Hawaii

Massachusetts/Hawaii Collaborative Rapid Response/Business Services Training Program
Massachusetts

• 16 Workforce Boards
• 29 full service Career Centers
• Monthly Partners meetings
• WIOA implementation more partner collaborations and business focus
• Rapid Response – Centrally managed and operated
• Rapid Response statewide policies
The Massachusetts Rapid Response Team

- One Team consisting of Regionally and locally based staff that report to the State-Wide Rapid Response Manager.
- **Focus on a proactive approach – Layoff Aversion / Business relationship building (Mindset)**
- (Biz-Works promotion)
- Consistent Materials and Services
- All services are captured in the statewide Rapid Response database (MOSES)
- Partnerships/Linkages with all Partner agencies/programs
Programs Rapid Response Initiates

- Trade Act
- National Dislocated Worker Grants
- Rapid Response Set Aside Fund
- **Workshare**
- DUA for businesses, employees
- BizWorks programs
Rapid Response Locations

- Boston
- Leominster
- Lawrence
- Brockton
- Cambridge
- North Hampton
- AFL/CIO Union Staff
Rapid Response Process Flow Chart

**LWIB** - Local Workforce Investment Board

**NEG** - National Emergency Grant

**OSCC** - One-Stop Career Center

**TRA** - Trade Readjustment Act

**UI** - Unemployment Insurance

**WIB** - Workforce Investment Board

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**Flow Chart Details:**

- **Rapid Response Process**
- **LWIB** - Local Workforce Investment Board
- **NEG** - National Emergency Grant
- **OSCC** - One-Stop Career Center
- **TRA** - Trade Readjustment Act
- **UI** - Unemployment Insurance
- **WIB** - Workforce Investment Board
Employer Findings

• Employers who used Rapid Response services were highly satisfied.
• Most employers only heard of Rapid Response after filing a WARN notice.
• Employers would have preferred to have known about Rapid Response services in advance to any layoff plans.
Why more companies aren’t using Rapid Response Services

- Government program stigma?
- It’s free - how good can it be?
- Confidentiality !
- What about sabotage?
- Need to keep layoff information from the employees as long as possible
- Rapid Response, Who?
Lessons Learned

• Get into the companies as early as possible before signs of trouble.
• Have one point of contact or designated lead to coordinate all of the available economic development tools.
• Think of Rapid Response funding as one of the many economic development tools.
Company Evaluation Summary Sheet

Company Name: ____________________________________________ Phone: ____________________________

Date: __________________________________________________________________________________

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

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

COMMENTS:
- What can we do to improve our services?
To enter a new employer click the Add button. Search for an existing employer by selecting a search method, entering the search criteria, and then clicking the Search button.

Search Criteria: **DANAHER**

### Search Results

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Employer ID</th>
<th>Phone Number</th>
<th>Address</th>
<th>FEIN No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>DANAHER MOTION</td>
<td>1098682</td>
<td>(978)772-0555</td>
<td>200 FLANDERS ROAD, Westborough</td>
<td>99-99999999</td>
</tr>
<tr>
<td>Danaher Tool</td>
<td>1095857</td>
<td>(413)731-6100</td>
<td>116 Wason Ave, Springfield</td>
<td>52-14555548</td>
</tr>
</tbody>
</table>
### Employer Service History

