



National Veterans'
Technical Assistance Center

Homeless Veterans' Reintegration Program (HVRP): Veteran Training, Job Placement, and Retention

Virtual Learning Course Series 4,
Session 4 of 4

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NVTAC Overview

NVTAC Role (1 of 2)

- Provide technical assistance designed to increase grantees' ability to establish and operate successful HVRP grants
- Support HVRP grantees throughout their period of performance to ensure that challenges are resolved quickly
- Provide effective training and peer-to-peer learning opportunities that result in increased knowledge and adoption of innovative practices among HVRP programs nationwide

NVTAC Role (2 of 2)

- Provide technical expertise to federal staff to assist in policy development in support of program oversight and strategic planning for the future of HVRP
- Quantify grantees' customer satisfaction and share promising practices and lessons learned

Agenda

- In this training, we will discuss:
 - HVRP veteran training: requirements, implementation tips, and examples
 - Job Placement: the Americans with Disabilities Act (ADA), preparing veterans for interviews, and engaging employers
 - Job retention strategies

Veteran Training

Veteran Training Overview (1 of 2)

- HVRP requires a minimum of 80 percent of participants to be enrolled in job-driven training (JDT)
- Develop hard skills based on individual career interests and goals
- Targets in-demand jobs based on the labor market information described in the HVRP grantee statement of need
- Under HVRP, JDT includes subsidized apprenticeships, on-the-job training (OJT), job skill retraining and/or upgrading, occupational skills training, and customized skills training

Veteran Training Overview (2 of 2)

- Can be provided in a classroom setting or virtually if meeting HVRP standards for training
- Can be provided by the grantee or by referral to a community partner
- **Note:** Life skills, resume writing, job search skills, mock interviewing, and other soft skills activities are not considered JDT but are part of case management

JDT was designed to solve three common challenges:

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

Veteran Training: Tips for Implementation

Tips for Implementation (1 of 4)

- Purpose-based
 - Determine if the training will provide the hard skills, licenses/certifications, and other components that are necessary for the chosen job
- Career pathing
 - The first job obtained is often not one that perfectly matches work interests and goals. JDT can develop the skills and experience to pursue a career path
- Individualized
 - JDT is aligned with the overall employment goal

Tips for Implementation (2 of 4)

- Leverage partnerships
 - Working partnerships with local colleges, employers, industry associations, and other community-based organizations are important. It takes a village!
- Connect with the local American Job Center (AJC)
 - AJCs maintain an Eligible Training Provider List (ETPL) of training providers and have local labor market information and connections to local employers

Tips for Implementation (3 of 4)

- Operationalize the keys of effective partnering:
 - Respect and trust between HVRP and stakeholders
 - Mutual understanding that all resources and wrap-around supports are essential to successful training outcomes
 - Defined communication pathways between HVRP and stakeholders
 - Viewing employment as a key component for long-term housing stability
 - Ongoing management to maintain and reinforce all the above

Tips for Implementation (4 of 4)

- Work with your Grant Officer's Technical Representative (GOTR) to assist with connecting with the AJC and other training resources and for assistance to determine if the training being considered meets HVRP criteria
- Research virtual training courses that can meet the HVRP criteria
- Utilize the [O*Net Crosswalk](#)
- Based on participants' interests, consider [certification opportunities](#) through the U.S. Bureau of Labor Statistics

Examples of Job-Driven Training

- Though consultation with your GOTR is recommended to determine if a training placement meets HVRP standards, some examples are:
 - Commercial driver's license (CDL) training (transportation industry)
 - ServSafe test preparation (food service industry)
 - Registered Apprenticeship Program (RAP) (industry-based)
 - Community college certificate training program based on local labor market needs

HVRP Training Requirement (1 of 4)

- Resources are available
 - ETPL for Workforce Innovation and Opportunity Act (WIOA) scholarships
 - Supplemental Nutrition Assistance Program (SNAP) Training and Employment Program (STEP) partners
 - Local training facilities for short-term training certifications
 - Consider community colleges for scholarships/pay for pre-screenings and referrals
 - LinkedIn training certifications
 - Local OJT opportunities
 - Example: Harry and David
 - Dave's Killer Bread

