WELCOME

Partner Orientation, Networking Conference, and Team Kick Off Meeting

New York Talent Pipeline Program

Long Island Flag

Cohort 2023 – 2025

12 October 2023

Welcome

RADM Scott Pappano

Program Executive Office Strategic Submarines

Roll Call

Suffolk County Network – Don Balducci

Nassau County Network – Jamie Moore

SUBMARINE INDUSTRIAL BASE COUNCIL
VITAL TECHNOLOGY FOR A SECURE FUTURE

Introductions

Napoleon's Corporal

Facilitators

Welcome

Stefanie Link

Executive Director, In-Service Submarine Program Executive Office

Attack Submarines

Long Island Flag Sponsor

Long Island Talent Pipeline Program Flag Update

Eli Vanner, Flag Leader

New York Flag Milestone Events (2023 – 2024)

OCT 12 2023

Partner Orientation, Networking Conference, and Team Kickoff

- TA&R Training | Networking
- Recruit / Interview / Make Offers
- Networking / Develop Tool(s)
- Report Data

MAY 21 2024

Signing Day

- Celebrate
- Report Data
- Prepare for Next Cohort

MAR 5 2024

Mid Year Team Update and Sharing

- Recruit / Interview / Make Offers
- Networking / Report Data

Agenda

- Talent Pipeline Program Overview
- Business Of People
- Suffolk Network
- Networking Lunch & Flag Sponsor with Facilitated Q&A
- Nassau Network
- TA&R Best Practice Model
- Flag Road to Signing Day/Path Forward
- Networking Social

Today's Objective

- Each Employer Announces their "Why?"
- Understand the Best Practice Model
- Learn from Each Other
- Build Your Individual Network
  - Expand Pipelines
  - Build Business Relationships

Teammate Of The Day

Aha Moments

2023-2024 Talent Pipeline Program

Strategic Update

Joe Barto

Program Leader

U.S. Navy
Talent Pipeline Program

Joe Barto
Program Leader
jbarto@tmgva.com
757-218-8444

Date: 15 SEP 23

2023
Annual Report
Executive Summary

(Reporting Years 1 July 2021 – 30 June 2023)

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Mission

The Talent Pipeline Program TEAM will energize and engage the American economy by creating and sustaining a maritime and defense industrial base focused talent pipeline that enables EMPLOYERS to re-capitalize their workforce through recruiting, hiring, training, and retaining skilled workforce members with critical trade skills for 1-year as productive and engaged new employees.

Core Outcome Metric

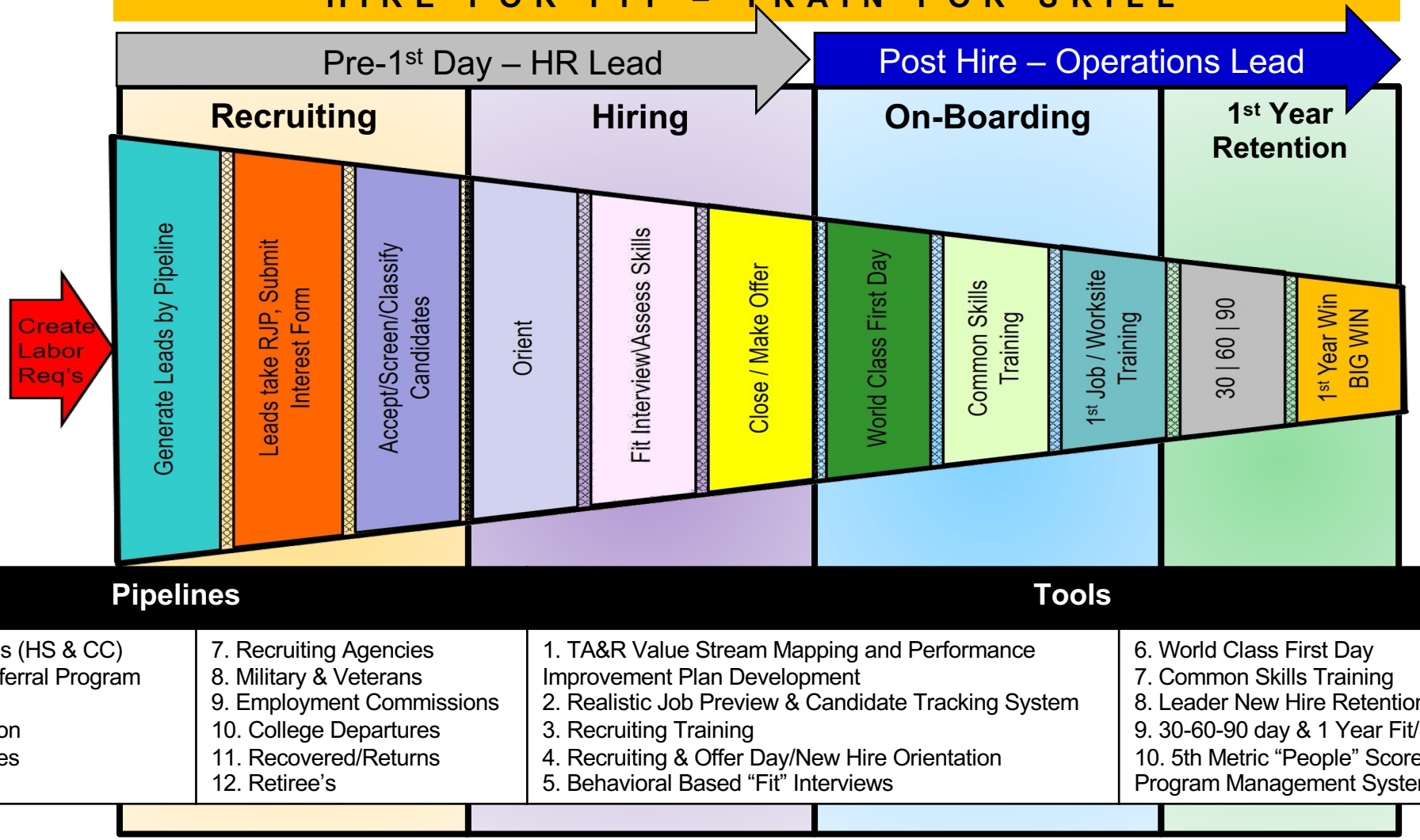
# of EMPLOYERS with a reliable year over year Talent Acquisition and Retention Pipelines to run a better business and increase defense industrial capacity.

Best Practice Model

Demand Driven Talent Acquisition & Retention (TA&R) System

Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate

H I R E F O R F I T – T R A I N F O R S K I L L



Pipelines		Tools	
1. CTE Programs (HS & CC) 2. Employee Referral Program 3. ATDM 4. Adult Education 5. Temp Agencies 6. Social Media	7. Recruiting Agencies 8. Military & Veterans 9. Employment Commissions 10. College Departures 11. Recovered/Returns 12. Retiree's	1. TA&R Value Stream Mapping and Performance Improvement Plan Development 2. Realistic Job Preview & Candidate Tracking System 3. Recruiting Training 4. Recruiting & Offer Day/New Hire Orientation 5. Behavioral Based "Fit" Interviews	6. World Class First Day 7. Common Skills Training 8. Leader New Hire Retention Training 9. 30-60-90 day & 1 Year Fit/Skills Assessment 10. 5th Metric "People" Scorecard Data Driven Program Management System

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CTE Proof of Concept

New Horizon's Regional Education Center

Good Life Solutions Program Best Practice Results

2022: Since 2017, **34** Good Life Solution Employers have hired **222** full-time employees. **177** students were onboarded and **144** completed their 1st year on the job for an **80%** first-year retention rate living the "Good Life".

2023: Since 2017, **40** Good Life Solutions Employers have had **243** New Hires onboarded with **205** reaching their 1st Year Anniversary as Engaged and Productive Teammates for an **86%** 1st year retention rate living the "Good Life".

Employer Proof of Concept

Newport News Shipbuilding Best Practice Results & New Horizon's Regional Education Center Good Life Solutions Program

(Newport News Shipbuilding , Apprentice School, and HII Mission Technologies)

	Pre-Hire						Post-Hire		
Cohorts	# Total in the GLS pool	# NNS Interested Candidates	# Applied	# Interviews	# Offers Made	# Accepted Offers	# Started	# 1st Year	Retention %
2017-2019	69	35	35	32	16	16	13	12	92.3%
2018-2020	113	55	55	38	31	28	23	21	91.3%
2019-2021	129	80	76	76	72	53	28	24	85.7%
2020-2022	118	36	36	29	29	28	26	25	96.1%
2021-2023	150	60	55	48	46	32	30	29	96.6%
2022-2024*	165	60	60	51	51	34	TBD	TBD	TBD
Total	744	351	322	281	241	181	120	111	92.4%

As of 9/6/23

Core Outcome Metric

of EMPLOYERS with a reliable year over year Talent Acquisition and Retention Pipelines to run a better business and increase defense industrial capacity.

77

Philly 2021-2023 (1st Year Retains) & 2022-2024 (Accepted Offers) & 2023-2025 Partner = **28**

In Process

Pittsburgh 2022-2024 (Accepted Offers) & 2023-2025 Partner = **26**

Hampton Roads 2022-2024 (Accepted Offers) & 2023-2025 Partner = **23**

As of June 30, 2023

Philly Cohort 1 (’21-’23) - Retention Data

Total Employers at 12/1/21	36
Deferred	4
Withdrew	1
Without Accepted Offers	2
With Accepted Offers	**29**
Cohort 1(‘21-’23)	**June**
# Accepted Offers	267
# Started	259
# Retained	**165**
# Departed	95
Overall Retention Rate	**64%**

Employers with New Hire Starts	29
Employer Performance	
100% Retention	14
Lost 1	4
Normal Data Variation	11
Appears to be Abnormal Data Variation & In Discussions	0
Total	**29**

Ave Days to Departure: 150
 # Reached 1 Year: 164*

(* 1 person has not yet reached 1 year)

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Philly Cohort 1 (’21-’23) - Summary as of 30 Jun 2023

Employers with 100% Retention

1. American Hydro
2. Billet Industries
3. Cleveland Cliffs
4. Curtiss-Wright
5. Fairmont Automation
6. Jenkins Machine
7. Johnson Controls
8. L3 Harris
9. NAVSUP-WSS
10. NFPC
11. PRL
12. Rhoads
13. Staver Hydraulics
14. York Precision

Employers with 1 Departure

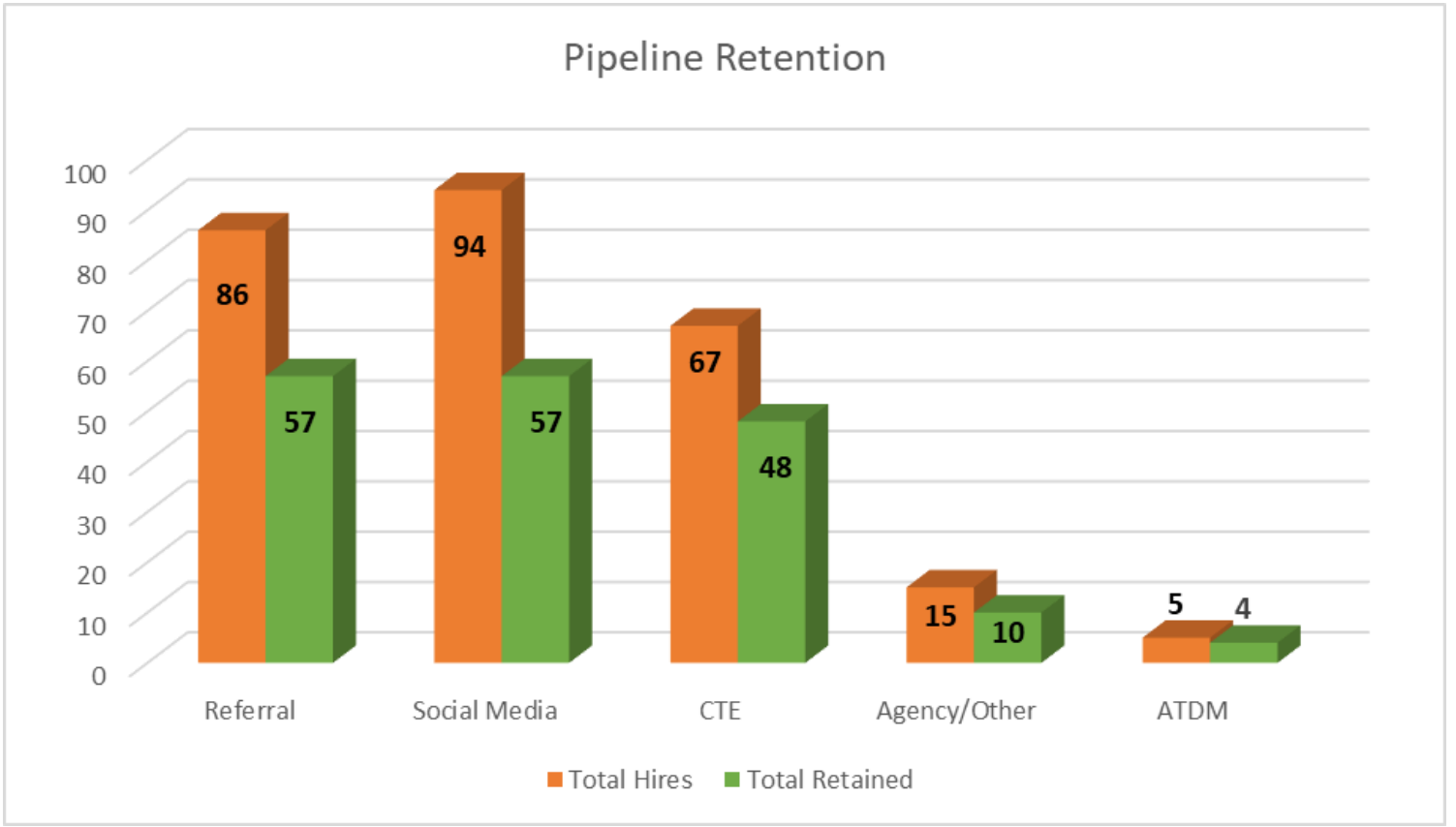
15. Kingsbury
16. Lehigh Heavy Forge
17. Philly Ship Repair
18. QED Systems

Philly Cohort 1 ('21-'23) - By Pipeline

Ranked Talent Pipeline Performance by Retained Total:

1. Employee Referral
2. Social Media
3. CTE
4. Recruiting Agencies
5. ATDM

Other or Not Reported
Military & Veterans
Adult Education
Employment Commissions
College Departures
Recovered/Returns
Retiree's



of 6/30/23

SENSITIVE DATA
FOR TPP INTERNAL USE ONLY
DO NOT RELEASE

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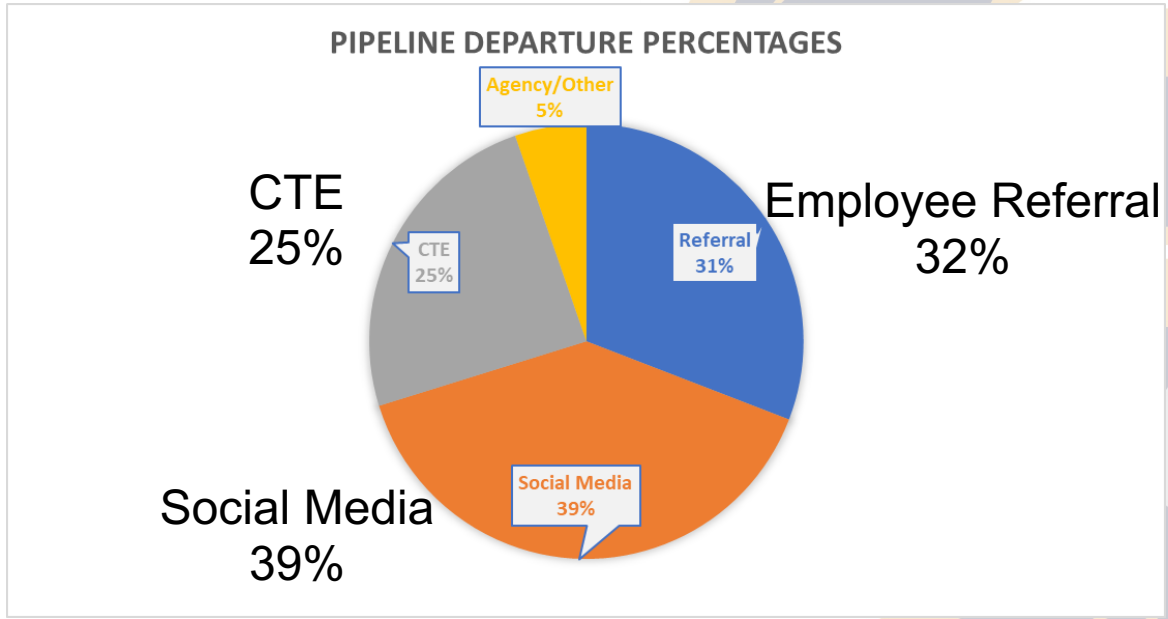
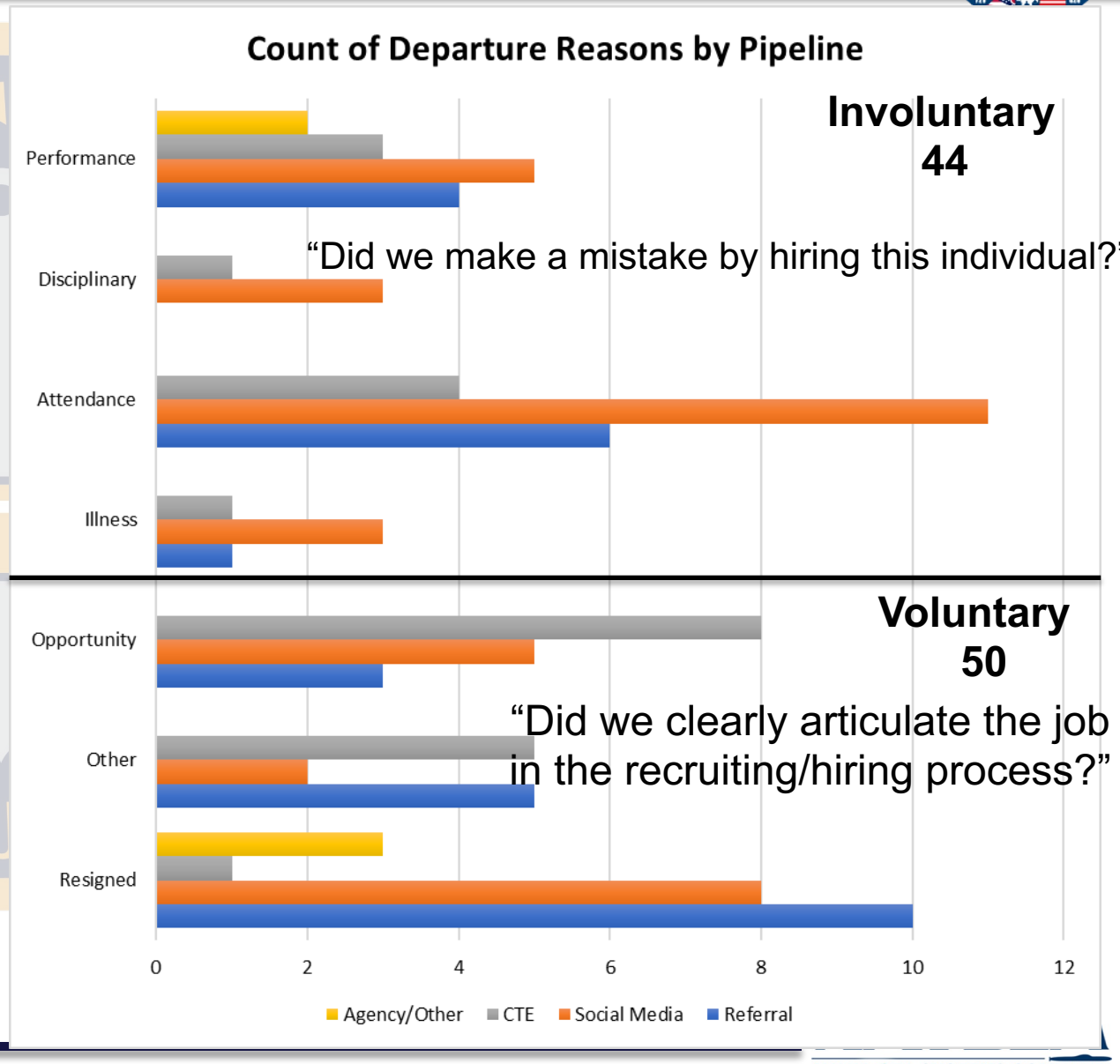
Philly Cohort 1 ('21-'23) - Pipeline Departure Data

Total Pipeline Departures: 94
Involuntary: 44
Voluntary: 50



10/29 Employers drove 85/94 Departures



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Philadelphia Flag
Cohort 2 (‘22-’24) Talent Pipeline Source Data

Disclaimer: In Process Data

 # Employers 31
 # Accepted Offers 319
 # Starts 305
Pipelines:

1. **CTE : 81**
2. **Social Media: 75**
3. **Emp Ref: 65**
4. **Other: 31**

Awaiting Data: 67

Best Practice Employers:
Cleveland Cliffs (Coatesville)

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Pittsburgh Flag
Cohort 1 (‘22-’24) Talent Pipeline Source Data

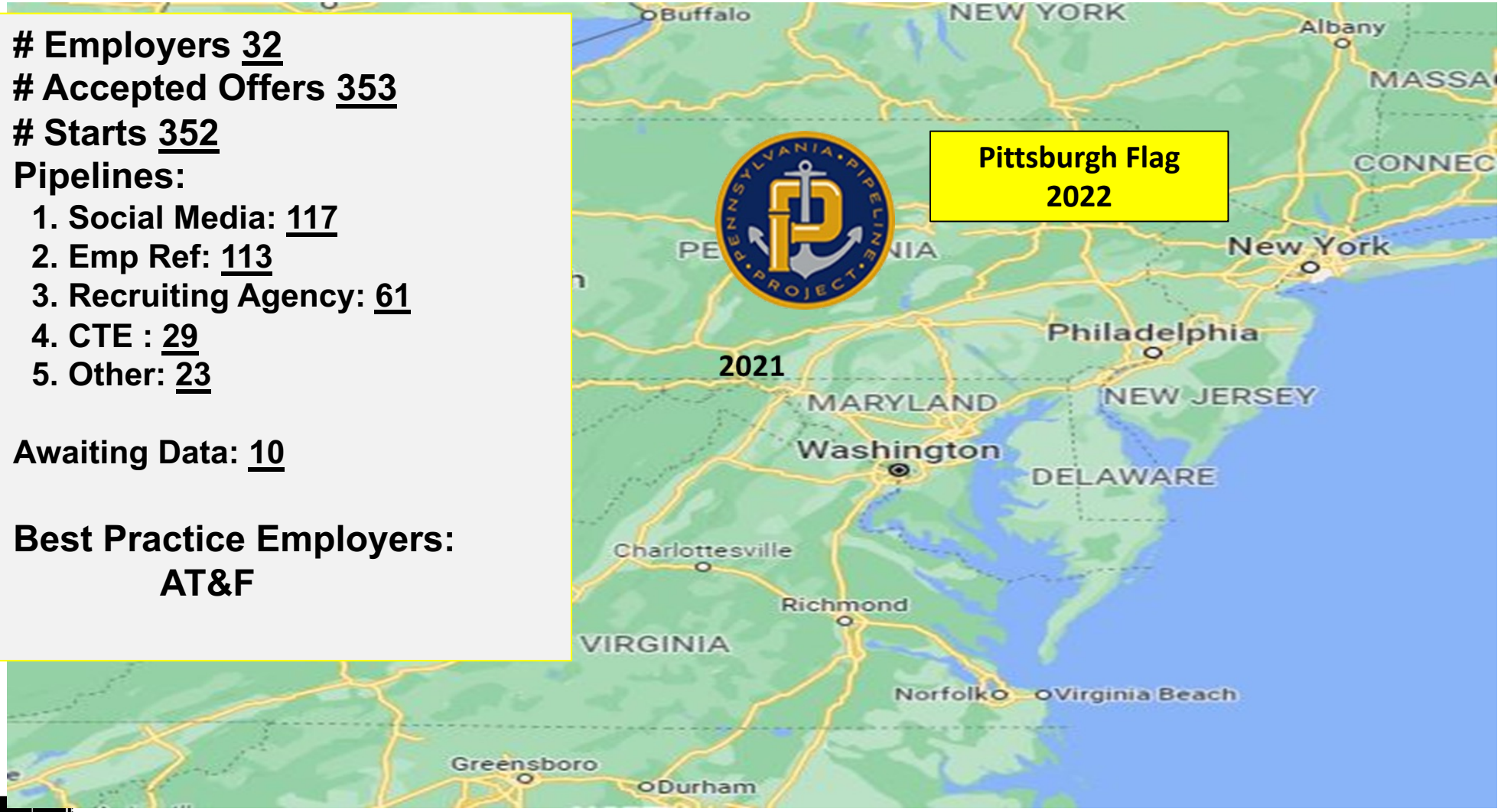
Disclaimer: In Process Data

 # Employers 32
 # Accepted Offers 353
 # Starts 352
Pipelines:

1. Social Media: 117
2. Emp Ref: 113
3. Recruiting Agency: 61
4. CTE : 29
5. Other: 23

Awaiting Data: 10

Best Practice Employers:
AT&F



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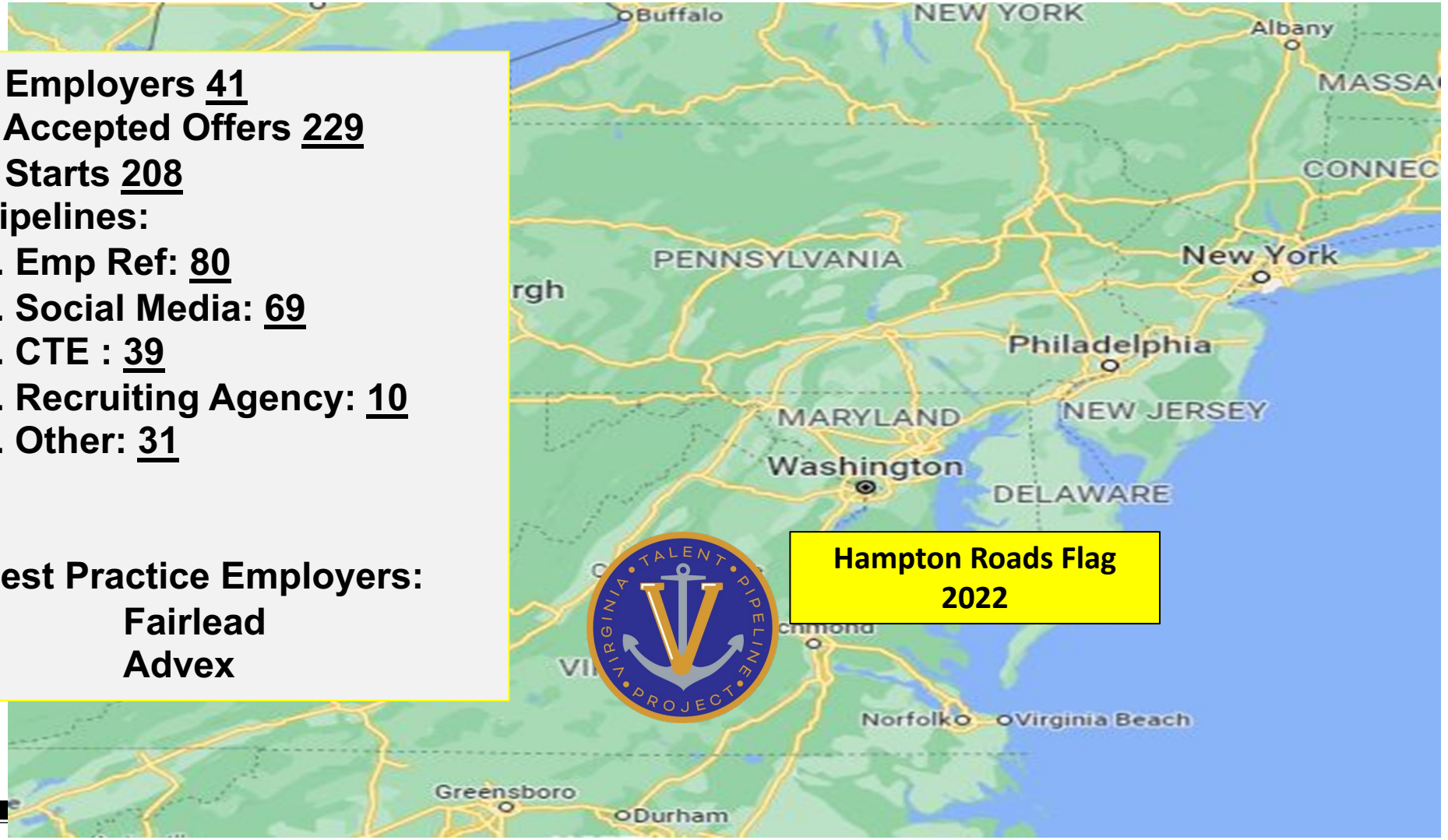
Hampton Roads Flag
Cohort 1 (‘22-’24) Talent Pipeline Source Data

Disclaimer: In Process Data

 # Employers 41
 # Accepted Offers 229
 # Starts 208
Pipelines:
1. Emp Ref: 80
2. Social Media: 69
3. CTE : 39
4. Recruiting Agency: 10
5. Other: 31

Best Practice Employers:
Fairlead
Advex



Talent Pipeline Employer Partner Master Scorecard

Talent Pipeline Program Employer Master Scorecard (2022-2024)					
	Employer Target/Actual	# Trained	# Pledged	# Accepted	# Started
Current	**120/104**	**91**	**1052**	**903**	**872**
Philly Region - Flag 1	50/31	31	240	321	312
Pittsburgh Region - Flag 2	30/32	27	330	353	352
HR Virginia Region - Flag 3	40/41	33	482	229	208

(data date 6/30/2023)

2023-2025 Program Improvements

1. Retention is #1 Employer Opportunity for Improvement: TPP supports Employers with teaching and coaching Retention Root Cause Analysis, Counter Measure Development and Implementation Results Tracking

2. Talent Pipeline by Implementation Level of Effort:
   - Employer Referral Program: Low (Easy to Do/High Impact)
   - Social Media: Moderate (Requires skills and focused effort)
   - CTE: High (Requires focused Employer CTE Recruiting and Project Management)

3. Better pre-qualify Training Providers by implementing a Local Training Provider Engagement Coordinator and potentially support Employers with CTE recruiting capability. TPP potentially provides $$, Training, Coaching, and Connections

Talent Pipeline Program Flag Transition, Sustainment, and Expansion Strategy Planning

MISSION: Execute a Talent Pipeline Program National Roll Out Strategy to support the US Navy Fleet Re-capitalization Program through the Columbia/VCS construction period while retaining small and medium sized EMPLOYER focused Talent Pipeline model integrity while customizing to the local regions.

