



POLICY #: P-17
Rapid Response

ISSUED: March 15, 2021

PURPOSE:

The Workforce Innovation and Opportunity Act (WIOA) requires states to implement statewide rapid response and layoff assistance activities to assist employers and impacted workers as quickly as possible following the announcement of a permanent closure; mass layoff; the filing of a Trade Act Assistance (TAA) Petition; or a natural or other disaster resulting in a mass job dislocation. Rapid Response and Layoff Aversion (LA) are early-intervention services that assist both employers and employees affected by layoffs or plant closures. These services provide access to user-friendly resources and information to help transition affected workers into reemployment.

REFERENCES:

- 20 CFR 682.300 to 370
- WIOA secs. 3 (511), 133 (a) (2) and 134 (a) (2) (A)
- Training and Guidance Letter 19-16
- Training and Guidance Letter 04-20
- WorkSource Standards

DEFINITIONS:

Layoff Aversion: Layoff aversion is a set of strategies are intended to avert layoffs or limit the time of dislocation from employment resulting from a layoff. Layoff aversion is a comprehensive approach requiring the integration of data, relationships, partnerships, and procedures to allow an assessment of the economic situation that exists in a given area. Such an approach provides the development of a customized plan to intervene and manage transitions.

Additional Assistance: The State may reserve up to 25% of allotted dislocated worker funds for rapid response activities. Depending on local dislocated worker funding available, Clackamas Workforce Partnership has the ability to apply for additional assistance funding through the State for provision of career services and other support to assist an affected worker group.

POLICY:

Clackamas Workforce Partnership and its sub-recipients and partners work together to provide timely, coordinated and comprehensive Rapid Response services to businesses and affected workers in Clackamas County. Any affected worker group that is 1-10 individuals is characterized as a small Rapid Response and groups that are over 10 workers are a large Rapid Response.

It is the expectation that Rapid Response activities result in an early intervention process activated through the state and will assist dislocated workers in obtaining competitive reemployment as soon as possible.

Rapid Response activities include:

- Implementing the board’s layoff aversion plan; a comprehensive approach requiring the integration of data, relationships, partnerships, and policies and procedures to allow an assessment of the economic situation that exists within the Clackamas area,
- Providing a Rapid Response system that is proactive, data-driven, engaged with businesses, and focused on preventing layoffs or minimizing their negative impacts,
- Providing employers and dislocated workers Rapid Response Services in alignment with the Quality Rapid Response Principles,
- Building proactive rapid response partnerships working together to lessen the impact of layoffs,
- Working toward fewer people filing for UI benefits and claimants filing for fewer weeks, and
- Facilitating solutions by meeting customer needs through relationships with service providers, other government agencies, and other public and private entities.

WIOA, the Workforce Innovation and Opportunity Act, and the state requires Rapid Response Infrastructure and Protocols in place to meet Rapid Response and Layoff Aversion goals. Oregon has designated local workforce development boards to have Rapid Response Infrastructure and Protocols in place to build a local Rapid Response and Layoff Aversion system, deliver Rapid Response services, and to designate board staff to be the Dislocated Worker Liaison. In turn, the Clackamas Workforce Partnership’s Dislocated Worker Liaison leads the implementation of the infrastructure and protocols.

Clackamas Rapid Response Services:

1. Are guided by WIOA, the Higher Education Coordinating Commission (HECC) Office of Workforce Investments (OWI) policies and guidance and follow Clackamas Workforce Partnership policy attachments.
 - Clackamas Rapid Response Roles and Responsibilities (Attachment A)
 - Clackamas Rapid Response Process (Attachment B)
 - Clackamas Layoff Aversion Strategies (Attachment C)

Approved:



Clackamas Workforce Partnership Board Chair

3/15/21

Date

Clackamas Workforce Partnership

Rapid Response Roles and Responsibilities



Rapid Response Framework

Clackamas Workforce Partnership designates a staff member as the Dislocated Worker Liaison to be responsible for overseeing and providing direction to lay off aversion and rapid response activities in Clackamas County.

Rapid Response as a System

Layoff aversion is the first strategy of the Clackamas Rapid Response system. CWP looks at ways to avert a layoff or closure. Helping businesses and workers find innovative ways to prevent, or minimize the duration of, unemployment resulting from layoffs. Layoff aversion may be applied, at any time, to intervene and manage transition that occurs within a Clackamas Oregon community. Activities include identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion as well as analyzing and acting upon data and information on dislocations and other economic activity in the State, region, or Clackamas area.

The Dislocated Worker Liaison (DWL) connects with the State Dislocated Worker Unit and is responsible for:

- Ensuring all levels of partners working together across the Clackamas Workforce System know to immediately call or email the DWL when learning of a potential layoff, business closure, natural disaster, or the filing of a Trade petition.
- Developing and maintaining partnerships with other appropriate Federal, State and agencies and officials, employer associations, technical councils, other industry business councils, labor organizations, and other public and private organizations, as applicable, in order to:
 - a. Conduct strategic planning activities to develop strategies for addressing dislocation events and ensuring timely access to a broad range of necessary assistance; and
 - b. Develop mechanisms for gathering and exchanging information and data relating to potential dislocations, resources available, and the customization of layoff aversion or rapid response activities, to ensure the ability to provide rapid response services as early as possible.
- Ensuring the Rapid Response Team and service providers involve the State Labor Liaison and are cognizant of ongoing collective bargaining negotiations related to a plant closure or layoff event. The DWL ensures CWP's Rapid Response Team is cautious and avoids any actions that might impact those negotiations. They must be aware of the impact that the offer of services and resources may have on the negotiation process, especially with respect to financial arrangements related to the provision of severance benefits.
- Ensuring the Rapid Response Team works closely with their Trade Act Navigator and Trade Act Petition Coordinator.
- Ensuring processes and systems are in place for Rapid Response Information Meeting customer evaluation feedback.
- Developing and maintaining the board approved Rapid Response Protocols that follow WIOA, WSO Standards, HECC Policies, and the Oregon Dislocated Worker policies and guidance. The DWL will gather feedback on Rapid Response protocols and processes when needed.
- Notifying the State Rapid Response Coordinator when a Rapid Response team or partner becomes aware of a WARN-level layoff or closure event, so the two can discuss the event and begin formulating strategies for carrying out rapid response activities.
- Attending statewide meetings and trainings as requested by the Oregon Dislocated Worker Unit

Coordinating the Rapid Response Team

The local Rapid Response Team is a multifaceted group of partners who work daily with employers and who are aware of when employers are struggling and need layoff aversion resources such as adapting to a changing economy, staying in business and/or retaining employees.

The DWL:

- Identifies the Rapid Response Team Lead to take the lead when Rapid Response services are needed for a potential layoff or closure and who will be contacting the employer. In most cases it will be the Rapid Response Coordinator but could be the Labor Liaison or a backup Rapid Response Coordinator or other designated staff.

- Works with Trade Act staff to develop a process and to track the delivery of services to worker groups for which a petition for Trade Adjustment Assistance has been filed and ensures that Rapid Response and appropriate career services are delivered to all workers.
- Designates responsibility to service provider and ensures Rapid Response Team is tracking all Rapid Response data into the Oregon Rapid Response Activity Tracking System.
- Provides leadership by coordinating and facilitating Rapid Response Team meetings to build and maintain the Rapid Response Team.
- Provides a process to the Rapid Response Team to ensure when an employer chooses not to participate, the Rapid Response Team provides services to affected workers regardless of employer participation.
- Provides the leadership to ensure the Rapid Response team has the training and materials needed to meet federal, state, and CWP Rapid Response requirements.
- Builds a partnership and communication strategy with the statewide Trade Petition Coordinator and the State Labor Liaison.
- Connects the Rapid Response System to CWP staff and partners working with employers every day to promote and provide Layoff Aversion Activities.

Providing Guidance and Direction to the Rapid Response Coordinator

When Rapid Response Services are needed the Rapid Response Coordinator or designated backup is responsible for the initial contact (within 48 hours) with an employer and coordinating a face-to-face meeting with the employer to customize and meet the needs of the situation. The Rapid Response Coordinator or the staff designated to lead a Rapid Response should follow the Rapid Response process and protocols.

The Rapid Response Coordinator ensures required presentations and materials provided are consistent with information provided across the state. Throughout the planning and delivery of a Rapid Response Information Session, it is the role of the Rapid Response Coordinator to communicate the needed content to partners and ensure consistent professional information is presented in person and in printed materials. The Rapid Response Coordinator will be responsible for identifying the key partners required in the Rapid Response activity based on employer need. The Rapid Response Coordinator will communicate activities and events to the Dislocated Worker Liaison and team and ensure data is recorded in the Oregon Rapid Response Activity Tracking System.

The Rapid Response Team

Clackamas Workforce Partnership (CWP) has one Rapid Response Team covering all of Clackamas county. Membership in the team bridges Rapid Response as a system bringing together staff and partners working with employers every day that become aware of when employers are struggling and need layoff aversion resources such as: adapting to a changing economy, staying in business and/or retaining employees and the staff and partners responsible for Rapid Response services when a layoff or closure occurs.

