



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

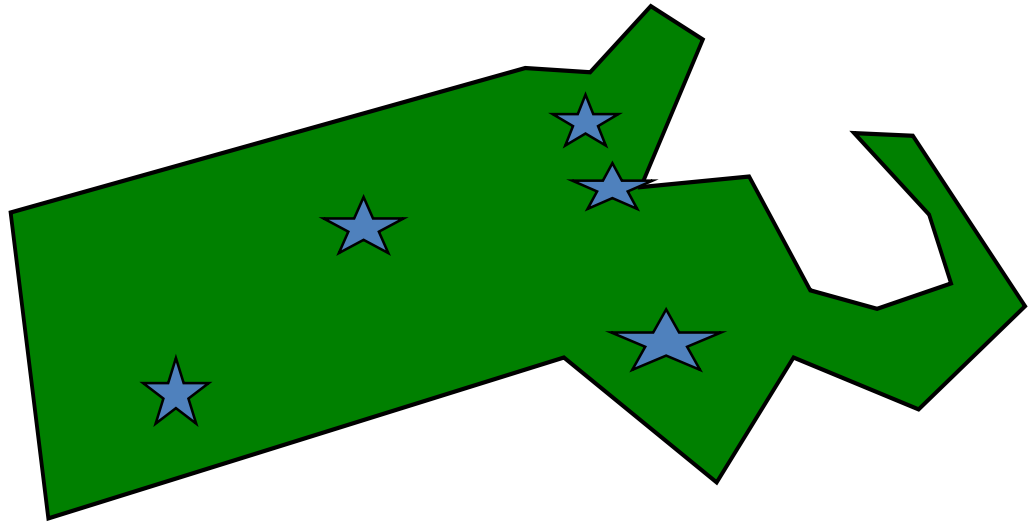
- One Team consisting of Regionally and locally based staff that report to the State-Wide Rapid Response Manager.
- **Focus on a proactive approach – Layoff Aversion / Business relationship building (Mindset)**
- (Biz-Works promotion)
- Consistent Materials and Services
- All services are captured in 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

