

**TECHICIAL ASSISTANCE GUIDE FOR
ESTABLISHING ADJUSTMENT COMMITTEES
APPENDIX AND SAMPLE FORMS**

1: Worker Adjustment & Retraining Notification Act (WARN)

29 USC §2101 et seq.; 20 CFR 639

A Guide to Advance Notice of Closings and Layoffs

The Worker Adjustment and Retraining Notification Act (WARN) was enacted on August 4, 1988 and became effective on February 4, 1989.

Who is Covered?

In general, employers are covered by Worker Adjustment and Retraining Notification Act (WARN or the Act) if they have 100 or more employees, not counting employees who have worked less than 6 months in the last 12 months and not counting employees who work an average of less than 20 hours a week. Regular federal, state and local government entities which provide public services are not covered. Employees entitled to notice under WARN include hourly and salaried workers, as well as managerial and supervisory employees.

Basic Provisions/Requirements

WARN provides protection to workers, their families and communities by requiring employers to provide notification 60 calendar days in advance of plant closings and mass layoffs. This advance notice provides workers and their families some transition time to adjust to the prospective loss of employment, to seek and obtain alternative jobs and, if necessary, to enter skill training or retraining that will allow these workers to successfully compete in the job market. WARN also provides for notice to State dislocated worker units so that dislocated worker assistance can be promptly provided.

A covered plant closing occurs when a facility or operating unit is shutdown for more than 6 months, or when 50 or more employees lose their jobs during any 30-day period at the single site of employment. A covered mass layoff occurs when a layoff of 6 months or longer affects 500 or more workers, or 33 percent or more of the employer's workforce when the layoffs affect between 50 and 499 workers. The number of affected workers is the total number laid off during a 30-day, or in some cases a 90-day period.

WARN does not apply to the closing of temporary facilities, or the completion of an activity when the workers were hired only for the duration of that activity. WARN also provides for less than 60 days notice when the layoffs were the result of the closing of a faltering company, unforeseeable business circumstances, or a natural disaster.

Enforcement of WARN requirements is through the United States district courts. Workers, or their representatives, and units of local government may bring individual or class action suits. The Court may allow reasonable attorney's fees as part of any final judgement. Since the Department of Labor or the State of Ohio does not have administrative or enforcement authority under WARN, neither cannot provide specific advice or guidance with respect to individual situations. WARN is in addition to, and does not preempt any other federal, state or local law, or any employer/employee agreement which requires other notification or benefit.

Assistance Available :

Rapid Response Section, Bureau of WIA
Ohio Department of Job & Family Services
P.O. Box 1618
Columbus, Ohio 43216-1618
Phone: (614) 995-7474 or (614) 466-3817
Fax:(614) 728-5938
E-Mail: rapdresp@odjfs.state.oh.us

For non-U.S. Postal Service Deliver (e.g., Federal Express, Airborne Express, United Parcel Service)

The street address and ZIP Code are: 145 S. Front St.
Columbus, Ohio 43215

3: AGREEMENT TO ESTABLISH A COMMITTEE

In response to a permanent closing or layoff at _____
(Name of Company)

The company and _____
(Name of Union or Employee Organization)

agree to establish a Committee to provide adjustment assistance for the workers. The parties agree that they have a mutual interest in the successful adjustment of the workers and will carry out this agreement in a joint and cooperative manner. Both the company and the union agree to support the activities of the Committee and to provide additional assistance to the Committee as needed.

This agreement shall terminate when the parties agree that the Committee has met its goals. The agreement is otherwise terminated by either party upon _____ days written notice to the other party.

Specifically, the company and the union agree to

Company

Union

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Plant Manager/Other

Date

Local Union President

Date

Rapid Response Specialist

Date

4: COMMITTEE TRAINING OBJECTIVES

The purpose of the training is to:

- Enhance the ability of the parties to communicate and work together effectively, and
- Create a structure through which the parties can address issues raised by the pending dislocation.

LEARNING OBJECTIVES:

By the end of the training session, participants will be able to:

- Explain the role of the Workforce Committee in outplacement;
- Identify and establish specific goals and objectives to accomplish the mission of the Committee; and
- Design a plan of action, from which established goals can be accomplished.

TRAINING FORMAT:

- The format integrates basic problem solving tools with the initial organizing tasks associated with group activities. To this end, Committee members learn these techniques and immediately apply them through exercises. This integrated format allows the Committee to function more quickly.

METHODOLOGY:

Lecture/discussion.
Experimental learning.

TOOLS & TECHNIQUES:

Brainstorming
Consensus decision-making

MATERIALS & EQUIPMENT:

Markers
Flip charts

The Training program integrates basic techniques with exercises. There are three exercises in all:

- 1) defining the mission;
- 2) establishing goals and objectives; and
- 3) designing a plan of action.

A product results from each of the exercises. The Committee will use the projects to organize and manage the adjustment process.

INSTRUCTOR'S NOTES:

1. Introduce yourself to the group and discuss any Committee Ground Rules, including:

Attendance
Promptness
Participation
Basic conversation courtesies
Focusing on problems, not people

Assignments (in-between meetings)
Interruptions
Maintaining/enhancing self-esteem
Confidentiality

2. Continue by describing the training methodology:
3. Invite group discussion and participation throughout the process
4. Outline the training objectives:

To enhance the ability of the parties to communicate and work together effectively; and

To create a structure through which the parties can address issues raised by the pending dislocation.

5. Review the agenda.

Explain that the group will function as a Committee throughout the training program. The Committee will use the actual products developed as a result of the training. Inform participants that most of the data to be used during the program will be self-generated based upon group discussions and shared experiences.

Note: Some acronyms such as WIA BOARDS, WDA, etc. are jargon peculiar to the employment and training field. To the extent possible refrain from using such terms and acronyms unless they are explained and fully understood by participants.

5: HOW TO PITCH A BETTER MEETING

GUIDELINES

STEP 1: PLAN

Plan the meeting, being clear about:

- Why the meeting is needed,
- What outcomes the group wants.
- Who should attend,
- What logistical arrangements need to be made and who will be responsible.
- What agenda items need to be discussed
- How much time will be needed to achieve outcomes.

