

HUD EMPLOYMENT LECTURE SERIES
Lecture #4 Pamphlet
EMPLOYMENT PROGRAMS IN ACTION

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INTRODUCTION

Linking people who are homeless to permanent, full-time jobs is an effective way to help them escape homelessness. However, both mainstream employment services and homeless assistance services might not consider this approach to be attainable. The three organizations discussed in this lecture pamphlet, however, have implemented programs that achieve this goal. Each one has placed at least 60 percent of their homeless clients into permanent, full-time jobs. A comprehensive, assertive approach; partnership with the workforce development system; and long-term relationships with employers have helped these programs succeed.

Programs at Jobs for Homeless People, Inc. (JHP), which operates in Washington, D.C., Midtown WorkSource Center at SEARCH in Houston, and the YWCA WorkSource Affiliate in Seattle, which operates the Homeless Intervention Project (HIP), all have impressive success rates in placing people who are homeless into permanent, full-time jobs, while at the same time helping them find stable housing. The three organizations operate their programs according to significantly different models, but they share some common goals and approaches:

- They begin engagement into services early, with an emphasis on employment goals, but they also have a long-term view of staying connected to the client.
- They recognize full-time employment and permanent housing as interrelated and as the desired goal of most clients.
- They stress the importance of quickly searching for and beginning work as a step toward career advancement.
- They support a comprehensive and aggressive job search once the client is ready to commit to finding work.
- They understand the need for and provide responsive job retention support once clients are placed so as to address issues and challenges that arise in a supportive, non-threatening manner.

Purpose

This pamphlet and accompanying audio lecture offer an inside view into three programs that have had great success helping people who are homeless find full-time jobs, providing insight that can help both the homeless assistance and employment sectors. It highlights homeless assistance models that are successfully incorporating employment services funded by the U.S. Department of Labor as a part of the national workforce investment system, thus trying to maximize the use of available resources.¹

Many programs assisting people who are homeless do not have much experience helping people find full-time work. Likewise, many employment programs do not have experience with homeless clients or much knowledge of the housing system and related supportive services. Staff in homeless assistance agencies might doubt the effectiveness of focusing on employment, while staff in the employment sector might have doubts about the abilities of homeless job-seekers to find and keep work. However, the successes of JHP, the WorkSource Center, and the HIP program show that programs can help people address employment, housing, and related support needs simultaneously. The management and staff of these programs, which serve homeless clients and have full-time employment as a goal for each person they serve, have provided some practical tips that can be explored as tools for helping people who are homeless find and keep full-time jobs.

Intended Audience

This pamphlet and companion lecture will benefit those who provide services to the target populations described below:

- Case managers
- Staff of transitional and permanent housing

¹ The workforce investment system is essentially a network of Federal, State, and local offices that provide services to jobseekers and employers under the requirements of the Workforce Investment Act (WIA) of 1998.

- Employment specialists at One-Stop Career Centers,² other workforce development centers, and homeless assistance agencies
- Treatment staff at health and behavioral health organizations
- Program managers

Target Population

The three programs described in this pamphlet and companion lecture serve a variety of people who are living on the streets, staying in shelters, or living in transitional housing. Depending on program and location, clients include families, single men and women, chronically homeless people, people with disabilities, older adolescents, veterans, and people with criminal histories.

ABOUT THE PROGRAMS

The programs share a similarity in their mission of assisting people who are homeless find full-time employment. Staff might provide some form of assistance to any adult who meets HUD’s definition of homelessness, but the programs generally provide more intensive services to those who demonstrate an interest in full-time employment.

Staff also completes an intake process individually with each client that allows the programs to understand the clients’ needs, interests, and abilities. This process helps ensure that appropriate supports are put into place. In addition to sharing similar approaches, the programs have similar success rates, with more than 60 percent of their clients entering employment.

There is one other similarity shared by these three programs. Their diverse funding bases allows staff to work with individuals in different ways and with varied levels of service based on client needs rather than providing services limited by the eligibility criteria of a single funding source.

² One-Stop Career Centers are funded by the Department of Labor and connect jobseekers and employers in communities. They provide a central location where all jobseekers, including those who are homeless, can access a broad range of employment-related and training services.

Jobs for Homeless People, Inc. (JHP)

Within the local Continuum of Care³ in Washington, D.C., as well as among social service and homeless assistance providers, JHP is known by its corporate name, Jobs for Homeless People. To employers, however, JHP is known as “Jobs Have Priority.” When working with employers, JHP focuses on employers’ needs and their clients’ abilities rather than focusing on their clients’ homelessness and other barriers that they might face when pursuing employment. JHP operates in three men’s shelters and also has an office in a suburban garden apartment complex that serves primarily women and families from nearby family shelters and transitional housing.

JHP is an independent nonprofit agency with full-time employment as the goal for each of its clients, yet it also provides support services that are directly related to attaining employment, including transitional housing for those actively seeking employment. Although independent of the workforce system, JHP participates in an online collaborative of employment agencies, regional employers, and the workforce system. With approximately 600 people entering the program per year, about 60 percent maintain full-time employment for the first year after placement. JHP follows clients for 12 months, and a client is considered to have maintained full-time employment if he or she works full-time for at least 11 of the first 12 months. Of those clients finding work, 70 percent move into permanent housing, 80 percent of which is unsubsidized.

JHP has 20 employees, including the director, assistant director, case managers, substance abuse counselors, and an information technology professional who keeps the agency’s computers running and also trains clients in computer use. JHP receives 60 percent of its funding from government sources such as HUD’s McKinney-Vento programs,⁴ and local social services agencies. The remaining

³ A Continuum of Care is a network of local organizations that develops long-term strategies to address problems of housing and homelessness using HUD homeless assistance funds as well as other Federal, State, and local resources.

⁴ The McKinney-Vento Act authorizes Federal funding for homeless assistance programs across agencies, including HUD.

40 percent comes from foundations, corporations, and individual donors.

The Midtown WorkSource Center at SEARCH

The Midtown WorkSource Center is located in Houston, Texas, and has a prominent place within SEARCH. SEARCH is a nonprofit organization founded by an ecumenical group that believes people who are homeless need more than a bed and a meal; they need a future. It provides multiple services to people who are homeless, including a day shelter, meals, medical and dental care, transitional housing, and a social enterprise.

The Midtown WorkSource Center is an affiliate of The WorkSource, a nonprofit employment services agency operated by the Gulf Coast Workforce Investment Board (WIB).⁵ The Board's administrative agent, the Houston-Galveston Area Council (HGAC), contracts with organizations such as SEARCH to operate WorkSource Centers according to a franchise model. Like the other WorkSource Centers in the 13-county region, employees wear WorkSource uniforms and follow set procedures for interacting with clients and recording information, and the Center is laid out according to WorkSource's guidelines. The Center's staff is not directly involved in job development, as the HGAC has separate contracts for job development and job-seeker services.

