



**RAPID RESPONSE**  
Solutions for Economic Transition

# Rapid Response: Connecting to Rapid Reemployment

Heartland Conference 2010

Presenters:

Bruce Bernardi

Ken Messina

Jeff Ryan

# Today We Want to Talk About:



**RAPID RESPONSE**  
Solutions for Economic Transition

- Keeping Our Promise
- The Situation
- The Shrinking Envelope
- High Quality Rapid Response Activities
- Planning +
- Prevent +
- Partnerships =
- Rapid Reemployment

# The Promise of the Workforce Investment System



**RAPID RESPONSE**  
Solutions for Economic Transition

3

*When you need us most, we will be  
there.*



# The Situation



**RAPID RESPONSE**  
Solutions for Economic Transition

4

## From Bureau of Labor and Statistics:

*In October 2009, the number of unemployed persons increased by 558,000 to 15.7 million. The unemployment rate rose by 0.4 percentage point to **10.2 percent, the highest rate since April 1983.***

***“Every noble work is  
at first impossible.”***

-- Thomas Carlyle



# The Situation...

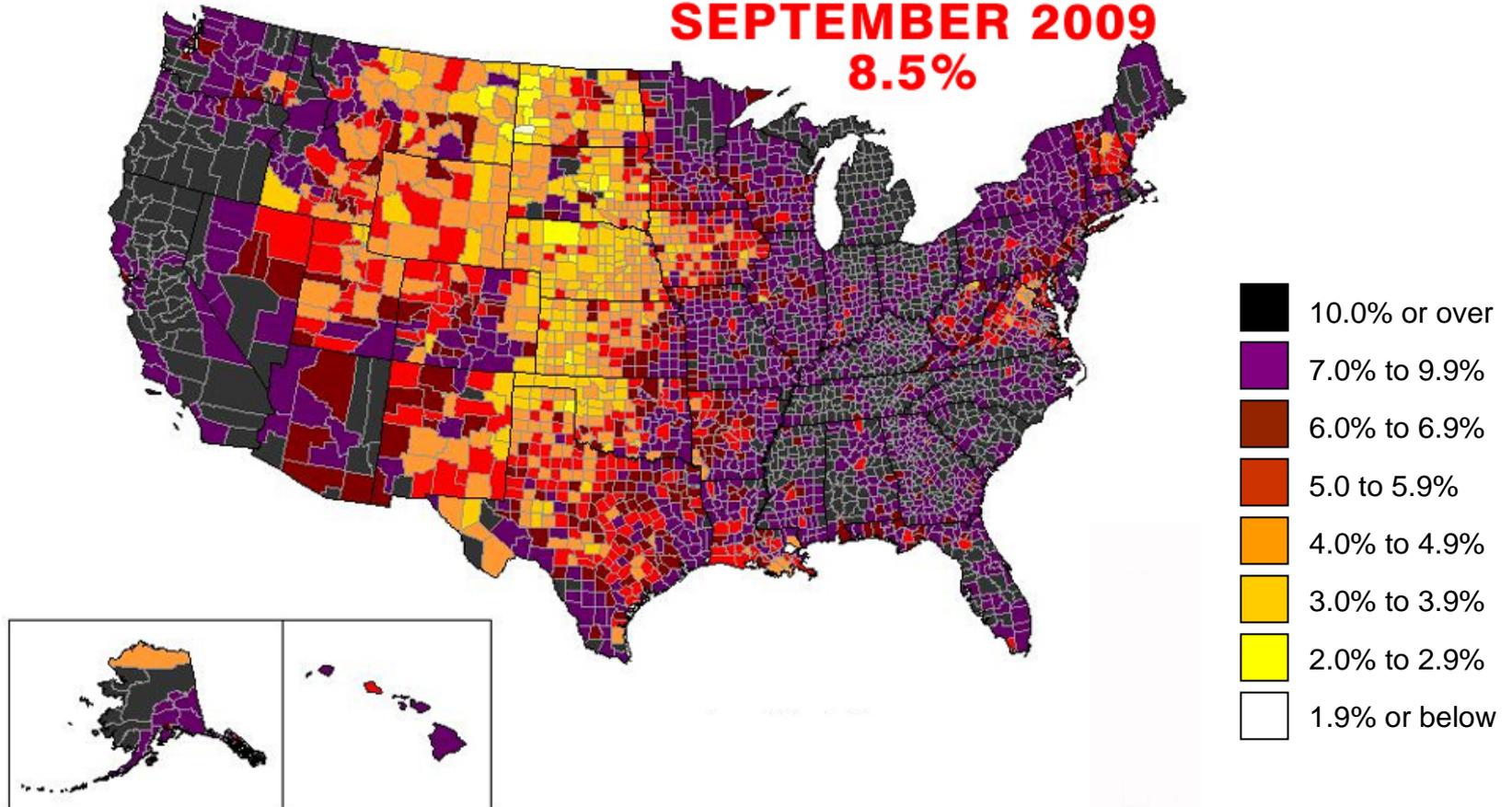


**RAPID RESPONSE**  
Solutions for Economic Transition

5

## Unemployment Rate by County

**SEPTEMBER 2009**  
**8.5%**



# The Situation



**Things are particularly challenging now, but even in the best of times local economies and businesses can be in transition:**

**Businesses are routinely:**

- Expanding
- Down-sizing
- Merging
- Relocating
- Reorganizing
- Closing



# The Situation



**RAPID RESPONSE**  
Solutions for Economic Transition

7

## **HIGH DEMAND for:**

- **Effectively addressing ongoing economic transitions**
- **Innovative solutions to address unemployment/  
dislocations**
- **Building partnerships for transition management  
services**

# The Situation



**RAPID RESPONSE**  
Solutions for Economic Transition

8

**The amount of work facing Rapid Respond teams is increasing... and the resources to perform that work are not!**

**So, what do we do?**

***We are all in this together***

*"You cannot change the world by yourself.  
You need to have two or three other people."  
— Spenser Havlick*



