

2025

CORPORATE BEST PRACTICES

A REVIEW OF
CORPORATE
BEST PRACTICES
& HOW TO
IMPROVE
MILITARY
SPOUSE
INITIATIVES

START YOUR
MILITARY
SPOUSE
HIRING
PROGRAM

Deb Kloeppe



Hire & Retain Military Spouses



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How To Define a Military Spouse
&
How To Encourage Military Spouse
Self-Identification



How to Define a Military Spouse

Streamlining the definition of a military spouse can be challenging. Military Spouse Jobs incorporates a broad definition to comprehensively support our community (more information on our definition can be found in the full document).

Most of our employer partners assign a limited definition of a military spouse: the legal partner of an active duty service member or the legal partner of a member of the Guard or Reserve. This definition does not extend to the Gold Star Spouse, the spouse of a wounded service member, or a Veteran Spouse, which we find limiting.

The Federal Government extends a more robust definition with its Military Spouse Non-Competitive Appointing Authority which allows agencies to appoint non-competitively: an Active Duty spouse, the spouse of a 100% disabled service member, or the spouse of a deceased member of the armed services. Meanwhile the Military Spouse Preference Program for competitive service positions apply only to Active Duty spouses, including the Coast Guard, along with full-time National Guard members.

Regarding the Military Spouse Retirement Plan Eligibility Credit for Small Employers, a military spouse is defined as, "any individual who is married to an individual who is a member of the uniformed services serving on active duty."

With the many nuances of military life, determining the appropriate definition for organizational needs can be challenging. The full booklet provides information specific to employers and how they extend military spouse hiring benefits and programs.



How to Encourage Military Spouse Self-Identification

1. ***Utilize the Military Spouse Jobs platform to receive only fully vetted military spouse candidates. We ensure our candidates identify themselves as military spouses.***
2. Code specific jobs as positions that will be recruited for and offered ONLY to military spouses to drive self identification.
3. Identify spouse leaders to be an employee advocate and 'face' of the organizations military spouse program initiatives.
4. Host regular military spouse informational sessions
5. Participate in on-installation hiring events to target military spouses
6. Create comprehensive continuity programs to combat the challenge of relocation
7. Provide scholarship opportunities for military spouse employees to advance academic or credentialing opportunities
8. Ensure applications include an easy drop down to identify military status
 - a. Adding a 'How did you find us' prompt can also prove helpful
9. Provide a spouse handbook and swag for spouses that self identify
10. Provide a dedicated email address for military spouse application questions
11. Create a texting tool for spouse candidates to text with a prompt for quick information on application questions, or information on spouse related programs
12. Encourage self-identification during quarterly or annual employee surveys
13. Encourage gender diversity in roles (the majority of military spouses are female)
14. Create pathways of employment for military spouses by opening entry-level positions for spouses that do not have experience in that field.
15. Openly acknowledge the soft skills military spouses provide: change management, flexibility, budgeting, project management, resource referral, etc.
16. Offer Unpaid LOA for spouses deploying OCONUS for more than a year. Ensure they are provided continuous virtual training in order to remain current in their duties.
17. Provide military spouse peer to peer mentors.



National Guard Employment Network

NGEN, with nearly two decades of experience, focuses on placing National Guard members into long-term careers. The team collaborates with VetJobs and Military Spouse Jobs specialists to connect military-affiliated candidates with job opportunities. They offer tailored recruitment services for companies of all sizes and industries, facilitating direct connections between candidates and hiring managers.

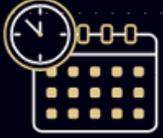
Strategic Recruitment

Integrating Military Experience
into Your Workforce



Guide to Recruiting and Hiring Veterans, National Guard Members, Reservists, and Military Spouses





09-10
APRIL

WASHINGTON, DC

**REGISTRATION
NOW OPEN**



SCAN THE CODE
TO LEARN MORE AND REGISTER

VetJobs NATIONAL GUARD & RESERVE EMPLOYMENT SUMMIT

**SPACE IS LIMITED
REGISTER TODAY**

VetJobs is proud to host this first-of-its-kind event, solely focused on the employment needs of the National Guard and Reserve Community.

The event will bring together companies, non-profits, government agencies, and other stakeholders who are leading the way in recruiting and retaining top-tier talent from the reserve component community.

Military Spouse Jobs

Review of Corporate Military Spouse Programs & Initiatives

“We gathered some of the finest military-ready corporations and reviewed their best practices to hire, retain, and career-progress our Nation's Military Spouses. I firmly believe in the collaboration of great minds, soulful visions, and dedicated missions. By creating a safe place for corporations that employ our nation's military spouses to compare, collaborate, and implement proven practices, we can be the support system these patriotic corporations deserve. Together, let's move the needle for military spouse employment!”

~Deb Kloeppe, Founder and President

Research Team Military Spouse Employment & Retention Experts



Deb Kloeppe



Danielle Trosclair



Jamie Dale



Angie Fair



Milinda Rau



Therese Merrill

VetJobs

21 Years of
Unmatched
Impact for
Military
Spouse Job
Placement,
Retention,
and Career
Progression

Military Spouse Jobs

BY THE NUMBERS

VETJOBS

MILITARY SPOUSE JOBS

112,691 # of military service members, vets, and their families placed since 2010	2 Million Total jobs available from direct employers and all employer partners
700 - 1,000 Candidate registrations per week	\$5 Million Total revenue in 2024
409,000+ Candidates currently in database	38,000+ Candidates registrations YTD 2024
189,000+ Training courses completed in 2024	7,800+ # of candidates registered in training programs in 2024
\$0.96 Amount of every dollar donated on the mission	\$7 Billion ANNUALLY in economic impact "We are Unmatched in Our Space"

www.vetjobs.org

www.militaryspousejobs.org



Military Spouse Jobs Audits

Military Spouse Jobs Impact Statement



ACCREDITED
CHARITY



Charity Navigator



✦ FOUR-STAR ✦

CALL OF DUTY
ENDOWMENT

SEAL OF DISTINCTION

VETERAN JOB
PLACEMENT EXCELLENCE



2021



MILITARY SPOUSES
IN THE WORKFORCE

- 2023 IMPACT STATEMENT -

militaryspousejobs.org

[Click Here for Impact Statement](#)

Better Business Bureau and Wise Giving Alliance select VetJobs and Military Spouse Jobs as “Best in Practice” via BBB WGA’s Building Trust Series

[Dan Kloeppe](#) BBB WGA’s Building Trust Video
[Click here](#)

[Deb Kloeppe](#) BBB WGA’s Building Trust Video
[Click here](#)

<p>MSCCN’s Accreditation</p>		<p>ACCREDITED CHARITY</p>	<p>CASY’s Accreditation</p>
<p><u>Click Here</u></p>			<p><u>Click Here</u></p>



Give.org
BBB WISE GIVING ALLIANCE

For Charities For Donors News

[Support Give.org](#)

Helping Donors Give Wisely

Helping charities build trust. [Learn more](#) about the free accreditation process.

