

SOUTH CAROLINA

RAPID

RESPONSE

MANUAL



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## Rapid Response

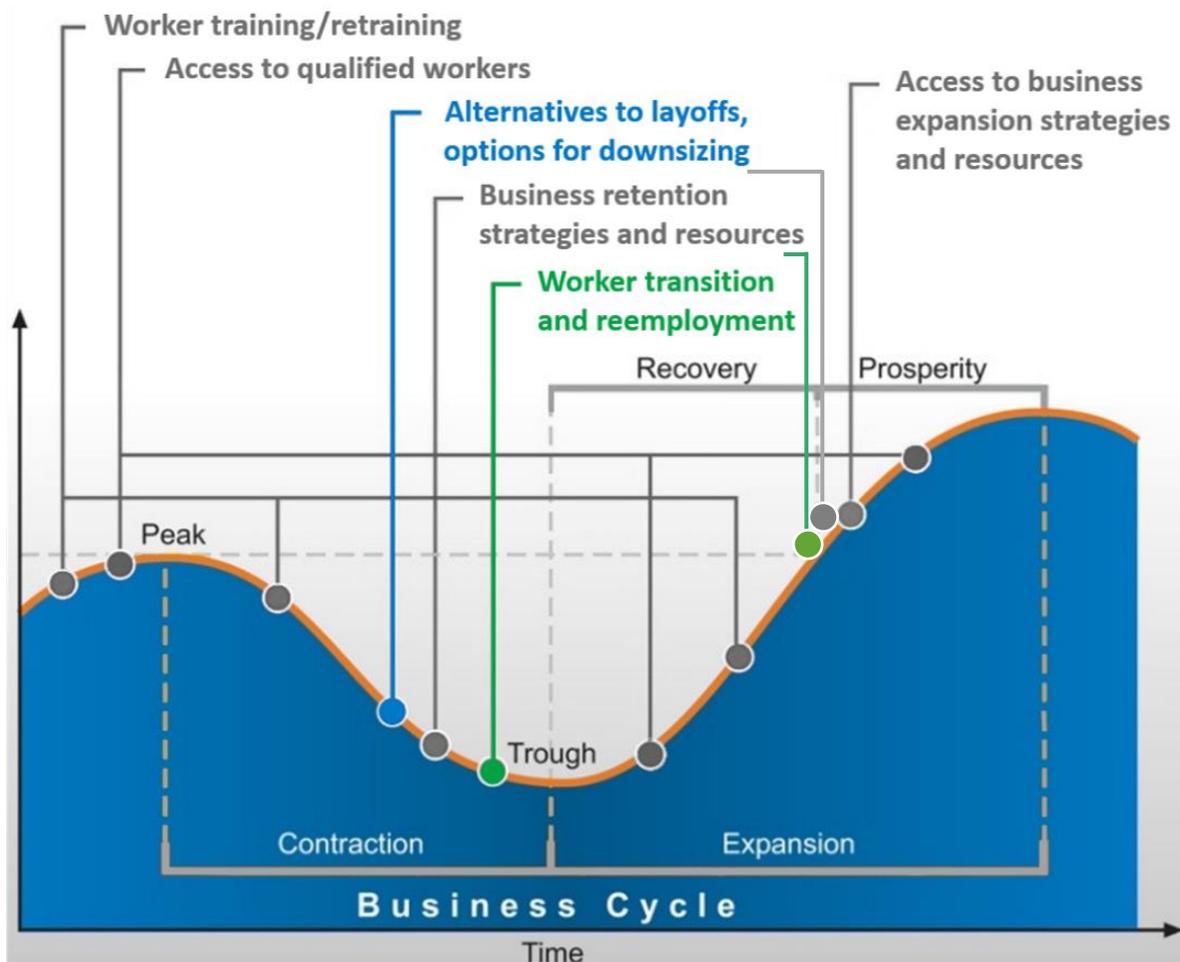
This required activity is funded by the U.S. Department of Labor with the goal of enabling affected workers to return to work as quickly as possible following a layoff. The *SC Rapid Reemployment Team* identifies and responds to downsizing and closures that impact South Carolina workers.

To ensure high-quality, consistent, and timely services, the following strategies are used:

- Strategic planning, data gathering, and analysis
- Convening and brokering networks and partners
- Providing solutions for businesses in transition
- Delivering information and reemployment services to affected workers

## Rapid Response as a Business Service

Rapid Response services are utilized in various stages within the Business Cycle, not just during the contraction or downsizing phase. While a company may be expanding, relocation of jobs will create a need for Rapid Response assistance.





