



WELCOME

Partner Orientation & Networking Conference





2023-2024 Operating Plan





Mission

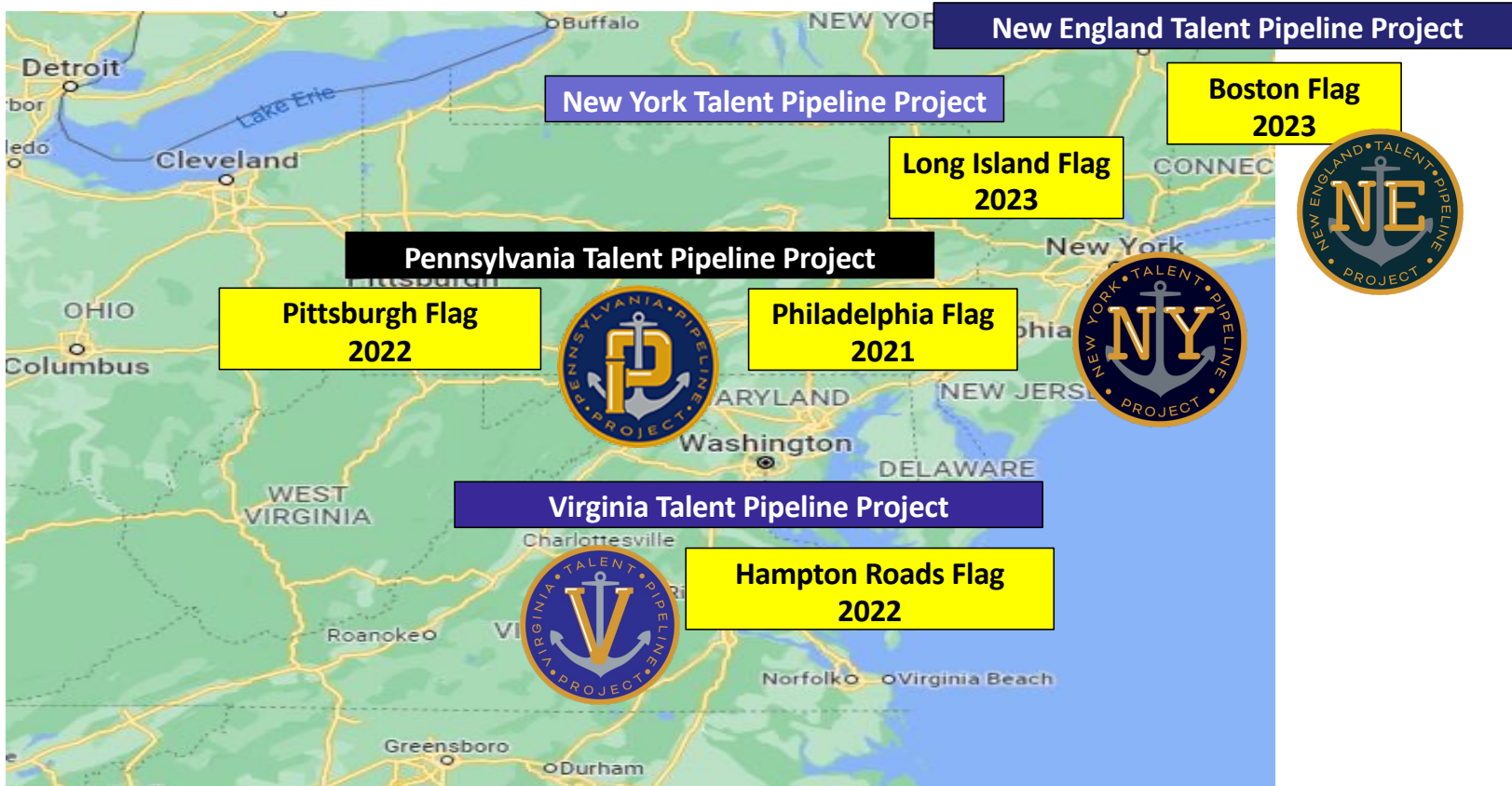


The Talent Pipeline Program TEAM will energize and engage the American economy by creating and sustaining a maritime and defense industrial base focused talent pipeline that enables **EMPLOYERS to re-capitalize their workforce through recruiting, hiring, training, and retaining skilled workforce members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





Talent Pipeline Program





2023-2024 Operating Plan Adjustments



1. Conducting the TA&R Training “up front” every year to re-baseline all Partners at an Annual Partner Orientation and Networking Conference
2. Improve **TEAM** Relationships & Team Building: Forming Partner Networks of Not to Exceed 20 Employers with a dedicated Network Coach
3. Focus on **Employer** Support then empower Training Provider Pipelines





New England Talent Pipeline Program Boston Region Major Milestone Schedule 2023 – 2025



2023-2024 Year 1

April 26, 2023: Demand Signal Round Table Discussion

August 2, 2023: Talent Pipeline Program Partner Orientation and Networking Conference

October 3, 2023: Team Kick Off

February 1, 2024: Mid-Year Team Update and Sharing Event

May 30, 2024: “Signing Day” Ceremony

2024-2025 Year 2

August 8, 2024: Talent Pipeline Program Partner Orientation and Networking Conference

September 26, 2024: Team Kick Off and New Hire Retention Team Meeting

November 7, 2024: Career Discovery & Project MFG Welding Competition Event

January 23, 2025: Mid-Year Team Update and Sharing Event

May 16, 2025 (T): “Signing Day” Ceremony and New Hire 1st Year Anniversary Recognition



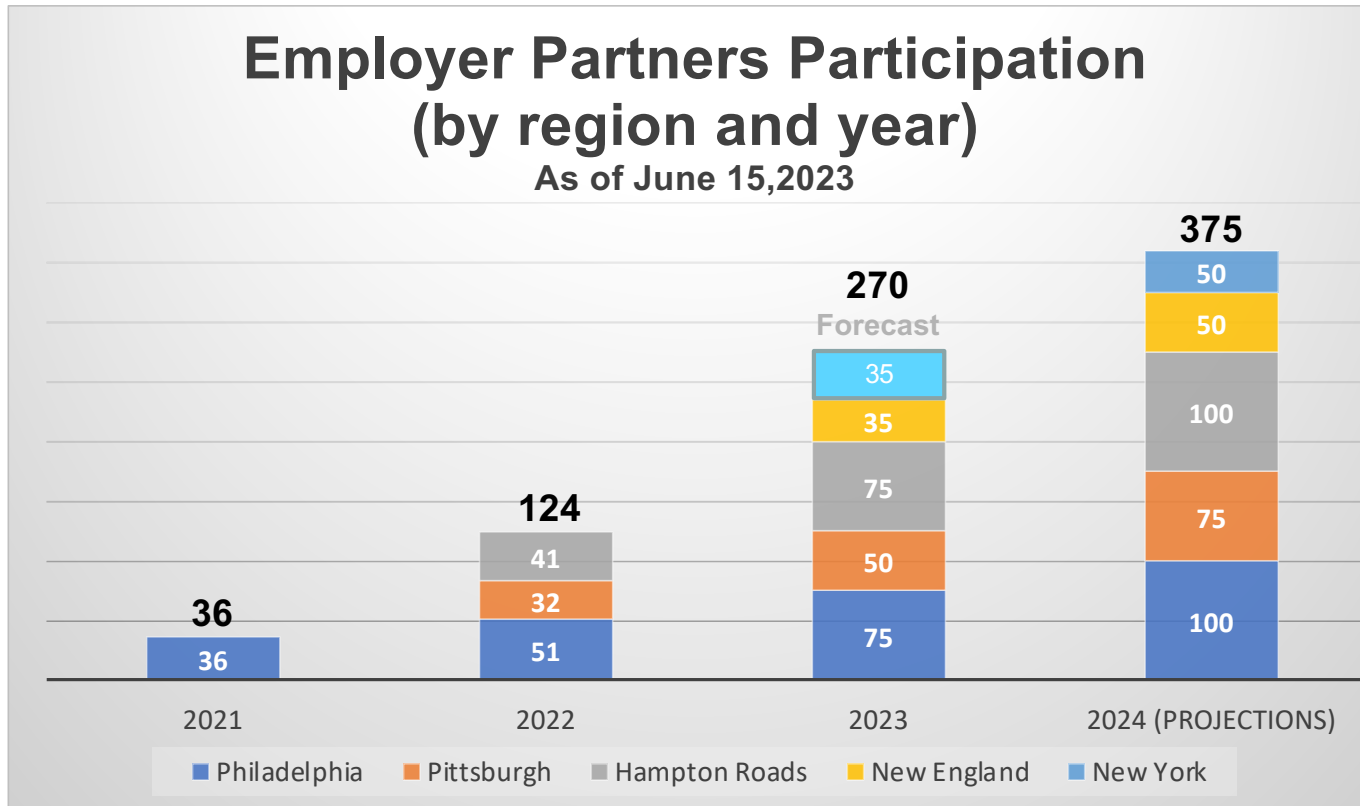


Employer Partners



Employer Partners Participation (by region and year)

As of June 15, 2023

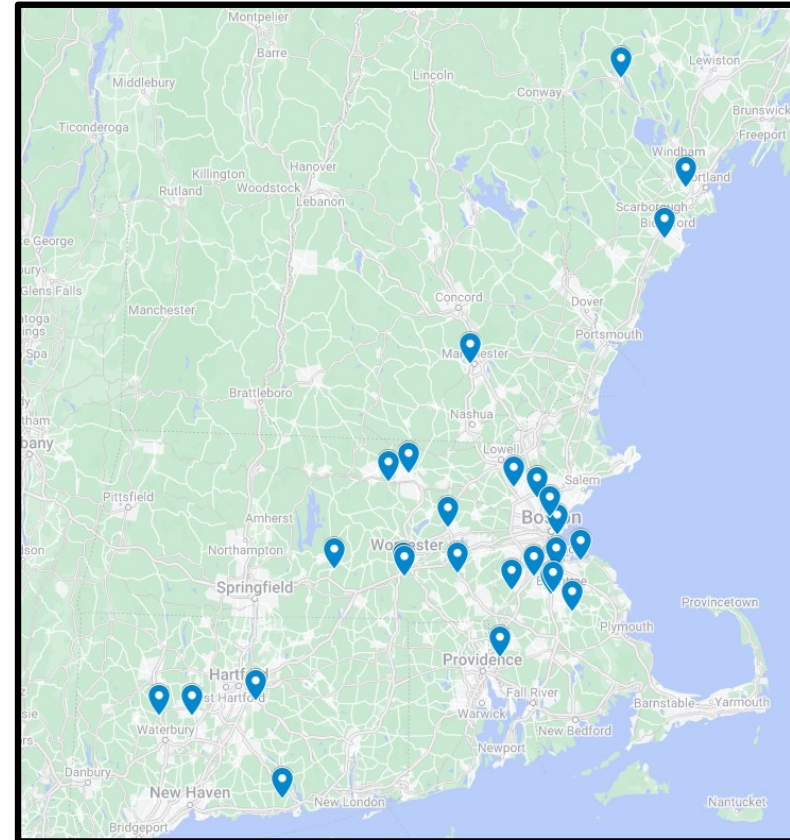




Partner Network Concept



- **Networks will be comprised of 10 to 20 employers**
 - Geographically or join any network you choose
 - Networks to be locked in by 9/21 Kick Off
- **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





Boston Region Network 1



Coach: Joe Barto IV

1. Boston Ship Repair
2. Metals USA
3. Globe Composites Solutions
4. Rolls-Royce Naval Marine
5. Massa
6. D.W. Clarke
7. Consolidated Precision Products/Wollaston Alloys
8. Hutchinson Aerospace and Industry
9. C.H. Powell
10. AccuRounds





Boston Region Network 2



Coach: Brian Moore

1. Leonardo DRS Naval Power Systems
2. The Entwistle Company
3. American Flowform & Machining
4. Samtan Engineering Corporation
5. Ranor
6. Roscid Technologies Inc
7. CIRCOR Aerospace & Defense, P&L Leader Warren
8. American Steel and Aluminum
9. Corrosion Materials Inc.
10. Mistras



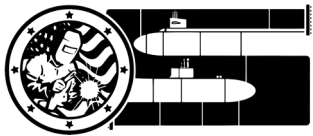


New Hampshire/Maine Region Network 3



Coach: Joe Rizzo

1. Granite State Manufacturing, NH
2. Howell Laboratories, ME
3. D&G Machine Products, ME
4. Deep Water Buoyancy, ME





Connecticut Region Network 4



Coach: Monica Perez

Connecticut Center for Advanced Technology, Inc. (CCAT)

1. HABCO Industries
2. Fairbanks Morse Defense at Ward Leonard
3. The L.C. Doane Company
4. PEPECO





Play Book & Networking Passports





Submarine Industrial Base Program (Workforce) Support to Employers

Submarine Industrial Base Program (Workforce)





Submarine Industrial Base: A Security Imperative



“We will continue investing in the production and manufacturing capabilities that will enable a modern, technology-enabled defense industrial base. Because we know that workers animate supply chains, we will foster development of an industrial workforce to ensure the right skillsets are available as needed to meet our requirements.” – Dr. Kathleen Hicks, Deputy Secretary of Defense

- **Columbia-class ballistic missile submarine construction is the #1 defense acquisition priority.**
 - First ship purchased in 2021, second purchase in 2024, and one-a-year purchase planned from 2026-2035.
 - Additional pressure placed by two-per-year *Virginia*-class submarine construction (“1+2”) and future demand of trilateral AUKUS plans.
- **Naval Sea Systems Command’s Program Executive Office, Strategic Submarines (PEO SSBN) maintains three directorates: *Columbia*-class acquisition, *Ohio*-class sustainment, and Submarine Industrial Base.**
- **Submarine Industrial Base Directorate (SIB) proactively derisks supply chains through strategic investments and is organized into five highly-specialized teams.**
 - Workforce Development
 - Supply Chain
 - Technology
 - Strategy & Implementation
 - AUKUS





SIB Engagements



- SIB Workforce Development engages in high-ROI projects in many areas.
- To engage with project ideas, contact your regional representative!

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TOP STORIES

NAVY TO PAY SCCC TUITION TO BOOST SUBMARINE PROGRAMS

FIRST IN NEWSDAY

BY KEN SCHACHTER
kschachter@newsday.com

The Navy will be picking up the tuition of 500 certificate students at Suffolk County Community College in an effort to beef up the pool of talent for building and maintaining submarines, officials said.

The five-year grant will cover the students' tuition of roughly \$4,000 each for the certificate programs in welding or operating computer numerical control machines, according to the college.

Computer numerical control machines are automated tools that use programmed instructions to precisely fabricate parts.

Long Island companies are widely known as suppliers of components for military aircraft, but some aerospace companies, such as Hauppauge-based GSE Dynamics Inc., also manufacture parts for submarines.

The Navy issued the noncompetitive grant as it lags behind its stated goal of building one



Yasmine Amwar, 20, works on a welding project at Suffolk County Community College in Brentwood.

Columbia class and two Virginia class submarines a year. Overall, the service estimates it will need more than 130,000 new workers nationwide between now and 2030 for its submarine programs.

"This investment in our welding and manufacturing certificates will allow us to get more trainees into the workforce

more quickly," Suffolk Community College president Edward Bonahue said.

The certificate programs will launch in the fall at the Brentwood campus. Program applicants will have to sit for an interview and agree to work for an approved company doing submarine-related work.

Bonahue said the certificate

GSE Dynamics, said about 87 Long Island companies provide parts for submarines.

"There's a synergy with aerospace companies," said Shybunko-Moore, who also chairs Ignite LI, a regional trade group for manufacturers. "Really it's the same core capabilities."

GSE produces periscopes, antennas and mast fairings — structures designed to reduce drag — for submarines.

Bonahue said he expects applicants for the program to come from three sources: high school students who want to enter the workforce immediately, current employees who want to upgrade their skills and candidates referred from the state Department of Labor and community service organizations.

Modern manufacturing has largely outgrown its longtime stigma of being "dark, dirty and dangerous," Bonahue said. "They're none of those things. They're high-tech and high-precision operations."

In addition, the aging of the region's population puts a premium on finding young, talented workers, he said.



Philly Shipyard

ENROLLING NOW.
SUMMER 23 APPRENTICESHIP REGISTRATION

2023

APPLICATION REQUIREMENTS

1. Eighteen or Older
2. High School Diploma/ GED
3. Letters of Recommendation (2)
4. Take an Aptitude Test
5. Invitational Interview/Tour

CONTACT US
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Regional Workforce Project Leads



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

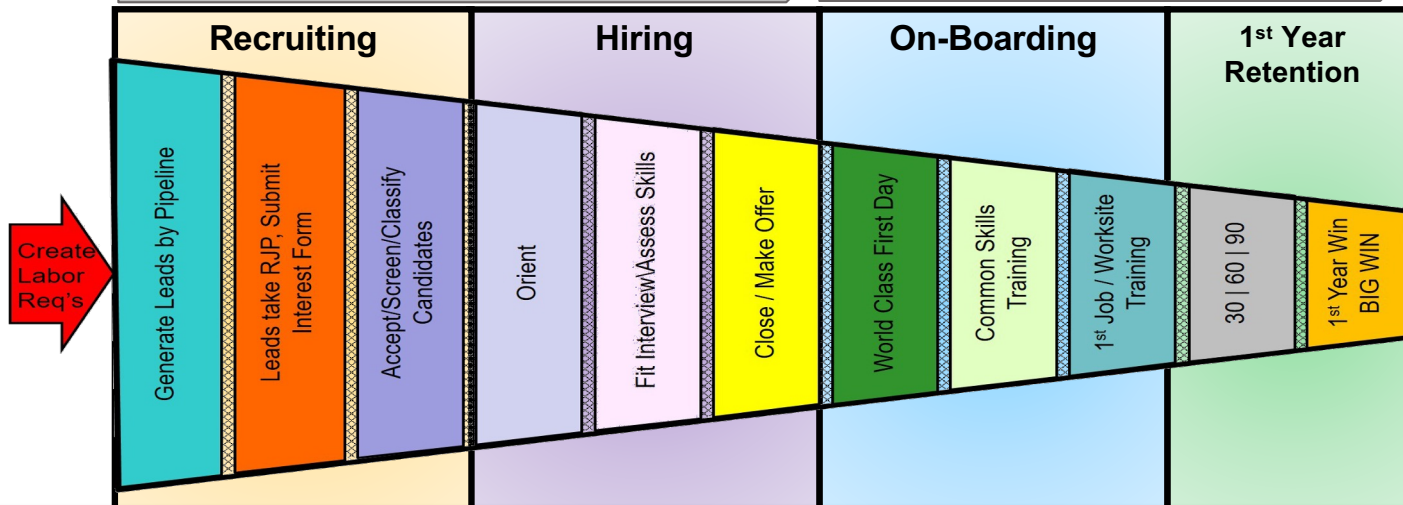
Best Practice Model

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

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead

Post Hire – Operations Lead



Pipelines

- | | |
|------------------------------|---------------------------|
| 1. CTE Programs (HS & CC) | 7. Recruiting Agencies |
| 2. Employee Referral Program | 8. Military & Veterans |
| 3. ATDM | 9. Employment Commissions |
| 4. Adult Education | 10. College Departures |
| 5. Temp Agencies | 11. Recovered/Returns |
| 6. Social Media | 12. Retiree's |

Tools

- | | |
|---|---|
| 1. TA&R Value Stream Mapping and Performance Improvement Plan Development | 6. World Class First Day |
| 2. Realistic Job Preview & Candidate Tracking System | 7. Common Skills Training |
| 3. Recruiting Training | 8. Leader New Hire Retention Training |
| 4. Recruiting & Offer Day/New Hire Orientation | 9. 30-60-90 day & 1 Year Fit/Skills Assessment |
| 5. Behavioral Based "Fit" Interviews | 10. 5th Metric "People" Scorecard Data Driven Program Management System |



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**



TA&R Self Assessments





Partner Support Services



- **New Partner (Employer, Training Provider, Facilitator) Identification, Recruiting, & Assessment**
- **Talent Acquisition & Retention Training**
- **Partner Talent Acquisition & Retention Values Stream Mapping, Analysis, and Performance Improvement Plans**
- **Individual Employer & Training Provider Talent Acquisition & Retention System Tool Development, Coaching and Support**
- **Network “Lunch & Learns”**
- **Monthly “All Hands” Information and Best Practice Sharing**
- **Best Practice Model Development and Integration into Talent Acquisition and Retention Training & Coaching**
- **Program Management, Data Analytics, Industry Engagement & Strategic Planning**





PRINCIPLES OF HIGH PERFORMING TEAMS



The Talent Pipeline Program “Why”

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

We give Leaders the “Courage to Lead”

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...



