VIRGINIA DEPARTMENT OF
SOCIAL SERVICES

The VIEW Program Woven Together Roundtable

Fall 2025 BPRO Conference

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Description

The Economic Assistance and Employment Unit is hosting this Roundtable to examine and converse about the VIEW program from various aspects to include participant engagement from both the TANF and VIEW worker role, working with clients who have difficult and complex life circumstances and multiple barriers, VIEW spending to include purchase/accounting procedures and documentation from the VIEW perspective, data entry accuracy with emphasis on the TWPR and working with individuals during the 12-month transitional period.

The Importance of Roundtable Discussions

Roundtable discussions are important because they foster inclusive dialogue and knowledge sharing along with giving all participants an equal opportunity to contribute and share their unique perspectives. This format also allows for TANF/VIEW staff from different levels of expertise to engage in a balanced conversation. Additionally, bringing together diverse minds encourages collaboration, innovative thinking and the development of creative solutions to complex problems.

ENGAGEMENT

Engagement and Complexity

- Engagement of VIEW participants is often difficult because we are serving individuals/families with high support needs across multiple life areas.
- Many of our clients face numerous interrelated problems such as homelessness/housing insecurity, mental health issues, substance use issues, literacy issues, lack of transportation, lack of child care, disabled family members, trauma from the experience of poverty, etc.
- The high support needs and interrelated challenges equate to very complex cases as sometimes clients that need the most help are often the most resistant to our services.
- Their resistance can stem from a variety of factors which include the participants belief that they do not need help, a fear of appearing vulnerable and/or a reluctance to confront painful emotions and past trauma. They also may fear their involvement with Social Services could potentially lead to Child Protective Services interacting with their family.

Engagement and Complexity - Interactive #1

It has been expressed by LDSS staff that if they “lose” the client at the beginning of their enrollment in the VIEW program, they often are not able to regain them during that episode of TANF and therefore the client does not benefit from all that the VIEW program can offer. Reasons vary as staff have conveyed the loss of the client's interest stems from resistance, lack of motivation, and/or a lack of understanding regarding what the VIEW program entails.

Tell us about your thoughts and experiences regarding this “loss” of clients at the beginning of VIEW enrollment?

Engagement and Complexity - Interactive #2

Have you ever thought that a client was just being difficult only to have a complete reversal of your thoughts when you learned the true nature of their life circumstances? If so, please speak about your "eye-opening" experience.

Resolving Resistance to Engagement

To resolve the resistance to engagement , TANF and Employment Services Staff must first understand the reason for the client's resistance.

Then they must advocate and work to ensure clients have access to the necessary VIEW supportive services, community resources and professional services to empower them so that they can make their own decisions.

Reflect on your interactions with the participants in your caseload to improve skills and the development of personal strategies and techniques for managing complex case situations.

Learn de-escalation techniques so that you can respond appropriately and safely when clients are agitated, aggressive or struggling with emotional distress.

Resolving Resistance to Engagement Through Incentives

Incentives are rewards or benefits that motivate or encourage people to act or avoid action as they influence behavior and drive motivation by providing acknowledgement of the obtainment of specific goals.

**Understanding incentives is essential for the VIEW program as we aim to help our participants achieve desired outcomes.*

The Psychology of Incentives

- Incentivizing milestone achievements of social services clients provides a sense of control and accomplishment that can positively impact mental health, especially for individuals dealing with complex challenges.

- Incentives can trigger the brain's reward system, which encourages people to repeat behaviors that lead to rewards.

- Incentives can also create a sense of urgency, which can trigger psychological biases that influence behavior by motivating people to act in certain ways, or by discouraging undesirable behaviors.

- Additionally, incentivizing our participants can serve to strengthen emotional connections fostering enthusiasm and commitment and can help them align their actions with their preferences.

