



PA Talent Pipeline Project – Philly Region

“Talent Acquisition & Retention Workshop”

(Recruiting and Hiring)

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August 4, 2022





Agenda



- 09:00-09:15 – Welcome/Introductions/Workshop Outcomes
- 09:15-09:30 – Philly Region POA&M Update
- 09:30-11:30 – Employer Focus
 - Why is talent acquisition so hard?
 - What does right look like? Assess your current system.
 - Key Performance Metrics
 - Tools
 - Realistic Job Preview & Applicant Tracking Systems
 - Building Talent Pipelines
- 11:30-12:15 – Working Lunch (Thaddeus Stevens College of Technology, The Manufacturers' Association, ATDM)
- 12:15-12:45 – Employer Focus
 - Tools
 - Identifying and Training Recruiters
 - Offer to Accepted Offer Process
 - Roles and Responsibilities
- 12:45-13:45 – CTE Focus
 - What does right look like? Assess your current system.
 - Roles and Responsibilities
 - Successful Best Practices
- 13:45-14:00 – Attendee Sharing & Open Discussion
- 14:00-14:45 – Requesting Individual Coaching Process
- 14:45-15:00 – Path Forward/Feedback Survey/Closing Remarks





The Mission



The Mid Atlantic Submarine Talent (MAST) Pipeline Project TEAM will energize and engage the Mid Atlantic Region 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.





Concept of Operations & Major Milestones



Year 1:

Region Demand Signal Round Table Discussion
Partner “Kick Off” Meeting
Employer/CTE Program “Matching” Program Review
Career Discovery & Recruiting Fair
“Recruiting” Program Review
“New Hire Draft” Working Group Session
“Signing Day” Ceremony

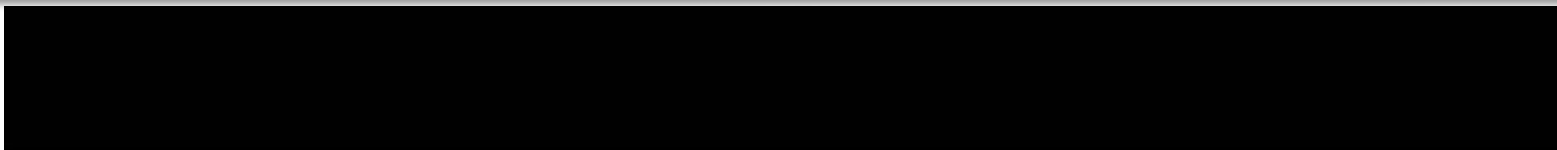
Year 2 plus:

New Partner (Employers, CTE Programs, Facilitators) Orientation
Employer/CTE Program “Kick Off & Matching” Program Review
Career Discovery & Recruiting Fair
“Recruiting” Program Review
“New Hire Draft” Working Group Session
“Signing Day” Ceremony
Report Out at Year 1 New Hires 1st Year Work Anniversary
Employer-New Hire 1st Year Anniversary Recognition Ceremony





May 25, 2022, Signing Day





Philly Region 2022-2024 POA&M



- June 22 – All Hands Meeting
- ***July 7 – New Participant Orientation (Rowan College of Burlington County, Mt. Laurel, NJ)**
- July 20 – All Hands Meeting
- August 2 – Recruiting and Hiring Talent Acquisition Workshop 1
- August 4 – Recruiting and Hiring Talent Acquisition Workshop 2
- August 18 – All Hands Meeting
- August 25 – CTE/Instructor Training Session (PSD)
- ***September 13 – Kick Off and “Partnering” Program Review (Penn State on the Navy Yard)**
- October 11 – All Hands Meeting
- October 12 – Career Discovery Day
- October 25 – Recruiting and Hiring Talent Acquisition Workshop 3
- October 27 – Recruiting and Hiring Talent Acquisition Workshop 4
- November 15 – CTE/Instructor Training Session (If Required)
- November 17 – All Hands Meeting
- ***December 1 – Cutoff for new Partners**
- December 14 – All Hands Meeting
- January 17, 2023 – On Boarding and Retention Workshop 1
- January 19, 2023 – On Boarding and Retention Workshop 2
- ***January 23, 2023 – Mid Year Program Review**
- February 16, 2023 – All Hands Meeting
- March 8, 2023 – All Hands Meeting
- March 21, 2023 – On Boarding and Retention Workshop 3
- March 23, 2023 – On Boarding and Retention Workshop 4
- April 4, 2023 – Final “Draft” Day 1
- April 6, 2023 – Final “Draft” Day 2
- April 12, 2023 – All Hands Meeting
- ***May 6, 2023 – “Signing” Day**



*** Indicates Major Program Review & Milestones**



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



Perfect
1 Recruit = 1 Life Long Engaged and Productive Teammate

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

Pre-1st Day – HR Lead

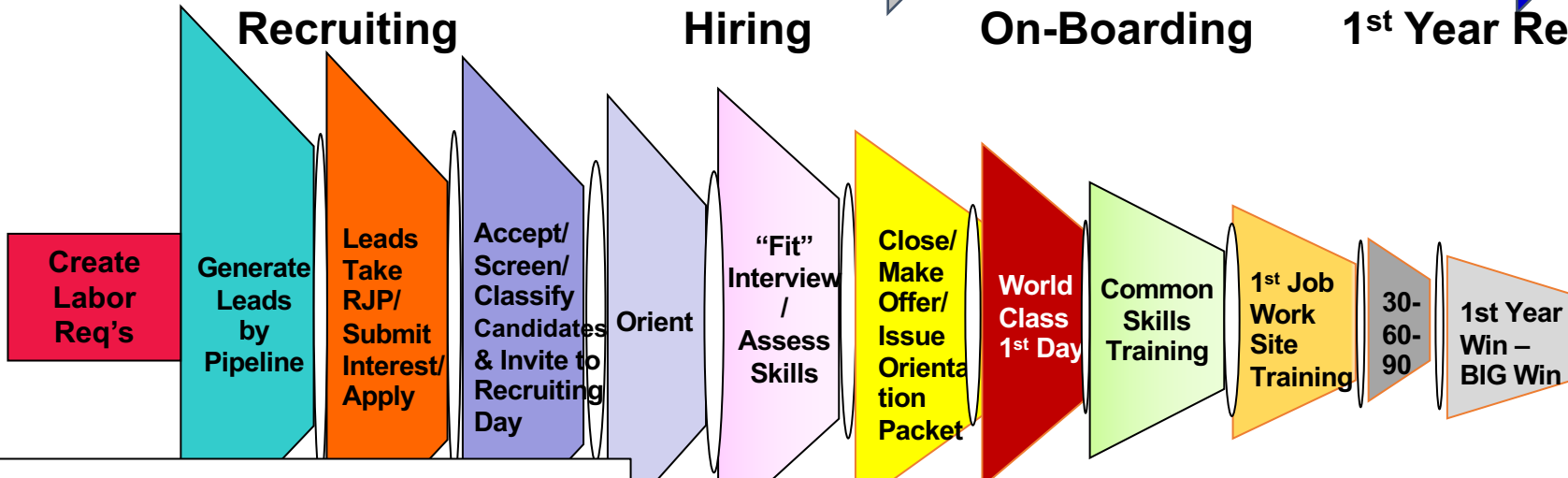
Post Hire – Operations Lead

Recruiting

Hiring

On-Boarding

1st Year Retention



Pipelines

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

Tools

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





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





WE are on a Mission!

1 Employer

1 Job

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





Program Participant Support Services



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





Employer Focus





Why is Talent Acquisition so Hard?



