



2026

Homeless Veterans' Reintegration Program

GRANT RECIPIENT PROGRAM GUIDE



Introduction

Welcome New Grant Recipients

Welcome to the Homeless Veterans' Reintegration Program! As a Homeless Veterans' Reintegration Program grant recipient, you are part of the only federal grant program focused exclusively on competitive employment for veterans experiencing or at risk of homelessness. Through your work, veterans will receive career exploration, training, job placement, and supportive services they need to overcome barriers to employment and secure meaningful work.

We are honored to partner with you on this mission. From the start of your award and throughout the entire period of performance, you will have dedicated support ready to provide the training and resources you need to administer your Homeless Veterans' Reintegration Program successfully.

This guide was created to support you as you get started and to serve as a reference you can return to at every stage. We at the National Veterans' Technical Assistance Center look forward to working alongside you and supporting your success throughout your Period of Performance.

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 (HWVHVWC) 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, training opportunities, best practices, peer-to-peer learning, 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 resources.

All HVRP grant recipients receiving a new Program Year (PY) 2026 award 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 PY26 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 at 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

The Homeless Veterans' Reintegration Program is an employment-focused competitive grant program funded by the U.S. Department of Labor Veterans' Employment and Training Service (DOL/VETS) designed to enable America's veterans experiencing or at risk of 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 or at risk of 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.



Who it Serves

National Priorities and Goals, Local Implementation

DOL/VETS identifies a set of national goals for HVRP each program year. 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:

1. Veterans experiencing or at risk of homelessness or participating in a qualifying partner service
2. Homeless women veterans and homeless veterans with children
3. 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, online learning opportunities, and self-paced training modules on the core components of HVRP and more.

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.

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
- Microlearning videos
- 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
- National Post-Award Conference materials

Training, 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. 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 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 - Ensure no employee's total time charged across all active grants exceeds 1.0 FTE (full-time equivalent) - Ensure salaries for applicable positions meet or exceed the local wage threshold for the lowest 10 percent of workers in the proposed service-delivery area, per the Bureau of Labor Statistics (BLS)	☐ ☐ ☐
	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 with all mandatory elements for use of grant funds	☐
	Create a system for participant case files that includes all required elements	☐
	Review all HVRP-related policies (See Policies and Requirements)	☐
Grants Management/ Reporting	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	☐
	Upload physical service address documentation for 50-mile radius requirement to GrantSolutions 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 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	☐
	Prepare agency to draw down funds	☐
	Ensure expenses are on budget	☐

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

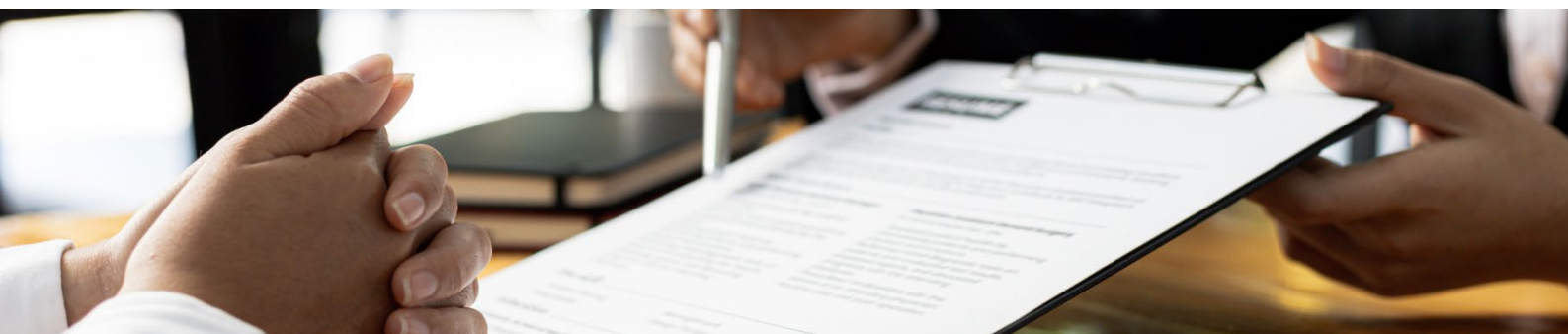
Microlearnings, Podcasts, and Webinars for HVRP include, but are not limited to:

- [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](#).

Additional New Grant Recipient Information

DOL/VETS defines an organization by the Employer Identification Number (EIN) that must match the legal name in the System for Award Management (SAM.gov) and the legal name on the application's SF-424. The EIN is the organization identifier of record. The Unique Entity Identifier (UEI) is not the organization identifier of record.



