	53	13.66
	East North Central	31	7.99
	Mountain	29	7.47
	East South Central	18	4.64
	Middle Atlantic	17	4.38
	West North Central	12	3.09
	New England	3	0.77
IT - Computer Science	Pacific	12	46.15
	South Atlantic	12	46.15
	West South Central	2	7.69
IT - Computer/Software Engineering	South Atlantic	98	28.65
	West South Central	90	26.32
	Pacific	61	17.84
	Mountain	55	16.08
	East North Central	14	4.09
	Middle Atlantic	9	2.63
	New England	9	2.63
	East South Central	3	0.88
	West North Central	3	0.88
IT - General	South Atlantic	209	39.66
	West South Central	112	21.25
	Pacific	107	20.30
	Mountain	53	10.06
	West North Central	18	3.42
	East South Central	9	1.71
	Middle Atlantic	9	1.71
	East North Central	7	1.33
	New England	3	0.57
IT - Help Desk/Support	South Atlantic	157	36.94
	West South Central	84	19.76
	Pacific	53	12.47
	Mountain	42	9.88
	West North Central	30	7.06
	Middle Atlantic	28	6.59
	East South Central	13	3.06
	East North Central	9	2.12
	New England	9	2.12

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Hired Job Function	Division	Count	Percent
IT - Information Security	South Atlantic	245	45.04
	Pacific	79	14.52
	West South Central	78	14.34
	Mountain	46	8.46
	West North Central	30	5.51
	East South Central	23	4.23
	East North Central	15	2.76
	Middle Atlantic	15	2.76
	New England	13	2.39
IT - Systems Management	South Atlantic	205	38.53
	Pacific	101	18.98
	West South Central	72	13.53
	Mountain	69	12.97
	East South Central	27	5.08
	East North Central	25	4.70
	West North Central	20	3.76
	Middle Atlantic	10	1.88
	New England	3	0.56
Installation/Maintenance/Repair	South Atlantic	401	37.16
	West South Central	199	18.44
	Pacific	131	12.14
	Mountain	112	10.38
	West North Central	77	7.14
	Middle Atlantic	55	5.10
	East South Central	51	4.73
	East North Central	36	3.34
	New England	17	1.58
Legal	South Atlantic	18	32.14
	Pacific	13	23.21
	West South Central	10	17.86
	East North Central	7	12.50
	Mountain	4	7.14
	East South Central	3	5.36
	Middle Atlantic	1	1.79

Table 7. Frequencies of Division by Hired Job Function (cont.).

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Hired Job Function	Division	Count	Percent
Management - Executive/C-Suite	South Atlantic	51	54.26
	West South Central	11	11.70
	Mountain	9	9.57
	East South Central	7	7.45
	East North Central	6	6.38
	Pacific	6	6.38
	Middle Atlantic	4	4.26
Management - General	South Atlantic	238	38.02
	West South Central	111	17.73
	Pacific	68	10.86
	Mountain	65	10.38
	East South Central	46	7.35
	Middle Atlantic	34	5.43
	East North Central	29	4.63
	West North Central	22	3.51
	New England	13	2.08
Management - Operations	South Atlantic	392	36.26
	West South Central	213	19.70
	Pacific	179	16.56
	Mountain	107	9.90
	East South Central	51	4.72
	East North Central	46	4.26
	Middle Atlantic	33	3.05
	New England	31	2.87
	West North Central	29	2.68
Management - Programs	South Atlantic	292	49.49
	Pacific	111	18.81
	West South Central	75	12.71
	Mountain	37	6.27
	Middle Atlantic	21	3.56
	East South Central	20	3.39
	West North Central	18	3.05
	East North Central	13	2.20
	New England	3	0.51

Table 7. Frequencies of Division by Hired Job Function (cont.).

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Hired Job Function	Division	Count	Percent
Management - Project	South Atlantic	271	45.17
	Pacific	120	20.00
	Mountain	72	12.00
	West South Central	56	9.33
	East South Central	28	4.67
	East North Central	17	2.83
	Middle Atlantic	14	2.33
	West North Central	13	2.17
	New England	9	1.50
Manufacturing	South Atlantic	74	31.22
	Pacific	52	21.94
	West South Central	31	13.08
	East North Central	20	8.44
	Mountain	15	6.33
	West North Central	15	6.33
	East South Central	14	5.91
	New England	9	3.80
	Middle Atlantic	7	2.95
Marketing	South Atlantic	34	40.48
	Pacific	19	22.62
	West South Central	11	13.10
	Middle Atlantic	9	10.71
	Mountain	5	5.95
	East South Central	3	3.57
	West North Central	3	3.57
Media/Journalism/Newspaper	Pacific	6	24.00
	West South Central	6	24.00
	East North Central	3	12.00
	Middle Atlantic	3	12.00
	Mountain	3	12.00
	West North Central	3	12.00
	South Atlantic	1	4.00
Natural Resources/Environmental	Pacific	20	32.26
	South Atlantic	15	24.19
	West South Central	15	24.19
	East South Central	3	4.84
	Middle Atlantic	3	4.84
	Mountain	3	4.84
	West North Central	3	4.84

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Hired Job Function	Division	Count	Percent
Nonprofit - Social Services	South Atlantic	45	37.82
	Pacific	26	21.85
	Middle Atlantic	14	11.76
	West North Central	12	10.08
	West South Central	10	8.40
	East North Central	6	5.04
	Mountain	3	2.52
	New England	3	2.52
Other	South Atlantic	371	51.46
	West South Central	89	12.34
	Pacific	58	8.04
	Middle Atlantic	57	7.91
	Mountain	53	7.35
	East North Central	42	5.83
	West North Central	24	3.33
	New England	14	1.94
	East South Central	13	1.80
Professional Services	Pacific	41	27.70
	South Atlantic	39	26.35
	Mountain	30	20.27
	West South Central	21	14.19
	West North Central	6	4.05
	East North Central	3	2.03
	Middle Atlantic	3	2.03
	New England	3	2.03
	East South Central	2	1.35
Purchasing/Procurement	South Atlantic	43	43.43
	Pacific	18	18.18
	West South Central	16	16.16
	East South Central	10	10.10
	Middle Atlantic	3	3.03
	Mountain	3	3.03
	New England	3	3.03
	West North Central	3	3.03

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Hired Job Function	Division	Count	Percent
Quality Assurance/Quality Control	South Atlantic	62	24.90
	West South Central	60	24.10
	Pacific	45	18.07
	Middle Atlantic	22	8.84
	Mountain	20	8.03
	East South Central	16	6.43
	West North Central	12	4.82
	East North Central	9	3.61
	New England	3	1.20
Real Estate	South Atlantic	33	41.25
	West South Central	19	23.75
	Pacific	17	21.25
	East North Central	6	7.50
	Mountain	5	6.25
Recruiting/Talent Acquisition	South Atlantic	17	25.76
	West South Central	16	24.24
	Mountain	12	18.18
	East North Central	9	13.64
	Pacific	9	13.64
	West North Central	3	4.55
Research	South Atlantic	27	45.00
	Pacific	12	20.00
	West South Central	12	20.00
	Mountain	9	15.00
Restaurant/Food Service	South Atlantic	40	35.71
	West South Central	28	25.00
	Pacific	15	13.39
	Mountain	10	8.93
	Middle Atlantic	6	5.36
	West North Central	6	5.36
	East South Central	4	3.57
	East North Central	3	2.68
Retail	South Atlantic	50	45.87
	West South Central	18	16.51
	Mountain	10	9.17
	West North Central	10	9.17
	East North Central	9	8.26
	Middle Atlantic	6	5.50
	Pacific	6	5.50

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Hired Job Function	Division	Count	Percent
Safety/Security/Law Enforcement	South Atlantic	237	26.84
	West South Central	195	22.08
	Pacific	177	20.05
	Mountain	103	11.66
	West North Central	51	5.78
	East South Central	49	5.55
	East North Central	42	4.76
	Middle Atlantic	16	1.81
	New England	13	1.47
Sales	South Atlantic	150	35.21
	West South Central	83	19.48
	East South Central	54	12.68
	Pacific	36	8.45
	Mountain	32	7.51
	East North Central	27	6.34
	Middle Atlantic	21	4.93
	West North Central	19	4.46
	New England	4	0.94
Science	South Atlantic	16	76.19
	West North Central	3	14.29
	East North Central	2	9.52
Skilled Labor/Trades	South Atlantic	108	26.67
	Mountain	72	17.78
	Pacific	67	16.54
	West South Central	63	15.56
	West North Central	35	8.64
	East North Central	24	5.93
	East South Central	23	5.68
	Middle Atlantic	13	3.21
Strategy/Planning	South Atlantic	32	45.71
	West North Central	13	18.57
	Pacific	8	11.43
	Middle Atlantic	7	10.00
	Mountain	4	5.71
	East South Central	3	4.29
	New England	3	4.29

Table 7. Frequencies of Division by Hired Job Function (cont.).

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Hired Job Function	Division	Count	Percent
Supply Chain/Logistics	South Atlantic	281	36.73
	West South Central	141	18.43
	Pacific	107	13.99
	Mountain	77	10.07
	East South Central	41	5.36
	East North Central	40	5.23
	West North Central	36	4.71
	Middle Atlantic	33	4.31
	New England	9	1.18
Telecommunications	South Atlantic	41	61.19
	Pacific	12	17.91
	East North Central	3	4.48
	Middle Atlantic	3	4.48
	West North Central	3	4.48
	West South Central	3	4.48
	Mountain	2	2.99
Training/Instruction/Teaching	South Atlantic	270	39.71
	Pacific	110	16.18
	West South Central	101	14.85
	Mountain	76	11.18
	East South Central	43	6.32
	West North Central	35	5.15
	East North Central	23	3.38
	Middle Atlantic	19	2.79
	New England	3	0.44
Transportation	South Atlantic	125	30.94
	West South Central	79	19.55
	Mountain	59	14.60
	Pacific	42	10.40
	East South Central	29	7.18
	West North Central	29	7.18
	Middle Atlantic	20	4.95
	East North Central	18	4.46
	New England	3	0.74
Warehouse	South Atlantic	170	35.34
	West South Central	64	13.31
	Mountain	62	12.89
	Pacific	56	11.64
	East North Central	42	8.73
	West North Central	38	7.90
	Middle Atlantic	22	4.57
	East South Central	21	4.37
	New England	6	1.25

Table 7. Frequencies of Division by Hired Job Function (cont.).

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The frequency analysis was conducted a third time in order to investigate the relationship between a HHUSA client's location and the industry that they were hired into. HHUSA clients from the South Atlantic were hired at higher rates into Defense Contracting (43.06%), Telecommunications (46.64%), Management of Companies and Enterprises (41.36%), Other (45.68%), Consulting Services (42.67%), and Legal (42.86%) industries.

West South Central clients had higher rates of being hired for the industries relating to Agriculture/Forestry/Fishing and Hunting (27.62%), Mining/Quarrying/Oil and Gas Extraction (23.71%), Private Security (24.12%), Religious/Civic/Nonprofit (23.24%), Retail Trade (23.05%), Utilities (23.13%), and Wholesale Trade (22.50%).

HHUSA Clients located in the Pacific experienced increased hiring in Business Support – Admin Staffing (24.71%), Business Support – Facilities (40.91%), Hospitality/ Accommodation/Food Services (20.31%), Pharmaceutical and Medical (30.67%), Private Security (23.24%), and Consulting Services (21.22%) industries.

Clients from the Mountain location had increased rates of being hired in into the following industries: Agriculture/Forestry/Fishing and Hunting (16.19%), Arts/ Entertainment/Recreation (23.08%), Hospitality/Accommodation/Food Services (16.86%), and Mining/Quarrying/Oil and Gas Extraction (22.68%).

The Installation/Repair/Maintenance industry showed an increase in hiring clients from West North Central (7.75%). The Manufacturing industry hired HHUSA clients from East North Central (9.58%), West North Central (7.78%) and East South Central (7.64%) at increased rates. The Middle Atlantic clients had higher rates than expected in the Banking/Finance/Insurance (8.10%)

Hired Industry	Division	Count	Percent
Aerospace and Aviation	South Atlantic	199	39.17
	Pacific	87	17.13
	West South Central	84	16.54
	Mountain	47	9.25
	West North Central	32	6.30
	East South Central	26	5.12
	Middle Atlantic	21	4.13
	East North Central	9	1.77
	New England	3	0.59
Agriculture/Forestry/Fishing and Hunting	West South Central	29	27.62
	South Atlantic	23	21.90
	Mountain	17	16.19
	Pacific	17	16.19
	Middle Atlantic	6	5.71
	West North Central	6	5.71
	East South Central	4	3.81
	East North Central	3	2.86
Arts/Entertainment/Recreation	South Atlantic	36	34.62
	Mountain	24	23.08
	Pacific	20	19.23
	Middle Atlantic	13	12.50
	West South Central	8	7.69
	East North Central	3	2.88
Banking/Finance/Insurance	South Atlantic	286	40.63
	West South Central	128	18.18
	Pacific	86	12.22
	Mountain	65	9.23
	Middle Atlantic	57	8.10
	West North Central	39	5.54
	East North Central	22	3.13
	East South Central	15	2.13
	New England	6	0.85
Business Support - Admin/Staffing	Pacific	64	24.71
	South Atlantic	55	21.24
	Mountain	45	17.37
	West South Central	41	15.83
	East North Central	22	8.49
	East South Central	15	5.79
	West North Central	7	2.70
	Middle Atlantic	6	2.32
	New England	4	1.54

Table 8. Frequencies of Division by Hired Industry.

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Hired Industry	Division	Count	Percent
Business Support - Facilities	Pacific	72	40.91
	South Atlantic	40	22.73
	West South Central	25	14.20
	Mountain	15	8.52
	West North Central	10	5.68
	East South Central	8	4.55
	East North Central	3	1.70
	Middle Atlantic	3	1.70
Business Support - Waste Management	South Atlantic	9	21.43
	West North Central	8	19.05
	East South Central	7	16.67
	New England	7	16.67
	West South Central	6	14.29
	Pacific	3	7.14
	Mountain	2	4.76
Construction	South Atlantic	204	32.54
	West South Central	108	17.22
	Pacific	88	14.04
	Mountain	86	13.72
	West North Central	45	7.18
	East South Central	37	5.90
	Middle Atlantic	31	4.94
	East North Central	17	2.71
	New England	11	1.75
Defense Contracting	South Atlantic	1663	43.06
	Pacific	718	18.59
	West South Central	543	14.06
	Mountain	396	10.25
	East South Central	141	3.65
	West North Central	138	3.57
	East North Central	123	3.18
	Middle Atlantic	91	2.36
	New England	49	1.27
Educational Services	South Atlantic	181	36.35
	West South Central	98	19.68
	Pacific	80	16.06
	Mountain	53	10.64
	West North Central	26	5.22
	East North Central	23	4.62
	Middle Atlantic	16	3.21
	East South Central	12	2.41
	New England	9	1.81

Table 8. Frequencies of Division by Hired Industry (cont.).

Hired Industry	Division	Count	Percent
Government and Public Administration	South Atlantic	799	34.63
	West South Central	430	18.64
	Pacific	401	17.38
	Mountain	246	10.66
	Middle Atlantic	143	6.20
	East South Central	105	4.55
	West North Central	91	3.94
	East North Central	72	3.12
	New England	20	0.87
Health Care and Social Assistance	South Atlantic	399	35.95
	West South Central	185	16.67
	Pacific	175	15.77
	Mountain	118	10.63
	East South Central	97	8.74
	Middle Atlantic	54	4.86
	West North Central	51	4.59
	East North Central	27	2.43
	New England	4	0.36
Hospitality/Accommodation/Food Services	South Atlantic	63	24.14
	Pacific	53	20.31
	Mountain	44	16.86
	West South Central	39	14.94
	East North Central	18	6.90
	East South Central	15	5.75
	West North Central	15	5.75
	Middle Atlantic	12	4.60
	New England	2	0.77
Information - Information Technology	South Atlantic	563	37.41
	West South Central	268	17.81
	Pacific	234	15.55
	Mountain	194	12.89
	Middle Atlantic	74	4.92
	West North Central	60	3.99
	East North Central	51	3.39
	East South Central	36	2.39
	New England	25	1.66

Table 8. Frequencies of Division by Hired Industry (cont.).

Hired Industry	Division	Count	Percent
Information - Telecommunications	South Atlantic	111	46.64
	West South Central	49	20.59
	Pacific	34	14.29
	Mountain	12	5.04
	East North Central	9	3.78
	West North Central	9	3.78
	East South Central	8	3.36
	Middle Atlantic	6	2.52
Installation/Repair/Maintenance	South Atlantic	191	37.97
	West South Central	89	17.69
	Pacific	64	12.72
	West North Central	39	7.75
	Mountain	34	6.76
	East North Central	28	5.57
	Middle Atlantic	26	5.17
	East South Central	18	3.58
	New England	14	2.78
Management of Companies and Enterprises	South Atlantic	67	41.36
	West South Central	26	16.05
	East South Central	16	9.88
	East North Central	13	8.02
	Pacific	12	7.41
	West North Central	12	7.41
	Mountain	10	6.17
	Middle Atlantic	3	1.85
	New England	3	1.85
Manufacturing	South Atlantic	229	31.81
	West South Central	108	15.00
	Pacific	91	12.64
	East North Central	69	9.58
	Mountain	67	9.31
	West North Central	56	7.78
	East South Central	55	7.64
	Middle Atlantic	24	3.33
	New England	21	2.92
Mining/Quarrying/Oil and Gas Extraction	West South Central	23	23.71
	Mountain	22	22.68
	East South Central	16	16.49
	South Atlantic	15	15.46
	West North Central	10	10.31
	Middle Atlantic	6	6.19
	Pacific	5	5.15

Table 8. Frequencies of Division by Hired Industry (cont.).

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Hired Industry	Division	Count	Percent
Other	South Atlantic	576	45.68
	West South Central	150	11.90
	Mountain	139	11.02
	Pacific	90	7.14
	Middle Atlantic	84	6.66
	East North Central	76	6.03
	East South Central	66	5.23
	West North Central	45	3.57
	New England	35	2.78
Personal Care and Laundry Services	Pacific	6	50.00
	West South Central	6	50.00
Pharmaceutical and Medical	Pacific	50	30.67
	South Atlantic	38	23.31
	West South Central	21	12.88
	East North Central	14	8.59
	West North Central	11	6.75
	East South Central	10	6.13
	Mountain	7	4.29
	Middle Atlantic	6	3.68
	New England	6	3.68
Private Security	South Atlantic	87	25.59
	West South Central	82	24.12
	Pacific	79	23.24
	Mountain	32	9.41
	East South Central	18	5.29
	Middle Atlantic	15	4.41
	West North Central	15	4.41
	East North Central	11	3.24
	New England	1	0.29
Professional - Accounting	South Atlantic	6	46.15
	Pacific	4	30.77
	West South Central	3	23.08
	South Atlantic	15	51.72
	Pacific	6	20.69
	West South Central	5	17.24
	Mountain	3	10.34

Table 8. Frequencies of Division by Hired Industry (cont.).

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Hired Industry	Division	Count	Percent
Professional - Architectural/Engineering	South Atlantic	18	29.51
	Pacific	13	21.31
	West South Central	12	19.67
	Mountain	6	9.84
	East North Central	3	4.92
	East South Central	3	4.92
	Middle Atlantic	3	4.92
	West North Central	3	4.92
Professional - Consulting Services	South Atlantic	107	43.67
	Pacific	52	21.22
	West South Central	24	9.80
	Mountain	17	6.94
	East North Central	15	6.12
	New England	12	4.90
	East South Central	9	3.67
	West North Central	6	2.45
	Middle Atlantic	3	1.22
Professional - Creative and Design	South Atlantic	13	68.42
	Mountain	3	15.79
	Pacific	3	15.79
Professional - Legal	South Atlantic	21	42.86
	Pacific	12	24.49
	East North Central	6	12.24
	Mountain	4	8.16
	East South Central	3	6.12
	West South Central	3	6.12
Publishing and Broadcasting	West North Central	6	40.00
	East North Central	3	20.00
	Middle Atlantic	3	20.00
	South Atlantic	3	20.00
Real Estate/Rental and Leasing	South Atlantic	71	39.44
	Pacific	42	23.33
	West South Central	32	17.78
	Mountain	14	7.78
	East North Central	12	6.67
	Middle Atlantic	3	1.67
	New England	3	1.67
	West North Central	3	1.67

Table 8. Frequencies of Division by Hired Industry (cont.).

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Hired Industry	Division	Count	Percent
Religious/Civic/Nonprofit	South Atlantic	42	29.58
	West South Central	33	23.24
	Pacific	29	20.42
	Mountain	17	11.97
	New England	6	4.23
	West North Central	6	4.23
	East North Central	3	2.11
	East South Central	3	2.11
	Middle Atlantic	3	2.11
Retail Trade	South Atlantic	380	31.17
	West South Central	281	23.05
	Pacific	196	16.08
	Mountain	141	11.57
	West North Central	69	5.66
	East South Central	54	4.43
	East North Central	46	3.77
	Middle Atlantic	42	3.45
	New England	10	0.82
Transportation and Warehousing	South Atlantic	414	39.43
	West South Central	162	15.43
	Pacific	131	12.48
	Mountain	116	11.05
	East South Central	66	6.29
	East North Central	64	6.10
	West North Central	49	4.67
	Middle Atlantic	42	4.00
	New England	6	0.57
Utilities	South Atlantic	108	33.75
	West South Central	74	23.13
	Pacific	44	13.75
	Mountain	31	9.69
	West North Central	28	8.75
	Middle Atlantic	16	5.00
	East North Central	8	2.50
	East South Central	7	2.19
Hired Industry	Division / New England	Count 4	Percent 1.25
Wholesale Trade	South Atlantic	49	30.63
	West South Central	36	22.50
	Pacific	29	18.13
	East South Central	15	9.38
	Mountain	13	8.13
	East North Central	8	5.00
	West North Central	6	3.75
	New England	3	1.88
	Middle Atlantic	1	0.63

Table 8. Frequencies of Division by Hired Industry (cont.).

Table 9. Modeling Results for Predicting if a HHUSA Client will Migrate to a New State.

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

KEY TAKEAWAYS:

– Age Category, Employment Status, Education Level, and Location were the main demographics that influenced a client's likelihood to migrate to a new state.

– Younger clients coming right out of the military were less likely to migrate than those slightly older than them (25-29). Meanwhile those 45-and-older were much less likely to migrate.

– Having a 4-year degree or post-graduate degree allowed clients more mobility.

– Middle Atlantic clients were more likely to move to a new state than those in the South Atlantic. The East North Central, Mountain, and Pacific clients were less likely to migrate to a new state.

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 to track clients that migrated. 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, 715 (24.8%) had indicated that the company that they were hired in was a new state. This number is about 3-percentage points lower than HHUSA clients in 2019, suggesting that they were not quite as mobile as the prior cohort. This may be due to COVID-19 and work/travel restrictions put in place. There may also have been an increase in clients being able to work from home.

Demographic variables were entered into a logistic regression model to predict the likelihood that a hired client would move to a new state. These predictor variables include the client's Rank, Employment Status, Disability Status, Education Level, Gender, Race, Service Branch, Location, Age Category, and Area Type. Of the clients in the data, a total of 2,886 had appropriate data to model with.

