

Rapid Response Peer Expert Directory



U.S. Department of Labor

Employment and Training Administration

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Foreword



December 2000

The U.S. Department of Labor's Employment and Training Administration, dedicated to serving dislocated workers and employers in meeting their workforce needs, sought to improve the delivery of Rapid Response assistance and early intervention services by collaborating with State and local workforce development professionals. A National Dislocated Worker Workgroup, formed in order to address specific issues related to Rapid Response, conducted a survey of State Rapid Response practices, which found that there is a significant need for technical assistance and training for Rapid Response staff. The preferred method of assistance—peer-to-peer training.

Given this need, the U.S. Department of Labor is proud to present the first edition of the Rapid Response Peer Expert Directory. Compiled by the National Dislocated Worker Workgroup, with support from the U.S. Department of Labor, the Directory consists of federal, State, and local practitioners skilled in planning and coordinating Rapid Response services.

The Directory will serve as a means for workforce development professionals to forge relationships by sharing information to provide more responsive services. Even now, as America enjoys the best economy we have seen in decades, the demands and skills of workforce development professionals are constantly changing and evolving. We hope this Directory provides you with access to the valuable expertise of your colleagues as you design and implement services customized to the needs of dislocated workers in your area.



Acknowledgments

The U.S. Department of Labor would like to acknowledge the valuable contribution of the National Dislocated Worker Rapid Response Workgroup in developing the Rapid Response Peer Expert Directory. Since February 1998, workgroup members have worked tirelessly to develop tools for improving Rapid Response services throughout the country - the Rapid Response Peer Expert Directory being one of them. The workgroup is comprised of 22 State and five substate representatives as well as 12 staff from the Employment and Training Administration both from the national and regional offices and a representative of the AFL-CIO Working for America Institute. Most of the members of the National Dislocated Worker Rapid Response Workgroup not only serve as experts in the directory, but spent countless hours working to select the most talented experts in Rapid Response across the United States.

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Introduction



The Rapid Response Peer Expert Directory, a joint effort of the U.S. Department of Labor (DOL) and the National Dislocated Worker Rapid Response Workgroup, contains information about practitioners who have experience in the design and delivery of dislocated worker services with emphasis on Rapid Response and early intervention services. The Directory is intended to serve as a tool for State and local level agencies to identify peers who have successfully addressed the challenges faced in major worker dislocation events and who are willing to share their expertise.

The peer experts whose profiles are included in the directory are professionals within the Rapid Response or broader employment and training network. They have hands-on experience and can assist others in becoming more proficient in performing specific job duties relating to Rapid Response and early intervention services. The peer experts may provide training or technical assistance using a variety of methods including one-on-one consultation, workshop or panel presentations, development of written materials and case studies, and job shadowing.

History and Background

In February of 1998, the Employment and Training Administration's Division of Adults and Dislocated Workers launched an initiative to improve the delivery of Rapid Response assistance and early intervention services provided then, under Title III of the Job Training Partnership Act, and now under the Workforce Investment Act of 1998. As a result, a National Rapid Response Workgroup was formed.

The workgroup members include representatives from State and substate employment and training programs who were identified by the DOL Regions as experienced practitioners of effective Rapid Response. The workgroup also includes representatives of Employment and Training Administration staff from the Unemployment Insurance Service, Office of Trade Adjustment Assistance, One-Stop Office, Office of Regional Management and a representative from the AFL-CIO Working for America Institute.

At the first workgroup meeting, subgroups were formed to address specific issues relating to Rapid Response including labor management adjustment committees, public outreach and marketing, and staff development and training. The workgroup conducted a survey of State Rapid Response practices through the Westat Corporation. The survey found that there is a significant need for technical assistance and training for Rapid Response staff in a variety of areas including: layoff aversion and early intervention strategies, working with the media, dealing with difficult employees and employers, effective use of labor management committees, and others. Of those surveyed, 87 percent responded that the most appropriate method for improving skills of Rapid Response staff is through seminars or conferences. Seventy percent indicated that peer-to-peer training or technical assistance is a preferred method. As a result of the survey, the Employment and Training Administration developed the Rapid Response Peer Expert Directory.



Introduction (continued)

Selection of Peer Experts

The Employment and Training Administration solicited nominations of individuals at the State and local level who can provide technical assistance, training or other assistance in areas specifically related to Rapid Response and early intervention services to be included in the Directory. The Employment and Training Administration, in consultation with the DOL Regional Offices and the State Dislocated Worker Units, reviewed the nominations and approved peers for inclusion in the Directory.

Commitment of the Peer Experts

The peer experts identified in this Directory have committed to providing a minimum of two hours of phone and/or email assistance each month for the year they have agreed to serve. They will not charge a fee for this monthly commitment, but it is at their discretion to provide assistance beyond the two hours per month. The Department is not responsible for any arrangements made between experts and those requesting services such as coordinating travel, visits, or any cost reimbursement.

The Department expects to release a second edition of this Directory a year after publication of the first edition and will ask current peer experts to renew their commitment and also expand the number of peer experts who are included in the Directory.

Finding the Right Peer Expert

The Directory contains a matrix of the peer experts which is organized by DOL Region to assist you in finding an expert in a specific area and State. The matrix identifies areas of expertise and available types of training an expert is willing to provide. Detailed information on experts is provided in the profiles section and includes a brief description of experience the expert has had under each area of expertise. The peer expert profiles are listed in alphabetical order.

The Directory will be available on www.doleta.gov in a downloadable PDF file. In the future, the Web site will contain a searchable database of the peer experts in the Directory for user convenience. Please note that, as they are released, many of the Rapid Response products will be available on this Web site.

Finding Rapid Response Expertise:

Peer Expert Profiles

John Alexander

Employment and Training Consultant
Georgia Department of Labor
148 International Boulevard, NE
Suite 440
Atlanta, Georgia 30303
Phone: (404) 656-6336
Fax: (404) 651-6175
E-mail: John.Alexander@dol.state.ga.us

Years of Experience

28 years (8 years in Rapid Response)

Large Layoffs and Closures

- Layoffs and closures of 100-300
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Conducts initial prescreen for potential trade certification
 - Assists workers in filing petitions and registering electronically
 - Coordinates with other training vendors and programs

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
- Works with private outplacement firms already engaged by the employer
 - Builds excellent working relationship by providing complimentary services
 - Receives leads from outplacement firms on smaller business closures and layoffs

EXAMPLE:

In 1999, The Lindall Company (denim jeans manufacturer) laid off of 500 employees. The workers were represented by UNITE of AFL-CIO. Lindall provided a facility for an on-site transition center directly outside the front gate for the workers to access services. With the union involved, a worker transition committee was formed. All the community services and organizations provided services out of the Transition Center. The outcome was an excellent example of everyone (partners, employer, union) coming together to assist the workers. A video titled, "The Lindall Story," was produced to show the success of the project.

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services

Management Tools

- Development of Rapid Response databases
 - Experienced in designing a "WARN" log, a database used to track worker survey results, intervention services provided, and worker transition committees' goals and activities

Training Expertise

- Production
- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Laverne B. Alford

Associate Manager, Employment Training Division
Department Economic and Community Development
301 West Pearl Street
Jackson, Mississippi 39203
Phone: (601) 949-2244
Fax: (601) 949-2291
E-mail: lalford@mississippi.org

Years of Experience

5 years

Large Layoffs and Closures

- Layoffs and closures of 50-500
- TAA and NAFTA-TAA required layoffs in the textile industry

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Works with team that consists of Employment Security, Human Services, University Extension Services, local community college, and dislocated worker staff

Planning and Approaches to Employer Services

- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Development of Written Materials

Robert Archuleta

Employment Counselor
Arizona State Department of Economic Security
3406 North 51st Avenue
Phoenix, Arizona 85031
Phone: (623) 247-3304
Fax: (623) 247-6435

Years of Experience

9 years

Large Layoffs and Closures

- TAA and NAFTA-TAA required layoffs of 200-500 workers
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Assists workers in completing petition forms for certification
 - Coordinates with other programs, including dislocated worker services, City of Phoenix and a variety of training vendors to provide services

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Administers interest tools such as Strong Campbell Interest Inventory Occupation and Information System (OIS) to assist workers match their skills with job openings and/or training

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers to provide job search training resources
- Provides early intervention services

EXAMPLE:

Smith Grocery Store (1999) was bought by Fred Meyer, a takeover involving over 500 workers who needed to apply for jobs with Fred Meyer or with other local businesses. At the Center, workers applied for their Unemployment Insurance benefits, learned to complete employment applications and develop resumes, searched for job openings and improved interviewing skills. Computer skills upgrading and training were also provided. Approximately 50 staff from the partnering agencies staffed the Center.

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Years of Experience

Over 20 years

Large Layoffs and Closures

- Military base closures of over 500
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Application for NRA (predecessor to NEG) funds

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Experience representing the Department of Labor in Romania to assist with forming worker transition committees

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Conducts effective initial orientation meetings with workers
 - Was a peer counselor and has trained others to be peer counselors
- Develops effective working relationships with union representatives

EXAMPLE:

Utah Relay Company closed January 31, 2000, laying off 70 employees. Orientation and transition services were provided on-site to all the company's employees in three-hour blocks during a one-day period. Transition services included identification of community resources and assistance with job searches.

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies (distributed in Romania)
- On-Site Technical Assistance
- Labor Organization Expertise
- Grant Writing for NRA (predecessor to NEG) Funds

Gil Edward Barkley

Title III Coordinator
Employment Development Department,
Job Service Division
800 Capitol Mall, MIC-37
Sacramento, California 95814
Phone: (916) 654-9309
Fax: (916) 654-9753
E-mail: gbarkley@edd.ca.gov

Years of Experience

4 years

Large Layoffs and Closures

- Military base closures
 - Assists in arranging services to six military base closures with one currently in progress
 - Budgets and requests additional emergency funds
 - Coordinates and allocates all NRA (predecessor to NEG), Rapid Response and local dislocated worker funds
- TAA and NAFTA-TAA layoffs requiring Rapid Response

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Manages 46 workforce investment areas (former service delivery areas)
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Develops and conducts community-based presentations and meetings involving employees, business owners, local community partners, State agencies, elected officials and one-stop service delivery operators for base closures
- Linkages with Unemployment Insurance profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

- Conducts training on how to provide services/activities to employers and workers

Management Tools

- Project management for on-site career centers
 - Develops tracking on spreadsheet expenditures
 - Provides technical assistance visits to local areas
- Development of tracking systems for follow-up of workers and Rapid Response activities
- Development of Rapid Response databases (i.e., workers, participants, services, costs)

Disaster Planning and Initial Project Implementation

- Staff education on anticipating services needed during a disaster such as an earthquake

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies (Manual on Rapid Response and Dislocated Workers)
- On-Site Technical Assistance

Eleanor Barthé-Jones

Senior Project Leader
Carson/Lomita/Torrance
Private Industry Council
One Civic Plaza, Suite 500
Carson, California 90745
Phone: (310) 518-8120
Fax: (310) 518-8213

Years of Experience

16 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Develops procedures for dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Works with private outplacement firms already engaged by the employer

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies, etc.)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Management Tools

- Assesses Rapid Response effectiveness
 - Conducts surveys of individual workers and employers to document customer satisfaction

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Layoff aversion and incumbent worker training
 - Provides business services for companies that are downsizing to promote training incumbent workers and Rapid Response planning
 - Trains supervisors in working with multi-cultural employees
 - Conducts business breakfast meetings for training on business retention strategies and layoff aversion
- Other employer assistance tools
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies
- On-Site Technical Assistance

Charles L. Best Jr.

Director, King County Reemployment
Support Center/Worker Center
AFL-CIO
2800 First Avenue, #252
Seattle, Washington 98121
Phone: (206) 461-3220
Fax: (206) 461-3669
E-mail: kcrsc@ricochet.net

Years of Experience

24 years (12 years in current position)

Large Layoffs and Closures

- Exceptionally large closures of up to 1,500
 - Application for NRA (predecessor to NEG) funds
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Involved the Community Response Team including members from the Seattle/King Employment Security, local PIC, and the community and technical college

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Assists promotion of labor management team by labor organization
 - Works with a re-employment committee during events involving both union and non-union interests

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations through the Career Development Centers
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation (including PowerPoint presentation)
- Development of Written Materials and Case Studies
- On-Site Technical Assistance

Linda Birtcher

State Coordinator
Governor's Dislocated Worker Task Force
#2 Capitol Mall
Post Office Box 2981
Little Rock, Arkansas 72203
Phone: (501) 682-1818
Fax: (501) 682-3144
E-mail: linda.birtcher@state.ar.us

Years of Experience

30 years

Large Layoffs and Closures

- Exceptionally large closures of over 500 and others ranging in size from 100-500
- Military base closures
- TAA and NAFTA-TAA layoffs requiring Rapid Response

EXAMPLE:

Example: Levi-Strauss Company closed its plant in 1999, involving 1,100 workers with only two weeks' notice. Workers received retraining benefits from the employer, resulting in most of the workers being placed in training programs. A community meeting was coordinated with all resource providers including the State Economic Development office and elected officials. A mobile RV unit provided service at an on-site location.

Planning and Approaches to Employer Services

- Coordinates with private outplacement firms already engaged by the employer
 - Develops memorandums of understanding for sharing resources and management of service providers

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Works with events with 90% Hispanic/Asian populations (Spanish, Southeast Asian language hard copy materials developed and utilized by affected workers)
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

- Develops materials in Spanish and Vietnamese

Rural Services

- Utilizes mobile units and career vehicles to travel throughout Arkansas to provide services

Training Expertise

- One-on-One Consultation
- Workshop and Panel Presentation
- On-Site Technical Assistance

Eric Brown

Capital Area Workforce Development Board
5930 Middle Fiskville Road, 5th Floor
Austin, Texas 78752
Phone: (512) 223-7849
Fax: (512) 223-1829
E-mail: eric.brown@twc.state.tx.us

Years of Expertise

6 years

Large Layoffs and Closures

- Exceptionally large closures of up to 2,000 workers
- Part of national downsizing by large companies in retail and manufacturing industries
- Military base closures
 - Worked on Red River Army Depot's base realignment and closing committee, affecting 500-700 workers
 - Coordinated with Louisiana and Arkansas as well as with local areas deeply involved and brought in warehousing and heavy manufacturing plants to the area to place workers

LAYOFFS OCCURRING WITH NO NOTICE

Example: The Houston Post closed its doors with no notice, affecting over 2,000 people. The Rapid Response Team worked for 90 days after the closure to provide and coordinate services. The team worked with the union representatives and the AFL-CIO to build worker transition committee in conjunction with two local PICs. Peer counselors were appointed and trained to give one-on-one Rapid Response orientations. These efforts resulted in providing 700 people Rapid Response services.

