Toolkit for Connecting Supportive Housing Tenants to Employment

The purpose of this Toolkit is to provide access to tools, case studies, evaluations, sample documents, and other useful resources for connecting supportive housing tenants to employment. In creating this resource, our goal is to help supportive housing organizations, workforce partners, and employers address key challenges in the planning, implementation, and ongoing maintenance of employment-related services and programs.

Table of Contents

I. Introduction and Overview

The purpose of this Toolkit is to provide access to tools, case studies, evaluations, sample documents, and other useful resources for connecting supportive housing tenants to employment. In creating this resource, our goal is to help supportive housing organizations, workforce partners, and employers address key challenges in the planning, implementation, and ongoing maintenance of employment-related services and programs.

This Toolkit was designed to serve as a user-friendly "hub" for employment resources from diverse sources. Many of the resources were developed by CSH over its 17 years of experience documenting partnerships, practices, and innovations within the supportive housing field. Other materials are drawn from a variety of sources, including federal technical assistance centers, the disability community, the Chronic Homelessness Employment Technical Assistance Center (CHETA), workforce consultants, supportive housing agencies, and other nonprofit groups that have gathered protocols and procedures designed to link jobseekers to employment. Given this breadth of material, you will notice that different resources are designed for specific target audiences (e.g., workforce community, disability community), but all can be effectively adapted to the supporting housing field and the tenants they serve.

This Toolkit currently contains more than 90 documents. In addition to the full Table of Contents, users may want to review 25 Essential Tools for Case Managers and Employment Specialists, a document designed specifically to help busy, front line employment and housing staff easily access practical tools that are found throughout the Toolkit.

The Guiding Principles for High-Quality Employment Services is a one-page, foundational document outlining the basic philosophy and framework that informs this Toolkit, as well as that of many successful tenant employment programs.

II. Building Your Team

Work not only increases supportive housing tenants' sense of dignity, self-respect, and possibility, it also gives them the resources to help pay for housing and other life necessities. For employers, tenant employment offers a source of workers and increased productivity. Our communities and economies rely on people working.

The tools and resources in this overview section make the case for why tenant employment is important and provides practitioners with the information and strategies they need to plan for better employment services and outcomes.

A. Why Work? Making the Case for Employment of Supportive Housing Tenants

Employment positively impacts the lives of persons living in supportive housing. It also increases the effectiveness of supportive housing as a solution to homelessness and is a way to increase affordable living options. For tenants, employment provides disposable income, helps build a path towards achieving personal goals, and often plays a stabilizing role in recovery (from substance abuse and/or mental health issues). Tenants gain self-esteem, financial independence, positive routines, new relationships, community connections, and a feeling of dignity and accomplishment from a hard day's work. For supportive housing providers, employment strengthens the housing environment by diversifying the tenant base and establishing norms that are important to healthy living. Increased rental revenue also stretches subsidy dollars and broadens supportive housing's

allocation of financial support. Finally, economies rely on the workforce. Tenants fill important labor needs for employers. These are just some of the reasons why tenant employment is important to supportive housing – and to the larger community.

The resources in this section include both anecdotal and objective evidence to make the case for tenant employment, including a case study on the impacts on tenants' lives, a report on the cost effectiveness of tenant employment, and a policy brief describing effective practice.

- Rebuilding Lives…Stories of the Journey from Homelessness to a Job and a Home This publication includes stories of five people who have attempted to recover from adversity and have benefited from a concerted effort among community partners to end chronic homelessness through employment and housing. These stories illustrate the human impact of successful tenant employment. The paper was produced as part of the Chronic Homelessness Employment Technical Assistance (CHETA) initiative.
- Next Step: Jobs – Promoting Employment Services for Homeless People
  Part of the CSH initiative Next Step: Jobs, this report shows that supportive housing tenants increase their earnings and decrease their reliance on public entitlements when employment services are provided. The report documents employment activities of tenants over four years and concludes that it is cost-effective to finance employment services in supportive housing, verifying what some dedicated supportive housing providers have long believed to be true.
- Employment and Income Supports for Homeless People
  This document was developed by staff from Abt Associates, Advocates for Human Potential, and Volunteers of America for the National Symposium on Homelessness Research in 2007. In particular, pages 18 -19 describe some of the research and evidence on the effectiveness of employment services in supportive housing.

   B. Creating an Agency Plan and Strategy

It is critical that supportive housing organizations consider the organizational impacts and program implications of adding employment services to their service mix. This means careful planning and analysis of the organization's mission, intended program outcomes and methods for measuring them, realignment of staff and funding resources, and links to employer, community and workforce resources.

This section of the toolkit provides supportive housing agencies tools and resources to plan appropriately for employment services. Included here are selected reports and resources to create a business plan, define and measure results, identify the range of funding sources needed to pay for employment services, and locate key research articles to support a case for funding for certain approaches and programs.

- Customized Employment Q & A: Developing a Business Plan for Organizational Change
  This fact sheet from Training and Technical Assistance for Providers describes strategies that one program used to develop a business plan for organizational change when it added a new approach to delivery of employment services. While not a supportive housing program, the program's clientele fits the profile of many supportive housing tenants and the strategies used to plan for change are applicable. This fact sheet is also available at www.t-tap.org.

- Blueprint for Change: Ending Chronic Homelessness for Persons with Serious Mental Illnesses and/or Co-Occurring Substance Use Disorders
  Chapter 7 of this larger document (starting on page 85) is called "Measure Results" and examines the rationale for measuring outcomes, presents examples of outcomes that can be measured, discusses barriers to measuring outcomes for people with serious mental illnesses and/or co-occurring substance use disorders who are homeless, and covers the use of management information systems to track client data. This document was prepared for the Substance Abuse and Mental Health Services Administration by Policy Research Associates, and is also available at www.samhsa.gov.

- Managing Non-Profits In Workforce Development: A Roadmap to Success
  This 2006 report is based on interviews and site visits with sixteen non-profit organizations operating workforce programs. It presents ten criteria for success as a framework for nonprofits conducting internal self evaluations of organizational effectiveness. The criteria are within the larger categories of service delivery strategy, external relationships, and internal management. This publication can also be found at www.cael.org.

- Good Stories are Not Enough: Becoming Outcomes-Driven in Workforce Development
  This report identifies practical, hands-on strategies to increase staff involvement and communication around data, so that what at first seems like "impersonal" information becomes a useful tool to better meet jobseekers' and employers' needs. While intended for a broader workforce development community, the report is easily transferable to supportive housing employment-related programs. This report is also available at www.ppv.org.

- Matrix: Financing Employment and Supportive Services
  What funding streams support employment services in your area? This one-page blank matrix can be adapted by supportive housing organizations to help organize and document local funding streams that pay for employment activities and services. The information in this document is from the Employment Learning Community Workgroup Toolkit in the Resources section of the CHETA website, available at www.csh.org/cheta.

- An Annotated Bibliography on Employment and Homelessness
  This list of 131 journal articles and reports on employment services may help program planners identify researched practices that can inform their program design and assist grant writers in locating key research articles to make the case for funding certain approaches or programs. The list was gathered as part of the Chronic Homelessness Employment Technical Assistance (CHETA) initiative, and this bibliography is also available on the CSH website.

C. Training and Hiring Staff for Employment

Included in this section are sample job descriptions used by other supportive housing programs for employment-related positions on staff. Also included are training curricula to help supportive housing organizations prepare and train their employees to deliver employment services. The curricula are oriented to new and experienced staff and are designed to be delivered in-house. Each includes a Trainer's Curriculum, with guidance for delivering the workshops, and a set of Participant Materials, with activities, discussion questions and additional resources.

- Sample Job Descriptions for Employment-Related Staffing
  Sample job descriptions include Director of Employment, Training and Education; Employment Specialist; Vocational Support Specialist; Job Developer; Vocational Counselor; Vocational Education Manager; Learning Specialist; Training Specialist; and

Career Services Manager. The job descriptions included in this resource are drawn from Mercy Housing Lakefront in Chicago, Illinois (for more information, please see www.mercyhousinglakefront.org) and Connecticut Outreach West, a program of the Center for Human Development (for more information, please see www.chd.org.)

- Employment Services in Supportive Housing Curriculum and Participant Materials This training presents employment services as an integral component of the services offered to tenants. The curriculum includes modules on how to plan for and set up a vocational program, information on different approaches to delivery of employment services, and strategies to create a culture that promotes work. This is a good curriculum for new staff as well as those supportive housing organizations looking to start or expand their delivery of employment service offerings.

