

2023

# Homeless Veterans' Reintegration Program (HVRP) Program Guide for Grant Recipients



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# Introduction

## How to Use this Guide

The HVRP Program Guide (Program Guide) for grant recipients was developed to provide an overview of HVRP, including Homeless Women Veterans and Homeless Veterans with Children (HWWHVWC) and Incarcerated Veterans' Transition Program (IVTP). This guide can be used by current HVRP grant recipients, prospective HVRP applicants, U.S. Department of Labor, Veterans' Employment and Training Service (DOL-VETS) staff members, and other interested parties.

The Program Guide was developed by the National Veterans' Technical Assistance Center (NVTAC), in partnership with DOL-VETS, with the goal of creating a comprehensive resource to support the successful implementation of HVRP. It is intended as a start-up guide for new programs and staff, a reference document for experienced programs, and a collection of best practices and lessons learned. Therefore, it is a living document that will be expanded and updated over time. The Program Guide is intended to be consistent with all regulations and guidance related to HVRP. However, if any discrepancies exist, the most [current regulations and guidance](#) take precedence.

## Accessing Training and Technical Assistance (TA)

The Program Guide is meant to enhance, not replace, direct training and TA. DOL-VETS funds NVTAC to provide programmatic support to HVRP grant recipients at no cost. NVTAC offers a variety of products and services including one-on-one consultations, customized training, web-based training, best practices, peer-to-peer learning opportunities, and a robust Community of Practice (CoP). The NVTAC [website](#) serves as the hub of NVTAC's efforts to provide access to products, services, and staff.

HVRP grant recipients can request training and TA by emailing [contact@nvtac.org](mailto:contact@nvtac.org). DOL-VETS regional staff, located across the country, are also available to provide training and TA to grant recipients. Each grant has an assigned Grant Officer's Technical Representative (GOTR) within their state (A grant recipient's GOTR is listed in the terms and conditions of their grant award). The GOTR is responsible for federal oversight and grant compliance. Any questions about guidance-related issues should be directed to the grant recipient's GOTR. NVTAC works closely with GOTRs to provide comprehensive support leading to successful HVRP grants. Training and TA is available on a variety of topics from NVTAC and/or the GOTR.



## Program Overview

### Introduction to HVRP

HVRP is an employment-focused competitive grant program funded by DOL-VETS designed to enable America's veterans experiencing homelessness the ability to reach their full employment potential and obtain high-quality career outcomes. HVRP is the only federal grant to focus exclusively on employment for veterans experiencing or at risk of homelessness. Grant recipients must address the complex employment-related needs and support services necessary to assist veterans experiencing or at risk of homelessness. Whether by direct services or a robust referral system, recipients must provide the tools, resources, and partnerships in place to identify, recruit, prepare, and support veterans experiencing or at risk of homelessness for employment success.

The program was originally authorized in 1987 under the McKinney-Vento Homeless Assistance Act (McKinney-Vento Act), the first major federal legislative response to homelessness. The McKinney-Vento Act authorized 15 programs, including "Homeless Veterans' Reintegration Projects":

The Secretary, using funds appropriated and made available for the purpose of carrying out this section, shall conduct, directly or through grant or contract, such programs as the Secretary determines appropriate to expedite the reintegration of homeless veterans into the labor force.

HVRP and its companion programs are currently authorized under Title 38 United States Code (U.S.C.) Sections 2021, 2021A, and 2023.

HVRP is a competitive grant program. Each year, pending authorization from Congress, DOL-VETS issues a Funding Opportunity Announcement (FOA) for HVRP. The FOA describes the application and award process including critical elements of a responsive application, the submission process, and how grant recipients will be selected. To access the most recent FOA, HVRP outcomes, and other important guidance, visit the [HVRP homepage](#).

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HVRP has three core objectives:

1. Provide career exploration, training, and supportive services to veterans experiencing and at risk of homelessness, empowering them to secure good jobs in stable, high-demand occupations earning livable wages.
2. Establish strong partnerships between public, private, and nonprofit organizations, especially those that include people who have experienced homelessness.
3. Remove barriers to the full and equal participation of marginalized communities through partnerships with a range of organizations that support the ability to reach out to and deliver equitable services to marginalized veterans experiencing or at risk of homelessness.

The program is intended to support veterans experiencing homelessness to reintegrate into society through participation in the workforce. HVRP is about preparing and placing veterans experiencing homelessness into jobs that are not therapeutic or subsidized, but rather part of the local competitive economy. However, employment alone cannot end homelessness amongst veterans. Instead, employment is one component of the larger objective—an important part of a complex delivery system that depends on close and productive collaboration between multiple partners to address the needs and barriers of veterans experiencing homelessness.

### **Participant Eligibility**

To be eligible for HVRP, an individual must meet the definitions for “veteran” and either “homeless” or “at risk of homelessness,” as described below. However, please note that these descriptions are not the formal definitions. For the full statutory definitions, see *Appendix A*.

**Veteran:** According to [the U.S.C. definition](#), a person who served in the United States Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, or Reserve Component (National Guard and Reserve), with least one day of active duty, and who was discharged or released under conditions other than dishonorable.

To meet the HVRP definition of veteran, an individual must have at least one day of active-duty service, including time spent in basic training. Members of the National Guard and Reserve, who were not federally activated for duty beyond training, do not meet this definition and are not eligible for HVRP. However, any period of inactive duty or active duty for training during which National Guard and Reserve members received a service-connected disability resulting from a disease or injury incurred or aggravated in line of duty would be considered eligible. The DD-214, U.S. Department of Veterans Affairs (VA) Medical Centers’ Hospital Inquiry (HINQ) or Status Query and Response Exchange System (SQUARES) will clearly state whether an individual served in an active-duty capacity. Note: Veterans Benefits Management System (VBMS) replaced HINQ after

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the release of Veterans' Program Letter (VPL) 02-23. Individuals who received a dishonorable discharge from the military are not eligible for HVRP unless, and until, they receive an upgrade to their discharge status.

**Homeless:** A person who lacks a fixed, regular, and adequate nighttime residence; lives in a shelter or a place not meant for human habitation; is fleeing or attempting to flee domestic violence; is at imminent risk (within 14 days) of losing their housing; or who was homeless in the 60-day period before HVRP enrollment and who has since found housing. See the [Homeless Emergency Assistance and Rapid Transition Housing \(HEARTH\) Act](#) for the full definition.

Recently housed veterans and veterans at imminent risk of homelessness are considered homeless, not “at risk of homelessness,” for HVRP eligibility purposes. Veterans participating in partner programs, such as U.S. Department of Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) /Tribal HUD-VASH or Supportive Services for Veteran Families (SSVF) programs, veterans who are receiving assistance under the Native American Housing Assistance and Self Determination Act of 1996, and veterans transitioning from incarceration are also considered homeless under HVRP.

The Consolidated Appropriations Act expanded eligibility for HVRP to include:

**Veterans at Risk of Homelessness:** Veterans at risk of homelessness within 60 days of the HVRP enrollment date or veterans released from incarceration within the last 12 months who are at risk of homelessness.

While eligibility for HVRP has expanded, the purpose of the program has not changed. HVRP is still a program for veterans experiencing homelessness. The changes in HVRP eligibility were designed to prevent veterans from falling through the cracks, not to change the focus of the program.

For IVTP, veterans must be incarcerated or recently released from incarceration and at risk of homelessness. If grant recipients have any questions about whether an individual meets the eligibility requirements for HVRP, they should contact their GOTR or NVTAC ([contact@nvtac.org](mailto:contact@nvtac.org)) for assistance.

For more information on eligibility, see VPL 02-23, [HVRP Participant Eligibility](#), Attachment 1: [HVRP Participant Eligibility: Eligibility Definitions](#), Attachment 2: [HVRP Participant Eligibility: Veterans Affairs \(VA\) Inquiry Systems and Service Records Links](#), and [HVRP Frequently Asked Questions \(FAQ\)](#).

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# Program Implementation

Unlike some federal grant programs with rigid structures and processes, HVRP is designed to give grant recipients flexibility to tailor their programs to meet the needs of the veterans and communities they serve. While there is no “formula,” HVRP grant recipients are expected to engage in specific activities and provide a variety of services:

**Outreach and Engagement:** HVRP grant recipients use a flexible, non-threatening approach to meet veterans where they are. Outreach also includes activities to engage partners and employers.

