



# Virginia Talent Pipeline Project Hampton Roads Region Demand Signal Roundtable Discussion

*Presented by: Joe Barto  
Program Manager*

*Date: 12 JUL 2022*





# Roll Call

# Pledge of Allegiance





# Welcome

*Joe Barto*  
*MAST Pipeline*  
*Program Manager*





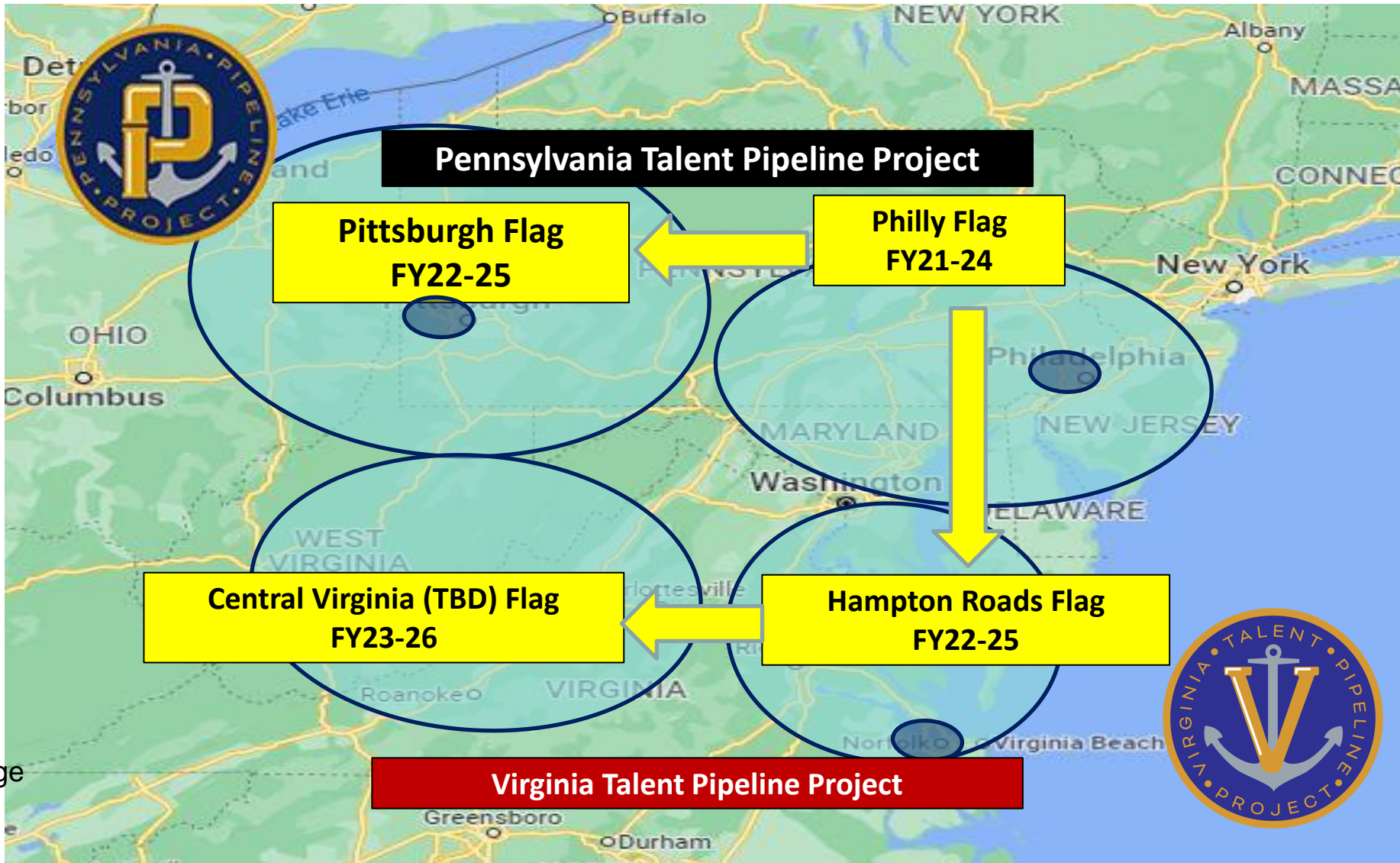
# Mission



**The Virginia Talent Pipeline Program TEAM will energize and engage the Virginia 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.**



