Veteran Opportunity Report

Understanding an untapped talent pool

Powered by LinkedIn data and insights
### Table of contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>1</td>
</tr>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Research report overview</td>
<td>3</td>
</tr>
<tr>
<td>1. The military-experience hypothesis</td>
<td></td>
</tr>
<tr>
<td>2. Key findings</td>
<td></td>
</tr>
<tr>
<td>The challenge</td>
<td>6</td>
</tr>
<tr>
<td>1. Underemployment risk in veterans</td>
<td></td>
</tr>
<tr>
<td>2. Veteran vs. nonveteran underemployment</td>
<td></td>
</tr>
<tr>
<td>3. Debunking the turnover myth</td>
<td></td>
</tr>
<tr>
<td>4. The seniority factor</td>
<td></td>
</tr>
<tr>
<td>5. An exploration of core drivers</td>
<td></td>
</tr>
<tr>
<td>6. Putting veteran hires into context</td>
<td></td>
</tr>
<tr>
<td>7. Other possible drivers</td>
<td></td>
</tr>
<tr>
<td>8. Industry case study</td>
<td></td>
</tr>
<tr>
<td>The reality</td>
<td>14</td>
</tr>
<tr>
<td>1. Network strength</td>
<td></td>
</tr>
<tr>
<td>2. The civilian-military divide</td>
<td></td>
</tr>
<tr>
<td>3. The LinkedIn network</td>
<td></td>
</tr>
<tr>
<td>4. Applying</td>
<td></td>
</tr>
<tr>
<td>5. Industries that hire veterans</td>
<td></td>
</tr>
<tr>
<td>6. Hiring</td>
<td></td>
</tr>
<tr>
<td>7. Where veterans live and work</td>
<td></td>
</tr>
<tr>
<td>8. Education</td>
<td></td>
</tr>
<tr>
<td>Opportunities</td>
<td>23</td>
</tr>
<tr>
<td>1. Recommendations</td>
<td></td>
</tr>
<tr>
<td>Conclusion</td>
<td>25</td>
</tr>
<tr>
<td>Methodology</td>
<td>26</td>
</tr>
<tr>
<td>Appendix</td>
<td>29</td>
</tr>
</tbody>
</table>
Background

We created this report because we wanted to see if LinkedIn data would confirm observational patterns surrounding veterans and the opportunities they may or may not have access to.

In order to take full advantage of opportunities, veterans must possess the following: basic qualifications, a connection to a strong civilian network, and the ability to overcome common stereotypes surrounding veterans.

LinkedIn is uniquely positioned to drive more effective veteran-hiring practices by creating a better understanding of how skills, networks, and the perceptions of those holding the keys to opportunities affect a veteran’s post-service journey.
Introduction

This report will focus on veterans. However, it isn’t only for veterans. This report is intended to help anyone with hiring influence understand the challenges that many underrepresented groups face in the workplace. The goal is to understand the current state of veteran employment and how challenging it can be for veterans to face the realities of not doing work that makes full use of their skills and abilities.

Hiring veterans remains a challenge due to misconceptions. That’s why diversity and inclusion in the workforce are so important. In relation to veterans, diversity may mean more than age, race, gender, and sexual orientation. In fact, it may have as much to do with the unique skill sets and experiences they bring to the workplace.

Powered by LinkedIn data and insights, this report is a resource for taking the first steps toward building a more diverse workforce, closing the network gap, opening up new opportunities to the veteran population, and helping corporations tap into this pool of untapped talent.

General veteran demographic data

- **~22M veterans** in the United States
- **~6M veterans** are work eligible (~6% of the US population)
- **~200K military members** separate from the service every year
Research report overview

Understanding veterans’ obstacles: key insights found in our research
The military-experience hypothesis

An interesting contradiction lit the spark for this investigation: as the rate of veteran employment has improved, the issue of underemployment has become a strong barrier to a meaningful post-service career.

We believed that this might have something to do with the perception that experience in the military is less relevant in corporate environments.

But why? Let’s look at the facts about veterans entering the workforce compared to their nonveteran peers.

What is underemployment?

Underemployment is when a person engages in work that doesn’t make full use of their skills and abilities.
Key findings about veterans entering the workforce

Our findings aim to provide insight into the veteran talent pool so companies can benefit from the skills veterans learned in the military, and be more inclusive of this population sector.

Retention
Veterans remain with their initial company 8.3% longer than nonveterans.

Promotions
Veterans are 39% more likely to be promoted earlier than nonveterans.

Education
Veterans are 160% more likely than nonveterans to have a graduate degree or higher.

Experience
Veterans with bachelor’s degrees have 2.9x more work experience.

