



HIRE HEROES USA

THE HIRE HEROES

2022 REPORT

INTAKE

SECTION
ONE

HELPED

SECTION
TWO

NEW RELEASE

HIRED

SECTION
THREE



ABOUT THIS YEAR'S HIRE HEROES REPORT

PREFACE

Empowering military members, veterans and military spouses to succeed in the civilian workforce for over 15 years, Hire Heroes USA continues to provide personalized services for individuals seeking civilian employment. Our services are available to military members transitioning out of active duty, veterans who have since separated from the military, those serving in a National Guard or Reserves unit, and any military spouse or caregiver at no cost. 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, in its sixth year of publication, is an in-depth look at Job Seekers who register for our services, clients who utilize at least one of the many services provided, and clients confirmed hired into a new position with knowledge and skills gleaned through Hire Heroes USA. This 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.

Our internal Data Operations team conducted thorough analysis on Job Seekers who registered in 2022, clients who utilized at least one Hire Heroes service, and clients confirmed hired into a new position. These findings continue to tell the story of Hire Heroes Job Seekers and clients. Many aspects of this report are self reported by Job Seekers and clients and may be subject to potential reporter bias. Hire Heroes strives to further understand the unique and collective journeys of military members and military spouses as they navigate the civilian workforce.

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 2022	54,166
Registered in 2022	Clients who registered for our services for the first time in 2022	40,746
Helped (Total)	Clients who received at least one Hire Heroes USA service in 2022, regardless of when they registered	26,337
Heled (Registered in 2022)	Clients who registered in 2022 and received at least one Hire Heroes USA service that same year	17,693
Confirmed Hire	All clients confirmed hired into a new position in 2022, regardless of when they registered	12,761
Confirmed Hire (First Time)	Clients confirmed hired into a new position in 2022 for the first time after utilizing our services, regardless of when they registered	12,426
Confirmed Hire (Multiple)	Clients confirmed hired into a new position in 2022 after having been previously confirmed hired, regardless of when they were first confirmed hired	335

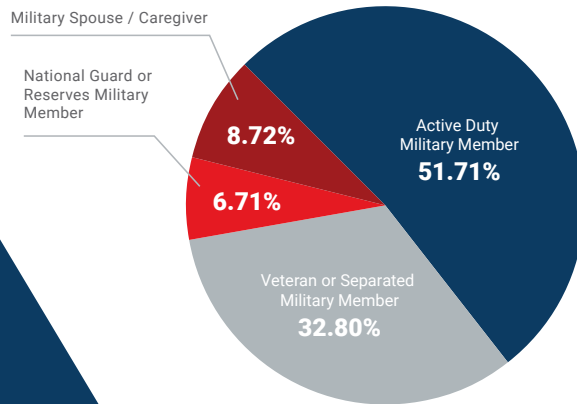
HANNAH HYDE

Associate Director,
Data Operations



HIRE HEROES USA

WHO IS ASKING FOR HIRE HEROES USA'S ASSISTANCE?



Across all service branches, Junior Enlisted and Non-Commissioned Officer Job Seekers indicated higher percentages of unemployment (and are registering for services later in their military transition) than their more senior counterparts. Military spouse Job Seekers also saw higher rates of unemployment compared to 2021.

Our 2022 Job Seeker population saw an increase in diversity across the board – including race, gender, and location. While Hire Heroes USA tracks racial nuances differently than the Department of Defense (DoD), our comparative metrics show a greater racial diversity among those registering for our services than are reported as actively serving by the DoD.



HIRE HEROES USA

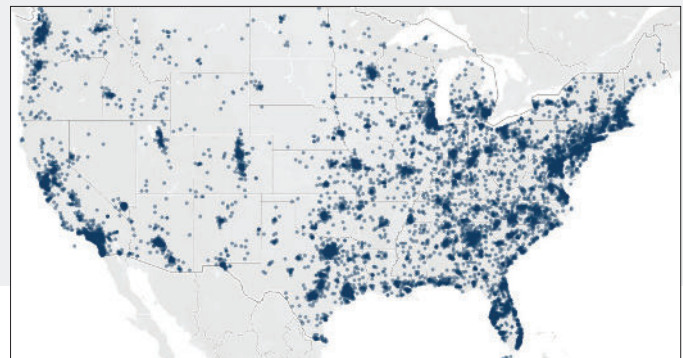
INTAKE KEY FINDINGS

Major takeaways and key findings from 2022 Hire Heroes USA registrants.

Hire Heroes USA Job Seekers register for services at various points in their civilian employment journey. Many register while still serving on active duty, while others have been in the workforce for some time. Our Job Seekers continue to grow more diverse in race, gender, location, and a variety of other demographics.

WHERE ARE JOB SEEKERS LOCATED?

Geographic employment needs have always varied for military affiliated Job Seekers. Some transitioning service members prefer to stay near their last duty station. Some prefer to move to a new area entirely. And the spouses of actively serving members may have even more varied goals with the additional parameter of duty station changes. In 2022 we saw a wider diversity of locations represented than in years past for registering Job Seekers. Top metropolitan areas saw an overall increase, correlating strongly to the increased rate of active duty Job Seekers registering.



WHAT ARE JOB SEEKERS ASKING FOR HELP WITH?

Resume Assistance	60.89%
Help to figure out the right job for my experience	39.77%
Assistance with Federal Resume	39.35%
Help with my LinkedIn	35.26%
Salary Negotiation	34.95%

More than 60% of registrants express an interest in help with building and developing their private industry (civilian) resume. This is followed by a desire for help figuring out how to find the right job – making the connection between military or previous skills and the next career step. Interest in Federal resume support, networking, and salary negotiation were reported among the top services Job Seekers were looking to utilize.

WHAT ARE JOB SEEKERS MOST CONCERNED ABOUT?

In an effort to offer relevant resources, Job Seekers are asked what obstacles and barriers they feel may impact their search. In 2022, career change was reported as the most common barrier to employment for all Job Seekers. The second highest concern was education. Hire Heroes USA does not ask registrants to clarify, for service members, if the concern navigating a career change is simply military to civilian or is an industry change.

WHO ARE OUR JOB SEEKERS?

A comprehensive look at the demographic composition and geographic location of our 2022 Job Seekers.

Hire Heroes USA provides a full suite of services for military members and military spouses seeking civilian employment. Our services include resume development and revision, mock interviews, webinars, virtual career fairs, a job board, employer matching, mentorship and one-on-one guidance with a Transition Specialist. Job Seekers who register for our Partnered Career Transition (or PaCT) program are connected to a Transition Specialist - a Hire Heroes USA team member dedicated to coaching and guiding the individual Job Seeker through their job search journey. They are also able to access on-demand materials in our resource library, attend webinars and create an account on the job board.

In 2022 alone Hire Heroes USA saw 40,746 unique Job Seekers register for services. Compared to 2021, over 7,000 more Job Seekers registered for services representing an increase of 21.7%. After Job Seekers complete their registration we categorize them into Job Seeker Classifications to better understand and cater to their specific needs. Our Job Seeker Classifications include:

- **Active Duty Military Member:** individuals who are serving as active duty in the U.S. military, and not in a National Guard or Reserves unit, at the time they complete registration
- **Veteran or Separated Military Member:** individuals who served in the U.S. military at any time, but have since separated and not part of a National Guard or Reserves unit
- **National Guard or Reserves Military Member:** individuals who are serving in a National Guard or Reserves unit at the time they complete registration
- **Military Spouse / Caregiver:** individuals who are spouses or caregivers of someone who served in the U.S. military, regardless of if they are currently serving. Military Spouse / Caregiver Job Seekers may be veterans themselves, or have some degree of experience with the U.S. military, however they most closely align with our Military Spouse / Caregiver programming

Figure 1 below details the composition of our 2022 Job Seekers by Job Seeker Classification. Just over half (51.77%) of all Job Seekers who registered for services in 2022 registered while still on active duty. Over the past two years we have observed a steady uptick in the percentage of our Job Seekers who register while on active duty. For the first time, active duty Job Seekers comprised more than half of all registrants, up 2.72% from the previous year. In fact, of all of our Job Seeker Classifications, active duty Job Seekers were the only group to see an increase in the percentage of individuals who registered - Veteran or Separated Military Members saw the sharpest decrease dropping 1.87% from 34.67% of all registered Job Seekers to 32.8%.

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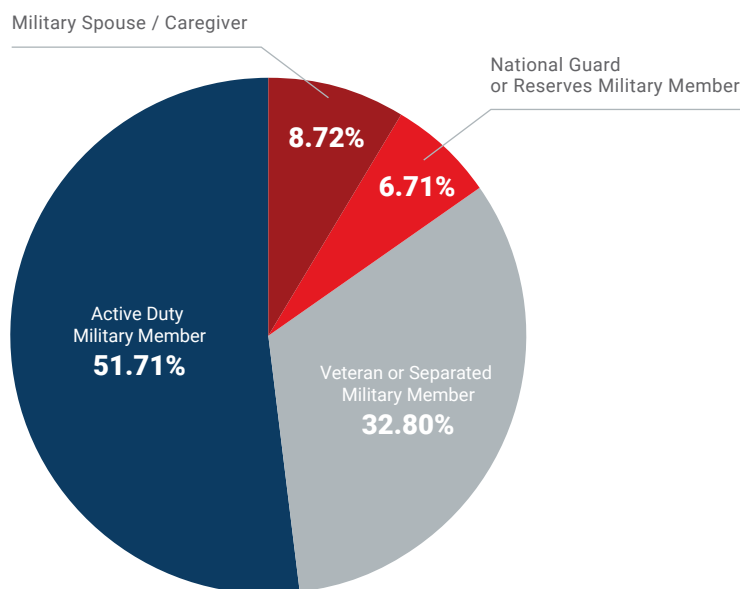


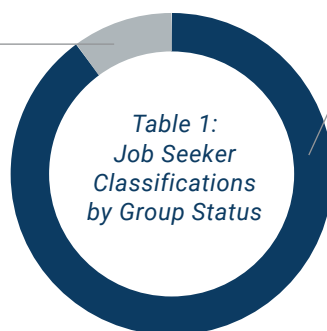
Figure 1: Who Are Our Job Seekers?

To help simplify discussions surrounding our Job Seekers and their classifications they will be categorized into two groups for the purposes of this report. Any classification of Active Duty Military Member, Veteran or Separated Military Member and National Guard or Reserves Military Member will be categorized as Military Group. Any with the classification of Military Spouse / Caregiver will be categorized as Spouse Group. **Table 1** details the total number of Job Seekers within each group that registered in 2022, along with the percentage both groups represent of the entire Job Seeker population. In total, Military Group Job Seekers comprised 91.28% of the individuals that registered for services in 2022 with the remaining 8.72% consisting of Spouse Group Job Seekers. The specific demographic and geographic details of each group will be explored later in this report.

8.72%

Spouse Group

- Military Spouse or Caregiver



91.28%

Military Group

- Active Duty Member
- National Guard or Reserves Military Member
- Veteran or Separated Military Member

Table 1:
Job Seeker
Classifications
by Group Status

Group Status	Total Job Seekers	% of Total Job Seekers
Military Group	37,194	91,28%
Spouse Group	3,552	8.72%
GRAND TOTAL	40,746	100%

Table 2: Job Seekers
by Group Status

Once a client has set up their profile with Hire Heroes USA, they are able to immediately engage with our on-demand materials and, if they fully complete registration requirements, will be placed into a queue to be paired with a Transition Specialist for our full suite of search support services through our PaCT program.

Job Seekers come to us at varying points in their civilian employment journey. Many are working towards separating from the military and beginning civilian employment while others are already employed, or were employed and have since become unemployed. **Figure 2** illustrates the breakdown of all 2022 Job Seekers by their initial employment status at the time of registration. Please note that Active Duty shows above the rate of Active Duty Job Seeker Classification due to a portion of National Guard and Reserves Job Seekers identifying it as their initial employment status. Compared to 2021 and as previously identified, a larger proportion of Job Seekers registered for our services while on active duty. 4.07% more Job Seekers reported an initial employment status of Active Duty in 2022 than in 2021. Following Active Duty, Unemployed, Employed, and Under Employed - Insufficient Income remain the three largest initial employment statuses reported by registered Job Seekers.

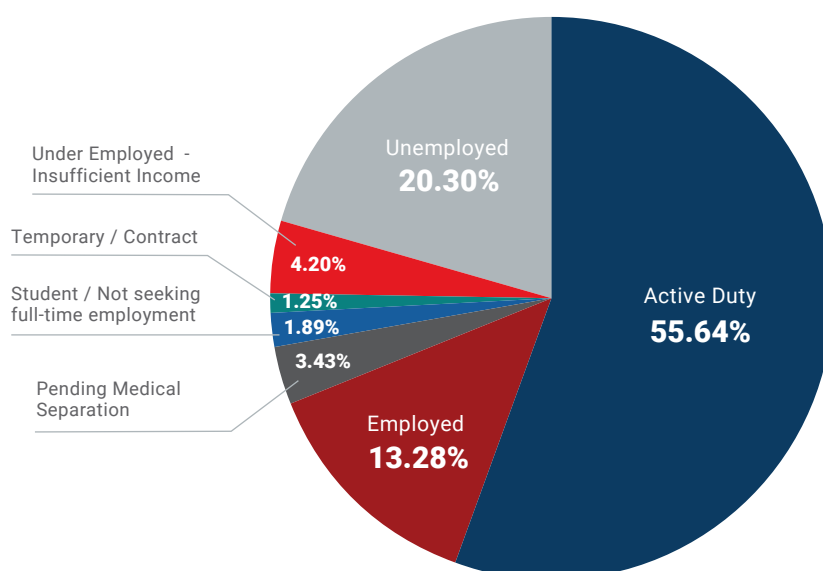


Figure 2: Job Seekers by Initial Employment Status

During registration our Job Seekers are asked to identify their gender along with other general demographic data. This data allows us to better understand our Job Seekers and hurdles they may experience based on their demographic profile. Below, **Table 3** shows the percentage breakdown of Job Seekers by gender identity. From 2021 to 2022 there was very little change in the proportions of each gender represented in our Job Seeker base - male and female clients saw a swing of 0.17% (increase in male Job Seekers and decrease in female Job Seekers) while non-binary Job Seekers remained steady at 0.12% of all registered Job Seekers.

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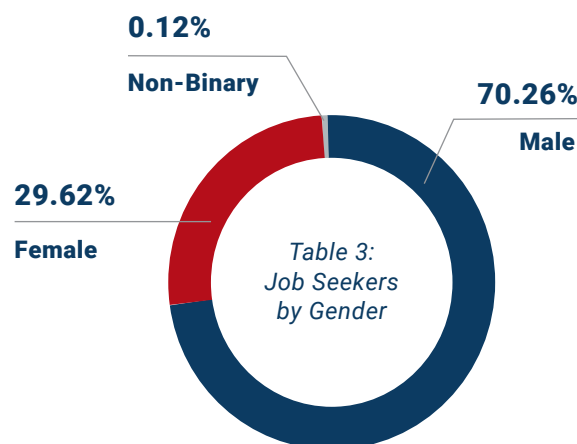
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Looking at demographics further, Job Seekers are asked to report their racial identity while registering. Over the past several years we have observed our Job Seeker population increasing in racial diversity, and that trend held true in 2022. For the first time in 2021 White Job Seekers did not represent more than 50% of the Job Seeker pool, and in 2022 the percentage of White Job Seekers continued to decline (a decrease of about 1%). American Indian or Alaska Native Job Seekers saw no change in representation from 2021 to 2022, however every other race aside from White saw an uptick in the proportion of Job Seekers represented. Black or African American Job Seekers saw the greatest increase in representation, rising 0.52% from the previous year. **Table 4** details the racial diversity of all 2022 registered Job Seekers.

American Indian or Alaska Native	0.84%
Asian, Native Hawaiian or Other Pacific Islander	5.89%
Black or African American	22.18%
Hispanic or Latino	16.17%
Two or more races	7.04%
White	47.89%

Table 4: Job Seekers by Race

Figure 3 illustrates which age category Job Seekers fall into based on their age at the time of registration. Of all 2022 Job Seekers, 22.45% fell between the ages of 25 and 29 years old. Both the age categories of 25-29 years old and 30-34 years old saw a minimal increase over 2021 with all other age categories experiencing a slight decrease. A specific examination of the relationship between Military Group Job Seekers and age category will follow in the Military Group Job Seekers section of this report.

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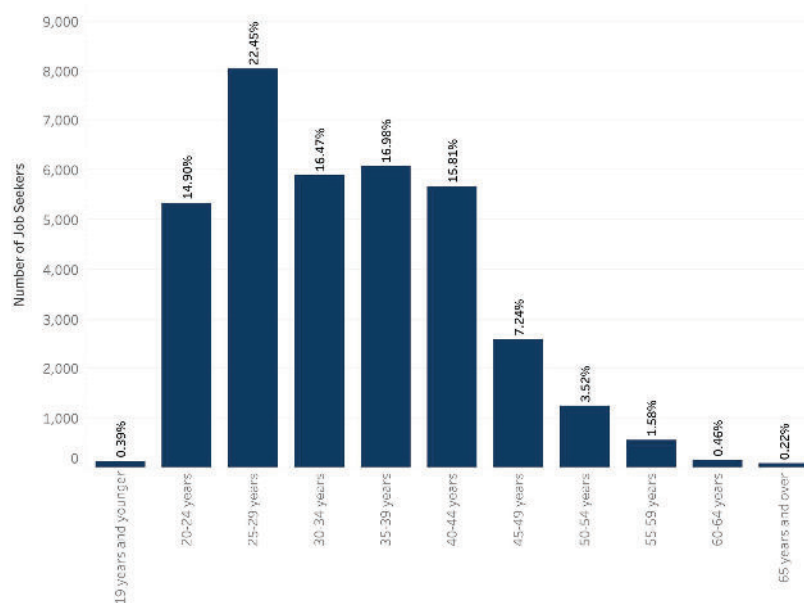


Figure 3: Job Seekers by Age Category

In 2022, nearly 40% of registered Job Seekers reported their highest level of educational attainment as a High School diploma or GED equivalent. Job Seekers with a High School diploma or GED equivalent increased from 2021 to 2022, jumping 2.22% in the overall Job Seeker population - the largest increase observed by any level of educational attainment. Only Job Seekers with a High School diploma or GED equivalent and those holding a 2-year degree saw an increase over the previous year. Job Seekers holding a 4 year degree or post-graduate degree each saw a decrease (1.17% and 1.63% respectively) and Job Seekers holding a doctorate saw no change. **Figure 4** provides a detailed look at the specific percentages of each level of educational attainment for all 2022 Job Seekers.

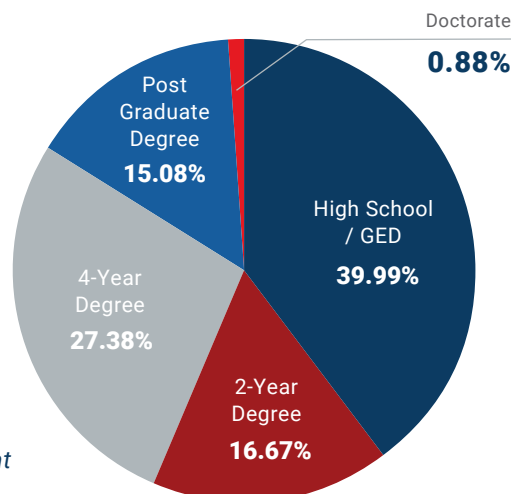


Figure 4: Job Seekers
by Educational Attainment

Job Seekers register for our services from across the country. **Figure 5** details the total number of Job Seekers that registered from each U.S. state in 2022 while Table 5 shows the top 10 states for Job Seekers. The top 9 states for Job Seekers remained unchanged from 2021 to 2022, with Kansas claiming the tenth spot and knocking New York from the list. Texas, which has maintained the top spot for several years in a row, saw a decrease in representation in the overall percentage of total Job Seekers - dropping from 14.03% of total Job Seekers in 2021 to 13.20% in 2022.

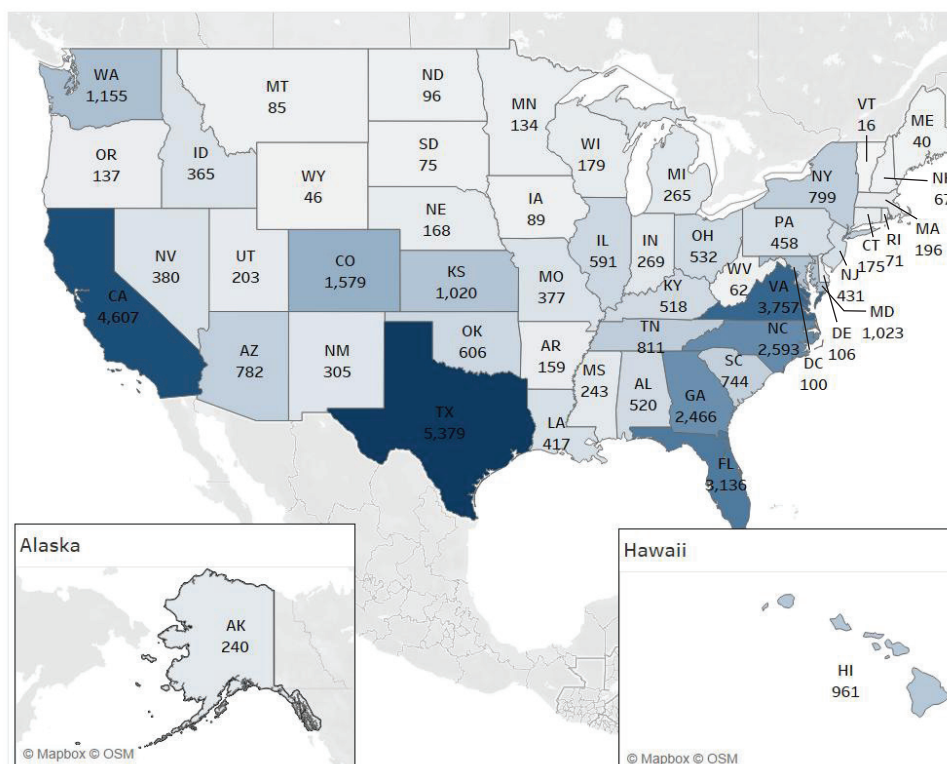


Figure 5: Job Seekers by State (Map)

State of Origin	Total Job Seekers	% of Total Job Seekers
TX	5,379	13.20%
CA	4,607	11.31%
VA	3,757	9.22%
FL	3,136	7.70%
NC	2,593	6.36%
GA	2,466	6.05%
CO	1,579	3.88%
WA	1,155	2.83%
MD	1,023	2.51%
KS	1,020	2.50%

Table 5: Top 10 States for Job Seekers

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Although the top 9 states for Job Seekers remained unchanged we observed an increase in Job Seekers originating from nearly every state from 2021 to 2022. Only six states saw fewer Job Seekers register from the previous year, compared to over twenty states that saw a decrease from 2020 to 2021. Not only are our Job Seekers increasing in racial diversity, we are seeing an increase in the diversity of locations from which Job Seekers register. It should be noted that the six states which saw a decrease in total number of Job Seekers also saw some of the lowest rates of registration. Wyoming, which saw a decrease of 19.3%, saw only 46 total registered Job Seekers.

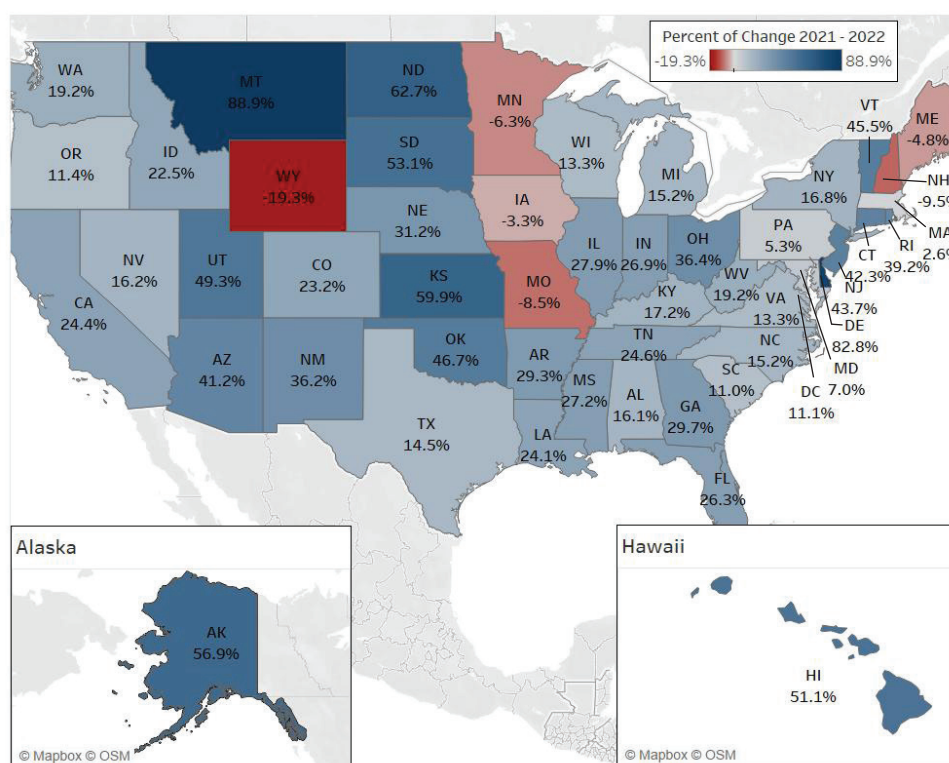


Figure 6: Change in Job Seekers by State - 2021 to 2022 (Map)

Despite an increase in the diversity of locations from which our Job Seekers register, we continue to see metropolitan areas with a significant military presence represented at higher rates than other metropolitan areas. Virginia Beach, home to the joint Air Force-Army installation Joint Base Langley-Eustis, maintained the top spot for the metropolitan area with the highest rate of Job Seeker registration. Following Virginia Beach, San Diego, Washington D.C., and Killeen/Temple/Ft. Hood claimed the top spots. The top six metropolitan areas remained unchanged from the previous year. The majority of top metropolitan areas also saw an increase in the percent of total registrants for the year, which strongly correlates with the increased rate of Active Duty Job Seekers that registered for services. Many of our Active Duty registrants register from locations with military installations. **Figure 7** below maps the

rate of Job Seekers by metropolitan area within the continental United States, while **Table 6** details the top 10 metropolitan areas, the total number of Job Seekers from each area, and the percentage of total 2022 Job Seekers represented.

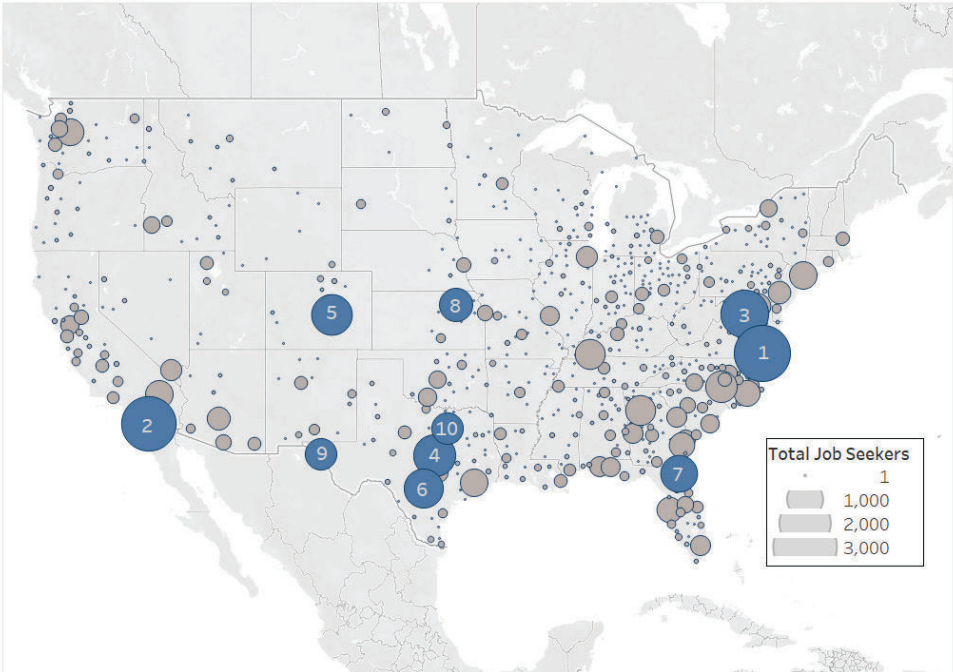


Figure 7 Job Seekers by Metropolitan Area (Map)

		Total Job Seekers	% of Total Job Seekers
1	VIRGINIA BEACH, VA	2,287	6.39%
2	SAN DIEGO, CA	2,152	6.01%
3	WASHINGTON, DC	1,648	4.61%
4	KILLEEN, TX	1,272	3.55%
5	COLORADO SPRINGS, CO	1,194	3.34%
6	SAN ANTONIO, TX	1,103	3.08%
7	JACKSONVILLE, FL	980	2.74%
8	MANHATTAN, KS	800	2.24%
9	EL PASO, TX	752	2.10%
10	DALLAS, TX	724	2.02%

Table 6: Top 10 Metropolitan Areas for Job Seekers

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MILITARY GROUP JOB SEEKERS

A comprehensive look at the demographic composition and geographic location of our 2022 Military Group Job Seekers only.

