

Rapid Response Service Plan June 30, 2016-June 30, 2017

**Southeast/Eastern Virginia
(SEVA) Rapid Response**

**Thomas Nelson Community College Hampton,
Virginia**

<http://tncc.edu/workforce/business/seva>

BASIC UNDERSTANDING

Rapid Response is flexible and responsive to the needs of the working public, Virginia's businesses, and the communities in which they reside. To ensure high quality, consistent and timely services, Rapid Response Teams must focus on preventing or minimizing the impact of layoffs. The ultimate goal of rapid response is to enable affected workers to return to work as quickly as possible following a layoff or to avoid unemployment altogether. To do so, Rapid Response Teams must take an ongoing, comprehensive and customized approach to identifying, planning for and responding to our customers.

The WIOA under section 134(a) (2) (A) (ii) requires a state to use a portion of WIOA dislocated worker funds for the provision of Rapid Response activities to be carried out in local areas by the State, or an entity designated by the State, in conjunction with local workforce boards and local elected officials. The Code of Federal Regulations (CFR) at 20 CFR 682.300 through 682.370 *Workforce Innovation and Opportunity Act; Proposed Rules* provides additional information on required and allowable Rapid Response activities. This MOU establishes that in the Commonwealth of Virginia Rapid Response activities will be provided through a Regional Rapid Response program administered by the Thomas Nelson Community College, the grantee, with funding provided by the Virginia's Community Colleges System (VCCS) Office.

The Memorandum of Understanding between the Virginia's Community Colleges and Thomas Nelson Community College based Workforce Development Program provides specifics of the program requirements. The categories of work are noted below.

Building and Maintaining Partnerships

Gathering Economic Intelligence to Promote Business Retention and/or Mitigating the Impact of Business Transition Actions

Managing Economic Transitions

Data Collection and Analyzing Customer Data

Program Outreach

Disaster Response

Program Assessment and Service Evaluation

The Rapid Response Regional Service Plan will describe how each regional program will meet Rapid Response Program requirements.

Rapid Response Quality Design Principles

Optimizing Rapid Response, Layoff Aversion, and Business Engagement for Economic Success

Timeliness

Convenience

Customer Choice

Consistent and Accurate Information

Leveraging Resources

Seamless Service Delivery

Active Promotion

Layoff Aversion

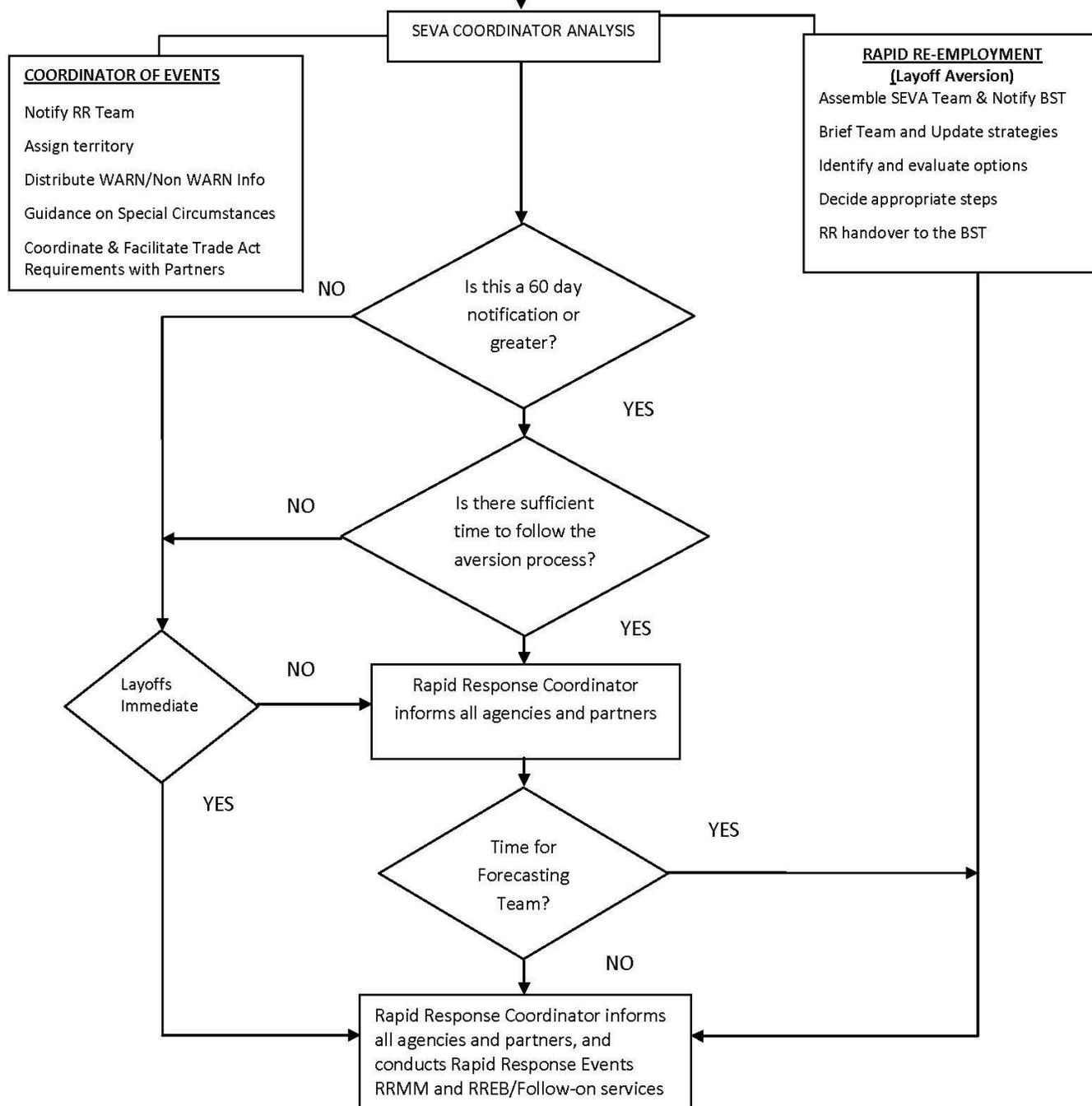
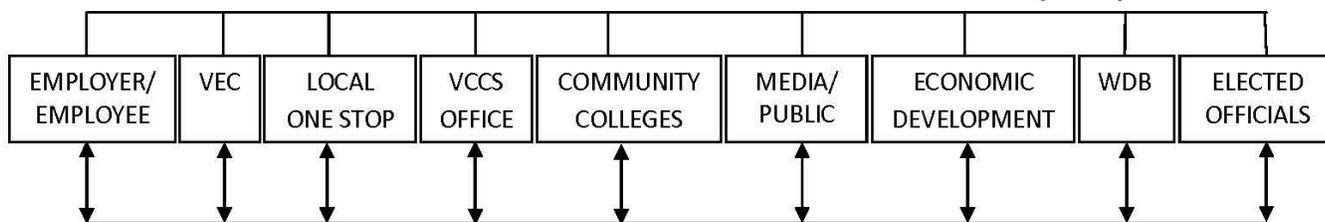
Measures of Success