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Works with employers reluctant to cooperate with State/local services for dislocated workers (i.e., Houston Post)
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Works with company, worker representatives, workforce development boards, and community to form committee and select appropriate chair

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Promotes transition centers to employers to allow the set-up and operation on-site
- Provides early intervention services
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
 - Collaborates with State on WIA planning for incumbent worker training funds
 - Coordinates with other colleges to provide incumbent worker training
 - Involved in distance/Web-based training
- Establishes linkages with economic development (State and local)
 - Works with local chamber of commerce, industry associations and economic development agencies to identify employer training needs
 - Established industry clusters around key industries in Austin and ten surrounding communities to meet monthly with employers

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Sharon Burk

Regional Representative
Pennsylvania Dislocated Worker Unit
1101 Green Avenue
Altoona, Pennsylvania 16601
Phone: (814) 949-7912
Fax: (814) 941-6801

Years of Experience

9 years (4 years at the local level)

Large Layoffs and Closures

- Exceptionally large closures of up to 2,400 in the electronic/cabling industry
- Military base closures
 - Experience coordinating transition team of employers and base representatives to develop NRA (predecessor to NEG) grants
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Served two years as TRA and TAA coordinator

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Edits newsletter for workers which is produced on a monthly basis by office staff and coordinated with respective providers

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)
- Other employer assistance tools
 - Works with employer initially to discuss layoff aversion services

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

George Burke

Special Projects Manager
Rhode Island Department of Labor and Training
101 Friendship Street
Providence, Rhode Island 02903
Phone: (401) 222-1597
Fax: (401) 222-1635
E-mail: gburke@dlt.state.ri.us

Years of Expertise

21 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Works with Department of Human Services for those workers who cannot afford COBRA
 - Collaborates with unions, labor, AFL-CIO partnerships, local mayors, and town administrators
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Develops letter to pass out or send to affected workers if employer is providing little information

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations (i.e., Spanish, Portuguese)
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
 - Coordinates on-site and local offices for services such as job bank, ESL, GED, and evening programs
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Layoffs Occurring with No Notice

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Tony Castillo

Director
California AFL-CIO Workers Assistance Program
417 Montgomery Street, Suite 310
San Francisco, California 94104
Phone: (415) 395-9091
Fax: (415) 395-9093
E-mail: aflciowap@calaborfed.org

Years of Experience

10 years

Large Layoffs and Closures

- Exceptionally large closures of over 500
- Military base closures throughout California
 - Establishes community-based worker transition committees during base closures
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Works with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Patti Castro

Assistant Director
Workforce Investment Board
22455 Maple Court
Hayward, California 94541
Phone: (510) 728-7868
Fax: (510) 728-7861
E-mail: pcastro@co.alameda.ca.us

Years of Experience

20 years

Large Layoffs and Closures

- Exceptionally large closures of over 500 (i.e., industrial production, electronics, high-tech)
- Part of national downsizing by large company
 - Coordinated services for AT&T after multiple unions and committees were established
 - Serves workers in different service components (i.e., laborers, high-tech, corporate)
- Military base closures
 - Experience working on four-year project to layoff 5,700 people
 - Coordinates services with another local workforce investment area and Department of Defense
 - Experience forming a large labor management adjustment team to effectively work with all parties
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Facilitates coordination with employer and other agencies that need to be involved
 - Writes grants and coordinates resources with the State as part of downsizing by large national companies

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Coordinates the initial organization, strategic planning, and definition of members' roles

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with unique and creative services and resources
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance
- Strategic Planning for Transition Teams/LMACs

Filiberto Chairez

Rapid Response Acting Program Coordinator
Minnesota Department of Economic Security
500 Metro Square Building
121 7th Place East
St. Paul, Minnesota 55101-2146
Phone: (651) 296-7335
Fax: (651) 215-3842
E-mail: fchairez@ngwmail.des.state.mn.us

Years of Experience

20 years

Large Layoffs and Closures

- Exceptionally large closures over 500 in the Twin Cities metro area
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Involves employers to assist workers in filing for petitions
 - Collaborates with the TAA coordinator

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies

Planning and Approaches to Employer Services

- Conducts effective initial meeting with employers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Identifies interest in a committee from a worker survey
 - Selects committee members and conducts training on committee processes
 - Issues newsletter to communicate with workers
- Works with private outplacement firms already engaged by the employer
 - Participates in the meetings to share resources and management of services

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker population (i.e., Southeast Asian, South American, African)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers

Business Retention/Layoff Aversion Strategies

- Incumbent worker program for at-risk businesses
- Provides information on grants to employers and then refers to appropriate agency

Training Expertise

- One-on-One Consultation

Jeff Chamberlin

Public Service Executive III
Iowa Workforce Development
Dislocated Worker Unit
150 Des Moines Street
Des Moines, Iowa 50309
Phone: (515) 281-9034
Fax: (515) 281-9096
E-mail: Jeff.Chamberlin@iwd.state.ia.us

Years of Experience

12 years

Large Layoffs and Closures

- Layoffs and closures in the manufacturing and meat packing industries
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Coordinates peer support networks
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers

Disaster Planning and Initial Project Implementation

- Plans and implements programs for flood and tornado incidents

Rural Services

- Organizes dislocated farmer services

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation



Perry Chapin

Executive Director
Labor Institution for Workforce Development
5806 Meredith Drive
Suite E
Des Moines, Iowa 50322
Phone: (515) 253-2626 or (816) 426-6371
Fax: (515) 253-2356
E-mail: laborinstitute@uswest.net

Years of Experience

19 years

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Experience initiating State legislation

Business Retention/Layoff Aversion Strategies

- Other employer assistance tools
 - Provides workforce reorganization services to avert layoff or closure
 - Utilizes listening technique “Process of Storytelling” to gain insight into the problems of employers

Rural Services

- Serves rural areas to help them organize and train worker transition committee members

Training Expertise

- Workshop or Panel Presentation on the Role of Labor and Union Issues

Mark Christiansen

Rapid Response Coordinator
Riverside County Economic
Development Agency
1151 Spruce Street
Riverside, California 92507
Phone: (909) 955-3128
Fax: (909) 955-3131
E-mail: eda2.mchristi@co.riverside.ca.us

Years of Experience

4 years

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities (i.e., One-Stop Career Center, economic development agency, consumer credit counseling; out-placement firm, local chamber of commerce)
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides multi-lingual (other than English) worker populations
 - Develops and distributes materials in Spanish
 - Manages staff who are bilingual

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)
- Other employer assistance tools
 - Uses survey instrument with cooperation of local chamber of commerce to identify employers' hiring needs and likely skill shortages that could affect local business retention
 - Meets with local businesses on a regular basis
 - Contracts with local agency for layoff aversion strategies
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees

Training Expertise

- One-on-One or Group Consultation

Steve Clem

Program Coordinator
Ohio Employee Ownership Center
Kent State University
309 Franklin Hall
Kent, Ohio 44242
Phone: (330) 672-3028
Fax: (330) 672-4063
E-mail: cclem@kent.edu

Years of Experience

3 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response (i.e., United Rubber Workers)

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
- Establishes linkages with economic development (State and local)
 - Noted specialist in employee ownership conversion services since 1987
 - Provides technical assistance to employees
 - Conducts outreach to business community and referrals from employees, union, and Ohio Rapid Response Unit
 - Develops succession planning for individually-owned businesses without heirs that are considering the sale of their business
 - Coordinates seminars to help plan succession
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies on Pre-Feasibility Studies Training
- On-Site Technical Assistance

Years of Experience

25 years

Large Layoffs and Closures

- Exceptionally large closures of up to 800
 - Manages 11 substate areas and an in-house team to deliver the necessary services
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Provides extensive information to workers and employers
 - Application for NRA (predecessor to NEG) funds

EXAMPLE:

An Ithaca company closed its plant, affecting 350 workers of Hispanic and Asian descent. Rapid Response set up the transition center that provided ESL, GED, stress management, job search training, and UI assistance.

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Coordinates with private outplacement firms already engaged by the employer (i.e., Levi-Strauss)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Coordinates equipment leasing and hiring of staff for the centers
- Conducts effective initial orientation meetings with workers

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance
- Grant Writing for Emergency Funding (i.e., NRA grants—predecessor to NEG)

Rosemary Cora-Cruz

Rapid Response Coordinator
Regional Reemployment Center
Pima County Community Service
667 North 7th Avenue
Tucson, Arizona 85705
Phone: (520) 629-0450
Fax: (520) 791-9926
E-mail: rcoracruz@csd.co.pima.az.us

Years of Experience

19 years

Large Layoffs and Closures

- Exceptionally large closures up to 2,200
- Part of national downsizing by large company
 - Experience in defense-related layoff (i.e., Raytheon)
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Helps company file proper paperwork and produce background documentation

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Works very closely with UI, Job Service, labor unions, and United Way
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Serves as key resource to address different groups such as boards, business leaders, and community leaders
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Meets with UI profiling group every two weeks
 - Coordinates UI with State to follow up and provide initial information

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Works with private outplacement firms already engaged by the employer
 - Conducts joint services such as orientations
 - Experience negotiating to avoid duplication of services with large firms

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Serves primarily Spanish speaking population in addition to Vietnamese and Laotian
 - Hires staff that speak Spanish and Vietnamese
 - Develops materials in Spanish
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
 - Provides meetings on a daily basis with a variety of populations and jobs
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation on Conducting Effective Employee Orientations and NAFTA-TAA
- Development of Written Materials and Case Studies

Dan Cosgrove

Education and Research Director
Illinois AFL-CIO
534 South Second Street
Springfield, Illinois 62701-1705
Phone: (217) 544-4014
Fax: (217) 544-0225

Years of Experience

16 years

Large Layoffs and Closures

- Exceptionally large closure of over 500
- Military base closures
 - Experience forming transition committees for base closings

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Provides early intervention services
 - Uses peer counseling model with most layoffs
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Thomas Croft

Executive Director
Steel Valley Authority
One Library Place, Suite 201
Duquesne, Pennsylvania 15110
Phone: (412) 460-0488
Fax: (412) 460-0487
E-mail: tcroft@unidial.com

Years of Experience

18 years

Large Layoffs and Closures

- Part of national downsizing by large company
 - Works with company to find alternatives to closing the plant
 - Assists in finding a buyer to takeover the plant and its operations
 - Experience coordinating a \$24 million buyout of Nabisco plant in Pittsburgh and re-employment of plant workers
- Military base closures
 - Converting facility for resale to the City of Pittsburgh for \$1 for a manufacturing tenant
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Services approximately three NAFTA-TAA related events per year
 - Ensures that information is communicated to the affected workforce
 - Refers union and workers to consulting groups which will assist them in filing for NAFTA-TAA

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Coordinates with State and dislocated worker services, Rapid Response, and local workforce entities if layoff is unavoidable
- Interstate closures requiring cooperation and coordination among different State agencies
 - Collaborates with different States about anticipated closures at multi-plant facilities (i.e., Ohio, West Virginia)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
 - Intervenes when there is possibility of retention
 - Utilizes large referral system that includes businesses, labor unions, government, and economic development agencies

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Management Tools

- Development of tracking systems for follow-up of workers and Rapid Response activities.
 - Works with existing facilities to develop strategies to manage facilities more efficiently, enable labor management cooperation and promote workforce participation

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
- Establishes linkages with economic development (State and local)
 - Developed and manages a 20-county business retention program funded with WIA Statewide funds
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies
- On-Site Technical Assistance

Ron Danowski

Dislocated Worker Program Coordinator
State of Wisconsin Department of Workforce Development
Post Office Box 7972
Madison, Wisconsin 53707
Phone: (608) 266-7406
Fax: (608) 267-0330
E-mail: danowro@mail.state.wi.us

Years of Experience

Over 20 years

Large Layoffs and Closures

- Exceptionally large closures of over 5,000 in multi-state, multi-union events
 - Works with local agencies and technical colleges to write NRA (predecessor to NEG) grant applications
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Experience integrating TAA programs into One-Stop activities

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies (i.e., Illinois, Michigan, Minnesota, Iowa)
 - Coordinates with border towns that have different Trade and UI procedures
 - Enables local and State representatives to communicate effectively to the affected population
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Experience developing Web site and technical assistance information as well as presentations at conference on worker transition committees
- Works with private outplacement firms already engaged by the employer
 - Develops joint strategies for serving the same company and target groups
 - Works with public and private sector providers of reemployment services

Planning and Approaches to Employer Services

- Serves multi-lingual (other than English) worker populations (i.e., Spanish, German, Mung)

Other

- Experience developing school-to-work programming and marketing in State

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation on Integration of Services, Training and Labor Management Committees
- Certified in Competency Training for DACUM (Develop a Curriculum) Basic Curriculum Development
- On-Site Technical Assistance



Maria Dardano

Director, Dislocated Worker Assistance Center
New York State Department of Labor
Working Solution Center, New York State AFL-CIO
207 Genesee Street, Suite 201
Utica, New York 13501
Phone: (315) 793-2754
Fax: (315) 793-2509
E-mail: bcamdd@labor.state.ny.us

Years of Experience

10 years

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Established Dislocated Worker Center with team of representatives from State labor department, local service delivery area, economic development agencies, local chamber of commerce, and AFL-CIO
- Develops effective working relationships with union representatives

Layoff Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Bob Davis

Employment and Training Programs Manager
Georgia Department of Labor
148 International Boulevard, NE
Suite 440
Atlanta, Georgia 30303-1751
Phone: (404) 656-6336
Fax: (404) 651-6175
E-mail: Bob.Davis@dol.state.ga.us

Years of Experience

28 years

Large Layoffs and Closures

- Exceptionally large closures of up to 10,000 workers
 - Application for NRA (predecessor to NEG) funds

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Coordinates agencies such as UI and Trade at the onset of a layoff and determine the needs of the affected population
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Profiles workers immediately when they file the claim

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
 - Develops initial employer plan while at meeting to determine necessary services
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Enlists worker and employer representatives to form and participate in worker transition committees
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Conducts effective initial orientation meetings with workers
 - Customizes each meeting to audience (i.e., multi-cultural, white collar)
- Effects a smooth transition to local One-Stop services for affected workers

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Years of Experience

20 years

Large Layoffs and Closures

- Exceptionally large closures of over 500
- Military base closures
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Works with 13 Western States as part of regional territory

