Ohio Means Jobs.com

Department of Job and Family Services

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Office of Workforce Development

Operations Guidance for Local Teams

Delivering Rapid Response

Rev. (01/09/2017)

Contents

DOL Requirements

Under the Department of Labor (DOL) and the Workforce Innovation and Opportunity Act (WIOA) each state is responsible for providing Rapid Response (RR) services. The Ohio Department of Job and Family Services (ODJFS) Office of Workforce Development (OWD) is the agency responsible for the administration of RR. The OWD RR Unit will oversee the program to ensure compliance with federal and state requirements. **Reemployment** is the expected service outcome per WIOA regulations. We achieve this outcome with reactive as well as proactive RR. The OWD RR Unit is required to report out Ohio's results to DOL's Employment &Training Administration (ETA).

Overview

Ohio is committed in providing workforce solutions to business and potentially affected workers and communities throughout all phases of the business cycle. The business cycle includes the peak and decline phases, the recovery and growth phases, and everything in between (see figure on page 2). Our commitment to businesses and affected workers includes various workforce solutions which utilize workforce data. This collected data helps identify potential barriers to reemployment and address those barriers with customized solutions that increase the marketability of the affected workforce.

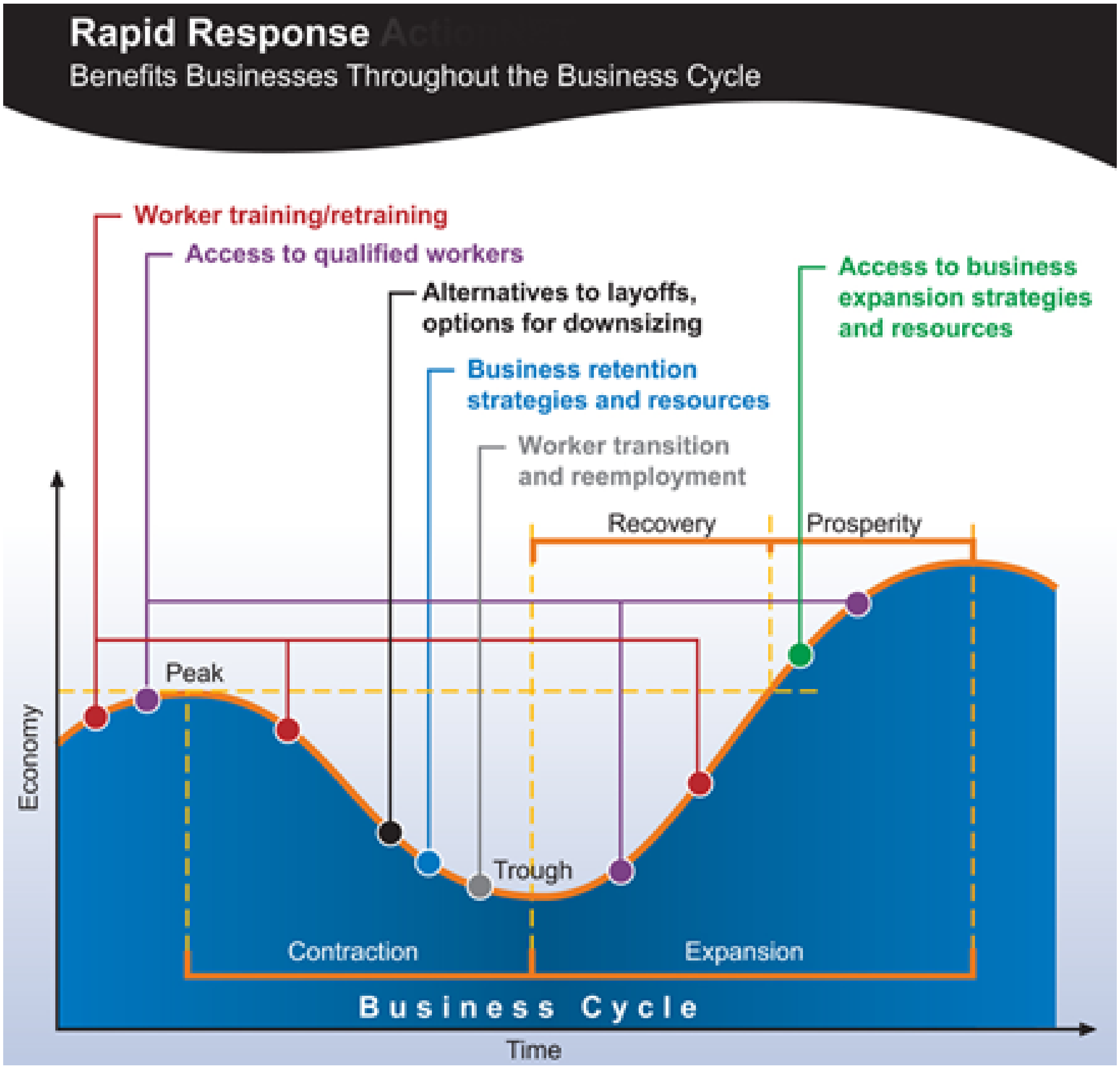
As previously mentioned, the delivery of RR services requires two approaches: **reactive** and **proactive.** A **reactive** approach is when workers are impacted by an employer layoff/closure event with little to no notice. Our local RR teams attempt to engage these individuals as quickly and early as possible. This increases the likelihood of achieving desired outcomes which includes retaining employment, quicker reemployment, and potentially reducing the duration of unemployment.

With focus on the business customer, our local RR teams can strive for a more **proactive** approach which can help identify workforce challenges to employers **of all sizes**. Layoff aversion is a proactive strategy to assist employers in developing the skilled workforce necessary to adapt to the changing economy, to stay in business, and to retain employees. In proactive RR we are also tasked with the responsibility of building relationships and networks with our employers and communities.

Building and maintaining relationships with current and new employers can further local team effectiveness by understanding current/future workforce needs of local business/industry. With this knowledge, teams can strategically avert layoffs or minimize the impact, reduce the duration of unemployment, and positively affect the local economy. Ohio's RR program strives to bring together government, education and training resources to meet the needs of the business community. Ohio will utilize a combination of state and local teams, as well as eligible service providers, in providing consistent, high quality, timely, and innovative services.

The Operations Guidance for Local Teams provides "just in time training" for workforce professionals which will help in the successful delivery and outcome of RR.

WIAPL No. 15-15.1, Rapid Response Program Requirements- Employer Layoff and Closure Events, and WIAPL No. 15-16, Rapid Response Program Requirements- Layoff Aversion can be found at http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm.



Rapid Response
Benefits Businesses Throughout the Business Cycle
Worker training/retraining
Access to qualified workers
Alternatives to layoffs, options for downsizing
Business retention strategies and resources
Worker transition and reemployment
Access to business expansion strategies and resources
Recovery
Prosperity
Peak
Trough
Economy
Contraction
Expansion
Business Cycle
Time

Operations Guidance Insight

This document provides guidance to Workforce Development Boards (WDB) and Directors, OhioMeansJobs (OMJ) Center staff, and state and local RR team members regarding the following;

- Resources that makes it easier for RR teams to **quickly and consistently** respond to employer and worker needs for both layoffs/closures and layoff aversion opportunities.
- Process steps recommended to increase service levels to employers and potentially affected workers;
- General understanding of the roles in RR service delivery;
- Role vendors have as part of the service equation to address on-site staffing burden (see OhioRED.gov for more details regarding Vendor List process, questionnaire, and FAQ's);
- Role of the RR Unit in overseeing Ohio's RR service delivery system, ensuring compliance with federal and state requirements, implementation of program initiatives, and providing support, guidance, technical assistance, and financial resources to the state/local area RR teams and stakeholders.

This guide is a tool formatted as a quick reference guide that also incorporates a recommendation for team member and partner roles for the various process steps and functions of RR service delivery. Each process step has a "*Purpose"* that ties the activity to the overall program goal of RR – rapid reemployment. In addition, a "*Recommended Team Members*" section was added to capture the findings from multiple RACI team development exercises the RR Unit conducted with local teams around the state.

The RACI (**Responsible**, **Accountable**, **Consulted**, and **Informed**) exercise, when applied to the RR process, looks at each step and function of RR and helps local teams determine who is:

(1) **Responsible** – the individual who actually does the job;
(2) **Accountable** – the individual(s) who is/are ultimately accountable for the action, task or function;
(3) **Consulted** – the individual(s) who need(s) to be consulted prior to a final decision or action taken;
(4) **Informed** – the individual(s) who need(s) to be informed after a final decision or action is taken.

The RACI provides a clear depiction of each role by process activity and associated functions/tasks for team members to deliver workforce solutions effectively and efficiently to RR customers. It is required that local teams use these RACI results to assist in determining local responsibility and accountability within their local teams for the various RR process steps and functions. A RACI color coded legend is provided. Please see below for example.

This format will provide quick insight of potential team member/partner roles at each step of the process and by function within a process step, from the very first through final RR process step.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, **Accountable**, **Consulted**, **Informed**

Resources

Facts:

- RACI is a responsibility assignment matrix, also known as a linear responsibility chart (LRC), and describes the participation by various roles in completing tasks or deliverables for a project or business process. It is especially useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes.
- Developing RACI charts reconciles the three elements of roles and responsibilities:
  - Role Conception: What people think their jobs are;
  - Role Expectation: What others in the organization think another person's job functions are and how they should be carried out;
  - Role Behavior**:** What people actually do in carrying out their job.