Which charity report are you looking for?

[A-Z National Charity List](#)



The Call of Duty Endowment Week-long Audit, via Deloitte 2022 Results: No Findings

Call of Duty Endowment (CODE) for VetJobs — FY2022

Assessment Areas	Risk	Results	Recommendations
1. Administrative expenses and human resources/payroll costs	●	<p>Administrative expenses and human resources/payroll costs appear reasonable:</p> <ul style="list-style-type: none"> In reviewing the FYE 12/31/21 and year to date 2022 financial records, Deloitte determined that VetJobs' administrative expenses were 1.4% and 1.8% and program expenses were 97.5% and 96.8%, respectively. The expense line items were compared to that of three other similar organizations and found to be in line with industry guidance. Deloitte noted an overall high quality of accounting processes, as expenditures are tracked in QuickBooks, and processes are well-documented and detailed. Deloitte also confirmed that all payroll and timesheets undergo an approval process before implementation. Deloitte obtained the FYE 12/31/21 and year to date 2022 Payroll Reports. These were analyzed using the year-to-date expense disbursement report and accompanying bank records. All human resources and payroll costs appear reasonable for the employees and executives of the organization. Deloitte tested the accuracy of payroll by haphazardly selecting 4 biweekly payrolls with invoices reports and reconciled it to the payments made for the biweekly period in contractor payments and payroll summary reports. The total pay for each period in the payroll matched the payments made. Further, the contractor's rate and/or bonus and employee salaries were appropriate. All human resources and payroll costs appear reasonable for the employees and executives of the organization. <ul style="list-style-type: none"> Recommendation: Deloitte noted independent contractor invoices included MSCCN, their sister company, although VetJobs now documents all services provided by contractors separately from MSCCN. Given the contractor invoices and payments made only affected VetJobs' financials this did not result in an exception. 	<p>Recommendation: Ensure all documentation related to VetJobs is separated from documentation for MSCCN as the entities are now completely independent of each other.</p> <p>No exceptions.</p>
2. Key metrics, performance indicator or other objectives deemed significant under the program's guidelines/requirement in evaluating program effectiveness	●	<p>The nature of services provided by the programs appears to be in line with the organization's mission statement. Services are provided to eligible veterans only, and services are measured against established key performance indicators:</p> <ul style="list-style-type: none"> VetJobs provides free employment readiness, vocational training, skills assessment, and gap skills solutions to veterans and one-on-one job placement services for all transitioning service members, National Guard, Reserves, and veterans. The organization provides its core services virtually, eliminating the need for brick-and-mortar locations. Confirmation of eligibility for VetJobs offered trainings and programs is verified through the BrassRing system built by IBM. In an initial survey, candidates are required to provide military rank, branch of service, status, military installation, and unit. As VetJobs staff are military affiliated, there's an understanding of whether the candidates are eligible and monitor branch of service and military status to ensure that all placements are veterans. Long-term expansion plans to continue increasing the number of veterans and employees through further partnerships and fundings. Further, VetJobs have secured funding from a local foundation in Chicago to have a small team there and expand their services to the Chicago area. In FYE 12/31/21, 5,229 veterans were hired, and program expenses were \$ 3,519,656. As such, cost per veteran hired was \$673. From 1/1/2022 to 7/3/2022, VetJobs placed 2,779 veterans were hired with \$1,682,998 in program expenditures. As such, cost per veteran hired was \$606. 	No exceptions or recommendations noted.
3. Background Checks, Policies and Procedures & Training	●	<ul style="list-style-type: none"> Background checks for key executives were performed with no risk factors identified. Policies and procedures are well-defined and communicated, and human resource policies including onboarding are well-defined. VetJobs starts all new hires with a one-week onboarding period, where all new hires sign paperwork and obtains trainings in administrative processes, PII, working from home etiquette, and learning systems used at the organization. 	No exceptions or recommendations noted.
4. Financial Stability of the organization	●	<ul style="list-style-type: none"> In reviewing the FYE 12/31/21 and year-to-date 2022 financials, Deloitte determined CODE's grant comprised 51.7% and 79.2% of VetJobs' donations, respectively. Other major funders during the 2021-2022 period include Schultz and Wells Fargo with donations of \$1,500,000 and \$150,000, respectively. VetJobs had mostly unrestricted donations in FYE 2021 with total unrestricted funds being \$4,329,175 and restricted funds at \$510,784 (ratio about 8.48:1). In YTD 2022, total unrestricted funds are \$2,600,166.97 and restricted funds are \$681,500 (ratio about 3.82:1). VetJobs hired an independent auditor to audit the organization's financial statements for FYE 12/31/21 and will continue audits annually as required for grant applications. In FYE 12/31/21 and YTD 2022, VetJobs was operating at a net gain of \$1,222,784 and \$1,434,971, respectively. 	No exceptions or recommendations noted.

January 15, 2023

LEGEND: ● The organization should consider recommendations for internal improvement
 ● CODE should perform incremental assessments of the organization
 ● CODE should evaluate observations prior to providing donations

For 9 years in a row, VetJobs has remained the **NUMBER ONE** nonprofit success for the Call of Duty Endowment with **ZERO** findings each year during the arduous week-long audit. We remain their most efficient, productive, and transparent nonprofit.



