ELEMENT 1: Establishing a Rapid Response (RR) Infrastructure

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) STATE RAPID R			
 The state has a RR dislocated worker unit that carries out statewide rapid response activities The state's RR activities are carried out in every local area with local boards and elected officials Designated RR team members include or represent UI, One-Stop services, Wagner-Peyser/UI reemployment, TAA, TRA, and other support services and benefits 	1 2 3 4	 Representatives from organized labor, employer organizations, and other first-responder agencies are included in the RR structure Additional stakeholders have been identified and are regularly included as part of the team, depending on local needs, such as representatives of downsizing or growing industries, special interest or advocacy groups 	
(B) STATE PROCES	S AND ROLES A	RE ESTABLISHED	
 The state has issued policy guidance establishing the state's process requirements for conducting RR activities Roles and responsibilities of RR team members, state and local agencies, and other service providers are clearly understood 	1 2 3 4	Up to date roles and responsibilities of participating state and local agencies are clearly identified and stated in Memoranda of Understanding (MOUs) when applicable	
(C) WARN Not			
 A WARN notification and processing system is in place; notices are communicated among coordinating partners 	1 2 3 4	The state has its own WARN requirements that drill down to smaller employers smaller than the federal law requires	
(D) RR FUNDING MEC	MITTED AND READY		
 A funding mechanism is established that commits specific state and/or local funds to support RR activities Ensures all required and other necessary and allowable activities are supported with RR funding 	1 2 3 4	 The state has sub-grants with labor and/or employer organizations to assist in planning and providing services to workers and employers 	
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			

ELEMENT 2: Building and Maintaining Relationships with Stakeholders

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) STAKEHOLDER RELATIONS	HIPS ARE IN PL	ACE AND BEING CULTIVATED	
 RR team members make connections with critical stakeholders for standard size dislocation events as well for disasters, mass layoffs, plant closings, or other events that substantially increase the number of unemployed workers 	1 2 3 4	• RR team members continue to proactively network, identify, and recruit additional stakeholders to participate throughout the life cycle of dislocation events	
(B) RR PARTNERSHI	PS A re Establ	ISHED AND ACTIVE	
 RR team members develop and maintain mutually beneficial partnerships with: state, regional, and local workforce and economic development agencies and stakeholder groups training institutions and service providers One-Stop career centers and employment agencies community leaders and community organizations registered apprenticeship programs 	1 2 3 4	 RR team members routinely meet with employers and develop relationships in order to earn their trust and ensure they understand the full range of RR services offered RR team members actively maintain mutually beneficial partnerships with Business Service Team members There is an organized system to quickly alert all RR team members and stakeholders of news, impending needs, and/or action items 	
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			

ELEMENT 3: Documenting Policies and Procedures

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) STAFF TRAINING AND	SUCCESS MEAS	JRES ARE ESTABLISHED	
The state provides ongoing capacity building and training for state (and regional, if applicable) and local staff		 The state procedures identify measurable standards of success, with a feedback mechanism for improving RR services 	
(B) PRE-LAYOFF	Procedures Ar	E ESTABLISHED	
The state has established procedures for coordinating responses to layoffs before the layoff occurs and workers disperse		• The state has conducted an emergency preparedness assessment of RR capacity and has developed a contingency plan to respond to a dislocation of unusual impact or size	
(C) POLICIES AND CONTINGENC	Y PLANS ARE CO	OMPREHENSIVE AND DETAILED	
 The state has developed and implemented RR policies and procedures that establish: A well coordinated and joint effort by the RR teams in the state and local workforce areas Clearly defined roles and responsibilities for all parties Timelines for initiating and completing action steps and achieving key RR milestones A defined communication strategy between state and local staff, as well as employer, labor representatives, and other participating stakeholders State policies and procedures include contingency plans for layoffs exceeding normal capacity Fiscal matters are in order, and procurement and contracting procedures allow for timely access to needed resources 	1 2 3 4	 The state's contingency planning for dislocations exceeding normal capacity includes specific provisions for: Cross-training of staff Additional facilities Backup assistance in processing large numbers of UI claims Additional provision of case management and other RR services Emergency procurement policies The state has contingency plans or policies for dislocations that may warrant an RR event, even if it is smaller than what is required by policy State procedures reflect the statutory requirement to deliver RR services to workers covered by every petition for TAA that is filed, regardless of the size of the layoff 	
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			