- The Customized Employment Training Series Trainer's Manual and Participant Workbook (CHETA Curriculum)
  Customized Employment is among the newest employment approaches. This training manual and participant workbook is designed to improve the skills necessary for providing Customized Employment services to individuals with disabilities and others with barriers to employment. The training provides new information about the practice and sharpens current practice through specific skill learning and demonstration. The Curriculum and the Participant Workbook were developed by the Chronic Homelessness Employment Technical Assistance Initiative.

III.   Tenant Outreach and Engagement

Providing employment services to supportive housing tenants involves far more than training and job placement. Creating opportunities for employment begins on day one of staff interaction with a tenant, involves building systems of engagement that start with a tenant's individualized needs, and extends to the everyday culture of work promoted in the supportive housing environment. Such strategies support "vocationalizing" the housing environment, infusing the housing environment with the expectations and norms of employment. Vocationalizing can be achieved by hiring tenants or former consumers as peer outreach workers, designing the housing facility in such a way that employment services are "front and center," and/or by adopting new service delivery outcome goals that include employment.
Information in this section of the Toolkit is organized under the following topics:

A. Creating a Culture that Promotes Work
Preparing tenants to meet the challenges of employment requires more than a weekly workshop informing tenants about appropriate attire or the importance of punctuality. Rather, creating a culture that promotes work begins with an environment in which employment is encouraged and expected. Supportive housing providers have coined the term "vocationalizing" to describe this practice. As defined by one employment staff person, vocationalizing means that "every policy, practice, activity - my whole organization - supports my ability to help tenants get employed."

The following tools and resources are intended to support practices, principles and policies that emphasize the importance of work.
- Creating a Culture that Promotes Work
  This four-page document describes strategies that have helped supportive housing providers establish a culture that promotes work. It includes common job titles and

responsibilities of staff positions in employment-related programs and some background on common issues to consider (income, benefits, and confidentiality) when beginning to plan employment activities with tenants.

- Hard Work on Soft Skills
  See the chapter "The Culture of Work" starting on page 48 for descriptions of seven real-world lessons from the workforce development world that supportive housing practitioners can adapt to help create a culture of work at their agencies. The lessons come from four very different organizations, all serving low-skilled participants and employing sophisticated strategies to integrate the "world of work" within their programs and skills training. This publication can also be found at www.ppv.org.

- Strategies for "Vocationalizing" Supportive Housing
  This document describes the process through which the culture and practices of Next Step: Jobs supportive housing providers and tenants were transformed to fully support the goal of work. It synthesizes the principles and changes made by a number of supportive housing providers to vocationalize their organizations and communities.

- Saturating the Housing Environment with Opportunity
  This document describes promising practices that some of CSH's long-time partners and supportive housing providers have employed to "vocationalize" the housing environment. Examples come from programs such as Chicago's Thresholds, New York's Center for Community Urban Services, and San Francisco's Rubicon Programs. Supportive housing providers and partners can use the practices described to launch new ideas and programs in their housing environments.

- Culture of Work Assessment Scorecard
  This scorecard can be used by supportive housing providers and partners to rate whether the level of existing activity in a housing setting and organization is sufficient to create an effective culture of work for tenants.

- Integrating a Work Philosophy into Existing Services
  This brief document describes how one program, Lakefront SRO in Chicago, integrated a "work philosophy" throughout its services. Particular emphasis is placed on the coordination and intentional overlap between case manager and employment service functions within the support service structure at Lakefront SRO.

B. Tenant Engagement, Outreach and Communication Strategies

It takes concerted outreach and sustained engagement to prepare tenants for and place them in employment. It may take a comprehensive strategy on the part of an integrated service team to reach out to and engage the tenant for work. It may also mean applying an assortment of new strategies to engage, negotiate, and encourage work as a behavior on an ongoing basis. It certainly will mean involving tenants in the decision-making process, connecting them to employment networks, and promoting positive norms of behavior.

- Strategies for Engaging Tenants into Employment Services
  This document describes strategies and tools that were assembled from a training program for case managers and employment specialists. The focus is on engaging and connecting tenants who have histories of mental illness, homelessness and co-occurring disorders.

- Tenant Engagement Strategies In Scattered-Site Supportive Housing
  While not specific to employment, this paper walks new providers through the development of tenant engagement strategies in scattered-site supportive housing. Many of the

strategies are transferable and will be helpful for planning and delivering employment services in a scattered-site setting.

- **Effective Engagement in Supportive Housing**
  This document offers general guidance regarding engaging tenants, including effective modes of behavior and communication during engagement and special considerations for engagement with persons with mental illnesses and persons with substance use issues.
- **Effective Communication Techniques**
  This instructional tool describes how to ask open-ended questions and engage in reflective listening while attempting to engage a resident in order to test assumptions, affirm the resident in their feelings and wishes, and have more participatory interactions during engagement.
- **Motivational Interviewing**
  This tool describes the five general principles of motivational interviewing, a technique that can be used when working in partnership with a resident to achieve behavioral change.
- **Introduction to Harm Reduction Concepts**
  This informational piece defines harm reduction and provides key principles to guide service delivery in the harm reduction mode. Because harm reduction makes no judgement on the consumption of drugs and rather focuses on behavior, it is a model that views employment as one step to an enhanced quality of life and well-being.

IV.   Partnership with Employers

The goal of CSH's employment-related efforts is to help create the conditions that enable permanent supportive housing tenants to secure and retain mainstream jobs in the competitive marketplace. A critical part of this effort is focusing on the needs of the employer. When identifying paths to employment for supportive housing tenants, supportive housing providers ultimately need to address both what employers are looking for in their workforce and what employers need to know and do to support and hire tenants. Often this means understanding how supportive housing tenants can fill employers' workforce shortages or how to negotiate a good employment match for both employer and tenant. It may also mean providing resources to employers that help them hire and retain tenants as employees.

The first part of this section identifies ways to understand an employer's culture and workplace practices and to negotiate and find a good fit for both employer and the tenant job seeker. The second part of the section identifies resources that provide employers with information on reasonable accommodation practices and tax incentives that may be relevant when hiring a tenant of supportive housing.

A.   Negotiating With and Finding the Right Employer
The basis for strong and successful employer partnerships is understanding and negotiating employment options that benefit both the employer and the supportive housing job seeker. This often means that rather than trying to sell employers on the concept of hiring people who were formerly homeless, are living with a disability, or have some other complicating life situation, it is better to start with an employer's needs. The first step to negotiating with and finding the right employer is to understand their bottom line interests, their culture and characteristics, and any informational needs or gaps. This will ultimately lead to a more successful, sustained employer-job

seeker match. The resources and tools below help supportive housing providers achieve this understanding of their potential employer partners.

- **Negotiating with Employers: A Critical Step in Customized Employment**
  There are a number of steps that job seekers and employment services staff can take to seek out and learn more about employers in the community. In an easy fact sheet format, this resource identifies where to start, how to get a foot in the door, and how to develop and present a proposal to a potential employer. While created with a "customized employment" focus in mind, the techniques and strategies here can be easily applied to more general job development strategies for supportive housing tenants.

- **Q & A on Customized Employment: Employment Negotiations**
  This fact sheet underlines some basic principles and strategies for negotiating with employers for employment of people with disabilities. The same principles and strategies are applicable to employer negotiations for supportive housing tenants.

- **Employer Fact Finding Call Script**
  This phone script highlights the type of questions to ask employers when making informational contact to open doors and find out about jobs. It will help program staff be prepared and confident when a call to an employer is needed. This document can also be found in the resources section of www.enterprisecommunity.org.

- **Customer Satisfaction Surveys: Employer Questionnaire**
  This is a sample questionnaire developed by Employment Trust Inc. in Portland, Maine. Follow-up questionnaires like this can be used to stay on top of employer needs, find out about your referrals, and uncover employer perceptions of your workforce services. This sample document can be used for ideas to create your own survey. This document can also be found in the resources section of www.enterprisecommunity.org.

- **Employer Recruitment and Retention of People with Disabilities**
  This issue brief identifies programs that companies have used to overcome reluctance to hire and retain people with disabilities and proactively seek out and train employees with disabilities.

- **Why Employers Hire People with Disabilities**
  Many of the reasons why employers benefit from hiring people with disabilities apply to supportive housing tenants as well. This issue brief was written with One-Stop providers (mainstream workforce) in mind, but supportive housing providers will find the reasons identified relevant to making the case and negotiating with employers for appropriate employment opportunities for tenants.

- **Corporate Culture, Disability, and Diversity**
  Many tenants of supportive housing may fare better in flexible organizations that value employee diversity, mutual cooperation, and a personalized consideration of employee needs, as opposed to organizations with bureaucratic cultures that adhere to an impersonal application of rules and procedures. Supportive housing providers can use this issue brief to help identify employer characteristics that they should consider when connecting tenants to employers.