Who we sampled
Our study included LinkedIn members, both veterans and nonveterans, holding a bachelor’s degree or higher. In order to evaluate how veteran employment evolves over time compared to nonveterans, we divided members into three groups:

- 0–1 year of entering the civilian workforce
- 1–3 years into transition
- 3–7 years into transition

Even though the military employs people in all professional fields, at every possible career level, veterans are still an undervalued talent pool in today’s workforce.
The challenge

Understanding veteran underemployment
Underemployment risk in veterans

Whereas unemployment refers to the state of not having a job, underemployment refers to not having enough paid work, or not doing work that makes full use of a person’s skills and abilities.

Why are veterans underemployed?
The data suggests that when it comes to the corporate world, having a military background can get in the way.

Call of Duty Endowment and ZipRecruiter study:

- 33% of veterans are underemployed.
- Veterans are 15.6% more likely to be underemployed than nonveterans.

Potential effects of underemployment:

- Brain drain
- Lower wages
- Fractional use of skill sets
- Lower personal/professional development
- Higher cost to employer
Veteran vs. nonveteran underemployment over time

While underemployment was relatively similar among veterans and nonveterans in 2010, the gap has dramatically increased over the last nine years. The greatest gap occurred in 2017, when veterans were 38% more likely to be underemployed.

**Takeaway:** underemployment disproportionately affects veterans.
Debunking the turnover myth

An often-referenced study discussing veteran-retention trends is frequently miscited as “50% of veterans leave their first job within 12 months.” In reality, of the veterans who had already left their first company, half did so within the first year. It’s a subtle but essential difference.

By implying that veterans have a high turnover rate in corporate roles, this misrepresentation adds to the negative stereotypes around the veteran workforce. Our report shows that veteran retention is higher than that of nonveterans – a finding supported by other studies.
The seniority factor

It’s important to remember that veterans facing underemployment already have years of military service and experience. Those with bachelor’s degrees enter the corporate workforce with 2.9x more total work experience than nonveterans with bachelor’s degrees. They’re also 160% more likely than nonveterans to have a graduate degree or higher.

So why is underemployment so high?
One factor could be that veterans entering the civilian workforce are much more likely than nonveterans to take a step back in seniority.

Once in the corporate workforce, veterans are much more likely to be promoted into a leadership role within their first few years. This fact backs up the idea that a large group of veterans starting their careers may be underemployed in their first corporate roles.

The data suggests that, depending on the desired industry, veterans with degrees may be at a disadvantage because of their military service, more so than someone with no work experience at all.

Overall, veterans perform well in corporate jobs, so part of the challenge is understanding how this pool of potential employees is facing higher degrees of underemployment.

Veterans are more likely than nonveterans to take a step back in seniority. Veterans are less likely to make a seniority jump. Veterans are more likely to move into a leadership role within their first three years.

Empowering active duty service members and veterans to transition to careers in technology is a win-win for helping to sustain a vital population of our workforce while building a critical, diverse pipeline for in-demand talent.

Chris Cortez, US Marine Corps Major General (Ret.)
Vice President of Microsoft Military Affairs
An exploration of core drivers

Unemployment has had a major impact on society at large, particularly in 2011. An influx of service members entered the civilian workforce, and public and private entities developed new veteran programs and hiring incentives. These programs helped improve the unemployment issue. However, the likelihood of veterans being hired for positions they’re overqualified for increased.

Veteran employment drivers in 2011

- **Government laws and tax incentives**
  - VOW to Hire Heroes Act of 2011
    Federal agencies must treat active duty service members as veterans, disabled veterans, and preference eligibles for purposes of an appointment in the competitive service.
  - The Returning Heroes Tax Credit
    Tax incentives were designed to hire veterans and help with the unemployment issues.

- **Changes in the military and its benefits**
  - Post-9/11 GI Bill
    This bill improved education benefits for veterans and possibly increased the number of veterans with degrees in the workforce around 2011 and 2012.
  - Department of Defense
    Plans to significantly reduce the size of the US armed forces have been announced.

- **Corporate-social responsibility efforts**
  - Veteran Jobs Mission
    Founded in 2011, this coalition is now over 230 firms strong and plans to hire one million vets by 2025.
  - Hiring Our Heroes
    This initiative is aimed at helping veterans, transitioning service members, and military spouses find employment opportunities.
  - A free LinkedIn Premium program
    LinkedIn joined forces with the White House to make it easier for veterans to source relevant opportunities.
Other possible drivers

Many top industries overindex on veteran recruiting, and recruiters seem more interested in veterans starting their post-military careers versus nonveterans.

