UNITED STATES DEPARTMENT OF LABOR

NATIONAL EMERGENCY GRANT PROMISING PRACTICES SERIES:

COORDINATING RESOURCES TO MEET THE REEMPLOYMENT CHALLENGE

PREPARED FOR THE DEPARTMENT OF LABOR BY:

ABT ASSOCIATES INC.
55 WHEELER STREET
CAMBRIDGE, MA 02138

WORKFORCE LEARNING STRATEGIES
5 TENNEY STREET
CAMBRIDGE, MA 02140

About the National Emergency Grant Promising Practices Series

States and local areas that administer National Emergency Grants (NEGs) have developed a growing body of expertise in the effective management of these grants. The *National Emergency Grant Promising Practices Series* is a compilation of ten documents whose purpose is to highlight and share some exemplary approaches that were instrumental in preparing for, planning, and implementing a NEG. The intent of disseminating these effective methodologies on a broad, national level is to facilitate the continuous improvement of NEG project operations and to promote peer-to-peer information-sharing among practitioners.

The information presented in the *NEG Promising Practices Series* was gleaned from a study, which focused on the in-depth review of fifteen NEG projects that varied in type, size, and scope. Collectively, these projects represent an investment of $282,377,589 made by the Department of Labor (DOL) that helped states assist dislocated workers obtain reemployment in the aftermath of a large layoff or disaster-related event. The insights shared by these grantees were synthesized for dissemination, resulting in a set of promising practices that build upon four broad themes:

- *Infrastructure and Readiness.* How grantees have organized state and local delivery systems to ensure effective and efficient use of NEG resources;
- *Planning and Start-Up.* How grantees have mobilized key resources and stakeholders to facilitate effective grant planning and implementation;
- *Program Design and Implementation.* What specific interventions and services have been implemented to support the unique reemployment needs of dislocated workers; and
- *Institutional Results.* How NEG investments have directly or indirectly resulted in an enhanced capacity to respond to unexpected economic events.

Listed below are the ten documents, which comprise the *National Emergency Grant Promising Practices Series*. Each review addresses a specific area of NEG management and has been written to emphasize the specific planning, design, and operational decisions that contributed to successful retraining and reemployment strategies.

- *Working Across Boundaries in Planning a Regional NEG Response*
- *Expanding NEG Training Capacity Through Partnerships with Community Colleges*
- *Aligning NEG Strategies with High Growth Sectors and Occupations*
- *Peer Support Systems that Strengthen Outreach and Participation*
- *Preparing for the Unexpected in Disaster Grants*
- *Establishing and Managing a Temporary Jobs Program*
- *Implementing Transition Teams to Lead the Dislocation Response*
- *Partnering with Organized Labor to Support Reemployment*
- *Coordinating Resources to Meet the Reemployment Challenge*
- *Using Data Strategically to Align Job Seekers and Occupational Demand*

PREVIEW

Major plant closings and layoffs can create an unexpected need to serve a large number of dislocated workers. Often the critical element in developing a smooth continuum of services to meet the needs of workers is in aligning the purposes, timing, and benefits of different funding streams. NEGs temporarily expand state and local capacity to help those displaced get back to work, but an effective response also leverages resources from other sources to ensure continuous support for workers as they transition to new employment or career paths. When NEG grantees coordinate the services of multiple programs, it can result in affected workers obtaining more timely assistance and gaining access to a more individualized mix of services.

> ***Highly effective NEG grantees coordinate resources to provide seamless support to workers throughout the reemployment process.***

Learning from NEG Grantees: The promising practices presented below highlight how NEG activities can be coordinated with Rapid Response, the Workforce Investment Act (WIA) Dislocated Worker program, and Trade Adjustment Assistance (TAA) to:

- Enhance participant outreach and enrollment efforts;
- Facilitate immediate services to workers by utilizing alternative funding sources; and
- Develop tools and strategies for coordinating resources[1].

Insights on these activities are drawn from six exemplary grantees:

Iowa. In May 2007, the **Whirlpool Corporation** announced the closing of the Maytag headquarters and manufacturing facilities in Newton, laying off 1,800 workers. Iowa Workforce Development used Rapid Response funds to provide services to affected workers until NEG funding became available. NEG Award Amount: $806, 724.

