Ohio MEANS Jobs .com | Department of Job and Family Services

Ohio Rapid Response

Procedure Manual

October 1, 2014 Revision

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Introduction

Introduction:

Ohio is committed to providing workforce solutions throughout the business cycle and can do so when delivery of rapid response services incorporates employer layoff and closure events and layoff aversion. The rapid response (RR) program assists both employers and workers.

Layoff aversion strategies assist employers in developing the skilled workforce necessary to adapt to the changing economy, to stay in business, and to retain employees. When workers are impacted by an employer layoff and/or closure event, RR strategies and services helps workers transition to new employment and minimize the duration of unemployment. Engaging employers and individuals as early as possible in this process increases the likelihood of retaining employment, quicker reemployment, and potentially reducing the duration of unemployment.

Effective workforce talent management takes place when the local service delivery teams match skilled workers to reemployment opportunities prior to layoff. The teams utilize workforce data, not only to generically prepare affected workers, but to identify potential barriers to reemployment and address those barriers with customized solutions that increase the marketability of the affected workforce.

This manual provides Workforce Investment Boards (WIBs) and directors, OhioMeansJobs (OMJ) Center staff, and regional and local RR coordinators the following:

1. At a high level, recommends process steps recommended to increase service levels to employers and potentially affected workers to reduce worker timeframe for re-employment or layoff aversion.
2. Effective use of program funds to develop workforce skills to meet current and future human talent needs of Ohio’s employers
3. General understanding of the team member roles in RR service delivery.
4. Role of the Rapid Response (RR) Unit in overseeing Ohio's RR service delivery system.
5. Explanation (in supplement section of this manual) of reporting requirements so more information is available about potential or actual layoffs, worker characteristics and demographics, services desired or needed, and workforce services actually delivered to employers and workers.

Building and maintaining relationships with current and new employers can further local team effectiveness by understanding current and future workforce needs of local business/industry. With this knowledge, teams can strategically avert layoffs or minimize the impact, reduce the duration of unemployment, and positively affect the local economy. Ohio's RR program can, and should, bring together government, education and training resources to meet the needs of the business community.

The policies for WIAPL No. 09-05.4, Rapid Response Program Requirements- Employer Layoff and Closure Events, and WIAPL No. 14-01, Rapid Response Program Requirements- Layoff Aversion can be found at http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm.

Section II

Rapid Response Program Requirements --

Employer Layoff and Closure Events

Rapid Response Procedure Manual -- Employer Layoff and Closure Events

I. Delivery System Guidelines

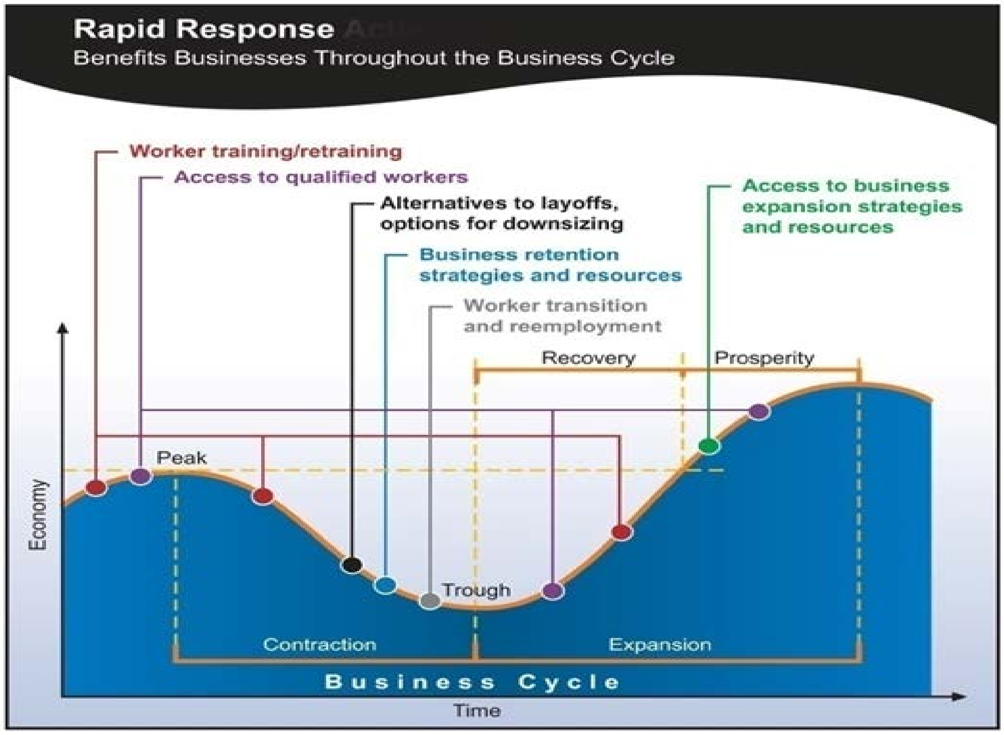
To strengthen accountability, partnership, communication, professional development, and timely access to needed services, strong partnerships at both the state and local levels are critical. These partnerships are the foundation for Ohio's RR service delivery system.

The Ohio Department of Job and Family Services (ODJFS), Office of Workforce Development (OWD) will fulfill the legislatively-required mandate to provide rapid response activities. Ohio will use a combination of state and local teams, as well as eligible service providers, in providing consistent, high-quality, timely, and innovative services to at-risk workers and employers throughout all phases of the business cycle.

II. Rapid Response Employer Event

Building relationships with business and community partners benefits businesses throughout the business cycle, from peaks and declines, to recovery and growth. Early intervention is vital to determine if layoffs can be minimized or averted at the primary company, as well as the upstream and downstream companies. When a layoff or closure is unavoidable, those skilled workers can become the talent pool for a growing company, and RR services can be customized to fill in any skills gaps. This is illustrated in Figure 1.

Figure 1



Whether WARN or Non-WARN event, RR programs should offer a full range of options to meet the different needs and conditions presented by each dislocation and each workforce. Active participation and cooperation by unions and other worker representatives contribute to greater levels of acceptance, trust, and utilization of services. For potentially affected workers, information, early assistance, and participation can positively impact personal attitudes and adjustment and reduce the time between being laid off and securing new employment.

RR Program may offer the following:

- Job search skills training
- Instruction and assistance with resume preparation and interviewing
- Occupational skills training
- On-the-job training and job development opportunities
- Basic computer instruction
- Unemployment compensation information and help with filing claims
- Basic skills remediation and GED preparation
- Personal financial planning

III. <u>Requirements</u>

A. Identification, Roles and Expectations of the Rapid Response Team for Employer Layoff and Closure Events

The RR Unit recommends every team establish an operations protocol. The team protocol agreement provides a pre-determined process to serve routine and extraordinary layoffs/closures and identifies when a full team response is *mandatory, appropriate, or applicable.* The team protocol agreement should, at a minimum:

1. Establish the primary and secondary RR team member involvement beyond the mandated roles,
2. Define the member capacity for each RR process step,
3. Qualify the level of team member engagement by process function within each process step, and
4. Determine who has data entry responsibility at each step of the process.

Team protocol should be developed to ensure communication amongst team members while maintaining flexibility to customize for the needs of individual employers and employees impacted by an event. The protocol agreement can help define who is responsible, accountable, consulted, and informed for every action item. The agreement should not just address procedures for handling an event, but should also include protocol for reaching out to businesses that are experiencing growth. If reaching out to employers with job opportunities is not part of the protocol, it will be difficult to connect Potentially Affected Workers (PAW) to re-employment opportunities.

Collaboration and coordination by all team members is crucial to the success of this program. Establishing an agreement among all primary and secondary team members results in more effective local team response to layoffs and closures, impacts the service delivery outcome and creates an environment for proactive RR. If documented, this plan ensures all team members have agreed to and will follow the protocol process for effective goal-oriented transition solution delivery to RR customers throughout the business cycle.

B. **Rapid Response Information Tracking**

The RR information tracking system, Ohio Rapid Event Data (OhioRED), records significant event information, including workforce data and service delivery elements. Local RR team members must record WARN and Non-WARN event activity, including any updates, in OhioRED on a timely basis. Timing for entry should follow the service, or as soon as possible. The OhioRED supplemental guides which include the OhioRED Step-by-Step Guide and Desk Aid show a listing of the required fields by event. Other tools for the collection of data are the RR Initial Contact Form (JFS 01810) and RR Employer Characteristics Form (JFS 01811). These can be found at http://www.ohiored.gov/misc/forms.stm.

C. **Rapid Response Workforce Data**

Decisions are best when based on data. The RR Workforce Survey provides teams with an initial worker assessment and the sum of the surveys is workforce demographics. This information starts with the worker mini-registration process in Ohio Workforce Case Management System (OWCMS) when submitted to the RR Unit for processing according to instructions on the coversheet (JFS 18125). The survey form (JFS 08124) and coversheet are easily accessible from http://www.ohiored.gov/misc/forms.stm.

Additional data considered helpful include:

1. Job titles and descriptions; and
2. North American Classification System Code (NAICS Code) and Federal Employer Identification Number (FEIN).

RR Unit automatically provides the following reporting tools for events of 25 or more PAWs (or when specifically requested):

1. Survey summary of workforce demographics;
2. Workforce Analytics;
3. Knowledge, Skills and Abilities (KSA) from job titles;
4. Re-employment Opportunities (from KSA).

D. Rapid Response Process Steps for Local RR Teams –

The following ten steps are the suggested guidelines to follow for any employer event.

1. Notification: This step validates the permanent layoff or closure. The Team Lead communicates with team members, per protocol, and this begins the service delivery process. Once the event is confirmed valid, the local team enters information into OhioRED. Responsibility for data entry is established as part of the team protocol. If not considered a WARN event, the primary contact, or team lead, captures available information in the Initial Contact and Event Characteristics sections in OhioRED. WARNs are processed by the RR Unit.

2. Research: This ensures the local RR team has a professional response and informed presentation of early intervention services and transition opportunities for the employer in need of services (and its workforce that is in need of rapid re-employment solutions).

   Use research to plan discussion points which may include:
   Layoff aversion assessment, preliminary determination of possible service options, and marketing strategy to include a prepared example, SharedWork Ohio, and most importantly, plan initial employer meeting.

3. Initial contact: The Initial Employer Contact is a critical step in the RR process. This exchange identifies the purpose of RR and sets employer expectations for service delivery, the process and the desired outcome—re-employment for impacted individuals and needed talent for employers who are hiring. This contact lays a foundation for a productive working relationship and enhances discussion at the upcoming Initial Employer Meeting.

   It is strongly encouraged to schedule meeting within five days of call and set next meeting expectations which consist of developing:

   a. A plan of service, and
   b. A timeline for delivery of service.

4. Strategy meeting: This phase focuses on developing a re-employment strategy, driven by talent needs of area employers for the affected workforce. The strategy should include a recommendation for services on-site when possible; a back-up off-site plan of service; consultation with the local WIB Director, fiscal and RR Unit about funding strategies if necessary; and a discussion about the potential need from partners and vendors in service delivery.

   The RR Unit recommends the commencement of RR service delivery to occur no later than 21 days from the date of notice of an event. Data indicates that the sooner the affected worker is engaged in RR services, the more likely they are to participate and be successful. The strategy should influence preparations for the Initial Employer Meeting.

5. Initial employer meeting: Start with the end in mind, the outcome of this meeting should be a draft plan of action. Be sure to come to the meeting prepared. Sell your product to the employer by identifying the benefits of RR services and re-employment solutions. RR is a professional plan of action with proven results. When the team makes effective use of the employer's time, the benefit is a good rapport, allowing for the collection of needed information not already received and agreement on service delivery plan.

6. Plan for services: The Plan for Service is a written document, approved by the employer that details all RR services that will be provided to an affected workforce and a timeline of when the services will be delivered. This plan should provide for on-site activities that focus on re-employment as a primary goal, and other supportive services as secondary. Please refer to WIAPL No. 09-05.4, Rapid Response Program Requirements- Employer Layoff and Closure Events for a list of services.

7. Rapid response worker orientation: The RR worker orientation session is a first opportunity to sell the affected workers on the benefits, services, and resources available to rapidly transition them before or during their layoff to new employment. The goal is to engage the workforce so time to re-employment may be minimized.

The RR Unit encourages the use of the Rapid Response Workforce Survey (RRWS). All workers who attend an orientation session need to be entered into OWCMS mini-registration in order to properly track services and funding.

8. Additional rapid response services: There are additional services that could be included in the plan for services:

   i. Transition Centers;
   ii. Peer-to-Peer; and
   iii. Workforce Transition Committees (often called Labor Management Committees)

   The original Approved Plan for Services should be re-evaluated and, if necessary, revised based upon new information, such as the results of the RRWS or the addition of Trade or National Emergency Grant funded activities. The plans should always be responsive to employers with talent needs and this should drive how we serve a workforce, developing worker skills to suit the needs of companies that are hiring.

9. Transition to local OhioMeansJobs Center services: Depending on the amount of intensive services and/or training required for an affected worker to become re-employed, it may be necessary to transition them to the OhioMeansJobs Center when the Plan for Service is complete. The goal remains the same, rapid re-employment for workers. Services at Ohio Means Jobs Centers are above and beyond what has been previously received and should not duplicate prior services received.

10. Post rapid response follow-up: Follow-up is a critical step in any business process. Follow-up provides regional coordinators, state partners, and local team members a strategic review of team protocol to identify continuous improvement opportunities that could enhance re-employment outcomes for future events.

E. Reporting Requirements

Reporting requirements for OhioRED are outlined in the Rapid Response Program Requirements – Employer Layoff and Closure Events, Workforce

Investment Act Policy Letter No. 09-05.4. The OhioRED Desk Aid and the Step-by-Step Guide, located in the supplemental section of this procedure manual, can be used as guidance when entering information into OhioRED.

IV. Technical Assistance

The RR Unit provides program support and guidance to assist Regional Coordinators in addressing local team execution and capacity gaps. At the request and direction of the RCs, the RR unit may offer technical assistance to local teams such as:

- Enhancing local team member's understanding of RR program capability and funding;
- Building service delivery skills throughout the various process steps;
- Augmenting local team member ability to discern layoff aversion and proactive RR opportunities;
- Cultivating data interpretation skills;
- Coaching local teams to recognize regional opportunities.

The RR Unit staff will offer on-going training opportunities, through webinars and on-site or centralized workshops.

Should you feel that you, your team, or your region needs specialized or individualized assistance, we would be glad to help. Please contact the RR Unit at rapdresp@jfs.ohio.gov.

Ohio Department of Job and Family Services

LAYOFF OR CLOSURE EVENT SERVICE PLAN

Application for Rapid Response Emergency Assistance Funds
Program Year __________

Date	
Contact Name, E-Mail Address, and Phone Number	
Requesting Workforce Investment Area	
Area Fiscal Agent	
Total Amount of Funds Being Requested	

Please provide the following information:

1. Target Population

Employer Name	Rapid Response Identification Number (RRID)	Beginning Date of Layoff	Total Affected Workers

2. Total Potentially Affected Worker (PAW) to be served: __________

   Core/Intensive __________

   Supportive Services __________

   Training Services __________

   ITA __________

   OJT __________

   Other __________

3. Identify the amounts estimated to be expended by quarter during PY _____/SFY _____ (July 1– June 30).

   July - September: __________ October - December: __________

   January - March: __________ April - June: __________

4. Proposed Budget Information

Transition Center Costs:	Planned Costs	Total Costs
I.E. utilities, lease, etc.		
Comments:		

Core/Intensive Services:	Planned Costs	Total Costs
I.E. assessments, workshops, etc.		
Comments:		

Supportive Services:	Planned Costs	Total Costs
Comments:		

Training Services:	Planned Costs	Total Costs
Type		
Type		
Type		
List Certifications:		
Comments:		

Staff and Administrative Costs:	Total # of Staff	Planned Costs	Total Costs
Staff			
Administrative Costs			

Workforce Transition Committee:	Planned Costs	Total Costs
I.E., Neutral chair, communications, LMC meetings, workshops, other (specify in comments)		
Comments:		

CERTIFICATIONS

As the Regional Coordinator for ODJFS Region #___________, I certify that:

1. All available resources have been considered in the development of this service plan.
2. This service plan will be shared with the Rapid Response team, WIB Director, and fiscal agent.
3. I have been consulted regarding the service plan for the event(s) listed in this application.

CERTIFY and ASSURE	
Regional Coordinator Signature	Date

As the WIB Director for Workforce Investment Area #___________, I certify that:

1. The area meets all minimum expenditure and obligation authority commitment requirements for the dislocated worker funds that are mandated either by federal law and/or state policy.
2. The area will provide timely and accurate financial reports to ODJFS via the County Finance Information System (CFIS) including the reporting of obligations, accruals, and liquidated expenses.
3. The area will associate all participants to an OhioRED RRID number in OWCMS and capture all services funded through this grant in the appropriate special grant office.

CERTIFY and ASSURE	
WIB Director Signature	Date

Please send completed applications to rapdresp@jfs.ohio.gov.

OWCMS USERS REQUESTING ACCESS TO RREAF SPECIAL GRANT OFFICE

OFFICE USE ONLY
Workforce Area

List staff who will enter RREAF participants into OWCMS:
(If not already in OWCMS, you may request the JFS 07078 form at rapdresp@jfs.ohio.gov.)

First Name	Last Name	Email Address	OWCMS ID	County Code

Rapid Response Funding Application Guidance -- Employer Layoff and Closure Events

When local Workforce Investment Areas encounter layoff and closure events and do not have sufficient Dislocated Worker dollars to serve an employer event and the impacted workforce, they may request Rapid Response Emergency Assistance Funds (RREAF).

These dollars are meant to supplement Dislocated Worker funds.

1) The local team will find the RREAF funding application online at http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm under Rapid Response - Requirements (JFS 18126).
2) To ensure greatest benefit of funds, RR coordinators should work with the local area fiscal agent and WIB to mutually agree on funding amounts to support the transition solutions plan and budget.
3) Once the funding application is complete, the regional coordinator and WIB must sign the application ensuring its accuracy and appropriateness. Elements necessary for the application include:
   - Target population, employer event and potentially affected worker (PAW);
   - Funds requested, incremental needs for program year, proposed budget, which includes staff and administrative costs;
   - List all users in the workforce area who will have access to the Special Grant Office to perform data entry tasks.
4) The local WIB or fiscal agent will submit the application to rapdresp@jfs.ohio.gov.
5) RR Unit will process the application and create a Decision Memo. Once authorizing signatures are attained, then the RR Unit will:
   - Submit an allocation request;
   - Send signed decision memo to local WIB, Fiscal Agent, and OWD Fiscal Manager.

The following are the step by steps to complete the Rapid Response Funding Application Guidance -- Employer Layoff and Closure Events

1) Please enter the Program Year (PY) in the header.

2) In section 2, enter the total number of Potentially Affected Workers (PAW) to be served. For each service, list the number of workers receiving each of those specific services.

3) For section 3, please enter the PY and State Fiscal Year (SFY)

4) Identify the increment amount you would like to receive for each quarter.

5) Section 4, complete your budget. Enter the specific items to be purchased/services to be provided in the lined space to the left. Enter a Planned Cost for each separate item in a section and total them in the "Total Costs" section.

6) Please remember that Administrative costs should not exceed 10% of the total application costs.

7) The "OWCMS Users Requesting Access to RREAF Special Grant Office" section on page 4 should be filled out with the applicable information, so that data entry into the special grant office can be completed.

8) In the Certifications section on page 3, the Regional Coordinator (RC) should enter their region number, before signing the document and sending it to the WIB Director for signature.

9) The WIB Director should fill in the WIA Area number and then sign the document before sending the signed, completed application to the RR Unit at rapdresp@jfs.ohio.gov.

Section III

Rapid Response Program Requirements --

Layoff Aversion

Rapid Response Procedure Manual -- Layoff Aversion

I. **Purpose**

Layoff Aversion is part of a proactive workforce strategy and can be funded through Rapid Response when an employer is facing risk of downsizing or closing. Ohio is committed to providing workforce solutions throughout the business cycle to all of its customers. These employer-specific strategies will address a business' need to adapt to a changing economy or technology and/or address workforce skill gaps.

II. **Background**

The Workforce Investment Act (WIA) RR program emphasizes a proactive approach by providing layoff aversion services. Layoff aversion is one of the required early intervention services that the local area RR service delivery system needs to have available. The Department of Labor's Training and Employment Notice (TEN) 9-12 states that an effective layoff aversion policy allows states to shape and maintain a competitive, resilient workforce.

III. **Layoff Aversion Activities**

In order for layoff aversion to be considered, a 'litmus test' should be done. Ask the question "will this employer be conducting a lay off or closing if they do not receive RR funding for employee retraining and/or other layoff aversion activities?"

There are several examples of layoff aversion provided in the WIAPL No. 14-01, Rapid Response Program Requirements- Layoff Aversion. For additional proactive RR activities, strategies, and/or possibilities considered to be layoff aversion, please refer to the TEN 9-12 which can be found at http://wdr.doleta.gov/directives/attach/TEN/TEN_9_12.pdf.

The most frequent use of layoff aversion funds is in support of Incumbent Worker Training (IWT) for worker skill set upgrade. If the employer at risk of layoff or closure meets the IWT program qualifications, please complete the Layoff Aversion Funding Application and submit to the RR Unit at rapdresp@jfs.ohio.gov. For IWT program qualifications, please refer to WIAPL 09-09.5 section C, Eligibility for Participating Businesses, which can be found at http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm.

For layoff aversion opportunities outside of IWT, contact the RR Unit at rapdresp@jfs.ohio.gov for they will be an integral part in discussing what comes next and if any additional resources need to be considered. A plan for services will be established, and a Layoff Aversion funding application will be completed.

IV. **Incumbent Worker Training**

Detailed descriptions of allowable costs for IWT as well as the listing of qualifying criteria for employers to participate in IWT's are explicitly laid out in the WIA Policy Letter 09-09.5. This can be found at http://www.odjfs.state.oh.us/lpc/calendar/fileLINKNAME.asp?ID=WIAPL09-095.

V. **OhioRED**

Reporting requirements for OhioRED are outlined in the Rapid Response Program Requirements – Layoff Aversion Policy. The Desk Aid as well as the Step by Step Guide, which are located in the supplemental section of the procedure manual, can be used as guidance when entering information into OhioRED.

Ohio Department of Job and Family Services

LAYOFF AVERSION SERVICE PLAN

Application for Rapid Response Emergency Assistance Funds
Program Year __________

Date	
Contact Name, E-Mail Address, and Phone Number	
Requesting Workforce Investment Area	
Area Fiscal Agent	
Total Amount of Funds Being Requested	

Please provide the following information:

1. Target Population

Employer Name	Rapid Response Identification Number (RRID), if applicable	Total Affected Workers

2. Identify the amounts estimated to be expended by quarter during PY _____ /SFY _____ (July 1- June 30).

   July - September: _______________ October - December: _______________

   January - March: _______________ April - June: _______________

3. Proposed Budget Information

Project Narrative

Please list activities below	# of Workers, if applicable	Planned Costs	Total

CERTIFICATIONS

As the WIB Director for Workforce Investment Area # __________, I certify that:
1. The area meets all minimum expenditure and obligation authority commitment requirements for the dislocated worker funds that are mandated either by federal law and/or state policy. 2. The area will provide timely and accurate financial reports to ODJFS via the County Finance Information System (CFIS) including the reporting of obligations, accruals, and liquidated expenses.

CERTIFY and ASSURE	
WIB Director Signature	Date

Please send approved applications to rapdresp@jfs.ohio.gov.

Rapid Response Funding Application Guidance – Layoff Aversion

When local Workforce Investment Areas encounter layoff aversion opportunities, they may request Rapid Response Emergency Assistance Funds (RREAF).

The local team will find the RREAF funding application online at http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm under Rapid Response-Layoff Aversion (JFS 01815).

1) To ensure greatest benefit of funds, local area fiscal agent and WIB should work with the RR Unit to ensure that the project fits the criteria for layoff aversion as outlined in the TRAINING AND EMPLOYMENT GUIDANCE LETTER NO. 30-09, the TRAINING AND EMPLOYMENT NOTICE NO. 09-12 and Ohio's Layoff Aversion Policy and that all parties mutually agree on funding amounts to support the layoff aversion plan and budget.
2) Once the funding application is complete, the WIB, or designee, must sign the application ensuring its accuracy and appropriateness. Elements necessary for the application include:
    - Target population, if appropriate;
    - Project narrative;
    - Funds requested, incremental needs for program year, proposed budget, which includes staff and administrative costs;
    - If applicable, list all users in the workforce area who will have access to the Special Grant Office to perform data entry tasks.
3) The local WIB or fiscal agent will submit the application to rapdresp@jfs.ohio.gov.
4) RR Unit will process the application and create a Decision Memo. Once authorizing signatures are attained, then the RR Unit will:
    - Submit an allocation request;
    - Send signed decision memo to local WIB, Fiscal Agent, and OWD Fiscal Manager.

The following are the step by steps to complete the Rapid Response Funding Application Guidance – Layoff Aversion

1) Please enter the Program Year (PY) into the header

2) In section 2, please enter the PY and State Fiscal Year (SFY). List the increment amounts to be received by quarter.

3) Section 3- Complete the project narrative box by giving details about the company and your overall plan for services. List the specific activities and their number of workers and planned costs below. Total these costs and enter that number in the far right box.

4) Certification section- The WIB director should enter the WIA Area number on the applicable line. They must sign and date the application before sending the completed application to rapdresp@jfs.ohio.gov

Section IV

Rapid Response Supplemental Documents

Ohio Rapid Response

Process Guidance
For Local Teams

Updated 10/01/2014

Introduction

Ohio is committed to providing workforce solutions throughout the business cycle and can do so when delivery of rapid response services incorporates the following: employer layoff and closure events and layoff aversion. The rapid response (RR) program assists both employers and workers.

Layoff aversion strategies assist employers in developing the skilled workforce necessary to adapt to the changing economy, to stay in business, and to retain employees. When workers are impacted by an employer layoff and/or closure event, RR strategies and services help workers transition to new employment, minimize the duration of unemployment, or avert layoff when possible. Engaging employers and individuals as-early-as possible in this process increases the likelihood of retaining employment, quicker re-employment, and potentially reducing the duration of unemployment.

Effective workforce talent management takes place when the local service delivery teams match skilled workers to re-employment opportunities prior to layoff. The teams utilize workforce data, not only to generically prepare affected workers, but to identify potential barriers to re-employment and address those barriers with customized solutions that increase the marketability of the affected workforce.

The Ohio RR Process Guidance for Local Teams provides:

1. Functions, steps, hints and tips, and facts that will help in the successful delivery of workforce transition solutions to obtain the program goal of ***rapid re-employment;*** and,
2. Effective use of program funds to develop workforce skills to ***meet current and future human talent needs of Ohio's employers***.

Building and maintaining relationships with current and new employers can further local team effectiveness by understanding current/future workforce needs of local business/industry. With this knowledge, teams can strategically avert layoffs or minimize the impact, reduce the duration of unemployment, and positively affect the local economy. Ohio's RR program can, and should, bring together government, education and training resources to not only meet the needs of the business community, but to further it throughout all phases of the business cycle.

WIAPL No. 09-05.4, Rapid Response Program Requirements- Employer Layoff and Closure Events, and WIAPL No. 14-01, Rapid Response Program Requirements- Layoff Aversion can be found at http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm.

Delivery System Guidelines

To strengthen accountability, partnership, communication, professional development, and timely access to needed services, strong partnerships at both the state and local levels are critical. These partnerships are the foundation for Ohio's RR service delivery system.

The Ohio Department of Job and Family Services (ODJFS) Office of Workforce Development (OWD) will fulfill the legislatively-required mandate to provide rapid response activities. Ohio will utilize a combination of state/local teams, as well as eligible service providers, in providing consistent, high quality, timely, and innovative services to at-risk workers and employers throughout all phases of the business cycle.

This guide provides Workforce Investment Boards (WIBs) and Directors, OhioMeansJobs (OMJ) Center staff, and regional and local RR coordinators the following:

- Resource that makes it easier for RR teams to quickly and consistently respond to employer and worker needs for both closure/mass layoff events and layoff aversion opportunities.
- Process steps recommended by Ohio’s RR service delivery strategy to increase service levels to employers and potentially affected workers to reduce worker timeframe for re-employment or layoff aversion.
- General understanding of the roles of OMJ Centers and the ODJFS Office of Local Operations (OLO) in RR service delivery. Whether lessening or averting layoffs, this process guidance addresses their roles by process step and function in providing timely and critical services to RR customers:
  - Employers facing workforce challenges;
  - Informing and assisting workers prior to and/or after layoff.
- Role vendors have as part of the service equation to address on-site staffing burden. See OhioRED.gov for more details regarding Vendor List process, questionnaire, and FAQ’s.
- Explanation (in OhioRED Step by Step supplemental guide) of reporting necessities so more information is available about potential or actual layoffs, worker characteristics and demographics, services desired or needed, and workforce services actually delivered to employers and workers.
- Role of the Rapid Response Unit in overseeing Ohio's RR service delivery system, ensuring compliance with federal and state requirements, implementation of program initiatives, and providing support, guidance, technical assistance, and financial resources to the state/local area RR teams and stakeholders.
- Information that may improve the transition of workers from RR early intervention services to comprehensive OMJ Center services.

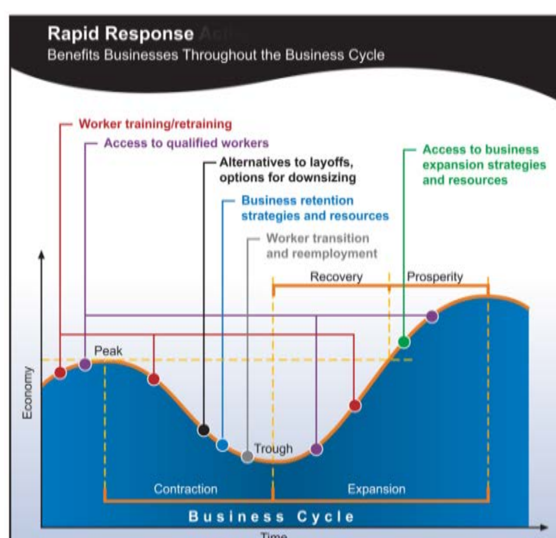
Rapid Response Delivery System Guidelines

Hints & Tips

- RR programs should offer a full range of options to meet the different needs and conditions presented by each dislocation and each workforce.
- Programs may offer the following:
  1. Unemployment Compensation information and assistance with filing claims
  2. Job search skills training and assistance
  3. Instruction and assistance with resume preparation and interviewing
  4. Occupational skills training
  5. On-the-job training and job development opportunities
  6. Basic computer instruction
  7. Basic skill remediation and GED preparation
  8. Personal financial planning
  9. Foreclosure prevention information and resources
- Active participation and cooperation by unions, and other worker representatives contribute to greater levels of acceptance, trust, and utilization of services.
- Building relationships with business and community partners benefits businesses throughout the business cycle, from peaks and declines, to recovery and growth.

Facts

- Skilled workers from one dislocation can become the talent pool for a growing company, and RR services can be customized to fill in any skills gaps (see below graph).
- Early intervention is vital to determine if layoffs can be minimized or averted at the primary company, as well as the upstream and downstream companies.
- For potentially affected workers, information, early assistance, and participation can positively impact personal attitudes, increase in productivity on the job prior to layoff, and reduce the time between being laid off and securing new employment.
- Cooperation between OMJ Center partners and other community entities makes it possible to offer a menu of services that can be targeted to meet the specific needs of workers and companies.



Process Guidance Insight

The RR Unit has taken a different approach when we created the Rapid Response Process Guidance. This tool is formatted as a quick reference guide that also incorporates a recommendation for team member and partner roles for the various process steps and functions of service delivery. Each process step has a "*Purpose Statement*" that ties the activity to the overall program goal of RR – rapid re-employment. In addition, a "*Recommended Team Members*" section was added to capture the findings from multiple RACI team development exercises the RR Unit conducted with local teams around the state.

The RACI (**Responsible**, **Accountable**, **Consulted**, **Informed**) exercise, when applied to the RR process, looks at each step and function of RR and helps local teams determine who is:

(1) Responsible – the individual who actually does the job;
(2) Accountable – the individual(s) who is/are ultimately accountable for the action, task or function;
(3) Consulted – the individual(s) who need(s) to be consulted prior to a final decision or action taken;
(4) Informed – the individual(s) who need(s) to be informed after a final decision or action is taken.

The RACI provides a clear depiction of each role by process activity and associated functions/tasks for team members to deliver workforce solutions effectively and efficiently to RR customers. It is suggested that local teams use these RACI results to assist in determining local responsibility and accountability within their local teams for the various RR process steps and functions. A RACI color coded legend is provided. Please see below for example.

