

CREATING ECONOMIC OPPORTUNITY FOR HOMELESS JOBSEEKERS:

The Role of Employers and Community-Based Organizations

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In order to realize long-term benefits for individuals, employers, and communities, employers and community-based organizations serving people experiencing homelessness need to have tools, resources, and partnerships established to identify, recruit, prepare, and support people experiencing homelessness for employment success.

This brief offers promising practices for employers and community-based housing and homeless service organizations that want to maximize their success in creating pathways to employment and economic opportunity for homeless jobseekers.

Long term, preventing and ending homelessness is contingent on people securing the sufficient and consistent earnings needed to keep a stable roof over their heads.

Background: People Experiencing Homelessness Want to Work. Employers, Alongside Community-Based Housing and Homeless Services Providers, Can Make a Valuable Contribution Toward Their Employment Success.

There is no place in the country where a person working full time can afford a one bedroom apartment at the federal minimum wage.¹ Today, in order to afford a modest, two-bedroom apartment, an individual needs to earn a wage of \$19.35 per hour on average.² Lack of employment and insufficient wages and benefits are the primary reasons why individuals and families in the U.S. find themselves sharing housing despite not wanting to, living in their cars, tents, or on the street, or residing in temporary shelters or public housing.³

Long term, preventing and ending homelessness is contingent on individuals and families securing the sufficient and consistent earnings needed to keep a stable roof over their heads. Moreover, for employers, doing business in an economically viable environment requires that all workers who can work are doing so. In order to realize these mutual long-term benefits for individuals, employers, and communities, it is essential that employers and community-based organizations serving people experiencing homelessness—particularly “first responders” such as housing and homeless services organizations—are equipped with information, resources, and tools to identify, recruit, prepare, and support people experiencing homelessness for employment success. Both employers and housing and homeless services providers must also be ready to seek out and establish partnerships when necessary to ensure that homeless jobseekers can succeed in employment and meet their goals.

Did You Know...?

When given the opportunity to work, the vast majority of individuals facing barriers to employment do so, including individuals experiencing homelessness or those who are unstably housed.

In fact, many individuals who are homeless have worked before or may be currently working but not earning enough to keep a stable roof over their heads.

Many individuals who are experiencing homelessness have a job training certificate or license and/or some college experience.

Most individuals experiencing homelessness have a high school degree or equivalent.

Achieving success in employment often begins before an individual gets hired or a job opening is posted.

This brief offers promising practices for employers and community-based housing and homeless services organizations that want to maximize their success in creating pathways to employment and economic opportunity for homeless jobseekers. This brief offers employers considerations for facilitating the success of workers who experience homelessness within their business practices. Equally important, this brief offers community-based housing and homeless services organizations recommendations for making pathways into employment seamless for homeless jobseekers. Unfortunately, all too often, failure to incorporate some of the best and promising practices highlighted in this brief has negative consequences for workers, housing and homeless service organizations, and employers.

#1: Prepare & Recruit: Pave the Way for Employment Success From the Start.

Achieving success in employment often begins before an individual gets hired or a job opening is posted. To pave the way to employment success for homeless jobseekers, housing and homeless services organizations have an important role to play in offering employment and employment services. From the start of the service delivery process, these providers can support and encourage participants' interest in engaging in employment. Employers' recruitment and screening processes are also key factors in helping homeless jobseekers achieve success before their first day of work.



Housing & Homeless Services Providers

Make your organization “employment friendly” for homeless jobseekers: A promising approach to supporting homeless jobseekers in accessing and being successful in employment is for housing and homeless services organizations to “vocalize” housing and supportive service programs. To do this, organizations should deliberately work to integrate elements of workforce development into their program by ensuring organizational priorities and practices: 1) acknowledge the importance of work, 2) emphasize employment as a goal with participants, and 3) emulate workplace norms, such as dressing professionally. In practice, vocationalizing might mean assessing for employment interests in the development of initial case planning and goal development with participants. Vocationalizing could also mean co-locating staff from employment service organizations and public entities such as the public workforce system within homeless or housing offices in order to promote access to employment supports early on. Finally, vocationalizing could also mean using public spaces within homeless services offices such as bulletin boards to advertise employment opportunities, or co-hosting hiring fairs with local employers and other community-based organizations or government entities.

