



.....response to the NELP Study
on Ohio's Rapid Response System

12-16-08

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EXECUTIVE SUMMARY

Background:

The Ohio Department of Job and Family Services (ODJFS) commissioned a study by the National Employment Law Project (NELP) to evaluate the current status and effectiveness of Ohio's Rapid Response service delivery system and to provide recommendations for improvement. NELP evaluated Ohio's Rapid Response system in August 2008 and issued a report in late September 2008. Subsequently, ODJFS chartered an internal team including a Department of Development (ODOD) representative to review and develop a strategy and implementation plan related to the NELP study to be completed by November 12, 2008.

Team Approach:

First and foremost, the team decided to approach this task with one main goal in mind – to build and implement a Rapid Response System that is strong in foundation and will endure the test of time. With that vision, the team created a multi-layered flow (Attachment 1 also referred to as the "Rapid Response process") and analyzed all processes associated with Rapid Response (RR) activities. In addition, all eleven recommendations in the NELP study were evaluated and filtered through a common set of criteria such as policy and funding impacts, communication and training needs, process flow, time frames, and impact on other offices/entities including written concerns from stakeholders. Based on this and from research of other state and local best practices, an implementation plan was built with five major strengths.

Overall Plan Characteristics:

The five strengths listed below provide the backbone for a Rapid Response service delivery system structure that utilizes the best research and recommendations available:

Strong Local/State Partnership: A successful Rapid Response system must have strong state leadership in conjunction with seamless collaboration locally. At the state level, more responsibility will be taken for oversight and management of the Rapid Response program via deployment of seven Regional Rapid Response Managers (RRRMs) supported by a reengineered central State Rapid Response Dislocated Worker Unit (SRRDWU). These staff will work in conjunction with ODOD central and regional staff. The state staff will partner with 30 locally designated Rapid Response Coordinators (RRCs), one for each One-Stop System, who are supported through proposed Rapid Response funding. This will be accomplished through an addendum to the local WIA grant agreement.

Consistency: Through training and a certification process, all Rapid Response staff at both the state and local level, as well as other partners, will become knowledgeable and proficient in standard Rapid Response processes, policies and procedures. Whether a RRRM or a RRC manages a RR event, the same consistent method, tools, and expectations will be in place to support standard service to Ohio's employers and dislocated workers. In addition, the size of the RR event (more or less than 50) will determine the level of state or local staff involvement based on available capacity, performance, resources networks, and relationships. Due to the unique characteristics of each dislocation event, the team recognizes that variances in the processes, procedures, and timelines may be necessary in order to meet the needs of the employer and the impacted workers. Working closely together, the RRRMs and RRCs will determine the best approach when mitigating factors necessitate a change to the defined State policies, process, and procedures.

Coordination: The State RRRMs and local RRCs will work closely with state contracted partners who will provide unique and timely services to assist with RR activities. This includes, but is not limited to, peer-to-peer supports, establishment of labor management committees (LMCs), transition centers, and layoff aversion assistance. This also includes the availability of providers who can step in immediately to provide full Rapid Response services whenever and wherever needed.

Immediacy: Timeliness is a critical factor. The flow of services contains explicit time frames for contact and the type of communication with the employer and affected workers that will be measured. Time frames also apply to notification from the state to the region of an impending layoff situation, communication with stakeholders, establishment of a team strategy prior to the first on-site contact with the employer and workers, and in the establishment of LMCs as deemed appropriate. These performance related timeframes are in affect for both the RRRMs and RRCs.

Alignment: A short term and long term solution for RR activity reporting and tracking is part of the implementation plan. In the short term, this includes the use of standard statewide forms and reporting processes through the statewide automated system coordinated through the central office State Rapid Response Unit (SRRDWU). The long term solution will require further research and planning with options for either enhancement of the current system or acquisition of tried and true software for RR reporting. Further alignment will be accomplished through the creation of a standard package of tools, both soft and hard copy, which can be customized regionally by adding additional information to a core set of materials.

Plan Highlights:

A number of factors that were analyzed and researched ranged from implementation timelines to personnel and budget considerations, among others. Following is a brief synopsis of other plan highlights.

Implementation Timelines: Overall, the implementation time frame begins immediately in mid-November through the July 1, 2009 deadline for full program implementation. Timeline tracks are created for State Activities, WIB Activities/Team Assistance, RRRM Activities, Training Activities, and Critical Checkpoints. Two activities will extend beyond the 7/1/09 date which are the long term solution for RR reporting and continuous certification and training of staff. Attachment 2 contains a summary timeline for the implementation plan.

Local Involvement: The timelines include activities that allow for ample local input and involvement. This includes vetting of this plan, the establishment of a local/state team, and assistance with the creation of training materials, products, and tracking systems.

Personnel Considerations: Traits, characteristics, roles, and responsibilities of the RRRMs and RRCs were discussed and outlined, critiqued against similar positions in other departments, with consideration given for experience and abilities against a progressive pay scale. Attachment 4 is the current draft position description as recommended by ODJFS Human Resources. In addition, an immediate review of current SRRDWU positions is recommended to align with the overall proposed implementation plan.

Budget Considerations: This plan contains certain percentages applied to the annual RR budget for local activities, state administration, and other services. The planned hiring of the seven RRRMs is projected to be cost neutral due to limiting charges to reassigned state staff versus the previous statewide network of Wagner-Peyser staff performing RR activities. No new additional funding or expenses is anticipated for implementation of the plan (with the exception of a long-term solution to RR reporting) thus allowing a greater percentage of fund availability for services. Attachments 7 and 8 chart out the projected costs for the SRRDWU staff, the RRRMs, and the overall summary budget for RR in SFY10 respectively.

Logistical Alignment: Strong consideration is given to the current Economic Development and proposed University System of Ohio regional alignment. The placement and territorial responsibilities of the RRRMs align closely with those boundaries without compromising the geographic integrity of the One-Stop Systems. Attachment 3 demonstrates the hybrid alignment and geographical map representing the coverage and proposed office locations for the RRRMs.

Summary:

The proposed implementation plan is structured to address all eleven recommendations as identified in the NELP study. The discussion, analysis and recommendations of the internal team for the eleven items are supported with a Project Timeline, a matrix of Action Items, detailed Process Flows, and other relevant information.

With a stronger, more mobile, regionally oriented Rapid Response system in place, the employers and workers in Ohio will continue to receive the services needed to successfully transition. A standardized approach to management of Rapid Response events will provide improved consistency, responsiveness, and availability of services during the critical initial period of response when a RR event is initiated. Both of these factors are imperative to a successful program. This plan addresses those factors and more. OWD welcomes all stakeholders in the Rapid Response system to review, discuss, and provide feedback on this plan. In addition, we ask for your support and continued involvement in plan implementation.

Should this plan be accepted and approved for implementation, the internal team recommends the immediate establishment of an implementation team with continued guidance and oversight from the internal team until the July 1, 2009 start date.

As was noted during the NELP presentation to the WIB Directors in October 2008, from a customer point of view, this plan will only impact workers receiving immediate Rapid Response services. The next critical link is continued access of services as they relate and extend to the Dislocated Worker and/or Trade Adjustment Assistance Programs. The internal team recommends that although the new Rapid Response process will begin July 1, 2009, a strategy should soon be developed as to how to strengthen Ohio's WIA's Dislocated Worker Programs and foster collaboration and integration with the Unemployment Compensation Re-Employment Services (UCRS) and the Trade Adjustment Assistance Programs.

OVERARCHING STRATEGIC ACTIVITIES

Three over-arching strategic activities were identified by the internal team to be accomplished simultaneously with the specific recommendations in order to achieve overall success. The three key activities identified by the team are a communications strategy (both internal and external), a training strategy, and policy implications.

Immediate Communication Strategy

Communication will be vital to ensure that proper protocols are followed as well ensuring the correct message is being delivered regarding the response to the NELP study. For this reason, the internal team recommends a tiered approach to delivering the message. It will begin with internal communication in order to solidify the state's ability to accomplish the plan; followed by open dialogue with local partners and providers who play a major role in the delivery of the Rapid Response services; and finally our ongoing communication up to and beyond the implementation date of July 2009.

Internal Strategy: Upon delivery of this response to the NELP study, the internal team is recommending a coordinated and scripted approach to the release of the proposed overall strategy and responses to each of the individual NELP Recommendations. First and foremost, the proposed strategy is communicated to an Internal ODJFS and ODOT Executive group. This executive team needs to have stakeholders from Offices that are directly or indirectly impacted by the proposed recommendations. This would include, but not limited to: Directors Office; Unemployment Compensation; Local Operations; Workforce Development; Employee Business Services (HR & Labor Relations); Contracts Administration; Legislation; Fiscal; Communications; Information Services from ODJFS; and representatives from the Department of Development. This kickoff meeting, which will be delivered by internal team members, will attempt to ensure that each office impacted by the proposed strategy has the ability, capacity and time to agree conceptually with the proposed implementation plan. Setting a direction of change and accountability by the state regarding the immediate delivery of Rapid Response services will need all Offices and partners operating in concert. This internal outreach will take place during the first couple weeks of December. Once any concerns and or updates are addressed within the strategy, the internal team will work with the Office of Communications to craft a message and presentation that will be used as the basis for the external communications strategy. It is anticipated that these presentations will also be delivered by internal team members and will last no longer than a couple of hours (15-30 minutes introductions and background, 30-45 minutes for the strategy presentation and 30-45 minutes for Q&A period).