Of the total Job Seekers who registered for services last year 91.28% fell into our Military Group designation - meaning they are currently serving or have past service experience in the U.S. military. These Job Seekers represent all branches of the military, as detailed in **Table 7** below. Despite continuing to represent the largest segment of Job Seekers, the Army saw a slight decrease in overall proportion from the previous year, dropping 1.05%. The Marine Corps also saw a decrease in representation. The Air Force saw the greatest increase of any service branch, growing 1.2% from 17.58% of all Military Group Job Seekers in 2021 to 18.78% in 2022.

Service Branch	Total Job Seekers	% of Total Job Seekers
AIR FORCE	6,984	18.78%
ARMY	14,779	39.73%
COAST GUARD	496	1.33%
MARINE CORPS	3,682	9.90%
NAVY	8,096	21.77%
SPACE FORCE	133	0.36%

Table 7: Military Group Job Seekers by Service Branch

As mentioned previously, Military Group Job Seekers register for our services at different points in their military career - with most registering while still serving on active duty, many coming to us after they have already separated from the military and some while serving in a National Guard or Reserves unit. **Figure 8** illustrates what percentage of each service branch falls into each of our Job Seeker Classifications. Of our Army Job Seekers, 53.95% were serving on active duty at the time of registration, 33.01% had already separated from the military and 13.03% were serving in a National Guard or Reserves unit. Although Space Force represents the smallest proportion of our Military Group Job Seekers, those Job Seekers have the highest rate of Active Duty Military Members at 92.48% of all Space Force Job Seekers. Space Force is still a relatively new service branch as of the publication of this report, and it can be anticipated that a larger proportion of Space Force Job Seekers will have already separated at this time of registration in years to follow. The Coast Guard and Navy consist of the next highest proportion of active duty Job Seekers, each with roughly 67% of registered Job Seekers coming to us while still on active duty. The Marine Corps saw the highest percentage of Veteran or Separated Military Member Job Seekers with 44.95% of all Marine Corps registrants reporting a veteran or separated status at the time of registration.

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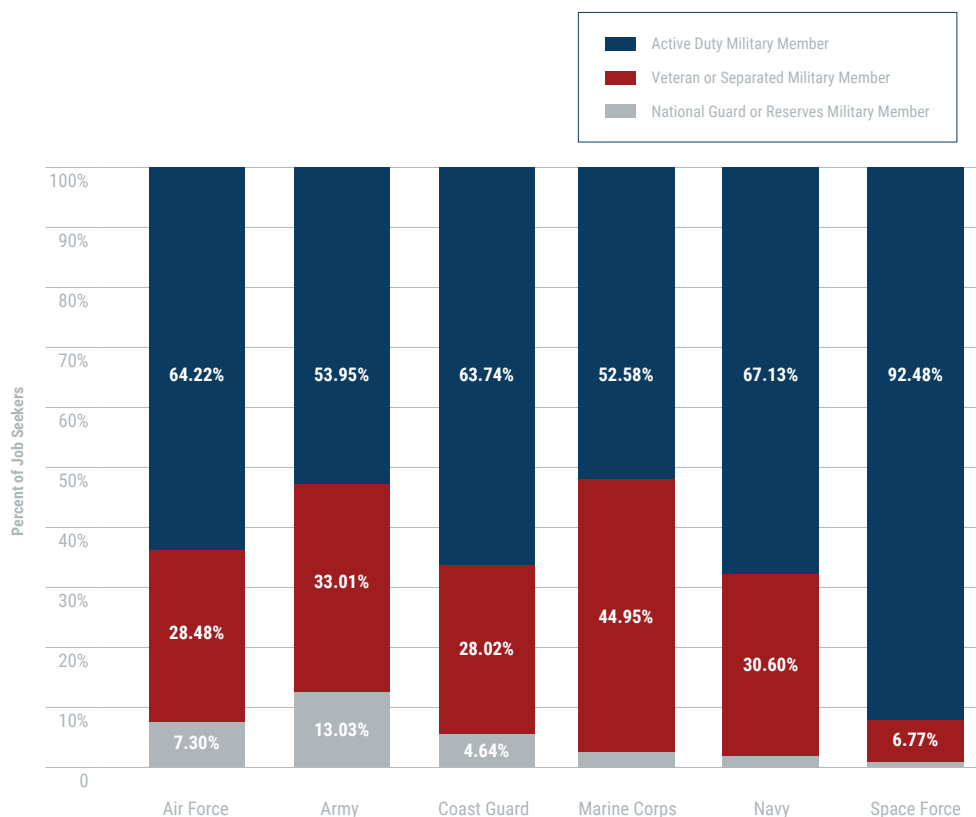


Figure 8: Military Group Job Seekers by Service Branch and Job Seeker Classification

Looking at Job Seekers that registered while on active duty or serving as part of a National Guard or Reserves unit, **Table 8** shows the percentage breakdown of Military Group Job Seekers by service branch and duty status. In 2021 we saw 12.51% of these Job Seekers serving in a National Guard or Reserves unit, however that percentage fell to 11.48% in 2022. With the exception of Space Force, each service branch saw a decline in the proportion of Job Seekers serving in a National Guard or Reserves unit.

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	Active Duty Military Member	National Guard or Reserves Military Member
Air Force	89.79%	10.21%
Army	80.55%	19.45%
Coast Guard	93.56%	6.44%
Marine Corps	95.51%	4.49%
Navy	96.73%	3.27%
Space Force	99.19%	0.81%
GRAND TOTAL	88.52%	11.48%

*Table 8: Military Group Job Seekers by
Service Branch and Duty Status*

Examining our Military Group Job Seekers further, **Table 9** divides these Job Seekers by service branch, and then by the composition of rank category within each service branch. Overall Non-Commissioned Officers represent the largest proportion of rank category for our 2022 Job Seekers, with 35.09% of all Military Group Job Seekers reporting Non-Commissioned Officer as their last service rank. Of our Navy Job Seekers, 47.94% reported a last service rank of Non-Commissioned Officer, more than 12% higher than our overall Military Group Job Seeker population. The Army and Marine Corps saw the highest occurrence of Junior Enlisted Job Seekers - 34.14% of all Army Job Seekers and 37.26% of all Marine Corps Job Seekers reported Junior Enlisted as their last service rank. The Coast Guard and Space Force each saw higher than average rates of more senior Job Seekers than other service branches.

	Air Force	Army	Coast Guard	Marine Corps	Navy	Space Force	Grand Total
Junior Enlisted	23.34%	34.14%	18.55%	37.26%	19.64%	18.05%	27.20%
Non-Commissioned Officer	37.69%	30.98%	37.90%	33.95%	47.94%	27.07%	35.09%
Senior Non-Commissioned Officer	29.64%	19.05%	23.39%	16.21%	23.02%	24.81%	21.10%
Warrant Officer	0.01%	3.25%	5.85%	2.28%	0.96%		1.88%
Company-Grade Officer	3.54%	6.81%	7.06%	5.05%	3.51%	12.03%	5.68%
Field-Grade Officer	5.40%	5.03%	6.45%	4.67%	4.58%	16.54%	5.49%
General/Flag Officer		0.02%					0.01%

*Table 9: Military Group Job Seekers by
Service Branch and Rank*

Although many of our Military Group Job Seekers come to us while still on active duty, the remainder register for our services at varying points in their civilian employment journey. During the registration process our Job Seekers are asked to describe their employment status at the time, including from employed, contract/temporary, student, under employed and unemployed. **Table 10** below shows what percentage of each rank reported which initial employment status. Our Junior Enlisted Job Seekers

had the lowest proportion registering for our services while on active duty and saw the highest proportion reporting they were unemployed at the time of registration. Our Senior Non-Commissioned Officer Job Seekers saw the highest rate of registration while still on active duty at 75.38%. Job Seekers of a more junior rank (Junior Enlisted and Non-Commissioned Officers) reported significantly higher rates of unemployment than their more senior counterparts, both exceeding the overall rate of 15.79%. Junior Enlisted Job Seekers also reported above average rates of under employment.

	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Active Duty	40.67%	55.20%	75.38%	73.96%	55.95%	65.52%	54.52%
Employed	15.56%	12.18%	5.40%	5.72%	8.62%	4.21%	10.60%
Pending Medical Separation	3.61%	4.54%	2.31%	3.29%	2.98%	1.27%	3.36%
Student - Not seeking full time employment	3.15%	1.95%	0.33%	0.43%	0.47%	0.10%	1.65%
Temporary/Contract	1.38%	1.16%	0.50%	1.00%	0.43%	0.59%	0.97%
Under Employed - Insufficient Income	5.95%	3.46%	1.02%	1.86%	2.65%	1.62%	3.34%
Unemployed	24.33%	16.25%	9.05%	8.15%	11.13%	8.77%	15.79%

Table 10: Military Group Job Seekers by Rank and Initial Employment Status

Similar to Table 10, **Table 11** below examines the relationship between rank category and initial employment status, with each initial employment status further broken down by rank composition. Of our Military Group Job Seekers, 27.20% are Junior Enlisted, and 20.29% of our total active duty Job Seekers are Junior Enlisted. The majority of Military Group Job Seekers that reported they are currently students and not seeking full time employment hold a rank category of Junior Enlisted, followed by Non-Commissioned Officers (51.95% and 41.37% respectively). Company-Grade Officers and Field-Grade Officers both saw proportions of active duty Job Seekers slightly above their overall representation in the Military Group Job Seeker population (6.6% of active duty Job Seekers were Field-Grade Officers, however Field-Grade Officers represented 5.49% of the overall Military Group Job Seeker population).

	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer
Active Duty	20.29%	35.52%	29.17%	2.55%	5.82%	6.60%
Employed	39.92%	40.32%	10.75%	1.01%	4.62%	2.18%
Pending Medical Separation	29.18%	47.40%	14.47%	1.84%	5.04%	2.08%
Student - Not seeking full time employment	51.95%	41.37%	4.23%	0.49%	1.63%	0.33%
Temporary/Contract	39.00%	42.34%	10.86%	1.95%	2.51%	3.34%
Under Employed - Insufficient Income	48.43%	36.28%	6.44%	1.05%	4.51%	2.65%
Unemployed	41.91%	36.10%	12.09%	0.97%	4.00%	3.05%
Grand Total	27.20%	35.09%	21.10%	1.88%	5.68%	5.49%

Table 11: Military Group Job Seekers by Initial Employment Status and Rank

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From 2021 to 2022 our female and non-binary Military Group Job Seekers each saw a slight increase in the percentage of Job Seekers that self-identified as those genders. Historically Air Force and Navy Job Seekers saw some of the highest representation of female Job Seekers, and that trend held true in 2022 with both branches seeing above average rates of female representation. The Marine Corps and Coast Guard continue to see the highest rates of male representation. Our non-binary Job Seekers reported the highest representation in Space Force, a branch which did not hold any non-binary Job Seekers in 2021. Coast Guard, which was the top branch for non-binary representation in 2021, saw the second highest rate in 2022. **Table 12** below shows the gender proportions for each service branch as well as the proportions for each gender for our entire Military Group Job Seeker population.

	Female	Male	Non-Binary
Air Force	28.51%	71.38%	0.10%
Army	22.33%	77.54%	0.13%
Coast Guard	15.94%	83.85%	0.21%
Marine Corps	12.40%	87.52%	0.08%
Navy	27.57%	72.28%	0.15%
Space Force	25.95%	73.28%	0.76%
GRAND TOTAL	23.69%	76.18%	0.13%

Table 12: Military Group Job Seekers by Service Branch and Gender

Table 13 details the gender representation for each rank category. Company-Grade Officers and General/Flag Officers saw the highest rates of female Job Seekers, and along with Junior Enlisted and Non-Commissioned Officers saw higher than average rates of female Job Seekers. Warrant Officers saw the highest proportion of male Job Seekers, and Junior Enlisted saw the highest proportion of non-binary Job Seekers.

	Female	Male	Non-Binary
Junior Enlisted	27.39%	72.39%	0.22%
Non-Commissioned Officer	25.31%	74.55%	0.14%
Senior Non-Commissioned Officer	17.23%	82.74%	0.03%
Warrant Officer	13.02%	86.98%	
Company-Grade Officer	29.49%	70.34%	0.17%
Field-Grade Officer	17.30%	82.70%	
General/Flag Officer	33.33%	66.67%	
GRAND TOTAL	23.69%	76.18%	0.13%

Table 13: Military Group Job Seekers by Rank and Gender

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Table 14 displays the racial breakdown of each service branch for our entire group of 2022 Military Group Job Seekers. Overall, 47.64% of Military Group Job Seekers reported a racial identity of White, the largest proportion of any race, followed by Black or African American and Hispanic or Latino. Our Army Job Seekers saw the highest rate of racial diversity, followed by the Navy. The Army also saw the highest occurrence of Black or African American Job Seekers at 26.88%, 4.18% above the overall average. The Marine Corps saw the highest rate of Hispanic or Latino Job Seekers at 6.52% above the overall average for a total proportion of 22.66%. Our Job Seekers who reported two or more races saw the highest representation in the Coast Guard. From 2021 to 2022, all racial categories saw an increase in proportionality with the exception of American Indian or Alaska Native Job Seekers (down 0.01%) and White Job Seekers (down 1.22%). Black or African American Job Seekers recognized the greatest year over year increase rising 0.63% from 2021 to 2022.

	Air Force	Army	Coast Guard	Marine Corps	Navy	Space Force	Grand Total
American Indian or Alaska Native	0.72%	0.94%	0.66%	1.01%	0.68%	1.65%	0.84%
Asian, Native Hawaiian or Other Pacific Islander	5.29%	5.82%	3.73%	4.02%	6.52%	4.13%	5.65%
Black or African American	19.26%	26.88%	6.14%	13.50%	23.40%	11.57%	22.70%
Hispanic or Latino	11.59%	17.49%	10.75%	22.66%	15.02%	9.09%	16.14%
Two or more races	7.51%	6.55%	7.68%	6.55%	7.62%	13.22%	7.04%
White	55.63%	42.31%	71.05%	52.27%	46.75%	60.33%	47.64%

*Table 14: Military Group Job Seekers
by Service Branch and Race*

Table 15 looks at Military Group Job Seekers with a Job Seeker Classification of Active Duty only. These Job Seekers are broken down into their respective service branches, then further divided out by gender and separated by enlisted or officer status.

Military OneSource and the Department of Defense [DoD] report that 17% of enlisted active duty personnel and 19.2% of active duty officers identify as female ("[2021 Demographics Profile | Military OneSource](#)," Military OneSource, 2022) Hire Heroes USA Job Seekers that are female and active duty see higher representation in both enlisted and officer ranks than the overall active duty population of the U.S. military, 4.68% more for enlisted female Job Seekers and 0.85% more for officers.

Similar to the DoD, our active duty female Job Seekers see the highest representation in the Air Force and Space Force, however both branches see higher rates than reported by the DoD. In fact, active duty female Job Seekers see higher representation in all DoD branches than the overall active duty population.

It should be noted that while the Coast Guard is a branch of the United States Armed Forces it is not a part of the Department of Defense and data is unavailable for comparison between the two groups. Additionally, the DoD does not report information on individuals identifying as non-binary.

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Table 16 details the gender composition of each service branch that is a part of the Department of Defense for active duty Job Seekers only. Female active duty Job Seekers account for a larger proportion of Hire Heroes USA active duty Job Seekers than the overall DoD population, with the DoD reporting 17.3% female representation (DoD, 2022). Comparatively, in 2022 we saw 21.59% of active duty Job Seekers serving in a Department of Defense branch identifying as female (nearly 4.3% more).

	Enlisted			Officer		
	Female	Male	Non-Binary	Female	Male	Non-Binary
Air Force	25.29%	74.59%	0.12%	27.56%	72.44%	
Army	19.30%	80.53%	0.17%	19.38%	80.55%	0.08%
Coast Guard	10.81%	89.19%		23.61%	75.00%	1.39%
Marine Corps	11.31%	88.63%	0.06%	8.81%	91.19%	
Navy	25.84%	74.05%	0.10%	21.69%	78.31%	
Space Force	27.27%	72.73%		28.57%	71.43%	
Grand Total	21.68%	78.19%	0.13%	20.05%	79.88%	0.07%

Table 15: Active Duty Job Seekers by Service Branch, Gender and Rank

	Female	Male	Non-Binary
Air Force	25.50%	74.39%	0.11%
Army	19.31%	80.53%	0.15%
Marine Corps	10.88%	89.07%	0.05%
Navy	25.39%	74.51%	0.09%
Space Force	27.64%	72.36%	
Grand Total	21.59%	78.29%	0.12%

Table 16: Active Duty Job Seekers by Service Branch (Department of Defense Only) and Gender

Digging deeper into the comparison between Hire Heroes USA active duty Job Seekers and Department of Defense active duty personnel, **Table 17** breaks down these Job Seekers by service branch, rank and race. Overall Hire Heroes USA active duty Job Seekers are more racially diverse than their DoD counterparts, with the DoD reporting 67.5% of enlisted personnel, and 75.3% of officers identifying as White (DoD, 2022). For Hire Heroes USA Job Seekers, 45.3% of enlisted active duty Job Seekers identified as White, and 66.41% of active duty officers. Table 18 shows the racial composition of each Department of Defense branch, regardless of rank.

It should be noted that the Army does not report on individuals identifying as two or more races - roughly 40% of Hire Heroes USA Military Group Job Seekers identifying as two or more races served in the Army, and are reflected below in Table 17 and Table 18. The Department of Defense also does not separate out Hispanic or Latino as a race identification, however Hire Heroes USA Job Seekers are still more racially diverse when taking this into consideration.

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	Enlisted						Officer					
	American Indian or Alaska Native	Asian, Native Hawaiian or Other Pacific Islander	Black or African American	Hispanic or Latino	Two or more races	White	American Indian or Alaska Native	Asian, Native Hawaiian or Other Pacific Islander	Black or African American	Hispanic or Latino	Two or more races	White
Air Force	0.69%	4.96%	18.84%	12.47%	7.36%	55.67%	0.26%	5.90%	8.46%	5.64%	5.90%	73.85%
Army	0.98%	6.14%	29.06%	20.27%	6.39%	37.16%	0.93%	4.75%	15.72%	12.14%	5.76%	60.70%
Marine Corps	1.27%	4.19%	13.78%	25.02%	6.54%	49.21%	0.63%	2.84%	7.89%	11.99%	3.79%	72.87%
Navy	0.68%	6.86%	23.62%	15.28%	7.29%	46.26%		5.16%	11.57%	8.90%	3.91%	70.46%
Space Force	1.16%	3.49%	12.79%	10.47%	13.95%	58.14%		6.67%	6.67%	6.67%	10.00%	70.00%
Grand Total	0.86%	5.87%	23.61%	17.44%	6.92%	45.30%	0.58%	4.80%	12.65%	10.37%	5.19%	66.41%

**Table 17: Active Duty Job Seekers by Service Branch
(Department of Defense Only), Rank and Race**

	American Indian or Alaska Native	Asian, Native Hawaiian or Other Pacific Islander	Black or African American	Hispanic or Latino	Two or more races	White
Air Force	0.65%	5.04%	17.90%	11.85%	7.23%	57.32%
Army	0.97%	5.91%	26.84%	18.91%	6.28%	41.08%
Marine Corps	1.16%	3.96%	12.84%	22.82%	6.08%	53.14%
Navy	0.61%	6.68%	22.33%	14.60%	6.93%	48.85%
Space Force	0.86%	4.31%	11.21%	9.48%	12.93%	61.21%
Grand Total	0.82%	5.73%	22.15%	16.49%	6.69%	48.13%

**Table 18: Active Duty Job Seekers by Service Branch
(Department of Defense Only), Race**

Returning to a look at our Military Group Job Seekers as a whole, **Figure 9** shows the percentage of Job Seekers in each age category, regardless of Job Seeker Classification. The proportions of each age category are relatively unchanged from the previous, with 25-29 year old Job Seekers comprising the largest percentage. **Figure 10** breaks down each age category by the Job Seeker Classifications represented. Active Duty Job Seekers represent a large percentage of most age categories from 20 to 49 years old, at which point Veteran or Separated Military Members begin to represent the largest portion of each age category.

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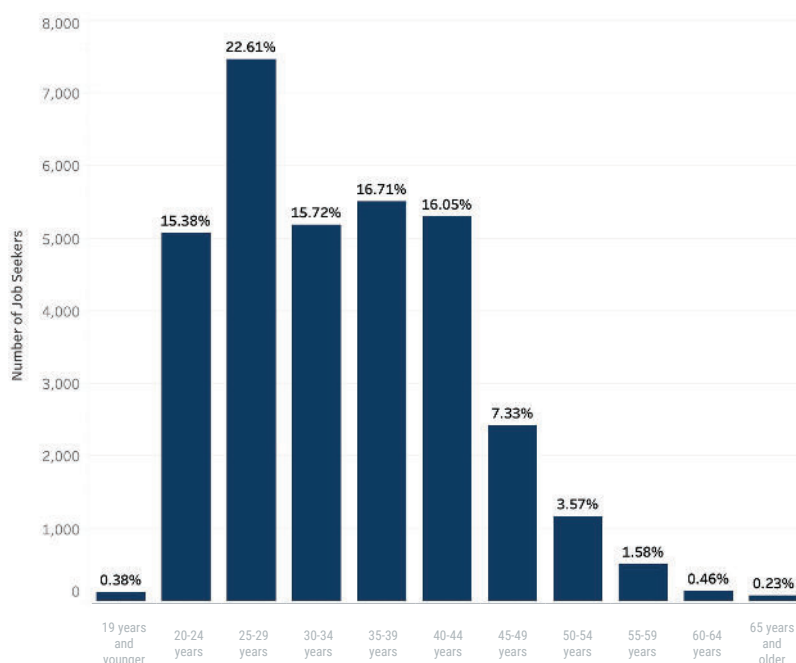


Figure 9: Military Group Job Seekers by Age Category

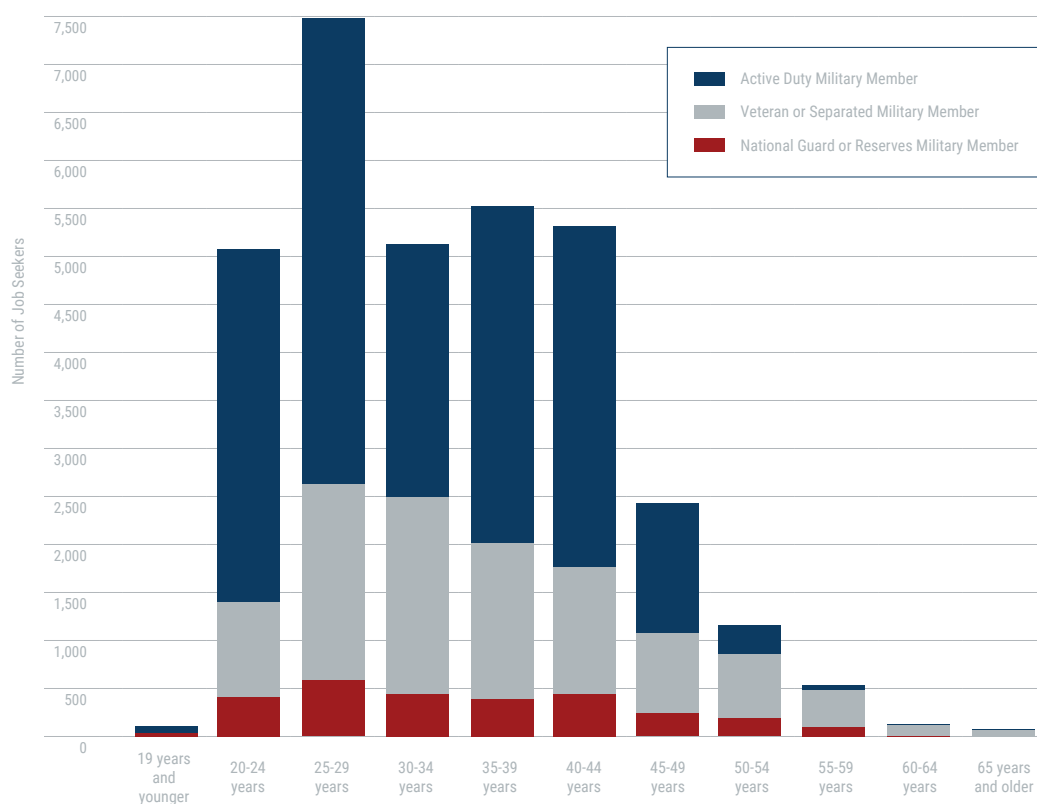


Figure 10: Military Group Job Seekers by Age Category and Job Seeker Classification

Figure 11 illustrates the highest level of educational attainment for Military Group Job Seekers at the time of registration. Of all 2022 Military Group Job Seekers, 41.21% attained a high school diploma or GED equivalent, an even 2% increase over 2021. High school diploma or GED equivalent and 2 year degrees were the only educational attainment levels that saw an increase over 2021. Military Group Job Seekers holding a 4 year degree saw a decrease of 0.93%, and Job Seekers holding a post-graduate degree dropped 1.58%. Job Seekers attaining a doctorate remained unchanged.

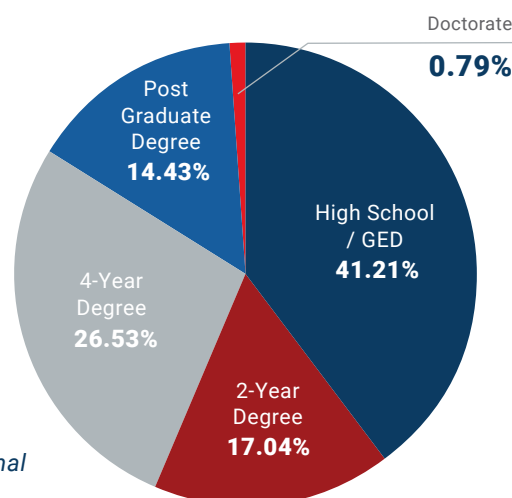


Figure 11: Military Group Job Seekers by Educational Attainment

The top ten metropolitan areas for Military Group Job Seekers remain unchanged from 2021, however there was a slight reshuffle as Manhattan, KS rose two slots. Unsurprisingly, metropolitan areas with strong ties to the military dominate the top locations from which our Military Group Job Seekers register. Of all Military Group Job Seekers in 2022, 36.07% registered from one of the top 10 metropolitan areas, a very slight decrease from 2021. **Figure 12** illustrates the occurrence of Military Group Job Seekers by metropolitan area, with each metropolitan area displayed as a pie chart of the service branch representation for those Job Seekers. We see that the metropolitan areas home to the three largest naval bases in the continental United States also have the largest representation of Job Seekers who served in or are currently serving in the Navy - Naval Station Norfolk out of Virginia, VA followed by Naval Air Station Jacksonville in Jacksonville, FL and Naval Base San Diego in San Diego, CA. We see similar trends with Army representation in Killeen-Temple, TX (home of Fort Hood) and Manhattan, KS (Fort Riley) as well as Marine Corps representation in Jacksonville, NC, the location of Camp Lejeune. **Table 19** below provides details on the total number of Military Group Job Seekers from each metropolitan area, as well as the percentage of all Military Group Job Seekers represented from that location.

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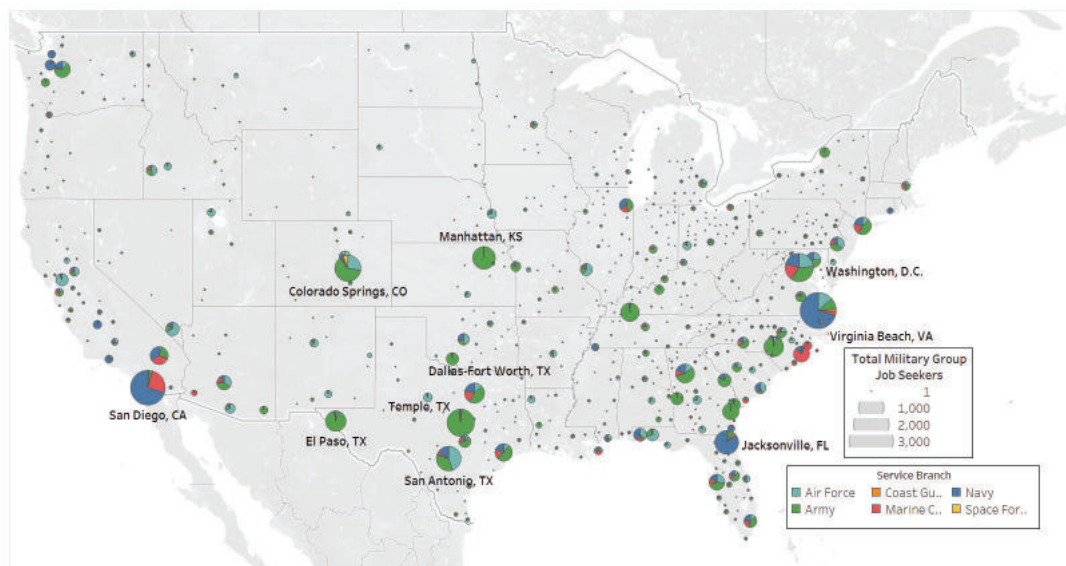


Figure 12: Military Group Job Seekers by Metropolitan Area and Service Branch (CONUS Map)

	Total Job Seekers	% of Spouse Group Job Seekers
VIRGINIA BEACH, VA	2,091	6.40%
SAN DIEGO, CA	1,951	5.97%
WASHINGTON, DC	1,420	4.34%
KILLEEN, TX	1,169	3.58%
COLORADO SPRINGS, CO	1,100	3.37%
SAN ANTONIO, TX	1,009	3.09%
JACKSONVILLE, FL	913	2.79%
MANHATTAN, KS	784	2.40%
EL PASO, TX	682	2.09%
DALLAS, TX	666	2.04%

Table 19: Top 10 Metropolitan Areas for Military Group Job Seekers

SPOUSE GROUP JOB SEEKERS

A comprehensive look at the demographic composition and geographic location of our 2022 Spouse Group Job Seekers only.

