



RAPID RESPONSE AND LAYOFF AVERSION

PURPOSE

This policy consolidates previous Workforce Innovation and Act (WIOA) Rapid Response guidance into a single comprehensive directive, and distinguishes Rapid Response activities from Additional Assistance. It provides the California Workforce Development Board's (State Board) policy framework for Local Workforce Development Boards (Local Board) to design and implement a local/regional business engagement strategy and articulates the role of layoff aversion within effective Rapid Response systems.

SCOPE

The Workforce Development Board of Ventura County (WDBVC) and its contractors and subrecipients.

REFERENCES

- WIOA (Public Law 113-128) Sections 3(15) and (51), 107(d)(4), and 134(a)(2)(A)
- Workforce Services Directive WSD16-04 Subject: *Rapid Response and Layoff Aversion Activities* (July 22, 2016)
- DOL Training and Employment Notice (TEN) 9-12 (PDF), Layoff Aversion in Rapid Response Systems (August 31, 2012)

POLICY

Definitions and Resources

Business Cycle – A business cycle is identified as a sequence of four phases:

- Contraction – A slowdown in the pace of economic activity
- Trough – The lower turning point of a business cycle, where a contraction turns into an expansion
- Expansion – A speedup in the pace of economic activity
- Peak – The upper turning of a business cycle

Customer Relationship Management Module (CRM) – The CRM is a CalJOBS based tool, supported by the Employment Development Department (EDD), which allows Local Boards and their partners who have access to the CalJOBS system to record, track and report a variety of business engagement activities at the individual company level.

Economic Development – The [International Economic Development Council](#) defines economic development as a program, group of policies, or activity that seeks to improve the economic

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well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth and provide a stable tax base. For a good resource, see the [California Association of Local Economic Development](#) and the [Governor's Office of Business and Economic Development](#).

Employer Contact (Rapid Response 121 Report) – A visit to an employer by staff for the purposes of conducting Rapid Response activities. This visit may be in person, by telephone or through the use of other interactive technology. This is a cumulative report.

Employer Contact (122 Report) – This form is used only to report the development, implementation and completion of a business solution strategy(s) relating to and resulting in job retention at the current place of employment and the rapid re-employment (talent transfer) of affected workers. This is a cumulative report.

[*Employment Training Panel \(ETP\)*](#) – The ETP provides incumbent worker training funding to employers to assist in upgrading the skills of their workers through training that leads to good paying, long-term jobs. The ETP is a funding agency, not a training agency. Businesses determine their own training needs and how to provide training. ETP staff is available to assist in applying for funds and other aspects of participation.

Incumbent Worker – An employee of a business applying for incumbent worker training funds to up-skill and/or retrain in accordance with the WIOA.

Incumbent Worker Training – Developed with an employer or employer association to upgrade skills of a particular workforce. The employer agrees to retain the trained worker(s) upon completion of the training. Frequently, such training is part of an economic development or layoff aversion strategy.

Jobs Retained – A layoff is averted when (1) a worker's job is retained with the current employer that is at risk of downsizing or closing, or (2) when a worker at risk of dislocation transitions to a different job with the same employer.

Layoff Aversion – The process of using a series of activities, studies, and networks to examine a business or sector's cycle, organizational conditions, markets, and broad community relationships etc., in an effort to determine workforce and economic solutions that can mitigate job loss or save jobs.

[*Manufacturing Extension Partnership \(MEP\)*](#) – The National Institute of Standards and Technology's Hollings MEP works with small and mid-sized U.S. manufacturers to help them create and retain jobs, increase profits, and save time and money. The MEP also works with partners at the state and federal levels on programs that put manufacturers in position to develop new customers, expand into new markets and create new products.

Rapid Re-Employment (Talent Transfer) – A laid off worker is hired by a different employer and experiences short term unemployment (45 calendar days or less). To qualify for this activity, a

confirmed job offer must be on file from the hiring employer and issued within 45 days of the date the participant becomes unemployed.

[Small Business Development Centers of California \(SBDC\)](#) – The SBDCs provide training and no-cost one-on-one counseling to help small businesses and entrepreneurs overcome obstacles to growth. Topics range from: start-up assistance, planning for growth and expansion, technology and innovation and access to capital.