Program Implementation

Participant Eligibility

To be eligible for HVRP, an individual must meet the definition of “veteran” and must also meet at least one of the following categories: experiencing homelessness, at risk of homelessness, participating in a qualifying partner program, or transitioning from certain institutions. The descriptions below are simplified summaries and are not the formal statutory definitions. For complete definitions and requirements, see [VETS’ most current guidance](#) on this topic.

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 for active-duty service members. National Guard and Reserve members who only served in inactive duty or active duty for training generally do not meet the HVRP veteran definition unless they received a service-connected disability resulting from a disease or injury incurred or aggravated in the line of duty.

Please note that individuals with a dishonorable discharge are not eligible for HVRP unless their discharge status is later upgraded.

NVTAC provides microlearning training videos for HVRP grant recipients covering how to request and interpret a DD-214. Grant recipients can find these recordings, and more, on the [Training and Webinars](#) page of the NVTAC.org website. For more information on the veteran definition, please see [VETS’ most recent guidance](#) on the topic.

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 housing; or who was homeless in the 60-day

period before HVRP enrollment and has since found housing. For more information on the homeless definition, please see [VETS' most recent guidance](#) on the topic.

Recently housed veterans and veterans at imminent risk of homelessness within 14 days 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, Supportive Services for Veteran Families (SSVF) Rapid Re-Housing (RRH) or Prevention services, or programs under the Native American Housing Assistance and Self-Determination Act of 1996, are also eligible under HVRP. For more information on partner programs, please see [VETS' most recent guidance](#) on the topic.

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. A penal institution includes any federal, state, county, local, and city facilities such as prisons, correctional centers, detention centers, reentry centers, penitentiaries, and jails. For more information, please see [VETS' most recent guidance](#) on the topic.

Veteran Recently Released from Incarceration: A veteran released from incarceration within 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, or veterans released from incarceration within the last 18 months who are at risk of homelessness, may qualify for HVRP. Veterans at imminent risk of homelessness within 14 days are considered homeless, not at risk of homelessness. To see the full list of requirements, please see [VETS' most recent guidance](#) on the topic.

If grant recipients have questions about whether an individual meets the eligibility requirements for HVRP, they should contact their GOTR. For more information on eligibility, see the most current guidance from the Veterans' Employment and Training Service (VETS).

While the HVRP eligibility criteria includes additional pathways into services, the purpose of the program remains the same. HVRP remains an employment-focused program designed to assist veterans experiencing homelessness in reaching their full employment potential and obtaining meaningful employment and high-quality career outcomes. The expanded eligibility categories are intended to help prevent veterans from falling through the cracks and entering homelessness.

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: Grant recipients screen each veteran to determine program eligibility, provide program information, and determine participation in the program.

Assessment: Grant recipients conduct a comprehensive assessment to collect the participant's 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 veteran-centered approach in the delivery of individualized career services designed to develop comprehensive employment plans for participants, assist participants to overcome barriers to employment, ensure access to the necessary training and supportive services that impart relevant skills and connect participants with high-quality career opportunities, and provide support during program participation and after job placement.

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

Placement: HVRP grant recipients assist participants to secure or attain employment in accordance with the participant's employment goals.

Collaboration: HVRP grant recipients collaborate with public and private partners at all levels (federal, state, and local) to provide supportive services and access to 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 provides a comprehensive review of each core component of HVRP, including descriptions of the components, strategies for implementation, lessons learned, promising practices from HVRP grant recipients, and additional resources and tools.



Outreach

Outreach is a required and foundational component of HVRP. Grant recipients are responsible for conducting three types of outreach and engagement activities:

1. **Participant Outreach:** Enrollment-Focused
2. **Employer Outreach:** Employer-Focused
3. **Supportive Services Outreach:** Resource-Focused

The core purpose of these forms of outreach is to identify and engage eligible veterans, connect veterans to meaningful employment, and address barriers through coordinated services and partnerships.

Outreach Strategies

- Establish and maintain strong partnerships
- Prioritize quality relationships over volume
- Maintain engagement through consistent follow-up and follow-through
- Create standing meetings, agreements, and communication channels
- Track outreach progress, current relationships, and referrals to avoid a duplication of efforts
- Deliver high quality services that benefit veterans and partners

Outreach Planning Framework

- **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 or partners?
- **Follow-up:** How will you build rapport and maintain contact?

Outreach Methods

- **Direct Engagement:** hands-on, one-to-one communication with an individual
- **Engagement with Secondary Providers:** connecting with programs, groups, or agencies that represent the needs and interests of or connect with your target population
- **Marketing and Public Awareness:** informing the community of your program, services, and benefits through marketing and branding efforts

Additional Requirements

Annual appropriations acts include a requirement that recipients of federal funds disclose certain information when issuing statements, press releases, requests for proposals, bid solicitations, and other documents describing projects or programs funded, in whole or in part, with federal money (commonly referred to as the “[Stevens Amendment](#)”). These documents must clearly state:

1. The percentage of the total costs of the program or project which will be financed with federal money;
2. The dollar amount of federal funds for the project or program; and
3. The percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.