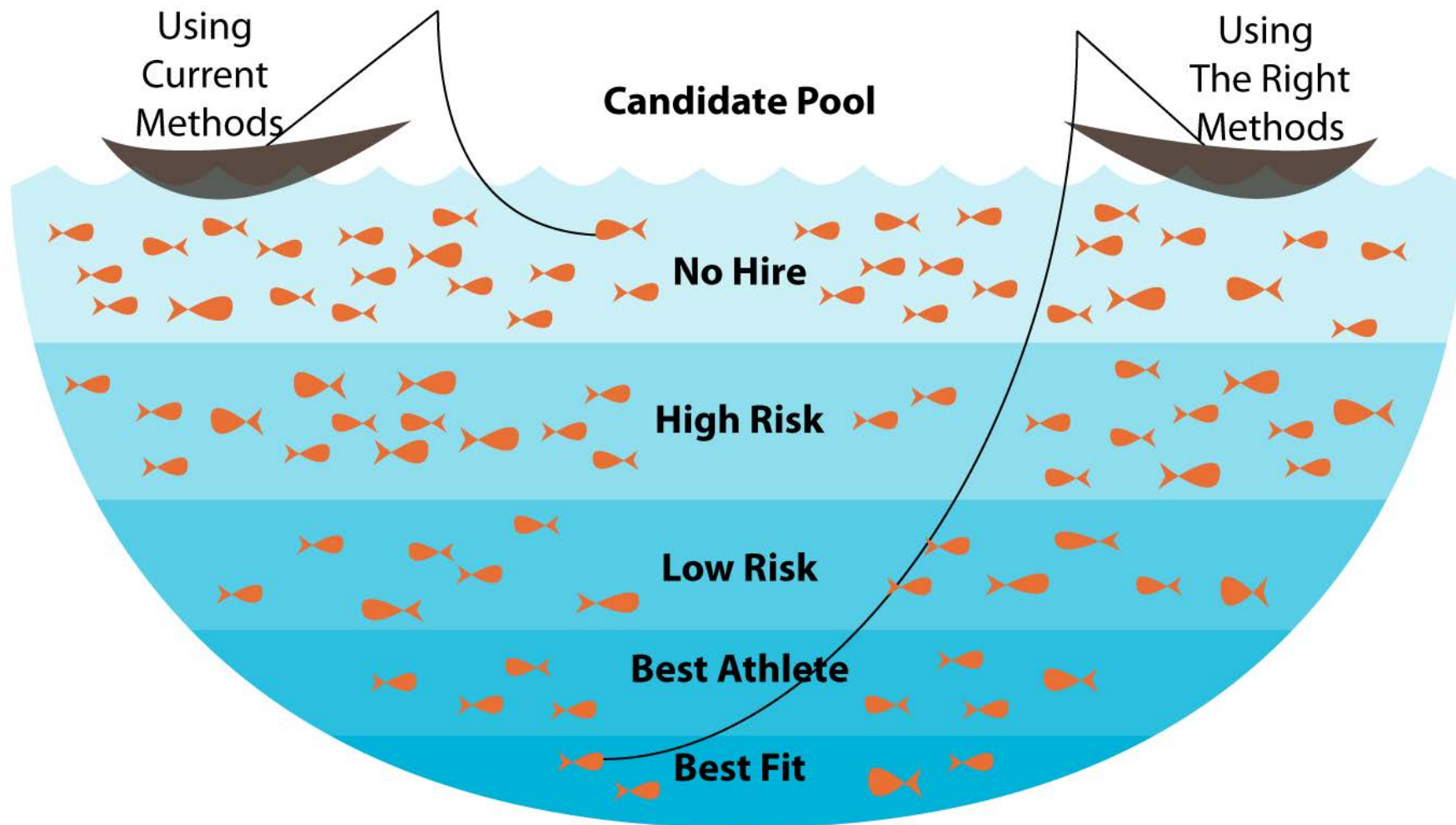


On a scale of 1-10 with 10 being Perfect how would you describe the performance of your Current Talent Acquisition System?





Where Are You Fishing?





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





Generating the Need to Hire...



- New or Expanded Work
 - Business Plan/Customer Relationship
 - Contract Changes (FFP, T&M, Cost Plus)
 - Period of Performance Changes
 - Confidence in Future Work Demand
- Replace Departures
- Specific Technical Need
 - New Skills Required





Options



- Outsource (T&M or Turnkey)
- Negotiate Delivery Schedule
- Hire Experienced – Plug and Play
- 1099 (Retired)
- Direct Hire a New Person (“Best Athlete”)
- Recruiting Process Outsourcing
 - Temp Agency Services





Talent Acquisition & Retention Key Stakeholders



- Customer:
 - 1st Line Supervisors
- Facilitator(s):
 - Hiring Managers
 - HR
 - Recruiting
 - Executive Leadership Team
- Supply:
 - New Teammates





What Do Hiring Managers Want?



An 18-year-old with 20 years of experience who can “plug in” and immediately begin production work and pay them \$10/hour.





Building Talent Pipelines



➤ Business Metrics:

- 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 supervisor as others
10. Candidate Net Promoter Score: “How likely is it they would recommend your company/organization to a friend or a colleague?” (1-10)





Post COVID Trends and Observations



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





What Does Right Look Like?





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



Perfect
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Hire for "Fit" -- Train for "Skill"

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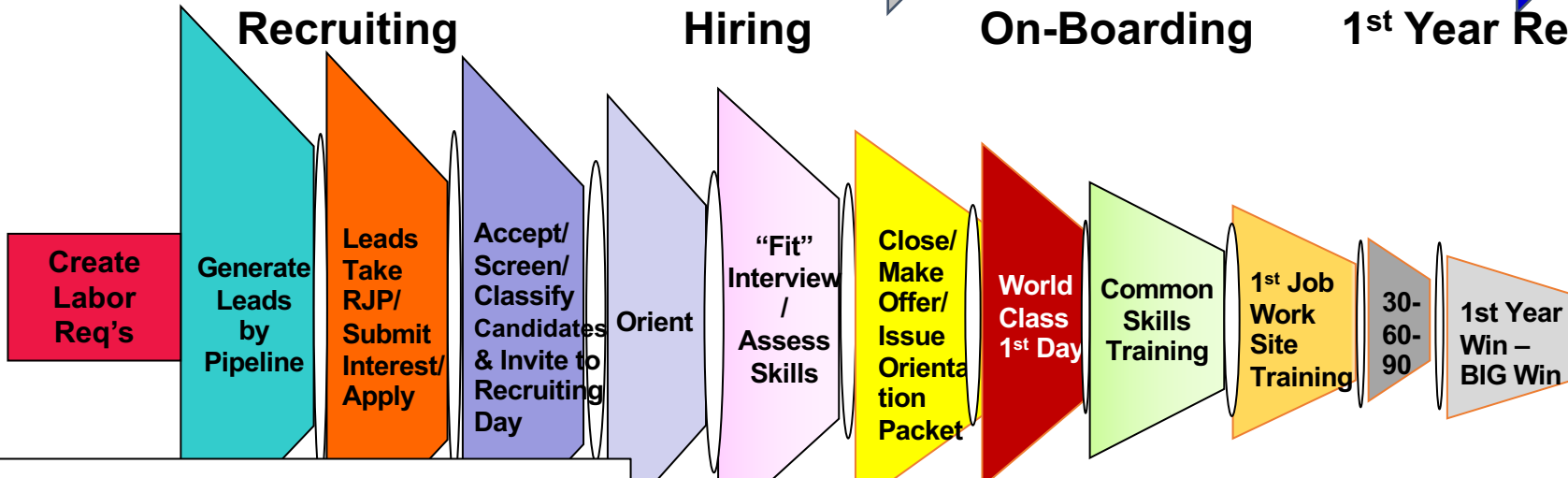
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Pipelines

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Employers – Assess Your System



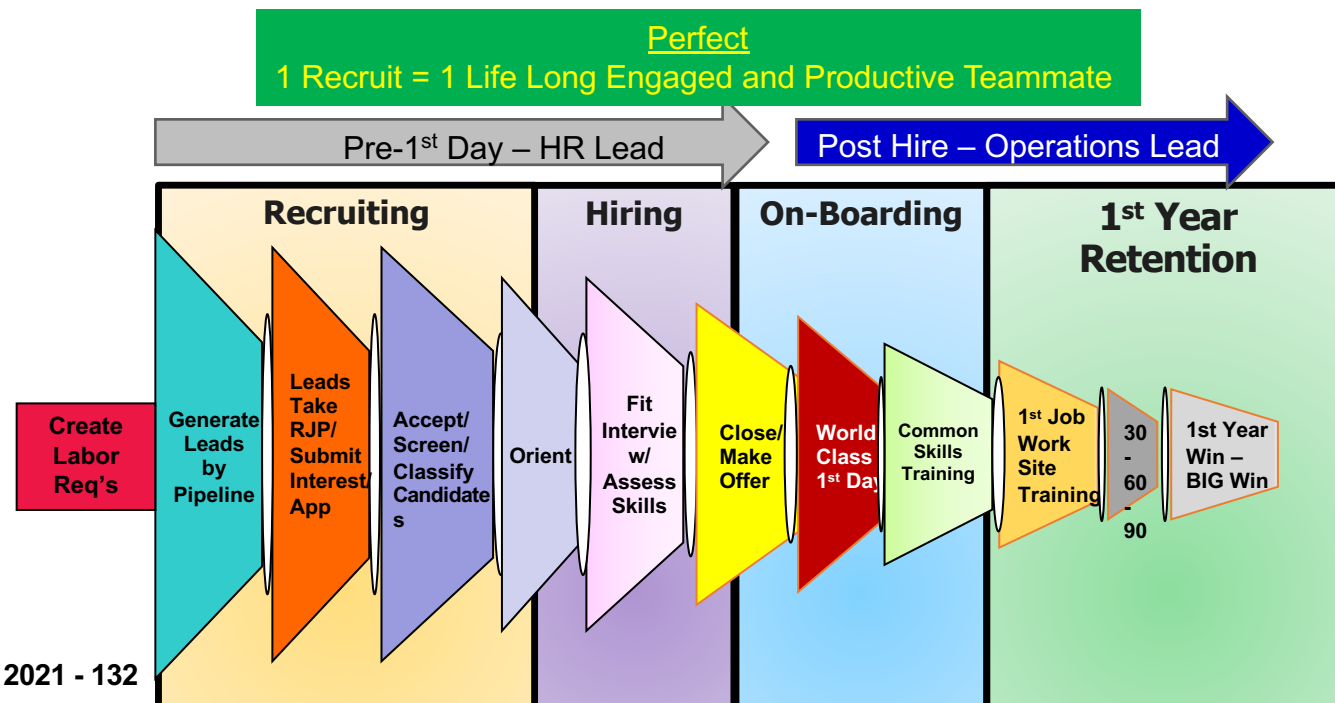
RECRUITING	HIRING	ONBOARDING	RETENTION

- As we move through the program today, complete the handout for your organization.
- In each major element of the TA&R system, rate your organization:
 1. Performing well. Our system is optimally performing and meeting or exceeding our needs and expectations
 2. Needs improvement. Our system is working (sometimes), but does not consistently meet our needs and expectations
 3. Not performing. Our system rarely meets our needs and expectations.
- You will turn in this form at the end of the workshop.