Military Spouse Jobs Operations



Military Spouse Jobs & VetJobs 2024 Year-to-Date Hires

[Click Here for a Review of Our Hires](#)



2025 YTD HIRES

Military Affiliation	Status	Branch of Service	Component	State	Company	Position	Industry	Other Industry (if selected other/not listed)	Date
Service Member	Actively Serving	Army	Guard	DC	NGIA	Sr Geospatial Intelligence Analyst	Government and Public Administration		1/4/2025
Service Member	Former Member / Veteran	Air Force	Active Duty	CA	Northrop Grumman	General Manager Manufacturing	Other	Manufacturing	1/4/2025
Service Member	Former Member / Veteran	Air Force	Active Duty	CO	Motive Power	Sr. Associate	Other	Manufacturing	1/4/2025
Service Member	Actively Serving	Army	Active Duty	CO	OMNI Consulting Solutions	Task Lead	Professional - Consulting Services		1/4/2025
Service Member	Former Member / Veteran	Army	Active Duty	AK	Central Peninsula Hospital	Admin Asst. Direc. Behavioral Health	Health Care and Social Assistance		1/4/2025
Service Member	Former Member / Veteran	Navy	Active Duty	DC	Booz Allen Hamilton	Acquisition Management Prof	Defense Contracting		1/4/2025
Spouse	Former Member / Veteran	Army	Active Duty	TX	H&R Block	Tax Professional	Banking; Finance; Insurance		1/4/2025
Spouse	Actively Serving	Army	Active Duty	TX	Virtual Moving Technologies	Relocation Guide	Transportation and Warehousing		1/4/2025
Service Member	Former Member / Veteran	Army	Active Duty	AZ	ABM Industries	Facilities Area Manager	Business Support - Facilities Manufacturing Publishing and Broadcasting		1/11/2025

Military Spouse Jobs Training & Train2Hire

- IBM SkillsBuild: 2,266 learners completed 14,601 activities (2023) → 2,060 learners completed 12,638 activities (2024)
- Coursera: 711 learners completed 3,522 activities (2023) → 1,260 learners completed 174,303 activities (2024, driven by Google certifications)
- Acumen: 327 learners completed 6,016 activities (2023) → 429 learners completed 146 activities (2024)
- Job Readiness: 5,116 learners completed 17,103 activities (2023) → 4,061 learners completed 68,581 activities (2024)
- Key Insight: 2023–2024 showed sharp growth, particularly with Coursera’s Google certifications and Job Readiness programming.
- 2025: Measuring Impact
- In 2025, we transitioned to engagement- and outcome-based tracking.
- IBM SkillsBuild: 1,296 participants | 1,187 engaged | 6,198 hours | 5 hires, 20 success stories
- Coursera: 1,240 participants | 893 engaged | 19,732 hours | 75 hires, 30 success stories
- Acumen: 150 participants | 49 engaged | 164 hours | 1 hire, 10 success stories
- Job Readiness: 2,631 participants | 1,051 engaged | 1,097 hours | 7 hires, 6 success stories
- 2025 Totals:
- 5,317 participants
- 3,180 engaged learners
- 27,191 hours of active learning
- 200 hires and 150 learner success stories
- Why This Matters
- Scale: More than 12,000 learners reached since 2023
- Depth: In 2025 alone, over 27,000 hours of verified learning logged
- Impact: Direct links to jobs secured and career success stories shared

Our evolving data strategy ensures we can show funders not only how many people we reach, but how many build skills, secure jobs, and change their lives.

Military Spouse Jobs Employment Pipelines

Largest External Referrals of Military-Affiliated Candidates in the Nation

- Veterans Administration Candidate Referrals
- Nationwide USO Candidate Referrals
- HOH U.S. Chamber Candidate Referrals
- Wounded Warrior Project Candidate Referrals
- USAR P3 Candidate Referrals
- National Guard Employment Network Candidate Referrals: this is our VetJobs Program
- Blue Star Families Candidate Referrals
- IVMF Candidate Referrals
- Navy League Candidate Referrals
- Reserve Officer Association Candidate Referrals
- VetJobs & Military Spouse Jobs Training Partners Referral Program

Military Spouse Employment Pipelines Powered by Military Spouse Jobs

Largest Internal Database of Military- Affiliated
Candidates in the Nation

- VetJobs
- Military Spouse Jobs
- Cadet Commands
- Army Spouse Employment Network
- Survivor Employment Network
- Women's Workforce Re-entry Program
- National Guard Employment Network
- Military Youth Jobs Network

300+K Active Resumes: Veterans & Military
Spouses

700 to 900 NEW Resumes a Week: Veterans &
Military Spouses

For Candidates

No-cost, lifelong, career services for our military-affiliated individuals!

1-on-1 high-touch career readiness, job placement, job retention, and career progression services.



- Career Assessments
- Resume Assessments
- Industry-Specific Skills Assessments
- Industry Recognized Certificates
- Resolving Skills/Experience Gaps
- Job Interview Training
- LinkedIn Optimization
- Connection to Employer Partners

For Employers

We help you fill your corporate jobs with our military-affiliated candidates at no cost!



- We provide personalized assistance to corporate recruiters to guarantee the delivery of highly qualified military-affiliated candidates directly to them
- We link our employer partners to our extensive network of military events and updates
- Corporate Recruiters hold a special place in our mission, and we value and respect our partnership with them



Military Spouse Jobs Media

LINKEDIN

MSJ Followers	28,899
VJ Followers	295,535
VJ/MSJ Group Followers	29,498

FACBOOK

MSJ Followers	20,620
VJ Followers	15,501
VJ/MSJ/NGEN/Pittsburg Group Followers	6,274
National Guard Spouse Program	2,189

INSTAGRAM

MSJ/VJ/NGEN Followers	2,774
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TWITTER

MSJ/VJ Followers	2,529
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- Military Spouse Jobs' Global Presence
- Nationwide Attendance at Hiring Fairs
- Participation in Key Events and Functions



MILITARY SPOUSE JOBS & MILSPOUSE FEST SIGN A SIGNIFICANT MOU



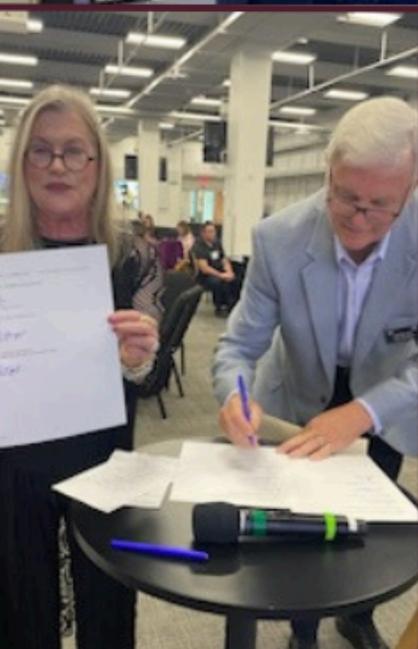
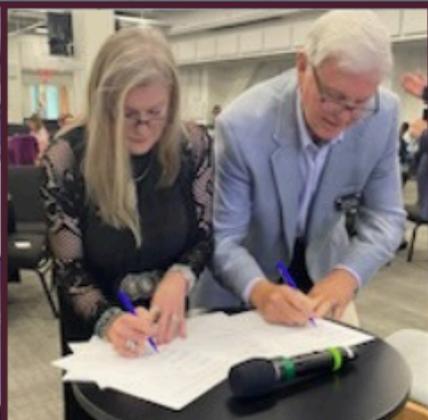
On April 19, 2023, Military Spouse Jobs and MilSpouse Fest signed a significant MOU which aligns both organizations to provide wrap-around services of peer support and custom career assistance, at no-cost to all Military Spouses, Active Duty, Guard, Reserve and Retired