UNPACKING THE BENEFITS OF CREATING PATHWAYS TO EMPLOYMENT FOR HOMELESS JOBSEEKERS

Employers Benefit When Recruiting and Hiring Homeless Jobseekers

Employers who make a deliberate effort and commitment to partner with community-based and government organizations to hire and train individuals who may be living in shelters or temporary public housing situations are hiring and developing untapped talent from a pool of potential employees who are productive, loyal, and committed workers. Moreover, in doing so, employers are making a valuable contribution to the community and are offering a great opportunity for people experiencing homelessness to regain financial stability and become stably housed. Employers who hire homeless jobseekers will benefit from doing business in an economically stronger community and enhance their competitiveness through a commitment to socially responsible hiring. Hiring homeless jobseekers by working with community-based organizations may reduce hiring and turnover costs over time. Indeed, many homeless jobseekers are connected to services and supports in the community that can help in ensuring workplace success and serve as a de-facto human resources and talent acquisition arm for employers.⁴ For employers who have not yet made a commitment to hiring homeless jobseekers, now is an important time to consider doing so or weaving these goals into existing corporate responsibility campaigns and metrics. Global and U.S. employers are increasingly making these types of hiring and recruitment goals part of the fabric of their corporate culture and way of doing business, which has proven to increase employee satisfaction and belonging, strengthen and support communities, and benefit businesses' bottom lines.



Community-Based Providers are Meeting the Interests and Needs of Participants when Offering and Partnering to Provide Employment Opportunities to Homeless Jobseekers



For community-based service providers working in the housing and homelessness services systems, it is important to remember that most people experiencing homelessness want to work. Individuals experiencing homelessness consistently rank paid employment alongside healthcare and housing as a primary need.⁵ Linking individuals and families with stable earned income is a critical tool in the fight to prevent and end homelessness and can improve personal, financial, and family stability. Increased income is a strong predictor of a person exiting homelessness.⁶ Income from work also greatly improves access to food, clothing, housing, and healthcare—increasing personal, family, and community wellbeing. Employment also shows promise in supporting recovery from mental illness and addiction, reducing recidivism, and reducing reliance on public benefits.⁷ The efficiency and effectiveness of the homeless service system relies, in part, on ensuring that individuals do not return to homelessness. This means recognizing the need for employment and supporting individuals experiencing homelessness in gaining employment and earning sufficient wages to keep a stable roof over their heads.



Employers

Seek out local partners or join Business Advisory Councils to help recruit eligible and ready workers. Local human service providers, workforce development programs, or government program partners are likely already working with homeless jobseekers who are ready and willing to work. These partners can be critical to reducing time and money spent on recruitment efforts, including posting for available jobs, pre-screening, and interviewing. These partners also bring supports to the table to help employees succeed in the workplace from day one. For example, a potential early barrier to employment success for a person experiencing homelessness may be the upfront cost of uniforms and transportation before that person has worked enough hours or weeks to earn their first paycheck. Often times, local homeless services, human services, or workforce development organizations can offer these and other critical supports, such as affordable child care. Finally, Business Advisory Councils (described in the case example on page 7) can help businesses identify local human services or workforce development entities in the area to source jobseekers.



Housing & Homeless Services Providers

Reduce potential barriers to employment success for homeless jobseekers up front. Homeless jobseekers may enter housing or homeless services with missing or incomplete identification or lack of transportation, work clothing, or a working telephone number. Community-based housing and homeless services organizations can support homeless jobseekers and employers by reducing these potential barriers to employment success upfront. For example, providers can offer or refer out to organizations that can provide work-appropriate clothing and tools as well as help homeless jobseekers obtain necessary identification. Before a homeless jobseeker begins working or has received a first paycheck, organizations can provide access to transportation, help a jobseeker with a vehicle repair, or offer vouchers to obtain public transportation. Finally, housing and homeless services organizations can offer their telephone number as a current working telephone number for homeless jobseekers to include in job applications or support homeless jobseekers in obtaining a low-cost mobile telephone.

Our Working to End Homelessness Toolkit has a range of resources for community-based organizations that want to develop or expand their employment supports to jobseekers experiencing homelessness.

Many of the recommendations targeted at community-based housing and homeless services organizations included in this brief are expanded upon in the toolkit resources.



Employers

The Equal Employment Opportunity Commission guidance on using criminal records in hiring decisions is a helpful set of resources for employers and human resource managers.