Of the 40,746 individual Job Seekers that registered for Hire Heroes USA services in 2022, 3,552 - or 8.72% - fell into our Spouse Group classification. Job Seekers who are classified as Spouse Groups identified themselves as being a spouse or caregiver to an individual who served, or is currently serving, in the United States military. Many of our Spouse Group Job Seekers have some degree of military experience, which will be discussed later in this section.

As with our Military Group Job Seekers, our Spouse Group Job Seekers come to us at varying points in their career journey. **Figure 13** details the employment status of all Spouse Group Job Seekers at the time of registration. From 2021 to 2022 we saw a decrease in the percentage of Spouse Group Job Seekers who were working a temporary or contract position or were unemployed. Spouse Group Job Seekers who reported they were employed or a student not seeking full time work saw minimal increases over the previous year, however Spouse Group Job Seekers who indicated that they were under employed and receiving insufficient income saw an increase of 1.03% over 2021.

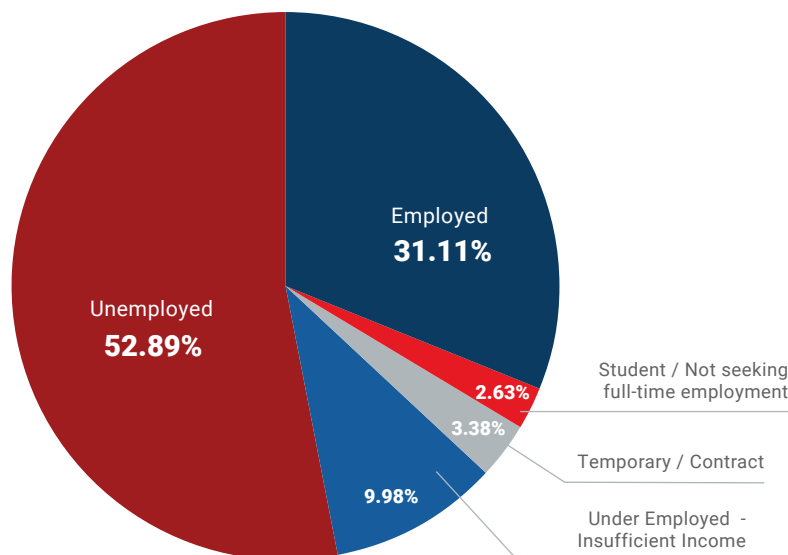


Figure 13: Spouse Group Job Seekers by Initial Employment Status

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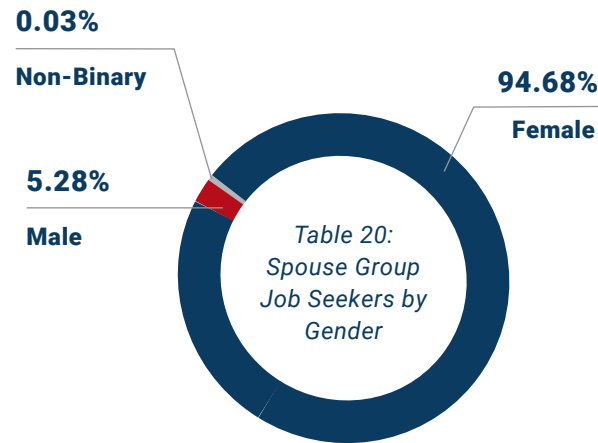
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Spouse Group Job Seekers historically have been majority female, and that trend held true in 2022. The proportion of female Spouse Group Job Seekers increased 1.82% from the previous year. Both male and non-binary Spouse Group Job Seekers saw a decline in representation from the previous year. **Table 20** details the total percentage of Spouse Group Job Seekers falling under each gender identity.



Spouse Group Job Seekers are less racially diverse than their Military Group counterparts, with 50.92% of Spouse Group Job Seekers identifying as White (compared to 47.64% of Military Group Job Seekers). **Table 21** breaks down the racial identities of Spouse Group Job Seekers as a percentage of the entire Spouse Group population. Cross-examining with the Military Group Job Seekers we see that Spouse Group Job Seekers have a higher representation of White (3.28% more) and Asian, Native Hawaiian or Other Pacific Islander (3.02% more). Spouse Group Job Seekers self reporting as Black or African American see a significantly lower representation than their Military Group counterparts - the total proportion of Black or African American Spouse Group Job Seekers is 6.77% less than that of the Military Group population.

American Indian or Alaska Native	0.79%
Asian, Native Hawaiian or Other Pacific Islander	8.67%
Black or African American	15.93%
Hispanic or Latino	16.64%
Two or more races	7.07%
White	50.92%

Table 21: Spouse Group Job Seekers by Race

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Looking at the age categories of our Spouse Group Job Seekers we see the majority fall between the ages of 25 to 39 years of age, similar to the trend observed with Military Group Job Seekers. Unlike Military Group Job Seekers, whose largest age category is 25 to 29 years of age, Spouse Group Job Seekers see the largest age category at 30 to 34 years of age, a trend observed for the past two years.

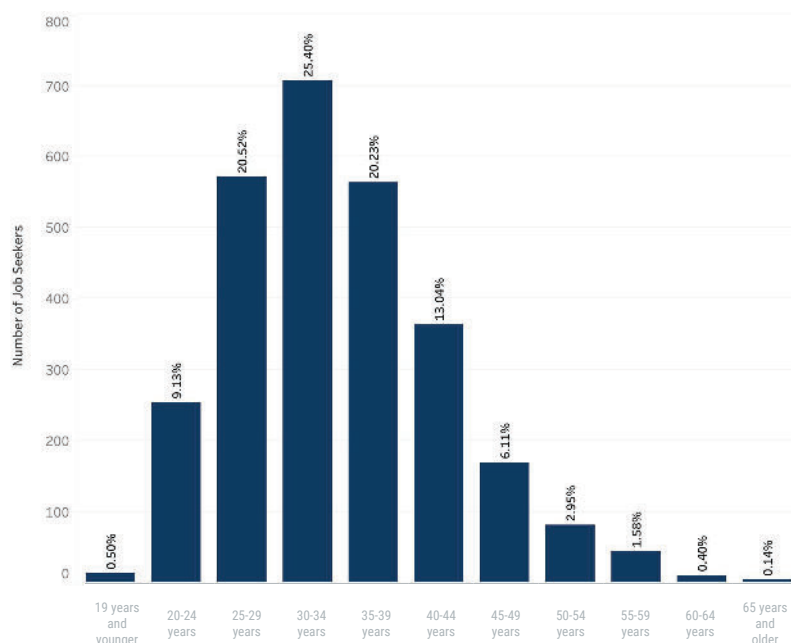


Figure 14: Spouse Group Job Seekers by Age Category

Overall, Spouse Group Job Seekers have attained higher levels of education than their Military Group counterparts. 59.74% of Spouse Group Job Seekers held a 4 year degree or higher at the time of registration - compared to 41.75% of Military Group Job Seekers. Despite achieving higher levels of educational attainment than their Military Group counterparts, Spouse Group Job Seekers saw declines in individuals holding a 4 year degree or higher from 2021 to 2022, a drop of 5.78%. Spouse Group Job Seekers holding a post-graduate degree saw the steepest decline at 3.36% less than the previous year, followed by Job Seekers holding a 4 year degree at 2.47% less. Spouse Group Job Seekers holding a high school diploma or GED equivalent increased 4.24% from the previous year, and Job Seekers holding a 2 year degree increased 1.55%. **Figure 15** below details the percentage breakdown of educational attainment for all 2022 Spouse Group Job Seekers.

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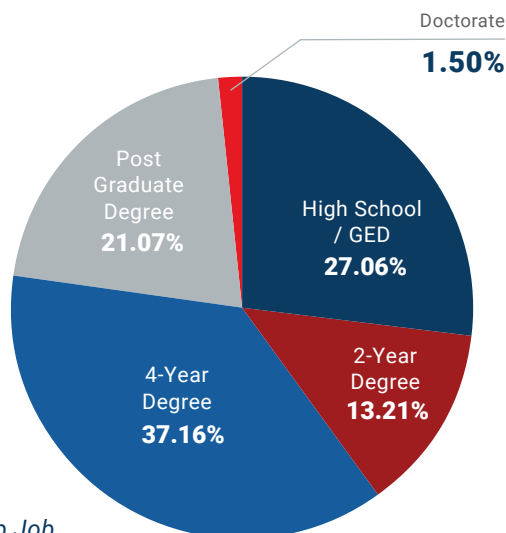


Figure 15: Spouse Group Job Seekers by Educational Attainment

Figure 16 looks at the metropolitan areas that Spouse Group Job Seekers are located in at the time of registration. As expected, Spouse Group Job Seekers reside in many of the same metropolitan areas as their Military Group counterparts at the time of registration. Eight of the top ten metropolitan areas for Spouse Group Job Seekers are also in the top ten metropolitan areas for Military Group Job Seekers. **Figure 16** maps the occurrence of Spouse Group Job Seekers by metropolitan area for the continental United States, and **Table 22** details the total number of individuals from each of the top ten metropolitan areas as well as the percentage of Spouse Group Job Seekers represented. Washington, D.C. remained the top metropolitan area for Spouse Group Job Seekers.

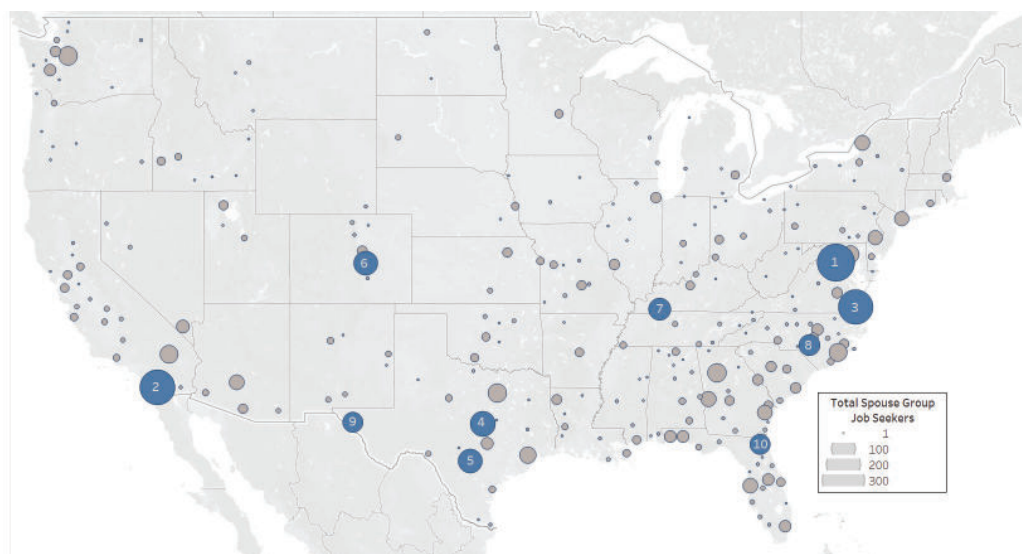


Figure 16: Spouse Group Job Seekers by Metropolitan Area (CONUS Map)

		Total Job Seekers	% of Spouse Group Job Seekers
1	WASHINGTON, DC	228	7.35%
2	SAN DIEGO, CA	201	6.48%
3	VIRGINIA BEACH, VA	196	6.32%
4	KILLEEN, TX	103	3.32%
5	SAN ANTONIO, TX	94	3.03%
6	COLORADO SPRINGS, CO	94	3.03%
7	CLARKSVILLE, TN	80	2.58%
8	FAYETTEVILLE, NC	72	2.32%
9	EL PASO, TX	70	2.26%
10	JACKSONVILLE, FL	67	2.16%

Table 22: Top 10 Metropolitan Areas
for Spouse Group Job Seekers

As mentioned, all Job Seekers register for our services at varying points in their civilian career journey. **Table 23** examines where our Spouse Group's partner is at in their military journey. 72.85% of Spouse Group Job Seekers are partnered with an individual who was serving on active duty at the time of their registration. In 2022 we saw slightly more Spouse Group Job Seekers partnered with a veteran or separated military member than in 2021 - an increase of 1.82%.

ACTIVE DUTY	72.85%
RESERVE COMPONENT	5.58%
VETERAN OR SEPARATED MILITARY MEMBER	21.57%

Table 23: Spouse Group Job Seekers
by Service Member's Status

In 2019 we began asking all Job Seekers if they are partnered with or caregiver to a military member. **Figure 17** looks at all Job Seekers who self identified as a military spouse or caregiver regardless of their Job Seeker classification. We see that 65.04% of self identified military spouses have some degree of military experience themselves. This is a slight decrease of 1.46% from 2021.

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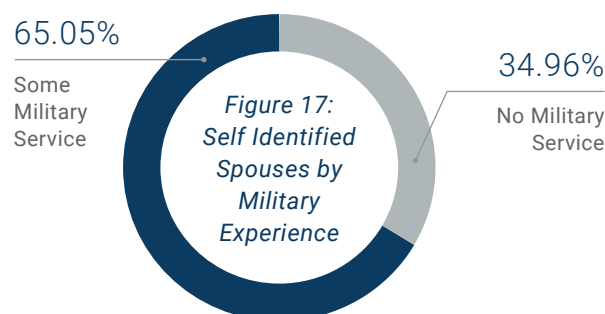
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Looking at military marriages and partnerships further, **Table 24** shows the military status of both the Hire Heroes USA Job Seeker and their spouse or partner for those Job Seekers in dual military partnerships. Of all Military Group Job Seekers, 17.76% self identified as a military spouse, representing a dual military partnership. Of our active duty Job Seekers in dual military partnerships, 54.58% are partnered with another active duty service member. Job Seekers currently serving in a National Guard or Reserves unit are partnered with an individual also serving in a National Guard or Reserves unit at much higher rates than active duty or veteran military members. For comparison, 21.86% of Job Seekers serving in a National Guard or Reserves unit are partnered with another individual serving in a National Guard or Reserves unit which is nearly five times the rate of active duty Job Seekers (4.15%) and four times the rate of veteran or separated military member Job Seekers (5.31%).

Job Seeker Classification	Spouse/Caregiver's Status			Grand Total
	Active Duty	Reserve Component	Veteran or Separated Military Member	
Active Duty Military Member	54.58%	4.15%	41.27%	100.00%
National Guard or Reserves Military Member	40.70%	21.86%	37.44%	100.00%
Veteran or Separated Military Member	45.08%	5.31%	49.61%	100.00%

Table 24: Dual Military Partnerships

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HOW DO OUR JOB SEEKERS GET TO US?

An overview how Job Seekers hear about Hire Heroes USA and a breakdown of referred Job Seekers by source and Group Status.

Hire Heroes USA Job Seekers learn of our services from a variety of different sources.

Figure 18 shows the percentage of Job Seekers that heard about us from each source. For several years word of mouth has been the top way Job Seekers learned of our services, with 30.04% of 2022 Job Seekers reporting that as how they heard about our services. Transition assistance programs, other organizations in the veteran service space and social media platforms continue to be the top ways Job Seekers hear about us.

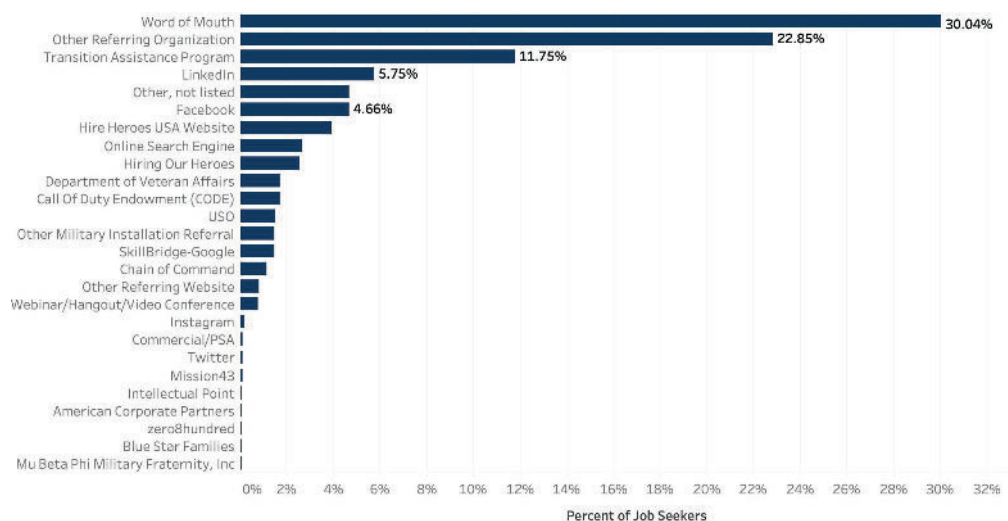


Figure 18: How Did They Hear About Us?

As seen in **Figure 18**, many Job Seekers are referred to Hire Heroes USA by another organization. Figure 19 shows the percentage of referred Job Seekers by source, separated by Group Status. For both groups of Job Seekers, the top referral sources continue to be the USO and Onward to Opportunity - a career skills program through the Institute for Veterans and Military Families. More than half of our Spouse Group clients who were referred to us from another organization were referred by Onward to Opportunity (59.82% to be exact). Employment Navigator & Partnerships Pilot (ENPP) was added as a referral partner in 2021. ENPP is a pilot program through the Department of Labor and accounted for 8.7% of Military Group referrals, and 3.25% of Spouse Group referrals.

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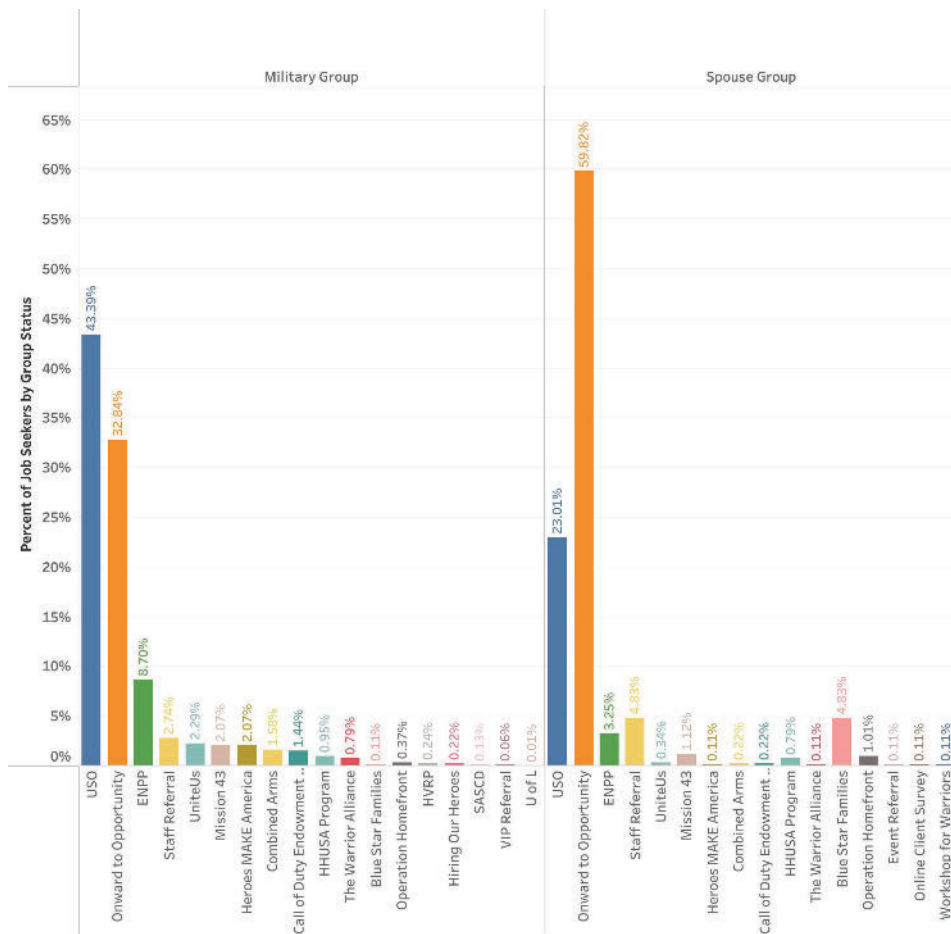


Figure 19: Job Seekers by Referral Source

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WHAT ARE OUR JOB SEEKERS SEEKING?

A look at self reported employment barriers and the most desired services identified by Job Seekers.

While registering for our services, Job Seekers are presented with a list of potential employment barriers and may select as many barriers from the list as they feel are applicable to their job search. The employment barrier list is a multi-select picklist and Job Seekers may select multiple employment barriers. The totals for the following tables will not equal one hundred percent as a single Job Seeker may select multiple options - for example a Job Seeker may identify a career change, lack of experience and childcare as employment barriers. **Table 25** shows the frequency at which our 2022 Job Seekers selected each employment barrier from our multi-select picklist. Career change, education and lack of experience ranked most frequently with just over 20% of Job Seekers identifying those as barriers to their job search. Internet access and homeless or unstable housing were added to our barriers list in 2022 and do not reflect an entire calendar year's worth of responses.

Career Change	21.13%
Education	20.56%
Lack of Experience	20.32%
None	19.14%
License and certification requirements	16.05%
Relocation(s)	9.37%
Age	8.03%
Gap(s) in Employment	7.79%
Childcare	4.81%
Financial	4.15%
Security clearance expired or not relevant	4.00%
Medical/Physical/Mental Limitations	3.79%
Military Affiliation	3.61%
Deployment(s)	1.39%
Transportation	1.16%
Background Check	1.06%
Criminal History	0.79%
Language	0.69%
Citizenship/Country Work Status	0.46%
Homeless or Unstable Housing	0.33%
Legal	0.20%
Internet Access	0.10%

Table 25: Job Seeker's Self Reported Employment Barriers

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Looking at Military Group Job Seekers only we see that education and career change rank as the top two barriers, with none ranking as the third selection. Military Group Job Seekers do identify no barriers at a higher rate than their Spouse Group counterparts. 20.25% of Military Group Job Seekers report there are no employment barriers, while only 7.51% of Spouse Group Job Seekers report the same. Military Group Job Seekers report license and certification requirements at a higher frequency than their Spouse Group counterparts - 16.49% of Military Group Job Seekers compared to 11.34% of Spouse Group Job Seekers. As previously discussed in Part Three of this report, Spouse Group Job Seekers in general have attained higher levels of education, and we see that reflected in the employment barriers reporting. Of Military Group Job Seekers, 21.23% identified education as a barrier to employment, compared to 13.59% of Spouse Group Job Seekers. **Table 26** below details the frequency at which Military Group Job Seekers reported each employment barrier in 2022.

Education	21.23%
Career Change	21.12%
None	20.25%
Lack of Experience	20.17%
License and certification requirements	16.49%
Relocation(s)	8.79%
Age	8.08%
Gap(s) in Employment	6.22%
Financial	4.25%
Security clearance expired or not relevant	4.23%
Medical/Physical/Mental Limitations	4.03%
Childcare	3.93%
Military Affiliation	3.51%
Deployment(s)	1.36%
Transportation	1.12%
Background Check	1.11%
Criminal History	0.83%
Language	0.62%
Homeless or Unstable Housing	0.36%
Citizenship/Country Work Status	0.30%
Legal	0.21%
Internet Access	0.10%

*Table 26: Job Seeker's Self Reported
Employment Barriers - Military Group*

Spouse Group Job Seekers often face different barriers during their job search than their Military Group counterparts. **Table 27** shows the frequency at which Spouse Group Job Seekers selected each employment barrier in 2022. Spouse Group Job Seekers reported gap(s) in employment as the top employment barrier in 2022, and they reported this at much higher rates than their Military Group counterparts (24.12% of Spouse Group Job Seekers compared to 6.22% of Military Group Job Seekers). Lack of experience and career change, the following top barriers, were also reported at higher frequencies than for Military Group Job Seekers.

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Along with gap(s) in employment, childcare, relocation(s) and citizenship/country work status saw the largest differences in frequency between Spouse Group and Military Group Job Seekers, with Spouse Group Job Seekers identifying these as barriers to employment at much higher rates than their Military Group counterparts.

Gap(s) in Employment	24.12%
Lack of Experience	21.84%
Career Change	21.25%
Relocation(s)	15.45%
Childcare	13.96%
Education	13.59%
License and certification requirements	11.34%
None	7.51%
Age	7.49%
Military Affiliation	4.62%
Financial	3.07%
Citizenship/Country Work Status	2.22%
Deployment(s)	1.72%
Security clearance expired or not relevant	1.55%
Transportation	1.55%
Language	1.41%
Medical/Physical/Mental Limitations	1.29%
Background Check	0.48%
Criminal History	0.37%
Internet Access	0.06%
Legal	0.06%
Homeless or Unstable Housing	0.03%

Table 27: Job Seeker's Self Reported Employment Barriers - Spouse Group

Along with employment barriers, our Job Seekers are asked to list which services they are looking to utilize through Hire Heroes USA programming. The list of desired services is a multi-select picklist and Job Seekers may select one or more desired services. The totals in the following tables will not equal one hundred percent as many Job Seekers identify multiple services they are interested in. **Table 28** shows the frequency each service offered was identified as a desired service in 2022 for all Job Seekers. Resume assistance ranked as the top desired service with over 60% of Job Seekers selecting it. Help to figure out the right job to align with Job Seeker experience and assistance with a federal resume followed as the top desired services.

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Resume Assistance	60.89%
Help to figure out the right job for my experience	39.77%
Assistance with Federal Resume	39.35%
Help with my LinkedIn	35.26%
Salary negotiation	34.95%
Help to navigate the job market	33.70%
Networking	32.72%
Building my interview portfolio	29.25%
Interview Assistance	29.04%
Training Programs	23.51%
Building my Value Proposition (Elevator Pitch)	22.61%
Talk with an Industry Professional	20.75%
Overcoming rejection and employment barriers	16.51%

*Table 28: Job Seeker's Most
Desired Services*

Table 29 shows the frequency desired services were selected by Military Group Job Seekers in 2022. Military Group Job Seekers expressed interest in every Hire Heroes USA service at higher rates than their Spouse Group counterparts except for help with overcoming rejection and employment barriers, which 18.8% of Spouse Group Job Seekers selected compared to 16.29% of Military Group Job Seekers. Assistance with a federal resume, resume assistance and salary negotiation were selected at significantly higher frequencies by our Military Group Job Seekers compared to our Spouse Group Job Seekers.

Resume Assistance	62.20%
Assistance with Federal Resume	40.80%
Help to figure out the right job for my experience	40.16%
Salary negotiation	36.01%
Help with my LinkedIn	35.95%
Help to navigate the job market	34.07%
Networking	33.44%
Building my interview portfolio	30.08%
Interview Assistance	29.34%
Training Programs	23.76%
Building my Value Proposition (Elevator Pitch)	23.00%
Talk with an Industry Professional	21.32%
Overcoming rejection and employment barriers	16.29%

*Table 29: Job Seeker's Most
Desired Services - Military Group*

As mentioned, Military Group Job Seekers expressed interest in nearly every service at a higher rate than their Spouse Group counterparts. **Table 30** shows the frequency at which Spouse Group Job Seekers identified interest in each service. Spouse Group Job Seekers only identified overcoming rejection and employment barriers at a higher rate than their Military Group counterparts, and most closely matched them in help navigating the job market, interview assistance and training programs.

Resume Assistance	47.20%
Help to figure out the right job for my experience	35.63%
Help to navigate the job market	29.81%
Help with my LinkedIn	28.06%
Interview Assistance	25.84%
Networking	25.16%
Assistance with Federal Resume	24.15%
Salary negotiation	23.84%
Training Programs	20.83%
Building my interview portfolio	20.63%
Overcoming rejection and employment barriers	18.80%
Building my Value Proposition (Elevator Pitch)	18.49%
Talk with an Industry Professional	14.83%

Table 30: Job Seeker's Most Desired Services - Spouse Group

Hire Heroes USA Job Seekers register for our services at varying points in their job search, represent a diverse pool of individuals, and are seeking different resources through our programming. In the following sections of this report we will explore service utilization and client outcomes.

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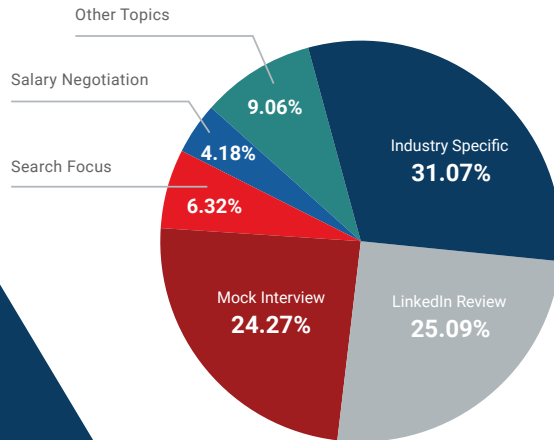
What Are Our Job Seekers Seeking?

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WHAT ARE CLIENTS SEEKING MENTORSHIP ON?



Facilitated by the Capacity Building team, mentorship with volunteers ranks as one of the most widely used Hire Heroes USA services. Clients seeking mentorship are paired with a qualified volunteer who possess expertise on the topic our client would like to discuss. Industry specific was the most frequently requested topic for mentorship in 2022, followed by mock interviews and LinkedIn reviews.