CWP's primary IB contractor for WIOA IB Adult and Dislocated Worker services and the partners of WorkSource Oregon provide local rapid response services to employers and workers. The local Rapid Response Team consists of representatives from Clackamas Community College's Workforce Development Department, the Oregon Employment Department (OED), Oregon Health Insurance Marketplace, Trade Act, and others as appropriate to each situation. The local team communicates on an ongoing and regular basis about regional and state activities and attends statewide Dislocated Worker Liaison training sessions and monthly meetings. Entities that may be involved in Team activities include:

1. Oregon Employment Department

The Oregon Employment Department and their Unemployment Insurance staff are an essential component of all Rapid Response Information Sessions. The Rapid Response Coordinators should be able to understand and verify consistent and correct UI information is provided to all workers. If the potential of training exists, Training Unemployment Insurance information must also be incorporated but does not replace general UI information. Workers should be provided information on Oregon's Supplemental Unemployment for Dislocated Workers (SUD).

2. Oregon Health Insurance Marketplace

The Rapid Response Team partners with Oregon Health Insurance Marketplace coordinated by the Department of Consumer and Business Services to provide consistent information regarding:

- Oregon Health Insurance Marketplace and new laws requiring health insurance
- What is Open Enrollment and or why they may qualify for a special enrollment period
- Workers specific timelines for having a health insurance plan that will ensure continuation of coverage

3. Oregon Health Plan (OHP)

Rapid Response Team partners with Oregon Health Plan (Medicaid) to provide an Oregon Health Plan Overview

4. Trade Act

When a layoff or closure is due to increased imports from, or shifts in production to, foreign countries, the Trade Act Unit becomes involved in the Rapid Response activities. Rapid Response services are required for the affected workers when a Trade petition is filed with the Department of Labor (DOL).

When needed the Rapid Response Coordinator brings the Trade Act Navigator into the planning process and on the session agenda to provide information regarding possible Trade Adjustment Assistance (TAA) and/or Trade Readjustment Allowances (TRA) to include:

- TAA is based on availability of federal funds individual eligibility
- TAA Reemployment Services, Job Search Allowance, Relocation allowance, and Training
- TRA (Unemployment Insurance) 26-week deadline
- Health Coverage Tax Credit (HCTC)
- Reemployment Trade Adjustment Assistance (RTAA)

When needed the OED Petition Coordinator works closely with the Dislocated Worker Liaison, the Rapid Response Coordinator, and the State Labor Liaison to ensure the team is aware of the layoff and offers to file petitions for TAA on behalf of affected workers when potential trade impact has been identified.

The Rapid Response Coordinator communicates with team members and partners regarding the potential of Trade and gives direction to the Trade Act Navigators to engage the TAA Petition Coordinator when employers indicate they would like help filing a petition or indicated the layoff/closure has a possible link to

5. Organized Labor

When a layoff or closure is a member of an organized labor group, Rapid Response Team must partner with their local Organized Labor to ensure their involvement in planning and providing Rapid Response services to union represented workers. The State Labor Liaison is part of the State Dislocated Worker Unit and available to CWP Rapid Response Team to:

- Connect workers and unions to CWP Rapid Response efforts and WOIA services and programs.
- Ensure a union representative is at initial onsite meetings where workers are represented and being affected by layoffs or plant closures.
- Assist in setting up worker transition team to help in the planning and implementation of services to meet affected worker and company needs.
- Leverage resources from impacted unions and signatory companies to provide onsite pre-layoff services and where appropriate peer advocates.
- Educate local unions about WorkSource Centers and to educate WorkSource Centers about unions in their area.

6. Business Services

When a layoff or closure is determined Business Services staff may serve on CWP Rapid Response Team or provide a representative to present Industry/employer information at Rapid Response Sessions. Business Service staff helps the Dislocated Worker Liaison identify and connect workers at risk of dislocation to a new job with a

different employer, thus experiencing little or no unemployment and with hiring events that connect workers affected by the layoff with other companies from that industry sector with job openings.

7. Colleges

When a layoff or closure is determined to require the need for skilling up the affected workers, there may be a need to bring in area education partners to assist in the Rapid Response Information Sessions. CWP Rapid Response Team should partner with colleges and other relevant training providers to deliver and plan services.

8. Oregon Department of Human Services – Self- Sufficiency

When a layoff or closure is determined to require the need for affected workers to gain access to emergency food benefits or other family resources, the Rapid Response Team should partner with the DHS office to coordinate services. This can be the case in the event of a natural disaster causing the layoff or closure.

The DWL will lead a Rapid Response team which builds knowledge to deliver solutions to address the needs of businesses in transition, provided across the business lifecycle (expansion and contraction), including comprehensive business engagement and layoff aversion strategies and activities designed to prevent or minimize the duration of unemployment; as well as direct the delivery of Rapid Response Services when a layoff or closure occurs.

- Large Rapid Response Sessions for Layoffs and Closures (10 or more workers)
For large Rapid Response sessions, the partners from WSO, Healthcare Marketplace and OED Unemployment Insurance representatives are required to provide in person or virtual information. The Rapid Response Coordinator works with the DWL to ensure communication with the State Dislocated Worker Unit. The State Dislocated Worker Unit must be notified when any required representative cannot be confirmed.
- Small Rapid Response Sessions for Layoffs and Closures (1 – 10 Workers)
For small Rapid Response sessions, the Rapid Response Coordinators must ensure consistent Healthcare, UI and WSO required information is provided to workers whether it be a small group or individually at the Clackamas WorkSource center. The Rapid Response Coordinator must have all required presentation materials and team members able to present on each topic.
- Rapid Response Sessions for Trade Petition Filed (1 or More Workers)
When a Trade Petition is filed, the Rapid Response Coordinator must ensure rapid response services are provided to members of a group of workers for whom a petition has been filed. These may be large or small Rapid Response Sessions

WorkSource Center Services

The Rapid Response Team partners with WorkSource center staff to ensure the bulleted information is covered in all Rapid Response sessions providing consistent information to all workers.

- Guide for Laid Off Workers in Oregon
- Job Search Focused Workshops and Services
- Career Services and Training Services (which includes Exploratory Services)
- Connecting with Community Resources
- Pell Grant and GI Bill Information

Customized Services

Customized services are any services determined as beneficial to the affected workers and agreed to by the employer. These services include but are not limited to the following.

Transition team (a team that is created to meet and decide on continued services prior to layoff/closure)

The Rapid Response Coordinator will invite team members and facilitate the meetings. Transition team members could include:

- Employer representative(s)
- Employee representative(s)
- Local and/or State Liaison(s)

- Union Representative(s)
- Others as deemed appropriate

Resource Center (a space at the employer’s location where affected workers can gather additional information and/or meet with resource providers)

The Rapid Response Coordinator will collaborate with employer to set up the Resource Center and determine what will be available/provided. The following may be included in the Resource Center:

- Computer for affected employees to use to create/update iMatchSkills profile
- Handouts about resources available
- Additional Rapid Response Information packets
- A time for a representative to be available to meet with walk-ins

Workshops

The Rapid Response Coordinator schedules space (preferably at employer’s site if space if available) and presenters for job search assistance workshops. These workshops could include but are not limited to the following and will be determined by worker surveys and requests:

- iMatchSkills registration and Welcome Process
- Resume writing and/or review
- Interviewing skills
- Applications and/or on-line applications

Employer Feedback – Follow up

The Rapid Response Coordinator will:

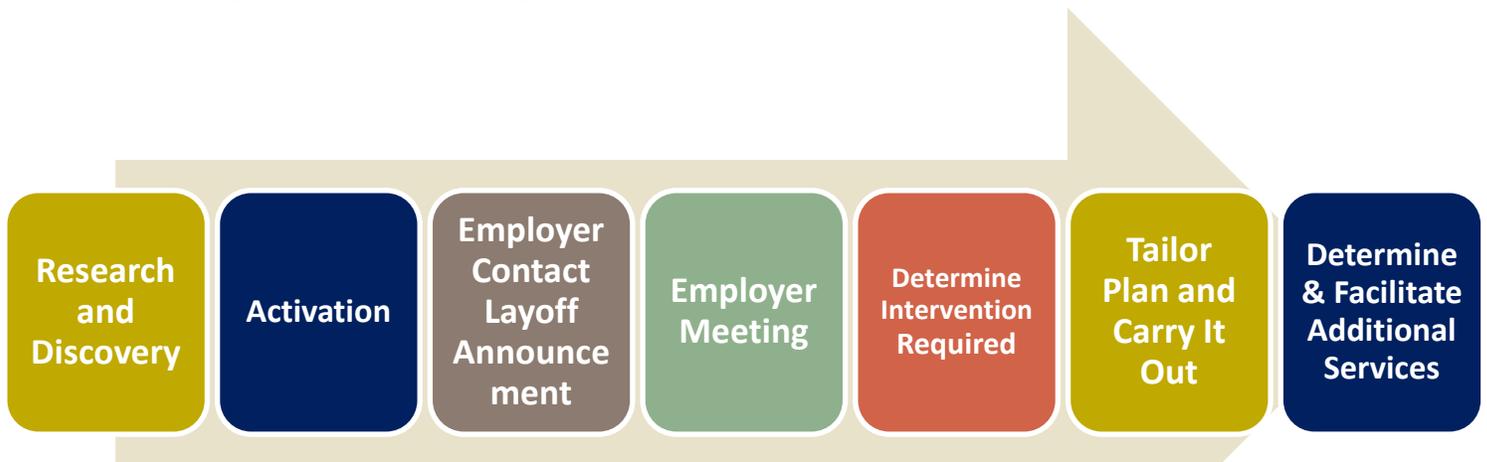
- Ask for employer suggestions/feedback throughout the process
- Provide an employer survey after services are completed
- Request a company referral and/or success story, including contact information and signed photo/story release
- Share information obtained with partners.