# Mid Atlantic Submarine Talent (MAST) Pipeline Program



History on Title Change  
1 plus





# Philly Region 25 MAY 2022 Signing Day



Video







# Demand Signal Round Table Objectives



- **Share the Idea, Progress to Date, and Future Plans**
- **LISTEN, LISTEN, LISTEN to You**
- **Validate the Hampton Roads Region Demand Signal**







# Why?

CMC Josh Sturgill  
*Command Master Chief  
PEO Strategic Submarines*









# Supplier Development Program Overview

Jess Key

General Dynamics—Electric Boat

Manager for Supplier and Workforce Development





# Mid Atlantic Submarine Talent (MAST) Pipeline Program

*Presented by:*

**Joe Barto**  
**Program Manager**  
[jbarto@tmgva.com](mailto:jbarto@tmgva.com)  
757-218-8444

*Date: 6 JUL 2022*





# Hampton Roads Region Major Milestone Schedule



## 2022-2024

### Year 1:

**\* July 12, 2022: “Demand Signal” Round Table**

**\*September 27, 2022: Partner “Kick Off & Matching” Program Review**

**November 16, 2022: Career Fair and Project MFG Welding Competition**

**\*February 15, 2023: “Recruiting” Program Review**

**April 20, 2023: “New Hire Draft” Working Group Session\***

**\*June 3, 2023: “Signing Day” Ceremony**

### Year 2:

**July 12, 2023: New Partner (Employers, CTE Programs, Facilitators) Orientation\***

**\*September 20, 2023: Employer/CTE Program “Kick Off & Matching” Program Review**

**TBD, 2023: Career Fair and Project MFG Welding Competition**

**\*February 14, 2024: “Recruiting” Program Review**

**April 18, 2024: “New Hire Draft” Working Group Session\***

**\*May 15, 2024: “Signing Day” Ceremony**

**December 2024: 2022-2024 New Hires 1st Year Work Anniversary Report Out**

**February 25, 2025: Employer-New Hire 1st Year Anniversary Recognition Ceremony**

\* Indicates Major Program Review & All Hands Meeting





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

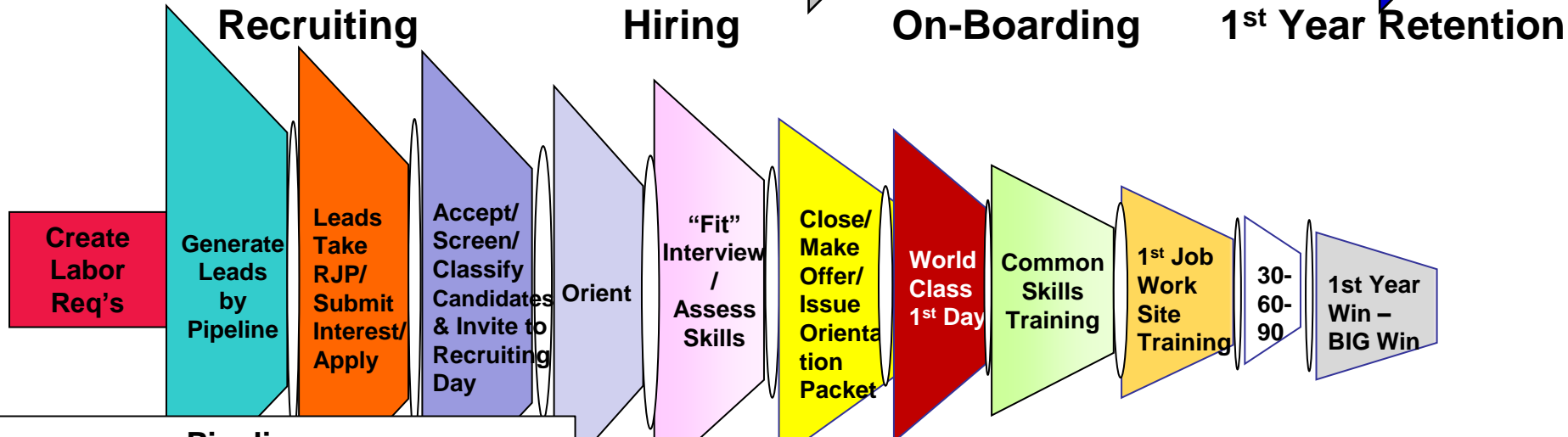


**Perfect**  
**1 Recruit = 1 Life Long Engaged and Productive Teammate**

**Hire for "Fit" -- Train for "Skill"**

Pre-1<sup>st</sup> Day – HR Lead

Post Hire – Operations Lead



- Pipelines**
1. CTE Programs (HS & CC)
  2. Employee Referral Program
  3. College Departures
  4. Adult Education
  5. Temp Agencies
  6. Social Media
  7. Recruiting Agencies
  8. Military & Veterans
  9. Employment Commissions
  10. Recovered/Returns

- Tools**
1. TA&R Value Stream Mapping and Performance Improvement Plan Development
  2. Realistic Job Preview & Candidate Tracking System
  3. Recruiting & Offer Day/New Hire Orientation