- Overall, transitioning veterans received **26% more recruiter InMails** during initial recruitment.
- **38 of the top 50 industries** employ veterans at a lower rate than nonveterans.

Our data found that the connection between interest and actually hiring is not as linear as you’d expect.

### Industries and veteran recruiting (of the top 50 industries)

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<thead>
<tr>
<th>Industries that recruit veterans at higher rates</th>
<th>Industries that recruit veterans at lower rates</th>
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<tbody>
<tr>
<td>• Defense and space</td>
<td>• Marketing and advertising</td>
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<td>• Utilities</td>
<td>• Real estate</td>
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<td>• Government administration</td>
<td>• Computer software</td>
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<td>• Airlines and aviation</td>
<td>• Education management</td>
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<td>• Research</td>
<td>• Apparel and fashion</td>
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<td>• Civil engineering</td>
<td>• Restaurants</td>
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<td>• Management consulting</td>
<td>• Wholesale</td>
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<tr>
<td>• Nonprofit organization management</td>
<td>• Human resources</td>
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<tr>
<td>• Consumer goods</td>
<td>• Logistics and supply chain</td>
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<tr>
<td>• Higher education</td>
<td>• Entertainment</td>
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Industry case study

Here are two examples where veteran recruitment, applying, and hiring produce different results:

**Accounting**
- 30% more likely to be recruited
- 11% more likely to apply
- 62% less likely to be hired

**Management consulting**
- 191% more likely to be recruited
- 11% more likely to apply
- 54% more likely to be hired

**Takeaway:** while veterans are 54% more likely to be hired in management consulting, it’s almost three quarters lower than the rate at which they are recruited.
The reality
Understanding the challenges veterans face in finding meaningful employment
LinkedIn measures network strength based on size and openness. **Size** is the simple measure of the number of connections you have. **Openness** is a measure of how many of your connections engage with people beyond your immediate network. If everyone in your network knows each other, it’s not very open.

That’s why your network matters. The reality is that where a person grows up, goes to school, and works can give them a 12x advantage in gaining access to opportunity. This difference is called the network gap, and it exists across all industries.
The civilian-military divide

The civilian-military divide is a term used in veteran advocacy to talk about the gap in knowledge and understanding that exists between those who have served in the military and the general public. We generally see it manifested in veteran employment when trying to understand the value that military service can bring to nonmilitary environments.

Articulating experiences and achievements can be a challenge for veterans, because civilian hiring managers sometimes don’t recognize military job titles and acronyms.

The probability of a hiring professional only recognizing a fraction of a veteran’s capabilities makes it more likely that they’ll be hired into a lower-paying job that’s below their skill level.

The civilian-military divide is the network gap in action.

“I’ve spent a lifetime using the skills that I learned in Army counterintelligence. But when I came out of the military, all that people thought I could be was a security guard.”

Lisa Umali
Senior Director, Human Resources
CVS Pharmacy
The LinkedIn network

Veterans and nonveterans begin their careers with similarly sized networks on LinkedIn. However, veterans’ networks are more closed, meaning they are more likely to be connected to other veterans. Civilians, by contrast, have more open networks and lack connections with the veteran community.

Proportion of veterans in the LinkedIn network

On average, in the first year of transition,\textsuperscript{20}

- Veterans in veteran networks: 28%
- Veterans in civilian networks: 1.2%
Applying

The transition from the military to a civilian job is hard. It’s even more challenging for veterans interested in roles that differ from the ones they had in the military.

The civilian-military divide can lead to a cycle in which veterans concentrate in specific fields where their skills and experiences are most easily translated. Veterans experience high levels of concentration within a smaller number of industries.

**Takeaway:** even though more than half of veterans say they want to do something new, they are much more likely to be hired in similar industries as other veterans.

55% of veterans say they want to pursue different careers than the ones they had in the military.

Veteran applications among the top 50 industries

<table>
<thead>
<tr>
<th>Veterans apply at higher rates</th>
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<tbody>
<tr>
<td>Defense and space</td>
<td>Apparel and fashion</td>
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<tr>
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<td>Airlines and aviation</td>
<td>Entertainment</td>
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<tr>
<td>Transportation, trucking, and railroad</td>
<td>Law practice</td>
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<tr>
<td>Logistics and supply chain</td>
<td>Health, wellness, and fitness</td>
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<td>Building materials</td>
<td>Banking</td>
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<td>Utilities</td>
<td>Computer software</td>
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<td>Information technology and services</td>
<td>Research</td>
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<td>Hospital and healthcare</td>
<td>Real estate</td>
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<tr>
<td>Construction</td>
<td>Pharmaceuticals</td>
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Where veterans apply and where they’re getting hired
(10 of top 50 industries)*

Takeaway: veterans are applying to jobs in industries, like defense and space, that have better hiring rates for veterans.