Unlike other WorkSource Centers, the Midtown WorkSource Center does not serve a particular geographic region, instead taking advantage of its location within SEARCH, where it tends to attract homeless job-seekers. As a One-Stop Career Center, the Center is open to anyone seeking a job, but due to its location, about 95 percent of its clients are homeless. Anyone is welcome to use the computer for job searches, but among those who seek assistance from the center's employment counselors, 63 percent find employment.

The WorkSource Center has 11 employees, including the manager, five employment counselors, two case managers, two computer support staff, and a greeter. SEARCH also operates a HUD Supportive Housing Program (SHP)-funded Job Bank that includes

⁵ State and local WIBs implement WIA requirements.

flexible, comprehensive employment services, particularly for those who are not making progress at the WorkSource Center. The service braids a number of funding streams, including funds from the Workforce Investment Board, McKinney-Vento (HUD), Temporary Assistance to Needy Families (TANF), Food Stamps, Hurricane Katrina funds, a private foundation, and local literacy resources through the Community College.

The employment services of the WorkSource Center and the Job Bank are linked with other housing and homeless services in the city through the local Continuum of Care, led by the Coalition for the Homeless of Houston and Harris County. Employment services are an integral part of the city's 10-year strategic plan to address homelessness. On any given day, between 108 and 135 clients use employment services at SEARCH.

YWCA of Seattle-King County-Snohomish County Homeless Intervention Project (HIP)

The local YWCA affiliate is one of four agencies contracting with the Workforce Development Council (WDC) of Seattle-King County to provide HIP services to the area's homeless population. WDC is a member of the local Continuum of Care and manages an SHP award of \$1.2 million that it subcontracts to the HIP provider agencies. Although the YWCA primarily provides services to women and families, the HIP program serves both men and women who are homeless. As a program of the YWCA, HIP is connected to services such as child care; clothing; emergency, transitional, and permanent housing; domestic violence interventions; benefits counseling; and health care.

YWCA also operates a One-Stop Career Center where HIP staff members are located. HIP staff works with individuals and families to determine employment goals, defines what is needed to obtain employment, and links clients to different core services at the One-Stop Career Center that assist in the job search. The emphasis on serving women originates from the core mission of the organization, as well as the presence of a women's shelter located in the same building.

The YWCA also helps to connect men participating in its employment services with housing and other supports needed to

pursue employment goals. The program also has a PhD-level psychology student on-site for 10 hours per week to provide counseling and referral for treatment for mental health and substance abuse issues. Serving approximately 125 people per year, HIP helps 65 percent of clients secure full-time employment. About 80 percent of those attaining full-time employment move into permanent housing.

To serve all job-seekers, including those who are homeless, the YWCA braids funding through McKinney-Vento, the Local Workforce Investment Board, Food Stamps, and TANF. HIP has a staff of four: a coordinator and three case managers.

OUTREACH AND INITIAL CONTACT

People who are homeless face a variety of challenges and obstacles everyday. It is likely that on any given day, employment is not at the top of a homeless individual's priority list. Therefore it is often necessary for employment service providers to conduct outreach activities in an attempt to get homeless individuals thinking about a potential job search.

As a multi-service homeless assistance agency, SEARCH has a comprehensive outreach program, with an entire department devoted to street-level outreach. Teams go out Monday through Friday during the day and two evenings a week. In this multi-service agency, offering to help people find a job can serve as a means of

Multi-service agencies can provide visible signs of employment services, such as a job board, to engage clients using more traditional services in a discussion about employment.

engaging people in the agency's other services. For example, SEARCH's outreach staff had been trying for months to convince one man to come in for services, offering him bus tokens, help to find housing, and other types of assistance. However, one day, a

member of the outreach team offered to produce a resume with him. The man came in the next day, because the outreach worker was able to promise something tangible—a resume—that the client saw as valuable. By bringing the man into SEARCH, the agency was able to introduce him to the agency's other supports such as housing assistance and medical care.

On the flip side, SEARCH makes the availability of employment services visible to anyone who walks into SEARCH for its other services, such as meals and health care, and the employment staff does "in-reach" at the agency's day shelter. The "greeter" assigned to the main doors has the job of welcoming people who come into the WorkSource Center and assisting them with whatever they may be seeking. Typically, the greeter talks with a job seeker for a few minutes about the employment services, as well as other services provided by SEARCH, and puts the customer's name on the list to speak with an employment counselor if he or she is interested.

Because of the comprehensive nature of SEARCH's employment services and its affiliation with WorkSource, other agencies refer clients to SEARCH. These agencies include shelters, homeless service organizations, transitional housing, and treatment programs. The Coalition for the Homeless of Houston and Harris County and word of mouth also generate many referrals. The Houston-Galveston Area Council does a great deal of advertising for its WorkSource Centers, including newspapers, magazines, billboards, and radio and television, which provide a further source of walk-in business. Outreach teams from SEARCH also do extensive outreach on the streets. On a typical morning, by the time the center opens at 8:00 am, there will already be a waiting list for people to use computers and to see employment counselors and personal service representatives.

- Outreach also means:
- Seeking referrals from several sources
 - Developing relationships with other service providers in the community
 - Advertising in the local newspaper, on billboards, and through public service announcements on radio and television

Like SEARCH, JHP is well known among other homeless assistance providers for its success with employment services, and receives some referrals from other agencies. However, because JHP operates in cooperation with shelters and transitional housing, the agency primarily promotes its services through "in-reach" at the shelters and housing programs with which it is affiliated. Depending on the shelter's policy, participating in employment services might be

mandatory or optional. JHP staff does a presentation each week at the shelters or with housing clients, covering JHP's services, employment issues, housing issues, and financial management. In the shelters at which participation in services is mandatory, some clients might be resistant to JHP's services at first, although the staff believes that the initial presentations usually put the clients at ease as to any misconceptions that they might have had about the program.

The Workforce Development Council's HIP program serves homeless people in four agencies, including the YWCA, whose operation of the One-Stop Career Center as well as HIP increases the visibility of both systems and how individuals can obtain mutual benefit. Because YWCA operates a shelter and transitional housing at the same site as the Career Center (where HIP staff are located), the staff has significant opportunities to make and sustain contact with people who are homeless. The community's other shelters and homeless assistance providers make referrals to the YWCA's services as appropriate, and HIP staff also do outreach to the shelters on a regular basis. Each Monday morning at 9:00 a.m., the program holds an orientation session for homeless job-seekers, in which participants learn about the YWCA's employment services and pick up application paperwork.