**Intake, Enrollment, and Assessment:** HVRP grant recipients assess each veteran to determine program eligibility and gauge job readiness and willingness to engage in employment services.

**Case Management:** HVRP grant recipients use a client-centered approach in the delivery of intensive services designed to address barriers and develop comprehensive employment plans for participants, ensure access to the necessary training and supportive services that imparts relevant skills and connects participants with high-quality career opportunities, and provide continued support during program participation and after job placement.

**Job-Driven Training:** HVRP grant recipients provide training that is targeted to the specific industries, occupations, and skills that are in demand locally. Training services can be provided in-house, through partners in the community, or the American Job Center (AJC).

**Partnerships and Support Services:** HVRP grant recipients collaborate with public and private partners at all levels (federal, state, and local) to provide supportive services and access to permanent housing.

**Retention and Follow-up:** HVRP grant recipients provide ongoing support to track participant outcomes and promote job retention.

The following section of the Program Guide will provide a comprehensive review of each of the core components of HVRP, including a description of the component, strategies for implementation, lessons learned, best practices from other HVRP grant recipients, and resources for additional information.

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## Outreach and Engagement

A successful HVRP program begins with the ability to identify and engage with potential participants, employers, and community partners. Outreach is a strategic process for making these connections. Since the primary goal of HVRP is to connect veterans experiencing homelessness to meaningful employment, this section focuses on veteran outreach. However, the strategies and methods discussed here can be applied to other audiences, as well.

In the context of HVRP, outreach means finding veterans who meet the eligibility requirements previously discussed (i.e., “veteran” and “homeless” or “at risk of homelessness”) who need or would benefit from employment. At this stage, the focus is casting a wide net to help identify as many prospective participants as possible. Every HVRP grant recipient should create an outreach plan that is strategic and intentional. The following are essential components of an effective outreach plan:

- **Target Audience:** Who are you trying to reach?
- **Message:** What are you offering?
- **Timing:** When will you conduct outreach activities?
- **Location:** Where will those activities occur?
- **Methods:** How will you find potential participants?



## Outreach Implementation Strategies

Although the specific elements of the outreach plan will vary from grant recipient to grant recipient, these fundamental strategies form the foundation of an effective plan:

- **Cultural Competency** – Outreach staff must be knowledgeable about the target population and sub-populations and have the ability to connect to potential clients regardless of age, gender, ethnicity, or any other characteristic. Each veteran requires an individual approach; there is no one-size-fits-all model, and some veterans may take longer to respond to outreach efforts than others.

***Tip from the field:** Hiring veterans to conduct outreach to other veterans who understand the military experience can help build trust.*



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- **Referrals** – Referrals are often the most effective and efficient way to find eligible veterans. A veteran who is already engaged in services with a community partner may be more receptive to enrolling in HVRP when referred. The most powerful referrals come from veterans who previously participated in the program. When someone a veteran trusts refers them to a program, that trust is often imparted to the newly referred program, as well.
  - **Veteran Outreach** – Visiting the community to find veterans who may not already be engaged in services is an important part of outreach. It means meeting people where they are comfortable (e.g., homeless encampments) and may be the only way to connect with unsheltered veterans. Street outreach requires patience, persistence, and precautions to ensure the safety of all involved. Outreach workers must locate eligible veterans, build trust, and promote the program’s benefits, which may take multiple visits across weeks or months.

***Tip from the field:** Connect with local Coordinated Entry Systems (CES) to find local targeted community outreach dates and locations to create a partnership. See Appendix B for more information on CES.*

- **Presence and Visibility** – An individual HVRP program and the overall grant recipient agency need to be both visible and present in the community. For example, educating the public, community partners, and veterans by hosting events can help raise awareness of HVRP. Participation in community and stakeholder meetings can also raise the program’s profile and awareness in the veteran, homeless, and employment circles in the community.

***Tip from the field:** Co-locating with other partners, such as the local AJC or housing providers, extends your visibility and makes it easier for veterans to find you.*

- **Stand Down (SD) Events** – Hosting or participating in a local SD event is a great way to connect with veterans experiencing homelessness. SD events are held over one to three days, and provide supplies and services to veterans experiencing homelessness, such as food, shelter, clothing, health screenings, and benefits counseling. More information on SD grants and the grant application process are available on the [Stand Down page of the HVRP webpage](#).
- **Collaboration** – Being a good partner who is active in the larger community’s efforts and in finding solutions around veterans experiencing homelessness is essential. Where possible, HVRP grant recipients should be part of the local CES, participate in the By-Name List, when applicable, and work closely with the local Continuum of Care (CoC) and housing

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providers. Important partnerships for HVRP include AJCs, SSVF, Grants Per Diem (GPD), VA Domiciliary, Compensated Work Therapy (CWT), local police department, and VA Crisis Line. Connecting to mainstream providers, in addition to veteran-specific ones, can extend the reach of your program, especially with harder-to-find sub-populations including women veterans with minor children.



### **Intake, Enrollment, and Assessment**

An effective outreach strategy will identify a stream of potential participants, not all of whom will be good candidates for HVRP. The next step is intake, an important process that lays the foundation to build rapport and screen a potential participant for enrollment. Intake begins with an initial assessment to determine if the individual is:

1. Eligible for HVRP; and
2. A suitable fit for the program.

Program eligibility is based on meeting the definitions of “veteran” and “homeless” or “at risk of homelessness” discussed in *Appendix A*. However, not every veteran who is eligible for HVRP should be enrolled in the program.

Because HVRP is an employment-focused program, only veterans who have a goal of seeking employment should be enrolled in the program. We often speak in terms of “employment readiness.” However, for the purposes of intake, a veteran should be able to participate in and benefit from HVRP services, not necessarily be immediately ready to find employment; the role of HVRP is often to support a veteran in overcoming barriers to employment.

This information can be gleaned during the intake conversation as you share details about the program and gather information about the veteran’s assets, needs, and barriers. Intake can occur onsite or in the community depending on the veteran’s transportation options. The decision to enroll the veteran in HVRP should be agreed on by both the veteran and the HVRP staff member.

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## Intake and Enrollment Implementation Strategies

- **Verify Veteran Status First** – If an individual does not meet the HVRP definition of veteran, homeless status is irrelevant. To provide HVRP services, grant recipients must collect, in an individual’s participant case file, source documentation of eligibility, to include a DD-214 that provides the character of discharge (any one of copies 2–8). For National Guard and Reserve members who received a service-connected disability resulting from a disease or injury incurred or aggravated in line of duty and were not issued a DD-214, you must obtain a VA Summary of Benefits letter to verify the service-connected disability. Veterans may be *provisionally* enrolled in HVRP using a VA HINQ or the VA web application SQUARES. If HINQ or SQUARES is used to enroll a veteran provisionally, *a copy of the DD-214 (or the VA Summary of Benefits letter, only when appropriate) must still be provided*. If a DD-214 is not readily available, grant recipients must request the DD-214 within three business days of HINQ- or SQUARES-based enrollment. A DD-214 (or the VA Summary of Benefits letter, only when appropriate) must be included in the participant case file prior to the participant exiting the program.
- **Take Your Time** – The decision to enroll does not have to be made during the first meeting with the veteran. The veteran might not immediately be ready or able to commit to the program, but the case manager should continue to follow up with the veteran. Examples may include the veteran being in rehabilitative services for drugs, alcohol, and/or mental health. The same is true for intake. There is a lot of information to gather, but you do not need it all at once. Collect only what is essential at the first meeting (e.g., how to contact the veteran) and focus your energy on having a conversation and making a connection, not filling out a form.
- **Information Sharing** – If a participant is referred from a partner, such as an AJC or a housing provider, ask them to share basic information so the veteran does not have to repeat themselves. Ask the veteran to sign a release of information (ROI) form to make this process easier (see a sample [ROI form](#)).

## Assessment

Assessment is the foundation for an HVRP grant recipient’s work with veterans experiencing homelessness. Assessment is an intensive, ongoing process that provides staff with the information they need – strengths, challenges, history, and needs – to serve veterans. The goal is to get a comprehensive picture of who the veteran is and what the veteran wants. That picture includes a realistic understanding of the veteran’s strengths, weaknesses, barriers, and assets

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that will inform next steps, from enrollment to case management and referrals to training and job placement. To guide these efforts, a grant recipient can focus on three categories of information connected to employment:

1. **Abilities, Interests, and Skills:** Focus on strengths. What kind of work does the veteran want to do? In what setting? What activities do they like? What are they good at? What experience do they have?
2. **Barriers:** What is preventing the veteran from obtaining stable employment? HVRP participants have many types of barriers including skills-based, health-related, and situational (e.g., transportation, criminal background).
3. **Supports:** What can HVRP do to support the veteran in overcoming barriers and translate their interests, abilities, and skills into a fruitful and lasting employment opportunity?