Ensure that workplace hiring practices screen in, not out, qualified employees. For people who have experienced homelessness, living on the street, outdoors, or in a car makes it more likely that a person will, at some point, come in contact with law enforcement and the criminal justice system. In several places across the country, ordinances and laws prohibiting life-sustaining activities such as sleeping, eating, sitting, or asking for money or other resources in public spaces could result in criminal penalties. There is almost no evidence that a having a criminal record predicts future workplace crime, yet many employers screen job applicants for a criminal record, regardless of the nature of the job, during the first phase of the application process.⁸ These practices do more to screen out qualified candidates—very likely including many people who are experiencing or have experienced homelessness—than to screen in candidates who could be a good fit. One in three Americans has a criminal record, making it very likely that many individuals who are currently gainfully employed have a criminal record. In addition to the legal implications of blanket hiring and screening practices that exclude individuals who may have a criminal record, research continues to demonstrate that workers with a criminal record are productive and loyal employees.

To this end, employers and human resource personnel should carefully review their job application and screening protocol and assess the legality, need for, and assumptions behind each application or interview question including, for example, minimum qualifications needed to perform that particular job and requiring a permanent address or telephone number on the application.

In addition, employers should consider where and how positions are posted. For example, if an open position can only be accessed and applied for online, jobseekers experiencing homelessness may not be aware of the open position or be able to complete the application due to lack of consistent internet access. To the extent possible, employers should consider posting positions in public places such as libraries, working alongside community-based organizations to post open positions on their job boards, or attending job fairs in the community.

In addition to developing untapped talent within your organization and contributing to the local economy, employers who hire individuals experiencing homelessness and individuals who have been out of work for long periods of time may be eligible for federal tax credits and bonding programs.

It's essential to assess the employment interests of homeless jobseekers and their housing situation alongside the structure and quality of jobs being offered.

#2: Take Stock: Assess Quality and Fit of Job Opportunities for Homeless Jobseekers.

Individuals experiencing homelessness may have multiple demands on their time, including having to meet the requirements of the homeless services program in which they are participating as well as individual and family obligations. For example, homeless jobseekers may need to attend appointments with case managers, landlords, or doctors, or check in at certain times of the day with shelters or housing providers as a condition of being engaged with programs to support their housing stability. Additionally, homeless jobseekers face the obligations of many workers such as arranging for child care, dropping off a child at school or meeting with teachers, or taking public transportation to jobs that may not be close to where they are currently living.

Sage Hospitality: Partnering to Employ Homeless Jobseekers

Denver, CO — Initially a member of Denver's Road to Work effort, Sage Hospitality is one of the area's most outspoken business advocates for hiring individuals facing barriers to employment, including homeless jobseekers.

From a business perspective, Sage Hospitality attests that having many people experiencing homelessness in the immediate vicinity of their large, centrally-located hotel is a deterrent to tourism that hurts their bottom line. More importantly, Sage Hospitality's General Manager, Ed Blair, feels strongly that "all people matter" and should be given a fair shot at employment opportunities, including within the hospitality industry. Finally, the hotel prides itself on "Community Citizenship" as one of its four differentiators in the hospitality marketplace. Sage actively encourages employees and leaders within the organization to find ways to improve their communities directly through their professional and personal actions.

Sage Hospitality actively participates in the local Business Advisory Council, made up of a cross-section of businesses, state and local government officials, and community-based organizations with the goal of supporting pathways to employment for jobseekers facing barriers to employment. Sage has found this group to be critical in forging trusting and honest relationships with other community actors and considers the Council a safe place to vent frustrations and seek out solutions to ensure success for jobseekers and businesses.

Today, Sage Hospitality is pioneering in-house efforts to improve job retention and support services for their employees by partnering on a new pilot project to help parents get the supports they need while working on company time. Sage is also a supporter of and advocate for the Colorado Ban the Box campaign to remove questions about having a criminal record from initial employment applications.

Ed Blair acknowledges that the hotel wrestles every day with practical business issues like scheduling and shift times that accommodate their workers' bus schedules, child care, and other needs, but he says it's worth it. He points to the success of a particular front desk worker who has faced innumerable barriers to employment but whose contributions to both the patrons and long-time employees of the hotel has made Sage Hospitality a better place to work and more profitable over time.