External Strategy: The internal team has identified three major stakeholders that will receive the two hour presentation as identified above. They include the WIB Executive Directors, Ohio Job and Family Services Directors Association (OJFSDA) and the County Commissioners Association of Ohio (CCAO). These sessions will be tailored slightly by group to address their specific issues that were raised in the letters the internal team received while putting the strategy together. It is anticipated that these sessions will not only be informative, but also will provide an opportunity to refine the strategy based upon feedback as well as the opportunity to enlist support for individuals that will be assisting in the development of details around the identified activities in the strategy and implementation plan.

Additional presentations are likely to be scheduled. The internal team has also identified that our current providers (Kent State, ULA), the Governor's Workforce Policy Advisory Board's Executive Committee and other interested Associations will need to be engaged in refining the overall strategy for immediate delivery of Rapid Response services. This communication may be accomplished with a small focus group presentation, one on one, or by a simple phone call to discuss the proposed implementation plan.

The current schedule shows that these external communication forums will take place during the second and third week of December. The two important take-aways from these forums are, one, an overall understanding of the immediate Rapid Response process being proposed. The second is identification of local workforce professionals who will be assisting on local/state teams to develop the necessary standardized forms, information packets, and other materials in addition to working on other key local/state collaborative efforts to complete the required action items associated with this plan.

Ongoing Communication Strategy

Ongoing and updated communication will be essential after the initial release and discussion of the proposed strategy.

Internal/External Strategy: In order to maintain open lines of communication, the internal team will be available for: (1) attending and giving monthly status updates as part of the agendas for the WIB Executive Directors meeting and One-Stop video conference starting in January 2009; (2) periodic updates in the form of a newsletter/blast email that will be sent to stakeholders announcing milestone events that have been completed per the timeline; (3) development of information packets to share locally with employers, employee organizations and interested providers and stakeholders as it relates to the proposed Rapid Response process; (4) development of a quick-to-read materials describing the highlights of the new process that can be used in staffers and surveys; (5) making available a website for easy access to information and reference material. These tools will be used throughout the implementation period and beyond by state and local partners.

The internal team is recommending that the communication strategy be developed and delivered through June 30, 2009 by the internal team and then ongoing communication beyond the implementation date be maintained by the SRRDWU. This will help ensure that the strategy is implemented and communicated in the spirit and direction as defined by the internal team.

Training Strategy

The second identified critical strategy is training. Successful implementation of the RR process is dependent upon a solid training plan. The timeline in Attachment 2 specifically identifies the training strategy components and milestone dates.

In-House Training Curriculum: State staff must be knowledgeable and articulate about not only Rapid Response but all services and programs offered at the One-Stop to assist dislocated workers. To accomplish this, the schedule allows time for gathering and researching information, development and delivery of an in-house training curriculum for the RRRMs as well as SRRDWU staff. This training must be comprehensive in order to have the RRRMs and SRRDWU staff to be effective on July 1, 2009. The in-house curriculum will cover all aspects of the newly defined process and ensure proper time to begin building a relationship with the local RRCs and other RR stakeholders. Other internal staff who deliver RR services, such as UC and Local Ops, will also take part in the in-house training. The in-house training curriculum will also be shared with local RRCs in order for them to begin preparation for the mandated certification training.

Certification Training Curriculum: All RR staff, inclusive of state, local, and contracted providers, will be mandated to attend and complete training that leads to certification. To demonstrate the importance the internal team gave this training, in order for a Workforce Area or contracted provider to receive a RR allocation, the staff identified will need to attend and complete all the training that is offered by the SRRDWU. The funds awarded to each Workforce Area will contain a requirement for attending the training offered by the SRRDWU. Like the in-house training, the effort and time associated with gathering and researching, developing and delivering the certification curriculum will be just as important. This deliberate effort will ensure that the best possible training is delivered prior to the changes statewide in the immediate delivery of Rapid Response services. It will be the responsibility of the local Workforce Area to ensure that the trained RRC (and backup) remain the point of contact throughout the program year. If any changes occur, the Workforce Area needs to immediately communicate this change with RRRM to assist with scheduling additional certification training. The SRRDWU and/or subject matter experts will continue to offer certification training on an on-going basis or by request. Re-certification training will be mandated for those RRCs, backups and contracted provider changes in personnel, as well as performance related issues locally in the delivery of Rapid Response services.

Policy Implications

As identified in the NELP study, the State lacks Rapid Response policies. This deficiency must be addressed in order to develop an effective Rapid Response service delivery system in Ohio. Throughout the internal team discussions, a number of needed policies, guidance, and procedures were identified to establish expectations, responsibilities, and accountability. It is anticipated that additional issuances may be developed to fully support the implementation of these strategies.

The internal team has identified the following policies, guidance, and procedures for development:

- Rapid Response Reporting Requirements (including co-enrollment)
- Roles and Responsibilities of the Local Area Rapid Response Coordinators (RRC)
- Rapid Response Procedures
- Allowable Use of Rapid Response Funds
- Application Procedures / Requirements for Accessing Rapid Response Funds
- Sequence of Services - From Rapid Response to Formula Funded Programs
- Required Rapid Response Services

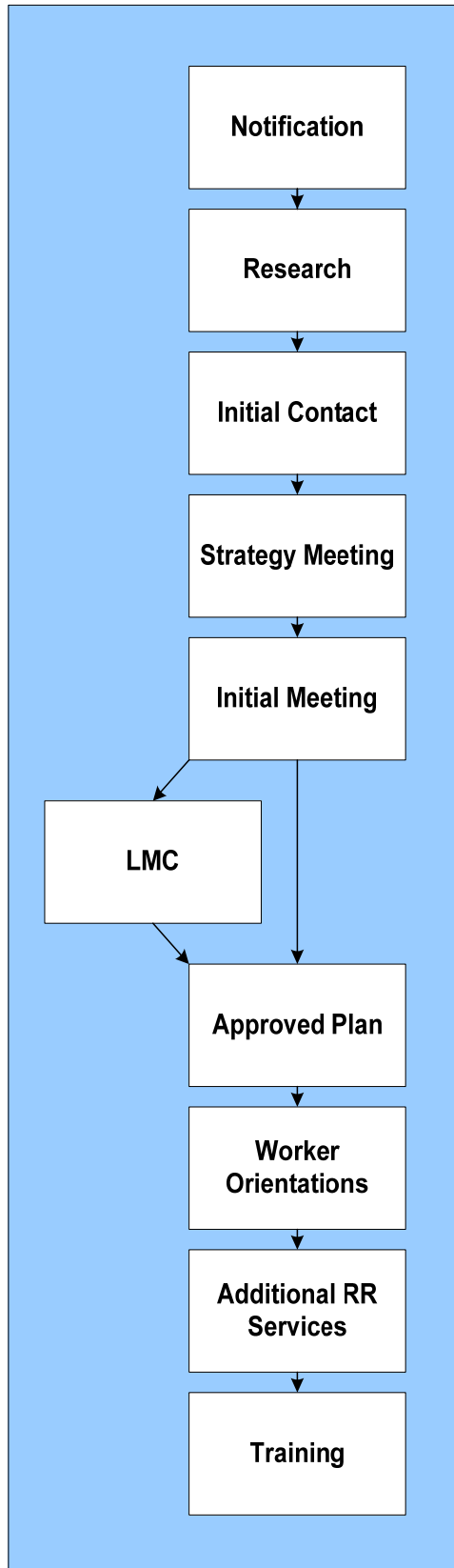
In addition to the policies listed above, the internal team recommends that an evaluation of existing waiver authority / policy be conducted in order to ensure the effectiveness of the overarching strategy:

WIATL 21A: Transfer of funds policy – up to 50% transferability of funds between the adult and dislocated worker program

WIATL 39: Using Rapid Response funds for incumbent worker training

SIMPLIFIED RAPID RESPONSE PROCESS FLOW

The detailed process flow in Attachment 1 is the foundation of work that the internal team used to evaluate and analyze each NERP recommendation. From that basis the following simplified flow was created to show the standard events to be followed statewide for Rapid Response (RR) services.



Notification: At any time a staff person or stakeholder in the network becomes aware of a possible dislocation, **ALL** stakeholders will be communicated to immediately.

Research: Immediate sharing of information among stakeholders is a critical first step when notification of a potential dislocation occurs. This will assist in providing a knowledgeable and professional impression when making the initial contact with the employer. Opportunities for layoff aversion will be explored at this point.

Initial Contact: Opportunity for the informed primary point of contact to make initial contact with the employer about the possible dislocation and RR services available to employer and employees.

Strategy Meeting: From data gathered during the initial contact with the employer, the primary point of contact assembles the team of service delivery partners to develop a strategy in preparation of the upcoming initial meeting.

Initial Meeting: Ideally with both Labor and Management present, a small team will present a standard agenda and marketing of RR services based on the strategy meeting. Outcomes may include the creation of a Labor/Management Committee (LMC) and/or an approved plan of activities to serve the employees potentially being dislocated.

LMC: Representatives from Labor and Management meet to determine the RR services that will best assist the impacted workers. Worker surveys or other means may be used to ensure a comprehensive plan is developed. State funding will be available to assist with the LMC creation, training, and development of the plan.

Approved Plan: This will outline the services determined to best assist the impacted workers. If a LMC is recommended, the approved plan will be an outcome of that effort.

Worker Orientation: An open forum for impacted workers to become informed of the array of available RR services.

Additional Services: Components of an approved plan may contain additional activities such as transition centers or career fairs to better assist the impacted workers.

Training: RR funding addresses immediate needs and short-term training. The One-Stop will be the connection for workers to obtain long-term training and/or other services via the Dislocated Worker Program.

