

## Section 6

# Personnel

### FORMS IN THIS SECTION

- **Sample Congregate Housing Organizational Chart**
- **Job Descriptions:**
  - **Program Director**
  - **Property Manager**
  - **Case Manager**
  - **Nurse Clinician**
  - **Social Work Clinician**
  - **Resident Assistant**
  - **Substance Abuse Specialist**
  - **Part-time Peer Outreach Counselor**
  - **Maintenance / Custodial Person**
- **Staff Evaluation Form**
- **Sample Job Posting**

### RELEVANT STANDARDS OF CARE

- **Staff Hiring, Orientation, and Training**
- **Staff Supervision and Effective Management**

# Introduction to Section 6

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## SECTION DESCRIPTION

This section contains sample forms related to the hiring and evaluation of staff.

Investing time and resources into staff recruitment, orientation, and training is an efficient strategy for fostering quality in HIV/AIDS housing. Written job descriptions/postings that closely match the actual requirements of a position usually result in the most successful filling and retaining of individuals in these positions. The act of putting job descriptions in writing helps an organization clarify its expectations of its staff; fostering a common sense of purpose among new and old staff alike.

A staff handbook appears in *Section VII: Policies and Procedures*. Reading the handbook in conjunction with this section is strongly recommended as it contains important personnel-related information.

## MORE INFORMATION ABOUT SELECTED FORMS:

### ***Job Descriptions***

As the provision of HIV supportive housing has evolved and adapted, many job positions have been eliminated or become obsolete. Consequently, many programs will find that the only job descriptions applicable to their programs are the ones for program director and case manager. Other programs may find the other sample job descriptions provided still relevant.

### ***Job Posting***

To ensure that you attract applicants that will be well-suited for the job being posted, develop the job posting by drawing directly from the job description.

## MORE INFORMATION ABOUT KEY ELEMENTS OF THE STANDARDS OF CARE:

The Standards of Care are recommended best practices that have been established in every area of the provision of housing and supportive services. Standards that are particularly relevant to the topics in this section are identified and explained below.

### **STANDARD: Staff Hiring, Orientation, and Training**

- The standards set out in *Achieving Excellence* suggest that programs create clear and detailed job descriptions for every staff position which describe:
  - **Required qualifications**
  - **Number of weekly work hours**
  - **Salary range**
  - **Persons to whom the staff will report**
  - **A supervision plan**
  - **A list of specific job duties**
  
- Programs are encouraged to share with all staff and residents an organizational chart which schematically depicts the role of each staff person as well as supervisory relationships, the full-time/part-time status of each position, and the ultimate decision maker.

- The standards encourage programs to use channels for recruitment of new staff that are likely to attract employees who reflect the diversity of the program's residents. Most importantly, interviews with potential employees consist only of questions that are directly relevant to the job. A provider does not ask questions related to:

- **Race**
- **Color**
- **Ancestry**
- **Native language or place of birth**
- **Citizenship** (ask instead if the interviewee can supply documentation of a legal right to work in the U.S.)
- **Religion**
- **Gender or sexual orientation**
- **Marital status**
- **Family composition or pregnancy**
- **HIV status or other disability**
- **Addiction history**
- **Health history**
- **Dates of education**
- **Membership in organizations**

- Staff will receive training upon being hired to orient them to the responsibilities of their jobs and subsequently on an ongoing basis to promote skill building, and growth of responsibility.

