



## RESOURCES FOR RECRUITING AND RETAINING EXCELLENT STAFF

The following resources provide information about effective staff of homeless services, the critical skills and knowledge that make them effective, and ways to retain workers who help veterans succeed.

### **Effective Vocational Case Management**

[http://www.mathematica-mpr.com/~media/publications/PDFs/labor/case\\_management\\_brief.pdf](http://www.mathematica-mpr.com/~media/publications/PDFs/labor/case_management_brief.pdf)

A June 2011 Issue Brief offers an overview of the talents staff need in a workforce program to perform as vocational case managers. It notes that employment specialists or vocational case managers carry out four critical activities: assessment, career planning, coordination of supportive services, and job matching. The document can serve as a primer for new staff entering HVRP, as well as a refresher for experienced staff.

### **Strategies for Building a Skilled Workforce**

<http://www.samhsa.gov/homelessness-programs-resources/hpr-resources/building-skilled-workforce>

This webpage gives ideas about developing a skilled workforce in homeless services using evidence-based practices (EBPs) and training using real-life situations.

### **Homelessness 101: What Do You Need to Know?**

<http://homelesshub.ca/about-homelessness/homelessness-101>

Based on its curriculum to orient workers to the field, the Homelessness Resource Center reviews need-to-know training topics that will help homeless service providers do their job.

### **Staffing Challenges and Strategies for Organizations Serving Individuals Who have Experienced Chronic Homelessness**

[http://www.researchgate.net/profile/Ellen\\_Bassuk/publication/40851437\\_Staffing\\_challenges\\_and\\_strategies\\_for\\_organizations\\_serving\\_individuals\\_who\\_have\\_experienced\\_chronic\\_homelessness/links/53e0c55a0cf2d79877a4fd4f.pdf](http://www.researchgate.net/profile/Ellen_Bassuk/publication/40851437_Staffing_challenges_and_strategies_for_organizations_serving_individuals_who_have_experienced_chronic_homelessness/links/53e0c55a0cf2d79877a4fd4f.pdf)

This paper describes staffing challenges and strategies associated with programs serving people experiencing chronic homelessness who also have a disabling condition. It discusses staffing issues, such as team structures, staff supervision, and training, and recommends ongoing staff training.

### **Getting and Keeping the Right People: Baltimore, MD**

<http://homelesshub.ca/resource/getting-and-keeping-right-people-baltimore-md>

Health Care for the Homeless in Baltimore, Maryland, shares strategies for finding the right people and keeping them on board.

### **An Antidote for Burnout: Tips for Supporting Workers**

<http://homelesshub.ca/about-homelessness/homelessness-101>

The director of Substance Treatment Services/Housing First at the Colorado Coalition for the Homeless shares 10 tips for supervisors seeking to create a supportive work environment.

## Critical Skills and Knowledge

### The Cross-generational Mind-set of Young Veterans

<http://www.accountingweb.com/practice/team/the-cross-generational-mind-set-of-young-veterans>

This brief online article written by a specialist in multigenerational work presents a profile of Generation Y veterans and suggests ways for employers to connect with them.

### Homeless Female Veterans

[http://www.nchv.org/images/uploads/HFV%20paper\(1\).pdf](http://www.nchv.org/images/uploads/HFV%20paper(1).pdf)

This white paper from the [National Coalition for Homeless Veterans](#) discusses the issues facing female veterans who are experiencing homelessness, including PTSD and military sexual trauma; housing, child care, and employment; and privacy and safety concerns. It concludes with descriptions of current programs and resources specifically geared to female veterans.

### Report of the Veteran Homelessness Work Groups at the National Symposium for the Needs of Young Veterans

[http://www.nchv.org/images/uploads/Causes\\_of\\_Homelessness\\_Work\\_Group\\_Report.NCHV\\_2\\_.pdf](http://www.nchv.org/images/uploads/Causes_of_Homelessness_Work_Group_Report.NCHV_2_.pdf)

Delegates to the 2006 National Symposium for the Needs of Young Veterans shared their concerns about veterans of combat operations in Iraq and Afghanistan who are experiencing homelessness or have low incomes. This report summarizes those concerns and offers recommendations on mental and physical health issues, economic hardships, and housing.