HIRE HEROES USA

HELPED KEY FINDINGS

Major takeaways and key findings for clients that used one or more services provided by Hire Heroes USA.

Hire Heroes USA offers twenty-two distinct services for our veteran, transitioning military, and military spouse clients. These services range from an initial assessment conducted with a Transition Specialist to webinars, virtual small group sessions, mentoring and federal job search support. Each service is designed to empower and educate our clients for success in the civilian workforce.

WHAT SERVICES WERE USED THE MOST?

During registration job seekers are asked to list which Hire Heroes USA services they are interested in. We observed a close alignment between which services clients expressed interest in and which services were provided. In 2022, resume assistance and help figuring out the correct job were the top two services job seekers were interested in. Resume creation topped the list as the most used service, with industry specific mentoring ranking third.

Top DESIRED Services for Registrants

- 1 Resume Assistance
- 2 Help Figuring Out the Correct Job
- 3 Federal Resume Assistance

Top Services Actually Used by Clients

- 1 Resume Creation
- 2 Assessment
- 3 Mentoring - Industry Specific

WHO USED THE MOST SERVICES?

Clients typically used two-or-three services in 2022, for an organizational average of 2.54 services used per client. Many clients receive a resume and initial assessment, while others may have only utilized virtual services and never interacted with a Transition Specialist. Junior Enlisted clients, who have historically had low service utilization rates, saw rates above the organizational average in 2022.

	Total Clients	Number of Services Provided	Avg. # Services Used
Military Group	24,011	60,913	2.54
Spouse Group	2,326	5,921	2.55
Grand Total	26,337	66,834	2.54

WHAT SERVICES ARE CLIENTS RETURNING FOR?

A client who has been confirmed hired into a new position is still able to access all Hire Heroes USA services at no cost. Many clients continue to use services provided to supplement their career growth or further their professional development. Clients who return for services after starting a new position utilize services more closely related to professional development or seeking employment in the federal sector.

WHO USED HIRE HEROES USA'S SERVICES?

A detailed look at the clients who utilized one or more service in the 2022 calendar year.

Hire Heroes USA provides myriad services for job-seeking military members and military spouses with each client receiving personalized, tailored services to best fit their unique situation. Hire Heroes USA clientele includes active duty personnel, veterans who have completely separated from the military and individuals serving in a national guard or reserves unit (referred to as Military Group clients) and spouses or partners of military members (referred to as Spouse Group clients). Job Seekers who engage with our services are called clients, and we offer several different paths for these clients. Some clients may only attend virtual events such as webinars or virtual career fairs, while others may explore our programming deeper. Hire Heroes USA has a dedicated team of Transition Specialists who work one-on-one with clients engaging with us at the highest level. This program, Partnered Career Transition (PaCT), pairs clients with a Transition Specialist who then assists them with their job search. PaCT clients are able to utilize any of our program offerings including webinars, virtual career fairs, mentorship, federal job search guidance, networking events and access to our job board.

Many clients utilize at least one service within the year that they register for services, however some clients may use services across multiple years - either as they return to a civilian job search or to further their professional development. In 2022 Hire Heroes USA saw 26,337 individual clients utilize at least one service. Of these, 17,693 (or 67.2%) registered during the 2022 calendar year. **Table 31** below details how many individuals utilized each type of service. Please note that many clients use more than one service, and that is reflected in the totals.

Service Provided	
Assessment	18,891
Resume Created	18,869
Mentoring	4,014
Virtual Career Fair	3,286
Webinar	2,832
Resume Tailored	2,281
Training	2,122
Federal Resume Review	1,977
Cover Letter	1,899
Job Matching and Sourcing	1,895
Interviewing	837
Virtual Workshop	837
Federal Support	817
LinkedIn Revision	695
Value Proposition	526
Networking	438
Salary Negotiation	431
Referral	398
Workshop	304
Virtual Small Group	181
Federal Career Counseling	93
Grand Total	26,337

Table 31: Total Individuals Helped

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At the time of registration, we ask our Job Seekers to identify which specific services they are interested in receiving from our team. Amongst our 2022 registrants, we saw resume assistance as the most frequently desired service, followed by help figuring out the correct job for their previous experience. In 2022 we saw clients utilize these services at some of the highest rates, with resume creation topping the list, followed by assessments - which are conducted for all PaCT clients, and then mentoring. Mentoring services will be explored more in depth later in this section, however industry specific mentorship was the most frequently requested mentoring topic.

Table 32 details the number of times each service was provided over the course of 2022, as well as the number of individual clients that utilized each service. For example, 2,832 clients attended a webinar, and there were 3,558 webinar seats filled meaning 726 of those were repeat attendees. Other services that saw high repeat utilization include mentoring, virtual career fairs and virtual workshops.

Service Provided	Number of Services Provided	Total Clients	Number of Repeat Attendees
Resume Created	19,005	18,869	136
Assessment	18,990	18,891	99
Mentoring	4,808	4,014	794
Virtual Career Fair	3,614	3,286	328
Webinar	3,558	2,832	726
Resume Tailored	2,445	2,281	164
Training	2,320	2,122	198
Job Matching and Sourcing	2,199	1,895	304
Federal Resume Review	2,079	1,977	102
Cover Letter	1,920	1,899	21
Virtual Workshop	984	837	147
Federal Support	881	817	64
Interviewing	854	837	17
LinkedIn Revision	714	695	19
Value Proposition	530	526	4
Referral	454	398	56
Networking	447	438	9
Salary Negotiation	441	431	10
Workshop	306	304	2
Virtual Small Group	190	181	9
Federal Career Counseling	95	93	2
Grand Total	66,834	26,337	40,497

Table 32: Number of Services Provided and Total Individuals Helped

Looking at service utilization by Group status, we see that many services are utilized at significantly higher rates by one Group and less frequently by the other. Of our Military Group clients, 72.71% who utilized a service last year had a resume created. Comparatively, only 60.62% of Spouse Group clients had a resume created. Many clients attend virtual events and do not become PaCT clients, and Spouse Group clients are more likely to take this path. All PaCT clients receive a resume and an assessment, both of which the Spouse Group has a lower utilization rate than their Military Group counterparts. On the flip side, Spouse Group clients attended webinars

at nearly double the rate of Military Group clients. As far as virtual services go, both Groups have similar utilization rates for virtual career fairs, but Spouse Group clients are more than twice as likely to attend a virtual workshop or virtual small group. Military Group clients have greater utilization rates for job matching and sourcing.

Table 33 details the percentage of each Group that utilized each of our services provided.

Service Provided	Military Group	Spouse Group
Resume Created	72.71%	60.62%
Assessment	72.91%	59.50%
Mentoring	14.85%	19.30%
Webinar	9.97%	18.83%
Virtual Career Fair	12.49%	12.38%
Resume Tailored	8.52%	10.10%
Training	7.95%	9.16%
Virtual Workshop	2.75%	7.61%
Federal Resume Review	7.60%	6.49%
Cover Letter	7.32%	6.10%
Interviewing	2.97%	5.29%
LinkedIn Revision	2.55%	3.53%
Salary Negotiation	1.48%	3.22%
Federal Support	3.12%	2.92%
Value Proposition	1.92%	2.75%
Job Matching and Sourcing	7.63%	2.71%
Networking	1.58%	2.54%
Workshop	1.13%	1.42%
Virtual Small Group	0.63%	1.29%
Referral	1.55%	1.12%
Federal Career Counseling	0.34%	0.47%

Table 33: Percent of Services Utilized by Group Status

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HOW MANY SERVICES DID CLIENTS USE?

An examination of utilization rates among Hire Heroes USA clients.

PaCT clients are typically provided with an initial assessment and a resume, which each count as a service. But in 2022 most clients used between two to three services. These services could have been an assessment, a resume and a mentoring session as an example. **Table 34** below shows how many total individual clients fall into each group, how many services they used, and the average number of services an individual used. We see that Military Group and Spouse Group clients have nearly identical service utilization rates at between two to three services, with Spouse Group clients slightly more inclined to use more services.

	Total Clients	Number of Services Provided	Avg. # Services Used
Military Group	24,011	60,913	2.54
Spouse Group	2,326	5,921	2.55
Grand Total	26,337	66,834	2.54

Table 34: Average Number of Services Used by Group Status

Gender	
Female	2.61
Male	2.57
Non-Binary	2.08
Grand Total	2.54

Table 35: Average Number of Services Used by Gender

Looking at service utilization rate by gender, **Table 35** defines the average number of services used by a client's self-identified gender. Female clients are the most likely to use more services, with non-binary clients tending to use fewer.

Slicing service utilization rates by job seeker classification shows that clients serving in a National Guard or Reserves unit are the most likely to use multiple services, followed by active duty military members. Clients who have fully separated from the military had the lowest utilization rates of all job seeker classifications. **Table 36** illustrates how many services each job seeker classification used on average in 2022.

Active Duty Military Member	2.57
National Guard or Reserves Military Member	2.66
Veteran or Separated Military Member	2.44
Military Spouse / Caregiver	2.55
Grand Total	2.54

Table 36: Average Number of Services Used by Job Seeker Classification

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Table 37 below breaks out the average number of services used by Military Group clients by both their service branch and rank. Coast Guard clients used the highest number of services, while Air Force clients used the lowest. Space Force Company-Grade Officers had the highest utilization rates using 3.56 different services on average. Looking at Military Group clients by rank, and excluding General/Flag Officers as an outlier, Non-Commissioned Officers used the fewest services. Field-grade Officers and Junior Enlisted clients had the highest utilization rates by rank.

	Air Force	Army	Coast Guard	Marine Corps	Navy	Space Force	Grand Total
Junior Enlisted	2.71	2.63	3.05	2.69	2.73	2.40	2.67
Non-Commissioned Officer	2.44	2.47	2.53	2.40	2.49	2.50	2.46
Senior Non-Commissioned Officer	2.50	2.53	2.63	2.52	2.51	2.67	2.52
Warrant Officer		2.63	2.31	2.38	3.03		2.64
Company-Grade Officer	2.44	2.57	2.71	2.56	2.49	3.56	2.55
Field-Grade Officer	2.67	2.67	2.72	2.57	2.76	2.79	2.68
General/Flag Officer		1.00	1.00				1.00
Grand Total	2.53	2.56	2.65	2.54	2.55	2.71	2.54

*Table 37: Average Number of Services
Used by Service Branch, Rank*

WHAT SERVICES DID THEY USE?

A look at specific services utilized by Hire Heroes USA clients.

Many Hire Heroes USA clients use services beyond an initial assessment session with a Transition Specialist and having a resume created. **Figure 20** shows the initial employment status of clients who used at least one service as a percentage. Of all the clients who used a service, 55.9% registered for our services while on active duty. Unemployed clients were the next largest initial employment status at 22.5% of the client population, followed by employed clients representing 10.3%. These percentages represent the percentage of each initial employment status in the client population examined in this section of the report.

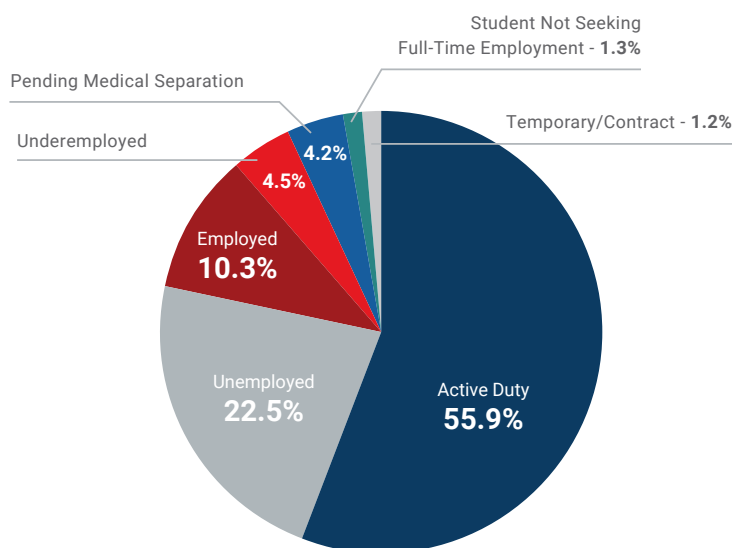


Figure 20: Clients Who Used a Service by Initial Employment Status

Compared to the representation rates in Figure 20, **Figure 21** details what percentage of each service was provided to clients of all initial employment statuses. 55.9% of the clients who received an assessment were on active duty at the time of registration, which closely correlates to their proportion of the client population (55.9%). We also see very close correlation with assessments for clients who reported they were unemployed at the time of registration (21.9% of assessments compared to 22.5% of the client population). Looking at other services provided we see that utilization rates and initial employment status do not always correlate - some employment statuses are overrepresented or underrepresented compared to their proportion of the client population. Looking at federal career counseling specifically, only 35.5% of the clients who used that service were on active duty at the time of registration - significantly lower than their representative proportion of 55.9%. Both unemployed and employed clients utilized federal career counselings at much higher rates than their representative proportion.

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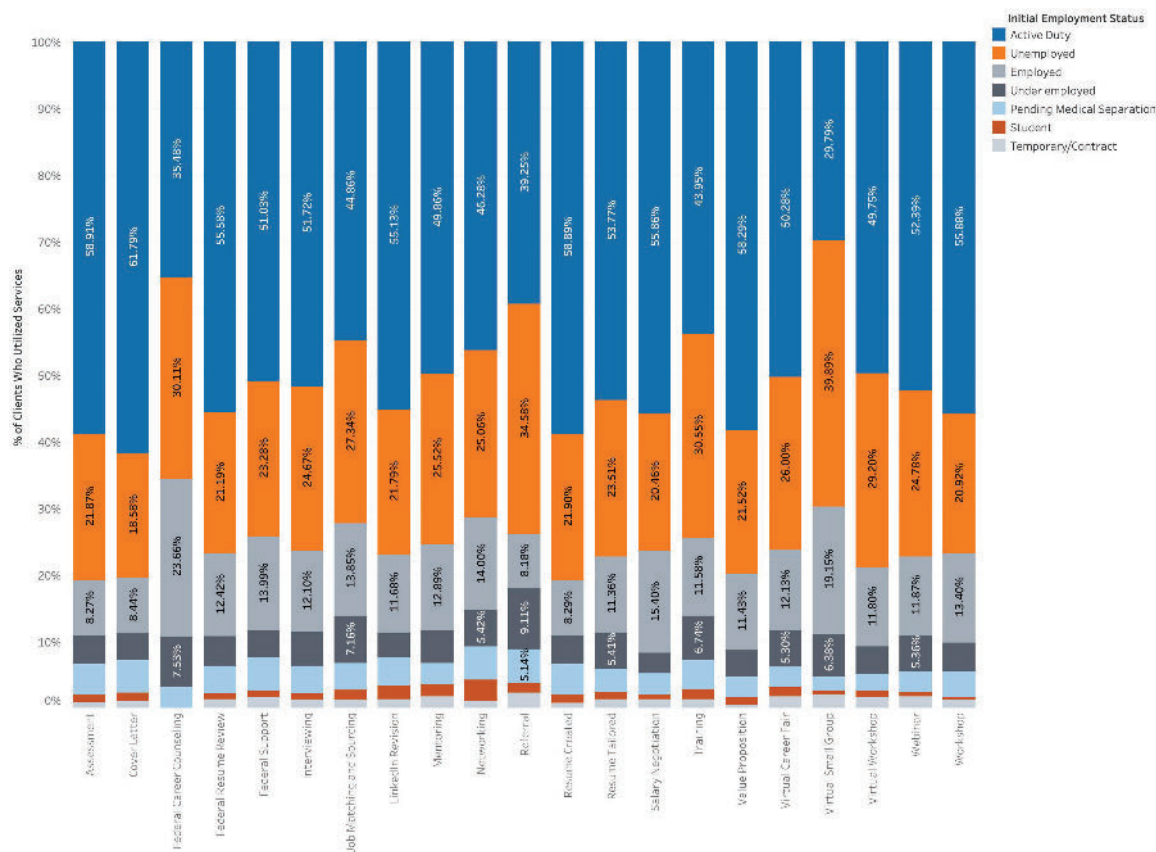


Figure 21: Services Provided Broken
Down by Initial Employment Status

Digging deeper, we see that different demographics of clients continue to use some services at higher rates than their representative population size, and other services at lower rates. **Table 38** shows the services provided broken down by what percentage of each Group Status used services. Military Group clients, who comprised 91.14% of total clients who utilized at least one service last year, partook in job matching and sourcing and referrals at rates higher than their representative population size (97.04% and 93.83% respectively). Virtual small groups, salary negotiation and virtual workshops all saw utilization rates by Military Group clients well below their representative population size with virtual workshops seeing the lowest representation - 79.37% of virtual workshop participants were Military Group clients, 11.77% less than their proportion of the overall client population. Spouse Group clients, on the other hand, saw significantly higher rates of utilization for virtual workshops with 20.63% of virtual workshop attendees falling into the Spouse Group. Spouse Group clients were also far more likely to participate in salary negotiation coaching, virtual small groups and webinars. Resume creation, assessments, referrals and job matching and sourcing were far less likely to be utilized by Spouse Group clients.

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Service Provided	Military Group	Spouse Group
Assessment	92.70%	7.30%
Cover Letter	92.34%	7.66%
Federal Career Counseling	87.37%	12.63%
Federal Resume Review	92.21%	7.79%
Federal Support	91.94%	8.06%
Interviewing	84.78%	15.22%
Job Matching and Sourcing	97.04%	2.96%
LinkedIn Revision	87.96%	12.04%
Mentoring	88.48%	11.52%
Networking	85.91%	14.09%
Referral	93.83%	6.17%
Resume Created	92.56%	7.44%
Resume Tailored	89.28%	10.72%
Salary Negotiation	82.09%	17.91%
Training	89.96%	10.04%
Value Proposition	87.74%	12.26%
Virtual Career Fair	91.01%	8.99%
Virtual Small Group	83.68%	16.32%
Virtual Workshop	79.37%	20.63%
Webinar	83.95%	16.05%
Workshop	89.22%	10.78%
Grand Total	91.14%	8.86%

Table 38: Services Provided as a
Percentage of Group Status

Continuing to compare how different client demographics use Hire Heroes USA services, **Table 39** shows services provided as a percentage of gender. Clients identifying as female utilized virtual workshops, workshops and virtual small groups at rates much higher than their representative 30.02% of the overall client population. Virtual career fairs and job matching and sourcing were least likely to be utilized by female clients. Clients identifying as male were most likely to use job matching and sourcings, virtual career fairs and assessments. Virtual workshops were least likely to be attended by male clients with 57.80% of virtual workshop participants identifying as male (compared to 69.90% of their proportion of the client population). Non-binary clients represented 0.08% of the overall client population who used one or more services in 2022, and were most likely to use our referral system or attend a value proposition coaching. Of the services provided for clients identifying as non-binary, mentoring sessions and webinars were the least likely to be used.

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Service Provided	Female	Male	Non-Binary
Assessment	28.48%	71.41%	0.11%
Cover Letter	29.04%	70.90%	0.05%
Federal Career Counseling	29.79%	70.21%	
Federal Resume Review	32.90%	67.10%	
Federal Support	32.42%	67.58%	
Interviewing	34.00%	66.00%	
Job Matching and Sourcing	27.72%	72.28%	
LinkedIn Revision	33.10%	66.76%	0.14%
Mentoring	32.92%	67.04%	0.04%
Networking	31.60%	68.40%	
Referral	31.46%	68.31%	0.22%
Resume Created	28.50%	71.38%	0.11%
Resume Tailored	33.24%	66.76%	
Salary Negotiation	30.34%	69.66%	
Training	31.88%	67.99%	0.13%
Value Proposition	29.96%	69.85%	0.19%
Virtual Career Fair	28.10%	71.83%	0.07%
Virtual Small Group	36.22%	63.78%	
Virtual Workshop	42.20%	57.80%	
Webinar	34.06%	65.91%	0.03%
Workshop	38.89%	61.11%	
Grand Total	30.02%	69.90%	0.08%

Table 39: Services Provided as a
Percentage of Gender

Figure 22 continues the examination of services provided broken down by gender. For reference, a line at 30.10% has been added to represent the overall proportion of clients who are female or non-binary.

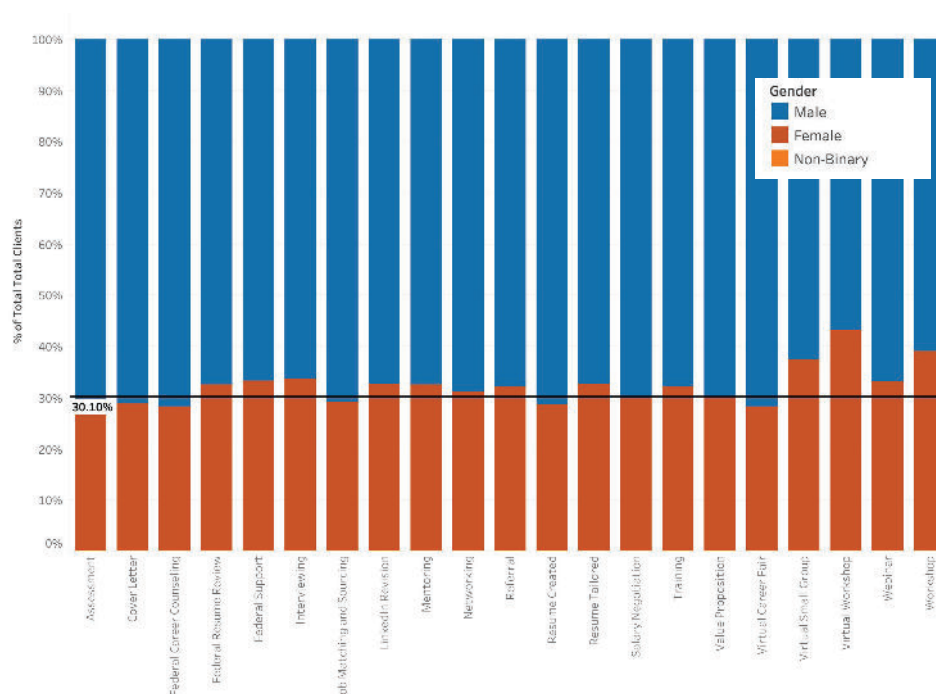


Figure 22: Services Provided Broken Down by Gender

Just as with other client demographics, we see that when broken down by race many clients are using services at rates that are not always the same as their representative population size. **Figure 23** shows the racial identity of clients who used at least one service as a percentage, while **Figure 24** details the services provided in 2022 as a percentage of race. American Indian or Alaska Native, Black or African American and clients of two or more races were more likely to utilize a referral service than their counterparts. Black or African American clients attended virtual small groups at a rate higher than their overall population proportion, with 43.68% of virtual small group participants identifying as Black or African American (18.13% higher than their overall representative rate or 25.55%). Salary negotiation and value proposition saw the highest representation amongst white clients, while virtual small groups saw the lowest representation. Value proposition also saw high participation rates for Hispanic or Latino clients, with virtual small groups and workshops seeing the lowest representation.

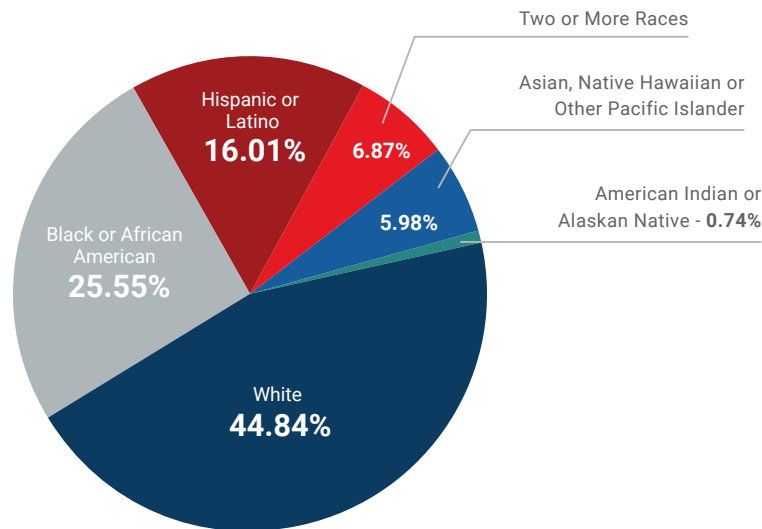


Figure 23: Clients Who Used a Service by Race

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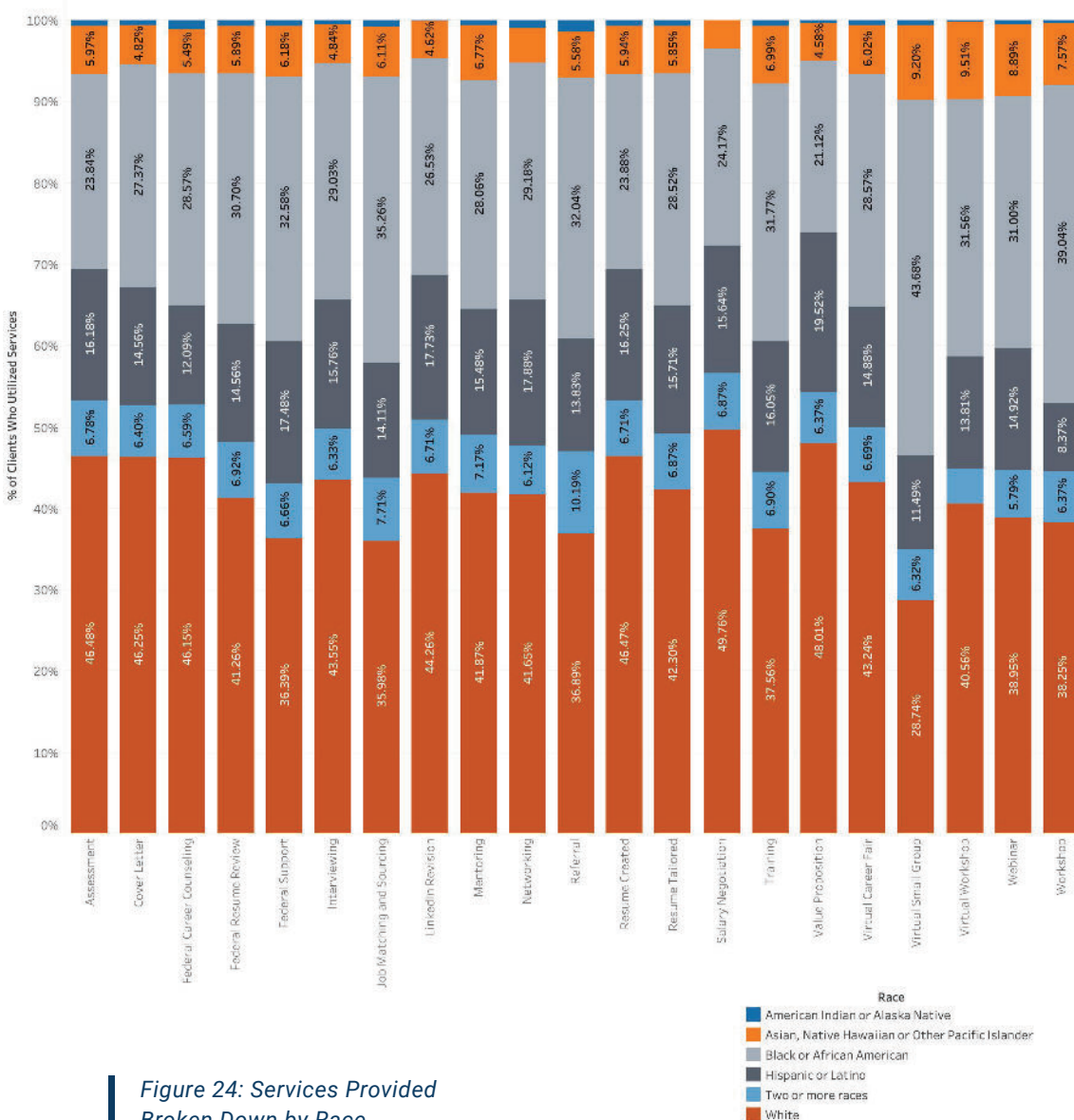


Figure 24: Services Provided
Broken Down by Race

VOLUNTEER SERVICES UTILIZED

A closer look at the support provided by the Hire Heroes USA Volunteer Program.

Hire Heroes USA provides most services directly through Hire Heroes USA staff, however mentoring services are handled exclusively by our team of diverse and knowledgeable volunteers. Facilitated by the Capacity Building Team, mentoring services connect a Hire Heroes USA client with a volunteer who possesses expertise on the topic our client is seeking mentorship on. **Table 40** shows the total requests completed by our volunteers by the mentorship support the client requested. It comes as no surprise that Industry Specific tops the list - as explored in the Intake section of this report, help identifying the right job for their experience is the second most desired service by our registered Job Seekers. Of the completed volunteer requests in 2022, 31.07% were for industry specific support, followed by mock interviews and LinkedIn reviews. Some clients may submit multiple requests for the same support, or may submit requests for a variety of different support areas.