“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

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

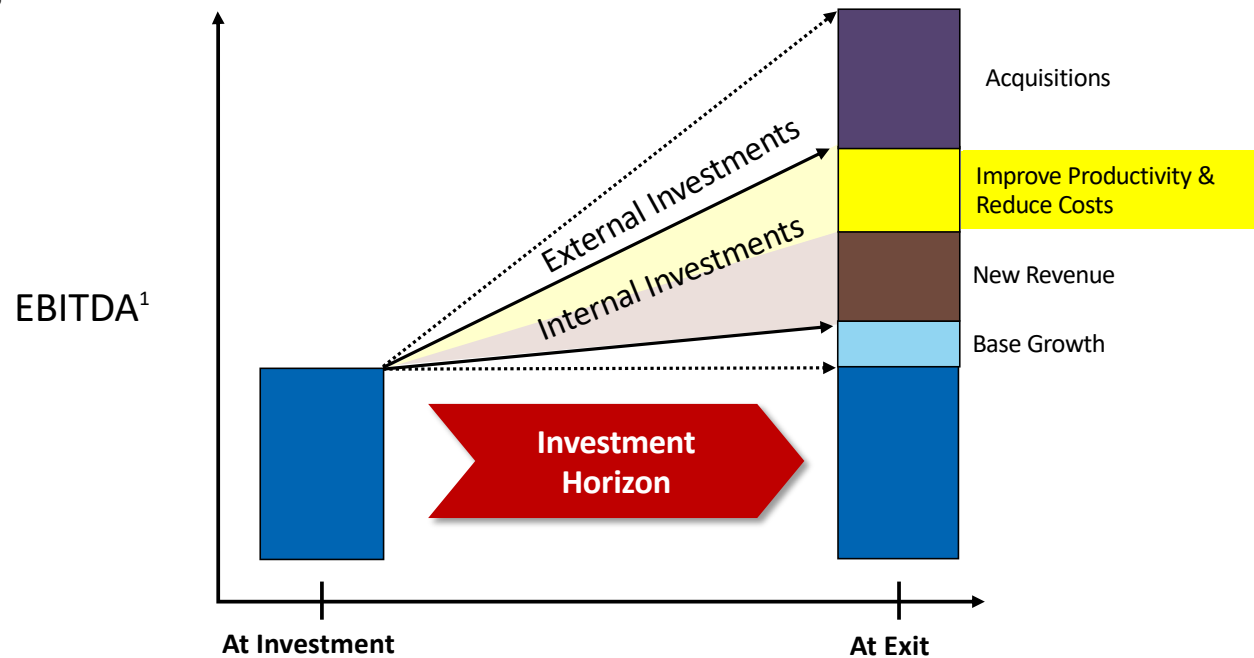


TMG Team



Approaches to Creating Equity Value

- Increase Multiple
- Grow Earnings



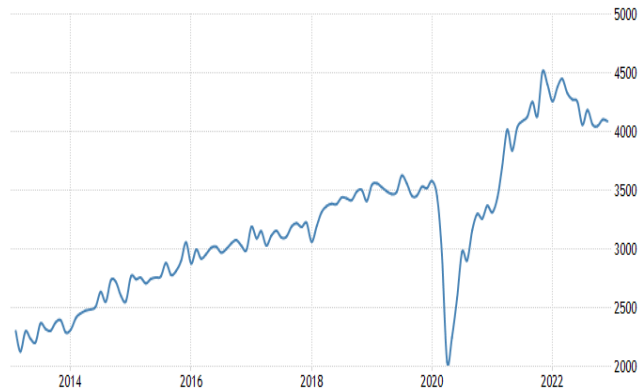
¹Earnings Before Interest, Taxes, Depreciation, and Amortization

Headwinds: Workforce Dynamics

Workforce dynamics have continued to evolve post-pandemic making engagement and retention strategies increasingly important to mitigate significant disruptions to productivity

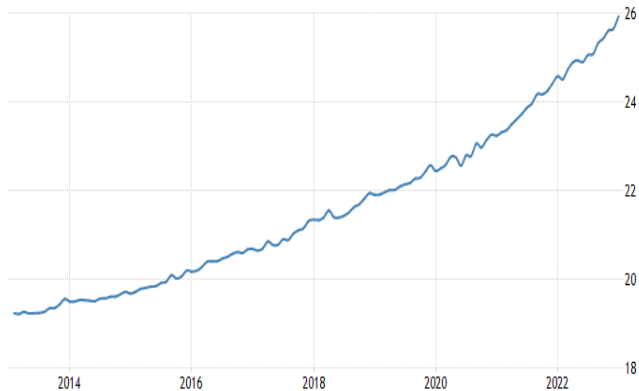
Workforce Shortages and Rising Wages

Job Quits
2013-2022



TRADINGECONOMICS.COM | U.S. BUREAU OF LABOR STATISTICS

Manufacturing Wages
2013-2022



TRADINGECONOMICS.COM | U.S. BUREAU OF LABOR STATISTICS

Source: U.S. Bureau of Labor Statistics

Strategic Implications

- Required prioritization of employee engagement initiatives as competition for labor intensifies

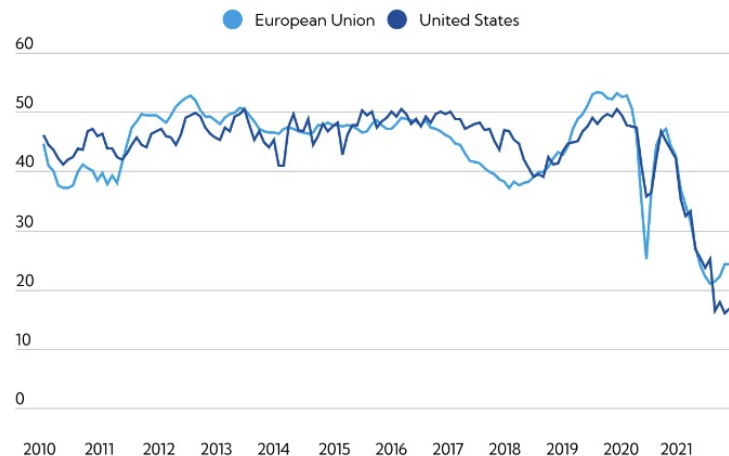
Implication: To mitigate productivity and talent disruptions, we must increase focus on recruiting, training, and retention as well identify other areas to drive margin efficiency (e.g. automation) as labor costs rise

Headwinds: Supply Chain Disruptions

As global supply chains stabilize, we must effectively plan for any future disruptions to avoid risk to manufacturing, supply shortages, costs, and customer satisfaction

Manufacturing PMI, Suppliers' Delivery Time

Suppliers' delivery times in the US and EU have slowed considerably - a lower index reflects longer delivery times



PMI = Purchasing Managers' Index, Readings above 50 indicate faster delivery times, readings at 50 signal no change, and readings below 50 indicate slower.

Source: International Monetary Fund, IHS Markit.

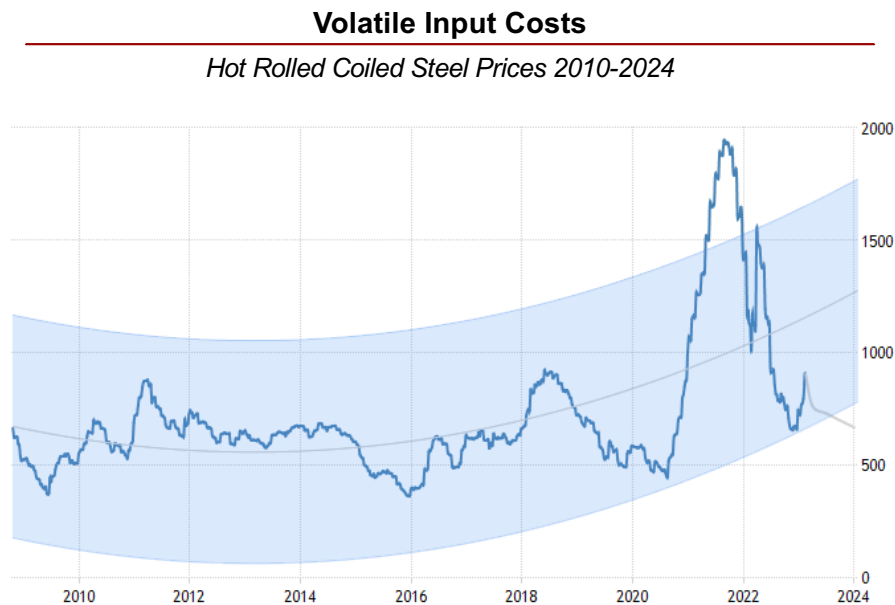
Strategic Implications

- Supply chain diversification to reduce dependence on single source
- Evaluation of backward integration to control own fate
- Inventory management maintain adequate levels of inventory to buffer for disruptions

Implication: Increases importance to continue to optimize operations and supply chain

Uncertainty: Inflation

Raw material costs have shown volatility over the last couple years - the cost of steel increased over 100% in 2021, though has normalized more recently



Source: U.S. Census

Strategic Implications

- Requires understanding of potential price changes and sensitivity on overall cost and potential impact to pricing
- Highlights the importance of focusing some innovation on cost reduction

Implication: Important part of future strategy

Why are Senior Leaders the Key to Success?

HR Strategy

New Product Development

Legal Compliance

Supply Chain Strategy

Business Unit Growth & Profitability

Customer Demand

Sales Strategies

Lean CI Culture



Safety Culture

Reduce Machine Downtime

Increase Productivity

Open Door Policy

On-time Delivery

Enforce HR Policy

Community Involvement

Career Conversations

High Quality Product

Reduce Cost

2023/2024

\$150/\$170 Million
(Total Revenue)

\$80/\$85 Million
(Total Cost of Materials)

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

The Power of People

What do you want?

What do your people want?

Who is the Heartbeat of Your Business?



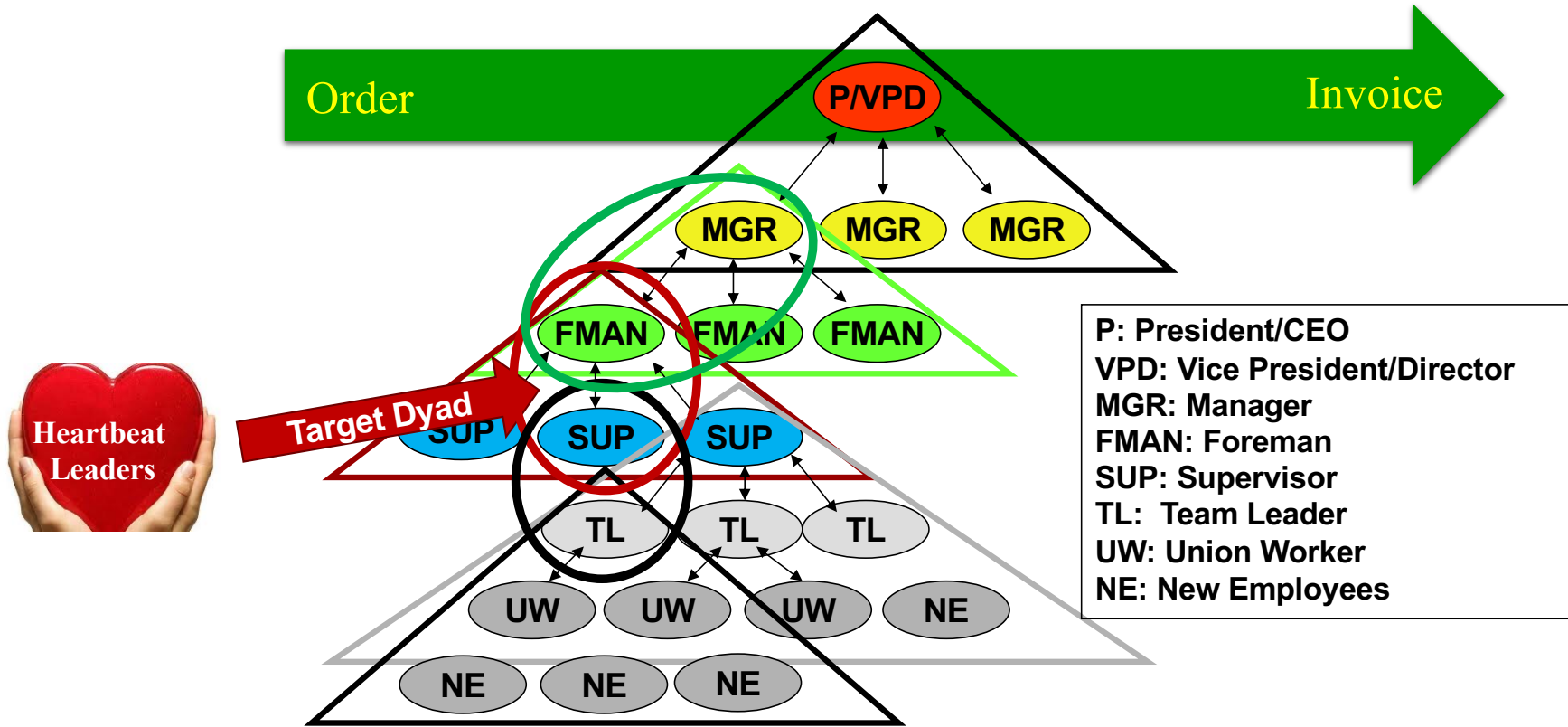
What Right Looks Like!



Trust



Organizational Scheme





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)

Vertical Dyad Linkage Theory

The Linkage Power Depends On...

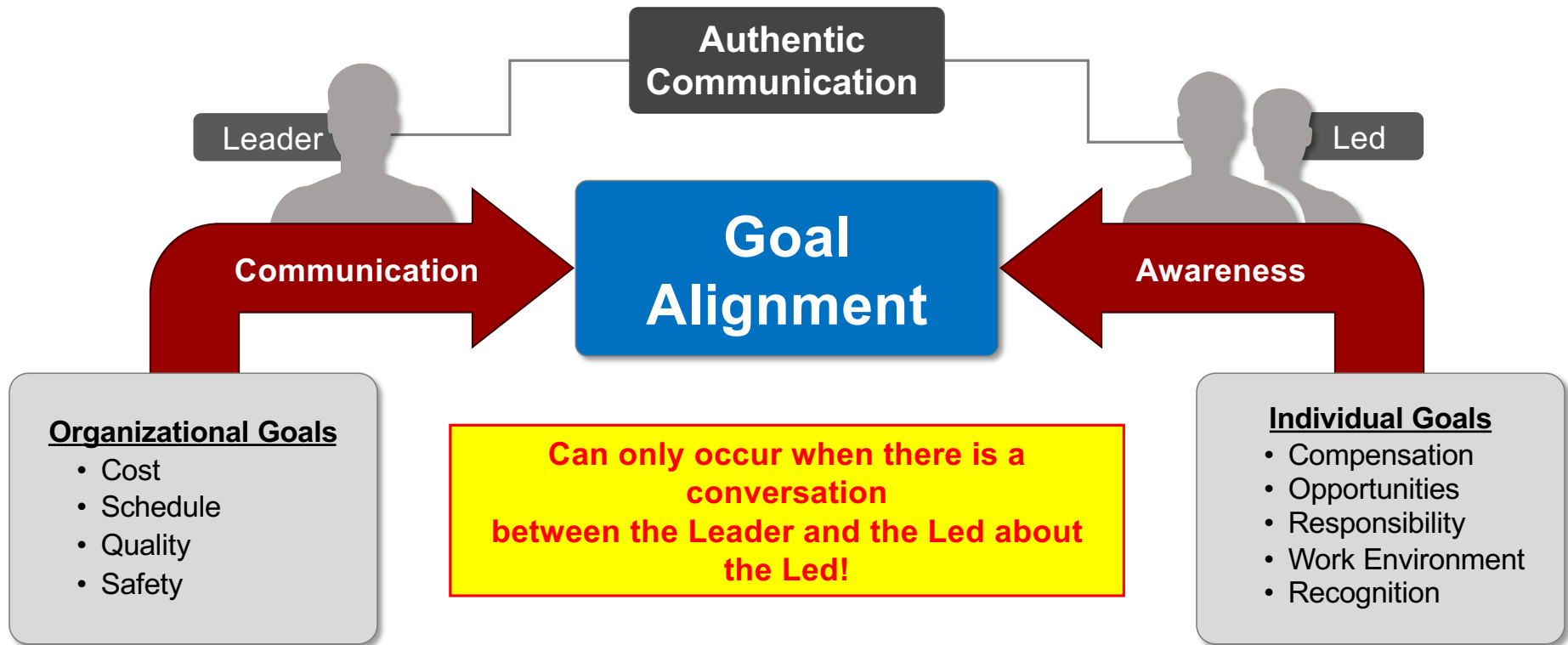
1. Leaders Managing Personal Relationships

- Vertical Dyad: Leader ↔ Led x number of direct reports
- Employee performance, productivity, and engagement depend on their relationship with their **IMMEDIATE** Supervisor

2. Leader and Led continuously Creating Shared Mutually Supportive Goals

- The Employee's Goals and Needs
- The Organization's Goals and Needs as articulated by the Leader
- Requires continuous Goal Alignment within Developmental Plans and continuous Feedback

Leader to Led Linkage



Signs of Engaged Relationships

- High Trust
- Low Task Definition Needs
- High Relationship Needs
- Psychologically committed to the company
- Consistent levels of High Performance
- Innovative and a drive for efficiency
- Intentionally build supportive relationships
- Clear about role outcomes expected
- Passionate, high energy, and enthusiastic
- Never run out of things to do
- Loyal to workgroup and company
- Broaden what they do and build on it
- Positive constructive criticism

Signs of Actively Disengaged Relationships

- Low Trust
- High Task Definition Needs
- Low Relationship Needs
- Physically present but psychologically absent
- “What can I take” rather than “what can I give”
- Share unhappiness about work with peers
- “I’m OK but everyone else is not”
- Service prevention rather than service provision
- Not productive but always has excuses
- Inability to move from problem to solution
- Normal reaction starts with resistance
- Low commitment to company
- Might sabotage or manipulate solutions
- Isolation, low trust

Signs of Dis-Engaged Relationships

- Meeting the Basics
- Confusion or inability to act with confidence
- Low risk response
- No real sense of achievement
- Making up their own game
- Not always committed
- Show negativity but not underground
- Situationally Engaged



Leaders

1 Sole Responsibility

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

High Performance Team Hypothesis

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

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/\$85 Million
(Total Cost of Materials)

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

Step 1: Current Team Status?

Leader: _____ Team: _____ Date: _____

TEAM ROSTER

(Led)

Engaged

Actively
Disengaged

Disengaged

The Key to Success: Disengaged Group

1. **New Employees** make a decision within first 48 - 72 hours from introduction to immediate supervisor.
2. **Dis-Engaged Employees** are those “...just putting in my time” but not actively doing harm. They may be Situationally Engaged. They can be influenced by Leaders and their Engaged Teammates.

Strategy:

- Focus on the **Disengaged** to move them into the **Engaged Group** as quickly as possible.
- What is your plan to create Engaged teammates? One at a time!

So What:

We MUST teach, coach, practice, and measure the Leader's sole responsibility for improving **Team Engagement**



Can We Ever Allow a **Leader** to be Disengaged
or
Actively Disengaged?

Plant Manager: 5th Metric Scorecard

	YTD Sept 20XX	YTD Sept 20XX	Delta
Revenue	\$66.5M	\$74.6M	+\$8.1M
Profit	-\$3.3M (Loss)	\$1.8M (Gain)	+\$5.1M
Labor	\$9.4M	\$8.6M	-\$0.8M
Engagement	3.05	3.45	+.40

Counter-Measures

Eliminated Dysfunctional Leaders & Actively Disengaged Relationships

Attrition & Leader Tenure Analysis

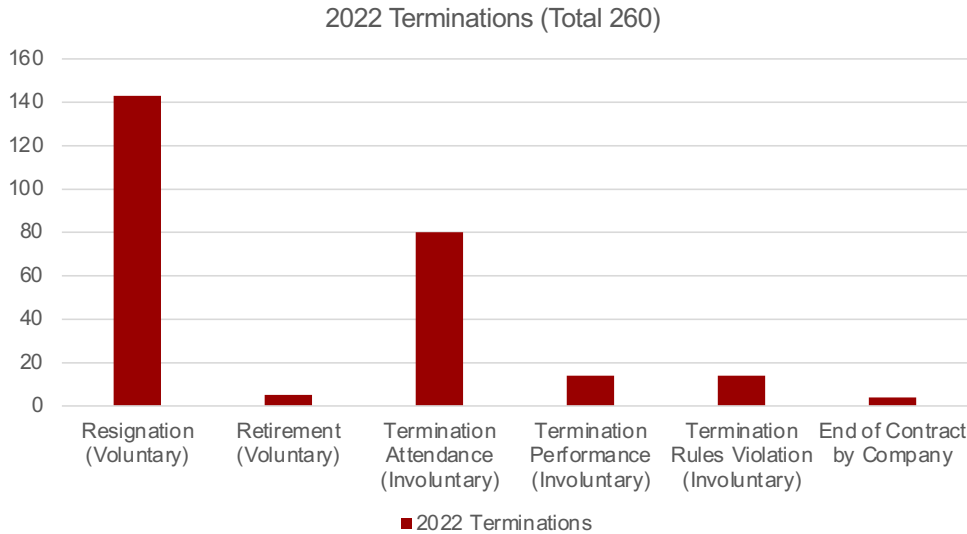
As of September 16, 2022

2022 Totals

Total New Hires = 332

Total Terminations = 293

Manufacturing Attrition Analysis



143/117 Voluntary to Involuntary Terminations

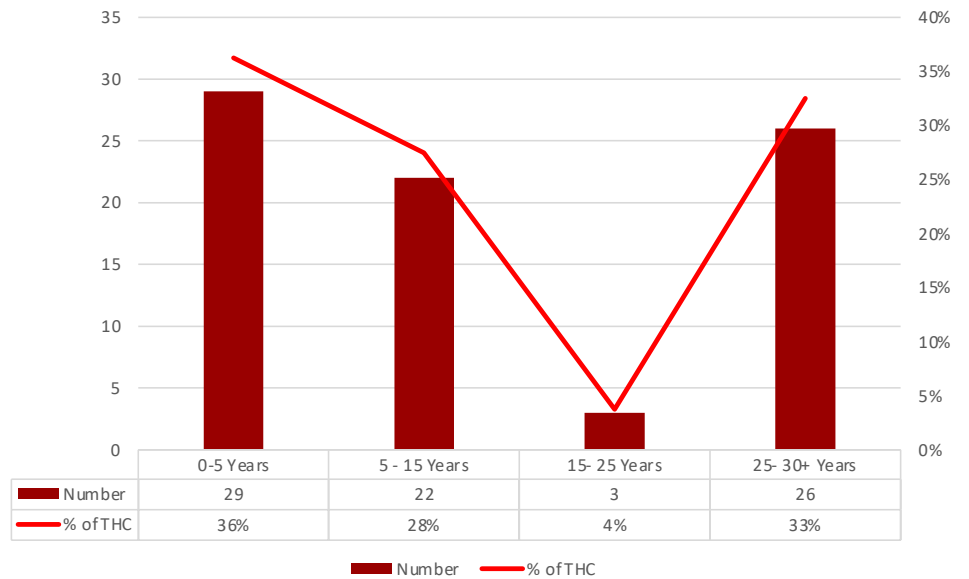
191/260 Terminations occurred in the first 6 months of employment

Avg Exit Time: 40 Days



Leader Tenure Analysis

- Average Tenure: 18.6 Years
- 8 of 29 Leaders have less than 5 Years have 1 year or less of employment
- 16 of 26 Leaders have over 25 years have been employed for 30 or more years



Successful TA&R System Improvement Program Results

June 20XX/July 20XX (13 months)

Labor Requirement to 1st Day (Lead Time):

10.3 weeks / 1 week

Cost per Hire:

\$2,008 / \$500

1st Year Attrition Rate:

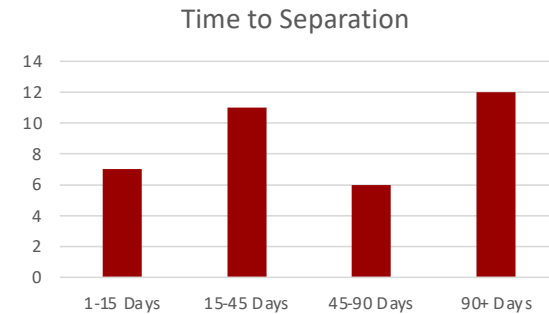
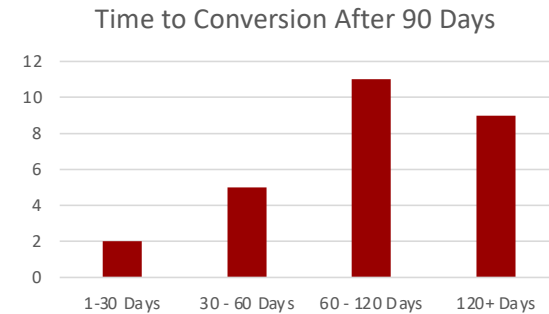
59% / 6 %

Production Efficiency: Labor Hours/Order

29.42 / 23.98

Temp to Perm Current State Process Results May 20XX-June 20XX +1

- Total Number of Temps Offered: **137**
- Total Number of Offers Rescinded or Turned Down: **8**
- Total Number of Temps Converted to FTE: **27**
 - Average time to conversion: 195 Days
 - Longest time to conversion: 289 Days
 - Shortest time to conversion: 98 Days
- Total Number Separated: **44**
 - Average Time to Separation: 72 Days
 - Longest Time to Separation: 195 Days
 - Shortest Time to Separation: 9 Days
- Total Number Employed as Temps: **66**
- Current Temp to Perm Conversion Rate: **20%**
- Total Cost of Temp Labor: **\$2,579,561.96**
- Number of Open FT Reqs: **36**



Cost/Full Time Employee: \$95,539

The Power of Engagement: 20XX Year End Update

	2015	2016	Delta
Total Revenue	\$154.64M	\$165.08M	+ \$10.44M
Business Productivity	2.47	2.74	+ 0.27
Total Direct Labor Cost	\$22.79M	\$23.29M	+\$0.50M
Engagement	3.17*	3.37	+ .20

Business Productivity: Revenue less material costs / Labor and Out-Plant Costs

Counter-Measures

Eliminated Dysfunctional Leaders

Eliminated Actively Disengaged Relationships

Converted Engaged Temps to Permanent Employees

Implemented a Direct Hire System

2022 Industry Overview

Engaged (Thriving at Work)

23%

Dis-Engaged (Quiet Quitting)

59%

Actively Dis-Engaged (Loudly Quitting)

18%



WHO'S PROBLEM IS IT?