It is hoped that this format will provide quick insight to the Local and Regional Coordinator into potential team member/partner roles at each step of the process and by function within a process step, from the very first through final RR process step. Functions are broken out in a stand alone box under recommended team members as seen below.

Recommended Team Members:

Regional Coordinator (RC)	OhioMeansJobs Director	Local Coordinator (LC)	Backup Local Coordinator	Unemployment Compensation (UC)	State/Local Admin Support (Admin)	Fiscal	RR Unit	Workforce Investment Board (WIB)

Functions: (example from Team Protocol)

Function 1

Determine what role you have in RR and whether it is occasional or steady.

Resources for Process Guidance Insight

Hints & Tips

- A RACI matrix is tool that can help in the implementation and function of a process step. The RACI matrix is primarily used to align the human elements in the process. Usually there are numerous people involved in any given process, and they have differing responsibilities. A RACI matrix makes an explicit documentation of this and may be kept as a ready reference to be used at different stages in the process. http://managementstudyguide.com/raci-matrix.htm
- Why Is It Important?
  1. Primarily, it "directly aids in the day to day operations".
     - No Operational Ambiguity: The first and foremost reason for documenting any process is the fact that it reduces operational ambiguity.
     - Training Material: The documentation also acts as training material to help new resources move up the learning curve faster.
  2. Secondarily, "help …analyze and improve its process continuously".

Facts

- According to Google: RACI is a responsibility assignment matrix, also known as a linear responsibility chart (LRC), and describes the participation by various roles in completing tasks or deliverables for a project or business process. It is especially useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes. Developing RACI charts reconciles the three elements of roles and responsibilities:
  - Role Conception: What people think their jobs are.
  - Role Expectation: What others in the organization think another person's job functions are and how they should be carried out.
  - Role Behavior**:** What people actually do in carrying out their job.
- Role distinction
  - A role is a descriptor of an associated set of tasks; may be performed by many people; and one person can perform many roles. For example, an organization may have ten people who can perform the role of project manager, although traditionally each project only has one project manager at any one time; and a person who is able to perform the role of project manager may also be able to perform the role of business analyst and tester.

Activity: Team Protocol Agreement

Purpose: The team protocol agreement 1) establishes the primary and secondary RR team members, 2) defines the member roles for each process step, and 3) qualifies the level of team member engagement by process function within each process step. The agreement defines who is responsible, accountable, consulted, and informed **for every action item**. Establishing an agreement among all members results in more effective local team response to layoffs and closures, impacts the service delivery outcome and creates an environment for proactive RR.

Recommended Team Members:

RC	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Determine what role you have in RR and whether it is occasional or steady.

Function 2

Determine functions according to RR process steps, some variability is anticipated as RR events may have unique qualities.

Function 3

Establish a team protocol. The team protocol agreement provides a pre-determined process to serve routine as well as extraordinary layoffs/closures, to communicate information to team members, and to identify when a full team response is *mandatory, appropriate, or applicable.* Beyond the items in the purpose statement, the team protocol agreement should:

a) Provide for annual review or update as needed;
b) Establish a communication protocol for each step in the process starting with event notification;
c) Require a team meeting to establish a general protocol for how team members will be involved based on event size, political sensitivity, etc.;
d) Clearly define roles and responsibilities, including primary contact and/or team lead;
e) Determine who has data entry responsibility at each step of the process.

Activity: Team Protocol Agreement Continued

Function 4

Document and train to the protocol. If documented, this plan, or standard operating procedure (SOP), ensures all team members have agreed to and will follow the protocol process for effective *goal-oriented service/solution delivery to RR customers throughout the business cycle.*

a) All customers should be offered a plan of service based on a full spectrum of early intervention services and transition solutions all of which should be tracked in the OhioRED database. The below list represents the minimum of services that must be readily available, and should be offered, with the end goal of rapid re-employment. A complete list of RR activities is found in 20 CFR 665.310.
   1) Layoff aversion
   2) On-site transition centers
   3) Ohio RR Workforce Surveys, initial needs assessments
   4) Peer-to-peer assistance program
   5) Job search assistance
   6) Workshops including, but not limited to, job seeking skills, resume writing, interviewing, basic computer literacy classes, other computer classes, and remedial education
   7) RR worker orientation sessions
   8) Workforce transition committees
   9) Job/career/education fairs
   10) Other early intervention services, including credentialing

b) Within protocol and the decision-making process outlined in the agreement, when local teams do not have sufficient staff to provide solutions, then vendors should be engaged immediately. Stream-lined local fiscal processes should be in place so quality of service/solution delivery is not impacted.

Resources for Team Protocol Agreement

Hints & Tips

Communication is key in achieving rapid re-employment or layoff aversion. Team members should consider, but not be limited to, the following within the protocol:

- Identifying the most effective and preferred methods for communication with each of the team members.
- Ensuring all team members are made aware of every dislocation event; updates to OhioRED are critical and the only common vehicle for capture of event and layoff aversion details.
- Agreeing on member response criteria and time limitations regarding urgent team inquiries. This includes updating:
    - Local elected officials;
    - Workforce Investment Board members;
    - Other interested parties.

Teams should establish measureable outcomes, or RR metrics, at the protocol meeting (see Post RR Follow-up for more details). Service delivery is dependent upon team member ability to sell the benefits of RR. Each team should consider these potential RR metrics:

- Ability to sell affected employer on early intervention and on-site RR services.
    - How many employers for the period had on-site services? (OhioRED)
    - How many different services were provided on-site? (OhioRED; OWCMS)
    - How many workers, benefitting from on-site services, were employed prior to layoff? (OWCMS)
    - How many workers experienced re-employment before the average Unemployment Compensation (UC) claim? (computed annually and available on www.ohiolmi.com)
    - Compare to results of previous period. (OhioRED; OWCMS)
- Ability to encourage affected workers to participate in RR services.
    - How many products, services or communications were there by event? (OhioRED; OWCMS)
    - How many participated prior to layoff? Post layoff? (OhioRED; OWCMS)
    - How many were re-employed prior to layoff date? (OWCMS)
    - How many workers experienced re-employment before the average UC claimant? (computed annually and available on www.ohiolmi.com)
    - How many filed UC claims? (UC Tech)
    - Compare to results of previous period. (OhioRED; OWCMS)

Resources for Team Protocol Agreement Continued

Hints & Tips

- Ability to market to employers with growth/replacement talent needs on RR re-employment solutions and re-training services.
  - How many times did the team identify employers with growth/replacement talent needs prior to event layoff date? (OhioRED notes)
  - How many employers influenced the service plan – helped effectively utilize funds to re-train only in ways that benefit potential new employer? (OhioRED notes)
  - Compare to results of previous period.

Facts

- Under WIA section 134(a)(2)(A)(i), each state is responsible for providing RR activities. Ohio will utilize the combination of state/local teams, as well as eligible services providers, in serving at-risk workers and employers.
- There are two levels of reporting for dislocation events:
  - Employer/event data tracking in Ohio Rapid Event Data (OhioRED);
  - Worker data (Ohio Workforce Case Management System (OWCMS) and the RR Worker Survey).
- "What gets measured gets done." – Peter Drucker. As the state focuses on value and efficient use of resources, data is only valuable if used to continuously improve processes and make service delivery more efficient and effective. The protocol meeting is the opportunity to establish what measures, for a designated period, would allow the team to grab low hanging "performance improvement" fruit. These measures help the LC and RC identify opportunities and celebrate successes.

Activity: Layoff Aversion

Purpose: Layoff aversion is part of a proactive workforce strategy and can be funded through RR when an employer is at risk of downsizing or closing. These employer-specific strategies will address a business' need to adapt to a changing economy or technology and/or address workforce skill gaps to avoid, or avert, a layoff.

Recommended Team Members:

RC.	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Identify at-risk companies – RR builds on a foundation of on-going relationships with employers and community stakeholders creating an early warning network.

- Planning for and managing economic transitions;
- Identifying struggling industries using labor market trends and economic forecasts;
- Benefitting from relationships with businesses to provide assistance throughout the business cycle, from peaks, to decline, to recovery, and growth.

Function 2

Early intervention – Early intervention is vital to determine if layoffs can be minimized, or averted, at the primary company and the upstream and downstream companies.

Function 3

Determine the layoff aversion strategy that best fits the opportunity.

Function 4

Develop a customized plan to address each company's unique set of circumstances:

- Develop project plan and proposed funding needs;
- Coordinate between all community partners.

Function 5

Apply for funds.

Function 6

Assist in implementation of layoff aversion activity.

Function 7

Capture the associated data.

Resources for Layoff Aversion

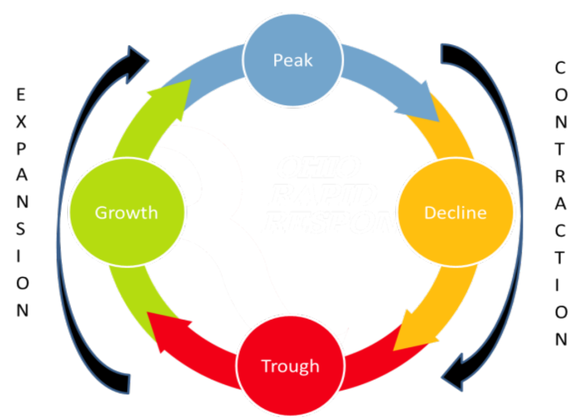
Hints & Tips

- Early Warning Networks
    - Formal partnerships that (1) gather information from public and private sources about potential dislocations (natural business contraction) and (2) work with economic development, taking full advantage of their additional tools, and local RR teams to identify opportunities to match worker skill sets to employer talent needs utilizing funding to upgrade skill sets as needed
- Things to consider when using incumbent worker training (IWT):
    - An incumbent worker is an employed worker who is in need of additional skills to avoid layoff. IWT would support further job retention and career development for improved economic self-sufficiency for employed workers, especially those most vulnerable to job loss, and increase the capability of the employing firm(s) to access and retain skilled workers.
    - All training delivered under Ohio's waiver is restricted to skill attainment activities. The training should benefit workers by making them more qualified in their line of business and/or by providing them with skills for new products or processes. It is desired that the training results in credentials or industry recognizable skills that promote the worker's career and increases the overall employability.

Facts

Layoff aversion

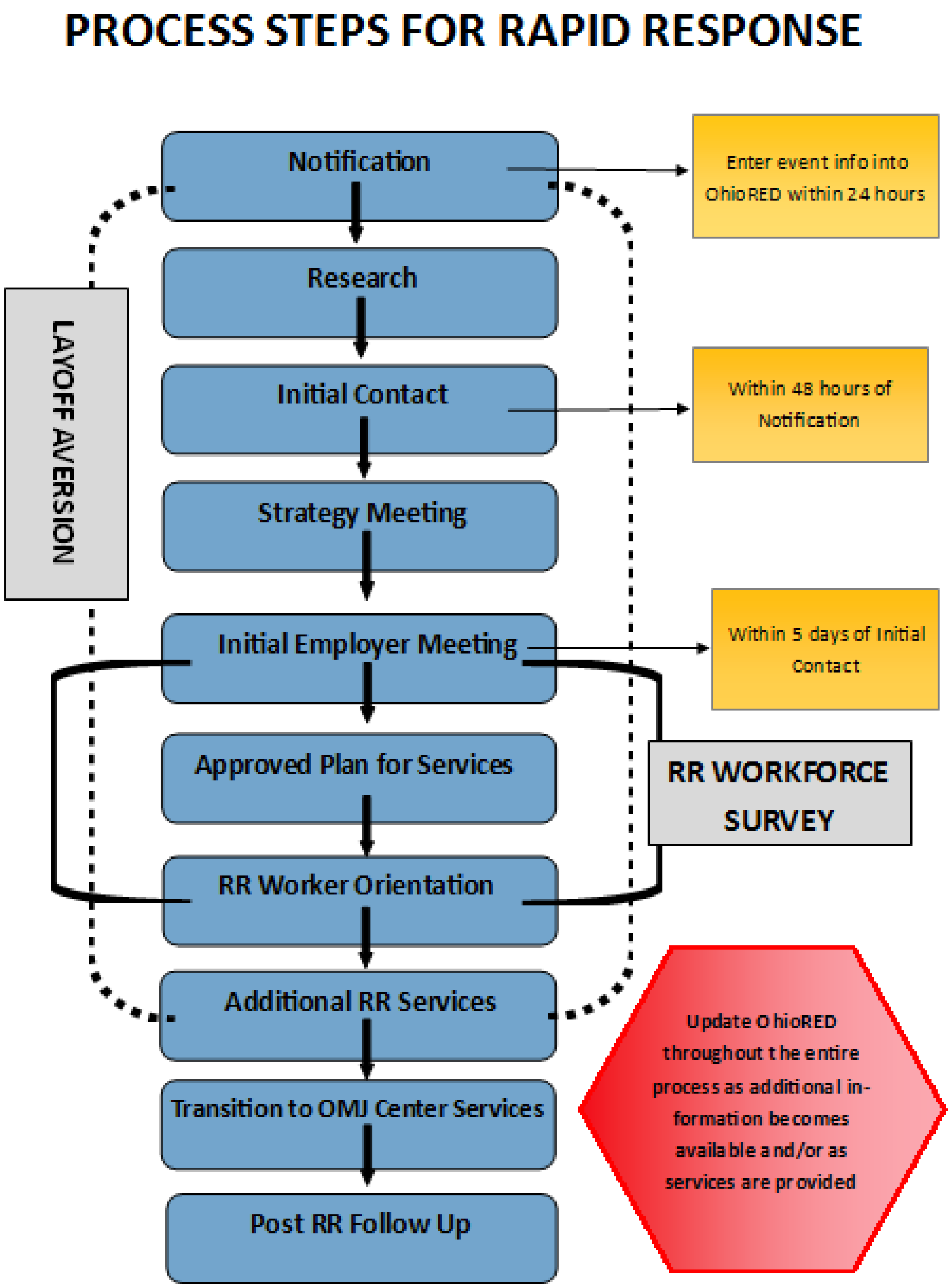
- Layoff aversion involves a continuum of strategies targeted to specific employers or industries that are:
    1. Experiencing a decline and have the potential to undergo layoffs; OR
    2. Experiencing a serious skills gap that impacts their ability to compete and retain workers.



According to Department of Labor, a layoff is considered to be averted when:

1. A worker's job is saved at an existing employer at risk of downsizing or closing; OR
2. A worker at risk of dislocation faces a brief gap of unemployment when transitioning to a different job with the same employer or is hired at a new job with a different employer.

Steps for Layoff & Closure Events



Activity: Notification

Purpose: This process step determines event validity as permanent layoff or closure. Team Lead will communicate with team members, per protocol, and begin the re-employment service delivery process.

Recommended Team Members:

RC	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Notification is the process by which individuals on the RR team are made aware of a possible layoff or closing.

Function 2

The team must verify the job loss with the employer.

- Every hint of a closing or permanent layoff should be followed up on and verified in order to provide speedy service and allow mandated team members to be properly aligned to provide all RR services. Information needed to confirm a potential layoff with the employer should include, at a minimum, the following:
    - Is the notice valid or a rumor?
    - Is the closing/layoff inevitable?
    - Is the layoff permanent? (Temporary or seasonal layoffs are not considered a RR event.)
    - What is the first projected date of layoff?
    - How many workers will be affected? Will other companies in the area also be affected due to this layoff/closure (upstream/downstream impact)?
    - Who are the key management and union leaders? (See forms available on ohiored.gov to assist when communicating with employers.)

Function 3

Team establishes a primary contact, if not already determined by local protocol.

Function 4

Begin to consider layoff aversion possibilities.

Function 5

If not a WARN event, primary contact, or team lead, captures available information in the Initial Contact and Event Characteristics sections of OhioRED.

- WARNs are processed by RR Unit.

Activity: Notification Continued

Function 6

Notify all appropriate parties.

- According to the Team Protocol Agreement

Resources for Notification

Hints & Tips

- Once verified, the local RR team has 24 hours from Notification to enter information into OhioRED. Typically this is the responsibility of either the RR primary contact or RR team lead, but can be inputted by any team member with write access to OhioRED. Responsibility for data entry is established as part of the team protocol.
- A new RRID should be created for layoffs occurring beyond 30 days of each other - even if its the same company/location.
    - To keep things easy, the activities/services can all be entered under the original RRID and any subsequent RRIDs can refer back to the original.   What we want to primarily see in the new RRID(s) is the number affected and the layoff date for that particular round of layoffs.
    - Keep all RRIDs associated with the company's ongoing closure in "open" status until services completely stop. Then all RRIDs can be closed/completed.
- The team member who has a relationship with the employer, or industry knowledge, should be made primary contact for that event.
- Maintaining the confidence of the employer is critical to gain access to provide services for the workers.

Resources for Notification Continued

Facts

- In PY13, 75 percent of OhioRED events were non-WARNs. This means that the majority of notifications are coming from sources other than a WARN notice.
- **Early response is critical!** If there is any indication that a business closing or mass layoff might be averted, the RR team members should provide technical assistance, or suggest alternatives to interested parties to investigate possible layoff aversion strategies.
- A pre-feasibility study can assess the possibility to continue the operation of the business. The pre-feasibility study will assess basic elements of the business, including analysis of: organizational structure markets, operations/manufacturing, financial information, and legal status. The results of these analyses will determine the feasibility of worker ownership and whether an Employee Stock Ownership Plan (ESOP) would be appropriate as an equity-sharing and tax-favored financing strategy to continue the business.
    - Are the present owners amenable to a buyout?
    - Is the firm organized for a smooth transition?
    - Are the products or services in a declining, stable, or growing market?
    - Can the facility be an efficient producer in its industry?
    - How does the plant's profitability compare to its competition?
    - Has the physical plant been maintained in satisfactory condition?
    - What is the potential for the plant to exist either as an independent firm or as a subcontractor?
- The Sunshine Law applies to the local Workforce Investment Board, thus discussions and acts conducted by the Board are open to disclosure. Given the sensitive nature of an employer layoff, local area Workforce Investment Boards and OMJ Center staff should conduct their communication with consideration to the application of Ohio's Sunshine Law.

Activity: Research

Purpose: Research ensures the local RR team has a professional response and informed presentation of transition opportunities for the employer in need of services (and its workforce that is in need of rapid re-employment solutions). Proper exercise of the research phase may determine the team's success and goal achievement.

Recommended Team Members:

RC	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Collect information from various sources about affected employer, workforce and industry to support building a service strategy.

Function 2

Early identification of the area job opportunities, recognizing those employers having current talent needs, gives the team capacity to pre-plan possible service options that boost skills of the affected workforce taking advantage of any notice prior to layoff date.

- This should lead to an understanding of the employer, affected occupations, industry and area employers with similar skill set needs.

Function 3

Determine if the employer is involved in collective bargaining negotiations.

Function 4

All information gathered should be shared among team members and partners.

Function 5

Use research to plan discussion points which may include:

- Layoff aversion assessment;
- Preliminary determination of possible service options;
- Develop marketing strategy and prepare example;
- Determine if the team will include a vendor at the meeting;
- Plan discussion with employer.

Resources for Research

Hints & Tips

- The team lead may change by event. The same person on the team may not be the team lead for every event.
- The RR team lead performs various functions. He/she should have a good understanding of available employment and training services as well as an understanding of local employer and worker relationships. The team lead:
    1. Ensures appropriate marketing of OhioMeansJobs Centers services;
    2. Has thorough knowledge of WIA and other programs;
    3. Recognizes the need for some dislocated worker service decisions to be event-based.
- This individual takes the lead in negotiating and working out satisfactory arrangements to provide services and subsequently brings together organizations and individuals to deliver services to dislocated workers.
- The person who holds this job must be diplomatic, a team player, a good time manager, an excellent communicator, facilitator, solutions broker, and a network builder.
- The clarity with which the team lead explains the benefits of RR to the employer and worker representatives may determine whether a plan will be developed to address a dislocation.
- Determining the employers' industry helps the local team to quickly identify the job opportunities or lack thereof for the affected workforce.

Facts

- Research can include information from:
    - Wanted Analytics;
    - Company website;
    - Media information;
    - Dun & Bradstreet reports;
    - Current contracts with critical partners of the workforce development system;
    - Type of workers;
    - Basic industry information;
    - Labor Market Information.

Activity: Initial Employer Contact

Purpose: The Initial Employer Contact is the first of two critical steps in the RR process. This is the first contact with the employer by the team's primary contact. Ultimately this exchange identifies the purpose and sets employer expectations for service delivery, the process and the desired outcome—re-employment for impacted individuals and needed talent for hiring employers. This contact lays a foundation for a productive working relationship and enhances discussion at the upcoming Initial Employer Meeting.

Recommended Team Members:

RC	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Initiate contact with the employer.

Function 2

State the purpose of RR upfront.

- Introduce re-employment goal then market RR workforce services, noting benefits of using an on-site early intervention process for both the employer and the affected workforce.

Function 3

Follow your discussion plan, which should include:

- Confirm layoff/closure dates and other details;
- Employer/worker relationship;
- Collect demographics on workforce – ask if survey (JFS 01824) may be shared with affected workers ASAP
  - Use RR Initial Contact Form (JFS 01810) and RR Employer Characteristics Form (JFS 01811) to collect needed data
  - Ask for job titles/descriptions
  - Ask for North American Classification System Code (NAICS Code) and Federal Employer Identification Number (FEIN)
- Schedule meeting within five days of call whenever possible;
- Set next meeting expectations – develop plan of service and delivery timeline.

Function 4

Share details with team and make notations in OhioRED.

Resources for Initial Employer Contact

Hints & Tips

- It' important for RR Team members to continue to update OhioRED throughout the process to ensure all team members have the most up-to-date information regarding the layoff or closure. In most circumstances, entry into OhioRED should be completed within 24 hours after an activity and should include any updates of previously entered information concerning the dislocation event.
- If the employer makes an immediate layoff with little to no warning given to the workers or state/local government, it's imperative that the primary contact immediately notify the RR team and enter the data into OhioRED.
    - o The RR team should explore and utilize all alternative methods of outreach to the workforce already laid off, such as:
        - Attempting to obtain worker contact information from the employer or union (if available) for email, direct mailings or phone outreach.
        - If no worker contact information is available, the RR team may want to pursue other options such as public service announcements or advertising, targeted specifically toward an employer's workers.
- Employers are not required to provide RR services, and thus may not respond to the RR primary contact's phone calls. While it can be discouraging, it may indicate the employer is still reviewing its options and has not made a final decision regarding a layoff; however, additional attempts should continue to be made to contact the employer. If no response from an employer is obtained, alternate individuals with the employer or union (if applicable) should be sought out to initiate the contact. In addition, the RR primary contact may want to consider visiting the employer in-person, to attempt to verify the situation, particularly if other efforts to contact have been unsuccessful.
- If an employer is uncooperative or unresponsive for any reason, the RR team lead should open that event in OhioRED and check the Waiver field. The team lead should then use the Notes feature to document the reason why he/she has activated the Waiver flag for that event (i.e. no response from the employer, no contact with the affected workforce).

Resources for Initial Employer Contact Continued

Facts

- If the employer is conducting a layoff and is required to submit a WARN notice, the RR primary contact can offer to assist the employer with filing the WARN. The federal regulations governing WARN notice requirements can be found at http://www.doleta.gov/layoff/warn.cfm.
- RR has employer benefits that can:
  - **Help maintain productivity.** Maintaining productivity is in the interest of both management and the workers. As a communication forum and a source of rumor control, the RR effort can address worker questions and concerns. Support of RR activities can also show a corporate commitment to assist the workers, which can help sustain worker morale. Some of the results of an employer's support of the RR process include: maintain productivity, reduce absenteeism, minimize worker errors, and reduce deliberate acts of sabotage.
  - **Affect an employers' unemployment tax cost** (employers know this as their experience rating). By minimizing the number of workers laid off and/or the duration of the layoff(s), an employer's tax rate may be maintained instead of potentially increasing.
  - **Help reduce Worker's Compensation claims.** Maintaining worker morale helps reduce the incidence of on-the-job accidents, which in turn reduces worker compensation claims. Workers who have information about their options for the future are more inclined to keep their minds on their job. This focus leads to safer performance of their job duties.

Activity: Rapid Response Workforce Survey

Purpose: The Ohio Rapid Response Workforce Survey (RRWS) provides local teams with demographics and characteristics of a workforce that is potentially affected by a layoff or closure, and captures desired worker services. Primarily, this information, used in aggregate, may help the local RR teams craft a strategy for re-employment services. The survey also has value for the community providing workforce stakeholders with regional and statewide details that can be useful in economic development and the attraction of new employers into the state of Ohio. The survey was designed in conjunction with nine other USDOL Region 5 states, for data comparison of industry and affected occupations.

Recommended Team Members:

RC	**OMJ Director**	**LC**	**Backup LC**	**UC**	**Admin**	**Fiscal**	**RR Unit**	**WIB**

Functions:

Function 1

The RRWS is a critical tool in identification of specific talents, skills, and needs of a workforce and can be used to craft an effective re-employment strategy.

- The data from the survey is most beneficial when collected very early in the RR process; results have been proven to strongly impact outcomes of the Initial Employer Meeting and the Approved Plan of Service.

Function 2

The survey can be completed on paper or online.

- Online versions are developed for each employer by the RR Unit. Please email rapdresp@jfs.ohio.gov if you would like a company specific online survey link created.
- The survey template is available at www.ohiored.gov/misc/forms.stm (forms Survey and mini-registration JFS 08124 and the RRWS coversheet JFS 18125). If teams follow the guidance, surveys can be processed by the RR Unit. Data quality is important, local teams must ensure surveys are complete and legible (see instruction sheet).

Activity: Rapid Response Workforce Survey Continued

Function 3

The OWCMS mini-reg is part of the RRWS, whether paper or online.

- When survey processing guidance is followed, the need to enter individuals into the state's OWCMS is eliminated. This data is uploaded for the local team by the RR Unit. All surveys entered in this manner are associated with the 'initial assessment' service as found in the OWCMS mini-reg services listing.
- After you have submitted the completed RRWS please send an email to rapdresp@jfs.ohio.gov and advise if you have already entered individuals into OWCMS. This will help prevent duplicative entries into OWCMS database.

Function 4

Surveys should be collected at all RR events regardless of the size of the layoff or closure.

- Survey Results reports are automatically produced when survey responses are 25 or more.
- All completed surveys are aggregated within a program year.
- Survey Results reports can be created for specific counties and regions for specific timeframes upon request.

Average workweek in August.................. **34.5 hours**
Average overtime in manufacturing........... **3.4 hours**
Average hourly wage **$24.53**
Average weekly earnings **$846.29**

Source: http://www.bls.gov/news.release/empsit.nr0.htm

Resources for the RR Workforce Survey

Hints & Tips

A team's challenge is coming up with a service plan that appropriately prepares the affected worker for re-employment opportunities. This is best done with workforce data. Regardless of how wonderful the plan, the teams must sell the affected employer on the value added by the survey for service delivery to their workforce.

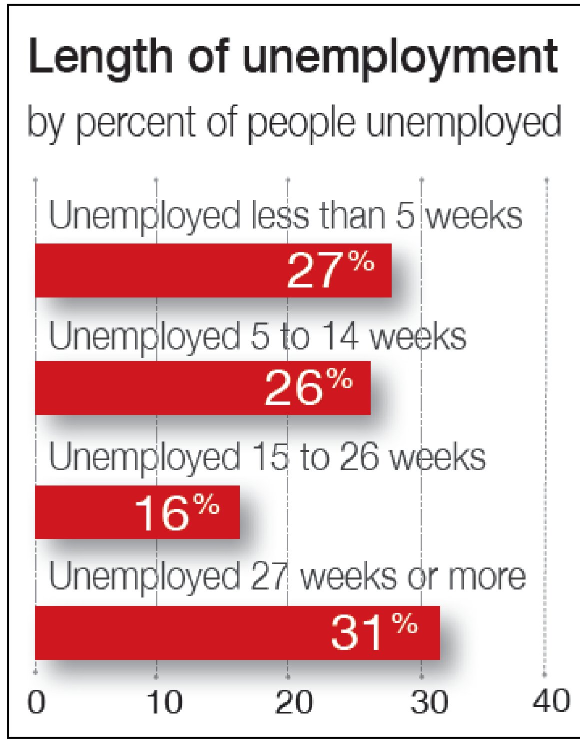
- For best results, surveys should be collected in advance of the Initial Employer Meeting.
- Surveys can assist local teams to better understand the needs of the affected workers. Examples below from PY13 aggregated survey date, including interpretations, are:
  - Workers 50 and older who are long-time employed may not have the computer skills needed in today's job market and job search;
  - 45 percent of those surveyed were over 50;
    - In fact, this group has different re-employment issues than those in younger age groups – one orientation may not best serve this age group and a separate service plan may be required.
  - 60 percent of those surveyed use the newspaper;
    - Workers with only high school education, typically, use the newspaper for job searches.
  - 47 percent of those surveyed had a high school diploma;
  - 34 percent of those surveyed were undecided when asked about their future plans;
    - Career counseling should always be made available when there is a large percentage of workers who are undecided.
  - A significant number, 23 percent, have been in another occupation in the past 5 years, and may have additional skills sets – this should be considered when marketing the workforce;
  - 18 percent of those surveyed were willing to relocate within Ohio.
    - Re-employment opportunities should include the entire state for these individuals.

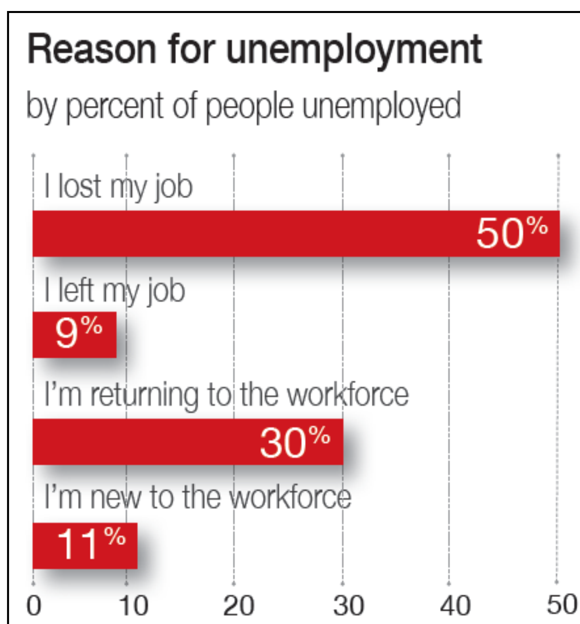
Resources for the RR Workforce Survey Continued

Facts

- Access the survey and coversheet at: http://www.ohiored.gov/Misc/forms.stm.
  - **Coversheet**: Form # JFS 18125 *RR Workforce Event Data Coversheet*
  - **Mini-Reg and Survey**: Form # JFS 08124 *Ohio RR Event Data*
- Ohio's surveys collected in PY13 totaled 3,331.
  - 1,111 were processed through Kofax
  - 382 were taken online
- What Ohio learned about the surveyed workforce in PY13: *(Highlights)*
  1. Desired workshops
     - 49% Job Search
     - 29% Resume
     - 23% Interview
  2. Desired training
     - 24% Basic computer skills
     - 23% Trade/Vocational certification
  3. Computer skills
     - 81% can access internet
     - 56% can write a letter or document
     - 71% can email

August 2014 data from http://www.bls.gov/news.release/empsit.nr0.htm





Source: http://www.bls.gov/news.release/empsit.nr0.htm

Activity: Strategy

Purpose: The Strategy Meeting is the second of the more critical steps in a proactive RR process. This phase focuses on developing a re-employment strategy, driven by talent needs of area employers for the affected workforce, to present at the Initial Employer Meeting. The strategy should include a recommendation for services on-site; a back-up off-site plan of service; consultation with local fiscal and OWD RR Unit about funding strategies; and a discussion about the need for vendors (if necessary) in service delivery. The strategy should influence preparations for the Initial Employer Meeting. Pre-work may include quickly engaging a vendor.

Recommended Team Members:

RC	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Analyze the data obtained during the research phase and from the employer.

- Project the workforce's service needs based on worker demographics and projected layoff date(s).
- Preliminary determination of possible service options.
    - Identify common skill sets possessed by the workers to develop possible re-employment opportunities with growing or in-demand occupations. Use survey information. If not available, use job titles.
        - Utilize KSA and Re-employment Opportunity reports provided by the RR Unit.
        - Reach out to workforce specialists and local business service representatives.
- Remember, the area employers with a talent need should drive the service/solution plan.

Function 2

Determine the best service options to discuss at the Initial Meeting with the employer.