Dislocated Worker Rapid Response Funds

Under the Workforce Innovation and Opportunity Act (WIOA), the State may reserve up to 25 percent of the WIOA Title I Dislocated Worker allocation to carry out activities related to Rapid Response, including layoff aversion. The reserve ensures that Local Workforce Development Boards (LWDBs) can access Layoff Assistance funds to pay for services in response to dislocation events for which there are not adequate local WIOA Title I Dislocated Worker funds available to assist the dislocated workers. See the HECC Access to Layoff Assistance policy at:

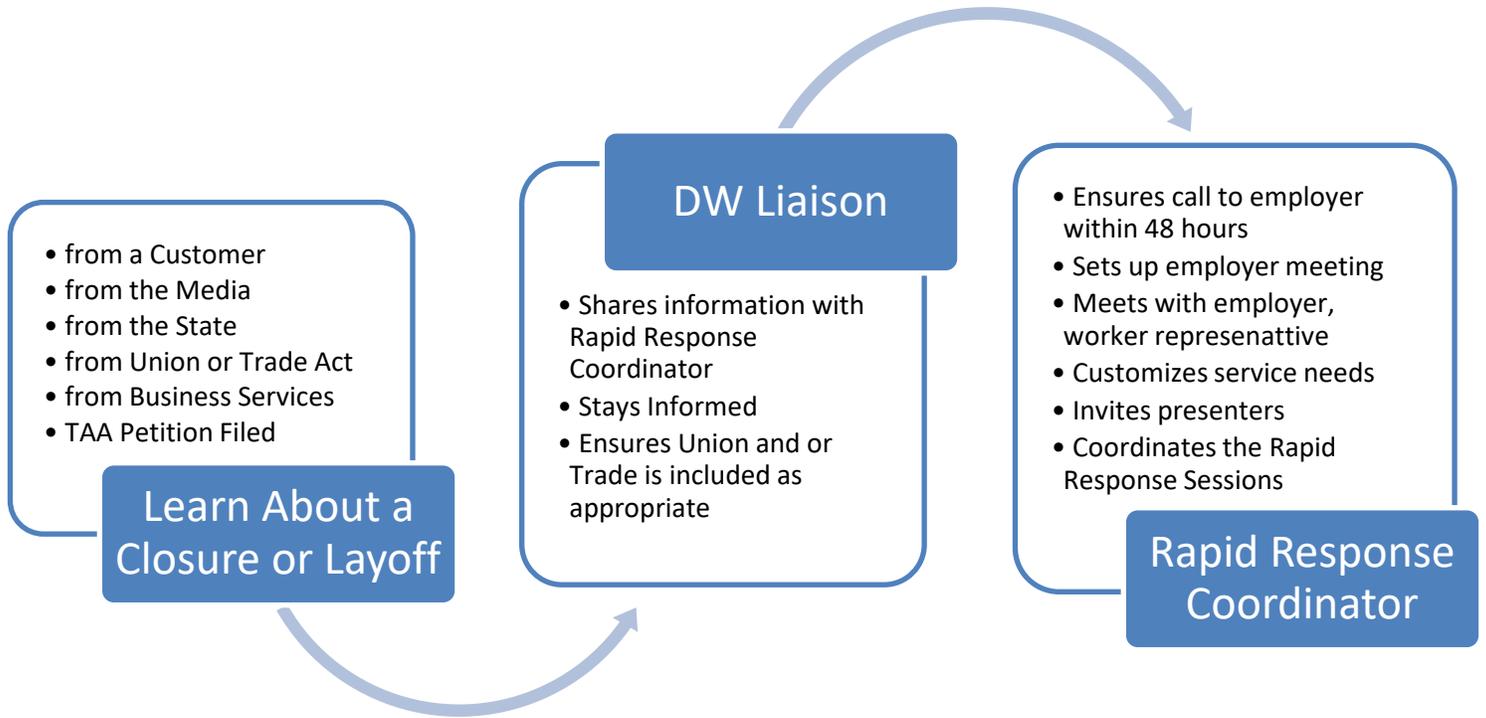
https://www.wioainoregon.org/uploads/3/9/2/2/39223489/_access_to_layoff_assistance_2020-02-24_rev.pdf

Clackamas Workforce Partnership Rapid Response Services Process



Rapid Response is a series of core and customized services provided for the affected workers and the business to assist during the layoff/closure transition. The services provided are determined by the employer, employees, and the Rapid Response Coordinator. The goal is to lessen the adverse impact of the layoff/closure on both the affected workers and the business.

Rapid Response Services when a Layoff Happens



Rapid Response Information Session Meeting Checklist

Rapid Response Information Sessions are customized to meet the needs of the situation. At minimum, CWP Rapid Response Team when implementing a Rapid Response session are responsible for the listed materials and to ensure they are made available to attendees and partner representatives and that all are scheduled and confirmed to attend.

Coordination of Materials – Customized to Meet Worker Needs

- ✓ Rapid Response Information Session Agenda
 - ✓ Worker Survey (best distributed before session)
 - ✓ Flyer with date(s) and time(s) of the worker information sessions(s)
 - ✓ Calendars of workshops, and any on-site and/or off-site services being provided
 - ✓ WSO Center Information and Location
 - ✓ List of key Rapid Response contacts for workers
 - ✓ 211 - Information on how to use 211 to find social service office locations and local resources
 - ✓ Pens and paper
 - ✓ Folders for customers
 - ✓ Attendance Sheets
 - ✓ Guide for Laid Off Workers in Oregon
 - ✓ UI Claimant Handbook
 - ✓ Meeting evaluation form for attendees to fill out at the conclusion of the meeting
- Material Resources:
- State Dislocated Worker Unit (contact for copies)
 - ✓ Guide for Laid Off Workers in Oregon
 - ✓ UI Claimant Handbook UIPUB350 (1116)
 - Trade Act Navigators
 - ✓ TAA and TRA information, if applicable
 - ✓ Healthcare Tax Credit Information
 - Oregon Employment Department (optional)
 - ✓ File Unemployment Online...it's the Fastest Way Brochure ESPUB274 (0417)
 - ✓ Training Unemployment Insurance (TUI) UIPUB175 (1109)
 - ✓ Job Finding Tools ESPUB59 (0607)
 - Oregon Health Insurance Marketplace
 - ✓ Health Insurance Handouts

Coordination of Partners and Presentation Topics

- ✓ UI Staff - Unemployment Insurance Overview
- ✓ WSO Staff - Clackamas WorkSource Services and Resources Overview
- ✓ Oregon Health Marketplace staff - Health Insurance Information
 - Explanation of the Marketplace and the new laws
 - Marketplace Options and timelines for attendee's continuation of coverage
 - Oregon Health Plan
- ✓ TAA Staff - Oregon Trade Act Program Overview if appropriate
- ✓ Oregon AFL-CIO staff - Union Overview if appropriate
- ✓ Optional Business Services staff presentation
- ✓ Optional Clackamas Community College Overview
- ✓ Rapid Response Worker Information Session should be 1.5 – 2 hours. If additional services are added to the agenda be aware of overload and separate sessions on customized topics may be needed. Ensure required presenters are allowed adequate time for their information

**Build the
Relationships and
have the *Materials*
ready *before* they
are needed for a
Rapid Response
Session**

Research and Discovery

Rapid Response teams must develop relationships to enhance service delivery, provide additional resources, and connect customers to benefits for which they may be eligible.

Rapid Response Teams must have:

- Relationships and connections to local partner(s) or needed resources established with an understanding of Rapid Response.
- Local presentations and materials ready to go.



To provide timely local information at every Rapid Response Session that is consistent across the state

Communication goes out on a regular basis to all Clackamas partners to immediately call or email the Dislocated Worker Liaison (DWL) or Rapid Response Coordinator when learning of a potential layoff, business closure, natural disaster, or the filing of a Trade petition.

Relationships in Place for Layoff Aversion or Rapid Response Sessions

The Rapid Response Coordinator schedules presenters and coordinates materials and build and maintain relationships with potential Layoff Aversion and Rapid Response information resources before they are needed. Connections and information on the Work Share Program and Trade Act for Firms should be ready to go when a Layoff Aversion is a possibility.

Required in person speaker/presentation:

- Unemployment Insurance
- WSO Services
- Health Insurance Marketplace
- TAA and/or Labor, if applicable

WSO Materials required to be provided:

- Guide for Laid Off Workers in Oregon
- Job Search Focused Workshops and Services
- Career Services and Training Services
- Connecting with Community Resources
- GI Bill and Pell Grant

Examples of additional speakers or materials:

- ABS - Adult Basic Skills
- Community College Programs
- Career and Technical Education
- Registered Apprenticeship Program
- Local Sector Information
- DHS – TANF and or SNAP
- Financial Management Resources
- QualityInfo.org
- Work-Ready Talent Pools
- National Career Readiness Certificate (NCRC)
- Job Fairs or Job Clubs
- On the Job Training
- Oregon's Eligible Training Provider List (ETPL)
- Oregon Career Information System
- Salary Negotiating
- Mental Health Resources

Layoff Aversion

Rapid Response Teams must establish community partnerships to enable sharing of information that results in identifying employers at risk of leaving or closing prior to actual decisions by companies to shut down or move.



