



2025

**HOMELESS VETERANS'
REINTEGRATION
PROGRAM (HVRP)**
GRANT RECIPIENT
PROGRAM GUIDE



Introduction

How to Use this Guide

The Homeless Veterans' Reintegration Program (HVRP) Grant Recipient Program Guide (Program Guide) was developed to provide an overview of HVRP, including Homeless Women Veterans and Homeless Veterans with Children (HWVHWC) 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 policies 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, microlearning videos, trainings, best practices, peer-to-peer learning opportunities, customizable forms and documents, 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.

All HVRP grant recipients receiving an award beginning in Program Year (PY) 2025 must contact NVTAC (via email at nvtac@dol.gov) to schedule and complete an introductory consultation within the first quarter (July 1 – September 30) of their three-year period of performance (PoP). HVRP grant recipients who received their awards prior to PY25 are encouraged to contact NVTAC to schedule a consultation. Grant recipients are required to participate in NVTAC training and TA activities when required by the Grant Officer's Technical Representative (GOTR).

HVRP grant recipients can request training and TA at any time by emailing nvtac@dol.gov. Each grant has an assigned GOTR. A grant recipient's GOTR is listed in their Notice of Award (NoA)

under “10. Program Official Contact Information.” 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 are available on a variety of topics from NVTAC and/or the GOTR.

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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 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 supportive 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 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.

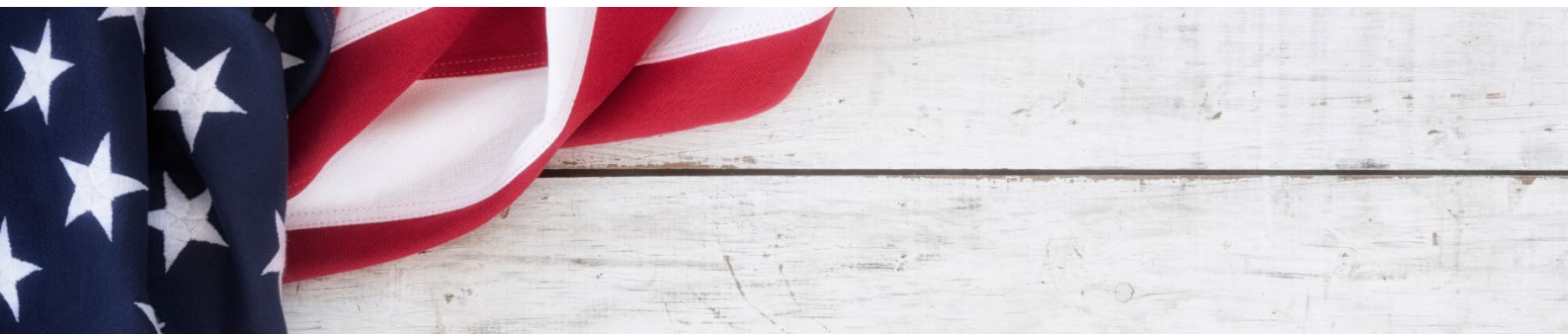
HVRP is a competitive grant program. Each year, pending authorization from Congress, DOL/VETS issues a Funding Opportunity Announcement (FOA) for HVRP. The FOA describes the application and award process, including critical elements of a responsive application, the submission process, and how grant recipients will be selected. To access the most recent FOA, HVRP outcomes, and other important guidance, visit the [HVRP homepage](#). For prospective HVRP applicants, helpful resources can be found on the [Prospective HVRP Applicant Resources page](#) on the NVTAC website.

HVRP has three core goals:

1. Deliver career exploration opportunities, placement, and supportive services to veterans experiencing or at risk of homelessness, empowering them to secure employment in stable, high-demand occupations paying wages consistent with the relevant market.

2. Establish strong partnerships with public, private, and nonprofit organizations to assist veterans in overcoming barriers to employment.
3. Provide job-driven training targeted at in-demand occupations to enable veterans to become employable or seek a higher employment grade.

The program is intended to support veterans experiencing homelessness or at risk of 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 among 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.



New Grant Recipient Information

National Priorities and Goals, Local Implementation

DOL/VETS identifies a set of national goals for HVRP each PY. Each grant recipient will be responsible for helping DOL/VETS achieve its national goals by fulfilling the terms of their grant awards and achieving their proposed performance goals.

HVRP serves three categories of veteran populations:

- Veterans experiencing or at risk of homelessness or participating in a qualifying partner service
- Homeless women veterans and homeless veterans with children
- Veterans transitioning from penal institutions and long-term care mental health facilities

Introduction: NVTAC

DOL/VETS funds NVTAC to provide support, training, and TA to HVRP grant recipients to meet the following objectives:

1. Provide comprehensive, informed services to nonprofits, employers, veterans service organizations, and government agency partners to meet the goals of HVRP.
2. Serve as a liaison between DOL/VETS program leadership and grant recipients to ensure timely and thorough communication of information.

To meet the identified objectives, NVTAC offers the following resources at no cost to grant recipients:

Direct, Customized Training and TA: Customized training and consultation for individual grant recipients are offered both on-site and remotely through digital platforms. Direct training and TA can cover various topics based on grant recipient needs, and NVTAC coaches provide continued support throughout the grant lifecycle.

Virtual Learning Opportunities: Grant recipients can participate in regularly scheduled webinars, extended online courses, and self-paced training modules on the core components of HVRP.

Peer-to-Peer Collaboration: Recognizing the value of peer learning and support, NVTAC hosts monthly Community of Practice (CoP) calls, allowing grant recipients nationwide to connect and collaborate. Additionally, by request, NVTAC offers facilitated peer-to-peer sessions to connect grant recipients serving similar areas and/or populations to provide insight and share best practices.

Best Practices and Research: NVTAC identifies best and promising practices related to positive outcomes for veterans experiencing homelessness and translates the latest research into practical applications that help grant recipients improve veteran outcomes.

Introductory Consultations

All HVRP grant recipients receiving a new award must contact NVTAC via email at nvtac@dol.gov to schedule and complete an introductory consultation within the first quarter of your three-year period of performance (July 1 – September 30, 2025). HVRP grant recipients receiving a continuing award are also encouraged to contact NVTAC to schedule a consultation if they are not already receiving NVTAC technical assistance.

Grant recipients are required to participate in NVTAC training and TA activities when required by the Grant Officer's Technical Representative (GOTR).

NVTAC Website

NVTAC provides comprehensive grant recipient support and fosters partnerships that ultimately improve employment outcomes for veterans experiencing homelessness. The [NVTAC website](#) is a one-stop resource to access a variety of tools and resources to support grant recipients. These resources include:

- Listening Sessions: Recordings, Slides, and Q&As
- Microlearnings
- HVRP New Grant Staff Onboarding Trainings: Recordings and Slides
- Virtual training
- Recorded webinars
- Customizable HVRP Forms and Documents: Eligibility Tool, Standard Operating Procedures (SOP), and Continuity of Operations Plans (COOP)
- Resources for veterans and employers

- Community of Practice Recordings: Presentations by Agencies or Discussions on Best Practices
- National Post-Award Conference Sessions: Recordings, Slides, and Q&As

Training and TA Topics and Contacts

NVTAC works closely with each grant recipient's GOTR to provide customized support to ensure successful HVRP grants. A GOTR is an individual serving on behalf of the Grant Officer to maintain and ensure the integrity of the approved grant agreement. DOL/VETS Directors for Veterans' Employment and Training (DVET) serve as the GOTR. An HVRP grant recipient's designated GOTR is listed in the Program Official Contact Information within the Notice of Award (NoA). Training and TA are available on a wide variety of topics. The following table is a quick reference for topics covered by NVTAC and GOTRs:

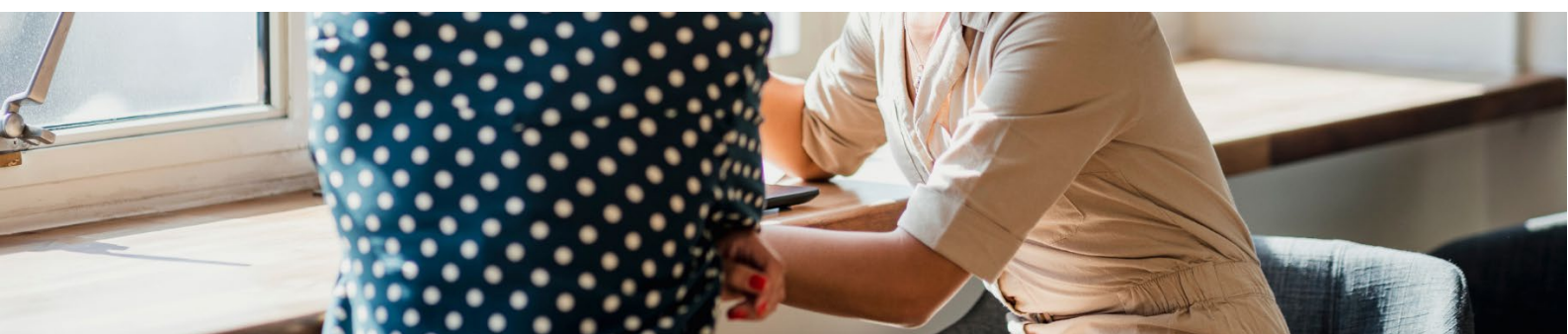
For questions about...	Contact:	NVTAC	GOTR
Collaboration and Partnerships		✓	
Coordinated Entry and Homelessness Systems		✓	
Enrollment at the American Job Center (AJC)		✓	✓
Financial Management (i.e., Close-Out)			✓
Grant Amendments			✓
Outreach, Intake, and Assessment		✓	
Job Development and Placement		✓	
Outreach to Veterans, Employers, or Partners		✓	
Project Budget (i.e., SF-424, SF-424A, Budget Narrative)			✓
Quarterly Reporting			✓
VETS Grantee Reporting System (VGRS)			✓
Training for New Staff		✓	✓
Participant Training		✓	
HVRP Staff Retention		✓	
Follow-Up Strategies		✓	
Corrective Action Plans (CAP)			✓

All NVTAC inquiries and requests for training and TA should be directed to nvtac@dol.gov. Upon receipt of your request, a coach will be assigned to provide individualized support.

HVRP and AJC Overview

AJC Overview

AJCs, also referred to as one-stop centers, provide job seekers with a range of services. Established under the Workforce Investment Act and reauthorized in the Workforce Innovation and Opportunity Act of 2014 (WIOA), the network of nearly 2,300 AJCs across the country offers a variety of employment-related services, including career counseling, job training, and job search assistance. Each AJC is unique and offers customized services based on local workforce conditions and available resources.



HVRP: Connecting to Partners at the Local Level

A core objective of HVRP is to stimulate the development of effective service delivery systems that address the complex problems facing veterans experiencing homelessness. Successful grant recipients understand that a systematic approach requires collaboration with public and private partners at all levels (federal, state, and local) to meet the various needs of individual veterans. Available partnership opportunities vary from community to community. However, there are several national programs with local representatives or grant recipients that are integral to grant recipient collaboration efforts:

U.S. Department of Labor (DOL)

AJCs

HVRP grant recipients are strongly encouraged to partner with local AJCs to co-enroll participants. For more information, tips, and resources on AJCs, please see the [AJC section](#) of this guide.

Jobs for Veterans State Grants (JVSG)

The JVSG program provides federal funding, through a formula grant, to 54 State Workforce Agencies (SWA) to hire dedicated staff to provide individualized career- and training-related services to eligible veterans and eligible persons with employment barriers, as well as other authorized populations, and help employers fill their workforce needs with job-seeking veterans.

- The JVSG funding supports the Disabled Veterans' Outreach Program (DVOP) specialist position, Local Veterans' Employment Representative (LVER) staff, and Consolidated Position staff.
- DVOP specialists provide individualized career services to eligible veterans and eligible spouses experiencing employment barriers, as well as other additional populations authorized by the Secretary, with an emphasis on assisting veterans who are economically or educationally disadvantaged. Veterans facing these barriers include veterans experiencing homelessness and vocational rehabilitation clients.
- LVER staff conduct outreach to employers to advocate for the hiring of veterans. They also work with businesses, contractors, and employer organizations to develop career opportunities for veterans.
- Consolidated Position staff serve in a dual role as a DVOP specialist and an LVER.

To learn more about JVSG, visit the [JVSG website](#)

National Veterans' Training Institute (NVTI)

NVTI provides specialized training and professional skills enhancement for veteran service providers' staff. Focusing primarily on training individuals who help veterans secure long-term employment, NVTI is committed to ensuring that those who are tasked with this critical responsibility have the knowledge and tools necessary to perform their jobs effectively. HVRP grant recipients can begin learning about the services offered by NVTI by visiting the following links.

- [Learning Ecosystem](#)
- [HVRP Journey Map](#)
- [Class Descriptions](#)

Courses for HVRP include, but are not limited to:

- 9604: Managing Case Management (Manager/Supervisor Focused)
- 9617: Federal Grants Management for HVRP Recipients
- 9618: Providing Resume Writing Support

- 9620: Advanced Case Management
- 9612: Preventing and Healing Burnout in Veteran Service Providers
- 9617: Federal Grants Management for HVRP Recipients
- 9618: Providing Resume Writing Support

Microlearnings, Podcasts, and Webinars for HVRP include, but are not limited to:

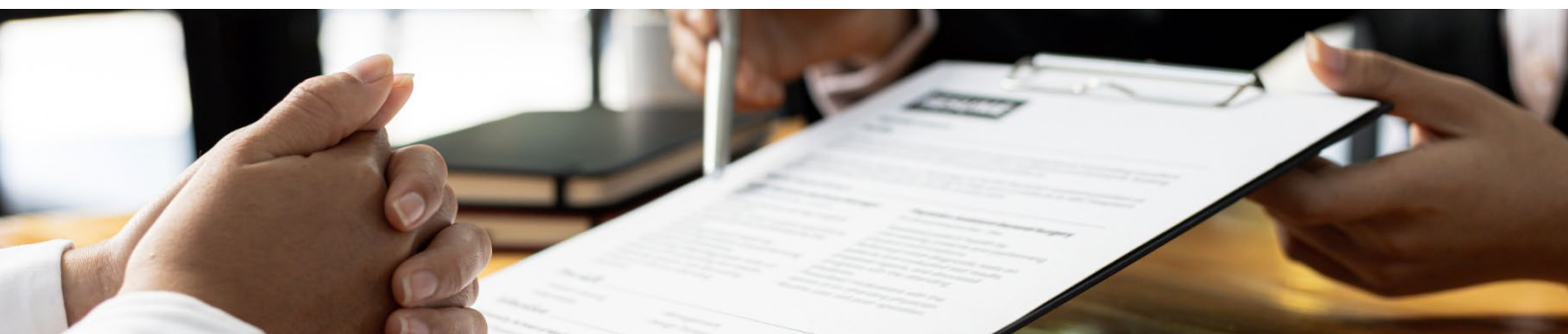
- [Grants Management Microlearning](#)
- [Indirect Costs 101](#)
- [The Grant Closeout Process for Recipients](#)
- [Podcast Episode 23: Continuing Conversations: Serving Justice-Involved Veterans](#)

Check out the [NVTI Travel FAQs](#). To learn more about NVTI, visit the [NVTI website](#). For on-demand resources, please visit the [NVTI On-Demand Learning page](#)

HVRP Startup Checklist for New Grant Recipients

The following checklist can be used as a starting point to get your grant on solid footing within the first quarter (Q1) of the award. Not all tasks are required but may guide program developers in the initial phase of grant implementation. This checklist is designed for grant recipient internal use.

