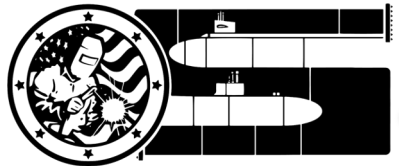




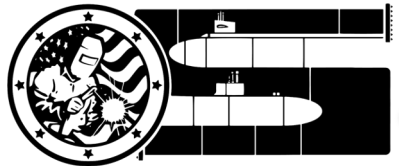
WELCOME

Partner Orientation & Networking Conference





2023-2024 Operating Plan





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





Mission

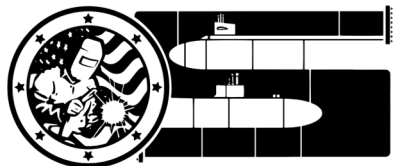
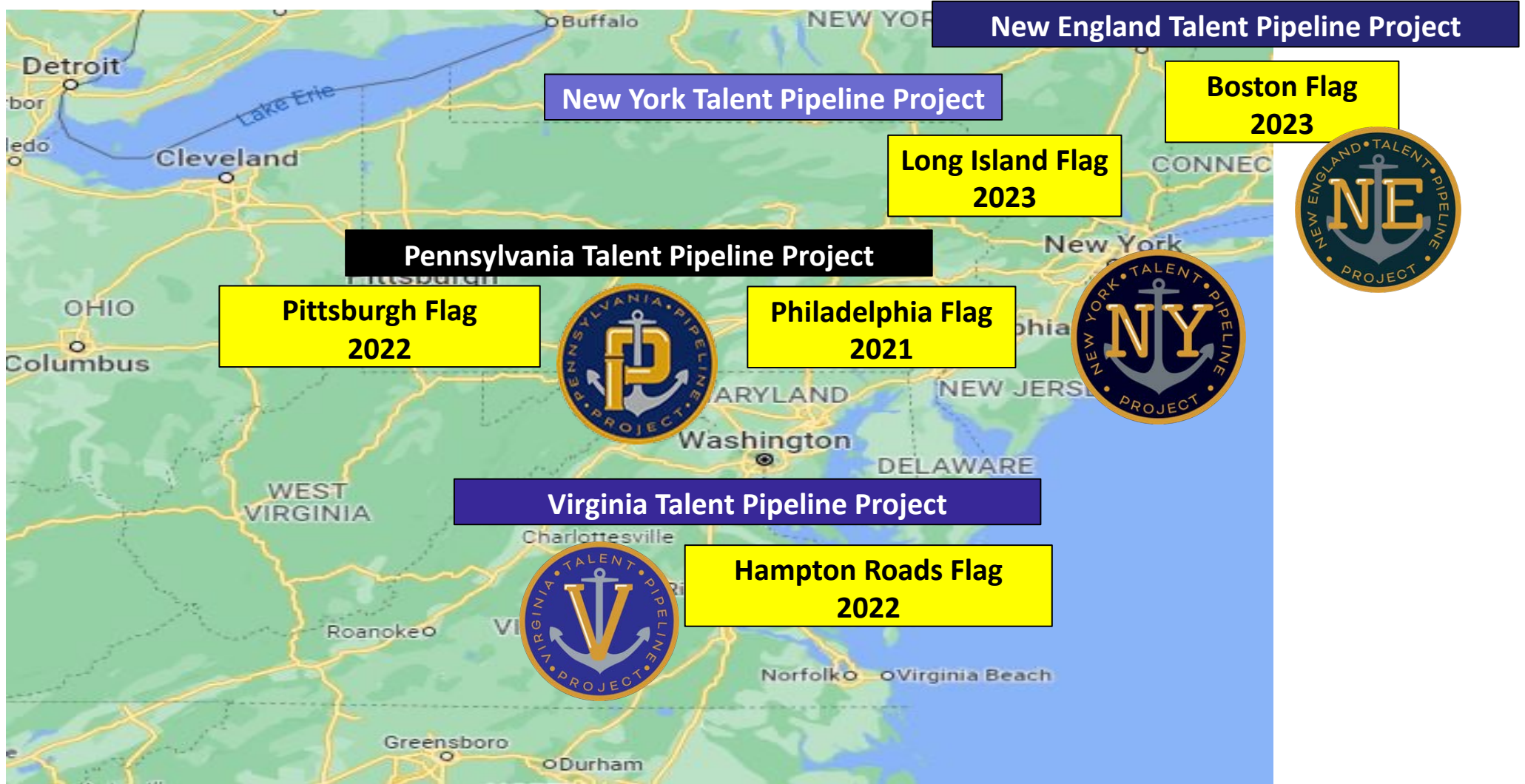


The Talent Pipeline Program TEAM will energize and engage the American economy by creating and sustaining a maritime and defense industrial base focused talent pipeline that enables **EMPLOYERS to re-capitalize their workforce through recruiting, hiring, training, and retaining skilled workforce members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





Talent Pipeline Program

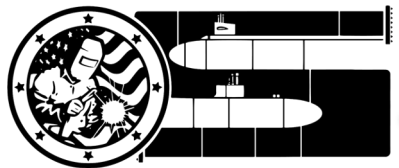
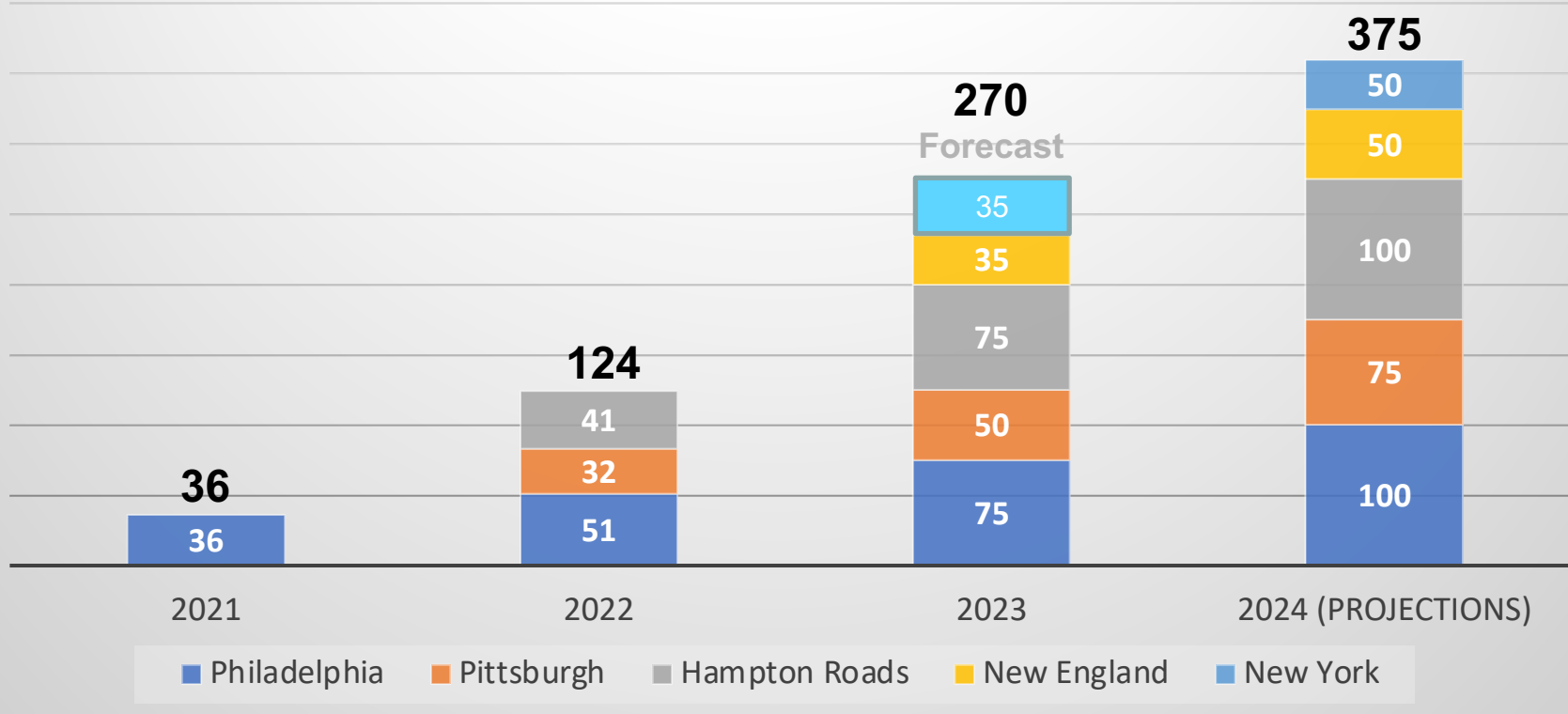




Employer Partners



Employer Partners Participation (by region and year) As of June 15, 2023

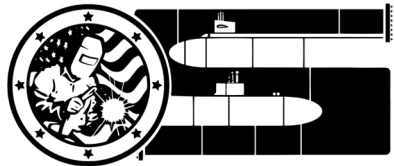




Partner Support Services



- **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**





Pittsburgh Flag Cohort 2 (2023 – 2025)



9 AUG 2023

Partner Orientation & Networking
Conference - Cranberry, PA

TA&R Training | Networking

VSMA / Improve system



17 NOV 2023

Career Discovery Day
Pittsburgh Technical College

Use Tools – Improve System

Report Data



14 MAY 2024

Signing Day
Carnegie Science Center

Report Data



26 SEP 2023

Team Kickoff
Cranberry, PA

Recruit/Interview/Make Offers

Develop Tool(s)



25 JAN 2024

Mid Year Team Update and Sharing
Cranberry, PA

Cohort 3 Planning/Demand

Report Data

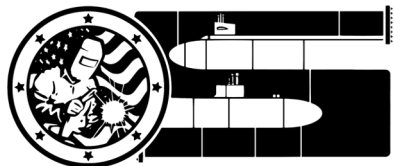




Partner Network Concept



- **Networks will be comprised of 10 to 20 employers**
 - Geographically or join any network you choose
 - Networks to be locked in by 9/26 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**
 - First meeting before 26 SEP Kickoff
- **Training Providers will 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





Pittsburgh Flag Network 1

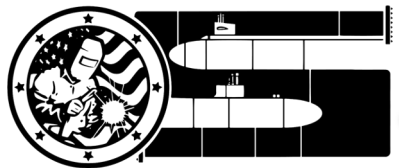


Coach: Ken Pettit

1. Sphere Brake Defense
2. Hunt Valve
3. Erie Forge and steel
4. AT&F CO
5. AT&F Orrville
6. Integritesting
7. Merit Industries
8. Parker Hannifin
9. Tripro
10. Accutrex *NEW*
11. US Bronze Foundry & Machine *NEW*
12. Fives *NEW*
13. MICON *NEW*

Potential Adds

1. SIFCO
2. RIMECO
3. CCP





Pittsburgh Flag Network 2

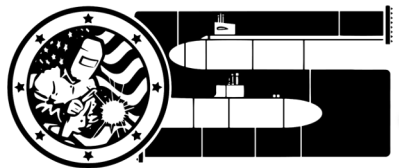


Coach: Noel Jordan

1. Holtec Pittsburgh
2. Holtec Orrvilon
3. Global SFC
4. GE Power Conversion
5. Schroeder Industries
6. CP Industries
7. Nord-Lock/Superbolt
8. IMI PBM
9. Powerex *NEW*
10. KTA-Tator *NEW*
11. Concurrent Technologies Corp *NEW*

Potential Adds

1. GECKO
2. Calgon-Carbon
3. Dynamic Manufacturing
4. Bechtel





Pittsburgh Flag Network 3



Coach: Kim Weingartner

1. Ellwood City Forge
2. Ellwood Quality Steel
3. Ellwood National Forge
4. North American Forgemasters
5. Flowline
6. D'Angelo Technologies
7. Precision Profiles
8. O'Neal Manufacturing Services
9. Specialty Nameplate *NEW*
10. Ellwood Crankshaft & Machine *NEW*
11. Ellwood National Crankshaft & Machine *NEW*

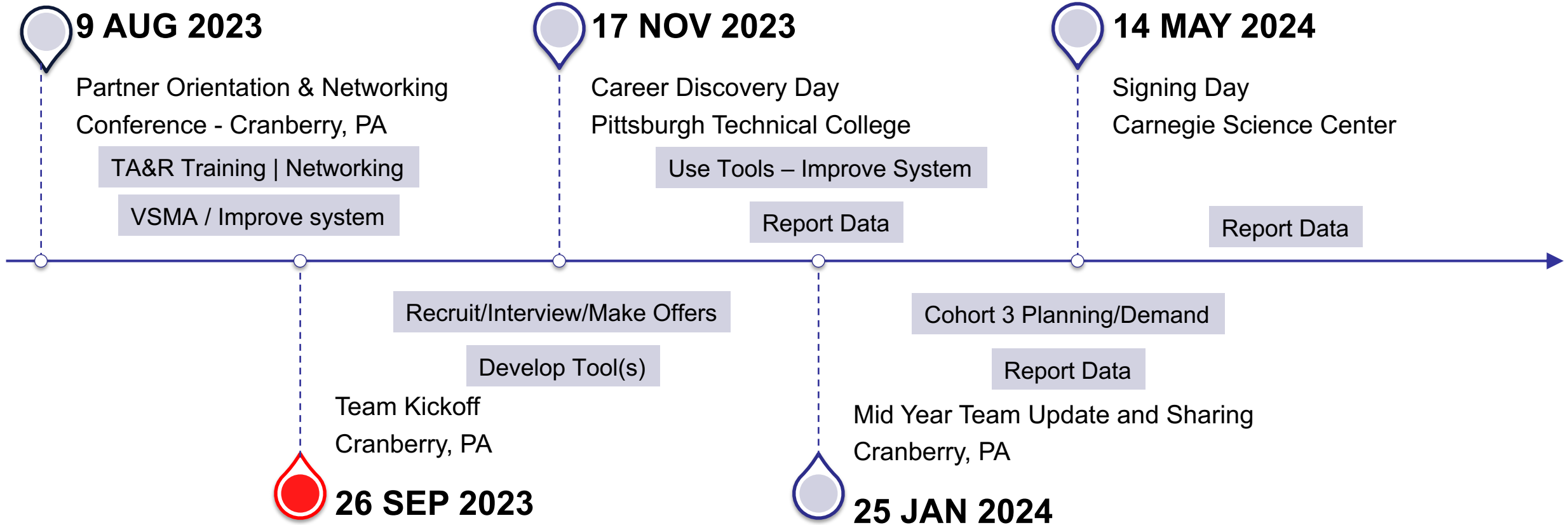
Potential Adds

1. Ellwood Engineered Castings
2. Ellwood Aluminum
3. Western Pennsylvania Steel Fabrication (WPSF)
4. D&E Machining
5. MATRIC





Pittsburgh Flag Cohort 2 (2023 – 2025)





Kickoff – 26 SEP 2023



EMPLOYERS

- **Company overview**
- **Demand for talent (target number)**
- **Pipelines targeting**
- **Tool desiring improvement**
- **How you will measure success, your “Why” being involved in the program.**

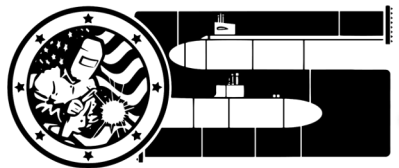
PIPELINE PROVIDERS

- **Dates for Fall Open House events.**





Play Book & Networking Passports

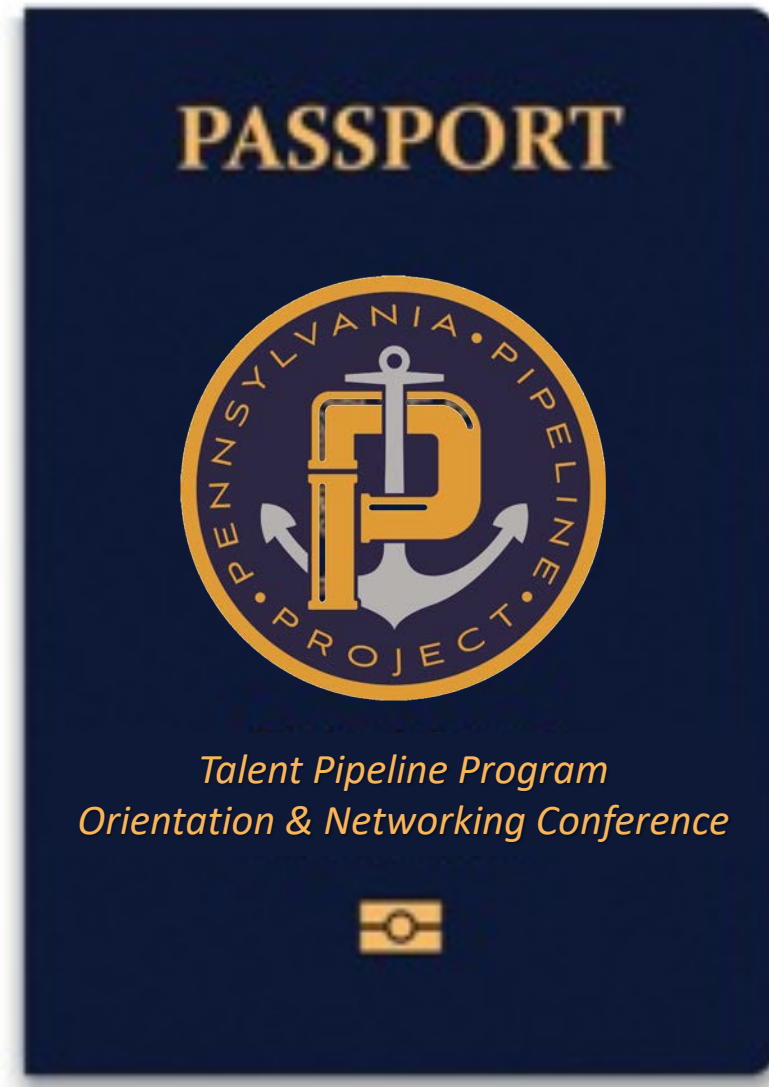


Playbook

- Contact information
- Senior Leader Expectations
- Partnering Form (link)
- Assess your TA&R system
- Networking Passport
- Concept of Operations
- Appendix A: TA&R Tools
- Appendix B: Talent Pipelines
- Appendix C: Partner Contact List
- Program Events
- Bring with you to Networking Events and Milestone Events
- Add your notes and other information to improve your TA&R System
- Reference to learn more about the program and support you may want to receive

Networking Passports

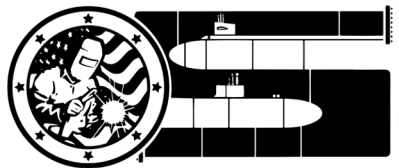
- Tab in your Playbook
- “Know” and “Met” columns
- Build / Strengthen your network of Cohort Partners
- Turn-in your Passport at the end of the afternoon networking break





Submarine Industrial Base

Submarine Industrial Base Program (Workforce) Support to Employers



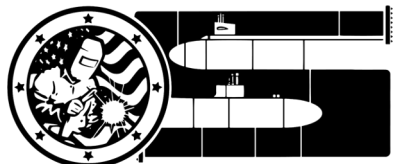


Submarine Industrial Base: A Security Imperative



“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!

ATDM® | ACCELERATED TRAINING IN DEFENSE MANUFACTURING

newsday.com
\$2.50 LI EDITION
Friday
April 28, 2023

Newsday SPORTS FINAL
YOUR EYE ON LI HI 55° LO 48° FEW SHOWERS

TOP STORIES

NAVY TO PAY SCCC TUITION TO BOOST SUBMARINE PROGRAMS

FIRST IN NEWSDAY

BY KEN SCHACHTER
kenschet.schachter@newsday.com



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

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

"There's a synergy with aerospace companies," said Shyunko-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.