The Benefits of a Robust Incentive Program

- **Increased engagement and participation:** Incentives provide immediate rewards for specific behaviors, encouraging clients to actively participate in programs and attend appointments consistently.
- **Improved goal attainment:** By offering rewards for reaching milestones, clients are more likely to work towards achieving their long-term goals, like finding employment or enrolling in an educational program.
- **Enhanced motivation:** Tangible rewards can create a sense of accomplishment and motivate clients to continue making positive changes in their lives.
- **Reduced barriers to access:** For individuals facing financial hardship, incentives can help overcome barriers to accessing necessary services by providing immediate financial relief.

Resolving Resistance to Engagement –Interactive #3

Speak about how you have successfully engaged a VIEW participant using incentives or other strategies.

Engagement- Intellectual Nourishment

- Meet the client where they are, not where you believe they should be.
- Look beyond client's "past" and lay the foundation for a successful trajectory.
- Clients are often balancing multiple barriers at once for survival and can sometimes be one situation away from a potential emergency.
- Successes with VIEW clients should be viewed- one step at a time, one achievement at a time.
- Success is not always linear or a measurable statistic. We must pivot with our clients as circumstances change.
- We must celebrate wins of all sizes.
- Metrics, such as the TWPR, show one side of the work.

Circumstances and Barriers

Circumstances and Barriers

When helping our participants overcome difficult circumstances and barriers, we should embrace the saying “realizing people who are poor in July will be poor in August”.

This highlights the understanding that poverty is a complex, systemic issue, not a simple problem that can be fixed with a single intervention or over a short period of time.

For perspective, because your agency pays two months of rent for someone in January does not mean that all housing needs are met for their entire VIEW enrollment. They may need assistance again in June and then again in December of the same year.

As an additional thought on this saying, a VIEW participant who is working and receiving SNAP, may not necessarily be food secure.

Circumstances and Barriers – Interactive #1

Detail the difficult circumstances and barriers that your locality's VIEW program has the most difficulty helping the participants overcome.

On the other side of this, please tell us how you have effectively assisted a client(s) in overcoming a difficult life circumstance or barrier.

Case Management

Definition of Case Management

Case Management is a dynamic process that assesses, plans, implements, coordinates, monitors, and evaluates to improve outcomes, experiences, and value.

Case Management-Interactive #1

Describe to us what in your opinion(s) is the most challenging aspect of managing a VIEW and Transitional VIEW caseload.