  4. Behavioral Based "Fit" Interviews
  5. World Class First Day
  6. Common Skills Training
  7. Leader Training
  8. 30-60-90 day & 1 Year Fit/Skills Assessment
  9. 5<sup>th</sup> Metric "People" Scorecard Data Driven Program Management System:







# Employer Qualifying Criteria



1. Do you have a Hiring Demand 12-24 months into the future?
2. Are Entry Level New Hires part of your Talent Acquisition and Retention Pipeline Strategy?
3. Do you offer Full Time Employment with benefits?
4. Do you accept responsibility to ensure the New Hires are productive and trained to meet your specific job requirements?
5. Will you attend Talent Acquisition and Retention Training provided by the MAST Program Management Team?
6. Are you willing to substantively and actively change your internal Talent Acquisition and Retention system if it is not producing the outcome you require?
7. Will you allow MAST Pipeline Project Program Management access to New Hire 1st Year performance information?







# Employer Size Matters



## Small

- a. Single Site
- b. Under 50 people
- c. Hires ~ 10 people/year
- d. Hires on an as-needed basis
- e. No HR- Office Manager; Little formal New Hire Training

## Medium

- a. Single Site
- b. Between 51 – 300 people
- c. Hires 10 – 50 people/year
- d. Episodically hires as needed
- e. 1-2 HR Staff; Some New Hire Training

## Large

- a. Single Site or Multiple Sites
- b. Between 301 – 1,000 people
- c. Hires 51 – 200 people/year
- d. Has a consistent/predictable Annual Hiring and Retention Forecast (monthly)
- e. HR plus Recruiter; New Hire Training on a case-by-case basis

## Enterprise

- a. Single or Multiple Sites
- b. Over 1,000 people
- c. Hires over 200 people/year
- d. Has a consistent/predictable Annual Hiring and Retention Forecast (monthly)
- e. HR, Recruiters; Formal New Hire Training and Support





# Employer Partner Participation Status Definitions



## ➤ Performing:

- Active Participation in the Pipeline Program
- Clear Demand Signal
- Improving their Talent Acquisition and Retention System with little or no support
- Developing reliable year over year Talent Pipelines

## ➤ Improving:

- Participation in the Pipeline Program
- Needs Help and has requested support
- Unclear Demand
- Overcoming Internal and External Challenges
- Identifying reliable year over year Talent Pipelines

## ➤ Deferred:

- Episodic Participation in the Pipeline Program
- Deferred to following Year
- Determined by Employer Partner as Not Value Added
- Episodic interactions with Talent Pipelines





