

HVRP CORE STRATEGIES: INTRODUCTION

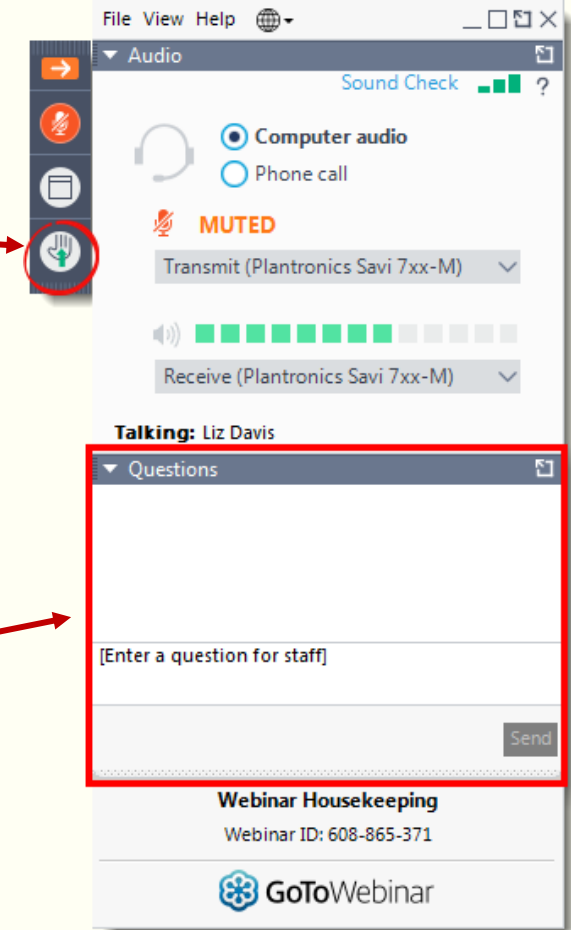
National Post Award Conference
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We want to hear from you!

If you have a question, and want to speak, **raise your hand** to get your mic unmuted

If you don't want to speak, use **the question box** to ask a question and we'll answer!



Meet Your NVTAC Team



Nicole LaCorte-Klein, MA, CRC

Training Consultant at Atlas Research, Nicole brings years of experience providing job placement, vocational case management and direct service to individuals who are homeless. Nicole has provided technical assistance to HVRP, SSVF and other Veterans Administration staff for years, offering her experience as both direct service provider and trainer.



Cori Di Biase

NVTAC Project Director at the Manhattan Strategy Group, Cori has provided services and consultation to support veterans and civilians in employment for more than twenty years. Cori prides himself on serving the staff and leaders who have dedicated themselves to serving our country.



Cindy Borden

As the Director of Technical Assistance and Training for the National Coalition for Homeless Veterans (NCHV), Cindy conducts training, develops resources, and provides intensive coaching in program design and implementation to veteran service organizations. Cindy brings more than 20 years of experience in both direct service and technical assistance to help organizations increase capacity and improve services.



Agenda

- Introduction
 - Session Structure
 - COVID Considerations
- Veteran Outreach
- Assessment
- Case Management/IEPs
- Addressing Barriers to Careers
 - Training
 - Supportive Services
- Job Development
- Employer Engagement
- Employment Adjustment Services (i.e. Retention)

Introduction

- Structure of the Session
 - What it is (and what it isn't)
- HVRP and Peer Support
 - Communities of Practice
 - Grantee Working Groups
 - Informal Connections
- Virtual Learning Classroom: Strategies to Succeed in HVRP





VETERAN OUTREACH

Why do Outreach?

What is the goals(s) of veteran outreach?

- Identify and engage veterans who may be eligible for HVRP
- Build awareness of your program with veterans, service providers, employers and other partners

There is no **HVRP** without Veterans!



Veteran Outreach

- Is a process: eligibility ≠ entitlement
- Takes time and commitment
- Requires visibility, presence, partnership and a **plan**
- Is based on relationships among:
 - Individuals
 - Programs
 - Agencies



Outreach Sources/Strategies

As you develop/revise your outreach strategy...