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Coordinates peer counseling

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Management Tools

- Project management for on-site career centers

Other

- Works with non-union employers

Training Expertise

- One-on-One Consultation
- Workgroup and Panel Presentation

Linda Detzel

Regional Representative
Erie Team Pennsylvania CareerLink
Pennsylvania Department of Labor and Industry
1309 French Street
Erie, Pennsylvania 16501
Phone: (814) 455-9966 ext. 560
Fax: (814) 871-4844
E-mail: ldetzel@dli.state.pa.us

Years of Experience

6 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response

Coordination

- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Coordinates services with six partners including economic development and social services to provide for 350 affected workers of Pennzoil Oil City
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Coordinates with private outplacement firms already engaged by the employer

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local) in 13 counties

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies
- On-Site Technical Assistance
- Train the Trainer and Group Training
- Facilitation of Transition Teams in Difficult or Unusual Situations

Wendy Dougherty

Rapid Response Coordinator
Virginia Employment Commission
13135 Lee Jackson Highway
Suite 340
Fairfax, Virginia 22033
Phone: (703) 803-0043
Fax: (703) 803-0025
E-mail: vec037r4.vec@va.visi.net

Years of Experience

10 years

Large Layoffs and Closures

- Large layoffs in manufacturing, sewing and knitting mills, high technology and military base closures, ranging in size from 25-350

Coordination

- Interstate closures requiring cooperation and coordination among different State agencies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employer
 - Developed a workshop called Responsible Management for Supervisors and Human Resources to be used during the downsizing process
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Develops Workforce Transition Team in area to provide team building training so workers are able manage their transition
- Coordinates with private outplacement firms already engaged by the employer
 - Works side-by-side with firms to deliver services based on strengths and resources

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Conducts effective initial orientation meetings with workers
 - Teaches workers about managing the change that accompanies job loss
- Develops effective working relationships with union representatives

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)
- Other employer assistance tools
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies
- On-Site Technical Assistance
- Masters Degree in Counseling
- Development of Extensive Networking Opportunities with Human Resources Professional Groups

Thomas L. Drabik

Assistant Director
New Jersey Department of Labor,
Division of Business Services
Post Office Box 058, 7th Floor, Labor Building
Trenton, New Jersey 08625
Phone: (800) 343-3919
Fax: (609) 777-3202
E-mail: tdrabik@dol.state.nj.us

Years of Experience

30 years

Large Layoffs and Closures

- Part of national downsizing by large company
 - Intervenes with Rapid Response team to offer services and incentives

Coordination

- Interstate closures requiring cooperation and coordination among different State agencies (i.e., Pennsylvania)

Planning and Approaches to Employer Services

- Coordinates with private outplacement firms already engaged by the employer, including negotiations with firm to support contracted services

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Conducts effective initial orientation meetings with workers
 - Organizes all key stakeholders to attend initial meeting
 - Determines other State agencies and resources to present at meeting
- Develops effective working relationships with union representatives
 - Effects communication between union and employer through Rapid Response services

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
 - Provides employers access to customized services and funding
 - Develops marketing/information packet that details incumbent worker training system
- Establishes linkages with economic development (State and local)
 - Determines possibility of layoff aversion and coordinates with agencies for services
 - Experience preserving businesses by providing tax incentives, delayed taxes, reduced taxes, and reduced rates on utilities
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees

Disaster Planning and Initial Project Implementation

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance
- NRA (predecessor to NEG) Grant Development Assistance

William J. Dunn

Employment Specialist/Area Representative
Labor & Industry Bureau of Workforce Investment
Rapid Response Coordination Service
32 East Union Street, Room #103
Wilkes Barre, Pennsylvania 18711-0651
Phone: (570) 826-2379
Fax: (570) 826-2443
E-mail: wdunn@dli.state.pa.us

Years of Experience

18 years

Large Layoffs and Closures

- Large layoffs and closures over a 15 county area, which includes rural and urban boundaries and varied workforce sizes (military base downsizing, garment industry, manufacturing, etc.)
- Military base downsizing
 - Experience establishing a Worker Transition Team that tracked the services and communicated with workers via newsletter
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Ensures that petitions are filed early so that a decision (certification) is made prior to the separation date

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies (i.e., New York, New Jersey)
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)

- Works with private outplacement firms already engaged by the employer
 - Offers firms a cooperative and collaborative partnership to complement each other's services

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Develops effective working relationships with union representatives
 - Works with labor union to provide services to the workers

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)
 - Coordinates with TEAM PA to make sure the company explores every avenue to avert a layoff or closure

Rural Services

- Serves a 15 county area which includes rural and urban boundaries and varied workforce sizes (i.e., military base downsizing, garment industry, manufacturing)

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Brad Dyer

Director
Michigan AFL-CIO Human Resources
Development, Inc.
419 South Washington Avenue, Suite 300
Lansing, Michigan 48933
Phone: (517) 372-0784
Fax: (517) 372-0787
Email: beedee@voyager.net

Years of Experience

17 years

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Contracts with 17 out of the 25 service delivery areas to provide services
 - Functions as both a service provider and technical advisor during layoffs
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Negotiates with other community organizations to get them involved, including political entities
 - Coordinates with new and expanding companies who are creating jobs to place workers being dislocated
 - Recruits different entities to work together, including economic development
 - Engages competing interests to craft win-win situation for employers and workers
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Includes explanation of profiling and other services at the same time
 - Helps workers move toward jobs more quickly because of good relationships developed with employers in area

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance



Donald W. Engelhart

Re-Employment Manager
DERS ESA Job Service Unemployment Insurance
438 West Adams
Phoenix, Arizona 85004
Phone: (602) 252-7771 ext. 134
Fax: (602) 253-2316

Years of Experience

30 years

Coordination

- Interstate closures requiring cooperation and coordination among different State agencies
 - Serves on the Rapid Response multi-agency team responding to a layoff in the City of Phoenix and Maricopa County
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Training Expertise

- One-on-One or Group Consultation

Christine Enright

Supervisor/Rapid Response Coordination and Services Unit
Department of Labor and Industry
7th & Forster Streets
12th Floor, Labor and Industry Building
Harrisburg, Pennsylvania 17120
Phone: (717) 783-1951
Fax: (717) 787-5785
E-mail: cenright@dli.state.pa.us

Years of Experience

10 years

Large Layoffs and Closures

- Exceptionally large closures of over 500
 - Provides Rapid Response and resource planning whenever there is a large dislocation (i.e., steel mills, mines, high-tech)
 - Oversees steering committee for National Emergency Grants (formerly NRA grants) and monitors progress on a monthly basis
 - Assists in development of NEG and coordination of experts
- Military base closures
 - Experience working with biggest military installation ever closed (Philadelphia Shipyard)
 - Conducts initial services for three major military bases, the National Guard and defense contractors
 - Manages the coordination of defense conversion processes for Pennsylvania
 - Ensures that partners meet, grants are written, and steering committees are established

Coordination

- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Determines community interest and how to capitalize on that interest
 - Enlists politicians to serve on planning committee
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Experience in design of the profiling strategy/procedures

Planning and Approaches to Employer Services

- Works with employers reluctant to cooperate with State/local services for dislocated workers

- Coordinates with private outplacement firms already engaged by the employer
 - Negotiates and coordinates with outplacement firms at least three times per month

Planning, Design and Arrangement of Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Develops effective working relationships with union representatives
 - Experience forming successful labor management adjustment committees

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
 - Serves on one of the largest incumbent worker projects in the country as part of shipyard layoff
 - Provides combination of employer training, new equipment training, consortium of community colleges in Southeastern Pennsylvania, focusing specifically on manufacturing needs and training
 - Development of consortium of employers to do system building, training workers in advanced manufacturing techniques
- Establishes linkages with economic development (State and local)
 - Makes initial overture to agencies at the local level and develops good relationship

Training Expertise

- One-on-One Consultation
- Workshop of Panel Presentation
- On-Site Technical Assistance



Cheryl Foster

Unemployment Insurance Unit Supervisor
Employment Security Administration
6666 West Peoria
Suite 101
Glendale, Arizona 85302
Phone: (623) 486-9891
Fax: (623) 486-3915

Years of Experience

12 years

Coordination

- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Experience developing process to identify dislocated workers for profiling

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
 - Provides unemployment insurance filing and claims processing

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Training Expertise

- One-on-One Consultation
- On-Site Technical Assistance

Mary Sue Freitag

Rapid Response Coordinator
Department of Workforce Development
203 South William
South Bend, Indiana 46601
Phone: (219) 288-5964
Fax: (219) 239-2672
E-mail: mfreitag@dwd.state.in.us

Years of Experience

13 years

Large Layoffs and Closures

- Layoffs and closures ranging in size from 50-500, primarily in the manufacturing and health care industries
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Assists workers to file appeal to reverse decision

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Effects smooth transition to local One-Stop services for affected workers

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Judy Friedman

Employment & Training Specialist II
New Jersey Department of Labor/Response Team
Post Office Box 058
Labor Building, 7th Floor
Trenton, New Jersey 08625
Phone: (800) 343-3919
Fax: (609) 777-3202
E-mail: jfriedman@dol.state.nj.us

Years of Experience

17 years

Large Layoffs and Closures

- Exceptionally large closures of over 500
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Provides training of neutral chairperson
- Works with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Understands operation of center due to extensive experience in providing worker assessment, resume workshops, and re-employment services
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers-partners representatives from local centers
- Develops effective working relationships with union representatives

Layoffs Occurring with No Notice

- Experience operating Haagen Daz Career Center at site for four months

Training Expertise

- One-on-One Consultation
- Workshop and Panel Presentation
- Job Shadowing

Rob Gamble

Employment and Training Manager
North Valley (NOVA) Private Industry Council
505 West Olive Avenue
Suite 550
Sunnyvale, California 94086
Phone: (408) 522-1033
Fax: (408) 773-9054
E-mail: rgamble@novapic.org

Years of Experience

14 years

Large Layoffs and Closures

- Exceptionally large closures of over 500
- Part of national downsizing by large company (i.e., Lockheed, Amdahl, Apple, SGI)
 - Experience serving over 5,000 people with on-site work and coordination of on-site centers
- Military base closures
 - Works effectively with economic development to provide re-employment services

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Develops good relationships with community colleges and unemployment offices to coordinate services quickly
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Conducts UI profiling for area

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Serves as primary point of contact for employers
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Experience translating material.
 - Built a kiosk for Vietnamese and Spanish populations
 - Manages staff that speak Vietnamese, Spanish, Portuguese, and Russian
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Rob Gamble continued

Management Tools

- Project management for on-site career centers
 - Operates multiple on-site centers simultaneously
 - Coordinates arrangements so that centers will operate smoothly
 - Conducts some centers on a fee-for-service or in-kind basis

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
 - Serves on Employment and Training Panel training funds
- Establishes linkages with economic development (State and local)
- Other employer assistance tools
 - Conducts strong Labor Market Information program that connects employers and job seekers

Other

- Prepares local labor market information (LMI) in addition to monitoring of seven top industry clusters in the region
 - Provides real-time qualitative analysis of the labor market
 - Develops written materials of LMI information for two to three industry clusters per year

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation on LMI, On-Site Centers, and Incumbent Worker
- On-Site Technical Assistance
- Job Shadowing

Mike Goldman

Rapid Response Labor Liaison
Minnesota AFL-CIO
175 Aurora Avenue
St. Paul, Minnesota 55103
Phone: (651) 227-7647
Fax: (651) 227-3801
E-mail: mgoldman@ngwmail.des.state.mn.us

Years of Experience

7 years

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Understands working with both union and non-union layoffs
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Translates materials to work with other language groups
 - Develops videos to assist dislocated workers who have limited language skills
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives
 - Works in circumstances with variety of unions within a work site

Layoffs Occurring with No Notice

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Miche Grant

Chief Operating Officer
Kankakee Valley Workforce Development Services
1507 East Evans Avenue
Valparaiso, Indiana 46383
Phone: (219) 462-8126
Alternate Phone: (219) 464-4861
Fax: (219) 464-2881

Years of Experience

22 years

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Works with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
- Develops effective working relationships with union representatives

Management Tools

- Development of tracking systems for follow-up of workers and Rapid Response activities
- Assesses Rapid Response effectiveness

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)
 - Coordinates the local and State regional staff with economic agencies and local economic development
 - Communicates effectively with public officials

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Staff Training on the Delivery of Rapid Response and Dislocated Worker Services
- Research Study on Effects of a Yearlong Closure in a Rural Area (Orville Redenbacher Popcorn, 2,700 workers)

Charles Greer

Labor Liaison
Idaho Workers Opportunity Network, AFL-CIO
7440 West Lemhi
Boise, Idaho 83709
Phone: (208) 321-4825
Fax: (208) 321-4827
E-mail: sgreer@labor.state.id.us

Years of Experience

17 years

Coordination

- Interstate closures requiring cooperation and coordination among different State agencies (i.e., Washington, Oregon)
 - Experience working with major bank mergers and telecommunications (U.S. West) layoffs
 - Coordinates with the appropriate State Rapid Response Dislocated Worker Unit to deliver services and to assure that workers receive the same information consistently

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Uses these committees most of the time
 - Coordinates with the workers to assist with outreach, follow-up, and tracking individual workers
 - Works with committee to determine the types of services the workers need

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations (Spanish speaking)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Patricia Grose

Current Workforce Coordinator
Department of Community Colleges and
Workforce Development, State of Oregon
255 Capitol Street NE, Suite 399
Salem, Oregon 97310-1600
Phone: (503) 373-1995 ext. 231
Fax: (503) 378-3365
E-mail: pat.grose@state.or.us

Years of Experience

12 years

Large Layoffs and Closures

- Exceptionally large closures of over 500 (i.e., natural resource based economies, manufacturing, high-tech)
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Works with locals to demonstrate the value of dual-enrollment and present program under two agencies as a seamless delivery system
 - Identifies and provides for secondary workers
- Part of national downsizing by large company (i.e., AT&T, Nike, Boeing)
 - Cultivates relationship with employer to leverage resources and recognizes the corporate culture and how that can add value to the layoff strategy
 - Maximizes all the opportunities that exist even when the State programs are not similar, ensuring that workers are getting same level of service

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
Participates in an interagency taskforce that meets on a regular basis to address issues, policies, build opportunities and coordinate technical assistance training to field staff
- Interstate closures requiring cooperation and coordination among different State agencies (i.e., Idaho, Washington, Arizona)
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Coordinates and organizes community response teams

