



US Navy Talent Pipeline Program

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Executive Summary

Date: 16 January 2024

<https://dibtalentpipeline.com/>





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.**

*The Talent Pipeline Program supports US Navy increasing Defense Industrial Base Workforce requirements to meet the demand of future delivery of **1 Columbia** and **2 Virginia** class submarines, plus Carriers, & Surface ships annually, sustainment of in-service submarines and ships, and support for international partnerships. Requirement is an additional **10,000 Workers/Year***








2024 Talent Pipeline Program "National Reach"



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- Regional Flags 
- Enterprise+ Sites 
- Franchise Sites 

- 2021: Philadelphia
- 2022: Pittsburgh
Hampton Roads
- 2023: Boston
Long Island
- 2024: Southern California
Enterprise+





2023-2024 TPP National Roll Out Task



National TPP Support Function & Develop/Execute a National Roll Out Plan

Constraint (MUST DO): The Talent Pipeline model is **PROVEN** and model integrity will be retained during the national roll out

Objectives:

1. Sustain Current Flags (Organic Growth)

- Conduct Cross Flag Integration and Synchronization via Annual Report and Master Plan
- Develop and Implement **Network Coach** Identification, Training, and Development System (Heartbeat Leaders)
- Improve Local Partner Engagement Coordinator acquisition, leadership, and performance

2. Conduct National Roll Out

- Leveraged Expansion:
 - Organic Growth in current Flags
 - Franchises: Current High Performing Employer Partner with subordinate Plants out of region
 - Enterprises: Current High Performing Employer Partner wishing to Roll Out across entire organizations
 - Out of Region: Stand alone Employer requesting support outside of an existing Flag Region
- Use Actual Employer Demand & Data Analytics to identify, QUALIFY, select, and implement a Flag





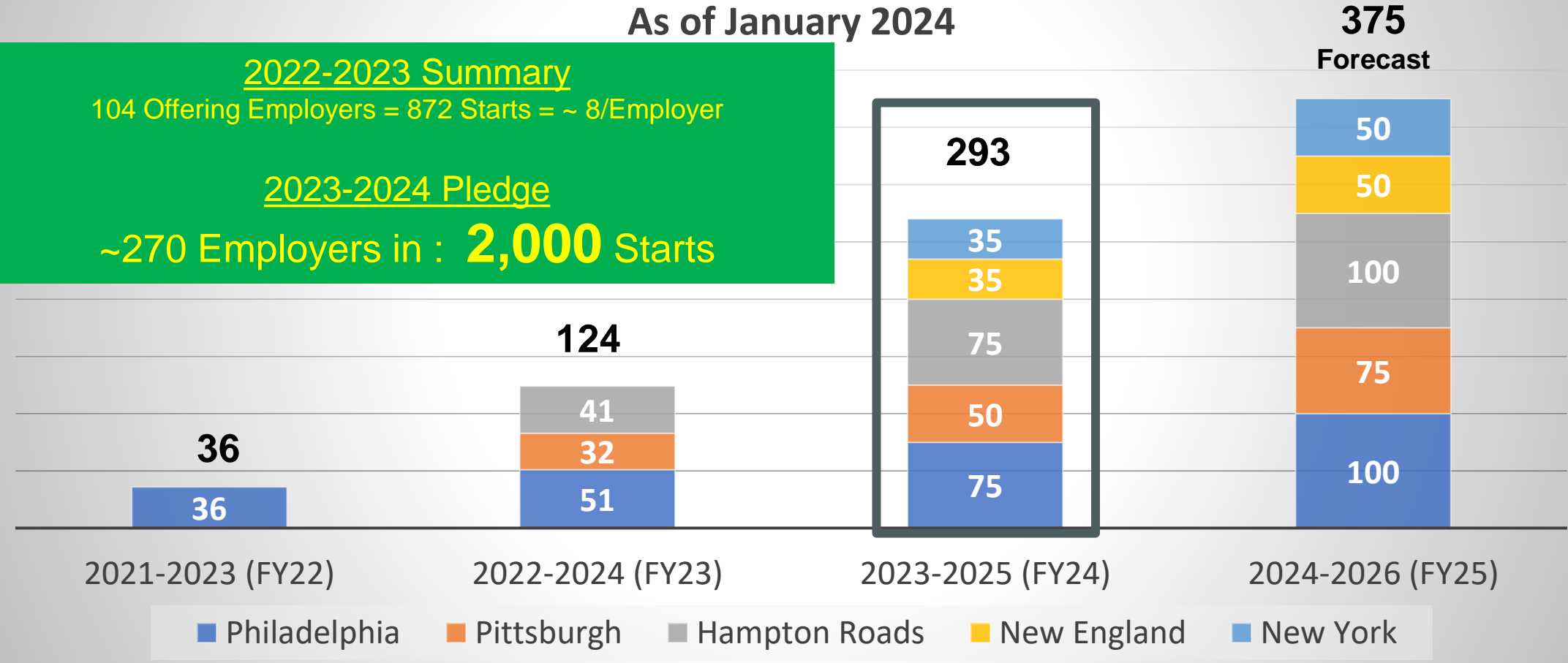
Forecasted TPP Contribution to SIB 10K Jobs/Year