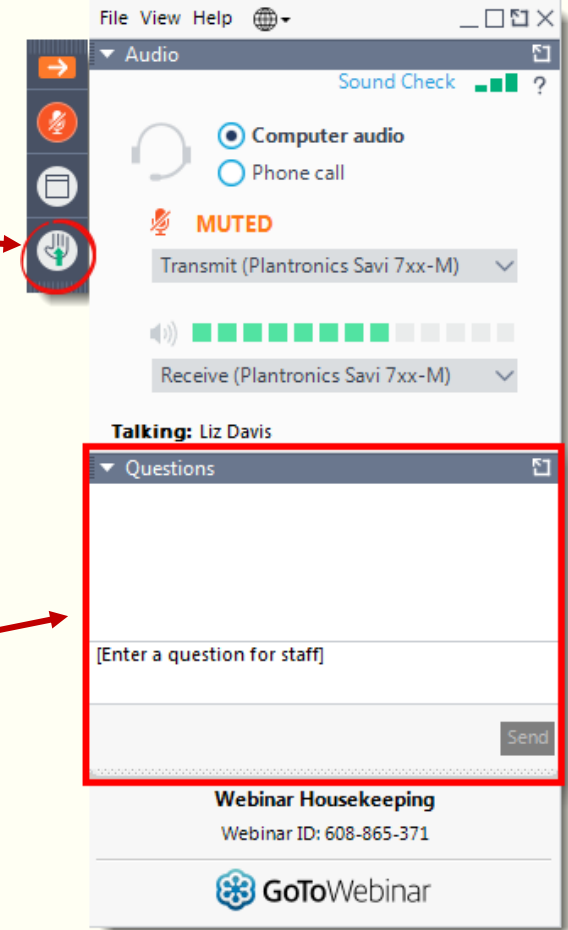
Think beyond traditional sources and resources.



We want to hear from you!

How has your approach to outreach changed in response to COVID-19?

What creative approaches or strategies can you share with the group?





INTAKE AND ASSESSMENT

Intake and Assessment

Intake

- One-time event
- Determine eligibility and suitability
- Requires specific data points
- May be time sensitive
- Does not give a full picture of the veteran

Assessment

- Ongoing process
- Captures skills, experience, barriers, ambitions
- Focuses on data categories
- Usually not time sensitive
- Holistic view of veteran