Partnerships

SEVA-RAPIDRESPONSE

Comprehensive Customized Workforce Transition Services for Mass Employee Layoffs and Business Expansions

WORKFORCE INTELLIGENCE and INFORMATION NETWORK (WIIN)



Narrative Description of Services

Describe the regional vision to develop and maintain partnerships, communicate and collaborate to provide customized workforce solutions for businesses and dislocated workers. Describe reemployment strategies and how customers will be connected to the workforce system.

RAPID RESPONSE - A REGIONAL ASSET

SOUTHEAST/EASTERN (SEVA) Rapid Response is a **regional asset** that delivers a systemic approach involving partnerships with three workforce development boards in local workforce operating areas 13, 14, and 16; six local one stop centers; six community colleges; six local employment commission offices and various needs based service providers, within the Virginia Workforce Network; and, in so doing, becomes a major driver in regional workforce and economic development initiatives.

Engagement/Proactive Outreach/Awareness and Connection Vision Plan

Business Engagement

Per Department Labor policy, the sole reason and impetus for Rapid Response is to assist job lost transition impacted employees back to work as quickly as possible and to minimize or prevent unemployment. Engagement is key to this process and is a **three-pronged approach** in creating the Rapid Response knowledge gateway connection through accurate, relevant, knowledge, and awareness. The knowledge gateway allows businesses, workforce system partners and impacted employees to make informed decisions.

First, we must engage the **employers/businesses (professional and community-based)** through proactive outreach, conferences, summits and speaker's forums because they are the gatekeepers to human capital who will decide to contact Rapid Response via Worker Adjustment Retraining and Notification (WARN) Act or Non-WARN criteria. In order to connect with Rapid Response, they must first know and understand what Rapid Response is, how it can help and benefit them, and the services that the Rapid Response Team can provide the business and its impacted employees when the need arises.

Businesses are the ones who will start the initial point of the connection/reconnection to the workforce system by allowing Rapid Response and the Team of partners on their work site or a designated location for a Rapid Response Manager's Meeting and Rapid Response Employee Briefings (Rapid Response Layoff Events) to occur. It is during these briefings, where the business, via Rapid Response Manager's Meeting, (RRMM) demand driven needs are determined and accessed. And, during the Rapid Response Employee Briefings (RREBs) impacted employees are made aware, knowledge is imparted; and, they are empowered to make informed decisions to develop strategies for a successful transition from one career to another or to attain employment as quickly as possible.

Second, we must engage Virginia Workforce Network (VWN) **partners**, because they have the resources to meet the demand driven needs of the business in order to attain well-trained, work ready, qualified employees and to assist impacted employees for skill assessment, transition preparation services, human need assessment, and supportive services, income maintenance and asset protection strategies, training, and follow-on rapid reemployment services for eventual success. However, one partner does not have all of the resources; therefore, VWN partners must be willing to communicate, coordinate, collaborate, connect, and leverage resources to meet successful end states. Partners should aspire to be the best internal

customers to each other. This creates a seamless, consistent, and quality of service translation and appearance to our primary external customers, the businesses.

Third, we must engage **impacted employees** by directly addressing human need issues, and issues concerning the long term unemployed, determine supportive services needs, assist with income maintenance and asset protection strategies, properly assess their skill set requirements and deficits and meet them where they are by only training to their deficits. This allows them to attain the skillsets and needs of their new employer and get back to work as soon as possible.

Two-Fold Concurrent Strategies – For viable connection to the workforce system, in all layoffs or job loss transitions, no matter how big or small, two strategies should occur concurrently in the minds of the impacted employee. First, is an **income maintenance and asset protection strategy** - based on Abraham Maslow's hierarchy-of-needs, this strategy is basic and fundamental for any impacted employee to ascertain how to maintain their financial and economic status quo while in transition... to pay bills and maintain a semblance of the same standard of living. The Employment Commission unemployment benefits, severance pay, Social Services, and the Social Security Administration are primary assets and mainstays of this strategy, based on assessed need. Once this strategy is in place, then the impacted worker should focus on an in-demand driven **adult career pathway strategy** to get focused and specific training and skills to get back to work as quickly as possible.

Hence, we must engage **businesses, partners, resources, and the impacted employee** simultaneously, because once the impacted employer and employee have knowledge and empowerment, then businesses and partners can provide synchronized and coordinated resources to open the gate for a roadway and roadmap that leads to success. In order to be good stewards of resources and to maintain public trust, all efforts should be focused on specific needs meeting each impacted worker where they are (needs-based) in the job loss transition process.

Fundamental Definitions and Concepts for Success of the SEVA Rapid Response Team

- a) **Rapid Response Coordinator** - The Rapid Response Coordinator is the convener and facilitator of the forecasting team, forums, and summits and is the focal point for the confirmation of intelligence, converting viable intelligence into useable information, the promulgation of facts, the dissemination of information, and the coordination and scheduling of Rapid Response events (Rapid Response Manager's (RRMM) and Rapid Response Employee Briefings (RREB). The Coordinator determines the requirements for convening the Forecasting Team; and, once convened, assures the transparent and seamless flow of information.

- b) **The SEVA Rapid Response Team of Partners** - a proactive collaboration of organizations and partnerships from primary regional partners from one stop centers (America's job centers), employment commissions, community colleges, economic development directorates, Enroll Virginia, and customized needs-based partners with the primary focus of successful workforce transitions and reemployment of an experienced, viable, and highly skilled workforce for a constantly changing global and technological world. Workforce development and economic development are inextricably linked

drivers that provide the impetus for the continuous re-training, re-engineering, and reemployment of the workforce. The SEVA-Rapid Response Team provides the knowledge and connection gateway for impacted businesses and dislocated employees to connect/reconnect to the workforce system for comprehensive services prior to, during, and after layoffs.