Requested Support	Total Requests	% of Total Requests
Industry Specific	1,485	31.07%
LinkedIn Review	1,199	25.09%
Mock Interview	1,160	24.27%
Search Focus	302	6.32%
Salary Negotiation	200	4.18%
Job Search Best Practices	155	3.24%
Resume Feedback	102	2.13%
Entrepreneurship	91	1.90%
Other	35	0.73%
Certifications/Training	35	0.73%
CV / Portfolio Review	14	0.29%
Networking	1	0.02%
Grand Total	4,779	100.00%

Table 40: Completed Volunteer Requests

Table 41 shows the rate at which clients requested support divided out by Group Status. Of the completed volunteer requests for Military Group clients in 2022, 30.83% were for industry specific support. Comparatively, 32.91% of completed volunteer requests for Spouse Group clients were for industry specific support. Spouse Group clients were more likely to request mentoring support for mock interviews, and Military Group clients were significantly more likely to request a LinkedIn review than their Spouse Group counterparts.

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Requested Support	Military Group	Spouse Group
Industry Specific	30.83%	32.91%
LinkedIn Review	25.82%	19.45%
Mock Interview	23.76%	28.18%
Search Focus	6.46%	5.27%
Salary Negotiation	4.19%	4.18%
Job Search Best Practices	3.24%	3.27%
Resume Feedback	2.15%	2.00%
Entrepreneurship	1.89%	2.00%
Certifications/Training	0.71%	0.91%
Other	0.71%	0.91%
CV / Portfolio Review	0.21%	0.91%
Networking	0.02%	
Grand Total	100.00%	100.00%

Table 41: Completed Volunteer Requests by Group Status

Table 42 shows that clients are most likely to request industry specific support, with female clients requesting mock interviews at a notably higher rate than their male counterparts. Clients identifying as male are more likely to request LinkedIn support than clients identifying as female.

Requested Support	Female	Male
Industry Specific	30.09%	31.57%
LinkedIn Review	21.97%	26.86%
Mock Interview	28.54%	22.03%
Search Focus	5.93%	6.47%
Salary Negotiation	3.29%	4.61%
Job Search Best Practices	3.48%	3.00%
Resume Feedback	2.38%	2.02%
Entrepreneurship	1.93%	1.93%
Certifications/Training	0.77%	0.73%
Other	1.16%	0.54%
CV / Portfolio Review	0.45%	0.22%
Networking		0.03%
Grand Total	100.00%	100.00%

Table 42: Completed Volunteer Requests by Gender

Looking at Military Group clients specifically, **Table 43** shows the rates at which clients requested support by service branch. Space Force and Coast Guard clients saw the highest rates of industry specific requests than other service branches, although this is partially attributed to both of those branches seeing less variety in the requested mentorship support than the remaining service branches. Air Force, Army, Marine Corps and Navy clients all saw request rates of about 30% for industry specific support.

Requested Support	Air Force	Army	Coast Guard	Marines	Navy	Space Force	Grand Total
Industry Specific	30.86%	30.73%	36.67%	29.84%	30.87%	55.56%	30.83%
LinkedIn Review	27.39%	25.30%	15.00%	25.51%	26.25%	11.11%	25.82%
Mock Interview	22.85%	22.86%	35.00%	23.46%	25.67%	22.22%	23.76%
Search Focus	5.02%	7.55%	3.33%	7.06%	5.58%	11.11%	6.46%
Salary Negotiation	5.02%	3.91%	3.33%	4.10%	4.13%		4.19%
Job Search Best Practices	3.35%	3.37%	3.33%	3.87%	2.69%		3.24%
Resume Feedback	2.51%	2.39%	1.67%	1.82%	1.63%		2.15%
Entrepreneurship	1.32%	2.17%		2.51%	1.73%		1.89%
Certifications/Training	0.36%	0.76%	1.67%	1.14%	0.67%		0.71%
Other	0.84%	0.81%		0.23%	0.67%		0.71%
CV / Portfolio Review	0.48%	0.11%		0.46%	0.10%		0.21%
Networking		0.05%					0.02%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 43: Completed Volunteer Requests by Service Branch

Continuing with Military Group clients, **Table 44** details the rates at which clients requested support by rank category. Junior Enlisted clients were most likely to request industry specific support, with 38.62% of all completed Junior Enlisted mentorship requests seeking industry specific support. Junior Enlisted and Company-Grade Officers saw lower than average mentoring sessions for LinkedIn reviews than their other Military Group counterparts. Warrant Officers and Field-Grade Officers each saw slightly higher rates of salary negotiation requests compared to the remaining ranks.

Requested Support	Junior Enlisted	Non-Commissioned Officer	Senior NCO	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Industry Specific	38.62%	33.08%	22.90%	19.23%	31.64%	23.62%	30.83%
LinkedIn Review	20.73%	23.38%	33.88%	27.88%	21.98%	31.78%	25.82%
Mock Interview	20.53%	24.42%	23.41%	31.73%	28.15%	24.49%	23.76%
Search Focus	7.48%	6.42%	5.85%	5.77%	7.51%	4.08%	6.46%
Salary Negotiation	3.13%	3.21%	5.34%	8.65%	3.75%	7.29%	4.19%
Job Search Best Practices	3.44%	3.35%	2.98%	2.88%	3.49%	2.62%	3.24%
Resume Feedback	2.12%	2.44%	2.36%	0.96%	0.80%	2.33%	2.15%
Entrepreneurship	1.72%	1.95%	1.95%		1.88%	2.62%	1.89%
Certifications/Training	0.81%	0.56%	0.82%	0.96%	0.54%	0.87%	0.71%
Other	1.01%	0.91%	0.31%	1.92%	0.27%	0.29%	0.71%
CV / Portfolio Review	0.40%	0.28%	0.10%				0.21%
Networking			0.10%				0.02%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 44: Completed Volunteer Requests by Rank

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VIRTUAL EVENT ATTENDANCE

Examining virtual event attendance specifically.

In recent years Hire Heroes USA has worked to provide a multitude of virtual event offerings covering a wide variety of topics for our clients. **Table 45** details how many individual clients attended at least one virtual event in 2022. In total 6,064 unique individuals attended at least one virtual event, with many clients attending multiple. In fact, these 6,064 individuals accounted for 8,346 seats filled for virtual events in 2022. Of the seats filled for virtual events, 27.34% were filled by a client who had already attended another virtual event. **Table 46** shows virtual event attendance broken down by Group Status. Both virtual career fairs and webinars were highly attended. For both Military Group and Spouse Group clients, those who attended one webinar were most likely to attend another virtual event, typically a webinar.

Service Provided	Total Clients	Number of Services Provided
Virtual Career Fair	3,286	3,614
Virtual Small Group	181	190
Virtual Workshop	837	984
Webinar	2,832	3,558
Grand Total	6,064	8,346

Table 45: Virtual Event Attendance

Service Provided	Military Group		Spouse Group	
	Total Clients	Number of Services Provided	Total Clients	Number of Services Provided
Virtual Career Fair	2,998	3,289	288	325
Virtual Small Group	151	159	30	31
Virtual Workshop	660	781	177	203
Webinar	2,394	2,987	438	571
Grand Total	5,300	7,216	764	1,130

Table 46: Virtual Event Attendance by Group Status

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SERVICES USED BY CLIENTS AFTER THEY WERE CONFIRMED HIRED INTO A NEW POSITION

Exploring clients that used one or more service after securing new employment.

For a variety of reasons, many Hire Heroes USA clients continue to utilize services even after being confirmed hired into a new position. Some clients may be looking to expand their professional development, while others may return to our programming as they explore starting another job search. **Figure 21** shows the total clients who used one or more services in 2022 after they had been confirmed hired into a new position, divided out by the year in which they registered. In total, 1,784 of the clients who used one or more services in 2022 used at least one service after being confirmed hired into a new position, with roughly 30% of those clients registering for our services in 2021. About 10% of these clients registered and were confirmed hired in 2022, with the remaining 60% having registered in 2020 or earlier.

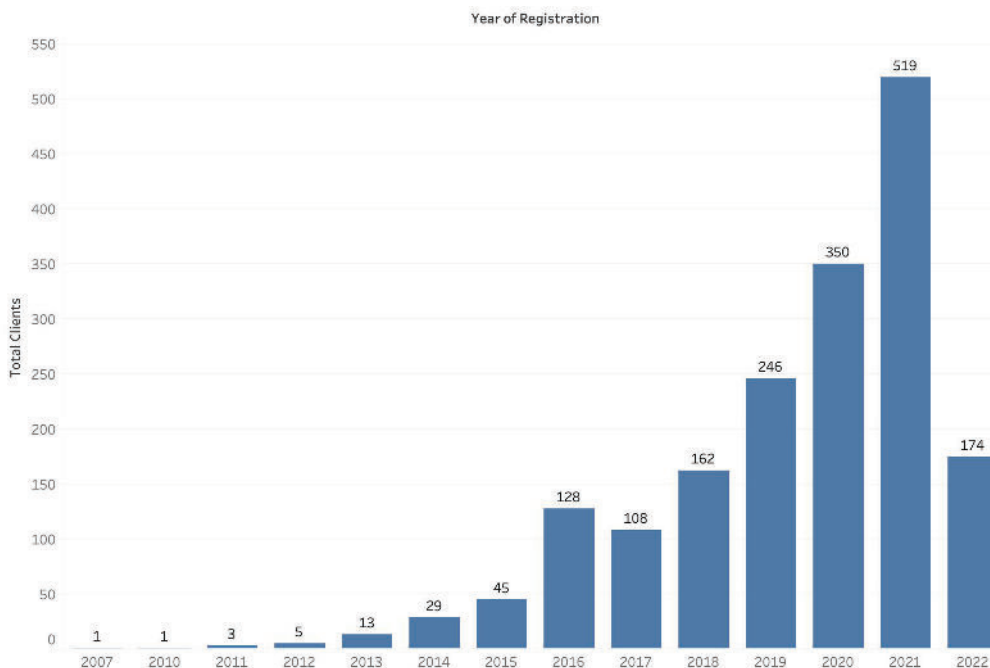


Figure 25: Total Clients Utilizing Services After Hire Confirmation, by Year of Registration

Clients who utilize a service after they have been confirmed hired are far less likely to seek an initial assessment or resume creation than the overall client population. Instead, these clients are attending mentoring sessions, requesting federal resume reviews and seeking assistance on tailoring their resume with the greatest frequency.

Table 47 shows how many individual clients used each service provided after their hire confirmation, and how many times that service was provided in total. 1,784 confirmed hired clients used a total of 2,741 services in 2022.

Service Provided	Total Clients	Number of Services Provided
Mentoring	386	456
Federal Resume Review	339	351
Resume Tailored	334	365
Webinar	197	218
Training	187	213
Resume Created	176	185
Virtual Career Fair	174	187
Assessment	134	139
Job Matching and Sourcing	132	147
Federal Support	97	109
Virtual Small Group	70	73
Referral	56	66
Interviewing	39	39
Virtual Workshop	38	43
Cover Letter	32	34
Federal Career Counseling	28	28
LinkedIn Revision	28	28
Salary Negotiation	20	20
Networking	19	19
Workshop	16	16
Value Proposition	5	5
Grand Total	1,784	2,741

Table 47: Total Clients Utilizing Services After Hire confirmation, by Service Provided

Clients come to Hire Heroes USA at varying points in their civilian job search, and use a diversity of services provided throughout the course of their job search journey. In the following section of this report we will explore client outcomes for clients confirmed as hired into a new position in 2022.

HOW LONG WERE OUR CLIENTS LOOKING FOR NEW EMPLOYMENT?

	Female	Male	Grand Total
American Indian or Alaska Native	16.0	10.0	12.0
Asian, Native Hawaiian or Other Pacific Islander	24.0	12.5	16.0
Black or African American	20.0	10.0	17.0
Hispanic or Latino	16.0	10.0	12.0
Two or more races	13.5	12.0	12.0
White	16.0	12.0	12.0
Grand Total	18.0	12.0	14.0

Female clients reported longer unemployment durations than male clients at 18 weeks compared to the 12 weeks reported by male clients. Asian, Native Hawaiian or Other Pacific Islander females reported the longest unemployment durations of any race/gender combination - nearly twice as long as their male counterparts at 24 weeks.

Overall we found that clients who held a more stable employment status at the time of registration experienced shorter lengths of unemployment. Clients who were unemployed at the time of registration reported the longest lengths of unemployment (20 weeks) and those that were on active duty or already employed reported the shortest lengths of unemployment (8-10 weeks).



HIRE HEROES USA

HIRED KEY FINDINGS

Major takeaways and key findings for clients that were confirmed hired into a new position in 2022

Over the course of 2022, Hire Heroes USA confirmed a total of 12,426 individual clients into a new position. These clients may have registered for services in 2022 or a prior year. An additional 337 clients were confirmed into a new position after having been previously confirmed hired into a role with Hire Heroes USA's assistance.

While overall Hire Heroes USA clients did very well in 2022, findings indicate that women (female veterans and female military spouses) still experience disparity when compared to males. This includes time unemployed and salary attained.

WHERE WERE CLIENTS CONFIRMED HIRED?

METRO AREAS FOR HIRES	% OF TOTAL CLIENTS HIRED
WASHINGTON, D.C	8.16%
VIRGINIA BEACH, VA	5.85%
SAN DIEGO, CA	5.55%
SAN ANTONIO, TX	4.19%
COLORADO SPRINGS, CO	3.73%

WHAT SALARIES DID OUR CLIENTS ATTAIN?

	Female	Male	Non-Binary	Grand Total
Military Group	\$60,382	\$68,480	\$49,000	\$66,751
Spouse Group	\$53,305	\$63,400		\$53,877
Grand Total	\$58,366	\$68,452	\$49,000	\$65,716

On average, Hire Heroes USA clients attained an annual salary of \$65,716. Military Group clients achieved salaries nearly \$13,000 more than their Spouse Group counterparts. The wage gap between male and female clients persisted, with male clients earning salaries more than \$10,000 (or 17.28%) higher than female clients on average.

HOW ARE OUR CLIENTS DOING?

	At Registration	At Hire
Empowerment Rating	4.1	4.8
Interviewing Effectiveness Rating	3.9	4.6
Job Search Comprehension Rating	3.0	4.4
Job Search Independence Rating	3.1	4.6
Networking Effectiveness Rating	3.2	4.5
Resume Effectiveness Rating	3.4	4.7
Grand Total	3.5	4.6

On average, clients report much higher confidence in their ability to search for a job after utilizing Hire Heroes USA's services. At registration, the average overall confidence rating is 3.5 out of a possible 5 points for all clients. At the time of hire, however, that average confidence rating has increased to 4.6 out of 5 possible points.

WHO FOUND NEW EMPLOYMENT WITH HIRE HEROES USA'S ASSISTANCE?

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A comprehensive look at the demographic make-up of clients confirmed hired into new positions in 2022.

Hire Heroes USA confirmed that a total of 12,426 individual job seeking clients accepted new positions in 2022. We consider a confirmed hired client to be one who utilized Hire Heroes USA PaCT services - our highest tier of engagement in which a Job Seeker is assigned to work with a Transition Specialist - and following engagement with those services, has accepted a new role. The following section of this report examines only clients who were confirmed hired in 2022, regardless of when they registered. A calendar year hire confirmation refers to the review and approval internally of hire information. A Job Seeker who began work in December 2021 may be counted as a 2022 confirmed hire due to the process of submission, review, and approval. Additionally, a confirmed hire for calendar year 2022 does not mean the Job Seeker began working with Hire Heroes USA in 2022. As seen in our Intake and Helped sections, Job Seekers take varying lengths of time to register, engage with services, search, and move into new roles. Finally, some confirmations may have occurred in 2022 for positions started in 2021.

Table 48 below shows the breakdown of Job Seekers that entered into new employment by group status. For the purposes of this report, Military Group refers to those jobseekers with any military service (regardless of branch, era of service, or type of service). Spouse Group refers to individuals who are spouses or caregivers of someone who served in the U.S. military, regardless of if they are currently serving. Spouse Group Job Seekers may be veterans themselves, or have some degree of experience with the U.S. military, however they most closely align with our Spouse Group programming. The majority of those who entered new roles in 2022 (nearly 92%) were Job Seekers with some military service. This is a slight increase, and by extension, shows a slight decrease in the Spouse Group makeup from 2021. While this is the first year since 2019 that we have not seen an increase in our Spouse Group hires, we also saw the total number of Spouse Group registrants drop in 2022.

Group Status	Total Clients	% of Total Clients
Military Group	11,428	91.97%
Spouse Group	998	8.03%
Grand Total	12,426	100.00%

*Table 48: Clients Confirmed Hired
by Group Status*

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How Confident Are
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Table 49 examines all 2022 Military Group hires by which branch they served in as well as their most recent rank category. The largest group, as was the case in our Intake and Helped populations, was from the Army, making up more than 44% of all Military Group confirmed hires. Notably, the number of Junior Enlisted personnel from the Army was also strong, with an 8.8% higher makeup of Junior Enlisted confirmed as moving into new roles than Junior Enlisted members of the next most populous branches. This contributes to the high percentage of the total of Junior Enlisted personnel. Non-commissioned Officers and Senior Non-Commissioned Officers collectively made up the majority of confirmed hires for 2022 across all branches. The one stand-out is that population of Junior Enlisted personnel from the Army.

Every branch, with the exception of the Space Force, showed an increased number of hired individuals from the previous year with the Army and Navy showing the largest jumps.

Service Branch	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Air Force	3.78%	6.30%	6.93%		0.73%	1.41%	19.16%
Army	12.64%	13.09%	10.82%	1.73%	3.55%	2.99%	44.81%
Coast Guard	0.18%	0.51%	0.29%	0.11%	0.11%	0.21%	1.42%
Marine Corps	3.35%	3.59%	1.92%	0.18%	0.76%	0.72%	10.53%
Navy	3.78%	10.65%	6.71%	0.28%	0.98%	1.54%	23.93%
Space Force	0.02%	0.02%	0.09%		0.01%	0.02%	0.15%
Grand Total	23.75%	34.16%	26.75%	2.31%	6.14%	6.89%	100.00%

*Table 49: Military Group Clients Confirmed
Hired by Service Branch and Rank*

In keeping with past trends and as seen in our Intake and Helped populations, the majority of clients confirmed Hired in 2022 came to Hire Heroes USA with an initial employment status of active duty. This means that, at the time of registration for our services, these Job Seekers had not yet fully transitioned away from military service or into a National Guard or Reserves component. While Hire Heroes USA services are available to anyone with United States military service (of any era) and the spouses of those who have served, Active Duty transition to civilian employment remains the largest group from registration through to hired.

The second largest group, clients who were unemployed at the time of registration, contains a mix of recently transitioned service members, veterans with varying time since separation, and military spouses. **Figure 26** illustrates the percentage breakdown of all 2022 confirmed hires by their initial employment status at the time of registration. Later in this section, we dive more deeply into unemployment durations experienced by our clients.

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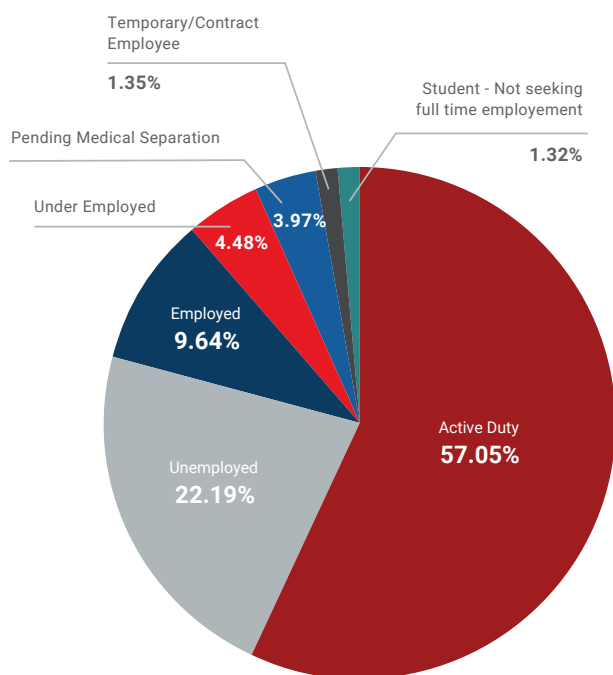
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**Figure 26: Clients Confirmed Hired
by Initial Employment Status**

In 2021, we added the gender option of non-binary to our list of gender identities. Across the last two years, only a small percentage of clients indicated they identify as non-binary but this represents an important distinction from previous years which only acknowledged male, female or clients who preferred not to answer as options. Although we have seen an increase in clients who identify as non-binary, in some analyses we do not have enough data to report on this demographic. **Table 50** details the percentage of clients by gender identity who were confirmed hired in 2022.

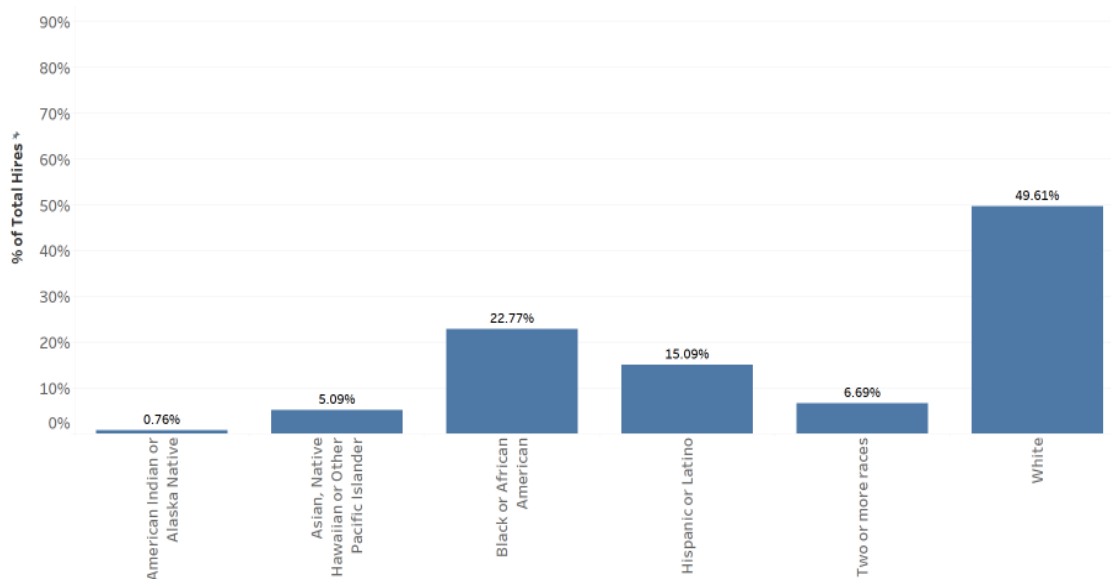
In 2022, Hire Heroes USA also began building the Women Veterans' Program, which is designed to specifically acknowledge the unique challenges of female veterans as they seek employment. This program has created resources and events to more concretely guide the job search for women who have served. The number of female veterans moving into new roles increased in 2022, to 26.85% of the Military Group hires from 19.57% the previous year.

Female	26.85%
Male	73.07%
Non-Binary	0.08%
Grand Total	100.00%

**Table 50: Clients Confirmed
Hired by Gender**

Figure 27 shows the racial breakdown of all 2022 hires. In the Intake section of this report we noted that the Department of Defense does not report Hispanic or Latino as a distinct racial identity. This group, though, makes up the third largest percentage of hires for Hire Heroes USA clients. Overall, the majority of this group (49.61%) identified as white while Black or African American was the second largest group. Collectively, these three groups make up a notable 87.47% of the hired population. The The Bureau of Labor Statistics listed the collective total of White, Black, and Asian populations in the labor force in 2021 as 97% of all working adults ("Labor force characteristics by race and ethnicity, 2021" U.S. Bureau of Labor Statistics, 2023, <https://www.bls.gov/opub/reports/race-and-ethnicity/2021/home.htm>).

When comparing the rates at which clients register, receive services and are confirmed hired, we see that each racial identity maintains a steady representation at each stage of the process - meaning that the percentage breakdown of racial identity at registration closely matches the racial identity breakdown of confirmed hires.



**Figure 27: Clients
Confirmed Hired by Race**

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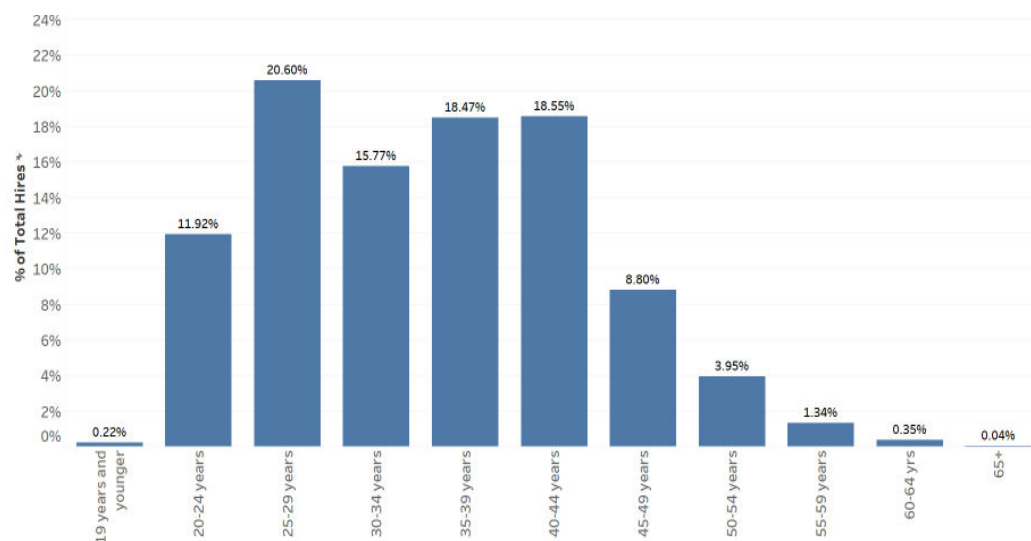
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Figure 28 further explores all 2022 hires by age. Age groups 25-29, 35-39, and 40-44 are the top three groups making up the hired population. Interestingly, 30-35, while not low at 15.77%, represents the lowest group of hires across the 25-44 age spectrum.



*Figure 28: Clients Confirmed
Hired by Age Category*

Hire Heroes USA clients find their way to services along a variety of pathways. Historically, word of mouth has been far and away the most common of those paths and 2022 was no exception, with more than 30% of hires having initially heard about our services from someone they know. The second largest group, by a notable margin, is "Other Referring Organization." This group is composed of specific partners who directly share Hire Heroes USA information and events with the transitioning service members, veterans, and military spouses that they are assisting. **Figure 29** details the ways that our 2022 confirmed hired clients initially heard about Hire Heroes USA, and **Figure 30** shows the breakdown of referral sources for clients who were referred to us by another organization. This breakdown indicates both that current and previous Hire Heroes USA clients are recommending services and that employment remains a high need. We continue to see high rates of referrals from the USO and Onward to Opportunity, which carries through from intake to hires. Referrals from these two organizations make up the two largest subsets of referred clients within the Hired group. This is a significant upswing in the Spouse Group hires that were referred to Hire Heroes USA by Onward to Opportunity.

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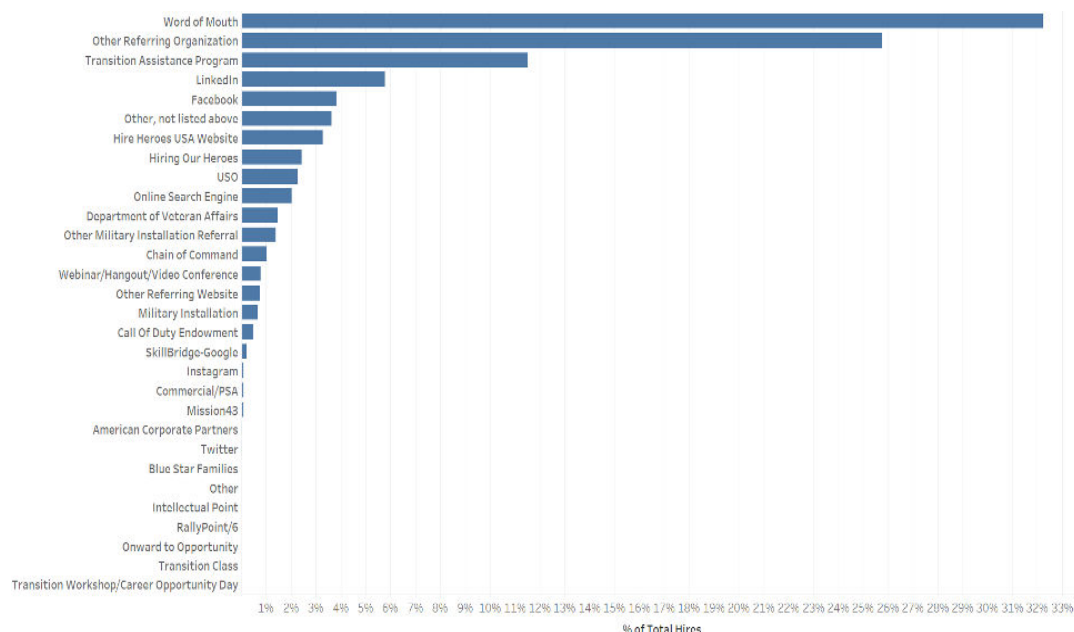


Figure 29: How Did They Hear About Us?