PLANNING ASSUMPTIONS: REMAIN VALID

1. Navy Demand for Defense Industrial Base (DIB) Capacity will continue through 2040.
2. American economy full employment condition is a constant for the foreseeable future.
3. ~80% of the DIB (~17,000) are Small to Medium Sized Business's (< 1,000 Employees at a Single Site)
4. Talent Acquisition and Retention is the sole responsibility of the DIB Employers
5. The Talent Pipeline model is PROVEN and model integrity will be retained during the national roll out.
6. Supplier Development Funding will support the Talent Pipeline Program over the Program Transition, Sustainment, and Expansion Life Cycle.

Employer Partners

SENSITIVE DATA
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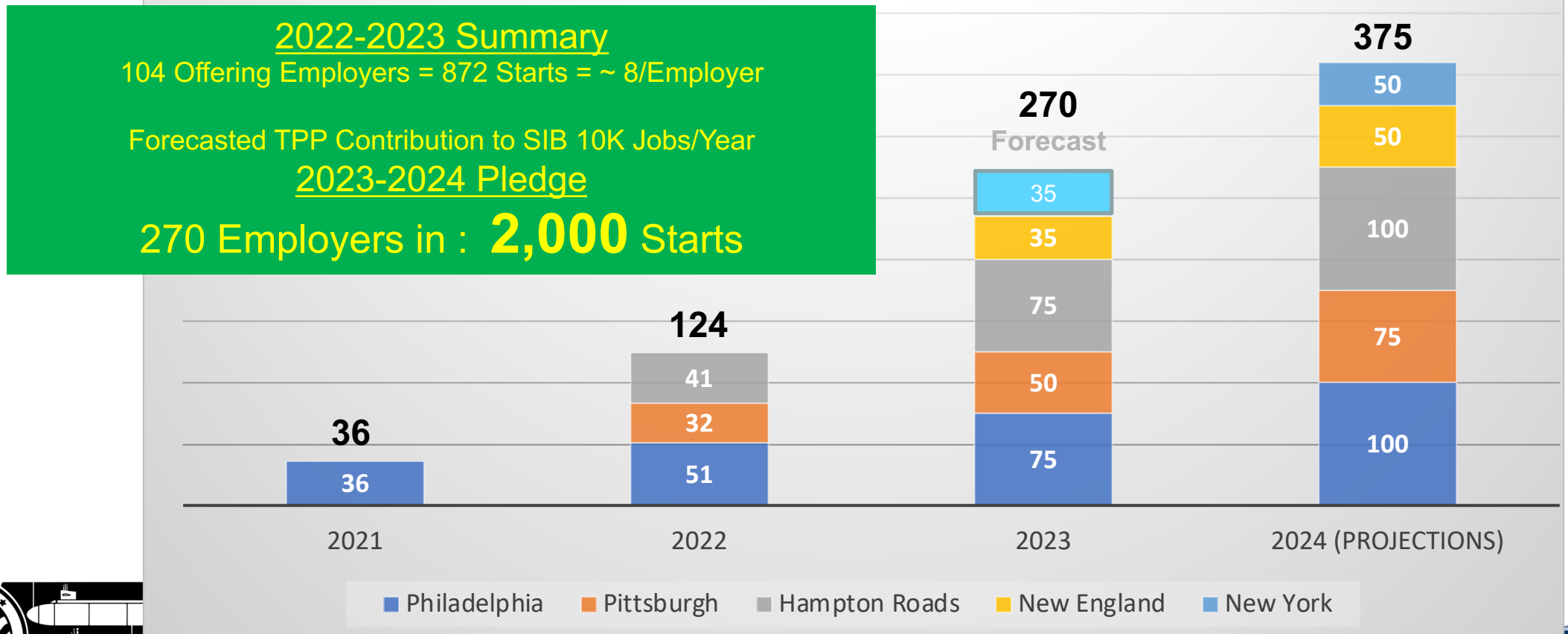
Employer Partners Participation (by region and year)

As of July 2023



Matt Sermon, PEO Strategic Submarines

Employer Testimonial

Mike Brawley
President & CEO
Kinsgsbury

Employer Testimonial

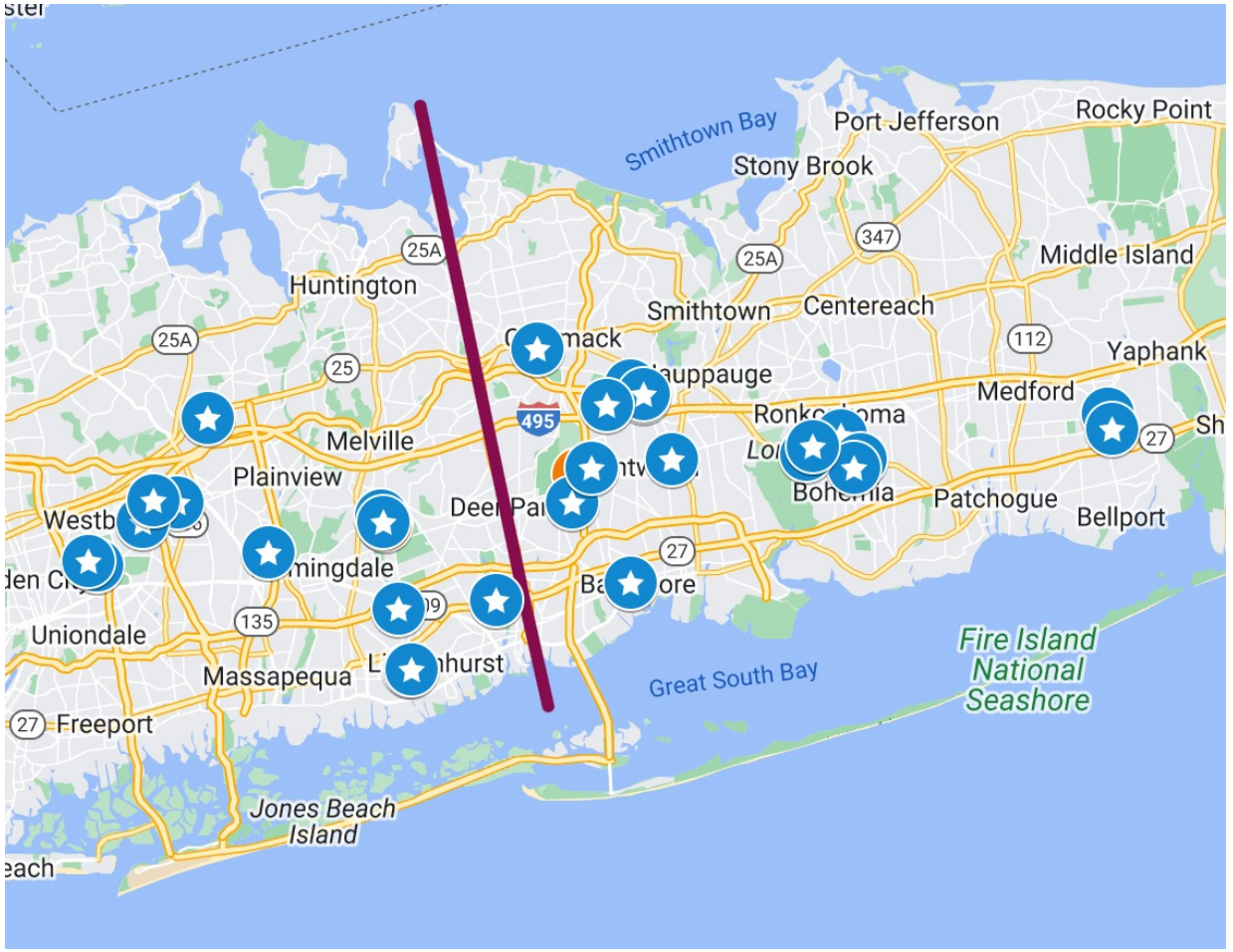
Fred Pasquine
President
Fairlead

Networking Break

Homework: Lunch Questions

Partner Network Concept

- **Networks will be comprised of 10 to 20 employers**
  - Geographically or join any network you choose
- **Each network will have…**
  - Network Employer Lead
  - Dedicated Network Coach
- **Networks meet 2X Fall and Spring to share best practices, discuss challenges, learn from each other**
- **Training Providers are to be invited to a network by Employer Sponsor.**
- **Facilitators to join network(s) where they see the most value added.**



Network Coach Responsibilities

- Create and Maintain TPP Partner Relationships on Monthly Basis
- Serve as the Program Single Point of Contact for Network Employers and owns employer performance
  - Tracking and Coordination of support services
  - Data Tracking
    - New Hire Data | Retention Tracking | Pipeline Performance
  - Major Milestone Attendance and Deliverable Tracking
  - Early Risk Identification and Elevation
- Logistics and Facilitation of Network Events
  - Works with Network Lead and Host Organization on Event Agenda's and any support resources needed

Network Reporting

Suffolk County Network

Coach: Don Balducci

Employer Leader: CPI Aerostructures Inc

Total Employers: 15

Total Demand: 95

CPI Aerostructures

April Galena, Vice President, HR & Administration

Demand:

Structural Mechanic Apprentice: 5

Current Training Provider Partnerships:

Local high schools – West Islip, Brentwood

Local colleges and universities – Suffolk Community College, Hofstra, Vaughn

CPI Aero manufactures critical and complex aircraft structures. As either a prime contractor or a subcontractor, CPI Aero fulfills the increasingly important role of program manager for the Aerospace and Defense industry.

Other Current Pipeline Relationships:

Employee Referral Program

Job Boards

Active Recruiting

Pipeline Program Tool(s) Interested In:

Recruiting Training

Recruiting & Offer Day

World Class First Day/New Hire Orientation

GSE Dynamics Inc.

Anne Shybunko-Moore, Owner and CEO

Demand:

Salaried:	2
Experienced:	5
Entry Level:	1

Current Training Provider Partnerships:

- Suffolk County Community College
- Hofstra University
- NYIT
- Stony Brook University
- Farmingdale State University

Other Current Pipeline Relationships:

- Employee Referral
- Recruiting Agency
- Indeed / LinkedIn

Pipeline Program Tool(s) Interested In:

- Realistic Job Preview & Candidate Tracking
- World Class First Day/New Hire Orientation
- Leader New Hire Retention Training/5th Metric Scorecard

GSE Dynamics, Inc. is a full-service engineering and manufacturing company engaged in the manufacture, assembly and testing of military mechanical and structural components and assemblies.

Fluid Mechanisms

Josh McCaughey, CEO

Demand:

Salaried – Program Manager	1
Experienced – Machinist	3
Entry Level – Assembly Technician	2
Entry Level – Machinists	2

Current Training Provider Partnerships:

None

Fluid Mechanisms is Tier 1 supplier to many of the primary aerospace companies. We supply 3 and 5 axis structural components and assemblies.

Other Current Pipeline Relationships:

Employee Referral

Indeed / Online

Pipeline Program Tool(s) Interested In:

Leader New Hire Retention Training/5th Metric Scorecard

Behavioral Based "Fit" Interviews

World Class First Day/New Hire Orientation

30/60/90/1 Year Fit/Skills Assessments

Amplitech

Jorge Flores, Chief Operating Officer

Demand:

CNC Machinist	1
Controller	1
Junior RF Engineer	1

Current Training Provider Partnerships:

Hofstra University

Other Current Pipeline Relationships:

Employee Referral Program

Recruiting Agency

Indeed

Pipeline Program Tool(s) Interested In:

World Class First Day/New Hire Orientation

Leader New Hire Retention Training/5th Metric Scorecard

The devices AmpliTech designs boast the lowest noise figures and power dissipation across all usage frequencies to offer customers in the military, Satcom, automotive, and computing industry unparalleled product specifications and user experience.

East/West Industries

Teresa Ferraro, CEO

Demand:

Buyer: 1 Mechanical Assembler: 2-3

Stock Room: 1 Shipping/Receiving: 1

Quality Engineer: 1 IT systems Analyst: 1

IT Technician: 1 Business Development: 1

Current Training Provider Partnerships:

Longwood School District

East/West Industries designs, manufactures and supports products that save aircrew lives, and we use this experience and expertise to function as a small prime contractor capable of solving complex problems.

Other Current Pipeline Relationships:

Employee Referral

Social Media/Indeed

Recruiting Agency

NYS DOL

Pipeline Program Tool(s) Interested In:

Realistic Job Preview & Candidate Tracking

World Class First Day/New Hire Orientation

Leader New Hire Retention Training/5th Metric Scorecard

Astro Electroplating

Chrissy Pullara, COO, VP of Quality and Business Development

Demand:

Maintenance Mechanic	2
Production Support	2
Production Supervisor	3
Laboratory Technician	3
Plating Line Technician	4

Current Training Provider Partnerships:

None

Astro Electroplating has over 50 years of experience in electroplating on plastic. We specialize in the defense, automotive, cosmetics, appliances and plumbing sectors. Our finishing line offers plating in nickel, chrome, copper, satin nickel, and satin chrome.

Other Current Pipeline Relationships:

Employee Referral Program
Indeed/LinkedIn
Recruiting Agencies
Industry Publications

Pipeline Program Tool(s) Interested In:

Leadership Training
Onboarding
World Class First Day/New Hire Orientation

Precision Metals Corp

Tony Figlozzi, Vice President

Demand:

Salaried	2
Experienced	1
Entry Level	2

Current Training Provider Partnerships:

Machinery manufacturers/dealers

Precision Metals Corp provides sheet metal fabrication services across a broad spectrum of industries, complexity and part sizes.

Other Current Pipeline Relationships:

Employee Referral

Pipeline Program Tool(s) Interested In:

Behavioral Based “Fit” Interviews

Leader New Hire Retention Training/5th Metric Scorecard

Thuro Metal Products

David Thuro, CEO/President

Thuro Metal Products, Inc.

Demand:

3rd Cl. Machine Operator	6
Shift Supervisor	1
CNC Set-up 1st Class	1
Recruiting/Training Coordinator	1

Current Training Provider Partnerships:

- Suffolk County Community College
- Brentwood HS

Thuro Metal Products, Inc offers precision screw machined parts.

Other Current Pipeline Relationships:

- Employee Referral
- Recruiting Agency

Pipeline Program Tool(s) Interested In:

- World Class First Day/New Hire Orientation
- Recruiting/Offer Day
- Leader New Hire Retention Training/5th Metric Scorecard
- Data-driven Program Management System
- 30/60/90 Day Skills Assessment

TwinCo Manufacturing Co

Jennifer Tuorto, Director of Human Resources

Demand:

Salaried	1
Experienced	2
Entry Level	2

Current Training Provider Partnerships:

- Suffolk County Community College
- NYS Apprenticeship Program

Twinco is a leading supplier and producer of electrical and electro-mechanical products for the railroad and transit industry

Other Current Pipeline Relationships:

- Employee Referral
- Social Media
- NYS DOL
- Indeed/Online
- Veterans

Pipeline Program Tool(s) Interested In:

- Realistic Job Preview & Candidate Tracking
- Behavioral Based "Fit" Interviews
- Leader New Hire Retention Training/5th Metric Scorecard
- 30/60/90/1 Year Fit/Skills Assessments

Sensaras LLC

Glen Melder, CEO; Emily Poetker, CFO

Demand:

Machinist: 1 Welder: 1 Assembler: 5

Dedicated Tester: 2 Quality: 1

Mechanical Engineer: 1

Current Training Provider Partnerships:

None

Sensaras LLC is one of the leading manufacturers of liquid level sensors. We use ultrasonic technology to detect liquid levels with innovative designs and superior quality.