STEP 2: INFORM

Inform meeting participants of:

- Purpose of the meeting,
- Desired outcomes,
- Agenda items
- Date, time, and location,
- Pre-meeting assignments.
- Anticipated duration

STEP 3: TARGET

Target a productive discussion by:

- Stating the purpose of the meeting,
- Getting agreement on the desired outcomes,
- Allowing for modification of the agenda, and
- Getting agreement on the processes to be used in addressing agenda items

STEP 4: CONTAIN

Contain the agenda by:

- Designating a facilitator and a recorder,
- Adhering to the agenda, unless it is changed by the group
- Confronting behavior that diverts the group.
- Encouraging the group to fully participate,
- Getting agreement on actions & responsibilities,
- Set target dates,

STEP 5: FINALIZE

Complete action steps by:

- Summarizing the meeting,
- Recording the decisions that were made,
- Recording action steps
- People responsible for the action steps,
- Target dates,
- Agreeing on a date for next meeting,
- Editing and distributing minutes,
- Putting unfinished business on next meeting agenda,
- Following up on task completions
- Monitoring and evaluating the results achieved by the group.

6: COMMITTEE FORMATION MEETING SAMPLE

AGENDA WELCOME/INTRODUCTIONS

- Instructor
- Participants

OVERVIEW OF PROGRAM

- Agenda Review
- Training Objectives

OVERVIEW OF LABOR-MANAGEMENT ADJUSTMENT COMMITTEES

- Role of the LMC in outplacement
- Structure of a labor-management adjustment committee
- How the neutral chair relates to the LMC

LMAC: WHAT IS OUR PURPOSE

- Tools and Techniques: Brainstorming and Consensus Decision Making
- Small Group Exercise: “Defining the Mission”

LMAC: WHAT DO WE WANT TO ACHIEVE

- Small Group Exercise: “Identifying Goals and Objectives”

REPORT BACK/DEBRIEFING

- Group Report

LMAC: DESIGNING A PLAN OF ACTION

- Small Group Exercise: “Task Identification”

REPORTING BACK/DEBRIEFING

- Group Report

SET NEXT MEETING

- Date ,Time, Location

7: COMMITTEE FORMATION MEETING

PURPOSES:

- 1) Provide detailed information on Labor Management Committee functions and purpose.
- 2) Forge links between parties to coordinate approach to the workers.
- 3) Design system to ensure consistent messages & services to the workers.

BACKGROUND INFORMATION:

- Introductions & affiliations – Gather expectations from all parties
- Collect updated information (if appropriate) concerning dislocation
 - a) Current Status
 - b) Schedule of closing/layoffs
 - c) Separation issues
 - d) Identify affected employees, order of separations
- Goals of a Labor Management Committee – Obtain Labor Management Agreement
- Overview of Committee Membership including Alternates
- Set activity timelines for the 60 days prior to layoff and 6 months after layoff period. This typically represents the timeframe to plan activities within.

ACTION ITEMS:

- Select Committee Name and Mission Statement – Use Brainstorming and Consensus Decision Making processes
- Define Neutral Chair Duties – Identify Candidates
- Plan LMC introduction announcement to the workers
- Identify successful marketing techniques.
 - a) Mass orientations
 - b) Mass mailing
 - c) Small groups
- Distribution, collection, and analysis of "Needs Survey"

Select and begin to plan services:

1. Worker Orientations
2. Conduct Survey Analysis
3. Create 5 activities in each Subcommittee to address worker's interests and needs.
4. Brainstorm best approach to workers for each activity.
5. Develop means for ongoing communications among parties on the Committee.
 - a) Distribution of minutes
 - b) Newsletter
 - c) Other

Schedule next meeting:

Identify a particular day and time that is agreeable to all parties in attendance. This technique will help to achieve maximum meeting attendance and participation.

8: NEUTRAL CHAIR RESPONSIBILITIES

- ❑ Helps the Committee function effectively and avoid potential conflicts of interest.
- ❑ Should know the local employers and local labor market conditions.
- ❑ Helps establish the independence of the Committee to the workforce.
- ❑ Gives company and employees confidence that fair objective representation will be maintained.
- ❑ Maintains a continued focus on the interest and needs of the workers.
- ❑ Manages the meetings and keeps the group on task.
- ❑ Provides an independent source of thinking in the development of policies and operational plans.
- ❑ Offers accountability to the federal and state government for the Committee.
- ❑ Helps the members to identify their areas of responsibility and their relationship with the overall program and Committee goals.
- ❑ Ensures that the group functions in a manner consistent with the Committee objectives, so that the end result is a successful program of services for the workers.
- ❑ Provides leadership and motivation to the individual members to contribute to the Committee's decisions.
- ❑ The chair should also:
 1. Schedule and facilitate meetings
 2. Establish agendas
 3. Assign tasks
 4. Develop program schedules
 5. Produce reports & ensure distribution to intended audience
 6. Ensure open communication with members & other key partners
 7. Develop cohesiveness within the Committee
 8. Ensure that meeting minutes and action items are recorded, distributed, and followed up on
 9. Monitors and follow-up on committee actions

9: NEUTRAL CHAIR QUESTIONS

Total Score of Candidate Responses: _____

Poor = 1

Fair = 2

Good = 3

Excellent = 4

Candidate: _____ Scorer: _____

.....

1. Give a brief summary of your education and experience and how it would apply to us.

Comments: _____ Score _____

2. Have you ever been a displaced worker? If not, what are your feelings about worker displacement?

Comments: _____ Score _____

3. What are your views concerning labor-management relations?

Comments: _____ Score _____

3a. Do you have any direct or indirect knowledge concerning the dislocation the Committee will be focusing on?

Comments: _____ Score _____

4. What are your major concerns for the hourly and salaried workers being dislocated?

Comments: _____ Score _____

4a. Do you have a basic knowledge of the local labor market in which the affected workers will be competing for jobs?

Comments: _____ Score _____

5. What is your concept for outplacement programs?

Comments: _____ Score _____

6. What is your leadership style and how do you get work done?

Are you familiar with consensus decision making?

