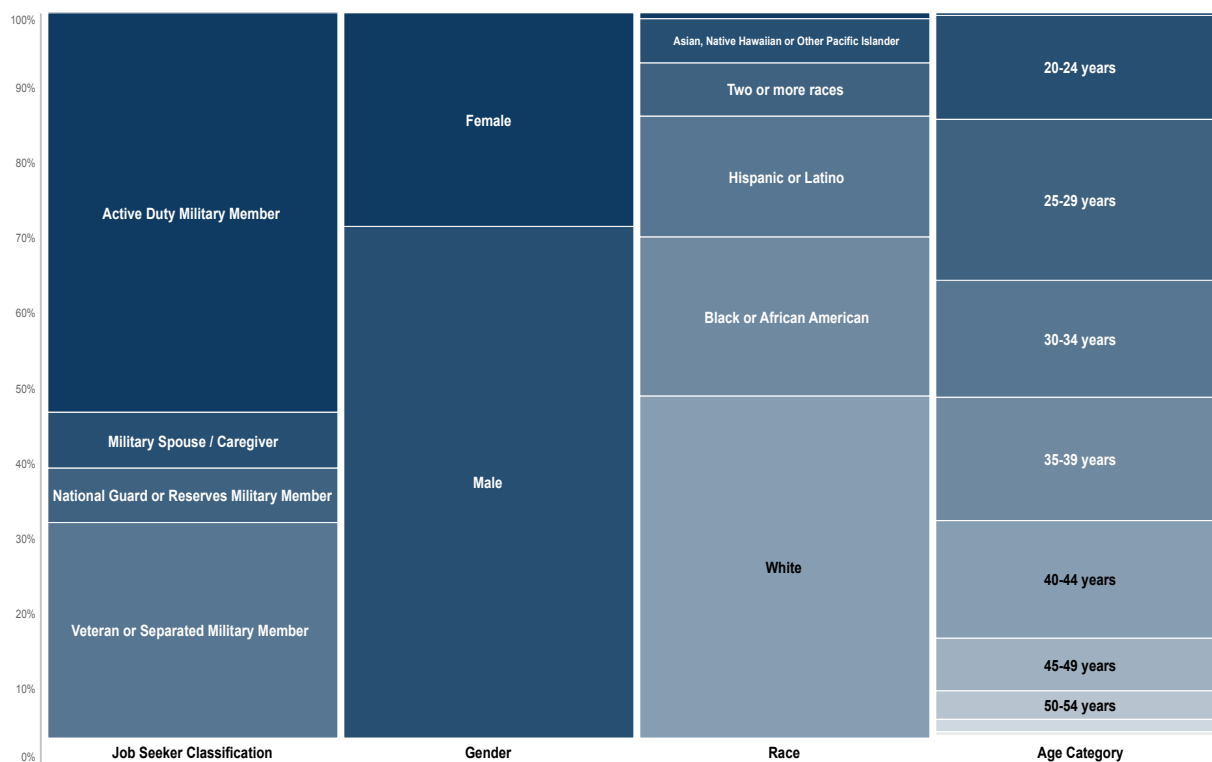




# 2023 HIRE HEROES REPORT

# KEY FINDINGS

## Major takeaways and key findings from the 2023 Hire Heroes Report



### Who Are Our Job Seekers?

- In 2023, there was a slight increase of 1.19% in job seekers reporting unemployment at registration. (**Figure 1**)
- Excluding active-duty registrants, about half of registered job seekers were unemployed at registration; 32.07% were employed, and 9.84% reported being under-employed with insufficient income. (**Figure 2**)
- Employment gaps were the most frequently reported barrier for Spouse Group job seekers (26.55%), while career change was the top barrier for Military Group job seekers (25.28%). (**Table 3**)
- Female clients are more likely to attend a virtual small group but less likely to use Direct Placement services, salary negotiation assistance, or cover letter support. On average, female clients used 2.66 services per client,

compared to 2.52 services per male client. Although comprising a small percentage of total clients, non-binary clients used the most services on average (2.88 per client). **(Table 6)**

- Junior Enlisted clients, following targeted efforts by the Junior Enlisted program, used the most services of any rank, averaging 2.69 services per client. **(Table 7)**
- Defense Contracting accounted for the highest proportion of hires among our Military Group clients, with 14.77% hired into the industry. **(Table 8)**
- The salary gap between male and female clients persists, despite female clients earning higher salaries in 2023 compared to 2022. In 2022, male clients earned 17.3% more than female clients; this gap widened to 19.48% in 2023. Although representing a small percentage of total clients, non-binary individuals continued to have the lowest average salaries, earning 21.4% less than male clients. **(Table 10)**
- Female clients reported longer unemployment durations, averaging 20 weeks compared to 16 weeks for their male counterparts. Female veterans or separated military member clients experienced the longest unemployment duration of any group, averaging 23 weeks - 43.75% longer than the organizational median. **(Table 12)**
- Job Search Comprehension ratings improved from an average of 3.0 out of 5 at registration to 4.4 points post-hire, reflecting a 46.67% increase. **(Figure 8)**

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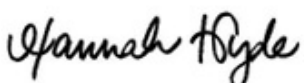
## **ASHLEY DOUGHTERY**

*Director,  
Program Operations and Evaluation*



## **HANNAH HYDE**

*Associate Director,  
Data Operations*



# SUMMARY

For nearly twenty years, Hire Heroes USA has empowered military members and their partners to succeed in the civilian workforce. Offering a range of personalized services, Hire Heroes USA supports tens of thousands of job seekers each year - including those transitioning from the military, veterans who have already separated, individuals serving in the National Guard or Reserves, and military spouses and caregivers. Now in its seventh year of publication, the Hire Heroes Report provides insights into the job seekers registering for our programs, the services they are utilizing, and the outcomes they are achieving.

In 2023 alone, Hire Heroes USA staff, volunteers and partners supported more than 54,000 unique individuals who either registered, utilized at least one service, or were confirmed as hired during the year. Table 1 below highlights key metrics for all clients in 2023.

| Metric                      |   | Value  |
|-----------------------------|---|--------|
| Individual Clients Records  | Clients who either registered for services, utilized at least one of our services (such as a webinar or resume revision), or were confirmed hired in 2023 | 54,548 |
| Registered in 2023          | Clients who registered for our services for the first time in 2023  | 40,212 |
| Helped (Total)              | Clients who received at least one Hire Heroes USA service in 2023, regardless of their registration date  | 27,059 |
| Helped (Registered in 2023) | Clients who registered in 2023 and received at least one Hire Heroes USA service within that same year  | 18,584 |
| Confirmed Hire              | All clients confirmed hired into a new position in 2023, regardless of their registration date  | 13,910 |
| Confirmed Hire (First Time) | Clients confirmed hired into a new position in 2023 for the first time after utilizing our services, regardless of their registration date                | 13,614 |
| Confirmed Hire (Multiple)   | Clients who were confirmed to have started a new job in 2023, who had previously been confirmed hired for the first time                                  | 296    |