Mike Brawley – President & CEO, Kingsbury





Kingsbury, Inc., Talent Pipeline, TA&R – Overview



Kingsbury, Inc.

▪ 110 Year-Old Specialty (Fluid-Film) Bearing Designer & Manufacturer

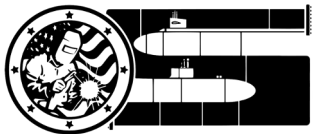
- *Industry Leader; Strong Reputation; Stable Private Ownership*
- *Defense (mostly U.S. Navy), Energy, Oil & Gas, Heavy Industrial Markets selling to shipyards and OEMs*
- *3 US Plants; 1 German; headquartered Philadelphia, PA, USA.*
- *Good wages & benefits, pride of product and mission, traditionally well above average tenure of employees*

▪ Looming Challenge: aging skilled work force & reliance on traditional, passive recruiting methods that no longer effective or reliable, exacerbated by Covid. We also lacked clarity on recruiting & retention data.

- *PA Talent Pipeline – May 2021 – fifth Company that joined the effort*
- *Asked to be Best Practice Model (small to medium size) for the program*
- *Talent Acquisition and Retention training and model development by TMG*
- *Good wages & benefits, pride of product and mission, traditionally well above average tenure*

▪ Results 2 years after joining the program and about a year after implementing much of the TA&R Model

- *Implementation of the TA&R model and changing the way think about, conduct, measure and monitor our recruiting, onboarding, and retention – has turned this process from a problem to a competitive advantage!*
- *Initially implemented at our Corporate large bearing plant, we have extended to other locations.*
- *Our 1-Year retention has returned to pre-Covid levels of 80% or higher; we believe this will only improve further*
- *We are not done. Better leader identification, development & training; as well as improved process documentation, general employee training and cross-training - and career pathing are amongst our opportunities for further improvement.*





Kingsbury TA&R Overview



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

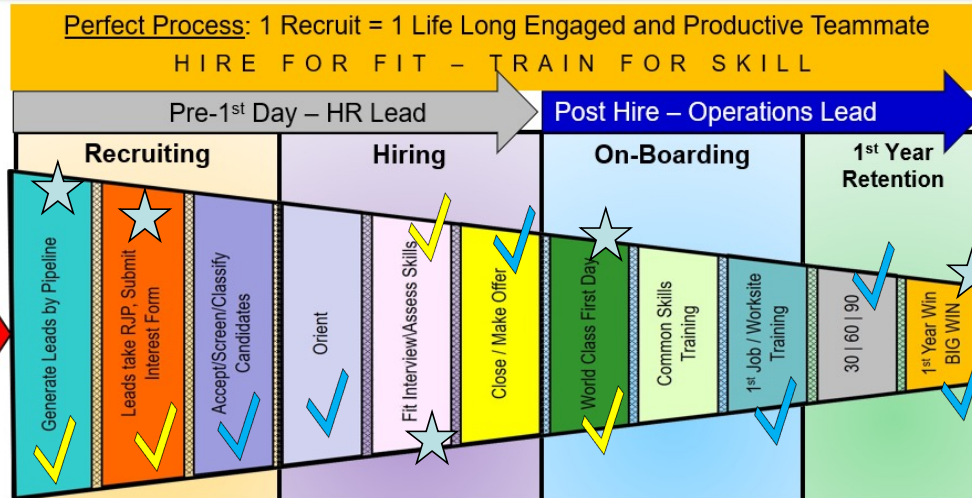


Kingsbury, Inc. Changes!

✓ Added

✓ Improved

★ Most Impactful



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

Existing

Added

Improved

Reduced

★ Most Impact





Opportunity for Improvement; Counter-measures, Results



Months	2022	23-Jan	23-Feb	23-Mar	23-Apr	23-May	23-Jun	23-Jul	23-Aug	23-Sep	23-Oct	23-Nov	23-Dec	Total
Beginning Headcount	114	121	122	122	123									
Total Hires	27	4	1	2	1									8
Total Terminations	20	3	1	1	1									6
Ending Headcount	121	122	122	123	123									
Demand	30	4	2	2	2	2	2	1	1	1	0	0	1	18
# RJP Views	9906	1527	865	2115	1889	0	0	0	0	0	0	0	0	6396
# Interested	764	55	38	88	71	0	0	0	0	0	0	0	0	252
# Invited to RD / Invited to Interview	134	8	3	14	16	0	0	0	0	0	0	0	0	41
# Scheduled and/or Attended RD / Interview	127	8	3	12	15	0	0	0	0	0	0	0	0	38
# Interviewed	122	7	2	11	12	0	0	0	0	0	0	0	0	32
# Conditional Offers	36	1	2	5	3	0	0	0	0	0	0	0	0	11
# of Offers Accepted	33	1	2	4	3	0	0	0	0	0	0	0	0	10
# Attended Kingsbury First Day	27	4	1	2	1	0	0	0	0	0	0	0	0	8
# Completed Week 1	26	4	1	2	1	0	0	0	0	0	0	0	0	8
# 30 Days	26	4	1	2	1	0	0	0	0	0	0	0	0	8
# 60 Days	24	4	1	2	0	0	0	0	0	0	0	0	0	7
# 90 Days	19	3	1	0	0	0	0	0	0	0	0	0	0	4
# 180 Days	14	0	0	0	0	0	0	0	0	0	0	0	0	0
# Retained 1 Year	0	0	0	0	0	0	0	0	0	0	0	0	0	0

2022 Still Active 20

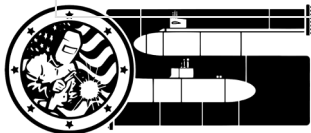
Total Still Active 7

Pipelines Using
1. CTE Programs (HS & CC)
2. Employee Referral Program
3. ATDM
5. Temp Agencies
6. Social Media
7. Recruiting Agencies
8. Military & Veterans

Jan 1, 23 – Apr 30, Filter Effectiveness	
Total RJP Views	6396
Attended WCFD	8
Effectiveness %	0.13%
Retention Rate	
Total Hires	8
Still Active	7
Retention %	88%

Tools

1. TA&R VSM/PIP	Dec-22	6. World Class First Day	Apr-22
2. Realistic Job Preview	Feb-22	7. Common Skills Training	N/A
3. Recruiting Training	Mar-22	8. Leader Retention Training	May-22
4. Recruiting & Offer Day	Mar-22	9. 30-60-90 & 1 Year Fit	Apr-22
5. Behavioral Based "Fit"	N/A	10. 5th Metric Scorecard	Jun-22





What We Learned & Advice for Others



- Must be driven by Leadership
- Embed & Align with your Strategy
- Communicate the urgency and the reasons change is needed
- Recruiting and Retention issues are definitely NOT an HR problem!
- Use the TA&R tools – they work; modify them to fit your culture
- Establish a process & create metrics; monitor & use them
- Train Hiring Managers & Supervisors
- Involve your best recent hires in your recruiting efforts; train and support them
- Seek best practices from others in the program – we face similar challenges!



5th Metric Scorecard



TALENT PLANNING & ANALYSIS
Q1 2023

Q1 2023	Executive Team	Shared Services	Engineering	Sales	Manufacturing	Quality/CI	Yuba City	Oshkosh	Totals
Team Snapshot									
Metric									
Total Headcount Start Number from the End of Last Qtr.	10	20	19	14	48	9	7	115	242
Number of Team members Who Departed	1	0	1	0	1	0	0	4	7
Number of New Teammates	1	1	0	1	1	0	0	3	7
Total Head Count End	10	21	18	15	48	9	7	114	242
Number of Open Positions	0	1	0	4	1	2	3	11	
Expected Demand in 1-5-year (including upcoming retirees, etc)	1	2	3	3	12	3	0	2	26
	2	1	3	4	23	3	0	11	47
New Hire Snapshot (Less than one year)									
Total New Hires (Less than 1 Year)	3	6	3	2	7	1	0	28	50





The Talent Acquisition & Retention System

Best Practice Model

Talent Demand Signal



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

Generating the Need to Hire...

- What generates the need to hire?
 - What are our options?
 - Who are the key stakeholder?
 - What do hiring managers want?
 - What is the desired end state?
- New or Expanded Work
 - Replace Departures
 - Specific Technical Need
 - “Best Athlete” Availability

Generating the Need to Hire...

- What generates the need to hire?
 - What are our options?
 - Who are the key stakeholder?
 - What do hiring managers want?
 - What is the desired end state?
- Use Current Team
 - Outsource (T&M or Turnkey)
 - Negotiate Delivery Schedule
 - Hire Experienced– Plug and Play
 - 1099 (Retired)
 - Temp Agency Services
 - Recruiting Process Outsourcing
 - Direct Hire a New Person

Generating the Need to Hire...

- What generates the need to hire?
 - What are our options?
 - Who are the key stakeholder?
 - What do hiring managers want?
 - What is the desired end state?
- Customer – Heartbeat Leader
 - Facilitators
 - Hiring Manager
 - HR/Recruiting
 - Comp
 - Executive Leadership
 - Operational Leadership
 - The Prospective Teammate

Generating the Need to Hire...

- What generates the need to hire?
 - What are our options?
 - Who are the key stakeholder?
 - What do hiring managers want?
 - What is the desired end state?
- An 18-year-old with 20 years of experience who can “plug in” and immediately begin production work and pay them \$10/hour

Generating the Need to Hire...

- What generates the need to hire?
 - What are our options?
 - Who are the key stakeholder?
 - What do hiring managers want?
 - What is the desired end state?
- Engaged Teammate at 1st Year Anniversary with the Company
 - They are increasing their productivity
 - Business performance is Increasing

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

Demand: 167

AVE HC: 430

Hires: 142

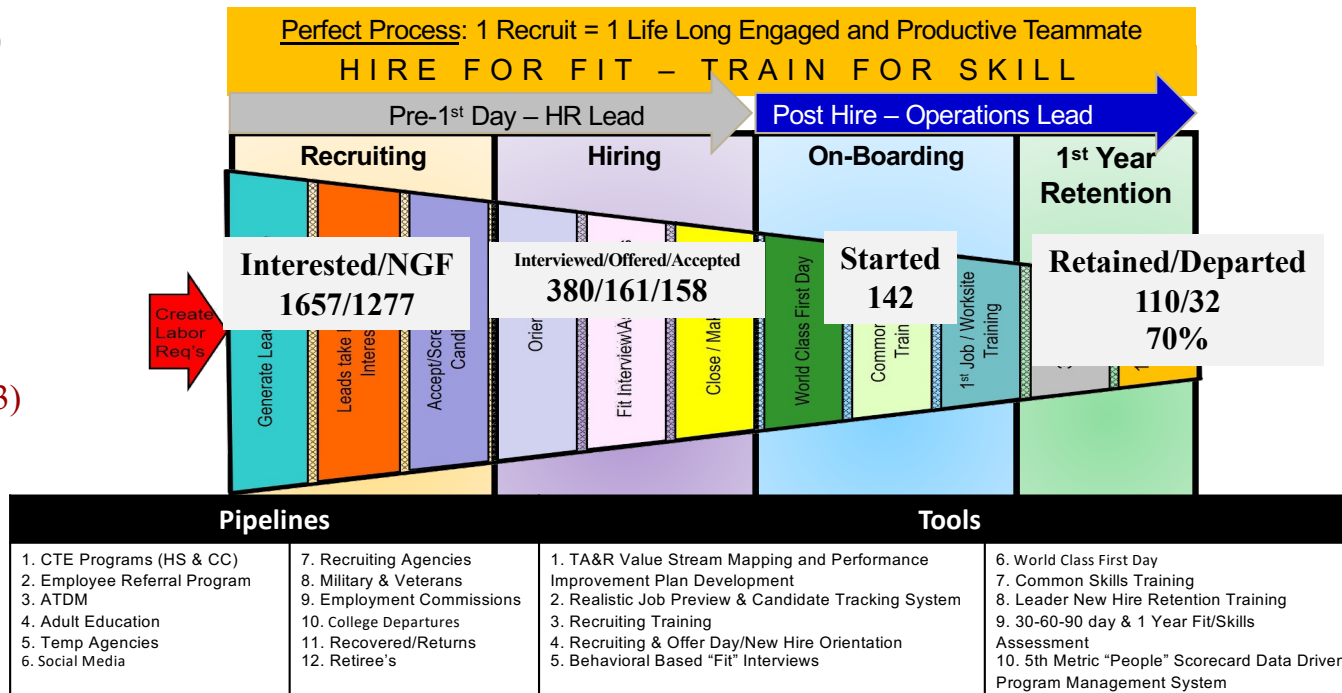
Departs: 128

1st Yr Dep: 32

+1 Yr Dep: 96

NET: +14

Sum: (153)



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

Demand: 167

AVE HC: 430

Hires: 142

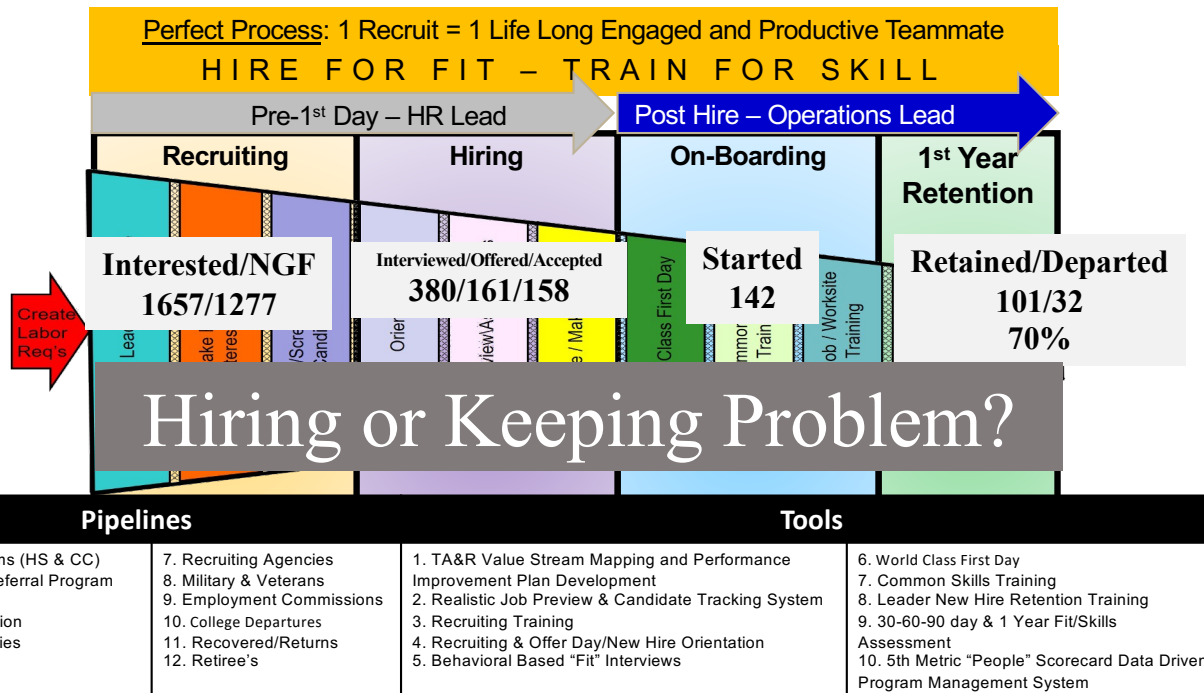
Departs: 128

1st Yr Dep: 32

+1 Yr Dep: 96

NET: +14

Sum: (153)





ANSWER: BOTH

Performance Improvement Strategy

1. Improve Retention
2. Focus on Growth
3. Driven by Business Performance Outcome Metrics and Counter-measure execution

Fairlead April 2023



Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	
Beginning Headcount	301	308	294	291	291										
Total Hires	115	3	4	7	6										
Total Terminations	108	17	7	7	7										
Ending Headcount	308	294	291	291	290										
Demand	137	9	23	23	23									23	
# RJP Views	1215	48	58	89	59									254	
# Interested	893	38	48	74	49									209	
# Invited to RD / Invited to Interview	296	20	19	25	10		Recruiting							74	
# Scheduled and/or Attended RD / Interview	260	19	19	25	10									73	
# Interviewed	258	19	19	25	10									73	
# Conditional Offers	125	3	5	7	7									22	
# of Offers Accepted	120	3	5	7	6		Hiring							21	
# Attended Fairlead First Day	115	3	5	7	6									21	
							On Boarding								
# Completed Week 1	115	3	4	7	6									20	
# 30 Days	111	3	3											6	
# 60 Days	103	3												3	
# 90 Days	103						Retention							0	
# 180 Days	62													0	
# Retained 1 Year	4													0	
2022 Still Active	74													Total Still Active	13
Pipelines Using		Jan 1, 23 – Apr 30,												Tools	
1. CTE Programs (HS & CC)		Filter Effectiveness						1. TA&R VSM/PIP	Jan-21					6. World Class First Day	Apr-22
2. Employee Referral Program		Total RJP Views	254					2. Realistic Job Preview	Feb-22					7. Common Skills Training	Apr-22
3. ATDM		Attended WCFD	21					3. Recruiting Training	Feb-22					8. Leader Retention Training	Mar-22
5. Temp Agencies		Effectiveness %	8%					4. Recruiting & Offer Day	Mar-22					9. 30-60-90 & 1 Year Fit	May-22
6. Social Media		Retention Rate						5. Behavioral Based "Fit"	Apr-22					10. 5th Metric Scorecard	Apr-22
7. Recruiting Agencies		Total Hires	20												
8. Military & Veterans		Still Active	19												
9. Employment Commissions		Retention %	95%												

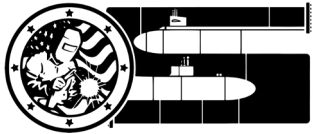




Is your TA&R Process IN or OUT of CONTROL?



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?





DEMAND SIGNAL TESTIMONIAL

Fred Pasquine – President, Fairlead

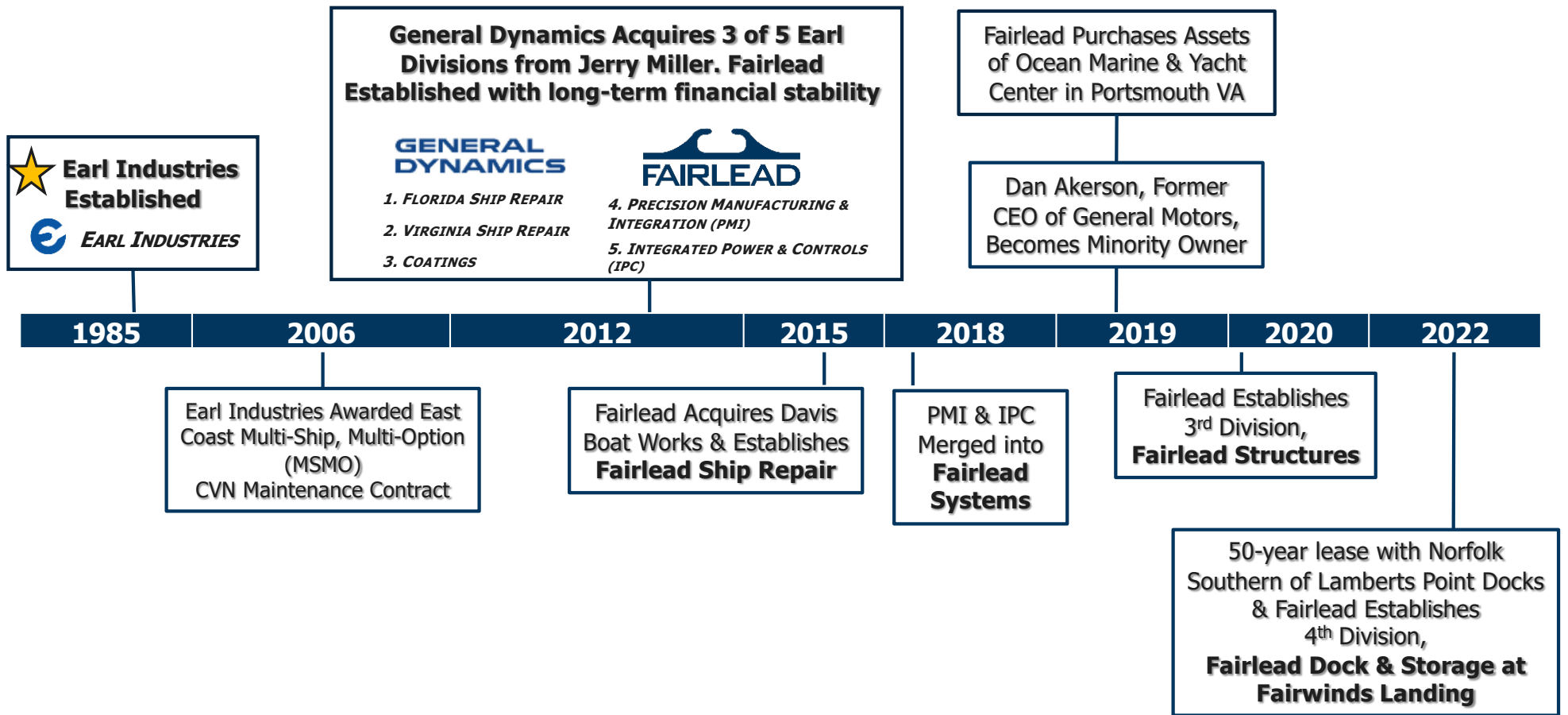




FAIRLEAD'S DEMAND TESTIMONIAL

July 13, 2023

History of Fairlead



FAIRLEAD

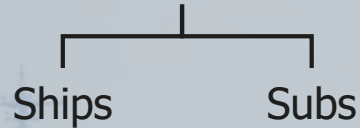


SHIP REPAIR



We repair ships and boats

STRUCTURES



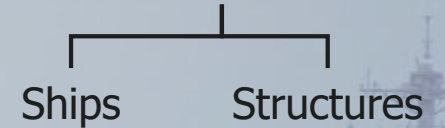
We build sections of ships and subs

SYSTEMS



We engineer & build equipment for ships and subs

DOCK & STORAGE



We dock ships and boats and store sections of ships

Fabricate → Preserve → Outfit → Store → Transport On-Demand

Fairlead's Vision to Provide the Services of Quonset Point to EB and NNS



2021

Fabricate – Fairlead + Trident HEG



2022

Preserve



2023

Transport

9 August 2023



2022 – Wavy
2023 – Fairwinds Landing

Store (Indoor and Outdoor)