# Philadelphia Region Talent Pipeline CTE Scorecard



**Class 2021 – 2023**  
**Supply 27/916/561**  
 As of 30 APR 2022

**Example**

CTE Participants			
Organization	Pool/Screened	Organization	Pool/Screened/Hired/Losses
1 ATDM (All Regions)	96/28	21 Lancaster County Career & Tech	40/40
2 Thaddeus Stevens (Philly/SC)	80/80/0	22 Northampton CC	96/96
3 CC of Philadelphia	TBD/0/0	23 Lehigh Carbon CC	30/30
4 Delaware County CC	64/11	24 Lehigh Career & Technical Institute	92/44
5 Bucks County CC	52/40/0	25 Welding Training & Testing Inst	40/40
6 Williamson College	49/49/0	26 Bethlehem Area Vo-Tech School	74/1
7 Father Judge HS	42/36/0	27 Career Institute of Technology	32/32
8 Randolph Career Academy	10/9/0	28	
9 Benjamin Franklin HS	10/10/5	29	
10 Jules Mastbaum HS	22/4/0	30	
11 Thomas A. Edison HS	14/4/0	31	
12 Swenson HS	17/0/0	32	
13 Hampton City Schools	TBD/0/0	33	
14 Portsmouth City Schools	TBD/0/0	34	
15 Virginia Beach City Schools	TBD/0/0	35	
16 Norfolk City Schools	TBD/0/0	36	
17 Chesapeake City Schools	TBD/0/0	37	
18 Suffolk City Schools	TBD/0/0	38	
19 York School of Technology	2/2	39	
20 Cumberland-Perry Vo-Tech	53/53	40	
<b>Totals:</b>			<b>915/561</b>

Career and Technical Education Programs:

1. High Schools
2. Community Colleges
3. For Profit Training Organizations
4. Not for Profit Training Organizations
5. Publicly Funded Programs

■ - Philly Region    
 ■ - South-Central Region    
 ■ - East-Central Region    
 ■ - South-East Virginia Region

16 Facilitators: NDIA, SIBC, ACIBC, Marine Machining Association, General Dynamics Electric Boat, Newport News Shipbuilding, Curtiss-Wright, Philly Works, Philadelphia Youth Network, Philly Shipyard Commissioner, Project MFG, The Manufacturers' Association, JEVS, York County Alliance for Learning, Manufacturers Resource Center, Philly Gear





# CTE Program Qualifying Criteria



- 1. Do you have a Critical Shipbuilding Skills Curriculum with students enrolled?**
- 2. Is interacting with Employers to provide work opportunities part of your mission/charter?**
- 3. Will you attend Talent Acquisition and Retention Training provided by the MAST Program Management Team?**
- 4. Will you allow for substantive engagement with Employers to allow recruiting, hiring, and on-boarding activities on your site?**
- 5. Will you pre-screen students to develop a Candidate Pool of those desiring to enter the workforce upon graduation/completion?**
- 6. Will you support candidate preparation for the Hiring Process and engagement with Employers?**
- 7. Are you willing to adjust your curriculum to meet employers new hire requirements?**
- 8. Will you allow MAST Pipeline Project Program Management access to Student/Candidate performance information?**