To strike a good balance between the potential conflicts and benefits of employment, employers and housing and homeless services organizations should assess the employment interests of homeless jobseekers and the parameters of their housing situation alongside the structure and quality of jobs being offered and maintain an open line of communication with each other and the homeless jobseeker. Not taking these steps could result in poor worker performance, tardiness, or rapid turnover among homeless jobseekers.



Housing & Homeless Services Providers

Assess for employment interest and job fit upfront. Housing and homeless services providers should assess for homeless jobseekers' employment interests or fit with a particular job in order to promote these jobseekers' success in an employment sector or with a particular employer or role. Similar to a "housing first" approach, assessments should be used to screen homeless jobseekers into employment opportunities that fit their needs and interests, not to screen them out of potential opportunities. Community-based housing and homeless organizations do not have to be fluent in workforce development services to assess for employment interests early in the process of working with homeless jobseekers. Rather, housing and homeless services organizations can ask about employment interests and goals in initial intake processes and begin to work alongside homeless jobseekers to identify the employment opportunities that might be the best fit based on their housing situation. For example, if a jobseeker is living in a homeless shelter that closes its doors at a particular time, that will inform the types of employment opportunities—including job location, hours, and shift times, among other considerations—that are appropriate for that person at that time.



Employers

Ensure that scheduling & shifts are predictable and meet the needs and obligations of jobseekers. Consistent and predictable work hours week to week allow a homeless jobseeker to proactively plan around their commitments as well as better budget their weekly and monthly income in order to set and work toward goals such as a security deposit, first month's rent, and managing benefits. Employers can help ensure consistent shift attendance, punctuality, and retention by keeping work shifts and hours predictable from week to week to the extent possible. Consistent scheduling also helps community partners with which employers may be working to provide more consistent support to the homeless jobseeker when needed. Evening and night shifts can potentially be hard to negotiate for some homeless jobseekers. For example, if an individual is living in a shelter, the shelter may close its doors at a certain time each evening and not allow an individual to enter after hours. Additionally, since many shelters do not allow individuals to stay in the shelter during the day, workers experiencing homelessness who work a night shift may not have anywhere to sleep or manage daily living tasks during the day. Employers should be transparent in job postings and interviews with prospective employees about the shifts available and what will be expected of workers. For jobseekers experiencing homelessness, seasonal positions may not get them to their long-term goal of housing stability or offer them enough time to gain valuable work experience.

On the other hand, for some people, seasonal positions can serve as useful second jobs to help build up a financial cushion. Employers should be transparent in job postings and interviews about the nature of the job and assess the jobseeker's interest upfront.



Housing & Homeless Services Providers

Leverage the support of an in-house job developer or build partnerships with job developers in the community. Similarly to building relationships with landlords, developing relationships with employers and identifying employment opportunities that are the right fit for homeless jobseekers takes dedicated time and can require a unique skill set. Housing and homeless services organizations that want to advance the employment interests of their participants should consider hiring an in-house job developer or building partnerships with workforce development organizations in the community to do this important work. Job developers often are active in the community building relationships with employers and knowing when jobs may be available before they are posted, attending job fairs on behalf of the organization, helping assess the fit of jobs for participants, and negotiating the development of new job opportunities with existing employer partners on behalf of the organization and participants. Additionally, job developers can play an important role in maintaining communication with employers and participants once a participant is placed with an employer, which is vital to helping mitigate workplace conflicts early and supporting participants on the job.



Employers

Commit to paying wage and offering benefits that ensure housing stability. There is often considerable disconnect between wages paid to employees and the cost of housing in communities. The reality is that in order to afford a modest, two-bedroom apartment in the U.S., renters need to earn a wage of \$19.35 per hour on average. For homeless jobseekers to be able to afford housing and leave homelessness, wages must allow them to do so. Moreover, job retention, among other workplace factors, is directly tied to wages, so building loyal long-term employees is a function of employer wages paid over time. During the interview process, employers should be transparent about potential workers' starting wages or salary and the potential for advancement. Additionally, employers should assess their wages paid at all levels of the organization compared with the cost of housing. Finally, paid time off policies provide employees experiencing homelessness fair opportunities to address their housing stability needs as well as other child care, family, or caregiving responsibilities without putting their jobs at risk. Reasons for needing time off could

Additional resources on engaging employers and resources for job developers can be found in our Employer Engagement Toolkit.

be quite varied, including appointments with landlords, doctors, public agencies, or service providers as well as caregiving responsibilities. Employers should be transparent in job postings and within the interview process about paid time off policies as well as consider how their internal policies can ensure that jobseekers can meet their professional and personal obligations.