North Carolina. In 2003, textile manufacturer **Pillowtex Corporation** closed its Kannapolis facilities in the south central part of the state, resulting in the loss of 4,800 jobs. The North Carolina Employment Security Commission leveraged the expertise of its staff to provide cross-training on WIA and TAA program adminstration and benefits to newly-hired project staff. NEG Award Amount: $20,655,048 million.

---

[1] Information on how grantees integrated additional workforce development resources in response to layoff events is described in partner documents of the NEG Promising Practices Series, including: Implementing Transition Teams to Lead the Dislocation Response, Expanding NEG Training Capacity through Partnerships with Community Colleges, and Preparing for the Unexpected in Disaster Grants.

Oregon. The **Amalgamated Sugar Company** eliminated 160 jobs at its processing plant in rural eastern Oregon when sugar beet processing operations were consolidated due to declining demand and production restrictions tied to international trade agreements. The Department of Community Colleges and Workforce Development (WIA Title I administrator) and the Oregon Employment Department (TAA Program administrator) developed a Memorandum of Understanding (MOU) outlining the roles and responsibilities of each agency in coordinating WIA and TAA activities. The MOU also established a local strategic planning process to maximize the use of these resources. NEG Award Amount: $540,816.

Massachusetts. Plant closings and layoffs at five manufacturing companies in southern Worcester County affected nearly 800 workers during an eight-month period in 2006. The companies included **Dresser Rand**, a steam turbine manufacturer in Millbury; **Maxtor Corporation**, a data storage device manufacturer in Shrewsbury; **Thermo IEC**, a medical device manufacturer in Milford; and the **William Wright Company** and **Interface Fabrics**, textile manufacturers in West Warren and Douglas. The Massachusetts Division of Career Services (DCS) provided administrative support and Rapid Response services to complement a NEG project serving the affected workers across five workforce regions. NEG Award Amount: $927,957.

Missouri. In 2004, **Ford Motor Company** and **Lear Corporation** laid off a combined total of over 2,700 workers in the St. Louis metropolitan area. The Ford/Lear NEG was the State's first Dual Enrollment NEG that co-enrolled affected workers in both TAA and NEG activities. As a result the Missouri Department of Economic Development developed an integrated case management system to facilitate this effort. NEG Award Amount: $1,938,618.

Wisconsin. Permanent closings of four companies in Dane and Jefferson counties resulted in the loss of 400 jobs. The affected companies included furniture maker **Schweiger**, a division of KCS International in Jefferson; **Dean Foods Morningstar Dairy** in Madison; tool and die manufacturer, **Danly IEM,** in Beaver Dam; and glass manufacturer, **Interpane,** in Deerfield. The Wisconsin Department of Workforce Development provided a Special Response Funding grant to the Workforce Development Board of South Central Wisconsin to serve workers affected by these companies until the NEG funds became available. NEG Award Amount: $740,604.

MAXIMIZING OUTREACH TO WORKERS THROUGH RAPID RESPONSE

State Rapid Response systems are the first line of defense for workers affected by significant layoff events. An effective NEG response builds upon these early efforts of Rapid Response staff to collect and process information from the affected workforce that will help identify the appropriate reemployment assistance the dislocated workers need; however, there are challenges inherent in this process. Particularly critical is the smooth hand-off of information gathered as part of the early intervention so that it can efficiently support the planning and implementation of NEG services. Often there is limited time between layoff notification and date of separation, which makes it difficult to conduct worker outreach, fully assess workforce needs, and provide information about services to workers. Additionally, the need to quickly engage partners to coordinate these outreach efforts and plan service strategies poses another challenge to the process. The NEG grantees highlighted below have developed tools and methods to meet these challenges in providing effective outreach to workers. In doing so they have strengthened the enrollment and participation levels in retraining and reemployment support activities.