[Work Sharing Program/Short Term Compensation](#) – Work Sharing is described in Section 1279.5 of the California Unemployment Insurance Code and provides employers with an alternative to layoffs and provides their employees with the payment of reduced Unemployment Insurance benefits. Note: This activity is considered a job saved/retained as this strategy does minimize the impact on the Unemployment Insurance fund and should be reported on the Layoff Aversion Form 122.

Rapid Response

The primary purpose of Rapid Response as stated in federal guidance is to enable affected workers to return to work as quickly as possible following a layoff, or to prevent layoffs altogether. To accomplish this, the workforce development system must be coordinated, comprehensive, and proactive in communicating with business. This includes providing labor market and workforce information, integrating industry requirements into training strategies and career pathways, brokering relationships and job connections, making services efficient and easy to access, and coordinating with regional partners to reduce duplication.

A sound business engagement infrastructure should include early warning systems, which are necessary to ensure a timely response to worker dislocations. Early indicators can be recognized in a variety of ways, including through close communication with employer representatives, industry groups, organized labor, utilities, or through local media. Rapid Response also tracks labor market trends, increased Unemployment Insurance claims, public announcements through the California Worker Adjustment and Retraining Notification (WARN) Act notices, and analyzes economic data to assess the health of businesses. In each region, systems should be in place to regularly monitor all potential early warning indicators and notification channels, and employers must be informed about their legal responsibilities to issue advance notifications of layoffs and closures.

It is critical that regional business engagement teams build relationships with employers, labor organizations, workforce and economic development agencies, training institutions, service providers and community-based organizations. Proactive business engagement systems rely on good intelligence. Their value to economic development efforts can be increased by providing ready access to information regarding available talent. Regions can gain a competitive edge when they can leverage accurate information about regional economic trends, labor markets, new business development, impending layoffs, regional assets, and education and training resources.

Rapid Response Processing

1. Who Triggers the Notice: A covered employer must give a 60-day notice in writing if an employment site (or one or more facilities operating units within an employment site) will be shut down, and the shutdown will result in an employment loss of 50 or more employees during any 30-day period / Plant Closing, Downsizing or Mass Layoff.
2. Disclosure: Employer issues notification to local rapid response governing bodies; local elected officials, State of California Employment Development Department, Workforce Development Board.
3. Action Required: The Local Area's Rapid Response Coordinator makes immediate contact with the employer to confirm the closure or downsizing and the number of affected employees, and obtains the following information through the Rapid Response Orientation Planning Guide (Attachment I). To best assist, the Rapid Response Coordinator will need to understand:
 - the anticipated layoff schedule,
 - the employer's needs and expectations,
 - the employee representative's needs and expectations,
 - available resources,
 - time and resource constraints,
 - community factors, and
 - workforce demographics, education, skills, and needs.

The Rapid Response Coordinator will also work with the employer and any employee representatives to determine if other rapid response services should be incorporated into the transition strategy. Other types of services may include:

- **Peer Counseling**: training workers to serve as onsite resources for their co-workers.
- **Transition Teams**: helping to establish a group of individuals from management, the affected workforce, and labor (if applicable) that are responsible for identifying workers' needs, leveraging resources, and developing solutions.
- **Workshops**: résumé writing, interviewing, job search resources and techniques, registering for CalJOBS, financial planning, etc.
- **Transition Centers**: staffed by state and local representatives for purposes of offering flexible, accessible re-employment and/or retraining assistance.
- **Referrals & Job Fairs**: connecting affected employees to area employers that are hiring.
- **Application for the Trade Adjustment Assistance (TAA) Program**: employees may be eligible for additional benefits under this federal program if they are dislocated because of foreign competition.

- **Identifying Funding Sources:** when a large group of individuals will be affected, the rapid response team will explore ways to secure additional funding to help serve the affected employees.

A [Rapid Response Worker Needs Survey](#) shall be provided to the affected employees. While completing the survey is voluntary, all affected employees are strongly encouraged to complete one because the information may be used for re-employment, retraining, research, funding and workforce development purposes. The survey information may also prove helpful during the transition strategy development phase. When completing the survey, employees must answer questions relating to demography, employment, and types of programs and services they may wish to utilize. Individual results are confidential.