The resulting logistic regression model had an R^2 value of 0.08 (Max-rescaled R^2 = 0.12) and a c-statistic of 0.68. There were significant differences in group categories for client Age Category (x^2 = 21.68, df = 7, $p < 0.01$), Employment Status (x^2 = 39.17, df = 7, $p < 0.01$), Education Level (x^2 = 11.21, df = 5, $p = 0.05$), and Location (x^2 = 55.04, df = 9, $p < 0.01$). A client's Rank (x^2 = 0.71, df = 3, $p = 0.87$), Disability Status (x^2 = 1.41, df = 2, $p = 0.50$), Gender (x^2 = 1.80, df = 2, $p = 0.41$), Race (x^2 = 6.26, df = 6, $p = 0.40$), Service Branch (x^2 = 0.67, df = 4, $p = 0.95$), and RUCA Type (x^2 = 0.37, df = 2, $p = 0.83$) did not seem to have a significant effect on the likelihood to migrate to a new state. The modeling results can be found on the following table.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.01	0.18	31.98	<.0001
Rank	Company-Grade Officer	0.10	0.16	0.44	0.51
	Field-Grade Officer	0.07	0.21	0.11	0.75
	Warrant Officer	-0.06	0.24	0.06	0.80
Age Category	25-29 years	0.34	0.16	4.47	0.03
	30-34 years	-0.15	0.19	0.58	0.45
	35-39 years	-0.10	0.22	0.21	0.64
	40-44 years	-0.20	0.23	0.73	0.39
	45-49 years	-0.44	0.25	3.00	0.08
	50 years and over	-0.45	0.27	2.91	0.09
	Unknown	-0.32	0.51	0.40	0.53
Employment Status	Employed	-0.61	0.19	9.96	0.00
	Pending Medical Separation	-0.04	0.27	0.02	0.88
	Student - Not seeking full time employment	-0.89	0.51	3.03	0.08
	Temporary/Contract Employee	-0.80	0.39	4.14	0.04
	Under employed - Insufficient income	-1.10	0.24	20.81	<.0001
	Unemployed	-0.70	0.13	27.51	<.0001
	Unknown	-1.09	0.63	2.97	0.08
Disability Status	Disabled	0.04	0.13	0.07	0.79
	Pending	0.14	0.12	1.38	0.24
Education Level	2 Year Degree (AA, AS, etc.)	0.27	0.19	1.94	0.16
	4 Year Degree (BA, BS, etc.)	0.50	0.16	10.05	0.00
	Doctorate (PhD, MD, etc.)	0.50	0.52	0.94	0.33
	Post-Graduate Degree (MA, MS, JD, etc.)	0.56	0.19	8.75	0.00
	Unknown	0.42	0.58	0.53	0.47
Gender	Female	-0.16	0.12	1.78	0.18
	Unknown	0.07	0.55	0.01	0.90
Race	American Indian or Alaska Native	0.28	0.56	0.24	0.62
	Asian, Native Hawaiian or Other Pacific Islander	-0.03	0.21	0.02	0.90
	Black or African American	-0.13	0.13	0.97	0.33
	Hispanic or Latino	-0.02	0.15	0.03	0.87
	Two or more races	-0.11	0.21	0.29	0.59
	Unknown	0.49	0.24	4.06	0.04
Service Branch	Air Force	0.02	0.15	0.03	0.87
	Coast Guard	0.12	0.39	0.09	0.76
	Marines	-0.09	0.14	0.45	0.50
	Navy	-0.03	0.13	0.04	0.84
Division	East North Central	-0.57	0.26	4.70	0.03
	East South Central	0.22	0.21	1.13	0.29
	Middle Atlantic	0.46	0.19	5.68	0.02
	Mountain	-0.38	0.17	5.17	0.02
	New England	-0.86	0.50	3.00	0.08
	Pacific	-0.42	0.15	8.27	0.00
	Unknown	2.69	0.79	11.70	0.00
	West North Central	0.56	0.21	7.27	0.01
	West South Central	-0.21	0.14	2.12	0.15
RUCA Type	Rural	0.01	0.17	0.00	0.94
	Unknown	-0.45	0.74	0.37	0.54

Table 9. Modeling Results for Predicting if a HHUSA Client will Migrate to a New State.

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Further examination into the demographic variables reveal where the differences occur between groups. For the Age Category, a value of 24-years and younger was used as a reference for comparison. When comparing other categories to it, clients in the 25-29 age group were 1.4 times more likely to migrate to a new state. The results also show borderline significance that the older age groups of 45-49 years and 50-years and over were much less likely to migrate.

Active Duty clients were compared to other employment statuses. When a client is already employed, they were approximately half as likely to migrate to a new state. The chances of migration also significantly drop when a client's status was listed as Under employed (One-third chance) and Unemployed (One-half chance).

Education Level was the next comparison, using High School/GED as a reference group. When compared to this group, HHUSA clients that had a 4-Year Degree were about 1.6 times more likely to migrate to a new state, and those with a Post-Graduate Degree had a 1.8 time higher likelihood.

Finally, client Location was compared using South Atlantic as a reference for comparisons. When compared to this group, East North Central, Mountain, and Pacific clients were only 0.60 to 0.70 times likely to migrate. The Middle Atlantic clients had a 1.6 times higher chance of moving to a new state.

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

KEY TAKEAWAYS:

– The majority of HHUSA services made a positive impact in a client's ability to become successful in their outcomes.

– Using Volunteer services had the greatest impact for both getting hired (2.62 times higher) and achieving a high salary (2.19 times higher) when compared to those that did not complete this service.

– Utilizing the HHUSA Job Board was the next service that improved outcomes. Clients that used this service improved their likelihood of getting a job by 2.15 times, and achieve a higher salary by 1.83 times.

– Webinar and Virtual Workshop participation did not seem to help clients in either outcome. This could be due to additional challenges in completing it due to the COVID-19 pandemic.

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 indicator flags for participation in HHUSA services. These services included:

– Interview Skills Training

– LinkedIn Profile Revision

– Registered to use HHUSA Job Board

– Used Volunteer Services

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- Used Federal Services
- VCF Participant
- Webinar Participant
- Virtual Workshop 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 Status, Education Level, Gender, Race, Service Branch, Location, Age Category, and RUCA Type. Of the clients, there were 11,627 records with appropriate data for modeling. Approximately 24.6% of these clients were successfully hired.

The amount of variance accounted for by the model was $R^2 = 0.23$ (Max-rescaled $R^2 = 0.34$). The resulting model also contained a fair amount of predictive capability, c = 0.82. When controlling for the covariate demographic variables, significant differences were observed between participants that took part in HHUSA services. Interview Skills Training ($x^2 = 171.75$, df = 1, $p < 0.01$), LinkedIn Profile Revision ($x^2 = 16.87$, df = 1, $p < 0.01$), Registered to use HHUSA Job Board ($x^2 = 151.29$, df = 1, $p < 0.01$), Used Volunteer Services ($x^2 = 154.20$, df = 1, $p < 0.01$), Used Federal Services ($x^2 = 41.91$, df = 1, $p < 0.01$), VCF Participation ($x^2 = 11.49$, df = 1, $p < 0.01$), and Webinar Participation ($x^2 = 10.77$, df = 1, $p < 0.01$).

The only service that did not seem to improve a client's ability to get hired was being a Virtual Workshop Participant ($x^2 = 0.58$, df = 1, p = 0.45). The results of the modeling can be found in the following table.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.49	0.09	247.41	<.0001
Rank	Company-Grade Officer	0.20	0.09	4.80	0.03
	Field-Grade Officer	0.28	0.11	5.81	0.02
	Warrant Officer	0.28	0.13	4.26	0.04
Age Category	25-29 years	0.09	0.08	1.13	0.29
	30-34 years	-0.16	0.10	2.97	0.09
	35-39 years	-0.34	0.11	9.51	0.00
	40-44 years	-0.34	0.12	7.89	0.01
	45-49 years	-0.34	0.13	7.12	0.01
	50 years and over	-0.61	0.13	22.63	<.0001
	Unknown	-0.36	0.25	2.17	0.14
Employment Status	Employed	-0.57	0.09	36.19	<.0001
	Pending Medical Separation	-0.12	0.16	0.53	0.47
	Student - Not seeking full time employment	-0.84	0.21	15.65	<.0001
	Temporary/Contract Employee	-0.20	0.18	1.12	0.29
	Under employed - Insufficient income	0.07	0.11	0.35	0.56
	Unemployed	0.45	0.07	38.52	<.0001
	Unknown	0.92	0.33	7.81	0.01
Disability Status	Disabled	-0.05	0.07	0.61	0.44
	Pending	0.28	0.07	18.18	<.0001
Education Level	2 Year Degree (AA, AS, etc.)	0.12	0.09	1.54	0.21
	4 Year Degree (BA, BS, etc.)	0.20	0.08	6.00	0.01
	Doctorate (PhD, MD, etc.)	-0.02	0.28	0.00	0.95
	Post-Graduate Degree (MA, MS, JD, etc.)	0.25	0.10	6.08	0.01
	Unknown	-3.01	0.23	175.58	<.0001
Gender	Female	-0.28	0.06	19.35	<.0001
Race	American Indian or Alaska Native	-0.10	0.30	0.12	0.73
	Asian, Native Hawaiian or Other Pacific Islander	-0.12	0.12	1.13	0.29
	Black or African American	-0.13	0.07	3.27	0.07
	Hispanic or Latino	-0.02	0.08	0.10	0.75
	Two or more races	-0.16	0.11	2.24	0.13
	Unknown	-0.29	0.14	4.36	0.04
Service Branch	Air Force	-0.03	0.08	0.16	0.69
	Coast Guard	-0.06	0.23	0.07	0.79
	Marines	-0.05	0.07	0.41	0.52
	Navy	0.00	0.07	0.00	0.99

Table 10. Modeling Results Predicting HHUSA Clients Achieving Employment with Services.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Division	East North Central	-0.14	0.12	1.35	0.25
	East South Central	0.16	0.12	1.83	0.18
	Middle Atlantic	-0.26	0.11	5.07	0.02
	Mountain	0.22	0.09	6.23	0.01
	New England	-0.53	0.21	6.23	0.01
	Pacific	-0.22	0.08	7.88	0.01
	Unknown	-1.36	0.25	28.57	<.0001
	West North Central	0.12	0.12	1.09	0.30
	West South Central	-0.11	0.08	1.89	0.17
Interview Skills	Yes	0.95	0.07	171.75	<.0001
LinkedIn Profile	Yes	0.32	0.08	16.87	<.0001
HHUSA Job Board	Yes	0.76	0.06	151.29	<.0001
Federal Services	Yes	0.72	0.11	41.91	<.0001
Volunteer Services	Yes	0.96	0.08	154.20	<.0001
VCF Participant	Yes	0.39	0.12	11.49	0.00
Webinar Participant	Yes	-0.32	0.10	10.77	0.00
Virtual Workshop	Yes	-0.08	0.11	0.58	0.45

Table 10. Modeling Results Predicting HHUSA Clients Achieving Employment with Services (cont.).

The results from the modeling indicate that after controlling for the demographic covariates, the majority of HHUSA services helped clients become successful at finding a job in 2020. The service that helped improve the likelihood of a client get hired the most was Using Volunteer Services. HHUSA clients that utilized this service had 2.62 times the likelihood of becoming hired when compared to those that did not. The next service that greatly improved the rate at which clients were hired was completing the Interview Skills Training (2.60 times higher). Clients that Used the HHUSA Job Board had 2.15 times the likelihood, and Using Federal Services also improved their likelihood by 2.05 times. VCF Participants were hired at a rate 1.48 times higher, and LinkedIn Profile Revision was similar with 1.37 times higher hiring rates.

One odd result from the model is with the Webinar Participation service. When controlling for all of the demographic covariates and other services, the results indicate that those that completed this service were only 0.73 times likely to get hired. Investigating this further, it appears that there were only 918 (7.90%) of the records that completed the service. This percentage decreases further, where only 275 (2.37%) of Webinar Participants that were hired.

The next part of this study investigated which of the HHUSA services were able to help the hired clients achieve high salaries. Once again, a logistic regression model was fit using the 2020 data. This provided a total of 1,457 records that achieved an above average salary. This model included the same covariates and services from the previous one. The amount of variance accounted for by the model was $R^2 = 0.18$ (Max-rescaled $R^2 = 0.34$). The resulting model also contained a high amount of predictive capability, c = 0.85. The results can be found in the table below.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-3.41	0.16	465.10	<.0001
Rank	Company-Grade Officer	0.97	0.10	86.56	<.0001
	Field-Grade Officer	0.96	0.13	53.28	<.0001
	Warrant Officer	1.08	0.15	51.67	<.0001
Age Category	25-29 years	0.61	0.15	16.79	<.0001
	30-34 years	0.58	0.16	13.33	0.00
	35-39 years	0.43	0.17	5.94	0.01
	40-44 years	0.39	0.18	4.67	0.03
	45-49 years	0.49	0.19	7.01	0.01
	50 years and over	0.22	0.19	1.41	0.23
	Unknown	0.25	0.34	0.53	0.47
Employment Status	Employed	-0.48	0.12	14.94	0.00
	Pending Medical Separation	-0.11	0.22	0.26	0.61
	Student - Not seeking full time employment	-1.20	0.40	8.88	0.00
	Temporary/Contract Employee	-0.03	0.23	0.01	0.91
	Under employed - Insufficient income	-0.49	0.17	8.54	0.00
	Unemployed	0.30	0.10	9.67	0.00
	Unknown	0.56	0.46	1.47	0.23
Disability Status	Disabled	-0.08	0.09	0.78	0.38
	Pending	0.30	0.09	11.96	0.00
Education Level	2 Year Degree (AA, AS, etc.)	0.23	0.15	2.44	0.12
	4 Year Degree (BA, BS, etc.)	0.71	0.12	37.85	<.0001
	Doctorate (PhD, MD, etc.)	0.79	0.31	6.54	0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	0.90	0.13	45.99	<.0001
	Unknown	-2.41	0.35	47.69	<.0001
Gender	Female	-0.56	0.09	39.52	<.0001
Race	American Indian or Alaska Native	-0.18	0.42	0.18	0.67
	Asian, Native Hawaiian or Other Pacific Islander	-0.25	0.15	2.87	0.09
	Black or African American	-0.33	0.10	11.59	0.00
	Hispanic or Latino	-0.22	0.11	3.86	0.05
	Two or more races	-0.20	0.14	1.90	0.17
	Unknown	-0.44	0.18	6.04	0.01
Service Branch	Air Force	0.20	0.10	4.32	0.04
	Coast Guard	0.06	0.25	0.05	0.82
	Marines	0.01	0.10	0.01	0.94
	Navy	0.04	0.09	0.21	0.64

Table 11. Modeling Results Predicting HHUSA Clients Achieving a High Salary with Services.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Division	East North Central	-0.25	0.17	2.26	0.13
	East South Central	-0.18	0.16	1.24	0.27
	Middle Atlantic	-0.31	0.15	4.26	0.04
	Mountain	-0.04	0.11	0.14	0.71
	New England	-0.24	0.26	0.89	0.35
	Pacific	-0.06	0.10	0.33	0.57
	Unknown	-1.31	0.32	17.29	<.0001
	West North Central	-0.30	0.17	2.98	0.08
	West South Central	-0.28	0.10	7.53	0.01
Interview Skills	Yes	0.51	0.09	30.23	<.0001
LinkedIn Profile	Yes	0.20	0.10	4.02	0.05
HHUSA Job Board	Yes	0.60	0.07	67.18	<.0001
Federal Services	Yes	0.49	0.12	16.97	<.0001
Volunteer Services	Yes	0.79	0.09	84.33	<.0001
VCF Participant	Yes	0.38	0.13	9.08	0.00
Webinar Participant	Yes	-0.13	0.11	1.49	0.22
Virtual Workshop	Yes	-0.06	0.12	0.27	0.60

Table 11. Modeling Results Predicting HHUSA Clients Achieving a High Salary with Services (cont.).

When controlling for demographic covariates, the results of the model indicate that the main services that helped clients achieve a high salary include Interview Skills Training ($x^2 = 30.23$, df = 1, p < 0.01), LinkedIn Profile Revision ($x^2 = 4.02$, df = 1, p = 0.05), Registered to use HHUSA Job Board ($x^2 = 67.18$, df = 1, p < 0.01), Used Volunteer Services ($x^2 = 84.33$, df = 1, p < 0.01), Used Federal Services ($x^2 = 16.97$, df = 1, p < 0.01), and VCF Participation ($x^2 = 9.07$, df = 1, p < 0.01).

Webinar Participation ($x^2 = 1.49$, df = 1, p = 0.22) and Virtual Workshop Participation ($x^2 = 0.27$, df = 1, p = 0.60) did not amount to any significant differences between those that competed the service and those that did not.

Once again, HHUSA clients that utilized Volunteer Services had the greatest impact. Clients that used this service had 2.19 times more likelihood of achieving a high salary when compared to those that did not use this service. The next service with the greatest impact was using the HHUSA Job Board. The HHUSA Clients that used the Job Board service had a 1.8 greater chance of achieving a high salary. Interview Skills Training (1.67 times), Using Federal Services (1.64 times), and VCF Participation (1.46 times), and LinkedIn Profile Revision (1.22 times) all helped improve a HHUSA client's ability to improve their rate of getting a higher salary.

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

KEY TAKEAWAYS:

– There were significant differences in the ability to achieve a high salary based on job function, industry, and geography.
– Job functions for professional services (IT, Analyst, Engineering, etc.) and management tended to be what helped improve a client's chances of obtaining a high salary.
– Defense Contracting was one of the industries that provided the greatest likelihood of achieving a high salary.
– HHUSA clients from the South Atlantic and Pacific locations had a slightly higher likelihood of achieving a higher salary.

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 32,349 records in the 2020 cohort, only 3,516 (10.87%) of them reported being hired with 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 327 Analyst job function, 263 (80.43%) reported having higher salaries. Business Development (n = 57) jobs also seemed to hire at an above average salary rate (70.18%). Of the 203 clients hired as a Consultant job function, 155 (76.35%) had a higher salary. The same is true for the 183 HHUSA clients hired in Engineering (80.87%). Other job functions with statistically significant higher salaries included Computer/Software Engineering (79.84%), General IT (61.75%), and Information Security (82.09%).

Getting a job with a Management job functions seemed to have a great impact on a client's likelihood to achieve a high salary. Systems Management (81.48%), Executive/C-Suite Management (93.33%), General Management (61.40%), Operations Management (81.18%), Programs Management (82.27%), Project Management (85.78%) all had high rates of high salaries. A similar job function of Strategy/Planning (87.50%) also seemed to help.

A table of the frequencies has been included below.

Job Function	High Salary	Count	Percent
Accounting	No	35	70.00
	Yes	15	30.00
Administrative/Clerical	No	383	83.26
	Yes	77	16.74
Analyst	Yes	263	80.43
	No	64	19.57
Automotive	No	30	75.00
	Yes	10	25.00
Banking/Finance	No	82	57.75
	Yes	60	42.25
Biotech	No	6	85.71
	Yes	1	14.29
Brokerage	Yes	2	100.00
Business Development	Yes	40	70.18
	No	17	29.82
Construction	No	60	66.67
	Yes	30	33.33
Consultant	Yes	155	76.35
	No	48	23.65
Customer Service	No	282	94.31
	Yes	17	5.69
Design	No	7	50.00
	Yes	7	50.00
Distribution/Shipping	No	63	75.90
	Yes	20	24.10
Engineering	Yes	148	80.87
	No	35	19.13
Entrepreneurship/Franchise/Self-Employed	No	5	71.43
	Yes	2	28.57
Entry Level/New Grad	No	7	100.00
Facilities Management	Yes	38	53.52
	No	33	46.48
Firefighter/EMT/Emergency Service	No	27	62.79
	Yes	16	37.21
Game Design/Development	No	1	50.00
	Yes	1	50.00
General Business	No	6	66.67
	Yes	3	33.33
General Labor	No	57	90.48
	Yes	6	9.52
Healthcare	No	194	65.10
	Yes	104	34.90

Table 12. Frequencies of HHUSA Clients Achieving High Salaries by Hired Job Function.

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Job Function	High Salary	Count	Percent
Human Resources	No	99	56.25
	Yes	77	43.75
IT - Computer Science	Yes	7	77.78
	No	2	22.22
IT - Computer/Software Engineering	Yes	99	79.84
	No	25	20.16
IT - General	Yes	113	61.75
	No	70	38.25
IT - Help Desk/Support	No	121	76.10
	Yes	38	23.90
IT - Information Security	Yes	165	82.09
	No	36	17.91
IT - Systems Management	Yes	154	81.48
	No	35	18.52
Installation/Maintenance/Repair	No	252	67.02
	Yes	124	32.98
Legal	Yes	16	64.00
	No	9	36.00
Management - Executive/C-Suite	Yes	28	93.33
	No	2	6.67
Management - General	Yes	140	61.40
	No	88	38.60
Management - Operations	Yes	289	81.18
	No	67	18.82
Management - Programs	Yes	167	82.27
	No	36	17.73
Management - Project	Yes	187	85.78
	No	31	14.22
Manufacturing	No	57	67.86
	Yes	27	32.14
Marketing	No	29	63.04
	Yes	17	36.96
Media/Journalism/Newspaper	No	6	66.67
	Yes	3	33.33
Natural Resources/Environmental	No	16	72.73
	Yes	6	27.27
Nonprofit - Social Services	No	52	83.87
	Yes	10	16.13
Other	No	153	57.95
	Yes	111	42.05
Professional Services	No	34	52.31
	Yes	31	47.69

Table 12. Frequencies of HHUSA Clients Achieving High Salaries by Hired Job Function (cont.).

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Job Function	High Salary	Count	Percent
Purchasing/Procurement	Yes	20	57.14
	No	15	42.86
Quality Assurance/Quality Control	Yes	51	60.00
	No	34	40.00
Real Estate	No	19	61.29
	Yes	12	38.71
Recruiting/Talent Acquisition	No	19	63.33
	Yes	11	36.67
Research	Yes	13	61.90
	No	8	38.10
Restaurant/Food Service	No	44	95.65
	Yes	2	4.35
Retail	No	43	89.58
	Yes	5	10.42
Safety/Security/Law Enforcement	No	224	69.14
	Yes	100	30.86
Sales	No	97	61.39
	Yes	61	38.61
Science	Yes	6	54.55
	No	5	45.45
Skilled Labor/Trades	No	103	72.03
	Yes	40	27.97
Strategy/Planning	Yes	21	87.50
	No	3	12.50
Supply Chain/Logistics	Yes	135	50.94
	No	130	49.06
Telecommunications	Yes	12	57.14
	No	9	42.86
Training/Instruction/Teaching	Yes	139	50.18
	No	138	49.82
Transportation	No	102	71.33
	Yes	41	28.67
Warehouse	No	142	86.06
	Yes	23	13.94

Table 12. Frequencies of HHUSA Clients Achieving High Salaries by Hired Job Function (cont.).

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.