- **Work-life Balance and Alternative Work Arrangements**
  This issue brief will be useful to supportive housing providers and their partners when making the case to employers for alternative work arrangements – an effective employment strategy for supportive housing tenants. The brief reviews issues and evidence regarding the advantages of a) part-time work/job sharing, b) flexible schedules, c) temporary employment, and d) telecommuting and other home-based work.

B**.** Helpful Information to Share with Employers: Financial Incentives and Reasonable Accommodation

Above all, it is incumbent upon supportive housing providers and workforce partners to make clear to employers the value of supportive housing tenants as workers. Along with negotiation techniques and strategies to understand employer needs (detailed in the first part of this section), it may also be helpful to provide employers with information about reasonable accommodation, legal issues such as federal bonding and negligent hiring concerns, disabilities, and available tax incentives. The tools and resources in this section, as well as the addendum, will equip supportive housing providers, employers, and workforce partners with appropriate tools and resources to make informed decisions, take advantage of opportunities, and provide appropriate workplace supports.

- **Financial Incentives for Hiring Tenants of Supportive Housing**
  This is a summary of tax credits and financial incentives that may be available to employers who hire supportive housing tenants and/or make accommodations to support tenants with disabilities.
- **Employer Tips for Interviewing Applicants with Disabilities**
  These are some basic guidelines that supportive housing providers and workforce partners can share with employers. The tips will be particularly relevant to smaller businesses that may not have experience with interviewing and hiring people with disabilities.
- **Federal Bonding Program**
  Federal bonding is an incentive program for hiring individuals with criminal records. This document outlines the federal program and that provides free bond insurance to employers for qualified, but "at-risk," job applicants, such as people with criminal records. This document is available at www.hirenetwork.org**.**
- **Negligent Hiring Concerns**
  This document discusses liability issues of hiring individuals with criminal records and what employers can do to protect themselves and make smart business decisions. This document is available at www.hirenetwork.org**.**
- **Q&A on Customized Employment: Workplace Supports**
  This fact sheet addresses some of the commonly asked questions about the level and intensity of workplace supports needed by some workers. While the sheet focuses on issues related to people with disabilities, many of the issues can be applied more generally to supportive housing tenants.
- **Q&A on Customized Employment: Assistive Technology as a Workplace Support**
  This fact sheet from the National Center on Workforce and Disability/Adult provides information for employment specialists and others working with tenants who may need assistive technology. The resource describes job seeker and employer needs for assistive technology, how to pay for the technology, and how employment specialists can help to determine its use among job seekers.
- **Reasonable Accommodations**
  This brief can be used as a tool for employers and background for supportive housing providers and workforce partners on the issues of reasonable accommodation. The brief explores innovative policy, technological implications and workplace strategies relating to using reasonable accommodation to expand employment opportunities and increase job satisfaction for people with disabilities.

- Q&A on Customized Employment: Disclosure

  Tenants of supportive housing may be hesitant to disclose information about a disability or other extenuating circumstance when applying for a job. When disclosure is necessary, this resource provides information on when, why, and how best to disclose background information with the job seeker's approval.
- The Americans with Disabilities Act and Employment Discrimination

  A useful one-page summary of the requirements for non-discrimination in employment under the Americans with Disabilities Act legislation, including the definition of disability and detail on accommodations and exclusions. The summary is excerpted from a technical manual prepared by the Equal Employment Opportunity Commission, and can also be found within CSH's publication *Developing the "Support" in Supportive Housing: A Guide to Providing Services in Housing*.

V.   Workforce Resources and Community Partners

CSH encourages supportive housing providers to make referrals to, and draw upon, existing community resources. This advice is particularly relevant when it comes to increasing employment options for supportive housing tenants. CSH has designed this section to help supportive housing organizations better understand and connect to local workforce resources as well as build new systems of collaboration with partners in the community. Developing partnerships with employers, another important component of this effort, is addressed in the previous section of this Toolkit titled Partnership with Employers.

The resources and tools in this section are organized under the following topics:

A.   Coordinating Resources and Making Connections

Providing employment services to supportive housing tenants involves far more than training and job placement. In fact, one of the major advantages that supportive housing providers have over other employment programs is an ability to draw on an entire infrastructure of services, externally as well as internally. The range of services and supports that can assist tenant employment includes off-site educational and training resources, vocational services, and other housing and community partners. On-site service and support may include case management, entitlement support, employment staffing, and peer networks. The resources and tools organized below will help supportive housing organizations coordinate and make connections to these resources.

- Approaches to Resource Mapping and Community Pathways to Employment

  A first step to coordinating services is to understand the full breadth of employment resources in the community. The process of "resource mapping" can help identify, align and leverage resources across complicated and fragmented delivery systems. This issue brief provides a framework to start resource mapping. The information in this document is from Approaches to Resource Mapping.
- Q&A on Customized Employment: Developing Collaborative Community Partnerships

  This fact sheet describes strategies to develop effective collaborative community partnerships. The fact sheet focuses on gaining competitive employment outcomes for individuals with disabilities and the lessons are broadly applicable to supportive housing organizations and the tenants they may serve. This fact sheet and additional resources from T-TAP: Training and Technical Assistance for Providers are available at http://www.t-tap.org .

- [Memorandum of Understanding Between Workforce Florida, Inc., Agency for Workforce Innovation, Department of Children & Families and the Florida Council on Homelessness](#)
  This Memorandum of Understanding aims to better coordinate and integrate local and statewide systems of employment, housing, and workforce development, and represents an agreement between Florida's statewide workforce policy board, its operating agency, the state agency for children and families, and the statewide council on homelessness.
- [Best Practice: The Supportive Housing Employment Collaborative](#)
  This document highlights a best practice in interagency collaboration centered on delivery of coordinated employment services across multiple agencies. The document describes the decisions made, challenges faced, and agreements reached to create the collaborative.

B. Understanding the Workforce System

Supportive housing providers and workforce development systems are the primary implementers of strategies to increase employment among supportive housing tenants and people with barriers to employment. Whenever possible and practical, supportive housing providers should try to utilize the existing mainstream employment and training system, which often has hundreds of training options available for job seekers. This system also comprises a complex web of funding, requirements, opportunities, and, often, challenges to the homeless or formerly homeless job seeker. The materials in this section provide baseline information about how the mainstream workforce development system works. The materials will also help pinpoint opportunities for education, training, and employment services that already exist in the community, and will provide the necessary language and understanding to establish partnerships and networks that benefit supportive housing tenants looking for work.

- [Overview of the Public System of Workforce Services](#)
  This five-page document was developed to provide overview information for those who want to better understand the structure of the system or who are new to workforce development. It defines workforce programs as those that, wholly or in large part, engage in one of the following four activities: labor exchange, job training, adult basic education, or vocational rehabilitation.
- [Descriptions and Fund Flows for Major Federal Workforce Development Programs](#)
  This document offer brief descriptions of some of the major workforce development programs funded by the federal government, including the Rehabilitation Act (Workforce Investment Act, Title IV), Ticket to Work Incentives Improvement Act (Ticket to Work Program), Food Security Act, Food Stamp Employment and Training Program, and Adult Education and Family Literacy Act (Workforce Investment Act, Title II). The document can be adapted for use by organizations just beginning to provide workforce development services, new Board members, or new staff.
- [The Food Stamp Employment & Training Program: A Resource to Increase the Self-Sufficiency of Homeless Job Seekers](#)
  Some supportive housing tenants receiving food stamps may be eligible for, or required to enroll in, employment and training services through the Food Stamp Employment & Training Program. This issue brief describes how the Food Stamp Employment & Training Program works and, while focused on homeless job seekers, contains useful information that explains how the program could also benefit supportive housing tenants. The brief is

part of CSH's Chronic Homelessness Employment Technical Assistance (CHETA) initiative.

C. Linking One-Stop Career Centers and Supportive Housing

Under the Workforce Investment Act of 1998 (WIA), people living in supportive housing may have opportunities to access employment and intensive services through One-Stop Career Centers. However, while supportive housing agencies and One-Stop Career Centers may share a commitment to finding employment for all job seekers, the two systems often differ in their languages, priorities, outcome expectations, and their perceived roles in the communities they serve.

This section includes tools and resources to help supportive housing organizations and One-Stop partners understand the opportunities and challenges inherent in creating partnerships to better serve tenants. In addition, the Toolkit's addendum provides two other relevant resources. The first is the One-Stop toolkit – a resource targeted to individuals with disabilities to support their integration within, and utilization of, One-Stop Centers. The second is CareerOneStop - a virtual one-stop career center with resources available for job seekers, students, businesses, and career professionals.

