



HIRE HEROES USA

THE HIRE HEROES

2021 REPORT



EXECUTIVE SUMMARY

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Hire Heroes USA empowers military members, veterans, and military spouses to succeed in the civilian workforce. To better serve our clients, craft service delivery and advocate for veteran and military spouse employment we must understand our clients. The Hire Heroes Report is utilized by internal decision makers and shared throughout our network to inform partners, employers and other parties in the Veteran Service Organization space.

Rounding out its fifth year, the Hire Heroes Report continues to be a unique examination of veteran job seekers and military spouses as they navigate the civilian labor market. The analysis for 2021 examines 46,984 individual client records - representing a single year's worth of Hire Heroes USA data. These clients either registered for our services, utilized at least one of our services such as a webinar or resume revision, or were confirmed hired during the 2021 calendar year.

Our internal Operations and Evaluation team conducted a thorough examination of this client data. To expand upon this analysis, we again partnered with SAS and Pinnacle, Inc. for a continued study of our client data. Through this partnership we have identified significant trends and corroborated our internal reporting practices. The internal evaluation for this report, along with the yearly report performed by SAS and Pinnacle, Inc., would not be possible without the generosity of the Walmart Foundation and Wells Fargo. Their devotion and dedication to the military, veteran and military spouse communities are truly appreciated, and has directly facilitated our capacity to undertake this analysis.

In this year's report we furthered our exploration of military occupational specializations, detailed the unique unemployment durations for specific demographic groups, and examined salary attainment as it relates to gender and military rank. As with our 2020 dataset, we also analyzed how COVID-19 impacted our registrants in their civilian job search.

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METRIC		VALUE
Individual Client Records	Clients that either registered for services, utilized at least one of our services (such as a webinar or resume revision) or were confirmed hired in 2021	46,984
Registered in 2021	Clients who registered for our services for the first time in 2021	33,481
Helped (Total)	Clients who received at least one Hire Heroes USA service in 2021, regardless of when they registered	26,547
Helped (Registered in 2021)	Clients who registered in 2021 and received at least one Hire Heroes USA service that same year	17,316
Confirmed Hire	All clients confirmed hired into a new position in 2021, regardless of when they registered	12,594

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METRIC		VALUE
Confirmed Hire (First Time)	Clients confirmed hired into a new position in 2021 for the first time after utilizing our services, regardless of when they registered	12,166
Confirmed Hire (Multiple)	Clients confirmed hired into a new position in 2021 after having been previously confirmed hired, regardless of when they were first confirmed hired	428

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KEY FINDINGS

SECTION ONE: INTAKE

- In 2021 we saw a significant increase in the percentage of individuals registering for our services while on active duty. Active duty registrants increased 11.41% over 2020 to comprise 53.4% of our total 2021 registrants.
- The percentage of registrants whose highest level of education is a high school diploma or GED equivalent increased in 2021 to 39.06% of our registrant base – making this the largest percent of any educational attainment bracket.
- Of our registrants with an enlisted rank, less than 30% hold a bachelor's degree or higher, making 2021 the lowest rate of educational attainment of a bachelors degree or higher we have seen for this demographic.
- Spouse registrants in 2021 reported higher rates of employment at registration and lower rates of unemployment or underemployment compared to previous years.
- In 2021 we began collecting data for our registrants and clients who identify as non-binary, and 88.57% of those individuals are military members.
- Compared to previous years, registrants who served in the military registered for our services within one year of their date of separation from the military at a notably higher rate.
- Junior Enlisted job seekers, who have historically had a very low rate of registration prior to their date of separation from the military, saw an increase of 15.25% over 2020 - the highest increase for any rank. Overall, registrants who served in the military registered for our services about 10 months before separating from the military.

SECTION TWO: HELPED

- 26,547 unique clients utilized at least one service provided by Hire Heroes USA in 2021. Of those clients, 17,316 registered in 2021 meaning 65.2% of the clients who used our services registered the same year.
- Of our clients that served in the military and used one or more of our services, 46.26% served in the Army, with 22.83% serving in the Navy – this is largely representative of our overall client base and suggests that populations that our services support are consistent with our overall intake.

- In 2021 we saw 19.51% of the clients we helped attend at least one Hire Heroes USA webinar – up 7.08% over 2020.
- We continued to see clients of more senior military ranks utilize a greater variety of Hire Heroes USA services than their junior counterparts, regardless of service branch.
- We offered more virtual events in 2021 than we did in 2020 - over 15% more events for a total of 88 events in 2021. We also offered 50% more virtual career fairs, and over 65% more webinars. We reduced the number of virtual workshops held from 33 to 18.
- Clients who are a military spouse or caregiver utilized support for entrepreneurship at a higher rate than our clients who served in the military.
- Our services for Salary Negotiation and Resume Feedback both saw an increase in use across all military branches.

SECTION THREE: HIRED

- In total, Hire Heroes helped 12,594 veterans, service members and military spouses find employment in 2021, with 12,166 individuals finding employment through our services for the very first time.
- IT - Computer/Software Engineering ranked as the highest paid job function for military spouse or caregiver clients with an average salary attainment of \$80,555.56 – these clients outpaced male clients who served in the military in this job function, securing salaries 2.77% more on average.
- For the third year in a row Defense Contracting remained the most lucrative industry for our clients with an average salary of \$76,800.97. Hospitality/Accommodation/Food Service remained the least lucrative industry for the third year with an average salary attainment of \$44,248.55 – a 9.14% increase in average salary over 2020. In fact, some of our lowest attaining industries saw the greatest increases in salary attainment compared to 2020.
- Our clients hired into the federal sector saw a slight decrease from 2020 to 2021, with 11.03% of clients being confirmed hired into a federal position – compared to 13.69% in 2020.
- Female clients that served in the military reported unemployment durations 33.33% longer than their male counterparts.
- Female Black or African American clients reported the longest time of unemployment for any gender/race with a median time of 32 weeks, exactly 50% longer than the overall client base and 37.50% longer than their male counterparts and other female clients.

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COVID-19 IMPACTS

- Of our registrants surveyed, 78.11% responded that they have not experienced any impacts from COVID-19 in their job search – an increase of 16.38% from our 2020 respondents.
- Overall, the registrants surveyed reported significantly higher rates of job search confidence after completing our programming cycle.

Our 2021 client dataset shows overall positive trends for job seeker registration, services provided to clients and clients confirmed hired into a new position. We also saw upward trends in salary attainment, however we continued to see significant disparities in salary achievement when cross-examining our clients by gender and race. Along with varying levels of salary attainment, we also observed notable differences in unemployment durations, services utilized and industry hiring trends for different subsets of our client population.

HANNAH HYDE

*Manager of Program
Evaluation & Compliance*



JASON DOZIER

*Director of Program
Operations & Evaluation*



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Hire Heroes USA had 33,481 individual job seekers register for services for the first time in 2021. These individuals are service members, veterans and military spouses that signed up to receive at least one of the many services we provide our job seekers for career search assistance. 2021 saw 1,131 more job seekers register for services than in 2020 - an increase of 3.5%. **Figure 1** below illustrates the locations of our 2021 registrants in the continental United States. Each dot represents each individual.

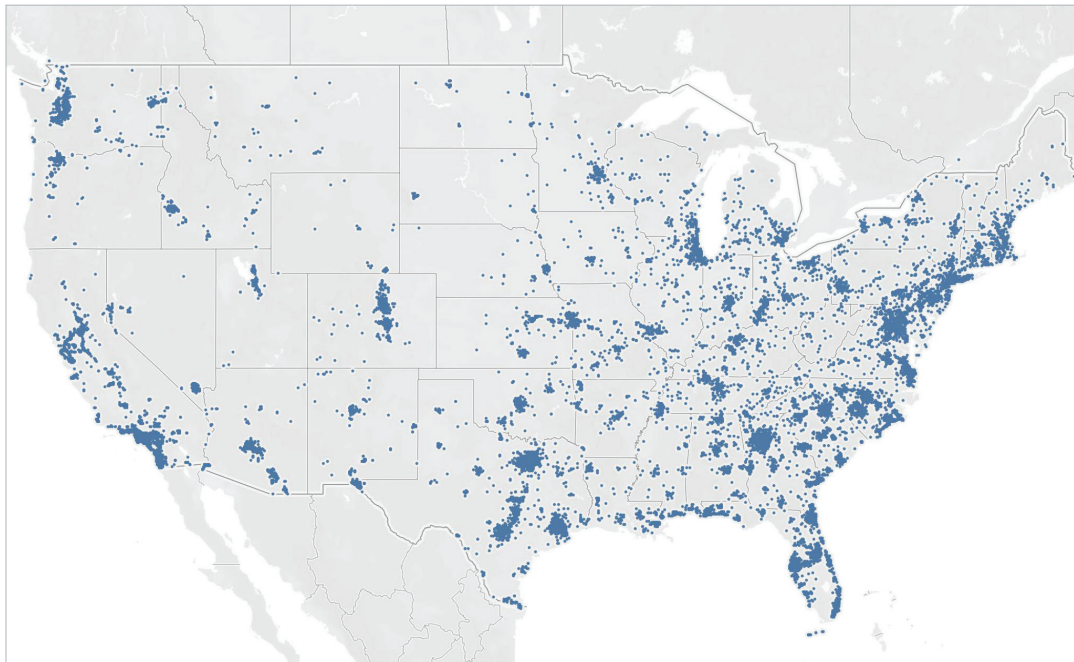


Figure 1 - Total Registrants in Continental United States

In the past four years Hire Heroes USA has seen registrants from all 50 states, the District of Columbia, Guam and Puerto Rico. Additionally, many job seekers have registered from international locations including Canada, Nicaragua, Brazil, the United Kingdom, Saudi Arabia, Romania, Finland, India, Thailand, Nigeria and Zambia, just to name a few. Below, **Figure 2** highlights which countries our 2021 job seekers were located in at the time of registration.

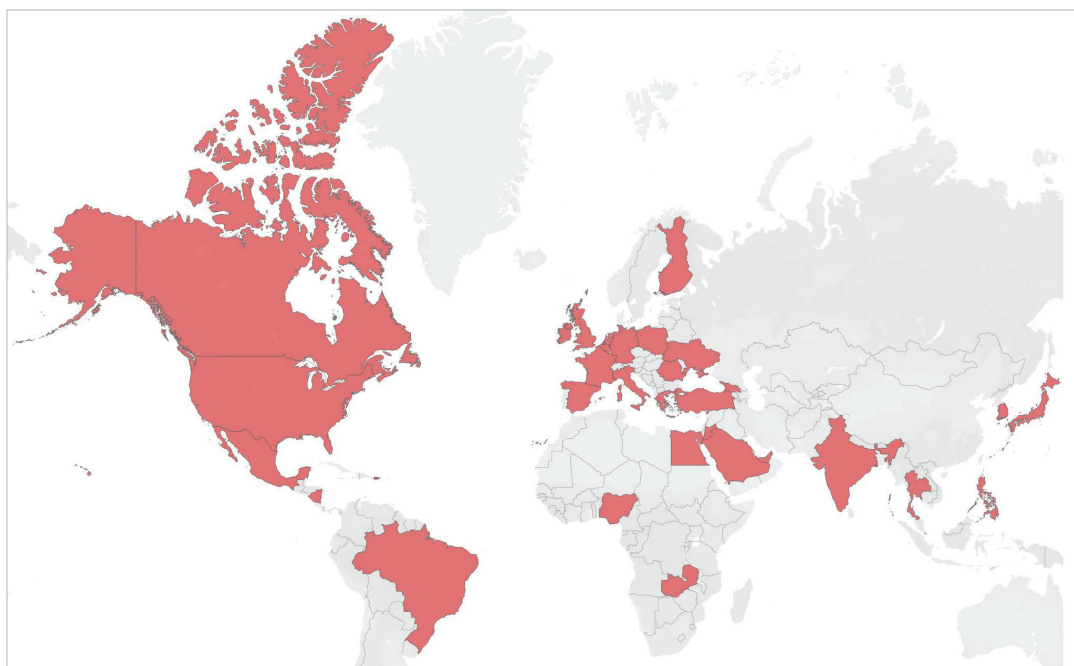


Figure 2 - Global Registration

REGISTRANTS BY STATE OF ORIGIN

Although headquartered in Georgia, Hire Heroes USA has several office locations across the country. In March of 2020 the entire Hire Heroes team moved to a full time remote schedule, and from there transitioned into a hybrid model. The adopted hybrid model leverages regional areas that have historically had a strong showing for registrants and allows our team to grow with staff members who may not be tied to a physical office. Our office locations in Washington and Idaho were closed in 2021, and those staff members were then moved to a remote team. Currently, two remote teams work alongside teams based out of Georgia, North Carolina and Colorado.

Figure 3 shows the total number of job seekers that registered from each state in 2021, with darker colorings representing a higher number of registrants. Just as with our 2020 registrants, in 2021 we saw clients coming from a wider spread of locations, rather than continuing to be centralized in a few top states. Texas, California, North Carolina and Virginia remained top states for registrants, however Idaho, Washington, Georgia and New York - which have historically seen high numbers of registrants - all saw fewer registrants in 2021 than in 2020.

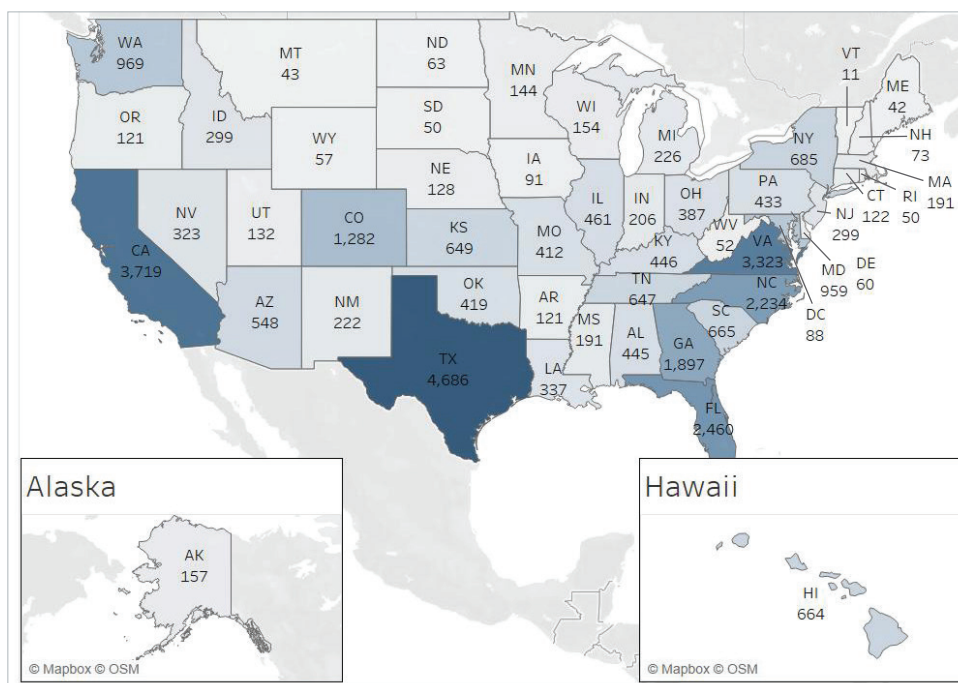


Figure 3 - Registrants by State

For the fourth year in a row, Texas, California and Virginia continued to be the top three states of origin for registrants. Just over 35% of our registrants in 2021 originated from these three states, a 3% increase over 2020. **Table 1** identifies the top ten states for registrants in 2021.

STATE OF ORIGIN	% OF RECORDS	TOTAL REGISTRANTS
TX	14.00%	4,686
CA	11.11%	3,719
VA	9.93%	3,323
FL	7.35%	2,460
NC	6.67%	2,234
GA	5.67%	1,897
CO	3.83%	1,282
WA	2.89%	969
MD	2.86%	959
NY	2.05%	685

Table 1 - Top 10 States for Registrants

Beginning in 2020 we observed that our clients were registering from a wider variety of states, rather than being heavily concentrated in a few key states as had been seen in years past. That trend continued into 2021; however, many of the states with a significant number of military installations saw an uptick over 2020. **Figure 4** highlights the difference in registrants by state from 2020 to 2021.

In 2020 we saw a significant decrease in the rate of Active Duty Military Member registrants compared to previous years and to our other classifications of job seekers, however in 2021 that rate not only rebounded, but exceeded rates we observed in 2019. In 2020 Active Duty registrants represented 36.95% of our overall job seeker intake, and in 2021 almost 49% of all registrants were Active Duty Military Members.

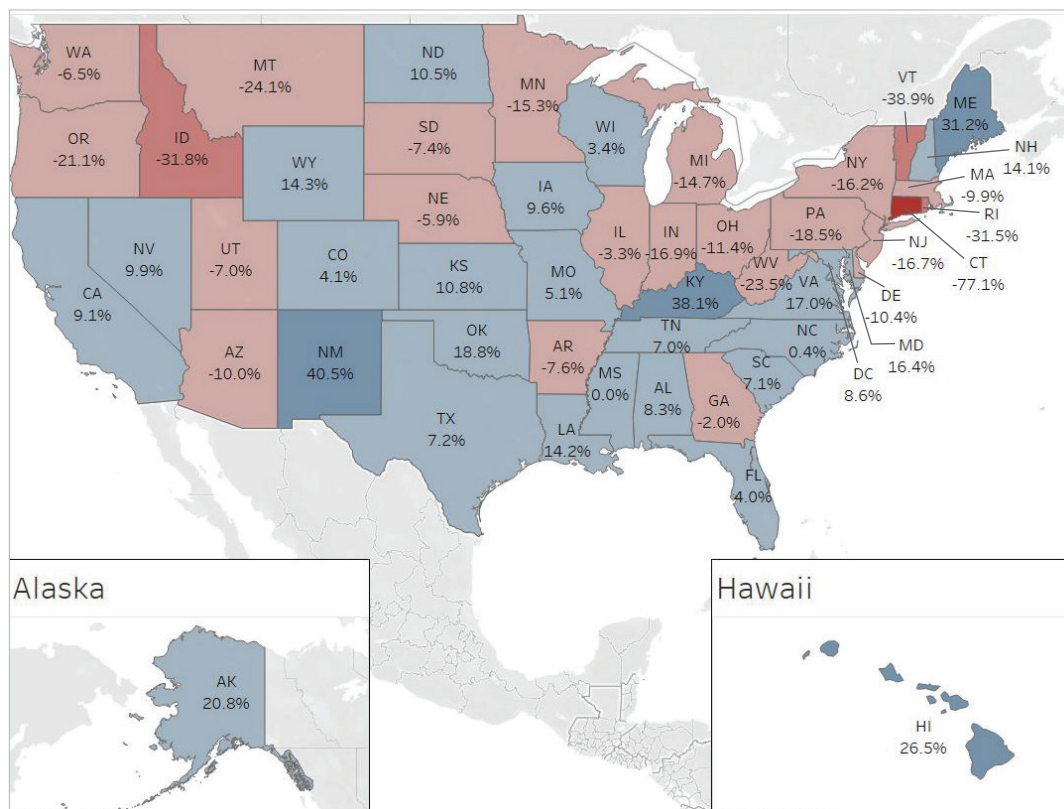


Figure 4 - Change in Jobseekers by State: 2020 to 2021

REGISTRATION RATE

Although our clients come to us from more diverse locations each year, we still see registrant volume as a function of veteran demographics of certain states or metropolitan areas.

Figure 5 below shows the rate of Hire Heroes USA Military Group job seekers (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 shades of blue have higher rates of Military Group job seekers per 1,000 veteran residents than our organizational average of 1.31, while states in shades of red are below that average. Several states that were below the organizational average in 2020 ranked above average for 2021, including New Mexico, Oklahoma, Tennessee and Kentucky. Connecticut, which ranked above average in 2020, was the only state to swap from above average to below average in 2021.

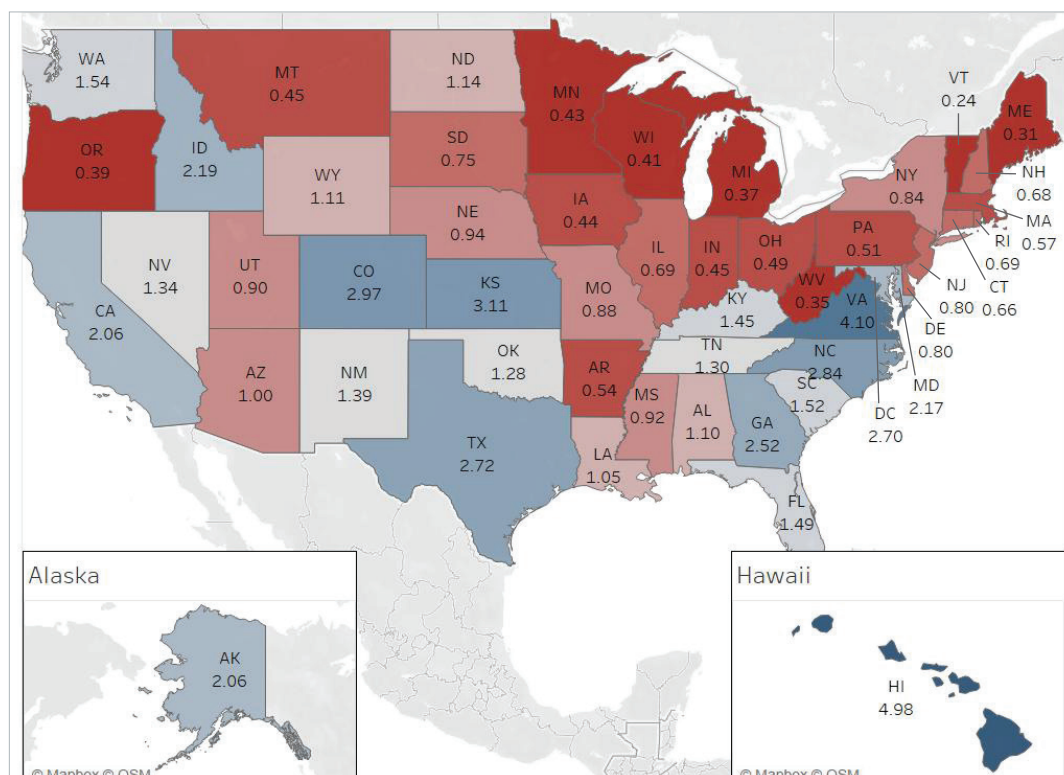


Figure 5 - Military Group Registrants per 1,000 Veteran Residents by State

Looking at Military Group job seeker registration rates more closely, **Table 2** details the Top 20 metropolitan locations with the highest rates of Hire Heroes USA Military Group registrants per 100 veteran residents. Manhattan, KS - home to the Army's Fort Riley, continues to lead all other metropolitan areas for the fourth year in a row, with 2.30 registrants per 100 veteran residents (an increase of 0.13 over 2020). Many of the Top 20 metropolitan areas for Military Group Registrants per 100 veteran residents are home to one or more military bases.

METROPOLITAN AREA	TOTAL REGISTRANTS	REGISTRANTS PER 100
MANHATTAN / KS	480	2.40
FORT LEONARD WOOD / MO	135	1.64
HINESVILLE-FORT STEWART / GA	266	1.61
KILLEEN-TEMPLE-FORT HOOD / TX	1,120	1.58
EL PASO / TX	723	1.32
MOUNTAIN HOME / ID	58	1.28
JACKSONVILLE / NC	384	1.25
WATERTOWN-FORT DRUM / NY	157	1.10
FAYETTEVILLE / NC	624	1.07
SANFORD / NC	48	1.04
CLARKSVILLE / TN-KY	470	1.03
COLORADO SPRINGS / CO	928	0.96
ELIZABETHTOWN / KY	157	0.94
ST. MARYS / GA	68	0.92
SOUTHERN PINES-PINEHURST / NC	83	0.87
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	1,911	0.84
HONOLULU / HI	666	0.79
DUNN / NC	87	0.71
HANFORD-CORCORAN / CA	67	0.67
CLOVIS / NM	29	0.59

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 20 metropolitan areas for all Hire Heroes registrants in 2021. For the third year in a row, Virginia Beach, San Diego and Washington D.C. all maintained the top three spots. Virginia Beach remained in the top spot, however Washington D.C. fell to third place, while San Diego rose to second. These top 3 metropolitan areas comprised 15.52% of all registrants in 2021, a slight increase of 0.93% over 2020.

METROPOLITAN AREA	TOTAL REGISTRANTS	% OF TOTAL
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	1,911	5.71%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	1,730	5.17%
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	1,554	4.64%
KILLEEN-TEMPLE-FORT HOOD / TX	1,120	3.35%
COLORADO SPRINGS / CO	928	2.77%
SAN ANTONIO-NEW BRAUNFELS / TX	914	2.73%
EL PASO / TX	723	2.16%
JACKSONVILLE / FL	713	2.13%
HONOLULU / HI	666	1.99%
DALLAS-FORT WORTH-ARLINGTON / TX	626	1.87%
FAYETTEVILLE / NC	624	1.86%
ATLANTA-SANDY SPRINGS-MARIETTA / GA	555	1.66%
LOS ANGELES-LONG BEACH-SANTA ANA / CA	523	1.56%
HOUSTON-SUGAR LAND-BAYTOWN / TX	504	1.51%
MANHATTAN / KS	480	1.43%
RIVERSIDE-SAN BERNARDINO-ONTARIO / CA	473	1.41%
CLARKSVILLE / TN-KY	470	1.40%
SEATTLE-TACOMA-BELLEVUE / WA	468	1.40%
NEW YORK-NORTHERN NEW JERSEY-LONG ISLAND / NY-NJ-PA	445	1.33%
TAMPA-ST. PETERSBURG-CLEARWATER / FL	421	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 17.08% of all spouse registrants). Though Virginia Beach and San Diego have swapped positions, these metropolitan areas, which were also the top three in 2020, made up a greater percentage of spouse registrants than in 2020 but still lag behind 2019 when 20.8% of spouse registrants came from these three metro areas.

METROPOLITAN AREA	TOTAL REGISTRANTS	% OF TOTAL
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	220	7.05%
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	165	5.29%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	148	4.74%
HONOLULU / HI	95	3.04%
SAN ANTONIO-NEW BRAUNFELS / TX	90	2.88%
COLORADO SPRINGS / CO	87	2.79%
EL PASO / TX	84	2.69%
KILLEEN-TEMPLE-FORT HOOD / TX	82	2.63%
FAYETTEVILLE / NC	76	2.44%
BALTIMORE-TOWSON / MD	64	2.05%
SEATTLE-TACOMA-BELLEVUE / WA	61	1.96%
DALLAS-FORT WORTH-ARLINGTON / TX	56	1.79%
RIVERSIDE-SAN BERNARDINO-ONTARIO / CA	51	1.63%
JACKSONVILLE / NC	48	1.54%
CLARKSVILLE / TN-KY	44	1.41%
JACKSONVILLE / FL	39	1.25%
TAMPA-ST. PETERSBURG-CLEARWATER / FL	38	1.22%
AUGUSTA-RICHMOND COUNTY / GA-SC	36	1.15%
LOS ANGELES-LONG BEACH-SANTA ANA / CA	36	1.15%
HOUSTON-SUGAR LAND-BAYTOWN / TX	34	1.09%

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** shows the distribution of registered military member job seekers in 2021 across metropolitan areas. Each pie chart represents the registrant population by branch.

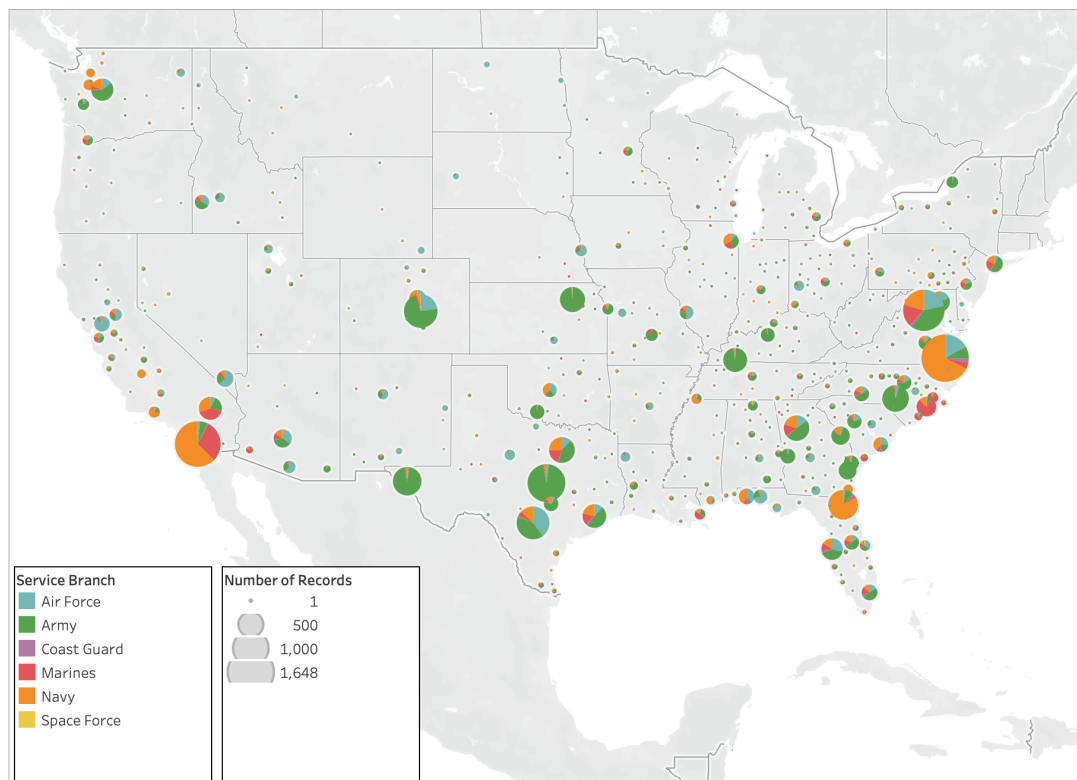
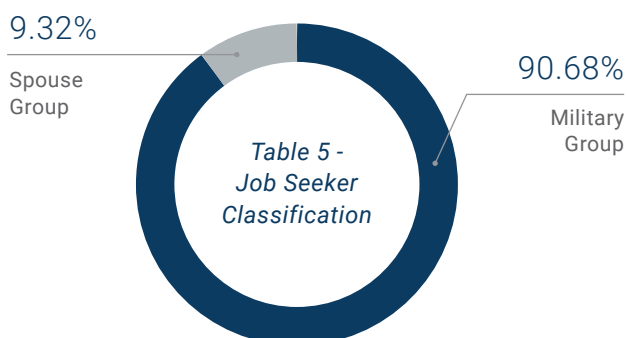


Figure 6 - Military Member Registration by Metropolitan Area

We categorize our clients into two major groups – 1) those with military service 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 and although this group saw rapid growth for several years in a row, in 2021 they saw a decrease in their proportion of the overall registrant population. For simplicity, we'll call the larger group the "Military Group" and the smaller group as the "Spouse Group." **Table 5** shows the breakdown of 2021 registrants by job seeker type, with the Spouse Group hitting 9.32% of total registrants, a 1.68% decrease in spouse registrants from 2020. This decrease represents a reversal of the growth we had seen in previous years.



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 2021 alone, 96.84% of our military member registrants served in the Post-9/11 Era, for a 1.29% increase over 2020. Additional registrant percentages are broken out in **Table 6**.

Post 9/11	96.84%
Gulf War Era	2.20%
Peacetime Era 3	0.87%
Vietnam Era	0.08%
Peacetime Era 2	0.01%

*Table 6 - Military Group
Registration by Service Era*

VETERAN, ACTIVE DUTY, GUARD, & RESERVE REGISTRANTS

Reserve Component

STATE OF ORIGIN	% OF TOTAL RECORDS	TOTAL REGISTRANTS
TX	14.11%	4,285
CA	11.27%	3,421
VA	9.75%	2,959
FL	7.46%	2,266
NC	6.53%	1,983
GA	5.77%	1,753
CO	3.83%	1,164
WA	2.81%	854
MD	2.74%	833
NY	2.05%	621

*Table 7 - Top 10 States for Military
Group Registrants*

The top ten states of origin for our Military Group registrants are detailed below 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. Looking at the top ten states as a whole, there was very little change from 2020 to 2021, with all ten states from 2020 making the list for 2021 – with the exception of slots nine and ten (which swapped places) all states ranked in the same order.

RESERVE COMPONENT

Over the past several years we have seen a steady increase in our clients who are serving in a Reserve Component. However, from 2020 to 2021, we saw a decline in the percentage of overall clients who are a National Guard member or Reservist from 19.54% of the client group to 15.81%. The Army continues to have the largest proportion of Reserve and Guard registrants, while the Marines and Navy have the smallest proportion. We do not yet have data for the Space Force Guard and Reserve as shown in **Table 8**.

	ACTIVE DUTY ONLY	NATIONAL GUARD OR RESERVES
Air Force	86.25%	13.75%
Army	76.53%	23.47%
Coast Guard	89.08%	10.92%
Marines	91.56%	8.44%
Navy	92.70%	7.30%
Space Force	100.00%	-
GRAND TOTAL	84.19%	15.81%

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.

Air Force Reserve	8.50%
Air National Guard	8.05%
Army National Guard	38.02%
Army Reserve	28.53%
Coast Guard Reserve	0.82%
Marine Corps Reserve	5.88%
Navy Reserve	10.20%

Table 9 - Reserve Component Breakdown

Table 9 explores Reserve Component members in detail. Of the 15.81% of military group registrants that serve in a Reserve or National Guard Component, the vast majority of them serve as part of an Army affiliate – with 38.02% in the Army National Guard and 28.53% in the Army reserve (which represents a decrease from 2022, but still an overwhelming 66.55% of total job seekers in a Reserve Component or National Guard). The smallest component continues to be the Coast Guard Reserve, with less than a percentage of all of our Reserve Component registrants serving with that institution.

Which military occupation our registrants fulfill varies across active duty and National Guard/Reserve registrants. **Table 10** provides a breakout of registrants for the top 20 military occupations by duty status.

	ACTIVE DUTY ONLY	NATIONAL GUARD OR RESERVES
Infantry	81.65%	18.35%
Logistics / Supply Chain	74.78%	25.22%
Signal Corps / Communications Systems	77.79%	22.21%
Medical / Health / Behavioral Services	80.52%	19.48%
Maintenance / Ordnance	84.48%	15.52%
Logistics	88.48%	11.52%
Aerospace Maintenance	90.35%	9.65%
Quartermaster	77.27%	22.73%
Adjutant General / Personnel / Human Resources	66.46%	33.54%
Aviation	86.87%	13.13%
Aviation Maintenance	96.23%	3.77%
Military Intelligence	76.24%	23.76%
Engineer	70.72%	29.28%
Field Artillery	83.77%	16.23%
Hospital Corpsman	91.26%	8.74%
Transportation	67.01%	32.99%
Military Police	68.18%	31.82%
Security Forces	88.74%	11.26%
Communications	90.46%	9.54%
Personnel / Yeoman / Admin	91.19%	8.81%
GRAND TOTAL	84.01%	15.99%

Table 10 - Top 20 Military Occupational Specialties by Duty Status

We see a greater percentage of National Guard and Reserve registrants in certain MOSes. **Table 11** highlights military occupations in which we see the highest rate of National Guard and Reserve military group registrants

	ACTIVE DUTY ONLY	NATIONAL GUARD OR RESERVES
Chaplain	57.50%	42.50%
Civil Affairs	61.45%	38.55%
Information Operations	62.00%	38.00%
Strategic Plans and Policy	64.71%	35.29%
Adjutant General / Personnel / Human Resources	66.46%	33.54%
Investigator	66.67%	33.33%
Precision Measurement	66.67%	33.33%
Transportation	67.01%	32.99%
Military Police	68.18%	31.82%
Psychological Operations	69.84%	30.16%
Engineer	70.72%	29.28%
Pilot (Remote)	71.43%	28.57%
Aircrew Protection / Pararescue / SERE	71.43%	28.57%
Financial Management	71.67%	28.33%
Chemical Corps	71.84%	28.16%
Force Management	73.91%	26.09%
Logistics / Supply Chain	74.78%	25.22%
Recruiting	76.00%	24.00%
Military Intelligence	76.24%	23.76%
Quartermaster	77.27%	22.73%
GRAND TOTAL	84.01%	15.99%

Table 11 - MOS with the Highest Rates of Reserves Members

Table 12 below examines this group of registrants further by illustrating the gender breakdown across Reserve Component statuses. In 2021 we began collecting data for our clients who identify as non-binary, and while they are still a small percentage of our dataset they will be detailed when there is data regarding their journey with Hire Heroes USA. Overall, women make up 25.84% of these military members, representing an increase of over 1% since 2020. Amongst this group, we see a larger cohort of women in Air Force, Army, Coast Guard and Navy organizations with over a third of Air Force Reserve (39.90%) and around a third of Air National Guard (29.92%), Army Reserve (30.05%), Coast Guard Reserve (28.95%) and Navy Reserve (33.05%) members being women. This is much higher than our overall military member population. We will discuss much of these differences further on in this report.

RESERVE COMPONENT STATUS	FEMALE	MALE	NON-BINARY
Air Force Reserve	39.90%	60.10%	
Air National Guard	29.92%	70.08%	
Army National Guard	19.75%	80.02%	0.23%
Army Reserve	29.22%	70.78%	
Coast Guard Reserve	28.95%	71.05%	
Marine Corps Reserve	9.70%	89.93%	0.37%
Navy Reserve	33.05%	66.95%	
GRAND TOTAL	25.84%	74.05%	0.11%

Table 12 - Reserve Component Breakdown by Gender

Race varies greatly across Reserve Component organizations, as detailed in **Table 13** below. 48.63% of our reservists and National Guard members are white, which is a decrease of 2.91% from 2020. 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, 62.03% of our Army Reserve job seekers are nonwhite (29.71% are Black or African American). Conversely 36.02% of our Air National Guard job seekers are nonwhite, and 13.83% are Black or African American. The Coast Guard Reserve and Marine Corps Reserve are 42-44% nonwhite.

RESERVE COMPONENT STATUS	American Indian or AK Native	Asian, Native Hawaiian, or Other Pacific Islander	Black or African American	Hispanic or Latino	Two or more races	White
Air Force Reserve	0.81%	5.66%	22.37%	14.29%	10.78%	46.09%
Air National Guard	1.15%	5.76%	13.83%	10.37%	4.90%	63.98%
Army National Guard	1.13%	4.53%	18.62%	15.87%	6.92%	52.92%
Army Reserve	1.06%	7.04%	29.71%	17.27%	6.96%	37.97%
Coast Guard Reserve	-	5.56%	8.33%	11.11%	2.78%	72.22%
Marine Corps Reserve	1.56%	8.20%	10.16%	25.78%	6.25%	48.05%
Navy Reserve	1.37%	7.06%	22.10%	13.21%	5.92%	50.34%
GRAND TOTAL	1.13%	5.91%	21.44%	15.97%	6.92%	48.63%

Table 13 - Reserve Component Breakdown by Race

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

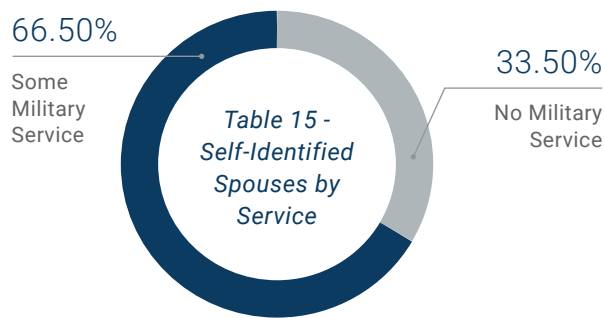
MILITARY SPOUSE JOB SEEKERS

Military spouses continue to be an important focus area for Hire Heroes USA, as they have been for many years. **Table 14** shows the top ten states from which military spouses registered in 2021. The top ten states remain unchanged from 2020; however, we did see shifts in ranking for 2021 with Texas moving to the top state. Virginia, Texas and California – which have all three been top states for military spouse job seekers, remained in the first three slots. Compared to 2021, each of these three states made up a smaller percentage of our military spouse job seekers and saw a decrease in the raw number of total registrants. Virginia, Texas and California accounted for 34.07% of all spouse registrants, which is a substantial decrease from 48.79% in 2021. of all spouse registrants in 2020 while the top five states combined represented 48.33% of all Spouse Group registrants. In 2021, we are seeing spouse registrants spread more broadly across different states.

STATE OF ORIGIN	% OF RECORDS	TOTAL REGISTRANTS
TX	12.85%	401
VA	11.67%	364
CA	9.55%	298
NC	8.04%	251
FL	6.22%	194
GA	4.62%	144
MD	4.04%	126
CO	3.78%	118
WA	3.69%	115
HI	3.01%	94

Table 14 - 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 15** shows that of our clients who self-identified as a military spouse or caregiver, 66.50% have some degree of military service (including those currently serving, those who have already separated, and those serving in a reserve component), representing an 8.24% increase over last year. 33.50% have never served in the military. A majority of spouse registrants have prior military service themselves.



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 (57.03%) as described in **Table 16**.

CURRENTLY SERVING	57.03%
PRIOR SERVICE / SEPARATED	37.03%
RESERVE COMPONENT	5.94%

Table 16 - Spouse or Partner's Military Status

We have seen that many veterans identify first as 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 want to highlight this aspect of the military spouse population. Notably, there are significant gender differences between self-identified military spouses who served in the military and those who did not.

Shown in **Table 17** below, 63.03% of our self-identified military spouses, those self-identified spouses with or without prior military service, are women. However, 92.65% of our military spouse population that never served in the military are women. Both of these groups show a slight decrease from 2020, but are consistent with our historical reporting and the categorization of our clients which labels spouses as a separate job seeker population from those that have served. This year, female military spouses with some military service - including those currently serving, those who have already separated, and those serving in a reserve component - slightly outpace male spouses with military experience by a slim margin (50.07% compared to 49.89%). In 2021, we also began recording non-binary spouses.

	FEMALE	MALE	NON-BINARY
No Military Service	92.65%	7.20%	0.15%
Some Military Service	50.07%	49.89%	0.05%
GRAND TOTAL	63.03%	36.89%	0.08%

Table 17 - Self-Identified Spouses by Gender

Table 18 gives us a closer look at military spouse registrants, their service connection, and their partner's military service. 57.04% of self-identified military spouses have a partner currently serving in the military and 37.02% have a partner that has already separated. Looking further we see that the relationship between these categories in 2021 aligns with what we saw in 2020 with the percentage of currently serving military spouses partnered with a currently serving military member increasing by approximately four percentage points. Prior serving spouses paired with a prior service partner remained largely unchanged.

SPOUSE MILITARY STATUS	Currently Serving	Prior Service / Separated	Reserve Component
No Military Service	74.50%	19.72%	5.78%
Currently Serving	54.56%	41.47%	3.97%
Prior Service	43.91%	49.61%	6.48%
Reserve Component	39.07%	38.82%	22.11%
GRAND TOTAL	57.04%	37.02%	5.94%

Table 18 - Self-Identified Spouses by Partner's Military Status

REGISTRANT GENDER & RACE

Beginning in 2021 we added non-binary as a gender option for our registrants, and we will report on those individuals throughout this report, although in some instances there may be limited or no data to report. Women made up 29.18% of registrants in 2021, 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 19** breaks down the race and gender of all Hire Heroes USA job seekers who provided both race and gender data during registration. BIPOC clients represented 51.04% of all clients, and white clients represented the remaining 48.96%. Within racial minority groups, we saw increases in all groups with the exception of American Indians/Alaska Natives. In prior years white registrants represented a majority of our registrants, however in 2021 we saw that white clients represented a plurality of registrants, with the percent of white job seekers totaling less than 50% but still the highest percentage of any racial category.

RACE	Female	Male	Non-Binary	GRAND TOTAL
American Indian or AK Native	0.26%	0.58%	0.00%	0.84%
Asian or Pacific Islander	1.86%	3.75%	-	5.62%
Black or African American	8.10%	13.53%	0.02%	21.65%
Hispanic or Latino	4.90%	11.07%	0.01%	15.97%
Two or more races	2.33%	4.60%	0.02%	6.95%
White	11.72%	37.18%	0.06%	48.96%
GRAND TOTAL	29.18%	70.71%	0.12%	100.00%

Table 19 - Registrant Race and Gender

Table 20 further examines race and gender relationships amongst registrants by categorizing military members and military spouses according to both race and gender. Just as in 2020, military member clients are most likely to be white men, and military spouses are most often white women. While white males continue to make up a majority of our Military Group and white females continue to make up a majority of our Spouse Group, these groups' sizes are on a small decline. Our Spouse Group continues to be significantly majority-female, with women representing 94.65% of our military spouses. Notably, female military and veteran clients are more likely to be nonwhite as are male military spouses. Women veterans make up only 23.33% of our military members, which represents an increase over last year and an ongoing trend.

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 18.7% of the total DOD military force in 2020 was female (2020 Department of Defense Demographics Report). Still both groups show an ongoing increase in female representation.

RACE	Military Group			Spouse Group			GRAND TOTAL
	Female	Male	Non-Binary	Female	Male	Non-Binary	
American Indian or AK Native	0.22%	0.63%	0.00%	0.68%			0.84%
Asian or Pacific Islander	1.24%	4.06%		8.86%	0.34%		5.62%
Black or African American	7.49%	14.57%	0.03%	14.89%	1.88%		21.65%
Hispanic or Latino	3.91%	11.99%	0.00%	16.00%	0.73%	0.09%	15.97%
Two or more races	1.95%	4.97%	0.02%	6.68%	0.47%		6.95%
White	8.53%	40.33%	0.06%	47.54%	1.80%	0.04%	48.96%
GRAND TOTAL	23.33%	76.55%	0.11%	94.65%	5.22%	0.13%	100.00%

Table 20 - Registrant Race and Gender as Percentage of
Veteran or Spouse Status

Table 21 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, but this is the first year that neither our Military nor Spouse group populations were majority white. Notably, female veterans are likely to be nonwhite, while most male military spouses are likely to be nonwhite.

RACE	Military Group				Spouse Group				GRAND TOTAL
	Female	Male	Non-Binary	Total	Female	Male	Non-Binary	Total	
American Indian or AK Native	0.95%	0.82%	3.33%	0.86%	0.72%			0.68%	0.84%
Asian or Pacific Islander	5.32%	5.30%		5.30%	9.36%	6.56%		9.20%	5.62%
Black or African American	32.11%	19.03%	23.33%	22.09%	15.73%	36.07%		16.77%	21.65%
Hispanic or Latino	16.74%	15.66%	3.33%	15.90%	16.91%	13.93%	66.67%	16.82%	15.97%
Two or more races	8.35%	6.49%	16.67%	6.93%	7.05%	9.02%		7.15%	6.95%
White	36.54%	52.69%	53.33%	48.92%	50.23%	34.43%	33.33%	49.38%	48.96%
GRAND TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 21 - Registrant Race as Percentage of Gender, by Group Status

Our racial and gender distributions present small changes between our 2020 and 2021 datasets; in both Spouse and Military Groups, we see marginal increases in Black/African American and Hispanic/Latino and decreases in white registrants.

In years past, we have compared Hire Heroes USA job seekers to their active-duty counterparts due to available racial data. However, recently, the Department of Defense has begun publishing total force numbers for racial and gender diversity. Using these numbers for comparison creates some difficulties. When the DOD reports on race, they do not include the Coast Guard as the organization falls under the Department of Homeland Security. Further, the DOD reports solely on race; therefore, the ethnic identity Hispanic or Latino is rolled up under racial categories. Additionally, the US Army and Army Reserve do not report on multi-racial soldiers. Therefore, there are some limitations to these comparisons.

The DOD further reports that 16.1% of the total force identifies as Hispanic or Latino; Hispanic or Latino individuals may be represented across any racial categories above. Overall, DoD reports that approximately one-third (31.1%) of the force belongs to a racial minority. In 2020, the Navy had the highest percentage of racial minorities among enlisted members (40.4%), and the Army had the highest percentage of racial minorities among its officers (27%) (DoD 2021). 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 16.8%). 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 in 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		Space Force		GRAND TOTAL
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	
American Indian or AK Native	0.69%	0.85%	1.00%	0.51%	0.69%		0.95%	0.85%	0.85%	0.82%			0.86%
Asian or Pacific Islander	5.41%	5.10%	5.33%	5.13%	2.07%	5.95%	4.77%	5.41%	5.75%	4.44%	15.38%		5.29%
Black or African American	20.45%	8.49%	27.17%	16.06%	5.86%	1.19%	13.85%	8.55%	24.87%	11.18%	23.08%		22.08%
Hispanic or Latino	12.38%	5.31%	17.93%	12.24%	11.38%	9.52%	25.07%	10.54%	14.29%	7.73%	7.69%		15.91%
Two or more races	7.53%	5.73%	7.08%	6.15%	8.28%	9.52%	7.19%	5.41%	6.65%	5.26%			6.94%
White	53.53%	74.52%	41.50%	59.91%	71.72%	73.81%	48.18%	69.23%	47.59%	70.56%	53.85%	100.00%	48.91%
GRAND TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 22 - 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 & RANK

Table 23 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 3.41% from 2020. In contrast, the proportion of Navy jobseekers grew nearly 3%. The Army represents 36.1% of the active duty military population, and despite its slight reduction in registrant numbers in 2020, the Army (which comprises 43.87% 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 service branches as follows: 25.6% Navy, 24.7% Air Force, and 13.6% Marine Corps, meaning that our registrants continue to significantly under-represent non-Army branches (DoD 2020).

There were also shifts in rank categories from 2020 to 2021, with the proportion of Junior Enlisted registrants dropping 2.51%. However, other enlisted groups grew in proportion, including non-commissioned officers (from 34.24% to 36.09%) and senior non-commissioned officers (from 20.17% to 22.23%).

Taken together, 87.08% of Military Group registrants were Enlisted military members. Comparatively, 82.4% of the DoD population is Enlisted (DoD 2020).

RANK CATEGORY	Air Force	Army	Coast Guard	Marines	Navy	Space Force	GRAND TOTAL
Junior Enlisted	4.53%	14.19%	0.24%	5.08%	4.69%		28.76%
Non-Commissioned Officer	6.69%	13.83%	0.50%	4.13%	10.93%		36.09%
Senior Non-Commissioned Officer	5.91%	8.97%	0.35%	1.65%	5.33%		22.23%
Warrant Officer		1.31%	0.09%	0.16%	0.18%		1.73%
Company-Grade Officer	0.68%	3.12%	0.12%	0.66%	1.00%	0.02%	5.59%
Field-Grade Officer	1.23%	2.43%	0.14%	0.58%	1.19%	0.01%	5.59%
General / Flag Officer		0.01%					0.01%
GRAND TOTAL	19.04%	43.87%	1.43%	12.26%	23.33%	0.08%	100.00%

Table 23 - 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 24 shows the percentage of each rank category that falls under the different service dispositions. There are significant changes between these populations compared to our 2020 data.

In 2020, 41.34% of our Military Group registrants were serving on Active Duty at the time in which they registered for Hire Heroes USA's services. But in 2021, that number increased to 53.97%. Increases were consistent across all rank categories. We believe that this was because early-pandemic registration (e.g. 2020 registration) was abnormally low because of concerns related to the civilian job market during the pandemic. With the return of a healthy civilian job market, currently serving members of the military are more interested in seeking civilian employment (and thus, registering for Hire Heroes USA's services).

	Currently Serving	Prior Service	Reserve Component
Junior Enlisted	41.28%	50.99%	7.73%
Non-Commissioned Officer	55.49%	37.86%	6.65%
Senior Non-Commissioned Officer	71.68%	20.11%	8.22%
Warrant Officer	73.03%	18.69%	8.29%
Company-Grade Officer	58.45%	30.57%	10.97%
Field-Grade Officer	63.15%	24.60%	12.24%
General / Flag Officer	33.33%	66.67%	
GRAND TOTAL	53.97%	38.40%	7.62%

Table 24 - 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 all branches. In 2020 we saw significant shifts in the clients that came through registration, with a notable drop in active duty clients overall. 2021 saw a return to more average rates for our intake, with 53.97% of Military Group registrants registering while on active duty (as opposed to 41.34% in 2020). The Army registrants that are in a reserve component remained relatively unchanged for the third year in a row, and they continue to be the largest percentage of Reserve Component registrants. We also saw that our Marine Corps registrants continued to have the largest proportion of registrants with prior service, and although still a small number of clients, our Space Force registrants had the largest proportion of active duty individuals.

	Currently Serving	Prior Service	Reserve Component
Air Force	60.77%	32.27%	6.96%
Army	51.33%	35.67%	13.00%
Coast Guard	59.55%	33.75%	6.70%
Marines	49.73%	47.18%	3.09%
Navy	64.64%	32.28%	3.08%
Space Force	78.26%	21.74%	
GRAND TOTAL	53.97%	38.40%	7.62%

Table 25 - Service Branch by Service Disposition

Looking at service disposition further, **Table 26** details the Top 20 Military Occupational Specialties (MOSes) for our Military Group registrants and the proportions each service disposition represents. Of our registrants who listed Infantry as their most recent MOS, 45.74% of them came to us while still on active duty, with 47.33% registering after separating from the military and the remaining 6.93% serving as part of a Reserve component. Aerospace Maintenance and Aviation Maintenance had the two highest rates of active duty registrants. Infantry saw the highest occurrence of registrants with prior military service, outpacing the second highest MOS in the category (Communications) by 9.47%. Adjutant General / Personnel / Human Resources saw the highest rate of registrants serving in a Reserve component, with 22.88% of registrants who reported that as their most recent MOS serving in a Reserve component - just over three times the proportion of our overall job seeker population.

	Currently Serving	Prior Service	Reserve Component
Infantry	45.74%	47.33%	6.93%
Logistics / Supply Chain	50.83%	33.57%	15.60%
Signal Corps / Communications Systems	54.68%	31.27%	14.04%
Medical / Health / Behavioral Services	55.05%	35.05%	9.90%
Maintenance / Ordnance	63.03%	29.62%	7.35%
Logistics	59.55%	35.86%	4.58%
Aerospace Maintenance	69.03%	26.27%	4.69%
Quartermaster	50.69%	36.41%	12.90%
Adjutant General / Personnel / Human Resources	46.87%	30.25%	22.88%
Aviation	64.99%	28.20%	6.81%
Aviation Maintenance	68.52%	30.16%	1.31%
Military Intelligence	53.85%	31.45%	14.70%
Engineer	50.83%	32.41%	16.76%
Field Artillery	58.96%	32.28%	8.77%
Hospital Corpsman	62.40%	34.35%	3.25%
Transportation	45.23%	36.31%	18.46%
Military Police	45.89%	37.01%	17.10%
Security Forces	54.71%	38.85%	6.44%
Communications	57.23%	37.86%	4.91%
Personnel / Yeoman / Admin	66.04%	30.19%	3.77%
Grand Total	53.97%	38.40%	7.62%

Table 26 - Top 20 MOS by Service Disposition

The following table looks specifically at gender diversity among our military clients. As mentioned previously, we introduced non-binary as an option for our clients who identify as such in 2021 and will include data on this group when possible. As **Table 27** shows, non-binary clients are still a relatively small percentage of our overall registrant population, comprising of 0.11% of our Military Group registrants, but with the exception of Space Force they are represented in each branch of the military. Just as with previous years reporting, the Marine Corps continues to be our least gender diverse branch, with women and non-binary individuals representing only 13.11% of Marine registrants. Conversely, the Air Force remains one of our most gender diverse branches with female and non-binary individuals comprising 28.19% of the total registrant population. Space Force also saw high gender diversity with 39.13% of those registrants identifying as female - the largest percentage of any branch.

Looking at the Department of Defense active duty reporting, women make up 8.6% of the Marine Corps, which is the lowest rate across DoD, and 22.3% of the Air Force, which is the highest. Across all branches, women make up 18.9% of active duty members (DoD 2020). With women representing 23.34% of our Military Group registrants, Hire Heroes enrollment of women clients appreciably exceeded their proportion in the DoD.

	Air Force	Army	Coast Guard	Marines	Navy	Space Force	GRAND TOTAL
Female	28.00%	22.25%	21.91%	12.93%	26.93%	39.13%	23.34%
Male	71.81%	77.70%	77.83%	86.89%	72.96%	60.87%	76.55%
Non-Binary	0.19%	0.06%	0.25%	0.18%	0.11%		0.11%

Table 27 - Registrant Gender by Branch of Service

Further exploring by race and gender, in **Table 28** we see our 2021 racial and demographic distributions are largely unchanged from 2020. The Army continues to be the most racially diverse branch for our registrants for the third year in a row.

Race	Gender	Air Force	Army	Coast Guard	Marines	Navy	Space Force	Grand Total
American Indian or Alaska Native	Female	0.16%	0.23%		0.19%	0.26%		0.22%
	Male	0.55%	0.68%	0.53%	0.75%	0.56%		0.63%
	Non-Binary					0.02%		0.00%
Asian, Native Hawaiian or Other Pacific Islander	Female	1.62%	1.28%	1.07%	0.31%	1.36%	5.00%	1.24%
	Male	3.76%	4.02%	1.87%	4.52%	4.28%	5.00%	4.06%
	Non-Binary							
Black or African American	Female	7.83%	8.20%	1.07%	1.93%	9.11%	10.00%	7.47%
	Male	11.45%	17.28%	3.74%	11.38%	14.36%	5.00%	14.57%
	Non-Binary	0.04%	0.02%		0.03%	0.03%		0.03%
Hispanic or Latino	Female	3.15%	4.04%	1.07%	4.43%	4.20%		3.91%
	Male	8.51%	13.00%	9.89%	18.93%	9.46%	5.00%	12.00%
	Non-Binary				0.03%			0.00%
Two or more races	Female	2.75%	1.80%	2.67%	0.87%	2.09%		1.95%
	Male	4.59%	5.10%	5.61%	6.11%	4.43%		4.97%
	Non-Binary		0.03%	0.27%	0.03%			0.02%
White	Female	12.46%	6.58%	17.11%	5.24%	10.06%	25.00%	8.51%
	Male	42.99%	37.73%	55.08%	45.15%	39.74%	45.00%	40.36%
	Non-Binary	0.14%	0.02%		0.09%	0.07%		0.06%
Grand Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 28 - Registrant Race and Gender by Branch of Service

LENGTH OF MILITARY SERVICE

Table 29 explores median service tenures across branch and gender categories, in years. In 2020 we observed that veteran job seekers reported shorter tenures than in years prior, however in 2021 we saw tenures increase for nearly every branch and across genders. With the exception of the Marines, each branch of service saw reported tenures increase over 2020 registrants. Space Force, a relatively new branch of the military, has only accepted transfers of active duty members from other branches of the military, unsurprisingly reports the shortest service tenure for that branch. The Marines, which historically have had the shortest service tenure, had the second shortest tenure and was the only branch to see a drop in the median length of service. The Coast Guard saw the most significant uptick in service tenure rising from 14.5 years to 15.94 years. Male Coast Guard registrants continued to report the longest service tenure of any group, and females serving in Space Force reported the shortest, followed by females serving in the Marines.

Service Branch	Female	Male	Non-Binary	Grand Total
Air Force	8.83	13.18	5.32	11.28
Army	7.15	8.50	4.00	8.02
Coast Guard	10.42	18.59	7.04	15.94
Marines	4.65	5.60	4.09	5.15
Navy	7.94	10.75	4.00	9.61
Space Force	1.55	6.65		4.48
Grand Total	7.47	9.12	4.17	8.56

Table 29 - Length of Military Service by Registrant Branch and Gender in Years

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 currently serving or serving in a Reserve Component. This trend has been consistent for several years, and 2021 was no exception. The service tenures reported for each service disposition remained relatively unchanged from 2020, with clients who are currently serving or with prior service reporting slightly shorter median service tenures. Clients in a Reserve Component reported marginally longer service tenures than the previous year. Clients currently serving in the Air Force or Coast Guard continue to report the longest times of service, with those clients with prior service having served in the Marines continuing to report some of the shortest median tenures.

Service Branch	Currently Serving	Prior Service	Reserve Component	Grand Total
Air Force	19.03	7.34	10.84	11.28
Army	9.04	6.38	11.22	8.02
Coast Guard	19.54	9.92	14.58	15.94
Marines	7.61	4.78	6.28	5.15
Navy	12.42	6.21	11.11	9.61
Space Force	5.93	0.26		4.48
Grand Total	10.77	6.08	10.94	8.56

Table 30 - Length of Military Service by Service Disposition

Exploring service tenure further, we grouped our registrants into five-year intervals, which are detailed in **Table 31**. As we've seen in previous years, there is a clear trend that our registrants are either at the front end or tail end of their service. Only 17.32% are in the ten-year period between ten years of service and retirement eligibility. In 2021 the majority of our registrants fell into the five to ten year interval, with clients at retirement eligibility representing the second largest proportion. Space Force, which has already been discussed as an anomaly for service tenure, saw the largest percentage of registrants with less than five years of service. As with years prior, the Army and Marines also saw large percentages of clients with less than five years of service. The Coast Guard, which reports the longest service tenures, unsurprisingly had the highest percentage of registrants at retirement eligibility.

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	17.98%	27.99%	9.59%	9.90%	34.53%
Army	29.68%	28.07%	9.88%	7.76%	24.61%
Coast Guard	16.46%	18.73%	12.41%	15.44%	36.96%
Marines	41.95%	28.93%	7.11%	6.18%	15.83%
Navy	18.19%	33.48%	10.42%	6.02%	31.89%
Space Force	52.38%	23.81%		9.52%	14.29%
Grand Total	26.10%	29.29%	9.64%	7.68%	27.29%

Table 31 - 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 32 details the age distribution of our 2021 registrants, broken out by group status. 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	0.38%	0.54%	0.40%
20-24 years	14.40%	8.20%	13.89%
25-29 years	21.74%	19.46%	21.56%
30-34 years	15.02%	23.35%	15.71%
35-39 years	16.66%	21.28%	17.04%
40-44 years	16.60%	14.91%	16.46%
45-49 years	8.39%	6.79%	8.26%
50-54 years	4.24%	3.40%	4.17%
55-59 years	1.67%	1.53%	1.66%
60-64 years	0.60%	0.41%	0.58%
65 years and over	0.29%	0.12%	0.28%
Grand Total	100.00%	100.00%	100.00%

Table 32 - Registrant Age by Group Status

On average, we do not see much demographic variance between race and gender categories when it comes to age. **Table 33** highlights race and gender crosstabs and displays average ages for each category. The difference between the race with the highest average age and the race with the lowest average age is less than 2.5 years.

RACE	Female	Male	Non-Binary	GRAND TOTAL
American Indian or AK Native	35.64	35.01	32.00	35.22
Asian or Pacific Islander	33.60	34.24		34.03
Black or African American	34.64	35.76	29.14	35.33
Hispanic or Latino	32.10	33.38	31.50	32.99
Two or more races	32.89	33.61	58.20	33.43
White	34.11	35.69	29.82	35.30
GRAND TOTAL	33.84	35.21	33.85	34.81

Table 33 - Average Age by Race and Gender

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APPENDIX

In looking at our Military Group specifically we see that 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 Junior Enlisted registrants is 29.17 and the average age for a Field Grade Officer is 45.88), there is some disparity between the branches of service. Historically, the Marines have been our youngest branch while the Coast Guard has been our oldest branch, and that trend continued into 2021. As with years past, we also saw 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. Jobseekers who were currently serving or had prior service at the time of registration saw about a 6 year difference in the oldest average age by branch and the youngest - our jobseekers serving in a Reserve Component saw the largest spread with 8.22 years between the youngest and oldest branch. Compared to 2020, our overall Military Group average age decreased by 0.56 years, with each branch seeing a slight drop in the overall average age reported.

		Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company Grade Officer	Field Grade Officer	General / Flag Officer	Grand Total
Currently Serving	Air Force	24.71	31.67	40.79		30.30	43.61		34.68
	Army	24.63	30.29	41.50	41.44	30.37	45.69	54.00	33.13
	Coast Guard	27.82	33.61	41.91	43.85	34.00	44.20		37.12
	Marines	22.92	28.11	40.30	40.34	31.27	44.81		30.42
	Navy	25.46	31.22	41.52	45.98	32.72	45.32		34.48
	Space Force	28.00	27.33	39.67		29.60	47.00		34.33
Prior Service	Air Force	34.39	36.44	46.51		38.20	47.26		37.99
	Army	33.86	37.74	46.44	45.69	37.15	49.74	47.50	37.48
	Coast Guard	33.64	37.53	46.79	46.25	36.00	53.00		39.74
	Marines	31.49	32.96	45.66	44.50	37.44	46.70		33.37
	Navy	35.33	36.21	45.05	45.50	35.83	47.03		37.18
	Space Force	26.00							26.00
Reserve Component	Air Force	26.79	32.93	42.17		34.11	45.62		34.94
	Army	26.11	32.82	43.83	42.95	31.31	47.30		34.82
	Coast Guard	25.67	36.73	43.00	47.00	38.33	44.00		38.41
	Marines	23.66	29.15	43.73	42.50	29.31	45.33		30.19
	Navy	27.39	33.78	42.71		36.92	45.00		36.22
Grand Total		29.17	32.89	42.26	42.64	32.69	45.88	49.67	34.79

Table 34 - Average Age by Branch, Rank Category and Service Status

In examining registrant age further, we see that there is a fair bit of variation amongst the Top 20 MOSes for our Military Group clients. **Table 35** shows that registrants who reported Communications as their most recent MOS on average are the youngest of all registrants who reported an MOS in our Top 20. In fact, Communications registrants' average age is more than four years younger than our overall Military Group population. Of the Top 20 MOSes, Adjutant General / Personnel / Human Resources registrants had the highest average age at 37.68 years old.

