



# **Rapid Response and Layoff Aversion Employer Guide**

April 2023

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## Introduction

Next to divorce or death of an immediate family member, there is nothing more traumatic for a worker than being laid off from his or her job with little or no notice. The COVID-19 Pandemic has exacerbated the loss of employment, in the United States and in Iowa working families are hurting. Many households are living from paycheck to paycheck trying to make ends meet to pay for transportation, to keep a roof over their heads, and to protect their income, savings, healthcare, and pension benefits. And if a sole breadwinner loses their job, the family is doubly impacted.

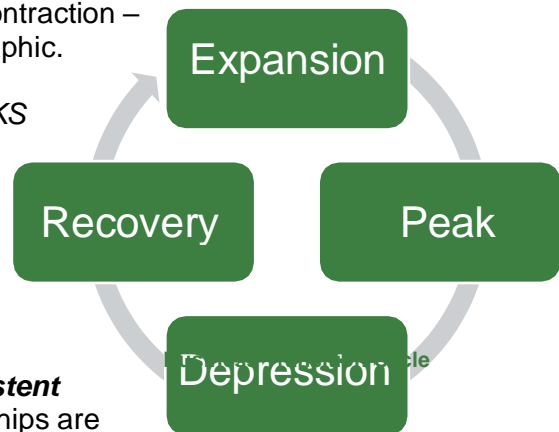
### What is the purpose of this Resource Guide?

Is there a way for Local Workforce Development Boards, economic developers, employers, and other organizations to help prevent or at least lessen the pain of losing jobs? This resource guide is designed to give you concise information, practical steps, and links to expert assistance on how you might avert a layoff of valuable employees or, if unpreventable, how to quickly respond by protecting worker rights and mobilizing services to help those affected find new jobs.

## Background

The IowaWORKS system serves its two primary customers, businesses, and job seekers, through an array of programs and services that support economic growth and prosperity. The system serves those customers throughout the four phases of the business cycle as depicted below by driving talent development and placement that support recovery and expansion. However, all economies, and the businesses that operate within them, typically also go through phases of contraction. Rapid Response is a critical component of the workforce system's approach to addressing the difficult transitions that businesses and workers must navigate when dealing with contraction – or depression – depicted in the business transition cycle graphic.

This procedure guide outlines the South Central IowaWORKS process for the delivery of customer-centered Rapid Response services. Although Rapid Response activities are further defined and listed later in this guide, it is important to first understand that the full process for Rapid Response in Iowa is based upon the following key components:



- Strong business relationships that lead to consistent engagement and communication:** These relationships are typically established through integrated, solutions-focused business services that help employers find and retain the talent. potential layoffs. This information can inform and drive the provision of layoff aversion services.
- Efforts to prevent or mitigate layoffs:** Typically known as layoff aversion, these services connect businesses to resources to help prevent dislocations. IowaWORKS' business services staff can assist companies that are at risk of closure or workforce reductions by partnering with the employer to develop successful strategies to help the business operate more efficiently while improving productivity and reducing costs. Pre-established business relationships are critical to the system gaining access to the information to design and deliver these services. In other words, staff need the businesses to share with them the circumstances of the situation so they can develop a solution that is effective and implementable by the company. Layoff aversion services are further defined and explained later in this guide, however, an example of a layoff aversion service might include training to upgrade staff skills to deliver a new product or service that will expand the company's market and allow them to retain, rather than reduce, their workforce.

- **Integration with the system's comprehensive offering of programs and services:** Just like other services funded through the Workforce Innovation and Opportunity Act (WIOA), Rapid Response services allows states and local areas to play an active role in shaping and maintaining a competitive, resilient regional workforce. In fact, Rapid Response is often the first step for many workers and employers whose needs can be addressed by the larger workforce system. Rapid Response customers, both employers and workers, should have access to the full array of services the system has to offer to effectively support their transition to a new career or phase in the business cycle. It is the role of the Local Rapid Response Team (LRRT) to coordinate business and job seeker services across partners and think strategically about how those resources are designed and communicated to impacted businesses and workers.
- **Accountability:** Just like all other WIOA Title I funded services, Rapid Response has federal tracking and reporting requirements to ensure compliance, accountability, and an effective investment of taxpayers' dollars. Local Rapid Response teams should follow the tracking and reporting process outlined in this guide to ensure that funds expended, services delivered and outcomes achieved through Rapid Response can be easily identified and shared.