HHUSA clients that reported being hired into the Aerospace and Aviation industry had a significantly greater chance of achieving a higher salary (68.00%). Business Support – Facilities (66.67%) also showed an increased rate of high salary. A majority (79.28%) of the HHUSA clients that were hired into Defense Contracting achieved this goal as well. Other industries that reported a significantly greater chance of an increased salary include: Information Technology (65.58%), Mining/Quarrying/Oil and Gas Extraction (66.67%), Architectural/Engineering (82.61%), and Management of Companies and Enterprises (72.88%). A table has once again been included with the results.

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Job Function	High Salary	Count	Percent
Aerospace and Aviation	Yes	119	68.00
	No	56	32.00
Agriculture/Forestry/Fishing and Hunting	No	24	66.67
	Yes	12	33.33
Arts/Entertainment/Recreation	No	38	80.85
	Yes	9	19.15
Banking/Finance/Insurance	No	169	55.78
	Yes	134	44.22
Business Support - Admin/Staffing	No	118	75.64
	Yes	38	24.36
Business Support - Facilities	Yes	42	66.67
	No	21	33.33
Business Support - Waste Management	No	7	50.00
	Yes	7	50.00
Construction	No	136	58.87
	Yes	95	41.13
Defense Contracting	Yes	1060	79.28
	No	277	20.72
Educational Services	No	182	75.52
	Yes	59	24.48
Government and Public Administration	No	511	57.94
	Yes	371	42.06
Health Care and Social Assistance	No	356	65.68
	Yes	186	34.32
Hospitality/Accommodation/Food Services	No	94	86.24
	Yes	15	13.76
Information - Information Technology	Yes	362	65.58
	No	190	34.42
Information - Telecommunications	No	44	50.57
	Yes	43	49.43
Installation/Repair/Maintenance	No	135	75.42
	Yes	44	24.58
Management of Companies and Enterprises	Yes	43	72.88
	No	16	27.12
Manufacturing	No	159	62.35
	Yes	96	37.65
Mining/Quarrying/Oil and Gas Extraction	Yes	24	66.67
	No	12	33.33
Other	No	266	56.36
	Yes	206	43.64
Personal Care and Laundry Services	Yes	3	60.00
	No	2	40.00

Table 13. Frequencies of HHUSA Clients Achieving High Salaries by Hired Industry.

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Job Function	High Salary	Count	Percent
Pharmaceutical and Medical	No	36	51.43
	Yes	34	48.57
Private Security	No	101	80.16
	Yes	25	19.84
Professional - Accounting	No	3	50.00
	Yes	3	50.00
Professional - Advertising	No	9	64.29
	Yes	5	35.71
Professional - Architectural/Engineering	Yes	19	82.61
	No	4	17.39
Professional - Consulting Services	Yes	63	58.88
	No	44	41.12
Professional - Creative and Design	No	11	78.57
	Yes	3	21.43
Professional - Legal	No	12	57.14
	Yes	9	42.86
Publishing and Broadcasting	No	5	83.33
	Yes	1	16.67
Real Estate/Rental and Leasing	No	43	62.32
	Yes	26	37.68
Religious/Civic/Nonprofit	No	55	73.33
	Yes	20	26.67
Retail Trade	No	325	73.03
	Yes	120	26.97
Transportation and Warehousing	No	239	63.06
	Yes	140	36.94
Utilities	No	62	53.91
	Yes	53	46.09
Wholesale Trade	No	32	57.14
	Yes	24	42.86

Table 13. Frequencies of HHUSA Clients Achieving High Salaries by Hired Industry (cont.).

A frequency analysis was also conducted on the 2020 data in order to determine if Location had any impact on those achieving a high salary when hired. HHUSA Clients from Pacific (56.77%), and South Atlantic (54.93%) seemed to report a slightly higher rate of achieving a high salary when hired. The table containing the results has been included.

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Division	High Salary	Count	Percent
East North Central	No	141	55.08
	Yes	115	44.92
East South Central	No	165	56.51
	Yes	127	43.49
Middle Atlantic	No	162	58.48
	Yes	115	41.52
Mountain	No	380	54.29
	Yes	320	45.71
New England	Yes	47	53.41
	No	41	46.59
Pacific	Yes	595	56.77
	No	453	43.23
South Atlantic	Yes	1293	54.93
	No	1061	45.07
Unknown	No	570	69.85
	Yes	246	30.15
West North Central	No	188	60.65
	Yes	122	39.35
West South Central	No	583	54.79
	Yes	481	45.21

Table 14. Frequencies of HHUSA Clients Achieving High Salaries by Location.

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

KEY TAKEAWAYS:

– Weeks to Hire was skewed in the positive direction, so a natural log transformation was applied to it.
– Active Duty clients were slower to find work when compared to Temporary/Contract Employees, Under employed, and Unemployed clients.
– High School/GED clients were able to be hired quicker than those with a 4-Year Degree or Post-Graduate Degree.

In order the 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 including the client's rank, employment status, disability, education level, gender, race, age group, service branch, location, and RUCA type. On average, it took HHUSA clients approximately 22.10 (σ = 13.95) weeks in order to find work. The median number of weeks was 19. Because the model is a GLM, additional exploration was performed in order to investigate the distribution of weeks until hire. A histogram was produced, showing that the data is positively skewed.
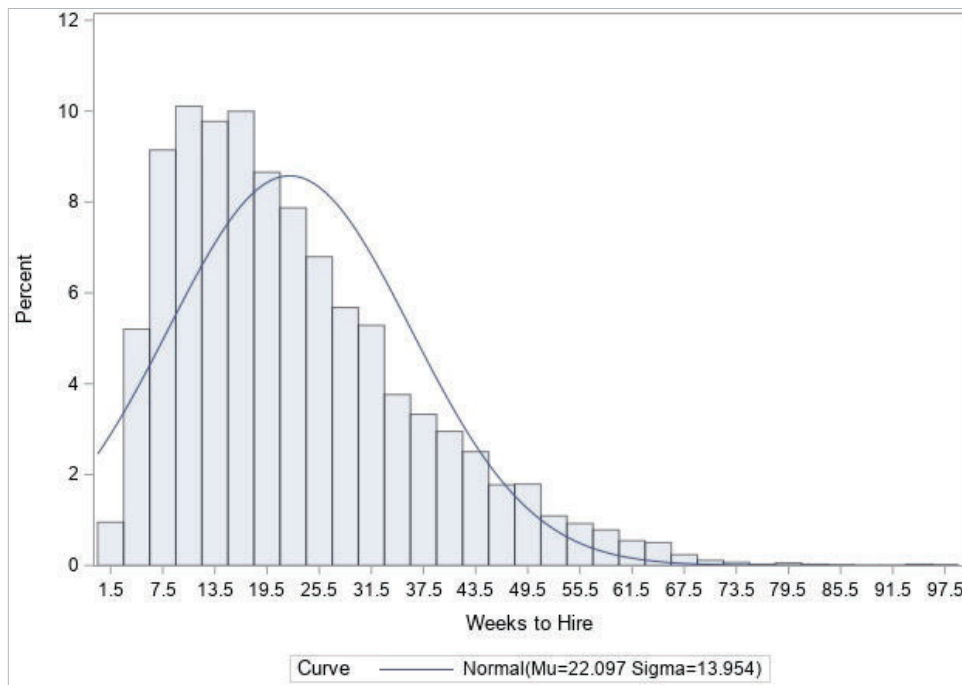
Figure 1. Distribution of Weeks to Hire.

In order to reshape the data to make it more normal, a log transformation was applied to the dependent variable. The resulting distribution of data had a mean value of 2.88 (σ = 0.71) and a median of 3.00 log weeks to hire. While this transformation of the data did not resolve the skewness of the data, it helped make it more normally distributed than before. A figure displaying the transformed distribution can be seen below.
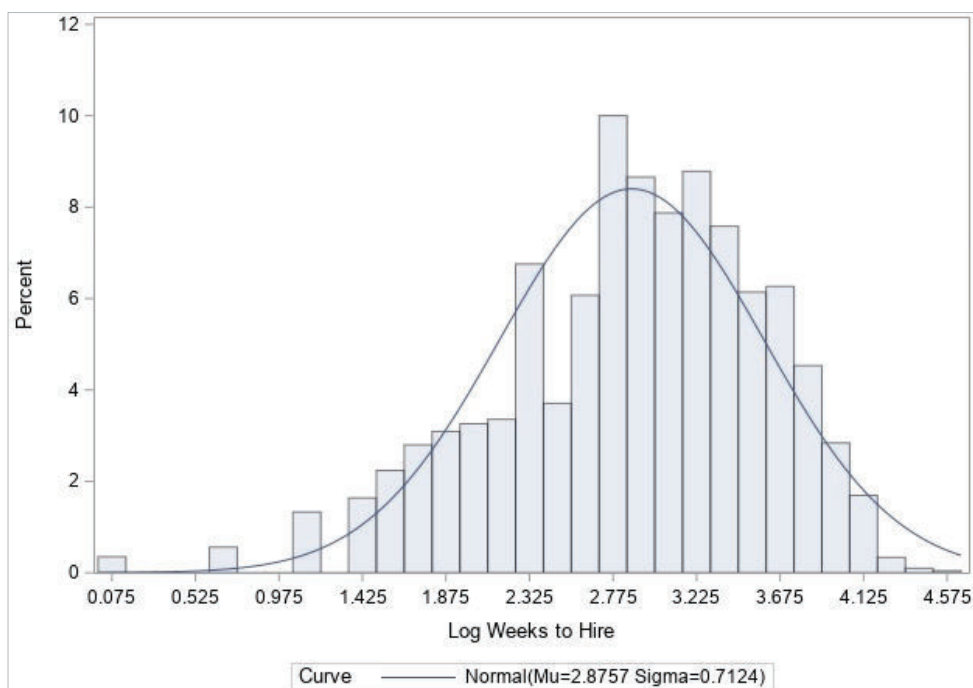
Figure 2. Distribution of Log Weeks to Hire.

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The overall results of the modeling showed that there were significant differences in the explanatory variables used in the model (df = 46, F = 8.53, p < 0.01). The amount of variance explained by the demographic variables was $R^2 = 0.12$. Of the predictor variables in the model, there were significant differences in Employment Status (df = 7, F = 22.29, p < 0.01), and Education Level (df = 5, F = 5.16, p < 0.01). There were no significant differences observed within Rank (df = 3, F = 1.48, p = 0.22), Age Category (df = 7, F = 1.19, p = 0.30), Disability Status (df = 2, F = 2.68, p = 0.07), Gender (df = 1, F = 2.69, p = 0.10), Race (df = 6, F = 1.13, p = 0.34), Service Branch (df = 4, F = 0.93, p = 0.45), Location (df = 9, F = 1.36, p = 0.20) and RUCA Type (df = 2, F = 2.00, p = 0.14).

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Parameter	Class	Estimate	StdErr	t	Prob
Intercept		2.83	0.08	34.82	<.0001
Rank	Company-Grade Officer	-0.10	0.07	-1.39	0.16
	Field-Grade Officer	-0.12	0.07	-1.78	0.08
	Warrant Officer	-0.13	0.07	-1.90	0.06
	Junior Enlisted	0.00	.	.	.
Age Category	25-29 years	0.07	0.04	1.64	0.10
	30-34 years	0.11	0.05	2.09	0.04
	35-39 years	0.11	0.06	1.90	0.06
	40-44 years	0.10	0.06	1.66	0.10
	45-49 years	0.14	0.07	2.12	0.03
	50 years and over	0.09	0.07	1.33	0.18
	Unknown	0.27	0.13	2.03	0.04
	24 years and younger	0.00	.	.	.
Status	Employed	-0.09	0.05	-1.70	0.09
	Pending Medical Separation	-0.02	0.08	-0.28	0.78
	Student - Not seeking full time employment	0.07	0.12	0.59	0.56
	Temporary/Contract Employee	-0.29	0.10	-2.78	0.01
	Under employed - Insufficient income	-0.27	0.06	-4.51	<.0001
	Unemployed	-0.42	0.04	-11.09	<.0001
	Unknown	-0.70	0.17	-4.09	<.0001
	Active Duty	0.00	.	.	.
Disability Status	Disabled	0.06	0.04	1.71	0.09
	Pending	0.07	0.03	2.05	0.04
	Not Disabled	0.00	.	.	.
Education Level	2 Year Degree (AA, AS, etc.)	0.09	0.05	1.74	0.08
	4 Year Degree (BA, BS, etc.)	0.21	0.04	5.00	<.0001
	Doctorate (PhD, MD, etc.)	0.28	0.15	1.87	0.06
	Post-Graduate Degree (MA, MS, JD, etc.)	0.19	0.05	3.70	0.00
	Unknown	0.11	0.15	0.69	0.49
	High School/GED	0.00	.	.	.
Gender	Female	0.06	0.03	1.64	0.10
	Male	0.00	.	.	.
Race	American Indian or Alaska Native	0.17	0.16	1.03	0.30
	Asian, Native Hawaiian or Other Pacific Islander	0.09	0.06	1.59	0.11
	Black or African American	0.03	0.04	0.80	0.42
	Hispanic or Latino	0.04	0.04	0.95	0.34
	Two or more races	-0.05	0.06	-0.84	0.40
	Unknown	0.10	0.08	1.25	0.21
	White	0.00	.	.	.

Table 15. Modeling Results Predicting the Number of Weeks to Achieve Employment.

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Parameter	Class	Estimate	StdErr	t	Prob
Service Branch	Air Force	-0.06	0.04	-1.53	0.13
	Coast Guard	0.00	0.12	0.03	0.98
	Marines	-0.05	0.04	-1.38	0.17
	Navy	-0.01	0.04	-0.25	0.80
	Army	0.00	.	.	.
Division	East North Central	0.06	0.06	0.99	0.32
	East South Central	-0.02	0.06	-0.33	0.74
	Middle Atlantic	0.12	0.06	2.05	0.04
	Mountain	0.01	0.05	0.22	0.83
	New England	0.07	0.11	0.62	0.53
	Pacific	0.10	0.04	2.43	0.02
	Unknown	-0.22	0.23	-0.95	0.34
	West North Central	0.04	0.07	0.55	0.59
	West South Central	0.07	0.04	1.71	0.09
	South Atlantic	0.00	.	.	.
RUCA Type	Rural	0.04	0.05	0.91	0.36
	Unknown	0.39	0.22	1.78	0.07
	Urban	0.00	.	.	.

Table 15. Modeling Results Predicting the Number of Weeks to Achieve Employment (cont.).

When looking at significant differences in each demographic variable, comparisons were made to reference groups. The reference group for the Employment Status demographic variable were clients in the Active Duty category. When compared to this group, clients that were Temporary/Contract Employees (0.75 weeks), Under employed (0.77 weeks), and Unemployed (0.66 weeks) all found work at significantly faster rates.

Education Level also showed significant differences within groups. Compared to the High School/GED reference group, clients that had a 4-Year Degree (1.24 weeks) or a Post-Graduate Degree (1.21 weeks) took a significantly longer time to find a job.

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:

– HHUSA data for 2020 continues to show that Female clients have a significantly lower chance of achieving a job at a higher salary.

– When looking at Female client data for 2020, their rank is the largest determinant of being able to achieve a high paying job. Officers are 4-to-6 times more likely to achieve a higher paying salary than Junior Enlisted Females.

– Education also played a strong role, where Female clients that had a 4-Year Degree had a 2.39 times higher rate, Post-Graduates with 2.60 times the rate, and Doctorates with 7.89 times the rate as clients with a High School/GED education.

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– In 2020, the job functions that provided the highest chances of a Female HHUSA client achieving a high salary were Analysts and Healthcare positions. The COVID-19 pandemic (as well as government stipends) may have caused a greater demand to fill these roles, allowing workers to be hired at a much higher rate.

A logistic regression model was fit using the 2020 data in order to examine the effects of gender on starting salary. In this model, the event of achieving a high salary (n = 1,457) was set as a target variable, while a client's reported Gender was used as a predictor. In addition, the model controlled for additional covariate demographic variables that included Rank, Age Group, Employment Status, Disability Status, Education Level, Race, Service Branch, Location, and RUCA Type.

The resulting model was able to successfully converge with an R^2 value of 0.15 (Max-rescaled R^2 = 0.29). When controlling for the demographic covariates, it was once again shown that Females have a significantly lower likelihood of reporting being hired with a high salary (x^2 = 42.41, df = 1, $p < 0.01$). The rate at which Female HHUSA clients are able to be hired at a higher salary is only 0.57 times that of their Male counterparts. The results of this model can be found in the following table.

★★★★

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-3.14	0.15	411.69	<.0001
Rank	Company-Grade Officer	1.00	0.10	97.65	<.0001
	Field-Grade Officer	0.93	0.13	52.10	<.0001
	Warrant Officer	1.06	0.15	52.81	<.0001
Age Category	25-29 years	0.65	0.15	19.63	<.0001
	30-34 years	0.58	0.16	13.75	0.00
	35-39 years	0.44	0.17	6.53	0.01
	40-44 years	0.41	0.18	5.49	0.02
	45-49 years	0.57	0.18	9.79	0.00
	50 years and over	0.23	0.18	1.51	0.22
	Unknown	0.20	0.33	0.36	0.55
Employment Status	Employed	-0.57	0.12	22.44	<.0001
	Pending Medical Separation	0.00	0.21	0.00	0.98
	Student - Not seeking full time employment	-1.24	0.40	9.66	0.00
	Temporary/Contract Employee	-0.07	0.23	0.08	0.77
	Under employed - Insufficient income	-0.37	0.16	5.05	0.02
	Unemployed	0.36	0.09	14.78	0.00
	Unknown	0.79	0.45	3.09	0.08
Disability Status	Disabled	0.05	0.09	0.28	0.60
	Pending	0.35	0.08	17.46	<.0001
Education Level	2 Year Degree (AA, AS, etc.)	0.31	0.15	4.59	0.03
	4 Year Degree (BA, BS, etc.)	0.92	0.11	66.10	<.0001
	Doctorate (PhD, MD, etc.)	1.05	0.30	12.68	0.00
	Post-Graduate Degree (MA, MS, JD, etc.)	1.15	0.13	79.65	<.0001
	Unknown	-2.72	0.35	60.99	<.0001
Gender	Female	-0.56	0.09	42.41	<.0001
Race	American Indian or Alaska Native	-0.10	0.40	0.06	0.81
	Asian, Native Hawaiian or Other Pacific Islander	-0.19	0.14	1.79	0.18
	Black or African American	-0.24	0.09	6.75	0.01
	Hispanic or Latino	-0.19	0.11	3.11	0.08
	Two or more races	-0.17	0.14	1.50	0.22
	Unknown	-0.44	0.17	6.39	0.01
Service Branch	Air Force	0.21	0.09	4.78	0.03
	Coast Guard	0.10	0.24	0.18	0.67
	Marines	0.03	0.10	0.11	0.74
Variable	**Class**	**Estimate**	**StdErr**	**ChiSq**	**Prob**
Location	East North Central	-0.27	0.16	2.78	0.10
	East South Central	-0.26	0.16	2.64	0.10
	Middle Atlantic	-0.27	0.15	3.51	0.06
	Mountain	-0.08	0.11	0.50	0.48
	New England	-0.16	0.25	0.45	0.50
	Pacific	0.02	0.09	0.07	0.79
	Unknown	-1.19	0.50	5.66	0.02
	West North Central	-0.34	0.17	3.87	0.05
	West South Central	-0.30	0.10	9.31	0.00
RUCA Type	Rural	-0.04	0.12	0.11	0.74
	Unknown	-0.27	0.47	0.33	0.57

Table 16. Modeling Results Predicting the Likelihood of Reporting a High Salary.

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Additional analyses were conducted in order to further examine what might be influencing a Female HHUSA client's likelihood to achieve high salary employment. This analysis filtered the 2020 data to only include Female clients. This model contained the same covariate demographic variables as the prior one, but also included binary indicators for each job function that the Female client was hired into. A Stepwise variable selection method was used to select significant job functions to include in the model with an entry of α = 0.05 and an exit of α = 0.10.

The model took 4 steps to finish the variable selection process, resulting in a successfully converging model with an R^2 value of 0.15 (Max-rescaled R^2 = 0.35). During the first step, the binary indicator variable for the Analyst job function was entered into the model (x^2 = 84.35, df = 1, p < 0.01). The next job function to be entered was Health Care (x^2 = 58.66, df = 1, p < 0.01). During the third step, the IT – Information Security job function was entered (x^2 = 63.72, df = 1, p < 0.01). The fourth step reevaluated the model and removed the Information Security job function due to it failing to maintain a probability of less than 0.10 when in the presence of the remaining covariates and predictors. The results for the final model can be found in the following table.

★ ★ ★ ★

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-4.00	0.43	85.71	<.0001
Rank	Company-Grade Officer	1.41	0.25	31.19	<.0001
	Field-Grade Officer	1.61	0.34	22.40	<.0001
	Warrant Officer	1.79	0.47	14.30	0.00
Age Category	25-29 years	0.53	0.39	1.81	0.18
	30-34 years	0.17	0.42	0.16	0.69
	35-39 years	0.42	0.45	0.90	0.34
	40-44 years	0.29	0.48	0.38	0.54
	45-49 years	-0.08	0.52	0.02	0.88
	50 years and over	0.27	0.50	0.30	0.58
	Unknown	-0.36	0.89	0.16	0.69
Employment Status	Employed	-0.21	0.30	0.50	0.48
	Pending Medical Separation	0.31	0.48	0.44	0.51
	Student - Not seeking full time employment	-1.67	1.11	2.26	0.13
	Temporary/Contract Employee	0.44	0.48	0.84	0.36
	Under employed - Insufficient income	-0.30	0.42	0.51	0.48
	Unemployed	0.31	0.25	1.47	0.23
	Unknown	1.05	1.20	0.76	0.38
Disability Status	Disabled	-0.13	0.23	0.31	0.58
	Pending	0.12	0.22	0.28	0.59
Education Level	2 Year Degree (AA, AS, etc.)	0.40	0.43	0.84	0.36
	4 Year Degree (BA, BS, etc.)	0.87	0.33	7.04	0.01
	Doctorate (PhD, MD, etc.)	2.07	0.60	11.72	0.00
	Post-Graduate Degree (MA, MS, JD, etc.)	0.95	0.37	6.77	0.01
	Unknown	-1.54	0.56	7.44	0.01
Race	Asian, Native Hawaiian or Other Pacific Islander	-0.51	0.42	1.53	0.22
	Black or African American	-0.08	0.22	0.14	0.71
	Hispanic or Latino	0.04	0.29	0.02	0.90
	Two or more races	-0.35	0.36	0.95	0.33
	Unknown	-0.60	0.48	1.57	0.21
Service Branch	Air Force	0.07	0.24	0.10	0.75
	Coast Guard	0.26	0.68	0.15	0.70
	Marines	0.09	0.34	0.07	0.79
	Navy	0.39	0.22	3.12	0.08
Location	East North Central	0.17	0.45	0.15	0.70
	East South Central	-0.23	0.42	0.31	0.58
	Middle Atlantic	0.31	0.38	0.65	0.42
	Mountain	0.20	0.29	0.49	0.48
	Pacific	-0.04	0.25	0.03	0.87
	Unknown	-2.09	1.41	2.19	0.14
	West North Central	-0.39	0.52	0.57	0.45
	West South Central	-0.98	0.30	10.34	0.00
RUCA Type	Rural	0.08	0.34	0.06	0.81
	Unknown	0.31	1.43	0.05	0.83
Analyst		4.39	0.62	50.11	<.0001
Health Care		2.37	0.34	47.47	<.0001

Table 17. Modeling Results Predicting a Female HHUSA Client Achieving a High Salary using Hired Job Functions.