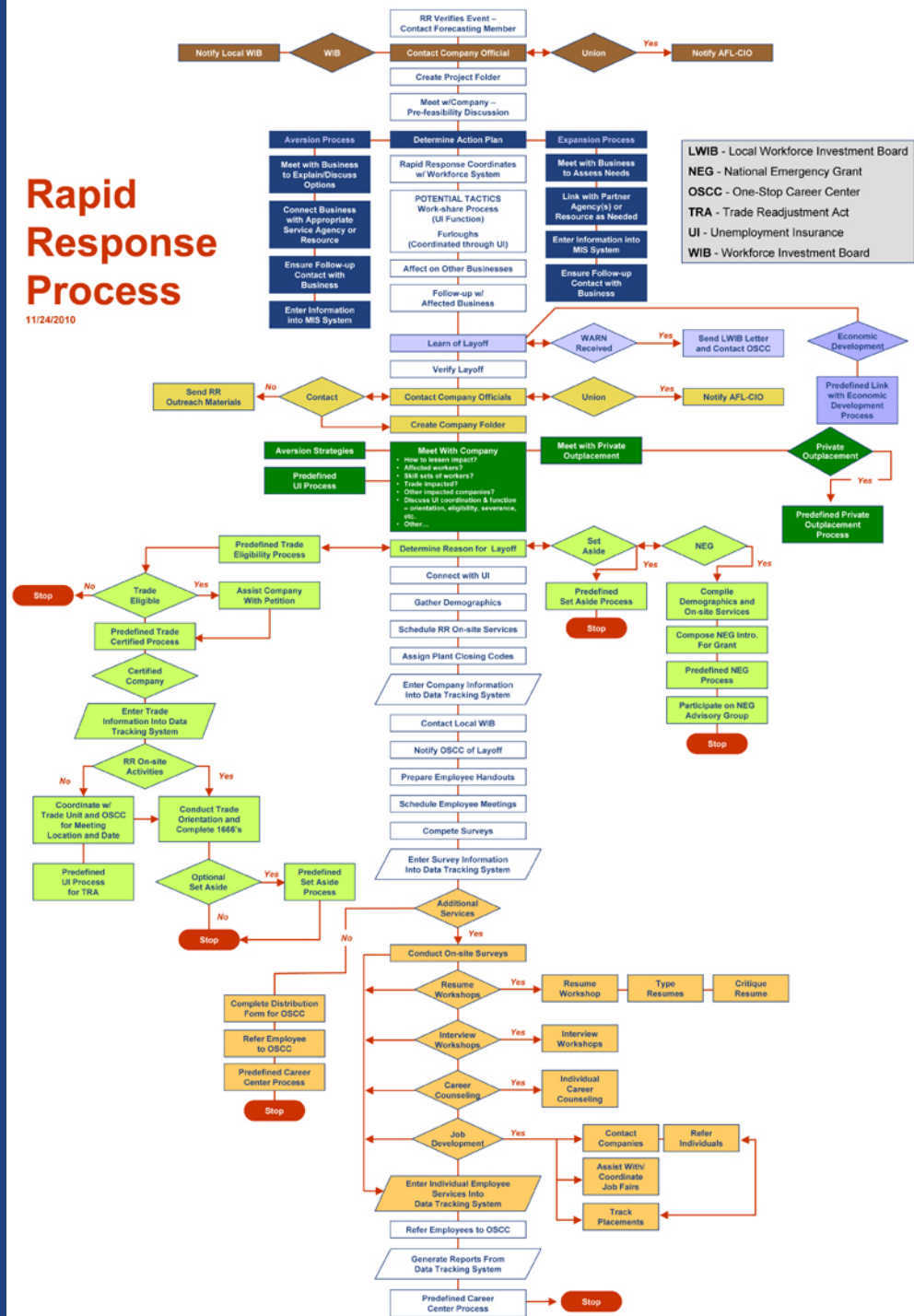


Rapid Response Flow Chart

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

Rapid Response Process

11/24/2010



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: _____
 Company Contact: _____ Phone: _____
 Date: _____

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

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

COMMENTS:

- What can we do to improve our services?



Employer Search

Type of Search

Search By

- Company Name
- Employer ID
- Phone Number
- FEIN

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:

Search Results

Company Name	Employer ID	Phone Number	Address	FEIN No.
DANAHER MOTION	1098682	(978)772-0555	200 FLANDERS ROAD, Westborough	99-9999999
Danaher Tool	1095857	(413)731-6100	116 Wason Ave, Springfield	52-1455548



Row 2 of 2



Employer Registration (Danaher Tool) _ □ ×

Danaher Tool FEIN: 52-1455548 ID: 1095857 **TAA** **RR** Notes

General Info | Employer Contacts | Events | Account Representatives | Programs and Benefits | **Employer Services** | Closing / Layoff

Employer Service History

Service Date	Staff	Category	Type of Service	Summary	Fee for Service	
08/22/2005	WMEUN	Labor Exchange	Job Development Con	Sent Mike Job Leads for employees.	<input type="checkbox"/>	<div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">Add</div> <div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">Edit</div> <div style="border: 1px solid gray; padding: 5px;">Delete</div>
08/22/2005	KCLAR	Labor Exchange	Job Development Con	Called George with some job orders for fo	<input type="checkbox"/>	
08/16/2005	WMEUN	General Employer	Off-Site Workshops	Conducted TAA Orientation at CareerPo	<input type="checkbox"/>	
08/12/2005	KCLAR	General Employer	On-Site Workshops	Held CCS on site	<input type="checkbox"/>	
08/05/2005	WMEUN	General Employer	On-Site Workshops	Held CCS on site	<input type="checkbox"/>	
08/01/2005	WMEUN	General Employer	On-Site Workshops	Held CCS on site	<input type="checkbox"/>	
07/28/2005	WMEUN	General Employer	Off-Site Workshops	Conducted TAA Orientation at FutureWc	<input type="checkbox"/>	
07/21/2005	KCLAR	General Employer	Employer Contact	confirming 7/22 mtg. 9 workers to be lai	<input type="checkbox"/>	
07/15/2005	KCLAR	General Employer	Employer Follow-up	Held CCS on site	<input type="checkbox"/>	
07/08/2005	KCLAR	General Employer	On-Site Workshops	Held CCS	<input type="checkbox"/>	
07/07/2005	KCLAR	General Employer	Employer Contact	Confirming Friday's mtg	<input type="checkbox"/>	
07/01/2005	KCLAR	General Employer	On-Site Workshops	CCS and UI mtg	<input type="checkbox"/>	
07/01/2005	KJACK1	Business Information	Distribution of Career C		<input type="checkbox"/>	
07/01/2005	KJACK1	General Employer	Employer Contact		<input type="checkbox"/>	