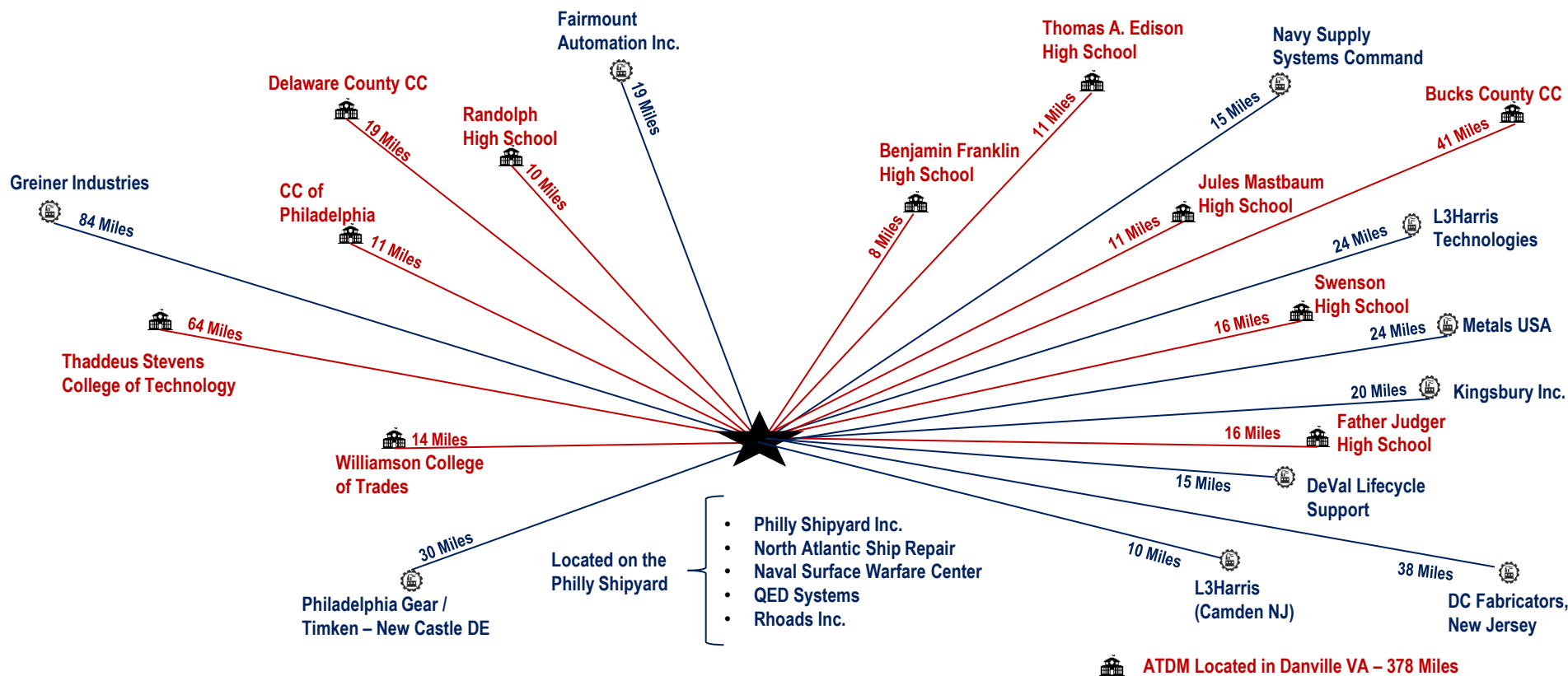




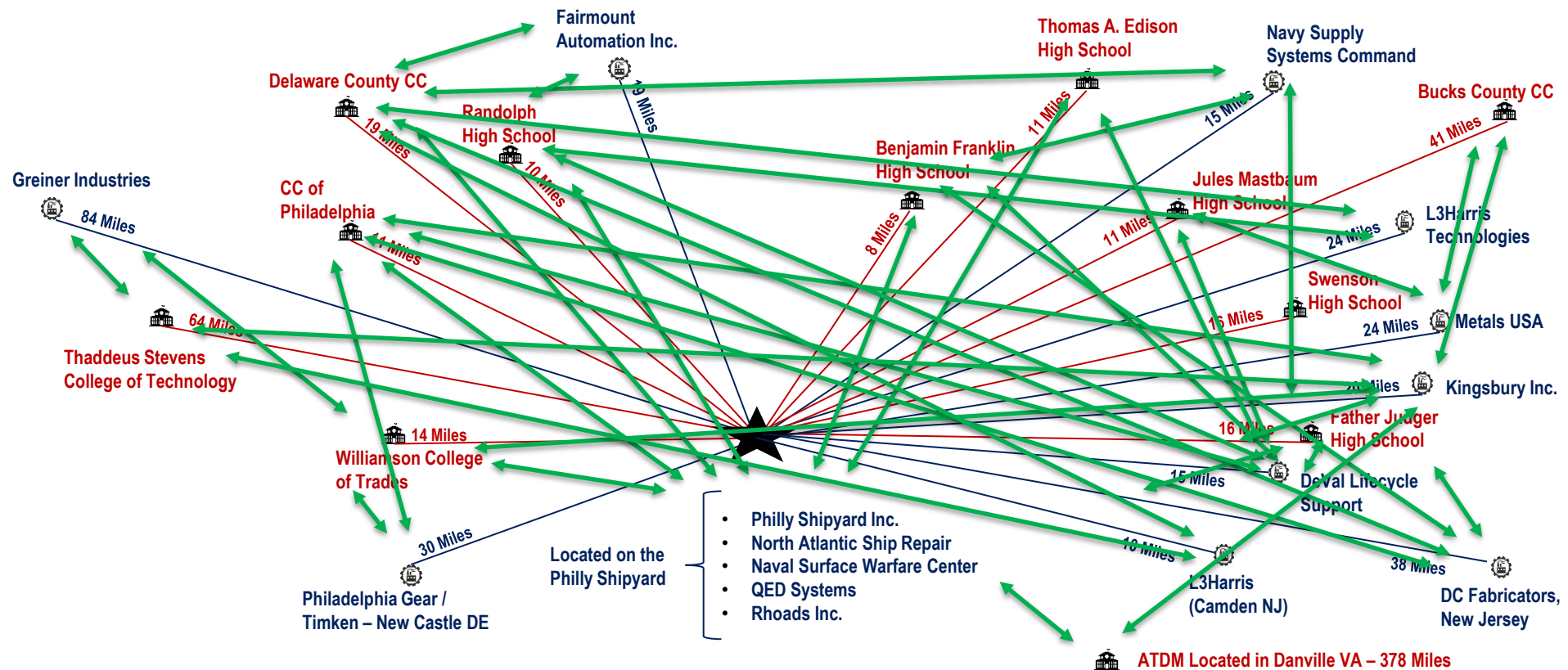
# Philadelphia Region Talent Pipeline Participants Map



## Employers & CTE Program Participants



## Employers & CTE Program Participants





# How We Keep Score...



## Employer Partners

Pittsburgh Flag (2022-2024)							
	Employer	Pledge	Trained	# Applications Received	# Offers Accepted	# Started	# 1 Year Anniversary
1	Employer 1	5	02AUG22	15	4	3	2
2	Employer 2	3	02AUG22	12	3	2	2
3	Employer 3	2	22NOV22	4	2	1	1
4	Employer 4	1	22NOV22	5	1	1	0

## CTE Partners

Pittsburgh Flag (2022-2024)					
CTE	Capacity	Trained	# Enrolled Seniors	# Screened Candidates	# Accepted Offers
CTE 1	55	Yes	15	12	8
CTE 2	34	Yes	12	8	6
CTE 3	22	Yes	8	8	6
CTE 4	78	Yes	33	27	18







# Facilitator Qualifying Criteria



- 1. Will you identify and advocate to your constituent employers to the Program Management Team to participate in the Pipeline Pilot?**
- 2. Will you allow for MAST Pipeline Project access during your normal communications and events to share and communicate?**

## Facilitators

**NDIA, SIBC, ACIBC, Marine Machining Association,  
General Dynamics-Electric Boat, Newport News Shipbuilding,  
Hampton Roads Workforce Council, Virginia Manufacturers Association**







# Partner Support Services



- **New Partner (Employer, CTE Program, Facilitator) Identification, Recruiting, & Assessment**
- **Partner Coaching as requested**
- **Monthly All Hands Information and Best Practice Sharing**
- **Quarterly Talent Acquisition & Retention Training Workshops and Participant Talent Acquisition & Retention System w/ Facility Tour**
- **Individual Employer & CTE Program Talent Acquisition & Retention System Support**
- **Best Practice Model Development and Integration into Talent Acquisition and Retention Training**
- **Program Management, Industry Engagement & Strategic Planning**