- One-Stop Career Centers: Serving People with Disabilities
  Why should One-Stop Career Centers serve people with disabilities? What are the requirements? What resources are available to help? Supportive housing organizations and their partners can use this article to provide One-Stop operators with guidelines and success stories in their quest for better services to all customers. The information in this document was developed by the National Center on Workforce and Disability/Adult and is available at www.onestops.info .

- One-Stop Career Centers and the Ticket to Work and Self-Sufficiency Program
  The primary audience for this info brief is One-Stop Career Centers. T he brief describes the policy tradeoffs and other factors that One-Stop Career Centers may want to consider before determining whether and how to get involved in the Ticket to Work and Self-Sufficiency program. Supportive housing organizations looking to build stronger partnerships with the One-Stop system will also find this info brief useful. The information in this document was developed by the National Center on Workforce and Disability/Adult and is available at www.onestops.info .

- Brief Profiles of One-Stop Career Centers
  This seven-page brochure provides a look at strategies used by One-Stop Career Centers and their partners to serve individuals and families who are homeless. Many of the promising practices and lessons learned are transferable to One-Stop/supportive housing partnerships. The profiles were created under the Chronic Homelessness Employment Technical Assistance (CHETA) initiative.

- Serving the Homeless through the One-Stop System: A Case Study
  The case studies in this briefing paper can help supportive housing organizations and One-Stop partners discover new outreach, pre-employment, job training, job placement, and case management strategies to bridge gaps between systems. The case studies focus on One-Stop models serving local homeless populations. This briefing paper was prepared by the Social Policy Research Associates as a part of the National Evaluation of the Implementation of WIA. Additional information from Social Policy Research Associates can be found at www.spra.com.

- [Linking One-Stop Career Centers and Homeless Assistance & Housing Programs](#)
(CHETA Publication) This paper serves as a primer for supportive housing organizations that want to strengthen tenant access to services through One-Stop Career Centers. It highlights the challenges involved in bridging the two systems, and proposes solutions to build stronger partnerships between them. The self-assessment matrix (starting on page 18) is a tool that can be used to assess the level of partnership between a One-Stop Career Center, housing, and Continuum of Care systems. The paper was produced as part of the Chronic Homelessness Employment Technical Assistance (CHETA) initiative.

VI.   Tenant Vocational Assessment and Career Planning

The resources in this section are designed for use in providing assessment and career planning services to supportive housing tenants. The career planning process is a comprehensive set of activities that assist individuals assess needs, skills, interests and abilities, explore career options tailored to their needs, understand labor market conditions in their fields of interest; and develop a career plan that outlines short- and long-term goals and the steps necessary to attain them. Because supportive housing tenants have a complex variety of needs, providers must frequently customize approaches to employment that "start where the client is" and build from there. The resources in this section can be used by organizations to develop individualized employment plans that address key issues such as treatment integration, accommodating specialized needs in the workplace, and appropriate work options.

The resources in this section are organized under the following topics:

A.   Assessment and Career Planning

Career assessment is the process of gathering information about an individual's characteristics, interests, values, skills and needs in order to support informed career decision-making. The process can define and highlight an individual's strengths and capacities, ascertain motivation and ability to work, identify areas of deficit, identify any need for accommodation in the workplace, and clarify work interests, values and attitudes.

Supportive housing tenants may have one or more challenges (substance abuse disorder, mental illness, developmental disability, or chronic physical illness or disability) which complicate assessment of employability and identification of suitable employment options. In such cases, a customized approach to assessment is recommended. This approach, proven to be effective, encourages individual job seekers to identify their motivations to work, talents and interests, and skills developed through prior work experience. This section contains materials related to assessment strategy, the approach that organizations take to the assessment process, and actual assessment tools.

- [Career Mapping for Chronically Homeless Job Seekers](#)
This paper prepared by the Chronic Homelessness Employment Technical Assistance Center, is intended for workforce and homeless assistance professionals who seek a highly individualized, organic approach to engaging chronically homeless job seekers in their efforts to determine their employment goals and strategies.
- [Customized Planning: Creating a Blueprint for Job Development](#)
This resource describes a customized employment planning process that is intended for individuals with disabilities, but is useful for a wide range of individuals seeking employment. Customized employment planning is distinct from many other planning approaches in that the issue of job development is discussed and detailed within the plan,

rather than being handled simply through the relationships and contacts of a job developer. Information used during plan development is based on the information discovered by and with the applicant.

- More Than Just a Job: Person-Centered Career Planning
  The person-centered approach to career planning and assessment focuses on the interests, traits, and knowledge of the individual, rather than on perceived deficits. This document explains the why, when, and how to do person-centered career planning, including how to organize resources, figure out what makes a job a "good" job, and establish a lifelong process of planning and development.
- Job Seeker Planning Tool
  This tool may be helpful in assisting a supportive housing tenant with planning their job search, particularly with individuals who need clearer direction concerning what types of employment to pursue.
- Career Planning Tool
  This tool was developed for One-Stop system staff who may be working with job seekers with a disability. However, supportive housing staff may find this tool helpful in assisting a job seeker with planning their job search, particularly with individuals who need some clearer direction concerning what types of employment to pursue.
- Self-Assessment: Employment History and Preferences
  This is an example of a simple assessment that could be completed directly by a tenant and his or her case manager or vocational counselor to help identify work history and job preferences.
- CareerOneStop Self-Assessment Inventories and Test
  The "Job Seeker" section of the CareerOneStop website (www.careeronestop.org) offers supportive housing organizations and their partners a host of on-line guides, assessment tests and tools. These tests and tools include a life skills assessment, career interests game, a typology test, and a "temperament" assessment. CareerOneStop is a U.S. Department of Labor-sponsored Web site.
- Helping a Job Seeker Prepare for an Interview
  This is a short, but useful, Word document that helps tenants fully prepare for that all-important interview. The document outlines steps such as reviewing the applicant presentation, prepping for answers to tough but likely questions, and completing a final checklist to get ready. This document can also be found in the information resources section of www.enterprisecommunity.org.

B. Labor Market Information

A critical aspect of career exploration is the need for accurate information on labor market trends, job vacancies, job qualifications, compensation, and working conditions. An informed assessment of labor market conditions can help practitioners support tenants in making informed short- and long-term career decisions.

The tools in this section provide organizations serving supportive housing tenants a number of web-based resources to assist individuals in learning about a variety of careers and understand current labor market conditions.

- O*NET Online
  O*NET Online (www.online.onetcenter.org) has designed a set of self-directed career exploration and assessment tools to help workers prepare for, consider and plan career options more effectively. Users of the tools may link to the more than 800 occupations

described by the O*NET database. Links from the site can also direct you to additional occupational information at CareerOneStop (www.careeronestop.org). These tools allow individuals to make a seamless transition from assessing their interests, work values, and abilities to matching their job skills with the requirements of occupations in their local labor market.

- **America's Career InfoNet Labor Market Information**
  Americas Career InfoNet (www.acinet.org) includes a wealth of information on job trends, wages, and national and local labor markets, as well as other valuable occupational, economic, and demographic information.

C. Increasing Assets and Assessing the Impact of Work on Benefits

For tenants earning employment income, there are a number of ways to save, build assets, and extend the rewards of work. One of these ways is through savings account matching programs, called Individual Development Accounts. There is also the Earned Income Tax Credit, a tax credit for people who work, but don't earn high incomes. A common concern among tenants is the potential impact of employment income on health care, Social Security, housing or other benefits. This concern can be significant enough to deter some supportive housing tenants from pursuing employment options. Additionally, the rules and regulations governing benefits and the accumulation of work-related income and assets can be confusing, often leading to multiple (mis)interpretations and inconsistent applications. Understanding how to take advantage of work incentives and accurately assess the impact of increased employment income on benefits are important considerations for both tenants and service providers.

The resources and tools in this section may help answer some questions and clarify misunderstandings regarding these issues. But, it is also important to note that the calculations used to determine the scale of work incentives and the impact of employment income on benefits vary widely by state and locality. Supportive housing providers, workforce partners, and tenants should use caution and complete appropriate, localized research in order to understand the full range of impacts.

- **Individual Development Account Fact Sheet**
  Individual Development Accounts (IDAs) are matched savings accounts that may enable some tenants of supportive housing to save, build assets, and enter the financial mainstream. IDAs reward the monthly savings of tenants who are building towards purchasing an asset – such as paying for post-secondary education, starting a small business or buying a car for work. This fact sheet and additional resources are available at www.idanetwork.cfed.org.

