

20.8B. Rapid Response

Workforce Innovation and Opportunity Act (WIOA)

20.8B.1. Purpose

This guidance is being issued pursuant to the federal Workforce Innovation and Opportunity Act of 2014 (WIOA) and its implementing regulations. The U.S. Department of Labor (USDOL), in coordination with the U.S. Departments of Education (ED) and Health and Human Services (HHS), developed a WIOA Resource Page and other information and resources for States, local areas, non-profits and other grantees, and other stakeholders to assist with implementation of the Act. This page can be found on the USDOL Employment and Training Administration's (ETA) website at the following address:
https://www.doleta.gov/wioa/Final_Rules_Resources.cfm.

This guide is not intended to serve as an official statement or interpretation of WIOA by Iowa Workforce Development. Instead, this guidance should assist local areas in developing robust local policies to support excellent service to all eligible program participants under the Worker Adjustment and Retraining Notification Act, hereinafter referred to as "WARN" and "Rapid Response."

Rapid Response plays an important role in providing customer-focused services to both dislocated workers and employers, ensuring immediate access to affected workers to help them quickly re-enter the workforce. WIOA legislation requires statewide rapid response and early intervention assistance be provided to workers, the employer and the community to avert or minimize the economic disruption of a mass job dislocation event.

Local Iowa *WORKS* areas are encouraged to apply these guidelines in the development of new or revised policies, creation of innovative programming, and the advancement of practices which help to remove barriers to employment for persons impacted by business closures and mass layoffs.

As the lead agency for Rapid Response, IWD must coordinate, communicate, and work with Regional Iowa *WORKS* leadership (WIOA Title I Directors and IWD Operations Managers), Workforce Development Boards (WDBs), Chief Elected Officials (CEOs), and other stakeholders as appropriate. This will ensure coordination with all relevant parties so rapid response services can be delivered effectively.

These guidelines are subject to revision as additional guidance is issued by the USDOL or applicable entity, or if a change in workforce trends or other factors necessitates.

Staff providing services under this program should adhere to all policies included in this manual and any local policies outlined in an area's local service plan.

20.8B.2. Rapid Response

This policy provides guidance on the process to begin Rapid Response (RR). Because the diverse nature of business operations and circumstances surrounding a layoff or business closing is not always identical, a WARN Notice may not always be involved. Closings or layoffs that do not meet the threshold for a State or Federal WARN are still expected to receive an expeditious response led by the WIOA Title 1 Director and inclusive of the IWD Operations Managers (aka Regional Iowa *WORKS* leadership).

Rapid Response is triggered when at least one of the following conditions has been met:

- A qualified mass layoff as defined by either the state or the federal government, occurs;
- Upon receipt of a WARN Act notice, regardless of the number of workers affected by the layoff announced.

20.8B.2.1. Rapid Response and WARN

All WARN Notices are received by the State Rapid Response (RR) Coordinator in the State Dislocated Worker Unit (SDWU). When advance notice is transmitted to the SDWU by mail, e-mail, fax, or scan copy, this enables the RR Coordinator to begin to facilitate rapid response which will assist workers impacted by the business closing or mass layoff.

Information obtained at a local level regarding mass layoff or business closure shall be forwarded to the RR Coordinator at which point the RR Coordinator will work with the Title 1 Director to discuss the appropriateness of WARN and plan future steps.

When the RR Coordinator becomes aware of an impending closing or layoff through the media or through other sources which may be covered under WARN legislation, an attempt will be made to contact the company to familiarize management or a company official of the WARN law requirements. If information indicates that the actions do not fall within the parameters of WARN, the Regional Iowa *WORKS* leadership will be contacted to initiate a well-organized response.

All WARN Notices, regardless of type, are logged by the RR Coordinator and posted to the agency website on a real-time basis. Only when the log is published, can the agency acknowledge they have received a WARN Notice. Any details contained in the WARN Notice are not public information. Any inquiries from outside sources about the WARN Notice details is to be provided by the company official as listed in the WARN Notice. A description of rapid response resources and services can be provided as to demonstrate how the impacted workers will be served.