# 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.**





# Employer Value Proposition

*Fred Pasquine*  
*President*  
*Fairlead*





## *– Introduction*

*– Is the Talent Pipeline Program a Good Idea?*

*– Do you want to participate?*

*– Why? or Why Not?*





# CTE Partners



**Virginia Beach City Schools**

**Norfolk Public Schools**

**Hampton City Schools**

**York County Schools**

**Thomas Nelson Community College**

**Accelerated Training in Defense Manufacturing**





# Facilitator Partners



**General Dynamics - Electric Boat**

**HII-Newport News Shipbuilding**

**Submarine Industrial Base Council**

**MMA - Marine Machinery Association**

**Virginia Manufacturers Association**

**Hampton Roads Workforce Council**





# Hampton Roads Talent Pipeline Program Management Team

## Introductions





# Partner Engagement Coordinator

Shawn Avery

President & CEO

Hampton Roads Workforce Council







**Josh Sturgill**

**Command Master Chief**

**PEO Strategic Submarines**

**Request Authorization to Proceed**





# Next Steps



- Schedule an On-Site Assessment
- Complete Partner Pledging (Validate your Demand Signal)
- Get Trained
  - **August 30, 2022** (Town Point Club, Norfolk, VA)
  - **September 13, 2022** (Hampton Roads Convention Center, Hampton, VA)
- Schedule Value Stream Mapping and Analysis Event
- Attend the **September 27, 2022** Kick Off and Matching Program Review (Hampton Roads Convention Center, Hampton, VA)
- Participate!
- Trust the Process





Hunt Valve is based in Salem, OH and has been supporting the Navy for decades. The facility in Salem has approximately 110 employees and as of September 2021 is now part of Fairbanks Morse Defense which provides a full range of highly technical products to the Navy – including on-site services, engines, valves, motors, davits, etc across North America with about 1500 total employees.

A full suite of valves and actuators to support the entire fleet from the submarine to surface vessels.



### ALIGNMENT TO MISSION

HVC expects to hire 1-4 skilled laborers per year with a focus in machining and welding. HVC is participating to get a broader funnel of candidates as well as hopefully aligning with a CTE that can develop a curriculum around the types of skills that HVC requires [ie. Stellite welding, highly intensive casting setup for machining, etc]



Targeted area of improvement through participating in program:  
Talent Acquisition, Hiring, Onboarding, and or Retention





- EC3PA is the nations newest Community College, established in 2021.
- MISSION: Erie County Community College of Pennsylvania (EC3PA) exists to develop dynamic and diverse learners to advance their quality of life and Erie County's economic growth through affordable access, innovative education and workforce training.
- LOCATION: Erie County, PA
- STUDENT POPULATION: 300+

CORE MFG RELATED PROGRAMS:

- Welding
  - CNC Machining
  - Industrial Maintenance
- \*Capability to customize training to meet the need.



ALIGNMENT TO MISSION

We are preparing students to enter the workforce by providing:

- Affordable education and workforce training programs.
- Access to supportive services to eliminate barriers.
- Partnering with regional manufacturers to create apprenticeships, customized training, and on the job training programs.

We are participating because EC3PA believes that this project will be impactful throughout the western PA region and our engagement could be vital to supporting our local manufacturers workforce needs.

The EC3PA is committed to provide the necessary training available to support the MAST project. Contact Doug Massey [dmassey@ec3pa.org](mailto:dmassey@ec3pa.org)





**BACKGROUND:**

Organized more than 20 years ago, LCS2W promotes a partnership between business and education. Our programs are designed for students to explore careers through interactive experiences with employers. LCS2W manages various career focused and career ready skill activities throughout the school year.

**MISSION:**

Lawrence County S2W will partner with the community to promote the integration of business and industry including skills and behaviors into the classroom to facilitate the transition of students from school to work.