- Identify potential partners and resources.
    - Will the team include the vendor at the meeting?
- Consult with the larger team, per protocol.
- Determine service gaps that may require specialized funding.

Activity: Strategy Continued

- Draft a proposal of services and plan the discussion with employer.
    - Prepare examples – how will the team *sell* service strategy benefits?

Function 3

Develop an action plan for the Initial Employer Meeting that includes: an agenda; identification of the presenters; decision points; and “back-up” plans.

Function 4

With every event, team goals should be established. Goals may include:

- Percent of workforce completing RRWS;
- Percent of workforce participating in activities.

Function 5

Share details with team and make notations in OhioRED.

Resources for Strategy

Hints & Tips

- The drive behind your strategy should be how to **sell** RR services to get workers re-employed.
- A good Strategy Meeting builds the foundation for a successful Initial Employer Meeting. Having a professional, well-planned meeting with representatives from the RR team will be imperative to the success of the employer's engagement with the services planned to assist the workers.
- Employers are not required to provide RR activities to their workers. The employer can deny the RR team access to workers. Most employers will allow RR teams access to the workers. In most cases, the employer is relieved to find helping partners to assist their workers. However, an employer may say "No" if the Initial Meeting fails. Failed meetings can occur for the following reasons:
    - Agenda is poorly organized or executed;
    - Meeting goals and objectives are unclear;
    - Poor or bureaucratic presentations;
    - Value of services not clearly shown or defined;
    - Meeting takes too long;
    - Tension among RR team members;
    - Employer/union questions and needs are not addressed;
    - Excessive probing for company information;
    - Too many team members in attendance;
    - Team members are late or unprofessional.
- If the employer and the union are not receptive or responsive to having RR services provided to the workers, it is incumbent upon the local Workforce Investment Board, RR team, and OhioMeansJobs Center staff to market workers using public means such as, but not limited to:
    - Social networking sites (Facebook, LinkedIn, Twitter, etc.);
    - Ads in the local newspaper announcing meetings for the workers;
    - Hosting "Town Hall" sessions at a public location;
    - Creating media interest about the services available.

Resources for Strategy Continued

Facts

- On-site services provide potentially affected workers with easier access to RR services. Transition centers are usually set up on-site or close to the employer location and each situation provides teams with planning challenges as centers may include, but are not limited to:
  - On-site computer labs and internet access;
  - Worker orientations with information for workers on job opportunities and training support.
- Workshops and training opportunities help workers prepare for transition to re-employment. These may include:
  - Developing resumes;
  - Interviewing skills;
  - Job search assistance/learning to find new jobs/filling out job applications;
  - Understanding how skills and experience relate to new jobs;
  - Dealing with employment loss;
  - Budgeting and paying my bills without a job;
  - Helping my family through this situation;
  - Deciding which school is best for me;
  - Tuition and books;
  - Paying for child care while going to school;
  - Transportation to and from school;
  - Paying moving expenses;
  - Reading/writing skills training;
  - Basic computer skills training;
  - Finishing/obtaining GED;
  - Finishing/obtaining associate's degree;
  - Finishing/obtaining undergraduate degree;
  - Finishing/obtaining graduate degree.
- Transition centers may have "business" and "off-business" hours to accommodate various shifts of the workers and may be set up as soon as the workforce system is notified of the layoff.
- **Vendors are an excellent resource for staffing the centers**.
- There is a lot to consider, but use this step to work out a plan so the team does not overwhelm the employer with details.

Activity: Funding for Layoff and Closure

Purpose: When local Workforce Investment Areas encounter layoff and closure events but do not have sufficient Dislocated Worker dollars to serve an employer event and the impacted workforce, they may request Rapid Response Emergency Assistance Funds (RREAF). These dollars are meant to supplement, not replace Dislocated Worker funds.

Recommended Team Members:

RC	LC	Backup LC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

The local team will find the RREAF funding application online at http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm under Rapid Response - Requirements

Function 2

To ensure greatest benefit of funds, RR coordinators should work with the local area fiscal agent and WIB to mutually agree on funding amounts to support the transition solutions plan and budget.

Function 3

Once the funding application is complete, the regional coordinator and WIB must sign the application ensuring its accuracy and appropriateness. Elements necessary for the application include:

- Target population, employer event and potentially affected worker (PAW);
- Funds requested, incremental needs for program year, proposed budget, which includes staff and administrative costs;
- List all users in the workforce area who will have access to the Special Grant Office to perform data entry tasks.

Function 4

The local WIB or fiscal agent will submit the application to rapdresp@jfs.ohio.gov.

Function 5

RR Unit will process the application and create a Decision Memo. Once authorizing signatures are attained, then the RR Unit will:

1. Submit an allocation request;
2. Send signed decision memo to local WIB, Fiscal Agent, and OWD Fiscal Manager.

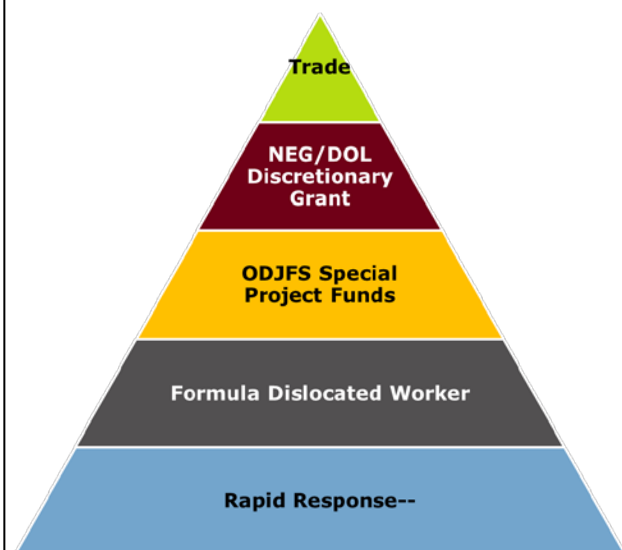
Resources for Funding for Layoff and Closure

Hints & Tips

- RR funds for layoff and closure event service plans may be used for:
  - Equipment;
  - Vendors to provide re-employment services;
  - Transition center;
  - Training costs;
  - Re-employment workshop costs;
  - Job fair;
  - Staffing and administrative costs.
- RC then RR Unit should be consulted when considering funds request appropriateness.
- The purpose of incremental funding is to allow for better monitoring of the flow of program funds and for the redirection of funds throughout the year as circumstances change.
- Decision memo will outline reporting requirements.

Facts

- Remember RR funds supplement local Workforce Investment Areas and priority of usage is shown in the pyramid below when Trade, NEG and Special Project funds are available.



Activity: Rapid Response Vendors

Purpose: RR Unit recommends the commencement of RR service delivery to occur no later than 21 days from the date of notice of an event. To balance the need to expedite RR service delivery and to comply with procurement regulations, OWD created the RR Vendor List. The list includes vendors' qualifications and experience, the RR services within each vendor's capability, and the counties in which each vendor will be able to provide the identified services.

Recommended Team Members:

RC.	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Encourage providers to complete the RR Vendor Questionnaire to be added to the list.

- The RR Vendor List serves as an option for Local Areas to procure RR services through an expedited and simplified process.

Function 2

Local WIBs should establish a fast-track process for RR vendor procurement, less than 5 business days.

Function 3

Procurement of a pre-screened RR Vendor.

- Once it is decided that a vendor is needed to provide services for an event, a representative of the local RR team will access the vendor list (found on the OhioRED website at: http://www.ohiored.gov/index.stm).
- A Local Area issues a "Request for Letterhead Bids" (RLB) to the pre-screened service providers that offer specified services needed in the county(ies) affected by the layoff or closure event.
- Each event is unique. Requirements for services are determined by the local RR team based upon the projected plan for service(s) and communicated to the vendor through the RLB.
- The RR vendors will submit a proposal that includes a service delivery plan and corresponding budget.
- Local Areas will review and score the proposals and select the best, most responsive RR Vendor offering the lowest cost.
- The Local Area will execute a contract with the selected RR vendor and will be responsible for contract management, oversight and for payments to the vendor.

Resources for Rapid Response Vendors

Hints & Tips

- A direct contract with ODJFS may be made when there are larger, or statewide, events that impact several counties within the state of Ohio.
- Requirements for services will be determined by the Local RR Team and communicated to the vendor.
- Each area has a format and process for submitting a proposal and should provide that information when a vendor has been contacted.
- Examples are available from the RR Unit. Contact rapdresp@jfs.ohio.gov
- Use of a vendor should be encouraged. Especially when staffing needs, resources and time are low.

Facts

- RR Vendor Questionnaire
  - The questionnaire is a web based questionnaire in which respondents identify the RR services their organization has the ability to deliver and the Ohio counties in which their organization will be available to provide those services. Responses are screened by state staff and added to the RR Vendor List based on minimum qualifications.
  - Any respondents that do not meet the minimum qualifications or do not provide responses sufficient for ODJFS to make a determination will not be included on the Prescreened Service Providers List, however, they will have the opportunity to reapply for reconsideration.
  - Additional Vendors may be used if they are not on the prescreened list if time allows for the standard procurement process. This list is simply a quick, go-to resource for vendors if time is limited.

Activity: Other Reporting — Marketing the Workforce Skillset

Purpose: These reports were designed to provide local staff with information that will foster proactive rapid re-employment strategies relative to specific events. The following list of reports may identify marketplace opportunity that could result in keeping the affected workforce gainfully employed.

Recommended Team Members:

RC.	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Local team collects job titles/position descriptions from affected employer.

Function 2

RR Unit creates the following reports for matching affected worker skillsets to the talent needs of area employers:

- **SOC Code & Knowledge, Skills and Abilities (KSA) Report**
  - Designed to show the SOC Code and associated skill sets of the affected job titles of each event.
  - To be used as a baseline report for exploring potential re-employment opportunities (used with the Rapid Re-employment Opportunities Report.)
  - A foundation for job development strategies of an affected workforce.
- **Rapid Re-employment Opportunities Report**
  - A secondary report to be used with the SOC Code & KSA report. Designed to show current potential re-employment opportunities for an event; job opportunities are listed by the respective SOC Codes assigned to affected job titles.
  - Creates a basis for identifying employers who are in a recruitment phase and have potential opportunities available for the affected workforce.

Function 3

Local team collects RRWS from the affected workers

Function 4

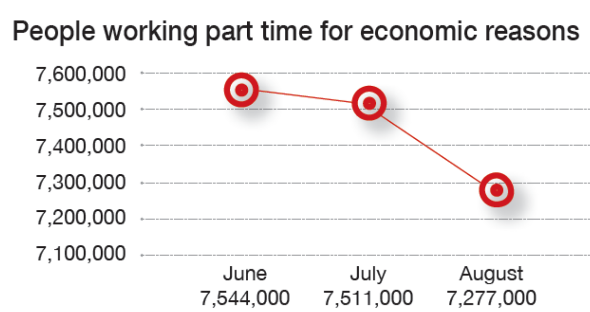
RR Unit creates workforce survey summary and worker WANTED Analytics Report:

- **WANTED Analytics Report**
  - A real-time, customized report based on the results from the Ohio RRWS
  - Provides direction and shows opportunity in the development of a job search strategy by identifying openings by occupation and geographic region, trends and top employers.

Activity: Event Reporting — Marketing the Workforce

Hints & Tips

- Sometimes an employer includes job titles or descriptions when they submit a WARN. If not, contact the employer for this and job descriptions if possible. Names or other personal information should not be included.
- This valuable information allows the RR Unit to research the Standard Occupational Classification (SOC) system. SOC Codes allow occupations to be classified based on similar job duties, skills, education and/or training. Additional information about SOC Codes can be found at http://www.bls.gov/soc/.
- The Knowledge, Skills and Abilities (KSA) provide a standardized list of skills or attributes required to perform a certain job. KSA's are also used in job postings to identify prerequisites in order to apply for such job posting. It is used to help distinguish qualified versus unqualified applicants.
- The Rapid Re-employment Opportunities Report provides a listing of current job postings online based on a job field or SOC Code.
- The RR Unit can provide all of these reports whenever job titles are available.
- Take the SOC Code & KSA Report and review it along side the Rapid Re-employment Opportunities Report. The team will then see local employment opportunities that match the skill set of the affected workforce.
- Aggressive development of relationships with employers furthers the effectiveness of the talent-development pool, by:
    - Getting to know employer needs;
    - Assisting with those needs;
    - Averting potential layoffs.
- Reporting may be used to assist in on-the-job training (OJT) and Ohio Learn to Earn (OLE) program.

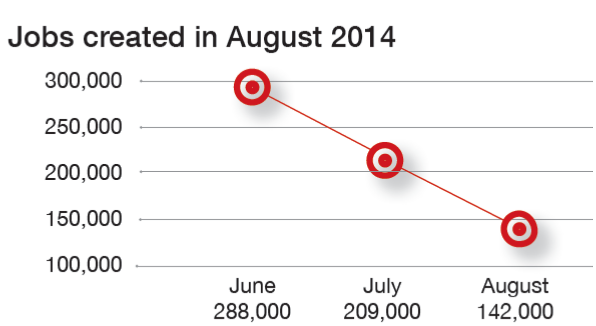


Source: http://www.bls.gov/news.release/empsit.nr0.htm

Activity: Event Reporting — Marketing the Workforce

Facts

- It is generally thought that one-third of affected workers are able to independently make productive decisions and take immediate actions about their future.
- For the other two-thirds of the workers, information, early assistance, and participation can positively impact personal attitudes and adjustment, increase productivity prior to layoff, and reduce the time between being laid off and securing new employment.
- Job titles can often be ambiguous and provide little to no information about the skill set of an affected workforce.
- SOC codes are used to classify workers into occupational categories for the purpose of collecting, calculating, and disseminating data to include the knowledge, skills and abilities required of specific job titles.



Source: http://www.bls.gov/news.release/empsit.nr0.htm

Activity: Initial Employer Meeting

Purpose: The Initial Employer Meeting is about establishing a rapport, collecting needed information, and outlining proposed plan of service based on early information. The result of this meeting should be a draft plan of action making effective use of program dollars to assist the affected workforce in obtaining rapid re-employment.

Recommended Team Members:

RC	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Confirm event data.

- Use RR Initial Contact Form (JFS 01810) and RR Employer Characteristics Form (JFS 01811) available at http://www.ohiored.gov/misc/forms.stm.

Function 2

Outline proposed plan of action, desired outcome/rationale, and benefits to employer.

- Allow time for open discussion.
- If RRWS data was not available prior to the meeting, sell employer on benefits of early data collection.
- If not yet received, ask for job titles/position descriptions.

Function 3

Discuss separation benefits and impact on workers' unemployment benefits.

- Severance pay, retirement, etc.

Function 4

Draft a plan for services agreed to and approved by employer, union (if applicable), and RR team.

- Establish a timeline for feedback.
- Understand that the next steps include the development of a plan that will be sent to the employer for approval.
- Use RR Post Initial Meeting Form (JFS 01812).

Function 5

Share details with team.

- Make notations in OhioRED within 24 hours of the Initial Employer Meeting.

Function 6

Submit final plan to employer including any modifications made.

Resources for Initial Employer Meeting

Hints & Tips

- Focus on selling RR services, "what's in it for them?" and why the employer should participate in RR services.
- Listening for unique opportunities throughout the meeting with the employer will be helpful in designing innovative responses to the layoff.
- In some layoff situations, employers may secure for-profit entities that will provide outplacement assistance to the workers. This is an option that most employers will have in place prior to the engagement of the workforce system and should be embraced as equally valuable and an important addition.
- The employer may or may not include them in the meeting*. If so, it would be helpful for the team to discuss with the firm what activities they will provide, including but not limited to:
    - Resume development;
    - Interview coaching;
    - Job seeking skills training;
    - Social media importance and usage;
    - Direct outplacement matching with potential positions.

* If the outplacement firm is not in attendance at the meeting, it would be important for the RR team lead to request the opportunity to speak with the firm to develop a list of the roles and responsibilities between the two entities. This will avoid duplication of efforts and increase continuity for seamless service to the workers.

Facts

- The peer-to-peer network will complement the services provided by the RR team and OhioMeansJobs Center operators, to bring more dislocated workers into workforce development services and programs. The benefits of the network are increased worker participation and quicker re-employment of dislocated workers.
- A peer is someone from the affected workforce, who is a natural leader and has the capacity to empathize, encourage, and engage his or her co-workers. The peer will not necessarily be from the same division of a facility or even from the local area. For instance, in a production facility, one peer may be from the production work area and one may be from the administrative work area.
- The employer and union (if applicable) are seen as a direct link to the affected workforce. Their cooperation in early distribution and collection of the RRWS is key to customizing the services available to the affected workforce. The RR team should take a copy of the survey with them to the Initial Employer Meeting to outline the benefits of its usage.

Resources for Initial Employer Meeting Continued

Facts

- Some of the benefits of the early data collection includes:
  - Allowing customized services to meet specific workforce needs;
  - Allowing the RR team to ensure they have the most appropriate staff at the RR Worker Orientation session(s);
  - Allowing the RR team more time to react to additional funding needs;
  - Facilitating quicker re-employment, leading to reduced unemployment insurance rates for the employer;
  - Showing the employer has a caring attitude toward the affected workforce and the community.
- Employers who participate in RR services can ultimately save money by getting their employees back to work as soon as possible.

Activity: Approved Plan for Service

Purpose**:** The Plan for Service is a written document, approved by the employer, that details all RR services that will be provided to an affected workforce and a timeline of when the services will be delivered. This plan should demonstrate an element of professionalism and include on-site activities that focus on re-employment as a primary goal, and other supportive services as secondary.

Recommended Team Members:

RC.	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

The Plan for Service step includes the following activities and processes:

- Sell the employer on benefits of the various services to maximize potential package options.
- Plan a RR Worker Orientation session:
  - Determine content to be included in RR Worker Orientation packets;
  - Be sure to include the Re-employment Presentation.
- Establish and facilitate a transition center and/or peer-to-peer network, in partnership with the RR team utilizing state resources and/or vendors (as necessary and appropriate).
- Consider a workforce transition committee, if six months notice to layoff date.
- Design a clear and concise Plan for Services for employer review and approval.
- Enter the Plan for Services into the OhioRED database, correctly identify services in provided fields and attach the plan to the event.
- Review logistical needs.
- Confirm partner scheduling—better to over communicate than not communicate at all.
- Discuss budgetary needs with RC, WIB, fiscal agent and RR Unit.
- Capture which entities will pay for planned services (employer may provide for elements of the service plan, make certain to note it in the plan).

Activity: Approved Plan for Service Continued

Function 2

Below is an example of a recommended minimum set of activities for a Plan for Services with rapid re-employment as the goal:

- RRWS;
- Worker orientation session;
- Peer-to-peer, if event greater than 25 affected workers;
- Resume', interviewing and job search workshops;
- Targeted job fair or reverse job fair.

The above example prepares the affected workers for a hiring opportunity and can be accomplished within a very short time frame, if necessary.

Resources for the Approved Plan for Services

Hints & Tips

Checklist for Approved Plan for Services:

<u>Worker orientation</u>

- o Worker demographic information assessed.
- o Worker orientation plan developed and agreed to by RR team.
- o Appropriate presenters, having ability to market services/benefits, for worker orientation session(s) selected.
- o Determine who will facilitate the session and introduce the team.
- o Confirm who will distribute printed materials on available resources, including local agency contact information, addresses, and phone numbers.
- o Unemployment Insurance (UI) and service strategies customized to meet workers' needs.
- o Worker orientation meeting location confirmed.
- o Any equipment/tech needs for presentations addressed.
- o Presentation agenda approved amongst team members.
- o Prepare RRWS in appropriate languages including cover sheet with full RR ID.

<u>Committees</u>

- o Establishment of committee agreed to by the company, union (if applicable), and RR team.
- o Company and workforce representatives to serve on committee identified with their affiliations.
- o Next steps created for committee (i.e. committee training scheduled, 1st committee meeting scheduled, etc.).

<u>Transition centers</u>

- o Transition center location identified and agreed to by all parties.
- o Furniture and equipment needs identified and method for obtainment determined and agreed to by all parties.
- o Hours of operation agreed to by all parties.
- o Staffing needs have been identified and addressed.
- o Duration of operation and staff roles determined as well as reporting assignments assigned.

<u>Peer-to-peer</u>

- o Peer-to-peer agreed to by all parties.
- o Team of peers established.
- o Role of established peers determined.
- o Training tools, activities, and information provided to peers.
- o Regularly scheduled follow up meetings established.

<u>Approved Plan for Services</u>

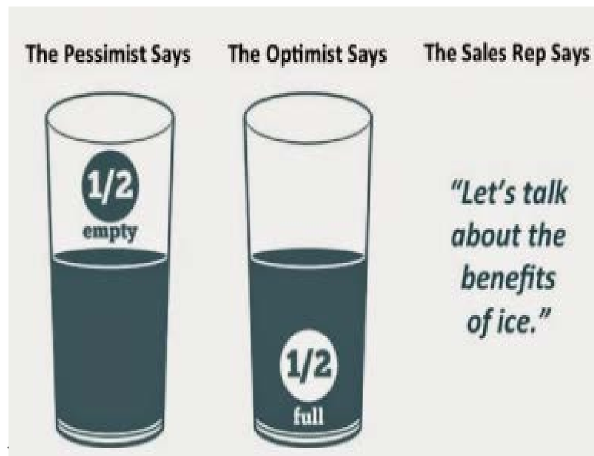
- o Develop a Plan for Services.
- o Submit Plan for Services for approval.
- o Enter Approved Plan for Services in OhioRED on Post Initial Meeting Form*.

*** Update Post Initial Meeting Form in OhioRED any time Approved Plan for Services is amended.**

Resources for the Approved Plan for Services Continued

Facts

- Most employer events are not closures, but a reduction in workforce due to economy, technology or loss of contract. It is important to build a long-term relationship with affected employers as they may be transition solutions in the future, benefiting or impacting your future success at rapid re-employment of impacted individuals.
- Highlights from Mike Fazio's Ohio webinar #2 (Building Long-Term Employer Relationships):
  - Employers are people.
    - Do what you said you would. Reliability is key!
    - Be honest with them.
    - Help them with relevant ideas and suggestions.
  - Talk to them – All of them!
    - Being prepared to really listen and discuss items/issues/opportunities with people. Be relevant.
    - "Don't say it, if you don't mean it."
    - There are various levels of "decision makers"—get to know them all.
    - Know patterns/likes and dislikes.
  - Follow up with them.
    - Offer customers tips/ information to grow their business.
    - Thank customers regularly.
  - Ask them – get their feedback.
    - Employer surveys are available from the RR Unit.



Activity: Rapid Response Worker Orientation

Purpose: The RR worker orientation session is a first opportunity to sell the affected workers on the benefits, services, and resources available to rapidly transition them before layoff date or/and during their layoff to new employment. The goal is to engage the workforce so that the time to re-employment may be minimized.

Recommended Team Members:

RC.	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

The RR message at orientations needs to be consistent throughout the state. Additionally, it is highly recommended that all local teams follow the recommended agenda below.

Function 1

Recommended agenda:

1. Introduction of presenters and goal of RR – rapid re-employment.
2. Importance of RRWS information and impact on connecting to employment opportunities (if not collected). Encourage participation.
3. Presentation of any planned on/off site early intervention services (based on the approved Plan for Service).
4. How to make the most of time to layoff and utilization of the OhioMeansJobs.com system, including House Bill 2 requirements.
5. Transition to Workforce Services System of Ohio Overview (Workforce Investment Act).
6. Trade Adjustment Assistance information (if applicable).
7. Other agenda items if needed (based on RRWS results, worker characteristics or employer request).
8. Stop gap measures: Unemployment Benefits (15 minute max), filing process and requirements.
9. Re-employment message (recommendation, delivered by a workforce specialist).
10. Wrap-up/closing message – re-emphasize goal for each individual is rapid re-employment.
11. Sign-up for already planned services.

Activity: Rapid Response Worker Orientation Continued

Function 2

Other agenda items to consider, based on RRWS or workforce research:

- Labor Market Information and related training for careers “in-demand”;
- TANF, Healthy Start, food stamps, and child care benefits;
- Supportive services available from OhioMeansJobs Center partners or the community;
- Education and training opportunities available from local training providers;
- Personal finance related issues (protecting 401K investments or Consumer Credit Bureau information);
- Physical and mental health related issues.

The orientation provides an opportunity for affected workers to ask questions about available benefits and services directly from subject matter experts represented on the local RR team.

Resources for the RR Worker Orientation

Hints & Tips

- Not all RR team members possess the skills to conduct a presentation that engages the audience and ensures those in need of the services pay attention. Thus the presentation should be conducted by a team member who possesses the ability to:
    - Speak comfortably in front of people;
    - Articulate the message in an audible and clear voice;
    - ”Speak” about the services as opposed to “reading” to the audience;
    - Engage the audience;
    - Conduct a productive question and answer session at the conclusion of each subject area presentation.
- Worker orientation sessions should be conducted as far in advance of the projected layoffs as possible.
- For layoffs with long lead times or with phased dislocations, *additional* shorter sessions closer to the layoff date(s) for the affected workers are appropriate and recommended.
- It is highly recommended that orientations be held on-site, and while the workers are “on the clock”, if possible.
- In those circumstances when an employer is unwilling or unable to allow the workers to be paid to attend the sessions or for the sessions to be held on-site, they should be scheduled at a time and place most convenient to all of the affected workers.
- If possible, keep the number of workers attending each session to a manageable size (30 or less).
- Deliver the re-employment message last. This will leave a more positive final impression.
- Ideal orientations will last about 1 hour.
- If the layoff or closure will affect multiple shifts, each shift may need a separate session scheduled.
- Remember, dislocated workers will experience many emotions and anxieties – unknown financial security in the future included. With the team’s assistance, they can move from fear to hope then to joy when reemployed.

Resources for the RR Worker Orientation Continued

Facts

- Presentation checklist helps to make the worker orientation run smoother.
  1. Locate and confirm meeting location.
  2. Address presentation audio/visual needs.
  3. Confirm which partners will attend each session.
  4. Confirm which partner will present each topic:
     - Description of RR services;
     - Introduction of the RR team;
     - Describe job openings and skill level requirements within the community and the region;
     - Provide basic and specific Unemployment Benefit information concerning the dislocation;
     - Distribute printed material on services and local agency contacts including addresses and phone numbers;
     - Explain what services and resources are available to assist the workers (including any early intervention services planned per the approved Plan for Services);
     - Answer questions and obtain feedback from attendees on concerns and needs;
     - Re-employment message;
     - Other topics as needed.
  5. Sign up for services, workshops, credential programs, etc.
- Tips from Mike Fazio's 8-27-13 Communication Skills Really Matter Webinar can increase the success of orientations:
  - "Communication is less about what is said by the sender and more about what is accepted by the receiver. COMMUNICATION takes place when a sender SELECTS a certain message, gives it SPECIAL treatment for transmission, over a selected channel to a receiver, who interprets the message, BEFORE desired action is taken."
  - Three tips to keep in mind as you prepare for the orientation are:
    - Understand the goal;
    - Understand the receiver;
    - Understand expectations.
  - Workers over the age of 50 may require a different message.

People unemployed in August 2014

9,591,000

Source: http://www.bls.gov/news.release/empsit.nr0.htm

Activity: Transition to Local OhioMeansJobs Center Services

Purpose: Depending on the amount of intensive services and/or training required for an affected worker to become reemployed, it may be necessary to transition any impacted individuals as yet unemployed to the OhioMeansJobs Center when employer event Plan for Service is complete. The goal remains the same, rapid re-employment for workers, and additional delivered services at these centers are above and beyond what has been previously received and should not be duplicated.

Recommended Team Members:

RC	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Establish a process for handing off participant service and training reports to the OhioMeansJob Center to ensure customer ease of services.

- The team lead should share as much data as is available with the OhioMeansJobs Center Director, or designee, on those individuals that have on-going needs.
- OhioMeansJobs Center frontline staff, likewise, should be notified.

Function 2

Outreach to these workers should occur as soon as OhioMeansJobs Center staff gauges services or training necessary and has plans ready for the affected workers.

- The team lead should share workforce and re-employment opportunity data.

Function 3

Identify and understand the various funding streams to support on-going worker needs.

- If the individual goes to his/her nearest OhioMeansJobs Center and this is not the local area with RR funds, then a funding application may be considered.

Function 4

Update OhioRED and Mini-Reg (if not already done, this should be made a full WIA record).

- Be sure to update services record.

Resources for Transition to Local OhioMeansJobs Center Services

Hints & Tips

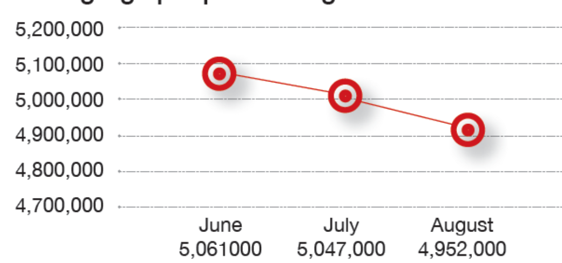
- Tracking customers using the RRID is important in order to link the individual to the employer event. For workers who do not attend an orientation session, but who visit an OhioMeansJobs Center seeking assistance, each worker's appropriate RRID number must be identified and entered accordingly into their OWCMS Mini-Registration record, which can easily be converted into a full WIA registration. This data will assist in tracking workers from specific events and can be used to justify need for additional RR funds and/or potential federal funds as well as provide the state with data needed to assess the impact of RR services throughout the state.
- The RR Worker Orientation Card may be used so the RRID is readily available when they attend the OMJ Center. The Word version of this card is available at http://www.ohiored.gov/misc/forms.stm under the RR Workforce Survey section.
- OhioRED should be updated when training and staff assisted services are provided. Data is tied to dollars.

According to a recent CareerBuilder survey (figure A), more than half (51 percent) of employers who use social media channels to research candidates found content that made them pass on hiring these individuals. If you take a look below, you'll notice that number is up from previous years. (June 2014 Workforce Circus)

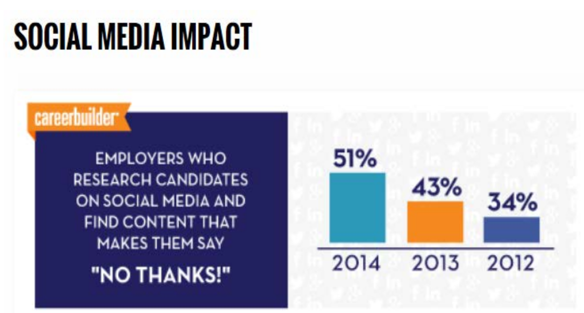
Facts

- "When we are no longer able to change a situation, we are challenged to change ourselves." - Victor Frankl
- “Everything can be taken from a man but one thing: the last of the human freedoms—to choose one’s attitude in any given set of circumstances, to choose one’s own way.” - Victor Frankl
- "It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." - Charles Darwin

Working-age people no longer in the workforce



Source: http://www.bls.gov/news.release/empsit.nr0.htm



(Figure A)

Activity: Post Rapid Response Follow-up for Teams

Purpose: Follow-up is a critical step in any business process and is appropriately the tenth and final process step for RR. Follow up provides regional coordinators, state partners, and local team members strategic review of measurable outcomes, or RR metrics, to identify continuous improvement opportunities that would enhance re-employment outcomes for affected workers.

Recommended Team Members:

RC	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

Gather RR metrics for appropriate review within comparison period.

RR metrics are critical in understanding team efficiency, effectiveness, and quality of service delivery throughout the business cycle. These RR metrics should be reviewed regularly with anyone having a role in in the RR process. The RC and local WIB may want to look at their team's performance in three ways recommended below**:

1. Ability to persuade affected employer to allow early intervention and on-site RR services.
   - How many employers for the period had on-site services? (OhioRED)
   - How many different services were provided on-site? (OhioRED; OWCMS)
   - How many employers received an approved plan of service? (OhioRED)
   - How many employers hosted on-site job fairs? (OhioRED)
   - What percent of employers participated in the on-line employer survey? (RR Unit)
   - Compare to results of previous period. (OhioRED; OWCMS)
2. Ability to encourage affected worker on participation in RR services.
   - How many products, services or communications were there by event? (OhioRED; OWCMS)
   - How many participated in services prior to layoff? Post layoff? (OhioRED; OWCMS)
   - How many were re-employed prior to layoff date? (OWCMS)
   - How many attended orientations? (OhioRED)
   - How many workers experienced re-employment before the average Unemployment Compensation claim? (computed annually and available on www.ohiolmi.com)

Activity: Post Rapid Response Follow-up Continued

3. Ability to sell employers with growth/replacement talent needs on RR re-employment solutions and re-training services.
   - How many times did the team identify employers with growth/replacement talent needs prior to event layoff date? (OhioRED notes)
   - How many employers influenced the service plan – help effectively utilize funds to re-train only in ways that benefit potential new employer? (OhioRED notes)
   - Compare to results of previous period.