4. Assess the Potential Impact: The Rapid Response Coordinator will identify the number of companies, their locations, dislocated workers, and their residence to alert proper Local Workforce Development Area (LWDA) America's Job Centers of California. If the layoff or closure will affect neighboring local areas, a discussion with the Southern California Regional Rapid Response Team is imminent.
5. Who Attends the Rapid Response Orientation: A group effort of service is organized by the Rapid Response Coordinator that includes representation by the Employment Development Department, Local Union (if it's a union shop), and Financial Consultant (if several workers are receiving a severance package). A Planning Meeting may be conducted prior to the Rapid Response Orientation.
6. Rapid Response Orientation: The purpose of the meeting is to coordinate rapid response services with company experiencing or planning to conduct layoffs. Core topics typically covered at these sessions include: Rapid Response funding and its purpose, Workforce Innovation and Opportunity Act information, Unemployment Insurance, CalJOBS, retraining opportunities, labor market information, and health insurance considerations and options. Additional topics relating to financial education and community resources may be covered as well.

The topics may all be presented during a single session or split amongst multiple sessions, depending on the circumstances. The rapid response team tries to be as flexible as possible when it comes to determining the best format and the number of sessions needed to accommodate the affected workforce, including deciding for multiple shifts.

Ideally, any informational sessions will be offered on-site and on paid time to encourage employees' attendance. Employees who participate will learn about resources that can help them secure new employment. Employees will also be informed that prematurely terminating their employment may result in ineligibility for many of the programs and benefits that would otherwise be available to them had they stayed on until officially laid off.

Each attendee shall be provided with a Rapid Response folder packet, which shall include, but not be limited to: reemployment materials, CalJOBS information, Unemployment Insurance information, AJCC locations, County of Ventura resources, and more.

Upon completion of the Rapid Response Orientation, attendees shall be sent the [Rapid Response Satisfaction Survey](#).

The Rapid Response Coordinator shall accommodate any of the employees who need any special accommodations, including translation needs.

7. Establish a CalJOBS File: The file shall contain the following information:

- WARN letter, summary of information gathered in initial company meeting
- Copies of all forms of written correspondence issued or received in connection with this layoff/closure.
- Rapid Response Orientation sign-in list of affected employees
- Rapid Response Worker Needs Surveys (Attachment II).

8. Rapid Response Reporting Requirements (121 Report): Activities to be included on the Rapid Response 121 Report are those relating to employer contacts in response to layoffs or closures, as defined by the State Board. The Rapid Response 121 report must be completed to report all employer layoff/closure planning/orientation meetings. Planning meetings and/or orientations of nine or less employees are for information only and will not be used in the calculation of the dislocation-based formula funding factor.

Complete a separate line item entry for each employer contact occurring on different days, locations, or employers. Complete a single line item entry if multiple sessions are conducted on the same day, for a single employer with the note of how many multiple orientations were made that day. Note – this is a cumulative report.

The Rapid Response 121 Report (Attachment II) must be completed quarterly and submitted via email by the 10th of the month following the quarter's end to the WDBVC.

9. Job Seeker & Employer Follow-up: The Rapid Response Coordinator shall provide the AJCC with the Rapid Response Worker Needs Surveys for follow-up contacts. Individuals shall be informed about services at the AJCC and the WIOA program. The Rapid Response Coordinator shall also follow-up with the business regarding additional services needed.

Layoff Aversion

A layoff aversion strategy helps employers retain a skilled workforce and/or provides workers rapid transition to new employment, minimizing periods of unemployment. Layoff aversion is a central component of a high-performing business engagement strategy, requiring a shared responsibility among numerous partners at the state, regional, and local levels.

It is important to emphasize that Rapid Response does not stop layoffs. The intent of layoff aversion as a business engagement strategy is to provide business solutions to companies that want to save jobs. To save jobs, a business engagement team must be able to identify an at-risk company well in advance of layoffs, get executive level commitment to work together, assess the needs of the company, and deliver solutions to address risk factors. This requires a new culture of prevention and a strong infrastructure, including clarity of roles among regional partners. It requires data collection and analysis of regional labor market and industry sector trends, early warning mechanisms that can alert of problem areas and well-trained staff with capacity to build relationships among businesses, labor organizations and civic leaders.