**LOCATION:** New Castle, PA - Lawrence County

**MEMBERSHIP DETAILS:**

- School Districts
- Businesses representing various industries

**AREAS OF FOCUS / PRIORITIES**

LCS2W's priorities are to introduce and/or strengthen student's knowledge in the areas of careers inclusive of all occupations, career ready work skills, and employers in our community and surrounding communities by focusing on four areas:

- Career Awareness & Preparation
- Career Acquisition
- Career Retention & Advancement
- Entrepreneurship Basics



**ALIGNMENT TO MISSION OF MAST**

**WHY YOU ARE PARTICIPATING:**

Students reached through our programs are the next generation workforce. LCS2W recognizes the skills gap and worker demand in the manufacturing sector. By working with manufacturing companies as well as other businesses to learn their need for workers, LCS2W continues to show students the benefits of remaining or returning to local communities for employment as well as the potential for information to reach their parents.

Lawrence County School-To-Work, Inc. will communicate the information from MAST Pittsburgh Flag as provided to focus on the careers in demand and work to help align students with participating employers.





**We help Leaders who WANT to Lead;  
Lead a High Performance Team...**

**We Give You the Courage to Lead**

**We are a Program of YES**

**If you want help and are willing to do something different  
in our Talent Acquisition and Retention System to  
improve your production capacity for the Navy!**





# WE are on a Mission!

1 Employer

1 Job

1 Lifelong, Productive,  
Engaged Teammate At A Time











# Agenda



1300 – 1305: Roll Call & Pledge of Allegiance: Renee McNichol, Operations Officer

1305 – 1330: Demand Signal Round Table Objectives: Joe Barto, MAST Pipeline Program Manager

1330 – 1340: Supplier Development Program Overview: Jess Key, General Dynamics—Electric Boat Manager for Supplier and Workforce Development

1340 – 1345: Why? CMC Josh Sturgill

1345 – 1400: MAST Pipeline Project Executive Overview: Joe Barto, Program Manager

1400 – 1410: Employer Partner Value Proposition: Fred Pasquine, Fairlead President

1410 – 1520: Round Table Discussion with Introductions: Employers: Facilitated By Kevin Barto, Hampton Roads Region Program Manager

- Overview (2 Minute Elevator Speech, What you do and how you support the Navy)
- Is the Talent Pipeline Program a Good Idea?
- What do we need to consider for customization in the Hampton Roads Region?
- Do you want to Partner?

1520 – 1530: Recognition of attending CTE and Facilitator Partners

1530 - 1540: Facilitator Partner Hampton Roads Workforce Council Statement of Support: Shawn Avery, President & CEO

1540 - 1550: Guidance CMC Josh Sturgill

1550 - 1600: Next Steps: Kevin Barto, Hampton Roads Region Program Manager

1600: Adjournment





## Hampton Roads Good Life Solution Results

Since 2017, **28** Good Life Solutions Employers have  
**171** New Hires starts with  
**138** reaching their 1<sup>st</sup> Year Anniversary as Engaged and  
Productive Teammates for an  
**81%** 1<sup>st</sup> year retention rate.





# ...5 Years Later





# Newport News Shipbuilding Best Practice Results

## Pre-Hire

## Post-Hire

Cohorts	# Interested Candidates	# Applied	# Interviews	# Offers Made	# Accepted Offers	# Started	# 1st Year	Retention %
2017-2019	88	35	32	16	16	13	12	92.3%
2018-2020	114	55	38	31	28	23	21	91.3%
2019-2021	160	96	76	72	53	28	24	85.7%
2020-2022	129	36	29	29	28	26	*25	96.1%
2021-2023*	85	60	55	42	22	TBD	TBD	TBD
<b>Total</b>	<b>551</b>	<b>282</b>	<b>230</b>	<b>190</b>	<b>147</b>	<b>90</b>	<b>82</b>	<b>91.1%</b>

\*As of 4/5/22