Infantry	32.90
Logistics / Supply Chain	34.56
Signal Corps / Communications Systems	33.88
Medical / Health / Behavioral Services	35.93
Maintenance / Ordnance	33.65
Logistics	35.48
Aerospace Maintenance	35.17
Quartermaster	34.71
Adjutant General / Personnel / Human Resources	37.68
Aviation	35.15
Aviation Maintenance	36.27
Military Intelligence	35.09
Engineer	32.92
Field Artillery	33.78
Hospital Corpsman	34.67
Transportation	34.25
Military Police	34.45
Security Forces	32.20
Communications	30.35
Grand Total	34.79

Table 35 - Average Age for Top 20 MOS

MILITARY OCCUPATIONS

In 2018 we began grouping registrants based on their occupations in the military.

Table 36 details the Top 10 military occupations for each branch in terms of job seeker intake. These occupations vary greatly across branches of service, and as with years past we saw a large percentage of Army and Marines jobseekers falling into infantry, while aerospace or aviation maintenance was the top occupation for Navy and Air Force jobseekers. The top military occupations remain largely unchanged from 2020.

AIR FORCE		MARINES	
Aerospace Maintenance	16.25%	Infantry	13.85%
Security Forces	9.48%	Communications	11.43%
Medical / Health / Behavioral Services	8.26%	Motor Transport	7.93%
Intelligence / Surveillance / Reconnaissance	6.21%	Aircraft Maintenance	6.87%
Computer Systems	5.56%	Personnel & Administration	6.44%
Communications Systems	5.25%	Logistics	5.82%
Logistics	5.08%	Supply Administration and Operations	5.42%
Personnel	4.84%	Engineer, Construction, Facilities, & Equipment	4.73%
Aircrew Operations	4.66%	Avionics	3.77%
Munitions and Weapons	4.66%	Artillery	3.37%
ARMY		NAVY	
Logistics / Supply Chain	11.25%	Aviation Maintenance	11.37%
Infantry	9.72%	Hospital Corpsman	9.17%
Signal Corps / Communications Systems	8.90%	Logistics	6.62%
Maintenance / Ordnance	7.49%	Cryptologic Technician	5.59%
Adjutant General / Personnel / Human Resources	5.66%	Personnel / Yeoman / Admin	5.37%
Aviation	5.47%	Surface Engineering / Repair	5.35%
Medical / Health / Behavioral Services	5.24%	Intelligence	3.76%
Military Intelligence	5.19%	Surface Information Systems	3.54%
Quartermaster	5.06%	Electronics (General)	3.52%
Engineer	4.82%	Boatswain's Mate	3.47%

Table 36 - Top 10 Military Occupations by Branch

SERVICE-CONNECTED DISABILITIES

Hire Heroes only collects disability rating data from registrants after they have been converted to a client and assigned to work with a Transition Specialist. In 2021, 5,360 Military Group registrants reported a VA service-connected disability, and **Table 37** below illustrates the breakdown of each disability rating across branches. Clients who registered in 2021 and reported a disability rating after being assigned to a Transition Specialist decreased 15.32% from 2020. Clients who reported a disability rating of 90% or 100% were the only rating tiers to see an increase over the previous year, with clients reporting a 100% disability rating increasing significantly - up 4.57% over 2020. For comparison, the increase in jobseekers reporting a 100% disability rating from 2019 to 2020 was just 1.27%. The Army saw the greatest increase in the percentage of jobseekers who reported a VA service-connected disability rating of 100% or more, jumping up 6.53% from 2020 to 2021. The Army was followed by the Marines, which saw an increase of 4.18% in jobseekers who reported a disability rating of 100%.

Disability Rating	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
10%	6.26%	4.48%	7.69%	8.10%	10.50%	6.49%
20%	2.55%	3.32%	9.23%	3.68%	3.43%	3.36%
30%	4.52%	4.94%	7.69%	6.13%	6.08%	5.32%
40%	5.92%	4.67%	1.54%	6.75%	6.87%	5.56%
50%	6.50%	5.02%	4.62%	5.40%	5.40%	5.37%
60%	9.98%	8.10%	12.31%	9.94%	7.95%	8.69%
70%	11.25%	9.61%	12.31%	9.94%	10.60%	10.15%
80%	10.21%	13.54%	15.38%	12.88%	12.17%	12.67%
90%	16.59%	14.08%	6.15%	13.25%	14.62%	14.38%
100%	26.22%	32.25%	23.08%	23.93%	22.37%	28.00%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 37 - Client Reported VA Disability Ratings by Service Branch

EDUCATION LEVEL

Table 38 examines the distribution of our jobseekers based on their highest level of education completed and initial employment status at their time of registration. As reported in 2020, we saw a significant decrease in the percentage of active duty registrants, likely a result of increased retention rates in the military during the uncertainty of the COVID-19 pandemic. In 2021, however, not only did the percentage of active duty clients rebound, but it exceeded pre-pandemic numbers with 53.4% of registrants coming to us while on active duty. For comparison, in 2019 46% of registrants were active duty at the time of registration. In 2020 that total dropped to just below 41%. From 2020 to 2021 the percentage of active duty registrants increased an astounding 11.41%. Active duty and individuals pending a medical separation were the only two initial employment statuses to see an increase over the previous year, with unemployed registrants seeing the greatest decrease (down 7.27% from 2020). Looking at highest level of education attained, registrants with a high school diploma/GED or 2 year degree were the only groups to see an increase from the previous year - high school diploma/GED registrants saw an increase of just over 2.5% to comprise the largest group of our registrant base at 39.06% of the total.

	Active Duty	Employed	Unemployed	Pending Medical Separation	Student - Not seeking full time employment	Temporary / Contract Employee	Under Employed - Insufficient income	Grand Total
High School/GED	22.48%	4.18%	8.07%	1.67%	0.82%	0.43%	1.42%	39.06%
2 Year Degree	9.28%	2.08%	3.33%	0.65%	0.51%	0.27%	0.55%	16.67%
4 Year Degree	13.22%	4.62%	6.84%	0.73%	0.35%	0.51%	1.35%	27.62%
Post-Graduate Degree	8.16%	2.91%	3.39%	0.26%	0.14%	0.39%	0.79%	16.04%
Doctorate	0.26%	0.10%	0.14%		0.01%	0.06%	0.04%	0.61%
Grand Total	53.40%	13.89%	21.79%	3.31%	1.82%	1.65%	4.15%	100.00%

Table 38 - Registrant Education and Employment Status

Taking a look at highest level of educational attainment as it relates to registrants' most recent MOS, **Table 39** details the breakout of each level of educational attainment for the Top 20 MOSes reported by our job seekers. Job seekers who reported Communications as their most recent MOS saw the highest proportion of individuals achieving a high school diploma or GED equivalent as their highest level of educational attainment. Military Intelligence and Adjutant General / Personnel / Human Resources saw the highest rates of job seekers achieving a four year degree.

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Infantry	51.98%	11.50%	25.75%	10.36%	0.40%	100.00%
Logistics / Supply Chain	37.36%	15.40%	28.33%	18.82%	0.10%	100.00%
Signal Corps / Communications Systems	47.82%	15.06%	23.79%	12.99%	0.34%	100.00%
Medical / Health / Behavioral Services	22.91%	20.07%	30.42%	23.15%	3.45%	100.00%
Maintenance / Ordnance	59.14%	21.48%	14.78%	4.60%		100.00%
Logistics	32.50%	17.42%	31.10%	18.35%	0.62%	100.00%
Aerospace Maintenance	28.19%	35.36%	24.45%	11.99%		100.00%
Quartermaster	49.91%	16.58%	24.41%	8.93%	0.18%	100.00%
Aviation	46.30%	17.41%	23.15%	12.96%	0.19%	100.00%
Adjutant General / Personnel / Human Resources	28.04%	17.94%	35.51%	18.32%	0.19%	100.00%
Military Intelligence	29.85%	15.78%	35.93%	18.25%	0.19%	100.00%
Aviation Maintenance	54.27%	13.12%	23.46%	9.15%		100.00%
Field Artillery	48.35%	13.19%	25.05%	13.19%	0.22%	100.00%
Engineer	51.01%	11.63%	22.15%	14.99%	0.22%	100.00%
Transportation	50.51%	19.23%	21.54%	8.72%		100.00%
Hospital Corpsman	37.56%	19.43%	30.57%	11.40%	1.04%	100.00%
Military Police	37.50%	16.76%	28.46%	17.29%		100.00%
Security Forces	39.48%	24.78%	24.21%	11.24%	0.29%	100.00%
Communications	63.07%	12.20%	18.82%	5.23%	0.70%	100.00%
Personnel / Yeoman / Admin	42.65%	18.01%	28.68%	10.29%	0.37%	100.00%
Grand Total	40.87%	17.41%	26.45%	14.82%	0.45%	100.00%

Table 39 - Registrant Education Level for Top 20 MOS

Examining our active duty registrants only, **Table 40** below illustrates the relationship between rank and the highest level of education each registrant attained. The percentage of enlisted registrants holding less than a bachelor's degree saw a slight increase over 2020, with 2.79% more for a total of 70.16% of enlisted registrants. Conversely less than 7% of our officer registrants hold less than a bachelor's degree, with 93.01% of officer registrants attaining a bachelor's degree or higher. The Department of Defense reports that only 9.6% of active duty enlisted members hold a Bachelor's degree or higher, while 85.5% 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.

	ENLISTED	OFFICER	GRAND TOTAL
High School/GED	50.06%	3.03%	42.11%
2 Year Degree	20.10%	3.96%	17.37%
4 Year Degree	21.59%	40.38%	24.77%
Post-Graduate Degree	8.16%	50.22%	15.27%
Doctorate	0.09%	2.40%	0.48%
GRAND TOTAL	100.00%	100.00%	100.00%

Table 40 - Active Duty Registrant Education Level by Rank

As observed in previous years, our Spouse Group continues to be better-educated than their Military Group counterparts. In fact, 65.31% of Spouse Group registrants hold a four-year-degree or higher, compared to 46.53% of Military Group registrants. Both of these percentages are relatively unchanged from 2020. Spouses who reported they were employed at the time of registration saw an increase of 2.29% in 2021. Spouses who reported that they were unemployed or underemployed at the time of registration saw a decrease in 2021. **Table 41** breaks down the cross section of Spouse Group educational attainment and initial employment status. Unemployed spouses holding a bachelor's degree were the largest subgroup for the second year in a row.

	Employed	Unemployed	Student - Not seeking full time employment	Temporary / Contract Employee	Under Employed - Insufficient income	Grand Total
High School/GED	5.95%	13.67%	0.86%	0.35%	2.22%	23.05%
2 Year Degree	3.73%	6.40%	0.45%	0.35%	0.71%	11.65%
4 Year Degree	11.95%	20.37%	1.21%	1.66%	3.98%	39.18%
Post-Graduate Degree	8.67%	11.40%	0.25%	1.97%	2.32%	24.61%
Doctorate	0.45%	0.66%	0.05%	0.25%	0.10%	1.51%
Grand Total	30.76%	52.50%	2.82%	4.59%	9.33%	100.00%

Table 41 - Spouse Initial Employment Status and Educational Attainment

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

Table 42 below shows registrant's desired salary based on their highest level of education completed. Desired salary amounts increase with increased levels of educational attainment. Overall, the average desired salary for a Hire Heroes USA registrant in 2021 was \$66,082.42, an increase of 4.17% over the 2020 data set. For the second year in a row job seekers holding a high school diploma or GED equivalent saw the largest increase in desired salary with a 6.88% increase over 2020. In fact, each category of educational attainment saw an increase in desired salary in 2021.

High School/GED	\$58,336.89
2 Year Degree	\$63,058.42
4 Year Degree	\$69,900.81
Post-Graduate Degree	\$80,950.16
Doctorate	\$86,619.72
GRAND TOTAL	\$66,082.42

Table 42 - Desired Salary by Educational Attainment

For our Military Group job seekers we have observed that individuals who have achieved higher ranks desire higher salary on average, and those with higher levels of educational attainment desire higher salaries. **Table 43** details the desired salaries of our Military Group registrants by rank and the highest level of education completed. All rank categories sought higher salaries in 2021 than in 2020, roughly \$2,500 for each rank which corresponds with the overall increase we saw with our entire registrant data set. All levels of educational attainment sought higher salaries in 2021 than in 2020.

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Junior Enlisted	\$52,778.08	\$55,617.13	\$61,567.02	\$70,802.47	\$80,625.00	\$55,772.37
Non-Commissioned Officer	\$62,119.08	\$62,760.29	\$67,707.99	\$74,286.93	\$76,818.18	\$64,430.42
Senior Non-Commissioned Officer	\$67,117.83	\$70,158.33	\$75,798.67	\$80,988.89	\$80,333.33	\$73,295.91
Warrant Officer	\$75,000.00	\$80,243.90	\$81,685.71	\$87,020.20	\$100,000.00	\$81,604.65
Company-Grade Officer	\$74,166.67	\$78,846.15	\$80,507.77	\$85,220.05	\$87,352.94	\$82,004.64
Field-Grade Officer	\$87,000.00	\$81,666.67	\$87,009.35	\$93,386.79	\$97,884.62	\$92,434.75
General / Flag Officer				\$75,000.00		\$75,000.00
Grand Total	\$59,031.66	\$64,029.26	\$71,942.80	\$83,393.75	\$89,385.96	\$67,178.88

Table 43 - Military Member Desired Salary by Rank Category and Level of Education Completed

Table 44 highlights salary expectations and attainment goals for our 2021 job seekers, broken out by group status and gender. For several years now we have observed that there are significant gaps in salary expectations based on gender regardless of whether or not a job seeker served in the military. In general male registrants seek salaries that are about 15% higher than female registrants. In previous years we saw that on average female Military Group registrants were seeking lower salaries than male Spouse Group registrants, however in 2021 we saw that female Military Group registrants were seeking salaries 3.54% higher than male Spouse Group registrants. In 2021 male registrants sought out salaries 15.25% higher than female registrants, and 21.95% higher than non-binary registrants regardless of group status. Non-binary clients reported the lowest average desired salary, significantly lower than male registrants and 5.81% lower than female registrants. The majority of our non-binary registrants are Military Group registrants (88.57% of non-binary job seekers fall into our Military Group), and looking at Military Group job seekers specifically we still see significant gaps in desired salary attainment by

gender. On average female Military Group registrants are seeking salaries 8.04% higher than their non-binary counterparts, and male Military Group registrants are seeking salaries 19.63% higher than their non-binary counterparts.

	FEMALE	MALE	NON-BINARY	GRAND TOTAL
Veteran or Service Member	\$62,124.18	\$68,786.73	\$57,500.00	\$67,178.88
Military Spouse / Caregiver	\$52,446.93	\$60,000.00	\$45,000.00	\$52,826.32
GRAND TOTAL	\$59,640.75	\$68,737.34	\$56,363.64	\$66,082.42

Table 44 - Desired Salary by Gender and Spouse Status

	FEMALE	MALE	NON-BINARY	GRAND TOTAL
High School/GED	\$42,520.00	\$52,352.94	\$35,000.00	\$43,285.02
2 Year Degree	\$44,794.87	\$56,333.33		\$45,758.29
4 Year Degree	\$52,922.08	\$61,666.67		\$53,253.09
Post-Graduate Degree	\$62,454.55	\$77,666.67	\$55,000.00	\$62,886.71
Doctorate	\$75,370.37	\$75,000.00		\$75,357.14
GRAND TOTAL	\$52,446.93	\$60,000.00	\$45,000.00	\$52,826.32

Table 45 - Spouse Desired Salary by Education Level and Gender

Desired salaries continue to be strongly defined by gender, regardless of educational attainment. Previously we observed that male spouses with a four-year-degree were seeking salaries more than \$16,639 over their female counterparts, however in 2021 that difference shrank to \$8,744.59 - although despite the decrease in the difference male spouses with a four-year-degree still sought out salaries 16.52% higher than their female counterparts. Spouse Group job seekers with a two-year-degree saw the greatest difference between desired salary attainment with male job seekers seeking salaries 25.76% higher than their female counterparts. In fact, for nearly each level of educational attainment we see that male registrants desired significantly higher salaries than their female counterparts, with the exception of those clients holding a doctorate. Spouse Group females were the only group of female spouses to desire salaries higher than their male counterparts, though just barely with a difference of less than half of a percent (0.49% to be exact). We see that generally our non-binary spouses are seeking lower salaries than both their male and female counterparts, however we are still working to gather more data on desired salary for our non-binary spouses and plan to expand on this conversation further in the future.

JUNIOR ENLISTED POPULATION

Our Junior Enlisted population has been discussed earlier in this report in the context of all rank categories, however we wanted to examine this population even further. Previously we observed that our Junior Enlisted population diverges from the remainder of our Military Group in several ways, and Hire Heroes USA has established specific programming to better serve this population. **Table 46** shows that the vast majority of our Junior Enlisted population are the rank of E-4.

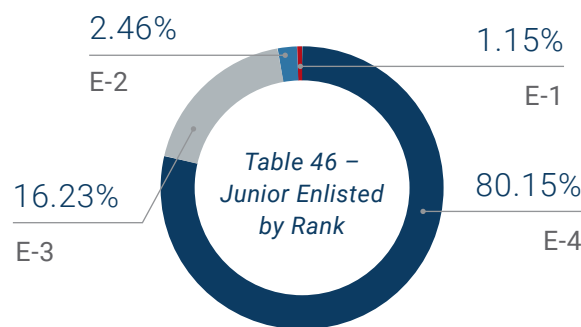


Table 47 details each rank group and what percentage of that grouping belongs to which service branch. Historically we observed that the plurality of E-1s and E-2s were members of the Army, but in 2021 there were some significant shifts in the service branch composition of each rank category. For example, in 2020 we reported that 10.96% of E-1s were members of the Air Force, however in 2021 that percentage increased to 32.61%. We also observed an increase of over 5% for E-3s coming to us from the Air Force. In 2020 we saw that over 70% of E-2s came to us from the Army, but in 2021 only 55.15% of E-2s were members of the Army.

	E-1	E-2	E-3	E-4
Air Force	32.61%	11.86%	16.86%	15.40%
Army	42.39%	55.15%	29.66%	53.26%
Coast Guard	1.09%	2.06%	1.46%	0.69%
Marines	6.52%	16.49%	24.75%	16.43%
Navy	15.22%	14.43%	27.20%	14.19%
Space Force	2.17%		0.08%	0.03%

Table 47 - Junior Enlisted by Service Branch

Table 48 below details the educational attainment percentages of each rank category. Generally speaking, more senior ranks attain higher levels of education than their more junior counterparts (E-4s hold bachelor's degrees at rates of about 7% more than E-1s and E-2s). In 2020 we saw a greater spread in educational attainment amongst our Junior Enlisted registrants, but in 2021 that trend shifted to show higher concentrations of registrants holding a high school diploma or GED equivalent for every rank. In fact, the only other education level to see any increase for any rank over last year was 2-year-degrees, with slightly higher percents of E-1s, E-2s, and E-3s holding a 2-year-degree.

	E-1	E-2	E-3	E-4
High School/GED	70.15%	73.42%	65.95%	61.10%
2 Year Degree	14.93%	8.86%	13.79%	13.80%
4 Year Degree	11.94%	10.76%	15.64%	18.69%
Post-Graduate Degree	2.99%	6.33%	4.42%	6.01%
Doctorate		0.63%	0.21%	0.40%

Table 48 - Junior Enlisted by Educational Attainment

The following tables look at our Junior Enlisted population by race, and then by gender diversity. **Table 49** details the racial composition of each rank, and shows that our lowest ranks of Junior Enlisted registrants are more racially diverse than the highest categories. In 2020 we saw 35.38% of E-1s were white, while 46.28% of E-4s were white, accounting for a spread of 10.9% between the most racially diverse rank and the least racially diverse rank. In 2021 that spread shrank to an even 5%, suggesting that while white populations still tend to comprise higher proportions of of E-3s and E-4s those ranks are becoming more racially diverse for our registrants.

	E-1	E-2	E-3	E-4
American Indian or AK Native	4.76%	0.55%	1.22%	1.05%
Asian or Pacific Islander	5.95%	4.40%	3.99%	6.00%
Black or African American	30.95%	31.32%	28.34%	22.64%
Hispanic or Latino	13.10%	18.13%	17.18%	20.18%
Two or more races	8.33%	7.69%	8.79%	8.23%
White	36.90%	37.91%	40.47%	41.90%

Table 49 - Junior Enlisted by Race

Looking to gender diversity amongst our Junior Enlisted registrants, we see that female job seekers comprise larger proportions at lower ranks, with that proportion shrinking with each rank increase. E-2s, E-3s and E-4s all saw increased gender diversity over the previous year, with female job seekers increasing for all three ranks. E-1s saw a slight decline in the percentage of female registrants. Each rank category has a higher proportion of female than our overall Military Group population (23.34%) and the ranks which contain non-binary registrants are at or exceeding the proportion of non-binary registrants in our overall Military Group population (0.11%).

	E-1	E-2	E-3	E-4
Female	38.37%	34.74%	29.53%	25.41%
Male	60.47%	65.26%	70.00%	74.48%
Non-Binary	1.16%		0.47%	0.11%

Table 50 - Junior Enlisted by Gender

Table 51 details our Junior Enlisted population by rank and initial employment status. As we've observed in previous years there are two main trends we see for each rank with regards to their initial employment status. First we consistently see that nearly half of E-1s report that they are unemployed at the time of registration, however that proportion decreases as rank increases. Secondly we continually observe that the inverse is true for registrants who self-report that they are active duty - with 22.99% of E-1s registering as active duty and 41.43% of E-4s coming to us on active duty. The percentage of our overall Junior Enlisted job seekers who reported being active duty at the time of registration increased significantly over 2020. In 2020 we saw a decrease in active duty Junior Enlisted job seekers from the previous year, however in 2021 not only did that percentage rebound to previous rates, it exceeded them - skyrocketing from 25.51% in 2020 to 39.14% in 2021.

	E-1	E-2	E-3	E-4	GRAND TOTAL
Active Duty	22.99%	24.19%	31.07%	41.43%	39.14%
Employed	12.64%	18.28%	22.98%	18.16%	18.88%
Pending Medical Separation	5.75%	2.15%	4.05%	3.17%	3.31%
Student - Not Seeking Full-Time Employment	1.15%	2.69%	2.73%	2.74%	2.72%
Temporary / Contract Employee	1.15%	2.15%	1.56%	1.87%	1.82%
Under-Employed - Insufficient Income	6.90%	10.75%	6.23%	6.03%	6.18%
Unemployed	49.43%	39.78%	31.39%	26.60%	27.94%

Table 51 - Junior Enlisted by Initial Employment Status

Looking at our Junior Enlisted population by service disposition, **Table 52** shows what percentage of each rank falls into each of the three service dispositions. As expected based on initial employment statuses, we consistently see higher percentages of lower ranks with prior service, and higher percentages of higher ranks that are currently serving. Combined with Table 51 we see that even though more of our most junior registrants are coming to us while still on active duty they continue to be most likely to come to us after separation or in an employment status that is in flux.

	E-1	E-2	E-3	E-4
Currently Serving	23.16%	24.63%	34.75%	43.38%
Prior Service	66.32%	61.58%	55.90%	49.45%
Reserve Component	10.53%	13.79%	9.34%	7.17%

Table 52 - Junior Enlisted by Service Disposition

Finally, **Table 53** looks at desired salaries across our Junior Enlisted ranks, broken out by gender. Just as we identified across our larger rank groupings, Junior Enlisted job seekers typically anticipate higher salary attainment as they become more experienced or tenured. Additionally, male Junior Enlisted registrants consistently desire higher salaries than their female and non-binary counterparts.

	E-1	E-2	E-3	E-4	GRAND TOTAL
Female	\$37,727.27	\$49,528.30	\$49,575.65	\$53,016.74	\$52,073.33
Male	\$48,636.36	\$51,516.85	\$55,500.83	\$57,665.16	\$57,162.80
Non-Binary			\$60,000.00	\$43,000.00	\$52,272.73
GRAND TOTAL	\$44,272.73	\$50,774.65	\$53,698.63	\$56,478.28	\$55,804.82

Table 53 - Junior Enlisted Average Desired Salary

DESIRED JOB FUNCTION & INDUSTRY

Many job seekers 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.

During registration we ask our job seeker to select several desired industries and job functions. **Table 54** reports the results of a frequency analysis looking at job seeker's desired job functions. Just as with 2020, the Top 5 desired job functions remained unchanged from 2020 to 2021 with Administrative/Clerical again topping the list. Administrative/Clerical also saw a slightly higher frequency in 2021, rising from 10.12% of 2020 registrants to 10.60% of 2021 registrants. Largely this list remains unchanged from 2020.

	% OF REGISTRANTS	TOTAL REGISTRANTS
ADMINISTRATIVE/CLERICAL	10.60%	3,550
MANAGEMENT - OPERATIONS	9.57%	3,203
HUMAN RESOURCES	9.02%	3,019
MANAGEMENT - GENERAL	8.11%	2,714
MANAGEMENT - PROJECT	7.63%	2,554
IT - INFORMATION SECURITY	7.59%	2,540
ANALYST	6.86%	2,296
SUPPLY CHAIN/LOGISTICS	6.37%	2,133
SAFETY/SECURITY/LAW ENFORCEMENT	6.23%	2,087
IT - GENERAL	6.08%	2,037
TRAINING/INSTRUCTION/TEACHING	5.97%	1,998
MANAGEMENT - PROGRAMS	5.47%	1,830
CUSTOMER SERVICE	5.18%	1,735
HEALTHCARE PROFESSIONAL	5.01%	1,676
IT - SYSTEMS MANAGEMENT	5.00%	1,674
CONSTRUCTION	3.05%	1,020
CONSULTANT	4.49%	1,504
SKILLED LABOR/TRADES	4.29%	1,435
ENTRY LEVEL/NEW GRAD	3.88%	1,299
IT - HELP DESK/SUPPORT	3.81%	1,276

Table 54 - Top 20 Desired Job Functions

As observed in previous years, job seekers tend to be very specific about the types of occupations they are seeking, but less specific when it comes to desired industries. **Table 55** details the frequency that each of the Top 20 desired industries was selected by our 2021 job seekers. 11.56% of our job seekers were willing to work in any industry, and after excluding that population we see that 19.90% of job seekers sought occupation in some form of government. In fact, the ranking of the Top 8

Desired industries remain unchanged from the previous year. In fact, as with desired job functions, this list remains largely unchanged from the previous year, although Information - Information Technology did see a marginal increase in the percentage of registrants desiring that industry.

	% OF REGISTRANTS	TOTAL REGISTRANTS
GOVERNMENT AND PUBLIC ADMINISTRATION	19.90%	6,664
DEFENSE CONTRACTING	17.97%	6,015
INFORMATION - INFORMATION TECHNOLOGY	14.21%	4,756
BUSINESS SUPPORT - ADMIN/STAFFING	11.15%	3,733
AEROSPACE AND AVIATION	10.04%	3,362
MANAGEMENT OF COMPANIES AND ENTERPRISES	9.36%	3,135
HEALTH CARE AND SOCIAL ASSISTANCE	7.74%	2,592
TRANSPORTATION AND WAREHOUSING	6.18%	2,070
EDUCATIONAL SERVICES	5.19%	1,736
BANKING/FINANCE/INSURANCE	4.96%	1,662
INSTALLATION/REPAIR/MAINTENANCE	4.90%	1,641
PRIVATE SECURITY	4.75%	1,590
INFORMATION - TELECOMMUNICATIONS	4.75%	1,589
CONSTRUCTION	3.86%	1,292
AGRICULTURE/FORESTRY/FISHING AND HUNTING	4.60%	1,540
MANUFACTURING	2.71%	909
PROFESSIONAL - CONSULTING SERVICES	3.04%	1,019
ARTS/ENTERTAINMENT/RECREATION	3.00%	1,004
REAL ESTATE/RENTAL AND LEASING	2.97%	995
PHARMACEUTICAL AND MEDICAL	2.29%	767

Table 55 - Top 20 Desired Industries

Hire Heroes USA again partnered with SAS and Pinnacle Solutions to perform a deep dive into our dataset. The team at SAS ran several frequency analyses on our 2021 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 functions, obtained job functions and the industries our clients entered into. Just as with 2020, they found that the desired job function with the highest statistical difference was in Supply Chain/Logistics. This desired job function was mainly preferred by male clients (71.12%) with white male clients having the highest difference (83.24%) compared to their female counterparts.

Job functions in management capacities had the next highest rate of significant differences, with male clients desiring these jobs the most, with 79.57% of them desiring General Management, 84.72% desiring Operations Management, 77.85% desiring Programs Management, 78.35% desiring Project Management. Similar to what we saw with our 2020 clients, female clients appear to be underrepresented in desiring management positions. Higher proportions of females desiring management roles tended to be for those identifying as Black or African American (34.11% Executive Management, 34.27% General Management, 31.80% Programs Management) and Two or more races (35.90% Programs Management, 31.79% Project Management).

SAS and Pinnacle found that male clients dominated desiring jobs that relate to Information Technology (85.34% Systems Management, 84.90% Information Security, 82.71% General IT, and 77.79% Help Desk/Support), Security/Law Enforcement (85.99%), Computer/Software Engineering (85.07%) and Quality Assurance/Quality Control (82.95%). Female clients tended to desire jobs that related to Healthcare Professional (62.62%) and Human Resources (50.52%). The complete analysis conducted by SAS and Pinnacle may be found in the appendix of this report.

HOW REGISTRANTS FIND HIRE HEROES

Job seekers come to Hire Heroes through a variety of means and pathways. Roughly 30% of registrants come to us from a referral partner, while more than 70% are categorized as unreferral and come to us through organic means. Word of Mouth's plurality continues as it is the most common way that registrants hear of our services. From 2020 to 2021 both Word of Mouth and Transition Assistance Program saw an increase of a few percentage points, with Word of Mouth increasing by 3.74% and Transition Assistance Program gaining 2.0%. Other notable increases came from the USO and Hiring Our Heroes (0.78% and 0.45%, respectively) both of which are Veteran Service Organizations. While the USO does refer individuals to us for services, these job seekers were not direct referrals into our programs. Among the ways that registrants heard about us that saw a decrease from the previous year are several major social media platforms, including Twitter, Instagram and LinkedIn - Facebook saw a nominal increase of 0.01%. The Department of Veterans Affairs, which accounted for 6.06% of our unreferral registrants in 2019, saw a drop in 2020 and then again in 2021, falling to just above 2% of our total unreferral registrant base.

Word of Mouth	38.57%
Transition Assistance Program	13.18%
LinkedIn	8.08%
Facebook	6.85%
Other, Not Listed Above	6.08%
Hire Heroes USA Website	5.37%
Online Search Engine	4.98%
USO	2.64%
Other Referring Organization	2.40%
Hiring Our Heroes	2.23%
Department of Veteran Affairs	2.05%
Chain of Command	1.74%
Other Military Installation Referral	1.62%
Webinar/Hangout/Video Conference	1.12%
Other Referring Website	1.10%
Call Of Duty Endowment	0.89%
Commercial/PSA	0.28%
Instagram	0.21%
Mission43	0.17%
American Corporate Partners	0.12%
Twitter	0.10%
Blue Star Families	0.09%
Hire Heroes USA Email	0.09%
Hire Heroes USA Staff Member	0.03%
Google/Search Engine	0.01%

Table 56 - How Registrants Heard About Us

Onward to Opportunity	44.40%
USO	32.46%
ENPP	10.46%
UniteUs	4.04%
Combined Arms	1.94%
Heroes MAKE America	1.79%
Operation Homefront	1.52%
Blue Star Families	0.85%
Mission 43	0.81%
The Warrior Alliance	0.56%
Call of Duty Endowment	0.49%
Workshop for Warriors	0.28%
America's Warrior Partnership	0.14%
Salvation Army - South California Division	0.13%
Hiring Our Heroes	0.05%
Code of Support	0.03%
FLIR	0.01%
Military Spouse Advocacy Network	0.01%
Other	0.01%

Table 57 - Referral Partner Intake

THE HIRE HEROES 2021 REPORT

EXECUTIVE SUMMARY

SECTION ONE: INTAKE

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COVID-19 IMPACTS

APPENDIX

Although there were marginal changes in how unreferral job seekers may have heard about us, we saw more significant shifts in our population of referrals for the third year in a row. This is due largely in part to the evolution of other organizations and the nature of our partnerships with them. Onward to Opportunity, which has historically comprised more than 60% of our referrals, dropped to 44.40% of our total referred registrants in 2021. The USO, on the other hand, saw a significant jump in the proportion of job seekers referred from that organization - growing from 18.48% in 2020 to 32.46% in 2021.

We also saw the addition of Employment Navigator & Partnership Pilot (ENPP) as a referring organization in 2021. ENPP, which is a pilot program through the Department of Labor, accounted for 10.46% of our referred job seekers in 2021. AmericaServes, which was 5.05% of our referrals in 2020, is now combined with UniteUs, which together accounted for 4.04% of referrals in 2021 (a little over 1% less). The USO saw the most significant growth from the previous year with an increase of 13.98%. Operation Homefront followed with an increase of 1.43%.

REGISTRATION TIMING

Definitions of “transitioning” or “transitioned” veterans vary across organizations, funders and other stakeholders. In deference to that diversity, **Table 58** 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. For several years, we observed few Military Group registrants coming to us either one year prior to or one year after their separation date; and in 2020, that trend seemed to have leveled off.

However, in 2021, we saw a significant increase in the percentage of Military Group registrants that came to us within one year of their separation date and a notable increase in registrants coming to us within six months. Registrants coming to us within one year saw an overall increase of 10.11% and registrants coming to us within six months saw a 4.16% increase. With the exception of Warrant Officers, all ranks saw an increase in the percentage of registrants coming to us within one year of their separation date. In fact, Junior Enlisted job seekers saw the greatest increase for both categories of any rank, with 12.45% coming to us within one year and 7.32% registering within six months of their separation date. We’ll take a closer look at the registration timing of Junior Enlisted registrants a little later in this report.

RANK CATEGORY (DETAILED)	Registered w/i 12 Months	Registered w/i 6 Months
Junior Enlisted	38.65%	27.22%
Non-Commissioned Officer	48.48%	29.77%
Senior Non-Commissioned Officer	58.02%	26.32%
Warrant Officer	52.41%	23.70%
Company-Grade Officer	52.91%	32.47%
Field-Grade Officer	58.73%	31.35%
General / Flag Officer	33.33%	0.00%
GRAND TOTAL	48.76%	28.44%

Table 58 - Registration Timing for Military Group Registrants

Table 59 below highlights the percentage of our Military Group job seekers that registered before or after military separation, broken out by rank category. As we’ve discussed previously, 2021 saw a significant increase in the percentage of active duty registrants, and that is reflected here with a substantial increase in the percent of Military Group registrants coming to us before their separation date. In fact, we saw 12.83% more of our Military Group job seekers register for our service prior to their

separation from the military than in the previous year. Junior Enlisted job seekers, who have historically had a very low rate of registration prior to their separation date, saw an increase of 15.25% over 2020 - the highest increase for any rank. Junior Enlisted may have had the highest increase in the rate of registrants coming to us before their separation date, but all ranks saw an increase in this category. Non-Commissioned Officers saw the second highest increase with 13.52% more registrants coming to us prior to their separation than in 2020. Despite these increases, these two ranks still remain the two with the lowest proportions of registrants coming to us prior to their separation date.

	Registered Before Separation	Registered After Separation
Junior Enlisted	51.83%	48.17%
Non-Commissioned Officer	68.24%	31.76%
Senior Non-Commissioned Officer	84.66%	15.34%
Warrant Officer	84.74%	15.26%
Company-Grade Officer	79.39%	20.61%
Field-Grade Officer	84.58%	15.42%
GRAND TOTAL	69.14%	30.86%

Table 59 - Registration Windows Around Military Separation Dates

Digger deeper we see that the median Hire Heroes Military Group job seekers registered for services 9.92 months before separating from the military. This rate is significantly higher than has been previously observed, with job seekers coming to us around 4 months prior to their separation date in previous years. This is also the first time since we began tracking this data that Junior Enlisted clients had a median registration timing that rated before their separation date - in 2020 for example we saw Junior Enlisted registrants coming to us with a median of 41.92 months after they had already separated from the military. Each rank saw an increase in the median number of months they came to us prior to their separation, meaning job seekers tended to register for our services soon in their transition period rather than closer to their transition date.

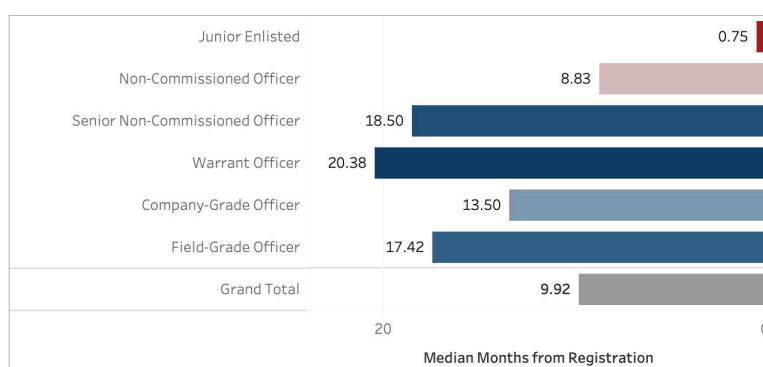


Table 60 - Registration Windows Around Military Separation Dates

Table 61 examines the registration timing of only those Military Group registrants that were active duty, or unseparated, at the time of registration, and splits their registration timing out by rank category. In 2020 we saw that overall active duty Military Group registrants had a median registration timing of 16 months prior to their separation date, and in 2021 that median grew to 17.33 months. Junior Enlisted and Non-Commissioned Officers continue to register the closest to their separation date, but both ranks saw job seekers tending to register more than a month sooner than they did in 2020. Warrant Officers and Company-Grade Officers saw the greatest increase in the median number of months registrants came to us prior to separation - each coming to us about 2.3 months sooner than they did in 2020.

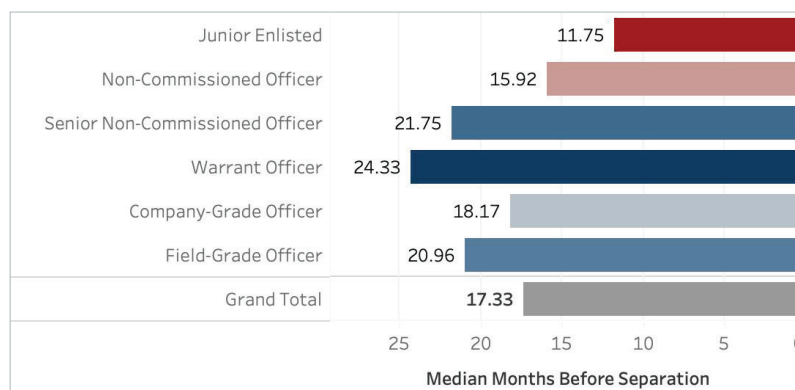


Table 61 - Active Duty Registration Timing by Rank

Still looking at our active duty, or unseparated, job seekers only, **Table 62** shows how service branch corresponds with registration timing. For the past four years Marines have registered closest to their separation dates than any other branch. Just as we observed with rank categories, each branch of the military saw job seekers registering for our services sooner in their transition process.

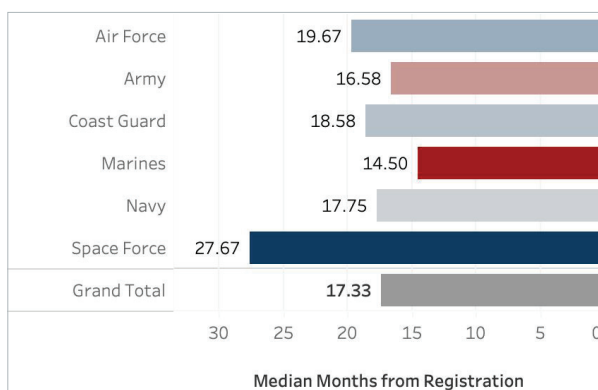


Table 62 - Registration Timing by Branch of Service

The team at SAS, when analyzing registration timing, highlighted similar trends. When controlling for other demographics, the SAS team found that, as with prior years, Hire Heroes USA clients that achieved the rank of an officer were more likely to register before their separation date when compared to clients that held the rank of Junior Enlisted. Field-Grade Officers had the highest chance to register before separation when compared to Junior Enlisted clients - a rate of 9.56 times higher. Senior Non-Commissioned officers and Warrant Officers had the next highest rate, followed by Company-Grade Officers.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		5.66	0.18	1017.68	<.0001
Rank	Company-Grade Officer	1.26	0.13	92.06	<.0001
	Field-Grade Officer	2.26	0.19	145.08	<.0001
	Senior Non-Commissioned Officer	2.12	0.13	259.66	<.0001
	Warrant Officer	2.02	0.30	45.70	<.0001
Employment	Employed	-5.78	0.15	1577.24	<.0001
	Pending Medical Separation	-0.81	0.32	6.28	0.01
	Student - Not seeking full time employment	-5.98	0.21	811.77	<.0001
	Temporary/Contract Employee	-5.63	0.22	648.65	<.0001
	Under employed - Insufficient income	-5.80	0.17	1126.43	<.0001
	Unemployed	-6.16	0.14	1929.83	<.0001
Disability	Unknown	-4.46	0.70	40.62	<.0001
	Disabled	-2.20	0.19	127.15	<.0001
	Pending	0.67	0.09	52.21	<.0001
Education	2 Year Degree (AA, AS, etc.)	0.21	0.12	2.90	0.09
	4 Year Degree (BA, BS, etc.)	0.44	0.11	17.36	<.0001
	Doctorate (PhD, MD, etc.)	0.37	0.45	0.69	0.41
	Post-Graduate Degree (MA, MS, JD, etc.)	0.40	0.14	8.87	0.00
	Unknown	0.34	0.10	11.13	0.00
Gender	Female	-0.02	0.08	0.05	0.83
Race	American Indian or Alaska Native	-0.32	0.37	0.73	0.39
	Asian, Native Hawaiian or Other Pacific Islander	0.50	0.15	11.00	<.01
	Black or African American	0.07	0.09	0.61	0.44
	Hispanic or Latino	0.06	0.10	0.30	0.58
	Prefer not to answer	0.62	0.17	12.68	<.01
	Two or more races	-0.02	0.14	0.02	0.89
	Unknown	-0.88	7.11	0.02	0.90
Service Branch	Air Force	-0.45	0.10	22.85	<.0001
	Coast Guard	-0.68	0.29	5.45	0.02
	Marines	-1.28	0.12	120.12	<.0001
	Navy	-0.90	0.10	74.81	<.0001
	Space Force	-0.05	1.10	0.00	0.96

Variable	Class	Estimate	StdErr	ChiSq	Prob
Location	East North Central	-0.17	0.16	1.12	0.29
	East South Central	-0.16	0.16	1.04	0.31
	Middle Atlantic	0.28	0.14	3.83	0.05
	Mountain	0.02	0.12	0.03	0.86
	New England	0.12	0.24	0.25	0.62
	Other	1.73	0.62	7.79	0.01
	Pacific	-0.10	0.11	0.79	0.37
	West North Central	0.18	0.17	1.07	0.30
	West South Central	-0.03	0.10	0.06	0.80
Age Category	25-29 years	-1.11	0.10	113.20	<.0001
	30-34 years	-1.81	0.12	216.34	<.0001
	35-39 years	-2.09	0.14	220.63	<.0001
	40-44 years	-2.83	0.16	301.46	<.0001
	45-49 years	-3.01	0.18	277.55	<.0001
	50 years and over	-3.94	0.19	421.18	<.0001
RUCA Type	Rural	-0.11	0.13	0.74	0.39

Table 63 - Modeling Results for Predicting HHUSA Clients Signing Up Before Military Separation Date

SECTION TWO

HELPED

HELPED

SECTION TWO

Hire Heroes USA provides 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. 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. 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 offers a number of programs that provide our organization with opportunities to offer services that, while relatively lower-touch, provide immense value to the jobseekers that use them. These programs joined our offerings of Virtual Workshops, Webinars, Career Seminars, Virtual Career Fairs, and the Job Board as part of a broader menu of services. Through a combination of these efforts, Hire Heroes USA served 26,547 individual clients in 2021 through direct engagement with our programming.

Assessment	17,058
Resume Created	16,952
Mentoring	4,206
Job Board	4,094
Resume Tailored	3,893
Webinar	3,812
Virtual Career Fair	2,863
Job Matching and Sourcing	2,535
Interviewing	2,464
Federal Resume Review	2,442
Cover Letter	2,285
Value Proposition	2,016
Virtual Workshop	1,926
LinkedIn Revision	1,710
Training	1,546
Networking	1,383
Salary Negotiation	888
Federal Career Counseling	471
Referral	284
Career Readiness Fund	85
GRAND TOTAL	26,547

Our dataset allows us to track the services provided to our clients by each occurrence, which gives us a more granular view of how our clients are utilizing our programs. We are 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 2021 or received an additional service in 2021, regardless of when they registered for our services. For example, a client who registered in 2020 may have returned in 2021 for a resume revision and that resume revision would be captured in the discussion below. Of the 26,547 clients helped in 2021, only 17,316 were also 2021 registrants, meaning 65.2% of the clients helped in 2021 registered in a prior year. **Table 64** here details the total number of individual clients that utilized each service. This data looks at the individuals and not the number of a occurrences- for example if a client had two mentoring sessions then they would only be counted once as a client who received mentoring in **Table 64**.

Table 64 – Total Individuals Helped

SERVICE BRANCH

Of the clients helped in 2021, 88.21% were Military Group clients, 9.31% were Spouse Group clients, and 2.48% did not fully register for our services and we were unable to assign them a Group Status (job board or online events only jobseekers). Looking at our Military Group clients specifically, **Table 65** below details the rate of individual clients who utilized a service in 2021 by service branch. We see that of our Military Group clients that used a service, 46.26% served in the Army, with 22.83% serving in the Navy. This breakdown is largely representative of our overall client breakdown at registration, suggesting that the populations that our services support are consistent with our overall intake.

SERVICE BRANCH	
Air Force	17.96%
Army	46.26%
Coast Guard	1.40%
Marines	11.48%
Navy	22.83%
Space Force	0.07%

*Table 65 – Helped by Client
Branch of Service*

SERVICES PROVIDED BY HIRE HEROES

Table 66 below highlights how our team helped clients in 2021 by the total number of services provided. 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 2021 than in 2020, however there was a slight decrease in the number of resumes created. Over the past few years we've seen that clients are continuing to use a great variety of services, and in 2021 we observed a larger spread of services used than in prior years. We have continued to grow our service delivery vehicles, such as our Virtual Program which facilitates webinars and virtual workshops, as well as our Federal Program which supports clients specifically seeking employment in the federal sector. In 2021 we saw 19.51% of the total clients helped for the year attend at least one webinar, versus only 12.43% of the total

clients helped in 2020. Likewise, the percentage of clients who received mentoring, a federal resume review or federal career counseling, or job matching and sourcing also increased from 2020 to 2021. We did see a drop in the percentage of clients registered to our job board, dropping from 19.20% of the total clients helped in 2020 to 15.42% in 2021.

	# of Services Provided	% of Total
Assessment	17,202	64.80%
Resume Created	17,122	64.50%
Mentoring	5,296	19.95%
Webinar	5,179	19.51%
Resume Tailored	4,249	16.01%
HHUSA Job Board	4,094	15.42%
Job Matching and Sourcing	3,440	12.96%
Federal Resume Review	2,699	10.17%
Interviewing	2,671	10.06%
Virtual Workshop	2,381	8.97%
Cover Letter	2,330	8.78%
Value Proposition	2,060	7.76%
LinkedIn Revision	1,823	6.87%
Training	1,659	6.25%
Networking	1,474	5.55%
Salary Negotiation	912	3.44%
Federal Career Counseling	489	1.84%
Referral	312	1.18%
Career Readiness Fund	88	0.33%

Table 66 - How Clients Were Helped

Looking at our clients by Group Status, **Table 67** details the rates at which our Military Group and Spouse Group populations utilized our services. For instance, Spouse Group clients were far more likely to attend a virtual workshop, webinar, mentoring or networking event than their Military Group counterparts. Meanwhile Military Group clients were more likely to utilize job matching and sourcing or attend a virtual career fair. Of note, the frequency rate of resume creation and assessments for spouses dropped significantly from our 2020 dataset (roughly 8% for resumes and roughly 6% for assessments), but the participation rate in virtual events increased roughly 5% for Virtual Career Fairs and roughly 8% for Webinars).

Service Provided	Military Group	Spouse Group
Assessment	67.57%	55.74%
Resume Created	67.16%	56.43%
Mentoring	19.81%	26.62%
Webinar	19.33%	26.17%
Resume Tailored	16.29%	17.56%
Job Board	15.10%	12.62%
Job Matching and Sourcing	13.76%	8.58%
Virtual Career Fair	10.86%	9.67%
Federal Resume Review	10.32%	11.41%
Interviewing	10.19%	11.45%
Virtual Workshop	8.46%	16.02%
Cover Letter	8.89%	9.95%
Value Proposition	7.97%	7.81%
LinkedIn Revision	7.18%	5.66%
Training	6.14%	8.94%
Networking	5.23%	10.07%
Salary Negotiation	3.53%	3.40%
Federal Career Counseling	1.85%	2.22%
Referral	1.20%	1.25%
Career Readiness Fund	0.35%	0.20%

Table 67 - How Clients Were Helped by Group Status

Looking only at the Military Group population, we see that some rank cohorts are more or less likely to use various services. As we have observed with years past, more junior ranked clients (Junior Enlisted and Non-Commissioned Officers) tend to utilize services at much lower rates than their more senior peers, particularly mentoring services, webinars, and virtual workshops. Only 9.7% of Junior Enlisted clients who were helped in 2021 attended a webinar, compared to 17.21% and 25.26% of Company-Grade and Field-Grade officers respectively. Junior Enlisted clients also had the lowest utilization of the job board, federal resume reviews and virtual career fairs, just to name a few. Junior Enlisted clients were more likely to use a few services than their more senior counterparts, such as resume tailoring, value propositions, and training services. **Table 68** below further outlines the frequency each rank utilized Hire Heroes USA services, with services having a frequency of 50% or higher for each rank hidden to better illustrate the occurrence of other services.

EXECUTIVE
SUMMARY

SECTION ONE:
INTAKE

SECTION TWO:
HELPED

SECTION THREE:
HIRED

COVID-19
IMPACTS

APPENDIX

Service Provided	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer
Received Mentoring	15.81%	15.26%	15.37%	18.86%	21.59%	18.13%
Attended a Webinar	9.70%	10.86%	18.35%	20.42%	17.21%	25.26%
Hire Heroes Resume Tailored	16.09%	15.14%	15.34%	15.22%	12.56%	14.66%
Registered to Use HHUSA Job Board	14.26%	15.20%	16.10%	15.92%	16.68%	15.93%
Job Matching and Sourcing Recipient	12.00%	9.18%	8.43%	12.98%	14.15%	11.24%
Received Federal Resume Review	7.23%	9.72%	10.83%	12.11%	9.04%	10.78%
Received Interviewing Tips	9.96%	9.76%	9.27%	9.86%	9.63%	8.57%
Attended a Virtual Career Fair	6.92%	7.38%	9.50%	9.86%	10.10%	11.94%
Received a Cover Letter	8.62%	9.37%	8.98%	8.82%	7.91%	8.05%
Attended a Virtual Workshop	4.64%	5.25%	8.97%	10.90%	6.11%	13.96%
Received Value Proposition Guidance	9.47%	7.51%	7.30%	7.44%	7.24%	7.76%
Received LinkedIn Revision	7.51%	6.77%	6.75%	7.27%	6.58%	6.08%
Participated in a Training	7.56%	5.77%	4.73%	5.19%	6.31%	4.06%
Received Networking Guidance	6.96%	4.42%	4.21%	5.88%	5.91%	4.29%
Received Salary Negotiation Guidance	2.77%	3.54%	3.28%	3.81%	5.65%	4.52%
Received Federal Career Counseling	1.25%	1.58%	2.29%	1.73%	1.93%	3.01%
Referred to a Partner Organization	1.85%	0.99%	0.74%	0.69%	0.66%	0.41%
Career Readiness Fund Recipient	0.70%	0.31%	0.20%	0.17%	0.13%	0.06%

Table 68 - How Clients Were Helped by Rank Category

Table 69 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 20, with each client receiving either an initial assessment or additional service in 2021. As discussed earlier and in years prior, regardless of military branch, more senior Military Group clients use more Hire Heroes USA services than do their more junior counterparts. On average, Military Group clients used 3.04 services in 2021, a decrease from 4.31 in 2020. Although clients used less services on average we did see a greater variety in the services used. Our Company-Grade Officers in the Coast Guard used the most services for the second year in a row, while Junior Enlisted in Space Force used the least. Junior Enlisted clients and Non-Commissioned Officer clients used the least number of services compared to all other ranks, with those serving in the Army, Marines and Navy both utilizing fewer services than the overall Military Group average.

	Air Force	Army	Coast Guard	Marines	Navy	Space Force	Grand Total
Junior Enlisted	3.07	2.96	3.31	3.01	3.00	1.50	2.99
Non-Commissioned Officer	3.02	2.99	2.97	2.72	2.97	3.50	2.96
Senior Non-Commissioned Officer	3.14	3.08	3.13	3.12	3.16	2.00	3.12
Warrant Officer		3.25	2.48	3.54	3.51		3.26
Company-Grade Officer	3.37	3.08	3.61	3.28	3.20	2.00	3.17
Field-Grade Officer	3.04	3.43	3.58	3.16	3.17	2.33	3.27
General Officer	2.00	3.25					3.00
Grand Total	3.08	3.05	3.14	2.96	3.04	2.07	3.04

Table 69 - Number of Hire Heroes Services Used by Rank

Our SAS team partners examined service participation by clients and found that clients that completed the Assessment service showed moderate correlations with services including Cover Letter (24%), Federal Resume Review (21%), Interviewing (22%), Job Board Usage (30%), Mentoring (29%), Resume Tailoring (29%) and Value Propositioning (21%). Further analysis was conducted in order to investigate differences in services used by a client's ability to achieve employment. SAS found that clients that were confirmed hired had all completed services involving Assessment and Resume Creation. Of the remaining services, there were moderate correlations found between the Cover Letter service and Interviewing (29%), LinkedIn (23%), Salary Negotiation (30%) and Value Propositioning (33%). Moderate correlations were also observed when comparing Interviewing and Networking (20%), Salary Negotiation (28%), and Value Propositioning (30%). Clients that completed LinkedIn services had moderate correlations with Networking (25%), Salary Negotiations (27%), and Value Propositioning (36%).

Clients that utilized our Networking services also showed mild correlations with Salary Negotiations (31%) and Value Propositioning (24%). There was a final mild correlation when comparing completion of the Salary Negotiation service and Value Propositioning (24%). SAS analyzed these services by creating a correlation matrix based on clients that completed at least one of the services we provide. **Table 70** below further details the correlation of confirmed hired clients and the services they utilized. Red colors display a weak correlation, yellow moderate, and green represents a strong correlation.

	ASSESSMENT	COVER LETTER	FED CAREER COUNSELING	FED RESUME REVIEW	INTERVIEWING	JOB BOARD	JOB MATCHING	LINKEDIN	MENTORING	NETWORKING	REFERRAL	RESUME CREATED	RESUME TAILORED	SALARY NEGOTIATION	TRAINING	VALUE PROP
ASSESSMENT	1.00															
COVER LETTER	.	1.00														
FED CAREER COUNSELING	.	-0.02	1.00													
FED RESUME REVIEW	.	0.03	0.07	1.00												
INTERVIEWING	.	0.29	0.03	0.04	1.00											
JOB BOARD	.	0.04	0.03	0.04	0.04	1.00										
JOB MATCHING	.	0.01	0.01	0.00	0.06	0.04	1.00									
LINKEDIN	.	0.23	0.01	0.02	0.19	0.05	0.00	1.00								
MENTORING	.	0.03	0.05	0.08	0.08	0.12	0.08	0.06	1.00							
NETWORKING	.	0.18	0.01	-0.02	0.20	-0.02	0.04	0.25	0.02	1.00						
REFERRAL	.	0.02	-0.01	0.05	0.03	0.00	0.05	-0.01	0.05	0.02	1.00					
RESUME CREATED	1.00				
RESUME TAILORED	.	0.10	-0.02	0.03	0.18	0.03	0.05	0.05	0.07	0.07	0.03	.	1.00			
SALARY NEGOTIATION	.	0.30	-0.01	0.00	0.28	0.04	0.02	0.27	0.05	0.31	0.04	.	0.01	1.00		
TRAINING	.	-0.02	0.03	0.02	-0.02	0.03	0.02	0.00	0.12	0.01	0.05	.	0.03	-0.01	1.00	
VALUE PROP	.	0.33	0.00	0.00	0.30	0.04	0.04	0.36	0.04	0.24	0.02	.	0.16	0.24	-0.01	1.00

Table 70 - Correlation Matrix of Confirmed Hired Clients Completion of HHUSA Services

SAS further investigated which services helped clients secure a new job in 2021, and found that after controlling for demographic covariates, the majority of Hire Heroes USA services helped clients become successful in finding a job in 2021. The service that helped improve the likelihood of a client being confirmed hired the most was Salary Negotiation. Hire Heroes 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 Mentoring (2.49 times higher). Looking at the services utilized by hired clients further, SAS analyzed which services were most likely to help clients achieve higher salaries. SAS found that the service which had the most impact on a client achieving a high salary job was Mentoring. Clients that completed mentoring were 2.42 times more likely to be hired at an above average salary than those that did not complete Mentoring. This was followed closely by Job Board and Salary Negotiation services, which increased chances of being hired at a higher salary by 2.40 and 2.28 times, respectively. **Table 71** below details the results of the SAS team's study into the relationship between services utilized and clients attaining a higher salary.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-3.18	0.12	703.95	P < 0.01
Rank	Company-Grade Officer	0.97	0.10	95.98	P < 0.01
	Field-Grade Officer	0.83	0.12	45.27	P < 0.01
	Senior Non-Commissioned Officer	0.63	0.10	39.65	P < 0.01
	Warrant Officer	0.87	0.15	33.39	P < 0.01
Age Category	25-29 years	0.26	0.12	4.59	0.03
	30-34 years	0.26	0.13	3.74	0.05
	35-39 years	0.32	0.14	5.65	0.02
	40-44 years	0.39	0.14	8.20	P < 0.01
	45-49 years	0.31	0.15	4.56	0.03
	50 years and over	0.07	0.16	0.20	0.65
Employment Status	Employed	-0.05	0.10	0.29	0.59
	Pending Medical Separation	0.04	0.15	0.08	0.77
	Student - Not seeking full time employment	-0.46	0.31	2.26	0.13
	Temporary/Contract Employee	0.13	0.23	0.33	0.56
	Under employed - Insufficient income	-0.10	0.16	0.39	0.53
	Unemployed	0.21	0.08	7.60	P < 0.01
	Unknown	-0.01	0.87	0.00	0.99
Disability	Disabled	0.16	0.11	2.22	0.14
	Pending	0.34	0.06	30.43	P < 0.01
Education Level	2 Year Degree (AA, AS, etc.)	0.20	0.09	5.06	0.02
	4 Year Degree (BA, BS, etc.)	0.45	0.08	35.17	P < 0.01
	Doctorate (PhD, MD, etc.)	0.80	0.25	10.11	P < 0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	0.61	0.09	45.68	P < 0.01
	Unknown	-3.24	0.38	70.78	P < 0.01
Gender	Female	-0.58	0.07	71.88	P < 0.01

Variable	Class	Estimate	StdErr	ChiSq	Prob
Race	American Indian or Alaska Native	-0.94	0.38	6.09	0.01
	Asian, Native Hawaiian or Other Pacific Islander	-0.16	0.11	1.88	0.17
	Black or African American	-0.25	0.07	13.09	P < 0.01
	Hispanic or Latino	-0.37	0.08	22.29	P < 0.01
	Prefer not to answer	-0.38	0.14	7.43	P < 0.01
	Two or more races	-0.22	0.11	4.16	0.04
Service Branch	Air Force	0.36	0.07	28.24	P < 0.01
	Coast Guard	0.10	0.19	0.29	0.59
	Marines	0.11	0.08	1.69	0.19
	Navy	0.23	0.07	11.60	P < 0.01
Location	East North Central	-0.29	0.14	4.47	0.03
	East South Central	-0.06	0.11	0.32	0.57
	Middle Atlantic	-0.24	0.14	2.93	0.09
	Mountain	0.05	0.09	0.36	0.55
	New England	-0.13	0.22	0.33	0.57
	Other	-0.58	0.77	0.58	0.45
	Pacific	0.08	0.07	1.23	0.27
	West North Central	-0.26	0.13	4.16	0.04
	West South Central	0.08	0.07	1.24	0.26
Cover Letter	True	0.17	0.10	2.83	0.09
Federal Counseling	True	0.57	0.26	4.94	0.03
Federal Resume	True	0.58	0.10	35.81	P < 0.01
Interviewing	True	0.48	0.11	20.68	P < 0.01
Job Board	True	0.59	0.06	93.23	P < 0.01
Job Matching	True	0.88	0.10	78.73	P < 0.01
LinkedIn	True	0.02	0.12	0.02	0.89
Mentoring	True	0.88	0.07	151.48	P < 0.01
Networking	True	0.19	0.13	2.07	0.15
Referral	True	-0.64	0.38	2.92	0.09
Resume Tailoring	True	0.37	0.08	22.36	P < 0.01
Salary Negotiation	True	0.82	0.16	25.59	P < 0.01
Training	True	0.35	0.12	8.66	P < 0.01
Value Proposition	True	0.00	0.12	0.00	0.98

Table 71 - 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 continued impacts of COVID-19 in a later section. While we have started to include in-person events again, we continue to offer a number of virtual events for our clients. For this section we will examine clients who attended one or more virtual events in 2021, regardless of when they registered for our services. Table 72 details the total number of individual clients that attended each type of virtual event in 2021. If a client attended multiple events of the same type that client will only be calculated once for that event type's total in **Table 72**.

Virtual Career Fair	2,865
Virtual Workshop	1,926
Webinar	3,812
GRAND TOTAL	6,951

Table 72 - Virtual Event Attendance by Event Type

In 2020 we saw an astounding number of attendees for our virtual services - in fact over 11,400 people attended at least one virtual event. In 2021 we saw fewer clients attend our virtual events and we were also able to begin tailoring them to more closely align with the feedback we were receiving from our clients. We offered more virtual events in 2021 than we did in 2020 - over 15% more events for a total of 88 events in 2021. We also offered 50% more virtual career fairs, and over 65% more webinars. We reduced the number of virtual workshops held from 33 to 18.

Virtual Career Fair	12
Virtual Workshop	18
Webinar	58

Table 73 - Number of Virtual Events by Event Type

Virtual Career Fair	273.0
Virtual Workshop	132.3
Webinar	89.3

Table 74 - Average Number of Attendees by Virtual Event Type

Exploring virtual events further, **Table 74** details the average number of attendees for each event for all three event types. Virtual career fairs and webinars both saw a slight decrease in the average number of attendees, likely due to having a greater number of events offered throughout the year. Virtual workshops saw an increase of 13.56% in the average number of attendees, jumping from 116.5 in 2020 to 132.3 in 2021.

Looking at our clients and what event types they attended further, **Table 75** shows the average number of attendees by event type and group status. Our Military Group client's attendance trends correspond with our overall attendee base, with both virtual career fairs and webinars seeing a slight decrease in the number of attendees and virtual workshops seeing an increase. Our Spouse Group clients remained consistent in attendance rates to 2020 for virtual career fairs, saw a slight decrease for virtual workshops, and an even greater decrease in the average number of attendees for webinars - dropping from 21.3 in 2020 to 14.6 in 2021.

	Military Group	Spouse Group
Virtual Career Fair	231.5	26.6
Virtual Workshop	110.1	22.0
Webinar	79.5	14.6

Table 75 - Average Number of Attendees by Virtual Event Type, Group Status

Table 76 below details the average number of Military Group attendees only for each event type, broken out by rank. In general the average number of attendees per event by rank coincides with the proportions of our client base, with Non-Commissioned Officers and Senior Non-Commissioned Officers (two of our top three groups with the highest population) having the highest number of attendees per event on average. We do see that our more senior ranked clients tended to attend events at higher rates than their proportion to our overall client base, with Field-Grade Officers surpassing Junior Enlisted Clients on average number of attendees for all three event types - for reference Field-Grade Officers comprise about 6.5% of our client intake, and Junior Enlisted clients comprise roughly 25% of our Military Group client base.

