

Attachment A

NORTHWEST OREGON WORKS **Rapid Response Roles and Responsibilities**



[Rapid Response Framework](#)

Northwest Oregon Works designates the NOW Program Manager, as the Dislocated Worker Liaison responsible for:

Rapid Response as a System

- Connecting with the State Dislocated Worker Unit
- Layoff aversion is the first strategy of the local area Rapid Response system. Northwest Oregon Works (NOW) 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 NW Oregon community,
 - The Dislocated Worker Liaison oversees the Board's Layoff Aversion Strategy which outlines a system, processes and team for:
 - Identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion;
 - Analyzing, and acting upon, data and information on dislocations and other economic activity in the Northwest area and Layoff Aversion activities.
- Responsible to ensure all levels of partners working together across Northwest Oregon Works Area Workforce System know to immediately call or email the Dislocated Worker Liaison (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 local 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
- Responsible to ensure Rapid Response Coordinators involve the State Labor Liaison and are cognizant of ongoing collective bargaining negotiations related to a plant closure or layoff event. Ensuring Rapid Response Coordinators are cautious and avoid 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.
- Responsible to ensure Rapid Response Coordinators work closely with their Trade Act Navigator and Trade Act Petition Coordinator. Directs when to explore the possibility of the impending layoff being trade-related and, if appropriate, begin the TAA petition investigation process. The Dislocated Worker Liaison should coordinate a process and provide training on how the Rapid Response Team works with the Trade Act Petition Coordinator. The Rapid Response team may be trained in current worker group certification eligibility criteria under the Trade Act and TAA program benefits and services currently available to TAA-certified workers. Team members at a minimum should be familiar with the information requested on the Business Data Request (BDR) form required for filing a Trade petition.
- Responsible to ensure processes and systems are in place for Rapid Response Information Meeting customer evaluation feedback.
- Responsible for the development and maintenance of the board approved Rapid Response Protocols that follow WIOA, WSO Standards, HECC Policies, and the Oregon Dislocated Worker policies and guidance. The DWL ensures processes and systems are in place for evaluating and gathering feedback on Rapid Response protocols and processes.

The process for evaluating and gathering feedback on Rapid Response protocols and processes.

- Northwest Oregon Works Rapid Response Protocols and Attachments will be made available to the Oregon Dislocated Worker Unit for review and to recommend any changes. The Dislocated Worker Liaison will decide on the recommendations and make any necessary changes.
- Northwest Oregon Works Rapid Response Protocol and Attachments will then be made available to the Northwest Leadership Team for review and to recommend any changes. The Dislocated Worker Liaison will receive and decide on the recommendations.
- The Layoff Aversion Plan (Attachment C) must be supported and approved by the Northwest Leadership Team. This is a living document that can be revised by sending recommendations to the Dislocated Worker Liaison. Recommendations must be approved by the Leadership Team.
- Once reviewed by the Northwest Leadership Team the Protocol and Attachments the Dislocated Worker Liaison are presented to the Northwest Oregon Works Board for approval
- Once the Rapid Response Protocol are approved by the board they will be widely implemented throughout WorkSource Oregon and partner staff
- The Dislocated Worker Liaison will gather feedback annually from the Leadership team, all WorkSource Oregon staff, and partners and review the need for changes to the protocol or the attachments
- Changes to the board approved protocol must be approved by the NOW Board
- Changes to the protocol attachments can be made by the Dislocated Worker Liaison without board approval
- Responsible to notify the State Rapid Response Coordinator when a Rapid Response team member, or local 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.
- Attends statewide meetings and trainings as requested by the Oregon Dislocated Worker Unit

Coordinates the local Rapid Response Team

Rapid Response Teams have a broader responsibility under WIOA. The Dislocated Worker Liaison is the leadership moving teams from a single Rapid Response Session purpose to a multifaceted team where the team builds communication and networking with team member partners who work daily with local 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.

- Designates the board approved Rapid Response structure and who should be represented on a Rapid Response Team(s). Is responsible to build and maintain memberships in the local Rapid Response Team(s)
- Team membership should be multifaceted connecting with business services, economic development and with those who deliver Rapid Response Information Sessions.
- It is the role of the Dislocated Worker Liaison to identify the Rapid Response Coordinator 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.
- *The Dislocated Worker Liaison provides a process and designates staff* 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.
 - The process and designated staff to track the delivery of services to worker groups for which a petition for Trade Adjustment Assistance has been filed
 - The Dislocated Worker Liaison and/or the State Labor Liaison will be responsible for approving any petitions being requested to be filed by the OED Petition Coordinator for the Northwest area.

- The Northwest Trade Act Navigator as part of the Rapid Response Services Team will track when petition have been filed and send updates to the Rapid Response Coordinator and Dislocated Worker Liaison
- At the instant a Trade Act Petition is filed the Rapid Response Coordinator must contact the employer and explain Rapid Response services must be provided to the workers and move forward with an employer meeting if one has not already been done.
- The Rapid Response Coordinator is responsible to see that all workers affected by the filing of a trade petition receive Rapid Response Services for either a large or small layoff.
- The Northwest Trade Act Navigator is responsible to enter Trade Act data in the Rapid Response Activity Tracking system
- The Rapid Response Coordinator is responsible for inputting data into the Rapid Response Activity Tracking System for all Rapid Response Services provided to workers when a Trade Act petition is filed
- The Rapid Response Coordinator designated as the lead will be responsible for inputting data into the Rapid Response Activity Tracking System.
- DWL Provides leadership by coordinating and facilitating Rapid Response Team quarterly meetings to build and maintain Rapid Response Teams.
 - The Dislocated Worker Liaison will coordinate the North and South Rapid Response Services teams will meet together on a quarterly basis; The meetings are held in a central location where attendance can be in person or everyone has the opportunity to utilize available technology for conference calling such as Zoom or Webex, etc.
 - Each Team individually meets monthly, rotating months. For instance, the Northern Rapid Response Team meets in January, and the Southern Rapid Response Team meets in February. With a combined meeting on the quarter month.
- DWL Provides leadership and a process to the Rapid Response Coordinators to ensure when an employer chooses not to participate, Rapid Response Teams provide large or small Rapid Response services to affected workers regardless of employer participation.
- DWL Provides the leadership to ensure Rapid Response teams have the training and materials needed to meet federal, state, and local Rapid Response requirements.
 - The North and South Rapid Response Teams each require a WSO staff designated as the WSO Services Presenter and a backup for each
 - The four staff must be trained in the required materials and information that must be presented to workers at a Rapid Response Session
 - Additional back up WSO Services presenters must receive training prior to presenting WSO Services at a Rapid Response Session
- DWL Builds a partnership and communication strategy with the statewide Trade Petition Coordinator and the State Labor Liaison
- Connects the Rapid Response System to Northwest Oregon Works staff and partners working with employers every day to promote and provide Layoff Aversion Activities
- Connects the Rapid Response System to Northwest Oregon Works staff and partners working with employers every day to promote and connect to Rapid Response Activities

Provides Guidance and Direction to the Rapid Response Coordinator(s)

When Rapid Response Services are needed, the designated Rapid Response Coordinator is responsible for contacting the employer within 48 hours and scheduling a face to face meeting with the employer to customize and meet the needs of the situation. Rapid Response Coordinators should follow the Rapid Response process and protocols.