- Identifies the key players who develop joint strategies and community wide response to the event
- Trains communities to know who should be members of the teams and how to collect data and labor market information to identify trends/risks

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Sells the concept to the key players and helps the company determine who should serve on the committee
 - Develops peer outreach programs and maintains them
- Works with private outplacement firms already engaged by the employer
 - Analyzes how to leverage the arrangement with the firm and the services offered through the State and local area so that roles of firm and public services are clarified and they complement each other

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serving multi-lingual (other than English) worker populations
 - Involved in developing resource materials published in Spanish, Russian, Vietnamese and contracts with translators in these languages
 - Organizes peer support programs that are representative of these multi-cultural populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
 - Ensures that Rapid Response specialists are networking with regional economic development officers and labor market information specialists
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
 - Works to ensure that One-Stop systems are flexible and ready to respond to a dislocation at the work site or at another location to provide easy access for the affected workers
- Develops effective working relationships with union representatives

Management Tools

- Project management for on-site career centers
 - Places resource center on-site, if possible, and works to make them flexible to the needs of the workers
- Assesses Rapid Response effectiveness
 - Develops employer surveys

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
 - Develops State and local capacity to develop a set of comprehensive strategies to serve the workforce (i.e., addressing skill needs, building industry coalitions/consortiums, expanding capacity to bring training to the workplace through distance learning and customized training)
 - Develops training plans, assessing what level of competency workers have achieved through training
 - Leverages the investment the employers make and uses it to promote statewide performance or outcomes
 - Experience in conducting focus groups to get a better understanding of the employers' needs of the current workforce
- Establishes linkages with economic development (State and local)
 - Develops opportunities to connect to industry associations, small business development centers and regional economists
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Frank J. Guzzo

Rapid Response Coordinator, Workforce Transition Unit
Department of Workforce Development
6224 Central Avenue
Portage, Indiana 46368
Phone: (219) 763-4378
Fax: (219) 763-3061
E-mail: fguzzo@dwd.state.in.us

Years of Experience

22 years (also a former dislocated worker)

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Contracts with AFL-CIO to train peer counselors/advocates
- Coordinates with private outplacement firms already engaged by the employer
 - Develops cooperative agreements to share assessment and information, based on trust and credibility, to create seamless service delivery

Layoffs Occurring with No Notice

- Provides quick response to confirm rumors and begin outreach

Business Retention/Layoff Aversion Strategies

- Pre-feasibility studies and approaches to company purchase by an alternative group including employees
 - Works with Indiana Business Modernization and Technology, a quasi-government group that conducts business analyses of companies and their operations, makes recommendations, and identifies resources to retain the business and or avert layoff

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Member of the National Association of Job Search Trainers

John Harloff

Community Service Center Manager III
Department of Employment Services
New York State Department of Labor
13860 Barclay Avenue
Flushing, New York 11355
Phone: (718) 321-6302
Fax: (718) 461-8572

Years of Experience

25 years

Large Layoffs and Closures

- Exceptionally large closures of up to 7,000 (i.e., Pan American Airlines)
 - Contributed data to produce a national grant application to serve large volume of laid-off workers
- Part of national downsizing by large company
- Military base closures (i.e., Staten Island)
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities (five workforce areas; UI; labor exchange; labor union and economic development)
- Interstate closures requiring cooperation and coordination among different State agencies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., Proctor & Gamble, TransWorld Airlines)
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representative

Management Tools

- Assesses Rapid Response effectiveness

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development agencies (State and local)

Training Expertise

- One-on-One Consultation



Jim Heck

Project Director
United Mine Workers of America Clearinghouse
Post Office Box 904
Vincennes, Indiana 47591
Phone: (812) 882-3575
Fax: (812) 882-1586
E-mail: umwa@vincennes.net

Years of Experience

7 years

Large Layoffs and Closures

- Exceptionally large closures of over 500 (i.e., coal industry layoffs)
 - Developed NRA grant applications (predecessor to NEG) for the coal-related dislocated workers affected by the Clean Air Act

Coordination

- Develops of strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Trains peer counselors using designed curriculum

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Daniel W. Heitsenrether

Pennsylvania Regional Coordinator,
Dislocated Worker Unit
Pennsylvania Department of Labor and Industry
208 West Third Street, Suite 303
Williamsport, Pennsylvania 17701
Phone: (570) 327-3521
Fax: (570) 327-3647
E-mail: dheitse@palihost.state.pa.us

Years of Experience

- 10 years with Rapid Response
- 15 years with UI/Labor and Industry Department

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate and intrastate closures requiring cooperation and coordination among different State agencies (i.e., McGraw Hill in Pennsylvania and Maryland)
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Developed re-employment program profiling and UI Call Center in the State

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Utilizes committees in most of the events, before and after the layoff (i.e., Amp Inc.)
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop and Panel Presentation
- On-Site Technical Assistance

Years of Experience

25 years

Large Layoffs and Closures

- Exceptionally large closures of up to 1,300
- Part of national downsizing by large company
 - Works with many headquarter enterprises that have large layoffs (i.e., Kmart, Strohs)
 - Develops application for NRA (predecessor to NEG) grant applications
- Military base closures (i.e., airbase closings)
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Serves a high percentage of manufacturing firms that have a negative impact associated with foreign trade and that have trade relationships with Canada and Mexico (about 90% of these layoffs that are both NAFTA-TAA and TAA)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Manages services for large scale closings
 - Leads meetings where these entities come together, frequently from different counties
 - Uses LMACs as focal point
- Interstate closures requiring cooperation and coordination among different State agencies (i.e., Wisconsin) to make sure that all customers receive assistance
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
 - Develops presentation materials for meetings and documents activities closely
- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Provides constant communications with employers (i.e., letters from high-ranking State official)
 - Works with organized labor to resolve situation
 - Holds off-site meetings at a union hall or community center
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Has developed protocol and procedural requirements for LMACs
 - Has developed materials and training manuals and handbooks
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Has developed materials in Spanish and Chaldean and brings in translators to many of these events
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Advises company on what to provide for the center
- Provides early intervention services
- Conducts effective initial orientation meetings with workers by helping to develop agenda and coordinate with local service providers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Management Tools

- Develops tracking systems for follow-up of workers and Rapid Response activities
 - Manages comprehensive database that tracks workers through their exposure to programs and services, including LMACs
 - Transfers data tracking to local agencies after certain period of time
- Assesses Rapid Response effectiveness
- Develops Rapid Response databases (i.e., workers, participants, services, costs)
 - Utilizes management services database that tracks workers, participants, services, and costs

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
- Linkages with economic development at the State level
 - Manages layoff aversion and employee ownership efforts
 - Conducts community-planning development
- Other employer assistance tools
 - Provides direct technical assistance to help companies who are interested in broadening their ownership
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees
 - Pioneered approach and developed complete protocol includes assessment and contracting instruments to set up a buy-out opportunity
 - Develops many tools to evaluate contractors to provide in-depth studies

Rural Services

- Serves rural areas where results of layoffs have great impact on community (i.e., Kellogg)

Training Expertise

- Training in Rapid Response Programs, Pre-feasibility Studies and LMAC Formation
- Workshop and Panel Presentations
- Phone Consultation
- Led international training sessions and worked on a number of projects for the U.S. Department of Labor and the Agency for International Development



Cindy Houseman

Employment Counselor State Coordinator
Indiana Department of Workforce Development
Post Office Box 5529
2301 Concorde Road
Lafayette, Indiana 47903-5529
Phone: (765) 474-5411
Fax: (765) 474-7036
E-mail: houseman@pop.nlci.com

Years of Experience

14 years

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
 - Conducts career counseling, including grief counseling relating to career-life transitions
 - Provides skills identification and assessment
 - Counsels workers on career decisions, resulting in self-esteem improvement

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- State Counseling Coordination
- Masters Degree in Mental Health Counseling

Years of Experience

7 years

Large Layoffs and Closures

- Part of national downsizing by large company
 - Works with unionized facilities and union leaders toward becoming full partners in the delivery of Rapid Response services
- TAA and NAFTA-TAA layoffs requiring Rapid Response

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
- Establishes linkages with economic development (State and local)
- Pre-feasibility studies and approaches to company purchase by an alternative group especially employees

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Training Peer Support Workers
- Working with Unions in Delivery of Transition Services



Jim Kooistra

TAA/NAFTA Coordinator
Arizona Department of Economic Security
Post Office Box 6666
1924 E. University
Phoenix, Arizona 85005
Phone: (602) 495-1861
Fax: (602) 254-4919
E-mail: vvbjkoo@de.state.az.us

Years of Experience

- 9 years in TAA
- 15 years in UI/TAA

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response (15-20 per year)
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Works with Spanish speaking staff
 - Translates materials to Spanish
 - Coordinates with NAFTA-TAA and WIA

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities

Layoffs Occurring with No Notice

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Dawn M. Lay

Manager, DWU/Rapid Response
Department of Workforce Services
140 East 300 South, 4th Floor
Salt Lake City, Utah 84111
Phone: (801) 526-4312
Fax: (801) 526-9662
E-mail: wsadmwi.dlay@state.ut.us

Years of Experience

16 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Participates in State determinations, part of the on-site contact with the employer
 - Designs Rapid Response workshops around potential of trade impact

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Consolidated employment training, UI, Trade, Rapid Response and employment services
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
 - Utilizes different divisions to help market services to the more than 48 employment centers in the State
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Coordinates with private outplacement firms already engaged by the employer
 - Has developed a working rapport with three outplacement firms

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
- Conducts effective initial orientation meetings with workers
 - Coordinates Rapid Response services based on information gleaned from meeting with employer
- Develops effective working relationships with union representatives
 - Works with the AFL-CIO as part of the Rapid Response team

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Layoffs Occurring with No Notice

Training Expertise

- Phone Consultation



Ralph Letersky

North County Coordinator
Jamestown Area Labor Management Committee
10785 Bennett Road
Dunkirk, New York 14048
Phone: (716) 366-1014
Fax: (716) 366-1032
E-mail: ccrpjalm@netsync.net

Years of Experience

14 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities

Planning and Approaches to Employer Services

- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies, etc.)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Donna J. Lord

Program Coordinator
Interlocal Association
Post Office Box 69
836 South State Street
Greenfield, Indiana 46140
Phone: (317) 467-0248 ext. 303
Fax: (317) 462-6340
E-mail: lordonna@hotmail.com

Years of Experience

18 years

Large Layoffs and Closures

- Military base closures
 - Coordinated the three-year, 2,000-worker closure of Ft. Harrison
- TAA and NAFTA-TAA layoffs requiring Rapid Response

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities (seven counties surrounding the Indianapolis area)
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Works with mayors as part of the Interlocal Association Board
 - Develops business retention and incumbent worker programs

Planning and Approaches to Employer Services

- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Develops a workbook explaining services to convince employers to utilize services
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Facilitates both formal and informal committees which are co-chaired by representatives from management and labor

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Developed manual with all materials, and instruments, and policies needed for staff to go on-site
- Provides early intervention services
- Effects a smooth transition to local One-Stop services for affected workers
 - Utilizes tracking system to track the activities of workers involved in layoff

Management Tools

- Project management for on-site career centers
- Develops Rapid Response databases (i.e., workers, participants, services, costs)
 - Created Microsoft Access database to track participation

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Melinda Marine

Deputy Branch Manager
JOIN, Inc. - Reno Branch
560 Mill Street
Suite 100
Reno, Nevada 89502
Phone: (775) 785-6106 ext. 109
Fax: (775) 785-4001
E-mail: mmarine@join.org

Years of Experience

6 years

Large Layoffs and Closures

- Exceptionally large closures
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Assists with WARN layoffs ranging in size from 2-500 employees
 - Works with large companies such as U.S. Airways and Western Union which required coordination with the State Rapid Response coordinator and local staff
 - Coordinates services with State trade coordinators to the NAFTA-TAA certified company

EXAMPLE:

GBC Celorid staggered layoffs over a six-month period. The site was NAFTA-TAA certified. The Worker Transition Committee was established and helped with coordination of the multi-agency service delivery model. JOIN provided job search workshops, skills assessment, career counseling, and bilingual (Spanish/English) speaking staff, while training through trade and dislocated worker funds were provided once the workers were laid off.

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serving multi-lingual (other than English) worker populations (i.e., Spanish)

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Training Packets in English and Spanish

Sandra McCoy

Community Service Center Manager III
New York State Department of Labor
50 Park Place
New York, New York 10007
Phone: (212) 266-5374
Fax: (212) 240-9973
E-mail: nys_dept_546@yahoo.com

Years of Experience

35 years (10 years in Rapid Response and Dislocated Worker services)

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response (from 50-500 workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Conducts surveys of workers to determine their needs
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Management Tools

- Development of tracking systems for follow-up of workers and Rapid Response activities
- Assesses Rapid Response effectiveness
 - Utilizes strategies such as informal E-mail notification and bulletin board postings

Training Expertise

- One-on-One Consultation

Ken Messina

Rapid Response Statewide Manager
Corporation for Business, Work and Learning
The Schrafft Center
529 Main Street
Boston, Massachusetts 02129
Phone: (617) 727-8158 ext. 1346
Fax: (617) 242-7660
E-mail: kmessina@cbwl.org

Years of Experience

11 years

Large Layoffs and Closures

- Exceptionally large closures of over 500
- Part of national downsizing by large company
- Military base closures
- TAA and NAFTA-TAA layoffs requiring Rapid Response

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Management Tools

- Develops tracking systems for follow-up of workers and Rapid Response activities
- Assesses Rapid Response effectiveness

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Job Shadowing

Selaina Miller

Coordinator
Santiam Job and Career Center
Workforce Integration Department
Chemeketa Community College
11656 Sublimity Road , S.E.
Sublimity, Oregon 97385
Phone: (503) 316-3263
Email: smiller@chemeketa.edu

Years of Experience

20 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with the State Dislocated Worker Unit

Management Tools

- Project management for on-site career centers
- Develops tracking systems for follow-up of workers and Rapid Response activities
- Assesses Rapid Response effectiveness

Layoffs Occurring with No Notice

EXAMPLE:

In late 1997, Plywood Mill, located in a rural and remote setting, laid off 90 workers in two locations. In order to reach the workers, Rapid Response practitioners visited the local stores, taverns, churches, schools and the volunteer fire department. Taking advantage of the agency's credibility from previous layoff experiences and summer youth programs, practitioners distributed invitations to an informational meeting. Rapid Response practitioners also assisted workers in filing petitions resulting in the NAFTA-TAA certification of their employer. Workers were dual enrolled and the local community college provided most of the training while a private truck driving school and heavy equipment operator institution were also utilized.