RESPONSE TO NELP RECOMMENDATIONS

The following are the corresponding eleven recommendations made in the executive summary of the NELP study and the accompanying responses from the internal team.

NELP Study - Recommendation #1

*Rapid response activities for large dislocations be carried out by a statewide team operated and managed by ODJFS. This statewide team should be recognized as the State Rapid Response Dislocated Worker Unit (SRRDWU) and have responsibility and authority at the state level for the administration and delivery of all rapid response activities. This statewide team should include a Program Administrator, a Manager, two (2) Technical Advisors, and a minimum of six (6) **newly created** Rapid Response Regional Managers (RRRM). These RRRMs should be co-located with Board of Regents and Department of Development staff in six (6) economic development regions. Adding these specialized rapid response staff at the regional level and co-locating them with staff from these agencies will facilitate critical information-sharing and coordination that will not only more effectively serve Ohio's dislocated workers but also advance other important goals of the state—healthy economic development and building a more skilled workforce.*

Response:

The internal team agrees that the State, in order to effectively manage and oversee the responsibilities of the Rapid Response system during the critical initial period of response when a RR event is initiated, will need to have Regional Rapid Response Managers (RRRMs) located throughout the state. However, after analysis of the current WARN and dislocation information, and taking into consideration the current Economic Development Regions and Workforce Area/One-Stop System structure, the internal team is recommending the need for seven (7) RRRMs. The funding impact of these seven positions is estimated to be cost neutral due to limiting cost pools access and reducing or eliminating initiatives funded by Rapid Response within ODJFS. It was determined after working with the ODJFS Human Resources staff that a Pay Range 13, ODJFS Program Liaison, in the unclassified service, was the appropriate classification for the RRRMs. A draft position description can be found in Attachment 4. A budget breakdown of the costs associated with the RRRM and the SRRDWU can be found in Attachment 7. The RRRMs will be co-located with their regional counterparts in the Ohio Department of Development (ODOD). Attachment 3 is a map detailing out the hybrid regional coverage and locations for the RRRMs.

Summary Notes from Discussion:

Before making formal recommendations for the RRRMs, the role and responsibilities of the RRRM needed to be defined. The internal team developed a Rapid Response process flow that outlined communication protocols, information gathering, employer meetings, and the delivery of Rapid Response services. This detailed flow can be seen in Attachment 1, and was used to identify roles and responsibilities for the RRRMs, SRRDWU, RRCs, and other partners and providers. The team also gathered data from other states where regional state staff are utilized in the delivery and oversight for the Rapid Response system. Use of regional state staff was identified at the October, 2008 Roundtable in Washington D.C as a best practice. With this data, the team then looked upon the workload across Ohio of submitted WARN notices and other information as they relate to dislocations. Taking into account the existing structures and boundaries of Economic Development and Workforce Development as well as infrastructure corridors, the internal team came up with a hybrid and created seven regions. These seven regions can be found in the map located in Attachment 3. This led to the decision to hire seven (7) RRRMs to effectively manage the proposed Rapid Response process/system at this time.

Once the regions, locations, roles and responsibilities were outlined, the team conferred with the ODJFS Human Resources (HR) office staff. Considering the duties, a review of the pay scales for the regional managers in ODOD, and based upon HR's own review of the NELP study, the best suited classification is a Pay Range 13, ODJFS Program Liaison. Due to the fiduciary responsibilities identified in the Rapid Response process and the fact that when the economy improves, Ohio may not have the need to support seven RRRMs, the team determined the positions should be in the unclassified service. These positions also play a pivotal role for ensuring the professional and immediate response to an event and become the "face" of the Jobs Strikeforce Team as outlined in Turnaround Ohio.

With the determination of the position at a Pay Range 13, a summary budget and analysis was conducted based upon the timeline the staff are to begin. With the RRRMs anticipated to be in place by April 1, 2009, Attachment 7 shows the budget needs for SFY09/10/11. Based on the budget analysis the team recommends limiting the availability of Rapid Response cost pools "hits" that other offices within ODJFS are accessing as well as reducing or eliminating Rapid Response funded initiatives. This move will make the hiring of the seven RRRMs cost neutral and provide clarity for other offices to reevaluate their particular program delivery role as it relates to Rapid Response.

Based upon the Rapid Response process flow and the seven staff, the current SRRDWU staff roles and responsibilities will need to be evaluated and updated based upon this new proposed strategy. A SRRDWU table of organization is provided in Attachment 9.

One last critical consideration the team discussed pertaining to the role of the RRRM was to ensure that certain authority is inherent to the position. The authority to make prompt and binding decisions early on in the RR event, particularly when interested parties are meeting together, is essential. The team is recommending that the RRRMs have the fiduciary authority, per Rapid Response event, to quickly approve up to \$10,000, as needed, to implement immediate services. In addition, RRRMs will have the ability to delegate/task contracted providers in the assistance of delivering Rapid Response services. The SRRDWU will monitor centrally to ensure funding availability, proper reporting, and accurate tracking occurs.

The timeline in Attachment 2 allows for the RRRMs to have two months of training and relationship/network building with their local RRCs, ODOD representatives, and provider contacts prior to the actual start date of July 1, 2009.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|--|---|--------------------------------|--------------------------------|
| 1 | Position Descriptions (PDs) for Local Ops staff | Ensure language is appropriate for new Rapid Response Process | OLO | 12/31/08 |
| 1 | PDs for SRRDWU staff | Ensure new duties and responsibility based upon the newly created process flow are appropriate for existing staff within the SRRDWU | OWD | 12/31/08 |
| 1 | Space/facility requirements for RRRM's | Need to coordinate with ODOD to ensure space, rent, phones, equipment needs, location.....can this be taken care of within existing agreement between JFS and ODOD? | ODJFS/ODOD | 3/31/09 |
| 1 | Protocol for backup for RRRM | Understand capacity, leave, etc | OWD | 5/31/09 |
| 1 | Finalize recruitment and selection strategy for RRRM | Look at pay matrix ODOD utilized in hiring of regional staff | OWD | 12/31/09 |
| 1 | Define funding that RRRM has authority to issue | Need to define funding authority of RRRM and what services it makes up, example - \$10k for LMC...what else? | OWD | 3/31/09 |
| 1 | Monitor ODJFS offices' charges to Rapid Response cost pools | Need to verify the impact this has on other cost pools | OWD | 6/30/09 |
| 1 | Develop process/system to monitor funding authority by the RRRMs | Process to alert RRRMs of current funding availability and contract funding for providers | OWD | 6/30/09 |

NELP Study - Recommendation #2

ODJFS contract with local Workforce Investment Boards (WIBs) to provide local rapid response WIA staff that will deliver rapid response activities in Ohio's 20 local WIA areas. Funds should be provided for this purpose to the local WIB Boards. Each local WIA area must identify rapid response designees as the primary point of contact to address local area dislocation events.

Response:

Formalizing the local/state partnership in RR activities is desirable. The current Grant Agreement, which already contains programmatic and fiscal rules and regulations for compliance in the use of funds, is the best vehicle to carry out this recommendation. Several policies will need to be updated and will be referenced as part of a RRC addendum to the Grant Agreement. The team also recommends that certain criteria must be met prior to the flow of these dedicated funds to the local Workforce Investment Areas. First, each One-Stop System must identify a local RRC and backup. Second, these identified staff must attend and complete the mandated training offered by the SRRDWU. Finally, the RRC will adhere to the Rapid Response process identified along with all the programmatic and fiscal reporting requirements and performance metrics. To assist with the funding local areas need to deliver Rapid Response services, a formula was developed that distributes \$1.5 million dollars to the local workforce investment areas. A detailed breakdown of the \$1.5 million by Workforce Area can be seen in Attachment 6. This formula should only be used in year one, after which the team is recommending that other performance related activities become part of the distribution of funds to the local areas.

Summary Notes from Discussion:

Once determining the importance of clearly identifying RR activities, the internal team reviewed options. Although the NELP recommendation stated a contract, the team felt that an addendum to the existing Grant Agreement was the most appropriate way to address the recommendation and also allowed for the current fiscal infrastructure to process funds in a seamless manner. This addendum will be referred to as the RRC addendum hereafter. Staff will develop a draft of the RRC addendum by 12/31/08 and will make it available for local discussion and feedback during the month of January, 2009. The State will then make the final revisions to the RRC addendum in order to be part of the Grant Agreement process that is submitted to the Office of Contract Administration (OCA). OCA will then officially send the entire Grant Agreement containing the RRC addendum to all local Workforce Investment Areas for signature. Along with the Grant Agreement, a form outlining basic demographic information on the RRC and backup will be attached. The SRRDWU will request that this form be completed and submitted by April 30, 2009 in order for tracking and communication to begin regarding the scheduled certification training. Submitting this form does not obligate either party. The signatures on the Grant Agreement will be that vehicle.

With a vehicle in place to distribute funding, a formula had to be developed that would take into consideration the local Workforce Area/One-Stop Systems, the consistent process to be followed statewide, the identification of staff as the primary points of contact for dislocation activities in the area, and the attendance at mandated training that will be offered by the SRRDWU. It was determined that 15% of the local Rapid Response funds in SFY10, \$1.5 million, would be utilized to fund the RRC addendum. To further distribute the \$1.5 million, half of the funds will be a baseline figure for all Workforce Areas based upon the number of One-Stop Systems (currently 30). This amounts to a baseline figure of \$25,000 per One-Stop System. The remaining \$750,000 is then distributed based upon local Workforce Investment Area percentage of statewide dislocated workers enrolled in training. The detailed breakdown of the \$1.5 million by local workforce area can be viewed in Attachment 6.