Ensures Consistency in Required Partner Presentations and Material

Rapid Response Coordinators ensure 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 Rapid Response Communication list and ensure data is recorded in the Oregon Rapid Response Activity Tracking System.**

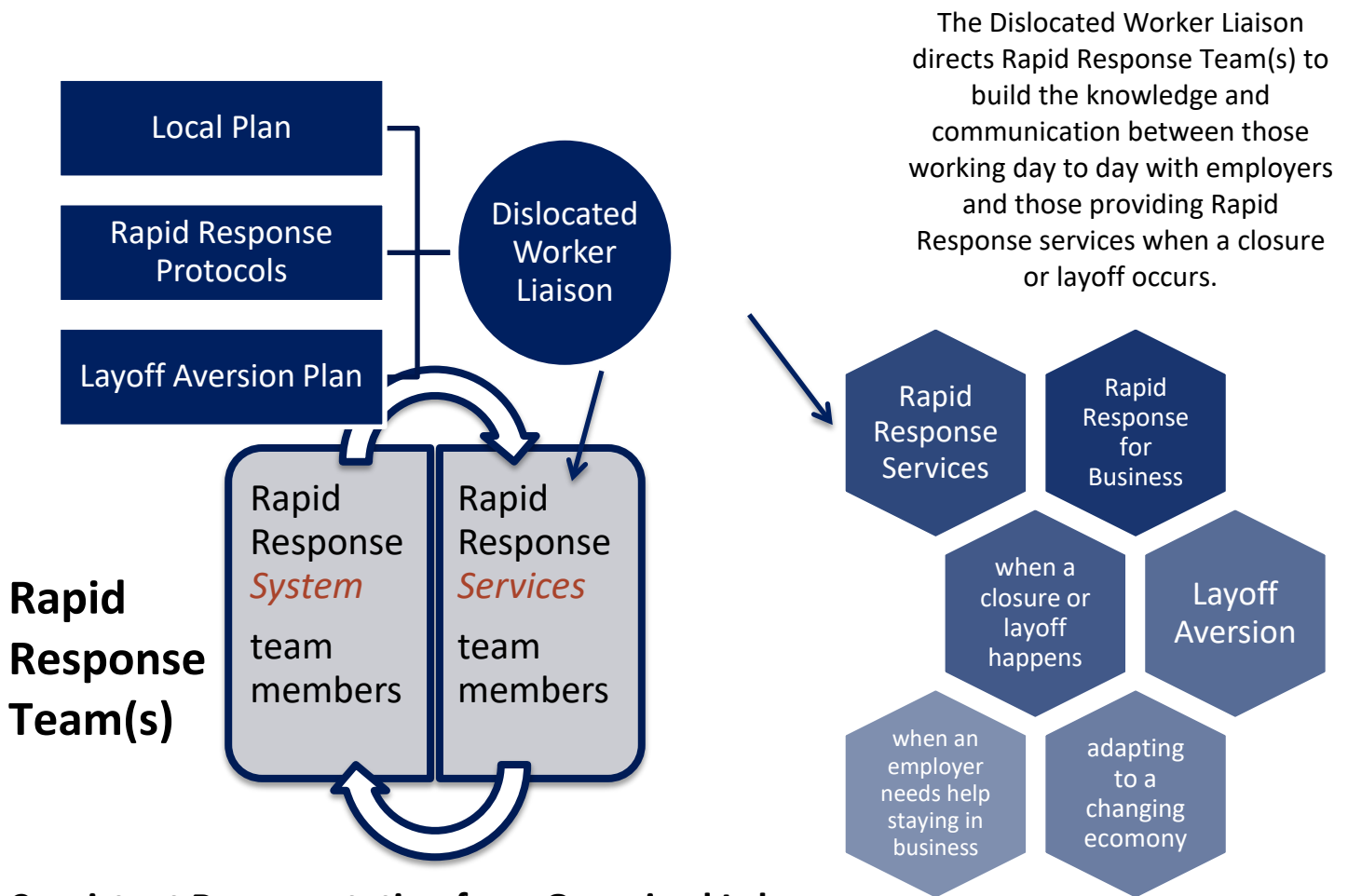
Rapid Response Teams

Rapid Response Team Structure

Northwest Oregon Works has designated two Rapid Response Team Leads, the Northern Team which consists of Tillamook, Clatsop and Columbia Counties and the Southern Team which consists of Lincoln and Benton Counties, and a Rapid Response Coordinator for each.

Membership in the teams are listed on the Northwest Oregon Works Rapid Response contact sheet.

It is the Dislocated Worker Liaison's responsibility to lead a Rapid Response Layoff Aversion Team which builds knowledge and communication 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 Rapid Response Coordinators in the delivery of Rapid Response Services when a layoff or closure occurs.



Consistent Representation from Organized Labor

When a layoff or closure is a member of an organized labor group, Rapid Response Teams must partner with State Labor Liaison and 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 local Rapid Response Teams to:

- Connect workers and unions to local 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 teams 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.

Business Services

When a layoff or closure is determined Business Services staff may serve on local Rapid Response Teams or provide a representative to present Industry/employer information at Rapid Response Sessions.

Business Service staff helps the Rapid Response Coordinators 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.

Area Colleges: Oregon Coast Community College, Tillamook Bay Community College, Clatsop Community College, Portland Community College, Linn-Benton Community College, Oregon State University

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 Sessions. Rapid Response Teams should partner with local colleges and other relevant training providers to deliver and plan services.

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 their local DHS office to coordinate services. This can be the case in the event of a natural disaster causing the layoff or closure.

Dislocated Worker Rapid Response Funds

Rapid Response funds distributed to Local Board for pre-layoff activities are funded with 25% dislocated worker funds and used for delivery of pre-layoff services.

Rapid Response Activities funded with Local Board

Rapid Response funds may only be used for pre-layoff activities and may not be used to provide services that require registration. Rapid Response activities may include the following:

- staff time to meet on-site with employers and employee representatives,
- staff time and materials necessary to assist in establishment of a transition team, voluntarily agreed to by employer representative and worker representatives, with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers and obtaining services to meet such needs,
- hiring and training peer support advocates, selected from the affected workforce and by a process that includes worker input and a transition team;
- staff time and materials to establish an on-site resource room and to conduct prelayoff activities,
- developing, planning and delivering on-site, pre-layoff services, and
- conducting prefeasibility studies in order to determine the potential for averting the layoff, in accordance with 20CFR 665.320.

Layoff Aversion Projects

Not only is layoff aversion a good idea, but one Rapid Response teams are required to attempt.

A layoff is averted when:

- A worker's job is saved with an existing employer that is at risk of downsizing or closing or
- 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.