The State reserves the right to determine how RR activities will be initiated based on the circumstances of an individual layoff event. Responsibility for facilitating how the process begins is determined by the RR Coordinator and communicated to the Title 1 Director.

When an official WARN Notice is involved the following sequence of events will be in place:

- The RR Coordinator will determine whether the WARN is classified as Federal, State or below the required WARN threshold.
- The RR Coordinator will acknowledge the receipt of the WARN with the company and communicate with the official named in the notice to explain RR policy and gather relevant details about the terms of the closing or layoff.
 - Depending on the type of WARN and dynamics of the impact to the community, the RR Coordinator will reach out to the company official or request a contact be made to the company by the local Title 1 Director.
 - When collective bargaining is involved in the layoff or downsizing, the labor representative will also be contacted and invited to all meetings.

- The State RR Coordinator will send an email to IWD agency leadership, the local Title 1 Director, District Manager and IWD Operations Managers to make them aware of the WARN. The e-mail will contain a synopsis of the WARN notice details and the WARN Notice will be attached.
- A subsequent e-mail will be sent to the Title 1 Director and other relevant Iowa *WORKS* leadership in order to coordinate next steps and potential approach to when rapid response services should begin.

20.8B.2.2. Rapid Response

Rapid Response is a priority.

The purpose of RR is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs and dislocations; and preventing or minimizing their impacts on workers, businesses, and communities. When operated successfully, RR delivers on the promises that the workforce system makes to businesses, workers, and communities by providing valuable solutions to businesses and critically important services to workers at the time when they are most needed.

RR is provided regardless of a WARN Notice. RR services should be delivered consistently and with quality, but adapted to meet the needs of the impacted workers and customized to specific events. Planned activities should meet the end goal of preventing or minimizing layoffs.

Rapid Response Triggering Events

RR will be provided during the following events:

- Announcement or notification of a permanent closure of a facility, store, enterprise, or plant, regardless of the number of workers affected;
- Announcement or notification of a mass layoff;
- A mass job dislocation resulting from any natural or other disaster event, as defined by state or local emergency management policies, that results in job loss for a number of workers sufficient to meet a state's definition for mass layoff, or causing 50 or more workers to become dislocated.
- The filing of a Trade Adjustment Assistance (TAA) petition.

Per WIOA Legislation, there are specific requirements that must be in place to effectively and systematically deploy RR. It will be the responsibility of the State RR Coordinator to work with local areas in order to implement and assure all necessary RR activities are extended to the communities around the state.

RR activities must include:

- Layoff aversion activities;
- Immediate and on-site contact with the employer, representatives of the affected workers, and the local community, including an assessment of and plans to address the:
 - Layoff plans and schedule of the employer;
 - Background and probable assistance needs of the affected workers;
 - Reemployment prospects for workers; and

- Available resources to meet the short and long-term assistance needs of the affected workers.
- Provision of information and access to unemployment compensation benefits and programs, such as:
 - Short-term compensation,
 - Impacts of layoff on health coverage or other benefits,
 - Referral to career services,
 - Comprehensive one-stop system services, and
 - Employment and training activities, to include information on the TAA program, Pell Grants, GI Bill, and other resources;
- The delivery of other necessary services and resources including workshops and classes, use of worker transition centers, and job fairs, to support reemployment efforts for affected workers;
- Partnership with the Regional Workforce Development Boards (RWDBs) and Chief Elected Official(s) (CEOs) to ensure a coordinated response to the dislocation event and, as needed, obtain access to State or local economic development assistance. Such coordinated response may include the development of an application for a national dislocated worker grant;
- The provision of emergency assistance adapted to the particular layoff or disaster;
- As appropriate, developing systems and processes for:
 - Identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion;
 - Analyzing, and acting upon, data and information on dislocations and other economic activity in the State, region, or local area; and
 - Tracking outcome and performance data and information related to the activities of the rapid response program.
- Developing and maintaining partnerships with other appropriate federal, state and local agencies and officials, employer associations, technical councils, other industry business councils, labor organizations, and other public and private organizations, as applicable, in order to:
 - Conduct strategic planning activities to develop tactics for addressing dislocation events and ensuring timely access to a broad range of necessary assistance;
 - Develop mechanisms for gathering and exchanging information and data relating to potential dislocations, resources available, and the customization of layoff aversion or RR activities, to ensure the ability to provide RR services as early as possible;
- Delivery of services to worker groups for which a petition for TAA has been filed;
- The provision of additional assistance to local areas that experience disasters, layoffs, or other dislocation events when such events exceed the capacity of the local area to respond with existing resources
- Provision of guidance and financial assistance as appropriate, in establishing a labor-management committee if voluntarily agreed to by the employee's bargaining representative and management. The committee may devise and oversee an implementation strategy that responds to the reemployment needs of the workers. The assistance to this committee may include:
 - The provision of training and technical assistance to members of the committee, and;