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

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

programs typically can be completed in a semester or less. Once in the workforce, salaries for certified welders typically start at about \$73,000, while those for computer numerical control machine operators begin at \$60,000, according to SCCC. Anne D. Shyunko-Moore, owner and chief executive of



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
(215) 875-8817 • Alex.Dinh@phillyshipyard.com





Regional Workforce Project Leads



Erica Logan

Deputy Director, Workforce

(202) 271-8564

erica.h.logan.civ@us.navy.mil

Heather Hopkins

New England

(603) 834-5485

heather.hopkins@serco-na.com

Andy Kimsey

Veteran Initiatives

(910) 723-7955

andy.kimsey@serco-na.com

Chris Medford

Pennsylvania

(516) 717-5818

christopher.medford@spa.com

Miranda Shurer

Great Lakes

(703) 399-7367

miranda.a.shurer.ctr@us.navy.mil

Pauline Sumner

New York

(540) 645-1337

pauline.sumner@spa.com





DEMAND DRIVEN TA&R SYSTEM



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

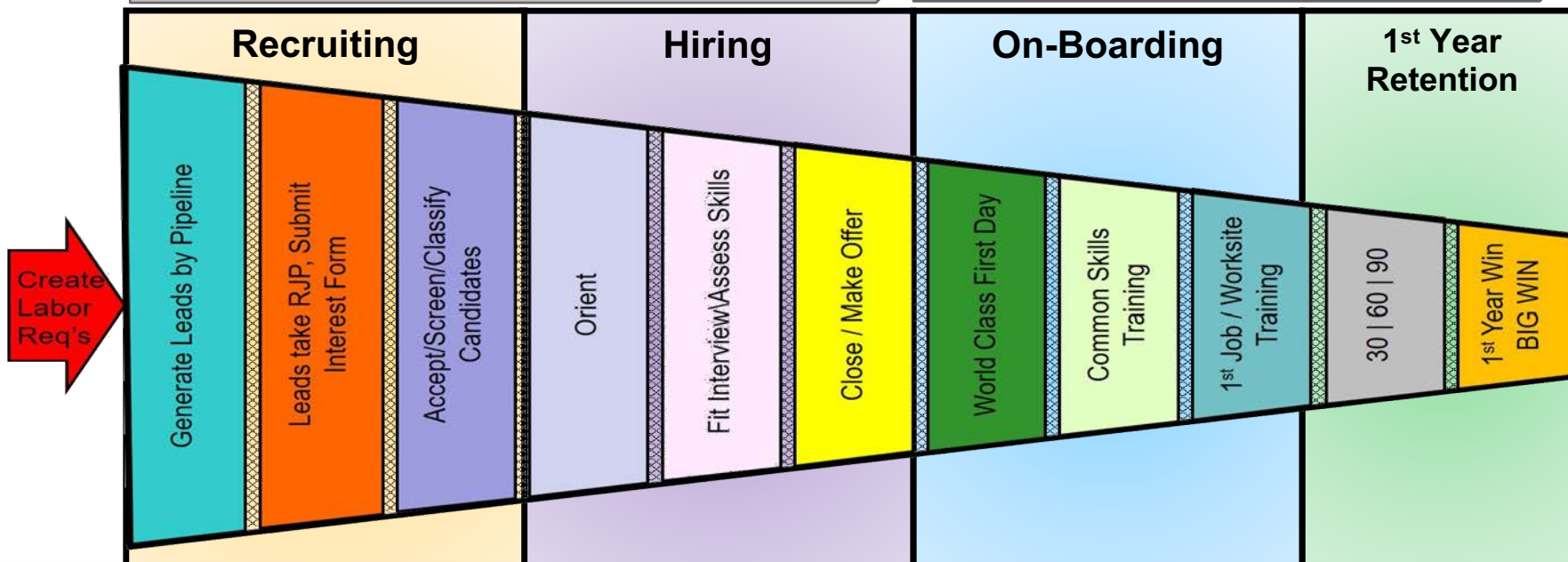
Best Practice Model

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		Tools	
<ol style="list-style-type: none"> 1. CTE Programs (HS & CC) 2. Employee Referral Program 3. ATDM 4. Adult Education 5. Temp Agencies 6. Social Media 	<ol style="list-style-type: none"> 7. Recruiting Agencies 8. Military & Veterans 9. Employment Commissions 10. College Departures 11. Recovered/Returns 12. Retiree's 	<ol style="list-style-type: none"> 1. TA&R Value Stream Mapping and Performance Improvement Plan Development 2. Realistic Job Preview & Candidate Tracking System 3. Recruiting Training 4. Recruiting & Offer Day/New Hire Orientation 5. Behavioral Based "Fit" Interviews 	<ol style="list-style-type: none"> 6. World Class First Day 7. Common Skills Training 8. Leader New Hire Retention Training 9. 30-60-90 day & 1 Year Fit/Skills Assessment 10. 5th Metric "People" Scorecard Data Driven Program Management System

TA&R System: Input - Outputs

1. Recruiting

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

2. Hiring

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

3. On-Boarding

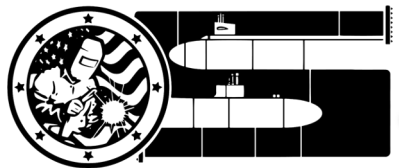
- Input: Accepted Offers
- Output: **New Hire is Assigned to 1st Leader**

4. 1st Year Retention

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



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

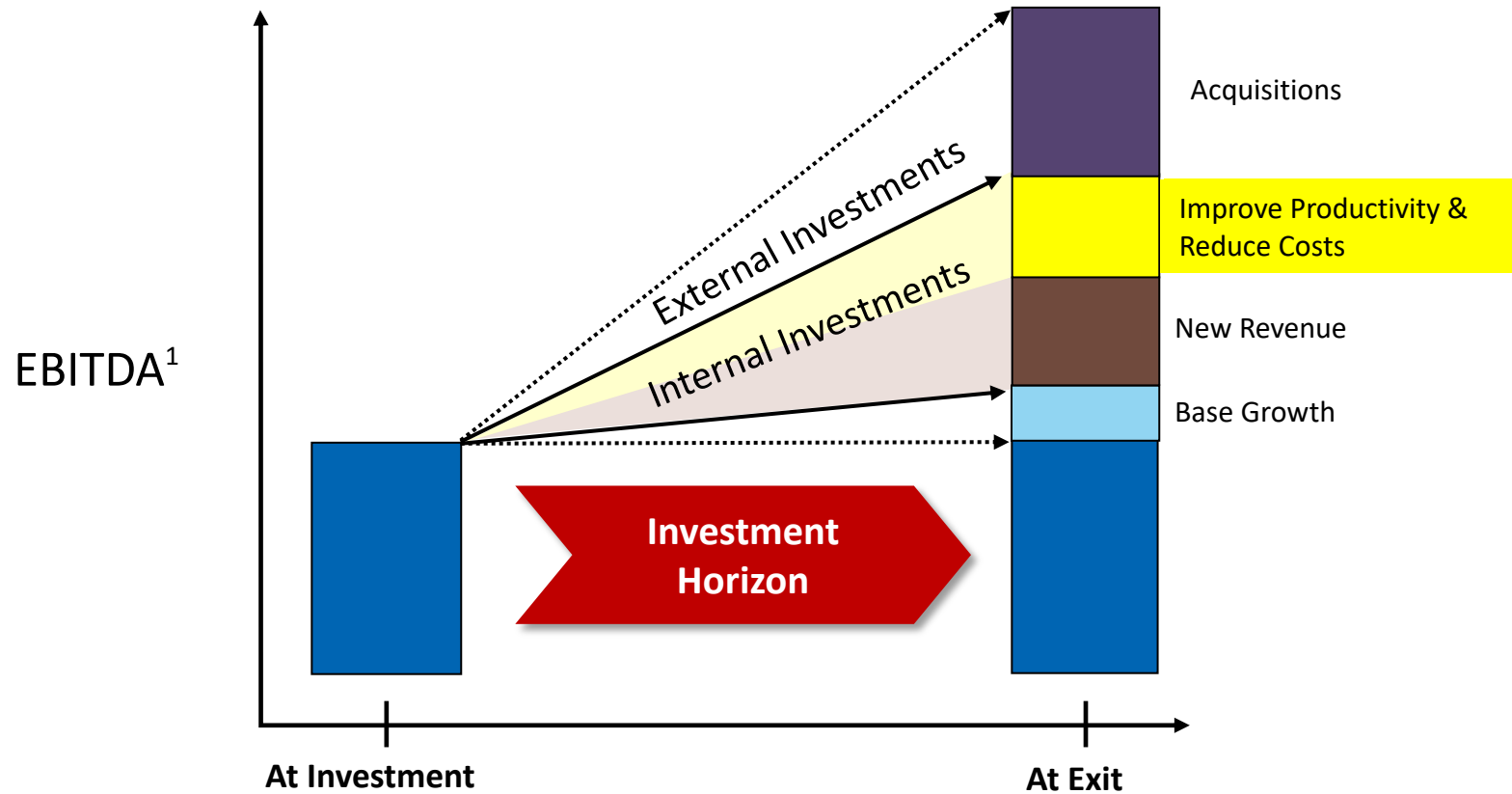


TMG Team



Approaches to Creating Equity Value

- Increase Multiple
- Grow Earnings

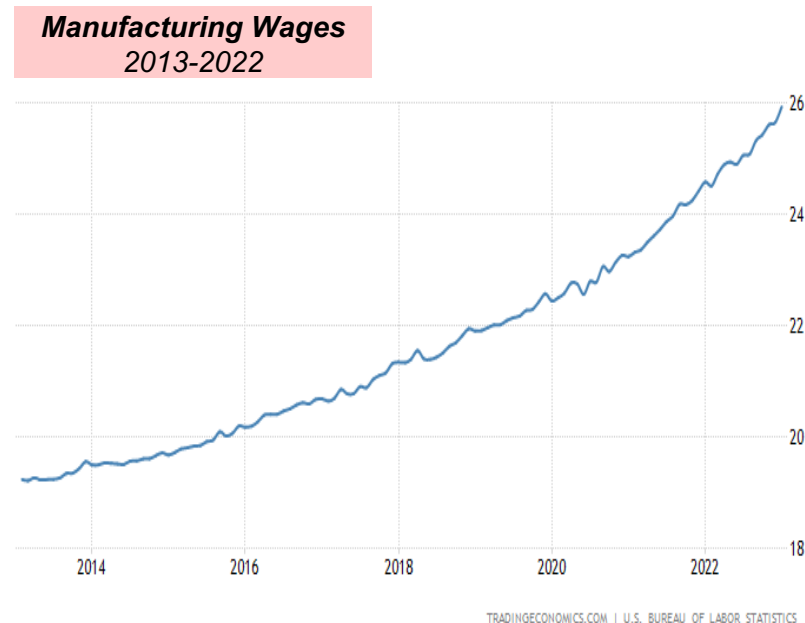
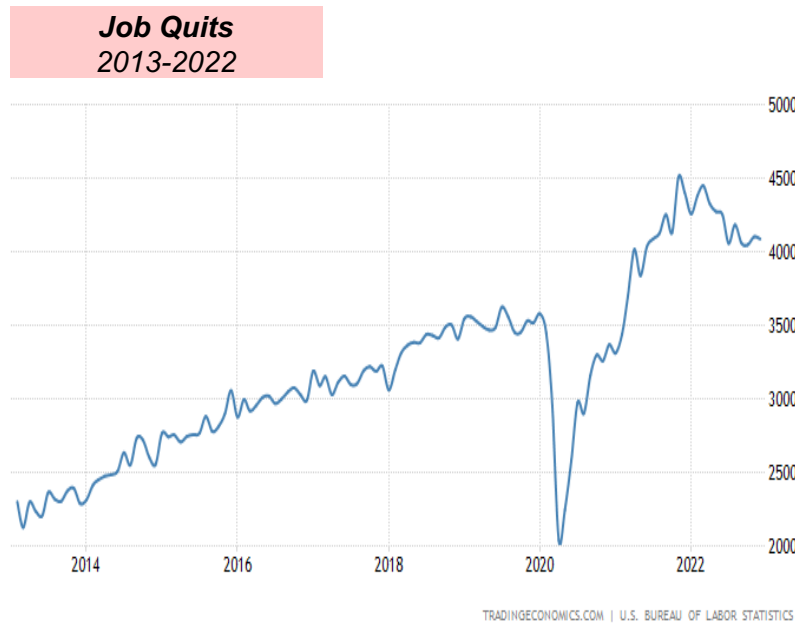


¹Earnings Before Interest, Taxes, Depreciation, and Amortization

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



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

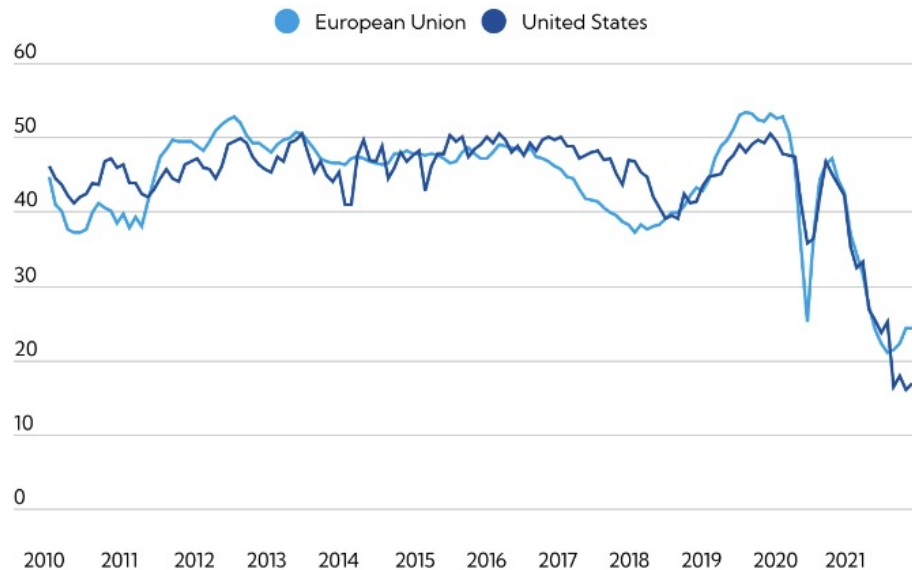
Source: U.S. Bureau of Labor Statistics

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

Volatile Input Costs

Hot Rolled Coiled Steel Prices 2010-2024



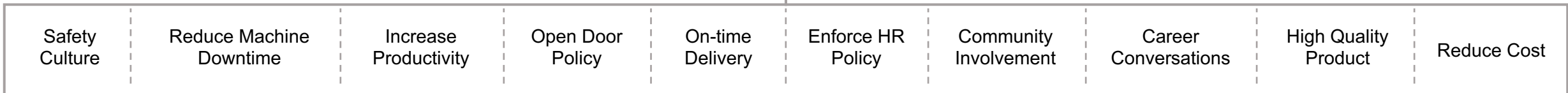
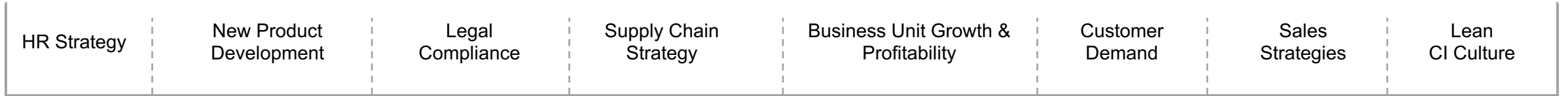
Source: U.S. Census

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?



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?



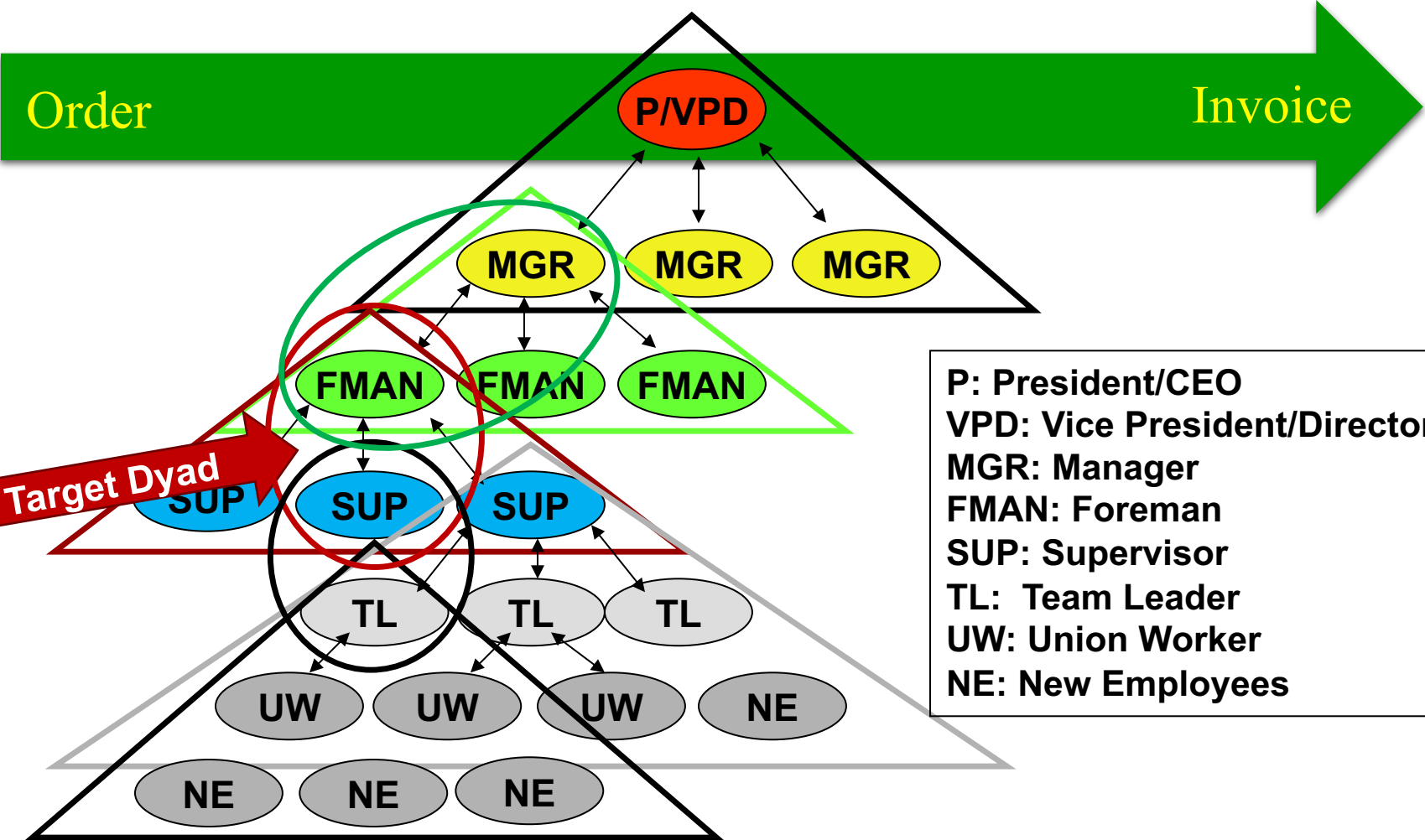
What Right Looks Like!



Trust



Organizational Scheme



P: President/CEO
VPD: Vice President/Director
MGR: Manager
FMAN: Foreman
SUP: Supervisor
TL: Team Leader
UW: Union Worker
NE: New Employees

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...