- c) **The Workforce Innovation and Opportunity Act (WIOA)** - Has three main funding streams: (1) Dislocated Worker, (2) Adults, and (3) Young. Rapid Response is funded under the Dislocated Worker funding stream. To meet Dislocated Worker funding criteria, one must be a dislocated worker either in the private sector or the military. Under the Dislocated Worker funding stream, there is no consideration of income or position. The two remaining funding streams, the Adults and the Young, one must meet income and other eligibility income criteria.

- d) **Rapid Response Involvement** - Even though one may be dislocated, it is the mass layoff of 25 or more employees being impacted that connects and triggers Rapid Response involvement. Rapid Response is the knowledge gateway that connects or reconnects the impacted employee to the public workforce system, to allow them to make informed decisions on income maintenance and asset protection strategies and choosing a viable in-demand career path to get back into the workforce as quickly as possible.

- e) **Quality and Consistency** - Rapid Response events will provide the same level of quality, consistency, and intensity of service regardless of company size. Hence, the underlying strategic national vision and approach for services is to position the effectiveness of our coordinated job transition strategies in moving the workforce to re-training and reemployment that our customers cannot imagine proceeding or doing business without us. Quality in the purest form is merely perception; and, perception can become reality. All Rapid Response Manager's Meeting and Employee briefings, whenever possible and practicable, shall be conducted in a professional power point briefing format.

- f) **Customers** - All affected employers, employees, potential employers, agency employees, community services providers and Virginia Workforce Network partners committed to the mission, goals, and objectives of the Rapid Response Team of Partners. This service plan recognizes inherently that, there are two customers--**internal and external**. The quality and perception of effort starts first with members of the Virginia Workforce Network recognizing that being outstanding internal customers to each other is very important. **It is fundamental to understand that we serve each other first and foremost**; and, there is an inextricable link with being an outstanding internal customer and providing outstanding service to our external customer.

- g) **The Dislocated Worker** - The simple definition is a private sector or military veteran employee who has been laid off or terminated, or receives notification of termination or layoff from employment as a result of any reduction-in-force, permanent closure of, or any substantial layoff at a plant, facility, or

enterprise, and the justification of the layoff or termination is deemed through **“no fault”** of the impacted employee. What is fundamental to understand is that being a dislocated worker is a **status** and impacted workers do not have to meet eligibility criteria. The termination is business or employer initiated and maintaining the dislocated worker status is what makes impacted employees eligible for subsequent services within the workforce system.

- h) **Military Veteran Retirees** - Military retirees are not a separate category from veterans. Military retirees are veterans. When a person retires from the military, they are automatically a dislocated worker and qualify for unemployment insurance, because no one can retire from the military with dishonorable service. Proof of this is demonstrated by providing a member 4 copy of their form DD-214. However, even though qualified for unemployment insurance, depending upon when they retired and if their retirement is in the base period (a period from the point of separation/retirement from the military 18 months into the future), individuals may be deemed *ineligible* to receive unemployment insurance. The important point is that even though they may be *ineligible* to receive unemployment benefits they are still *qualified* as dislocated workers and are still *eligible* for programs under the Workforce Innovation and Opportunity Act.
- i) **Military Veteran Non Retirees** - For individual exiting military separatees who willingly depart the service upon completion or their end of active obligated service (EAOS); or, who are involuntarily separated, Department of Labor, Training and Employment Guidance Letter (TEGL) 22-04 provides clarity to their dislocated status. First, it clearly and expressly states that exiting military non retirees are dislocated workers if they are discharged from active service with honorable service.

It is the honorable service that meets the standard for the **no fault** criteria previously discussed, and makes them qualified for unemployment insurance and for programs under the Workforce Innovation and Opportunity Act. This is why exiting military members must provide the member 4 copy of their form DD-214, which verifies characterization of their discharge. The policy states that *“It is Department of Labor policy that being discharged (under honorable circumstances) either voluntarily or involuntarily terminates an employment relationship between an individual and the military and thus falls within the scope of the WIOA definition of dislocated worker.”*

So...if broken down, exiting military separatees would meet four criteria for the dislocated worker status: (1) the no fault criteria, (2) have honorable service, (3) qualify for unemployment insurance, and (4) it is unlikely that they will return to their previous job because they are separating from the service.

- j) **Priority of Service/Military Veteran Defined** - Workforce Systems operate under the minimum standard of one day in the military as a priority of service for serving military veterans. This is based on the United States Code, section 38, 101 (2) that states the definition of a military veteran. Per the code, the term *“veteran” means a person who served in the active military, naval, or air service, and who was discharged or released there from under conditions other than dishonorable.* So...broken down, a

veteran is an individual who: (1) served on active duty... no time specified, (2) was discharged from active duty, and (3) had no dishonorable service.

k) Qualification Verses Eligibility Status - Note the terms being *qualified* and *eligible* are mutually exclusive and are not used interchangeably. For example, a person may *qualify* for unemployment insurance, but may be monetarily *ineligible*; or, they may *qualify* for unemployment insurance but may be *ineligible* to receive benefits because their severance payment exceeds the amount paid by the unemployment claim; or, they may *qualify* for unemployment insurance, but may be *ineligible* to receive unemployment benefits because the period of their retirement is in the base period. In all three cases, the person is still *qualified* as a dislocated worker. What is important to note is that without the dislocated worker status, an individual will not *qualify* for unemployment insurance or for programs under the Workforce Innovation and Opportunity Act Dislocated Worker Funding stream. They are inextricably linked.

Layoff Aversion

Layoff Aversion - proactive tactics are those efforts put in place to keep affected workers employed prior to official notification by any means of a layoff. Partners function as a network of community intelligence in a functional flow of information demonstrating viable and collaborative partnerships and relationships. See the SEVA Informational Flow Chart above, titled Workforce Intelligence and Information Network (WIIN).

Note that the Layoff Aversion definition is business focused. Time is a precious and perishable commodity. And, time is key element in making Layoff Aversion have success. Layoff Aversion is a key and essential component in keeping business viable and operational; therefore, keeping employees working; and, five primary workforce partners...(1) the local community colleges, universities and proprietary schools,(2) the Virginia Employment Commission local offices, (3) the local One-Stop Centers, (4) ((economic development directorates, and (5) the current affected employer or impending employer play a critical role in providing a smooth transition and successful reemployment.

These partners should leverage and collaborate to bring with focus and specificity, available resources and strategies to bear based on accessed need, to re-employ affected workers prior to the layoff. Extended reach, protraction, a viable early warning and notification and communication network are key and instrumental in making proactive or frontend Layoff Aversion work and have optimal success.