HVRP grant recipients should develop a structured, flexible assessment process to meet the diverse needs of individual veterans. Please note, “assessments” are not always meant to be tests or formal evaluations. Assessments should begin with conversations that allow both you and the veteran an opportunity to establish a connection, build trust, and foster an understanding of the program’s benefits as it relates to each veteran. Several strategies for assessment are as follows:

- **Use a Variety of Assessment Tools** – Formal, scientifically validated tools, such as the [O\\*NET Interest Profiler](#), can help veterans identify careers that correspond to their interests and experience. Combining formal assessments with information checklists and conversation can provide a better overall picture for the veteran and case manager.

***Tip from the field:** Tip from the field: Learn how other HVRP grant recipients use assessment tools such as O\*NET by watching [this brief video clip](#).*

- **Assessment is Ongoing** – Each assessment provides a snapshot of the veteran, which is combined with other information to guide next steps. Veterans and their circumstances will evolve, requiring reassessment and adjustment of priorities through the case management process.

## **Case Management**

Case management is the coordinated process by which HVRP participants access supportive services and training to address barriers and achieve employment outcomes. The services may be available within the program, the host organization, or through referrals to, and/or collaboration with, outside partners.

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While the assessment process may provide a snapshot of the veteran's skills, barriers, and employment goals, it may also reveal difficult steps the veteran will need to take to accomplish their goals. The case manager helps the veteran navigate what can be a complicated journey. Therefore, developing rapport and trust is essential. For many participants, the journey will require significant behavioral or attitudinal change. This can be difficult and is often accompanied by mistakes and missteps requiring patience and persistence from the case manager. While case management is not linear, having a plan in place can help manage the ups and downs of achieving employment stability. The Individual Employment Plan (IEP), discussed in detail below, lays out a path for the veteran moving forward.



### **Case Management Implementation Strategies**

Change is uncomfortable for everyone and can bring on a variety of responses from active resistance to ambivalence. Managing the emotions and behaviors that arise is critical to moving forward. HVRP grant recipients can use numerous change management strategies effectively, including the following:

- **Motivational Interviewing (MI)** – MI is a collaborative conversation that focuses on increasing the participant's motivation to change. The case manager uses active listening and other techniques to guide the conversation, but the process is driven by the client.

***Tip from the field:** Learn more about MI through the [Addiction Technology Transfer Center Network](#).*

- **Engage in Work Talk** – Work talk means engaging in purposeful conversation with veterans about work. It challenges veterans and staff to change their perspective and think differently about their experiences. Work talk may include discussing previous successes and failures or encouraging participants to explore new possibilities.

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- **Meet Veterans Where They Are** – While some veterans may require intensive services to support their employment search, others may be able to connect with employment with less support and intervention from their case manager. The challenge for case managers is recognizing where each veteran is on this scale and adapting their approach to meet the veteran's needs.
  - **Case Conferencing** – Most HVRP participants are enrolled in multiple programs simultaneously. Where possible, having case managers from those programs come together to discuss common clients is invaluable. Case conferencing ensures the different plans complement, instead of compete, with one another. Veterans may share different or conflicting information with case managers from other programs. Case conferencing ensures everyone has the same information, leading to better outcomes (see a sample [ROI form](#)).
  - **Document Everything** – If it is not documented, it did not happen. A robust case file should include case management notes about client interaction, progress toward addressing barriers, and meeting goals. When developing case notes, it is essential to be accurate, concise, objective, chronological, and timely. For notes detailing client interaction, be specific about the interaction without making assumptions. When applicable, case notes should include documentation of interactions with outside service providers, attempted contacts, and other services in addition to client interaction. For more information on case management and case notes, please review the recording of [NVTAC Virtual Learning Course \(VLC\) on goal planning and case management](#).

***Tip from the field:** Data, assessment, and plan (DAP) note format helps capture veteran information, findings, and the plan of action.*

## **Case File Requirements**

The FOA and VETS policies contain the program requirements for this award. Additionally, grant recipients are required to maintain all records and reports, including participant case records, for any activities and services outlined in the FOA. At a minimum a Homeless Veterans' Reintegration Program grant recipients' participant case file must include:

1. Source documentation of veteran status;
2. Verification of veterans' homelessness or at risk of homelessness status;
3. Intake which includes the collection of necessary information to determine eligibility for the program;

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4. An assessment that includes education, skills, employment history, desired career, and employment barriers;
  5. IEP that provides a comprehensive evaluation that may include education, skills, employment history, desired career, and employment barriers;
  6. Case notes documenting activities such as contact with the participant, services provided, training, and referrals to other agencies in order to gain/retain meaningful employment;
  7. Supporting financial records for participant support costs incurred for the participant spent in accordance with the grant recipient's budget narrative and 2 C.F.R. § 200.1; and
  8. Verification of employment (through employer or participant), wages, and hours worked for the quarter placed and during each quarter after exit during the follow-up tracking period as defined by each year during the Period of Performance (PoP).

### **Additional Resources**

For more information about case management, stages of change, and motivational interviewing, take the [NVTAC Self-Paced Training Course: Module 4](#).

### **Individual Employment Plan (IEP)**

The IEP is crucial to successful employment outcomes in HVRP. Developed collaboratively by the case manager and veteran, and often including input from other partners and stakeholders in the veteran's employment search, the IEP identifies and lays out a strategy for achieving the veteran's overall employment goal. That strategy includes the overall goal, broken down into manageable steps, a brief description of the activities or services required, timelines for completion, and the people responsible for each action. The IEP is not a static document, either forgotten or rigidly adhered to after completion. To be effective, it should be discussed, reviewed, and updated throughout participation in HVRP.

Some HVRP participants may lack a clear vision or be unprepared to develop an employment goal. Case managers may use motivational interviewing or other strategies discussed previously to help them explore their interests, skills, and abilities. The key elements of an IEP are as follows:

- **Overall Employment Goal** – What are the industries and occupations, salaries, full- or part-time placement, and target start date of where the veteran will work?
- **Basic Education** – What foundational skills (math, literacy, time management, and financial literacy) does the veteran have, and what skills do they need to be successful?
- **Skills Training** – What skills does the job/career require, and how will the veteran get them?

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- **Housing** – What housing options are available, and how will the veteran access them?
  - **Supportive Services** – What other services are required to address the veteran’s barriers? This may include health care, treatment for substance use, clothing, legal services, etc. How will you connect them to those services?
  - **Job Search** – How will the veteran identify and apply for relevant positions?

The following outlines specific implementation strategies for IEPs:

- **Start Small** – Breaking goals down into smaller, more easily accomplished components lead to early success and builds confidence.
- **Promote Accountability** – Including timelines and expectations about what needs to be done, when, and by whom allows veterans and case managers to track progress and hold each other accountable.
- **Build Buy-in** – Developing the IEP is a collaborative process that requires negotiation and flexibility from the veteran and case manager. If the veteran is not invested in the plan, progress will be intermittent and slow, or worse. To demonstrate their commitment to the plan, the case manager and veterans should sign the IEP; this will also give the veteran the opportunity to review the document to ensure it reflects their interests in, and understanding of, the process.
- **Connect with Partners** – Veterans may be working with multiple providers to assist them with their job search or to address other barriers. Collaborating and sharing information with those partners prevents duplication of services and ensures everyone is working together to help the veteran.





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## Confronting and Overcoming Barriers to Employment

HVRP grant recipients frequently support veteran job seekers to confront and overcome barriers and challenges that prevent them from finding and retaining employment. Barriers can take a variety of different forms and require a wide array of creative solutions. In some cases, barriers perceived by HVRP staff will not be perceived or recognized as significant by the veteran being served. While open and honest conversations are essential between HVRP staff and veterans, HVRP staff must also remember that the veteran is the “lead” in their own employment search, and both their success and ongoing investment depend on their capacity to direct and control the process.

The job development process is not linear; it is a continuous process that is integrated into the IEP. It includes tangible activities like working with veterans on their resumes, job search, or interviewing techniques, as well as intangible support through counseling or mentoring. Job development is not limited to getting a job. It means looking for the right job and being prepared to keep that job, even when things get hard.