**Table 1 - Key Metrics for 2023**

# INTAKE (REGISTERED)

*A look at key takeaways for individuals who registered for our services in 2023.*

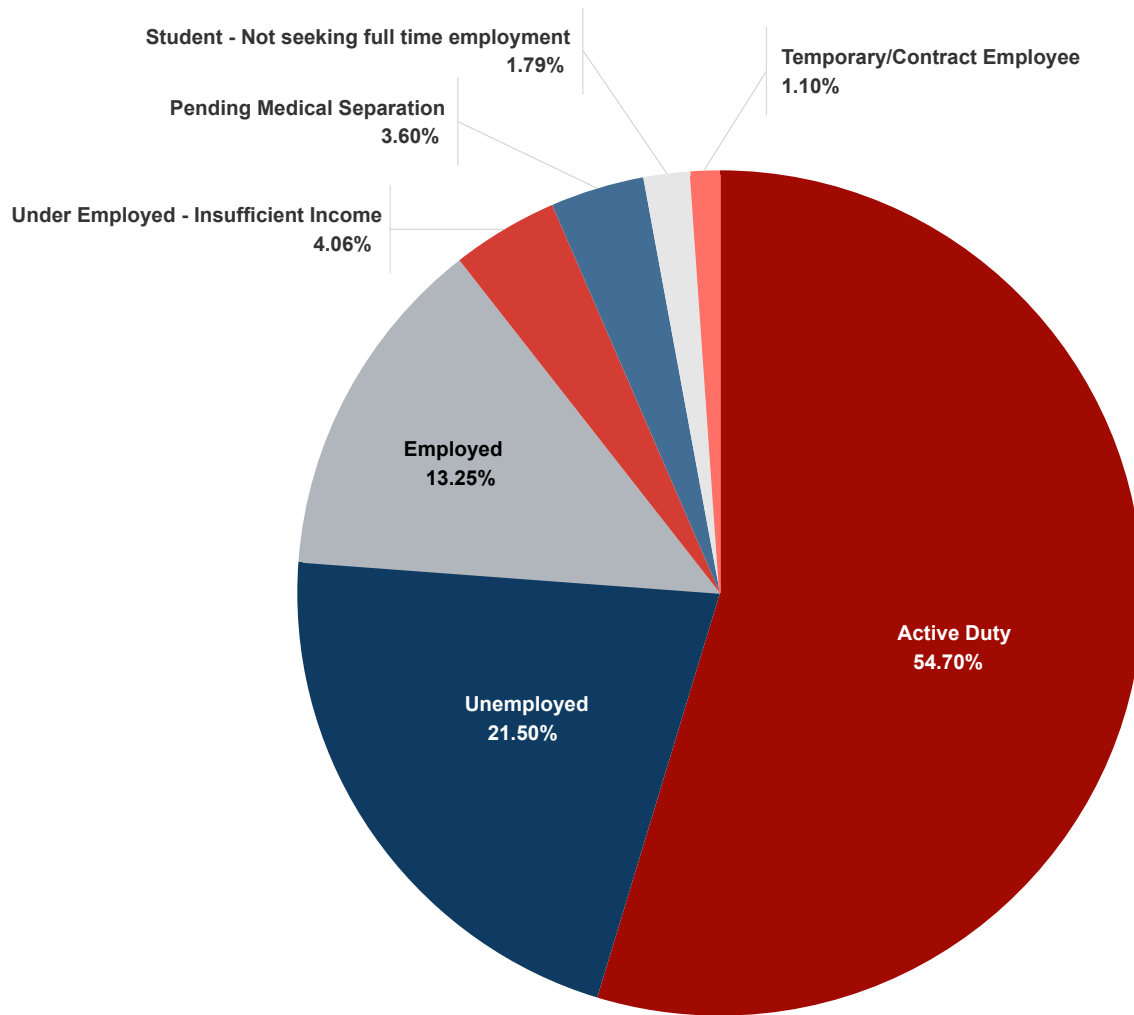
Each year, tens of thousands of transitioning service members, veterans, and military spouses register for Hire Heroes USA’s services. We classify these job seekers into four classifications: **Active Duty, Veteran or Separated Military Member, National Guard or Reserves Military Member**, and **Military Spouse/Caregiver**. For simplicity, we will refer to job seekers who registered while on Active Duty, as a Veteran, or who are serving in the National Guard or Reserves as our **Military Group** job seekers, and Military Spouse/Caregivers as **Spouse Group** clients.

40,212 individual job seekers registered for services in 2023. Of those, 8.13% were Spouse Group job seekers. **Table 2** provides the total number of job seekers and their percentage by group status.

| Group Status   | Total Job Seekers | % of Job Seekers |
|----------------|-------------------|------------------|
| Military Group | 36,944            | 91.87%           |
| Spouse Group   | 3,268             | 8.13%            |
| Grand Total    | 40,212            | 100.0%           |