Rapid Response plays a valuable and on-going role across the business cycle, supporting businesses when they are:

- **Expanding** – Growth of a business' product and service offerings.
- **Downsizing** – Intentional reduction in the size of a workforce.
- **Merging** – Voluntary joining of two firms on roughly equal terms into one new legal entity.
- **Relocating** – Change in the physical location of a business.
- **Reorganizing** – Restructuring of a firm's operations, to include consolidation.
- **Closing** – Termination of activity at a facility.

## Rapid Response Stages

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Discovery and Notification ▪ Management Meeting ▪ Informational Sessions ▪ Onsite Services

### STAGE 1 Discovery and Notification

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The State Rapid Reemployment Team is notified of a potential layoff or closure in multiple ways:

- Direct notification from the company
- News and online resources
- Local staff notification

When local staff become aware of a possible layoff, closure, downsizing, etc., local staff shares this information with the State Rapid Reemployment Team via email at [RR@dew.sc.gov](mailto:RR@dew.sc.gov) with the following information:

- Company Name
- Company point of contact
- Relevant information

Local staff are often the first to be notified of workforce transitions. To allow the maximum amount of time for the development and implementation of aversion and reemployment strategies, **it is critical that SC Works staff quickly notify the State Rapid Reemployment Team of any actual or suspected layoff events.** Early notification is the first step in ensuring the delivery of high quality services to employers and workers experiencing a layoff.

Once the State Rapid Reemployment Team receives notification of a potential layoff or closure, the team assesses the situation by:



- Gathering information/facts, preparing materials, and identifying potential tactics for layoff aversion, and
- Analyzing industry and occupational trends to identify whether the business and impacted workers will need short-term or more sustainable services.

When a Worker Adjustment and Retraining Notification or [WARN Notification](#) is received, the Department of Employment and Workforce (DEW) Special Initiatives Administrative Assistant files the notice and sends a copy to the following:

- Assistant Executive Director of Workforce Operations
- Director of Business and Economic Development
- Rapid Reemployment Manager

After confirming that a layoff is anticipated, the State Rapid Reemployment Team starts the [Company Information Report](#) in addition to an [Event Summary Report](#).

## **STAGE 2** Management Meeting

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At an initial meeting, circumstances for the anticipated layoff are discussed along with the demographics of affected workers. Descriptions of informational sessions and services are provided to the employer.

Management Meeting Teams are generally comprised of the following:

- State Rapid Reemployment Manager or assigned state team representative
- Local Workforce and Innovation Opportunity Act (WIOA) Representative
- Trade Adjustment Assistance (TAA) Representative (if applicable)

*Additional team members are copied on the Management Meeting email, but only attend when asked to by the Rapid Reemployment Manager.*

Management Meeting email invites are sent to the following:

- Local Workforce Development Administrator
- DEW Regional Manager
- DEW Area Director
- Local Business Services Lead
- ReadySC Representative
- SC Department of Commerce, Existing Industry Manager
- DEW Assistant Executive Director of Workforce Operations
- DEW Director of Business and Economic Development
- DEW Director of Workforce Programs



- DEW Workforce Support Manager
- TAA Program Manager, when appropriate

### **State Rapid Reemployment Representative's Role:**

- Inquire about the cause of the layoff/closure; when possible, discuss aversion strategies
- Obtain the layoff schedule, employee demographic data, and list of affected positions
- Discuss Incumbent Worker Training (IWT) grants (when applicable)
- Discuss reemployment needs and barriers of the impacted workers
- Gather information on existing services the employer has coordinated for their employees
- Advocate for the Rapid Reemployment Group Informational Sessions and Onsite Services
- Identify if there is a need for special accommodations, including interpreter services, for Group Informational Sessions
- Create the [Event Summary Report](#)
- Complete the [Company Information Report](#)
- Document meetings in SC Works Online Services (SCWOS) by uploading the [Company Information Report](#) and entering the appropriate activity code
- Request a [Federal ID Number](#) through DEW IT Service Center
- Track the event in SCWOS using the [Federal ID Number](#)

The employer is entered as a “marketing lead” if an account for the employer does not already exist. When entering a Management Meeting into SCWOS, the [code E15](#) is used when meeting on-site, while [code E28](#) is used when the meeting is not conducted on-site (e.g., by phone).