WWW.MILITARYSPOUSEJOBS.ORG
WWW.MILSPOUSEFEST.COM

- Military Spouse Jobs & Hiring Our Heroes sign a significant partnership MOU
- We will help them grow their Military Spouse Fellowship Program with our job placement expertise
- We will track every metric with diligence



VETJOBS & MILITARY SPOUSE JOBS & HIRING OUR HEROES, U.S. CHAMBER FOUNDATION SIGN A SIGNIFICANT MOU



July 13, 2023
 VetJobs & Military Spouse Jobs sign a significant MOU with Hiring Our Heroes, U.S. Chamber of Commerce, which aligns both organizations to provide wrap-around resume & job placement services of peer support and custom career assistance, at no-cost to all military-affiliated candidates, to last their career lifetime.





Additional Nonprofit Programs Geared
Towards Employment Readiness,
Career Progression,
and Job Placement

Hiring ur Heroes

U.S. Chamber of Commerce Foundation

Military Spouse Fellowships

In January 2023, the Defense Department launched the Military Spouse Career Accelerator Pilot, an initiative aimed at advancing employment opportunities for active-duty military spouses.

The new initiative allows employers to host a military spouse for a 12-week PAID fellowship. Read the full DoD press release [here](#).

Summer 2023 marked a powerful journey for HOH, VetJobs, and Military Spouse Jobs through a SIGNIFICANT partnership.

Pictured are Liz O'Brien, Eric Eversole, Deb Kloeppe, and RADM Dan Kloeppe (ret)



National Military Family Association



A major challenge military spouses face is career continuity after a relocation. Historically, a contributing factor to this challenge is licensure reciprocity across state lines.

The National Military Family Association (NMFA) has been a leading advocate for interstate compacts and agreements to minimize military spouses' requirement to relicense when moving to a new state.

Additionally, NMFA advocates for continued progress regarding the difficulty surrounding military spouses obtaining child care. NMFA has advocated for the new dependent-care FSA that was recently included as a benefit along with child care subsidy assistance and additional on-base CDCs.

Military Spouse Jobs and NFMA signed an
MOU of referral services on
October 12, 2023

USO Pathfinder Transition Program



The USO Pathfinder Transition Program supports active duty, Reserve, National Guard, and military spouses by providing guidance and resource referral to those preparing for life post-military. USO Transition Specialists assist with creating a personalized action plan and a detailed app to streamline the many facets involved when exiting the service.

Employment is a huge facet of transition, and the USO Pathfinder Transition Program partners with VetJobs & Military Spouse Jobs to utilize our comprehensive services to support these transitioning service members with their career development and employment needs.



What is a Military Spouse?

We Married Military

Active Duty Spouse

Recalled Spouse

National Guard Spouse

Reserve Spouse

Senior Spouse

Key Spouse

Veteran Spouse

Veterans who are now

Military Spouses

Coast Guard Spouse

Caregiver Spouse

Flag Spouse

Transitioning Spouse

1, 2, 3, 4 Star Spouse

Combat Widow

Veteran Widow

Retiree / Veteran Widow

Survivor Spouse

Divorced Spouse

Retired Spouse

Marine Corps Spouse

Navy Spouse

Air Force Spouse

Army Spouse

Space Force Spouse

Sometimes call Dependent

What is a Military Spouse?



“Military Spouses are STAYING POWER”

A Keynote Address Deb Kloepfel Performs to
Corporate Recruitment Leaders - Globally

The Staying Power of Military Spouses

by Deb Kloeppe / copyright Military Spouse Jobs

I've been honored to explain to you what and who military spouses are. I can explain the "what" pretty easily: the "who" part is a little more complicated.

Military Spouses are Mother Navy, Mother Marine Corps, Mother Army, Mother Coast Guard, Mother Air Force, and Mother Guard & Reserves. We believe in God, Country, and Family - and in that order.

In my day, when going through the rigors and joys of military life, the only thing a spouse got in the way of recognition was a new Shop Vac for Christmas! We've come a long way since Vietnam and I praise God for that.

Why do spouses stay in the military marriage? We married both the military member and the military mission. Money isn't even a factor.

When we decided to marry into the military we married into Squadrons, Units, Regiments, Battalions, Brigades, Rangers, SEALs, Special Forces, and Delta Force. We also married our military member's Commanding Officers, and their Generals, and their Admirals, and DoD, and OSD.... hence the term – military family and military community.

No matter how it's spun in a political or polite fashion, a spouse's behavior, and military protocol still MATTER to the career of their military member, and I say HOORAH for this fact.

Why do I say hooray for such scrutiny surrounding spouse participation?

I believe that military spouses innately raise the bar of compassion, social service, and loyalty to the cause by the mere choice to remain the 'Force-behind-the-Force'.

The Staying Power of Military Spouses

Military spouses embody sheer determination when handling the enormous pressures of sending their military members to war, praying they come home, alive. And if they come home alive, they're not wounded, brain-injured, or emotionally scarred for life.

Military spouses handle the daily pressures of single parenting with grace, dignity, and a "no-fear-here" attitude in front of the kids during multiple deployments. When I heard the term "Army Strong" I said damn right! Military Spouses are Army Strong and we have Navy know-how and just like Marines, we leave no spouse behind. We represent the Air Force's ability to move our lives up, up, and away during PCSs. We move our lives in troubled waters like the Coast Guard.

If you don't know what the term PCS means, you have never walked the walk of a military spouse. Like our military member's transitioning prowess, we KNOW how to uproot our lives, kids, and our household goods 18 times in 24 years, mostly alone. Alone without immediate family support.

Let's take a quick examination of our military lifestyle: In what other culture is it socially acceptable to ask the question of a spouse "Who are you with?" and the spouse answers, "Oh, I'm with VFA 204, or the 73rd Cavalry Regiment or the 3rd Brigade Combat Team, or the 82nd Airborne Division. Notice, that we never mention what our jobs are first.

Or how about walking into a military social gathering on a military installation located in the middle of the desert and 12 other spouses have on the same pair of shoes? We all shop at the only retail store in town or the Base Exchange, and no one says a word about the same shoe style worn by 12 military spouses at a gathering place.