Function 2

Look at each RR process step through these filters:

1) Have the "best practices" been identified for each process step based on RR metrics established in protocol?
2) Have the "best practices" been documented for each process step?
3) Have team members been trained on the "best practices" for each process step?
4) Have the "best practices" been implemented?
5) Did the team identify continuous improvement opportunities?

Function 3

Incorporate identified improvements into the local team's process and service delivery.

- Which metrics have had the greatest impact toward the desired outcome, or rapid transition of workforce to re-employment? Share with RR Unit.
- Establish new goal(s) for the next rating period

** RR Unit can offer technical assistance on establishing team metrics.

Resources for Post Rapid Response Follow-up

Hints & Tips

- An example of a desired metric for a local RR team may be serving a higher percentage of impacted workers by event for current program year as compared to previous program year. The metrics are only as good as the data the local team collects.
- Following outlined data entry recommendations will improve quantity, quality and timeliness of collection.
- The following listing of data sources shows where many performance measures may be found:
  1. OhioRED – employer outreach and impacted workforce services
     - WARN/Non-WARN
     - Initial employer contact/ meeting/waiver/NAICS
     - Union
     - Workforce demographics
     - Trade status
     - Worker orientation offered and headcounts
     - Workforce transition committee
     - Peer-to-peer network offered
     - Transition centers offered
     - On-site WIA services offered
     - Job seeking skill workshops offered
     - Job fairs
     - Education fairs
     - Career counseling/financial management
     - Mental health/stress management workshops
  2. Discoverer/CFIS Reporting
     - Mini-registration and full OWCMS services
     - Funds/expenditures
     - Dislocated worker experience
     - Re-employed/re-trained
  3. RR Workforce Survey
     - More workforce demographics
     - Services desired
  4. Employer Satisfaction Survey

Resources for Post Rapid Response Follow-up Continued

Facts

- Follow up is most effective when done on a regularly scheduled basis, but a larger-scope, annual review is recommended as a minimum for each team.
- Getting the team engaged in the review may require the use of open ended questions such as:
  - How much of performance problems are due to:
    - Lack of skill or competence?
    - Lack of clear expectations?
    - Structural or systemic issues that inhibit good performance (understaffed; uneven workflows)?
    - Lack of willingness or notification to do what's expected?
    - What processes are not effectively used?
  - What are the consequences of poor performance areas?
  - What performance improvements would the team like to see?
  - What can the organization do to better support its success?
- For best results, all those having a role in the team's service delivery should be engaged in the solutions to create better buy in by all.

Activity: RR Technical Support

Purpose: The RR unit provides program support and guidance to assist RCs in addressing local team execution and capacity gaps. RR unit staff will be available to engage local teams, working with them to identify service delivery execution gaps then translating these into opportunities and successful program goal attainment. The RR unit will support field staff regionally.

Recommended Team Members:

RC.	OMJ Director	LC	Backup LC	UC	Admin	Fiscal	RR Unit	WIB

Functions:

Function 1

At the request and direction of the RCs and LCs, the RR unit may offer technical assistance to local teams:

- Enhance local team member understanding of RR program capability and funding;
- Build service delivery skills throughout the various process steps;
- Augment local team member ability to discern layoff aversion and proactive RR opportunities;
- Cultivate data interpretation skills;
- Any additional needs as requested.

Function 2

Offer on-going training opportunities, through webinar and on-site/centralized workshops.

- Workforce data, using survey interpretation to develop service strategy.
- Funding guidance.
- Advanced RR techniques – comprehensive look at services and service strategies for workers, job seekers and employers.
- Team development, e.g. RACI tool.
- Marketing RR, teams can utilize data to improve two outcomes:
    - Enhance the use of RR services by impacted employers and PAWs;
    - Boost the sale of workforce skillsets to employers with talent needs.

Activity: RR Technical Support Continue

Function 3

Increase performance accountability.

- OhioRED database and event capture – in order to tell the RR story of how Ohio is serving the dislocated workforce throughout the process.
    - Step by Step Guide
    - Desk Aid
- OWCMS Special Grant use.

Function 4

Coach local teams to recognize regional opportunities.

Function 5

Ensure compliance.

- Quarterly reporting and annual monitoring events.

Resources for RR Technical Support

Hints & Tips

Employers say they can't fill jobs—and here's why by CNBC's Mark Koba.

- A declining unemployment rate—now at 6.1 percent—would seem to mean that employers are packing their payrolls with workers. But many businesses say they are having a harder time filling open positions this year than last year, according to a new survey.
    - Businesses continue to blame a skills gap between jobs seekers and the open positions. “Because of the skills gap, the unemployment rate is still higher than it should be,” he added. “The gap is real.”
    - "Except for those at the top, wages have consistently declined over the past few years,” he said. "What you're seeing now is more temp hiring without benefits. Workers aren't happy about that."
- Here is a survey breakdown of the difficulty and reasons with comparisons to this year and 2013:

Currently, how easy is it for you to recruit and fill positions?

	2014	2013
Very easy	0%	1%
Somewhat easy	17%	19%
Somewhat difficult	58%	66%
Very difficult	25%	12%
I don't know	0%	1%

Source: Express Employment Professionals

Facts

- Job titles are often ambiguous and provide little to no information about the skill set of an affected workforce.
- SOC codes are used to classify workers into occupational categories for the purpose of collecting, calculating, and disseminating data to include the knowledge, skills and abilities required of specific job titles.
- "Success is going from failure to failure without loss of enthusiasm." – Winston Churchill
- RR scenarios are many and varied so individuals are often confronted by new situations and fail to achieve their desired outcomes, the first try. But, that is not always a bad thing: “If you're not failing every now and then, you're probably not advancing. Mistakes are the predecessors to both innovation and success, so it is important to celebrate mistakes as a central component of any culture.” – “Why I Hire People Who Fail” by Jeff Stibel

What is the primary reason that your open jobs are not filled?

	2014	2013
Lack of available applicants	52%	46%
Not enough pay offered	13%	15%
Lack of experience	10%	12%
Lack of hard skills	10%	13%
Other	8%	9%
Lack of soft skills	4%	3%
Client location	3%	0%
Unwilling to work part-time or temp roles	1%	2%

Source: Express Employment Professionals

Conclusion

The RR Unit hopes that this Process Guidance for Local Teams is beneficial to you and your team in delivering Rapid Response. This hands-on, step by step approach to RR can be used as a guide book, or a quick reference guide as necessary.

If there are a few things we want you to come away with after reading this supplemental guide, it is that:

1. RR serves the employer as much, if not more than the affected worker.
2. Re-employment is the goal and lasting message of RR.
3. No single RR event is the same. Therefore, a static approach is not recommended. Instead, an creative and outside the box approach can be more beneficial depending on the circumstance.

Resources

As an organization, we have excellent ideas and initiatives. These could be ideas for a new department or an improved process. For one reason or another, the those excellent ideas may not come to fruition. In John P. Kotter's book "Leading Change" he gives eight different reasons why these initiatives fail. Let's take a look…

Eight Reasons Major Change Initiatives Fail

Error No. 1: Allowing too much complacency (by far, the biggest mistake), so… establish a sense of urgency.

Error No. 2: Failing to create a sufficiently powerful guiding coalition, so… create one and get it to work like a team.

Error No. 3: Underestimating the power of vision, so… develop a vision and strategy.

Error No. 4: Under communicating the vision by a factor of 10 (or 100 or even 1,000), so… use every vehicle possible to communicate it and have the guiding coalition role model the expected behaviors.

Error No. 5: Permitting obstacles to block the new vision, so… empower broad-based action by changing systems or structures that undermine the change vision and encourage risk taking.

Error No. 6: Failing to create short-term wins, so… plan for visible improvements, create them, and visibly celebrate them.

Error No. 7: Declaring victory too soon, so… consolidate gains to produce more change by leveraging increased credibility to change systems, structures, and policies that don't fit together. Ingrain the vision through hiring and promotion processes.

Error No. 8: Neglecting to anchor changes firmly in the corporate culture (until new behaviors are rooted in social norms and shared values, they are always subject to degradation as soon as the pressures associated with a change effort are removed), so… develop more and better leadership with more effective management.

Resources

What are the consequences of these eight errors?

According to Kotter, the consequences of these eight errors are that:

- New strategies aren't implemented well
- Acquisitions don't achieve expected synergies
- Reengineering takes too long and costs too much
- Downsizing doesn't get costs under control
- Quality programs don't deliver the hoped-for results

The first four errors (too much complacency, insufficient powerful guiding coalition, dismissing the power of vision, under communication of the vision) result from a hardened status quo. The next three (current culture sabotaging vision, lack of creating short-term wins, declaring victory too soon) affect the introduction of new practices. The last (failure to anchor changes firmly into the culture) keeps changes from sticking. A lot of frustration felt be quality professionals results from a tendency to give cursory consideration to one through four and hope that undertaking five through seven will get results.

Resources

Department of Labor - Rapid Response
http://www.doleta.gov/layoff/rapid.cfm

Labor Market Information
http://ohiolmi.com/

Office of Workforce Development
http://jfs.ohio.gov/owd/

Ohio Department of Job and Family Services
http://jfs.ohio.gov/

OhioMeansJobs
https://jobseeker.ohiomeansjobs.monster.com/home.aspx

OhioRED
http://www.ohiored.gov/index.stm

Ohio Workforce Case Management System (OWCMS)
https://owcms.ohio.gov/wcms/logon.xhtml

Rapid Response Forms Page
http://www.ohiored.gov/misc/forms.stm

State Policy and Guidance Information
http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm

RR Unit Contact Information

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Rapid Response Email Box:
rapdresp@jfs.ohio.gov

OhioRED Desk Aid

The OhioRED database is the central location for all information regarding dislocation events. From Notification through the Transition to Other Program Services, anything that has been done for a worker or group of workers should be tracked through the OhioRED database. The data from the OhioRED database will be what the State uses to determine funding distribution, as well as assist with information for Federal requests for funds. What makes this system unique is that we document all known dislocation events, including non-WARNs.

Beginning with PY10, the Rapid Response unit made an effort to upgrade the OhioRED database to make it more user-friendly. The upgrade also helped to do a better job of capturing data in order to tell the story of how we are serving the impacted worker throughout the process. This Desk Aid is designed to be a general overview of OhioRED and how it works. This supplemental tool can be used in addition to the Step by Step Guide which takes you through the data entry process of entering an event into OhioRED. Please note that this is a living document, and that as OhioRED continues to evolve and change, parts of this guide may no longer be applicable until updated by the RR Unit.

THINGS YOU WILL NEED
1.) Windows-based PC with Internet Explorer 6, 7, or 8
2.) A OWCMS login with a Rapid Response office
3.) OhioRED Access

According to Rapid Response data from PY12, 76 % of job losses reported were in non-WARN situations.

When is it necessary to enter an event in OhioRED?
The answer to this is very simple: any time you or your team hear about a layoff, and verify with the employer that a layoff is occurring or has occurred, you need to go into OhioRED and search for an entry for that event in the system. The next section will better outline how to do this most effectively. This includes cases where a layoff occurred in the past, and the local area just found out about it. OhioRED entries should include all layoff events, even if only one individual is affected; in the end, 10 layoffs of two people has the same impact as one layoff for 20 people; making it critical that this data be captured.

What timeframe constitutes separate OhioRED entries?
When a layoff date is first determined, *any additional dislocations from that facility location within the next 30 days* should be captured in the **same** OhioRED event. Any layoffs that occur *more than 30 days* from the first layoff date will need to be entered in OhioRED as a **separate** event. Details regarding the number of workers to be impacted

should be entered in the corresponding "Number of Permanent Workers Affected" box. If there is only one dislocation for the company, the second row should be left blank; do not enter zero (0) or mark the box unknown.

A new OhioRED entry must be made for a facility when another layoff is taking place more than 30 days from the original layoff date. Additional layoffs within the first 30 days should be added to the original event.

Example: Company XYZ is planning to do layoffs July 10, 15, August 2, and 17. The first OhioRED entry would encompass the July 10 & 15 layoffs as well as the August 2 layoff. The August 17 layoff would be captured as a second OhioRED entry for the same employer.

OhioRED Data Entry throughout the Rapid Response Process

OhioRED should not just be filled out during Notification. *It is an ongoing system that needs to be updated as an event progresses*. However, we understand that throughout the process there will be certain fields that the employer may not be able to provide the information for. In this case during initial data entry, the "Unknown" field should be checked. By checking the Unknown field, this indicates that the field was not accidentally missed during data entry and shows that the most complete and accurate data entry possible is occurring. Please see the OhioRED Step by Step Guide for required fields that need completed in order to save an initial entry.

Company Search

After receiving Notification of a layoff event, and verifying the event with the employer, the first step to entering a new event into OhioRED involves doing a search for the company in question. The user is required to do a search for the company before creating a new event. This is to lower the amount of duplicate entries in the system, which affects reporting numbers when analyzing the overall impact to the workforce across the State. A search for an event can be done using the company's name, county, event status, layoff start date, or the four digit sequence number from the end of their Rapid Response ID (RRID) (**Figure 1**). **An event's Rapid Response ID (RRID) can be found in the upper right corner of most screens in OhioRED, and is referred to as the "Rapid Response Event Number."** It is recommended that the user attempt searches using both the company's official name as well as any nickname(s), if a company has one. This will maximize the chances of finding an entry for the employer that is already in the system, and reduce the odds of duplication. Searching by company name is generally the most effective search method and is highly recommended.

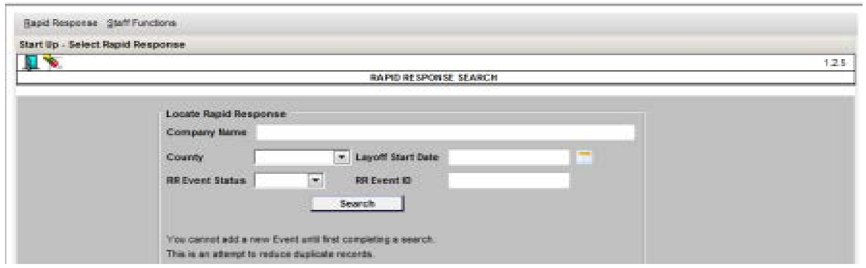
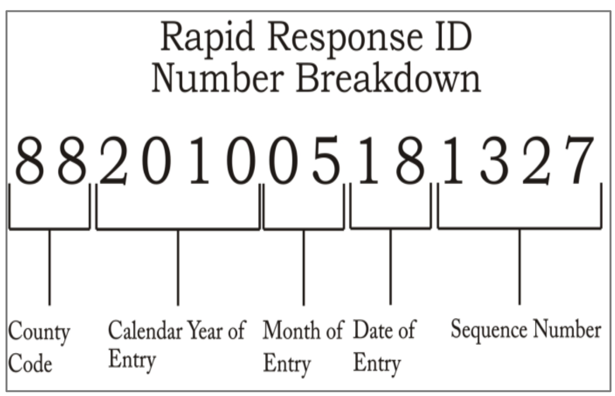


Figure 1

When doing a search for a company name, you must add wildcards. Using % as a wildcard will help when trying to find a company in OhioRED. **Example: For "Federal Mogul (Champion Spark Plugs)", searching for "Champion" or "Champion%" will not find it, but searching for %Champ% will, by using wildcards both before and after the word.**

Once the event is saved later on, take note of the system-generated Rapid Response Event Number in the upper right corner. This number consists of the two digit county code, four-digit year, two digit month, two digit day, and a four digit sequence code that starts over at 0001 every July 1 (**Figure 2**). This number is important when entering a dislocated worker into OWCMS Mini-Registration to connect each impacted worker back to a specific event.

Figure 2



Once the user has done a company search, the search results screen will show (**Figure 3**) and the user should check the date fields to see if there is an entry date close to the one they want to enter. The user will be able to sort the entries by clicking on the headers. Once the user finds the employer they want, they click the box to the left of the employer's name to enter into the record. If the user wants to copy an employer's record to a new record for a new dislocation event, they click in any of the fields from the search results screen, then click "New Rapid Response", and then indicate that they want to copy the information from that event to a new record. A new record will be created that is pre-populated with the employer and corporate information from the previous record.

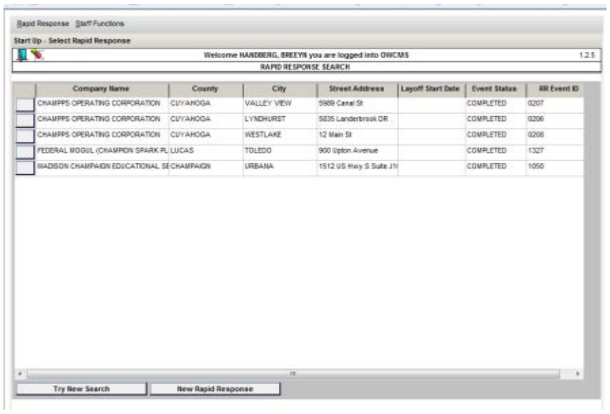


Figure 3

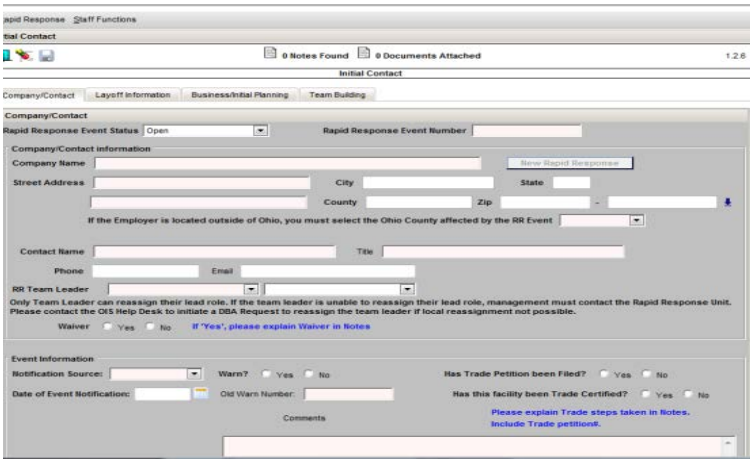
If a company has multiple layoff dates entered in one event, that record will appear in the search results multiple times.

Initial Contact Section

The Initial Contact Form (JFS 01810) should be used as a general guideline when the team's chosen Primary Contact makes the Initial Employer Contact. It is also good to keep a copy of the Employer Characteristics worksheet (JFS 01811) handy when making this contact because the employer may offer information regarding some of these fields. The primary goals of the Initial Employer Contact should be to begin building a relationship with the employer, to get the Initial Meeting scheduled and to sell the employer on utilizing Rapid Response early intervention and layoff aversion services.

Since a majority of searches done in OhioRED are based on the employer's name, **it is imperative that careful consideration be taken when entering an employer's name**. This is critical for future searches of companies. The consideration also ensures the ability of all partners to locate events, and avoid event duplication. See **Figure 4** for a sample of the Company/Contact tab.

Figure 4



It is critical that the “Number of Permanent Workers Affected” and “Layoff Date Range” fields are filled in, and are updated whenever they change. These two fields are used for reporting purposes when gauging the impact of dislocation events across the State. See **Figure 5** for the Layoff Information tab where these two fields are located.

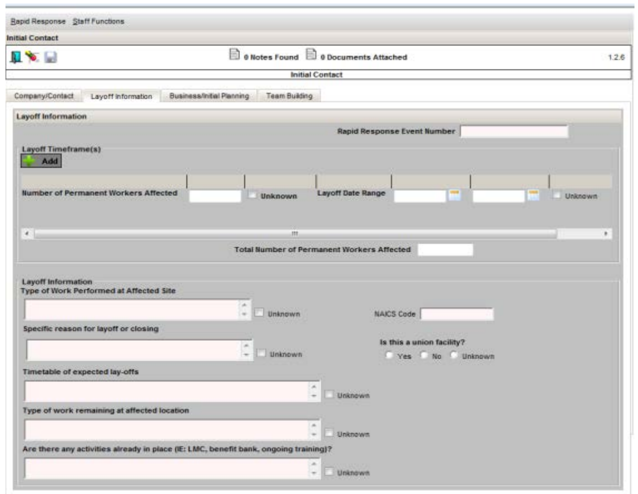


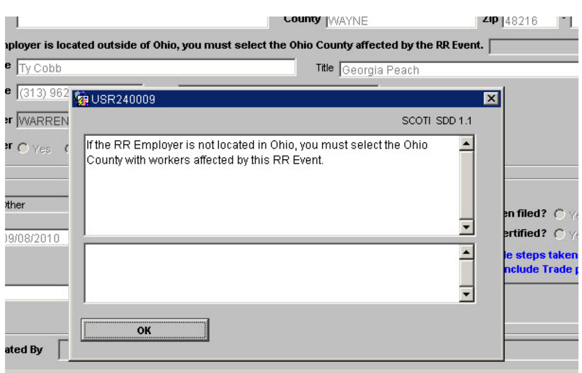
Figure 5

Out of State Employers

Since many Ohioans work out of state, and we need to capture the impact of their potential dislocation events as well, OhioRED supports adding out-of-state employers to the database.

Once the user has entered the address information for an out-of-state employer, completed the rest of the record, and clicked the “Save” button, a box will pop up prompting the user to select which Ohio County is affected (**Figure 6**). After the user selects the Ohio county, they must click the “Save” button again.

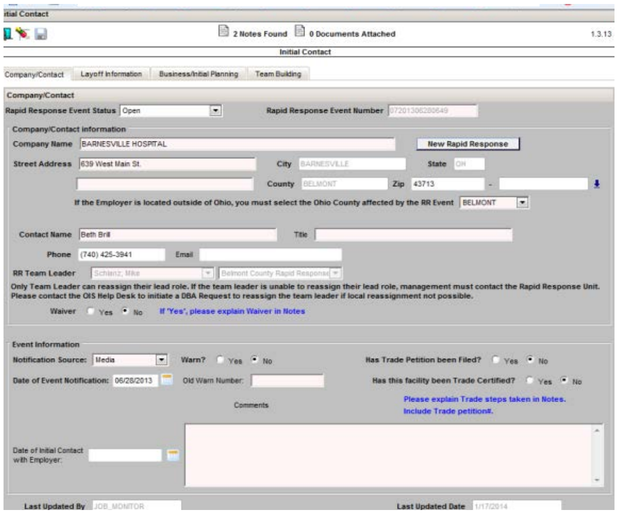
Figure 6



It is CRITICAL to select and save the correct Ohio County the first time because it will be used when generating the RRID. Once a record is saved, the Ohio County that is affected by an out of state layoff cannot be changed.

When the affected Ohio County has been identified and the record is saved, it will look like **Figure 7**.

Figure 7



Since some companies are commonly referred to by their corporate title or nickname, rather than the name they are locally known as, **the current recommended format is to put the local company's name in first, and then the corporate title and/or nickname, if known, in parentheses immediately after. An example would be Mills Pride (Masco)**. This way when someone does an OhioRED search for %MASCO%, they will still see the result.

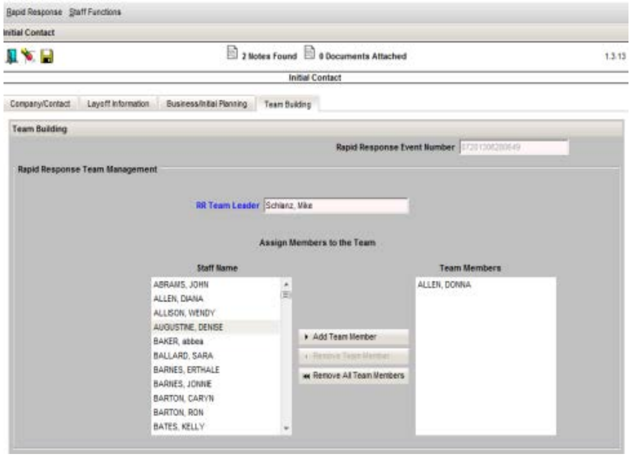


Figure 8

Team Building

In order to help teams be notified of changes to Rapid Response events that they are involved in, we have built in a feature called Team Building (**Figure 8**). Team building allows the person designated as the RR Team Leader on the Company/Contact tab to add members of their local team for each event. Any time that an event is updated in OhioRED, the system generates a nightly email that will be sent to everyone who is listed as a member of that event's team. The email will contain event RRID, update date, the team member who entered the update, and company name. The email will not include the specific changes made though. The email will look like **Figure 9**.

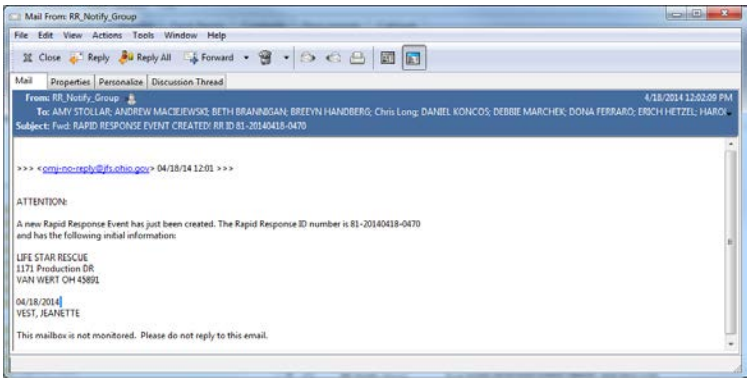


Figure 9

This system will only allow a user to add individuals who have access to OhioRED, either read or write. In order to obtain OhioRED write access, team members must first attend/view an OhioRED training, and complete the follow up Survey Monkey confirmation of training. Any access issues should be reported to rapdresp@jfs.ohio.gov.

Notes

Previously there had been free form comment fields all throughout OhioRED for users to add any notes and comments pertaining to a dislocation event. In a later upgrade to the system, a Notes section was added. The Notes feature is accessed by clicking on the icon that looks like a sheet of paper, located at the top-middle of each of the different OhioRED tabs. There is text to the right of the icon to indicate how many notes exist for the current record (**Figure 8**).

Fields in the Notes section are as follows:

- "Note Date", which is automatically populated based on when a note is initially saved,
- "Subject", which can be chosen from a drop down list by clicking on the arrow;
- "Staff", which indicates the user who entered the note;

- "Source", which is the screen of OhioRED where the user was when they entered the Notes feature.

The final two fields, "Send Email Date" and "Agent Email", work together to provide the user with an automated follow-up email upon request. In order to receive a follow-up email, the user should type in what date they wish to receive the email, check the box, and verify their email address in the "Agent Email" field. If the email address is incorrect, the user can update it in the box. Once the user has done all of these things, they must save the note, and then they will be scheduled to receive the automated email to remind them to follow up on their note (**Figure 10)**.

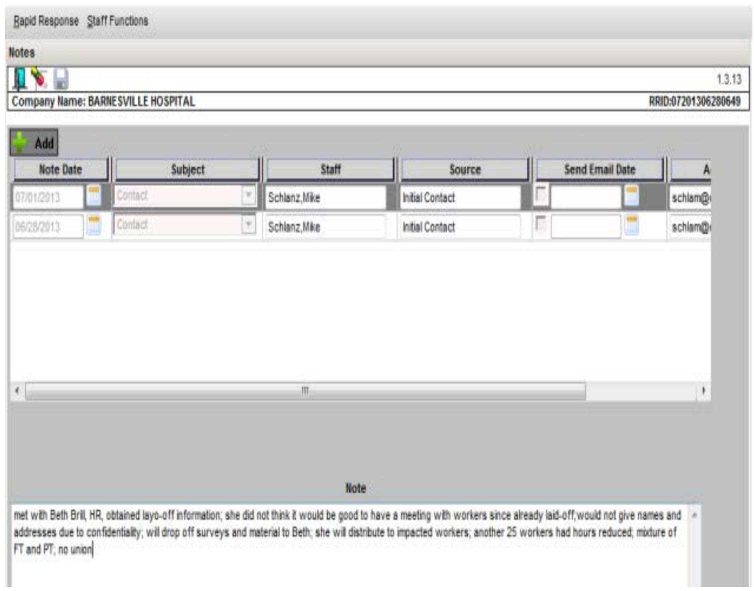


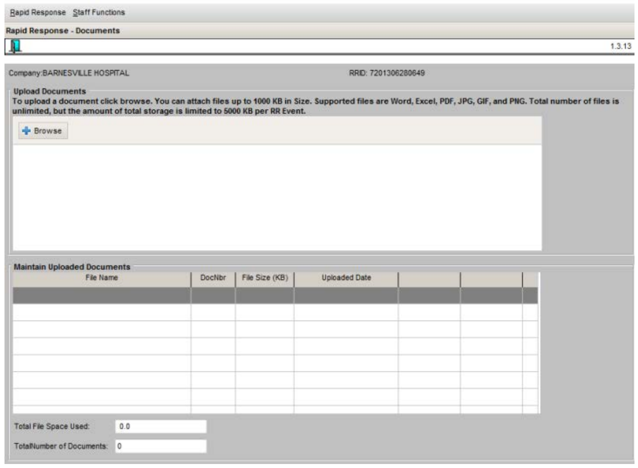
Figure 10

Document Attachment

In order to easily share documents between team members and keep records of documents regarding layoff events, users may add documents directly to OhioRED records. The problem with linking to an article with the web address is that over time those web addresses can change, expire or be taken down. If a screenshot is taken or PDF is made of the article, we have record of it indefinitely.

Document attachment is accessed by clicking on the icon that looks like a sheet of paper, located at the top-center of each of the different OhioRED tabs. There is text to the right of the icon to indicate how many documents are attached to each event. Clicking this button will take the user to the Rapid Response Documents screen (**Figures 11**) which shows a list of all documents attached to the event. Microsoft Word, Excel, PDF, JPG, GIF, and PNG files are supported, up to a maximum of 1000 KB in size per file, with a maximum storage of 5000 KB per RR event. The list of uploaded documents will provide a count of the total size of the files and when each file was uploaded.

Figure 11



Documents can be viewed by any user with read or write access, but only users with write access have the ability to upload or delete a document. The first time you use document attachment on a computer, you may see a dialog box pop up like in **Figure 12**. You should check "Always trust content from this publisher," in order to avoid this popup every time you attempt to attach a document.

Figure 12

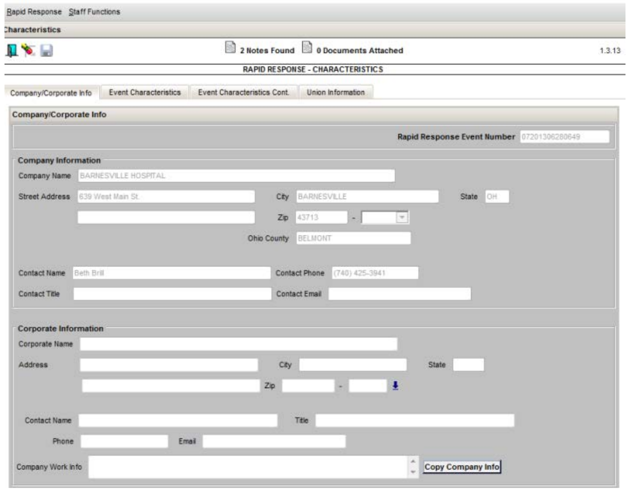
Event Characteristics Section

The Event Characteristics Form of OhioRED is where the bulk of worker demographic information is captured, which will be used to customize the Plan of Services and determine local funding needs. This information will also be used for development of Rapid Response Funding requests and National Emergency Grant applications and/or other Federal opportunities for funds. The Employer Characteristics worksheet (JFS 01811) should be used during the entire Rapid Response process, and its corresponding OhioRED section should be updated *constantly* as new or more accurate data is obtained. This data can be gathered in conjunction with the Ohio Rapid Response Workforce Survey.

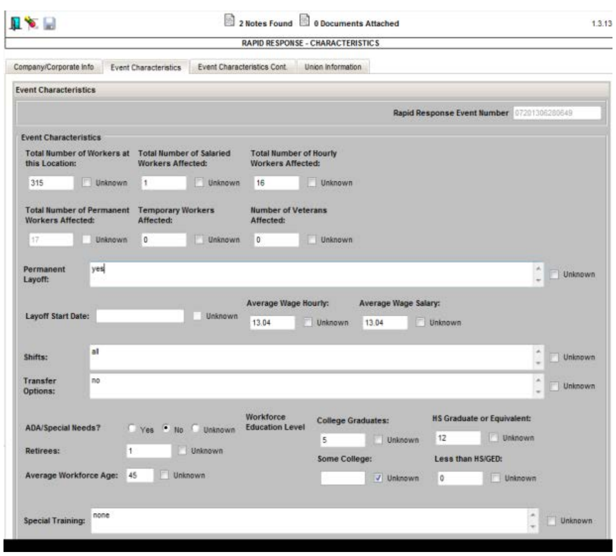
The company's information is automatically populated into the beginning of this section

(**Figure 13**), based on what was entered on the Initial Contact section. It is important that the corporate information (if applicable) is captured here for future data searching purposes.