Other Current Pipeline Relationships:

Employee Referral

Indeed

Pipeline Program Tool(s) Interested In:

Realistic Job Preview & Candidate Tracking

Behavioral Based “Fit” Interviews

Leader New Hire Retention Training/5th Metric Scorecard

30/60/90/1 Year Fit/Skills Assessments

Loughlin Machine

Marty Loughlin, President

LOUGHLIN MANUFACTURING CORPORATION

Demand:

Salaried	
Experienced	3
Entry Level	2

Current Training Provider Partnerships:

None

Other Current Pipeline Relationships:

Employee Referral

Indeed/Online

Recruiting Agency

Pipeline Program Tool(s) Interested In:

Value Stream Map

Since 1970, Loughlin Manufacturing has been manufacturing precision machined parts and assemblies for key industries including , aerospace, defense, power generation and medical technology.

Maehr Industries

Mike Maehr, President

MAEHR INDUSTRIES

Demand:

Lathe/CNC Programmer
1

Current Training Provider Partnerships:

None

Other Current Pipeline Relationships:

Employee Referral

Pipeline Program Tool(s) Interested In:

Value Stream Map

Maehr Industries is an established and experienced machine shop based in Bellport, New York specializing in close tolerance milled and turned components. Our capabilities include water jet, laser, EDM wire and sinking, reverse engineering, and prototyping.

M3 Technology

Mike Caton, COO

Demand:

Salaried	1
Experienced	2
Entry Level	3

Current Training Provider Partnerships:

Stony Brook University

Other Current Pipeline Relationships:

Employee Referral

Social Media

Indeed/Online

Pipeline Program Tool(s) Interested In:

Value Stream Map

A woman-owned small business, M3 Technology is an authorized supplier of hardware, chemicals, electronics, and consumable items. A team of dedicated professionals offer a wide array of supply chain solutions

Cubitek

Ethan Hartman, Manager

Demand:

Salaried	
Experienced	1
Entry Level	2

Other Current Pipeline Relationships:

- Employee Referral
- Personal Network
- Indeed/Online

Current Training Provider Partnerships:

None

Pipeline Program Tool(s) Interested In:

Value Stream Map

Cubitek, Inc. is a family owned and managed precision machine shop mainly serving high-tech OEMs in the defense, semiconductor, analytical instrumentation, medical instruments and aircraft industries.

Artisan Machining

Nicholas Duda, CEO

Demand:

Machine Operator: 1

Machinist: 1

Current Training Provider Partnerships:

None

Other Current Pipeline Relationships:

Employee Referral

Pipeline Program Tool(s) Interested In:

World Class First Day/New Hire Orientation

Leader New Hire Retention Training/5th Metric Scorecard

30/60/90/1 Year Fit/Skills Assessments

Artisan Machining Inc. is a leading manufacturer of precision machined components and assemblies.

Business Of People

Joe Barto

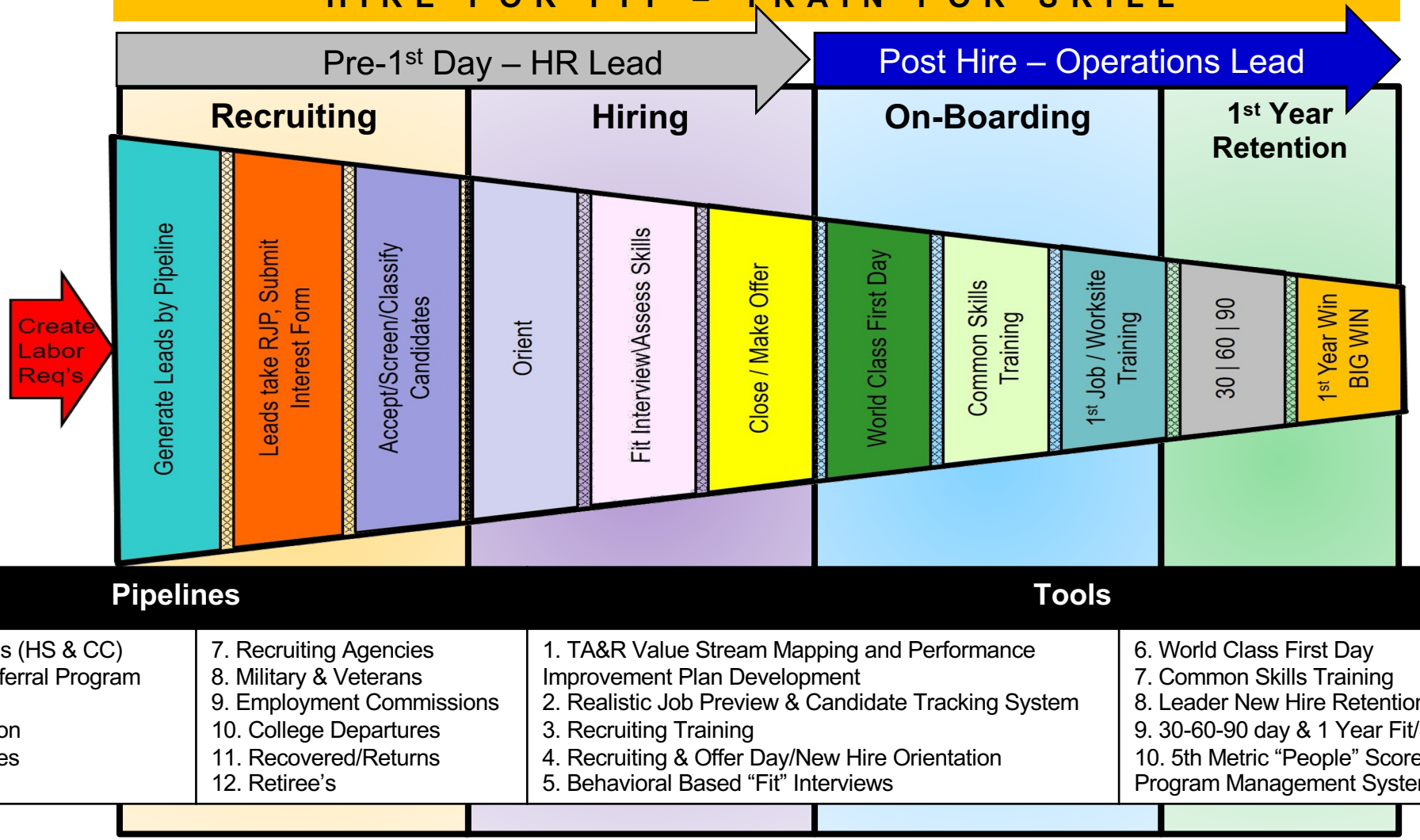
Program Leader

Best Practice Model

Demand Driven Talent Acquisition & Retention (TA&R) System

Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate

H I R E F O R F I T – T R A I N F O R S K I L L



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The Talent Pipeline Program “Why”

We help Leaders who want to lead;
LEAD High Performance Teams!

We give Leaders the “Courage to Lead”

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Why is it so hard to Recruit, Hire, On-Board and Retain GOOD people?

Why are some Companies able to Recruit, Hire, On Board and Retain GOOD people?

Mission

TMG helps Leaders who <u>WANT</u> to lead;

LEAD High Performance Teams!

Give YOU the “Courage to Lead”

They recruit and hire good people.

They keep them.

They have a PLAN

Senior Leadership LEADs plan execution and adjusts based upon the data

Core Beliefs

- Start with the end in mind! …take a Systems Approach
- Be in the business of making hard things easy…not easy things hard. **“Stop doing Stupid Stuff”**
- People are good and want to do the right thing
- It is the organization’s responsibility to create an environment for its people to be successful.
- If you believe the workers can only be as good as their leader then you also believe leaders can only be as good as their leaders
- Every organization has an un-limited bandwidth for change
- Culture vs. Change and Leading
- Change Requires Trust
- Turf, Ego, and $$$ and the end of the day it is about…

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2023/2024

$150/$170 Million
(Total Revenue)

$80/$__ Million
(Total Cost of Materials)

$40/$___ Million
(Total Cost of Labor)

High Performance Team Hypothesis

If we **align** the organization and improve **leader behaviors,** then we will increase **team engagement** and improve **business performance**.

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65

Alignment

1. Every teammate understands what we do and how we make money. (Business 101)

SD D A SA

2. We are an aligned, self-disciplining team from the Plant Management to the 1st Line Supervisors where we know our responsibilities and the responsibilities of our teammates. (Roles and Responsibilities)

SD D A SA

Leadership

3. What percentage of your current leadership structure fall in the following categories (Current Leaders – Current Responsibility Performance Improvement)

High Performing (Consistent Best Leaders) ____%

Developmental (Moving in the Right Direction) ____%

Dysfunctional (Should not be in the position) ____%

4. We have a solid “Bench” of future leaders who are ready to step into leadership positions with minimal preparation and low risk to business performance? (Future Leader Identification, Training, and Development System)

SD D A SA

Team Engagement

5. The Engagement Distribution of our organization is: (Team Engagement Improvement System)

Engaged (Go To Teammates)	____%
Disengaged (Getting a paycheck)	____%
Actively Disengaged (Doing positive harm)	____%

6. Our Talent Acquisition and Retention System process produces New Teammates who are delivered to their first supervisor ready to become Engaged?

SD D A SA

Business Performance

(Return on Investment: Process or People)

7. Our Team knows the score and what they have to do everyday to Win

SD D A SA

8. How good can you be? If you ran a **perfect** plant how much better could you be in terms of increased **productivity and earnings**?

____ %

2023/2024

$150/$170 Million
(Total Revenue)

$80/$__ Million
(Total Cost of Materials)

$40/$___ Million
(Total Cost of Labor)

Demand Driven Talent Acquisition & Retention (TA&R) System

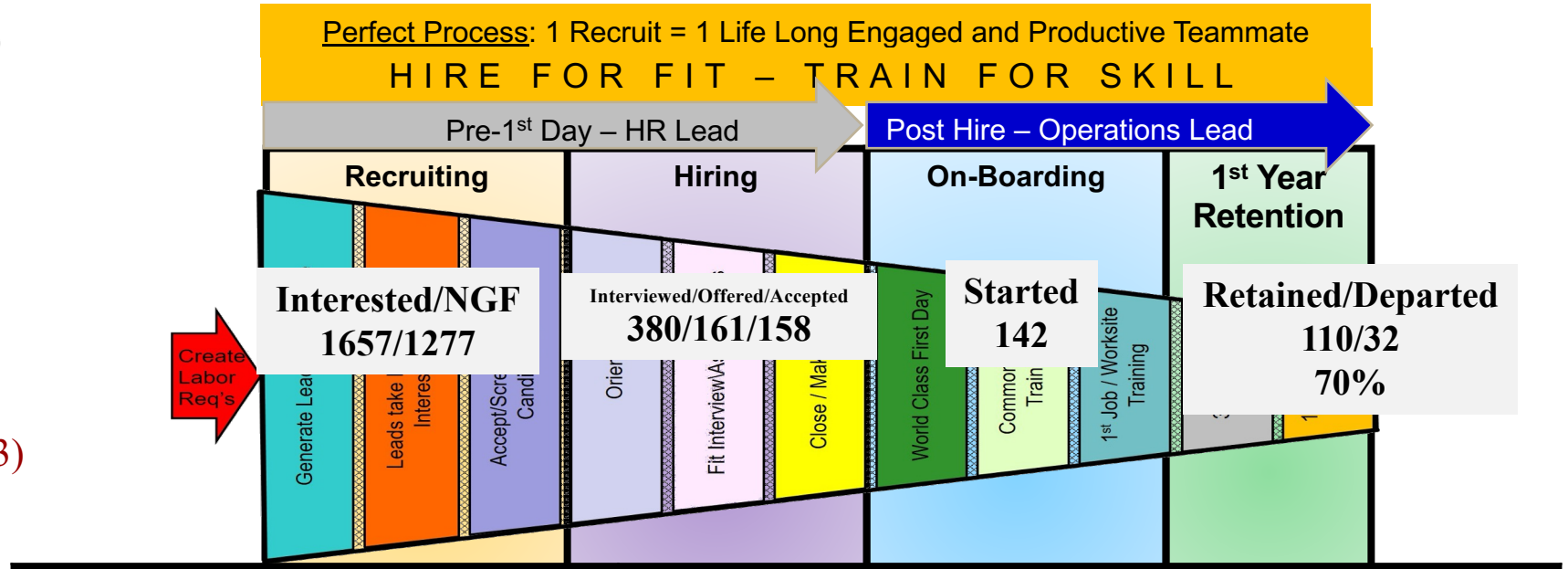
Demand: 167

AVE HC: 430
Hires: 142
Departs: 128

1st Yr Dep: 32
+1 Yr Dep: 96

NET: +14

Sum: (153)



Pipelines		Tools	
1. CTE Programs (HS & CC) 2. Employee Referral Program 3. ATDM 4. Adult Education 5. Temp Agencies 6. Social Media	7. Recruiting Agencies 8. Military & Veterans 9. Employment Commissions 10. College Departures 11. Recovered/Returns 12. Retiree's	1. TA&R Value Stream Mapping and Performance Improvement Plan Development 2. Realistic Job Preview & Candidate Tracking System 3. Recruiting Training 4. Recruiting & Offer Day/New Hire Orientation 5. Behavioral Based "Fit" Interviews	6. World Class First Day 7. Common Skills Training 8. Leader New Hire Retention Training 9. 30-60-90 day & 1 Year Fit/Skills Assessment 10. 5th Metric "People" Scorecard Data Driven Program Management System

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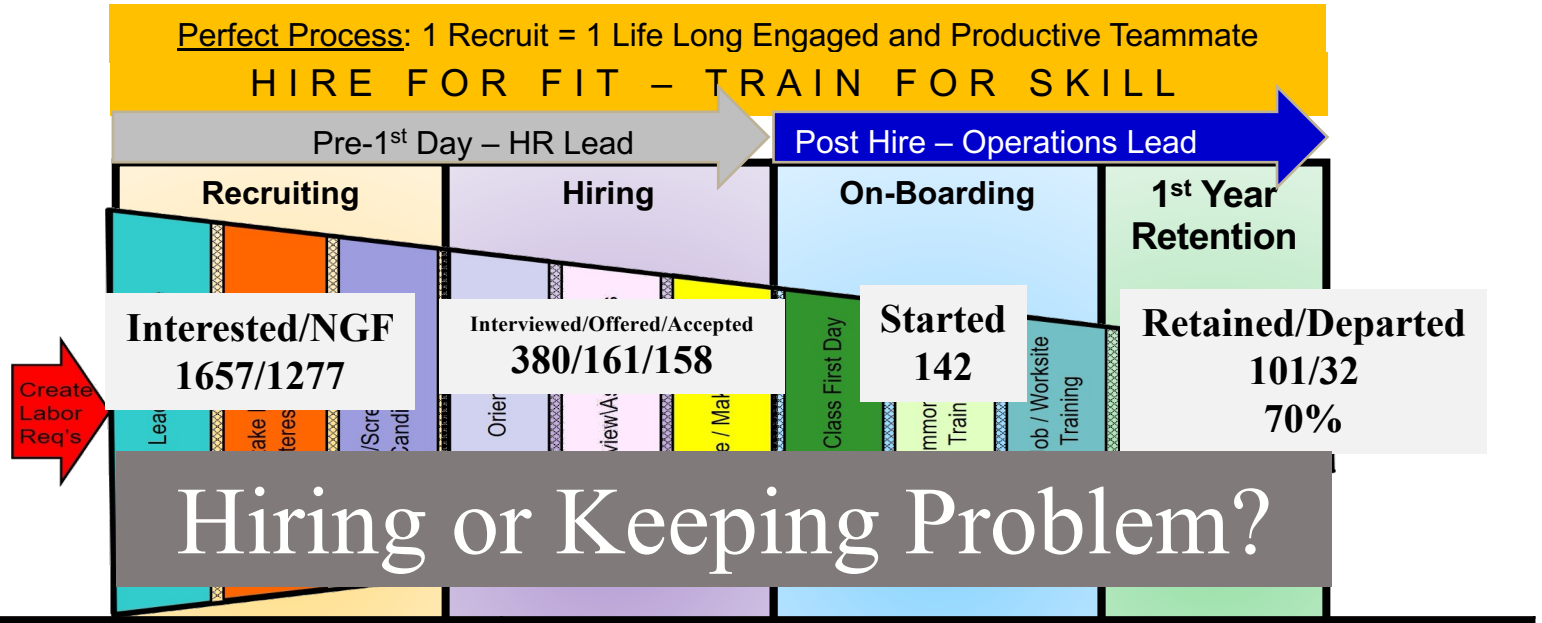

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2023/2024

$150/$170 Million
(Total Revenue)

$80/$__ Million
(Total Cost of Materials)

$40/$___ Million
(Total Cost of Labor)

Is your TA&R Process IN or OUT of CONTROL?