Key Performance Metrics



2022 Hiring Demand As of Dec 2021 - 132

	1 st YR Retention Rate	Attrition	Recruiting	Hiring	On-Boarding	1 st Year Retention
Current State	69%	41	692	519	173	132
Best Practice Model Target	85%	20	608	456	152	132
Best Practice Model Actual YTD	92%	3	395	136	61	58
Delta YTD						





Demand Signal Example



Class	1:22	2:22	3:22	4:22	5:22	6:22	7:22	8:22	9:22	Total
Month	Feb-Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Total Demand	17 / 26	19 / 11	15	20	14	8	16	10	12	132
• Entry Level	8 / 6	8 / 4	9	9	9	5	5	5	5	63 / 10
• Experienced	9 / 20	11 / 7	6	11	5	4	11	5	7	69 / 27
Recruiting Day	3/12/22	4/9/22	5/14/22	6/11/22	7/9/22	8/13/22	9/10/22	10/8/22	11/12/22	9 / 2
World Class First Day	4/4/22 4/11/22	5/9/22 5/16/22	6/6/22 & 6/20/22	7/11/22 7/25/22	8/1/22	9/6/22	10/3/22	11/1/22	12/5/22	9 / 4





Recruiting/Marketing/Branding Your Company





Why are your best people leaving?

Does Not Matter

Why did your best people decide to start looking?

Matters





Why are your best people staying?

Matters a **LOT**





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?





Two Types of Recruiting



➤ Active Recruiting Strategies

- Personal Relationship Based
- Onsite / In Person Visits
- Uses Recruiters
- Pull System

➤ Passive

- Impersonal Medium Based
 - Web Based Job Boards
 - Printed Material
 - Media
- Uses Administrators
- Push System





Branding and Marketing Your Organization



- Recruitment VS. Marketing
- Building a Marketing Strategy
- Selling a Job or Selling a Career?
- Branding and Marketing Checklist





Definitions

Recruitment Advertising	Post and Pray.
Recruitment Marketing	Building and Communicating 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.





Recruitment Examples



Recruitment Advertising

Need 5 welders by October 15th

Recruitment Marketing

How do I build a plan to get the word out about who we are and who are looking to hire now and in the future?



Recruiting



Attracts talent to jobs.

Marketing



Attracts talent to YOU.



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.



Example: Barry-Wehmiller



Barry-Wehmiller

@barrywehmiller · Industrial Company

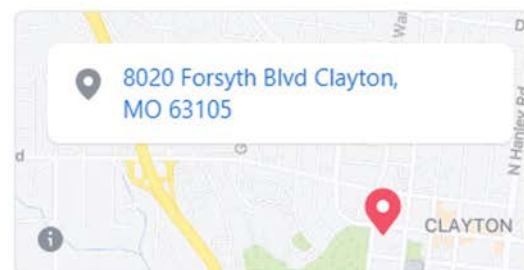
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About

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- Barry-Wehmiller built its reputation by growing into a global capital equipment & consulting firm. But it's our people-centric culture that defines wh... See more
- Barry-Wehmiller is a \$3+ billion provider of manufacturing equipment and engineering consulting for the corrugating, packaging and paper converting in... See more



Barry-Wehmiller

June 23 at 10:03 AM · 🌐

What does "Joy" have to do with software and how did Rich Sheridan and Menlo Innovations decide that it was the core of their business?

Listen to the clip below and then check out the full #podcast interview here: <https://www.barrywehmiller.com/.../everybody-matters...>

#business #leadership #leadershipdevelopment #management #managementskills #humanresources #hr #employeeengagement #podcasting





Example: Barry-Wehmiller

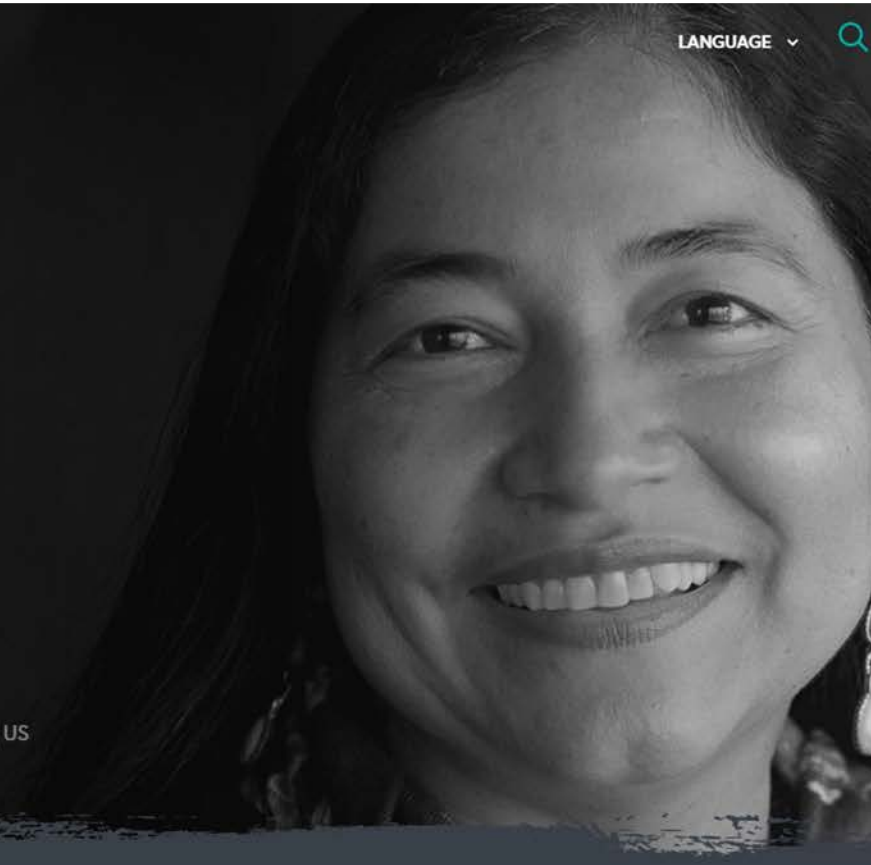


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BUILDING A BETTER WORLD

OUR STORY OUR BUSINESS OUR OUTREACH OUR BLOG [JOIN OUR TEAM!](#) LANGUAGE

We're showing what's possible at the intersection of great business strategy and profound care for people.

Jaudith
Akron (OH), US






Google Your Business



COMPANY NAME

76,545 PEOPLE FOUND YOU ON GOOGLE

185

asked for directions

-9.3% FROM AUGUST 2021

159

visited your website

16% FROM AUGUST 2021

27

called you

35% FROM AUGUST 2021



Stand out to customers with a post about your business.

CREATE A POST



WHAT CUSTOMERS ARE SAYING ABOUT YOU

Congrats, COMPANY NAME has a 4.4 star rating on Google

Right-click or tap and hold here to download pictures. To help protect your privacy, Outloo...





Example: Barry-Wehmiller



Barry-Wehmiller International

3.6 ★★★★★ 91 reviews

Follow

Write a review

Snapshot

Why Join Us

91 Reviews

168 Salaries

560 Jobs

20 Q&A

Interviews

Photos

Barry-Wehmiller International Careers and Employment

About the company

Founded

1885

Company size

201 to 500

Revenue

\$1B to \$5B (USD)

Industry

Machinery Manufacturing


Headquarters

Atlanta, St. Louis, India





Example: Barry-Wehmiller

Barry-Wehmiller
Machinery Manufacturing · Saint Louis, MO · 24,862 followers

4 people from your school work here · 4,977 employees

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About

We're Building A Better World. We're more than just a successful capital equipment and engineering solutions firm. We're an organization fiercely committed to improving the lives of our team members across the globe. By providing meaningful work in an environment of care and compassion, we send them home fulfilled by their time wit... [see more](#)

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Example: Barry-Wehmiller



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 We're showing what's possible at the intersection of great business strategy and profound care for people. Learn more about Barry-Wehmiller.

Truly Human Leadership ▶ PLAY ALL





Online Reviews



3.0

Nothing

★★★★☆

Processing Associate, Lockbox (Former Employee) - King of Prussia, PA - January 23, 2020



Indeed Featured review

The most useful review selected by Indeed

Was not happy there. I didn't feel like I belonged. The supervisor picked who he liked, and that did not include me. The management lacked overall experience.

Was this review helpful?

Yes

No

Report Share

3.0

Great entry level job for office services but awful pay and benefits.

★★★★☆

Mail Clerk (Former Employee) - Tampa, FL - October 4, 2021

This is the perfect job for anyone who wants to get their feet wet into the corporate office setting or for someone who is about to retire. The client I worked for were always very friendly, accommodating, and an overall fantastic company! The Millennium Group as my previous employer; however needs work on multiple issues. The pay and benefits are below average, management have horrible communication and work ethic, and a few of my coworkers were unpleasant. Especially during the pandemic.

✓ Pros

Flexible schedule, client is great working with, and easy work load.

✗ Cons

Pay, benefits, management.

Was this review helpful?

Do you respond?

How do you respond?

What will you do with the information?

Do you ask staff to provide reviews?

Feedback is a gift... Don't take it personally





What Are You Selling?



JOB

- Post openings on websites, job boards, etc.
- Sell what someone gets – 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





Branding and Marketing Checklist



- Gather a cross-section of members from across the company
- Establish your short-and long-term goals
- Gather input from staff on value proposition of working at your company
- Secure all social media sites
 - LinkedIn
 - Indeed
 - Facebook
 - Google
 - GlassDoor
 - Instagram
 - Twitter
- Collect photos to share
- Place your standard messaging on various sites
- Assign team members to regularly review content
- Discuss and determine philosophy on reviews
- Create dashboard showing activity on each site
 - Likes
 - Views
 - Shares
- Develop format to review and share data.