Category	Task	Complete
Staffing	• Hire all staff in accordance with the Budget Narrative	☐
	• Develop staff training plan and organization-specific HVRP Guide	☐
Forms, Policies, and Processes	• Set up petty cash account policy, procedures, and documentation requirements	☐
	• Establish policies, processes, and forms to document grant operations and services:	☐
	○ Operations – data safety, client privacy, etc.	☐
	○ Services – eligibility assessment, intake/enrollment, assessment of needs (vocational, training, etc.), job training, case management, job development/placement, job retention strategies, etc.	☐
	▪ Examples: certification of homeless status, Individual Employment Plan (IEP), release of information	
	• Develop required SOPs for the use of grant funds	☐
Grants Management/ Reporting	• Create a system for participant case files that includes all required elements	☐
	• Review all HVRP-related policies (See Active Policy Directory)	☐
	• VGRS user account creation (see VGRS Homepage)	☐
	• Contact and establish meeting with the GOTR	☐
	• Read and follow instructions listed in the Grant Officer Congratulatory Letter and GOTR Welcome Letter	☐
	• Ensure you gain access to your funds in the Payment Management System (PMS) operated by the U.S. Department of Health and Human Services (HHS) within the first 30 days	☐
	• Review the NoA, with special attention to any conditions, the planned goals, and Budget Narrative	☐
	○ Ensure the HVRP team is aware of planned goals (i.e., enrollment of eligible veterans, placement of veterans into competitive employment) for Q1 and the timeline for completion of the goals	☐
	• Submit a Continuity of Operations Plan (COOP) to the GOTR no later than 120 days after receiving the initial NoA	☐
	• Establish data collection procedures and familiarize yourself with the quarterly reporting requirements and documents; create a data backup system	☐
	• Agency accounting is prepared to draw down funds or has done so	☐
	• Expenses are on budget	☐



Program Implementation

Participant Eligibility

To be eligible for HVRP, an individual must meet the definitions for “veteran” and either “homeless,” “at risk of homelessness,” “participating in a partner program,” or “transitioning from certain institutions” as described below. However, please note that these descriptions are not the formal definitions. For the full statutory definitions, see [VPL 06-24](#), which is also listed in [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. Veterans Benefits Management System (VBMS) documentation, which recently replaced the U.S. Department of Veterans Affairs (VA) Hospital Inquiry (HINQ), or the VA web application Status Query and Response Exchange System (SQUARES) documentation are acceptable to conditionally enroll, provide services to, and report veteran participation on the quarterly performance reports; however, a DD-214 (or the VA Summary of Benefits letter, applicable military orders, or National Guard Bureau [NGB] Form 22 as applicable for eligible National Guard or Reserve members) must be requested within three business days of enrollment and must be included in the participant case file prior to the participant exiting the program. 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. For more information on reading a DD-214, please view the [NVTAC Microlearning Video: Reading a DD-214](#).

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) (Rapid Re-Housing (RRH) or Prevention), veterans who are receiving assistance under the Native American Housing Assistance and Self-Determination Act of 1996, and veterans transitioning from certain institutions are also eligible under HVRP.

Veteran Transitioning from Certain Institutions: Per [38 U.S.C. § 2023](#), an eligible veteran who is a resident of a penal institution or an institution that provides long-term care for mental illness and is at risk of homelessness absent referral and counseling services provided under the program.

Veteran Recently Released from Incarceration: A veteran released from incarceration in the last 18 months who is at risk of homelessness.

Veterans at Risk of Homelessness: Veterans at risk of homelessness within 15–60 days of the HVRP enrollment date ([38 U.S.C. § 2023](#)) or veterans released from incarceration within the last 18 months who are [at risk of homelessness](#). Please note, veterans at imminent risk of homelessness within 14 days are considered homeless not 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. For more information on eligibility, see the most updated guidance from the Veterans’ Employment and Training Service (VETS).

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.

HVRP Services

HVRP is designed to give grant recipients flexibility to tailor their programs to meet the needs of the veterans and communities they serve. HVRP grant recipients are expected to engage in specific activities and provide a variety of core services:

Outreach: 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: An eligibility process for screening individual applicants in which (a) an initial determination of eligibility is made, (b) program information is provided, and (c) individual applicants are selected for participation in the program.

Assessment: A collection of education and employment history, identification of barriers to employment, including skill deficits, and service needs as well as strengths.

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 impart relevant skills and connect participants with high-quality career opportunities, and provide continued support during program participation and after job placement.

Job-Driven Training (JDT): HVRP grant recipients provide training 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 through the AJC.

Placement: HVRP grant recipients must have sound strategies for placing participants into unsubsidized employment in good-quality jobs that pay relevant market wages in safe and healthy workplaces.

Collaboration: 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.

Follow-up: Grant recipients provide post-exit follow-up services to participants enrolled and placed into employment for four quarters after exit, to increase the participant's success in employment 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 components, strategies for implementation, lessons learned, best practices from other HVRP grant recipients, and resources for additional information.



Outreach

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 also be applied to other audiences.

In the context of HVRP, outreach means finding veterans who meet the eligibility requirements described above (i.e., veterans experiencing homelessness or at risk of homelessness) and 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?
- **Follow-up:** How will you build rapport and maintain contact?

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:

- **Individualized Approach** – Outreach staff must be knowledgeable about the target population and be able to connect to all potential clients. 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.*

- **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 a veteran is referred to a program by someone they trust, that trust is often transferred to the new program.
- **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 is available on the [SD page of the HVRP webpage](#).
- **Collaboration** – Being an engaged partner in the broader community’s efforts to find solutions for 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 providers. Important partnerships for HVRP include AJCs, SSVF, HUD-VASH, Grant and Per Diem (GPD), VA Domiciliary, Compensated Work Therapy (CWT), local police department, local criminal justice system, VA Crisis Line, and other local partners. Connecting to mainstream providers, in addition to veteran-specific ones, can extend the reach of your program, especially with harder-to-find individuals, including women veterans with minor children.

Intake

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 eligibility 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.

Since 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 on-site 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.



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 include source documentation of eligibility in each participant's case file, including a DD-214 that shows the character of discharge (any one of copies 2–8).
 - For individuals who are eligible veterans under HVRP as National Guard or Reserve members who did not serve on federal active duty but received a service-connected disability resulting from a disease or injury incurred or aggravated in line of duty per [38 U.S.C. § 101\(24\)](#) and were not issued a DD-214, the grant recipient must obtain a copy of the VA Summary of Benefits letter to verify eligibility. For individuals who are eligible veterans under HVRP as National Guard or Reserve members who served on federal active duty (does not include inactive or active duty for training) and were not issued a DD-214, the grant recipient must obtain a copy of the applicable military orders or NGB Form 22 to verify eligibility.
 - Veterans may be *conditionally* enrolled in HVRP using the Veterans Benefits Management System (VBMS) or the VA web application SQUARES. If VBMS or SQUARES is used to enroll a veteran conditionally, **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 VBMS documentation, which replaced the VA Hospital Inquiry (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. For more information on requesting and reading a DD-214, please view the [NVTAC Microlearning Video: Requesting a DD-214](#) and [NVTAC Microlearning Video: Reading a DD-214](#).
- **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 by 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 that will inform the 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 that "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 they relate to each veteran. Several strategies for assessment are as follows:

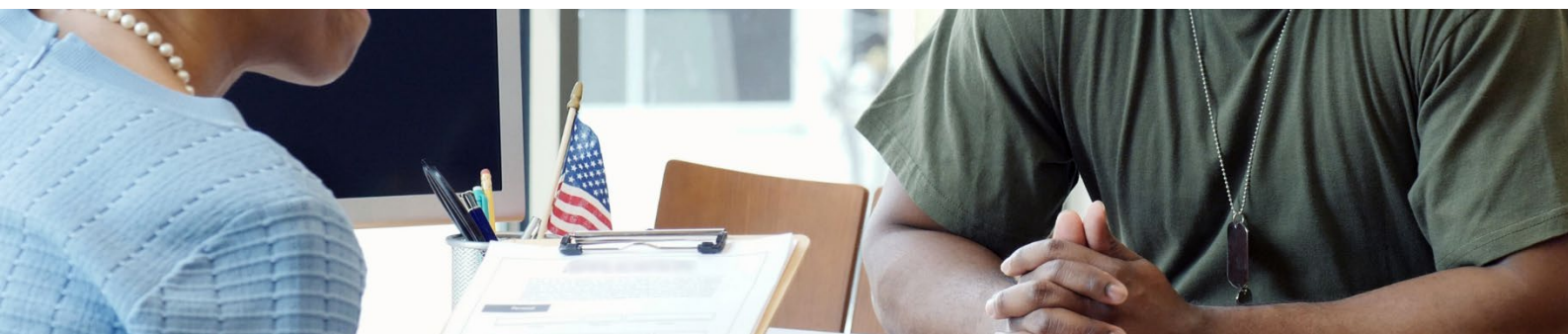
- ***Use a Variety of Assessment Tools*** – Formal, scientifically validated tools, such as the [O*NET Interest Profiler](#), can help veterans identify careers that correspond to their interests and experience. Combining formal assessments with information checklists and conversations can provide a better overall picture for the veteran and case manager.
- ***Assessment is Ongoing*** – Each assessment provides a snapshot of the veteran, which is combined with other information to guide the next steps. Veterans and their circumstances will evolve, requiring reassessment and adjustment of priorities throughout 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. For more information on the differences between supportive services and training for HVRP, please view the [NVTAC Microlearning Video: Differences Between Participant Training and Supportive Services](#).

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 the case manager to be patient and persistent. 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 [NVTAC Virtual Learning Course \(VLC\) on MI](#).*

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

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

Case File Requirements

Per [VPL 06-24](#) HVRP Requirements and Functions, grant recipients are required to maintain all records and reports, including participant case records, for any HVRP activities and services. At a minimum, an HVRP grant recipient's participant case file must include:

1. Source documentation of veteran status;
2. Verification of veteran's homelessness, participation in partner program, transitioning from certain institutions, or at risk of homelessness status;
3. Intake and enrollment information that includes the collection of necessary information to determine eligibility for the program;
4. An assessment that may include education, skills, employment history, desired career, and employment barriers;
5. IEP that includes developmental services or steps required to reach goals and overcome all employment barriers, along with accomplishments made by the individual;
6. Case notes documenting activities such as contact with the participant, services provided, training, and referrals to other agencies to assist the participant to gain/retain meaningful employment;
7. Supporting financial records, invoices, and receipts for incentives and participant support costs incurred for the participant spent in accordance with the grant recipient's budget narrative, [2 Code of Federal Regulations \(C.F.R.\) Part 200 Subpart E](#); and
8. Verification of Employment (through employer, participant, or automated system), wages, and hours worked for the quarter placed and during each quarter after exit during the follow-up tracking period, as established each year during the PoP. For more information on verification of employment, please view the [NVTAC Microlearning Video: HVRP Verification of Employment](#).

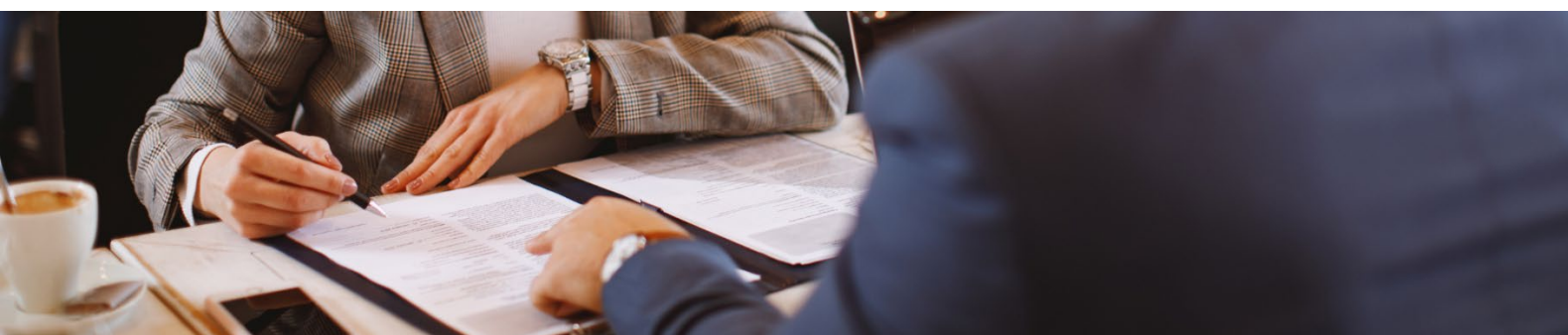
Grant recipients must protect participants' privacy to the greatest extent possible following the steps outlined in their grant award's terms and conditions and the legal requirements contained in the FOA under which the award was issued.

Additional Resources

The National Veterans' Training Institute (NVTI) offers two case management courses that HVRP grant recipients can participate in:

- 9604: Managing Case Management (Manager/Supervisor Focused)
- 9620: Advanced Case Management

For more information on NVTI courses, please see the [NVTI Class Descriptions](#).



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.

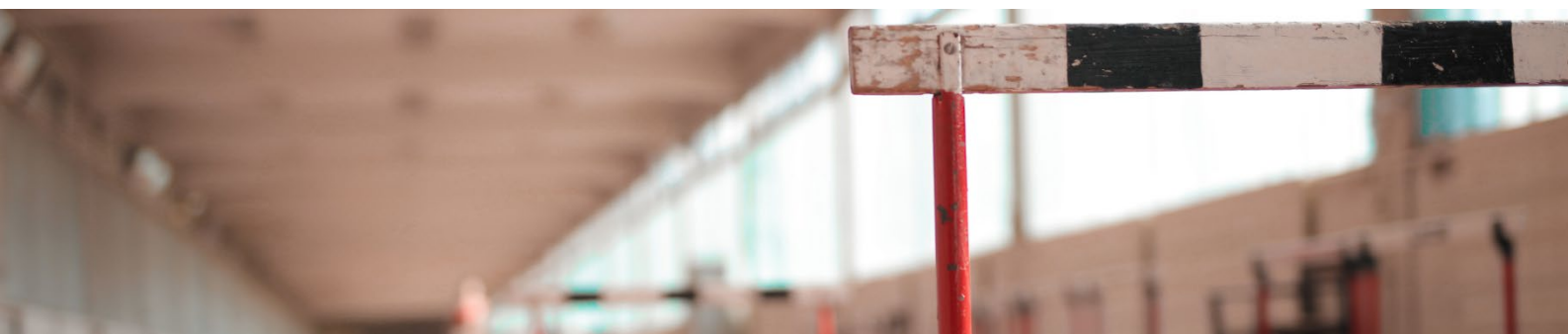
Some HVRP participants may lack a clear vision or be unprepared to develop an employment goal. Case managers may use MI or other strategies discussed previously to help them explore their interests, skills, and abilities. The key elements of an IEP are as follows:

- **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?
- **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 leads 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.



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 health challenges
- 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 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 in 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.



Job-Driven Training (JDT)

Job training services are essential to a veteran's preparedness for obtaining and maintaining employment. 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, resume writing, and interviewing preparation **do not count** towards the 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 that 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. JDT comes in a variety of forms, from classroom training to experience-based opportunities, such as apprenticeships and OJT.

Outside of JDT, 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 the type of training mentioned within this paragraph *is not considered training* per HVRP guidelines, it can help HVRP participants meet their employment goals. Adding OBTT workshops to a participant's IEP can increase the likelihood of being job ready. For more information on the difference between supportive services and training for HVRP, please view the [NVTAC Microlearning Video: Difference Between Participant Training and Supportive Services](#).