Massachusetts—Lessons from Central Massachusetts Trade Dual Enrollment: The Massachusetts Rapid Response team worked with union officials and local workforce staff to coordinate resources early in the response. These coordination efforts had a significant impact on the Central Massachusetts Trade Dual Enrollment grant. A history of trade-related dislocations over the preceding decade had profoundly impacted the regional economy in central Massachusetts. When 800 additional jobs were lost from five manufacturing companies in 2006, the regional Rapid Response coordinator engaged local partners in a strategic planning process to assess the collective impact on the region's workforce. Two of the companies were unionized; workers at Dresser Rand were represented by the International Brotherhood of Boilermakers, and workers at Thermo IEC were represented by the International Association of Machine and Aerospace Workers. The regional Rapid Response coordinator worked with the Massachusetts American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) Rapid Response Team and the Central Massachusetts Central Labor Council to engage these unions in the NEG planning process.

The planning team was led by Rapid Response staff and included union officials, One-Stop Career Center managers, and other local stakeholders. They reviewed information generated by the Trade Adjustment Assistance-Rapid Response-National Emergency Grant (TAARRNEG) system, a Web-based management information system (MIS) shared by approved local- and state-level workforce development partners (see box on next page). In addition to confirming the anticipated loss of 800 manufacturing jobs, the system also enabled the planners to examine worker demographics across all five companies and to

determine that they were predominantly males over the age of 45 with a high school education.

Based on this broad profile, planners were able to apply for state Rapid Response funds to provide immediate services to affected workers. The TAARRNEG system also allowed Rapid Response staff to determine in advance where affected workers would be likely to seek assistance. A feature in the system flagged workers by area of residence that corresponded to One-Stop Career Center locations. Reports generated from the system listed affected workers who would be likely to seek services in each One-Stop Career Center area. These reports enabled Career Center staff to more efficiently plan resources and conduct outreach to workers. The outreach process was supplemented by the efforts of union representatives who toured the One-Stop Career Centers, became familiar with service delivery options, and encouraged workers to avail themselves of these resources. This aggressive and coordinated outreach effort ensured an efficient transition for workers from Rapid Response services to enrollment in NEG activities, which staff believed led to a more timely overall response.

Rapid Response Information Used to Plan Central Massachusetts' NEG Response Strategy

- ***Location*** *– potential impact of layoffs on the region, including contiguous workforce areas, based on the location of the company and where workers reside*
- ***Industry*** *– clustering of layoffs within and across industries, and the types of skills required by workers in these industries*
- ***Workers affected*** *– number of workers to be displaced within and across companies*
- ***Survey Data*** *– dislocated workers responses to needs assessment questionnaires as well as size and composition of responding population*
- ***Date of TAA filing and number of workers covered*** *– potential timing of TAA certification and the number of workers who might receive TAA benefits*
- ***Labor organization representation*** *– organized labor involvement within and across companies*
- ***Timing of layoffs*** *– schedule of layoffs by company , including number of workers affected during each phase of the reduction*

Specifically, the planning team determined that the vast majority of the 800 affected workers should be able to access NEG services at One-Stop Career Centers in southern Worcester County and surrounding regions; however, based on their more intimate experience with the workforce, Rapid Response staff also recognized the likelihood that employees of William Wright Company would not be inclined to travel to their nearest One-Stop Career Center to seek services. This was due to a lack of transportation and a general reluctance to travel outside of the immediate community. In response, the planning team contracted with a community-based agency located in closer proximity to the workers to provide space for counseling sessions with One-Stop Career Center staff. This customized outreach

component significantly increased workers' willingness to access services, and as a result, William Wright workers had the highest enrollment rate of the five companies included in the NEG.

Iowa—Lessons from Whirlpool Dual Enrollment: Rapid Response also played an important role in integrating resources that supported outreach to workers affected by the Whirlpool plant closing in Iowa. The workforce included a significant number of older workers who had been employed by the company for their entire work lives and required training and significant personal support to obtain reemployment. Given the intensity of the need, it was particularly critical to engage as many of these workers as possible prior to layoff. Iowa Rapid Response employed the following strategies and leveraged the following key players so as to increase outreach efforts following the Whirlpool closing announcement:

- Coordinated outreach efforts with the United Auto Workers (UAW), which represented workers at the plant. The UAW was a key outreach resource, announcing and posting information about Rapid Response meetings. The union also filed three TAA petitions on behalf of the affected workforce.