## Where does it say that?

The outer most line (red) represents Federal legislation.

The next line (blue) represents Federal regulations.

The third (green) represents state rules.

The last line (orange) represents local rules.

The distance between orange and red represents lost opportunities for innovation. Our mission is to get locals and states to maximize the flexibility allowed by law.

# What is *Great* Rapid Response



**RAPID RESPONSE**  
Solutions for Economic Transition

Great Rapid Response begins with a question...

**What is going on with your company?**

# 10 Quality Principles

+ 1



## Criteria to consider/apply in deploying Rapid Response efforts

- Provides a lens to look at how you are performing Rapid Response activities
- Ensures consistency of services across the nation
- Supplies qualitative measurement criteria

# 10 Quality Principles

+ 1

12

<b>1</b>	<b>Timeliness</b>	The quicker information and services are provided, the quicker workers can start the reemployment process
<b>2</b>	<b>Internal and External Partnerships</b>	<ul style="list-style-type: none"><li>• Help communities pull together</li><li>• Provide access to a wide range of resources</li><li>• Build collaborative opportunities</li></ul>
<b>3</b>	<b>Leveraging Resources</b>	Creates strong community support network that goes beyond Rapid Response and One-Stop activities
<b>4</b>	<b>Seamless Service Delivery</b>	Ensures efficiency and productivity in providing services and getting people reemployed

# 10 Quality Principles



<b>5</b>	<b>Active Promotion</b>	Marketing services through materials, media, websites, social networking, meetings, events, etc.
<b>6</b>	<b>Layoff Aversion</b>	Strategies that help retain or save jobs: <ul style="list-style-type: none"><li>• Instant labor exchanges</li><li>• Self-Employment Assistance (SEA)</li><li>• Reemployment</li><li>• Prefeasibility studies</li><li>• Incumbent worker training</li><li>• Work-share</li><li>• Linkages to loan programs and other business assistance programs</li><li>• Management or employee buyouts using ESOPs or conventional financing</li></ul>