- Industries that hire veterans at higher rates
  - D = Defense and space
  - A = Airlines and aviation
  - G = Government administration
  - T = Transportation, trucking, and railroad
  - L = Logistics and supply chain

- Industries that hire veterans at lower rates
  - H = Health, wellness, and fitness
  - LP = Law practice
  - E = Entertainment
  - M = Marketing and advertising
  - AF = Apparel and fashion

*See all 50 industries on pages 31-32
Hiring

Hiring is best seen holistically, looking across industries to find the ones that are hiring veterans. Veterans transitioning into their first jobs after the military are confronted with the stark reality that 38 of the top 50 industries employ them at a lower rate than nonveterans. This figure reveals the difficulty for members of this community as they look to build upon and expand their post-military expertise.

**Takeaway:** veterans represent 6% of the US population. However, they don’t represent 6% of the average US company. Veterans are an underrepresented population in the workforce. By not hiring veterans, you might be missing out on a community with a diverse set of skills, experience, and thoughts.

Veterans bring diversity of thought to an organization. The way they look at problems is unique, and that brings a different perspective on how to frame and engage in problem-solving. Veterans are expected to bring leadership and discipline to organizations, but their thought process is often what sets them apart from their peers.

Beau Higgins
Senior Manager
Amazon Military Affairs

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<th>Veteran hiring among the top 50 industries</th>
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<tr>
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<td>Transportation, trucking, and railroad</td>
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<td>Mining and minerals</td>
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<td>Accounting</td>
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<tr>
<td>Hospitality</td>
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<tr>
<td>Banking</td>
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<tr>
<td>Financial services</td>
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<tr>
<td>Leisure, travel, and tourism</td>
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<td>Food and beverages</td>
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There’s a lot we can learn about the locations where veterans tend to settle and get hired.\textsuperscript{23}

Why this matters for employers: they should be aware that the number of veterans that live in the cities where they’re looking to hire can vary wildly. They may need to adjust their hiring strategies by location.

Why this matters for veterans: if they want to live in a city that hires veterans at a lower rate, they’ll need to leverage veteran employment programs to help set them up for success.

Where veterans live and work compared to nonveterans

There’s a lot we can learn about the locations where veterans tend to settle and get hired.\textsuperscript{23}

Why this matters for employers: they should be aware that the number of veterans that live in the cities where they’re looking to hire can vary wildly. They may need to adjust their hiring strategies by location.

Why this matters for veterans: if they want to live in a city that hires veterans at a lower rate, they’ll need to leverage veteran employment programs to help set them up for success.

Cities where veterans are more likely to live\textsuperscript{24}

5x more likely to live in Norfolk, VA

3x more likely to live in San Antonio, TX

2x more likely to live in Jacksonville, FL, Washington, DC, or San Diego, CA

Veterans are more likely than nonveterans to live in these areas. They also tend to get hired there at a higher rate than nonveterans.
While veterans tend to be better educated than nonveterans, their educational experience is not always linear. This nontraditional education path has little overlap with the traditional education path.

Veterans are 160% more likely to have a graduate degree than nonveterans. However, there is only about a 25% overlap in the 50 most-attended schools by veterans and the 50 most-attended schools by nonveterans. This likely worsens the gaps in understanding between the two communities.

### Facts and insights

A full 66% of veterans are first-generation college students who experience many similar challenges faced by other nontraditional students.

We also see a higher focus on certain degree concentrations. For example:

- 426% more likely to study computer and information systems security or information assurance
- 310% more likely to study organizational leadership
- 292% more likely to study criminal justice or police science
- 263% more likely to study human resources

### Top 10 schools for veterans

1. Community College of the Air Force
2. University of Phoenix
3. US Military Academy at West Point
4. United States Naval Academy
5. University of Maryland University College
6. United States Air Force Academy
7. Embry-Riddle Aeronautical University
8. American Military University
9. Central Texas College
10. The Naval Postgraduate School

### Top 10 schools for nonveterans

1. University of Phoenix
2. Penn State University
3. The University of Texas at Austin
4. The Ohio State University
5. Arizona State University
6. Texas A&M University
7. University of Illinois at Urbana-Champaign
8. Purdue University
9. University of California, Berkeley
10. Michigan State University
Opportunities

Leveraging these insights for the veteran community
Recommendations
Top considerations for veteran inclusivity

So how do we take the learnings from this report and apply them to our workplaces? Start by identifying opportunities within your organization to increase veteran representation, with a focus on the skills and cultural additions that veterans bring to your teams.

