



2021 NCHV ANNUAL CONFERENCE

CHARTING THE COURSE:
TOGETHER, APART

JUNE 21-25, 2021



NATIONAL COALITION
for **HOMELESS VETERANS**

Optimizing Career Transition Match Quality for Returning Veterans

Panelists:

Bret Anderson

h2 Communication, LLC

2021 NCHV
ANNUAL
CONFERENCE



Optimizing career transition match quality for returning veterans

How utilizing Boundarylessness
protocol benefits practitioners

Bret Anderson, Ph. D., CCSP



Unemployment rate by race & sex: 2020-21

	May-20	Apr-21	May-21
White	12.1	5.0	4.8
Black	16.6	9.4	8.8
Women	16.2	8.0	7.7

Homeless Veterans in the U.S. - 2021

The number is down by 43% since 2011

- Official HUD records show a sharp decline (over 43%) of vets without a home since 2011. According to HUD's homeless veterans statistics from 2018, the number is now well below 40,000. **Source:** HUD

The Leading Causes of Veteran Homelessness

Social isolation and lack of support are major risk factors among US vets

- Research has shown that these two factors greatly increase the risk of vets going homeless. In general, veterans have low marriage and high divorce rates; **1 out of 5 live alone.** Without proper social support after discharge, the risk of going homeless is extremely high among vets. **Source:** National Center for Biotechnology Information (NCBI)

The Leading Causes of Veteran Homelessness

Veterans at greater risk of homelessness than non-veterans

- A joint study between Yale University and the VA Connecticut Health Care System in 2015 found that veterans have a higher risk of going homeless than non-veterans. This disparity has declined a bit over time. **Source:** VA

The Leading Causes of Veteran Homelessness

Veteran statistics point to substance abuse as a major factor for homelessness

- Many studies have pointed the blame to substance abuse as one of the leading causes of vets being homeless. Not only that but it's also a strong predictor of future homelessness; substance abuse includes both alcohol and drug abuse.

Source: Psychology Today

The Leading Causes of Veteran Homelessness

Mental illness is yet another leading cause of despair among homeless vets

- A large-scale VA study on the mental health of vets from 2012 revealed that mental disorders are common among homeless veterans. The VA's IG noted that mental illness is also a “strong predictor” of a vet going homeless after discharge from active duty. PTSD has been identified as the leading mental disorder among US vets. Anxiety closely follows. **Source:** Brainline

The Leading Causes of Veteran Homelessness

Lack of affordable housing is another major problem

- The shortage of low-cost housing is a major problem for everyone, not just vets. However, it certainly is a bigger problem for the latter. Studies have uncovered that the lack of affordable housing is a major factor for a veteran going homeless, especially among post-9/11 vets. These veterans are more likely to struggle to afford housing than any other group of vets before them.
- Affordable healthcare is also a great issue – according to the New Harvard-Public Citizen Study around 1.53 million veterans are uninsured and 2 million can't afford healthcare.

Source: City Lab

The Leading Causes of Veteran Homelessness

Unemployment greatly contributes to the problem

- Several studies have identified unemployment as one of the factors that greatly contribute to the problem. Vets often have a problem finding a job due to a combination of factors that may or may not include mental or physical problems and substance abuse. Statistics show that unemployment is the primary reason for vet poverty and homelessness in the US.

Source: United States Interagency Council on Homelessness

Returning veterans & work problems



- Outcomes discovered from a national survey of returning veterans from Operations Enduring Freedom, Iraqi Freedom, and New Dawn (OEF, OIF, OND) found
 - one-third of OIF veterans report work problems, including job loss after deployment
 - veterans from a variety of campaigns and wars with Mental Illness are more likely to find part-time work
 - combat veterans describe a lower sense of self-concept and self-worth during the job search & after losing employment

What's more important?