### Outreach to People Experiencing Homelessness: A Curriculum for Training Health Care for the Homeless Outreach Workers

<http://homelesshub.ca/resource/outreach-people-experiencing-homelessness-curriculum-training-health-care-homeless-outreach>

Although designed for those working in Health Care for the Homeless projects, this curriculum is applicable to anyone seeking a fuller understanding and appreciation for outreach work. It outlines minimum basic training and knowledge requirements of outreach workers, and facilitates increased self-awareness, empathy, and interaction skills.

### Outreach & Enrollment Quick Guide: Promising Strategies for Engaging the Homeless Population

<http://www.nhchc.org/wp-content/uploads/2014/01/outreach-enrollment-quick-guide.pdf>

The [National Health Care for the Homeless Council](#) created this guide for Health Care for the Homeless grantees, but the sections addressing client and community outreach are useful to any organization seeking to engage people who are experiencing homelessness in services.

### Accommodating Veteran Employees with Mental Health Issues

[http://dhhs.ne.gov/behavioral\\_health/Documents/Veteran\\_Employees\\_Mental\\_Health.pdf](http://dhhs.ne.gov/behavioral_health/Documents/Veteran_Employees_Mental_Health.pdf)

This report from [Peace@Work](#) offers information and specific strategies for addressing post-traumatic stress disorder (PTSD) and traumatic brain injury (TBI) in the workplace. Intended for managers, human resource staff, employee assistance professionals, and others seeking to help veterans, it lists signs that may indicate that an employee needs support and promising practices for offering that support.

### Common Employer Questions about Returning Service Members with TBI and/or PTSD

[http://www.brainlinemilitary.org/content/2013/04/common-employer-questions-about-returning-service-members-with-tbi-andor-ptsd\\_pageall.html](http://www.brainlinemilitary.org/content/2013/04/common-employer-questions-about-returning-service-members-with-tbi-andor-ptsd_pageall.html)

Brainlinemilitary.org is a website devoted to helping service members, veterans, National Guard, reserve, and families who are living with traumatic brain injury (TBI). In a question-and-answer format, this webpage presents basic information about TBI and post-traumatic stress disorder (PTSD), employment, and workplace accommodations.

### **Trauma-Informed Guide for Women Veterans Experiencing Homelessness: A Guide for Service Providers**

<http://www.dol.gov/wb/trauma/>

This guide from the [U.S. Department of Labor's Women's Bureau](#) addresses the psychological and mental health needs of women veterans. It includes a handbook on the experience and needs of female veterans, what it means to provide trauma-informed care, and resources for staff training and education; a manual of best practices that can be integrated into daily programming; and compilations of provider-targeted materials, videos, and websites on a variety of related topics, including homelessness and trauma, cultural competence, and self-care.

### **Five Strategies for Building a Successful Relationship with Your Local VA**

<http://www.endhomelessness.org/library/entry/five-strategies-for-building-a-successful-relationship-with-your-local-va>

The [National Alliance to End Homelessness](#) offers this solutions brief on building successful relationships with the local [Department of Veteran Affairs](#) (VA). The solutions include: bringing VA staff into the community and the larger homelessness assistance system, making ending veteran homelessness a local priority, increasing transparency and cooperation, helping VA staff whenever possible through sharing resources and knowledge, and building political will.

### **Ask the Question...Your Role in Ending Veteran Homelessness**

[https://www.youtube.com/watch?v=REjYMN\\_OXpw](https://www.youtube.com/watch?v=REjYMN_OXpw)

This video from the VA, describes how important it is for social workers to understand the VA and the benefits it offers to veterans who are experiencing homelessness.