Helpful tips and examples:

- Usually there are numerous people involved in any given process, and they have differing responsibilities. A RACI makes an explicit documentation of this and may be kept as a ready reference to be used at different stages in the process.

- Why Is It Important?
  - **It is required, or a similar exercise, per the new policy;**
  - It “directly aids in the day to day operations”;
  - The first and foremost reason for documenting any process is the fact that it reduces operational ambiguity;
  - The documentation also acts as training material to help new resources move up the learning curve faster;
  - “Help…analyze and improve its process continuously”.

Delivery System Guidelines

To strengthen accountability, partnership, communication, professional development, and timely access to needed services, strong partnerships at both the state and local levels are **critical**. Some examples of partners include Workforce Boards, other state agencies, local agencies, business organizations, Economic Development, Chambers of Commerce and other community partners. It is also key that we offer other state employer services and programs including Apprenticeship, Work Opportunity Tax Credit (WOTC), Migrant Seasonal Farm Worker (MSFW), Foreign Labor Certification (FLC), Short-Term Compensation and Trade. **These partnerships are the foundation for Ohio's RR service delivery system** (**see diagram on page 6**).

Resources

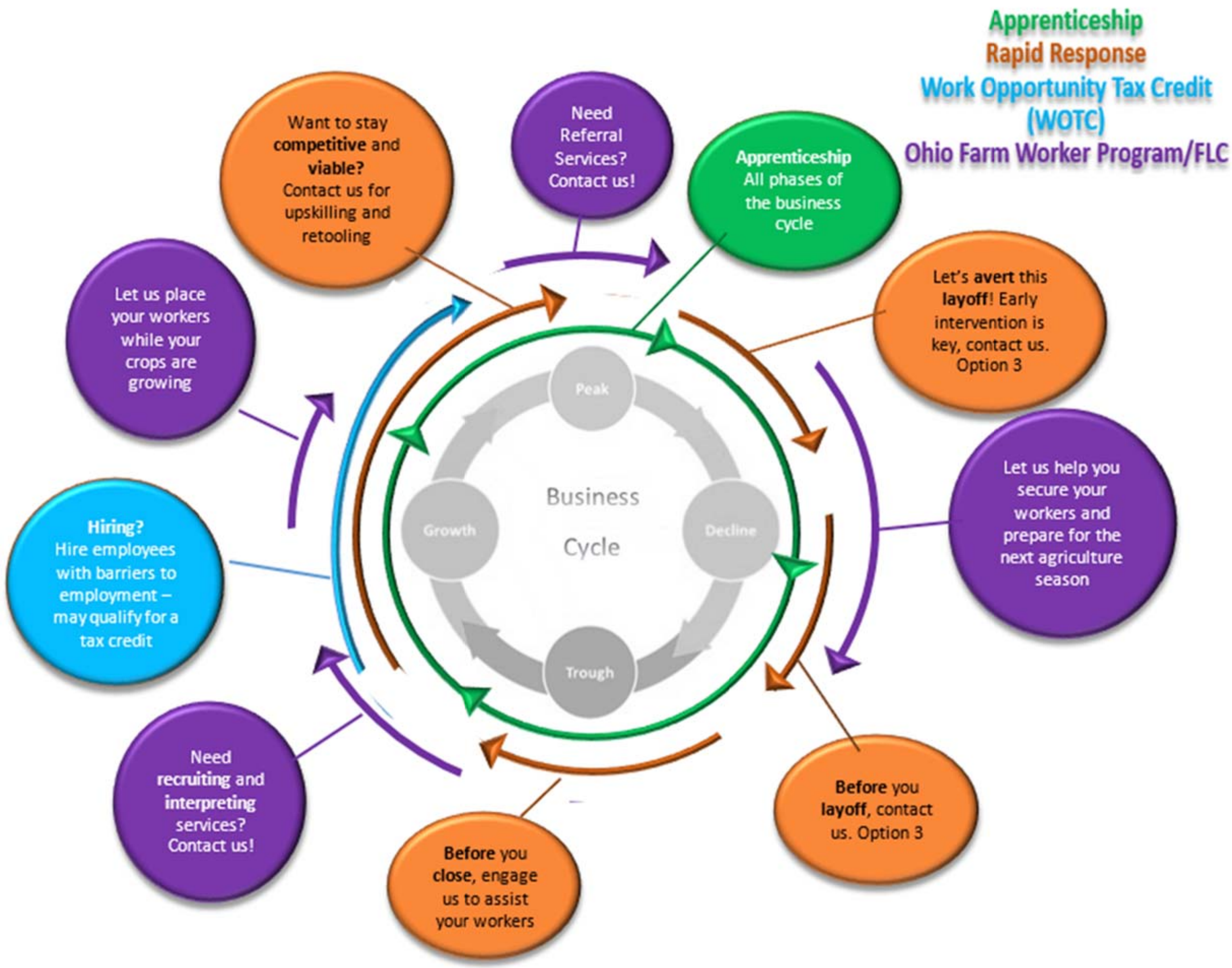
Facts:

- Per WIOA regulations there is a strong reemployment emphasis with RR.
- Skilled workers from one dislocation can become the talent pool for a growing company, and RR services can be customized to fill in any skills gaps.
- Early intervention is **vital** to determine if layoffs can be minimized or averted at the primary company, as well as the upstream and downstream companies.
- For potentially affected workers layoff information, early assistance, and participation can positively impact personal attitudes, increase productivity on the job prior to layoff, and reduce the time between being laid off and securing new employment.

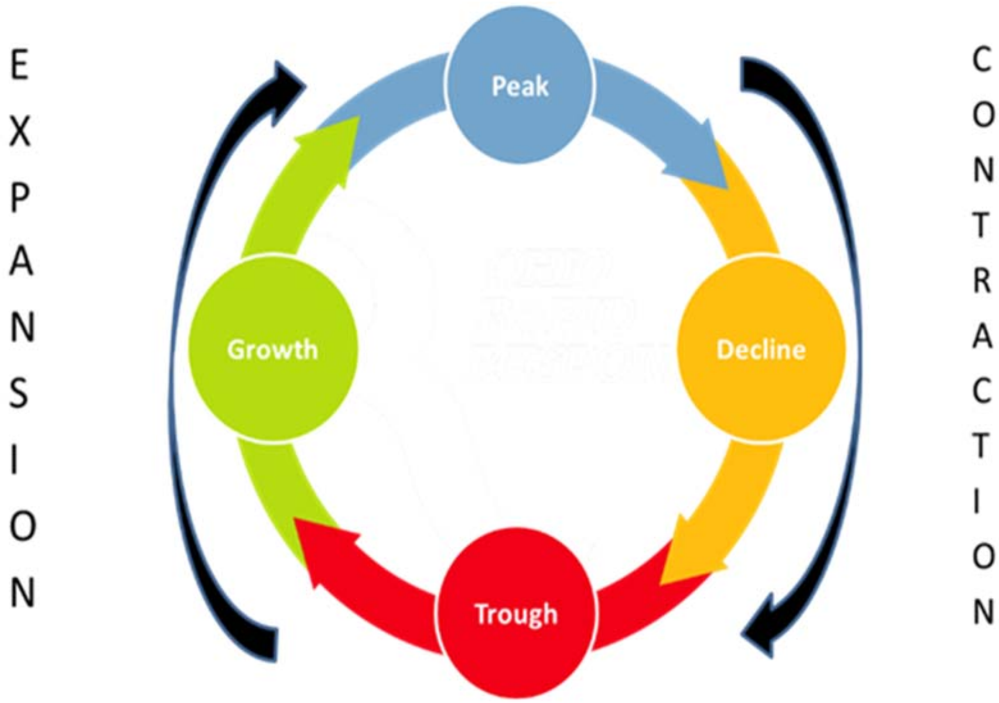
- Cooperation between OhioMeansJobs Center partners and other community entities makes it possible to offer a menu of services that can be targeted to meet the specific needs of workers and companies.
- RR programs offer a full range of options to meet the different needs and conditions presented by each dislocation and each workforce.
- Active participation and cooperation by unions, and other worker representatives contribute to greater levels of acceptance, trust, and utilization of services.
- Building relationships with business and community partners benefits businesses throughout the business cycle.

Helpful tips and examples:

- Rapid Response offers **two products:**
    - Proactive solutions
    - Reactive solutions
- Both benefit the employer, but the opportunities are unique depending on which business cycle phase the employer is facing.
- On page 7 we introduce an approach we call *Critical Conversations*. This approach helps our teams **recognize workforce opportunities** and where we can have seven different critical RR conversations with employers.
    - Each phase of the business cycle (color- coded box) presents an opportunity to have a conversation(s) about the solution(s) our RR teams can provide them.