- **Going to Work: A Guide to Social Security Benefits and Employment for Tenants with Disabilities**
  This guide provides a basic overview of information related to Social Security and employment, including work incentive programs and tips for managing benefits. Although targeted for tenants in subsidized housing in Massachusetts, this guide can be useful to anyone who is receiving SSI or SSDI.

- **Social Security Administration's Work Site**
  The SSA designed this site (www.ssa.gov/work/) to help people find the information they need to accurately assess the impact of increased earnings on various benefits. Included here are contacts for local Work Incentive Planning Assistance Groups (WIPAs),

organizations that provide information and planning services regarding work and work incentives to Social Security and SSI disability beneficiaries, and Community Work Incentive Coordinators (CWICs).

- Tenant Rent Calculations for Certain HUD McKinney Act Programs
  These regulations published by HUD may be useful to supportive housing tenants and organizations to help determine how employment income may affect tenant rent. The regulations define income, specify items that must be excluded from income and specify allowable adjustments to income for supportive housing and other similar HUD programs.

  D. Career Planning for Special Populations

Supportive housing accommodates individuals with a wide range of specialized needs: older adults with functional limitations, individuals with physical and development disabilities, individuals with mental health and substance abuse issues or who are dually diagnosed with these disorders, young adults, victims of violent abuse, ex-offenders, individuals with HIV/AIDS, refugees and immigrants, and individuals with family issues. The diversity of the supportive housing tenant community and the complexity of tenant needs call for highly individualized, flexible approaches to career planning. The resources in this section provide organizations with an array of strategies and techniques to use in customizing career planning services to special populations.

- Coordinated Approach to Services and Employment
  New Foundations, a St. Paul-based non-profit providing housing and services to homeless women recovering from substance abuse, identified an entire infrastructure of existing services that needed to be integrated, with work as a priority. This short description of the program talks about how New Foundations created a system that brought together case management, entitlement support, educational resources, and peer networks to support work opportunities for its tenants.
- Work as a Priority for Individuals with Mental Health Issues
  Chapter Four of this document, published by the Substance Abuse and Mental Health Services Administration, provides useful background for providing career services to supportive housing tenants with mental health issues, as well as effective strategies for service delivery. Chapter Two, in the Section called "Conceptual Framework for Providing Employment Services", describes four critical strategies to use in planning steps to employment for individuals with mental health issues.
- Understanding Mental Illnesses
  This document provides fundamental information about working with individuals who have mental illness and discusses strategies for developing and shaping supportive housing programs to promote recovery and self-sufficiency.
- Employment and Clients with Co-Occurring Mental Illness and Substance Abuse: Myths Versus Facts
  This one page fact sheet provides a side by side view of myths versus facts about employment supports for clients with co-occurring mental illness and substance use issues.
- Substance Use Services and Supportive Housing
  This document discusses various approaches and strategies for addressing substance use issues with supportive housing tenants.
- Simple Assessment Tool for Possible Alcohol or Substance Abuse Problems

This tool was developed for staff of One-Stop Career Center to assist in determining whether alcohol or substance abuse is an issue for job seekers. Employment staff at supportive housing organizations can use this tool in-house or share it with their workforce partners.

- HIV Services and Supportive Housing
  This document provide useful background information on issues relevant to housing persons with HIV/AIDS and related conditions, is primarily intended for non-clinical staff, and provides links to websites for access to up-to-date HIV/AIDS treatment information.
- Employment Resources for Veterans
  The site www.VetJobs.us website is designed to help veterans find employment with the federal government. Through this site, supportive housing organizations and their partners can search for federal jobs by geographic location, have exclusive access to a Career Choice Advisor, get useful information on special hiring authorities for veterans, learn how veterans' preference is used in the federal hiring process, get tips on marketing military experience, and a host of other information designed to address the special information needs of the nation's veterans.

VII. Finding Jobs and Advancing Careers

Strategies that create positive employment outcomes for supportive housing tenants have been identified through CSH's past documentation and a growing body of field research. Two promising practices are in-house employment (e.g., within the supportive housing property management industry) and enterprise development. These approaches provide employment for tenants who may benefit from work experience, skills training, or income generating activities in settings or business ventures that are created by, or in partnership with, supportive housing organizations. Another prominent employment strategy is to directly connect tenants to jobs in the competitive labor market. This may be facilitated through job development activities provided by the supportive housing provider or through links to other employment programs.

Customized employment is a newer, umbrella strategy for advancing tenant employment (with a focus on persons with disabilities) and explores individual needs and interests, provides assistance to the tenant in negotiating a job with employers, and offers ongoing post-employment support. Finally, practices and strategies that focus on advancement are also essential, with their insistence that the first job is not a dead end but simply the first step towards a rewarding career track and work life.

This section of the Toolkit focuses on the "how to" of these strategies.

A. Effective Employment Practices

Over the years, a set of tools and practices to achieve better tenant employment outcomes has emerged from the creative and flexible approaches to planning and implementing employment services developed by practitioners. Increasingly, programs are focused on services that are accessible to tenants at any point in the service continuum, not just when the tenant is determined to be "job ready". Likewise, supportive housing programs increasingly provide a number of different entries to work – whether through a full-time job or self-employment, working for a private company or social purpose venture, supported employment, or part-time work.

CSH

This section of the Toolkit provides tools and resources to build effective tenant employment programs.

- **Employment Services in Supportive Housing**
  This eight-page document outlines the major topics to be considered in developing an employment program and the individual elements necessary to create effective programs that result in jobs and career advancement. It is a good introductory document for program administrators to begin a discussion about what is involved and the type of options to consider.

- **Vocationalizing the Homefront: Promising Practices in Place-Based Employment**
  This report provides an in-depth look at five promising employment practices and the programming elements that lead to tenant employment. Each practice is supported by a rich set of case studies. The five practices profiled are job development, in-house employment and training, referral and interagency collaboration, enterprise development, and integration of employment with support services.

- **Landlord, Service Provider...and Employer: Hiring and Promoting Tenants at Lakefront SRO**
  This report provides a close look at the in-house tenant employment program of Lakefront SRO (now Mercy Lakefront). It identifies the programmatic elements and lessons learned through in-housing hiring. The appendix also includes valuable tools, such as a tenant/employee handbook, employability assessment form, building chart, list of career paths for tenants and interview forms.

- **Customized Employment: A New Competitive Edge**
  Customized employment is an emerging, evidence-based practice that shows positive employment outcomes for jobseekers with serious barriers. This brief from the National Center on Workforce and Disability/Adult (NCWD/A) offers reasons for considering the approach, explains why it can be a "win-win" proposition, and describes four key elements of this approach. This brief can also be found at www.onestops.info.

- **Customized Employment: Applying Practical Solutions for Employment Success, Vol. II**
  This Office of Disability and Employment Policy (ODEP) Publication report provides specific ideas for using the strategies of customized employment with jobseekers. The topics laid out in this report include the principles of customized employment, the basics of job seeker exploration, how to create a blueprint for job development and how to negotiate with employers for a good tenant-employer fit. This publication and additional ODEP resources are also available at www.dol.gov/odep.

- **Community Engagement Program: Linking Customized Employed with Supportive Housing**
  This case study depicts specific programming activities of the Community Engagement Program in Portland, Oregon, a supportive housing program that pairs permanent housing with customized employment services. It illustrates the integration of employment services with outreach and engagement, wrap-around services, Shelter Plus Care tenant-based housing subsidies, and One-Stop Career Center services.

- **Job Carving: A Guide for Job Developers and Employment Specialists**
  This primer delineates the steps needed to analyze the work duties performed in a given job and identify specific tasks that might be assigned for tenant employment. Users will find the chart on the top page two helpful. It breaks down job carving into 11 sequential action steps. The document was authored by Cary Griffin of Griffin Hammis Associates, LLC, and is also available, along with other resources, at www.griffinhammis.com.

- [Self-Employment Q and A: Self-Employment as a Customized Employment Outcome](#) (The Office of Disability and Employment Policy, US Department of Labor)
  There are a host of resources on self-employment and starting a business, an approach practiced by many in the supportive housing field. This Q&A developed by Self-Employment Technical Assistance, Resources, & Training was written for service providers and people with disabilities who are interested in self-employment. Most of the issues covered in the document are applicable to a wide range of supportive housing tenants and can be used to help answer basic questions related to self-employment. This fact sheet and other START-UP/USA resources are available at www.start-up-usa.biz

- [Self-Employment Q and A: Developing a Business Plan](#)
  Self-employment as an employment strategy requires up-front thought and planning. A business plan is one way to formalize this process. This fact sheet, developed by START-UP/USA, covers what questions to ask, how to test a business idea, what should be included in a business plan and where to find resources to get started. The fact sheet is written for people with disabilities, but the lessons and advice are relevant to all tenants and those supportive housing providers who will be providing guidance to would-be entrepreneurs. This document and additional resources are available at www.start-up-usa.biz.