Include veterans
If you have a more developed veteran-hiring program and find that you have a high concentration of functions or roles among your veteran employees, look beyond the idea that you have “jobs for veterans.” Explore all possibilities for veteran-employment opportunities.

Focus on finding veterans who would be great additions to your organization, even if they don’t have the years of industry or role experience you are looking for. Give them the opportunity to quickly learn the nuances of your particular company, industry, or role.

Here’s a list of other things you can do:

Shift your focus
Think holistically about workforce development, rather than about talent acquisition alone. Conduct an audit of your current veteran-hiring program and identify where in the hiring process veterans are most likely to be removed from the hiring funnel. Additionally, explore veteran employment in your organization beyond the overall percentages. Consider functional dispersion, full time vs. hourly or skilled roles, seniority, etc.

Train to raise awareness
Develop programs and share best practices to elevate hiring managers’ understanding of veteran value and educational experience. Whenever possible, include veterans on hiring or interview panels and leverage veteran hiring managers.

Think locally
Shift from a national strategy to regional strategies. Geographical implications influence veterans’ employment experience and what opportunities may exist.

Partner up
These programs enable meaningful connections between veterans and nonveterans within a work context:

- American Corporate Partners
- Hire Heroes USA
- Hiring Our Heroes
- DoD SkillBridge Program
- Call of Duty Endowment Seal of Distinction Winners
- Corporate America Supports You (CASY)
Conclusion

Awareness of veteran underemployment is one piece of the puzzle. There are many actions employers can take to ensure veterans aren’t being left out. Every meaningful action starts with great information.

Information from a network of over 660 million members, 20 million jobs, and tens of thousands of skills and titles, helps us provide insight into various talent pools. The veteran talent pool is an important one to our LinkedIn community, and to communities all across the US.

Applying the knowledge from this report will lead to building a more diverse and inclusive workforce together.

“Veterans bring discipline and responsibility. A lot of times, a veteran is the first person there or the last person to leave. You’re so used to giving everything to the team. Our level of dedication is huge.”

Ritchie Thomas  
Deputy Director of IT, Georgia Municipal Association  

Read more about Ritchie’s journey here.
Methodology
Methodology

- Only LinkedIn members holding bachelor’s degrees or higher were included in our analysis.

- Veterans were identified on the platform through 12 common military organizations and educational institutions.

- Definitions of career periods (veterans and nonveterans) based on the report’s definition of career start are as follows:
  - “0–1 year” represents those who started their careers between June 1, 2018, and June 1, 2019
  - “1–3 year” represents those who started their careers between June 1, 2016, and May 31, 2018
  - “3–7 year” represents those who started their careers between June 1, 2012 and May 31, 2016

- We did not analyze either group after seven years.

- For veterans, career start date is based on the first job after military or bachelor’s degree, whichever came later. For nonveterans, this is the first job after a bachelor’s degree.

- Underemployment is quantified as the percentage of members (in a veteran or nonveteran group) who have at least a bachelor’s degree and are in skilled and hourly jobs based on LinkedIn taxonomy.
  - For jobs that have more than one job level (professional vs. skilled and hourly) associated with them, the highest job level is used. This is a conservative adjustment that could underestimate underemployment.
  - Additionally, if a member has more than one role, and the roles have different job levels, the highest job level is used there also (an additional conservative adjustment).
  - The net effect of these two conservative adjustments is that if there was any indication a veteran was fully employed, that is how they were categorized. This increases confidence in our results.

- “Leadership roles” refers to veterans and nonveterans who started their corporate careers in individual contributor roles, then compares the proportion of each group that moved to a manager-level role or above within the three years following their corporate-career start dates.
Methodology

• For the metrics featured on pages 5 and 10 (“The seniority factor”), the veteran cohorts were compared to nonveterans making their first career-industry transitions (subsets of the nonveteran cohorts described above).

• Nonveteran cohorts were adjusted to represent gender parity with the veteran cohorts.

• For network-strength analysis, network strength is defined by the size of the network. The analysis excluded outliers of members with 1,000+ connections and compared median connections of cohorts rather than average.

• For “top skills added” analysis, we filtered for skills added in the last 12 months and only included explicit skills. We excluded skills belonging to Army, Navy, and Air Force skill groups and ones with “military” in the name.

• For “fastest-growing skills” analysis, we filtered for skills added in the last 12 months and only included explicit skills. We excluded skills belonging to Army, Navy, and Air Force skill groups and ones with “military” in the name. Skills must have ≥250 current year members and ≥10 members last year to be allowed for inclusion in list.