The following list, although not exhaustive, provides common barriers that can complicate the employment search process for veterans served through HVRP:

- Physical, perceptual, and psychological disabilities
- Transportation
- Housing instability
- Addiction
- Complex schedules due to child care, medical, and/or other appointments
- Histories of justice involvement

Perhaps the most difficult barrier to support a veteran in overcoming is a perceived lack of motivation in their job search. As noted, the veterans must control and drive the process—when they cannot or do not, it is very unlikely to be successful. However, even in this case, it is important to recall that what seems like a lack of motivation from the outside may in fact be a sense of fear or uncertainty in the process. Extended unemployment can have a corrosive effect on self-esteem.

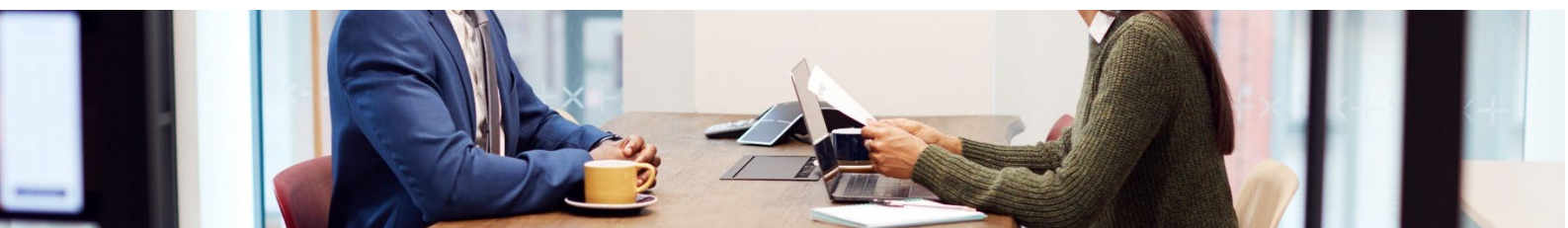
Although HVRP staff cannot conduct a job search without the veteran’s investment, they should pursue strategies that cultivate their engagement and enthusiasm. The following strategies can be employed to confront common barriers to employment:

- **Reality Check** – Discussing barriers to employment may involve difficult conversations to manage expectations around career choices, salary, job tasks, or hours based on the veteran’s skills and the local job market. Many veterans have high expectations based on

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their military occupations, which may not translate to the civilian workforce. Having open, honest discussions about what is realistic and how a veteran may progress from their current options to their eventual goals is important.

- **Practice, Practice, Practice** – Mock interviews give participants the opportunity to practice talking about their experience and how it translates to a given job and to discuss barriers such as incarceration. Practicing what they will say and receiving feedback from staff or employment partners can relieve anxiety and allow them to adjust their approach as needed.
- **The Power of Peers** – Learning from peers who have successfully maintained employment is powerful. Hosting an event where peers can share what a typical day is like at their job can help participants see possibilities and create mentorship opportunities. Peers can be especially effective for helping veterans prepare for what comes after they secure a job.
- **Cultivating Interim Goals without Creating Additional Barriers** – The IEP process necessitates the creation of numerous interim goals for veterans and helps break down a daunting process into smaller, more manageable steps. However, as HVRP staff, it is important to avoid the pitfalls of creating goals that might come to serve as artificial barriers to employment. There must be a balance to ensure that what is required of a veteran is truly necessary to the job development process, not an imposition that may come to serve as another barrier.
- **Engaging Partners** – A quick review of the list of barriers presented above illustrates the necessity of working closely with partners to serve veteran career seekers. HVRP grant recipients cannot work in silos to support veterans in their employment search and to overcome the barriers that could otherwise derail a positive outcome. An HVRP grant recipient's many and always expanding list of partners are vital resources in the service delivery process, and their roles should be planned for, and documented in, the IEP.
- **Flexibility and Persistence** – Accommodating and overcoming barriers often means changing your plans, but it always means continuing to work with and support the veterans we serve.



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## Job-Driven Training (JDT)

A minimum of 80 percent of participants must receive one or more job training services through referral or the grant recipient's direct services. Some examples of job training that may be provided to participants are on-the-job training (OJT), apprenticeships, customized job training, upgrading, retraining, or other work-based learning, and occupational skills training provided by the applicant or a third-party training provider. Life skills, financial management, resumé writing, and interviewing preparation **do not count** towards the 80 percent job-training requirement. Employment and training programs must target in-demand occupations indicated in the Labor Market Information provided in the Statement of Need. Please note that placement into an unsubsidized apprenticeship is considered placement into employment. Please visit the [Apprenticeship Job Finder webpage](#) to search for training providers.

JDT is a strategy for connecting workers with the training they need to meet the demands of the current labor market. JDT was designed to address three challenges:

1. Employers struggling to find skilled workers to fill vacancies;
2. Training programs that do not always match the skills required for in-demand jobs; and
3. Workers lacking information about training resources.

JDT ensures a veteran's interests and preferences are the basis for receiving training that provides the skills necessary to get a job that currently exists in the local labor market. Without an in-depth understanding of the local job market, HVRP grant recipients will struggle to place veterans in sustainable employment.

There are seven key principles of JDT which were discussed at length in NVTAC's VLC series, [Strategies to Success in HVRP: Module 5](#). JDT comes in a variety of forms, from classroom training to experience-based opportunities, such as apprenticeships and OJT.

HVRP participants may need basic skills training, such as computer literacy training, math and language instruction, and soft-skills training. Many of these kinds of training opportunities are available at little or no cost through the local AJC. [Off-Base Transition Training \(OBTT\)](#) offers virtual workshops for veterans covering topics such as job search tactics, resume essentials, interview skills, salary negotiation, and more. While this type of training mentioned within this paragraph is not considered training as part of the 80 percent requirement, they can help HVRP participants meet their employment goals. Adding OBTT workshops to a participant's IEP can increase the likelihood of being job ready.

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The following outlines several JDT implementation strategies:

- **Training With a Purpose** – Training should be based on the veteran’s interests and preferences, balanced against the realities of the local employment market. Will the training provide skills, certification, or other credentials connected to actual jobs in which the veteran has an interest? If not, time and resources may be wasted and not result in a positive outcome.
- **Stepping Stones and Career Pathways** – The first position a veteran takes in their transition from homelessness is usually not a “career job” that perfectly matches their interests and goals. Ongoing JDT provides the skills and experience needed for the veteran to continue their career development and growth within their selected field.
- **Individualized Approach** – Do not place a veteran in training simply because there is an opening. Placement needs to make sense based on the veteran’s overall employment goal and IEP. Does the proposed training provide necessary skills, experience, or insight that would benefit the veteran’s career development? Is the veteran emotionally, physically, or psychologically ready to engage in the training? The skills provided by a training are irrelevant if the veteran is unwilling or unable to commit to participation.
- **Leverage Resources Through Partnerships** – JDT requires a significant investment of time and resources. HVRP should leverage partnerships with employers, community colleges, industry associations, and training vendors to access training and share costs.
- **Collaboration With the AJC** – The local AJC is a vital partner in providing training opportunities. Learn about the specific training and services available in your local AJC. In some cases, the AJC can provide resources to support training. All AJCs maintain an Eligible Training Provider List (ETPL) of the local training providers to which the AJC refers job seekers. AJC staff may also have insight on which providers offer training of the highest quality and, based on labor market information, which training will have the most positive career impact.

## **Partnerships and Support Services**

Stable, permanent housing and access to support services make it easier to maintain employment by addressing some of the barriers faced by veterans experiencing homelessness. Veterans who want to return to the workforce face obstacles such as a lack of transportation, lack of permanent housing, proper working tools and attire, and involvement with the justice system or recent release from prison. Case managers will need to identify creative strategies to address these barriers, including the development of community partners. Partnerships with organizations that can

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provide needed services are among the most effective ways to improve employment and training outcomes for the veterans you serve. Among the partners you should consider are housing partners, local CoCs, mainstream services, and other partners.

Safe and stable, permanent housing is critical for allowing your clients to focus on the employment search or training program at hand by meeting their basic needs and giving them a safe place to sleep and address any health issues. Housing providers appreciate clients obtaining employment and training assistance, as these clients often end up with more financial independence, self-esteem, and the sense of dignity that comes from work.