Figure 13



In the Event Characteristics tab shown in **Figure 14**, two additional questions of this section, “Total Number of Permanent Workers Affected” and “Layoff Start Date” are auto-populated from the Initial Contact form. Additional worker characteristics can be seen in **Figure 15**.



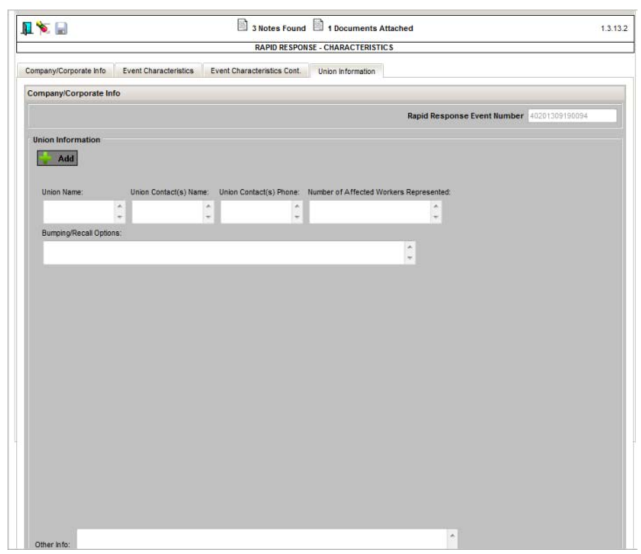
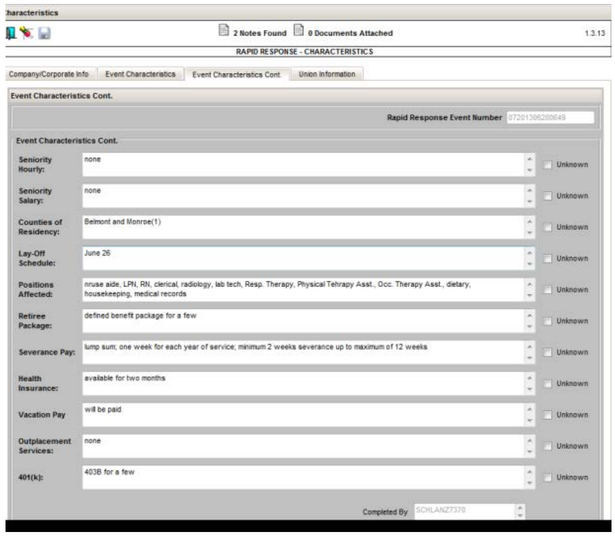


Figure 14

Figure 15

All Union information should be captured on the Union Information tab of this form (**Figure 16)**, so it is kept in a centralized location and is easily accessible. To add additional Unions, the user should click the plus button shown near the top of the screen, which will insert a space for entry of any additional unions involved in the event.

Figure 16



Post Initial Meeting Section

The Post Initial Meeting Form should first be filled out with information obtained during the Initial Meeting between the employer, union (if applicable) and the Rapid Response Team. It should continue to be filled out as more information becomes available *throughout* the Rapid Response process.

The Representative/Worker Info tab (**Figure 17**) should be filled out with information regarding the Initial Meeting that occurred with the employer and union (if applicable). At the bottom of this tab the user should capture information regarding the Worker Orientation, as it is initially agreed to. In the planned Post Orientation Form (next section) we will capture information to follow up on Worker Orientations and other services offered.

It is important that outcomes of Rapid Response Worker Orientation Sessions be recorded in the Post Initial Meeting and Post Orientation forms (**Figures 17 & 18**). **In the Post-Initial Meeting form, the "Workers Orientation agreed to and scheduled" question must be answered, and on the Post Orientation form the "RR Worker Orientation" section should be filled out**. These two items are utilized for reporting purposes to determine frequency of worker Orientation sessions, as well as aggregate attendance.

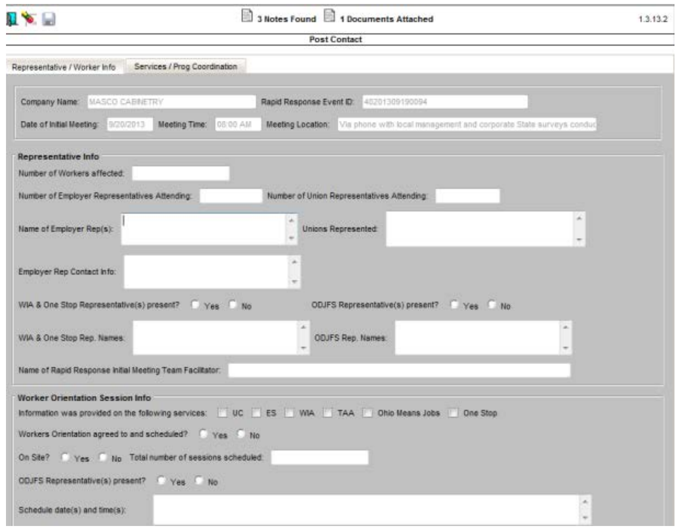


Figure 17

The “Services/Prog Coordination” tab (**Figure 18**) should be used to indicate what services beyond a Worker Orientation the Rapid Response Team and its partners plan to provide to the workers. Information should be entered in the Notes section regarding locations planned for these services. When entering these notes, the “Services” subject from the dropdown box should be selected.

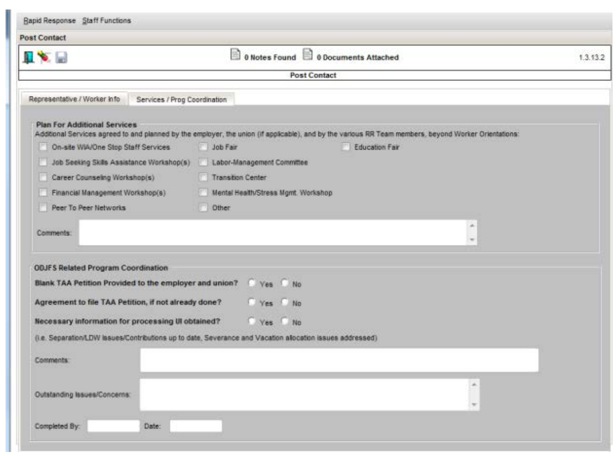


Figure 18

Post Orientation Section

This section (**Figures 19 & 20**) fulfills a need to track participation levels for Rapid Response services. While most of the fields are designed to be filled out once the worker Orientation has been completed and additional Rapid Response services are taking place, the worker Orientation field is always available. The services on this screen become available as they are selected on the Post Initial Meeting form as part of the Approved Plan (**Figure 18**). As additional services are planned and take place throughout the Rapid Response process, Rapid Response team members should update the results of those services in the OhioRED database.

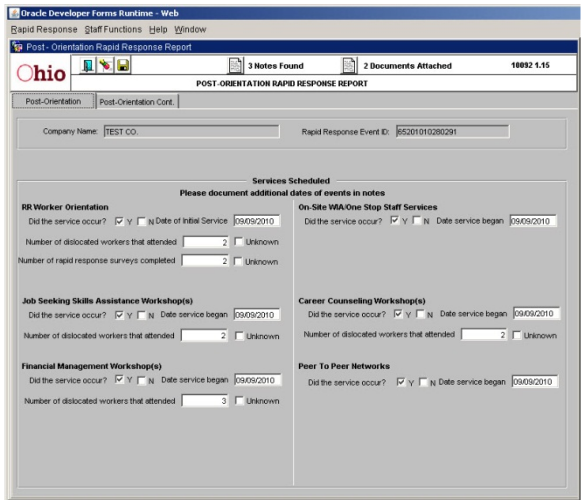


Figure 19

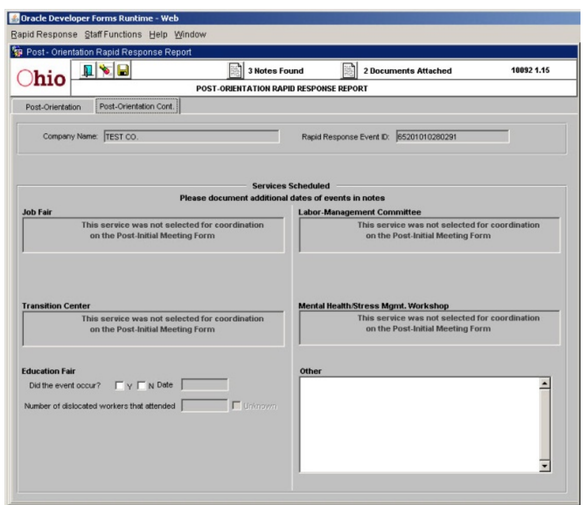


Figure 20

Checklist for OhioRED Data Entry

- ☐ General
  - o Thoroughly search to verify that an event does not already exist, and that a new entry is needed
  - o Update fields as information evolves and becomes known *throughout* the process
  - o Notify team members as updates are made to the entry
  - o Supporting news articles, WARN letter(s), etc. attached as they are available
- ☐ Initial Contact Section
  - o Company name is entered with corporate name and/or any nickname in parentheses
  - o Spelling of company, address, and contact names have been verified
  - o Initial Meeting arrangements have been entered
  - o "Team" built to ease notification of OhioRED event updates
- ☐ Event Characteristics Section
  - o Corporate Information has been entered (if applicable)
  - o Worker characteristics entered
  - o Worker demographic information entered
  - o Union information entered
- ☐ Post Initial Meeting Section
  - o Initial Meeting information entered
  - o Worker Orientation information entered
  - o Plan for Additional Services entered
- ☐ Post Orientation Section
  - o Services updated as they take place
  - o Worker participation and attendance documented

Ohio MEANS Jobs.com

Department of Job and Family Services

John R. Kasich, Governor
Cynthia C. Dungey, Director

Office of Workforce Development

OhioRED

Step by Step Guide

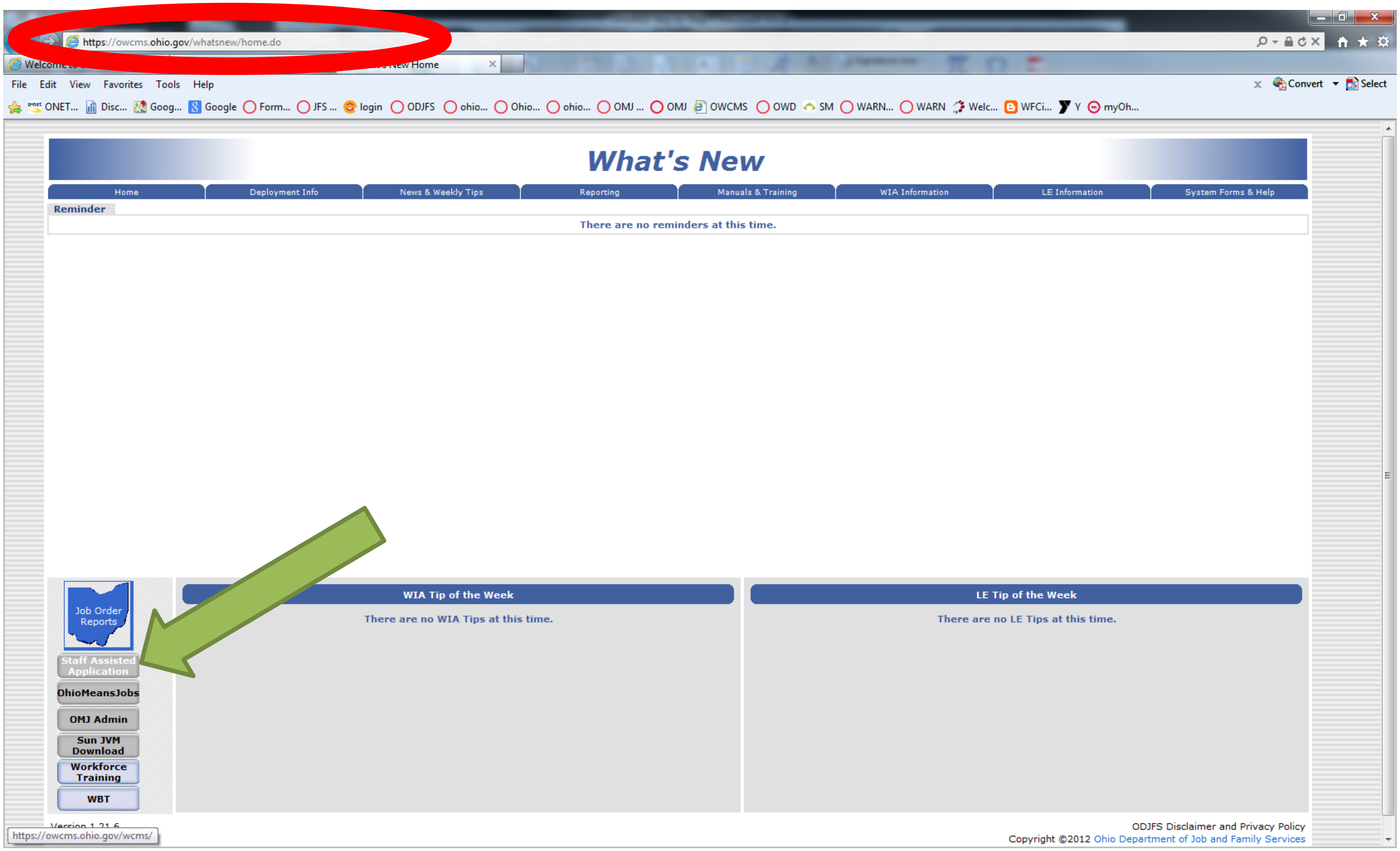
How to Enter Event Information from Start to Finish

Updated 9/24/14

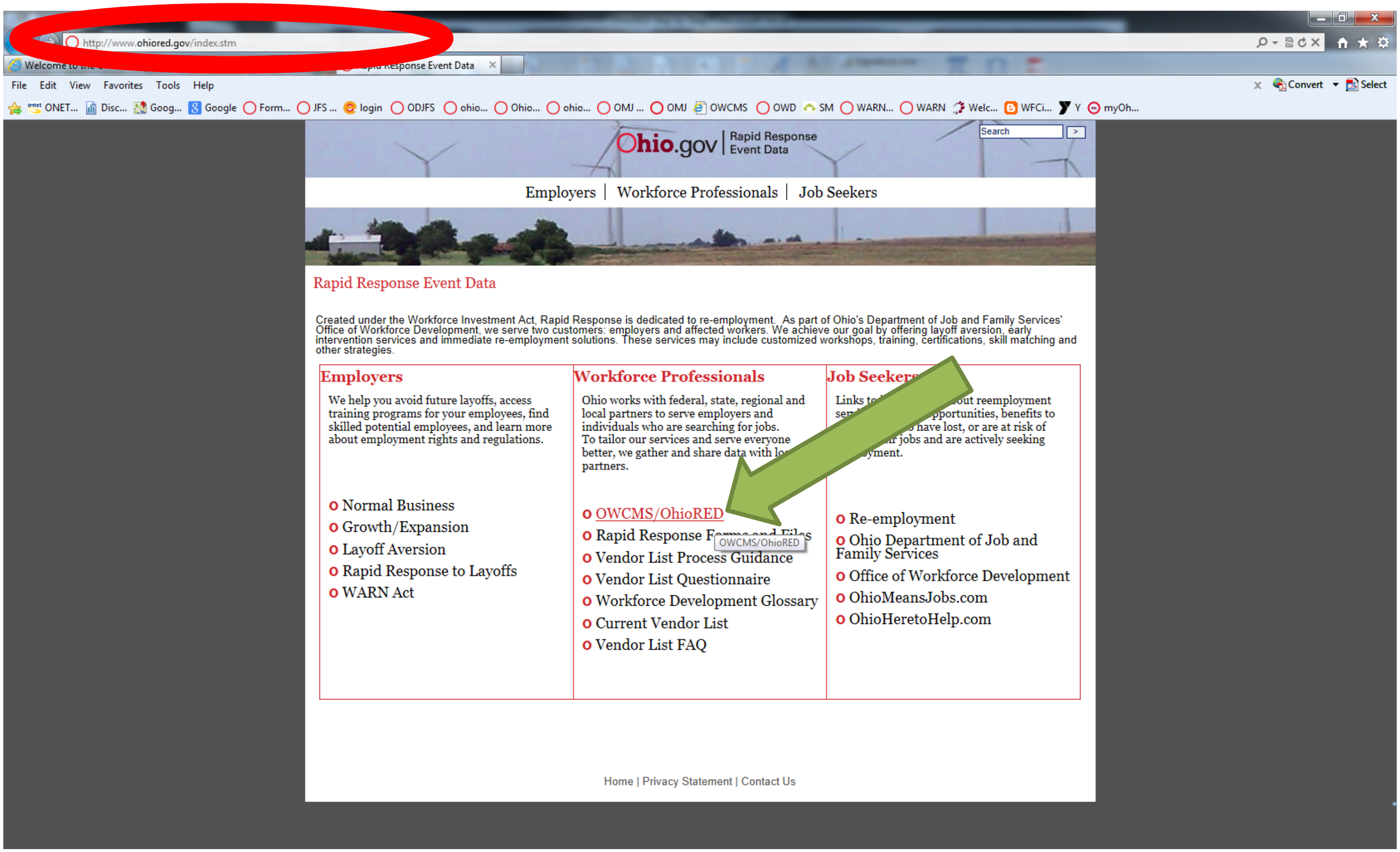
The OhioRED Step by Step Guide is a new tool developed by the Rapid Response Unit. It's designed to be a supplemental aid to anyone who uses OhioRED, novice or amateur. From start to finish, the detailed instructions and screenshots provide the required steps for entering a new event into the system. The Step by Step Guide can be used in addition to the OhioRED Desk Aid which is a general overview of the OhioRED system.

Anyone can have "read only" access into OhioRED. In order to gain "write" access, you need to view/attend the Rapid Response/OhioRED training and complete the follow up Survey Monkey.

Any issues regarding access should be sent to rapdresp@jfs.ohio.gov.



Step 1: Open your web browser. Enter https://owcms.ohio.gov/whatsnew/home.do into the address bar, and then select Staff Assisted Application.

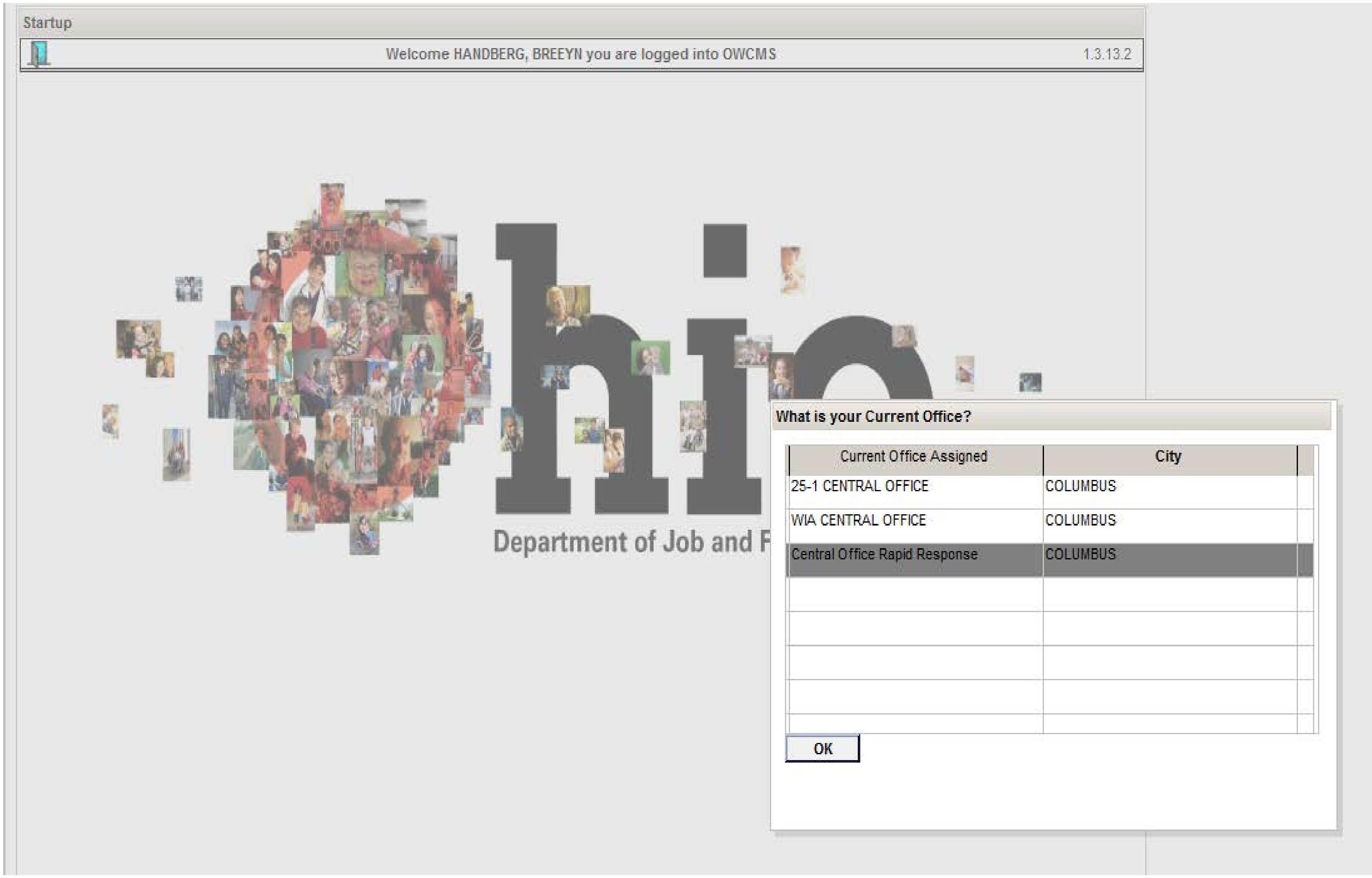


OR open your web browser. Enter http://www.ohiored.gov/index.stm into the address bar, and then select the OWCMS/OhioRED link under Workforce Professionals.

You will most likely get a pop-up with a security warning. Select yes to continue.

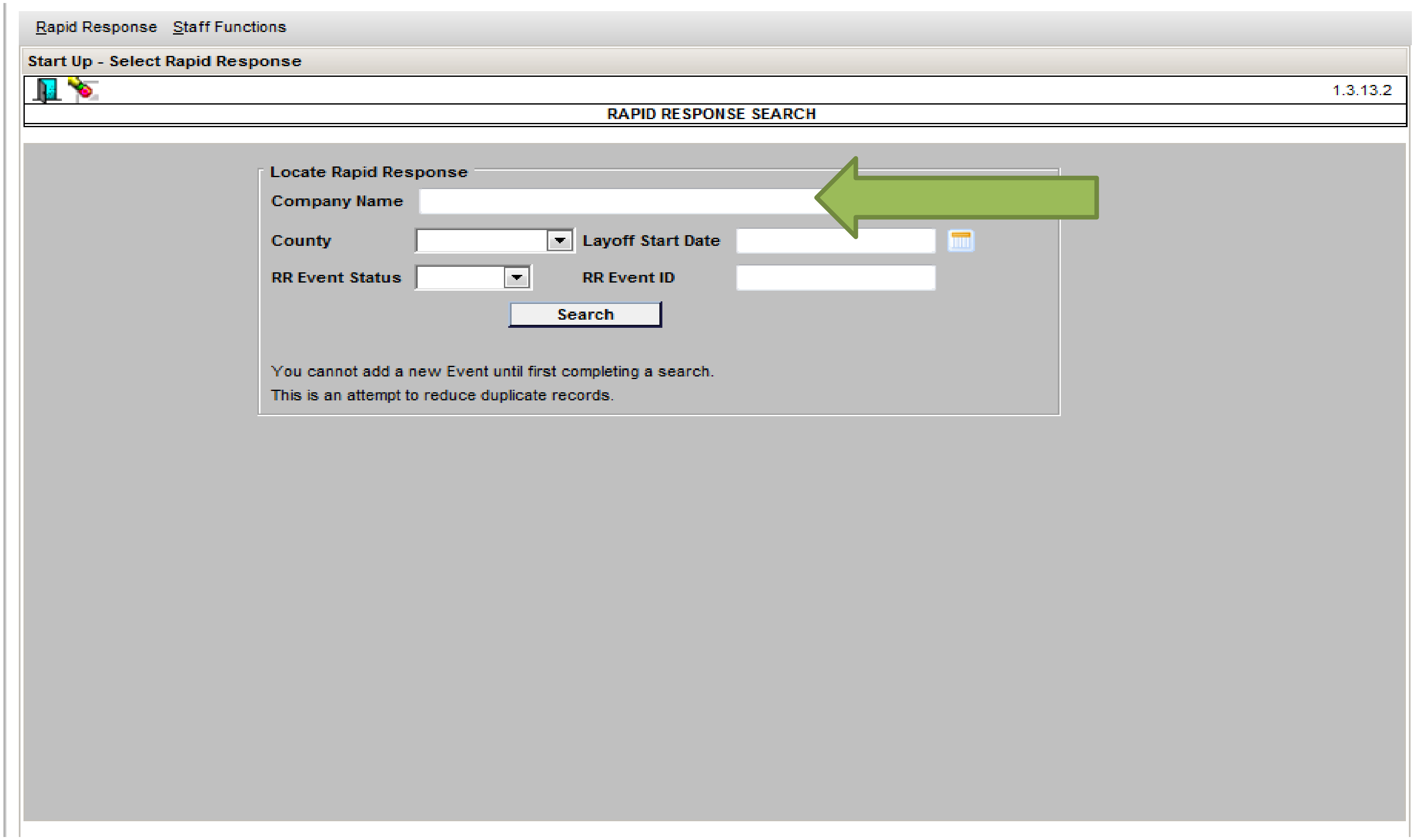
Step 2: Sign in to OWCMS using your Novell username and password. Select submit button when done.

Staff without a Novell username, your username is the same as before the upgrade. EX: Perigo2241 (last name followed by last four digits of your SS#)



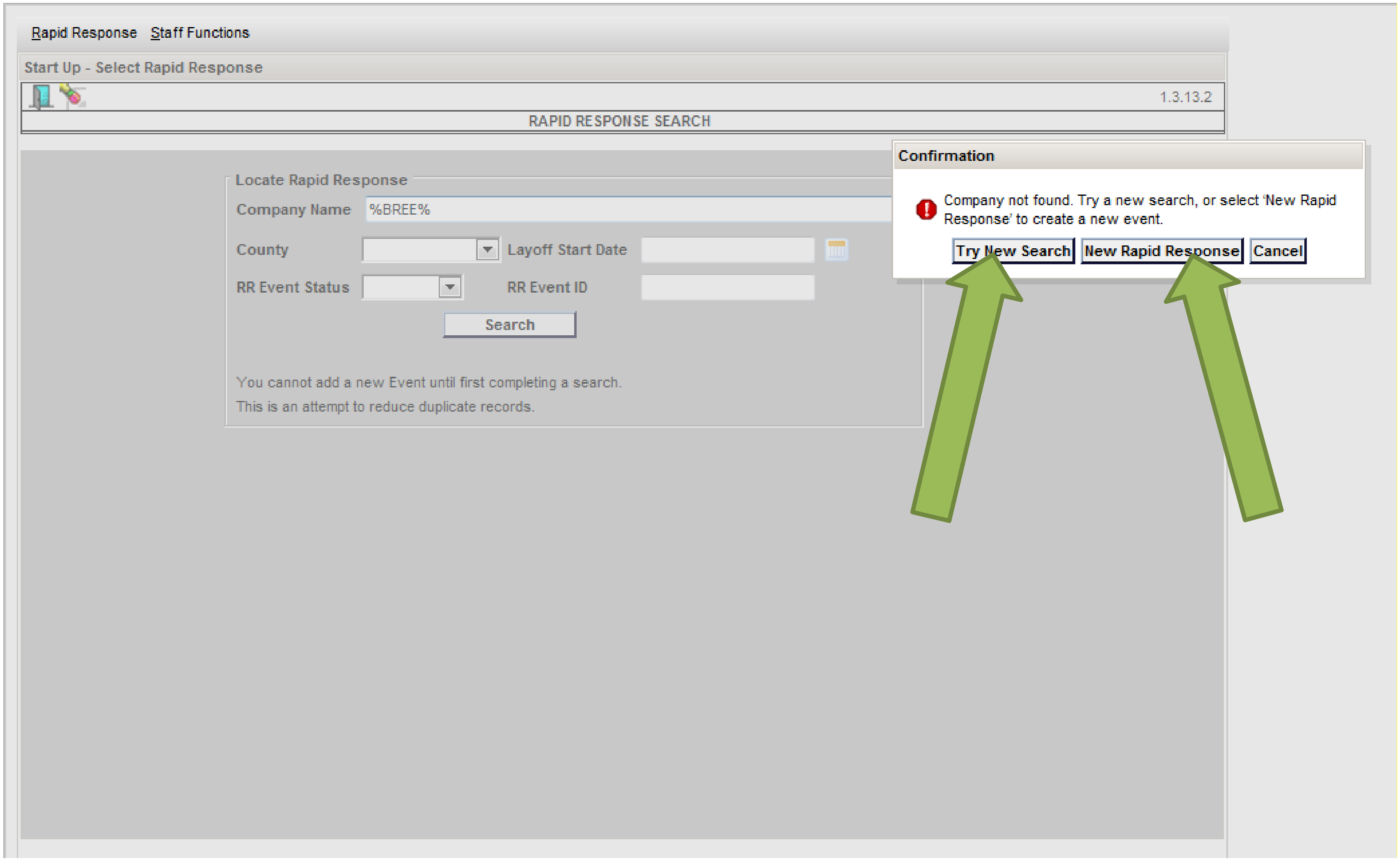
<u>Step 3</u>: You will get another pop-up asking what is your current office? Select the office that has "Your County" Rapid Response in the title.

EX: Cuyahoga County Rapid Response. Then click OK.



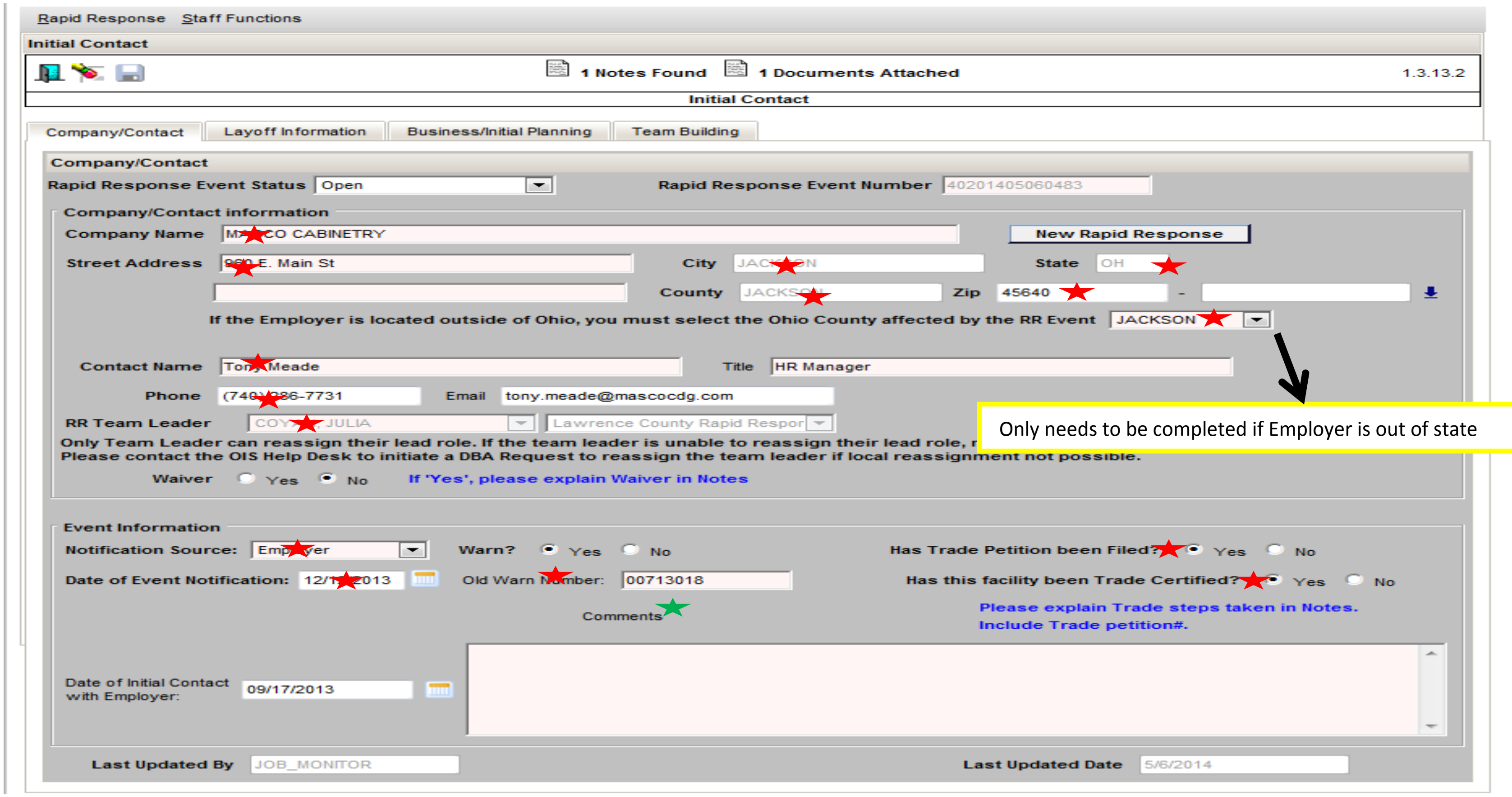
<u>Step 4</u>: Search for the company you are trying to enter. When searching by company name you must use the % sign before AND after the name. This is called a "wildcard search" and without it your search will not be successful.