2024

Outfit

Imagination → Organization → Perspiration



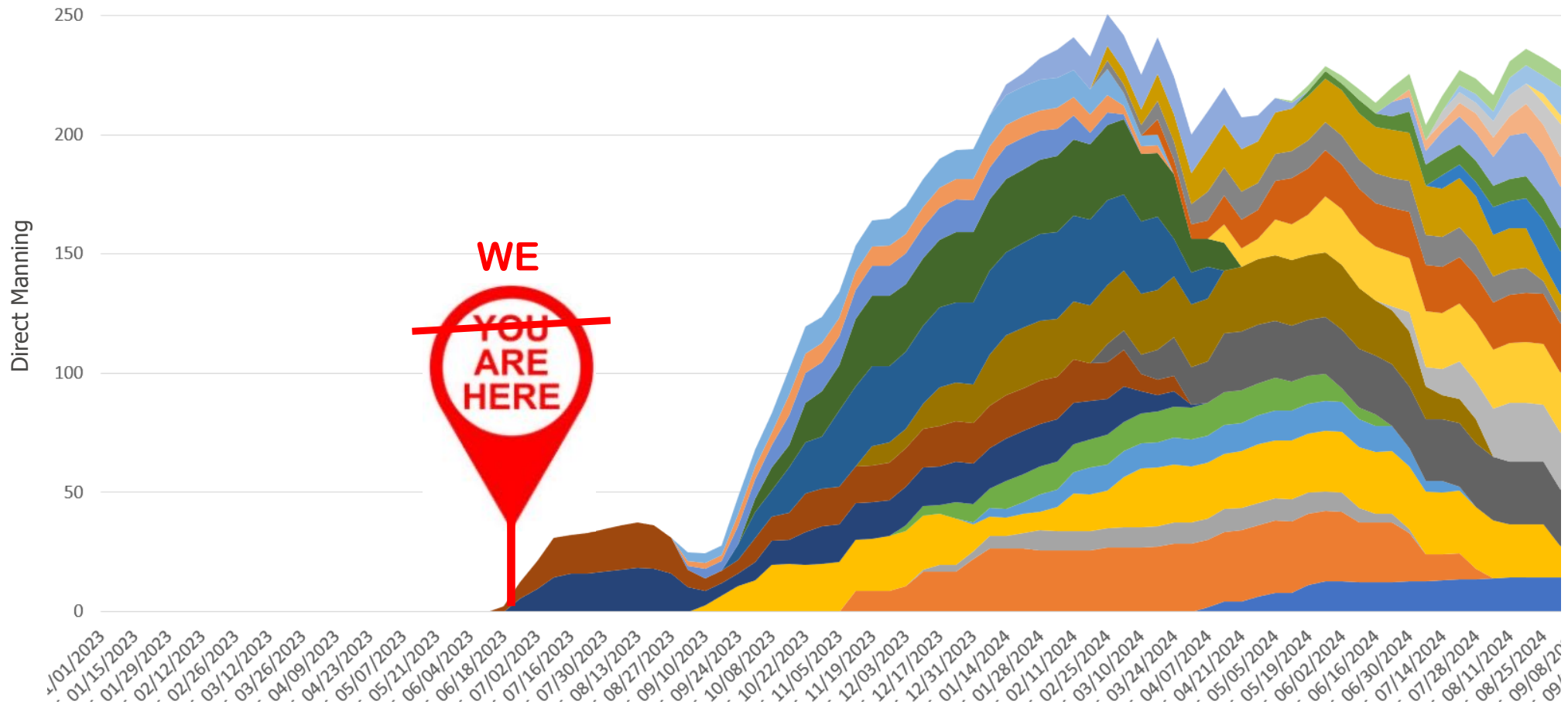
- Looming Challenge: Fairlead employees remaining for at least one year with highest turnover in competitive labor categories
- PA Talent Pipeline – May 2021 – only company from Hampton Roads to be invited
- Asked to be Best Practice Model (small to medium size) for the program
- Talent Acquisition and Retention training and model development by TMG
- Before we started – First-year retention suffered, Employees with greater than 1-year had a 98% retention rate
- First year of Pipeline – first-year retention improved and longer-term declined? Why?
- Results 2 years after joining the program and implementing much of the TA&R Model
 - Joined the Virginia Talent Pipeline – June 2022
 - Implementation of the TA&R model and changing the way think, conduct, measure and monitor our recruiting, onboarding, and retention – we have learned a lot in the past 2 years
 - **Recruiting the best cultural fit talent does work! – It may also show other longer-term employees that they may no longer fit.**
 - Our 1-year retention has improved from 69% (2021) to 89% (2022) after 2 years of implementation
 - The journey continues – competitive demand for talent makes this process even more important

Results



Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	301	308	294	291	291	289								
Total Hires	115	3	4	7	6	6								
Total Terminations	108	17	7	7	7	13								
Ending Headcount	308	294	291	291	290	282								
Demand	137	9	23	23	23	24								23
# RJP Views	1215	48	58	89	59	74								328
# Interested	893	38	48	74	49	63								272
# Invited to RD / Invited to Interview	296	20	19	25	10	15								89
# Scheduled and/or Attended RD / Interview	260	19	19	25	10	14								87
# Interviewed	258	19	19	25	10	14								87
# Conditional Offers	125	3	5	7	7	6								28
# of Offers Accepted	120	3	5	7	6	6								27
# Attended Fairlead First Day	115	3	5	7	6	6								27
# Completed Week 1	115	3	4	7	6	6								141
# 30 Days	111	3	3	6	6									129
# 60 Days	111	3	3	6										123
# 90 Days	111	3	3											117
# 180 Days	81													81
# Retained 1 Year	26													26
2022 Still Active	61												Total Still Active	13
Pipelines Using		Jan 1, 23 – May 31,				Tools								
1. CTE Programs (HS & CC)		Filter Effectiveness				1. TA&R VSM/PIP	Jan-21			6. World Class First Day	Apr-22			
2. Employee Referral Program		Total RJP Views		328		2. Realistic Job Preview	Feb-22			7. Common Skills Training	Apr-22			
3. ATDM		Attended WCFD		27		3. Recruiting Training	Feb-22			8. Leader Retention Training	Mar-22			
5. Temp Agencies		Effectiveness %		8%		4. Recruiting & Offer Day	Mar-22			9. 30-60-90 & 1 Year Fit	May-22			
6. Social Media		Retention Rate				5. Behavioral Based "Fit"	Apr-22			10. 5th Metric Scorecard	Apr-22			
7. Recruiting Agencies		Total Hires		27										
8. Military & Veterans		Still Active		24										
9. Employment Commissions		Retention %		89%										

Anticipated Additional Aircraft Carrier Demand



What Fairlead Has Learned From a Demand-Driven Approach



- First Year
 - Change is hard and must be driven by Leadership
 - Embed & Align with your Strategy
 - Leaders must communicate the urgency and the reasons change is needed
 - Recruiting and retention issues are NOT an HR problem – there a leadership problem
 - Use the TA&R tools – they work; modify them to fit your culture
- Second Year
 - Evaluate the Retention Problem through a DMAIC process
 - Data Analysis shows high turnover in Welder, Fitter, Machinest Trades >1 year retention difficult
 - Data Analysis shows that Frontline Supervisors are key to retention – need to be trained
 - The focus on retention has significantly helped with first year retention
 - Train Hiring Managers & Frontline Supervisors
 - Involve your best recent hires in your recruiting efforts; train and support them
 - Involve your long-term employees on reasons why they have stayed with Fairlead
 - Seek best practices from others in the program – we face similar challenges!



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:

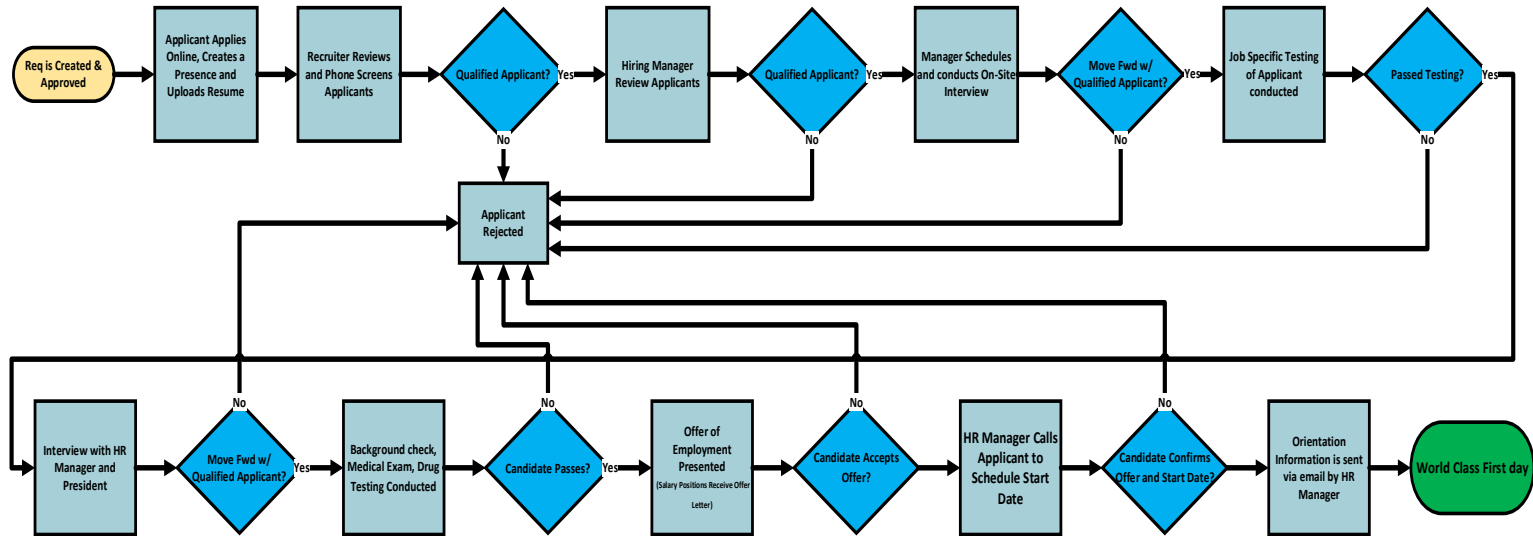


Initial Mapping Session (approx. 2 hours, facilitated by TMG)

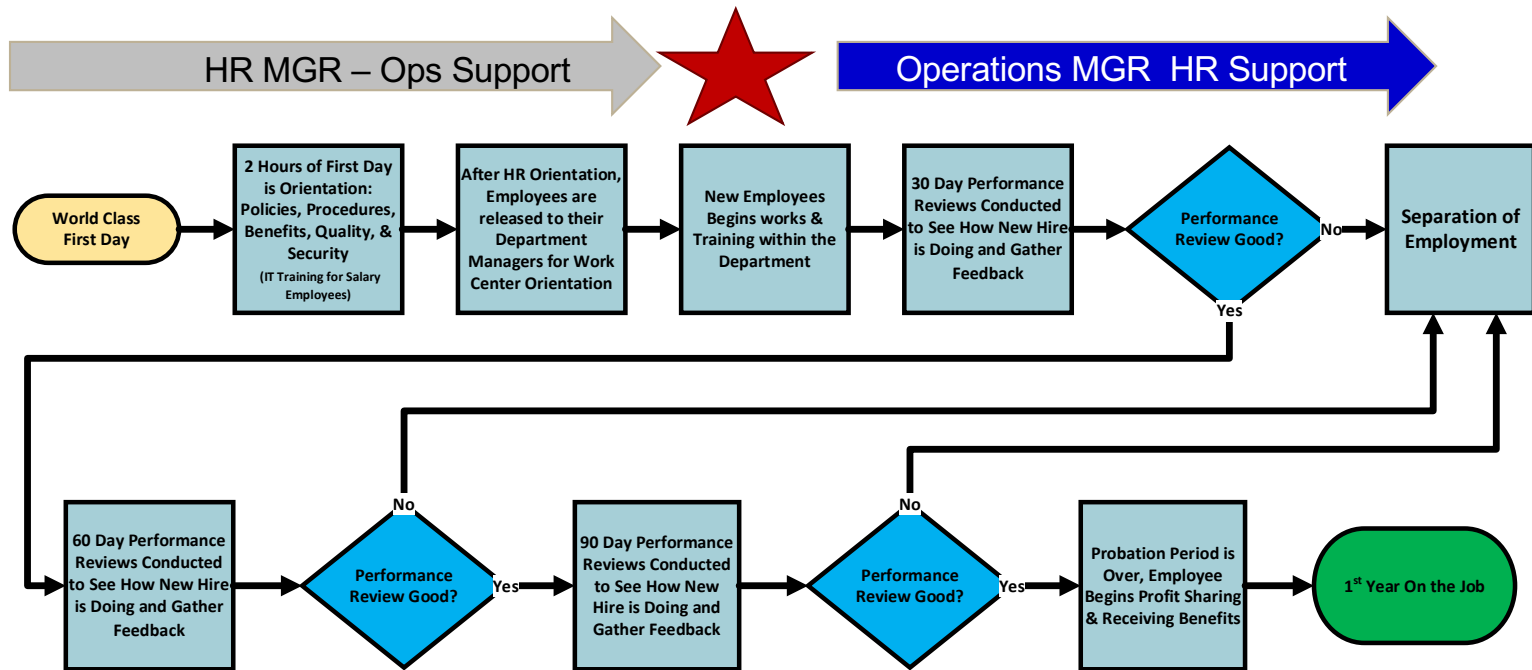
1. Map Your Current State TA&R Process (with HR & hiring managers)
2. Detailed Review of Navy TA&R Best Practice Model
3. Analyze Gaps to BPM, ID Actions to Close Gaps (PICK Chart to Prioritize)
4. Performance Improvement Plan (PIP) with Plan of Action and Milestones (POA&M)

LHF Hiring Process

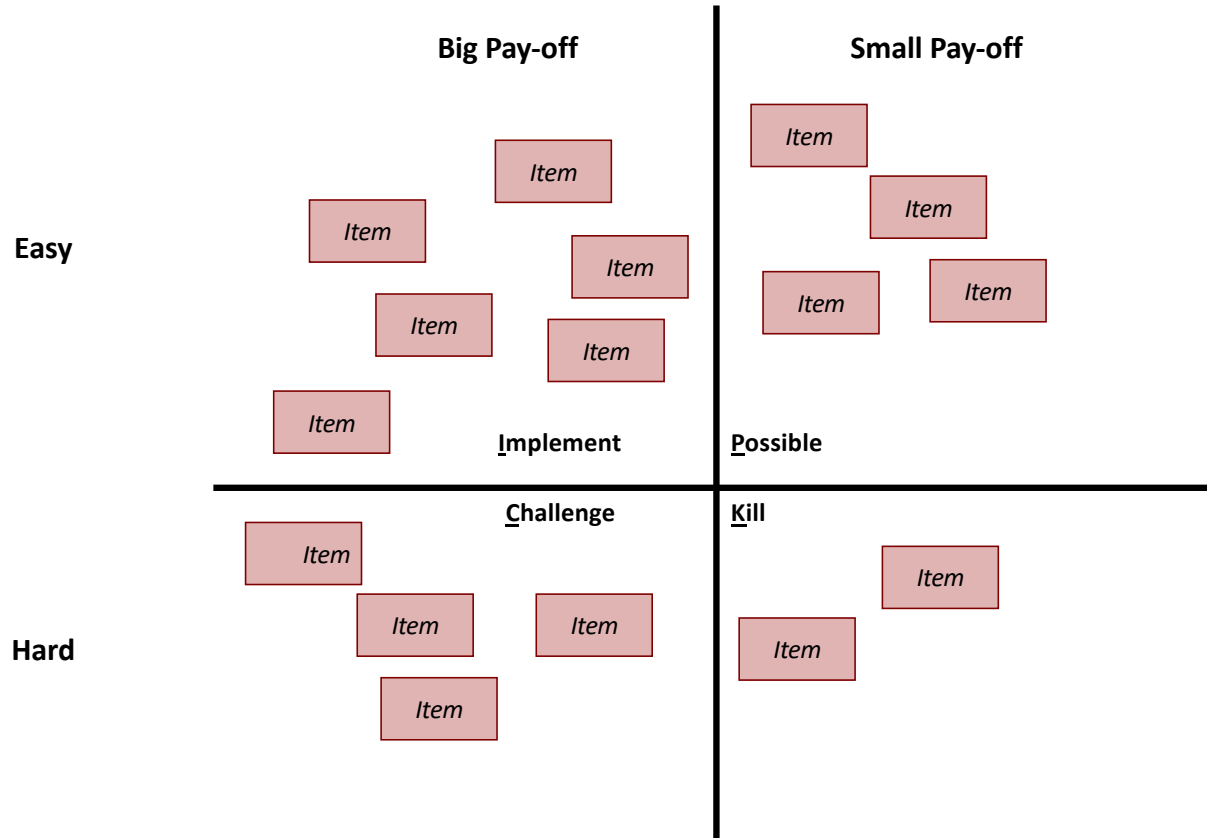
HR MGR – Operations Support



LHF Hiring Process



PRIORITIZATION - PICK Chart



Policy Examples

1. Define our “Why would you want to join our Team?”
2. Hiring Pre-requisites
3. Hiring Pre-qualifying Criteria
4. Who makes the Hiring Decision?
5. Absenteeism
6. Career Paths
7. Compensation Incentives

Performance Improvement Plan (PIP)

No	Action	Name	Duration	Scope of Change	JDI	Resources	TMG Support Requested
1							
2		Just Do It	1 – 2 Days	Solution Ready to Implement – Problem Well Defined			
3							
4		Rapid Improvement Event	2 – 3 Months	Short Term, High Intensity Effort to Address a Specific Problem			
5							
6		Project	4 – 6 Months	Complex Problem, No Apparent Root Cause			


TA&R: Performance Improvement Plan (PIP)

No	Action	Owner	ECD	JDI RIE Project*	Status	Resources Needed	Notes	TMG Support Requested
1	RECRUITING - Develop pipelines. Mature current pipelines with CTEs. ID & add new pipelines	Olga	30 Nov 23		Completed	TMG assist	Constant development	RECRUITING - Develop pipelines. Mature current pipelines with CTEs. ID & add new pipelines
2	RECRUITING - Develop "Manufacturing 101" 4-week course and find CTE to deliver. Career change to manufacturing. Basic math skills, read a tape measure, tour plant(s), etc.	Ryan	30 Nov 23		CANX	TMG assist with curriculum development & ID of CTE	Mike terminated due to bandwidth	RECRUITING - Develop "Manufacturing 101" 4-week course and find CTE to deliver. Career change to manufacturing. Basic math skills, read a tape measure, tour plant(s), etc.
3	RECRUITING - Develop RJP for Production Team members	Terrah	30 Nov 23	13 Jan23	Completed	TMG assist	World class product hosted by AT&F	RECRUITING - Develop RJP for Production Team members
4	RECRUITING - Develop Military/Veteran pipeline	Ryan	30 Nov 22	1 Jun 23	Transitioned	Program	Initiated a veteran program. Inclusive of an affinity group, coordination with local vet service orgs, and DOD Skillbridge program. Increased vet population 9 to 18 plus one skillbridge offer.	RECRUITING - Develop Military/Veteran pipeline
5	RECRUITING - Start a program for Recovered/Returns	Ryan	30 Nov 22		Completed	JDI		RECRUITING - Start a program for Recovered/Returns
6	RECRUITING - Create 1 prioritized "A" list	Ryan	31 Oct 22		Completed	JDI		RECRUITING - Create 1 prioritized "A" list

TA&R: Performance Improvement Plan (PIP)

No	Action	Owner	ECD	JDI RIE Project*	Status	Resources Needed	 WE INVEST IN CUSTOMER SUCCESS*
7	RECRUITING - Improve Phone Screen to include more open questions. Move to a text as primary contract method.	Ryan	31 Oct 23		Completed	TMG assist	Under constant review for improvement
8	RECRUITING - Work with Staffing agencies for a better understanding of AT&F and what makes a good fit	Ryan	31 Oct 22		Completed	JDI	Staffing agencies provided requirements, directing all potential candidates to the RJP
9	HIRING - Include notice of skills assessment in interview invitation. Eval adding ruler game link. Update skills assessment. Add pretest at interview.	Ryan	30 Dec 22	30 Nov 22	Complete		
10	HIRING - Role specific skills assessment at orientation. Gap analysis to customize initial training during Adviser Program	Olga	30 Apr 23		Completed		Developed in coordination with Ops
11	HIRING – standardize closing decision process. Update and consistently use 1 minute post interview form.	Ryan	28 Feb 23	1 June 23	Completed	TMG assist	
12	HIRING – Modernize offer letter. More professional appearance.	Terrah	30 Sep 23		Completed		

TA&R: Performance Improvement Plan (PIP) cont

No	Action	Owner	ECD	JDI RIE Project*	Status	Resources Needed	 <small>WE INVEST IN CUSTOMER SUCCESS*</small>
13	ON-BOARDING - Video for first day arrival and check in. What to expect on your first day.	Terrah	30 Apr 23	27 May 23	Completed		Career Launch day eliminates first day video.
14	ON-BOARDING - More personalize the World Class First Day experience.	Terrah	30 Apr 23	27 May 23	Completed		Lots of swag, lunch, etc
15	ON-BOARDING - Add Chris, Ray & Dave to the orientation meeting.	Terrah	30 Apr 23	27 May 23	Completed	JDI	
16	FIRST YEAR RETENTION – Start tracking, trending & reporting retention data for first 30/60/90 days and at 1 year y Team Manager.	Terrah	1 Aug 22		Completed	JDI	
17	FIRST YEAR RETENTION – Train Team Managers in the first meeting with new Team members	Ryan	30 Jun 23	31 May 23	Completed		
18	FIRST YEAR RETENTION - Formalize exit interview process.	Olga	1 Feb 23		Completed		



VALUE STREAM MAPPING TESTIMONIAL

Patti Kier – Schroeder Industries





About Schroeder Industries



- Schroeder Industries is a family company of 77 years which manufactures, designs, and markets a complete range of Advanced Fluid Conditioning Solutions®, headquartered in Leetsdale, PA.
- In our early days, the Schroeder Brothers Corporation, focused on mining products, and eventually becoming the largest mining equipment distributor in the Appalachia's.
- Today Schroeder Industries serves almost every market where high efficiency fluid filtration is required.
- We are suppliers to both the Columbia and Virginia-class programs.





About our Value Stream Mapping



- Who was there?
 - HR and Operations.
- What were your expectations?
 - Never having done a VSM we didn't know what to expect.
- How long did it take?
 - 1 – 2 hours.
- What did you get out of it?
 - We saw what we were doing well and where there were possible areas/gaps in our current processes





Lessons Learned



- Be open to the process.
- The Value Stream Mapping provides you with a current state of how your Talent System is operating. Don't be surprised when you learn things about your process that you didn't fully grasp.
- It is important for Operations leadership to be involved – they are the ultimate customer!
- Everything can be improved, use the Map as a resource to look for ways to improve your system.





Networking Passport



Talent Pipeline Program New England Flag PASSPORT



Instructions:

1. Please check the FIRST box (know), next to the participants you knew **before** this meeting. During the Networking Breaks and Lunch, we ask that you meet with participating companies/organizations you did not know. Be sure to check the 2nd box (met) **after** connecting.
2. Networking Tips:
 - Be prepared with a brief introduction about yourself and your company. Actively listen and ask relevant questions.
 - Exchange business cards and contact information. Follow up with the companies/individuals you're interested in connecting with.