Staff at JHP, SEARCH's WorkSource Center, and the YWCA's HIP program all emphasized their belief that, although people who are homeless might not be immediately interested in employment, they

Homeless individuals may naturally be more concerned about food and shelter, not necessarily employment. While addressing immediate needs, service providers can help "plant the seed" such that, at a later date, job services will be of interest

nevertheless can "plant the seed." Due to their missions and their funding sources, the programs have the resources for intensive work primarily with people who are interested in pursuing full-time employment, while those interested in less

than full-time jobs will usually be referred to other employment training and workforce programs that address different types of work goals. This practice seems to be especially true for individuals who are currently on or pursuing benefits such as Supplemental Security Income (SSI) and are more interested in pre-employment activities at that point in time.

However, programs can offer some basic services to any homeless job-seeker, such as informally discussing employers that are hiring, giving out bus tokens, or providing access to computers, to people who are homeless but not actively looking for full-time work. Because two of these organizations—SEARCH and YWCA—operate One-Stop Career Centers, any client can access extensive information about all types of jobs, classes, and other vocational opportunities. As an example, the YWCA offers beginning computer classes as well as ongoing instruction on using Windows programs, and many of the HIP clients use these services and also attend the job fairs sponsored at the center. The WorkSource Center at SEARCH can tap Houston-Galveston Area Council's centralized resources for business services and training. Co-location with other services for people who are homeless allows the programs to maintain contact with potential clients over a period of time, slowly building a relationship that might blossom into full participation in the program's job search activities.

ELIGIBILITY

Each of the three programs has minimal entry requirements; nevertheless, each program's funding sources and mission statements impose certain requirements. To be eligible for services from JHP or the HIP program, a person must meet HUD's definition of homelessness, a status that must be verified through completion of an eligibility form. However, because the YWCA's HIP program and the WorkSource Center at SEARCH operate in conjunction with the One-Stop Career Center system, the services for which can be used by anyone seeking employment, clients can access the One-Stop services, even during the time it takes to obtain the necessary documents that verify homelessness. Both organizations also run large employment programs for TANF and Food Stamp recipients.

Under the HIP program, potential clients must also meet several expectations that are stated in the program's brochure:

- Motivation to get and keep a full-time, permanent job
- Ability and willingness to maintain regular contact with a case manager
- Possession of a Social Security Card and picture identification

Employment readiness as well as motivation to obtain work is a factor and a basis for determining who receives services from HIP. Readiness is determined by how well the client follows through during the pre-enrollment (orientation and assessment) phases described below. Failing to complete paperwork or excessively missing appointments with the case manager is taken as a sign of low readiness. Conversely, keeping faithful to appointments, completing paper work or other assignments, and reporting employer contacts to the case manager during a job search are considered signs of more readiness. Staff will encourage those who are determinedly opposed to pursuing full-time work to engage in the core services of the One-Stop Career Center, perhaps find an intermediate, short-term job that will help them to become better prepared for full-time work or pursue educational and training options that may be beneficial. There are regular General Equivalency Degree (GED), adult basic education, and English as a Second Language classes and other courses offered by Renton Technical College right at the One-Stop Center.

As part of enrolling in the HIP program, clients agree to certain responsibilities. Clients are told what is expected of their behavior, and they sign an agreement (see Attachment A). Staff offers consistent support and prompting, but if a client consistently fails to follow through during the job search process, he or she is encouraged to pursue other options before looking for full-time work. If an individual is placed in employment, staff makes a determination about when to start official job retention services, based on the knowledge that once job retention support begins the client has three more months of services and then will not be eligible for any HIP services again for two years. However, based on an evaluation, the HIP coordinator might at times grant permission to resume services within the two-year timeframe.

Because the WorkSource Center at SEARCH is a One-Stop Career Center, people who are not homeless are also eligible to use the center's services, although most clients are homeless. Whether or not a client is homeless or fits into other classifications (e.g., a TANF recipient or a laid-off worker) determines which funding sources are used to pay for the services, but it does not necessarily influence the employment services that the client receives.

At JHP, eligibility is determined by whether an individual is residing in one of the shelters or transitional housing programs served by the employment staff, motivated to pursue full-time employment, and willing to engage with JHP staff. Individuals meeting these criteria may be referred by shelter staff, self-referred, or may attend one of the weekly orientation meetings provided by JHP staff at the shelter.

INTAKE

Each of the three programs uses a detailed intake process to ensure that the program captures information about their clients' skills, experience, level of motivation, commitment to a recovery process if relevant, interests, barriers to employment, and support needs.

Identifying Job Interests and Abilities

To identify a client's work history, education, training background, and skills, the programs ask for the same types of information that any potential employer would want to know, such as previous employment, education, job training, and special requirements of previous employment. Specialized certifications, types of work, and training obtained in the military or during institutional experiences are also reviewed.

HIP's intake forms ask clients whether they have specific skills in the following general categories: office, sales and management, food service and culinary, construction and maintenance, transportation and shipping, and manufacturing and fabrication, as well as miscellaneous skills such as automotive, nursing, and child care. The forms also pose open-ended questions about jobs the clients have enjoyed and jobs that they would like to try as well as jobs that the client has not enjoyed. HIP uses a standardized tool, the Employability Competency System Pre-Employment/Work Maturity Checklist, that assesses clients according to 11 competencies. When relevant, staff will also use the Self-Sufficiency Indicator, which is encouraged by the One-Stop System in Seattle.

JHP uses the Self-Directed Search, a standardized tool for identifying jobs that match a person's interests. Written on a basic level, the tool gauges a client's interest in various jobs by asking, for example, whether he or she would like to "fix electrical things," "sell something," or "make people feel at ease." The tool is indexed to job choices based on the client's responses.

Using ServicePoint software, SEARCH collects a diverse set of employment-related information at intake, which also includes information about the client's driver's license status and type of transportation, if any. Staff evaluates clients' personal strengths across three domains: (1) relationships and family, such as the existence of a family support system and the client's parenting skills; (2) life skills, such as budgeting, stress management, and home maintenance; and (3) personal skills, such as honesty, hygiene and grooming, and acceptance of responsibility. SEARCH also uses the standardized COPS system tools to identify appropriate employment goals based on clients' interests, abilities, experience, skills, and values.

In addition to written tools, staff of the three programs works with clients to identify what they have liked about past jobs and what they enjoy and do not enjoy doing. Staff also asks the clients to identify short-term and long-term goals, although goal-setting and monitoring progress toward goals is an ongoing process.