## The Solution

# 10 Quality Principles



**RAPID RESPONSE**

Solutions for Economic Transition

14

<b>7</b>	<b>Consistent and Accurate Information</b>	Information specific to the worksite and community and includes non-job-specific referrals to services and agencies
<b>8</b>	<b>Convenience</b>	Meeting the schedules and location(s) that meets worker and business needs; connecting to One-Stops
<b>9</b>	<b>Customer Choice</b>	Customizing services to meet local or event-specific requirements enhances the success of helping people transition back to employment

# 10 Quality Principles



<b>10</b>	<b>Measure of Success</b>	Measurable goals provide valuable feedback <ul style="list-style-type: none"><li>• Collect measurable data (ex.: How many individuals were processed?)</li><li>• Determine if activities are successful</li><li>• Identify potential problems</li><li>• Make changes to ensure continuous improvement</li></ul>
<b>+1</b>	<b>INNOVATE</b>	<b>Re-evaluate, Re-vise, Evolve!</b>

The Solution



RAPID RESPONSE  
Solutions for Economic Transition

16

# Rapid Response

*If not now,  
when?*



## Timely, consistent and high-quality services to workers and businesses

- **Timely and Consistent**
  - Providing the *right information and services, when, where and how needed* to best serve workers and businesses.
  - It does not mean cookie-cutter or one-size fits all solutions.
- **High-Quality**
  - Proactive, comprehensive solutions that meets the needs of workers and businesses.

## The Solution

# What is Rapid Response

(cont.)



**RAPID RESPONSE**

Solutions for Economic Transition

18

## It is a Solution-Based Approach for Managing Transitions in an Evolving Economy.

- Addresses the needs of employers, workers, and the community through the development of ongoing strategies to ensure long-term economic stability and growth
- Employs strategies gained from the expertise, perspectives, and efforts of an extensive network of partners and stakeholders



## The Solution

# What is Rapid Response

(cont.)



**RAPID RESPONSE**  
Solutions for Economic Transition

19

**It is NOT event-driven; it is a pro-active approach to planning for and managing economic transitions.**

### **Rapid Response requires:**

- Ongoing efforts to build relationships with employers and other community stakeholders
- Knowledge of labor market trends and economic forecasts
- Strategic planning, data gathering and analysis designed to anticipate, prepare for, and manage economic transition
- Understanding workforce assets and needs
- Convening, facilitating, and brokering connections, networks, and partners
- Planning for and responding to layoffs, minimizing their impacts wherever possible

## The Solution

# What is Rapid Response (cont.)



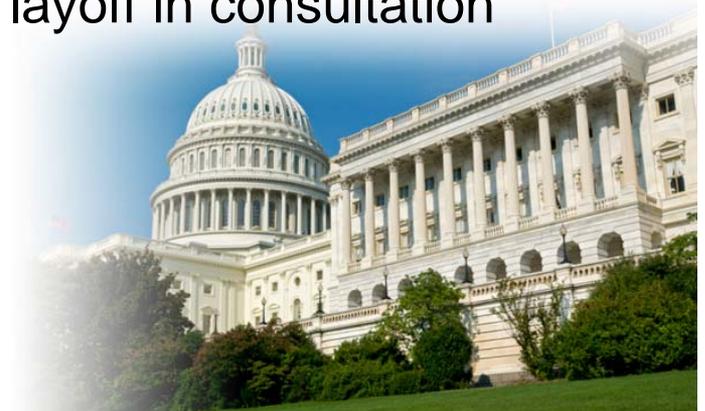
**RAPID RESPONSE**  
Solutions for Economic Transition

20

## Legislative Authorization

# Sec 665.310: Rapid Response activities must include:

Immediate and on-site contact with the employer, representatives of the affected workers and the local community, which may include an assessment of the potential for averting the layoff in consultation with state and local economic development agencies, including private sector economic development entities



## The Solution

# Why Rapid Response?



RAPID RESPONSE

Solutions for Economic Transition

21

## Because it:

- **CAN MAKE ALL THE DIFFERENCE**
- Offers the first step in connecting workers to the workforce investment system
- Provides an established national network of services, resources and partnerships
- Creates an avenue for layoff aversion, keeping workers in their present or new jobs, possibly avoiding a dislocation event and/or an unemployment claim
- Offers a powerful network that lets workers know they do not have to face the challenges alone