In order for funds to be allocated to the local Workforce Investment Area, a few conditions are required. First, each One-Stop System must identify a local RRC and backup. Second, these identified staff must attend and complete the mandated Rapid Response training offered by the SRRDWU. Finally, the RRC will adhere to the Rapid Response process identified along with all the programmatic and fiscal reporting requirements and performance metrics.

At any point during the program year that a local Workforce Investment Area does not comply with the requirements of the RRC addendum (e.g., a drop in staff levels, communication breakdowns, not meeting expectations in service delivery) the SRRDWU will provide prompt technical assistance to that local area. In the event technical assistance does not provide results, the SRRDWU will deobligate any remaining Rapid Response funds to the area and immediately select and enter into agreement with another provider for delivery of Rapid Response services. If this situation occurs, the SRRDWU will work to mitigate any impact on services already being delivered to affected workers. The selection of a provider will follow the flow process identified in Attachment 1-3, "See G PVL". This outlines the process by which a Preferred Vendors List (PVL) will be created for use in these types of circumstances. A competitive process will be developed and issued to create the PVL. Until the PVL process is in place, other local Areas that have signed the RRC addendum will be contacted in order to select a provider. Any additional funding necessary for services obtained from a PVL will come from the local area's Rapid Response funding. The overall SFY10 Rapid Response budget is detailed out in Attachment 8.

In order to effectively implement this RRC addendum, a number of policies/guidance documents will need to be updated and referenced as part of the RRC addendum. These are listed under the Policy Implications section of this report on page 8.

The timeline in Attachment 2 outlines the activities described in this response to NELP recommendation #2.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|---|--|--------------------------------|--------------------------------|
| 2 | Define use of the funds as part of the RRC Addendum | Staff, travel, benefits, equipment, services, local policies and procedures, outreach, data tracking, administration | OWD | 12/31/08 |
| 2 | Develop form to be used to identify the RRC and backup | Information needed to process the mandated certification training. | OWD | 12/31/08 |
| 2 | Development of the RRC addendum | Needs to take into account assurances to rapid response process, staff identification, certification training | OWD | 12/31/08 |
| 2 | Preferred Vendors List (PVL) process | Approval by DOL and OCA regarding concept, draft Request for Proposals (RFP), create PVL | OWD | 6/30/10 |
| 2 | Update any references, policy and guidance, as part of the RRC addendum | See listing in the "policy implications" of this report | OWD | 6/30/09 |

NELP Study - Recommendation #3

ODJFS review and prioritize the use of its rapid response funds to better ensure the most effective provision of rapid response services. This review should ensure that enough resources are being used to adequately fund the SRRDWU and activities. An independent evaluation should be conducted of all recipients of rapid response funds to assist in prioritizing funding initiatives and amounts. A programmatic and fiscal reporting system should be established for all current and future recipients of rapid response funds.

Response:

Due to a limited amount of funding identified for other Rapid Response initiatives (see Attachment 8 for overall summary of SFY10 Rapid Response budget), the team focused its efforts on making the process from local plan development to funding approval more efficient and timely. The RRC addendum will contain a provision that all planning requests by local areas be jointly developed with the RRRM for that region. The other recommendation will be for the development of a standard plan layout that will be used statewide. This will assist in timely processing of the plan since the plan will already have the recommendation of an RRRM along with the RRRM being an advocate for the local plan during the central office executive funding committee approval process.

As reflected in Attachment 8, sufficient funds are available for the SRRDWU, contracted providers, and layoff aversion with the remaining majority of the funds dedicated to local Rapid Response services. The team recommends the Kent State University (KSU) contract be moved under the jurisdiction of the ODOD since the primary focus of the contract is layoff aversion, which coincides with the mission and objective of the ODOD and is an allowable use of Rapid Response funds. Another approach the state will use to ensure proper and effective use of funding will be incremental funding tied to all agreements. Furthermore, in the short-term, the existing reporting and tracking system will be enhanced to capture the minimal amount of data necessary to properly track the funds as they relate to services to impacted workers. The long-term approach will address the implementation of an enhanced system of tracking and reporting.

Summary Notes from Discussion:

The internal team conducted a review of the available funds for Rapid Response in SFY10. Based upon that review it was determined that after funding the SRRDWU (along with the proposed hiring of RRRMs), layoff aversion activities, provider assistance, local funding for RRCs and other Rapid Response services, a small portion of funds remained to be prioritized. The state focus for the remaining funds is to dedicate those funds to system enhancements that are urgently needed for reporting purposes (as identified in the NELP study and by stakeholders).

In contrast to previous years where an ample surplus of carry forward funding was available, Rapid Response funds are now more limited. The team focused its efforts on expediting the process from development of a local plan to notification of approval/denial. Having RRRMs in the field working closely with local dislocations and partners, the internal team is recommending that all local plans be jointly developed between the RRRM and RRC. (Ensuring joint plan development will be a requirement within the RRC addendum.) The team is also recommending the development of a standard plan layout that captures program and fiscal information needed for approval. The fact that the State will already be involved in the plan development and can advocate for the plan as it is being processed through the central office creates an efficiency not realized previously. In addition, consistency of plan elements and cost is also enhanced.

To better align existing supports and providers, it is recommended that the Kent State University (KSU) contract, which primarily offers layoff aversion strategies, be moved under the jurisdiction of the Department of Development. Refer to Recommendation #10 for further information as it relates to the KSU contract.

In line with other strategies within OWD, the team is recommending that incremental funding procedures coincide with the implementation of the new Rapid Response process on July 1, 2009. This process will allow a closer review of RR initiatives as they relate to planned vs. actual expenditures. This will assist in meeting the Department of Labor's expectations of an annual 70% expenditure rate along with assessing funding for future initiatives and managing current funding throughout the program year. Continued funding will be contingent upon actual expenditures. To support this strategy, the team recommends that this approach be supported via provision of technical assistance (TA) to be offered to areas in jeopardy of not meeting plan expectations. If expenditures are not met as planned, options include deobligation of local RR funds.

In order to implement a process of incremental funding, the team is recommending in the short-term that a local/state team be convened to develop the necessary minimal data elements to properly and effectively track and manage the Rapid Response funds. As an additional note, the team does not support an independent review of funding at this time due to the fact the majority of RR funds are being directed to support local Rapid Response events during the current economic crisis.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|---|--|--------------------------------|--------------------------------|
| 3 | ORAA involvement in getting copies of approved plans for monitoring and auditing | Work with ORAA to see when/how they wish to receive information | OWD/ORAA | 6/30/09 |
| 3 | Alert that Rapid Response will need to be part of the process for Funding committee | It should be less than one week from time of submittal to answer locally. | OWD | 6/30/09 |
| 3 | Development of plan standard | Define program and fiscal needs | Local/State Team | 2/15/09 |
| 3 | Define short-term needs for proper reporting and tracking | Program and Fiscal | Local/State Team | 2/15/09 |
| 3 | Need to get incremental funding process in place | What guidance and internal processes need to be put in place to get this operational? What level of expenditure is acceptable to receive additional funding? | OWD | 6/30/09 |
| 3 | Move Kent State contract to ODOD | Better alignment to mission and stated objectives – layoff aversion | ODJFS/ODOD | 6/30/09 |
| 3 | Develop policy on allowable uses of Rapid Response funds | Program and Fiscal | Local/State Team | 6/30/09 |
| 3 | Technical Assistance (TA) material | Ensure material is ready and updated based upon new process, policy and guidance | OWD | 6/30/09 |
| 3 | Establish criteria for eligibility to receive Rapid Response funds | For example: Hit certain expenditure, review of transfer of funds | Local/State Team | 6/30/09 |

NELP Study - Recommendation #4

*ODJFS ensure and monitor the timeliness of rapid response service delivery and quickly determine whether there are enough formula funds in the state (at the state or local levels) to adequately serve workers being dislocated. WIA requires on-site contact with employers and employee representatives **immediately** upon notification of job dislocation. This is a critical period for making important decisions, including whether there are enough formula funds at the state or local levels to adequately serve the workers being dislocated.*

Response:

The team could not agree more with the term “immediate”. From the initial discussion and development of the Rapid Response process flow, to the roles for the RRRM and RRC, to the performance metrics for service delivery, to the RRC addendum....all of these were developed to ensure a consistent and “immediate” Rapid Response system and “immediate” service delivery model statewide. The Rapid Response process flow, Attachment 1, illustrates detailed time-sensitive actions for notification to stakeholders, conducting research, setting up the initial meeting with the employer, up to and including the delivery of Rapid Response services. In addition, the process flow also describes communication protocols to ensure important decisions have input from all concerned stakeholders. This includes, from the onset of a RR event, that the SRRDWU will track each dislocation and check availability of funds statewide and locally during the first hours of notification and thereafter. This accountability ensures the SRRDWU will keep the RRRMs informed of funding availability so the RRRMs may effectively manage their limited authority for funding of local events.

Summary Notes from Discussion:

In virtually every response to the eleven recommendations, the Rapid Response process flow serves as the catalyst for the consistent fiscal and program accountability and partnership approach to Rapid Response services statewide. The team focused the majority of its efforts in the development of this approach, with a list of activities to complete in order to have a successful implementation on July 1, 2009. The following is a brief summary of how each specific process flow, as detailed in Attachment 1, represents the overall Rapid Response system:

1-1 flow:

Implemented properly, this flow describes the key **communication protocols** for ensuring inclusive and open communication between all interested parties upon initial notification from any source in the network; addresses how the **availability of funds** will be determined for dislocations; identifies **data gathering** of employer and employee information; and includes the option for **layoff aversion** to reduce or avoid layoff of workers.