Evaluating Literacy and Educational Abilities

In addition to the assessment of vocational skills, the programs interviewed also assess new clients' education levels, using

Clients may require classes to bring reading and math skill up to a minimum grade level.

standardized tests that are used nationally. HIP uses the Comprehensive Adult Student Assessment System test, while SEARCH and JHP use the Test of

Adult Basic Education. These instruments are listed in the Resources section at the end of this pamphlet. When appropriate, the programs also evaluate a client's proficiency in English.

At SEARCH the majority of individuals applying for job training test low in math, reading, or language arts skills. These participants are assigned to the computer learning lab to bring their scores up to 6th-grade levels in those areas. Students work in a self-paced program using remedial education software. A lab instructor assists them with their learning goals, instructional materials, and individual, one-on-one instruction, which might include outside assignments. Volunteer tutors are also available to work with those individuals desiring more intensive one-on-one instruction.

Approximately 10 percent of students applying for employment services are in need of a GED. These students attend class from 9 a.m. to 3 p.m., Monday through Friday, with a certified teacher. Students reinforce skills with the GED software programs in much the same way as those using remedial education software. The same instructional support is available to GED students.

Identifying Support Needs

As part of the intake process, each program conducts a comprehensive assessment of the types of supports that a client would need to search for a job, get hired, start work, and keep a job. Information collected includes:

- **Information about homelessness.** How long has the client been homeless? What were the individual's circumstances leading to homelessness and time in life when the individual became homeless (e.g., multi-generational, as a youth, later in life). What have been the steps taken to secure housing?
- **Benefits information.** Is the client receiving, applying for, or interested in applying for Social Security, SSI, Medicaid, Food Stamps, TANF, U.S. Department of Veterans Affairs (VA) benefits, etc.?
- **The client's perceived immediate needs.** Does the client need help with food, medical care, shelter or housing, etc., in order to seek for and begin employment?
- **Medical needs.** Does the client have any chronic or acute health problems? Is he/she taking or does he/she need any medications? Does the client need any special equipment?
- **Substance abuse.** Is the client abusing substances, seeking help, willing to seek help, or in recovery and trying to sustain it?
- **Mental health.** Does the client have mental health conditions? Is he/she seeking help, willing to seek help, or stabilized at the time and trying to sustain that stability?
- **Other disabilities.** Does the client have physical, learning, sensory, cognitive, or other disabilities that require accommodation and extra support or limit employment?

- **Transportation issues.** Does the client need immediate assistance with bus passes or tokens? Does he/she have a revoked driver's license or unpaid tickets? Is the client unable to drive and needs to learn to drive?
- **Identification issues.** Does the client need help with a Social Security card, driver's license, State ID card, birth certificate, permanent authorization to work (Green Card), or other form of ID?
- **Personal care issues.** Does the client need assistance with hygiene, clothes, shoes, or hair cutting and grooming for job interviews?
- **Family, spousal and partner issues.** Is the client dealing with domestic violence, family or couples' counseling, or parenting challenges?
- **Child care or custody issues.** Does the client need assistance with child care?
- **The client's current resources and how these are budgeted.** Does the client receive subsidies, have a savings account, etc.?
- **Legal challenges.** Has the client been convicted of a felony?
- **Financial or credit problems.** Does the client have debts? Does the client have a poor credit history?

Administrative Matters

During intake, the programs also address some administrative matters that help the programs operate effectively and address the needs of both their clients and their funding sources. (Please note that data collection is addressed in detail later in this pamphlet.)

As participants in publicly-funded programs, clients have certain rights and responsibilities, and during intake, the programs ensure that clients understand these rights and responsibilities and also inform them how to use the grievance process.

During this time, each of the three programs also request consent from each client to release certain confidential information pertaining

to employment so the client's goals can be discussed appropriately with service partners. SEARCH and JHP ask clients to sign a consent allowing for information to be shared through the HMIS, and in Texas, other databases.

At intake, JHP case managers review a list of client rights and responsibilities with each client (see Attachment B) and ask the client to sign the list to acknowledge that he or she understands these rights and responsibilities.

HIP clients are asked to sign a financial aid agreement, promising to apply for Federal financial assistance, such as Pell grants or Stafford loans, if they enroll in an educational program for which financial aid is available to students.

The other key administrative procedure during this time is to request that each client present a letter that documents homelessness for eligibility purposes. In some cases, the client is also asked to present a letter documenting disability (for example, when the client needs and wants to access services at the department of vocational rehabilitation).

Because SEARCH and the One-Stop Career Center are co-located, administrative paperwork is done by the department in which it is most appropriate, then transferred to the other departments as needed. In order to begin working with SEARCH One-Stop staff, clients can either walk-in or show up for a scheduled appointment, then go through the intake process and sign the confidentiality waiver. In general the administrative paperwork and procedures are less in the One-Stop than in the other programs, primarily because in the other programs needs have to be assessed by staff in various departments.

Depending on the services provided and the coordination with other service providers, staff should be informed about rules governing confidentiality, to include:

- Health Insurance Portability and Accountability Act (HIPAA)
- Fair Housing Act
- Fair Labor Standards Act

TRAINING AND EDUCATION

The focus of all three programs interviewed is placing people as rapidly as possible into full-time, permanent jobs so that people can support themselves financially, rather than focusing on vocational education. However, the programs do provide some access to short-term training as well as work readiness in occupations for which demand is high. For example, the HIP program can provide training in forklift operation, construction flagging, welding, and hazardous material (HAZMAT) handling.

Through their affiliations, both HIP and SEARCH offer convenient access to educational programs. The YWCA's WorkSource affiliate features a learning center staffed by a local community college, which offers classes in English as a Second Language, GED, adult basic education, and high school diplomas. The affiliate also offers basic computer training. As a multi-service agency, SEARCH offers GED classes in the same building as the WorkSource center. JHP can also refer clients for additional education.

Help clients develop skills to present themselves in interviews with employers. Prepare clients for jobs by focusing on soft skills, such as an ability to work in teams, self-discipline, self-confidence, punctuality, and courtesy.

However, the main training focus for all three programs is getting people ready to apply for jobs and understand what they will need to keep the job. HIP, for example, focuses on "self-representation" skills—those skills that clients need to present themselves to

employers and secure a job, or to present themselves to a landlord to secure housing. JHP offers training on similar "soft skills," such as time management and understanding employers' expectations. For example, when placing clients at a military hospital for the breakfast shift, JHP stresses to clients that they must be at work "on the dot" because the soldiers eat breakfast at a specific time, and that being a few minutes late not only interferes with the job they have to do but also adds up over the course of weeks or months.