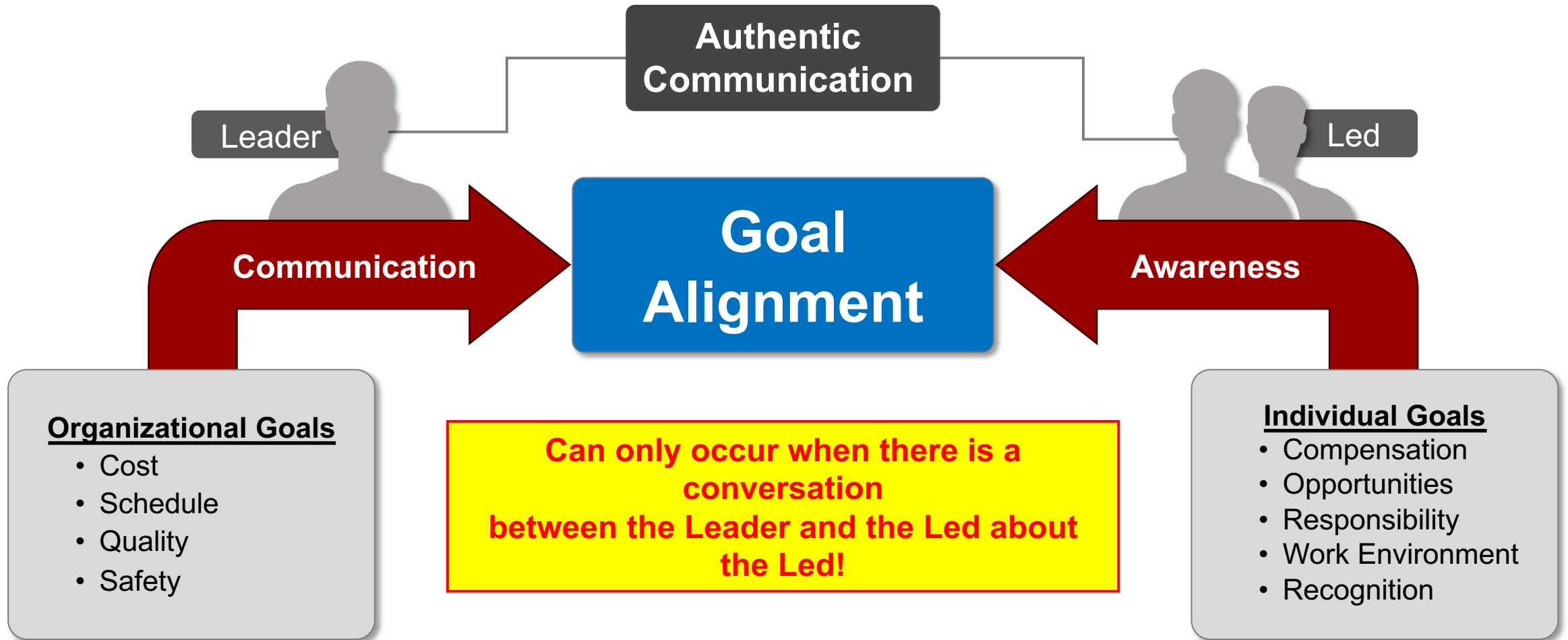
1. Leaders Managing Personal Relationships

- 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

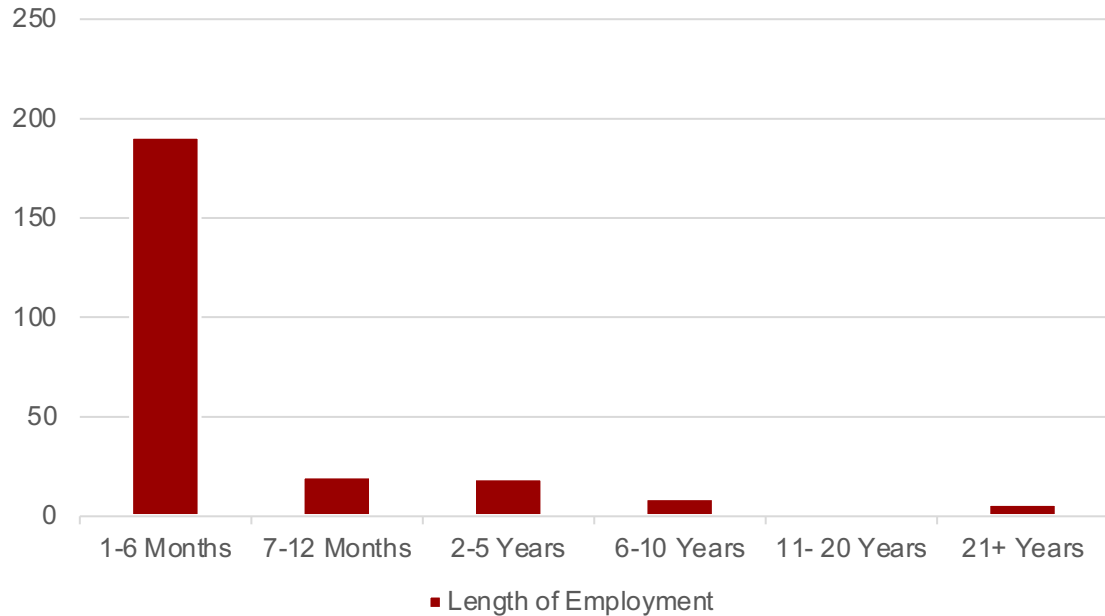
2022 Totals

Total New Hires = 332

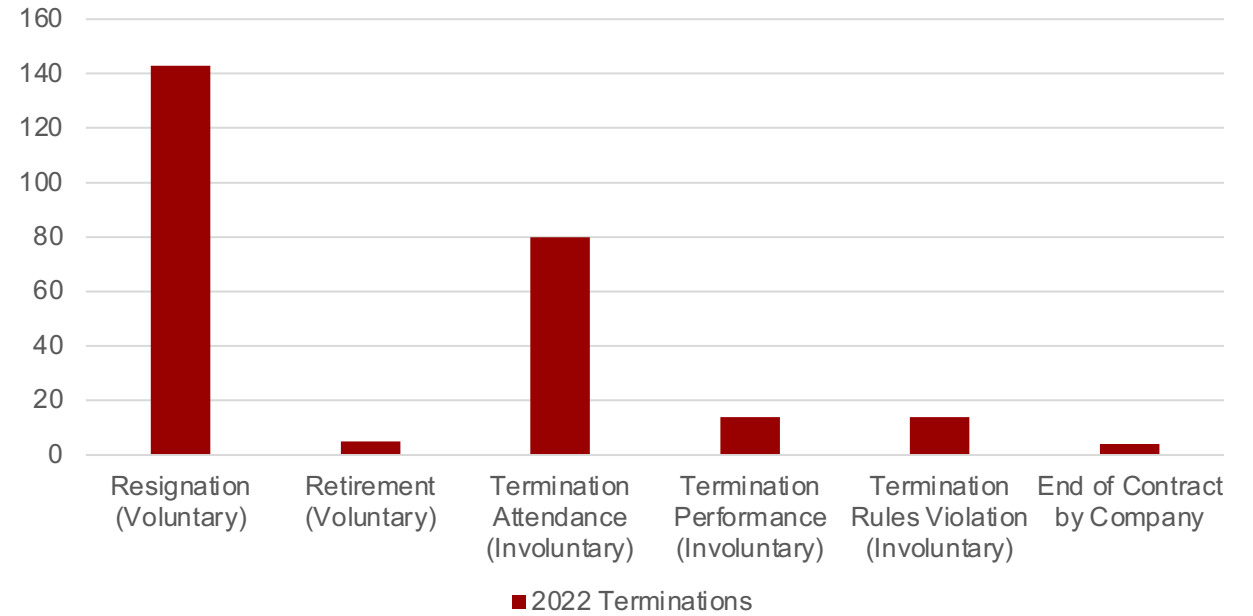
Total Terminations = 293

Manufacturing Attrition Analysis

Average Length of Employment



2022 Terminations (Total 260)



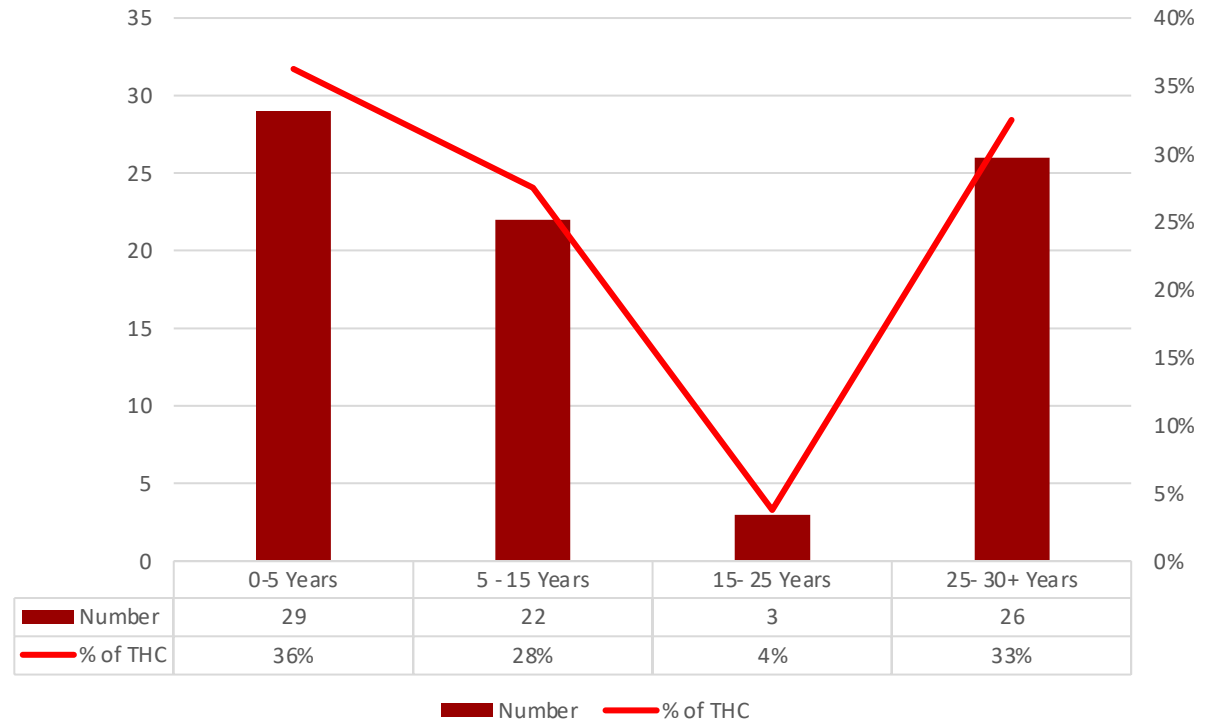
143/117 Voluntary to Involuntary Terminations

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



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 %

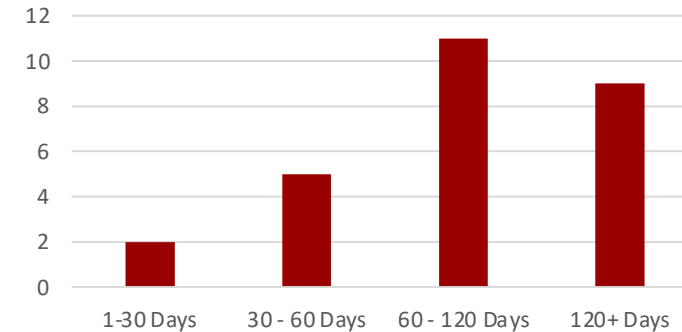
Production Efficiency: Labor Hours/Order

29.42 / 23.98

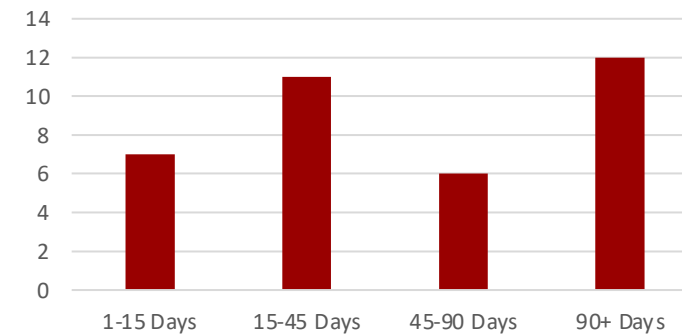
Temp to Perm Current State Process Results May 20XX-June 20XX +1

- 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**

Time to Conversion After 90 Days



Time to Separation



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	+\$.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

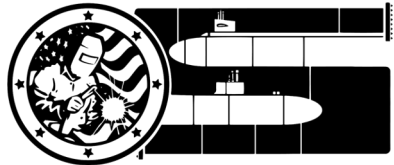
Engaged (Thriving at Work)
23%

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

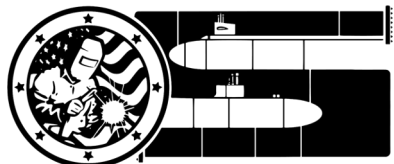
- *Industry Leader; Strong Reputation; Stable Private Ownership*
- *Defense (mostly U.S. Navy), Energy, Oil & Gas, Heavy Industrial Markets selling to shipyards and OEMs*
- *3 US Plants; 1 German; headquartered Philadelphia, PA, USA.*
- *Good wages & benefits, pride of product and mission, traditionally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



Enabling Superior Machine Performance Through Expert Bearing Solutions





Kingsbury TA&R Overview

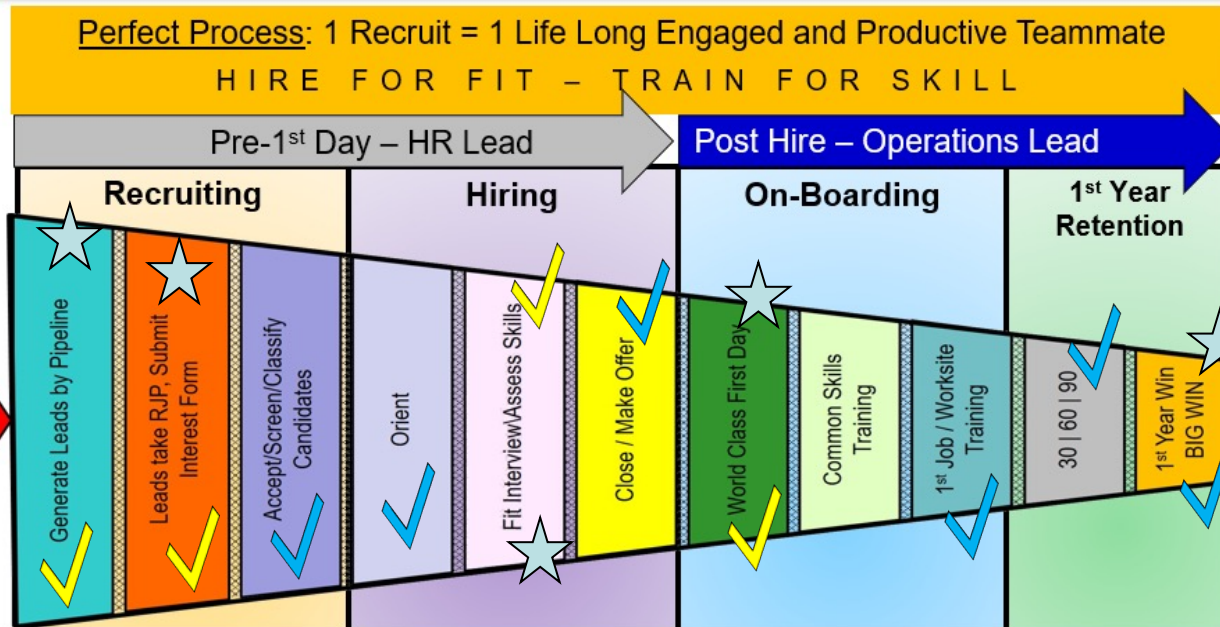


Demand Driven Talent Acquisition & Retention (TA&R) System



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 |
| 2. Realistic Job Preview | Feb-22 |
| 3. Recruiting Training | Mar-22 |
| 4. Recruiting & Offer Day | Mar-22 |
| 5. Behavioral Based "Fit" | N/A |

- | | |
|------------------------------|--------|
| 6. World Class First Day | Apr-22 |
| 7. Common Skills Training | N/A |
| 8. Leader Retention Training | May-22 |
| 9. 30-60-90 & 1 Year Fit | Apr-22 |
| 10. 5th Metric Scorecard | Jun-22 |





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														
Demand												0	1	18
# RJP Views												0	0	6396
# Interested												0	0	252
# Invited to RD / Invited to Interview												0	0	41
# Scheduled and/or Attended RD / Interview												0	0	38
# Interviewed												0	0	32
# Conditional Offers												0	0	11
# of Offers Accepted												0	0	10
# Attended Kingsbury First Day												0	0	8
# Completed Week 1												0	0	8
# 30 Days												0	0	8
# 60 Days												0	0	7
# 90 Days												0	0	4
# 180 Days												0	0	0
# Retained 1 Year												0	0	0

The Talent Pipeline Program opened our eyes to the need for us to change our recruiting process, to transition to a "FIT First -Train for Skills" approach to entry-level labor, and to establish and use metrics around recruiting and retention in a manner similar to our other key business performance measures. With a clearer demand signal, improved onboarding and leader awareness, our one-year retention has returned to pre-Covid levels of over 85% and we anticipate this will continue to improve.

2022 Still Act

Total Still Active 7

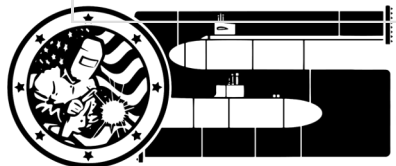
Pipelines Using

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

Total RJP Views	6396
Attended WCFD	8
Effectiveness %	0.13%
Retention Rate	
Total Hires	8
Still Active	7
Retention %	88%

2. Realistic Job Preview Feb-22
3. Recruiting Training Mar-22
4. Recruiting & Offer Day Mar-22
5. Behavioral Based "Fit" N/A

6. World Class First Day Apr-22
7. Common Skills Training N/A
8. Leader Retention Training May-22
9. 30-60-90 & 1 Year Fit Apr-22
10. 5th Metric Scorecard Jun-22

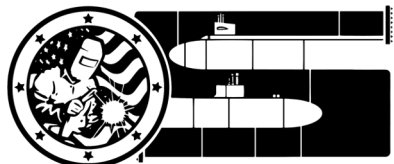




What We Learned & Advice for Others



- 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!