Led by regionally coordinated Local Boards, business engagement teams should be built on regional partnerships among a range of organizations and intermediaries that can help identify and design appropriate business and employment solutions. Local Boards should include a variety of partners including the Department of Commerce's Trade Adjustment Assistance for Firms, the Manufacturing Extension Partnership or other sector-based partnerships, public and private economic development entities, Chambers of Commerce, Small Business Development Centers, community-based organizations, community colleges, local labor councils, and others.

Business engagement activities such as customized training, incumbent worker training, and work sharing strategies are among the many WIOA funded strategies that the workforce system can deploy to assist companies in averting layoffs.

As described in the Department of Labor's (DOL) TEGL 03-15, incumbent worker training provides both workers and employers with the opportunity to build and maintain a quality workforce. Incumbent worker training can be used to help avert potential layoffs of employees, or to increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers. Under Section 134(d)(4) of WIOA, Local Boards can use up to 20 percent of their adult and dislocated worker funds to provide for the federal share of the cost of providing incumbent worker training. Incumbent worker training needs to take into account the following factors:

- The characteristics of the participants in the program.
- The relationship of the training to the competitiveness of a participant and the employer.
- Other factors the State or Local Boards may determine appropriate (e.g., the number of employees participating in the training, wage and benefit levels of those employees [both pre- and post-participation earnings]), and the existence of other training and advancement opportunities provided by the employer).

Employers are required to pay for a significant cost of the training for those participants in incumbent worker training; this can be done through both cash and/or in-kind payments. The wages paid to participants, while in training, may be considered as a source of matching funds. Rules for matching funds are provided in the Uniform Guidance and DOL exceptions at 2 CFR

200.306 and 2 CFR 2900.8, respectively. Under Section 134(d)(4)(D) of WIOA, the minimum amount of employer share in the incumbent worker training depends on the size of the employer:

- At least 10 percent of the cost for employers with 50 or fewer employees
- At least 25 percent of the cost for employers with 51 to 100 employees
- At least 50 percent of the cost for employers with more than 100 employees

Employer share must be reported on the ETA-9130 quarterly financial report. The DOL encourages states and Local Areas that use incumbent worker training to ensure contracts with employers provide sufficient information to include participants in reporting. Incumbent workers should be reported in the WIASRD under element number 911 until a new reporting layout is available.

Layoff Aversion as Part of the Rapid Response Vision

Innovative Rapid Response practitioners understand that layoff aversion is as much a mindset as it is a collection of activities. Incorporating layoff aversion into a Rapid Response structure requires a philosophy that embraces prevention. The benefits derived from preventing layoffs or minimizing the duration of unemployment are undeniable— layoff aversion saves jobs, increases economic productivity, decreases the negative impacts of unemployment, and ensures more resources are available to provide comprehensive services to those individuals with greater needs. Successful implementation of layoff aversion principles within Rapid Response creates positive outcomes for all involved.

Successfully incorporating layoff aversion into a Rapid Response model is challenging. It requires that Rapid Responders embrace a new set of principles by which to operate. Layoff aversion requires an environment that promotes, seeks, and generates opportunities to avert layoffs. It requires wide-ranging partnerships, effective data collection, early warning systems, substantial strategic planning, and well-trained staff knowledgeable of the range of layoff aversion solutions and possibilities.

Benefits of Layoff Aversion

The benefits to workers, employers, the workforce system, and communities when layoffs are averted are obvious and measurable. Some of these include:

- For workers - retaining an existing job or quickly transitioning to a new one maintains financial stability and allows workers to continue to build experience with fewer gaps in employment;
- For employers - retaining a known and reliable worker can save costs associated with severance, recruiting, training, and orienting a new employee, prevent increases to their unemployment tax rates, and mitigate intangible costs such as avoiding a plunge in post-layoff morale among remaining workers;

- For states and local workforce areas - averting layoffs demonstrates critical value within a transitioning economy and provides support to economic development; and,
- For communities - averting layoffs is far less disruptive and costly compared to providing food, health care, and other emergency services to financially strained residents, the loss of revenues from lower spending, and even the loss of property taxes associated with high home foreclosure rates that may result from dislocation.