Yes _____ No _____

Are you comfortable with this process?

Yes _____ No _____

Comments:

Score _____

7. What do you see as your role in the Committee process?

Comments:

Score _____

8. Can you foresee any conflict with time commitment to this Committee?

Comments:

Score _____

9. What is your motivation in seeking this position?

Comments:

Score _____

10. What are your expectations of the Committee?

Comments:

Score _____

11. What are your salary requirements?

Comments:

Score _____

Additional comments:

10: SAMPLE NEUTRAL CHAIR CONTRACT

Dear [Name],

This is to notification that you have been selected for the position of Chairperson of the [insert Committee name]. Your primary duties in this part-time position will be to plan, call, and chair all meetings. You will guide and direct professional assistance to the parties in developing a program to assist dislocated workers at [insert company]. Additionally, your duties will include oversight of the Committee budget. You are responsible for writing a final report (and an interim report, if needed) which assesses the work performed by the [Committee name] and gives a detailed account of the results of the adjustment effort.

The compensation for this position will be \$____ per hour plus Committee authorized additional expenditures for transportation, telephone, etc.

This appointment can be terminated by the [Committee name] within a 30 days notice. Otherwise, it shall terminate at the conclusion of the work of the Committee, as determined by the terms and conditions of the contract between [Administrative Agency] and the [Committee name]. Conversely, if you should desire to resign the appointment, it is understood that the [Committee name] shall be given 30 days prior notice.

If you are in agreement with the terms and conditions as set forth please attest to this below and return this signed copy to be kept on file.

Sincerely,

Committee
Member _____

Committee
Member _____

Committee
Member _____

Committee
Member _____

Committee
Member _____

Committee
Member _____

Committee
Member _____

Committee
Member _____

I agree to the terms and conditions set forth in the contract:

Name: _____

Signature: _____

11: SAMPLE FIRST NOTICE TO EMPLOYEES

Since the announcement of the closing, the management and the union have agreed to form an adjustment Committee to provide assistance to all employees affected by the closing/layoff of the [facility name] plant. The main task to this Committee will be to find the best possible services and training opportunities and jobs for you at the highest wages available in the shortest time once you become separated.

The Committee will have the following employees as members:

[Names of union members]

[Names of management members]

Representatives from the [State and Local Rapid Response Team] will participate in Committee meetings. We expect to be able to draw on state and/or Federal job training funds to provide necessary services. We will also be interviewing several candidates who are familiar with the [name of area] labor market to serve as a neutral chairperson of the Committee.

The Committee will be developing plans over the next few weeks to provide job search training, job development, and other services that you may need. We have attached a copy of an employee survey to help us put together a program that reflects your needs. The information from the survey will be used for developing jobs, classes, and other services.

Please take the time to fill it out and return it to [place or Committee member]. There are no right or wrong answers to the survey. Please provide us with as much personal information as possible regarding your previous work history and any vocational certificates or degree programs you have completed. If you have any questions about the survey or about the overall adjustment effort, please let one of us know.

This is not going to be an easy task. But there is a life after [facility name], and with the cooperation and hard work from as many of us as possible, we can make that life a better one.

Signature of Committee members

Committee Member _____

Committee Member _____

Committee Member _____

Committee Member _____

Committee Member _____

Committee Member _____

Committee Member _____

Committee Member _____

Committee Member _____

Committee Member _____

12: MODEL EMPLOYEE MEETING NOTICE

INVITATION TO (Company) EMPLOYEES

DO YOU KNOW HOW TO GET A NEW JOB?

DO YOU KNOW WHICH EMPLOYERS ARE HIRING?

DO YOU HAVE QUESTIONS ABOUT UNEMPLOYMENT BENEFITS?

ARE YOU INTERESTED IN RETRAINING?

The [Committee Name] is sponsoring an information orientation to tell you about programs and services to help get a new job. We can offer these services on a first-come, first-served basis. We encourage you to spend about 1 hour to learn about such things as:

- ✓ Help preparing your resume.
- ✓ Learning how to interview for a new job.
- ✓ Opening the doors to new employers.
- ✓ How much money you will receive from unemployment.
- ✓ Managing your money after you get laid off.
- ✓ Coping with the stress of losing your job.
- ✓ Creating your own plan of action.

The following agencies will be telling you about their services and answering your questions:

[List Rapid Response Team Members]

The meeting is scheduled:

DATE: [Day], [Month Date Year]

PLACE: Company
 Street
 City, Ohio

TIME: [X:XX am and XX:XX p.m.]

PHONE: (XXX) XXX-XXXX

Please write down any questions you have about these services. We hope to see you on [Month Date]!

13: SAMPLE EMPLOYEE NEEDS SURVEY

As a worker affected by a mass layoff or plant closing, you can receive certain employment and training services to help you find new employment. The purpose of this questionnaire is to gather employment information about you. This information will help us direct you to the right resources as you begin your job search. please be as complete as possible and print your answers. Thank You.

SERVICES QUESTIONNAIRE

TODAY'S DATE _____ TELEPHONE NO. () _____

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP CODE _____

COMPANY NAME _____

COMPANY ADDRESS _____

PROJECTED LAYOFF DATE? (if known) _____

EDUCATION *(Circle highest grade of school completed)*

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16

POST HIGH SCHOOL (PLEASE SPECIFY)

DEGREE _____ MAJOR _____ MINOR _____

ADDITIONAL TRAINING (Please list)

DO YOU HAVE A RESUME? Yes No If yes, is it up to date Yes No

EMPLOYMENT HISTORY

(Beginning with your current job, describe work performed and equipment used.] Attach additional pages if necessary and a copy of your resume if you have one.

Employer _____ Address _____

Job Title _____ Ending Hourly Wage \$ _____

Beginning Date ____/____/____

Ending Date ____/____/____

Job Duties

Employer _____

Address _____

State _____

Job Title _____

Ending Hourly Wage \$____.____

Beginning Date ____/____/____

Ending Date ____/____/____

Job Duties

Include additional employment history on separate page and attach

FUTURE PLANS AND ACTIVITIES

- Do you already have prospective employment lined up for when you are laid off? Yes No
- Do you plan to continue working once your employment here is finished? Yes No
- Are you willing to change occupations? Yes No
- Are you willing or interested in relocating to obtain suitable employment? Yes No
- Are you willing to commute to your next employment?
If so, how far would you be willing to travel roundtrip? _____
 Yes No
- Please list any jobs you may be qualified to do.

