

Rapid Response

Developing Effective RR Programs Agenda/Objectives

- ❖ **ETA's Vision of Rapid Response**
 - ◆ **The Ideal Rapid Response Framework**
- ❖ **What RR \$ Can Buy, or “you can do *what* with Rapid Response money?”**
- ❖ **Assessing business needs**
- ❖ **Telling your story**



Developing Effective RR Programs

ETA's Vision of Rapid Response

- ❖ To establish a comprehensive, collaborative effort to improve the Rapid Response system through consistent, high quality, timely and innovative responses to economic transition.

Developing Effective RR Programs

ETA's Vision of Rapid Response

Legislative Authorization

Sec 665.300 WIA Final Rule

(a) Rapid response ... “activities necessary to plan and deliver services to enable dislocated workers to transition to new employment *as quickly as possible*”



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ETA's Vision of Rapid Response

Required state function under the Workforce Investment Act (WIA); funded by reserving up to 25% of the state's WIA Dislocated Worker allotment

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ETA's Vision of Rapid Response

Provides **direct reemployment services** and **facilitates additional services and resources;**
carried out by states and local workforce development organizations in partnership with One-Stop Career Centers.

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Arranges for the provision of support services such as unemployment insurance, health care, home heating assistance, legal aid, financial advice, and other forms of critical assistance to affected workers and communities.

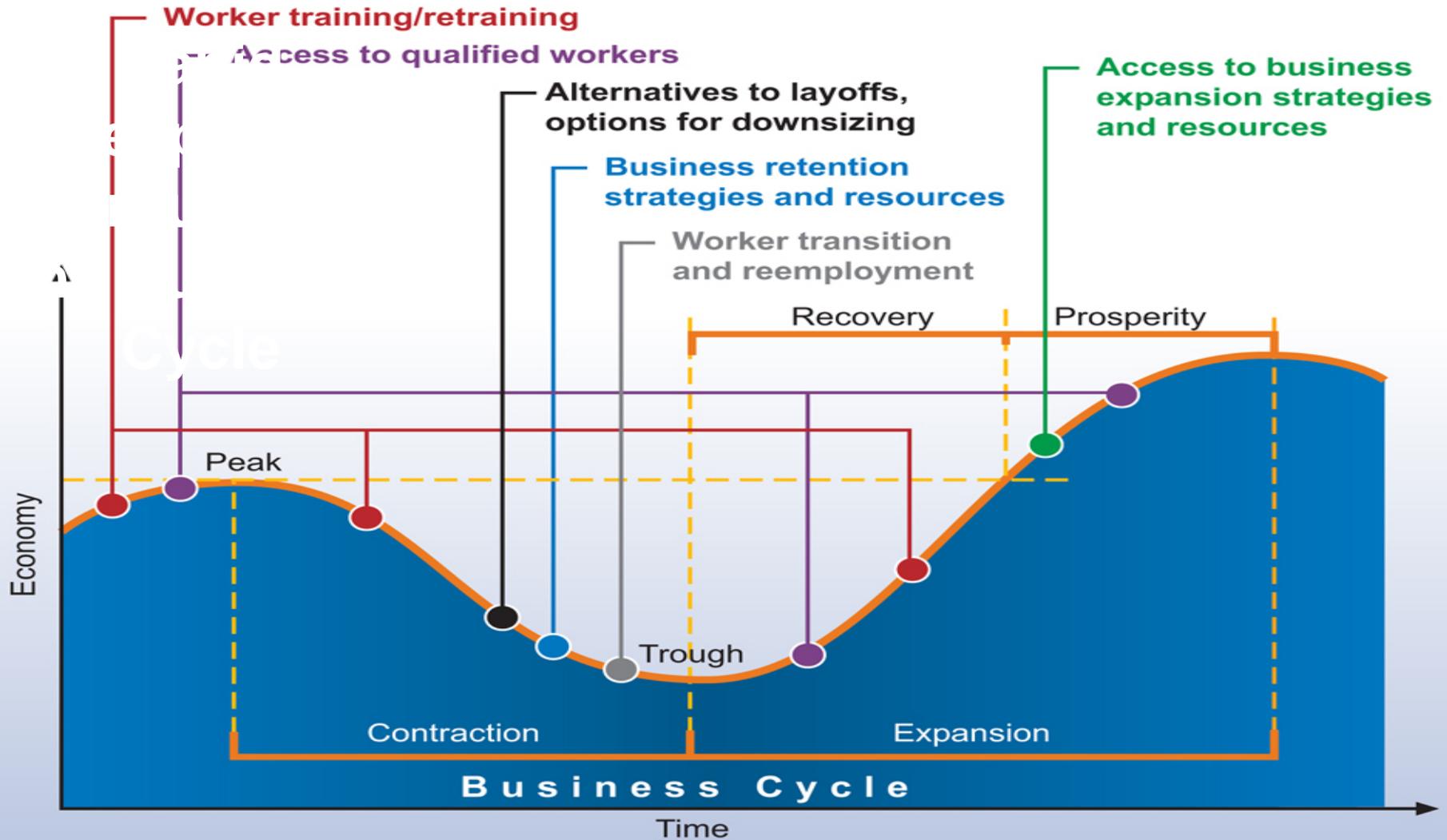
Developing Effective RR Programs ETA's Vision of Rapid Response