- Funding the operating costs of a committee to enable it to provide advice and assistance in carrying out RR activities and in the design and delivery of WIOA Title I-authorized services to affected workers.

The execution of RR services should boost opportunities in a manner that best supports the businesses and workers in their communities. Given the uniqueness of Iowa, each local area must establish protocol for the delivery and administration of how they will provide rapid response services.

Businesses are under no obligation to accept RR services but areas must make a reasonable and concentrated effort to deliver RR. For example, if a business refuses to allow services to be delivered on site or during business hours, RR teams should make every effort to ensure workers have access to information at off-site locations and during convenient hours.

If names and addresses of the impacted workforce are made available by the company, taking precaution to secure the confidential nature of such information, it can be used to notify workers of informational sessions. In situations where worker information is limited or not provided at all, other innovative ways and attempts to make sure workers receive rapid response information is required.

Rapid Response Meetings

There are two types of RR meetings. The first is a meeting with the company officials or RR Employer meeting. The second meeting is the worker information meeting (WIM). WIMs are the avenue to present options and information to the impacted workforce so they can make informed decisions about their future. An employer meeting will not always be necessary but as much as possible; WIMs should always attempt to be held. The timeliness of the downsizing or layoff notice, and/or the ability to access worker contact information will depend on the cooperation of the employer and can influence the coordination of WIMs.

Rapid Response Employer Meeting

The purpose of this meeting is to gather insight into the potential worker impact as well as share information with the company officials about RR resources and services. The main objective is to organize a plan of action based on needs and schedule the the WIMs.

- In situations where the WARN meets the Federal threshold, the State RR Coordinator will convene the meeting based on availability and convenience of the company officials and the local-level leadership. The Title 1 Director will be responsible to extend invites to community partners who will benefit from the discussion surrounding the impacted workforce.
- RR Employer meetings will be arranged and chaired by the State RR Coordinator who will send a meeting invite, and as much as possible, create an agenda to be forwarded to all invitees so the meeting stays on-task.
 - In certain circumstances, the RR Coordinator may defer to the Title 1 Director to lead the meeting without state involvement.
 - In any and all situations, collaboration and communication will occur between the RR Coordinator and the Title 1 Director.
 - The Title 1 Director is required to ensure communication locally with appropriate Iowa *WORKS* leadership and staff.

- Efforts will be made to meet with the employer in person, at their facility, but can be held by conference call in order to expedite planning.

RR Employer Meeting Attendees

The RR Employer meeting will always include:

- State RR Coordinator (unless determined otherwise at the discretion of the State RR Coordinator)
- Company officials, designated by the company,
- Labor representation if collective bargaining is involved, and
- Title I Director or designee
- IWD Operations Manager or designee

RR partnerships ensure the capability to deliver needed services and resources to businesses, workers, and communities whenever the need arises. The Regional Iowa *WORKS* leadership will determine if invites should be extended to other community-based and economic development organizations, service providers, and partners, such as:

- Iowa Department of Human Services;
- TRADE program representatives;
- Community action agencies;
- Community college staff;
- Iowa Vocational Rehabilitation Services;
- Iowa State University Extension;
- Mental health agencies;
- Local policy makers (i.e., county board of supervisors, mayors, etc.);
- State representatives, state senators, aids from congressional representatives and senators;
- Representatives of the RWDB;
- State or local Economic Development and Chamber of Commerce agencies;

The State RR Coordinator will work with the local Iowa *WORKS* leadership to determine the extent of the invite list so the employer meeting is controlled and manageable.