Due to the mixture of funding sources available at the SEARCH WorkSource Center, staff is able to offer clients access to any resources that are available in the community related to training and education, as well as online resources located at the center. They

are also able to purchase services as needed, including some emergency housing, as long as the client is actively contributing to pursuing and obtaining an employment goal.

SUPPORT SERVICES

In addition, to help with developing skills that will be useful in the workplace, a significant percentage of the clients of the three programs interviewed also need support services to help them find housing and healthcare services as well as additional economic supports, all of which aid in assisting individuals to find and keep jobs.

Housing Services

Since finding housing is as important as being able to find and hold a full-time, permanent job, HIP staff often become the primary source of assistance with finding housing when a client is not receiving such help from other agencies. Because the YWCA operates a shelter in the same building as well as other transitional and permanent housing sites, staff is better equipped to at least identify short-term housing options for clients.

In the HIP program, case managers primarily collaborate with the housing sector, such as transitional housing providers, in an effort to get people into housing so that they can concentrate on their job search and employment. Although HIP sometimes collaborates with a client's other support providers, such as a mental health case manager, this is not a routine operating procedure, and the staff acknowledges that it is mostly an issue of time and staff resources that inhibit participation in broader planning efforts.

SEARCH provides housing and works closely with the community's shelters and permanent housing providers. The staff acknowledges that the Houston area has a significant shortage of affordable housing that poses a serious challenge to people who are homeless.

JHP also assists clients with finding housing, as stability in housing furthers employment goals. JHP operates a few transitional housing

Collaboration with the housing sector is important, as getting people who are homeless into housing allows them to concentrate on their job search and employment.

units and offers \$400 in matching funds, paid directly to landlords, when clients move into permanent housing.

JHP's staff, because they work directly in shelters, is able to get to know clients' case managers. However, the level of information sharing is influenced in large part by the jurisdiction within which they are operating. The District of Columbia has a closed HMIS system, which requires staff to rely on consent forms and speaking to treatment providers to access information about clients. This is particularly cumbersome for monitoring a client's substance use. By contrast, Prince George's County, MD has an open HMIS system, giving JHP access to client information, and JHP also participates in monthly case conferences with other social services agencies. These meetings help JHP staff identify support issues that might be relevant to the client's job search or employment, as well as allowing JHP staff to make sure that other providers understand a client's employment goals and employment-related support needs.

Physical and Mental Healthcare

Staff at each of the three programs coordinates with health clinics to address health issues that pose obstacles to work, as well as to obtain different types of physical examinations for clients when they are required for employment. At HIP and SEARCH, these health

Offering healthcare services at the same site as employment services helps homeless individuals address health-related issues that are not only problematic on their own, but also often serve as a barrier to employment and retention.

services are offered at the same site by Healthcare for the Homeless. Houston Health Care for the Homeless operates a medical and dental clinic at SEARCH. The clinic is located down the hall from the WorkSource Center and provides primary care, psychiatry and mental health counseling, dentistry, podiatry, tuberculosis testing, vision assistance, medical case management, healthcare education, information, and referral.

In the case of JHP, case managers coordinate with service providers who might be addressing clients' needs. Staff members of the programs admit that health services could be better coordinated in order to directly support employment goals – examples include

expedited physical exams if needed for work eligibility, immunizations, and other primary healthcare needs, and urgent care response to minimize missing work.

In addition to physical maladies, many homeless or formerly homeless individuals also suffer from mental health and substance abuse problems. As such, HIP, JHP, and SEARCH all work to address mental health issues. For instance, the JHP staff includes substance abuse counselors who can provide services directly to clients in conjunction with employment-related supports.

Most of HIP's clients have mental health and substance abuse needs, and most are already in some sort of treatment. HIP has a PhD-level counseling student available part-time on-site, providing non-intensive counseling and referrals to inpatient or outpatient substance abuse or mental health treatment. According to staff, adequate treatment "slots" are available to clients who seek them in King County, WA. This situation differs from most communities, where there are significant waiting lists for treatment of all kinds, making it very difficult for clients to get the support and help they need at the right time. HIP staff sometimes refers a client for inpatient care and then resumes job-related activities toward the end of the person's inpatient stay.

In addition to behavioral health issues that need to be addressed clinically, most of the HIP program's clients also need support for self-esteem issues. Many clients lack a support system, especially those who have worked on fishing vessels intermittently for months at a time, interrupting connections with the local community. HIP's case managers address self-esteem during their work with clients, including helping them to develop natural support systems with peers, family members, partners, and informal situations like Alcoholics Anonymous meetings.

At SEARCH, representatives from treatment programs regularly come to staff meetings. Staff also works with clients to access mental health and treatment services as needed, and SEARCH has well-established relationships with local treatment service providers as well as the city's mental health system. As with housing, the region has a demonstrated shortage of treatment slots, so many clients are put into the position of waiting for treatment and trying to

address these issues with case managers or personal support systems during this time

Economic Barriers and Supports

Each program addresses some of the economic barriers that can complicate a return to work. For example, some programs provide clothing and shoes to wear to interviews, either directly or by providing gift cards to discount stores and asking clients to return with receipts. Similarly, some programs provide funds for clothing and shoes to wear to a new job, and some pay for tools needed for construction jobs, work boots, etc.

To help ensure that people can get to job interviews and to work, the programs can provide bus tokens or gas vouchers or otherwise pay for transportation for interviews and the first few weeks on the job. Staff help convince clients to meet with them after job placement by providing help with job-related expenses at meetings with the client.

Interestingly, the three programs do not have a lot of interaction with income supports for their clients. Many potential clients who receive disability income from Social Security or SSI are not interested in pursuing full-time work because of the impact that their income will have on their benefits, or because it will be a detriment to obtaining benefits. Because the three programs focus on getting people permanent, full-time positions, they do not serve many people who receive Social Security or SSI. Instead, the programs typically refer them to other programs that are geared more toward working intensively with people with disabilities and helping them find part-time or graduated employment. When they do work with people who receive income supports who want to obtain full-time employment, they explain how work incentive programs work, including the effect of dependent children on continuing benefit amounts, and stress the importance of accurately reporting employment income.

As part of a multi-service agency, SEARCH's WorkSource Center can provide clients with access to many needed support services. Each week, staff from the Food Stamp Program, the VA, mental health authority, the hospital, and the HIV program come to SEARCH, and the Social Security Administration sends staff twice a month. SEARCH staff can help people qualify for TANF and subsidized child care.