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When reviewing the covariates for this model, a Female client's Rank has the largest impact on their likelihood of getting a high salary job ($x^2 = 38.53$, df = 3, $p < 0.01$). All of the officer ranks have a much higher rate of reporting a high salary when compared to Junior Enlisted. Company-Grade Officers had 4.08 times likelihood, Field-Grade Officers a 4.98 times likelihood, and Warrant Officers with a 5.96 times higher likelihood.

The next highest significant demographic variable for female clients achieving a high salary is their Education Level. When compared to Female clients with a High School/GED education, those with a 4-Year Degree were 2.39 times more likely to have a high salary, Post-Graduates had 2.60 times the likelihood, and Doctorates had a 7.89 times higher chance.

The final demographic variable to have an impact on Female clients being hired at a high salary was Location. From the analysis, it showed that Female HHUSA clients in the West South Central Location reported a significantly lower rate of being hired at a high salary ($x^2 = 10.34$, $p < 0.01$). Females from this division only had 0.38 times the likelihood of getting a high salary job when compared to a Female client from the South Atlantic.

The two job functions that were significant enough to enter and stay in the model included the Analyst and Healthcare positions. Female clients in the Analyst job function were about 80.66 times more likely to achieve a higher salary job ($x^2 = 4.39$, df = 1, $p < 0.01$). Female clients that were able to get hired in a job related to Healthcare experienced a rate 10.73 times more likely to have a high paying salary when compared to those outside the field ($x^2 = 2.37$, df = 1, $p < 0.01$). When compared to prior year, this is a much lower amount of jobs that paid well. Part of this could be due to the COVID-19 pandemic, where the traditional labor force was interrupted. The supply of workers in the Healthcare and Analyst job functions could have had trouble meeting the market demand, thus allowing for higher salaries. Another reason for these two standing out could be that they may have received government stipends to help fill the demand for these needed positions.

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

KEY TAKEAWAYS:

– The demographic indicator that showed the largest influence on a client's success in the HHUSA program for the 2020 cohort was Education Level. Clients with 2-year, 4-year, and Post-Graduate degrees all had much easier time finding employment when compared to those with just a High School/GED education.

– Employment Status also played a roll. Unemployed clients had higher rates of success when compared to Active Duty clients; however, Students reported a significantly lower rate of success. This is most likely due to Student clients just riding out the COVID pandemic in their college/university program rather than trying to find work.

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- There was a trend that younger clients experienced higher rates of success in the HHUSA program than older clients. This may be due to possible conflicts with family commitments or difficulties due to the COVID-19 pandemic.
- Clients located in the Mountain division had a significantly higher rate of success when compared to the baseline South Atlantic clients. As mentioned earlier in the report, there seems to be a development/hiring boom in this area.
- Each officer rank outperformed Junior Enlisted clients in rates to successfully find employment.

A logistic regression model was used to determine what demographic indicators show a propensity for success in the HHUSA program. Of the 11,627 records with sufficient information required for modeling, 2,859 (24.59%) were able successfully find work. The demographic indicators used in the model include the client's Rank, Age Category, Employment Status, Disability Status, Education Level, Gender, Race, Service Branch, Location, and RUCA Type.

The resulting model successfully converged and had an $R^2 = 0.15$ (Max-rescaled $R^2 = 0.23$). There were significant differences in the overall model ($x^2 = 1945.42$, df = 46, $p < 0.01$). Of the demographic input variables used to build the model, there were significant differences within Rank ($x^2 = 13.87$, df = 3, $p < 0.01$), Age Category ($x^2 = 46.26$, df = 7, $p < 0.01$), Employment Status ($x^2 = 253.98$, df = 7, $p < 0.01$), Disability Status ($x^2 = 24.96$, df = 2, $p < 0.01$), Education Level ($x^2 = 307.13$, df = 5, $p < 0.01$), Gender ($x^2 = 19.36$, df = 1, $p < 0.01$), and Location ($x^2 = 35.15$, df = 9, $p < 0.01$). There were no significant differences in a client's Race ($x^2 = 6.18$, df = 6, $p = 0.40$), Service Branch ($x^2 = 1.19$, df = 4, $p = 0.88$), or RUCA Type ($x^2 = 0.83$, df = 2, $p = 0.66$).

The following table contains the results from the model.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.08	0.09	147.22	<.0001
Rank	Company-Grade Officer	0.28	0.08	11.18	0.00
	Field-Grade Officer	0.26	0.11	5.93	0.01
	Warrant Officer	0.29	0.12	5.63	0.02
Age Category	25-29 years	0.12	0.08	2.47	0.12
	30-34 years	-0.15	0.09	2.83	0.09
	35-39 years	-0.30	0.10	8.03	0.00
	40-44 years	-0.27	0.11	5.77	0.02
	45-49 years	-0.21	0.12	3.06	0.08
	50 years and over	-0.54	0.12	20.79	<.0001
	Unknown	-0.37	0.23	2.67	0.10
Employment Status	Employed	-0.68	0.09	58.41	<.0001
	Pending Medical Separation	0.02	0.15	0.02	0.89
	Student - Not seeking full time employment	-0.91	0.20	20.27	<.0001
	Temporary/Contract Employee	-0.25	0.17	2.10	0.15
	Under employed - Insufficient income	0.14	0.10	1.89	0.17
	Unemployed	0.45	0.07	43.98	<.0001
	Unknown	1.24	0.31	16.56	<.0001
Disability Status	Disabled	0.10	0.06	2.56	0.11
	Pending	0.31	0.06	24.96	<.0001
Education Level	2 Year Degree (AA, AS, etc.)	0.18	0.09	4.30	0.04
	4 Year Degree (BA, BS, etc.)	0.43	0.07	32.84	<.0001
	Doctorate (PhD, MD, etc.)	0.33	0.26	1.62	0.20
	Post-Graduate Degree (MA, MS, JD, etc.)	0.53	0.09	31.69	<.0001
	Unknown	-3.46	0.23	234.76	<.0001
Gender	Female	-0.26	0.06	19.36	<.0001
Race	American Indian or Alaska Native	-0.14	0.28	0.24	0.62
	Asian, Native Hawaiian or Other Pacific Islander	-0.05	0.11	0.19	0.67
	Black or African American	-0.03	0.07	0.17	0.68
	Hispanic or Latino	0.01	0.07	0.02	0.89
	Two or more races	-0.13	0.10	1.70	0.19
	Unknown	-0.27	0.13	4.37	0.04
Service Branch	Air Force	0.01	0.07	0.01	0.93
	Coast Guard	-0.01	0.21	0.00	0.97
	Marines	-0.02	0.07	0.05	0.83
	Navy	0.07	0.07	0.96	0.33
Division	East North Central	-0.18	0.11	2.63	0.10
	East South Central	0.05	0.11	0.18	0.67
	Middle Atlantic	-0.21	0.11	3.70	0.05
	Mountain	0.19	0.08	4.93	0.03
	New England	-0.43	0.20	4.88	0.03
	Pacific	-0.10	0.07	2.03	0.15
	Unknown	-1.16	0.36	10.18	0.00
	West North Central	0.08	0.12	0.50	0.48
	West South Central	-0.14	0.07	3.72	0.05
RUCA Type	Rural	-0.02	0.09	0.08	0.78
	Unknown	-0.31	0.35	0.76	0.38

Table 18. Modeling Results Predicting HHUSA Program Success.

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The largest significant difference observed in HHUSA program success rate was due to the client's Education Level. When compared to a baseline High School/GED education, clients with additional education had much higher levels of success. Clients with 2-Year Degrees ($x^2 = 4.30$, $p = 0.04$) were able to achieve jobs at a rate of 1.20 times that of High School/GED educations. When a client reported a 4-Year Degree ($x^2 = 32.84$, $p < 0.01$), the rate increased to 1.54 times more likely. Post-Graduate clients ($x^2 = 31.69$, $p < 0.01$) also showed an increased rate of 1.69 times more likely to have success in the HHUSA program than those with just a High School/GED. The next demographic indicator to have a large influence of a client's success rate is their Employment Status. Those that were Unemployed ($x^2 = 43.98$, $p < 0.01$) had chances 1.58 times higher than clients that were in the Active Duty category. Another significant difference was seen in clients that were Students – Not seeking full time employment. This category had significantly lower success at being hired ($x^2 = 20.27$, $p = 0.04$), with a rate only 0.40 times that of an Active Duty client.

The next demographic variable to show significant differences in success rate is the Age Category. When compared to the 24-years and younger group, there were observed significant differences in the 35-39 years ($x^2 = 8.03$, $p < 0.01$), 40-44 years ($x^2 = 5.77$, $p = 0.02$), and 50-years and over ($x^2 = 20.79$, $p < 0.01$) categories. When controlling for all other demographic variables, a trend forms that the older a client is, the less likely they will have success with the HHUSA program. Those in the 35-39 year category only had a success rate of 0.74 times that of the 24-years or younger group. A similar result was found in those 40-44 years old, only seeing success 0.76 times that of the baseline. The rate of success drops to 0.58 times when the category includes those 50-years and older. Possible reasons for this may be due to family commitments, unwillingness to relocate, or possible difficulties finding work due to the COVID-19 pandemic.

Location also played a roll in how well a client experienced success in achieving employment through the HHUSA program. Clients located in the Mountain division had a significantly higher chance at finding a job ($x^2 = 4.93$, $p = 0.03$) when compared to clients in the South Atlantic group. This equates to a success rate 1.20 times higher than the baseline and may be due to a hiring boom that is taking place in that region. Clients in the New England division showed a significantly lower rate of success ($x^2 = 4.88$, $p < 0.01$), which was only 0.65 times the rate as clients located in the South Atlantic.

There were significant differences in success reported within Disability Status categories. This was mainly observed with clients with a Pending Disability Status ($x^2 = 24.96$, $p < 0.01$). When compared to those that were Not Disabled, Pending Disability Status clients reported a success rate 1.36 times higher. There were not significant differences found between Not Disabled clients and Disabled clients ($x^2 = 2.56$, $p = 0.11$).

The final demographic category where significant differences in success rate occurred was within the client's Rank category. Junior Enlisted clients had significantly lower rates of success when compared to each officer rank. Company-Grade Officers ($x^2 = 11.18$, $p < 0.01$) reported rates 1.32 times higher than Junior Enlisted clients.

Field-Grade Officers (x^2 = 5.93, p = 0.02) had similar results, with chances to be successfully hired 1.29 times higher than Junior Enlisted clients. Finally, Warrant Officers (x^2 = 5.63, p = 0.02) achieved employment at a rate of 1.34 times that their Junior Enlisted peers.

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

KEY TAKEAWAYS:

- The Underemployed population seemed to have higher proportions of clients that were Junior Enlisted and Disabled when compared to clients that are not Underemployed.
- The results of a model seem to be inconclusive. The only significant difference observed occurred in the Education Level category, between Unknown and High School/GED educations. A larger sample-size might be required in order to find other differences within the demographic groups.

Frequency analysis was conducted to determine the demographic profile of clients that listed Underemployed as their Employment Status. Similar to the previous year, the 2020 data appeared to show a large proportion of Underemployed clients with a Rank of Junior Enlisted. When comparing Age Categories, there are slightly higher percentages of Underemployed clients in both the 30-34 years and 35-39 years old groups. Also similar to prior year, a much larger proportion of Underemployed clients list their Disability Status as Disabled.

The following table includes the proportions of categorical groups of the Underemployed HHUSA clients compared to the Non-Underemployed.

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Variable	Class	Not Underemployed	Underemployed
Rank	Company-Grade Officer	20.39%	9.39%
	Field-Grade Officer	22.97%	7.17%
	Junior Enlisted	48.31%	82.08%
	Warrant Officer	8.33%	1.36%
Age Category	24 years and younger	29.36%	15.33%
	25-29 years	24.22%	22.62%
	30-34 years	11.16%	21.01%
	35-39 years	6.89%	14.96%
	40-44 years	12.06%	8.28%
	45-49 years	9.30%	6.06%
	50 years and over	5.87%	10.14%
	Unknown	1.14%	1.61%
Disability Status	Disabled	2.56%	34.98%
	Not Disabled	45.82%	56.24%
	Pending	51.62%	8.78%
Education Level	2 Year Degree (AA, AS, etc.)	5.35%	10.51%
	4 Year Degree (BA, BS, etc.)	21.73%	23.11%
	Doctorate (PhD, MD, etc.)	0.67%	0.87%
	High School/GED	32.05%	30.90%
	Post-Graduate Degree (MA, MS, JD, etc.)	24.96%	12.73%
	Unknown	15.24%	21.88%
Gender	Female	19.17%	24.60%
	Male	80.41%	74.29%
	Unknown	40.22%	1.11%
Race	American Indian or Alaska Native	0.72%	1.24%
	Asian, Native Hawaiian or Other Pacific Islander	5.37%	3.71%
	Black or African American	16.83%	17.68%
	Hispanic or Latino	13.70%	13.47%
	Two or more races	5.79%	7.79%
	Unknown	3.65%	3.96%
	White	53.93%	52.16%
Service Branch	Air Force	12.85%	14.34%
	Army	54.43%	52.90%
	Coast Guard	1.72%	0.99%
	Marines	14.17%	15.95%
	Navy	16.83%	15.82%
Location	East North Central	3.31%	9.15%
	East South Central	4.82%	3.96%
	Middle Atlantic	3.53%	9.02%
	Mountain	9.08%	12.36%
	New England	1.19%	2.47%
	Pacific	16.96%	15.33%
	South Atlantic	36.97%	30.16%
	West North Central	7.51%	3.58%
	West South Central	16.63%	13.97%
RUCA Type	Rural	11.49%	10.01%
	Unknown	0.22%	0.25%
	Urban	88.29%	89.74%

Table 19. Categorical Proportions for Underemployed Against Not Underemployed HHUSA Clients.

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A logistic regression model was created to further investigate the success rate of just the Underemployed population. The demographic indicator variables were used as predictors in the model. These variables included Rank, Age Category, Disability Status, Education Level, Gender, Race, Service Branch, Location, and RUCA Type. There was a total of 800 records with sufficient data for modeling, with 191 (23.88%) reporting being successfully hired. The resulting model successfully converged with a R^2 value of 0.13 (Max-rescaled R^2 = 0.19). The following table contains the results of the model.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-0.75	0.33	5.19	0.02
Rank	Company-Grade Officer	0.06	0.33	0.03	0.85
	Field-Grade Officer	0.63	0.40	2.52	0.11
	Warrant Officer	-0.07	0.74	0.01	0.93
Age Category	25-29 years	0.03	0.31	0.01	0.92
	30-34 years	-0.17	0.33	0.27	0.60
	35-39 years	-0.13	0.36	0.12	0.72
	40-44 years	0.23	0.40	0.35	0.56
	45-49 years	-0.53	0.47	1.24	0.27
	50 years and over	-0.61	0.42	2.05	0.15
	Unknown	-0.48	0.87	0.30	0.58
Disability Status	Disabled	0.06	0.20	0.08	0.78
	Pending	0.31	0.30	1.07	0.30
Education Level	2 Year Degree (AA, AS, etc.)	0.11	0.30	0.13	0.72
	4 Year Degree (BA, BS, etc.)	0.27	0.25	1.14	0.29
	Doctorate (PhD, MD, etc.)	0.28	0.92	0.09	0.76
	Post-Graduate Degree (MA, MS, JD, etc.)	0.09	0.34	0.07	0.80
	Unknown	-3.05	0.61	24.77	<.0001
Gender	Female	0.00	0.21	0.00	0.99
Race	American Indian or Alaska Native	0.13	0.78	0.03	0.87
	Asian, Native Hawaiian or Other Pacific Islander	0.84	0.46	3.37	0.07
	Black or African American	-0.36	0.26	1.90	0.17
	Hispanic or Latino	0.09	0.27	0.10	0.75
	Two or more races	-0.34	0.37	0.89	0.35
	Unknown	-0.05	0.53	0.01	0.93
Service Branch	Air Force	-0.15	0.28	0.28	0.60
	Coast Guard	0.04	0.93	0.00	0.96
	Marines	-0.22	0.28	0.65	0.42
	Navy	0.15	0.25	0.35	0.56
Location	East North Central	-0.49	0.36	1.80	0.18
	East South Central	-0.11	0.49	0.05	0.82
	Middle Atlantic	-0.06	0.33	0.04	0.85
	Mountain	-0.26	0.31	0.74	0.39
	New England	-1.13	0.70	2.61	0.11
	Pacific	-0.06	0.28	0.05	0.82
	West North Central	-0.22	0.51	0.19	0.66
	West South Central	-0.41	0.30	1.82	0.18
RUCA Type	Rural	0.46	0.31	2.15	0.14
	Unknown	-12.67	624.00	0.00	0.98

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The overall model showed that there were observed significant differences between groups ($x^2 = 109.77$, df = 38, $p < 0.01$). When investigating where the differences occurred, the only demographic indicator that showed significant differences within groups existed in the Education Level category ($x^2 = 28.94$, df = 5, $p < 0.01$). Of the Underemployed clients, those with an Unknown Education Level ($x^2 = 24.77$, $p < 0.01$) achieved success at a significantly lower rate (0.05 times) than Underemployed clients with a High School/GED education.

When compared to other models created in this report, the Underemployed population tends to have a low sample size (n = 800). This low n-size may have prevented the study from finding significant differences that existed within the large number of categorical groups.

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:

– A larger proportion of National Guard/Reserve and Veterans are at the Junior Enlisted Rank.

– Veterans also tend to have a much higher proportion listed as Disabled Disability Status.

– National Guard/Reserve members tend to be from the Army branch of the Military.

– While there were no observed significant differences in National Guard/Reserves and Veteran status, Veterans were borderline. Statistics showed that Veterans were hired into jobs at a rate of 0.81 times lower than the baseline HHUSA client.

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 observed in the 2020 data is that there is a higher proportion of National Guard/Reserve and Veterans that have reported a Rank of Junior Enlisted. There is also a larger proportion of them in the 50 years and older category when compared to clients that are Active Duty. A large proportion of Veterans have an Employment Status of Unemployed (40.03%) when compared to both Active Duty (3.38%) and National Guard/Reserves (22.95%). Another large difference exists in the Disability Status, where 11.30% of National Guard/Reserves and 37.71% of Veterans reported being Disabled, while only 4.01% of Active Duty clients had this status. Another observed difference can be found in the listed Service Branch. Approximately 71.77% of National Guard/Reserves clients come from the Army branch compared to only 41.38% of Active Duty clients and 39.48% of Veterans. The final observed difference is that the Veterans/Reserves/National Guards appear to come from a wider variety of locations than the Active Duty clients.

A table with the frequency comparisons has been included.

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Variable	Class	Active Duty	National Guard/Reserve	Veteran or Separated
Rank	Company-Grade Officer	7.96%	9.16%	5.19%
	Field-Grade Officer	8.16%	8.03%	4.72%
	Junior Enlisted	19.30%	32.02%	36.89%
	Warrant Officer	3.16%	1.96%	0.90%
Age Category	24 years and younger	15.83%	18.28%	6.08%
	25-29 years	20.78%	21.25%	14.90%
	30-34 years	11.83%	18.06%	15.93%
	35-39 years	17.60%	13.13%	12.89%
	40-44 years	17.94%	11.82%	9.58%
	45-49 years	7.65%	7.81%	7.60%
	50 years and over	2.85%	8.68%	10.55%
	Unknown	5.53%	0.96%	22.48%
Employment Status	Active Duty	84.89%	34.86%	2.28%
	Employed	0.76%	25.09%	24.72%
	Pending Medical Separation	5.58%	2.23%	0.19%
	Student - Not seeking full time employment	0.35%	3.14%	3.35%
	Temporary/Contract Employee	0.12%	3.01%	3.05%
	Underemployed - Insufficient income	0.24%	8.38%	8.06%
	Unemployed	3.38%	22.95%	40.03%
	Unknown	4.70%	0.35%	17.78%
Disability Status	Disabled	4.01%	11.30%	37.71%
	Not Disabled	40.18%	66.32%	5.19%
	Pending	55.81%	22.38%	7.10%
Education Level	2 Year Degree (AA, AS, etc.)	14.01%	10.73%	10.45%
	4 Year Degree (BA, BS, etc.)	22.52%	26.18%	22.60%
	Doctorate (PhD, MD, etc.)	0.51%	0.74%	1.13%
	High School/GED	33.60%	26.88%	35.03%
	Post-Graduate Degree (MA, MS, JD, etc.)	15.16%	14.92%	12.74%
	Unknown	14.21%	20.55%	28.04%
Gender	Female	18.39%	23.74%	18.80%
	Male	76.73%	75.39%	64.28%
	Unknown	4.89%	0.87%	16.92%
Race	American Indian or Alaska Native	0.72%	0.83%	0.80%
	Asian, Native Hawaiian or Other Pacific Islander	5.05%	7.11%	3.55%
	Black or African American	19.04%	20.20%	15.91%
	Hispanic or Latino	12.90%	14.18%	10.94%
	Two or more races	5.73%	6.15%	5.63%
	Unknown	8.29%	3.88%	24.61%
	White	48.26%	47.64%	38.56%

Table 20. Frequencies of Veterans, Reserves, National Guard, and Active Duty Clients.

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Variable	Class	Active Duty	National Guard/Reserve	Veteran or Separated
Service Branch	Air Force	18.14%	16.10%	13.54%
	Army	41.38%	71.77%	39.48%
	Coast Guard	1.42%	0.57%	1.12%
	Marines	11.94%	4.32%	13.94%
	Navy	22.78%	6.24%	17.05%
Location	East North Central	2.94%	7.81%	5.65%
	East South Central	4.46%	5.24%	4.36%
	Middle Atlantic	3.29%	8.64%	5.87%
	Mountain	8.68%	11.30%	8.91%
	New England	1.10%	2.53%	1.80%
	Pacific	18.03%	12.04%	13.94%
	South Atlantic	37.15%	30.19%	28.46%
	West North Central	5.47%	5.93%	3.07%
	West South Central	15.82%	14.27%	15.34%
RUCA Type	Rural	9.49%	10.38%	8.03%
	Unknown	3.28%	1.53%	4.75%
	Urban	87.23%	88.09%	87.22%

Table 20. Frequencies of Veterans, Reserves, National Guard, and Active Duty Clients (cont.).

Successful outcomes were further analyzed using statistical modeling. A logistic regression model was used to predict whether a client successfully was hired into a new job. Covariates were entered into the model to control for Rank, Age Category, Employment Status, Disability Status, Education Level, Gender, Race, Service Branch, Location, and RUCA Type. A categorical predictor variable was used in order to investigate differences between clients that have been listed as National Guard/ Reserves or military Veterans.