1-2 flow:

This flow describes the actual **initial meeting** with the employer and the **marketing of services** available to the employer and employees, not limited to but including a **Labor Management Committee (LMC)**; the **development of a plan** outlining the delivery of services; addresses **requesting of funds** to assist with the delivery of services; and allows for **alternatives to service delivery** due to constraints within the partnerships.

1-3 flow:

This flow describes how the **alternatives for service delivery** will take place; the **tracking and reporting** of services being delivered; and the process for **requesting of funds** to assist with the delivery of services.

1-4 flow:

This flow describes the process for situations when **notification of any dislocation** occurs that is not via a WARN; or in the case where **union workers** are involved with a layoff and contact with employer is not timely or non-existent.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|--------------|---|--|-------------------------|-------------------------|
| 4 | Process if possible NEG will need to be processed | Data to be collected, part of RRC addendum will ensure participation and involvement of local RRC | OWD | 4/30/09 |
| 4 | Standard language on email from SRRDWU | Beside standard subject line, email should have source of notification, who is POC with contact info, dates/times for performance | OWD | 4/30/09 |
| 4 | Process once notified regarding new RR | Who should receive, who gets internally notified, what do they do, what do they prepare – this process will be shared in OWD for overall coordination – Trade | JFS UC | 3/31/09 |
| 4 | Process once notified regarding new RR | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | JFS OLO | 3/31/09 |
| 4 | Develop process for steps necessary for a “Community Outreach” campaign | Who takes lead, partners, location, process should include checklist | Local/State Team | 2/15/09 |
| 4 | Develop standard sign-in sheet for initial meeting | Minimum data elements | Local/State Team | 2/15/09 |
| 4 | Develop process by which new initiatives being funded are communicated to RRRM's and RRC's to be included as discussion points at initial meeting with employer | “Employee ownership”, CAA, need to identify a protocol on a timely basis to check with JFS offices (identify which ones that have services for dislocated workers), ODOD, BOR...others? | OWD | 4/30/09 |
| 4 | Develop standard briefing document after initial meeting with employer | Summary page of priority info, POC's info, etc | OWD | 3/31/09 |
| 4 | Develop standard email for disseminating the standard briefing document | Clear subject line for easy searching and POC for employer clearly identified | Local/State Team | 2/15/09 |
| 4 | Develop standard agenda and discussion points at initial meeting with employer | Available services, LMC, Peer-to-Peer, additional services from state, employee survey assistance, worker orientation information (easy to document and questions that need to be asked: employer allowing on site, equipment, time, dates, etc) | Local/State Team | 2/15/09 |
| 4 | Develop standard agenda and topics to be covered at worker orientations | Minimum, this will allow locals to add but not take away. Will need to keep in mind sign-in process and future applications. | Local/State Team | 2/15/09 |

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|--|--|--------------------------------|--------------------------------|
| 4 | Develop standard program and funding plan to be submitted for additional RR funding by RRC to RRRM | RRC must include RRRM in development of plan. | Local/State Team | 3/31/09 |
| 4 | Develop process once received recommended approved plan from RRRM to process funding to local area | Who it should go to, where to track (minimum should be email date stamp), timeframe to get onto internal funding committees agenda that week | OWD | 3/31/09 |
| 4 | Develop tracking mechanism if RRC is unable to perform work as desired by SRRDWU or RRRM | Data to capture: reason, who/when was final discussion prior to making decision, who got informed locally of decision and when, etc. Should also include information on who was selected to deliver services to workers | OWD | 3/31/09 |
| 4 | Standard letterhead bid for services format for RRRM | Need to check if RRRM can do or process needs to be with OCA? | OWD | 3/31/09 |
| 4 | Develop standard email to notify RRC of approved plan. | Include: Date of approval, expectations, reporting requirements for program and fiscal, etc. | OWD | 3/31/09 |
| 4 | Develop RFP/procurement process to create Preferred Vendors List (PVL) | Verify process with DOL. Understand that until RFP in place and PVL process established, only local WIB Areas who signed addendums and have certified RRC's will be able to be selected to deliver RR services. WIB Area's will need to bid like other PVL providers for areas of the state they would be willing to deliver RR services if called upon. | OWD | 6/30/09 |
| 4 | Develop standard evaluation document and process for letterhead bids from PVL | Who should be on eval team, once selection recommended – how to get PVL approval in order to begin worker as quickly as possible? | OWD | 6/30/09 |
| 4 | Develop list of "array of other services" that can be offered | Document not only what they are, how they benefit, estimated costs, helpful hints to accomplish/implement, etc | Local/State Team | 2/15/09 |
| 4 | Develop standard plan for delivery of services | Regardless if additional funds are being requested. This would be the plan the RRC would be developing and submitting to RRRM | Local/State Team | 2/15/09 |
| 4 | Develop process by which after 3 months of initial RR services, follow-up survey is implemented | Reminder/tickler file, data process from state system to auto-dialer technology | OWD | 9/30/09 |
| 4 | Develop survey questions for auto-dialer | | Local/State Team | 6/30/09 |
| 4 | Develop standard employee survey | Also identify best time to attempt to get information | Local/State Team | 2/15/09 |
| 4 | Process once notified of information gathered of employer and employees | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | JFS OLO | 3/31/09 |

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|--------------|--|---|-------------------------|-------------------------|
| 4 | Develop definitions around allowable short-term training utilizing RR funds | If recommendation is to only use RR funds for short-term training, will also need to clearly define. Ensure that policy/guidance develop will allow for state flexibility during the program year | ODOD/OWD | 2/15/09 |
| 4 | Role for ODOD Rep | What role do they play other than assisting with the gathering of information or layoff aversion | ODOD | 3/31/09 |
| 4 | What is layoff aversion? | Ensure proper training and guidance | Local/State Team | 2/15/08 |
| 4 | Process to ensure all WARN and non-WARN events/information come to a central location | Establish a fax number and email account. Make sure that Governor's Office, Director's Office, UC, Communications Office, and Legislative Office are aware of ways to submit | OWD | 12/31/08 |
| 4 | What tools can be used to assist the RRRM, RRC and ODOD Rep during data gathering? | LMI data, OMJ, DUNS info from ODOD, others for quick assistance | Local/State Team | 2/15/09 |
| 4 | Once tools that can assist in data gathering are identified, develop process by which info is requested and received | Email, standard form, time to respond, backup, etc | OWD | 3/31/09 |
| 4 | Process once notified of information gathered of employer and employees | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | RRC | 3/31/09 |
| 4 | Process once notified of information gathered of employer and employees | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | ODOD Rep | 3/31/09 |
| 4 | Process once notified of information gathered of employer and employees | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | ULA | 3/31/09 |
| 4 | Process once notified of information gathered of employer and employees | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | SRRDWU | 3/31/09 |
| 4 | Process once notified of information gathered of employer and employees | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | Vets | 3/31/09 |
| 4 | Process once notified of information gathered of employer and employees | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination - Trade | JFS UC | 3/31/09 |

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|---|--|--------------------------------|---------------------------------|
| 4 | Process once notified regarding new RR | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | JFS Director Office | 3/31/09 |
| 4 | Process once notified regarding new RR | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | ODOD | 3/31/09 |
| 4 | Process once notified regarding new RR | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | JFS Comm Off | 3/31/09 |
| 4 | Process once notified regarding new RR | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | JFS Leg Off | 3/31/09 |
| 4 | Process once notified regarding new RR | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | ULA | 3/31/09 |
| 4 | Communications protocol understanding | Take all the processes identified by the offices about first being notified and understand, document able to assist in ways during RR services on how to improve | OWD | 4/30/09 |
| 4 | Standard language on email from RRRM to support team and critical stakeholders | Beside standard subject line, email should have how notified, who is POC with contact info, dates/times for performance | RRRM | 4/30/09 |
| 4 | Identify critical stakeholders | CLEO's, support, union reps, workforce, econ dev, etc. Work with ODOD Rep and RRC to start base | RRRM | 6/30/09 Initial (Ongoing) |
| 4 | Develop standard form to document info gathered prior to call | Use to share info/knowledge of RRRM, ODOD Rep, RRC and ULA | Local/State Team | 2/15/09 |
| 4 | Develop recommendations for employer on who should attend initial meeting | Part of discussion, packet/email for employers | Local/State Team | 2/15/09 |
| 4 | Develop form that will be used to gather data during initial call with employer | Should build upon form during info gathering – take into account information as it relates to initial meeting. Keep in mind, need way for a box to check information gathered ahead of time and is verified at initial meeting | Local/State Team | 2/15/09 |
| 4 | Process once notified regarding new RR | Who should receive, who gets internally notified, what do they do, what do they prepare, assign POC for RRRM – this process will be shared in OWD for overall coordination | Vets | 3/31/09 |