At JHP's location serving primarily women and families, the most common support service need is child care. Many available jobs have non-traditional work schedules, and for people with dependent children to take those jobs, they must have access to child care that meets their work schedule. Finding childcare for early mornings, evenings, weekends, or overnight can be difficult. However, JHP staff has cultivated relationships with providers who are certified to provide day care according to flexible schedules. JHP staff members assist clients with registration for child care as well as paying for three weeks' worth of care while the client waits to become eligible for subsidized child care. JHP helps clients find arrangements under which they pay on a sliding scale until a subsidy is available.

One other common support service need is help preparing to disclose criminal histories to potential employers in such a way that disclosure is honest but not the overriding topic or theme of the interview. To this end HIP staff has a format they use to assist the client to develop a "script" that introduces the topic in a cover letter or the interview. Staff then works with the client to understand that having a criminal background means that the rest of an application needs to be even better and more compelling in order to appeal to the needs of the employer.

Other examples of job-related costs that programs can help with include the cost of a driver's license, other license fees, or union dues. SEARCH on some occasions can even pay for housing for up to four months, so long as it is part of a comprehensive case management plan in which a person is working toward full-time employment but needs certain training or education.

A Quick Note on Collaboration

To provide additional services and supports, it is often necessary to collaborate with other agencies. The extent of collaboration between employment programs and support service providers is influenced by a number of factors that might or might not be within the program's control. For example, although SEARCH offers many services agency-wide, the WorkSource Center operates according to The WorkSource parent agency's guidelines, which limits formal interaction with SEARCH's other programs. Much of the service coordination is done informally, made possible because staff from various programs work together in the same building. Management

must be diligent in helping staff to avoid a “culture clash” between employment staff and support service staff, who might have very different expectations of clients, and this is an admitted challenge that is addressed on a daily basis.

BARRIERS TO EMPLOYMENT

Two consistent barriers to employment cited by the program staff interviewed were criminal histories and substance abuse. For the two programs that offer job development (HIP and JHP), long-term relationships with employers help the programs place their clients. Of course, the programs must use care when recommending clients with histories of substance abuse or criminal convictions: a failed drug screen or an incident on the job can damage relationships that have taken years to cultivate.

Many people that are homeless face substance abuse issues that make it compound the difficulty they have finding and keeping a job. Case managers should plan for relapse and incorporate ways to deal with it in their clients' employment plan.

Employment programs sometime vouch for clients after they get to know them. Although staff admit that vouching for clients is probably more subjective than it should be, demonstrating commitment to filling out lengthy paperwork, attending numerous meetings, participating in

voluntary drug testing, and other steps toward employment create a positive impression that can motivate staff to “go out on a limb” for clients. On the other hand, JHP does perform drug testing in the shelters and transitional housing programs that it operates and accesses records from other service providers.

At intake, HIP informs clients about its substance abuse policy, and potential clients must agree to the policy in order to participate. If the client shows any signs of chemical dependency while participating in the program, he or she must meet with a counselor to undergo a substance abuse assessment. The client must agree to participate in any services recommended by the counselor, and must follow through with the recommendations, in order to remain in the program.

Placing a client with a criminal record, particularly a convicted sex offender, is not easy, and placing such clients takes a lot more effort.

Efforts are underway in the Seattle and Houston communities to develop incentives for employers to hire ex-offenders. SEARCH partners with a facility for ex-offenders, which provides case management and is familiar with some employers, such as fast food restaurants, that are willing to give ex-offenders a chance. If clients who are ex-offenders come to SEARCH for employment, they are usually linked to this program, which also provides assistance in addressing one’s criminal record, dealing with bonding issues, and addressing difficult resume and interview questions about a criminal record. Other programs in the area exist for giving employers a security bond to protect themselves financially when they hire an ex-offender.

JOB DEVELOPMENT

The three programs interviewed for this pamphlet differ most significantly in how they approach job development. Despite the differences, however, they each can access the computerized job bank maintained by the local workforce development system. SEARCH and YWCA have One-Stop Career Centers on-site, while JHP participates in WORC online, a collaborative partnership between employers in the Washington D.C. region, One-Stops, and organizations such as JHP that provide employment training and support. Through participation in this resource, JHP staff has access to employment listings for many quality jobs around the region.

As noted earlier, the WorkSource Center at SEARCH does not do job development as part of its WorkSource contract, as job development is handled under separate contracts by other WorkSource partners. Nevertheless, staff at the WorkSource Center has access to these job leads, and the WorkSource Center has regular job fairs with different regional employers.

Under the HIP program, by contrast, staff performs some of its own job development as needed by the clients, but it also uses the business services and job development performed by the One-Stop Career Center staff on-site at the YWCA. As a WorkSource affiliate, YWCA has a WorkSource Business Solutions Specialist stationed on-site. This person provides outreach to employers and brings in many businesses to participate in job fairs and “employer of the day” activities. The job fairs are quite useful because jobseekers can often present an application, have an interview, and even receive a job

offer, sometimes within a day or two. An “employer of the day” sets up an informational table about the types of jobs that the company offers and hands out applications.

HIP concentrates on job development within fields that have unmet hiring needs. Examples of jobs in which HIP often places or attempts to place clients include: production, stocking, in-home nursing, adult day care, janitorial, construction, shipyards, security, welding, union apprenticeships, retail, factories, forklift operation, construction flagging, hazmat and asbestos abatement, customer service, front desk, secretarial, call centers, and telemarketing. Because they are

HIP finds local business to be the best employers, while JHP has had more success with large retailers. Hiring needs vary regionally. When deciding where to focus job development activities, assess your area’s hiring needs.

large employers of unskilled positions, hotels often recruit on-site at YWCA. Staff acknowledges that certain types of jobs such as retail and telemarketing are not ideal due to the low pay, instability of the job, lack of benefits, and often frequent turnover of hiring supervisors. The staff also

acknowledges that the best employers have tended to be local businesses with whom a relationship has been developed over time, and staff members indicated that large employers that may have a significant presence in the community have not tended to hire many HIP clients.

JHP also does a great deal of job development to build relationships with employers. Typically, case managers visit “easy targets” such as large retail stores, because those types of employers are almost always hiring and do not have many employment pre-requisites. The case managers view job development as a duty that they take with them wherever they go. If they go to a gas station, store, or restaurant, they’ll bring their cards with them and ask who’s in charge of hiring. They look at the big picture—asking also who might hire security guards or cleaning crews.