Virtual Career Fair	Junior Enlisted	46.6
	Non-Commissioned Officer	94.1
	Senior Non-Commissioned Officer	129.4
	Warrant Officer	13.6
	Company-Grade Officer	33.6
	Field-Grade Officer	49.6
	General Officer	1.0
	Total	231.5
Virtual Workshop	Junior Enlisted	18.1
	Non-Commissioned Officer	28.7
	Senior Non-Commissioned Officer	39.3
	Warrant Officer	7.1
	Company-Grade Officer	6.0
	Field-Grade Officer	19.9
	General Officer	1.0
	Total	110.1
Webinar	Junior Enlisted	13.0
	Non-Commissioned Officer	21.4
	Senior Non-Commissioned Officer	29.8
	Warrant Officer	4.3
	Company-Grade Officer	8.0
	Field-Grade Officer	13.7
	General Officer	1.0
	Total	79.5

*Table 76 - Average Number of Attendees by
Virtual Event Type, Rank*

Comparing attendance rates by rank further, **Table 77** shows the average number of attendees by rank as a percentage of each event type. As noted before, Junior Enlisted clients attended events in lower proportions than their representation in our client base - meaning they make up about 25% of our Military Group client base, but did not make up more than 17% of the average attendees for any event type.

Virtual Career Fair	Junior Enlisted	16.46%
	Non-Commissioned Officer	25.88%
	Senior Non-Commissioned Officer	25.41%
	Warrant Officer	2.67%
	Company-Grade Officer	6.60%
	Field-Grade Officer	9.74%
	General Officer	0.08%
Virtual Workshop	Junior Enlisted	15.55%
	Non-Commissioned Officer	24.63%
	Senior Non-Commissioned Officer	33.72%
	Warrant Officer	4.29%
	Company-Grade Officer	5.45%
	Field-Grade Officer	15.04%
	General Officer	0.05%
Webinar	Junior Enlisted	14.35%
	Non-Commissioned Officer	24.53%
	Senior Non-Commissioned Officer	32.94%
	Warrant Officer	3.95%
	Company-Grade Officer	7.92%
	Field-Grade Officer	14.50%

*Table 76 - Average Number of Attendees by
Virtual Event Type, Rank*

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 78 below shows the number of completed volunteer program requests for 2021. We saw an increase in the number of clients who utilized volunteer services, with 8.8% more requests completed in 2021 than in 2020. The order of the most requested service to the least remained largely unchanged, with Industry Specific, Mock Interview and LinkedIn reviewing continuing to top the list. Search Focus and Salary Negotiation both saw a slight increase in utilization from the previous year, each increasing a little over 1%.

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	30.48%	1,492
Mock Interview	27.09%	1,326
LinkedIn Review	21.90%	1,072
Search Focus	6.88%	337
Salary Negotiation	3.64%	178
Job Search Best Practices	3.39%	166
Resume Feedback	2.57%	126
Entrepreneurship	2.17%	106
Certifications / Training	0.82%	40
Other	0.82%	40
CV / Portfolio Review	0.22%	11
Capacity Building	0.02%	1
Grand Total	100.00%	4,895

Table 78 - Total Completed Volunteer Requests

Comparing volunteer service utilization between Military Group and Spouse Group clients gives us a little further insight into the rate that each cohort is using each service. **Table 79** shows the breakdown of services used by group status. Industry Specific requests fell for both groups, with Military Group clients dropping 1.66% and Spouse Group clients dropping a whopping 10.62% from 2020. Although Industry Specific requests dropped significantly for Spouse Group clients they saw a notable uptick in Mock Interview and Search Focus services - each seeing an increase of over 3%. Our Military Group clients continue to outpace our Spouse Group clients in LinkedIn reviews and Salary Negotiation, however our Spouse Group clients utilized Entrepreneurship support at a higher rate than our Military Group clients.

Requested Support	Military Group	Spouse Group
Industry Specific	30.70%	29.01%
Mock Interview	26.44%	31.57%
LinkedIn Review	22.51%	17.79%
Search Focus	6.65%	8.49%
Salary Negotiation	3.79%	2.56%
Job Search Best Practices	3.40%	3.37%
Resume Feedback	2.58%	2.56%
Entrepreneurship	2.04%	3.04%
Certifications / Training	0.84%	0.64%
Other	0.80%	0.96%
CV / Portfolio Review	0.26%	
Grand Total	100.00%	100.00%

*Table 79 - Total Completed Volunteer Requests
by Group Status*

Looking specifically at our Military Group population, we see that our Junior Enlisted clients have some of the lowest utilization rates 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 - a trend we identified with our 2020 dataset. Our Junior Enlisted clients did see an increase in the utilization of Industry Specific requests (up 2.2%), a request type that they have consistently used more than their more senior counterparts.

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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	39.40%	30.36%	24.33%	21.09%	29.03%	29.92%	30.54%
Mock Interview	24.64%	26.93%	25.92%	32.03%	30.27%	25.46%	26.51%
LinkedIn Review	16.63%	21.46%	29.41%	25.00%	21.59%	24.15%	22.60%
Search Focus	6.86%	6.72%	7.08%	7.03%	4.96%	6.82%	6.69%
Salary Negotiation	1.66%	3.50%	4.69%	7.03%	4.96%	5.51%	3.79%
Job Search Best Practices	4.68%	4.09%	2.19%	4.69%	1.74%	2.10%	3.39%
Resume Feedback	1.66%	2.92%	2.79%	1.56%	2.48%	3.41%	2.57%
Entrepreneurship	2.18%	2.19%	2.19%	1.56%	0.99%	1.84%	2.02%
Certifications / Training	0.94%	1.02%	0.60%		1.49%	0.26%	0.85%
Other	1.14%	0.66%	0.50%		1.74%	0.26%	0.78%
CV / Portfolio Review	0.21%	0.15%	0.30%		0.74%	0.26%	0.26%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 80 - 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. 22.65% of volunteer requests came from Junior Enlisted clients in 2021 - a slight uptick from 2020 but still less than Non-Commissioned and Senior Non-Commissioned Officers. Our Non-Commissioned Officers, Senior Non-Commissioned Officers and Warrant officers all saw a slight increase in their volunteer request utilization over 2020 (up about 1% each) however our Company-Grade and Field-Grade Officer clients each saw a dip of about 2%.

Requested Support	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Industry Specific	29.22%	32.07%	18.81%	2.08%	9.02%	8.79%	100.00%
Mock Interview	21.05%	32.77%	23.09%	3.64%	10.83%	8.61%	100.00%
LinkedIn Review	16.67%	30.63%	30.73%	3.33%	9.06%	9.58%	100.00%
Search Focus	23.24%	32.39%	25.00%	3.17%	7.04%	9.15%	100.00%
Salary Negotiation	9.94%	29.81%	29.19%	5.59%	12.42%	13.04%	100.00%
Job Search Best Practices	31.25%	38.89%	15.28%	4.17%	4.86%	5.56%	100.00%
Resume Feedback	14.68%	36.70%	25.69%	1.83%	9.17%	11.93%	100.00%
Entrepreneurship	24.42%	34.88%	25.58%	2.33%	4.65%	8.14%	100.00%
Certifications / Training	25.00%	38.89%	16.67%		16.67%	2.78%	100.00%
Other	33.33%	27.27%	15.15%		21.21%	3.03%	100.00%
CV / Portfolio Review	18.18%	18.18%	27.27%		27.27%	9.09%	100.00%
Grand Total	22.65%	32.26%	23.62%	3.01%	9.49%	8.97%	100.00%

Table 81 - Total Completed Volunteer Requests by Request Type and Rank Category

Looking further at our request utilization by military branch we see that certain branches use services such as Mock Interview and LinkedIn Review at much different rates. **Table 82** details the rate at which each branch used each service as a percentage of the entire branch. We see that of the total requests submitted by Coast Guard clients only 16.05% were for Mock Interviews - compared to 28.34% of the total requests submitted by clients who served in the Marines. Coast Guard clients have consistently had low utilization of Mock Interview services when compared to other branches, but continue to have some of the highest utilization of Industry Specific services, outpacing all other branches for the second year in a row with a sizable margin (9.7% more than Navy clients, and 8.56% more than their Army counterparts). LinkedIn review dropped for all branches except for the Army, which saw about a 0.5% increase, however Salary Negotiation and Resume Feedback both saw increases in use across all branches.

Requested Support	Air Force	Army	Coast Guard	Marines	Navy
Industry Specific	32.99%	29.71%	38.27%	33.68%	28.57%
Mock Interview	24.26%	26.45%	16.05%	28.34%	28.18%
LinkedIn Review	22.59%	24.34%	23.46%	18.69%	20.69%
Search Focus	5.39%	6.94%	7.41%	7.39%	6.70%
Salary Negotiation	5.01%	3.05%	6.17%	3.70%	4.14%
Job Search Best Practices	3.08%	3.10%	1.23%	3.70%	4.24%
Resume Feedback	3.72%	2.73%	1.23%	1.44%	2.07%
Entrepreneurship	1.16%	2.26%	2.47%	1.85%	2.36%
Certifications / Training	0.90%	0.63%	2.47%	0.62%	1.18%
Other	0.51%	0.68%	1.23%	0.62%	1.28%
CV / Portfolio Review	0.39%	0.11%			0.59%

Table 82 - Total Completed Volunteer Requests by Service Branch

Finally, with regard to gender, we see that our female Military Group clients used the various volunteer services at slightly different rates than their male counterparts. Our male Military Group clients continue to use Industry Specific services at higher rates than their female counterparts, however female Military Group clients used more Mock Interview services than their male counterparts for the second year in a row. In previous years male Military Group clients utilized LinkedIn Reviews at a higher rate than their female counterparts, but in 2021 female Military Group clients had a higher utilization rate by 1.35%. Female Military Group clients also saw an increase in utilization for Salary Negotiation, Resume Feedback, CV/Portfolio Review, but they were still less likely than their male counterparts to use these services.

Requested Support	Female	Male
Industry Specific	28.51%	31.23%
Mock Interview	29.23%	25.52%
LinkedIn Review	23.73%	22.38%
Search Focus	6.52%	6.74%
Salary Negotiation	3.77%	3.82%
Job Search Best Practices	3.26%	3.42%
Resume Feedback	2.14%	2.73%
Entrepreneurship	1.22%	2.24%
Certifications / Training	0.51%	0.93%
Other	0.92%	0.71%
CV / Portfolio Review	0.20%	0.28%

Table 83 - Total Completed Military Group Volunteer Requests by Gender

JOB BOARD

At any one time, the Hire Heroes USA Job Board provides clients with over 30,000 employment opportunities across the country. The Job Board is open to all transitioning service members, veterans, and military spouses, whether they are existing Hire Heroes clients or not. All partnered job board companies have been vetted and verified before being allowed to post on the Job Board.

4,439 job seekers utilized the Job Board for the first time, bringing the total number of job seekers on the Job Board to 23,474. Over 386,000 jobs were posted on the Job Board in 2021 alone. The total number of employers participating in our Job Board grew to 2,725, an increase of 22.9% from 2020 to 2021. 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 2021 confirmed hire doesn't mean that they started working in 2021. For instance, a client who starts work in December 2020 will count as a 2021 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 2021 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 2021. Thus, our hired population is not entirely a subset of our intake or helped cohorts in 2020, and as such, should be viewed independently.

In total, Hire Heroes helped 12,594 veterans, service members and military spouses find employment in 2021, with 12,166 individuals finding employment through our services for the very first time. This is an increase of 6.88% in first-time confirmed hired clients from 2020. 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).

In 2021 we also saw an increase in the number of female military group clients that were confirmed hired, with a total of 2,109 hired into new positions, a 19.7% increase from 2020. Overall, female military group clients represented 19.57% of our military group hires for the year.

HIRED CLIENTS OVERVIEW

Figure 7 below details the locations of all 2021 hires within the continental U.S. Although we have observed hires coming from a wider spread of locations over the past few years, clients still tend to be located in communities with military installations.

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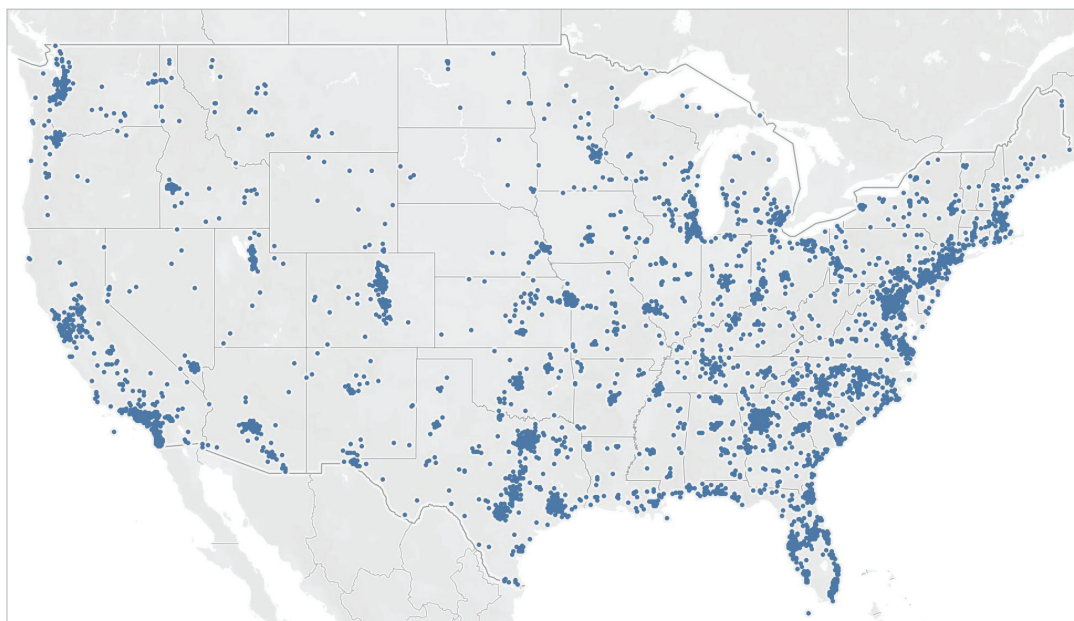


Figure 7 - Hires by Location

HIRES BY LOCATION OF ORIGIN

We understand that many of our clients may want to relocate for employment - either to return to their home of record or to move to a community with economic opportunities that align with their professional goals. When looking at our hired population and their location, we examine both their state of origin (where they were located when they registered) as well as their hired to location.

Figure 8 identifies where hired clients were located when they registered for our services. Texas remains the state with the highest number of clients confirmed hired (1,869). California and Virginia, which have both ranked second and third for multiple years, place second and third for 2021, respectively.

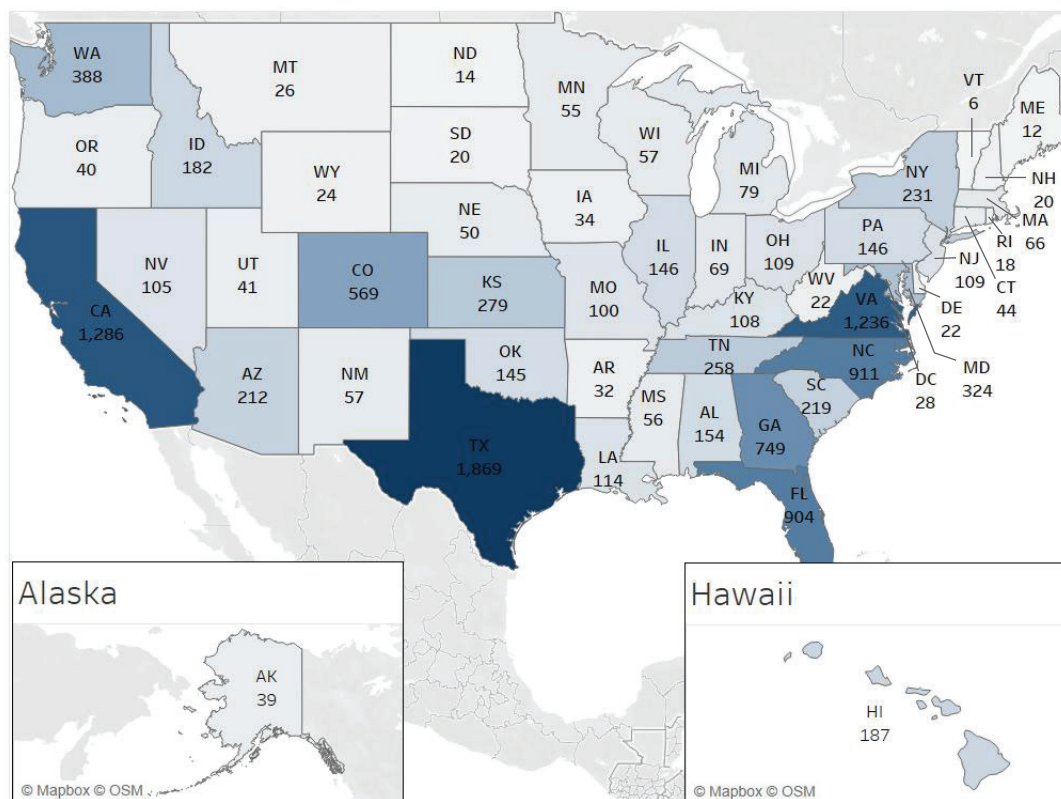


Figure 8 - Hires by Location at the Time of Registration for Services

Table 84 details the top metropolitan areas for all hires by the total number of records, as well as the percentage of total hires. The Top 3 locations, which remained the same, did have a slight reshuffle in their order. Virginia Beach claimed the top spot with 685 total clients (5.89% of the entire hired population).

METROPOLITAN AREA	NUMBER OF RECORDS	% OF TOTAL
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	685	5.89%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	641	5.51%
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	609	5.24%
KILLEEN-TEMPLE-FORT HOOD / TX	460	3.95%
COLORADO SPRINGS / CO	423	3.64%
SAN ANTONIO-NEW BRAUNFELS / TX	382	3.28%
FAYETTEVILLE / NC	269	2.31%
DALLAS-FORT WORTH-ARLINGTON / TX	261	2.24%
ATLANTA-SANDY SPRINGS-MARIETTA / GA	250	2.15%
EL PASO / TX	241	2.07%

Table 84 -Top 10 Locations of Hires by Metropolitan Area

Table 85 lists the Top 10 metropolitan areas for Spouse Group clients who were confirmed hired in 2021. Compared to the previous year, the Top 3 locations remained the same, however the order shuffled slightly with Washington, D.C. claiming the top spot again and Virginia Beach and San Diego swapping spots to fall into second and third, respectively.

Historically, Spouse Group hires were even more concentrated than our overall client population by location, however in 2020 it was observed that Spouse Group clients were more widespread by location than in previous years. That trend held true in 2021, with Spouse Group clients continuing to be more evenly distributed across the nation than previous years, much like our overall client population. While we did observe increased disbursement compared to 2019 and prior years, our Spouse Group clients were slight more concentrated in location than in 2020, with 40.26% of all Spouse Group hires residing in the Top 10 metropolitan areas (compared to 35.56% in 2020).

METROPOLITAN AREA	NUMBER OF RECORDS	% OF TOTAL
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	86	7.64%
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	74	6.58%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	69	6.13%
SAN ANTONIO-NEW BRAUNFELS / TX	41	3.64%
HONOLULU / HI	40	3.56%
COLORADO SPRINGS / CO	34	3.02%
DALLAS-FORT WORTH-ARLINGTON / TX	30	2.67%
EL PASO / TX	28	2.49%
FAYETTEVILLE / NC	26	2.31%
KILLEEN-TEMPLE-FORT HOOD / TX	25	2.22%

Table 85 - Top 10 Locations of Spouse Group Hires by Metropolitan Area

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 9** below shows how many clients were hired into each U.S. state in 2021.

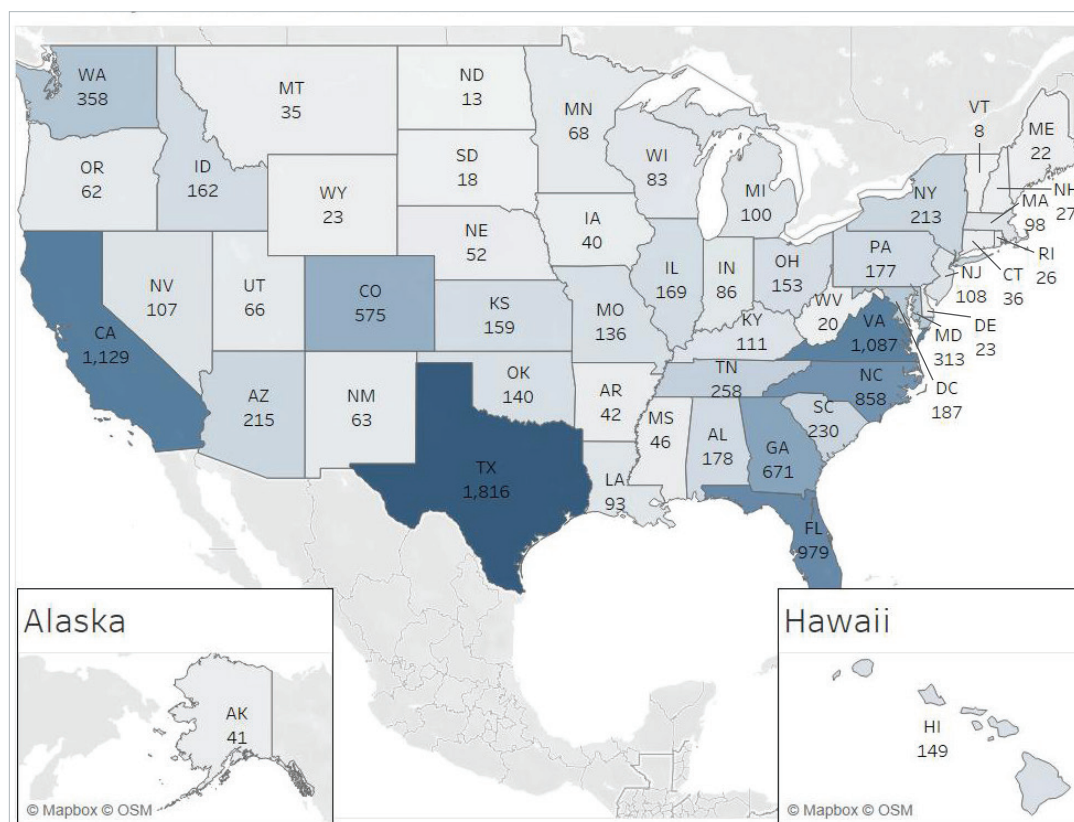


Figure 9 - Hires by State of Destination

For several years we have observed that some states attract clients from another state at higher rates than others (i.e. more Idaho clients find employment in Utah or Texas than find in employment in Georgia). To summarize this movement we group states into the geographic definitions provided by the Census Bureau, which groups all states into districts and regions. These broad groupings are helpful in illustrating general client migration patterns around the country. Visualized in alignment with federal government definitions, **Figure 10** shows the total number of confirmed clients in each region by hire destination.

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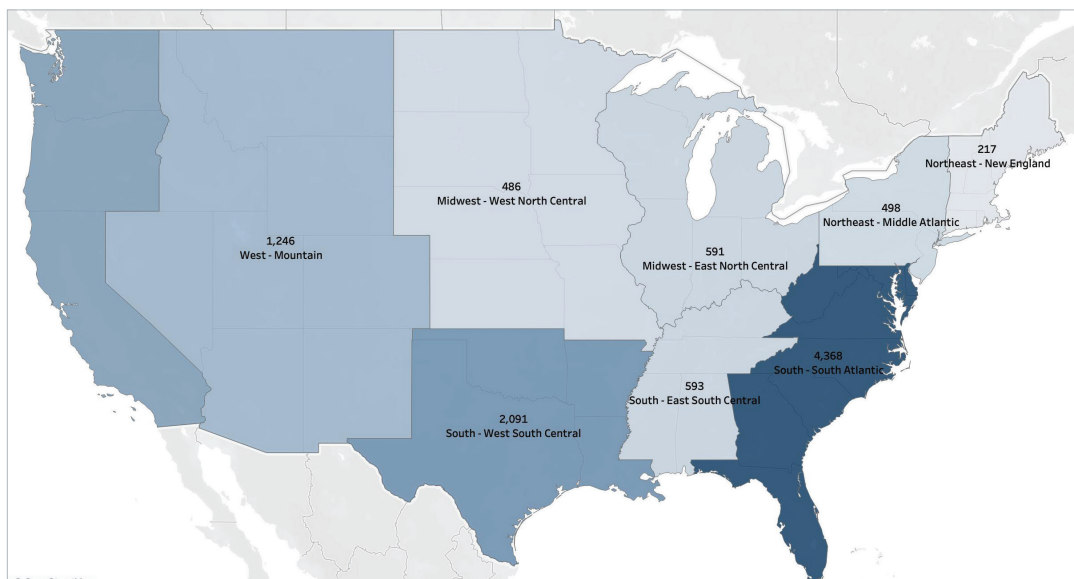


Figure 10- Hires by Census Region of Destination

Table 86 uses the same Census Bureau-defined framework and compares the regional origin of our clients to the region they migrated to after they were hired. Generally clients tend to stay within the same region, however there are some regions that attract higher numbers of clients from outside regions. The South - South Atlantic region (i.e., Georgia, North Carolina, Virginia, etc.) continues to attract a higher number of clients than other regions, with 614 clients relocating there from another region (157 of those trekked across the country from the West - Pacific region in 2021).

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	367	12	7	1	16	26	5	5	6
Midwest - West North Central	20	352	12	8	11	59	39	29	14
Northeast - Middle Atlantic	12	7	349	3	8	61	14	10	14
Northeast - New England	4	1	4	124	1	15	4	4	4
South - East South Central	10	7	9	2	407	71	33	10	16
South - South Atlantic	90	47	56	34	80	3,707	123	99	89
South - West South Central	32	23	25	10	28	156	1,713	58	63
West - Mountain	22	14	12	9	17	69	50	943	51
West - Pacific	30	18	17	19	22	157	95	74	1,458
Grand Total	587	481	491	210	590	4,321	2,076	1,232	1,715

Table 86 - Migration by Census Region and District

Although most of our clients stay within the same region, a large percentage are willing to relocate to another region. The Census District of South-South Atlantic--including Virginia, the Carolinas, Georgia and Florida--continues to be the region with the highest migration rate, with 24.07% of all hires migrating there in 2021.

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		12.90%	7.53%	1.08%	17.20%	27.96%	5.38%	5.38%	6.45%
Midwest - West North Central	10.00%		6.00%	4.00%	5.50%	29.50%	19.50%	14.50%	7.00%
Northeast - Middle Atlantic	8.76%	5.11%		2.19%	5.84%	44.53%	10.22%	7.30%	10.22%
Northeast - New England	9.52%	2.38%	9.52%		2.38%	35.71%	9.52%	9.52%	9.52%
South - East South Central	5.92%	4.14%	5.33%	1.18%		42.01%	19.53%	5.92%	9.47%
South - South Atlantic	12.71%	6.64%	7.91%	4.80%	11.30%		17.37%	13.98%	12.57%
South - West South Central	7.16%	5.15%	5.59%	2.24%	6.26%	34.90%		12.98%	14.09%
West - Mountain	8.06%	5.13%	4.40%	3.30%	6.23%	25.27%	18.32%		18.68%
West - Pacific	6.22%	3.73%	3.53%	3.94%	4.56%	32.57%	19.71%	15.35%	
Grand Total	8.62%	5.06%	5.57%	3.37%	7.17%	24.07%	14.23%	11.33%	10.07%

Table 87 - Migration by Census Region and District as Percentage of Destination

Examining migration trends at the state level, we observed that slightly fewer clients migrated to a new state in 2021 than in 2020, with 27.06% departing for a new state (compared to 27.31% in 2020). West Virginia saw the highest departure rate with 59.09% of the clients who were located in West Virginia at the time of registration departing for a new state - it should be noted that West Virginia had a relatively low total number of confirmed hired clients with 13 of the 35 total clients migrating out of state. Mississippi saw the second highest departure rate with 53.57% of hires leaving the state. Kansas, which claimed the third spot for the highest rate of departures, saw a notable increase over 2020 with 52.16% of clients migrating, compared to 46.72% the previous year. Maine, Wisconsin and Arkansas had the three highest rates of retention with only 8.33%, 12.5% and 13.79% of clients moving out of state. Maine and Arkansas remained in the top three states for retention from 2020.

Although 27.06% of the overall client base migrated to a new state in 2021 we see slightly different migration rates when looking at different client populations. Of our male Military Group clients, 28.42% migrated in 2021, compared to 26.53% of female Military Group members. Spouse Group clients have historically seen lower rates of migration than their Military Group counterparts, and that held true for 2021 with only 18.77% of Spouse Group clients moving to a new state. Both male and female Military Group clients saw a slight uptick in migration rates, while Spouse Group clients saw a decrease of 3.23%. **Figure 11** below details the percentage of clients departing to a new state at the time their hire was confirmed.

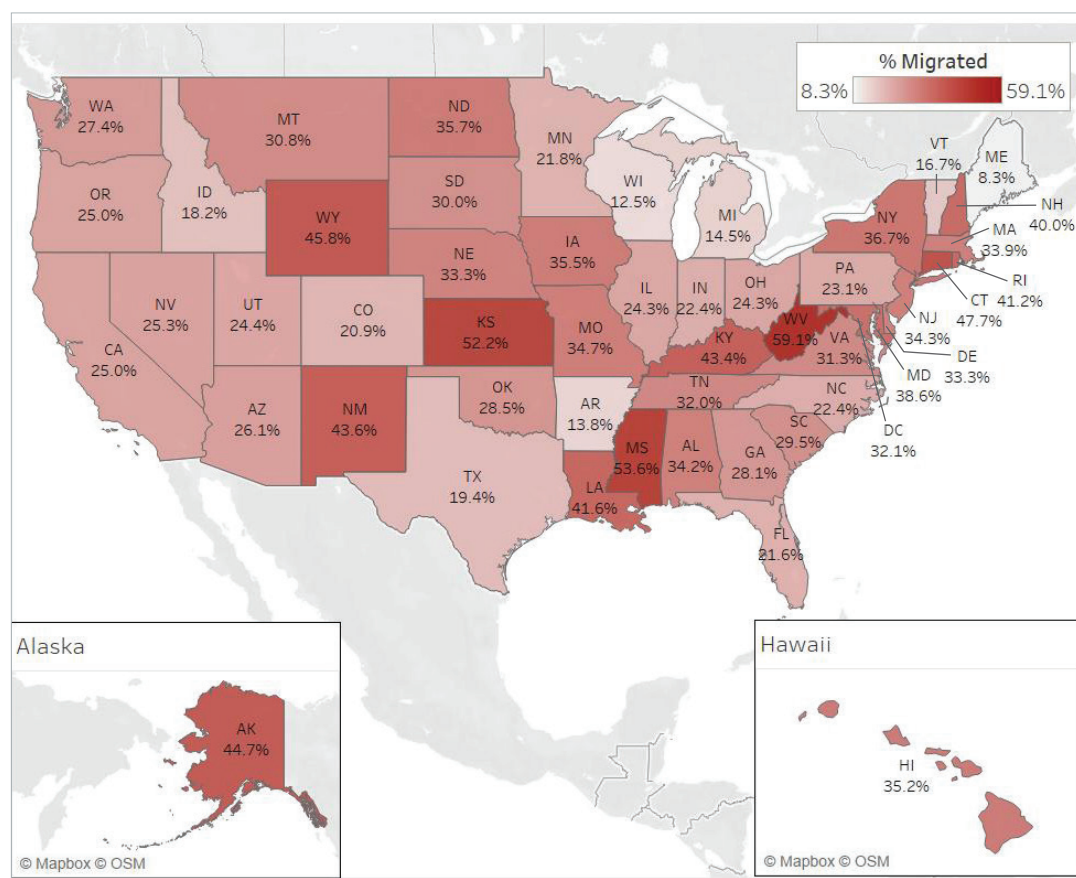


Figure 11 - Percent of Registrants Departing to a New State for Employment

SAS examined our Military Group client data and detailed the average client migration distances for each state - further broken down by Job Seeker Classification. **Table 88** lists the average distance by state for each Job Seeker Classification as well as the total average for all Military Group clients in miles traveled. Vermont, New Hampshire, Ohio, Minnesota and Michigan saw the lowest distance traveled while migrating.

Full Name of State / Territory	N	Active Duty Military Member	Military Spouse / Caregiver	National Guard or Reserves Military Member	Veteran or Separated Military Member	TOTAL AVERAGE
Alabama	437	230.77	39.76	286.67	153.74	197.68
Alaska	153	909.93	1144.83	2670.85	1996.35	1318.13
Arizona	539	376.9	36.79	580.43	262.8	331.4
Arkansas	121	143.25	228.25	7.9	43.84	102.83
California	3686	519.13	124.24	271.48	266.34	393.17
Colorado	1266	255.26	392.85	133.26	155.79	229.58
Connecticut	119	444.39	.	0	68.6	297.12
Delaware	60	315.08	45.3	48.95	451.1	316.09
District of Columbia	90	299.36	4.63	439.6	272.95	268.27
Florida	2398	199.55	200.72	273.06	137.31	183.77
Georgia	1847	296.9	40.59	238.23	161.25	223.95
Guam	35	6981	.	.	.	6981
Hawaii	673	2258.38	393.84	789.9	578.55	1681.63
Idaho	291	242.67	417.01	418.88	201.53	271.87
Illinois	443	204.47	168.49	3.65	222.34	192.12
Indiana	204	88.04	134.27	291.48	69.32	108.36
Iowa	88	221.65	.	667.6	162.23	213.85
Kansas	648	412.39	72.05	381.26	317.61	384.89
Kentucky	438	332.84	8.57	65.52	57.98	221.06
Louisiana	339	307.94	401.43	56.54	177.97	244.76
Maine	43	894.3	0	0	102.4	219.82
Maryland	938	177.77	217.67	469.33	152.76	195.87
Massachusetts	187	325.34	0	14.87	206.92	209.54
Michigan	224	155.97	82.79	223.17	13.73	91.31
Minnesota	140	124.14	21.3	10.36	97.62	76.66
Mississippi	188	328.04	150.2	627.47	133.28	266.78
Missouri	405	281.11	337.85	161.01	106.07	247.81
Montana	42	305.2	0	0	183.77	235.58
Nebraska	127	286.3	.	582	3.23	264.16
Nevada	318	518.29	3.07	0	39.43	291.12
New Hampshire	73	23.4	4.83	42.33	23.58	24.78
New Jersey	295	316.63	218.88	421.28	201.13	265.94
New Mexico	220	423.75	.	0	660.65	504.11
New York	669	517.84	44.82	201.47	132.16	339.83
North Carolina	2191	286.59	183.39	67.28	141.82	203.05
North Dakota	63	372.36	.	91.65	0	253.62
Ohio	385	116.56	0	64.76	30.92	76.13
Oklahoma	414	253.97	106.58	95.12	334.36	260.49
Oregon	122	546.32	.	1028.7	102.87	376.18

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Pennsylvania	425	250.55	13.77	89.86	205.97	192.53
Puerto Rico	31	.	.	0	.	0
Rhode Island	49	96.9	58.1	.	582.63	380.58
South Carolina	652	329.69	247.07	577.24	146.2	285.07
South Dakota	49	127.18	380.5	3.6	0	99.6
Tennessee	637	178.59	155.68	141.26	159.53	170.1
Texas	4587	327.57	161.99	242.22	139.94	251.39
Utah	130	466.1	1.4	12.35	155.14	311.68
Vermont	11	0	.	.	34.93	20.96
Virgin Islands	2
Virginia	3249	267.25	98.68	214.42	111.45	213.31
Washington	950	644.53	294.79	342.89	177.56	450.8
West Virginia	52	365.13	0	.	27.08	150.46
Wisconsin	152	170.37	.	171.93	153.69	165.11
Wyoming	54	373.06	0	86.33	0	272.67

Table 88 - Average Military Group Client Migration Distance After Hire, by State

SALARY ACHIEVEMENT

Table 89 details the average attained salary by Hire Heroes clients who were confirmed hired in 2021, broken down by gender and Group Status. The average attained salary for all confirmed hires in 2021 was \$62,837.55, a 3.16% increase of the average attained salary in 2020. Examining salary attainment by Group Status as well as by gender shows that this average diverges significantly for each demographic profile. Of these groups male Military Group members achieved the highest average salary of \$65,669.37 - 4.51% higher than our overall client average. Female Military Group clients continue to attain lower salaries than their male counterparts on average, however they did see a 3.65% increase over 2021 for average salary attainment. Our Spouse Group clients saw a 3.01% increase over 2021, but still remained the group with the lowest salary attainment.

We've observed gaps in salary attainment between male and female Military Group clients for several years, and that trend held true for 2021. Male Military Group clients achieved 13.76% higher salaries than their female counterparts (a slight increase from 2020) and 28.62% more than female Spouse Group clients (also a slight increase over 2020). In 2020 we observed that the disparity between male and female clients had narrowed slightly, and that trend continued into 2021 with male clients attaining salaries 18.41% higher than female clients (down from 18.48% in 2021).

	FEMALE	MALE	NON-BINARY	GRAND TOTAL
Military Group	\$57,724.67	\$65,669.37	\$65,000.00	\$64,073.58
Spouse Group	\$51,058.39	\$61,461.54	\$65,000.00	\$51,492.85
GRAND TOTAL	\$55,432.87	\$65,637.88	\$65,000.00	\$62,837.55

Table 89 - Average Salary by Military Group or Spouse Group Status, and Gender

Just as with prior years we observed gender disparities in pay across all military ranks for our Military Group clients, and in 2021 the gap remained within 1% of the prior year. In 2020 male Military Group clients earned on average 13.68% more than their female counterparts, and in 2021 male Military Group clients earned 13.76% more on average, with the gap between the two demographics widening by 009%. Company-Grade Officers saw the largest pay disparity of any rank, with male clients attaining salaries 11.96% higher than their female counterparts - closely followed by Field-Grade Officers with a difference of 11.52%. Junior Enlisted, Senior Non-Commissioned Officers and Warrant Officers all saw a narrowing of the disparity gap, with Warrant Officers having the most comparable pay between genders with male Military Group members attaining salaries 5.64% higher than their female counterparts on average. Senior Non-Commissioned Officers saw the largest drop in pay disparity with male clients earning on average 9.27% more than their female counterparts (down 3.17% from 12.44% 2020).

	FEMALE	MALE	GRAND TOTAL
Junior Enlisted	\$48,053.69	\$52,749.87	\$51,707.70
Non-Commissioned Officer	\$55,659.34	\$61,584.39	\$60,348.77
Senior Non-Commissioned Officer	\$63,545.45	\$69,433.60	\$68,528.16
Warrant Officer	\$70,714.29	\$74,703.70	\$74,488.05
Company-Grade Officer	\$70,376.34	\$78,794.79	\$76,646.34
Field-Grade Officer	\$79,215.69	\$88,342.54	\$87,149.64
General / Flag Officer		\$101,666.67	\$101,666.67
GRAND TOTAL	\$57,724.67	\$65,669.37	\$64,073.58

Table 90 - Average Civilian Salary by Gender and Rank

Several years ago we began collecting data on our client's Military Occupational Specialty, which allows us to categorize salary outcomes by MOS and branch of service. The below tables detail the average salary attainment by branch and MOS, and includes only Military Occupational Specialties that have five or more client records. In 2021 Foreign Area Officers who served in the Army ranked as the highest earning occupation overall for the third year in a row. Pilots who served with the Air Force, Navy or Marines continue to rank in the first or second highest spot for those military branches. Cyber-related occupations ranked within the top three slots for three of the military branches, continuing the trend of ranking highly for Army, Air Force and Marines clients. Clients who held an MOS of Cyberspace Operations in the Marines saw the greatest increase from 2020, earning on average \$15,500 more in 2021.

Army		Navy	
Foreign Area Officer	\$96,428.57	Judge Advocate General / Legal	\$90,000.00
Cyber	\$87,500.00	Pilot	\$89,705.88
Acquisition	\$79,642.86	Surface Deck	\$89,000.00
Special Forces	\$76,805.56	Cryptologic Warfare	\$84,565.22
Strategic Plans and Policy	\$75,000.00	Special Warfare / Special Operations	\$80,500.00
Force Management	\$74,500.00	Submarine Communications	\$80,000.00
Military Intelligence	\$74,457.36	Missile Technician	\$79,285.71
Financial Management	\$71,444.44	Submarine Information Systems	\$79,000.00
Civil Affairs	\$70,581.40	Explosive Ordnance Disposal	\$77,727.27
Linguist	\$69,736.84	Surface Information Systems	\$76,857.14
Air Force		Marines	
Acquisition	\$93,461.54	Morale Welfare and Recreation	\$105,000.00
Pilot	\$91,500.00	Cyberspace Operations	\$92,000.00
Cyber Warfare	\$84,545.45	Meteorological and Oceanographic (METOC)	\$85,000.00
Contracting	\$81,470.59	Pilot	\$81,800.00
Special Investigations	\$80,714.29	Flight Crew	\$76,250.00
Communications Systems	\$80,376.34	Public Affairs	\$75,000.00
Interpreter / Translator	\$80,000.00	Signals Intelligence/Ground Electronic Warfare	\$74,230.77
Facilities Management	\$77,000.00	Intelligence	\$69,791.67
Intelligence / Surveillance / Reconnaissance	\$76,132.08	Aviation Ordnance	\$69,444.44
Air Traffic Control	\$75,000.00	Aviation Logistics	\$68,750.00

Table 91 -Top 10 Salary Outcomes by Occupational Specialty

Slicing salary attainment further, we see that salary achievement between Military Group and Spouse Group clients continues to vary depending on the type of employment the client was hired into. **Table 92** below shows the breakdown of average salary attainment by group status as well as by the employment type (full time, part time, seasonal and temporary/contract). The percent difference between Military Group and Spouse Group clients who accepted full time work remained within half a percent, with Military Group clients earning 17.2% more on average than Spouse Group clients in 2021 - compared to 17.02% in 2020. Clients who accepted temporary/contract work saw the largest gap between groups, with Spouse Group clients earning 21.03% less than their Military Group counterparts. Military Group clients attained higher average salaries in every employment type except for seasonal work, in which Spouse Group clients earned on average 30.84% more.

	MILITARY GROUP	SPOUSE GROUP	GRAND TOTAL
Full-Time	\$65,874.67	\$54,541.75	\$64,834.58
Part-Time	\$31,848.48	\$28,166.67	\$31,130.08
Seasonal	\$34,393.94	\$45,000.00	\$35,789.47
Temporary/Contract	\$62,460.06	\$49,324.32	\$61,071.43
GRAND TOTAL	\$64,073.58	\$51,492.85	\$62,837.55

Table 92- Average Salary by Employment Type

In looking at salary achievement by education level we have observed a direct correlation between a client's highest level of education and the average salary they attained. **Table 93** below details average salary attainment by educational level and employment type. Similar to 2020 data, in 2021 we saw that clients holding a Postgraduate degree or Doctorate earned on average 40% more than clients holding a high school diploma equivalent. In 2020 we saw clients coming off of active duty earning the highest average salaries, and that held true in 2021 with active duty clients earning on average 4.75% more than the next highest earners (clients already employed at the time of registration). Clients coming off of active duty earn on average 13.31% more than their military counterparts that are pending medical separation. Clients who reported they were under employed or unemployed at the time of registration attained some of the lowest salaries, with only students not seeking full time employment having lower salary attainment.

	Active Duty	Employed	Pending Medical Separation	Student - Not Seeking Full Time Employment	Temporary/Contract	Under employed - Insufficient income	Unemployed	Grand Total
High School/GED	\$56,655.32	\$57,122.09	\$52,062.50	\$45,609.76	\$56,190.48	\$49,691.36	\$48,808.49	\$53,755.40
2 Year Degree	\$64,491.71	\$56,271.68	\$55,266.67	\$46,071.43	\$67,380.95	\$49,625.00	\$51,281.41	\$58,826.38
4 Year Degree	\$71,343.37	\$66,073.56	\$64,203.54	\$58,396.23	\$61,413.04	\$57,320.68	\$58,264.96	\$65,022.76
Post-Graduate Degree	\$82,067.80	\$73,233.53	\$74,565.22	\$67,222.22	\$71,274.51	\$62,852.76	\$68,205.52	\$75,322.45
Doctorate	\$87,857.14	\$81,666.67		\$85,000.00	\$85,000.00	\$75,000.00	\$71,486.49	\$78,541.67
Grand Total	\$67,627.89	\$64,417.76	\$58,627.20	\$50,754.72	\$63,915.09	\$56,019.79	\$56,751.09	\$62,837.55

Table 93 - Average Salary by Education Level and Employment Status at the Time of Registration

For several years we have observed a strong correlation between client Rank and salary attainment, with higher ranking clients attaining higher salaries on average. In 2021 we saw clients of every rank earning higher salaries on average than they did in 2020. **Table 94** shows this correlation, and is further broken down by service branch. The disparity between services branches widened again in 2021, with a gap of \$5,529.78 between the top earning branch (Air Force) and lowest earning branch (Army) - an increase of 5.9% from the gap observed in 2020.

	Air Force	Army	Coast Guard	Marines	Navy	Space Force	Grand Total
Junior Enlisted	\$55,083.10	\$50,955.72	\$51,071.43	\$52,574.26	\$50,270.27		\$51,707.70
Non-Commissioned Officer	\$61,707.88	\$58,139.20	\$57,884.62	\$59,988.56	\$62,869.35	\$65,000.00	\$60,348.77
Senior Non-Commissioned Officer	\$72,959.77	\$64,059.32	\$59,054.05	\$70,271.97	\$71,691.51		\$68,528.16
Warrant Officer		\$74,572.65	\$68,750.00	\$73,148.15	\$77,083.33		\$74,488.05
Company-Grade Officer	\$78,000.00	\$74,806.87	\$83,947.37	\$77,115.38	\$80,531.91		\$76,646.34
Field-Grade Officer	\$88,151.52	\$84,897.70	\$85,000.00	\$89,888.89	\$89,944.44		\$87,149.64
General / Flag Officer	\$105,000.00	\$100,000.00					\$101,666.67
Grand Total	\$67,433.94	\$61,907.16	\$63,312.50	\$63,121.67	\$66,479.31	\$65,000.00	\$64,073.58

Table 94 - Average Salary by Service Branch and Rank

Looking at salary attainment data even further, the team at SAS analyzed the relationship between a client's location and the salary they obtained by job function. SAS found that clients from Pacific (53.92%) and Atlanta (52.72%) regions seemed to report obtaining higher salary rates when hired. **Table 95** below details the percentage of clients obtaining a high salary by region.

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DIVISION	High Salary	Count	Percent
EAST NORTH CENTRAL	YES	85	48.85%
	NO	89	51.15%
EAST SOUTH CENTRAL	YES	106	46.70%
	NO	121	53.30%
MIDDLE ATLANTIC	YES	74	49.01%
	NO	77	50.99%
MISSING	YES	3	33.33%
	NO	6	66.67%
MOUNTAIN	YES	208	48.48%
	NO	221	51.52%
NEW ENGLAND	YES	29	46.77%
	NO	33	53.23%
OTHER	YES	29	54.72%
	NO	24	45.28%
PACIFIC	YES	392	53.92%
	NO	335	46.08%
SOUTH ATLANTIC	YES	893	52.72%
	NO	801	47.28%
WEST NORTH CENTRAL	YES	95	39.09%
	NO	148	60.91%
WEST SOUTH CENTRAL	YES	342	43.18%
	NO	450	56.82%

Table 95 - Percent of Clients Obtaining High Salaries by Region

As our clients register for our services we ask them to detail their desired salary range so that we may better gauge the effectiveness of our services. **Table 96** looks at the intersection of our client's desired salary range and their reported salary attainment. 72.35% of clients confirmed hired in 2021 met or exceeded their desired salary, an increase of 4.43% over our 2020 dataset. Along with an increase in the percentage of clients meeting or exceeding their desired salary, we also observed an increase in the percent of clients who attained a salary in the top range, with 14.70% of clients reporting a salary of \$90,000 or more in 2021 (a slight jump from the 13.11% in 2020).

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	26.67%	13.33%	35.56%	13.33%	6.67%	4.44%					100.00%
\$20,000 - \$29,999	6.84%	29.49%	28.21%	20.94%	8.12%	2.99%	0.85%	1.28%	0.43%	0.85%	100.00%
\$30,000 - \$39,999	3.47%	13.26%	36.95%	25.68%	11.68%	4.84%	2.21%	0.84%	0.42%	0.63%	100.00%
\$40,000 - \$49,999	1.96%	5.20%	19.61%	37.37%	18.21%	9.78%	4.25%	2.46%	0.73%	0.45%	100.00%
\$50,000 - \$59,999	1.17%	3.21%	10.79%	21.40%	32.23%	15.03%	8.08%	4.79%	1.81%	1.49%	100.00%
\$60,000 - \$69,999	0.67%	2.47%	7.47%	15.26%	18.14%	29.90%	13.25%	7.32%	2.42%	3.09%	100.00%
\$70,000 - \$79,999	0.47%	1.96%	4.86%	8.96%	14.65%	17.50%	26.87%	14.35%	5.40%	4.98%	100.00%
\$80,000 - \$89,999	0.62%	0.78%	3.26%	6.74%	9.92%	10.85%	15.27%	28.91%	12.02%	11.63%	100.00%
\$90,000 - \$99,999	0.58%	0.29%	2.33%	4.37%	6.12%	10.06%	11.66%	17.93%	25.80%	20.85%	100.00%
\$100,000+	0.50%	0.25%	1.17%	1.59%	4.86%	5.70%	9.30%	13.41%	13.83%	49.37%	100.00%
Grand Total	1.34%	3.83%	10.99%	16.83%	16.63%	14.26%	11.44%	9.98%	5.76%	8.94%	100.00%

Table 96 - Desired Salary vs. Attained Salary

Although 72.35% reflects the overall client population's success in meeting or exceeding their desired salary, historically we have seen different rates in major subgroups of our client base - however in 2021 male and female Military Group members, as well as all Spouse Group members came within 1% of each other for desired salary attainment. Male Military Group members were the only group of the three to have a lower rate of desired salary attainment than the overall client population with 72.18% of clients reporting that they met or exceeded their desired salary. Female Military Group members and Spouse Group clients both reported slightly above the overall average with 72.76% of female Military Group members and 72.61% of Spouse Group members reporting that they met or exceeded their desired salary.

In looking at high salary attainment (salaries of \$90,000 or more) we see that male Military Group clients have the highest percentage of clients in that demographic attaining high salaries (16.96%), with female Military Group clients following at 11.23%, and Spouse Group clients with the lowest percent attaining high salaries (5.8%). However when we compare the percentage of clients who desire a salary of \$90,000 or more we see that each group is within one percentage point of the total who attained high salaries. For example, although only 5.89% of Spouse Group clients achieved a high salary, 5.8% initially stated that they desired a salary in that range. Both subset of our Military Group clients also saw a similar correlation, with 17.95% of male Military Group clients desiring a high salary (and a rate of 16.96% achievement) and 11.23% of female Military Group clients desiring a high salary (and a 10.22% attainment rate).

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Less than \$20,000	28.57%	9.52%	38.10%	9.52%	4.76%	9.52%					100.00%
\$20,000 - \$29,999	5.26%	27.37%	24.21%	25.26%	10.53%	3.16%	2.11%	1.05%		1.05%	100.00%
\$30,000 - \$39,999	2.70%	11.43%	35.34%	26.61%	12.06%	5.82%	3.95%	1.46%	0.42%	0.21%	100.00%
\$40,000 - \$49,999	1.81%	4.33%	18.32%	35.47%	18.95%	11.19%	5.42%	2.98%	0.90%	0.63%	100.00%
\$50,000 - \$59,999	0.97%	2.90%	9.94%	21.68%	30.65%	16.19%	9.10%	4.84%	2.06%	1.68%	100.00%
\$60,000 - \$69,999	0.63%	2.25%	7.18%	13.66%	17.46%	30.77%	14.15%	7.46%	2.89%	3.52%	100.00%
\$70,000 - \$79,999	0.37%	1.65%	4.71%	7.63%	15.56%	17.20%	27.30%	14.36%	5.98%	5.24%	100.00%
\$80,000 - \$89,999	0.39%	0.58%	3.00%	6.01%	9.50%	11.14%	16.28%	29.26%	12.11%	11.72%	100.00%
\$90,000 - \$99,999	0.55%		1.82%	4.55%	6.18%	10.55%	11.64%	18.18%	26.36%	20.18%	100.00%
\$100,000+	0.50%	0.20%	0.91%	1.31%	4.54%	5.85%	9.18%	13.52%	13.22%	50.76%	100.00%
Grand Total	0.99%	2.77%	9.00%	14.90%	16.16%	15.21%	12.94%	11.07%	6.59%	10.37%	100.00%

Table 97 - 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	22.22%	11.11%	55.56%		11.11%						100.00%
\$20,000 - \$29,999	7.94%	20.63%	34.92%	26.98%	9.52%						100.00%
\$30,000 - \$39,999	3.96%	15.42%	35.24%	29.96%	10.13%	2.64%		0.44%	0.88%	1.32%	100.00%
\$40,000 - \$49,999	3.35%	5.03%	22.07%	39.11%	18.99%	7.26%	2.51%	0.84%	0.56%	0.28%	100.00%
\$50,000 - \$59,999	1.47%	3.91%	12.47%	22.25%	33.74%	11.98%	6.60%	5.13%	1.22%	1.22%	100.00%
\$60,000 - \$69,999	0.56%	3.08%	9.52%	20.17%	20.73%	24.09%	9.52%	8.12%	1.40%	2.80%	100.00%
\$70,000 - \$79,999	0.85%	2.14%	5.13%	16.24%	11.11%	19.66%	23.50%	15.38%	2.99%	2.99%	100.00%
\$80,000 - \$89,999	1.09%	1.63%	3.26%	9.78%	11.41%	10.33%	12.50%	27.72%	9.78%	12.50%	100.00%
\$90,000 - \$99,999		1.04%	4.17%	4.17%	7.29%	6.25%	10.42%	20.83%	19.79%	26.04%	100.00%
\$100,000+	0.73%	0.73%	2.92%	3.65%	7.30%	2.92%	8.76%	14.60%	14.60%	43.80%	100.00%
Grand Total	1.98%	5.01%	14.32%	21.84%	18.03%	11.67%	8.20%	8.73%	3.76%	6.46%	100.00%

Table 98 - Desired Salary Versus Attained Salary
(Female 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	28.57%	21.43%	21.43%	28.57%							100.00%
\$20,000 - \$29,999	8.57%	40.00%	27.14%	10.00%	2.86%	5.71%		2.86%	1.43%	1.43%	100.00%
\$30,000 - \$39,999	4.48%	14.35%	41.70%	20.63%	13.00%	4.48%	0.45%			0.90%	100.00%
\$40,000 - \$49,999	1.04%	8.65%	22.49%	41.52%	14.19%	7.27%	2.08%	2.42%	0.35%		100.00%
\$50,000 - \$59,999	1.35%	4.04%	12.56%	17.94%	41.70%	12.11%	4.48%	4.48%	1.35%		100.00%
\$60,000 - \$69,999	1.43%	2.86%	6.43%	18.57%	17.86%	35.71%	12.86%	4.29%			100.00%
\$70,000 - \$79,999	1.14%	4.55%	7.95%	9.09%	9.09%	15.91%	29.55%	11.36%	4.55%	6.82%	100.00%
\$80,000 - \$89,999	3.51%	1.75%	7.02%	10.53%	12.28%	10.53%	7.02%	22.81%	15.79%	8.77%	100.00%
\$90,000 - \$99,999	3.45%	3.45%	6.90%	3.45%	3.45%	13.79%	17.24%	6.90%	31.03%	10.34%	100.00%
\$100,000+			2.56%		2.56%	10.26%	12.82%	7.69%	25.64%	38.46%	100.00%
Grand Total	2.73%	9.13%	19.71%	22.01%	17.66%	11.95%	6.40%	4.52%	3.16%	2.73%	100.00%

Table 99 - Desired Salary Versus Attained Salary
(Spouse Group Clients)

Table 100 below details the Top 10 metropolitan areas by salary attainment for metro areas that have ten or more client records. Harrisburg-Carlisle, PA, which ranked third in 2020, claimed the top spot with an average salary of \$76,538.46. Washington, D.C., which ranked first in 2020, fell to a close second with a gap of less than \$1,000 between first and second place. The spread between the top metro area and the tenth metro area narrowed slightly from last year - with the top slot seeing salaries \$6,153.84 higher than the tenth spot on average (the difference in 2020 was \$6,628).

METROPOLITAN AREA

HARRISBURG-CARLISLE / PA	\$76,538.46
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	\$75,693.07
DAVENPORT-MOLINE-ROCK ISLAND / IA-IL	\$75,000.00
BALTIMORE-TOWSON / MD	\$74,784.17
SOUTHERN PINES-PINEHURST / NC	\$72,750.00
PANAMA CITY-LYNN HAVEN-PANAMA CITY BEACH / FL	\$71,666.67
SAN JOSE-SUNNYVALE-SANTA CLARA / CA	\$71,666.67
AUGUSTA-RICHMOND COUNTY / GA-SC	\$70,847.46
PROVIDENCE-NEW BEDFORD-FALL RIVER / RI-MA	\$70,500.00
CHARLOTTESVILLE / VA	\$70,384.62

Table 100 - Top 10 Metropolitan Areas by Average Salary

METROPOLITAN AREA

SEATTLE-TACOMA-BELLEVUE / WA	\$64,090.91
PHILADELPHIA-CAMDEN-WILMINGTON / PA-NJ-DE-MD	\$58,076.92
HOUSTON-SUGAR LAND-BAYTOWN / TX	\$57,000.00
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	\$56,860.47
TAMPA-ST. PETERSBURG-CLEARWATER / FL	\$56,666.67
DALLAS-FORT WORTH-ARLINGTON / TX	\$56,333.33
BALTIMORE-TOWSON / MD	\$56,000.00
COLORADO SPRINGS / CO	\$54,117.65
BOISE CITY-NAMPA / ID	\$54,090.91
HONOLULU / HI	\$53,250.00

Table 101 - Top 10 Metropolitan Areas by Average Salary
(Spouse Group Clients)

METROPOLITAN AREA

WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	\$73,615.38
VALLEJO-FAIRFIELD / CA	\$71,363.64
BALTIMORE-TOWSON / MD	\$70,135.14
AUGUSTA-RICHMOND COUNTY / GA-SC	\$67,857.14
CHICAGO-NAPERVILLE-JOLIET / IL-IN-WI	\$67,000.00
RIVERSIDE-SAN BERNARDINO-ONTARIO / CA	\$65,952.38
ST. LOUIS / MO-IL	\$64,000.00
TAMPA-ST. PETERSBURG-CLEARWATER / FL	\$62,857.14
WATERTOWN-FORT DRUM / NY	\$62,272.73
OLYMPIA / WA	\$61,363.64

Table 102 - Top 10 Metropolitan Areas by Average Salary
(Female Military Group Members)

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 103 details the average responses to this question, broken out by Military or Spouse Group identification and further split by gender. Clients who completed a job-to-job transition in 2021 saw on average a salary increase of \$27,3004.17, a 3.42% increase over what was reported in 2020. As with our overall earnings reporting, we see notable differences in salary attainment when looking at gender and group status. On average, male clients that completed a job-to-job transition reported a salary increase 11.57% higher than their female counterparts. The gap in reported salary increase between male and female clients grew 1.21% from 2020 to 2021. Looking at group status we see that Military Group clients saw an average salary increase 21.0% higher than their Spouse Group counterparts. In 2020 Military Group clients saw an average salary increase that was \$9,165.92 - or 51.64% - higher than Spouse Group clients, however that spread narrowed in 2021 with Military Group clients reporting an average increase \$4,796.56 - or 21.0% - higher than their Spouse Group counterparts. Looking at our Military Group clients only, the spread between male and female clients grew from 2020 to 2021 with male Military Group clients reporting a salary increase 2.57% higher than their female counterparts - an increase of 2.28% from 2020.

	FEMALE	MALE	GRAND TOTAL
Military Group	\$27,053.57	\$27,750.00	\$27,631.93
Spouse Group	\$19,886.36	\$39,821.43	\$22,835.37
GRAND TOTAL	\$25,032.05	\$27,927.15	\$27,304.17

Table 103 - Job-to-Job Transition Salary Change by Group Status and Gender

Table 104 examines the job-to-job transition average salary change by rank category and service branch. Overall our Military Group clients saw on average a salary increase that was 2.45% higher than our 2020 clients. As observed with our 2021 dataset and in previous years, Junior Enlisted clients saw less of a salary increase with a job-to-job transition than their more senior counterparts. In fact, Warrant Officers, who saw the greatest salary change, saw an average increase 45.45% more than Junior Enlisted clients. Junior Enlisted clients, however, saw an increase of 19.11% over the average salary change reported in 2020. Junior Enlisted, Warrant Officer and Company-Grade Officer clients were the only ranks to see an increase in their reported average salary change, with Non-Commissioned Officer, Senior Non-Commissioned Offer and Field-Grade Officer client all reporting less of a salary change from 2020 to 2021. Looking at service branch, both Air Force and Navy clients saw a decrease in the average salary change reported, with Army, Coast Guard and Marine Corps clients all seeing an average increase of 12.0% or greater over the previous year.

	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
Junior Enlisted	\$31,500.00	\$26,780.30		\$21,250.00	\$36,562.50	\$27,242.65
Non-Commissioned Officer	\$28,423.91	\$30,760.87		\$33,500.00	\$26,352.04	\$29,176.36
Senior Non-Commissioned Officer	\$27,688.36	\$22,109.38	\$6,250.00	\$20,972.22	\$26,921.64	\$25,218.61
Warrant Officer		\$46,562.50		\$3,750.00	\$14,583.33	\$39,625.00
Company-Grade Officer	\$7,500.00	\$26,500.00	\$36,250.00	\$24,375.00	\$38,161.76	\$28,136.79
Field-Grade Officer	\$18,888.89	\$35,460.53		\$50,750.00	\$22,222.22	\$29,557.69
Grand Total	\$25,961.54	\$28,598.48	\$26,250.00	\$27,812.50	\$27,492.33	\$27,631.93

Table 104 - Job-to-Job Transition Salary Change by Rank and Branch

HIRES BY JOB FUNCTION

Table 105 examines the Top 10 job functions our clients were hired into in 2021, and details the average salary attainment for each job function. Administrative/Clerical and Management - Operations both held in the top 3 rankings, however Safety/Security/Law Enforcement fell from second place to seventh. Analyst, which ranked fifth in 2020, jumped to the third slot. Supply Chain/Logistics, which has historically ranked in the Top 10 did not crack the list in 2021.

Looking at job functions with five or more clients hired into them, Management - Executive/C-Suite remained the highest earning job function for the third year in a row with an average salary of \$90,492.96 (a slight decrease of just over 1% from the previous year). Retail and Restaurant/Food Service continue to claim the top slots as the lowest earning job functions, with Restaurant/Food Service earning on average \$33,333.33 per year and Retail earning \$33,048.78. While Restaurant/Food Service saw a slight increase in average salary attainment (up 1.19% over 2020) Retail saw a notable decrease, dropping 6.85% in average salary attainment from 2020.

JOB FUNCTION HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
ADMINISTRATIVE/CLERICAL	6.27%	759	\$47,885.38
MANAGEMENT - OPERATIONS	4.94%	598	\$77,474.92
ANALYST	4.65%	563	\$76,634.10
INSTALLATION/MAINTENANCE/REPAIR	4.59%	555	\$56,135.14
TRAINING/INSTRUCTION/TEACHING	4.31%	522	\$60,977.01
CUSTOMER SERVICE	4.10%	496	\$40,907.26
SAFETY/SECURITY/LAW ENFORCEMENT	4.10%	496	\$56,431.45
OTHER	3.78%	457	\$59,201.31
HEALTHCARE PROFESSIONAL	3.61%	437	\$54,725.40
MANAGEMENT - PROJECT	3.58%	433	\$80,427.25

Table 105 - Top 10 Job Functions for Hired Clients

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Over the past few years we have observed notable differences in the types of job functions that our male Military Group clients are hired into when compared to their female counterparts. Nearly 12% of our male Military Group clients were hired into either Installation/Maintenance/Repair or Management - Operations in 2021. These two job functions continue to be among the most popular for our male Military Group clients, with Safe/Security/Law Enforcement also ranking within the top 3. For our female Military Group clients, we continue to see Administrative/Clerical and Healthcare Professional claim the top two slots - combined they comprise 22.81% of our female Military Group hires. Using a threshold of at least five client records, Management - Executive/C-Suite continued to be the top earning job function for male and female Military Group members, however male Military Group members achieved 7.22% higher salaries than their female counterparts for this job function. In 2020 we saw female clients slightly outpace their male counterparts in this job function, however in 2021 that trend did not hold. Retail and Restaurant/Food service ranked as the lowest paying job functions for both groups, with male Military Members making on average about 15% more than their female counterparts in both job functions.