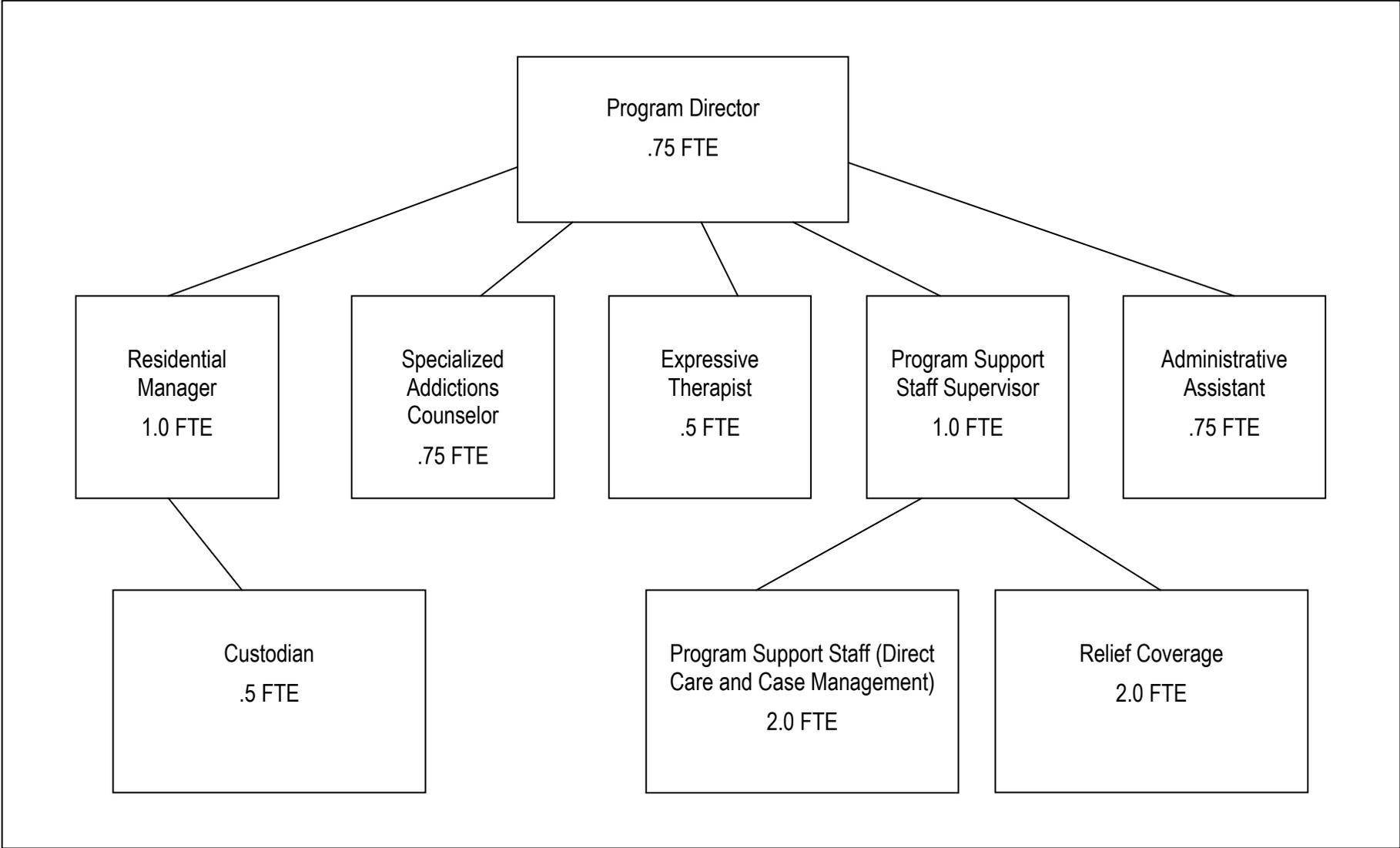
**STANDARD: Supervision and Effective Management**

- The provider offers the resources necessary for staff to increase their effectiveness on the job.
- Systems of supervision are in place to support staff in developing their

knowledge, effectiveness, and creativity.

- Supervision will be provided on a consistent basis, with the frequency varying from one model of housing to the next.
- Staff is evaluated annually according to the criteria required to function in their roles. The written evaluation report will be signed by both supervisor and supervisee.

**Example of Staff Profile:  
Congregate Apartment Program for 10 Persons with HIV/AIDS**



## Job Description: Program Director

**Job Objective:** The Program Director is responsible for the comprehensive day-to-day operations, performance, coordination, and administrative supervision of the staff of this program such that quality professional services are rendered to program participants.