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 may 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 the 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 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 at 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 into which providers offer training of the highest quality and, based on labor market information, which training will have the most positive career impact.



Collaboration

Stable, permanent housing and access to supportive 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 lack of transportation, lack of permanent housing, lack of 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 provide the services the veterans need 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, 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 who receive employment and training assistance because it often leads to greater financial independence, improved self-esteem, and a sense of dignity through 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 the Department of Housing and Urban Development (HUD) for both veteran-specific and more general programs in order to

provide housing and/or supportive services. An excellent 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](#) 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.

Important Partnerships for HVRP Providers

Senior Community Service Employment Program (SCSEP)

SCSEP is a community service and work-based job training program for unemployed, low-income Americans aged 55 or older. Enrollment priority is given to veterans and qualified spouses, as well as individuals who are over 65, have a disability, are experiencing homelessness, or meet other eligibility criteria. SCSEP grant recipients include state agencies and national nonprofit organizations that administer the program. To learn more about SCSEP, visit the [SCSEP website](#). To find a local SCSEP grant recipient in your area, visit the [Older Worker Program Finder](#).

VA Partners

Homeless Providers Grant and Per Diem (GPD) Program

The purpose of GPD, as defined by the VA, is “to promote the development and provision of supportive housing and services with the goal of helping homeless veterans achieve

residential stability, increase their skill levels and/or income, and obtain greater self-determination.” In addition to funding community agencies, the program offers case management grants to support housing retention for veterans who were previously homeless and are transitioning to permanent housing. For more information, visit the [GPD website](#).

Homeless Veterans Community Employment Services (HVCES) Program

HVCES was created to help employers recruit, interview, and hire job-ready veterans experiencing homelessness. Based in VA Medical Centers, community employment coordinators (CEC) work with businesses to develop new and improved hiring practices for veterans experiencing homelessness, connect veterans to employment and supportive services, and collaborate with public- and private-sector partners. Learn more through the [HVCES website](#). You can find your local CEC through the [Community Employment Coordinators' Contact List](#).

Supportive Services for Veteran Families (SSVF) Program

For very low-income veterans, SSVF provides case management and supportive services to prevent the imminent loss of a veteran's home or identify a new, more suitable housing situation for the individual and their family, or to rapidly re-house veterans and their families who are homeless and might remain homeless without this assistance. Grants are awarded to nonprofit organizations and consumer cooperatives offering supportive services, including outreach, case management, referrals to VA and local resources, and temporary financial assistance. For more information, including a list of current SSVF grant recipients, visit the [SSVF website](#).

Veterans Justice Outreach (VJO) Program

VJO was created to avoid the unnecessary criminalization of mental illness and extended incarceration of veterans by ensuring eligible persons have timely access to Veterans Health Administration (VHA) services during or after their involvement in the legal system. VJO specialists provide direct outreach, assessment, and case management for justice-involved veterans and liaise with local justice system partners (i.e., police, jails, and courts). For more information and to find the closest VJO specialist, visit the [VJO website](#).

HUD Partners

Continuum of Care (CoC)

The CoC program supports and encourages coordination between local organizations in their efforts to address homeless and housing-related issues, including veteran homelessness. CoC funding enables nonprofit organizations, state and local governments,

and other grant recipients to quickly rehouse veterans experiencing homelessness and their families, expand access to community programs, and promote self-sufficiency. For more information and to find your local CoC, visit the [CoC website](#) and the [NVTAC PY25 HVRP FOA Microlearning: Identifying Your Service Delivery Area HUD Continuum of Care \(CoC\) Point of Contact](#).

U.S. Department of Housing and Urban Development – VA Supportive Housing (HUD-VASH)

Through a cooperative partnership, the HUD-VASH program provides long-term case management, supportive services, and permanent housing support for veterans experiencing homelessness. Eligible veterans receive VA-provided case management and supportive services to support stability and recovery from physical and mental health, substance use, and functional concerns contributing to, or resulting from, homelessness. HUD provides “Housing Choice” Section 8 vouchers designated for HUD-VASH to participating Public Housing Authorities to assist with rent payment. The program’s goals include promoting maximal veteran recovery and independence to sustain permanent housing in the community for the veteran and the veteran’s family. For more information about HUD-VASH, visit the [HUD-VASH website](#), and learn more about vouchers through the [HUD-VASH Vouchers](#) page.

American Job Centers (AJC)

AJCs, also referred to as one-stop centers, provide job seekers with a range of services. Because of the benefits of coordinating with multiple resources and services available to veterans experiencing homelessness, all grant recipients are strongly encouraged to refer participants to services available at a local AJC from the Wagner-Peyser Act-funded Employment Service, a JVSG-funded DVOP specialist, or a WIOA Title I-funded program, such as those that provide training services for adults or dislocated workers. Established under the Workforce Investment Act and reauthorized in the WIOA, the network of nearly 2,300 AJCs across the country offers a variety of employment-related services, including career counseling, job training, and job search assistance. Each AJC is unique and offers customized services based on local workforce conditions and available resources. Services offered at AJCs include:

- Job training and employment workshops
- Job search assistance
- Career counseling
- Labor market and employer information
- Hiring events and business service information
- Referrals to community resources and other agencies

- Supportive services
- Unemployment insurance information

Job seekers can visit a local AJC in person or online. Organizations wishing to contact their local AJC can reference contact information on the [U.S. Department of Labor \(DOL\) website](#) or [CareerOneStop website](#).

HVRP grant recipients partner with local AJCs to enroll their participants in the public workforce system. Enrollment with the AJC provides veterans experiencing homelessness access to additional resources, including training opportunities, supportive services, state vocational rehabilitation, integrated case management, and direct connections to employers and employment opportunities through the LVER staff. Enrollment at the AJC also benefits HVRP grant recipients, AJC staff, and DOL/VETS. Leveraging resources and partnerships across programs creates an integrated approach to improving employment outcomes for veterans experiencing homelessness. To ensure successful partnerships with local AJCs, grant recipients should:

- Meet with your local AJC to facilitate strong working relationships, learn about AJC services, and encourage AJC staff to learn about HVRP services.
- During co-enrollment of HVRP participants, the HVRP case manager should work collaboratively with the AJC staff to serve the participant and assist them in overcoming employment barriers.
- Ensure new HVRP staff members are fully trained on AJC services.
- Refer to VETS' most current guidance on this topic.



Placement

All the work that HVRP grant recipients have done up to this point—outreach, intake and assessment, case management, and training—lead to the 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. For tips on HVRP placements, please view the [NVTAC Microlearning Video: HVRP Placement Strategies](#).

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

- **Find the Right Fit** – Many aspects of job satisfaction 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 align with the veteran’s preferences.
- **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 serve 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.

***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 apply to employers.

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

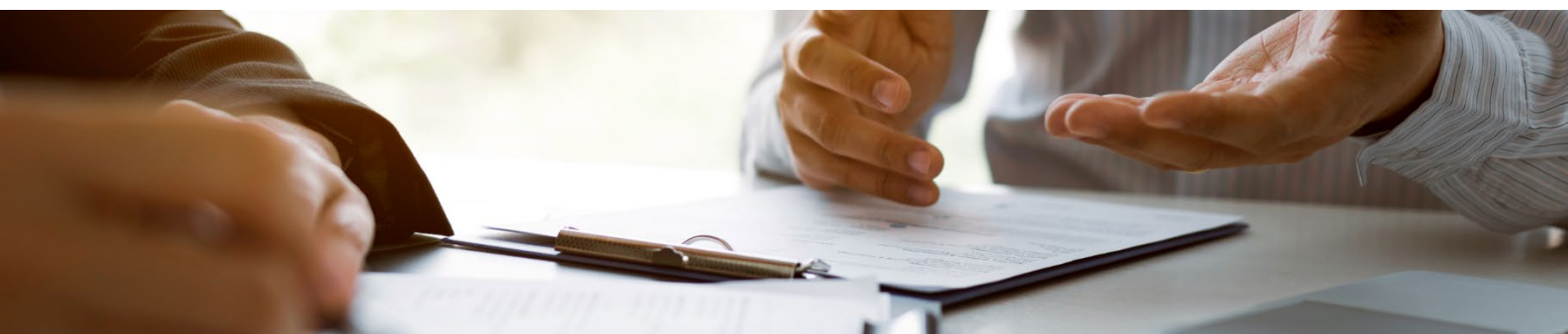
- ***Cultivate an Employer Network*** – When considering employer outreach, HVRP grant recipients often think in terms of sales and marketing, but building an employer network is more than that. It is an opportunity to establish trust among employers who will someday interview the veteran. Take a step 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.” As outlined in the [Collaboration](#) section above, the partnership between an HVRP grant recipient and their local AJC is critical, particularly for the placement process.
- ***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 learning what the employer needs, like the initial conversation staff would have 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 for 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 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 those they know!*

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

- **Respect the employer's time:** Arrive on time 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.