### **Core Components of Rapid Re-housing**

<http://www.endhomelessness.org/library/entry/rapid-re-housing-tools>

This fact sheet from the National Alliance to End Homelessness presents describes the core components of a rapid re-housing program: housing identification, rent and move-in assistance, and rapid re-housing case management and services.

### **Employment Assistance Guide for Service Providers Helping Homeless Veterans**

[http://www.nchv.org/images/uploads/EAG\\_1-10.pdf](http://www.nchv.org/images/uploads/EAG_1-10.pdf)

This guide, prepared by the [National Coalition for Homeless Veterans](#), is designed to serve as a quick reference to help government agencies, community organizations, social workers, case managers, and others who are helping veterans prepare for and obtain employment. It includes sections on developing community partnerships, as well as communicating with both veterans and employers.

### **Hiring Veterans with Homeless Experiences as Employment Specialists**

<http://vets.syr.edu/wp-content/uploads/2013/10/Hiring-Veterans-with-Homeless-Experiences-Field-Report.pdf>

This field report discusses hiring veterans who were formerly homeless as members of HVRP staff, which is considered a best practice for staffing the program.

### **By Design: Engaging Employers in Workforce Development Organizations**

[http://www.issuelab.org/resource/by\\_design\\_engaging\\_employers\\_in\\_workforce\\_development\\_organizations](http://www.issuelab.org/resource/by_design_engaging_employers_in_workforce_development_organizations)

This publication from Public/Private Ventures examines three workforce development organizations that successfully engaged employers. The report highlights success strategies in four key areas—quality counts, get down to business, know your customers, and make employers part of the woodwork. It describes practices the organizations refined over two decades to serve both jobseekers and employers.

### Employer Engagement: Views from Sector Skills Academy Alumni

<http://www.aspenwsi.org/resource/employer-engagement-views-from-sector-skills-academy-alumni/>

In this 90-minute webinar—part of [The Aspen Institute's Workforce Strategies Initiative](#)—representatives from [JVS Boston](#) and [Columbus State Community College](#) discuss their organizations' approaches and strategies for employer engagement.

## Connecting with Your Community

### Hiring Veterans: A Step-by-Step Toolkit for Employers

<http://www.dol.gov/vets/ahaw/>

This [U.S. Department of Labor](#) toolkit is designed to assist and educate employers who have made the proactive decision to include transitioning service members and veterans in their recruitment and hiring initiatives. Step #1 of the six-step process discusses basic elements to help in planning and includes the [top 10 reasons](#) to hire veterans. [Step #3](#) explores how to connect employers' needs with veterans seeking jobs.

### Support from Behind the Lines: 10 Steps to Becoming a Military-Ready Employer

[http://www.shrm.org/TemplatesTools/Toolkits/Documents/12-0177%20Behind\\_the\\_Lines\\_Toolkit\\_FNL.pdf](http://www.shrm.org/TemplatesTools/Toolkits/Documents/12-0177%20Behind_the_Lines_Toolkit_FNL.pdf)

Going beyond educating employers on the value of hiring veterans, this toolkit from the [Society for Human Resource Management](#) guides human resource professionals and business leaders on finding and supporting veterans. Assessing the culture and resources of an organization in relation to military-connected employees is also discussed.

### Working with Employers: Skills and Strategies for Job Development Success—Participant Workbook

[http://www.issueLab.org/resource/working\\_with\\_employers\\_skills\\_and\\_strategies\\_for\\_job\\_development\\_success\\_participant\\_workbook](http://www.issueLab.org/resource/working_with_employers_skills_and_strategies_for_job_development_success_participant_workbook)

This course offers 10 skill development modules (each 2 ½ to 3 hours in length) that can strengthen the effectiveness of frontline staff involved in job development. Core Session I teaches how to develop a winning pitch based on the services job seekers can provide to employers. Core Session II addresses getting to know employers' needs. The textbook [Job Development Essentials: A Guide for Job Developers \(Second Edition\)](#) provides all the background reading for the course. Though the organization that developed these materials, Public/Private Ventures, has ceased operations, its publications are archived with the [Foundation Center's IssueLab](#).

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