Be aware of what employers are struggling and need Layoff Aversion resources to be able to:

- Adapt to a Changing Economy
- Stay in business
- Retain employees

Rapid Response Community Information

The CWP Rapid Response team relies on good intelligence and must constantly reevaluate partnerships and information networks to ensure getting the information needed in order to discover potential risk of a business headed toward layoffs.

The CWP Rapid Response team must know Clackamas communities and build relationships with employers, labor organizations, workforce and economic development agencies, training institutions, service providers and community-based organizations. They should track labor market trends, note increased unemployment insurance claims, and public announcements through the Worker Adjustment and Retraining Notification Act (WARN) notice.

Example List of Partnership and Information Networks

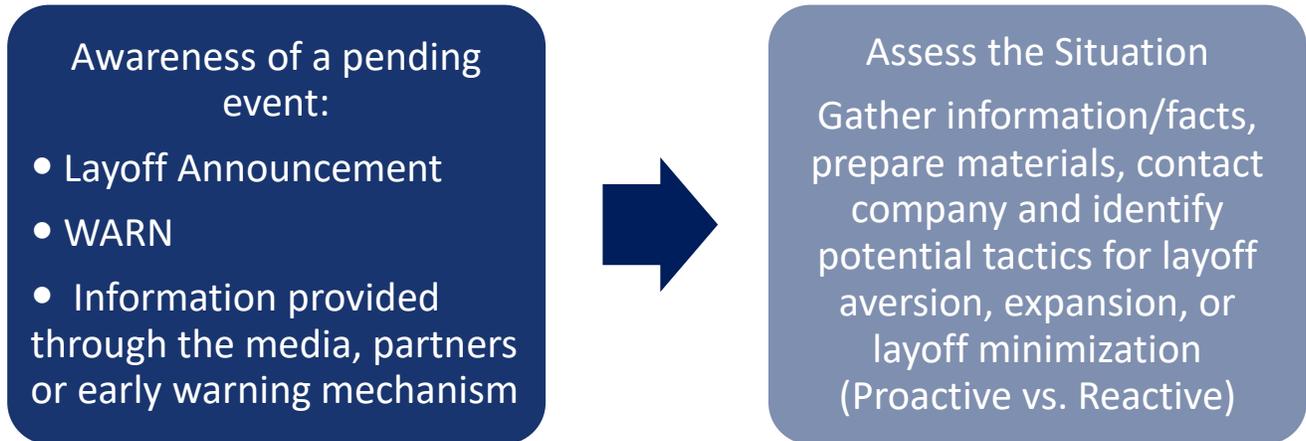
- Individual Employers
- Business and Industry Groups
- Economic Development Organizations
- Chamber of Commerce
- WorkSource Centers
- Business Services Teams
- Unemployment Insurance
- TAA

More Example List of Partnership and Information Networks

- Small Business Development Center
- Organized Labor
- Clackamas Community College
- Universities
- Training Providers
- Registered Apprenticeship
- Sector Strategy Groups
- Labor Market Information
- Stress Management Workshop Presenters - Community and Faith Based Organizations
- Financial Management Workshop presenters - Banks, Accountants, and Associated Industry Associations
- Staffing Agencies

Activation

Activation is the first step in response to verifiable notice of layoff or closure. This is where the foundation framework and planning are organized and put into action before the first contact with the employer.



Once a notice of a layoff, closure, disaster has been received or a Trade Petition has been filed, the Rapid Response Coordinator contacts the employer **within 48 hours**. The Rapid Response Coordinator will contact the company to verify the layoff/closure and gather general information, using the Employer Initial Contact and Employer Meeting Contact Sheets.

Information gathered include:

- the reason(s) for the layoff(s) or closure;
- the number of employees involved;
- union contact information, if applicable,
- lead worker information;
- the expected date of the layoff;
- any other pertinent information.

An on-site meeting should be scheduled to take place immediately to provide information on available rapid response services. If there is labor union involvement, a representative should be included in the management on-site meeting.

When the Clackamas Rapid Response Team or State Dislocated Worker Unit receives information regarding a Layoff or Closure Announcement; WARN Notice; or information provided through the media, partners or early warning mechanism; the first priority is to have a communication plan to share the information via phone or email with each other.

The Rapid Response Coordinator is responsible for gathering general information as outlined on the “Employer Meeting Contact Sheet”, provide a brief explanation of pre-layoff services, and sets up an initial on-site meeting with the employer, worker representative and union representative, if applicable.

Rapid Response services must be provided to affected workers regardless of employer participation. The Rapid Response Team must ensure when an employer chooses not to participate, the team provides services to affected workers regardless of employer participation. Examples include:

- A business suddenly closes giving no notice to the affected workers.
- A business does not want to participate in Rapid Response affected and workers are being laid off.
- A business does not want to participate in Rapid Response and is giving false and/or misleading information to workers.

Rapid Response - Employer Contact - Information

Rapid Response Initial Call Information		
Employer:	Rapid Response Activity Tracking System Number:	
Local Workforce Development Board:	Date DW Liaison Notified of Layoff/Closure:	Date Employer Contacted:
Rapid Response staff who Contacted Employer:	Method DW Liaison Notified: <input type="checkbox"/> WARN Notification <input type="checkbox"/> Media <input type="checkbox"/> State DW Unit <input type="checkbox"/> Local Rapid Response Team <input type="checkbox"/> WSO staff <input type="checkbox"/> Trade Act Navigator <input type="checkbox"/> WorkSource Customer <input type="checkbox"/> Business Services <input type="checkbox"/> Other	
Rapid Response Lead:	If employer contact takes several attempts, please list date and times of attempts and note in Employer Meeting Notes in Tracking system	
Employer Verifies Layoff/Closure <input type="checkbox"/> Yes, Employer verified Layoff/closure <input type="checkbox"/> Yes, there is likelihood of recall <input type="checkbox"/> No Services Needed: Employer explained there is no layoffs or closure <input type="checkbox"/> Employer Unresponsive or Declined Services Explain in Tracking System/Employer Meeting Notes on how services will be provided to workers.		
Reason for Rapid Response: <input type="checkbox"/> Closure <input type="checkbox"/> Layoff <input type="checkbox"/> Dislocation resulting from Disaster <input type="checkbox"/> TAA Petition filed Size of Layoff: <input type="checkbox"/> Large Layoff (10 or more workers) <input type="checkbox"/> Small Layoff (1 -10 workers) Layoff Type: <input type="checkbox"/> Permanent Closure <input type="checkbox"/> Temporary <input type="checkbox"/> Reduction <input type="checkbox"/> Other (Special situation)		
Coordination Needed w/Other Agencies Involved: List other Agencies:		
Reasons Contributing to or Causing the Layoff/Closure: <input type="checkbox"/> Company relocation <input type="checkbox"/> Economic factors <input type="checkbox"/> Bankruptcy <input type="checkbox"/> Company consolidation/merger <input type="checkbox"/> Changes in production line <input type="checkbox"/> Buyout <input type="checkbox"/> Increased imports <input type="checkbox"/> Retirement <input type="checkbox"/> Shift in production (Canada /Mexico or Overseas) <input type="checkbox"/> Other (list):		
Timetable of Expected Layoff Dates:	Estimated Number of Affected Workers	
Activities Already in Place for Workers:		
Information Provided to the Employer		
<input type="checkbox"/> Yes, Provided employer a brief explanation of pre-layoff services <input type="checkbox"/> Yes, Provided employer a brief explanation of Rapid Response Worker Information Session <input type="checkbox"/> Yes, Provided employer a brief explanation of why an on-site meeting is important: To gather additional information concerning the layoff; to discuss available resources to assist workers; to determine and schedule appropriate customized services		
Notes:		

Union Information

- No, workers are not represented by a union
- Yes, workers are represented by a union
- Yes, employer understands any union representative will be asked to participate at the employer meeting
- Yes, contract has bumping right provisions
- No contracted bumping rights

- Employer verified no existence of any disputes between the employer and the union
- Employer verified existence of disputes between the employer and the union

Union president and/or other union officials		
Name	Phone	Email

Trade Potential

- Yes, The potential of the layoff/closure being Trade related was discussed with the employer
- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Yes, Layoff/Closure has the potential to be trade related <input type="checkbox"/> Employer is filing a TAA petition and would like help <input type="checkbox"/> Employer is filing a TAA petition and does not need help <input type="checkbox"/> Union is filing Trade Petition <input type="checkbox"/> Connecting employer with the TAA Petition Coordinator <input type="checkbox"/> No, employer does not want help with petition at this time | <ul style="list-style-type: none"> <input type="checkbox"/> No, the Layoff/Closure is not trade related <input type="checkbox"/> Yes <input type="checkbox"/> No Requesting TAA Petition Coordinator investigate further potential for TAA petition |
|---|---|

Layoff Aversion

- Yes, discussed possible options Employer knows about Work Share Shared Work Share Information
 - Not appropriate to discuss layoff aversion activities with the employer at this time
- Any pending buy-out or rescue plan? Yes No Unknown

Yes, Employer Meeting Scheduled

Date:	Time	Location
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Employer on-site meeting attendees identified:

Employer Information

Employer:	
Address:	
City, State, Zip Code:	
Phone:	
Name/Title of Employer Contact Phone/Email of Employer Contact	What are the products the company makes or the services they provide and the types of occupations and skills group(s) that are being affected?