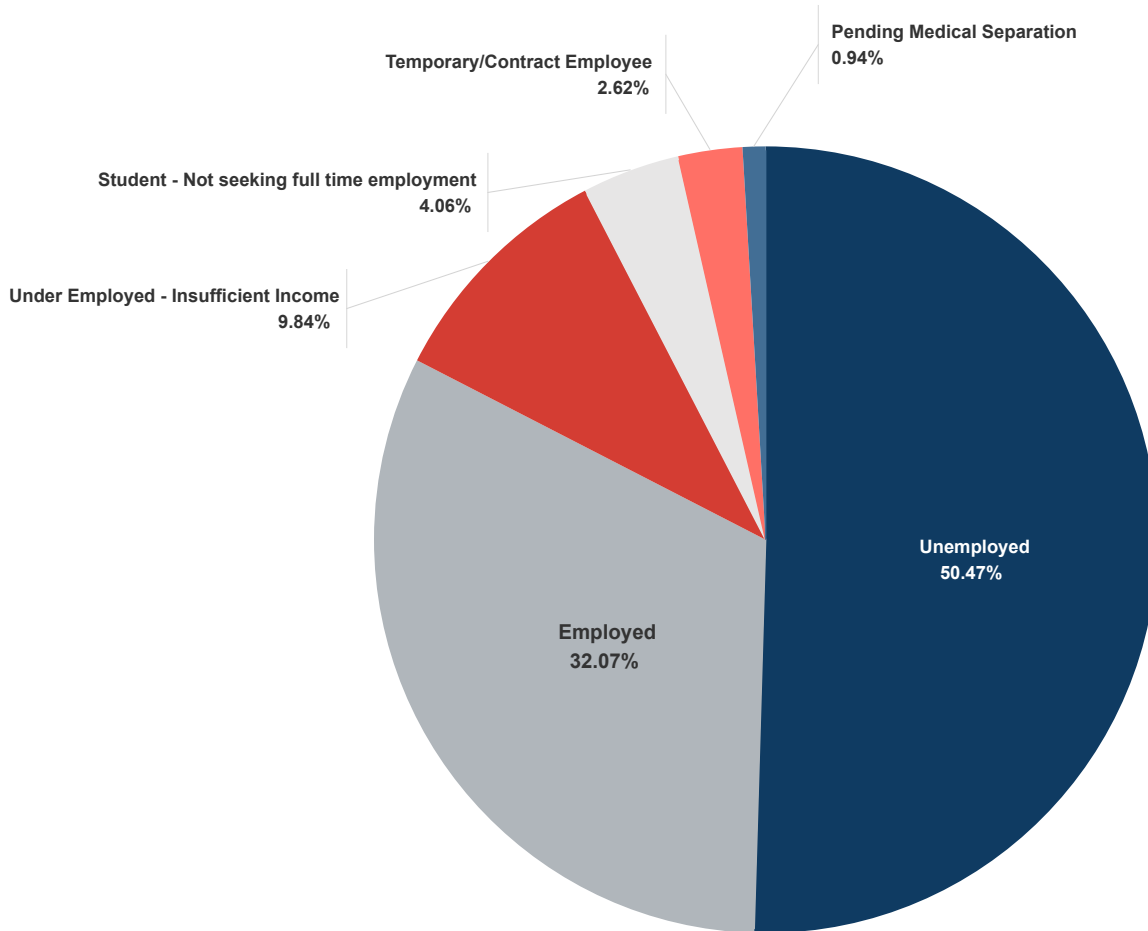
*Table 2 - Job Seekers by Group Status*

At the time of registration, we ask job seekers to indicate their initial employment status. More than half of our job seekers register for services while still on active duty; however, 2023 saw a slight increase (1.19%) in the percentage of job seekers who indicated they were unemployed at the time of registration.



**Figure 1 - Job Seekers by Initial Employment Status**

Excluding job seekers who registered while on active duty, we see that about half indicated they were unemployed at the time of registration. 32.07% were already employed, 9.84% reported that they were underemployed with insufficient income, and the remainder were students, temporary/contract employees, or pending medical separation from the military at the time of registration. **Figure 2** details the breakdown of registrants who were not on active duty at the time registration by their initial employment status.



**Figure 2 - Job Seekers Not on Active Duty by Initial Employment Status**

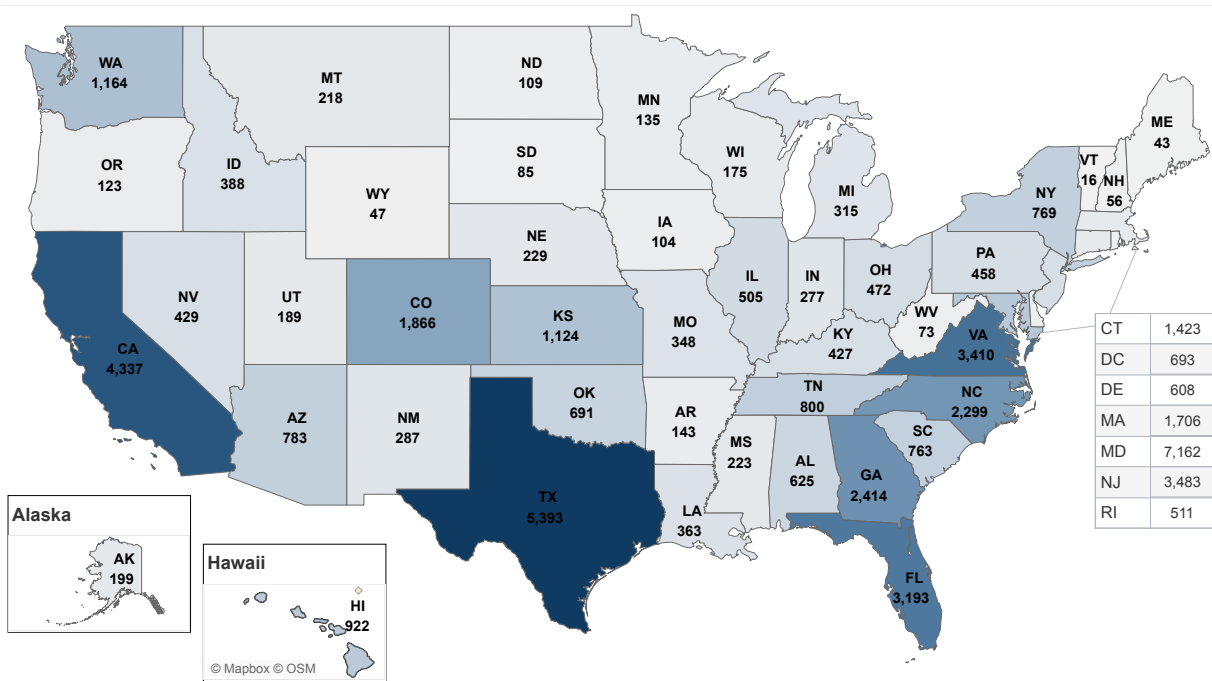
In addition to initial employment status, we ask our registrants to self-identify barriers to their employment. These barriers are a multi-select picklist. Registrants may indicate one, many, or no barriers to their employment. In 2023, our registrants more frequently identified career change, education, lack of experience, and license and certification requirements as employment barriers compared to 2022. Table 3 shows the frequency at which job seekers selected each barrier. Because job seekers may identify multiple barriers, the total percentage reported will exceed 100%. Career change, education, and lack of experience are the top three barriers reported by our clients. When broken down by group status, significant differences emerge. 24.09% of Military Group job seekers report education as a barrier to their employment, compared to 16.38% of Spouse Group job seekers. For Spouse Group job seekers, gap(s) in employment was the most frequently reported barrier at 26.55%. In contrast, Military Group job seekers most commonly identified career change as a barrier to employment, with 25.28% reporting it.

|  | <b>Military Group</b> | <b>Spouse Group</b> |
|--|-----------------------|---------------------|
| Career Change                              | 25.28%                | 24.46%              |
| Education                                  | 24.09%                | 16.38%              |
| Lack of Experience                         | 21.96%                | 24.16%              |
| License and certification requirements     | 17.28%                | 11.70%              |
| None                                       | 14.48%                | 5.73%               |
| Relocations(s)                             | 9.39%                 | 15.03%              |
| Age  | 9.57%                 | 9.31%               |
| Gap(s) in Employment                       | 6.94%                 | 26.55%              |
| Financial                                  | 5.03%                 | 3.21%               |
| Childcare                                  | 4.37%                 | 14.61%              |
| Security clearance expired or not relevant | 4.86%                 | 1.99%               |
| Military Affiliation                       | 3.94%                 | 5.48%               |
| Medical/Physical/Mental Limitations        | 4.56%                 | 1.32%               |
| Deployment(s)                              | 1.49%                 | 2.33%               |
| Homeless or Unstable Housing               | 1.54%                 | 0.58%               |
| Background Check                           | 1.54%                 | 1.04%               |
| Transportation                             | 1.30%                 | 1.90%               |
| Criminal History                           | 1.02%                 | 0.49%               |
| Language                                   | 0.71%                 | 2.24%               |
| Citizenship/ Country Work Status           | 0.40%                 | 2.91%               |
| Internet Access                            | 0.40%                 | 0.18%               |
| Legal                                      | 0.27%                 | 0.09%               |