At the end of the day, we stay because we're in love with these military members.
Fellow spouses, we're in it for the long haul - in our rented U-Hauls.

Please understand that love is an act of will, it is not a fleeting feeling that can be tipped by a beverage or two, it is a conscious decision. Spiritual, moral, and physical that says I will put others before me.

The Staying Power of Military Spouses

It may not feel good everyday, but we love and respect it everyday.

We stay in our military marriages – even when staying is the most difficult choice.

When military Warriors charge the battlefield with fully loaded weapons, heavy burdensome equipment strapped to their backs, and their hearts pounding out of their chest, I assure you, they're not thinking about their future civilian job.

They're not thinking about military retirement or whether this nation will keep its word to these Warriors and fully appreciate their sacrifices. They're thinking about their spouses and their kids and their Moms and their Dads.

They are thinking about their family members who loved them enough to support their duty to go to war – and will continue to love them, whether they are healthy or wounded - standing proud or buried in military service to their country.

We stay faithfully in our military marriages – even when staying is the most difficult choice of all. These military members should expect no less, and we, as military spouses can give no more.

I say to military spouses, military widows, and military caregivers to war wounded: God Bless you for your patriotism. God Bless you for stamina. God Bless you for your perseverance. God Bless you for keeping the faith. Most of all, God Bless you for your Staying Power!

I'm here to take whatever questions you may have regarding the realities of military spouse employment and the overwhelming issues facing this generation of military spouse workers during an upside-down economy.

My team and I represent our military spouse applicant group as employment advocates and job placement specialists. We're not afraid to appropriately pound on the BIG corporate doors in the name of our sisterhood and brotherhood of military spouses.

The Staying Power of Military Spouses

We've seen firsthand the detriment of the stereotypical notions most corporations hold of our spouse group when thinking we're an uneducated, transient workforce, who will not apply for their corporate benefits and will accept our fate to work for less in order to compete with less qualified civilian applicants.

Even with all of this looming, the spouse's ability to viably compete in a job market, through corporations who truly seek to understand what we as military spouses bring to their bottom line and board rooms, is a bright light.

Together, with other meaningful programs which educate and cultivate corporate cultures into a deeper understanding of our military spouse culture, barriers that kept us from corporate jobs are slowly chipping away.

Skill sets like crisis management, critical thinking event planning, dual language, and interpersonal flair, with a genuine need to exceed in whatever they do, have created the most educated and well-rounded workforce on the globe! Hence, the professional Military Spouse.

Our spouses are entrepreneurs, business owners, virtual office workers, and Presidents and CEOs of nonprofits and for-profit organizations. We will no longer be overlooked in the corporate job market.

Military spouses cannot be stopped when they put their minds together in a collective fashion and begin to formulate their life plans and fully contribute financially to their households. Contributing is what military spouses do best.

The Staying Power of Military Spouses

To best illustrate the nature of a job-seeking military spouse:

My organization surveyed 2,000 military spouse applicants with only one question: *Why do you want a job?* The question wasn't complicated or invasive.

The number one reason the 2,000 spouse applicants gave as their reason to want a job? **Self Worth.**

We were stunned by the self-worth priority when wanting a job. I truly believed that money would be their number one motivator for a job.

Then my Team and I looked at HOW we asked the question. We asked the spouses why they “wanted” a job, not why they needed a job.

We now have a survey that asks the question why do you need a job? Only 800 spouse applicants replied this time, and their number one reason for needing a job was money.

This indicated to us that 800 out of our 2,000 applicants felt pressured to get a job – any job - due to financial anxiety and disparity.

We learned a great lesson from our military spouse survey when servicing their needs, versus their wants. They needed a job for financial stability. They wanted a career to sustain a lifelong income. Lifelong income builds a confident future, giving military spouses a strong sense of self-worth. Powerful stuff.

This is the reason our Military Spouse Jobs program phases out our employment services into three distinctive employment services:

- Train2Hire
- Immediate Job Placement
- Career-Progression



How To Become a Military Spouse-Ready Company

Military Spouse-Ready Corporations

Employee Resource Groups

Employee Resource Groups that provide appropriate support for their company's internal military community create a peak performance mentality.

Senior Leadership Roles

Rank and command structure are paramount for inspiration in the military. Never underestimate familiarity in our military spouse workforce.

Having former armed forces members or senior military spouses visible in senior leadership roles sends a **STRONG** message of top-down attention and understanding of the intermingling of corporate life and military life.

Is Everyone on the Same Page?

The company should present a consistent and authentic message to military spouse job seekers across all of its various recruiting efforts.

Peak Performance Scheduling

This is the specialty of my organization, Military Spouse Jobs. If an organization hires candidates to peak perform zero-to-sixty, the actual schedule of that peak performer is crucial for the maximum production.

Once an employer removes the main obstacles that inhibit the peak performer military spouse, production skyrockets.

Military Spouse-Ready Corporations

Employee Resource Groups

Inspiring Military Spouse Employees Resource Group

From Deb Kloeppe's Perspective:

I believe in the 4 Cs Assessment Model:

Culture, Career, Commerce, and Community

Tweak this model to foster up-skilling, career progression, and how to better their lives when controlling the chaos that comes with military life - and you'll have a competitive military spouse workforce that is driven, focused, productive, and efficient.

Bring in leaders, such as myself, to connect with your military spouse workforce.

A connection that fosters celebration and inspiration from a woman

who, like them, lived a military life and came out the other side much stronger because it was difficult, lonely, isolating, structured, patriotic, and way too familiar from installation to installation.

Bring your executive (civilian) leaders to listen to their military life stories. Marvel in their ability to manage their career growth while at the same time celebrating how military spouses intermingle their corporate life with their military life.

Military Spouse-Ready Corporations

Employee Resource Groups

Inspiring Military Spouse Employees Resource Group

From Deb Kloeppel's Perspective:

I believe in the 4 Cs Assessment Model:

Culture, Career, Commerce, and Community

Military Spouses revel in the glory of knowing their highly trained skill sets affect the bottom line and commerce in their corporate life.

Why? They have this need to exceed in everything they do.

When they are placed in charge of a project, initiative, or product line, they take their work personally, every job, every time. The Military Spouse ERG can be a sounding board and creative safe place for their ideas to better their production, workflow, and outcomes.

I utilize the 4Cs formula to the max in my organization.

For Maximum Military Spouse Work Production

Give them the right equipment, the right technology, and the right project management platform, while fostering their creative flow, via an ERG or a Flip-Flop Friday (as their safe creative space), and the production skyrockets.