ELEMENT 4: Gathering Intelligence

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) RR COMMUN	ICATION NETWO	RK IS ACTIVE	
 An active network that includes state and local RR team members and stakeholders is maintained for: Ongoing communication and consultation Gathering and sharing field intelligence about potential dislocations or new business development Strategic planning for state RR capacity and activities 	1 2 3 4	 An active network that includes state and local RR team members and stakeholders is maintained for: Continuous scanning of economic and market trends for signs that may require layoff aversion tactics, or for signs of new business development Gathering and sharing field intelligence about potential dislocations before a WARN notice is issued 	
(B) INTELLIGENCE-GATHE	RING IS MULTI-	Sourced and Robust	
• The RR team members have a good understanding of national and regional economic trends, current labor market information, employer and worker needs, and regional assets and resources, including available training	1 2 3 4	 RR team members actively maintain mutually beneficial partnerships with industry and employer groups, economists, and other knowledgeable sources 	
• The RR team members gather intelligence through a variety of sources, including published media, individuals in the workforce and economic development system, or job seekers and employers			
 RR team members actively maintain mutually beneficial partnerships with Labor Market Information state agencies or staff 			
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			

Planning and Preparation

ELEMENT 5: Promoting the Effectiveness of Rapid Response Services to Employers

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS	
(A) PROMOTION EFFORTS	ARE COMPREH	ENSIVE AND EFFECTIVE		
 RR team members use innovative and effective strategies to promote the effectiveness of RR to employers by providing information about statutory requirements (such as WARN) as well as information tailored to employers' needs 	1 2 3 4	 RR team members use tools and technology to promote and enhance the effectiveness of RR services such as though the use of web sites, brochures (in other languages where relevant), PSAs, job fairs, and/or public presentations 		
(B) RR TEAM-EMPLOYER RELA	(B) RR TEAM-EMPLOYER RELATIONSHIPS ARE ESTABLISHED AND MEDIATED			
 The state designates state and/or local RR staff as points of contact for employers, and assigns them responsibility for building and maintaining dynamic relationships 	1 2 3 4	The state has effective relationships with employers through an integrated partnership of RR team and Business Service Team members		
STRENGTHS / THREATS / ACTION STEPS / TIMELINE				

ELEMENT 6: Assessing Potential Dislocations

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) RR IS IMM	EDIATE AND CON	IPREHENSIVE	
 RR team members make immediate contact and work with employers, representatives of affected workers, and the local community to: Gain information on employer layoff plans and schedule Obtain a list of affected workers Determine if potential layoff is trade-impacted and, if appropriate, begin the trade petition process Determine the viability of various layoff aversion options Identify special needs requirements and provide accommodations, such as language interpretation or handouts, hearing-impaired services, services for people with disabilities Provide guidance and/or financial assistance in establishing a Labor Management Committee or a workforce transition committee Establish linkages between firms that are reducing their workforce 	1 2 3 4	 RR team members provide ongoing information on layoff aversion options such as: WIA-funded incumbent worker training Employer loan programs for employee skill upgrading State layoff aversion policy Alternative business ownership options Shared work programs Pre-feasibility studies Employee Shared Ownership Plan (ESOP) TAA for firms 	
(B) RR EVEN			
• The RR event is provided onsite at the employer's location or, if the employer does not provide the space, at the union hall or other nearby facility at a time that allows each work shift to attend		• For remote areas, the state uses mobile units, and/or remote meeting technology to enable direct communication between the state office, One-Stop centers, employers, and workers	
• Employers, workers, labor organizations, dislocated worker service providers, One-Stop center representatives, Unemployment Insurance, TAA and TRA representatives, and RR coordinators participate in the RR event		RR team members link employers with Federal, state, and local agencies that finance economic development activities, business loans, and business retention programs	
 Bankers, financial advisors, drivers' license staff, interpreters, DOL Benefits and Security Administrations, and other relevant resources participate 		• RR team members work with employers and other stakeholders determine the extent to which suppliers and other second- and third-tier employers might be affected in order to plan for any additional layoffs	
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			

Providing Customized, Collaborative Solutions and Consistent, Quality Results Ratings Key: 1 = Needs Improvement, 2 = Meets Benchmark 3 = Meets benchmark + Enhancements 4 = Meets Benchmark + Enhancements Have Proven Effective

