

placement into unsubsidized employment above is met. This allows clients who have moved into a position with a different employer to be recorded as retaining the job for 30 days as long as the client has been steadily employed for that length of time.

G. Number retaining job for 90 days: to be counted as retaining a job for 90 days, continuous employment with one or more employers for at least 90 days must be verified, and the definition for either placement or assisted placement into unsubsidized employment above is met. This allows clients who have moved into a position with a different employer to be recorded as retaining the job for 90 days as long as the client has been steadily employed for that length of time.

H. Number retaining job for 180 days: to be counted as retaining a job for 180 days, continuous employment with one or more employers for at least 180 days must be verified, and the definition for either placement or assisted placement into unsubsidized employment above is met. This allows clients who have moved into a position with a different employer to be recorded as retaining the job for 180 days as long as the client has been steadily employed for that length of time.

I. Rate of placement into unsubsidized employment: the rate of placement into unsubsidized employment is obtained by dividing the number placed into unsubsidized employment plus the number of assisted placements into unsubsidized employment by the number of clients enrolled.

J. Average hourly wage at placement: the average hourly wage at placement is the average hourly wage rates at placement of all assisted placements plus direct placements.

K. Employability development services. This includes services and activities that will develop or increase the employability of the participant. Includes vocational counseling, classroom and on-the-job training, pre-employment services (such as job seeking skills and job search workshops), temporary or trial employment, sheltered work environments and other related services and activities. Planned services should assist the participant in addressing specific barriers to employment and finding a job. These activities may be provided by the applicant or by a Sub-grantee, contractor or another source such as the local Job Partnership Training Act program or the DVOP personnel or LVERs. Such services are not mandatory but entries should reflect the services described in the application and the expected number of participants

receiving or enrolled in such services during each quarter. Participants may be recorded more than once if they receive more than one service.

L. Total planned expenditures (total funds requested): identification of projected expenditures needed for each fiscal quarter.

M. Administrative costs. Administrative costs shall consist of all direct and indirect costs associated with the supervision and management of the program. These costs shall include the administrative costs, both direct and indirect, of Sub-grantees and contractors.

N. Participant services costs. This cost includes supportive, training, or social rehabilitation services which will assist in stabilizing the participant. This category should reflect all costs other than administrative.

The outcome measurement established for IV-TP grants is for Grantees to meet a minimum entered employment rate of 56%, determined by dividing the number of entered employments by the number of enrollments. (These outcomes will be reported quarterly on Technical Performance Goals Form, Appendix D.) While entered employment is a viable outcome, it will be necessary to measure results over a longer term to determine the success of programs.

The following program discussion must be considered in a results-oriented model. The first phase of activity must consist of the level of outreach necessary to introduce the program to eligible incarcerated veterans. This includes "inreach" into prisons and jails to find eligible veterans in the inmate population. Outreach also includes establishing contact with other agencies that encounter ex-offender veterans.

After "inreach", the incarcerated veteran must sign-up for enrollment into the program by assisting the Grantee in obtaining verification of eligibility for said program. The program operator may enroll participant in pre-release workshop (National Veterans' Training Institute will provide a model if needed) then enroll in referral program outside of facility or provide direct assessment and referral program outside of facility.

Once the eligible participants have been identified, an assessment must be made of the individual's abilities, interests, needs, and barriers to employment. In some cases, participants may require referrals to services such as rehabilitation, drug or alcohol treatment or a temporary shelter before they can be enrolled into core training.

When the individual is "work ready", the assessment should concentrate on

the employability of the individual and the individual's enrollment into the program. A determination should be made as to whether the individual would benefit from pre-employment preparation such as resume writing, job search workshops, related counseling and case management, or possibly an initial entry into the job market through temporary jobs. Additionally, sheltered work environments, classroom training and/or on-the-job training must be evaluated. Such services should be noted in an Employability Development Plan to facilitate the staff's successful monitoring of the plan.

Entry into full-time employment or a specific job-training program should follow. Supportive services may assist the participant at this point or even earlier. Job development is a crucial part of the employability process and IV-TP participants will be referred to a One-Stop for career counseling and coaching.

Wherever possible, DVOP and LVER staff must be utilized for job development and placement activities for veterans who are ready to enter employment or who are in need of intensive case management services. Many of these staff members have received training in case management at the National Veterans' Training Institute and have as a priority, assisting those most at a disadvantage in the labor market. VETS urges working hand-in-hand with DVOP/LVER staff to achieve economies of resources.

The subsequent program discussion emphasizes the importance of tracking program participants. It begins with the One-Stop referral and continues with the 30, 90, and 180-day follow-up periods after entering employment to determine whether the veteran is in the same or similar job. It is important that the Grantee maintain contact with the veterans after placement to assure that employment related problems are addressed. The 30, 90, and 180-day follow-ups are fundamental to assessing the results of the program success. Grantees need to budget for this activity so that follow-up can and will occur for those placed at or near the end of the grant performance period. Grantees, prior to the end of the grant performance period, must obligate funds to ensure that follow-up activities are completed. Such results will be reported in the final technical performance report.

2. Program Activity Process

There are nine program activities that all applications should consider under this SGA. Programs must be "employment focused" with emphasis on referral to counseling services to