## What is Rapid Response?

Rapid Response is a pro-active, business-focused, and flexible strategy designed to respond to layoffs and plant closings, including those that result from increased competition from imports, natural disasters, and other events, by quickly coordinating services and providing immediate aid to companies and their affected workers. Rapid Response teams work with employers and any employee representative(s) to quickly maximize public and private resources to minimize disruptions associated with job loss. Rapid Response can provide customized services on-site at an affected company, accommodate any work schedules, and assist companies and workers through the painful transitions associated with job loss.

## Who is the South Central Rapid Response Team?

The South Central Local Rapid Response Team is comprised of individuals that provide information, resources, and services to assist affected employers and workers. The team will oversee planning implementation, and tracking/reporting of Rapid Response services, including Layoff Aversion in the South Central Area which includes the following counties: Appanoose, Davis, Hardin, Jefferson, Keokuk, Lucas, Mahaska, Marshall, Monroe, Poweshiek, Tama, Van Buren, Wapello, and Wayne.

- WIOA Title I (Employment and Training)
- Wagner Peyser – Title III (Employment and Unemployment Insurance)
- Business Engagement Consultant

Additional partner programs may be added to the team based on the unique circumstances of an event and specific needs of the impacted business and workers. Included but not limited to:

- Department of Health and Human Services
- Adult Literacy and Basic Education
- Iowa Vocation Rehabilitation Business Services
- Local Veterans Employment Representative (LVER)
- Department of Labor Employee Benefits

## What are early warning indicators?

Union leaders, LWDB, Community Leaders, and Rapid Response Coordinators do not have to wait for a company to issue a worker adjustment retraining (WARN) notice before tapping WIOA and other government resources. As a team, they can be proactive in preventing layoffs before they are announced.

## Early Warning Causation Factors and Warning Sign Checklist

<b>Facility</b>	<ul style="list-style-type: none"> <li>• Obsolete physical plant</li> <li>• Outmoded operation procedure</li> <li>• Lack of spare parts</li> <li>• Old and outdated machinery</li> <li>• Speed-ups lead to older worker layoffs</li> </ul>	<ul style="list-style-type: none"> <li>• Repairs are not made</li> <li>• Inefficient production process</li> <li>• Equipment not up to quality standards</li> <li>• Environmental problems</li> <li>• Located in metropolitan or suburban area that is gentrifying</li> </ul>
<b>Organization</b>	<ul style="list-style-type: none"> <li>• Inability to pay bills on time</li> <li>• Managers, skilled workers, or machinery moved to new plant</li> <li>• New plant is opened in low-cost location</li> <li>• Research and development are cut back</li> <li>• Fewer product lines produced</li> <li>• Parent corporation has major problems</li> <li>• Corporate merger acquisition creates excess capacity</li> <li>• Change in profit, market targets, or distribution systems</li> <li>• Local subsidiary is milked for other investment</li> </ul>	<ul style="list-style-type: none"> <li>• Public loan defaults—information shared through state and local economic development offices</li> <li>• Hours and overtime eliminated; shifts reduced</li> <li>• Managers replaced frequently</li> <li>• Weak management practices</li> <li>• Irregular work or production schedules</li> <li>• Lack of workforce training, upgrading, or training cutbacks</li> <li>• Sales staff/marketing cut</li> <li>• Aging owners</li> <li>• Increase in subcontractors, temporary workers</li> <li>• Lack of management and engineering talent unemployment insurance (UI) data</li> </ul>
<b>Market</b>	<ul style="list-style-type: none"> <li>• Demand or sales declines</li> <li>• Products, processes of services become obsolete due to technological innovation</li> <li>• Increased domestic or foreign competition</li> <li>• Changes in state/national taxation, regulation, monetary policies</li> <li>• Supply Chain Issues</li> <li>• Inventory stagnant</li> </ul>	<ul style="list-style-type: none"> <li>• Change in international relations (re: markets or supplier/customers)</li> <li>• Loss of market share</li> <li>• Industry sector declines</li> <li>• Dun &amp; Bradstreet or Experian—these companies provide information on firms and industries under stress. Reports are generated monthly and relevant information can be found in the financial stress score and the commercial credit score.</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Lack of access to raw materials, energy, products and services</li> <li>• Lack of skill in local workforce</li> <li>• Lack of transportation</li> <li>• Lack of quality or availability of land or infrastructure</li> <li>• Changes to local/state tax or regulatory policies</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to market changes transportation costs, etc.</li> <li>• High insurance rates</li> <li>• Poor access to trucking/rail/water/air</li> <li>• Utility rates high, or usage rates drop</li> <li>• Business climate complaints</li> </ul>