<table>
<thead>
<tr>
<th>Service Date</th>
<th>Staff</th>
<th>Category</th>
<th>Type of Service</th>
<th>Summary</th>
<th>Fee for Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>08/22/2005</td>
<td>WMEUN</td>
<td>Labor Exchange</td>
<td>Job Development Consult</td>
<td>Sent Mike Job Leads for employees.</td>
<td></td>
</tr>
<tr>
<td>08/22/2005</td>
<td>KCLAR</td>
<td>Labor Exchange</td>
<td>Job Development Consult</td>
<td>Called George with some job orders for files.</td>
<td></td>
</tr>
<tr>
<td>08/16/2005</td>
<td>WMEUN</td>
<td>General Employer</td>
<td>Off-Site Workshops</td>
<td>Conducted TAA Orientation at CareerPoint.</td>
<td></td>
</tr>
<tr>
<td>08/12/2005</td>
<td>KCLAR</td>
<td>General Employer</td>
<td>On-Site Workshops</td>
<td>Held CCS on site</td>
<td></td>
</tr>
<tr>
<td>08/05/2005</td>
<td>WMEUN</td>
<td>General Employer</td>
<td>On-Site Workshops</td>
<td>Held CCS on site</td>
<td></td>
</tr>
<tr>
<td>08/01/2005</td>
<td>WMEUN</td>
<td>General Employer</td>
<td>On-Site Workshops</td>
<td>Held CCS on site</td>
<td></td>
</tr>
<tr>
<td>07/28/2005</td>
<td>WMEUN</td>
<td>General Employer</td>
<td>Off-Site Workshops</td>
<td>Conducted TAA Orientation at FutureWork.</td>
<td></td>
</tr>
<tr>
<td>07/21/2005</td>
<td>KCLAR</td>
<td>General Employer</td>
<td>Employer Contact</td>
<td>Confirming 7/22 mtg. 9 workers to be laid off.</td>
<td></td>
</tr>
<tr>
<td>07/15/2005</td>
<td>KCLAR</td>
<td>General Employer</td>
<td>Employer Follow-up</td>
<td>Held CCS on site</td>
<td></td>
</tr>
<tr>
<td>07/08/2005</td>
<td>KCLAR</td>
<td>General Employer</td>
<td>On-Site Workshops</td>
<td>Held CCS</td>
<td></td>
</tr>
<tr>
<td>07/07/2005</td>
<td>KCLAR</td>
<td>General Employer</td>
<td>Employer Contact</td>
<td>Confirming Friday's mtg</td>
<td></td>
</tr>
<tr>
<td>07/01/2005</td>
<td>KCLAR</td>
<td>General Employer</td>
<td>On-Site Workshops</td>
<td>CCS and UI mtg</td>
<td></td>
</tr>
<tr>
<td>07/01/2005</td>
<td>KJACK1</td>
<td>Business Information</td>
<td>Distribution of Career</td>
<td>u1 mtg</td>
<td></td>
</tr>
<tr>
<td>07/01/2005</td>
<td>KJACK1</td>
<td>General Employer</td>
<td>Employer Contact</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
RAPID RESPONSE EMPLOYEES AFFECTED
MONTHLY TRENDS BY FISCAL YEAR

INVESTIGATION START DATES FROM 7/1/2006 TO 6/30/2009
RAPID RESPONSE EMPLOYER EVENTS
MONTHLY TRENDS BY FISCAL YEAR

INVESTIGATION START DATES FROM 7/1/2006 TO 6/29/2009

FY 2007  FY 2008  FY 2009
Rapid Response was first with Business Engagement!!

- 1987 regulations
  - Linking with economic development
  - Layoff aversion
  - Union collaborations (labor / Mgmt. com.)
  - Community focus
  - Informing business of government / state programs
  - First face of government to meet with business
  - 1997 RR Summit

- Career Center focus on employees
What is MassBizWorks?

Mass BizWorks is designed to meet business needs.

- State and federal collaboration - TEAM Effort
- Funded by USDOL’s Expanding Business Engagement
- Connect businesses to resources

“We need to make it as easy as possible for Massachusetts business owners to take advantage of all of the services the state offers. Whether they are growing their business or downsizing, Mass BizWorks pulls all these services together in one easy to find place.”
Expanding Business Engagement

EBE Advisory Committee

1st Regional Meeting
West/Central Regions

Marketing, Communication, Social Media COMMITTEE

Business Focus Group
Metro Southwest/Central Regions

Greater Boston Regional Operations Team

2nd Regional Meeting
Boston/Southeast

Staff Training/Development COMMITTEE

Business Focus Group
Boston/Southeast Regions

Northeast Regional Operations Team

3rd Regional Meeting
Metro Southwest/Metro North/Northeast

Database/Metrics/Tracking COMMITTEE

Business Focus Group
Metro Southeast/Metro North/Northeast Regions

Southeast Regional Operations Team

Central Regional Operations Team

Western Regional Operations Team

Coordinated, real-time sharing of information and results

Regional Meeting Participants, Committee Members & Regional Teams consist of: Workforce Investment Board, Executive Directors, Career Center Directors, Career Center Operations Managers, Career Center Business Service Representatives, Rapid Response Coordinators, Education Staff, AFLCIO Political Director, AFLCIO Regional Staff, MA Office of Business Development Regional Staff, Department of Career Services Staff
Providing Services Throughout the Business Cycle