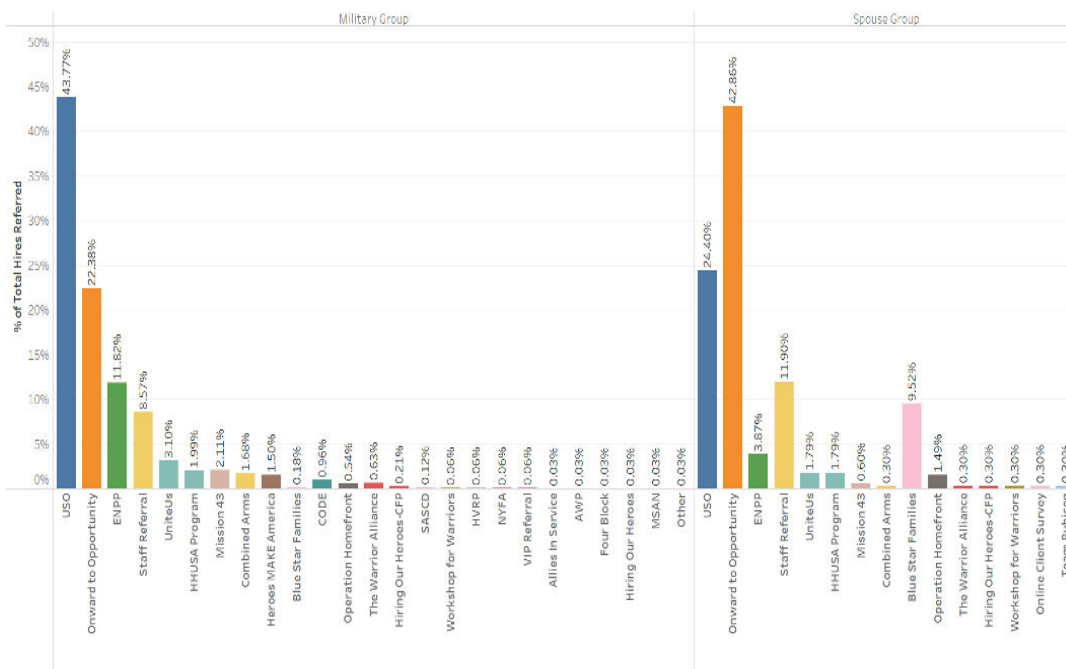


Figure 30: Confirmed Hires by Referral Source and Group Status

WHAT DID HIRE HEROES USA'S CLIENTS GET HIRED FOR?

THE HIRE HEROES
2022 REPORT

Examining the industries, job functions and companies that clients were confirmed hired into

Hire Heroes USA clients come to us with a vast variety of skills, experiences and professional aspirations. Many clients already have a desired industry or job function in mind when they register, while many others utilize our services to further refine their job search and zero in on an industry or job function that is the best fit for them. With that said, Defense Contracting, which is a highly desired industry at the time of registration, has maintained its spot at the top of our industry list for the hired group - although it did notably see a nearly 3% drop in total hires from 2021. Government and Public Administration, which has been the second-largest industry our clients were hired into for several years, has slipped to the third spot with a 2.13% drop (from 12.11% in 2021). The second spot has been taken by Information Technology, which saw an increase from 9.05% in 2021 to 10.17% in 2022. As with previous years though, only the top two industries saw double-digit percentages of hired clients.

Table 51 provides more detail on the rates at which our clients were hired for the top 20 industries.

	Total Clients	% of Total
Defense Contracting	1,624	13.07%
Information - Information Technology	1,264	10.17%
Government and Public Administration	1,240	9.98%
Other	1,125	9.06%
Health Care and Social Assistance	907	7.30%
Transportation and Warehousing	741	5.96%
Aerospace and Aviation	560	4.51%
Banking/Finance/Insurance	546	4.39%
Retail Trade	542	4.36%
Educational Services	520	4.19%
Manufacturing	425	3.42%
Business Support - Admin/Staffing	335	2.70%
Construction	315	2.54%
Installation/Repair/Maintenance	255	2.05%
Hospitality/Accommodation/Food Services	194	1.56%
Professional - Consulting Services	190	1.53%
Utilities	182	1.46%
Information - Telecommunications	180	1.45%
Private Security	172	1.38%
Management of Companies and Enterprises	140	1.13%

Table 51: Top 20 Industries for Hires

Table 52 breaks out the top industries by Group Status. Military Group clients make up the majority of our client base, and it is no surprise that the top two industries for them match the top to industries for our client population as a whole. 13.86% of all Military Group hires were hired into Defense Contracting, followed by 10.46% into Information Technology. The Spouse Group, however, shows notably different results. Health Care

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and Social Assistance and Educational Services are the top two industries for Spouse Group hires with 15.83% and 13.13% of Spouse Group clients being hired into each respectively.

Both groups saw a change in ranking for top industries hired in from 2021. Spouse Group clients saw Healthcare and Social Assistance at number one, but Government and Public Administration second in 2021. Military Group clients saw Defense Contracting as the top hiring industry in 2021, followed by Government and Public Administration. In both groups, the third-most common industry has now displaced the previous second-most common. Both the Military and Spouse groups showed just under 10% of each moving into roles in Government and Public Administration in 2022 (which was between 12-13% in 2021).

Industry Hired In	Military Group	Spouse Group	Grand Total
Defense Contracting	13.86%	4.01%	13.07%
Information - Information Technology	10.46%	6.91%	10.17%
Government and Public Administration	9.99%	9.82%	9.98%
Other	9.23%	7.01%	9.06%
Health Care and Social Assistance	6.56%	15.83%	7.30%
Transportation and Warehousing	6.35%	1.60%	5.96%
Aerospace and Aviation	4.84%	0.70%	4.51%
Banking/Finance/Insurance	4.18%	6.81%	4.39%
Retail Trade	4.24%	5.81%	4.36%
Educational Services	3.40%	13.13%	4.19%
Manufacturing	3.59%	1.50%	3.42%
Business Support - Admin/Staffing	2.50%	4.91%	2.70%
Construction	2.69%	0.80%	2.54%
Installation/Repair/Maintenance	2.21%	0.20%	2.05%
Hospitality/Accommodation/Food Services	1.54%	1.80%	1.56%
Professional - Consulting Services	1.46%	2.30%	1.53%
Utilities	1.53%	0.70%	1.46%
Information - Telecommunications	1.50%	0.90%	1.45%
Private Security	1.48%	0.30%	1.38%
Management of Companies and Enterprises	1.11%	1.30%	1.13%
Business Support - Facilities	1.18%	0.30%	1.11%
Real Estate/Rental and Leasing	1.02%	1.40%	1.05%
Arts/Entertainment/Recreation	0.85%	1.90%	0.93%
Religious/Civic/Nonprofit	0.55%	3.51%	0.79%
Pharmaceutical and Medical	0.74%	1.10%	0.76%
Agriculture/Forestry/Fishing and Hunting	0.59%	0.20%	0.56%
Wholesale Trade	0.46%	0.50%	0.47%
Mining/Quarrying/Oil and Gas Extraction	0.42%	0.10%	0.39%
Professional - Architectural/Engineering	0.37%	0.30%	0.36%
Professional - Legal	0.28%	1.10%	0.35%
Professional - Advertising	0.17%	0.80%	0.22%
Professional - Creative and Design	0.18%	0.70%	0.22%
Business Support - Waste Management	0.16%	0.10%	0.15%
Personal Care and Laundry Services	0.14%	0.20%	0.14%
Professional - Accounting	0.10%	0.70%	0.14%
Publishing and Broadcasting	0.09%	0.70%	0.14%

Table 52: Industries Hired In by Group Status

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Table 53 details the rates at which clients are hired into industries by gender identity. We see that male clients tend to be hired into Defense Contracting and Information Technology at rates similar to those of the overall Military Group. Female clients were hired into Healthcare and Social Assistance and Government and Public Administration at the two highest rates. Non-Binary clients reported being hired into Other industries at the highest rate.

Industry Hired In	Female	Male	Non-Binary	Grand Total
Defense Contracting	8.29%	14.90%		13.07%
Information - Information Technology	7.44%	11.19%		10.17%
Government and Public Administration	12.11%	9.21%	10.00%	9.98%
Other	8.32%	9.32%	30.00%	9.06%
Health Care and Social Assistance	14.54%	4.63%	10.00%	7.30%
Transportation and Warehousing	3.67%	6.81%		5.96%
Aerospace and Aviation	2.06%	5.38%	10.00%	4.51%
Banking/Finance/Insurance	6.04%	3.78%		4.39%
Retail Trade	4.64%	4.27%		4.36%
Educational Services	7.50%	2.93%	10.00%	4.19%
Manufacturing	1.76%	3.97%		3.42%
Business Support - Admin/Staffing	5.01%	1.87%		2.70%
Construction	0.88%	3.13%		2.54%
Installation/Repair/Maintenance	0.39%	2.68%		2.05%
Hospitality/Accommodation/Food Services	2.00%	1.41%		1.56%
Professional - Consulting Services	1.88%	1.42%	10.00%	1.53%
Utilities	0.76%	1.73%		1.46%
Information - Telecommunications	1.03%	1.61%	10.00%	1.45%
Private Security	0.58%	1.68%	10.00%	1.38%
Management of Companies and Enterprises	1.09%	1.15%		1.13%
Business Support - Facilities	0.82%	1.23%		1.11%
Real Estate/Rental and Leasing	1.27%	0.97%		1.05%
Arts/Entertainment/Recreation	1.09%	0.86%		0.93%
Religious/Civic/Nonprofit	1.94%	0.38%		0.79%
Pharmaceutical and Medical	1.15%	0.60%		0.76%
Agriculture/Forestry/Fishing and Hunting	0.52%	0.58%		0.56%
Wholesale Trade	0.46%	0.47%		0.47%
Mining/Quarrying/Oil and Gas Extraction	0.36%	0.39%		0.39%
Professional - Architectural/Engineering	0.21%	0.41%		0.36%
Professional - Legal	0.73%	0.19%		0.35%
Professional - Advertising	0.24%	0.21%		0.22%
Professional - Creative and Design	0.30%	0.19%		0.22%
Business Support - Waste Management	0.06%	0.19%		0.15%
Personal Care and Laundry Services	0.24%	0.10%		0.14%
Professional - Accounting	0.36%	0.07%		0.14%
Publishing and Broadcasting	0.24%	0.10%		0.14%

Table 53: Industries Hired in by Gender

Shifting focus to look at the composition of each industry our clients were hired into, **Table 54** shows further nuance by detailing the percentage breakdown of each industry by client's job seeker classifications. The Grand Total line across the bottom of **Table 54** provides the proportional rate each job seeker classification represented in the overall pool of clients confirmed hired in 2022. Active duty clients - or those

that were still on active duty at the time of registration - represented 58.67% of all clients confirmed hired, while clients serving in a National Guard or reserves component represented the smallest group at just 7.47% of hired clients.

Active duty clients made up more than 70% of the clients hired into both Aerospace & Aviation and Defense Contracting. Active duty personnel represent the largest subset within the hired population so it follows that their industry diversity is also strong. Most industries are composed of 50% or more of clients who were active duty at the time of registration. Two notable exceptions are Professional (Creative and Design) and Religious/Civic/Nonprofit - both of which saw below proportional rates of active duty clients and above proportional rates of military spouse/caregivers and veterans or separated military members.

Veterans or separated military members (clients who had already fully separated from the military at the time of registration) follow similar trends but did see higher representation in Government and Public administration than Defense Contracting. Defense Contracting is one of the least-likely pathways for someone who has already transitioned from active service. Professional - Architectural and Engineering falls at the bottom of this list.

Those serving in the National Guard or a Reserve component make up the smallest group of the overall hired population. The industries of note here tell an entirely different story, with Professional - Architectural and Engineering have the largest representation of these clients. One standout for this population is that the second highest level of representation is in Personal Care and Laundry.

The Military Spouse/Caregiver population represents an interesting departure from their two most common industries (Healthcare & Social Services, Education Services) as Publishing and Broadcasting is by far the industry most populated by military spouses and caregivers. It comes in with a population density of 2.29% more concentrated than the next-highest industry (Professional - Accounting).

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Industry Hired In	Active Duty Military Member	Military Spouse / Caregiver	National Guard or Reserves Military Member	Veteran or Separated Military Member	Grand Total
Aerospace and Aviation	70.36%	1.25%	7.14%	21.25%	100.00%
Agriculture/Forestry/Fishing and Hunting	60.87%	2.90%	8.70%	27.54%	100.00%
Arts/Entertainment/Recreation	49.14%	16.38%	6.03%	28.45%	100.00%
Banking/Finance/Insurance	50.37%	12.45%	8.79%	28.39%	100.00%
Business Support - Admin/Staffing	49.55%	14.63%	8.36%	27.46%	100.00%
Business Support - Facilities	63.04%	2.17%	7.97%	26.81%	100.00%
Business Support - Waste Management	52.63%	5.26%	5.26%	36.84%	100.00%
Construction	64.76%	2.54%	6.35%	26.35%	100.00%
Defense Contracting	73.09%	2.46%	7.39%	17.06%	100.00%
Educational Services	40.96%	25.19%	5.77%	28.08%	100.00%
Government and Public Administration	51.53%	7.90%	9.68%	30.89%	100.00%
Health Care and Social Assistance	47.96%	17.42%	5.84%	28.78%	100.00%
Hospitality/Accommodation/Food Services	53.09%	9.28%	4.64%	32.99%	100.00%
Information - Information Technology	57.99%	5.46%	7.83%	28.72%	100.00%
Information - Telecommunications	61.67%	5.00%	7.78%	25.56%	100.00%
Installation/Repair/Maintenance	69.02%	0.78%	6.27%	23.92%	100.00%
Management of Companies and Enterprises	57.14%	9.29%	5.00%	28.57%	100.00%
Manufacturing	67.76%	3.53%	6.59%	22.12%	100.00%
Mining/Quarrying/Oil and Gas Extraction	55.10%	2.04%	14.29%	28.57%	100.00%
Other	61.24%	6.22%	7.47%	25.07%	100.00%
Personal Care and Laundry Services	50.00%	11.11%	16.67%	22.22%	100.00%
Pharmaceutical and Medical	51.58%	11.58%	7.37%	29.47%	100.00%
Private Security	52.33%	1.74%	9.30%	36.63%	100.00%
Professional - Accounting	38.89%	38.89%	5.56%	16.67%	100.00%
Professional - Advertising	40.74%	29.63%	3.70%	25.93%	100.00%
Professional - Architectural/Engineering	64.44%	6.67%	17.78%	11.11%	100.00%
Professional - Consulting Services	52.63%	12.11%	8.95%	26.32%	100.00%
Professional - Creative and Design	25.93%	25.93%	14.81%	33.33%	100.00%
Professional - Legal	46.51%	25.58%	2.33%	25.58%	100.00%
Publishing and Broadcasting	29.41%	41.18%	5.88%	23.53%	100.00%
Real Estate/Rental and Leasing	57.69%	10.77%	6.15%	25.38%	100.00%
Religious/Civic/Nonprofit	25.51%	35.71%	1.02%	37.76%	100.00%
Retail Trade	56.27%	10.70%	6.27%	26.75%	100.00%
Transportation and Warehousing	65.86%	2.16%	7.96%	24.02%	100.00%
Utilities	63.74%	3.85%	8.79%	23.63%	100.00%
Wholesale Trade	63.79%	8.62%	5.17%	22.41%	100.00%
Grand Total	58.67%	8.03%	7.47%	25.83%	100.00%

Table 54: Industries Hired in by Job Seeker Classification

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Figure 31 takes the top 20 industries clients were hired into, and breaks each industry down by client racial identity. The column to the far left shows the overall percentage breakdown of 2022 confirmed hired clients by racial identity. White Job Seekers make up the largest racial demographic of the hired population, and it is not surprising that they are the largest proportion of each industry's representation. Black or African American clients, which represent 22.77% of all confirmed hired clients, have the largest representation in Transportation and Warehousing where they represent 34.13% of clients hired into that industry in 2022.

Across industries, the hired populations largely reflected similar racial breakdowns as the overall hired group. The exception lives in the Aerospace and Aviation industry. Here, we see a much lower concentration of Black or African American individuals, with only 14.67% of those hires identifying as Black or African American.

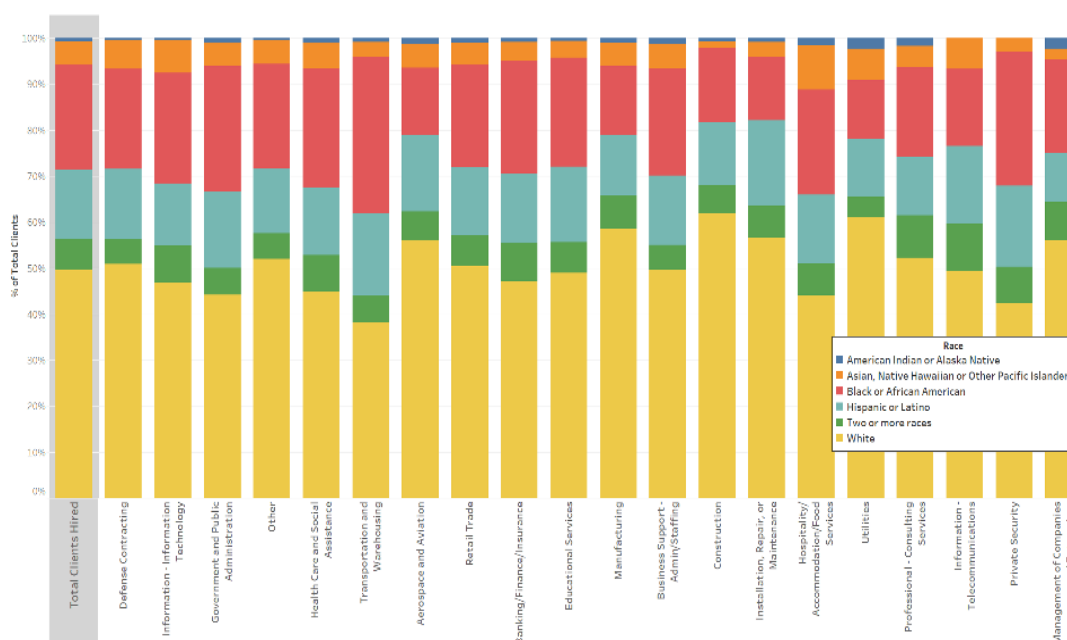


Figure 31: Top 20 Industries Hired into by Race

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	Total Clients	% of Total
Administrative/Clerical	781	6.29%
Safety/Security/Law Enforcement	580	4.67%
Installation/Maintenance/Repair	545	4.39%
Analyst	528	4.25%
Training/Instruction/Teaching	515	4.15%
Other	511	4.12%
Customer Service	482	3.88%
Management - Operations	448	3.61%
Management - Project	412	3.32%
Healthcare Professional	407	3.28%
Engineering	384	3.09%
Supply Chain/Logistics	383	3.09%
Human Resources	379	3.05%
Management - General	378	3.05%
IT - General	373	3.00%
IT - Information Security	354	2.85%
Management - Programs	338	2.72%
IT - Computer/Software Engineering	319	2.57%
IT - Systems Management	307	2.47%
Consultant	302	2.43%

Table 55: Top 20 Job Functions for Hires

While Industry gives us the major directions in which our hired population have headed, detailing the most common job function gives us clarity of perspective on adaptability, flexibility, and skills that are both being put to use and that may be in demand. Of the top five job functions for the 2022 hired population, only two (Administrative/Clerical and Training/Instruction/Teaching) carried over from the 2021 top five. Healthcare Professional, Customer Service, and Human Resources have been replaced by Safety/Security/Law enforcement, Other, and Analyst. The "Other" category may include anything from personal shopper to seasonal event staff to dog trainer. **Table 55** details the total clients hired into each job function, as well as what percentage of the hired population that job function represents.

Administrative /Clerical is the most common job function across both the Military and Spouse Groups though we see a divergence after that with the Military Group more likely to be hired into Safety/Security/Law Enforcement and Installation/Maintenance Repair while the Spouse Group moves into new roles in Training/Instruction/Teaching and Healthcare. This split is reflected in the overall top industries as seen above.

Table 56 further breaks out which job functions our clients were hired into by Group status. Our Military Group clients show a more diverse spread of job functions, while our Spouse Group clients had higher concentrations in Administrative/Clerical (16.37% of all Spouse Group hires), Training/Teaching and Healthcare Professional.

Job Function Hired In	Military Group	Spouse Group	Grand Total
Administrative/Clerical	5.41%	16.37%	6.29%
Safety/Security/Law Enforcement	4.95%	1.51%	4.67%
Installation/Maintenance/Repair	4.76%	0.20%	4.39%
Analyst	4.21%	4.72%	4.25%
Training/Instruction/Teaching	3.69%	9.44%	4.15%
Other	4.10%	4.32%	4.12%
Customer Service	3.63%	6.83%	3.88%
Management - Operations	3.77%	1.81%	3.61%
Management - Project	3.39%	2.51%	3.32%
Healthcare Professional	2.90%	7.63%	3.28%
Engineering	3.26%	1.20%	3.09%
Supply Chain/Logistics	3.31%	0.50%	3.09%
Human Resources	2.93%	4.42%	3.05%
Management - General	3.10%	2.41%	3.05%
IT - General	3.15%	1.31%	3.00%
IT - Information Security	3.06%	0.50%	2.85%
Management - Programs	2.65%	3.51%	2.72%
IT - Computer/Software Engineering	2.71%	1.00%	2.57%
IT - Systems Management	2.59%	1.10%	2.47%
Consultant	2.43%	2.51%	2.43%
Transportation	2.45%	0.10%	2.26%
Skilled Labor/Trades	2.19%	0.10%	2.02%
IT - Help Desk/Support	1.98%	1.10%	1.91%
Banking/Finance	1.73%	2.51%	1.80%
Business Development	1.59%	1.91%	1.61%
Sales	1.52%	0.90%	1.47%
Warehouse	1.42%	0.30%	1.33%
Distribution/Shipping	1.38%	0.20%	1.29%
Recruiting/Talent Acquisition	1.21%	2.01%	1.27%
Construction	1.20%	0.10%	1.11%
General Labor	1.12%	0.20%	1.05%
Quality Assurance/Quality Control	1.08%	0.20%	1.01%
Professional Services	0.86%	1.71%	0.93%
Manufacturing	0.94%	0.30%	0.89%
Accounting	0.64%	3.21%	0.85%
Automotive	0.88%	0.20%	0.82%
Facilities Management	0.76%	0.30%	0.73%
Retail	0.60%	1.71%	0.69%
Nonprofit - Social Services	0.50%	1.41%	0.57%
Real Estate	0.55%	0.30%	0.53%
Restaurant/Food Service	0.53%	0.50%	0.53%
Firefighter/EMT/Emergency Service	0.53%		0.49%
Marketing	0.30%	2.01%	0.44%
Legal	0.39%	0.90%	0.43%
Management - Executive/C-Suite	0.44%	0.30%	0.43%
Natural Resources/Environmental	0.39%	0.40%	0.39%
General Business	0.34%	0.60%	0.36%
Purchasing/Procurement	0.37%	0.10%	0.35%
IT - Computer Science	0.34%		0.31%
Telecommunications	0.30%		0.27%
Media/Journalism/Newspaper	0.19%	0.80%	0.24%
Strategy/Planning	0.23%	0.20%	0.23%
Design	0.17%	0.70%	0.21%
Science	0.18%	0.40%	0.20%
Entrepreneurship/Franchise/Self-Emplo..	0.18%	0.20%	0.19%
Research	0.17%	0.20%	0.17%
Biotech	0.13%		0.12%
Brokerage	0.09%		0.08%
Entry Level/New Grad	0.09%		0.08%
Game Design/Development	0.05%	0.10%	0.06%
Grand Total	100.00%	100.00%	100.00%

Table 56: Job Functions Hired Into by Group Status

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Exploring job functions by gender we see higher concentrations of female clients in Administrative / Clerical, Customer Service, and Healthcare. Rounding out the top five includes Training /Instruction/Teaching and Human Resources. Analyst ranks as the sixth most common job function for female clients, with 0.04% more female clients accepting analyst roles than male clients.

Males within the hired population concentrated heavily in Safety/Security/Law Enforcement and Installation/Maintenance/Repair (the latter of which saw the lowest percentage of Female hires). Management - Operations and Analyst saw the next-most common job functions for Males with a broader spread across job functions after that.

Job Function Hired In	Female	Male	Non-Binary	Grand Total
Administrative/Clerical	20.41%	4.45%		8.95%
Safety/Security/Law Enforcement	2.94%	8.14%	33.33%	6.65%
Installation/Maintenance/Repair	0.86%	8.43%		6.25%
Analyst	6.09%	6.05%		6.05%
Training/Instruction/Teaching	7.69%	5.24%		5.90%
Other	5.40%	5.97%		5.86%
Customer Service	9.28%	3.88%	33.33%	5.52%
Management - Operations	2.90%	6.08%		5.13%
Management - Project	2.82%	5.42%		4.72%
Healthcare Professional	9.98%	2.52%	16.67%	4.66%
Engineering	1.39%	5.55%		4.40%
Supply Chain/Logistics	3.68%	4.74%		4.39%
Human Resources	7.77%	3.03%		4.34%
Management - General	2.86%	4.93%		4.33%
IT - General	2.21%	5.06%		4.27%
IT - Information Security	2.49%	4.64%		4.06%
Management - Programs	3.89%	3.90%		3.87%
IT - Computer/Software Engineering	2.13%	4.25%		3.66%
IT - Systems Management	1.60%	4.25%	16.67%	3.52%
Consultant	3.60%	3.45%		3.46%

Table 57: Top 20 Job Functions Hired Into by Gender

Narrowing the focus to job functions by gender within the Military Group, the overall populations mix a bit differently, with fewer hired into Training/Instruction/Teaching. We see larger groups of Females going into Safety/Security/Law Enforcement, Supply Chain/Logistics, and Human Resources and a more balanced group in Training/Instruction/Teaching. **Table 58** identifies the top 20 job functions for Military Group clients specifically, divided out by gender.

Job Function Hired In	Female	Male	Non-Binary	Grand Total
Administrative/Clerical	19.36%	4.44%		7.74%
Safety/Security/Law Enforcement	3.43%	8.14%	33.33%	7.11%
Installation/Maintenance/Repair	1.09%	8.48%		6.83%
Analyst	6.11%	6.02%		6.04%
Other	5.14%	5.99%		5.80%
Management - Operations	3.20%	6.07%		5.43%
Training/Instruction/Teaching	5.43%	5.27%		5.30%
Customer Service	9.19%	3.89%	33.33%	5.09%
Management - Project	2.63%	5.42%		4.80%
Supply Chain/Logistics	4.91%	4.75%		4.78%
Engineering	1.37%	5.55%		4.62%
IT - General	2.57%	5.03%		4.48%
Management - General	2.80%	4.91%		4.44%
IT - Information Security	3.26%	4.65%		4.34%
Human Resources	8.40%	3.03%		4.21%
Healthcare Professional	9.77%	2.52%	16.67%	4.14%
IT - Computer/Software Engineering	2.51%	4.25%		3.86%
Management - Programs	3.48%	3.90%		3.81%
IT - Systems Management	1.71%	4.25%	16.67%	3.69%
Consultant	3.66%	3.45%		3.49%
Grand Total	100.00%	100.00%	100.00%	100.00%

Table 58: Top 20 Job Functions Hired Into for Military Group Clients, by Gender

Looking back to our overall client population, **Figure 32** examines the rates at which clients were hired into the top 20 job functions by racial identity. Black or African American clients, who represent 22.77% of all hires, are underrepresented in the job functions of Project Management and Installation/Maintenance/Repair. Black or African American clients saw the greatest representation in Administrative/Clerical roles. Hispanic or Latino clients, who account for 15.09% of hires are also underrepresented in Project Management and Management - Operations roles, where they were less than 12% of the clients hired into those roles.

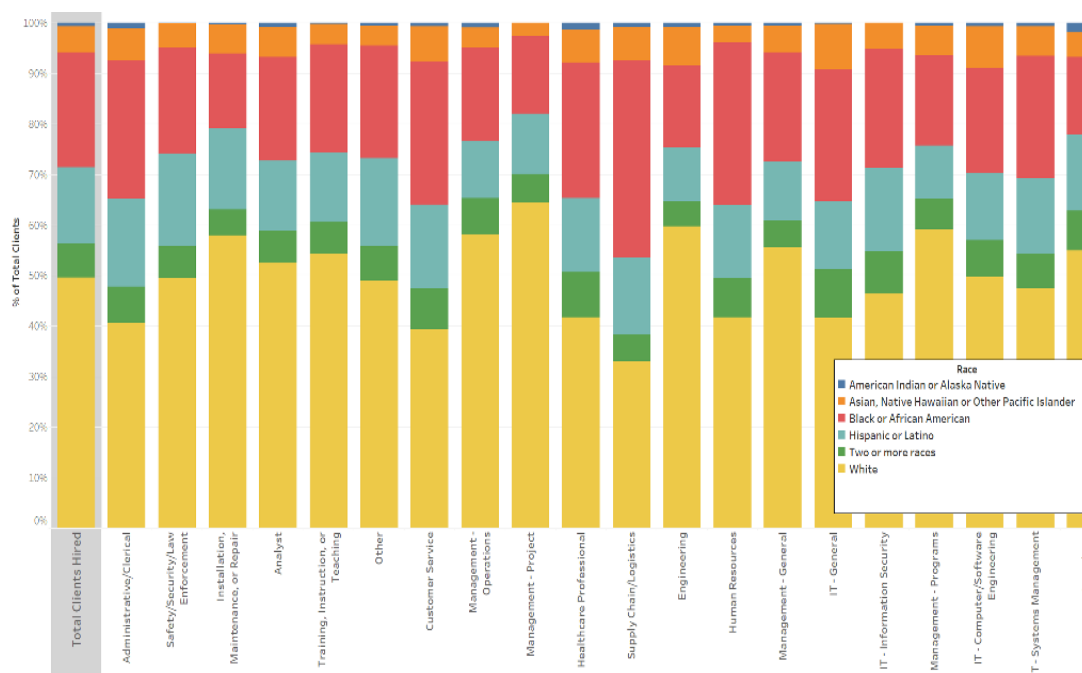


Figure 32: Top 20 Job Functions Hired into by Race

WHERE DID CLIENTS GET HIRED?