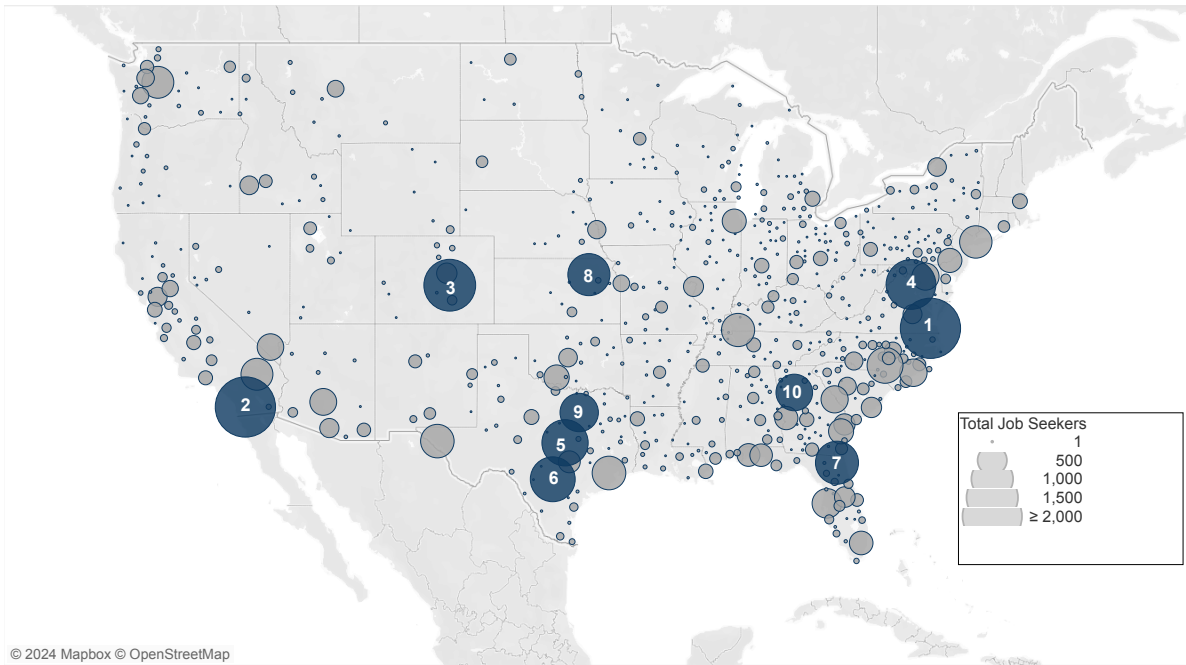
**Table 3 - Self-Reported Barriers to Employment by Group Status**



Our clients are able to register for our services from all over the globe, however, most job seekers register while located within the United States. Texas remains the top state for job seekers, at a registration rate of 13.41%. Next is California, Virginia and Florida with the highest numbers of registered job seekers. **Figure 3** shows the total number of job seekers in each state. **Figure 4** highlights the top 10 metropolitan areas job seekers reside, and **Table 4** provides a detailed breakdown of the number and percentage of clients from each metropolitan area.



**Figure 3 - Job Seekers by State**



**Figure 4 - Job Seekers by Metropolitan Area**

|                       | <b>Total Job Seekers</b> | <b>% of Total Job Seekers</b> |
|-----------------------|--------------------------|-------------------------------|
| Virginia Beach, VA    | 2,126                    | 5.97%                         |
| San Diego, CA         | 2,057                    | 5.78%                         |
| Colorado Springs, CO  | 1,478                    | 4.15%                         |
| Washington D.C.       | 1,365                    | 3.83%                         |
| Temple, TX            | 1,179                    | 3.31%                         |
| San Antonio, TX       | 1,110                    | 3.12%                         |
| Jacksonville, FL      | 1,021                    | 2.87%                         |
| Manhattan, KS         | 976                      | 2.74%                         |
| Dallas-Fort Worth, TX | 812                      | 2.28%                         |
| Atlanta, GA           | 739                      | 2.07%                         |

**Table 4 - Top 10 Metropolitan Areas for Job Seekers**

# HELPED

## *Who used Hire Heroes USA's services? A detailed look at the clients who utilized one or more services in the 2023 calendar year.*

Hire Heroes USA provides a full suite of services for job seekers pursuing civilian employment. Once a job seeker completes their registration profile and is paired with a **Transition Specialist** they are enrolled in our **Partnered Career Transition (PaCT) Program** and become what we refer to as a **client**. Clients in our PaCT Program have access to our entire suite of services, including personalized guidance from a Transition Specialist, access to more than 1,400 volunteers and mentors, resume writing, federal career counseling, and several other services. Even job seekers who do not fully engage with our PaCT Program still have access to our resource library, webinars, and the Hire Heroes USA job board. Each of our services is referred to as a **Service Provided** and clients are welcome to use multiple services.

More than 27,000 unique clients used one or more of our services in 2023, regardless of when they initially registered. Of these, more than 18,000 registered for services in 2023 while the remainder registered in a previous year. **Table 5** shows the number of clients who used each type of service available in 2023, with the total number of individuals in the Grand Total row. Clients typically utilize multiple services, averaging 2.55 services.

| Service Provided          |               |
|---------------------------|---------------|
| Resume Created            | 21,009        |
| Assessment                | 20,987        |
| Mentoring                 | 4,489         |
| Federal Support           | 3,073         |
| Training                  | 3,006         |
| Virtual Career Fair       | 2,230         |
| Resume Tailored           | 2,203         |
| Webinar                   | 2,124         |
| Cover Letter              | 1,620         |
| Job Matching and Sourcing | 999           |
| Interviewing              | 738           |
| Referral                  | 599           |
| LinkedIn Revision         | 434           |
| Virtual Small Group       | 427           |
| Virtual Workshop          | 279           |
| DP Recruiter Screening    | 241           |
| Salary Negotiation        | 213           |
| Value Proposition         | 207           |
| Networking                | 142           |
| Direct Placement          | 22            |
| <b>Grand Total</b>        | <b>27,059</b> |

**Table 5 - Total Individuals Helped**

As noted in previous years, male and female clients typically utilize different types of services at different rates. **Table 6** details these utilization rates by gender. Female clients are far more likely than their male counterparts to attend a virtual small group. However, female clients are significantly less likely to be participants in our Direct Placement program, use salary negotiation services, or request cover letter assistance. Non-binary clients average the highest number of services used at 2.88 per client, followed by female clients at 2.66 services. Male clients use 2.52 services on average.

