



**EASTERN JACKSON COUNTY  
WORKFORCE DEVELOPMENT BOARD**



Serving Eastern Jackson County Mo. including:  
Independence, Blue Springs, Lee's Summit, Grandview, Raytown,  
Sugar Creek, Buckner, Grain Valley, Oak Grove, Lone Jack, and other municipalities.

The Full Employment Council, Inc. (FEC) is the fiscal  
agent and workforce support organization for the  
Eastern Jackson County Workforce Development Board.

Workforce Innovation and Opportunity Act (WIOA) Policy

**COORDINATION OF EMPLOYMENT TRANSITION TEAM (ETT), (FORMERLY  
KNOWN AS STATEWIDE RAPID RESPONSE) POLICY**

**POLICY NUMBER: 2018-009**

**REVISION DATE: 6-18-2024**

**APPROVED BY:**

Clyde McQueen, President/CEO  
Full Employment Council  
Managing Entity/Fiscal Agent  
Eastern Jackson County Workforce Development Board

**INQUIRIES**

Questions about this Issuance should be addressed by email to Andrea Robins, Managing Director of Planning, Compliance and Partnership Systems at [arobins@fckc.org](mailto:arobins@fckc.org). Andrea Robins shall respond, with copies to Officers and Managers, after securing the appropriate answers through Senior Management.

**PURPOSE**

The purpose of this Issuance is to provide guidance on ETT requirements, roles, responsibilities, and protocols in the local area when disasters, mass layoffs, plant closings, or other events occur that precipitate substantial increases in the number of unemployed individuals. This Issuance describes the measures that will take place in identifying potential layoffs and how information is shared with the Workforce Development Board Employment Transition Team Coordinators.

**BACKGROUND**

The Workforce Innovation and Opportunity Act (WIOA) requires each state to carry out statewide ETT activities. The Division of Workforce Development (DWD) has designated Workforce Development Boards to coordinate ETI activities. DWD's Workforce Coordinators, located regionally, shall take the lead role in responding to layoff events, and shall be responsible for coordinating, providing, and overseeing ETT services in their assigned areas. This Issuance is based upon Missouri Division of Workforce Issuance 14-2022, Statewide Employment Transition Team Policy. This Issuance supersedes and replaces Issuance 18-2020, Dislocated Worker and Rapid Response Practices and Procedures Manual.

**COORDINATING OF EMPLOYMENT TRANSITION TEAM (ETT) (FORMERLY KNOWN AS STATEWIDE RAPID RESPONSE) POLICY**

**Policy Number 2018-009**

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Statewide Employment Transition Team Policy

## **POLICY**

### **I. PRE-LAYOFF, LAYOFF AVERSION AND LAYOFF RESPONSE SERVICES**

Pre-layoff, layoff aversion and lay-off activities shall be offered in the local area through the Workforce Development Board. The Job Center will coordinate these Workforce Development activities carried out in the local area with statewide rapid response activities in accordance with DWD Issuance 07-2015 and the attached DWD Statewide Employment Transition Team Practices & Procedure Manual (See Attachment A). The Workforce Development Board will provide pre-layoff, layoff aversion and lay-off services through a team of business services representatives and career counselor executives who will be deployed in concert with state local Employment Transition Team Coordinators, adhering to DWD Employment Transition Team Checklist DWD-ETT-4 (Attachment B).

### **II. PROTOCOL FOR RECEIVING DATA AND PROJECT EXECUTION**

The following protocol shall be observed:

1. State personnel will contact Workforce Development Board personnel with notice of layoff for layoffs involving 25 or more workers.
2. A conference will be convened by State personnel and conducted to discuss what the respective responsibilities are for State personnel and Workforce Investment Board staff.
3. A list of names of the transitioning workers who are impacted by the layoffs will be provided by State personnel to the Directors of Career Services within 5 working day after such list is received by State personnel.
4. The Senior Vice President/COO will assign a Workforce Development Executive (WDE) to attend by Workforce Development region through the Team Lead WDE.
5. Presentations will be conducted to workers affected in a meeting and in a timely manner, addressing services available to workers.