- Do you know how to find the jobs you can perform and desire? Yes No
- Would you be interested in assistance in learning how to look for work Yes No
- Do you know how your skills may transfer to other jobs and industries? Yes No
- Are you interested in job training or retraining? Yes No

BARRIERS/EMPLOYABILITY PROBLEMS

Check the items below that you feel may be a problem to you in finding a job.

- Lack of education
- Lack of knowledge of how to look for work
- Lack of marketable skills
- Transportation
- Your age
- Lack of experience
- Lack of confidence
- Financial worries
- Personal problems
- Family concerns

- Lack of training
- Criminal record
- English speaking skills
- Alcohol or drug abuse
- Physical capacity/handicap/health issues
- Lack of licenses/certifications
- Lack of required occupational tools

Please provide a brief explanation of any problems listed above that you feel may cause problems:

14: SAMPLE NEED SURVEY ANALYSIS

XYZ Corporation					
Total Surveys Received	71			(71% of the Workforce)	
Average Age	50.08				
Average Length of Seniority	19.16			(1,360 Years of Experience)	
PERFERENCES FOR A NEW JOB CAREER					
Training/Education	46	65%	Search for a New Job	58	82%
Start Own Business	11	15%	GED/Literacy	12	17%
TYPE OF JOB/CAREER					
Computers	12	17%	Truck Driver	1	1%
Machine Operator	12	17%	Law Enforcement	1	1%
Business Management	7	10%	Millright	1	1%
Electronic/Mechanic Trg	6	8%	Industrial Engineer	1	1%
Tool & Die	4	6%	Emergency Medical	1	1%
Welding	3	4%	Civil Service	1	1%
Nursing	3	4%	Clerical	1	1%
Manufacturing	3	4%	Interior Decorator	1	1%
Maintenance	2	3%	Carpentry	1	1%
Mechanic	2	1%	Accounting	0	0%
Legal	1	1%			
HOURLY WAGE YOU EXPECT AT YOUR NEW JOB?					
???	11	15%	\$10.00	13	8%
\$5.00	0	0%	\$11.00	7	10%
\$6.00	0	0%	\$11.50	2	3%
\$6.50	0	0%	\$12.00	5	7%
\$7.00	4	6%	\$13.00	3	4%
\$7.50	0	0%	\$14.00	2	3%
\$8.00	1	1%	\$14.50	1	1%
\$8.50	1	1%	\$17.00	2	3%
\$9.00	5	7%	\$20.00+	5	7%
\$9.50	6	8%			
OTHER SERVICES REQUESTED					
Veterans Benefit	12	17%	Health Care	20	28%
Unemployment	27	38%	Financial	7	10%
Stress and Mental Health	1	1%	Family Problems	0	0%
Social Services	13	18%	Education/Finance	25	35%
Retire Plan	16	23%	Credit/Debts	6	8%
Relocation	8	11%	Child Care	2	3%
Mortgage/Rent Utilities	9	13%	Alcohol/Drug	0	0%
Legal Problems	3	4%			
WORKER CHARACTERISTICS					
	<u>Yes</u>			<u>No</u>	
Veteran	28	39%		36	51%
Head of Household	62	87%		5	7%
Willing to Commute	52	73%		11	15%
Willing to Relocate	21	30%		41	58%
Spouse Employed	25	35%		27	38%
Spouse Employed Part-time	2	3%			

15: INSTRUCTOR'S NOTES FOR BRAINSTORMING

PRODUCTS:	Committee Name and Mission Statement
TIME FRAME:	1.5 hours.
FORMAT:	Participatory exercise.
MATERIALS:	Flip chart paper, markers, and masking tape
EQUIPMENT:	Easel
HANDOUTS:	Guidelines for brainstorming and consensus decision making
OBJECTIVES:	To provide participants with tools and techniques that are designed to facilitate the group process.

INSTRUCTORS NOTES:

This segment will cover the basic tools and techniques used by Committees. Two of these tools are brainstorming and consensus decision-making. The tools will be introduced before the exercises.

“*Committee Name*” and “*Defining the Mission*” are participatory exercises designed to assist Committee members in determining their name and the purpose of their Committee. The mission can also be defined as a “value statement” of how the Committee views itself and how it will operate. Thus, the segment serves a dual purpose: (1) it teaches basic tools; and (2) helps the Committee to define its name and mission.

From this point on, the group will begin to function as a Committee. The Rapid Reponse Specialist or Neutral Chair will serve as leader of the Committee and guide them through the exercise. This process will be repeated for the remainder of the program. The Committee is beginning their process of empowerment. To the extent possible, you are facilitating the process and its outcomes. Intervention should be kept to a minimum.

Explain to participants that they are to learn two tools that will assist them in functioning more effectively. Name the tools. Also explain that they will be utilizing the tools around an exercise designed to assist them in defining the mission of their Committee.

The first tool, *brainstorming*, will be used to assist them in generating ideas for mission statements that might help to define what the group wants to accomplish. The second tool, *consensus decision-making* will be used to agree on the best of the statements identified.

Before you begin the exercise, explain what brainstorming is, why, and how it is used. Also explain that participants will utilize this tool in establishing the mission of their Committee and in writing a mission statement.

16: BRAINSTORMING GUIDELINES

What Is Brainstorming?

Brainstorming is a technique used to generate a large quantity of ideas or suggestions from a group of people.

Why Is Brainstorming Used?

The technique encourages a maximum of ideas.

When Is Brainstorming Used?

1. To identify problems
2. To identify solutions
3. When seeking new ideas and information.

BRAINSTORMING GUIDELINES

The group designates a recorder. All ideas, suggestions are recorded where all can see them.