Rural Services

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies
- On-Site Technical Assistance

Lynn Minick

Regional Coordinator
AFL-CIO Working for America Institute
6125 East 38th Street
Indianapolis, Indiana 46226
Phone: (317) 546-3184
Fax: (317) 545-7023
E-mail: lminick937@aol.com

Years of Experience

10 years

Large Layoffs and Closures

- Exceptionally large closures of over 500 workers in both rural and urban areas
- Part of national downsizing by large company
 - Provided information to unions for appropriate expectations (WARN, Rapid Response, State DWU) during multi-state Levi Strauss layoff
- Military base closures
 - Coordinated with Army, Airforce and Navy facilities in Indiana to apply for Defense Conversion Grants (similar to NEG)
 - Conducted peer counseling in all of the military bases closures in Indiana
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Filed first NAFTA-TAA petition that went to the U.S. Department of Labor
 - Assisted in developing a \$55 million dollar petition for El Paso garment workers which became the largest funded grant to provide training for dislocated workers

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Develops working relationships with economic development, political, and numerous service providers
- Interstate closures requiring cooperation and coordination among different State agencies responsible for maintaining relationships in 12 States, including Indiana, Ohio, Kentucky, Illinois and Michigan

- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Works with unions and political figures and tries to include State officials
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Coordinates with private outplacement firms already engaged by the employer and has worked with companies that engage outplacement firms prior to filing WARN

Planning, Design and Arrangement for Services to Affected Workers prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Utilizes translators for work with with Spanish-speaking and Saudi Arabian workers
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
 - Consults with management and unions to determine the best means of providing services
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives
 - Introduces unions to Rapid Response concept and services and provides guidance with regard to Rapid Response process

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Management Tools

- Develops tracking systems for follow-up of workers and Rapid Response activities
 - Follows up through LMACs and peer counselors
 - Experience in training peer counselors; received grant to ensure that all dislocation events in Indiana involve peer counselors
- Assesses Rapid Response effectiveness
 - Creates an informal network to work with States

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
 - Utilized the U.S. Department of Education to secure a workplace literacy grant and teach new workplace methodologies (computers)
- Establishes linkages with economic development (State and local)

EXAMPLE:

Several companies were saved by involving the State Department of Commerce and securing low-interest rate loans. Not only did workers return to their companies, but the companies are now expanding.

- Other employer assistance tools
 - Conducts an in-house inventory with employer's cooperation to see what programs are already in place, and whether or not they will continue to be productive
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees
 - Persuaded State to fund the ESOP Association to conduct studies

Training Expertise

- Workshop or Panel Presentation
- Formation of LMAC or WAC
- Use of Peer Counselors
- On-Site Technical Assistance

Debra Minish

Workforce Development Specialist IV
Missouri Division of Workforce Development
Post Office Box 1087
Jefferson City, Missouri 65102-1087
Phone: (573) 751-7896
Fax: (573) 751-6765
E-mail: dminish@mail.state.mo.us

Years of Experience

4 years

Large Layoffs and Closures

- Exceptionally large closures of over 500
 - Worked with a two-year, 2,000-worker Boeing layoff
 - Created a career center on Boeing campus
 - Utilized the assistance of St. Louis County and local community college service delivery systems
 - Contracted AFL-CIO to establish Transition Teams (partners with labor and management)
 - Conducted negotiations for initial project implementation of discretionary grant projects

Coordination

- Develops strategies to involve the larger community interests (including political interest) in early intervention services
 - Serves as a community meetings partner for bankruptcy closures

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies

Gloria D. Neal

Associate Manager Senior
Employment and Training Division
Post Office Box 24568
Jackson, Mississippi 39225-4568
Phone: (601) 949-2126
Fax: (601) 949-2291
E-mail: gneal@mississippi.org

Years of Experience

20 years

Large Layoffs and Closures

- Exceptionally large closures of up to 1,100
 - Experience in coordinating a cooperative effort between company and three service delivery areas (now workforce investment area)
 - Established an off-site career center which houses employment service, community college, and service delivery areas

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Works cooperatively with different States and service delivery areas
 - Conducts strategy meetings to develop plans for providing assistance
- Interstate closures requiring cooperation and coordination among different State agencies (i.e., Tennessee, Alabama, Louisiana, Mississippi)
 - Participates in orientation sessions
 - Determines number of employees affected in neighboring State and contacts that State to ask for its participation in the orientation sessions

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Reassures employer that Rapid Response will not interfere with regular business functions
 - Allays concerns about government agency involvement

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Provides guidance to employer with regard to setting up the committee
 - Makes recommendations on how the committee could function as well as gathers information on federal requirements
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
 - Evaluates demographics of employees by conducting an employee survey
 - Disseminates information gleaned from survey to community college and employment service to determine what services to provide
- Conducts effective initial orientation meetings with workers
 - Includes Rapid Response team, employment service, UI, community college, appropriate local One-Stop staff and the Department of Human Services

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Denny Nichols

Rapid Response Coordinator
State Dislocated Worker Unit
3310 Grant Line Road
New Albany, Indiana 47151-1287
Phone: (812) 948-9570
Fax: (812) 941-9239

Years of Experience

11 years

Large Layoffs and Closures

- Exceptionally large closures over 500 (i.e., steel, electronics, automotive, coal mining, garment)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Contracted with the Labor Institute in order to provide peer counseling training

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
- Develops effective working relationships with union representatives

Management Tools

- Assesses Rapid Response effectiveness

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)
- Other employer assistance tools

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Years of Experience

14 years

Large Layoffs and Closures

- Exceptionally large closures over 500
- Part of national downsizing by large company
- Military base closures
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Layoffs Occurring with No Notice

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
- Establishes linkages with economic development (State and local)
- Other employer assistance tools

Disaster Planning and Initial Project Implementation

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Kathleen O'Brien

Workforce Development Grants
Management Specialist
New York State Department of Labor
247 West 54th Street, 5th Floor
New York, New York 10019
Phone: (212) 621-0781
Fax: (212) 621-0728
E-mail: usbkmo2@labor.state.ny.us

Years of Experience

31 years (7 years in Rapid Response)

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Translates written materials into Spanish
- Conducts effective initial orientation meetings with workers

Training Expertise

- One-on-One Consultation
- Development of Written Materials and Case Studies

Julia A. Orfanello

Job Development Team Leader
Hillsborough County Employment and Training
9225 Bay Plaza Boulevard
Suite 417
Tampa, Florida 33619
Phone: (813) 744-5547
Fax: (813) 744-5764

Years of Experience

11 years

Large Layoffs and Closures

- Military base closures
 - Initiated a taskforce which involved the local chamber of commerce, businesses, Rapid Response staff, and military personnel

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities (works in a four-county service area)

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)

EXAMPLE:

The First Florida Bank layoff occurred with eight months' notice and involved two service delivery agencies. Once the committee was formed, committee members were active in outreach, follow-up and involving workers in the services in the on-site transition center.

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Training Expertise

- Phone Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance
- Development of Booklet for Dislocated Workers

Martha Parker

Statewide Rapid Response Team Coordinator
Office of Training and ReEmployment
Workforce Development Cabinet
209 St. Clair Street, 4th Floor
Frankfort, Kentucky 40601
Phone: (502) 564-5360
Fax: (502) 564-8974
E-mail: marthat.parker@mail.state.ky.us

Years of Experience

14 years (10 years in Rapid Response)

Large Layoffs and Closures

- Exceptionally large closures of over 500
 - Involved in layoffs in the apparel/textile, tobacco, electronic, manufacturing, automobile, coal mining, and energy industries
- Military base closures
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities

Planning and Approaches to Employer Services

- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Bambi Powers

Program Analyst/Business Resource Team Coordinator
The Job Council
673 Market Street
Medford, Oregon 97504
Phone: (541) 776-5100
Fax: (541) 776-0458
E-mail: bambip@jobcouncil.org

Years of Experience

20 years (10 years in Rapid Response)

Large Layoffs and Closures

- Layoffs and closures, mostly under 500 workers
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
 - Establishes peer counseling as a key advantage in the layoff process, especially when workers are given pre-layoff notices as in the cases of Spalding, Son Co., and Burrill Lumber Company
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Management Tools

- Project management for on-site career centers
- Develops tracking systems for follow-up of workers and Rapid Response activities
- Assesses Rapid Response effectiveness
- Develops Rapid Response databases (i.e., workers, participants, services, costs)

Bambi Powers continued

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)

EXAMPLE:

Shrock Cabinet (1999) was able to automate its operation (from a combination of funding accessed through City of Grants Pass and State of Oregon Economic Development and increase its workforce from 100 employees to 400 in five years.

Rural Services

- Works primarily with smaller layoffs in rural areas in the timber and electronic assembly industries

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies (i.e., Microsoft PowerPoint Presentation)
- On-Site Technical Assistance



Lori Province

Labor Liaison
Washington State Labor Council, AFL-CIO
314 First Avenue West
Seattle, Washington 98119
Phone: (206) 281-8901
Fax: (206) 285-5805
E-mail: jtpa@wslc.org

Years of Experience

- 4 years in Rapid Response
- 15 years in workforce development as Labor Liaison

Large Layoffs and Closures

- Investigates and responds to TAA and NAFTA-TAA denials
 - Researched the commodity and manufacturing issues necessary to develop and file appeals resulting in reversing a decision

Planning and Approaches to Employer

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Utilizes model co-chairs (local employer and local worker/organization representatives)
 - Assists worker transition committee in its responsibility of directing peer counselors

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Develops effective working relationships with union representatives

Training Expertise

- Workshop or Panel Presentation

Don Rahm

Workforce Development Specialist IV
Missouri Division of Workforce Development
Post Office Box 1087
Jefferson City, Missouri 65102-1087
Phone: (573) 751-7896
Fax: (573) 751-6765
E-mail: drahm@mail.state.mo.us

Years of Experience

8 years

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Merged the Wagner Peyser, DWU, TAA/NAFTA-TAA services under one umbrella

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
 - Establishes career centers and funding
 - Used a portion of the State dislocated worker funds (40%) to help the local areas provide Rapid Response and additional services to dislocated workers
 - Experience installing a system which includes more worker involvement and less management involvement
- Develops effective working relationships with union representatives
 - Experience contracting with AFL-CIO to provide a Transition Team at a layoff

Management Tools

- Merged the Wagner Peyser, DWU, TAA/NAFTA-TAA under one umbrella

Disaster Planning and Initial Project Implementation

- Developed National Reserve Account (predecessor to NEG) application for massive Midwest flood disaster

Training Expertise

- One-on-One Consultation

Melinda G. Reagan

Field Supervisor
Tennessee Department of Employment Security
Post Office Box 897
Crossville, Tennessee 38557
Phone: (931) 456-6921
Pager: (615) 407-6632
Fax: (931) 484-6395
E-mail: mreagan@mail.state.tn.us

Years of Experience

11 years (9 years in Rapid Response)

Large Layoffs and Closures

- Exceptionally large closures of over 2,500 (i.e., Levi-Strauss)
 - Worked with five of Levi's large facilities closures in Tennessee and established an on-site resource center
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Managed training of NAFTA-TAA for nine years, including processing of all training requests and approval for payment
 - Gave presentations to companies and provided technical assistance in completing the TAA and NAFTA-TAA petition process

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Identifies and involves all appropriate resources for large orientation and employer's meetings the mass meetings so workers connect with the services that they need
- Interstate closures requiring cooperation and coordination among many of the State agencies surrounding Tennessee
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Rural Services

- Develops plans with dislocated workers to assure that they can access training
- Solves transportation issues for workers who need transportation to attend training classes

Training Expertise

- Phone Consultation

Years of Experience

8 years local service delivery

Large Layoffs and Closures

- Experience with exceptionally large layoffs

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
 - Received large National Discretionary Grant for Boeing workers
 - Worked with Boeing, Kenworth Trucking and large pharmaceutical corporations
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers

Management Tools

- Project management for on-site career centers
 - Developed a reporting system using staff input which is presented at the monthly coordination meeting

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation



Jim Roberts

Program Compliance Manager
Louisiana Department of Labor
Post Office Box 94094
Baton Rouge, Louisiana 70804-9094
Phone: (225) 342-7633
Fax: (225) 342-3030
E-mail: J.Roberts@ldol.state.la.us

Years of Experience

35 years

Large Layoffs and Closures

- Exceptionally large closures of over 4,100 (i.e., Fruit of the Loom, lumber industry)
- Military base closures (i.e., England Airforce Base)
 - Developed and coordinated a National Discretionary Grant (predecessor to NEG)
 - On-site services included testing and training
 - Involved in conversion of base to an industrial park and airport
 - Works with other defense contractors (i.e., Martin Marietta) for army munitions factory closing
 - Collaborates with LMAC to exchange information and provide services on-site

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Organizes and promotes activities of team consisting of economic development, employment security, UI, State DWU staff which resulted in partial layoff aversion
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Assists in developing worker profiling model used by other States
 - Conducts training sessions throughout the State on using worker profiling system

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employer
 - Coordinates all resources and staff to meet the employers' needs

Rural Services

- Works on large layoffs in rural areas

Training Expertise

- Phone Consultation
- On-Site Technical Assistance

Dale Robertson

Rapid Response Coordinator
Texas Workforce Commission
101 East 15th Street
Room 202T
Austin, Texas 78778-0001
Phone: (512) 936-0406
Fax: (512) 936-0331
E-mail: Dale.Robertson@twc.state.tx.us

Years of Experience

11 years

Large Layoffs and Closures

- Works with exceptionally large layoffs
- Military base closures
 - Experience working on the Kelly Airforce Base closure, affecting 13,000 people
 - Developed a National Reserve Grant (predecessor to NEG) and helped write and implement the Defense Conversion Adjustment Grant
 - Collaborates with local board, community and different players
- TAA and NAFTA-TAA layoffs that require Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Works on national layoffs by companies conducting national downsizing, including Hager, Lockheed Martin and Levi Strauss

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Coordinates with service delivery area, workforce development boards and Trade
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Works with economic development to integrate the Rapid Response services with economic development strategy
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Researches reasons employers are reluctant to cooperate with State/local services and created materials (i.e., flyers, billboards) with which to appeal to employers directly
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations (i.e., Spanish, Laotian, Vietnamese)
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies, etc.)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

- Experience conducting Rapid Response training for local workforce investment board members