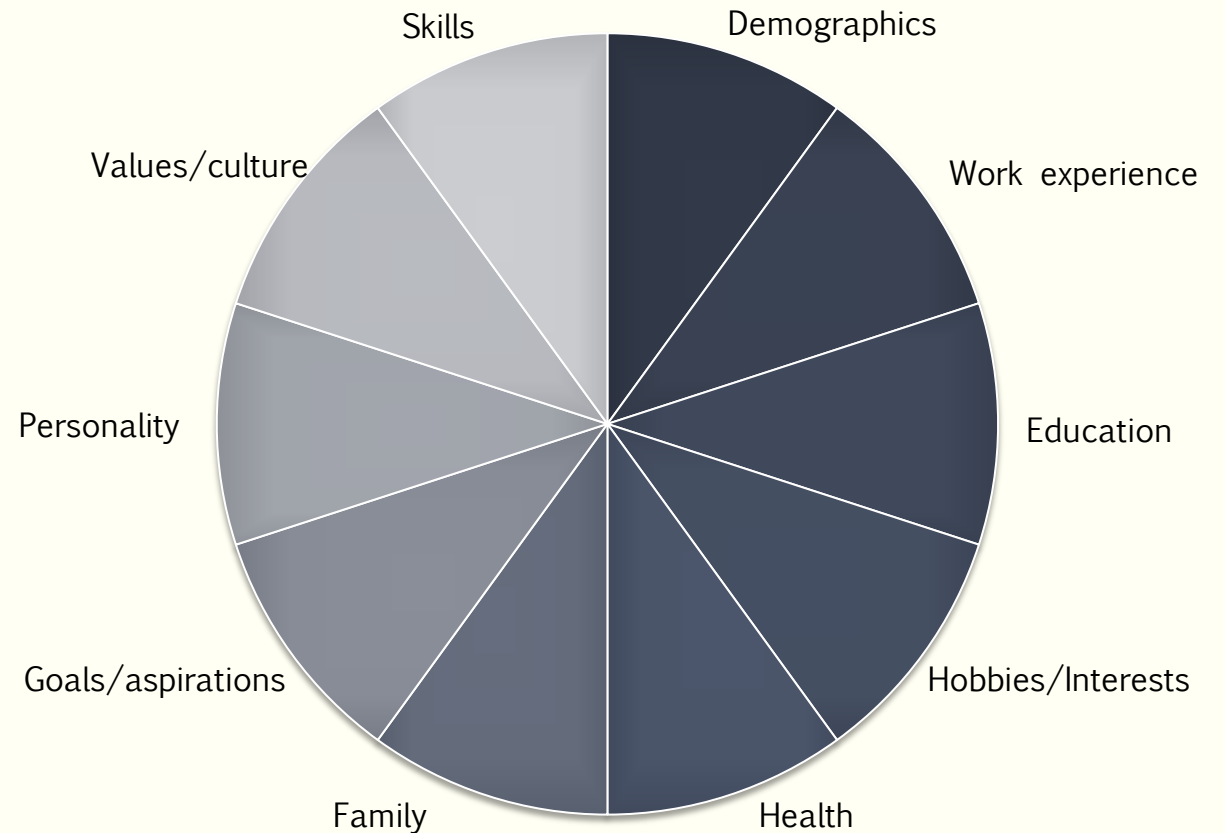


Intake vs. Assessment

Intake Data Points:

- Name
- Veteran status
- Discharge status
- Housing status or participation in other programs
- Contact information

Assessment Data Categories:



Assessment

Getting a holistic view of the veteran...

- Incorporates formal and informal tools
- Takes time
- Requires building trust/relationship
- Demands flexibility and an open mind
- Values the veteran as the expert in his/her life
- May not always be possible (or desirable)