HVRP Training Requirement (2 of 4)

- Training ideas
 - Flagging Job Club training (one-day training) is low-cost and may have employment placement
 - Security training Department of Public Safety Standards and Training (PSST), (armed and unarmed) (Oregon-specific)
 - Private investigator license
 - CDL
 - Consider cost share
 - Pay for medical tests and driving tests

HVRP Training Requirement (3 of 4)

- Training ideas (continued)
 - Port of Entry Transportation Workers Identification Credential (TWIC)
 - Some companies pay for training time (after meeting initial screening) and job placement after completed (e.g., bus companies)
 - Welding - short-term local training at community colleges
 - Asbestos training

HVRP Training Requirement (4 of 4)

- Training ideas (continued)
 - Occupational Safety and Health Administration (OSHA) online training
 - Hazardous material, bloodborne pathogens, and cardiopulmonary resuscitation (CPR)

Interactive Activity

Have you successfully placed veterans in HVRP training?

Discussion Questions

What challenges have you experienced with identifying training opportunities?

What tips do you have to overcome these challenges?

Job Development

ADA

What is the ADA?

- Understanding the ADA and informing veterans of their workplace rights is a beneficial tool for HVRP job development
- The ADA:
 - Is a federal civil rights law passed in 1990
 - Enables people living with disabilities to fully participate in all major life activities without discrimination
 - Ensures people living with disabilities have the same opportunities to pursue their life goals as everyone else
 - Requires employers, state and local governments, public and private transportation, public-serving businesses, and telecommunication companies to make reasonable accommodations

Source: [ADA](#)

Workplace Accommodations

- To get workplace accommodations and ADA protection, a person must meet one or more of these criteria:
 - Have a physical or mental health challenge that substantially limits the opportunity to work, be promoted, etc.
 - Has a history of living with a disability, even if it is currently in remission
 - Is seen by others as living with a disability (mental health or physical)
 - Self-disclose the need for accommodation at any time pre- or post-hire

Resource for Veterans: [ADA Guide for Veterans](#)

ADA: Employer Requirements

- Employers with more than 15 employees must make reasonable accommodations
- A reasonable accommodation is any change made to the job role or work environment that ensures that people living with a disability can perform all essential job functions
- If the worker's disability is "hidden," the employer can request medical documentation to determine if accommodation is needed
- The accommodation must not create undue hardship for the employer

Sources: [Reasonable accommodations for disabilities](#)
[Veterans and the ADA: A guide for employers](#)

ADA: Educating Veterans

- Inform about ADA rights
- Determine if physical and/or mental health challenge(s) would impact their success in a job
- Discuss possible accommodations needed for job success
- Empower veterans to ask employers for the accommodation(s) they need
- Provide ongoing support in receiving ADA accommodations and protections
- Champion the ADA internally and externally

Veteran Preparation and Employer Engagement

Job Placement Process (1 of 3)

- Job placement entails making the best, realistic match between the veteran's skills, interests, and preferences, and the employer's needs and work environment
- No match is 100 percent perfect, and educating the veteran about this is key
- Matching the right job with the wrong employer will not result in career satisfaction or retention
- There is much more to finding the best fit for a veteran than career interests and relevant skills

Job Placement Process (2 of 3)

- Find the right fit
 - Look for the salary, tasks, work culture, benefits, career advancement potential, and management style that meet the preferences of the veteran
- Take your time and be patient
 - Take the time to learn about the veterans you are serving and the employers in your area

Job Placement Process (3 of 3)

- Take your time and be patient
 - 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 into making the most appropriate match

Interview Preparation (1 of 2)

- Can occur before an interview is obtained based on the job goal
- Provide information about:
 - Appropriate interview attire
 - The interview setting
 - The importance of arriving early

Interview Preparation (2 of 2)

- Conduct mock interview based on:
 - Commonly asked interview questions
 - Questions specific to the job role
 - Reflect on answers given and help the veteran improve responses
 - Do more than one mock interview to enhance skills, gain confidence, and reduce interview anxiety
 - Include how to introduce self upon arrival at the interview site