### Early Warning System

The South Central Local Workforce Development Board has established an early warning system (EWS) to identify and track vulnerable firms and industrial sectors that might benefit from layoff aversion strategies. The EWS should identify firms at risk of closing or moving operations before actual decisions are made by the companies to shut down or move, and includes an early warning network and community partners along with other early warning indicators.

Our EWS network and community partners include, but are not limited to, the following:

- Local mayors and council members
- Local unions
- Civic and religious institutions
- Local and state economic development organizations and chambers
- Utility companies
- Industry groups and Sector Boards

Early warning indicators, whether identified as immediate danger signs or as long-term patterns, can buy a community the time necessary to develop alternatives to plant closures and job losses. Monitoring industry economic health and activity is an essential component of a successful layoff aversion strategy, and assists Boards in providing rapid response services earlier in the continuum. Any community partner that identifies an employer with warning signs should complete the following [South Central Early Warning System Form](#). This will assist us in beginning Layoff Aversion Strategies.

## Layoff Aversion Strategies

### Layoff Aversion Introduction

The overall goal of layoff aversion is proactively saving jobs. Layoff aversion strategies are those activities or services provided through the local workforce system, which prevent or limit dislocations. Per [20 CFR 682.320](#), layoff aversion consists of strategies and activities to prevent or minimize the duration of unemployment resulting from layoffs.

#### Early Warning Causation Factors and Warning Sign Checklist

Federal Regulation Strategies <a href="#">20 CFR 682.320</a> .	Examples of practical application
Providing assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at risk firms, and the delivery of services to address these needs. Partnering and contracting with business- focused organizations to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered.	<ul style="list-style-type: none"> <li>• Help companies assess risk</li> <li>• Establish an early warning system</li> <li>• Customized services for companies deemed at risk</li> <li>• Work sharing</li> <li>• Temporary furloughs</li> </ul>
Ongoing engagement, partnership, and relationship building activities with businesses in the community, in order to create an environment for successful layoff aversion efforts and to enable the provision of assistance to dislocated workers in obtaining reemployment as soon as possible.	<ul style="list-style-type: none"> <li>• Build and maintain relationships with companies to facilitate communication</li> <li>• Human resources solutions</li> </ul>
Funding feasibility studies to determine if a company's operations may be sustained through a buyout or other means to avoid or minimize layoffs.	<ul style="list-style-type: none"> <li>• Customized solutions and studies</li> </ul>
Developing, funding, and managing incumbent worker training programs or other worker upskilling approaches as part of a layoff aversion strategy or activity. Connecting businesses and workers to short term, on the job, or customized training programs and registered apprenticeships before or after layoff to help facilitate rapid re-employment.	<ul style="list-style-type: none"> <li>• Provide training to upskill existing employees</li> <li>• Pay (or help to pay) for training on new equipment or product line</li> <li>• Coordinate services of various entities (community college, economic development groups) involved with the company</li> </ul>
Connecting companies to short time compensation or other programs designed to prevent layoffs or to reemploy dislocated workers quickly, available under UI programs; Employer loan programs for employee skill upgrading; and Other Federal, State, and local resources as necessary to address other business needs that cannot be funded with Rapid Response funds	<ul style="list-style-type: none"> <li>• Inform companies of programs available which could reduce or prevent layoff</li> <li>• Workshare</li> <li>• Revolving loan funds</li> <li>• Access to capital</li> <li>• Tax credits</li> <li>• Financial management</li> </ul>
Establishing linkages with economic development activities	<ul style="list-style-type: none"> <li>• Coordinate services of various entities</li> </ul>
Conducting analyses of the supplies of an affected company to assess their risks and vulnerabilities from a potential closing or shift in production	<ul style="list-style-type: none"> <li>• Business process improvements</li> <li>• Connect to organizations such as</li> <li>• Manufacturing Extension Partnership (MEP) for support with risk assessment and solution development</li> </ul>
Engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding business	<ul style="list-style-type: none"> <li>• Incumbent worker training</li> <li>• Customized Training</li> </ul>