If Group Information Sessions or onsite services will not be offered to the affected workers, the State Rapid Reemployment representative will offer to bring “[Your Next Step Forward](#)” brochures for the employer to hand out. These brochures are maintained and made available through the DEW Business and Economic Development Office.

When it is discovered that **special accommodations are needed, including interpreter services**, contact Business and Economic Development for more information.

If any affected **employees are represented by a union**, contact Business and Economic Development for more information.

When notified by an authorized company official that **employees reside outside of South Carolina**, representatives from the affected counties of residence are contacted by the State Rapid Reemployment Team.



### Local WIOA Representative's Role:

- Describe types of reemployment services and training options available
- Discuss applicable job fairs and hiring events and the option to organize one for the company (on or offsite)

### TAA Representative's Role:

- Provide an overview of benefits under TAA
- Discuss petition filing or petition status, whichever is applicable

### Important Considerations for the Management Meeting

Coordinate additional invitations to this meeting through the State Rapid Reemployment representative as this will need approval from the company. Unless company requests otherwise, meetings should not exceed one hour.

Team members should arrive **at least** fifteen (15) minutes prior to the scheduled time to discuss and strategize the specific issues that need to be addressed. Members should **enter the building as a team**, signifying a united approach. Location is provided by the State Rapid Reemployment representative.

Team members should be prepared and know their audience by studying the [Company Information Report](#). This report captures important company and worker demographic data such as:

- Specifics of the layoff/closure event;
- Trade petition status;
- Workers' skills, wages, military active duty status, and residency; and
- Benefits the employer will provide after layoff.

### When Workers Are Laid Off Without Notice

Regardless of the size of the layoff/closure or whether the workers are laid off without notice, the State Rapid Reemployment Team will reach out to the company to obtain worker demographic information and determine if the event is trade-impacted. Any information received will be provided to local staff for coordination of Group Informational Sessions.

## STAGE 3 Group Informational Sessions

The purpose of the employee Group Informational Session is to inform impacted workers of available reemployment services and prepare them for job search activity prior to their anticipated layoff. State Rapid Reemployment representatives will facilitate Group Informational Sessions when invited by a company, regardless of the number of impacted workers. If this is not made available at the company site, the State Rapid Reemployment representative will work with local SC Works staff to provide sessions offsite.



Teams are generally comprised of and will present in the following order:

- State Rapid Reemployment Representative
- Local WIOA Representative
- Local DEW Representative
- Unemployment Insurance (UI) Representative
- TAA Representative (if applicable)

*Additional team members are included based on company characteristics, existing relationships, and potential reemployment needs of the workforce.*

### **State Rapid Reemployment Representative's Role:**

- Prepare and distribute folders that include the [“Your Next Step Forward” brochure](#) and handouts created by local staff regarding SC Works locations and upcoming events (e.g., all local WIOA information, WIOA partner schools, in demand certifications or degrees, hiring events and job fairs, area workshop schedules, and relevant job postings, etc.)
- Organize interpreter services when needed
- Introduce the Rapid Reemployment Team members
- Explain the purpose of the meeting
- Play [Rapid Reemployment Video](#)
- Secure a list of orientation presenters and SC Works staff in attendance
- Acquire a list of the affected workers in attendance or provide sign-in sheet
- Assume responsibilities of any missing team members during presentation
- Discuss the [“Your Next Step Forward” brochure](#)
- Provide summary and closing of meeting
- Document events in SCWOS using [code E16](#)

[“Your Next Step Forward” brochures](#) are maintained and made available through the DEW Business and Economic Development Office.

If any affected **employees are represented by a union**, contact Business and Economic Development for more information.

The [Rapid Reemployment Video](#) is available online at SCWorks.org, and copies are available through the DEW Public Information Office.

When providing an affected worker sign-in sheet, use the approved Rapid Reemployment Team template or greeter.



When notified by an authorized company official that **employees reside outside of South Carolina**, representatives from the affected counties of residence are contacted by the State Rapid Reemployment Team.