The following partnership strategies can assist with fostering these critical partnerships:

- **Talk to the Experts** – HVRP grant recipients cannot and should not be experts in everything. Focusing on employment and partnering with experts to cover housing, supportive services, and other needs is a far more effective way of serving veteran clients. Many housing providers receive funding from the VA – GPD for transitional housing and SSVF for rapid rehousing and prevention – or HUD for both veteran-specific and more general programs, in order to provide housing and/or supportive services. The best point of contact for disseminating information on your services to potential clients is the HUD-VASH case manager or team at your nearest VA Medical Center.

***Tip from the field:** To find your nearest grant recipient, visit the [GPD](#) and [SSVF](#) pages on the VA website.*

- **Connect to Local Partners** – The local CoC is responsible for coordinating and executing a community-wide plan to address homelessness and housing stability and creating partnerships across services and sectors in the community. Veterans experiencing homelessness are eligible for housing and supportive services assistance from their local CoC, in addition to the veteran-specific services mentioned above. HVRP grant recipients should request information on local CoC meetings and any veteran-specific meetings (if the CoC has working groups or subcommittees to target specific populations). These meetings convene many of the local partners working on veteran homelessness and provide an opportunity for you to introduce your organization and the services you provide to key partners.
- **Connect to Mainstream Services** – Mainstream services play an important role in supporting an employment seeker’s goals toward gainful employment. These include food assistance through the Supplemental Nutrition Assistance Program (SNAP), child care assistance through the Child Care Development Block Grant, health care through Medicare

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or Medicaid for veterans unable to access VA health care, and Temporary Assistance to Needy Families (TANF) for your state's services related to family stability.

## Placement

All the work that HVRP grant recipients have done up to this point – outreach, intake and assessment, case management, and training – lead to placement of the veteran into employment. Job placement is all about making the best possible match between the veteran's skills, interests, and preferences, and the employer's needs and work environment. Establishing a suitable fit occurs on multiple levels. Career interests and relevant skills are important but not all encompassing. Matching a veteran with the "right" job at the "wrong" employer will not be beneficial in the long term.



The following outlines several placement strategies HVRP grant recipients can implement with veteran clients:

- **Find the Right Fit** – There are many aspects of job satisfaction that increase the likelihood of retention. While there is no such thing as a perfect match, look for the combination of salary, tasks, work environment, culture, benefits, career advancement potential, and management style that meet the preferences of the veteran.
- **Identify Deal Breakers** – Think about things that might contribute to job loss – quitting, being terminated, or abandoning the position – from both the veteran and the employer perspectives. Deal breakers can be tangible, like transportation access or commute times, or intangible, like an expectation to socialize.
- **Only Fools Rush In** – Take the time to learn about the veterans you are serving and the local employers in your area. Job shadowing, visiting the employer to experience their culture, understanding common reasons for turnover from the employer's perspective, and understanding from the veteran what went wrong at previous jobs can provide valuable insight.

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**Tip from the field:** *Quick placements may improve numbers, but a poor or unsustainable fit can do long-term damage to the veteran’s prospects and relationships with employers. Many veterans will benefit from a “now and next” approach, where meeting the immediate need for a job does not prevent continuing to work to build a longer-term career. HVRP grant recipient performance indicators also include both earnings in the second quarter after exit and continued employment in the second and fourth quarters after exit for participants served.*

## Engaging Employers

The success of an HVRP grant is built on the strength of its service to both veterans and employers. While it is natural to think of veterans first, it is important to remember that providing outreach, employment, and follow-up services to employers is essential to the success of an HVRP grant, and the veterans it serves. In simple terms, HVRP has two clients – veterans and employers – served simultaneously on parallel tracks. The same strategies discussed earlier for working with veterans – building trust, focusing on the client’s needs/preferences, and providing ongoing support – also applies to employers.

The following implementation strategies can be used to engage and support employers:

- **Cultivate an Employer Network** – When considering employer outreach, HVRP grant recipients often think in terms of sales and marketing, but building an employer network is more than that. It is an opportunity to establish trust amongst employers that will someday interview the veteran. Take a step back and think about who you know – the answer is the beginning of your program’s employer network. That network will include contacts from your agency and individual staff members.
- **Leverage Connections** – Use your connections as a gateway into the local employer community. Asking an employer who has successfully hired an HVRP participant to make introductions and share positive experiences is more effective. It is the employer version of “word of mouth.”
- **Agency-wide Commitment** – Everyone involved in the agency should be able to speak on behalf of HVRP with potential employers. Provide all staff with talking points and marketing materials so they are prepared when the opportunity arises.
- **Take Your Time** – Building relationships with employers takes time. Asking for too much too soon can turn off a potential partner. Ideally, during the first conversation, the only thing requested from the employer is their time. HVRP staff should focus on listening and

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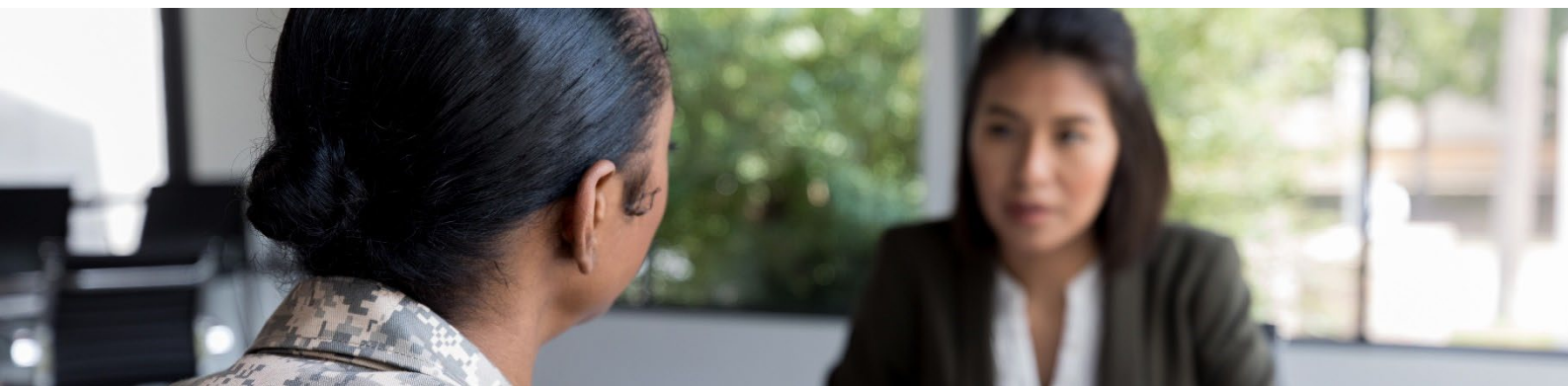
learning what the employer needs, like the initial conversation with a veteran. Over time, you will make more involved requests for informational interviews or client placements.

- **Understand the Value Added** – Hiring, developing, and retaining talented staff is the biggest challenge of any employer. HVRP’s extensive assessment and case management process can help employers find good candidates whose skills and preferences match the opportunity.
- **Ongoing Employer Support** – The relationship with an employer does not end at placement. Regular check-ins, ongoing support, and recognition can strengthen the employer relationship and provide opportunities to address any potential issues.
- **Engage Beyond Employment** – Inviting employer partners to visit your agency, attend events, or volunteer creates a connection and may increase commitment to your program. Participating in employer-sponsored or the local Chamber of Commerce events reinforces the two-way nature of the relationship.

***Tip from the field:** Host employer recognition breakfasts or gatherings to highlight successful relationships with employers – then network with who they know!*

The following tips will better equip you in your first meeting with an employer partner:

- Respect the employer’s time: Arrive on schedule and limit the meeting to 30 minutes.
- Listen to the employer: Do not spend the entire time talking. Instead, listen and learn about the employer’s wants, needs, and challenges.
- Speak the employer’s language: Avoid jargon and acronyms.
- Research the employer: Learn as much as you can before the meeting. Be prepared to ask clarifying questions, as necessary.





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## Retention and Follow-up

Placing a veteran in employment does not mean the work is done. Job retention – how long a veteran remains at a particular job or in the labor force – can sometimes be just as challenging as finding a job placement. Retention is more than simply checking in with veterans periodically to see if they are still employed. Retention is a systematic approach to supporting a veteran that begins at outreach.

Focusing on retention is a “win, win, win” situation – for the veteran, the employer, and the HVRP grant recipient. For the veteran, job retention is important for learning skills, earning higher pay, and building a career path, as well as providing a sense of purpose and community within their workplace. For employers, high turnover costs money and time in hiring and training new workers. For the HVRP grant recipient, job retention outcomes are a required component of grant success and can have a strong influence on any future grant application.