## Prefeasibility Studies

The Local Workforce Development Board has identified and will oversee development of prefeasibility studies for the aversion of plant closures. Prefeasibility studies provide objective evidence as to the likelihood of an employer remaining operational and, if so, under what conditions. The LWDB will ensure the confidentiality of information collected in developing a prefeasibility study, and involve labor and management in the process.

Typical prefeasibility studies assess the employer's business operations in the following areas:

- Organizational Structure
- Market
- Operations/Manufacturing
- Financial
- Legal
- Conclusions and Methodology

If there is an indication that an employer closing or mass layoff can be averted, technical assistance can be provided to interested parties to investigate possible layoff aversion strategies. Strategies might include incumbent worker training or shared work. The cost of such a move would be minimal compared to the economic impact of a plant closing or mass layoff.

Boards may use outside entities to conduct prefeasibility studies while remaining cognizant of cost and may consider requiring that an employer match resources in the form of money, time, etc., which provides a good barometer of an employer's willingness to follow recommendations made by the outside entity and to comply with other programmatic requirements.

## Asset Mapping

Asset mapping identifies resources in the community and provides Boards with an inventory of key resources in the South Central workforce development area. Key resources include entities that provide business services that align with an employer's future goals and focus on business retention, offering a broad base of advice and coaching on profitability, operations, and financing. The Board will ensure that these resources are tapped only when it is determined that an employer targeted for assistance needs such services, at which time the Board can facilitate a connection or provide the employer with contact information.

An asset mapping list includes entities with which the Board already has relationships, such as local government; chambers of commerce; local, regional, or state economic development entities; local banks; and utility companies. Once core partners have been established and confidentiality agreements are in place, the partners can leverage other resources, whether public or private, to help the employer recover.

Additional resources include:

- local elected officials;
- two- and four-year colleges and universities;
- labor and management associations;
- telecommunications/media companies;
- accounting and law firms;
- investment banks;
- community-based and community development organizations; and
- other state agencies, e.g., Department of Health and Human Services, Department of Agriculture, etc.

The Board and partners will sign confidentiality agreements, when appropriate, and remain cognizant of the sensitive nature of the information shared about employers with entities involved in the asset mapping process.

## **Business Turnaround Services**

Business turnaround services are provided when it is determined that an employer needs intervention beyond the menu of services provided by an early warning system's (EWS) network and community partners. Services are provided through an outside entity with expertise in business turnarounds. Potential employers must be thoroughly assessed for intervention suitability based on early warning indicator data. Business Turnaround Services can only be completed by a Certified Turnaround Professional (CTP).

Business turnaround services may only be provided to the following companies:

- employer size is greater than 100 employees;
- In-demand industry;

Specific business turnaround services include the following:

- Financial restructuring
- Operations and cost management
- New market and product development assistance
- Production of business plans, financial projections, and financing memorandums
- Developing labor-management partnerships
- Assistance in acquiring new equipment
- Assistance with training grants
- Assistance with loans and guarantees

## **Incumbent Worker Training**

Incumbent worker training is designed in conjunction with a specific employer or a consortium of employers to upgrade the skills of a particular workforce. Such training is an important strategy for meeting workforce areas' needs for qualified workers and can take place in or out of the workplace and during or after employees' work hours.

The LWDB will look for the following factors in determining whether the provision of incumbent worker training will avert a layoff and whether the training is appropriate:

### *Employer Assessment*

- The employer remains open, but it is phasing out a function, which will lead to layoffs unless the employees can be retrained to perform new functions.
- Employee jobs have changing skills requirements as a result of external economic or market forces, significant changes in technology or operating processes, rapidly changing industry or occupational requirements, or emergence of new products.
- The changing skills requirements are outside of normal skill growth and upkeep provided by the employer.
- Training programs will prepare employees to address the skills gaps.