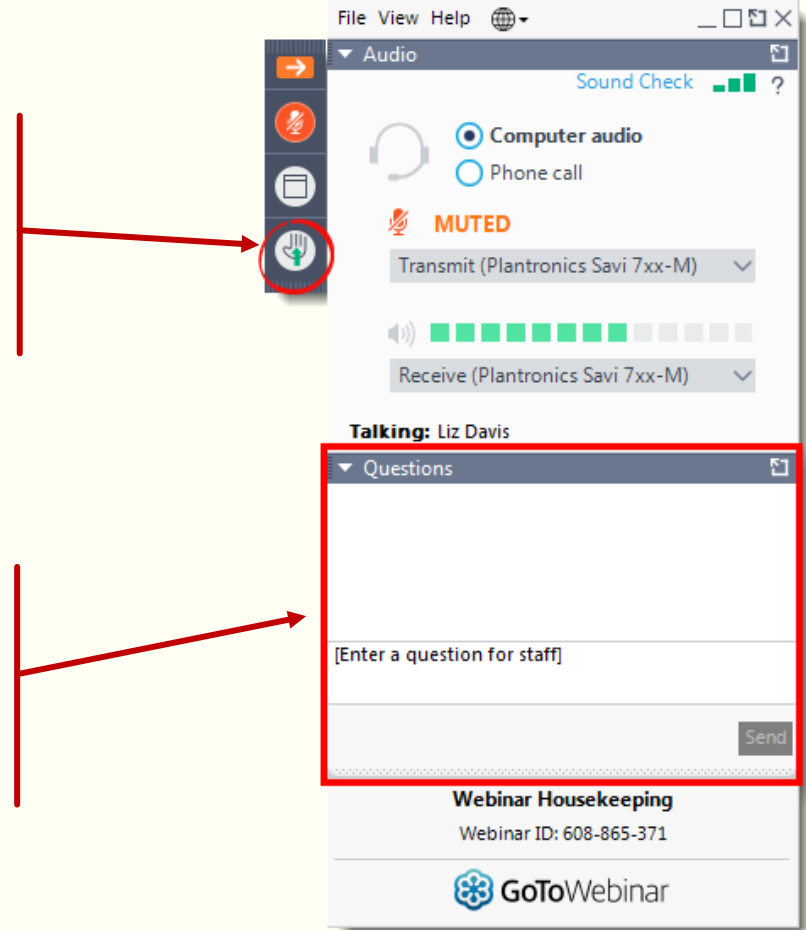


We want to hear from you!

What challenges do you have in assessing veterans?

How have you addressed those challenges?

Has operating in a COVID environment made it easier or more difficult?





CASE MANAGEMENT AND IEPS

Case Management

Coordinated process to help veterans access services, address barriers, and achieve employment goals:

- Built on foundation of trust
- Informed by and integrated with assessment
- Veteran centered, supported by staff



Case Management Strategies

- Motivational Interviewing
- Stages of Behavior Change
- System for documentation and file management

What other case management strategies have been effective for your program?



Individual Employment Plans (IEPs)

If case management is the journey, then the IEP is the map:

- Strategy/plan for achieving the veteran's employment goals:
 - Includes goal, timelines, and responsibilities
- Customized for each veteran
- Developed collaboratively but driven by veteran



A Word of Caution

Achieving employment goals often requires significant change.

- The IEP is a flexible, living document
- Mistakes and detours will happen and can be a good thing
- Be patient and persistent



Remember...

There is more than one way to get from Hope to Success....

The screenshot shows a navigation app interface with the following details:

- Origin:** Hope, Indiana 47246
- Destination:** Success, Arkansas 72470
- Route 1 (Fastest):** via I-70 W and I-57, 6 h 47 min, 451 miles. Note: "Fastest route, the usual traffic. ⚠️ Your destination is in a different time zone." Details link is present.
- Route 2 (Middle):** via I-64 W and I-57 S, 6 h 50 min, 451 miles.
- Route 3 (Slowest):** via I-69 and I-57 S, 6 h 53 min, 442 miles.
- Explore Success:** Includes icons for Groceries, Hotels, Gas stations, Parking Lots, and More.



ADDRESSING BARRIERS TO CAREERS

Examples of 'Barriers to Careers'

- Disability
 - Physical
 - Mental Health
 - Substance Abuse
 - Trauma
- History of Incarceration
- Transportation Barriers
- Housing Instability
- Prolonged Experience of Poverty
- Demands of Child or Elder Care, Meeting Medical Needs, etc.
- Social connections