Challenges to job retention sometimes seem to come out of nowhere. However, it is often the case that HVRP will come to understand and have the opportunity to plan for challenges to retention long before the veteran is even placed. In the section above on confronting barriers to employment, numerous possible challenges are discussed. In most cases, these challenges will not simply be solved prior to placement; the complexities of veterans’ lives will continue even after they are employed.

It is easiest to plan for and support retention when an employer is fully aware of the various challenges that a veteran may be facing. As such, HVRP grant recipients typically counsel veterans to be entirely honest and open with potential employers. Once an employer is aware of a challenge, they can be enlisted to help confront and overcome that challenge. If an employer knows that a veteran has frequent appointments, they can work to support a flexible schedule where possible. If an employer understands that a veteran has not been a part of the workforce for an extended period and that extended unemployment can have a corrosive effect on a candidate’s self-esteem, they can look for ways to proactively support the veteran in their position.

HVRP staff must always remember that it is rarely, if ever, their role to disclose these barriers to employers, without the consent of the veteran. It is always ideal, if possible, that the veteran have these conversations themselves. Alternatively, HVRP staff can support the veteran by facilitating a conversation with the veteran and employer together.

The following outlines strategies to support long-term job retention:

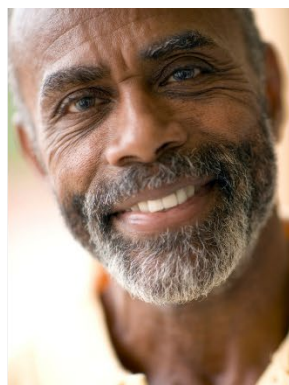
- **Start at the Beginning** – Job retention starts with establishing clear expectations around HVRP’s goal of employment and follow-up requirements with veterans, employers, staff, and the community from day one.

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- **Manage Expectations** – Before placing a veteran in a job, program staff must address the expectations of the veteran client, the employer, and the staff. Be open about potential challenges and discuss solutions—the road to employment stability is not without bumps in the road. Veterans who have been out of the workforce for an extended period or recently separated may need to learn the protocols of the civilian workforce. Make sure employers understand any limitations or accommodations (e.g., legal appointments) and how to reach out to HVRP staff for support.

***Tip from the field:** Some veterans may move seamlessly through HVRP, and then suddenly relapse into previous destructive behavior because they were not ready for what comes next. Talking about what life will be like once they are employed is an important part of the process.*

- **Identify Stressors** – Discuss potential triggers and how they affect job performance with the veteran during case management. Teach veterans how to remove or manage stress by identifying specific action steps to take when triggered.
- **Job Loss is Not Always Bad** – If the fit is not right, helping the veteran leave responsibly can salvage future opportunities for that veteran and strengthen the HVRP-employer relationship. Veterans may also outgrow the position, taking the skills they have learned to move forward in their career pathway.
- **Regular Check-ins** – HVRP grant recipients are required to track retention for their grants, but that is only part of the reason to check in. Regular contact with veterans and employers gives HVRP grant recipients the opportunity to monitor the veteran’s progress, identify potential barriers, and provide ongoing support as necessary.

***Tip from the field:** Keeping veterans engaged in HVRP after job placement can be difficult. Be creative. Provide incentives, use social media and email, host peer support groups, and recognize successful placements.*



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# Program Performance

All HVRP recipients outline their performance goals at application through the VETS-704 Planned Goals Chart. DOL-VETS tracks performance throughout the period of performance based on the goals submitted in the application and approved in the grant award documentation. DOL-VETS places a high priority on maximizing successful grant performance and relies on quarterly performance reporting to measure and track a HVRP grant recipients success toward achieving satisfactory outcomes. Each HVRP grant recipient is required report on progress towards its performance indicators on a quarterly basis.

The following list outlines the HVRP Performance Indicators grant recipients are required to develop goals for and report on. Overall success or failure of a HVRP grant recipient's project is based on the below performance indicators:

1. Number of Participants Enrolled
2. Placement Rate (Rate = Employed/Exited)
3. Average Hourly Wage at Placement
4. Cost per Placement
5. Percentage of Program Participants who are in Unsubsidized Employment in the Second Quarter After Exit from the Program
6. Percentage of Program Participants who are in Unsubsidized Employment in the Fourth Quarter After Exit from the Program
7. Median Quarterly Earnings of Program Participants who are in Unsubsidized Employment in the Second Quarter After Exit from the Program

Grant recipients are expected to provide training to at least 80 percent of enrolled participants. This benchmark applies to all grant recipients and failure to meet the 80 percent threshold is considered failure of that indicator.

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HVRP Grant recipients can learn more about performance indicator definitions and calculation methodology in the Competitive Grants Technical Performance Report Technical Assistance Guide on the [HVRP webpage](#).

### **Performance Outcome Expectations**

In your grant application, you proposed targets for each of the planned measures, including the seven performance indicators above. Performance on each indicator is defined as a range, bound by an upper value representing the performance goal and a lower value representing 85 percent of the performance goal. Performance below 85 percent of the goal on an indicator is considered failure, which will result in a corrective action plan (CAP) and/or high-risk designation. More information about CAPs and high-risk designation can be found on the [HVRP webpage](#) and [VETS Policy Guidance webpage](#).

### **Quarterly Performance Reports**

Grant recipients submit a Technical Performance Report (TPR) and Technical Performance Narrative (TPN) to their GOTR via email within 30 days after the end of each quarter. If the GOTR finds any issues (e.g., data validation issues; incomplete, incorrectly prepared, inaccurate, or missing report), the GOTR will work with the grant recipient to resolve them as soon as possible.

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## Appendix A – HVRP Eligibility

### **Veteran Definition** [38 U.S.C. § 101](#)

The term “veteran” means a person who served in the United States Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, or Reserve Component (National Guard and Reserve), who meet the following criteria:

- Received a discharge or release under conditions other than dishonorable (see 38 U.S.C. § 101(18)); and
- At least one day of active duty (see 38 U.S.C. § 101(21)) to include time spent in basic training for active-duty members; or
- Federal active duty for National Guard and Reserve members (not including inactive duty and active duty for training, see 38 U.S.C. § 101(22), (23)); or
- Any period of inactive duty or active duty for training during which National Guard and Reserve members received a service-connected disability resulting from a disease or injury incurred or aggravated in line of duty (see 38 U.S.C. § 101(24)).

### **Homeless as defined by the [HEARTH Act](#):**

(a) IN GENERAL—For purposes of this Act, the terms “homeless”, “homeless individual”, and “homeless person” means—

- (1) an individual or family who lacks a fixed, regular, and adequate nighttime residence;
- (2) an individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
- (3) an individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including hotels and motels

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paid for by Federal, State, or local government programs for low-income individuals or by charitable organizations, congregate shelters, and transitional housing);

(4) an individual who resided in a shelter or place not meant for human habitation and who is exiting an institution where he or she temporarily resided;

(5) an individual or family who—

(A) will imminently lose their housing, including housing they own, rent, or live in without paying rent, are sharing with others, and rooms in hotels or motels not paid for by Federal, State, or local government programs for low-income individuals or by charitable organizations, as evidenced by—

(i) a court order resulting from an eviction action that notifies the individual or family that they must leave within 14 days;

(ii) the individual or family having a primary nighttime residence that is a room in a hotel or motel and where they lack the resources necessary to reside there for more than 14 days; or

(iii) credible evidence indicating that the owner or renter of the housing will not allow the individual or family to stay for more than 14 days, and any oral statement from an individual or family seeking homeless assistance that is found to be credible shall be considered credible evidence for purposes of this clause;

(B) has no subsequent residence identified; and

(C) lacks the resources or support networks needed to obtain other permanent housing; and

(6) unaccompanied youth and homeless families with children and youth defined as homeless under other Federal statutes who—

(A) have experienced a long-term period without living independently in permanent housing,

(B) have experienced persistent instability as measured by frequent moves over such period, and

(C) can be expected to continue in such status for an extended period of time because of chronic disabilities, chronic physical health or mental health conditions, substance addiction, histories of domestic violence or childhood abuse, the presence of a child or youth with a disability, or multiple barriers to employment.