Layoff aversion is as much a service to business as it is a service to workers. By far the most important partner in any layoff aversion project is a willing, engaged employer. Successful

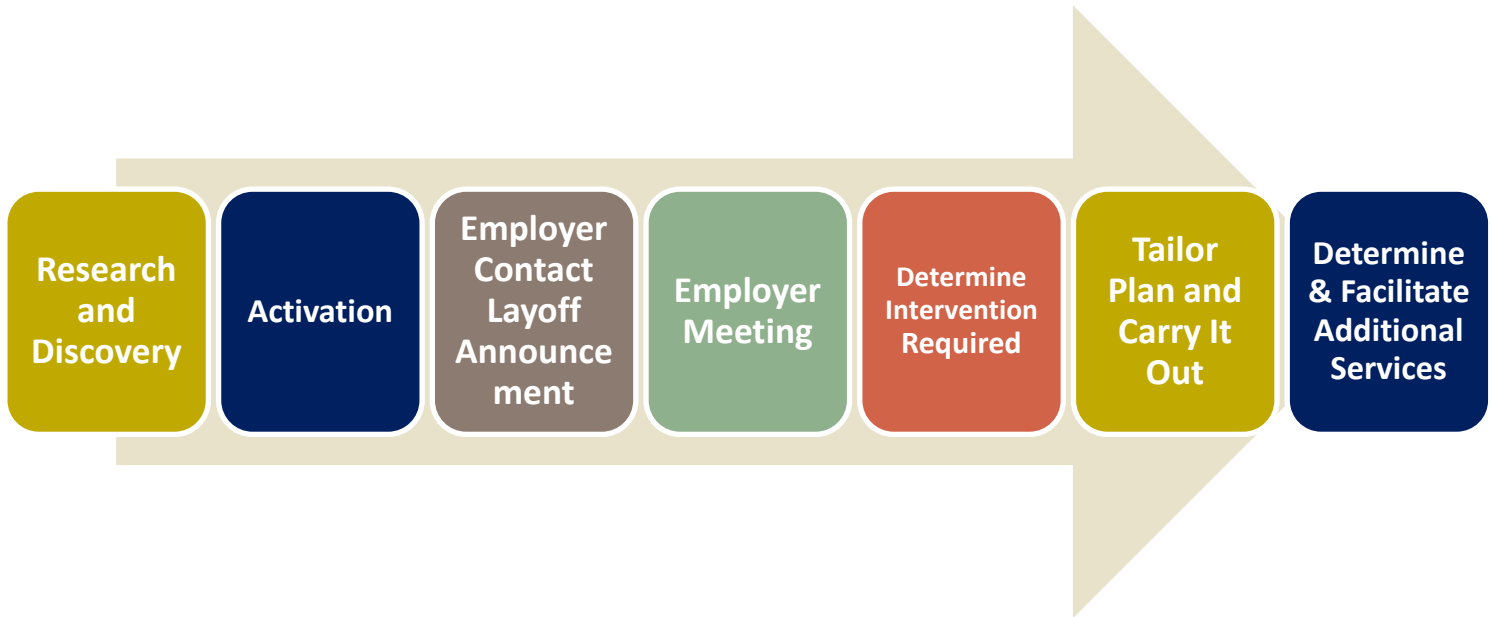
projects almost always require open and frank discussions. Because of the delicate nature of information discussed establishing trust is critical. Employers need to trust you will keep the conversation confidential, and you will need to trust you are getting a clear picture of what is truly going on with the company. Trust is the cornerstone of the partnership and it needs to be reciprocal.

Contact the Oregon Dislocated Worker Unit to request Layoff Aversion Funds.

Local Area Contact Information

Northwest Oregon Works has Identified staff and partners within the Rapid Response Services and Layoff Aversion Teams as indicated on the **FOR STAFF AND PARTNERS Oregon Rapid Response and Layoff Aversion Information and Contacts document**.

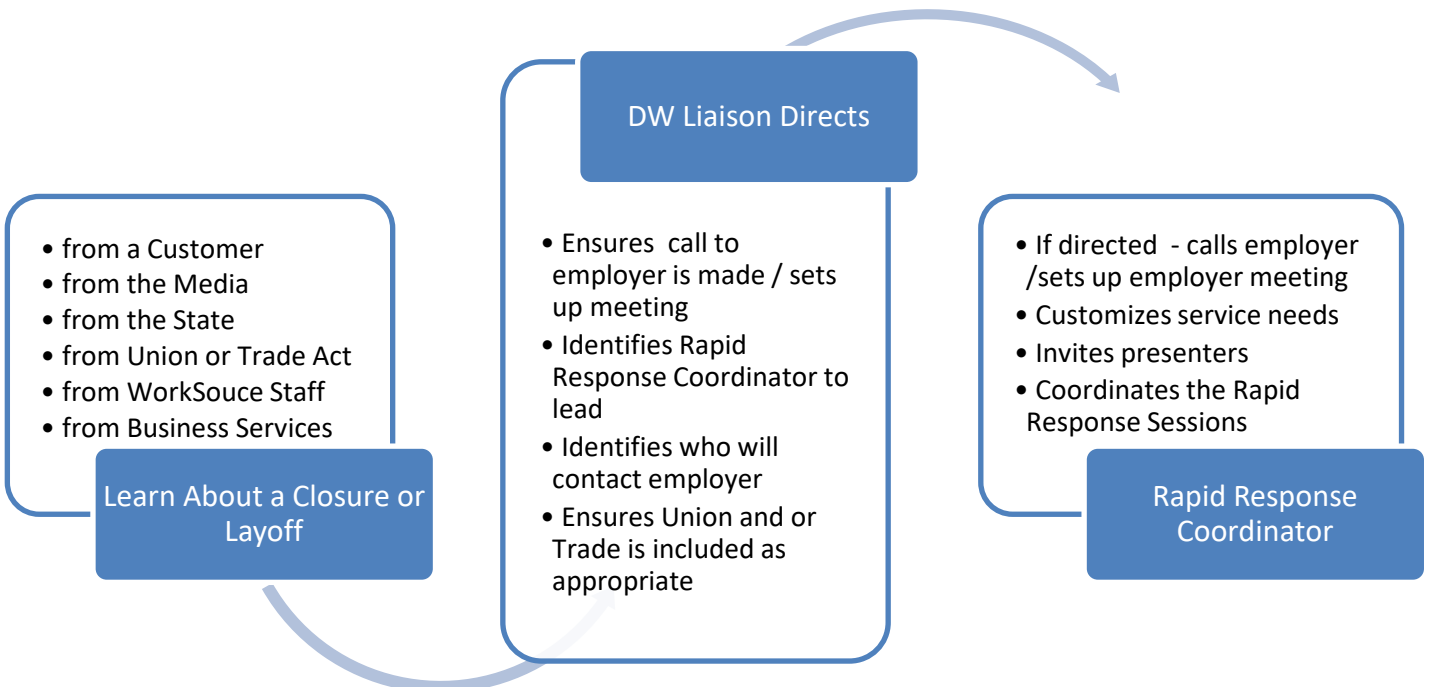
Attachment B NORTHWEST OREGON WORKS Rapid Response Services Process



Rapid Response exists to assist workers and businesses throughout the inevitable periods of economic transitions that will occur throughout the business cycle.

Rapid Response Goal: to prevent layoffs when possible, limit their impact on workers, should they occur, and help dislocated workers transition to new employment as quickly as possible. It is meant to be innovative, flexible, responsive, and timely.