ELEMENT 7: Collecting and Analyzing Worker Survey Data

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) RR Wor	RKER SURVEY IS	IN PLACE	
 The RR team has a survey that collects, at the first RR session, each worker's contact information, demographic data, work history, skills sets, educational level, short- and long-term goals, and training needs 		The RR team uses a machine-readable survey instrument or other technology that enables immediate compilation of survey results	
 The state tabulates and evaluates survey data to review the service strategies and assess the capacity of local resources to carry them out 			
(B) DATA ANALYSI	S LEADS TO INS	GHT AND ACTION	
The survey results are used to:		The survey results are used to:	
 Assess the extent to which the skills of affected workers match the skill needs of growing occupations in the local area 	1 2 3 4	 Produce a systematic array of worker skill sets for economic development agencies and employer organizations to match workers to available jobs 	
 Estimate the number of workers needing training and other services, and the cost of providing those services 		 Prepare a labor market impact analysis that maps current commuting patterns for affected workers and the employment prospects within that commuting range 	
 Support the preparation of fully documented applications for NEG funding, when applicable Assist case management staff in performing initial WIA individual assessments 		• The state or local area uses available tools to calculate the secondary impact of the layoff event on the regional economy in terms of the number of other workers and occupations likely to be affected, personal income and government tax losses, and other impacts	
		 States addressing layoffs with statewide industry impact have NEGs approved and funded to provide services to affected workers on a statewide basis 	
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			

ELEMENT 8: Providing Information, Solutions, and Services to Employers, Workers, and the Community

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) COMMUNICATION AND INTER			
 The RR team provides affected workers with an information packet on available services and benefits, general eligibility criteria, and contact information for relevant service agencies Affected workers complete the surveys and return them immediately RR team members clearly explain services and benefits and are knowledgeable about: Filing a UI claim Trade Adjustment Assistance (TAA), including Trade Readjustment Allowances (TRA), if applicable COBRA and other health insurance coverage/tax credits Labor market information and employment opportunities Severance and retirement pay issues 	1 2 3 4	 The state uses a survey used by several states with questions individualized for each state as well as common questions across states, allowing for regional analysis Staff and equipment are available at or near the RR meeting site for workers to immediately file UI claims and applications for other services Case managers for WIA or TAA are available to assist affected workers at or near the RR meeting site 	
(B) SOCIAL SER			
 Information from social service and other agencies is made available during the RR event to assist with health insurance, financial management, child care, mental health, housing, or legal issues 		 Representatives from social services and other agencies are present during the RR event to assist with health insurance, financial management, child care, mental health, housing, or legal issues 	
(C) TRANSITION TO	WORKFORCE SYS	STEM IS IN PLACE	
• The RR team encourages affected workers to identify their "next step" and are assisted in making appointments or other arrangements for doing so	1 2 3 4		
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			

Providing Customized, Collaborative Solutions and Consistent, Quality Results

ELEMENT 9: Connecting Affected Workers to the Workforce System and One-Stop Career Centers

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) ONE-STOP	STAFF ACTIVELY	PARTICIPATE	
 Local One-Stop staff participate in the RR event and explain available services 			
(B) ONE-STOP STAF	F ARE PREPARE	D AND ACCESSIBLE	
 One-Stop centers are adequately staffed and prepared to handle the surge in applicants due to large dislocations 		• A transition center or One-Stop satellite office is established at or near the employer site or union hall, or mobile units are used to maintain a continuing presence at the employer site	
		 The transition center is staffed to provide access to the full range of workforce services available from all workforce partners 	
		The transition center is open during the times when workers begin and end their shifts, for ease of access	
(C) ONE-STOP SERVICES AND REI			
• One-Stop staff members prepare individual worker service and training strategies, based on worker survey results and other worker information		 Peer counselors, who are more likely to gain the trust of their co-workers, assist them in navigating through the social services network 	
One-Stop centers provide the following services to affected workers:			
 WIA and TAA eligibility determination, Case management 			
 Skills assessment 			
 Resume writing and interview techniques Labor market information 			
 Labor market information Job fairs and other job matching services 			
 Marketing workers to area employers 			
 Occupational training Other One-Stop services as needed 			
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			

ELEMENT 10: Providing Services to Employers

FUNDAMENTAL Benchmarks	Rating	ENHANCED Benchmarks	COMMENTS
(A) RR TEAM WO	RKS CLOSELY W	ITH EMPLOYERS	
 The RR team members provide the employer with an information packet tailored to the employer's needs The RR team links the employer with federal, state, and local agencies to assist with RR efforts that occur across state lines, or with national layoffs in which the employer is headquartered in the state 	1 2 3 4	• The state has an early warning system in place to identify and assist employers in declining industries before a WARN is announced, and initiates contact with potentially affected employers	
 The RR team links the employer with federal, state and local agencies that finance economic development activities, business loans, and business retention programs 			
(B) LAYOFF AVERSION S	RATEGIES ARE F	URSUED AND PROMOTED	
 RR team members discuss layoff aversion strategies with employers, and reaches out to include layoff aversion strategies with secondary and/or tertiary layoffs, if identified 	1 2 3 4	There is an ongoing effort to provide employers with information on layoff aversion options	
STRENGTHS / THREATS / ACTION STEPS / TIMELINE			