Partnerships to Ensure Employment Supports for Youth Experiencing Homelessness: Oasis for Youth & Mall of America

Bloomington, MN — In 2016, Oasis for Youth partnered with the Mall of America (MOA) to provide case management services, onsite at the mall, for youth ages 16-24 who were unstably housed and employees of MOA. The partnership developed out of the recognition by MOA management staff that many of their current youth employees were experiencing housing instability and other issues that impacted their ability to work.

As part of a three-year partnership, an Oasis for Youth case manager occupies office space at the mall free of charge and acts as a support system and advocate for youth working at the mall. Oasis for Youth participates in pre-shift employee meetings to present available services to youth upfront and frequently liaisons with front-line managers to identify needs of workers, answer questions, or trouble-shoot concerns. Oasis also helps connect youth to MOA employment opportunities by providing support during the application and onboarding process. Oasis for Youth case manager Jessica Nelson says that the most frequently identified need is housing, followed by food and transportation needs. Oasis for Youth is positioned to provide or refer out for a range of services—including work appropriate clothing, transportation vouchers, grocery store gift cards, mental health needs, and other needs. “What’s interesting,” Nelson says, “is that young people who are working at the mall are often doing so for one to two years before seeking housing or case management services, which indicates that there may be a large number of young people who are participating in work and who are unstably housed in other parts of the state or country.”

The average age of youth who have connected to Oasis’ services at MOA is 19. Seventy percent of the young people served by the Oasis for Youth and MOA partnership identify as female. The vast majority of youth served by Oasis for Youth case management services at MOA are youth of color.

Learn more about the Oasis for Youth and Mall of America partnership [here](#).

Strategies for developing homeless jobseekers into loyal, long-term employees include offering supervision, on-the-job mentoring, regular feedback, and advancement opportunities.

#3: Maintain Engagement: Offer Workplace Supports and Advancement Opportunities.

Supervision, on-the-job mentoring, and regular feedback can be critical to ensuring workplace success for homeless jobseekers (as well as for existing employees) and can help develop a homeless jobseeker into a loyal, long-term employee. Equally important, advancement opportunities—either through on-the-job training offered by employers or via community-based organizations that specialize in education and training opportunities—are important to supporting long-term success for homeless jobseekers and garnering family-sustaining wages.

Employers have an important role to play in ensuring that their workplace is designed to support the success of all workers, and especially homeless jobseekers, in the long term. Moreover, housing and homeless services organizations in communities can support success for homeless jobseekers early in the service delivery process and in an ongoing way, build partnerships to continue to support participants in long term, and be a resource to employers.



Housing & Homeless Services Providers

Support the employment success of homeless jobseekers through ongoing work readiness support and advancement opportunities. Housing and homeless services organizations working with homeless jobseekers should work to prepare jobseekers with work readiness fundamentals such as showing up on time, navigating conflict, working with supervisors, and following instructions, all of which can set new employees up for success. For community-based organizations that focus on housing and homeless services and supports, this may mean partnering with a local workforce development organization or a government entity to offer these supports in-house or through referrals. Beyond work readiness supports, housing and homeless services organizations should build partnerships with workforce organizations to support clients in receiving ongoing education and training.



Employers

Offer flexible on-the-job orientation and training. Flexible training and orientation periods can provide the right amount of preparation to ensure workplace success for homeless jobseekers and workers. Orientation periods that can be offered at different times of the day or days of the week can be particularly beneficial for homeless jobseekers. Offering orientation and training periods that mirror daily work place activities in an experiential way can also be invaluable to reinforcing job tasks and workplace norms. In addition to offering trainings at the workplace related to the specific business, it is valuable to offer or support employees through tuition reimbursement programs, flexible scheduling, or other means, in gaining ongoing training and education that increase their skills and productivity. These learning opportunities can be done individually as well as in group settings in partnership with community-based providers or community colleges.



Housing & Homeless Services Providers

Keep an open line of communication with employers. Whether through partnerships with workforce development organizations in the community or directly with employers, it is critical for housing and homeless services organizations to support open lines of communication with employers or workforce partners that are directly working with employers. This practice can be invaluable to addressing workplace conflicts before they lead to termination, flagging potential concerns or recent changes that might cause work disruptions, and celebrating successes with participants. To this end, housing and homeless organizations should encourage case managers to seek feedback from employers directly or to case-conference regularly with workforce development partners supporting participants' work goals.