- Worked with Wright Management, an outplacement firm hired by the company, to provide information on federally funded reemployment services to Whirlpool employees in management positions.

- Negotiated with Whirlpool management to secure on-site space for WIA staff to provide outreach to workers, enrolling as many individuals as possible prior to layoff.

- Coordinated participant outreach efforts with the TAA Coordinator in anticipation of Whirlpool workers being TAA-certified.

Whereas in Iowa it is typical that thirty-three percent of dislocated workers access services in an NEG, as a result of the early and intense outreach to the Whirlpool workers, sixty-six percent of them ultimately accessed services as part of this Dual Enrollment NEG. In addition to bolstering enrollment, this coordinated outreach effort ultimately allowed for the better integration of Rapid Response, TAA, and NEG resources. By more immediately engaging dislocated workers, planners were able to identify needs and begin to offer transition activities that were broadly applicable to much of the workforce (e.g., computer skills, resume prep, interviewing skills). This in turn provided a stronger foundation for planning and implementing the NEG because workers had been contacted, informed, and preliminarily engaged. Broadly strengthening these foundational competencies of the workforce allowed for the more customized deployment of WIA and TAA resources to meet individual training and reemployment plans.

Bridging Services to Workers Using State Rapid Response Funds

Providing workforce development services immediately following a layoff may lead to more positive employment outcomes for dislocated workers. To meet this challenge, states have created mechanisms that quickly provide funding infusions to areas lacking the local resources to immediately serve workers affected by layoffs. These resources are an effective bridge for immediate services while awaiting a pending determination of NEG and/or TAA eligibility. In this capacity, they allow for the immediate deployment of staff and resources needed to deliver services to affected workers. By tying Rapid Response efforts with NEG and TAA resources, NEG grantees can create more seamless service designs that increase enrollment levels and enhance opportunties for training and rapid reemployment.

Examples of Rapid Response Activities

- *Developing **transition teams** that provide outreach and support to workers and their families*
- *Designing **reference materials** describing available state and local services and resources*
- *Creating information and **materials related to local labor market conditions** and employment opportunities*
- *Creating and conducting **surveys** to determine the employment and training needs of workers*
- *Conducting **workshops** that provide information on handling job loss, financial management, and job-seeking strategies*
- *Providing short-term **basic skills** and technical training*
- *Organizing and conducting **job fairs***
- *Providing reemployment–related **support services**, including travel reimbursement and dependent care*

Iowa—Lessons from Whirlpool Dual Enrollment: Iowa Workforce Development awarded an Early Intervention grant to assist workers affected by the closing of the Whirlpool facility in Newton. Early Intervention grants in Iowa allow immediate response to the needs of dislocated workers impacted by closings and mass layoffs. Grant awards are capped at $100 per displaced worker for a maximum of $30,000 per layoff event and are available for 120 days. For Whirlpool workers, the Early Intervention grant provided for assessment of their skills and interests through dislocated worker surveys as well as the analysis of labor market information and training and reemployment opportunities. These preliminary data provided important input to the focus and preparation of the NEG application.

The Early Intervention grant also allowed workers to develop an early relationship with a case manager that was sustained throughout the NEG. Supported by Early Intervention funds, the case workers were first located at the plant where weekly outreach and orientation sessions were held. By the time the facility closed and program operations funded by the NEG were shifted to DMACC, workers already had an established

connection with the case managers. NEG program representatives felt stongly that this early engagement with case managers coupled with a seamless transition to DMACC after the closure was crucial in sustaining both trust and momentum. The shift in funding from Early Intervention to NEG was invisible to workers whose only concern was a familiar face to continue working with once the plant closed.