**Reports to:** Executive Director

**Salary Range:** \$\$\$

### Detailed Statement of Responsibilities

- Establishes and implements all aspects of start-up, implementation, and on-going operation of a supportive housing residence for formerly homeless persons living with AIDS or HIV related illnesses.
- Provides administrative and clinical supervision for all direct care and specialty service staff.
- Conducts individual interviews and assessments of each prospective resident's appropriateness for the program.
- Facilitates team meetings and consensus decision making among staff.
- Directs skills-development seminars and create individual training plan for each staff member.
- Coordinates technical assistance and consultation services provided by local experts in the fields of supported housing development, addictions treatment, HIV/AIDS specialty care, and mental health.
- Monitors physical, emotional, and practical needs of residents.
- Prepares monthly and quarterly reports on delivery of services and expenditures.
- Develops and maintains a complete staffing schedule and protocol that applies to applicable contractual agreements.
- Establishes and maintains liaison with the Property Owner and Property Management Agent.
- Provides staff with opportunities to develop a staff support group and to participate in outside trainings and skill building seminars.
- Recruits, hires and evaluates staff.
- Ensures standards of confidentiality in handling of records, collaboration with other providers, and internal communication.
- Ensures proper handling of residents' medications and personal property.
- Monitors program budget; keep ledger and maintain records on all purchases; balance petty cash budget monthly and request funds for monthly program use.
- Participates in executive staff meetings with agency Executive Director.
- Attends relevant professional development conferences and make presentations to staff at regularly scheduled intervals.
- Provides ongoing unscheduled consultation to all staff members and crisis intervention to residents.
- Recruits, trains, and supervises residence volunteers.

**Qualifications:** A Master's Degree with a concentration in social work, counseling, nursing, or another appropriate field with a license in the related. Five years of professional experience in human service delivery. Experience working with disabled/elderly/homeless populations in a residential setting preferred. Knowledge of treatment issues related to HIV including substance abuse, poverty, and death and dying. Supervisory experience required. Experience providing social services to diverse populations. Commitment to empowering persons living with HIV.

## Job Description: Property Manager

**Job Objective:** The Property Manager is responsible for assisting the Senior Property Manager in the development of operational policies and programs for the properties and for assuring their effective implementation. Such policies will encompass the well-being of the residents, the operation and maintenance of the physical plant, resident and community relations, and compliance with all applicable financial and regulatory requirements. The Property Manager is responsible for overseeing the day to day management of the property. The Property Manager supervises on-site employees (including Plant Manager, Secretary, and the Resident Services Coordinator) and monitors the work of on-site independent contractors. The Property Manager may sign tenant occupancy agreements, tenant-related subsidy documents, and monthly vouchers, but shall not sign contracts for services to the property. The position's focus is on occupancy, maintenance, office management, resident services and relations in the property.

**Reports to:** Senior Property Manager

**Salary Range:** \$ \$ \$

### Detailed Statement of Responsibilities

**Occupancy** -- Marketing, affirmative marketing, waiting list, move-ins, orientation, rent collection, enforcement of occupancy agreements, and recertifications.

**Maintenance** -- Supervise and work with the Plant Manager, where applicable, to ensure that preventive, routine, and emergency maintenance programs are carried out; review and approve maintenance purchasing, inventory and contracts; regularly inspect property; inspect and approve readiness of turnover units; maintain records of maintenance activity.

**Financial** -- Review monthly financial reports to ensure compliance with budget goals, collection of monthly charges and records of receipts, petty cash.

**Administration** -- Maintain business and tenant records and files, oversee management of office, coordinate insurance and legal issues, maintain working relationship with regulatory agencies, where applicable, and with ownership entity, and submit required reports to Senior Property Manager.

**Staffing** -- Hire staff, in consultation with Senior Property Manager; supervise and assist staff in prioritizing and scheduling personnel records and submit required reports to the main office, perform annual performance evaluations, and recommend promotion or discharge where applicable.

**Resident Services and Community Relations** -- Supervise and work with Resident Services Coordinator to oversee use of community space, activity programs, volunteer programs, and resident services. Work with the Program Manager on areas of management / service overlap in day to day operations. Foster constructive relations with the surrounding community and service providers.