- Avoid Evaluation of Ideas.
- Don't critique ideas.
- Don't take time to evaluate ideas; it interrupts the flow of ideas. Evaluating ideas is another step in the process. which occurs after all ideas are presented
- Don't kill or discourage remarks such as contributions with judgmental remarks such as:

That is ridiculous!
We've already tried that!
Who ever heard of that?

- Exaggeration and creativity are welcomed and encouraged.
- Use freewheeling imagination.
 1. Let your mind work freely.
 2. Don't prevent ideas from emerging by rigidly adhering to logical thinking.
 3. Don't feel bound by budget, time, staff, or other resource constraints.
 4. Share mental images, synonyms, play-on-words, free associations, and farfetched ideas.
- Encourage piggybacking of ideas.
- Build on others' ideas.

Combine, expand, and hitchhike, piggyback.
- Solicit quantity, quality will come in decision-making.
- Aim for quantity.

The more ideas you can bring out, the better. Don't worry about duplicates. You are not aiming for quality at this point, only quantity.

Record each idea on flipchart paper exactly presented. Try to keep it a brief but faithful wording of the presenter.

17: INSTRUCTOR'S NOTES FOR DEFINING THE MISSION

Every group has a purpose. This purpose or mission helps to shape the group and gives it an identity. A clearly defined mission ensures that group members share a common understanding of the purpose of the Committee and what the Committee hopes to achieve. The mission, when articulated to the workforce, sends a clear message regarding the Committee's functions and expectations.

Now that you have completed the instructions for the brainstorming process and have defined the mission, have the group assemble as they would for a Committee meeting.

Inform the Committee that they should view this exercise as their first Committee task. Further that the chair will begin to function as their leader. The group should look to one another and to the chair for help in accomplishing the task.

Using the *"brainstorming"* technique, the task of the group is to generate ideas or mission statements that best define the group's purpose.

In many groups, there is often a tendency on the part of some members to be hesitant about sharing their ideas. If, while facilitating the brainstorming exercise you observe this tendency on the part of one or two members, attempt to correct it. Do not, however, call attention to the individuals.

This problem can usually be corrected by making a general statement to the group concerning the importance of capturing the ideas of all members.

There is also a tendency towards explaining "too" much. Simply put, some members spend too much time trying to refine their ideas and suggestions. Ultimately, those ideas will be refined during the evaluation or decision-making process.

Remind the group that the chair will guide the brainstorming process. Have the chair designate a Committee member to record the ideas of the group. The chair charges the group and gives participants a few minutes to think of cogent, precise statements. At the end of this period, the brainstorming process begins.

To get the group started, you may wish to have available sample mission statements prepared by other Committees.

The exercise begins at the initiation of the chair. At the conclusion of the exercise, explain the rules of consensus decision-making.

18: SAMPLE MISSION STATEMENTS

"The mission of this Employee Task Force is to design and administer a program that provides the resources and support necessary for our employees to adjust and to assist all of our workers in making a successful transition to a satisfactory job in the shortest possible time".

Source: Labor-Management Committee
United Technologies/AIW, Local 236
Union City, Indiana

"The mission of the Joint Workforce Committee at Production Plated Plastics is to give all displaced employees assistance in securing alternative employment. The mission will be accomplished by guiding employees through a self-assessment to help develop career plans based on skills, aptitudes, and interests; acquainting employees with the support services and resources that are available through the Committee and in the community; and by aiding employees in how to work the job market".

Source: Joint Workforce Committee
Production Plated Plastics Plant
Richland, Michigan

"The purpose of the Manpower Re-employment Committee is to ensure that all eligible employees affected by the closure of the Goodyear plant in Windsor, Vermont receive the necessary assistance that will prepare them to obtain other gainful employment in a timely and effective manner. To that all individuals and employee rights are upheld and all eligible benefits are properly received."

Source: Manpower Re-employment Committee
Goodyear Tire Company/Rubber Workers
Windsor, Vermont

"The mission of the Parker Employee Morenci Task Force is to design and administer a program that provides the resources and support necessary for the Parker employees to adjust to the plant closing, and to assist in marketing the facility and its human resources."

Source: Parker Employee Morenci Task Force
Parker Pen Company
Morenci, Michigan

19: CONSENSUS DECISION-MAKING

WHAT IS CONSENSUS DECISION MAKING?

- Consensus decision making is a tool used by groups to reach general agreement or accord on an issue.

HOW IF CONSENSUS REACHED?

- Allow enough time for free discussion and movement to accommodation.
- Listen with attention to others.
- Encourage others to express their ideas openly.
- Be cautious of quick agreement or compromise.
- Discuss differences openly but avoid competing and arguing.
- Do not vote.

WHEN IS CONSENSUS REACHED?

Consensus is reached when group members can say:

- I believe that you understand my point of view.
- I believe that I understand your point of view.
- Whether or not I prefer this decision, I will support it because it was arrived at in a fair and open manner.

Using the material listed on the flip chart, have participants decide on a mission statement. Reaching consensus may be difficult for the group the first time around. Unless the process totally breaks down, you should not intervene. The importance of the exercise is to allow the group enough time to decide

who they are. Obviously, glaring problems should be addressed. However, since consensus decision-making, like brainstorming, will be used throughout the training program, the guidelines will be reinforced through repetition.

As with the preceding exercise, the chair will guide the decision-making process.

When the Committee reaches agreement on a mission statement, display the statement and refer to it frequently during the training.

SUMMARY

Use the following points to summarize this segment:

1. Participants have learned and applied two tools used by groups to generate and prioritize ideas.
2. Using these tools, the Committee has drafted a mission statement which defines its purpose and can be used to communicate to the workforce what the group hopes to achieve on behalf of the workers.