The Early Intervention grant was also used to coordinate resources as dislocated workers were encouraged to take the CHOICES assessment, which is mandatory under TAA, as well as to take a number of preparatory/refresher courses that would pave the way for the training or employment services they would later seek under the NEG. Most notably, the Early Intervention grant provided preparatory classes in basic computer skills, which were particularly crucial for the Whirlpool workers. Their years of experience in the manufacturing sector had not provided them much exposure to this technology, which had now become a foundational competency for most jobs. Rapid Response planners felt confident that this decision would ultimately allow NEG resources to be used more efficiently since basic computer skills would prove valuable regardless of whether dislocated workers were going to go into training or seeking immediate reemployment. Using similar consideration, Whirlpool workers were offered basic math as well as various "soft" skills training (e.g., filling out an application, interviewing skills). The latter were considered particularly critical competencies since many of the workers did not go through a formal application process for the position they held at Whirlpool and once on the job gained only limited experience interacting with management personnel.

These preparatory courses were offered at DMACC through semester within semester scheduling and night classes so as to accommodate the work schedules of the affected workforce. Collectively, these activities generated an important level of individual engagement, personal momentum, and foundational skill development that helped to bridge an efficient and productive transtion to NEG-supported services.

Wisconsin—Lessons from Interpane/Morningstar: The Workforce Development Board of South Central Wisconsin requested a $25,000 Special Response Grant to serve 400 workers from four companies that closed in Dane and Jefferson Counties in 2004. Special Response funding is made available to Workforce Development Boards in Wisconsin when there are insuficient local funds to respond to specific plant closings or layoff events. Special Response funds were used to provide these workers with immediate outeach, assessment, and training services that had a positive effect on NEG enrollments, training participation, and service design. Coordinating gap funding with NEG and TAA resources was particularly challenging in this instance because the needs of workers across companies varied widely. In addition the funds stipulated that thirty-five percent must be used on training leading to jobs that exceed median starting wages in the Workforce Development Area.

Most of the workers at Schweiger Furniture were low-wage, relatively low-skilled individuals, and twenty-five percent of the population consisted of non-native English speakers. Workers from Danley IEM and Interpane, on the other hand, were comparatively more highly skilled and highly paid, and their competency base was more industry-specific and not easily transferable to other jobs in the area. Therefore, early needs assessments conducted using Special Response funds were key to designing NEG service strategies that met the reemployment needs of this diverse set of workers. In the case of the Danley closing, workers were represented by Lodge 2052 of the Internatinal Association of Machinists. Special Response funding assisted the Wisconsin State AFL-CIO Labor Education and Training Center to reach out to union members affected by the closing and to provide early reemployment support to these individuals. Project staff feel strongly that early outreach increased enrollment of Danley IEM workers in the NEG.

When these layoffs occurred, Wisconsin was formalizing its Career Pathways program, which emphasized the identification of defined career ladders for workers in high-wage, high-growth careers such as manufacturing and healthcare. Grant funds were used to assess workers' skills and interests and to enroll those interested in training in core classes at regional technical colleges to prepare them for new career pathways. This early remediation allowed workers to transition seamlessly once they were enrolled in TAA and NEG to specialized vocational training related to their chosen career path.

Coordinating WIA and TAA Resources

For significant layoff events that are determined to be trade-related, state and local planners can develop a coordinated service strategy using other federal workforce resources targeted to dislocated workers. The Dual Enrollment NEG is an example of such a resource, and facilitates the close integration of TAA and NEG funds in order to provide a complete package of services to dislocated workers. The following tools and strategies have proven useful in integrating service delivery through a Dual Enrollment NEG.

Developing a Memorandum of Understanding (MOU) and Strategic Planning Process to Facilitate WIA/TAA Coordination: In many states the WIA and TAA programs are administered by different agencies, which presents challenges to developing a coordinated response to a trade-related plant closing or layoff. In Oregon, The Department of Community Colleges and Workforce Development (DCCWD) administers the WIA Title I program for the state and houses the Dislocated Worker Unit. The Oregon Employment Department (OED) administers the TAA program. In March 2006, the two agencies signed a MOU that outlined the roles and responsibilities of each agency in coordinating WIA and TAA resources. The primary objective of the MOU is to ensure that local workforce partners work together with DCCWD and OED to develop a coordinated service strategy for each layoff involving TAA-certified groups of workers.