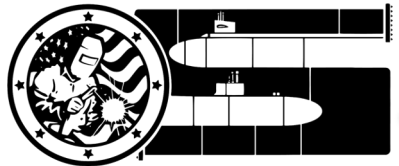




The Talent Acquisition & Retention System

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

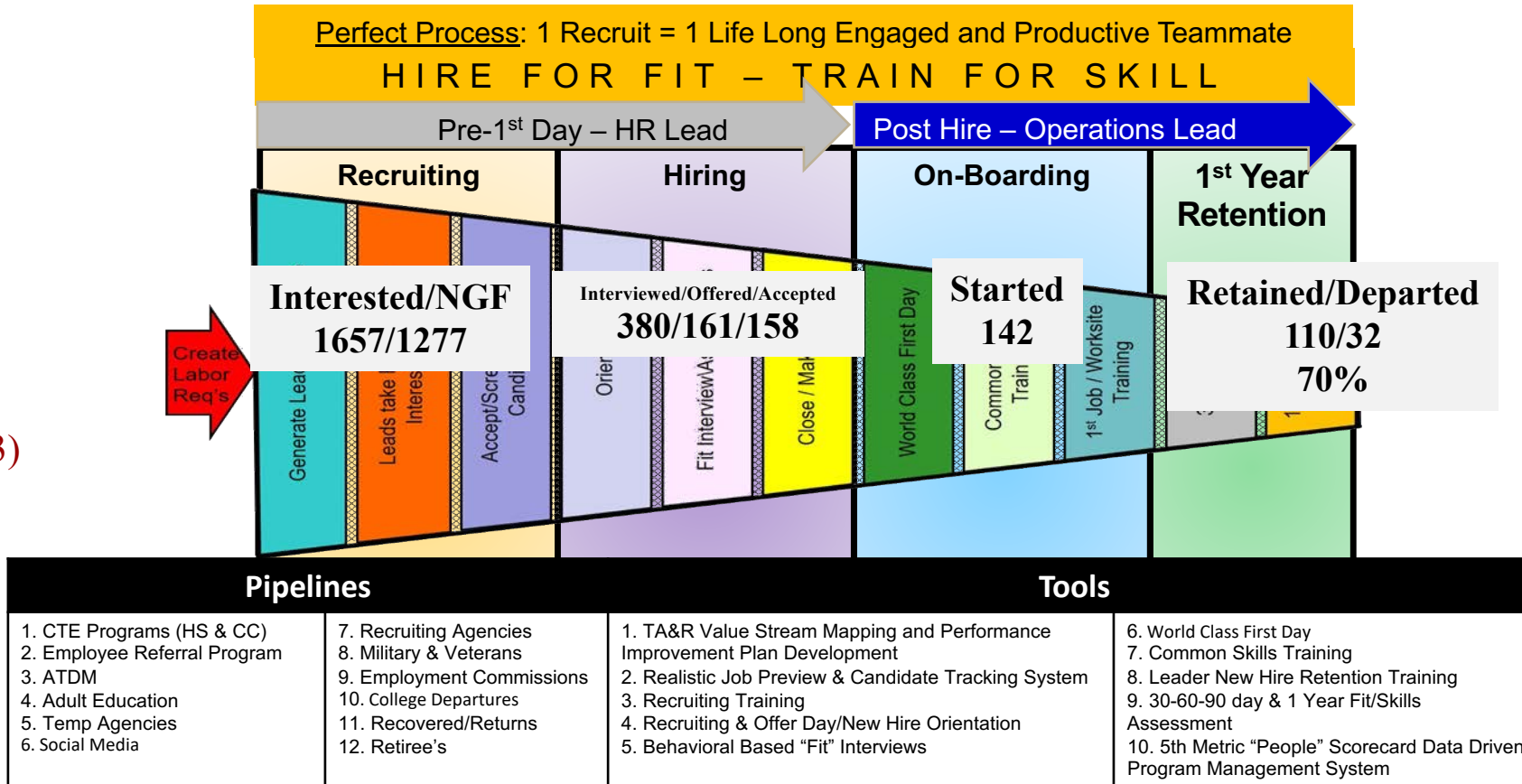
Departs: 128

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

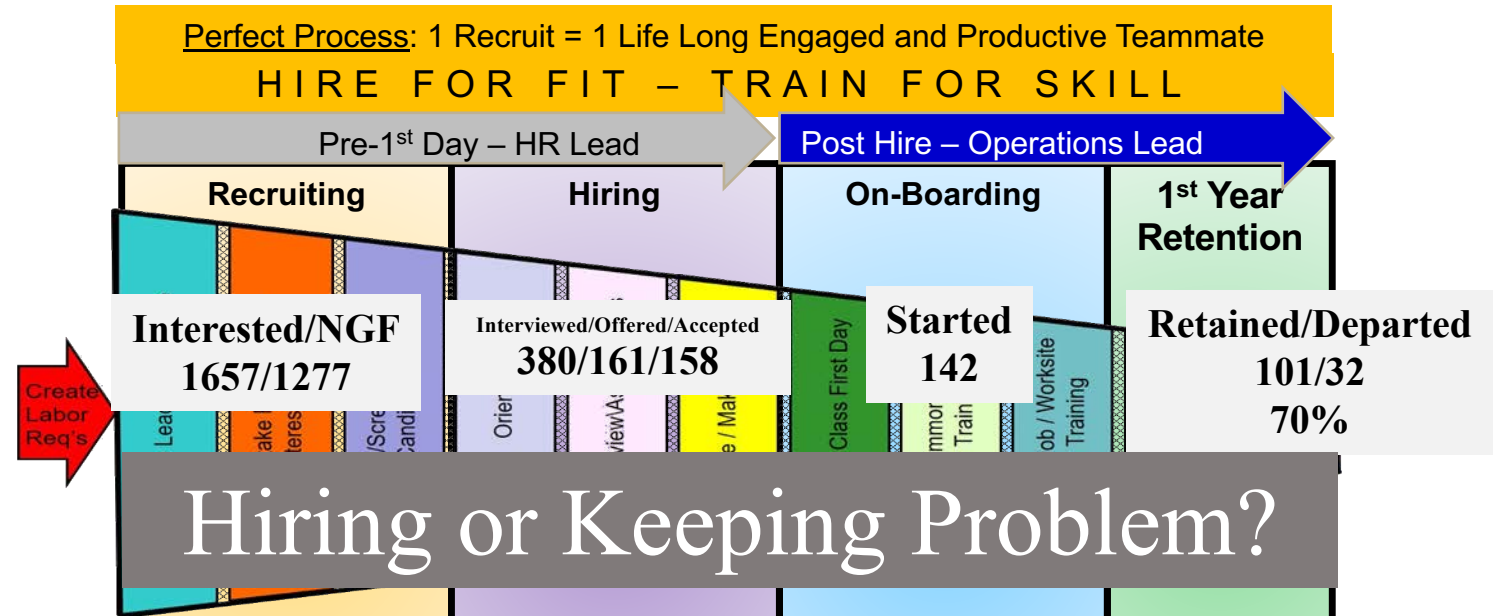
Departs: 128

1st Yr Dep: 32

+1 Yr Dep: 96

NET: +14

Sum: (153)



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		

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

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

Jan 1, 23 – Apr 30,

Filter Effectiveness	
Total RJP Views	254
Attended WCFD	21
Effectiveness %	8%
Retention Rate	
Total Hires	20
Still Active	19
Retention %	95%

Tools

1. TA&R VSM/PIP Jan-21
2. Realistic Job Preview Feb-22
3. Recruiting Training Feb-22
4. Recruiting & Offer Day Mar-22
5. Behavioral Based "Fit" Apr-22

6. World Class First Day Apr-22
7. Common Skills Training Apr-22
8. Leader Retention Training Mar-22
9. 30-60-90 & 1 Year Fit May-22
10. 5th Metric Scorecard Apr-22





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



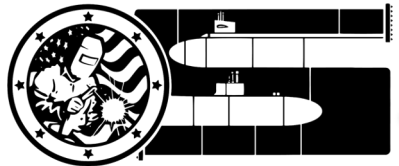
1. Are you capturing the data?
2. Is your TA&R System performance within the range of acceptable?
3. Are you performing “root cause” analysis if not acceptable?
4. Have you implemented a counter-measure?
5. Is your system performance improving?





DEMAND SIGNAL TESTIMONIAL

Fred Pasquine – President, Fairlead

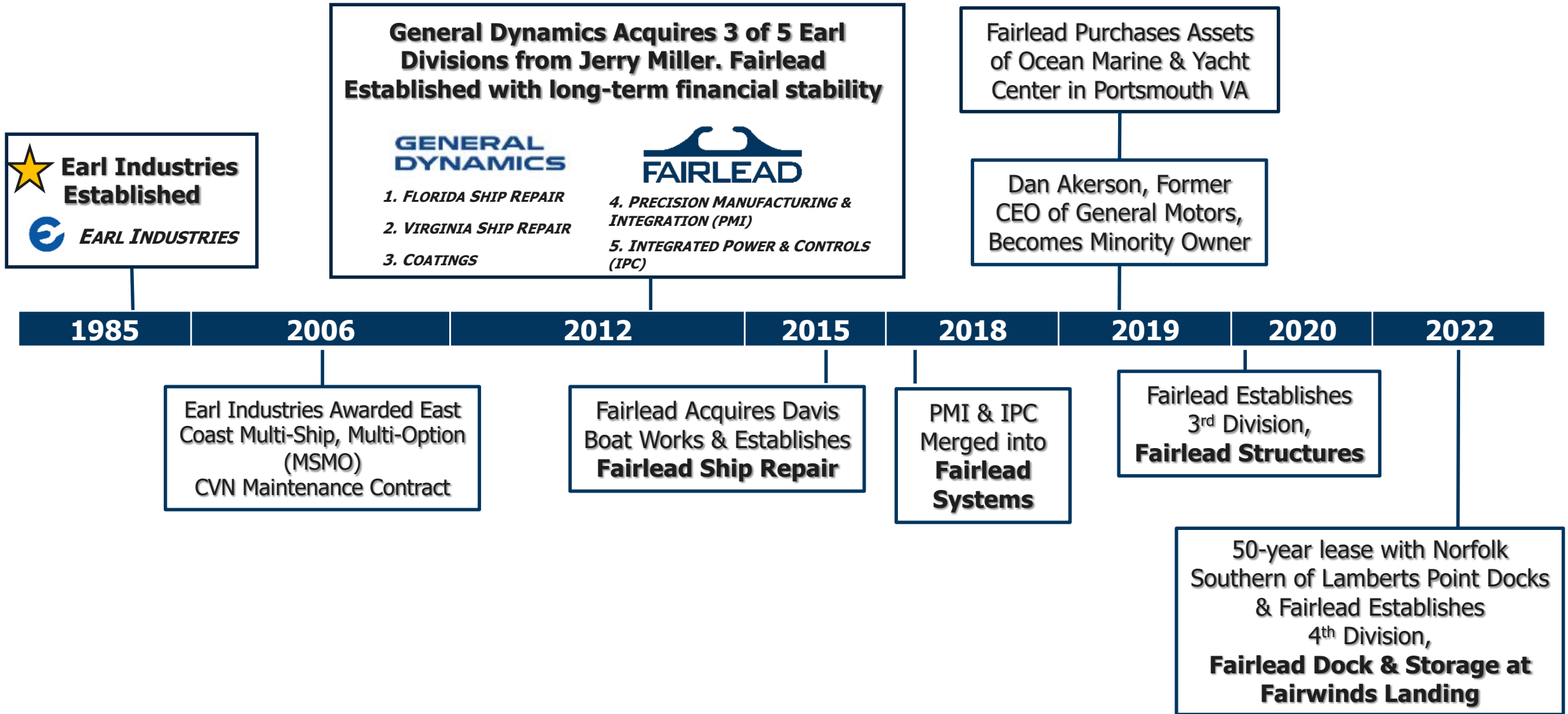




FAIRLEAD'S DEMAND TESTIMONIAL

July 13, 2023

History of Fairlead



FAIRLEAD

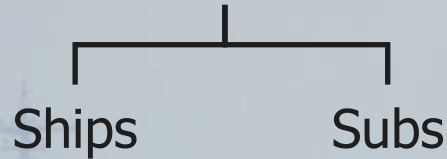


SHIP REPAIR



We repair ships and boats

STRUCTURES



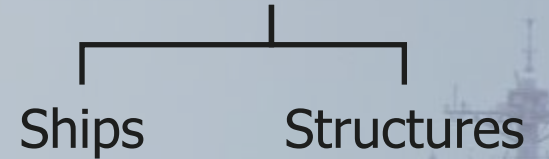
We build sections of ships and subs

SYSTEMS



We engineer & build equipment for ships and subs

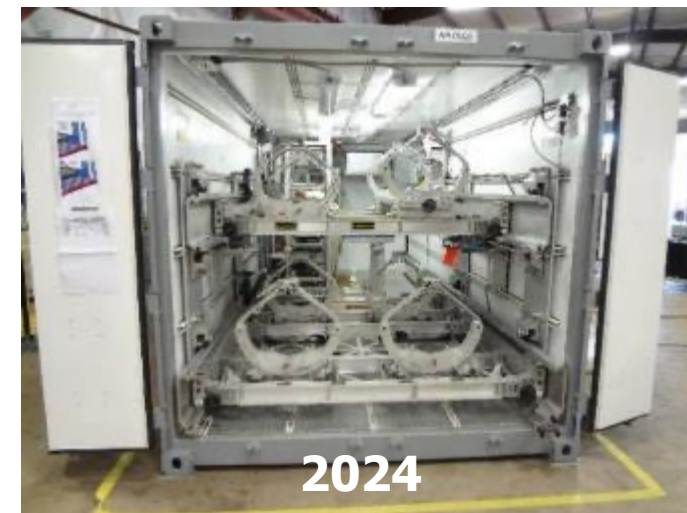
DOCK & STORAGE



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



- 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



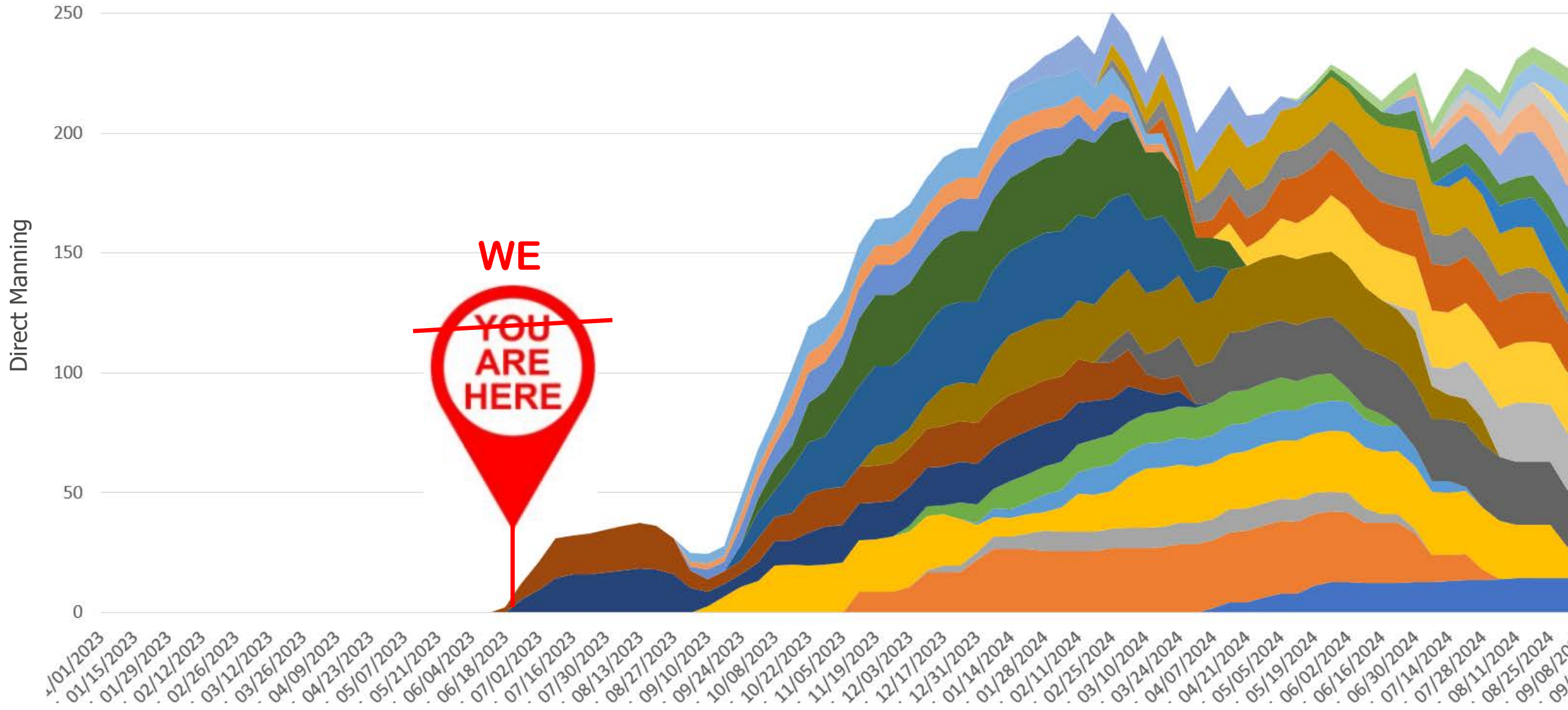
Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	301	308	294	291	291	289								
Total Hires	115	3	4	7	6	6								
Total Terminations	108	17	7	7	7	13								
Ending Headcount	308	294	291	291	290	282								
Demand	137	9	23	23	23	24								23
# RJP Views	1215	48	58	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, Filter Effectiveness	Tools
1. CTE Programs (HS & CC)	Total RJP Views 328	1. TA&R VSM/PIP Jan-21
2. Employee Referral Program	Attended WCFD 27	2. Realistic Job Preview Feb-22
3. ATDM	Effectiveness % 8%	3. Recruiting Training Feb-22
5. Temp Agencies	Retention Rate	4. Recruiting & Offer Day Mar-22
6. Social Media	Total Hires 27	5. Behavioral Based "Fit" Apr-22
7. Recruiting Agencies	Still Active 24	6. World Class First Day Apr-22
8. Military & Veterans	Retention % 89%	7. Common Skills Training Apr-22
9. Employment Commissions		8. Leader Retention Training Mar-22
		9. 30-60-90 & 1 Year Fit May-22
		10. 5th Metric Scorecard Apr-22

Anticipated Additional Aircraft Carrier Demand

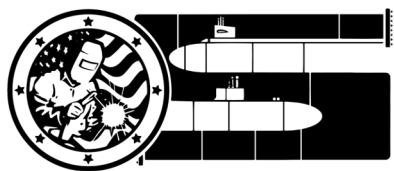


- First Year
 - Change is hard and must be driven by Leadership
 - Embed & Align with your Strategy
 - Leaders must communicate the urgency and the reasons change is needed
 - Recruiting and retention issues are NOT an HR problem – there a leadership problem
 - Use the TA&R tools – they work; modify 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



SIPOC

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
Customer Demand Historical Attrition Data Company Strategic Plan	Demand Signal	TA&R	Teammates who fit the organizational culture and are ready to integrate into the operation	Operations Team

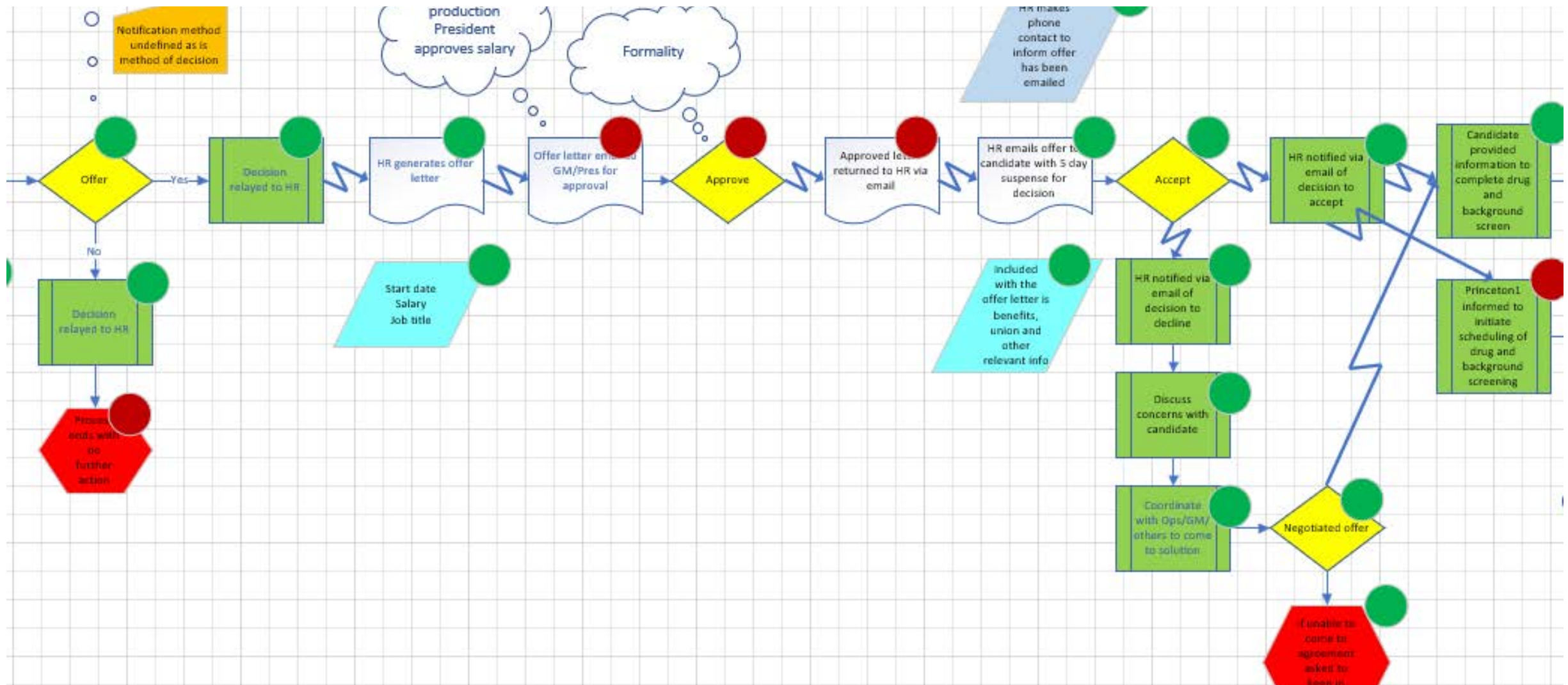
SIPOC

- Focus efforts on the process by defining IN and OUT of scope
- Identifies who the customer is
- Clarifies who is providing what to the process
- Shows what the product we are providing to the customer is