***An orientation does not
Rapid Response make.***

***There is SO MUCH more
to Rapid Response.
That's what we'll chat
about today.***

Rapid Response Act

Benefits Businesses Throughout the Business Cycle



Successful, Enhanced Rapid Response Must Be Intentional

- ❖ A systematic orientation towards prevention, strategic planning, and reemployment;
- ❖ A genuine appreciation of the value of Rapid Response and ways to express this value;
- ❖ Mastery of the rules and regulations (Federal, state, local) to create a foundation for innovation;
- ❖ Establishment and maintenance of deep and broad partnerships;

Successful, Enhanced Rapid Response Must Be Intentional

- ❖ Procedures and policies that are consistent, clear, and well understood;
- ❖ Leadership that creates an environment that encourages innovation, promotes creativity, and favors comprehensive solutions over menu-based services; and,
- ❖ Staff who are properly trained with incentives for behaviors that promote these broad goals.

Just a reminder: Layoff Aversion: Our Definition

From TEGL 30-09:

- ❖ ETA considers a layoff averted when:
 - ◆ 1) a worker's job is saved with an existing employer that is at risk of downsizing or closing; or
 - ◆ 2) a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences no or a minimal spell of unemployment.
- ❖ TEN 9-12 adds a lot more context, too

**So, what *can* you do with
Rapid Response money?**

**Let's talk about a few
examples...**

The “Intervention Timeline” pt 1

Ongoing strategic or administrative activities (regardless of proximity to layoff or potential layoff)

- Developing, implementing, maintaining, and publicizing a state or local layoff aversion policy
- Creating and sustaining effective partnerships with a wide range of organizations that contribute to layoff aversion strategies
- Gathering data and intelligence related to economic transition trends within industries, communities, or at specific employers, and planning strategies for intervention
- Developing early warning networks and systems utilizing data and intelligence gathered
- Identifying heavily concentrated industries and sectors and related training needs in the geographic area
- Engaging in proactive measures such as business visitation or layoff forecasting programs to identify indicators of potential economic transition and training needs in growing industry sectors or expanding businesses
- Connecting employers and workers with short-term, on-the-job, and customized training and apprenticeships before or after layoff and prior to new employment

More than a year prior to a potential layoff

- Working with businesses to conduct comprehensive production cost studies with the goal of continuing cost-effective production within the United States
- Helping a company spin off an under-performing business unit to focus on core competencies
- Helping companies practice continuous improvement in processes and quality, constantly looking for opportunities for new products, customers, markets, and business models

The “Intervention Timeline” pt 2

From approximately six months to one year prior to a layoff or potential layoff

- Partnering or contracting with the Manufacturing Extension Partnership (MEP) or other business-focused organizations to assess risks to a company, propose strategies to address those risks, implement services, and measure impacts of services delivered; conducting analyses of suppliers to assess risks and vulnerabilities from potential closings of a manufacturing customer
- Conducting prefeasibility or company valuation studies to determine the possibility for employee buyouts or Employee Stock Ownership Plans (ESOPs), or more commonly, the sustainability of the company with new products, retooled production processes, or new customers and markets
- Facilitating employer loan programs for employee skill upgrading, when available
- Examining alternative business ownership options through economic development partners
- Utilizing Trade Adjustment Assistance (TAA) for Firms to help employers negatively affected by imports remain competitive
- Leveraging Short-Time Compensation programs through Rapid Response and/or business engagement strategies

The “Intervention Timeline” pt 3

From approximately six months prior to, up through and following a layoff

- Partnering with MEP organizations for activities, as mentioned above
- Utilizing incumbent worker training for eligible workers based on state or local rules, including TAA
- Encouraging use of Short-Time Compensation (shared work) programs in states with such programs incorporated into state Unemployment Insurance law
- Ensuring strong connections with reemployment-focused activities within a state or local area
- Holding on-site job fairs or targeted hiring events with nearby business in need of workers with similar competencies or skill sets
- Conducting talent-transfer events or holding reemployment boot camps
- Connecting to labor unions that may be able to assist in accessing skilled workers and assessing their training needs
- Linking with state or local economic development organizations to match business growth opportunities with available pools of skilled workers, including those currently dislocated or soon to be laid off

Developing Effective RR Programs

You can do *what* with RR \$\$\$?