1. Are you capturing the data?
2. Is your TA&R System performance within the range of acceptable?
3. Are you performing “root cause” analysis if not acceptable?
4. Have you implemented a counter-measure?
5. Is your system performance improving?

Employer Testimonial

Ryan Lochner, AT&F

Lunch

Long Island Flag Sponsor Keynote

Stefanie Link

Executive Director, In-Service Submarine Program Executive Office Attack Submarines

Employer Testimonial

Mary Mayer, Advex

Network Reporting

Nassau County Network

Coach: Jamie Moore

Employer Leader: Curtiss-Wright Target Rock

Total Employers: 15

Total Demand: 124

Curtiss - Wright

Jim White, Sr. General Manager

Demand:

Welders	4
Manual & CNC Machining	8
Quality Control Inspector	2

Other Current Pipeline Relationships:

- Employee Referral
- Social Media/LinkedIn
- Recruiting Agency

Current Training Provider Partnerships:

- Suffolk County Community College
- Farmingdale State University

Pipeline Program Tool(s) Interested In:

- Leader New Hire Retention Training/5th Metric Scorecard

Curtiss Wright EMS Target Rock is a premier supplier of highly-engineered, critical-service valves and related services to the nuclear safety related markets.

Designatronics

Robert Kufner, CEO

Demand:

CNC Machinists: 8 Machine Operators: 6

Inspectors: 2 Assemblers: 2

Engineers: 2 Shipping/Receiving: 2

Current Training Provider Partnerships:

West Islip, Hicksville, Massapequa HS
Suffolk County Community College
Farmingdale State College
Hofstra
NYIT

Designatronics / SDP/SI is a leading manufacturer of small mechanical components and assemblies, servicing a wide variety of industries such as Aerospace, Defense, Medical, as well as the Industrial Sector for over 65 years.

Other Current Pipeline Relationships:

Employee Referral Program
Indeed / LinkedIn
Recruiting agencies
Industry Publications / AGMA

Pipeline Program Tool(s) Interested In:

Leadership Training
Onboarding
World Class First Day/New Hire Orientation

Rota Industries

Gabriel Olteanu, President

Demand:

Experienced:	1
Entry Level:	1

Current Training Provider Partnerships:

None

Rota Industries offers milling, machined parts, and prototyping. AS9100D certified.

Other Current Pipeline Relationships:

Employee Referral

Indeed

Pipeline Program Tool(s) Interested In:

Behavioral Based “Fit” Interviews

World Class First Day/New Hire Orientation

Leader New Hire Retention Training/5th Metric Scorecard

Bren-Tronics, Inc

Jennie Bollinger, Human Resource Generalist

Demand:

Electrical Engineer: 2 Mechanical Engineer: 2
Sr Mechanical Engineer: 1 Production Test Tech: 3
Assembler: 7 Solderers: 10 Shipping Clerk: 1
Warehouse Material Handler: 2 Packers: 2
Material Planner: 2 IT Manager: 1 IT Support: 1

Current Training Provider Partnerships:

School 1

Other Current Pipeline Relationships:

Employee Referral
Recruiting Agency

Pipeline Program Tool(s) Interested In:

Recruiting Training
Recruiting & Offer Day
World Class First Day/New Hire Orientation

Bren-Tronics manufactures portable/stationary power & services delivered for Military & Industrial Markets. Our batteries are used in many different applications including IED jammers, agricultural robots, trailer mounted renewable energy capture/storage & microgrid storage.

AUSCO, Inc.

Kenneth Bram, President & Owner / Elizabeth Denlea, Director of Human Resources

Anticipated Demand: Through 2025

Administration: 2 Engineers: 2

CNC Machinist: 5 Hydraulic Technicians: 5

Quality Inspectors: 2 Deburrer: 2

Machinists: 2

Current Training Provider Partnerships:

SUNY Farmingdale

SUNY Stony Brook

Benjamin Cardozo High School

AUSCO is a market leading supplier of custom designed precision fluid control valves to aerospace manufacturers, both military and commercial.

Other Current Pipeline Relationships:

Employee Referral ($500 or $1,000)

Social Media - Linked In

Recruiting Agencies – CSG, Nesco, Pride Staff

Advertising – Indeed, Monster, NYS DOL, Vet's Central Job Site, Craig's List

Pipeline Program Tool(s) Interested In:

Realistic Job Preview & Candidate Tracking

Behavioral Based "Fit" Interviews

World Class First Day/New Hire Orientation

Leader New Hire Retention Training/5th Metric Scorecard

Howe Machine & Tool Corporation

Karen Boyle, Director of Operations

HOWE MACHINE & TOOL CORP

Demand:

Quality Inspector	1
Lathe Programmer	1
Administrative Assistant	1

Current Training Provider Partnerships:

Suffolk County Community College
Mastercam Program

Howe Machine & Tool Corp manufactures precision machined components and distributes a wide range of components for the aircraft industry and various U.S. Governmental agencies

Other Current Pipeline Relationships:

Indeed/Online

Pipeline Program Tool(s) Interested In:

Realistic Job Preview & Candidate Tracking
Recruiting Training
Recruiting & Offer Day
Behavioral Based "Fit" Interviews
World Class First Day/New Hire Orientation
Leader New Hire Retention Training/5th Metric Scorecard
30/60/90/1 Year Fit/Skills Assessments

S&B Machine Works Inc

Fred Sinn, President

S & B Machine Works Inc.

S&B Machine provides waterjet cutting, sheet metal fabrication, laser cutting, CNC machining and CNC turning services.

Demand:

CNC Setup Man	1
CNC Operator	1
Sheetmetal Punch Setup Man	1
Sheetmetal CNC Brake Setup Man	1
Manual Machinist	1
CNC Lathe Setup Man	1

Current Training Provider Partnerships:

None, but interested!

Other Current Pipeline Relationships:

Social Media/Indeed

Recruiting Agency

Pipeline Program Tool(s) Interested In:

Realistic Job Preview & Candidate Tracking

Recruiting Training

Recruiting & Offer Day

Behavioral Based “Fit” Interviews

World Class First Day/New Hire Orientation

Leader New Hire Retention Training/5th Metric Scorecard

30/60/90/1 Year Fit/Skills Assessments

Exergy LLC

Jordan Finkelstein, CEO

Demand:

Salaried	1
Experienced	1
Entry Level	1

Current Training Provider Partnerships:

- Hofstra University
- Farmingdale State University

Other Current Pipeline Relationships:

- Employee Referral
- Recruiting Agency

Pipeline Program Tool(s) Interested In:

- Value Stream Map

Since Exergy's inception in 1979, we have built our reputation worldwide for delivering unsurpassed quality heat exchangers through our engineering and manufacturing expertise.

Rolling Motion Industries

John Pawloski, President

Demand:

Salaried	3
Experienced	1
Entry Level	

Other Current Pipeline Relationships:

Employee Referral

Personal Network

Pipeline Program Tool(s) Interested In:

Value Stream Map

Current Training Provider Partnerships:

Suffolk County Community College

The RMI product is an example of one of the most efficient ways to transmit power from one point to another. Utilizing rolling motion we are able to transfer power at various ratios with minimal energy loss. Through the use of Himmelstein & Co torque sensors we have tested our traction drive against V-belt, direct drive, chain, and gearbox setups.

HL Large Corporation

Greg Strasser, President

H.L. LARGE INC.
INDUSTRAL PACKAGING SUPPLIES

Demand:

Salaried	
Experienced	1
Entry Level	1

Current Training Provider Partnerships:

None

Other Current Pipeline Relationships:

Employee Referral

Personal Network

Pipeline Program Tool(s) Interested In:

Value Stream Map

For over 75 years HL Large Corporation in Syosset, NY has been serving the Aerospace, Defense and Commercial sectors as a premier manufacturer of customized wood and corrugated packaging solutions, government specification packaging and industrial packaging supplies.

Action Machined Products

Kris Derrig, President

ACTION MACHINED PRODUCTS, INC
Precision Solutions for your Machining Needs
(631) 842-2333

Demand:

Salaried	1
Experienced	2
Entry Level	2

Current Training Provider Partnerships:

Machinery manufacturers

ACTION is a family-owned business that serves the Aerospace, Medical and Industrial industries.

Other Current Pipeline Relationships:

Employee Referral

Personal network / Word of mouth

Pipeline Program Tool(s) Interested In:

Value Stream Map

Ancon Gear & Instrument Corp

Edward Markiewicz, Owner

Demand:

Salaried	
Experienced	1
Entry Level	1

Current Training Provider Partnerships:

Local High Schools and Colleges

Other Current Pipeline Relationships:

Employee Referral

Personal Network

Pipeline Program Tool(s) Interested In:

Value Stream Map

Ancon Gear is a second-generation family-owned manufacturing facility. We supply some of the world's top companies with precision gears and machined products.

Oerlikon Metco

Dattatraya Kamatkar, Global Head of Sourcing

Demand:

Field Service Engineer: 1

Machinist: 2 Assembler: 2

Current Training Provider Partnerships:

Suffolk Community College Advanced Manufacturing Training Center

Farmingdale State College

Stonybrook University

BOCES Barry Tech

Oerlikon Metco is a leading materials and surface solutions provider with a global presence.

Other Current Pipeline Relationships:

Employee Referral

Social Media

Recruiting Agency

Pipeline Program Tool(s) Interested In:

Realistic Job Preview & Candidate Tracking

World Class First Day/New Hire Orientation

Leader New Hire Retention Training/5th Metric Scorecard

Globe Grinding

Rob Rapisarda, Manager

Demand:

Entry level operators 2

Current Training Provider Partnerships:

None

Other Current Pipeline Relationships:

Local paper

Pipeline Program Tool(s) Interested In:

Value Stream Map

Globe Grinding is a family owned and operated grind shop. We provide reliable, high precision grinding services and perfect parts. We specialize in cylindrical and centerless grinding for customers mostly in the aerospace industries along with others in the automotive and motorcycle manufacturing sectors.

Dyna Empire

Rich Bradley, President

Demand:

TBD

Current Training Provider Partnerships:

None

Other Current Pipeline Relationships:

Employee Referral

Recruiting Agency

Pipeline Program Tool(s) Interested In:

Value Stream Map

Dyna-Empire is a manufacturer of complex and complete assemblies for the Aerospace/Marine industries. Our diverse technological capabilities cover highly demanding environments ranging from high temperature/altitude requirements for gas turbine engines to deep-ocean cold temperature/pressure conditions for sensing systems.

Onboarding Testimonial

Joe Welsh, Rhoads Industries

Napoleons Corporal
Mr. Dave Thuro
President, Thuro Metal Products

“Teammates of the Day”

Networking Break

TA&R Best Practice Model

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“Coach K”

Mike Krzyzewski

Business is a Team Sport

Think Hard: Are we organized for success and doing the right things?

- Right Plays
- Right Rules
- Right Positions

Work Hard: Are we executing the plays?

- Putting the right people with the right skills in the game to run the plays
- Motivating them to produce and Win!

Talk: Communicate

- Everything is constantly changing
- Providing Aggressive Leadership

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Task Force 2-4 Cavalry Tactical Operations Center Team
Feb 21, 1991 - Northern Saudi Arabia

TMG Team

What is your TA&R Model?

Procurement

or

Sales

Hire for Fit – Train for Skill

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Post-COVID
Trends and Observations

- **"Tribal Knowledge" vs. "Data Driven" Decision Making**
  - **Arrogance or Ignorance**
- **Whiplash Effect drives break in Company – Employee Trust**
- **Overtime Out of Control**
- **High Turnover in New Hires**
- **Increased Demand for Workforce**
  - **More External Opportunities**
  - **Voluntary Retirements due to Aging of the Workforce**
  - **"Retired on the Job" driving Labor Costs Up and stifling High Potential Advancement with decreasing productivity and engagement**
- **Significant Increase in Customer Demands**
- **More Projects than Time, People, and Resources Available**
- **Senior Leadership Tactical focus creating Leader "Compression"**
- **"Heroic Efforts" creating exhausted, de-moralized, and under performing Heartbeat Leaders**

Leader Compression

- When more than one Leader level is working the same problem simultaneously.
- The Boss always Wins!
- The Subordinate Leader Loses…
- The Team is confused
- We are killing alligators at a high rate of speed!
- But…Who is draining the swamp?

The Strategy

Normal

Lead/Order — Value Stream — Invoice

People + Process = Business Performance

Alignment

Abnormal = Problems

Daily Problem Solving: See; Stop; Fix; Share; Lead to WIN!

The Senior Leader Tool Kit

Systemic Challenges

- Lean & Six Sigma
- CAPEX*
- R&D
- TEAMS

*Capital Expense

Who is the Heartbeat of Your Business?

© TMG Inc. Tmgva.com

What Right Looks Like!

© TMG Inc. Tmgva.com

Trust

© TMG Inc. Tmgva.com

The Silver Bullet

Heartbeat Leaders

1. **Understand they operate in a Team of Teams**

2. **Make Great Decisions**
(Know the Business, Know the Mission, & Know their People)

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Leaders
1 Sole Responsibility

Have 1 Meaningful Conversation per WEEK with Every Team Member about the Team Member!