Of the 11,486 records with sufficient data for inclusion in the analysis, 2,840 (24.73%) of them were reported as being successfully hired using the HHUSA program. The model successfully converged, providing a R^2 of 0.15 and a Max-rescaled R^2 of 0.23. There were significant differences observed between groups in the model (x^2 = 1908.18, df = 47, $p < 0.01$). The results of the predictive model can be found in the following table.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.07	0.09	139.27	<.0001
Rank	Company-Grade Officer	0.26	0.08	9.35	0.00
	Field-Grade Officer	0.23	0.11	4.60	0.03
	Warrant Officer	0.26	0.13	4.18	0.04
Age Category	25-29 years	0.13	0.08	2.96	0.09
	30-34 years	-0.14	0.09	2.23	0.14
	35-39 years	-0.27	0.11	6.52	0.01
	40-44 years	-0.24	0.11	4.59	0.03
	45-49 years	-0.18	0.12	2.28	0.13
	50 years and over	-0.52	0.12	17.84	<.0001
	Unknown	-0.35	0.23	2.33	0.13
Employment Status	Employed	-0.51	0.12	16.98	<.0001
	Pending Medical Separation	0.00	0.15	0.00	0.98
	Student - Not seeking full time employment	-0.78	0.22	12.36	0.00
	Temporary/Contract Employee	-0.08	0.19	0.17	0.68
	Under employed - Insufficient income	0.30	0.14	4.83	0.03
	Unemployed	0.61	0.11	30.65	<.0001
	Unknown	1.40	0.32	19.23	<.0001
Disability Status	Disabled	0.12	0.07	3.33	0.07
	Pending	0.30	0.06	23.05	<.0001
Education Level	2 Year Degree (AA, AS, etc.)	0.18	0.09	4.13	0.04
	4 Year Degree (BA, BS, etc.)	0.43	0.08	33.27	<.0001
	Doctorate (PhD, MD, etc.)	0.37	0.26	2.03	0.15
	Post-Graduate Degree (MA, MS, JD, etc.)	0.53	0.09	32.01	<.0001
	Unknown	-3.44	0.23	231.87	<.0001
Gender	Female	-0.26	0.06	18.93	<.0001
Race	Asian, Native Hawaiian or Other Pacific Islander	-0.05	0.11	0.20	0.65
	Black or African American	-0.03	0.07	0.18	0.67
	Hispanic or Latino	0.01	0.07	0.02	0.89
	Two or more races	-0.13	0.10	1.72	0.19
	Unknown	-0.26	0.13	4.03	0.04
Service Branch	Air Force	0.02	0.07	0.04	0.83
	Coast Guard	-0.01	0.21	0.00	0.97
	Marines	-0.01	0.07	0.03	0.86
	Navy	0.08	0.07	1.24	0.27
Location	East North Central	-0.18	0.11	2.62	0.11
	East South Central	0.04	0.11	0.14	0.70
	Middle Atlantic	-0.21	0.11	3.72	0.05
	Mountain	0.19	0.08	5.05	0.02
	New England	-0.43	0.20	4.81	0.03
	Pacific	-0.10	0.07	1.91	0.17
	Unknown	-1.19	0.38	9.53	0.00
	West North Central	0.07	0.12	0.35	0.55
	West South Central	-0.14	0.07	3.66	0.06
RUCA Type	Rural	-0.02	0.09	0.04	0.85
	Unknown	-0.29	0.37	0.62	0.43
Veteran/NatGuard/Reserve	National Guard or Reserves Military Member	-0.15	0.11	1.96	0.16
	Veteran or Separated Military Member	-0.22	0.12	3.47	0.06

Table 21. Predictive Modeling for Differences in Hiring Rates for Veteran and National Guard/Reserves.

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When controlling for demographic variables, there were no observed significant differences at an α = 0.05 level in hiring rates when comparing National Guard/ Reserves and Veterans to the rest of the HHUSA clients. Veterans are borderline significant (x^2 = 3.47, p = 0.06), showing a lower success rate that is approximately 0.81 times that of the baseline HHUSA client.

This analysis was repeated, but this time only looking at the Female clients. This provided a total of 2,598 records with sufficient modeling data, where 553 (21.29%) reported success in the HHUSA program. Once again, the model successfully converged with a R^2 of 0.13 and a Max-rescaled R^2 of 0.21. There were significant differences within categorical groups in the model (x^2 = 375.75, df = 46, p < 0.01), but there were no significant differences for Female National Guard/Reserve (x^2 = 0.44, p = 0.51) or Veteran (x^2 = 0.40, p = 0.52) members. The following table contains the modeling results.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.45	0.21	47.19	<.0001
Rank	Company-Grade Officer	0.37	0.17	4.79	0.03
	Field-Grade Officer	0.50	0.25	4.14	0.04
	Warrant Officer	0.55	0.38	2.05	0.15
Age Category	25-29 years	-0.07	0.17	0.15	0.70
	30-34 years	-0.21	0.20	1.18	0.28
	35-39 years	-0.28	0.23	1.51	0.22
	40-44 years	-0.53	0.26	4.11	0.04
	45-49 years	-0.53	0.29	3.44	0.06
	50 years and over	-0.53	0.28	3.60	0.06
	Unknown	-0.50	0.45	1.25	0.26
Employment Status	Employed	-0.22	0.27	0.69	0.41
	Pending Medical Separation	-0.25	0.29	0.72	0.39
	Student - Not seeking full time employment	-0.45	0.44	1.03	0.31
	Temporary/Contract Employee	0.59	0.38	2.47	0.12
	Under employed - Insufficient income	0.63	0.29	4.78	0.03
	Unemployed	0.78	0.24	10.32	0.00
	Unknown	1.55	0.69	5.01	0.03
Disability Status	Disabled	-0.10	0.14	0.48	0.49
	Pending	0.29	0.14	4.39	0.04
Education Level	2 Year Degree (AA, AS, etc.)	0.35	0.19	3.53	0.06
	4 Year Degree (BA, BS, etc.)	0.48	0.16	8.77	0.00
	Doctorate (PhD, MD, etc.)	1.22	0.46	6.95	0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	0.43	0.20	4.56	0.03
	Unknown	-3.14	0.43	53.66	<.0001
Gender	Asian, Native Hawaiian or Other Pacific Islander	0.15	0.23	0.47	0.50
Race	Black or African American	0.17	0.13	1.62	0.20
	Hispanic or Latino	-0.06	0.17	0.11	0.74
	Two or more races	-0.09	0.21	0.20	0.66
	Unknown	-0.32	0.29	1.17	0.28
	Air Force	-0.22	0.15	2.01	0.16
Service Branch	Coast Guard	0.09	0.51	0.03	0.86
	Marines	0.07	0.20	0.12	0.73
	Navy	0.08	0.14	0.36	0.55

Table 22. Predictive Modeling for Differences in Hiring Rates for Female Veteran and National Guard/Reserves.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Location	East North Central	-0.04	0.28	0.02	0.88
	East South Central	0.06	0.25	0.06	0.80
	Middle Atlantic	0.09	0.24	0.14	0.70
	Mountain	0.23	0.19	1.43	0.23
	New England	-0.30	0.44	0.47	0.49
	Pacific	-0.06	0.16	0.16	0.69
	Unknown	-2.17	1.37	2.50	0.11
	West North Central	0.43	0.28	2.33	0.13
	West South Central	-0.22	0.16	1.91	0.17
RUCA Type	Rural	-0.07	0.20	0.11	0.74
	Unknown	0.86	1.30	0.44	0.51
Veteran/NatGuard/Reserve	National Guard or Reserves Military Member	-0.16	0.24	0.44	0.51
	Veteran or Separated Military Member	-0.16	0.25	0.40	0.52

Table 22. Predictive Modeling for Differences in Hiring Rates for Female Veteran and National Guard/Reserves (cont.).

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:

– When compared to those that were Not Disabled, Pending Disability Status clients reported a success rate 1.36 times higher. There were not significant differences found between Not Disabled clients and Disabled clients (x^2 = 2.56, p = 0.11).

The results from the model come from an earlier one that predicted success rates in HHUSA clients. Please see Page 82 in the report.

For our 2020 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

– The majority of HHUSA Clients had a service rank between E-1 and E-9.
– For Age Category, most of HHUSA Clients were 34-years old and younger.
– A large majority of HHUSA Clients registered before their military separation date.
– Service Ranks 0-1 through 0-10 seemed to be willing to travel the furthest when accepting a new job.

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Summary reports were created to explore the 2020 HHUSA client data based on the Service Rank category. First, comparisons against their Ranks were investigated. The following are a series of tables that have been included that displays frequencies of the Service Rank by each demographic indicator variable.

Service Rank	N	Company Officer	Field Officer	Junior Enlisted	Warrant Officer
E-1	76	15.15%	3.03%	75.76%	6.06%
E-2	255	8.99%	20.22%	66.29%	4.49%
E-3	1387	14.34%	11.89%	71.51%	2.26%
E-4	6717	13.15%	13.20%	68.42%	5.23%
E-5	5795	14.04%	13.39%	68.02%	4.54%
E-6	3481	14.16%	13.61%	67.98%	4.25%
E-7	3275	14.61%	13.56%	67.21%	4.63%
E-8	1545	13.88%	14.06%	68.86%	3.20%
E-9	653	17.62%	13.52%	64.34%	4.51%
O-1	86	6.25%	6.25%	81.25%	6.25%
O-2	350	17.21%	14.75%	65.57%	2.46%
O-3	1495	14.31%	12.16%	69.05%	4.47%
O-4	766	13.72%	10.47%	72.56%	3.25%
O-5	743	14.39%	16.67%	66.29%	2.65%
O-6	358	15.79%	14.29%	68.42%	1.50%
O-7	5	0.00%	0.00%	100.00%	0.00%
O-10	3	0.00%	0.00%	0.00%	100.00%
W-1	24	0.00%	25.00%	75.00%	0.00%
W-2	115	17.74%	11.29%	67.74%	3.23%
W-3	235	13.64%	12.50%	71.59%	2.27%
W-4	158	8.77%	8.77%	71.93%	10.53%
W-5	39	30.00%	10.00%	60.00%	0.00%
	4788	14.20%	13.93%	67.63%	4.24%

Table 23. Frequencies of HHUSA Client Service Ranks.

Service Rank	N	≤ 24	25-29	30-34	35-39	40-44	45-49	≥ 50	Unknown
E-1	76	21%	15%	39%	21%	0%	0%	3%	0%
E-2	255	30%	18%	11%	7%	13%	9%	7%	4%
E-3	1387	23%	24%	19%	8%	10%	6%	6%	4%
E-4	6717	20%	24%	18%	10%	10%	7%	9%	4%
E-5	5795	21%	23%	16%	12%	9%	7%	8%	4%
E-6	3481	21%	22%	17%	12%	9%	7%	8%	4%
E-7	3275	20%	24%	18%	10%	10%	6%	9%	3%
E-8	1545	20%	21%	20%	9%	10%	8%	8%	4%
E-9	653	24%	23%	15%	7%	9%	9%	11%	2%
O-1	86	16%	22%	25%	13%	0%	16%	9%	0%
O-2	350	17%	32%	9%	13%	7%	7%	9%	6%
O-3	1495	20%	25%	17%	9%	11%	8%	8%	3%
O-4	766	25%	22%	18%	11%	9%	5%	7%	3%
O-5	743	20%	22%	17%	11%	8%	7%	10%	5%
O-6	358	26%	24%	14%	8%	7%	12%	5%	5%
O-7	5	100%	0%	0%	0%	0%	0%	0%	0%
O-10	3	0%	0%	0%	0%	0%	0%	100%	0%
W-1	24	25%	25%	0%	25%	0%	25%	0%	0%
W-2	115	21%	29%	13%	10%	10%	5%	10%	3%
W-3	235	22%	23%	16%	16%	8%	7%	6%	3%
W-4	158	19%	32%	7%	12%	5%	14%	9%	2%
W-5	39	50%	20%	10%	0%	0%	20%	0%	0%
	4788	22%	24%	15%	10%	8%	8%	9%	4%

Table 24. Frequencies of HHUSA Client Service Ranks by Age Categories.

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Service Rank	N	Active Duty	Employed	Pending Separation	Student	Temp/Contract	Underemployed	Unemployed
E-1	76	33.33%	15.15%	9.09%	0.00%	0.00%	3.03%	39.39%
E-2	255	39.33%	19.10%	3.37%	2.25%	1.12%	8.99%	25.84%
E-3	1387	34.72%	18.49%	3.58%	3.40%	2.64%	6.42%	30.75%
E-4	6717	36.80%	18.71%	2.28%	2.90%	2.74%	6.93%	29.63%
E-5	5795	37.87%	18.31%	2.72%	2.72%	2.06%	7.07%	29.26%
E-6	3481	35.72%	18.65%	2.91%	2.68%	3.07%	7.00%	29.98%
E-7	3275	37.26%	20.29%	2.19%	2.27%	1.62%	6.66%	29.71%
E-8	1545	34.70%	18.15%	1.07%	3.38%	1.42%	6.58%	34.70%
E-9	653	37.70%	13.93%	2.46%	1.23%	1.64%	8.61%	34.43%
O-1	86	25.00%	18.75%	3.13%	3.13%	0.00%	12.50%	37.50%
O-2	350	32.79%	18.85%	1.64%	7.38%	4.10%	5.74%	29.51%
O-3	1495	36.14%	20.04%	2.33%	3.22%	2.15%	7.87%	28.26%
O-4	766	33.21%	19.86%	0.72%	3.97%	1.44%	8.66%	32.13%
O-5	743	37.88%	21.21%	0.76%	2.27%	3.03%	6.82%	28.03%
O-6	358	38.35%	12.78%	1.50%	4.51%	3.76%	6.02%	33.08%
O-7	5	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
O-10	3	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
W-1	24	25.00%	25.00%	0.00%	25.00%	0.00%	25.00%	0.00%
W-2	115	32.26%	25.81%	4.84%	6.45%	1.61%	6.45%	22.58%
W-3	235	31.82%	20.45%	0.00%	4.55%	1.14%	11.36%	30.68%
W-4	158	33.33%	17.54%	5.26%	0.00%	3.51%	5.26%	35.09%
W-5	39	40.00%	10.00%	0.00%	0.00%	0.00%	0.00%	50.00%
	4788	36.68%	17.77%	2.15%	2.42%	2.69%	7.60%	30.69%

Table 25. Frequencies of HHUSA Client Service Ranks by Employment Status.

Service Rank	N	2-Year	4-Year	Doctorate	HS/GED	Post-Grad
E-1	76	9.09%	30.30%	0.00%	27.27%	15.15%
E-2	255	6.74%	19.10%	1.12%	30.34%	21.35%
E-3	1387	8.87%	20.94%	0.94%	32.26%	17.17%
E-4	6717	9.38%	21.37%	0.87%	29.59%	16.64%
E-5	5795	8.01%	22.24%	0.66%	31.69%	17.18%
E-6	3481	8.10%	20.22%	0.55%	30.68%	18.49%
E-7	3275	6.09%	21.92%	0.49%	32.71%	18.18%
E-8	1545	9.61%	17.79%	1.07%	30.43%	19.93%
E-9	653	8.20%	22.13%	1.23%	28.28%	21.72%
O-1	86	21.88%	15.63%	0.00%	34.38%	15.63%
O-2	350	8.20%	18.85%	0.00%	29.51%	18.03%
O-3	1495	7.69%	22.72%	1.07%	31.84%	16.28%
O-4	766	9.03%	22.38%	0.72%	32.49%	13.00%
O-5	743	6.44%	20.83%	1.14%	30.30%	22.35%
O-6	358	9.02%	21.05%	0.00%	28.57%	19.55%
O-7	5	0.00%	0.00%	0.00%	100.00%	0.00%
O-10	3	0.00%	100.00%	0.00%	0.00%	0.00%
W-1	24	0.00%	25.00%	0.00%	25.00%	25.00%
W-2	115	3.23%	16.13%	1.61%	29.03%	19.35%
W-3	235	9.09%	21.59%	0.00%	26.14%	12.50%
W-4	158	7.02%	28.07%	1.75%	31.58%	12.28%
W-5	39	0.00%	30.00%	0.00%	40.00%	10.00%
	4788	7.27%	22.48%	0.67%	31.43%	17.36%

Table 26. Frequencies of HHUSA Client Service Ranks by Education Level.

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Service Rank	N	Disabled	Pending	Not Disabled
E-1	76	27.27%	24.24%	48.48%
E-2	255	26.97%	26.97%	46.07%
E-3	1387	27.17%	23.21%	49.62%
E-4	6717	23.94%	26.06%	50.00%
E-5	5795	22.89%	26.26%	50.84%
E-6	3481	23.29%	22.66%	54.05%
E-7	3275	24.11%	26.46%	49.43%
E-8	1545	26.33%	21.71%	51.96%
E-9	653	22.54%	24.59%	52.87%
O-1	86	37.50%	12.50%	50.00%
O-2	350	25.41%	26.23%	48.36%
O-3	1495	23.26%	27.01%	49.73%
O-4	766	20.22%	24.19%	55.60%
O-5	743	24.24%	28.41%	47.35%
O-6	358	18.05%	27.07%	54.89%
O-7	5	100.00%	0.00%	0.00%
O-10	3	0.00%	100.00%	0.00%
W-1	24	25.00%	25.00%	50.00%
W-2	115	14.52%	14.52%	70.97%
W-3	235	27.27%	12.50%	60.23%
W-4	158	26.32%	29.82%	43.86%
W-5	39	20.00%	40.00%	40.00%
	4788	23.82%	25.57%	50.61%

Table 27. Frequencies of HHUSA Client Service Ranks by Disability Status.

Service Rank	N	Female	Male	Unknown
E-1	76	27.27%	72.73%	0.00%
E-2	255	21.35%	78.65%	0.00%
E-3	1387	23.58%	75.85%	0.57%
E-4	6717	23.73%	75.44%	0.83%
E-5	5795	21.16%	78.23%	0.61%
E-6	3481	21.16%	78.60%	0.24%
E-7	3275	22.89%	76.46%	0.65%
E-8	1545	23.84%	75.98%	0.18%
E-9	653	29.10%	70.49%	0.41%
O-1	86	21.88%	78.13%	0.00%
O-2	350	23.77%	75.41%	0.82%
O-3	1495	23.26%	75.85%	0.89%
O-4	766	20.94%	78.34%	0.72%
O-5	743	21.21%	78.79%	0.00%
O-6	358	21.05%	78.20%	0.75%
O-7	5	0.00%	100.00%	0.00%
O-10	3	0.00%	100.00%	0.00%
W-1	24	25.00%	75.00%	0.00%
W-2	115	11.29%	87.10%	1.61%
W-3	235	30.68%	69.32%	0.00%
W-4	158	14.04%	84.21%	1.75%
W-5	39	30.00%	70.00%	0.00%
	4788	23.35%	75.98%	0.67%

Table 28. Frequencies of HHUSA Client Service Ranks by Gender.

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Service Rank	N	American Indian or Alaska Native	Asian or Pacific Islander	Black or African American	Hispanic or Latino	Two or More	Unknown	White
E-1	76	0.00%	9.09%	21.21%	24.24%	3.03%	0.00%	42.42%
E-2	255	0.00%	2.25%	14.61%	20.22%	1.12%	4.49%	57.30%
E-3	1387	0.94%	6.98%	19.43%	14.34%	5.28%	5.28%	47.74%
E-4	6717	0.66%	5.10%	19.05%	12.66%	7.72%	6.80%	48.01%
E-5	5795	0.94%	4.96%	19.05%	13.16%	6.60%	6.74%	48.55%
E-6	3481	1.10%	4.88%	16.44%	14.40%	7.40%	6.53%	49.25%
E-7	3275	1.06%	4.95%	19.07%	12.74%	6.49%	5.60%	50.08%
E-8	1545	1.07%	6.05%	17.97%	13.35%	5.52%	5.52%	50.53%
E-9	653	0.41%	4.92%	20.08%	15.16%	4.10%	6.15%	49.18%
O-1	86	0.00%	6.25%	15.63%	18.75%	6.25%	6.25%	46.88%
O-2	350	0.82%	7.38%	11.48%	11.48%	4.92%	7.38%	56.56%
O-3	1495	0.72%	5.90%	16.82%	13.77%	6.08%	6.26%	50.45%
O-4	766	1.81%	4.69%	18.05%	16.97%	5.05%	5.78%	47.65%
O-5	743	0.76%	4.17%	15.53%	11.36%	7.58%	6.82%	53.79%
O-6	358	0.00%	6.02%	12.78%	17.29%	8.27%	6.77%	48.87%
O-7	5	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
O-10	3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
W-1	24	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	75.00%
W-2	115	0.00%	1.61%	14.52%	12.90%	8.06%	4.84%	58.06%
W-3	235	1.14%	4.55%	21.59%	22.73%	10.23%	4.55%	35.23%
W-4	158	0.00%	12.28%	8.77%	8.77%	8.77%	7.02%	54.39%
W-5	39	0.00%	10.00%	0.00%	30.00%	10.00%	0.00%	50.00%
	4788	0.40%	5.05%	19.45%	14.40%	5.92%	5.32%	49.46%

Table 29. Frequencies of HHUSA Client Service Ranks by Race.

Service Rank	N	Air Force	Army	Coast Guard	Marines	Navy
E-1	76	12.12%	39.39%	3.03%	24.24%	21.21%
E-2	255	14.61%	43.82%	1.12%	21.35%	19.10%
E-3	1387	12.08%	55.47%	0.75%	15.66%	16.04%
E-4	6717	14.02%	54.73%	1.16%	14.27%	15.73%
E-5	5795	12.64%	54.07%	0.94%	15.03%	17.32%
E-6	3481	12.35%	53.82%	2.05%	14.71%	17.07%
E-7	3275	14.69%	55.28%	1.22%	13.88%	14.94%
E-8	1545	14.06%	51.60%	1.25%	16.19%	16.90%
E-9	653	12.70%	58.20%	1.23%	14.34%	13.52%
O-1	86	21.88%	28.13%	3.13%	28.13%	18.75%
O-2	350	15.57%	52.46%	3.28%	13.93%	14.75%
O-3	1495	14.31%	50.63%	0.89%	16.28%	17.89%
O-4	766	11.19%	51.62%	1.81%	18.77%	16.61%
O-5	743	14.02%	50.76%	1.14%	16.29%	17.80%
O-6	358	12.78%	54.89%	0.00%	15.79%	16.54%
O-7	5	0.00%	0.00%	0.00%	100.00%	0.00%
O-10	3	0.00%	100.00%	0.00%	0.00%	0.00%
W-1	24	25.00%	25.00%	0.00%	0.00%	50.00%
W-2	115	17.74%	50.00%	1.61%	16.13%	14.52%
W-3	235	18.18%	55.68%	0.00%	17.05%	9.09%
W-4	158	12.28%	63.16%	1.75%	10.53%	12.28%
W-5	39	0.00%	80.00%	0.00%	10.00%	10.00%
	4788	12.31%	54.98%	1.28%	14.47%	16.96%

Table 30. Frequencies of HHUSA Client Service Ranks by Military Branch.