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 retention challenges 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 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 that the veteran have these conversations themselves, if possible. 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.
- **Manage Expectations** – Before placing a veteran in a job, program staff must address the veteran client, the employer, and the staff’s expectations. Be open about potential challenges and discuss solutions; the road to employment stability is not without bumps. 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 (please reference [VPL 02-25](#) and HVRP Quarterly Performance Report Desk Guide on the [HVRP website](#)), 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 when possible, use social media and email, host peer support groups, and recognize successful placements.*

Please note: Incentives may be provided to enrolled participants and participants maintaining employment throughout the 12-month retention period. Grant recipients using HVRP funds for incentives **must** have a standard operating procedure (SOP) in place that outlines a disbursement policy and tracking system to ensure supportive services are implemented and executed consistently before incentives are dispersed.



Program Performance

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

Please refer to the HVRP Quarterly Performance Report Desk Guide and VETS Grantee Reporting System (VGRS) Grantee Staff User Guide for participant/enrollment data entry. These resources can be found on [HVRP Recipient Information](#) page and the [VGRS webpage](#).

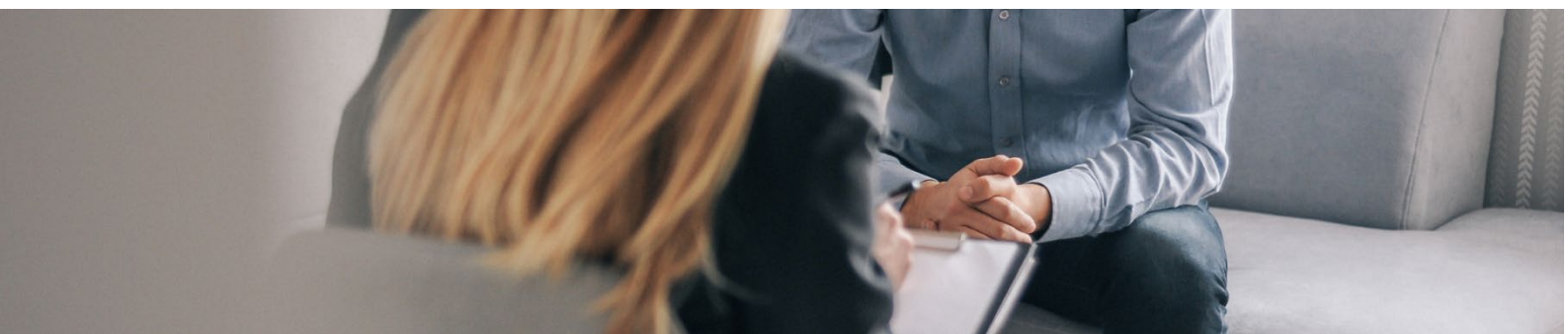
Performance Outcome Expectations

In your grant application, you proposed targets for each of the planned measures, including the performance indicators in your VETS-704 Abstract. 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 designations can be found on the DOL/VETS [Policy Guidance webpage](#).

Quarterly Performance Reports

On a quarterly basis, grant recipients must submit VETS' performance reports, which collect program data that compares actual performance to goals. These reports detail key milestones and achievements, challenges encountered, reasons why performance indicators were not met, and strategies to correct poor performance. The performance report establishes the performance indicator scoring thresholds for all grant recipients and facilitates the legislatively mandated grant oversight responsibilities of GOTRs.

All VETS HVRP grant recipients must use VGRS to complete their quarterly performance reporting requirement. Grant recipients are required to record VGRS participant and enrollment records *within five business days* of enrollment. To enroll a participant into VGRS, HVRP grant recipients must create a participant record. See the HVRP Quarterly Performance Desk Guide on the [HVRP website](#) and [VETS Grantee Reporting System page](#) for details and instructions.



Appendix A – HVRP Eligibility

For an overview of definitions within the VPL 06-24 Appendix, please view the [NVTAC Microlearning Video: VPL 06-24 Appendix](#).

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 meets 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)).

Important things to note about this definition include:

- There are no minimum days of service to determine eligibility.
- The veteran can have any character of discharge except dishonorable.
- Veterans with more than one period of service may have different characters of discharge (more than one issued DD-214). One other-than-dishonorable discharge qualifies the person as an eligible veteran, even if their most recent discharge was dishonorable, if they meet at least one of the eligible veteran criteria listed above.
- A veteran who is appealing their dishonorable discharge must be successful in the appeal before they meet the definition of an eligible veteran.

- This definition includes any period of inactive duty or active duty for training during which National Guard and Reserve members received a service-connected disability rating resulting from a disease or injury incurred or aggravated in the line of duty, meaning the individual received a VA disability rating and is able to provide a copy of the VA Summary of Benefits letter to verify the service-connected disability rating.
 - For example, consider a National Guard or Reservist who gets injured during annual training. Even if they have never been on Title 10 orders, the service member could file a claim, and the VA could still provide a service-connected disability rating. If the veteran receives this rating at the time of enrollment into the HVRP, they are considered an eligible veteran.
 - [Title 38 U.S.C. § 101](#) Veterans' Benefits Definitions does not state that the disability must be compensable, only that the veteran received a service-connected disability rating. This would include a zero percent rating.
- Time in basic training or Advanced Individual Training (AIT) for National Guard or Reserve members **does not** meet the definition of veteran. Basic training is considered "active duty for training." The definition of "active duty for training" pertains to the reserve component of the Armed Forces. Therefore, time spent in basic training by National Guard and Reserve members, as well as any other active or inactive duty for training, would not meet the definition of "veteran" per 38 U.S.C. § 101.
- Time in basic training or AIT for federal active-duty members does meet the definition of veteran.
- National Guard or Reserve members who served on federal active duty (does not include inactive or active duty for training (e.g., basic training or AIT, state active duty, weekend drills, etc.), see 38 U.S.C. § 101(22), (23)) are eligible for HVRP if they also meet the homeless, at risk of homelessness, participation in a qualifying partner service, *or* transitioning from certain institutions criteria. Depending on the length of their federal active duty, they may not have been issued a DD-214. For these circumstances when a DD-214 was not issued, the grant recipient should include the applicable military orders and/or NGB Form 22 in the case file to record eligibility.
- In some situations, a DD-214 (or the VA Summary of Benefits letter, military orders, or NGB Form 22, only when appropriate) is not readily available at the time of enrollment. Veterans may request records from the VA, their military unit, or National Personnel Records Center. Instructions for doing so are included below.

Homeless

The term “homeless veteran” means a veteran who is homeless (as that term is defined in subsection (a) or (b) of section 103 of the McKinney-Vento Homeless Assistance Act ([42 U.S.C. § 11302](#))) as follows:

- (a) In general, the terms “homeless,” “homeless individual,” and “homeless person” mean:
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 paid for by federal, state, or local government programs for low-income individuals or by charitable organizations, congregate shelters, and transitional housing) (includes participants of VA GPD program);
 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:

An individual or family who:

- 1. is experiencing trauma or a lack of safety related to, or fleeing or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous, traumatic, or life-threatening conditions related to the violence against the individual or a family member in the individual's or family's current housing situation, including where the health and safety of children are jeopardized;
- 2. has no other safe residence; and
- 3. lacks the resources to obtain other safe permanent housing.