Notes:

Staff Completing Form

Completed By	Date:
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Rapid Response - Employer Meeting – Information

Rapid Response Initial Call Information		
Employer		Rapid Response Activity Tracking System Number
Employer Meeting Information		
Employer		Date of Meeting
Time of Meeting		Location of Meeting
Representative Information		
# of workers affected	# of employer representatives attending	# of Union Representatives attending
Name of Employer Representative		Contact Information
Name of Unions Represented (if applicable)		Name of Employee Representative:
Name of Trade Navigator (if applicable)		Name of Requested Partner Representative:
Rapid Response Meeting Facilitator		Notes:
Union Information		
<input type="checkbox"/> Yes, Workers represented by a union. Union represented at meeting with employer Notes:		
Trade Potential		
<input type="checkbox"/> Yes Trade Potential Identified <input type="checkbox"/> No Trade Potential Identified at this time <input type="checkbox"/> Requested Trade be represented at meeting with employer Notes:		
Layoff Aversion		
<input type="checkbox"/> Yes, discussed possible options <input type="checkbox"/> Employer knows about Work Share <input type="checkbox"/> Not appropriate to discuss layoff aversion activities with the employer at this time		
Worker Information		
<input type="checkbox"/> Language Accommodations <input type="checkbox"/> Translator Needed <input type="checkbox"/> Limited Opportunity Due To Specialized Skills Or Knowledge <input type="checkbox"/> Obsolete Job Skills <input type="checkbox"/> Older Worker <input type="checkbox"/> Occupation In Decline		Worker education levels: <input type="checkbox"/> Less than High School/GED <input type="checkbox"/> Community College degree <input type="checkbox"/> High School/GED completion <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Vocational or Trade Certificate <input type="checkbox"/> Master's Degree or higher
Employer Meeting Outcomes should Include: (Sometimes more than one meeting with employer will be needed to meet outcomes)		
<input type="checkbox"/> Obtain an employee list and their position descriptions		
<input type="checkbox"/> Identification of worker and employer needs and expectations		<input type="checkbox"/> Job Search Skills <input type="checkbox"/> Financial Management <input type="checkbox"/> Stress Management

Employer Meeting Outcomes should Include:

<input type="checkbox"/> Timelines and Anticipated layoff schedule	
<input type="checkbox"/> An understanding of the resources available, services and benefits the dislocated workers may be eligible to receive under WIOA and Trade Act	
<input type="checkbox"/> The identification of services being offered by the employer and union <input type="checkbox"/> Paid time to attend Rapid Response <input type="checkbox"/> Space for on-site worker transition center	<input type="checkbox"/> HR staff to assist with typing resumes, helping with job fair <input type="checkbox"/> Paid time off for job search activities <input type="checkbox"/> Other
<input type="checkbox"/> An understanding of the work of the employees	
<input type="checkbox"/> Determine the need for a Transition Team	
<input type="checkbox"/> An outline of next steps, including when the next meeting will occur	

Next Steps - What is Needed

Pre-layoff Services: Transition Center Transition Team Peers On-Site Workshops

Rapid Response Worker Information Session:

Where: On-Site Close to Employer
 Location: _____
 Total number of sessions planned _____
 Length of Time: 1.5 Hours 2 Hours
 Time(s)

Each Information Session will include the required; Unemployment Insurance; Healthcare Marketplace; WorkSource Center Programs and Services; Union and/or Trade Information if applicable

Information session customized needs:

Onsite Services Workshops Job Fair Mental Health
 Stress Management Financial Management
 ABS Social Services

Notes:

Plan to distribute and collect Worker Survey before the Rapid Response Information Session
 Explain Plan:

Rapid Response Worker Information Session should be 1.5 – 2 hours. If additional services are added to the agenda be aware of overload and separate sessions on customized topics may be needed. Ensure required presenters are allowed adequate time for their information

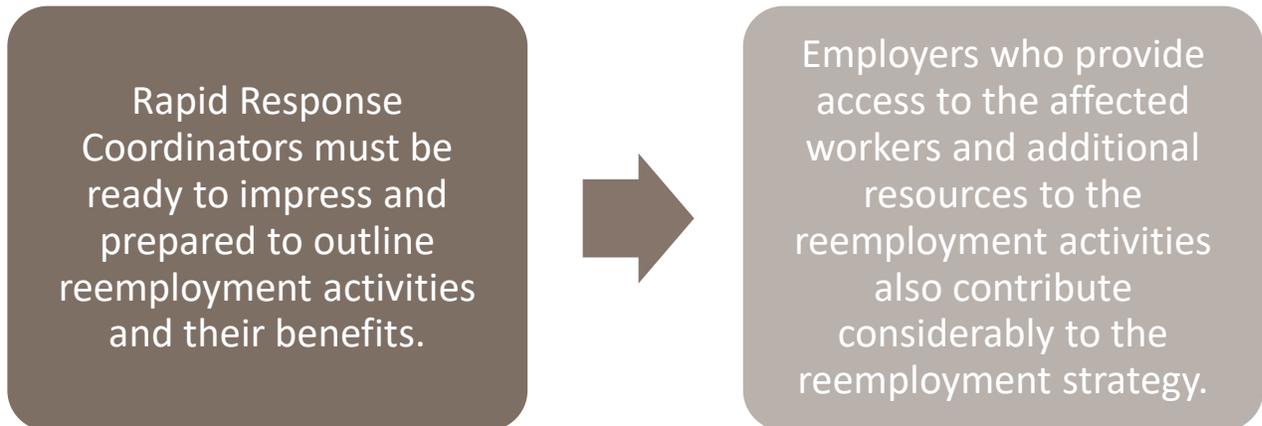
Workers Counties of Residency

Staff Completing Form

Completed By	Date:
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Employer Contact Layoff Announcement

The initial contact with the employer and union, if applicable, should occur as soon as possible, preferably within 24 hours but no longer than 48 hours.



Send Employer Immediate Written Response to Written Notifications

Rapid Response teams should have the capacity to respond quickly to a notification of layoff, both via electronic and verbal communication. All written notification from employers should receive an immediate response in writing. This document should be emailed and/or faxed to avoid any delay. This will provide the opportunity to:

- Acknowledge the receipt of the notice.
- Let the employer know who will be contacting him/her.
- Provide other information, such as the Trade programs petitions (if trade impact is suspected) and initial procedural information about application for UI benefits.
- Assure the employer that the information gathered will be treated as confidential at his/her request.

Provide a Brief Explanation of Pre-Layoff Services

During initial contact, the Rapid Response Coordinator provides a brief explanation of pre-layoff services, a brief explanation of Rapid Response Worker Information Sessions, and a brief explanation of why an on-site meeting is important: To gather additional information concerning the layoff; to discuss available resources to assist workers; and to determine and schedule appropriate customized services. The Rapid Response Coordinator sets up an initial on-site meeting with the company, worker representative, and union representative, if applicable.

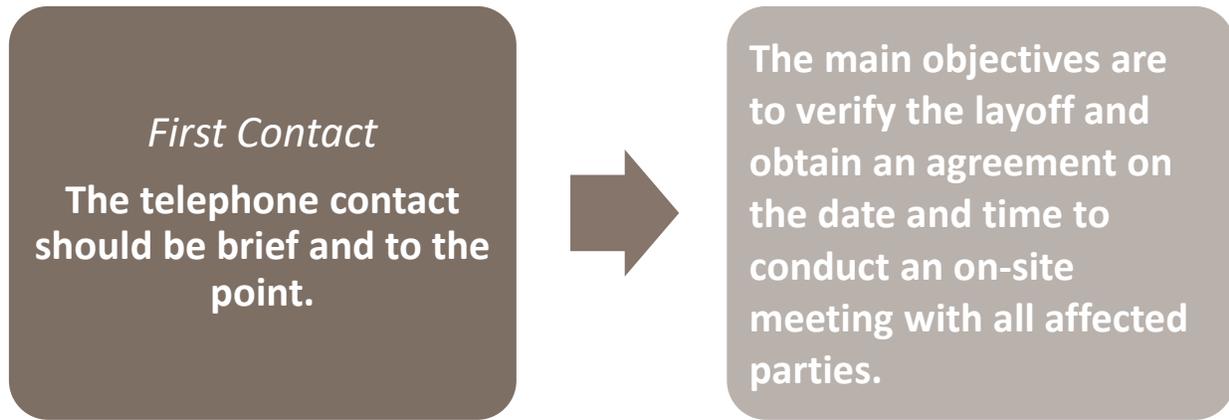
Establish Documentation by Completing the Two Contact Forms

- Use the Employer Initial Contact and Employer Meeting Contact Sheets to help you get the information needed from employers
- Enter information in the Oregon Rapid Response Activity Tracking System
- Contact and share information with Trade Act Navigator

Confidentiality

When layoff or closure information is to be considered confidential it must be protected to minimize any negative impact to the business and its employees. All employer specific information, including names, layoff data, and known services from the Rapid Response team must be safeguarded from disclosure.

If an employer states the information needs to be confidential those reporting the information to the dislocated worker liaison and the Oregon Dislocated Worker Unit must share the need to keep the information confidential. Confidential information should still be shared with the local Rapid Response Coordinator and the Oregon Dislocated Worker Unit.