JHP’s associate director concentrates on cultivating relationships with employers that offer better pay and benefits and might require higher qualifications from potential employees. With its location in the capital region, JHP has had luck developing relationships with Federal agencies that offer career-track positions with excellent benefits, an extremely attractive option in particular for the working

mothers that the agency serves. Due to the abundance of jobs in the region, JHP rarely places clients in jobs paying less than \$8.00 per hour, with many clients earning in the \$10.00-\$12.00 range.

When doing job development, JHP and HIP focus not on their clients’ homelessness or other needs, but instead promote how they as an employment agency can help employers meet their hiring needs. (As mentioned, when talking to employers, JHP stands for “Jobs Have Priority” rather than “Jobs for Homeless People.”) They do not unnecessarily stigmatize their clients, but instead operate simply as any other employment agency. SEARCH refers its clients to the same types of jobs as the other WorkSource centers, and WorkSource’s job development contractors do not make any special effort to recruit employers to hire homeless job-seekers.

Interestingly, JHP has stopped stressing the tax advantages that might be available to employers who hire their clients. When placing former TANF recipients, JHP had informed employers that they would receive a tax incentive if they employed JHP’s clients for at least 90 days. However, JHP staff soon realized that employers were laying people off on the 91st day, so now they simply stress the employee’s strengths and availability rather than their “favored” status, but still achieve high rates of placement.

Staff of the programs generally agreed that employers do not want to treat employees who have been homeless any differently than any of their other employees. HIP staff noted that although some employers with whom the agency has a long-term relationship will discuss unsuccessful job interviews or employee performance with HIP staff, most employers do not want to have interaction with the agency after an employee gets the job. When maintaining ongoing contact with a client who has been placed in a job, the agencies try to keep contacts outside of the workplace, so as not to call attention to the employee or interfere with job duties.

There are a few exceptions to the general rule that employers are simply interested in good employees and not interested in helping people escape homelessness or overcome other challenges. For example, a small trash-hauling business that operates five trucks is particularly interested in hiring JHP’s clients: the business’s owner is a former JHP client himself!

JOB SEARCH

If one theme can be identified through these three successful programs, it is that the focus of a client's job search should be to find a full-time job rather than the perfect full-time job. The programs place expectations on clients that they will pursue a job relentlessly, and that they will view an offer of a full-time job as a door that is opening, possibly leading the way to a better job in the coming months. JHP, for example, expects clients to use the computers to search for jobs two to five times per week and to go on five job interviews each week.

The focus of a client's job search should not be the perfect job, but simply a job. The job search can be challenging and it is important the client stay positive and motivated through unsuccessful job interviews or offers that do not sound particularly exciting.

A big part of a successful job search is keeping people positive and motivated through unsuccessful job interviews or offers that do not sound particularly exciting. JHP relies on former clients who are now working successfully to come in and give motivational

presentations to clients. Staff members also try to develop a friendly relationship with clients and let the clients know that they are willing to listen to their frustrations. In addition to emotional support, providing financial or practical support such as bus tokens helps keep clients motivated because they know that they can reach job interviews and that they can start work if a job is offered.

Because many clients have limited writing skills, the programs assist with resume preparation and cover letters as appropriate. Because many jobs require written applications, staff also can prepare "master job applications" from which clients can copy information that is accurate and grammatically correct. Staff at HIP and SEARCH also tries to link clients who have limited literacy with the remedial writing and computer classes offered at the site so that clients may develop stronger skills as well as confidence.

FOLLOW-UP AND MONITORING RESULTS

While all three programs have impressive placement rates, each one varies in the level of follow-up that it can do with clients. The HIP program, with a small staff, follows clients for the first 90 days after

employment, while JHP, with a larger staff, follows clients for a year. The programs typically are able to offer some financial assistance during the first weeks or months of work, such as bus tokens or assistance with child care. These financial incentives provide the programs with a "hook" to keep clients in contact with staff.

JHP finds that by hiring people who are outgoing with a good sense of humor, the staff is able to develop collegial relationships with clients. Clients feel a sense of ownership in the agency and often call JHP's staff during their first few weeks on the job. JHP has also benefited by hiring former clients as program staff, as these people are able to offer an empathetic perspective. (Typically, the program waits at least a year to hire former clients, in order to give the person some experience and some "distance" from the program.) Many clients view JHP as a "home base" and talk to staff about employment issues and even other issues such as housing because they know that JHP's staff is willing to listen. Often, clients call during their lunch breaks, and staff tries to be reassuring that people can expect to encounter difficulties in any job, but they need to remain positive and think about the future.

JHP also uses an incentive system to keep clients in contact with the program during the 12 months in which it monitors results. At the 3-month, 6-month, 9-month, and 12-month points, JHP offers gift cards to local stores as a reward for continued employment. Clients who show pay stubs documenting employment receive gift cards worth \$15, \$25, \$50, and \$100, respectively, at each quarterly meeting. Thus, clients have increasing incentives to attend each scheduled follow-up meeting.

The programs' successes in following up and staying connected with clients enables them to collect more meaningful data about client outcomes and better evaluate the success of their programs. JHP and SEARCH use HUD's Homeless Management Information System (HMIS) to monitor client outcomes, whereas HIP staff submits information into a unique database developed for the four HIP programs as well as the SKY database (the Washington State workforce information system) if clients are also enrolled in the workforce services.

SEARCH uses ServicePoint software to enter client data into HMIS and generate reports about individual clients and overall service use.

Additionally, SEARCH uses two workforce-related tracking systems: The Workforce Information System of Texas and “Work in Texas,” an online service for jobseekers. The workforce system measures clients’ progress in finding jobs; for example, the system provides SEARCH with an alert if a client has been in the system for 90 days and has not found a job.

Under the HIP program, staff evaluates the program according to the following outcome measures:

- Rate of entering full-time employment
- 90-day job retention (once the official job retention phase begins)
- Rate of entering permanent housing within 90 days of employment
- Upgrades in housing (e.g., shelter to transitional or transitional to permanent)

JHP gauges success by the number of clients achieving full-time employment for the first year after placement (defined as being employed full-time for 11 out of the 12 months in which clients are followed). JHP also monitors the number of clients moving into permanent housing and the number moving into unsubsidized housing. Although JHP relies almost exclusively on HMIS for generating reports, the staff has found that it must tabulate employment retention rates separately because that information is not readily available from HMIS. It is the collegial relationship among clients and staff that makes gathering complete information easier even over a 12-month period. In fact, JHP reports that when clients get better jobs, they often call the JHP offices to share the good news.

CONCLUSION

The programs interviewed for this program have been able to place more than six out of every ten homeless clients in permanent, full-time jobs. While these organizations did not become successful overnight, there are several keys that other organizations can incorporate and become equally successful:

- Fully explore a client’s interests and skills.