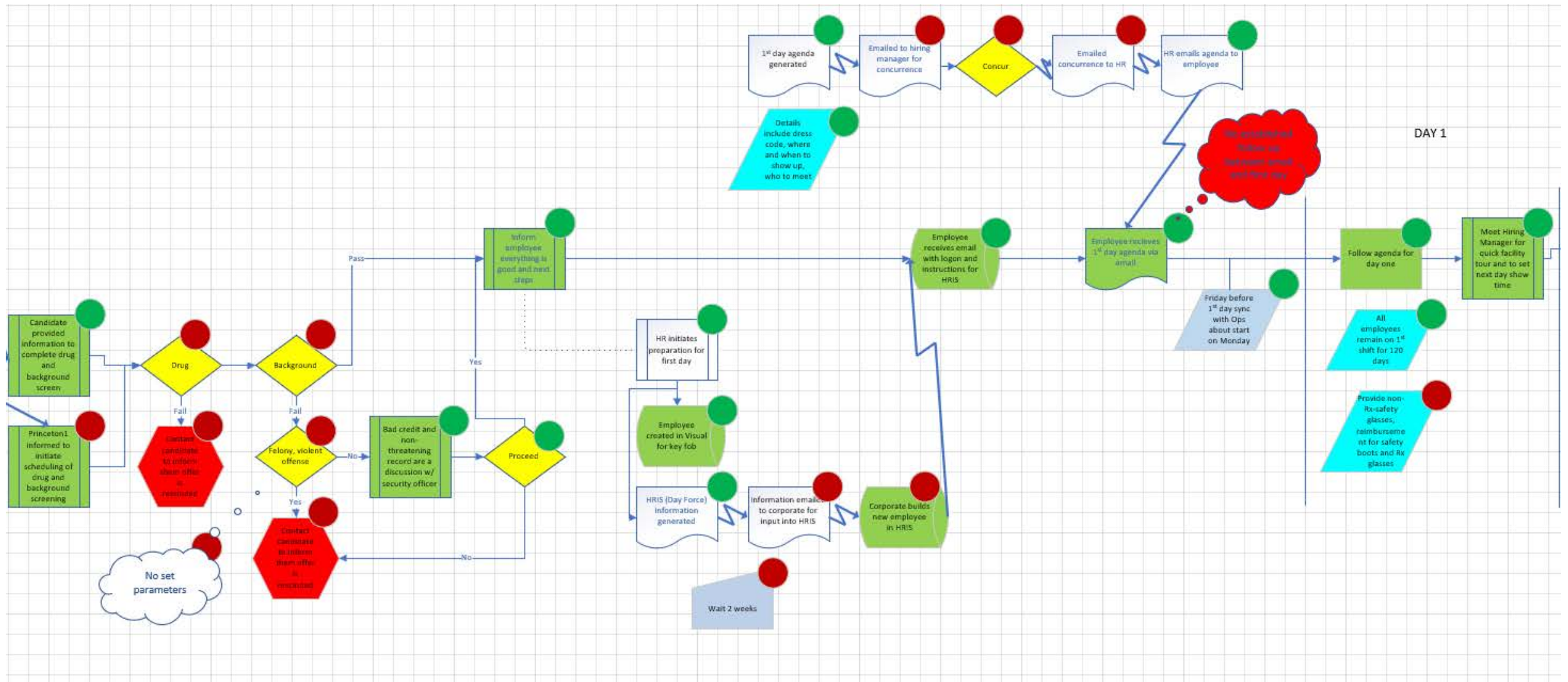
Value Stream Map and Analysis

- Visualize the process
- Display the “behind the scenes” actions
- Provides opportunity to verify what is required and why
- Find repeated steps
- Clarify who owns what in the process
- Ascertain from the CUSTOMER’S perspective what is value added
 - Change form fit or function of the product
 - Customer wants it
 - Done right the first time, every time

Hiring

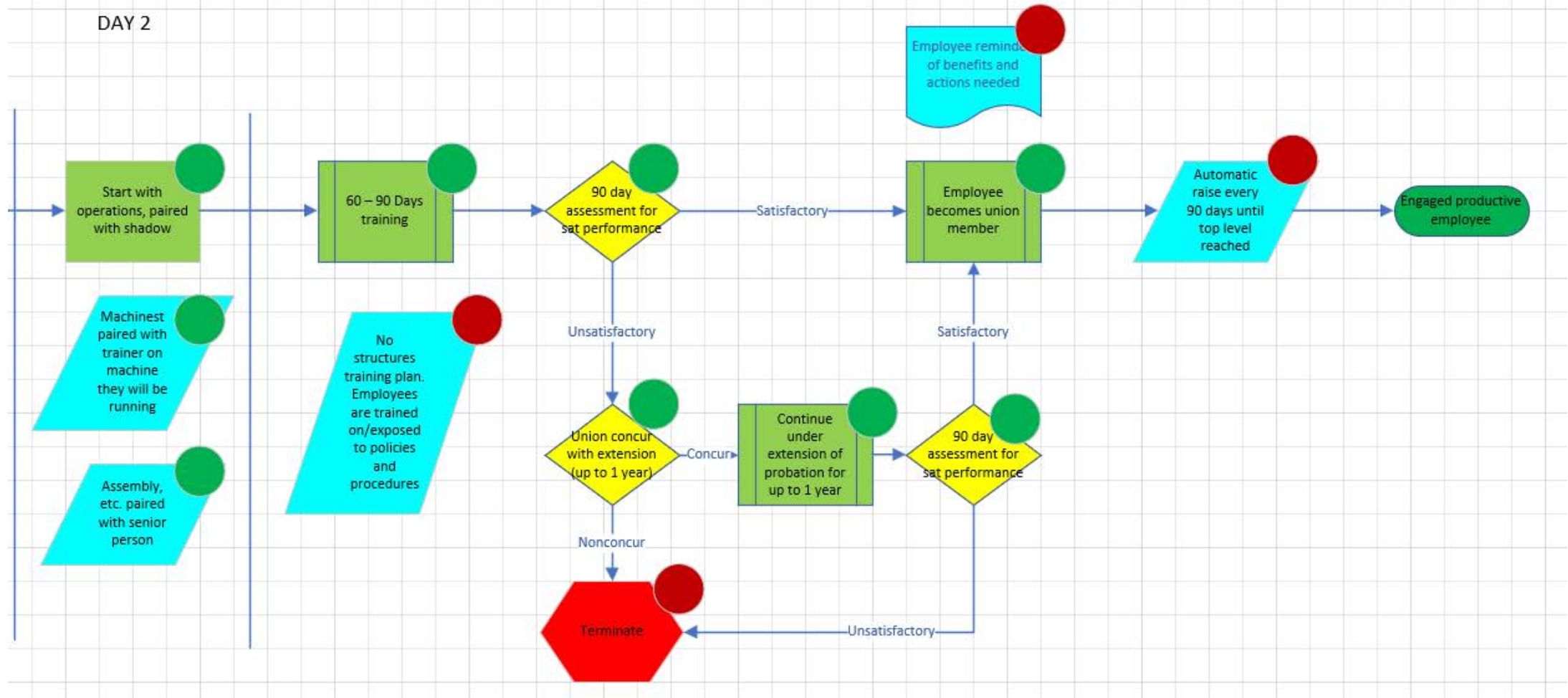


Onboarding



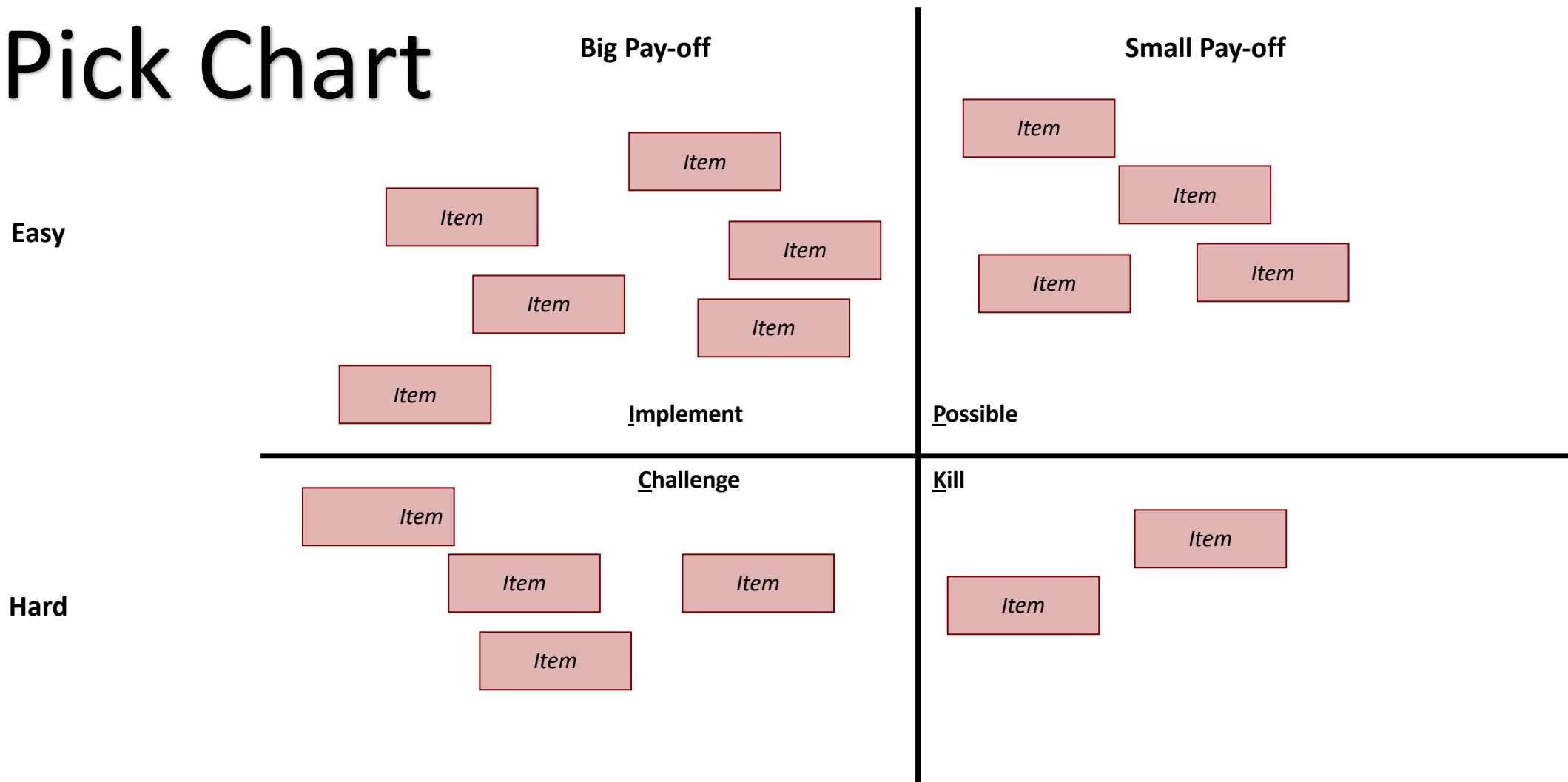
Retaining

DAY 2



Where to Start

Pick Chart



Effort v/s Impact

1. Recruiting strategy
2. Hiring pre-requisites
3. New facilities
4. Absenteeism
5. Career paths
6. Compensation incentives
7. Development opportunities
8. Changes to federal law

Methods of Action

No	Action	Owner	ECD	JDI RIE	Status	Resources	Notes	TMG Support Requested
1								
2								
3								
4								
5								
6								

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

Performance Improvement Plan

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

Performance Improvement Plan

No	Action	Owner	ECD	JDI RIE Project*	Status	Resources Needed	
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		

Performance Improvement Plan

No	Action	Owner	ECD	JDI RIE Project*	Status	Resources Needed	
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		

The Process

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

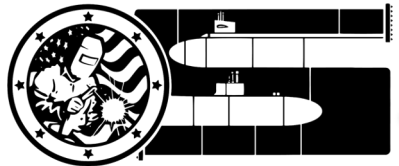
Follow On Program Support Available

- Pittsburgh 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, New Hire Retention Leader Training, 30-60-90 & 1 Year Fit & Skills Assessment
 - Realistic Job Preview
 - Recruiter Training
 - Recruiting & Offer Day/New Hire Orientation
 - Behavioral Based Interview
 - World Class First Day
 - Common Skills Training



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 BREAK



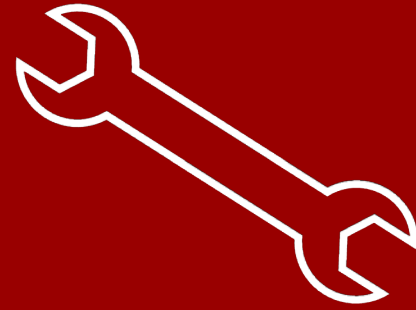


The Talent Acquisition & Retention System

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 good 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 examp^{le})
- give schedule each day explain
- do's and Don'ts
- rules
- have them help me

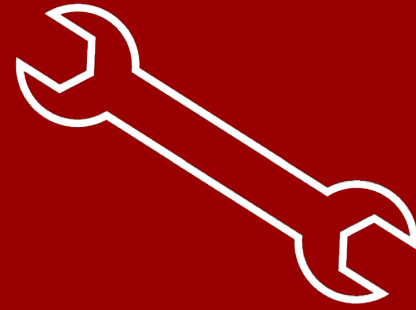


What do you expect from your team?

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

© TMG Inc. Tmgva.com

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				
	30	60	90	180	365
Demonstrates respect for other employees. <i>Shows courteous regards for others.</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
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>	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
Demonstrates dependability <i>Demonstrate consistent, reliable performance and behavior.</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
Demonstrates initiative in the work place <i>Do what needs to be done without prompting.</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				
	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
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
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
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 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

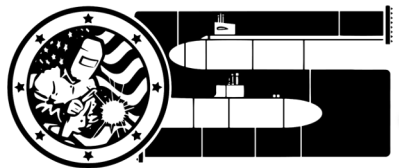
Actionable Data

- 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

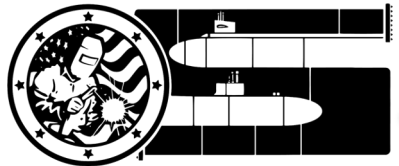
- Absenteeism is a systemic problem.
- Employers deciding to do something different to deal with this issue.
- Holistic approach to deal with systemic absenteeism.
- Engaging employees positively, promoting job satisfaction, incentivizing attendance, showing employees you care, being approachable and 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



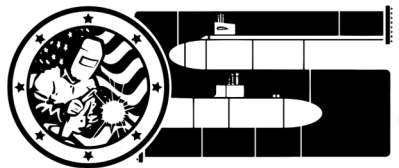
- AT&F's rich heritage started in 1940 and is a metal fabricator of large complex metal fabrications.
- The culture created and carried by the Ripich family—now in their fourth generation of family ownership—has made success and expansion of AT&F possible.
- As an industry leader with world-class equipment,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

- 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**

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**

Pre-Requisites

✓ **US Citizen/Authorized to work in US**

✓ **18 Years Old**

Background Checks

Physical (Health)

Physical (Fitness)

Drug Screen



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.

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?

World Class First Day Objectives 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 Agenda 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

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 few weeks 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





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

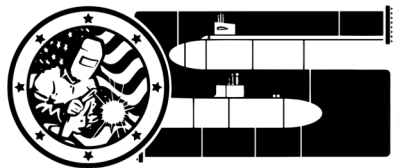
–What have we learned?

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





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. Closing Remarks
7. Networking and Social



Connect with your Local Workforce Development Board

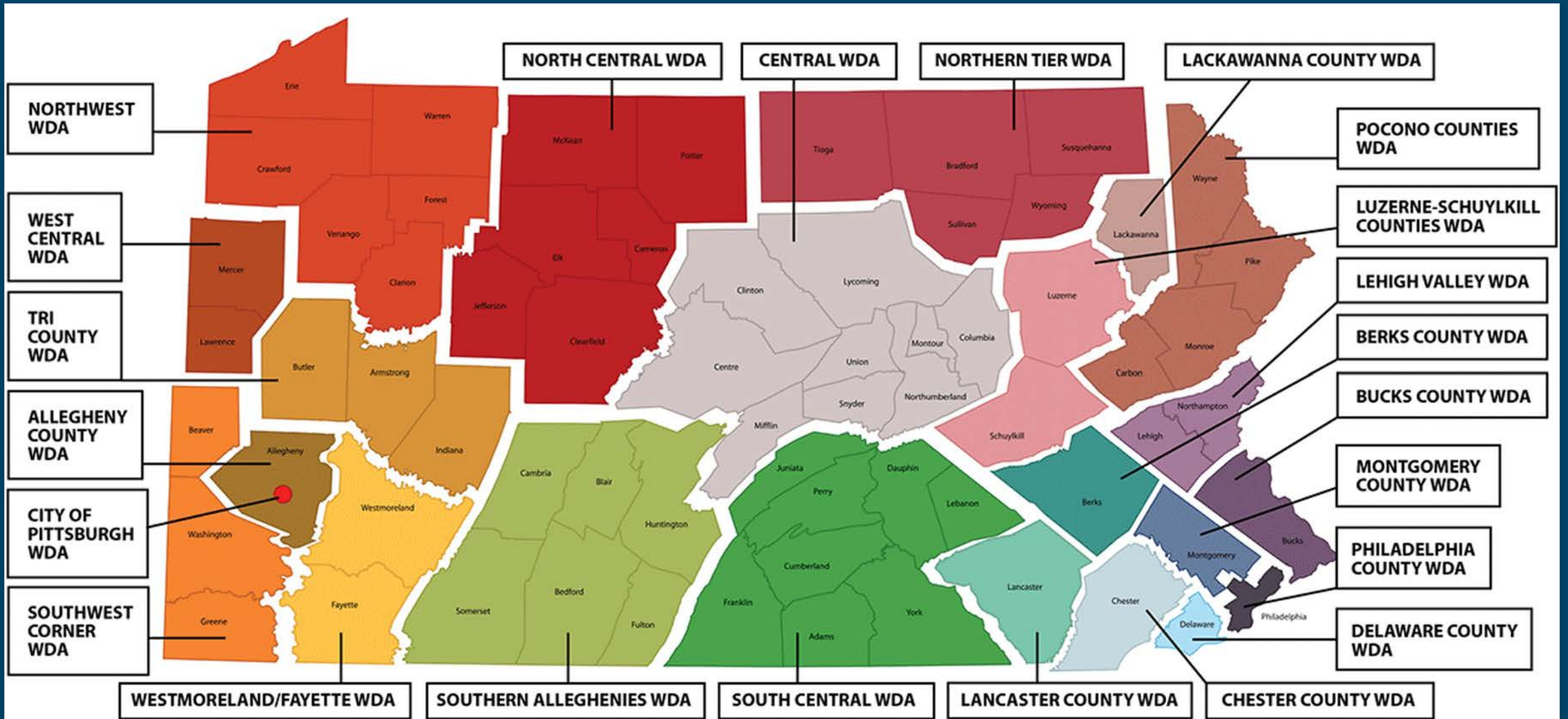
Intro: What is a LWDB?