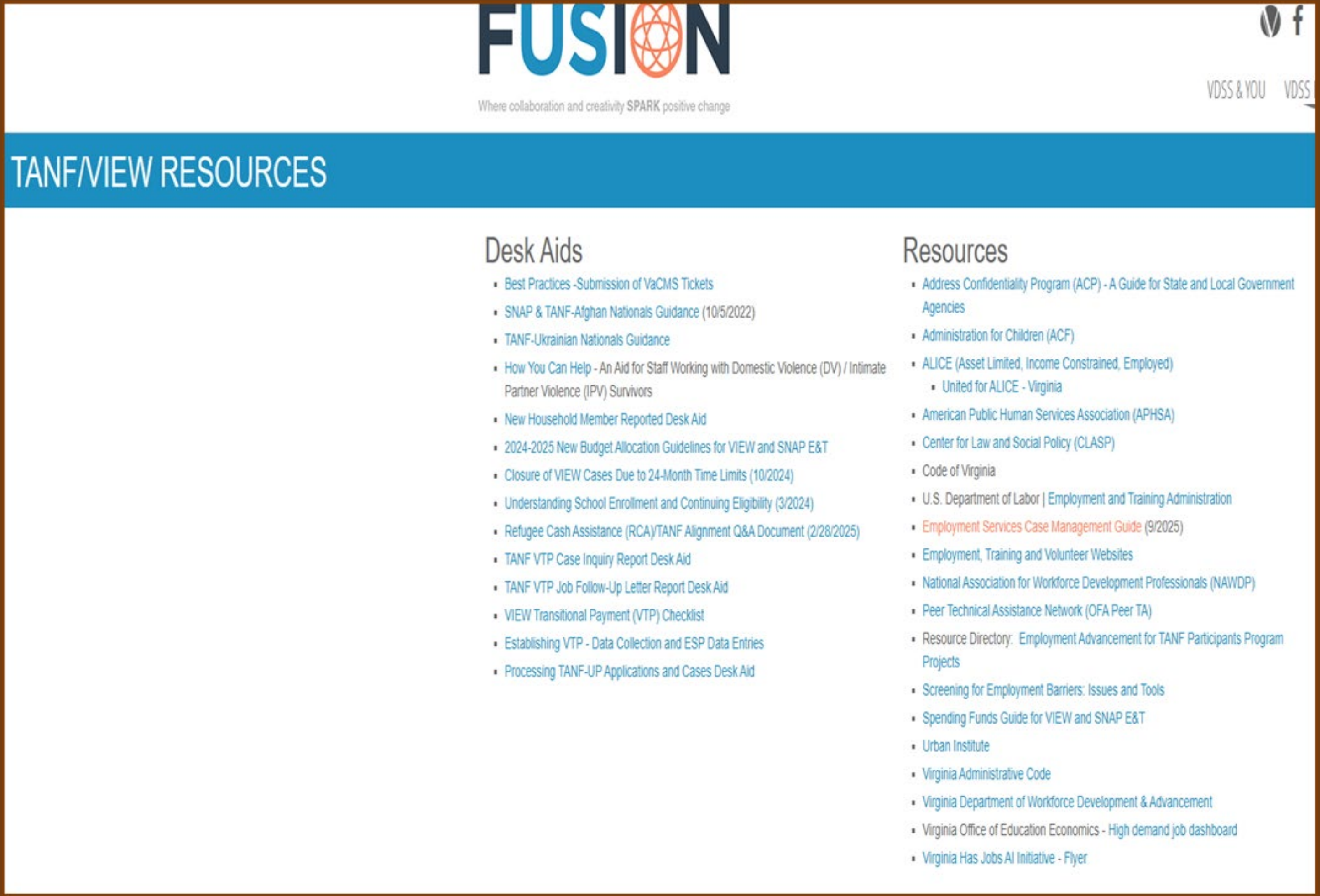
For the TANF element, what is the most difficult part of case management for VIEW and Transitional VIEW cases?

Case Management-Interactive #2

Tell us about effective practices your agency has implemented to ensure the best outcomes for the TANF/VIEW clients that you serve.

What do you find the most rewarding in all the case management work that you do for the TANF and/or the VIEW program?

Employment Services Case Management Guide (9/2025)



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VIEW Component Required Monthly Task Checklist

- ****This is only an informal reminder for VIEW workers, of some of the monthly responsibilities for each case. Staff should review Chapter 1000 for more detailed information.

- **All job follow-up and satisfactory participation hours should be entered into VaCMS by the 8th day of the each month, no later than the 15th day of the month. ‘0’ hours should be entered if the client did not participate or if there is no verification of hours received. This can be updated if the verification is received at a later date.

Inactive

- ❑Reassess every 30 days.
- ❑Inactive should only be assigned for 30 days for each assignment.
- ❑Inactive should not be assigned for more than 60 consecutive days. In extenuating circumstances, you may assign an additional 30 days, with supervisor authorization. Inactive will not be assigned for more than 90 days.

Pending

- ❑An assignment to Pending may be made for 30 or 60 days.
- ❑Contact the client or re-evaluate the situation every 30 days.
- ❑An assignment to Pending is allowed for a maximum of 60 days.

❖NOTE: When a client is assigned to Inactive or Pending, the local agency and the participant will work together to resolve any issues related to the non-active assignment.