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|--|--|--------------------------------|---------------------------------|
| 4 | Standard language on email to inform critical stakeholders regarding point of contact if not RRRM (if greater than 50) | Beside standard subject line, email should have how notified, who is POC with contact info, dates/times for performance | OWD | 4/30/09 |
| 4 | Develop list of alternative track(s) if no employer contact | Document successes and barriers. Establish minimum standard | Local/State Team | 2/15/09 Initial (Ongoing) |
| 4 | Develop standard email to employer with attachments | Include recommendation on who should attend, expectations of meeting, characteristics, electronic copy of available services (high level of info packet) | Local/State Team | 2/15/09 |
| 4 | Develop high level of available services from information packet | One/two page summary of what will be in detailed information packet | Local/State Team | 2/15/09 |
| 4 | Develop standard information packet of available services | Includes state partner as well as local services available across the state for RR services as well as others | Local/State Team | 2/15/09 |
| 4 | Develop standard web page and information based upon RR | Information and layout that can easily be sent to webmaster in order to update RR portion of website | OWD | 6/30/09 |
| 4 | Develop standard minimum talking points for first phone conversation with employer | Rank in priority order – setting of initial meeting, layoff aversion, dates for worker orientations, etc. | Local/State Team | 2/15/09 |
| 4 | Develop standard characteristics information to be gathered on employer regarding employees | Keep in mind, need way for a box to check information gathered ahead of time and is verified at initial meeting | Local/State Team | 2/15/09 |
| 4 | Ensure that all core activities regarding resumes for Rapid Response services are entered into OhioMeansJobs | Understanding that OMJ has three ways resumes can be entered: Resume builder, attaching and cut/paste. | Local/State Team | 6/30/09 |
| 4 | Develop list of who needs to receive information gathered during initial meeting with employer | Who besides RRC, ODOD Rep, ULA and SRRDWU? | Local/State Team | 2/15/09 |

NELP Study - Recommendation #5

ODJFS better ensure coordination of services. The SRRDWU should be responsible for making sure that all necessary actions, including coordination of all available resources, are taken during a dislocation event. Mandatory team members should include representatives of the local WIA area, the One Stop office, ODJFS Unemployment Compensation and Wagner Peyser staff, and the United Labor Agency (where appropriate and as described in its contract with ODJFS). For dislocation events for which the layoffs may be certified under the Trade Adjustment Assistance Act (TAA), staff from ODJFS representing TAA should also be included in the team, as should a Veteran's representative, when appropriate.

Response:

The internal team agrees that optimum coordination of partner services and resources should occur anywhere in the state during a dislocation event. In order for this to be accomplished, not only must the required partners in the local workforce area be involved, but networking by the RRRMs and RRCs must include other local and state level partners who have a stake in the successful deployment of RR services. This includes active participation from the Department of Development and Board of Regents, who along with ODJFS, are identified by Executive Order as the primary partners responsible for workforce development in Ohio. The internal team recommends the acceptance and implementation of the developed Rapid Response process flow that addresses this recommendation with a strong local/state partnership.

Summary Notes from Discussion:

As described earlier, the internal team developed a Rapid Response process flow that demonstrates how the coordination of services and resources come together during a RR event on a consistent basis, both from a partner and program perspective. The internal team has also designated that the RRRM/RRC ensure this coordination happens locally. This coincides with timely program and fiscal reporting to the SRRDWU. From the moment there is a notification of a possible dislocation, the critical stakeholders in the delivery of Rapid Response services are communicated with, participate in data gathering, strategy planning, and delivery of information and services. This process will allow all partners the opportunity for better coordination and service delivery. Based upon the action items identified in Recommendation #4, these partners will develop an internal process addressing how to coordinate and market their services. This also ties in closely with Recommendation #7 as it relates to data for program and fiscal reporting.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|--|---|--------------------------------|--------------------------------|
| 5 | Development of mandatory partners | Not limited to: ODOD, BOR, JFS (employment services and wrap around services) | Local/State Team | 2/15/09 |
| 5 | Development of standard outreach package | Will include all mandated partner programs available for impacted workers and employers | Local/State Team | 2/15/09 |

NELP Study - Recommendation #6

ODJFS establish clear guidelines for the use of labor-management committees in dislocation events. WIA states that rapid response should include “assistance in establishing a labor-management committee, voluntarily agreed to by labor and management, with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers and obtaining services to meet such needs.” The purpose of these requirements is to ensure the involvement of both the employer and the workers or their representatives in planning and implementing the entire range of services to the affected workers.

Response:

The internal team agrees with this recommendation and expanded upon it by establishing clear guidelines for a number of RR activities, above and beyond the use of LMCs. As demonstrated in the process flow, the LMC role is highlighted as a critical link to obtaining buy-in and involvement from both management and labor. Ideally, a LMC, when appropriate, assists in gathering the proper information, setting up logistics, and disseminating information and assistance to affected workers. The development of a certification training curriculum and standard dissemination of forms and information by RR staff (RRRM and/or RRC), will ensure the LMC and all its benefits will be properly utilized within Ohio’s new Rapid Response system.

Summary Notes from Discussion:

During development of the process flow the LMC and other Rapid Response services are clearly defined with guidelines for use and appropriateness. The detailed and simplified process flows contain a LMC presence and level of importance. Assurances of how the LMCs importance in Ohio’s Rapid Response system will be through the development of the in-house and certification training curriculums and the standard information packets. With RRRMs and RRCs leading the efforts statewide on dislocation events via a consistent strategy and approach, this will enable the above LMC recommendation along with many other recommendations, to be implemented as intended.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|--|---|--------------------------------|--------------------------------|
| 6 | Develop standard LMC (transition committee) training | Benefits (stress both from the employer and employee vantage point), funding, minimum services available | OWD | 3/31/09 |
| 6 | Develop funding for LMC | Along with allowable uses of funding | OWD | 3/31/09 |
| 6 | When development of informational packet/agenda at initial meeting – add form to capture signoff for LMC | Discussion for local/state team - Create form where signoff and/or agreement of Employer and Employee representatives are agreeing to LMC | Local/State Team | 2/15/09 |
| 6 | Ensure development of standard forms and information packet, and certification training curriculum all contain the benefits of LMC | Also ensure that as policy and procedure manuals are created, enhanced – the LMC documentation created is part of that as well | OWD | 3/31/09 |
| 6 | Include information about LMC as part of in-house training | Ensure staff presenting ODJFS programs also understand the importance of LMC | OWD | 3/15/09 |
| 6 | Gather data on success of LMCs for future changes | Some states give funding authority to the LMCs, increasing their importance. | Local/State Team | 6/30/10 |

NELP Study - Recommendation #7

ODJFS monitor and track the provision of rapid response services, including services and outcomes for individuals, and collect and utilize customer satisfaction data from employers, unions and dislocated workers. Measurable goals should be established to provide feedback that will help identify problems and facilitate changes necessary for continuous improvement of rapid response activities. A database should be used to track all WIA expenditures and all WIA-enrolled participants, including participants enrolled in dislocated worker programs. Services provided to dislocated workers and reported on should include the core, intensive, and training services provided at One-Stop centers.

Response:

This section addresses the first portion of the recommendation pertaining to customer satisfaction data. The latter part of the recommendation beginning with “A database should be used...” is more appropriately addressed in the response to Recommendation #8. The team recommends that customer satisfaction be measured at three points in time using surveys as the main tool for gathering information, along with reviewing other source data as follows:

- Early Implementation Activities: Survey employer and union representatives upon completion of early activities such as, but not limited to, the initial contact and meeting, LMC, Approved Plan, up to completion of initial worker orientations.
- Approved Plan Ongoing Activities: Survey the employer and union representatives along with impacted workers during the scheduled events from the Approved Plan.
- Exit From Services: Survey impacted workers at the conclusion of service delivery.
- Other Source Data: Responses and data gathered during the Gold Standard Continuous Improvement Program related to Rapid Response and early intervention activities.

The data gathered will be used for continuous improvement of the Rapid Response system.

Summary Notes from Discussion:

The recommendation has two separate and distinct messages addressing customer satisfaction and data tracking. Since Recommendation #8 addresses a management information system it was more appropriate to discuss the data tracking portion of this recommendation along with the system/process used to gather and store that information.

Since a RR event can endure for many months and involve distinct phases of activities, the team took into account the different “frame of mind” both the employer and impacted worker would experience throughout the delivery of services. Timing a survey properly to capture “point in time” appropriate information is critical for continuous improvement. The team broke down the surveys into three different phases of activities. These phases are structured to begin collecting baseline customer satisfaction at the point of entry, through the delivery of services, and when assistance is coming to a conclusion. The following is a description of those phases:

Phase 1 – Information collected during the early stages of the RR event will focus on the contact and communication protocol with the employer and/or union reps and how the planning and initial activities were conducted and received. The activities for this survey will include the initial meeting, LMC (when appropriate), approved plan, and completion of worker orientations. This will establish baseline customer satisfaction from the employer and union representatives.

Phase 2 – Although this phase will again include survey information from the employer and union reps, the focus will shift to the impacted worker and their impressions and satisfaction with how and what services were provided. This point in time is during the transition from working directly with the employer and union reps to initiating and conducting services for the impacted workers. Most of the survey data collected will focus on the activities outlined in the Approved Plan.

Phase 3 – This phase would focus on satisfaction of the main customer in a RR event, the impacted worker, upon exit after all short term RR services have been provided. The team recommends the use of current technology in ODJFS, the predictive dialer to be used for survey data collection. This will allow, through data collected and entered into our automated system, the ability for a large pool of customers to be contacted via an automated phone survey. This will allow for more efficient data collection and reporting.

Other Source Data – The (One-Stop System) Gold Standard Continuous Improvement Program identifies Job Strikeforce and layoff aversion activities as a metric for quality, integrated services. The information collected during the Gold Standard Program will be shared to further ascertain the level of integration and collaboration among partners in a local area. In addition, the Gold Standard Program evaluates customer satisfaction of both the employer and workers during quality assurance reviews and these will also be shared.