JOB FUNCTION HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
INSTALLATION/MAINTENANCE/REPAIR	6.07%	523	\$56,434.03
MANAGEMENT - OPERATIONS	5.92%	510	\$77,941.18
SAFETY/SECURITY/LAW ENFORCEMENT	5.15%	444	\$56,351.35
ANALYST	4.57%	394	\$78,553.30
OTHER	3.97%	342	\$60,614.04
TRAINING/INSTRUCTION/TEACHING	3.77%	325	\$67,215.38
MANAGEMENT - PROJECT	3.72%	321	\$82,570.09
SUPPLY CHAIN/LOGISTICS	3.31%	285	\$64,368.42
MANAGEMENT - GENERAL	3.28%	283	\$70,265.02
IT - GENERAL	3.25%	280	\$67,785.71

Table 106 - Top 10 Job Functions (Male Military Group Members)

JOB FUNCTION HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
ADMINISTRATIVE/CLERICAL	14.44%	302	\$46,589.40
HEALTHCARE PROFESSIONAL	8.37%	175	\$55,457.14
CUSTOMER SERVICE	6.60%	138	\$38,840.58
HUMAN RESOURCES	6.21%	130	\$60,230.77
ANALYST	5.11%	107	\$75,093.46
TRAINING/INSTRUCTION/TEACHING	4.64%	97	\$55,103.09
SUPPLY CHAIN/LOGISTICS	3.82%	80	\$57,500.00
OTHER	3.68%	77	\$57,857.14
MANAGEMENT - OPERATIONS	2.87%	60	\$76,500.00
MANAGEMENT - PROJECT	2.82%	59	\$77,542.37

Table 107 - 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, with Administrative/Clerical and Healthcare Professional also claiming the top two slots. Spouse Group clients saw a slightly greater spread of the job functions they were hired into, with 24.56% going into Administrative/Clerical or Healthcare positions, a slight decrease of 3.06% from 2020. Using a threshold of five client records, we saw that Restaurant/Food Service and Retail also ranked as the lowest paid job functions for Spouse Group clients, and Spouse Group clients earned significantly less on average in these two job functions than male Military Group clients who entered into the same job function (37.78% and 28.91% less, respectively). IT - Computer/Software Engineering ranked as the highest paid job function for Spouse Group clients with an average salary attainment of \$80,555.56 - Spouse Group clients outpaced male Military Group clients in this job function, securing salaries 2.77% more on average.

JOB FUNCTION HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
ADMINISTRATIVE/CLERICAL	15.31%	182	\$43,461.54
HEALTHCARE PROFESSIONAL	9.25%	110	\$54,000.00
CUSTOMER SERVICE	8.92%	106	\$38,018.87
TRAINING/INSTRUCTION/TEACHING	7.82%	93	\$46,182.80
HUMAN RESOURCES	5.13%	61	\$58,934.43
BANKING/FINANCE	4.37%	52	\$52,115.38
ANALYST	4.12%	49	\$64,591.84
MANAGEMENT - PROJECT	3.70%	44	\$70,000.00
OTHER	2.69%	32	\$44,687.50
NONPROFIT - SOCIAL SERVICES	2.52%	30	\$47,666.67

Table 108 - Top 10 Job Functions (Spouse Group Clients)

Looking at our top job functions more closely, **Table 109** below details the Top 3 job functions for each of the Top 10 metropolitan areas for clients hired in 2021. Administrative/Clerical (which was the top job function for both female Military Group clients and Spouse Group clients) had the highest occurrence in the Top 10 metropolitan areas for the second year in a row, ranking in the Top 3 for seven of the ten metro areas. Analyst again saw the second highest occurrence and appeared in six of the Top 10 metro areas. Training/Instruction/Teaching, which appeared in only one metro area in 2020, occurred in three metro areas in 2021. Supply/Chain/Logistics and Safety/Security/Law Enforcement both dropped the bottom of the list occurring in just one metro area each.

VIRGINIA BEACH-NORFOLK- NEWPORT NEWS / VA-NC	1	Analyst	6.13%
	2	Administrative/Clerical	5.69%
	3	Installation/Maintenance/Repair	5.40%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	1	Administrative/Clerical	7.96%
	2	Installation/Maintenance/Repair	7.80%
	3	Management - Operations	5.77%
WASHINGTON-ARLINGTON- ALEXANDRIA / DC-VA-MD-WV	1	Analyst	8.54%
	2	Administrative/Clerical	7.39%
	3	Management - Programs	5.58%
KILLEEN-TEMPLE-FORT HOOD / TX	1	Installation/Maintenance/Repair	8.04%
	2	Customer Service	6.09%
	3	Other	5.00%
COLORADO SPRINGS / CO	1	Analyst	5.67%
		Installation/Maintenance/Repair	5.67%
	3	Safety/Security/Law Enforcement	5.44%
SAN ANTONIO-NEW BRAUNFELS / TX	1	Analyst	7.07%
	2	Administrative/Clerical	6.02%
	3	Human Resources	5.76%
FAYETTEVILLE / NC		Management - Programs	5.76%
	1	Training/Instruction/Teaching	8.18%
	2	Other	7.43%
DALLAS-FORT WORTH- ARLINGTON / TX	3	Customer Service	5.95%
	1	Administrative/Clerical	7.28%
	2	Analyst	6.13%
ATLANTA-SANDY SPRINGS- MARIETTA / GA	3	Management - Operations	4.98%
	1	Administrative/Clerical	6.80%
	2	Analyst	5.60%
	3	Management - General	4.80%
		Management - Operations	4.80%
		Transportation	4.80%

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EL PASO / TX	1	Administrative/Clerical	8.30%
	2	Customer Service	6.22%
		Supply Chain/Logistics	6.22%
		Training/Instruction/Teaching	6.22%

Table 109 - Top 10 Metropolitan Areas for Confirmed Hires, with Top 3 Job Functions

HIRES BY INDUSTRY

For the fifth year in a row, Defense Contracting and Government and Public Administration were the top two hiring industries for clients, as detailed in **Table 110** below. 29.53% of all confirmed hired clients were hired into those two industries alone - a notable 4.86% drop from 2020 which saw 34.39% of all clients confirmed hired into those industries. Despite the drop, Defense Contracting and Government and Public Administration remained the only two industries to see a double-digit percentage of clients in 2021. Defense Contracting remained the most lucrative industry for the third year in a row with an average salary of \$76,800.97 (a slight increase of about \$400 from 2020). Hospitality/Accommodation/Food Service remained the least lucrative industry for the third year in a row with an average salary attainment of \$44,248.55 (about a \$3,700 or 9.14% increase in average salary over 2020).

INDUSTRY HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
DEFENSE CONTRACTING	16.42%	1,849	\$76,800.97
GOVERNMENT AND PUBLIC ADMINISTRATION	13.11%	1,477	\$60,450.24
INFORMATION - INFORMATION TECHNOLOGY	9.05%	1,019	\$73,184.49
HEALTH CARE AND SOCIAL ASSISTANCE	8.49%	956	\$56,244.77
TRANSPORTATION AND WAREHOUSING	5.96%	671	\$58,710.88
RETAIL TRADE	5.66%	637	\$49,866.56
EDUCATIONAL SERVICES	4.40%	496	\$51,169.35
BANKING/FINANCE/INSURANCE	4.13%	465	\$61,451.61
MANUFACTURING	3.66%	412	\$62,621.36
AEROSPACE AND AVIATION	3.63%	409	\$71,992.67

Table 110 - Top 10 Hiring 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 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%). 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.

Spouse Group clients have historically seen Health Care and Social Assistance, Government and Public Administration and Educational Services as their top three industries for placements - and that trend held true for 2021. Over 40% of our Spouse Group clients were hired into one of these three industries. Using a minimum threshold of five records, Aerospace and Aviation continued to be the most lucrative industry for Spouse Group clients with an average salary attainment of \$69,000.00. Despite being the most lucrative industry for Spouse Group clients we see that these clients continue to lag behind male Military Group members for pay equality. Male Military Group members hired into the same industry earn on average \$7,434.40 or 11.44% more than Spouse Group counterparts. Aerospace and Aviation is the most lucrative industry for Spouse Group clients, but doesn't even crack the Top 5 most lucrative for male Military Members.

INDUSTRY HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
HEALTH CARE AND SOCIAL ASSISTANCE	16.40%	195	\$53,205.13
GOVERNMENT AND PUBLIC ADMINISTRATION	12.45%	148	\$53,108.11
EDUCATIONAL SERVICES	11.44%	136	\$44,338.24
BANKING/FINANCE/INSURANCE	8.41%	100	\$51,300.00
RETAIL TRADE	6.48%	77	\$41,233.77
INFORMATION - INFORMATION TECHNOLOGY	6.14%	73	\$62,534.25
BUSINESS SUPPORT - ADMIN/STAFFING	4.88%	58	\$45,172.41
RELIGIOUS/CIVIC/NONPROFIT	4.71%	56	\$55,357.14
OTHER	4.37%	52	\$47,307.69
DEFENSE CONTRACTING	3.62%	43	\$61,279.07

Table 111 - Top 10 Hiring Industries (Spouse Group Clients)

In past years we have observed that female Military Group clients tend to enter into similar industries as Spouse Group clients, with the exception of Defense Contracting. That trend held true in 2021 with Government and Public Administration, Defense Contracting, and Health Care and Social Assistance ranking as the Top 3 industries for female Military Group clients. Despite a drop of 5.6% from 2020, more female Military Group clients entered into Government and Public Administration roles than our general client population, though fewer went into Defense Contracting (a trend we observed last year as well). All three of the top industries for female Military Group clients remained the same, however the spread in the percent of clients entering each of these three industries narrowed significantly. In 2020 we saw a difference of 8.84% between the highest ranked and third ranked industry for female Military Group clients - in 2021 all three of the top industries were within 1% of each other, with Health Care and Social Assistance just barely eking into the top slot. Looking at salary attainment, we saw that Professional - Consulting Services was the most lucrative industry for female Military Group clients, beating out last year's top industries, Management of Companies and Enterprises and Defense Contracting. Despite being the most lucrative industry for female Military Group clients, this demographic earned on average 6.36% less than their male counterparts who entered into the same industry.

INDUSTRY HIRED IN	% OF TOTAL	NUMBER OF RECORDS	AVERAGE SALARY
HEALTH CARE AND SOCIAL ASSISTANCE	16.01%	335	\$54,014.93
GOVERNMENT AND PUBLIC ADMINISTRATION	15.63%	327	\$55,825.69
DEFENSE CONTRACTING	15.39%	322	\$71,739.13
OTHER	6.55%	137	\$53,248.18
INFORMATION - INFORMATION TECHNOLOGY	5.35%	112	\$71,696.43
RETAIL TRADE	5.02%	105	\$42,904.76
EDUCATIONAL SERVICES	4.68%	98	\$46,734.69
BANKING/FINANCE/INSURANCE	3.97%	83	\$55,481.93
TRANSPORTATION AND WAREHOUSING	3.97%	83	\$51,265.06
BUSINESS SUPPORT - ADMIN/STAFFING	3.25%	68	\$50,441.18

*Table 112 - Top 10 Hiring Industries
(Female Military Group Members)*

HIRES BY COMPANY

In 2021, 8,282 companies employed 12,166 Hire Heroes USA clients - an increase of 11.3% in the number of employers over 2020. The majority of companies hired just one client, however we continued to see an increase in the number of companies who hired two or more clients. In fact, 826 hired multiple clients, 175 of those hired five or more clients, and 68 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	321
DEPARTMENT OF THE ARMY	192
DEPARTMENT OF THE AIR FORCE	138
DEPARTMENT OF VETERANS AFFAIRS	112
DEPARTMENT OF THE NAVY	103
DEPARTMENT OF DEFENSE	81
BOOZ ALLEN HAMILTON	74
LOCKHEED MARTIN CORPORATION	70
LEIDOS	61
UNITED STATES POSTAL SERVICE	60
SAIC	58
GENERAL DYNAMICS	56
NORTHROP GRUMMAN	51
DELOITTE CONSULTING	47
THE BOEING COMPANY	45
AMENTUM	44
NATIONAL GUARD	44
WELLS FARGO	40
CACI INTERNATIONAL INC	37
ACCENTURE	33

Table 113 - Top 20 Hiring Companies

Our top hiring companies continue to be organizations centered around serving military populations (e.g. the Departments of Veteran Affairs and the Army), large retailers (Amazon), or defense contractors (CACI and Lockheed Martin). The majority of our top hiring companies for 2021 remained unchanged from 2020, however Leidos, Deloitte Consulting Company, The Boeing Company, Amentum and Accenture are all new to the list (U.S. Census Bureau, Walmart, The Home Depot, Allied Universal and UPS all dropped from the list from 2020 to 2021). Amazon, our top employer from

2020, topped the list again in 2021 having hired 321 of our clients in a single year. When we look at the top hiring companies for 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. The Top 5 hiring companies, however, are the same for both demographics although with a slightly shuffled order between the two.

HIRING COMPANY NAME	
AMAZON	21
DEPARTMENT OF THE ARMY	19
DEPARTMENT OF THE AIR FORCE	13
DEPARTMENT OF VETERANS AFFAIRS	7
DEPARTMENT OF DEFENSE	5
ACCENTURE	4
CEREBRAL	4
FREEDOM LEARNING GROUP	4
HIRING OUR HEROES	4
INTUIT	4
ROBERT HALF TECHNOLOGIES	4
TRAVELERS INSURANCE	4
WELLS FARGO	4
AMAZON WEB SERVICES	3
CVS HEALTH	3
DELOITTE CONSULTING	3
INSTANT TEAMS	3
LEIDOS	3
LOWE'S HOME IMPROVEMENT	3
ACCENTURE	33

*Table 114 - Top 20 Hiring Companies
(Spouse Group Clients)*

Our female Military Group clients see most of the same top employers as our overall client population, matching 18 of the 20 top employers - USAA and AT&T appear for female Military Group clients but do not crack the list for our overall client population. The top four companies remain the same for both groups, although with a slightly shuffled order. Our female Military Group clients saw a closer alignment with our overall general population from 2020 when they shared 16 of the top 20 hiring companies.

HIRING COMPANY NAME	
AMAZON	48
DEPARTMENT OF VETERANS AFFAIRS	45
DEPARTMENT OF THE ARMY	41
DEPARTMENT OF THE AIR FORCE	31
DEPARTMENT OF DEFENSE	22
DEPARTMENT OF THE NAVY	19
BOOZ ALLEN HAMILTON	15
UNITED STATES POSTAL SERVICE	15
SAIC	13
GENERAL DYNAMICS	11
LOCKHEED MARTIN CORPORATION	10
DELOITTE CONSULTING	9
NATIONAL GUARD	9
ACCENTURE	8
CACI INTERNATIONAL INC	7
LEIDOS	7
USAA	7
WELLS FARGO	7
AT&T	6
NORTHROP GRUMMAN	6

*Table 115 - Top 20 Hiring Companies
(Female Military Group Members)*

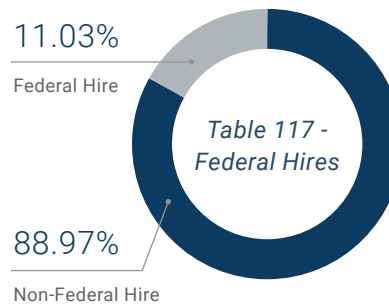
Like our female Military Group hires, the Junior Enlisted population is being hired into many of the same companies as our overall client population, however we saw less commonality between the two groups in 2021 than we have in years past. In 2020 both groups saw 18 companies crack the Top 20 list for both, but in 2021 only 13 companies made both lists. Despite this divergence, both groups shared the same Top 4 employers, with Amazon claiming the top spot on both lists. Junior Enlisted clients saw Allied Universal, Lowe's Home Improvement, Walmart, The Home Depot, The Boeing Company, UPS, Aerotak and FedEx crack their Top 20 list while these employers did not make the list for the overall client population.

Although our clients were hired into many industries and a diversity of companies, many hiring organizations for our clients continue to be in the federal sector (**Table 117**). Our hiring in the federal sector saw a slight decrease from 2020 to 2021, with 11.03% of clients being confirmed hired into a federal position (versus 13.69% in 2020). Looking at Table 118 we see that the rate of clients hired into full-time, part-time and temporary/contract positions remained largely unchanged from 2020, with less than a 1% change in each category. Consistent with previous year's trends, Spouse Group clients accepted part-time positions at more than double the rate of their Military Group counterparts.

HIRING COMPANY NAME

AMAZON	66
DEPARTMENT OF VETERANS AFFAIRS	24
DEPARTMENT OF THE ARMY	18
DEPARTMENT OF THE AIR FORCE	16
UNITED STATES POSTAL SERVICE	16
ALLIED UNIVERSAL	13
DEPARTMENT OF DEFENSE	13
DEPARTMENT OF THE NAVY	12
LOWE'S HOME IMPROVEMENT	11
WALMART	10
LOCKHEED MARTIN CORPORATION	9
NATIONAL GUARD	9
WELLS FARGO	9
AMAZON WEB SERVICES	8
LEIDOS	8
THE HOME DEPOT	8
THE BOEING COMPANY	7
UPS	7
ACCENTURE	6
AEROTEK	6

Table 116 - Top 20 Hiring Companies for Junior Enlisted



	Military Group	Spouse Group	GRAND TOTAL
Full-Time	89.42%	83.26%	88.82%
Part-Time	4.52%	10.09%	5.07%
Seasonal	0.30%	0.42%	0.31%
Temporary/Contract	5.75%	6.22%	5.80%
GRAND TOTAL	100.00%	100.00%	100.00%

Table 118 - Employment Type Placements by Group Status

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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 119 details the median unemployment duration for our clients confirmed hired in 2021 per our survey data, broken down by group status and gender. Looking at our entire base of clients confirmed hired in 2021, the median unemployment duration self-reported by clients was 16 weeks - the same as was reported in 2020. Military Group clients reported 16 weeks of unemployment, however Spouse Group clients reported being unemployed for four weeks longer for a total of 20 weeks of unemployment. Examining the median unemployment duration by gender shows a greater disparity between gender and groups than was observed last year, with female clients experiencing longer unemployment durations than in 2020, with female Military Group clients seeing a jump of four weeks in total unemployment, and females as a whole seeing an increase of two weeks for a total of 22 weeks of unemployment. Female Spouse Group clients saw no change in total unemployment duration, holding steady with a median unemployment duration of 20 weeks - four weeks longer than their male Spouse Group counterparts. Female Military Group clients experienced unemployment durations 33.33% longer than their male Military Group counterparts.

GROUP STATUS	Female	Male	GRAND TOTAL
Military Group	24	16	16
Military Spouse / Caregiver	20	16	20
GRAND TOTAL	22	16	16

Table 119 - Unemployment Duration by Group Status and Gender

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Table 120 examines the unemployment duration as reported by race and gender. Half of all racial categories experienced a median unemployment duration under the overall median for the client base, with American Indian or Alaska Native clients reporting the shortest time unemployed. Black or African American clients reported the longest time of unemployment with an overall median time of 23 weeks - 30.43% longer than the overall client base. Female Black or African American clients reported the longest time of unemployment for any gender/race with a median time of 32 weeks, exactly 50% longer than the overall client base and 37.50% longer than their male counterparts and the overall female client population.

	Female	Male	GRAND TOTAL
American Indian or Alaska Native	9	13	9
Asian, Native Hawaiian or Other Pacific Islander	20	18	18.5
Black or African American	32	20	23
Hispanic or Latino	16.5	15.5	15.5
Two or more races	23.5	13	18
White	20	12	15.5
GRAND TOTAL	22	16	16

Table 120 - Unemployment Duration by Race and Gender

Table 121 looks at unemployment duration by age category across our Military Group clients. Generally speaking, older age categories reported longer unemployment times than younger categories.

18 to 24 years	10
25 to 34 years	12
35 to 44 years	16
45 to 54 years	19
55 to 64 years	44
65 years and over	33.5
GRAND TOTAL	16

*Table 121 - Military Group
Unemployment Duration by Age
Category*

Table 122 explores median unemployment duration by initial employment status. Clients who registered as Active Duty and Pending Medical Separation reported the lowest unemployment durations at 8.5 and 8 weeks respectively - all other categories (with the exception of Temporary/Contract Employees) experienced unemployment durations more than double their Active Duty and Pending Medical Separation counterparts. Clients who were Employed, Students not seeking full time employment or Under Employed all saw increases in the median time of unemployment. Active Duty, Pending Medical Separation and Temporary/Contract clients all saw a decrease in the total time of unemployment, with Unemployed clients reporting the same unemployment duration as in 2020.

Active Duty	8.5
Employed	18
Pending Medical Separation	8
Student - Not seeking full time employment	32
Temporary/Contract Employee	11
Under employed - Insufficient income	20
Unemployed	20
GRAND TOTAL	16

*Table 122 - Unemployment Duration
by Initial Employment Status*

Looking at unemployment duration by job seeker classification and educational attainment we see that generally clients with more advanced degrees experience longer unemployment durations. **Table 123** below shows the details for unemployment duration reported as it relates to educational attainment and job seeker classification with rates at or below our overall client base in blue and rates longer than our overall client base in red. Clients with a high school diploma or GED equivalent reported some of the lowest unemployment durations with an overall median time of 12 weeks. Clients who were currently serving or in a reserve component reported unemployment durations shorter than the overall client base - clients with prior service and military spouse or caregiver clients both reported median unemployment durations 20% longer than the overall client base.

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Currently Serving	6	8	12	12	8	9
Prior Service	16	22	20	24	16	20
Reserve Component	19	8	24	9.5		13
Military Spouse or Caregiver	32	18	24	16		20
Grand Total	12	13.5	20	20	17	16

Table 123 - Unemployment Duration by Job Seeker Classification and Educational Attainment

Table 124 shows the relationship between rank category and military branch as it relates to total time of unemployment. Last year we observed a general consistency with all ranks having a total time of unemployment at or below the overall rate, however in 2021 we saw a variety of unemployment durations for ranks and branches of the military. Only clients with the rank of Non-Commissioned Officer, Senior Non-Commissioned Officer and Field-Grade Officer reported unemployment durations at or below the overall median time. Clients in the Air Force and Marines reported unemployment durations longer than the overall median time, with Army clients reporting right at the overall median time and Coast Guard and Navy clients reporting times less than 16 weeks.

	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
Junior Enlisted	22	19.5	15	9	7	18
Non-Commissioned Officer	15	19.5	72	16	12	15
Senior Non-Commissioned Officer	18	13	34	22	13	16
Warrant Officer		30	12	16	24	24
Company-Grade Officer	34.5	26	6	29.5	12.5	22
Field-Grade Officer	24	12	6	30	20	16
Grand Total	20	16	12	18	12	16

Table 124 - Unemployment Duration by Rank and Service Branch

Digging deeper, **Table 125** 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. Our clients holding a high school diploma or GED equivalent as well as those with a two year degree reported unemployment durations below the overall median time. Clients with a four year or post-graduate degree both reported unemployment durations 20% longer than our overall client base, with clients holding a doctorate reporting unemployment durations only one week over the median for all clients.

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Less than \$20,000		50				50
\$20,000 - \$29,999	57	5	35	31	26	38
\$30,000 - \$39,999	16	18	13	31		17
\$40,000 - \$49,999	15	20	24	24.5	21	20
\$50,000 - \$59,999	10	9	16	19		16
\$60,000 - \$69,999	8	20	20	24		20
\$70,000 - \$79,999	8.5	16	16	20	3	18
\$80,000 - \$89,999	13	8	8	17		12
\$90,000 - \$99,999	4	4	9	20		11
\$100,000+	6	36	26	16	43	17
Grand Total	12	15	20	20	17	16

Table 125 - Unemployment Duration by Desired Salary and Educational Attainment

Finally, **Figure 13** shows the median unemployment duration by our clients 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 and states with insufficient data are left blank. Overall, it appears that states in the deep south and mountain west have higher than typical unemployment durations. Clients in the southwest region reported longer than typical unemployment durations last year, however in 2021 those clients reported unemployment durations at or below our overall client base.

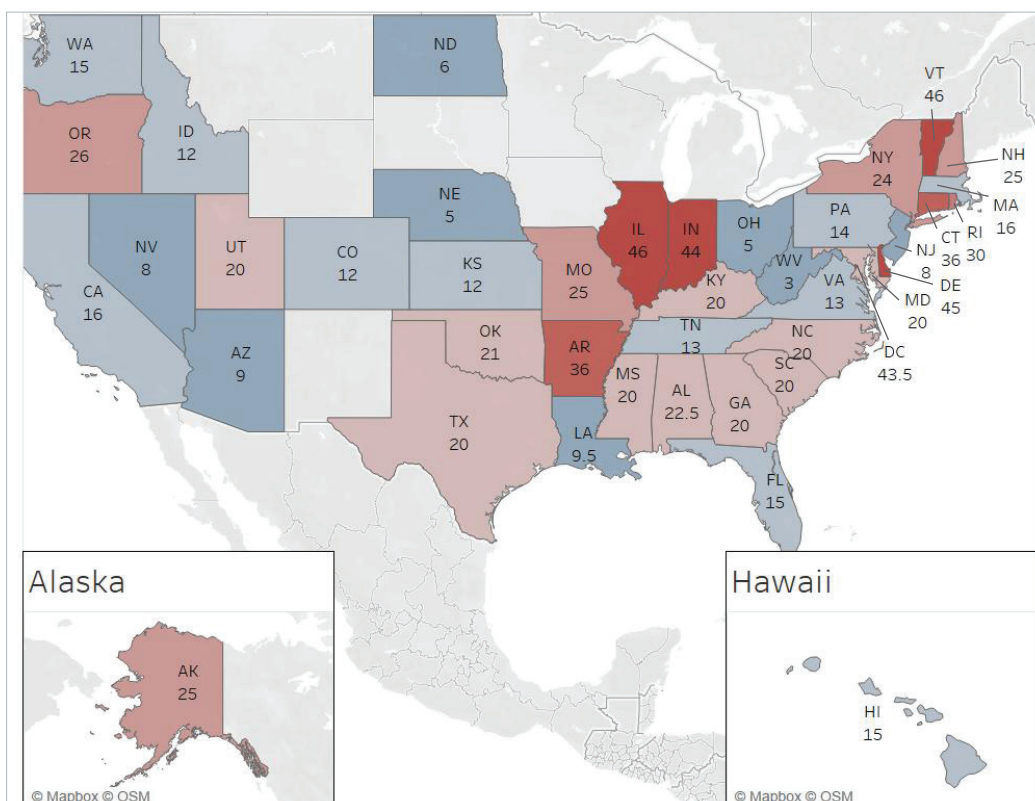


Figure 12 - Unemployment Duration by State



SECTION FOUR

COVID-19 PANDEMIC IMPACTS

COVID-19 IMPACTS

SECTION FOUR

On March 11, 2020 COVID-19 was declared a global pandemic, and in the wake that followed we began reporting on the unique impacts our clients faced as they navigated the changing employment landscape. In 2020 we added a multi-select question to our registration process asking registrants to identify impacts they were facing directly related to COVID-19. Many registrants reported that they saw no impact, while others indicated they were impacted by a hiring freeze, laid off or had had a job offer rescinded. This section will further examine the impact COVID-19 has had on our registration rates, our registrants and their confidence in the job search process.

COVID-19 IMPACT ON REGISTRATION RATES

At the time of registration we group our job seekers 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 that did not serve in the military themselves. Prior to 2020 we saw on average 40% of our total registrants each year were active duty military members who were currently serving at the time of registration. However in 2020 we saw a significant decrease in registrants still on active duty at the time of registration, falling from 40.65% in 2019 to 37.00% in 2020. In 2021 not only did registration rates for active duty members recover, but exceeded what we had observed in previous years - jumping from 37.00% to 49.03%. **Table 126** details the year over year registration rates by job seeker classification for the past three years. While active duty registrants saw a significant increase from 2020 to 2021 all three of our other job seeker categories saw decreases, with job seekers with prior military service seeing the greatest decrease (44.82% in 2020 to 34.73% in 2021).

JOB SEEKER CLASSIFICATION	2019		2020		2021	
	Total Registrants	% of Total Registrants	Total Registrants	% of Total Registrants	Total Registrants	% of Total Registrants
Currently Serving	12,380	40.65%	11,978	37.00%	16,419	49.03%
Prior Service	12,796	42.02%	14,508	44.82%	11,630	34.73%
Reserve Component	2,145	7.04%	2,340	7.23%	2,335	6.97%
Military Spouse / Caregiver	3,131	10.28%	3,547	10.96%	3,104	9.27%
GRAND TOTAL	30,452	100.00%	32,373	100.00%	33,488	100.00%

Table 126 – Registration by Job Seeker Classification, Year Over Year

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In 2020 we likely observed the decrease in active duty registrants in part because of higher retention rates within the military. As the first wave of COVID-19 vaccine administration rolled out in December of 2020 we saw the rates of our active duty registrants begin to increase. Likewise, in 2021 we began a new referral partnership with the Department of Labor and their Employment Navigator & Partnership Pilot (ENPP) program which provides career assistance to military members in the process of transitioning from the military and their spouses. The new ENPP referral partnership and an increased rate of active duty registrants referred to us from the USO accounted for 17.07% of all active duty registrants in 2021 alone (compared to just 8.1% in 2020).

Looking at our registrants year over year by initial employment status has shown some shifts in the employment status of registrants at the time of registration over the years. **Table 127** shows the registration rates of all registrants over the past three years for the entire year by their initial employment status. In 2020 we observed a notable increase in the percentage of clients who self-reported they were unemployed at the time of registration, however in 2021 all categories except for active duty and pending medical separation saw a decrease from 2020 - including employed, under employed and unemployed job seekers. Active duty, and relationally pending medical separation, both saw significant increases over 2020, with 51.68% of job seekers coming to us with an initial employment status of active duty in 2021 (compared to 39.07% in 2020).

	2019		2020		2021	
	Total Registrants	% of Records	Total Registrants	% of Records	Total Registrants	% of Records
Active Duty	10,772	44.41%	11,233	39.07%	15,706	51.68%
Employed	3,930	16.20%	5,236	18.21%	4,577	15.06%
Pending Medical Separation	790	3.26%	744	2.59%	976	3.21%
Student - Not Seeking Full Time Employment	539	2.22%	686	2.39%	559	1.84%
Temporary / Contract Employee	546	2.25%	679	2.36%	507	1.67%
Under Employed - Insufficient Income	1,568	6.46%	1,802	6.27%	1,288	4.24%
Unemployed	6,112	25.20%	8,368	29.11%	6,775	22.29%
GRAND TOTAL	24,257	100.00%	28,748	100.00%	30,388	100.00%

Table 127 – Registration by Initial Employment Status, Year Over Year

COVID-19 IMPACTS REPORTED BY REGISTRANTS

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 job seekers who registered for our services in 2021 who did not leave this question blank. **Table 128** shows the frequency that each picklist item was selected by registrants in 2021 who responded to this question. Because this question is a multi select picklist multiple options may be submitted, and many job seekers may have selected two or more options depending on their unique situation. Covid-19 Vaccination Status was added as an option in October of 2021, and this table reflects the frequency of that selection for the remainder of 2021. Of more than 22,500 respondents, 78.11% reported that they have not experienced any impacts from COVID-19, an increase of 16.38% from our 2020 respondents. Just as more respondents reported no impact from COVID-19, all other impact categories saw a decrease from 2020 rates, with “Impacted by hiring freeze,” “Interview now virtual,” and “Laid off” seeing some of the biggest declines (from 17.39%, 10.12% and 8.55% to 6.74%, 7.56% and 4.80% respectively).

COVID-19 IMPACT	
No impact by COVID-19	78.11%
Interview now virtual	7.56%
Impacted by hiring freeze	6.74%
Laid off	4.80%
Spouse laid off	2.89%
Job offer rescinded	2.73%
Interview cancelled	2.59%
Business or Employer closed	2.11%
COVID-19 Vaccination Status	1.89%
Employed but furloughed	1.86%
Spouse impacted by hiring freeze	1.81%
Spouse interview now virtual	1.03%
Spouse employed but furloughed	0.95%
Spouse Business or Employer closed	0.81%
Spouse job offer rescinded	0.77%
Spouse interview cancelled	0.59%

Table 128 – COVID-19 Impact Frequency for All Respondents

Looking at our registrants' impact responses by Group Status tells a slightly different story. Both Military Group and Spouse Group job seekers saw an increase in the percentage of respondents who reported no impact, but Military Group job seekers continued to see a notably higher percentage report no impact than Spouse Group job seekers. In fact, in 2020 13.37% more Military Group job seekers reported no impact than their Spouse Group counterparts, and in 2021 that gap remained roughly the same with 12.69% more Military Group job seekers reporting no impact than their Spouse Group counterparts. Each group did see an increase of about 16% in the number of respondents who indicated they have experienced no impact. Spouse Group job seekers continued to report higher rates of being impacted by a hiring freeze, interviews being turned virtual and being laid off, however each category saw a decrease from 2020.

COVID-19 IMPACT	MILITARY GROUP	SPOUSE GROUP
No impact by COVID-19	79.03%	66.34%
Interview now virtual	7.29%	11.02%
Impacted by hiring freeze	6.41%	11.02%
Laid off	4.56%	7.87%
Spouse laid off	2.98%	1.76%
Job offer rescinded	2.63%	4.12%
Interview cancelled	2.51%	3.63%
Business or Employer closed	1.94%	4.30%
COVID-19 Vaccination Status	1.87%	2.12%
Employed but furloughed	1.78%	2.91%
Spouse impacted by hiring freeze	1.83%	1.57%
Spouse interview now virtual	0.99%	1.51%
Spouse employed but furloughed	0.97%	0.73%
Spouse Business or Employer closed	0.83%	0.61%
Spouse job offer rescinded	0.78%	0.61%
Spouse interview cancelled	0.61%	0.36%

Table 129 – COVID-19 Impact Frequency by Group Status

COVID-19 IMPACT ON CONFIDENCE RATINGS

At the time of registration our job seekers are asked to rate their job search confidence in six key areas. 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. Registrants 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. Just as we saw last year, registrants that reported at least one impact from COVID-19 on their job search journey averaged slightly higher confidence ratings than their non-impacted peers. **Table 130** below shows the comparison of 2021 respondents reporting no impact from COVID-19 to their counterparts who reported at least one impact from COVID-19. This table only details the averages reported at the time of registration for both respondent groups. Registrants who reported at least one impact from COVID-19 were more confident in each aspect on average than their non-impacted peers - with the exception of average empowerment rating.

	Confidence Rating at Time of Registration	
	No impact by COVID-19	COVID-19 Impact
Empowerment Rating	4.11	4.05
Interviewing Effectiveness Rating	3.85	3.88
Job Search Comprehension Rating	2.91	3.24
Job Search Independence Rating	3.05	3.32
Networking Effectiveness Rating	3.20	3.23
Resume Effectiveness Rating	3.34	3.58
GRAND TOTAL	3.41	3.55

Table 130 – Job Search Confidence by COVID-19 Impact

Following our registrant's lifecycle one step further, we also ask clients to rate their job search confidence after they are confirmed hired into a new position. **Table 131** below compares the average job search confidence rating by respondents at the time of registration to the average ratings of those same clients at the time they were confirmed hired into a new position. This table examines only registrants from 2021 who were confirmed hired at some point prior to the publication of this report. Overall respondents reported significantly higher rates of job search confidence after completing our programming cycle.

	Confidence Rating at Time of Registration	Confidence Rating at Time of Hire
Empowerment Rating	4.10	4.76
Interviewing Effectiveness Rating	3.85	4.65
Job Search Comprehension Rating	2.99	4.42
Job Search Independence Rating	3.12	4.55
Networking Effectiveness Rating	3.21	4.50
Resume Effectiveness Rating	3.41	4.72
GRAND TOTAL	3.44	4.60

*Table 131 – Job Search Confidence of Respondents Who
Were Confirmed Hired*

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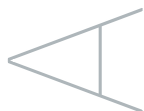
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Is there a correlation between a client's race or gender that determines the types of job functions or industries that a client wants to go into or that a client enters into?

KEY TAKEAWAYS:

- The top desired job functions include Administrative/Clerical (5.28%), Operations Management (4.76%), Human Resources (4.49%), General Management (4.04%), and Project Management 3.80%).
- For desired job functions, Supply Chain/Logistics contained the most significant differences between groups. It was mainly sought out by White Males. Of the Females, clients that identified as Black or African American tended to show the most interest in this type of job function.
- Of HHUSA clients that identified as Females, there seemed to be a trend of those that identified as Black or African American to have high proportions for desired jobs when compared to Females of other races.
- The top job functions that people were hired into included Administrative/Clerical (5.77%), Installation/Maintenance/Repair (5.20%), Analyst (4.52%), Operations Management (4.19%), and Customer Service (4.14%).
- The most significant differences between racial and gender groups included being hired to the following industries: Defense Contracting, Government and Public Administration, Other, Construction, and Installation/Repair/Maintenance.

Frequency analyses were run on the HHUSA 2021 client data (n = 33,481) 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 like that of the prior year. Clients listed multiple desired job categories and their responses for this inquiry were parsed into individual categories. There were once again 60 different listed job functions. Of them, 34 contained significant differences in race and gender preferences. These desired job function categories are as follows:

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

DESIRED JOB FUNCTION	N	CHISQ	DF	PROB
Supply Chain/Logistics	2053	89.69	5	$p \leq 0.01$
Management - General	2579	86.28	5	$p \leq 0.01$
Management - Operations	3070	81.36	5	$p \leq 0.01$
Management - Programs	1743	47.48	5	$p \leq 0.01$
Management - Project	2434	46.89	5	$p \leq 0.01$
Analyst	2171	44.35	5	$p \leq 0.01$
Consultant	1429	43.10	5	$p \leq 0.01$
IT - General	1943	42.88	5	$p \leq 0.01$
Training/Instruction/Teaching	1900	41.34	5	$p \leq 0.01$
Human Resources	2860	34.93	5	$p \leq 0.01$
Management - Executive/C-Suite	713	32.20	5	$p \leq 0.01$
Facilities Management	1078	32.09	5	$p \leq 0.01$
Quality Assurance/Quality Control	1179	30.31	5	$p \leq 0.01$
Banking/Finance	896	27.92	5	$p \leq 0.01$
IT - Information Security	2417	25.81	5	$p \leq 0.01$
Construction	976	22.46	5	$p \leq 0.01$
IT - Systems Management	1583	22.30	5	$p \leq 0.01$
Business Development	1007	21.94	5	$p \leq 0.01$
Entrepreneurship/Franchise/Self-Employed	809	21.26	5	$p \leq 0.01$
General Business	745	20.62	5	$p \leq 0.01$
Real Estate	669	18.70	5	$p \leq 0.01$
Professional Services	448	17.35	5	$p \leq 0.01$
Healthcare Professional	1605	17.16	5	$p \leq 0.01$
Safety/Security/Law Enforcement	1999	15.55	5	$p \leq 0.01$
IT - Help Desk/Support	1220	15.31	5	$p \leq 0.01$
IT - Computer/Software Engineering	938	15.23	5	$p \leq 0.01$
Warehouse	809	14.74	5	0.01
Purchasing/Procurement	396	14.71	5	0.01
Marketing	418	14.44	5	0.01
Strategy/Planning	762	13.79	5	0.02
Science	382	12.49	5	0.03
General Labor	397	12.44	5	0.03
Transportation	859	11.92	5	0.04
Research	347	11.13	5	0.05

In 2021, the desired job function with the highest significant difference was in Supply Chain/Logistics. This is a similar result to the prior year. This desired job was mainly preferred by Male clients (71.12%), with White Male clients having the highest difference (83.24%) compared to their female counterpart. This was followed close by American Indian or Alaska Native Males (81.82%), Asian, Native Hawaiian or Other Pacific Islander Males (75.20%), Males reporting Two or more races (65.87%), Hispanic or Latino Males (65.22%), and finally Black Males (61.95%).

Various Management job functions had the next highest rate of significant differences. Proportion wise, Male clients seemed to desire these jobs the most, with 79.57% of them desiring General Management, 84.72% desiring Operations Management, 77.85% desiring Programs Management, 78.35% desiring Project Management. Like the prior year's cohort, data for 2021 seemed to have underrepresented Female clients that desired management positions. Higher Female proportions tended to be for those identifying as Black or African American (34.11% Executive Management, 34.27% General Management, 31.80% Programs Management) and Two or more races (35.90% Programs Management, 31.79% Project Management).

The job function of Analyst was also mainly desired by Males (70.94%). Of the Races, the highest proportions of Males were American Indian or Alaska Native (81.82%), White (76.41%), Hispanic or Latino (70.94%). Also, for Race, Black or African American clients had the highest proportion of Females (39.36%), followed closely by Asian, Native Hawaiian or Other Pacific Islander (35.63%) and Two or more races (35.63%). Males tended to dominate desiring jobs that related to Information Technology (85.34% Systems Management, 84.90% Information Security, 82.71% General IT, and 77.79% Help Desk/Support), labor (94.26% Construction, 89.42% General Labor), Security/Law Enforcement (85.99%), Computer/Software Engineering (85.07%), and Quality Assurance/Quality Control (82.95%). Jobs that Females tended to desire included those related to Healthcare Professional (62.62%) and Human Resources (50.52%).

Black or African American clients had high proportions for those desiring job functions related to Purchasing/Procurement (35.86%) and Warehouse (34.98%). Black or African American Females seemed to have higher proportions than other races for most of the job categories. The ones that were of large proportions when compared to their Male counterparts included a desire for jobs related to Healthcare Professional (68.96%), Research (66.67%), Science (62.07%), Human Resources (56.69%), and Professional Services (53.85%).

White Females tended to desire jobs related to Healthcare Professional (60.44%), Human Resources (44.36%), Marketing (41.56%), and Science (43.69%). White Males had a higher proportion than other racial categories for desiring a job function related to Banking and Finance (67.35%).

Asian, Native Hawaiian or Other Pacific Islander Females differed from their Male counterparts mainly in desiring jobs related to Marketing (76.19%). Other proportional differences included Human Resources (53.29%) and Professional Services (52.63%). When compared to other Females, Asian, Native Hawaiian or Other Pacific Islanders tended to have high desires for jobs relating to Purchasing/Procurement (46.43%), Consulting (37.32%), General IT (28.47%), and Supply Chain Logistics (24.80%). Male

Asian, Native Hawaiian or Other Pacific Islanders had slightly above average desire for job functions related to Security/Law Enforcement (88.89%).

Of those reporting themselves as being a Female of Two or more races, they tended to have higher rates than Males desiring jobs related to Research (63.16%), Human Resources (56.42%), and Professional Services (54.42%). When compared to other Females, those of Two or more races had higher proportions in Purchasing/Procurement (50.00%), Warehouse (30.77%), and Transportation (21.43%). Males of Two or more races tended to have slightly above average desire for jobs in Security/Law Enforcement (88.37%).

Hispanic or Latino clients tended to have higher proportions for Safety/Security/Law Enforcement (20.01%), Construction (17.32%), General Labor (16.37%), and Research (14.41%). Hispanic or Latina Females tended to outperform Females of other races when preferring job functions related to Strategy/Planning (35.80%) and Supply Chain Logistics (34.78%).

A similar analysis was conducted, this time for job functions that the clients were hired in. Overall, in 2021, there were 7,562 responses. The top 5 job functions that HHUSA clients were hired in were Administrative/Clerical (n = 436), Installation/Maintenance/Repair (n = 393), Analyst (n = 342), Operations Management (n = 317), and Customer Service (n = 313). There were 10 job functions that clients were hired in that contained significant differences between race and gender. The following table contains the results.

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

HIRED JOB FUNCTION	N	CHISQ	DF	PROB
Other	297	22.20	6	p < 0.01
Distribution/Shipping	94	16.39	5	p < 0.01
IT - Help Desk/Support	166	17.25	6	p < 0.01
Management - Executive/C-Suite	36	12.39	4	0.01
Skilled Labor/Trades	168	14.02	5	0.02
Supply Chain/Logistics	237	12.19	4	0.02
Recruiting/Talent Acquisition	72	12.89	5	0.02
Game Design/Development	9	9.00	3	0.03
Professional Services	50	11.65	5	0.04
Management - Operations	307	11.24	5	0.05
Administrative/Clerical	423	12.24	6	0.06
Analyst	328	12.17	6	0.06
IT - General	217	10.52	5	0.06
Restaurant/Food Service	37	8.14	4	0.09
IT - Systems Management	164	11.04	6	0.09
General Business	20	7.73	4	0.10
Management - Programs	179	8.08	5	0.15

HIRED JOB FUNCTION	N	CHISQ	DF	PROB
Real Estate	30	5.25	3	0.15
Transportation	159	9.29	6	0.16
Entry Level/New Grad	5	5.00	3	0.17
Research	16	4.95	3	0.18
Healthcare Professional	248	8.39	6	0.21
Management - General	212	8.33	6	0.21
Installation/Maintenance/Repair	381	8.28	6	0.22
Human Resources	247	6.97	5	0.22
Safety/Security/Law Enforcement	264	8.17	6	0.23
Strategy/Planning	18	5.56	4	0.23
Purchasing/Procurement	27	4.10	3	0.25
Legal	23	5.22	4	0.27
Facilities Management	51	6.43	5	0.27
Quality Assurance/Quality Control	83	6.37	5	0.27
Science	15	3.89	3	0.27
Accounting	52	6.21	5	0.29
Manufacturing	56	6.11	5	0.30
Management - Project	267	5.82	5	0.32
Business Development	66	4.62	4	0.33
Training/Instruction/Teaching	279	5.69	5	0.34
Consultant	179	6.00	6	0.42
Construction	90	3.84	4	0.43
Retail	54	5.76	6	0.45
Design	10	2.53	3	0.47
Marketing	33	2.34	3	0.50
Automotive	58	2.97	4	0.56
Warehouse	131	3.91	5	0.56
Warehouse	131	3.91	5	0.56
Media/Journalism/Newspaper	12	2.95	4	0.57
Engineering	202	3.66	5	0.60
Customer Service	299	3.59	5	0.61
Biotech	13	1.73	3	0.63
IT - Computer Science	17	2.55	4	0.64
Banking/Finance	126	3.22	5	0.67
General Labor	78	3.78	6	0.71
Nonprofit - Social Services	48	2.09	4	0.72
Telecommunications	17	2.01	4	0.73
Sales	121	3.31	6	0.77
Natural Resources/Environmental	27	1.60	4	0.81

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HIRED JOB FUNCTION	N	CHISQ	DF	PROB
Firefighter/EMT/Emergency Service	41	1.71	5	0.89
IT - Information Security	207	2.14	6	0.91
IT - Computer/Software Engineering	162	1.70	6	0.95

The majority of the HHUSA client base is comprised of Males and this gender group had significantly higher hiring rates when compared to Females. These job function categories included Other (73.40%), Distribution/Shipping (79.79%), IT – Help Desk/Support (77.11%), Executive/C-Suite Management (86.11%), Skilled Labor/Trades (94.64%), Supply Chain/Logistics (77.64%), Recruiting/Talent Acquisition (62.50%), Game Design/Development (77.78%), Professional Services (70.00%), and Operations Management (88.93%).

Of the response data, White Males tended to be hired the most into each category. This includes hires of 39.36% of Distribution/Shipping, 55.56% for Game Design/Development, 33.13% for IT – Help Desk/Support, 61.11% of Executive/C-Suite Management, 56.35% of Operations Management, 40.74% of Other, 46.00% of Professional Services, 40.28% of Recruiting/Talent Acquisition, 51.79% of Skilled Labor/Trades, and 29.11% of Supply Chain/Logistics.

When exploring differences in gender between races, Black or African American Females were hired for Professional Services (60.00%) and Recruiting/Talent Acquisition (66.67%) more often than their Male counterpart.

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 9 of them.

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

HIRED INDUSTRY	N	CHISQ	DF	PROB
Defense Contracting	1073	51.22	5	p < 0.01
Government and Public Administration	718	23.21	5	p < 0.01
Installation/Repair/Maintenance	146	18.29	5	p < 0.01
Other	580	17.70	5	p < 0.01
Construction	205	15.27	5	p < 0.01
Private Security	76	13.34	5	0.02
Aerospace and Aviation	263	13.16	5	0.02
Retail Trade	407	11.32	5	0.05
Information - Telecommunications	106	10.61	5	0.06
Agriculture/Forestry/Fishing and Hunting	40	9.01	4	0.06
Religious/Civic/Nonprofit	65	8.71	4	0.07
Manufacturing	254	10.08	5	0.07
Health Care and Social Assistance	557	9.39	5	0.09

HIRED INDUSTRY	N	CHISQ	DF	PROB
Management of Companies and Enterprises	47	7.55	4	0.11
Information - Information Technology	673	8.72	5	0.12
Real Estate/Rental and Leasing	72	8.54	5	0.13
Transportation and Warehousing	446	7.89	5	0.16
Professional - Legal	21	4.49	3	0.21
Professional - Creative and Design	17	4.16	3	0.25
Professional - Advertising	11	5.24	4	0.26
Mining/Quarrying/Oil and Gas Extraction	52	4.76	4	0.31
Professional - Accounting	13	3.44	3	0.33
Personal Care and Laundry Services	11	3.08	3	0.38
Publishing and Broadcasting	12	1.71	2	0.42
Educational Services	265	3.95	5	0.56
Banking/Finance/Insurance	280	2.96	4	0.56
Business Support - Admin/Staffing	156	3.87	5	0.57
Wholesale Trade	56	2.92	4	0.57
Hospitality/Accommodation/Food Services	106	3.32	5	0.65
Business Support - Facilities	66	2.44	4	0.65
Business Support - Waste Management	14	1.30	3	0.73
Arts/Entertainment/Recreation	66	2.01	4	0.73
Professional - Consulting Services	106	2.36	5	0.80
Professional - Architectural/Engineering	20	1.11	4	0.89
Pharmaceutical and Medical	50	1.05	4	0.90
Utilities	147	0.99	5	0.96

Overall, the top 5 industries that hired HHUSA clients in 2021 included Defense Contracting (n = 1,073), Government and Public Administration (n = 718), Information – Information Technology (n = 673), Other (n = 580), and Health Care and Social Assistance (n = 557). Of the industries that had significant differences in hiring, all of them had a preference for Males. This included Aerospace and Aviation (88.21%), Construction (86.83%), Defense Contracting (80.43%), Government and Public Administration (66.99%), Installation/Repair/Maintenance (94.52%), Other (77.24%), Private Security (94.74%), and Retail Trade (74.20%).

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Is there any under- or over-representation in our Top 20 industries for the following demographic segments?

- Race/Gender
- Gender and Veteran/Spouse Status
- Regional location and Salary
- Race/Gender and Salary

Key Takeaways

- The Industries that hired the most HHUSA clients included Defense Contracting, Government and Public Administration, and Information- Information Technology.
- The top three groups that were hired included White Males (42.20%), Black or African Males (14.44%), and White Females (10.51%). The three smallest groups to be hired included American Indian or Alaska Native Females (0.17%), American Indian or Alaska Native Males (0.49%), and Asian, Native Hawaiian or Other Pacific Islander Females (1.45%).
- When looking at Jobseeker Classification of clients that were hired, Military Spouse / Caregiver clients tended to be hired in industries related to Health Care and Social Assistance.
- Typically, Males (\$61.2K) reported higher salaries than Females (\$51.1K). The reported salary gap between the two was a difference of approximately \$10,000.
- The industries with the highest average salaries included Defense Contracting (\$73.6K), Information – Information Technology (\$69.7K), and Aerospace and Aviation (\$69.1K).
- The locations and gender groups with the highest average salaries included New England Females (\$62.0K), New England Males (66.5K), Pacific Males (\$63.8K), South Atlantic Males (\$65.6K), and West South Central Males (\$62.0K).

In order to analyze the 2021 HHUSA client data to investigate demographic segment representation within hired industries, a query filtered the data to only include the Top 20 industries. In addition, each of the demographic categories were used to get percentage makeup. The following table lists the top industries that HHUSA clients were hired into for 2021.

Table 4. Top 20 Industries that Hired HHUSA Clients.

INDUSTRY	N	PERC
Defense Contracting	1,121	16.10%
Government and Public Administration	752	10.80%
Information - Information Technology	702	10.08%
Other	607	8.72%
Health Care and Social Assistance	585	8.40%
Transportation and Warehousing	463	6.65%
Retail Trade	426	6.12%
Banking/Finance/Insurance	295	4.24%
Aerospace and Aviation	286	4.11%
Educational Services	280	4.02%
Manufacturing	268	3.85%
Construction	215	3.09%
Business Support - Admin/Staffing	168	2.41%
Utilities	155	2.23%
Installation/Repair/Maintenance	148	2.13%
Information - Telecommunications	113	1.62%
Hospitality/Accommodation/Food Services	112	1.61%
Professional - Consulting Services	111	1.59%
Private Security	81	1.16%
Real Estate/Rental and Leasing	76	1.09%

The top five of the industries that hired HHUSA clients made up approximately 54.09% of the Top 20 highest industries. These industries included Defense Contracting (16.10%), Government and Public Administration (10.80%), Information – Information Technology (10.08%), Other (8.72%), and Health Care and Social Assistance (8.40%). Next, each of the Top 20 industries were analyzed in order to examine demographic breakdowns between race and gender. This table can be found below.

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Table 5. Top 20 Industries with Race and Gender Proportions.

	Race		American Indian or Alaska Native	Asian, Native Hawaiian or		Black or African American		Hispanic or Latino		Two or more races		White	
	Gender	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Industry	Total												
Total	100.00%	0.17%	0.49%	1.45%	3.35%	7.50%	14.44%	3.30%	10.26%	1.94%	4.38%	10.51%	42.20%
Aerospace and Aviation	3.51%	0.00%	0.00%	0.02%	0.11%	0.10%	0.41%	0.06%	0.34%	0.02%	0.15%	0.22%	2.07%
Banking/Finance/Insurance	4.36%	0.00%	0.02%	0.12%	0.13%	0.38%	0.51%	0.19%	0.44%	0.10%	0.16%	0.66%	1.65%
Business Support - Admin/Staffing	2.26%	0.01%	0.01%	0.06%	0.04%	0.28%	0.24%	0.14%	0.17%	0.08%	0.09%	0.55%	0.59%
Construction	2.81%	0.00%	0.00%	0.02%	0.06%	0.03%	0.26%	0.05%	0.34%	0.04%	0.12%	0.14%	1.74%
Defense Contracting	18.61%	0.02%	0.08%	0.20%	0.84%	1.10%	3.00%	0.50%	1.99%	0.26%	0.87%	1.19%	8.57%
Educational Services	4.25%	0.02%	0.00%	0.09%	0.07%	0.47%	0.46%	0.23%	0.35%	0.14%	0.12%	1.04%	1.27%
Government and Public Administration	14.75%	0.04%	0.06%	0.25%	0.50%	1.77%	2.25%	0.61%	1.53%	0.38%	0.61%	1.58%	5.17%
Health Care and Social Assistance	7.99%	0.02%	0.03%	0.22%	0.19%	1.21%	0.81%	0.57%	0.55%	0.25%	0.22%	1.76%	2.16%
Hospitality/Accommodation/Food Services	1.73%	0.01%	0.01%	0.03%	0.06%	0.14%	0.24%	0.07%	0.16%	0.07%	0.06%	0.28%	0.60%
Information - Information Technology	8.31%	0.00%	0.05%	0.14%	0.42%	0.37%	1.45%	0.14%	0.89%	0.12%	0.41%	0.59%	3.75%
Information - Telecommunications	1.44%	0.00%	0.01%	0.01%	0.05%	0.08%	0.27%	0.03%	0.14%	0.03%	0.11%	0.09%	0.62%
Installation/Repair/Maintenance	2.78%	0.00%	0.02%	0.01%	0.05%	0.02%	0.31%	0.00%	0.36%	0.01%	0.15%	0.08%	1.77%
Manufacturing	3.64%	0.00%	0.02%	0.03%	0.09%	0.12%	0.44%	0.05%	0.38%	0.03%	0.17%	0.18%	2.13%
Other	6.52%	0.02%	0.06%	0.08%	0.19%	0.40%	0.91%	0.21%	0.65%	0.14%	0.25%	0.71%	2.91%
Private Security	1.88%	0.00%	0.03%	0.01%	0.08%	0.06%	0.41%	0.03%	0.23%	0.03%	0.11%	0.08%	0.81%
Professional - Consulting Services	1.77%	0.00%	0.00%	0.03%	0.05%	0.14%	0.24%	0.06%	0.16%	0.04%	0.07%	0.22%	0.76%
Real Estate/Rental and Leasing	0.98%	0.00%	0.00%	0.01%	0.02%	0.09%	0.09%	0.06%	0.09%	0.03%	0.06%	0.19%	0.34%
Retail Trade	5.58%	0.01%	0.03%	0.07%	0.19%	0.41%	0.77%	0.23%	0.62%	0.12%	0.33%	0.64%	2.17%
Transportation and Warehousing	5.40%	0.00%	0.04%	0.05%	0.17%	0.28%	1.17%	0.11%	0.71%	0.06%	0.27%	0.25%	2.29%
Utilities	1.44%	0.00%	0.01%	0.01%	0.03%	0.03%	0.21%	0.01%	0.16%	0.01%	0.08%	0.06%	0.83%

The majority of clients were employed by the Defense Contracting, Government and Public Administration, and Information – Information Technology industries. These made up the top industries for each racial demographic of clients identifying as Male. Certain groups of females were able to differ from this trend. White Females had increased preferences for the Health Care and Social Assistance Industry, with this industry being a second preference for Females that were Asian, Native Hawaiian or Other Pacific Islander, Black or African American, and Hispanic or Latino races. This type of crosstab was repeated to investigate Jobseeker Classification and Gender against the Top 20 industries that hired HHUSA clients. This information can be found in the following table.

Table 6. Top 20 Industries with Jobseeker Classification and Gender Proportions.

Jobseeker Classification	Active Duty Military Member			Military Spouse / Caregiver		National Guard or Reserves Military		Veteran or Separated Military	
	Gender	Female	Male	Female	Male	Female	Male	Female	Male
Industry	Total								
Total	100.00%	7.27%	38.89%	9.75%	0.43%	1.35%	5.76%	7.67%	28.88%
Aerospace and Aviation	2.61%	0.22%	1.49%	0.05%	0.02%	0.03%	0.09%	0.05%	0.67%
Banking/Finance/Insurance	4.39%	0.28%	1.23%	0.92%	0.03%	0.03%	0.23%	0.51%	1.16%
Business Support - Admin/Staffing	2.30%	0.17%	0.40%	0.93%	0.00%	0.03%	0.08%	0.17%	0.51%
Construction	3.35%	0.11%	1.44%	0.14%	0.00%	0.00%	0.31%	0.11%	1.24%
Defense Contracting	20.07%	1.71%	11.09%	0.43%	0.02%	0.20%	1.01%	1.13%	4.49%
Educational Services	3.52%	0.25%	0.79%	1.02%	0.05%	0.03%	0.12%	0.39%	0.87%
Government and Public Administration	13.10%	1.02%	4.15%	1.24%	0.02%	0.28%	0.85%	1.60%	3.94%
Health Care and Social Assistance	7.92%	0.99%	1.37%	1.83%	0.02%	0.26%	0.31%	1.35%	1.79%
Hospitality/Accommodation/Food Services	1.58%	0.16%	0.45%	0.25%	0.00%	0.02%	0.09%	0.09%	0.53%
Information - Information Technology	8.21%	0.42%	3.49%	0.59%	0.09%	0.06%	0.64%	0.45%	2.47%
Information - Telecommunications	1.24%	0.11%	0.56%	0.09%	0.00%	0.02%	0.06%	0.02%	0.39%
Installation/Repair/Maintenance	2.64%	0.06%	1.35%	0.03%	0.02%	0.00%	0.14%	0.11%	0.93%
Manufacturing	3.88%	0.20%	1.52%	0.14%	0.02%	0.00%	0.29%	0.20%	1.51%
Other	6.91%	0.45%	2.67%	0.51%	0.05%	0.16%	0.43%	0.43%	2.20%
Private Security	1.79%	0.08%	0.50%	0.02%	0.00%	0.02%	0.20%	0.06%	0.92%
Professional - Consulting Services	1.61%	0.11%	0.45%	0.34%	0.00%	0.00%	0.08%	0.08%	0.56%
Real Estate/Rental and Leasing	1.02%	0.08%	0.25%	0.23%	0.00%	0.03%	0.06%	0.11%	0.26%
Retail Trade	6.52%	0.50%	2.48%	0.73%	0.05%	0.11%	0.36%	0.43%	1.86%
Transportation and Warehousing	5.56%	0.29%	2.30%	0.17%	0.06%	0.08%	0.34%	0.33%	1.99%
Utilities	1.75%	0.06%	0.92%	0.08%	0.02%	0.00%	0.05%	0.05%	0.59%

The trend mentioned before continues when comparing each of the Jobseeker Classifications. Males across each classification type were mostly hired to Defense Contracting, Government and Public Administration, and Information – Information Technology. Military Souse and Caregivers tended to have a different trend, showing a preference for jobs related to the Health Care and Social Assistance industry.

Next, salary information was explored by averaging the reported incomes that HHUSA clients were hired at. This information was used to create tables that included selected demographics. The first table below contains information for both reported race and gender.

Table 7. Average Salary Information for Top 20 Industries Hired Into by Race and Gender.

Industry	Race		American Indian or Alaska Native		Asian, Native Hawaiian or Other		Black or African American		Hispanic or Latino		Two or more races		White	
	Gender		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
	Total													
Total		\$60.1 K	\$52.5 K	\$64.9 K	\$52.6 K	\$60.4 K	\$48.5 K	\$59.1 K	\$52.8 K	\$59.9 K	\$53.9 K	\$62.7 K	\$46.5 K	\$60.1 K
Aerospace and Aviation		\$69.1 K	\$62.0 K	\$72.3 K	\$69.0 K	\$63.1 K	\$61.5 K	\$61.5 K	\$64.6 K	\$66.2 K	\$80.0 K	\$71.1 K	\$0.0 K	\$0.0 K
Banking/Finance/Insurance		\$59.7 K	\$53.7 K	\$65.1 K	\$53.9 K	\$67.3 K	\$44.7 K	\$62.5 K	\$51.2 K	\$60.5 K	\$52.8 K	\$58.7 K	\$35.0 K	\$62.0 K
Business Support - Admin/Staffing		\$50.9 K	\$43.9 K	\$62.2 K	\$41.7 K	\$52.5 K	\$39.4 K	\$57.1 K	\$46.9 K	\$51.4 K	\$38.8 K	\$56.1 K	\$30.0 K	\$45.0 K
Construction		\$57.5 K	\$53.5 K	\$59.2 K	\$40.6 K	\$53.8 K	\$53.2 K	\$55.9 K	\$46.3 K	\$55.4 K	\$65.0 K	\$60.7 K	\$0.0 K	\$65.0 K
Defense Contracting		\$73.6 K	\$68.0 K	\$77.2 K	\$65.3 K	\$74.2 K	\$62.5 K	\$71.1 K	\$66.7 K	\$72.1 K	\$68.4 K	\$74.7 K	\$67.0 K	\$80.5 K
Educational Services		\$49.0 K	\$43.2 K	\$56.0 K	\$44.4 K	\$48.6 K	\$38.9 K	\$50.1 K	\$44.4 K	\$54.2 K	\$44.5 K	\$47.9 K	\$49.0 K	\$15.0 K
Government and Public Administration		\$57.8 K	\$53.9 K	\$61.9 K	\$53.4 K	\$57.3 K	\$50.0 K	\$56.9 K	\$52.5 K	\$58.7 K	\$53.6 K	\$59.7 K	\$56.1 K	\$56.7 K
Health Care and Social Assistance		\$53.1 K	\$50.7 K	\$59.4 K	\$53.7 K	\$56.6 K	\$43.0 K	\$51.1 K	\$49.7 K	\$54.0 K	\$50.8 K	\$57.0 K	\$31.0 K	\$70.0 K
Hospitality/Accommodation/Food Services		\$40.6 K	\$31.8 K	\$46.6 K	\$34.7 K	\$43.0 K	\$34.4 K	\$45.5 K	\$38.0 K	\$40.1 K	\$37.5 K	\$32.9 K	\$30.0 K	\$35.0 K
Information - Information Technology		\$69.7 K	\$65.5 K	\$73.4 K	\$61.0 K	\$71.0 K	\$62.3 K	\$68.8 K	\$64.7 K	\$66.4 K	\$65.3 K	\$67.0 K	\$45.0 K	\$60.8 K
Information - Telecommunications		\$62.4 K	\$59.1 K	\$66.4 K	\$65.0 K	\$55.8 K	\$65.8 K	\$62.5 K	\$57.6 K	\$59.3 K	\$61.7 K	\$55.8 K	\$0.0 K	\$50.0 K
Installation/Repair/Maintenance		\$50.6 K	\$46.6 K	\$51.5 K	\$48.3 K	\$55.9 K	\$0.0 K	\$47.7 K	\$53.0 K	\$50.3 K	\$45.0 K	\$36.7 K	\$0.0 K	\$37.5 K
Manufacturing		\$58.7 K	\$54.3 K	\$60.7 K	\$55.0 K	\$58.3 K	\$44.2 K	\$55.6 K	\$55.2 K	\$55.6 K	\$42.1 K	\$66.4 K	\$55.0 K	\$61.0 K
Other		\$56.7 K	\$51.9 K	\$61.3 K	\$47.6 K	\$57.9 K	\$45.8 K	\$54.9 K	\$45.3 K	\$55.0 K	\$54.2 K	\$60.5 K	\$32.5 K	\$57.9 K
Private Security		\$46.5 K	\$45.0 K	\$50.1 K	\$45.0 K	\$42.3 K	\$43.6 K	\$44.5 K	\$41.7 K	\$43.1 K	\$60.0 K	\$45.5 K	\$55.0 K	\$40.0 K
Professional - Consulting Services		\$68.4 K	\$57.0 K	\$74.0 K	\$50.0 K	\$73.7 K	\$61.9 K	\$72.2 K	\$62.2 K	\$66.9 K	\$60.7 K	\$66.7 K	\$0.0 K	\$0.0 K
Real Estate/Rental and Leasing		\$57.1 K	\$51.6 K	\$60.3 K	\$60.0 K	\$63.1 K	\$52.3 K	\$56.7 K	\$48.8 K	\$65.9 K	\$50.0 K	\$51.0 K	\$0.0 K	\$0.0 K
Retail Trade		\$47.7 K	\$39.2 K	\$52.9 K	\$40.7 K	\$44.6 K	\$37.9 K	\$49.2 K	\$42.0 K	\$48.6 K	\$36.8 K	\$48.0 K	\$45.0 K	\$40.0 K
Transportation and Warehousing		\$55.0 K	\$53.1 K	\$58.1 K	\$58.0 K	\$51.3 K	\$45.0 K	\$52.7 K	\$46.8 K	\$53.4 K	\$47.9 K	\$60.6 K	\$0.0 K	\$70.0 K
Utilities		\$59.6 K	\$58.2 K	\$61.8 K	\$35.0 K	\$58.7 K	\$41.7 K	\$59.7 K	\$57.5 K	\$55.1 K	\$30.0 K	\$65.0 K	\$0.0 K	\$55.0 K

On average the reported median salary was approximately \$60,100. Across each race, Males tended to report a higher salary (~\$61.2K) when compared to Females (~\$51.1K), with an earning gap of around \$10,000. Industries that tended to have higher salaries included Defense Contracting (\$73.6K), Information – Information Technology (\$69.7K), and Aerospace and Aviation (\$69.1K). Of these Top 20 industries, the ones that had the lowest reported salaries included Hospitality/Accommodation/Food Services (\$40.6K), Private Security (\$46.5K), Retail Trade (\$47.7K), and Educational Services (\$49.0K).