❖ Regional Asset Mapping

- ◆ Service providers, community and faith based organizations, educational facilities, foundations [665.320(b)]

❖ Economic Mapping

- ◆ At-risk employers, growth employers, infrastructure assets and needs, technology transfer (R&D) capabilities [665.320(d)(3)]

❖ Action not Reaction

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You can do *what* with RR \$\$\$?

Rapid Response “Set-Aside”

- ❖ **State-Based NEG**
 - ◆ Rapid Response funds used to assist local areas in responding to events that do not otherwise qualify for a NEG

- ❖ **“Gap-Filler” Funds**
 - ◆ Covers the gap between layoff and NEG
 - ◆ NEG funds used to replenish set-aside funds

- ❖ **Trade “wrap around” services**

Developing Effective RR Programs

You can do *what* with RR \$\$\$?

Business Visitation Programs

- ❖ Approach at-risk (and growth) employers with information on Rapid Response and One-Stop services **BEFORE** there are layoffs
 - ◆ Does not wait for first contact with employer to be in relation to layoffs
- ❖ Links businesses with financial planning, technology planning, marketing and job training resources (layoff aversion)
 - ◆ TAA for Firms, Commerce, Economic Development
- ❖ Ongoing effort, not a one-time event
- ❖ Focus on small to medium sized employers first

Developing Effective RR Programs

You can do *what* with RR \$\$\$?

Skills Gap Analysis

- ❖ Provides actionable intelligence *prior* to layoff
- ❖ Allows local workforce system to develop and deploy strategic planning efforts ahead of layoffs
- ❖ Should focus on both at-risk and growth employers and/or sectors
- ❖ Crosswalk skill sets of workforce to regional economies

Developing Effective RR Programs You can do *what* with RR \$\$\$?

Small Business Assistance Services

667.262(b)(4)

“Active participation in local business resource centers (incubators) [*One-Stops*] to provide technical assistance to small and new business to reduce the rate of business failure;” [*added*]

Possible Technical Assistance Areas (HR Related):

Resolving Conflict, Assisting Troubled and Difficult Employees, Managing Employee Turnover and Absenteeism, Supervisory Skills Enrichment (Human Resource Seminars)

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You can do *what* with RR \$\$\$?

Incumbent Worker Training

❖ 665.320(d)

Assist in devising and overseeing strategies for:

- (1) Layoff aversion, such as prefeasibility studies of avoiding a plant closure through an option for a company or group, including the workers, to purchase the plant or company and continue it in operation;
- (2) Incumbent worker training, including employer loan programs for employee skill upgrading; and
- (3) Linkages with economic development activities at the Federal, State and local levels, including Federal Department of Commerce programs and available State and local business retention and recruitment activities.

*A waiver is required to use RR funds to pay the direct costs of incumbent worker training.

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You can do *what* with RR \$\$\$?

Technology

- ❖ GIS to map dislocations, growth employers and available resources
- ❖ Laptops, cell phones, etc. for Rapid Response staff
 - ◆ Mobility and connectivity are two key aspects of strong rapid response services

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You can do *what* with RR \$\$\$?

Community Transition Teams

- ❖ Comprised of a variety of community members
- ❖ Develops Local Resource Guide
 - ◆ Faith and Community Based Services
 - ◆ Mental Health Services
 - ◆ Other Government Agency Services
- ❖ Provides non-employment related workshops
- ❖ Holds community and fundraising events

Developing Effective RR Programs

You can do *what* with RR \$\$\$?

Social Networking as a Service

- ❖ Maintain a presence for your organization on Twitter, Facebook and other social media sites
 - ◆ A great way to reach dislocated workers and employers

- ❖ Maintain a presence for yourself on LinkedIn and other similar sites
 - ◆ A great way for people you know to connect to our services when they need them

- ❖ If your current IT policies don't allow you access to them, get those policies changed
 - ◆ In case you missed it, the way the world communicates has changed.
 - ◆ *Facebook: Fueling revolutions since 2011.*