Employer Partners Participation (by region and year) As of January 2024

2022-2023 Summary
104 Offering Employers = 872 Starts = ~ 8/Employer

2023-2024 Pledge
~270 Employers in : **2,000** Starts





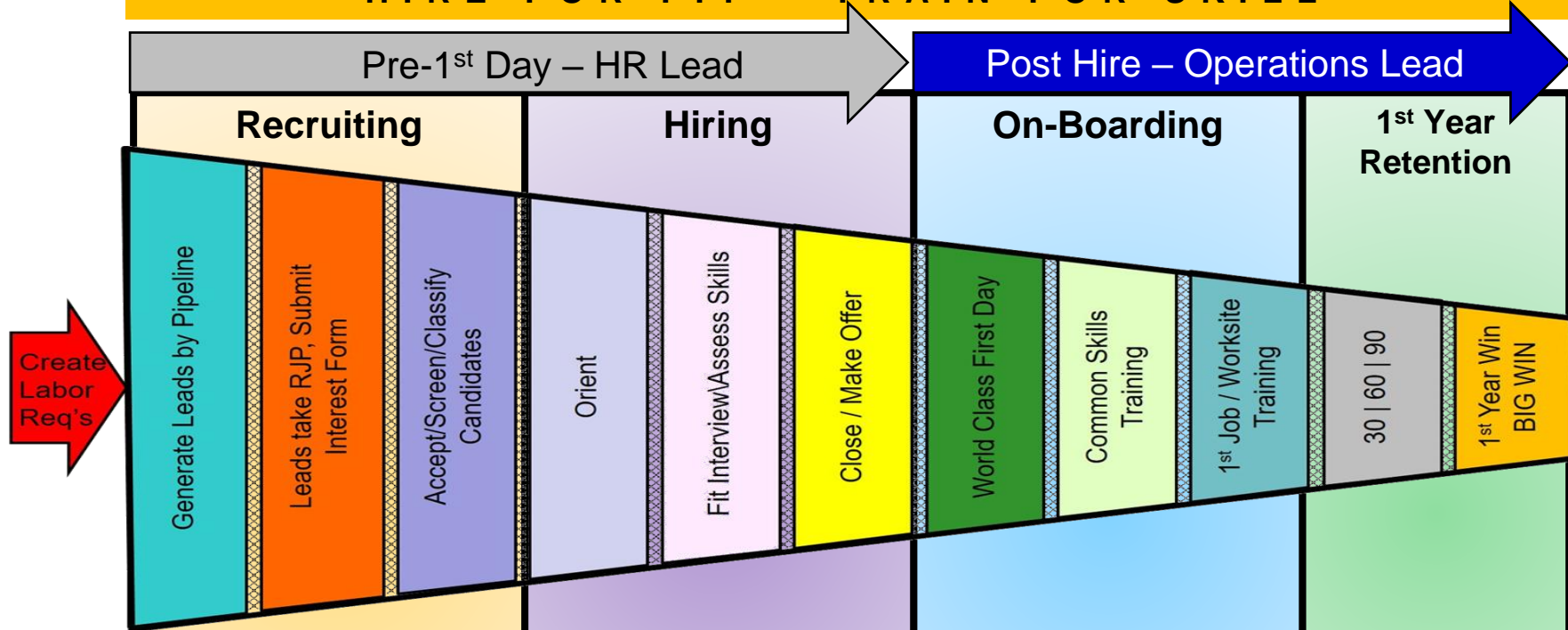
Best Practice Model

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



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 |





Talent Pipeline Employer Master Scorecard



GRAND TOTAL

Data Date: 1 July 2021 – 30 Nov 2023

Flag	# Employers	# Trained	# Started	# Retained	Retention %	# Employers with Reliable TA&R Pipeline
Philly	75	60	794	593	75%	29 (3 YRs in Program)
Pittsburgh	60	37	577	442	77%	26 (2 YRs in Program)
HR VA	80	62	598	513	85%	23 (2 YRs in Program)
Boston	37	30	154	--	--	--
Long Island	34	22	--	--	--	--
TOTAL	286	144	2123	1548	79%	78
Previous	234	144	1817	1253	73%	78





Talent Pipeline Employer Partner Master Scorecard



7/1/2022 – 6/30/2024	Employer Target / Actual	# Trained	# Demand	# Started	# Retained
RETENTION	120/124	124	1052	867	624
Philadelphia Region – Flag 1	50/51	51	240	323	240
Pittsburgh Region – Flag 2	40/41	41	330	373	257
HR Virginia Region – Flag 3	30/32	32	482	171	120

7/1/2023 – 6/30/2025	Employer Target / Actual	# Trained	# Demand	# Started	# Retained
RECRUITING & HIRING Current	270/278	211	2012	906	696
Previous	270/258	151	1010	679	--
Philadelphia Region – Flag 1	75/67	60	216	202	188
Pittsburgh Region – Flag 2	50/60	37	421	204	185
HR Virginia Region – Flag 3	75/80	62	901	346	323
Boston Region – Flag 4	35/37	30	255	154	--
Long Island Region – Flag 5	35/34	22	219	--	--

AS OF 30 NOV 23





Philadelphia Flag 1st Year Retention Data

2021 – 2023 Pilot Results





Philadelphia Flag Cohort 1 ('21-'23) Overview



- # Employers 36
- # Employers with Accepted Offers: 29
- # Accepted Offers 267
- # Starts 259
- # Starts/Retains by Pipeline:
 1. CTE : 72/49
 2. Emp Ref: 86/57
 3. Social Media: 94/57
 4. Other: 15/10

1st Year Retention Rate 63%

Employers with Reliable Year over Year Talent Pipelines 29

Best Practice Employers:
Kingsbury
Fairlead





High Performing Employer Summary



Employers with 100% Retention or 1 Departure

1. American Hydro
2. Billet Industries
3. Cleveland Cliffs
4. Curtis-Wright
5. Fairmont Automation
6. Jenkins Machine
7. Johnson Controls
8. L3 Harris
9. NAVSUP-WSS
10. NFPC
11. PRL
12. Rhoads Industries
13. Staver Hydraulics
14. York Precision
15. Kingsbury
16. Lehigh Heavy Forge
17. Philly Ship Repair
18. QED Systems

Why?...and Share with Others

Employers with > 1 Departure

Is your TA&R Process Data Normal or Abnormal variation?

1. Are you capturing the data?
2. Is your TA&R performance within Normal or Abnormal variation?
3. Are you performing “root cause” analysis if Abnormal?
4. Have you implemented a counter-measure?
5. Is your system variation improving?