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Service Rank	N	East North Central	East South Central	Middle Atlantic	Mountain	New England	Pacific	South Atlantic	Unknown	West North Central	West South Central
E-1	76	6.06%	6.06%	0.00%	15.15%	3.03%	12.12%	33.33%	3.03%	3.03%	18.18%
E-2	255	2.25%	6.74%	2.25%	14.61%	1.12%	21.35%	16.85%	6.74%	6.74%	21.35%
E-3	1387	5.09%	5.09%	6.79%	9.25%	1.32%	16.98%	31.13%	4.15%	4.53%	15.66%
E-4	6717	6.31%	4.81%	6.02%	9.54%	2.03%	14.90%	30.91%	4.44%	4.81%	16.22%
E-5	5795	5.62%	4.31%	5.95%	9.60%	1.50%	16.15%	32.21%	3.98%	5.10%	15.59%
E-6	3481	6.53%	3.54%	6.14%	9.52%	1.34%	14.87%	31.24%	4.80%	6.06%	15.97%
E-7	3275	5.84%	4.55%	5.76%	9.66%	1.22%	15.26%	31.49%	3.81%	4.79%	17.61%
E-8	1545	5.16%	4.98%	6.23%	10.14%	2.31%	16.01%	34.16%	3.74%	4.45%	12.81%
E-9	653	2.87%	3.69%	6.56%	12.30%	2.46%	15.57%	29.92%	4.51%	3.69%	18.44%
O-1	86	6.25%	9.38%	9.38%	9.38%	3.13%	21.88%	12.50%	0.00%	12.50%	15.63%
O-2	350	5.74%	5.74%	4.92%	4.92%	0.82%	13.93%	35.25%	5.74%	7.38%	15.57%
O-3	1495	6.08%	6.80%	5.72%	10.38%	1.97%	17.17%	28.26%	3.58%	4.47%	15.56%
O-4	766	4.33%	4.33%	4.33%	13.72%	2.89%	14.08%	31.77%	2.53%	5.78%	16.25%
O-5	743	4.92%	4.17%	5.68%	11.36%	0.76%	14.77%	34.47%	4.17%	4.55%	15.15%
O-6	358	7.52%	3.76%	3.76%	6.77%	0.75%	21.05%	30.08%	8.27%	1.50%	16.54%
O-7	5	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
O-10	3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
W-1	24	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	0.00%	25.00%
W-2	115	11.29%	6.45%	1.61%	9.68%	0.00%	19.35%	32.26%	4.84%	4.84%	9.68%
W-3	235	2.27%	3.41%	6.82%	14.77%	1.14%	13.64%	37.50%	0.00%	4.55%	15.91%
W-4	158	12.28%	5.26%	5.26%	10.53%	0.00%	17.54%	26.32%	1.75%	5.26%	15.79%
W-5	39	0.00%	0.00%	10.00%	20.00%	0.00%	30.00%	20.00%	0.00%	0.00%	20.00%
	4788	4.91%	4.98%	6.59%	9.35%	2.62%	15.81%	31.97%	3.57%	4.71%	15.48%

Table 31. Frequencies of HHUSA Client Service Ranks by Location.

Service Rank	N	Rural	Unknown	Urban
E-1	76	9.09%	3.03%	87.88%
E-2	255	14.61%	2.25%	83.15%
E-3	1387	9.81%	2.26%	87.92%
E-4	6717	9.88%	1.83%	88.30%
E-5	5795	9.60%	1.54%	88.86%
E-6	3481	9.83%	1.57%	88.59%
E-7	3275	9.66%	1.70%	88.64%
E-8	1545	10.50%	0.71%	88.79%
E-9	653	6.97%	2.46%	90.57%
O-1	86	21.88%	0.00%	78.13%
O-2	350	11.48%	2.46%	86.07%
O-3	1495	10.02%	1.79%	88.19%
O-4	766	11.91%	0.72%	87.36%
O-5	743	9.47%	1.14%	89.39%
O-6	358	4.51%	4.51%	90.98%
O-7	5	0.00%	0.00%	100.00%
O-10	3	0.00%	0.00%	100.00%
W-1	24	25.00%	25.00%	50.00%
W-2	115	6.45%	1.61%	91.94%
W-3	235	10.23%	0.00%	89.77%
W-4	158	10.53%	1.75%	87.72%
W-5	39	10.00%	0.00%	90.00%
	4788	8.95%	1.14%	89.91%

Table 32. Frequencies of HHUSA Client Service Ranks by RUCA Type.

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Service Rank	Count	Early Registration	Hired	High Salary	New State	Migration Distance
E-1	76	18.42%	21.05%	2.63%	27.27%	331.01
E-2	255	36.47%	15.69%	3.14%	8.57%	73.94
E-3	1387	29.49%	19.25%	3.32%	14.34%	138.50
E-4	6717	37.38%	21.45%	5.76%	21.99%	239.69
E-5	5795	44.12%	22.05%	7.87%	26.63%	294.31
E-6	3481	56.54%	22.06%	11.69%	28.50%	318.25
E-7	3275	68.92%	22.69%	15.85%	26.54%	296.35
E-8	1545	74.37%	22.01%	18.96%	29.41%	307.91
E-9	653	74.58%	25.73%	22.82%	27.57%	296.95
O-1	86	62.79%	22.09%	10.47%	23.53%	608.81
O-2	350	0.00%	21.43%	18.57%	39.78%	430.46
O-3	1495	62.29%	25.02%	24.75%	33.03%	339.83
O-4	766	59.46%	21.80%	24.02%	28.97%	360.44
O-5	743	58.36%	22.75%	26.11%	29.35%	214.62
O-6	358	63.93%	23.46%	21.79%	24.42%	253.62
O-7	5	67.32%	40.00%	60.00%	33.33%	9.50
O-10	3	20.00%	0.00%	0.00%	.	.
W-1	24	62.50%	16.67%	8.33%	25.00%	215.03
W-2	115	66.96%	23.48%	26.09%	28.95%	416.94
W-3	235	73.62%	20.43%	19.15%	22.22%	264.95
W-4	158	79.11%	27.22%	24.05%	30.23%	221.10
W-5	39	84.62%	28.21%	23.08%	20.00%	300.87
	4788	0.33%	17.84%	4.64%	18.82%	200.67

Table 33. Frequencies of HHUSA Client Service Ranks by Program Outcomes.

Figures were also created to visualize the success metrics between the service ranks.
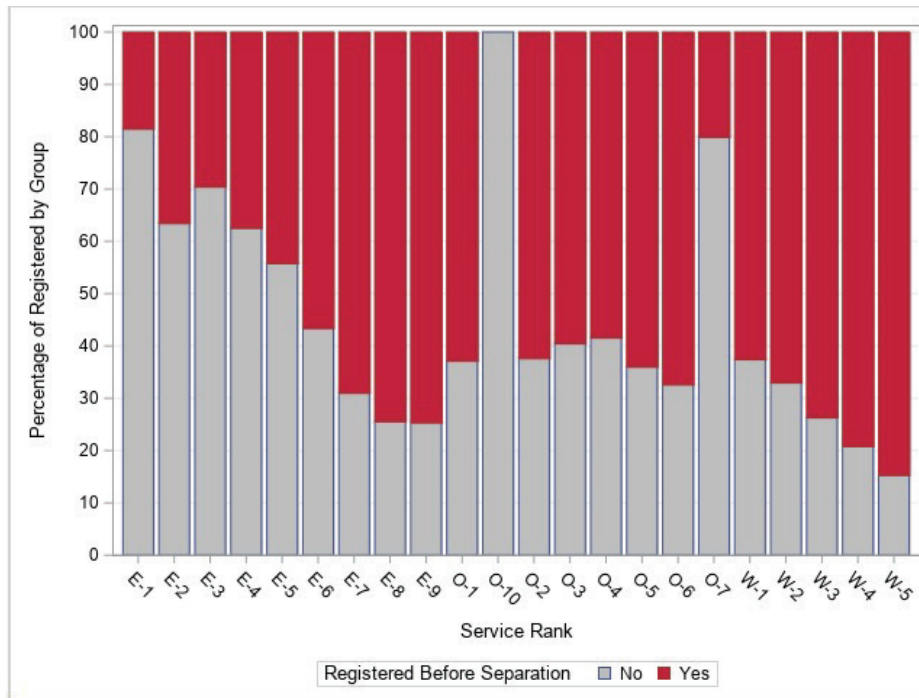
Figure 3. Percentage of HHUSA Clients Registered Before Separation Date by Service Rank.

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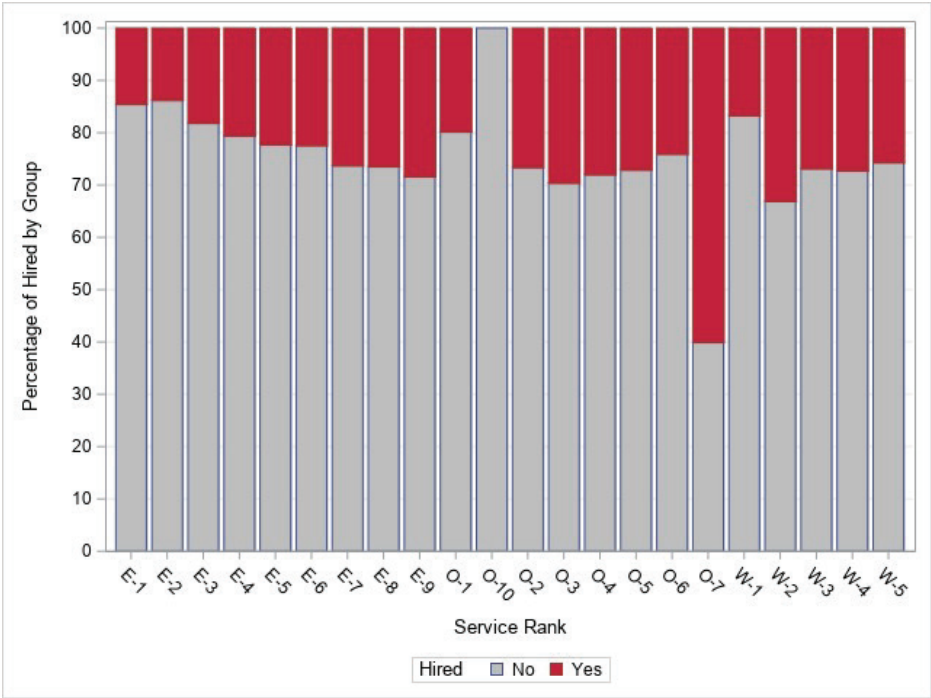
Figure 4. Percentage of HHUSA Clients Hired by Service Rank.
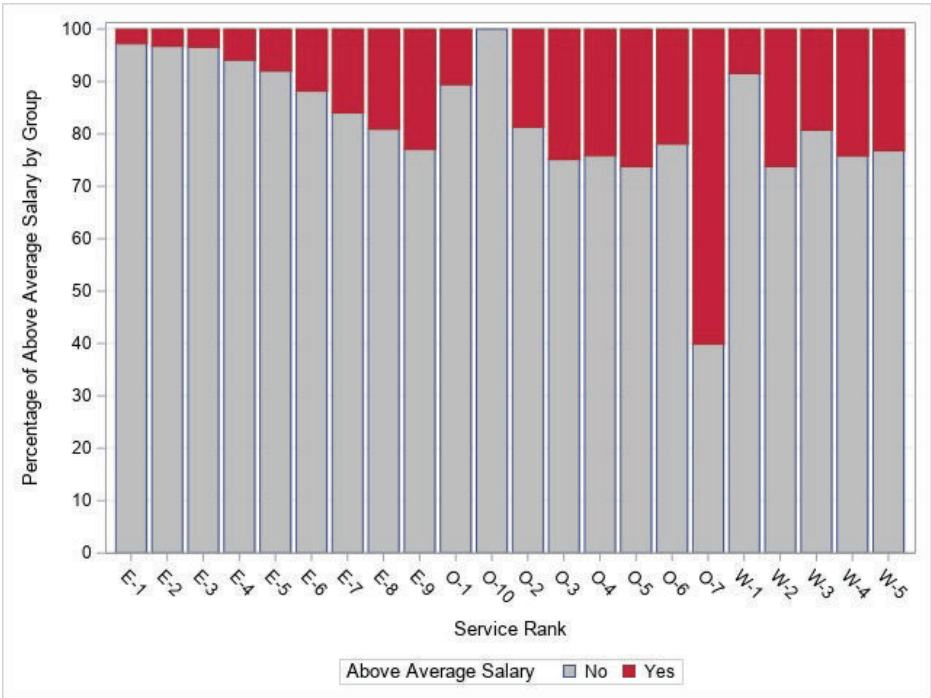
Figure 5. Percentage of HHUSA Clients Hired at an Above Average Salary by Service Rank.

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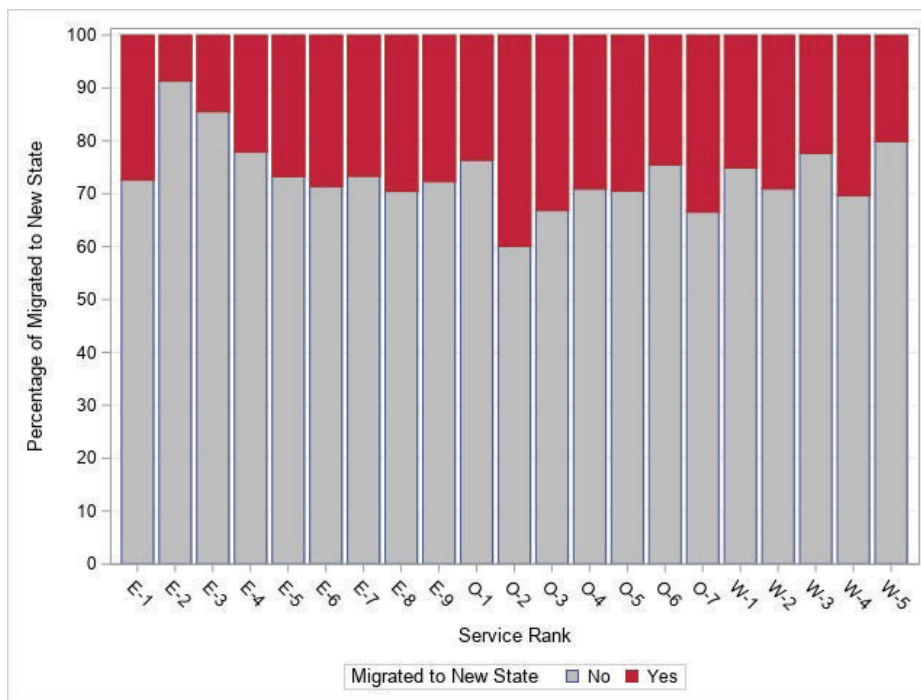
Figure 6. Percentage of HHUSA Clients that Migrated to a New State.

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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:

– There were strong correlations between Resume Created and Assessment services. Other HHUSA services that had very high correlations of completion rate included Value Proposition and Interviewing, Linkedin Review and Interviewing.

– The strong correlations for HHUSA clients that were successfully hired included Resume Creation and Assessment (97%), Value Proposition and Interviewing (82%), Value Proposition and LinkedIn Review (58%), and Interviewing and LinkedIn Review (61%).

–

HHUSA services were analyzed by creating a correlation matrix based on clients that completed each of the services. These correlations can have values between -1.00 and 1.00 and have been color coded as follows:

- Red: -0.19 to 0.19
- Yellow: -0.49 to -0.20; 0.20 to 0.49
- Green: -0.99 to -0.50; 0.50 to 0.99

Red colors display a weak correlation, yellow moderate, and green strong. A correlation matrix of HHUSA services offered in 2020 can be seen below.

	Resume Created	Assessment	Resume Tailored	Value Proposition	Interviewing	LinkedIn Review	Mentoring	Job Matching	Federal Resume	Training	Webinar	Virtual Workshop
Resume Created	1.00	0.96	0.02	0.59	0.56	0.50	0.17	0.11	0.11	0.08	0.13	0.16
Assessment	0.96	1.00	0.02	0.59	0.56	0.51	0.16	0.11	0.11	0.08	0.13	0.16
Resume Tailored	0.02	0.02	1.00	-0.01	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.01
Value Proposition	0.59	0.59	-0.01	1.00	0.89	0.72	0.06	0.06	0.07	0.06	0.06	0.10
Interviewing	0.56	0.56	0.00	0.89	1.00	0.74	0.06	0.06	0.07	0.07	0.06	0.09
LinkedIn Review	0.50	0.51	0.00	0.72	0.74	1.00	0.06	0.04	0.06	0.05	0.05	0.09
Mentoring	0.17	0.16	0.00	0.06	0.06	0.06	1.00	0.07	0.09	0.12	0.10	0.09
Job Matching and Sourcing	0.11	0.11	0.00	0.06	0.06	0.04	0.07	1.00	0.02	0.01	0.03	0.04
Federal Resume Review	0.11	0.11	0.01	0.07	0.07	0.06	0.09	0.02	1.00	0.04	0.03	0.06
Training	0.08	0.08	0.00	0.06	0.07	0.05	0.12	0.01	0.04	1.00	0.04	0.03
Webinar	0.13	0.13	0.01	0.06	0.06	0.05	0.10	0.03	0.03	0.04	1.00	0.26
Virtual Workshop	0.16	0.16	0.01	0.10	0.09	0.09	0.09	0.04	0.06	0.03	0.26	1.00

Table 37. Correlation Matrix of Clients Completion of HHUSA Services.

Based on the results, there appear to be a strong correlation in HHUSA clients that completed Resume Created and Assessment (96%) services. Those that completed their resume also had strong correlations in completing Value Proposition (59%) and Interviewing (56%) services. There were also strong correlations in those completing Value Proposition services and Assessment (59%), Interviewing (56%), and LinkedIn Review (51%) services. Completion of Interviewing services also were likely to complete Value Proposition (89%) and LinkedIn Review (74%) services.

There were some mild correlations observed in clients that completed Resume Completion and LinkedIn Review (50%). In addition, there was also a mild correlation

between clients that completed Webinar and Virtual Workshop services (26%). Further analysis was conducted in order to investigate differences in services used by a client's ability to achieve employment. The following matrices contain the results.

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	Resume Created	Assessment	Resume Tailored	Value Proposition	Interviewing	LinkedIn Review	Mentoring	Job Matching and Sourcing	Federal Resume	Training	Webinar	Virtual Workshop
Resume Created	1.00	0.97	0.00	0.18	0.16	0.14	0.04	0.03	0.02	0.02	0.00	0.01
Assessment	0.97	1.00	0.00	0.17	0.16	0.14	0.04	0.03	0.02	0.02	0.00	0.01
Resume Tailored	0.00	0.00	1.00	-0.02	0.01	-0.01	-0.01	0.00	0.00	0.00	0.01	-0.01
Value Proposition	0.18	0.17	-0.02	1.00	0.82	0.58	-0.02	-0.02	0.01	0.02	-0.02	0.01
Interviewing	0.16	0.16	0.01	0.82	1.00	0.61	-0.02	-0.01	0.00	0.03	-0.02	0.00
LinkedIn Review	0.14	0.14	-0.01	0.58	0.61	1.00	-0.02	-0.02	0.00	0.01	-0.03	0.00
Mentoring	0.04	0.04	-0.01	-0.02	-0.02	-0.02	1.00	0.03	0.07	0.07	0.11	0.08
Job Matching and Sourcing	0.03	0.03	0.00	-0.02	-0.01	-0.02	0.03	1.00	0.00	0.00	0.03	0.03
Federal Resume Review	0.02	0.02	0.00	0.01	0.00	0.00	0.07	0.00	1.00	0.05	0.01	0.05
Training	0.02	0.02	0.00	0.02	0.03	0.01	0.07	0.00	0.05	1.00	0.03	0.02
Webinar	0.00	0.00	0.01	-0.02	-0.02	-0.03	0.11	0.03	0.01	0.03	1.00	0.27
Virtual Workshop	0.01	0.01	-0.01	0.01	0.00	0.00	0.08	0.03	0.05	0.02	0.27	1.00

Table 38. Correlation Matrix of Successfully Hired Clients Completion of HHUSA Services.

This analysis was completed once again, but this time investigating clients that remained active in the HHUSA program.

	Resume Created	Assessment	Resume Tailored	Value Proposition	Interviewing	LinkedIn Review	Mentoring	Job Matching and Sourcing	Federal Resume Review	Training	Webinar	Virtual Workshop
Resume Created	1.00	0.99	0.03	0.62	0.59	0.53	0.18	0.12	0.12	0.09	0.15	0.18
Assessment	0.99	1.00	0.03	0.61	0.59	0.53	0.18	0.12	0.11	0.09	0.15	0.18
Resume Tailored	0.03	0.03	1.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.01
Value Proposition	0.62	0.61	0.00	1.00	0.89	0.71	0.08	0.06	0.08	0.07	0.07	0.11
Interviewing	0.59	0.59	0.00	0.89	1.00	0.73	0.08	0.06	0.07	0.08	0.08	0.11
LinkedIn Review	0.53	0.53	0.00	0.71	0.73	1.00	0.08	0.04	0.06	0.06	0.07	0.10
Mentoring	0.18	0.18	0.00	0.08	0.08	0.08	1.00	0.06	0.10	0.12	0.10	0.09
Job Matching and Sourcing	0.12	0.12	0.00	0.06	0.06	0.04	0.06	1.00	0.02	0.01	0.03	0.04
Federal Resume Review	0.12	0.11	0.01	0.08	0.07	0.06	0.10	0.02	1.00	0.04	0.03	0.07
Training	0.09	0.09	0.00	0.07	0.08	0.06	0.12	0.01	0.04	1.00	0.05	0.03
Webinar	0.15	0.15	0.01	0.07	0.08	0.07	0.10	0.03	0.03	0.05	1.00	0.26
Virtual Workshop	0.18	0.18	0.01	0.11	0.11	0.10	0.09	0.04	0.07	0.03	0.26	1.00

Table 39. Correlation Matrix of Active Clients Completion of HHUSA Services.

Clients that stayed active in the HHUSA program tended to have similar service completion behavior as previous groups. There were strong correlations observed between Resume Created and Assessment (99%), Value Proposition (62%), Interviewing (59%), and LinkedIn Review (53%). Clients that completed Assessment services also showed high completion rates with Value Proposition (61%), Interviewing (59%), and LinkedIn Review (53%). Value Proposition completion had a very strong correlation with Interviewing (89%) and LinkedIn Review (71%). Finally, Interviewing was also strongly correlated with completing the LinkedIn Review service (73%). There remained a mild correlation for Webinar and Virtual Workshop service completion (26%).

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.

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

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KEY TAKEAWAYS

- Clients located in non-Continental United States locations tend to have to travel long distances when migrating to a new job.

- States with clients willing to travel also included Vermont and North Dakota.

- The states with clients that had the lowest distance traveled while migrating include Arkansas, Wyoming, Delaware, Maine, and Indiana.

Average migration distances were calculated for each of the different Job Seeker Classifications for HHUSA clients. A table containing these values can be found below.