## The Solution

# Why Rapid Response?



RAPID RESPONSE

Solutions for Economic Transition

22

## Because it:

- Provides well-regarded business solutions and ongoing collaborations through economic ups and downs
- Connects workers to benefits
- Provides a critical next step in an individual's career and life
- **Reduces the impact on the UI Trust Fund:**
  - **In Massachusetts, for PY2008, Rapid Response services saved the Mass UI Trust Fund more than \$6.6 million in claims.**

## The Solution

# Why Rapid Response?



RAPID RESPONSE

Solutions for Economic Transition

23

## Critical component of economic development

- Share information on company closings, layoffs, and the affected workforce
- Share information on activities surrounding each event
- Share information about company expansions
- Work to enhance business growth
- Identify reasons companies leave and stay
- Link available workforce with growing industries



# Selling Solutions

- Understand the needs of your business customer
- Do your homework--be prepared BEFORE you meet with them
- Know other companies with needs for workers with similar skill sets
- Know range of programs and benefits available in state/region and be able to match employer to them

# Rapid Response is a Regional Strategy



**RAPID RESPONSE**  
Solutions for Economic Transition

- Employers are regional
- All businesses are connected to other businesses
- Rapid Response must understand regional interactions and regional approaches
- Rapid Response cannot operate by viewing each employer as an independent entity



# You Can Do THAT?

- Rapid Response money is extremely flexible with few restrictions
  - Regulations and Law allow for broad range of services
  - *Waivers* can be requested to allow even greater flexibility
- Rapid Response is as important during the “ups” of the business cycle as it is during the “downs”
- Rapid Response is responsible for serving as the key player in transition management

# Rapid Response is Transition Management



**RAPID RESPONSE**  
Solutions for Economic Transition

- Services to help employees, employers and communities deal with economic transition and economic shock
- Services through the full business cycle
  - Growth employers also served
    - Dislocated Workers are a source of skilled workers
  - Ideal for seasonal employers and economies
    - Protects and serves employers and employees alike
- Pre-emptive services lessen the risk or impact of layoffs
  - layoff aversion, sectoral risk assessments, planning

# Transition Management (The Employer)



**RAPID RESPONSE**  
Solutions for Economic Transition

- Sample of Available Data Sets:
  - New Hires / UI Claims
  - Mass layoff / WARN
  - Job postings
  - Small business loan rates
  - SEC filings (debt to earnings, profit margins)
  - USDA output reports
  - Commerce import/export reports
  - Bankruptcy filings
  - Utility usage rates / permit issuances



# Transition Management (The Employee)



**RAPID RESPONSE**  
Solutions for Economic Transition

- Skill set level information:
  - Must include incumbent and dislocated
  - Job titles are not enough
    - Skill set mapping from industries in decline to growth sectors will lessen the impact on the workers and the community
  - Ideally conducted in at-risk industries prior to layoff events
  - The ultimate goal is Instant Labor Exchange

# Transition Management (The Economy)



**RAPID RESPONSE**  
Solutions for Economic Transition

- Regional Asset Mapping
  - Service providers, community and faith based organizations, educational facilities, foundations
- Economic Mapping
  - At-risk employers, growth employers, infrastructure assets and needs, technology transfer (R&D) capabilities
- Action **not** Reaction



# Planning

- Information Gathering is Critical
- Early Warning Systems and Mechanisms
  - Non-Traditional Data Sources

## The Solution

# What is Rapid Response

(cont.)



RAPID RESPONSE

Solutions for Economic Transition

32

## Legislative Authorization

# Sec 665.300WIA Final Rule

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





# Information Gathering

## From the Regulations

- 665.320
  - **(a)(3)** Develop and maintain mechanisms for the regular exchange of information relating to **potential dislocations...**
  - **(b)** In collaboration with the appropriate State agency(ies), **collect and analyze information related to economic dislocations, including potential closings and layoffs**, and all available resources in the State for dislocated workers...