Steps To Build A Recruitment Marketing Program



1. Establish team, define roles and set goals
2. Identify target candidates
3. Define employee value proposition- ask incumbents
4. Identify all communication channels
5. Create your inbound content
6. Make content mobile friendly and easily accessible
7. Develop right mix out outbound and inbound





Branding Closing Thoughts...



- Recruitment Marketing won't have traditional success. It's about branding.
- Define what success looks like in your company.
- It's ok to start small
 - Involve your employees
 - Pizza goes a long way to get information
- No Marketing team? Ask people across the company to help manage Social Media.
- Be Consistent.
- Set a regular schedule to review all recruitment branding content pictures and websites





Tools (Part 1)





Tools Outline



- Realistic Job Preview & Applicant Tracking Systems
- Building Talent Pipelines
- Identifying & Training Recruiters
- First Fit then Skills: Behavioral Base Interviews
- Closing: Offer to Accepted Offer Process
- Roles and Responsibilities: HR and Operations





Realistic Job Preview (RJP) & Applicant Tracking System





What Is An RJP?



- 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





RJP 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





RJP Examples



Fairlead Example

Kingsbury Example





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





Example TA&R Master Scorecard



Months	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	
Demand	9	9	10	11	19	20	14	8	16	10	12	138	
# RJP Views	136	132	105	101	33							507	
# Interested	98	114	79	80	24							395	22%
# Invited to RD / Interview	20	73	40	30	4							167	58%
# Attended RD / Interview	20	65	20	29	4							138	17%
# Interviewed	20	63	20	29	4							136	1%
# Conditional Offers	8	25	13	11	15							72	47%
# of Offers Accepted	8	21	13	11	13							66	8%
# Attended Fairlead First Day	8	14	15	11	13							61	8%
# Completed Week 1	8	14	15	11	13							61	100%
# 30 Days	7	13	14	11								45	74%
# 60 Days	7	12	14									33	73%
# 90 Days	7	11										18	55%
# 180 Days												0	0%
# Retained 1 Year												0	#DIV/0!





Building Talent Pipelines (Relationships)





Potential Pipelines



1. CTE's (High Schools and Community Colleges)
2. Employee Referral Program
3. College Departures
4. Adult Education
5. Temp Agencies
6. Web Based – Online Tools
7. Recruiting Agencies
8. Military / Veterans
9. Employment Commissions
10. Recovered / Returns





Career & Technical Education



High Schools

- Pool Size:
 - School: 50-250+
 - Region: 1000-5000+
- Cycle Time:
 - Annually
 - May-July
- Pool Type(s):
 - Entry Level
 - Trained Entry Level
- Employer Keys to Success:
 - Active Recruiting Strategy
 - Annual Plans - Predictable and Repeatable Cycles
 - Build Relationships with Instructors
 - Use Previous Students as Recruiters

Community/Technical College

- Pool Size:
 - School: 50-150
 - Region: 500-2500
- Cycle Time:
 - 3-4x Year
 - 3-4 Months
- Pool Type(s):
 - Trained Entry Level
 - Trained Experience (Upskilling)
- Employer Keys to Success:
 - Active Recruiting Strategy
 - Annual Plans - Predictable and Repeatable Cycles
 - Build Relationships with Instructors
 - Use Previous Students as Recruiters





Employee Referrals & College Departures



Employee Referrals

- Pool Size:
 - Unknown
- Cycle Time:
 - On Demand
- Pool Type(s):
 - Entry Level
 - Skilled Experienced
- Keys to Success:
 - Active Recruiting Strategy
 - Use your best people
 - Give them tools to have conversations

College Departures

- Pool Size:
 - 33% of Current Student Body
- Cycle Time:
 - Bi-Annually
 - December and May
- Pool Type(s):
 - Entry Level
 - Skilled Entry Level
- Keys to Success:
 - Active Recruiting Strategy
 - Use Career Development Services Departments





Military & Veterans



Military

Transitioning Service Members

- Pool Size:
 - 500-1000 / Month
- Cycle Time:
 - Monthly
- Pool Type(s):
 - Skilled Entry Level (E1-E5)
 - Skilled Entry Level with Leadership (E6-O3)
 - Experienced Candidate (O3-O6)
- Keys to Success:
 - Active Recruiting Strategy
 - Use your current Vets as Recruiters
 - TAPS office
 - Reserve and Guard Installations
 - Reverse Engineer your Job Descriptions

Veterans

Previously Transitioned

- Pool Size:
 - Unknown
- Cycle Time:
 - On Demand
- Pool Type(s):
 - Skilled Entry Level
 - Experienced
- Keys to Success:
 - Active Recruiting Strategy
 - Use your current Vets as Recruiters
 - Find local Veteran Organizations
 - Employee Referrals





Adult Education & Recovered



Adult Education

- Pool Size:
 - School: 25-50
- Cycle Time:
 - 3-4x Year
 - 3-4 Months
- Pool Type(s):
 - Skilled Entry Level
 - Experienced
- Keys to Success:
 - Active Recruiting Strategy
 - Annual Plans - Predictable and Repeatable Cycles
 - Build Relationships with Instructors
 - Use Pervious Students as Recruiters

Recovered

- Pool Size:
 - N/A
- Cycle Time:
 - 1 – 4 Weeks
- Pool Type(s):
 - Skilled Entry Level
 - Experienced
- Keys to Success:
 - Active Recruiting Strategy
 - Humility
 - Willingness to Change





Web Based – Online Tools

- Pool Size:
 - Unknown
- Cycle Time:
 - 1-2 Months
- Pool Type(s):
 - Entry Level
 - Skilled Entry Level
 - Experienced
- Keys to Success:
 - Passive Recruiting Strategy paired with Active Recruiting Follow Up
 - LinkedIn, Facebook, Instagram, Twitter, Indeed, Etc.
 - Use Recruiters as first contact follow up
 - Stay Fresh – Post on regular basis
 - Use with Employee Referrals

Employment Commissions

- Pool Size:
 - Unknown
- Cycle Time:
 - 1 – 2 Months
- Pool Type(s):
 - Entry Level
 - Skilled Entry Level
- Keys to Success:
 - Active Recruiting - Meet with Local VEC Reps
 - Passive Recruiting - Post on Job Board
 - Utilize State Funding Resources





Temp Agencies & Recruiting Agencies



Temp Agencies

- Pool Size:
 - Based on current temp population
- Cycle Time:
 - 1-4 Weeks after end of Contract
- Pool Type(s):
 - Entry Level
 - Skilled Entry Level
 - Experienced
- Keys to Success:
 - Passive Recruiting Strategy paired with Active Recruiting Follow Up once potential recognized
 - Don't use Temp to Perm as sole strategy

Recruiting Agencies

- Pool Size:
 - Unknown
- Cycle Time:
 - 1 – 2 Months
- Pool Type(s):
 - Experienced
- Keys to Success:
 - Passive Recruiting Strategy paired with Active Recruiting Follow Up once Candidate Identified
 - Use for senior level positions and experienced skill level





Working Lunch

Thaddeus Stevens College of Technology, The Manufacturers' Association,
ATDM



Thaddeus Stevens College of Technology

Value & Vision | *July 27, 2022*



Thaddeus Stevens
College of Technology

Thaddeus Stevens College

Our Legacy

At Thaddeus Stevens College of Technology, we believe that education is a pathway to prosperity. Thaddeus Stevens College demonstrates every day, with every graduating class, that college is within reach for all. By its very mission, the College addresses economic barriers to accessing a college degree and commits to breaking down these roadblocks, including residential location and other socioeconomic factors that perpetuate educational inequity. Thaddeus Stevens College is committed to the legacy of its benefactor, Thaddeus Stevens, in that our great institution is an instrument of change in the lives of our students, graduates, our community, and business and industry, throughout the Commonwealth of Pennsylvania.

Thaddeus Stevens College By the Numbers

- 25 majors (Fall 2022) + pre-major
 - New Fall 2022 – Civil Engineering Construction Technology
- Workforce & Economic Development Center
 - 5 programs (6 weeks – 6 months)
 - Capacity to train 200 individuals per year
 - Partnerships with community organizations
- Fall 2022 - 1,339 students
- Campus Housing - 2 locations
 - Main Campus & Orange St
- Main Campus + 3 locations:
 - Greiner Advanced Manufacturing Center
 - Orange Street – classrooms, housing
 - Greenfield – program labs/shops, and new Transportation Center



"Commons" student support center

Thaddeus Stevens College Value Proposition

Affordable

- \$11,328 average student loan debt* (*Class of 2021)
 - 92% of those with debt report they will pay off within 1 year

Good Jobs

- 97% placement rate overall*
- \$47,500 median starting base salary for our graduates*
- 14.3+ jobs on average per graduate*

Supports Business & Industry Growth

- 95% of graduates stay in Pennsylvania (Class of 2020)

Thaddeus Stevens College Value Proposition

Nationally Recognized Quality Education

- Forbes – 9th Best Two-Year Trade Schools in Nation
- Aspen Institute – Top 15% of Two-Year Public Colleges in America + Excellence and Equity in Community College STEM Award
- US Department of Education: Out-perform 29 benchmark Associate Colleges selected by IPEDS
- Middle States Commission of Higher Education Accreditation with Commendations
- NICHE #3 in Best Community Colleges in PA

Thaddeus Stevens College

Our Students



- Dual enrollment with high schools
- First generation college
- Direct to workforce at family-sustaining wage
 - Low tuition, minimal or no student-loan debt
 - 40% own home within 5 years and purchase car within 1 year
- Non-traditional
 - Change of career
 - Need skills for employment
- Articulate to 4-year IHE's
 - Supports Commonwealth IHE's

Thaddeus Stevens College

Vision for the Future



Provide the opportunity to educate and train students to become skilled and informed members of our community, earning a family-sustaining wage, while continuing to drive workforce and economic growth for business and industry across the Commonwealth.