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Full name of state/territory	Active Duty Military Member	National Guard or Reserves Military Member	Veteran or Separated Military Member	Total Average
Alabama	190.15	35.43	81.81	126.98
Alaska	902.27	1123.13	7.85	794.85
Arizona	355.05	182.90	302.44	326.09
Arkansas	13.08	3.00	49.10	27.48
California	511.62	118.97	145.38	335.09
Colorado	290.24	306.97	193.22	241.27
Connecticut	174.43	194.97	115.82	131.04
Delaware	29.78	0.00	146.86	71.50
District of Columbia	82.10	0.00	777.90	228.96
Florida	350.55	260.22	216.60	281.64
Georgia	316.59	96.50	140.62	208.12
Hawaii	2053.63	2420.98	1036.68	1538.79
Idaho	696.42	89.91	79.44	178.02
Illinois	398.07	22.20	125.83	204.04
Indiana	73.54	5.96	109.00	78.60
Iowa	268.85	1.95	7.65	126.74
Kansas	368.21	398.49	141.30	346.25
Kentucky	271.57	351.47	158.73	230.63
Louisiana	380.79	790.78	245.53	349.87
Maine	6.20	.	123.33	73.13
Maryland	156.09	50.22	179.32	173.01
Massachusetts	297.27	10.10	91.57	270.96
Michigan	255.70	8.20	262.44	259.31
Minnesota	157.51	23.50	67.43	105.42
Mississippi	348.00	50.75	353.83	267.09
Missouri	298.96	512.95	174.71	249.03
Montana	571.11	9.20	592.22	625.18
Nebraska	279.00	.	218.65	269.01
Nevada	492.76	86.37	206.86	259.80
New Hampshire	162.83	.	35.08	111.73
New Jersey	304.74	28.88	162.66	169.25
New Mexico	645.17	13.90	97.74	435.80
New York	511.15	240.25	248.07	359.05
North Carolina	347.81	102.48	126.98	234.59
North Dakota	1311.60	0.00	0.00	757.51
Ohio	98.41	242.52	111.18	135.94
Oklahoma	247.37	33.79	76.58	164.93
Oregon	398.14	.	318.83	323.26

Table 37. Average HHUSA Client Migration Distance After Being Hired.

Full name of state/territory	Active Duty Military Member	National Guard or Reserves Military Member	Veteran or Separated Military Member	Total Average
Pennsylvania	297.16	120.88	101.26	146.02
Puerto Rico	0.00	2456.05	782.05	1295.24
Rhode Island	771.63	11.60	0.00	356.36
South Carolina	224.21	148.50	309.17	249.38
South Dakota	587.10	.	3.12	295.04
Tennessee	191.79	221.99	146.91	168.95
Texas	331.85	255.36	153.70	232.01
Utah	288.18	0.00	206.85	229.34
Vermont	2027.40	.	228.25	827.97
Virginia	282.63	76.46	136.35	216.97
Washington	567.88	145.52	290.65	422.84
West Virginia	10.80	.	203.87	133.21
Wisconsin	185.17	185.43	102.55	136.46
Wyoming	89.93	.	69.00	62.60

Table 37. Average HHUSA Client Migration Distance After Being Hired (cont.).

The states/territories with the longest average distance migrated include Hawaii ($\bar{x}$= 1538.79), Puerto Rico ($\bar{x}$ = 1295.24), Vermont ($\bar{x}$= 827.97), Alaska ($\bar{x}$= 794.85), and North Dakota ($\bar{x}$= 757.51). Of these locations, three of them are not part of the continental United States, which would help explain the extreme traveling distances. Clients from Vermont and North Dakota seem willing to travel further for employment. For HHUSA clients that migrated, those based in Arkansas seemed to have the lowest average migration distances ($\bar{x}$= 27.48). This was followed by Wyoming ($\bar{x}$= 62.60), Delaware ($\bar{x}$= 27.48), Maine ($\bar{x}$= 73.13) and Indiana ($\bar{x}$= 78.60).

When evaluating success, are there common factors across categories?

KEY TAKEAWAYS

– For the 2020 data, the main predictors of success across categories seem to include Education Level and Rank.

– The higher college degree a client has, the more success they seem to have in both achieving employment and obtaining a higher salary.

– Data has indicated that clients that were ranked as an officer tended to have greater success in being hired as well as having a higher salary.

– Most of the HHUSA services seemed to help clients get hired. The ones that helped out most in getting employment include Interview Skills Training, LinkedIn Profile Revision, HHUSA Job Board Utilization, Federal Services, Volunteer Services, and VCF Particiation.

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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 greater difficulty in unemployment duration, achieving employment, and getting hired at a higher salary.
- The only job functions that helped Female clients with success were Analyst and Healthcare positions. This could be due to labor market demands from the 2020 pandemic.
- Education and Rank seemed to help Female clients achieve success.

Similar to prior year reports, there were several organizational trends that were noticed in this report. Males tended to have higher chances of achieving success in multiple metrics when compared to Female counterparts. A possible explanation for this is due to the client base having a higher proportion of Males than Females, which may skew some of the results. Males also have displayed a higher desire for job functions that have high salaries attached to them. These job functions include Management, Engineering, and Professional Services. Females, on the other hand, tended to be interested in job functions such as Customer Service, Non-profit Services, and Healthcare.

The easiest way to close the gap between genders is to get Female clients interested in pursuing the higher paid job functions. Another way would be to have them pursue obtaining an officer Rank while serving in the military or pursuing higher education.

What inputs can be used to predict client outcomes?

The inputs used to predict client outcomes for the 2020 included the following:

- Rank
- Age Category
- Employment Status
- Disability Status
- Education Level
- Gender
- Race
- Service Branch
- Location
- RUCA Type

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Trend comparison between 2017, 2018, and 2019, 2020 datasets.

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KEY TAKEAWAYS

– When compared to prior years, there seemed to be a large proportional increase in clients that listed their Rank in the Officer categories.

– There were large increases in clients that listed their Employment Status as either Employed 134%) or Unemployed (137%) going from 2019 to 2020.

– Increases in clients that listed their Disability Status as either Disabled (114%) or Pending (132%) was also observed comparing 2019 to 2020.

– While the group is small, there was a decrease in clients that listed their Education Level as a Doctorate (~27% lower).

– There was an increase in clients that identified as either Male (115%) or Female (118%).

– There were large year-over-year increases in HHUSA clients that listed their Race as American Indian or Alaska Native (141%) and Asian, Native Hawaiian or Other Pacific Islander (138%).

– Of the different Service Branches of the military, the group that had the largest increase was observed was the Marines (123%).

– The largest year-over-year trend in location data provided was from 2018 to 2019. Clients providing this information was relatively the same going from 2019 to 2020.

Clients in the HHUSA data were assigned a value based on the year that they created their account. Of the 104,637 clients in the study, 19,029 (18.19%) signed up in 2017, 22,810 (21.80%) in 2018, 30,449 (29.10%) in 2019, and 32,349 (30.92%) in 2020. There was an approximate 120% increase in clients from 2017 to 2018, a 133% increase from 2018 to 2019, and a 106% increase from 2019 to 2020. While the number of clients gained year-over-year has slowed, 2020 is still the largest count of clients for HHUSA. With the exception of Age, frequencies of client demographic data have been provided in the following tables. Note: Clients with unknown demographic values were excluded from the frequency tables.

The first demographic variable investigated was the client's rank.

Rank	Year	Count	Percent	YoY Change	%YoY Change
Company-Grade Officer	2017	1350	7.25%		
	2018	1707	8.21%	357	126%
	2019	1963	7.40%	256	115%
	2020	1924	15.09%	-39	98%
Field-Grade Officer	2017	1278	6.87%		
	2018	1828	8.79%	550	143%
	2019	2091	7.89%	263	114%
	2020	1856	14.55%	-235	89%
Junior Enlisted	2017	15538	83.50%		
	2018	16720	80.39%	1182	108%
	2019	21820	82.30%	5100	131%
	2020	8419	66.02%	-13401	39%
Warrant Officer	2017	442	2.38%		
	2018	544	2.62%	102	123%
	2019	639	2.41%	95	117%
	2020	553	4.34%	-86	87%

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Employment Status	Year	Count	Percent	YoY Change	%YoY Change
Active Duty	2017	7489	43.96%		
	2018	7749	40.41%	260	103%
	2019	10825	44.80%	3076	140%
	2020	11267	39.32%	442	104%
Employed	2017	2663	15.63%		
	2018	3820	19.92%	1157	143%
	2019	3852	15.94%	32	101%
	2020	5173	18.06%	1321	134%
Pending Medical Separation	2017	411	2.41%		
	2018	554	2.89%	143	135%
	2019	791	3.27%	237	143%
	2020	744	2.60%	-47	94%
Student - Not seeking full time employment	2017	323	1.90%		
	2018	437	2.28%	114	135%
	2019	538	2.23%	101	123%
	2020	682	2.38%	144	127%
Temporary/Contract Employee	2017	299	1.76%		
	2018	356	1.86%	57	119%
	2019	539	2.23%	183	151%
	2020	675	2.36%	136	125%
Under employed - Insufficient income	2017	991	5.82%		
	2018	1156	6.03%	165	117%
	2019	1552	6.42%	396	134%
	2020	1793	6.26%	241	116%
Unemployed	2017	4859	28.52%		
	2018	5105	26.62%	246	105%
	2019	6065	25.10%	960	119%
	2020	8317	29.03%	2252	137%

Table 38. HHUSA Client Trends of Employment Status by Year.

The largest year-over-year increase from 2019 to 2020 occurred in the Unemployed category. This could be due to people that have become unemployed during the pandemic and government restrictions. A large increase was also seen in clients already employed as well (134%). This could be that people are searching for additional jobs using HHUSA services. Data also shows slight decreases in year-over-year data in the Active Duty, Pending Medical Separation, Temporary/Contract Employee, and Underemployed categories.

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Disability Status	Year	Count	Percent	YoY Change	%YoY Change
Disabled	2017	2106	11.07%		
	2018	2842	12.46%	736	135%
	2019	5473	17.97%	2631	193%
	2020	6237	19.28%	764	114%
Not Disabled	2017	13324	70.02%		
	2018	15869	69.57%	2545	119%
	2019	18778	61.67%	2909	118%
	2020	17910	55.36%	-868	95%
Pending	2017	3599	18.91%		
	2018	4099	17.97%	500	114%
	2019	6198	20.36%	2099	151%
	2020	8202	25.35%	2004	132%

Table 39. HHUSA Client Trends of Disability Status by Year.

There was a slight increase in HHUSA clients that categorized themselves as Disabled and Pending from 2019 to 2020. The increase in Disabled clients was not as large as 2018 to 2019.

Education Level	Year	Count	Percent	YoY Change	%YoY Change
2 Year Degree (AA, AS, etc.)	2017	2669	15.95%		
	2018	2713	15.15%	44	102%
	2019	3763	15.26%	1050	139%
	2020	3738	14.86%	-25	99%
4 Year Degree (BA, BS, etc.)	2017	4802	28.69%		
	2018	5728	31.99%	926	119%
	2019	7402	30.01%	1674	129%
	2020	7621	30.29%	219	103%
Doctorate (PhD, MD, etc.)	2017	177	1.06%		
	2018	352	1.97%	175	199%
	2019	422	1.71%	70	120%
	2020	309	1.23%	-113	73%
High School/GED	2017	6466	38.63%		
	2018	5484	30.62%	-982	85%
	2019	8480	34.38%	2996	155%
	2020	8861	35.22%	381	104%
Post-Graduate Degree (MA, MS, JD, etc.)	2017	2624	15.68%		
	2018	3630	20.27%	1006	138%
	2019	4595	18.63%	965	127%
	2020	4629	18.40%	34	101%

Table 40. HHUSA Client Trends of Education Level by Year.

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Education levels reported by HHUSA clients seemed fairly consistent going from 2019 to 2020. The main change that was observed occurred in the number of Doctorate clients, which decreased to only 73% of those from prior year. Education Level is often a good indicator of a client's ability to find a new job, so it may be possible that clients in this category were not seeking HHUSA services when compared to other groups.

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Gender	Year	Count	Percent	YoY Change	%YoY Change
Female	2017	3441	24.98%		
	2018	4601	27.79%	1160	134%
	2019	7061	28.51%	2460	153%
	2020	8300	28.89%	1239	118%
Male	2017	10332	75.02%		
	2018	11957	72.21%	1625	116%
	2019	17702	71.49%	5745	148%
	2020	20434	71.11%	2732	115%

Table 41. HHUSA Client Trends of Gender by Year.

There was a slight increase in clients that listed their gender as either Male or Female going from 2019 to 2020. This is not as large of an increase as going from 2018 to 2019.

Race	Year	Count	Percent	YoY Change	%YoY Change
American Indian or Alaska Native	2017	31	1.14%		
	2018	100	0.65%	69	323%
	2019	173	0.74%	73	173%
	2020	244	0.91%	71	141%
Asian, Native Hawaiian or Other Pacific Islander	2017	100	3.66%		
	2018	741	4.83%	641	741%
	2019	1087	4.65%	346	147%
	2020	1505	5.63%	418	138%
Black or African American	2017	672	24.62%		
	2018	3541	23.06%	2869	527%
	2019	5112	21.85%	1571	144%
	2020	5489	20.53%	377	107%
Hispanic or Latino	2017	324	11.87%		
	2018	2015	13.12%	1691	622%
	2019	3260	13.93%	1245	162%
	2020	3850	14.40%	590	118%
Two or more races	2017	188	6.89%		
	2018	973	6.34%	785	518%
	2019	1757	7.51%	784	181%
	2020	1830	6.85%	73	104%
White	2017	1414	51.81%		
	2018	7984	52.00%	6570	565%
	2019	12010	51.33%	4026	150%
	2020	13813	51.67%	1803	115%

Table 42. HHUSA Client Trends of Race by Year.

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Of the HHUSA clients that provided their Race, the largest increase (141%) from 2019 to 2020 occurred in the American Indian or Alaska Native group. This was closely followed by clients that listed their race as Asian, Native Hawaiian or Other Pacific Islander (138%). It is also important to note that there appeared to be a data integrity issue with the reporting of a client's Race in 2017, which was why the year-over-year change to 2018 was so high.

Service Branch	Year	Count	Percent	YoY Change	%YoY Change
Air Force	2017	2869	16.53%		
	2018	3189	17.36%	320	111%
	2019	4353	18.23%	1164	137%
	2020	4560	17.31%	207	105%
Army	2017	8917	51.38%		
	2018	9145	49.78%	228	103%
	2019	11487	48.11%	2342	126%
	2020	12465	47.32%	978	109%
Coast Guard	2017	180	1.04%		
	2018	180	0.98%	0	100%
	2019	309	1.29%	129	172%
	2020	351	1.33%	42	114%
Marines	2017	2100	12.10%		
	2018	2253	12.27%	153	107%
	2019	2902	12.15%	649	129%
	2020	3570	13.55%	668	123%
Navy	2017	3290	18.96%		
	2018	3602	19.61%	312	109%
	2019	4827	20.22%	1225	134%
	2020	5395	20.48%	568	112%

Table 43. HHUSA Client Trends of Service Branch by Year.

The largest increase from 2019 to 2020 in Service Branch occurred in the Marines category (123%). The number of HHUSA clients that listed their Service Branch is not as high of an increase going from 2018 to 2019.

The next demographic to be examined is the client's listed location.

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Location	Year	Count	Percent	YoY Change	%YoY Change
East North Central	2017	737	4.48%		
	2018	774	4.15%	37	105%
	2019	1233	4.83%	459	159%
	2020	1355	5.11%	122	110%
East South Central	2017	918	5.58%		
	2018	927	4.97%	9	101%
	2019	1168	4.57%	241	126%
	2020	1286	4.85%	118	110%
Middle Atlantic	2017	925	5.63%		
	2018	1005	5.38%	80	109%
	2019	1446	5.66%	441	144%
	2020	1448	5.46%	2	100%
Mountain	2017	1941	11.81%		
	2018	2003	10.73%	62	103%
	2019	2517	9.85%	514	126%
	2020	2591	9.76%	74	103%
New England	2017	247	1.50%		
	2018	257	1.38%	10	104%
	2019	410	1.61%	153	160%
	2020	452	1.70%	42	110%
Pacific	2017	2951	17.95%		
	2018	3022	16.19%	71	102%
	2019	4169	16.32%	1147	138%
	2020	4458	16.80%	289	107%
South Atlantic	2017	5577	33.92%		
	2018	6687	35.82%	1110	120%
	2019	8966	35.10%	2279	134%
	2020	9267	34.92%	301	103%
West North Central	2017	617	3.75%		
	2018	704	3.77%	87	114%
	2019	1120	4.38%	416	159%
	2020	1233	4.65%	113	110%
West South Central	2017	2527	15.37%		
	2018	3290	17.62%	763	130%
	2019	4515	17.68%	1225	137%
	2020	4449	16.76%	-66	99%

Table 44. HHUSA Client Trends of Location by Year.

Clients that provided their home address information increased in most locations with an exception for West South Central, which was only 99% of the prior year. The largest year-over-year increases from 2019 to 2020 were seen in clients located in East North Central, East South Central, New England, and West North Central. Clients that stated their location in the South Atlantic were slightly higher (103%) than in 2019.

Table 45. HHUSA Client Trends of RUCA Type by Year.

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RUCA Type	Year	Count	Percent	YoY Change	%YoY Change
Rural	2017	1382	7.75%		
	2018	1722	8.19%	340	125%
	2019	2522	8.69%	800	146%
	2020	2822	9.09%	300	112%
Urban	2017	16450	92.25%		
	2018	19308	91.81%	2858	117%
	2019	26489	91.31%	7181	137%
	2020	28238	90.91%	1749	107%

Table 45. HHUSA Client Trends of RUCA Type by Year.

The vast majority of clients come from Urban locations. Of those that provided this information, there was a slight increase going from 2019 to 2020 in each category. Similar to what is seen in the Location table (Table 43), the largest percentage increase in clients providing this information was from 2018 to 2019.

What kind of outcomes (hiring) do we see our clients depending on the mentoring service they engage in? Is one Requested Support type more effective than another?

KEY TAKEAWAYS:

– HHUSA services that played a key role in clients getting hired included Resume Creation, Value Proposition, and Assessment.
– The services that assisted clients being hired at a high salary position included Resume Creation and Job Matching and Sourcing.

In order to investigate service effectiveness in outcomes, binary flags were assigned to clients based on their completion of services. Client services that were investigated included Resume Creation, Assessment, Resume Tailoring, Value Proposition, Interviewing, LinkedIn Review, Mentoring, Job Matching and Sourcing, Federal Resume Review, and Training. After these variables were created, a logistic regression model was built to examine success at being hired. Client demographic information was controlled for and each of the service variables acted as predictors. The model converged, providing a R^2 value of 0.34 (Max-rescaled R^2 = 0.50) and a c-statistic of 0.87.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-3.96	0.16	627.31	<.0001
Rank	Company-Grade Officer	0.15	0.09	2.57	0.11
	Field-Grade Officer	0.27	0.12	5.22	0.02
	Warrant Officer	0.21	0.14	2.46	0.12
Age Category	25-29 years	0.13	0.09	2.17	0.14
	30-34 years	-0.17	0.10	2.59	0.11
	35-39 years	-0.44	0.12	14.10	0.00
	40-44 years	-0.36	0.13	8.30	0.00
	45-49 years	-0.37	0.13	7.68	0.01
	50 years and over	-0.73	0.13	30.85	<.0001
	Unknown	-0.26	0.26	1.01	0.31
Employment Status	Employed	-0.30	0.10	9.01	0.00
	Pending Medical Separation	-0.27	0.16	2.72	0.10
	Student - Not seeking full time employment	-0.63	0.22	8.44	0.00
	Temporary/Contract Employee	0.04	0.20	0.04	0.84
	Under employed - Insufficient income	0.04	0.12	0.09	0.76
	Unemployed	0.40	0.08	26.60	<.0001
	Unknown	0.42	0.33	1.67	0.20
Disability Status	Disabled	-0.07	0.07	0.98	0.32
	Pending	0.16	0.07	5.11	0.02
Education Level	2 Year Degree (AA, AS, etc.)	0.15	0.10	2.13	0.14
	4 Year Degree (BA, BS, etc.)	0.17	0.09	4.09	0.04
	Doctorate (PhD, MD, etc.)	0.00	0.28	0.00	0.99
	Post-Graduate Degree (MA, MS, JD, etc.)	0.22	0.10	4.34	0.04
	Unknown	-1.04	0.25	17.76	<.0001
Gender	Female	-0.22	0.07	11.49	0.00
Race	American Indian or Alaska Native	-0.11	0.31	0.14	0.71
	Asian, Native Hawaiian or Other Pacific Islander	-0.20	0.12	2.83	0.09
	Black or African American	-0.23	0.07	9.79	0.00
	Hispanic or Latino	-0.09	0.08	1.23	0.27
	Two or more races	-0.16	0.11	2.06	0.15
	Unknown	-0.47	0.14	10.72	0.00
Service Branch	Air Force	-0.02	0.08	0.08	0.78
	Coast Guard	-0.08	0.24	0.10	0.75
	Marines	0.00	0.08	0.00	0.96
	Navy	0.04	0.08	0.22	0.64

Table 46. Modeling Results of HHUSA Services Predicting Success at Being Hired.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Division	East North Central	0.04	0.13	0.09	0.77
	East South Central	0.18	0.13	1.87	0.17
	Middle Atlantic	-0.11	0.12	0.78	0.38
	Mountain	0.10	0.09	1.19	0.28
	New England	-0.31	0.22	2.02	0.16
	Pacific	-0.09	0.08	1.17	0.28
	Unknown	-0.98	0.36	7.54	0.01
	West North Central	0.05	0.13	0.13	0.72
	West South Central	-0.14	0.08	3.18	0.07
RUCA Type	Rural	-0.06	0.10	0.34	0.56
	Unknown	-0.44	0.35	1.60	0.21
Resume Creation	Yes	3.30	0.32	109.87	<.0001
Assessment	Yes	0.64	0.33	3.84	0.05
Resume Tailoring	Yes	-1.00	0.82	1.50	0.22
Value Proposition	Yes	0.28	0.10	7.52	0.01
Interviewing	Yes	-0.06	0.11	0.30	0.59
LinkedIn Review	Yes	0.01	0.07	0.01	0.94
Mentoring	Yes	0.15	0.13	1.35	0.25
Job Matching and Sourcing	Yes	0.27	0.20	1.82	0.18
Federal Resume Review	Yes	-0.09	0.20	0.20	0.65
Training	Yes	-0.38	0.24	2.59	0.11

Table 46. Modeling Results of HHUSA Services Predicting Success at Being Hired (cont.).

After controlling for a client's demographic variables, there were several HHUSA services that were significant predictors in a client getting hired. The service that played the most significant role was a client creating their resume (x^2 = 109.87, df = 1, p < 0.01). Clients that completed this service were 27 times more likely to be hired than a client that did not. Value Proposition was also an important service that acted as a significant predictor of being hired (x^2 = 7.52, df = 1, p = 0.01). When a client completed this service, they had a 1.32 higher likelihood of being hired. The final service that helped a HHUSA be hired at a job was the Assessment service (x^2 = 3.84, df = 1, p = 0.05). Clients that have completed this service were 1.90 times more likely to be hired.