Examples of Layoff Aversion Activities and Timeline

Layoff aversion is often situation-dependent, and potential options and successful outcomes depend on a variety of factors. One of the important factors is time—the longer the time until a layoff or potential layoff, the more options are likely to exist for comprehensive layoff aversion opportunities. Because not all possible strategies or activities make sense to consider at all times or in all scenarios, it may be helpful to organize the likely solutions around certain timeframes. The following is a breakdown of a range of possible layoff aversion activities across a general “intervention timeline.” State and local Rapid Response teams are encouraged to think about developing similar ideas based on specific conditions.

Timeframe	Examples of Layoff Aversion Activities
Ongoing strategic or administrative activities (regardless of proximity to layoff or potential layoff)	<ul style="list-style-type: none"> • Developing, implementing, maintaining, and publicizing a state or local layoff aversion policy • Creating and sustaining effective partnerships with a wide range of organizations that contribute to layoff aversion strategies • Gathering data and intelligence related to economic transition trends within industries, communities, or at specific employers, and planning strategies for intervention • Developing early warning networks and systems utilizing data and intelligence gathered • Identifying heavily concentrated industries and sectors and related training needs in the geographic area • Engaging in proactive measures such as business visitation or layoff forecasting programs to identify indicators of potential economic transition and training needs in growing industry sectors or expanding businesses • Connecting employers and workers with short-term, on-the-job, and customized training and apprenticeships before or after layoff and prior to new employment
More than a year prior to a potential layoff	<ul style="list-style-type: none"> • Working with businesses to conduct comprehensive production cost studies with the goal of continuing cost-effective production within the United States • Helping a company spin off an under-performing business unit to focus on core competencies

	<ul style="list-style-type: none"> Helping companies practice continuous improvement in processes and quality, constantly looking for opportunities for new products, customers, markets, and business models
From approximately six months to one year prior to a layoff or potential layoff	<ul style="list-style-type: none"> Partnering or contracting with the Manufacturing Extension Partnership (MEP) or other business focused organizations to assess risks to a company, propose strategies to address those risks, implement services, and measure impacts of services delivered; conducting analyses of suppliers to assess risks and vulnerabilities from potential closings of a manufacturing customer Conducting prefeasibility or company valuation studies to determine the possibility for employee buyouts or Employee Stock Ownership Plans (ESOPs), or more commonly, the sustainability of the company with new products, retooled production processes, or new customers and markets Facilitating employer loan programs for employee skill upgrading, when available Examining alternative business ownership options through economic development partners Utilizing Trade Adjustment Assistance (TAA) for Firms to help employers negatively affected by imports remain competitive Leveraging Short-Time Compensation programs through Rapid Response and/or business engagement strategies
From approximately six months prior to, up through and following a layoff	<ul style="list-style-type: none"> Partnering with MEP organizations for activities, as mentioned above Utilizing incumbent worker training for eligible workers based on state or local rules, including TAA Encouraging use of Short-Time Compensation (shared work) programs in states with such programs incorporated into state Unemployment Insurance law Ensuring strong connections with reemployment focused activities within a state or local area Holding on-site job fairs or targeted hiring events with nearby business in need of workers with similar competencies or skill sets Conducting talent-transfer events or holding reemployment boot camps Connecting to labor unions that may be able to assist in accessing skilled workers and assessing their training needs

	<ul style="list-style-type: none"> • Linking with state or local economic development organizations to match business growth opportunities with available pools of skilled workers, including those currently dislocated or soon to be laid off
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Layoff Aversion Requires Strong Partnerships

Successful layoff aversion strategies and activities require engagement of the full range of programs and resources of the public workforce system and effective partnerships with a wide range of organizations. Rapid Response partnerships established across the economic spectrum can directly provide, or facilitate the provision of, an array of benefits to address the challenges presented by specific circumstances.