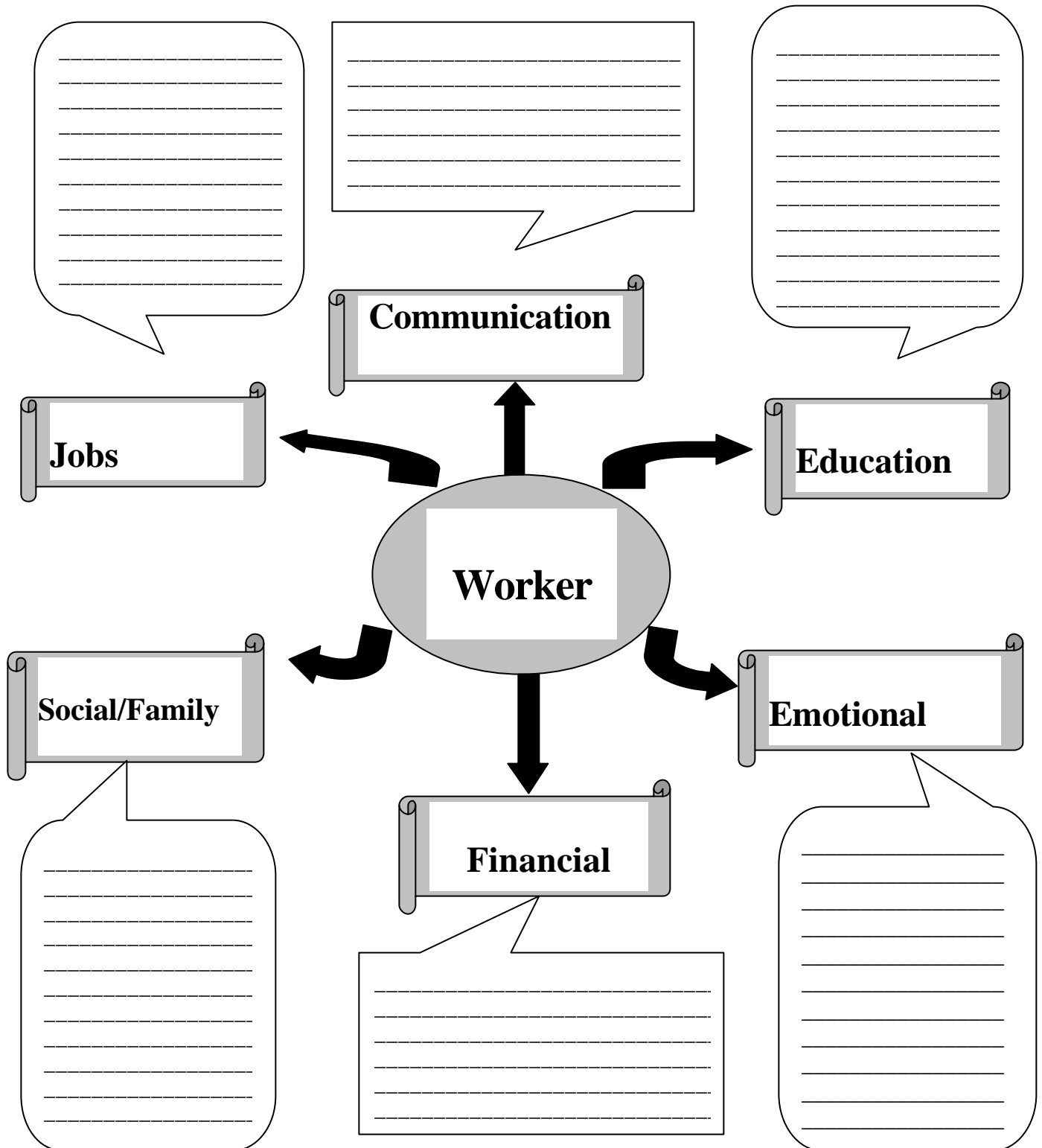
TRANSITION

Explain to participants that they have completed their first task (defining the mission) as a labor-management adjustment committee. Their next task, developing goals and objectives, will flow from the mission statement. Explain that clearly defined objectives will enable the Committee to remain focused on the adjustment effort.

20: GUIDELINES FOR REACHING CONSENSUS

- 1. Listen: Pay attention to others.**
- 2. Encourage participation.**
- 3. Share information.**
- 4. Don't agree too quickly.**
- 5. Don't bargain or trade support.**
- 6. Don't vote.**
- 7. Treat differences as strength.**
- 8. Create a solution that can be supported.**
- 9. Avoid arguing blindly for your own views.**
- 10. Seek a win-win solution.**

21: SUGGESTED SUBCOMMITTEES



22: PLANNING STEPS

Steps in the planning process:

1. Define the mission or reason for being.
2. Envision a desired future state.
3. Define desired outcomes or goals. That is, translate the mission statement into concrete changes desired.
4. Describe the steps or actions to each goal. These steps are called objectives. They are achievable in a stated time period, concrete, specific, and measurable.
5. Develop an implementation plan. This details the action steps within each objective or key action, scripting the who, what, when, where, why, and how.
6. Develop an evaluation plan.

Planning Guidesheet.

Identify Objective (achievable in a given time frame, concrete, specific measurable)

Identify action steps for each objective:

Action steps can be listed in any order; the Committee then agrees on the order as a group

Six basic questions you should answer for each action step:

1. Who is to be involved in this action step?
2. What specific things must this person do?
3. When will the necessary actions be taken?
4. Where will these actions be performed?
5. Why are these actions being taken?
6. How are the required tasks to be performed?

Five considerations:

1. Are the implementers present at this planning session? (If not, bring them in before going further.)
2. Does the plan have the flexibility needed if circumstances change? (If not, adjust it to be more flexible.)
3. Are the planned actions as simplified as possible? (If not, simplify them.)
4. What is the plan for communicating purpose and status of the action with others?
5. What is the plan for reporting the outcome of the action?

23: GOAL SETTING

By establishing realistic goals and objectives, the Committee does three things:

1. Provides direction for the group's activities,
2. Informs the workers of specific actions that will be undertaken on their behalf, and
3. Identifies and brings together key stakeholders in the worker adjustment process.

Some examples of (R)ealistic and (U)nrealistic goals are:

R Conduct, or arrange for the conduct of workshops and seminars on stress management, financial counseling or retirement planning to better assist workers in managing their home and work lives.

Establish the "buddy system" and assign Committee members to maintain regular telephone contact with those workers already laid off to keep them apprised of employment and training opportunities.

U Arrange for all workers to have at least one day off per week to look for new jobs.