Apprenticeship
Rapid Response
Work Opportunity Tax Credit (WOTC)
Ohio Farm Worker Program/FLC
Want to stay **competitive** and **viable?** Contact us for upskilling and retooling
Need Referral Services? Contact us!
Apprenticeship All phases of the business cycle
Let us place your workers while your crops are growing
Let's **avert** this **layoff**! Early intervention is key, contact us. Option 3
Business Cycle
Peak
Growth
Decline
Trough
Hiring? Hire employees with barriers to employment – may qualify for a tax credit
Let us help you secure your workers and prepare for the next agriculture season
Need **recruiting** and **interpreting** services? Contact us!
Before you **layoff**, contact us. Option 3
Before you **close**, engage us to assist your workers

Recognizing Workforce Opportunity



INCUMBENT WORKERS, LAYOFF AVERSION

- Upskilling worker skill set to keep business viable and competitive

MEETING NEEDS FOR BUSINESS GROWTH, NEW HIRES, DISLOCATED WORKERS, INCUMBENT WORKERS

- Job readiness is both an employer and worker benefit
- On-the-Job-Training, ramping up to new expectations
- Upskilling worker skill set to keep business

MEETING NEEDS FOR CONTINUED GROWTH, INCUMBENT WORKERS, LAYOFF AVERSION

- Upskilling worker skill set to keep business viable and competitive

MEETING NEEDS FOR BUSINESS GROWTH, NEW HIRES, DISLOCATED WORKERS, INCUMBENT WORKERS

- Job readiness is both an employer and worker benefit
- Rapid Reemployment
- On-the-Job-Training, ramping up to new expectations

REDUCTION TO MAXIMIZE PROFITS, ADDRESS BUSINESS CHALLENGES, DISLOCATED WORKERS TRANSITION TO REEPLOYMENT

- Short-term certification to retool skill set as necessary

LAYOFF OR CLOSURE

- Rapid Reemployment

REDUCTION TO MAXIMIZE PROFITS, ADDRESS BUSINESS CHALLENGES

- Layoff Aversion

Activity: Team Protocol Agreement

Purpose:

The team protocol agreement 1) establishes the primary and secondary RR team members, 2) defines the member roles for each process step, and 3) qualifies the level of team member engagement by process function within each process step. The agreement defines who is responsible, accountable, consulted, and informed **for every action item**. Establishing an agreement among all members' results in more effective local team response to layoffs and closures, impacts the service delivery outcome and creates an environment for proactive RR.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:

1. Determine what role you have in RR and whether it is occasional or steady.
2. Determine functions according to RR process steps, some variability is anticipated as RR events may have unique qualities.
3. Establish a team protocol. The team protocol agreement provides a pre-determined process to serve routine as well as extraordinary layoffs/closures, to communicate information to team members, and to identify when a full team response is *mandatory, appropriate, or applicable.* Beyond the items in the purpose statement, the team protocol agreement should:
    a) Provide for annual review or update as needed;
    b) Establish a communication protocol for each step in the process starting with event notification;
    c) Require a team meeting to establish a general protocol for how team members will be involved based on layoff size, political sensitivity, etc.;
    d) Clearly define roles and responsibilities;
    e) Determine who has data entry responsibility at each step of the process.
4. Document and train to the team protocol. When documented, this plan, or standard operating procedure (SOP), ensures all team members have agreed to and will follow the protocol process for effective delivery.
    a) All customers should be offered a plan of service based on a full spectrum of early intervention services and transition solutions all of which should be tracked in the OhioRED database. **The below list represents the minimum of services that must be readily available**, and should be offered, with the end goal of rapid reemployment. A complete list of RR activities is found in 20 CFR 682.300.
        1) Layoff aversion
        2) On-site transition center
        3) Ohio RR Workforce Survey, initial needs assessments
        4) Peer-to-peer assistance program
        5) Job search assistance
        6) Workshop(s) including, but not limited to, job seeking skills, resume writing, interviewing, basic computer literacy classes, other computer classes, and remedial education
        7) RR worker orientation session(s)

8) Workforce transition committee
9) Job/career/education fair
10) Other early intervention services, including credentialing

b) Within protocol and the decision-making process outlined in the agreement, when local teams do not have sufficient staff to provide solutions, then vendors should be engaged immediately. Stream-lined local fiscal processes should be in place so quality of service/solution delivery is not impacted.

Function/Role	Prgm Del Mgr	OMJ Dir/Op	Local Coord.	Prgm Sup & Backup	OWD Biz/WF Spclst	OUIO Mgr	OUIO Sup	
Name								
Identify Event (Non-WARN notification) CC 1 , 2, 3								
Research and/or Verify Event								
Reach Out to Economic Development and Business Service								

Above is an excerpt from the RACI matrix. This is an Excel spreadsheet provided to all attendees at the RR Unit led RACI exercise. Each box will be reviewed, agreed upon and completed as a group.

Resources

Facts:

- Under WIOA, each state is responsible for providing RR activities. Ohio will utilize the combination of state/local teams, as well as eligible services providers, in serving at-risk workers and employers.
- There are two levels of reporting for dislocation events:
  - Employer/event data tracking in Ohio Rapid Event Data (OhioRED);
  - Worker data in Ohio Workforce Case Management System (OWCMS) and the Rapid Response Workforce Survey (RRWS).
- As the state focuses more and more on value and efficient use of resources, data is only valuable if used to continuously improve processes and make service delivery more efficient and effective.
- The protocol meeting is the opportunity to establish what measures, for a designated period, would allow the team to grab low hanging/ performance improvement fruit. **These measures help the RR team identify opportunities and celebrate successes.**

Helpful tips and examples:

- Communication is key in achieving rapid reemployment or layoff aversion.

- Identifying the most effective and preferred methods for communication with each of the team members.
- Ensuring all team members are made aware of every dislocation event; updates to OhioRED are **critical** and the only common vehicle for capture of event and layoff aversion details.
- Teams will establish measureable outcomes, or RR metrics, at the protocol meeting (see Post RR Follow-up for more details).
- **Service delivery is dependent upon team member ability to sell the benefits of RR.**
  - Sell affected employer on early intervention and on-site RR services.
  - Market to employers with growth/replacement talent needs on RR reemployment solutions and re-training services.

Activity: Layoff Aversion

Purpose:

Layoff aversion is part of a **proactive** workforce strategy and may be funded through RR when an employer is at risk of downsizing or closing. These employer-specific strategies will address a business' need to adapt to a changing economy or technology and/or address workforce skill gaps to avoid, or avert, a layoff.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:

1. Identify at-risk companies – RR builds on a foundation of on-going relationships with employers and community stakeholders creating an early warning network.
   a. Planning for and managing economic transitions;
   b. Identifying struggling industries using labor market trends and economic forecasts;
   c. Benefitting from relationships with businesses to provide assistance throughout the business cycle.
2. Early intervention – Early intervention is vital to determine if layoffs can be minimized, or averted, at the primary company and the upstream and downstream companies.
   a. Determine the layoff aversion strategy that best fits the opportunity.
   b. Develop a customized plan to address each company's unique set of circumstances:
3. Develop project plan and proposed funding needs;
4. Coordinate between all community partners.
5. Apply for funds.
6. Assist in implementation of layoff aversion activity.
7. Capture the associated data.

Resources

Facts:

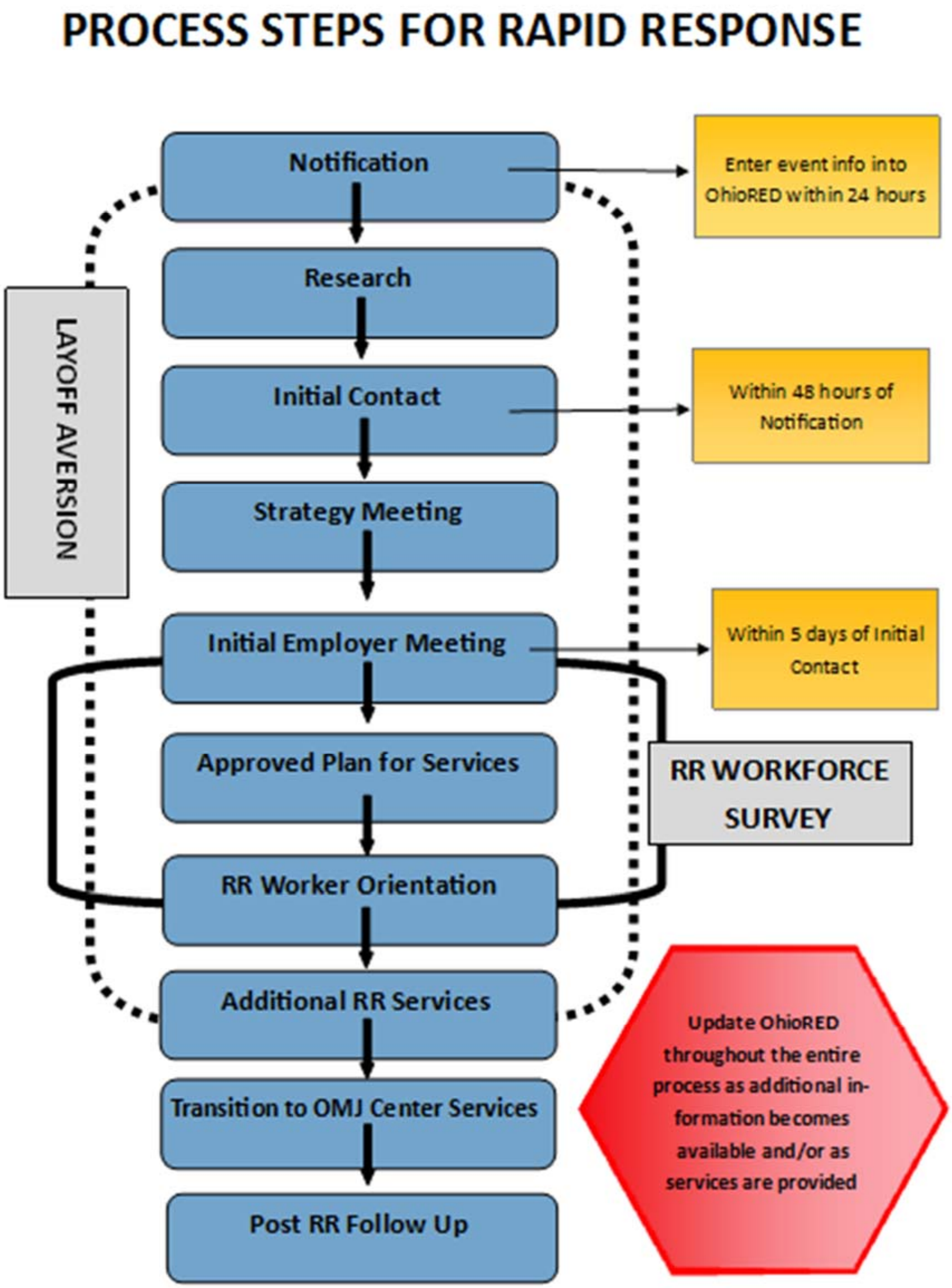
- Layoff aversion involves a continuum of strategies targeted to specific employers or industries that are:
  - Experiencing a decline and have the potential to undergo layoffs; OR

    - Experiencing a serious skills gap that impacts their ability to compete and retain workers.
- According to Department of Labor, a layoff is considered to be averted when:
    - A worker's job is saved at an existing employer at risk of downsizing or closing; OR
    - A worker at risk of dislocation faces a brief gap of unemployment when transitioning to a different job with the same employer or is hired at a new job with a different employer.