### *Worker Assessment*

- Unless provided with training, employees vulnerable to layoff do not have marketable, in- demand skills.
- The new skills can be attained within a reasonable time frame.
- Employees have not received a formal layoff notice.



The employer must demonstrate a commitment to retaining employees or otherwise providing a tangible benefit to employees who receive incumbent worker training. When there is no foreseeable threat of layoffs, providing publicly funded training to incumbent workers who are otherwise ineligible for Workforce Innovation and Opportunity Act (WIOA)-funded services to *increase the competitiveness* of the employer, does not constitute a layoff aversion strategy and will be disallowed.

## Voluntary Shared Work Program

The Voluntary Shared Work Program (VSW) is Iowa's version of Short Term Compensation (STC). The VSW program is intended for use as an alternative to layoffs and has been an effective tool for Iowa businesses experiencing a decline in regular business activity. Under VSW, work reductions are shared by reducing employees' work hours and Unemployment Insurance (UI) partially replaces lost earnings. By avoiding layoffs, employees stay connected to their jobs and employers maintain their skilled workforce for when business improves.

Currently, laid off employees can receive UI benefits for up to 16 weeks at a maximum of \$548.00 per week. This amount is charged against an employer's UI tax account. With the VSW program, employees receive a fraction of regular UI benefits which is equal to the percent of their work hour reduction. The employer sets the duration of the plan (with agency approval), along with the percent of the full weekly UI benefit payment the employee receives. Workers can receive a portion of their UI benefits even if hours are reduced by as little as 20 percent.

With VSW, employers can:

- maintain productivity and quality levels (because the same experienced employees are doing the same work)
- keep the ability to expand operations quickly when business conditions improve
- reduce training costs by keeping the workforce intact
- avoid costs related to hiring and reassignments
- avoid transfers, demotions and tenure based layoffs

With VSW, employees can:

- keep job skills sharp
- maintain a higher family income than with UI benefits alone
- keep health insurance and retirement benefits
- continue building job tenure

To participate in VSW, the employer must submit a [Voluntary Shared Work Plan Application](#) (link is external) that:

- provides an estimate of the number of layoffs that would occur without VSW
- lists the percent of reduction in affected employees' work hours (must be between 20 percent and 50 percent and be the same for all affected employees)
- employee's work hours based on a workweek that does not exceed 40 hours
- certify that the reduction in hours is in lieu of layoffs
- includes written approval from the affected employees' collective bargaining representative (if applicable)

A VSW plan must affect at least five employees. VSW cannot be used for seasonal work reductions. A participating employer's quarterly UI reports must be current and UI taxes paid in full.

To be eligible to participate in VSW, affected employees must:

- qualify for UI benefits
- not have an existing UI claim in another state
- be able and available to work their regular hours of work for the VSW employer

## Warn Notices

Worker Adjustment and Retraining Notifications (WARN) notices offers protection to workers, their families, and communities by requiring employers to give 60 days advance notice of covered plant closings and covered mass layoffs.

### Notification of Future Layoffs

In situations when Layoff Aversion strategies have been unsuccessful in assisting a business in retaining their workforce, and a public announcement has been made that the business will conduct layoffs or will close more than 180 days in the future from the time of the announcement notifying the local, state, and federal workforce system is critical. All three are alerts will start the Rapid Response Process.

### Federal & State WARN Filing Information

State Rapid Response Coordinator

Iowa Workforce Development

3420 University Avenue, Waterloo, IA 50701

Phone: [319-235-2123 ext. 41310](tel:319-235-2123) | Fax: 319-235-1068 | Email: [dislocated.worker@iwd.iowa.gov](mailto:dislocated.worker@iwd.iowa.gov)

### Local WARN Filing Information

South Central LWDA may also receive notification of a Local Non-WARN event and will be submitted via the [Local Non-WARN event form](#).

WARN Notice Submission Information				
Level	Submission	Company Size	Employees Impacted	Required Notice
Federal	Employer	100 or more	Closing: 50 or more will be affected during a 30 –day period. Mass Layoff: when 500 or more employees or 33% of workforce will permanently lose their job during a 30-day period.	60 Days
State	Employer	25-99	A permanent or temporary shutdown or mass layoff of 25 or more employees for a period exceeding 6 months.	30 Days
Local	Local Office	25 or less	Less than 25	N/A

Upon receipt of a WARN, the State Rapid Response Coordinator (SRRC) will contact the employer and review and verify, if necessary, the following information:

- Company name and address
- Number of workers affected
- Anticipated layoff date
- Type of Layoff/Closing
- Union representation, if applicable
- Local company contact name and phone number

The SRRC, sends an email to the company acknowledging receipt of their WARN (or other method of layoff notification).