Employment

- ❑Contact each client to inquire about their work status, on or after the last day of the month. Contact should be attempted by the 5th day of the month.
- ❑Enter job follow-up into VaCMS with the actual hours, by the 8th of each month. No later than the 15th day of each month. (Actual hours equals, assigned hours multiplied by 4.33 weeks.) Verification is only required every 6 months unless the client provides updated information or changes, on their own.
- ❑If unable to contact the client or employer for job follow-up, enter 0 hours with “unable to contact”, on the job follow-up screen. If contact is successful later, update the information on the job follow-up screen.
- ❑If you are unable to reach the client, mail the VIEW Job Follow-up form to the client by the 5th day of the month.
- ❑Reassess timely if a reassessment is due.
- ❑Obtain new employer verification every 6 months.

Job Search

- At assignment to Job Search, schedule the next appointment to return the completed Job Search form.
- Reassess when the Job Search is due. From the completed Job Search Form, enter the total actual hours for each day, on the participation screen, by date. The hours should be entered into VaCMS by the 8th day of the following month. No later than the 15th day of the following month.
- If the average actual hours do not equal or exceed the assigned hours for each week, evaluate for Good Cause. If Good Cause does not exist, refer for sanction within 3 days from the receipt of the Job Search form or when it is discovered the hours are not sufficient. If the client has missed the scheduled appointment and fails to return the form, refer for sanction, if Good Cause does not exist, within 3 days from the due date or the missed appointment.
- If no form is returned, enter 0 hours on the participation screen, no later than the 15th day of the following month.

Job Readiness

- At the end of each month of the assignment, contact the instructor to obtain the monthly attendance hours. The instructor should sign the completed monthly attendance form. Enter the actual number of hours the client participated each day, on the participation screen in VaCMS. Scan the attendance form.
- If the hours are not sufficient to meet satisfactory participation, evaluate for Good Cause. Refer for sanction if Good Cause does not exist. If Good Cause exists, evaluate the existing component/activity as to whether or not the assignment continues to be appropriate. If necessary, end the component and reassess to assign a new component/activity.
- Scan attendance forms. Document thoroughly.

PSP and CWEP

- Obtain the monthly VIEW Attendance / Performance Rating Sheet by the 5th day of the following month.
- Enter actual hours in the ESP Module on the Satisfactory Participation screen by the 8th day of each month, no later than the 15th day of the month.
- If the actual hours are less than the assigned hours, evaluate for Good Cause.
- If Good Cause exists, work with the client to alleviate the issues.
- If Good Cause does not exist, refer for sanction.
- Scan all forms.

Vocational Education and Training, Education Below Post Secondary

- Obtain the monthly attendance forms from the participant. These should be returned by the 5th day of the month. Enter actual hours on the participation screen in VaCMS. These hours should be entered by the 8th day of the month, no later than the 15th day of the month.
- If the attendance forms are not returned by the 5th day of the month, contact the participant to remind them that they are due. Sometimes the instructors are slow in signing the forms.
- At the end of the course completion, VIEW workers must obtain grades for satisfactory progress, to justify continuing in the component.
- Reassess timely if the reassessment is due. Send an appointment to the client about a week in advance.
- If the forms are not received by the 15th day of the month. Evaluate for Good Cause. Refer for Sanction if appropriate.
- Scan all forms.

VIEW Spending and Purchase Accounting Procedures and Documentation

VIEW Supportive Services for Regular VIEW and Transitional Services) Purchasing Procedures and Documentation

- ****This is only an informal reminder for workers of a few of the responsibilities regarding VIEW supportive services. Staff should review Chapter 1000, as well as the VIEW Funds Spending Guide for more detailed information.

- ✓ Clients must be satisfactorily participating in an active component to qualify for supportive services.
- ✓ Supportive Services may be provided to participants who are in a current VIEW sanction, to support employment or to assist with activities to work toward compliance with VIEW.
- ✓ Clients placed in Inactive or Pending are not eligible for supportive services. (Unless supportive services are necessary to resolve issues related to the Non-Active Status) These circumstances are limited.