This information was further explored by looking at the locations that HHUSA clients were hired in. The next two tables contain average reported salaries of clients based on their United States Census division.

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Table 8. Average Hired Salary of Top 20 Industries by Location and Gender.

Industry	Location		East North Central		East South Central		Middle Atlantic		Mountain		New England	
	Gender	Total	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Total		\$61.3 K	\$54.2 K	\$60.1 K	\$50.0 K	\$60.5 K	\$56.7 K	\$61.0 K	\$52.3 K	\$59.1 K	\$62.0 K	\$66.5 K
Aerospace and Aviation		\$69.3 K	\$69.0 K	\$71.5 K	\$67.5 K	\$74.6 K	\$86.7 K	\$68.2 K	\$67.9 K	\$67.3 K	\$65.0 K	\$62.8 K
Banking/Finance/Insurance		\$62.1 K	\$55.0 K	\$60.6 K	\$55.0 K	\$63.8 K	\$58.2 K	\$61.9 K	\$45.6 K	\$56.8 K	\$100.0 K	\$64.5 K
Business Support - Admin/Staffing		\$55.2 K	\$55.0 K	\$52.9 K	\$45.0 K	\$49.6 K	\$55.0 K	\$63.6 K	\$45.0 K	\$57.1 K	\$45.0 K	\$65.0 K
Construction		\$57.6 K	\$45.0 K	\$61.5 K	\$0.0 K	\$58.5 K	\$0.0 K	\$62.7 K	\$50.0 K	\$54.8 K	\$0.0 K	\$56.4 K
Defense Contracting		\$73.9 K	\$66.6 K	\$75.3 K	\$59.2 K	\$74.9 K	\$70.0 K	\$75.8 K	\$65.2 K	\$72.8 K	\$73.3 K	\$79.5 K
Educational Services		\$51.2 K	\$43.9 K	\$53.6 K	\$31.4 K	\$51.8 K	\$28.3 K	\$57.5 K	\$43.8 K	\$51.0 K	\$65.0 K	\$56.7 K
Government and Public Administration		\$58.3 K	\$48.3 K	\$57.1 K	\$49.2 K	\$54.3 K	\$53.5 K	\$57.6 K	\$50.4 K	\$55.6 K	\$71.3 K	\$67.3 K
Health Care and Social Assistance		\$54.3 K	\$55.5 K	\$54.3 K	\$49.8 K	\$52.9 K	\$59.8 K	\$51.6 K	\$50.3 K	\$54.5 K	\$52.0 K	\$70.3 K
Hospitality/Accommodation/Food Services		\$42.0 K	\$27.5 K	\$53.8 K	\$35.0 K	\$43.7 K	\$45.0 K	\$60.5 K	\$26.4 K	\$39.3 K	\$0.0 K	\$50.0 K
Information - Information Technology		\$70.4 K	\$73.8 K	\$69.7 K	\$68.5 K	\$76.4 K	\$68.0 K	\$64.8 K	\$56.4 K	\$67.0 K	\$55.0 K	\$70.2 K
Information - Telecommunications		\$63.1 K	\$0.0 K	\$56.4 K	\$55.0 K	\$47.1 K	\$82.5 K	\$62.1 K	\$55.0 K	\$56.9 K	\$0.0 K	\$80.0 K
Installation/Repair/Maintenance		\$50.8 K	\$65.0 K	\$53.8 K	\$65.0 K	\$47.5 K	\$0.0 K	\$55.1 K	\$45.0 K	\$46.3 K	\$35.0 K	\$48.3 K
Manufacturing		\$58.8 K	\$35.0 K	\$54.4 K	\$50.0 K	\$55.7 K	\$45.0 K	\$62.5 K	\$62.5 K	\$58.5 K	\$0.0 K	\$63.3 K
Other		\$57.8 K	\$59.0 K	\$58.5 K	\$43.2 K	\$58.2 K	\$53.6 K	\$56.9 K	\$55.7 K	\$54.7 K	\$38.3 K	\$61.6 K
Private Security		\$46.1 K	\$35.0 K	\$47.1 K	\$31.7 K	\$51.6 K	\$50.0 K	\$46.2 K	\$43.6 K	\$44.8 K	\$0.0 K	\$45.0 K
Professional - Consulting Services		\$70.2 K	\$51.7 K	\$75.0 K	\$61.7 K	\$69.2 K	\$55.0 K	\$59.0 K	\$52.5 K	\$66.3 K	\$83.3 K	\$75.0 K
Real Estate/Rental and Leasing		\$59.1 K	\$57.9 K	\$60.0 K	\$0.0 K	\$35.0 K	\$0.0 K	\$68.6 K	\$55.0 K	\$58.9 K	\$0.0 K	\$55.0 K
Retail Trade		\$48.9 K	\$41.7 K	\$50.2 K	\$46.7 K	\$49.0 K	\$38.3 K	\$58.9 K	\$41.4 K	\$48.8 K	\$25.0 K	\$57.0 K
Transportation and Warehousing		\$55.2 K	\$55.0 K	\$54.9 K	\$47.2 K	\$59.2 K	\$53.0 K	\$57.1 K	\$43.8 K	\$52.0 K	\$0.0 K	\$55.0 K
Utilities		\$60.2 K	\$0.0 K	\$52.5 K	\$0.0 K	\$58.6 K	\$0.0 K	\$69.0 K	\$40.0 K	\$60.9 K	\$0.0 K	\$86.3 K

Table 9. Average Hired Salary of Top 20 Industries by Location and Gender (Continued).

Industry	Location		Pacific		South Atlantic		West North Central		West South Central	
	Gender	Total	Female	Male	Female	Male	Female	Male	Female	Male
Total		\$61.3 K	\$55.4 K	\$63.8 K	\$56.4 K	\$65.6 K	\$49.4 K	\$58.0 K	\$52.1 K	\$62.0 K
Aerospace and Aviation		\$69.3 K	\$65.6 K	\$70.0 K	\$65.5 K	\$71.0 K	\$65.0 K	\$67.8 K	\$61.1 K	\$70.2 K
Banking/Finance/Insurance		\$62.1 K	\$56.6 K	\$63.0 K	\$58.0 K	\$67.0 K	\$76.7 K	\$57.4 K	\$52.0 K	\$65.7 K
Business Support - Admin/Staffing		\$55.2 K	\$47.2 K	\$62.3 K	\$48.8 K	\$60.6 K	\$65.0 K	\$53.8 K	\$46.3 K	\$56.4 K
Construction		\$57.6 K	\$37.5 K	\$58.2 K	\$49.7 K	\$60.2 K	\$65.0 K	\$50.9 K	\$50.0 K	\$60.7 K
Defense Contracting		\$73.9 K	\$69.3 K	\$74.7 K	\$69.0 K	\$77.4 K	\$63.0 K	\$71.8 K	\$63.9 K	\$73.8 K
Educational Services		\$51.2 K	\$45.0 K	\$54.5 K	\$45.8 K	\$53.4 K	\$46.7 K	\$61.1 K	\$40.8 K	\$49.6 K
Government and Public Administration		\$58.3 K	\$53.7 K	\$60.3 K	\$54.8 K	\$64.0 K	\$51.2 K	\$55.9 K	\$51.9 K	\$60.9 K
Health Care and Social Assistance		\$54.3 K	\$48.6 K	\$57.5 K	\$50.2 K	\$57.0 K	\$40.9 K	\$56.5 K	\$51.2 K	\$55.5 K
Hospitality/Accommodation/Food Services		\$42.0 K	\$36.3 K	\$43.7 K	\$33.9 K	\$44.6 K	\$32.5 K	\$41.4 K	\$25.0 K	\$35.0 K
Information - Information Technology		\$70.4 K	\$75.0 K	\$71.8 K	\$68.3 K	\$72.5 K	\$67.5 K	\$71.2 K	\$56.5 K	\$71.4 K
Information - Telecommunications		\$63.1 K	\$56.4 K	\$67.6 K	\$75.0 K	\$69.4 K	\$50.0 K	\$56.9 K	\$45.0 K	\$55.7 K
Installation/Repair/Maintenance		\$50.8 K	\$40.0 K	\$53.7 K	\$48.6 K	\$51.7 K	\$45.0 K	\$45.9 K	\$55.0 K	\$52.1 K
Manufacturing		\$58.8 K	\$47.0 K	\$59.0 K	\$59.3 K	\$62.4 K	\$45.0 K	\$54.0 K	\$46.1 K	\$62.5 K
Other		\$57.8 K	\$47.4 K	\$61.7 K	\$53.0 K	\$61.7 K	\$42.5 K	\$58.5 K	\$47.4 K	\$60.9 K
Private Security		\$46.1 K	\$45.0 K	\$48.4 K	\$43.5 K	\$45.6 K	\$25.0 K	\$47.2 K	\$36.7 K	\$46.8 K
Professional - Consulting Services		\$70.2 K	\$60.0 K	\$71.4 K	\$63.9 K	\$74.3 K	\$0.0 K	\$67.0 K	\$59.3 K	\$70.7 K
Real Estate/Rental and Leasing		\$59.1 K	\$55.0 K	\$57.9 K	\$51.5 K	\$61.2 K	\$0.0 K	\$55.0 K	\$73.3 K	\$56.1 K
Retail Trade		\$48.9 K	\$46.9 K	\$56.1 K	\$38.7 K	\$47.6 K	\$35.0 K	\$43.3 K	\$40.3 K	\$53.0 K
Transportation and Warehousing		\$55.2 K	\$45.7 K	\$57.3 K	\$51.1 K	\$57.1 K	\$53.8 K	\$51.5 K	\$51.3 K	\$54.5 K
Utilities		\$60.2 K	\$15.0 K	\$61.7 K	\$65.8 K	\$58.2 K	\$0.0 K	\$52.9 K	\$60.0 K	\$65.9 K

For HHUSA clients that reported their United States Census division information, the average salary was \$61,300. As reported earlier, HHUSA Clients identifying as Males tended to have higher salaries on average (\$61.8K) than Females (\$54.3K). Of the demographic groups in this crosstab, the Gender and Locations that had higher than average reported hiring salaries included New England Females (\$62.0K), New England Males (\$66.5K), Pacific Males (\$63.8K), South Atlantic Males (\$65.6K), and West South Central Males (\$62.0K).

What is the regional distribution and density of hires across our top industries?

THE HIRE HEROES
2021 REPORT

KEY TAKEAWAYS

- The regional distribution of hires has most of the HHUSA clients that were hired in locations based in South Atlantic, West South Central, Pacific, and Mountain areas.
- The top industries that HHUSA clients were hired into included Defense Contracting, Government and Public Administration, and Information – Information Technology.
- When plotted on a map, the majority of HHUSA clients appeared along the Atlantic coast and major cities in each region.
- The locations where HHUSA clients were getting hired included clusters around the greater Washington D.C. area, Florida, Texas, and then larger cities across the United States.

The regional distribution and density of hires across the Top 20 industries was investigated using a similar approach to the prior section. The addresses of HHUSA clients that were successfully hired were matched to United States Census Divisions in order to determine regional distribution of hires. The resulting table can be found below.

Table 10. Frequencies of HHUSA Clients that were successfully hired by US Census Division.

	Location	East North Central	Middle Atlantic	Mountain	New England	Pacific	South Atlantic	West North Central	West South Central
Industry	Total								
Total	21,080	853	978	2,446	263	3,372	7,750	898	3,531
Aerospace and Aviation	803	28	37	106	10	133	275	44	128
Banking/Finance/Insurance	845	38	69	91	12	97	294	36	175
Business Support - Admin/Staffing	370	17	17	50	3	57	123	10	71
Construction	634	26	28	97	7	87	194	45	120
Defense Contracting	4,179	113	101	481	40	782	1,753	132	614
Educational Services	720	28	35	73	7	111	254	34	133
Government and Public Administration	3,097	118	158	363	38	513	1,070	117	583
Health Care and Social Assistance	1,451	66	83	156	21	222	468	59	289
Hospitality/Accommodation/Food Services	324	21	12	50	2	69	95	18	39
Information - Information Technology	1,834	63	84	190	28	281	787	57	288
Information - Telecommunications	313	14	19	34	2	40	113	20	57
Installation/Repair/Maintenance	640	26	35	81	10	111	213	37	96
Manufacturing	824	58	33	86	23	126	261	58	125
Other	1,380	67	88	163	26	139	584	54	184
Private Security	431	15	21	70	4	90	119	19	71
Professional - Consulting Services	354	16	12	31	9	55	161	10	45
Real Estate/Rental and Leasing	183	13	7	17	2	25	86	2	29
Retail Trade	1,152	52	57	137	11	203	372	64	201
Transportation and Warehousing	1,221	62	61	136	4	177	419	63	222
Utilities	325	12	21	34	4	54	109	19	61

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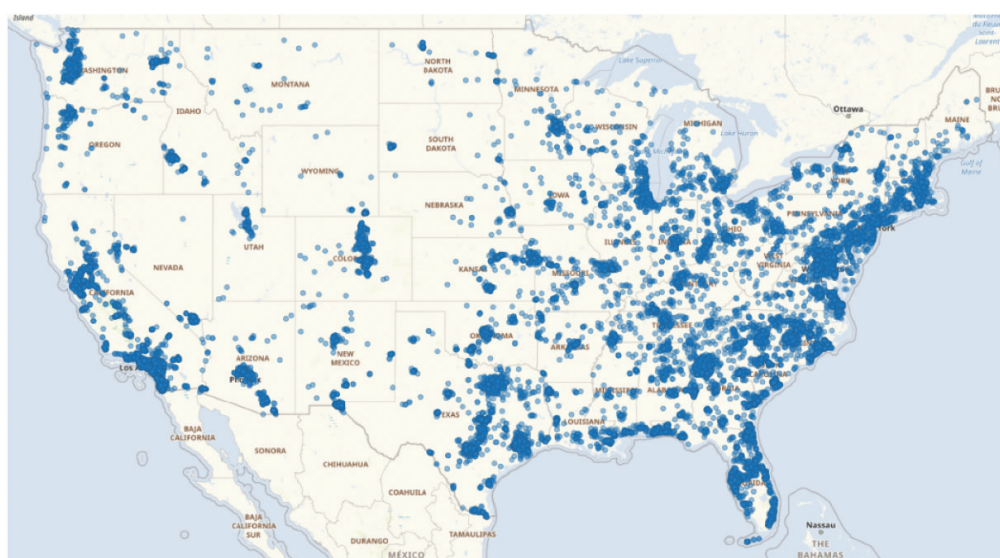
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The majority of HHUSA clients that were hired are from the South Atlantic (N = 7,750; 36.76%), followed by West South Central (N = 3,531; 16.75%), Pacific (N = 3,372; 16.00%), and Mountain (N = 2,446; 11.60%). As mentioned before, the Defense Contracting (N = 4,179; 19.82%) was the industry that hired most of the HHUSA clients, followed by Government and Public Administration (N = 3,097; 14.69%) and Information – Information Technology (N = 1,834; 8.70%). These three tend to make up the majority of industries hired into across United States Census regions.

To further investigate regional distribution of HHUSA clients, latitude and longitude locations were derived based on geocoding of the data down to the street level. If an address was not able to be located, a value based on a centroid of the next highest geographical location was used if possible. Of a total of 33,319 records, 22,298 (66.92%) were matched at a street level, 9,697 (29.10%) were matched at a ZIP level, and 447 (1.34%) at a city level. Overall, the latitude and longitude information were provided for 97.38% of the data, and these coordinates were mapped.

Figure 1. Geographic Distribution of HHUSA Clients.



Large clusters of HHUSA clients can be found around the Atlantic coastal area stretching from New Hampshire down to Florida and then to the Texas coast. On the Pacific side, it appears that the majority of clients seem to be located around the Los Angeles, California, Sacramento, California, Portland, Oregon, and Seattle, Washington areas. The remaining areas appear to be based around large cities in the Southern, Midwestern, and Mountain areas.

The next geographic map shows the location of HHUSA clients that were able to successfully achieve employment.

Figure 2. Geographic Distribution of HHUSA Clients that were Hired.



The pattern that emerges from this map seem to indicate that clients that were most successful were located around larger cities. In the Middle Atlantic area, a large cluster seems to form from the New York City to Washington D.C. / Norfolk area. Following the coastline, other large hiring spots appeared around the Jacksonville, Orlando, and Tampa areas of Florida. Just inland a bit, another large hiring area appeared around the Atlanta, Georgia area.

For the South Central area, large hiring clusters appear within Dallas, Austin, San Antonio, Houston, and El Paso areas of Texas. Going further West, areas where HHUSA clients were hired appear to be around Denver and Colorado Springs, Colorado, Phoenix, Arizona, and Boise, Idaho, and Las Vegas, Nevada. Finally, along the Pacific coast, there appears to be large areas around Los Angeles, California and Seattle, Washington.

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

THE HIRE HEROES
2021 REPORT

KEY TAKEAWAYS

- Of the HHUSA clients that had sufficient data to model with, 67.96% reported registering before their separation date.
- There were significant differences reported in all demographic variables except Gender and RUCA Type.
- Officers registered at much higher rates than Junior Enlisted clients. Field-Grade Officers had the highest rates (9.56 times higher), followed by Senior Non-Commissioned Officers and Warrant Officers (Both approximately 8 times higher), and Company-Grade Officers (3.51 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. Those that had a Pending status were about twice as likely to register before separation compared to Non Disabled clients.
- If a client had a 4-year Degree or Post-Graduate Degree, 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 (1.65 times greater) and those that had Prefer not to answer (1.86 times higher) registered at a higher rate 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.
- Slight increase in registration rates of clients living in Middle Atlantic or Other area when compared against those in South Atlantic.
- 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 33% of those 24-years and younger.

Analysis was conducted on the 2021 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.

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 was a total of 16,559 records in the 2021 client

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data available and used to model with. In this total, 11253 (67.96%) of the clients registered before their service date ended. This is only approximately 1.46 times the rate of the 2020 HHUSA client behavior.

A logistic regression model was run and successfully converged with an R^2 value of 0.59 (Max-rescaled $R^2 = 0.83$). Significant differences were detected when testing the global null hypothesis, $\chi^2 = 14824.87$, $df = 47$, $p < 0.01$. There were significant differences observed in registration in all demographic predictor variables except Gender ($\chi^2 = 0.05$, $df = 1$, $p = 0.83$) and RUCA Type ($\chi^2 = 0.74$, $df = 1$, $p = 0.39$). The results can be found in the following table.

Table 11. Modeling Results for Predicting HHUSA Clients Registering before Military Separation Date.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		5.66	0.18	1017.68	<.0001
Rank	Company-Grade Officer	1.26	0.13	92.06	<.0001
	Field-Grade Officer	2.26	0.19	145.08	<.0001
	Senior Non-Commissioned Officer	2.12	0.13	259.66	<.0001
	Warrant Officer	2.02	0.30	45.70	<.0001
Employment	Employed	-5.78	0.15	1577.24	<.0001
	Pending Medical Separation	-0.81	0.32	6.28	0.01
	Student - Not seeking full time employment	-5.98	0.21	811.77	<.0001
	Temporary/Contract Employee	-5.63	0.22	648.65	<.0001
	Under employed - Insufficient income	-5.80	0.17	1126.43	<.0001
	Unemployed	-6.16	0.14	1929.83	<.0001
	Unknown	-4.46	0.70	40.62	<.0001
Disability	Disabled	-2.20	0.19	127.15	<.0001
	Pending	0.67	0.09	52.21	<.0001
Education	2 Year Degree (AA, AS, etc.)	0.21	0.12	2.90	0.09
	4 Year Degree (BA, BS, etc.)	0.44	0.11	17.36	<.0001
	Doctorate (PhD, MD, etc.)	0.37	0.45	0.69	0.41
	Post-Graduate Degree (MA, MS, JD, etc.)	0.40	0.14	8.87	0.00
	Unknown	0.34	0.10	11.13	0.00
Gender	Female	-0.02	0.08	0.05	0.83
Race	American Indian or Alaska Native	-0.32	0.37	0.73	0.39
	Asian, Native Hawaiian or Other Pacific Islander	0.50	0.15	11.00	<.01
	Black or African American	0.07	0.09	0.61	0.44
	Hispanic or Latino	0.06	0.10	0.30	0.58
	Prefer not to answer	0.62	0.17	12.68	<.01
	Two or more races	-0.02	0.14	0.02	0.89
	Unknown	-0.88	7.11	0.02	0.90

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Service Branch	Air Force	-0.45	0.10	22.85	<.0001
	Coast Guard	-0.68	0.29	5.45	0.02
	Marines	-1.28	0.12	120.12	<.0001
	Navy	-0.90	0.10	74.81	<.0001
	Space Force	-0.05	1.10	0.00	0.96
Location	East North Central	-0.17	0.16	1.12	0.29
	East South Central	-0.16	0.16	1.04	0.31
	Middle Atlantic	0.28	0.14	3.83	0.05
	Mountain	0.02	0.12	0.03	0.86
	New England	0.12	0.24	0.25	0.62
	Other	1.73	0.62	7.79	0.01
	Pacific	-0.10	0.11	0.79	0.37
	West North Central	0.18	0.17	1.07	0.30
	West South Central	-0.03	0.10	0.06	0.80
Age Category	25-29 years	-1.11	0.10	113.20	<.0001
	30-34 years	-1.81	0.12	216.34	<.0001
	35-39 years	-2.09	0.14	220.63	<.0001
	40-44 years	-2.83	0.16	301.46	<.0001
	45-49 years	-3.01	0.18	277.55	<.0001
	50 years and over	-3.94	0.19	421.18	<.0001
RUCA Type	Rural	-0.11	0.13	0.74	0.39

Similar to previous 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 when compared to HHUSA clients that were a rank of Junior Enlisted, $\chi^2 = 298.17$, $df = 4$, $p < 0.01$. Field-Grade Officers had the highest chance to register before separation when compared to the Junior Enlisted clients ($\chi^2 = 145.08$, $p < 0.01$), which equates to a rate 9.56 times higher. Senior Non-Commissioned Officers had the next highest rate ($\chi^2 = 259.66$, $p < 0.01$) followed closely by Warrant Officers ($\chi^2 = 45.70$, $p < 0.01$) which both were approximately 8 times the likelihood compared to Junior Enlisted clients. Company-Grade Officers also had 3.51 times higher chances of registering before the Junior Enlisted clients, $\chi^2 = 92.06$, $p < 0.01$.

The next demographic variable with significant differences was the Employment Status of the individual ($\chi^2 = 2161.06$, $df = 7$, $p < 0.01$). When controlling for the other variables, a HHUSA client with the employment status of Active Duty was much more likely to register before separation than all other categories. The greatest difference is between Active Duty clients and those that were Unemployed ($\chi^2 = 1929.83$, $p < 0.01$), followed closely by Students ($\chi^2 = 811.77$, $p < 0.01$), Employed ($\chi^2 = 1577.24$, $p < 0.01$), Temporary/Contract Employees ($\chi^2 = 648.65$, $p < 0.01$), and the Under employed ($\chi^2 = 1126.43$, $p < 0.01$). HHUSA clients with an employment status of Pending Medical Separation were the closest to the behavior of those of Active Duty ($\chi^2 = 6.28$, $p = 0.01$), but only registered before separation at half the rate. These differences in

behavior can be explained by the Active Duty clients not yet entering the work force when compared to the other categories.

There were significant differences observed between Disability Status of HHUSA clients, $\chi^2 = 215.82$, $df=2$, $p < 0.01$. When compared to HHUSA clients that were Not Disabled, those that were disabled registered before separation of the military at a rate of only one tenth, $\chi^2 = 127.15$, $p < 0.01$. This rate is very similar to the previous year's result. Clients that had a Disability Status of Pending were about twice as likely to register before separation than those that were Not Disabled ($\chi^2 = 52.21$, $p < 0.01$), which is much different than last year.

There were significant differences in Education Levels when comparing registration rates before separation, $\chi^2 = 20.53$, $df = 5$, $p < 0.01$. When comparing against the baseline High School Education, there were no significant rates of registration when compared to HHUSA clients that reported a 2-Year Degree ($\chi^2 = 2.90$, $p = 0.09$) or a Doctorate ($\chi^2 = 0.69$, $p = 0.41$). Significant differences to appear when comparing clients with a High School Education to those with a Post-Graduate Degree ($\chi^2 = 8.87$, $p < 0.01$) or a 4-Year Degree ($\chi^2 = 17.36$, $p < 0.01$). When a HHUSA client has a Post-Graduate degree, they register before separate 1.50 times the rate of those with just a High School Education Level. This rate is about the same (1.55 times) when the HHUSA client has a 4-Year Degree. The reason for no observed difference at the Doctorate level may be due to a small comparison size.

The significant differences between HHUSA client races were examined next ($\chi^2 = 23.61$, $df = 7$, $p < 0.01$). Using clients identifying as White as a baseline, the only comparable difference is with those identifying as Asian, Native Hawaiian or Other Pacific Islander, $\chi^2 = 11.00$, $p < 0.01$. From this, one can conclude that HHUSA clients that identify as Asian, Native Hawaiian or Other Pacific Islanders will register at a rate of 1.65 times higher than those that identify as White. HHUSA clients that chose Prefer not to answer were also significantly different than those that listed White as their race ($\chi^2 = 12.68$, $p < 0.01$), registering at a rate of 1.86 times higher than baseline. A client's Service Branch played a role in their registration before separation rate, $\chi^2 = 166.14$, $df = 5$, $p < 0.01$. When compared to the Army baseline group, each other Service Branch registered before separation at a significantly lower rate with the exception of the new Space Force ($\chi^2 < 0.01$, $p = 0.96$) branch. Marines registered at just 0.28 times that of members of the Army ($\chi^2 = 120.12$, $p < 0.01$). The next largest difference occurred with Navy members at just 0.41 times that of the Army ($\chi^2 = 74.81$, $p < 0.01$). This was followed by the Air Force ($\chi^2 = 22.85$, $p < 0.01$) and Cost Guard ($\chi^2 = 5.45$, $p = 0.02$) coming in at 0.64 and 0.51 times, respectively. The reason for lack of difference observed with members of Space Force may be because they are a relatively new branch of the United States Military and the number of clients using HHUSA services are low.

There were slight significant differences in registration rates when comparing HHUSA clients by their Location, $\chi^2 = 18.00$, $df = 9$, $p = 0.04$. When comparing registration rates before separation between Locations, the largest significant difference that was observed was between the baseline South Atlantic and those reporting Other as their Location, $\chi^2 = 7.79$, $p < 0.01$. The Other location is reserved for HHUSA clients that are not listed at an address within a typical US Census division. These clients register before separation at a rate of 5.64 times that of clients from South Atlantic. The

HHUSA clients located in the Middle Atlantic also registered at a slightly higher rate (1.32 times more likely) than those of South Atlantic, $\chi^2 = 3.83$, $p = 0.05$.

Age Category final demographic variable to show significant differences between groups, $\chi^2 = 511.52$, $df = 6$, $p < 0.01$. As age increases, the likelihood that clients will register before their separation date decreases drastically. When compared to the baseline 24-years and younger group, those between the ages of 25 to 29-years old only registered before separation at a rate of only 33%, ($\chi^2 = 113.20$, $p < 0.01$). Those aged in the 30 to 34-years old bracket are only 16% likely to register before separation, $\chi^2 = 216.34$, $p < 0.01$. The likelihood of registration before separation continues to drop significantly, with those 35 to 39-years-old being at 12% ($\chi^2 = 220.63$, $p < 0.01$), 40 to 44-years lowering to 6% ($\chi^2 = 301.46$, $p < 0.01$), 45 to 49-years at 5% ($\chi^2 = 277.55$, $p < 0.01$), and finally 50-years and older being just 2% ($\chi^2 = 421.18$, $p < 0.01$). 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 and Information Technology jobs from clients in the South Atlantic location.
- Clients located in the West North Central division tended to be looking for jobs related to Manufacturing, Distribution/Shipping, General Labor, and Skilled Labor/Trades.
- The Pacific area tended to hire clients into jobs related to technology, business, and engineering.
- West South Central clients experienced a wide variety of jobs that they were hired into.
- Clients based in Mountain were able to find jobs related to Information Technology.

Of the 2021 HHUSA client data, the largest frequency of clients reported living in the South Atlantic location (35.24%). Pacific (16.90%), West South Central (16.70%) came next with proportions over 10%. Mountain (8.73%), East South Central (5.19%), West North Central (4.61%), East North Central (4.31%), Middle Atlantic (4.25%), and New England (1.47%) made up the rest of the United States census locations. A remaining 2.60% of HHUSA clients had a location listed as Other.

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. Some new trends did seem to emerge this year, where HHUSA clients located in South Atlantic tended to desire management job function (Management – Executive/C-suite 42.91%, Management – Programs 40.04%, Management – Project 38.60%, Strategy/Planning 41.23%). Another

job desire trend seemed to be related to IT jobs, with above averages for South Atlantic (IT – Help Desk/Support 37.88%, IT – Information Security 38.32%), Pacific (IT – Computer/Software Engineering 21.51%, IT – General 19.81%), West South Central (IT – Computer/Software Engineering 21.99%, IT – Help Desk/Support 19.45%), and Mountain (IT – System Management 10.83%).

HHUSA clients had a strong desire for job functions related to Administration/Clerical (26.14%), Game Design/Development (25.51%), Biotech (25.45%), Restaurant/Food Services (23.93%), and Engineering (23.08%). Meanwhile, Clients based in West South Central had above average desires for jobs relating to Automotive (30.00%), Retail (23.19%), Brokerage (22.58%), Distribution/Shipping (21.92%), Transportation (20.72%), and Warehouse (20.02%). Mountain clients seemed to have desires for Brokerage (12.90%), Skilled Labor/Trades (12.26%), Professional Services (11.72%), and Natural Resources/Environmental (11.20%).

Of the remaining locations, only West North Central seemed to stand out. HHUSA Clients from this location tended to be looking for jobs related to Manufacturing (10.45%), Distribution/Shipping (8.68%), General Labor (8.33%), and Skilled Labor/Trades (7.73%).

Table 12. Frequencies of Location by Desired Job Function.

DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
ADMINISTRATIVE / CLERICAL	South Atlantic	67	38.07
	Pacific	46	26.14
	West South Central	21	11.93
	Mountain	12	6.82
	West North Central	8	4.55
	East South Central	7	3.98
	East North Central	5	2.84
	Middle Atlantic	4	2.27
	Other	4	2.27
	New England	2	1.14
ANALYST	South Atlantic	157	35.76
	West South Central	79	18.00
	Pacific	74	16.86
	Mountain	44	10.02
	East North Central	23	5.24
	East South Central	23	5.24
	Middle Atlantic	16	3.64
	West North Central	14	3.19
	Other	7	1.59
	New England	2	0.46

DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
AUTOMOTIVE	South Atlantic	13	32.50
	West South Central	12	30.00
	Pacific	7	17.50
	East North Central	2	5.00
	Mountain	2	5.00
	West North Central	2	5.00
	East South Central	1	2.50
	New England	1	2.50
BANKING / FINANCE	South Atlantic	183	33.21
	West South Central	104	18.87
	Pacific	91	16.52
	Mountain	44	7.99
	East South Central	35	6.35
	Middle Atlantic	28	5.08
	East North Central	22	3.99
	West North Central	22	3.99
	New England	12	2.18
	Other	10	1.81
BIOTECH	Pacific	17	30.91
	South Atlantic	14	25.45
	West South Central	11	20.00
	Middle Atlantic	4	7.27
	Mountain	4	7.27
	Other	3	5.45
	New England	2	3.64
BROKERAGE	West South Central	14	22.58
	South Atlantic	11	17.74
	Pacific	10	16.13
	Mountain	8	12.90
	Middle Atlantic	6	9.68
	East North Central	5	8.06
	West North Central	4	6.45
	East South Central	2	3.23
BUSINESS DEVELOPMENT	Other	2	3.23
	South Atlantic	132	34.02
	West South Central	72	18.56
	Pacific	67	17.27
	Mountain	39	10.05
	East South Central	21	5.41

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
CONSTRUCTION	East North Central	14	3.61
	Other	12	3.09
	West North Central	12	3.09
	Middle Atlantic	10	2.58
	New England	9	2.32
	South Atlantic	68	28.69
	West South Central	47	19.83
	Pacific	35	14.77
	West North Central	29	12.24
	Mountain	21	8.86
	East North Central	16	6.75
	East South Central	13	5.49
	Middle Atlantic	4	1.69
	New England	2	0.84
CONSULTANT	Other	2	0.84
	South Atlantic	251	38.20
	Pacific	110	16.74
	West South Central	106	16.13
	Mountain	53	8.07
	East South Central	30	4.57
	East North Central	27	4.11
	Middle Atlantic	26	3.96
	West North Central	21	3.20
	Other	18	2.74
CUSTOMER SERVICE	New England	15	2.28
	South Atlantic	404	36.56
	West South Central	217	19.64
	Pacific	182	16.47
	Mountain	76	6.88
	East South Central	57	5.16
	East North Central	45	4.07
	West North Central	44	3.98
	Middle Atlantic	40	3.62
	Other	29	2.62
DESIGN	New England	11	1.00
	South Atlantic	64	34.41
	Pacific	37	19.89
	West South Central	24	12.90
	Mountain	18	9.68

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	East South Central	12	6.45
	East North Central	11	5.91
	Middle Atlantic	9	4.84
	West North Central	5	2.69
	New England	3	1.61
	Other	3	1.61
DISTRIBUTION / SHIPPING	South Atlantic	72	32.88
	West South Central	48	21.92
	Pacific	30	13.70
	West North Central	19	8.68
	Mountain	16	7.31
	East South Central	15	6.85
	East North Central	7	3.20
	Other	6	2.74
	Middle Atlantic	5	2.28
	New England	1	0.46
ENGINEERING	South Atlantic	152	29.23
	Pacific	120	23.08
	West South Central	87	16.73
	Mountain	48	9.23
	West North Central	29	5.58
	Middle Atlantic	24	4.62
	East South Central	23	4.42
	East North Central	15	2.88
	Other	14	2.69
	New England	8	1.54
ENTREPRENEURSHIP / FRANCHISE/ SELF-EMPLOYED	South Atlantic	161	33.40
	Pacific	91	18.88
	West South Central	87	18.05
	Mountain	41	8.51
	East South Central	25	5.19
	West North Central	22	4.56
	East North Central	20	4.15
	Middle Atlantic	16	3.32
	Other	16	3.32
	New England	3	0.62
ENTRY LEVEL / NEW GRAD	South Atlantic	251	34.24
	Pacific	133	18.14

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	West South Central	112	15.28
	Mountain	70	9.55
	East South Central	43	5.87
	West North Central	42	5.73
	Middle Atlantic	32	4.37
	East North Central	31	4.23
	Other	14	1.91
	New England	5	0.68
FACILITIES MANAGEMENT	South Atlantic	202	33.95
	West South Central	107	17.98
	Pacific	100	16.81
	West North Central	43	7.23
	Mountain	41	6.89
	East South Central	35	5.88
	East North Central	24	4.03
	Other	20	3.36
	Middle Atlantic	14	2.35
	New England	9	1.51
FIREFIGHTER / EMT / EMERGENCY SERVICE	South Atlantic	80	22.79
	West South Central	73	20.80
	Pacific	72	20.51
	Mountain	36	10.26
	East South Central	23	6.55
	West North Central	23	6.55
	East North Central	16	4.56
	Middle Atlantic	15	4.27
	New England	9	2.56
	Other	4	1.14
GAME DESIGN / DEVELOPMENT	South Atlantic	52	26.53
	Pacific	50	25.51
	West South Central	33	16.84
	Mountain	20	10.20
	East South Central	11	5.61
	West North Central	11	5.61
	Middle Atlantic	7	3.57
	East North Central	5	2.55
	New England	5	2.55
	Other	2	1.02
GENERAL BUSINESS	South Atlantic	195	36.86

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	West South Central	90	17.01
	Pacific	88	16.64
	Mountain	44	8.32
	East North Central	27	5.10
	West North Central	27	5.10
	East South Central	24	4.54
	Middle Atlantic	16	3.02
	Other	14	2.65
	New England	4	0.76
GENERAL LABOR	South Atlantic	84	29.17
	Pacific	53	18.40
	West South Central	46	15.97
	West North Central	24	8.33
	East South Central	21	7.29
	Mountain	19	6.60
	East North Central	18	6.25
	Middle Atlantic	14	4.86
	New England	6	2.08
	Other	3	1.04
HEALTHCARE PROFESSIONAL	South Atlantic	354	35.54
	West South Central	199	19.98
	Pacific	172	17.27
	Mountain	64	6.43
	East South Central	48	4.82
	West North Central	47	4.72
	East North Central	38	3.82
	Middle Atlantic	34	3.41
	Other	25	2.51
	New England	15	1.51
HUMAN RESOURCES	South Atlantic	835	36.95
	West South Central	464	20.53
	Pacific	331	14.65
	Mountain	166	7.35
	East South Central	140	6.19
	West North Central	119	5.27
	East North Central	64	2.83
	Other	59	2.61

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
IT - COMPUTER SCIENCE	Middle Atlantic	55	2.43
	New England	27	1.19
	South Atlantic	169	30.56
	Pacific	98	17.72
	West South Central	89	16.09
	Mountain	55	9.95
	East North Central	38	6.87
	East South Central	35	6.33
	Middle Atlantic	26	4.70
	West North Central	20	3.62
IT - COMPUTER / SOFTWARE ENGINEERING	Other	18	3.25
	New England	5	0.90
	South Atlantic	128	30.26
	West South Central	93	21.99
	Pacific	91	21.51
	East North Central	26	6.15
	Mountain	25	5.91
	Middle Atlantic	23	5.44
	East South Central	13	3.07
	West North Central	13	3.07
IT - GENERAL	New England	6	1.42
	Other	5	1.18
	South Atlantic	347	32.43
	Pacific	212	19.81
	West South Central	191	17.85
	Mountain	90	8.41
	West North Central	55	5.14
	Middle Atlantic	51	4.77
	East South Central	49	4.58
	Other	38	3.55
IT - HELP DESK / SUPPORT	East North Central	26	2.43
	New England	11	1.03
	South Atlantic	411	37.88
	West South Central	211	19.45
	Pacific	184	16.96
	Mountain	98	9.03

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	East South Central	50	4.61
	Middle Atlantic	41	3.78
	East North Central	33	3.04
	Other	27	2.49
	West North Central	26	2.40
	New England	4	0.37
IT - INFORMATION SECURITY	South Atlantic	901	38.32
	Pacific	423	17.99
	West South Central	391	16.63
	Mountain	221	9.40
	Middle Atlantic	93	3.96
	East North Central	87	3.70
	East South Central	84	3.57
	Other	65	2.76
	West North Central	64	2.72
	New England	22	0.94
IT - SYSTEMS MANAGEMENT	South Atlantic	639	37.00
	Pacific	296	17.14
	West South Central	263	15.23
	Mountain	187	10.83
	East South Central	74	4.28
	East North Central	68	3.94
	Middle Atlantic	66	3.82
	West North Central	63	3.65
	Other	53	3.07
	New England	18	1.04
INSTALLATION / MAINTENANCE / REPAIR	South Atlantic	181	31.21
	Pacific	110	18.97
	West South Central	106	18.28
	Mountain	53	9.14
	West North Central	33	5.69
	East North Central	32	5.52
	Middle Atlantic	25	4.31
	East South Central	18	3.10
	New England	11	1.90

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
LEGAL	Other	11	1.90
	South Atlantic	85	34.98
	Pacific	50	20.58
	West South Central	33	13.58
	Mountain	18	7.41
	East South Central	13	5.35
	West North Central	11	4.53
	New England	9	3.70
	East North Central	8	3.29
	Middle Atlantic	8	3.29
MANAGEMENT - EXECUTIVE / C-SUITE	Other	8	3.29
	South Atlantic	230	42.91
	West South Central	101	18.84
	Pacific	77	14.37
	Mountain	40	7.46
	Other	25	4.66
	East North Central	16	2.99
	West North Central	15	2.80
	East South Central	14	2.61
	Middle Atlantic	14	2.61
MANAGEMENT - GENERAL	New England	4	0.75
	South Atlantic	768	36.33
	West South Central	340	16.08
	Pacific	328	15.52
	Mountain	233	11.02
	East South Central	127	6.01
	West North Central	100	4.73
	East North Central	92	4.35
	Middle Atlantic	64	3.03
	Other	44	2.08
MANAGEMENT - OPERATIONS	New England	18	0.85
	South Atlantic	945	36.66
	West South Central	462	17.92
	Pacific	379	14.70
	Mountain	246	9.54
	East South Central	134	5.20

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	West North Central	119	4.62
	Middle Atlantic	103	4.00
	East North Central	93	3.61
	Other	61	2.37
	New England	36	1.40
MANAGEMENT - PROGRAMS	South Atlantic	754	40.04
	Pacific	361	19.17
	West South Central	242	12.85
	Mountain	158	8.39
	East South Central	98	5.20
	West North Central	67	3.56
	East North Central	64	3.40
	Other	57	3.03
	Middle Atlantic	53	2.81
	New England	29	1.54
MANAGEMENT - PROJECT	South Atlantic	1048	38.60
	Pacific	465	17.13
	West South Central	416	15.32
	Mountain	242	8.91
	East South Central	129	4.75
	Middle Atlantic	110	4.05
	East North Central	98	3.61
	West North Central	92	3.39
	Other	73	2.69
	New England	42	1.55
MANUFACTURING	South Atlantic	73	27.24
	West South Central	46	17.16
	Pacific	39	14.55
	West North Central	28	10.45
	Mountain	22	8.21
	East South Central	21	7.84
	East North Central	14	5.22
	Middle Atlantic	12	4.48
	Other	8	2.99
	New England	5	1.87
MARKETING	South Atlantic	144	35.64

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	Pacific	66	16.34
	West South Central	59	14.60
	Mountain	40	9.90
	Middle Atlantic	22	5.45
	East North Central	19	4.70
	West North Central	17	4.21
	Other	14	3.47
	East South Central	12	2.97
	New England	11	2.72
MEDIA / JOURNALISM / NEWSPAPER	South Atlantic	85	38.29
	Pacific	44	19.82
	West South Central	31	13.96
	Mountain	14	6.31
	West North Central	12	5.41
	East South Central	11	4.95
	East North Central	9	4.05
	Middle Atlantic	9	4.05
	Other	4	1.80
	New England	3	1.35
NATURAL RESOURCES / ENVIRONMENTAL	South Atlantic	249	32.81
	Pacific	145	19.10
	West South Central	117	15.42
	Mountain	85	11.20
	East South Central	38	5.01
	West North Central	36	4.74
	East North Central	30	3.95
	Other	24	3.16
	Middle Atlantic	20	2.64
	New England	15	1.98
NONPROFIT - SOCIAL SERVICES	South Atlantic	262	34.61
	Pacific	153	20.21
	West South Central	121	15.98
	Mountain	68	8.98
	West North Central	42	5.55
	Middle Atlantic	34	4.49
	East North Central	27	3.57

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
OTHER	East South Central	23	3.04
	Other	21	2.77
	New England	6	0.79
	South Atlantic	249	33.92
	Pacific	135	18.39
	West South Central	128	17.44
	Mountain	68	9.26
	West North Central	42	5.72
	East South Central	36	4.90
	East North Central	22	3.00
	Middle Atlantic	19	2.59
	Other	19	2.59
	New England	16	2.18
	South Atlantic	164	33.74
PROFESSIONAL SERVICES	West South Central	87	17.90
	Pacific	85	17.49
	Mountain	56	11.52
	West North Central	23	4.73
	East North Central	18	3.70
	Middle Atlantic	17	3.50
	East South Central	16	3.29
	Other	13	2.67
	New England	7	1.44
	South Atlantic	148	39.36
PURCHASING / PROCUREMENT	Pacific	66	17.55
	West South Central	63	16.76
	East South Central	21	5.59
	East North Central	17	4.52
	Mountain	17	4.52
	Middle Atlantic	16	4.26
	Other	14	3.72
	West North Central	12	3.19
	New England	2	0.53
	South Atlantic	454	36.97
QUALITY ASSURANCE / QUALITY CONTROL	Pacific	216	17.59
	West South Central	216	17.59

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	Mountain	103	8.39
	West North Central	61	4.97
	East North Central	57	4.64
	East South Central	42	3.42
	Middle Atlantic	34	2.77
	Other	26	2.12
	New England	19	1.55
REAL ESTATE	South Atlantic	223	33.33
	West South Central	122	18.24
	Pacific	121	18.09
	Mountain	52	7.77
	West North Central	44	6.58
	East South Central	35	5.23
	Middle Atlantic	31	4.63
	East North Central	21	3.14
	Other	16	2.39
	New England	4	0.60
RECRUITING / TALENT ACQUISITION	South Atlantic	254	37.46
	West South Central	118	17.40
	Pacific	94	13.86
	Mountain	65	9.59
	East South Central	37	5.46
	East North Central	36	5.31
	West North Central	34	5.01
	Middle Atlantic	23	3.39
	Other	9	1.33
	New England	8	1.18
RESEARCH	South Atlantic	132	34.92
	Pacific	69	18.25
	West South Central	46	12.17
	Mountain	37	9.79
	East South Central	24	6.35
	Middle Atlantic	22	5.82
	East North Central	14	3.70
	Other	14	3.70
	West North Central	11	2.91

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
RESTAURANT / FOOD SERVICE	New England	9	2.38
	South Atlantic	39	33.33
	Pacific	28	23.93
	West South Central	19	16.24
	Mountain	11	9.40
	Other	7	5.98
	West North Central	4	3.42
	Middle Atlantic	3	2.56
	New England	3	2.56
	East South Central	2	1.71
RETAIL	East North Central	1	0.85
	South Atlantic	40	28.99
	West South Central	32	23.19
	Pacific	24	17.39
	Mountain	15	10.87
	East North Central	7	5.07
	Other	7	5.07
	West North Central	5	3.62
	Middle Atlantic	4	2.90
	East South Central	3	2.17
SAFETY / SECURITY / LAW ENFORCEMENT	New England	1	0.72
	South Atlantic	561	29.57
	Pacific	355	18.71
	West South Central	333	17.55
	Mountain	196	10.33
	East South Central	118	6.22
	West North Central	114	6.01
	Middle Atlantic	79	4.16
	East North Central	71	3.74
	Other	40	2.11
SALES	New England	30	1.58
	South Atlantic	102	29.82
	West South Central	61	17.84
	Pacific	57	16.67
	Mountain	38	11.11
	East North Central	20	5.85

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
SCIENCE	East South Central	16	4.68
	West North Central	15	4.39
	Middle Atlantic	14	4.09
	Other	12	3.51
	New England	7	2.05
	South Atlantic	127	32.15
	West South Central	74	18.73
	Pacific	71	17.97
	Mountain	38	9.62
	East South Central	23	5.82
	Middle Atlantic	18	4.56
	West North Central	18	4.56
	East North Central	12	3.04
	Other	11	2.78
SKILLED LABOR / TRADES	New England	3	0.76
	South Atlantic	360	26.75
	Pacific	240	17.83
	West South Central	228	16.94
	Mountain	165	12.26
	West North Central	104	7.73
	East South Central	83	6.17
	East North Central	61	4.53
	Middle Atlantic	47	3.49
	New England	30	2.23
STRATEGY / PLANNING	Other	28	2.08
	South Atlantic	362	41.23
	Pacific	136	15.49
	West South Central	119	13.55
	Mountain	82	9.34
	East South Central	43	4.90
	West North Central	40	4.56
	Middle Atlantic	36	4.10
	Other	26	2.96
	East North Central	20	2.28
	New England	14	1.59

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
SUPPLY CHAIN / LOGISTICS	South Atlantic	765	36.48
	West South Central	385	18.36
	Pacific	330	15.74
	Mountain	170	8.11
	East South Central	126	6.01
	West North Central	103	4.91
	Middle Atlantic	70	3.34
	East North Central	65	3.10
	Other	63	3.00
	New England	20	0.95
TELECOMMUNICATIONS	South Atlantic	184	36.44
	West South Central	95	18.81
	Pacific	89	17.62
	Mountain	39	7.72
	East South Central	25	4.95
	Middle Atlantic	22	4.36
	West North Central	21	4.16
	East North Central	13	2.57
	Other	13	2.57
	New England	4	0.79
TRAINING / INSTRUCTION / TEACHING	South Atlantic	817	38.21
	West South Central	362	16.93
	Pacific	319	14.92
	Mountain	232	10.85
	East South Central	104	4.86
	West North Central	95	4.44
	East North Central	73	3.41
	Middle Atlantic	63	2.95
	Other	46	2.15
	New England	27	1.26
TRANSPORTATION	South Atlantic	302	34.01
	West South Central	184	20.72
	Pacific	119	13.40
	Mountain	77	8.67
	West North Central	57	6.42
	East South Central	54	6.08

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DESIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
WAREHOUSE	East North Central	35	3.94
	Middle Atlantic	31	3.49
	Other	20	2.25
	New England	9	1.01
	South Atlantic	332	37.99
	West South Central	175	20.02
	Pacific	113	12.93
	Mountain	79	9.04
	West North Central	59	6.75
	East South Central	41	4.69
	East North Central	34	3.89
	Other	22	2.52
	Middle Atlantic	12	1.37
	New England	7	0.80

This analysis was repeated, but this time analyzing the client's location and their hired job function. South Atlantic clients reported an above average rate at being hired in Analyst (42.78%), Game Design/Development (42.86%), Healthcare Professional (41.86%), Media/Journalism/Newspaper (52.94%), Restaurant/Food Services (52.54%), Science (76.60%), Telecommunications (54.90%), and Warehouse (40.00%). HHUSA Clients from the South Atlantic also seemed to be hired into a number of Information Technology jobs, including IT – Computer Science (40.00%), IT – Computer/Software Engineering (44.76%), IT – Help Desk/Support (45.17%), IT – Information Security (45.50%), IT – System Management (44.22%). Finally, clients from this area were hired at above average rates in Management – General (40.00%) and Management – Programs (42.00%).

HHUSA Clients from the Pacific area had higher rates of being hired in jobs related to Biotech (34.21%), Business Development (21.00%), Design (30.30%), Engineering (19.97%), Facilities Management (22.49%), Game Design/Development (42.86%), Media/Journalism/Newspaper (21.57%), Research (30.00%), Retail (26.25%), and Safety/Security/Law Enforcement (22.64%).

Clients located in West South Central had a wide variety of above average hires. The job functions that these clients were hired in included Automotive (23.72%), Business Development (21.50%), Construction (22.61%), Customer Service (21.30%), Distribution/Shipping (21.48%), Manufacturing (21.84%), Marketing (32.71%), Natural Resources/Environmental (35.80%), Purchasing/Procurement (50.35%), Quality Assurance/Quality Control (24.33%), Recruiting/Talent Acquisition (24.58%), Skilled Labor/Trades (23.55%), Training/Instruction/Teaching (22.26%), and Transportation (21.43%).

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For clients located in the Mountain division, above average hires include job functions related to Accounting (17.57%), Engineering (14.24%), Firefighter/EMT/Emergency Service (14.29%), General Business (25.00%), IT – Computer Science (13.33%), IT – System Management (13.39%), Safety/Security/Law Enforcement (13.05%), Skilled Labor/Trades (15.17%), and Strategic Planning (14.29%).

Of the remaining locations, HHUSA clients located in East North Central reported being hired at an above average rate for jobs related to Construction (9.89%) and General Labor (11.44%). Middle Atlantic clients had an increased rate of being hired for Recruiting/Talent Acquisition (11.52%). Clients located in the West North Central had above average success in being hired in jobs related to Construction (9.19%), Facilities Management (13.61%), Installation/Maintenance/Repair (9.12%), Legal (25.00%), Management – Executive/C-suite (16.53%), and Manufacturing (9.77%). Finally, clients in the Other location category had increased hires in Marketing (6.54%), and Real Estate (6.38%).

Frequency tables for HHUSA client locations and hired job functions can be found below.

Table 13. Frequencies of Division by Hired Job Function.

HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
ACCOUNTING	South Atlantic	40	27.03
	West South Central	27	18.24
	Mountain	26	17.57
	Pacific	24	16.22
	East South Central	14	9.46
	Middle Atlantic	7	4.73
	West North Central	6	4.05
	East North Central	4	2.70
ADMINISTRATIVE/CLERICAL	South Atlantic	454	36.64
	Pacific	226	18.24
	West South Central	211	17.03
	Mountain	111	8.96
	West North Central	56	4.52
	East South Central	49	3.95
	East North Central	47	3.79
	Middle Atlantic	43	3.47
	Other	32	2.58
	New England	10	0.81
ANALYST	South Atlantic	421	42.78
	West South Central	163	16.57
	Pacific	116	11.79

HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	Mountain	84	8.54
	West North Central	46	4.67
	East South Central	43	4.37
	Middle Atlantic	41	4.17
	East North Central	28	2.85
	New England	22	2.24
	Other	20	2.03
AUTOMOTIVE	South Atlantic	43	27.56
	West South Central	37	23.72
	Pacific	28	17.95
	East South Central	12	7.69
	Middle Atlantic	10	6.41
	Mountain	9	5.77
	West North Central	8	5.13
	New England	6	3.85
	East North Central	3	1.92
	Other	10	1.81
	Pacific	17	30.91
BANKING/FINANCE	South Atlantic	154	38.79
	West South Central	78	19.65
	Pacific	55	13.85
	Mountain	26	6.55
	East North Central	22	5.54
	West North Central	20	5.04
	East South Central	18	4.53
	Middle Atlantic	12	3.02
	Other	9	2.27
	New England	3	0.76
BIOTECH	Pacific	13	34.21
	South Atlantic	11	28.95
	West South Central	5	13.16
	East North Central	3	7.89
	Mountain	3	7.89
	New England	3	7.89
BROKERAGE	South Atlantic	6	46.15
	Pacific	4	30.77
	West South Central	3	23.08
BUSINESS DEVELOPMENT	South Atlantic	68	34.00
	West South Central	43	21.50

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	Pacific	42	21.00
	Mountain	18	9.00
	East South Central	10	5.00
	West North Central	9	4.50
	East North Central	7	3.50
	Middle Atlantic	3	1.50
CONSTRUCTION	South Atlantic	73	25.80
	West South Central	64	22.61
	Mountain	33	11.66
	East South Central	28	9.89
	Pacific	28	9.89
	West North Central	26	9.19
	East North Central	19	6.71
	Middle Atlantic	12	4.24
	Pacific	110	16.74
	West South Central	106	16.13
CONSULTANT	South Atlantic	204	36.49
	Pacific	110	19.68
	West South Central	106	18.96
	Mountain	64	11.45
	Middle Atlantic	18	3.22
	East North Central	15	2.68
	West North Central	14	2.50
	East South Central	13	2.33
	Other	9	1.61
	New England	6	1.07
CUSTOMER SERVICE	South Atlantic	311	34.14
	West South Central	194	21.30
	Pacific	140	15.37
	Mountain	85	9.33
	West North Central	68	7.46
	East South Central	49	5.38
	East North Central	24	2.63
	Middle Atlantic	21	2.31
	Other	13	1.43
	New England	6	0.66
DESIGN	South Atlantic	11	33.33
	Pacific	10	30.30
	West South Central	6	18.18

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	East South Central	3	9.09
	Mountain	3	9.09
DISTRIBUTION/SHIPPING	South Atlantic	98	36.30
	West South Central	58	21.48
	Pacific	34	12.59
	West North Central	21	7.78
	Middle Atlantic	18	6.67
	Mountain	18	6.67
	East South Central	16	5.93
	East North Central	7	2.59
	Other	6	2.74
	Middle Atlantic	5	2.28
ENGINEERING	South Atlantic	242	39.61
	Pacific	122	19.97
	Mountain	87	14.24
	West South Central	67	10.97
	West North Central	27	4.42
	East North Central	26	4.26
	East South Central	24	3.93
	Middle Atlantic	8	1.31
	New England	6	0.98
	Other	2	0.33
ENTREPRENEURSHIP/FRANCHISE/ SELF-EMPLOYED	Mountain	7	33.33
	South Atlantic	6	28.57
	West South Central	5	23.81
	East North Central	3	14.29
ENTRY LEVEL/NEW GRAD	South Atlantic	7	50.00
	West South Central	3	21.43
	Mountain	2	14.29
	Pacific	2	14.29
FACILITIES MANAGEMENT	South Atlantic	56	33.14
	Pacific	38	22.49
	West North Central	23	13.61
	West South Central	19	11.24
	Mountain	10	5.92
	New England	9	5.33
	East South Central	8	4.73
	Middle Atlantic	3	1.78

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
FIREFIGHTER/EMT/EMERGENCY SERVICE	Other	3	1.78
	South Atlantic	34	32.38
	Pacific	19	18.10
	West South Central	16	15.24
	Mountain	15	14.29
	East North Central	6	5.71
	Middle Atlantic	6	5.71
	Other	6	5.71
GAME DESIGN/DEVELOPMENT	East South Central	3	2.86
	Pacific	12	42.86
	South Atlantic	12	42.86
	West South Central	3	10.71
	Mountain	1	3.57
	New England	9	1.51
	South Atlantic	80	22.79
GENERAL BUSINESS	South Atlantic	20	35.71
	Mountain	14	25.00
	Pacific	8	14.29
	West South Central	6	10.71
	East North Central	3	5.36
	Other	3	5.36
	New England	2	3.57
GENERAL LABOR	South Atlantic	63	26.69
	Pacific	48	20.34
	West South Central	41	17.37
	East North Central	27	11.44
	East South Central	20	8.47
	Mountain	17	7.20
	West North Central	14	5.93
	Middle Atlantic	4	1.69
HEALTHCARE PROFESSIONAL	Other	2	0.85
	South Atlantic	265	41.86
	West South Central	108	17.06
	Pacific	104	16.43
	Mountain	60	9.48
	Middle Atlantic	31	4.90
	East South Central	25	3.95
	East North Central	14	2.21
	West North Central	12	1.90

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	Other	11	1.74
	New England	3	0.47
HUMAN RESOURCES	South Atlantic	258	35.01
	West South Central	139	18.86
	Pacific	96	13.03
	Mountain	72	9.77
	West North Central	69	9.36
	East South Central	46	6.24
	East North Central	30	4.07
	Middle Atlantic	15	2.04
	Other	12	1.63
	Middle Atlantic	14	4.86
	New England	6	2.08
IT - COMPUTER SCIENCE	South Atlantic	18	40.00
	Mountain	6	13.33
	West South Central	6	13.33
	Other	5	11.11
	Pacific	4	8.89
	East North Central	3	6.67
	East South Central	3	6.67
IT - COMPUTER/SOFTWARE ENGINEERING	South Atlantic	218	44.76
	Pacific	83	17.04
	West South Central	68	13.96
	Mountain	32	6.57
	East North Central	22	4.52
	Middle Atlantic	19	3.90
	East South Central	18	3.70
	Other	12	2.46
	West North Central	12	2.46
	New England	3	0.62
IT - GENERAL	South Atlantic	234	34.77
	Pacific	119	17.68
	West South Central	101	15.01
	Mountain	54	8.02
	East South Central	42	6.24
	East North Central	34	5.05
	Middle Atlantic	28	4.16

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
IT - HELP DESK/SUPPORT	West North Central	25	3.71
	Other	22	3.27
	New England	14	2.08
	South Atlantic	220	45.17
	West South Central	99	20.33
	Pacific	68	13.96
	Mountain	31	6.37
	East South Central	21	4.31
	West North Central	21	4.31
	East North Central	12	2.46
	Middle Atlantic	12	2.46
	Other	3	0.62
	East South Central	13	3.07
	West North Central	13	3.07
IT - INFORMATION SECURITY	South Atlantic	273	45.50
	West South Central	97	16.17
	Pacific	86	14.33
	Mountain	48	8.00
	East South Central	33	5.50
	East North Central	23	3.83
	Middle Atlantic	15	2.50
	West North Central	10	1.67
	Other	8	1.33
	New England	7	1.17
IT - SYSTEMS MANAGEMENT	South Atlantic	218	44.22
	Pacific	91	18.46
	Mountain	66	13.39
	West South Central	51	10.34
	West North Central	20	4.06
	East South Central	18	3.65
	Middle Atlantic	14	2.84
	Other	9	1.83
	East North Central	6	1.22
INSTALLATION/MAINTENANCE/REPAIR	South Atlantic	312	28.18
	Pacific	218	19.69
	West South Central	193	17.43

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
LEGAL	Mountain	118	10.66
	West North Central	101	9.12
	East South Central	66	5.96
	Middle Atlantic	49	4.43
	East North Central	35	3.16
	New England	15	1.36
	West North Central	22	25.00
	South Atlantic	18	20.45
	Pacific	17	19.32
	East South Central	10	11.36
	West South Central	5	5.68
	Mountain	4	4.55
	East North Central	3	3.41
	Middle Atlantic	3	3.41
	New England	3	3.41
	Other	3	3.41
	West North Central	63	3.65
	Other	53	3.07
	South Atlantic	34	28.10
	West North Central	20	16.53
MANAGEMENT - EXECUTIVE/C-SUITE	Pacific	16	13.22
	West South Central	15	12.40
	Mountain	12	9.92
	East South Central	9	7.44
	East North Central	6	4.96
	Middle Atlantic	6	4.96
	Other	3	2.48
	South Atlantic	258	40.06
MANAGEMENT - GENERAL	West South Central	89	13.82
	Pacific	76	11.80
	Mountain	59	9.16
	East South Central	52	8.07
	East North Central	47	7.30
	Middle Atlantic	26	4.04
	West North Central	22	3.42

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	New England	9	1.40
	Other	6	0.93
MANAGEMENT - OPERATIONS	South Atlantic	321	33.90
	Pacific	156	16.47
	West South Central	152	16.05
	Mountain	86	9.08
	West North Central	74	7.81
	East South Central	62	6.55
	Middle Atlantic	39	4.12
	East North Central	30	3.17
	New England	18	1.90
	Other	9	0.95
MANAGEMENT - PROGRAMS	South Atlantic	231	42.00
	Pacific	110	20.00
	West South Central	92	16.73
	Mountain	44	8.00
	East North Central	18	3.27
	East South Central	15	2.73
	Middle Atlantic	13	2.36
	Other	12	2.18
	West North Central	9	1.64
	New England	6	1.09
MANAGEMENT - PROJECT	New England	18	0.85
	South Atlantic	945	36.66
	South Atlantic	309	37.64
	Pacific	141	17.17
	West South Central	141	17.17
	Mountain	67	8.16
	East North Central	44	5.36
	Middle Atlantic	42	5.12
	West North Central	29	3.53
	East South Central	25	3.05
MANUFACTURING	New England	20	2.44
	Other	3	0.37
	South Atlantic	54	31.03
	West South Central	38	21.84

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	Pacific	31	17.82
	West North Central	17	9.77
	East South Central	12	6.90
	East North Central	8	4.60
	New England	6	3.45
	Mountain	5	2.87
	Middle Atlantic	3	1.72
	West South Central	35	32.71
	South Atlantic	31	28.97
	Pacific	12	11.21
MARKETING	Mountain	11	10.28
	Other	7	6.54
	East South Central	4	3.74
	East North Central	3	2.80
	West North Central	3	2.80
	New England	1	0.93
	South Atlantic	27	52.94
	Pacific	11	21.57
	West South Central	7	13.73
	Mountain	3	5.88
MEDIA/JOURNALISM/NEWSPAPER	Other	3	5.88
	South Atlantic	32	39.51
	West South Central	29	35.80
	Middle Atlantic	6	7.41
	Pacific	6	7.41
	Mountain	5	6.17
	West North Central	3	3.70
	Pacific	66	16.34
	West South Central	59	14.60
	South Atlantic	50	38.17
NATURAL RESOURCES/ENVIRONMENTAL	West South Central	28	21.37
	Pacific	21	16.03
	Mountain	13	9.92
	East North Central	6	4.58
	East South Central	4	3.05
	Middle Atlantic	3	2.29

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
OTHER	New England	3	2.29
	West North Central	3	2.29
	South Atlantic	352	41.31
	West South Central	149	17.49
	Pacific	90	10.56
	Mountain	73	8.57
	East South Central	67	7.86
	East North Central	30	3.52
	Middle Atlantic	30	3.52
	West North Central	30	3.52
PROFESSIONAL SERVICES	Other	19	2.23
	New England	12	1.41
	South Atlantic	54	36.99
	West South Central	30	20.55
	Mountain	26	17.81
	Pacific	12	8.22
	East North Central	6	4.11
	East South Central	6	4.11
	Middle Atlantic	6	4.11
	New England	3	2.05
PURCHASING/PROCUREMENT	Other	3	2.05
	West South Central	72	50.35
	South Atlantic	32	22.38
	Pacific	27	18.88
	East South Central	6	4.20
	Mountain	4	2.80
	Other	2	1.40
	Other	21	2.77
	New England	6	0.79
	South Atlantic	86	32.70
QUALITY ASSURANCE/QUALITY CONTROL	West South Central	64	24.33
	Mountain	44	16.73
	Pacific	39	14.83
	West North Central	9	3.42
	East North Central	6	2.28
	Middle Atlantic	6	2.28

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
REAL ESTATE	East South Central	3	1.14
	New England	3	1.14
	Other	3	1.14
	South Atlantic	31	32.98
	West South Central	18	19.15
	Pacific	15	15.96
	Mountain	9	9.57
	Other	6	6.38
	West North Central	6	6.38
	Middle Atlantic	4	4.26
RECRUITING/TALENT ACQUISITION	East South Central	3	3.19
	East North Central	1	1.06
	New England	1	1.06
	South Atlantic	68	31.34
	West South Central	54	24.88
	Middle Atlantic	25	11.52
	Mountain	23	10.60
	East North Central	16	7.37
	Pacific	16	7.37
	East South Central	6	2.76
RESEARCH	New England	6	2.76
	West North Central	3	1.38
	Pacific	15	30.00
	South Atlantic	15	30.00
	West South Central	9	18.00
	East North Central	4	8.00
	Mountain	4	8.00
	Other	3	6.00
	East South Central	42	3.42
	Middle Atlantic	34	2.77
RESTAURANT/FOOD SERVICE	South Atlantic	62	52.54
	Pacific	14	11.86
	West South Central	11	9.32
	Middle Atlantic	8	6.78
	East South Central	7	5.93
	Mountain	6	5.08

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RETAIL	East North Central	4	3.39
	New England	3	2.54
	West North Central	3	2.54
	South Atlantic	52	31.14
	Pacific	45	26.95
	West South Central	26	15.57
	East South Central	25	14.97
	Mountain	10	5.99
	New England	4	2.40
	East North Central	3	1.80
SAFETY/SECURITY/LAW ENFORCEMENT	Middle Atlantic	2	1.20
	South Atlantic	198	26.36
	Pacific	170	22.64
	West South Central	132	17.58
	Mountain	98	13.05
	West North Central	58	7.72
	East South Central	41	5.46
	East North Central	22	2.93
	New England	13	1.73
	Middle Atlantic	12	1.60
SALES	Other	7	0.93
	South Atlantic	133	37.15
	West South Central	75	20.95
	Pacific	48	13.41
	Mountain	34	9.50
	West North Central	26	7.26
	East South Central	17	4.75
	East North Central	13	3.63
	Middle Atlantic	12	3.35
SCIENCE	South Atlantic	36	76.60
	Mountain	7	14.89
	Middle Atlantic	3	6.38
	Pacific	1	2.13
	East South Central	2	1.71
SKILLED LABOR/TRADES	East North Central	1	0.85
	West South Central	118	23.55

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	South Atlantic	116	23.15
	Pacific	88	17.56
	Mountain	76	15.17
	West North Central	44	8.78
	East South Central	28	5.59
	East North Central	13	2.59
	Middle Atlantic	12	2.40
	New England	3	0.60
	Other	3	0.60
STRATEGY/PLANNING	South Atlantic	25	39.68
	Mountain	9	14.29
	Pacific	9	14.29
	West South Central	9	14.29
	Other	8	12.70
	Middle Atlantic	3	4.76
SUPPLY CHAIN/LOGISTICS	South Atlantic	270	37.92
	West South Central	129	18.12
	Pacific	96	13.48
	Mountain	70	9.83
	West North Central	43	6.04
	East South Central	31	4.35
	Middle Atlantic	23	3.23
	East North Central	21	2.95
	Other	15	2.11
	New England	14	1.97
TELECOMMUNICATIONS	South Atlantic	28	54.90
	Pacific	10	19.61
	East North Central	3	5.88
	Middle Atlantic	3	5.88
	New England	3	5.88
	West South Central	3	5.88
	Mountain	1	1.96
	East South Central	23	5.82
	Middle Atlantic	18	4.56
TRAINING/INSTRUCTION/TEACHING	South Atlantic	311	38.68
	West South Central	179	22.26

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HIRED JOB FUNCTION	LOCATION	COUNT	PERCENT
	Pacific	141	17.54
	Mountain	58	7.21
	West North Central	34	4.23
	East South Central	28	3.48
	East North Central	25	3.11
	New England	14	1.74
	Other	8	1.00
	Middle Atlantic	6	0.75
TRANSPORTATION	South Atlantic	170	36.80
	West South Central	99	21.43
	Pacific	52	11.26
	Mountain	47	10.17
	East South Central	28	6.06
	East North Central	24	5.19
	Middle Atlantic	17	3.68
	West North Central	16	3.46
	New England	6	1.30
	Other	3	0.65
WAREHOUSE	South Atlantic	158	40.00
	West South Central	64	16.20
	Pacific	53	13.42
	West North Central	36	9.11
	Mountain	34	8.61
	East North Central	21	5.32
	East South Central	12	3.04
	New England	9	2.28
	Middle Atlantic	5	1.27
	Other	3	0.76

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 Banking/Finances/Insurance (42.67%), Defense Contracting (43.89%), Hospitality/Accommodations/Food Services (42.94%), Information – Information Technology (42.87%), Other (44.96%), Personal Care and Laundry Services (41.67%), Pharmaceutical and Medical (41.26%), and Professional – Creative and Design (50.00%) industries.