## Information Meetings

There are 10 principles of a Rapid Response to ensure that employees and employers receive the information and services they need.

### 10 Rapid Response Principles

**Timeliness:** The more quickly interventions begin, the more time employees have to prepare for reentry into the workforce.

**Convenience:** On-site group services and meetings promote convenience, ease of access, and provide familiar surroundings for employees.

**Customer Choice:** Customization enhances success. Items that can be customized include time, location, content, and duration.

**Consistent and Accurate Information:** To maximize the usefulness of information, it should be accurate, consistent, locally driven, timely, specific to the worksite, and include non-job-specific referrals to services and agencies.

**Leveraged Resources:** In-kind, cash, or tax credit resources can be combined with other available resources from employer, union, community, and economic development activities.

**Seamless Service Delivery:** Differences in programs and funding sources must be invisible to the customer. Coordination is the key to providing services through multiple organizations.

**Active Promotion:** Promote awareness and maximize the success of reemployment events and services through comprehensive, ongoing marketing outreach to employers, employees, organized labor, and community groups.

**Layoff Aversion:** Board rapid response teams can coordinate layoff aversion strategies that help retain or save jobs, extend the range of tools and relationships with other programs and organizations, and refer employers to other helpful entities. Focus layoff aversion strategies on helping the employer make changes to reduce or avoid layoffs. Finding a buyer to keep the workforce intact is an option.

**Measurable Goals:** Setting measurable goals that identify when programs are successful or have problems and require changes helps to ensure continuous improvement of rapid response activities.

**Partnerships:** Involving additional partners enhances flexibility to meet the needs of a unique workforce. Some common partners are Workforce Solutions Offices, unemployment insurance (UI), Trade Adjustment Assistance (TAA), and local economic development agencies. The appropriate involvement of a variety of other groups may also include vocational rehabilitation, childcare agencies, mental health services, and community-based organizations.

## Employer Information Meeting

The purpose of the Employer Information Meeting is to gather more detailed information about the pending layoff, demographics of the affected workforce and the types of services that the business and impacted workers will need. This information gathering typically happens through direct discussion with the employer. The team lead will request a list of the impacted workers emails to send survey to or ask that the employer sends the survey to workers impacted by the pending layoff. The South Central Dislocated Worker Survey can be accessed here: [South Central Dislocated Worker Survey](#).

The survey includes questions regarding the workers' education, experience, work history and interest in services available through the public workforce system. The results of the Survey help the team understand the needs of the impacted workers to appropriately design the Worker Information Meeting as well as plan service delivery going forward.

No details of the downsizing or closure is shared with the media. It is at the discretion of the company to do so. The WARN notice details and Rapid Response Employer Information Meeting is confidential. Employer Information Meetings may happen in person, virtually, or via a telephone call.

## Worker Information Meeting

The Worker Information Meeting ensures that a plan is delivered to meet the needs of the affected workers. Services for the affected workers are divided into two categories: standard and expanded. Rapid Response services (Standard and Expanded) are one on-ramp or entry point for an affected worker to access the myriad of services available to dislocated workers in the IowaWORKS system.

### *Standard Services*

Standard Services are provided at the Worker Information Meeting. Based on the needs of the affected workers, Expanded Services may also be provided at the Worker Information Meeting. Provision of information regarding:

- Unemployment Insurance
- Training Services
- Career Services
- Insurance and retirement
  - COBRA- USDOL Employment Benefit Security Administration
- Trade Adjustment Assistance
- Adult Education- based on need
- Vocational Rehabilitation- based on need
- Outline next steps for affected workers
  - Schedule appointment with Career Planner, etc.
  - Trade Navigator or Career Planner may set up Office Hours at company location

### *Expanded Services*

Expanded Services includes the Standard Services plus additional activities developed and/or organized specifically for the affected workers of a specific dislocation event. Expanded Services can be delivered at the same event as the Worker Information Meeting(s) or at a different date, time, and location.