Industry Code Search
Job Order
OK
Cancel



Employer Registration (Danaher Tool)

Danaher Tool

FEIN: 52-1455548 ID: 1095857



Notes

- General Info
- Employer Contacts
- Events
- Account Representatives
- Programs and Benefits
- Employer Services
- Closing / Layoff

Company Information

Name:

FEIN Number: UI Account #:

Number Of Employees:

Web Address:

Doing Business As:

Employer Type:

Federal Contractor: Yes No

Primary Phone:

Career Center:

Company Address

Address

Address:

Country:

Zip: City:

State:

Is the mailing address different?

Industry

NAICS Code: SIC:

NAICS Sector:

NAICS Subsector:

NAICS Ind Group:

NAICS Industry:

NAICS US Industry:

Trade Names

Status: Access Approve Access Denied

Created Date:

Created By: Validated By:

All Job Orders

Total Job Orders:

Total Openings:

Total Openings Filled:

Open Job Orders

Total Job Orders:

Total Openings:

Total Openings Filled:

-
-
-
-



Job Seeker Membership (Thibault, Keith)

Thibault, Keith

SSN: 032-64-3140 ID: 10903300

TAA RR PE \$ F Notes

- Basic
- Full
- Education
- Work Experience
- Events
- Alerts
- Case Plan
- Services
- Special Programs

General Information

First Name: Middle Initial:

Last Name: Gender: Male Female

Date of Birth: Military: Yes No

Release Information?: Yes No Other Eligible Yes No

Race / Ethnicity

White Black or African American

Hispanic or Latino American Indian or Alaskan Native

Asian Hawaiian Native or Other Pacific Islander

Other Information Not Available

Programs

Program Name	Apply Program Status	History
Job Match	<input type="checkbox"/> <input type="text"/>	
Program Eligibility	<input checked="" type="checkbox"/> Info. Complete - On	
Case Management	<input checked="" type="checkbox"/> Enrolled	

Worked in agriculture or food processing in the last 12 months? Yes No

Residence Address Mailing Address

Address

Address:

Country:

Zip: City:

State:

Enterprise Empowerment Renewal

Address Not Available Mailing Address different

Confidential: Yes No HITG Confidential: Yes No

Contact

Home Phone: Email:

Other Phone:

Web Address: Prefers Emails

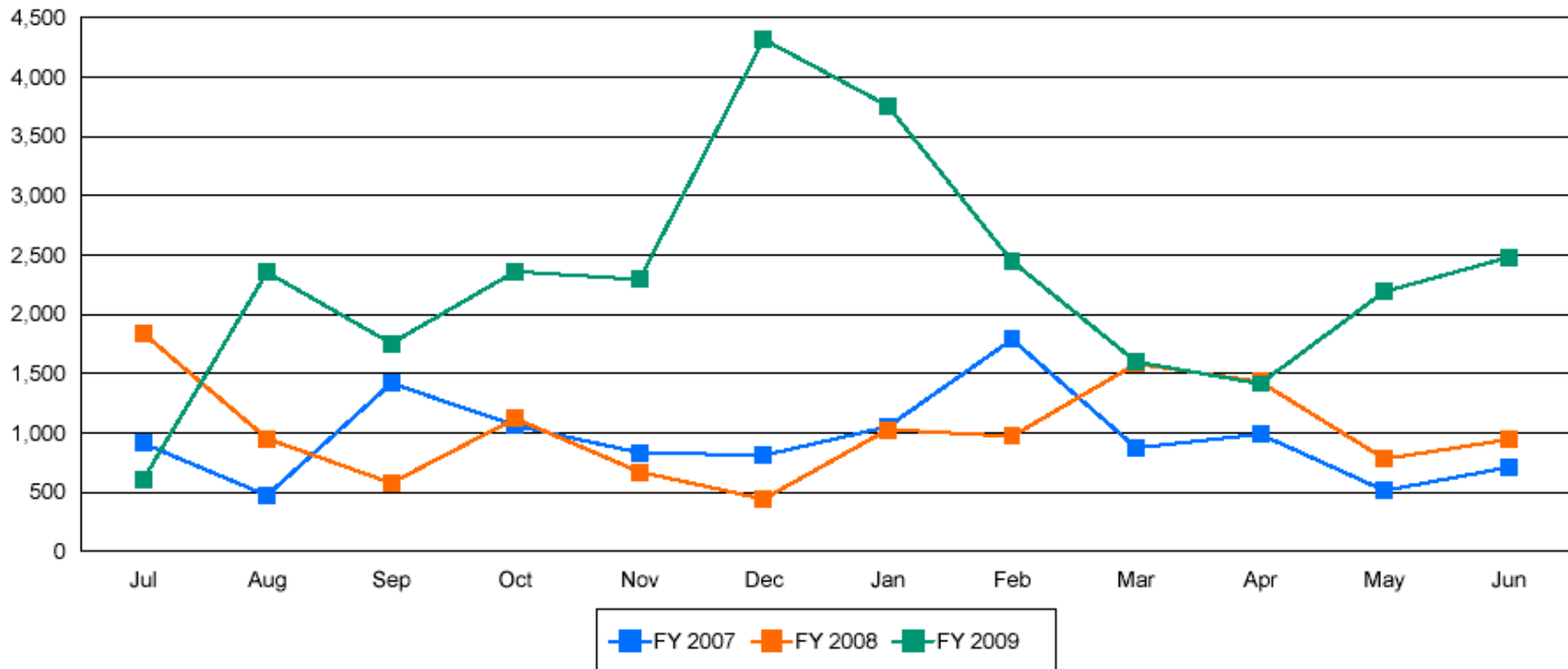
Special Accommodations

Trade Eligibility Match Criteria Run Match Eligibility Criteria OK Cancel

Events/Services OK Cancel

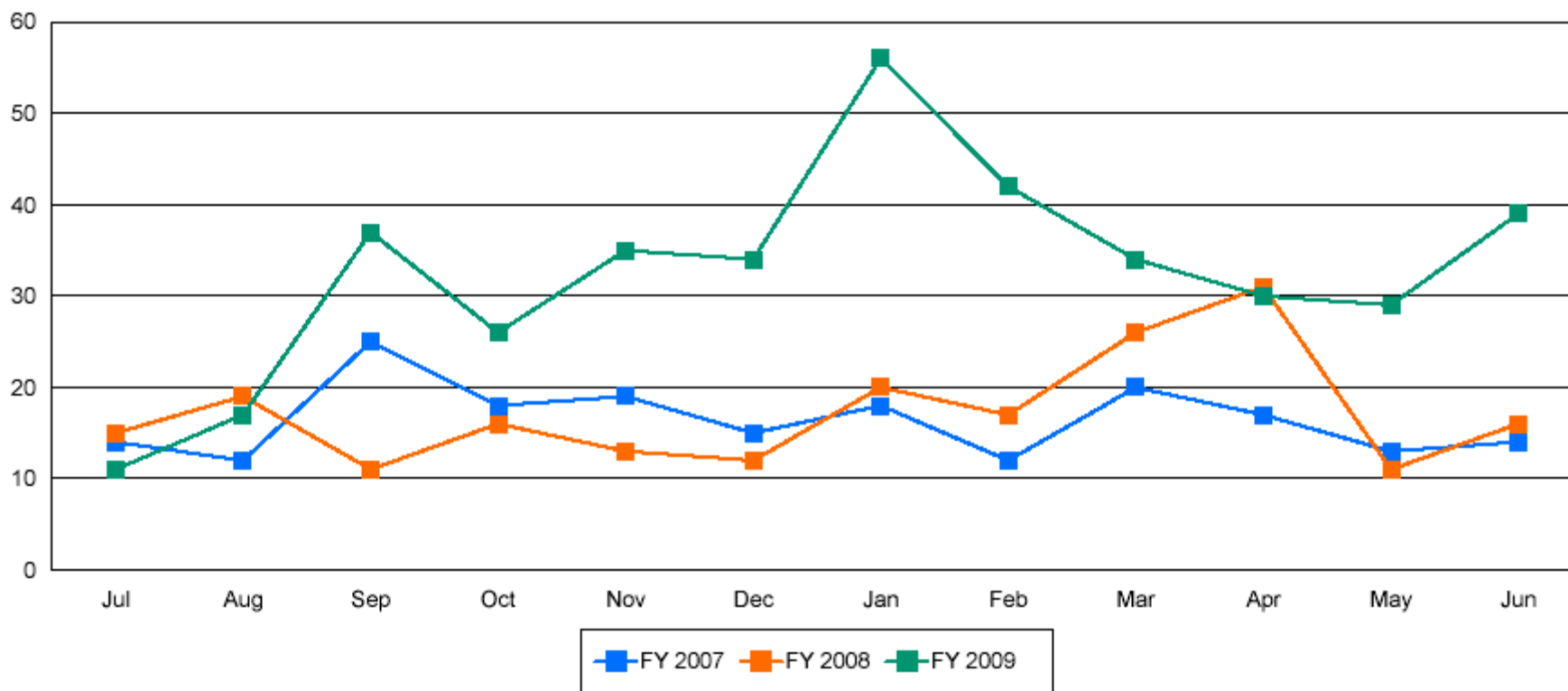
RAPID RESPONSE EMPLOYEES AFFECTED MONTHLY TRENDS BY FISCAL YEAR

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



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 *Mass* **BizWorks**

Mass BizWorks is designed to meet business needs.