| <b>Service Provided</b>              | <b>Female</b> | <b>Male</b>   | <b>Non-Binary</b> |
|--------------------------------------|---------------|---------------|-------------------|
| Resume Created                       | 28.30%        | 71.55%        | 0.15%             |
| Assessment                           | 28.24%        | 71.61%        | 0.14%             |
| Mentoring                            | 32.71%        | 67.14%        | 0.14%             |
| Federal Support                      | 34.87%        | 65.10%        | 0.03%             |
| Training                             | 31.40%        | 68.40%        | 0.20%             |
| Resume Tailored                      | 34.07%        | 65.85%        | 0.08%             |
| Webinar                              | 35.41%        | 64.39%        | 0.21%             |
| Virtual Career Fair                  | 32.47%        | 67.40%        | 0.14%             |
| Cover Letter                         | 26.90%        | 73.10%        |                   |
| Job Matching and Sourcing            | 30.21%        | 69.52%        | 0.27%             |
| Interviewing                         | 29.35%        | 70.65%        |                   |
| Referral                             | 29.82%        | 70.18%        |                   |
| LinkedIn Revision                    | 28.57%        | 71.43%        |                   |
| Virtual Small Group                  | 60.39%        | 39.22%        | 0.39%             |
| Virtual Workshop                     | 45.80%        | 54.20%        |                   |
| Direct Placement Recruiter Screening | 20.26%        | 78.85%        | 0.88%             |
| Salary Negotiation                   | 26.05%        | 73.95%        |                   |
| Value Proposition                    | 30.62%        | 69.38%        |                   |
| Networking                           | 31.17%        | 67.83%        |                   |
| Direct Placement                     | 18.18%        | 81.82%        |                   |
| <b>Grand Total</b>                   | <b>30.09%</b> | <b>69.77%</b> | <b>0.14%</b>      |

**Table 6 - Services Provided as a percentage of Gender**

Looking at service utilization by racial identity, we see that clients are using services at different rates than the overall client population. **Figure 5** shows the percentage of clients that used each service by racial identity. For reference, the Total Clients column shows the percentage breakdown of all clients helped in 2023 by self-identified racial identity. Black or African American clients comprised 25.69% total clients helped in 2023, and they utilized both virtual small groups, and referrals and direct placement services at rates higher than their proportion in the overall client population. Clients who identified as two or more races used direct placement and referral services at rates higher than their overall proportion in the client population; however they were underrepresented in salary negotiation, virtual workshops and webinar utilization.