**Qualifications:** College degree or Accredited Resident Manager (ARM) or minimum of three consecutive years of experience as property manager managing 50+ units. Minimum of one year managerial and / or marketing experience (preferably in rental housing). Familiarity with HUD regulations, and ability to understand their complexity and put into practice. Familiarity with construction trades and building systems. Positive attitude, energetic, assertive, capable role model for supervisees. Demonstrated integrity on personal as well as professional level. Exceptional organizational and communication skill; basic computer and management accounting skills. Sensitivity and understanding regarding the needs of residents. Experience in communication, employee supervision, housing management, information systems, and management accounting. Ability to work with persons of diverse backgrounds. Ability to work and exercise sound judgment under pressure.

## Job Description: Case Manager

**Job Objective:** The Case Manager is responsible for providing individualized service planning, advocacy, practical support, education, care plan coordination, and collaboration with other providers to an assigned group of residents of a supportive housing program for homeless persons living with HIV and AIDS.

**Reports to:** Program Director

**Salary Range:** \$\$\$

### Detailed Statement of Responsibilities

- Develops, implements, and monitors an individualized service plan with each assigned resident in agreement with the participant and other members of the participant's natural and professional network of supports.
- Establishes a consistent schedule of case review contacts with residents to foster the development of a trusting relationship that will increase residents' sense of social support and affirm their personal strengths and abilities.
- Performs advocacy on behalf of residents experiencing barriers to other services related to language ability, literacy level, physical disability, and lack of trust in government institutions.
- Advocates on behalf of residents with public bureaucracies, service providers, to insure that resident receives the maximum in benefits, services, and entitlements for which he/she is qualified.
- Maintains an ongoing awareness of residents' medical condition and plans for additional services to maintain an appropriate level of care as needs change.
- Links residents to services provided by community based organizations such as peer support groups, legal services, clinical mental health services, nutritional counseling etc.
- Provides safety planning counseling for residents who have been victimized by domestic violence.
- Maintains a daily log of residents' status and makes appropriate entries into case record notes following all meetings and collaborations concerning resident.
- Participates in trainings and skill enhancement seminars outside of agency.
- Provides basic information to residents concerning HIV infection, treatment, transmission, and risk reduction.
- Produces timely monthly statistical reports of case contacts to Program Director.
- Actively participates in staff team meetings, individual supervision meetings, and community meetings with residents.

### Required Qualifications

Bachelor's Degree or Associate's Degree in human services, nursing, or related field. 2 years experience providing direct service to homeless persons, disabled persons, or persons in recovery from addiction. Knowledge of HIV infection and related services desirable.

### Desirable Qualifications

Language fluency in Spanish, Portuguese, French, or Haitian Creole

## Job Description: Nurse Clinician

**Job Objective:** The Nurse Clinician is responsible for providing consultation to staff and residents of a supportive housing program for persons with HIV and AIDS regarding assessing residents' medical care needs and monitoring care plans to maximize independence.

**Reports to:** Program Director

**Salary Range:** \$\$\$

**Schedule:** Part-time

### Detailed Statement of Responsibilities

- Conducts assessment interviews with each prospective resident of the housing program and assesses resident's ability to reside safely in the community and appropriateness of existing medical care plan.
- Collaborates with staff, resident, and other providers and care givers in the creation of an individualized service plan with each resident and monitors the appropriateness of the standards of care in each plan over time.
- Reviews and supervises personal care services every 60 days for each resident.
- Provides expertise and arranges for in-service trainings for staff around medical issues related to HIV disease.
- Provides regularly scheduled supervision and support to residents' network of natural care givers.
- Attends staff meetings, community business meetings, and staff support group.
- Meets monthly with Program Director for supervision.
- Assists in plans for transitioning residents into more intensive medical settings in the event of a seriously disabling illness or condition requiring a higher level of care.

### Required Qualifications

Bachelor's or Master's Degree in Nursing. RN licenser. Experience training and supervising direct care staff or natural care givers required. Some experience providing medical services to persons with HIV/AIDS and familiarity with the unique care needs associated with TB infection, drug addiction, and chronic homelessness required.

### Desirable Qualifications

Experience working in hospice or chronic care hospital setting, or in the capacity of a visiting nurse.

## Job Description: Social Work Clinician

**Job Objective:** The Social Work Clinician is responsible for providing mental health counseling, consultation, triage, and tracking for a residential program for persons living with HIV and AIDS.