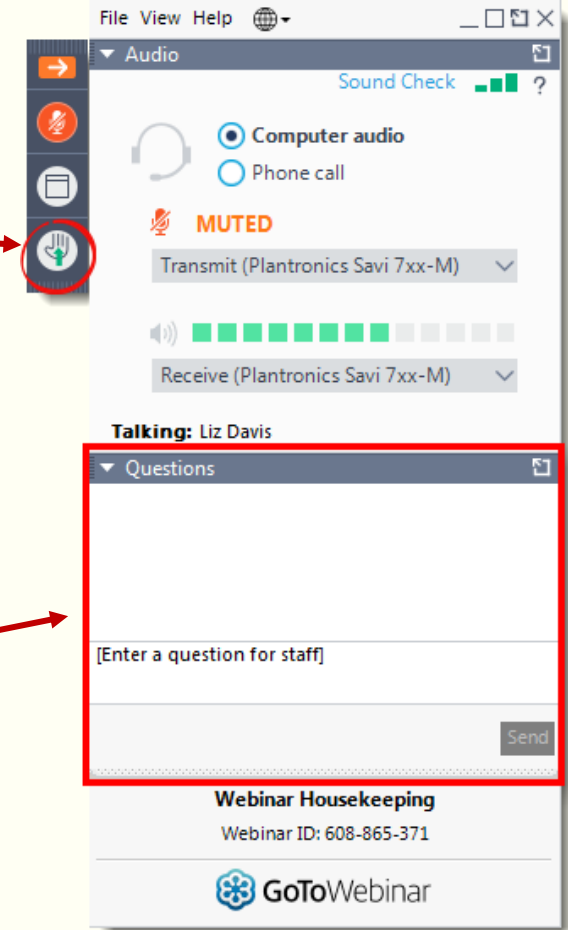
Impacts of Barriers

- Difficulty engaging with staff
- Lack of self-esteem
- Complex schedules
- Lack of access to IT media needed for virtual service delivery and/or employment
- Inability to perform certain tasks
- Discomfort in certain environments
- Lack of current qualification for certain tasks/roles
- Lack of support from peers in career development process

We want to hear from you!

What have we missed?

Please tell us other barriers to career development experienced by veterans you've served.



Identifying, Responding to, and Managing Barriers

As with all aspects of the service delivery process, deciding what qualifies as a 'barrier', and the proper response to that barrier, is ultimately up to the veteran.



Responses to Barriers

- Flexibility in:
 - Schedule
 - Place and/or
 - Role
- Additional time taken to build trust and engagement
- New peer connections and support
- Equipment & Technology:
 - Adaptive equipment (accommodations)
 - Low-cost tech
 - Transportation
- Support from partner organizations including:
 - Training
 - Counselling
 - Other Supportive Services

Grant Structure & Partnerships

Supportive Services

- What does your budget say you can purchase?
- What partners in your network can provide additional resources and services?

Training

- How do you provide, or arrange for, training for veterans?
- How do you meet the array of possible veteran interests?
- What options for on the job training/ apprenticeships exist in your community?





EMPLOYER ENGAGEMENT

Employers are YOUR Customers

HVRPs serve two primary clients:

1. The homeless veteran
2. The employer



HVRP Staff Competencies

- Understand the employer as the other HVRP customer
- Adopting an employer engagement model of practice
- Using structures and forms to document critical employer engagement activities
- Increase skills in marking homeless veterans including those with felonies, poor work histories and other disadvantages



Know Your Stuff...

- Describe the history of your organization.
- What are the goals of your organization?
- Who are the primary persons you provide services to?
- Who are your competitors?
- What makes your agency unique?
- What promotional materials do you have to give to or show employers?



How to Engage Employers

Interpersonal skills for case managers/job developers

- **Active listening**
 - Hearing the employer
 - Responding to the employers' statements
 - Clarifying what the employer is saying, thinking or feeling
- **Asking questions**
 - Direct questions
 - Open ended questions
 - Targeted questions
- **Summarizing**
 - Making sure the employer knows you understand their needs and



Employer Partnerships

- Job Fairs:
 - Beneficial? Experience with hosting job fairs and follow up
- Cold Calls
- Networking-using who you know
 - Other employers as references
- Advertising-where do you shop, who are the vendors your agency uses





PLACEMENT

Ideally, by the Placement Stage, you know:

- The veteran's potential barriers and support needs.
- The veteran's goals, interests, preferred conditions of employment, etc.
- A veteran-driven, and veteran-approved, IEP that defines the role of HVRP, partners, and the veteran.
- Knowledge of employers whose talent needs and conditions of employment line up with the veteran's goals.

Placement is Where the Pieces Come Together

What do you Know about the Veteran?

- Goals
- Support Needs
- 'Environmental' Fit
- Immediate Income Needs vs. Long-term Income Goals
- Career (vs. Placement) Goals
- Level of Engagement

And about the Employer?

- Skill Needs
- Work Environment
- Management Style
- Potential for Flexibility
- Training Offered
- Typical Retention Rate



Considerations in the Placement Stage (1)

Scenario:

- Jerry enrolls in HVRP, and says he needs income *now*. He'll do any kind of work that's needed – he doesn't care.
- You work with Jerry to fill out some applications. You notice his work history for the past five years consists of 1-2 months in a variety of short-term jobs, followed by 3-6 month gaps in employment.