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

- a) Homeless as defined by the [HEARTH](#) Act, including veterans who were homeless but found housing during the 60-day period preceding the date on which the veteran begins to participate in HVRP;
- 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 certain institutions; and
- e) Participating in the Department of Veterans Affairs rapid rehousing and prevention program.

Veterans At Risk of Homelessness:

The most recent guidance on eligibility states that the following eligibility categories require meeting the “veteran at risk of homelessness” definition:

- Veterans who, at program entry, are at risk of homelessness within 15–60 days (veterans who are at risk of homelessness within 14 days are considered at “imminent risk” and are defined as homeless); and
- Veterans recently released (within the last 18 months) from incarceration who are at risk of homelessness.

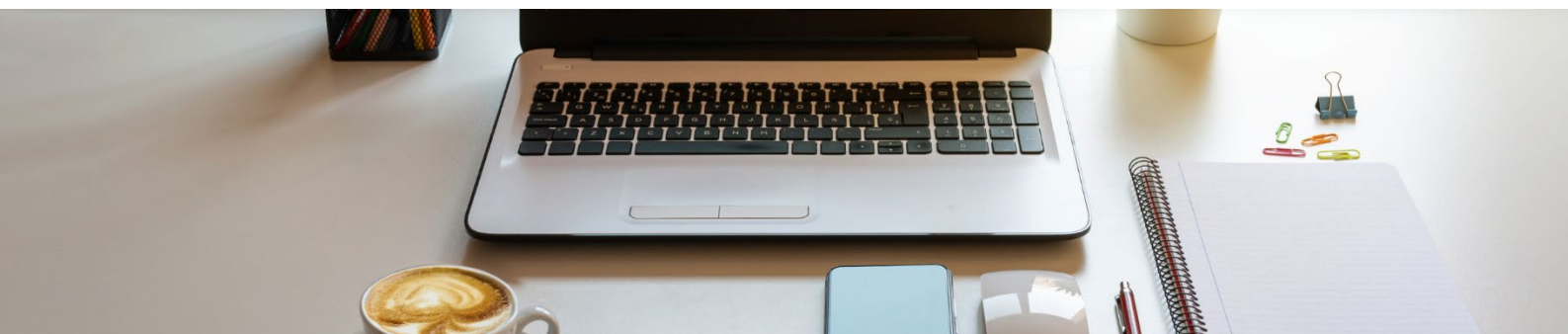
The term “veteran at risk of homelessness” means meeting **at least one** of the following criteria:

- Veterans who meet the criterion for extremely low income; or
- Veteran recipients of welfare and/or public assistance; or
- Veterans referred from the following VA programs:
 - Substance Use Residential Rehabilitation Treatment Program, or
 - Domiciliary Residential Rehabilitation Treatment Programs (DRRTP), or
 - Veterans Justice Outreach Program – VA Homeless Programs, or
 - Post-Traumatic Stress Disorder (PTSD) Residential Rehabilitation and Treatment Program, or
 - Compensated Work Therapy/Transitional Residence Programs; or
 - Veterans who are at risk of losing their current housing with no alternative safe housing options immediately available to prevent them from moving to an emergency shelter or another place described in the homeless definition (i.e., will enter emergency shelter, including Emergency Housing Assistance or Safe Haven, transitional housing, or a place not meant for human habitation).

Please note that veterans meeting the definition of homelessness, transitioning from certain institutions, or participating in a partner program **do not** need to meet the definition of “at-risk of homelessness.” Veterans who are within 14 days of homelessness are considered at “imminent risk” and are defined as homeless.

To determine whether a veteran meets the “at risk of homelessness” criterion for extremely low income limits, grant recipients will use the most recent [HUD Income Limits](#). To find the applicable income limits, grant recipients will use the following instructions:

- Access the [HUD Income Limits homepage](#).
- Under the current year, under the “Query Tool” tab, click the “Click Here for FY 20XX IL Documentation” button.
- Select the state and county or HUD Metropolitan Fair Market Rent/Income Limits Area (HMFA) in which the participant resides at the most local level.
- Use the income limit under the “Extremely Low-Income Limits” category, selecting the appropriate number of persons in the family (number of individuals living in the household, to include the veteran), to determine whether the veteran meets the income criterion for “at risk of homelessness.”



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 and VPLs](#)
- [HVRP Recipient Information](#)
 - [Policies and Requirements](#)
 - [Training and Assistance](#)
 - [Resources](#)
 - [Program Documents](#)
- [Grants.gov](#)
- [DOL Cybersecurity Tips](#)

Training and Technical Assistance

- [NVTAC](#)
 - [Welcome New Grant Recipients](#)
 - This section of the NVTAC website contains materials to support grant start-up activities and a grant recipient's ongoing work with veterans, employers, and partners.
 - [Training and Webinars](#)
 - [HVRP Acronym Desk Aid](#)
 - [HVRP Customizable Forms](#)
 - [Resources](#)
 - [HVRP Policies, Guidance, and Forms](#)

- Community of Practice (CoP)
 - [Register for Upcoming CoPs](#)
 - [Archived CoP Sessions](#)
- [NVTI](#)
 - [NVTI Class Descriptions](#)
 - [NVTI Resources](#)
 - [HVRP Journey Map](#)
 - Journey Maps walk a user through the NVTI courses they should be taking and the recommended order in which they should be taking them.
- [WorkforceGPS](#)

General Resources

- [National Alliance to End Homelessness](#)
- [National Coalition for the Homeless](#)
- [VA](#)
 - [GI Bill Comparison Tool](#)
- [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](#)
- [Disabled Veterans National Foundation](#)
- [VA Veteran and Spouse Transitional Assistance Grant Program](#)

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 \(HPACT\)](#)

- [Supported Employment: Building Your Program](#)
- [Health Care and Homelessness](#)
- [Understanding the Impact of Homelessness on Health and Wellbeing](#)

Employment

- [Homeless Veterans Community Employment Services \(HVCES\)](#)
- [Off-Base Transition Training \(OBTT\)](#)
- [Compensated Work Therapy \(CWT\)](#)
- [AJCs](#)
- [Senior Community Service Employment Program \(SCSEP\)](#)
- [Jobs for Veterans State Grants \(JVSG\)](#)
- [O*NET OnLine](#)
- [SkillsCommons](#)
- [VA Employment – Center for Women Veterans \(CWV\)](#)
- [Women Veteran Alliance – Career Center](#)
- [NVTI Podcast Episode 23 – Continuing Conversations: Serving Justice-Involved Veterans](#)

Appendix C – Common Acronyms

The acronyms listed below can also be found in the HVRP Acronym Desk Aid.