A process will be needed for the collection, analysis, and reporting of the data along with recommendations for continuous improvement. The local/state team will need to take into account the outcomes they are trying to measure and improve upon as part of the data collected in the surveys.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|--|---|--------------------------------|--------------------------------|
| 7 | Development of survey data for Employers and union representatives during phase 1 | Clear, quick, concise | Local/State Team | 2/15/09 |
| 7 | Development of survey data for employers and union reps, and impacted workers during phase 2 | How and what data ties Phase 1 and 2 together for employer and union rep | Local/State Team | 2/15/09 |
| 7 | Development of survey data for impacted workers during phase 3 | How and what data ties Phase 2 and 3 together | Local/State Team | 2/15/09 |
| 7 | Need to tool to collect survey data for all phases | MIS support, Commercial Off The Shelf (COTS) | OWD | 6/30/09 |
| 7 | Process to analyze and make continuous improvement based upon data | Identification of responsible parties for computation of data. Need to add Phase 4 data | Local/State Team | Ongoing |
| 7 | Auto-dialer for greater use during Phase 3 – automated | Already technology in house | OWD | 6/30/09 |
| 7 | Outcomes to measure on surveys | Outcomes for different target groups | Local/State Team | 2/15/09 |

NELP Study - Recommendation #8

ODJFS implement a rapid response management information system that records contact with the employer, service delivery progress and scheduling, and tracks individuals from rapid response sessions through WIA services. This system should facilitate coordination of scheduling and services among the key stakeholders – the SRRDWU, the ODJFS Office of Unemployment Compensation, Local Operations, county agencies and workforce areas, and the United Labor Agency.

Response:

The internal team agrees that the current system is not capturing the necessary data to adequately track and implement a Rapid Response program. With the revised service delivery system starting July 1, 2009, the team is recommending a short-term and long-term strategy regarding a data management system. The short-term strategy will have a Local/State team define the minimum data requirements necessary that can be accomplished via enhancement of the existing state system. Some development in the short-term may need to be accomplished when it comes to tracking events. This could be minimized by utilizing the ODOD employer tracking software. The short-term strategy will include mandates for data collection by the local area RRCs and providers when delivering Rapid Response services. The long-term strategy is a more involved process that will be looking at requirements defined by a Local/State team and reviewing “best practices” located in other states.

Summary Notes from Discussion:

The team looked at what could realistically be accomplished pertaining to a Rapid Response Management Information System in light of the current statewide system, the local/state data collection efforts applicable to the RR program, the current budget conditions, and a proposed service implementation date of July 1, 2009. The team concluded that a short-term and long-term strategy was best recommended. It is also a prudent practice that as Ohio implements this new strategy, changes will occur and will provide great insight as the data requirements for the long-term solution are developed.

In the short-term, there are three levels of reporting necessary:

- (1) individuals served under Rapid Response services;
- (2) services delivered using Rapid Response funding; and
- (3) funding – planned vs actual.

To accomplish this, the team recommends two initiatives to obtain an adequate level of reporting for both program and fiscal information. First a Local/State team, well versed in RR program knowledge, will need to review the current data system and determine additional data elements to be added in order to support a higher level of reporting for capturing (1) and (2) above. This could be done through expanding or adding drop down tables and/or expanding the mini-registration data elements in SCOTI. The Local/State team will need to have data requirements finalized by 2/15/09 in order to provide enough time for: (a) State system enhancements to screens as well as a data upload feature; and (b) Local system enhancements to capture data and file upload. As noted consistently throughout this implementation plan strategy, all RR services delivered will need to be tracked as part of the state system. This strategy in the short term will allow locals or providers to have their own system to capture mandated data and provide it as part of a data feed.

The second proposed initiative will address (3) above, through the efforts of a different Local/State team, well versed on the financial aspects of RR program funding and reporting, will develop a monthly method/process and form/spreadsheet to report on funding that is planned, obligated, and expended for the period. These system enhancements will be made prior to the July 1, 2009 start date in order for training during the month of June to be comprehensive. Funding for these enhancements is captured in the SFY10 budget summary in Attachment 8.

The short-term strategy will include mandating the use either of the state system or the ability for the local area or provider to upload a data file to the state. The RRC addendum, agreements with providers delivering Rapid Response services, certification training, and funding authority will contain a provision mandating the collection of data and input into the system by the two identified means.

Another aspect of the process to be developed will be the ability to track events. The data for an event will include, but is not limited to:

- (1) initial data gathering of employer and employees being impacted;
- (2) worker characteristics; and
- (3) approved plans describing the delivery of services.

The team is recommending a review of potentially utilizing ODOD's employer tracking software. This would allow for coordination and communication between the SRRDWU, RRRMs, RRCs, and ODOD reps by sharing information regarding the employer and upcoming Rapid Response services. If this is not feasible, the team is recommending some type of web based software in the short term for coordination, communication, and data gathering and sharing.

The long-term strategy has a Local/State team gathering information from DOL regarding other states, NELP, and data from a detailed discussion of Ohio's short-term strategy in order to put together a list of data collection and reporting requirements (mandated and desirable). These requirements will be used to set up conference calls and/or demos of the proposed systems in order to determine the best fit to Ohio's needs. The team will need to look for a system to solve all the needs beginning with event tracking, individual demographics and services delivered, through expenditures and outcomes. The long-term strategy will be dependent upon funding availability and system integration issues.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|--|---|--------------------------------|--------------------------------|
| 8 | Finalize and recommend the reporting during short term system activity (program and fiscal) | Individuals, services delivered, RR grants | Local/State Team | 2/15/09 |
| 8 | Contact DOL, NERP regarding states to talk about regarding good system tracking for RR services | State, POC, phone, email | Local/State Team | 6/30/09 |
| 8 | Develop list of questions for discussions with other states | Besides info gathered during local/state team meeting, get MIS for technology, and others? | Local/State/MIS/others | 6/30/09 |
| 8 | Develop email/letter to be sent to states to request their participation in review and understanding of RR system | Why, dates/times, online demo, in-house/Federal funds to develop (cost) | OWD | 6/30/09 |
| 8 | Review mini-reg of SCOTI to ensure what changes need to be made for short-term | Are all drop downs defined, can upload accept all data as part of RR services, | Local/State Team | 2/15/09 |
| 8 | Develop system to assign a tracking number to all dislocations within the State | Need to not only decide on tracking number but also attach one of the following: WARN, non-WARN, WARN public announcement, non-WARN public announcement | OWD | 3/31/09 |
| 8 | Ensure that all documents refer to mandating the utilization of the state system to data enter Rapid Response services | This will include policy, guidance, RRC addendum, provider contracts, etc | OWD | 6/30/09 |
| 8 | Review with ODOD the ability to share Employer tracking network software for RRRMs and RRCs If not ODOD, need some type of web based system to capture data | Look at this as a way to notify and keep log of activities as an event tracker, and activities that come from the employer meeting and plan | ODOD/OWD OWD | 3/31/09 |
| 8 | Short-term solution to be part of certification training curriculum | Ensure this is part of the curriculum | OWD | 5/31/09 |

NELP Study - Recommendation #9

ODJFS should establish an overall policy for how One-Stops should prioritize dislocated worker services and require a formal agreement with One-Stops about how the handoff from rapid response to the One-Stops will occur. Procedures should be put in place to ensure that dislocated workers served by rapid response are quickly and effectively linked to the services provided by the One-Stop Centers.

Response:

The internal team agrees with the recommendation if the word “prioritize” by NELP was intended to mean immediate “identification” of dislocated workers upon entry in the One-Stop system for expedited services. Interpreted as such, a Local/State team will need to develop and agree upon a sequence of expedited services. This list of services will become part of the RRC addendum that each local area must agree to. Along with the expedited services, the Local/State team will develop a list of common data elements necessary for a worker assessment. The assessment data that is captured will need to be part of the state system either by utilizing the state provided assessment tool or uploading of data. In order to accomplish a common intake, as indicated in “Response” to Recommendation #8, a review of existing technology will need to be accomplished.

Summary Notes from Discussion:

The team viewed the term “prioritize” more as “identification” as it relates to our response. Once a dislocated worker is properly identified upon entry into the One-Stop, a sequence of expedited services should be delivered. These expedited services will be defined and agreed upon by a Local/State team. Once these services have been finalized, each local area will need to submit their protocol for workers who have received Rapid Response services to be identified upon entry to the One-Stop and receive expedited services as appropriate. Receipt of this information will be contingent upon the RRC receiving certification training as well as the area being allocated any Rapid Response funds. The “identification” process that is submitted by the local area will support metrics in the (One-Stop System) Gold Standard Continuous Improvement Program for services to special populations.

Also included in the NELP study is a recommendation for a common intake process across service delivery programs so that as impacted workers are receiving Rapid Response services, demographical data is captured and tracked once. Subsequent Rapid Response events would already have this information as well as when the worker is eligible and enrolls for WIA programs. The team also discussed and recommends the review of existing technology in order to assist with the “identification” of dislocated workers and tracking of Rapid Response services.

Along with a common intake, the team is also recommending a common set of data elements necessary for a worker assessment. Once a Local/State team identifies the common set of data elements, the same principle will apply for overall data collection in that the State will provide a common assessment available through the state system or local areas and providers can capture similar data utilizing their own assessment tool/system and provide that data to the State via file upload.