Considerations in the Placement Stage (2)

Scenario:

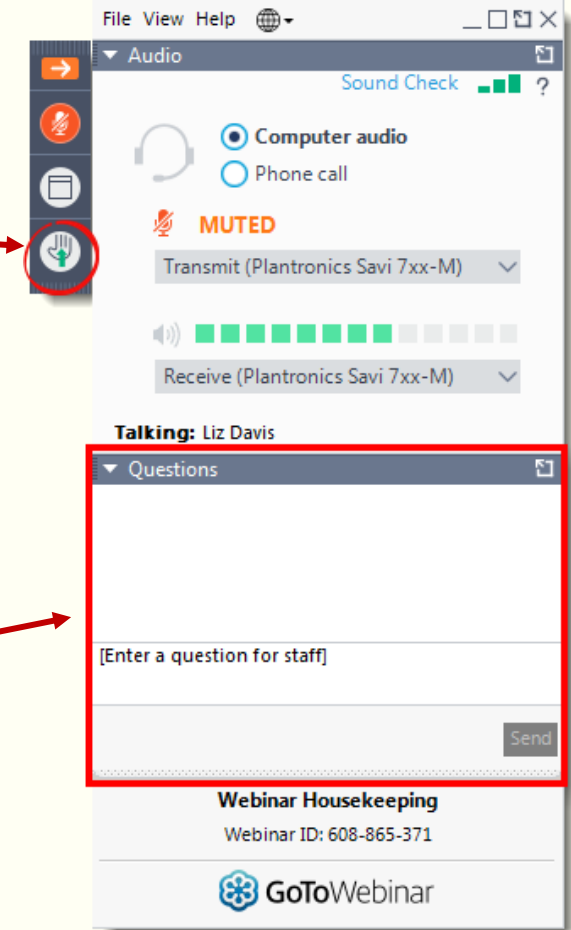
- Yvonne is a single mother of two children. She is planning for her children to attend school virtually at least part of the time in the Fall. She has also been taking on-line courses in Web development.
- What are some barriers Yvonne might encounter in her career search?
- What are some next steps you would recommend?



We want to hear from you!

What are some other scenarios you've found challenging (no PII, please)?

What steps did you take to overcome the challenge(s)?





EMPLOYMENT RETENTION

Providing Support for BOTH the Employer AND Veteran

Building on Your Foundation

- What is this employers' usual recruitment strategies?
- Employer history of hiring workers with barriers; experience with other workforce intermediaries
- Understanding employers' job retention issues; what are typical reasons for an employee to leave this position(s)
- What do you know about this employer's competitors?
- What local trade groups or organizations does this employer participate in



Maintaining and Nurturing

- Insuring that follow up occurs routinely and regularly
- Showcasing employers' value to the community
- Providing opportunities to engage that go beyond employment



Resolving Employer Concerns

- Respond professionally
- Listen for underlying issues
- Separate the concern from the belief
- Acknowledge concern and connect to your offer
- Allow all concerns to surface
- Don't take "NO" personally



Working on Retention with the Veterans...

- Build trust with participant
- Recognize and emphasize strengths of participant
- Recognize, anticipate and address complex needs of participant as they occur
- Initiate and maintain consistent contact and communication with participant post-employment
- Address personal dignity and self-worth
- Assist and support participant to plan for challenges
- Reinforce importance of personal responsibility and choice
- Provide comprehensive, flexible, long-term supports



Good Placement=Good Retention

Good placement =

- Meets the interests and aptitude of participant
- Work environment and tasks appeal to the participant
- Job consistent with the values of the participant
- Job is attractive in terms of type of work, location, hours of work, wage scale and co-workers



In the Chat Box...

- What has been helpful for you in your current role or at a past job to maintain relationships with employers?
- During these challenging times, what engagement strategies have you used to reach out to an employer?
- What supports do you think you would need in order to be a more effective job developer?



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