Examples of Expanded Services include, but are not limited to:

- Job Fair (can be provided in multiple formats: in-person, virtual, drive-through)
- Workshops
  - Resume writing
  - Interview Skills
  - Money Management

## Resources

- [Workforce Innovation & Opportunity Act](#)
- [Electronic Code of Federal Regulations](#)
- [Training and Employment Notice 09-12: Layoff Aversion in Rapid Response Systems](#)
- [WIOA Fact Sheet: Rapid Response](#)
- [Rapid Response Solutions for Businesses](#)
- [Rapid Response Services for Workers](#)
- [National Employment Law Project's Layoff Aversion Guidebook](#)

## Attachment A – Sample Employee Notice

Sample Letter to Employee  
ABC COMPANY  
123 Alphabet Street  
Ourtown, IA 52501

Today's Date

Dear [insert Employee's Name]:

I regret to inform you that the ABC Company will be permanently closing its plant located at 123 Alphabet Street, Ourtown, IA 54321. As a result of this action, 100 positions will be eliminated.

The company expects to begin eliminating positions on [insert date] and will continue each week thereafter until the plant is completely closed on [insert date]. Your collective bargaining representative is John Doe, President of Local 1234 of the United Bookbinders Union, and is located at 456 Union Drive, Ourtown, Iowa 52501. Interplant transfer rights exist with respect to the elimination of these positions.

Currently, your last day of work is scheduled to be on [insert date]. If circumstances should necessitate an earlier or later termination date, you will be notified immediately in writing. The company will ensure that you will be paid all earned wages and agreed upon benefits at the time of your termination.

We will be holding an All Employee Meeting on [insert date & time]. If you need any further information following the meeting, please contact [insert name and contact info].

The ABC Company truly regrets that these actions are necessary. We deeply appreciate the loyalty of our employees and our foremost concern is to help our workers find other employment. We will be providing various means of assistance to all of our employees to help with the transition process.

IowaWORKS and the 9 Workforce Development Boards (WDBs) throughout state work together in an effort to assist employees affected by business closings and layoffs. The services, programs, and benefits provided by IowaWORKS and the WDBs to dislocated workers are free of charge and intended to help you get back to work. ABC Company will be partnering with IowaWORKS and the local WDB so that you will get information about these services, programs, and benefits prior to your layoff. The Workforce Development Board serving [enter location], Iowa is:

South Central Iowa Workforce Board  
[enter Board address]  
[enter Board phone number]

Additionally, the IWD website, [www.iowaworkforcedevelopment.gov](http://www.iowaworkforcedevelopment.gov), is a helpful resource that provides information about the types of programs, benefits, and services that may be available to you as a laid off worker.

Thank you for your years of dedicated service at the ABC Company.

Sincerely,

[insert signature block]

## Attachment B – Sample WARN Letter

### Use Company Letterhead Stationary

(date)

Lacie Westendorf  
State Rapid Response Coordinator  
Iowa Workforce Development  
3420 University Ave  
Waterloo, IA 50701

Dear Ms. Westendorf:

This letter is being issued in accordance with the Worker Adjustment and Retraining Notification Act (WARN) in order to notify you that (name of company) is permanently closing (or temporarily closing, layoff, downsizing, etc.) its facility located at (city, state, zip), effective (date). This will result in the layoff of (number of employees). *(If possible, enclose an attachment listing numbers and types of jobs affected. Names and addresses of the workers affected is also beneficial but not required.)*

(Name of company) is / is not part of a union (state name of local union and contact person, if union affiliated).

Summarize the reason for the layoff or closure.

*If the layoff or closure is based on Trade Adjustment Assistance (TAA) – (workers who lose their jobs or whose hours of work and wages are reduced as a result of foreign trade/international competition; or business functions relocating outside of the United States). Please state if a petition has been filed with U.S. Department of Labor.*

All affected employees have been notified *(list date of employee notification)*.

Bumping rights do not exist.

*Any other information that you want to include concerning the layoff.*

Include the local company point-of-contact (name, position, telephone number and extension).

(Signature)

Copy to:  
Chief elected local official  
Others as appropriate