Helpful tips and examples:

- Early Warning Networks (EWN)
    - Formal partnerships that (1) gather information from public and private sources about potential dislocations (natural business contraction) and (2) work with Economic Development (ED), taking full advantage of their additional tools, and local RR teams to identify opportunities to match worker skill sets to employer talent needs utilizing funding to upgrade skill sets as needed
- Items to consider when using incumbent worker training (IWT):
    - **An incumbent worker is an employed worker who is in need of additional skills to avoid layoff**. IWT would support further job retention and career development for improved economic self-sufficiency for employed workers, especially those most vulnerable to job loss.
    - IWT is restricted to skill attainment activities. The training must benefit workers by making them more qualified in their line of business and/or by providing them with skills for new products or processes. It is desired that the training results in credentials or industry recognizable skills that promote the worker's career and increases the overall employability.

Steps for RR: Layoff & Closure Events



Activity: Notification

Purpose:

This process step determines event validity as either a permanent or indefinite layoff or closure. Team Lead will communicate with team members, per protocol, and begin the reemployment service delivery process.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:

1. Notification is the process by which individuals on the RR team are made aware of a possible layoff or closing. Please note that sources of notification vary.
2. The team must verify the job loss with the employer.
    a. Every hint of a closing or permanent layoff, regardless of size, should be followed up on and verified in order to provide speedy service and allow mandated team members to be properly aligned to provide all RR services. Information needed to confirm a potential layoff with the employer should include, at a minimum, the following:
        1. Is the notice valid or a rumor?
        2. Is the closing/layoff inevitable?
        3. Is the layoff permanent? (Temporary or seasonal layoffs are **not** considered a RR event.)
        4. What is the first projected date of layoff?
        5. How many workers will be affected? Will other companies in the area also be affected due to this layoff/closure (upstream/downstream impact)?
        6. Who are the key management and union leaders? (See forms available on ohiored.gov to assist when communicating with employers.)
3. Team establishes a primary contact, if not already determined by RACI.
4. Begin to consider layoff aversion possibilities.
5. For a Non-WARN event, Local Coordinator or Workforce Specialist, captures available information in the Initial Contact and Event Characteristics sections of OhioRED.
    a. WARNs are processed by RR Unit.
6. Notify all appropriate parties.
    a. According to the RACI.

Resources

Facts:

- In Program Year 15 (PY15) (July1, 2014 – June 30, 2015), 75 percent of OhioRED events were non-WARNs. This means that the majority of notifications are coming from sources other than a WARN notice.
- **Early response is critical!** If there is any indication that a business closing or mass layoff might be averted, the RR team members should provide technical assistance, or suggest alternatives to interested parties to investigate possible layoff aversion strategies.

Helpful tips and examples:

- Once verified, the local RR team has 24 hours from Notification to enter information into OhioRED. Typically this responsibility is established in the RACI or team protocol, but can be inputted by any team member with write access to OhioRED.
- A new RRID should be created for layoffs occurring beyond 30 days of each other - even if it's the same company/location.
    - To keep things easy, the activities/services can all be entered under the original RRID and any subsequent RRIDs can refer back to the original. What we want to primarily see in the new RRID(s) is the number affected and the layoff date for that particular round of layoffs.
    - Keep all RRIDs associated with the company's ongoing closure in "open" status until group services completely stop. Then all RRIDs can be closed/completed.
- The team member who has a relationship with the employer, or industry knowledge, should be made primary contact for that event, unless otherwise determined by the RACI.
- Maintaining the confidence of the employer is critical to gain access to provide services for the workers.

Activity: Research

Purpose:

Research ensures the local RR team has a professional response and informed presentation of transition opportunities for the employer in need of services (and its workforce that is in need of rapid reemployment solutions). Proper exercise of the research phase may determine the team's success and goal achievement.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, **Accountable**, **Consulted**, **Informed**

Functions:

1. Collect information from various sources (examples under FACTS below) about affected employer, workforce and industry to support building a service strategy.
2. Early identification of the area job opportunities, recognizing those employers having current talent needs, gives the team capacity to pre-plan possible service options that boost skills of the affected workforce taking advantage of any notice prior to layoff date.
    a. This should lead to an understanding of the employer, affected occupations, industry and area employers with similar skill set needs.
3. Determine if the employer is involved in collective bargaining negotiations.
4. All information gathered will be shared among team members and partners.
5. Use research to plan discussion points which may include:
    a. Layoff aversion assessment;
    b. Preliminary determination of possible service options;
    c. Develop marketing strategy and prepare example;
    d. Plan discussion with employer.

Resources

Facts:

- Research can include information from:
  - Wanted Analytics;
  - Company website;
  - Media information;
  - Dun & Bradstreet reports;
  - Current contracts with critical partners of the workforce development system;
  - Type of workers;
  - Basic industry information;
  - Labor Market Information.

Helpful tips and examples:

- The point of contact (POC) may change by event. The same person on the team may not be the team lead for every event.
- The RR POC performs various functions. He/she should have a good understanding of available employment and training services as well as an understanding of local employer and worker relationships.
- The person who holds this job must be diplomatic, a team player, a good time manager, an excellent communicator, facilitator, solutions broker, and a network builder.
  - The clarity with which the team lead explains the benefits of RR to the employer and worker representatives may determine whether a plan will be developed to address a dislocation.
  - Determining the employers' industry helps the local team to quickly identify the job opportunities or lack thereof for the affected workforce.

Activity: Initial Employer Contact

Purpose:

The Initial Employer Contact is the first of two critical steps in the RR process. This is the first contact with the employer by the POC. Ultimately this exchange identifies the purpose and sets **employer expectations** for service delivery, the process and the **desired outcome—reemployment** for impacted individuals. This contact lays a foundation for a productive working relationship and enhances discussion at the upcoming Initial Employer Meeting.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:

1. Initiate contact with the employer.
2. State the purpose of RR upfront.
   a. Introduce reemployment goal then market RR workforce services, noting benefits of using an on-site early intervention process for both the employer and the affected workforce.
3. Follow your discussion plan, to include:

a. Confirm layoff/closure dates and other details;
b. Employer/worker relationship;
c. Collect demographics on workforce – ask if RRWS (JFS 01824) may be shared with affected workers ASAP
    i. Use RR Initial Contact Form (JFS 01810) and RR Employer Characteristics Form (JFS 01811) to collect needed data
    ii. Ask for job titles/descriptions
    iii. Ask for North American Classification System Code (NAICS Code) and Federal Employer Identification Number (FEIN)
d. Schedule meeting within five days of call whenever possible;
e. Set next meeting expectations – develop plan of service and delivery timeline.

4. Share details with team and make notations in OhioRED.

Resources

Facts:

- If the employer is conducting a layoff and is required to submit a WARN notice, the POC can offer to assist the employer with filing the WARN. The federal regulations governing WARN notice requirements can be found at http://www.doleta.gov/layoff/warn.cfm.
- RR has employer benefits that can:
    - **Help maintain productivity.** Maintaining productivity is in the interest of both management and the workers. As a communication forum and a source of rumor control, the RR effort can address worker questions and concerns. Support of RR activities can also show a corporate commitment to assist the workers, which can help sustain worker morale. Some of the results of an employer's support of the RR process include: maintain productivity, reduce absenteeism, minimize worker errors, and reduce deliberate acts of sabotage.
    - **Affect an employers' unemployment tax cost** (employers know this as their UI rating). By minimizing the number of workers laid off and/or the duration of the layoff(s), an employer's tax rate may be maintained instead of potentially increasing.
    - Help reduce Worker's Compensation claims. Maintaining worker morale helps reduce the incidence of on-the-job accidents, which in turn reduces worker compensation claims. Workers who have information about their options for the future are more inclined to keep their minds on their job. This focus leads to safer performance of their job duties.
    - The Employer's Guide to Advance Notice of Closings and Layoffs is extremely useful. Employers can find the answers to many of their questions here. https://www.doleta.gov/layoff/pdf/EmployerWARN09_2003.pdf

Helpful tips and examples:

- **It's important for RR Team members to continue to update OhioRED throughout the process to ensure all team members have the most up-to-date information regarding the layoff or closure.** In most circumstances, entry into OhioRED will be completed within 24 hours after an activity and should include any updates of previously entered information concerning the dislocation event.
- If the employer makes an immediate layoff with little to no warning given to the workers or state/local government, the RR team should explore and utilize all alternative methods of outreach to the workforce already laid off, such as:

- Attempting to obtain worker contact information from the employer or union (if available) for email, direct mailings or phone outreach.
- If no worker contact information is available, the RR team may want to pursue other options such as public service announcements or advertising, targeted specifically toward an employer's workers.
- Employers are not required to provide RR services, and thus may not respond to the POC's phone calls. While it can be discouraging, it may indicate the employer is still reviewing its options and has not made a final decision regarding a layoff; however, additional attempts should continue to be made to contact the employer. If no response from an employer is obtained, alternate individuals with the employer or union (if applicable) should be sought out to initiate the contact. In addition, the POC may want to consider visiting the employer in-person, to attempt to verify the situation, particularly if other efforts to contact have been unsuccessful.
- If an employer is uncooperative or unresponsive for any reason, the POC should open that event in OhioRED and check the Waiver field. They should then use the Notes feature to thoroughly document the reason why he/she has activated the Waiver flag for that event (i.e. no response from the employer, no contact with the affected workforce).