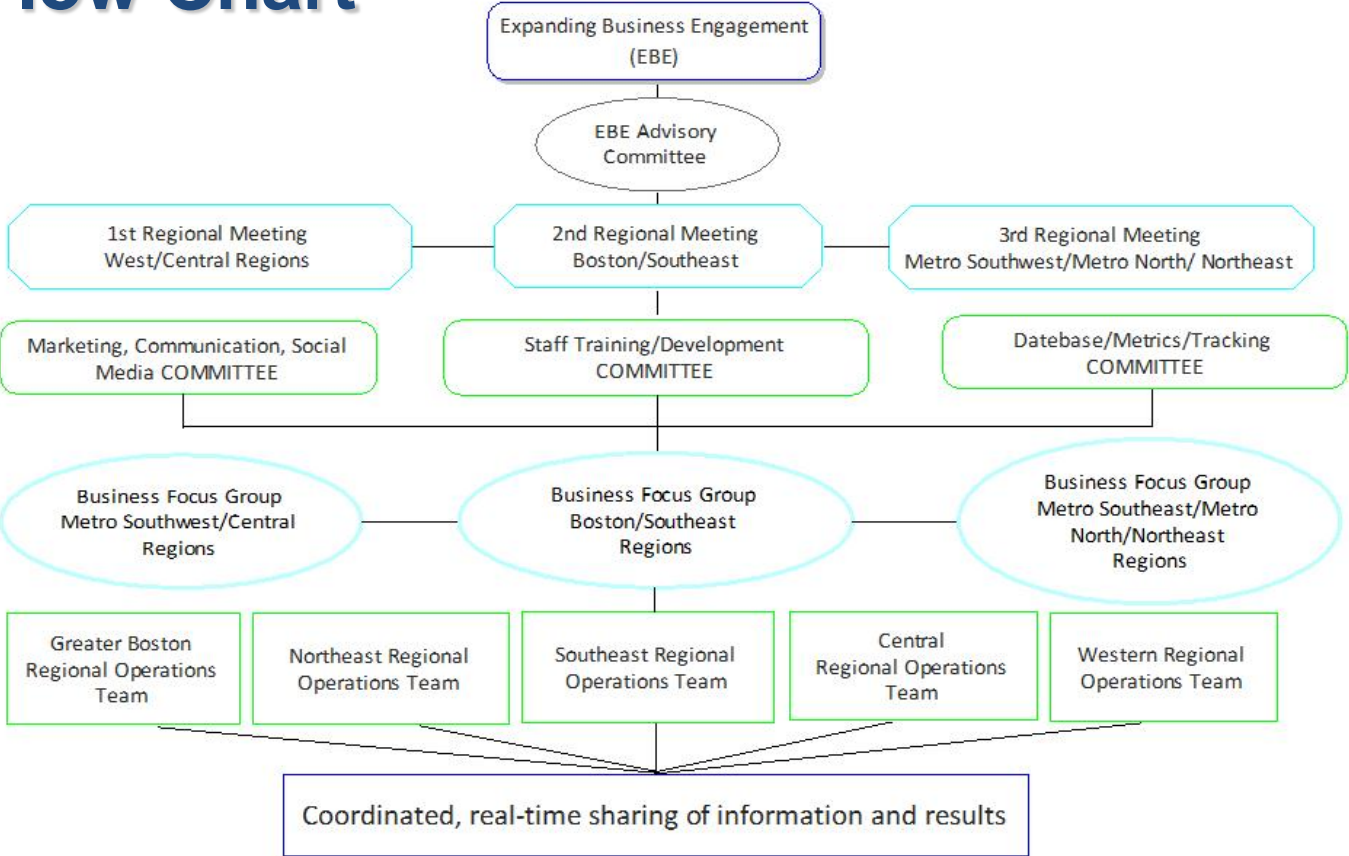
- State and federal collaboration- **TEAM Effort**
- Funded by USDOL's Expanding Business Engagement
- Connect businesses to resources

“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.”