Employer Qualifying Criteria



1. Do you agree with and support the Talent Pipeline Program Mission?
2. Are you a Small or Medium Sized Employer under 1,000 people?
3. Do you have a Hiring Demand 12-24 months into the future?
4. Are Entry Level New Hires part of your Talent Acquisition and Retention Pipeline Strategy?
5. Do you offer Full Time Employment with benefits?
6. Do you accept responsibility to ensure the New Hires are productive and trained to meet your specific job requirements?
7. Will you be trained in the Talent Acquisition and Retention on the Best Practice Model?
8. Are you willing to substantively and actively change your internal Talent Acquisition and Retention system if it is not producing the outcome you require?
9. Will you participate in local Network sessions to share and learn with others?
10. Will you provide the Talent Pipeline Program your Talent Acquisition & Retention performance data?





Training Provider Program Qualifying Criteria



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





Facilitator Qualifying Criteria



1. Do you agree with and support the Talent Pipeline Program Mission?
2. Will you identify and advocate to your constituent employers to partner in the Talent Pipeline Program?
3. Will you allow for Talent Pipeline Program access during your normal communications and events to share and communicate?

National Facilitators

Associations: Submarine Industrial Base Council, Aircraft Carrier Industrial Base Council, Marine Machining Association, Shipbuilders Council of America, Naval Submarine League, American Society of Naval Engineers, AAMP

Prime Contractors: General Dynamics-Electric Boat, Newport News Shipbuilding

Government: Workforce Development Boards, Federal, State and Local Governmental Agencies





Partner Support Services



- **New Partner (Employer, Training Provider, Facilitator) Identification, Recruiting, & Assessment**
- **Talent Acquisition & Retention Best Practice Model Training Workshops**
- **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**
- **Local Partner Network “Sharing and Learning” events**
- **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**