You can also search by county, event start date, layoff start date or RR event ID, <u>but this is NOT recommended when creating an event</u>. **Please enter only Ohio employers and those employers that border Ohio and employ Ohio residents**



If no information is found under the name you searched, you will receive this pop up. Select "try new search" if there are additional names the company is known by. If you have exhausted all search options, select "New Rapid Response".

This is the beginning of entering a new event into the system.

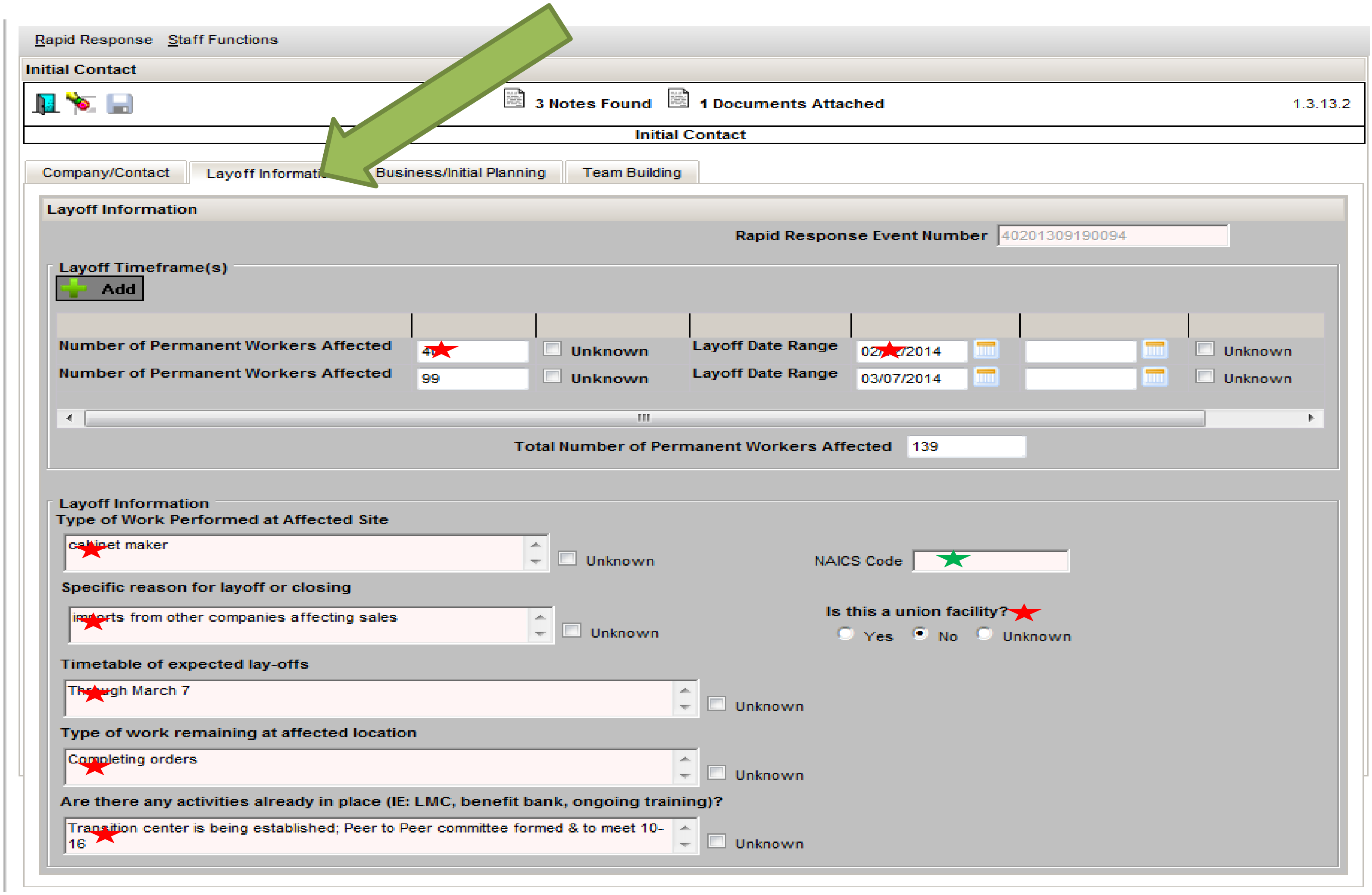


Step 5: When entering a new event, all fields with a ★ must be completed. If there is a secondary name that the company is known by, put it in ( ) after the primary name.

Enter the street address then go directly to the zip code, enter the zip code, then hit "Tab" and the city and county will auto populate.

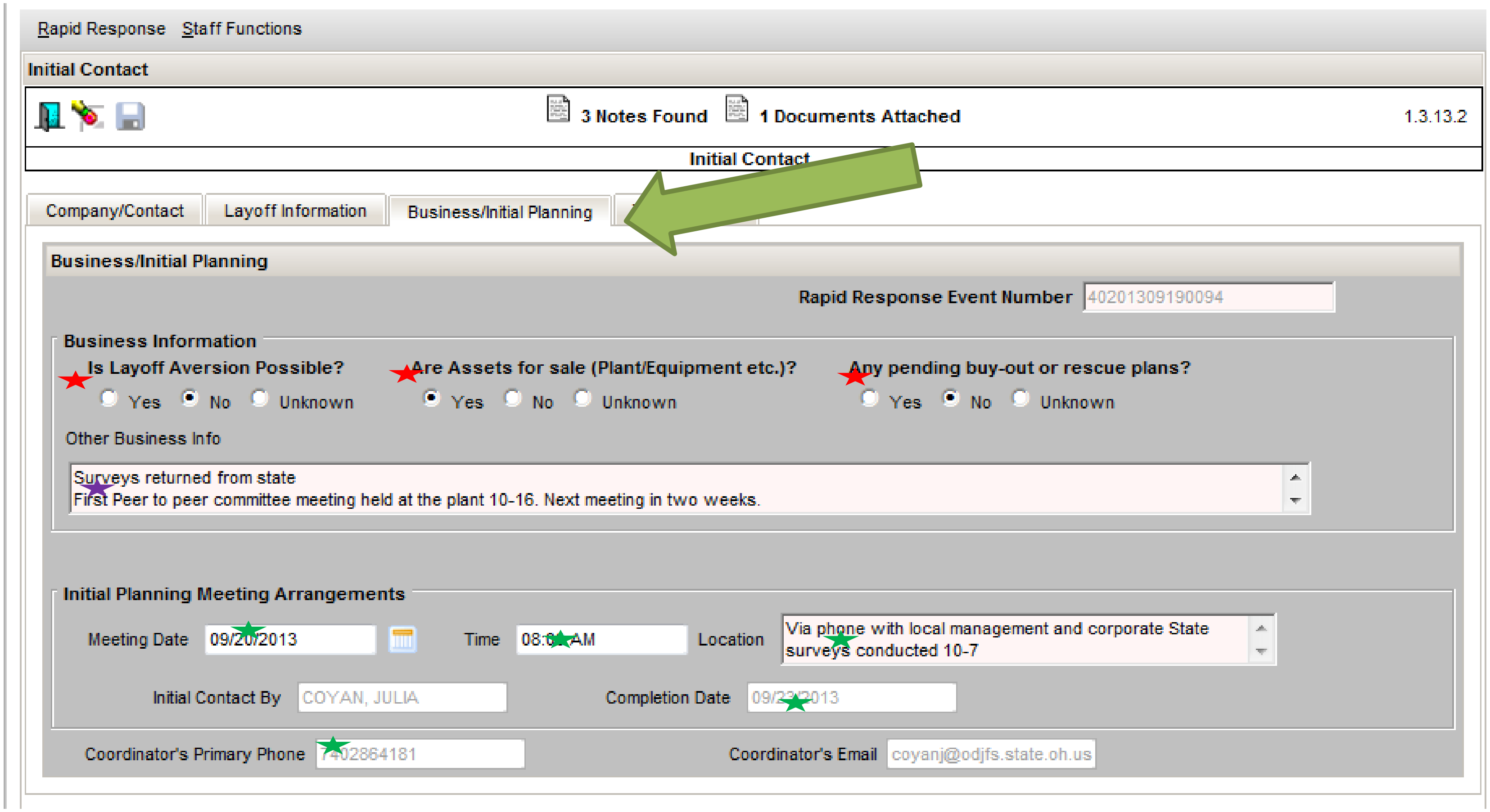
The Old Warn Number field, marked with a ★, only needs to be completed in WARN events.

Team Lead, once chosen, can NOT be changed EXCEPT by that person.



Select the Layoff Aversion tab and completed fields marked with a ★ . If the information is not currently available, select the "Unknown" box. ****Be sure to go back into the entry at a later time to update the information****

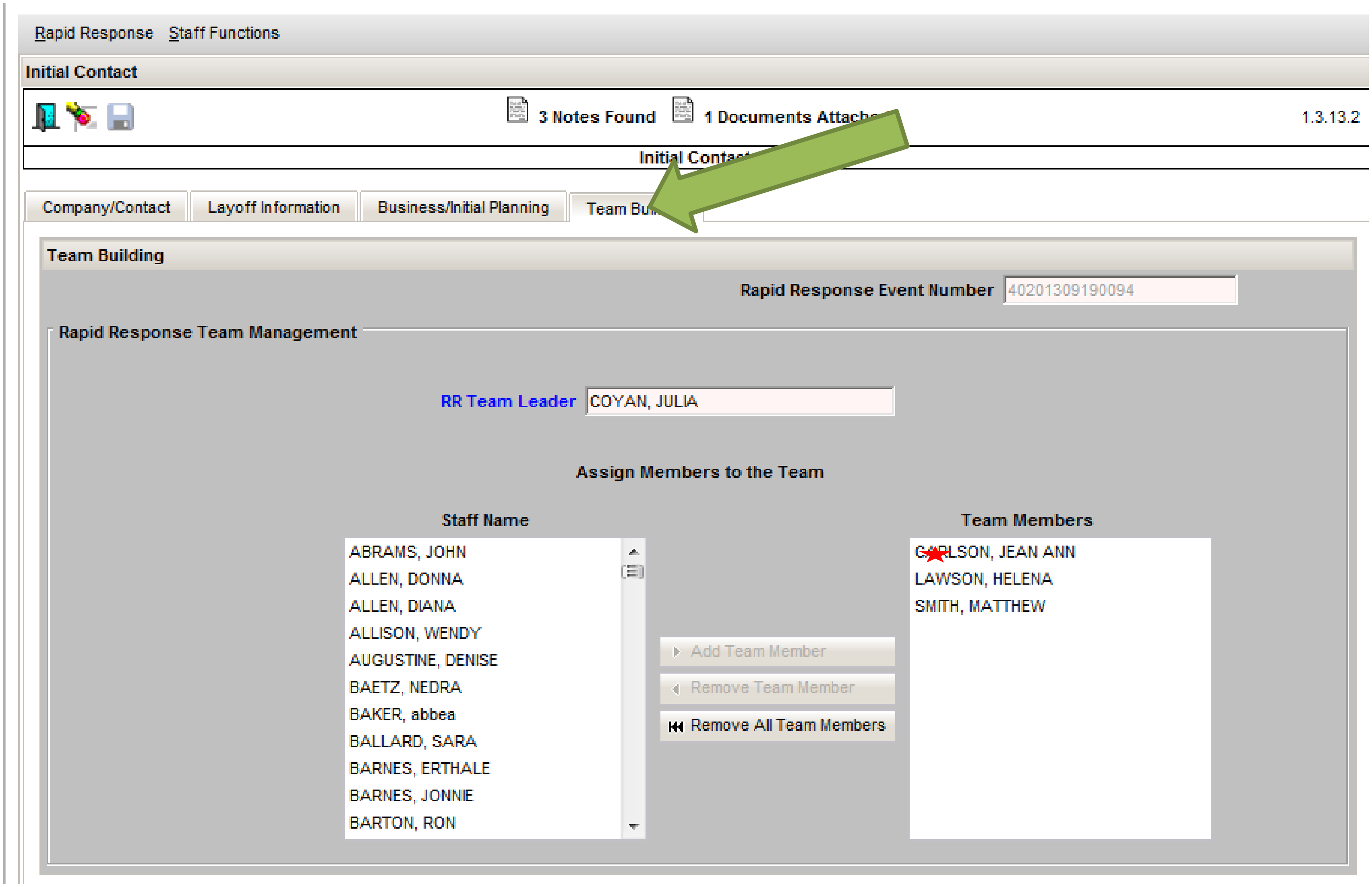
The NAICS Code, marked with a ★ , is not required in order to save, but it is extremely beneficial when creating a Re-employment Report.



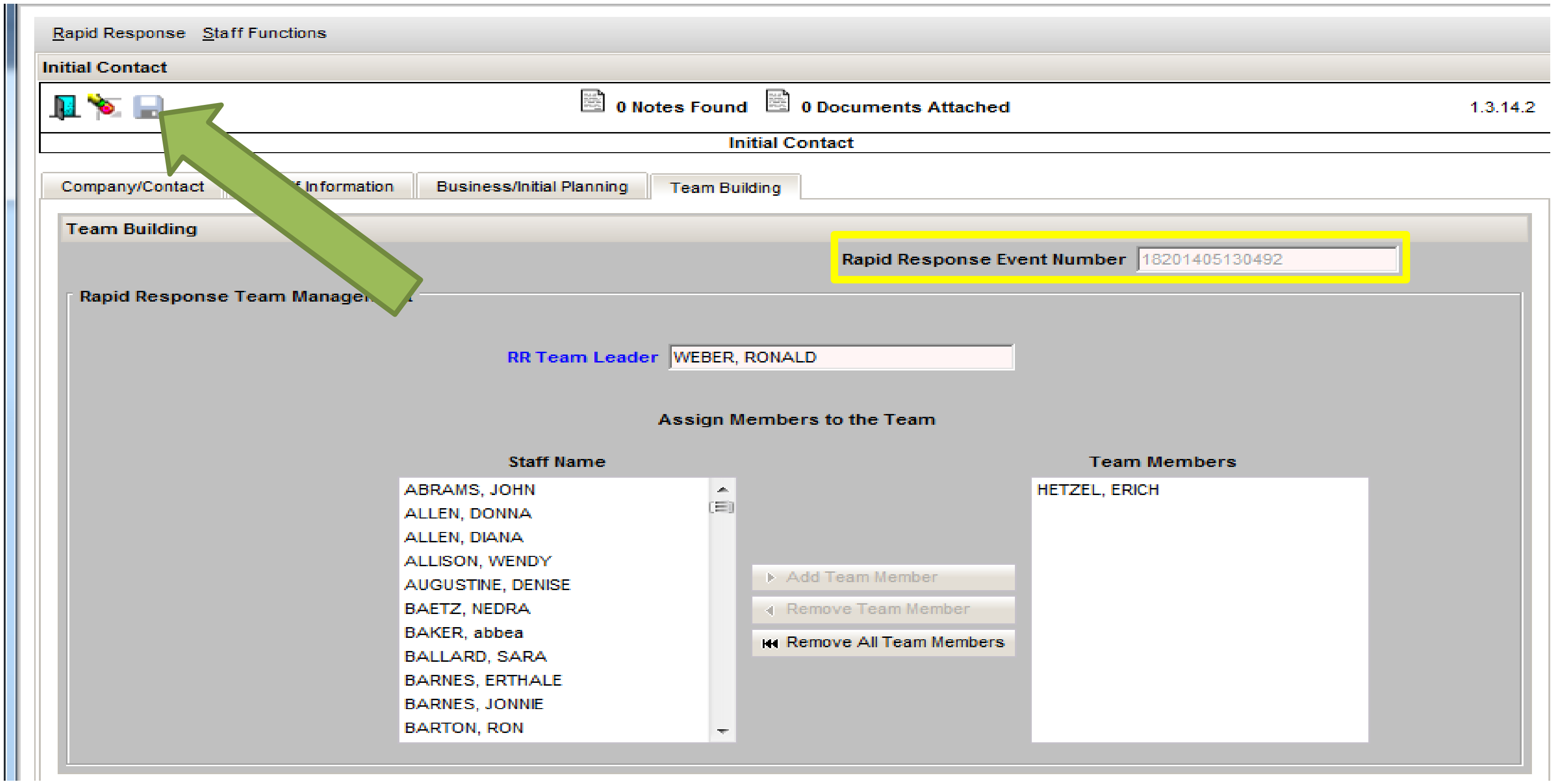
Select the Business/Initial Planning tab and complete the fields marked with a ★ .

Fields marked with a ★ are not required in order to save the initial event. However, these fields should be completed after contact with the Employer is made.

The Other Business Info box is also marked with a ★ . The FEIN should be entered to ensure proper funding allocations per RR Program Manager. No other information should be entered in this box. Create a note if you have information you feel needs entered.



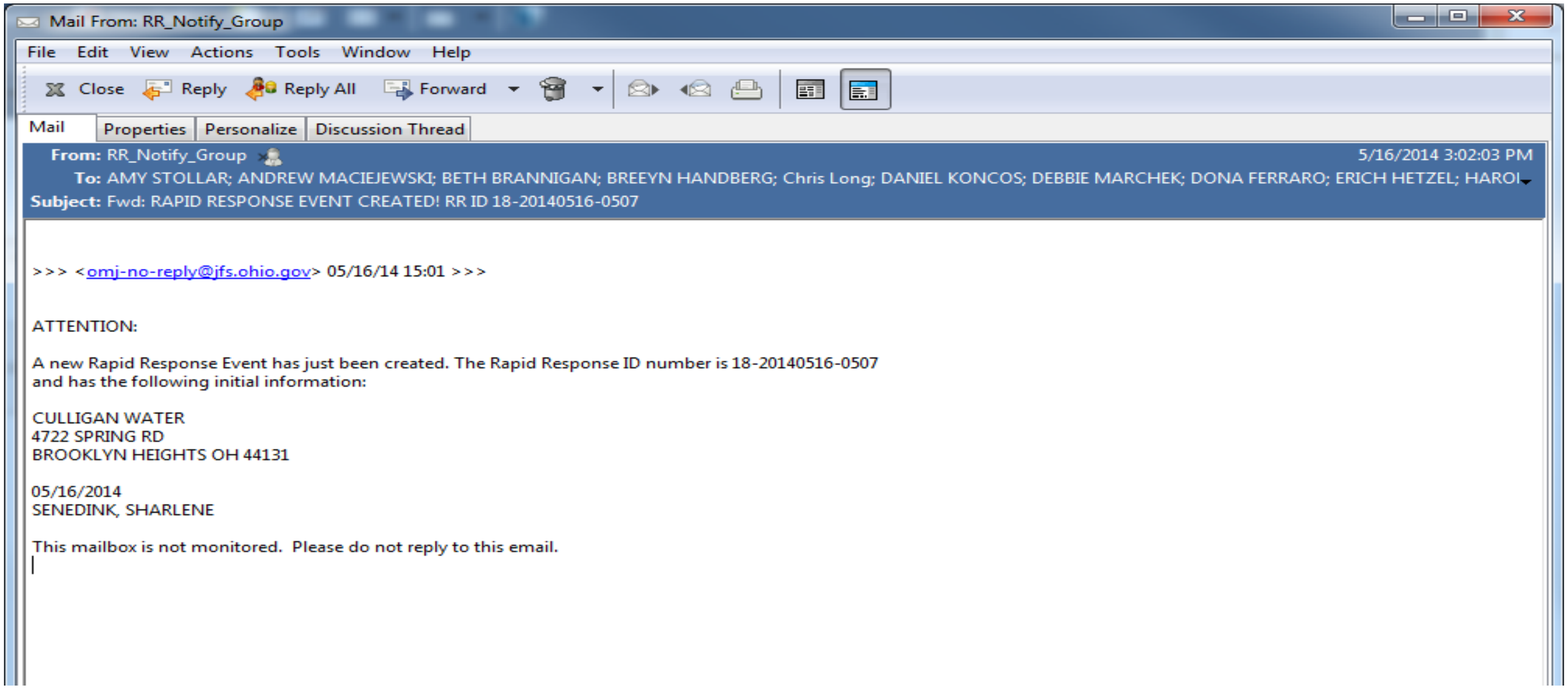
Select the Team Building tab and complete the fields marked with a ★ .



<u>Step 6:</u> Save. The Rapid Response Event Number (RRID) will be generated.

No additional steps are needed in order to create the *initial* event.

Complete data capture is important, particularly those impacting batch upload. A ‘force close’ can cause a batch to fail



Mail From: RR_Notify_Group

File Edit View Actions Tools Window Help

Close Reply Reply All Forward

Mail | Properties | Personalize | Discussion Thread

From: RR_Notify_Group 5/16/2014 3:02:03 PM
To: AMY STOLLAR; ANDREW MACIEJEWSKI; BETH BRANNIGAN; BREEYN HANDBERG; Chris Long; DANIEL KONCOS; DEBBIE MARCHEK; DONA FERRARO; ERICH HETZEL; HAROI
Subject: Fwd: RAPID RESPONSE EVENT CREATED! RR ID 18-20140516-0507

>>> <omj-no-reply@jfs.ohio.gov> 05/16/14 15:01 >>>

ATTENTION:

A new Rapid Response Event has just been created. The Rapid Response ID number is 18-20140516-0507
and has the following initial information:

CULLIGAN WATER
4722 SPRING RD
BROOKLYN HEIGHTS OH 44131

05/16/2014
SENEDINK, SHARLENE

This mailbox is not monitored. Please do not reply to this email.

Once the entry is saved and the RRID is generated, an e-mail will be automatically sent out. The email will come from the RR_Notify_Group box.

Please note, this email box is not monitored. Any questions should be directed to the RAPDRESP email box

<u>This concludes the portion of the guide which covers the mandatory fields when creating a new event.</u>

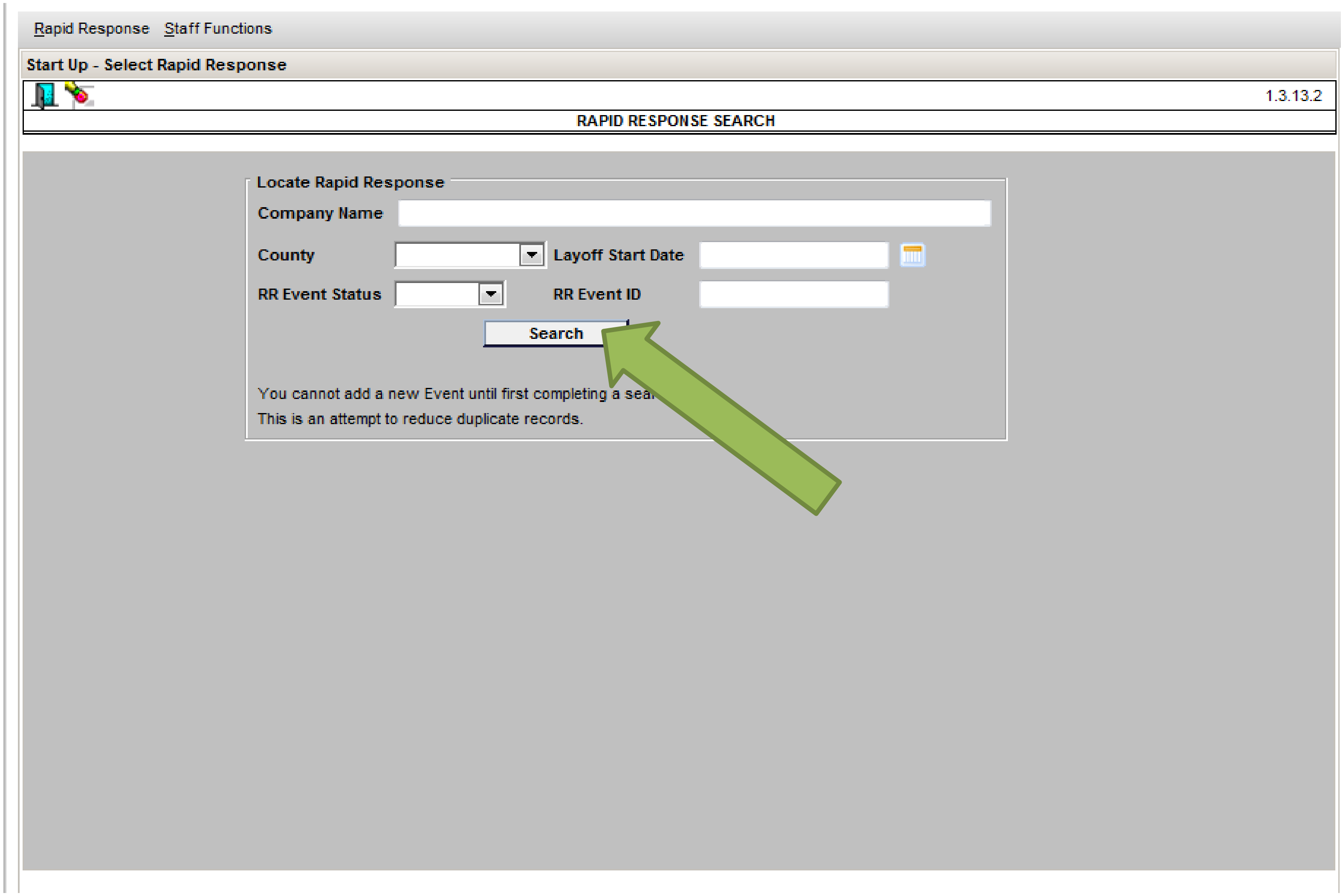
If you entered “unknown” for any field in order to save the initial event, when the information is known, please return to the entry and update the necessary fields.

The following screens walk through how to enter additional event information that is usually collected after the event is created and saved.

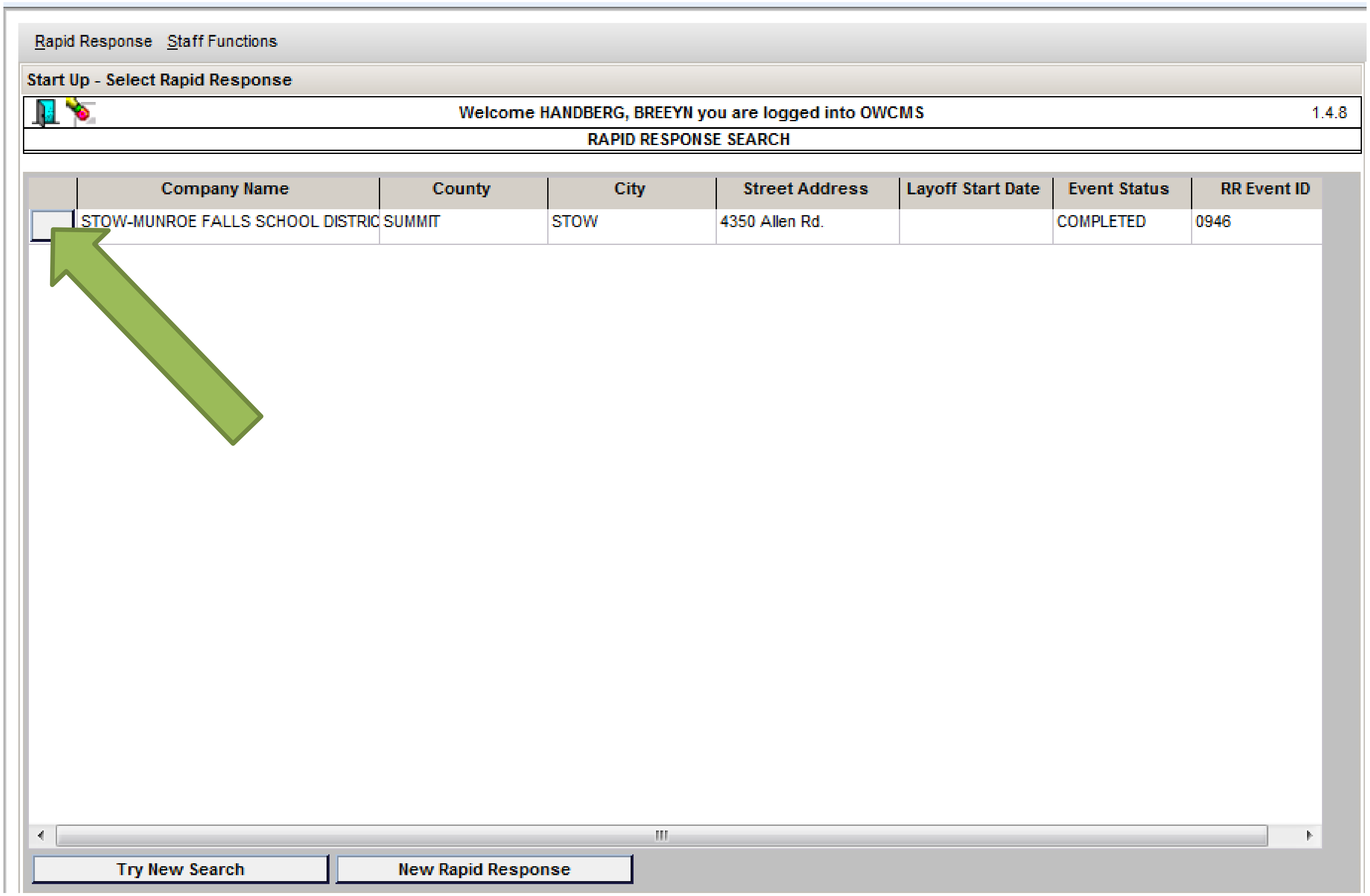
Please be sure to enter all applicable information on the appropriate tab and NOT just in the notes section.