### III. SERVICES PROVIDED BY THE WORKFORCE DEVELOPMENT BOARD STAFF

Services include, but are not excluded to:

- Job Clinic/ Job Search Workshop- customer will participate to improve their skills and facilitate their job search process.
- Resume Update / Development
- Career Assessment & Testing
- Ilostmyjob.com- a free resource for individuals coping with and recovering from job loss
- US Department of Labor Tools for Job Seekers - includes employment websites, career planning tools, career exploration tools, and social media job search
- Computer Literacy Classes -Basics / intermediate
- Career Counseling
- Labor Market Information Sessions
- Missouri Career Readiness Certificate
- How to create an email account and conduct an online job search

Attachment A:

Missouri Division of Workforce Development (DWD) Issuance No. 14-2022, Statewide Employment Transition Team  
Policy, with attached DWD Statewide Employment Transition Team Practices  
& Procedure Manual

# Employment Transition Team Checklist

## MAKE INITIAL EMPLOYER CONTACT WITHIN 24 HOURS

- Explain ETT & Inform the employer they will be contacted by DES to establish UI base-case
- Offer to schedule in-person, phone, WebEx, or other virtual ETT Meeting
- [Introduce Trade Act Navigator](#) to the employer to assess if the layoff is due to foreign trade
- Begin gathering employer characteristics (at a minimum, obtains the list of occupations and pay rates)
- If the layoff is less than 25 people or if for any other reason a memo will not be distributed, email Amanda McComb ([Amanda.mccomb@labor.mo.gov](mailto:Amanda.mccomb@labor.mo.gov)) the company contact information for base-case contact

## SEND OCCUPATION LIST FOR LMI INSERT TO APPROPRIATE REGIONAL LEAD

- **Kansas City / Northwest:** Allan Hedrick ([Allan.Hedrick@dhewd.mo.gov](mailto:Allan.Hedrick@dhewd.mo.gov))
- **St. Louis / Northeast:** Vickey Bonney ([vickey.bonney@dhewd.mo.gov](mailto:vickey.bonney@dhewd.mo.gov))
- **Central / South:** Jessica Tate ([Jessica.tate@dhewd.mo.gov](mailto:Jessica.tate@dhewd.mo.gov))

## MEET WITH THE EMPLOYER TO DEVELOP A PLAN FOR RAPID RESPONSE ACTIVITIES (VIRTUAL OR IN PERSON)

- Complete employer characteristics
- Develop informational meetings for affected workers, including reviewing and customizing PowerPoint for the company
- Discuss follow-up services
  - Workshops
  - Hiring Events
  - Other (such as retirement info or resources fair)
- Ensure affected workers are notified of meetings (work with the employer)
  - Posters
  - Flyers
  - Email

## COMPLETE MEMO, SEND TO APPROPRIATE REGIONAL LEAD

- Memo is to be sent to Allan Hedrick and copy your regional lead three days prior to the meeting (when possible)
  - **Kansas City / Northwest:** Allan Hedrick
  - **St. Louis / Northeast:** Vickey Bonney
  - **Central / South:** Jessica Tate
- Provide the following information with the memo:
  - Senate & Representative names and district numbers
  - WDB director's name and email
  - Closest Job Center's Functional Leader's name and email or One-Stop Operator's name and email



- [Job Center OWD Supervisor's name and email, Operations Coordinator's name and email](#)

## PREPARE FOR ETT INFORMATIONAL MEETING

- Contact UI for representation
  - Email DOLIR Amanda McComb ([amanda.mccomb@labor.mo.gov](mailto:amanda.mccomb@labor.mo.gov))
- Coordinate with partners to be available at the meeting
  - [Local Job Center Representatives](#)
  - Union rep (if appropriate) Jimmy Lappe ([jlappe@moaficio.org](mailto:jlappe@moaficio.org) for auto supply manufacturing)
  - UAW – Kelly Spangler ([kellys.letc@gmail.com](mailto:kellys.letc@gmail.com))
  - DOL Employment Benefits Security Administration Representative (if appropriate) Christyona Pham ([pham.christyona@dol.gov](mailto:pham.christyona@dol.gov)) or Jeri winter ([winters.jeri.l@dol.gov](mailto:winters.jeri.l@dol.gov))
- Prepare sign-in sheet
- Update PowerPoint
  - Insert LMI data (if available)
  - Insert any local program and hiring event information (obtained from local Job Center)
  - Insert names, title, and contact information of each ETT member
  - Make any modifications requested by the employer (obtained during employer meeting)
- Prepare informational packets for employees
  - Copy UI/LMI inserts for brochures (inserts will be emailed to you as far in advance as possible, but may not be available for last-minute meetings)
  - IU information (order from [forms store](#))
  - Protecting healthcare and retirement benefits information (order from [forms store](#))
  - Local program information (ask local Job Center for applicable flyers)
  - Local hiring event information (ask local Job Center for all applicable flyers)

## HOLD MEETINGS

- Sign-in Sheet
- Work Survey and Registration (tablets)
- Present PowerPoint
- Provide informational packets

## FOLLOW UP

- Deliver sign-in sheet to Job Center Supervisor to follow up with ETT participants on MoJobs registrations and to provide services
- Engage employer to offer additional services

For additional information about Missouri Office of Workforce Development services, contact a Missouri Job Center near you. Locations and additional information are available at [jobs.mo.gov](http://jobs.mo.gov) or 1-888-728-JOBS (5627). The Missouri Department of Higher Education and Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services at 711.