Rapid Response Action Plan
Benefits Businesses Throughout the Business Cycle

- Worker training/retraining
- Access to qualified workers
- Alternatives to layoffs, options for downsizing
- Business retention strategies and resources
- Worker transition and reemployment
- Access to business expansion strategies and resources

Economy

Peak

Trough

Recovery

Prosperity

Contraction

Expansion

Business Cycle

Time
Programs & Services

- Training grants and programs
- Tax credits for hiring
- Incentive programs for growth or expansion
- Business development/mentoring services
- Manufacturing support
- Workplace safety grant and consultation
- Recruitment services
- Layoff aversion

One-Stop support for businesses.
Mass Biz-Works-Staff Training and Development Group

- Mass BizWorks Training
- Modular One training - Trained over 350 business services Representatives
- Modular Two Training – Trained over 170 business services Representatives
- Modular Three - Trained over 200 business services Representatives
- Now training non Business services career center staff
- Connecticut training collaboration
Mass BizWorks Statewide Business Services
FY 14, Quarter 3 (7-1-13 to 3-31-14)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of businesses served YTD</td>
<td>9,381</td>
</tr>
<tr>
<td>Funding awarded to employers YTD</td>
<td>$153.9 million</td>
</tr>
<tr>
<td>Job seekers MA One-Stop Career Centers placed into employment YTD</td>
<td>19,459</td>
</tr>
<tr>
<td>Companies participating in job fairs through MA One-Stop Career Centers YTD</td>
<td>1,170</td>
</tr>
<tr>
<td>Jobs retained through statewide Mass Bizworks partner efforts YTD</td>
<td>38,901</td>
</tr>
<tr>
<td>Number of individual employees served YTD</td>
<td>35,006</td>
</tr>
<tr>
<td>Private investment leveraged YTD</td>
<td>$4.6 billion</td>
</tr>
<tr>
<td>Average wage of MA One-Stop Career Centers placements YTD</td>
<td>$19.41</td>
</tr>
<tr>
<td>Estimated number of job seekers participating in job fairs YTD</td>
<td>12,210</td>
</tr>
<tr>
<td>Jobs created through statewide Mass Bizworks partner efforts YTD</td>
<td>18,475</td>
</tr>
</tbody>
</table>

Mass BizWorks is funded by the Expanding Business Engagement (EBE) Initiative, a state and federal collaboration designed to enhance and align the services offered to Massachusetts businesses by partner agencies and organizations.
Challenges

• Identify staffing needs and resources
• BSR’s availability to meet with companies
• Businesses are often unaware of the services available to assist them
• Collaboration and cooperation between agencies
• Business services follow up plan
• Develop a system that will ensure that we are not duplicating efforts with businesses
• Performance metrics, crystal report and tracking activities
Moving Forward

• Create a Unified Employer Engagement Strategy
• Develop an infrastructure that promotes teamwork
• System to measure performance metrics
• Service Delivery Strategies
• Goals of the Technical Assistance Initiative
• Review existing outreach efforts and services provided to companies
Moving Forward (cont’d)

• Review ways to increase and expand employer engagement
• How to measure improvements
• Defining appropriate roles and responsibilities
• Programs and services that could add value to our relationship with business
• Staff training needs, especially around new programs and services
• Develop Policies
Layoff Aversion
What is Layoff Aversion?

• Many do not understand the full meaning
• Some thing it really doesn't work
• Some think you have to bring in a white knight company to save a business from closing

• There are many facets to layoff aversion!!
A Definition

ETA defines layoff aversion as the prevention or minimization of unemployment, either for employees of companies that have announced layoffs, are struggling, or are looking to retool for new products or industries, through a range of strategies and approaches.
What if !!