- [Growing Customers: Critical Considerations for Small Enterprises Owned by Individuals with Disabilities](#)
  For self-employed tenants and those agencies that have started a social enterprise, this document helps clarify the role and importance of sales and marketing. The authors have years of experience working with people with disabilities. They summarize the steps to grow a customer base through a series of examples and sales and marketing guidelines. The document was authored by Cary Griffin and Dave Hammis of Griffin Hammis Associates, LLC. and is also available, along with other resources, at www.griffinhammis.com.

- [The Portland Conversations: Ending Chronic Homelessness through Employment and Housing](#) This document synthesizes findings from conversations and reports presented at a grantee conference of the Ending Chronic Homelessness through Employment and Housing initiative in 2007. The document includes practitioner insights related to four areas of employment practice: customized employment, job retention, job development, and housing first/employment first. It concludes with a list of key challenges and recommendations to increase the effectiveness of employment practice. This document was produced as part of the Chronic Homelessness Employment Technical Assistance (CHETA) initiative.

- [Employment Strategies Assessment Scorecard](#)
  This tool offers supportive housing providers a means of rating their implementation of four proven employment practices. The practices include in-house employment, job development and placement, linkages with employment and training resources in the community, and "vocationalizing" the culture of the provider organization. Each practice is rated using a five-point scale, with a maximum 215-point score across all assessment domains. The scoring corresponds to characteristics that contribute to effective implementation.

- [Vocational Services Planning Worksheet](#)
  This planning tool is intended to help supportive housing providers determine which employment services to provide. The worksheet offers a comprehensive menu that

itemizes both on-site service options and those that can be offered through community-based organizations and other partners.

B. Employment Support, Retention, and Career Advancement

While gaining access to a first job is critical, it is just as essential to pay attention to "next step" programs that lead tenants from entry-level jobs to higher skills and better pay. Support and retention services are critical to maintaining tenant employment and facilitating advancement. They should be highly customized to the needs of the individual, and can include strategies as diverse as case management, job coaching and mentoring, and peer and group support. When planning for tenant employment, keep in mind that "next step" or career advancement programs will also need dedicated time and resources. These programs ensure that tenants gain better income as well as rewarding, lifelong employment.

The resources in this section provide information on employment support, retention, and career advancement strategies, and include descriptions of program models that illustrate not only how these strategies work in the field, but help providers understand how they may be adapted for use with tenants.

- Keeping Up the Good Work: A Practitioner's Guidebook for Building a Job Retention Culture for People Who Experience Homelessness
  The guidebook provides a comprehensive overview of best practice in retention and career advancement strategy, and contains numerous tools and resources that supportive housing practitioners can use and adapt. Each chapter is structured with a description of key ideas, text boxes that summarize key principles, suggested interventions, and related tools. The guidebook was produced as part of the Chronic Homelessness Employment Technical Assistance (CHETA) initiative.

- Getting In Staying On Moving Up: A Practitioner's Approach to Employment Retention
  This Public/Private Ventures report chronicles the development of an employment initiative that provides job retention services to participants. Although the program targets disadvantaged youth, it is rich with job retention program models and principles applicable to supportive housing. The first half of the report describes retention staffing models and the characteristics of successful retention services. Starting on page 22, the report lays out nine principles for successful job retention that can be practiced by supportive housing organizations and its partners. This publication and additional resources are also available at www.ppv.org.

- Seven Ways to Boost Job Retention
  This is a short summary of recommendations to deal with various retention issues. This review can help program staff with ideas to pursue. This document can also be found in the information resources section of www.enterprisecommunity.org.

- Case Study of Group Peer Support for Job Retention: Project Renewal
  Project Renewal, a supportive housing provider in New York, has developed two group peer support models for its tenants who work in its employment initiatives. One model capitalizes on the informal social networks that evolve among residents, pairing current trainees with program alumni who have moved into full-time employment. The other operates as an alumni association, bringing program graduates together for social events to maintain contact. These models can be adapted for use by supportive housing providers to provide peer support to tenants in their organizations.

- Job Retention Workshops and Other Retention Supports
  Some employment programs run individualized or group job retention workshops for tenants. This three-page document identifies some of the topics that can be covered in these sessions, including information that can be covered within a workshop on "how to be a successful employee."
- The Right Jobs: Identifying Career Advancement Opportunities for Low-Income Workers
  The report presents a range of program designs, strategies, and policies to help low-skill workers gain, keep, and advance in good jobs. It also provides supportive housing and its workforce partners with a methodology to identify the most promising employment opportunities within reach of low-skill workers and what routes will yield results for career advancement. This publication can also be found at www.jff.org.
- Extending the Ladder – Building a Career Path in Property Management
  Stepping Up is a CSH-sponsored career advancement initiative in Chicago. Its goal is to connect supportive housing tenants to education and/or training for career pathways in property management. This document describes the initiative's career path initiative in property management. It can also be found along with other Stepping Up resources on the CSH website at www.csh.org/steppingup.
- Stepping Up: Building a Career Path in Property Management Brochure
  This is a 5-page brochure for the same CSH-sponsored career path initiative in property management. It contains a description of a course curriculum created for two-specific career paths in the industry: property management clerk and office and leasing specialist. The document can also be found along with other Stepping Up resources on the CSH website at www.csh.org/steppingup.
- The Stepping Up Chicago Targeted Occupational Pathway: Social Services
  Also part of the CSH-sponsored initiative called Stepping Up, this report is part of the effort to create career advancement opportunities in the social services industry for supportive housing tenants. The report presents an analytical template to identify and assess relevant career pathways. It can also be found along with other Stepping Up resources on the CSH website at www.csh.org/steppingup.

C. Employment Practices for Special Populations

Supportive housing programs serve individuals with a wide range of special needs and disabilities. Customizing employment to the needs of special populations requires flexible programming and, ideally, access to a range of employment options including supported, part-time and full-time work, and self-employment. In addition, programs serving people with disabilities must have the capacity to conduct specialized assessments, address issues of self-disclosure and accommodation under the Americans with Disabilities Act (ADA) and prepare applicants to discuss intermittent or limited work histories during job search efforts.

This section contains tools and resources to help supportive housing providers develop employment programming that fits the needs of people with physical and cognitive disabilities, who have histories of mental illness or substance abuse, live with HIV/AIDS or who have been incarcerated.

- Employment Services for People Who Have Disabilities
  This four-page document is useful as an introductory piece for program administrators considering employment services in a supportive housing setting. The document focuses

on providing employment services to people with histories of mental illness, HIV/AIDS, and substance use.

- Keeping the Door Open: A Guide for Employment Programs Serving People with Drug Problems
  This three-part guide offers employment program managers and staff strategies and tips for serving people with substance abuse problems.

- Work as a Priority: A Resource for Employing People who Have a Serious Mental Illness and Who Are Homeless
  This report, produced by Policy Research Associates for the Substance Abuse and Mental Health Services Administration provides a comprehensive account of the approaches and best practice of employment for people with mental illness. Chapter 7 details how to integrate and collaborate with state vocational rehabilitation agencies, a critical resource to supportive housing and tenants with a diagnosed mental illness. Chapter 8 provides resources and information on several federal right to work statutes. This publication can also be accessed at www.mentalhealth.samhsa.gov.

- New Beginnings: The Need for Supportive Housing for Previously Incarcerated People
  This report provides background information on the service and employment needs of previously incarcerated individuals. The final sections include an overview of service models and a survey of programs by region. Supportive housing providers can use these models and programs to identify employment strategies relevant to ex-offenders.

- Applying Lessons Learned from Relapse Prevention to Job Retention Strategies for Hard-to-Employ Ex-Offenders
  This article draws the connection between relapse prevention and employing ex-offenders as a way to understand effective ways to keep ex-offenders employed. The lessons are drawn from New York's Center for Employment Opportunities, an organization committed to re-integration of ex-offenders, and can be applied to supportive housing providers serving the same population.

- Getting Back to Work: Employment Programs for Ex-Offenders
  Supportive housing and its partners can use this 34-page report to better understand the programmatic history and results of employment initiatives for ex-offenders. The report highlights strategies used by several leading practitioners and offers recommendations to address the challenges of preparing ex-offenders for work. This publication can also be found at www.ppv.org.

- Entrepreneurship: A Flexible Route to Economic Independence for People with Disabilities
  Entrepreneurship is an increasingly popular and practical option for many people, including people with disabilities. This document, developed by the Office of Disability Employment Policy at the U.S. Department of Labor, addresses self-employment benefits and barriers, and lists resources that may be useful to tenants living with a disability who are considering self-employment as an option. This information and additional resources can also be found at www.dol.gov.odep.