Rapid Response Services when a Layoff Happens



Rapid Response Worker Session Meeting Checklist

Rapid Response Worker Information Sessions are customized to meet the needs of the situation. At minimum, Rapid Response Teams 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 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 Locations
 - ✓ 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 provide materials for
 - ✓ TAA and TRA information, if applicable
 - ✓ Healthcare Tax Credit Information
 - Oregon Employment Department Brochures (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 staff provides
 - ✓ Health Insurance Handouts

Coordination of Partners and Presentation Topics

- ✓ UI Staff - Unemployment Insurance Overview
- ✓ WSO Staff - 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 Local Community College Staff – Community College Overview
- ✓ Rapid Response Worker 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 (Preplanning Before Layoffs Happen)

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 or material ready to go.



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

Relationships in Place for Layoff Aversion or Rapid Response Sessions

The Rapid Response Coordinator ensures consistency across the state when scheduling speakers and coordinating materials. It is important to 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:

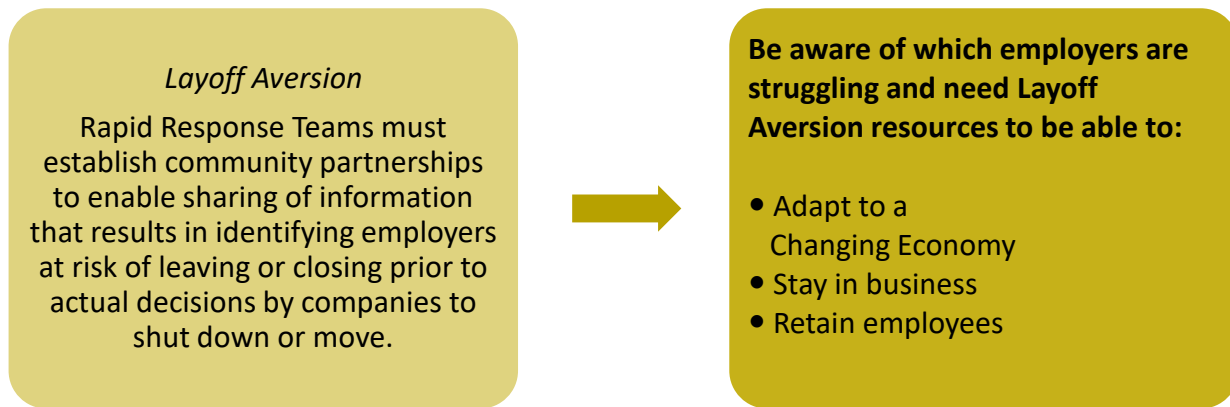
- Unemployment Insurance
- WSO Services
- Health Insurance Marketplace
- TAA and/or Labor, if applicable

WSO Materials required to be provided:

- Guide for Laid Off Workers in Oregon
- Job Search Focused Workshops and Services
- Exploratory, 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
- Business Services
- Hiring Events or Job Clubs
- On the Job Training
- Oregon's Eligible Training Provider List (ETPL)
- Oregon Career Information System
- Salary Negotiating
- Mental Health Resources



Rapid Response Community Information

Rapid Response teams rely 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.

Rapid Response teams must know their 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
- Local Economic Development Organizations
- Local 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
- Community Colleges
- 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 an employer.

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

Examples 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.

If workers are not represented by a union, the on-site meeting with the employer should be scheduled to take place immediately to provide information on available rapid response services.

When the State Dislocated Worker Unit or the local Rapid Response Team 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 email with each other.

Northwest Oregon Works Rapid Response Services COMMUNICATION PLAN:

1. The Dislocated Worker Liaison (DWL) Is notified immediately by any WorkSource Oregon staff or partner that learns about a potential layoff, closure or a Trade Petition being filed in the Northwest Oregon Works area.
2. The Dislocated Worker Liaison will send an email to those listed on the Rapid Response Contact List and will always include the Oregon Dislocated Worker Unit to inform them that a potential layoff is known and the employer will be contacted to confirm, The Dislocated Worker Liaison will designate a Rapid Response Coordinator to contact the employer within 48 hours after being notified of the closure, layoff or Trade Petition being filed. The email will ask all to keep the information confidential until they hear from the Rapid Response Coordinator.
3. The Rapid Response Coordinator will contact the employer and send an email to those on the Rapid Response Contact list with the results and next step.
 - a. If the employer confirms the layoffs the Rapid Response Coordinators next step is working with the union if the workers are represented and then once approved by the State Labor Liaison an employer meeting with the Rapid Response Coordinator and the Employer is scheduled.
 - b. If the employer does not confirm the layoff but gives a reason for the rumor or misinformation this will be shared with the Rapid Response Contact list and the information entered in the Rapid Response Activity Tracking system and the event ends
 - c. If the employer cannot be reached, is unresponsive or does not want services and the layoff is confirmed from a reliable source the Rapid Response Coordinator informs those on the Rapid Response Communication list and explains a Rapid Response Session will be held for the workers without the support of the employer
4. Once the Employer Meeting is finished, the Rapid Response Coordinator sends an email to the Rapid Response Contact list. The email:
 - a. Explains the situation, how many workers are affected, summary information gathered from the Worker Surveys and any important information the presenters need to know.
 - b. If time allows for Pre-Lay off Service such as an onsite resource room, resume and interview workshops or services that meet the worker survey results and what has been worked out with the employer and what staff are needed to provide the services

- c. If the layoff involves more than 10 workers and Rapid Response Sessions are needed and scheduled the email asks the designated Unemployment Insurance, the Healthcare Marketplace and the WorkSource contacts to reply all with the staff that will be assigned to provide presentations. The email should include an agenda and requests for presenters for customized needs such as union, trade, business services, DHS, Community College etc.
 - d. If the layoff involves 10 or less employees explain how the workers will get the needed information from UI, Healthcare Marketplace and WorkSource Oregon this could mean a Rapid Response Session with presenters or one on one with packets. UI and Healthcare Marketplace presenters are not required to present but can offer and WorkSource Oregon staff may be asked to present all UI, Healthcare and WorkSource Center information
5. A final agenda is sent to the presenters with the Rapid Response Contact list cc'd
 6. A follow up email is sent after the Rapid Response Session to summarize the services provided and provide any information on potential post lay off services needed and handoff to reemployment services at WorkSource Oregon Centers

This plan is to ensure that all levels of partners working together across the Northwest Oregon Works Local Workforce Development Area System know to immediately call or email the Dislocated Worker Liaison (DWL) first when learning of a potential layoff, business closure, natural disaster, or the filing of a Trade petition.

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 - 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

<p>Rapid Response Worker Information Session: Where: <input type="checkbox"/> On-Site <input type="checkbox"/> Close to Employer Location: _____ Total number of sessions planned _____ Length of Time: <input type="checkbox"/> 1.5 Hours <input type="checkbox"/> 2 Hours Time(s)</p> <p><input type="checkbox"/> Each Information Session will include the required; Unemployment Insurance; Healthcare Marketplace; WorkSource Center Programs and Services; Union and/or Trade Information if applicable</p> <p>Information session customized needs: <input type="checkbox"/> Onsite Services <input type="checkbox"/> Workshops <input type="checkbox"/> Job Fair <input type="checkbox"/> Mental Health <input type="checkbox"/> Stress Management <input type="checkbox"/> Financial Management <input type="checkbox"/> ABS <input type="checkbox"/> Social Services</p> <p>Notes:</p>	<p><input type="checkbox"/> Plan to distribute and collect Worker Survey before the Rapid Response Information Session Explain Plan:</p> <p><input type="checkbox"/> 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</p> <p><input type="checkbox"/> Workers Counties of Residency</p>
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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 Coordinators should have the capacity to respond quickly to a notification of layoff, both via electronic and verbal communication. All written notifications 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 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; to determine and schedule appropriate customized services. If workers are represented by a union hold off on setting an employer meeting until it is approved by the state labor liaison. 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 2 Contact Forms

- The Rapid Response Coordinator uses 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.