Rapid Reemployment – After the impacted business has decided to notify of a layoff, closure, or a reduction-in-force, then rapid reemployment is all efforts within the workforce system directed and focused on the impacted employee(s) to minimize or prevent unemployment or a dislocation and return the impacted employee(s) to work as quickly as possible.

Frontend Rapid Reemployment – once notification of a layoff by any means, proactive tactics are those efforts put in place to secure employment for an affected worker prior to an impending layoff when the date of the layoff is unknown or has not been established. Time is a viable and most important asset and supports a proactive mindset and optimal rapid reemployment.

Backend Rapid Reemployment - reactive tactics are those efforts put in place to secure employment after the layoff terminal date has been set; some phased layoffs may have occurred, but the layoff has not been completed or reached terminal date status. Time is diminished and supports a dislocation mindset.

Benefits of Layoff Aversion to Businesses-

- Retrained a reliable worker
- Reduced cost of severance packages
- Reduced cost in filling job vacancies
- Reduced cost of retraining
- Increase in employee morale
- Reduction in unemployment tax rates

Benefits of Layoff Aversion to Employees-

- Contributes to national economic engine of America
- Improves personal financial stability
- Prevents financial devastation from the loss of income
- Reduced rolls of unemployment

Benefits of Layoff Aversion to Taxpayers-

- Saves outlays from U/I trust fund
- Less disruptive to community services
- No loss of property taxes/foreclosures
- Maintenance of community wellness
- Maintenance of regional economic vitality

Proactive Rapid Response and Layoff Aversion Strategies Briefs

These briefs are provided to employers, workforce based, and community based organizations to emphasize a separate phase from traditional reactive Rapid Response that aligns with (1) early warning, (2) layoff aversion strategies, (3) diminishing or reducing knowledge deficits, (4) supporting national trends and mandates from the Department of Labor, and (5) involving frontend engagement of employers and front-end layoff aversion (rapid reemployment tactic within the workforce system). The long term strategic goal is to educate workforce development boards, employers, the Society for Human Resources Management (SHRM), the education system, school boards, the local employment commissions, one stop career centers, community colleges, economic development directorates and community based organizations on the proactive initiatives of Rapid Response services and layoff aversion (rapid reemployment).

LAYOFF AVERSION STRATEGIES

1. Assistance to Employers in managing reductions in force
2. Ongoing engagement, partnership and relationship-building activities with business in the community
3. Funding feasibility studies
4. Developing, funding and managing incumbent worker training programs or other upskilling approaches

5. Connecting companies to short term compensation or other programs
6. Employer loan programs for employee upgrading
7. Other, Federal, State and local resources as necessary to address other businesses
8. Establishing linkages with economic development activities at the Federal, State and Local levels
9. Partnering or contracting with business-focused organizations to assess risks to companies
10. Conducting analyses of the suppliers of an affected company
11. Engaging in proactive measures to identify opportunities for potential economic transition
12. Connecting businesses and workers to short-term, on-the-job, or customized training programs and apprentices
13. Political Initiatives
14. Apprenticeship Training
15. On-the-Job Training
16. Competency Testing
17. Curriculum Development
18. Incumbent Worker Skilled Training
19. Job Search Assistance
20. Reemployment Assistance
21. State Funding Assistance
22. Employer-Employee Resources- Handbook-Website
23. Economic Development-Business Retention-Business Recruitment Initiatives
24. Employment Pipelines
25. Upsizing Strategies
26. Business Development (Business Planning and Resources)
27. Job Development
28. Small Business Development and Entrepreneurship
29. Federal/State Funding Assistance
30. Department of Professional Occupational Regulations
31. Career Pathway Initiatives
32. Front-end On Ramp Program Initiatives

Rapid Response Events

Rapid Response events are critical to establishing long-term and sustainable trust relationships with affected employers and employees. During Rapid Response events (conducting Rapid Response Managers Meetings and Employee Briefings (RRMM/RREB) immeasurable intangibles are created during this interaction. They are (1) relationships are developed; (2) trust is established; (3) there is a meeting of the minds on strategy and processes (an implied contract); (4) quality and satisfaction of effort are confirmed or reaffirmed; (5) strategic ambassadorships are formed; and (6) the genesis for developing transition strategies for re-careering, and reemployment of the impacted workforce is developed. It starts in **the minds of the affected employees** during the Rapid Response briefs/presentations (Manager Meetings and Employee Briefings). There starts the beginning of development of the income maintenance and asset protection and re-

careering/career pathways strategies for the acceptance of change and the new direction to attain those goals. Hence, the best advertisement and promotion of the Rapid Response program are from those employees and businesses affected by the job loss transition who see the quality and value of Rapid Response in helping them connect to services in job searching, re-careering, training, and re-training in order to find mainstream reemployment as quickly as possible. Quality and consistency of effort will be mainstays and are the cornerstone of these events.

- a. **Rapid Response Survey Instrument** - To develop a transition services package in conjunction with the affected company, the Rapid Response team will gather information about employee needs by asking the employees of the company to complete a survey called the Rapid Response Needs Assessment Survey at all Rapid Response Employee Briefings (RREB). It is important and key to note that this survey is customizable to meet the needs and demands of the business and/or impacted employees. Developing a customized survey unique to each layoff will allow the Rapid Response Team to organize services and develop focused and required solutions and the specificity necessary to help impacted employees return to work as quickly as possible. Results from the Needs Assessment survey can become the justification and substantiation for the request for additional services or funding streams.

The results of the survey are provided in the Needs Assessment Survey Analysis Report and disseminated to primary members of the Virginia Workforce Network in the area or territory where the layoff will occur within 10 days of the completion of the Needs Assessment Survey. Upon review of the Needs Assessment Survey Analysis Report, the results will determine if services or what involvement is required for a successful reemployment transition.

- b. **Rapid Response Data Collection Form** - will be completed by each member at the Rapid Response Employee Briefing and entered as a frontend initial tracking point in the Virtual One Stop System (VOSS).

Step 1: Rapid Response Coordinator attends Business Services Team Meetings; may provide update.

Step 2: RR Coordinator receives intelligence on layoff via WARN or Non-WARN (call or email, WOM, media).

Step 3: RR Coordinator confirms layoff, closure with employer and/or receives WARN notification from VCCS Office.

Step 4: Notifies VEC, Enroll Virginia, One Stop, Community College, On Ramp Coordinator and Economic Development Directorates

Step 5: RR Coordinator distributes confirmed information or WARN to the SEVA Rapid Response Team.