• Limitations of the demographics, specifically for veterans on LinkedIn: ~50% of veterans in the study are officers, based on educational records (the military is only ~15% officers). Given the focus on veterans with bachelor’s degrees, this study is not indicative of the broader veteran community.

• Nontraditional students: Horn (1996) uses seven characteristics to classify postsecondary students as “nontraditional”: delayed enrollment, part-time enrollment, financial independence, full-time employment while enrolled, having dependents, single parent, and did not receive standard high school diploma.27

• Traditional students: characterized as people who earn high school diplomas, enroll full time immediately after finishing high school, depend on their parents for financial support, and either do not work during the school year or work part time.28

• When considering locations where veterans are more or less likely to live, the rates represent a range across the three defined cohorts.
Appendix
Appendix

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Leonna Spilman
Patty Zhong

Citations and references
1. Underemployment is quantified as the percentage of members (in a veteran or nonveteran group) that has at least a bachelor’s degree and is employed in skilled and hourly jobs based on LinkedIn taxonomy.

2. Veterans were identified on the platform through known employers, companies, or educational institutions related to military organizations (~75% coverage of veterans on the platform).

3. Limitations of the demographics, specifically for veterans on LinkedIn: ~50% of veterans in the study were likely to be officers, based on education levels indicated on LinkedIn.com profiles (the military is only ~15% officers). Given the focus on veterans with bachelor’s degrees, this study is not indicative of the broader veteran community.


10. See pages 31 and 32.

11. See appendix chart for an industry breakdown.

12. Efforts listed are not exhaustive. They are examples of initiatives that focus on unemployment.

13. This acronym refers to “Veterans Opportunity to Work.”


15. https://www.rand.org/content/dam/rand/rand/pubs/research_reports/RR1000/RR1008/RAND_RR1008.pdf


17. https://www.uschamberfoundation.org/hiring-our-heroes


19. Initial recruitment of passive candidates.

20. The percentage given is measured within the first year of entering the workforce.

21. http://surface.syr.edu/cgi/viewcontent.cgi?article=1006&context=ivmf

22. “Likelihood of being hired” data is only for the 0–1 year cohort.

23. When considering locations where veterans are more or less likely to live, the rates represent a range across the three defined cohorts.

24. “Likelihood of being hired” data is only for the 0–1 year cohort.