Mapping the state and metropolitan areas where Hire Heroes USA clients accepted new employment positions

Historically, we have observed primarily regional movement of Job Seekers from registration to location of hire (Idaho-based Job Seekers moving to Utah vs. Georgia for example). We consider the mailing state at the time of registration to the location of the new role to assess this movement. **Figure 33** below details the percentage of Military Group clients that were confirmed hired in 2022 and moved to a new state for employment. For example, of the clients that listed Alaska as their state of residence at the time of registration, 37.8% of them accepted a new role in another state. Hawaii and Kansas saw some of the highest departure rates, while New Hampshire, Minnesota and Rhode Island saw some of the lowest departure rates. It should be noted that many states had lower numbers of clients located there at the time of registration, which may account for some greater representations of migration. North Dakota saw only 20 clients located there, nine of which moved to a new state for employment.

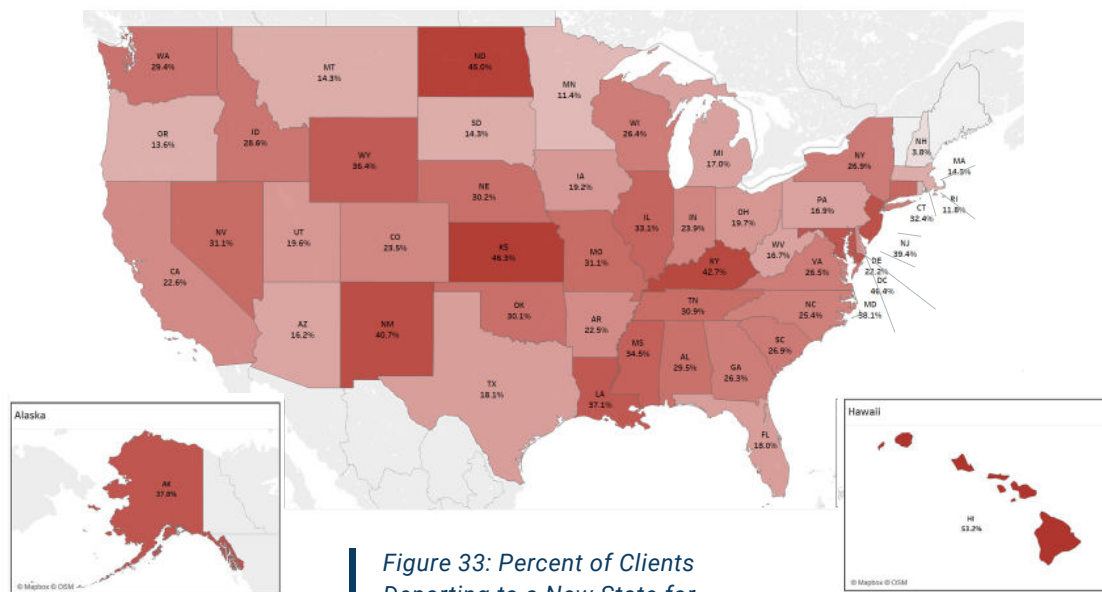


Figure 33: Percent of Clients Departing to a New State for Employment (Military Group) (Map)

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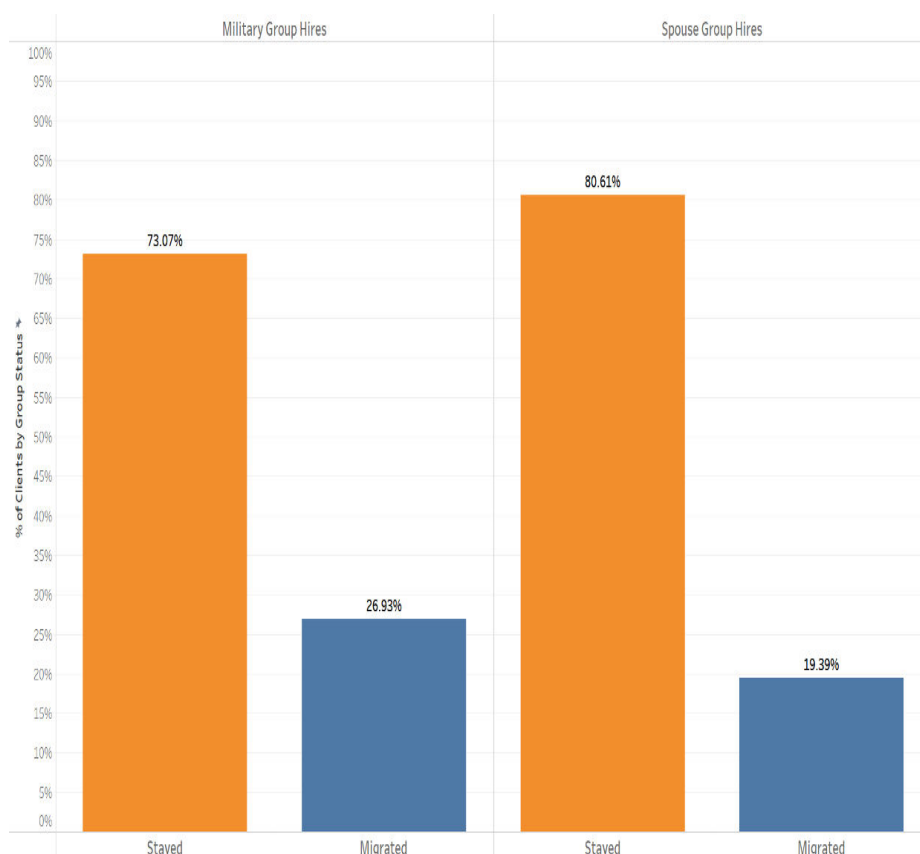
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Looking at migration rates of the entire hired client population, we see that Spouse Group clients were less likely to migrate to a new state than Military Group clients. **Figure 34** shows the percentage of each Group that stayed in their registration state, and the percent that migrated to a new state. Of all of our Military Group clients, 26.93% migrated to a new state - compared to 19.39% of Spouse Group clients.



*Figure 34: Percent of Clients
Departing to a New State for
Employment by Group Status*

Table 59 shows the top 20 states our clients accepted employment in, divided out by Group Status. Of all of our 2022 hires, 15.54% were hired into a role based in the state of Texas. Of all Military Group hires, 15.65% were hired in the state of Texas. Spouse Group clients were also hired in Texas at the greatest rate at 14.24% of all Spouse Group hires.

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	Military Group Hires	Spouse Group Hires	Grand Total
TX	15.65%	14.24%	15.54%
VA	9.94%	13.42%	10.22%
CA	9.16%	7.99%	9.07%
FL	9.20%	6.66%	9.00%
GA	5.93%	5.84%	5.93%
NC	5.94%	5.53%	5.91%
CO	4.43%	4.00%	4.39%
WA	2.50%	3.28%	2.56%
MD	2.41%	3.48%	2.50%
TN	2.25%	1.74%	2.21%
AZ	2.07%	1.54%	2.03%
SC	2.00%	2.05%	2.00%
AL	1.69%	1.33%	1.66%
NY	1.62%	1.95%	1.64%
KS	1.62%	0.72%	1.55%
IL	1.50%	2.05%	1.54%
DC	1.45%	2.36%	1.52%
PA	1.50%	1.23%	1.48%
OH	1.45%	1.13%	1.42%
HI	1.03%	3.28%	1.21%

Table 59: Top 20 States for Hires by Group Status

Table 60 details the rates at which our clients were hired into the top 10 metropolitan locations by racial identity. White clients, who represented the largest proportion of hired clients, made up the plurality of most metropolitan areas. Of all the clients hired in Washington, D.C., white clients represented 47.89% of them. The hired population showed a similar percentage of white clients in Washington, D.C. to the overall population as indicated by the U.S. Census Bureau for 2022 (46%) but a much lower (27% vs. the Census Bureau's 45%) population of Black or African American individuals. Conversely, the census data shows an overall 19% Black or African American population in Virginia Beach, while nearly 32% of Hire Heroes USA clients who accepted roles there identify as Black or African American. In San Antonio, our client racial diversity was much more evenly spread than 2022 Census data indicated for the city. Rounding out our top five metro areas, San Diego and Colorado Springs showed that our clients are settling in those areas in similar numbers to the overall population as indicated by the Census.

	American Indian or Alaska Native	Asian, Native Hawaiian or Other Pacific Islander	Black or African American	Hispanic or Latino	Two or more races	White	Grand Total
Washington, D.C.	0.14%	7.23%	27.15%	10.10%	7.50%	47.89%	100.00%
Virginia Beach, VA	0.19%	4.51%	31.58%	9.59%	6.58%	47.56%	100.00%
San Diego, CA	1.39%	11.09%	20.20%	22.57%	7.92%	36.83%	100.00%
San Antonio, TX		4.29%	26.81%	24.66%	6.97%	37.27%	100.00%
Colorado Springs, CO	0.30%	3.59%	17.07%	18.86%	8.98%	51.20%	100.00%
Dallas-Fort Worth, TX	1.32%	5.94%	29.04%	15.18%	5.94%	42.57%	100.00%
Jacksonville, FL	0.75%	2.26%	29.32%	15.79%	4.89%	46.99%	100.00%
Temple, TX	0.40%	4.44%	36.69%	18.55%	6.85%	33.06%	100.00%
Atlanta, GA	0.45%	1.35%	56.76%	7.66%	4.95%	28.83%	100.00%
Austin, TX		7.34%	27.68%	19.21%	7.91%	37.85%	100.00%
Grand Total	0.70%	4.91%	24.02%	15.14%	6.72%	48.51%	100.00%

Table 60: Racial Breakdown of Top 10 Metropolitan Areas for Hires

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Further considering hired location, **Table 61** looks at Military Group hires only, by metropolitan area and service branch. We can see that, perhaps unsurprisingly, the Navy and Coast Guard tend toward coastal areas to start their post-military careers. The proximity to Army and Air Force bases as well as notable training locations is reflected in the high numbers of both branches settling in that area. Interestingly, far more Army than Air Force chose Colorado Springs (near Fort Carson) despite the presence of the Air Force Academy.

When we consider Spouse Group clients only, as shown in **Table 62**, the highest percentage ended up in Washington, D.C., despite that not being the most likely location for any one military branch. That this is the most likely location for the military population taken as a whole adds clarity to this result.

	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
Washington, D.C.	18.56%	41.97%	1.33%	14.29%	23.86%	100.00%
Virginia Beach, VA	16.86%	12.35%	2.75%	3.53%	64.51%	100.00%
San Diego, CA	3.08%	10.06%	0.82%	19.10%	66.94%	100.00%
San Antonio, TX	39.17%	43.33%	0.56%	4.72%	12.22%	100.00%
Colorado Springs, CO	27.62%	63.17%	0.63%	2.86%	5.71%	100.00%
Dallas-Fort Worth, TX	21.43%	41.88%	0.32%	15.91%	20.45%	100.00%
Jacksonville, FL	7.20%	7.58%	5.30%	3.79%	76.14%	100.00%
Temple, TX	1.28%	94.87%		1.71%	2.14%	100.00%
Atlanta, GA	11.30%	54.35%		9.57%	24.78%	100.00%
Austin, TX	11.05%	62.98%	1.10%	9.39%	15.47%	100.00%
Grand Total	16.51%	38.17%	1.35%	9.42%	34.56%	100.00%

**Table 61: Top 10 Metropolitan Areas
for Hires by Service Branch**

Military Group Hires	Spouse Group Hires
Washington, D.C.	12.60%
Virginia Beach, VA	5.91%
San Diego, CA	5.25%
San Antonio, TX	4.86%
Colorado Springs, CO	3.94%
Dallas-Fort Worth, TX	3.41%
Jacksonville, FL	2.62%
Temple, TX	2.49%
Fayetteville, NC	2.49%
Baltimore, MD	2.49%
Austin, TX	2.23%

**Table 62: Top 10
Metropolitan Areas for
Military Group Hires**

**Table 63: Top 10
Metropolitan Areas for
Spouse Group Hires**

WHEN DID CLIENTS GET HIRED?

Detailing the unemployment durations and time to hire rates for Hire Heroes USA clients

After a client is confirmed hired, they are asked if they became unemployed at any point during their job search, and if so how long. **Table 64** below shows the median length of unemployment for clients confirmed hired in 2022, divided by Group status and gender. Unfortunately, we do not currently have sufficient data to report on the unemployment durations experienced by our non-binary clients. For Hire Heroes USA clients, the overall median length of unemployment reported was 14 weeks. The median length of unemployment decreased for both male and female Military Group clients, but increased considerably for the Spouse Group - particularly for male military spouses. In 2021 female Military Group clients indicated they were unemployed for 8 weeks longer than their male counterparts. In 2022, they reported only one additional week of unemployment compared to male Military Group clients - with female Military Group clients down from 24 to 13 weeks while males in the Military Group decreased median length of unemployment from 16 to 12 weeks). These decreases brought the overall length of unemployment down for the total population but worryingly, Spouse Group unemployment increased from 20 to 24 weeks for female spouses and 16 to 36 weeks for male spouses. It should be noted that the included population of male military spouses was much smaller in 2022 than in 2021. Additionally, Hire Heroes USA does not currently collect information on whether any part of a client's total length of unemployment was voluntary or not.

	Female	Male	Grand Total
Military Group	13.0	12.0	12.0
Spouse Group	24.0	36.0	24.0
Grand Total	18.0	12.0	14.0

Table 64: Median Length of Unemployment by Group Status and Gender (in weeks)

Transitioning Service Members, those moving directly from Active Duty to a post-military role, had the shortest time of unemployment with both males and females reporting a median unemployment duration of 8 weeks. Both female National Guard / Reserve members and female Spouse Group clients indicated a shorter length of unemployment than their male counterparts. **Table 65** further shows the median length of unemployment by job seeker classification and gender.

	Female	Male	Grand Total
Active Duty Military Member	8.0	8.0	8.0
National Guard or Reserves Military Member	10.0	16.0	14.5
Veteran or Separated Military Member	20.0	16.0	18.0
Military Spouse / Caregiver	24.0	36.0	24.0
Grand Total	18.0	12.0	14.0

Table 65: Median Length of Unemployment by Job Seeker Classification and Gender (in weeks)

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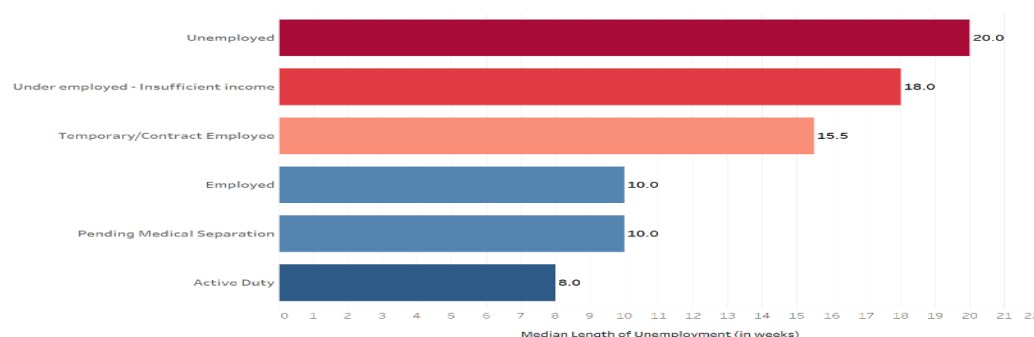
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Exploring unemployment durations by gender further, **Table 66** shows the median length of unemployment by gender and racial identity. Although the median length of time males (both Military and Spouse Group) reported they were unemployed went down for every race category this is not the case for female clients. In fact, all female clients, with the exception of Two or More Races, experienced unemployment durations longer than the organizational rate of 14 weeks. Asian, Native Hawaiian, or other Pacific Islanders who identify as female experienced nearly twice the unemployment duration of their male counterparts (24 weeks for female clients compared to 12.5 weeks for male clients). Across all racial categories, females reported longer periods of unemployment than males. The only racial categories where females did not experience at least a 50% longer duration of unemployment than males were White and Two or More Races. These two racial categories were also the only two that saw a reduced gap between male and female clients from 2021 (down to a 4-week gap from 6 for White jobseekers and a one week gap from 10.5 for those Two or More Races).

	Female	Male	Grand Total
American Indian or Alaska Native	16.0	10.0	12.0
Asian, Native Hawaiian or Other Pacific Islander	24.0	12.5	16.0
Black or African American	20.0	10.0	17.0
Hispanic or Latino	16.0	10.0	12.0
Two or more races	13.5	12.0	12.0
White	16.0	12.0	12.0
Grand Total	18.0	12.0	14.0

*Table 66: Median Length of Unemployment
by Race and Gender*

Figure 35 illustrates the median length of unemployment for clients broken down by their initial employment status at the time of registration. The median length of time unemployed based on initial employment status indicated at registration shows that those that were unemployed already added to the length of time they were unemployed as they utilized services to help them polish their search. The more stable the employment status at the time of registration, the lower the length of time clients spent unemployed as they searched.



*Figure 35: Median Length of Unemployment by Initial
Employment Status*

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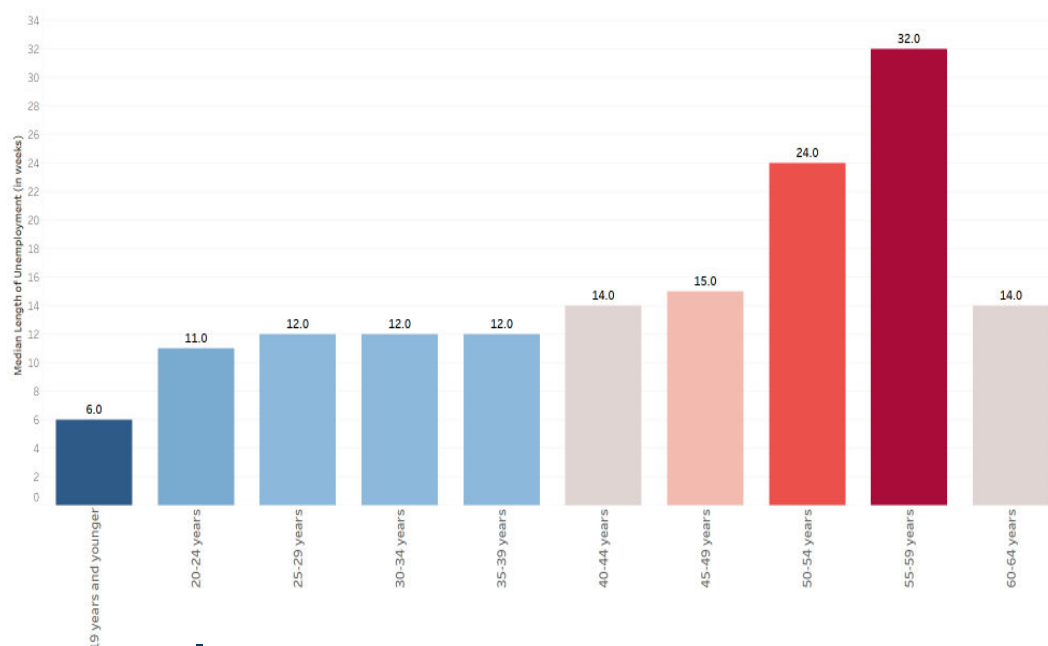
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As shown in **Figure 63**, clients tend to experience longer durations of unemployment at higher age categories. Our clients aged 55-59 years old reported the longest median unemployment duration, while our clients aged 18-19 years old reported the shortest.



*Figure 36: Median Length of
Unemployment by Age Category*

In conjunction with unemployment duration, Hire Heroes USA also asks clients how many weeks it took them to get hired after registering for services. According to the Federal Reserve Bank's Economic data, the average length of unemployment over the course of 2022 was 19.5 weeks (U.S. Bureau of Labor Statistics, Average Weeks Unemployed [UEMPMEAN], retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/UEMPMEAN>, November 15, 2023). As seen in **Table 67**, female clients working with Hire Heroes USA in both the Spouse and Military Groups had a shorter median time to hire than their male counterparts. Overall, clients confirmed hired in 2022 reported a median time to hire of 10 weeks.

	Female	Male	Grand Total
Military Group	8.0	10.0	10.0
Spouse Group	15.0	26.5	16.0
Grand Total	10.0	10.5	10.0

*Table 67: Median Time to Hire by Group
Status and Gender (in weeks)*

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Table 68 displays median time to hire divided out by job seeker classification. As with median length of unemployment, those moving from active duty or with National Guard / Reserves status had a shorter job search than female veteran or separated military members or female military spouse/caregivers. For male clients, the exception was in the veteran or separated military member classification, with the same 10-week median as those moving from active duty. This does not take into consideration the initial employment status of clients - for example whether veteran or separated military members were making a job-to-job transition or were unemployed. The Spouse Group as a whole indicated a much longer median search time than other groups. The male military spouse/caregiver clients were a relatively small proportion of the overall client set, and we have used a threshold of at least three records in this analysis.

	Female	Male	Grand Total
Active Duty Military Member	7.0	10.0	10.0
National Guard or Reserves Military Member	8.0	12.0	10.0
Veteran or Separated Military Member	12.0	10.0	11.0
Military Spouse / Caregiver	15.0	26.5	16.0
Grand Total	10.0	10.5	10.0

Table 68: Median Time to Hire by Job Seeker Classification and Gender (in weeks)

Table 69 examines the median time to hire by race and gender. Every group as a whole showed a lower median time to hire than in 2021. Only American Indian or Alaska Natives identifying as female showed an increased median time to hire (a 78% increase from 2021). Still, the overall average median time to employment decreased 40.05%. Black or African American clients showed the most movement, decreasing the median search time by 60.87%.

	Female	Male	Grand Total
American Indian or Alaska Native	16.0	4.0	5.5
Asian, Native Hawaiian or Other Pacific Islander	16.0	10.0	12.0
Black or African American	8.0	10.0	9.0
Hispanic or Latino	10.0	10.0	10.0
Two or more races	9.0	9.5	9.5
White	10.0	12.0	12.0
Grand Total	10.0	10.5	10.0

Table 69: Median Time to Hire by Race and Gender

Similar to **Table 68**, **Table 70** shows the median time to hire by initial employment status at the time of registration, but with a bit more detail. These numbers look very different to what was seen in 2021 with only those under employed seeing a similar timeframe (18 weeks vs. 20 in 2021). Most groups saw a notable decrease in median time to hire. Students saw only 9 weeks to hire, significantly reduced from 2021's

32 weeks. Only active duty saw an increase (to 10 weeks from 8.5) with an average across all groups of 5.93 weeks less time searching for a new role than in 2021.

Table 70 examines all clients confirmed hired, regardless of Group status.

Active Duty	10.0
Employed	12.0
Pending Medical Separation	11.0
Student - Not seeking full time employment	9.0
Temporary/Contract Employee	12.0
Under employed - Insufficient income	18.0
Unemployed	12.0
Grand Total	10.0

Table 70: Median Time to Hire by Initial Employment Status

Table 71 shows the median time to hire (in weeks) for Military Group clients only, by rank and branch. **Table 72** further considers that time with gender identity. Marines overall saw the longest time to hire, with Non-Commissioned Officers indicating 20 weeks from registration to accepting a new role. Overall, the Navy had the most equitable median time to hire across ranks. The Marines showed the largest gap with Junior Enlisted Marines searching only a median 7 weeks. Overall, only Non-Commissioned Officers showed a shorter time to hire than Junior Enlisted. Historically, the Junior Enlisted group has been identified as struggling with the search so this is a marked improvement.

Contrarily, Junior Enlisted identifying as female saw a two-week higher median time to hire than male clients - the only rank group where females saw a longer median time to higher than males. Field-Grade Officers identifying as male saw the highest median time to hire, double that of Junior Enlisted and Non-Commissioned Officers.

	Air Force	Army	Coast Guard	Marines	Navy	Space Force	Grand Total
Junior Enlisted	11.0	10.0	10.0	7.0	8.0		9.0
Non-Commissioned Officer	8.0	8.0	15.0	20.0	8.0		8.0
Senior Non-Commissioned Officer	12.0	9.0	16.0	14.5	8.0	16.0	10.0
Warrant Officer	12.0		6.0	12.0	6.0		11.0
Company-Grade Officer	6.0	12.0	12.0	14.0	12.0		12.0
Field-Grade Officer	16.0	12.5	16.0	18.0	16.0		16.0
Grand Total	10.0	9.0	12.5	14.0	9.0	16.0	10.0

Table 71: Median Time to Hire by Rank and Service Branch

	Female	Male	Grand Total
Junior Enlisted	10.0	8.0	9.0
Non-Commissioned Officer	8.0	8.0	8.0
Senior Non-Commissioned Officer	6.0	10.0	10.0
Warrant Officer	7.0	12.0	11.0
Company-Grade Officer	7.0	12.0	12.0
Field-Grade Officer	13.0	16.0	16.0
Grand Total	8.0	10.0	10.0

Table 72: Median Time to Hire by Rank and Gender

HOW ARE CLIENTS DOING?

A detailed exploration of salary attainment, job search confidence and employment satisfaction ratings for Hire Heroes USA clients

During the registration process and in initial conversations with their Transition Specialist, clients are asked about their desired annual salary. While this may change as much as desired job function or industry, **Table 73** considers desired salary against attained salary across all Group statuses. As in 2021, the highest percentage of each desired salary group is found at the cross-section of the same salary range for hires, meaning the majority of Hire Heroes USA clients are hired into roles that match their desired salary earnings. While fewer people who were looking for less than \$20K annually found it, that is because most of them (88.10%) found a higher salary. In 2022, the largest population to achieve its desired salary was the group pursuing an annual salary of \$100K or more. We have since added a wider range of pay bands and will be able to provide more detailed information in future reports.

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 +
Less than \$20,000	12.20%	21.95%	34.15%	21.95%	4.88%	4.88%				
\$20,000 - \$29,999	8.72%	24.83%	29.53%	22.82%	10.74%	1.34%	2.01%			
\$30,000 - \$39,999	1.54%	7.26%	32.40%	29.47%	15.36%	7.68%	3.35%	1.96%	0.70%	0.28%
\$40,000 - \$49,999	1.41%	5.27%	18.37%	33.46%	20.23%	10.66%	5.78%	3.02%	0.96%	0.83%
\$50,000 - \$59,999	0.53%	3.07%	11.33%	20.71%	29.78%	16.49%	9.60%	5.07%	1.78%	1.64%
\$60,000 - \$69,999	0.54%	2.22%	7.52%	14.04%	18.16%	28.40%	13.32%	8.38%	3.53%	3.89%
\$70,000 - \$79,999	0.59%	1.76%	4.27%	9.24%	12.65%	17.46%	27.12%	14.47%	5.50%	6.94%
\$80,000 - \$89,999	0.20%	0.68%	2.32%	5.11%	10.02%	13.50%	17.31%	25.49%	10.50%	14.86%
\$90,000 - \$99,999		0.25%	1.74%	3.36%	4.23%	10.09%	13.82%	18.06%	23.16%	25.28%
\$100,000+		0.54%	1.08%	1.84%	4.38%	6.07%	10.14%	13.59%	11.37%	51.00%
Grand Total	0.72%	2.83%	9.21%	14.96%	16.08%	15.43%	13.20%	10.73%	5.90%	10.94%

Table 73: Desired Salary vs. Attained Salary

Table 74 shows only salary attainment for Hire Heroes USA clients who confirmed a new role in 2022 across gender identity (recognizing that this is an incomplete list of defined identities) and Group status. The average attained salary for the full population was \$65,716, representing a 4.58% increase over the 2021 average. Non-Binary was added in 2021 as an option for registrants, and with only two years of data this is a much smaller group, however we did see a reduced average salary attained in 2022. Male and female clients across both the Military and Spouse groups saw an increase in their average salary attained. Male Spouse Group clients saw the smallest increase from 2021 at just under \$2,000.00, or 3%.

As seen historically, males in both the Military and Spouse Groups attained higher salaries than female clients. That gap has dropped from 2021 although the drop is likely not translated to noticeable increases in practicality. The average salary attainment for males in the Military Group was 13.41% higher than females (down from 13.76% in 2021 which had increased from 2020). Although the gap is still large, the Spouse Group also saw a small narrowing of the gap with male spouses earning 18.94% more than females (down from more than 20% in 2022).

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★★★★

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The Military Group overall saw a 23.9% higher salary attainment than the Spouse Group and males saw a 17.28% higher salary attainment than females. Comparisons across males from the Military Group and females from the Spouse Group further highlight this gap.

	Female	Male	Non-Binary	Grand Total
Military Group	\$60,382	\$68,480	\$49,000	\$66,751
Spouse Group	\$53,305	\$63,400		\$53,877
Grand Total	\$58,366	\$68,452	\$49,000	\$65,716

Table 74: Salary Attainment by Group Status and Gender

Breaking these groups down further by job seeker classification, in **Table 75** we see the smallest salary attainment gap between gender identities for those transitioning from active duty. Yet, female National Guard or Reserves members attained a 4.5% higher salary than other females with military experience and saw an average salary 21% higher than female military spouse/caregiver clients. Similarly, National Guard and Reserves members saw the highest average salary attainment among males with military experience although only 0.4% at the low end and 10.71% at the high end (with military spouse/caregivers still occupying the lowest average salary among males).