Please note, grant recipients are prohibited from using the DOL seal and VETS logo on grant outreach materials.

Participant Outreach: Enrollment-Focused

Grant recipients must conduct effective outreach, recruitment, and engagement to meet enrollment goals using a flexible, effective, non-threatening, and persistent approach. The goal is to meet veterans where they are. Enrollment-focused outreach requires creating a strategic plan to engage and enroll veterans in your service-delivery area (SDA) who meet eligibility requirements and would benefit from employment services. This includes:

- Knowing where veterans are located in the SDA
- Reaching sheltered and unsheltered veterans
- Identifying referral sources from partners such as shelters, housing programs, jails and prisons, hospitals, American Job Centers (AJC), etc.
- Utilizing in-person, virtual, and hybrid outreach models
- Ensuring methods are accessible, non-threatening, flexible, and client-centered

Outreach Methods and Applications

Direct Engagement:

- Performing street outreach at an encampment
- Visiting an emergency shelter to offer eligibility assessments and intakes on site

- Maintaining a space at your local Department of Veterans Affairs (VA) or AJC and advertising office hours for veterans to come ask questions
- Attending community events intended for your target population: veteran resource fairs, Stand Downs, etc.
- Hosting outreach events to connect with eligible veterans

Engagement with Secondary Providers:

- Planning resource fairs with veteran service organizations
- Joining meetings of the Continuum of Care (CoC) and presenting on your organization's services
- Contacting resource directories used by homeless veterans in your community to inform them of the availability of HVRP

Marketing and Public Awareness:

- Utilizing social media to increase your presence in key online environments
- Sharing flyers, infographics, success stories, event information, etc., to spread awareness of HVRP
- Posting flyers in locations frequented by your target population
- Engaging in strategic partnerships with local, state, and federal organizations that can increase exposure to your content

Employer Outreach: Employment-Focused

Grant recipients must proactively engage public and private employers. They must also conduct outreach aligned with prevalent and growing industries in your SDA and target in-demand occupations identified through Labor Market Information (LMI). This includes:

- Assessing employer needs, work environments, and hiring practices
- Conducting job development and job search assistance activities
- Building and maintaining strong employer relationships
- Targeting high quality employers that offer wages consistent with the relevant market, benefits, and advancement opportunities to meet the needs of participants
- Creating strategies to clearly communicate HVRP's value to employers and align with employer needs
 - Job-ready candidates
 - Case management and retention supports
 - Federal benefits
 - [Work Opportunity Tax Credit \(WOTC\)](#)
 - [Federal Bonding Program \(FBP\)](#)
 - Maintaining communication with employers before, during, and after placement

Outreach Methods and Applications

Direct Engagement:

- Visiting a business in person to observe the work environment
- Attending an employment fair to network with employers
- Calling local employers to inquire about a business' hiring needs or job openings
- Hosting an open house, networking event, or job fair and inviting local employers

Engagement with Secondary Providers:

- Establishing a no-cost talent pipeline with a local employer seeking veterans to hire
- Presenting on HVRP at your local Chamber of Commerce, business associations, Community & Economic Development boards, or entrepreneurial organizations
- Creating Memorandums of Understanding (MOU) with college and university career centers, vocational training centers, and Registered Apprenticeship providers to screen their participants for HVRP eligibility

Marketing and Public Awareness:

- Promoting program success stories on social media
- Sharing flyers with your Local Veterans' Employment Representative (LVER) at the AJC

Addressing Employer Engagement Barriers

Barriers	Strategies
Stigma related to homelessness, veteran status, disability, etc.	• Use language that is mindful of client privacy and status • Avoid language that invites stigma
Employer variability in openness to communication or collaboration during hiring or the retention period	• Conduct "temperature checks" • Research company policy and past performance with special populations

Supportive Services Outreach: Resource-Focused

Grant recipients must collaborate with other organizations to leverage federal, state, and local resources to help participants overcome barriers to employment. Resource-focused outreach is completed on behalf of HVRP participants to facilitate the delivery of effective job training and other wraparound services (housing, transportation, childcare, healthcare, etc.) that are necessary for or support the veterans' employment goals and reintegration into the labor force. This includes:

- Conducting outreach to local and national organizations
- Partnering with social service programs
- Facilitating access to job training and soft skills training, counseling, and other wraparound services

Outreach Methods and Applications

Direct Engagement:

- Calling your local legal aid clinic for information on how to refer clients for services
- Visiting your local Department of Health and Human Services (DHHS) office and asking to place flyers or business cards in the lobby

Engagement with Secondary Providers:

- Collaborating with organizations that provide services to individuals that are homeless or at risk of homelessness, such as the VA or DHHS, to arrange a resource fair
- Establishing a relationship with local housing providers and creating a process for reciprocal referrals

Marketing and Public Awareness

- Volunteering at the local food bank and bringing HVRP promotional materials to share
- Shadowing other providers for a day to understand their workflow and share information about HVRP
- Hosting an open house event for nonprofit providers in your community

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” as defined by VETS’ guidance. 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 skills, 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 maintain source documentation of veteran eligibility in each participant's case file. In most cases, this includes a DD-214 that documents the character of discharge. Any copy of the DD-214 containing character of discharge information is acceptable. Please see [VETS' most recent guidance](#) on the topic for full requirements.
- **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 various 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 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.
- **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 competing 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](#)).

***Tip from the field:** Take the time to clearly map out who is responsible for each step of the participant's HVRP journey. Establishing defined staff roles and handoff points promotes consistency, improves coordination, and helps reduce the likelihood of participants falling through the cracks.*

- **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

HVRP 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](#).

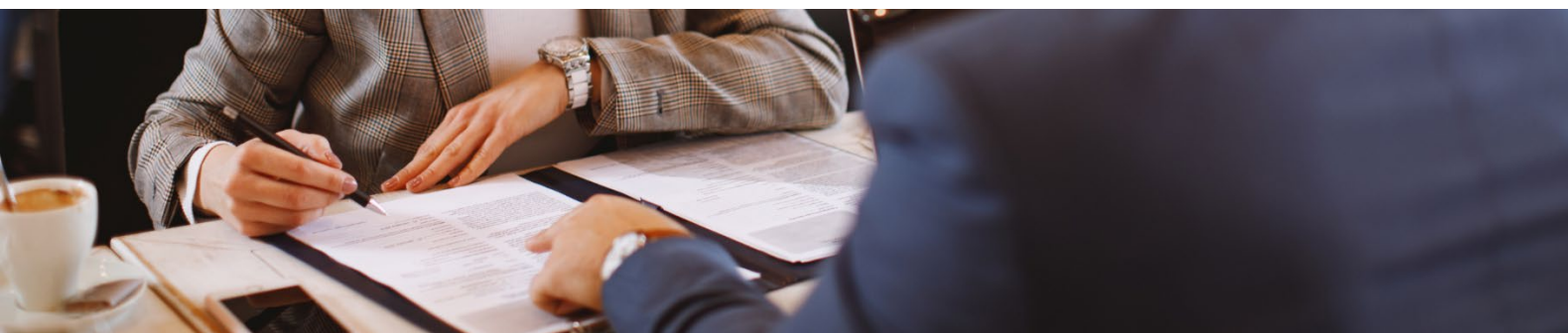
Grant recipients must protect participants' privacy to the greatest extent possible following the steps outlined in their grant award's terms and conditions and the legal requirements contained in the FOA under which the award was issued.

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 childcare, 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, 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), 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.

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.

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 American Job Center or other partner organizations. 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 American Job Center*** – 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 LMI, 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 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 Fund program \(CCDF\)](#), 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.

Examples of Important Partnerships for HVRP Providers

U.S. Department of Labor Funded Partners

American Job Centers (AJC)

The American Job Center network is funded by the U.S. Department of Labor's Employment and Training Administration (ETA) to provide employment, training, and workforce development services to job seekers and employers nationwide.

American Job Centers, 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 Jobs for Veterans State Grants (JVSG)-funded

Disabled Veterans' Outreach Program (DVOP) specialist, or a Workforce Innovation and Opportunity Act (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 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 American Job Center is unique and offers customized services based on local workforce conditions and available resources. Services offered at American Job Centers 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.

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](#).

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](#).

U.S. Department of Veterans Affairs Funded 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](#).

U.S. Department of Housing and Urban Development Funded 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](#).

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.