Gather Information from the Employer during the Initial Contact

- Verify layoff/closure to determine when the layoff or closure is going to occur, or if, in fact, it has already occurred. Is there a likelihood of recall? If so, when?
- Inquire about the reason for the layoff. Be mindful of any potential Trade Act issues, as they will impact the suite of services is offered to workers going forward.
- Note any possible layoff aversion opportunities.
- Verify the number of impacted workers—verify if all will be laid off on the same date, or a phased layoff.
- Inquire about the presence of unions and collective bargaining agreements, including any bumping rights provisions. Obtain name of the union president and other union officials at the facility. Ask about the existence of any disputes between the employer and the union. A meeting may not be appropriate until full consultation with the labor union is held to ascertain the nature of the dispute.
- It is important to inform the employer that the union representative will be contacted and asked to participate in the initial meeting. It may be challenging to overcome any of the employer's objections to this, but if he/she continues to have concerns, let the employer know that a meeting will be held separately with the labor union. Generally, a better level of trust is established when both parties hear the same information at the same time.
- Inquire about industry and impacted businesses and occupations. What does the company do? What are the products the company makes and the types of occupations and skills group(s) that are being affected? What other businesses could be affected by this layoff/closure? Use the information obtained at the meeting to research the labor market, prepare for the on-site meeting, and the necessity of reaching out to other business who may be affected.
- Inquire about a source for worker information (age, possible barriers to other employment such as limited English proficiency, limited literacy, workplace injuries, etc.). Explain why this information is important. Be clear about the practitioner's role with regard to dislocated workers.

When the initial employer call indicates a union is involved

- The designated Rapid Response Coordinator upon hearing the potential layoff or closure involves a union must immediately consult with the State Labor Liaison. This means:
 - Informing the employer that the union representative will be contacted and asked to participate in the initial meeting with the employer.
 - Holding off setting up a Rapid Response Information session until the State Labor Liaison has been contacted and a plan is developed with the Liaisons guidance for moving forward.
- The State Labor Liaison or union representative must be present during the meeting with the employer when union represented workers are affected.
- Rapid Response team members must be cognizant of ongoing collective bargaining negotiations related to a plant closure or layoff event and must be cautious and avoid any actions that might impact those negotiations.

When the initial employer call indicates it is likely the layoff/closure is Trade related

- The Rapid Response Coordinator follows the Rapid Response Employer Contact Information sheet by asking:
 - If the Employer is filing a TAA petition and would like help
 - If the Union is filing Trade Petition
 - If the employer would like to be connected with the TAA Petition Coordinator
- The Rapid Response Coordinator needs to keep the team and partners in the loop and give direction to the Trade Act Navigators to engage the TAA Petition Coordinator when employers indicate they would like help filing a petition or indicated the layoff/closure has a possible link to trade.

Coordination of partner interactions with the employer

- The Rapid Response Coordinator directs the many partners' interactions when a potential layoff or closure requires Rapid Response Services.
 - The Coordinator develops the Rapid Response Information Session Agenda that meets employer and worker needs and is responsible to determine and direct team members needed on the agenda. The agenda should be customized from the information gathered from the face to face meeting with the employer and the worker survey
 - The Coordinator needs to direct all partners to be cognizant of those working to avert the layoff and/or closure when other Rapid Response Team members and/or partners are engaged with an employer with a potential lay off aversion plan and must avoid any actions that might impact those plans/negotiations.
 - The Coordinator needs to direct all partners to be cognizant when unions are involved and of mindful of ongoing collective bargaining negotiations related to a plant closure or layoff event and must be cautious and avoid any actions that might impact those negotiations.
 - The Coordinator needs to give direction to partners when trade and unions are both involved and overlapping timelines are involved. In most cases both the union desired outcomes and trade petitions can both be accomplished with the coordination of timelines.

Employer Meeting

An important first step in this process is meeting with the employer to educate them about available workforce system services and promoting Rapid Response services.

The Employer can present information regarding the layoff or closure timeframes, production schedules and other needs to ensure an effective transition.



The Rapid Response Coordinator can provide information regarding

- On-Site Early Intervention Services
- Unemployment Insurance
- WorkSource Center Services
- TAA (if applicable)
- Labor/union information
- Worker transition committee
- Layoff Aversion
- Company Contributions

Additional Important Information

Obtain labor's perspective: What impacts on the affected workers are they concerned about? Attempt to assess the relationship between the union and management, including the trust factor and other cooperation issues. Discuss or have the labor representative discuss any additional services and resources it plans to provide.

If appropriate, and the timing of the layoff allows, promote the formation of a Worker Transition Committee as a way to increase worker involvement.

Determine whether there are any steps that can be taken (or were taken) by the company to avert the layoffs. Suggest, if appropriate, resources that may be available at the state or local level to assist the employer with maintaining operations and averting the layoff. Layoff aversion strategies such as prefeasibility studies might be discussed at this meeting or arranged to be discussed in more detail at another meeting with economic development representatives in attendance.

Determine if the employer is in a position to offer financial support for dislocated worker services. Suggest in-kind contributions such as:

- Space for on-site worker transition center plus utilities and equipment (computers, internet access, workshop space).
- Human resource staff to assist with typing resumes, helping with job fair arrangements, or providing coaching on interviewing skills.
- Paid time off for job search activities. Also consider if a severance package is available or if other benefits such as on-site retraining or tuition assistance could be made available.

**Rapid Response
Coordination is flexible and
responsive to the needs of
Oregon employers
providing customized,
collaborative solutions to
enable affected workers to
return to work as quickly as
possible.**



**Apply these quality
principles:**

- Timeliness
- Know your stuff and how to explain it to employers
- Meet Employer Needs - Provide what they want, not what's available now
- Have the partnerships and relationships in place to be able to deliver solutions

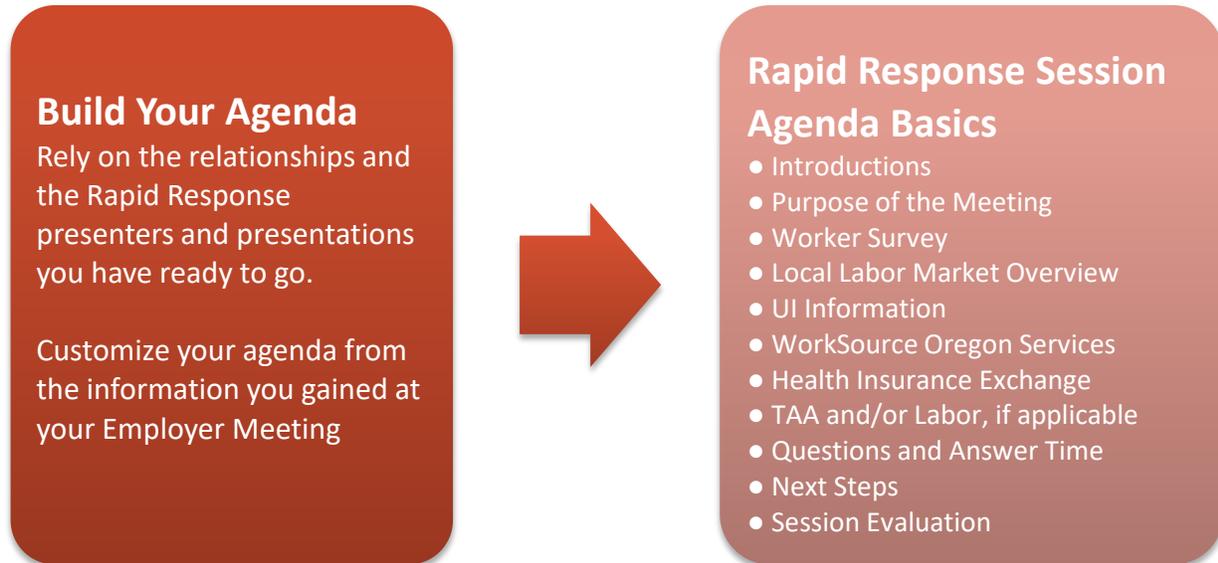
Employer Meeting Outcomes should Include:

- Obtain an employee list and their position descriptions
- The Identification of worker and employer needs and expectations
- Timelines and Anticipated layoff schedule
- An understanding of the resources available and services and benefits the dislocated workers may be eligible to receive under WIOA and Trade Act
- An understanding of the worker survey benefits and agreement on the survey process
- The process for distribution and collection of the worker survey prior to RR Information Session
- The identification of services being offered by the employer and union (if applicable)
- An understanding of the work of the employees
- Determine the need for a Transition Team
- Determine if the employer is in a position to offer financial support for dislocated worker services.
- An outline of next steps, including when the next meeting will occur.

Document the employer meeting in the Rapid Response Activity Tracking System

Determine Intervention Required

The two major activities conducted by Rapid Response is the Rapid Response Worker Information Session and the early intervention services provided to workers prior to referral to a WorkSource Center.



Have a Plan for Worker Emotional Reactions

- **Denial** - Workers often do not believe that the layoff is permanent or think it will not happen to them. They do not ask questions and show no signs of being engaged in the meeting.
- **Panicked Reaction** – These workers feel victimized, so they blame others and they may display outward anger. Be prepared to “read” the behaviors to identify these workers and be prepared to deal with expressions of anger in employee meetings and on-site service provision. The communications challenge is to provide these workers with timely and relevant information about taking positive steps towards planning their future careers.
- **Acceptance** - These workers are either prepared to move forward with their careers, have a feeling of relief, or have been planning to leave the workforce. Some may have taken advantage of educational opportunities the employer offered in the past. Therefore, they may only need specific information on how to focus their efforts in a job search, customize their résumé or hone their interviewing skills.