Rapid Response partnerships can enhance valuable layoff aversion activities supported by other resources. Examples of some of these critical partnerships, along with the activities in which they engage or resources they provide are highlighted below:

Partner(s)	Activities/Resources Provided
MEP Centers, TAA for Firms, International Trade Administration	<ul style="list-style-type: none"> • Prefeasibility studies • Lean manufacturing, Six Sigma, and quality improvements • Support for new product development, scouting and implementing new technologies, and export assistance
Business Community (including individual employers and aggregators such as industry associations and Chambers of Commerce)	<ul style="list-style-type: none"> • Company matching/instant labor exchange • Layoff forecasting • Early access to potentially struggling businesses • Productive referrals
Small Business Development Centers	<ul style="list-style-type: none"> • Succession planning • Loan programs
Non-Governmental Layoff Aversion focused Organizations	<ul style="list-style-type: none"> • Early layoff warning systems and data • Prefeasibility study support • Training and technical assistance
Organized Labor	<ul style="list-style-type: none"> • Early warning intelligence • Training • Reemployment • Peer counselors
Registered Apprenticeship	<ul style="list-style-type: none"> • Customized training • On-the-Job Training (OJT)
Educational Institutions	<ul style="list-style-type: none"> • Targeted training

	<ul style="list-style-type: none"> • Incumbent worker training • Short-term training • Customized training
Local Workforce Boards	<ul style="list-style-type: none"> • Incumbent worker training • Customized training • OJT
Community and Faith-Based Organizations	<ul style="list-style-type: none"> • Early layoff warning data • Other direct services
Unemployment Insurance	<ul style="list-style-type: none"> • Data gathering/early warning systems • STC (also known as work sharing)
Banks, Accountants, and Associated Industry Associations	<ul style="list-style-type: none"> • Early warning data • Connections to businesses • Business development ideas and funding, including for entrepreneurs
Private Outplacement/Staffing Firms	<ul style="list-style-type: none"> • Early layoff warning systems and data • Enhanced services to workers • Strong connections to business sector • Reemployment opportunities

Layoff Aversion Processing

1. When to Implement Layoff Aversion Strategies: Determining the appropriate moment for Board involvement in layoff aversion is challenging. How do you identify companies at risk of layoffs? How early should intervention occur? Before an employer's layoff announcement, the possibility of the layoff is often known only to members of a company's management. By the time a layoff is announced formally or otherwise made public, many layoff aversion strategy options for assisting the employer and employees to address threats are no longer viable.

The WDBVC believes that Boards are in the best position to identify potential layoff situations. While there are no absolute methods for identifying the appropriate point for involvement in a layoff situation, service providers may establish indicators for identifying companies at risk for layoffs.

2. Targeting Layoff Aversion: Layoff aversion strategies might not be a fit for every employer. Industry sectors whose strength will have the most significant impact on the future of the region are the most appropriate targets for layoff aversion efforts. For example:
 - industries that pay middle-class wages and benefits and offer job and training ladders for low-income populations;
 - industries that create greater economic spin-off activity, i.e., the multiplier effect;
 - industries that drive productivity gains in the economy and provide customers for advances in technology;

- industries that offer diversification of the economy;
 - industries that provide a foundation for new industry clusters; or
 - a combination of industries that provide the greatest positive impact for the region.
3. Strategies and Services: There are a wide variety of approaches to assist with layoff aversion. Layoff aversion is an ongoing effort, not a one-time event. Layoff aversion activities should be conducted as local economics are contracting and expanding. A [Business Needs Assessment](#) should be completed for all employers.
4. Establish a file: The file shall contain the following information:
- Business Needs Assessment
 - Copies of all forms of written correspondence issued or received in connection with this layoff aversion
 - Incumbent Worker Training documentation
 - Documentation used to show job(s) saved (Attachment III).

The WDBVC strongly recommends files be stored and managed in CalJOBS.

5. Rapid Response Reporting Requirements (122 Report): This report was developed to capture and report business solution strategies delivered to business during any stage of the business cycle that relate to and result in job retention and/or rapid re-employment. A 122 Report (Attachment IV) may be submitted for a “single” job retained at an existing employer and/or a single rapid re-employment with a different employer. It is important that Local Area staff consider and document how layoff aversion activities will result in a positive outcome before allocating resources. Note – this is a cumulative report. It is not a register of local activities. It is to be used to report only business solutions (incumbent worker training to prevent a layoff, Work Sharing or Talent Transfer) completed during the reporting quarter.