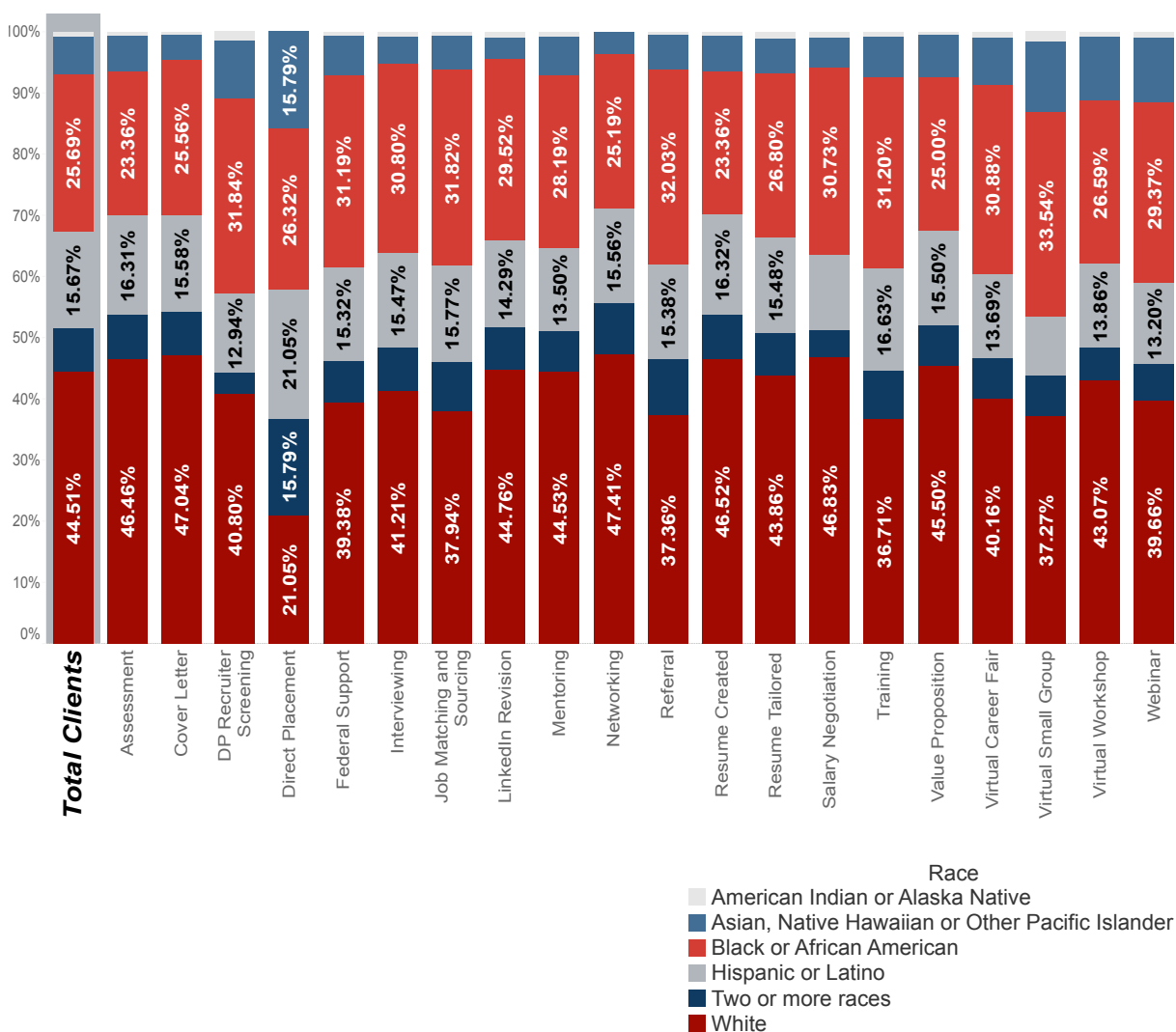


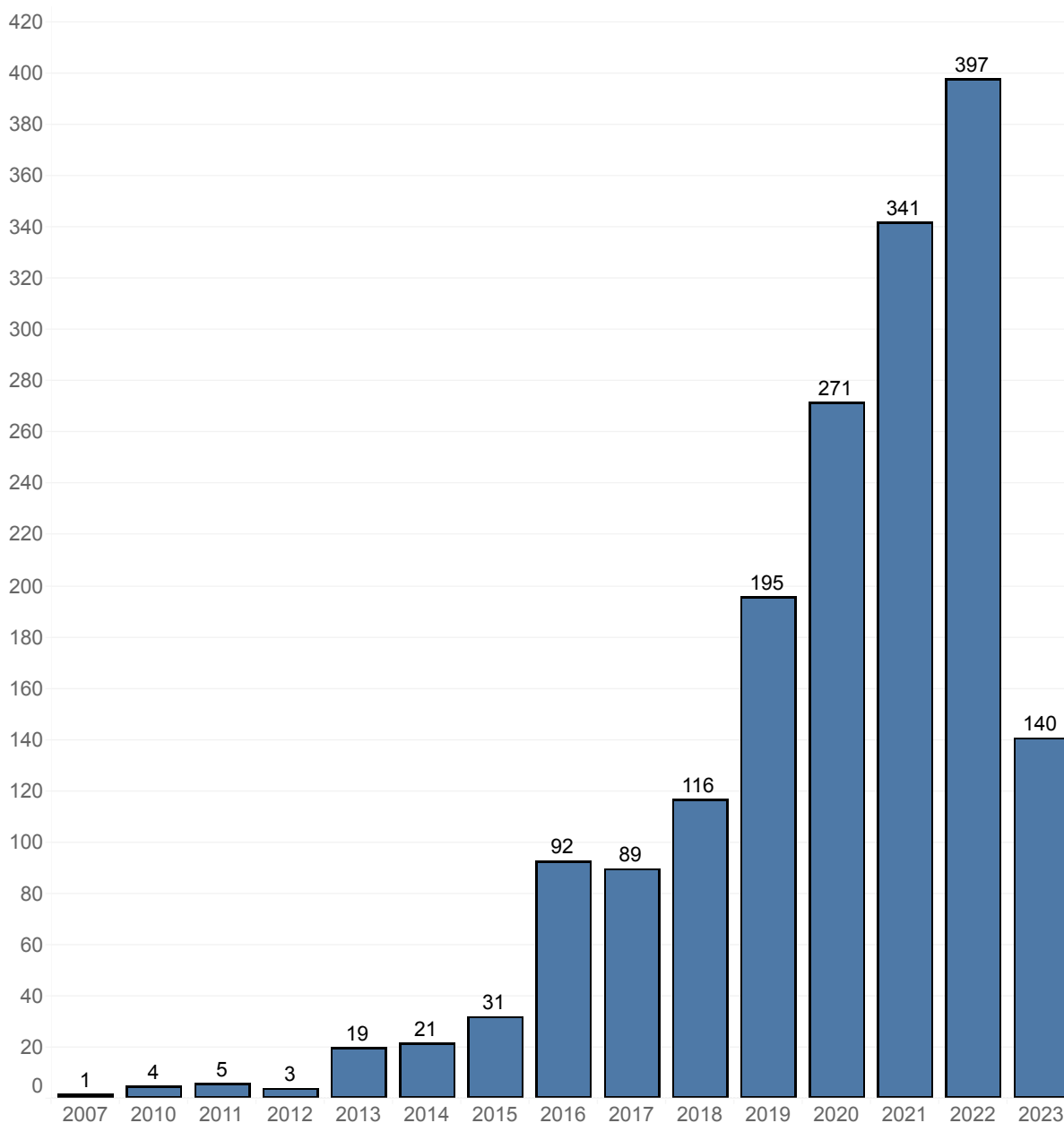
Figure 5 - Services Provided by Race

Most clients use more than one of our available services, with Military Group clients using 2.53 services on average. Historically, Junior Enlisted clients used fewer services than their more senior counterparts. However, through a concerted effort by our Junior Enlisted program team, we have seen those clients utilizing more services. In fact, Junior Enlisted clients had the highest number of average services used among all military ranks, at 2.69 services. **Table 7** identifies the average number of services used by each service branch and rank for our Military Group clients.

|                                 | Air Force   | Army        | Coast Guard | Marines     | Navy        | Space Force | Grand Total Non-Binary |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------------|
| Junior Enlisted                 | 2.68        | 2.70        | 2.74        | 2.71        | 2.67        | 2.60        | 2.69                   |
| Non-Commissioned Officer        | 2.49        | 2.47        | 2.30        | 2.42        | 2.42        | 2.53        | 2.45                   |
| Senior Non-Commissioned Officer | 2.48        | 2.43        | 2.66        | 2.44        | 2.37        | 2.30        | 2.43                   |
| Warrant Officer                 |             | 2.46        | 2.25        | 2.50        | 2.43        |             | 2.46                   |
| Company-Grade Officer           | 2.51        | 2.60        | 2.88        | 2.63        | 2.62        | 2.38        | 2.60                   |
| Field-Grade Officer             | 2.64        | 2.70        | 2.06        | 2.69        | 2.52        | 2.10        | 2.63                   |
| General Officer                 |             | 2.20        |             |             |             |             | 2.20                   |
| <b>Grand Total</b>              | <b>2.54</b> | <b>2.55</b> | <b>2.49</b> | <b>2.55</b> | <b>2.47</b> | <b>2.36</b> | <b>2.53</b>            |

*Table 7 - Average Number of Services Used by Service Branch, Rank*

Many clients who have been confirmed hired continue to utilize Hire Heroes USA services, either to enhance their employment skills or to prepare for a new job search. The Hire Heroes USA Alumni Program serves to engage these clients, and ensure they continue to receive the support they need throughout the entirety of their civilian career. 1,725 clients used a service last year after having previously been confirmed hired into a new role. **Figure 6** shows the number of clients that used a service post hire confirmation, by the year in which they registered for services. For example, 397 clients registered in 2022 - were confirmed hired, and used at least one additional service in 2023.



**Figure 6 - Clients Using Services in 2023 Post-Hire, by Registration Year**



# HIRED

Since 2019, Hire Heroes USA has seen upward of 10,000 clients each year confirm they were hired into a new position with the assistance of our team. In 2023, 13,910 unique individuals were confirmed hired into a new position, with 13,614 of those confirmed hired for the first time since registering for our services.

When a client accepts a new role, we collect several data points regarding their employment, including location, employer name and salary attained. We also ask our clients to identify which industry and job function they were hired into. **Tables 8-9** display the top ten industries and job functions our 2023 clients entered, divided by group status. 14.77% of our Military Group clients were hired into the Defense Contracting industry, compared to 4.66% of Spouse Group clients. Spouse Group clients accepted roles in Healthcare and Social Assistance as well as Educational Services at much higher rates than their Military Group counterparts.