Employers

Offer structured opportunities for the worker to be supervised by someone at the workplace who can provide regular and consistent feedback. For homeless jobseekers who have limited work experience, having regular and consistent feedback on work performance, punctuality, and work behaviors can be critical to helping them learn the unwritten rules of the workplace. Having a co-worker who can act as a mentor can help reinforce workplace culture and support the worker in getting acclimated and comfortable in the role. Employers who are able to identify and assign a supervisor to provide on-the-job support and feedback on performance should also open up and maintain consistent lines of communication with the referring organization and agency in order to address challenges or needs of the jobseeker early on.

Education and training opportunities leading to quality, family-sustaining jobs may be especially important to the success of individuals and families participating in rapid re-housing programs.

Learn more in our [report](#) about how providers implementing rapid re-housing can design and structure their rapid re-housing programs and partner to offer education and training opportunities for homeless jobseekers.



Housing & Homeless Services Providers

Create opportunities for participants to build peer supports and mentors.

All too often, individuals who are experiencing homelessness and housing instability do not have robust peer support networks through which to gain encouragement, celebrate successes, or to problem solve personal or workplace challenges. Housing and homeless service organizations can help participants who are engaging in work build peer supports by offering space to host peer support groups, assigning a staff person or case manager to help facilitate peer support groups, or working with employers to identify space and time (either before or after shifts) to offer peer support groups at the employer work site. Additionally, housing and homeless services providers may want to consider offering formal or informal mentoring opportunities to participants who are engaging in work with former participants who are successfully working. Finally, celebrating former participants who have been successful in work in public ways can go a long way toward supporting current participants' work goals and forging mentoring relationships.



Employers

Support existing supervisory staff in working alongside homeless jobseekers.

Employers who prioritize the hiring and development of quality supervisors who can communicate effectively with employees, including individuals who have experienced homelessness, can be critical to the long-term success of homeless jobseekers and supervisors. This includes hiring and training supervisors to be comfortable communicating to all employees in a way that demonstrates a desire to motivate, inspire, encourage, support, and acknowledge all workers and, ultimately, to promote a sense of well-being and positive performance. Supporting supervisors and existing staff could also mean offering training in trauma-informed principles and approaches in order to minimize conflict and foster an understanding of how to respond to employees and colleagues—particularly colleagues who have experienced trauma in their lifetimes.

Strengthening Employers & the Community: Employer Collaboration Focused on Workplace Supports

Grand Rapids, MI — A group of manufacturers came together in 2003 to discuss how a solution to child care issues faced by staff would help productivity and reduce turnover within their businesses. The result of these early discussions was the formation of THE SOURCE. THE SOURCE functions as a best practices group for the Human Resource directors in each member company as well as a networking group for the member companies' CEOs. The SOURCE brings together community, government, and private interests in an effort to leverage existing assets to strengthen the community's workforce. The goal of THE SOURCE was to return value to the employer partners in tangible ways. The methods used by its staff range from finding housing solutions for displaced employees, transportation solutions for employees who have problems getting to work, and access to a greater range of training opportunities in addition to financial counseling for employees, ESL classes, and Spanish classes.

Many stakeholders play a role in creating pathways to employment and economic opportunity for homeless jobseekers and maximizing these jobseekers' success in employment— and reap benefits in return.

Conclusion: Employers and Housing and Homeless Services Providers Benefit by Creating Pathways to Employment for Homeless Jobseekers.

Many stakeholders play a role in creating pathways to employment and economic opportunity for homeless jobseekers and maximizing these jobseekers' success in employment, including employers and housing and homeless services organizations. In return, there are multiple benefits to employers that commit to hiring jobseekers experiencing homelessness as well as for housing and homeless services organizations that commit to supporting pathways to employment for the individuals they serve.

Employers who are equipped with promising practices in hiring, employing, and retaining homeless jobseekers can save time and resources, enhance their competitiveness over time, and improve the communities in which they are doing business.

Housing and homeless services organizations that adopt some of the practices described in this brief to support pathways into employment for people experiencing homelessness can improve the health and well-being of their participants and the longer-term efficacy of their services.

Employment fulfills individuals, strengthens families, builds communities, and is key to preventing and ending homelessness.

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