Overall, National Guard or Reserves members made between 1% and 28.15% more than any other group within the 2022 hired population. Non-Binary hires had an average salary attainment 40.9% lower than National Guard and Reserves members.

	Female	Male	Non-Binary	Grand Total
Active Duty Military Member	\$61,728	\$69,912	\$45,000	\$68,417
Military Spouse / Caregiver	\$53,305	\$63,400		\$53,877
National Guard or Reserves Military Member	\$64,502	\$70,189		\$69,041
Veteran or Separated Military Member	\$57,304	\$64,191	\$53,000	\$62,303
Grand Total	\$58,366	\$68,452	\$49,000	\$65,716

Table 75: Salary Attainment by Job Seeker Classification and Gender

For the 2021 Report, we did not review salary attainment with a race and gender lens. **Figure 37** details average salary attainment by race and gender identity. This perspective further highlights the salary gaps between males and females across all races and particularly the gap for non-binary individuals. It also highlights the lower wages earned by non-binary individuals and again points to the particularly low earnings of American Indian or Alaska Native women.

Those identifying as Two or More Races showed the smallest gap between male and female salary attainment. The two widest gaps were American Indian or Alaska

Native and White, both showing more than \$11,000 difference in salary attained. The average difference between salary attained by male vs. female clients across all races was \$9,223. This difference is only slightly less than the median annual earnings listed for men and women in the United States by the Department of Labor, which indicates that the median annual earnings for men are \$9,990 more than the median annual earnings for women (U.S. Department of Labor, Women's Bureau. (2023). Median Annual Earnings by Sex, Race, and Hispanic Ethnicity. Retrieved from <https://www.dol.gov/agencies/wb/data/earnings/median-annual-sex-race-hispanic-ethnicity>).

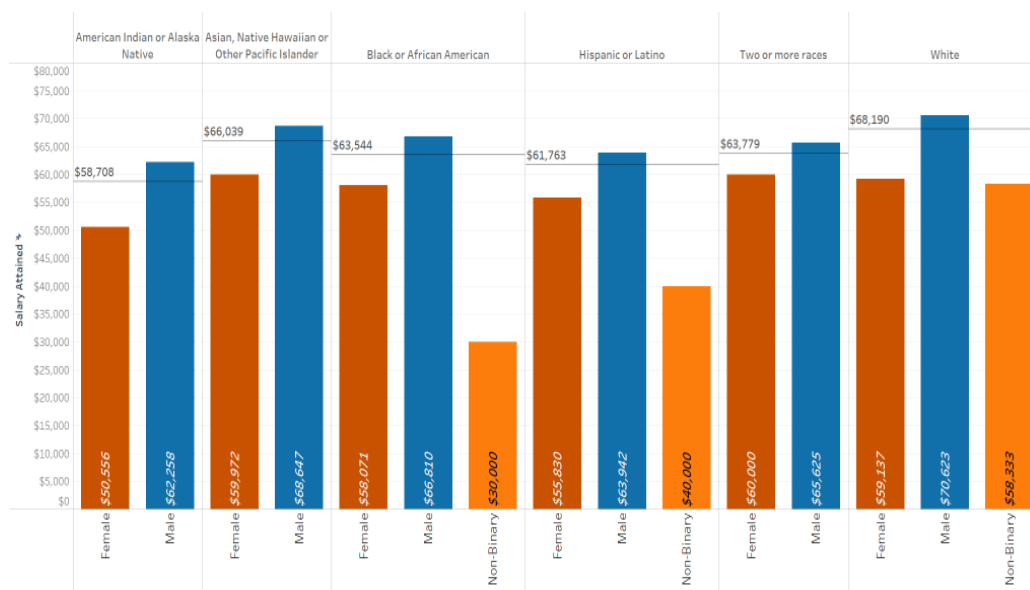


Figure 37: Salary Attainment by Race and Gender

Figure 38 explores salary attainment by initial employment status at the time of registration. Clients coming to us directly from active duty military roles to post-service roles attain the highest average salary, indicating that there is a window of opportunity within which transitioning service members can best leverage military skills. This may also include factors such as available resources and up-to-date security clearances. Those transitioning from Active Duty attained the highest average salary in our 2021 group as well. The gap to those pending medical separation increased for 2022 hires from 13.31% in 2021 to 13.49% in 2022.

Those who identified as under employed or unemployed again saw the lowest salaries, with the exception of students, earning nearly 36% less than those making a job-to-job transition.

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Figure 38: Salary Attainment by Initial Employment Status

Looking at Military Group clients only, we can further explore the breakdown of salary attainment through race and rank, as seen in **Table 76**. Asian, Native Hawaiian, or Other Pacific Islanders had the second-longest median unemployment time, however they showed the highest salary across almost all ranks with Senior Non-Commissioned Officers only slightly lower and Warrant Officers the only notably lower salaried-rank for this racial group. Field-Grade Officers (who were among some of the longest median time to hires) showed the highest salary attainment across all ranks and racial groups.

The Hispanic or Latino population did not show notably longer or shorter median length of unemployment or time to hire than other groups, yet they make up the lowest overall salary across all racial groups - although they only show the lowest salary attained across three rank groups. The other notable call-out here is American Indian or Alaska Native Company-Grade Officers. This racial group is one of the smallest in terms of military service (as reported by the Department of Defense and in the Intake portion of this report). This is a consolidation of information previously disaggregated into components. While much of the related information considers rank at the intersection of race or gender, this overlap calls out pockets of important and not necessarily otherwise obvious gaps.

	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
American Indian or Alaska Native	\$51,897	\$58,929	\$72,059	\$75,000	\$65,000		\$59,615
Asian, Native Hawaiian or Other Pacific Islander	\$59,333	\$65,152	\$71,471	\$58,333	\$83,293	\$93,846	\$67,543
Black or African American	\$54,469	\$61,745	\$70,803	\$84,184	\$80,352	\$85,947	\$64,051
Hispanic or Latino	\$52,746	\$60,818	\$71,021	\$78,333	\$78,718	\$81,481	\$62,971
Two or more races	\$53,038	\$63,671	\$72,569	\$78,846	\$75,976	\$88,125	\$64,408
White	\$54,760	\$64,257	\$73,977	\$82,042	\$79,601	\$89,358	\$69,450
Grand Total	\$54,566	\$63,176	\$72,604	\$81,489	\$79,556	\$88,418	\$66,751

Table 76: Salary Attainment by Race and Rank

Shifting back to look at all clients confirmed hired in 2022, and as seen in other areas of this report, **Figure 39** illustrates the salary gap at the intersection of age and Group status. With an overall average salary of \$66,751 annually, those 19 and younger and those 60 and older show the lowest salaries. The age group with the smallest salary gap (which actually shows spouses at a slightly higher salary), is the 55-59 years group although the 20-24 year group also shows an annual attained salary gap of less than \$1,000.

The largest gap comes in the 45-49 years group, with Spouse Group clients earning 33.32% less than their Military Group counterparts in the same age group. This report does not consider the roles or industries by the same age comparison although this age group did see the third-longest median duration of unemployment. This group is one of the smaller populations by age included in the total hired group.

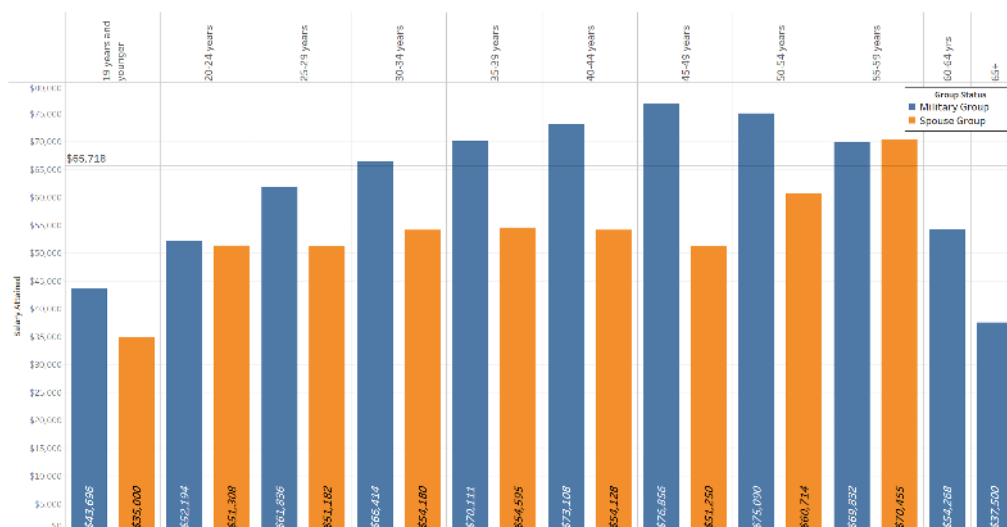


Figure 39: Salary Attainment by Age Category and Group Status

As seen in this report, clients identifying as non-binary again show the lowest attained salary. **Figure 40** looks at salary attainment by age category and gender identity. Our non-binary individuals' most common industry hired into was "Other" so we do not have detailed information on the types of roles those clients are accepting. This is similar to larger data groups exploring Non-Binary employment though. The Civil Rights Department of the State of California *released in spring of 2023 data* showing that, among California employers with more than 100 employees, "Over half (50-55% of non-binary workers were in jobs paying less than \$30, 679...."

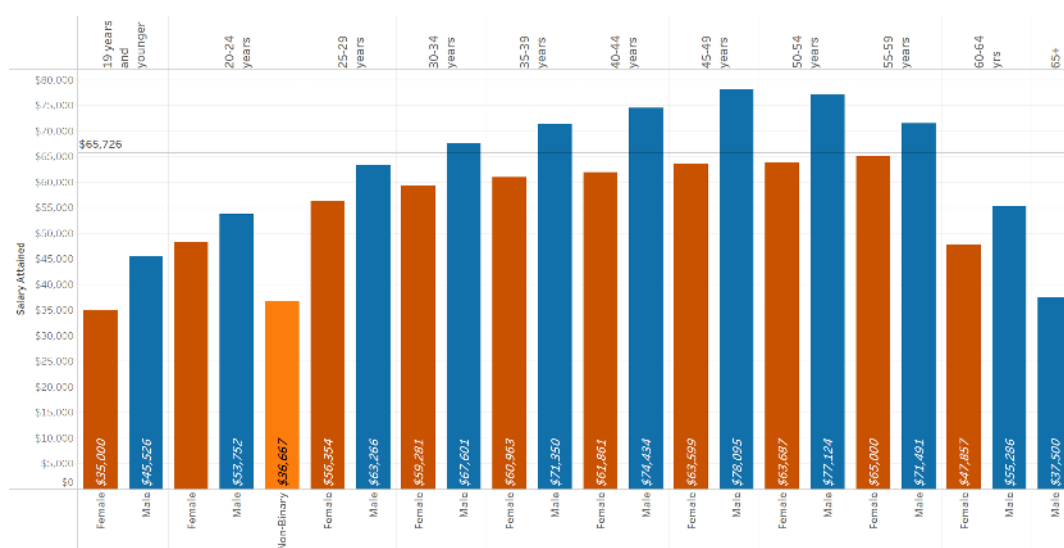


Figure 40: Salary Attainment by Age Category and Gender

Table 77 further breaks down salary attained by Industry and gender among Military and Spouse Group clients. Male Spouse Group clients attained an average annual salary nearly \$20,000 (37.64%) higher than their female counterparts. The Economic Policy Institute cites the 2022 wage gap between men and women as 22.2% (Gould, E., & deCourcy, K. (2023). Gender wage gap widens even as low-wage workers see strong gains. Economic Policy Institute. Retrieved from <https://www.epi.org/blog/gender-wage-gap-widens-even-as-low-wage-workers-see-strong-gains-women-are-paid-roughly-22-less-than-men-on-average/>). While the gap for Spouse Group clients was much higher, among Hire Heroes USA Military Group clients that gap was only 13.39%.

The highest average salary belongs to those Managing Companies and Enterprises with Defense Contracting (which may require a security clearance) and Architectural / Engineering (requiring particularly specialized training) following. Defense Contracting was the most common industry of employment while the only other industry in our top-five (in terms of how many were hired into said industry) that also made the highest salary top five was Information Technology.

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	Female		Male		Grand Total
	Military Group	Spouse Group	Military Group	Spouse Group	
Management of Companies and Enterprises	\$71,800	\$64,091	\$84,109		\$80,255
Information - Information Technology	\$73,000	\$61,207	\$78,276	\$82,000	\$76,753
Professional - Architectural/Engineering	\$68,333		\$79,722		\$78,095
Professional - Consulting Services	\$76,282	\$55,435	\$80,238		\$76,383
Aerospace and Aviation	\$71,721	\$72,143	\$75,396		\$74,892
Information - Telecommunications	\$70,200	\$58,333	\$70,764		\$70,056
Mining/Quarrying/Oil and Gas Extraction	\$60,455		\$67,857		\$66,087
Banking/Finance/Insurance	\$60,852	\$53,095	\$71,265	\$65,000	\$66,627
Manufacturing	\$62,755	\$52,778	\$67,080	\$65,000	\$66,093
Pharmaceutical and Medical	\$64,630	\$50,455	\$68,519		\$65,217
Grand Total	\$68,410	\$57,251	\$74,985	\$73,500	\$72,916

Table 77: Salary Attainment by Industry, Group Status and Gender (Top 10 Highest Paying Industries)

Table 78 uses a threshold of at least five client records, and shows that less than five female Military Group of Spouse Group clients indicated that they moved into an Executive or C-Suite role. We do see higher salary attainment for females in Science, General Business (for Military Group clients), and Help Desk/Support (for Military Group clients). Skilled Labor / Trades and Installation/Maintenance/Repair showed the most equality in salary attained but do only have Military Group hires reflected.

	Female		Male	Grand Total
	Military Group	Spouse Group	Military Group	
Management - Executive/C-Suite			\$95,222	\$95,222
IT - Information Security	\$82,544		\$85,737	\$85,205
Management - Programs	\$79,590	\$63,235	\$89,208	\$84,821
Management - Project	\$86,087	\$66,739	\$85,511	\$84,484
IT - Computer/Software Engineering	\$78,409	\$73,750	\$83,008	\$82,125
IT - Systems Management	\$72,000	\$71,667	\$82,104	\$80,772
Business Development	\$78,030	\$80,333	\$81,434	\$80,759
Strategy/Planning	\$65,000		\$87,222	\$80,385
Engineering	\$80,417	\$70,000	\$80,308	\$80,040
Consultant	\$75,938	\$63,750	\$83,113	\$80,033
Grand Total	\$79,060	\$67,927	\$84,116	\$82,652

Table 78: Salary Attainment by Job Function, Group Status and Gender (Top 10 Highest Paying Job Functions)

Table 79 looks at Military Group clients only and gives salary attainment by most recent occupational specialty (the last job performed in the military, also referred to as MOS) and gender. We see that clients identifying as female who reported their most recent occupational specialty as Infantry attained higher salaries than those identifying as male. This is the only MOS among the 20 most common where we see this reflected although those with Field Artillery experience indicated only a small gap (only a 1.49% higher salary for males compared to the 13.49% overall gap).

	Female	Male	Grand Total
Infantry	\$63,000	\$59,701	\$59,752
Logistics / Supply Chain	\$57,159	\$67,965	\$64,349
Signal Corps / Communications Systems	\$63,714	\$70,940	\$69,921
Maintenance / Ordnance	\$50,263	\$58,805	\$57,944
Medical / Health / Behavioral Services	\$61,868	\$67,280	\$64,653
Logistics	\$63,471	\$70,104	\$68,142
Aerospace Maintenance	\$63,077	\$67,847	\$67,452
Aviation	\$57,857	\$66,579	\$65,748
Aviation Maintenance	\$56,053	\$70,045	\$67,206
Military Intelligence	\$69,800	\$74,682	\$73,778
Adjutant General / Personnel / Human Resources	\$57,348	\$67,590	\$62,915
Quartermaster	\$53,630	\$59,610	\$57,687
Field Artillery	\$63,182	\$64,126	\$64,078
Engineer	\$55,870	\$61,862	\$61,209
Hospital Corpsman	\$55,423	\$62,742	\$60,077
Transportation	\$50,652	\$57,500	\$55,876
Military Police	\$56,707	\$64,338	\$62,571
Security Forces	\$54,355	\$60,200	\$59,038
Communications	\$60,556	\$70,082	\$68,857
Intelligence / Surveillance / Reconnaissance	\$72,895	\$84,091	\$80,985
Grand Total	\$60,293	\$68,426	\$66,749

Table 79: Salary Attainment by Most Recent Occupational Specialty and Gender (Top 20 MOSes)

Considering salary attainment by MOS and race, while White Job Seekers were represented in all of the top 20 salaries, 40% of MOSs represented showed a competitive or higher salary attained by non-White individuals. Black or African American individuals with a background in Cryptologic Warfare, Computer Systems, and Intelligence saw higher salaries than other races represented in those MOSs. Asian, Native Hawaiian, or Other Pacific Islander Job Seekers with a Cyber background also saw high salary attainment. As we have seen elsewhere in this report, those identifying as Two or More Races showed high salary attainment.

The Black or African American, Hispanic or Latino, and Two or more Races populations were each represented the same amount here, although not all from the same MOSes. Again, as we have seen elsewhere, the American Indian or Alaska Native population is underrepresented.

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	American Indian or Alaska Native	Asian, Native Hawaiian or Other Pacific Islander	Black or African American	Hispanic or Latino	Two or more races	White	Grand Total
Cryptologic Warfare			\$105,000			\$95,000	\$98,333
Diver						\$95,000	\$95,000
Force Management						\$95,000	\$95,000
Cyber Warfare				\$90,000	\$105,000	\$92,057	\$92,778
Pilot				\$98,333		\$91,615	\$91,912
Special Investigations						\$89,167	\$89,167
Meteorology / Oceanography						\$88,333	\$88,333
Strategic Plans and Policy					\$85,000	\$90,000	\$87,500
Information Systems Technician						\$87,000	\$87,000
Acquisition			\$80,882	\$89,000		\$88,600	\$85,851
Pilot (Remote)						\$85,000	\$85,000
Financial Management / Comptr..			\$78,333			\$83,889	\$82,500
Special Forces				\$86,111	\$78,333	\$81,400	\$81,935
Surface Nuclear Power				\$83,333	\$77,000	\$81,786	\$81,410
Computer Systems		\$78,750	\$81,957	\$82,222	\$90,556	\$78,902	\$81,263
Submarine Engineering / Repair			\$78,333			\$81,364	\$81,170
Intelligence / Surveillance / Rec..			\$82,391	\$77,143	\$80,000	\$80,926	\$80,703
Communications Systems			\$77,917	\$78,333	\$77,857	\$82,143	\$80,472
Cyber		\$101,667	\$79,545	\$69,000	\$81,667	\$80,556	\$79,222
Flight Crew						\$78,750	\$78,750
Grand Total	\$57,571	\$66,978	\$63,895	\$62,687	\$64,206	\$69,446	\$66,676

Table 80: Salary Attainment by Most Recent Occupational Specialty and Race (Top 20 Salaries)

Moving back to look at both Group statuses, breaking down salary attainment by education level and age category gives a bit different picture. Across all age groups and education levels, those 60 years and older holding a high school diploma or GED equivalent saw the lowest salary attainment. Across every education level, those in the 60 and older age group attained the lowest salaries of all age group categories - though Hire Heroes USA does as specifically about job-related income and does not ask for additional income (retirement, etc.) to be included at this time. While the number of individuals in the group is likely part of the conversation, those in the 60 and older age group with a postgraduate degree actually reflect a lower salary than those with a 4-year degree.

The largest jumps in average salary attainment are reflected going from a 2-year degree to a 4-year degree and going from Postgraduate to Doctorate. Doctorate here includes any doctoral degree including medical, business, law, education, etc. Between age groups, those 40-59 years old with a postgraduate degree showed more of a jump than other age groups from a 4-year degree to the postgraduate level.

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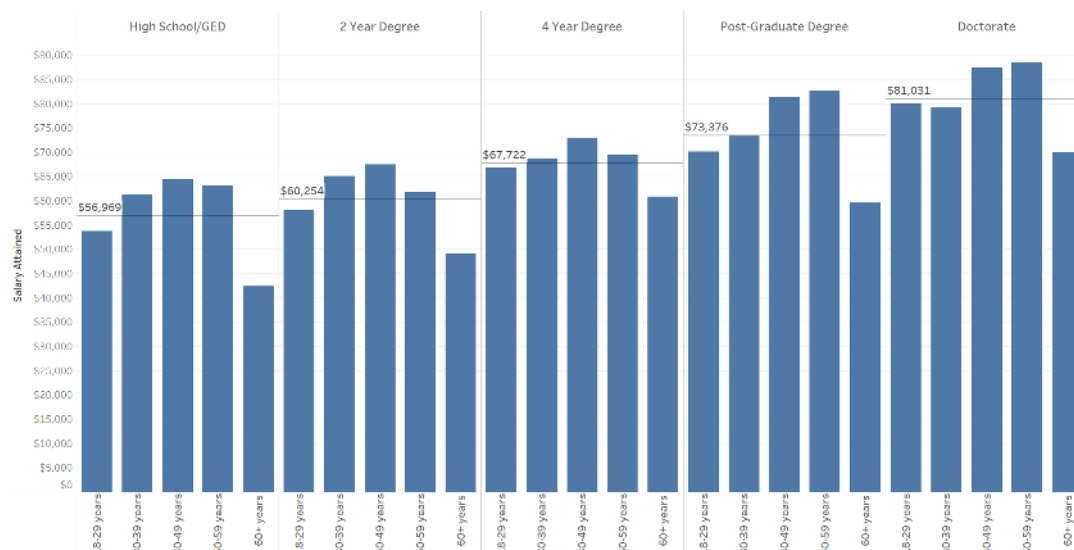
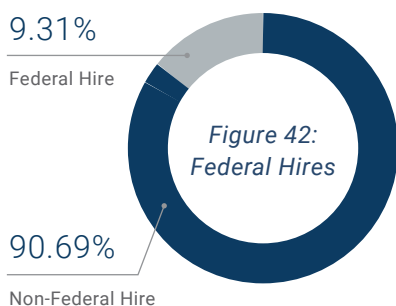


Figure 41: Salary Attainment by Age Category and Highest Level of Education Completed

The percentage of Hire Heroes USA clients moving into federal roles in 2022 showed a 1.72% decrease from 2021 numbers, continuing a downward trend over the last two years. **Figure 42** shows the overall break down of federal or non-federal hires in 2022. **Table 81** indicates that Spouse Group clients made up a larger percentage of Federal positions than non-Federal positions. While we do not note here whether these positions are full- or part-time, historically the Spouse Group has accepted more part-time positions than their Military Group counterparts. This report also does not delve further into how many take a non-federal role as they continue the typically longer and more complicated Federal application and hiring process. We again see a gender differential, with more males moving into federal roles than females



	Federal Hire		Non-Federal Hire		Grand Total
	Military Group	Spouse Group	Military Group	Spouse Group	
Female	26.45%	8.04%	18.20%	7.51%	26.53%
Male	64.22%	0.26%	72.55%	0.42%	72.17%
Non-Binary			0.09%		0.08%
Grand Total	91.62%	8.38%	92.00%	8.00%	100.00%

Table 81: Federal Hires by Group Status and Gender

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Where Did The Clients
Get Hired?

When Did Clients
Get Hired?

How Confident Are
Our Clients?

The *U.S. Office of Personnel Management* cited in 2017 that the largest percentage of Federal Employees was in the 50-54 age group. Those staff would now fall within the 55-59 age group, as is also reflected in the most common age group of Hire Heroes USA 2022 hires to gain federal employment. The two age categories making up the highest percentages of those going into federal employment were two of the smallest overall populations. Only 1.34% of all 2022 hires fell into the 55-59 age group and 3.95% in the 50-54 group. **Table 82** explores the proportions of federal hires by age category.

	% of Clients Hired by Age Category
20-24 years	4.21%
25-29 years	6.62%
30-34 years	10.70%
35-39 years	10.14%
40-44 years	10.78%
45-49 years	11.40%
50-54 years	14.38%
55-59 years	16.88%
60-64 yrs	11.90%

Table 82: Federal Hires by Age Category

Services from Hire Heroes USA are available to those with U.S. military service and their spouses regardless of the era of service. We see this reflected in the wide range of initial employment statuses. Hire Heroes USA defines the job-to-job transition as those who are any initial employment status other than Active Duty or Unemployed. We do know however, that our current information includes some military group individuals who identified a job-to-job transition as moving directly from active duty to civilian employment. Males and females in both the military and spouse groups showed notable increases to their annual salaries. The male spouse group showed the largest jump but again, this was made up of a small group of individuals and so more easily impacted. We do see females in the military group showing the smallest job-to-job increase. Unfortunately, this group historically does not reflect a higher initial post-military salary attainment so this indicates an increasing gap rather than equalizing pay.

	Female	Male	Grand Total
Military Group	\$24,550	\$32,517	\$31,255
Spouse Group	\$28,654	\$41,250	\$29,957
Grand Total	\$25,606	\$32,575	\$31,188

Table 83: Job-to-Job Transition Salary Change by Group Status and Gender

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Field-Grade Officers, who were also the group with the highest post-military salary, also showed the highest job-to-job transition increase. Again, this may include individuals who indicate a job-to-job transition when the move is from the military to a non-military role. **Table 84** details the job-to-job salary change reported by our Military Group clients, broken down by rank and service branch. **Table 84** uses a threshold of two or more records, however some ranks and service branches may have lower totals of clients and may present as wider swings in average job-to-job salary attainment.

Overall, the Military Group showed a less than \$15K difference in job-to-job salary increase across ranks. Across branches though, the Marines stand out as the collective branch making the largest increases.

	Air Force	Army	Coast Guard	Marines	Navy	Space Force	Grand Total
Junior Enlisted	\$20,139	\$27,974		\$25,179	\$19,063		\$24,929
Non-Commissioned Officer	\$31,008	\$32,819	\$15,000	\$37,614	\$24,276		\$29,861
Senior Non-Commissioned Officer	\$30,556	\$34,473	\$6,750	\$51,083	\$28,493	\$40,417	\$32,325
Warrant Officer		\$20,481			\$42,917		\$24,688
Company-Grade Officer	\$48,750	\$20,662	\$16,250	\$26,250	\$1,250		\$22,639
Field-Grade Officer	\$52,159	\$32,011	\$24,375	\$55,938	\$35,909		\$38,897
Grand Total	\$32,523	\$31,019	\$14,917	\$42,784	\$27,899	\$40,417	\$31,070

**Table 84: Job-to-Job Transition Salary
Change by Rank and Branch**

Hire Heroes USA asks Job Seekers registering for services to indicate their level of confidence in their job seeking abilities and understanding of how to search and stand out as part of the registration process. We repeat those questions once a Job Seeker has confirmed their hire. For the hired population as a whole, the average increase in confidence/comprehension rating was 1.15 points (on a 5-point scale). The biggest increases are reflected in the Job Search Comprehension (1.5) and Job Search Independence (1.5) ratings. This makes sense as the more people understand, the more confident they feel in applying that knowledge.

The only rating where the increase was less than one full rating point was the empowerment rating. This question, worded as "I am confident in my ability to gain employment," helps us to see that for the most part, people register for services knowing that they can find a job. Hire Heroes USA services help them to gain an understanding of how to highlight their skills, show their value to an employer, and articulate their experience.

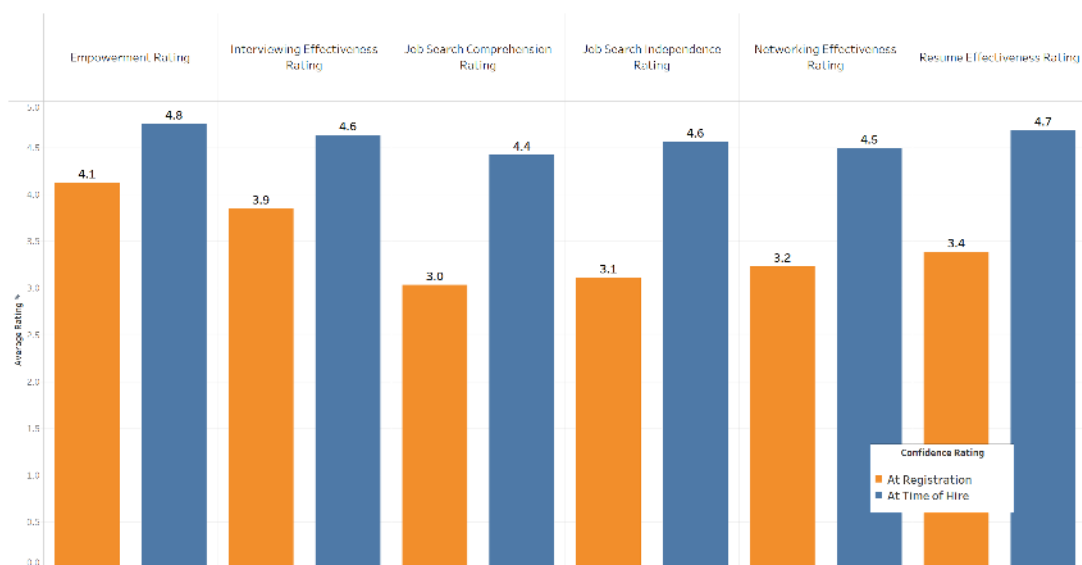


Figure 43: Average Confidence Ratings at Registration vs. Time of Hire

THE HIRE HEROES 2022 REPORT

SECTION ONE: INTAKE

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