The communication list email must not include confidential information but can share a confidential layoff in being worked on and as the information becomes public the Rapid Response Coordinator will share with the communication list members.

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 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? Use the information obtained at the meeting to research the labor market and prepare for the on-site meeting.
- 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 team lead 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 teams 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 lead 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

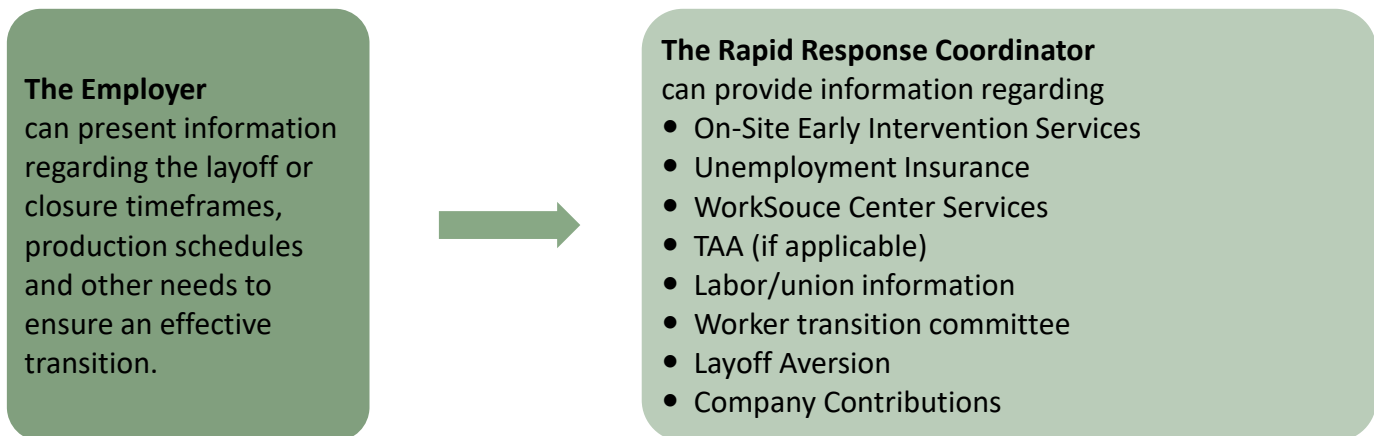
- The lead needs to keep the team and partners in the loop and give direction to the Trade Act Navigators to engage the TAA Petition Coordinator when employers indicate they would like help filing a petition or indicated the layoff/closure has a possible link to trade.

Coordination of partner interactions with the employer

- The Rapid Response Coordinator lead directs the many partners' interactions when a potential layoff or closure requires Rapid Response Services.
 - The Rapid Response Coordinator lead develops the Rapid Response Worker 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 Rapid Response Coordinator lead 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 Rapid Response Coordinator lead 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 Rapid Response Coordinator lead 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.



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.

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

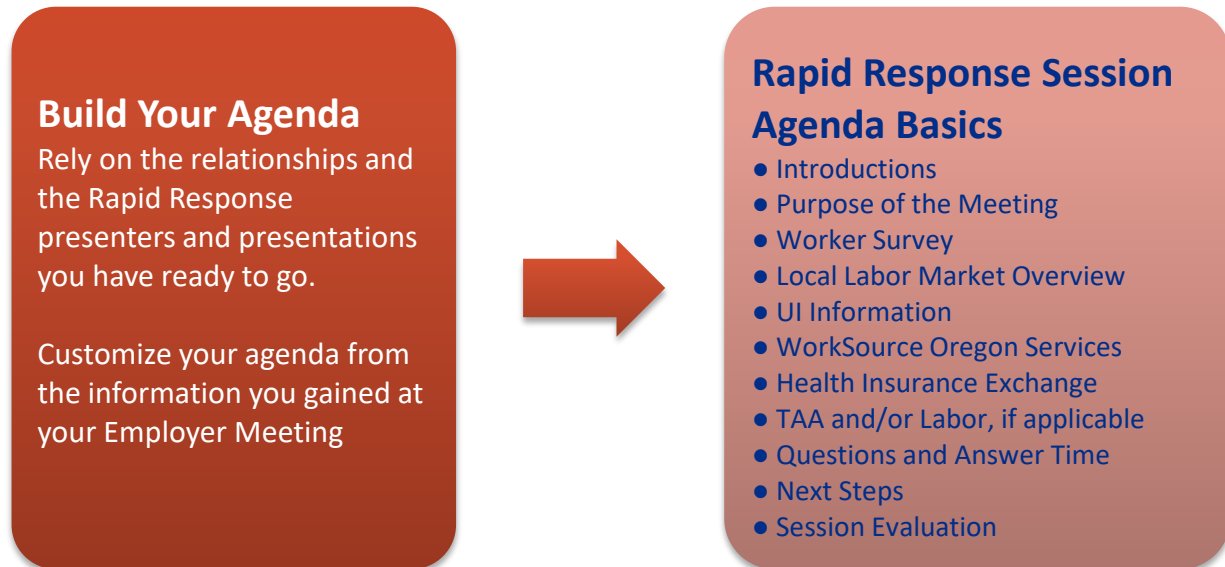
Employer Meeting Outcomes should include:

- 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, 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.
- Suggest in-kind contributions such as:
 - Space for the Rapid Response Worker Information Session
 - Space for an 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
- 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 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 must be discussed at the Employer meeting and a it is best to have a plan agreed upon to get the worker survey to and from the workers prior to Rapid Response Sessions. Bring Surveys to the Employer Meeting for the employer to get them to the works. Arrange a time to pick them up.

Worker Surveys should be distributed at Rapid Response Sessions only as a 2nd try to receive additional surveys after the first try from the initial employer distribution of the survey

The Worker Survey provides workers with an opportunity to tell you what’s 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 Additional Assistance or Dislocated Worker grant 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 Worker 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, exploratory and career services, training services and community resources. The state asks WorkSource presenters also cover the required Pell Grant and GI Bill Information 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 Coordinator leads can share about the workers situation. For most employers and managers laying off employees is one of the most difficult things they've 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 blindside employees and give no notice of a layoff or lock the doors. When an employer chooses to not response 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 but 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 want 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.

Early Intervention Services

Employee Transition Center

- Unemployment Insurance
- Résumé and Interview Preparation
- Job Search Assistance
- Financial Management
- Access to Trade
- Adult Basic Education
- Labor Market Information / Job Fairs
- Stress and/or Anger Management
- Career Counseling / Initial Career Assessments
- Health Insurance Coverage
- Exit Interviews and Referral to WorkSource Centers
- Acknowledgement and recognition to those who contributed to the success of the on-site services



Helping Dislocated Workers Before the Layoff

Generally, a selection of workshops is offered to dislocated workers if the company is agreeable and time allows.

Many workers begin their job search prior to the layoff, and workshops provide them with the job search skills needed to secure new employment.