# Sample Employer Evaluation Form



**RAPID RESPONSE**  
Solutions for Economic Transition

## Company Evaluation Summary Sheet

Company Name: \_\_\_\_\_  
 Company Contact: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Date: \_\_\_\_\_

Please rate each item by circling the applicable number on a scale of 1 to 4, with 4 as the highest score.

	Strongly Agree - 4	Agree - 3	Disagree - 2	Strongly Disagree - 1	Does Not Apply - 0
• Rapid Response provided all agreed upon services.	4	3	2	1	0
• All services were provided in a timely fashion.	4	3	2	1	0
• The employee meeting was effective.	4	3	2	1	0
• The employees were satisfied with Rapid Response services.	4	3	2	1	0
• The quality of the services provided met your expectation.	4	3	2	1	0
• The Rapid Response services increase morale.	4	3	2	1	0
• The onsite services decrease tensions between employees/company.	4	3	2	1	0
• The Rapid Response services improved productivity.	4	3	2	1	0
• Rapid Response worked well with company representatives.	4	3	2	1	0
• The Rapid Response staff was knowledgeable and accommodating	4	3	2	1	0
• I would use Rapid Response again.	4	3	2	1	0

### COMMENTS:

- What can we do to improve our services?



RAPID RESPONSE

Solutions for Economic Transition

# Prevention

- Shared Work
- Early Warning Networks
- Incumbent Worker Training
  - Employer Visits



# Worksharing

(Short-Term Compensation)



**RAPID RESPONSE**  
Solutions for Economic Transition

- Alternative to layoffs by providing subsidized wages
  - Allows employers to retain skilled workers
  - Potentially reduces impact on an employer's experience rating
- Requires state legislature approval
  - Rules vary state to state
- Ideal opportunity for RR services





# Examples of Prevention

- Shared Work Programs
- Early Warning Networks/Layoff Forecasting Activities
- Incumbent Worker Training
- Prefeasibility Studies
- On-the-Job Training

***And many more!***

# Rapid Response Role in Prevention



**RAPID RESPONSE**  
Solutions for Economic Transition

- Direct Funding
- Strategic Planning
- Organizing
- Research

***Even if Rapid Response can't PAY for something, you may still play a CRITICAL role***



# Partnerships

- Organized Labor
- Economic Development
  - Employers
- Private Outplacement Firms
  - Staffing Firms
- Unemployment Insurance
  - Veterans Programs
- One-Stop Career Center System
  - Trade Adjustment Assistance
    - Etc, etc, etc.

# Rapid Response is About Relationships



**RAPID RESPONSE**  
Solutions for Economic Transition

- To be effective, Rapid Response requires strong, strategic relationships
- Unions, private entities, state, local and federal
- Follow up is the key to a continued relationship



# Organized Labor

- Key strategic partner
- Access to companies
- Early warning for potential layoffs
- Advocacy for your programs

# Economic Development



**RAPID RESPONSE**  
Solutions for Economic Transition

- Sharing information on company closings and layoffs
- Sharing information of company expansions
- Working together to enhance business growth
  - Skilled workers as a talent pool are an important **ASSET** to a state, regional, or local economy
- Identifying reasons companies leave and stay



RAPID RESPONSE

Solutions for Economic Transition

# Private Outplacement

- Provides on-demand scalability
- Offers the opportunity to better assist non-traditional users of the One-Stop system
- Leverages marketing advantages
- Increases program awareness



# Staffing Firms

- Additional Job Opportunities
  - Often not posted in the state's job bank
- Allows us to assist in meeting the needs of growth employers
- “Temp” jobs are not necessarily “bad” (or even temporary) jobs
  - Often fill the need of workers to quickly re-enter the workforce
  - If matched with training can serve as a bridge to more stable employment

# Unemployment Insurance



**RAPID RESPONSE**  
Solutions for Economic Transition

- Understanding severance issues with relation to UI claims
- Blanket determinations/waivers/agreements on severance packages prior to layoffs
- Workshare programs
- Early warning to UI to prepare for mass layoffs



# The Bottom Line

- Effective Rapid Response requires strong strategic partnerships
- Maintaining partnerships is difficult and time consuming, but critical
- Constantly evaluate need for additional partnerships