Step 6: Coordinates RRMM or RREB event and send confirmation email

Step 7: RR Coordinator schedules Manager's Meeting (RRMM) with business, primary VWN partners, and union representatives.

Step 8: RR Coordinator schedules RR Employee Briefings (RREB) and conducts the Needs Assessment Survey and Rapid Response Data Collection Survey.

The RR Coordinator:

- a. Collects, tabulates surveys and disseminates a Needs Assessment Survey Analysis Report.
- b. Distributes timely results of the Needs Assessment Survey Analysis Report to the Rapid Response Team of partners for each applicable layoff.

Step 9: Rapid Response Team implements Team Responses (work first, pipeline, career pathways, career readiness certificate) based on results of needs survey and affected employee and employer feedback.

Step 10: Notifies and involves union representatives (if applicable) in transition planning which includes union representatives in all email correspondence and meetings and invites to all RRMMs and RREBs.

Step 11: Provides technical assistance on obtaining trade certifications. Will work closely with Virginia Employment Commission Trade Act Manager, and will keep informed of all regional trade initiatives.

Step 12: If applicable, will provide initial trade consultation to the employer on trade certification at the scheduling of the RRMM.

Step 13: Complete surveys.

- a. Completion of Employee Briefing(s) Evaluation of Services Survey
- b. Employer Satisfaction Survey

Step 14: Rapid Response Coordinator monitors completion of the Business Services Team Layoff Aversion /Dislocation Phase Form.

Step 15: Hand over to the Business Service Team Coordinator (BSTC)

Step 16: Continued engagement and input with BST through layoff aversion and dislocation phases

Step 17: Natural Disasters and Emergencies resulting in mass job loss dislocation and/or disaster unemployment assistance (DUA), will be executed and handled as Rapid Response **Layoff** and a team of applicable partners. The Virginia Employment Commission will execute its internal Plan of Action for disaster unemployment assistance. Based on the damage, meetings, and Rapid Response events may be held in places other than the employer's site. Forecasting Team, Layoff Aversion Strategies (frontend and backend) are germane to all disaster and emergency events.

The development of the current Disaster Plan is a work in progress. On November 16, 2016, SEVA Rapid Response conducted a first-ever workforce system/emergency manager and coordinator summit. This was the beginning of many initiatives in the ensuing year (2017) to finalize a plan of emergency execution between workforce partners and the emergency managers before and after a declared emergency where businesses and impacted and employees are dislocated. The intent and efforts of the plan are to make businesses operational and put employees back to work as quickly as possible.

MANAGER'S MEETING DISCUSSION AGENDA

1. Extent and timing of layoff
2. Secondary and Tertiary impacts

3. Layoff Aversion/Rapid Reemployment) impact lessening strategies and plans
4. Identification of Layoff Aversion (LA)/ Impending Layoff (IL) regional resources and funding available
5. Number, demographics, skill levels of affected workers
6. Trade Act impact and implications
7. Number of retirees
8. Number receiving severance pay and severance allocation date
9. Available jobs and needed competencies
10. Current and potential pre and post-layoff training programs (community college & WDB updates)
11. Unemployment insurance, holiday, vacation pay, and wages
12. Employer Satisfaction Survey
13. Employee Needs Assessment Survey/Feedback Survey and Virtual Survey Taking dates (if applicable)
14. Employee resources (handbook, guidance, website)
15. Department of Professional Occupations and Regulations (DPOR)
16. Rapid Response briefs and schedules
17. Follow-up strategies and initiatives
18. The importance of having Rapid Response services on-site prior to the layoff
19. Coordination with outplacement firms
20. Union involvement/participation
21. Transition of services from employer's site to career services site
22. Rapid Response Website
23. Customized Partner Briefs
24. Requirements for Transition Team
25. List of impacted employee
26. List of impacted job titles
27. Core versus Temporary Employees

RAPID RESPONSE EMPLOYEE BRIEFINGS

1. Notifies and collaborates with affected Workforce Development Boards, One Stop, local Employment Commission offices, Enroll Virginia, economic development, and community colleges of Rapid Response Employee Briefing
2. Coordinates RREB event and send confirmation email
3. Notifies the team of briefing format and incorporate up-to-date power-point changes
4. Registers all participants who will receive additional resources
5. Provide summary of the briefing objectives and outcomes
6. Provide overview of the transition opportunity
7. Provides information on accessing current resources and additional information
8. Provides insider tips for job search and application/interview success
9. Provides partner briefings and question and answer
 - Virginia Employment Commission
 - One-Stop
 - Community College
 - Enroll Virginia
 - Economic Development
 - Affected Employer

- Additional needs based partners as required
10. Discusses, distributes, collects employee Needs Assessment Survey or directs to the website when scheduled
 11. Conducts Rapid Response Data Collection survey
 12. Defines the meaning of a dislocated worker and protecting that status
 13. Explains the importance of source or expert information while in transition
 14. Describes the impact of technology when in job loss transition
 15. When required, offers/provides on-site customized services such as a Transition Team, seminar workshops, resource center, 211 and FAMIS
 16. Conducts Rapid Response Employee Briefing(s) Evaluation of Services Survey
- REMEMBER....during RRMM and RREBs
- Always explain and define all acronyms prior to usage
 - If at all practicable and possible...be on time
 - Be consistent in instruction, guidance, and direction to the affected employee
 - Be clear, concise and use an understandable format
 - Explain all acronyms

Customized Workforce Solutions

To develop needs-based and demand driven solutions, ranging from (1) the voluntary use of services, (2) an integrated services Transition Center and Transition Teams (3) rapid reemployment or reemployment pipelines for businesses expanding to (4) career or re-career pathways in advanced technologies for dislocated workers, Customized Solutions are the seamless and optimum integration of services for affected workers in the form of training, retraining, up-skilling, certifications, and re-certifications to meet the specified needs, requirements, and expectations of the new employers and employees. It is an ongoing, continuous, re-evaluative process until reemployment is achieved. The **Business Services Team (BST)** is fundamentally an essential element in providing customized solutions based on need assessment review of each impacted business and employees and impending business and employees. Again, the process is re-evaluative, ongoing, and continuous until employment or reemployment is achieved.

Continuous Process Improvement/Evaluation, Metrics, and Feedback for Quality/Life Long Engagement

Conducting and reviewing of the Employee Briefing(s) Evaluation of Services Survey, the Employer Satisfaction Survey, and using the Rapid Response Self-Assessment and Evaluation Benchmarking Tool, per direction in the Department of Labor Training and Employment Notice (TEN) 32-11, are critical and integral processes to ensure that Rapid Response services in the Southeast/Eastern Region remain relevant, fluid, viable, malleable for the future; and, are considered vital and necessary because of the continuous impact of the globalization of commerce and trade and constantly changing technology.