Three pronged focus:

- Student Support
- Programs
- Infrastructure

Thaddeus Stevens College

Vision for the Future

1. Student Support

- 40% of students attend on “Stevens Grant”
- Meet last need dollar for qualified students

Vision: Create a pathway to funding the Stevens Grant that addresses financial barriers to accessing higher education and opportunities to advance skills through workforce and economic development programs.

Thaddeus Stevens College

Vision for the Future

2. Programs

- As industry evolves, our academic programs must evolve
- Equipment, tools, and technology in industry need to mirror the equipment, tools, and technology in our programs

Vision: Develop a system to mirror industry evolution, identifying both evolving industry and workforce needs, and opportunities to more closely work with industry to stay ahead of the change

Thaddeus Stevens College

Vision for the Future

3. Buildings/Infrastructure

- Update and upgrade buildings - dormitories, classrooms, labs, shops, offices
- Identify opportunities for community and industry space
- Outfit classrooms, labs, and shops with current supports
- Identify and account for the impact of upgrading learning spaces
 - Example - Upgrade to a lift requires upgrade to electric vehicles

Vision: Provide upgrades to buildings and infrastructure and new construction across our campus locations to support current programming and future expansion. Provide opportunity to engage with the community beyond our role as a College campus.

Thaddeus Stevens College & PA Talent Pipeline

Programs that align with Defense Industry

Total Capacity of Programs

Tips to Recruit & Retain TSCT Students/Grads



TSCT Programs

'22-'23 AY

Computer Integrated Machining

- First Year (Internships): **25**
- Second Year (Full-time): **20**

Welding Technology

- First Year (Internships): **50**
- Second Year (Full-time): **40**

Metals Fabrication & Welding Technology

- First Year (Internships): **50**
- Second Year (Full-time): **40**

Electro-Mechanical Technology

- First Year (Internships): **25**
- Second Year (Full-time): **20**



Employer Best Practices



1. Register as an employer within our Job Posting/Search system, CollegeCentral.com/STEVENS
 - 1st step to connecting - post your open positions for students and graduates so they always have access to you.
2. Get involved in one (or more) of our [Industry Advisory Committees](#).
 - Your BEST access to Technical Faculty
 - Attend a meeting THIS FALL
3. Hire a [student as an Intern](#) over the summer or throughout the school year on a part-time basis.
 - Number 1 way to “try out the talent”
 - 70% end up staying with the company they interned with!
4. Attend [Annual Career Fairs](#) and other recruiting events
 - Mark your calendars: March 1st and 2nd, 2023
 - Registration will go live September 11th

Employer Best Practices *(cont...)*

1. Host an [Information Session](#) – either on-campus or [Virtually](#).
2. Host a Tour of your facility.
3. Partner with an Admissions Recruiter at a local school and/or at Open House events to assist with recruiting students to TSCT.
4. Become an [Industry Mentor](#) – assist with Capstone projects, conduct Mock Interviews, provide a Job Shadow...





Laurie Grove
Director, Career Services
grove@stevenscollege.edu

Value & Vision | *July 27, 2022*



Thaddeus Stevens
College of Technology



Manufacturers'
ASSOCIATION

*Supporting Manufacturers with the knowledge
they need to operate, hire, & train smarter!*

mascpa.org

(717) 843-3891

About MA:

- Founded in 1906, York, PA
- Non-Profit, Board of Directors
- Membership Organization
- **Training & Apprenticeships**
- Advocate for Manufacturing
- Networking and Business Development
- Youth Career Programs
- Services: HR, medical, 401k



State of the Manufacturing Workforce

- Fewer than **1%** of high school graduates have skills and knowledge to pursue careers in advanced manufacturing
- Around two-thirds of employees **under age 25** said they stay with their current employer because of *training and development* (69%) and *career opportunities* (65%)
- Manufacturing advanced skills gap by 2029 could be over **13,000**, fueled by retirements and growth



mascpa.org
(717) 843-3891

Workforce Development

- Over 2,500 students trained annually
- Supervisory/Leadership classes
- HR Classes
- Soft Skills
- Technical & Trade
- Apprenticeship





The Regional MFG Center of Excellence for Apprenticeship and Training

- Expansion of our machine shop
- New computer training and CNC programming lab
- Additional training rooms and meeting space
- Easily accessible for members, partners and community
- Allows for co-working space for members and partnerships



State Registered Apprenticeship

- 43 manufacturers and nearly 100 apprentices
- Skills Trades:
 - Tool and Die
 - Machinist
 - Mechatronics
 - Maintenance Mechanic/Technician
 - Automation Robotics Technician
 - Quality Technician
 - Industrial Manufacturing Technician
- Registered Group Non-Joint Sponsor
- **Tuition Funding Available**

91%

Apprentices Retention Rate

\$1.47

Apprentice ROI



pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT



[DCED Apprenticeship Grant Program](#)

- \$3,000 per apprentice
- Max 3 years
- Max 5 apprentices



[For qualified employers - training funds for new and existing employees](#)

- \$2,000 per employee
- Limited to 2 years in a row or 3 out of five.



State Registered Student Pre-Apprenticeship

- **Two Year Program**
 - Shop Math and precision measurement
 - OSHA 10
 - Design and Quality Control
 - CAD/Solidworks
 - Lean Manufacturing
 - Blueprint Reading
 - Emerging Tech (VR, 3D printing)
 - 3 Days of Shop and Projects
- **FUNDING**
 - **Work based learning stipend to employers = \$1,500 (summer job, intern, co-op, etc.)**





State Registered Pre-Apprenticeship



- York, Lancaster, Chester, Perry Counties – more coming in Fall 2022.....
- Milton Hershey School
- 80+ students enrolling – Year 1 and Year 2



What is the NextGen Mfg Partnership?

A common table for manufacturers to collaborate with one another and tackle issues that no single company can address on their own.

30+ Mfg leaders engaged!



Employer Priorities

1. Promoting manufacturing careers:

- iExplore, Campaign, EdgeFactor, Mfg Career Portal.

2. CONSORTIA TRAINING SUBSIDY!

3. Business to Business Networking and Best Practices



www.careerconnectionshub.com



Resources for Manufacturers!

- Funding Opportunities:
 - Apprenticeship Tuition
 - Training Grants – WEDNet
 - NextGen Partnership – consortia subsidy
 - Student Work Based Learning Grant
- Mfgs' Association Training and Apprenticeships
 - www.mascpa.org - calendar
- Mfg specific Job Board
- Support Student Career Connections Hub – Mfg
- Annual Wage and Salary Survey data – Free to Participate!





We're The Manufacturers' Association

- We are always here for you if you need anything!
- 717-843-3891
- office@mascpa.org
- www.mascpa.org

ATDM

POWERING AMERICA'S WORKFORCE



What is ATDM?

Accelerated Training (8 hrs/day, 5 days/week; 4 months)
(Equivalent to a One-Year Certificate Program at a Community College)

Industry-Driven With Tailored Curriculum To Meet the Requirements in Specific Sectors of the DIB

Targets Adult/Mature Learners

Produces Graduates With National Certifications

Four Program Tracks: CNC machining, quality control inspection (metrology), welding, & additive manufacturing

CNC Machining



Course Content:

- Machine Shop Safety and Best Practices
- CNC Operations
- CNC Programming
- CNC Machine Set up
- Geometric Dimensioning and Tolerancing (GD&T)
- Blueprint Interpretation
- Technical Mathematics
- Precision Measurement

Qualifications/Certifications

- Haas Lathe Operator Haas Automation
- Haas Mill Operator Haas Automation
- NIMS CNC Mill Operator National Institute of Metal Working Skills
- NIMS CNC Lathe Operator National Institute of Metal Working Skills
- NIMS Milling: Programming, Setup and Operations Level I National Institute of Metal Working Skills
- NIMS Turning: Programming Setup and Operations Level I National Institute of Metal Working Skills
- OSHA 10 — Summit Training Source

Quality Control Inspection (Metrology)



Course Content:

- Technical math
- Introduction to Metrology
- Machine Blueprint Reading
- Quality Control
- Introduction to Lean and Six Sigma
- GD&T Basics: Fundamentals – Engineer Essentials
- Dimensional Inspection
- CMM Operation and Programming

Qualifications/Certifications

- ASQ — Certified Quality Inspector
- ASQ — Certified Six Sigma Yellow Belt
- Coordinate Metrology Society — Metrologist in Training
- Mitutoyo — MSCOMOS C1
- NIMS — Inspector
- OSHA 10 General Industry — Summit Training Source

Welding

Welding



Course Content:

- GMAW (MIG Welding)
- FCAW (Flux core Welding)
- GTAW (TIG Welding)
- Blueprint Reading and Interpretation
- Technical Math
- Shipbuilding Terminology

Qualifications/Certifications

- 2G FCAW with backing — American Welding Society
- 3G FCAW with backing — American Welding Society
- 4G FCAW with backing — American Welding Society
- 2G GMAW-S with backing — American Welding Society
- 3G GMAW-P with backing — American Welding Society
- 4G GMAW-S with backing — American Welding Society
- 2G GTAW with backing — American Welding Society
- 3G GTAW with backing — American Welding Society
- 4G
- GTAW with backing — American Welding Society
- OSHA 10 Construction — Summit Training Source

Additive Manufacturing

Additive Manufacturing



Course Content

- Additive Manufacturing Processes
- Design Rules for Additive Manufacturing
- 3D Modeling & Slicing
- Working in 3D Space with Coordinate Systems
- Precision Measurement & Blueprint Reading
- CNC Milling Operations (Post-processing)
- 3D Scanning & Reverse Engineering
- Material/Mechanical Properties
- Lean Manufacturing & Team Projects

Qualifications/Certifications

- Autodesk Certified Associate in CAD for Mechanical Design
- Lean Six Sigma Yellow Belt
- SME Certified Additive Manufacturing Fundamentals
- Haas Mill Operator — Haas Automation
- OSHA 10 — Summit Training Source

How to Participate

- Send employees for upskilling
- Send pre-hires or conditional hires
- Recruit from pool of non-industry students
- Attend Workforce Connection Event each cohort to “recruit non-sponsored students”
- Schedule a virtual “information” session to present to students
- Organize a tour of the ATDM facilities
- Help refine our curriculum through feedback
- Recommend new courses based on your needs

Cohort Information/Scale-Up

Starting in January 2023, the ATDM program will scale-up starting with the welding program and adding more slots to CNC by May. Non-destructive testing (NDT) will be added as a fifth training track. The goal is to gradually increase to approximately 216 students per cohort by January 2024.