- Chapter 100.16
- E. The ESW will document in the case record, the reason for the assignment to Inactive or Pending. The worker will outline in the record the plan of actions and anticipated timeframes developed with the participant, to resolve the issues related to the non-active assignment. The worker will make referrals, provide supportive services including childcare or transportation, or otherwise assist the participant as necessary so that the client may participate actively in VIEW. These referrals or other assistance will be included in the plan developed with the client and will be documented in the case record.

VIEW Supportive Services for Regular VIEW and Transitional Services Purchasing Procedures and Documentation (Cont.)

- **All supportive services must be approved by the supervisor or designated individual for your agency.**
- **For vehicle repairs, vehicle insurance, tires, car payments, vehicle down payments etc**., the participant must provide a copy of the **current** vehicle insurance in the client's name, **current** vehicle registration in the client's name and **valid** driver's license. These verifications must be obtained prior to authorization of services.
- **For DMV Fees, vehicle registration, personal property taxes, etc.** a copy of the bill or statement must be obtained. A receipt for these services should be contained in the case record. Keep a copy of vehicle registration.
- **For tools, equipment, tuition, books etc. for employment, education, training, or other current activities**, verification from the employer or instructor, etc. with a list of needed/required items should be obtained prior to any purchase.
- **For clothing**, there must be a current activity and appropriate clothing required or needed.
- **For utility assistance**, there must be a copy of the bill to be paid, in the client's name. If the rent or utilities is in someone else's name, a statement from the landlord or person whose name appears on the bill must be obtained, stating that the client is responsible for the paying monthly bill.
- **For all other purchases**, keep a copy of authorizations, receipts, verifications and documentations, in the case record.
- **Always document thoroughly**! Include in the case narrative all authorizations, receipts, documentation, verifications, spending amount, conversations and justifications, for any purchase. **Scan all documents and verifications.**
- All supportive services must be listed on the corresponding Activity and Service Plan (ASP). If the supportive service was not included on the service plan during the development of the plan, print the ASP and add the supportive service to be paid. Then, re-scan the form. Do not delete the original ASP form.
- Add all supportive services to the Supportive/Transitional Services screen from left navigation in the ESP module, in VaCMS.

Activity and Service Plan-A Closer Look

Details of the Supportive or Transitional Supportive Services Needed must be included on the Activity and Service Plan.

Example:

SUPPORTIVE /TRANSITIONAL SERVICES ☐ Child Care ☐ Transportation ☐ TET ☐ VTP ☐ Other (please describe)

A new Activity and Service Plan must be completed when the client requests transitional supportive services during the 12-month period after the closure of the TANF Case and when the client moves from VIEW to VTP or TET as a result of the TANF case closure.

Example:

SNAP E&T ☐ VIEW ☐ TET ☐ VTP ☐

VIEW Spending-Documentation and Accounting Practices-Wrap-UP

- Enter the Supportive/Transitional Supportive Services in the ESP module under the Supportive/Transitional Supportive Services TAB.
- Document the case narrative using the ESP category.
- Always be prepared for local audits by adding any supportive services provided during the Activity and Service Plan period not already notated to the current ASP on file.
- Turn in your required paperwork timely to your agency's Finance Department.
- Develop and maintain a good working relationship with your agency's Finance Department.

VIEW Spending-Documentation and Accounting Practices

Local departments must not pay bills such as rent, utilities, internet, etc. without proof/verification of what the client owes.

Staff must always adhere to guidance found at 1000.12(Supportive Services), 1000.22 (Transitional Supportive Services), and in the VIEW Funds Spending Guide.

Utilize other Benefit Programs to include Medical Assistance, SNAP, Energy Assistance (Fuel, Crisis and Cooling), Child Care, and TANF-EA Eviction Prevention (when applicable) before using VIEW funds when the requested supportive service is one that can be met by one of these programs.. This helps your agency be a good steward of the funding provided to your department.