- Placement
- Career research

- Placement is a stabilizer – Career research is a self esteem builder

The war for Talent

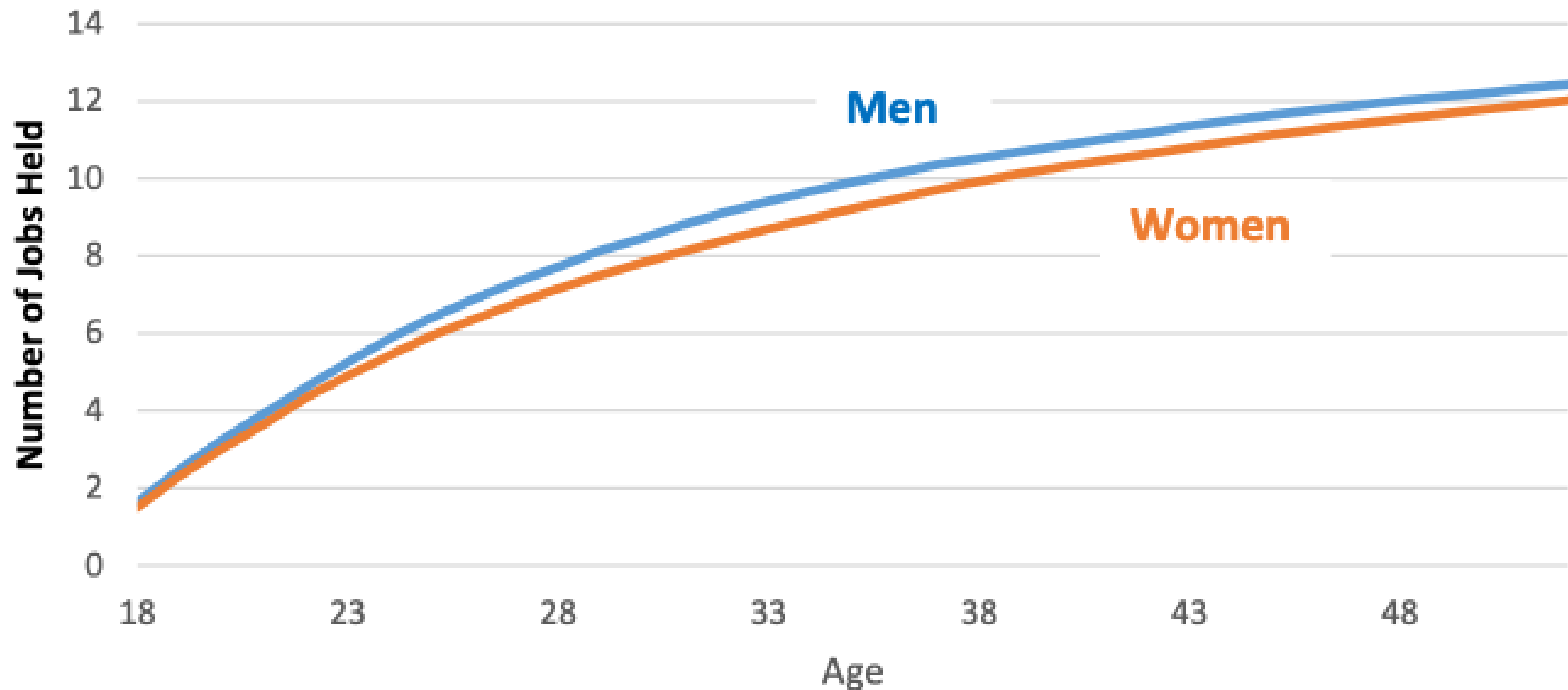
- Two workforce models emerged in post World War II work environments
 - The core-periphery model (Environment-fit)
 - The High Performing Work Skills (HPWS) model (Person-Fit)



How many Jobs will people have in their lifetime?

- According to a Department of Labor longitudinal study (2019) Individuals held an average of 12.3 jobs from ages 18 to 52, with nearly half of these jobs held before age 25.
 - Note: a job is defined as an uninterrupted period of work with a particular employer.