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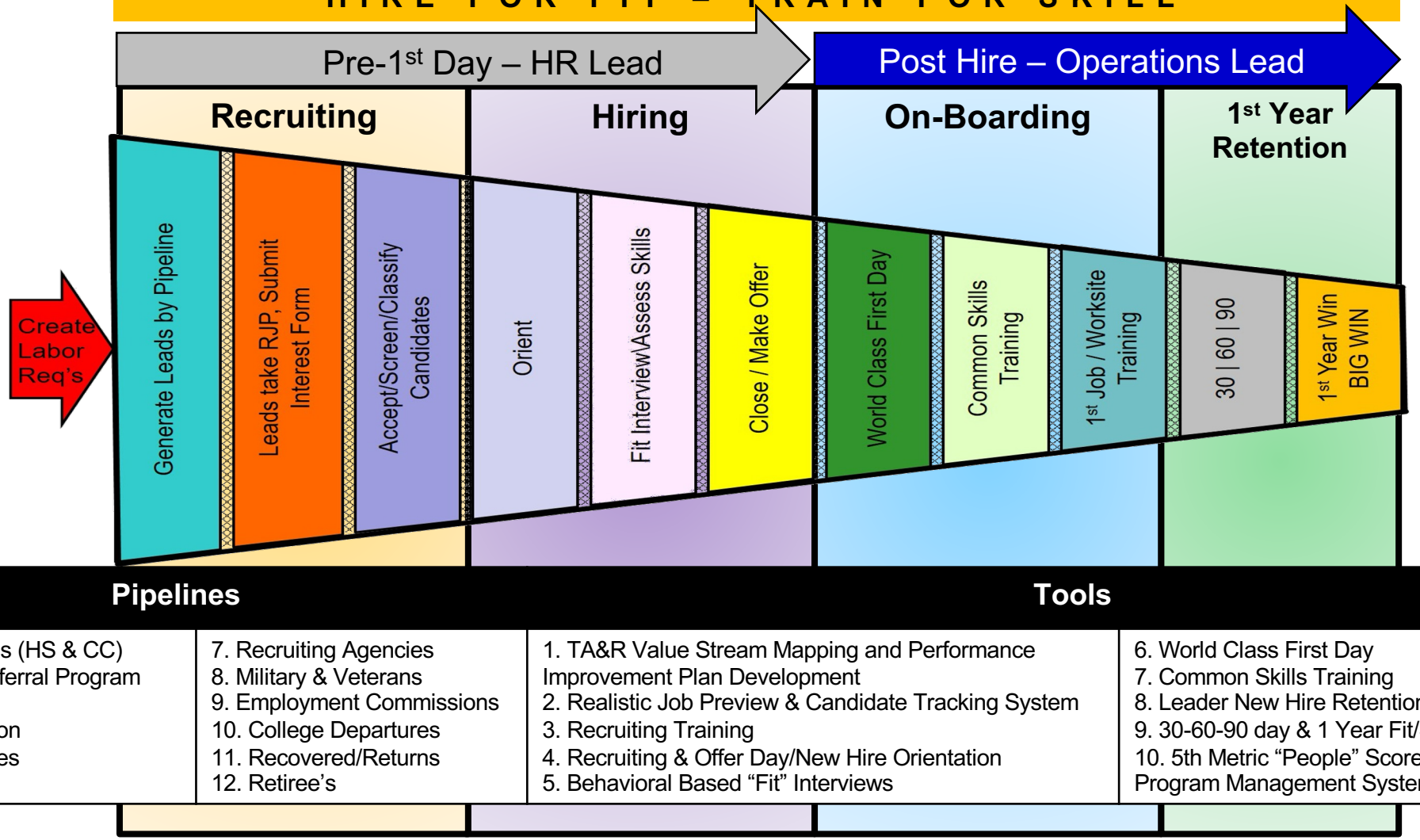
Are you running Your Business?
or
Is Your Business Running You?

Best Practice Model

Demand Driven Talent Acquisition & Retention (TA&R) System

Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate

H I R E F O R F I T – T R A I N F O R S K I L L



Pipelines		Tools	
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NAVSEA
NAVAL SEA SYSTEMS COMMAND

Defining Demand

1. Business Model

a. Firm Fixed Price
b. Time and Materials
c. Cost Plus Fee

2. Key Planning Factors:

a. Future Business Forecast (+/-)
b. Replace Attrition

3. Talent Categories:

a. Professional/Salaried
b. Experienced Hourly
c. Entry Level Hourly

4. Talent Pipeline Candidate Availability

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The Talent Acquisition & Retention System

Value Stream Mapping, Analysis & Performance Improvement Plan

Follow On Program Support Available

- **Virginia Talent Pipeline Team will conduct a Current State Value Stream Map to develop a Performance Improvement Plan for each Partner**
- **Additional Tool Support Available:**
  - 5th Metric Scorecard Data Driven Program Management System
  - Realistic Job Preview
  - Recruiting & Offer Day/New Hire Orientation
  - Recruiter Training
  - Behavioral Based Interview
  - World Class First Day
  - Common Skills Training
  - New Hire Retention Leader Training
  - 30-60-90 & 1 Year Fit & Skills Assessment

Value Stream Mapping and Analysis

- **Step 1:** Schedule and Conduct Planning and Kick Off Session VSM Planning and Kick Off Session
  - Objectives: Create Goal Alignment with Senior Leadership on Scope, Schedule and Expected Outcomes, Develop Data Capture Plan, Identify Correct Team for Event,
- **Step 2:** Complete Data Collection and Provide to Talent Pipeline Team
- **Step 3:** Conduct VSM&A Event – 2-8 Hours depending on scope and scale
  - Expected Outcomes – Detailed Visio Map of TA&R Process, Value Analysis, BPM Gap Analysis, PICK Chart, and Performance Improvement Plan with Plan of Action and Milestones
- **Step 4:** Out Brief to Partner Senior Leadership Team for Approval of PIP
- **Step 5:** Agree to TMG Tool Support Requested

Employer Base Data Needed:

Last 1 - 3 Years Total Numbers Only

- Total Headcount Start:
- Total Applications:
- Total Offers:
- Total Number Hires:
- Total Number Terms:
- Total Headcount End:

Initial Mapping Session (approx. 2 hours, facilitated by TMG)

1. Map Your Current State TA&R Process (with HR & hiring mangers)
2. Detailed Review of Navy TA&R Best Practice Model
3. Analyze Gaps to BPM, ID Actions to Close Gaps (PICK Chart to Prioritize)
4. Performance Improvement Plan (PIP) with Plan of Action and Milestones (POA&M)

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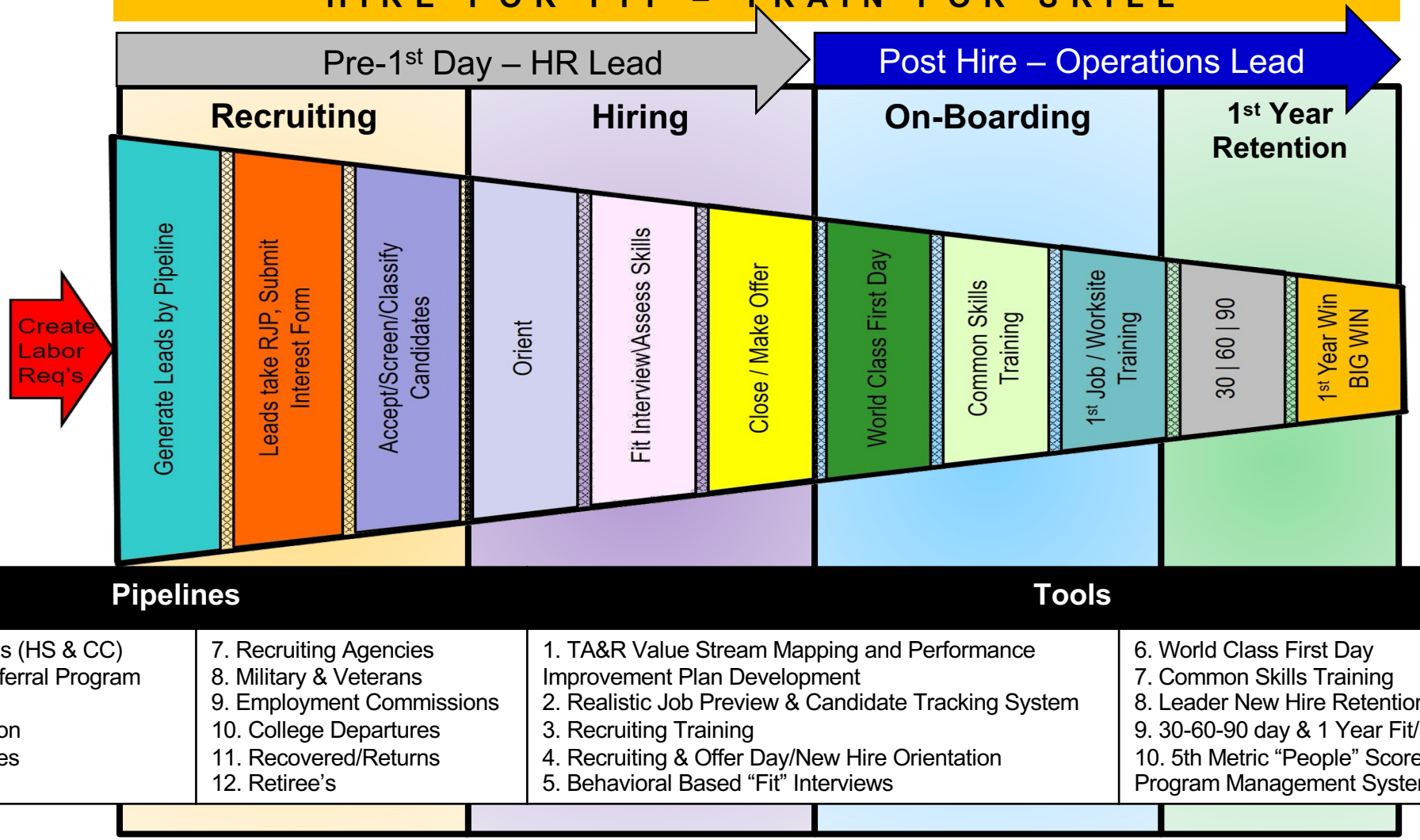
Best Practice Model

Demand Driven Talent Acquisition & Retention (TA&R) System

Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate

H I R E F O R F I T – T R A I N F O R S K I L L



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NAVSEA
NAVAL SEA SYSTEMS COMMAND

TA&R System: Input - Outputs

1. Recruiting

- Input: Talent Demand
- Output: **Screened Candidates**

2. Hiring

- Input: Screened Candidates
- Output: **Accepted Offers**

3. On-Boarding

- Input: Accepted Offers
- Output: **New Hire is Assigned to 1st Leader**

4. 1st Year Retention

- Input: New Hire is Assigned to 1st Leader
- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

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What Are You Selling?

Job

- Post openings on websites, job boards, etc.
- Sell what someone gets – compensation, rewards and benefits

Career

- Post openings on websites, job boards, etc.
- Sell your brand, who and why you are, and why someone should join you on your journey
- Sell your culture

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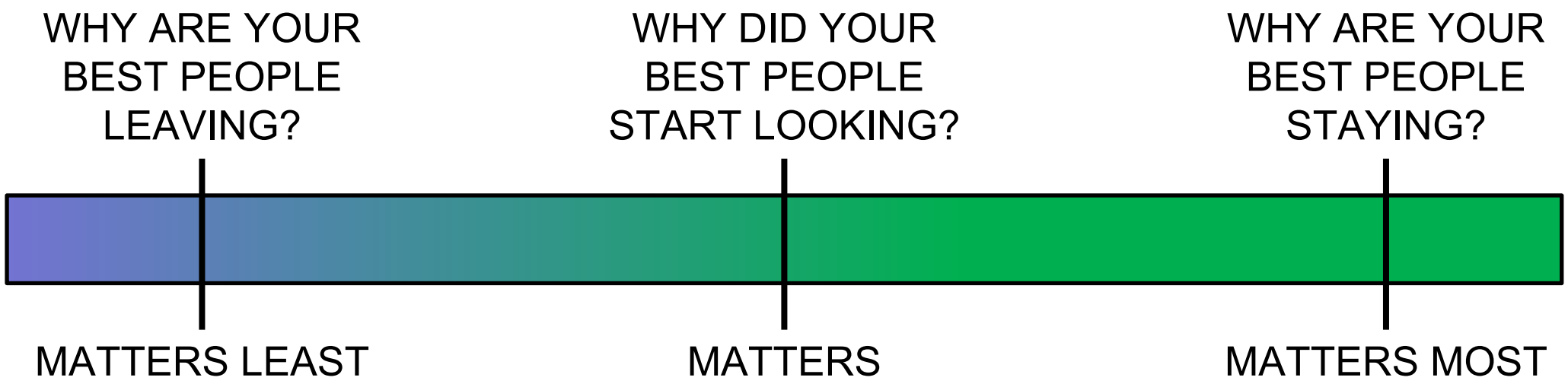

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Employee-Employer Loyalty Degraders

#1 They see no future

- Career Path
- Job Security

Structural Engagement

#2 Relationship with their immediate Leader

Controllable Engagement

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Recruiting VS. Marketing

Recruiting

Attracts talent to jobs.

Marketing

Attracts talent to YOU.

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Why Duke?

© TMG Inc. Tmgva.com

Cambridge Engineering
Chesterfield, MO

© TMG Inc. Tmgva.com

Your Best New Hire

- **Think about the best New Hire you have made in the last year?**
  - What made them so good?
  - Where did they come from?
- **How do we find more like them?**
- **Which Talent Pipeline do you need to activate?**

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Talent Pipelines

1. Employee Referrals Systems
2. Career and Technical Education Programs (High Schools & Community Colleges)
3. Social Media
4. College Departures
5. Adult Education
6. Temp Labor Agencies
7. Recruiting Agencies (Headhunters)
8. Military & Veterans
9. Employment Commissions
10. Recovered/Returns
11. Retirees

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4. 1st Year Retention

- Input: New Hire is Assigned to 1st Leader
- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

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100 Interview Comparison

Traditional Interviews

- 1 hour each, 2 Interviewers, $50 burdened rate
- Total Company cost $10,000
- Plus
  - the loss of productivity while interviews are taking place
  - Multiple days of interruption = Cost of Frustration
  - Gaps between interview and offer
  - Candidate comparison challenging

Interviews on 1 Recruiting Day

- 6 hours each, 6-8 Leaders, Hiring Managers, Supervisors, $50 burdened rate
- Total Company cost $1,800-$2,400 per event
- Plus
  - No production loss unless weekend work is typical
  - On the spot offers
  - Give Candidate and Company a better “first fit then skill” picture

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TA&R System: Input - Outputs

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- Input: New Hire is Assigned to 1st Leader
- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

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Pre-Requisites

US Citizen

18 Years Old

Background Checks

Physical (Health)

Physical (Fitness)

Drug Screen

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World Class First Day Example

Objectives

- Agenda for the Day (what will new hire be receiving that day, i.e. Badge, PPE)
- Paperwork Review
- Brief Company History
- Expectations/Core Values
- “Welcome” from executive leadership and direct leader
- HR Company Policies and Procedures, Benefits Overview
- Common Skills: What every new hire should know to be successful for the first day on the job
- Safety: PPE Required, all safety protocol
- Quality Brief
- Path Forward
- Direct Leader Expectations, Work Area Orientation and On the Job Training

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Choreographing The First Meeting

- Scheduling: When?
- Preparation
  - Leader
  - Team
  - Individual
  - Navigator/Recruiter
- 1st 2 minutes: Power 9
- 1st Introduction to the Team

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Tool: Leader to Led (L2) Power 9 Guide

1. I am your Leader clarity
2. I Trust You
3. You understand what we do and how we make money
4. You know what to do at work everyday
5. You have the materials, tools, and equipment to do your work correctly
6. You know how to do the work correctly the first time
7. You know your role, the roles of your teammates and how you work together as a team
8. My team and I know the score and we play to win everyday
9. My leader cares about me as a person and wants to help me be successful

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TA&R System: Input - Outputs

1. Recruiting

- Input: Talent Demand
- Output: **Screened Candidates**

2. Hiring

- Input: Screened Candidates
- Output: **Accepted Offers**

3. On-Boarding

- Input: Accepted Offers
- Output: **New Hire is Assigned to 1st Leader**

4. 1st Year Retention

- Input: New Hire is Assigned to 1st Leader
- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

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Tell Me About Your Team?

Tell me about your Team?