- Identify support needs and provide those supports directly or linking clients to other providers.
- Help clients to address housing, employment, and treatment needs simultaneously.
- Partner with a workforce system that helps to identify employers’ needs and provide an organized method to search for jobs.
- Keep clients focused on finding full-time work.
- Focus on employers’ needs and clients’ abilities rather than the social issue of homelessness.

Despite their success rates, the staffs of the programs insist that there is no secret to helping people get jobs. Success depends largely on the characteristics of the person that a program hires to assist clients find jobs, and this staff person’s ability to connect with the potential that exists in all clients. A sense of humor is important, as are the abilities to communicate to the client that support is available no matter what type of situation arises and to establish trust with clients by being reliable and responsive. Knowledge of employment issues and homelessness issues is important, but many believe that the most important characteristic is a genuine desire to work with the program’s clients and help them get jobs. Staff members suggest that some people from the social services sector have been too protective, while some people who have left corporate jobs because they wanted to “do good” were either similarly protective of clients or burned out because they thought they could “fix” people. A genuinely caring and patient person who can support someone and persistently motivate them at the same time can help a person find a job by pointing the person in the right direction and by honestly letting the client know when he or she is making decisions with the potential for negative consequences.

ORGANIZATIONS INTERVIEWED

Jobs for Homeless People, Inc.
1526 Pennsylvania Ave., SE
Washington, D.C. 20003
Phone (202) 544-9128•
Fax (202) 544-6600
Email criggs.jhp@jobshavepriority.org
www.jobshavepriority.org

SEARCH

2505 Fannin
Houston, TX 77002
Phone (713) 739-7752
Fax (713) 739-9201
Email info@searchproject.org
www.searchproject.org

WorkSource Seattle
YWCA Opportunity Place
2024 3rd Avenue
Seattle, WA 98122
Phone (206) 436-8606 or (206) 436-8607
www.ywcaworks.org

RESOURCES

Comprehensive Adult Student Assessment System (CASAS)

Functional test of adult basic reading, math, listening, writing, and speaking skills. Validated by U.S. Departments of Education and Labor for both native and non-native English speakers. Information: www.casas.org or (800) 255-1036.

COPSystem

This family of assessment tools includes the Career Occupational Preference System (COPS), Career Ability Placement Survey (CAPS), and Career Orientation Placement and Evaluation Survey (COPES) and is designed to explore employment interests and abilities. Information: www.edits.net/copsystem.html or (800) 416-1666.

Dress for Success

National organization with local affiliates that provide appropriate business clothing to low-income women, both for scheduled job interviews and when starting work. Information: www.dressforsuccess.org or (212) 532-1922.

Employability Competency System (ECS) Pre-Employment/Work Maturity Checklists

Tool for evaluating a job-seekers' skills and behaviors, both during the job search and on the job. Covers topics such as resumes and cover letter, interviewing skills, and workplace adjustment. Information: www.casas.org or (800) 255-1036.

Self-Directed Search

Developed by Dr. John L. Holland, the Self-Directed Search helps the user identify interests and make career decisions. Information: www.parinc.com or (800) 331-8378.

ServicePoint

Case management software that interfaces with HMIS. Information: www.servicept.com or (888) 580-3831.

Test of Adult Basic Education (TABE)

Test of adult basic skills in vocabulary, reading, language, language mechanics, mathematics, and spelling. Information: www.ctb.com or (800) 538-9547.

Self Sufficiency Indicator

Interactive tool that considers personal and household expenses and benefits and calculates the wage that a worker must earn in order to be self-sufficient. Information: www.sixstrategies.org or (202) 464-1596.

ATTACHMENT A: CLIENT AGREEMENT—YWCA HIP

HIP uses the following client agreement to help their clients understand their role in the job search.

I agree:

To be actively seeking/obtaining employment.

To stay in consistent contact with my Case Manager while active in the program.

To attend and successfully complete any training I might participate in while in the HIP program.

To remain in contact with my Case Manager for up to three months after I have obtained employment.

To provide employment verification to my Case Manager.

To provide my Case Manager with at least three reliable contact names and phone numbers to be used in the event my Case Manager cannot get a hold of me.

To use support service checks only for those items agreed upon with my Case Manager.

To return any change received back from my purchase to my Case Manager.

To bring in an original sales receipt issued by the vendor once I have made my purchase.

ATTACHMENT B: CLIENTS' RIGHTS AND RESPONSIBILITIES—JHP

Seeking health care, looking for housing, and finding a job can be an overwhelming and confusing experience for anyone, let alone a homeless individual that is facing the challenges and obstacles that come with living on the street. To help their clients start the process, JHP compiled the following list of rights and responsibilities. This list can be used a starting point to open a discussion about the search for services and what is expected of one as they go about their search.

Rights

You have the right to courteous service, privacy, and dignity.

You have the right to be told your rights and rules of the program.

You have the right to refuse treatment or service.

You have the right to service without discrimination. This includes race, color, national origin, religion, sex, culture, marital status, personal appearance, sexual orientation, family responsibilities, matriculation (school status), political affiliation, source of income, disability, or place of residence.

You have the right to ask and be told the name, job title, and professional status of staff serving you.

You have the right to receive services that are tailored to your needs in a suitable setting.

You have the right to actively participate in developing your service plan.

You have the right to have your client record kept confidential.

You have the right to practice the religion of your choice or abstain from religious practice in accordance with house and program rules.

You have the right to communicate with such officials as your attorney, advocate, clergy, and physician.

You have the right to safe, sanitary, and humane conditions.

You have the right to complain through the program's grievance process without fear of retaliation, if you feel your rights have been denied without good cause or proper procedure.

You have the right to an Administrative Review of Fair Hearing if you are given notice of suspension or expulsion.

Responsibilities

You are responsible for being courteous and treating staff and other clients in a respectful manner.

You are responsible for following the rules and guidelines of the program.

You are responsible for actively participating in your treatment or services.

You are responsible for informing staff of your needs.

You are responsible for working towards meeting your goals.

You are responsible for asking for a review of your records and service plan.

You are responsible for practicing any religious choice in a manner that does not violate the rights of or harm others.

You are responsible for informing staff of key persons with whom you are or must be in contact.

You are responsible for conducting yourself in a manner that will not disturb or harm others.

You are responsible for not engaging in any criminal activity while in the facility or receiving the program's services.

You are responsible for keeping your immediate surroundings neat and clean.

You are responsible for reporting any personal concerns or any facility maintenance issues to staff.

You are responsible for paying the correct amount of escrow or any program fees that are applicable to the program.