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West South Central clients had higher rates of being hired for the industries relating to Agriculture/Forestry/Fishing and Hunting (38.71%), Business Support – Waste Management (38.64%), Installation/Repair/Maintenance (22.71%), Manufacturing (21.57%), Mining/Quarrying/Oil and Gas Extraction (37.84%), Professional – Legal (31.03%), Real Estate/Rental and Leasing (21.59%), Religious/Civic/Nonprofit (23.44%), and Utilities (22.71%).

HHUSA Clients located in the Pacific experienced increased hiring in Arts/Entertainment/Recreation (22.49%), Business Support – Facilities (24.17%), Business Support – Waste Management (25.00%), Private Security (21.17%), Professional – Consulting Services (26.94%), Real Estate/Rental and Leasing (20.26%), and Retail Trade (20.61%) industries.

Clients from the Mountain location had increased rates of being hired into the following industries: Telecommunications (19.16%), Management of Companies and Enterprises (15.48%), Private Security (14.86%), and Professional – Accounting (21.05%).

East North Central clients were hired at above average rates into industries related to Arts/Entertainment/Recreation (7.66%), Business Support – Waste Management (15.91%), and Construction (9.76%). Meanwhile, clients located in East South Central reported increased rates of being hired in Professional – Architectural/Engineering (10.45%) industries. Clients located in West North Central seemed to show increased hiring for Private Security (9.01%) and Wholesale Trade (11.83%). Finally, HHUSA clients located in the Middle Atlantic division had success with industries related to Pharmaceutical and Medical (9.09%), Telecommunications (6.29%), and Management of Companies and Enterprises (9.03%).

Frequency tables for HHUSA client locations and industries that they were hired in have been attached.

Table 14. Frequencies of Division by Hired Industry.

HIRED INDUSTRY	LOCATION	COUNT	PERCENT
AEROSPACE AND AVIATION	South Atlantic	294	36.43
	Mountain	147	18.22
	Pacific	122	15.12
	West South Central	122	15.12
	East South Central	35	4.34
	West North Central	34	4.21
	East North Central	24	2.97
	Middle Atlantic	21	2.60
	Other	8	0.99
AGRICULTURE/FORESTRY/FISHING AND HUNTING	West South Central	72	38.71
	South Atlantic	54	29.03

HIRED INDUSTRY	LOCATION	COUNT	PERCENT
	Pacific	28	15.05
	Mountain	21	11.29
	East North Central	3	1.61
	Middle Atlantic	3	1.61
	Other	3	1.61
	West North Central	2	1.08
ARTS/ENTERTAINMENT/RECREATION	South Atlantic	63	30.14
	Pacific	47	22.49
	Mountain	23	11.00
	West North Central	18	8.61
	West South Central	18	8.61
	East South Central	16	7.66
	Other	12	5.74
	East North Central	9	4.31
	Middle Atlantic	3	1.44
BANKING/FINANCE/INSURANCE	South Atlantic	349	42.67
	West South Central	156	19.07
	Pacific	86	10.51
	Mountain	55	6.72
	Middle Atlantic	48	5.87
	East North Central	44	5.38
	East South Central	33	4.03
	West North Central	30	3.67
	Other	10	1.22
	New England	7	0.86
	East North Central	3	1.92
	Other	10	1.81
BUSINESS SUPPORT - ADMIN/STAFFING	South Atlantic	149	31.70
	West South Central	102	21.70
	Pacific	79	16.81
	Mountain	33	7.02
	East North Central	30	6.38
	West North Central	28	5.96
	East South Central	21	4.47
	Middle Atlantic	16	3.40
	Other	12	2.55
BUSINESS SUPPORT - FACILITIES	South Atlantic	59	27.96
	Pacific	51	24.17
	West South Central	43	20.38

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HIRED INDUSTRY	LOCATION	COUNT	PERCENT
	West North Central	17	8.06
	New England	14	6.64
	Mountain	12	5.69
	East North Central	6	2.84
	East South Central	6	2.84
	Middle Atlantic	3	1.42
BUSINESS SUPPORT - WASTE MANAGEMENT	West South Central	17	38.64
	Pacific	11	25.00
	East North Central	7	15.91
	South Atlantic	6	13.64
	West North Central	3	6.82
CONSTRUCTION	South Atlantic	201	32.16
	West South Central	124	19.84
	Mountain	74	11.84
	Pacific	67	10.72
	West North Central	61	9.76
	East North Central	42	6.72
	East South Central	38	6.08
	Middle Atlantic	11	1.76
	Other	4	0.64
	New England	3	0.48
	East North Central	19	6.71
	Middle Atlantic	12	4.24
DEFENSE CONTRACTING	South Atlantic	1441	43.89
	Pacific	574	17.48
	West South Central	449	13.68
	Mountain	385	11.73
	East South Central	125	3.81
	West North Central	92	2.80
	Other	80	2.44
	East North Central	65	1.98
	Middle Atlantic	56	1.71
	New England	16	0.49
EDUCATIONAL SERVICES	South Atlantic	279	37.35
	West South Central	137	18.34
	Pacific	111	14.86
	Mountain	89	11.91
	West North Central	44	5.89
	East North Central	30	4.02

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HIRED INDUSTRY	LOCATION	COUNT	PERCENT
	East South Central	24	3.21
	Middle Atlantic	19	2.54
	Other	8	1.07
	New England	6	0.80
GOVERNMENT AND PUBLIC ADMINISTRATION	South Atlantic	718	33.71
	Pacific	400	18.78
	West South Central	391	18.36
	Mountain	169	7.93
	West North Central	98	4.60
	East South Central	95	4.46
	East North Central	82	3.85
	Middle Atlantic	79	3.71
	Other	68	3.19
	New England	30	1.41
HEALTH CARE AND SOCIAL ASSISTANCE	South Atlantic	530	33.54
	Pacific	304	19.24
	West South Central	264	16.71
	Mountain	137	8.67
	East South Central	84	5.32
	East North Central	78	4.94
	Middle Atlantic	70	4.43
	West North Central	62	3.92
	New England	36	2.28
	Other	15	0.95
	West North Central	27	4.42
	East North Central	26	4.26
HOSPITALITY/ACCOMMODATION/ FOOD SERVICES	South Atlantic	146	42.94
	Pacific	55	16.18
	Mountain	37	10.88
	West South Central	35	10.29
	West North Central	26	7.65
	East South Central	16	4.71
	East North Central	11	3.24
	Middle Atlantic	8	2.35
	New England	3	0.88
	Other	3	0.88
INFORMATION - INFORMATION TECHNOLOGY	South Atlantic	872	42.87
	West South Central	368	18.09

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HIRED INDUSTRY	LOCATION	COUNT	PERCENT
	Pacific	287	14.11
	Mountain	133	6.54
	East South Central	122	6.00
	East North Central	75	3.69
	Middle Atlantic	61	3.00
	West North Central	60	2.95
	New England	33	1.62
	Other	23	1.13
INFORMATION - TELECOMMUNICATIONS	South Atlantic	88	26.35
	Mountain	64	19.16
	West South Central	57	17.07
	Pacific	53	15.87
	East South Central	21	6.29
	Middle Atlantic	21	6.29
	West North Central	12	3.59
	New England	8	2.40
	Other	6	1.80
	East North Central	4	1.20
INSTALLATION/REPAIR/MAINTENANCE	South Atlantic	116	28.02
	West South Central	94	22.71
	Pacific	68	16.43
	West North Central	32	7.73
	East South Central	31	7.49
	Mountain	26	6.28
	East North Central	22	5.31
	Middle Atlantic	16	3.86
	New England	9	2.17
	Other	3	5.36
	New England	2	3.57
MANAGEMENT OF COMPANIES AND ENTERPRISES	South Atlantic	58	37.42
	Mountain	24	15.48
	West South Central	24	15.48
	Pacific	20	12.90
	Middle Atlantic	14	9.03
	East South Central	9	5.81
	New England	3	1.94
	West North Central	3	1.94
MANUFACTURING	South Atlantic	228	29.27

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HIRED INDUSTRY	LOCATION	COUNT	PERCENT
	West South Central	168	21.57
	Pacific	126	16.17
	West North Central	68	8.73
	Mountain	61	7.83
	East South Central	52	6.68
	Middle Atlantic	25	3.21
	East North Central	24	3.08
	New England	18	2.31
	Other	9	1.16
MINING/QUARRYING/OIL AND GAS EXTRACTION	West South Central	56	37.84
	South Atlantic	33	22.30
	Mountain	14	9.46
	West North Central	12	8.11
	East North Central	9	6.08
	Pacific	9	6.08
	East South Central	6	4.05
	Middle Atlantic	6	4.05
	Other	3	2.03
OTHER	South Atlantic	772	44.96
	West South Central	315	18.35
	Pacific	140	8.15
	Mountain	134	7.80
	East South Central	120	6.99
	Middle Atlantic	77	4.48
	West North Central	75	4.37
	East North Central	48	2.80
	New England	24	1.40
	Other	12	0.70
	Pacific	83	17.04
	West South Central	68	13.96
PERSONAL CARE AND LAUNDRY SERVICES	South Atlantic	15	41.67
	West South Central	9	25.00
	Middle Atlantic	6	16.67
	Mountain	3	8.33
	Pacific	3	8.33
PHARMACEUTICAL AND MEDICAL	South Atlantic	59	41.26
	West South Central	23	16.08

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HIRED INDUSTRY	LOCATION	COUNT	PERCENT
	Pacific	17	11.89
	Middle Atlantic	13	9.09
	Mountain	10	6.99
	West North Central	8	5.59
	East South Central	6	4.20
	East North Central	4	2.80
	Other	3	2.10
PRIVATE SECURITY	South Atlantic	73	32.88
	Pacific	47	21.17
	Mountain	33	14.86
	West South Central	31	13.96
	West North Central	20	9.01
	East South Central	9	4.05
	Middle Atlantic	6	2.70
	New England	3	1.35
PROFESSIONAL - ACCOUNTING	South Atlantic	10	26.32
	Mountain	8	21.05
	Pacific	6	15.79
	West South Central	6	15.79
	Middle Atlantic	3	7.89
	West North Central	3	7.89
	East South Central	2	5.26
PROFESSIONAL - ADVERTISING	Other	7	20.59
	South Atlantic	7	20.59
	Pacific	6	17.65
	West South Central	5	14.71
	Mountain	3	8.82
	New England	3	8.82
	West North Central	3	8.82
	New England	7	1.17
	South Atlantic	218	44.22
PROFESSIONAL - ARCHITECTURAL/ ENGINEERING	South Atlantic	21	31.34
	Pacific	12	17.91
	West South Central	12	17.91
	East South Central	7	10.45

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HIRED INDUSTRY	LOCATION	COUNT	PERCENT
PROFESSIONAL - CONSULTING SERVICES	West North Central	6	8.96
	East North Central	3	4.48
	Middle Atlantic	3	4.48
	New England	3	4.48
	South Atlantic	118	36.20
	Pacific	88	26.99
	West South Central	34	10.43
	West North Central	28	8.59
	Mountain	25	7.67
	East South Central	10	3.07
	Middle Atlantic	9	2.76
	East North Central	8	2.45
	New England	3	0.92
	Other	3	0.92
PROFESSIONAL - CREATIVE AND DESIGN	South Atlantic	26	50.00
	Mountain	9	17.31
	Pacific	6	11.54
	West South Central	5	9.62
	East North Central	3	5.77
PROFESSIONAL - LEGAL	New England	3	5.77
	West South Central	18	31.03
	Pacific	11	18.97
	South Atlantic	10	17.24
	Mountain	6	10.34
	East South Central	4	6.90
	East North Central	3	5.17
	Middle Atlantic	3	5.17
	Other	2	3.45
	New England	1	1.72
PUBLISHING AND BROADCASTING	South Atlantic	12	35.29
	West North Central	6	17.65
	Pacific	4	11.76
	East North Central	3	8.82
	East South Central	3	8.82
	Mountain	3	8.82

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HIRED INDUSTRY	LOCATION	COUNT	PERCENT
	West South Central	3	8.82
	Mountain	59	9.16
	East South Central	52	8.07
REAL ESTATE/RENTAL AND LEASING	South Atlantic	69	30.40
	West South Central	49	21.59
	Pacific	46	20.26
	Mountain	25	11.01
	East North Central	12	5.29
	East South Central	6	2.64
	Other	6	2.64
	West North Central	6	2.64
	Middle Atlantic	4	1.76
	New England	4	1.76
RELIGIOUS/CIVIC/NONPROFIT	South Atlantic	68	32.54
	West South Central	49	23.44
	Pacific	33	15.79
	West North Central	25	11.96
	Mountain	15	7.18
	Middle Atlantic	12	5.74
	East North Central	6	2.87
	East South Central	1	0.48
RETAIL TRADE	South Atlantic	335	27.50
	Pacific	251	20.61
	West South Central	235	19.29
	Mountain	137	11.25
	West North Central	97	7.96
	East South Central	55	4.52
	East North Central	53	4.35
	Middle Atlantic	34	2.79
	New England	18	1.48
	Other	3	0.25
TRANSPORTATION AND WAREHOUSING	South Atlantic	461	34.48
	West South Central	269	20.12
	Pacific	211	15.78
	East South Central	92	6.88
	Mountain	92	6.88

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HIRED INDUSTRY	LOCATION	COUNT	PERCENT
	West North Central	80	5.98
	East North Central	69	5.16
	Middle Atlantic	37	2.77
	New England	17	1.27
	Other	9	0.67
	Pacific	31	17.82
UTILITIES	West North Central	17	9.77
	South Atlantic	124	28.44
	West South Central	99	22.71
	Pacific	74	16.97
	West North Central	39	8.94
	Mountain	37	8.49
	East South Central	22	5.05
	Middle Atlantic	16	3.67
	East North Central	14	3.21
	New England	10	2.29
	Other	1	0.23
	Pacific	30	17.75
WHOLESALE TRADE	South Atlantic	45	26.63
	West South Central	30	17.75
	West North Central	20	11.83
	Mountain	18	10.65
	East South Central	10	5.92
	East North Central	9	5.33
	Middle Atlantic	7	4.14

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

KEY TAKEAWAYS:

- Rank, Age Category, Employment Status, Race, and Location all played significant roles in whether a client would migrate to a new state.
- Age group difference showed a pattern of migration to a new state begins and increases starting at age 40.
- The Under Employed were most likely to migrate to a new state (3 times higher), followed by Unemployed (2.44 times higher) and Employed (1.95 times higher).
- Hispanic or Latino clients had chances 1.52 higher to migrate compared to Whites, while Black or African American clients migrated at 1.26 times higher rates.
- West South Central clients migrated to a new state 1.44 times that of clients located in South Atlantic. HHUSA clients located in East South Central and West North Central were both less likely to migrate.

In order to investigate what demographic indicators suggest a higher likelihood of a client's migration to another state, a logistic regression model was created. Clients that were successful in achieving employment were asked to complete a survey that provided information about their new job. Of the 16,559 clients, the survey was completed by 4,232 of them. Approximately 73.44% of the clients that completed the survey stated that the company that hired them was in a different state than their current address. This information was used to create a binary flag and used as a response variable in the model. Demographic information was then used as predictor variables to build the model.

The logistic regression model successfully converged and had an R^2 value of 0.06 (Max-rescaled $R^2 = 0.09$). The model provided a c-statistic of 0.66, which is slightly below a desired rate. There were observed significant differences between demographic variable groups, $\chi^2 = 277.31$, $df = 44$, $p < 0.01$. The demographic variables where differences occurred included a HHUSA client's Rank ($\chi^2 = 10.88$, $df = 4$, $p = 0.03$), Age Category ($\chi^2 = 13.42$, $df = 6$, $p = 0.04$), Employment Status ($\chi^2 = 71.29$, $df = 6$, $p < 0.01$), Race ($\chi^2 = 17.29$, $df = 6$, $p < 0.01$), and Location ($\chi^2 = 44.65$, $df = 9$, $p < 0.01$). A table containing the modeling parameters can be found below.

Table 15. Modeling Results Predicting HHUSA Client Migration to a New State by Demographics.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		0.39	0.14	7.80	$p < 0.01$
Rank	Company-Grade Officer	-0.47	0.15	10.05	$p < 0.01$
	Field-Grade Officer	-0.29	0.20	2.14	0.14
	Senior Non-Commissioned Officer	-0.12	0.16	0.61	0.43
	Warrant Officer	-0.11	0.25	0.20	0.65

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VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Age Category	25-29 years	-0.02	0.14	0.02	0.89
	30-34 years	0.14	0.17	0.65	0.42
	35-39 years	0.34	0.18	3.49	0.06
	40-44 years	0.42	0.19	4.93	0.03
	45-49 years	0.45	0.21	4.78	0.03
	50 years and over	0.75	0.23	10.19	p < 0.01
Employment Status	Employed	0.67	0.16	16.86	p < 0.01
	Pending Medical Separation	-0.04	0.20	0.05	0.83
	Student - Not seeking full time employment	0.36	0.37	0.96	0.33
	Temporary/Contract Employee	0.77	0.40	3.69	0.05
	Under employed - Insufficient income	1.11	0.25	19.49	p < 0.01
	Unemployed	0.89	0.12	58.70	p < 0.01
Disability Status	Disabled	0.25	0.19	1.68	0.19
	Pending	0.15	0.09	2.75	0.10
Education Level	2 Year Degree (AA, AS, etc.)	0.05	0.13	0.16	0.69
	4 Year Degree (BA, BS, etc.)	-0.02	0.11	0.02	0.89
	Doctorate (PhD, MD, etc.)	-0.56	0.43	1.75	0.19
	Post-Graduate Degree (MA, MS, JD, etc.)	-0.22	0.14	2.61	0.11
	Unknown	-0.68	0.54	1.55	0.21
Gender	Female	0.17	0.10	3.06	0.08
Race	American Indian or Alaska Native	0.09	0.50	0.03	0.86
	Asian, Native Hawaiian or Other Pacific Islander	0.35	0.18	3.67	0.06
	Black or African American	0.23	0.10	5.23	0.02
	Hispanic or Latino	0.42	0.12	12.30	p < 0.01
	Prefer not to answer	0.03	0.21	0.02	0.88
	Two or more races	0.25	0.16	2.51	0.11
Service Branch	Air Force	-0.11	0.10	1.14	0.28
	Coast Guard	-0.17	0.28	0.35	0.55
	Marines	0.09	0.12	0.49	0.48
	Navy	0.02	0.11	0.05	0.82
Location	East North Central	0.16	0.20	0.60	0.44
	East South Central	-0.39	0.16	6.09	0.01
	Middle Atlantic	-0.24	0.19	1.57	0.21
	Mountain	0.26	0.13	3.81	0.05
	New England	0.21	0.33	0.40	0.53
	Other	-1.50	0.78	3.68	0.06
	Pacific	0.05	0.11	0.23	0.63
	West North Central	-0.50	0.17	8.76	p < 0.01
	West South Central	0.37	0.11	10.82	p < 0.01
RUCA Type	Rural	-0.12	0.14	0.83	0.36

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Starting with the demographic variable indicating a client's Rank, the categories were compared against a baseline status of Junior Enlisted. When comparing to this group, the only significant difference occurred with Company-Grade Officers ($\beta = -0.47$, $\chi^2 = 10.05$, $p < 0.01$). Results indicated that Company-Grade Officers had a significantly lower chance (0.63 times) of migrating to a new state when compared to Junior Enlisted.

The next significant differences occurred when comparing Age Categories of HHUSA Clients. When all other demographic variables are held constant, there are significant differences when comparing clients in the 40-44 years ($\beta = 0.42$, $\chi^2 = 4.93$, $p = 0.03$), 45-49 years ($\beta = 0.45$, $\chi^2 = 4.78$, $p = 0.03$), and 50-years-and-older ($\beta = 0.75$, $\chi^2 = 16.86$, $p < 0.01$) categories to the baseline 24-years-and-younger group. Results indicate that as the age categories increase, the higher the likelihood of a client finding a career in a new state (1.53 times higher, 1.57 times higher, and 2.12 times higher, respectively).

Employment Status played a significant role in determining if a client would migrate to a new state. When compared to the baseline of Active Duty, HHUSA clients that are Employed ($\beta = 0.67$, $\chi^2 = 16.86$, $p < 0.01$), Under Employed ($\beta = 1.11$, $\chi^2 = 19.49$, $p < 0.01$), and Unemployed ($\beta = 0.89$, $\chi^2 = 58.70$, $p < 0.01$) all had significantly higher chances of migration to a new state. The Under Employed had 3.04 times higher likelihood of migration, followed by the Unemployed (2.44 times higher) and then Employed (1.95 times higher).

There were also significant differences between Race groups in migrating to a new state. When compared to the baseline White group, Black or African American ($\beta = 0.23$, $\chi^2 = 5.23$, $p = 0.01$) and Hispanic or Latino ($\beta = 0.42$, $\chi^2 = 12.30$, $p < 0.01$) clients were more likely to migrate. The odds of a client that is Black or African American migrates were 1.26 times higher, while the Hispanic or Latino clients were 1.52 times higher.

The final demographic variable that showed significant differences between groups in their behavior to migrate to a new state was Location. The baseline for comparisons in this analysis were clients in the South Atlantic location. HHUSA clients located in the West South Central area were the only group that had significantly higher chances (1.44 times greater) of locating when compared to clients from South Atlantic, $\beta = 0.37$, $\chi^2 = 10.82$, $p < 0.01$. Clients located in the East South Central ($\beta = -0.39$, $\chi^2 = 6.09$, $p = 0.01$) and West North Central ($\beta = -0.50$, $\chi^2 = 8.76$, $p < 0.01$) both showed significantly lower chances of migration. Those from East South Central had approximately 0.68 the likelihood of migrating to a new state, while those in West North Central had only a 0.61 times chance of migration.

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

KEY TAKEAWAYS:

- Salary Negotiation was the service that helped the likelihood of achieving a job the most. Clients completing it had a 2.62 times higher chance of being hired.
- Other successful services were Mentoring, Job Matching, Job Board Usage, Federal Resume Review, and Resume Tailoring. Cover Letter, LinkedIn, and Training all also helped, but not as much.
- For achieving a high salary job, the most important skill was Mentoring (2.42 times higher chance). This was followed closely by Job Board Usage (2.40 times higher) and Salary Negotiations (2.28 times higher).

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:

- Assessment
- Cover Letter
- Federal Career Counseling
- Federal Resume Review
- Interview Skills
- Job Board Usage
- Job Matching
- LinkedIn Account Tailoring
- Mentoring
- Networking
- Referrals
- Resume Creation
- Resume Tailoring
- Salary Negotiation
- Training
- Value Proposition Added

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. Unfortunately, there were several demographic categories and HHUSA services that were preventing the model from properly converging. Due to low frequency, clients in the Space Force Service Branch of the Military had to be excluded. Assessment and Resume Creation also were causing issues with the model convergence and had to be removed. Of the remaining clients, there were 16538 records with appropriate data for modeling. Approximately 15.88% of these clients were successfully hired.

The amount of variance accounted for by the model was $R^2 = 0.13$ (Max-rescaled $R^2 = 0.23$). The resulting model also had a fair amount of predictive capability, $c = 0.78$. When controlling for the covariate demographic variables, significant differences

were observed between participants that took part in HHUSA services. These services included Cover Letter ($\chi^2 = 6.55$, $df = 1$, $p = 0.01$), Federal Resume Review ($\chi^2 = 52.56$, $df = 1$, $p < 0.01$), Interviewing Skills ($\chi^2 = 56.21$, $df = 1$, $p < 0.01$), Job Board Usage ($\chi^2 = 136.27$, $df = 1$, $p < 0.01$), Job Matching ($\chi^2 = 69.31$, $df = 1$, $p < 0.01$), LinkedIn Account ($\chi^2 = 8.32$, $df = 1$, $p < 0.01$), Mentoring ($\chi^2 = 171.70$, $df = 1$, $p < 0.01$), Resume Tailoring ($\chi^2 = 88.48$, $df = 1$, $p < 0.01$), Salary Negotiation ($\chi^2 = 37.66$, $df = 1$, $p < 0.01$), Training ($\chi^2 = 5.68$, $df = 1$, $p = 0.02$), and Value Proposition ($\chi^2 = 6.11$, $df = 1$, $p = 0.01$). It is interesting to note that Value Proposition participation worsened client chances of getting hired.

The services that failed to show significant differences in impacting a HHUSA client from being hired included Federal Career Counseling ($\chi^2 = 0.04$, $df = 1$, $p = 0.85$), Networking ($\chi^2 = 1.33$, $df = 1$, $p = 0.25$), and Referrals ($\chi^2 = 0.03$, $df = 1$, $p = 0.86$). The results of the modeling can be found in the following table.

Table 16. Modeling Results Predicting HHUSA Clients Achieving Employment with Services.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		-2.07	0.09	500.62	<.0001
Rank	Company-Grade Officer	0.19	0.10	3.72	0.05
	Field-Grade Officer	0.23	0.12	3.53	0.06
	Senior Non-Commissioned Officer	0.16	0.09	2.96	0.09
	Warrant Officer	-0.09	0.16	0.32	0.57
Age Category	25-29 years	-0.14	0.09	2.60	0.11
	30-34 years	-0.25	0.10	5.89	0.02
	35-39 years	-0.28	0.11	6.52	0.01
	40-44 years	-0.22	0.11	3.82	0.05
	45-49 years	-0.26	0.12	4.39	0.04
	50 years and over	-0.50	0.13	14.87	$p < 0.01$
Employment Status	Employed	-0.13	0.10	2.01	0.16
	Pending Medical Separation	0.12	0.14	0.70	0.40
	Student - Not seeking full time employment	0.06	0.22	0.08	0.78
	Temporary/Contract Employee	0.14	0.22	0.41	0.52
	Under employed - Insufficient income	0.43	0.13	11.38	$p < 0.01$
	Unemployed	0.78	0.07	129.67	$p < 0.01$
	Unknown	-0.14	0.86	0.03	0.87
Disability	Disabled	-0.05	0.10	0.28	0.60
	Pending	0.21	0.06	13.26	0.00
Education Level	2 Year Degree (AA, AS, etc.)	-0.03	0.08	0.11	0.74
	4 Year Degree (BA, BS, etc.)	0.10	0.07	1.88	0.17
	Doctorate (PhD, MD, etc.)	0.05	0.29	0.04	0.85
	Post-Graduate Degree (MA, MS, JD, etc.)	0.14	0.09	2.72	0.10
	Unknown	-3.70	0.36	106.62	$p < 0.01$

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Gender	Female	-0.31	0.06	25.12	p < 0.01
Race	American Indian or Alaska Native	-0.50	0.31	2.62	0.11
	Asian, Native Hawaiian or Other Pacific Islander	-0.16	0.11	2.13	0.14
	Black or African American	-0.20	0.06	9.96	p < 0.01
	Hispanic or Latino	-0.16	0.07	5.06	0.02
	Prefer not to answer	-0.50	0.14	11.94	p < 0.01
	Two or more races	-0.09	0.10	0.87	0.35
Service Branch	Air Force	0.01	0.07	0.03	0.86
	Coast Guard	0.10	0.19	0.30	0.58
	Marines	0.09	0.08	1.48	0.22
	Navy	0.05	0.07	0.63	0.43
Location	East North Central	-0.25	0.13	3.85	0.05
	East South Central	-0.03	0.11	0.07	0.79
	Middle Atlantic	-0.16	0.13	1.55	0.21
	Mountain	0.11	0.09	1.73	0.19
	New England	0.02	0.20	0.01	0.92
	Other	-0.40	0.58	0.47	0.49
	Pacific	-0.04	0.07	0.29	0.59
	West North Central	0.31	0.11	8.75	p < 0.01
	West South Central	0.04	0.07	0.27	0.60
Cover Letter	True	0.25	0.10	6.55	0.01
Federal Counseling	True	0.05	0.27	0.04	0.85
Federal Resume	True	0.69	0.09	52.56	p < 0.01
Interviewing	True	0.74	0.10	56.21	p < 0.01
Job Board	True	0.69	0.06	136.27	p < 0.01
Job Matching	True	0.78	0.09	69.31	p < 0.01
LinkedIn	True	0.32	0.11	8.32	p < 0.01
Mentoring	True	0.91	0.07	171.70	p < 0.01
Networking	True	0.14	0.12	1.33	0.25
Referral	True	0.05	0.29	0.03	0.86
Resume Tailoring	True	0.68	0.07	88.48	p < 0.01
Salary Negotiation	True	0.96	0.16	37.66	p < 0.01
Training	True	0.28	0.12	5.68	0.02
Value Proposition	True	-0.29	0.12	6.11	0.01

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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 2021. The service that helped improve the likelihood of a client get hired the most was Salary Negotiation. 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 Mentoring (2.49 times higher). Clients that participated in Job Matching had 2.19 times the likelihood than those that did not receive the service. Interviewing, Job Board Usage, Federal Resume Review, and Resume Tailoring all increased a HHUSA client's odds by 100%. Cover Letter, LinkedIn, and Training all increased chances of being hired by approximately 1.30 times. Finally, HHUSA clients that completed Value Proposition training were only 0.75 times likely to become hired when compared to those that did not.

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 2021 data. This provided a total of 2,447 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 $R^2 = 0.15$ (Max-rescaled $R^2 = 0.27$). The resulting model also contained a high amount of predictive capability, $c = 0.80$. The results can be found in the table below.

Table 17. Modeling Results Predicting HHUSA Clients Achieving a High Salary with Services.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		-3.18	0.12	703.95	$p < 0.01$
Rank	Company-Grade Officer	0.97	0.10	95.98	$p < 0.01$
	Field-Grade Officer	0.83	0.12	45.27	$p < 0.01$
	Senior Non-Commissioned Officer	0.63	0.10	39.65	$p < 0.01$
	Warrant Officer	0.87	0.15	33.39	$p < 0.01$
Age Category	25-29 years	0.26	0.12	4.59	0.03
	30-34 years	0.26	0.13	3.74	0.05
	35-39 years	0.32	0.14	5.65	0.02
	40-44 years	0.39	0.14	8.20	$p < 0.01$
	45-49 years	0.31	0.15	4.56	0.03
	50 years and over	0.07	0.16	0.20	0.65
Employment Status	Employed	-0.05	0.10	0.29	0.59
	Pending Medical Separation	0.04	0.15	0.08	0.77
	Student - Not seeking full time employment	-0.46	0.31	2.26	0.13
	Temporary/Contract Employee	0.13	0.23	0.33	0.56
	Under employed - Insufficient income	-0.10	0.16	0.39	0.53
	Unemployed	0.21	0.08	7.60	$p < 0.01$
	Unknown	-0.01	0.87	0.00	0.99
Disability	Disabled	0.16	0.11	2.22	0.14
	Pending	0.34	0.06	30.43	$p < 0.01$

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Education Level	2 Year Degree (AA, AS, etc.)	0.20	0.09	5.06	0.02
	4 Year Degree (BA, BS, etc.)	0.45	0.08	35.17	p < 0.01
	Doctorate (PhD, MD, etc.)	0.80	0.25	10.11	p < 0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	0.61	0.09	45.68	p < 0.01
	Unknown	-3.24	0.38	70.78	p < 0.01
Gender	Female	-0.58	0.07	71.88	p < 0.01
Race	American Indian or Alaska Native	-0.94	0.38	6.09	0.01
	Asian, Native Hawaiian or Other Pacific Islander	-0.16	0.11	1.88	0.17
	Black or African American	-0.25	0.07	13.09	p < 0.01
	Hispanic or Latino	-0.37	0.08	22.29	p < 0.01
	Prefer not to answer	-0.38	0.14	7.43	p < 0.01
	Two or more races	-0.22	0.11	4.16	0.04
Service Branch	Air Force	0.36	0.07	28.24	p < 0.01
	Coast Guard	0.10	0.19	0.29	0.59
	Marines	0.11	0.08	1.69	0.19
	Navy	0.23	0.07	11.60	p < 0.01
Location	East North Central	-0.29	0.14	4.47	0.03
	East South Central	-0.06	0.11	0.32	0.57
	Middle Atlantic	-0.24	0.14	2.93	0.09
	Mountain	0.05	0.09	0.36	0.55
	New England	-0.13	0.22	0.33	0.57
	Other	-0.58	0.77	0.58	0.45
	Pacific	0.08	0.07	1.23	0.27
	West North Central	-0.26	0.13	4.16	0.04
	West South Central	0.08	0.07	1.24	0.26
Cover Letter	True	0.17	0.10	2.83	0.09
Federal Counseling	True	0.57	0.26	4.94	0.03
Federal Resume	True	0.58	0.10	35.81	p < 0.01
Interviewing	True	0.48	0.11	20.68	p < 0.01
Job Board	True	0.59	0.06	93.23	p < 0.01
Job Matching	True	0.88	0.10	78.73	p < 0.01
LinkedIn	True	0.02	0.12	0.02	0.89
Mentoring	True	0.88	0.07	151.48	p < 0.01
Networking	True	0.19	0.13	2.07	0.15
Referral	True	-0.64	0.38	2.92	0.09
Resume Tailoring	True	0.37	0.08	22.36	p < 0.01
Salary Negotiation	True	0.82	0.16	25.59	p < 0.01
Training	True	0.35	0.12	8.66	p < 0.01
Value Proposition	True	0.00	0.12	0.00	0.98

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When controlling for demographic covariates, the results of the model indicate that the main services that helped clients achieve a high salary include Federal Counseling ($\chi^2 = 4.94$, $df = 1$, $p < 0.01$), Federal Resume ($\chi^2 = 35.81$, $df = 1$, $p < 0.01$), Interviewing Skills Training ($\chi^2 = 20.68$, $df = 1$, $p < 0.01$), Job Board ($\chi^2 = 93.23$, $df = 1$, $p < 0.01$), Job Matching ($\chi^2 = 78.73$, $df = 1$, $p < 0.01$), Mentoring ($\chi^2 = 151.48$, $df = 1$, $p < 0.01$), Resume Tailoring ($\chi^2 = 22.36$, $df = 1$, $p < 0.01$), Salary Negotiation ($\chi^2 = 35.59$, $df = 1$, $p < 0.01$), and Training ($\chi^2 = 8.66$, $df = 1$, $p < 0.01$).

The HHUSA service that had the most impact on a client achieving a high salary job was Mentoring. HHUSA clients that completed mentoring were 2.42 times more likely to be hired at an above average salary than those that did not complete Mentoring. This was followed closely by Job Board and Salary Negotiation services, which increased chances of being hired at a higher salary by 2.40 and 2.28 times, respectively.

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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:

- Two main clusters of Job Functions had significantly higher salaries. These included Analyst/IT/Computer functions and then Management/Planning functions.
- Aerospace and Aviation, Defense Contracting, Information Technology, Consulting Services, Architectural/Engineering, and Management of Companies/Enterprises were the industries that showed significantly higher rates of salary.
- Location remained the same as prior year, showing Pacific and South Atlantic with significant (although slightly) higher than average salaries.

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 33,481 records in the 2021 cohort, only 3,893 (11.63%) 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 342 Analyst job function, 282 (82.46%) reported having higher salaries. Business Development (n = 70) jobs also seemed to hire at an above average salary rate (80.00%). Of the 195 clients hired as a Consultant job function, 155 (76.41%) had a higher salary. The same is true for the 210 HHUSA clients hired in Engineering (83.33%). Other job functions with statistically significant higher salaries included Quality Assurance/Quality Control (63.53%), Computer/Software Engineering (81.29%), General IT (64.50%), and Information Security (89.30%).

Getting a job with a Management job function seemed to have a great impact on a client's likelihood to achieve a high salary. Systems Management (89.60%), Executive/C-Suite Management (91.89%), Operations Management (79.81%), Programs Management (86.49%), Project Management (88.85%) all had high rates of high salaries. Similar job function of Purchasing/Procurement (78.57%), Strategy/Planning (95.00%), and Supply Chain/Logistics (57.61%) also seemed to help.

A table of the frequencies has been included below.

Table 18. Frequencies of HHUSA Clients Achieving High Salaries by Hired Job Function.

JOB FUNCTION	HIGH SALARY	COUNT	PERCENT
Accounting	Yes	22	40.74%
	No	32	59.26%
Administrative/Clerical	Yes	90	20.64%
	No	346	79.36%
Analyst	Yes	282	82.46%
	No	60	17.54%
Automotive	Yes	16	27.12%

JOB FUNCTION	HIGH SALARY	COUNT	PERCENT
	No	43	72.88%
Banking/Finance	Yes	66	47.48%
	No	73	52.52%
Biotech	Yes	6	46.15%
	No	7	53.85%
Brokerage	Yes	2	40.00%
	No	3	60.00%
Business Development	Yes	56	80.00%
	No	14	20.00%
Construction	Yes	32	33.33%
	No	64	66.67%
Consultant	Yes	149	76.41%
	No	46	23.59%
Customer Service	Yes	27	8.63%
	No	286	91.37%
Design	Yes	5	45.45%
	No	6	54.55%
Distribution/Shipping	Yes	36	37.11%
	No	61	62.89%
Engineering	Yes	175	83.33%
	No	35	16.67%
Entrepreneurship/Franchise/Self-Employed	Yes	3	50.00%
	No	3	50.00%
Entry Level/New Grad	Yes	1	20.00%
	No	4	80.00%
Facilities Management	Yes	27	49.09%
	No	28	50.91%
Firefighter/EMT/Emergency Service	Yes	19	45.24%
	No	23	54.76%
Game Design/Development	Yes	6	60.00%
	No	4	40.00%
General Business	Yes	8	40.00%
	No	12	60.00%
General Labor	Yes	9	10.84%
	No	74	89.16%
Healthcare Professional	Yes	94	36.43%
	No	164	63.57%
Human Resources	Yes	139	53.46%
	No	121	46.54%
IT - Computer Science	Yes	12	70.59%
	No	5	29.41%

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JOB FUNCTION	HIGH SALARY	COUNT	PERCENT
IT - Computer/Software Engineering	Yes	139	81.29%
	No	32	18.71%
IT - General	Yes	149	64.50%
	No	82	35.50%
IT - Help Desk/Support	Yes	57	33.14%
	No	115	66.86%
IT - Information Security	Yes	192	89.30%
	No	23	10.70%
IT - Systems Management	Yes	155	89.60%
	No	18	10.40%
Installation/Maintenance/Repair	Yes	146	37.15%
	No	247	62.85%
Legal	Yes	15	57.69%
	No	11	42.31%
Management - Executive/C-Suite	Yes	34	91.89%
	No	3	8.11%
Management - General	Yes	123	56.16%
	No	96	43.84%
Management - Operations	Yes	253	79.81%
	No	64	20.19%
Management - Programs	Yes	160	86.49%
	No	25	13.51%
Management - Project	Yes	247	88.85%
	No	31	11.15%
Manufacturing	Yes	18	29.51%
	No	43	70.49%
Marketing	Yes	17	45.95%
	No	20	54.05%
Media/Journalism/Newspaper	Yes	7	50.00%
	No	7	50.00%
Natural Resources/Environmental	Yes	16	55.17%
	No	13	44.83%
Nonprofit - Social Services	Yes	13	26.53%
	No	36	73.47%
Other	Yes	136	44.74%
	No	168	55.26%
Professional Services	Yes	19	35.85%
	No	34	64.15%
Purchasing/Procurement	Yes	22	78.57%
	No	6	21.43%
Quality Assurance/Quality Control	Yes	54	63.53%

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JOB FUNCTION	HIGH SALARY	COUNT	PERCENT
	No	31	36.47%
Real Estate	Yes	7	21.88%
	No	25	78.13%
Recruiting/Talent Acquisition	Yes	43	58.11%
	No	31	41.89%
Research	Yes	9	52.94%
	No	8	47.06%
Restaurant/Food Service	Yes	5	11.90%
	No	37	88.10%
Retail	Yes	4	6.90%
	No	54	93.10%
Safety/Security/Law Enforcement	Yes	82	29.60%
	No	195	70.40%
Sales	Yes	32	25.81%
	No	92	74.19%
Science	Yes	8	50.00%
	No	8	50.00%
Skilled Labor/Trades	Yes	53	30.11%
	No	123	69.89%
Strategy/Planning	Yes	19	95.00%
	No	1	5.00%
Supply Chain/Logistics	Yes	140	57.61%
	No	103	42.39%
Telecommunications	Yes	9	47.37%
	No	10	52.63%
Training/Instruction/Teaching	Yes	136	47.22%
	No	152	52.78%
Transportation	Yes	67	39.88%
	No	101	60.12%
Warehouse	Yes	24	17.78%
	No	111	82.22%

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 (73.08%). A majority (79.48%) 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 (72.79%), Consulting Services (72.07%), Architectural/Engineering (73.91%), and Management of Companies and Enterprises (72.00%). A table has once again been included with the results.

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Table 19. Frequencies of HHUSA Clients Achieving High Salaries by Hired Industry.

INDUSTRY	HIGH SALARY	COUNT	PERCENT
Aerospace and Aviation	Yes	209	73.08%
	No	77	26.92%
Agriculture/Forestry/Fishing and Hunting	Yes	15	35.71%
	No	27	64.29%
Arts/Entertainment/Recreation	Yes	19	26.76%
	No	52	73.24%
Banking/Finance/Insurance	Yes	146	49.49%
	No	149	50.51%
Business Support - Admin/Staffing	Yes	69	41.07%
	No	99	58.93%
Business Support - Facilities	Yes	33	44.00%
	No	42	56.00%
Business Support - Waste Management	Yes	6	42.86%
	No	8	57.14%
Construction	Yes	89	41.40%
	No	126	58.60%
Defense Contracting	Yes	891	79.48%
	No	230	20.52%
Educational Services	Yes	78	27.86%
	No	202	72.14%
Government and Public Administration	Yes	328	43.62%
	No	424	56.38%
Health Care and Social Assistance	Yes	226	38.63%
	No	359	61.37%
Hospitality/Accommodation/Food Services	Yes	30	26.79%
	No	82	73.21%
Information - Information Technology	Yes	511	72.79%
	No	191	27.21%
Information - Telecommunications	Yes	60	53.10%
	No	53	46.90%
Installation/Repair/Maintenance	Yes	38	25.68%
	No	110	74.32%
Management of Companies and Enterprises	Yes	36	72.00%
	No	14	28.00%
Manufacturing	Yes	148	55.22%
	No	120	44.78%
Mining/Quarrying/Oil and Gas Extraction	Yes	33	62.26%
	No	20	37.74%

INDUSTRY	HIGH SALARY	COUNT	PERCENT
Other	Yes	269	44.32%
	No	338	55.68%
Personal Care and Laundry Services	Yes	4	33.33%
	No	8	66.67%
Pharmaceutical and Medical	Yes	24	44.44%
	No	30	55.56%
Private Security	Yes	16	19.75%
	No	65	80.25%
Professional - Accounting	Yes	5	38.46%
	No	8	61.54%
Professional - Advertising	Yes	4	33.33%
	No	8	66.67%
Professional - Architectural/Engineering	Yes	17	73.91%
	No	6	26.09%
Professional - Consulting Services	Yes	80	72.07%
	No	31	27.93%
Professional - Creative and Design	Yes	8	47.06%
	No	9	52.94%
Professional - Legal	Yes	11	50.00%
	No	11	50.00%
Publishing and Broadcasting	Yes	6	50.00%
	No	6	50.00%
Real Estate/Rental and Leasing	Yes	28	36.84%
	No	48	63.16%
Religious/Civic/Nonprofit	Yes	24	35.29%
	No	44	64.71%
Retail Trade	Yes	111	26.06%
	No	315	73.94%
Transportation and Warehousing	Yes	216	46.65%
	No	247	53.35%
Utilities	Yes	75	48.39%
	No	80	51.61%
Wholesale Trade	Yes	28	48.28%
	No	30	51.72%

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Table 20. Frequencies of HHUSA Clients Achieving High Salaries by Location.

LOCATION	HIGH SALARY	COUNT	PERCENT
East North Central	Yes	85	48.85%
	No	89	51.15%
East South Central	Yes	106	46.70%
	No	121	53.30%
Middle Atlantic	Yes	74	49.01%
	No	77	50.99%
Missing	Yes	3	33.33%
	No	6	66.67%
Mountain	Yes	208	48.48%
	No	221	51.52%
New England	Yes	29	46.77%
	No	33	53.23%
Other	Yes	29	54.72%
	No	24	45.28%
Pacific	Yes	392	53.92%
	No	335	46.08%
South Atlantic	Yes	893	52.72%
	No	801	47.28%
West North Central	Yes	95	39.09%
	No	148	60.91%
West South Central	Yes	342	43.18%
	No	450	56.82%

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

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KEY TAKEAWAYS:

- There were significant differences between Age Groups in time spent to find a new job. As age increases, so does the time it takes to be hired.
- All Employment Status groups except for Student – Not seeking full time employment were able to be hired significantly faster than clients that were of Active Duty.
- HHUSA Clients in the Middle Atlantic were able to find work faster than those clients located in the South Atlantic division.

In order to study the effects of how long it takes a HHUSA client to find a job and the client's demographic profile, a general linearized model (GLM) was created. This study investigated the number of weeks it took a client to successfully get a job by using the explanatory variables 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 21.62 ($\sigma = 11.96$) weeks in order to find work, which is a slight improvement from the 2020 data. The median number of weeks was 20. 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.

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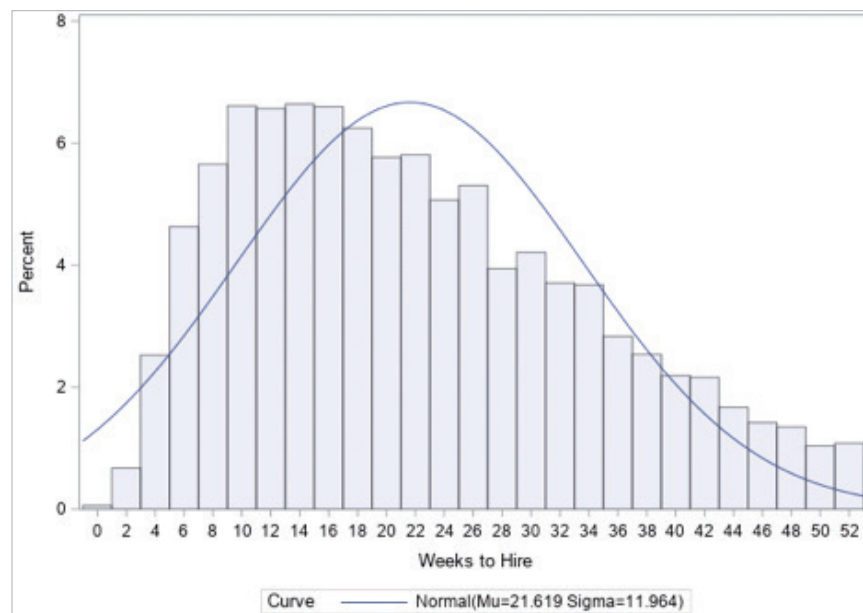
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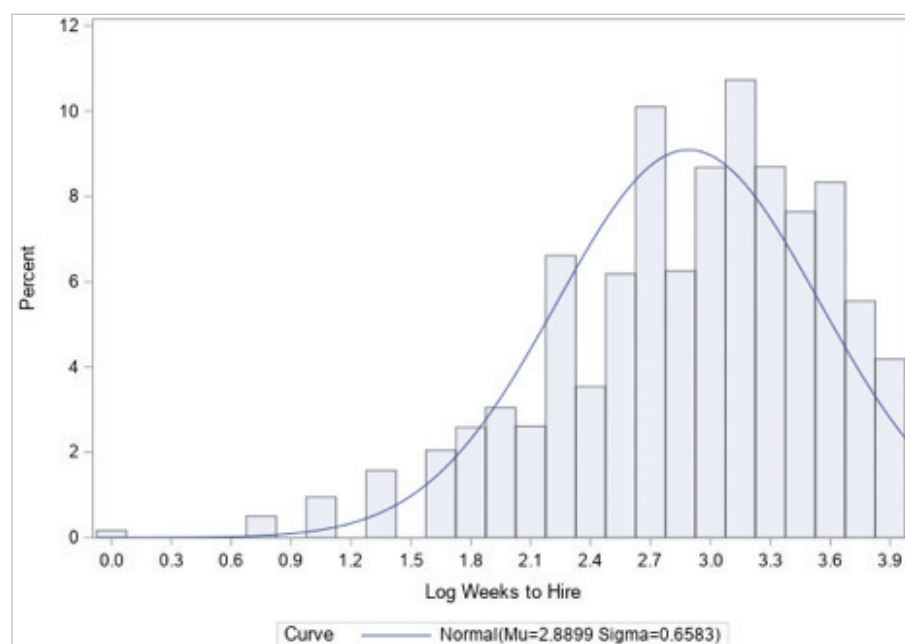
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Figure 3. Distribution of Weeks to Hire.



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 2.89 ($\sigma = 0.66$) 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 4. Distribution of Log Weeks to Hire.



The overall results of the modeling showed that there were significant differences in the explanatory variables used in the model ($df = 46$, $F = 18.43$, $p < 0.01$). The amount of variance explained by the demographic variables was $R^2 = 0.17$. Of the demographic variables used as predictors, there were observed significant differences in Age Category ($df = 6$, $F = 3.37$, $p = 0.01$), Employment Status ($df = 7$, $F = 68.56$, $p < 0.01$), Gender ($df = 1$, $F = 3.98$, $p = 0.05$), and Location ($df = 9$, $F = 2.82$, $p < 0.01$). A table of the resulting model can be found below.

Table 21. Modeling Results Predicting the Number of Log Weeks to Achieve Employment.

PARAMETER	CLASS	ESTIMATE	STDERR	T	PROB
Intercept		2.94	0.04	79.81	p < 0.01
Rank	Company-Grade Officer	0.04	0.04	0.99	0.32
	Field-Grade Officer	-0.02	0.05	-0.37	0.71
	Senior Non-Commissioned Officer	0.00	0.04	0.09	0.93
	Warrant Officer	0.10	0.06	1.64	0.10
Age Category	25-29 years	0.12	0.04	3.13	p < 0.01
	30-34 years	0.13	0.04	3.08	p < 0.01
	35-39 years	0.18	0.04	3.97	p < 0.01
	40-44 years	0.17	0.05	3.79	p < 0.01
	45-49 years	0.16	0.05	3.19	p < 0.01
	50 years and over	0.21	0.05	3.92	p < 0.01
Employment Status	Employed	-0.27	0.04	-6.91	p < 0.01
	Pending Medical Separation	-0.17	0.06	-3.06	p < 0.01
	Student - Not seeking full time employment	-0.16	0.09	-1.73	0.08
	Temporary/Contract Employee	-0.39	0.09	-4.38	p < 0.01
	Under employed - Insufficient income	-0.52	0.05	-10.06	p < 0.01
	Unemployed	-0.58	0.03	-21.30	p < 0.01
	Unknown	-0.97	0.34	-2.82	p < 0.01
Disability Status	Disabled	-0.09	0.04	-2.04	0.04
	Pending	-0.04	0.02	-1.71	0.09
Education Level	2 Year Degree (AA, AS, etc.)	0.04	0.03	1.14	0.26
	4 Year Degree (BA, BS, etc.)	0.07	0.03	2.42	0.02
	Doctorate (PhD, MD, etc.)	0.18	0.12	1.55	0.12
	Post-Graduate Degree (MA, MS, JD, etc.)	0.07	0.03	1.93	0.05
	Unknown	0.12	0.15	0.79	0.43
Gender	Female	0.04	0.02	1.83	0.07
Race	American Indian or Alaska Native	0.17	0.12	1.34	0.18
	Asian, Native Hawaiian or Other Pacific Islander	-0.03	0.05	-0.67	0.51
	Black or African American	-0.02	0.03	-0.68	0.49
	Hispanic or Latino	-0.04	0.03	-1.43	0.15
	Prefer not to answer	0.05	0.06	0.91	0.36
	Two or more races	-0.06	0.04	-1.59	0.11
	Unknown	0.14	0.61	0.23	0.82
Service Branch	Air Force	0.02	0.03	0.83	0.41
	Coast Guard	0.06	0.07	0.76	0.45
	Marines	-0.02	0.03	-0.56	0.57
	Navy	0.00	0.03	0.15	0.88

PARAMETER	CLASS	ESTIMATE	STDERR	T	PROB
Location	East North Central	-0.05	0.05	-1.00	0.32
	East South Central	0.00	0.04	-0.08	0.94
	Middle Atlantic	-0.18	0.05	-3.53	p < 0.01
	Mountain	0.03	0.03	0.93	0.35
	New England	-0.03	0.08	-0.38	0.70
	Other	0.58	0.24	2.42	0.02
	Pacific	0.03	0.03	1.04	0.30
	West North Central	-0.01	0.05	-0.11	0.91
	West South Central	0.03	0.03	1.25	0.21
RUCA Type	Rural	0.07	0.04	1.86	0.06

Significant differences existed between age categories. When compared to the reference group of HHUSA clients aged 24-years-and-younger, all other categories showed significant differences in a positive direction. This tends to indicate that the higher the age of a client, the longer time required in order to find a job. This may be due to older clients having more savings and can hold out longer before needing to be hired.

The next demographic variable to show significant differences occurred in a client's Employment Status. When compared to the baseline Active Duty group, all groups with the exception of Student had shown a significantly shorter time required to find employment. Those that were Unemployed showed the shortest duration, followed by the Under employed. This seems to indicate that those on Active Duty may have to wait for their service commitment to complete before finding employment. The results may also be showing that those that are Unemployed and Under employed are eager to accept new jobs.

The final demographic variable to show significant differences within groups was based on the client's Location. Using HHUSA clients from the South Atlantic division as a baseline for comparison, clients listing Middle Atlantic had a significantly shorter duration to find work ($\beta = -0.18$, $t = -3.53$, $p < 0.01$). HHUSA clients listing Other as their Location tended to take a significantly longer time in order to find a job, $\beta = -0.18$, $t = -3.53$, $p < 0.01$.

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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 2021 continues to show that Female clients have a significantly lower chance of achieving a job at a higher salary. This trend is lower than what was observed in 2020.
- Employment Status while searching for a job with HHUSA was the most significant predictor. Female clients that were in a Temporary/Contract position had 20 times the chance to get a high salary compared to Active Duty. Employed Females had a chance 3 times higher.
- Female clients of Company-Grade Officer and Senior Non-Commissioned officer had significantly greater chances of achieving a higher salary than Junior Enlisted.
- Education continued to play a strong role, where Female clients that had a 4-Year Degree had a 3 times higher rate, Post-Graduates with 8 times the rate as clients with a High School/GED education.
- Female clients in the Pacific division had almost 4 times greater success when compared to South Atlantic clients. This may be due to higher cost of living.
- Job related to Engineering (15x higher), Information Security (10x higher), Project Management (5x higher), and Analyst (5x higher) were the main job functions related to getting a higher salary for Women Veterans.

A logistic regression model was fit using the 2021 data in order to examine the effects of gender on starting salary. In this model, records of hired HHUSA clients with ($n = 2,626$) were used to predict the likelihood of achieving a high salary, 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. Of the records that had sufficient data to model with, there were 480 (18.28%) Females and 2146 (81.72%) Males. There were 1,418 (54.00%) records that reported having a high salary, and only 183 (12.91%) of them were Females.

The resulting model was able to successfully converge with an R^2 value of 0.29 (Max-rescaled $R^2 = 0.38$). 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 ($\chi^2 = 54.76$, $df = 1$, $p < 0.01$). The rate at which Female HHUSA clients are able to be hired at a higher salary is only 0.39 times that of their Male counterparts. This number is lower than the 0.57 rate observed in the prior year. The results of this model can be found in the following table.

Table 22. Modeling Results Predicting the Likelihood of Reporting a High Salary.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		-1.37	0.19	54.05	p < 0.01
Rank	Company-Grade Officer	1.57	0.19	67.07	p < 0.01
	Field-Grade Officer	1.67	0.27	39.23	p < 0.01
	Senior Non-Commissioned Officer	0.79	0.17	21.75	p < 0.01
	Warrant Officer	1.41	0.33	18.14	p < 0.01
Employment Status	Employed	0.23	0.18	1.64	0.20
	Pending Medical Separation	-0.19	0.28	0.47	0.49
	Student - Not seeking full time employment	-0.38	0.50	0.58	0.45
	Temporary/Contract Employee	0.66	0.46	2.05	0.15
	Under employed - Insufficient income	-0.71	0.24	8.48	p < 0.01
	Unemployed	-0.50	0.12	16.17	p < 0.01
	Unknown	10.90	297.50	0.00	0.97
Age Category	25-29 years	0.35	0.20	3.06	0.08
	30-34 years	0.60	0.22	7.57	p < 0.01
	35-39 years	0.88	0.22	15.67	p < 0.01
	40-44 years	0.79	0.23	11.70	p < 0.01
	45-49 years	1.00	0.25	15.49	p < 0.01
	50 years and over	0.78	0.28	7.97	p < 0.01
Education Level	2 Year Degree (AA, AS, etc.)	0.54	0.16	12.17	p < 0.01
	4 Year Degree (BA, BS, etc.)	0.69	0.13	27.18	p < 0.01
	Doctorate (PhD, MD, etc.)	2.02	0.78	6.61	0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	1.35	0.17	59.45	p < 0.01
	Unknown	0.00	0.82	0.00	1.00
Gender	Female	-0.95	0.13	54.76	p < 0.01
Race	American Indian or Alaska Native	-0.75	0.69	1.18	0.28
	Asian, Native Hawaiian or Other Pacific Islander	0.32	0.23	1.96	0.16
	Black or African American	-0.16	0.13	1.56	0.21
	Hispanic or Latino	-0.36	0.14	6.16	0.01
	Prefer not to answer	0.22	0.31	0.49	0.48
	Two or more races	-0.12	0.20	0.35	0.55
Service Branch	Air Force	0.44	0.14	10.42	0.00
	Coast Guard	-0.69	0.36	3.66	0.06
	Marines	0.27	0.15	3.04	0.08
	Navy	0.21	0.14	2.41	0.12
Location	East North Central	-0.08	0.26	0.08	0.77
	East South Central	-0.26	0.22	1.45	0.23
	Middle Atlantic	-0.37	0.26	2.10	0.15

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
	Mountain	-0.13	0.17	0.58	0.45
	New England	-0.72	0.40	3.18	0.07
	Other	-1.81	1.66	1.18	0.28
	Pacific	0.26	0.15	3.07	0.08
	West North Central	-0.40	0.23	3.12	0.08
	West South Central	-0.13	0.14	0.90	0.34
RUCA Type	Rural	-0.18	0.17	1.10	0.30

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 2021 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 $\alpha = 0.05$ and an exit of $\alpha = 0.10$. Of the 480 hired Females, there were 471 with sufficient data to model with.