Activity: RR Workforce Survey

Purpose:
The Ohio Rapid Response Workforce Survey (RRWS) provides local teams with demographics and characteristics of a workforce that is potentially affected by a layoff or closure, and captures desired worker services. Primarily, this information may help the local RR teams craft a strategy for re-employment services. The survey also has value for the community providing workforce stakeholders with regional and statewide details that can be useful in economic development and the attraction of new employers into the state of Ohio. The survey was designed in conjunction with nine other USDOL Region 5 states, for data comparison of industry and affected occupations.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordinator (LC)	Workforce Specialist (WFS)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, **Accountable**, **Consulted**, **Informed**

Functions:
1. The RRWS is a critical tool in identification of specific talents, skills, and needs of a workforce and can be used to craft an effective reemployment strategy.
    a. The data from the survey is most beneficial when collected very early in the RR process; results have been proven to strongly impact outcomes of the Initial Employer Meeting and the Approved Plan of Service.
2. The survey can be completed on paper or online.
    a. Online versions are developed for each employer by the RR Unit. Please email rapdresp@jfs.ohio.gov if you would like a company specific online survey link created.
3. The survey template is available at www.ohiored.gov/misc/forms.stm
    a. Survey and mini-registration JFS 08124 and the RRWS coversheet JFS 18125.

    b. Be sure to use the most up to date forms available from this page.
    c. If teams follow the guidance, surveys can be processed by the RR Unit. Data quality is important, local teams must ensure surveys are complete and legible (see instruction sheet on the forms page).

4. The OWCMS mini-reg is part of the RRWS, whether paper or online.
    a. When survey processing guidance is followed, the need to enter individuals into OWCMS is eliminated. This data is uploaded for the local team by the RR Unit. All surveys entered in this manner are associated with the 'initial assessment' service as found in the OWCMS mini-reg services listing.

5. Surveys will be collected at all RR events regardless of the size of the layoff or closure.
    a. Survey Results and Wanted Analytics reports are automatically produced when the majority of surveys have been completed unless otherwise requested.
    b. Survey Results reports can be customized for specific counties and regions for specific timeframes upon request.

Resources

Helpful tips and examples:

- A team's challenge is coming up with a service plan that appropriately prepares the affected worker for reemployment opportunities. This is best done with workforce data. Regardless of how wonderful the plan, the teams must sell the affected employer on the value added by the survey for service delivery to their workforce.
- For best results, surveys should be collected in advance of the Initial Employer Meeting.
- Surveys can assist local teams to better understand the needs of the affected workers. Examples below from PY15 aggregated survey data, including interpretations, are:
    - Workers 50 and older who are long-time employed may not have the computer skills needed in today's job market and job search;
    - 47% of those surveyed were over 50. In fact, this group has different reemployment issues than those in younger age groups – one orientation may not best serve this age group and a separate service plan may be required.
    - 57% of those surveyed use the newspaper. Workers with only high school education, typically, use the newspaper for job searches. Newspaper are no longer a good way to job search successfully.
    - 34% of those surveyed were undecided when asked about their future plans. Career counseling should always be made available when there is a large percentage of workers who are undecided. Also, this group should be engaged as soon as possible because they are the ones who tend to "fall through the cracks."
    - A significant number, 27%, have been in another occupation in the past 5 years, and may have additional skill sets – this should be considered when marketing the workforce;
  - 22% of those surveyed were willing to relocate within Ohio. Reemployment opportunities should include the entire state for these individuals. It is encouraged to cross area and county lines.

Activity: Strategy

Purpose:

The Strategy Meeting is the second of the more critical steps in a **proactive** RR process. This phase focuses on developing a reemployment strategy, driven by talent needs of area employers for the affected workforce, to present at the Initial Employer Meeting. The strategy should include a recommendation for services on-site; a back-up off-site plan of service; consultation with local fiscal and the RR Unit about funding strategies; and a discussion about the need for vendors (if necessary) in service delivery. The strategy should influence preparations for the Initial Employer Meeting. Pre-work may include quickly engaging a vendor.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Shared Work	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:

1. Analyze the data obtained during the research phase and from the employer.
    a. Project the workforce's service needs based on worker demographics and projected layoff date(s).
        i. Preliminary determination of possible service options.
        ii. Identify common skill sets possessed by the workers to develop possible reemployment opportunities with growing or in-demand occupations.
    b. Use survey information. If not available, use job titles.
    c. Remember, the area employers with a talent need drive the service/solution plan.
2. Determine the best service options to discuss at the Initial Meeting with the employer.
    a. Identify potential partners and resources.
        i. Will the team include the vendor at the meeting?
    b. Consult with the larger team, per RACI.
    c. Determine service gaps that may require specialized funding.
    d. Draft a proposal of services and plan the discussion with employer.
        i. Prepare examples – how will the team sell service strategy benefits?
3. Develop an action plan for the Initial Employer Meeting that includes: an agenda; identification of the presenters; decision points; and "back-up" plans.
4. With every event, team goals should be established. Goals may include:
    a. Significant percent of workforce completing RRWS;
    b. Significant percent of workforce participating in activities.
5. Share details with team and make notations in OhioRED of outcomes.

SOMETHING NEW!

Fly Away Pack Requests:

- The RR Unit has laptops, printers and hot spots (Wi-Fi) available to use for transition centers, workshops, job fairs, etc.
- These are of no charge to local teams and can be delivered, set up and technically supported by the warehouse.
- If you or your team is interested in requesting a Fly Away Pack, contact the RR Unit via email at rapdresp@jfs.ohio.gov to request the form.

Resources

Facts:

- On-site services provide potentially affected workers with easier access to RR services. Transition centers are usually set up on-site or close to the employer's location and each situation provides teams with planning challenges as centers may include, but are not limited to:
    - On-site computer labs and internet access (see Fly Away Pack information);
    - Worker orientations with information for workers on job opportunities and training support.
- Workshops and training opportunities help workers prepare for transition to reemployment.
- Transition centers may have "business" and "off-business" hours to accommodate various shifts of the workers and may be set up as soon as the workforce system is notified of the layoff.
- Vendors are an excellent resource for staffing the centers after Wagner-Peyser staff has been considered.
- There is a lot to consider, but use this step to work out a plan so the team does not overwhelm the employer with details.

Helpful tips and examples:

- The drive behind your strategy should be how to **sell** RR services to get workers reemployed.
- A good Strategy Meeting builds the foundation for a successful Initial Employer Meeting. Having a professional, well-planned meeting with representatives from the RR team will be imperative to the success of the employer's engagement with the services planned to assist the workers.
- Employers are not required to provide RR activities to their workers and can deny the RR team access to workers. In most cases, the employer is relieved to find helping partners to assist their workers. However, an employer may say "no" if the Initial Meeting fails.
- Be sure to be organized, clear and show "what's in it for them".
- If the employer and/or the union are not receptive or responsive to having RR services provided to the workers, it is incumbent upon the local Workforce Development Board, RR team, and OhioMeansJobs Center staff to market workers using public means such as, but not limited to:
    - Social networking sites (Facebook, LinkedIn, Twitter, etc.);
    - Ads in the local newspaper announcing meetings for the workers;
    - Hosting "Town Hall" sessions at a public location;
    - Ad on the local OhioMeansJobs Center page;
    - Radio ad;
    - OhioMeansJobs.com;
    - Creating media interest about the services available.