A similar model was also created, but this time predicting a client's ability to be hired in a job that provided them with a high salary. The same covariates and predictor variables were used as before. The resulting model was able to successfully converge, providing a R^2 value of 0.23 (Max-rescaled R^2 = 0.43) and a c-statistic of 0.89.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-5.62	0.22	643.54	<.0001
Rank	Company-Grade Officer	1.01	0.10	94.57	<.0001
	Field-Grade Officer	1.03	0.13	61.26	<.0001
	Warrant Officer	1.01	0.15	45.28	<.0001
Age Category	25-29 years	0.67	0.15	20.22	<.0001
	30-34 years	0.63	0.16	15.58	<.0001
	35-39 years	0.49	0.17	7.84	0.01
	40-44 years	0.49	0.18	7.51	0.01
	45-49 years	0.58	0.19	9.85	0.00
	50 years and over	0.22	0.19	1.33	0.25
	Unknown	0.47	0.34	1.87	0.17
Employment Status	Employed	-0.27	0.13	4.62	0.03
	Pending Medical Separation	-0.20	0.21	0.94	0.33
	Student - Not seeking full time employment	-1.17	0.39	9.04	0.00
	Temporary/Contract Employee	0.03	0.24	0.01	0.91
	Under employed - Insufficient income	-0.54	0.17	10.61	0.00
	Unemployed	0.22	0.10	5.00	0.03
	Unknown	0.03	0.47	0.00	0.95
Disability Status	Disabled	-0.11	0.09	1.37	0.24
	Pending	0.15	0.09	2.99	0.08
Education Level	2 Year Degree (AA, AS, etc.)	0.28	0.15	3.53	0.06
	4 Year Degree (BA, BS, etc.)	0.71	0.11	38.54	<.0001
	Doctorate (PhD, MD, etc.)	0.83	0.31	7.33	0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	0.85	0.13	41.77	<.0001
	Unknown	-0.57	0.35	2.55	0.11
Gender	Female	-0.56	0.09	40.65	<.0001
Race	American Indian or Alaska Native	-0.10	0.39	0.06	0.80
	Asian, Native Hawaiian or Other Pacific Islander	-0.15	0.14	1.10	0.29
	Black or African American	-0.41	0.10	18.24	<.0001
	Hispanic or Latino	-0.17	0.11	2.39	0.12
	Two or more races	-0.12	0.14	0.76	0.38
	Unknown	-0.52	0.18	8.52	0.00
Service Branch	Air Force	0.22	0.10	4.90	0.03
	Coast Guard	0.06	0.26	0.06	0.81
	Marines	0.04	0.10	0.14	0.71
	Navy	0.03	0.09	0.11	0.74

Table 47. Modeling Results of HHUSA Services Predicting Success at Being Hired at a High Salary.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Division	East North Central	-0.16	0.17	0.88	0.35
	East South Central	-0.26	0.16	2.56	0.11
	Middle Atlantic	-0.33	0.15	4.56	0.03
	Mountain	-0.18	0.11	2.45	0.12
	New England	-0.16	0.26	0.39	0.53
	Pacific	0.07	0.10	0.44	0.51
	Unknown	-1.14	0.47	5.89	0.02
	West North Central	-0.40	0.18	4.80	0.03
	West South Central	-0.36	0.10	12.61	0.00
RUCA Type	Rural	-0.10	0.13	0.65	0.42
	Unknown	-0.27	0.44	0.38	0.54
Resume Creation	Yes	2.81	0.46	37.10	<.0001
Assessment	Yes	0.54	0.47	1.33	0.25
Resume Tailoring	Yes	-11.55	212.20	0.00	0.96
Value Proposition	Yes	0.16	0.12	1.74	0.19
Interviewing	Yes	-0.15	0.13	1.26	0.26
LinkedIn Review	Yes	-0.08	0.09	0.70	0.40
Mentoring	Yes	0.15	0.14	1.11	0.29
Job Matching and Sourcing	Yes	0.68	0.21	10.82	0.00
Federal Resume Review	Yes	-0.23	0.24	0.91	0.34
Training	Yes	0.02	0.30	0.01	0.93

Table 47. Modeling Results of HHUSA Services Predicting Success at Being Hired at a High Salary (cont.).

When predicting whether or not a client will be hired at a high salary, the service that made the largest impact was Resume Creation (x^2 = 37.10, df = 1, p < 0.01). Clients that completed their Resumes were 16.66 times more likely to be hired at a high salary than those that did not complete this service. The Job Matching and Sourcing service also played a significant role in helping a HHUSA client find high salary jobs (x^2 = 10.82, df = 1, p < 0.01). When a client successfully completes this service, they are almost twice as likely to be hired at a high salary job than a client that did not complete the service.

Over the past year, we have collected data pertaining to COVID-19 and the impact it has had on our clients. What impact has it had on our clients?

KEY TAKEAWAYS:

- Hiring Freeze was the most frequent mentioned impact that COVID-19 had on clients.
- Black or African American clients mainly mentioned COVID-19 impacting their job offers being rescinded and being laid off.
- Hispanics or Latino clients had a much higher than expected rate of being impacted by their spouse's business or employers closing.
- Males had a high rate of mentioning their spouses being most impacted by

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COVID-19 while Females had high rates of their Business or Employer closing, being employed but furloughed, and being laid off.

– The only COVID-19 impact that had a significant impact on clients being hired was that their interviews were now virtual. Clients that mentioned it had a 1.59 times higher rate of being hired than clients were not impacted by it.

The 2020 data for HHUSA clients allowed clients the option to include information about how the COVID-19 pandemic has impacted them. Of the 32,349 clients that created accounts in 2020, 5,132 (15.86%) of them had mentioned that they were impacted by COVID-19 in some way. A table containing the frequencies of each way that COVID-19 impacted clients has been provided below. Note that a client could list multiple impact reasons.

COVID-19 Impact	Freq	Perc	Cumulative Freq	Cumulative Perc
Impacted by hiring freeze	3232	24.87	3232	24.87
Interview now virtual	2112	16.25	5344	41.13
Laid off	1620	12.47	6964	53.60
Interview cancelled	1075	8.27	8039	61.87
Job offer rescinded	1053	8.10	9092	69.98
Employed but furloughed	779	6.00	9871	75.97
Spouse laid off	750	5.77	10621	81.74
Business or Employer closed	682	5.25	11303	86.99
Spouse impacted by hiring freeze	547	4.21	11850	91.20
Spouse employed but furloughed	380	2.92	12230	94.13
Spouse Business or Employer closed	250	1.92	12480	96.05
Spouse interview now virtual	209	1.61	12689	97.66
Spouse job offer rescinded	174	1.34	12863	99.00
Spouse interview cancelled	130	1.00	12993	100.00

Table 48. Frequency Table of Ways COVID-19 Has Impacted 2020 HHUSA Clients.

The most frequent way that COVID-19 has impacted HHUSA clients in 2020 was due to hiring freezes. Of all of the reasons, this one was mentioned 24.87% of the time. The next impact that was mentioned the most were interviews becoming virtual (16.25%). Other reasons also include clients being laid off (12.47%), interviews being cancelled (8.27%), and job offers being rescinded (8.10%).

In order to investigate the ways COVID-19 has impacted clients, additional frequency analysis was conducted on the data.

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COVID-19 Impact	Race	Count	Percent
Business or Employer closed	White	277	40.62
	Black or African American	134	19.65
	Hispanic or Latino	95	13.93
	Asian, Native Hawaiian or Other Pacific Islander	68	9.97
	Two or more races	63	9.24
	Unknown	41	6.01
	American Indian or Alaska Native	4	0.59
Employed but furloughed	White	315	40.44
	Black or African American	168	21.57
	Hispanic or Latino	138	17.72
	Two or more races	61	7.83
	Asian, Native Hawaiian or Other Pacific Islander	47	6.03
	Unknown	41	5.26
	American Indian or Alaska Native	9	1.16
Impacted by hiring freeze	White	1463	45.27
	Black or African American	664	20.54
	Hispanic or Latino	478	14.79
	Two or more races	252	7.80
	Asian, Native Hawaiian or Other Pacific Islander	187	5.79
	Unknown	154	4.76
	American Indian or Alaska Native	34	1.05
Interview cancelled	White	469	43.63
	Black or African American	241	22.42
	Hispanic or Latino	159	14.79
	Two or more races	82	7.63
	Asian, Native Hawaiian or Other Pacific Islander	58	5.40
	Unknown	56	5.21
	American Indian or Alaska Native	10	0.93
Interview now virtual	White	992	46.97
	Black or African American	422	19.98
	Hispanic or Latino	285	13.49
	Two or more races	162	7.67
	Asian, Native Hawaiian or Other Pacific Islander	129	6.11
	Unknown	107	5.07
	American Indian or Alaska Native	15	0.71
Job offer rescinded	White	425	40.36
	Black or African American	252	23.93
	Hispanic or Latino	166	15.76
	Two or more races	83	7.88
	Asian, Native Hawaiian or Other Pacific Islander	73	6.93
	Unknown	46	4.37
	American Indian or Alaska Native	8	0.76

Table 49. Frequency Table of COVID-19 Impact by Race.HHUSA Clients.

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COVID-19 Impact	Race	Count	Percent
Laid off	White	744	45.93
	Black or African American	322	19.88
	Hispanic or Latino	241	14.88
	Two or more races	112	6.91
	Unknown	98	6.05
	Asian, Native Hawaiian or Other Pacific Islander	85	5.25
	American Indian or Alaska Native	18	1.11
No impact by COVID-19	White	6939	50.54
	Black or African American	2705	19.70
	Hispanic or Latino	1929	14.05
	Two or more races	835	6.08
	Asian, Native Hawaiian or Other Pacific Islander	716	5.21
	Unknown	514	3.74
	American Indian or Alaska Native	92	0.67
Spouse Business or Employer closed	White	129	51.60
	Black or African American	45	18.00
	Hispanic or Latino	26	10.40
	Asian, Native Hawaiian or Other Pacific Islander	19	7.60
	Two or more races	19	7.60
	American Indian or Alaska Native	6	2.40
	Unknown	6	2.40
Spouse employed but furloughed	White	192	50.53
	Black or African American	60	15.79
	Hispanic or Latino	54	14.21
	Two or more races	27	7.11
	Asian, Native Hawaiian or Other Pacific Islander	24	6.32
	Unknown	20	5.26
	American Indian or Alaska Native	3	0.79
Spouse impacted by hiring freeze	White	241	44.06
	Hispanic or Latino	111	20.29
	Black or African American	101	18.46
	Two or more races	40	7.31
	Asian, Native Hawaiian or Other Pacific Islander	31	5.67
	Unknown	19	3.47
	American Indian or Alaska Native	4	0.73
Spouse interview cancelled	White	51	39.23
	Black or African American	32	24.62
	Hispanic or Latino	28	21.54
	Unknown	6	4.62
	Asian, Native Hawaiian or Other Pacific Islander	5	3.85
	Two or more races	5	3.85
	American Indian or Alaska Native	3	2.31

Table 49. Frequency Table of COVID-19 Impact by Race.HHUSA Clients (cont.).

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COVID-19 Impact	Race	Count	Percent
Spouse interview now virtual	White	104	49.76
	Black or African American	38	18.18
	Hispanic or Latino	34	16.27
	Asian, Native Hawaiian or Other Pacific Islander	13	6.22
	Two or more races	11	5.26
	Unknown	7	3.35
	American Indian or Alaska Native	2	0.96
Spouse job offer rescinded	White	69	39.66
	Black or African American	36	20.69
	Hispanic or Latino	30	17.24
	Two or more races	17	9.77
	Unknown	11	6.32
	Asian, Native Hawaiian or Other Pacific Islander	8	4.60
	American Indian or Alaska Native	3	1.72
Spouse laid off	White	337	44.93
	Black or African American	176	23.47
	Hispanic or Latino	117	15.60
	Two or more races	44	5.87
	Asian, Native Hawaiian or Other Pacific Islander	43	5.73
	Unknown	27	3.60
	American Indian or Alaska Native	6	0.80

Table 49. Frequency Table of COVID-19 Impact by Race.HHUSA Clients (cont.).

Black or African American clients had a higher than expected mentioning of a Job offer being rescinded (23.93%). This group also had an increased rate of mentioning that their Spouse having a cancelled interview (24.62%) or laid off (23.47%). Black or African American clients also

American Indian or Alaska Natives seemed to have a higher than expected mentioning of their Souse Business or Employer closing (2.4%).

Hispanic or Latino HHUSA clients had high mentions of their Spouses being impacted by hiring freezes (20.29%) and their Spouses having interviews being cancelled (21.54%). Another way that Hispanic or Latino clients were impacted was that they were Employed but furloughed (17.72%) at a slightly increased rate.

Whites seemed to be affected by COVID-19 by listing that their Spouse Business or Employer closed (51.60%).

Frequency analysis was also performed to look for trends within genders.

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COVID-19 Impact	Gender	Count	Percent
Business or Employer closed	Male	459	67.30
	Female	217	31.82
	Unknown	6	0.88
Employed but furloughed	Male	530	68.04
	Female	235	30.17
	Unknown	14	1.80
Impacted by hiring freeze	Male	2295	71.01
	Female	896	27.72
	Unknown	41	1.27
Interview cancelled	Male	782	72.74
	Female	279	25.95
	Unknown	14	1.30
Interview now virtual	Male	1481	70.12
	Female	609	28.84
	Unknown	22	1.04
Job offer rescinded	Male	763	72.46
	Female	277	26.31
	Unknown	13	1.23
Laid off	Male	1105	68.21
	Female	489	30.19
	Unknown	26	1.60
No impact by COVID-19	Male	9906	72.15
	Female	3752	27.33
	Unknown	72	0.52
Spouse Business or Employer closed	Male	196	78.40
	Female	53	21.20
	Unknown	1	0.40
Spouse employed but furloughed	Male	311	81.84
	Female	67	17.63
	Unknown	2	0.53
Spouse impacted by hiring freeze	Male	401	73.31
	Female	144	26.33
	Unknown	2	0.37
Spouse interview cancelled	Male	99	76.15
	Female	29	22.31
	Unknown	2	1.54
Spouse interview now virtual	Male	144	68.90
	Female	62	29.67
	Unknown	3	1.44
Spouse job offer rescinded	Male	127	72.99
	Female	46	26.44
COVID-19 Impact	Gender Unknown	Count 1	Percent 0.57
Spouse laid off	Male	606	80.80
	Female	141	18.80
	Unknown	3	0.40

Table 50. Frequency Table of COVID-19 Impact by Gender.

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Females reported a slightly higher impact of their Business or Employer closing (31.82%), being Employed but furloughed (30.17%), Laid off (30.19%).

Male HHUSA clients were mainly impacted had higher than expected mentions when discussing their spouse. These mentions included high rates of their Spouse Business or Employer closing (78.40%), Spouse employed but furloughed (81.84%), Souse interview cancelled (76.15%), Spouse being laid off (80.80%),

To explore how COVID-19 has affected HHUSA client outcomes, binary indicator variables were created for certain COVID-19 impact categories. Only certain categories were chosen because they had proper frequencies in the data. These categories included Impacted by hiring freeze, Interview now virtual, Laid off, Interview cancelled, Job offer rescinded, and Employed but furloughed. A logistic regression model was created in order to predict a client's success of getting hired during 2020. This model included the client's demographic variables as covariates in the model. The model successfully converged with a R^2 of 0.15 (Max-rescaled R^2 = 0.23).

★ ★ ★ ★

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.09	0.11	105.18	<.0001
Rank	Company-Grade Officer	0.28	0.08	11.29	0.00
	Field-Grade Officer	0.26	0.11	6.20	0.01
	Warrant Officer	0.30	0.12	5.76	0.02
Age Category	25-29 years	0.12	0.08	2.48	0.12
	30-34 years	-0.15	0.09	2.83	0.09
	35-39 years	-0.29	0.10	7.75	0.01
	40-44 years	-0.27	0.11	5.68	0.02
	45-49 years	-0.21	0.12	2.95	0.09
	50 years and over	-0.54	0.12	20.72	<.0001
	Unknown	-0.37	0.23	2.67	0.10
Employment Status	Employed	-0.68	0.09	57.96	<.0001
	Pending Medical Separation	0.03	0.15	0.04	0.85
	Student - Not seeking full time employment	-0.91	0.20	20.14	<.0001
	Temporary/Contract Employee	-0.27	0.17	2.37	0.12
	Under employed - Insufficient income	0.14	0.10	1.80	0.18
	Unemployed	0.44	0.07	40.05	<.0001
	Unknown	1.25	0.31	16.68	<.0001
Disability Status	Disabled	0.10	0.06	2.32	0.13
	Pending	0.31	0.06	24.83	<.0001
Education Level	2 Year Degree (AA, AS, etc.)	0.18	0.09	4.18	0.04
	4 Year Degree (BA, BS, etc.)	0.42	0.08	31.01	<.0001
	Doctorate (PhD, MD, etc.)	0.32	0.26	1.49	0.22
	Post-Graduate Degree (MA, MS, JD, etc.)	0.51	0.09	30.14	<.0001
	Unknown	-3.45	0.23	233.31	<.0001
Gender	Female	-0.26	0.06	19.09	<.0001
Race	American Indian or Alaska Native	-0.14	0.28	0.24	0.63
	Asian, Native Hawaiian or Other Pacific Islander	-0.04	0.11	0.16	0.69
	Black or African American	-0.02	0.07	0.14	0.71
	Hispanic or Latino	0.01	0.07	0.03	0.86
	Two or more races	-0.13	0.10	1.81	0.18
	Unknown	-0.27	0.13	4.27	0.04
Service Branch	Air Force	0.00	0.07	0.00	0.98
	Coast Guard	0.00	0.21	0.00	1.00
	Marines	-0.02	0.07	0.07	0.80
	Navy	0.06	0.07	0.83	0.36

Table 51. Modeling Results Predicting HHUSA Clients Being Hired using COVID-19 Impact Variables.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Division	East North Central	-0.19	0.11	2.76	0.10
	East South Central	0.05	0.11	0.19	0.67
	Middle Atlantic	-0.22	0.11	4.28	0.04
	Mountain	0.19	0.08	4.92	0.03
	New England	-0.44	0.20	4.97	0.03
	Pacific	-0.11	0.07	2.29	0.13
	Unknown	-1.16	0.36	10.13	0.00
	West North Central	0.08	0.12	0.45	0.50
	West South Central	-0.14	0.07	3.87	0.05
RUCA Type	Rural	-0.02	0.09	0.08	0.78
	Unknown	-0.30	0.35	0.73	0.39
No Impact	Yes	0.01	0.06	0.05	0.82
Hiring Freeze	Yes	0.18	0.12	2.32	0.13
Interview now virtual	Yes	0.47	0.19	5.74	0.02
Laid off	Yes	-0.44	0.45	0.94	0.33
Interview cancelled	Yes	0.00	0.17	0.00	0.99
Job offer rescinded	Yes	-0.33	0.29	1.36	0.24

Table 51. Modeling Results Predicting HHUSA Clients Being Hired using COVID-19 Impact Variables (cont.).

When controlling for demographic variables, the only significant COVID-19 impact category was Interview now virtual (x^2 = 5.72, df = 1, p = 0.02). Clients that were impacted by COVID-19 that mentioned that their interviews were now virtual had 1.59 times the chance of being hired than those that did not list that as an impact.

This method was repeated, but the target outcome was changed for being hired at a high salary. The model converged with an R^2 value of 0.16 (Max-rescaled R^2 = 0.29). The results are included in the following table.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-3.05	0.17	310.04	<.0001
Rank	Company-Grade Officer	1.00	0.10	97.86	<.0001
	Field-Grade Officer	0.94	0.13	53.20	<.0001
	Warrant Officer	1.07	0.15	53.39	<.0001
Age Category	25-29 years	0.65	0.15	19.39	<.0001
	30-34 years	0.58	0.16	13.40	0.00
	35-39 years	0.44	0.17	6.50	0.01
	40-44 years	0.41	0.18	5.44	0.02
	45-49 years	0.57	0.18	9.67	0.00
	50 years and over	0.23	0.18	1.53	0.22
	Unknown	0.19	0.33	0.33	0.56
Employment Status	Employed	-0.57	0.12	22.43	<.0001
	Pending Medical Separation	0.01	0.21	0.00	0.96
	Student - Not seeking full time employment	-1.25	0.40	9.80	0.00
	Temporary/Contract Employee	-0.10	0.23	0.20	0.66
	Under employed - Insufficient income	-0.39	0.16	5.59	0.02
	Unemployed	0.32	0.10	11.50	0.00
	Unknown	0.82	0.45	3.28	0.07
Disability Status	Disabled	0.04	0.09	0.17	0.68
	Pending	0.34	0.08	16.78	<.0001
Education Level	2 Year Degree (AA, AS, etc.)	0.31	0.15	4.59	0.03
	4 Year Degree (BA, BS, etc.)	0.90	0.11	63.70	<.0001
	Doctorate (PhD, MD, etc.)	1.04	0.30	12.37	0.00
	Post-Graduate Degree (MA, MS, JD, etc.)	1.13	0.13	76.79	<.0001
	Unknown	-2.70	0.35	59.78	<.0001
Gender	Female	-0.56	0.09	41.49	<.0001
Race	American Indian or Alaska Native	-0.11	0.40	0.08	0.78
	Asian, Native Hawaiian or Other Pacific Islander	-0.17	0.14	1.53	0.22
	Black or African American	-0.24	0.09	6.38	0.01
	Hispanic or Latino	-0.18	0.11	2.90	0.09
	Two or more races	-0.17	0.14	1.55	0.21
	Unknown	-0.44	0.17	6.34	0.01
Service Branch	Air Force	0.20	0.10	4.44	0.04
	Coast Guard	0.10	0.24	0.18	0.67
	Marines	0.03	0.10	0.07	0.79
	Navy	0.07	0.09	0.61	0.43

Table 52. Modeling Results Predicting HHUSA Clients Being Hired with a High Salary using COVID-19 Impact Variables.

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Variable	Class	Estimate	StdErr	ChiSq	Prob
Division	East North Central	-0.27	0.16	2.84	0.09
	East South Central	-0.26	0.16	2.61	0.11
	Middle Atlantic	-0.29	0.15	3.94	0.05
	Mountain	-0.08	0.11	0.50	0.48
	New England	-0.18	0.25	0.54	0.46
	Pacific	0.02	0.09	0.03	0.87
	Unknown	-1.20	0.50	5.72	0.02
	West North Central	-0.36	0.17	4.16	0.04
	West South Central	-0.30	0.10	9.62	0.00
RUCA Type	Rural	-0.04	0.12	0.09	0.77
	Unknown	-0.25	0.47	0.28	0.60
No Impact	Yes	-0.10	0.08	1.39	0.24
Hiring Freeze	Yes	0.17	0.15	1.31	0.25
Interview now Virtual	Yes	0.26	0.25	1.04	0.31
Laid off	Yes	-1.38	1.05	1.74	0.19
Interview cancelled	Yes	0.12	0.23	0.28	0.60
Job offer rescinded	Yes	-0.78	0.49	2.47	0.12

Table 52. Modeling Results Predicting HHUSA Clients Being Hired with a High Salary using COVID-19 Impact Variables (cont.).

After controlling for demographic variables, the COVID-19 impact variables did not have a significant impact on a HHUSA client getting hired at a high salary.

Confirmation (or correction) of existing methodologies and recommendations for collection best practices going forward.

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

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

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

– Race
– Gender
– Age Category
– 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
– RUCA Type

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