For completion of the business solution strategy, documentation of outcomes must be attached to the 122 Report and retained locally for audit purposes. Attachment III includes an example of evidence that can be used to document a job(s) saved. Note – the Local Board’s administrative, fiscal, and program activities will be subject to the state’s monitoring.

Layoff Aversion (122 Reports) reports shall contain data for a year, beginning on April 1 and ending on March 31. Reports shall be submitted to WDBVC each quarter, five days after the end of the quarter 1:

- First Quarter (July 1-September 30) – Report due October 5
- Second Quarter (October 1-December 31) – Report due January 5
- Third Quarter (January 1-March 31) – Report due April 5
- Fourth Quarter (April 1-June 30) – Report due July 5

6. Employer Follow-up: Service providers shall follow-up with the business regarding additional services needed.

ACTION

Bring this policy to the attention of all affected staff.

INQUIRIES

Inquiries regarding this policy can be addressed to the WDBVC at 805-477-5306.

/S/ Rebecca Evans, Executive Director
Workforce Development Board of Ventura County

ATTACHMENTS:

- Attachment I - Rapid Response Orientation Planning Guide
- Attachment II - Rapid Response 121 Report
- Attachment III - Layoff Aversion Documentation Example
- Attachment IV - Layoff Aversion 122 Report

RAPID RESPONSE ORIENTATION PLANNING GUIDE



COMPANY NAME: _____

DATE: _____

OPENING REMARKS AND INTRODUCTIONS (Rapid Response Coordinator)

- ☐ Thank employer and introduce the team
- ☐ Employer Representative(s)
- ☐ Outplacement Firm Representatives
- ☐ Labor Union Representative(s)
- ☐ State of California Employment Development Department
- ☐ TAA Specialist (if applicable)
- ☐ Brief overview of WARN Act provisions (if applicable)

PURPOSE OF MEETING (Rapid Response Coordinator)

- ☐ Give information about services available
- ☐ Gather information on employer and employee workforce

LAYOFF INFORMATION (Employer)

Nature of Industry – Future?	
Closure or layoff?	
Closure/layoff date(s)?	
Reason for closure or layoff?	
Number of employees affected?	
Schedule of layoffs?	
Job titles involved?	
Salary ranges?	
Average years of service?	
Average wage rate?	
Cities of residence?	
Language status of employees?	
Layoff caused by increase imports from foreign countries/outsourcing?	
Will the company remain open?	
If remaining open, what functions will remain?	
Will laid off employees be recalled in the future?	

RAPID RESPONSE PLANNING MEETING GUIDE

Do the employees belong to a union?	
Is there a Labor Management Committee in existence?	
Were employees offered the chance to relocate?	
Is the company working with an outplacement firm?	
Severance Package/Work Continuance Pay?	
Facility Status: Lease/Vacant/Sold?	
Company's assessment of employee needs?	

EXPLANATION OF EDD SERVICES (Employment Development Department)

- ☐ Unemployment Insurance Benefits
- ☐ Disability Insurance
- ☐ Job Service

EXPLANATION OF WIOA SERVICES (Rapid Response Coordinator/WIOA Career Services)

- ☐ America's Job Center of California – computers, copiers, workshops, etc.
- ☐ Orientation(s)
- ☐ Assessment of capabilities and aptitudes
- ☐ Remediation of basic skills
- ☐ Career planning
- ☐ Supportive services
- ☐ On-the-Job Training (OJT)
- ☐ Classroom training
- ☐ Customized training
- ☐ Placement and retention services

SCHEDULE OF RAPID RESPONSE ORIENTATIONS (Rapid Response Coordinator/WIOA Career Services)

Number of orientations (English, other languages) _____

Location, time(s), how many workers per session? _____

Publicity/Flyer – Need help creating? _____

CLOSING REMARKS (All)

FORM COMPLETED BY: _____

Date submitted: _____
Quarter Ending: _____

INSTRUCTIONS: Activities reported on the Rapid Response 121 Report are those relating to visits in response to layoffs or closures, as defined in this Directive. Reportable visits include Worker Adjustment and Retraining Notification (WARN) and non-WARN events. The Rapid Response 121 Report must be completed for all layoff/closure planning/orientation meetings. Planning meetings and orientations for 9 or less employees are for information only and will not be used in the calculation of the dislocation-based formula funding factor. Complete a separate line item entry for each visit occurring on different days, locations or employers.