ATDM 2.0 & 3.0 At a Glance		
Cohort	Start Date	End Date
ATDM2.2	August 22, 2022	December 14, 2022
ATDM2.3	January 9, 2023 (TBD)	May 2, 2023
ATDM3.1	May 2023 (TBD)	August 2023 (TBD)
ATDM3.2	September 2023 (TBD)	December 2023 (TBD)
ATDM3.3	January 2024 (TBD)	April 2024 (TBD)

ATDM Application Information

Requirements:

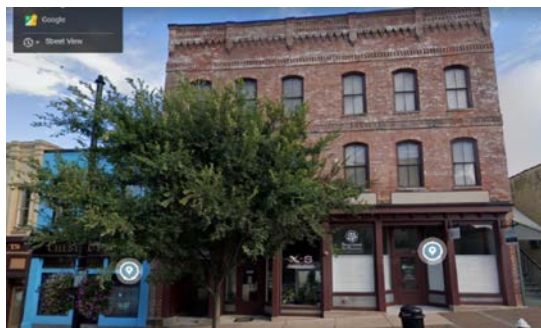
- Must be 18 prior to class start date
- Must have a high school diploma or completed a GED
- Willing to relocate (non-industry students)
- Attend a virtual information session
- Must take a basic English/Math practice test
- Must be a U.S. Citizen or possess a U.S. work visa

Other Information:

- Tuition is currently at no cost to student
- Scholarships cover the cost of housing
- Transportation is provided to and from class (if needed)
- Applicants who are accepted will have policies to sign and will be required to take a practice assessment test
- All students must pass the OSHA 10 test to stay in the program

To apply, go to our website at www.atdm.org. Click the red “Apply Today” button at the top of the page.

Housing – Downtown River District



Students are provided a furnished loft in the Downtown River District in Danville, VA. Utilities, internet, and washer/dryer are included in the units or apartment building.

Contact Information



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Industry Engagement & Outreach
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Tools (Part 2)





Identifying & Training Recruiters





Why Me?



Team Members Recruiter Profile:

- Highly Engaged Team Member – Example of what “Right” looks like
- Able to be the “face” of Kingsbury and sell Kingsbury
- Success story that relates to the Pipeline
- Approachable and enjoys connecting with people





Recruiter Roles & Responsibilities



Roles:

- You are the direct contact with a Middle School, High School, CTE, or Veterans program
- Employee Referral Filter
- You will become the Subject Matter Expert for your role

Responsibilities:

- Selling your Company to prospective candidates
- (CTE Only) Create and Maintain Personal relationship with Instructors and Students
- Identify and Support Recruiting Efforts including Recruiting Days, Job Fairs, Recruiting Visits
- Look for fit 1st, then skill
- Assess Employee Referrals and direct potential candidates to RJP
- Provide Recommendations to Hiring Managers with HR Support on Potential Candidates





Recruiter Talking Points



- To be used during recruiting visits
- Can be modified for different types of recruiting visits
- Use to build your “script” or “elevator speech”





What We Do & How We Make Money



- What we build
- Who we build it for
- Applications
- How we build it
 - Machines, tooling, etc.
 - Organization/Team Structure
- Order to Invoice
- How that translates to revenue and then a paycheck





First “Fit” Then Skills: Behavioral Based Interviews



What questions would you ask to find the “RIGHT FIT”?





Questioning Is Not Standard



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

- Dos and Don'ts not ask yes/no and short answer questions
- Do Focus on open ended questions
 - 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?
- Don't ask yes/no and short answer questions
 - Don't ask:
 - Do you like a fast-paced environment?
 - Do you like working outside?
 - Do you think Quality is important?

Good questions will breed follow on questions.





3 Crucial “Fit” Attributes



1. It's all about the Values
2. Try to get the “whole picture” of each Candidate
3. Hire a diverse set of Employees





Company Values Are Vital



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





Values Based Question Examples



1. Describe a problem you have encountered and how was the problem overcome?
 - Look for right values answers showing
 - Does the right thing independently
 - Resourceful
 - Team-oriented
 - Look for questionable values answers showing
 - Self-motivated
 - Takes
 - Selfish
2. Describe the last time you made a mistake and what was the outcome?
 - Look for right values answers showing
 - Humor and Humility
 - Takes smart risks
 - Does the right thing independently
 - Resourceful
 - Look for questionable values answers showing
 - Not my fault
 - They had it out for me
 - Ignores feedback





All Candidates Are Not Equal



- Fit does not equal hiring the same person
- Diversity is needed in the work force
 - New ideas
 - Old ideas that didn't work seen in a new way
 - Lessons learned from their experience
- If you hire the same profile as your “best employee”
 - Improvements are stagnated
 - Change is more difficult
 - “We have always done it this way”
- Look for a Candidate that shares the Companies Values



Profile of a Candidate:

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



**Add
Fairlead
Slides**

Profile of a Cultural Misalignment:

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





The 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”





Offer To Accepted Offer Process





Recruiting Days



- Recruiting days are typically held on Saturdays
- Allows for multiple Candidates to be interviewed at once
- Allows multiple Leaders, Hiring Managers, Supervisors to access Company fit
- Allows Candidate to receive a better picture of how they fit within the Company
- Candidates that fit into “first fit then skill” category can receive on the spot offers
- Recruiting days save the company money and time





100 Interview Comparison



- 100 Traditional interviews (1 hour each, 2 Interviewers, \$50 burdened rate)
 - Total Company cost \$10,000
 - Plus, the lost of productivity while interviews are taking place
 - Multiple days of interruption

- 100 Recruiting day interviews (6 hours each, 6-8 Leaders, Hiring Managers, Supervisors, \$50 burdened rate)
 - Total Company cost \$1,800-\$2,400 per event
 - No production lost unless weekend work is typical
 - On the spot hires
 - Give Candidate and Company a better “first fit then skill” picture





Recruiting Day Agenda 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
12:15	Lunch
12:45	Task Based Exercise
1:45	Break
2:00	1 on 1 Discussions/Interviews & Offers

How
Many
Interviews
/Last Slide





Offer To World Class First Day Process



Extend Job Offer

- Make a verbal offer
- Draft an offer letter
- Explain next steps

Follow Up/Constant Communication

- Call to check in with New Hire
- Confirm WCFD

Offer Accepted

- Provide date for World Class First Day
- Request all new hire information needed

World Class First Day

- Bring new hire on as a productive and engaged employee





Roles and Responsibilities





Overview



- Every member of the Company plays a role in TA&R
- This is NOT just HR's responsibility
- You will fall into one or more categories on the RASI Chart:
 - Responsible
 - Accountable
 - Supporting
 - Informed





Roles



➤ Responsible:

- Those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required.

➤ Accountable:

- Answerable for the completion of the deliverable or task. There can be only one accountable specified for each task or deliverable.

➤ Supporting:

- Those who play a supporting role in implementation. Those whose opinions are sought, typically subject-matter experts; and with whom there is two-way communication.

➤ Informed:

- Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is often just one-way communication.





Responsibility Areas



- Responsibilities there are typically split into five areas:
 - Recruiting
 - Hiring
 - Onboarding
 - Retention
 - Program Management
- These areas are then split into task for the assignment of roles





Communication



- If HR does not fully understand the Companies need, they cannot effectively target potential Candidates
- Communication between HR and Operations is key to an effective TA&R system
 - RASI Chart assigns each task to an individual or job title
 - Only one individual can be held Responsible and Accountable, and it may be the same individual
 - Supporting and Informed may be a group or an individual
 - RASI Chart make is easy to identify the communication paths