- The RR meeting is usually held at company facilities and it is up to the company to determine if the media is included.
- The meeting(s) generally lasts less than two hours and intended to share information and plan next steps.
- The meeting is to benefit the employer as they work to transition their workforce. The tone and approach of the meeting is to help reduce stress felt by the company so an active, open dialogue is essential.
- Items addressed at this meeting include, but are not limited to:
 - A discussion of the planned layoff schedule;
 - Positions impacted;
 - Worker demographics;
 - Skills and special needs of the impacted workers;

- Whether the pending layoff is the result of foreign competition;
- Benefits offered to the impacted workers (company and/or union paid retraining, severance, early retirement, transfers, etc.);
- A description of the programs and services offered by the various agencies;
- Discussion of available funds to assist with transition and retraining services;
- Discussion of a general plan of action for the impacted workers;
- And most importantly, setting the time and location for the WIM's.

Worker Information Meeting (WIM)

The purpose of the WIMs is to:

- Provide information regarding the services and activities available through Iowa *WORKS* Center and local partners;
- Present unemployment insurance processes and requirements;
- Describe resources available to assist workers in coping with the dislocation;
- Informational and direct reemployment services for workers, including but not limited to:
 - Information and support for filing unemployment insurance claims;
 - Information about the Trade Adjustment Assistance (TAA) program;
 - Information on the impacts of layoff on health coverage or other benefits;
 - Information on and referral to career services; reemployment-focused workshops and services;
 - And training;
- Obtain information from the impacted workers with the intent of developing an appropriate plan of action to assist workers through the transition process by way of the Dislocated Worker (DW) Surveys;
 - Worker surveys must be distributed when groups total 15 or more workers and submitted back to the Labor Market Information (LMI) Bureau in a timely manner

Other considerations include:

- The local Title I provider is the lead agency for these meetings;
- Meetings are scheduled at the workers' convenience and/or based on the coordinated times offered by the employer;
- There may be several meetings held at various hours of the day depending on the size of the impacted workforce and at the discretion of the company and Title 1 lead;
- Determine extent of invites from community-based and economic development organizations, service providers, and partners providing necessary information;
- A worker meeting agenda should be developed by the Title 1 Director or designee, with the expectation of 1.5 to 2 hours allocated for all presentations.
 - When TAA is involved, adjust and accommodate the agenda accordingly to allow time for presentation of TAA benefit program;
 - Every effort will be made to stay on track to honor the employer and worker's time; ability for the workers to absorb all the details and facts presented; and to allow an opportunity for all participating to ask questions.

Local Coordination

RWDB's, along with Regional Iowa *WORKS* Leadership, needs to create a local structure and protocol for delivering RR activities and services. It is suggested that a single Regional RR Coordinator be designated in order to coordinate the following:

- Communicate with State RR Coordinator;
- Make company contacts;
- Maintain, coordinate with, and communicate to a Regional RR Team. The designated team might include representatives from the following:
 - Iowa *WORKS*;
 - Community Action;
 - Department of Human Services;
 - Consumer Credit Counseling;
 - Small Business Development Center;
 - Community College;
 - Iowa Vocational Rehabilitation Services;
 - Economic Development;
 - Other local service providers;
- Organize Worker Information Meetings, to include but not be limited to:
 - Facilitating meeting(s);
 - Compiling and distributing packets for WIMs, to include information on health care resources;
 - Distributing, collecting, and returning DW Surveys to Labor Market Information (LMI);
 - Promotion of the National Career Readiness Certificate (NCRC);
- Communicate with One-Stop Staff, to include, but not limited to the following:
 - Establishing policies on timeliness,
 - Developing a method to coordinate on-site activities and services,
 - Work with Iowa *WORKS* Team to address the influx of customers as a result of Rapid Response events,
 - Communicate with Title 1 Director regarding the need for Additional Assistance state funds, and assist with application(s) as necessary,
 - Create policy to respond to local events which are not WARN;
- Establish working relationships with local Iowa *WORKS* leadership to determine additional need for:
 - Workshops,
 - Short term classes,
 - Job Fairs,
 - Other appropriate RR activities;
 - Coordinate and work with State RR Coordinator and IWD Communications for purposes of media and press releases,
- Document RR activities.