VIEW Spending and Purchase Accounting Procedures and Documentation- Interactive #1

Tell us how you have a stabilized a family through VIEW spending.

Speak about any barriers that you have encountered regarding spending your VIEW allocation.

12 Month Transitional Period

Psychology of Transitional Services

- The transition from TANF with employment income to employment only income, is very stressful to a household. Stress may contribute to physical health issues causing missed days of work and ultimately affecting income and family stabilization.

- Knowing that transitional supportive services are available, can provide peace of mind to the participant. Constant concern and worry in relation to unexpected expenses such as vehicle repairs, high cost of utilities, diapers, rising gas prices, etc. can be detrimental to mental stability. Mental instability may contribute to anger and frustration, in turn contributing to marital issues or child abuse.

- Transitional services will assist in alleviating much of the stress and worry caused by financial burden, by easing the family into self-sufficiency rather than thrusting them into independence with no assistance through the transition.

- Being caught up on bills and expenses with a steady income can ultimately lead to a healthy, happy, self-sustaining, and stable home.

12 Months of Transitional Services

The 12 months of Transitional Services Period is designed to assist former VIEW participants, who are employed and no longer eligible for TANF assistance, in moving forward into self-sufficiency and family stabilization.

Transitional Services may also be offered to former VIEW participants who meet the requirements for Transitional Employment and Training Services (TET).

Agencies are strongly encouraged to offer transitional supportive services to all eligible, former VIEW participants. Don't forget about INCENTIVES!!

Participants should not be thought of as "not needy" or "self-sufficient" simply due to TANF case closure. In many cases, services are even more important after TANF benefits are no longer a part of the income.

Include transitional supportive services in your budget. Be liberal in assisting participants with supportive services. Don't hold back on services, simply because the participant is employed with an income. Remember INCENTIVES!

Importance Transitional Services

Supportive Services may be vitally important during the 12 months following TANF case closure. Assistance with expenses will positively impact the family's stabilization.

The participant's continued self-sufficiency or the return to TANF can possibly be determined by the type/degree of supportive services received during this 12-month transitional period.

Assisting transitional participants with becoming caught up on bills such as rent, utilities, vehicle payments, and phone bills, during the 12-months transitional period, can help ensure that the family will be able to sustain the home after all benefits have ceased.

Most of the supportive services and incentives offered during the regular TANF enrollment are allowable during the transitional period as well. This includes VTP, TT and TET.