Looking at job functions, 6.85% of all clients were hired into an Administrative/ Clerical role, with 18.99% representing the Spouse Group population. Military Group clients were hired into Safety/Security/Law Enforcement and Installation/ Maintenance/Repair jobs at significantly higher rates than Spouse Group clients.

| Industry Hired In                    | Military Group | Spouse Group | Grand Total |
|--------------------------------------|----------------|--------------|-------------|
| Defense Contracting                  | 14.77%         | 4.66%        | 14.00%      |
| Government and Public Administration | 12.22%         | 11.25%       | 12.15%      |
| Information - Information Technology | 9.21%          | 4.46%        | 8.85%       |
| Other                                | 8.16%          | 5.33%        | 7.95%       |
| Health Care and Social Assistance    | 6.10%          | 16.29%       | 6.87%       |
| Aerospace and Aviation               | 5.76%          | 0.87%        | 5.39%       |
| Transportation and Warehousing       | 5.53%          | 1.75%        | 5.24%       |
| Educational Services                 | 3.70%          | 16.78%       | 4.69%       |

*Table 8 - Top 10 Industries Hired Into by Group Status*

| Job Function Hired In           | Military Group | Spouse Group | Grand Total |
|---------------------------------|----------------|--------------|-------------|
| Administrative/ Clerical        | 5.86%          | 18.99%       | 6.85%       |
| Safety/Security/Law Enforcement | 5.47%          | 0.97%        | 5.13%       |
| Installation/Maintenance/Repair | 5.42%          |              | 5.01%       |
| Training/Instruction/Teaching   | 4.07%          | 10.17%       | 4.53%       |
| Analyst                         | 4.52%          | 3.97%        | 4.48%       |
| Customer Service                | 4.16%          | 8.24%        | 4.47%       |
| Other                           | 3.93%          | 2.62%        | 3.83%       |
| Healthcare Professional         | 3.07%          | 9.79%        | 3.58%       |
| Management - Operations         | 3.65%          | 1.55%        | 3.49%       |
| Management - Project            | 3.54%          | 2.71%        | 3.47%       |

**Table 9 - Top 10 Job Functions Hired Into by Group Status**

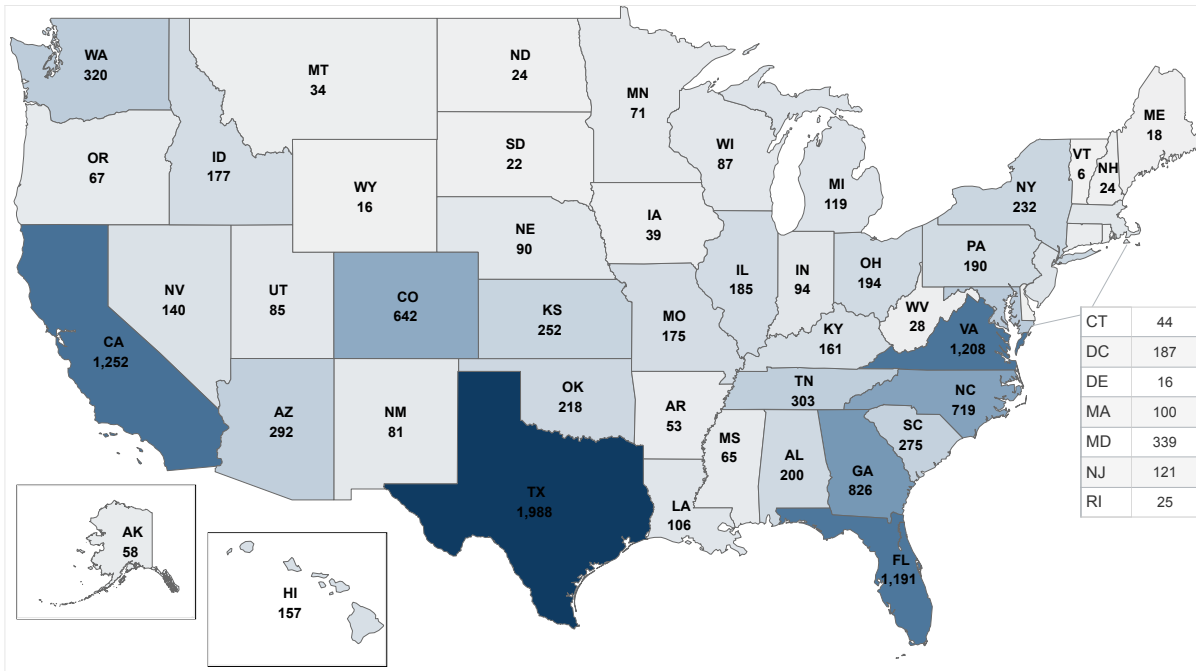
To help gauge our clients' employment success, we collect information on the salaries attained in their new positions. In 2023, the average salary for all confirmed hired clients was \$69,115. **Table 10** displays the average salaries attained by clients, categorized by group status and gender. Military Group clients achieved higher average salaries than their Spouse Group counterparts. The salary gap between these groups widened compared to 2022; Military Group clients earned 23.9% more than Spouse Group clients in 2022, and this gap increased to 28.22% in 2023.

A gap in salary attainment between male and female clients also persists, despite female clients earning higher average salaries in 2023 than in 2022. Male clients earned 17.3% more than female clients in 2022, and this gap widened to 19.48% in 2023. Non-binary clients, while a small percentage of our overall client base, continued to have the lowest average salary attainment, earning 21.4% less than male clients.

|                | Female   | Male     | Non-Binary | Grand Total |
|----------------|----------|----------|------------|-------------|
| Military Group | \$62,805 | \$72,208 | \$59,667   | \$70,295    |
| Spouse Group   | \$54,359 | \$62,045 | \$58,333   | \$54,822    |

**Table 10 - Salary Attainment by Group Status and Gender**

When our Transition Specialists confirm that a client has accepted a new position they notate where the new role is located. **Figure 7** provides a breakdown of how many clients were confirmed hired into each state in 2023. **Table 11** highlights the top 10 states for client hires, as well as the percentage of clients hired into those states. Texas, which had the highest number of registrants, also recorded the highest number of confirmed hires, with 14.53% of all hires occurring there in 2023.



**Figure 7 - Clients by Location Hired To**

|    | Total Clients Hired | % of Total Clients Hired |
|----|---------------------|--------------------------|
| TX | 1,982               | 14.53%                   |
| CA | 1,249               | 9.15%                    |
| VA | 1,208               | 8.85%                    |
| FL | 1,191               | 8.73%                    |
| GA | 821                 | 6.02%                    |
| NC | 718                 | 5.26%                    |
| CO | 641                 | 4.70%                    |
| MD | 337                 | 2.47%                    |
| WA | 320                 | 2.35%                    |
| TN | 301                 | 2.21%                    |