Rapid Response and Coordination of Services: Trade (TAA)

The Trade Adjustment Assistance (TAA) program provides early intervention to worker groups whose job loss is a result of foreign competition. RR services must be provided to Trade-impacted workers for whom petitions have been filed. The primary goal of RR and TAA collaboration is to provide seamless services to participants through an aligned and coordinated approach from state and local staff.

Joint Worker Information Meetings

RR - TAA is initiated between the State RR and TAA Coordinator, and in conjunction with the Regional Iowa *WORKS* leadership. The main objective is to organize the full array of RR and TAA services through on-site presentations at the business location, or off site if needed, as conveniently and seamlessly as possible. Every effort will be made to provide information sessions prior to the commencement of the lay-offs and/or plant closure. Whenever possible, and depending on the date of the U.S. DOL petition decision, meetings for workers should be organized so workers receive all the information necessary to make informed decisions.

The coordination process will be:

- The RR and TAA Coordinator will discuss details of petition and need for joint meetings and include the Title 1 Director in order to determine status of existing RR meetings and planning for necessary RR - TAA WIMs.
- The RR and TAA Coordinators, along with the Title 1 Director, will decide how communication to the Trade-certified company and collective bargaining representatives (when applicable) will be handled.
- The structure and need for combined or separate RR and TAA meetings will be the determination of the TAA Program Coordinator and local Iowa *WORKS* leadership.
 - The design of the WIMs for impacted employees will be based on whether previous RR WIMs were held and the level of understanding those workers have of available resources and services;
 - A separate TAA WIM event can be conducted depending on the timing of the TAA certification and previously conducted RR WIM's; or if the Title 1 Director believes the amount of information to the workers will be too overwhelming for them to comprehend;
 - If a TAA certification is in place at the time the general RR WIM is scheduled:
 - An agenda will be developed to encompass all RR information requirements, and include a presentation of TAA benefit information with time to gather the TAA applications.
 - TAA presentations are always conducted by TAA staff who are able to answer technical eligibility and service questions;
 - In situations where the TAA certification comes after the deployment of RR WIMs, TAA WIMs can be done separately.

Coordination of Services

RR under WIOA requires coordination of services and alignment of potential co-enrollments between WIOA Title I Adult and Dislocated Worker (DW), TAA and Dislocated Worker Grants (DWG) so all customers have access to as many program features which will guide them to self-sufficiency and market-place competitiveness.

Local areas are encouraged to create strategies which will ensure assessments (i.e., basic education levels, aptitudes, interests, financial situation, and barriers to employment success) to help guide the development of the Individual Employment/Reemployment training plans. Specifically for TAA, plans identify whether training is necessary to secure employment, and pinpoint possible barriers to employment/training success, and how those barriers will be addressed. Case management will be done via the common computer system and priority should be given to ongoing communication in an integrated approach to address customer needs and issues.

The State TAA team and State RR Coordinator can be accessed at any time for technical assistance and guidance on appropriateness of program enrollments. Once a customer enters approved training, there is additional coordination with Wagner-Peyser (WP) and Unemployment Insurance (UI) for an individual's ongoing financial support.

20.8B.2.3. Additional Assistance and Other Allowable Activities

RR is a critical tool in managing economic transition and supporting economic growth in communities which means a focus on anticipating needs and planning, rather than only responding to layoff events. To meet the needs of affected workers and businesses, a RR program must be proactive, data-driven, engaged with businesses, and focused on preventing layoffs or minimizing their negative impacts.