Acronym	Definition
ACVETEO	Advisory Committee on Employment, Training and Employer Outreach
AD	Active Duty
ADSW	Active Duty for Special Work
ADVET	Assistant Director for Veterans' Employment and Training
AEFLA	Adult Education and Family Literacy Act
AGR	Active Guard Reserve
AJC	American Job Center
AMVA	American Military Veterans Act
ANG	Air National Guard
APC	Apprenticeship Placement Counselor
AR	Army Reserve
ARNG	Army National Guard
ASVET	Assistant Secretary [of Labor] for Veterans' Employment and Training
AWOL	Absent Without Leave
BJS	Bureau of Justice Statistics
BLS	Bureau of Labor Statistics (DOL)
BSR	Business Services Representative
BST	Business Services Team
C2E	Career and Credential Exploration
CAP	Corrective Action Plan
CAPs	Cost Allocation Plans
CE	Customized Employment
CES	Coordinated Entry System
C.F.R.	Code of Federal Regulations
CM	Case Management
CoC	Continuum of Care
COC	Chamber of Commerce
COFFA	Council of Federal Financial Assistance
COOP	Continuity of Operations Plan
CoP	Community of Practice
COR	Contracting Officer Representative
CP	Consolidated Position (JVSG)
CPA	Certified Public Accountant
CPDD	Cost & Price Determination Division

Acronym	Definition
CPP	Cost Per Placement
CR	Continuing Resolution
CRS	Career Readiness Standards
CSG	Council of State Government Justice Center Resources
CTT	Career Technical Training
CVSO	County Veterans Service Officer
CWT	Compensated Work Therapy
CY	Calendar Year
DAS	Deputy Assistant Secretary
DCHV	Domiciliary Care for Homeless Veterans
DHS	U.S. Department of Homeland Security
DMDC	Defense Manpower Data Center
DOD	U.S. Department of Defense
DOJ	U.S. Department of Justice
DOL	U.S. Department of Labor
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 Specialist
DWG	Dislocated Worker Grants
EBSA	Employee Benefits Security Administration
eCFR	Electronic Code of Federal Regulation
EDP	Employment Development Plan
EDS	Employability Development Services
EFCT	Employment Fundamentals of Career Transition
E-GOV	Electronic Government
EIN	Employer Identification Number
ENPP	Employment Navigator (EN) and Partnership Program (ENPP)
EO	Employer Outreach
EO	Executive Order
ES	Employment Services
ESGR	Employer Support of the Guard and Reserve
ETA	Employment and Training Administration (DOL)
F&A	Facilities & Administrative
FAQ	Frequently Asked Questions
FAR	Federal Acquisition Regulations

Acronym	Definition
FBO	Faith-Based Organization
FCAIS	Federal Contractor Awards Information System
FCJL	Federal Contractor Job Listing
FCP	Federal Contractor Program
FFR	Federal Financial Report – Standard Form 425
FOA	Funding Opportunity Announcement
FOIA	Freedom of Information Act
FPI	Federal Program Inventory
FPO	Federal Project Officer
FRN	Federal Register Notice
FTE	Full-Time Equivalent
FY	Fiscal Year
GAO	U.S. General Accountability Office
GED	General Equivalency Diploma
GO	Grant Officer
GO Memo	Grant Officer Memorandum
GOTR	Grant Officer's Technical Representative
GS	General Schedule (Government Civilian Employee Pay Grades)
GS	GrantSolutions
HCHV	Health Care for Homeless Veterans
HCRV	Health Care for Reentry Veterans' Services and Resources
HHS	Health and Human Services
HIRE Vets	Honoring Investments in Recruiting and Employing Vets
HUD VASH	Housing and Urban Development – Veteran 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
HWVHWC	Homeless Women Veterans and Homeless Veterans with Children Reintegration Grant Program
ICR	Indirect Cost Rate
ICS	Individualized Career Services
IDP	Individual Development Plan
IEP	Individual Employment Plan
IF	Incremental Funding Amendment
ION	Innovation and Opportunity Network
IRAP	Industry-Recognized Apprenticeship Program

Acronym	Definition
IRR	Individual Ready Reserve
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
JVSG	Jobs for Veterans State Grant
JWG	Joint Work Group
L&C	Licensing & Certification
LE	Labor Exchange
LEAP	Linking Employment Activities Pre-Release
LEERS	Labor Exchange Reporting System
LESO	Local Employment Service Office
LG	Large Gold (HVMP)
LMI	Labor Market Information
LP	Large Platinum (HVMP)
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)
MIS	Management Information System
MOS	Military Occupation Specialty Code
MOU	Memorandum of Understanding
MP	Medium Platinum (HVMP)
MSPB	Merit Systems Protection Board
MTDC	Modified Total Direct Cost
MTF	Military Treatment Facility
NAF	Nonappropriated Funds
NAICS	North American Industry Classification System
NARA	National Archives and Records Administration
NASWA	National Association of State Workforce Agencies
NCHV	National Coalition for Homeless Veterans
NCO	Non-Commissioned Officer
NDA	Non-Disclosure Agreement

Acronym	Definition
NDNH	National Directory of New Hires
NEC	Naval Enlisted Classification Code
NGB	National Guard Bureau
NICRA	Negotiated Indirect Cost Rate Agreement
NO	National Office
NOA	Notice of Award
NOFOs	Notice of Funding Opportunities
NPRC	National Personnel Record Center
NRRC	National Reentry Resource Center
NVTAC	National Veterans' Technical Assistance Center
NVTI	National Veterans' Training Institute
OASVET	Office of the Assistant Secretary for Veterans' Employment and Training
OBTT	Off-Base Transition Training
OCIO	Office of Chief Information Officer
ODEP	Office of Disability Employment Programs (DOL)
OGM	Office of Grants Management
OIG	Office of Inspector General
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
OPM	U.S. Office of Personnel Management
OSC	U.S. Office of Special Counsel
OSCC	One-Stop Career Center
OSR	On Site Review
PAC	Post Award Conference
PB	Personnel Benefits
PCN	Program Compliance Note (formerly called "Notice")
PHI	Protected Health Information
PII	Personal Identifiable Information
PIRL	Participant Individual Record Layout
PL	Public Law
PMA	President's Management Agenda
PMS	Payment Management System
POC	Point of Contact
PoP	Period of Performance
POS	Priority of Service

Acronym	Definition
PS	Personal Services
PY	Program Year
QSMO	Quality Service Management Office
RA	Regular Army
RAVET	Regional Administrator for Veterans' Employment and Training
RC	Reserve Component
REO	Reentry Employment Opportunities Program
RESEA	Reemployment Services and Eligibility Assessments
RIF	Reduction-In-Force
RO	Regional Office
RWB	Regional Workforce Boards
SBA	Small Business Administration
SCD	Service-Connected Disabled
SD	Stand Down [Grants]
SDA	Service Delivery Area
SDV	Special Disabled Veteran
SF	Standard Form
SG	Small Gold (HVMP)
SNAP	Supplemental Nutrition Assistance Program
SOC	Standard Occupational Classification
SOL	Solicitor of Labor (DOL)
SOP	Standard Operating Procedure
SP	Small Platinum (HVMP)
SQUARES	Status Query and Response Exchange System
SSVF	Supportive Services for Veterans Families
STAR	Situation, Task, Action, and Results
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 for Needy Families
TAP	Transition Assistance Program
TEGL	Training and Employment Guidance Letter
TEN	Training and Employment Notice
TPN	Technical Performance Narrative

Acronym	Definition
TPR	Technical Performance Report
UEI	Unique Entity Identifier
UI	Unemployment Insurance
USAF	United States Air Force
USAR	United States Army Reserve
U.S.C.	United States Code
USERRA	Uniform Service Employment and Reemployment Rights Act
USMC	United States Marine Corps
USN	United States Navy
USNLX	U.S. National Labor Exchange
USSF	United States Space Force
VA	U.S. Department of Veterans Affairs
VBMS	Veterans Benefits Management System
VEOA	Veterans Employment Opportunity Act
VETS	Veterans' Employment and Training Service
VGRS	VETS Grantee Reporting System
VJO	Veterans Justice Outreach Program
VLC	Virtual Learning Course
VLS	Virtual Learning Series
VOW	Veterans Opportunity to Work Act
VPL	Veterans' Program Letter
VPS	Veterans Program Specialist
VR&E	Veteran Readiness and Employment (formerly Vocational Readiness and Employment)
VRC	Vocational Rehabilitation Counselor
VSO	Veterans Service Organization
VTC	Veterans Treatment Court
WB	Women's Bureau
WDB	Workforce Development Board
WHD	Wage and Hour Division
WIOA	Workforce Innovation and Opportunity Act
WIPA	Work Incentive Planning and Assistance
WIPS	Workforce Integrated Performance System
WO	Warrant Officer
WOTC	Work Opportunity Tax Credit
WP	Wagner-Peyser Act