When information is in the notes section, Discoverer reports will not pull this data

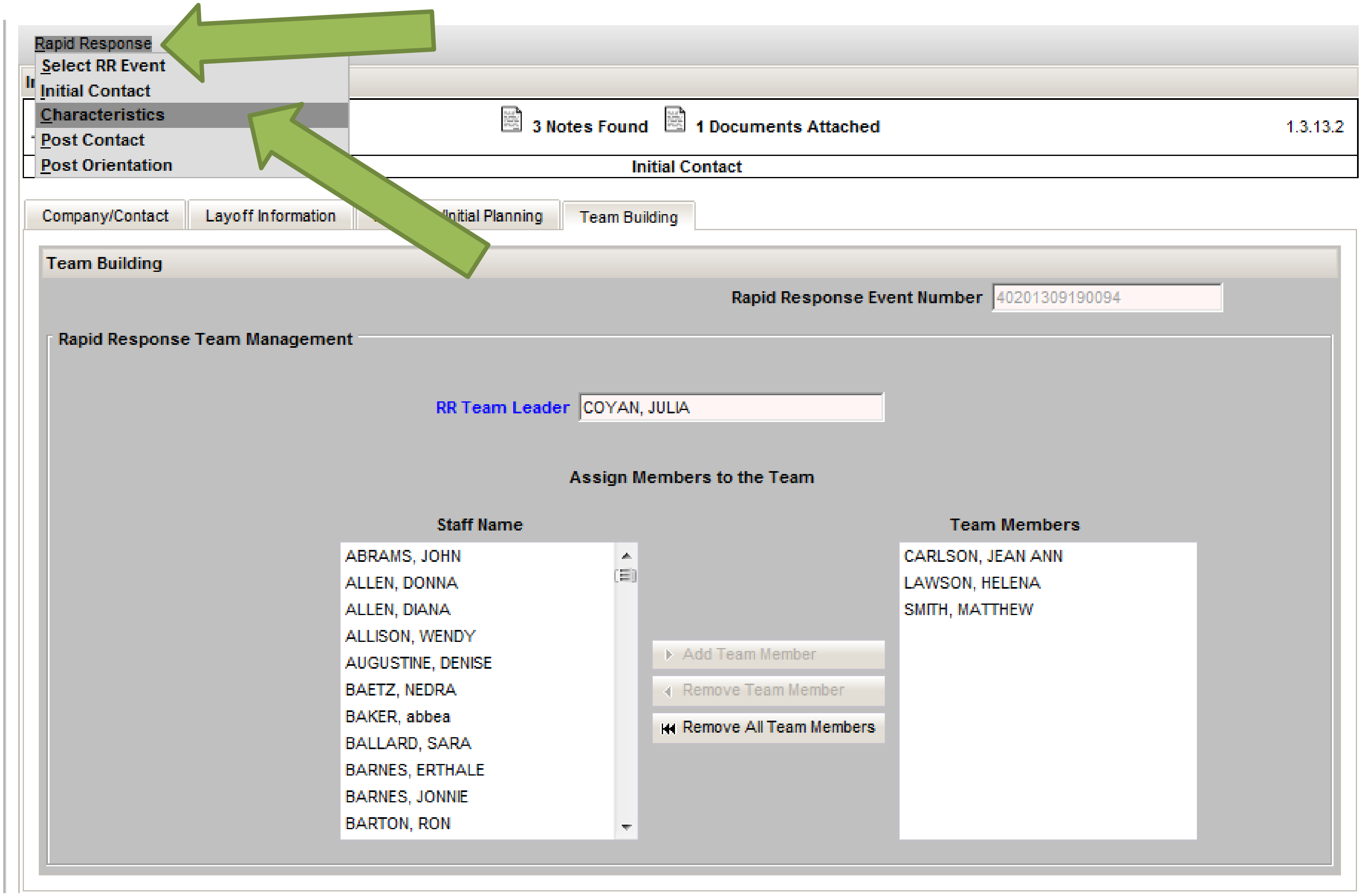
Save your work often!



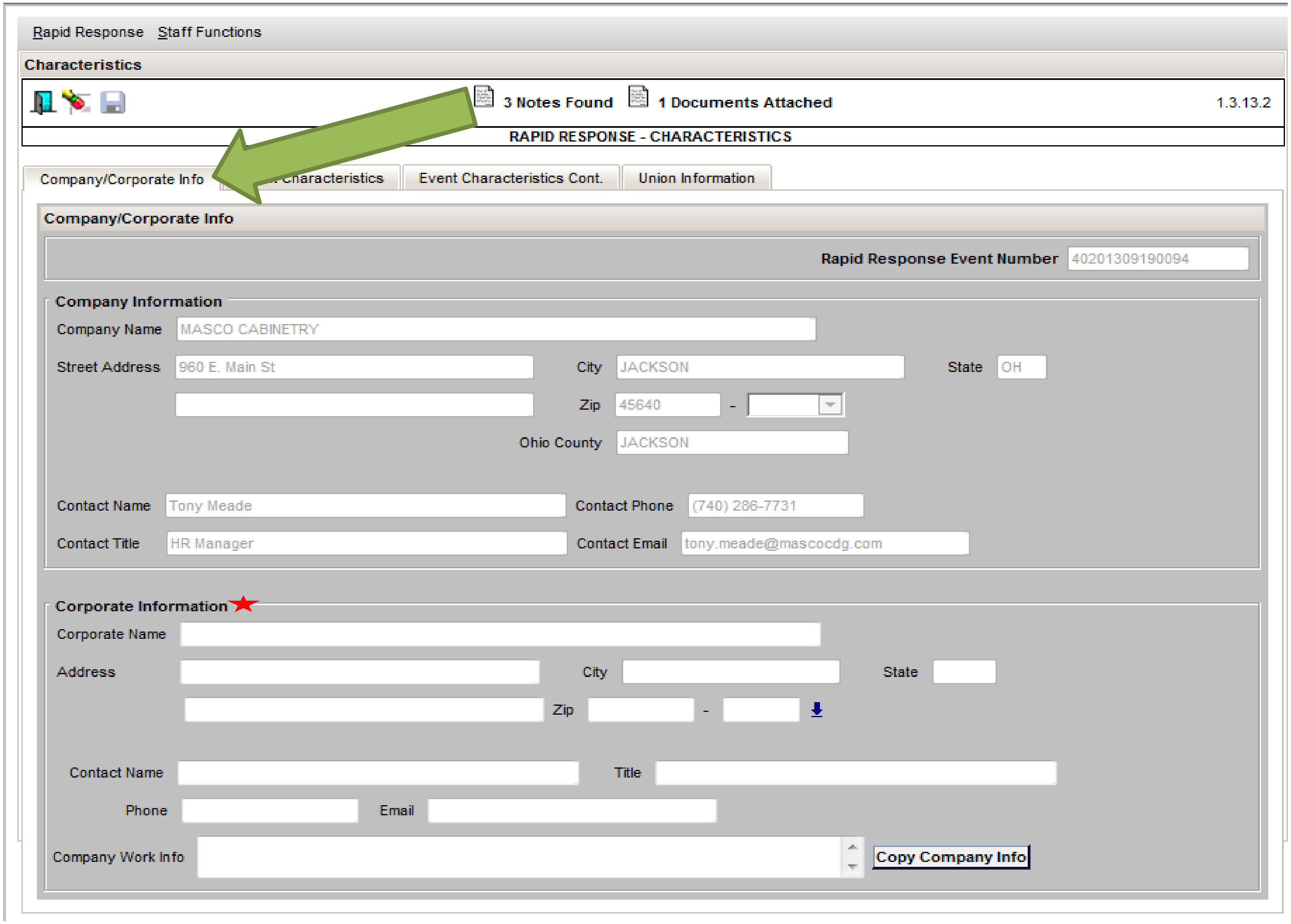
Step 7: Search for the company you are trying to update. Remember, when searching by company name you must use the % sign before AND after the name. You can also search by county, event start date, layoff start date or RR Event ID.



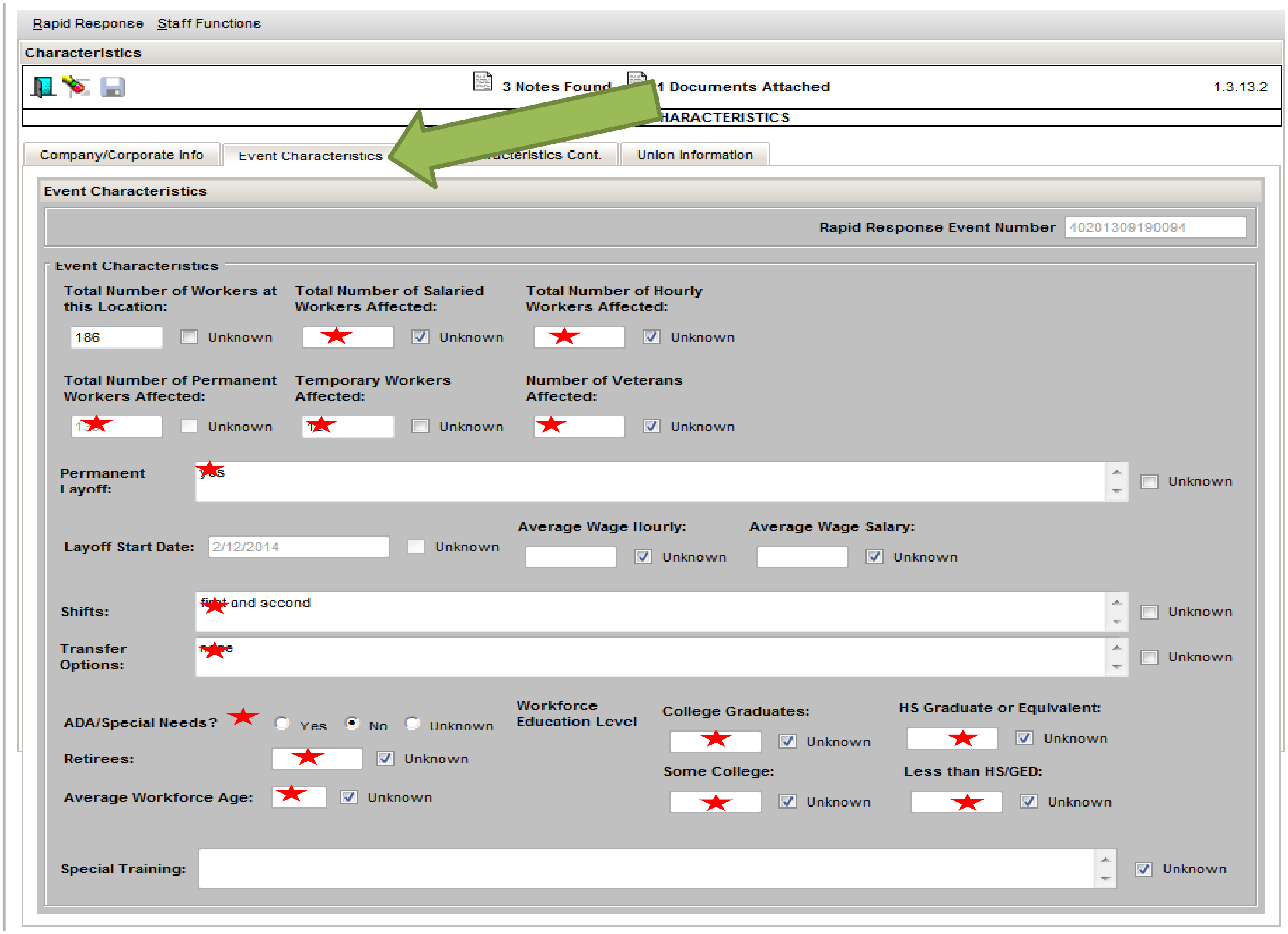
Step 8: Once you have successfully located the company you searched for, select the box to the left of the Company Name. You will then enter into the event.



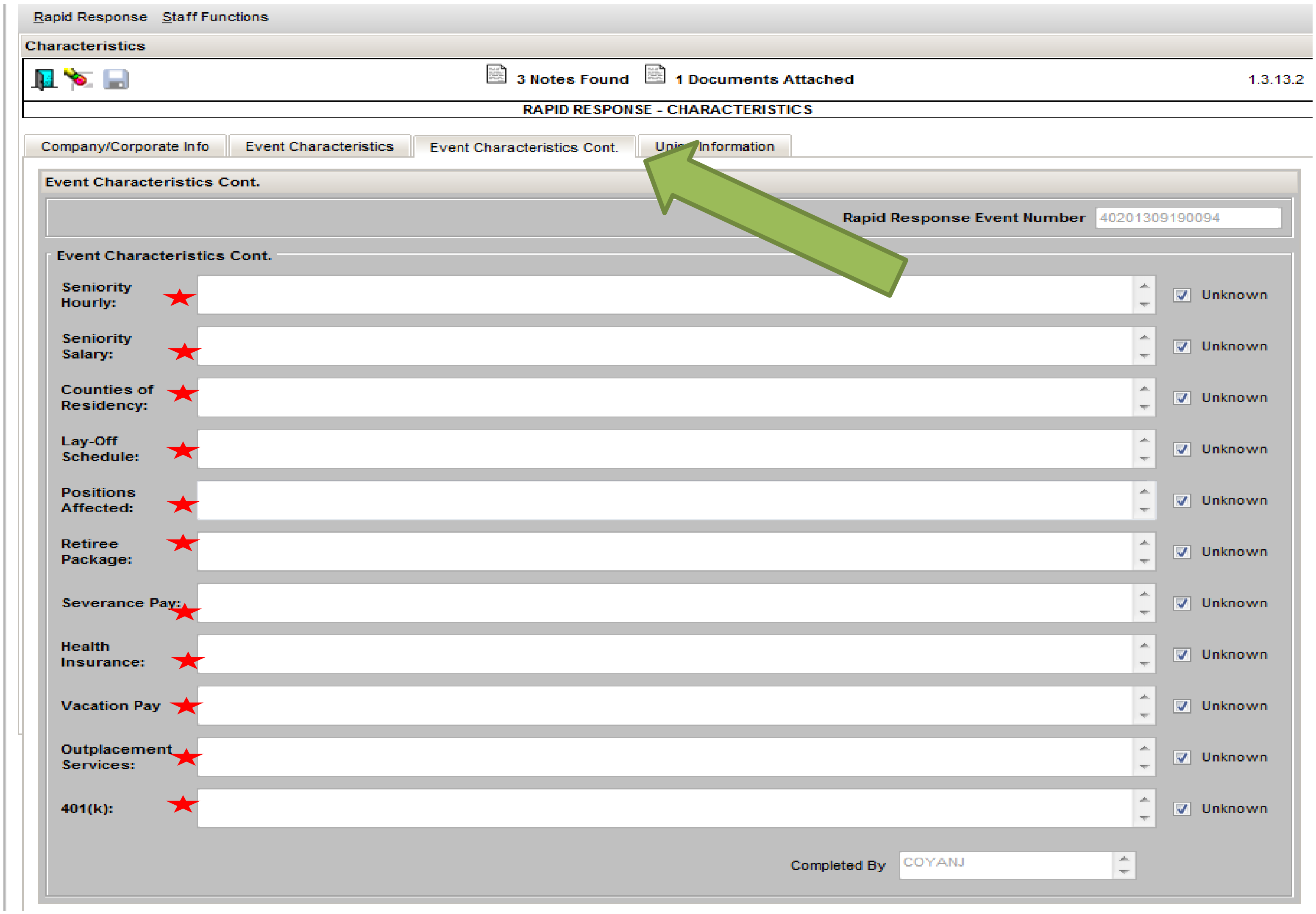
Step 9: Move your mouse over the Rapid Response option in the upper left. Select Characteristics. This will take you to the Characteristics section which houses additional tabs that should be completed whenever information is available/received.



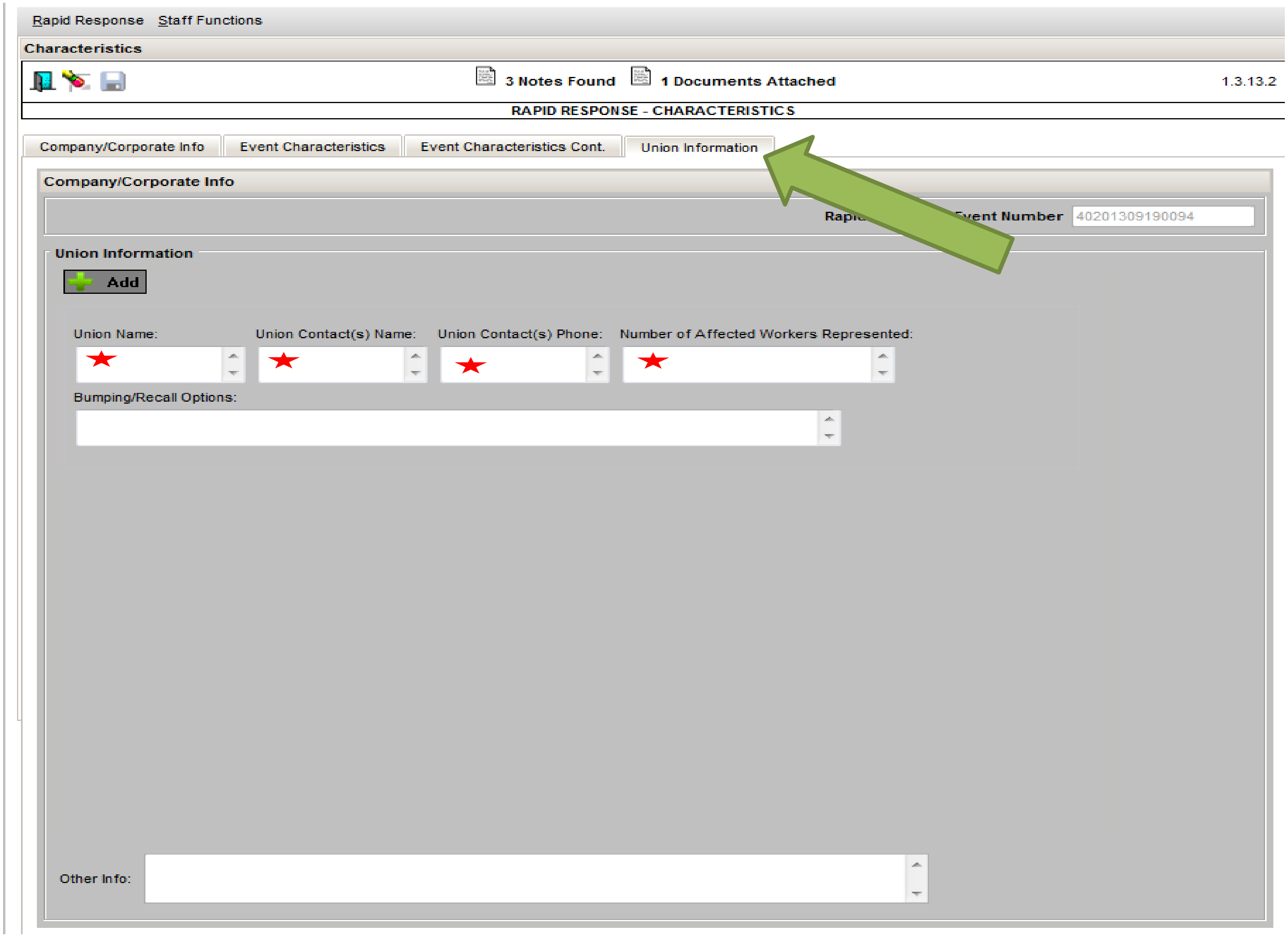
On the Company/Corporate Info tab, the Company Information should auto-populate from the intial entry. Corporate Information should be entered if it's known.



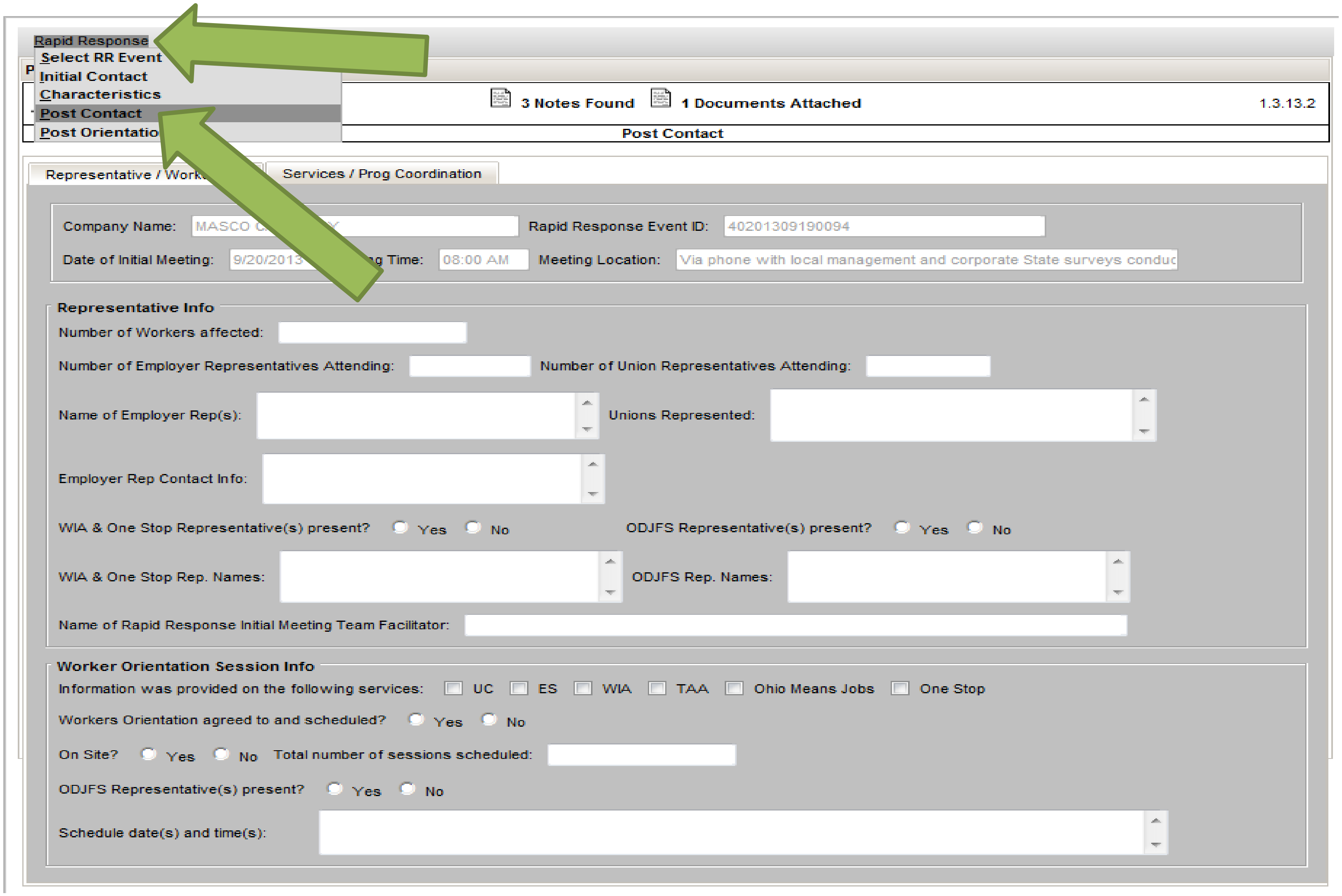
Select the Event Characteristics tab and complete the fields marked with a ★. If the information is not currently available, select the "Unknown" box. ****Be sure to go back into the entry at a later time to update the information****



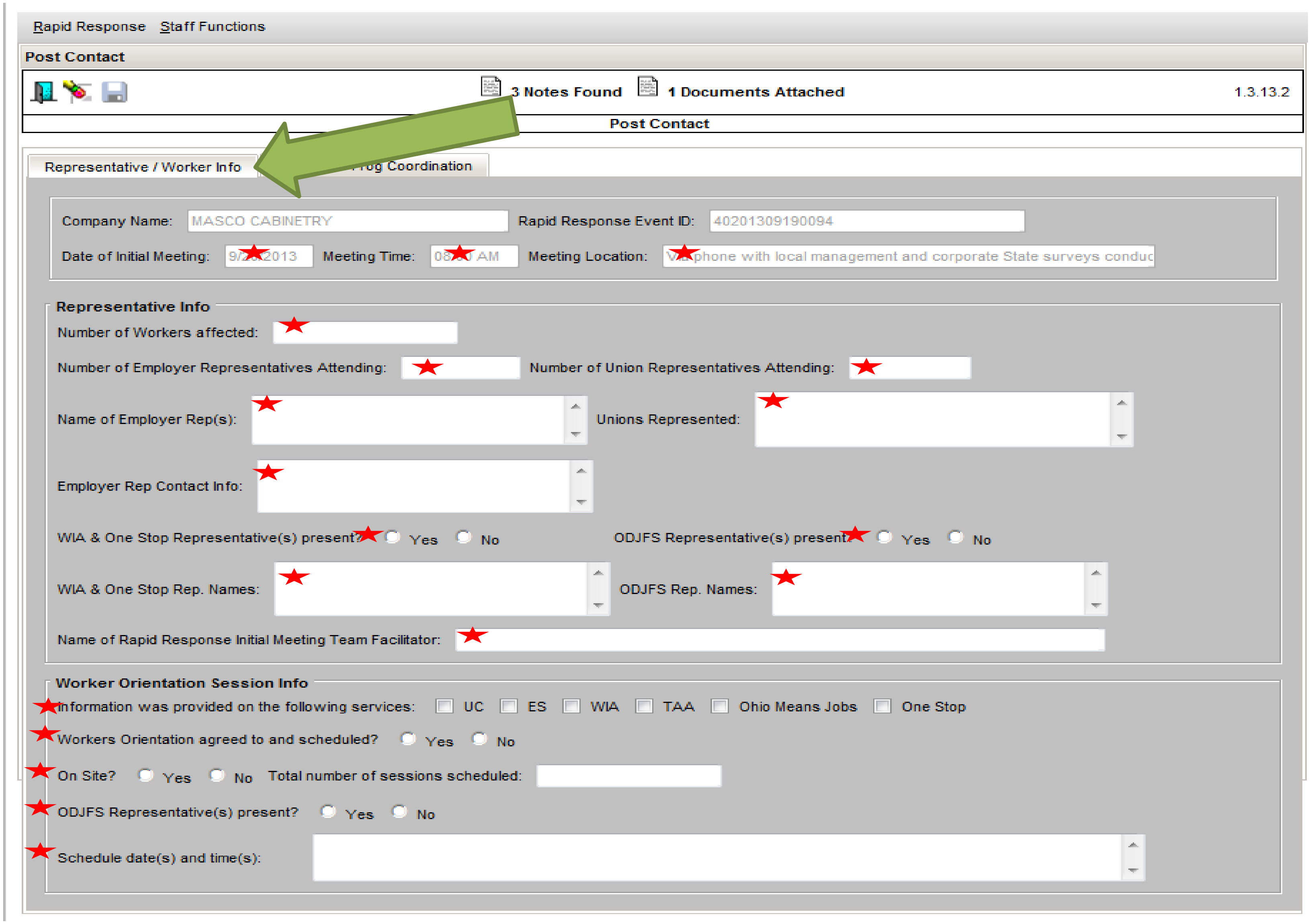
Select the Event Characteristics Continued tab and complete all the fields marked with a ★ . If the information is not currently available, select the “Unknown” box. **Be sure to go back into the entry at a later time to update the information**



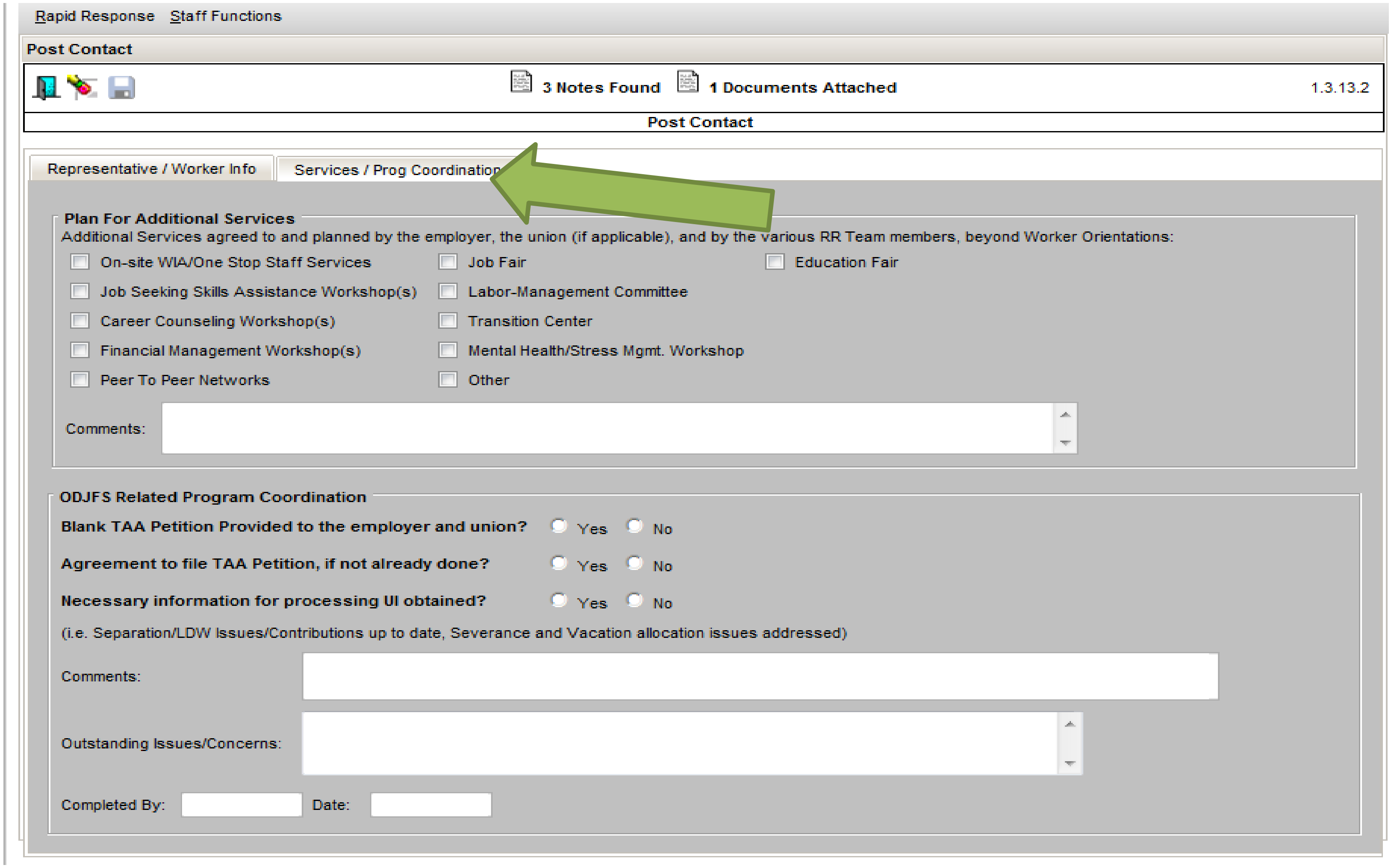
Select the Union Information tab and complete all fields marked with a ★ (if applicable). Save your work.



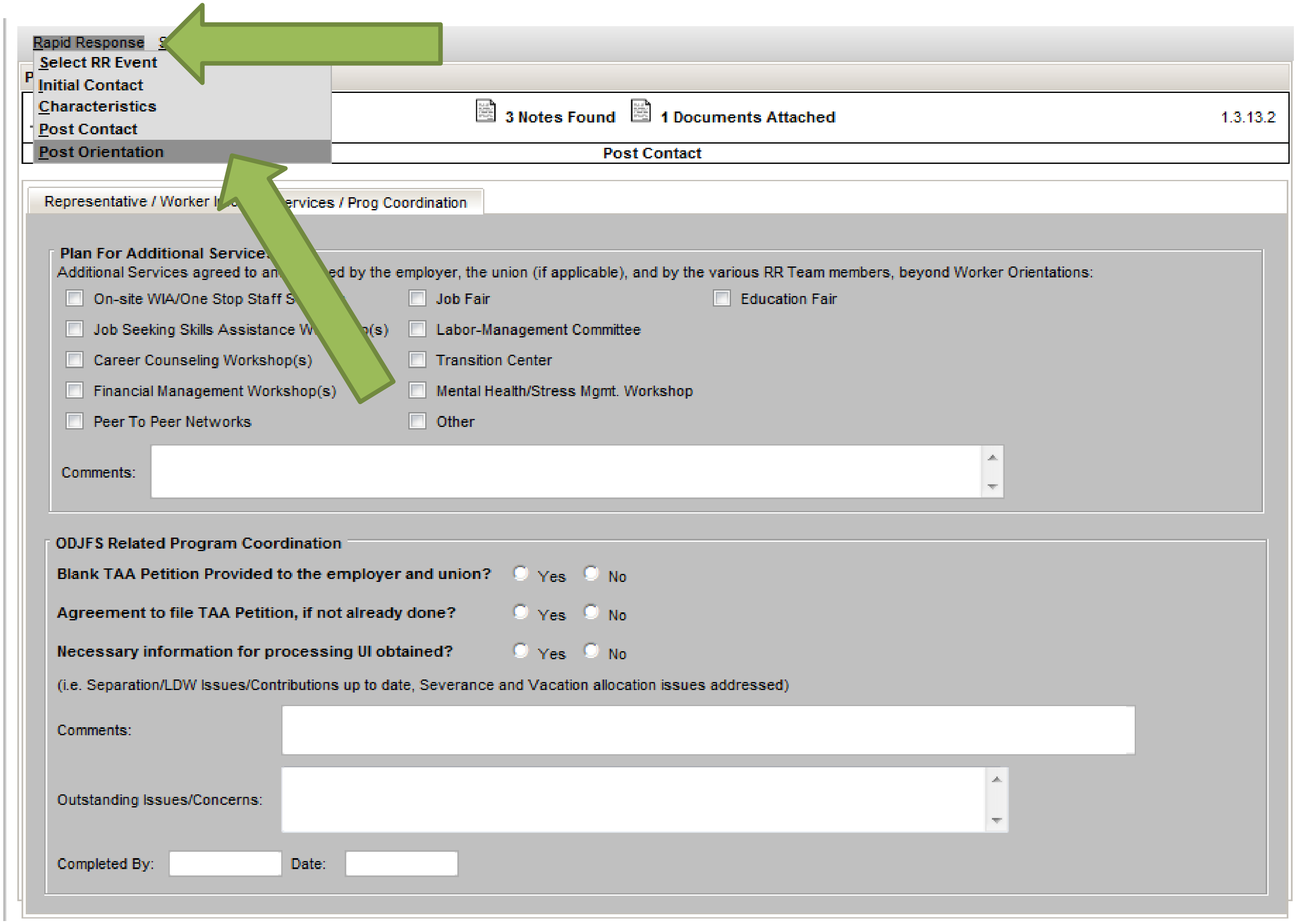
Step 10: Next, move your mouse over the Rapid Response option in the upper left. Select Post Contact. This will take you to the Post Contact section which houses additional tabs that should be completed whenever information is available/received.