Placement

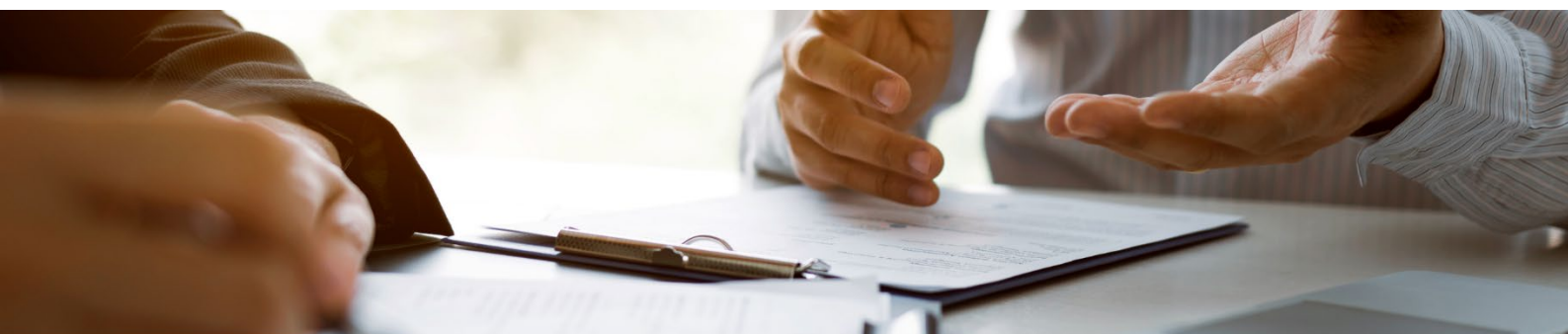
All the work that HVRP grant recipients have done up to this point—outreach, intake and assessment, case management, and training—lead to the placement of the veteran into employment. Job placement is all about making the best possible match between the veteran’s skills, interests, and preferences, and 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.*



Registered Apprenticeship

Registered Apprenticeship is an industry-driven, high-quality career pathway where employers can develop and prepare their future workforce, and individuals can obtain paid work experience with a mentor, receive progressive wage increases, classroom instruction, and a portable, nationally recognized credential. Registered Apprenticeship is a pathway that can support Homeless Veterans’ Reintegration Program veteran participants as they re-enter the workforce.

Homeless Veterans’ Reintegration Program grant recipients can find additional resources on the [Registered Apprenticeship](#) page of the [NVTAC.org](https://www.nvtac.org) website.

Key elements of all Registered Apprenticeship programs include the following:

- **Industry Led** – Programs are industry-vetted and approved to ensure alignment with industry standards and that apprentices are trained for highly skilled, high-demand occupations.
- **Paid Job** – Registered Apprenticeships are jobs! Apprentices earn progressive wages as their skills and productivity increase.
- **Structured On-the-Job Learning/Mentorship** – Programs provide structured on-the-job training to prepare for a successful career, which includes instruction from an experienced mentor.
- **Supplemental Education** – Apprentices are provided supplemental classroom education based on the employer’s unique training needs to ensure quality and success.
- **Credentials** – Apprentices earn a portable, nationally-recognized credential within their industry.



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 can 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 veterans 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:** For some veterans, the path through HVRP may not be linear. They may progress seamlessly for a time, then encounter unexpected challenges that test their footing along the way. Helping them anticipate what life looks like once they are employed is an essential part of this process.*

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

***Tip from the field:** Keeping veterans engaged in HVRP after job placement can be difficult. Be creative. Provide incentives 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 an SOP in place that outlines a disbursement policy and tracking system to ensure supportive services are implemented and executed consistently before incentives are dispersed. For more information on these requirements, please see [VETS' most recent guidance](#) on the topic.



Program Performance

All Homeless Veterans' Reintegration Program 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 [VGRS Grant Recipient User Guide](#) for participant/enrollment data entry. These resources can be found on the [HVRP Recipient Information](#) page and the [VGRS webpage](#).

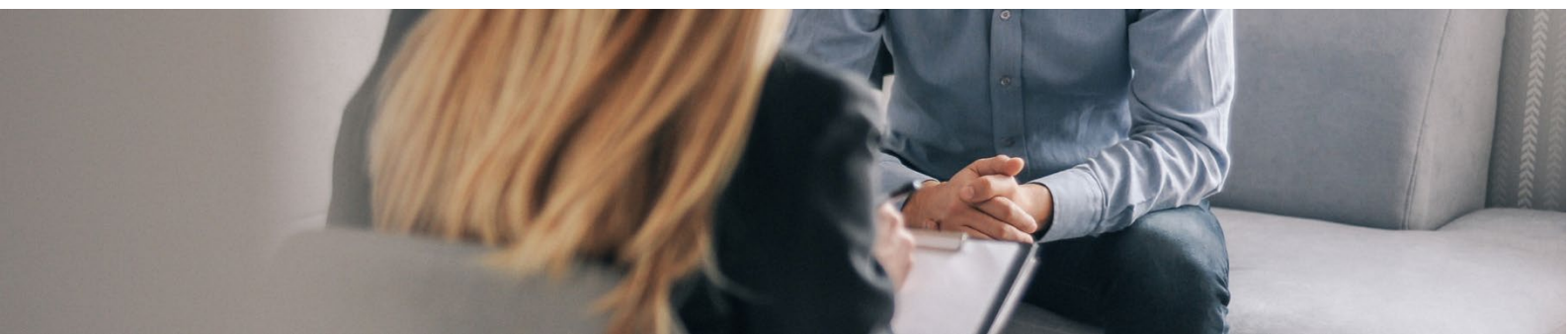
Performance Outcome Expectations

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 (PR), which collect program data that compares actual performance outcomes to goals. These reports detail key milestones and achievements, challenges encountered, reasons why goals were not met, and strategies to correct poor performance. The PR facilitates the legislatively mandated grant oversight responsibilities of GOTRs. See the [HVRP Quarterly Performance Report Desk Guide](#) on the [HVRP website](#) for details and instructions.