- How many?
- # Left?
- # New?
- Attendance Risks
- Relationships
  - Engaged
  - Disengaged
  - Actively Disengaged
- Sustainment/Improvement Plans for Each
- “Gifts” to Your Leader
- Future Leaders

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Example 5th Metric Scorecard

Team Snapshot			
Metric	Value		
Total Headcount Start Number from the End of Last Month	10		
Minus the Number of Teammates Who Departed	- 2		
Plus the Number of New Teammates	+ 3		
Total Head Count End	11		
Team Engagement	E: 7	D: 3	A: 1
Number of Open Positions	3		
New Hire Snapshot			
Total New Hires (Less than 1 Year)	4		
Needs Supervision (#)	3		
Works Independently (#)	1		
Can Teach Others (#)	0		

Names of Teammates Who Departed	Position	Date/Reason	Names of New Teammates	Expectations & 1on1 complete?	Start Date
William Patterson	**Welder 3 Class**	**11-Dec / Attendance**	**K. Johnson**	**Yes**	12/4/22
James Caelen		**29-Dec / Family-Relocation**	**S. Harris**	**Yes**	12/4/22
			E. Hotel	**Yes**	12/15/22

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Let’s do some Analysis and

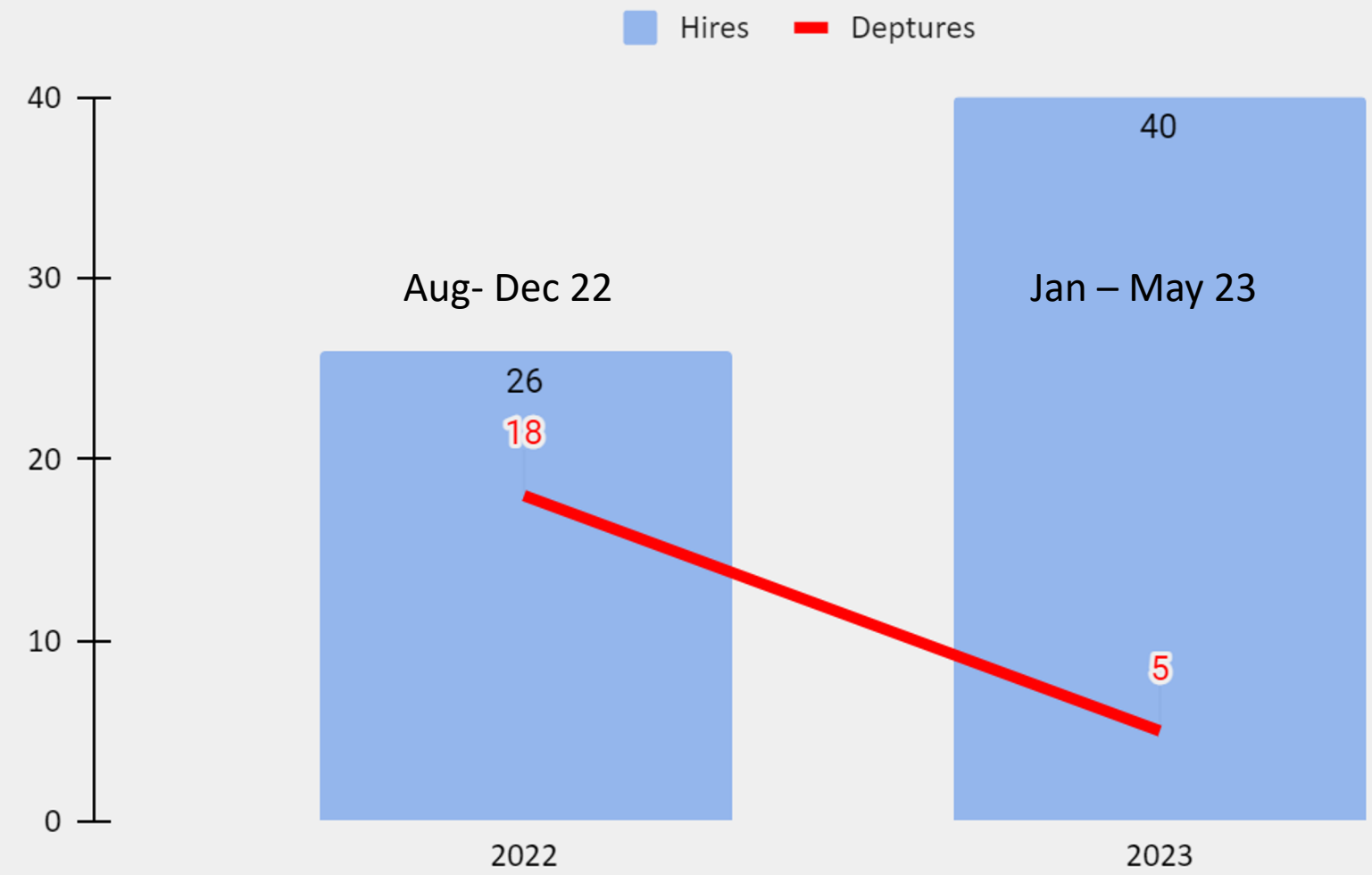
Countermeasure Development…

Do a lot of Smart Stuff

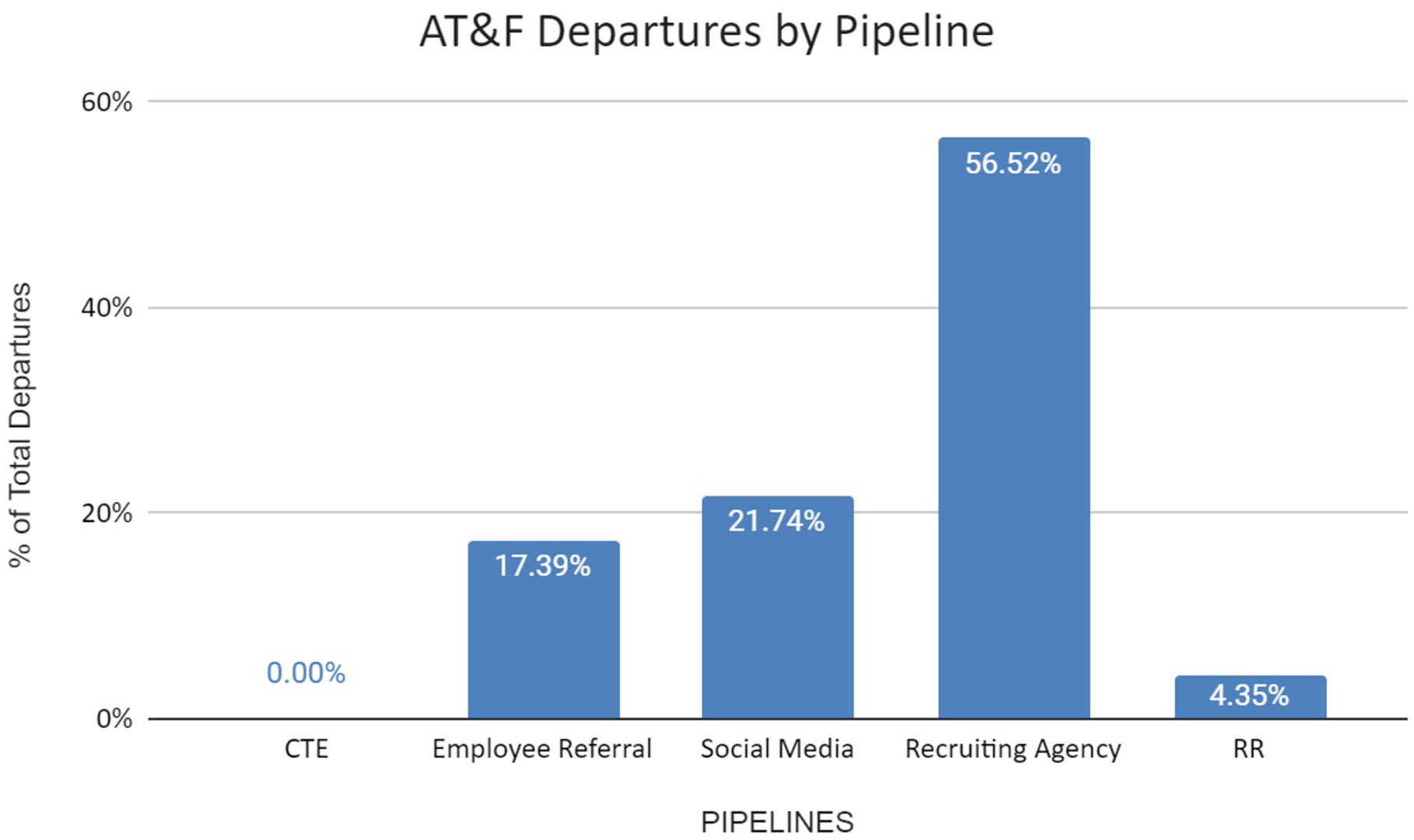
Stop Doing Stupid Stuff

Retention

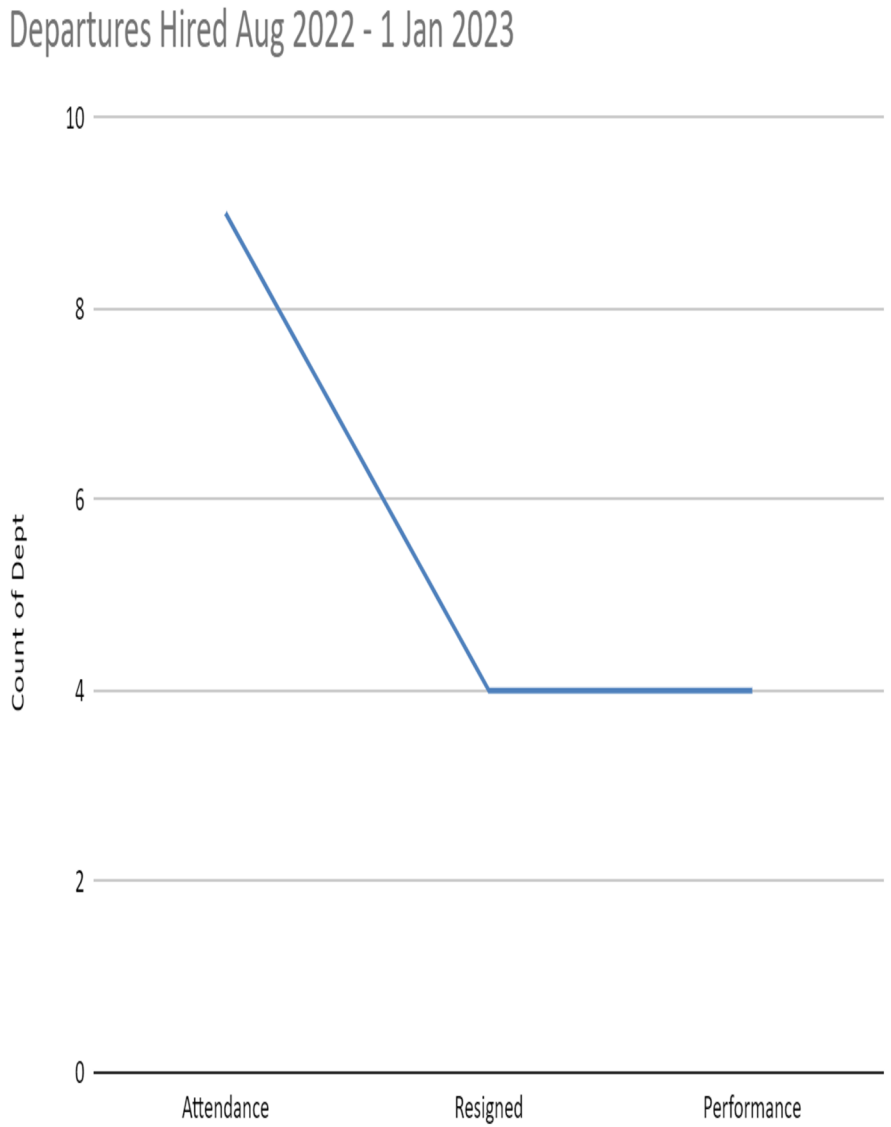
Implemented a 5th Metric Scorecard

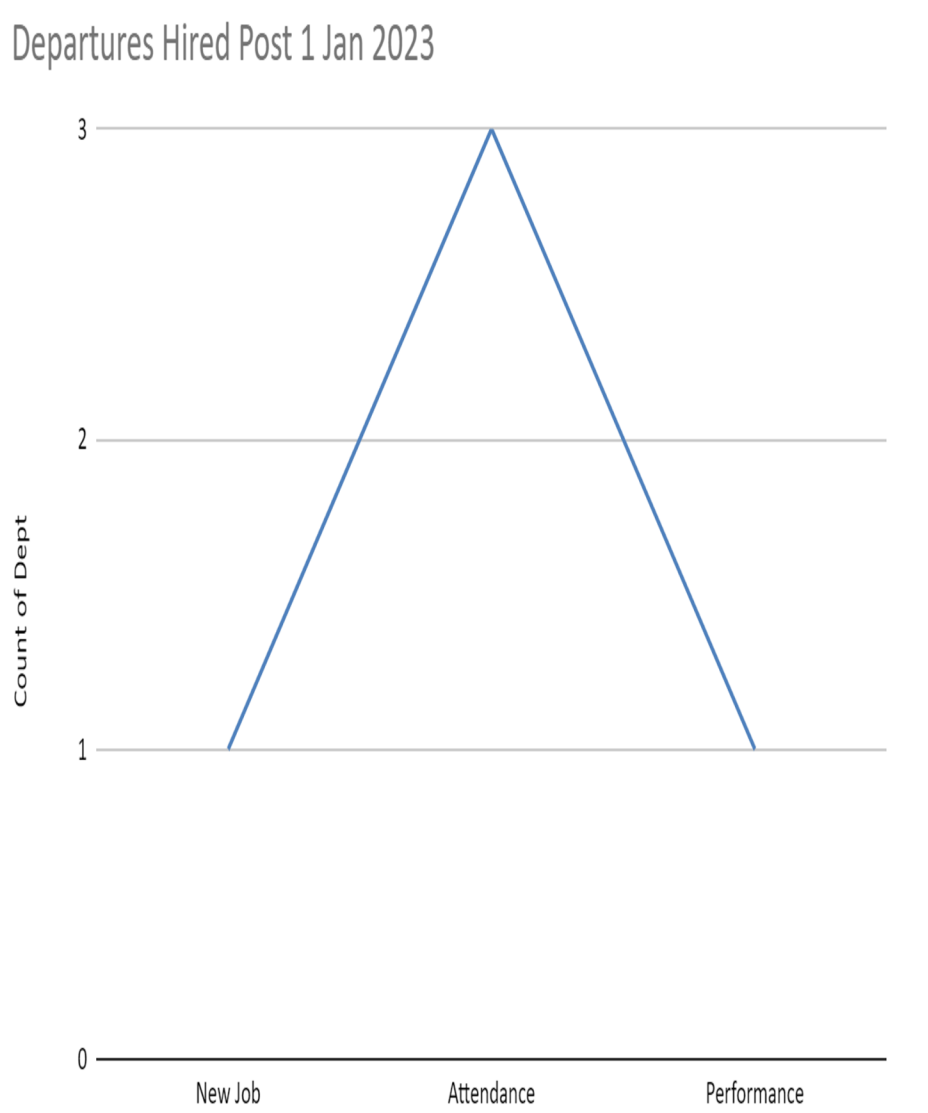


Departures by Pipeline



Cause of Departure





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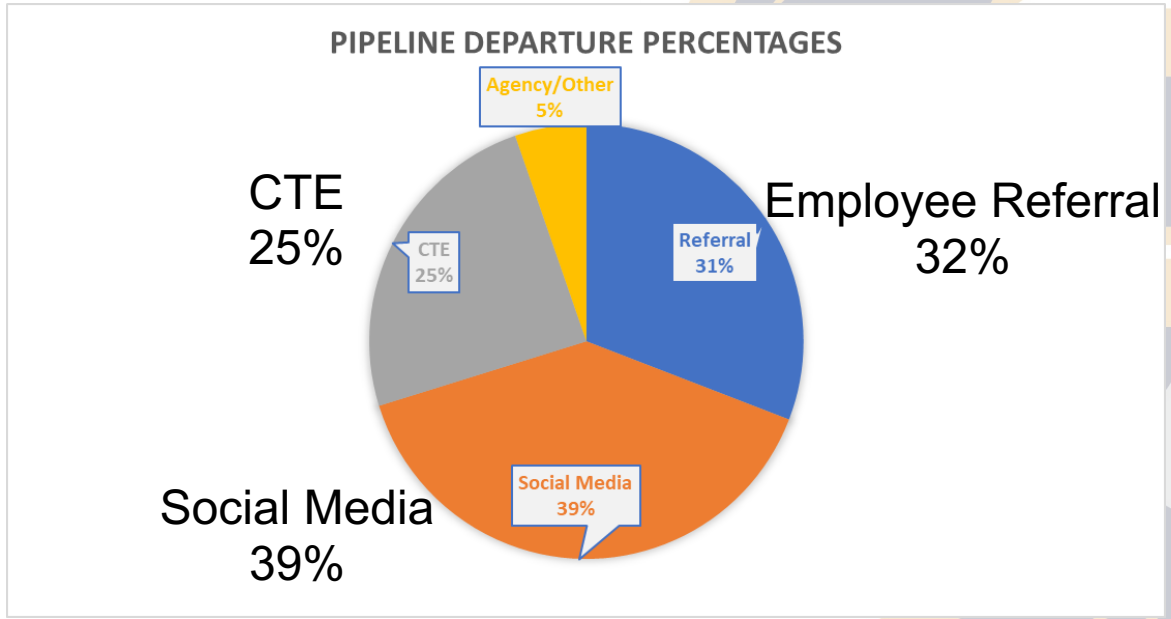
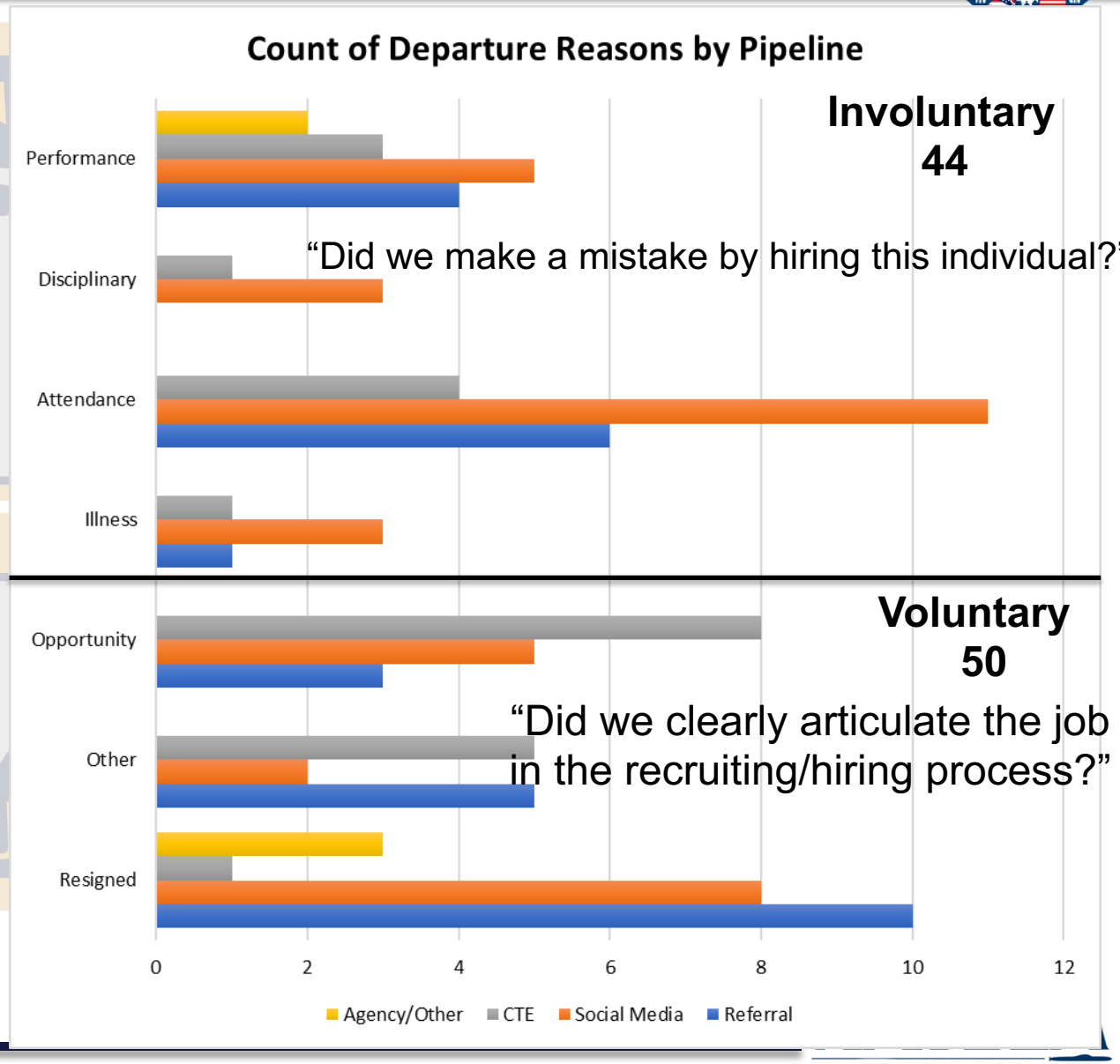
Philly Cohort 1 ('21-'23) - Pipeline Departure Data

Total Pipeline Departures: 94
Involuntary: 44
Voluntary: 50



10/29 Employers drove 85/94 Departures



NAVAL SEA SYSTEMS COMMAND

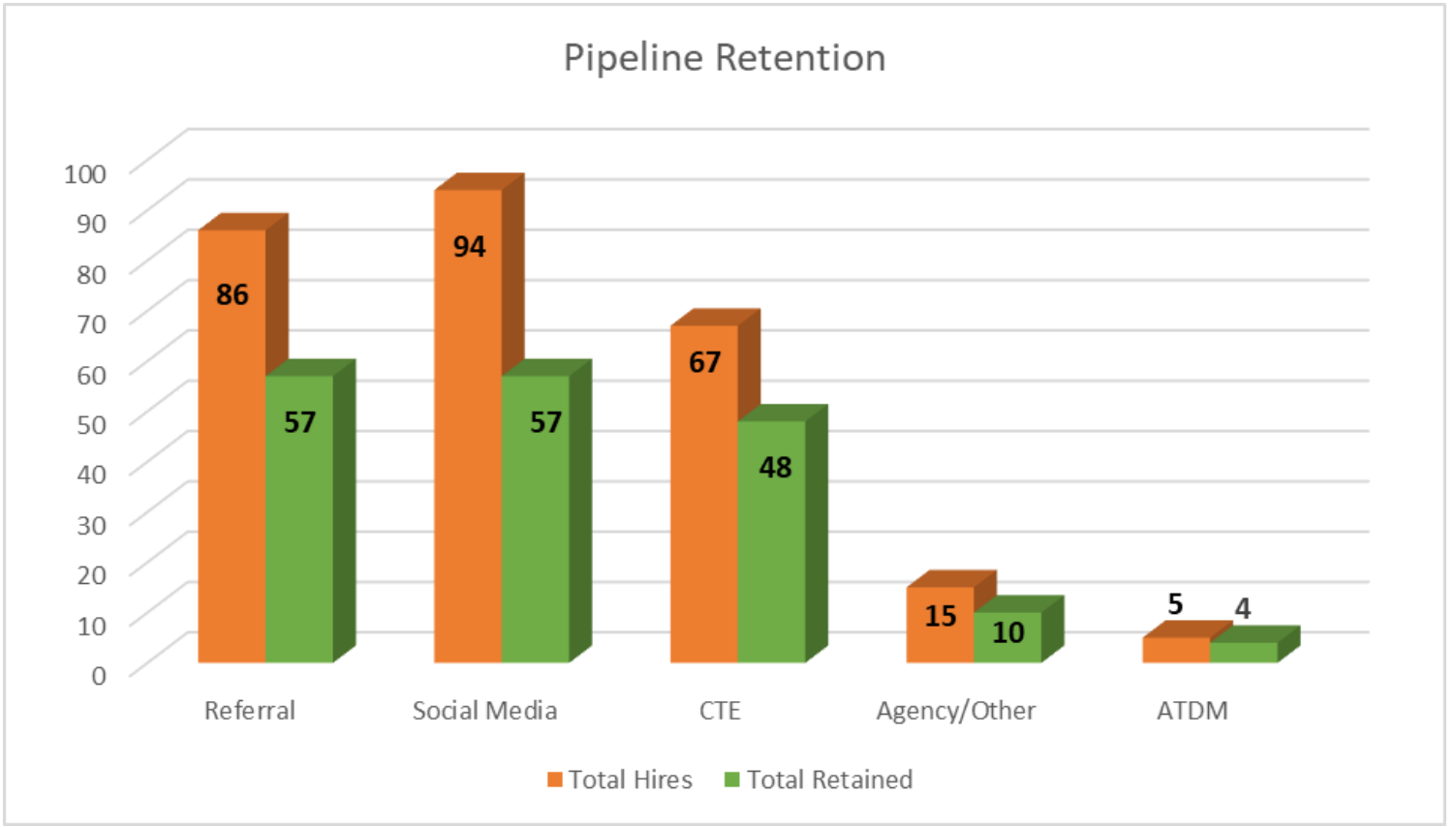
Philly Cohort 1 ('21-'23) - By Pipeline

Ranked Talent Pipeline Performance by Retained Total:

1. Employee Referral