**Reports to:** Program Director

**Salary Range:** \$\$\$

### Detailed Statement of Responsibilities

- Provides short-term and long-term individual, family, and couples counseling to all residents requesting this service as well as to other members of that residents' household during time that resident is involved in community and for a designated period thereafter.
- Provides bereavement counseling and assistance to families in arranging for respite care and permanency placement for children in the event of a parent's disability or death.
- In collaboration with interdisciplinary team, assists in development of individual service plans for residents.
- Makes referrals for psychiatric evaluations and treatment as necessary.
- Makes referrals for inpatient mental health treatment and monitors discharge planning.
- Provides after hours crisis intervention services to residents experiencing an emergency and facilitates referrals to appropriate inpatient treatment programs as necessary.
- Develops the program's clinical goals and guidelines.
- Plans and facilitates two support groups as appropriate and desirable to residents.
- Conducts in-service trainings to direct care staff pertaining to psychosocial issues related to HIV disease.
- Participates in regular staff team meetings, community business meetings, and staff support group.
- Meets regularly with Program Director for supervision.
- Completes all necessary case notes, assessments, and statistical reports.

### Required Qualifications

Licensed Clinical Social Worker, Master's in Psychology (with license), or RN with Master's in Psychiatric Nursing. Experience in counseling individuals facing serious/terminal illness. Experience in providing mental health services to diverse and low-income populations. Language skills are beneficial.

For those with substance abuse history, a minimum of two years of clean time is required.

### Desirable Qualifications

Language fluency in Spanish, Portuguese, French, or Haitian Creole

## Job Description: Resident Assistant

**Job Objective:** The Resident Support Specialist is responsible for providing one to one assistance in the activities of daily living to individuals residing in an HIV housing residential setting

**Reports to:** Program Director

**Salary Range:** \$\$\$

**Schedule:** Full-time - staggered hours

### Detailed Statement of Responsibilities

- Provides day to day practical assistance to residents with activities of daily living as needed and requested.
- Monitors the safety and well being of critically ill or disabled residents at regularly scheduled "check-in" times and makes reports in check-in log book accordingly.
- Provides transportation to residents with disabilities or conditions that require such assistance to attend appointments, activities, visits with family and friends.
- Reviews all documentation in each resident's case record file to become familiar with case histories, presenting issues, and the other providers involved with cases.
- Fosters a hospitable and respectful environment and monitor's each resident's sense of well being and personal safety in the community.
- Provides updates to ancillary service providers (i.e. visiting nurses) on status of individual residents.
- Works collaboratively with resident family members and other networks of support in an on-going assessment of resident's interest in and need for support services.
- Learns relevant community resources and develops expertise in accessing and advocating for such resources.
- Documents residents' activities, behaviors, and concerning issues in daily log book.
- Communicates with overnight staff about residents' status at "change of shift" meetings.
- Keep accurate daily records and monthly reports of contact with residents.

### Required Qualifications:

One year of experience working directly with homeless persons, persons with disabilities such as HIV related illnesses, or persons in recovery from addiction. Strong oral, interpersonal, and written communication skills. High level of maturity and personal responsibility. Personal commitment to providing respectful and non-judgmental support and care to persons living with HIV/AIDS.

For those with substance abuse history, a minimum of two years of clean time is required.

### Desirable Qualifications:

Language fluency in Spanish, Portuguese, French, or Haitian Creole. Home Health Aide Certification.

## Job Description: Substance Abuse Specialist

**Job Objective:** The Substance Abuse Specialist is responsible for providing direct individual and group counseling to participants in a residential program for formerly homeless persons with HIV as well as consultation to general support staff on issues related to supporting residents' sobriety.

**Reports to:** Program Director

**Salary Range:** \$\$\$

**Schedule:** Part-time

### Specific Responsibilities

- Conducts detailed drug and alcohol history interviews with each new member of the supported housing community.
- Makes appropriate referrals to local drug treatment programs and monitors progress and consistency of involvement with program.
- Writes a drug and alcohol treatment plan for residents who elect to use the individual and group counseling on site.
- Coordinates all substance abuse related education and intervention programs at the residence.
- Provides individual and group counseling on site at the residence to individuals electing to supplement outside drug treatment.
- Recognizes a resident in crisis related to addiction and provides crisis intervention and monitoring of harm reduction strategies.
- Works within an interdisciplinary team to provide comprehensive health, mental health, and substance abuse treatment support.
- Performs case management activities as necessary.
- Maintains records including progress notes, assessments, and discharge summaries.