In an effort to improve quality, and stay abreast of and in front of change, by soliciting and allowing for collaborative partnership input, the Rapid Response Self-Assessment Benchmarking Tool will be given to Rapid Response teams annually at Rapid Response Summits or Forecasting Team meetings to identify strengths, weaknesses, and areas where technical assistance may be requested and areas improvement is required.

SEVA events will continue to demonstrate and espouse the *concept of embracing and not fearing change* and continuous lifelong learning and engagement in life skills, job training, retraining, certification and re-certification updates, and most importantly, job loss transition (soft) skills.

Step 1: RR Coordinator submits the Employee Briefing(s) Evaluation of Services Survey enclosure after each Rapid Response Employee Briefing and the Employer Satisfaction Feedback Questionnaire enclosure to each affected employer after the Rapid Response Layoff; and,

- a. Collects and reviews surveys
- b. Discusses discrepancies and distributes results to the Rapid Response Team of Partners
- c. Includes all Rapid Response Employer Satisfaction Surveys in Annual Report

Step 2: RR Coordinator debriefs with team to review and identify best practices and improvements.

Step 3: RR Coordinator files the following reports with VCCS Office Rapid Response Program Manager

- a. Prepares and submits Quarterly- January 15, April 15, July 15, and October 15.
- b. Annually - July 31.
- c. Conducts annual Rapid Response Self-Assessment - will be given annually or when directed by higher authority, to VWN partners for feedback, update, review, and input.

Step 4: Surveys and Other Resource Tools

- a. Conducts Rapid Response Needs Assessment Survey - will be given to each affected employee at the Rapid Response Employee Briefing (RREB) and returned to partners for review within 10 working days in the Needs Assessment Analysis Report.
- b. Conducts Rapid Response Data Collection Form - will be completed by each affected employee at the Rapid Response Employee Briefing and entered as a frontend initial tracking point in the Virtual One Stop System (VOSS).
- c. Conducts Employee Briefing(s) Evaluation of Services Survey - to be given to employees at each Rapid Response employee briefing.
- d. Conducts Rapid Response Employer Satisfaction Survey - to be given to each employer upon completion of the Rapid Response Manager's Meeting (RRMM) and/or Rapid Response Employee Briefing (RREB).
- e. Conducts Business Services Team Layoff Aversion/Dislocation Phase Form (enclosure (B) for every layoff and a copy to be provided to the Business Services Team and Coordinator and WDB when primary Rapid Response services are completed.
- f. Prepares the Avention Data - Service Request when employer resource information is required.
- g. When required prepares SEVA Blast emails to be sent to partners when need to know information is required expeditiously to keep quality consistent by ensuring all are informed.
- h. Prepares and conducts Summits and Forecasting Team Meeting Minutes (ideally sent within 2 weeks after an event to maintain momentum and to stay current on events to keep quality consistent by ensuring all are informed. Minutes shall also be posted on website SharePoint Buzz2Net site.
- i. Prepares for and participates in regularly scheduled monitoring visits

Step 5: RR Coordinator maintains a minimum 7-year electronic file.

- a. WARN and Non-WARN email notification communications
- b. Employer/Employee email communications
- c. VCCS event forms and Technical Training emails
- d. Needs Assessment Survey
- e. Needs Assessment Analysis Reports
- f. Employee Briefing(s) Evaluation of Services
- g. Rapid Response Employer Satisfaction Feedback Surveys
- h. Rapid Response Event Forms
- i. VCCS Rapid Response Weekly, Quarterly, and Annual Reports
- j. SEVA Blasts
- k. Summit and Forecasting Team minutes
- l. Business Services Team Layoff Aversion and Dislocation Phase Forms

Step 6: RR Coordinator maintains website; LinkedIn, Facebook, web-blasts posting data, reports, and resources.

Step 7: RR Coordinator holds, when required, Forecasting Team Meetings and Quarterly Summits for Continuous Updates and Improvements.

- a. Attends Professional Development Training and provides updates on Rapid Response-Layoff Aversion, teambuilding, collaboration, and partnerships.
- b. Shares best practices on strategies, methods, and procedures.
- c. Conducts annual Rapid Response Self- Assessment Benchmarking.
- d. Attends all Regional Business Service Team Meetings.

Step 8: Conduct Metrics and Measurements:

- a. Number of Non-WARNs during periods of high unemployment (equal to or greater than national average) is an indicator of outreach and impact of awareness methods have reciprocity and ROI.
- b. Number Employer survey completions display a willingness of the employer to provide feedback on quality.
- c. Partner Peer Input and Analysis of Rapid Response Self-Assessment allows for currency, relevancy, and improvement to remain abreast of change.
- d. Attend all scheduled Business Services Team Meetings
- e. Espouse, and support partnerships and collaboration
- f. Goal - 80% completion of all Employer Satisfaction Surveys
- g. Goal - 80% completion of Employee Briefing(s) Evaluation of Services Survey
- h. Goal - 80% completion of Needs Assessment Survey
- i. Goal - 80% completion of Needs Assessment Survey Analysis Report
- j. Goal - 80% completion of Partner Rapid Response Self-Assessment Benchmarking Tool
- k. Goal - Contact 100 new employers/business per year (in-person contacts)
- l. Proactive Rapid Response and Layoff Aversion Briefs to members of the legislature
- m. Proactive Rapid Response and Layoff Aversion Briefs to Employer Advisory Committees
- n. Proactive Rapid Response and Layoff Aversion Briefs to Society for Human Resources (SHRM)

- o. Proactive Rapid Response and Layoff Aversion Briefs to Nonprofits and Community Based Organizations.