25. Top schools are by total volume.


### Appendix

Comparing veteran and nonveteran rates in the hiring process

This is a breakdown, by industry, comparing veteran and nonveteran rates of recruiter outreach, apply rates, and hiring rates. We believe this can be used to inform veteran-hiring strategies.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Rate at which recruiters reach out to veterans vs. nonveterans</th>
<th>Likelihood of being recruited</th>
<th>Application rates of veterans vs. nonveterans</th>
<th>Likelihood of applying</th>
<th>Hire rates of veterans vs. nonveterans</th>
<th>Likelihood of being hired</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>130.3</td>
<td>30% more likely</td>
<td>111.1</td>
<td>11% more likely</td>
<td>38.3</td>
<td>62% less likely</td>
</tr>
<tr>
<td>Airports and aviation</td>
<td>461.7</td>
<td>361% more likely</td>
<td>188.7</td>
<td>89% more likely</td>
<td>528.1</td>
<td>428% more likely</td>
</tr>
<tr>
<td>Apparel and fashion</td>
<td>592</td>
<td>40% less likely</td>
<td>43.2</td>
<td>57% less likely</td>
<td>18.1</td>
<td>82% less likely</td>
</tr>
<tr>
<td>Automotive</td>
<td>96.4</td>
<td>4% less likely</td>
<td>96.2</td>
<td>As likely to apply</td>
<td>75.4</td>
<td>25% less likely</td>
</tr>
<tr>
<td>Banking</td>
<td>130.2</td>
<td>30% more likely</td>
<td>72.4</td>
<td>28% less likely</td>
<td>48.9</td>
<td>51% less likely</td>
</tr>
<tr>
<td>Building materials</td>
<td>151.5</td>
<td>52% more likely</td>
<td>143.9</td>
<td>44% more likely</td>
<td>90.2</td>
<td>10% less likely</td>
</tr>
<tr>
<td>Chemicals</td>
<td>120.6</td>
<td>21% more likely</td>
<td>93.7</td>
<td>6% less likely</td>
<td>66.1</td>
<td>34% less likely</td>
</tr>
<tr>
<td>Civil engineering</td>
<td>397.1</td>
<td>297% more likely</td>
<td>103.5</td>
<td>As likely to apply</td>
<td>77.6</td>
<td>22% less likely</td>
</tr>
<tr>
<td>Computer software</td>
<td>57.2</td>
<td>43% less likely</td>
<td>77.1</td>
<td>23% less likely</td>
<td>54.4</td>
<td>44% less likely</td>
</tr>
<tr>
<td>Construction</td>
<td>136.3</td>
<td>36% more likely</td>
<td>118.3</td>
<td>18% more likely</td>
<td>83.5</td>
<td>16% less likely</td>
</tr>
<tr>
<td>Consumer goods</td>
<td>248.7</td>
<td>149% more likely</td>
<td>86.4</td>
<td>14% less likely</td>
<td>65.3</td>
<td>35% less likely</td>
</tr>
<tr>
<td>Defense and space</td>
<td>1298.5</td>
<td>1198% more likely</td>
<td>2329</td>
<td>132% more likely</td>
<td>545.6</td>
<td>445% more likely</td>
</tr>
<tr>
<td>Education management</td>
<td>57.5</td>
<td>42% less likely</td>
<td>96.4</td>
<td>As likely to apply</td>
<td>65</td>
<td>35% less likely</td>
</tr>
<tr>
<td>Electrical and electronic manufacturing</td>
<td>130.2</td>
<td>30% more likely</td>
<td>105.1</td>
<td>As likely to apply</td>
<td>89.7</td>
<td>10% less likely</td>
</tr>
<tr>
<td>Entertainment</td>
<td>74.5</td>
<td>25% less likely</td>
<td>57.8</td>
<td>42% less likely</td>
<td>29.8</td>
<td>70% less likely</td>
</tr>
<tr>
<td>Financial services</td>
<td>120.9</td>
<td>21% more likely</td>
<td>82.8</td>
<td>17% less likely</td>
<td>50.5</td>
<td>49% less likely</td>
</tr>
<tr>
<td>Food and beverages</td>
<td>156.1</td>
<td>56% more likely</td>
<td>96.1</td>
<td>As likely to apply</td>
<td>54.3</td>
<td>46% less likely</td>
</tr>
<tr>
<td>Food production</td>
<td>200</td>
<td>100% more likely</td>
<td>110.6</td>
<td>11% more likely</td>
<td>73.8</td>
<td>26% less likely</td>
</tr>
<tr>
<td>Government administration</td>
<td>667.7</td>
<td>567% more likely</td>
<td>220.1</td>
<td>120% more likely</td>
<td>313.8</td>
<td>213% more likely</td>
</tr>
<tr>
<td>Health, wellness, and fitness</td>
<td>1339</td>
<td>34% more likely</td>
<td>71.3</td>
<td>29% less likely</td>
<td>68.4</td>
<td>32% less likely</td>
</tr>
<tr>
<td>Higher education</td>
<td>228.5</td>
<td>129% more likely</td>
<td>116.1</td>
<td>16% more likely</td>
<td>62.2</td>
<td>38% less likely</td>
</tr>
<tr>
<td>Hospital and healthcare</td>
<td>188.3</td>
<td>88% more likely</td>
<td>118.4</td>
<td>18% more likely</td>
<td>103.1</td>
<td>As likely to</td>
</tr>
<tr>
<td>Hospitality</td>
<td>107</td>
<td>7% more likely</td>
<td>86.3</td>
<td>14% less likely</td>
<td>42</td>
<td>58% less likely</td>
</tr>
<tr>
<td>Human resources</td>
<td>68.7</td>
<td>31% less likely</td>
<td>96.8</td>
<td>As likely to apply</td>
<td>90.8</td>
<td>9% less likely</td>
</tr>
<tr>