- **Stewards of workforce funding**
 - Career Services
 - Training
 - Supportive Services
- **American Job Centers**
 - PA CareerLink
 - Ohio Means Jobs
 - Virginia Career Works
- **Convene and support employers**
 - Industry Partnerships



Bonny Yeager
Partner4Work
Manager of Industry Solutions
byeager@partner4work.org
412-745-0269

PA Local Workforce Areas



Connect with your Local Workforce Development Board

The screenshot displays the CareerOneStop website interface. At the top, the logo for CareerOneStop is visible, along with the tagline "your source for career exploration, training & jobs" and a note that it is sponsored by the U.S. Department of Labor. Navigation links include "Explore Careers", "Find Training", "Job Search", "Find Local Help", "Toolkit", and "Resources For". A search bar is present in the top right corner. The main content area features a "Workforce Development Board Finder" section. This section includes a "About this data" sidebar with information about the data source and a "Help" link. The main text explains that Workforce Development Boards (WDBs) direct federal, state, and local funding to workforce development programs and oversee American Job Centers. It prompts users to "Get started by selecting your state below." and provides a "Location" dropdown menu with the text "Select a State" and a "Search" button.

<https://www.careeronestop.org/LocalHelp/WorkforceDevelopment/find-workforce-development-boards.aspx>

Utilize the Public Workforce System



Recruit

thousands of job seekers served on an annual basis

recruitment events & job fairs

candidate screening & job seeker referrals

connections to training programs & community partners

Train

work based training funds

- cohort based
- on-the-job
- customized
- registered apprenticeships

SkillUp PA

youth work experience

Onboard

supportive services

continued case management and support

guidance on hiring & onboarding best practices

Retain

incumbent worker training

SkillUp PA

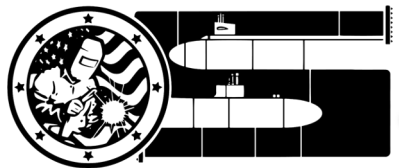
guidance on retention best practices

access to Labor Market Information



The Talent Acquisition & Retention System

Hiring



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**

**Your Company Values may or
may not be those statements on
the wall.**

Hire for Fit – Train for Skill

What Fit Characteristics are we looking for?

Org Value:
Always do the right thing

**Characteristics of
Cultural Alignment**

- Does the right thing independently
- High Integrity
- Resourceful
- Gives
- Takes smart risks
- Passionate
- Ownership mentality

What Fit Characteristics are we looking to avoid?

Org Value:
Always do the right thing

**Characteristics of
Cultural Mis-Alignment**

- Takers
- Punters
- Selfish
- Self-first
- “Fire-starters”
- Barely compliant when under supervision



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.

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”



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

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.



- **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 Summary

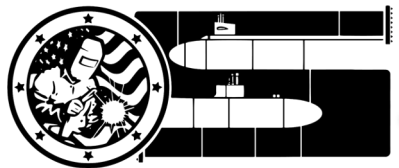


Orienting

**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**





HIRING TESTIMONIAL
Mary Mayer
ADVEX



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.

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

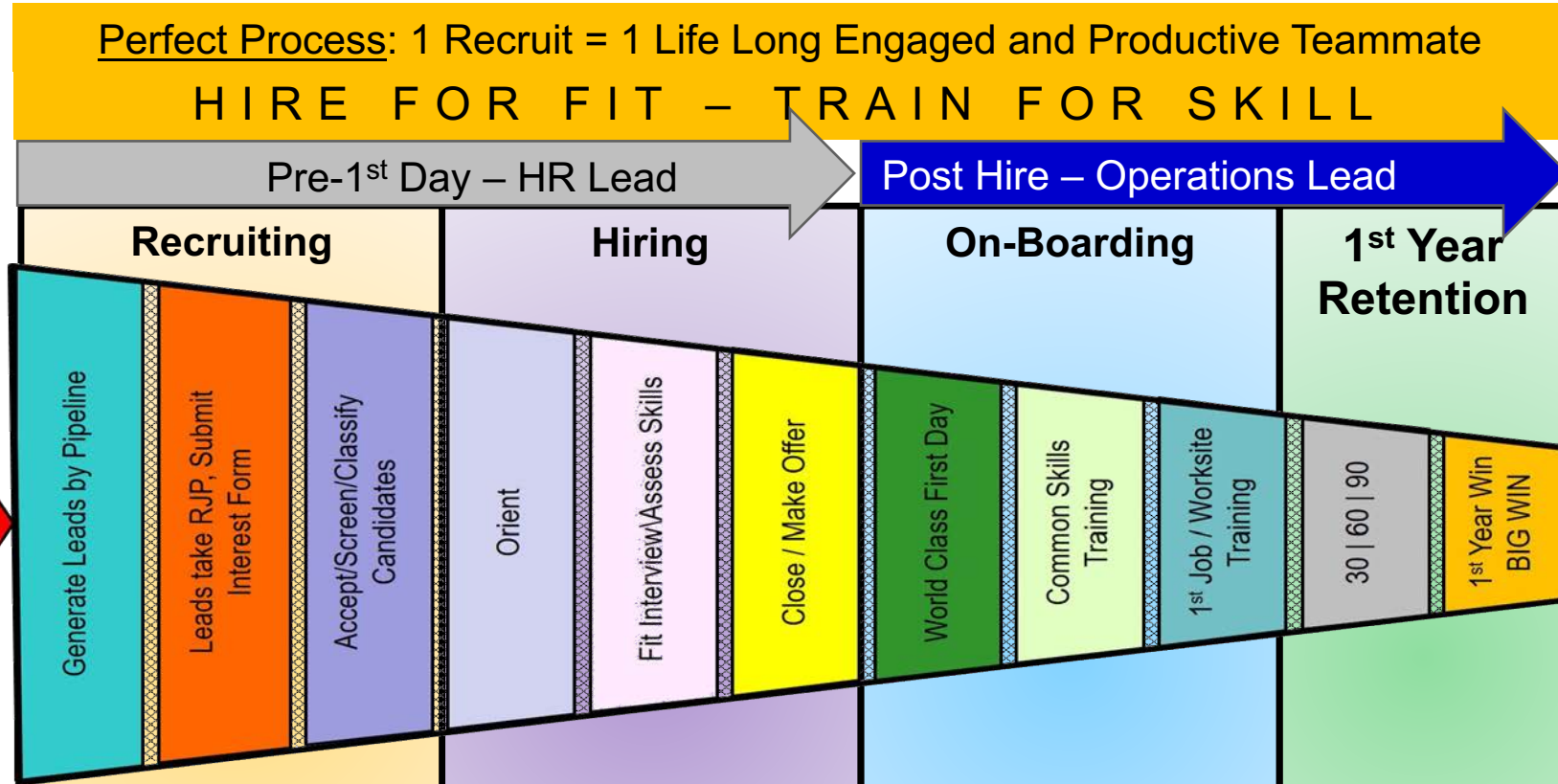
Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead

Post Hire – Operations Lead

22-23 Demand
 Welders – 3
 Machinists – 5
 Metal Fab – 5
 NDT/QA - 2



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

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



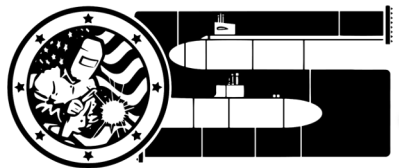
Best Practice Model Results as of June 2023

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,								Tools				
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											
8. Military & Veterans		Still Active	12								Weld Tested			
9. Employment Commissions		Retention %	92%								World Class First Day Event 3/13/23			
											All New Hires Since Jan			



The Talent Acquisition & Retention System

Recruiting



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**

Your Best New Hire

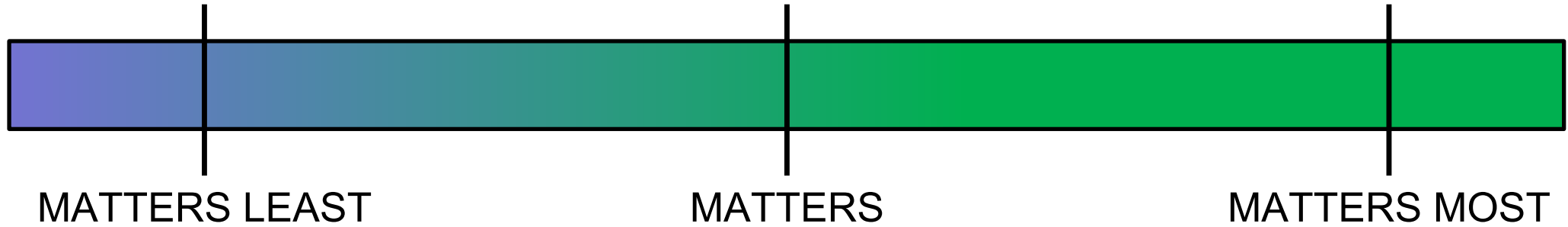
- **Think about the best New Hire you have made in the last year?**
 - What made them so good?
 - Where did they come from?
- **How do we find more like them?**



WHY ARE YOUR
BEST PEOPLE
LEAVING?

WHY DID YOUR
BEST PEOPLE
START LOOKING?

WHY ARE YOUR
BEST PEOPLE
STAYING?



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 ##

Create Labor Req's

Pipelines

Tools

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

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)

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

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%	
#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

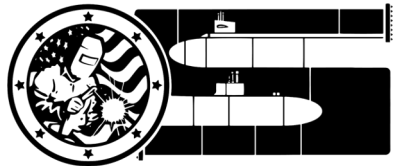
Ryan Lochner; AT&F



- 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.

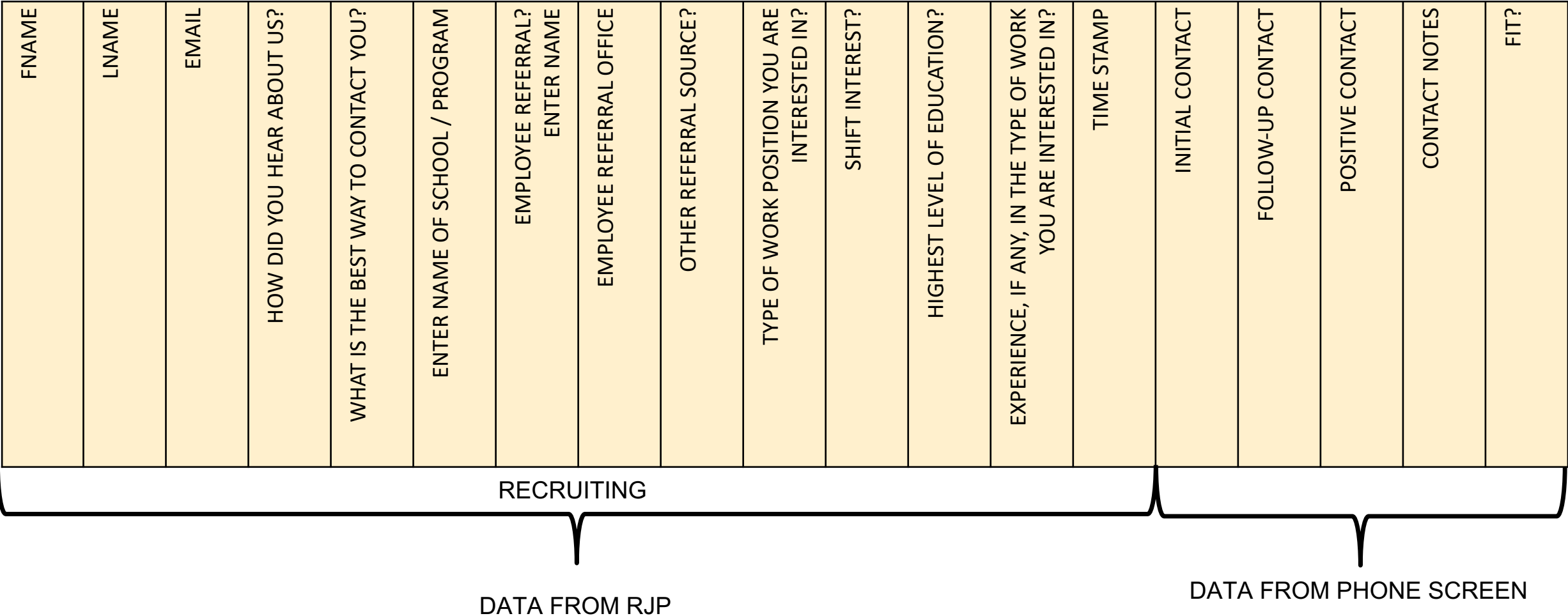
A large white rectangular box with a black border. Inside the box, the 'AT&F' logo is centered in a bold, blue, italicized sans-serif font. Below the logo, on the left side, is a black link icon consisting of two interlocking rings. To the right of the link icon, the text 'theatfteam.com' is written in a simple, black, sans-serif font.



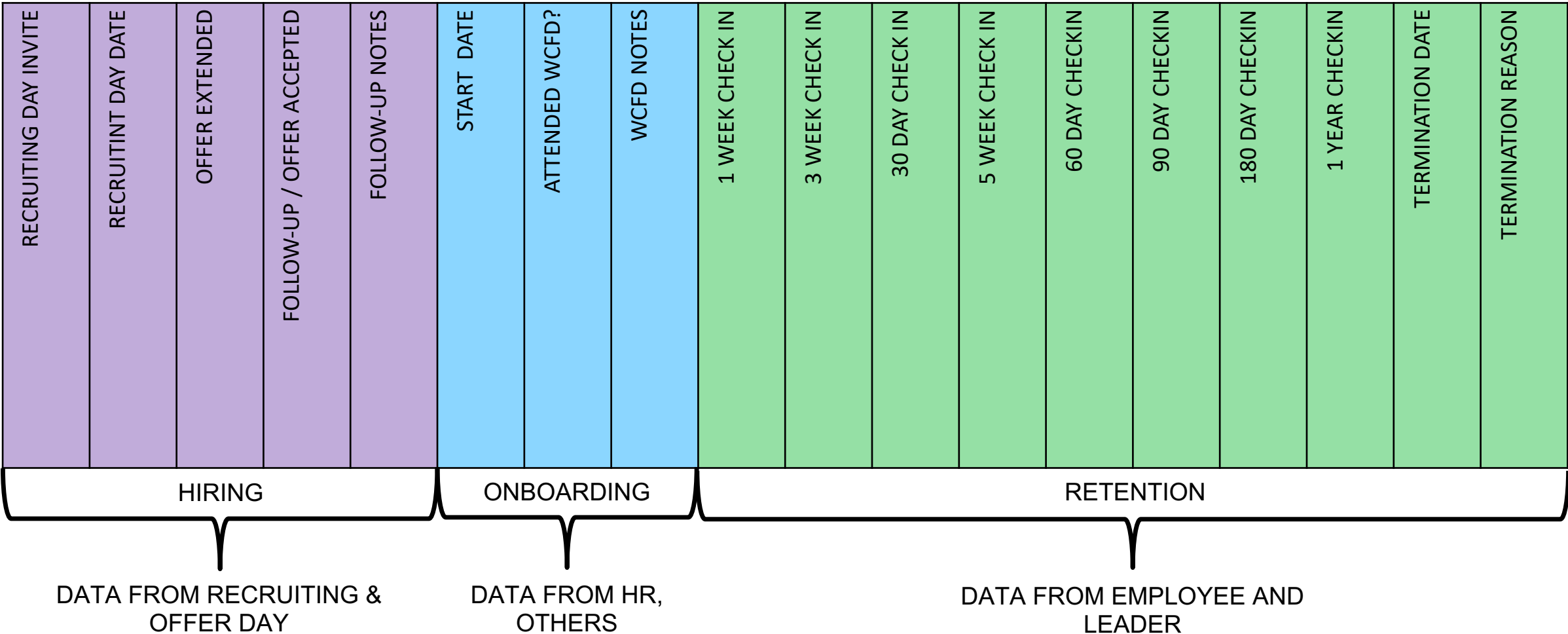
Tool: Applicant Tracking

- 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

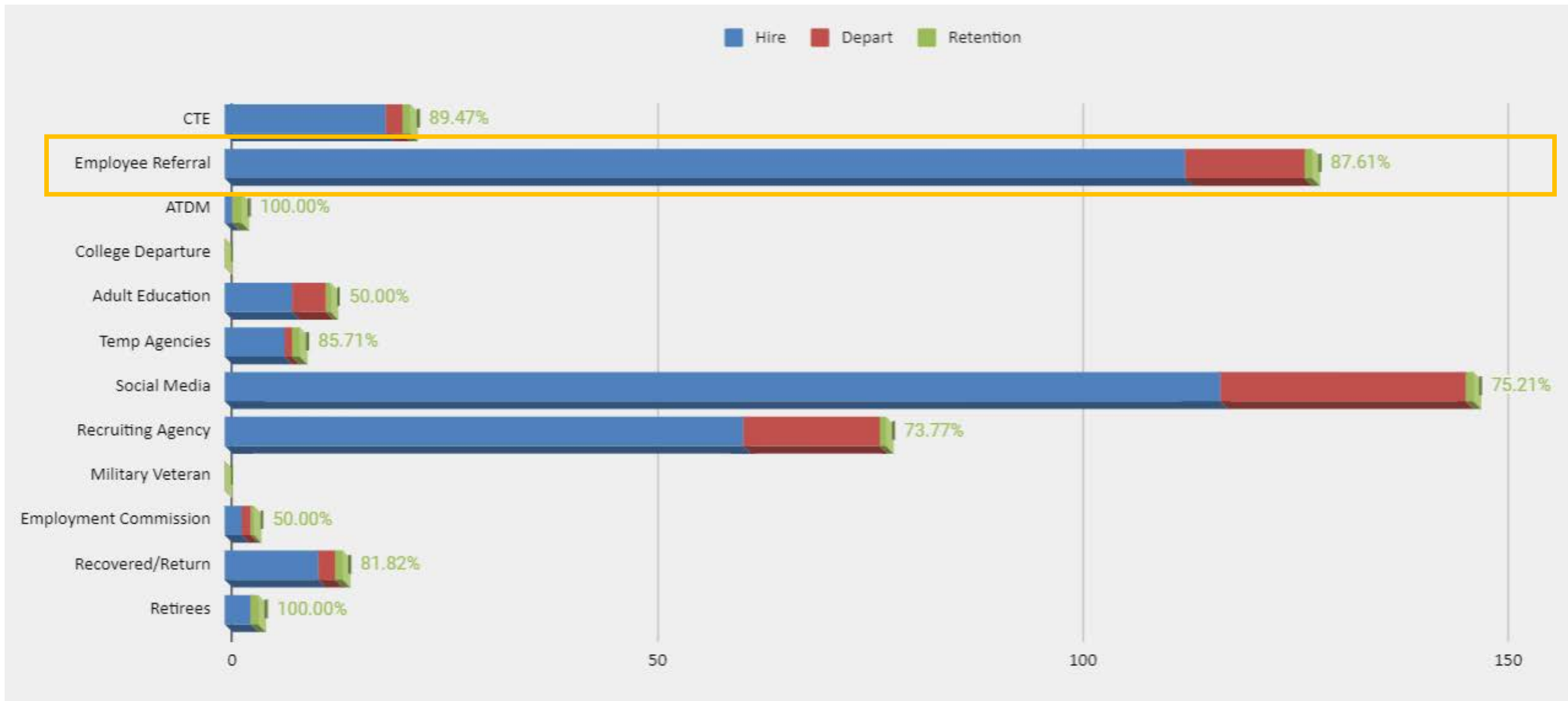


Applicant Tracking Example



Employee Referral Programs

Pittsburgh Flag Cohort 1 Data





Tool: Internal Recruiter Function

- Internal 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
 - Possibility: Meets Fit, potentially needs Skill development
 - No Hire
- Follows Candidate/New Hire through 1st year

What does an internal recruiter look like?