Management Tools

- Development of tracking systems for follow-up of workers and Rapid Response activities
 - Innovated Texas's ability to track and capture data on topics such as affected workers, employers, and occupations
- Assesses Rapid Response effectiveness
- Development of Rapid Response databases (i.e., workers, participants, services, costs)
 - Involved with the design of a database which helps programs meet their data gathering needs

Layoffs Occurring with No Notice

Training Expertise

- One-on-One Consultation
- On-Site Technical Evaluation
- Workshop or Panel Presentation
- Job Shadowing

Benny E. Sanchez

Executive Director
New Mexico Human Resources
Development Institute
5301 Central NE, 4th Floor
Suite 400
Albuquerque, New Mexico 87108
Phone: (505) 266-3712
Fax: (505) 266-0299

Years of Experience

34 years (17 years in Rapid Response)

Large Layoffs and Closures

- Exceptionally large closures of over 500
- TAA and NAFTA-TAA layoffs that require Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
 - Ensures that dislocated workers were provided with basic readjustment services, classroom training and/or relocation services in a unique program design model
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Management Tools

- Develops tracking systems for follow-up of workers and Rapid Response activities
- Development of Rapid Response databases (i.e., workers, participants, services, costs)

Training Expertise

- One-on-One Consultation



Dianne Sanders

Employment and Training Consultant
Georgia Department of Labor
148 International Boulevard, NE
Suite 440
Atlanta, Georgia 30303
Phone: (404) 656-6336
Fax: (404) 651-6175
E-mail: dianne.sanders@dol.state.ga.us

Years of Experience

17 years (6 years in Rapid Response)

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Worked on layoffs in the textile industry and secondary firm certifications

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Coordinates with private outplacement firms already engaged by the employer
 - Continues to work with dislocated workers even after the outplacement firm has completed its services

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers

Disaster Planning and Initial Project Implementation

- Writes and implements National Reserve Account (predecessor to NEG) grants

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Joanne Sanders

Director
Indiana State AFL-CIO, Labor Institute for Training
1701 West 18th Street
Indianapolis, Indiana 46202
Phone: (317) 632-9147
Fax: (317) 638-1217
E-mail: lift@midlink.com

Years of Experience

10 years

Large Layoffs and Closures

- Exceptionally large closures of over 1,500
 - Encourages the use of outreach coordinators who are former dislocated workers to work with workers experiencing a layoff
 - Conducts follow-up to ensure that customers are accessing services
 - Uses bilingual outreach coordinators to serve large Spanish-speaking populations
- Part of national downsizing by large company (i.e., General Electric, Thompson Electronics)
 - Works with at least two large companies per year
 - Provides peer counselor training based on curriculum from Center for Working Life
 - Serves on the State Rapid Response Team to provide pre-layoff services (i.e., initial on-site meetings, older worker workshops)
 - Developed and conducted “First Step to the One-Stop” workshop
- Military base closures
 - Experience working on three base closures and two base downsizing events and assisting to establish on-site services

Coordination

- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
- Conducts strategic planning meetings with key players (i.e., State Worker Transition Unit, local service providers, community-based organizations)
- Develops assessment surveys to determine lay-off needs and plan services

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Works as a part of a team with the Dislocated Worker Unit to encourage use of committees in all dislocations
 - Assists in providing committee training, especially in working with community-based organizations, community service availability and understanding job loss

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Designs plans for on-site transition centers
 - Assists in identifying materials that need to be purchased as resource materials for on-site centers
 - Experience serving as the project operator for large dislocation at auto company where funds were used to establish on-site services
 - Helped the union to provide funding to renovate the union hall to use for services to affected workers
- Provides early intervention services



Joanne Sanders continued

Management Tools

- Develops a database of skills as they relate to various workforces

Business Retention/Layoff Aversion Strategies

- Incumbent worker training
- Establishes linkages with economic development (State and local)

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance

Roger Schmitt

Manager, Southern Unit, Program Management Section
Employment Development Department,
Job Training Partnership Division
Post Office Box 826880, MIC 69-1
Sacramento, California 94280-0001
Phone: (916) 653-4803
Fax: (916) 657-0055
E-mail: rschmitt@edd.ca.gov

Years of Experience

21 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

- Developed generic Rapid Response package for service delivery thereby maintaining consistency

Training Expertise

- Phone Consultation
- Workshop or Panel Presentation

Irene Shultz

Division Administrator
Workforce Center Administration
150 Des Moines Street
Des Moines, Iowa 50309
Phone: (515) 281-9095
Fax: (515) 281-9096
E-mail: irene.shultz@iwd.state.ia.us

Years of Experience

27 years (17 years in Rapid Response)

Large Layoffs and Closures

- Exceptionally large closures of over 500
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
 - Crafted agreements with bordering States, including Illinois, Wisconsin, Minnesota, South Dakota, Nebraska, and Missouri
 - Conducts marketing and public relations activities
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Coordinates with private outplacement firms already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Coordinates translation of materials translated into Laotian, Spanish, and Vietnamese
- Provides early intervention services
- Develops effective working relationships with union representatives
 - Works with union representatives to create peer counseling

Rural Services

Training Expertise

- One-on-One Consultation

Sandy Slaven

Program Supervisor Employment Security
Oklahoma Employment Security Commission
2401 North Lincoln Boulevard, WRB
4th Floor Southeast
Oklahoma City, Oklahoma 73152
Phone: (405) 557-7274
Fax: (405) 524-6081
E-mail: sandy.slaven@oesc.state.ok.us

Years of Experience

- 4 years in TAA
- 12 years at local level

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Management Tools

- Develops tracking systems for follow-up of workers and Rapid Response activities

Training Expertise

- One-on-One Consultation



James Sorensen

Employee Service Specialist
Employment Security Administration
(DES) Job Service
401 North Marshall Street
Casa Grande, Arizona 85222
Phone: (520) 426-3529
Fax: (520) 836-9335

Years of Experience

11 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Coordinates services for small- to medium-sized businesses in 10 rural counties
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers

Rural Services

- Coordinates services for businesses that are located in rural areas

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance
- Job Shadowing

Lee Stanley

Workforce Development Specialist IV
Missouri Department of Workforce Development
Post Office Box 1087
Jefferson City, Missouri 65102-1087
Phone: (573) 751-7896
Fax: (573) 751-6765
E-mail: lstanley@mail.state.mo.us

Years of Experience

- 6 years with State
- 4 years in local level Rapid Response

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Writes dual-enrollment grants to serve the customers in a rural area

Planning, Design and Arrangement for Services to Affected Workers prior to Layoff

- Provides early intervention services

Rural Services

- Provides early intervention services to rural areas with little to no training through vendors and other resources

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation



A. J. Starling

Director
Tennessee AFL-CIO Technical Assistance Program
1901 Lindell Avenue
Nashville, Tennessee 37203
Phone: (615) 383-6899
Fax: (615) 269-8534
E-mail: ajsdir@aol.com

Years of Experience

12 years

Large Layoffs and Closures

- Exceptionally large closures of over 500
- Part of national downsizing by large company
- Military base closures
- TAA and NAFTA-TAA layoffs requiring Rapid Response (i.e., textile)
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Assists in development of petitions for Trade and NAFTA-TAA certifications including secondary workers

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Works with private outplacement agency already engaged by the employer

Planning, Design and Arrangement for Services to Affected Workers prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies) for AT&T and Levi Strauss
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation (i.e., PowerPoint Presentation)

Verle J. Steele

JTPA Labor Liaison
Oregon AFL-CIO
2110 State Street
Salem, Oregon 92321
Phone: (503) 585-6320
Fax: (503) 585-1668
E-mail: verle@oraficio.org

Years of Experience

5 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Worked in rural Oregon with International Paper and Gardiner, creating worker transition committees and a career center at the Union Hall

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Creates peer counseling (peer advocate) programs

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Rural Services

- Works in rural Oregon with companies to create worker transition committees and career centers

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Job Shadowing



Glenn Stinson

Workforce Development Manager
Missouri Division of Workforce Development
Post Office Box 1087
Jefferson City, Missouri 65102-1087
Phone: (573) 751-7896
Fax: (573) 751-6765
E-mail: gstinson@mail.state.mo.us

Years of Experience

19 years

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
 - Plans program design, including UI profiling, employment services, dislocated worker coordination, and Rapid Response services
 - Experience with layoffs in the shoe manufacturing/apparel and farming industries
 - Experience contracting with AFL-CIO to create worker transition teams
 - Assisted in the creation and coordination of Missouri's 41 Career Centers

Training Expertise

- One-on-One Consultation
- Development of Written Materials

David Strange

UI Supervisor/Trade Act-NAFTA Coordinator
Missouri Division of Employment Security
Post Office Box 59
Jefferson City, Missouri 65104
Phone: (573) 751-9832
Fax: (573) 751-8874
E-mail: dstrange@central.dolir.state.mo.us

Years of Experience

25 years

Large Layoffs and Closures

- Part of national downsizing by large company
 - Worked with auto manufacturers and Lee Jeans apparel manufacturing to develop their NRA (predecessor to NEG) grants with TAA funding to provide training
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Coordinates with Rapid Response and dislocated worker providers
 - Tracks events through WARN, Rapid Response, UI Claims, and telephone center claims personnel

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment
 - Local Workforce Investment Board member for 13 county Southeast Missouri Workforce Investment Area serving on Administrative, Ethics and public Relations Committees

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
 - Participates in larger dislocation events as UI representative

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives (i.e., electrical, garment, automobile)

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Staff Training on UI and Trade Services
- On-Site Technical Assistance



Janet Thompson

Dislocated Worker Coordinator
Alaska Department of Labor and
Workforce Development
3301 Eagle Street
Anchorage, Alaska 94503-4188
Phone: (907) 269-4680
Fax: (907) 269-4661
E-mail: Janet_Thompson@labor.state.ak.us

Years of Experience

12 years (7 years in Rapid Response)

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities

Planning and Approaches to Employer Services

- Establishes worker transition committees (i.e., labor management adjustment committee)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
 - Creates approximately one career center per year using grants, overhead, and in-kind donations
- Provides early intervention services

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- On-Site Technical Assistance
- Grant Administration Experience
- Peer Counseling/Peer Support Model Expertise

Linda Lee Thompson

Deputy Director of Operations
Shawnee Trace Workforce Investment
Board/Vincennes University
Post Office Box 887
Vincennes, Indiana 47591
Phone: (812) 888-4101
Fax: (812) 888-5455

Years of Experience

20 years

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Worked with coal mining industry in a nine county area after Clean Air Act of 1990 was passed
- Interstate closures requiring cooperation and coordination among different State agencies
- Linkages with UI profiling to provide services to dislocated workers early during their period of unemployment

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
- Establishes worker transition committees (i.e., labor management adjustment committee)
 - Uses a team as clearinghouse employees who also serve as peer counselors
 - Supports employees as peer counselors
 - Utilizes Labor Institute for training of Labor-Management Adjustment Committee members

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives

Training Expertise

- One-on-One Consultation



Pat Thompson

Workforce Development Specialist IV
Missouri Division of Workforce Development
Post Office Box 1087
Jefferson City, Missouri 65102-1087
Phone: (573) 751-7896
Fax: (573) 751-6765
E-mail: pthompson@mail.state.mo.us

Years of Experience

15 years (7 years in Rapid Response)

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Establishes worker transition committees (i.e., labor management adjustment committee)

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (including space considerations, staffing, policies, etc.)
- Provides early intervention services in both rural and urban areas

Rural Services

- Provides early intervention services in rural areas

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation

Jim Tusler

Labor Liaison
Washington State Labor Council, AFL-CIO
314 First Avenue West
Seattle, Washington 98119
Phone: (206) 281-8901
Fax: (206) 285-5805
E-mail: itpa@green.igc.org

Years of Experience

14 years

Large Layoffs and Closures

- TAA and NAFTA-TAA layoffs requiring Rapid Response

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Provides early intervention services
- Conducts effective initial orientation meetings with workers
- Develops effective working relationships with union representatives

Management Tools

- Develops tracking systems for follow-up of workers and Rapid Response activities

Business Retention/Layoff Aversion Strategies

- Establishes linkages with economic development (State and local)
- Pre-feasibility studies and approaches to company purchase by an alternative group including employees
 - Develops creative solutions to business and job retention for communities by considering all information available regarding company financial status, competition, and circumstances of closure

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation



Paula L. Williams

Acting Director
Louisiana AFL-CIO HRDI
1933 Wooddale Boulevard, Suite N
Post Office Box 4466
Baton Rouge, Louisiana 70821
Phone (225) 927-1744
Fax: (225) 927-0878
E-mail: lhrdi@bellsouth.net

Years of Experience

13 years

Large Layoffs and Closures

- Exceptionally large closure of over 500
 - Works very closely with Louisiana State coordinators
 - Utilizes the expertise of a community service specialist to work with support issues
 - Creates career centers using local officials and employers
 - Holds stress management courses for managers and workers

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
- Interstate closures requiring cooperation and coordination among different State agencies (i.e., Texas, Mississippi and Arkansas)
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Works with mayors, city councils, and State coordinator

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Meets with employers to explain services

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
- Conducts effective initial orientation meetings with workers
 - Experience working with NASA for 15 months
- Develops effective working relationships with union representatives

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Management Tools

- Assesses Rapid Response effectiveness
 - Creates an evaluation form for use at end of each workshop
 - Evaluates and utilizes feedback taken from evaluation form

Training Expertise

- One-on-One Consultation
- Workshop or Panel Presentation
- Development of Written Materials and Case Studies

Joseph A. Yacono

Dislocated Worker Unit Coordinator
Texas Workforce Commission
101 East 15th Street
Room 202T
Austin, Texas 78778-0001
Phone: (512) 936-0425
Fax: (512) 936-0331
E-mail: jyacono@twc.state.tx.us

Years of Experience

15 years (6 years in dislocated worker services)

Large Layoffs and Closures

- Worked as part of national downsizing by large companies
 - Experience working with Lockheed Martin, Texas Instruments, AT&T, and Vaught
- Military base closures
 - Balanced civilian employees and government
 - Helped educate community about redevelopment of base
- TAA and NAFTA-TAA layoffs requiring Rapid Response
 - Dual-enrollment and other linkages with Trade Adjustment Assistance Program (including NAFTA-TAA and secondary workers)
 - Presents to employers and local operators the relationships between and among WIA, Trade, NAFTA-TAA and employment services