- Self-Employment Q and A: Successful Entrepreneurs with Disabilities Speak Out
  This fact sheet provides a series of questions and answers with successful entrepreneurs with disabilities. The discussion highlights the benefits of entreprenuerism for disabled individuals. It also points out the challenges inherent in self-employment for this population and reveals how the participants met these challenges. This document and other resources can also be found at www.start-up-usa.biz.

VIII.   Allies for Employment Initiative

[Allies for Employment Initiative Summary Report]

In January 2008, the MetLife Foundation awarded the Corporation for Supportive Housing (CSH) a grant to implement the *Allies for Employment Initiative*, a re-granting and technical assistance program that established and enhanced partnerships between the supportive housing industry, private employers, and mainstream workforce systems funded through the Workforce Investment Act (WIA). *Allies for Employment Initiative* funds were dedicated to local planning activities that designed strategies for providing improved access to the mainstream workforce system for tenants of supportive housing, that featured new or enhanced collaborations and cross-agency coordination, and that will, ultimately, be more effective in helping tenants secure and retain mainstream jobs in appropriate employment settings, including the competitive marketplace. CSH developed and issued a Request for Proposals for *Allies for Employment* Planning Grants and selected Planning Grant recipients in five diverse communities across the country:

1. Supportive Housing Employment Collaborative, led by Community Housing Partnership (San Francisco, CA)
2. Property Management Career Pathway Program, led by Career Resources, Inc. (Bridgeport, CT)
3. Minneapolis Housing and Workforce Initiative, led by Project for Pride in Living (Minneapolis, MN)
4. Specialized Employment Center, led by Miami Valley Housing Opportunities (Dayton, OH)
5. Bridges to Housing, led by Neighborhood Partnerships (Portland, OR)

This Summary Report documents the remarkable progress and planned next steps for each of the collaborative projects that received an *Allies for Employment* Planning Grant, and also highlights important lessons that organizations and communities across the country can learn from the grantees' partnerships, activities, and plans. CSH hopes that the progress, plans, and future achievements of the *Allies for Employment* projects can serve as powerful examples and models for other organizations seeking to enhance employment services, create new economic opportunities, and improve self-sufficiency outcomes for tenants of supportive housing – and for other vulnerable and disadvantaged members of our communities - across the United States.

[Download this publication] for free. Related Resources:
- [The Allies for Employment Initiative: Overview and Achievements]
- [Podcast of CSH's Hot Topics in Supportive Housing Audio-Conference, August 26, 2009: The Allies for Employment Initiative: Accomplishments and Lessons Learned]
- [Bridges to Housing's Future State Diagram]
- [The Supportive Housing Employment Collaborative's Memorandum of Understanding]

IX.   Additional Resources

TENANT OUTREACH AND ENGAGEMENT
- *Motivational Interviewing*

Motivational interviewing is a client-centered counseling style designed to elicit behavioral change by helping clients to explore and resolve ambivalence. Some have used it to help focus efforts on establishing new commitments and behaviors, such as employment. This web site provides information about this approach, as well as links, training resources, and information on recent research.
http://www.motivationalinterview.org/

- *Harm Reduction Coalition*
  The community and training sections of this national website provide good background information on the harm reduction approach. The site also contains links to resources for practitioners.
  http://www.harmreduction.org/

PARTNERSHIP WITH EMPLOYERS

- *Foremployers.com*
  This on-line resource provides employers with solutions and information to address everyday human resource issues, especially regarding current or future employees with disabilities.
  http://www.foremployers.com/

- *Employer Assistance & Recruiting Network*
  The Employer Assistance & Recruiting Network (EARN) is a free service that connects employers looking for quality employees with skilled job candidates. This web site is a one-stop source for disability employment information, including recruiting services, tools and resources, employer success stories, and the business case for hiring people with disabilities.
  http://www.earnworks.com/

- *Corporate Voices for Working Families*
  The publications page of the website for Corporate Voices for Working Families contains resources to help companies make informed decisions about supporting hourly employees with programs that reward their contributions. Included are resources on promoting flexible work hours and model programs and supports for retaining low-wage workers. Go to the "publications" page.
  http://www.cvworkingfamilies.org/

- *National Employers Hiring Applicants with Criminal Records (National H.I.R.E. Network)*
  The National Helping Individuals with criminal records Re-enter through Employment Network (National H.I.R.E. Network) website includes a section dedicated to explaining the benefits available to employers that hire qualified job applicants who have criminal records. Specific information can be found on liability issues, hiring concerns, federal bonding programs for free insurance, criminal background checks, and federal and state tax credit programs.
  http://www.hirenetwork.org/employer.

- *Work Opportunity Tax Credit*
  This website lists the official U.S. Department of Labor rules regarding eligibility and benefits to employers and workers from the Work Opportunity Tax Credit. Included are links to the appropriate Internal Revenue Service forms and eligibility guidelines.
  http://www.doleta.gov/business/incentives/opptax/
- *DisabilityInfo.gov*
  DisabilityInfo.gov is a comprehensive resource that provides quick and easy access to ` information about disability programs, services, laws, and benefits.
  http://www.disabilityinfo.gov/
- *EEOC Americans with Disabilities Act*
  The U.S. Equal Employment Opportunity Commission's home page for the Americans with Disabilities Act contains a number of links to resources for employers. A few of the more useful for employers are the publications *The ADA: A Primer for Small Business*, *Your Responsibilities as an Employer*, and *Small Employers and Reasonable Accommodation.*
  http://www.eeoc.gov/ada/
- *Job Accommodation Network*
  The Job Accommodation Network website is a comprehensive resource for job accommodations information.
  http://www.jan.wvu.edu/

WORKFORCE RESOURCES AND COMMUNITY PARTNERS
- *Training and Technical Assistance for Providers (T-TAP)*
  This extensive website includes fact sheets, archived seminars, and other information addressing a range of employment related strategies for people with disabilities. It is sponsored in part by the U.S. Department of Labor, Office of Disability Employment Policy (ODEP).There is a strong set of resources focused on customized employment, self-employment, negotiating with employers, and issues such as disclosure and benefits planning. Most of these resources are relevant to supportive housing tenants.
  http://www.t-tap.org/
- *WorkforceUSA.net*
  WorkforceUSA.net is an online library of workforce development resources. It disseminates tools, news, and other resources to enhance individual and organizational performance in the workforce development field. Two relevant features include timely research, reports, and best practices to stay up-to-date with the industry and a list of new, regional, and national public and private funding opportunities.
  http://www.workforceusa.net/
- *U.S. Department of Labor Workforce Investment System*
  This site is the gateway for the U.S. Department of Labor's One-Stop system and the youth and adult employment and training programs funded under the Workforce Investment Act.
  http://www.doleta.gov/etainfo/wrksys

- *The Workforce Alliance*
  The Alliance tracks and advocates for investment in the skills of America's workers through national and state workforce policy such as welfare-to-work, vocational rehabilitation, and the Workforce Investment Act.
  http://www.workforcealliance.org/
- *Career Center Service Locator*
  This site provides a searchable database of the One-Stop Career Centers in a defined area (by zip code, city, or state).
  http://www.servicelocator.org/
- *One-Stop Toolkit for People with Disabilities*
  The resources on this website are targeted toward state and local One-Stop service providers, but it contains resources that will be useful to a broader audience as well. The resources on this site help users broaden the array of services available to individuals with disabilities at One-Stop Centers, and integrate those services seamlessly into One-Stop operations.
  http://www.onestoptoolkit.org/
- *National Center on Workforce and Disability*
  This site provides resources concerning inclusion of individuals with disabilities in the workforce development systems and ensuring access to services at One-Stop Career Centers.
  http://onestops.info/

TENANT VOCATIONAL ASSESSMENT AND CAREER PLANNING (WEB PAGE)

- *O*NET Online*
  O*NET has designed a set of self-directed career exploration/assessment tools to help workers consider and plan career pathways, preparation, and transitions more effectively. Users of the tools may link to the more than 800 occupations described by the O*NET database, as well as to occupational information in CareerOneStop. This allows individuals to make a seamless transition from assessing their interests, work values, and abilities to matching their job skills with the requirements of occupations in their local labor market.
  www.online.onetcenter.org
- *America's Career InfoNet Labor Market Information*
  Americas Career InfoNet includes a wealth of information on job trends, wages, and national and local labor markets, as well as other valuable occupational, economic, and demographic information.
  www.acinet.org
- *Social Security Administration's Work Site*
  The SSA designed this site to help people find the information they need to accurately assess the impact of increased earnings on various benefits. Included here are contacts for local Work Incentive Planning Assistance Groups (WIPAs), organizations that provide information and planning services regarding work and work incentives to Social Security and SSI disability beneficiaries, and Community Work Incentive Coordinators (CWICs).
  www.ssa.gov/work/