ACRONYM LEGEND

211	FREE INFORMATION ABOUT COMMUNITY SERVICES (THROUGH VIRGINIA DHS)
BST	BUSINESS SERVICES TEAM
BSTC	BUSINESS SERVICES TEAM COORDINATOR
CC	COMMUNITY COLLEGE
ED	ECONOMIC DEVELOPMENT
FAMIS	FAMILY ACCESS TO MEDICAL INSURANCE SECURITY
FTM	FORECASTING TEAM MEETING
DPOR	DEPARTMENT OF PROFESSIONAL OCCUPATIONS AND REGULATIONS
DRS	DEPARTMENT OF REHABILITATIVE SERVICES
DHS	DEPARTMENT OF HUMAN SERVICES
DUA	DISASTER UNEMPLOYMENT ASSISTANCE-insurance
HRHRMA	HAMPTON ROADS HUMAN RESOURCE MANAGEMENT ASSOCIATION
III&W	INTELLIGENCE, INFORMATION, INDICATORS, AND WARNING
LAO	LOCAL AREA OF OPERATIONS
LOE	LAYOFF EVENTS
LWIB	LOCAL WORKFORCE INVESTMENT BOARD
OJT	ON THE JOB TRAINING
OSC	ONE STOP CENTER
POA	PLAN OF ACTION

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MOU	MEMORANDUM OF UNDERSTANDING
NON-WARN	LAYOFF NOTIFIED OTHER THAN BY OFFICIAL WARN
RIF	REDUCTION IN FORCE
ROI	RETURN ON INVESTMENT
RR	RAPID RESPONSE
RREB	RAPID RESPONSE EMPLOYEE BRIEFINGS
RRMM	RAPID RESPONSE MANAGER'S MEETING
RRLE	RAPID RESPONSE LAYOFF EVENT
SHRM	SOCIETY FOR HUMAN RESOURCES MANAGEMENT
SS	SOCIAL SERVICES
SSA	SOCIAL SECURITY ADMINISTRATION
TRA	TRADE READJUSTMENT ACT or TRADE READJUSTMENT ASSISTANCE (Contextual)
TAA	TRADE ADJUSTMENT ASSISTANCE
UI	UNEMPLOYMENT INSURANCE
VCCS	VIRGINIA'S COMMUNITY COLLEGES SYSTEM
VEC	VIRGINIA EMPLOYMENT COMMISSION
VWN	VIRGINIA WORKFORCE NETWORK
VOSS	VIRTUAL ONE STOP SYSTEM
WARN	WORKER ADJUSTMENT RETRAINING AND NOTIFICATION-Act is a federal mandate
WDB	WORKFORCE DEVELOPMENT BOARD
WIIN	WORKFORCE INTELLIGENCE AND INFORMATION NETWORK
WIOA	WORKFORCE INNOVATION AND OPPORTUNITY ACT

Quarterly Summits and Economic Forecasting Activities

Describe how you will develop an early warning network to understand economic transition trends within industries, communities, or at specific employers. Propose agenda topics to facilitate information sharing and review of program effectiveness to assist businesses in growth and decline.

The Workforce Intelligence and Information Network (WIIN) flow chart above makes all functional members of a team that converts intelligence into viable information to be used for future events and to become drivers for tactical, and actionable intelligence and operational strategies.

- a. **The Forecasting Teams** -The purpose of this informational network is to engage Forecasting Teams to provide early warning and responsible strategies on declining businesses, or negative economic impacts and emerging regional economic trends; and, to provide notification of current or impending employers experiencing layoffs, closures, or reductions in force (RIF). Further, to develop strategies for growth potential; and, to provide the impetus and direction for career pathways, re-training, recycling, and reengineering the workforce, and the subsequent reconnection to the workforce system.

The Southeast/Eastern (SEVA) Region Rapid Response Forecasting Team may meet quarterly or when necessary to discuss Layoff Aversion or Rapid Reemployment), job search, Rapid Response initiatives and updates, transitions and re-engineering and reemployment strategies to stay abreast and

apprised on recent changes from Virginia Community College Systems Dislocated Worker Unit professional development training and other input resources.

- The SEVA Rapid Response Forecasting Team will at a minimum consist of the following primary organizations regionally (1) local Community Colleges, (2) the Virginia Employment Commission local offices, (3) the local One-Stop Center, (4) all Economic Development Directorates, Enroll Virginia and (5) the current affected employer or impending employer.

b. Engagement Forums/Summits - a general and informal meeting or conference in hopeful collaboration with Virginia Workforce Network partners, employers, and community based organizations held when required, per local workforce area, in partnership and direct support of the local Workforce Development Board (WDB). The forum/summit is an excellent resource for awareness and professional development training to help partners understand linear, tactical, and strategic connections and how they can be optimal internal customers to each other; and, it informs the external customer, the businesses/employers, of the workforce and community based services that are available to them. Ultimately, this aids in increasing awareness, their knowledge base, and establishing a positive flow of connectivity in establishing Rapid Response as the *“evolving and expansive knowledge gateway”* for dislocated workers adult needs-based career pathways, in getting trained or retrained, to enter or re-enter, the workforce mainstream as quickly as possible.

c. Business Service Team (BST) - Business Service Teams are organized in each region across the state of Virginia to (1) have each Workforce Development Board (WDB) be streamlined, and provide a single source point of contact for businesses needing an array of services; (2) consists of the primary partner members of the Virginia Workforce Network-the One Stop Center, the Community Colleges, Virginia Employment Commission local offices, Economic Development Directorates, the Department of Rehabilitative Services, the Rapid Response Team, the local Department of Human Services/Social Services Offices, and Adult Education Literacy Programs.

The WDB has authority and serves as the Team Leader and may appoint a Business Services Team Coordinator (BSTC). Based on the Rapid Response Needs Assessment survey, the BSTC may bring in other secondary need – based partners and should track and coordinate all required functions of the Business Service Team, once the hand-over is complete with the Regional Rapid Response Coordinator to complete additional time-focused and time-centered objectives.

The BSTC is absolutely necessary for phased layoff aversion (rapid reemployment) to be successful. The Business Service Team Layoff Aversion/Dislocation Form, which will be used by Rapid Response to handover to the BST when all initial Rapid Response services are completed. After the handover, Rapid Response will still remain a viable member of the BST, but the Rapid Response Coordinator will assume a secondary role to the BSTC during the layoff or closure.

Regional Outreach Plan and Timeline

Describe your efforts to convene, facilitate and broker connections with regional businesses and your partnership network. Include a timeline of specific activities.

The Positive Proactive Outreach Team - Virginia Workforce Network (VWN) employees who have direct contact with employers, the Rapid Response Coordinator, Local One Stop Center and Workforce Development Boards (WDBs), Business Service Managers, the Business Services Team, the Community College and Workforce Development Deans, Vice Presidents, and Associate Vice Presidents, the Virginia Employment Commission Directors, Veterans Representatives, Workforce Services Representatives, Tax Representatives, and Economic Development Directorates can make employers aware of the benefits of workforce system services via word of mouth, informed briefs, visits, and a collaborative partnership systems approach. It is important to note that successful transition and career re-engineering and reemployment efforts starts in **the minds of employers** receiving the knowledge about services that are available to them. It is a critical phase where the knowledge deficits are decreased or diminished; where the genesis of trust is established; where ambassadorship is affirmed; and, where change is accepted. Quality and consistent services should be the mainstay of our efforts.