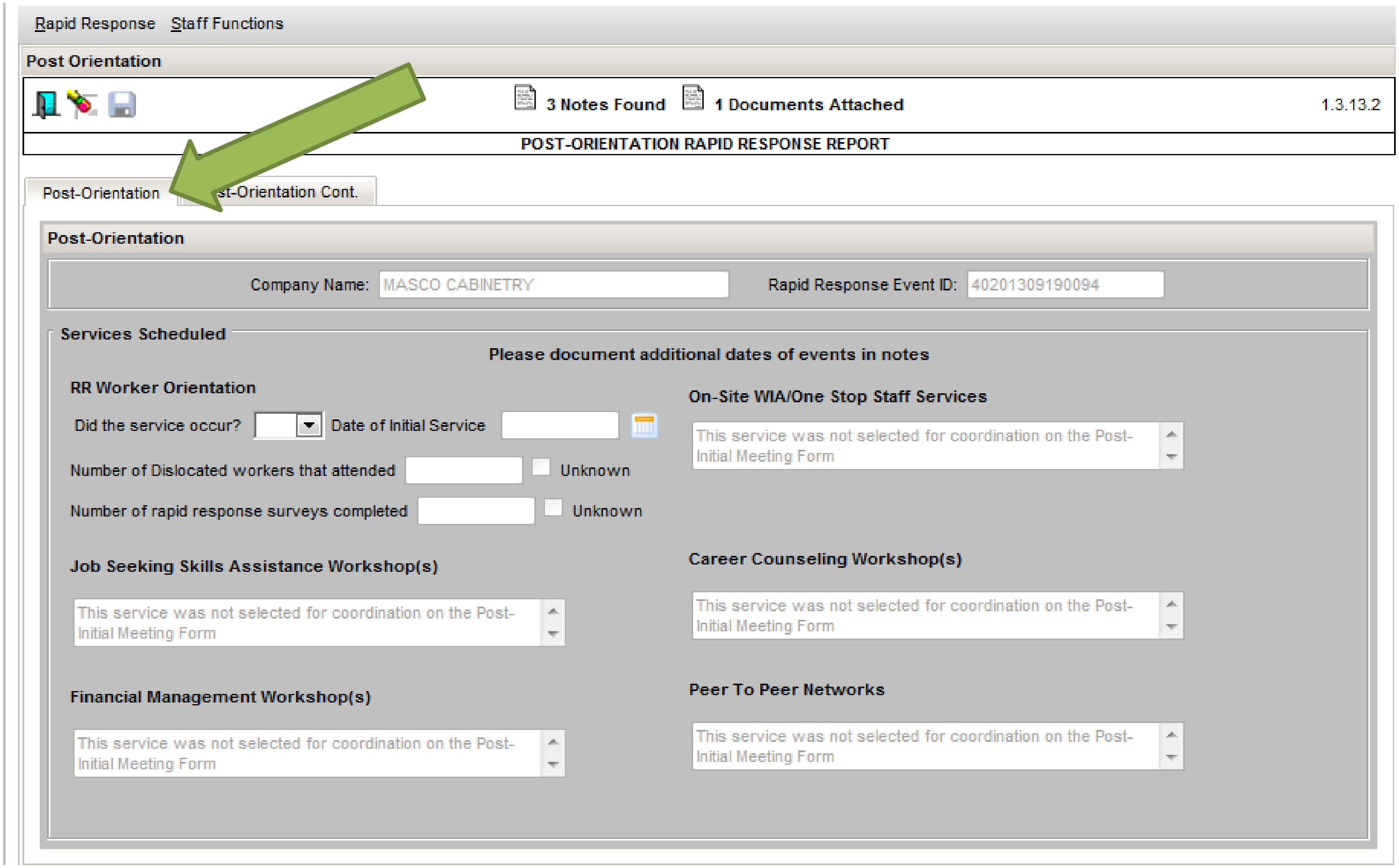
Select the Representative/Worker Info tab and complete all the fields marked with a ★ .



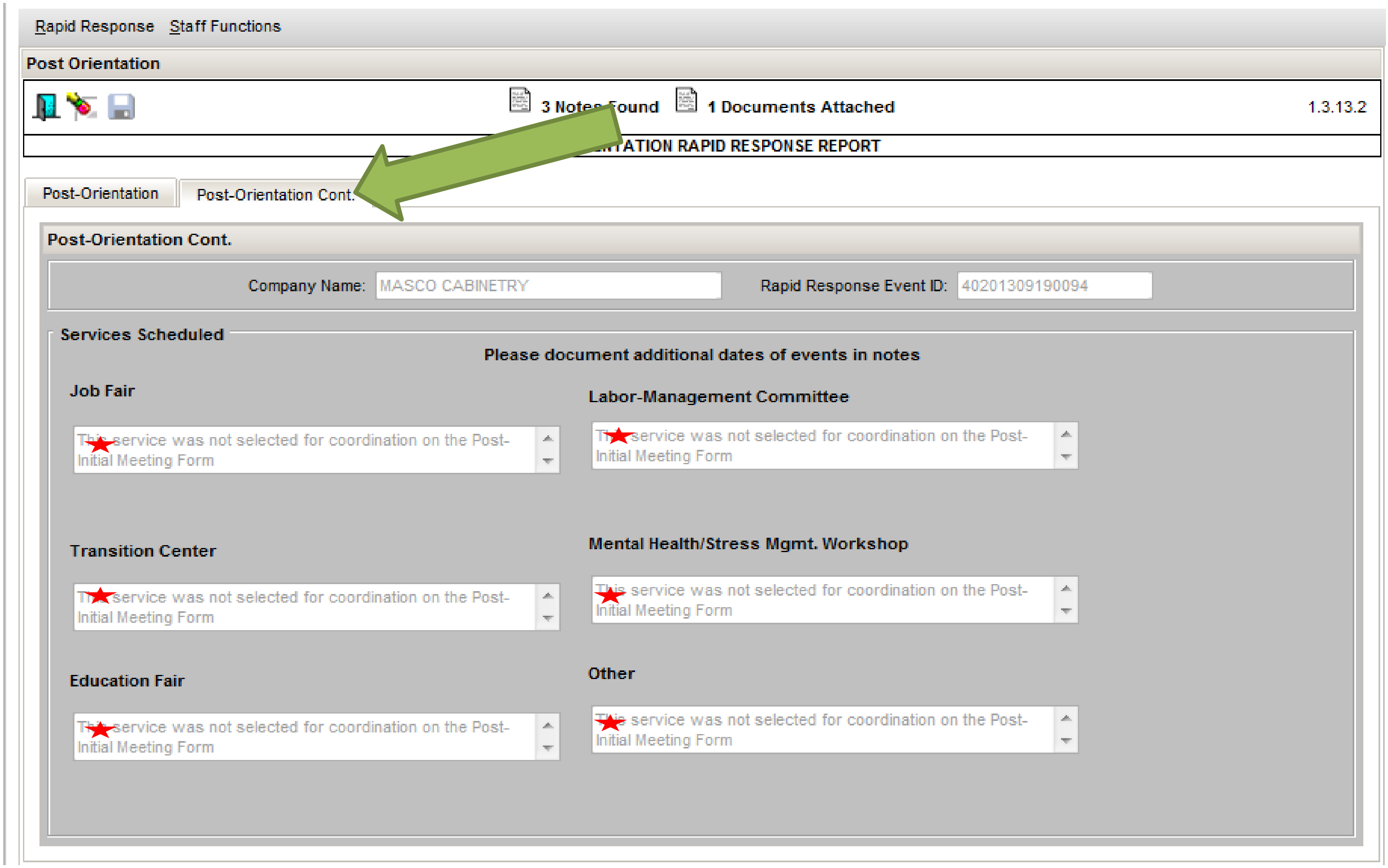
Select the Services/Prog Coordination tab and indicate which services are planned or have been completed. Please use the Notes option at the top of the page to include additional information. Information will not be pulled from the Comments section for reporting.



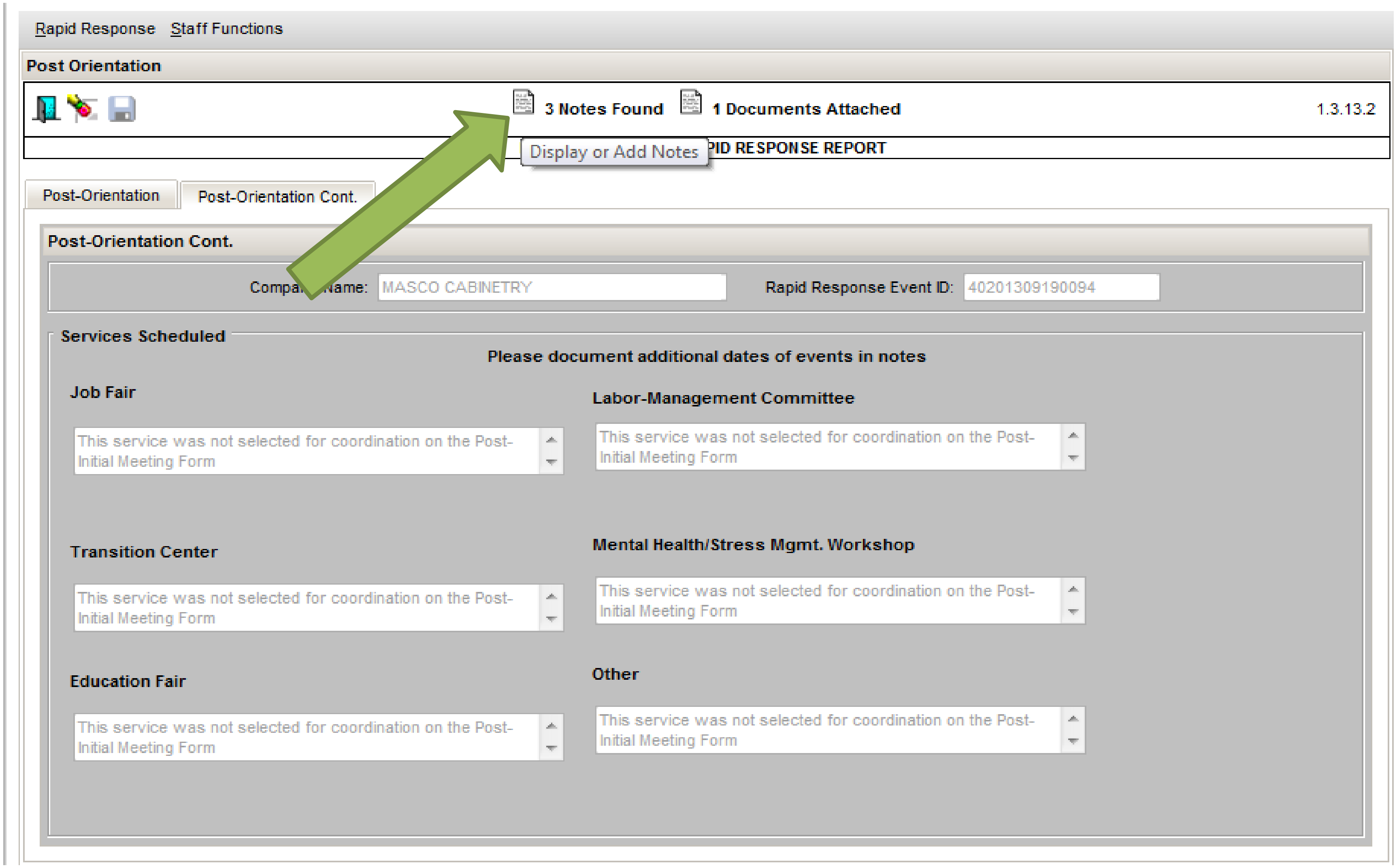
<u>Step 11</u>: Next, move your mouse over the Rapid Response option in the upper left. Select Post Orientation. This will take you to the Post Orientation section which houses additional tabs that should be completed whenever information is available/received.



Select the Post Orientation tab. The fields that were selected on the Post Contact screen are available to be filled in (Orientation is always available).

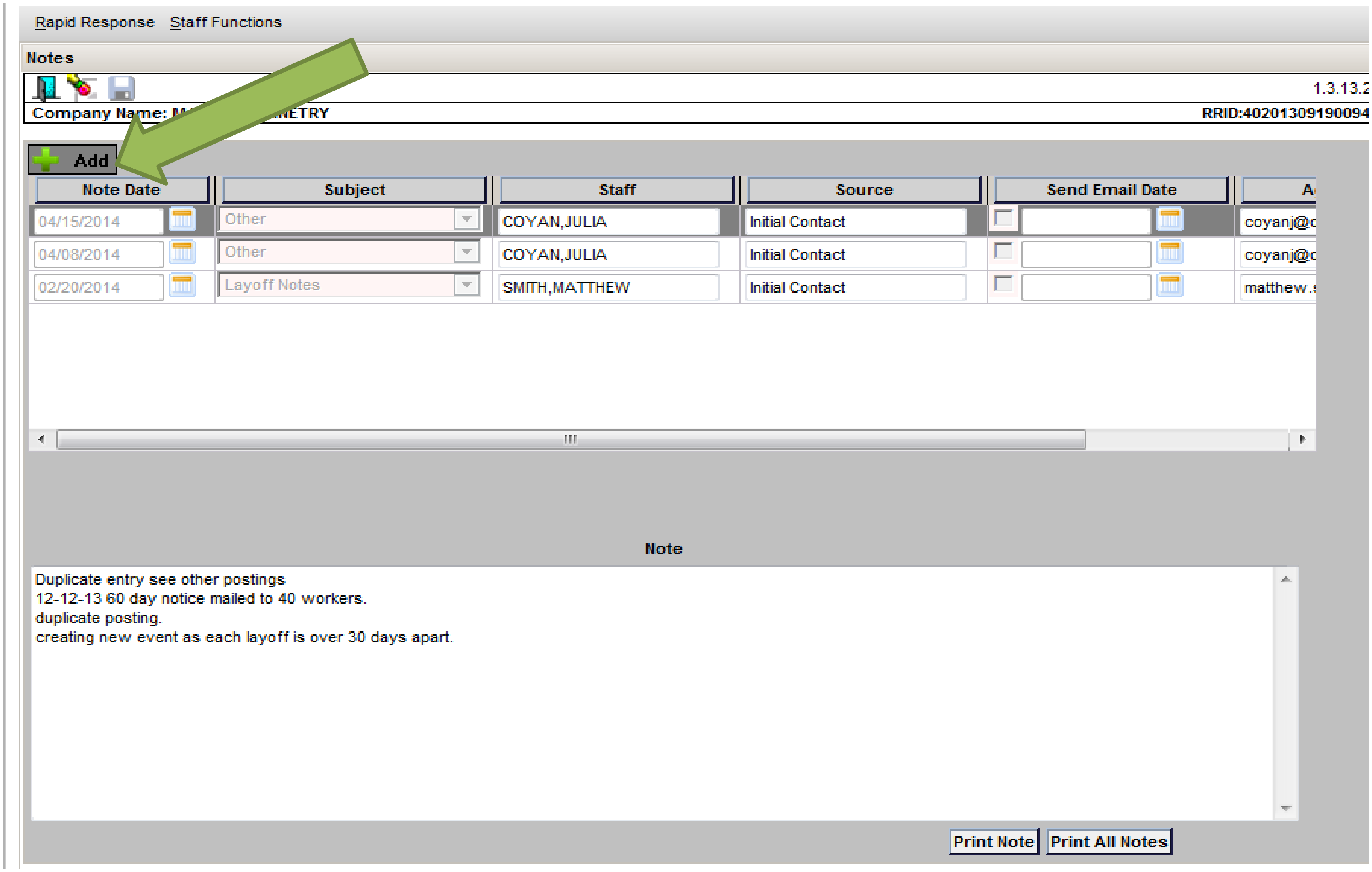


Select the Post Orientation Cont. tab and complete all the fields marked with a ★ (if applicable).

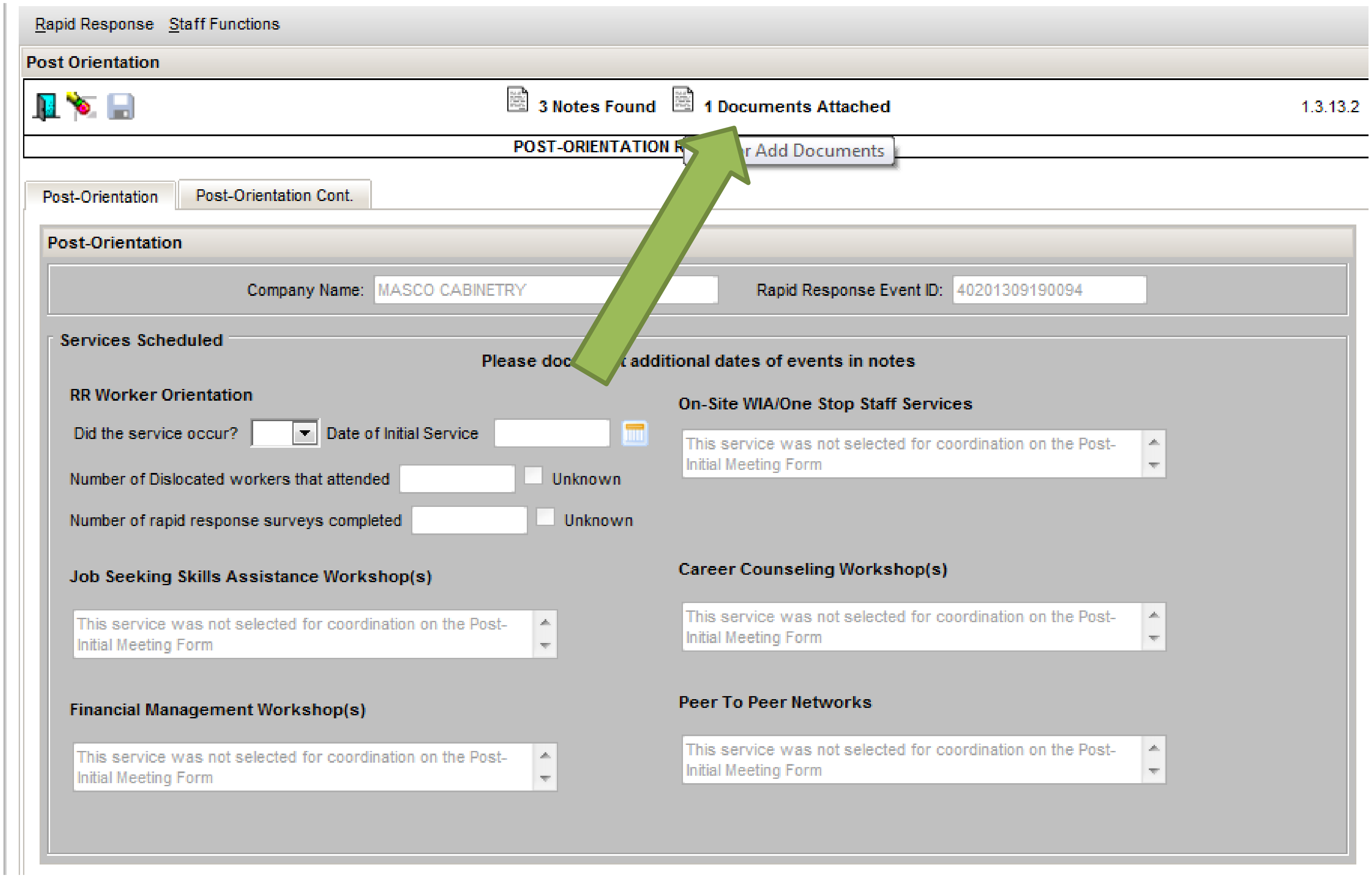


Notes may be used *in addition to* the default tabs and fields.

To add a note, click on the icon that looks like a piece of paper (on the left).

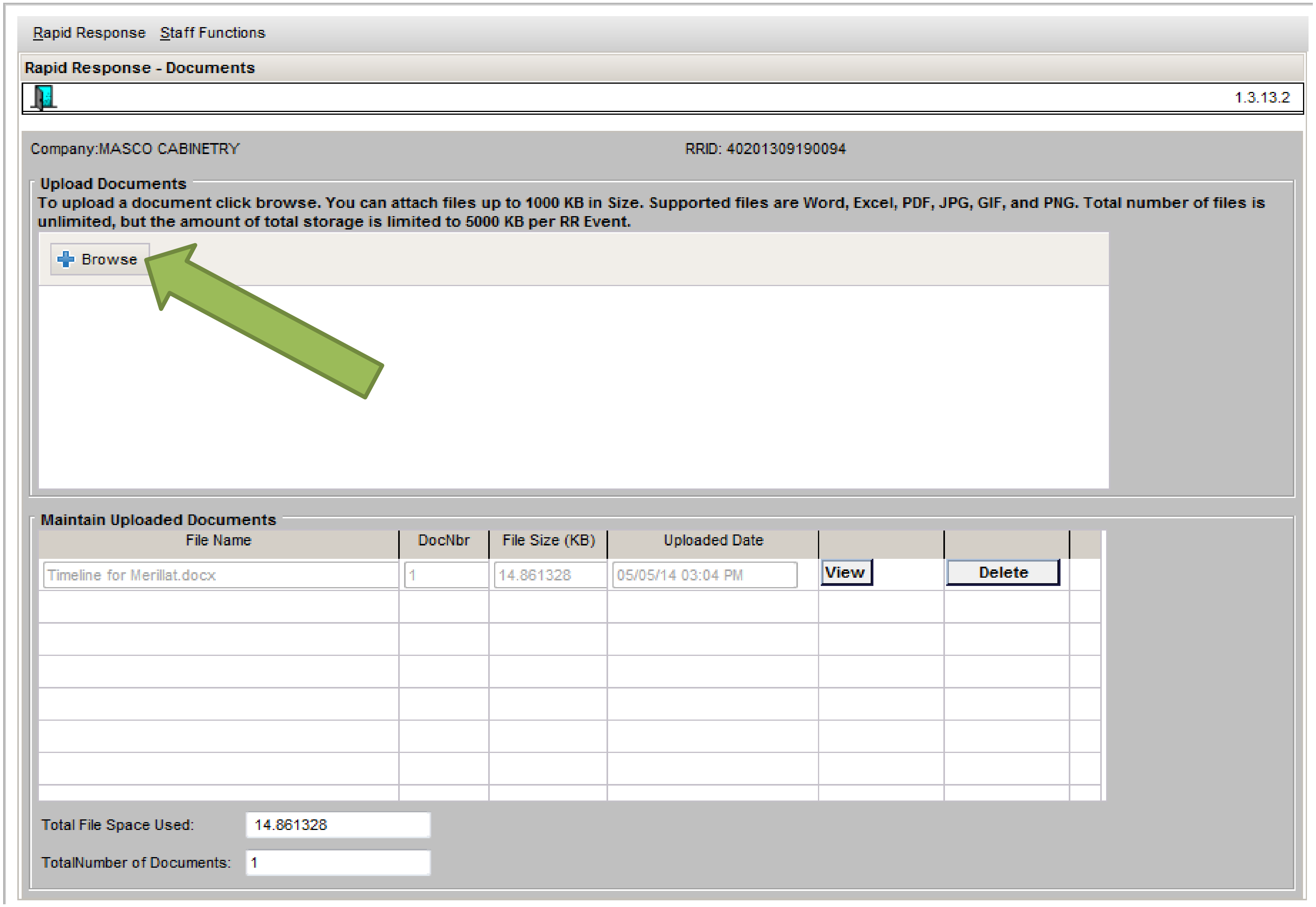


Select the Add button and complete the applicable fields.

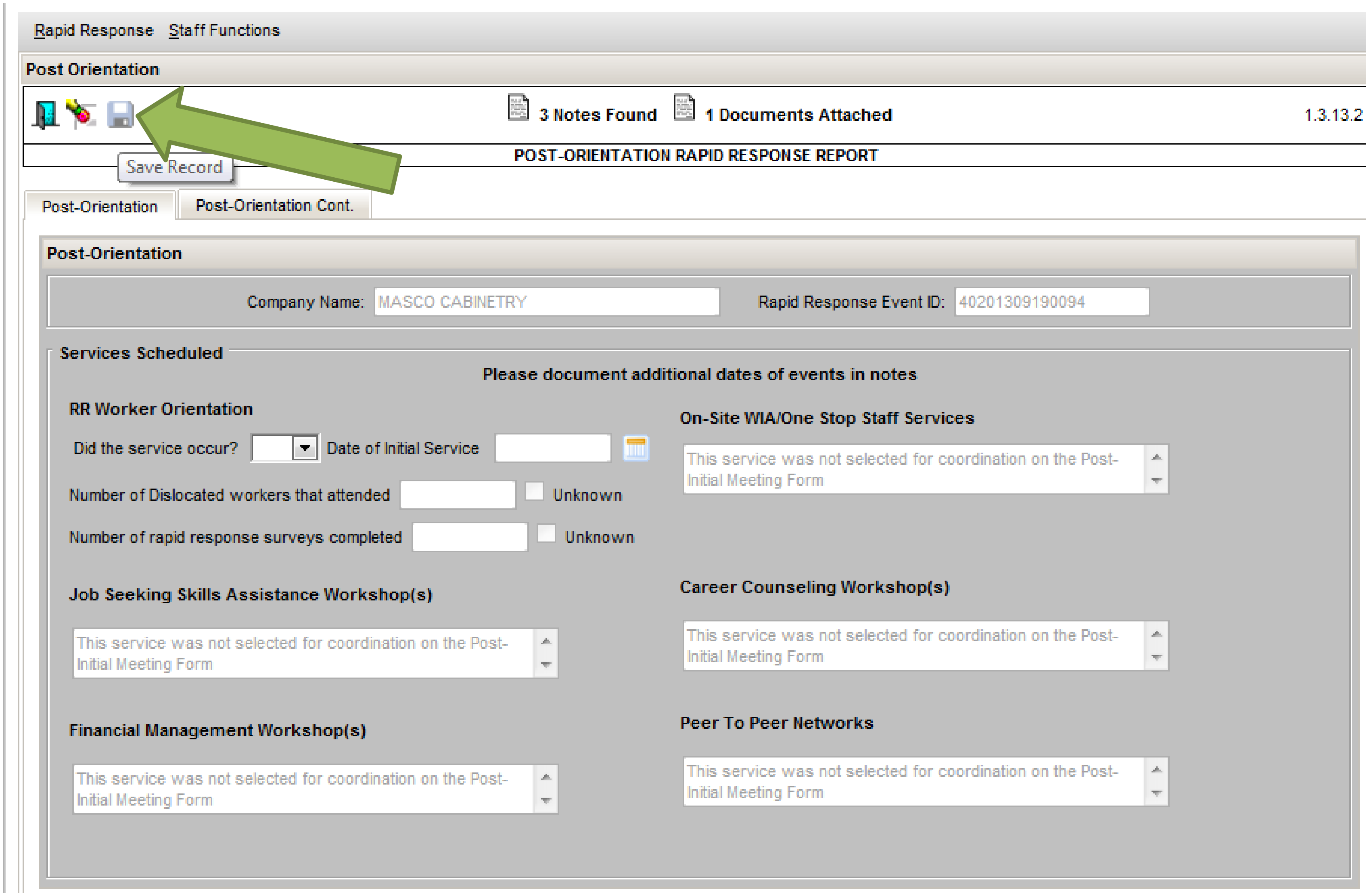


The Documents option should be used to upload WARNS, newspaper articles, press releases, etc. that are pertinent to the event.

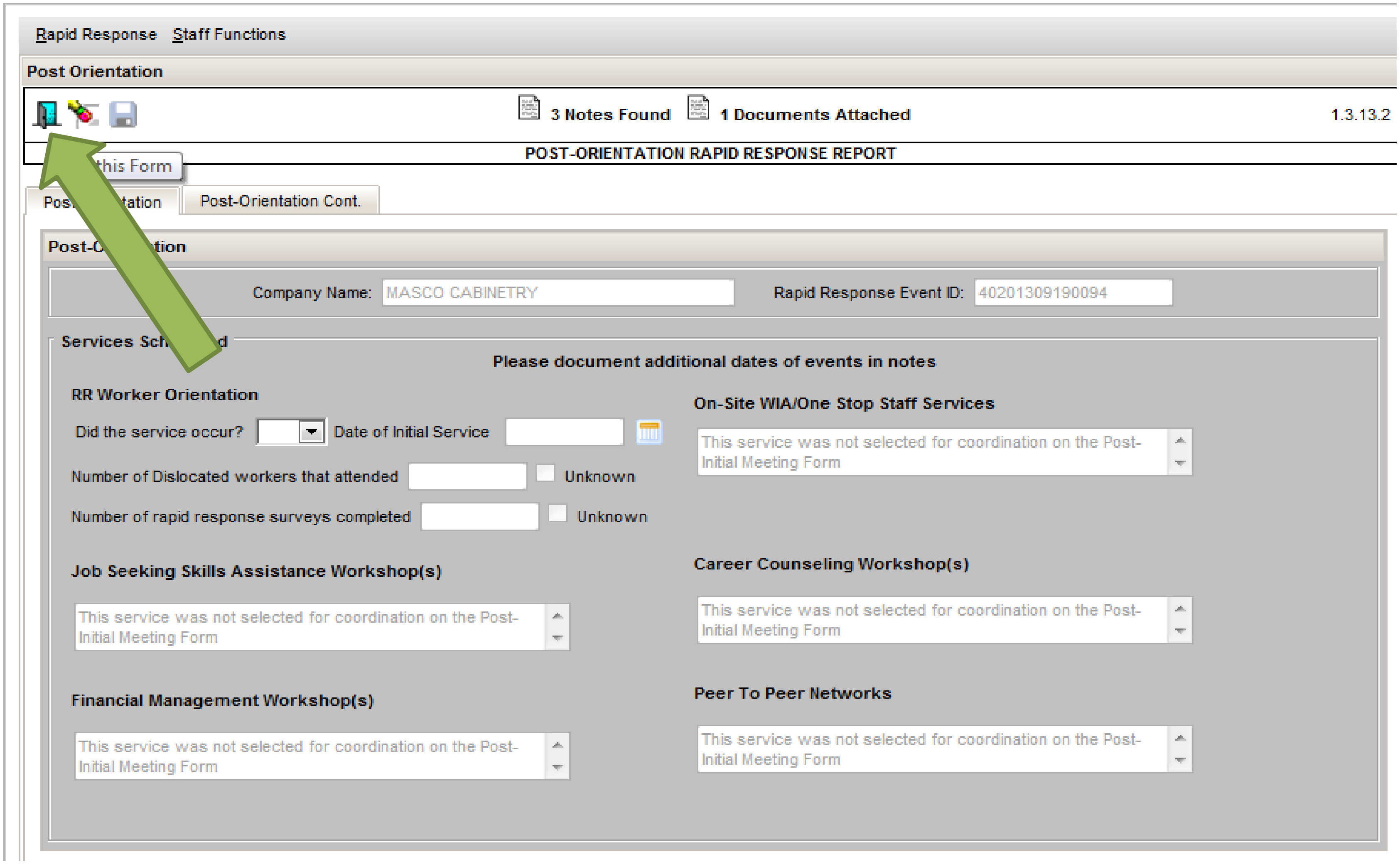
To add a document, click on the icon that looks like a piece of paper (on the right).



Click on the Browse button to search your computer for the document you want to attach.



Be sure to save your information. Click on the Disk icon in the upper left.



Do NOT use the “back button” in your web browser to go to previous screens. Use the “Blue Door” to go backwards.

To exit OhioRED properly, click the “Blue Door” several times until you have exited the program.

Exiting any other way WILL result in you being LOCKED OUT of OWCMS for 24 hours.

Department of
Job and Family Services

John R. Kasich, Governor
Cynthia C. Dungey, Director

(9/2014)

Equal Opportunity Employer and Service Provider