



National Veterans'
Technical Assistance Center

Standard Operating Procedures for Homeless Veterans' Reintegration Program (HVRP) Operations

Community of Practice

April 24, 2025

Reminder



HVRP best practices will be shared during this session. NVTAC encourages all grant recipients to utilize best practices that may improve their service delivery. Before implementing a practice discussed during this session, please review your award statement of work and contact your Grant Officer's Technical Representative (GOTR) to discuss if it is an allowable cost or activity or if it requires an amendment to your approved plan.

Overview of Standard Operating Procedures (SOPs)

What is an SOP?

- An SOP is a document that outlines steps, processes, and expectations of different aspects of an organization's everyday operation.
- SOPs are essential for uninterrupted, continuous service provision in the event of staff turnover, leadership changes, other instances in which HVRP operational details may need to be passed to new individuals without direct training.

Guidance

- Veterans' Program Letter (VPL) 06-24 outlines the need for SOPs for HVRP grant recipients. It states that "grant recipients must maintain written procedures, i.e., SOPs, to ensure participant support costs and participant incentive costs are implemented and executed consistently and that the associated expenditures meet the requirements in 2 C.F.R. § 200.302(b)(7), the FOA, and the terms and conditions."
- VPL 06-24 also outlines a full list of details an SOP must contain for grant recipients that utilize incentives as part of their support services for veterans. For more information, refer to VPL 06-24, pages 9 and 10 or contact your GOTR for more guidance.

SOP Requirements (1 of 2)

- Grant recipients must maintain SOPs to ensure ***participant support costs*** and ***participant incentive costs*** are implemented and executed consistently and that the associated expenditures meet the requirements in [2 C.F.R. § 200.302\(b\)\(7\)](#), the FOA, and the terms and conditions for your grant.
- As stated in the FOA, to use HVRP funds for ***participant wages***, grant recipients must have an SOP to implement and execute this process consistently.
- The use of a ***participant support cost*** is determined on an individual basis, and the grant recipient is required to have an SOP describing the justification of the cost to the HVRP program, how costs will be documented, and the procedures for issuing payment.

SOP Requirements (2 of 2)

An SOP on *incentives* must describe the following:

1. Identification of the amount(s) and type(s) of incentives;
2. Criteria for participant issuance;
3. Assurance that incentives will not be provided to participants for entertainment, such as movie tickets, sporting event tickets, or other entertainment purposes, and will not be used to purchase alcohol, e-cigarettes, e-liquids, tobacco, etc.
4. Authorization process for a transaction;
5. Receipt and custody of the asset;
6. Recording and reporting activity related to that asset;
7. Process for taking periodic inventory and reconciling balances; and
8. Segregation of duties, such as:
 - a. Requiring limited access to cards and who can handle them, etc.
 - b. Having managers or staff from the program offices perform specific cash-related functions.
 - c. Requiring two authorizing signatures on checks issued.
 - d. Requiring supervisory approval for each use of vouchers.
 - e. Verifying usage and balances of logs through management information system reports.

SOPs for Program Leadership

- It is important for program leadership to have SOPs in place, and during this training we will discuss some of the key areas that you will need to have SOPs for, including but not limited to:
 - Staffing
 - Case file maintenance and auditing
 - Accessing training resources
 - Community partnerships
 - Workflow and daily operations

Example of an SOP

- You can view the full example SOP that is shown in the sample below on the NVTAC website:

Effective: July 1, 2022

***Subject: City Of Jacksonville (COJ) Homeless Veterans' Reintegration Program (HVRP)
Standard Operating Procedures for Veteran Support Services***

Support Services—Align with our local housing assistance strategy to ensure rapid connection to housing for eligible veterans through participation in our local Coordinated Entry System. HVRP staff attends weekly and monthly meetings with Support Services for Veteran Families (SSVF), Ability Housing, Inc., Clara White Veteran staff, Changing Homelessness, and all other organizations who are members of our local Continuum of Care (CoC) agency, including Sulzbacher Center veteran staff. As a subcontractor for the HVRP program, the Sulzbacher Center for the Homeless provides case management and training services. The Sulzbacher Mobile Outreach team is unable to access care at the Sulzbacher facility. Through Sulzbacher, eligible veterans have access to peer support, money management training, housing and nutrition education, and career development services.

Bus Passes—May be requested for eligible participants who need transportation assistance and will be approved based on availability and at the discretion of the HVRP case manager. This type of support will only be provided to participants actively engaged in job-seeking activities,

Operational SOPs Policy

Operational SOPs – What They Are and Why They Matter



- SOPs are written instructions that guide how your HVRP Team consistently performs daily functions in alignment with HVRP requirements. They reduce ambiguity, ensure compliance, and increase accountability.
 - Eligibility determination (veteran status, income, homeless status)
 - Outreach protocols (engaging unsheltered vets, referrals)
 - Case management procedures (individual employment plan [IEP], follow-up frequency)
 - Supportive services (transportation, clothing, legal aid, mental health services)
 - Employer engagement and job placement process
 - Data reporting requirements (VETS Grantee Reporting System [VGRS])

Onboarding Staff and Defining Roles

New/current staff should clearly understand HVRP's purpose, their role, and the impact of their work. Role clarity reduces staff turnover and improves participant outcomes.