**Local WIOA Representative’s Role:**

- Prior to the sessions, submit an electronic list of SC Works locations surrounding the affected workers, the hours of operations (including any holiday closures), contact information, and a calendar of upcoming events
- Discuss SC Works locations, hours of operation, and contact details
- Discuss calendar of upcoming events
- Discuss training opportunities (e.g., classroom, On-the-Job Training [OJT])

**Local DEW Representative’s Role:**

- Provide relevant job openings (who’s hiring) in the area
- Discuss veteran’s assistance
- Discuss SCWOS
- Explain job search assistance and referrals
- Discuss UI portal registration assistance

**UI Representative’s Role:**

- Define UI
- Discuss weekly benefit amount and duration
- Explain UI payments (e.g., debit card or direct deposits)
- Discuss UI tax
- Discuss eligibility (e.g., able, available, actively searching)
- Discuss part-time employment and wage reporting
- Define refusal of suitable employment

*If the [Rapid Reemployment Video](#) is not played, UI will review the above. Otherwise, the representative will simply ask for UI-related questions and remain available after the meeting.*

**TAA Representative’s Role:**

- Distribute *Roadmap to Employment* brochure
- Define TAA
- Discuss the petition process
- Review the full complement of benefits under the Trade Act

**Important Considerations for the Group Informational Sessions:**



Team members should review the [Company Information Report](#) to understand the reemployment needs of the audience they are presenting to. This report captures important company and employee demographic data such as:

- Specifics of the layoff/closure event;
- Trade petition status;
- Workers' skills, wages, military active duty status, and residency; and
- Benefits the employer will provide after layoff.

If various shifts are affected, each shift may need a separate meeting. Ideally, all group orientations are facilitated on the same day with maximum attendance scheduled for each. However, available meeting space and company production schedules will determine the employee group orientation schedule.

Unless otherwise specified by company management, employee informational sessions should not exceed one hour. (Sessions may exceed one hour when a trade-related situation prompts TAA to also be involved.) The use of the [Rapid Reemployment Video](#) will ensure the consistent delivery of information in a user-friendly format and will help structure the meeting.

The employee Group Informational Sessions may be **the first experience some individuals will have** with the SC Works system. You can **make it a positive experience** for them by:

- Arriving 15 minutes early and entering as a team;
- Knowing the specifics of the event;
- Knowing the reemployment barriers of the audience;
- Knowing the subject matter you are presenting;
- Avoiding the use of acronyms, technical titles, and letter titles;
- Engaging your audience as opposed to giving a lecture;
- Repeating questions that are asked; and
- Answering questions only if you know the answer (if you do not know the answer, advise the workers that you will research their questions and get back to a company official with the information to be shared with workers).

## STAGE 4 Onsite Reemployment Services

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The next step is to provide customized onsite services which address workers' unique needs for reducing unemployment. These services are offered at the discretion of the employer.

Onsite reemployment services can be provided through group workshops, or one-on-one, and typically consist of providing workers assistance with the following:

- Resume building and posting



- Interviewing skills
- Job searching
- SCWOS registration
- Career and wage information
- Basic computer literacy
- UI benefits

Job fairs may also be offered and can be held either onsite or offsite.

#### **State Rapid Reemployment Team's Role:**

- Identify the number of staff needed to provide the services requested
- Bring additional equipment if needed ([Career Coach](#), laptops, Mi-Fi's, etc.)
- Introduce the Rapid Reemployment Team members
- Provide an updated Event Report to DEW Business and Economic Development Director

The Coordinator will document on-site services in SCWOS using [code E24](#).

When providing an affected worker sign-in sheet, use the approved Rapid Reemployment template or greeter.

#### **Local SC Works Representative's Role:**

- Create position templates for resume assistance
- Assign staff to provide services per company schedule
- Assist workers with resume building, SCWOS and/or UI registration, job search assistance

When providing job seekers services to an individual associated with a Rapid Response event, local SC Works representatives will enter the [code 110](#) in SCWOS.

It's important to keep in mind the impact of these services. Not only do they help soon-to-be displaced workers avoid unemployment, it shows company management that the SC Works system can serve businesses effectively and efficiently. Representatives should be comfortable and competent in building resumes, using SCWOS, and overall customer service skills.

Regardless of where a service is provided (e.g., onsite, in the [Career Coach](#), at a local SC Works Center, etc.), the individuals should be tied to the layoff/closure by using the [Federal ID number](#) assigned to that event. This can be found in SCWOS under the company's profile.



## “Blue Word” Definitions

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**Career Coach** – The Career Coach is a mobile unit used for rapid reemployment events, during natural disasters, or community events. The unit can be taken anywhere in the state for on the spot access for workers and employers to SC Works services. The Career Coach is ADA compliant.