**Missouri Department of  
Higher Education and  
Workforce Development**

**OWD Issuance:**  
**14-2022**

Release Number—Program Year

**Release Date:**

June 2, 2023

**Effective Date:**

June 2, 2023

**Expiration Date:**

Continuous, until further notice

**SUBJECT:** Statewide Employment Transition Team Policy

**ATTACHMENTS:** None.

*This Issuance is Official Policy of  
the Missouri Office  
of Workforce Development*

**ISSUING AUTHORITY:**

Julie Carter Interim  
Director  
Office of Workforce  
Development (OWD)

**THIS ISSUANCE DOES NOT  
REQUIRE CREATION OR  
ALTERATION OF A  
CORRESPONDING LOCAL  
POLICY**

**KEYWORDS:**

ETT,  
Community Development Team,  
Service Delivery

**THIS ISSUANCE AFFECTS:**

Missouri One-Stop Delivery System (MJC/AJCs) WIOA  
Title I Local Areas/Local Boards/Local Plans WIOA Title I  
Performance/Accountability  
WIOA Adult Employment/Training  
WIOA Dislocated Worker Employment/Training  
WIOA Title III Wagner-Peyser Act Services State  
of Missouri Workforce System Procedures

**FOR THE ATTENTION OF:**

One-Stop frontline staff  
Chief Elected Officials Local  
WDB Directors  
DHEWD State Professional Staff  
Sub-recipient Staff  
Local Fiscal Agents  
One-Stop Operators  
One-Stop Functional Leaders  
Service Providers  
Local Compliance Monitors

**RESCISSIONS:**

DWD Issuance 18-2020, "Statewide Employment Transition Team Policy", June 16, 2021

**REFERENCES:**

[20 CFR 682 Subpart C.](#)

**SUMMARY:**

The purpose of the Employment Transition Team (ETT) program is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs; and preventing or minimizing the impact on workers, businesses, and communities. The ETT is flexible and focused on delivering solutions to businesses and workers in transition by planning and responding as quickly as possible to dislocation events. The ETT delivers services that enable affected workers to transition to new employment as quickly as possible.



## **BACKGROUND:**

The Workforce Innovation and Opportunity Act (WIOA) requires each state to carry out statewide Rapid Response activities and/or designate an entity to do so on its behalf. The Office of Workforce Development (OWD) has opted to operate the ETT program for the State of Missouri to provide Rapid Response activities. OWD's Community Development Team (CDT), located regionally, shall take the lead role in responding to layoff events, and shall be responsible for coordinating, providing, and overseeing ETT services in their assigned areas.

## **SUBSTANCE:**

### **Required ETT Activities**

Per the WIOA rules<sup>1</sup>, States are required to provide certain Rapid Response activities, including:

- Layoff aversion activities;
- Immediate and on-site contact with affected employers, worker representatives, and local community representatives;
- Assessment and planning to address:
  - The layoff schedule;
  - Assistance needs of the affected workers;
  - Reemployment prospects; and
  - Available resources to meet the needs of the affected workers.
- Providing information and access to unemployment compensation benefits and programs, comprehensive one-stop system services, and employment and training activities, including Pell Grants, GI Bill, and other resources;
- Delivering necessary services and resources, such as workshops, mobile career centers, resource fairs, and job fairs to support reemployment efforts;
- Partnership with LWDBs and communities to ensure a coordinated response;
- Emergency assistance adapted to a particular layoff or disaster event;
- Developing systems and processes for identifying and gathering information of early warning of potential layoffs or opportunities for layoff aversion, analyzing and acting on dislocation data, and tracking outcome and performance data related to the ETT program;
- Developing and maintaining partnerships with appropriate agencies, employer groups, labor organizations and other organizations in order to conduct strategic planning to address dislocations, gathering and sharing information and data related to dislocations, available resources and the customization of services;
- Providing additional assistance to Local Workforce Development Areas (LWDA) that experience disasters or dislocation events that exceed the capacity of the LWDA's resources; and
- Establishment of a labor management committee (Transition Team) if voluntarily agreed to by the employee's bargaining representative and company management.

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<sup>1</sup> [20 CFR 682.330](#)

WIOA does not define a threshold for the size of a layoff for Rapid Response/ETT services to be provided. While ETT is required for mass layoffs and closures, it is the intent of the Act for services to be provided to as many workers as possible. Based upon the fact that most layoffs affect less than 50 individuals and that ETT services provide significant value to both workers and employers, the U.S. Department of Labor (USDOL) expects that services will be provided to layoffs of all sizes, as is practicable.

