



# ARIZONA

## ARIZONA @ WORK™

Innovative Workforce Solutions

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# Rapid Response & Layoff Aversion Done Well

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U.S. Department of Labor,  
Employment & Training  
Administration (ETA)



## About NLN...

*U.S. DOL ETA's vehicle  
for **short- and long-**  
**term technical**  
**assistance**  
to state and local  
workforce boards  
throughout the  
U.S. and its territories.*



# Today's Presenters



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# Agenda

- Rapid Response Basics
- Elevating The Response
- Being Deliberate with Layoff Aversion
- Engagement with Businesses
- Post-Layoff Strategies
- Engagement with Businesses
- Q&A Session
- Closing



# Rapid Response Basics

# The Definition...

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## Rapid Response

**Purpose:** Provides immediate assistance to workers who are facing layoffs or plant closures.

**Activities:** Includes organizing workshops, offering career counseling, and connecting workers with job placement services. The goal is to help workers quickly re-enter the workforce.

**Timing:** Initiated when there is an impending layoff or plant closure.

## Layoff Aversion

**Purpose:** Helps businesses avoid layoffs altogether by making strategic changes.

**Activities:** Can involve incumbent worker training programs, use of the Work Sharing Program, or finding a buyer for the business.

**Timing:** Proactive approach, often implemented before layoffs are announced.



# Elevating Rapid Response

- **Ongoing** preparedness, not a one event at a time!
- Promote **economic recovery**
- Adopt a comprehensive and **holistic, triaged approach**
- **Minimize impacts** on workers, businesses, communities and those affected
- **Adopt accountable practices** which evolve into policies and practices
- Ensure **equitable responses** in having the ability to see, hear and touch everyone affected
- Creation and implementation of a [State Roadmap for Workforce Recovery](#)



# Elevating Rapid Response continued

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- **Track Layoffs** of all sizes in your workforce area and supplement your reports to the state. Establish an internal system to track economic development, media, government, and/or other reliable sources to provide other reliable information.
- Consider a **procurement for additional rapid response services** (financial planning and surviving a layoff, credit counseling, reskilling, resume strategies, LinkedIn skills, etc.) to establish a roster of high-quality services, reasonably priced, and ready within 48 hr.

- [Texas Rapid Response Guide](#)

- [San Bernadino Rapid Response / Layoff Aversion Guide](#)





# What is *PROACTIVE* Rapid Response?

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**Training is in place to deal with situations that arise:**

- What plan do you have to introduce available assistance and resources?
- How will you deliver the resources to those in need?
- How will you conduct follow up with those using the resources?
- Do you have “ramp on and off” strategies for resources?

**Network of services has already been identified and connected to work as a team:**

- Who is in your network already?
- Do you have all resources covered which may be needed?
- Do you have organizational POCs and their info readily available?
- Does the network understand who is the lead entity in each designated resource area?
- Have you established roles and responsibilities?
- Do you have a communication plan between partners?



# ***PROACTIVE* Rapid Response Continued**

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## **A plan should be in place to evaluate effectiveness:**

- Are there specific measurables within your network for effectiveness?
- What evaluation methods are needed dependent upon whether it is a mass layoff or natural disaster?
- Assessment for those who used services?
- Debrief on continuous improvement with partners and businesses?

## **A plan should be in place to address funding needs:**

- Is the current funding levels adequate or will emergency funding need to be sought?
- Do you already have a list of potential funding sources to be tapped?
- Whose responsibility is it to find additional funding in each designated resource area?





# Being Deliberate with Layoff Aversion Activities

# Why It's So Critical....

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- Preventing Job Loss
- Supporting Overall Workforce System Stability
- Economic Impact on a Local Area/Region



# What's Allowable with Layoff Aversion?

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- [CFR 20 682.320](#) defines the activities that can be taken including:
  - Early identification of firms at risk of layoffs
  - Assessment of needs of firms
  - Providing options for at-risk firms
  - Ongoing engagement to create an environment for successful layoff aversion efforts
  - Funding feasibility studies to determine if the company's operations can be sustained in another manner
  - Incumbent worker training to upskill to avoid the layoffs