Early Intervention Workshops Suggestions:

- **Resume**
- **Interviewing Techniques**
- **Job Search Strategies**
- **Networking/Social Media**
- **Soft Skills**
- **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 a United Way 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.

Tailor Plan and Carry It Out

Rapid Response plays a vital role in Northwest Oregon Works 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.

When a Large Layoff Happens with 10 or More Affected Workers

Large Rapid Response Sessions (10 or more workers)

- The Rapid Response Coordinator is responsible for implementing the Rapid Response Communication plan and coordinating and facilitating the Rapid Response Session for the workers
- OED Unemployment Insurance, Healthcare Marketplace and WorkSource Oregon representatives are required to provide in person presentations of their material and information.
- The Rapid Response Coordinator sends a presenters-needed email to the three required Partners Point people listed on the Rapid Response Contact Sheet cc'ing all on the Contact list
- Each point person replies all and identifies the local staff to present at the needed times and dates
- If needed Trade Act Navigators and or the State Labor Liaison are included to be presenters
- The email should also invite optional partners that have been identified to present at the Rapid Response such as DHS, Community College, Business Services etc.
- All staff on the Communication Plan should be cc'd on the presenters needed email for informational purposes
- The Rapid Response Coordinator is responsible for inputting all information including who provided presentations for each large Rapid Response in the Rapid Response Activity Tracking System
- Names of workers attending large Rapid Response Sessions must be provided to the Northwest Trade Act Navigator
- NOW has the expectation one staff shall present on WorkSource Oregon Services at Rapid Response Sessions and that presenter must be trained to cover all aspects of the WorkSource Oregon Services

Unemployment Insurance

- Oregon Unemployment Insurance information is an essential component of all Rapid Response Information Sessions and the more the presenters know about the workers the better
- The Rapid Response Coordinator should provide as much information as possible about the workers in the presenter needed email so informed decision can be made by the UI Point persons to select the best presenters for the situation. Information such as the workers are in the education field, were given stipends or layoff separation packages, participate in Work Share, are being paid through a certain date but no longer report to work or other important information.
- The Rapid Response Coordinators should be able to understand and verify consistent and correct UI information is provided to all workers.

WorkSource Center Services

WorkSource Center presenters must have been trained by the Dislocated Worker Unit by at least 2019 or beyond in the required presentation elements and must ensure the bulleted information is covered in all Rapid Response sessions. Incorporate as many WSO Centers as needed to cover worker locations.

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

Health Insurance Exchange

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

Oregon Health Plan (OHP)

Oregon Health Plan (Medicaid) to provide an Oregon Health Plan Overview

Trade Act

Trade Act Navigator

When a layoff or closure is due to increased imports from, or shifts in production to, foreign countries, the Trade Act Navigator may become involved in the Rapid Response Session. Trade Act Navigators may provide several points of information as needed for Trade Adjustment Assistance (TAA) and/or Trade Readjustment Allowances (TRA)

Consistent Representation from Organized Labor

Local Rapid Response Teams should 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 local Rapid Response Teams to:

- Connect workers and unions to local Rapid Response efforts and WIOA 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 teams 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.

Additional Resources or Presenters

Examples of additional presenters 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
- Work-Ready Talent Pools
- Business Services
- Hiring Event or Job Clubs
- On the Job Training
- Oregon’s Eligible Training Provider List (ETPL)
- Oregon Career Information System
- Salary Negotiating
- Mental Health Resources

- QualityInfo.org

When a Small Layoff Happens with less than 10 Affected Workers

Small Rapid Response Sessions (10 or less workers)

- The Rapid Response Coordinator is responsible for the implementing the Rapid Response Communication plan and coordinating Rapid Response Session for the workers
- OED Unemployment Insurance, Healthcare Marketplace and WorkSource Oregon representatives are not required to provide in person presentations of their material and information for Rapid Response Session for less than 10 workers. The required material still needs to be presented to the workers
- The Rapid Response Coordinator determines the best way to get the information to the workers
 - A Rapid Response Session may be scheduled and WorkSource Oregon staff may present the information on UI information and WorkSource Oregon. The WSO staff assigned must be trained on how to cover the material with the small group and have attended training.
 - An approved UI video presentation is coming soon to show workers at a small Rapid Response
 - A small group orientation or discussion may be scheduled with packets provided the workers and the services of UI, Healthcare Marketplace and WSO must all be covered
 - Packets and a one on one session with the affected worker may be the best way when numbers of workers are few but the staff providing the one on one must be trained in Rapid Response and know what information must be provided the worker.
- The Rapid Response Coordinator works with the WorkSource Managers to identify the local trained staff to present for a small Rapid Response
- If needed Trade Act Navigators and or the State Labor Liaison are included in small rapid response planning
- The employer or worker surveys may indicate needed optional information needs of the workers and working with optional partners that have been identified still may happen for small numbers such as DHS, Community College, and Business Services etc.
- All staff on the Communication Plan should be cc'd on how workers in a small Rapid Response will be served for informational purposes
- The Rapid Response Coordinator is responsible for inputting how a small Rapid Response of 10 or less workers were provided services in the Rapid Response Activity Tracking System

Rapid Response Services Must be Provided to Workers Regardless of Employer Participation.

Rapid Response Teams provide services to affected workers regardless of employer participation. Rapid Response Teams must ensure when an employer chooses not to participate for whatever reason, that services will still be provided.

The situations may include

- a business suddenly closes giving no notice to the affected workers
- a business does not want to participate in Rapid Response efforts 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
- The dislocated worker Liaison is notified of a closure after the closure happens and the workers are disbursed.

The Rapid Response Coordinator will follow the same process as outlined in Large and Small Rapid Responses and will need to be creative bringing together a team of staff trained in Rapid Response to find ways to overcome the situation, find the workers and provide services.

Rapid Response Session Worker Evaluation and Feedback

Each Rapid Response Session large or small shall provide each worker in attendance an evaluation and feedback form to be collected and a summary provided to the Dislocated Worker Liaison. The Dislocated Worker Liaison and the Rapid Response Coordinators will work to make necessary changes to continually improve the Rapid Response Session experience for the workers.

Online Resources available for Rapid Response

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 Departments **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 allow additional publications, many specific Northwest Oregon 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 Worker Session Planning Checklist

(To be customized to meet the worker needs)

Before the session...Dislocated Worker Liaison

- Dislocated Worker Liaison is notified of a possible Layoff, closure or Trade petition being filed
- Immediately Call or Email state Dislocated Worker Unit.
- Sent Communication list Email: Possible Layoff naming Rapid Response Coordinator to take the lead and who will contact employer

Before the session...Rapid Response Coordinator

- Employer contacted within 48 hours by the Rapid Response Coordinator
- Determined if workers are represented by a union and if yes notified State Labor Liaison
- If no union, Set time and date to meet face to face with employer and who will attend
- Determined if there is potential for Trade and invited Trade Act Navigator to participate
- Sent Communication list email: Layoff Confirmed
- Set up Meeting with Employer and Invited those attending
- Meet with Employer at their location and bring copies of the worker survey to have the employer hand to workers
- Confirm date and time of the Rapid Response Session with a location close to workers
- Rapid Response Coordinator to develop agenda and how to meet employer and worker survey needs
- Sent Communication list email: Large Layoff Presenters Needed Email which also shows 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 to be present at all sessions to facilitate
- Confirm who is transporting printed materials
- Data entered into the Rapid Response Activity Tracking system