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 – 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 Veterans’ Program Letters](#): Repository for DOL/VETS active policy guidance.
- [HVRP Recipient Information](#): HVRP information and documents for current grant recipients.
 - [Policies and Requirements](#): Current active HVRP policies and guidance.
 - [Training and Assistance](#): Information on how to access services from the National Veterans’ Training Institute and National Veterans’ Technical Assistance Center.
 - [Resources](#): DOL/VETS Resources for HVRP grant recipients.
 - [Program Documents](#): DOL/VETS documents and forms for grant recipient use.
- [Grants.gov](#): Centralizes information on federal grant opportunities and allows organizations and individuals to find and apply for funding online
- [Department of Labor Cybersecurity Tips](#): Tips to protect your grant information.

Training and Technical Assistance

- [National Veterans’ Technical Assistance Center](#): NVTAC provides training and technical assistance to its grant recipients and other organizations who are committed to helping veterans experiencing homelessness find employment.
 - [Welcome New Grant Recipients](#): Hosts resources targeted toward new HVRP 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**](#): Webinar recordings and training videos on various topics related to Homeless Veterans' Reintegration Program service delivery.
- [**HVRP Customizable Forms**](#): This section includes a variety of forms that could be used to document HVRP practices. The presentation of these forms does not mean NVTAC or DOL/VETS endorses any form as required or as an approved form. The forms in this section are samples for your perusal and information. If program planners would like to use or modify any of these forms for their use, we encourage you to do so.
- [**Resources**](#): Resources for grant recipients separated by topic.
- [**HVRP Policies, Guidance, and Forms**](#): Current list of active HVRP policies and guidance.
- **Community of Practice (CoP)**
 - [**Register for Upcoming CoPs**](#): Register to attend future sessions.
 - [**Archived CoP Sessions**](#): View recordings of previous sessions.
- [**National Veterans' Training Institute \(NVTI\)**](#): NVTI provides specialized training and professional skills enhancement for veterans' 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.
 - [**NVTI Class Descriptions**](#): Provides details for NVTI class offerings.
 - [**NVTI Resources**](#): NVTI resources separated by topic.
 - [**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**](#): Sponsored by the DOL Employment and Training Administration (ETA) to connect federal grant recipients, workforce professionals, educators, and business leaders to useful materials to help you comply with federal requirements. Here you will find curated communities of interest, webinars, and research and training resources to help develop efficient and effective approaches to implement results-driven employment programs.

Housing Assistance

- [**HUD Exchange**](#): Program delivery support for the U.S. Department of Housing and Urban Development's local partners
- [**Continuum of Care \(CoC\) Program**](#): The CoC Program is designed to promote communitywide commitment to the goal of ending homelessness by providing funding for efforts by nonprofit providers and state and local governments and promoting access to and effective utilization of mainstream programs by homeless individuals and families.

- **Coordinated Entry**: These resources aid in the establishment and operation of a Coordinated Entry (CE) process that standardizes the way individuals and families at risk of homelessness or experiencing homelessness access are assessed for and referred to the housing and services that they need for housing stability. Specific resources discuss the philosophy, requirements, and models of Coordinated Entry processes and systems (CES).
- **U.S. Department of Housing and Urban Development–VA Supportive Housing (HUD-VASH)**: The HUD-VASH program is a joint federal initiative that pairs [Housing Choice Voucher \(HCV\)](#) rental assistance from the [U.S. Department of Housing and Urban Development \(HUD\)](#) with VA case management and supportive services. These services are designed to help homeless veterans and their families find and sustain permanent housing and access the health care, mental health treatment, and other supports necessary to help them improve their quality of life and maintain housing.
- **Supportive Services for Veteran Families (SSVF)**: Provides housing stability services to low-income veteran families who are experiencing homelessness or are at imminent risk of experiencing homelessness through compassionate and responsive services.
- **Grant and Per Diem (GPD)**: Provides transitional supportive housing and case management grants to end veteran homelessness.