RASI Chart for Recruiting Example



Recruiting							
Action/Process	Description	Roles					
		HR Director	HR Manager	HR Generalist	Training & Development	Recruiters	BD
Pipeline Research and Development	Identification of new pipelines and POC's to establish the relationship between organizations	A	R	S	I	I	N/A
Pipeline Maintenance	Maintaining communications with Pipeline POC's	A	S	I	I	R	N/A
Recruiting Event Logistics	Coordination and Scheduling of Off Site Recruiting Events such as School Visits, Job Fairs, Presentations etc.	A	R	S	I	I	N/A
Recruiting Event Execution	Conducting Recruiting Visits with CTE's / Schools, Attending and representing Fairlead at job fairs and other recruiting venues	A	S	S	I	R	N/A
Recruiting Event Follow Up	Back Briefing Key Stakeholders on results of events, potential candidates and lessons learned / best practices	R	S	S	I	I	N/A
Recruiter Training	Update and Deliver Baseline Recruiter Training and Expectations for new and existing Fairlead Recruiters	I	A	S	R	I	N/A
Realistic Job Preview Update and Maintenance	Owens the RJP, Content Updates and Troubleshooting / Resolution of any issues concerning Fairlead RJP	S	S	S	I	I	R
48 Hour Follow Ups	Initial Phone Screen of interested candidates with 48 Hours of RJP Submission. Positive Handoff of information to Hiring Managers Candidate Tracking	A	S	S	I	R	N/A
Candidate Review and Selection for Interview / FRD	Candidate review and selection for invitation to interview or attend Fairlead Recruiting Day. Communication with Fairlead SPA for invitations	A	S	S	I	R	N/A
Online Job Marketing	Periodic Updates of Online Job Marketing Materials (i.e. graphics, flyers, pictures) Consistently updates Social Media to ensure presence is up to date and relevant	A	S	S	S	S	R





RASI Chart for Hiring Example



		Hiring					
Action/Process	Description	Roles					
		HR Director	HR Manager	HR Generalist	Training & Development	Recruiters	Hiring Manager
Fairlead Recruiting Day (FRD) Invitations	Sending out Warning Orders 1 Month Prior and Invitations 1 Week Prior to FRD	A	R	S	I	I	I
FRD RSVP Tracking and Follow Ups	Tracking RSVP's and following up with invitees	A	R	S	I	I	I
FRD Event Logistics	Room Set Up, Name Tags, Lunches, Swag, Refreshments, Division Tour Stops, Slide Shows, Boat Exercise, New Hire Packets and Offer Letters	I	A	R	S	S	S
FRD Event Execution	Serves as Event MC	A	R	S	S	S	S
FRD Event After Actions Review	Collection and Compilation of AAR forms from Candidates and Fairlead Teammates	A	R	S	S	S	S
Candidate Tracking to Fairlead First Day (FFD)	Maintaining Situational Awareness of Candidate, Scheduling PreHire Screening, and Communicating status of anticipated start dates to key stakeholders	A	R	S	S	S	S





RASI Chart for Program Management Example



		Program Management							
Action/Process	Description	Roles							
		HR Director	HR Manager	HR Generalist	Training & Development	Recruiters	VP/GM	Supervisor	Director of Ops
5th Metric Scorecard Data Reporting	Monthly Report of 5th Metric Data due by 5th of Every Month	I	S	S	I	I	A	R	S
5th Metric Scorecard Data Compilation	Data Compilation and Report Generation	A	R	S	I	I	S	S	S
Weekly TA&R Meetings	Weekly Drum Beat Meetings to ensure alignment with core team on all tasks, actions and initiatives	A	R	S	S	I	I	S	S
Monthly Demand Signal Meetings	Chair meetings on 1st Tuesday of Every Month. Establish 3 Month Forecast of Personnel Demand and determine current month recruiting targets	R	S	S	S	I	S	S	A
Monthly Program Review Slides and Reporting	Development of Monthly Status Review Slides for 3rd Friday Meeting	A	R	S	S	I	S	I	S
Risk Identification and Reporting	Identification of Risks and timely elevation of issues with recommended path forward	I	S	S	S	S	A	R	S
MAST Program Data Reporting	Reporting of TA&R Scorecard to MAST Program Management Team by 5th Day of Every Month.	R	S	S	I	I	A	S	S
New Staff Training	Performing, scheduling, identify the training available or needed for the Company	A	S	S	R	I	S	S	S





Questions, Answers & Discussion





CTE Focus





CTE is more important than ever right now....



Learning that works for America

CTE[®]

careertech.org

The central graphic is a large rectangular area with a light blue-to-white gradient background. It contains the CTE logo, which consists of three overlapping curved shapes in teal, orange, and green. To the right of the logo is the text 'Learning that works for America' in a sans-serif font. Below that is 'CTE' in a large, bold, black font with a registered trademark symbol. At the bottom of the graphic is the website address 'careertech.org'.



CTEs – Assess Your System



Candidate Screening	Employer Classroom Visits	Employer On Site Visits (Field Trips)	Application/Interview Preparation	Candidate Employment Tracking

- As we move through the program today, complete the handout for your organization.
- In each major element of the TA&R system, rate your organization:
 1. Performing well. Our system is optimally performing and meeting or exceeding our needs and expectations
 2. Needs improvement. Our system is working (sometimes), but does not consistently meet our needs and expectations
 3. Not performing. Our system rarely meets our needs and expectations.
- You will turn in this form at the end of the workshop.





Candidate Screening



- Entry level, HS Graduate, 18 years old
- Looking/Desire to go into the Workplace from Trade

- Diverse, Open Minded
- Innovative and Creative
- Shares Company Values
- “Where are you Fishing” slide
- Realistic Job Preview- RJP





Best Athlete Profile: Who Are We Looking For?



➤ Profile of a Candidate:

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





Employer Classroom Visits/ On- Site Visits



Employer Classroom Visits

- Schedule across disciplines
 - Ex. Welding and Electrical Instructor collaborate to invite specific Employer that has demand for both types of trades in same school
 - Relationship Building
 - Employer able to see Curriculum and Students in Action
 - Employer Engagement

Employer On- Site Visits

- Opportunity to Tour Facility
- Observe Company Culture
- Relationship Building
 - Student/Instructor to Employer
 - Value Proposition of Company
 - What does success look like in your company?
Show it OFF!
- Realistic Job Preview





Application/ Interview Preparation



➤ Students should learn as much as they can from Employer

- Google the company, employer classroom visits, LinkedIn, Glassdoor
- Each employer may have a different application/ interview type
 - (Online vs. paper application)
 - (Behavior Based interview vs. Virtual interview)
- **Interview question examples**

Screenshot of Interview questions





Candidate Employment Tracking



- Philly CTE Master Scorecard '22-'24
 - Career and Technical Center
 - Name of Center along with programs offered at CTE
 - Capacity
 - How many students in a class?
 - Instructor
 - Primary Instructor Name/Contact Info
 - # Enrolled Seniors
 - How many will graduate in June?
 - # Screened Candidates
 - How many students desire to go in workplace?
 - # Accepted Offers
 - How many offers were accepted by students?





Philly CTE Master Scorecard '22-'24



EXAMPLE

	CTE	Capacity	Instructor	Email	Phone	# Enrolled Seniors	# Screened Candidates	# Accepted Offers
1	Thaddeus Stevens							
	Welding							
	Machining							
2	Delaware County CC							
	Welding							
	Shipfitter							
3								
4								
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Highly Engaged vs. Actively Disengaged CTE Instructor/ Administrator



Highly Engaged

- High Trust of the program
- Committed to the Student, School and employers
- Consistent levels of high performance
- Innovative
- Intentionally build supportive relationships
- Clear about role outcomes
- Passionate, high energy and enthusiastic

Actively Disengaged

- Low Trust, Isolation
- Physically present but psychology absent
- “What can I take” rather than “What can I give”
- Share unhappiness @work with co workers
- “I’m okay but everyone else is not”
- Not productive but always has excuses
- Low commitment to company





Dysfunctional Behaviors for Key Stakeholders



What does WRONG look like?

- Failing to return calls/ messages or attend meetings
- Improperly screening students, inaccurate numbers
- No involvement in application/interview process
- Reporting inaccurate information
- Inactive with coordinating/scheduling classroom visits with Employers and not visiting employers

Top to Bottom, not understanding the Value of the program and being a participant.





What is your “WHY”?



What inspired the switch from industry to educating students?





Successful Best Practices- CTE Instructors



➤ “Heartbeat Leaders”

- Profile of a New Hire/CTE Completer
- Classroom Setup/Workplace Expectations
- Parental Involvement
- Ensuring Communications Up, Down, Across
- Provide Feedback/ Barriers to Program Management





Successful Best Practices- CTE Admin.



- CTE Administrators, Building Leaders, and Other Support Staff
 - Support Parental Involvement
 - Promote and Support Recruiting Visits
 - Promote and Support Onsite Candidate Visits
 - Attend Workshops, All Hands Sessions, and Program Reviews
 - Provide Feedback/Barriers to Program Management





Philly Region CTE Important Dates



- Sept. 1- # of Enrolled Seniors by Program
- Oct. 14- # of Screened Candidates Ready to Enter Workforce
- Dec. 16- # of Employer Visits by Program
- Feb. 24- # of Applications Submitted by Programs to Companies
- April 14- Deadline for Instructors, Candidates and Employers they have chosen
- MAY 6- SIGNING DAY





Attendee Sharing & Open Discussion





Requesting Individual Coaching/Support Process





How do you request Individual Coaching Support



- ✓ Program Partners attend a required training workshop
- Understand the realities of your specific challenges
- If needed, gauge your Organizations willingness to change
- Request an On-Site Assessment and Customized Workshop
- Leverage our Services to support as needed
- Attend one of the Onboarding and Retention Workshops





Follow On Program Support Available



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







Back Up





Philly Region Program Data





Cohort 2 Kick-off & “Partnering” Program Review



- September 13, 2022: All Philly Region Partners

Penn State at the Navy Yard

Building 661

4960 South 12th Street

Philadelphia, PA 19112

- Contact: Ambrose Brewer (Bo)

abrewer@tmgva.com

757.869.2608





Recruiting and Hiring Workshops – Session 2



- October 25, 2022: East and South Central Regions
TBD
- October 27, 2022: Philadelphia and New Jersey Regions
TBD
- Contact: Ambrose Brewer (Bo)
abrewer@tmgva.com
757.869.2608