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

- Rapid Response Coordinator Arrived early to set up
- Rapid Response Coordinator Facilitator welcomed Workers, Introduced Presenters and explained meeting purpose
- Worker Survey reintroduced and workers who have not filed out survey are invited to do so
- Provided Local Labor Market Overview
- Provided UI Information
- Provided Oregon Health Insurance Marketplace information
- Provided WorkSource Oregon Programs and Services which included:
 - Workshops and Services
 - Exploratory, Career Services and Training Services
 - Guide for Laid Off Workers in Oregon
 - Pell Grant and GI Bill Information
 - Connecting with Community Resources
- Provided additional requested presentations and information
- Provided Questions and Answer Time
- Provided workers with Next Steps and contact information
- Provided Session Evaluation

Determine and Facilitate Additional Services

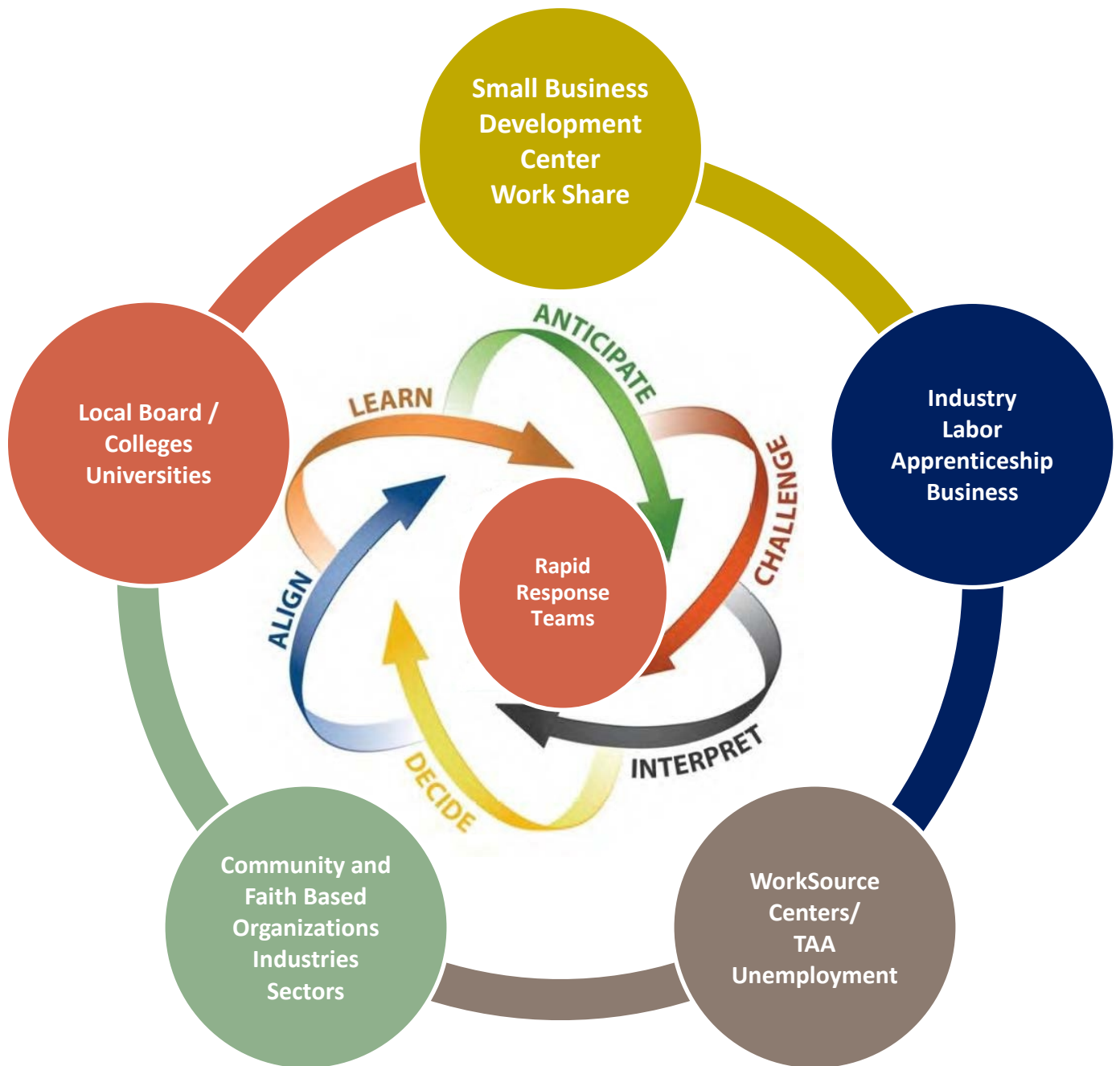
It is important to remember that just because a particular solution is not paid for directly by Rapid Response funds does not mean it is not a service you provide to your workers. Facilitating solutions requires meeting workers needs often through relationships with service providers, other government agencies, and other public and private entities.

- Developing and maintaining relationships with local 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 service providers including health, UI, housing, SNAP, financial counseling, child support, and other special needs (language, disabilities, etc.).
- Developing a plan to transition dislocated workers to workforce system service providers. Your plan should include building and maintaining strong relationships with WorkSource Centers, temporary employment agencies, Community and Faith Based Organizations, and other relevant agencies.
- Maintaining an awareness of all the services that are accessible to the dislocated workers through state and local partners, providers, and potentially federal discretionary dollars.

Using Technology to Connect Dislocated Workers to Additional Services

- **Timeliness:** The Internet, desktop publishing and social media sites like Twitter allow Rapid Responders to communicate instantaneously with individuals or groups throughout the impacted community for little or no cost.
- **Convenience:** Dislocated workers can access online services from home, from public libraries, from anywhere there is an Internet connection. This means the services you provide do not need to end when the onsite sessions do.
- **Customer Choice:** The Internet means your services are no longer limited by geography or time. In this on-demand world, services can be, and must be, available in the format of choice on the platform of choice. Websites, podcasts, blogs, videos... all must be included in your services strategy.
- **Measurement of Success:** "Tell us how we're doing!" You've seen it at the bottom of retail and restaurant receipts. Providers want to know how they are doing. Is the customer getting what they want? Will they come back for more? Tools like Survey Monkey (www.surveymonkey.com) provide a free tool available to ask your customers what they thought of the services you provided. What was great? More importantly... what was not?
- **Innovation:** There is no shortage of innovative ways to deliver your message and drive people to specific content. One method is called QR Codes. QR Codes are computer-generated images that are a link to a website or content on the Internet. A QR Code can be a link to a specific site, or even to a specific file, such as a PDF form or a podcast.

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.