2. Social Media
3. CTE
4. Recruiting Agencies
5. ATDM

Other or Not Reported

Military & Veterans
Adult Education
Employment Commissions
College Departures
Recovered/Returns
Retiree's

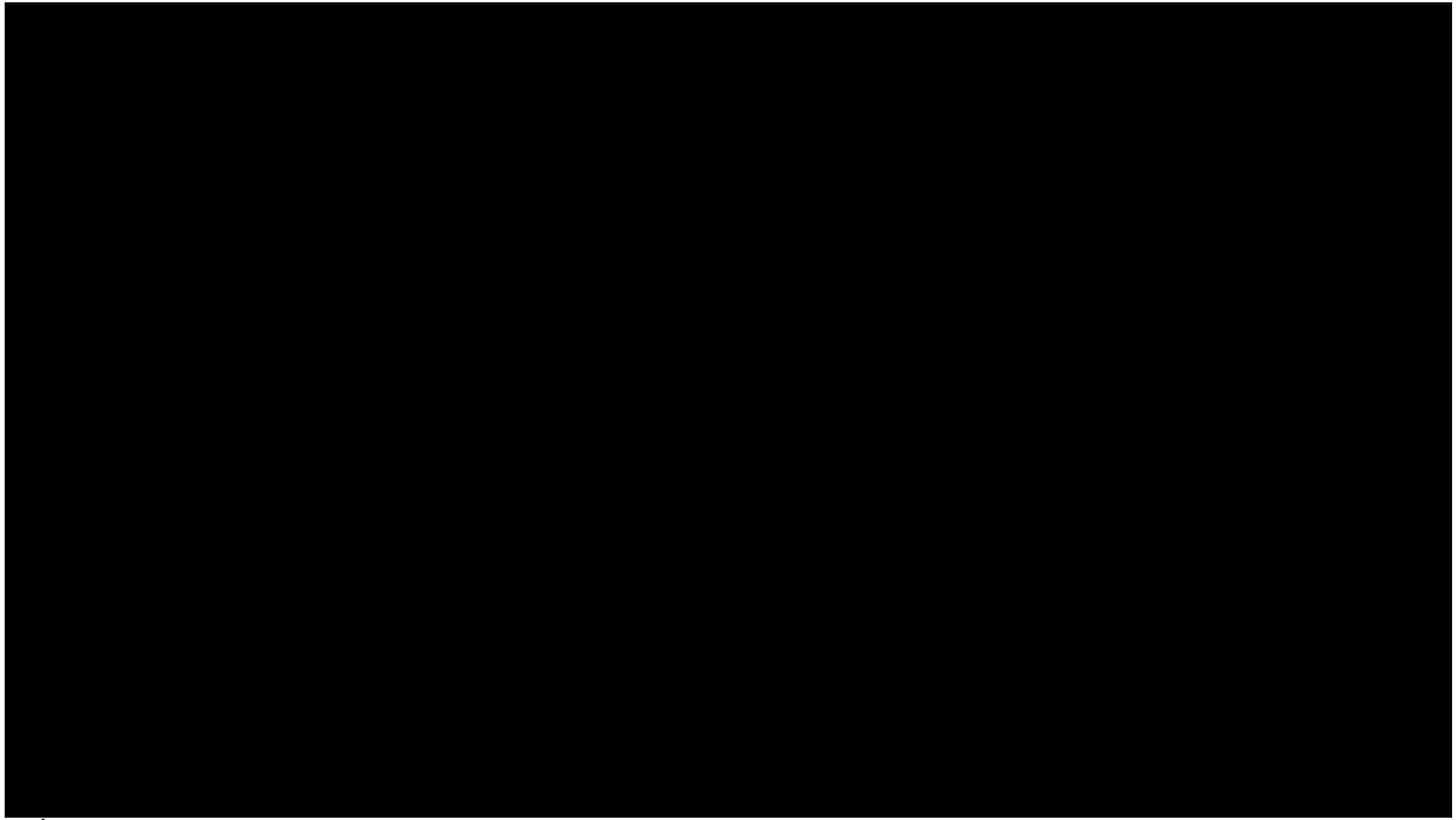


of 6/30/23

SENSITIVE DATA
FOR TPP INTERNAL USE ONLY
DO NOT RELEASE

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Ron Sizer, Ben Franklin High School



Business is a Team Sport

Think Hard: Are we organized for success and doing the right things?

- Right Plays
- Right Rules
- Right Positions

Work Hard: Are we executing the plays?

- Putting the right people with the right skills in the game to run the plays
- Motivating them to produce and Win!

Talk: Communicate

- Everything is constantly changing
- Providing Aggressive Leadership

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Project Next Steps/"Road to Signing Day"

Eli Vanner, Flag Lead

New York Flag Milestone Events (2023 – 2024)

OCT 12 2023

Partner Orientation, Networking Conference, and Team Kickoff

- TA&R Training | Networking
- Recruit / Interview / Make Offers
- Networking / Develop Tool(s)
- Report Data

MAY 21 2024

Signing Day

- Celebrate
- Report Data
- Prepare for Next Cohort

MAR 5 2024

Mid Year Team Update and Sharing

- Recruit / Interview / Make Offers
- Networking / Report Data

Mid Year Program Review

- **What have you learned?**
- **What help do you need?**
  - Report on Tool(s) Implemented
  - Report on New Pipelines Engaged
  - Recruiting/Hiring Update

Tool Development & Implementation/Recruiting

- Complete On-site visits for Planning Session (Output-Plan of Action & Milestones)
- Build/Implement Tools
- Mine Your Talent Pipelines
- Identify Other Potential Partners

Fred Pasquine, President Fairlead, May 25 2022

PENNSYLVANIA
TALENT PIPELINE
PROJECT

SIGNING DAY

MAY 25, 2022 | 5:00 PM

INDEPENDENCE SEAPORT MUSEUM
PHILADELPHIA, PA

Adjournment to Networking Social