Then TRUST them to produce exceeding well, and know they will in record time. Trust is a HUGE deal to Military Spouses, especially in the workplace. I let my team know that trust, like respect, is earned. Once earned, their career progression is limitless in my employ.

Military Spouse-Ready Corporations

Recruiter Speak Versus Military Speak

- One of our specialties at Military Spouse Jobs is our intense one-on-one work with hiring managers and recruiters to rewrite, edit, and reorganize job descriptions to attract top talent from our veteran and military spouse talent pool.
- Many times, the way a job description is written can hinder highly qualified candidates from applying. This occurs because military talent is so entrenched in “military-speak” for years and in some cases, decades.
- After 19 years in the trenches with our candidates and corporate recruiters, we are bilingual in “corporate speak” and “military speak”.

Mentoring Programs Geared for Career Progression

- We’ve seen well-intended mentoring programs fail within six weeks due to a lack of “true” connection. Military Spouses have plenty of resources available for socialization and connectivity with other military spouses.
- What Military Spouses want in a professional mentorship program is a structured and laser focus on their opportunity to up-skill their talents and guide them into a more competitive spirit for promotion and higher pay.
- In short, they want to know the ideal steps to take to better care of themselves professionally, with intense follow-up into those actions by their mentors. It’s the follow-up that wanes in the end.
- At Military Spouse Jobs, follow-up is a requirement we have set into motion for our candidates, with metrics and case notes 24/7.

Military Spouse-Ready Corporations

Obstacles Inhibiting Military Spouse Peak Performance

Child Care

We live on, or near military installations, far from immediate family and longtime supportive trusted friends to assist us with childcare. During deployments, we are the sole provider and single parent. Having a subsidized childcare plan enables us to structure and balance our military home-front with our new corporate life.

Assisting a professional military spouse with a childcare plan instills a level of grace and gratitude that cannot be matched. Military Spouse Jobs trains our military spouse candidates to remain *graceful* under pressure, *grateful* for an earned job, and *highly skilled* to grow professionally.

From Deb Kloeppel, Founder and President,
VetJobs & Military Spouse Jobs

"I have a severe case of loyalty on my team consisting of one hundred and one military-affiliated personnel. Mostly women, and mostly military spouse professionals.

Childcare is first and foremost on our minds. I've had to adjust my personal and professional schedule to ensure my peak performers have the schedule THEY need to remain ridiculously successful with high impact and deliverables, within obscene efficiencies.

A structured childcare plan did this: not my sparkling personality or management skills. Providing my team with the schedules THEY need, inspires them to over-deliver and dazzle me with exceeded deliverables. Truly."

Military Spouse-Ready Corporations

Obstacles Inhibiting Military Spouse Peak Performance Moving: (The Permanent Change in Duty Station - PCS)

How Ironic that the term PCS is everything but permanent. Moving is the number two obstacle to full employment. Full employment gives military spouses purpose, career growth, and pride in their ability to compete viably and earn promotions and higher pay.

Ways to conquer the PCS dilemma:

- Offer choices of Independent Contracting work that pays more than employees due to the tax consequences of IC work.
- Offer gig work
- Offer on-site work that can be transitioned into gig work, telecommuting, or work-from-home status when needed
- Offer telework with a requirement for on-site once a week for connection purposes.
- In the case of Northrop Grumman, Military Spouse Jobs will gather a robust network of like-minded organizations who will work one-on-one with us to assist the PCS spouse in finding suitable employment that match up perfectly with the skill sets earned from their position with Northrop Grumman. This will occur when an office or workstation isn't available in the PCS location, such as OCONUS.
- Offer an unpaid LOA for the time the military spouse must be away to support their military member, allowing the military spouse to continue their seniority, training, knowledge base, and connection to the corporate family. This applies to National Guard and Reserve military spouses when activated.

Military Spouse-Ready Corporations

Obstacles Inhibiting Military Spouse Peak Performance

Moving: (The Permanent Change in Duty Station - PCS)
continued

Unpaid LOAs should only be given during a year or more absence from the workplace due to a verified deployment or PCS. The stipulation must be that they remain current in their skill sets and can only be offered a paid position if they still qualify.

Deb Kloeppe started the first Unpaid Military Spouse LOA at American Airlines when her Flag Officer husband became the NATO Commander and Icelandic Defense Force Commander. The year was 1998.

Nesting Professional Military Spouses at Organizations

Military Spouse Jobs offers organizations our support system to those wonderful and highly-trained military spouse professionals who have hard orders to PCS throughout their career lives.

We will assist the job placement needs for their lifetime, always keeping them connected and grateful to their respective organizations.

This is one of the many reasons why we are successful - we have a network that assists our military spouses wherever they are in their career life - literally.

Military Spouse-Ready Corporations

On-Boarding

On-boarding is crucial to military spouses, as they intermingle their military life with their new corporate life.

STRUCTURE and control of their environment within their military home-front and new corporate life are key to the retention and high-performance levels of military spouses.

Military Spouses are highly competitive and vibrantly confident - except during times of new employment. This is the only time in a military spouse's life that all control depends on TWO people: the recruiter and their new boss. It tends to shake their confidence a bit.

Thoughtful onboarding and new employee mentoring programs that support military spouses, inspire this talented work group to achieve higher productivity of deliverables.

Employers who on-board military spouses when celebrating their corporate achievements, and honoring their patriotism and volunteer service to our nation's military, is such a powerful existence.

Providing military spouses an empowered existence in the workplace will boost them into peak performance - zero to sixty.

Military Spouse-Ready Corporations

Provide Constant Up-Skill Training

At Military Spouse Jobs, we have the most diverse, organized, and dedicated military-affiliated team in the world. Why? We structure constant learning opportunities for team members from the time we recruit, onboard, and career progress every team member.

How Do You Motivate and Inspire Military Spouses in the Workplace?
Training Opportunities that up-skill and develop them to be experts in their field of expertise.

Personal Take From Deb Kloepfel:

Unlike some of the civilian recruitment I have managed in my long career, military spouses do not dread training requirements. They absolutely love to learn new technologies, new platforms, and outlets.

Why Do Military Spouses Love Training Programs?

They know they will have PCS in a year or two. They will soak up as much knowledge as they can to place credentials after their names and provide a skills-based resume no recruiter or hiring manager can ignore.

How Do You Inspire a Military Spouse to Become a Peak Performer?

Manage their expectations and REQUIRE them (and celebrate them) to be trained as the best in their field. Military Spouses know how to discipline their lives for control. They also know how to discipline their lives to be the expert in their fields of expertise. They value becoming the “go-to” person for leadership, answers, consultation, extra duties, and yes, being the smartest person in the room - appropriately.