This collaborative approach, which ultimately led to the formalized MOU, had its origins in Oregon's Amalgamated Sugar NEG. At the time the workforce was TAA-certified, the local Worksource Center in Ontario, Oregon, had not provided services to a TAA-certified group of workers in quite some time and needed support from other workforce areas. A service strategy team comprised of state officials from DCCWD, TAA, and WIA staff was convened to identify what staffing resources were available from other regions, how best to deploy them, what barriers might stand in the way of effective coordination, and how to address those barriers to ensure smooth service delivery.

> *"As soon as a company is TAA-certified, State staff initiates a conversation with local areas to work out coordination of resources. We've gotten very efficient; the calls last from 30-45 minutes and cover all the necessary bases. The process is very customer service-oriented."*
> *--Marque Haeg, Education and Workforce Coordinator, Oregon Department of Community Colleges and Workforce Development*

The service strategy team was instrumental in supporting the development of a transition team that provided outreach to Amalgamated Sugar workers. State Rapid Response staff, including representatives of DCCWD and the State AFL-CIO, spent one day per week at the Amalagamated Sugar site to facilitate organizational meetings that led to the formation of the transition team. Team members were then assigned a group of workers whom they were responsible for contacting and informing about WIA and TAA services. Project staff estimate that the transition team was primarily responsible for the ninety percent enrollment rate achieved by NEG.

The service strategy team's planning process also resulted in Oregon's TAA representatives spending a week orienting local staff and providing fomal training to NEG staff with no prior TAA experience. These training and oreintation sessions directly led to the design of a coordinated process for approving TAA training plans and more efficiently co-enrolling workers in WIA and TAA services. Because thirty of the Amalgamated Sugar workers lived in Idaho, the service strategy team also developed a process with the Idaho Department of Commerce and Labor to facilitate the completion of processing Trade Readjustment Allowance for these workers. The coordination process has been replicated for all subsequent TAA-related events. The State partners have since created a TAA Act Services Strategy template that local areas can use in developing strategies for TAA-related layoffs in their regions.

Utilizing Staff Training and Support to Maximize WIA and TAA Resources: Several NEG grantees implemented exemplary practices that proactively developed the staff capacity and support resources needed to effectively integrate WIA and TAA program resources.

Massachusetts—Shared resources and administrative support. Massachusetts uses a centralized TAA staffing model that houses a statewide TAA/NEG Program Coordinator and staff at

the Department of Labor and Workforce Development, Division of Career Services (DCS) located in Boston. The unit provides training and support to local areas in NEG and TAA policy compliance and administrative oversight. State-level administrative support was particularly helpful in the case of the Central Massachusetts Trade Dual Enrollment NEG, which involved coordinating NEG and TAA services for 357 workers enrolled at One-Stop Career Centers in five different workforce regions. Staff at the Workforce Central Career Centers took the lead in managing training and employment activities for affected workers in the southern Worcester region. They used a voucher system to reimburse One-Stop Career Centers in four contiguous regions for staffing costs related to serving workers. Exemplary features of the Massachusetts model include:

- *Co-location.* The TAA, NEG, and statewide Rapid Response units are co-located at DCS with offices on the same floor; this co-location facilitates coordination.

- *Joint planning.* The TAA, NEG, and Rapid Response units have historically convened monthly meetings to strategize for large-scale dislocation events. A restructuring at DCS merged the TAA and NEG units in order to more effectively integrate the activities of these programs.

- *An integrated data system.* Massachusetts' Web-based TAARRNEG application facilitates data sharing between the programs, allowing staff immediate access to individual and aggregated participant information. The system also streamlines the TAA training contract and payment processes by eliminating duplicate paperwork and allowing training invoices to be transmitted and paid electronically.

- *Statewide training.* The DCS TAA Program provides periodic statewide training sessions to inform local areas of changes in federal TAA regulations and state policy.