Know	Met	Partners
		<i>Boston Ship Repair (Partner)</i>
		<i>Fairbanks Morse Defense at Ward Leonard (Partner)</i>
		<i>Globe Composites (Partner)</i>
		<i>Leonardo DRS Naval Power Systems (Partner)</i>
		<i>The Entwistle Company (Partner)</i>
		<i>American FlowForm & Machining (Partner)</i>
		<i>Rolls-Royce Defense – Naval Marine (Partner)</i>
		<i>Howell Laboratories (Partner)</i>
		<i>Samtan Engineering (Partner)</i>
		<i>Ranor (Partner)</i>
		<i>Roscid Technologies Inc (Partner)</i>
		<i>Granite State Manufacturing (Partner)</i>
		<i>HABCO Industries (Partner)</i>
		<i>CIRCOR Aerospace & Defense, P&L Leader Warren (Partner)</i>
		<i>Massa: Sonar & Ultrasonic Technology (Partner)</i>
		<i>D.W. Clark (Partner)</i>
		<i>Consolidated Precision Products/Wollaston Alloys (Partner)</i>
		<i>Hutchinson Aerospace (Partner)</i>
		<i>The L.C. Doane Company (Partner)</i>
		<i>American Steel and Aluminum (Partner)</i>
		<i>Corrosion Materials (Partner)</i>
		<i>Mistras (Partner)</i>

Know	Met	Partners
		<i>C.H. Powell (Partner)</i>
		<i>D&G Machine Products (Partner)</i>
		<i>Deep Water Buoyancy (Partner)</i>
		<i>Assabet (Training Provider)</i>
		<i>South Shore Regional Vocational Tech HS (Training Provider)</i>
		<i>General Dynamics Electric Boat (Facilitator)</i>
		<i>Fairlead (Facilitator)</i>
		<i>Kingsbury (Facilitator)</i>
		<i>The Marine Machinery Association (Facilitator)</i>
		<i>Submarine Industrial Base Council (Facilitator)</i>
		<i>Blue Forge Alliance (Facilitator)</i>
		<i>Portsmouth Naval Shipyard</i>
		<i>SENEDIA (Facilitator)</i>
		<i>Boston Manufacturing Association</i>
		<i>Masshire (Facilitator)</i>
		<i>Northeast Advanced Manufacturing Consortium (Facilitator)</i>
		<i>Fairbanks Morse Defense (Facilitator)</i>
		<i>North American Metal Services</i>

Remember to keep your passport safe throughout the event. Passports will be collected at the end of the event for the announcement of a teammate of the day. Enjoy networking and building connections!





NETWORKING BREAK



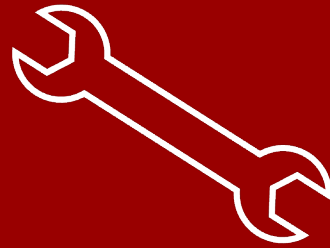


The Talent Acquisition & Retention System

Leader New Hire Retention

Absenteeism





Tool

Leader New Hire Retention Training

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**

#1 They see no future

- Career Path
- Job Security

Structural Engagement

#2 Relationship with their immediate Leader

Controlable Engagement

The Key to Success: New People

1. **New Employees** make a decision within first hour from introduction to immediate supervisor.
2. **Dis-Engaged Employees** are those “...just putting in my time” but not actively doing harm. They may be Situationally Engaged. They can be influenced by Leaders and their Engaged Teammates.

Strategy:

Focus on the **Disengaged** to move them into the **Engaged Group** as quickly as possible.

What is your plan to create Engaged teammates? One at a time!



Expectations: 10 Year Old Expectations

Rules for the ²⁰¹⁴ Summer

- we are going to have fun, but we have changes, but goal changes.
- the first change is we are going to have a schedule. (raise your hand if you don't know what a schedule is)
- every day if you are good I will bring you a tattoo or a peice of candy (you choose) (I will give an example)
- give schedule each day explain
- do's and Don'ts
- rules
- have them help me



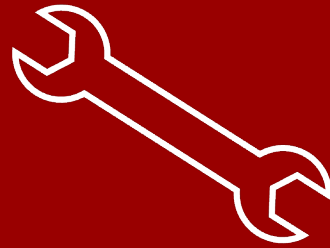
Expectations

What do you expect from your team?

What can your team expect from you?

What do we Want . . .Expectations

- Show Up, On Time, Everyday
- Want to be there
- Care...
- Willing to Learn
- Do what we ask them to do
- Be safe



Tool

Leader to Led (L2) Power 9 Guide

The Process



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




So What:

We MUST teach, coach, practice, and measure the Leader's sole responsibility for improving Team Engagement

Who is Responsible for Teammate Retention?

Challenge Question

Check In's Example

 **Power 9 Questions**

Leader's Name: _____ Operator's Name: _____ Date given: _____

SA – Strongly Agree A – Agree D – Disagree SD – Strongly Disagree

1. I know who my leader is
SA A D SD
2. My leader trusts me
SA A D SD
3. I understand what we do and how we make money
SA A D SD
4. I know what to do at work everyday
SA A D SD
5. I have the materials, tools, and equipment to do my work correctly
SA A D SD
6. I know how to do the work correctly the first time
SA A D SD
7. I know my role, the roles of my teammates and how we work together as a team
SA A D SD
8. My team and I know the score and we play to win everyday
SA A D SD
9. My leader cares about me as a person and wants to help me be successful
SA A D SD

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New Teammate Intakes

- Do you feel that the World Class First Day was helpful?
- Has your Leader gone over their expectations with you? If so, what are some things they expect from you?
- When was the last time you talked with your leader?
- Do you know what to do at work everyday? Is someone helping you?
- Is there anything that you need that you're not getting?
- Is there anything you know now that you wish you would have known on your first day?



Tool: 30-60-90 Feedback

- The objectives of the **30-60-90 Day Fit and Skills Review** are to provide and solicit constructive feedback, foster engaged Leader to Led relationships and identify areas of risk and align resources to mitigate risk.
- Fit and Skills Review is focused on Performance Habits, Work Habits and Productivity

30-60-90 REVIEW Example – Performance Levels

Work Habits	Review Period				
	30	60	90	180	365
Safety <i>Correctly uses required PPE.</i> <i>Keeps clean work area with clear line of egress.</i> <i>Demonstrates knowledge of Company safety procedures.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	60	90	180	365
Attendance and Punctuality <i>Shows up on time and ready to work every day.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	60	90	180	365
Produces quality work <i>Ensure products and services meet or exceed production standards. Meets productivity standards for their job.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	60	90	180	365
Training and Development <i>Pays attention to instruction and shows continuous personal improvement</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	60	90	180	365

30-60-90 REVIEW Example – Work Habits

Work Habits	Review Period				
Demonstrates respect for other employees. <i>Shows courteous regards for others.</i>	30	60	90	180	365
	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Demonstrates adaptability. <i>Adjust activities or behaviors as required by changing job circumstances. Able to perform assigned tasks and demonstrates the skills necessary to be productive in the workforce.</i>	30	60	90	180	365
	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Demonstrates dependability <i>Demonstrate consistent, reliable performance and behavior.</i>	30	60	90	180	365
	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Demonstrates initiative in the work place <i>Do what needs to be done without prompting.</i>	30	60	90	180	365
	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1

30-60-90 REVIEW Example – Work Habits

Work Habits	Review Period				
	30	60	90	180	365
Demonstrates integrity <i>Behave in an honest and trustworthy manner.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	60	90	180	365
Asset Management <i>Use organization's materials and property wisely.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	60	90	180	365
Recognizes that he/she is a member of a team <i>Strive to satisfy the expectations of internal and external customers.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	60	90	180	365
Time Management <i>Use own and others' time effectively</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	60	90	180	365

30-60-90 REVIEW Example – Productivity

Productivity			Strengths	Opportunities
30 Days				
NS	WI	CT		
60 Days				
NS	WI	CT		
90 Days				
NS	WI	CT		
180 Days				
NS	WI	CT		
365 Days				
NS	WI	CT		

NS – Needs Supervision (Disengaged)
WI – Works Independently (Engaged)
CT – Can Teach Others (Engaged)





Tool: 5th Metric Scorecard

- Every organization knows the **Business Score** (Safety, Quality, Cost, Schedule)

These are all **LAGGING** indicators

- Few businesses know the **People Score** (Engagement)

This is your biggest **LEADING** indicator



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

Step 1: Current Team Status?

Leader: _____ Team: _____ Date: _____

TEAM ROSTER

(Led)

Engaged

Actively
Disengaged

Disengaged



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

Individual Engagement Improvement Plan

Individual		Leader		
Start Date		Target Date		
Engagement Improvement Plan				
Plan				Status
Action Items (SMART – Specific, Measurable, Agreed, Realistic, Timeframe)				
Action		Target Date	Complete Date	Status

Actionable Data

- 1. Why People Leave? 5th Metric Scorecard**
- 2. Why High Performers Stay? Check-Ins**



The Talent Acquisition & Retention System

Absenteeism



Fact

- **98% of Absenteeism is predictable.** Employees know they are not going to work and play the points game.
- **2% of Absenteeism is un-predictable**

Absenteeism

- Is the habitual non-presence of an employee at their job that extends beyond legitimate causes such as scheduled vacations, occasional illness, and family emergencies
- Is a systemic problem in manufacturing
- Some reasons for absenteeism
 - Burnout: Overworked employees
 - Childcare and eldercare: Employees miss extensive days of work watching loved ones or when babysitters become sick
 - Mental illness: Depression impacts the rate of absenteeism, cause of disability, loss of productivity, and climate in the workplace. The condition often leads individuals to abuse drugs and alcohol
 - Disengagement: Employees who feel dispassionate about their jobs and lack motivation
 - Injuries or Illnesses: Illness, injuries, and doctor's appointments are the main reported reasons employees don't come to work
 - Lack of vacation or sick leave: Some companies do not provide employees with vacation or sick leave the first year on the job

The Cost of Absenteeism

- Lost Productivity
- Overtime or temporary worker cost
- Administrative costs of managing absenteeism
- Poor quality of goods/services resulting from overtime fatigue or understaffing
- Excess manager time dealing with discipline and finding suitable employee replacements

Measures to Counter Absenteeism

• Change in Leader Behaviors:

- Treating employees well goes a long way to developing trust and employee job satisfaction.
- Showing employees that leaders care about them as people
- Engaging employees daily. Employee surveys show that employees respond positively to leaders that are approachable and listen to employee's concerns
- Employee appreciation
 - Celebrate employee's birthdays
 - Employee of the Month
 - Family day
 - Social Media Recognition
 - Bulletin Board display – Post photos of employees with positive remarks and/or a lists of their accomplishments
 - Verbally thank and recognize employees
 - Musical takeover – Turn up the music during a break
 - Employee suggestion box – Ask employees to give you ideas about improving work production, work conditions, etc. Employees feel valued when you ask for their opinion
 - Family open house
 - Leadership welcome: Gather all managers and have them stand at the door to greet team members as they arrive for the day

Measures to Counter Absenteeism

- Attendance Incentive Bonus – Many companies compensate employees for perfect attendance quarterly. Companies can provide gas cards, gift cards, lunches, etc. Companies can also do this for safety. If the company achieves 180 days without an accident, employees receive a lunch.
- Employee Assistance Program:
 - EAP programs are important for employee mental health and various other issues. EAP program addresses a broad and complex body of issues affecting mental and emotional well-being, such as alcohol and other substance abuse, stress, grief, family problems, and psychological disorders. EAP counselors work in a consultative role with managers and supervisors to address employee and organizational challenges and needs.
 - Passive company involvement in EAP makes the program all but non-existent. That is, handing the employee a card and telling him or her to call EAP after work. When an employee has a problem and an EAP counselor can be of assistance, the supervisor can escort the employee to a private area to call EAP. Following up with the employee as well is important as well.

Measures to Counter Absenteeism

Employee Wellness Program: Incentive based wellness programs which completes Onsite Health Screenings, Company Sponsored fitness challenges and events. Employees gain points by cumulative steps daily, participating in goal setting for healthier eating, reducing sodium, and so on.

Talk to them: Inquiry with employees when they miss time. Show concern for their well-being. Some employees have short-term issues, such as, finding a babysitter after their primary babysitter suddenly fell ill.

Discipline: No call no show absenteeism should be highly discouraged. Disengaged employees will most likely fall under this category. Ensure progressive discipline is executed consistently.

Point System: Attendance Policy Process

Point System Process

- Employee receives a point when:
 - Unexcused Absence
 - Late to work two hours after starting time
 - Leaves work more than 2 hours before scheduled shift ends
- Employee receives half a point when:
 - Leaves work early less than 2 hours before shift ends
 - Late to work less than 2 hours since the start of shift
- Three day no-call no-show results in termination
- Point falls off 9 months from reception date
- 90 days of perfect attendance = 1 point deduction

Point System: Attendance Policy Process

- Progressive Discipline
 - 3 points = warning
 - 4 points = written warning
 - 5 points = final warning
 - 6 points = termination
- When an employee misses a day of work unexcused, a disciplinary notice is generated.
- That notice is sent to the employee's supervisor.
- The supervisor reviews the notice
 - The supervisor may have excused the employee for the day in advance but did not update the attendance system. The supervisor accesses the attendance system to change the unexcused absence to excused.
 - The supervisor notifies the employee and administers the disciplinary notice
 - Once an employee accumulates 6 points, he or she is sent to HR for termination

Conclusion

- Absenteeism is a systemic problem.
- Employers deciding to do something different to deal with this issue.
- Holistic approach to deal with systemic absenteeism.
- Engaging employees positively, promoting job satisfaction, incentivizing attendance, showing employees you care, being approachable and listening to their concerns, and any of the other programs mentioned above can go a long way in reducing absenteeism.

The Definition of Insanity
Countermeasure: Recovered Employees



RETENTION TESTIMONIAL

Ryan Lochner– HR , AT&F



- AT&F's rich heritage started in 1940 and is a metal fabricator of large complex metal fabrications.
 - The culture created and carried by the Ripich family—now in their fourth generation of family ownership—has made success and expansion of AT&F possible.
 - As an industry leader with world-class equipment, AT&F handles large scale projects like infrastructure, defense, and energy.
 - We are suppliers to the Columbia, Virginia, and Ford-class programs
-

How we implemented 5th Metric

- As the best practice model, this is the 1st tool TMG recommended we implement.
 - It took some understanding, buy in, and a few months to get the scorecard consistent with our culture and business operating model.
 - TMG trained the leadership team in not only how to use the scorecard, but in what it meant to build healthy leader-to-led relationships and why the engagement of their team is the sole responsibility of the leader!
 - We first used the tool in January 2023 and our discussions have matured each month.
 - Senior leadership is always involved and plays a critical role.
-

- Leadership involvement is crucial for success.
 - It may seem uncomfortable for leaders at first – they are in some ways communicating their weaknesses and cracks in their team.
 - Consistency in execution – monthly and it’s all about being prepared.
 - Leadership must be prepared to help where leader-to-led relationships are actively disengaged.
 - With any change there will be push-back, be prepared to manage it.
 - Retention isn’t just a HR issue, its really about the relationship that our Team Managers have with their Team Members.
-



The Talent Acquisition & Retention System On-Boarding



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

Pre-Requisites

US Citizen

18 Years Old

Background Checks

Physical (Health)

Physical (Fitness)

Drug Screen

ONBOARDING

- Employee onboarding is the process of engaging with and preparing your new hires right from the point of role acceptance, maintaining that engagement through their critical first day of work, and into the foreseeable future.
- Beyond that, onboarding is also an opportunity to make your new hires feel valued, respected, and appreciated — all crucial components of positive employee experience (EX).
- Onboarding is NOT just getting them there on Day 1.

New Hires Want . . .

“Successful Companies Understand The Needs of Their People”

- To know **who** their Leader is
- To know their Leader **Trusts** them
- To know **what is expected of them** from the start
- The **materials, equipment, and skills** to do their work right
- The **opportunity** to do what they do best everyday
- To receive **recognition** or praise
- To feel that **people care** about them as a person
- **Encouragement** to develop
- To feel they are **part of the solution**
- To understand and live the **vision & mission**
- To see and hear that others are engaged and **focus on quality**
- To feel they have a **friend at work**
- To be **aligned with their leader**
- To feel they can **learn and grow**



Tool: World Class First Day

Our overarching desire is to have the new teammate confirm that their decision to join the Team was the right one. We hired them in hopes they would be a lifelong employee who is engaged and productive, and we will ensure our first moments help them affirm their decision.

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

World Class First Day Example

Example Agenda	
Time	Activity
9:00	New Hire Arrival
9:00-9:15	Badge Pictures
9:15-9:25	Director Welcome / Expectations
9:25-9:30	Manager Welcome / Expectations
9:30-9:35	Supervisor Welcome / Expectations
9:35-10:05	HR Welcome / Agenda Review Turn in New Hire Packet
10:05-10:15	BREAK
10:15-11:30	Common Skills Training (Business 101)
11:30-12:00	Safety Brief
12:00-12:30	Lunch with the Leadership
12:30-1:00	Quality and Regulatory
1:00-1:15	World Class First Day Wrap Up / Path Forward Expectations
1:15-1:30	BREAK
1:30-2:30	Leader Expectations, New Hire Intros to Team and Job Site Orientation

First Day

Discussion Points...

- What does Day 1 look like for a new teammate in your organization?
- What would you say is the BEST thing about your Day 1 experience?
- What would you say is the goal of your Day 1 experience?
- What do you want a new teammate to understand in their first 24-hours?

Choreographing The First Meeting

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



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



Tool: Common Skills Training

- Provide New Teammates with the Knowledge, Skills and Abilities of all common tasks a teammate needs to know in order to be successful on the first day.
- Common Skills Training can be integrated into the WCFD, completed within first week, or a combination of both.

Common Skills Training Example

• Phase 1: Completed on WCFD

- Safety: Stop Buttons, Safety Bars, Light Curtains, Lock-Out/ Tag-Out Procedures, Rotating Equipment Vs. Use of Gloves, Special Fixtures, Safety Glasses & Other PPE, Fluid Leaks, Electrical Cords, Machine Malfunctions, Walkways, Accidents
- First Line Quality Control: What do you want the New Employee to be looking for on the first day? 8 Forms of Waste, Root Cause Analysis
- Product Cleaning: Basic description and instruction of cleaning tools and how to use them.
- Packaging and Documentation: Where the packaging requirements can be found, importance of correct labeling, and brief descriptions of the different forms used.

• Phase 2: Completed on Day 2

- Basic Instruction for Scales: How to Check and Zero Scales, Read Triple Beam Scales, and Zero/Tare and Set Up Counting Scales.

• Phase 3: Completed within 1st Week

- Mold Maintenance: Proper cleaning of molds during production and shutdown, using brass only on molds, waxing, blowing out mold and vents, and watching for problems with the mold such as high or damaged ejector pins.

• Phase 4: Completed within 1st 10 Days

- Functions of Press Operator: Opening and Closing the Press Door, Loading Raw Materials, Loading Inserts, Using a Shot/Part Counter, Removing Parts from Mold, Properly Closing the Mold, Contacting Personnel for Assistance

Onboarding Summary



- Onboarding is not a single-day event
- It takes deliberate planning and preparation by the organization
- The desired outcome is to assure the new teammate transitions into the organization smoothly and efficiently
- Keep them **ENGAGED** throughout the process
- Leadership **MUST** be involved at key moments
- Onboarding is about the New Teammate – not the Organization



ONBOARDING TESTIMONIAL

Joe Welsh; Rhoads Industries





Rhoads Industries Apprenticeship Program World Class First Day





RHOADS INDUSTRIES –Roadmap to Onboarding Apprentices

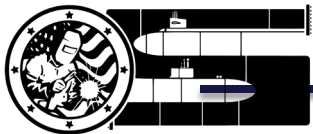


MEET & GREET

- Rhoads host all future apprentices for lunch to further get to know Rhoads team and each other
- Happens once offers are accepted prior to Signing Day
- Coordinating starting day (senior week)

PRE-BOARDING

- All new hires complete majority of paperwork prior to “first day” orientation
 - ❖ Complete Background Screening, Drug Screening, New hire packets (sent electronically), Necessary Identifications etc.
- HR team regularly communicates and follows up with all candidates to assist w. onboarding





RHOADS INDUSTRIES –Roadmap to Onboarding Apprentices



ADDITIONAL ONBOARDING SERVICES

- All selected apprentices who accepted positions are offered additional support services
 - What it means to be in a union?
 - "Wake Up" Challenge
 - Health Benefits "101"
 - Financial set up and literacy
 - Assistance in finding "ways" to work – transportation
 - "Coaching" – on transition from student to FT employee





RHOADS INDUSTRIES –FIRST DAY



ORIENTATION DAY – is a “team sport”

1. **Introduction to Rhoads** – Human Resources team
2. **Safety/Security Training** – Risk/Safety Manger
3. **Training team** – Managers, Instructors
4. **Lunch – Meet and Greet** – New Hires/Supervisors
5. **IT Instruction** – Director of Information Technology
6. **Security Awareness** – Security Program Manger- Compliance
7. **DOD Orientation** – Security Program Manager- Compliance
8. **Company Tour** – Human Resources Team

– During first week of onboarding new apprenticeship class will also have lunch with last years apprenticeship class – building a network and internal support structure.





RHOADS INDUSTRIES



–What does it take?

- Buy in and communication of importance from ownership/leadership - critical
- It takes a specialized team – with the right personalities - who are invested in this work
- Already feeling like “part of the family” by first day is our goal for new hires

–What have we learned?

- “It takes a village” internally
- Apprentice/entry level hires – given age - need a bit more hand-holding with onboarding
- Constant communication is key



Manufacturing Support (Grants)

Jamie Moore

Manufacturing Support in Massachusetts

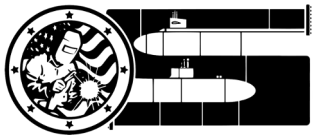
- The Economic Development Incentive Program (EDIP)
 - Receive state tax credits and/or local property tax incentives in exchange for a commitment to new job creation, existing job retention, and private investment in the project.
- Workforce Training Programs
 - Workforce Training Fund Program
 - Express Program - up to \$30,000 in Training Grants, quick turnaround
 - General Program - up to \$200,000 in Training Grants
 - Hire Now provides \$4,000 / employee for training or signing bonuses
 - Registered Apprentice Tax Credit provides \$4,800 / registered apprentice
 - MassHire Career Centers throughout the State support recruitment and hiring
- Workplace Safety Grant
 - Fund programs that reduce the risk of injury and illness to workers and promote safe and healthy conditions in the workplace through training, education, and other preventative measures. Opens in September 2023. Up to \$25,000 is available per company/program.

Manufacturing Support in Massachusetts continued...

- State Trade Expansion Program (STEP)
 - Offset international business development and related marketing costs for small businesses. Grant proceeds may be used for specific international business development and marketing costs. Capped at \$12,000 per business to reimburse for associated costs
- Tax Credits and Exemptions
 - Manufacturers Investment Tax Credit (ITC)
 - A company is eligible to claim a 3% ITC on depreciable assets as a registered manufacturer.
 - Research & Development Tax Credit
 - Massachusetts has a 10% R&D Tax Credit and the % can increase with collaboration with a local college or university.
 - Sales & Use Tax Exemption
 - Materials, tools, fuel, machinery and replacement parts used in manufacturing and R&D may qualify for exemption from sales and use taxes.
- Massachusetts Growth Capital Corporation
 - Access to alternative funding, resources, and individualized (State & Local loan programs)



Team Picture





Lunch and Networking

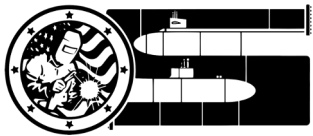




Morning Recap



1. Principles of High Performing Talent Acquisition & Retention Systems
2. Talent Acquisition and Retention
Retention | Onboarding | Hiring | Recruiting
3. Pipelines
4. Support Resources
5. Keynote Address
6. Cohort Rhythm
7. Closing Remarks
8. Networking and Social





Department of Labor (DoL) Registered Apprenticeships

Ray Mee

Employers

- Customized training to fit occupational needs
- DoL approved Pathway to Journeyworker
 - 2,000 Hours (On-the-Job Training)
 - 144 Hours RTI (Related Technical Instruction)
- Career Development – Future Leaders
- Funding Opportunities (state and federal)
- 93% of Apprentices that complete an apprenticeship stay with their employer (*Reference DoL*)
- Access to National Database RAPIDS. (Registered Apprenticeship Partners Information Database System)

Apprenticeships

- Earn while you Learn
- Full time employee from day 1
- On-the-Job Learning
- Classroom, On-Line and employer structured Learning
- Mentorship – Working side-by-side with experienced Journeyworkers
- Credentials – Nationally Recognized
- Community College Credits (CC approval required)



The Talent Acquisition & Retention System

Hiring



TA&R System: Input - Outputs

1. Recruiting

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

2. Hiring

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- 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**

Company Values Are Vital

Hire for Fit – Train for Skill

Company Values Are Vital

- To find the Companies fit, you must know the Company Values
- The Company Values will drive the interview
- Ask questions like:
 - Which one of our values sticks out to you and why?
 - Give an example of how you used one of our values in past employment.
- If you do not fully understand your Company values, you cannot assess how a Candidate might fit in with your Company

What Fit Characteristics are we looking for?