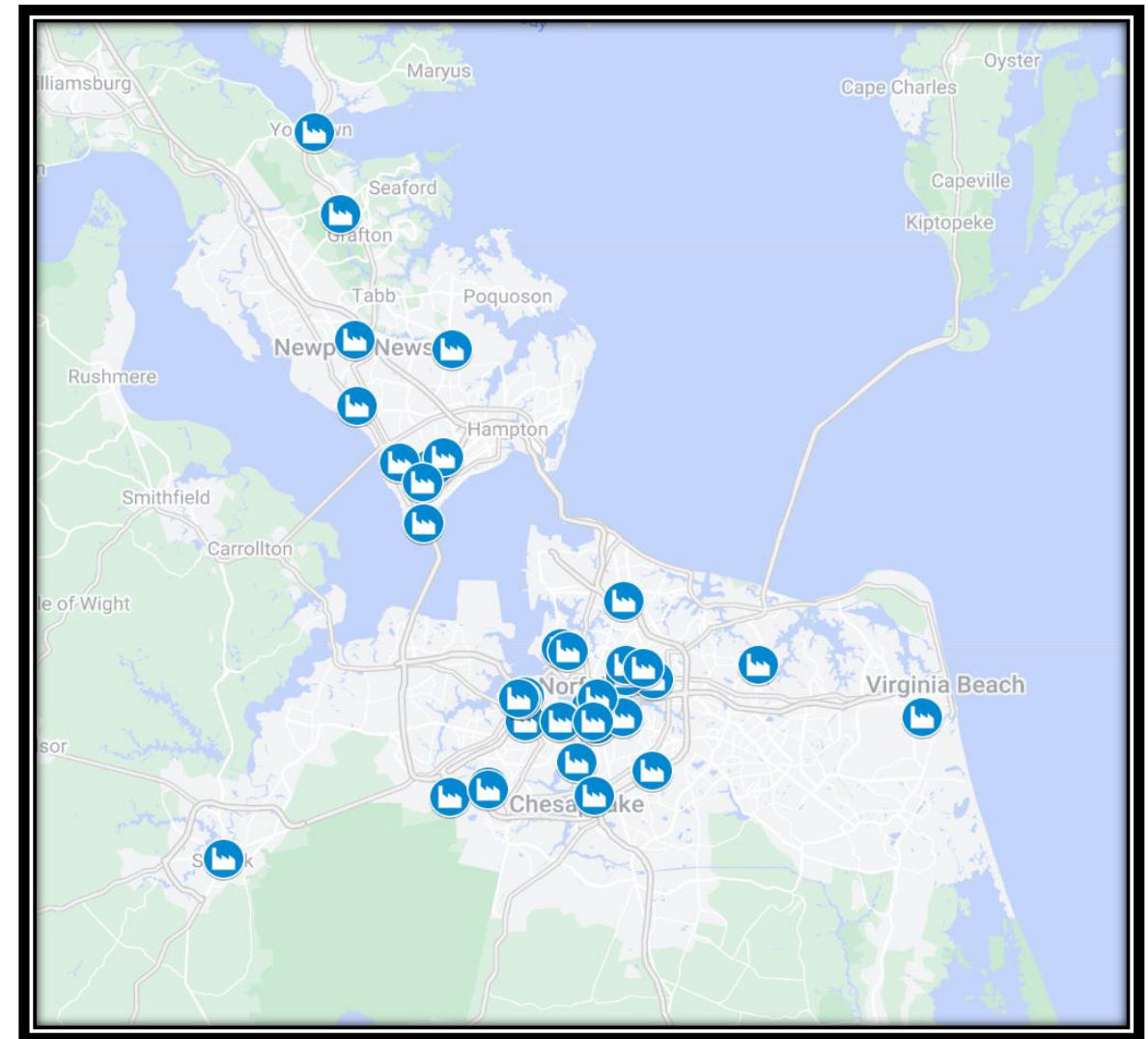




Partner Network Concept

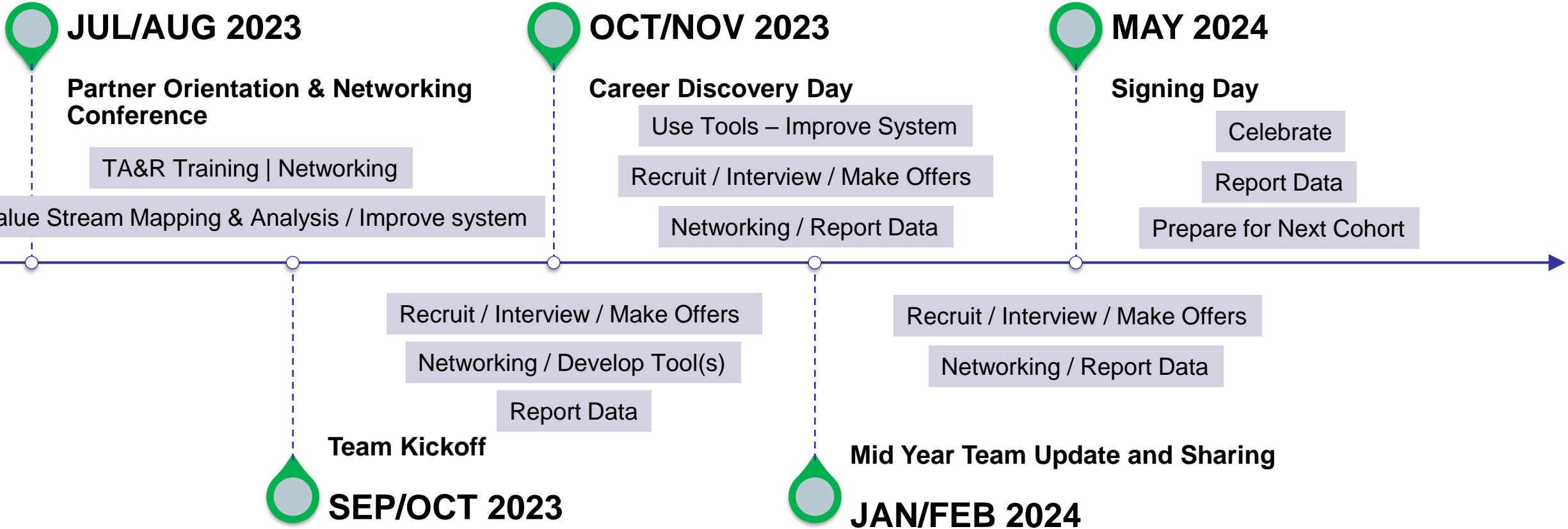


- **Networks will be comprised of 10 - 20 Employers**
 - Geographically or join any network you choose
- **Each network will have...**
 - Network Employer Lead
 - Dedicated Network Coach
- **Networks meet 2X Fall and Spring to share best practices, discuss challenges, learn from each other**
- **Training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