(b) **DOMESTIC VIOLENCE AND OTHER DANGEROUS OR LIFE-THREATENING CONDITIONS.**—Notwithstanding any other provision of this section, the Secretary shall consider to be homeless any individual or family who is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-

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threatening conditions in the individual's or family's current housing situation, including where the health and safety of children are jeopardized, and who have no other residence and lack the resources or support networks to obtain other permanent housing. [42 U.S.C. 11302 (a-b)]

Title 38, Section 2021 includes the following categories under the definition of homeless for HVRP purposes to include veterans who are:

- a) Homeless in the 60-day period before HVRP enrollment, but have since become housed;
- b) Participating in HUD-VASH or Tribal HUD-VASH;
- c) Receiving assistance under the Native American Housing Assistance and Self-Determination Act of 1996;
- d) Transitioning from incarceration; and
- e) Participating in the Department of Veterans Affairs rapid rehousing and prevention program.

The Consolidated Appropriations Act expanded eligibility for HVRP to include:

**Veterans at Risk of Homelessness:** Veterans at risk of homelessness within 60 days of the HVRP enrollment date or veterans released from incarceration within the last 12 months who are at risk of homelessness.

### **At Risk of Homelessness:**

For purposes of determining a veteran's "at risk of homelessness" status, the individual or family [[VPL 02-23 Attachment 1](#)]:

- Has an annual income below 30 percent of median family income for the geographical area<sup>1</sup>; AND
- Does not have sufficient resources or support networks immediately available to prevent them from moving to an emergency shelter or another place defined in Category 1 of the "homeless" definition; AND
- Meets one of the following conditions:
  - Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for assistance; OR

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<sup>1</sup> VETS created an income calculator tool for determining a veteran's income level to meet the definitions of at risk of homelessness in accordance with VPL 02-23 Attachment 1. This tool is an optional resource for grant recipients and its use is not required by policy and guidance. The tool is available on the [HVRP website](#) under "Program Resources and Partners." If grant recipients choose to use this tool, please read the calculator instructions and methods carefully. To keep current with the inflation adjustment to household income in current dollars, VETS will update this tool monthly, based on the [BLS CPI Release Schedule](#); therefore, VETS recommends grant recipients check for the most recent version available prior to downloading the tool.

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- Is living in the home of another because of economic hardship; OR
  - Has been notified that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance; OR
  - Lives in a hotel or motel and the cost is not paid for by charitable organizations or by Federal, State, or local government programs for low-income individuals; OR
  - Lives in a single room occupancy (SRO) or efficiency apartment unit in which there reside more than 2 persons or lives in a larger housing unit in which there reside more than one and a half persons per room; OR
  - Is exiting a publicly funded institution or system of care; OR
  - Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness



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## Appendix B – Resources

The following organizations are committed to ending homelessness and providing supportive services to individuals experiencing homelessness across the United States. Partnerships with these entities are valuable to pursue. Check out each linked website to learn more, and to find resources to add to your resource portfolio.

### Performance and Guidance

- [Grant Officer's Memoranda, Veterans' Program Letters, and Training and Employment Guidance Letters](#)
- [HVRP Program Documents and Performance Resources](#)
- [Grants.gov](#)

### Training and Technical Assistance

- [NVTAC](#)
  - [VLCs and Topical Webinars](#)
  - [HVRP Customizable Forms](#)
  - [Menu of Services](#)
  - [CoP](#)
- [NVTI](#)
  - [NVTI Class Descriptions](#)
    - NVTI offers career coaching courses on special populations such veterans experiencing homelessness and justice-involved veterans, rural veterans, women and LGBTQ+, older and youth veterans, and more
  - [NVTI Resources](#)
- [WorkforceGPS](#)

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## General Resources

- [National Alliance to End Homelessness](#)
- [National Coalition for the Homeless](#)
- [United States Interagency Council on Homelessness \(USICH\)](#)
  - [Veteran Employment Toolkit](#)
  - [Federal Health and Social Service Programs That Support People Experiencing Homelessness](#)
  - [Making the Most of the American Rescue Plan](#)
  - [How to Start Addressing Racial Disparities in Your Community](#)
- [VA](#)
- [Federal Emergency Management Agency \(FEMA\) Emergency Food and Shelter Program](#)
- [American Association of Retired Persons \(AARP\) Community Service Employment Program](#)
- [DOL – Senior Community Service Employment Program](#)
- [Homelessness and Racial Disparities](#)
- [VA – Racial and Ethnic Minority Veterans](#)

## Housing Assistance

- [HUD Exchange](#)
- [CoC Program](#)
  - [Coordinated Entry](#)
- [HUD-VASH](#)
- [SSVF](#)
- [GPD](#)

## Health Care

- [Domiciliary Care for Homeless Veterans \(DCHV\)](#)
- [Health Care for Homeless Veterans \(HCHV\)](#)
- [Homeless Patient Aligned Care Teams \(HPACTs\)](#)
- [VA Office of Health Equity](#)
- [Centers for Disease Control and Prevention \(CDC\) COVID-19 Racial and Ethnic Health Disparities](#)
- [Supported Employment: Building Your Program](#)
- [Healthcare and Homelessness](#)
- [Understanding the Impact of Homelessness on Health and Wellbeing](#)

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## Employment

- [Homeless Veterans Community Employment Services \(HVCEs\)](#)
- [The Good Jobs Initiative](#)
- [Off-Base Transition Training \(OBTT\)](#)
- [CWT](#)
- [American Job Centers \(AJCs\)](#)
- [Senior Community Service Employment Program \(SCSEP\)](#)
- [Jobs for Veterans State Grants \(JVSG\)](#)
- [O\\*NET OnLine](#)
- [SkillsCommons](#)
- [VA Employment – Center for Women Veterans](#)
- [Women Veteran Alliance – Career Center](#)
- [Americans with Disability Act \(ADA\): Employment Rights for Veterans](#)

## Appendix C – Common Acronyms

Acronym	Definition
ACVETEO	Advisory Committee on Employment, Training and Employer Outreach
ADVET	Assistant Director for Veterans' Employment and Training
AFM	Annual Funding Modification
AJC	American Job Center
AMP	Agency Management Plan
AMVA	American Military Veterans Act
APC	Apprenticeship Placement Counselor
ASVET	Assistant Secretary [of Labor] for Veterans' Employment and Training
BJS	Bureau of Justice Statistics
BLS	Bureau of Labor Statistics (DOL)
BOS	Business Operations Specialist
BPP	Base Positions Paid
BST	Business Services Team
C2E	Career and Credential Exploration
CAP	Corrective Action Plan
CAP	Cross-Agency Performance (goals)
CBJ	Congressional Budget Justification
CEO	Chief Evaluation Office (DOL)
CES	Coordinated Entry System
CFC	Combined Federal Campaign
CFR	Code of Federal Regulations
CGET	Competitive Grants Expert Team
CM	Case Management
CoC	Continuum of Care
COC	Chamber of Commerce
CoP	Community of Practice
CP	Consolidated Position
CPP	Cost Per Position
CPS	Current Population Survey
CR	Continuing Resolution
CRS	Career Readiness Standards
CSCAP	Central Services Cost Allocation Plans
CSG	Council of State Government Justice Center Resources
CVSO	County Veterans Service Officer
CWT	Compensated Work Therapy

<b>Acronym</b>	<b>Definition</b>
CY	Calendar Year
DAS	Deputy Assistant Secretary
DCD	Direct Cost Description
DCHV	Domiciliary Care for Homeless Veterans
DEBS	Departmental E-business Suite
DHS	U.S. Department of Homeland Security
DLMS	Department of Labor Manual Series
DM	Director's Memorandum
DMDC	Defense Manpower Data Center
DOD	U.S. Department of Defense
DOJ	U.S. Department of Justice
DOL	U.S. Department of Labor
DOLEW	Department of Labor's Employment Workshop
DOLVT	Department of Labor's Vocational Track
DOORS	Department of Labor Online Opportunities Recruitment System
DRAVET	Deputy Regional Administrator
DTAP	Disabled Veterans' Transition Assistance Program
DV	Disabled Veteran
DVET	Director for Veterans' Employment and Training
DVOP	Disabled Veterans' Outreach Program
DWG	Dislocated Worker Grants
EBSA	Employee Benefits Security Administration
EC	Executive Committee (as in TAP EC)
eCFR	Electronic Code of Federal Regulation
ED	U.S. Department of Education
EDR	Expenditure Detail Report
EFCT	Employment Fundamentals of Career Transition
E-GOV	Electronic Government
ENPP	Employment Navigator Pilot Program
EO	Executive Order
e-OPF	electronic Official Personnel Folder
ES	Employment Services
ESD	Enterprise Service Desk
ESGR	Employer Support of the Guard and Reserve
ETA	Employment and Training Administration (DOL)
ETPL	Eligible Training Provider List
FACA	Federal Advisory Committee Act