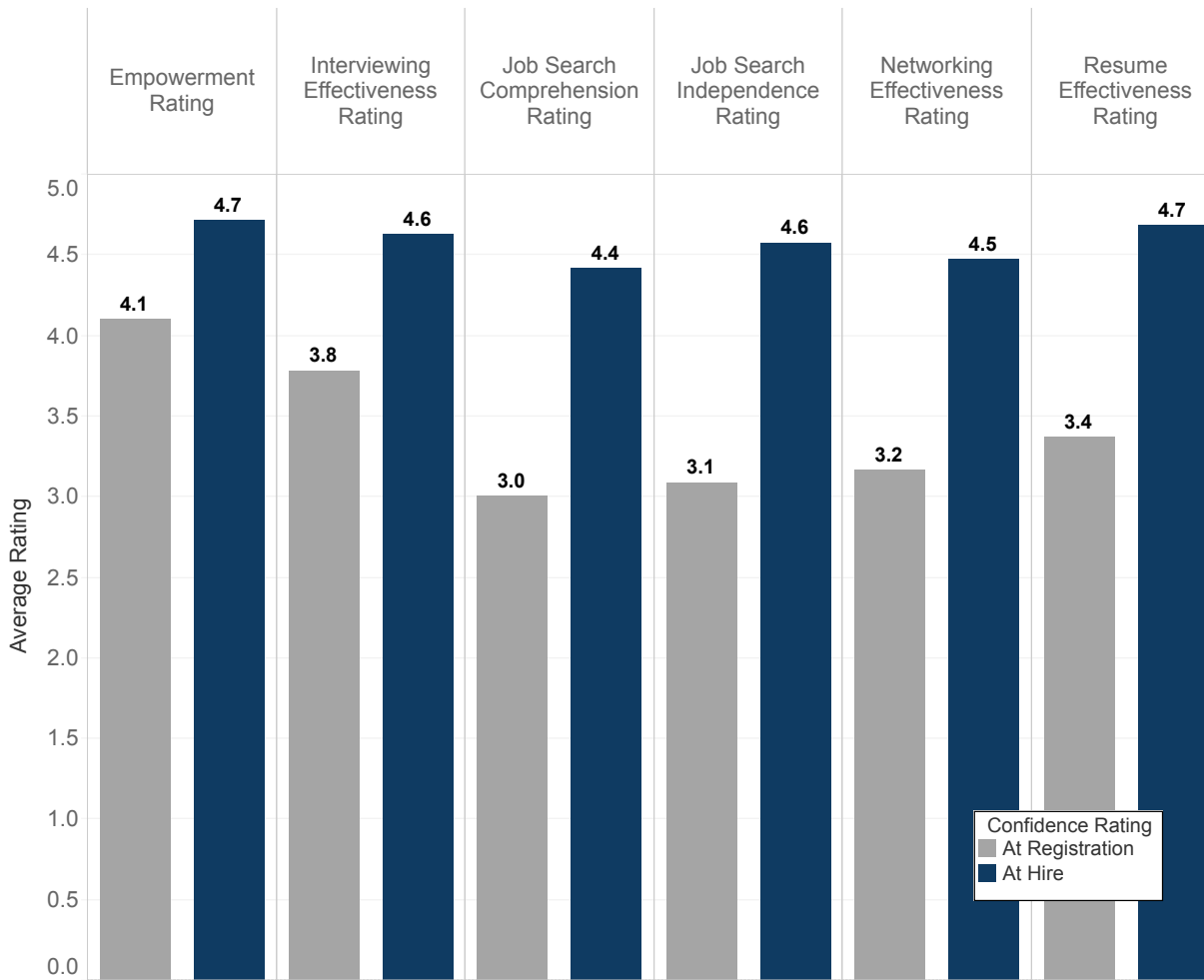
**Table 11 - Top 10 States Where Clients Were Hired**

Our clients who are confirmed hired are asked to report how many weeks they were unemployed during their job search. **Table 12** displays the median number of weeks clients reported being unemployed, categorized by job seeker classification and gender. The organizational median unemployment duration was 16 weeks, with active duty clients reporting the shortest unemployed. Female clients reported being unemployed four weeks longer than their male counterparts (20 weeks compared to 16 weeks). Among all groups, female veteran or separated military member clients reported the longest unemployment duration, at 23 weeks - 43.75% longer than the organizational median.

|  | Female      | Male        | Grand Total |
|--|-------------|-------------|-------------|
| Active Duty Military Member                | 15.0        | 12.0        | 12.0        |
| National Guard or Reserves Military Member | 20.0        | 19.0        | 19.5        |
| Veteran or Separated Military Member       | 23.0        | 16.0        | 19.0        |
| Military Spouse/ Caregiver                 | 20.0        | 14.0        | 20.0        |
| <b>Grand Total</b>                         | <b>20.0</b> | <b>16.0</b> | <b>16.0</b> |

**Table 12 - Median Length of Unemployment by Job Seeker Classification and Gender (in weeks)**

After clients are confirmed hired, we follow up with them through several surveys to track their overall success in their new roles. During registration, job seekers are asked to rate their confidence level in six areas: how empowered they feel, their interviewing effectiveness, job search comprehension, job search independence, networking effectiveness, and resume effectiveness. After they are confirmed hired, our clients are asked to rate their confidence level in these areas again, reflecting on the impact of our services. Below **Figure 8** compares the average confidence levels of clients who responded to our survey in 2023, both at the time of registration, and after they were confirmed hired. Each category shows an increase in average confidence rating, with Job Search Comprehension experiencing the most significant growth. On average, registrants rated their job search comprehension at 3.0 out of 5 possible points. After confirmation of hire, those same individuals rated their comprehension at 4.4 out of 5 possible points.



**Figure 8 - Average Confidence Ratings at Registration vs. Time of Hire**

# CONCLUDING STATEMENT

Overall, Hire Heroes USA's 2023 data shows a slight increase in the number of people seeking services while unemployed. It also reflects a growing diversity in the services requested by job seekers, particularly among women - despite those clients being less likely to request salary negotiation guidance. While salary attainment generally increased, pay disparity between males and females persists.

Throughout the seven years of this report's publication, we have observed the evolution and shifting of many employment trends. As we approach our 20th year of service, and with the 2024 publication of this report, we have now confirmed more than 100,000 individual clients hired into new roles. Our goal remains steadfast: to empower transitioning service members, veterans, and military spouses on their employment journeys.

# GLOSSARY

**Active Duty** - refers to job seekers who are still actively serving in the military at the time of registration, but have not yet reached their date of separation.

**Client** - a job seeker who has completed their registration profile and engaged with at least one Hire Heroes USA service.

**Helped** - term used to define at least one service provided to an individual client.

**Hired** - refers to a client who has been confirmed hired into a new position, role or job following participation in Hire Heroes USA's PaCT Program.

**Job Seeker** - any individual who registers for our services.

**Military Group** - any job seeker that is classified as active duty, veteran or separated military member, or National Guard or Reserves military member at the time of registration.

**Military Spouse/Caregiver** - refers to any job seeker whose partner is a military member. These job seekers may or may not have served in the military in some capacity themselves.

**National Guard or Reserves Military Member** - refers to any job seeker who is not on active duty, but is serving in a National Guard or Reserves component.

**Partnered Career Transition (PaCT) Program** - program for the highest level of engagement for Hire Heroes USA clients. Program offerings include pairing with a Transition Specialist and access to the full suite of Hire Heroes USA services.

**Service Provided** - any of the specific programmatic offerings in which a client has participated.

**Spouse Group** - any job seeker that is classified as a Military Spouse/Caregiver at the time of registration.

**Transition Specialist** - a Hire Heroes USA team member dedicated to coaching and guiding the individual client through their job search journey.

**Veteran or Separated Military Member** - refers to any job seeker who served in the military in some capacity, but has fully separated and is not currently serving in a National Guard or Reserves component.