Worker Survey Guiding Principles

1. Understand what your information needs are.
2. Gather only the information you need.
3. Data security is critical.

The Worker Survey provides workers with an opportunity to tell you what is needed from their perspective, which may include training, job assistance, supportive services or any of the dozens of other services you can provide to help them get back to work as quickly as possible. A well-designed survey also provides you the data needed to build a successful layoff aversion or NDWG application. Survey data can also help integrate the Rapid Response intervention with broader efforts like sector strategies, career pathways efforts, and other strategies.

Keep Presenters Informed about Expectations

Unemployment Insurance, Healthcare, and WorkSource services are required to be covered in all Rapid Response Information Sessions. WIOA specially states each WorkSource center presenter will need to cover all aspects of services offered at a WorkSource center which include workshops, career services, training services, and community resources. The state asks WorkSource presenters to also cover the required information regarding Pell Grants, the GI Bill, and the Guide for Laid off Workers in Oregon.

Some employers work very hard to help their employees move to new employment and some do not. Employers are not required to work with Rapid Response teams and workers encounter a wide range of employer help. It is important your presenters know what the Rapid Response Team Coordinator can share about the worker's situation. For most employers and managers laying off employees is one of the most difficult things they have ever had to do.

It is recommended when requesting presenters include needed presenters as well as identify presenters already confirmed. The more information you share about the situation with your presenter request the better the staff assigned can be a good fit for the situation.

Presenters Need to Know about the Employer and the Audience

- Level of Employer Support - High Support: Some employers will allow workers to attend the session and or job search on work time. Some employers will ask Rapid Response teams for the full array of programs and services. Some employers will ask to be at Rapid Response sessions to listen, tell the truth, and be respectful.
- Level of Employer Support – Some Support: Some employers will be cooperative and wanting services for the employees but at a lower level.
- Level of Employer Support - No Support: Employers can blindsides employees and give no notice of a layoff or lock the doors. When an employer chooses to not respond to or work with the Rapid Response Team you are required to provide the services to the workers. This means being innovative and creative to provide a Rapid Response Worker Information Session without the help of the employer.

Information Overload can Happen with the High Emotions

- Use your team's judgement and think about providing Unemployment Insurance first. Losing a paycheck and how to provide for their families may be the most important information workers being laid off are wanting to know.
- Provide next steps and contact information. Your agenda can also be used to provide next steps and contact information. Transitioning workers to a WorkSource center should be a warm handoff ensuring that the worker is connected to a person, not an address.
- Provide written materials. Minimize the amount of printed material but workers usually do not hear everything and some written material can fill in the gaps.

Customized Rapid Response Services

Transition Team (a team that is created to meet and decide on continued services prior to layoff/closure)

The Rapid Response Coordinator will invite team members and facilitate the meetings. Transition team members could include: Employer representative(s), Employee representative(s), Local and/or State Liaison(s), Union Representative(s), Others as deemed appropriate

Resource Center (a space at the employer's location where affected workers can gather additional information and/or meet with resource providers)

The Rapid Response Coordinator will collaborate with employer to set up the Resource Center and determine what will be available/provided. The following may be included in the Resource Center:

- Computer for affected employees to use to create/update iMatchSkills profile
- Handouts about resources available
- Additional Rapid Response Information packets
- A time for a representative to be available to meet with walk-ins
- The Rapid Response Coordinator will schedule someone if this is requested

Workshops

The Rapid Response Coordinator schedules space (preferably at employer's site if space is available) and presenters for job search assistance workshops. These workshops could include but are not limited to the following and will be determined by worker surveys and requests:

- iMatchSkills and WIOA registration
- Resume writing and/or review
- Interviewing skills
- Applications and/or on-line applications

Stress Management

Multiple studies show that losing a job is one of the top five most stressful events in a person's life. To lessen the negative impact of job loss on individuals, tips on managing stress will assist workers during the emotional stages of job loss. Local mental health professionals, through partnerships with the appropriate local government or partner agency, represent a valuable resource for teaching this workshop.

Financial Management

Financial Management is of critical importance to dislocated workers, as money-related issues such as budgeting for reduced income, debt management, and financial support during extended training, and maintaining insurance and advisability of mortgage refinancing can be extremely stressful during these uncertain times. Consumer credit counseling agencies, banks and other community organizations historically offer their services at no cost to the community. Having these money experts available is a distinct advantage to the dislocated workforce. And, because these agencies come from the local area, they are keenly aware of local market conditions and circumstances that may impact budget and financial issues.

Employer Feedback – Follow up

The Rapid Response Coordinator will:

- Ask for employer suggestions/feedback throughout the process
- Provide an employer survey after services are completed
- Request a company referral and/or success story, including contact information and signed photo/story release
- Share information obtained with partners.

Tailor Plan and Carry It Out

Rapid Response plays a vital role in Clackamas workforce system. Rapid Response staff must possess an extensive array of skills, knowledge, and abilities with the ability to build a broad network of engaged partners within the public and private sectors.



Tailor Your Plan and Carry it Out Guided by the Rapid Response 10 Quality Principles

1. Timeliness

The Sooner the Better (and Before is Best)

2. Layoff Aversion

Preventing or Minimizing the Duration of Unemployment

3. Partnerships

Develop Relationships Necessary to Deliver Solutions

4. Leverage Resources

Know Where the Money Is & How to Put It to Effective Use

5. Convenience

When You're Needed, You're There... Wherever, Whenever and Whatever!

6. Seamless Service Delivery

Deliver Solutions Show Customer Results, Not Processes

7. Consistent & Accurate Information

Know Your Stuff & How to Explain it to Your Customers

8. Customer Choice

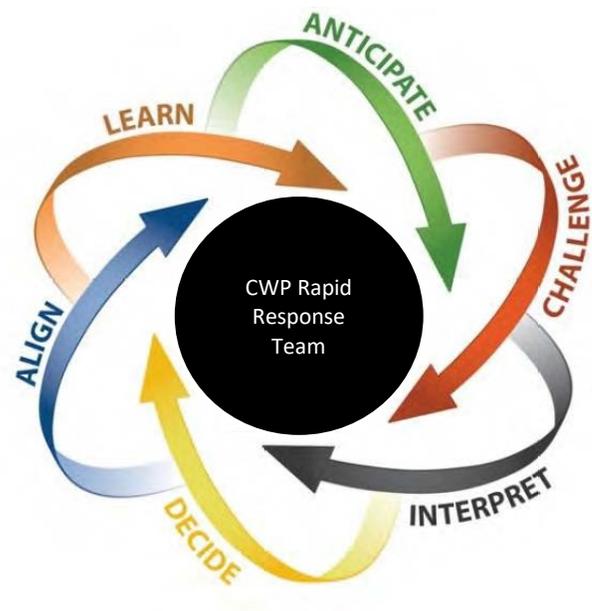
Meet Customer Needs. Provide What They Want, Not What's Available Now

9. Measures of Success

Measurable Goals Enhance Continuous Improvement & Outreach Effectiveness

10. Active Promotion

Tell Your Story & Share Your Successes!



Clackamas Workforce Partnership Dislocated Worker Liaison, Rapid Response Coordinator, Trade Navigators and Union Representatives



Providing consistent information and services for:

- Rapid Response Services
- Layoff Aversion
- WARN Notices
- Trade Petitions

Online Resources Available

Guide for Laid Off Workers in Oregon

Downloaded at <https://www.oregon.gov/highered/institutions-programs/workforce/Pages/dislocated-workers.aspx>

Topics include: What is a Dislocated Worker? WorkSource Dislocated Worker Services, Job Search Checklist, Job Search Action Plan Checklist, Job Search Action Plan Template, Job Search Contact List

Quality Information Publications, Oregon Employment Department

<https://www.qualityinfo.org/pubs>

Trend Newsletters

Oregon Career Magazine

Worker Adjustment and Retraining Notification (WARN) Act Materials - WARN helps ensure advance notice in cases of qualified plant closings and mass layoffs. DOL materials to help workers and employers understand their rights and responsibilities under the provisions of WARN. <https://www.doleta.gov/layoff/warn.cfm>

Search for Trade Adjustment Assistance Cases

https://www.doleta.gov/tradeact/taa/taa_search_form.cfm

HELPGUIDE.org

<http://www.helpguide.org/articles/stress/job-loss-and-unemployment-stress.htm>

Job Loss and Unemployment Stress Tips for Staying Positive during Your Job Search. Also very good Work & Career section covering career and networking, job stress and unemployment, and Bring Your Life Into Balance toolkit for managing overwhelming stress and emotions so that you can remain calm and focused in the face of any work-related challenge.

Business News Around the State Publication

Rapid Response Team members should be on the email list to receive the Oregon Employment Department's **Business News Around the State** a weekly employment summary prepared by the Workforce and Economic Research Division. Visit the [subscription order form](#) to sign up. Go to "Reports and Analysis" and select **Business News Around the State**. Subscription allows additional publications, many specific *insert local board* counties.