<td>Information technology and services</td>
<td>139.1</td>
<td>39% more likely</td>
<td>129.5</td>
<td>30% more likely</td>
<td>163.8</td>
<td>64% more likely</td>
</tr>
<tr>
<td>Industry</td>
<td>Rate at which recruiters reach out to veterans vs. nonveterans</td>
<td>Likelihood of being recruited</td>
<td>Application rates of veterans vs. nonveterans</td>
<td>Likelihood of applying</td>
<td>Hire rates of veterans vs. nonveterans</td>
<td>Likelihood of being hired</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>-----------------------------------------------</td>
<td>------------------------</td>
<td>----------------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Insurance</td>
<td>81.6</td>
<td>28% less likely</td>
<td>80.7</td>
<td>19% less likely</td>
<td>56.6</td>
<td>33% less likely</td>
</tr>
<tr>
<td>Internet</td>
<td>185.9</td>
<td>86% more likely</td>
<td>105.6</td>
<td>As likely to apply</td>
<td>67.1</td>
<td>33% less likely</td>
</tr>
<tr>
<td>Law practice</td>
<td>107.9</td>
<td>8% more likely</td>
<td>60.1</td>
<td>40% less likely</td>
<td>68.8</td>
<td>31% less likely</td>
</tr>
<tr>
<td>Leisure, travel, and tourism</td>
<td>167.2</td>
<td>67% more likely</td>
<td>99.3</td>
<td>As likely to apply</td>
<td>50.8</td>
<td>49% less likely</td>
</tr>
<tr>
<td>Logistics and supply chain</td>
<td>71.3</td>
<td>29% less likely</td>
<td>150.4</td>
<td>50% more likely</td>
<td>95.2</td>
<td>As likely to apply</td>
</tr>
<tr>
<td>Machinery</td>
<td>141.9</td>
<td>42% more likely</td>
<td>101.6</td>
<td>As likely to apply</td>
<td>105.6</td>
<td>As likely to apply</td>
</tr>
<tr>
<td>Management consulting</td>
<td>290.9</td>
<td>191% more likely</td>
<td>111.2</td>
<td>11% more likely</td>
<td>153.7</td>
<td>54% more likely</td>
</tr>
<tr>
<td>Marketing and advertising</td>
<td>40.6</td>
<td>59% less likely</td>
<td>56.9</td>
<td>40% less likely</td>
<td>22.3</td>
<td>78% less likely</td>
</tr>
<tr>
<td>Mechanical or industrial engineering</td>
<td>183</td>
<td>83% more likely</td>
<td>99.7</td>
<td>As likely to apply</td>
<td>84.9</td>
<td>15% less likely</td>
</tr>
<tr>
<td>Medical device</td>
<td>150.8</td>
<td>51% more likely</td>
<td>86.5</td>
<td>13% less likely</td>
<td>93.1</td>
<td>7% less likely</td>
</tr>
<tr>
<td>Military</td>
<td>110.3</td>
<td>10% more likely</td>
<td>459</td>
<td>359% more likely</td>
<td>2524.8</td>
<td>142% more likely</td>
</tr>
<tr>
<td>Mining and metals</td>
<td>123.2</td>
<td>23% more likely</td>
<td>103.8</td>
<td>As likely to apply</td>
<td>130.9</td>
<td>31% more likely</td>
</tr>
<tr>
<td>Nonprofit organization management</td>
<td>274.4</td>
<td>174% more likely</td>
<td>114.1</td>
<td>14% more likely</td>
<td>67.8</td>
<td>32% less likely</td>
</tr>
<tr>
<td>Oil and energy</td>
<td>2174</td>
<td>117% more likely</td>
<td>117.3</td>
<td>17% more likely</td>
<td>109</td>
<td>9% more likely</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>119</td>
<td>19% more likely</td>
<td>79.6</td>
<td>20% less likely</td>
<td>63.4</td>
<td>37% less likely</td>
</tr>
<tr>
<td>Real estate</td>
<td>47.4</td>
<td>52% less likely</td>
<td>77.7</td>
<td>22% less likely</td>
<td>67.2</td>
<td>33% less likely</td>
</tr>
<tr>
<td>Research</td>
<td>450.2</td>
<td>350% more likely</td>
<td>77.3</td>
<td>23% less likely</td>
<td>93.8</td>
<td>6% less likely</td>
</tr>
<tr>
<td>Restaurants</td>
<td>62.6</td>
<td>40% less likely</td>
<td>94</td>
<td>6% less likely</td>
<td>31.2</td>
<td>69% less likely</td>
</tr>
<tr>
<td>Retail</td>
<td>102.2</td>
<td>2% more likely</td>
<td>99.5</td>
<td>As likely to apply</td>
<td>59.8</td>
<td>40% less likely</td>
</tr>
<tr>
<td>Staffing and recruiting</td>
<td>122.2</td>
<td>22% more likely</td>
<td>90.6</td>
<td>9% less likely</td>
<td>72.8</td>
<td>27% less likely</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>83.4</td>
<td>27% less likely</td>
<td>110.1</td>
<td>10% more likely</td>
<td>99.7</td>
<td>As likely to apply</td>
</tr>
<tr>
<td>Transportation, trucking, and railroad</td>
<td>106.1</td>
<td>6% more likely</td>
<td>168</td>
<td>68% more likely</td>
<td>133.5</td>
<td>33% more likely</td>
</tr>
<tr>
<td>Utilities</td>
<td>925.7</td>
<td>835% more likely</td>
<td>135.7</td>
<td>36% more likely</td>
<td>170.5</td>
<td>71% more likely</td>
</tr>
<tr>
<td>Wholesale</td>
<td>67.1</td>
<td>33% less likely</td>
<td>107.3</td>
<td>7% more likely</td>
<td>76.4</td>
<td>23% less likely</td>
</tr>
</tbody>
</table>