Health Care

- **Domiciliary Care for Homeless Veterans (DCHV)**: The Domiciliary has evolved from a “Soldiers’ Home” to become an active clinical rehabilitation and treatment program for male and female veterans, and domiciliary programs are now integrated with the Mental Health Residential Rehabilitation and Treatment Programs (MH RRTPs).
- **Health Care for Homeless Veterans (HCHV)**: Initially serving as a mechanism to contract with providers for community-based residential treatment for homeless veterans, many HCHV programs now serve as the hub for a myriad of housing and other services that provide VA with a way to reach and assist homeless veterans by offering them entry to VA care.
- **Homeless Patient Aligned Care Teams (HPACT)**: An innovative treatment model being implemented at VA medical centers across the country.

Employment

- **DOL/VETS Grants and Opportunities**: Grants and opportunities that provide critical resources, expertise, and training to assist veterans in locating and obtaining a meaningful career.

- **Hire Vets Medallion Program**: DOL/VETS program that recognizes employers for their efforts to recruit, employ, and retain our nation's veterans.
- **Trade Adjustment Assistance Community College and Career Training**: A DOL grant program that is designed to assist workers eligible for training under the Trade Adjustment Assistance for Workers program
- **Homeless Veterans Community Employment Services (HVCES)**: HVCES has deployed more than 150 Vocational Development Specialists who serve as Community Employment Coordinators (CECs) at most VA Medical Centers across the country. CECs are part of the VHA homeless program teams and are a bridge to community employment resources and employers ready to hire veterans exiting homelessness. CECs benefit employers in the following ways:
 - Pre-screen veterans with a variety of skill sets and from all educational levels
 - Refer job-ready veteran candidates who are ready to work from day one for open positions
 - Help facilitate hiring and onboarding
 - Assist veterans in applying their military experiences to civilian employment
- **Compensated Work Therapy (CWT)**: VA clinical vocational rehabilitation program that provides evidence-based and evidence-informed vocational rehabilitation services; partnerships with business, industry, and government agencies to provide veteran candidates for employment and veterans labor; and employment supports to veterans and employers.
- **Veteran Readiness and Employment (VR&E)**: VA program that helps veterans and servicemembers with service-connected disabilities and an employment handicap prepare for, obtain, and keep suitable jobs. It is authorized by Congress under Title 38 of the United States Code, Chapter 31. It is sometimes referred to as the Chapter 31 program.
- **GI Bill Comparison Tool**: Search and compare schools and employers with programs approved for veterans' benefits. Additionally, search exams, licenses, certifications, and prep courses to see how much VA benefits can help cover.
- **American Job Centers (AJC)**: Offer training referrals, career counseling, job listings, and similar employment-related services. Customers can visit a center in person or connect to the center's information online or through remote kiosk access.
- **DOL Senior Community Service Employment Program (SCSEP)**: Community service and work-based job training program for older Americans. Authorized by the Older Americans Act, the program provides training for low-income, unemployed seniors. Participants also have access to employment assistance through AJCs.

- **DOL Jobs for Veterans State Grants (JVSG)**: Provides federal funding through a formula grant to state governments in all 50 states, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands. The funds are used to hire dedicated staff that provide individualized career and training-related services to eligible veterans and eligible persons with employment barriers, and to assist employers in filling their workforce needs with job-seeking veterans.
- **U.S. Department of Agriculture (USDA) Veterans and Employment**: Through the Military Veterans Agricultural Liaison (MVAL), USDA offers agricultural career opportunities to veterans that match their skills and interest. For more details, contact veterans@usda.gov or VeteranHiring@usda.gov.
- **Job Accommodation Network (JAN)**: Leading source of free, expert, and confidential guidance on workplace accommodations.
- **O*NET OnLine**: The O*NET Program is the nation's primary source of occupational information. Valid data are essential to understanding the rapidly changing nature of work and how it impacts the workforce and U.S. economy. From this information, applications are developed to facilitate the development and maintenance of a skilled workforce.
- **LinkedIn Learning Online Training Courses**: A resource for virtual training opportunities on various topics.
- **Utility Workers Military Assistance Program (UMAP)**: An accredited apprenticeship model that provides specialized training and wrap-around support services for veterans and connects them with utility sector employers.
- **United Association Veterans in Piping Program**: Free training initiative that helps U.S. military service members gain hands-on industry training, certifications, and direct pathways into union apprenticeship careers in piping trades.