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

(Example Worker Agenda)

Frank and Meier Rapid Response Information

Session

Date: March 26, 2018

Session Times: (10:00 - 12:00 session & 1:00 - 3:00 session)

Location: Frank and Meier factory 1023 Front Street

Agenda

- I. Welcome
- II. Introductions - DeAnn Smith
- III. Purpose of the Meeting/Worker Survey (completed by employees) - DeAnn Smith
- IV. Local Labor Market Overview - Alex Smith
- V. UI Information - John Dough
- VI. Oregon Health Insurance Marketplace - Jan Smithers
- VII. WorkSource Oregon Programs and Services - Alex Smith
 - Workshops and Services
 - Exploratory, Career, and Training Services
 - Oregon Guide for Laid Off Workers
 - Pell Grant and GI Bill Information
 - Connecting with Community Resources
- List of Additional Speakers** (asked for by employer or affected employees)
 - DHS -TANF and SNAP -Jas Miller
- VIII. Question and Answer Time
- VIX. Next Steps*
- IX. Session Evaluation (form provided by Rapid Response Team)

***Next Steps**

Follow up by signing up for Unemployment Insurance and Health Insurance or asking for assistance if you have questions or need more information.

WorkSource services start with registering with WorkSource Oregon. You can register at the nearest WorkSource Center located at _____ or Register Online at: <http://bit.ly/WSOregistration>.

Once registered, you will need to come into a WorkSource Center location for a conversation with staff on options that best fit your needs. This is an important part of the process and must be done in person. Staff will want to know more about how best to help you. Do you have skills and want to connect with programs and services that can help you find a job? Do you need to increase your skills or explore education and training options? Be prepared to let us know how we can help.

The goal of Workforce Innovation Opportunity Act (WIOA) Rapid Response is to help you return to work as quickly as possible.

(Example ½ page Session Evaluation)

Frank and Meier Rapid Response Information Session

Session Evaluation

Date: March 26, 2018

D10:00 -12:00 session D1:00 - 3:00 session

Location: Frank and Meier factory 1023 Front Street

1. Did you find the Rapid Response Information Session helpful?
Yes No
2. Do you have any additional questions or want more information on a topic covered today?
3. Would you like someone to follow up with you?
 Yes No
4. If Yes, Name:

Please provide your preferred method of contact:

Phone:

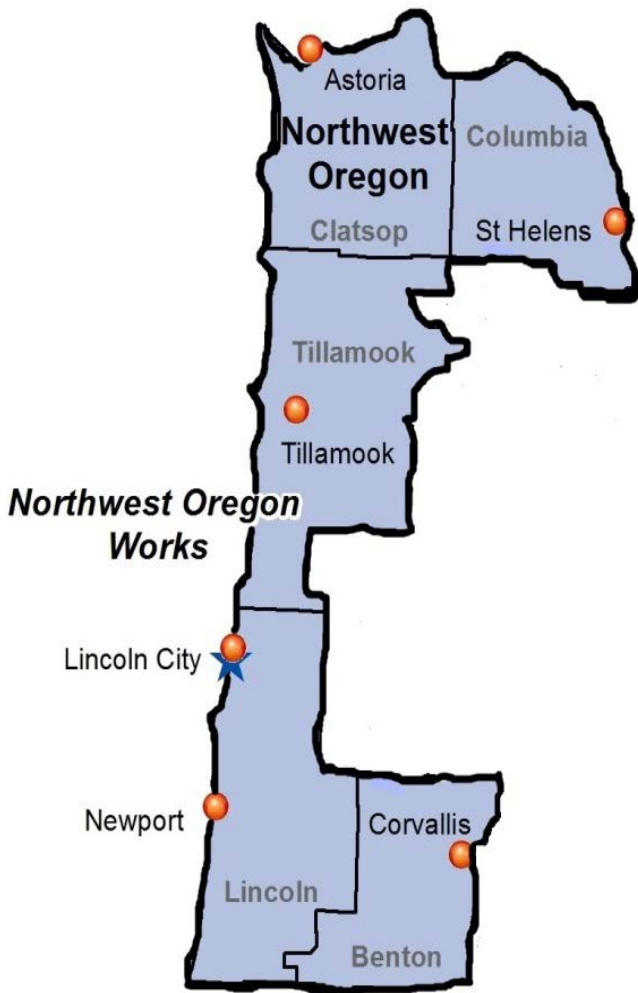
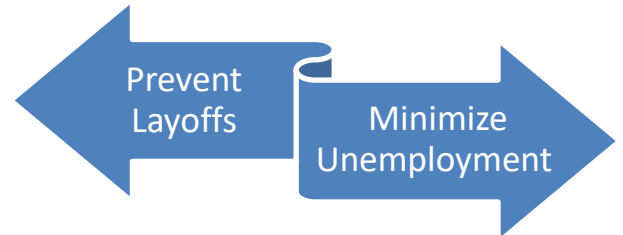
Email:

Text:

Any additional comments:

Northwest Oregon Works - Layoff Aversion Plan

Northwest Oregon Works uses the term Rapid Response in two ways. Providing Rapid Response Services when a layoff happens and as a Rapid Response System working to prevent layoffs and to minimize unemployment.



Layoff Aversion is the top priority of Northwest Works Rapid Response System and requires shifting from *reactive* to *proactive* approaches to job losses.

The Northwest Oregon Works Rapid Response System objective is to build and maintain a **network** throughout the Northwest counties to assess businesses and workers situations and the need for layoff aversion help.

To be aware of employers that are struggling and need Layoff Aversion resources to be able to:

- ◆ Adapt to a Changing Economy
- ◆ Stay in business
- ◆ Retain or Reemploy employees

The Rapid Response Layoff Aversion Team

- Northwest Oregon Works Dislocated Worker Liaison
- WorkSource Oregon Business Services OED Manager
- SBDC Director Oregon Coast Community College
- SBDC Director Tillamook Bay Community College
- Business Oregon Regional Development Officer, Benton, Lane, Lincoln, Linn
- Business Oregon Regional Development Officer, Clatsop, Columbia, Tillamook
- SBDC Executive Director, Clatsop Economic Development Resources
- Willamette Valley/Coastal Solutions Coordinator
- North Coast Regional Solutions Coordinator

Team Goal:

To communicate, participate, and partner to create an environment for successful layoff aversion efforts:

- To work with the Dislocated Worker Liaison and employers that are hiring to enable laid off workers to find employment before their separation date
- To connect employers to Work Share and other partner services to avert a layoff
- To be aware of early warning signs and share with the team potential employers in need of help and coordinate with team any resources available to avert future layoffs
- To develop and share data and information on dislocations and other economic activity in the Northwest area

Team Resources:

- Regional Economic Information and Analysis
- Sector Partnerships
- Incumbent Worker Training
- On-the-Job Training
- Customized Training
- Work Share Program
- Layoff Aversion state funds (both Dislocated Worker and Trade Act)

Team Communication:

- Coordinated by Northwest Oregon Works Dislocated Worker Liaison
- The Rapid Response Services team that provides services to workers about to be laid off will have a Communication Plan (Page 6 and 7 in Attachment B) that keeps the Layoff Aversion Team informed of potential layoffs and Rapid Response Services activities
 - The Layoff Aversion Team will be copied on emails regarding potential layoff or closures for communication and information purposes
 - These may create situations where one employer is laying off and you know about an employer that may want to discuss hiring these workers
 - Contact the dislocated worker liaison to coordinate any lay off aversion projects as funds to help with training costs may be available
- All team members communicate to keep the team and the dislocated worker liaison informed of potential business or economic situations that may result in workers being laid off
- Meet as needed to develop or coordinate resources and or information
- Meet as needed to develop a plan to help workers before they are laid off or employers to avert a layoff

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