Mass BizWorks

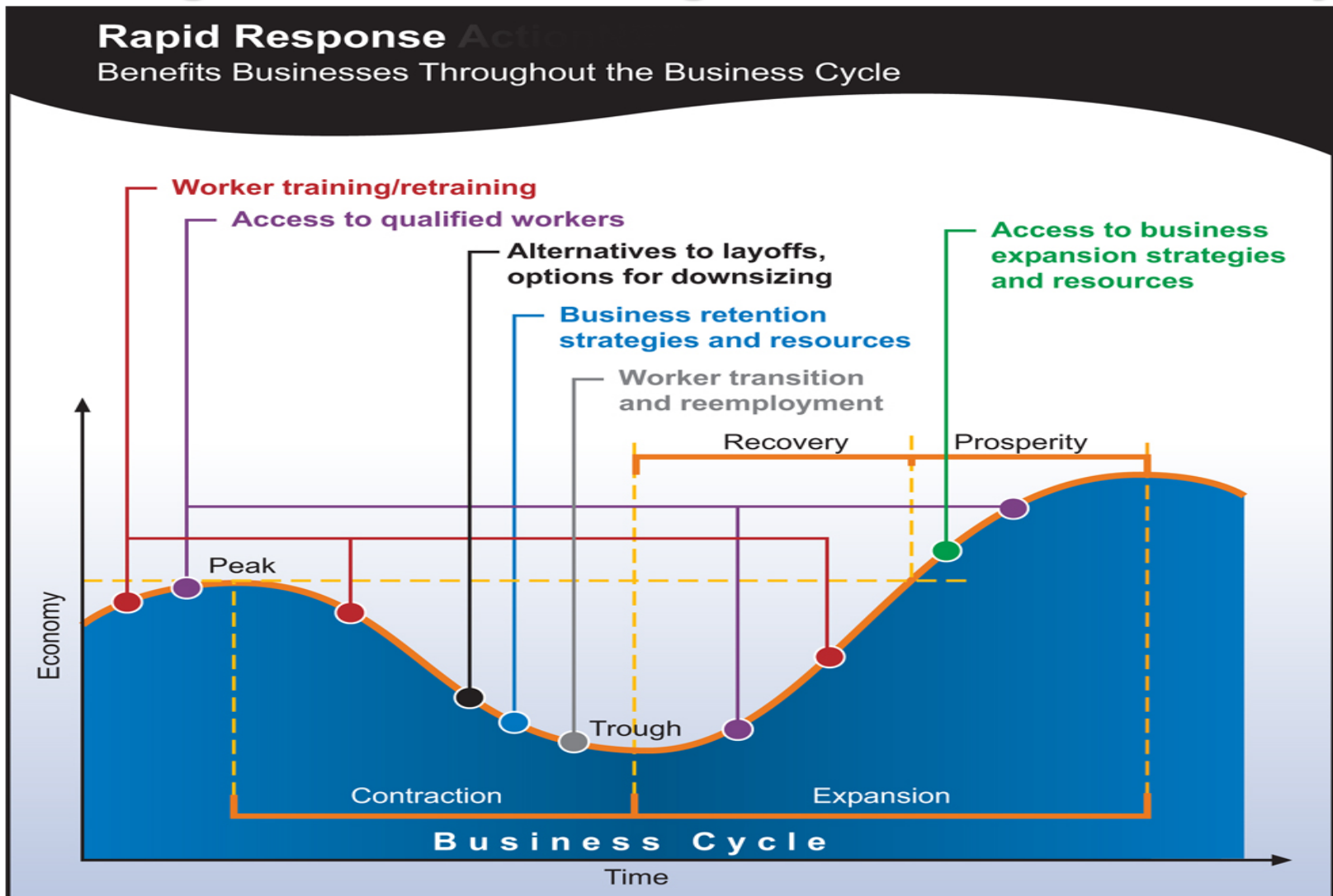
Flow Chart

Expanding Business Engagement



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



Mass BizWorks

Resource Guide

www.mass.gov/bizworks



Mass BizWorks

www.mass.gov/bizworks | 1-800-252-1591

Hiring and Recruiting

Department of Career Services (DCS) - One Stop Career Centers
Employment-related services for businesses' needs
Contact: DCS - 617-626-5300
www.mass.gov/careercenters

JobQuest
Online resource to post job openings
Contact: JobQuest Helpline - 617-626-6571
www.mass.gov/jobquest/employers

Dept. of Career Services - Work Opportunity Tax Credit (WOTC)
Tax credits for hiring targeted populations
Contact: WOTC Unit - 617-626-5353
www.mass.gov/dcs/wotc

Massachusetts State Colleges and Universities
Talented graduates and contract training
www.mass.edu/campuses/phecampuses.asp

Training and Consultation

Commonwealth Corporation -
Workforce Training Fund Program (WTFP)
Funding and resources to train current and new employees
Contact: Robert Offring, Jr. - 617-717-6915
www.commcorp.org/wtftp

Dept. of Career Services - On-the-Job Training (OJT) Program
Assistance with the cost of hiring and training new employees
Contact: Your nearest career center
www.mass.gov/dcs/ojt

Div. of Apprentice Standards (DAS) - Apprenticeship Programs
Apprenticeship programs available to businesses
Contact: Madeleine McGuire - 617-626-8989
www.mass.gov/das

Department of Industrial Accidents (DIA) - Safety Grant Program
Funding for workplace safety training
Contact: Kathy Manson - 617-727-4900 ext. 7374
www.mass.gov/dia/safety