Coordination

- Layoffs requiring cooperation and coordination among several workforce development entities
 - Has developed working rapport with boards and economic development
- Interstate closures requiring cooperation and coordination among different State agencies
 - Works with border cities in Louisiana, Oklahoma, Arkansas, and New Mexico
 - Assesses different program issues and found best programs for workers
- Develops strategies to involve larger community interests (including political interests) in early intervention strategies
 - Utilizes chamber of commerce and local elected officials to meet and provide on-site services

Planning and Approaches to Employer Services

- Conducts effective initial meetings with employers
- Works with employers reluctant to cooperate with State/local services for dislocated workers
 - Researches employers, thereby discovering allies
- Establishes worker transition committees (i.e., labor management adjustment committee)
- Coordinates with private outplacement firms already engaged by the employer
 - Establishes relationship to ensure no duplication of services occurred

Planning, Design and Arrangement for Services to Affected Workers Prior to Layoff

- Serves multi-lingual (other than English) worker populations
 - Coordinates translation of materials into Spanish, Chinese, Cambodian, Croatian, Russian and Vietnamese using Rapid Response funds
- Establishes on-site career/transition centers (i.e., space considerations, staffing, policies)
- Provides early intervention services
 - Researches needs of workforce and ensures that services are available to spouses, children, and significant others
- Conducts effective initial orientation meetings with workers
 - Trains practitioners in this area
- Effects a smooth transition to local One-Stop services for affected workers
- Develops effective working relationships with union representatives
 - Works with boards to show that unions should be seen as allies

Development of Training Materials to Promote Delivery of Rapid Response Services and Cooperation with Local Service Deliverers

Layoffs Occurring with No Notice

Disaster Planning and Initial Project Implementation

Other

- Designs and develops training for workforce investment board (WIB) members in the areas of Rapid Response and layoff aversion strategies

Training Expertise

- Workshop or Panel Presentation
- On-Site Technical Assistance
- Other: Teleconferences, Share Materials via E-mail

Finding an Expert In Your Region:

Peer Expert Matrix

Chart of Region I New York/Boston Peer Experts

	GEORGE BURKE Rhode Island	MARIA DARDANO New York	THOMAS DRABIK New Jersey	JUDY FRIEDMAN New Jersey	JOHN HARLOFF New York	GAIL KINNEY New Hampshire	RALPH LETERSKY New York	SANDRA MCCOY New York
LARGE LAYOFFS AND CLOSURES								
Exceptionally Large Closures			•	•				
Part of National Downsizing		•		•	•			
Military Base Closures				•				
TAA and NAFTA-TAA Layoffs	•		•	•	•	•	•	•
COORDINATION								
Cooperation with Several Workforce Development Entities	•		•	•	•	•	•	•
Interstate Closures	•	•	•	•	•		•	
Larger Community Interests	•		•	•	•			
UI Profiling			•	•				•
PLANNING AND APPROACHES TO EMPLOYER SERVICES								
Effective Initial Meetings	•		•	•	•		•	•
Reluctant Employers	•		•	•	•	•	•	•
Worker Transition Committees			•	•	•	•	•	•
Private Outplacement Firms		•	•	•			•	•
PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF								
Multi-Lingual Populations	•			•				
On-Site Career/Transition Centers	•	•		•	•	•	•	•
Early Intervention Services	•			•	•	•	•	•
Effective Initial Orientation Meetings	•	•	•	•	•	•	•	•
Smooth Transition to One-Stop Services			•	•	•		•	•
Union Relationships	•	•	•	•	•			•
DEVELOPMENT OF TRAINING MATERIALS								
		•						
MANAGEMENT TOOLS								
On-Site Center Management								
Tracking Systems								•
Assessment of Rapid Response Effectiveness				•				•
Database Development								
NO NOTICE LAYOFFS								
	•	•	•	•				
BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES								
Incumbent Worker Training			•		•			
Economic Development Linkages		•	•		•	•		
Employer Assistance Tools								
Prefeasibility Studies			•		•			
DISASTER PLANNING								
		•						
RURAL SERVICES								
TRAINING EXPERTISE								
One-on-One Consultation	•	•	•	•	•	•	•	•
Workshop or Panel Presentation	•	•	•	•		•	•	
Development of Written Materials								
On-Site Technical Assistance	•		•					
Job Shadowing				•				

Chart of Region I New York/Boston Peer Experts

KEN MESSINA
Massachusetts

KATHLEEN O'BRIEN
New York

LARGE LAYOFFS AND CLOSURES

Exceptionally Large Closures	•	
Part of National Downsizing	•	
Military Base Closures	•	
TAA and NAFTA-TAA Layoffs	•	

COORDINATION

Cooperation with Several Workforce Development Entities	•	
Interstate Closures	•	
Larger Community Interests		
UI Profiling	•	

PLANNING AND APPROACHES TO EMPLOYER SERVICES

Effective Initial Meetings	•	•
Reluctant Employers	•	•
Worker Transition Committees	•	•
Private Outplacement Firms	•	•

PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF

Multi-Lingual Populations		•
On-Site Career/Transition Centers	•	
Early Intervention Services	•	
Effective Initial Orientation Meetings	•	•
Smooth Transition to One-Stop Services	•	
Union Relationships	•	

DEVELOPMENT OF TRAINING MATERIALS

MANAGEMENT TOOLS

On-Site Center Management		
Tracking Systems	•	
Assessment of Rapid Response Effectiveness	•	
Database Development		

NO NOTICE LAYOFFS

BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES

Incumbent Worker Training		
Economic Development Linkages	•	
Employer Assistance Tools		
Prefeasibility Studies		

DISASTER PLANNING

RURAL SERVICES

TRAINING EXPERTISE

One-on-One Consultation	•	•
Workshop or Panel Presentation	•	
Development of Written Materials		•
On-Site Technical Assistance		
Job Shadowing	•	

Chart of Region II Philadelphia Peer Experts

	SHARON BURK Pennsylvania	THOMAS CROFT Pennsylvania	LINDA DETZEL Pennsylvania	WENDY DOUGHERTY Virginia	WILLIAM J. DUNN Pennsylvania	CHRISTINE ENRIGHT Pennsylvania	DANIEL HEITSENRETHNER Pennsylvania
LARGE LAYOFFS AND CLOSURES							
Exceptionally Large Closures	•			•	•	•	
Part of National Downsizing		•					
Military Base Closures	•	•		•	•	•	
TAA and NAFTA-TAA Layoffs	•	•	•		•		•
COORDINATION							
Cooperation with Several Workforce Development Entities	•	•		•	•		•
Interstate Closures		•			•		•
Larger Community Interests	•		•			•	•
UI Profiling	•		•	•	•	•	•
PLANNING AND APPROACHES TO EMPLOYER SERVICES							
Effective Initial Meetings	•			•			•
Reluctant Employers	•		•		•	•	•
Worker Transition Committees	•		•	•	•		•
Private Outplacement Firms			•	•	•	•	•
PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF							
Multi-Lingual Populations							
On-Site Career/Transition Centers						•	
Early Intervention Services		•					•
Effective Initial Orientation Meetings	•			•			
Smooth Transition to One-Stop Services							
Union Relationships	•			•	•	•	•
DEVELOPMENT OF TRAINING MATERIALS							
		•				•	
MANAGEMENT TOOLS							
On-Site Center Management							
Tracking Systems		•					
Assessment of Rapid Response Effectiveness							
Database Development							
NO NOTICE LAYOFFS							
	•						
BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES							
Incumbent Worker Training		•				•	
Economic Development Linkages	•	•	•	•	•	•	
Employer Assistance Tools	•			•			
Prefeasibility Studies		•		•			
DISASTER PLANNING							
RURAL SERVICES							
				•			
TRAINING EXPERTISE							
One-on-One Consultation	•	•	•	•	•	•	•
Workshop or Panel Presentation	•	•	•	•	•	•	•
Development of Written Materials		•	•	•			
On-Site Technical Assistance		•	•	•	•	•	•
Job Shadowing							

Chart of Region III Atlanta Peer Experts

JOHN ALEXANDER
Georgia
LAVERNE B. ALFORD
Mississippi
SAM COOK
Georgia
BOB DAVIS
Georgia
GLORIA D. NEAL
Mississippi
JULIA A. ORFANELLO
Florida
MARTHA PARKER
Kentucky
MELINDA G. REAGAN
Tennessee

LARGE LAYOFFS AND CLOSURES

Exceptionally Large Closures	•	•	•	•	•		•	•
Part of National Downsizing								
Military Base Closures						•	•	
TAA and NAFTA-TAA Layoffs	•	•	•				•	•

COORDINATION

Cooperation with Several Workforce Development Entities		•	•	•	•	•	•	•
Interstate Closures					•			•
Larger Community Interests								•
UI Profiling				•				•

PLANNING AND APPROACHES TO EMPLOYER SERVICES

Effective Initial Meetings			•	•	•			
Reluctant Employers					•		•	
Worker Transition Committees	•			•	•	•	•	
Private Outplacement Firms	•	•	•	•	•		•	

PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF

Multi-Lingual Populations								
On-Site Career/Transition Centers	•		•	•	•			
Early Intervention Services	•				•			
Effective Initial Orientation Meetings		•	•	•	•	•	•	
Smooth Transition to One-Stop Services				•		•		
Union Relationships		•					•	

DEVELOPMENT OF TRAINING MATERIALS						•		
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MANAGEMENT TOOLS

On-Site Center Management								
Tracking Systems								
Assessment of Rapid Response Effectiveness								
Database Development	•							

NO NOTICE LAYOFFS								
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BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES

Incumbent Worker Training								
Economic Development Linkages								
Employer Assistance Tools								
Prefeasibility Studies								

DISASTER PLANNING								
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RURAL SERVICES								•
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TRAINING EXPERTISE

One-on-One Consultation	•	•	•	•	•	•	•	•
Workshop or Panel Presentation	•		•	•	•	•	•	
Development of Written Materials		•						
On-Site Technical Assistance	•		•	•		•		
Job Shadowing								

Chart of Region III Atlanta Peer Experts

DIANNE SANDERS
Georgia
A. J. STARLING
Tennessee

LARGE LAYOFFS AND CLOSURES

Exceptionally Large Closures		•
Part of National Downsizing		•
Military Base Closures		•
TAA and NAFTA-TAA Layoffs	•	•

COORDINATION

Cooperation with Several Workforce Development Entities	•	•
Interstate Closures		•
Larger Community Interests		•
UI Profiling		

PLANNING AND APPROACHES TO EMPLOYER SERVICES

Effective Initial Meetings	•	•
Reluctant Employers		
Worker Transition Committees		•
Private Outplacement Firms	•	•

PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF

Multi-Lingual Populations		
On-Site Career/Transition Centers	•	•
Early Intervention Services	•	•
Effective Initial Orientation Meetings	•	•
Smooth Transition to One-Stop Services		
Union Relationships		•

DEVELOPMENT OF TRAINING MATERIALS

MANAGEMENT TOOLS

On-Site Center Management		
Tracking Systems		
Assessment of Rapid Response Effectiveness		
Database Development		

NO NOTICE LAYOFFS

BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES

Incumbent Worker Training		
Economic Development Linkages		
Employer Assistance Tools		
Prefeasibility Studies		

DISASTER PLANNING

RURAL SERVICES

TRAINING EXPERTISE

One-on-One Consultation	•	•
Workshop or Panel Presentation	•	•
Development of Written Materials		
On-Site Technical Assistance		
Job Shadowing		

Chart of Region IV Chicago/Kansas City Peer Experts

	FILBERTO CHAIREZ Minnesota	JEFF CHAMBERLIN Iowa	PERRY CHAPIN Iowa	STEVE CLEM Ohio	DAN COSGROVE Illinois	RON DANOWSKI Wisconsin	BRAD DYER Michigan	MARY SUE FREITAG Indiana	MIKE GOLDMAN Minnesota
LARGE LAYOFFS AND CLOSURES									
Exceptionally Large Closures	•	•			•	•		•	
Part of National Downsizing									
Military Base Closures				•					
TAA and NAFTA-TAA Layoffs	•	•	•		•		•		
COORDINATION									
Cooperation with Several Workforce Development Entities	•	•				•	•	•	•
Interstate Closures	•					•	•	•	•
Larger Community Interests		•				•	•	•	
UI Profiling					•	•			
PLANNING AND APPROACHES TO EMPLOYER SERVICES									
Effective Initial Meetings	•	•							•
Reluctant Employers									•
Worker Transition Committees	•		•	•	•				•
Private Outplacement Firms	•				•				•
PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF									
Multi-Lingual Populations	•				•	•		•	•
On-Site Career/Transition Centers		•							
Early Intervention Services	•	•			•				•
Effective Initial Orientation Meetings	•	•			•				•
Smooth Transition to One-Stop Services		•			•		•		
Union Relationships					•				•
DEVELOPMENT OF TRAINING MATERIALS									
				•					
MANAGEMENT TOOLS									
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Tracking Systems									
Assessment of Rapid Response Effectiveness									
Database Development									
NO NOTICE LAYOFFS									
									•
BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES									
Incumbent Worker Training	•			•					
Economic Development Linkages				•					
Employer Assistance Tools			•						
Prefeasibility Studies				•					
DISASTER PLANNING									
		•							
RURAL SERVICES									
		•	•						
TRAINING EXPERTISE									
One-on-One Consultation	•	•	•	•	•	•	•	•	•
Workshop or Panel Presentation		•	•	•	•	•	•	•	•
Development of Written Materials				•					
On-Site Technical Assistance				•	•	•	•		
Job Shadowing									

Chart of Region IV Chicago/Kansas City Peer Experts

	DENNY NICHOLS Indiana	DRU NUGENT Missouri	DON RAHM Missouri	JOANNE SANDERS Indiana	IRENE SHULTZ Iowa	LEE STANLEY Missouri	GLENN STINSON Missouri	DAVID STRANGE Missouri
LARGE LAYOFFS AND CLOSURES								
Exceptionally Large Closures	•	•		•	•			
Part of National Downsizing		•		•				•
Military Base Closures		•		•				
TAA and NAFTA-TAA Layoffs		•			•			•
COORDINATION								
Cooperation with Several Workforce Development Entities	•	•	•		•			•
Interstate Closures	•	•			•			
Larger Community Interests		•		•	•			
UI Profiling		•						•
PLANNING AND APPROACHES TO EMPLOYER SERVICES								
Effective Initial Meetings	•	•						•
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Worker Transition Committees	•	•		•				
Private Outplacement Firms		•			•			
PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF								
Multi-Lingual Populations		•			•			
On-Site Career/Transition Centers		•		•				
Early Intervention Services	•	•	•	•	•	•		
Effective Initial Orientation Meetings		•						•
Smooth Transition to One-Stop Services		•						
Union Relationships	•	•	•		•			•
DEVELOPMENT OF TRAINING MATERIALS								
MANAGEMENT TOOLS								
On-Site Center Management								
Tracking Systems								
Assessment of Rapid Response Effectiveness	•							
Database Development				•				
NO NOTICE LAYOFFS								
		•						
BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES								
Incumbent Worker Training		•		•				
Economic Development Linkages	•	•		•				
Employer Assistance Tools	•	•						
Prefeasibility Studies								
DISASTER PLANNING								
		•	•					
RURAL SERVICES								
					•	•		
TRAINING EXPERTISE								
One-on-One Consultation	•	•	•	•	•	•	•	•
Workshop or Panel Presentation	•	•		•		•		•
Development of Written Materials						•		
On-Site Technical Assistance				•				•
Job Shadowing								