<b>Acronym</b>	<b>Definition</b>
FAQ	Frequently Asked Questions
FAR	Federal Acquisition Recovery
FBO	Faith-Based Organization
FCAIS	Federal Contractor Awards Information System
FCJL	Federal Contractor Job Listing
FCP	Federal Contractor Program
FEVS	Federal Employee Viewpoint Survey
FFR	Federal Financial Report
FOA	Funding Opportunity Announcement
FOIA	Freedom of Information Act
FRN	Federal Register Notice
FTE	Full-Time Equivalent
FY	Fiscal Year
GAO	U.S. General Accountability Office
GBM	Grant-Based Measures
GO	Grant Officer
GOM	Grant Officer Memorandum
GOTR	Grant Officer's Technical Representative
GP	General Provisions
GPD	Grants Per Diem
GPRA	Government Performance and Results Act of 1994
HCHV	Health Care for Homeless Veterans
HCRV	Health Care for Reentry Veterans' Services and Resources
HFVHVWC	Homeless Female Veterans and Homeless Veterans with Children
HHS/PMS	Health and Human Services/Payment Management System
HINQ	Department of Veterans Affairs Medical Centers' Hospital Inquiry
HIRE Vets	Honoring Investments in Recruiting and Employing
HUD	U.S. Department of Housing and Urban Development
HUD-VASH	U.S. Department of Housing and Urban Development-Veterans Affairs Supportive Housing
HVAC	U.S. House Veterans Affairs Committee
HVCES	Homeless Veterans Community Employment Services
HVMP	HIRE Vets Medallion Program
HVRP	Homeless Veterans' Reintegration Program
HWVHVWC	Homeless Women Veterans and Homeless Veterans with Children
ICR	Indirect Cost Rate
ICS	Individualized Career Services
IDP	Individual Development Plan

<b>Acronym</b>	<b>Definition</b>
IEP	Individual Employment Plan
IFA	Incremental Funding Announcements
ISC	Intensive Service Coordinator
ITA	Individual Training Account
IVMF	Institute of Veterans and Military Families
IVTP	Incarcerated Veterans' Transition Program
IWRP	Individual Written Rehabilitation Plan
JDT	Job-Driven Training
JVA	Jobs for Veterans Act
JVET	Jobs for Veterans Expert Team
JVSG	Jobs for Veterans' State Grant
JWG	Joint Work Group
L&C	Licensing & Certification
LE	Labor Exchange
LEAP	Linking Employment Activities Pre-Release
LESO	Local Employment Service Office
LG	Large Gold (HVMP)
LMI	Labor Market Information
LP	Large Platinum
LVER	Local Veterans' Employment Representative
LWIA	Local Workforce Investment Area
LWIB	Local Workforce Investment Board
MCTO	Military to Civilian Transition Office
MG	Medium Gold (HVMP)
MI	Motivational Interviewing
MIS	Management Information System
MOS	Military Occupation Specialty Code
MOU	Memorandum of Understanding
MP	Medium Platinum (HVMP)
MSPB	Merit Systems Protection Board
MTF	Military Treatment Facility
NAICS	North American Industry Classification System
NASWA	National Association of State Workforce Agencies
NCHV	National Coalition for Homeless Veterans
NCO	Non-Commissioned Officer
NDA	Non-Disclosure Agreement
NDAA	National Defense Authorization Act

<b>Acronym</b>	<b>Definition</b>
NDNH	National Directory of New Hires
NEC	Naval Enlisted Classification Code
NFCEPP	National Finance Center Employee Personal Page
NICRA	Negotiated Indirect Cost Rate Agreement
NO	National Office
NOA	Notification of Obligation Authority
NOO	Notice of Obligation
NPRC	National Personnel Record Center
NPS	Non-Personal Services
NRRC	National Reentry Resource Center
NVEM	National Veterans Employment Manager
NVTAC	National Veterans' Technical Assistance Center
NVTI	National Veterans' Training Institute
OAMB	VETS Office of Agency Management and Budget
OAS	VETS Office of the Assistant Secretary
OASAM	Office of the Assistant Secretary for Administration and Management (DOL)
OBTT	Off-Base Transition Training
OCD	Office of Cost Determination
OCIO	Office of Chief Information Officer
ODEP	Office of Disability Employment Programs (DOL)
OFCCP	Office of Federal Contract Compliance Programs (DOL)
OFO	VETS Office of Field Operations
OJJDP	Office of Juvenile Justice and Delinquency Prevention
OJT	On-the-Job Training
OMB	U.S. Office of Management and Budget
ONP	VETS Office of National Programs
OPA	Office of Public Affairs (DOL)
OPM	U.S. Office of Personnel Management
ORP	Office of Research and Policy
OSC	U.S. Office of Special Counsel
OSCC	One-Stop Career Center
OSO	VETS Office of Strategic Outreach
OSR	On Site Review
PAC	Post Award Conference
PB	Personnel Benefits
PIRL	Participant Individual Record Layout
PL	Public Law



<b>Acronym</b>	<b>Definition</b>
PMA	President's Management Agenda
PMC	Performance Management Center
PMP	Performance Management Plan
PMS	Payment Management System
PoC	Point of Contact
PoP	Period of Performance
POS	Priority of Service
PS	Personal Services
PY	Program Year
QA	Quality Assurance [Review]
RAVET	Regional Administrator for Veterans' Employment and Training
REO	Reentry Employment Opportunities Demonstration Program
RESEA	Reemployment Services and Eligibility Assessments
RI	Regional Investigator
RIF	Reduction-In-Force
RO	Regional Office
ROI	Report of Investigation
RSOL	Regional Solicitors Office of Labor
RVEC	Regional Veterans' Employment Coordinator
RWB	Regional Workforce Boards
SBA	Small Business Administration
SBE	Significant Barrier to Employment
SBP	State Budget Plan
SCSEP	Senior Community Service Employment Program
SCWG	Strategic Communications Work Group
SD	Stand Down (Grants)
SDA	Service Delivery Area
SDP	Service Delivery Point
SDR	Service Desk Representative
SDV	Special Disabled Veteran
SES	Senior Executive Service
SESA	State Employment Security Agency
SF	Standard Form
SG	Small Gold (HVMP)
SGA	Solicitation For Grant Applications
SI	Senior Investigator
SOC	Standard Occupational Classification

<b>Acronym</b>	<b>Definition</b>
SOL	Solicitor of Labor (DOL)
SP	Small Platinum (HVMP)
SP	Special Provisions
SPAT	State Plan Action Team
SQUARES	Status Query and Response Exchange System
SSG	Senior Steering Group (as in TAP SSG)
SSVF	Supportive Services for Veteran Families
SVAC	U.S. Senate Veterans Affairs Committee
SVC	State Veterans Coordinator
SWA	State Workforce Agency
T&C	Terms and Conditions
TA	Technical Assistance
TAA	Trade Adjustment Assistance
TANF	Temporary Assistance to Needy Families
TAP	Transition Assistance Program
TEGL	Training and Employment Guidance Letter
TEN	Training and Employment Notice
TPAR	Technical Performance Analysis Report
TPN	Technical Performance Narrative
TPR	Technical Performance Report
USERRA	Uniform Service Employment and Reemployment Rights Act
USNLX	US National Labor Exchange
VA	U.S. Department of Veterans Affairs
VBMS	Veterans Benefits Management System
VCDC	VETS Compliance Data Center
VCMS	VETS Case Management System
VETS	Veterans' Employment and Training Service
VJO	Veterans Justice Outreach Program
VLC	Virtual Learning Course
VMS	VETS Manual Series
VPL	Veterans' Program Letter
VR&E	Vocational Readiness and Employment
VRC	Vocational Rehabilitation Counselor
VSO	Veterans Service Organization
VTC	Veterans Treatment Court
WB	Women's Bureau
WDB	Workforce Development Board

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<b>Acronym</b>	<b>Definition</b>
WHD	Wage and Hour Division
WIOA	Workforce Innovation and Opportunity Act
WIPS	Workforce Integrated Performance System
WOTC	Work Opportunity Tax Credit
WP	Wagner-Peyser Act