# What's Allowable with Layoff Aversion? (Cont'd)

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- [CFR 20 682.320](#) defines the activities that can be taken including:
  - Connect business to loans, short-time compensation under Unemployment Insurance, or to other resources to help them
  - Linking with economic development for business retention and expansion activities
  - Contracting with business-focused organizations to assess risks, propose strategies or even implement services to help the business
  - Analysis of the suppliers of an affected company for their risks
  - Proactively identifying opportunities for economic transition
  - Connecting business and workers to training before or after the layoff to facilitate rapid re-employment



**Think differently about Layoff Aversion!**

# Layoff Aversion Framework

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Understand the framework provided by WIOA for implementing layoff aversion strategies.

- **Early Identification:** Identifying at-risk firms early on to provide timely assistance
- **Business Engagement:** Building strong relationships with businesses to understand their needs and provide support
- **Training Programs:** Offering incumbent worker training, customized training, and on-the-job training to upskill employees and make businesses more competitive
- **Economic Development:** Collaborating with economic development activities at various levels to support business retention and expansion
- **Funding and Resources:** Utilizing various funding sources, including WIOA statewide discretionary funds, local formula funds, and other community resources

*These strategies aim to prevent layoffs, support workforce stability, and minimize the economic impact of job losses.*



# Building Relationships for Layoff Aversion (LA)

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- Business Relations are built throughout the year and need to be maintained
- Other partnerships that can help with LA activities
  - State LMI or a partner with data software such as EMSI
  - Higher education partnerships – specifically for short-term certification training
  - Economic development organizations, Chambers of Commerce
  - Industry associations in your area
  - Who else?





# Layoff Aversion Framework continued

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Examine policy guidelines to ensure strategies and activities are compliant and effective.

- Layoff Aversion in Rapid Response Systems
- Transfer of Funds – WIOA Adult/Dislocated Worker Programs
- Allocations and Guidance on Use of these Funds for WIOA Transition Activities
- Dislocated Worker 25 Percent Funding Policy Worker Displacement Prohibition
- Other....



# The Benefits of Layoff Aversion

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## Employers

- Keep trained and loyal employees
- Reduce cost of hiring and training new employees
- Increase morale of employees and reduce turnover rates

## Employees

- Keep their job!
- Maintain benefits and financial stability
- Potential opportunity to upskill



# The Benefits of Layoff Aversion continued

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## States and Local Workforce Areas

- Showcases the value of workforce boards within the ecosystem
- Support for Economic Development

## Communities

- Averting layoffs means less disruption to the ecosystem (ex. property taxes loss associated with home foreclosure rates)





# Engagement with Businesses

# Proactive Connection to Business and Industry

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- Effective and continuous channels for communication
- Leverage Business Service Teams (BSTs)
- Collaboration and attendance at industry summits or roundtables
- Outreach / Ambassadors for Workforce Board Training and Program Support:
  - Incumbent Worker Training
  - Customized Training
  - Registered Apprenticeship Connections
  - On-the-Job Training
  - Dislocated Worker Program
  - Rapid Response Services
  - Other...

*Flexible service delivery is key...make sure the solutions you provide are tailored to the employer's specific needs!*



# Q & A



# Resources

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## Next Level Now Community on WorkforceGPS

- [A Catalog of Rapid Response Service Information and Resources](#)
- [React Collaboratively and Quickly for Rapid Response Events: Yes, WIOA Can!](#)



## Additional Resources on WorkforceGPS

[Rapid Response Regulations Series #6: Layoff Aversion Strategies & Activities](#)

[Layoff Aversion Questions for Business](#)

[The Intervention Timeline](#)

## DOL Guidance

[Rapid Response Services | U.S. Department of Labor \(dol.gov\)](#)

[TRAINING AND EMPLOYMENT GUIDANCE LETTER No. 30-09 | U.S. Department of Labor \(dol.gov\)](#)

[Layoff Aversion TEN Ideas \(dol.gov\)](#)



# Quick Evaluation

Please take 2 minutes to give us feedback on this workshop!





# For More Info on the NEXT LEVEL NOW Collaborative...



Reach out to us to  
[request technical assistance](#)  
[on today's topic](#)  
or [other workforce topics!](#)

# Thank You!



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