Extend the lunch hour to 4 hours to allow workers to set up or go on job interviews.

24: SAMPLE COMMITTEE GOALS

GOALS	ASSIGNED TO	TIMEFRAME
<i>Communication Subcommittee</i>		
Newsletter	Mary	Ongoing, weekly publishing
Letter to Employees	Committee	Completed
Suggestion Box	Ken	Completed
Press Release/Reporter	Committee	Completed
Newspaper Ads	Ken	Middle part of July
<i>Jobs Subcommittee</i>		
Job Club Workshops	Committee	After July 1
Info on Job Club	Committee*	Week of June 22
Employment Registration	Duke	During July
Veterans Programs	Duke	End of May
Produce and Distribute a Resume Book	Duke	End of July
<i>Education Subcommittee</i>		
Info on Training Classes	Committee*	During June
Info on Remedial Education	Committee*	During June
Education Fair	Gary +	End of May
Info on GED Classes	Committee*	Completed May 18
Dislocated Worker Program	Jody	1 st week of June
<i>Emotional Subcommittee</i>		
Stress Management Workshop	Mary	During June
Employee Assistance Seminars	Mary	During July
Motivational Seminar	John	During June
<i>Financial Subcommittee</i>		
Financial Aid Info	Gloria	End of May
Unemployment Benefit Information	Committee	Ongoing
Social Security Information	Gloria	1st Week of June
Personal Financial Management Workshops	Gloria	June 6 with Committee
<i>Family & Social Subcommittee</i>		
Health Insurance Seminar	Paul	Within 2 weeks
<i>Resource Center</i>		
Set-up & Operational	Committee	Completed, Ongoing
"Goals achieved in the newsletter		
"+ Goals accomplished in Education Fair		

25: SAMPLE COMMITTEE BUDGET

COMMITTEE ON PROSPECTIVE EMPLOYMENT BUDGET			
COST ITEM	BUDGET	EXPENDITURES	IN-KIND
Newsletter			
Cost per letter			
number of copies			
number of editions			
Postage			
metered mail			
overnight			
stamps			
Copying			
resumes			
Stress Mgmt Workshop			
number of workshops			
cost per workshop			
Budget/Finance Workshop			
number of workshops			
cost per workshop			
Education Fair			
number of workshops			
cost per workshop			
Newspaper Ads – Workforce Ads, Job Development			
Resource Center			
Newspaper subscriptions			
Space			
Equipment			
staffing			
Committee Chair			
TOTAL VIA EXPENSES			
Company in-kind			
members salary		XXXXXXXXXXXXXX	
facilities for resource center, workshops, seminars		XXXXXXXXXXXXXX	
Equipment		XXXXXXXXXXXXXX	
TOTAL In-Kind EXPENSES			
TOTAL RESOURCES			

26: EMPLOYEE TRACKING FORM

SAMPLE

Employee Tracking Form

Name of Employee: _____ Anticipated Layoff Date (if known) _____

Current Job Classification: _____

Also qualified to do: _____

Current Salary _____

Job Search/Referrals

Company (1) _____ Date: _____ Job Title: _____

Location: _____ Wage Rate: _____

Company (2) _____ Date: _____ Job Title: _____

Location: _____ Wage Rate: _____

Company (3) _____ Date: _____ Job Title: _____

Location: _____ Wage Rate: _____

Placement

Company: _____ Location _____

Job title _____ Salary _____

Is New Job and Salary Comparable to Present Position: Yes No Date: _____

What is the Differential? _____ Is Worker Satisfied with Job? _____

Are There Other Similar Jobs Available At This Site? _____

Financial Planning

Is Financial Planning assistance needed: Yes No

Is Emergency Assistance Needed? Yes No Type: _____

Employee Referred to: _____ Date: _____

Did Employee Receive Needed Assistance? Yes No

Outcome of Referral: _____

Is Additional Follow-up Required? Yes No When? _____

Retirement planning

Is worker eligible to retire? Yes No Retirement Source? _____

Retirement Date: _____ Pension Begins on: _____

Is Financial Assistance Required Before Pension Begins? _____

If Yes, Worker Referred to: _____ Contact: _____

Is Additional Follow-up Required? Yes No When? _____

Nature of Follow-up: _____

Education/Training

Is worker currently attending training? Yes No Where attending?

Has worker applied for training? Yes No Accepted? Yes No

Hours Needed to Complete? Associate: _____ Undergraduate: _____ Post Graduate: _____

Vocational Education Certificate: _____ Other Specify: _____

Is worker receiving Tuition Assistance? Yes No Amount: _____
Begins: _____

Other Financial Assistance Required: _____ Referred To: _____

Is Additional Follow-up Required to Complete Training? Yes No
When: _____

Nature of Follow-up: _____

27: SAMPLE TIMELINE: LAYOFF AT 6 MONTHS OR PHASED LAYOFFS

<i>ACTIVITY</i>	<i>WEEK</i>
FORMATION ACTIVITIES	1
Rapid Response System notified of closing/layoff	1
Sell the Committee concept	1
Select Committee members	1
Orient and train Committee members	1
Customize Employee Needs Survey	1
Identify Neutral Chair Candidates	1
Committee members select Subcommittee Assignments	1
COMMITTEE CONTACT WITH WORKFORCE	2-3
Sign agreement (if appropriate)	2-3
Interview and select neutral chair	2-3
Notify employees of Committee's existence	2-3
Conduct "Initial Employee Information Meeting"	2-3
Administer and tabulate Employee Needs Survey	2-3
PLAN AND DELIVER SERVICES	
Develop 5 Activities per Subcommittee	4-8
Develop and open an on-site Transition Center (if appropriate)	4-8
Referral to community resources (as appropriate)	4-8
Design services and identify other community resources	4-8
Begin delivery of Core Services	4-8
Begin Individual WIA Intensive Services	4-8
Begin Individual WIA Training Services	4-8
Group Rapid Response activities made available	4-24
Plan job development/job search strategy	10-12
Group Job Development – Resume Books, Employee Marketing, Chamber Commerce, etc.	12-14
LAYOFFS BEGIN (6 months)	
WIA Core Services (Continue)	24-39
Group Rapid Response Activities (Continue)	24-39
Individual WIA Intensive Services (Continue)	24-39
Individual WIA Training Services (Continue)	24-39
Based upon Assessment – referral to other community resources as appropriate	24-39
Re-contact reluctant employees to encourage participation in activities	24-39
PLANT CLOSES – 6 months	26
Decision to terminate Committee	35
Close or transfer On-Site Transition Center	36
Refer remaining workers to the dislocated worker program	36
Final report – Prepared and Submitted by Neutral Chair	39