Registered Apprenticeship

- **Registered Apprenticeship Program**: Registered Apprenticeships are industry-vetted, approved, and validated by DOL or a State Apprenticeship Agency.
- **Credentialing Opportunities Online (COOL)**: Match military occupation credentials with Registered Apprenticeships.
- **Fermilab Veteran Applied Laboratory Occupational Retraining (VALOR) Apprenticeship Programs**: The U.S. Department of Energy offers a one-year VALOR Accelerator Operations Apprenticeship and a six-month VALOR Apprenticeship.
- **VA Cybersecurity Apprenticeship Program for Veterans**: Participants and program leaders from the VA's Cybersecurity Apprenticeship Program for Veterans share how this innovative initiative has transformed military experience into real-world cybersecurity skills.

- **[My Next Move for Veterans](#)**: Free online career tool from DOL that helps veterans explore civilian jobs. It allows users to search by career interests, industry, or military job code to find occupations that match their skills and experience. The tool shows which civilian careers have Registered Apprenticeship programs so veterans can earn while they learn new skills and transition into long-term careers.
- **[Apprenticeship | Veteran and Military Transition Center | CareerOneStop](#)**: Resources for apprenticeship from DOL and the VA.
- **[How States Can Align Registered Apprenticeship, Workforce, and Education Systems for Greater Impact](#)**: Webinar hosted by the DOL Office of Apprenticeship on WorkforceGPS showing how strong alignment between Registered Apprenticeship, workforce development, and education systems drives better outcomes for workers, employers, and communities.
- **[Building Registered Apprenticeship Programs – A Quick-Start Toolkit](#)**: This toolkit from DOL’s Office of Apprenticeship provides helpful steps and resources to start and register an apprenticeship program, from exploring the apprenticeship model as a workforce strategy to launching a new program.
- **[U.S. Chamber of Commerce Directory](#)**: Local Chambers of Commerce can be instrumental in forging strong employer partnerships that lead to apprenticeship placements.

Transportation

- **[Connecting Veterans and Veterans Organizations to Federal Transportation Assistance](#)**: This report compiles information that congressional offices can use to assist constituents with issues related to veterans' transportation—for individual veterans and organizations that wish to aid veterans. Constituents may also investigate programs administered by state and local governments as well as local volunteer efforts.
- **[VA Veterans Transportation Program \(VTP\)](#)**: Veterans enrolled in VA health care can contact a Veterans Transportation Program (VTP) representative to request free rides to and from VA health appointments. Select the applicable state from the list on the linked page to get the contact information for your local representative.
- **[VA Volunteer Transportation Network \(VTN\)](#)**: The Volunteer Transportation Network was established to provide needed transportation for veterans seeking services from a VA facility and/or authorized facility. VTN guidelines permit volunteer participation in providing transportation to veterans using a government-owned vehicle, including donated vehicles, county vehicles, DAV Department (State) or Chapter (local) vehicles, public transportation, and contracted transportation.

- **VA Automobile Allowance and Adaptive Equipment**: Veterans who have a disability related to their service that prevents them from driving may be able to get money to help buy or change a vehicle so they can drive. Types of vehicles covered by VA automobile allowance include cars, vans, motor homes, commercial trucks, and farm machines like tractors.

General Resources

- **National Alliance to End Homelessness**: Nonprofit organization committed to preventing and ending homelessness in the United States.
- **National Coalition for Homeless Veterans**: Nonprofit organization serving as the resource and technical assistance center for a national network of community-based service providers and local, state, and federal agencies.
- **Federal Emergency Management Agency (FEMA) Emergency Food and Shelter Program**: Supplements and expands ongoing work of local nonprofit and governmental social service organizations to provide shelter, food, and supportive services to individuals and families who are experiencing, or at risk of experiencing, hunger and/or homelessness.
- **Disabled Veterans National Foundation (DVNF)**: The DVNF provides critically needed support to disabled and at-risk veterans who leave the military wounded.
- **VA Veteran and Spouse Transitional Assistance Grant Program**: VA-issued grants distributed to eligible organizations that provide transition services to former members of the U.S. Armed Forces who are separated, retired, or discharged and their spouses.

Appendix B – Common Acronyms

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

Acronym	Definition
ACVETEO	Advisory Committee on Veterans 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's 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 for Veterans' Employment and Training
DTAP	Disabled Veterans' Transition Assistance Program
DV	Disabled Veteran
DVET	Director for Veterans' Employment and Training
DVOP	Disabled Veterans' Outreach Program
DWG	Dislocated Worker Grants
EBSA	Employee Benefits Security Administration
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's 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 Veteran Community Employment Services
HVMP	HIRE Vets Medallion Program
HVRP	Homeless Veterans' Reintegration Program
HWVHVWC	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
IRR	Individual Ready Reserve

Acronym	Definition
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 Grants
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
NDNH	National Directory of New Hires

Acronym	Definition
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
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
PS	Personal Services
PY	Program Year

Acronym	Definition
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
TPR	Technical Performance Report
UEI	Unique Entity Identifier

Acronym	Definition
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