Key Positions to Define:

- **Program Manager:** Oversees grant deliverables, supervises staff, manages budget
- **Case Manager:** Provides direct support, creates IEPs, connects to resources
- **Job Developer:** Builds employer partnerships, coordinates job placements
- **Data Specialist:** Ensures data accuracy and timely reporting

Building a Welcome Packet for New Staff

- The welcome packet should orient new hires to both the mission and the mechanics of their role.
- **Contents to Include:**
 - HVRP program overview + grant goals (HVRP cheat sheets)
 - Flowcharts of client flow (intake to job placement)
 - Directory of key contacts (GOTR, internal team)
 - Sample client documents (IEP, Release of Information [ROI] forms)
 - Guide to SOPs with table of contents
 - 30-day onboarding checklist with due dates for key trainings

Where to Find Policies and How to Use Them

- Staff must know where SOPs live and how to apply them. Accessibility and clarity are critical.
- **Recommendation:**
 - Create a shared SharePoint folder labeled “HVRP SOP Manual”
 - Organize by topic: Intake, Case Management, Job Development, Reporting
 - Include a version history with review dates
 - Assign one staff member to manage policy updates (Use internal processes or team meetings to announce SOP updates.)

Continuous Training and Professional Development

- Training ensures your team stays compliant, confident, and capable. It also boosts morale and reduces errors.
- **Build a Training Calendar That Includes:**
 - Required trainings (e.g., NVTI/NVTAC: Case Management/Outreach)
 - Optional skill-building (Motivational Interviewing, Trauma-Informed Care)
 - Peer learning: Quarterly lunch and learn or case study review
 - Annual performance reviews with training plans (track all completed trainings using a simple Excel or Human Resources [HR] software tracker)

Case File Maintenance and Auditing Policies

- Case files are the heart of your program's credibility. They support data integrity, funding compliance, and audit readiness.
- **Your SOP Should Cover:**
 - Required documentation: eligibility proof, IEP, job placement documents, case notes, ROI, support services correspondence
 - Where files are stored (digital/cloud, locked file cabinet)
 - Intake deadlines
 - Audit protocols: who audits, when, and how (External/Internal)

Example: Every case file must be reviewed quarterly using the internal file audit checklist. Missing documentation must be resolved within seven days.

When to Access NVTAC and the National Veterans' Training Institute (NVTI)

When to Access NVTAC and NVTI

- HVRP grant recipients are encouraged to take a proactive approach when accessing NVTAC and NVTI and reach out before challenges arise.
- Best practice is to create a relationship with NVTAC and NVTI when you first receive your award to get started on the right foot.
- NVTAC and NVTI are not punitive. You do not have to only contact NVTAC or NVTI if you have challenges.
- NVTAC is always looking to gather and share best practices.

- Provides technical assistance designed to increase grant recipients' ability to establish and operate successful Homeless Veterans' Reintegration Program (HVRP) grants.
- Support HVRP grant recipients 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.
 - Email: nvtac@dol.gov
 - Website: nvtac.org

NVTI References for HVRP Program Managers and Financial Staff



- [NVTI Home Page](#)
- [Subscribe to the NVTI Mailing List](#)
- [Class Descriptions](#)
- [NVTI Journey Maps](#) (HVRP and Veteran Service Provider)
- [Career Roadmap Certificate Program Documents](#)
- [On-Demand Learning](#) (Making Careers Happen for Veterans: CoP, Microlearning, Podcasts, Webinars)

Community Partnerships: Stakeholder and Employer Management

Community Partnerships: Stakeholder and Employer Management



- Creating a Memorandum of Understanding (MOU) with community partners and employers could help streamline the connection between HVRP and the stakeholder.
- Ensure all decisions are veteran-centered.
- Make sure you, the veteran, and all external parties sign an ROI.
- Create a mechanism for tracking the progression of the relationships.
 - Ensure follow-up and follow-through are taking place.

How to Structure a Workday?

How to Structure a Workday? (1 of 2)

- Create a welcome onboarding packet for all new staff.
- Create an internal flowchart for all staff and get their insight on the process.
 - Update the flowchart when needed.
- Create internal policies on what should and should not be happening from day to day.
 - Identifying staff expectations and review them regularly.
 - Being clear and open around expectations for staff as well as the participants will ensure all staff have the same consistent information.
 - Create internal policies around having healthy boundaries with participants.

How to Structure a Workday? (2 of 2)

- Building in time to meet with case managers and conduct casefile reviews
- Building in time to meet with the participants' other case managers.
 - Take the lead on scheduling case conferencing meetings to ensure everyone is on the same page.
- Outline what you want staff to do on a daily, weekly, monthly and quarterly basis.
- Possible examples, depending on your agency's guidance:
 - Daily: Searching for job leads, checking in with participants, and following up with employers.
 - Weekly: Making sure case notes are up to date, etc.
 - Monthly: Case conferencing, checking participants case files for accuracy and completeness (i.e., making sure all receipts are accounted for)
 - Quarterly: Making sure VGRS/reporting is up to date and ready to send off. Checking in with the GOTR once a quarter at least.

Cultivating a Constructive Team Environment-Laying the Groundwork (1 of 2)



- HVRP Training and Education
 - Ensure all HVRP staff have all the tools and resources they need to be successful
 - Consider Trauma Informed Care (TIC) concepts and knowing the signs of secondary trauma.
 - House all HVRP staff materials in a shared folder for easy accessibility.
 - Provide access to the HVRP goals sheet and budget for staff clarity.
 - Add new and helpful information as needed.
 - Ask HVRP staff what they need to feel more successful.

Cultivating a Constructive Team Environment-Laying the Groundwork (2 of 2)



- Establish trust among HVRP staff
- Continuously improve onboarding processes
- Create a culture of healthy and open communication
- Encourage team building and collaboration
- Coordinate opportunities for learning
- Foster leadership in all HVRP staff
- Promote selfcare and knowledge of secondary trauma for staff

What SOPs Have Been Most Vital to Providing High-Quality, Consistent Services?

**Do You Have any Examples and/or
Tips on How You Have Created
SOPs for These Purposes?**



Questions?

Thank you!

Email: nvtac@dol.gov

Website: nvtac.org