Complete a single line item entry if multiple sessions are conducted on the same day, at a single location, and for a single employer with the note of how many multiple orientations were made that day. The Rapid Response 121 Report is cumulative, must be completed quarterly and submitted via e-mail by the 20th of the month following the quarter end to the assigned Regional Advisor, with a "cc" to the Local Workforce Development Area (Local Area) Administrator. For example, submit the 03/31 report by 04/20.

[illegible]

11_Agriculture_Forestry_Fishing_Hunting
21_Mining_Quarrying_Oil_and_Gas_Extraction
22_Utilities
23_Construction
31_33_Manufacturing
42_Wholesale Trade
44_45_Retail_Trade
48_49_Transportation_and_Warehousing
51_Information
52_Finance_and_Insurance
53_Real_Estate_and_Rental_Leasing
54_Professional_Scientific_and_Technical_Services
55_Management_of_Companies_and_Enterprises
56_Administrative_and_Support_and_Waste_Management_and_Remediation
61_Educational_Services
62_Healthcare_and_Social_Assistance
71_Arts_Entertainment_and_Recreation
72_Accommodation_and_Food_Services
81_Other_Services_Except_Public_Administration
92_Public_Administration
99_Unclassified

Date

Company Name

Company Address

RE: Business Solution Strategy from the America's Job Center of California/Workforce Development Board of Ventura County

Dear Sir/Madam,

Our organization met with a representative from the America's Job Center of California/Workforce Development Board of Ventura County on **DATE**. During this meeting, we discussed information relating to our company's current economic and organizational situation. The representative from the America's Job Center of California/Workforce Development Board of Ventura County provided information and guidance to our company in the area of:

- Click or tap here to enter text.
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- Click or tap here to enter text.

Our organization anticipates that, through implementing the above indicated strategies, our workforce is better prepared to operate in our organization's economic climate. A total of **NUMBER** jobs within our organization will be saved.

Warm regards,

Name of Representative

Title

Name of Reporting Local Area:

Contact Person:

Email:

Telephone:

Fax:

Date Submitted:

Quarter Ending:

INSTRUCTIONS - Activities reported on the Layoff Aversion (LOA) 122 Report are those relating to business solution strategies delivered, and/or providing Rapid Re-Employment Services, by Local Workforce Development Area (Local Area) staff and/or partners, to businesses during any stage of the business cycle. It is important that the Local Area staff consider and document how layoff aversion activities will result in a positive outcome before allocating resources. For completion of the layoff aversion activity, documentation from the business receiving the solution and/or the business rapidly re-employing is required for validation of outcomes. Copies of documentation must be submitted with the 122 Report and also retained locally. Note: This is a cumulative report.

Date of Initial Contact	Company Name (Company Retaining Jobs)	Company Name (Company hiring for Rapid Re-employment within 45 calendar days after becoming unemployed)	City	Start Date of LOA Solution Delivery (or) Termination Date for Rapid ReEmployment	End Date of LOA Solution Delivery (or) Rapid Re-employment date (45 calendar days)	Business Solution Delivered	Industry Sector Code/Title	Local Area Priority Sector (Yes / No)	# of Jobs Retained	# Rapidly Re-employed	Documentation from Employer for # of Jobs Retained (Yes / No)	Documentation from Employer for # of Rapid Re-Employment (Yes / No)

11_Agriculture_Forestry_Fishing_Hunting
21_Mining_Quarrying_Oil_and_Gas_Extraction
22_Uilities
23_Construction
31_33_Manufacturing
42_Wholesale Trade
44_45_Retail_Trade
48_49_Transportation_and_Warehousing
51_Information
52_Fiance_and_Insurance
53_Real_Estate_and_Rental_Leasing
54_Professional_Scientific_and_Technical_Services
55_Management_of_Companies_and_Enterprises
56_Administrative_and_Support_and_Waste_Management_and_Remediation
61_Educational_Services
62_Healthcare_and_Social_Assistance
71_Arts_Entertainment_and_Recreation
72_Accommodation_and_Food_Services
81_Other_Services_Except_Public_Administration
92_Public_Administration
99_Unclassified

Yes

No