Additional assistance may be provided when such events exceed the capacity of the local area to respond with existing local formula resources. The following examples would be considered allowable and reasons for needing additional assistance:

- Situations of significant increases in unemployment which can impact local area resources;
- Providing support for responses to major dislocation events; and
- Provision of layoff aversion efforts.

Additional assistance and other allowable activities are designed to encourage innovative ideas, as well as provide flexibility in the use of RR funds in order to prepare for and respond to layoffs, or unforeseeable occurrences. Local policies should reflect methods or strategies which will help to minimize negative impacts of dislocation on workers, businesses, and communities plus ensure that workers impacted by layoffs are able to be reemployed as quickly as possible.

20.8B.2.4. Community Transition Teams, Formerly Worker Transition Committees

RR funds can be used to establish community transition teams to assist the community in organizing support for dislocated workers, and in meeting the basic needs of their families. Such assistance can include, but is not limited to providing heat, shelter, food, clothing and other necessities and services that are beyond the resources and ability of the one-stop delivery system to provide.

When labor and management voluntarily agree to the formation of a committee, guidance and financial support must be provided by rapid response. The assistance to such a committee may include training and technical assistance to members of the committee, and funding the operating costs of a committee to enable it to provide advice and assistance in carrying out RR activities and in the design and delivery of WIOA-authorized services to affected workers. The leadership of the community transition team is left to the discretion of the parties involved.

20.8B.2.5. Tracking Rapid Response - Data and Research

Local RR programs must collect and utilize data and identify sources of information that will contribute to early warning of potential layoffs, allow for continuous improvement, identify promising practices and provide an adequate basis for effective program management, review, and evaluation of RR methods and layoff aversion efforts.

RR events will be tracked with an event number and whenever possible, the individual record in the case management system will need to document the receipt of RR resources and services. There are challenges of using the individual record to report data on rapid response activities, which are often group-based rather than individualized, but when possible and where a WIOA individual record exists, report RR activities and services.

20.8B.2.6. Warn For Natural Disasters and Emergency Rapid Response

The WARN Act for Natural Disasters requires certain employers to provide at least 60 calendar days advance written notice of a plant closing or mass layoff affecting 50 or more employees at a single site of employment. The Act makes certain exceptions to the requirements when dislocations occur due to natural disasters if the employees are unreachable and the employment site is destroyed.

When a plant closure or a mass layoff is the direct result of a natural disaster such as a hurricane, flood, earthquake, drought, storm, tidal wave, or similar events caused by nature, employers are obligated to give as much notice as possible, even if the notice comes after a disaster.

To comply with the law, the employer may send notice to the employees' last known address, even if their homes are destroyed. This would indicate good faith. The regulations recognize that the available information may be limited.

Emergency RR quickly coordinates services in the event of a crisis, emergencies or situations categorized as a natural disaster. The delivery must be proactive, comprehensive and structured. The primary goal is to convene all diverse expertise and partners who will be dedicated to help the community navigate difficult times and address the short-term and long-term impacts of such events.

Emergency RR includes, but is not limited to:

- Assisting individuals with accessing UI or disaster unemployment assistance;
- Acquisition of and support for mobile one-stop units;
- Gathering demographic information for potential emergency grant applications; and
- Coordination with Federal Emergency Management Agency (FEMA) or other disaster-response organizations.

- State and local area rapid response providers must work closely with other State and local agencies and other critical partners through strategic planning processes to ensure effective and immediate responses can be undertaken when the need arises.