**Code 110** – Used only by local staff, this code is entered into SCWOS to tie services provided to an individual that is associated with a Rapid Response event. A corresponding case note should include the employer and the projected dislocation date.

**Code E15** – Used only by State Rapid Reemployment staff, this code is entered into SCWOS after an onsite Rapid Response Management Meeting is conducted with an employer.

**Code E16** – Used only by State Rapid Reemployment staff, this code is entered into SCWOS after Rapid Response Group Informational Sessions have been conducted.

**Code E24** – Used only by State Rapid Reemployment staff, this code is entered into SCWOS after Rapid Response Onsite Services are provided to an employer.

**Code E28** – Used only by State Rapid Response staff, this code is entered into SCWOS after a Rapid Response Management Meeting is conducted with an employer, but not onsite (e.g., by phone).

**Company Information Report** – A summary of the company name, contacts, timeline, and demographics of affected workers.

**Event Summary Report** – A collection of information including the history of the company and summary of events associated with the layoff or closure.

**Federal ID Number** – Assigned by DEW IT, this federally-mandated marker, provides a unique number to connect activities and individuals with a specific company’s layoff or closure event. This is not the IRS issued Federal Employer Identification Number (FEIN).

**Rapid Reemployment Video** – Capturing key information most relevant and requested by affected workers, this resource provides a summary of programs and services in which they may be eligible.

**Worker Adjustment and Retraining Notification (WARN) Act** –This law requires most employers with 100 or more employees to provide notification 60 calendar days in advance of plant closings and mass layoffs.

**“Your Next Step Forward” Brochure** – A collection of information and resources available to individuals affected by a layoff or closure.



## Useful Terms

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**Layoff Aversion** – Layoff aversion consists of strategies and activities to prevent or minimize the duration of unemployment resulting from layoffs.

**Mass Layoff or Mass Job Dislocation** – A layoff that affects fifty or more workers, or a “substantial layoff” as defined by SI 18-08, is considered a mass layoff for rapid response purposes.

**Trade Adjustment Assistance (TAA) Program** – Also called “TAA” or “Trade,” the TAA Program seeks to provide workers adversely impacted by foreign trade with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs.

**Trade Readjustment Allowance (TRA)** – TRA is a form of income support payments made to individuals who have exhausted unemployment compensation and whose jobs were directly affected by foreign imports as determined by a certification of group coverage issued by the US Department of Labor. This is a benefit of TAA and is not a program in itself.

**Worker Adjustment and Retraining Notification (WARN) Act** – The WARN Act requires certain employers to provide 60 days advance notice of certain events such as plant closures or mass layoffs to affected workers, employee representatives, the State Rapid Reemployment Team, and appropriate units of local government.

**Workforce Innovation and Opportunity Act** – WIOA is a federal program administered in SC by DEW. The program serves two objectives: addressing the training, education, and employment needs of individuals and developing a skilled workforce that meets the needs of businesses and industry.

## References

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### Federal Statutes

#### [Workforce Innovation and Opportunities Act \(WIOA\)](#)

- WIOA §3(15) – Dislocated Worker Definition
- WIOA §3(16) – Displaced Homemaker Definition
- WIOA §3(51) – Rapid Response Activity Definition
- WIOA §108(b)(8) – Local Plan Requirement
- WIOA §133(a)(2) – Governor Funding Allocation Requirement
- WIOA §134(a) – Rapid Response Funding Requirements
- WIOA §134(d) – Rapid Response as a Permissible Local Activity
- WIOA §168(a)(1)(B), (b)(2) – Training as Technical Assistance

#### [Worker Adjustment and Retraining Notification \(WARN\) Act](#)



## Federal Regulations

### [20 CFR Part 639 WORKER ADJUSTMENT AND RETRAINING NOTIFICATION](#)

- 639.1 – Purpose and scope.
- 639.2 – What does WARN require?
- 639.3 – Definitions.
- 639.4 – Who must give notice?
- 639.5 – When must notice be given?
- 639.6 – Who must receive notice?
- 639.7 – What must the notice contain?
- 639.8 – How is the notice served?
- 639.9 – When may notice be given less than 60 days in advance?
- 639.10 – When may notice be extended?