Characteristics of Cultural Alignment

- Does the right thing independently-High Integrity
- Resourceful
- Gives
- Humor and Humility
- Team-oriented
- Self-motivated
- Takes smart risks
- Passionate
- Hardworking
- Gives constructive thoughts and feedback
- Ownership mentality
- Can accept feedback

What Fit Characteristics are we looking to avoid?



Characteristics of Cultural Mis-Alignment

- Takers
- Punters
- Selfish
- Self-first
- Ignores feedback
- Bad communicators
- “Fire-starters”
- Insubordinate
- Barely compliant when under supervision

Complete Picture

- Access the Candidate as a whole person, not just answers to questions.
 - Questions can be played. Most will tell you what you want to hear.
 - Listen for the pronouns used, I, Me, Us, We
- Company fit starts from the RJP
 - How is it filled out?
 - Were all question answered?
 - Spelling, format, all caps, punctuation, detailed
 - Phone screen interaction
- Anyone can fake it for a standard interview
- During the Recruiting Day it is much harder to put on the show
 - All day event
 - A lot of interactions
 - They must focus on more than one “interviewer”



Tool: Recruiting Days

- The Hire Decision is probably the single most important one you can make – you are adding someone to your team to help you do what you cannot.
- The way we have gone about selecting who will join our teams hasn't changed very much.
- Behavioral-based interviews are among **THE MOST** effective at finding Fit.



Recruiting Days



Recruiting days are typically held on Saturdays



Allows for multiple Candidates to be interviewed at once



Allows multiple Leaders, Hiring Managers, Supervisors to access Company fit



Allows Candidate to receive a better picture of how they fit within the Company



Candidates that fit into “first fit then skill” category can receive on the spot offers



Recruiting days save the company money and time

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

Recruiting Day Example

Recruiting Day Agenda	
8:45	President / VP/GM Welcome
9:00	Business 101 and Core Values
9:30	Roles and Responsibilities
10:00	Break
10:15	EH&S Presentation
10:45	HR Policies/Information
11:15	Work Area Tours & Intakes
12:15	Lunch
12:45	Task Based Exercise
1:45	Break
2:00	1 on 1 Discussions/Interviews & Offers

Recruiting and Offer Day Lessons Learned

- Saturday's work well for prospective candidates
 - If they already have a job, they don't have to take time off'
- Consider inviting family members
- Include Operations team in key roles – the more involved the more they take ownership of the new employee experience
- The tour is a good way to introduce the candidate to the environment, you also get to see how they pay attention, ask questions, etc. All influencers in the hire decision
- Not every candidate who shows up may get an interview
- If you have a Task-Based exercise in your Recruiting Day, the emphasis is NOT on completing the task, but on the behaviors demonstrated with performing the task.



Tool: Fit Interview

- **How do you determine Fit?**

- By providing the candidate the opportunity to “see” the work
- Tour Guides assess attitude during “walk and talk” scenarios
 - Shift Schedule
 - Time and Attendance
 - Standard Days
 - Overtime
 - Role of Leaders
 - Workplace Safety
 - Quality attitude
 - Interest

Questioning Is Not Standard

There is not a standard group of questions that can be asked to determine a Candidate fit

- Do not ask yes/no and short answer questions
- Focus on open ended questions
 - **Don't ask:**
 - Do you like a fast-paced environment?
 - Do you like working outside?
 - Do you think Quality is important?
 - **Do ask:**
 - What type of environment do you prefer to work in?
 - Give an example of a good Leadership trait.
 - What is something you liked about your last job?
 - What was the biggest reason you did not like your last job?
 - Outside of work, what are you passionate about?

Open ended questions will breed follow on questions and discussion

Combining Recruiting Day with Behavioral Based Interview

- **A Recruiting Day experience that uses a Task-based Exercise...**
 - Gives the hiring manager a more complete picture of the candidate
 - How they interact with others
 - How they ask questions
 - Do they take leadership roles with opportunities present
- **In the interview portion, use questions that build on what the hiring manager saw in observing the task-based exercise...**
 - I noticed that when X happened you did Y, can you share more about this?
 - During the exercise, why did you do Z?

Post Accepted Offer Prior to First Day

- Candidate Accepts Offer
- Candidate Agrees to 1st Day
- Employer provides New Hire with New Hire Pre-Hire Requirements and In-Processing Packet with Instructions
 - Background
 - Physical
 - Drug Screen
 - Forms
- Assesses New Hire: Follow Written & Computer Instructions



HIRING TESTIMONIAL

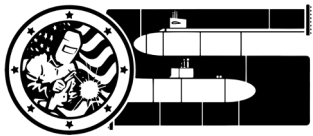
**Andrew Sauter – Senior Industrial Engineer
Labor Relations, Cleveland-Cliffs, Inc.**





Recruiting Day

Andrew Sauter
Cleveland-Cliffs Coatesville





Cleveland-Cliffs TA&R



- **Recruiting**
 - Word of Mouth
 - Online postings
 - CTEs and Colleges
 - Recruiting Day
- **Hiring**
 - Candidates for trades roles must pass trade-specific assessments, they are then interviewed for fit
 - Almost met our hiring demand for 2023 with 5 of the 7 approved electrician positions filled
 - Looking to hire 2 more machinists out of the 3 we have been approved to hire
 - Coatesville was the one of the only Cliffs facilities able to consistently hire skilled trades
- **Onboarding**
 - Candidates are given a contingent offer at the end of their fit interview, should they accept - we immediately begin onboarding
 - Onsite occupational health services that can facilitate physicals and drug screenings
 - Onboarding / background checks are filled out online and are typically able to be sent out on the same day as a hiring decision is made
 - New employees are brought on in cohorts, receiving identical orientation and safety training over the course of 3 days
- **Retention**
 - We have been able to retain the entire 2022 cohort that was tracked by TMG
 - We lost one recent electrician hire due to them accepting another offer

Retirement concerns





Counter-measure implemented: Recruiting Day 02/25/23



- **Setup, Facilitation, and Execution**
 - Followed the road map provided by TMG
 - Started putting the word out to commit coworkers and potential attendees
 - Finalized the agenda for the day
 - TMG promoted our flyer for the event to all CTEs and facilitators in the program
 - Made a push to promote the event within the Coatesville community
 - Leveraged HRIS software to re-engage previous candidates
 - Prepared all the materials, presentations, videos, guests, and forms needed for the day
 - Followed the agenda with minimal changes, only change was to accommodate a great Q&A session that went long
- **Attendance and Outcome**
 - 21 total attendees
 - 18 of the 21 attendees ended up staying for the entire day, all 18 got screening interviews
 - 18 was eventually weeded down to 5 employees, 3 of which were able to pass our skill assessments – all 3 of these employees received interviews and offers
 - All 3 are still with the company





What Did We Learn / Advice for Others



- **Lessons Learned**
 - Facilitate onsite testing and resulting next-round interviews
 - Include a shop tour in our event
 - Extend promotion beyond 4 weeks
 - Do an additional weeknight event for colleagues that are unable to attend during the weekend
- **Advice**
 - Bring in people in the roles you are hiring for to speak to the experience
 - Double down on visual aids
 - Leverage software to hit previously interested candidates
 - Expect questions about compensation and benefits
 - Try and paint a realistic picture of the day-to-day
- **Next Steps**
 - Planning to replicate the Coatesville recruiting day at the Steelton location
 - Thinking about developing a machine-shop specific event





Hiring Summary

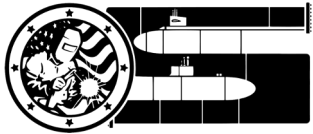


Orienting

**Fit/Behavior
Interview**

**Close/Make
Offer**

- Take what you've heard and incorporate both at the Training Provider and Employer level
- "Fit" and "Behavioral Based" give an employer more insight into the candidate
- Employers recommended to let prospective candidates know the type of interview they should be prepared
- Take notes and be consistent from candidate to candidate
- Don't let too much time elapse between interview and offer
 - Recruiting Day approach can mitigate risk





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Your Best New Hire

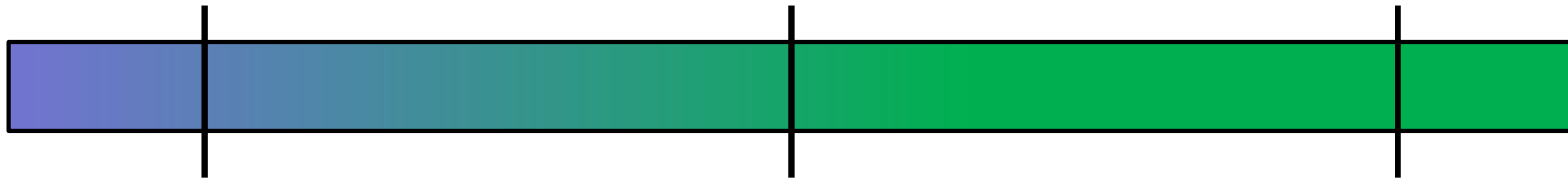
- **Think about the best New Hire you have made in the last year?**
 - What made them so good?
 - Where did they come from?
- **How do we find more like them?**



WHY ARE YOUR
BEST PEOPLE
LEAVING?

WHY DID YOUR
BEST PEOPLE
START LOOKING?

WHY ARE YOUR
BEST PEOPLE
STAYING?



MATTERS LEAST

MATTERS

MATTERS MOST

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

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

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead

Post Hire – Operations Lead

Recruiting

Hiring

On-Boarding

1st Year Retention

Generate Leads by Pipeline

Leads take RJP, Submit Interest Form

Accept/Screen/Classify Candidates

Orient

Fit Interview/Assess Skills

Close / Make Offer

World Class First Day

Common Skills Training

1st Job / Worksite Training

30 | 60 | 90

1st Year Win
BIG WIN

HIRING DEMAND
##



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
11. Retirees

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. 5th Metric "People" Scorecard Data Driven Program Management System



Business Metrics - People

- Decrease Cost of Hiring
- Reduce Attrition (pre- and post- hiring)
- Reduce Hiring Cycle Time
- Improve New Hire Integration
- Improve New Hire Job Performance
- Decrease New Hire Time to Competency

10 TA&R Metrics

1. **Time to Fill:** Job Opens to Accepted Offer
2. **Time to Hire:** Job Req Approved to 1st Day
3. **Source of Hire:** Pipeline and how did they find out about the job
4. **1st Year Attrition:** Good & Bad
5. **Quality of Hire:** Subjective Assessment (e.g., Hiring Manager Perspective)
6. **Interview to Ratio:** # Interviews to # 1st Day Start
7. **Offer Acceptance Rate:** # Offers to # Accepted
8. **Cost to Fill:** \$\$ to 1st Day/Hire
9. **Time to Productivity:** 1st Day to ability to perform 1st job at a similar level of supervision or direction as others
10. **Candidate Net Promoter Score:**
 - “How likely is it would {EMPLOYEE X} recommend {US/BRAND} to a friend or a colleague?” (1-10)

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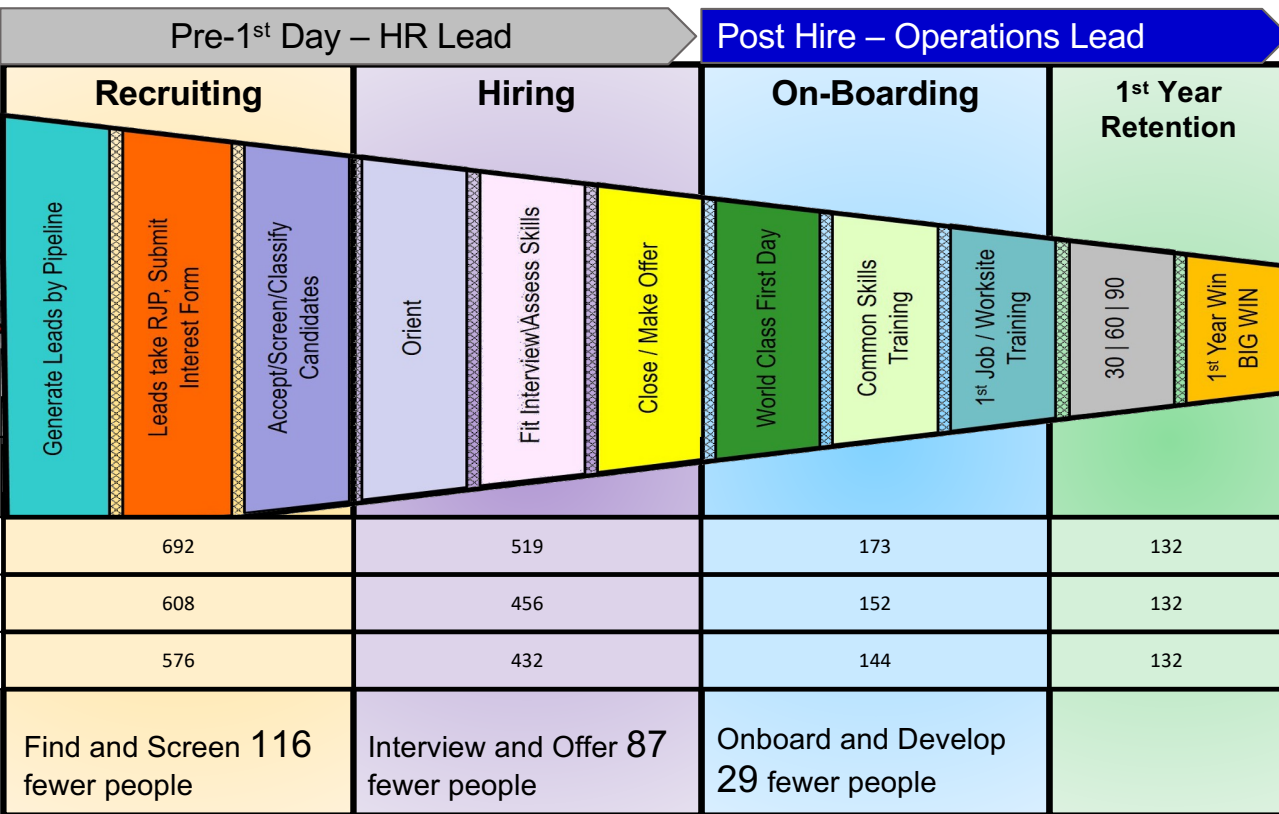
30 | 60 | 90

1st Year Win BIG WIN

HIRING DEMAND
132



	1 st YR Retention Rate	Attrition
Current State	77%	41
Best Practice Model Target	87%	20
Best Practice Model Actual	92%	11



Find and Screen 116 fewer people

Interview and Offer 87 fewer people

Onboard and Develop 29 fewer people



Master Scorecard



The Master Scorecard is driven by the hiring demand signal



This is used to track Applicants from initial entry into the system through their 1st year



Separated onboarding and retention

Data points to indicate effectiveness of high-level recruiting and onboarding filters
Data collection for Companies new hire retention

Example Master Scorecard

MONTH	FEB	MAR	APR	MAY	JUN	TOTAL		
DEMAND	9	9	10	11	19	53		
#RJP VIEWS	132	144	126	169	142	713		
#INTERESTED?	98	114	79	80	78	449	27%	Filter Rate (Percentage reduced by step)
#INVITED TO RD / INTERVIEW	20	73	40	30	51	214	53%	
#ATTENDED RD / INTERVIEW	20	65	20	29	40	174	19%	
#INTERVIEWED	18	42	13	24	28	125	28%	
#CONDITIONAL OFFERS	8	24	11	9	22	74	41%	
#OFFERS ACCEPTED	7	18	11	6	19	61	18%	
#ATTENDED FIRST DAY	7	14	9	6	16	52	15%	

Example Master Scorecard

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#OFFERS ACCEPTED	7	18	11	6	19	61	18%	
#ATTENDED FIRST DAY	7	14	9	6	16	52	15%	
#COMPLETED WEEK 1	7	14	9	6	16	52	100%	Retention Rate
#30 DAYS	6	13	8	5	15	47	90%	
#60 DAYS	6	13	7	5	14	45	86%	
#90 DAYS	5	12	7	4	11	39	75%	
#180 DAYS	5	12	6	4	10	37		
#RETAINED 1 YEAR	5	11	6	4	10	36		



Tool: Realistic Job Preview

- **Platform for new Candidates to apply.**
 - Tool to communicate expectations and company culture to prospective applicants, so the applicant can make a more informed decision on whether there is a good fit.
 - Allows for self selection out of the Candidate pool
 - Communicates Key Hiring Discriminators that set a Company above other organizations
- **All Candidates enter the system though the RJP**
- **One stop to receive all applications**
 - No more tracking multiple locations to track Candidates
 - Pairs with Applicant tracking system

Realistic Job Preview

- **Key Attributes**

- Opening Video from President
- Pre-qualifying questions
- Employee Testimonials and Explanation of Work Environment
- Overview of Rewards and Benefits
- Instructions on How to Apply
- Measures Pipeline Performance



RECRUITING TESTIMONIAL

Ryan Lochner; AT&F





AT&F Overview

- Family owned since 1940
 - Build Large Complex Metal Fabrications
 - Team is Semi-Skilled and Skilled
 - Best Practice Model for the previous cohort which has helped us go from a Team spinning their wheels to grow, to a Growing Team
-

- Where we needed to be stronger?
 - Pipelines
 - Retention
 - Selection Process
 - Candidate Experience
 - The Connection
 - What did we do to strengthen the process and the team?
 - Internal Referrals, CTE Relationships, Returns, Retirees to Part Time, ESL, Veterans
 - Relationship between the Team Manager and Team Member (AT&F Team Scorecard)
 - Fit Fit Fit
 - Launch Day – Establishing the Relationship and the Purpose
 - Purpose
-

- Take as much action as you can
- Make it your own
- Leadership needs to be bought in. This is more than just HR.





Recruiting/Hiring Fair Pipeline

Mary Mayer

ADVEX Corporation



Advex Overview

Advex Corporation, established in 1969, was primarily a machine shop located in Newport News. In 1974, Advex moved to its current location in Hampton off Neil Armstrong Parkway. At that time, our major customer was NASA/Langley Research Center (the reason we moved to be close to that location). Shortly thereafter, we added fabrication, nondestructive testing, and marine and industrial services. In 1982, I joined the company. In the 1990's it became apparent that the NASA work was winding down and Navy work was becoming more and more of our main focus. And... so began our relationship with the United States Navy. We now specialize in machining, fabrication and welding of Submarine and Aircraft Carrier components.

Fast forward to 2023, we have expanded our capabilities and our shop space to add more personnel and widen our areas of expertise. With the addition of the Supplier Development Funding, we have added new equipment and can now perform work in a manner that's more efficient.

We consider ourselves to be one of the premier metal fabrication manufacturers on the East Coast performing work on exotic and complex components. This wouldn't be possible without the contributions from each and every one of our employees who are an integral part of the TEAM.



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Common Skills Training

1st Job / Worksite Training

30 | 60 | 90

1st Year Win BIG WIN



22-23 Demand

- Welders – 3
- Machinists – 5
- Metal Fab – 5
- NDT/QA - 2

Pipelines

- | | |
|---------------------------------|---------------------------|
| 1. Training Providers (HS & CC) | 7. Recruiting Agencies |
| 2. Employee Referral Program | 8. Military & Veterans |
| 3. College Departures | 9. Employment Commissions |
| 4. Adult Education | 10. Recovered/Returns |
| 5. Temp Agencies | 11. Retiree's |
| 6. Social Media | |

Tools

- | | |
|---|--|
| 1. TA&R Value Stream Mapping and Performance Improvement Plan Development | 6. Common Skills Training |
| 2. Realistic Job Preview & Candidate Tracking System | 7. Leader Training |
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| 4. Behavioral Based "Fit" Interviews | 9. 5th Metric "People" Scorecard Data Driven Program Management System |
| 5. World Class First Day | |

Recruiting Improvements

- Participating in Recruiting Fairs
 - Second Chance Recruiting Fairs
- Use of the RJP

Lessons Learned

- Increased engagement from the Management Team
- Effectiveness for the Leadership Training
- Thought process change in Advex
- Increased the quality of New hires by changing from skill and trying to mold them to Advex, now hiring candidates that fit in with Advex.