The model took 8 steps to finish the variable selection process, resulting in a successfully converging model with an R^2 value of 0.39 (Max-rescaled $R^2 = 0.54$). During the first step, the binary indicator variable for Administrative/Clerical was entered into the model, $\chi^2 = 15.47$, $df = 1$, $p < 0.01$. The next job function to be entered was Customer Service, $\chi^2 = 13.05$, $df = 1$, $p < 0.01$. During the third step, the Analyst job function was entered, $\chi^2 = 5.81$, $df = 1$, $p = 0.01$. The process continued to enter in the following job functions in the order of Project Management ($\chi^2 = 5.35$, $df = 1$, $p = 0.02$), Information Security ($\chi^2 = 5.25$, $df = 1$, $p = 0.02$), Engineering ($\chi^2 = 5.36$, $df = 1$, $p = 0.02$), and finally Nonprofit – Social Services ($\chi^2 = 4.59$, $df = 1$, $p = 0.03$). After Nonprofit – Social Services was entered, the model re-evaluated itself and removed this job function as it became insignificant at this point, $\chi^2 < 0.01$, $df = 1$, $p = 0.98$. The variable selection algorithm stopped afterward. The results for the final model can be found in the following table.

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Table 23. Modeling Results Predicting a Female HHUSA Client Achieving a High Salary using Hired Job Functions.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		-3.14	0.68	21.22	p < 0.01
Rank	Company-Grade Officer	1.34	0.44	9.15	p < 0.01
	Field-Grade Officer	1.20	0.62	3.76	0.05
	Senior Non-Commissioned Officer	1.21	0.45	7.23	p < 0.01
	Warrant Officer	0.88	1.19	0.55	0.46
Age Category	25-29 years	0.23	0.59	0.15	0.70
	30-34 years	0.03	0.61	0.00	0.96
	35-39 years	0.00	0.61	0.00	1.00
	40-44 years	-0.05	0.66	0.01	0.93
	45-49 years	1.05	0.66	2.52	0.11
	50 years and over	0.17	0.79	0.05	0.83
Employment Status	Employed	1.10	0.54	4.09	0.04
	Pending Medical Separation	0.58	0.81	0.51	0.47
	Student - Not seeking full time employment	0.71	3.30	0.05	0.83
	Temporary/Contract Employee	2.96	1.03	8.19	p < 0.01
	Under employed - Insufficient income	0.58	0.63	0.84	0.36
	Unemployed	-0.63	0.40	2.48	0.12
Disability Status	Disabled	1.49	0.52	8.35	p < 0.01
	Pending	0.86	0.38	5.20	0.02
Education Level	2 Year Degree (AA, AS, etc.)	0.54	0.53	1.02	0.31
	4 Year Degree (BA, BS, etc.)	1.13	0.49	5.25	0.02
	Post-Graduate Degree (MA, MS, JD, etc.)	2.09	0.55	14.27	p < 0.01
	Unknown	0.20	1.52	0.02	0.90
Race	American Indian or Alaska Native	-0.84	1.51	0.31	0.58
	Asian, Native Hawaiian or Other Pacific Islander	0.74	0.64	1.35	0.24
	Black or African American	0.19	0.33	0.34	0.56
	Hispanic or Latino	-0.37	0.45	0.70	0.40
	Prefer not to answer	-0.53	1.00	0.28	0.60
	Two or more races	-0.65	0.52	1.58	0.21
Service Branch	Air Force	0.83	0.34	5.78	0.02
	Coast Guard	0.57	1.00	0.33	0.57
	Marines	-0.10	0.63	0.03	0.87
	Navy	-0.19	0.37	0.28	0.60
Location	East North Central	0.48	0.88	0.30	0.58
	East South Central	-1.33	0.77	2.97	0.08
	Middle Atlantic	-0.48	0.91	0.28	0.59
	Mountain	-0.24	0.54	0.20	0.65

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
	New England	-1.27	1.04	1.49	0.22
	Pacific	1.33	0.43	9.70	p < 0.00
	West North Central	0.61	0.68	0.80	0.37
	West South Central	-0.13	0.39	0.11	0.74
RUCA Type	Rural	-0.72	0.61	1.39	0.24
Hired Job Function	Administrative/Clerical	-1.51	0.45	11.52	p < 0.01
	Analyst	1.70	0.68	6.17	0.01
	Customer Service	-2.83	1.10	6.61	0.01
	Project Management	1.66	0.72	5.36	0.02
	Information Security	2.32	1.05	4.87	0.03
	Engineering	2.69	1.30	4.32	0.04

When reviewing the covariates for this model, a Hired Female client's Employment Status has the largest impact on the likelihood of getting a high salary job, $\chi^2 = 22.24$, $df = 6$, $p < 0.01$. When compared to those in Active Duty, Female clients that were hired having the Employment Status of Employed ($\chi^2 = 4.09$, $p = 0.04$), or Temporary/Contract Employee ($\chi^2 = 8.19$, $p < 0.01$) showed increased chances of obtaining a high salary. These equate to a 3 times higher and 19 times higher likelihood when compared to the baseline.

The next highest significant demographic variable for significant differences is Education Level, $\chi^2 = 17.62$, $df = 4$, $p < 0.01$. Female HHUSA clients that were hired that had either a 4-Year-Degree ($\chi^2 = 5.25$, $p = 0.02$) or Post-Graduate Degree ($\chi^2 = 14.27$, $p < 0.01$) both had significantly higher chances of obtaining an above average salary when compared to those with just a High School Education Level. This equates to a 4-Year-Degree having 3.08 higher likelihood and an 8.08 times higher chance for Post-Graduates.

Location also played a role in obtaining a high salary, $\chi^2 = 17.27$, $df = 8$, $p = 0.02$. Of the different divisions, Female clients that were hired from the Pacific division had a 3.77 times greater likelihood of having a higher salary than those from the South Atlantic area, $\chi^2 = 9.70$, $p < 0.01$.

Rank ($\chi^2 = 12.64$, $df = 4$, $p = 0.01$) and Disability Status ($\chi^2 = 10.94$, $df = 2$, $p < 0.01$) were the final two demographic variables with significant differences within groups. Compared to Junior Enlisted Females that were hired, Company-Grade Officers ($\chi^2 = 9.15$, $p < 0.01$) and Senior Non-Commissioned Officers ($\chi^2 = 7.23$, $p < 0.01$) had approximately 3 times the odds of obtaining a higher salary. Female clients that were Disabled ($\chi^2 = 8.35$, $p < 0.01$) or Pending ($\chi^2 = 5.20$, $p = 0.02$) had 4.44 times and 2.36 times greater chances of having a higher salary than those that were hired as Non Disabled.

There were several job functions that played a significant role in determining whether a Female HHUSA client would be hired at a higher salary. Being hired as an Engineer ($\chi^2 = 4.32$, $p = 0.04$) increased the likelihood of a high salary by 14.77

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times when compared to those not hired as an Engineer. The next greatest increase is if a Female client was hired for the job function of Information Security ($\chi^2 = 4.87$, $p = 0.03$), increasing odds by approximately 10 times. Females hired as Analysts ($\chi^2 = 6.17$, $p < 0.01$) and Project Managers ($\chi^2 = 5.36$, $p = 0.02$) both had increased odds about 5 times higher.

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

KEY TAKEAWAYS:

- The demographic variable that showed the largest significant difference was Employment Status. Unemployed clients were 2.26 times more likely to find work than Active Duty clients. Other groups that outperformed Active Duty members were Under Employed (1.78 times higher) and Pending Medical Separation (1.34 times higher).
- Clients with a 4-Year Degree or Post-Graduate Degree were able to get jobs at rates 1.33 and 1.45 times higher than High School/GED clients.
- HHUSA Female clients had only 73% success rate when compared to HHUSA Male clients.
- Clients with a Disability Status of Pending had a slight advantage over Non Disabled clients.
- When a client is located in West North Central, they experienced slightly higher success than clients based in the South Atlantic. Those in the East North Central had approximately 0.75 times the success as South Atlantic.
- Data shows that there is a trend that older clients had less success than younger clients.

A logistic regression model was used to determine what demographic indicators show a propensity for success in the HHUSA program. Of the 16,559 records with sufficient information required for modeling, 2,626 (15.86%) 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 $R^2 = 0.07$ (Max-rescaled $R^2 = 0.12$). There were significant differences in the overall model ($\chi^2 = 1245.88$, $df = 47$, $p < 0.01$). Of the demographic input variables used to build the model, there were significant differences within Age Categories ($\chi^2 = 15.85$, $df = 6$, $p = 0.01$), Employment Status ($\chi^2 = 208.82$, $df = 7$, $p < 0.01$), Disability Status ($\chi^2 = 22.77$, $df = 2$, $p < 0.01$), Education Level ($\chi^2 = 169.12$, $df = 5$, $p < 0.01$), Gender ($\chi^2 = 28.62$, $df = 1$, $p < 0.01$), Race ($\chi^2 = 14.89$, $df = 7$, $p = 0.04$), and Location ($\chi^2 = 19.92$, $df = 9$, $p = 0.02$). The following table contains the results from the model.

Table 24. Modeling Results Predicting HHUSA Program Success.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		-1.77	0.09	401.92	p < 0.01
Rank	Company-Grade Officer	0.19	0.09	4.42	0.04
	Field-Grade Officer	0.14	0.11	1.47	0.23
	Senior Non-Commissioned Officer	0.13	0.09	2.45	0.12
	Warrant Officer	-0.05	0.15	0.10	0.75
Age Category	25-29 years	-0.10	0.09	1.25	0.26
	30-34 years	-0.17	0.10	2.98	0.08
	35-39 years	-0.16	0.10	2.45	0.12
	40-44 years	-0.10	0.11	0.95	0.33
	45-49 years	-0.15	0.12	1.70	0.19
	50 years and over	-0.42	0.12	11.86	p < 0.01
Employment Status	Employed	-0.08	0.09	0.79	0.37
	Pending Medical Separation	0.29	0.13	4.84	0.03
	Student - Not seeking full time employment	0.01	0.21	0.00	0.96
	Temporary/Contract Employee	0.23	0.20	1.28	0.26
	Under employed - Insufficient income	0.56	0.12	22.05	p < 0.01
	Unemployed	0.81	0.06	158.96	p < 0.01
	Unknown	0.08	0.78	0.01	0.92
Disability Status	Disabled	-0.01	0.10	0.02	0.90
	Pending	0.26	0.06	21.50	p < 0.01
Education Level	2 Year Degree (AA, AS, etc.)	0.02	0.08	0.07	0.79
	4 Year Degree (BA, BS, etc.)	0.28	0.07	17.95	p < 0.01
	Doctorate (PhD, MD, etc.)	0.34	0.26	1.61	0.20
	Post-Graduate Degree (MA, MS, JD, etc.)	0.37	0.08	20.19	p < 0.01
	Unknown	-4.06	0.36	129.26	p < 0.01
Gender	Female	-0.31	0.06	28.62	p < 0.01
Race	American Indian or Alaska Native	-0.47	0.29	2.61	0.11
	Asian, Native Hawaiian or Other Pacific Islander	-0.08	0.10	0.59	0.44
	Black or African American	-0.09	0.06	2.38	0.12
	Hispanic or Latino	-0.17	0.07	6.36	0.01
	Prefer not to answer	-0.37	0.14	7.44	p < 0.01
	Two or more races	-0.05	0.09	0.30	0.58
	Unknown	-6.85	454.70	0.00	0.99
Service Branch	Air Force	-0.01	0.06	0.03	0.87
	Coast Guard	0.15	0.18	0.68	0.41
	Marines	0.12	0.07	2.59	0.11
	Navy	0.05	0.06	0.71	0.40

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Location	Space Force	-11.35	141.10	0.01	0.94
	East North Central	-0.30	0.12	5.91	0.02
	East South Central	-0.10	0.10	0.93	0.34
	Middle Atlantic	-0.23	0.12	3.63	0.06
	Mountain	0.08	0.08	0.98	0.32
	New England	-0.08	0.19	0.19	0.66
	Other	-0.19	0.55	0.12	0.73
	Pacific	-0.10	0.07	1.96	0.16
	West North Central	0.22	0.11	4.26	0.04
	West South Central	-0.04	0.06	0.32	0.57
RUCA Type	Rural	-0.01	0.08	0.03	0.86

The largest significant difference observed in HHUSA program success rate was due to the client's Employment Status. Using Active Duty clients as a baseline for comparison, clients with an Employment Status of Unemployed showed a significantly greater success rate, $\beta^* = 0.81$, $\chi^2 = 158.96$, $p < 0.01$. Unemployed clients were hired at a rate approximately 2.26 times that of clients that were Active Duty. Another significant difference occurred when comparing Under Employed clients to Active Duty, $\beta^* = 0.56$, $\chi^2 = 22.05$, $p < 0.01$. The final significant difference showed that clients with a status of Pending Medical Separation also had slightly higher chance of being successful, $\beta^* = 0.29$, $\chi^2 = 4.84$, $p = 0.03$.

The next demographic indicator to have a large influence on a client's success rate is their Education Level. When compared to a baseline High School/GED education, clients with a 4-Year Degree ($\beta^* = 0.28$, $\chi^2 = 17.95$, $p < 0.01$) or a Post-Graduate Degree ($\beta^* = 0.37$, $\chi^2 = 20.19$, $p < 0.01$) were more successful. HHUSA clients that had a missing or unknown status for Education were much less likely to be successful when compared to the baseline, $\beta^* = -4.06$, $\chi^2 = 129.26$, $p < 0.01$.

Significant differences in Gender were observed in the 2021 cohort data. Females had a much lower success rate when compared to Males, $\beta^* = -0.31$, $\chi^2 = 28.62$, $p < 0.01$. This translates to Female HHUSA clients only having a 73% success rate when compared to their Male counterparts.

There were slight differences between clients based on their Disability Status. When a HHUSA client had a disability status of Pending, they have a 1.3 times greater likelihood of achieving success compared to a client that is Non Disabled, $\beta^* = 0.26$, $\chi^2 = 21.50$, $p < 0.01$.

The next highest demographic variable that had significant differences was with a client's Location. Clients located in the West North Central division of the United States had slightly greater success when compared to clients located in South Atlantic, $\beta^* = 0.22$, $\chi^2 = 4.26$, $p = 0.04$. When a client is instead located in the East North Central division, their success rate drops to only 0.74 times that of clients located in the South Atlantic, $\beta^* = -0.30$, $\chi^2 = 5.91$, $p = 0.02$.

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Age Category played a minor role in influencing a client's success rate. When compared to the baseline of clients aged 24-years-and-younger, HHUSA clients aged 50-years-and-older had 66% of the success at being hired.

The final demographic category where significant differences in success rate occurred was within the client's Race category. Success rate of clients that Preferred not to answer their race had a significantly lower success rate when compared to the baseline White clients, $\beta = -0.37$, $\chi^2 = 7.44$, $p < 0.01$.

What demographic indicators show the length of time to find a job?

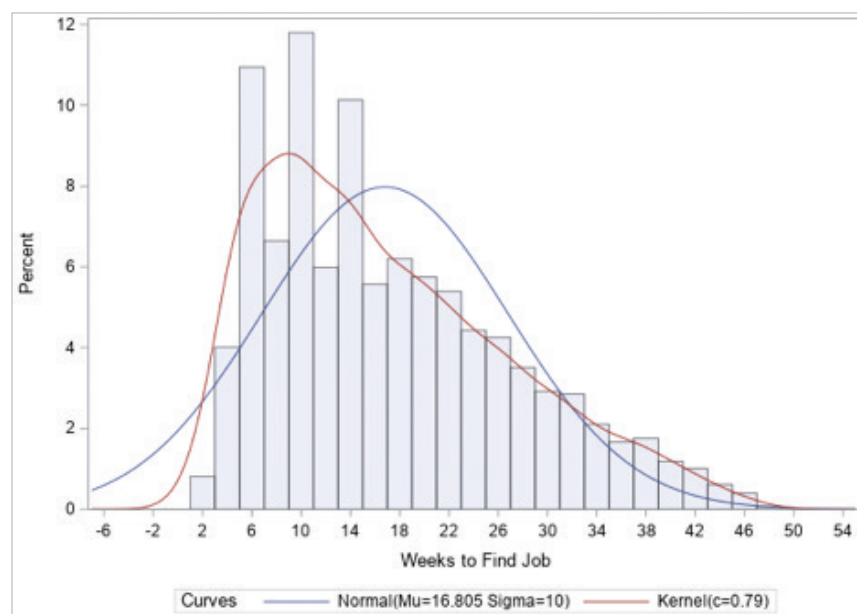
KEY TAKEAWAYS:

- Employment status was the most important demographic indicator to predict the length of time to find a job. When compared to Active Duty clients, HHUSA clients that were Unemployed had the shortest time required to make it through the program. This was followed by Under Employed, Employed, and then Temporary/Contract Employees.
- Results showed that as age increases, it generally takes more time to find a job.
- The last demographic indicator that was significant was a client's Rank. Compared to Junior Enlisted, clients with a Rank of Non-Commissioned Officer completed the HHUSA program at a significantly faster pace.

In order to study the effects on what demographic indicators show the length of time to find a job, a general linearized model (GLM) was created. This study investigated the number of weeks between when a client is first assigned to HHUSA staff and when that client is hired for a job. Explanatory variables for this model included the client's rank, employment status, disability, education level, gender, race, age group, service branch, location, and RUCA type.

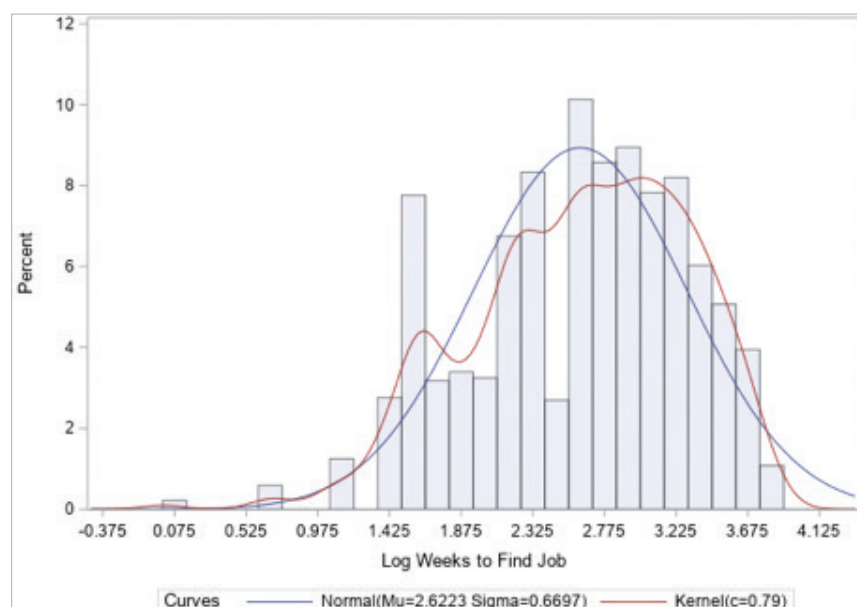
On average, it took HHUSA clients approximately 16.81 ($\sigma = 10.00$) weeks to successfully complete the HHUSA program. The median number of weeks was 14. Because the model is a GLM, additional exploration was performed in order to investigate the distribution of weeks until finishing the program. A histogram was produced, showing that the data is once again positively skewed.

Figure 5. Histogram of Number of Weeks to Successfully Complete HHUSA Program.



Because of the skewness of the data, a log transformation was applied. This transformation was able to reshape the data to a distribution closer to one that is Normal. The new data had a mean value of 2.62 and a standard deviation of 0.67. This distribution was plotted in the following Figure.

Figure 6. Histogram of Log Transformed Number of Weeks to Successfully Complete HHUSA Program.



Using this new transformed target variable, a model was built and successfully converged, $df = 45$, $F = 6.59$, $p < 0.01$. The amount of variance explained by the predictor variable was approximately 10%. Of the demographic predictor variables, Rank ($df = 4$, $F = 3.15$, $p = 0.01$), Age Category ($df = 6$, $F = 3.71$, $p < 0.01$), and Employment Status ($df = 7$, $F = 25.01$, $p < 0.01$) were significant factors in predicting time to complete HHUSA's program and find a job. A table containing the results of the model can be found below.

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Table 25. Modeling Results Predicting Log Weeks Required to Complete HHUSA Program by Demographic Predictors.

VARIABLE	CLASS	ESTIMATE	BIASED	STDERR	T	PROB
Intercept		2.72	1.00	0.05	55.20	p < 0.01
Rank	Company-Grade Officer	0.06	1.00	0.05	1.16	0.25
	Field-Grade Officer	-0.10	1.00	0.06	-1.53	0.13
	Non-Commissioned Officer	-0.12	1.00	0.05	-2.61	p < 0.01
	Warrant Officer	-0.03	1.00	0.08	-0.41	0.68
Age Category	25-29 years	0.06	1.00	0.05	1.22	0.22
	30-34 years	0.11	1.00	0.05	1.97	0.05
	35-39 years	0.21	1.00	0.06	3.69	p < 0.01
	40-44 years	0.25	1.00	0.06	4.18	p < 0.01
	45-49 years	0.23	1.00	0.06	3.51	p < 0.01
	50 years and over	0.28	1.00	0.07	3.98	p < 0.01
Employment Status	Employed	-0.28	1.00	0.05	-5.40	p < 0.01
	Pending Medical Separation	-0.15	1.00	0.07	-2.00	0.05
	Student - Not seeking full time employment	-0.13	1.00	0.12	-1.05	0.29
	Temporary/Contract Employee	-0.28	1.00	0.11	-2.40	0.02
	Under employed - Insufficient income	-0.39	1.00	0.07	-5.91	p < 0.01
	Unemployed	-0.46	1.00	0.04	-13.01	p < 0.01
	Unknown	-0.79	1.00	0.45	-1.73	0.08
Disability Status	Disabled	0.00	1.00	0.05	0.04	0.96
	Pending	-0.07	1.00	0.03	-2.16	0.03
Education Level	2 Year Degree (AA, AS, etc.)	0.05	1.00	0.04	1.07	0.29
	4 Year Degree (BA, BS, etc.)	0.05	1.00	0.04	1.40	0.16
	Doctorate (PhD, MD, etc.)	0.17	1.00	0.15	1.17	0.24
	Post-Graduate Degree (MA, MS, JD, etc.)	0.05	1.00	0.05	1.19	0.23
	Unknown	0.25	1.00	0.22	1.11	0.27
Gender	Female	0.02	1.00	0.03	0.65	0.51
Race	American Indian or Alaska Native	0.04	1.00	0.17	0.22	0.82
	Asian, Native Hawaiian or Other Pacific Islander	0.04	1.00	0.06	0.62	0.54
	Black or African American	0.00	1.00	0.03	-0.04	0.97
	Hispanic or Latino	-0.08	1.00	0.04	-2.24	0.03
	Prefer not to answer	0.09	1.00	0.08	1.22	0.22
	Two or more races	-0.10	1.00	0.05	-1.86	0.06
Service Branch	Air Force	-0.05	1.00	0.04	-1.51	0.13
	Coast Guard	0.21	1.00	0.10	2.14	0.03

VARIABLE	CLASS	ESTIMATE	BIASED	STDERR	T	PROB
Location	Marines	0.03	1.00	0.04	0.75	0.45
	Navy	0.00	1.00	0.04	0.14	0.89
	East North Central	-0.18	1.00	0.07	-2.63	p < 0.01
	East South Central	0.03	1.00	0.06	0.61	0.54
	Middle Atlantic	-0.04	1.00	0.07	-0.65	0.52
	Mountain	0.04	1.00	0.04	0.88	0.38
	New England	0.00	1.00	0.10	0.01	0.99
	Other	0.61	1.00	0.31	1.94	0.05
	Pacific	0.01	1.00	0.04	0.34	0.74
	West North Central	0.06	1.00	0.06	0.95	0.34
	West South Central	0.03	1.00	0.04	0.78	0.44
RUCA Type	Rural	0.04	1.00	0.05	0.91	0.36

The most significant predictor of time needed to complete HHUSA's program and be successfully hired was a client's Employment Status. When compared to the baseline group of Active Duty, the model shows that clients that were Unemployed were able to successfully complete the program in the shortest amount of time, $\beta = -0.46$, $\chi^2 = -13.01$, $p < 0.01$. This was followed closely by clients that were Under employed, $\beta = -0.39$, $\chi^2 = -5.91$, $p < 0.01$. HHUSA clients that were either Employed ($\beta = -0.28$, $\chi^2 = -5.40$, $p < 0.01$) or Temporary/Contract Employees ($\beta = -0.28$, $\chi^2 = -2.40$, $p = 0.02$) had approximately the same length when compared to Active Duty. The final significant difference in this group is when comparing Active Duty clients and those that are Pending Medical Separation, $\beta = -0.15$, $\chi^2 = -2.00$, $p = 0.05$.

Results of the modeling show a significant increase in the time it takes to complete the HHUSA program as the age groups increase. When compared to the baseline group of 24-Years-and-younger, the only group without a significant increase in time are those aged 25-29 years, $\beta = 0.06$, $\chi^2 = 1.22$, $p = 0.22$. HHUSA clients aged 30-40 years ($\beta = 0.11$, $\chi^2 = 1.97$, $p = 0.05$), 35-39 years ($\beta = 0.21$, $\chi^2 = 3.69$, $p < 0.01$), 40-44 years ($\beta = 0.25$, $\chi^2 = 4.18$, $p < 0.01$) 45-49 years ($\beta = 0.23$, $\chi^2 = 3.51$, $p < 0.01$), and 50-years-and-over ($\beta = 0.28$, $\chi^2 = 3.98$, $p < 0.01$) each showed a significant increase in the time required to complete the program.

The final demographic indicator that influenced how much time it takes to complete the HHUSA program is a client's Rank. The results indicate that when compared to Junior Enlisted, clients with a Rank of Non-Commissioned Officer took a significantly shorter time to complete the HHUSA program, $\beta = -0.12$, $\chi^2 = -2.61$, $p < 0.01$.

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

KEY TAKEAWAYS:

- The Underemployed population seemed to have higher proportions of clients that were Junior Enlisted and Disabled when compared to clients that are not Underemployed. There were larger proportions of Underemployed in the 25-29 years, 30-34 years, and 50 years and older Age Categories.
- The results of a model seem to be inconclusive. This seems to be a similar result to the previous year, where the model barely found any significant differences between demographic groups. A larger sample-size might be required.

Frequency analysis was conducted to determine the demographic profile of clients that listed Underemployed (N = 1,284) as their Employment Status. Similar to past years, HHUSA clients in the 2021 data appear 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 the 25-29 years, 30-34 years, and 50 years and over groups. There also seems to be a larger proportion of Underemployed clients that listed Disabled for a Disability Status.

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

Table 26. Categorical Proportions for Underemployed Against Not Underemployed HHUSA Clients.

VARIABLE	CLASS	NOT UNDEREMPLOYED	UNDEREMPLOYED
Rank	Company-Grade Officer	9.37%	5.95%
	Field-Grade Officer	11.03%	5.34%
	Junior Enlisted	30.13%	74.02%
	Non-Commissioned Officer	45.69%	13.93%
	Warrant Officer	3.78%	0.78%
Age Category	24 years and younger	18.89%	14.40%
	25-29 years	12.52%	17.53%
	30-34 years	6.27%	21.91%
	35-39 years	18.40%	12.05%
	40-44 years	24.61%	11.42%
	45-49 years	11.31%	7.51%
	50 years and over	5.08%	12.68%
Disability Status	Disabled	0.88%	7.67%
	Not Disabled	39.86%	82.47%
	Pending	5.27%	9.86%
Education Level	2 Year Degree (AA, AS, etc.)	12.78%	9.70%
	4 Year Degree (BA, BS, etc.)	23.93%	23.47%
	Doctorate (PhD, MD, etc.)	0.58%	0.94%
	High School/GED	30.14%	30.36%
	Post-Graduate Degree (MA, MS, JD, etc.)	17.60%	15.96%
Gender	Female	19.03%	26.13%
	Male	80.97%	73.87%
Race	American Indian or Alaska Native	0.63%	0.94%
	Asian, Native Hawaiian or Other Pacific Islander	4.79%	4.85%
	Black or African American	18.86%	19.72%
	Hispanic or Latino	15.21%	14.55%
	Prefer not to answer	3.06%	2.35%
	Two or more races	5.82%	8.76%
	White	49.54%	47.26%
Service Branch	Air Force	20.43%	16.90%
	Army	45.37%	51.33%
	Coast Guard	1.52%	0.78%
	Marines	11.47%	14.71%
	Navy	21.21%	16.28%
Location	East North Central	3.47%	6.26%
	East South Central	5.69%	5.95%
	Middle Atlantic	2.91%	7.51%

VARIABLE	CLASS	NOT UNDEREMPLOYED	UNDEREMPLOYED
	Mountain	8.99%	9.08%
	New England	1.08%	1.72%
	Pacific	16.80%	15.65%
	South Atlantic	36.19%	33.49%
	West North Central	6.23%	4.07%
	West South Central	18.19%	15.96%
RUCA Type	Rural	9.86%	6.93%
	Urban	90.14%	93.07%

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. Because of small group sizes, records containing Doctorate (PhD, MD, etc.) education level or a Race equal to American Indian or Alaska Native had to be removed in order for the model to successfully converge. There was a total of 496 records with sufficient data for modeling, with 110 (22.18%) reporting being successfully hired. The resulting model contained a R^2 value of 0.07 (Max-rescaled $R^2 = 0.11$). The following table contains the results of the model.

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Table 27. Resulting Model Predicting Underemployed HHUSA Clients Successfully Finding a Job.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		-1.18	0.40	8.73	p < 0.01
Rank	Company-Grade Officer	-0.44	0.50	0.76	0.38
	Field-Grade Officer	-0.56	0.65	0.72	0.40
	Senior Non-Commissioned Officer	0.07	0.40	0.03	0.86
	Warrant Officer	1.07	0.98	1.20	0.27
Age Category	25-29 years	-0.52	0.42	1.55	0.21
	30-34 years	-0.67	0.42	2.53	0.11
	35-39 years	-0.06	0.46	0.02	0.89
	40-44 years	-0.50	0.50	0.99	0.32
	45-49 years	-0.26	0.56	0.22	0.64
	50 years and over	-1.54	0.60	6.61	0.01
Disability Status	Disabled	0.17	0.40	0.18	0.67
	Pending	0.14	0.36	0.16	0.69
Education Level	2 Year Degree (AA, AS, etc.)	0.12	0.41	0.08	0.78
	4 Year Degree (BA, BS, etc.)	0.78	0.32	6.16	0.01
	Post-Graduate Degree (MA, MS, JD, etc.)	1.08	0.41	6.79	p < 0.01
Gender	Female	0.00	0.27	0.00	1.00
Race	Asian, Native Hawaiian or Other Pacific Islander	0.25	0.50	0.24	0.62
	Black or African American	0.21	0.32	0.44	0.51
	Hispanic or Latino	0.35	0.35	1.02	0.31
	Prefer not to answer	0.19	0.73	0.07	0.80
	Two or more races	0.11	0.41	0.08	0.78
Service Branch	Air Force	0.30	0.31	0.95	0.33
	Coast Guard	1.14	1.09	1.10	0.29
	Marines	0.23	0.34	0.45	0.50
	Navy	-0.01	0.34	0.00	0.98
Location	East North Central	-1.51	0.77	3.80	0.05
	East South Central	0.16	0.47	0.12	0.73
	Middle Atlantic	-0.97	0.54	3.22	0.07
	Mountain	-0.50	0.46	1.17	0.28
	New England	-0.63	0.88	0.52	0.47
	Pacific	-0.33	0.35	0.89	0.35
	West North Central	-0.20	0.64	0.10	0.75
	West South Central	-0.47	0.34	1.87	0.17
RUCA Type	Rural	-0.05	0.49	0.01	0.92

The overall model showed that there were no observed significant differences between groups ($\chi^2 = 36.99$, $df = 34$, $p = 0.33$). When compared to other models created in this report, the Underemployed population tends to have a low sample size ($n = 496$). 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. There was a trend of these two groups also reporting higher levels of education.
- 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.
- Both National Guard/Reserves and Veteran both had significantly lower rates at being hired into jobs. These two groups were hired at a rate of ~0.82 times the baseline HHUSA client.
- Female National Guard/Reserves and Veterans showed no significant differences when compared to baseline HHUSA clients.

A frequency analysis was conducted to compare proportions of clients that are Veteran, Guard/Reserves with clients that are registered as Active Duty.

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 2021 data is that there is a higher proportion of National Guard/Reserve (27.57%) and Veterans (36.06%) 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 (38.72%) when compared to both Active Duty (2.58%) and National Guard/Reserves (17.98%). Another large difference exists in the Disability Status, where 10.56% of Veterans reported being Disabled, while only 1.55% of Active Duty clients and 0.99% of National Guard/Reserve clients had this status. Another observed difference can be found in Education Levels, where National Guard/Reserve and Veterans tended to have achieved higher forms of education. In clients' listed Service Branch, approximately 69.45% of National Guard/Reserves clients come from the Army branch compared to only 38.71% of Active Duty clients and 37.80% of Veterans.

A table with the proportion comparisons has been included.

Table 28. Proportions of Veterans, Reserves, National Guard, and Active Duty Clients.

VARIABLE	CLASS	ACTIVE DUTY	NATIONAL GUARD/ RESERVE	VETERAN OR SEPARATED
Rank	Company-Grade Officer	6.38%	8.47%	4.69%
	Field-Grade Officer	6.80%	9.33%	3.74%
	Junior Enlisted	20.77%	27.57%	36.06%
	Non-Commissioned Officer	35.27%	29.90%	33.83%
	Senior Non-Commissioned Officer	28.02%	22.73%	11.04%
	Warrant Officer	2.32%	1.86%	0.89%
Age Category	24 years and younger	17.36%	16.38%	6.67%
	25-29 years	21.93%	20.44%	15.57%
	30-34 years	11.47%	16.34%	15.51%
	35-39 years	16.80%	13.31%	12.31%
	40-44 years	17.84%	13.53%	10.76%
	45-49 years	7.24%	10.07%	7.30%
	50 years and over	2.75%	8.64%	10.19%
Employment Status	Active Duty	87.18%	43.00%	3.40%
	Employed	0.56%	24.50%	26.60%
	Pending Medical Separation	5.28%	2.64%	0.33%
	Student - Not seeking full time employment	0.31%	1.82%	3.40%
	Temporary/Contract Employee	0.11%	2.94%	2.62%
	Underemployed - Insufficient income	0.13%	6.74%	7.50%
	Unemployed	2.58%	17.98%	38.72%
Disability Status	Disabled	1.55%	0.99%	10.56%
	Not Disabled	42.13%	72.82%	80.92%
	Pending	56.32%	26.19%	8.52%
Education Level	2 Year Degree (AA, AS, etc.)	14.91%	12.23%	11.44%
	4 Year Degree (BA, BS, etc.)	21.45%	26.75%	22.38%
	Doctorate (PhD, MD, etc.)	0.47%	0.78%	0.88%
	High School/GED	36.88%	25.97%	25.52%
	Post-Graduate Degree (MA, MS, JD, etc.)	12.75%	16.55%	27.32%
Gender	Female	20.86%	24.98%	21.09%
	Male	74.97%	74.03%	61.55%
Race	American Indian or Alaska Native	0.63%	0.78%	0.89%
	Asian, Native Hawaiian or Other Pacific Islander	4.93%	6.35%	3.71%
	Black or African American	20.06%	19.97%	17.50%
	Hispanic or Latino	14.82%	16.34%	3.30%
	Two or more races	6.11%	6.31%	5.76%
	White	46.04%	45.25%	36.29%

VARIABLE	CLASS	ACTIVE DUTY	NATIONAL GUARD/ RESERVE	VETERAN OR SEPARATED
Service Branch	Air Force	19.77%	16.03%	14.75%
	Army	38.71%	69.45%	37.80%
	Coast Guard	1.46%	1.17%	1.17%
	Marines	10.50%	4.62%	14.01%
	Navy	25.89%	8.73%	18.17%
Location	East North Central	3.06%	6.14%	5.80%
	East South Central	5.16%	6.66%	4.99%
	Middle Atlantic	2.71%	6.44%	6.04%
	Mountain	8.57%	10.37%	8.70%
	New England	0.93%	2.77%	1.96%
	Pacific	18.09%	13.01%	15.77%
	South Atlantic	35.41%	30.60%	34.91%
	West North Central	5.42%	5.88%	3.51%
RUCA Type	West South Central	16.74%	16.59%	16.71%
	Rural	9.54%	8.62%	8.39%
	Urban	90.46%	91.38%	91.61%

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 16,390 records with sufficient data for inclusion in the analysis, 3,923 (15.24%) of them were reported as being successfully hired using the HHUSA program. The model successfully converged, providing a R^2 of 0.07 and a Max-rescaled R^2 of 0.12. There were significant differences observed between groups in the model ($\chi^2 = 1839.46$, $df = 47$, $p < 0.01$). The results of the predictive model can be found in the following table.

Table 29. Predictive Modeling for Differences in Hiring Rates for Veteran and National Guard/Reserves.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		-1.70	0.08	507.51	p < 0.01
Rank	Company-Grade Officer	0.16	0.09	3.47	0.06
	Field-Grade Officer	0.14	0.10	1.93	0.16
	Non-Commissioned Officer	-0.01	0.05	0.01	0.92
	Senior Non-Commissioned Officer	0.13	0.07	3.54	0.06
	Warrant Officer	-0.04	0.14	0.09	0.77
Age Category	25-29 years	-0.05	0.07	0.52	0.47
	30-34 years	-0.11	0.08	2.00	0.16
	35-39 years	-0.12	0.08	2.48	0.12
	40-44 years	-0.12	0.08	2.12	0.15
	45-49 years	-0.11	0.10	1.28	0.26
	50 years and over	-0.42	0.10	16.04	p < 0.01
Employment Status	Employed	0.09	0.10	0.89	0.35
	Pending Medical Separation	0.32	0.10	10.77	p < 0.01
	Student - Not seeking full time employment	0.22	0.16	1.82	0.18
	Temporary/Contract Employee	0.49	0.17	8.49	p < 0.01
	Under employed - Insufficient income	0.71	0.12	37.20	p < 0.01
	Unemployed	0.91	0.08	122.06	p < 0.01
Disability Status	Unknown	-0.14	0.76	0.04	0.85
	Disabled	-0.03	0.08	0.20	0.66
	Pending	0.20	0.04	20.41	p < 0.01
Education Level	2 Year Degree (AA, AS, etc.)	0.07	0.06	1.56	0.21
	4 Year Degree (BA, BS, etc.)	0.29	0.05	31.45	p < 0.01
	Doctorate (PhD, MD, etc.)	0.40	0.25	2.52	0.11
	Post-Graduate Degree (MA, MS, JD, etc.)	0.41	0.07	37.34	p < 0.01
	Unknown	-4.00	0.28	203.98	p < 0.01
Gender	Female	-0.35	0.05	57.91	p < 0.01
Race	Asian, Native Hawaiian or Other Pacific Islander	-0.11	0.09	1.55	0.21
	Black or African American	-0.14	0.05	7.89	p < 0.01
	Hispanic or Latino	-0.15	0.05	7.60	p < 0.01
	Prefer not to answer	-0.41	0.11	13.77	p < 0.01
	Two or more races	-0.07	0.07	0.78	0.38
Service Branch	Air Force	-0.01	0.05	0.07	0.79
	Coast Guard	0.03	0.15	0.05	0.82
	Marines	0.05	0.06	0.79	0.38
	Navy	0.00	0.05	0.00	0.95

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Location	East North Central	-0.21	0.10	4.63	0.03
	East South Central	-0.15	0.08	3.01	0.08
	Middle Atlantic	-0.29	0.10	8.67	p < 0.01
	Mountain	0.00	0.07	0.00	1.00
	New England	-0.10	0.15	0.41	0.52
	Other	-0.52	0.54	0.92	0.34
	Pacific	-0.12	0.05	4.79	0.03
	West North Central	0.18	0.09	3.97	0.05
	West South Central	-0.06	0.05	1.07	0.30
RUCA Type	Rural	-0.04	0.07	0.40	0.52
Job Seeker Classification	National Guard or Reserves	-0.20	0.08	5.94	0.01
	Military Member	-0.18	0.09	4.36	0.04

While controlling for demographic covariates, there were significant differences observed between the types of job seeking clients, $\chi^2 = 6.80$, $df = 2$, $p = 0.03$. When compared to the baseline of Active Duty Military Member, National Guard/Reserves ($\beta = -0.20$, $\chi^2 = 5.94$, $p = 0.01$) and Veterans ($\beta = -0.18$, $\chi^2 = 4.36$, $p = 0.04$) both had significantly lower success rates. Based on the model results, HHUSA clients that were either National Guard/Reserves or Veterans only had hiring rates at 0.82 times that of Active Duty Military Members.

This analysis was repeated, but this time only looking at the Female clients. This provided a total of 6,045 records with sufficient modeling data, where 738 (12.21%) reported success in the HHUSA program. Once again, the model successfully converged with a R^2 of 0.06 and a Max-rescaled R^2 of 0.13. There were significant differences within categorical groups in the model ($\chi^2 = 413.18$, $df = 46$, $p < 0.01$), but there were no significant differences for Female National Guard/Reserve ($\beta = 0.09$, $\chi^2 = 0.24$, $p = 0.62$) or Veteran ($\beta = -0.10$, $\chi^2 = 0.28$, $p = 0.59$) members. The following table contains the modeling results.

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Table 30. Predictive Modeling for Differences in Hiring Rates for Female Veteran and National Guard/Reserves.

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
Intercept		-1.92	0.17	125.53	p < 0.01
Rank	Company-Grade Officer	0.04	0.18	0.05	0.82
	Field-Grade Officer	-0.04	0.24	0.02	0.88
	Non-Commissioned Officer	-0.08	0.11	0.56	0.45
	Senior Non-Commissioned Officer	0.01	0.16	0.00	0.95
	Warrant Officer	-0.57	0.46	1.56	0.21
Age Category	25-29 years	-0.09	0.15	0.35	0.55
	30-34 years	-0.06	0.17	0.15	0.70
	35-39 years	0.12	0.17	0.45	0.50
	40-44 years	0.16	0.19	0.75	0.39
	45-49 years	0.16	0.21	0.59	0.44
	50 years and over	-0.04	0.23	0.04	0.85
Employment Status	Employed	-0.07	0.22	0.10	0.76
	Pending Medical Separation	0.05	0.20	0.06	0.80
	Student - Not seeking full time employment	0.32	0.34	0.87	0.35
	Temporary/Contract Employee	0.48	0.34	2.03	0.15
	Under employed - Insufficient income	0.69	0.24	7.97	p < 0.01
	Unemployed	0.81	0.19	18.94	p < 0.01
	Unknown	0.54	1.14	0.23	0.63
Disability Status	Disabled	-0.07	0.15	0.21	0.65
	Pending	0.00	0.10	0.00	0.98
Education Level	2 Year Degree (AA, AS, etc.)	0.19	0.13	2.13	0.14
	4 Year Degree (BA, BS, etc.)	0.30	0.12	5.93	0.01
	Doctorate (PhD, MD, etc.)	0.58	0.39	2.18	0.14
	Post-Graduate Degree (MA, MS, JD, etc.)	0.39	0.15	6.78	p < 0.01
	Unknown	-4.32	0.71	36.63	p < 0.01
Race	Asian, Native Hawaiian or Other Pacific Islander	-0.30	0.21	2.03	0.15
	Black or African American	-0.08	0.10	0.59	0.44
	Hispanic or Latino	-0.22	0.13	3.01	0.08
	Prefer not to answer	-0.47	0.24	3.70	0.05
	Two or more races	0.00	0.16	0.00	0.99
Service Branch	Air Force	-0.11	0.11	0.96	0.33
	Coast Guard	-0.28	0.37	0.58	0.45
	Marines	0.05	0.17	0.10	0.75
	Navy	-0.15	0.11	1.76	0.19
Location	East North Central	-0.38	0.25	2.37	0.12

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
	East South Central	-0.20	0.20	0.97	0.32
	Middle Atlantic	-0.47	0.26	3.30	0.07
	Mountain	-0.29	0.17	2.77	0.10
	New England	0.21	0.34	0.39	0.53
	Other	-0.31	1.11	0.08	0.78
	Pacific	-0.18	0.12	2.14	0.14
	West North Central	0.26	0.21	1.60	0.21
	West South Central	-0.14	0.12	1.49	0.22
RUCA Type	Rural	-0.09	0.17	0.31	0.58
Job Seeker Classification	National Guard or Reserves Military Member	0.09	0.18	0.24	0.62
	Veteran or Separated Military Member	-0.10	0.20	0.28	0.59

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 1.24 times higher. There were not significant differences found between Not Disabled clients and Disabled clients ($\chi^2 = 0.34$, $p = 0.56$).

The results from the model come from an earlier one that predicted success rates in HHUSA clients.

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For our prior datasets, 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.

Summary reports were created to explore the 2021 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.

Table 31. Frequencies of HHUSA Client Service Ranks.

Service Rank	N	Company Officer	Field Officer	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer
E-1	95	5.63%	1.41%	36.62%	39.44%	15.49%	1.41%
E-2	206	3.70%	8.64%	24.69%	38.27%	21.60%	3.09%
E-3	1,342	4.73%	5.31%	27.63%	40.39%	19.81%	2.13%
E-4	6,631	5.39%	5.53%	29.84%	36.21%	21.36%	1.66%
E-5	6,355	5.20%	5.26%	28.68%	36.30%	22.93%	1.64%
E-6	4,098	5.10%	4.94%	29.38%	36.47%	22.03%	2.08%
E-7	3,898	6.36%	5.06%	28.32%	36.34%	21.80%	2.13%
E-8	1,859	6.79%	6.00%	28.07%	37.29%	20.64%	1.21%
E-9	684	5.01%	6.86%	31.35%	31.73%	22.45%	2.60%
O-1	90	4.00%	4.00%	22.67%	33.33%	33.33%	2.67%
O-2	381	5.37%	5.37%	28.52%	38.26%	20.13%	2.35%
O-3	1,338	5.53%	5.53%	31.26%	34.47%	21.94%	1.26%
O-4	770	6.80%	4.76%	30.78%	35.71%	20.92%	1.02%
O-5	683	6.06%	5.49%	30.49%	36.93%	19.32%	1.70%
O-6	321	3.21%	8.03%	26.91%	33.73%	26.51%	1.61%
O-7	1	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
O-8	1	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
W-1	18	0.00%	6.25%	37.50%	31.25%	18.75%	6.25%
W-2	111	4.82%	2.41%	34.94%	33.73%	24.10%	0.00%
W-3	222	4.29%	5.52%	25.15%	42.33%	20.86%	1.84%
W-4	145	4.17%	3.13%	34.38%	36.46%	21.88%	0.00%
W-5	31	8.33%	4.17%	16.67%	50.00%	20.83%	0.00%

Table 32. Frequencies of HHUSA Client Service Ranks by Employment Status.

Service Rank	N	Active Duty	Employed	Pending Separation	Student	Temp/ Contract	Underemployed	Unemployed
E-1	95	57.75%	8.45%	2.82%	5.63%	0.00%	4.23%	21.13%
E-2	206	58.64%	13.58%	4.32%	1.85%	1.23%	4.32%	16.05%
E-3	1342	56.81%	13.91%	3.29%	1.74%	1.16%	3.96%	19.13%
E-4	6631	55.42%	13.68%	3.48%	2.09%	1.52%	3.89%	19.91%
E-5	6355	56.57%	14.03%	3.14%	1.73%	1.40%	3.57%	19.56%
E-6	4098	56.57%	13.63%	3.78%	1.83%	1.41%	3.34%	19.44%
E-7	3898	57.67%	13.24%	3.26%	1.73%	1.76%	3.83%	18.50%
E-8	1859	54.07%	14.43%	4.64%	1.14%	1.43%	4.64%	19.64%
E-9	684	54.36%	14.66%	3.34%	1.67%	1.11%	3.71%	21.15%
O-1	90	45.33%	18.67%	5.33%	4.00%	2.67%	1.33%	22.67%
O-2	381	57.38%	14.09%	3.36%	2.68%	0.67%	3.36%	18.46%
O-3	1338	55.63%	15.63%	2.52%	1.46%	0.87%	3.98%	19.90%
O-4	770	53.57%	12.41%	3.40%	1.70%	1.70%	4.59%	22.62%
O-5	683	57.95%	11.74%	4.92%	1.14%	0.95%	3.98%	19.32%
O-6	321	58.23%	11.65%	4.82%	2.01%	0.80%	3.21%	19.28%
O-7	1	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
O-8	1	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
W-1	18	50.00%	12.50%	6.25%	0.00%	0.00%	6.25%	25.00%
W-2	111	53.01%	12.05%	1.20%	1.20%	1.20%	6.02%	25.30%
W-3	222	58.90%	17.79%	4.29%	0.61%	0.00%	3.07%	15.34%
W-4	145	57.29%	11.46%	10.42%	2.08%	0.00%	4.17%	14.58%
W-5	31	58.33%	20.83%	4.17%	4.17%	0.00%	4.17%	8.33%

Table 33. Frequencies of HHUSA Client Service Ranks by Education Level.

SERVICE RANK	N	HS/GED	2-YEAR	4-YEAR	POST-GRAD	DOCTORATE
E-1	95	50.70%	12.68%	14.08%	8.45%	0.00%
E-2	206	32.10%	12.35%	23.46%	16.05%	0.00%
E-3	1,342	34.40%	14.78%	22.90%	11.50%	0.29%
E-4	6,631	33.93%	13.05%	22.32%	11.94%	0.35%
E-5	6,355	34.37%	13.80%	21.18%	12.39%	0.37%
E-6	4,098	34.83%	14.08%	20.91%	12.28%	0.48%
E-7	3,898	33.38%	14.78%	22.06%	12.38%	0.53%
E-8	1,859	32.36%	14.50%	23.36%	11.64%	0.79%
E-9	684	33.95%	16.14%	18.55%	12.80%	0.93%
O-1	90	18.67%	14.67%	36.00%	13.33%	1.33%
O-2	381	33.56%	15.44%	20.81%	12.75%	0.00%
O-3	1,338	34.37%	13.40%	21.84%	13.01%	0.49%
O-4	770	33.16%	14.63%	20.75%	13.78%	0.34%
O-5	683	38.07%	12.31%	18.56%	12.50%	0.76%
O-6	321	26.91%	16.47%	21.29%	17.27%	0.40%
O-7	1	0.00%	0.00%	0.00%	0.00%	0.00%
O-8	1	100.00%	0.00%	0.00%	0.00%	0.00%
W-1	18	25.00%	12.50%	31.25%	12.50%	0.00%
W-2	111	38.55%	9.64%	20.48%	8.43%	0.00%
W-3	222	34.36%	14.11%	21.47%	13.50%	0.00%
W-4	145	32.29%	17.71%	19.79%	8.33%	1.04%
W-5	31	29.17%	4.17%	37.50%	16.67%	0.00%

Table 34. Frequencies of HHUSA Client Service Ranks by Disability Status.

SERVICE RANK	N	DISABLED	PENDING	NOT DISABLED
E-1	95	5.63%	46.48%	47.89%
E-2	206	7.41%	41.36%	51.23%
E-3	1,342	6.38%	37.10%	56.52%
E-4	6,631	5.59%	37.13%	57.28%
E-5	6,355	5.38%	39.67%	54.95%
E-6	4,098	5.58%	38.36%	56.06%
E-7	3,898	5.02%	39.97%	55.01%
E-8	1,859	5.36%	39.43%	55.21%
E-9	684	5.19%	38.40%	56.40%
O-1	90	6.67%	32.00%	61.33%
O-2	381	6.38%	41.28%	52.35%
O-3	1,338	4.47%	38.35%	57.18%
O-4	770	5.44%	38.10%	56.46%
O-5	683	5.11%	37.69%	57.20%
O-6	321	3.61%	44.58%	51.81%
O-7	1	0.00%	0.00%	100.00%
O-8	1	0.00%	0.00%	100.00%
W-1	18	12.50%	18.75%	68.75%
W-2	111	6.02%	28.92%	65.06%
W-3	222	3.07%	40.49%	56.44%
W-4	145	6.25%	36.46%	57.29%
W-5	31	4.17%	50.00%	45.83%

Table 35. Frequencies of HHUSA Client Service Ranks by Gender.

SERVICE RANK	N	FEMALE	MALE
E-1	95	25.35%	74.65%
E-2	206	20.99%	79.01%
E-3	1,342	24.15%	75.75%
E-4	6,631	23.14%	76.82%
E-5	6,355	23.21%	76.79%
E-6	4,098	24.05%	75.91%
E-7	3,898	22.50%	77.50%
E-8	1,859	23.93%	76.07%
E-9	684	23.01%	76.99%
O-1	90	38.67%	61.33%
O-2	381	26.85%	73.15%
O-3	1,338	24.17%	75.83%
O-4	770	23.30%	76.70%
O-5	683	21.40%	78.41%
O-6	321	23.69%	76.31%
O-7	1	0.00%	100.00%
O-8	1	0.00%	100.00%
W-1	18	18.75%	81.25%
W-2	111	26.51%	73.49%
W-3	222	22.09%	77.91%
W-4	145	21.88%	78.13%
W-5	31	16.67%	83.33%

Table 36. Frequencies of HHUSA Client Service Ranks by Race.

Service Rank	N	American Indian or Alaska Native	Asian or Pacific Islander	Black or African American	Hispanic or Latino	Two or More	White
E-1	95	0.00%	1.41%	21.13%	15.49%	8.45%	53.52%
E-2	206	0.00%	5.56%	20.37%	12.96%	6.79%	51.85%
E-3	1,342	1.16%	5.02%	21.64%	15.65%	7.44%	47.34%
E-4	6,631	0.84%	5.43%	20.93%	15.97%	7.05%	47.72%
E-5	6,355	0.88%	5.03%	21.08%	15.12%	6.72%	49.14%
E-6	4,098	0.83%	5.55%	22.80%	14.98%	6.38%	47.18%
E-7	3,898	0.67%	5.22%	21.93%	15.61%	6.89%	48.15%
E-8	1,859	0.64%	4.43%	21.50%	17.50%	7.14%	46.93%
E-9	684	1.48%	4.08%	22.82%	13.54%	4.64%	50.83%
O-1	90	0.00%	6.67%	29.33%	13.33%	2.67%	42.67%
O-2	381	0.67%	5.70%	24.16%	17.79%	5.37%	45.30%
O-3	1,338	1.07%	3.50%	21.84%	15.83%	8.16%	48.74%
O-4	770	0.85%	5.44%	19.22%	17.69%	7.31%	47.79%
O-5	683	0.95%	4.17%	23.30%	17.61%	5.68%	45.64%
O-6	321	1.61%	5.22%	19.28%	12.85%	6.02%	53.82%
O-7	1	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
O-8	1	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
W-1	18	0.00%	6.25%	18.75%	25.00%	12.50%	37.50%
W-2	111	0.00%	6.02%	27.71%	12.05%	2.41%	49.40%
W-3	222	0.61%	3.68%	22.70%	17.79%	6.75%	47.85%
W-4	145	1.04%	6.25%	14.58%	19.79%	10.42%	46.88%
W-5	31	0.00%	12.50%	12.50%	4.17%	8.33%	62.50%

Table 37. Frequencies of HHUSA Client Service Ranks by Military Branch.

Service Rank	N	Air Force	Army	Coast Guard	Marines	Navy
E-1	95	16.90%	36.62%	4.23%	15.49%	26.76%
E-2	206	17.28%	45.06%	0.62%	12.35%	24.69%
E-3	1,342	18.26%	45.02%	0.77%	13.43%	22.42%
E-4	6,631	18.35%	44.28%	1.33%	12.55%	23.37%
E-5	6,355	18.69%	43.96%	1.42%	12.51%	23.36%
E-6	4,098	18.28%	44.32%	1.48%	12.16%	23.73%
E-7	3,898	18.54%	44.49%	1.43%	11.95%	23.56%
E-8	1,859	18.57%	46.50%	1.21%	11.64%	22.00%
E-9	684	15.03%	44.53%	1.86%	12.06%	26.53%
O-1	90	20.00%	52.00%	1.33%	10.67%	14.67%
O-2	381	14.77%	47.99%	2.68%	13.76%	20.81%
O-3	1,338	18.16%	43.98%	1.75%	12.23%	23.88%
O-4	770	18.03%	46.26%	1.02%	14.63%	20.07%
O-5	683	21.97%	41.67%	0.76%	12.50%	22.92%
O-6	321	23.29%	37.75%	2.81%	12.45%	23.69%
O-7	1	100.00%	0.00%	0.00%	0.00%	0.00%
O-8	1	0.00%	0.00%	0.00%	0.00%	100.00%
W-1	18	18.75%	62.50%	0.00%	6.25%	12.50%
W-2	111	14.46%	49.40%	2.41%	13.25%	20.48%
W-3	222	19.63%	41.10%	1.23%	9.20%	28.83%
W-4	145	19.79%	46.88%	1.04%	13.54%	18.75%
W-5	31	12.50%	37.50%	4.17%	12.50%	33.33%

Table 38. Frequencies of HHUSA Client Service Ranks by Age Category.

Service Rank	N	≤ 24 Yr	25-29 Yr	30-34 Yr	35-39 Yr	40-44 Yr	45-49 Yr	≥ 50 Yr
E-1	95	18.31%	35.21%	16.90%	9.86%	11.27%	4.23%	4.23%
E-2	206	12.35%	22.84%	14.81%	13.58%	13.58%	12.35%	8.02%
E-3	1,342	12.37%	23.29%	15.65%	17.49%	14.98%	7.34%	6.47%
E-4	6,631	15.01%	21.81%	14.07%	15.65%	15.63%	8.34%	6.62%
E-5	6,355	14.87%	20.56%	14.38%	16.37%	16.25%	7.74%	6.98%
E-6	4,098	15.33%	21.49%	14.50%	16.48%	15.36%	8.08%	5.81%
E-7	3,898	14.78%	20.80%	15.44%	16.94%	16.67%	7.29%	5.69%
E-8	1,859	13.57%	20.21%	16.29%	16.43%	15.71%	9.64%	5.71%
E-9	684	13.54%	22.08%	13.91%	12.99%	15.58%	10.76%	7.79%
O-1	90	12.00%	17.33%	10.67%	20.00%	14.67%	12.00%	6.67%
O-2	381	16.44%	24.16%	11.74%	13.76%	16.11%	7.38%	7.38%
O-3	1,338	14.56%	20.00%	16.21%	14.85%	17.38%	7.28%	7.67%
O-4	770	15.14%	24.32%	14.29%	14.97%	15.31%	6.29%	6.80%
O-5	683	15.72%	24.05%	14.77%	14.77%	12.69%	7.58%	7.20%
O-6	321	10.84%	20.88%	12.85%	18.07%	19.28%	9.64%	7.23%
O-7	1	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
O-8	1	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
W-1	18	12.50%	6.25%	25.00%	31.25%	25.00%	0.00%	0.00%
W-2	111	14.46%	27.71%	10.84%	13.25%	18.07%	8.43%	4.82%
W-3	222	15.34%	22.09%	14.72%	15.95%	15.34%	9.82%	4.91%
W-4	145	18.75%	22.92%	13.54%	16.67%	13.54%	5.21%	6.25%
W-5	31	8.33%	20.83%	8.33%	33.33%	12.50%	12.50%	4.17%

Table 39. Frequencies of HHUSA Client Service Ranks by Location.

Service Rank	N	East North Central	East South Central	Middle Atlantic	Mountain	New England	Pacific	South Atlantic	West North Central	West South Central
E-1	95	5.63%	4.23%	5.63%	12.68%	0.00%	15.49%	32.39%	9.86%	14.08%
E-2	206	5.56%	6.79%	3.09%	14.81%	0.62%	15.43%	30.86%	4.32%	18.52%
E-3	1,342	3.38%	5.31%	3.38%	8.31%	1.55%	16.43%	36.71%	5.89%	19.03%
E-4	6,631	4.87%	5.34%	4.08%	9.36%	1.62%	17.33%	35.12%	5.16%	17.12%
E-5	6,355	4.68%	5.32%	4.15%	8.85%	1.52%	17.85%	34.80%	5.09%	17.73%
E-6	4,098	4.23%	5.77%	4.23%	9.17%	1.41%	18.12%	36.18%	4.75%	16.13%
E-7	3,898	4.16%	5.39%	3.66%	10.32%	1.46%	17.67%	35.31%	4.99%	17.04%
E-8	1,859	4.57%	6.21%	3.71%	9.07%	0.93%	17.29%	34.21%	5.14%	18.86%
E-9	684	5.57%	5.94%	3.90%	6.49%	2.41%	14.84%	35.62%	4.45%	20.78%
O-1	90	1.33%	2.67%	4.00%	12.00%	0.00%	22.67%	26.67%	5.33%	25.33%
O-2	381	4.70%	4.36%	4.03%	9.06%	2.01%	19.80%	33.56%	4.36%	18.12%
O-3	1,338	3.98%	6.50%	4.08%	10.00%	1.55%	16.50%	36.21%	5.15%	16.02%
O-4	770	5.27%	6.63%	3.74%	8.84%	1.70%	19.39%	29.59%	5.27%	19.56%
O-5	683	6.25%	4.92%	5.49%	8.52%	0.95%	14.96%	35.42%	4.92%	18.56%
O-6	321	5.62%	4.82%	4.02%	10.44%	3.21%	15.66%	35.34%	4.42%	16.47%
O-7	1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
O-8	1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
W-1	18	0.00%	0.00%	0.00%	6.25%	6.25%	18.75%	43.75%	12.50%	12.50%
W-2	111	3.61%	8.43%	1.20%	9.64%	0.00%	20.48%	36.14%	6.02%	14.46%
W-3	222	5.52%	4.91%	1.84%	7.98%	1.23%	19.63%	36.20%	4.91%	17.79%
W-4	145	7.29%	6.25%	5.21%	10.42%	2.08%	20.83%	29.17%	2.08%	16.67%
W-5	31	8.33%	0.00%	12.50%	4.17%	4.17%	12.50%	37.50%	4.17%	16.67%

Table 40. Frequencies of HHUSA Client Service Ranks by RUCA Type.

SERVICE RANK	N	RURAL	URBAN
E-1	95	14.08%	85.92%
E-2	206	7.41%	92.59%
E-3	1,342	10.14%	89.86%
E-4	6,631	8.97%	91.03%
E-5	6,355	8.81%	91.19%
E-6	4,098	9.94%	90.06%
E-7	3,898	7.95%	92.05%
E-8	1,859	8.71%	91.29%
E-9	684	8.53%	91.47%
O-1	90	12.00%	88.00%
O-2	381	7.38%	92.62%
O-3	1,338	8.54%	91.46%
O-4	770	9.69%	90.31%
O-5	683	11.17%	88.83%
O-6	321	10.44%	89.56%
O-7	1	0.00%	100.00%
O-8	1	0.00%	100.00%
W-1	18	18.75%	81.25%
W-2	111	20.48%	79.52%
W-3	222	12.27%	87.73%
W-4	145	7.29%	92.71%
W-5	31	8.33%	91.67%

Table 41. Frequencies of HHUSA Client Service Ranks by Program Outcomes.

Service Rank	N	Early Registration	Hired	High Salary	New State	Migration Distance
E-1	95	35.8%	7.4%	1.1%	100.0%	31.15
E-2	206	38.8%	11.2%	1.9%	76.7%	268.00
E-3	1,342	45.1%	12.1%	5.1%	78.3%	181.38
E-4	6,631	50.9%	11.2%	6.4%	75.4%	263.47
E-5	6,355	57.8%	11.6%	9.8%	71.0%	322.01
E-6	4,098	70.4%	11.3%	13.0%	71.3%	346.42
E-7	3,898	78.5%	12.5%	16.8%	75.5%	261.91
E-8	1,859	82.6%	11.7%	18.7%	72.9%	265.92
E-9	684	81.6%	11.0%	21.3%	69.2%	247.00
O-1	90	72.2%	13.3%	16.7%	59.1%	436.01
O-2	381	76.4%	8.4%	16.3%	60.4%	397.95
O-3	1,338	68.2%	12.8%	22.6%	61.1%	419.25
O-4	770	71.9%	11.4%	23.1%	67.0%	396.70
O-5	683	77.7%	11.1%	22.4%	68.4%	302.81
O-6	321	80.1%	14.0%	25.2%	75.9%	229.60
O-7	1	0.0%	0.0%	0.0%	.	.
O-8	1	100.0%	0.0%	100.0%	100.0%	0.00
W-1	18	72.2%	11.1%	27.8%	40.0%	461.58
W-2	111	73.9%	10.8%	21.6%	71.4%	313.74
W-3	222	82.0%	8.1%	20.7%	75.0%	255.58
W-4	145	84.1%	11.0%	21.4%	82.4%	95.20
W-5	31	87.1%	25.8%	22.6%	42.9%	330.25

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

Figure 7. Percentage of HHUSA Clients Registered Before Separation Date by Service Rank.