Employer Engagement (1 of 4)

Some keys to job development with employers are:

- Understanding that job development involves selling skills
- Selling skills are distinct from HVRP case management skills
- A “business mindset” is essential - be confident that you are filling a hiring need the employer has
- “Cold calling” is part of the process - having a template script is helpful
- Having expert knowledge of the local labor market, trends, and opportunities is essential to focus your contact efforts

Employer Engagement (2 of 4)

Develop an employer network:

- Leverage established connections, personal, community, board members, etc.
- Cultivate trust from employers by learning about their business and following up with requests for information
- Ask employers who have successfully hired HVRP participants to introduce you to other businesses
- Think beyond placement: inviting employers to visit your agency, attending events, or volunteering can establish ongoing partnerships

Employer Engagement (3 of 4)

Develop an employer network:

- Establish an internal job bank that references the skills and career goals of your HVRP participants to focus job development

Other Tips:

- Connect with employers who have a large presence in the community, and/or are open about hiring veterans
- Ask to visit the employer for informational purposes
- Ask about what jobs are available or will be in the future
- Describe HVRP as a no-cost service that has an untapped labor pool

Employer Engagement (4 of 4)

Other tips:

- Inform employers about the Work Opportunity Tax Credit (WOTC)
- Always sell the veteran's work strengths, not that they are experiencing or at risk of homelessness
- Offer follow-up services and support

Be confident that you are helping the employer hire motivated and skilled employees!

Source: [Work Opportunity Tax Credit](#)

Interactive Activity

**Have you successfully placed veterans
in meaningful jobs?**

Discussion Questions

What challenges have you experienced developing employer partnerships and jobs?

What tips do you have to overcome these challenges?

Job Retention

Job Retention (1 of 4)

- Job retention is the culmination of the HVRP experience for the veteran and the grantee. It presents some unique challenges. Some keys to successful retention activities are:
 - Understanding that job retention starts at outreach
 - HVRP retention documentation requirements and the veteran's responsibility to provide them post-placement are part of HVRP orientation
 - The retention information needed is emphasized throughout the HVRP experience

Job Retention (2 of 4)

- Case management strategies to promote retention:
 - Identify and discuss potential and current stressors that may lead to job loss during case management
 - Help veterans remove or manage workplace stress by identifying action steps to take when triggered
 - Seek to normalize the experience of workplace stress as common to everyone
 - Action steps can involve a written guide, such as a self-care employment retention plan

Job Retention (3 of 4)

- Case management strategies to promote retention (continued):
 - Engage all wrap-around supports to encourage job retention
 - Housing case workers
 - Therapists
 - Family members, significant others, and friends
 - Community networks, etc.
 - Proactively schedule and adhere to regular check-ins via phone or in-person meetings with employed veterans
 - Create an employed veteran peer support group

Job Retention (4 of 4)

- Case management strategies to promote retention:
 - Follow up with the employer (with veteran approval) to provide support and prevent job loss
 - Celebrate employed veterans by recognizing their achievement at agency events, on a “working wall,” in HVRP marketing materials, etc.

Interactive Activity

Have you been successful with retention and follow-up?

Discussion Questions

What challenges have you experienced with retention and follow-up?

What tips do you have to overcome these challenges?

Resources

Resources: Training

- [RAP](#)
- [Off-Base Transition Training \(OBTT\)](#)
- [Compensated Work Therapy - Veterans Health Administration](#)
- [LinkedIn Learning Online Training Courses](#)
- [Trade Adjustment Assistance Community College and Career Training](#)
- [AJCs | Veteran and Military Transition Center | CareerOneStop](#)

Resources: ADA and Employer Incentives

- [How work affects social security benefits](#)
- [U.S. Department of Veterans Affairs \(VA\) - Vocational Readiness and Employment Services](#)
- [ADA](#)
- [ADA Guide for Veterans](#)
- [Reasonable accommodations for disabilities](#)
- [Veterans and the ADA: A guide for employers](#)
- [Work Opportunity Tax Credit](#)
- [Job Accommodation Network](#)



Questions?

Thank you!

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