• We were never surprised by the news of a layoff!
• Employees that received a layoff notice never got laid off!
• When Rapid Response responds to a layoff 5 companies willing to hire the affected workers were already setup.
• What if everybody was working together to ensure better connections with businesses!
## The Two Sides of Layoff Aversion

### 1. Saving the Company or Jobs
- Lessen number of employees that company needs to layoff
- Work-share
- Furloughs
- ESOPs - Employee buyouts
- Finding a buyer for the closing business
- Linking with Economic Development
- Incumbent worker programs - based on affected company

### 2. BROADER IDEA: Lessening the Impact of Layoffs / incorporating the business cycle mindset
- Fewer people filing for UI benefits
- Linking with other companies that are hiring (Company Match)
- OJT programs - linking with growing companies
- Early warning networks
- Effective partnerships
- Linking Mass BizWorks services
Examples of Layoff Aversion

• Polaroid
• 40 employees affected by layoff
  Trained employees prior to layoff. Placed
  34 of 38 employees trained.

• Method used Rapid Response set aside
  funds to train employees in new career
• ROI = $238,000 saved on UI funds @ 7000 per
  claim
Examples of Layoff aversion

• NECCO - 400 employees retained their jobs
• Jabil/Raytheon-19 employees hired in one day (Union jobs) 135 additional placed
• Haskon – attempted ESOP (Union/RR/ESOP office)
• Polaroid – 38 employees (Chemical Department) trained in Bio-Tech, 34 placed in new jobs most prior to layoff
Data Collection

• Data collection can help in predicting trends
• Information when marketing services
• For use when company matching
• Linking with Economic Development
• Indicating return on investment
• Assisting Businesses with information
• History of services
Company Furloughs

• Companies have been using furloughs in an attempt to avoid layoffs.
• Rapid Response offers assistance to companies and their employees in the delivery of services through the furlough process.
• Furloughs may be an indicator of concern that could allow for future services due to the partnerships that are built - future services could include an aversion plan.
Workshare

• Rapid Response staff must be well versed in the U. I. Work share program and able to connect companies to this service as an alternative to layoffs.

• Work share allows companies to defray costs during slow periods.
In favor elsewhere

As of 2016, 29 states used or had set up work-sharing programs, also known as short-term compensation. The U.S. Department of Labor estimates that 570,000 jobs were saved using the program since the start of the Great Recession.

Source: U.S. Department of Labor
Forecasting/Early Warning Systems

• Creating mechanisms to try to predict layoffs before they happen and develop a strategy to avert or lessen the number of employees affected by downsizing and company closures
  – Use of data
  – Effective strategic partnerships, including:
    • Business community
    • Unions
    • Local and state agencies
Incumbent Worker Training Programs

- Can be funded with Rapid Response with approved waiver from ETA

- Incumbent worker training must be part of broad layoff aversion strategy to receive waiver

- Rapid Response can play an important role in facilitating IWT even without spending Rapid Response funds
Company Match

• Minimize the impact of the layoffs that are occurring at a particular plant closing or downsizing by placing employees in new jobs prior to layoff
  – Also to minimize the length of unemployment if not placed prior to layoff

• Matching the skills of employees who have been notified of a layoff (and not yet laid off) with those of companies that are in need of skilled employees.
  – Jabil/Raytheon- Direct Match

• Training employees and placing them in new careers prior to layoff
  – Biotech Training-Polaroid/Bose
OJT Programs

• Connect employers with workers losing their jobs
• Use OJT funds to assist employers to be able to hire needed workers
• Think of OJT as a layoff aversion program in addition to a jobs program
Light control- Plympton Mass (ESOP)

- Employee owned / Union company
- 200 – employees
- High end Light Control systems
- Company decision to stay in Plympton Mass and sell to employees 15 year plan paid off in 7 years
Collaborations with other states

• Rapid Response – bordering states/ national connections

• Biz Works – collaborations span through out the country examples but not limited to Connecticut, Pennsylvania, Colorado, Oklahoma, Louisiana, California, Ohio, Maryland, Virginia, Puerto Rico etc.

• 40 plus states attended the recent summit and continue to collaborate
Contact

www.mass.gov-bizworks

800-252-1591

Direct Contact:
Ken Messina, Rapid Response/ Business Services Manager
Ken.messina@massmail.state.ma.us
617-626-5703

We can help you.