Figure 8. Percentage of HHUSA Clients Hired by Service Rank.

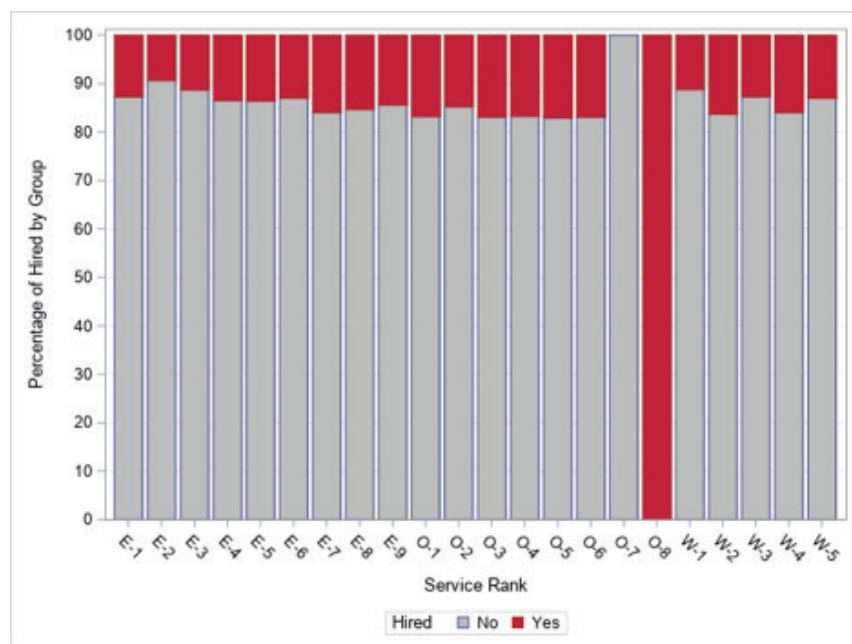


Figure 9. Percentage of HHUSA Clients Hired at an Above Average Salary by Service Rank.

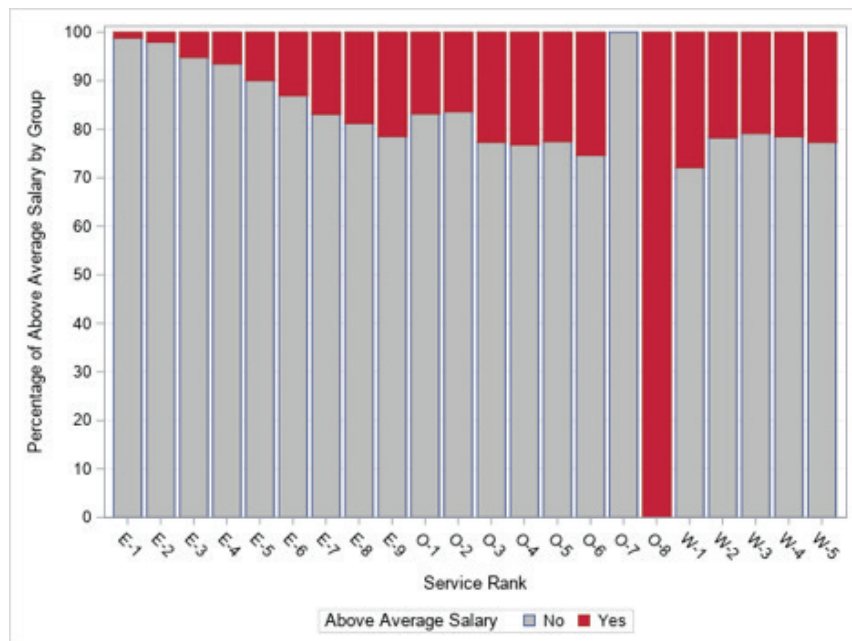
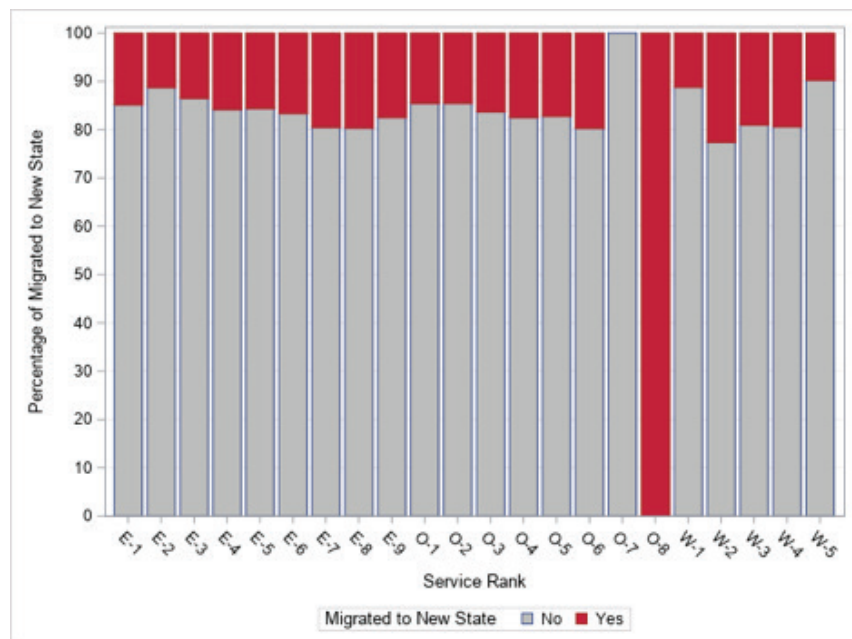


Figure 10. Percentage of HHUSA Clients that Migrated to a New State.



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:

- Like 2020, there were strong correlations between Resume Created and Assessment services.
- Other correlations seen across data subsets only had a moderate correlation at best.
- Salary Negotiation and Value Propositioning services seemed to have higher than average moderate correlations with other services.

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 2021 can be seen below.

Table 42. Correlation Matrix of Clients Completion of HHUSA Services.

	ASSESSMENT	COVER LETTER	FED CAREER COUNSELING	FED RESUME REVIEW	INTERVIEWING	JOB BOARD	JOB MATCHING	LINKEDIN	MENTORING	NETWORKING	REFERRAL	RESUME CREATED	RESUME TAILORED	SALARY NEGOTIATION	TRAINING	VALUE PROP
ASSESSMENT	1.00															
COVER LETTER	0.24	1.00														
FED CAREER COUNSELING	0.07	0.00	1.00													
FED RESUME REVIEW	0.21	0.08	0.09	1.00												
INTERVIEWING	0.22	0.38	0.02	0.09	1.00											
JOB BOARD	0.30	0.10	0.03	0.11	0.10	1.00										
JOB MATCHING	0.19	0.05	0.04	0.08	0.11	0.11	1.00									
LINKEDIN	0.19	0.27	0.01	0.06	0.23	0.08	0.05	1.00								
MENTORING	0.29	0.08	0.06	0.15	0.13	0.19	0.12	0.10	1.00							
NETWORKING	0.18	0.20	0.01	0.04	0.23	0.06	0.09	0.30	0.07	1.00						
REFERRAL	0.07	0.02	0.01	0.05	0.02	0.02	0.03	0.01	0.05	0.01	1.00					
RESUME CREATED	0.99	0.25	0.07	0.21	0.23	0.31	0.19	0.20	0.29	0.18	0.07	1.00				
RESUME TAILORED	0.29	0.18	0.02	0.11	0.27	0.11	0.10	0.12	0.14	0.18	0.03	0.29	1.00			
SALARY NEGOTIATION	0.13	0.32	0.00	0.04	0.31	0.07	0.06	0.32	0.07	0.37	0.02	0.13	0.04	1.00		
TRAINING	0.18	0.03	0.03	0.07	0.02	0.08	0.05	0.03	0.17	0.03	0.04	0.18	0.05	0.01	1.00	
VALUE PROP	0.21	0.41	0.01	0.07	0.39	0.09	0.08	0.38	0.09	0.29	0.01	0.21	0.25	0.30	0.03	1.00

For the year 2021, HHUSA has restructured the services that were provided to clients. Similar to the prior year, there was a strong correlation in HHUSA clients that completed Resume Created and Assessment (99%). Those that completed their resume were also seen to have moderate correlations with completing Cover Letter (25%), Review Federal Resume (21%), Interviewing (23%), Job Board Usage (31%), and Mentoring (29%) services.

Clients that completed the Assessment service showed moderate correlations with services including Cover Letter (24%), Federal Resume Review (21%), Interviewing (22%), Job Board Usage (30%), Mentoring (29%), Resume Tailoring (29%) and Value Propositioning (21%). Moderate correlations were also found between clients that completed Cover Letter services and Interviewing (38%), LinkedIn (27%), and Networking (20%), Salary Negotiations (32%), and Value Propositioning (41%). Those that completed Interviewing showed similar correlations with LinkedIn training (23%), Networking (23%), Resume Tailoring (27%), Salary Negotiation (31%), and Value Propositioning (39%). Finally moderate correlations were also found for clients that completed Salary Negotiations with Networking (37%).

Value Propositioning was seen to have moderate correlations with Assessment (21%), Cover Letter (41%), Interviewing (39%), LinkedIn (38%), Networking (29%), Resume Creation (21%), and Resume Tailoring (25%) services.

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.

Table 43. Correlation Matrix of Successfully Hired Clients Completion of HHUSA Services.

	ASSESSMENT	COVER LETTER	FED CAREER COUNSELING	FED RESUME REVIEW	INTERVIEWING	JOB BOARD	JOB MATCHING	LINKEDIN	MENTORING	NETWORKING	REFERRAL	RESUME CREATED	RESUME TAILORED	SALARY NEGOTIATION	TRAINING	VALUE PROP
ASSESSMENT	1.00															
COVER LETTER	.	1.00														
FED CAREER COUNSELING	.	-0.02	1.00													
FED RESUME REVIEW	.	0.03	0.07	1.00												
INTERVIEWING	.	0.29	0.03	0.04	1.00											
JOB BOARD	.	0.04	0.03	0.04	0.04	1.00										
JOB MATCHING	.	0.01	0.01	0.00	0.06	0.04	1.00									
LINKEDIN	.	0.23	0.01	0.02	0.19	0.05	0.00	1.00								
MENTORING	.	0.03	0.05	0.08	0.08	0.12	0.08	0.06	1.00							
NETWORKING	.	0.18	0.01	-0.02	0.20	-0.02	0.04	0.25	0.02	1.00						
REFERRAL	.	0.02	-0.01	0.05	0.03	0.00	0.05	-0.01	0.05	0.02	1.00					
RESUME CREATED	1.00				
RESUME TAILORED	.	0.10	-0.02	0.03	0.18	0.03	0.05	0.05	0.07	0.07	0.03	.	1.00			
SALARY NEGOTIATION	.	0.30	-0.01	0.00	0.28	0.04	0.02	0.27	0.05	0.31	0.04	.	0.01	1.00		
TRAINING	.	-0.02	0.03	0.02	-0.02	0.03	0.02	0.00	0.12	0.01	0.05	.	0.03	-0.01	1.00	
VALUE PROP	.	0.33	0.00	0.00	0.30	0.04	0.04	0.36	0.04	0.24	0.02	.	0.16	0.24	-0.01	1.00

HHUSA Clients that were able to find jobs had all completed services involving Assessment and Resume Creation. Of the remaining services, there were moderate correlations found between the Cover Letter service and Interviewing (29%), LinkedIn (23%), Salary Negotiation (30%) and Value Propositioning (33%). Moderate correlations were also observed when comparing Interviewing and Networking (20%), Salary Negotiation (28%), and Value Propositioning (30%). Clients that completed LinkedIn services had moderate correlations with Networking (25%), Salary Negotiations (27%), and Value Propositioning (36%).

For those that completed Networking training also showed mild correlations with Salary Negotiations (31%) and Value Propositioning (24%). There was a final mild correlation when comparing completion of the Salary Negotiation service and Value Propositioning (24%).

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

EXECUTIVE
SUMMARY

SECTION ONE:
INTAKE

SECTION TWO:
HELPED

SECTION THREE:
HIRED

COVID-19
IMPACTS

APPENDIX

Table 44. Correlation Matrix of Active Clients Completion of HHUSA Services.

	ASSESSMENT	COVER LETTER	FED CAREER COUNSELING	FED RESUME REVIEW	INTERVIEWING	JOB BOARD	JOB MATCHING	LINKEDIN	MENTORING	NETWORKING	REFERRAL	RESUME CREATED	RESUME TAILORED	SALARY NEGOTIATION	TRAINING	VALUE PROP
ASSESSMENT	1.00															
COVER LETTER	0.26	1.00														
FED CAREER COUNSELING	0.07	0.00	1.00													
FED RESUME REVIEW	0.22	0.08	0.10	1.00												
INTERVIEWING	0.23	0.37	0.03	0.09	1.00											
JOB BOARD	0.32	0.10	0.04	0.11	0.12	1.00										
JOB MATCHING	0.20	0.05	0.04	0.08	0.11	0.11	1.00									
LINKEDIN	0.21	0.27	0.02	0.07	0.24	0.09	0.06	1.00								
MENTORING	0.31	0.09	0.06	0.16	0.15	0.19	0.13	0.11	1.00							
NETWORKING	0.19	0.21	0.02	0.05	0.23	0.06	0.09	0.31	0.07	1.00						
REFERRAL	0.07	0.02	0.01	0.05	0.03	0.02	0.03	0.01	0.05	0.01	1.00					
RESUME CREATED	1.00	0.26	0.07	0.22	0.23	0.32	0.20	0.21	0.31	0.19	0.07	1.00				
RESUME TAILORED	0.31	0.18	0.03	0.11	0.26	0.12	0.11	0.12	0.15	0.18	0.04	0.31	1.00			
SALARY NEGOTIATION	0.14	0.33	0.00	0.04	0.32	0.08	0.06	0.33	0.08	0.37	0.03	0.15	0.05	1.00		
TRAINING	0.18	0.03	0.04	0.07	0.02	0.09	0.06	0.03	0.17	0.03	0.05	0.18	0.05	0.01	1.00	
VALUE PROP	0.22	0.40	0.02	0.07	0.39	0.09	0.09	0.40	0.09	0.29	0.02	0.22	0.24	0.31	0.04	1.00

For HHUSA clients that remained Active, there was a near perfect positive correlation between completing the Assessment service and Resume Creation service. The remaining correlations in the matrix were all moderate at best. Starting with the Assessment service, there were moderate correlations with services related to Cover Letter (26%), Federal Resume Review (22%), Interviewing (23%), Job Board Usage (32%), LinkedIn (21%), Mentoring (31%), Resume Tailoring (31%), and Value Propositioning (22%). For clients completing Cover Letter services, Interviewing (37%), LinkedIn (27%), Networking (21%), Resume Creation (26%), Salary Negotiation (33%), and Value Propositioning (40%) were all correlated.

Federal Resume Review had a moderate correlation with Resume Creation (22%). There were also moderate correlations to Interviewing services and LinkedIn (24%), Networking (23%), Resume Creation (23%), Resume Tailoring (26%), Salary Negotiation (32%), and Value Propositioning (39%). Resume Creation was also correlated with Job Board Usage (32%).

Completion of LinkedIn training was moderately correlated with Networking (31%), Resume Creation (21%), Salary Negotiation (33%), and Value Propositioning (40%). Those that received Mentoring services also had a 31% chance to also complete Resume Creation. Clients taking Networking training had correlations with Salary Negotiation (37%) and Value Propositioning (29%). Resume Creation overlapped with Resume Tailoring by 31% and Value Propositioning by 22%. Finally, Value Propositioning services were correlated with Resume Tailoring (24%) and Salary Negotiations (31%).

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

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 New Mexico, Washington, and California.
- The states with clients that had the lowest distance traveled while migrating include Vermont, New Hampshire, Ohio, Minnesota, and Michigan.

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.

Table 45. Average HHUSA Client Migration Distance After Being Hired.

Full Name of State / Territory	N	Active Duty Military Member	Military Spouse / Caregiver	National Guard or Reserves Military Member	Veteran or Separated Military Member	TOTAL AVERAGE
Alabama	437	230.77	39.76	286.67	153.74	197.68
Alaska	153	909.93	1144.83	2670.85	1996.35	1318.13
Arizona	539	376.9	36.79	580.43	262.8	331.4
Arkansas	121	143.25	228.25	7.9	43.84	102.83
California	3686	519.13	124.24	271.48	266.34	393.17
Colorado	1266	255.26	392.85	133.26	155.79	229.58
Connecticut	119	444.39	.	0	68.6	297.12
Delaware	60	315.08	45.3	48.95	451.1	316.09
District of Columbia	90	299.36	4.63	439.6	272.95	268.27
Florida	2398	199.55	200.72	273.06	137.31	183.77
Georgia	1847	296.9	40.59	238.23	161.25	223.95
Guam	35	6981	.	.	.	6981
Hawaii	673	2258.38	393.84	789.9	578.55	1681.63
Idaho	291	242.67	417.01	418.88	201.53	271.87
Illinois	443	204.47	168.49	3.65	222.34	192.12
Indiana	204	88.04	134.27	291.48	69.32	108.36
Iowa	88	221.65	.	667.6	162.23	213.85
Kansas	648	412.39	72.05	381.26	317.61	384.89
Kentucky	438	332.84	8.57	65.52	57.98	221.06
Louisiana	339	307.94	401.43	56.54	177.97	244.76
Maine	43	894.3	0	0	102.4	219.82
Maryland	938	177.77	217.67	469.33	152.76	195.87
Massachusetts	187	325.34	0	14.87	206.92	209.54
Michigan	224	155.97	82.79	223.17	13.73	91.31
Minnesota	140	124.14	21.3	10.36	97.62	76.66

Full Name of State / Territory	N	Active Duty Military Member	Military Spouse / Caregiver	National Guard or Reserves Military Member	Veteran or Separated Military Member	TOTAL AVERAGE
Mississippi	188	328.04	150.2	627.47	133.28	266.78
Missouri	405	281.11	337.85	161.01	106.07	247.81
Montana	42	305.2	0	0	183.77	235.58
Nebraska	127	286.3	.	582	3.23	264.16
Nevada	318	518.29	3.07	0	39.43	291.12
New Hampshire	73	23.4	4.83	42.33	23.58	24.78
New Jersey	295	316.63	218.88	421.28	201.13	265.94
New Mexico	220	423.75	.	0	660.65	504.11
New York	669	517.84	44.82	201.47	132.16	339.83
North Carolina	2191	286.59	183.39	67.28	141.82	203.05
North Dakota	63	372.36	.	91.65	0	253.62
Ohio	385	116.56	0	64.76	30.92	76.13
Oklahoma	414	253.97	106.58	95.12	334.36	260.49
Oregon	122	546.32	.	1028.7	102.87	376.18
Pennsylvania	425	250.55	13.77	89.86	205.97	192.53
Puerto Rico	31	.	.	0	.	0
Rhode Island	49	96.9	58.1	.	582.63	380.58
South Carolina	652	329.69	247.07	577.24	146.2	285.07
South Dakota	49	127.18	380.5	3.6	0	99.6
Tennessee	637	178.59	155.68	141.26	159.53	170.1
Texas	4587	327.57	161.99	242.22	139.94	251.39
Utah	130	466.1	1.4	12.35	155.14	311.68
Vermont	11	0	.	.	34.93	20.96
Virgin Islands	2
Virginia	3249	267.25	98.68	214.42	111.45	213.31
Washington	950	644.53	294.79	342.89	177.56	450.8
West Virginia	52	365.13	0	.	27.08	150.46
Wisconsin	152	170.37	.	171.93	153.69	165.11
Wyoming	54	373.06	0	86.33	0	272.67

For the 2021 data, the states/territories with the longest average distance migrated was Guam (\bar{x} = 6981), Hawaii (\bar{x} = 1681.63), Alaska (\bar{x} = 1318.13), New Mexico (\bar{x} = 504.11), Washington (\bar{x} = 450.80), and California (\bar{x} = 393.17). Of these locations, three are not part of the continental United States of America, which would help explain the extreme traveling distances. Of the remaining mentioned, they are all located on the Western half of the country.

Of those that migrated, Vermont (\bar{x} = 20.96), New Hampshire (\bar{x} = 24.78), Ohio (\bar{x} = 76.13), Minnesota (\bar{x} = 76.66), and Michigan (\bar{x} = 91.31) all have low averages for migration distances.

When evaluating success, are there common factors across categories?

KEY TAKEAWAYS:

- For the 2021 data, the main predictors of success across categories seem to include Education Level, Rank, Age Category, Gender, and Employment Status.
- 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.
- Younger Clients experienced success at higher rates than Older Clients. The same can be seen for Male clients when compared to Female clients.
- Those that were Unemployed were able to find jobs at a higher rate than Active Duty clients.
- Most of the HHUSA services seemed to help clients get hired. The ones that helped out most in getting employment include Cover Letter, Federal Resume Review, Interviewing, Job Board Usage, Job Matching, LinkedIn Account Creation, Mentoring, Resume Tailoring, Salary Negotiation, and Training services.

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 achieving employment, and getting hired at a higher salary.
- The only job functions that helped Female clients with success were Analyst, Project Management, Information Security, and Engineering.
- 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 2021 demographic modeling included the following:

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

Trend comparison between historic datasets.

KEY TAKEAWAYS:

- Most categories have remained stable over time, but there are a few trends that were noticed.
- Comparing 2020 to 2021 data, there was an observed increase in HHUSA clients listing Active Duty as their Employment Status (40% increase). There was also a rather large decrease in clients that were Unemployed (about a 20% decrease). This could be due to the effects of COVID and the economy opening back up.
- The largest YoY increase for a client's Age Category took place in those aged 24-years-and-younger (22.19% higher). The largest decrease was in those aged 50-years-and-older, which decreased by approximately 12%.
- There was an observed decline in HHUSA clients that were Disabled, dropping about 75% of what was listed in 2020.
- HHUSA clients with a Doctorate degree has been steadily declining over the past two years.
- There has been a steady increase in the proportion of Female clients using HHUSA services.
- The same can be said for clients that have listed Hispanic or Latino as their Race or Navy as their Military Service Branch.

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 (13.78%) signed up in 2017, 22,810 (16.51%) in 2018, 30,449 (22.05%) in 2019, 32,349 (23.42%) in 2020, and 33,481 (24.24%) in 2021. There was an approximate 120% increase in clients from 2017 to 2018, a 133% increase from 2018 to 2019, a 106% increase from 2019 to 2020, and finally a 104% increase from 2020 to 2021. While the number of clients gained year-over-year has slowed, 2021 is the largest count of clients for HHUSA. Frequencies of client demographic data have been provided in the following tables. Note: Clients with unknown demographic values were excluded from the frequency tables. Also, a client's Age Category has only been tracked starting with the year 2020.

The first demographic variable investigated was the client's rank. Compared to prior years, the number of each service rank has remained relatively stable based on their proportions.

Table 46. YoY Trends for HHUSA Client Rank.

Rank	Year	Count	Percent	YoY Change	%YoY Change
Company-Grade Officer	2017	1,190	7.00%		
	2018	1,560	8.08%	370	131.09%
	2019	1,893	7.27%	333	121.35%
	2020	1,931	7.01%	38	102.01%
	2021	1,809	6.18%	(122)	93.68%
Field-Grade Officer	2017	1,045	6.15%		
	2018	1,613	8.35%	568	154.35%
	2019	1,981	7.61%	368	122.81%
	2020	1,867	6.77%	(114)	94.25%
	2021	1,774	6.06%	(93)	95.02%
General Officer	2017	5	0.03%		
	2018	7	0.04%	2	140.00%
	2019	5	0.02%	(2)	71.43%
	2020	8	0.03%	3	160.00%
	2021	2	0.01%	(6)	25.00%
Junior Enlisted	2017	4,443	26.14%		
	2018	4,516	23.38%	73	101.64%
	2019	7,152	27.48%	2,636	158.37%
	2020	8,435	30.60%	1,283	117.94%
	2021	8,274	28.26%	(161)	98.09%
Non-Commissioned Officer	2017	5,904	25.04%		
	2018	6,377	33.23%	473	108.01%
	2019	8,732	33.68%	2,355	136.93%
	2020	9,276	33.61%	544	106.23%

Rank	Year	Count	Percent	YoY Change	%YoY Change
Senior Non-Commissioned Officer	2021	10,453	35.65%	1,177	112.69%
	2017	4,021	23.65%		
	2018	4,728	24.48%	707	117.58%
	2019	5,651	21.71%	923	119.52%
	2020	5,473	19.86%	(178)	96.85%
Warrant Officer	2021	6,441	22.00%	968	117.69%
	2017	391	2.35%		
	2018	511	2.72%	120	130.69%
	2019	613	2.41%	102	119.96%
	2020	571	2.12%	(42)	93.15%
	2021	527	1.83%	(44)	92.29%

Employment data for HHUSA clients was investigated next. There has been a large increase in HHUSA Clients listing their Employment Status as Active Duty, as well as a large decrease in those that were listed as Unemployed.

Table 47. YoY Trends for HHUSA Client Employment Status.

Employment Status	Year	Count	Percent	YoY Change	% YoY Change
Active Duty	2017	7,489	43.96%		
	2018	7,749	40.41%	260	103.47%
	2019	10,825	44.80%	3,076	139.70%
	2020	11,267	39.32%	442	104.08%
	2021	15,727	51.83%	4,460	139.58%
Employed	2017	2,663	15.63%		
	2018	3,820	19.92%	1,157	143.45%
	2019	3,852	15.94%	32	100.84%
	2020	5,173	18.06%	1,321	134.29%
	2021	4,562	15.04%	(611)	88.19%
Pending Medical Separation	2017	411	2.41%		
	2018	554	2.89%	143	134.79%
	2019	791	3.27%	237	142.78%
	2020	744	2.60%	(47)	94.06%
	2021	973	3.21%	229	130.78%
Student - Not seeking full time employment	2017	323	1.90%		
	2018	437	2.28%	114	135.29%
	2019	538	2.23%	101	123.11%
	2020	682	2.38%	144	126.77%
	2021	555	1.83%	(127)	81.38%

Employment Status	Year	Count	Percent	YoY Change	% YoY Change
Temporary/Contract Employee	2017	299	1.48%		
	2018	356	1.88%	57	119.06%
	2019	539	2.32%	183	151.40%
	2020	675	2.56%	136	125.23%
	2021	506	1.59%	(169)	74.96%
Under employed - Insufficient income	2017	991	5.82%		
	2018	1,156	6.03%	165	116.65%
	2019	1,552	6.42%	396	134.26%
	2020	1,793	6.26%	241	115.53%
	2021	1,284	4.23%	(509)	71.61%
Unemployed	2017	4,859	39.91%		
	2018	5,105	36.28%	246	105.06%
	2019	6,065	33.51%	960	118.81%
	2020	8,317	40.90%	2,252	137.13%
	2021	6,734	28.53%	(1,583)	80.97%

As mentioned earlier, the age of a HHUSA client has only been recorded since 2020. The largest YoY increase took place in 2021 for 24 years and younger, increasing by 22.19%. The largest decrease recorded can be found in the 50 years and over category, which was only 87.67% of the prior year.

Table 48. YoY Trends for HHUSA Client Age Category.

Age Category	Year	Count	Percent	YoY Change	% YoY Change
24 years and younger	2020	3,447	24.38%		
	2021	4,212	29.77%	765	122.19%
25-29 years	2020	5,676	20.65%		
	2021	6,353	21.56%	677	111.93%
30-34 years	2020	4,796	17.45%		
	2021	4,629	15.71%	(167)	96.52%
35-39 years	2020	4,781	17.39%		
	2021	5,022	17.04%	241	105.04%
40-44 years	2020	4,144	15.07%		
	2021	4,851	16.46%	707	117.06%
45-49 years	2020	2,401	8.73%		
	2021	2,435	8.26%	34	101.42%
50 years and over	2020	2,247	8.17%		
	2021	1,970	6.68%	(277)	87.67%

A client's Disability Status was investigated next. From the data collected, there was a large decrease in HHUSA clients that were Disabled going from 2020 to 2021. This could reflect a possible change in HHUSA client recruitment strategy.

Table 49. YoY Trends for HHUSA Client Disability Status.

Disability Status	Year	Count	Percent	YoY Change	% YoY Change
Disabled	2017	2,106	11.07%		
	2018	2,842	12.46%	736	134.95%
	2019	5,473	17.97%	2,631	192.58%
	2020	6,237	19.28%	764	113.96%
	2021	1,508	4.50%	(4,729)	24.18%
Not Disabled	2017	13,324	70.02%		
	2018	15,869	69.57%	2,545	119.10%
	2019	18,778	61.67%	2,909	118.33%
	2020	17,910	55.36%	(868)	95.38%
	2021	21,141	63.14%	3,231	118.04%
Pending	2017	3,599	18.91%		
	2018	4,099	17.97%	500	113.89%
	2019	6,198	20.36%	2,099	151.21%
	2020	8,202	25.35%	2,004	132.33%
	2021	10,832	32.35%	2,630	132.07%

The next demographic analyzed were the trends in a client's Education Level. The number of clients seemed to stay relatively stable across years; however there appears to be a decrease in the number of clients that have either a Doctorate or Post-Graduate degree. These clients may have more opportunity than other education levels and may not be enrolling for HHUSA services.

Table 50. YoY Trends for HHUSA Client Education Level.

Education Level	Year	Count	Percent	YoY Change	% YoY Change
2 Year Degree (AA, AS, etc.)	2017	2,669	15.95%		
	2018	2,713	15.15%	44	101.65%
	2019	3,763	15.26%	1,050	138.70%
	2020	3,738	14.86%	(25)	99.34%
	2021	4,316	16.09%	578	115.46%
4 Year Degree (BA, BS, etc.)	2017	4,802	28.69%		
	2018	5,728	31.99%	926	119.28%
	2019	7,402	30.01%	1,674	129.22%
	2020	7,621	30.29%	219	102.96%
	2021	7,656	28.54%	35	100.46%
Doctorate (PhD, MD, etc.)	2017	177	1.06%		
	2018	352	1.97%	175	198.87%
	2019	422	1.71%	70	119.89%
	2020	309	1.23%	(113)	73.22%
	2021	242	0.90%	(67)	78.32%
High School/GED	2017	6,466	38.63%		
	2018	5,484	30.62%	(982)	84.81%
	2019	8,480	34.38%	2,996	154.63%
	2020	8,861	35.22%	381	104.49%
	2021	10,129	37.77%	1,268	114.31%
Post-Graduate Degree (MA, MS, JD, etc.)	2017	2,624	15.68%		
	2018	3,630	20.27%	1,006	138.34%
	2019	4,595	18.63%	965	126.58%
	2020	4,629	18.40%	34	100.74%
	2021	4,478	16.70%	(151)	96.74%

Next, a client's Gender was examined. While YoY frequencies seem to show a steady growth of both Male and Female candidates, there appeared to be a trend showing an increase in the proportion of Female clients. Over the past 5-years, the proportion of Female HHUSA clients has increased by approximately 5%.

Table 51. YoY Trends for HHUSA Client Gender.

Gender	Year	Count	Percent	YoY Change	% YoY Change
Female	2017	3,441	24.98%		
	2018	4,601	27.79%	1,160	133.71%
	2019	7,061	28.51%	2,460	153.47%
	2020	8,300	28.89%	1,239	117.55%
	2021	8,927	29.47%	627	107.55%
Male	2017	10,332	75.02%		
	2018	11,957	72.21%	1,625	115.73%
	2019	17,702	71.49%	5,745	148.05%
	2020	20,434	71.11%	2,732	115.43%
	2021	21,368	70.53%	934	104.57%

The Race of HHUSA clients can be found in the table below. Most of the YoY trends between races appear to be stable over time. Clients identifying as Hispanic or Latino and Two have seen steady growth in proportion over time.

Table 52. YoY Trends for HHUSA Client Race.

Race	Year	Count	Percent	YoY Change	% YoY Change
American Indian or Alaska Native	2017	31	1.14%		
	2018	100	0.65%	69	322.58%
	2019	173	0.74%	73	173.00%
	2020	244	0.91%	71	141.04%
	2021	242	0.85%	(2)	99.18%
Asian, Native Hawaiian or Other Pacific Islander	2017	100	3.66%		
	2018	741	4.83%	641	741.00%
	2019	1,087	4.65%	346	146.69%
	2020	1,505	5.63%	418	138.45%
	2021	1,603	5.61%	98	106.51%
Black or African American	2017	672	24.62%		
	2018	3,541	23.06%	2,869	526.93%
	2019	5,112	21.85%	1,571	144.37%
	2020	5,489	20.53%	377	107.37%
	2021	6,182	21.65%	693	112.63%
Hispanic or Latino	2017	324	11.87%		
	2018	2,015	13.12%	1,691	621.91%
	2019	3,260	13.93%	1,245	161.79%

Race	Year	Count	Percent	YoY Change	% YoY Change
	2020	3,850	14.40%	590	118.10%
	2021	4,564	15.98%	714	118.55%
Two or more races	2017	188	1.13%		
	2018	973	6.34%	785	517.55%
	2019	1,757	7.51%	784	180.58%
	2020	1,830	6.85%	73	104.15%
	2021	1,988	6.96%	158	108.63%
White	2017	1,414	51.81%		
	2018	7,984	52.00%	6,570	564.64%
	2019	12,010	51.33%	4,026	150.43%
	2020	13,813	51.67%	1,803	115.01%
	2021	13,979	48.95%	166	101.20%

Frequencies of a HHUSA client's Service Branch have been included in the table below. Included in the table are the clients reporting in the five main branches of the Military. While HHUSA is beginning to get clients from the Space Force, they have not been included in this analysis due to having only one year of data. Most of the branches seem to have stable growth and proportions. There is a continuing trend of growth for HHUSA clients from the Navy.

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Table 53. YoY Trends for HHUSA Client Service Branch.

Service Branch	Year	Count	Percent	YoY Change	% YoY Change
Air Force	2017	2,869	16.53%		
	2018	3,189	17.36%	320	111.15%
	2019	4,353	18.23%	1,164	136.50%
	2020	4,560	17.32%	207	104.76%
	2021	5,386	18.99%	826	118.11%
Army	2017	8,917	51.38%		
	2018	9,145	49.78%	228	102.56%
	2019	11,487	48.11%	2,342	125.61%
	2020	12,465	47.35%	978	108.51%
	2021	12,465	43.95%	-	100.00%
Coast Guard	2017	180	1.04%		
	2018	180	0.98%	-	100.00%
	2019	309	1.29%	129	171.67%
	2020	351	1.33%	42	113.59%
	2021	407	1.44%	56	115.95%
Marine Corp	2017	2,100	12.10%		
	2018	2,253	12.27%	153	107.29%
	2019	2,902	12.15%	649	128.81%
	2020	3,557	13.51%	655	122.57%
	2021	3,489	12.30%	(68)	98.09%
Navy	2017	3,290	18.96%		
	2018	3,602	19.61%	312	109.48%
	2019	4,827	20.22%	1,225	134.01%
	2020	5,395	20.49%	568	111.77%
	2021	6,613	23.32%	1,218	122.58%

The census division of a client's reported location has been analyzed next. Year over Year proportions tended to be relatively flat. There is a slight decrease in the proportion of HHUSA clients from the Mountain division over the last 5-years.

Table 54. YoY Trends for HHUSA Client Location.

Location	Year	Count	Percent	YoY Change	% YoY Change
East North Central	2017	737	11.11%		
	2018	774	11.11%	37	105.02%
	2019	1,233	11.11%	459	159.30%
	2020	1,355	11.11%	122	109.89%
	2021	1,434	12.50%	79	105.83%
East South Central	2017	918	5.58%		
	2018	927	4.97%	9	100.98%
	2019	1,168	4.57%	241	126.00%
	2020	1,286	4.85%	118	110.10%
	2021	1,729	5.33%	443	134.45%
Middle Atlantic	2017	925	5.62%		
	2018	1,005	5.31%	80	108.65%
	2019	1,446	5.63%	441	143.88%
	2020	1,448	5.37%	2	100.14%
	2021	1,417	4.48%	(31)	97.86%
Mountain	2017	1,941	11.81%		
	2018	2,003	10.73%	62	103.19%
	2019	2,517	9.85%	514	125.66%
	2020	2,591	9.76%	74	102.94%
	2021	2,906	8.96%	315	112.16%
New England	2017	247	1.50%		
	2018	257	1.38%	10	104.05%
	2019	410	1.61%	153	159.53%
	2020	452	1.70%	42	110.24%
	2021	489	1.51%	37	108.19%
Pacific	2017	2,951	17.95%		
	2018	3,022	16.19%	71	102.41%
	2019	4,169	16.32%	1,147	137.95%
	2020	4,458	16.80%	289	106.93%
	2021	5,630	17.35%	1,172	126.29%
South Atlantic	2017	5,577	33.92%		
	2018	6,687	35.82%	1,110	119.90%
	2019	8,966	35.10%	2,279	134.08%
	2020	9,267	34.92%	301	103.36%
	2021	11,738	36.18%	2,471	126.66%
West North Central	2017	617	3.75%		
	2018	704	3.77%	87	114.10%

Location	Year	Count	Percent	YoY Change	% YoY Change
West South Central	2019	1,120	4.38%	416	159.09%
	2020	1,233	4.65%	113	110.09%
	2021	1,536	4.73%	303	124.57%
	2017	2,527	15.37%		
	2018	3,290	17.62%	763	130.19%
	2019	4,515	17.68%	1,225	137.23%
	2020	4,449	16.76%	(66)	98.54%
	2021	5,562	17.14%	1,113	125.02%

The last demographic variable to be analyzed is a HHUSA Client's RUCA Type. Over the course of 5-years, the majority of HHUSA clients have been from Urban areas. This trend has remained stable over time.

RUCA Type	Year	Count	Percent	YoY Change	% YoY Change
Rural	2017	1,382	7.75%		
	2018	1,722	8.19%	340	124.60%
	2019	2,522	8.69%	800	146.46%
	2020	2,822	9.09%	300	111.90%
	2021	2,861	8.96%	39	101.38%
Urban	2017	16,450	92.25%		
	2018	19,308	91.81%	2,858	117.37%
	2019	26,489	91.31%	7,181	137.19%
	2020	28,238	90.91%	1,749	106.60%
	2021	29,059	91.04%	821	102.91%

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Table 55. HHUSA Client Trends of Gender by Year.

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%

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.

Table 56. HHUSA Client Trends of Race by Year.

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%

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.

Table 57. HHUSA Client Trends of Service Branch by Year.

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%
Army	2020	4560	17.31%	207	105%
	2017	8917	51.38%		
	2018	9145	49.78%	228	103%
Coast Guard	2019	11487	48.11%	2342	126%
	2020	12465	47.32%	978	109%
	2017	180	1.04%		
Marines	2018	180	0.98%	0	100%
	2019	309	1.29%	129	172%
	2020	351	1.33%	42	114%
Navy	2017	2100	12.10%		
	2018	2253	12.27%	153	107%
	2019	2902	12.15%	649	129%
	2020	3570	13.55%	668	123%
	2017	3290	18.96%		
	2018	3602	19.61%	312	109%
	2019	4827	20.22%	1225	134%
	2020	5395	20.48%	568	112%

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.

Table 58. HHUSA Client Trends of Location by Year.

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%

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 59. HHUSA Client Trends of RUCA Type by Year.

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%

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:

- A majority of HHUSA services played significant roles in the assisting clients not only be hired, but also achieve a higher salary.
- Mentoring was a key service in both outcomes. Clients that were Mentored were about 2.4 times more likely to experience these outcomes.
- Other services that assisted were Cover Letter Creation, Federal Resume Review, Interviewing, Job Board Usage, Job Matching, LinkedIn Account Creation, Resume Tailoring, Salary Negotiation, and Training.

In order to investigate service effectiveness in outcomes, binary indicator variables were assigned to clients based on their completion of services. Client services that were investigated included Cover Letter Creation, Federal Career Counseling, Federal Resume Review, Interviewing, Job Board Usage, Job Matching Skills, LinkedIn Account Creation, Mentoring, Networking, Referrals, Resume Tailoring, Salary Negotiation, Training, and Value Propositioning. 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 0.13 (Max-rescaled $R^2 = 0.22$) and a c-statistic of 0.78.

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Table 60. Modeling Results of HHUSA Services Predicting Success at Being Hired.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-2.01	0.08	664.71	p < 0.01
Rank	Company-Grade Officer	0.18	0.09	3.69	0.05
	Field-Grade Officer	0.24	0.11	5.10	0.02
	Non-Commissioned Officer	0.03	0.05	0.28	0.60
	Senior Non-Commissioned Officer	0.17	0.07	5.12	0.02
	Warrant Officer	-0.08	0.15	0.29	0.59
Age Category	25-29 years	-0.12	0.07	2.80	0.09
	30-34 years	-0.18	0.08	5.50	0.02
	35-39 years	-0.22	0.08	7.27	p < 0.01
	40-44 years	-0.22	0.09	6.56	0.01
	45-49 years	-0.22	0.10	5.18	0.02
	50 years and over	-0.50	0.11	22.01	p < 0.01
Employment Status	Employed	-0.08	0.07	1.13	0.29
	Pending Medical Separation	0.13	0.10	1.69	0.19
	Student - Not seeking full time employment	0.10	0.16	0.42	0.52
	Temporary/Contract Employee	0.28	0.17	2.89	0.09
	Under employed - Insufficient income	0.46	0.10	21.08	p < 0.01
	Unemployed	0.74	0.05	187.85	p < 0.01
	Unknown	-0.13	0.71	0.03	0.86
Disability Status	Disabled	-0.10	0.08	1.45	0.23
	Pending	0.16	0.05	11.62	0.00
Education Level	2 Year Degree (AA, AS, etc.)	0.03	0.06	0.24	0.62
	4 Year Degree (BA, BS, etc.)	0.10	0.05	3.25	0.07
	Doctorate (PhD, MD, etc.)	0.06	0.27	0.04	0.83
	Post-Graduate Degree (MA, MS, JD, etc.)	0.17	0.07	5.64	0.02
	Unknown	-3.59	0.27	176.20	p < 0.01
Gender	Female	-0.35	0.05	52.73	p < 0.01
Race	American Indian or Alaska Native	-0.51	0.24	4.45	0.03
	Asian, Native Hawaiian or Other Pacific Islander	-0.21	0.09	5.09	0.02
	Black or African American	-0.24	0.05	21.49	p < 0.01
	Hispanic or Latino	-0.14	0.06	6.39	0.01
	Prefer not to answer	-0.51	0.12	18.49	p < 0.01
	Two or more races	-0.08	0.08	1.13	0.29
Service Branch	Air Force	0.01	0.05	0.02	0.88
	Coast Guard	-0.03	0.16	0.04	0.83

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
	Marines	0.05	0.06	0.72	0.40
	Navy	0.00	0.05	0.00	0.98
Location	East North Central	-0.16	0.10	2.43	0.12
	East South Central	-0.10	0.09	1.38	0.24
	Middle Atlantic	-0.24	0.10	5.45	0.02
	Mountain	0.06	0.07	0.65	0.42
	New England	0.02	0.16	0.02	0.89
	Other	-0.65	0.56	1.37	0.24
	Pacific	-0.06	0.06	1.21	0.27
	West North Central	0.28	0.09	9.35	0.00
	West South Central	0.00	0.06	0.00	0.96
RUCA Type	Rural	-0.04	0.07	0.31	0.58
Cover Letter	True	0.34	0.08	19.52	p < 0.01
Fed Career Counseling	True	-0.07	0.24	0.08	0.78
Fed Resume Review	True	0.65	0.08	72.33	p < 0.01
Interviewing	True	0.82	0.08	105.35	p < 0.01
Job Board	True	0.70	0.05	206.89	p < 0.01
Job Matching	True	0.80	0.08	101.96	p < 0.01
LinkedIn	True	0.32	0.09	11.90	p < 0.01
Mentoring	True	0.86	0.06	225.16	p < 0.01
Networking	True	0.08	0.10	0.58	0.45
Referral	True	0.13	0.25	0.26	0.61
Resume Tailored	True	0.67	0.06	126.97	p < 0.01
Salary Negotiation	True	0.99	0.13	58.33	p < 0.01
Training	True	0.27	0.09	8.50	p < 0.01
Value Prop	True	-0.46	0.10	22.16	p < 0.01

After controlling for a client's demographic variables, the majority of HHUSA services that were significant predictors of a client getting hired. The service that played the most significant role was Mentoring, $\beta^* = 0.86$, $x^2 = 225.16$, $p < 0.01$. Clients that completed the Mentoring service were 2.37 times more likely to be hired than a client that did not. The next most helpful service was Job Board Usage, $\beta^* = 0.7$, $x^2 = 206.89$, $p < 0.01$. HHUSA clients that received this service were twice as likely to be successful in their search for a job. The service with the next highest X^2 value was Resume Tailoring, $\beta^* = 0.67$, $x^2 = 126.97$, $p < 0.01$. When this service was completed by the client, their chances of being hired increase by 1.96 times that of clients that did not have this service.

The remaining significant services that HHUSA offers clients include Cover Letter ($\beta^* = 0.34$, $x^2 = 19.52$, $p < 0.01$), Federal Resume Review ($\beta^* = 0.65$, $x^2 = 72.33$, $p < 0.01$), Job

Matching ($\beta^* = 0.80$, $x^2 = 101.96$, $p < 0.01$), LinkedIn Account Creation ($\beta^* = 0.32$, $x^2 = 11.90$, $p < 0.01$), Salary Negotiation ($\beta^* = 0.99$, $x^2 = 58.33$, $p < 0.01$), and Training ($\beta^* = 0.27$, $x^2 = 8.50$, $p < 0.01$).

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 0.13 (Max-rescaled $R^2 = 0.24$) and a c-statistic of 0.79.

Table 60. Modeling Results of HHUSA Services Predicting Success at Being Hired.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-3.03	0.10	940.71	$p < 0.01$
Rank	Company-Grade Officer	0.97	0.09	108.37	$p < 0.01$
	Field-Grade Officer	0.89	0.11	68.43	$p < 0.01$
	Non-Commissioned Officer	0.44	0.06	46.41	$p < 0.01$
	Senior Non-Commissioned Officer	0.70	0.08	72.41	$p < 0.01$
	Warrant Officer	0.93	0.14	44.66	$p < 0.01$
Age Category	25-29 years	0.21	0.09	5.24	0.02
	30-34 years	0.27	0.10	7.67	0.01
	35-39 years	0.20	0.10	4.19	0.04
	40-44 years	0.29	0.10	8.03	$p < 0.01$
	45-49 years	0.19	0.11	2.78	0.10
	50 years and over	-0.04	0.12	0.12	0.73
Employment Status	Employed	-0.03	0.07	0.21	0.65
	Pending Medical Separation	0.11	0.11	1.04	0.31
	Student - Not seeking full time employment	-0.72	0.23	10.05	$p < 0.01$
	Temporary/Contract Employee	0.25	0.17	2.11	0.15
	Under employed - Insufficient income	-0.09	0.12	0.51	0.48
	Unemployed	0.15	0.06	6.19	0.01
	Unknown	0.43	0.64	0.47	0.49
Disability Status	Disabled	0.08	0.09	0.99	0.32
	Pending	0.27	0.05	30.93	$p < 0.01$
Education Level	2 Year Degree (AA, AS, etc.)	0.19	0.06	8.79	$p < 0.01$
	4 Year Degree (BA, BS, etc.)	0.45	0.06	61.43	$p < 0.01$
	Doctorate (PhD, MD, etc.)	0.69	0.24	8.38	$p < 0.01$
	Post-Graduate Degree (MA, MS, JD, etc.)	0.62	0.07	74.57	$p < 0.01$
	Unknown	-3.43	0.32	114.89	$p < 0.01$
Gender	Female	-0.61	0.05	125.62	$p < 0.01$
Race	American Indian or Alaska Native	-0.58	0.27	4.66	0.03

VARIABLE	CLASS	ESTIMATE	STDERR	CHISQ	PROB
	Asian, Native Hawaiian or Other Pacific Islander	-0.15	0.09	2.51	0.11
	Black or African American	-0.27	0.05	23.61	p < 0.01
	Hispanic or Latino	-0.29	0.06	21.58	p < 0.01
	Prefer not to answer	-0.26	0.11	5.41	0.02
	Two or more races	-0.23	0.09	6.79	p < 0.01
Service Branch	Air Force	0.34	0.06	37.94	<.0001
	Coast Guard	0.04	0.16	0.05	0.82
	Marines	0.02	0.07	0.09	0.77
	Navy	0.21	0.05	16.08	p < 0.01
Location	East North Central	-0.24	0.11	4.98	0.03
	East South Central	-0.09	0.09	0.96	0.33
	Middle Atlantic	-0.31	0.11	7.26	p < 0.01
	Mountain	-0.02	0.07	0.08	0.78
	New England	-0.06	0.17	0.11	0.74
	Other	-0.42	0.63	0.45	0.50
	Pacific	0.07	0.06	1.37	0.24
	West North Central	-0.09	0.11	0.67	0.41
	West South Central	-0.05	0.06	0.63	0.43
RUCA Type	Rural	-0.19	0.08	5.73	0.02
Cover Letter	True	0.31	0.08	14.47	p < 0.01
Fed Career Counseling	True	0.56	0.23	6.05	0.01
Fed Resume Review	True	0.52	0.08	42.66	p < 0.01
Interviewing	True	0.44	0.09	26.49	p < 0.01
Job Board	True	0.56	0.05	122.19	p < 0.01
Job Matching	True	0.89	0.08	118.10	p < 0.01
LinkedIn	True	0.06	0.10	0.36	0.55
Mentoring	True	0.90	0.06	232.83	p < 0.01
Networking	True	0.04	0.11	0.12	0.73
Referral	True	-0.68	0.33	4.29	0.04
Resume Tailored	True	0.44	0.06	46.88	p < 0.01
Salary Negotiation	True	0.73	0.13	29.56	p < 0.01
Training	True	0.33	0.10	11.44	p < 0.01
Value Prop	True	-0.17	0.10	2.64	0.10

THE HIRE HEROES 2021 REPORT

EXECUTIVE SUMMARY

SECTION ONE: INTAKE

SECTION TWO: HELPED

SECTION THREE: HIRED

COVID-19 IMPACTS

APPENDIX

When predicting whether or not a client will be hired at a high salary, the service that made the largest impact was Mentoring, $\beta = 0.90$, $x^2 = 232.83$, $p < 0.01$. Clients that completed the Mentoring service were 2.46 times more likely to be hired at a high salary than those that did not complete this service. The service with the next largest impact was Job Board Usage, $\beta = 0.56$, $x^2 = 122.19$, $p < 0.01$, where clients that complete it increase their odds by a rate of 1.75 times higher. Job Matching had a similar outcome, $\beta = 0.89$, $x^2 = 118.10$, $p < 0.01$. By completing the Job Matching training, HHUSA clients will experience a high salary outcome at a rate of 2.44 times that of clients that did not complete it. Remaining HHUSA client services that help a client obtain a high salary include Cover Letter ($\beta = 0.31$, $x^2 = 14.47$, $p < 0.01$), Federal Career Counseling ($\beta = 0.56$, $x^2 = 6.05$, $p = 0.01$), Federal Resume Review ($\beta = 0.52$, $x^2 = 42.66$, $p < 0.01$), Interviewing ($\beta = 0.44$, $x^2 = 26.49$, $p < 0.01$), Resume Tailoring ($\beta = 0.44$, $x^2 = 46.88$, $p < 0.01$), Salary Negotiation ($\beta = 0.73$, $x^2 = 29.56$, $p < 0.01$), and Training ($\beta = 0.33$, $x^2 = 11.44$, $p < 0.01$).

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 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.

Like prior year, the 2021 data for HHUSA clients allowed clients the option to include information about how the COVID-19 pandemic has impacted them. Of the 33,481 clients that created accounts in 2021, 5,486 (16.36%) of them had mentioned that they were impacted by COVID-19 in some way. This number is slightly higher than what was reported in 2020. 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.

Table 62. Frequency Table of Ways COVID-19 Has Impacted 2020 HHUSA Clients.

COVID-19 Impact	Freq	Perc	Cumulative Freq	Cumulative Perc
Interview now virtual	1,704	19.36%	1,704	19.36%
Impacted by hiring freeze	1,522	17.29%	3,226	36.65%
Laid off	1,076	12.22%	4,302	48.88%
Spouse laid off	654	7.43%	4,956	56.31%
Job offer rescinded	616	7.00%	5,572	63.30%
Interview canceled	586	6.66%	6,158	69.96%
Business or Employer closed	474	5.39%	6,632	75.35%
Employed but furloughed	421	4.78%	7,053	80.13%
COVID-19 Vaccination Status	411	4.67%	7,464	84.80%
Spouse impacted by hiring freeze	408	4.64%	7,872	89.43%
Spouse interview now virtual	228	2.59%	8,100	92.02%
Spouse employed but furloughed	215	2.44%	8,315	94.47%
Spouse Business or Employer closed	184	2.09%	8,499	96.56%
Spouse job offer rescinded	171	1.94%	8,670	98.50%
Spouse interview canceled	132	1.50%	8,802	100.00%

This year, the most frequent way that COVID-19 has impacted HHUSA clients in 2021 was that interviews were now being held virtually (2020: 16.25%, 2021: 19.36%). This was the second largest impact last year, but has overtaken the first, which was complaints about being impacted by hiring freezes (2020: 24.87%, 2021: 17.29%). This seems promising that less clients are being impacted by hiring freezes; however, virtual interviews are still an obstacle. The third main impact remained the same and it includes being laid off (2020: 12.47, 2021: 12.22%). For 2021, other main ways that COVID-19 has affected HHUSA clients include spouses being laid off (7.43%) and job offers being rescinded (7.00%).

In order to investigate the ways COVID-19 has impacted clients, additional frequency analysis was conducted on the data.

How does access to a Training Program impact hiring outcomes?

KEY TAKEAWAYS:

- For greater in-depth discussion on HHUSA services and training programs, please refer to the section found on page 71.
- While participation in job training programs were helpful in finding a job, its impact became less when controlling for participation in other HHUSA services.

Why are more clients using multiple volunteer services when compared to previous cohorts?

KEY TAKEAWAYS:

Unfortunately, these comparisons cannot be made due to changes in methodology in data tracking over years.

Comparisons of salary attainment by age, broken down by other demographics (i.e. are male and female clients of the same age in the same industry obtaining comparable salaries?)

Key takeaways:

- Average salaries increase with age up to a certain point. It seems to peak within the 45-50 Age Category.
- Male HHUSA clients tend to report higher salaries than Female HHUSA clients. There is a salary gap, which starts out lowest in the 24-years-and-younger category and continues to expand as the Age Category increases.
- There are a few industries that had lower salary gaps between Genders. These included the Defense Contracting and Aerospace and Aviation industries.

Comparisons of salary attainment by age were collected from the 2021 cohort for the Top 20 industries that HHUSA clients were hired into. The table of the Top 20 industries can be referenced on page 13, Table 4. Salary information was aggregated into averages broken up into seven Age Categories across the Female and Male Genders. Crosstabs of these aggregations can be found in the tables below.

Table 63. Top 20 Average Salary Obtained by Age Category and Gender.

Industry	Age Category		40-44 years		45-49 years		50 years and over	
	Gender		Female	Male	Female	Male	Female	Male
	Total							
Total	\$61.4 K		\$61.3 K	\$69.9 K	\$59.7 K	\$75.0 K	\$57.8 K	\$70.7 K
Aerospace and Aviation	\$70.7 K		\$82.5 K	\$68.1 K	\$85.0 K	\$81.7 K	\$35.0 K	\$77.3 K
Banking/Finance/Insurance	\$60.4 K		\$63.8 K	\$64.0 K	\$53.8 K	\$77.3 K	\$65.6 K	\$71.4 K
Business Support - Admin/Staffing	\$50.5 K		\$53.3 K	\$63.1 K	\$46.7 K	\$61.9 K	\$52.5 K	\$85.0 K
Construction	\$56.9 K		\$55.0 K	\$65.5 K		\$58.3 K	\$45.0 K	\$72.1 K
Defense Contracting	\$76.1 K		\$74.9 K	\$80.2 K	\$81.3 K	\$83.2 K	\$81.0 K	\$83.5 K
Educational Services	\$48.6 K		\$46.7 K	\$59.2 K	\$52.8 K	\$55.4 K	\$48.8 K	\$57.3 K
Government and Public Administration	\$59.7 K		\$60.2 K	\$65.2 K	\$59.6 K	\$70.2 K	\$52.9 K	\$66.8 K
Health Care and Social Assistance	\$54.2 K		\$57.1 K	\$60.8 K	\$52.5 K	\$72.4 K	\$63.1 K	\$70.0 K
Hospitality/Accommodation/Food Services	\$39.7 K		\$37.5 K	\$53.6 K	\$40.0 K	\$35.0 K		\$27.5 K
Information - Information Technology	\$71.7 K		\$74.6 K	\$81.6 K	\$51.7 K	\$82.6 K	\$100.0 K	\$82.1 K
Information - Telecommunications	\$64.2 K		\$67.0 K	\$66.0 K	\$55.0 K	\$88.6 K	\$15.0 K	\$78.3 K
Installation/Repair/Maintenance	\$50.3 K		\$50.0 K	\$57.6 K	\$65.0 K	\$53.3 K	\$45.0 K	\$56.4 K
Manufacturing	\$56.3 K		\$65.0 K	\$72.2 K	\$45.0 K	\$73.0 K		\$50.8 K
Other	\$58.3 K		\$40.7 K	\$68.4 K	\$51.7 K	\$71.9 K	\$51.7 K	\$66.9 K
Private Security	\$47.9 K			\$53.1 K		\$75.8 K		\$38.3 K
Professional - Consulting Services	\$67.9 K		\$61.3 K	\$73.6 K	\$75.0 K	\$75.0 K		\$72.0 K
Real Estate/Rental and Leasing	\$56.4 K		\$58.3 K	\$61.0 K	\$60.0 K	\$69.0 K	\$85.0 K	\$67.5 K
Retail Trade	\$48.9 K		\$58.1 K	\$55.3 K	\$57.0 K	\$64.7 K	\$45.0 K	\$56.6 K
Transportation and Warehousing	\$56.0 K		\$60.0 K	\$65.1 K	\$45.0 K	\$65.3 K	\$40.7 K	\$61.9 K
Utilities	\$60.4 K			\$67.3 K	\$100.0 K	\$50.7 K		\$85.0 K

Average salary tends to increase as HHUSA clients increase in age until approximately 45-49 years of age. Clients in the 50-years-and-over age seem to experience stagnant or a decline in age when compared to the prior category. This may be due to more individuals approaching retirement age.

Across Age Categories, HHUSA clients in the Male Gender category reported being hired at higher salaries than Females. The smallest salary gap between Females and Males can be found in the 24-years-and-younger Age Category, at a difference of approximately \$3,300. This gap continued to widen as the Age Category increased up to the 45-49 years group (~\$15.3K). There are some industries with smaller gaps between Gender groups. Some examples of this would be Defense Contracting and Aerospace and Aviation.

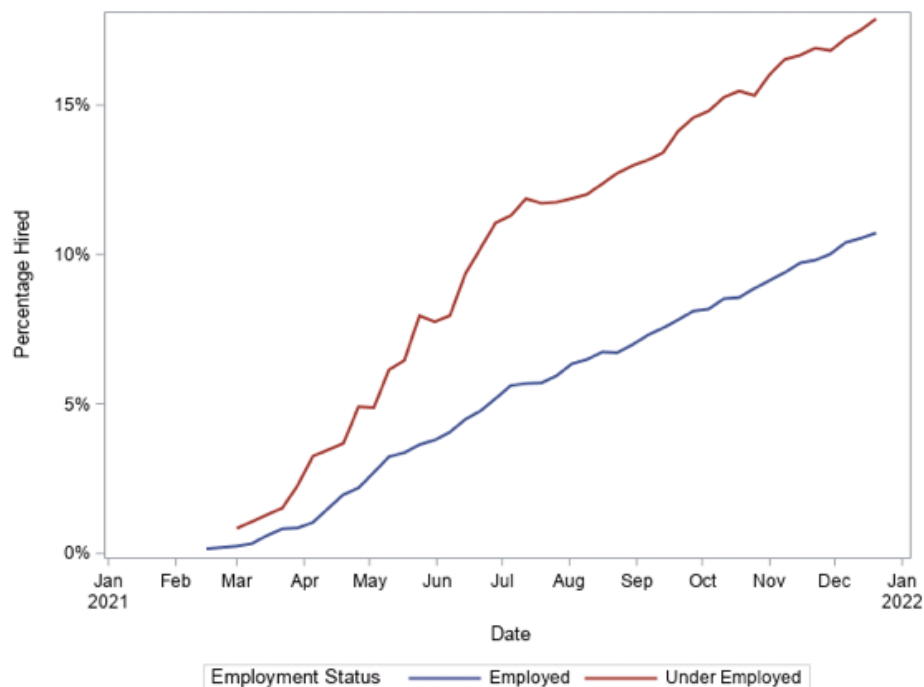
Comparisons of Employed and Underemployed clients from registration to confirmed hire into a new position (salary, job/industry change)

KEY TAKEAWAYS:

- HHUSA clients that were Under Employed displayed a much higher rate at accepting job opportunities when compared to Employed clients.
- There is an almost constant salary gap between Under Employed and Employed clients of about \$10,000.
- Under Employed clients seem to be more eager to accept a new job opportunity at lower wages when compared to Employed clients. This may be due to lower job satisfaction or salaries.

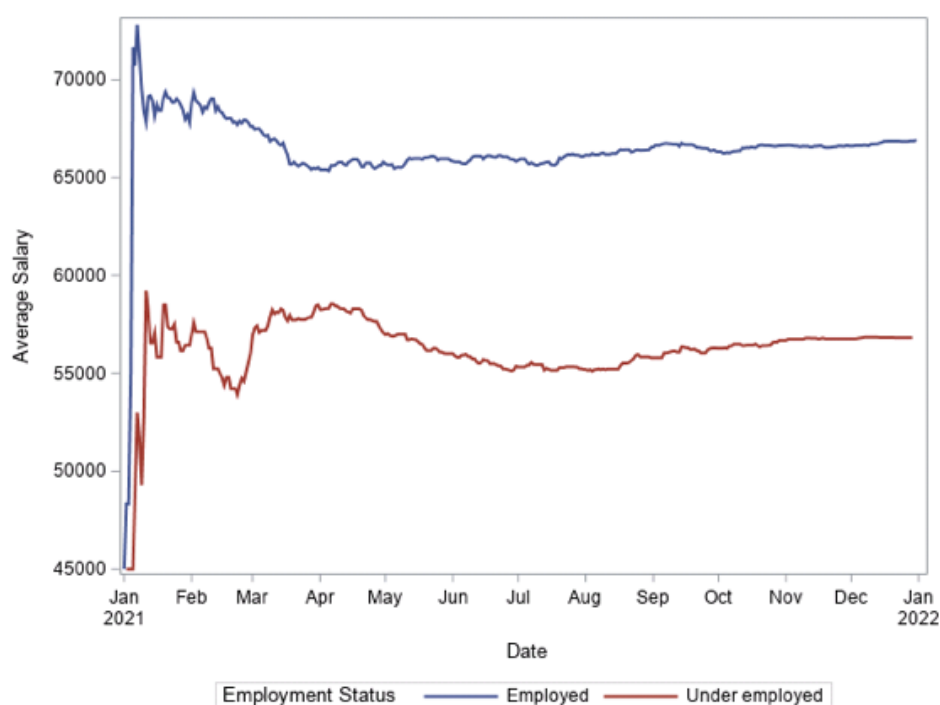
In order to compare the Employed and Under Employed clients from registration to confirmed hire, the 2021 HHUSA client data was converted into an aggregated time series table. A cumulative sum was calculated each time a registered client was hired into a job. In addition, a cumulative sum was also used to keep track of HHUSA clients that provided hired salary information. These statistics were then used to create percentages and averages for both the Employed and Under Employed clients.

Figure 11. Time Series Plot Comparing Hiring Rates between Employed and Under Employed HHUSA Clients.



Employed and Under Employed HHUSA clients that registered in 2021 experienced different rates of hiring throughout the year. HHUSA clients that were employed were hired at a slower rate when compared to the HHUSA clients that were Under Employed. A possible explanation for this is that the Employed clients were less likely to change from their current job compared to those that were Under Employed. The Under Employed could have less job satisfaction or pay at their current employer, which would facilitate their decision to accept a new opportunity.

Figure 12. Time Series Plot Comparing Average Reported Salaries between Employed and Under Employed HHUSA Clients



The time series plot above displays the average reported salaries between HHUSA clients that were hired throughout the year. While the slopes are about the same, the two different groups of HHUSA clients experience a gap between their salaries throughout the year. HHUSA clients that were Employed while registering for HHUSA services report salaries that are approximately \$10,000 greater than HHUSA clients that were Under Employed. Possible reasons for this difference could be that Under Employed clients are willing to pursue an opportunity much quicker, while an Employed client is able to wait longer for better opportunities to arise.

Confirmation (or correction) of existing methodologies and recommendations for collection best practices going forward.

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

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

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

- Race
- Gender
- 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