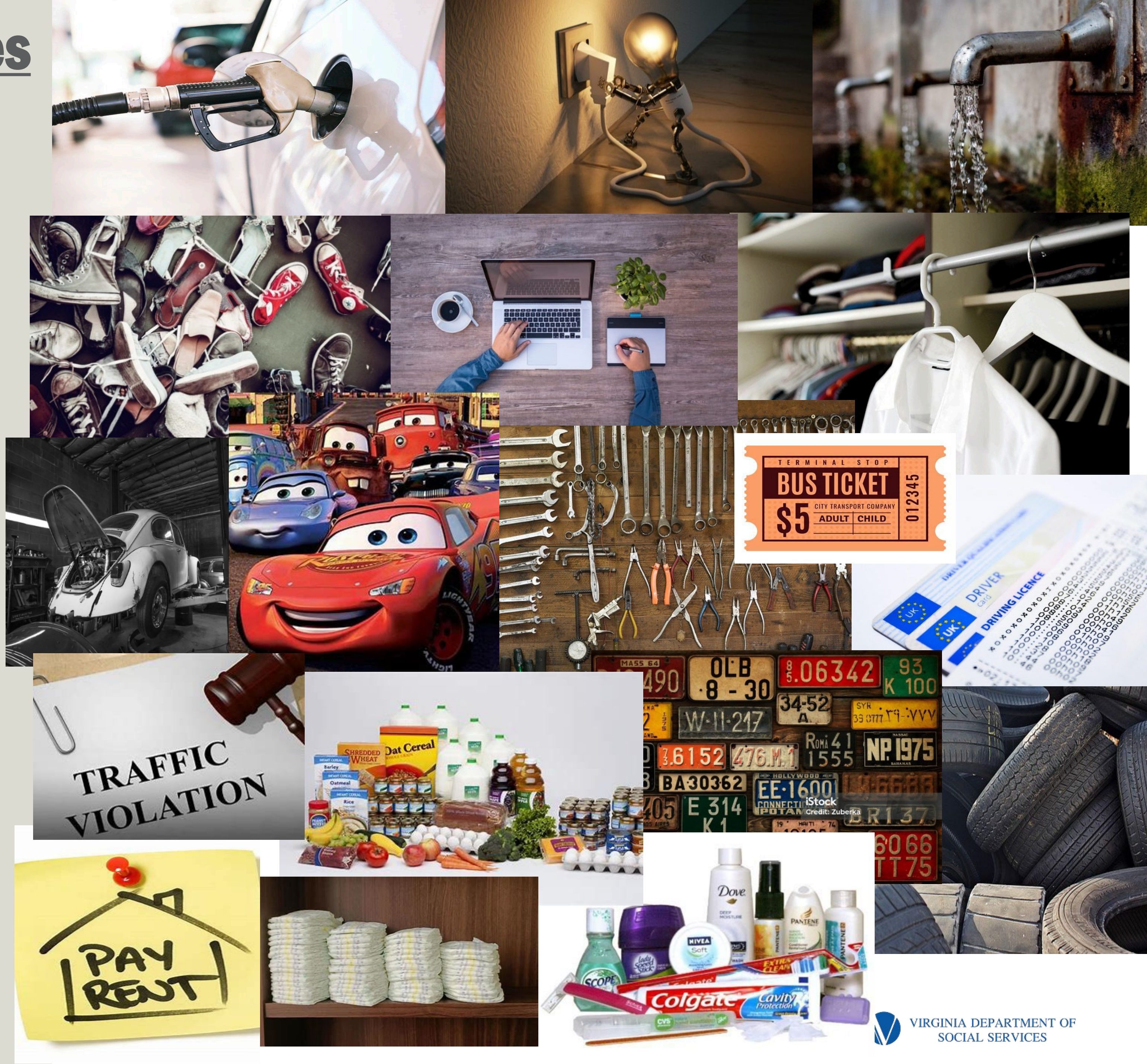
Supportive services are not only monetary. Offer support through encouragement, positive feedback, community referrals, a friendly listening ear, referrals to outside agencies for services, assist in resolving issues with employment, etc.

Practice good customer service even during the 12-months transitional period. Do not forget about the need when the TANF case closes.

Transitional Supportive Services

Supportive Services include but are not limited to:

- Utilities, rent, car payments
- DMV fees, assistance in obtaining a driver's license
- Gas vouchers, gas reimbursement, bus tickets
- Tools for employment
- Clothing and shoes for employment
- Personal hygiene items
- Fines for minor traffic violations
- Food to stabilize the family, Diapers
- Purchasing a vehicle, vehicle down payments
- Vehicle repairs, tires, vehicle insurance, personal property taxes, registration/tags
- Laptops, desk and chair for home-based employment
- Job Retention Incentives
- Milestone Incentives
- Incentive Payments made to address the gap between new or increased earnings and the value of public assistance benefits lost as a result.
- Pay a bill or fee to free up family funds for needed items not covered by VIEW supportive services



VIRGINIA DEPARTMENT OF SOCIAL SERVICES

12 Month Transitional Period-Interactive #1

DO YOU FEEL THAT YOUR AGENCY'S VIEW PROGRAM EFFECTIVELY ENGAGES WITH FORMER PARTICIPANTS DURING THE TRANSITIONAL PERIOD?

DOES YOUR AGENCY OFFER INCENTIVES FOR MILESTONE ACHIEVEMENTS DURING THE TRANSITIONAL PERIOD?

Questions and Comments