OWD CDT shall provide on-site or in-person ETT services to any layoff affecting 25 or more workers. Layoffs affecting 24 or less may be offered on-site services, as needed or requested by the employer. At a minimum, smaller layoffs will be provided ETT information packets that include the ETT programs and services brochure, the Division of Employment Security (DES) UI Benefits fact sheet, the Missouri Economic Research Information Center (MERIC) regional Real Time Labor Market Summary and any local flyer/brochure, as requested by the Local WDB.

Every ETT event is unique, therefore, each event shall be assessed individually, and services provided shall be determined based on the wishes of the employer, the needs of the affected workers, and the timeframe of the layoff.

### **Local Coordination**

Effective ETT requires local partnership. The CDT is the designated lead for all layoff events; however, local coordination is critical and required to ensure both employers and affected workers receive all needed services delivered in a seamless fashion. The CDT shall ensure coordination with Local WDB Directors, Missouri Job Center (MJC) One-stop Operators or Functional Leaders, regional business services teams, Union Representatives, and community groups. Local WDB Directors, MJC Supervisors, MJC One-stop Operators or Functional Leaders shall be kept informed and notified of layoff activity, meeting dates, planned events, and changes in layoff schedules, throughout the ETT process.

Maintaining open lines of communication with local MJC One-stop Operators or Functional Leaders is critical to ensuring MJC are informed and ready to assist groups of dislocated workers. The CDT shall be the primary contact for employers participating in ETT activities. To avoid duplication and confusion for the employer, local staff shall not initiate contact with an employer regarding a layoff without first coordinating with the CDT. Generally, if the CDT is unavailable for more than a day, OWD management will assign another staff person as the point of contact.

It is up to each Local WDB Director to determine the role their staff will play in the ETT process. Each LWDA is encouraged to designate an individual to attend ETT meetings to cover the MJC services portion of the presentation and have a role in any on or off site services provided, such as resource fairs, mobile career centers, registration events, etc.

ETT is intended be proactive and strategic, not just a response to layoffs. Building and maintaining relationships with the business community is critical. Establishing these relationships allows for early warning of potential layoffs and early intervention. Regional Business Services teams typically have established relationships with local businesses and can provide valuable information and facilitate introductions between the company and the CDT in the event of a layoff. The CDT must maintain contact with business services staff, attend team meetings, and share information on a regular basis.

## **Service Delivery**

OWD CDT must contact affected employers within 24 hours of being informed of a potential layoff. The OWD CDT will inform affected employers of ETT services and arrange for an in-person planning meeting. The CDT must also immediately notify the Local WDB Director and/or their designee.

All on-site worker meetings and other services shall be coordinated with the employer and delivered based on the employer's schedule. The CDT shall conduct meetings on dates/times that work best for the employer, regardless of time of day. Worker meeting agendas and participants shall be approved by the employer in advance.

ETT meetings should include a representative and/or information from DES to present Unemployment Insurance information, a MJC representative to present programs and services information, the appropriate union representative (if applicable). In addition, a representative from the USDOL Employee Benefits Administration shall be included when appropriate. If a MJC representative is unavailable or a LWDA chooses not to participate, the CDT shall be responsible for presenting MJC information.

ETT meeting presentations must follow the official ETT Protocol. The CDT should customize the presentation to include local MJC locations and service information.

ETT participants shall be given the basic ETT packet, which includes, the ETT programs and services brochure, the DES UI Benefits fact sheet, the MERIC regional Real Time Labor Market Summary and any local flyer/brochure the Local WDB would like to include. Additional brochures and flyers should be made available on a resource table.

ETT participants shall be asked to fill out a MoJobs Registration Form and Survey via mobile app. Tablets must be connected to Wi-Fi within three days of the registration entry, for registration to be entered in the case management system and the survey data made available.

## **Documentation**

OWD CDT must record all outreach/contacts in the statewide case-management system. This will include posting appropriate services and entering case notes in employer records.

## **ROLES, RESPONSIBILITIES, and REQUIRED ACTIONS:**

### **OWD Central Office and Community Development Team Leads:**

- Maintains and distributes ETT materials.
- Provides Labor Market Summaries, customized to each event.
- Distributes Worker Adjustment and Retraining Notifications (WARN) and layoff memos.
- Maintains and updates layoff logs.
- Document ETT activities in OWD's statewide electronic case-management system.
- Provides staffing assistance for meetings and events, as needed.