North Carolina—Systematic Cross Training of Staff. Staff development and training is a hallmark of the Employment Security Commission (ESC) in North Carolina, which manages Dislocated Worker, TAA, and NEG programs. In response to the Pillowtex closing, ESC deployed eight staff from different local offices with experience in TAA or WIA program services. Eight additional staff had no prior experience with WIA, TAA, NEG, or unemployment insurance benefits and needed extensive training. All staff members worked under the direction of a full-time project director who was responsible for both WIA and TAA contracts and had a depth of experience in both programs. The director was also responsible for overseeing the training that included an orientation to Pillowtex resources and benefits and an introduction to WIA and TAA eligibility, services, and regulations. This method of cross-training drew on the skills and experience of all participating staff members. Several of the new hires had prior Pillowtex work experience and therefore had

knowledge of the workforce, company culture, and benefits. The ESC staff contributed their working knowledge of federal workforce programs. The sharing of information in training sessions provided the staff with an understanding of all resources available to Pillowtex workers and improved their ability to assist with service delivery strategies.

Missouri—Integrated Case Management. The Missouri Department of Economic Development initiated an integrated case management system under the Ford/Lear NEG, the State's first Dual Enrollment grant. The integrated case management process helped project staff to clarify their roles and responsibilities in serving Ford/Lear workers under a Dual Enrollment NEG. This was particularly important in coordinating the collaboration process between WIA and TAA programs. The integrated case management system was illustrated in a flow chart detailing each step of the reemployment process, which was distributed to all staff involved in the project.

Implementing the new system was facilitated by the co-location of a TAA Coordinator and a Dislocated Worker Coordinator at the One-Stop Career Centers serving Ford/Lear workers. The coordinators were experienced staff members who had an understanding of WIA and TAA program requirements and benefits who could develop service plans across programs. The coordinators provided instruction, mentoring, and support to less experienced staff as they learned the co-enrollment process. Service coordination was enhanced by the use of an automated case management system for Ford/Lear that was piloted under the NEG. The system facilitated the transfer of participant information as workers transitioned from Rapid Response early intervention services to enrollment in WIA, NEG, and TAA services at One-Stop Career Centers. The integrated case management approach eliminated duplication of paperwork and streamlined the service planning process for Ford/Lear workers.

Reemployment Through NEG Promising Practices

Effectively **coordinating resources** can help to maximize the reemployment of dislocated workers. Effective coordination and alignment of these workforce development programs allows for the efficient and timely planning of reemployment services. This in turn allows for the coordinated deployment of program staff who can develop processes and services customized to the unique needs of the workforce.

Peer Contacts

Iowa
Carol Paulus, TAA/WIA Administrator
State Dislocated Worker Unit
Iowa Workforce Development
(515) 281-9008
carol.paulus@iwd.iowa.gov

John Carr, Workforce Program Coordinator
State Dislocated Worker Unit
Iowa Workforce Development
(515) 281-9039
john.carr@iwd.iowa.gov

Massachusetts
Alice Sweeney, Director, Special Projects
Department of Workforce Development
Division of Career Services
(617) 626-6449
asweeney@detma.org

Ken Messina, Rapid Response Manager
Department of Workforce Development
Division of Career Services
(617) 626-5703
kmessina@detma.org

Missouri
Julie Gibson, Director
Division of Workforce Development
Missouri Department of Economic Development
(573) 751-3349
julie.gibson@ded.mo.gov

Debra Minish, Rapid Response Coordinator
Division of Workforce Development
Missouri Department of Economic Development
(573) 526-8273
debra.minish@ded.mo.gov

North Carolina
Myra Allen Beatty, Workforce Policy Associate
Special Projects and Community Service
North Carolina Department of Commerce
Division of Workforce Development
(919) 329-5234
mbeatty@nccommerce.com

Manfred Emmrich, Director, Employment Service
Employment Security Commission
(919) 733-7522 x253
manfred.emmrich@ncmail.net

Oregon
Karen Humelbaugh, Education and Workforce Systems Director
Department of Community Colleges and Workforce Development
(503) 378-8648 x226
karen.humelbaugh@state.or.us

Chad Freeman, Business Development Officer
Oregon Economic and Community Development Department
(503) 229-5117
chad.freeman@state.or.us

Wisconsin
Pat Schramm, Executive Director/CEO
Workforce Development Board of South Central Wisconsin
(608) 249-9001
pschramm@wdbscw.org

Annette Nekola, Dislocated Worker Program Coordinator
Wisconsin Department of Workforce Development
(608) 267-7145
annette.nekola@dwd.state.wi.us