- *Calculators*
  The Social Security benefits calculator can assist people in estimating potential benefit amounts using different retirement dates and levels of future earnings. The calculators will show retirement benefits as well as disability and survivor benefit amounts in the case of disability or death.
  www.ssa.gov/planners/calculators.htm
- *State and Local Benefits Calculators*
  There are only a few state and local programs that have free, on-line benefits calculators. California and New Jersey are two of them. State and local benefits calculations are important to add to any federal calculations, as they will address any earning allowances in your area.
  California Benefits calculator: www.disabilitybenefits101.org
  New Jersey Benefits calculator: Click here
- *Individual Development Account Network*
  This site provides basic information on starting and operating an Individual Development Account (IDA) program, resources and support services available to IDA practitioners, federal policy that will take IDAs to scale, new research on IDAs and asset building, and events for the IDA field.
  www.idanetwork.cfed.org
- *Earned Income Tax Credit*
  This Internal Revenue Service (IRS) website includes links to data, eligibility, forms, state resources, and tools to engage in EITC outreach efforts.
  http://www.irs-eitc.info/
- *World Institute on Disability Access to Assets*
  The World Institute on Disability contains a section of their website dedicated to asset building called Access to Assets. This site contains a series of fact sheets, policy briefs, and newsletters that are good reference guides regarding the basics of several different asset building options, such as: the Earned Income Tax Credit; Family Self-Sufficiency Program Housing and Urban Development (HUD); Individual Development Accounts; PASS (Plan for Achieving Self-Support) Plans; and Special Needs or Supplemental Needs Trusts.
  http://www.wid.org/programs/access-to-assets

FINDING JOBS AND ADVANCING CAREERS

- *Enterprise's Workforce Development Tutorial*
  The Enterprise Foundation has created this online tool to help organizations start up or improve their existing employment services program. The tutorial includes resources on intake and outreach, job development, placement, and retention. Go to the "Information Resource/Tutorials" section of the Enterprise Foundation's website to find the full tool.
  http://www.enterprisecommunity.org/

- *Aspen Institute Workforce Strategies Initiative*
  The Workforce Strategies Initiative (WSI) identifies and advances strategies that help low-income Americans gain ground in today's labor market. To that end, WSI engages in applied research, facilitates dialogue, disseminates findings, and shares new ideas.
  http://www.aspenwsi.org/

- *The National Transitional Jobs Network*
  Transitional Jobs (TJ) is a workforce strategy designed to overcome employment obstacles by using time-limited, wage-paying jobs and combining real work, skill development, and supportive services to transition participants successfully into the labor market. TJ programs exist in over 30 states and are an effective stepping stone to successful labor market entry for individuals with employment barriers.
  http://www.transitionaljobs.net/

- *Self-Employment Technical Assistance, Resources, & Training (START-UP / USA)*
  This national on-line resource provides technical assistance and resources to individuals with disabilities who are interested in pursuing self-employment. The site includes a live web cast series with successful entrepreneurs, who share their secrets for success, and a series of fact sheets on starting and owning a small business.
  http://www.start-up-usa.biz/

- *Social Enterprise Alliance*
  Social Enterprise Alliance is the membership organization leading the creation of a dynamic social enterprise movement. They mobilize communities of nonprofit organizations and funders to advance strategies for increasing earned revenue.
  http://www.se-alliance.org/

- *Episcopal Community Services Skills Center*
  San Francisco-based ECS is a good model of a supportive housing organization that offers a comprehensive set of employment-related services to its tenants. At the core of these offerings is its Skills Center, with classes in basic literacy and computers, job placement programs and a culinary training program. Go to the "Programs" page on the website and select "Skills Center" to find out more.
  http://www.ecs-sf.org/

- *Greyston Bakery*
  Located in Yonkers, New York, the Greyston Bakery is a social purpose business venture that employs chronically unemployed persons and provides on the job training. Its parent company is the Greyston Foundation, an integrated system of nonprofit and for-profit organizations that offers a wide array of programs and services to more than 1,200 men, women and children annually.
  http://www.greystonbakery.com/

- *Thresholds Employment Services*
  Thresholds is one of the nation's largest non-profit providers of mental health services. It provides a comprehensive program of therapeutic support, case management, education, job training and placement, and housing. It also runs two social purpose ventures. To find out more about their employment services and vocational programs go to the "Programs" section on the homepage and select "Employment Services" from the drop down menu.
  http://www.thresholds.org

- *Project Renewal's Next Step Employment Programs*
  Project Renewal's model employment programs work with homeless and formerly homeless people in New York City. Their comprehensive employment approach includes education, training, job placement, retention services, and a culinary arts program. The program is known for its placement and retention success, due in part to its rigorous efforts to reach out to and engage the employer community.
  http://www.projectrenewal.org/employment.html

- *Stepping Up*
  Stepping Up is a CSH-sponsored career advancement initiative targeting three career pathways for tenants of supportive housing in Chicago. The pathways are for the property management, social services, and medical office industries. This website contains numerous tools and resources related to the project, including information on the pathways, sample memorandum of agreements, newsletters, and lessons learned.

- *Vocational Foundation Inc. Moving Up*
  VFI's nationally acclaimed Moving Up program is a comprehensive model of support and retention that follows participants through training, internship, and the first two years of job placement. To learn more, go to the "How VFI Works" section on the website and find the link to the "Moving Up" program description.
  http://www.vfinyc.org/

- *Center for Employment Opportunities*
  The New York-based Center for Employment Opportunities (CEO) is a model employment program for ex-offenders. Their comprehensive model includes seven components: job readiness training and pre- employment workshops, paid transitional employment, in-depth vocational assessment, job matching and placement, post-placement services, and ongoing support services.
  http://www.ceoworks.org/

- *National H.I.R.E. Network*
  The National Helping Individuals with criminal records Re-enter through Employment Network (National H.I.R.E. Network) is both a national clearinghouse for information and an advocate for policy change. The goal of the National H.I.R.E. Network is to increase the number and quality of job opportunities available to people with criminal records by changing public policies, employment practices, and public opinion.
  http://www.hirenetwork.org/

- *U.S. Department of Labor – Senior Community Service Employment Program*
  This web page includes links to the U.S. Department of Labor bulletins on its Title V Senior Community Service Employment Program (SCSEP) program, memos on effective practices in those programs, mentoring older workers, supervising older workers, and using Workforce Investment Act resources to serve older workers.
  http://www.doleta.gov/seniors/eta_default.cfm

- *National Collaborative on Workforce and Disability for Youth*
  The website of the National Collaborative on Workforce and Disability for Youth (NCWD/Youth) offers resources to state and local workforce development systems to better serve youth with disabilities. The website lists manuals, white papers, how-to documents, and professional development tools.
  http://www.ncwd-youth.info/

- *U.S. Department of Labor Youth Services*
  The site is the portal to the U.S. Department of Labor's youth-related programs and services, from its Youth Build initiative to alternative education to state-by-state formula funded initiatives.
  http://www.doleta.gov/youth_services/
- *U.S. Department of Labor – Office of Disability Employment Policy (ODEP)*
  The Office of Disability Employment Policy (ODEP) provides national leadership on disability employment policy by developing and influencing the use of evidence-based disability employment policies and practices, building collaborative partnerships, and delivering authoritative and credible data on employment of people with disabilities.
  http://www.dol.gov/odep/
- *Hire Heroes USA Program*
  The Hire Heroes USA Program in Alpharetta, Ga., serves as a link to employment opportunities nationwide for veterans returning home. The program provides placement services to wounded veterans returning from Operation Enduring Freedom and/or Operation Iraqi Freedom with any level of disability as determined by the United States Department of Veterans Affairs.
  http://www.hireheroesusa.org/
- *VetJobs.us*
  Created by the American Legion in partnership with Avue Technologies, this site is designed to help veterans find employment with the federal government. Through this site, you will be able to search for federal jobs by geographic location, have exclusive access to Avue's Career Choice Advisor, get useful information on special hiring authorities for veterans, learn how veterans' preference is used in the federal hiring process, get tips on marketing your military experience, and a host of other information designed to address the special information needs of our country's veterans.
  http://www.vetjobs.us/
- *VetSuccess.gov*
  This web site provides information on the services that the Vocational Rehabilitation and Employment (VR&E) program provides to veterans with service-connected disabilities.
  http://www.vetsuccess.gov/