The above processes will be referenced in the overarching strategy of Policy Implications (from the Executive Summary) under Rapid Response Reporting policy and guidance.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|--|---|--------------------------------|--------------------------------|
| 9 | Develop ability to identify RR impacted workers for one-stops | This would allow for priority of services | Local/State Team | 4/30/09 |
| 9 | Develop minimum standard of expectations/guidance for one-stops in expedited services for workers from RR services | Must be part of addendum and acceptance from local WIB Area's | Local/State Team | 2/15/09 |
| 9 | Develop standard set of data elements for an employee assessment | Set of data elements agreed upon will then be developed into a upload process into the states tracking system. | Local/State Team | 2/15/09 |
| 9 | RRC addendum will require need to identify what protocol local will use for RR identification | Local area to define and submit along with RRC addendum information (system alert, keyword "Tom" are some examples) | OWD | 4/30/09 |
| 9 | Common intake | Local/State team should review work accomplished by WIA/Trade common intake. | Local/State Team | 2/15/09 |
| 9 | Connection of Gold Standard data capture | "Identification" process submitted by local area | OWD | 6/30/09 |

NELP Study - Recommendation #10

Ohio should continue to contract with Kent State University's Ohio Employee Ownership Center for layoff aversion services and to help build a business ownership succession planning infrastructure. This layoff aversion project provides employers and workers with access not only to information about employee buyouts but will also provide financial assistance in securing a pre-feasibility study. A business ownership succession planning infrastructure helps small and medium-sized businesses that are gaining jobs in Ohio and point the way to future growth and development for the state.

Response:

The internal team agrees with this recommendation. This will continue one of Ohio's best practice recognitions pertaining to Rapid Response services. The team also recommends, since the service Kent State University (KSU) provides better aligns with the mission of Rapid Response funds obligated to the Department of Development (ODOD), that the contract be moved and operated under the jurisdiction of ODOD.

Summary Notes from Discussion:

The services that KSU had provided in Ohio over the years has resulted in a successful return on investment and utilization of Rapid Response funds. When the team reviewed this recommendation against the process flow and looked at alignment and responsibility, it became clear that this was better aligned with the Department of Development. As shown in the budget for SFY10 (Attachment 8), ODOD is receiving Rapid Response funds for layoff aversion, and for this reason the team is recommending that the contract with KSU be moved and operated under the jurisdiction of ODOD.

Over the years different activities have been added to the Kent State contract, so the team is also recommending that ODOD review those activities and ensure they align with the strategies of ODOD for the next program year. ODJFS will offer any assistance with the language and scope of work of the current contract.

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|---------------------|---|--|--------------------------------|--------------------------------|
| 10 | Move Kent State contract to ODOD | Layoff aversion contract should be part of ODOD's funding from JFS | ODOD/OWD | 4/30/09 |
| 10 | ODOD should look at the services being provided under the existing contract and ensure these are in alignment with strategies of ODOD priorities in the next program year | ODJFS can offer assistance on services currently in contract as well current status and performance (program and fiscal) | ODOD/OWD | 4/30/09 |

NELP Study - Recommendation #11

ODJFS should continue to contract with the United Labor Agency for rapid response related services. This contract allows a "labor-led intervention" in dislocation events by educating union leaders on how to respond to their members' concerns, and positions ULA to serve as an advocate with employers and public service agencies.

Response:

The internal team agrees with this recommendation. Many concerns were raised in the NELP study regarding how the State rolled out the notification and/or fostered support for the ULA contract with the local areas during the current program year. Through a year of experience working with the ULA, those concerns will be addressed in a few ways.

First, the process flow clearly identifies where/how/when the ULA is a partner in the Rapid Response service delivery. This will be supported in the RRC addendum which will utilize the process flow as a large portion of the scope of work section. Second, participation in the certification training will also be a mandate for the ULA staff (in concert with RRRMs and RRCs). Third, the RRRMs and RRCs will be trained on how the ULA partnership assists them in all aspects of the Rapid Response process. An earlier recommendation in this implementation strategy noted that the RRRMs have the authority to task the ULA whenever assistance is needed during a local dislocation.

The team also is recommending changes to the existing agreement to maintain, add or remove certain activities. These should be reflected in the new agreement for the upcoming program year to ensure alignment and adherence to the new Rapid Response process. The changes are as follows:

| Maintain or Add Services | Remove Services |
|--|--|
| <ul style="list-style-type: none"> (1) Not add, but ensure that ULA follows the Rapid Response process that was developed for this strategy and implementation plan and will also attend/complete the certification training offered by the SRRDWU (2) LMC (3) Peer-to-Peer (4) Assistance to Labor Reps on WIBs (5) Assist in TAA petitions (6) Early Warning (7) Train the trainer (8) Annual conference | <ul style="list-style-type: none"> (1) United Way/Community Action Agency Liaison (2) Follow-up services (3) Manufacturing DLW education and training |

Summary Notes from Discussion:

With the current state of the economy, the team first discussed the benefits of having a knowledgeable provider to assist the state and local partners in the delivery of Rapid Response services statewide. As the Rapid Response flow was developed, many opportunities were seen where ULA expertise would add value to the overall process. These include: train-the-trainer and training activities as they relate to LMCs, peer-to-peer network training, and assistance on early warning information. The team was also very clear on the role of the ULA as a provider at the direction of the RRRM/SRRDWU. The ULA contract for SFY10 will reflect this defined role, in addition to requiring ULA staff participation in the certification training, as well as utilizing the state system for data input regarding delivery of service.

The team reviewed each of the current activities identified in the ULA agreement and compared those to the newly defined Rapid Response process. The outcome of this review is a recommendation of the activities the ULA shall perform in SFY10 as reflected in the chart above under "Response".

The following are activities/action items related to this recommendation. These action items will need to be completed in order for the implementation strategy to be successful on July 1, 2009. The summary timeline, Attachment 2, also contains activities that must be completed.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|--------------|---|---|-------------------------|-------------------------|
| 11 | Develop process and standard work order for ULA assistance on RR service delivery | How RRRM documents and informs ULA and SRRDWU for proper reporting – also should be setting expectations of work | OWD | 4/30/09 |
| 11 | Define services for ULA agreement | Must input data into state provided system for services delivered No need to list partnerships/providers utilized by ULA in contract From this years contract – Attachment A here are the recommendations: Rapid Response Process – No, must adhere and follow flow/process identified by team LMC – Yes Peer-to-Peer – Yes, train state and locals, participate and operate by paying stipend United Way/Comm Act Agcy Liaison – No Follow-up Services – No Assistance to WIB Labor reps – Yes Manfact DLW Ed/Train – No Assist in TAA petitions – Yes Early Warning – Yes Train the trainer activities – Yes Annual conference - Yes | OWD | 3/30/09 |
| 11 | Coverage points of contact for ULA | Need to align for relationship building to proposed RRRM coverage | OWD | 3/31/09 |
| 11 | Develop benefits document for ULA partnership | Open doors, expertise and knowledge | OWD | 3/31/09 |

The following activities/action items were also identified by the internal team, however, they are not tied directly to any one particular NELP recommendation, but must be completed for the overall success of the implementation of the strategy by July 1, 2009.

| Recmd Number | Action item/Activity | Notes/comments/description | Recmd Responsible Party | Date to be Completed by |
|--------------|---|---|-------------------------|-------------------------|
| All | Change name from Labor Management Committee to Transition Committee | Will need to update all documents to reflect TC instead of LMC | OWD | 6/30/09 |
| All | State Plan amendment with new Rapid Response process. | Main issue is the waiver regarding movement of funds from DLW to Adult – any issue if we place stricter rules/guidelines on this? | OWD | 4/30/09 |
| All | Identify all stakeholders for communication regarding new Rapid Response Process | Face to Face: <ul style="list-style-type: none"> • WIB Directors • JFS Dir Assoc • County Comm Letters to: <ul style="list-style-type: none"> • Mayors Assoc • Chamber • State Agency Partners (one-stop) | JFS Dir Office | 11/30/08 |
| All | Develop talking points for JFS Directors office to schedule face to face meetings | These talking points will also be useful for Legislation and Communications regarding any inquires they may receive | OWD | 12/1/08 |
| All | Develop letter to be sent by JFS Directors office to inform stakeholders regarding new Rapid Response Process and input being requested, timeline, strategy and implementation date | Also could be sent to other interested parties | OWD | 12/15/08 |
| Comm | Information packets to share with locals | Help with knowledge of the process, timeline, funding, expectations | OWD | 3/31/09 |
| Comm | Info sheets – highlights | Will be used by state/locals for stuffers and handouts | OWD | 3/31/09 |
| Comm | Development of Website | Access to info and reference material, also have established a generic email for communication | OWD | 2/28/09 |
| Training | Develop in-house curriculum | Need to gather info from interested parties, share with local RRCs | OWD | 3/31/09 |
| Training | Develop certification curriculum | Need to gather info from interested parties | OWD | 5/15/09 |
| Training | Tracking for attendees | With this being a mandated training, critical we keep track of attendees | OWD | 5/31/09 |

The team recognizes that the NELP study does not discuss the successful, responsive, and quality Rapid Response services and procedures conducted by some of Ohio's local workforce investment areas and State practices. However, the team has been charged to review the study in its entirety and develop a strategy and implementation plan from a statewide perspective. It is the goal of the team that local areas with effective Rapid Response service delivery systems, policies and procedures will assist the State in developing the details of the implementation plan.

The team was honored to have the opportunity over the last 30 days to set a strategy that will implement Ohio's new Rapid Response system statewide and make it easier for impacted workers to obtain the necessary services they deserve in order to get back to work and protect their family's future. The strategy allows Ohio and its partners: (1) role identification; (2) accountability; and (3) consistent approach statewide. Once implemented, Ohio's Rapid Response Program will be a best practice among our peers nationwide.

The following team members were part of the development of this strategy:

- Teresa Applegarth
- Mark Birnbrich
- Tom Hutter
- Gwen Ivory
- Kathy Maybriar
- Wendy Patton
- Penny Purviance
- Robin Rice

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