Military Spouse-Ready Corporations

Create Military Hiring Policies and Procedures That Connect to Military Talent

Military Spouse Jobs works one-on-one with our corporate recruiters and hiring managers to identify ideal positions for military spouses within their corporation.

We send qualified candidates to the desktops of our employer partners.

- Identify the correct type of employment contract: Independent Contractor (1099) or Employee (W2)
- Create more portable or flexible positions that can move with the military spouses during their frequent moves and deployments
- Improve childcare programs
- Relocation assistance
- Set up your Recruiter team for success
- Educate your Recruiters in military life: long resume gaps, short employment periods, lateral career moves
- Implement an unpaid LOA for long absences
- Paid PTOs before and after deployments
- Create laser-focus ERGs to career path spouses into promotions and higher pay through up-skilling

Military-Spouse-Ready Corporations

If invited to do so, we will work with companies or organizations on the following:

- Create a military spouse hiring campaign
- Market your positions on our job boards, which are specifically targeted at military spouses
- Use language that shows an understanding of the unique military life
- Attend military hiring events
- Foster a culture of inclusive care and support
- Attend your Employee Resource Group of military-connected employees at your request as a leader.
- Implement our retention plans - our specialty.
- Suggest supportive policies that adjust and accommodates the unique challenges of the military spouse professionals, including remote work, temporarily reduced hours or a flexible schedule.
- Create training and development opportunities
- Create pathways for advancement programs
- Connect you to our vast network of VSOs, Nonprofits, and DoD partners to assist in building a robust and powerful presence as a military spouse employer and supporter.

The Power of a Hard-Working Boss to a Military Spouse Professional

Call me old-fashioned in my line of thinking when it comes to inspiring a team to be prepared within their disciplines to conquer anything thrown at them within their military life. I demand productivity from each of my team members because they demand it from themselves.

I take seriously the non-verbal cues they show me in their voice tone and mannerisms when work becomes their identity and, a serious form of their self-worth.

Dan and I set a strong pace of metrics-driven results and show them daily (24/7) that he and I will work as hard as they do, to ensure their trust in us, as their leaders within VetJobs and Military Spouse Jobs.

We are fair and equitable in all that we do.

It's never lost upon Dan and me that our team works at the pace that Dan and I are seen working, building, and growing our organizations.

The Power of a Hard Working Boss to a Military Spouse Professional

Military Spouses may not be under a rank and military protocol structure in their personal or professional lives - but their military members are 24/7. Even when retired, the household remains military-structured, in one way or another.

Dan and I appropriately use this discipline to grow the careers of our team members. Notice I didn't say, to grow the funding, structure, and presence of our organization.

Through military experience, Dan and I have grown a confident team of Military Spouses - who GROW the mission FOR us. This is the reason the seniority status of our team cannot be matched in our space. We employ 101 team members, who are all military-affiliated. Mostly spouses, mostly female.

We are sticklers for budget and funding. We love audits! Why is this important? Military Spouses are ALWAYS under a budget of some kind in their lives.

The Power of a Hard-Working Boss to a Military Spouse Professional

Knowing how budget-disciplined most military spouses are, Dan and I remain completely transparent with our team regarding our financial matters. Complete transparency to the team instills loyalty and trust. In short, our team values the fact that we spend our donor dollars extremely efficiently. This has served us well for the past twenty years.

KNOWING what's important to military spouses, since I am one, helped our organizations grow amid many obstacles that closed many other nonprofits.

Military Spouses in my employ, have ownership and accountability to the operations of VetJobs and Military Spouse Jobs. Dan and I monitor (like a hawk) the production, finance, and their best interests.

Protecting the best interest of military spouse workers IS the secret sauce. When a military spouse knows their boss has their best interest at heart, their work is consistently fabulous.

The Power of a Hard-Working Boss to a Military Spouse Professional

Military Spouses detest coddled behavior of any kind in the workplace. This is especially true for Veterans who are also Military Spouses. For this worker, we make our desires known for a deliverable, with exact expectations and delivery dates - and it's done!

Give them what they need to deliver and leave them alone. This is a worker who does not need or want micro-management. They need your trust in their abilities and support. They are never afraid to ask for help when they need it.

We understand and value each military branch of service, in particular, the Guard and Reserve. We use this knowledge to deeply connect to our team when we are under intense pressure to grow our team and their salary base. The team moves our mission. Dan and I ensure their work is seen by the right people.

We protect their dignity as a military-affiliated workforce 24/7.



Sharing What We Know
After 21 Years as the Preeminent
Military Spouse Jobs Program

Sharing What We Know After 21 Years of Military Spouse Employment

The “secret sauce” to Military Spouse Jobs’ high-impact efficiencies and metrics-driven success center around detailed case management notes and applicant tracking of our military spouse candidates - from their resume inception to job placement and career progression since 2004.

Hiring Peak Performers whom we meticulously on-boarded, strictly monitored, and fully supported, gave our organization production numbers in job placement that our space had never witnessed before.

Because we created the FIRST work-from-home military spouse workforce in the Nation in 2004, we not only broke barriers, but we developed a work culture never experienced in our military community. We wrote the book on work-from-home mega productivity and consistent efficiencies for military spouses - literally.

We wanted to be a part of the corporate culture by training ourselves to intermingle our military life with corporate life while striving to be the leader in job placement, retention, and career progression for our nation’s military spouses.

At Military Spouse Jobs, we only hire military-affiliated personnel who are natural leaders and innately possess a strong work ethic.

Sharing What We Know After 21 Years of Military Spouse Employment

From Deb Kloeppe's perspective as an employer:

Military Spouses have a penchant to control their environment out of necessity. I absolutely utilized this penchant when creating Military Spouse Jobs - and then eventually, VetJobs.

Military Spouses thrive when taken out of their comfort zones, hence the PCS that turns their lives upside down and inside out. I use this HIGH skill of crisis management when cross-training military spouses in every job that needs to be “backed up” for consistency's sake.

We KNOW military spouses are going to move often and transition into command after command. Some divorce, some go into battered shelters, and some bury their Warriors. Whatever the crisis, they thrive.

Military Spouses TRAIN themselves to become critical thinkers. as they control the chaos that military life can be. What's that WORTH to an employer? **Everything.**

We prepare our business model with these critical thinkers in mind. We literally cross-train EVERY person in my management and executive team to back up one another's jobs.

