**“The Intervention Timeline”**

**Examples of Layoff Aversion Activities**

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| Timeframe | Examples of Layoff Aversion Activities |
| Ongoing strategic or administrative activities (regardless of proximity to layoff or potential layoff) | * Developing, implementing, maintaining, and publicizing a state or local layoff aversion policy
* Creating and sustaining effective partnerships with a wide range of organizations that contribute to layoff aversion strategies
* Gathering data and intelligence related to economic transition trends within industries, communities, or at specific employers, and planning strategies for intervention
* Developing early warning networks and systems utilizing data and intelligence gathered
* Identifying heavily concentrated industries and sectors and related training needs in the geographic area
* Engaging in proactive measures such as business visitation or layoff forecasting programs to identify indicators of potential economic transition and training needs in growing industry sectors or expanding businesses
* Connecting employers and workers with short-term, on-the-job, and customized training and apprenticeships before or after layoff and prior to new employment
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| More than a year prior to a potential layoff  | * Working with businesses to conduct comprehensive production cost studies with the goal of continuing cost-effective production within the United States
* Helping a company spin off an under-performing business unit to focus on core competencies
* Helping companies practice continuous improvement in processes and quality, constantly looking for opportunities for new products, customers, markets, and business models
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| From approximately six months to one year prior to a layoff or potential layoff | * Partnering or contracting with the Manufacturing Extension Partnership (MEP) or other business-focused organizations to assess risks to a company, propose strategies to address those risks, implement services, and measure impacts of services delivered; conducting analyses of suppliers to assess risks and vulnerabilities from potential closings of a manufacturing customer
* Conducting prefeasibility or company valuation studies to determine the possibility for employee buyouts or Employee Stock Ownership Plans (ESOPs), or more commonly, the sustainability of the company with new products, retooled production processes, or new customers and markets
* Facilitating employer loan programs for employee skill upgrading, when available
* Examining alternative business ownership options through economic development partners
* Utilizing Trade Adjustment Assistance (TAA) for Firms to help employers negatively affected by imports remain competitive
* Leveraging Short-Time Compensation programs through Rapid Response and/or business engagement strategies
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| From approximately six months prior to, up through and following a layoff | * Partnering with MEP organizations for activities, as mentioned above
* Utilizing incumbent worker training for eligible workers based on state or local rules, including TAA
* Encouraging use of Short-Time Compensation (shared work) programs in states with such programs incorporated into state Unemployment Insurance law
* Ensuring strong connections with reemployment-focused activities within a state or local area
* Holding on-site job fairs or targeted hiring events with nearby business in need of workers with similar competencies or skill sets
* Conducting talent-transfer events or holding reemployment boot camps
* Connecting to labor unions that may be able to assist in accessing skilled workers and assessing their training needs
* Linking with state or local economic development organizations to match business growth opportunities with available pools of skilled workers, including those currently dislocated or soon to be laid off
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Find a Word version of this document at: https://businessengagement.workforcegps.org/resources/2017/04/14/14/26/The-Intervention-Timeline