Department of Labor Standards (DLS) - OSHA Consultation Program
Free service to assist private employers meet OSHA requirements
Contact: 508-616-0461
www.mass.gov/dols/consult

Rev 1-15



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)

Number of businesses served YTD



9,381

Funding awarded to employers YTD



\$153.9 million

Job seekers MA One-Stop Career Centers placed into employment YTD



19,459

Companies participating in job fairs through MA One-Stop Career Centers YTD



1,170

Jobs retained through statewide Mass Bizworks partner efforts YTD



38,901

Number of individual employees served YTD



35,006

Private investment leveraged YTD



\$4.6 billion

Average wage of MA One-Stop Career Centers placements YTD



\$19.41

Estimated number of job seekers participating in job fairs YTD



12,210

Jobs created through statewide Mass Bizworks partner efforts YTD



18,475

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 think 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.

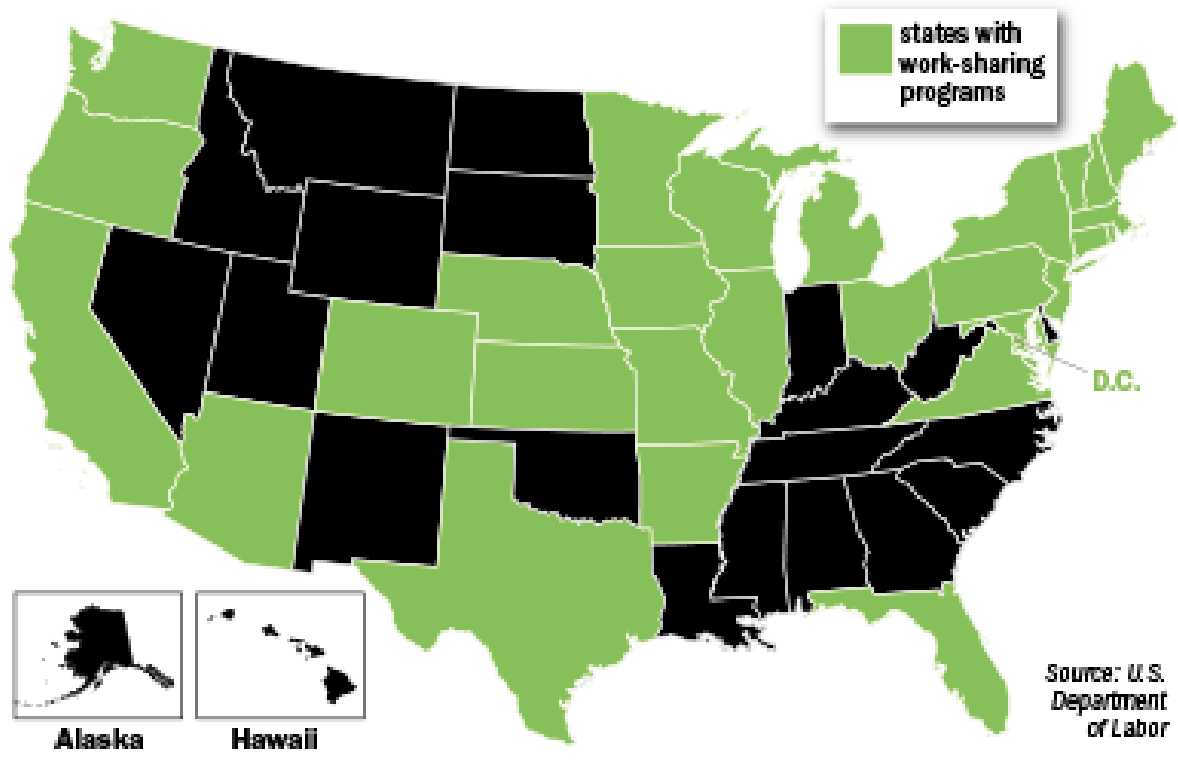
Workshare

- 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.

Workshare

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.



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



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[617-626-5703](tel:617-626-5703)

We can help you.