### Required Qualifications:

Certification in Addictions Counseling and Bachelor's Degree required. Experience working with poly-addicted persons and persons with HIV disease required. Background providing addictions counseling in setting with diverse and low-income and/or homeless population highly desirable. Supervision and consultation experience desirable.

### Desirable Qualifications:

Language fluency in Spanish, Portuguese, French, or Haitian Creole

## Job Description: Part-time Peer Outreach Counselor

**Job Objective:** The responsibility of the Peer Outreach Counselor is to educate homeless and under-housed persons with HIV and local human service providers in the community about the services of this program. The Peer Counselor is also responsible for providing counseling in housing readiness for persons who have been homeless for extended periods of time or persons with no experience in independent living. This is a highly flexible position that can have varying hours and levels of responsibility.

**Reports to:** Program Director

**Salary Range:** \$ \$ \$

**Schedule:** Part-time employment or Stipend

### **Specific Responsibilities:**

- Establishes relationships with potential residents of the program by visiting local shelters, soup kitchens, human service and health service agencies, and the street.
- Organizes visits to the site for potential residents and provide information on the services and specifics of the program.
- Works individually with potential residents to prepare themselves for the assessment process and to gather necessary documentation for completing the application process.
- Provides ongoing contact with potential residents waiting for rooms to become available.
- Provides information and referral to other community based HIV service providers.
- Additional outreach and counseling activities can be developed by the Peer Counselor him/herself.

### **Required Qualifications:**

Must be a consumer of HIV/AIDS services. Must complete a training in HIV education and prevention. High School Diploma or General Equivalency Diploma.

### **Desirable Qualifications:**

Language fluency in Spanish, Portuguese, French, or Haitian Creole

## Job Description: Maintenance / Custodial Person

**Job Objective:** To maintain the cleanliness and proper appearance of all hallways, storage areas, trash rooms, stairways, and other public areas, including the grounds. Responsible for preventive maintenance, inspections and minor mechanical repairs. Clean apartments at turnover and assist the Plant Manager with work orders as assigned. Responsible for monitoring the overall safety and security of the buildings, grounds, residents, and all emergency systems.

**Reports to:** Program Director

**Salary Range:** \$\$\$

**Schedule:** Part-time or Full-time

### Detailed Statement of Responsibilities:

- Clean entrances, lobbies, and public bathrooms daily.
- Clean glass and clean hand marks and smudges on walls daily.
- Vacuum entries and all elevator common areas daily.
- Vacuum all other carpeted surfaces at least twice per week, more if necessary.
- Dust all furniture and window ledges at least weekly.
- Daily check trash rooms and remove all items that would cause odors; damp mop trash rooms twice per week; change compactor bags daily, or more often as needed.
- Inspect and pick up grounds daily.
- Clean common laundry rooms daily.
- Scheduled carpet and floor care.
- Perform necessary maintenance and repairs as assigned through work orders.
- Snow removal, grounds watering and landscaping as needed.
- Clean other public spaces and offices as needed.
- Conduct regular preventive maintenance inspections.

### Requirements Qualifications:

Ability to lift and remove heavy objects without stress or injury. Ability to access all areas of the property, including stairways. Ability to work on foot for extended periods of time. Sensitivity and understanding regarding the needs of residents with diverse backgrounds. Experience with cleaning and maintenance duties. Willingness to be flexible with changes in cleaning schedule and maintenance duties. Experience with carpentry, plumbing and electrical maintenance.

## Staff Evaluation Form

- Step 1:** Supervisor gives staff member blank evaluation form to fill out self-evaluation component.
- Step 2:** Supervisor completes final written evaluation.
- Step 3:** Supervisor and staff member meet to review evaluation.
- Step 4:** Incorporating information derived from meeting, supervisor writes final version of evaluation, provides to staff and personnel file.