High Performers by Talent Pipelines



Trained and Incentivized



Follows your values and culture



New Hire Navigator



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.



Branding Your Company



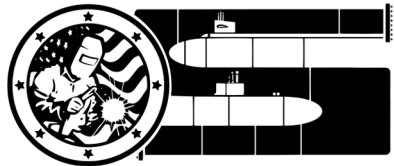


Recruitment VS. Marketing

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?

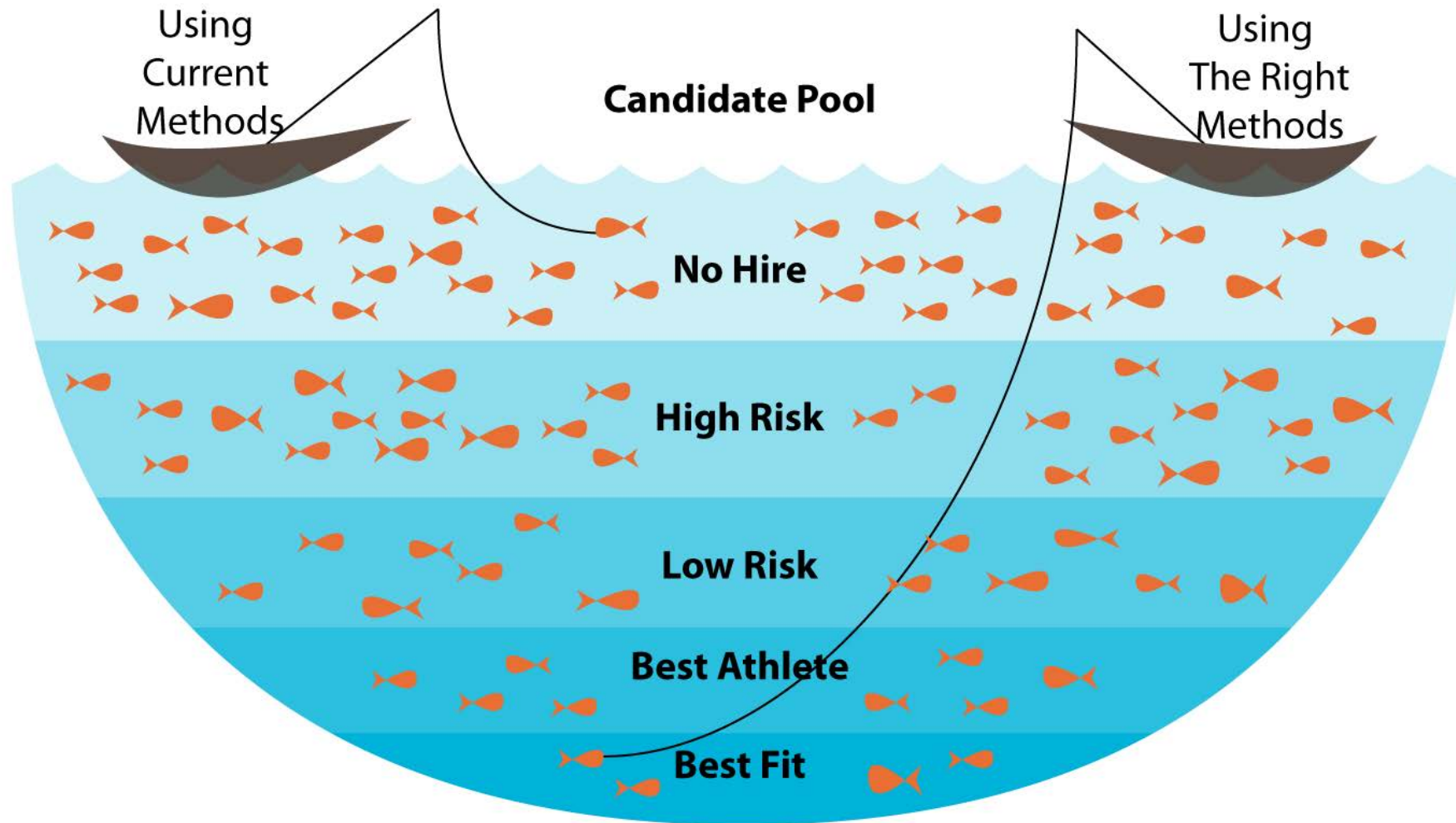
Job

- 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”?

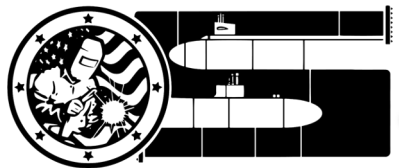


Cambridge Engineering Chesterfield, MO





Buildsubmarines.com
Miranda Shurer
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!

FOR THOSE MEANT FOR MORE.

Join the new generation of builders for Navy's next-gen submarines.

Whether you're ready to start or continue your education, are transitioning from the military, or are already a trained professional, building submarines builds something inside you that you can't learn anywhere else.

Build earning capacity by learning skills to do what others can't.

Build camaraderie with instructors and teammates who are just as dedicated to their craft.

Build pride knowing that you're the propeller behind Navy's next generation fleet.

CHOOSE YOUR PATH.

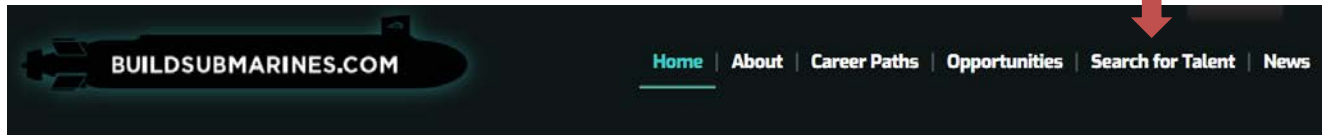
<p>Entry Level</p> <p>For those who learn with their hands and want to continue their education.</p> <p>Get Started!</p>	<p>Transitioning Military/Veterans</p> <p>For those ready to serve in a new way while building a career as a civilian.</p> <p>Let's go!</p>	<p>Skilled Professionals</p> <p>For those with manufacturing skills ready to build something even bigger.</p> <p>Learn More!</p>
---	--	---

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.).

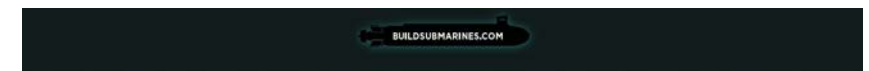
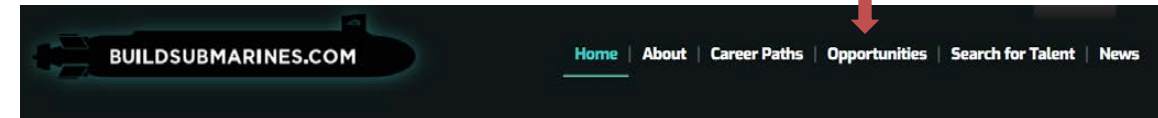
Posting to the Job Portal



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.

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.





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.*

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

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

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



ACCELERATED
TRAINING IN DEFENSE
MANUFACTURING

ATDM Success Stories

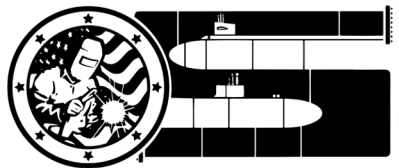
- A Virginia DoD National Guard Youth Challenge graduate with no prior experience, obtained five national certifications in the CNC machining program and entered an apprenticeship program with a SIB company in Hampton Roads (Oceaneering).
- TPP employers who have partnered with ATDM (sent or recruited 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

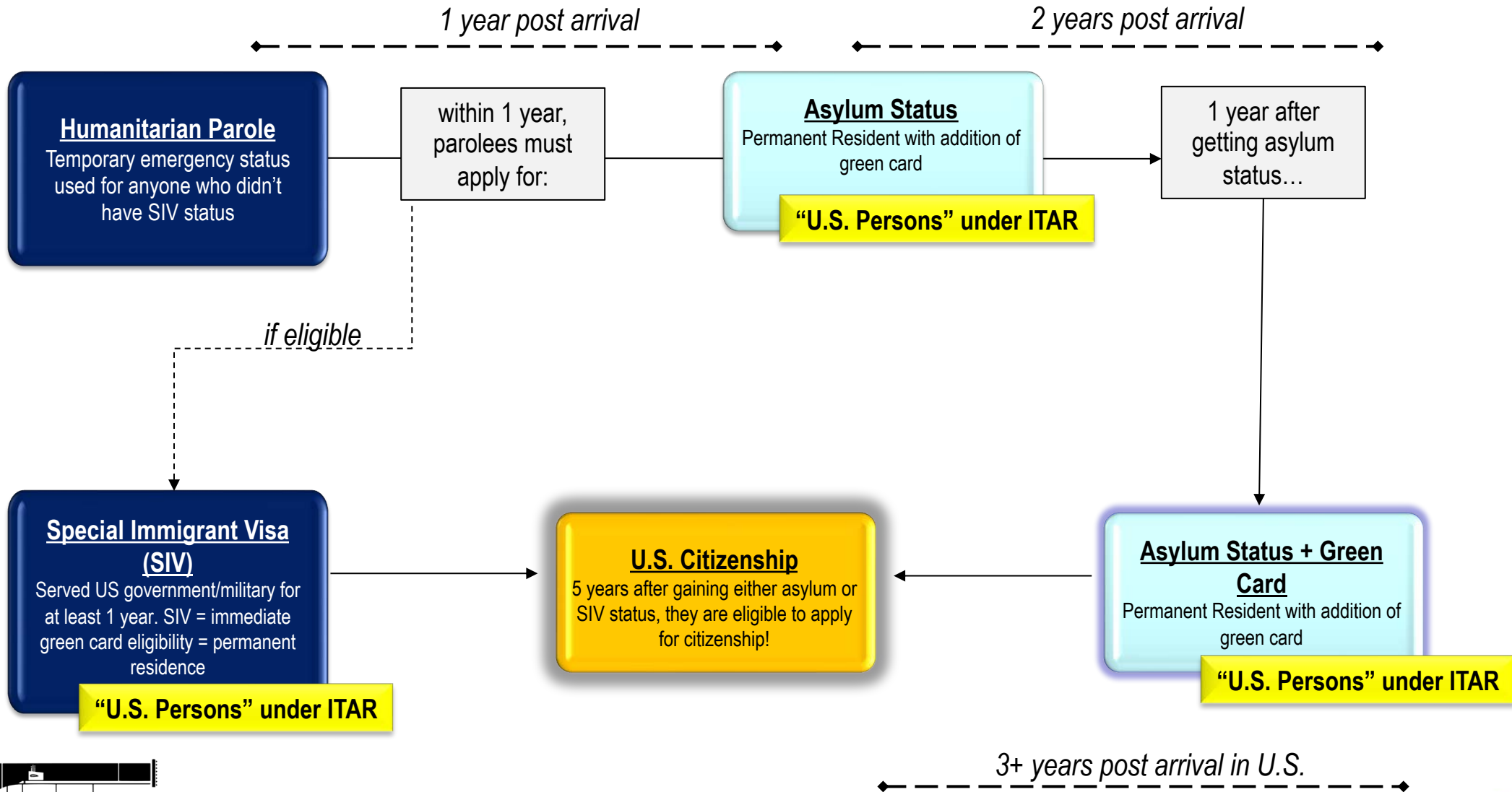


- **Over 80,000 Afghans resettled into the United States following the withdraw in 2021**
- **Afghan Allies at ATDM**
 - First cohort admitted in April 2022
 - Same classes as all other students
 - All have work authorization
 - Statuses vary
- **Working with Resettlement Organizations**
 - Local organizations
 - 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





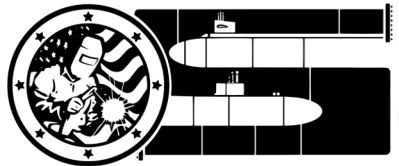
Afghan Resettling Paths to Citizenship





Networking Break

Turn in Your
Networking Passports
After the Break





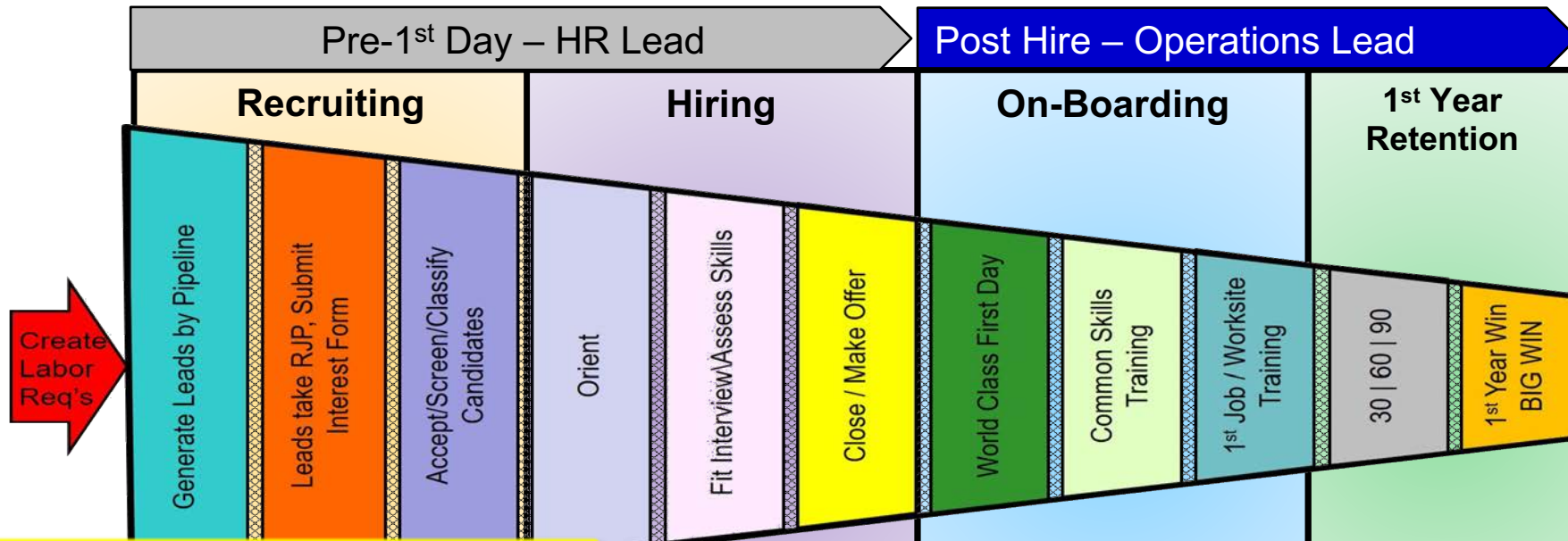
Demand Driven Talent Acquisition & Retention (TA&R) System



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 |

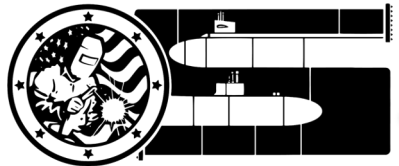




Other Pipelines



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



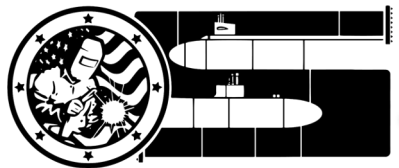


Career & Technical Education Pipeline

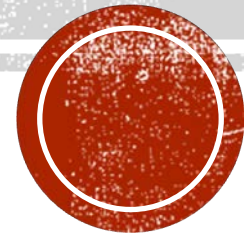
High Schools

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?



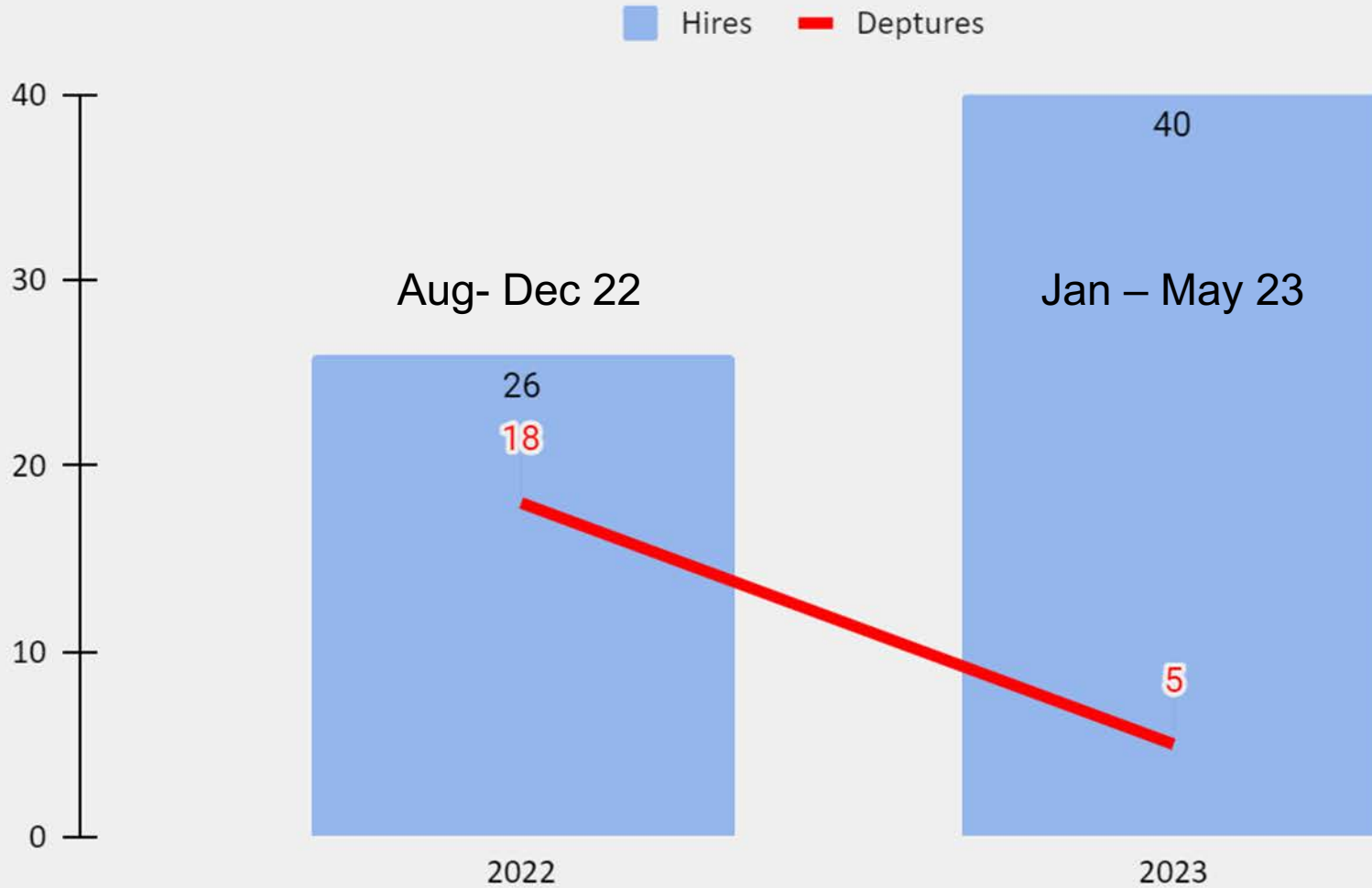
**Let's do some Analysis and
Countermeasure Development...**