### [20 CFR Part 682, Subpart C – RAPID RESPONSE ACTIVITIES](#)

- 682.300 – What is rapid response, and what is its purpose?
- 682.302 – Under what circumstances must rapid response services be delivered?
- 682.305 – How does the Department define the term “mass layoff” for the purposes of rapid response?
- 682.310 – Who is responsible for carrying out rapid response activities?
- 682.320 – What is layoff aversion, and what are appropriate layoff aversion strategies and activities?
- 682.330 – What rapid response activities are required?
- 682.340 – May other activities be undertaken as part of rapid response?
- 682.350 – What is meant by “provision of additional assistance” in the Workforce Innovation and Opportunity Act?
- 682.360 – What rapid response, layoff aversion, or other information will States be required to report to the Employment and Training Administration?
- 682.370 – What are the statewide activities for which rapid response funds remaining unobligated after the first program year for which the funds were allotted may be used by the State?

## Training and Employment Guidance Letters (TEGLs)

TEGL 26-14: Workforce Innovation and Opportunity Act Transition Authority for Flexible U  
[TEGL 19-16](#): Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules

## State Instructions (SIs)

[SI 17-01, Change 1](#): Required Employer Registration in SCWOS

[SI 18-08](#): Definition of “Substantial Layoff”



## Desk Aids and Other Links

- [Rapid Response for Employers](#)
- [Rapid Response Fact Sheet](#)
- [Rapid Response for Laid Off Workers](#)
- [State Instructions](#)
- [Staff Online Resources](#)
- [Trade Adjustment Assistance for Workers](#)
- [Worker Adjustment and Retraining Notification \(WARN\) Act](#)

## Abbreviations

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<b>ADA</b>	Americans with Disabilities Act of 1990
<b>ADAAA</b>	ADA Amendments Act of 2008
<b>AEFLA</b>	Adult Education and Family Literacy Act
<b>CEO</b>	Chief Elected Official
<b>DEW</b>	Department of Employment and Workforce
<b>DOL</b>	Department of Labor
<b>DVOP</b>	Disabled Veterans Outreach Program
<b>DW</b>	Dislocated Worker
<b>EO</b>	Equal Opportunity or Office of Equal Opportunity
<b>ESE</b>	Effectiveness in Serving Employers
<b>ESL</b>	English as a Second Language
<b>ETA</b>	Employment and Training Administration
<b>ETPL</b>	Eligible Training Provider List
<b>FEIN</b>	Federal Employer Identification Number
<b>GED</b>	General Educational Development
<b>IEP</b>	Individual Employment Plan
<b>ITA</b>	Individual Training Account
<b>IWT</b>	Incumbent Worker Training
<b>LMI</b>	Labor Market Information
<b>LVER</b>	Local Veterans Employment Representative
<b>LWDA</b>	Local Workforce Development Area
<b>LWDB</b>	Local Workforce Development Board
<b>OJT</b>	On-the-Job Training
<b>PY</b>	Program Year
<b>SBA</b>	Small Business Association
<b>SCWOS</b>	SC Works Online Services
<b>SNAP</b>	Supplemental Nutrition Assistance Program
<b>SWDB</b>	State Workforce Development Board



<b>TAA</b>	Trade Adjustment Assistance
<b>TANF</b>	Temporary Assistance for Needy Families
<b>TEGL</b>	Training and Employment Guidance Letter
<b>TEN</b>	Training and Employment Notice
<b>TRA</b>	Trade Readjustment Allowance
<b>UI</b>	Unemployment Insurance
<b>UIPL</b>	Unemployment Insurance Program Letter
<b>VR</b>	Vocational Rehabilitation
<b>WARN</b>	Worker Adjustment and Retraining Notification
<b>WED</b>	Workforce and Economic Development
<b>WIOA</b>	Workforce Innovation and Opportunity Act of 2014
<b>WOTC</b>	Work Opportunity Tax Credit
<b>WP</b>	Wagner-Peyser Act of 1933



## Staff Acknowledgment Form

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I, \_\_\_\_\_ (Full Name of Staff Member), hereby confirm that I have received and read the “Rapid Response Manual” and understand that it describes the duties and responsibilities expected of me as a team member providing rapid response services.

\_\_\_\_\_  
Staff Member’s Signature

\_\_\_\_\_  
Date

Please return this signed and dated form to the DEW Business and Economic Development Office by scanning and emailing this form to [gfluke@dew.sc.gov](mailto:gfluke@dew.sc.gov).