In situations of natural disaster or other state-declared emergency situations and to adhere to DOL policy guidance relative to disaster DWG's and TEGL 2-15, initial steps and supplementary planning will include coordination with the following:

- FEMA;
- Iowa Homeland Security & Emergency Management, through the Duty Officer who coordinates with County Emergency Management systems;
- Workforce Development Boards and community stakeholders; and
- Business or businesses impacted by economic downturn or the natural disaster and cause of unemployment and affecting the current workforce;
- Priority of Service Populations;
- Disaster Unemployment Insurance;
- Fish and Wildlife;
- Monitoring provisions;
- Work on Private Property rules;
- Prevailing Wages laws;
- Participant Eligibility qualifications; and with respect to
- Safety/OSHA

If the plant is destroyed as a result of a natural disaster and the employment records are all gone, and the employer cannot send individual notices, the employer should try to show good faith by either posting notices at the worksite including a statement that individual notice is not possible because the employment records have been destroyed or by providing a notice in a newspaper to the same effect or both.

If the employer does not have access to its employment site or employee's last known address, the employer should do what it would do if the plant is destroyed. In all likelihood, if the employer gave no notice in those circumstances, it may not be held liable for failure. On the other hand, if the employer wants to rebuild, it may be in its interest to make efforts to contact its employees to be sure it has a workforce when it reopens.

20.8B.2.7. Emergency Rapid Response Process

Following notification and confirmation of a layoff, the State Rapid Response Coordinator arranges an on-site meeting with the company, union officials (if applicable) and local IowaWORKS leadership. As described in the previous sections of the RR policy, the RR Coordinator can delegate the convening and facilitating of the employer meeting to the experienced WIOA Title 1 Director. The meeting can be conducted via conference call if the need arises.

The State RR Coordinator will make sure the following RR components are included for an organized, multi-faceted response:

- Contact with company and labor officials from the affected business;

- Contact with Iowa *WORKS* leadership and partners;
- Contact with service providing agencies in the local area;
- Arrangement and facilitation of RR meetings;
- Arrangement and facilitation of WIMs

Worker Information meetings are conducted in the same format as described earlier in the RR policy and must include content about services available through Iowa *WORKS* Centers like assistance finding new employment, resume workshops, career counseling, and training in a new career, and assistance filing unemployment insurance (UI) benefits, and the impacts of layoff with regard to health care. Other state agencies or community-based organizations are invited to participate in the meetings to help workers adjust in a time of crisis.

20.8B.2.8. Layoff Aversion and Incumbent Worker Training (IWT) (for IWT See A/DW Policy)
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Local areas, with technical assistance provided by the State RR Coordinator and the SDWU, are best suited to manage their layoff aversion activities dependent on needs of their communities, companies and existing workforce. WIOA requires RR areas to assess the potential for averting layoffs and identify firms at risk of layoffs. Maintaining and developing strong business relationships is critical. Layoff aversion must also include input and guidance from labor organizations in situations where a collective bargaining agreement is in place, or by consulting with unions in cases where no such agreement exists.

Layoff aversion activities may include:

- Providing assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs;
- Ongoing engagement, partnership, and relationship-building activities with businesses in the community, in order to create an environment for successful layoff aversion efforts and to enable the provision of assistance to dislocated workers in obtaining reemployment as soon as possible;
- Funding feasibility studies to determine if a company's operations may be sustained through a buyout or other means to avoid or minimize layoffs;
- Developing, funding, and managing incumbent worker training programs or other worker upskilling approaches as part of a layoff aversion strategy or activity;
- Connecting companies to:
 - Short-time compensation or other programs designed to prevent layoffs or to reemploy dislocated workers quickly, available under Unemployment Insurance (UI) programs;
 - Employer loan programs for employee skill upgrading; and
 - Other Federal, State, and local resources as necessary to address other business needs that cannot be funded with resources provided under this title;
- Establishing linkages with economic development activities at the Federal, State, and local levels, including Federal Department of Commerce programs and available State and local business retention and expansion activities;
- Partnering or contracting with business-focused organizations to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered;

- Conducting analyses of the suppliers of an affected company to assess their risks and vulnerabilities from a potential closing or shift in production of their major customer;
- Engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses; and
- Connecting businesses and workers to short-term, on-the-job, or customized training programs and registered apprenticeships before or after layoff to help facilitate rapid reemployment.

Local areas are encouraged to utilize proven and promising practices and other resources and guidance as needed.