Chart 1. Cumulative number of jobs held from ages 18 to 52, by sex and age



The price tag of employee turnover

Turnover seems to vary by wage and role of employee. For example, a Center for American Progress study (2017) found average costs to replace an employee are:

- 16% of annual salary for high-turnover, low-paying jobs (earning under \$30,000 a year). For example, the cost to replace a \$10/hour retail employee would be \$3,328.
- 20% of annual salary for mid-range positions (earning \$30,000 to \$50,000 a year). For example, the cost to replace a \$40k manager would be \$8,000.
- Up to 213% of annual salary for highly educated executive positions. For example, the cost to replace a \$100k CEO is \$213,000.

Protean Career Seekers

- Proteus, a sea **god**, became famous for his ability to flicker from one form to another to another when enemies pursued him.
- He was a shape-shifter or in today's terms - a generalist



Match Quality assessment using Boundarylessness (Person-fit)

- Person-fit workforce attachment practice
 - More conducive for HPWS businesses
 - The use of this type of workforce preparation strategy includes assessment of individual interests, traits, and skills that fit with a variety of occupations (i.e., boundarylessness)
 - Many government-sponsored support agencies do not have partnerships with businesses that require deep organizational knowledge or boundaryless job seeking skills.
 - A shift away from an environment-fit workforce preparation model to a person-fit workforce preparation strategy requires a bridge

Match Quality Protocol (step-by-step)

1. Utilize an Employability Theory framework
2. Determine Career Volition, beyond military occupational specialty, using three-digit RIASEC code occupational profile search
3. Assess family situation
4. Assess personal finances
5. Administer Five-Factor assessment to determine best occupational fit

Descriptive statistics

Descriptive statistics

Independent variables	Mean	Std. Deviation	N
Consecutive # of days employed	27.50	23.93	44
FF-NPQ Score	37.23	19.65	22
SLOF Mean Score	18.09	3.65	22
VLCS Mean Score	2.65	.165	22

The Results – Independent variable coefficients table

Independent variable coefficients table

Assessment Instrument	<i>n</i>	Standardized Coefficients/Beta	<i>p</i>	Correlations/Part
FF-NPQ Score	22	.22	.40	.19
SLOF Mean Score	22	-.18	.48	-.16
VLCS Mean Score	22	-.25	.29	-.24

Note. $p = .05$, *Correlations/Part* = explains the unique contributions of independent variables

Returning Veterans employment retention research findings

- The statistical research design of this study provided a much-needed and potentially less complicated vector from environment-fit to person-fit employment retention practices
- The statistical findings identify the six major components related to employment retention
- Additional research has found that effective HVRP systems require the following programs:
 - Cognitive programming such as Moral Reconciliation Therapy (MRT), Thinking for Change (T-4-C) or other related programs
 - Primary case managers who are trained and utilize an individualized Placement Support (IPS) strategy and a motivational interviewing (MI) communication strategy
 - A strong relationship with core employers in the local area

Returning Veterans employment - what works?

Science has informed the Homeless Veteran employment retention process by isolating six major components:

- The implementation of a Job Readiness Training process that includes unconscious bias awareness within the employment process
- A battery of formal assessment tools that determine and help predict triadic reciprocal causation process (person, behavior and environment)
- Utilizing a cognitive-based curriculum to establish hot button awareness within the individual veteran
- Having a MI skilled core case management staff
- Dedicated IPS job development staff skilled at interpreting and operationalizing local LMI
- The establishment of a coalition culture of service providers aligned with IPS principles

SE-IPS | Core Principles of Supported Employment/Individual Placement and Support

- Zero Exclusion
- Integrated **Employment** & Treatment
- Competitive Jobs
- Rapid Job-Search
- Systematic Job Development
- Time-Unlimited **Support**
- Consumer Preferences (i.e., the veteran chooses to work)
- Benefits Planning (including personal financial counseling)

Q&A



Contact Information

Bret Anderson
President, h2 Communication, LLC
Bret@h2communication.com



**THANK
YOU**



**2021 NCHV
ANNUAL
CONFERENCE**