Engagement/Positive Proactive Outreach Initiatives

Step 1: RR Coordinator initiates a robust outreach plan to contact employers.

- a. Identifies employer and partner point(s) of contact.
- b. Engages the partners in an outreach network- Identifies Virginia Workforce Network partner staff who can utilize their relationships and direct contact with employers to educate businesses, employees, and managers on SEVA Rapid Response services. All can inform employers of the benefits of Rapid Response verbally and through informational briefs in a collaborative partnership systems approach. The network includes:
 - The Rapid Response Coordinator
 - The One-Stop Director and Business Services Coordinator and Staff
 - The Workforce Development Boards (WDBs) President and Business Services Staff
 - The Virginia Values Veteran Initiative
 - Community College Vice Presidents, Associate Vice Presidents, and Deans
 - Virginia Employment Commission Directors, Veteran's Representatives, Workforce Services Representatives, and the One Stop Business Services Team (BST)

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- Economic Development Directors and Coordinators
- c. Informational flyers
- d. Replication of viable pilot projects “best practices”
- e. Strategic Ambassadorship /Real life experiences/Word of Mouth
- f. Outreach Briefs to workforce, economic and human services and rehabilitation organizations
- g. Proactive Rapid Response and Layoff Aversion Briefs to Employer Advisory Committees
- h. Proactive Rapid Response and Layoff Aversion Briefs to Society for Human Resources (SHRM)
- i. Proactive Rapid Response and Layoff Aversion Briefs to Nonprofits and Community Based Organizations
- j. Proactive Rapid Response and Layoff Aversion Briefs to partner of the Virginia Workforce Network
- k. Proactive Rapid Response and Layoff Aversion Briefs to local Chambers of Commerce
- l. Social Media outlets- Create LinkedIn Page and Facebook Page
- m. Employer panels and briefs
- n. Updating and redesigning current website
- o. Consistent and timely attendance at employer events
- p. Summit, Forecasting Team Meeting, and Career Fair Attendance
Post upcoming Rapid Response Forecasting Team, Rapid Response Summits and major events in Nelson Link
- q. Tab for Rapid Response under Business Services on Thomas Nelson’s homepage
- r. Develop Public service messages and articles (virtual and hard copy), news articles in print media, op-ed newspaper articles via Virginia Workforce Network Workforce Development Newsletter, Richmond Times Dispatch, Virginian Pilot, and the Daily Press Newspaper, pictures, articles on Rapid Response services, Proactive Rapid Response, Layoff Aversion and how employers can connect to state resources
- s. Develop inserts on the concept of Layoff Aversion and Rapid Reemployment to go along with Brochures
- t. Use standard letter to send out to companies introducing the Rapid Response Program and services provided

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Description of Partnership Engagement and Partner Contributions to Service Plan Development

How were regional partners involved in developing the regional plan? Include a list of partners and describe their contributions to the plan.

The SEVA Virginia Workforce Network Partners develop and approved the definition provided below for partnership. Partners are always encouraged to provide input to make the program better and to be participating members in all SEVA events.

Workforce Development Board Directors, Directors from the Virginia Employment Commission local offices and the One Stop Centers, Community College Workforce Deans and Vice Presidents were provided the opportunity to provide input to this plan.

New partners the Society for Human Resources Management (SHRM) local chapters, the Virginia Values Veterans (V-3) Initiative, and Enroll Virginia demonstrated the need-based customizability of the service plan based not only on what is happening regionally, but holistically, in the world.

Partnerships Defined - Any person, employer, community service provider, agency, or group becomes a partner that is willing to collaborate and participate with the organization's staff, services, and resources in a cohesive regional strategy to assist affected businesses and/or employees to transition into economically stable employment as quickly as possible.

Partners share a single workforce reemployment goal and exchange information and coordinate initiatives to achieve that goal. Active systemic and positive partnerships and relationships start with "we" and not you, me, us, or them; and, espouse and support teambuilding, teamwork, collaboration, and envision the entirety of the process as systemic, synergistic efforts.

List of Partners

Elected Officials

- *Office of U.S Senator Mark Warner
- *Office of U.S. Senator Tim Kaine
- *Office of Congressman Randy Forbes
- *Office of Congressman Bobby Scott
- *Office of Congressman Scott Rigell
- Governor's Regional Military Liaison

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Chambers of Commerce

Fredericksburg Chamber of Commerce
Hampton Roads Chamber of Commerce
Virginia Peninsula Chamber of Commerce

Society of Human Resources Managers

*Hampton Roads Chapter
*Peninsula Chapter

Community Partners

Newport News Department of Human Services
Hampton Department of Human Services
Norfolk Department of Human Services
Yorktown Department of Human Services
Enroll Virginia
Social Security Administration
Department of Aging and Rehabilitative Services
Adult Literacy Programs
AARP
Education Opportunity Center
FAMIS
GED

Military and Employer Advisory Boards

Employer Advisory Board Regional Military Employment Program
The Virginia Values Veterans (V-3) Initiative
Virginia Employment Commission Employer Advisory Boards

Workforce Development Boards

Local Area 13: Bay Area Consortium/Business Services Team Coordinators
Local Area 14: Peninsula Council for Workforce Development/Business Services Team Coordinators
Local Area 16: Opportunity Inc. of Hampton Roads/ Business Services Team Coordinators

25 Economic Development Directorates

Across the Regions 13, 14 and 16

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Community Colleges

Eastern Shore Community College-Workforce Development
Germanna Community College-Workforce Development
Paul D. Camp Community College-Workforce Development
Rappahannock Community College-Workforce Development
Tidewater Community College-Workforce Development/SNAP Grant Coordinators
Thomas Nelson Community College-Workforce Development/On Ramp Coordinators

Virginia Employment Commission Local Offices

Hampton Office
Fredericksburg Office
Norfolk/Virginia Beach Office
Portsmouth/Chesapeake/Suffolk Office
Onley Office
Warsaw Office
Trade Act Program Manager, Virginia Employment Commission
Virginia Employment Commission Employer Advisory Boards

Career One Stop Centers/America's Job Centers

Local Area 13: Fredericksburg Workforce Center
Warsaw Workforce Center
Job Assistance Center

Local Area 14: Peninsula Work Link One Stop

Local Area 16: Opportunity Inc. Local One Stop
Suffolk Workforce Development Center

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