Flag Milestone Events (2023 – 2024)





2023-2024 Major Events



**Philadelphia Flag
2021**

**Pittsburgh Flag
2022**

**Hampton Roads Flag
2022**

**Boston Flag
2023**

**Long Island Flag
2023**

Mr. Matt Sermon
PO: 11 JULY 23
KO: 19 SEP 23
CD/PMFG: 25 OCT 23
MY: 18 JAN 24
SD: 23 MAY 24

CMDCM(SS) Jeff Hiscocks
PO: 9 AUG 23
KO: 26 SEP 23
CD/PMFG: 17 NOV 23
MY: 25 JAN 24
SD: 14 MAY 24

Ms. Lisa Radocha
PO: 13 JULY 23
KO: 21 SEP 23
CD/PMFG: 1 NOV 23
MY: 6 FEB 24
SD: 7 MAY 24

Ms. Meganne Atkins
DS: 26 APR 23
PO: 2 AUG 23
KO: 3 OCT 23
CD/PMFG: NA
MY: 1 FEB 24
SD: 30 MAY 24

Ms. Stefanie Link
PO/KO: 12 OCT 23
CD/PMFG: NA
MY: 5 MAR 2024
SD: 21 MAY 2024



**Southern California
2024**

TBD _____
DSRT: 26 APR 24
PO: TBD
KO: TBD
CD/PMFG: TBD
MY: TBD
SD: TBD



**Enterprise +
2024**

TBD _____
DSRT: TBD
PO: TBD
KO: TBD
CD/PMFG: TBD
MY: TBD
SD: TBD

DSRT: Demand Signal Round Table (Year 1 Only)
PO: Partner Orientation & Networking Conference
KO: Team Kick Off
CD/PMFG: Career Discovery/Project MFG Welding Competition
MY: Mid-Year Networking and Team Update
SD: Signing Day





**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**





Next Steps



- Does the Talent Pipeline Program (TPP) make sense?
- Is the TPP a Good or Bad Idea?
- Do you want to become a Partner?



If Yes...

- Schedule a Virtual or On-Site New Partner Orientation
- jbarto@tmgva.com 757-218-8444 or dodonnell@tmgva.com 540-270-5772
- Attend the Next Event in your Region





Employer Size Matters



Small

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

Medium

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

Large

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

Enterprise

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





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

PLANNING ASSUMPTIONS:

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





FY21-26 Strategic Plan



	FY21 (Funded)		FY22 (Funded)		FY23 (Funded) Actual: 872 Starts		FY24 (Funded) Goal: 2,000 Starts		FY25 (In Budgeting) Goal: 3,500 Starts		FY26 (In Budgeting) Goal: TBD	
	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
Flag 1 PA Philly	Planning & Preparation		Recruiting & Hiring		Retention & Expansion		Sustainment					
Flag 2 PA Pittsburgh			Planning & Preparation		Recruiting & Hiring		Retention & Expansion		Sustainment			
Flag 3 VA Hampton Roads			Planning & Preparation		Recruiting & Hiring		Retention & Expansion		Sustainment			
Flag 4 NE Boston					Planning & Preparation		Recruiting & Hiring		Retention & Expansion		Sustainment	
Flag 5 New York Long Island						Planning & Preparation	Recruiting & Hiring		Recruiting & Hiring		Sustainment	
Flag 6 SOCAL							Planning & Preparation		Recruiting & Hiring		Retention & Expansion	
Flag 7 Enterprise+							Out of Region Flag & Future Flag Qualification					
Flag 8 TBD									Planning & Preparation		Recruiting & Hiring	