Sharing What We Know After 21 Years of Military Spouse Employment

From Deb Kloeppe's perspective as a Veteran Spouse:

- Train us to be the best in our fields.
- Retain us through a community of like-minded patriots.
- Value our ability to place our country and military families before our needs and careers.
- Understand our need for daycare because we have ZERO immediate family support while living on (or near) military installations.
- Career-progress us because we are loyal, competitive, and trustworthy.
- Respect our ability to pivot at a moment's notice to deliver what is expected.

Military Spouses are Self-Trained
Crisis Managers and Critical Thinkers.

Sharing What We Know After 21 Years of Military Spouse Employment

Jobs Military Spouses Seek

- Website Developer
- Technology Based Positions
- Operating Applicant Tracking Systems
- Data Collector
- Research Assistants and Managers
- Digital marketer
- Graphic designer
- Social media manager
- Customer support representative
- Content creator or writer
- Data analyst or scientist
- Project manager
- Remote Billing and Coding - very flexible schedule, work as much or a little as they want.
- Remote Executive Assistants - some have several clients since they work from home. It primarily consists of computer and telephone work.
- Remote Social Media Manager - multiple clients, ma
- Influencers
- Remote Marketing and Branding
- Freelance Writing/Blogger

Sharing What We Know After 21 Years of Military Spouse Employment

Jobs Military Spouses Seek

- Corporate Recruiters
- Career Coaching & Counseling
- Lobbyist
- Federal Jobs (high demand currently):
 - Federal agencies utilize the military spouse non-competitive hiring process to fill positions either on a temporary or permanent basis.*
- IT Jobs
- Cyber Security
- Financial Industry
- Copy Editor and Proof Reader - (high demand)
- Grant Writer / Proposal Writer
- Salesforce Administrator
- Curriculum Developer
- Volunteer Coordinators - (possess strong talent)
- Business Development - (excels in this industry)
- Database Administrator
- Bilingual Translator
- Manufacturing / Supply Chain Administrators
- Corporate Foundation positions on all levels
- Corporate Alumni Programs - (extremely good at this)

Sharing What We Know After 21 Years of Military Spouse Employment

Jobs Military Spouses Seek

Defense Contracting:

Military spouses often find defense contracting a good fit, citing that the work is meaningful, supports military service as employees, and offers flexible hours and schedules to fit their needs. Military spouses can explore a wide range of roles in Defense Contracting. A few potential job functions best suited for military spouses include being an architect, analyst, project manager, and engineer. Project managerial roles are ideal for spouses of active duty service members, as they offer greater flexibility for families experiencing PCS.



Corporate Foundation Support of Our Programs

CORPORATE & FOUNDATION PARTNERS



Examples of Grants for Various Programs



Matia Wilson, Project Management
Control Account Manager
Corporate Citizenship Representative
Northrop Grumman

Grant Amount: \$20,000

Grant Purpose:
2022 Support for Military Spouse Jobs

WWRP Program:
Women's Workforce Reentry Program



Corporate Foundation Support of
Military Spouse Jobs
Army Spouse Employment Initiative
“Arm-Me Up”



The Prudential Foundation



Prudential is a proud funder of the Arm-Me Up Campaign, an initiative spearheaded by Mrs. Maria McConville and MSJ President, Deb Kloeppe. Arm-Me Up provides targeted outreach to and support to our Army spouse community to address the unique challenges and hurdles Army spouses face with finding employment.



The Prudential Foundation



Since AMU's inception and programs' launch, we have seen a tremendous increase in Army spouse registrations and job placements, seeing over 1,225 Army Spouses placed into employment with an estimated economic impact of over \$40M.

- 4,002 Army Spouses Registered into Military Spouse Jobs
- 1,225 Army Spouses Placed into a Job



Review of Corporate Military Spouse Employment Support Programs and Initiatives

Boeing

Conrad Chun, Vice President (ret) Communications, Boeing Commercial Airplanes, and Chairman, Military Spouse Jobs

Boeing has a talent network for transitioning service members, Veterans, Guard, Reserves, and military spouses: Military Spouse

Employment: Boeing was the ONE & ONLY Defense contractor to donate to a military spouse nonprofit up to the year 2004.

Lockheed Martin

Lockheed Martin provides a talent gateway to accelerate military-affiliated hiring pathways. Additionally, their Handshake 2 Hire,

L3 Harris Technologies

L3 technologies hosts a separate job board for military spouses

BAE Systems

BAE utilizes the Recruit for Spouses (RFS) coaching program for military spouses. RFS has a career academy, launched in 2017, to further support spouses with training, mentoring, and coaching. BAE boasts supporting flexible work arrangements and job portability for the spouse community.

Please Note: Recruit For Spouses is a British military spouse organization. Deb Kloeppe had the honor to mentor Heledd Kendrick during their start-up period.

“The partnership between RFS and BAE Systems is pioneering the way that military spouses find employment – engaging mentors and coaches from all levels across the company to help spouses succeed in career planning. It was important that we partnered with an organisation that understands the unique challenges military spouses face when looking for employment. Many of our spouses have had a professional career and the BAE Systems coaching and mentoring programme is unique in that the coaches are tuned into understanding and supporting the military lifestyle. We are extremely proud of our relationship with BAE Systems and delighted to grow this partnership even further.”

Heledd Kendrick, CEO

Booz Allen Hamilton

Booz Allen Hamilton participates in the HOH's Military Spouse Fellowship program.

Wells Fargo Military Spouse Program

Wells Fargo boasts a robust Homefront Heroes Hiring Program (HHH) designed to hire actively serving spouses and domestic partners into on-site, hybrid, and remote career opportunities.

Johnson & Johnson Military Spouse Program

Johnson & Johnson signed on as a Military Spouse Employment Partner in 2019, pledging to increase employment opportunities for military spouses. Military Recruitment.

USAA Military Spouse Program

USAA participates in the Military Spouse Fellowship Program and provides employee resource groups to support the military spouse community. Military Spouse Employment

CVS Health Military Spouse Program

CVS Health is a 20-year MSEP partner committed to providing long-term career support for military spouses.

Amazon

Amazon pledged to hire 100,000 military-affiliated personnel by 2024. Amazon participates in the Military Spouse Fellowship Program and hosts a military spouse job board.

Military Spouse Jobs Works 1-on-1 with over 3,500 Employer Partners

**We collaborate with a wide variety of employers.
The organizations listed below are a very small
sampling of the corporations that remain highly
involved in hiring our Military Spouse Jobs
Candidates.**

T-Mobile

Veteran Government Services

Freedom Learning Group

University of Pittsburgh

UPMC

Chase

[Please View Our YTD Hires Report Here](#)