Path Forward Ideas:

- Continue Leadership Training that focuses on the next level of Management



Best Practice Model Results as of June 2023

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	103	115	113	116	115	113	116							
Total Hires	71	1	4	1	1	4	4							15
Total Terminations	59	3	1	2	3	1	5							15
Ending Headcount	115	113	116	115	113	116	115							0
Demand		3	3	3	3	3	3	3	3	3	3	3	3	36
# RJP Views			3	47	41	42	50							183
# Interested			3	4	3	10	6							26
# Invited to RD / Invited to Interview			1*	1	1	2	3							7
# Scheduled and/or Attended RD / Interview			0	1	1	2	3							7
# Interviewed			1	1	1	2	3							8
# Conditional Offers			1	0	1	1	2							5
# of Offers Accepted			1	0	1	0	2							4
# Attended World Class First Day			1**	6	2	1	4							13
# Completed Week 1			2	2	2	4	3							13
# 30 Days			2	4	0	1	5							12
# 60 Days			0	2	2	1	1							6
# 90 Days						2	1							3
# 180 Days							2							2
# Retained 1 Year														0
													Retained	12
Pipelines Using		Jan 24, 23 – Feb 28,												
1. CTE Programs (HS & CC)		Filter Effectiveness						1. TA&R VSM/PIP	Nov-22			6. World Class First Day	Mar-23	
2. Employee Referral Program		Total RJP Views		183				2. Realistic Job Preview &	Jan-23			7. Common Skills Training	Feb-23	
3. ATDM		Attended WCFD		13				3. Recruiting Training	Jan-23			8. Leader New Hire Retention	Jan-23	
5. Temp Agencies		Effectiveness %		7%				4. Recruiting & Offer Day	Feb-23			9. 30-60-90 day & 1 Year	Mar-23	
6. Social Media		Retention Rate						5. Behavioral Based "Fit"	Jan-23			10. 5th Metric "People"	Jan-23	
7. Recruiting Agencies		Total Hires		13								Weld Tested		
8. Military & Veterans		Still Active		12								World Class First Day Event 3/13/23		
9. Employment Commissions		Retention %		92%								All New Hires Since Jan		



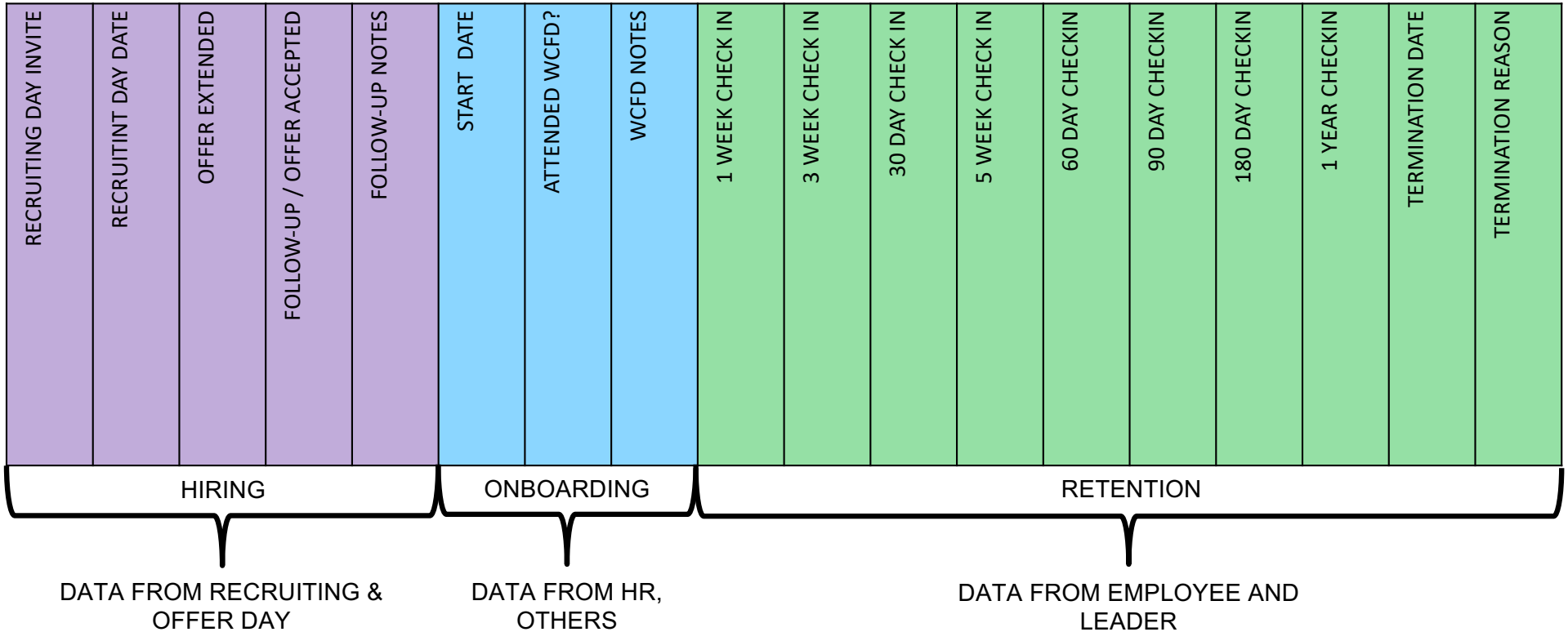
Tool: Applicant Tracking

- Applicant Tracking document tracks all aspects from RJP application to 1st year.
- Tracks all the initial contact from Recruiters and Recruiting Day invites
- Used to monitor the hiring and onboarding process
- Once hired, will track major contact points to the 1st year of employment
- Conditional formatted to show when milestones are behind

Applicant Tracking Example

FNAME	LNAME	EMAIL	HOW DID YOU HEAR ABOUT US?	WHAT IS THE BEST WAY TO CONTACT YOU?	ENTER NAME OF SCHOOL / PROGRAM	EMPLOYEE REFERRAL? ENTER NAME	EMPLOYEE REFERRAL OFFICE	OTHER REFERRAL SOURCE?	TYPE OF WORK POSITION YOU ARE INTERESTED IN?	SHIFT INTEREST?	HIGHEST LEVEL OF EDUCATION?	EXPERIENCE, IF ANY, IN THE TYPE OF WORK YOU ARE INTERESTED IN?	TIME STAMP	INITIAL CONTACT	FOLLOW-UP CONTACT	POSITIVE CONTACT	CONTACT NOTES	FIT?
RECRUITING																		
DATA FROM RJP													DATA FROM PHONE SCREEN					

Applicant Tracking Example





Employee Referral Programs





Best Practice Example - 2022



- **Recruiters: 4,200**
 - 6-10 years of service Best Junior Leaders
 - 5 weeks Training | 3-year Assignment
- **Common Skills Training Faculty: 600**
 - 6-10 years of service Best Junior Leaders
 - 13 weeks Training | 3-year Assignment
- **New Hire Training**
 - 12 weeks
- **Total headcount: 348,000**
- **Annual New Hires: 45,000**
- **Retention Goals (years of service)**
 - 0 – 5 years: 62%
 - 6 – 10 years: 68%
 - 11 – 14 years: 85%
 - 14+: 100%
- **Age Demographics**
 - 17 – 24: 42%
 - 25 – 34: 43%
 - 35 – 44: 13%
 - 45+: 2%





Tool: Internal Recruiter

- Recruiters selected from current High Performers and by Talent Pipelines
- Trained and Incentivized
 - Employer Why? | Conducting Fit Assessments
- Functions:
 - Recruiters drive Candidates to Realistic Job Preview
 - Screened Candidates submit Interest via RJP usually to HR who matches to Recruiter
 - Recruiter makes initial contact via telephone
 - Recruiter conducts Fit Assessment Validates Interest and invites to Recruiting Day
 - Initial Candidate Prioritization
 - Hire Now: Best Athlete
 - Hire: Meets Fit and Skill
 - At Risk: Requires some development
 - No Hire
 - Follows Candidate/New Hire through 1st year

Recruiting Summary



- Organization Demand Signal drives Recruiting Needs
- Know the Pipelines that work best for YOU
- Actively recruit people from those Pipelines to Join Your Team
- Tools like the RJP help individuals self-select OUT when they see they are not the right Fit
- Use the candidate screening process to determine if the candidate might have the right technical knowledge and is ready to recommend moving to the Hiring process.

United States Army Recruiting

Recruiter Selection Process

- Selects recruiters from the mid-grade level
 - Must be a Sergeant, Staff Sergeant, or Sergeant First Class
 - Must have more than 4 years of service
 - Has been to at least one leadership school
 - At least been physically before a promotion board
 - Passed their physical fitness test
 - Met height/weight standards.
 - Commander conducts a recruiter candidate assessment.
 - Questions about moral turpitude (Recruiters represent the Army)
 - After the Commander asks questions, he or she assesses the candidate.
 - USAREC is looking for Soldiers that live the Army Values
 - Possesses the intrinsic qualities to succeed
 - Is the candidate an independent worker, a self-starter?
 - Is the candidate reliable, loyal, cooperative, and a team player
 - Be financially stable
 - Never been the subject of an adverse adjudication of the UCMJ (Article 15)



Army Recruiting Training

- Prospecting (Face to Face, Telephone, and Virtual)
- Prospecting is looking for someone that fits the Army Values and culture
- Enlisted Army entry criteria –
 - Age: Between 17-35 years old
 - Medical, Moral, Physical: Medically and physically fit, and in good moral standing.
 - Citizenship: A U.S. citizen or permanent resident with a valid Green Card.
 - Education: A high school graduate or equivalent
 - Test Score: A minimum score on the Army's placement exam.
- What do you have to do to get ready for prospecting
 - We search for blueprint information. We talk to guidance counselors, teachers, parents, coaches and influencers about potential prospects.



The Army Interview

Recruiters are trained to conduct the Army Interview.

- The Army Interview is the specific adaptation of developmental counseling techniques
- There are three adaptive approaches to counseling
 - Non-Directive, Directive, Combined
- Steps of the Army Interview
 - Develop Rapport, Establish trust and credibility
 - Personal Army Story
 - The Army Story
 - Prequalification
 - Identify and establish goals
 - Solicit the individual's plan
 - Generate and compare plans
 - Decision-Making Process
 - Identify Obstacles
 - Engender the Commitment
 - Follow-up





Branding Your Company





Branding And Marketing Your Organization



Recruitment VS. Marketing

Building a Marketing Strategy
Selling a Job or Selling a Career?
Branding and Marketing Checklist



Why your Company?

What makes you different?

Why Duke?



Definitions

Recruitment Advertising	Post and Pray
Recruitment Marketing	Building and Communication the organizations BRAND & EMPLOYER VALUE PROPOSITION to attract and hire top talent that want to be a part of who you are – not people who want/need a job

Recruitment marketing begins with understanding the difference and having a healthy balance between outbound and inbound.

OUTBOUND MARKETING	INBOUND MARKETING
when you directly reach out to potential candidates through tactics such as posting a job description, running a paid advertisement, or working with a third-party recruiter.	when you create content that draws candidates to your organization by aligning it with their interests and making it easily accessible online, especially on social media.

Recruiting VS. Marketing

Recruiting



Attracts talent to jobs.

Marketing



Attracts talent to YOU.

Recruitment Branding



Up to **75%** of job seekers look online as part of their application process (website, Social Media, Etc.)



Most Jobseekers are the targeted population we are trying to reach... so we need to be prepared.

Craft Your Online Presence



What Are You Selling?

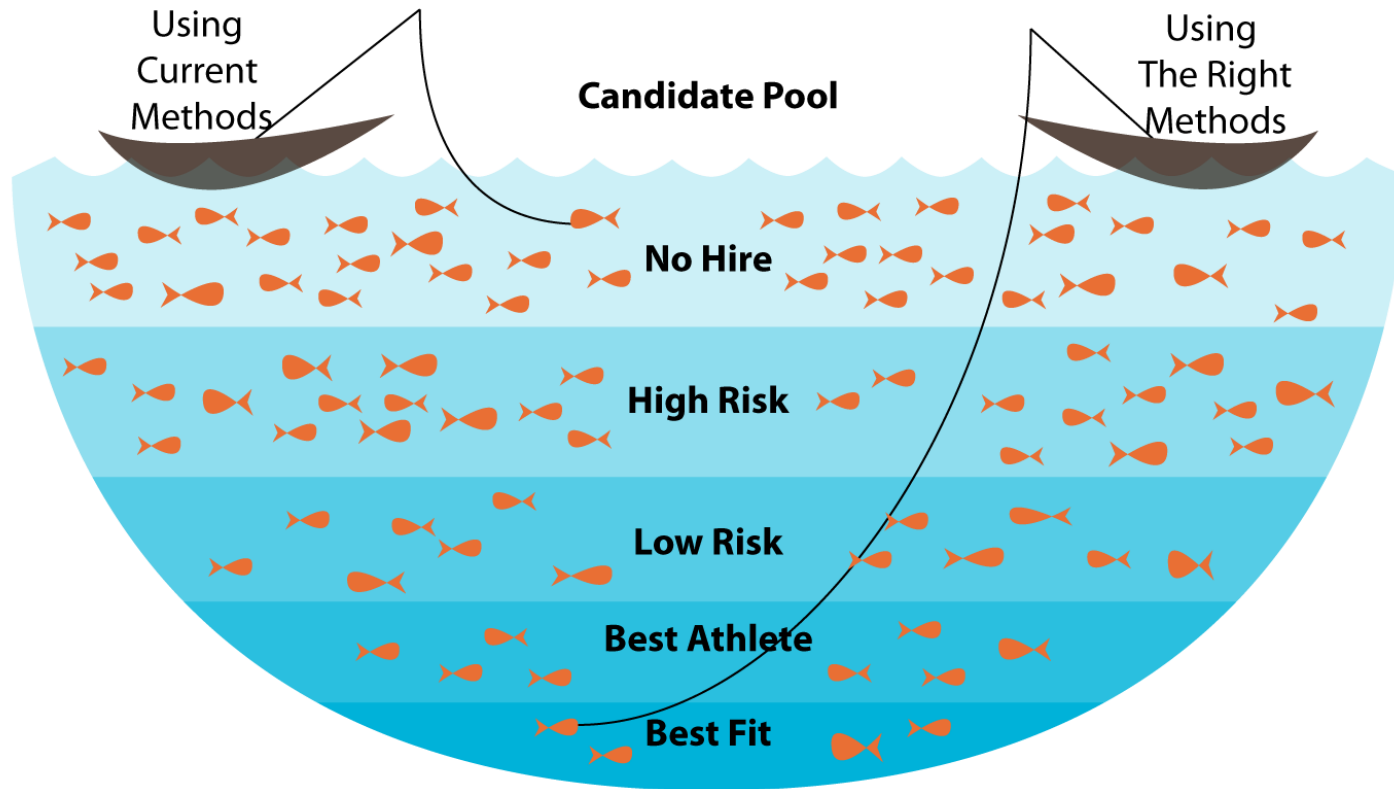
Job

- 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

Where are you “fishing”?



Cambridge Engineering Chesterfield, MO





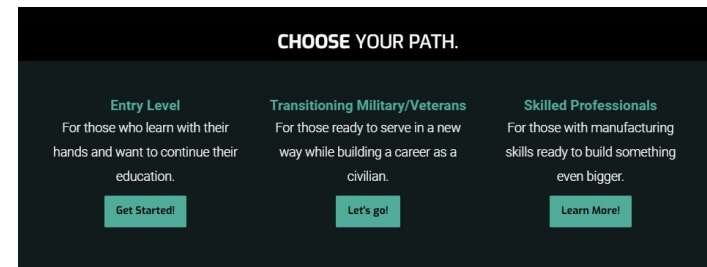
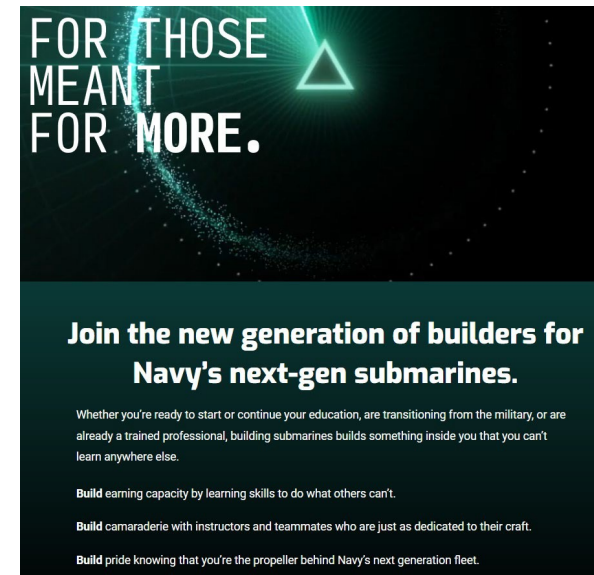
Buildsubmarines.com
Heather Hopkins
Submarine Industrial Base Program
(Workforce)



BuildSubmarines Media Campaign



- BlueForge Alliance is a non-profit organization integrating the “Whole of Government, Whole of Industry” approach needed to empower the submarine industrial base to build and sustain the undersea platforms that the Navy and nation must have.
- BFA launched BuildSubmarines.com and its associated media campaign to support workforce training and placements.
- By visiting BuildSubmarines.com and providing their information to employers, job seekers categorize themselves into one of three paths: entry level, transitioning military and veterans, and skilled professionals. Additionally, they can directly apply to listed jobs.
- Navy suppliers can access these job seekers for free!

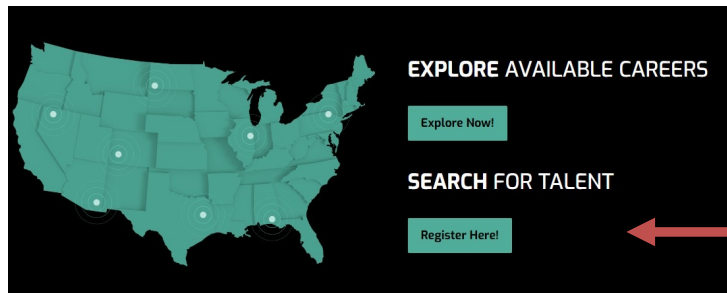
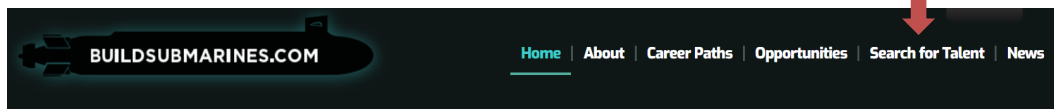


Access to Talent Repository



Option 1

Complete the “Search for Talent” form on BuildSubmarines.com



Or scroll down and select “Register Here!”

Option 2

Email sibtalent@blueforgealliance.us

Include:

- Name of person needing access
- Organization
- Title (HR Director, or primary hiring manager recommended)
- Email

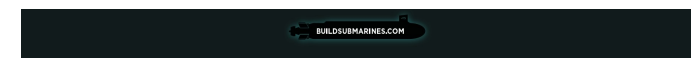
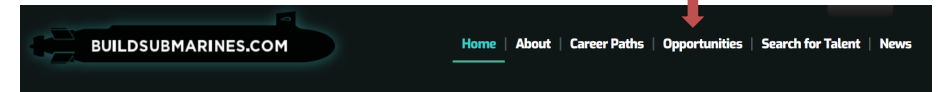
- Once approved, you will receive an individualized link to a database of those who have expressed interest in joining the submarine industrial base.
- Please read the associated “How to...” document before proceeding. The database should be downloaded, protected appropriately, and sorted to serve your specific needs (i.e., experience, availability, location, etc.).

Posting to the Job Portal



To have your company's job openings featured in the Job Portal:

- Click "Opportunities" in the website's banner or visit <https://atdm.org/build-submarines>
- Click "Add Your Company"
- Enter the required information:
 - Company Information
 - Contact Information
 - Website Address with Career Postings
- The website will automatically import your job postings that match the job titles currently being targeted. This process may take up to two weeks.



Additional Filters

Choose an occupation...
Choose a company...
Choose education level...
Reset Filters Apply Filters

LOCATIONS	
ALABAMA	299
ALASKA	4
ARIZONA	439
ARKANSAS	120
CALIFORNIA	1836
COLORADO	344
CONNECTICUT	321

NOTE: Currently, this will display jobs for specific trades to include welding, machining, NDT, Additive Manufacturing, 3D printing, and metrology / quality control / quality assurance. Other position titles may not display.



Networking Break

Complete Your Networking Passports





Career & Technical Education Pipeline

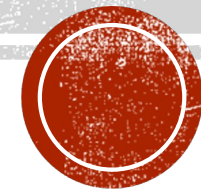
High Schools

Jack Johnston

Holtec International



HOLTEC INTERNATIONAL



Holtec International

“A Generation Ahead by Design”

- **1,900 Associates Globally**
 - **Manufacturing Operations:**
 - United States – Camden, NJ; Pittsburgh, PA; Orrville, OH
 - India
 - **Engineering, Sales and Project Management Offices**
 - United States, England, Spain, Japan, Ukraine, Brazil
- **Countries with Holtec Products**
 - United States, Britain, Spain, South Africa, South Korea, China, Slovenia, Ukraine, Belgium, Sweden, Switzerland, Brazil, Mexico
- **Areas of Business**
 - Nuclear Fuel & Waste Management
 - Heat Transfer Equipment & Services
 - Nuclear Plant Decommissioning – Oyster Creek, Pilgrim, Indian Point & Palisades
 - Design, Engineering & Consulting
 - Small Modular Reactor (SMR) – Development and Manufacturing



CTE Engagement

- Immediate engagement with CTE's at initial Talent Pipeline Introductory Meetings
- Follow-up with contact to Workforce Development Coordinator or Career Advisor
- Offer tours of your facility to the CTE Team
- Request Access to the Students
 - Through job fairs (if offered),
 - Direct student contact through "drop in" opportunities at the CTE classroom,
- Understand CTE Requirements for Student Employment or Internships/Co-Ops
- If possible, provide material support to the CTE, i.e., raw material (steel plate, welding wire) tools, etc. as a donation.



What Did We Learn?

- **Engagement Matters!**
 - Engage with the CTE leadership
 - Engage with the CTE instructors, career counselors, etc.
 - Engage with the students – most important
 - Share information upfront – wages, benefits, working conditions, shifts, work schedules, union/non-union, etc.
- **Follow-up Communications During the Process is Important – Stay In Touch**
- **If Possible, Engage With The Parents**
 - Invite the parents to tour your facility
- **Offer Co-Op Opportunities To Future Graduates if Possible**
- **Use Your Recent Hires to Recruit at Their School**
- **You Will Not Get Every Student**



QUESTIONS?





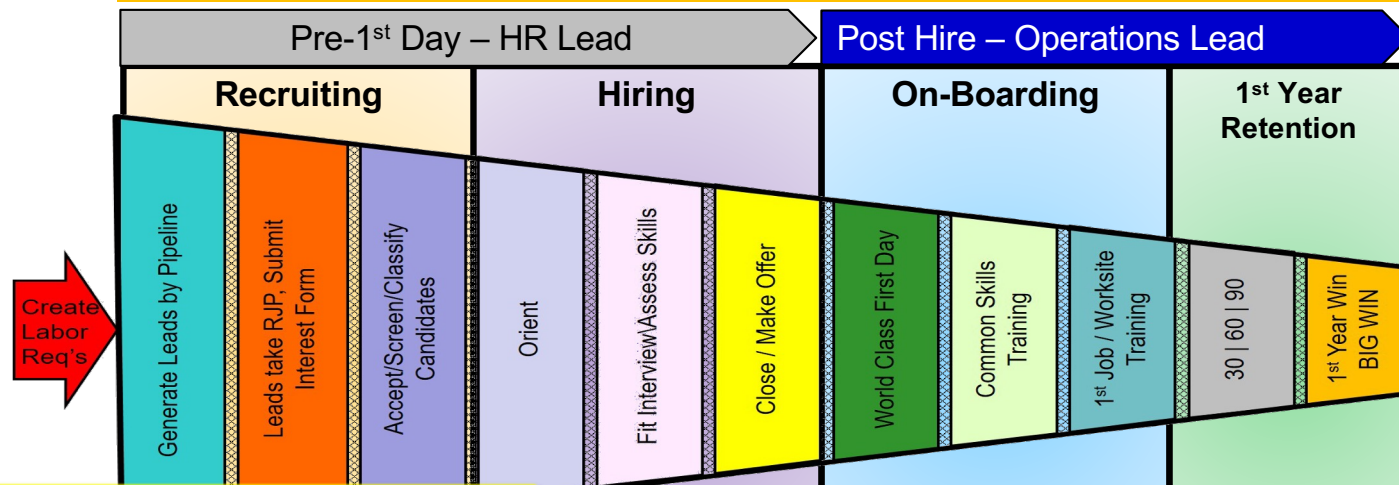
Demand Driven Talent Acquisition & Retention (TA&R) System



Best Practice Model

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

HIRE FOR FIT – TRAIN FOR SKILL



Pipelines

- | | |
|------------------------------|---------------------------|
| 1. CTE Programs (HS & CC) | 7. Recruiting Agencies |
| 2. Employee Referral Program | 8. Military & Veterans |
| 3. ATDM | 9. Employment Commissions |
| 4. Adult Education | 10. College Departures |
| 5. Temp Agencies | 11. Recovered/Returns |
| 6. Social Media | 12. Retiree's |

Tools

- | | |
|---|---|
| 1. TA&R Value Stream Mapping and Performance Improvement Plan Development | 6. World Class First Day |
| 2. Realistic Job Preview & Candidate Tracking System | 7. Common Skills Training |
| 3. Recruiting Training | 8. Leader New Hire Retention Training |
| 4. Recruiting & Offer Day/New Hire Orientation | 9. 30-60-90 day & 1 Year Fit/Skills Assessment |
| 5. Behavioral Based "Fit" Interviews | 10. 5th Metric "People" Scorecard Data Driven Program Management System |

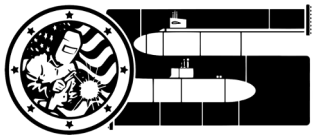




Other Pipelines



- College Departures
- Adult Education
- Temp Labor Agencies
- Recruiting Agencies (Headhunters)
- Military & Veterans
- Employment Commissions
- Recovered/Returns
- Retirees





Advanced Training for Defense Manufacturing (ATDM)

Todd Yeatts

Executive Vice President of Manufacturing Advancement,
Institute for Advanced Learning and Research
Danville, Virginia





ACCELERATED
TRAINING IN DEFENSE
MANUFACTURING



Accelerated Training in Defense Manufacturing (ATDM) is a fast track, intensive, and targeted program for training workers to the defense industrial base (DIB) skills gaps at velocity and scale.