Activity: Funding for Layoff and Closure

Purpose:

When local Workforce Development Areas encounter layoff and closure events but do not have sufficient Dislocated Worker dollars to serve an employer event and the impacted workforce, they may request Rapid Response Emergency Assistance Funds (RREAF). These dollars are meant to supplement, not replace Dislocated Worker funds.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordinator (LC)	Workforce Specialist (WFS)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develop ment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

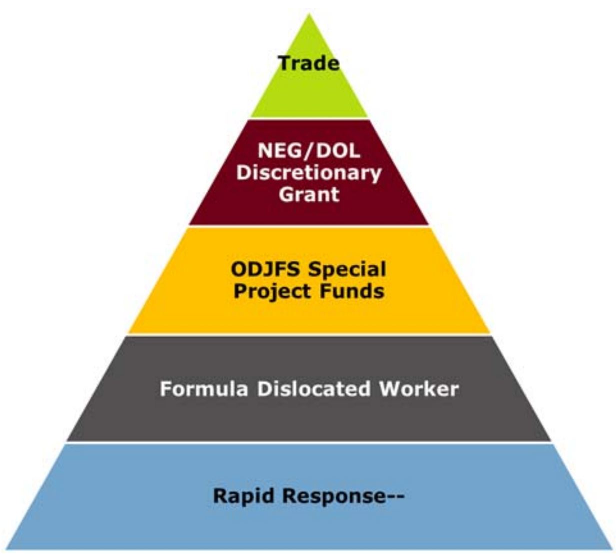
Functions:

1. The local team will find the RREAF funding application online at **http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm** under Rapid Response - Requirements
2. To ensure greatest benefit of funds, Program Delivery Supervisors should work with the local area fiscal agent and WDB to mutually agree on funding amounts to support the transition solutions plan and budget.
3. Once the funding application is complete, the Program Delivery Manager and WDB Director must sign the application ensuring its accuracy and appropriateness. Elements necessary for the application include:
    a. Project Summary
    b. Target population, employer event and potentially affected worker (PAW);
    c. Funds requested, incremental needs for program year, proposed budget, which includes staff and administrative costs;
    d. List all users in the workforce area who will have access to the Special Grant Office to perform data entry tasks.
4. The local WDB Director or fiscal agent will submit the application to rapdresp@jfs.ohio.gov.
5. RR Unit will process the application and create a Decision Memo. Once authorizing signatures are attained, then the RR Unit will:
    a. Submit an allocation request;
    b. Send an email with the outcome of the decision.

Resources

Facts:

- Remember **RR funds supplement** local Workforce Investment Areas and priority of usage is shown in the pyramid below when Trade, NEG and Special Project funds are available.



Helpful tips and examples:

- RR funds for layoff and closure event service plans may be used for:
  - Equipment;
  - Vendors to provide reemployment services;
  - Transition center;
  - Training costs;
  - Reemployment workshop costs;
  - Job fair;
  - Supportive services;
  - Outreach, event specific;
  - Staffing and administrative costs.
- Consult the RR Unit with any questions regarding funding request.
- The purpose of incremental funding is to allow for better monitoring of the flow of program funds and for the redirection of funds throughout the year as circumstances change.

Activity: Rapid Response Vendors

Purpose:

RR Unit recommends the commencement of RR service delivery to occur no later than 21 days from the date of notice of an event. To balance the need to expedite RR service delivery and to comply with procurement regulations, OWD created the RR Vendor List. The list includes vendors' qualifications and experience, the RR services within each vendor's capability, and the counties in which each vendor will be able to provide the identified services.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordinator (LC)	Workforce Specialist (WFS)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)

Responsible, **Accountable**, **Consulted**, **Informed**

Functions:

1. The RR Vendor List serves as an option for Local Areas to procure RR services through an expedited and simplified process.
2. A fast-track process for RR vendor procurement should be in place.
3. Procurement of a pre-screened RR Vendor.
   a. Once it is decided that a vendor is needed to provide services for an event, a representative of the local RR team will access the vendor list (found on the OhioRED website at: http://www.ohiored.gov/index.stm).
   b. A Local Area issues a "Request for Letterhead Bids" (RLB) to the pre-screened service providers that offer specified services needed in the county(ies) affected by the layoff or closure event.
   c. Each event is unique. Requirements for services are determined by the local RR team based upon the projected plan for service(s) and communicated to the vendor through the RLB.
   d. The RR vendors will submit a proposal that includes a service delivery plan and corresponding budget.
   e. Local Areas will review and score the proposals and select the best, most responsive RR Vendor offering the lowest cost.

f. The Local Area will execute a contract with the selected RR vendor and will be responsible for contract management, oversight and for payments to the vendor.

Resources

Facts:

- RR Vendor Questionnaire
  - o The questionnaire is a web based questionnaire in which respondents identify the RR services their organization has the ability to deliver and the Ohio counties in which their organization will be available to provide those services. Responses are screened by state staff and added to the RR Vendor List based on minimum qualifications.
  - o Any respondents that do not meet the minimum qualifications or do not provide responses sufficient for ODJFS to make a determination will not be included on the Prescreened Service Providers List, however, they will have the opportunity to reapply for reconsideration.
  - o Additional Vendors may be used if they are not on the prescreened list if time allows for the standard procurement process. This list is simply a quick, go-to resource for vendors if time is limited.

Helpful tips and examples:

- A direct contract with ODJFS may be made when there are larger, or statewide, events that impact several counties within the state of Ohio.
- Requirements for services will be determined by the Local RR Team and communicated to the vendor.
- Use of a vendor is encouraged, especially when staffing needs, resources and time are low. **However, Wagner-Peyser staff should be consulted first.**

Activity: Initial Employer Meeting

Purpose:

The Initial Employer Meeting is about establishing a rapport, collecting needed information, and outlining proposed plan of service based on early information. The goal/result of this meeting should be a draft plan of action making effective use of program dollars to assist the affected workforce in obtaining rapid reemployment.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordinator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:

1. Confirm event data.
   a. Use RR Initial Contact Form (JFS 01810) and RR Employer Characteristics Form (JFS 01811) available at http://www.ohiored.gov/misc/forms.stm.
2. Outline proposed plan of action, desired outcome/rationale, and benefits to employer.
   a. Allow time for open discussion.
   b. If RRWS data was not available prior to the meeting, sell employer on benefits of early data collection.
   c. If not yet received, ask for job titles/position descriptions.

3. Discuss separation benefits and impact on workers' unemployment benefits.
    a. Severance pay, retirement, etc.
4. Draft a plan for services agreed to and approved by employer, union (if applicable), and RR team.
    a. Establish a timeline for feedback.
    b. Understand that the next steps include the development of a plan that will be sent to the employer for approval.
    c. Use RR Post Initial Meeting Form (JFS 01812).
5. Share details with team.
    a. Make notations in OhioRED within 24 hours of the Initial Employer Meeting.
    b. Submit final plan to employer including any modifications made

Resources

Facts:

- The peer-to-peer network will complement the services provided by the RR team to bring more dislocated workers into workforce development services and programs. The benefits of the network are increased worker participation and quicker reemployment of dislocated workers.
    - A peer is someone from the affected workforce, who is a natural leader and has the capacity to empathize, encourage, and engage his/her co-workers. The peer will not necessarily be from the same division of a facility or even from the local area. For instance, in a production facility, one peer may be from the production work area and one may be from the administrative work area.
    - The employer and union (if applicable) are seen as a direct link to the affected workforce. Their cooperation in early distribution and collection of the RRWS is key to customizing the services available to the affected workforce. The RR team should take a copy of the survey with them to the Initial Employer Meeting to outline the benefits of its usage.
    - Some of the benefits of the early data collection includes:
        - Allowing customized services to meet specific workforce needs;
        - Allowing the RR team to ensure they have the most appropriate staff at the RR Worker Orientation session(s);
        - Allowing the RR team more time to react to additional funding needs;
            - Employers who participate in RR services can ultimately save money by getting their employees back to work as soon as possible.
        - Showing the employer has a caring attitude toward the affected workforce and the community.

If the outplacement firm is not in attendance at the meeting, it would be important for the RR POC to request the opportunity to speak with the firm to develop a list of the roles and responsibilities between the two entities. This will avoid duplication of efforts and increase continuity for seamless service to the workers.

Helpful tips and examples:

- Focus on selling RR services, "what's in it for them?" and why the employer should participate in RR services.
- Listening for unique opportunities throughout the meeting with the employer will be helpful in designing innovative responses to the layoff.

- In some layoff situations, employers may secure for-profit entities that will provide outplacement assistance to the workers. This is an option that most employers will have in place prior to the engagement of the workforce system and should be embraced as equally valuable and an important addition.

Activity: Approved Plan for Services

Purpose:
The Plan for Service is a written document, approved by the employer, which details all RR services that will be provided to an affected workforce and a timeline of when the services will be delivered. This plan should demonstrate an element of professionalism and include on-site activities that focus on re-employment as a primary goal, and other supportive services as secondary.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:
The Plan for Service step includes the following activities and processes:

1. Sell the employer on benefits of the various services to maximize potential package options.
2. Plan a RR Worker Orientation session:
    a. Standardized content to be included in RR Worker Orientation packets;
    b. Be sure to include the standardized Reemployment Presentation.
3. Establish and facilitate a transition center and/or peer-to-peer network, in partnership with the RR team utilizing state resources and/or vendors (as necessary and appropriate).
4. Consider a workforce transition committee, if six months notice to layoff date.
5. Design a clear and concise Plan for Services for employer review and approval.
6. Enter the Plan for Services into the OhioRED database, identify services in provided fields and attach the plan to the event in documents section.
7. Review logistical needs.
8. Confirm partner scheduling—better to over communicate than not communicate at all.
9. Discuss budgetary needs.
10. Capture which entities will pay for planned services (employer may provide for elements of the service plan, make certain to note it in the plan).

Resources

Facts:

- Most employer events are not closures, but a reduction in workforce due to economy, technology or loss of contract. It is important to build a long-term relationship with affected employers as they may be transition solutions in the future, benefiting or impacting your future success at rapid reemployment of impacted individuals.

Helpful tips and examples:

Checklist for Approved Plan for Services:

- Worker orientation
    - Worker demographic information assessed.