Do a lot of Smart Stuff
Stop Doing Stupid Stuff

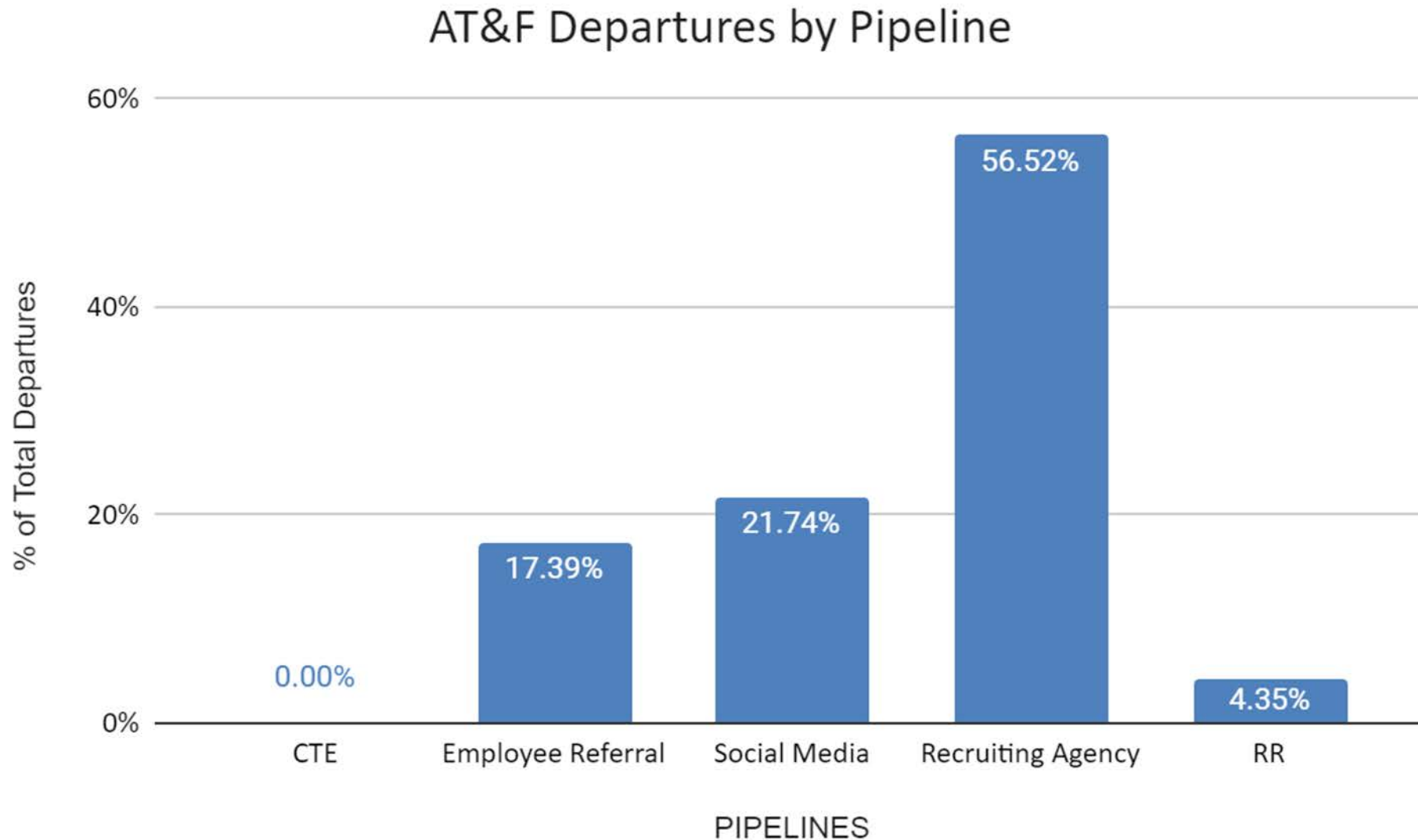
Retention

Hires and Deptures

Implemented a 5th Metric Scorecard

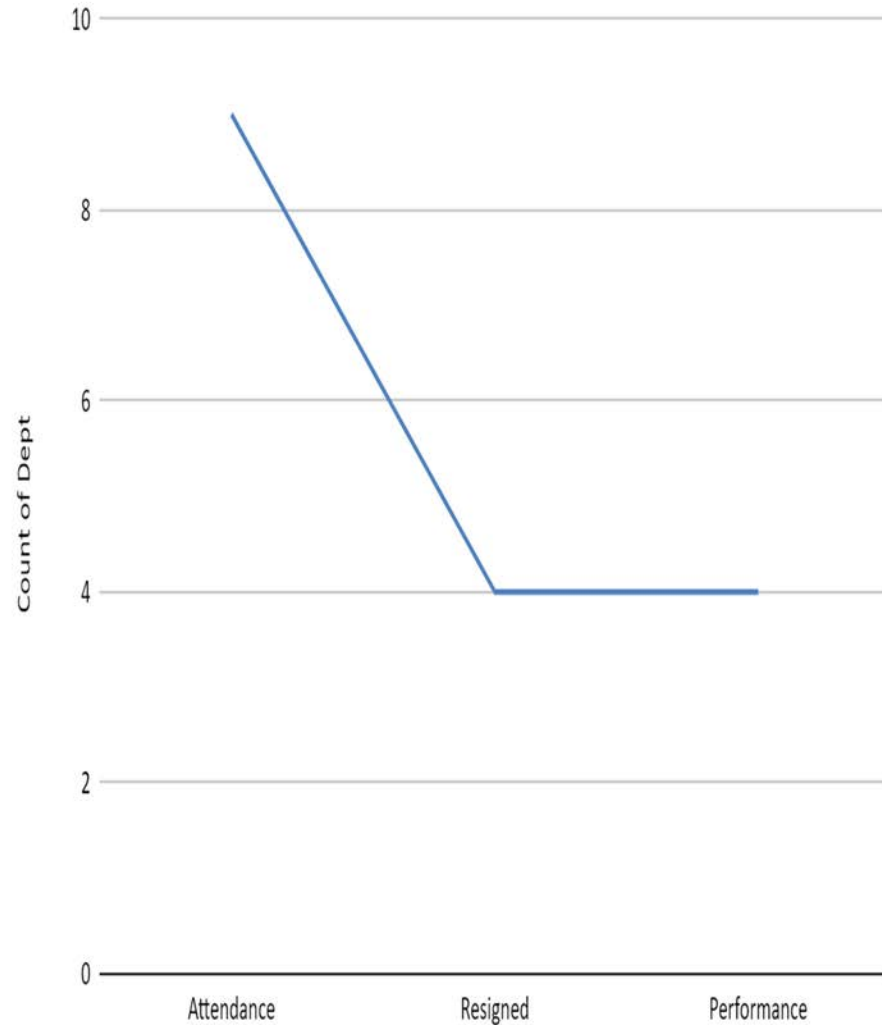


Departures by Pipeline

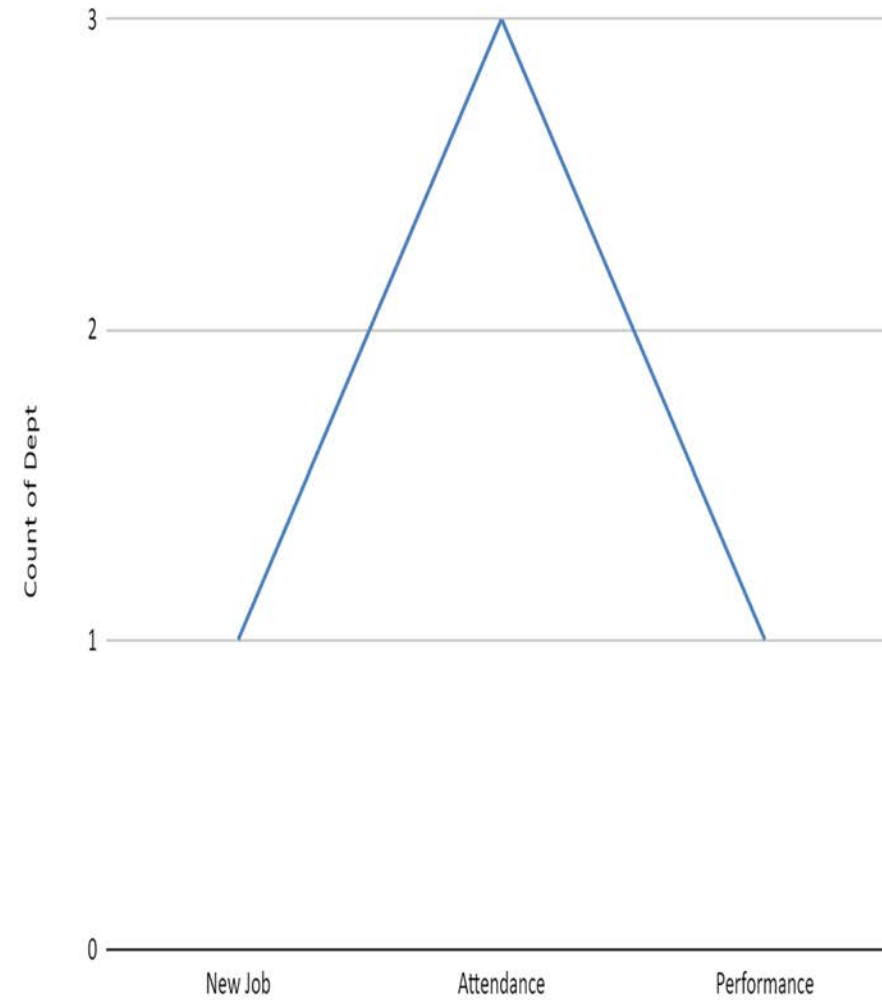


Cause of Departure

Departures Hired Aug 2022 - 1 Jan 2023



Departures Hired Post 1 Jan 2023

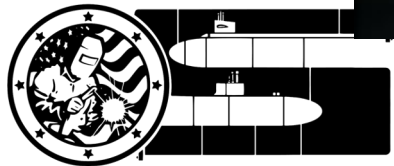


Why **Can't** Companies Recruit, Hire, On Board and Retain **GOOD** people?

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



Because...





Talent Pipeline Program

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

Strategic Plan

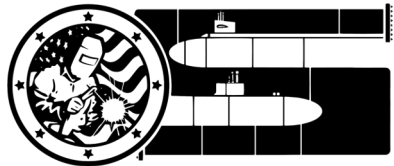
Date: June 2023





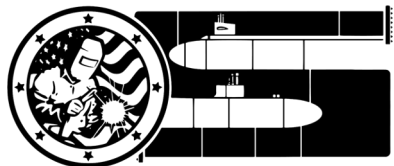
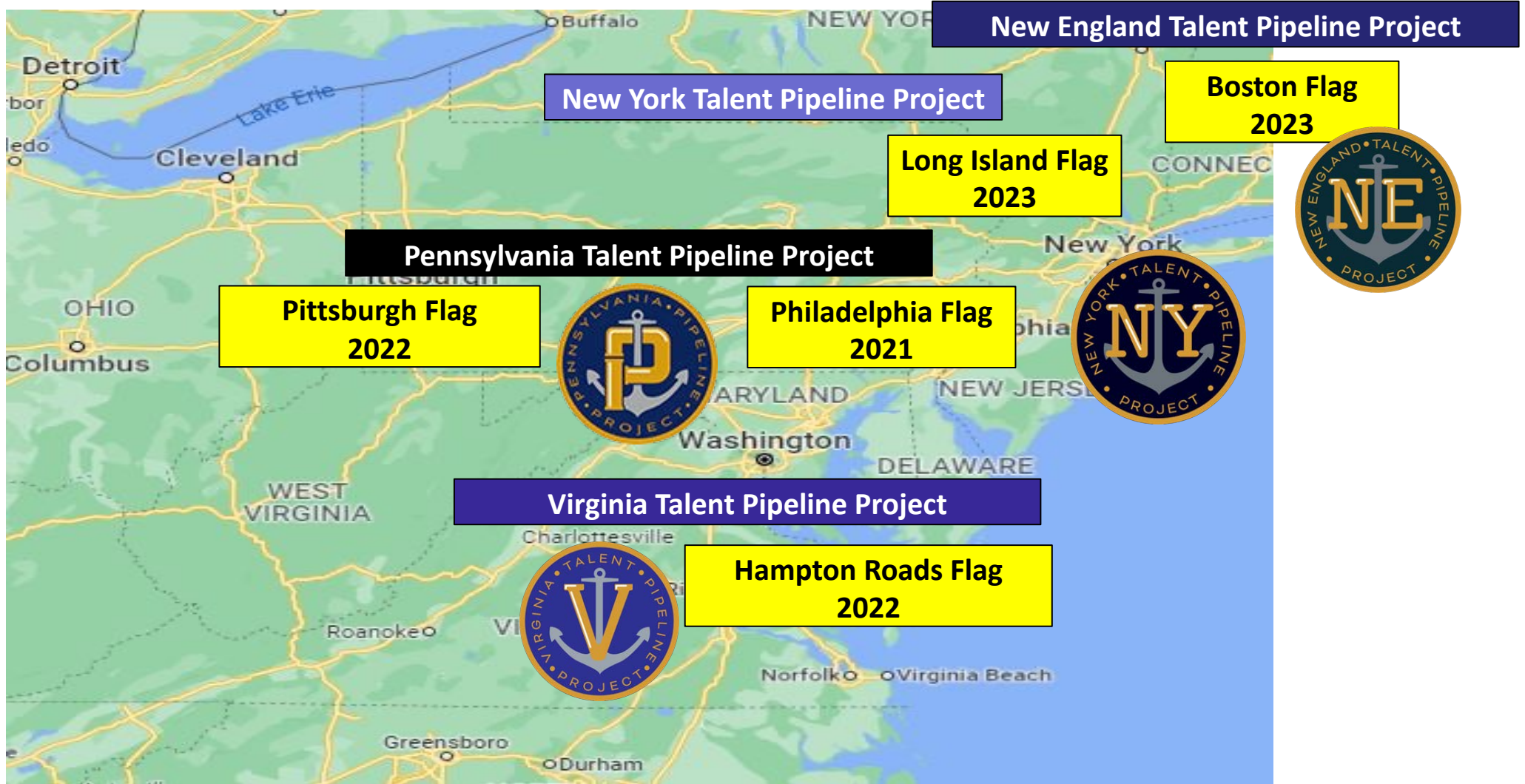
PLANNING ASSUMPTIONS:

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.





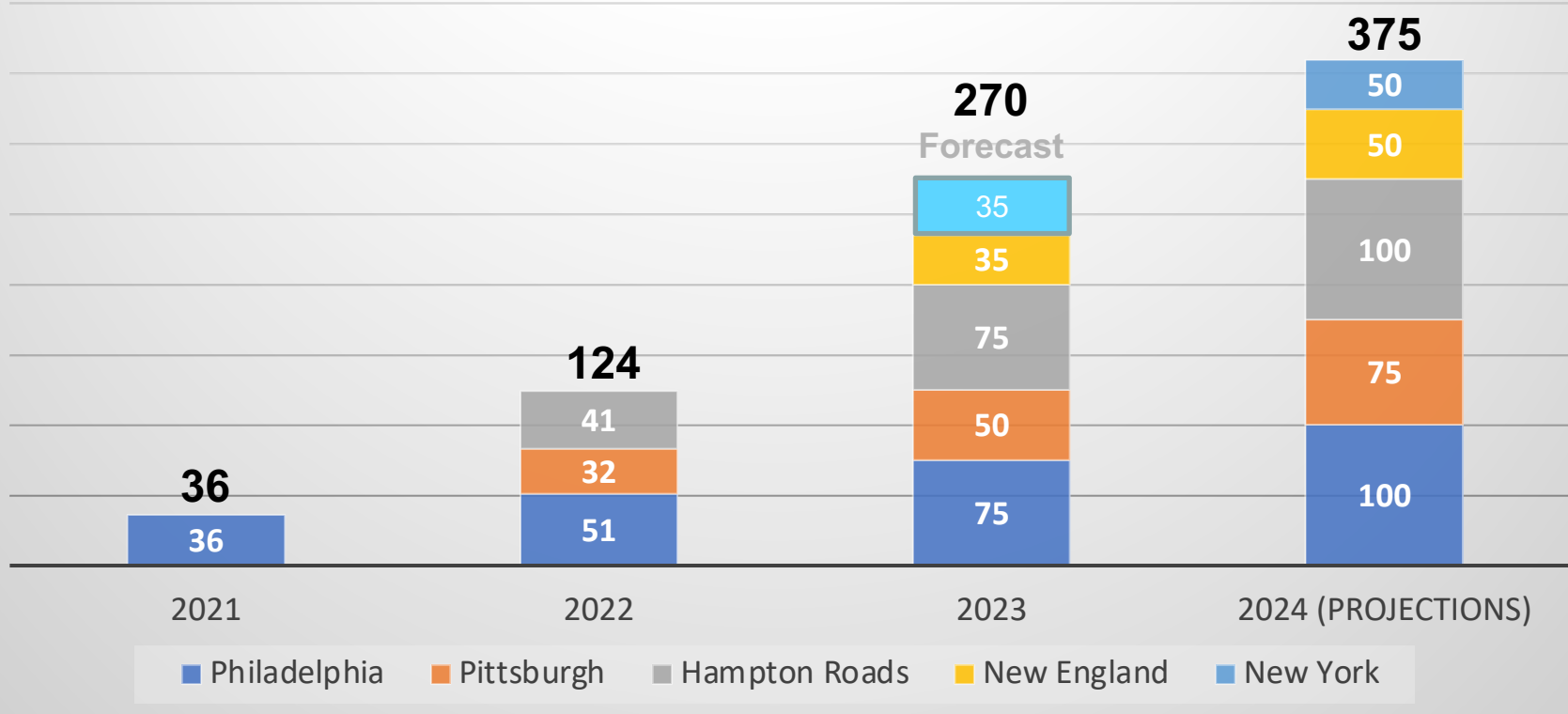
Talent Pipeline Program





Employer Partners

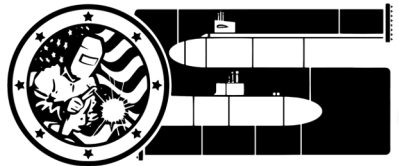
Employer Partners Participation (by region and year) As of June 15, 2023





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!**





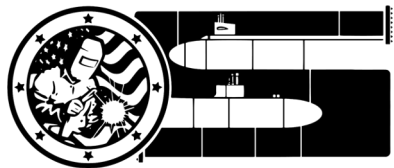
WE are on a Mission!

1 Relationship

1 Employer

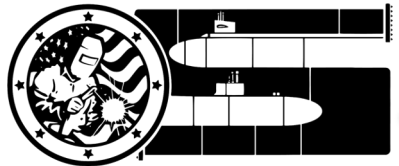
1 Job

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





Keynote Speaker
CMDDCM(SS) Jeff Hiscocks
Command Master Chief, Team Submarines

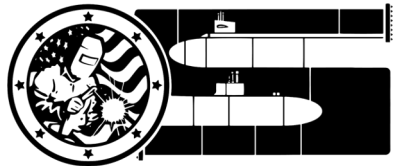




Closing Remarks

Next Milestone: Team Kick Off
26 Sep 2023 1300-1700

...followed by Networking Reception
Pittsburgh Marriott North, Cranberry Twp





Networking Social