Chart of Region IV Chicago/Kansas City Peer Experts

LINDA LEE THOMPSON
Indiana
PAT THOMPSON
Missouri

LARGE LAYOFFS AND CLOSURES

Exceptionally Large Closures		
Part of National Downsizing		
Military Base Closures		
TAA and NAFTA-TAA Layoffs		

COORDINATION

Cooperation with Several Workforce Development Entities	•	
Interstate Closures	•	
Larger Community Interests		
UI Profiling	•	

PLANNING AND APPROACHES TO EMPLOYER SERVICES

Effective Initial Meetings	•	•
Reluctant Employers	•	
Worker Transition Committees	•	•
Private Outplacement Firms		

PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF

Multi-Lingual Populations		
On-Site Career/Transition Centers	•	•
Early Intervention Services	•	•
Effective Initial Orientation Meetings	•	
Smooth Transition to One-Stop Services	•	
Union Relationships	•	

DEVELOPMENT OF TRAINING MATERIALS

MANAGEMENT TOOLS

On-Site Center Management		
Tracking Systems		
Assessment of Rapid Response Effectiveness		
Database Development		

NO NOTICE LAYOFFS

BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES

Incumbent Worker Training		
Economic Development Linkages		
Employer Assistance Tools		
Prefeasibility Studies		

DISASTER PLANNING

RURAL SERVICES

TRAINING EXPERTISE

One-on-One Consultation	•	•
Workshop or Panel Presentation		•
Development of Written Materials		
On-Site Technical Assistance		
Job Shadowing		

Chart of Region V Dallas/Denver Peer Experts

	ALLAN AYOUB Utah	LINDA BIRTCHER Arkansas	ERIC BROWN Texas	KEN DEBEY Colorado	DAWN M. LAY Utah	JIM ROBERTS Louisiana	DALE ROBERTSON Texas	BENNY E. SANCHEZ New Mexico	SANDY SLAVEN Oklahoma
LARGE LAYOFFS AND CLOSURES									
Exceptionally Large Closures		•	•	•		•	•	•	
Part of National Downsizing			•						
Military Base Closures	•	•	•	•		•	•		
TAA and NAFTA-TAA Layoffs	•	•	•		•	•	•	•	•
COORDINATION									
Cooperation with Several Workforce Development Entities			•	•	•	•	•	•	•
Interstate Closures		•							
Larger Community Interests		•					•		
UI Profiling				•	•	•	•		
PLANNING AND APPROACHES TO EMPLOYER SERVICES									
Effective Initial Meetings			•	•	•	•	•	•	•
Reluctant Employers		•		•		•	•	•	•
Worker Transition Committees	•	•	•			•	•	•	
Private Outplacement Firms		•			•	•	•		
PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF									
Multi-Lingual Populations		•				•	•		
On-Site Career/Transition Centers	•	•	•	•		•	•		
Early Intervention Services			•	•	•	•	•		
Effective Initial Orientation Meetings	•	•	•	•	•	•	•	•	•
Smooth Transition to One-Stop Services			•			•		•	
Union Relationships	•	•	•	•	•	•	•	•	•
DEVELOPMENT OF TRAINING MATERIALS									
		•		•	•		•		
MANAGEMENT TOOLS									
On-Site Center Management				•					
Tracking Systems						•	•	•	
Assessment of Rapid Response Effectiveness						•			
Database Development						•	•		
NO NOTICE LAYOFFS									
			•		•		•		
BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES									
Incumbent Worker Training			•						
Economic Development Linkages			•						
Employer Assistance Tools									
Prefeasibility Studies									
DISASTER PLANNING									
RURAL SERVICES									
	•					•			
TRAINING EXPERTISE									
One-on-One Consultation	•	•	•	•	•	•	•	•	•
Workshop or Panel Presentation	•	•	•	•		•			
Development of Written Materials	•								
On-Site Technical Assistance	•	•	•			•	•		
Job Shadowing						•			

Chart of Region V Dallas/Denver Peer Experts

PAULA L. WILLIAMS
Louisiana
JOSEPH A. YACONO
Texas

LARGE LAYOFFS AND CLOSURES

Exceptionally Large Closures	•	
Part of National Downsizing		•
Military Base Closures		•
TAA and NAFTA-TAA Layoffs		•

COORDINATION

Cooperation with Several Workforce Development Entities	•	•
Interstate Closures	•	•
Larger Community Interests	•	•
UI Profiling		

PLANNING AND APPROACHES TO EMPLOYER SERVICES

Effective Initial Meetings	•	•
Reluctant Employers	•	•
Worker Transition Committees		•
Private Outplacement Firms		•

PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF

Multi-Lingual Populations		•
On-Site Career/Transition Centers	•	•
Early Intervention Services	•	•
Effective Initial Orientation Meetings	•	•
Smooth Transition to One-Stop Services		•
Union Relationships	•	•

DEVELOPMENT OF TRAINING MATERIALS

MANAGEMENT TOOLS

On-Site Center Management		
Tracking Systems		
Assessment of Rapid Response Effectiveness	•	
Database Development		

NO NOTICE LAYOFFS

BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES

Incumbent Worker Training		
Economic Development Linkages		
Employer Assistance Tools		
Prefeasibility Studies		

DISASTER PLANNING

RURAL SERVICES

TRAINING EXPERTISE

One-on-One Consultation	•	
Workshop or Panel Presentation	•	•
Development of Written Materials	•	
On-Site Technical Assistance		•
Job Shadowing		

Chart of Region VI San Francisco/Seattle Peer Experts

	ROBERT ARCHULETA Arizona	GIL EDWARD BARKLEY California	ELEANOR BARTHÉ-JONES California	CHARLES L. BEST JR. Washington	TONY CASTILLO California	PATTI CASTRO California	MARK CHRISTIANSEN California	ROSEMARY CORA-CRUZ Arizona	DONALD W. ENGELHART Arizona
LARGE LAYOFFS AND CLOSURES									
Exceptionally Large Closures				•	•	•		•	
Part of National Downsizing						•		•	
Military Base Closures		•			•	•			
TAA and NAFTA-TAA Layoffs	•	•	•	•	•	•		•	
COORDINATION									
Cooperation with Several Workforce Development Entities	•	•			•		•	•	
Interstate Closures					•				•
Larger Community Interests		•		•	•			•	
UI Profiling		•			•		•	•	•
PLANNING AND APPROACHES TO EMPLOYER SERVICES									
Effective Initial Meetings			•		•		•	•	
Reluctant Employers					•		•	•	
Worker Transition Committees			•	•	•	•		•	
Private Outplacement Firms		•	•		•			•	
PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF									
Multi-Lingual Populations				•	•		•	•	
On-Site Career/Transition Centers	•		•		•	•		•	
Early Intervention Services	•	•	•	•	•	•		•	
Effective Initial Orientation Meetings		•	•	•	•	•		•	
Smooth Transition to One-Stop Services		•	•	•	•	•			
Union Relationships			•	•	•	•		•	
DEVELOPMENT OF TRAINING MATERIALS									
		•							
MANAGEMENT TOOLS									
On-Site Center Management		•							
Tracking Systems		•							
Assessment of Rapid Response Effectiveness			•						
Database Development		•							
NO NOTICE LAYOFFS									
			•						
BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES									
Incumbent Worker Training			•						
Economic Development Linkages						•			
Employer Assistance Tools			•			•			
Prefeasibility Studies			•			•			
DISASTER PLANNING									
		•							
RURAL SERVICES									
TRAINING EXPERTISE									
One-on-One Consultation	•	•	•	•	•	•	•	•	•
Workshop or Panel Presentation	•	•	•	•	•	•		•	
Development of Written Materials		•	•	•				•	
On-Site Technical Assistance		•	•	•	•	•			
Job Shadowing									

Chart of Region VI San Francisco/Seattle Peer Experts

	CRAIG RIGGS Washington	ROGER SCHMITT California	JAMES SORENSEN Arizona	VERLE J. STEELE Oregon	JANET THOMPSON Alaska	JIM TUSLER Washington
LARGE LAYOFFS AND CLOSURES						
Exceptionally Large Closures	•					
Part of National Downsizing						
Military Base Closures						
TAA and NAFTA-TAA Layoffs		•	•	•		•
COORDINATION						
Cooperation with Several Workforce Development Entities	•		•	•	•	
Interstate Closures	•					
Larger Community Interests	•			•		
UI Profiling		•				
PLANNING AND APPROACHES TO EMPLOYER SERVICES						
Effective Initial Meetings	•		•			•
Reluctant Employers	•					
Worker Transition Committees	•			•	•	
Private Outplacement Firms						
PLANNING, DESIGN AND ARRANGEMENT FOR SERVICES TO AFFECTED WORKERS PRIOR TO LAYOFF						
Multi-Lingual Populations				•		
On-Site Career/Transition Centers				•	•	
Early Intervention Services	•			•	•	•
Effective Initial Orientation Meetings	•			•		•
Smooth Transition to One-Stop Services	•					
Union Relationships				•		•
DEVELOPMENT OF TRAINING MATERIALS						
		•				
MANAGEMENT TOOLS						
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BUSINESS RETENTION/ LAYOFF AVERSION STRATEGIES						
Incumbent Worker Training						
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Employer Assistance Tools						
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DISASTER PLANNING						
RURAL SERVICES						
		•	•			
TRAINING EXPERTISE						
One-on-One Consultation	•	•	•	•	•	•
Workshop or Panel Presentation	•	•	•	•	•	•
Development of Written Materials						
On-Site Technical Assistance			•	•		
Job Shadowing			•	•		

Finding an Expert In Your State:

Peer Expert by State

Peer Experts by State

Alaska

Janet Thompson

Arizona

Robert Archuleta
Rosemary Cora-Cruz
Donald W. Engelhart
Cheryl Foster
Jim Kooistra
James Sorensen

Arkansas

Linda Birtcher

California

Gil Edward Barkley
Eleanor Barthe-Jones
Tony Castillo
Patti Castro
Mark Christiansen
Rob Gamble
Roger Schmitt

Colorado

Ken DeBey

Florida

Julia A. Orfanello

Georgia

John Alexander
Sam Cook
Bob Davis
Dianne Sanders

Kentucky

Martha Parker

Idaho

Charles Greer

Illinois

Dan Cosgrove

Indiana

Mary Sue Freitag
Miche Grant
Frank J. Guzzo
Jim Heck
Cindy Houseman
Donna J. Lord
Lynn Minick
Denny Nichols
Joanne Sanders
Linda Lee Thompson

Iowa

Jeff Chamberlin
Perry Chapin
Irene Shultz

Louisiana

Jim Roberts
Paula L. Williams

Massachusetts

Ken Messina

Michigan

Brad Dyer
James Houck

Minnesota

Filiberto Chairez
Mike Goldman

Mississippi

Laverne B. Alford
Gloria D. Neal

Missouri

Debra Minish
Dru Nugent
Don Rahm
Lee Stanley
Glenn Stinson
David Strange
Pat Thompson

Nevada

Melinda Marine

New Hampshire

Gail Kinney

New Jersey

Thomas L. Drabik
Judy Friedman



Peer Experts by State (continued)

New Mexico

Benny E. Sanchez

New York

Maria Dardano
John Harloff
Ralph Letersky
Sandra McCoy
Kathleen O'Brien

Ohio

Steve Clem

Oklahoma

Sandy Slaven

Oregon

Patricia Grose
Selaina Miller
Bambi Powers
Verle J. Steele

Pennsylvania

Sharon Burk
Thomas Croft
Linda Detzel
William J. Dunn
Christine Enright
Daniel W. Heitsenrether

Rhode Island

George Burke

Tennessee

Melinda G. Reagan
A. J. Starling

Texas

Eric Brown
Dale Robertson
Joseph A. Yacono

Utah

Allan Ayoub
Dawn M. Lay

Virginia

Wendy Dougherty

Washington

Charles L. Best Jr.
Lori Province
Craig Riggs
Jim Tusler

Wisconsin

Ron Danowski

Resources



Dislocated Worker/Rapid Response Workgroup Product Descriptions

Survey of State Rapid Response Practices:

The survey of 52 States was conducted in the summer of 1998 to gather information on Rapid Response service provisions and identify further training and technical assistance needs. The Workgroup has used this data to guide the development of the products featured below.

These products are to be used as tools for workforce development professionals in developing and enhancing their Rapid Response services:

Rapid Response Technical Assistance and Resource Guide:

This guide will provide State and local Rapid Response practitioners with information that includes: 1) the policy context for Rapid Response; 2) basic operation strategies for delivery of Rapid Response; and 3) approaches to public outreach activities at the State and local level. Appendices to the guide will contain various resources (sample news releases, advertisements, etc) and best practices to enhance the user's ability to move theories about Rapid Response into practice.

Rapid Response Training Guide:

A training curriculum guide will be produced to accompany the Technical Assistance and Resource Guide. They will provide valuable lesson plans and techniques for improving the delivery of Rapid Response. Assessment tools will be included with the guide to assist supervisors in determining training needs of their team and individual employees.

Worker, Employer, and Community Brochures:

These brochures will describe the benefits of the Rapid Response program for three specific audiences: workers, employers, and communities. The brochures are being designed to provide States the ability to customize their local information and print their own brochures.

Dislocated Worker Web Site (www.doleta.gov):

The Dislocated Worker Web Site will be linked to the DOL/ETA Web site for dislocated workers for current information on the Rapid Response program. The site will be designed to address three specific audiences: workers, employers, and workforce development professionals. All workgroup products will be available on the Web site for workforce development professionals to use. Federal, as well as State, local, and private sector resources will be linked throughout the site.