- Worker orientation plan developed and agreed to by RR team.
- Determine who will facilitate the session and introduce the team.
- Confirm who will distribute printed materials on available resources, including local agency contact information, addresses, and phone numbers.
    - Worker orientation meeting location confirmed.
        - Any equipment/tech needs for presentations addressed.
    - Presentation agenda approved amongst team members.
    - Prepare RRWS in appropriate languages including cover sheet with **full RR ID.**
- Transition centers
    - Transition center location
    - Furniture and equipment needs identified and method for obtainment determined.
    - Hours of operation.
    - Staffing needs have been identified and addressed.
    - Duration of operation and staff roles determined as well as reporting assignments assigned.
- Peer-to-Peer
    - Peer-to-peer agreed to.
    - Team of peers established.
    - Role of established peers determined.
    - Training tools, activities, and information provided to peers by local team.
    - Regularly scheduled follow up meetings established.
- Approved Plan for Services
    - Develop a Plan for Services.
    - Submit Plan for Services for approval.
    - Enter Approved Plan for Services in OhioRED on Post Initial Meeting Form.

Activity: RR Worker Orientation

Purpose:
The RR worker orientation session is the first opportunity to sell the affected workers on the benefits, services, and resources available to rapidly transition them to new employment. The goal is to engage the workforce so that the time to reemployment may be minimized, if not totally eliminated.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, **Accountable**, **Consulted**, **Informed**

Functions**:**
The RR message at orientations needs to be consistent throughout the state. This is why a standardized presentation has been created. It is highly recommended that all local teams follow the recommended agenda below:

- Introduction of presenters and goal of RR – **rapid reemployment**.
- Importance of RRWS information and impact on connecting to employment opportunities (if not collected). Encourage participation.
- Presentation of any planned on/off site early intervention services (based on the approved Plan for Services).

- How to make the most of time to layoff and utilization of the OhioMeansJobs.com system, including House Bill 2 requirements.
- Transition to workforce services system in Ohio (WIOA).
- Trade Adjustment Assistance information (if applicable).

The orientation provides an opportunity for affected workers to ask questions about available benefits and services directly from subject matter experts represented on the local RR team.

Resources

Facts:

- Presentation checklist helps to make the worker orientation run smoother.
    1. Locate and confirm meeting location.
    2. Address presentation audio/visual needs.
    3. Confirm which partners will attend each session.
    4. Confirm which partner will present each topic:
        - Description of RR services;
        - Introduction of the RR team;
        - Distribute printed material on services and local agency contacts including addresses and phone numbers;
        - Explain what services and resources are available to assist the workers (including any early intervention services planned per the approved Plan for Services);
        - Answer questions and obtain feedback from attendees on concerns and needs;
        - Reemployment message;
        - Other topics as needed.
- Offer sign-up sheets at the orientation for services, workshops, credential programs, etc.

Helpful tips and resources:

- Worker orientation sessions should be conducted as far in advance of the projected layoffs as possible.
- For layoffs with long lead times or with phased dislocations, *additional* shorter sessions closer to the layoff date(s) for the affected workers are appropriate and recommended.
- It is highly recommended that orientations be held on-site, and while the workers are "on the clock", if possible.
- In those circumstances when an employer is unwilling or unable to allow the workers to be paid to attend the sessions or for the sessions to be held on-site, they should be scheduled at a time and place most convenient to all of the affected workers.
- If possible, keep the number of workers attending each session to a manageable size (30 or less).
- The reemployment message is mentioned throughout the presentation with a final drive at the end. This will leave a more positive, lasting impression.
- Unemployment Insurance shouldn't be the focus of the worker orientation.
- Ideal orientations will last about 1 hour.
- If the layoff or closure will affect multiple shifts, each shift may need a separate session scheduled.
- Remember, dislocated workers will experience many emotions and anxieties – unknown financial security in the future included. With the team's assistance, *they can move from fear to hope then to joy when reemployed.*

Activity: Transition to Local OhioMeansJobs Center Services

Purpose:

Depending on the amount of intensive services and/or training required for an affected worker to become reemployed, it may be necessary to transition any impacted individuals as yet unemployed to the OhioMeansJobs Center when employer event Plan for Service is complete. The goal remains the same, rapid reemployment for workers, and additional delivered services at these centers are above and beyond what has been previously received and should not be duplicated.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Unem-ployment Insurance (UI)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:

1. Establish a process for handing off participant service and training reports to the OhioMeansJobs Center to ensure customer ease of services.
   - The POC should share as much data as is available with the OhioMeansJobs Center Director, or designee, on those individuals that have on-going needs.
   - OhioMeansJobs Center frontline staff, likewise, should be notified.
2. Outreach to these workers should occur as soon as OhioMeansJobs Center staff gauges services or training necessary and has plans ready for the affected workers.
   - The POC should share workforce and reemployment opportunity data.
3. Update OhioRED and Mini-Reg (if not already done, this should be made a full registration record).
   - Be sure to update services record.

Resources

Helpful tips and examples:

- Tracking customers using the RRID is important in order to link the individual to the employer event. For workers who do not attend an orientation session, but who visit an OhioMeansJobs Center seeking assistance, each worker's appropriate RRID number must be identified and entered accordingly into their OWCMS Mini-Registration record, which can easily be converted into a full registration. This data will assist in tracking workers from specific events and can be used to justify need for additional RR funds and/or potential federal funds as well as provide the state with data needed to assess the impact of RR services throughout the state.
- The RR Worker Orientation Card (JFS 13114) may be used so the RRID is readily available when they attend the OhioMeansJobs Center. The Word version of this card is available at http://www.ohiored.gov/misc/forms.stm under the RR Workforce Survey section.
  - If you need assistance in completing this task contact the RR Unit at rapdresp@jfs.ohio.gov
- OhioRED will be updated when training and services are provided. Data is tied to dollars.
- Services* can be categorized into below categories, with exception of training:
  - RR GROUP ORIENTATION ATTENDED -- when affected workers receive information on the benefits, services, and resources available to rapidly transition them before or during their layoff to new employment.
  - RR GROUP SERVICES RECEIVED -- when affected workers are serviced as a group such as in workshops.

- RR SELF SERVICE -- when affected workers utilizes OhioMeansJobs Center resource room computers to take career assessment, do job searches, update resumes, etc.
- RR GROUP INTERVIEWING SKILLS SERVICE -- when affected workers receive instruction and assistance with preparation and interviewing techniques.
- RR GROUP JOB SEARCH SERVICE -- when affected workers receive job search skills training and development assistance.
- RR GROUP WORKSHOP -- when affected workers attend workshops. For example; job seeking skills, resume writing, interviewing, basic computer literacy classes, other computer classes, and remedial education.
- RR TRANSITION CENTER SERVICE -- when affected workers attend services offered, on-site or off, such as job/career/education fairs.
  *All group services are non-participating services.

Activity: Post RR Follow-up for Teams

Purpose:
Follow-up is a critical step in any business process and is appropriately the tenth and final process step for RR. Follow up provides Program Delivery Managers, state partners, and local team members' strategic review of measurable outcomes, or RR metrics, to identify continuous improvement opportunities that would enhance reemployment outcomes for affected workers.

Recommended Team Members:

Point of Contact (POC)	Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, **Accountable**, **Consulted**, **Informed**

Functions:
1. Gather RR metrics for appropriate review within comparison period.

RR metrics are critical in understanding team efficiency, effectiveness, and quality of service delivery throughout the business cycle. These RR metrics should be reviewed regularly with anyone having a role in in the RR process. The PDM and local WDB may want to look at their team's performance in three ways recommended below**:

- Ability to persuade affected employer to allow early intervention and on-site RR services.
- Ability to encourage affected worker on participation in RR services.
- Ability to sell employers with growth/replacement talent needs on RR re-employment solutions and retraining services.

2. Look at each RR process step through these filters:

- Have the "best practices" been identified for each process step based on RR metrics established in protocol?
- Have the "best practices" been documented for each process step?
- Have team members been trained on the "best practices" for each process step?
- Have the "best practices" been implemented?
- Did the team identify continuous improvement opportunities?

3. Incorporate identified improvements into the local team's process and service delivery.

- Which metrics have had the greatest impact toward the desired outcome, or rapid transition of workforce to reemployment? Share with RR Unit.
- Establish new goal(s) for the next rating period

**RR Unit can offer technical assistance on establishing team metrics.

Resources

Facts:

- Follow up is most effective when done on a regularly scheduled basis, but a larger-scope, **annual review is recommended as a minimum for each team.**
- Getting the team engaged in the review may require the use of open ended questions such as:
    - How much of performance problems are due to:
        - Lack of skill?
        - Lack of clear expectations?
        - Structural or systemic issues that inhibit good performance (understaffed; uneven workflows)?
        - Lack of willingness or notification to do what's expected?
        - What processes are not effectively used?
    - What are the consequences of poor performance areas?
    - What performance improvements would the team like to see?
    - What can the organization do to better support its success?
- For best results, all those having a role in the team's service delivery should be engaged in the solutions to create better buy in by all.

Activity: RR Technical Support

Purpose:

The RR Unit provides program support and guidance to assist PDMs in addressing local team execution and capacity gaps. RR Unit staff will be available to engage local teams, working with them to identify service delivery execution gaps then translating these into opportunities and successful program goal attainment. The RR Unit will support field staff regionally and locally.