On Boarding and Retention Workshops – Session 1



- January 17, 2023: Philadelphia and New Jersey Regions
TBD
- January 19, 2023: East and South Central Regions
TBD
- Contact: Ambrose Brewer (Bo)
abrewer@tmgva.com
757.869.2608





On Boarding and Retention Workshops – Session 2



- March 21, 2023: East and South Central Regions
TBD
- March 23, 2023: Philadelphia and New Jersey Regions
TBD
- Contact: Ambrose Brewer (Bo)
abrewer@tmgva.com
757.869.2608





Philly Region Pilot Employer Monthly Scorecard



2021-2023

Philly Shipyard Inc.																	
	Employee Last Name	Employee First Name	Pipeline	Start Date	Jun '22	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23	Mar '23	Apr '23	May '23	NOTES
1	Fountaine	Dominick	DCCC	X	0												Failed Background
2	Dry	Carlos	DCCC	1/3/22	0												Terminated - Attendance
3	Romero	Michael	DCCC	1/3/22	0												Terminated - Attendance
4	Simmons	Joshua	ATDM	2/21/22	0												Quit - Headaches
5	Hengeveld	Kaleel	DCCC	11/29/21	0												Terminated - Attendance
6	Boyle	Brendan	DCCC														
7	Brown	Justin	Mastbaum HS														
8	Carr	Curtis	DCCC	2/7/22													
9	Chandler	Richard	DCCC	2/7/22													
10	Cruzado	Miguel	DCCC														
11	Golphin	Kyle	Randolph HS														
12	Grasso	Cody	Camber County Tech														
13	Hampson	Daniel	DCCC														
14	Lynn	Tai-Ana	ATDM	2/21/22													
15	Marquez	Joshua	Camber County Tech														
16	Miller	Andrew	ATDM	10/4/21													
17	Parker	Eric	DCCC	2/28/22													
18	Rupell	Daniel	Camber County Tech														
19	Valle	Alex	Pennsauken HS														

EXAMPLE





Philly Region Pilot Employer Master Scorecard



Employer	Accepted Offers	Started	No July Report	Retained
American Hydro	3	2		2
Billet Ind	1	1		1
Cleveland Cliffs	23	23	X	
Curtiss-Wright	1	1	X	
DC Fabricators Inc.	3	3		2
Everson Tesla	22	20		14
Fairmount Automation	1	1		1
Greiner Industries	27	27		24
Holtec International	31	31		27
Jenkins Machine, Inc.	2	2		2
Johnson Controls	3	3		3
Kingsbury	4	4		4
L3 Harris - Philly	3	1		1
Lehigh Heavy Forge	5	5		4
Lehigh Valley Plastics	6	6		5
Marine Tech Wire	11	11		7
Metals USA	6	6		5
NAVSUP-WSS	2	2	X	
NFPC	4	2		2
NSWC	4		X	
PCC	32	32		23
PRL	1	1		1
Philly Shipyard Inc	19	10		6
North Atlantic Ship Repair	2	2	X	
QED Systems Inc	1	1		0
Rhoads Ind	5	5		5
Staver Hydraulics	2	2	X	
York Precision Machining & Hydraulics	1	1		1
Totals:	225	205		140





Philly Employer Master Scorecard '22-'24



Philly Region

	Employer/Pipelines	Pledge #	Trained	# Applications Received	# Offers Made	# Offers Accepted	# Started	# 1 Year Anniversary
1	Philly Shipyard Inc. (large)							
2	Rhoads Industries (medium)	12						
	Regional CTE High Schools							
	Regional Weld Schools (Post Secondary)							
	Referrals							
	Indeed							
3	L3 Harris – Philly (medium)	7						
	Skillsbridge							
	Employee Referrals							
	Linked In							
	Indeed							
4	Kingsbury (medium)	11						

EXAMPLE





Philly Employer Monthly Scorecard '22-'24



Philly Shipyard Inc.								
	Application Received	Last Name	First Name	Pipeline	Offer Made	Offer Accepted	Start Date	NOTES
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								

EXAMPLE





Philly CTE Master Scorecard '22-'24



	CTE	Capacity	# Enrolled Seniors	# Screened Candidates	# Accepted Offers
1	Thaddeus Stevens				
	Welding				
	Machining				
2	Delaware County CC				
	Welding				
	Shipfitter				
3					
4					
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23					
24					
25					

EXAMPLE





Philly CTE Monthly Scorecard '22-'24



Thaddeus Stevens					
	Program	Capacity	# Enrolled Seniors	# Screened Candidates	# Accepted Offers
1					
2					
3					
4					
5					
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EXAMPLE





Questions Answers Discussion





On Boarding Goals (Jim Collins)



- Right People On the Bus
- Wrong People Off the Bus
- Right People in the Right Seats and Matched with the Right Leaders





Dream Team Hypothesis



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





Team Engagement Requires Trust



➤ Leaders will provide:

- Clear direction
- Appropriate Resources
- Expert Advice
- Feedback and Coaching
- Growth Opportunities
- Reward and Praise
- Fair Treatment

➤ Led will:

- Treat the company like their own
- Hold each other accountable for doing the right thing
- Give early warning of problems
- Have the courage to ask questions





5th Metric Overview



- This is used to track the 5th Metric, people
- Ensure New Hires are on-boarded to the Team
- Find trends on why Employees are leaving and staying (Staying is more important)
- Provide an overall health status of the Employees





5th Metric Scorecard



5th Metric Scorecard

Month:

Leader:

Team Snapshot

Metric	Value
Total Headcount Start Number from the End of Last Month	
Minus the Number of Teammates Who Departed	-
Plus the Number of New Teammates	+
Total Head Count End	
Number of Open Positions	
New Hire Snapshot	
Total New Hires (Less than 1 Year)	
Needs Supervision	
Works Independently	
Can Teach Others	

Names of Teammates Who Departed	Date/Reason	Names of New Teammates	Expectations & 1on1 complete?	Start Date

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World Class First Day





Purpose of World Class First Day (WCFD)



- Inform new hire and bring them in as engaged employee
- Introductions and involvement of Senior Leadership to build relationship and trust in the organization
- Prepare new hire to be productive successful employees





WCFD Objectives & Agenda Examples



What is covered during the World Class First Day:

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
- Work Area Orientation and on the job training

Agenda


Time	Activity
6:45	New Hire Arrival
6:45-6:55	Badge Pictures
6:55-7:05	Director Welcome / Expectations
7:05-7:10	Manager Welcome / Expectations
7:10-7:15	Supervisor Welcome / Expectations
7:15-7:45	HR Welcome/ Agenda Review Turn in New Hire Packet
7:45-7:50	BREAK
7:50-10:00	Common Skills Training
10:00-10:30	Safety Brief
10:35-11:00	Quality and Regulatory Affairs
11:00-11:15	Lunch
11:15-11:45	World Class First Day Wrap Up/ Path Forward Expectations
11:45-12:00	BREAK
12:00-1:00	New Hire Intros to Team and Job Site Orientation





WELCOME TO KINGSBURY!
NEW HIRE ORIENTATION

1




LET'S GET STARTED!

- Required Paperwork
- History of Kingsbury
- Who's who?
- Company Policies/Standards
- Break
- Benefits/Compensation
- Employee Appreciation
- Path Forward - Additional Training
- Lunch with Team
- Tours & Introductions
- Meet your Supervisor

2

PAPERWORK REVIEW
SENT VIA DOCUSIGN PRIOR TO YOUR START DATE



- Form I-9
- Tax forms
- Direct Deposit



3

HISTORY OF KINGSBURY

Yesterday, Today, Tomorrow

Kingsbury, Inc.

EXPECTATIONS OF A KINGSBURY EMPLOYEE



Be Reliable
Life happens, but consistent attendance and reliability go a long way in showing your work ethic



Ask Questions
We don't expect you to know or remember everything- if you aren't sure, ask!











Stay Productive
Busy isn't the same as productive- if your work is slow, ask your supervisor what else needs to be done. You may even open yourself up for cross-training opportunity



Have a Good Attitude
We firmly believe we can teach anyone to do anything, but it's your responsibility to show up willing to learn and be a positive influence.

Kingsbury, Inc.

CORE VALUES

 We do what it takes to protect and enhance Kingsbury's reputation	 We engender continuous improvement throughout all aspects of our business
 We are all accountable for the bottom line	 We value our employees' personal well being and professional development
 We strive for innovation in our products and processes	 We are one company, one team
 We highly value the needs of our customers in all that we do	 We tend to key matters with a sense of urgency and communicate accordingly

Kingsbury, Inc.



RASI Chart for On Boarding & Retention Example



On-Boarding and Retention									
Action/Process	Description	Roles							
		HR Director	HR Manager	HR Generalist	Training & Development	Recruiters	Navigator	Supervisor	Hiring Manager
Fairlead First Day Logistics	Room Set Up, Badges, Lunches, Swag, Refreshments, Slide Shows, PPE	A	R	S	S	I	N/A	N/A	N/A
FFD Event Execution	Serve as Event MC	A	R	S	S	I	N/A	S	S
FFD After Action Review	Collection and Compilation of AAR forms from New Hires and Fairlead Teammates	A	R	S	S	S	I	S	S
Navigator Check In's	Data Collection and Compilation of New Hire Check In's at 7 and 15 Days	I	A	S	S	I	R	I	I
30-60-90 Day Fit and Skill Review	Data Collection and Compilation of New Hire Fit and Skill Reviews	I	A	S	S	I	I	R	I
Annual Review	Data Collection and Compilation of New Hire Fit and Skill Reviews	I	A	S	S	I	I	R	I