Training takes place in Danville, VA and is facilitated through the Manufacturing Advancement division of the Institute for Advanced Learning and Research (IALR).

ATDM serves as a training provider, partnering with all flags of the Talent Pipeline Project.



ATDM: Program Overview

- *Rigorous four-month (16 week) program providing 600+ hours of training*
 - *Eight hours/day, Five days/week (working toward a three-shift model, 24/5, at full scale)*
 - *Small class sizes, hands-on learning, career-focused instruction*
- *Currently training in five program areas identified as critical skill gaps by the defense industry:*
 - *Additive Manufacturing, CNC Machining, Nondestructive Testing, QC Inspection (Metrology), Welding*
- *Curriculum is customized to meet the specific skills and needs of the naval shipbuilding and sustainment sector of the DIB*
- *Training is aligned with national, industry-recognized credentials and certifications*
- *Main objective is to reduce time-to-talent by establishing a steady and sustainable pipeline of workers for the Submarine Industrial Base/DIB*

ATDM: Industry Engagement

- **Ways to participate in the program:**
 - Send incumbent workers for upskilling
 - Send conditional pre-hires for training
 - Recruit from pool of career-seeking students

- **Opportunities for engagement:**
 - Onsite job fairs, program tours
 - Virtual interviews and recruiting
 - Share your job postings with our team (We'll notify students)

- **OUTCOMES:** Grow and develop / expand your existing workforce
- **EXPECTATIONS:** ATDM graduates have the foundational skills needed to make an immediate impact in an entry-level position. Our handoff to industry provides a reduction in time to talent, individuals that can get up to speed quickly on specific practices.

**FULL SCHOLARSHIPS
ARE AVAILABLE TO
COVER TRAINING
AND HOUSING.**

**Students receive a furnished
one-bedroom apartment while
attending the training*

Contact our team:

Karen Hardy (Assistant Director, Industry Engagement and Outreach) karen.hardy@ialr.org 434-766-6621

Justin Scarce (Industry Engagement and Outreach Coordinator) justin.scarce@ialr.org 434-766-6779

ATDM Success Stories

- A Virginia DoD National Guard Youth Challenge graduate with no prior experience, obtained five national certifications in the CNC machining program and entered an apprenticeship program with a SIB company in Hampton Roads (Oceaneering).
- TPP employers who have partnered with ATDM (sent or recruited students)
 - **Philadelphia**- Philly Shipyard, Derbyshire, Holtec, Kingsbury, PCC-York
 - **Pittsburgh**- Ellwood, IntegriTesting
 - **Hampton Roads**- Fairlead, Trident-Hampton Machine Shop, Master Machine & Tool, Oceaneering, MISTRAS, Defense Maritime Solutions
 - **New England**- D.W. Clarke, Granite State Manufacturing



Afgan Allies
Submarine Industrial Base Program (Workforce)
Erica Logan





Afghan Allies and Other Immigrant Populations

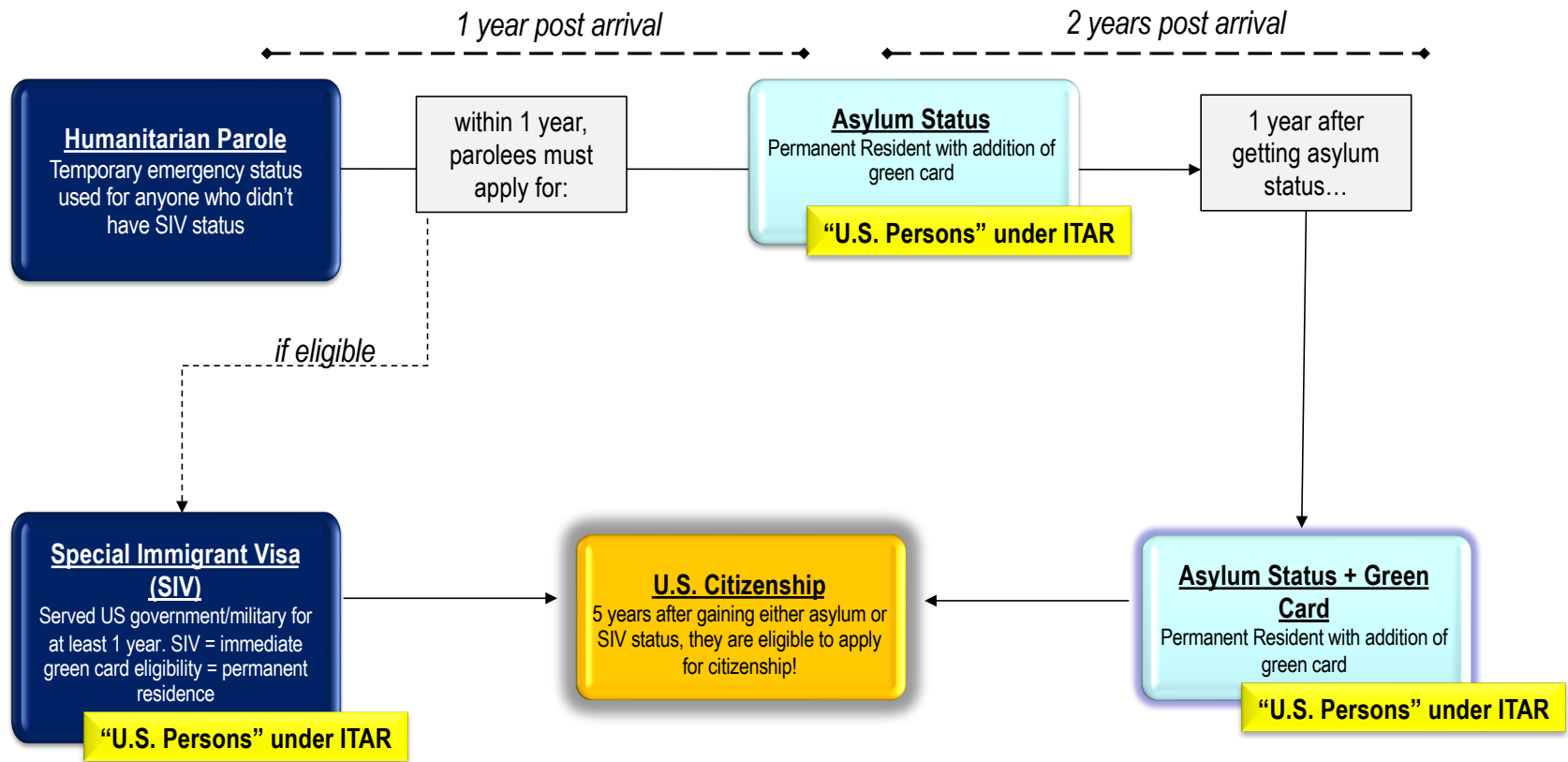


- **Over 80,000 Afghans resettled into the United States following the withdraw in 2021**
- **Afghan Allies at ATDM**
 - First cohort admitted in April 2022
 - Same classes as all other students
 - All have work authorization
 - Statuses vary
- **Working with Resettlement Organizations**
 - Local organizations
 - Can recommend and connect you with immigrants looking to build careers
 - www.acf.hhs.gov/orr
- For more information contact Miranda Shurer – Miranda.a.shurer_ctr@us.navy.mil





Afghan Resettling Paths to Citizenship



3+ years post arrival in U.S.

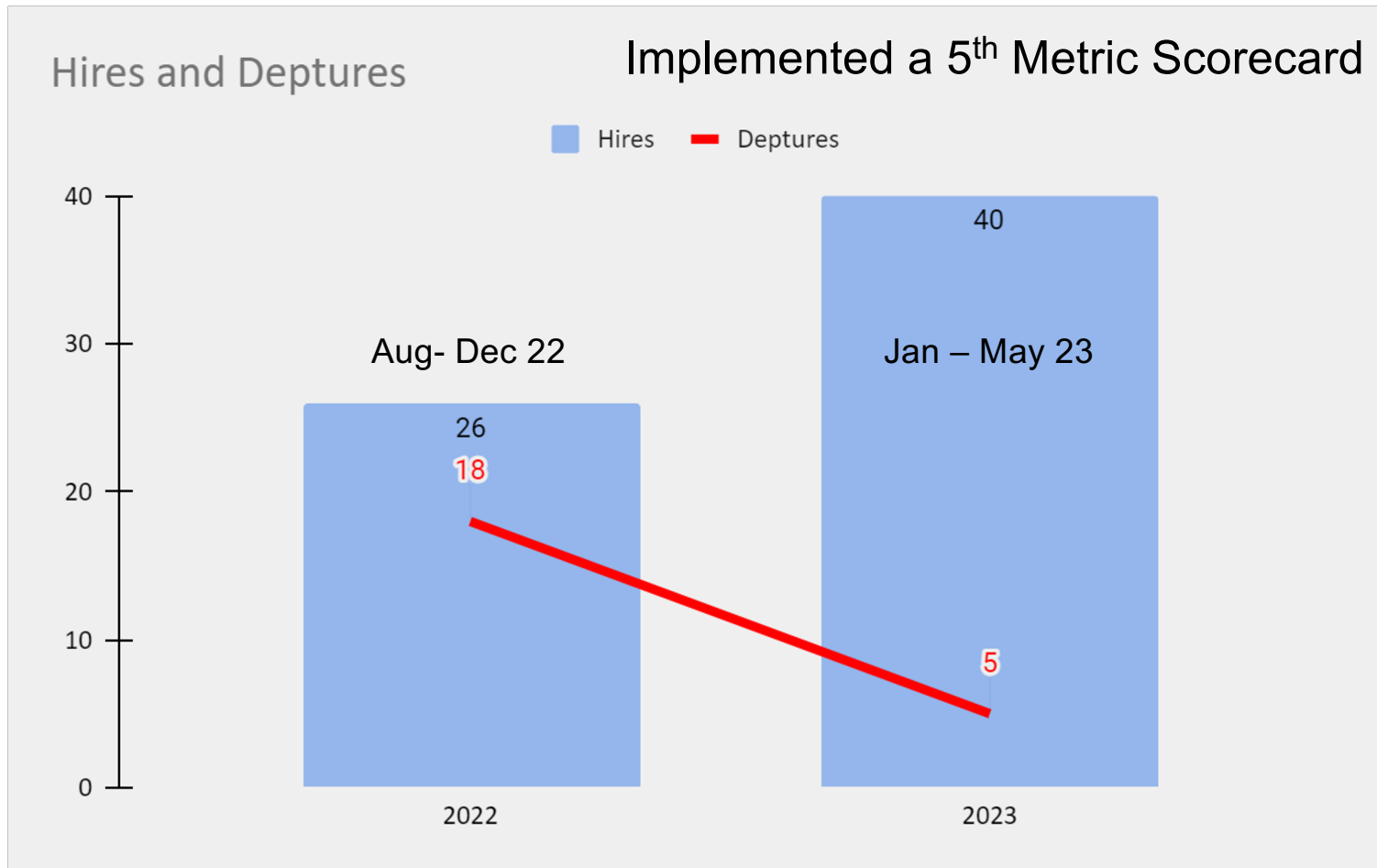




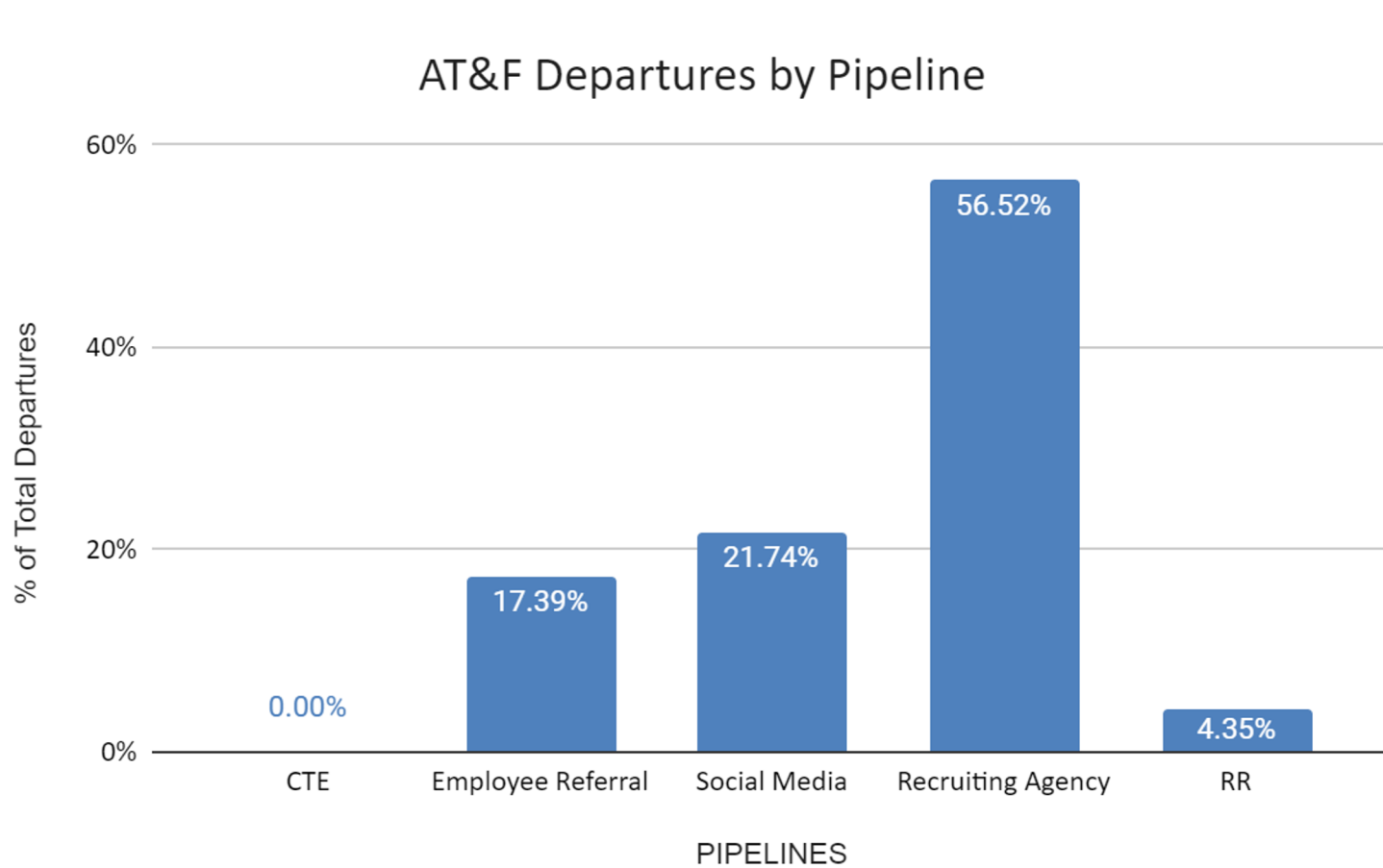
**Let's do some Analysis and
Countermeasure Development...**

Do a lot of Smart Stuff
Stop Doing Stupid Stuff

Retention

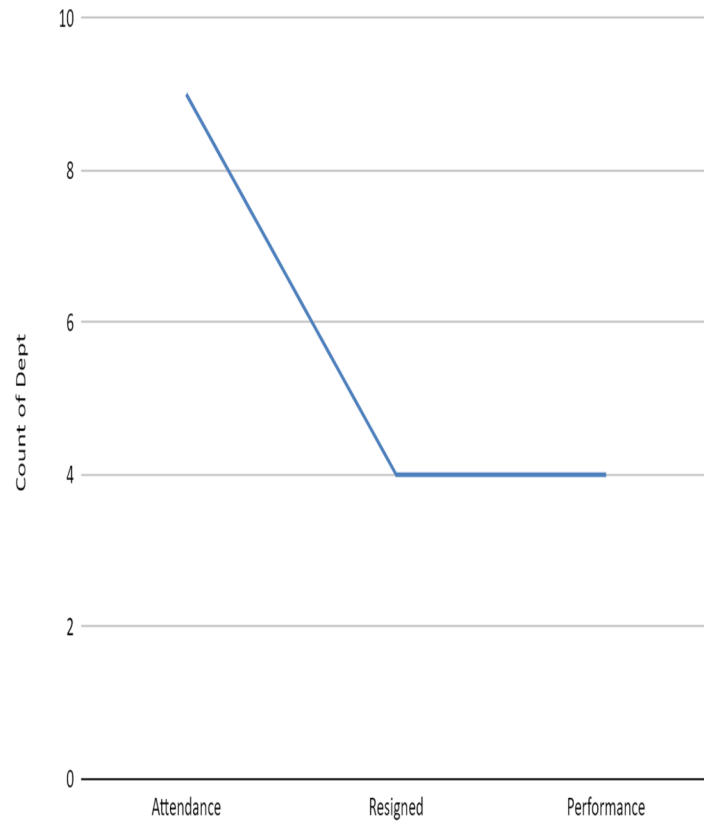


Departures by Pipeline

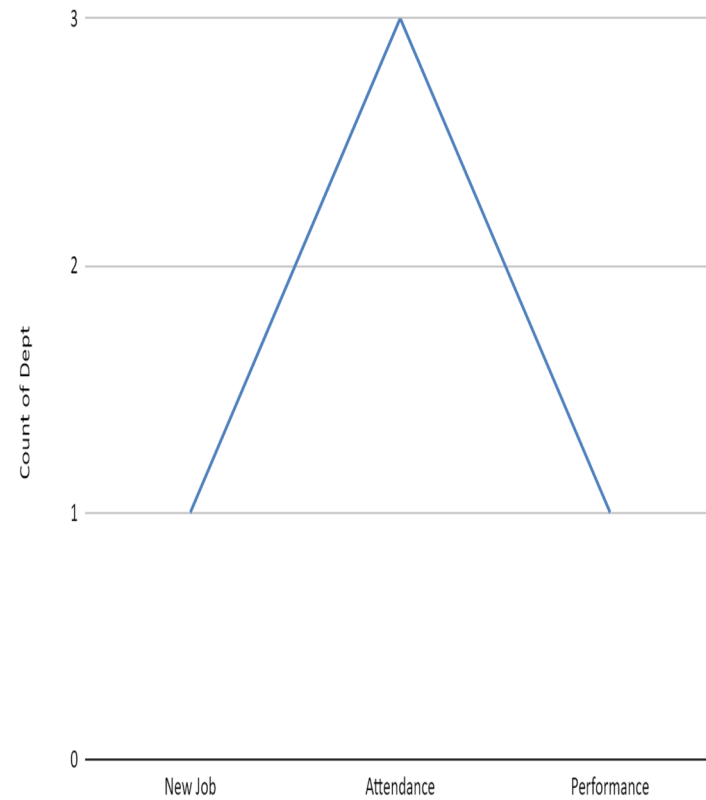


Cause of Departure

Departures Hired Aug 2022 - 1 Jan 2023



Departures Hired Post 1 Jan 2023





Why **Can't** Companies Recruit, Hire, On Board and Retain GOOD people?



Why **Can** Companies Recruit, Hire, On Board and Retain GOOD people?



Talent Pipeline Program

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

Strategic Plan

Date: June 2023





Talent Pipeline Program Flag Sustainment and Expansion Strategy



PLANNING ASSUMPTIONS:

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
6. Talent Pipeline Program model **integrity** will be retained during expansion. **TEAM** Program Management is the "Connecting Tissue" and "Secret Sauce"
7. Flag **Sustainment** is the key to long term success
8. Supplier Development Funding will support the Talent Pipeline Program over the Program Sustainment Life Cycle.





Talent Pipeline Program



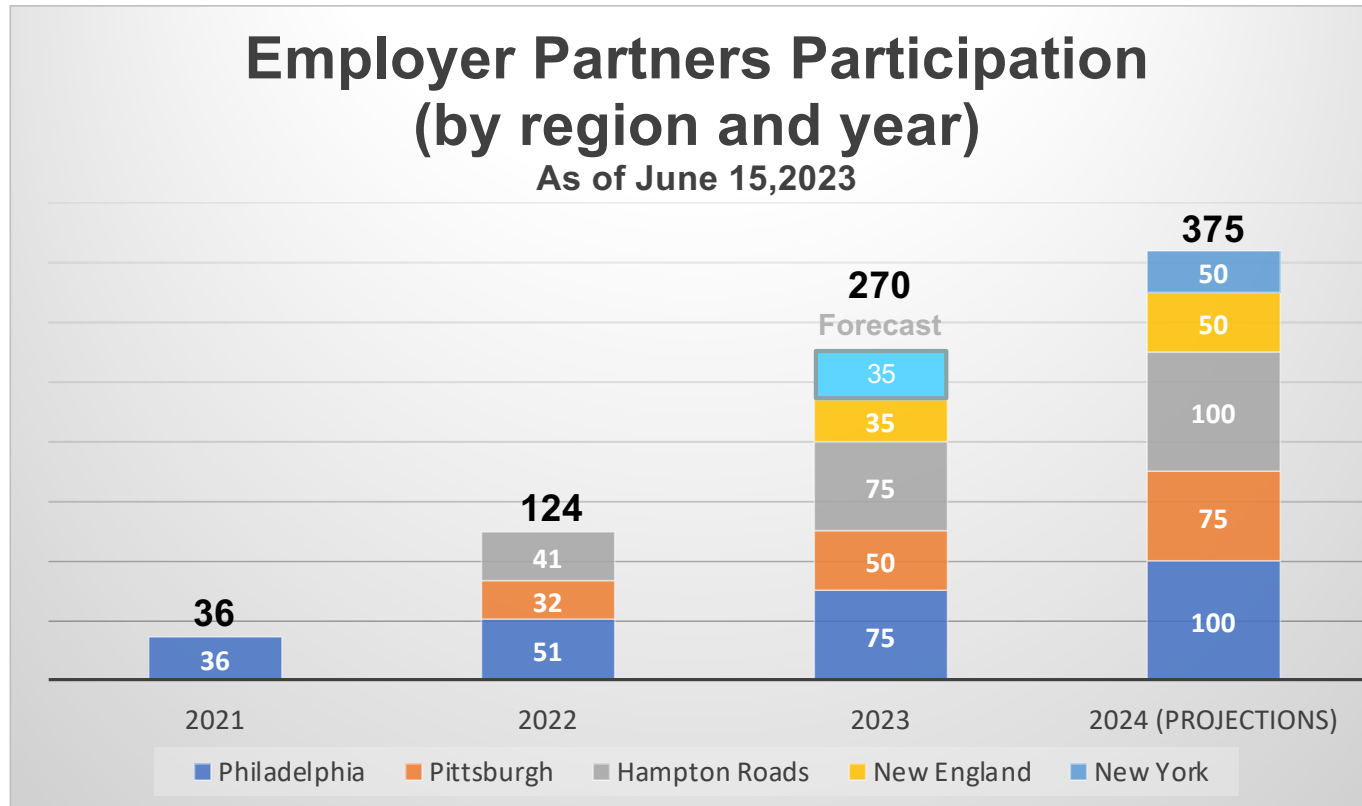


Employer Partners



Employer Partners Participation (by region and year)

As of June 15, 2023





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.





**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
your Talent Acquisition and Retention System to improve
your production capacity for the Navy!**





WE are on a Mission!

1 Relationship

1 Employer

1 Job

**1 Lifelong, Productive,
Engaged Teammate at a Time**





Keynote Speaker

CMDDCM(SS) Josh Sturgill

Command Master Chief, Naval Sea Systems Command





Closing Remarks

Teammates of the Day Awards

Next Milestone: Team Kick Off
3 OCT 2023 1300-1700

...followed by Networking Reception
Babson College Executive Conference Center





Networking Social & Teammates of the Day Awards





Because...