28: SAMPLE TIMELINE: 60 DAYS TO LAYOFF

ACTIVITY	WEEK
FORMATION ACTIVITIES	
Rapid Response System notified of closing/layoff	1
Sell the Committee concept	1
Select Committee members	1
Orient and train Committee members	1
Customize Employee Needs Survey	1
Identify Neutral Chair Candidates	1
Committee members select Subcommittee Assignments	1
COMMITTEE CONTACT WITH WORKFORCE	
Sign agreement (if appropriate)	2
Interview and select neutral chair	2
Notify employees of Committee's existence	2
Conduct "Initial Employee Information Meeting"	3
Administer and tabulate Employee Needs Survey	3
PLAN AND DELIVER SERVICES	
Develop 5 Activities per Subcommittee	3
Develop and open an on-site Transition Center (if appropriate)	3
Design services, identify other community resources and refer workers	3
Begin delivery of Core Services	3
Begin Individual WIA Intensive Services	3
Begin Individual WIA Training Services	3
Group Rapid Response activities made available	3-8
Plan job development/job search strategy	3-8
Group Job Development – Resume Books, Employee Marketing, Chamber Commerce, etc.	3-8
LAYOFFS BEGIN or COMPANY CLOSES (60 DAYS)	
WIA Core Services (Continue)	3-18
Group Rapid Response Activities (Continue)	3-18
Individual WIA Intensive Services(Continue)	3-18
Individual WIA Training Services (Continue)	3-18
Based upon Assessment – referral to other community resources as appropriate	3-18
Re-contact reluctant employees	8 18
COMMITTEE CLOSING	
Decision to terminate Committee	24
Close or transfer On-Site Transition Center	24
Refer remaining workers to the local dislocated worker program for services	24
Final report – Prepared and Submitted by Neutral Chair	27

29: WORKFORCE TRANSITION COMMITTEE

A Workforce Transition Committee is a variant on the labor-management Committee concept authorized under WIA. Many practitioners in the field also consider the use of these Committees as a best practice. These Committees have proven effective in very large dislocations and as an ongoing response to dislocations in some communities.

What is a Workforce Transition Committee (WTC)?

A WTC is a broad based group that may include but is not limited to representatives of the employer, the affected workers, and the local community.

What does a WTC do?

- Works in conjunction with economic development activities to attract and create new jobs
- Facilitates the job development and placement of the affected workforce.
- Serves as a lead element in informing the community and the workers of activities and services needed to place the affected workers.
- Mobilizes and coordinates all available community resources to serve the workers.
- Facilitates and assists in the process of securing additional resources needed to serve the workers.

What are the benefits of using a WTC?

The benefits of using a WTC are similar to those achieved through a LMC. However, one unique advantage to using a WTC is it ensures a pro-active role by the community as a whole in addressing the needs of a specific dislocation. Specific benefits to the employer and the affected workers as a result of using a WTC or a LMC are:

1. Earlier reemployment
2. Potential reduction in unemployment insurance costs
3. Potential reduction in workers compensation costs
4. Workers helping workers
5. Coordination of services and resources
6. Increased motivation
7. Increased productivity and morale
8. Positive labor-management relations
9. Positive community impact
10. More effective use of benefits
11. New job creation linked to an existing workforce

Most frequently, the WTC is organized by local elected official(s). These officials involve local agencies to actively participate in a coordinated effort to help the workers. Members on the WTC will vary depending on the resources available in the affected community. Typical members include representatives of the workers, the affected company, elected officials, training institutions, employment and training agencies, economic development agencies, local human service agencies, and state agencies.

Leadership of the WTC can be elected by the Committee itself or appointed by the sponsor of the Committee. The chair of the WTC should be selected from members of the Committee who do not have a vested monetary interest or conflict as a service provider to the workers. This frequently leads to the selection of an elected official, economic development agency head or a local party agreed to by the WTC.

How is the WTC organized?

Most WTC's organize subcommittees that plan the details needed to assist the workers and the community develop a comprehensive approach to address a dislocation. Typical subcommittees on a WTC and their roles might include:

Communications Subcommittee

- Inform the workers about services available and how to obtain them.
- Inform community agencies of needs identified by the workers and actions necessary to address them.
- Inform the community of developments and activities conducted by the WTC (i.e. a community newsletter) on behalf of the affected workers.

Economic Development Subcommittee

- Market the facility being closed to other business.
- Market the skills of the affected workforce.
- Attract new employers and jobs to the community.
- Assess the possibility of an employee buyout or alternative ownership structure.
- Coordinate incentive programs (e.g., tax incentives, training) for new employers

Employment and Training Subcommittee

- Identify training needs of the workforce.
- Inform workers of training opportunities and other available job placement assistance services.
- Identify existing resources for training and coordinate access to these resources for the workers.
- Develop additional resources to meet employment and training needs of the workforce.
- Coordinate employment and training providers response to the dislocation.
- Identify gaps and coordinate delivery of additional appropriate community resources to assist the workforce and their families.

Transition Center Subcommittee

- Same as an LMC Transition Center Subcommittee

The subcommittees conduct their work and report to the full WTC on a regular basis. Additional subcommittees can be established as needed to address any needs that may arise in the community.

Each agency serving on the WTC brings its own existing resources to the table as a part of its mission to serve the community in which it is located. As a group, the WTC can identify additional needs and secure additional funding and other resources to help it carry out its mission. As a result, the cost of establishing a WTC team is minimal, however the benefits of the structured active involvement of the community have been shown to provide real results in assisting both the workforce and the community deal with a dislocation event.