**RAPID RESPONSE**  
Solutions for Economic Transition

# Rapid Reemployment



**RAPID RESPONSE**  
Solutions for Economic Transition

# The Equation

**Planning + Prevention +  
Partnerships =**

**Rapid  
Reemployment**



# Instant Labor Exchange

(Information Gathering Bears Fruit)

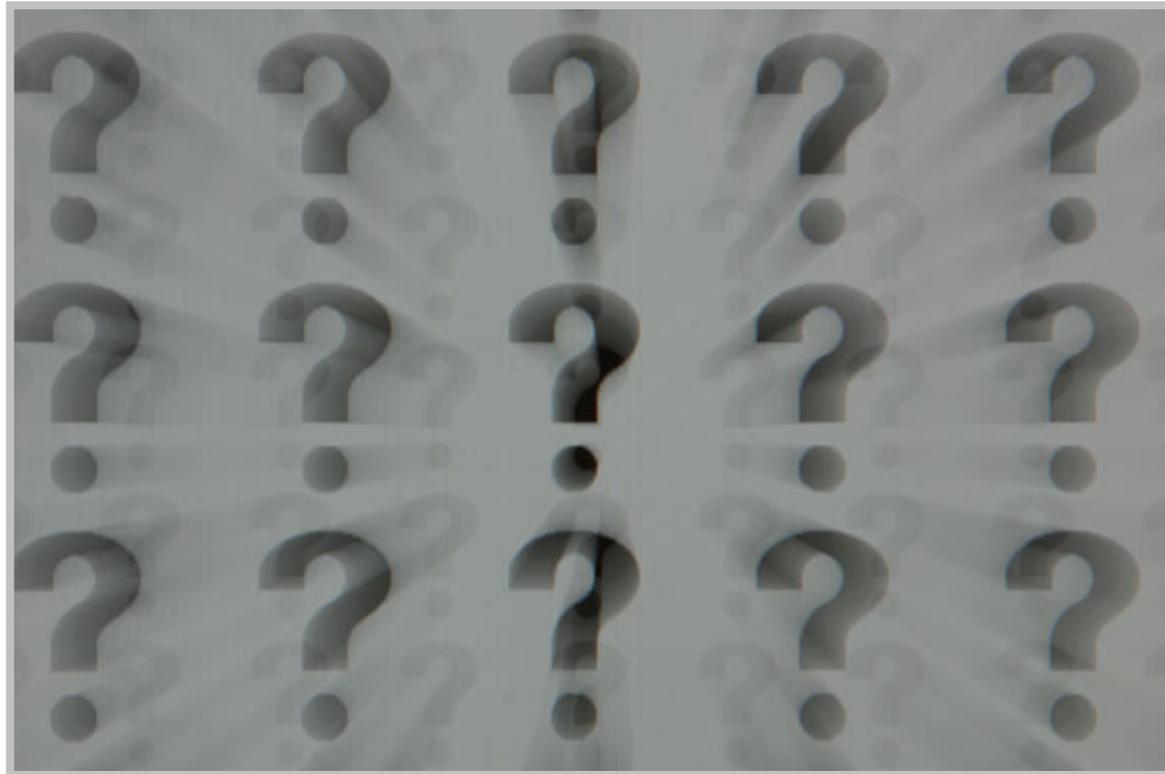
- Skill set analysis mapped to regional economy will result in the identification of career pathways
- Short-term training with sufficient notice/awareness of layoff will allow for workers to be trained prior to actual layoff

*Use your networks, your data, and your flexible resources to help connect companies that are shrinking with those seeking skilled workers*



**RAPID RESPONSE**  
Solutions for Economic Transition

# Any Questions?





# Thanks for Listening!

- Bruce Bernardi: [bernardi.bruce@dol.gov](mailto:bernardi.bruce@dol.gov)
- Ken Messina: [messina.ken@dol.gov](mailto:messina.ken@dol.gov)
- Jeff Ryan: [ryan.jeff@dol.gov](mailto:ryan.jeff@dol.gov)