The Oregon Employment Department Publications page <https://www.qualityinfo.org/pubs> also gives access to search employment and business news from around Oregon from the [Biz News Search tool](#). The Workforce and Economic Research Division lists business closures that are posted publicly. Rapid Response teams can select specific dates, counties and select "closure" under "Event Type" to see a list of business closures to ensure Rapid Response Services are provided to affected workers of business closures.

Rapid Response Information Session Planning Checklist

(To be customized to meet the worker needs)

Before the session...Dislocated Worker Liaison

- Dislocated Worker Liaison and Rapid Response Coordinator is notified of a possible Layoff, closure or Trade petition being filed
- Immediately call or email state Dislocated Worker Unit.

Before the session...Rapid Response Coordinator

- Employer contacted within 48 hours by the Rapid Response Coordinator.
- Set time and date to meet face to face with employer and who will attend.
- Determine if workers are represented by a union and if yes notified State Labor Liaison.
- Determine if there is potential for Trade and invited Trade Act Navigator to participate.
- Send Team email: Layoff confirmed.
- Set up meeting with employer.
- Meet with employer.
- Confirm date and time of the Rapid Response Information Session with a location close to workers.
- Set up Rapid Response Team meeting to develop agenda and how to meet employer and worker needs.
- Send Team "Presenters Needed" email which lists presenters already confirmed and information on the employer and worker audience .
- Develop and print agenda that meets employer and worker needs, print session evaluation.
- Confirm written materials needed are on hand. Develop packets if needed.
- Confirm presenters or call Oregon Dislocated Worker Unit if needed.
- Confirm location needs, microphone, computer, projector, WIFI, table, chairs, and presenters' needs.
- Confirm presenters know what to expect from audience or any needed knowledge of situation.
- Confirm Rapid Response Coordinator or designated staff to be present at all sessions to facilitate.
- Confirm who is transporting printed materials.
- Enter data into the Oregon Rapid Response Activity Tracking system.

Day of Rapid Response Session...Rapid Response Team Lead and Presenters

- Rapid Response Coordinator or designated staff arrive early to set up.
- Rapid Response Coordinator or designated staff welcome workers, introduce presenters, and explain meeting purpose.
- Worker survey reintroduced and workers who have not filed out survey are invited to do so.
- Provide local labor market overview.
- Provide UI Information.
- Provide Oregon Health Insurance Marketplace information.
- Provide WorkSource Oregon programs and services which include:
 - Workshops and services
 - Career and training services
 - Guide for Laid Off Workers in Oregon
 - Pell Grant and GI Bill information
 - Connecting with community resources
- Provide additional requested presentations and information.
- Provide questions and answer time.
- Provide workers with next steps and contact information.
- Provide session evaluation.
- Update Oregon Rapid Response Activity Tracking system.

Determine and Facilitate Additional Services

It is important to remember that just because a particular solution is not paid for directly by Rapid Response funds does not mean it is not a service you provide to your customer.

Facilitating solutions requires meeting customer needs often through relationships with service providers, other government agencies, and other public and private entities.

Partnerships can be leveraged to yield additional resources and information to workers and employers to facilitate transition.



- Even though a particular solution is not supported directly by Rapid Response funds, the customer still needs services provided by partners.
- Facilitating solutions for customers requires meeting their needs, often through relationships with service providers, other government agencies, and other public and private entities.

It is important to:

- Develop and maintain relationships with Clackamas and regional stakeholders of the workforce, economic development, chambers of commerce, businesses, industry associations, labor organizations, banks, tax offices, elected officials, and the community at large. Relationships must be built with partners to ensure dislocated workers have access to training and other services including health, UI, housing, SNAP, financial counseling, child support, and other special services to address their needs (language, disabilities, etc.).
- Develop a plan to transition dislocated workers to workforce system service providers. Your plan should include building and maintaining strong relationships with our local WorkSource Center, temporary employment agencies, community and faith based organizations, and other relevant agencies.
- Maintain an awareness of all the services that are accessible to the dislocated workers through state and local partners, providers, and potentially federal discretionary dollars.

Examples of additional services:

- ABS - Adult Basic Skill Programs
- Community Colleges
- Career and Technical Education
- Registered Apprenticeship
- DHS – TANF and or SNAP
- Financial Management Resources
- QualityInfo
- Work Experience
- 211 Assistance
- Work Share
- Work-Ready Talent Pools
- National Career Readiness Certificate (NCRC)
- Job Fairs or Job Clubs
- On the Job Training
- Mortgage Assistance Programs
- Office of Student Access & Completion

The ultimate goal of Rapid Response is to enable affected workers to return to work as quickly as possible following a layoff or to avoid unemployment altogether.

When you need us most, we will be there!



Rapid Response is flexible and responsive to the needs of the working public, Clackamas employers, and the Oregon communities in which they reside.

Attachment C

Clackamas Layoff Aversion Strategies

Successful layoff aversion strategies and activities require engagement of the full array of programs and resources available throughout the public workforce system and effective partnerships with a wide range of organizations. Rapidly responding to the needs of businesses in our area is a priority to avert layoffs, accelerate re-employment, and/or reduce the duration of unemployment for dislocated workers.

An important lay off aversion strategy is CWP's implementation of an Early Warning Network in 2013. This group meets to discuss steps we can take together to help expanding businesses meet their needs, declining businesses prevent layoffs, and/or assist affected workers in returning to work as quickly as possible in the event of a major dislocation event. We partner to assess risks to companies, propose strategies to address those risks, and implement interventions when necessary. See attached list of Early Warning Network partner organizations as well as a list of factors that we consider when discussing warning signs of potential layoff events.

Our local Rapid Response team learns about a notice of layoff/closure or potential layoff/closure from a formal WARN notice, news media, employer, employee, or other informal channels. In addition, CWP's Business Services Managers work directly with businesses to design innovative solutions to address their needs. Partnership and relationship-building activities with businesses in the community create an environment for successful layoff aversion efforts.

When available, incumbent worker training can be delivered to help a business who may be facing layoffs without their incumbents gaining or increasing their skills for the business to remain competitive. Developing, funding, and managing incumbent worker training programs or other worker upskilling approaches (including OJTs, customized training, work experiences, and apprenticeship opportunities) are an important part of CWP's layoff aversion strategies.

ATTACHMENT C 1 - EARLY WARNING NETWORK PARTNERS



365 Warner Milne Rd, Suite 202
 Oregon City, OR 97045
 (503) 657-6644
www.clackamasworkforce.org

Organization
Clackamas County Disaster Management
Citizens Bank
Clackamas Community College Connections with Business and Industry
Clackamas County Social Services
WorkSource Clackamas Rapid Response Team
Clackamas Community College Workforce Development Dept
Oregon Employment Department
Oregon Dept of Human Services
Oregon Manufacturing Extension Partnership
Clackamas Workforce Partnership
Labor's Community Service Agency
Clackamas County Business and Economic Development Dept
Small Business Development Center
Clackamas County Trade Act Navigator
Northwest Trade Adjustment Assistance Center
211info (Information Phone Line)
Clackamas Children, Family & Community Connections
Higher Education Coordinating Commission, Office of Workforce Investments
Clackamas Business Recovery Centers

Early Warning Checklist: Causation Factors and Warning Signs

FACILITY

- | | |
|--|---|
| <ul style="list-style-type: none"> • Obsolete physical plant • Outmoded operating procedure • Lack of spare parts • Old and outdated machinery • Speed-ups lead to older worker layoffs | <ul style="list-style-type: none"> • Repairs are not made • Inefficient production process • Equipment not up to quality standards • Environmental problems • Facility is in a metropolitan or suburban area that is gentrifying |
|--|---|

ORGANIZATION

- | | |
|--|---|
| <ul style="list-style-type: none"> • Inability to pay bills on time • Managers, skilled workers or machinery moved to new plant • New plant is opened in low-cost location • Research and development are cut back • Fewer product lines produced • Parent corporation has major problems • Corporate merger acquisition creates excess capacity • Change in profit, market targets or distribution systems • Local subsidiary is milked for other investment | <ul style="list-style-type: none"> • Hours and overtime eliminated • Managers replaced frequently • Weak management practices • Irregular work or production schedules • Lack of workforce training, upgrading or training cutbacks • Sales staff/marketing cut • Aging owners • Shifts reduced • Increase in subcontractors, temporary workers • Lack of management and engineering talent |
|--|---|

MARKET

- | | |
|---|---|
| <ul style="list-style-type: none"> • Demand or sales declines • Products, processes or services become obsolete due to technological innovation • Increased domestic or foreign competition • Changes in state/national taxation, regulation, monetary policies | <ul style="list-style-type: none"> • Change in international relations (re: markets or supplier/customers) • Inventory stagnant • Loss of market share • Industry sector declines |
|---|---|

COMMUNITY

- | | |
|---|---|
| <ul style="list-style-type: none"> • Lack of access to raw materials, energy, products and services • Lack of skill in local work force • Lack of quality or availability of land or infrastructure • Changes to local/state tax or regulatory policies • Lacking transportation | <ul style="list-style-type: none"> • Proximity to market changes transportation costs, etc. • High insurance rates • Poor access to trucking/rail/water/air • Utility rates high, or lack of energy availability • Business climate complaints |
|---|---|

Source: DOLETA *Rapid Response Layoff Aversion Guide*, 2001 – A Project of the Steel Valley Authority