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### Staff member

Supervisor

Dates

Step 1 \_\_\_\_\_

Step 2 \_\_\_\_\_

Step 3 \_\_\_\_\_

Step 4 \_\_\_\_\_

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### Program Goals and Evaluation

**Goal 1:** *To maintain familiarity with each resident through regularly scheduled review of files and daily log, participation in staff meetings, and informal interactions with program residents.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 2:** *To actively participate in and contribute to staff meetings*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 3:** *To effectively and accurately communicate verbally and in writing at "change of shift" about issues and upcoming events that are likely to have significance to in-coming staff members.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 4:** *To keep neat, accurate, current, legible records including Daily Logs, Shift Statistics, Medication Transactions, Key Transfers, Narcotics Count, and Financial Transaction Log. To respect and protect the confidentiality of these and all other records relating to residents.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 5:** *To create, update, and revise monthly Individualized Service Plans with assigned residents in a timely and effective manner.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 6:** *To learn and assimilate information pertaining to community resources and supports that will be of use to residents of this program. To establish strong collaborative relationships with other providers, make appropriate referrals, and provide follow up to individual residents around referrals.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 7:** *To provide crisis intervention as necessary, calling upon appropriate supports such as on-call program staff, physician, meals delivery, therapist, etc.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 8:** *To extend case management, advocacy, support services as necessary to members of each resident's natural support network including family, friends, partners, etc.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 9:** *When present during community meetings, to interact in ways that support residents' roles in a democratic planning activities, encourage their feedback about general program oversight, and promote their involvement in shaping the general evolution of the program.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 10:** *To be alert and responsive to residents' changing needs for practical assistance and then provide concrete help to residents in accomplishing errands, shopping, keeping appointments, maintaining a safe and hygienic living environment.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 11:** *To assist in cleaning, tidying, general organization of common spaces, including staff offices, resident lounges, laundry room, hallways, and stairway areas. To be alert to problems related to the physical attributes of the property and responsive*

Staff member's self-evaluation:

Supervisor's evaluation:

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**Goal 12:** *To constructively provide and accept feedback during supervision and staff meetings*

Staff member's self-evaluation:

Supervisor's evaluation:

**Goal 13:** *To interact with residents in ways that reflect a recognition and respect for each client's rights to privacy and autonomy.*

Staff member's self-evaluation:

Supervisor's evaluation:

**Goal 14:** *To develop one's own network of personal support and coping mechanism to manage stresses associated with care of individuals with life threatening illnesses.*

Staff member's self-evaluation:

Supervisor's evaluation:

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**New Goals**

Use the following section to develop two new personal goals for your professional development on this job. For example, you might choose goals related to specific interpersonal skills, group facilitation skills, understanding of HIV/AIDS clinical issues, or addictions treatment modalities. Try to think about what you personally want to gain from your ongoing work at this agency.

Staff Signature **X**

Date:

Supervisor Signature:

Date:

## Sample Job Posting

These are the basic elements of a job posting:

- Job Title**
- Job Objective/Description**
- Organization Name and Brief Mission Statement**
- Qualifications**
- Salary**
- How and Where to Apply**
- Affirmative Action Statement**

This is a sample job posting:

### Case Manager

**Job Objective/Description:** The Case Manager is responsible for providing individualized service planning, advocacy, practical support, education, care plan coordination, and collaboration with other providers to an assigned group of residents of a supportive housing program for homeless persons living with HIV and AIDS. Schedule is 11pm to 7am Sunday – Thursday.

**HIV Housing Program:** provides residential services to people living with HIV and AIDS.

**Qualifications:** Bachelor's Degree or Associate's Degree in human services, nursing, or related field. Two years experience providing direct service to homeless persons, or persons in recovery from addiction. Bilingual/Bicultural candidates encouraged to apply.

**Salary:** \$X with excellent benefits.

**How and Where to Apply:** Please send resume and cover letter by Day/Month/Year to: Human Resources / HIV Housing Program, 100 J Street, Boston, MA, Zip, Fax 617-000-0000.

**Affirmative Action Statement:** *HIV Housing Program* does not discriminate on the basis of race, sex, religion, sexual orientation, national origin, pregnancy, marital status, veteran status, HIV status, or disability. *HIV Housing Program* is An Affirmative Action / Equal Opportunity Employer.