Recommended Team Members:

Program Delivery Manager (PDM)	Local Coordi-nator (LC)	Workforce Specialist (WFS)	Program Delivery Supervisor (PDS/RRC)	Fiscal Agent	RR Unit	Econ Develo-pment	OMJ Center Operator	Workforce Development Board Director (WDB)	Trade

Responsible, Accountable, Consulted, Informed

Functions:

1. At the request and direction of the local Workforce Development Area, Program Delivery Manager or Program Delivery Supervisor, the RR Unit may offer technical assistance to local teams to:
    - Enhance local team member understanding of RR program capability and funding;
    - Build service delivery skills throughout the various process steps;
    - Augment local team member ability to discern layoff aversion and proactive RR opportunities;
    - Cultivate data interpretation skills;
    - Any additional needs as requested.
2. Offer on-going training opportunities, through webinar and on-site/centralized workshops.
    - Workforce data, using survey interpretation to develop service strategy.

- Funding guidance.
- Advanced RR techniques – comprehensive look at services and service strategies for workers, job seekers and employers.
- Team development, e.g. RACI tool.
- Marketing RR, teams can utilize data to improve two outcomes:
    - Enhance the use of RR services by impacted employers and affected workers;
    - Boost the sale of workforce skillsets to employers with talent needs.

3. Increase performance accountability.
    - OhioRED database and event capture – in order to tell the RR story of how Ohio is serving the dislocated workforce throughout the process.
        - Step by Step Guide 2.0
    - OWCMS Special Grant use.
4. Coach local teams to recognize regional opportunities.
5. Ensure compliance.
    - Quarterly reporting and annual monitoring events.

RR Unit Assistance

The RR Unit is here to serve and assist you and your team by:

- Providing technical assistance on any and all RR matters
- Providing regular activity report out and data capture review
- Assisting in presentations to local teams
- Communicating to local teams any updates, changes, etc.
- Coordinating cross-region, statewide and industry/sector efforts
- Teaming up to continuously improve process and produce effective program that maximizes outcomes
- Participating in RACI and continued team building exercises.

Conclusion

The RR Unit hopes that this Operations Guidance for Local Teams is beneficial to you and your team in delivering Rapid Response. This hands-on, step by step approach to RR can be used as a guide book, or a quick reference guide as you serve employers – growth, at risk or impacted, and affected workers through all phases of the business cycle.

If there are a few things we want you to come away with after reading this supplemental guide, it is that:

1. RR must take on a proactive approach to fully serve the business cycle.
2. RR serves the employer as much, if not more than the affected worker.
3. Reemployment is the goal and lasting message of RR.
4. No single RR event is the same. Therefore, a static approach is not recommended. Instead, a creative and outside the box approach can be more beneficial depending on the circumstance.

Glossary of Terms

Case Management - A client-centered approach in the delivery of services designed to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, including computer based technologies to provide job and career.

Client – For purposes of this RFQ, a client is an individual impacted by a business closure or layoff who receives Rapid Response services.

Client Assessment – Process to identify the skills, knowledge and abilities of a client, and to determine the appropriate combination of employment and training services that will enable the client to achieve sustainable employment.

Displaced/Dislocated Workers - A dislocated worker is any adult 18 years and older who:

- Has been terminated or laid off, or has received a notice of termination or layoff;
- Is eligible for, or has exhausted entitlement to unemployment compensation;
- Has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation, and is unlikely to return to a previous industry or occupation;
- Has been terminated or laid off, has received a notice of termination or layoff as a result of a permanent closure or any substantial layoff from a business—including a general announcement by business representatives that the closure of the business will occur within 180 days;
- Was self-employed but is unemployed as a result of general economic conditions; or
- Is a displaced homemaker.

Employer Outreach – Activities that increase employers' awareness of Rapid Response services, and the supply of workers available in the labor market due to regional layoffs and closures.

Event – Any situation that will subject workers to termination or layoff--including the downsizing or closure of a business. Includes notification of a pending event via news media, individual worker notice, issuance of a Worker Adjustment and Retraining Notification (WARN), or by word-of-mouth. The classification of an event is without regard to the number of individuals potentially impacted.

Intake – Process to collect basic information needed from a client for program participation, record keeping, and eligibility determination. (*e.g.,* name, contact information, work history, and other required data)

Job Fairs – an organized event for employers to meet with job seekers.

Job Search Assistance - Career services to provide assistance and instruction to a client on the best methods and resources to use in efforts to seek, locate, apply for, and obtain a job. Job search assistance may include—but is not limited to—job search techniques, orientation to the labor market, resume' preparation assistance, development of a job search plan, job development, referrals to job openings, job placement services, job finding clubs, job search workshops, vocational exploration, relocation assistance, and re-employment services, such as orientation, skills determination and pre-layoff assistance.

Jobs Ohio Regions – Anchored by Ohio's major metropolitan areas, these are the six geographic regions designated by JobsOhio and identified in Appendix A to this RFQ.

Labor Organization – A group of member employees, often working for a common employer or within an industry, which exists for the primary purpose of collective bargaining with the employer(s).

Functions may include resolving labor disputes, negotiating wages, and determining other terms and conditions of employment.

Layoff Aversion Services –Services to both employers and to individuals when the threat of a layoff or closure event exists. Successful layoff aversion projects understand the business cycle, have knowledge of local labor market conditions and demands, and build relationships with business and community partners that benefit businesses throughout the business cycle, from peak, to decline, to recovery, to growth.

- Services to employers involve the implementation of strategies to improve the competitiveness and viability of an employer's business to reduce the likelihood of a layoff or closure event. Services may include—but are not limited to—Updates to the skills of the employer's existing workers, training to provide workers with new skills, the development of plans to more effectively organize and manage the workers and/or to increase the productivity of the business.
- Services to workers include skills enhancement and training to provide new skills that can occur whether an event is threatened or imminent, and can also include matching workers with job opportunities when an event is imminent to reduce or eliminate the time period a worker is unemployed.

Local WIOA Area(s) - A geographic area comprised of single or multiple units of general local governments designated as a local workforce investment area by the Governor to receive funds to administer the Workforce Innovation and Opportunity Act (WIOA) activities. Local workforce areas are often called "local areas" or "local WIOA areas".

Off-Site - For purposes of this RFQ, this refers to a physical location other than that of the business subject to the layoff or closure event.

Office of Workforce Development (OWD) – An office within ODJFS that provides administration and operational management for Ohio's WIOA programs—including Rapid Response. OWD's primary responsibility is to promote job creation and to advance Ohio's workforce.

Ohio Department of Job and Family Services (ODJFS) – The state agency currently recognized by the United States Department of Labor (DOL) as the entity responsible for the administration and oversight of WIOA-funded programs in the State of Ohio.

On-Site: For purposes of this RFQ, this refers to the physical location of the business subject to the layoff or closure event.

One-Stop Service Delivery System - A system under which entities responsible for administering separate workforce investment, educational, and other human resource programs (referred to as "One Stop partners") collaborate to create a seamless system of service delivery that will enhance access to the programs' services, prevent duplication, and improve long term employment outcomes for individuals who participate in these programs and receive services through the One-Stop Service Delivery System.

Peer-to-Peer Counselor – An individual from a company/organization that is downsizing/closing that has been trained to have basic knowledge of available supportive services, to recognize signs of stress and grief, and to refer co-workers to the appropriate Rapid Response and support services as needed.

Peer-to-Peer Network – A network of Peer-to-Peer Counselors within a company/organization trained to act as liaisons among the workforce system, their employer, and co-workers facing an impending layoff.

Rapid Response - A WIOA-funded program to provide immediate assistance to workers and employers upon receipt of notice of a threatened or imminent business layoff or closure event with the purpose to avert or to minimize the impact of the event on the workers and to reduce or eliminate the time a worker remains unemployed.

Rapid Response Services - The early intervention services typically initiated by a local Rapid Response Team in response to notice of a threatened or imminent business layoff or closure event.

Rapid Response Service Delivery Team – A group of individuals from the local OhioMeansJobs Center and other agencies and organizations that conduct assessments of events, identify the specific services needed for each event, and ensure the delivery of the needed services in a timely and effective manner.

Request for Letterhead Bids (RLB) - A semi-formal procurement process that involves a solicitation for project-specific bids from vendors believed to have the capacity and staff needed to provide a needed product or service.

Transition Center – A physical location selected in consideration of a specific business layoff or closure event or of a specific targeted purpose to enhance the availability of Rapid Response services to dislocated workers. A transition center could consist of an off-site, fully staffed, equipped, leased space or to an on-site space/room.

Worker Orientation – A meeting organized by the Rapid Response Team and the employer and/or labor organization, where information on available services is provided to the individuals facing a layoff.

Workshops – Instruction provided to a group of people usually in a hands-on, facilitated environment to complete a creative project, discuss a topic, or study a subject. Programs may offer workshops to convey information and enhance understanding of a process or function to multiple attendees.

Additional Resources and Links

Department of Labor - Rapid Response
http://www.doleta.gov/layoff/rapid.cfm

Labor Market Information
http://ohiolmi.com/

Office of Workforce Development
http://jfs.ohio.gov/owd/

Ohio Department of Job and Family Services
http://jfs.ohio.gov/

OhioMeansJobs
https://jobseeker.ohiomeansjobs.monster.com/

OhioRED
http://www.ohiored.gov/index.stm

Ohio Workforce Case Management System (OWCMS)
https://owcms.ohio.gov/wcms/logon.xhtml

Rapid Response Forms Page
http://www.ohiored.gov/misc/forms.stm

State Policy and Guidance Information
http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm