Philadelphia Talent Pipeline Program

Talent Acquisition & Retention Workshop
(Onboarding and Retention)

Presented by: ***Bruce Warner***
Flag Captain
bwarner@tmgva.com
757-254-2860

Date: February 9, 2023

IBAS
Industrial Base Analysis and Sustainment Program

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Agenda

09:00 – Welcome/Introductions

09:15 – Talent Pipeline Program and Philadelphia Project Updates

09:30 – Community of Practice Discussion

10:15 – Best Practice Model Updates

10:30 – Break

10:40 – Onboarding and Retention Session

12:00 – Working Lunch

13:00 – Onboarding and Retention Session (continued)

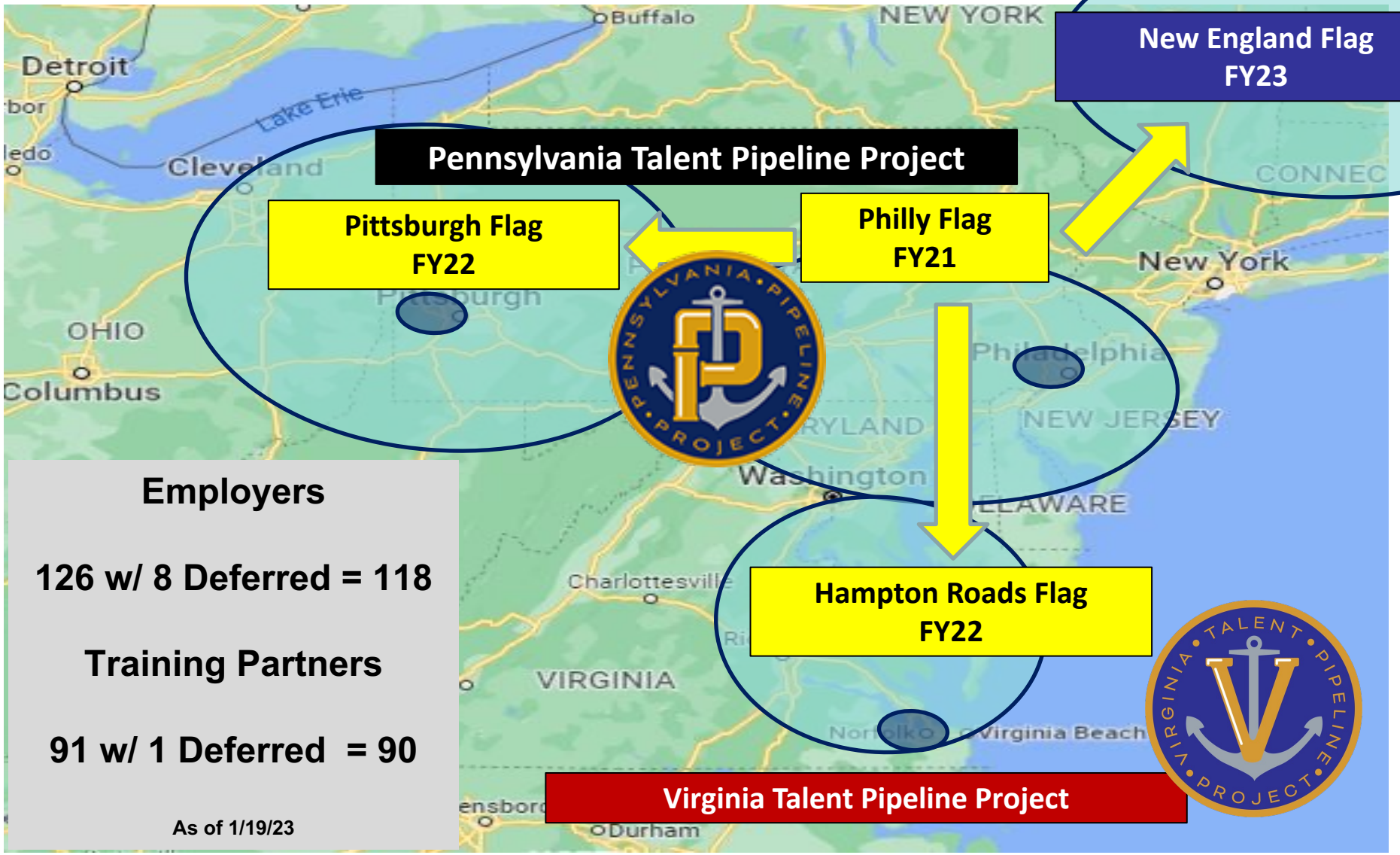
13:30 – Open Discussion (Issues/Available Help)

13:50 – Next Steps/Closing

Talent Pipeline Program Update

Bruce Warner

Talent Pipeline Program



Employers

126 w/ 8 Deferred = 118

Training Partners

91 w/ 1 Deferred = 90

As of 1/19/23

2021-2023 Philly Pilot Retention Data

Total Employers at 12/1/21	36
Deferred	4
Withdrew	1
Without Accepted Offers	3
With Accepted Offers	**28**
# Accepted Offers	263
# Started	255
# Retained	179
# Departed	80
Retention Rate	**70%**

Employer Performance

100% Retention		14
Lost 1		5
	Total	**19/28**

Talent Pipeline Performance:

CTE/Employee Referral	**74%**

Training Provider Performance:

Training Provider 100% Retention	16	16
Lost 1	6	6
Total	22/27	**22/27**

Ave Days to Departure:	123
Ave Days in Job:	299

as of 12/31/22

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Philly Cohort 2 Employer Data (2/2/2023)

	Employer	Employer Size	Performance Status	Pledge #	Trained	VSMA Complete	# Offers Made	# Offers Accepted	# Started
1	Philly Shipyard Inc. (large)	L	Performing	14	Yes	Yes	34	34	34
2	Rhoads Industries (medium)	M	Performing	12	Yes	Yes	0	0	0
3	L3 Harris – Philly (medium)	M	Performing	7	Yes	Yes	0	0	0
4	Kingsbury (medium)	M	Performing	11	Yes	Yes	4	4	4
5	NSWC (large)	L	Performing	8	Yes	Yes	12	12	12
6	NAVSUP (large)	L	Performing	2	Yes	Yes	2	1	1
7	QED Systems (small)	S	Performing	2	Yes	Yes	1	1	1
8	DC Fabricators (medium)	M	Performing	4	Yes	No	5	5	5
9	North Atlantic Ship Repair (medium)	M	Performing	2	Yes	Yes	0	0	0
10	Fairmount Automation (small)	S	Performing	2	Yes	Yes	2	2	1
11	Holtec (medium)	M	Performing	16	Yes	Yes	4	3	3
12	Metals USA (large)	L	Performing	2	Yes	Yes	4	4	4
13	NFPC (large)	L	Performing	4	Yes	Yes	0	0	0
14	York Precision Machining & Hydraulics (small)	S	Performing	1	Yes	Yes	1	1	1
15	Advanced Cooling Technologies (medium)	M	Performing	1	Yes	Yes	1	1	1
16	Grenier Industries (medium)	M	Performing	2	Yes	Yes	1	1	1
17	Cleveland Cliffs – Coatesville (medium)	M	Performing	30	Yes	Yes	0	0	0
18	Johnson Controls (medium)	M	Performing	2	Yes	Yes	1	1	1
19	PCC (large)	L	Performing	5	Yes	No	2	0	0
20	PRL (medium)	M	Performing	12	Yes	Yes	1	0	0
21	Billet Industries (small)	S	Performing	1	Yes	Yes	3	0	0
22	Lehigh Heavy Forge (medium)	M	Performing	5	Yes	Yes	15	13	13
23	Curtiss-Wright (small)	S	Performing	5	Yes	Yes	5	5	5
24	Everson Tesla (medium)	M	Performing	18	Yes	Yes	30	30	30
25	Jenkins Machine (small)	S	Performing	2	Yes	Yes	5	3	2
26	JA Moody	S	Deferred	0	Yes	No	0	0	0

Philly Cohort 2 Employer Data (2/2/2023)

	Employer	Employer Size	Performance Status	Pledge #	Trained	VSMA Complete	# Offers Made	# Offers Accepted	# Started
27	Custom Alloy (small)	S	Performing	14	Yes	Yes	14	12	12
28	Titanium Fabrication	S	Performing	2	Yes	No	0	0	0
29	Staver Hydraulics (small)	S	Performing	1	Yes	Yes	0	0	0
30	D. Gillette Industrial (small)	S	Performing	3	Yes	Yes	0	0	0
31	American Hydro (small)	S	Performing	3	Yes	Yes	1	1	0
32	Arkay Solutions (small)	S	Performing	3	Yes	No	0	0	0
33	Derbyshire Machine/DHL	S	Performing	1	Yes	No	2	0	0
34	Align Percision	M	Deferred	1	Yes	No	0	0	0
35	GAR Products	S	Improving	1	Yes	No	0	0	0
36	Weeks Marine, Inc	S	Improving	1	Yes	No	0	0	0
37	DeVal Lifecycle Support	M	Performing	1	Yes	Yes	0	0	0
38	Pennsylvania Machine Works LLC	M	Performing	12	Yes	No	8	7	7
39	Mistras Group Inc.	M	Performing	10	Yes	Yes	0	0	0
40	JGM Fabricators & Constructors	M	Performing	8	Yes	Yes	1	1	0
41	Chalmers Kubeck	M	Improving	14	Yes	Yes	0	0	0
42	Fluid Conditioning Products	S	Improving	4	Yes	Yes	0	0	0
43	Columbia Research Laboratories	S	Performing	2	Yes	Yes	3	2	2
44	Fluidyne Corporation	M	Deferred	1	Yes	No	0	0	0
45	Wolfe Tool & Machine	S	Performing	7	Yes	Yes	0	0	0
46	Beta Machine & Fabrication	S	Performing	4	Yes	Yes	1	1	1
47	Magna-Power Electronics	S	Performing	1	Yes	Yes	12	12	12
48	Bayonne Dry Dock	S	Performing	1	Yes	Yes	13	13	13
49	Mistras Group Inc. - York	S	Performing	1	Yes	Yes	0	0	0
50	NDI	S	Performing	1	Yes	Yes	1	1	1
51	BEC Machine Products	M	Deferred	3	Yes	No	0	0	0
			Totals:	**270**	**51**	**39**	**189**	**171**	**167**

Philly Cohort 2 Training Provider Data (2/2/2023)

	CTE	Trained	Capacity	# Enrolled Seniors	# Screened Candidates	# Offers Received	# Accepted Offers	Status
1	Thaddeus Stevens College of Technology	Yes	150	119	118	0	0	Performing
2	Delaware County Community College	Yes	75	72	3	0	0	Performing
3	ATDM	Yes	48	45	3	2	0	Performing
4	Community College of Philadelphia	Yes	77	20	20	0	0	Performing
5	Bucks County Community College	Yes	20	16	16	10	0	Improving
6	Williamson College of the Trades	Yes	180	70	67	0	0	Improving
7	Randolph High School	Yes	72	19	18	0	0	Performing
8	Father Judge High School	Yes	24	24	24	0	0	Improving
9	Ben Franklin High School	Yes	10	11	5	3	0	Performing
10	Jules Mastbaum High School	Yes	92	41	12	2	0	Performing
11	Thomas A. Edison High School	Yes	92	29	4	0	0	Performing
12	Swenson Arts and Technical High School	Yes	72	37	48	0	0	Performing
13	SLA at Beeber	Yes	24	27	0	0	0	Performing
14	SLA High School	Yes	24	24	0	0	0	Performing
15	Kensington High School	Yes	24	9	5	0	0	Performing
16	Murrell Dobbins High School	Yes	24	7	0	0	0	Performing
17	York County Career and Technology Center	Yes	0	0	0	0	0	Improving
18	Lancaster County Career and Technology Center	No	0	0	0	0	0	Improving
19	Northampton Community College	Yes	370	370	369	0	0	Improving
20	Lehigh Career & Technical Institute	Yes	350	62	0	0	0	Performing
21	Welder Training & Testing Institute	Yes	45	37	13	3	0	Performing
22	Bethlehem Area Vocational Technical School	Yes	70	70	61	0	0	Performing

Philly Cohort 2 Training Provider Data (2/2/2023)

	CTE	Trained	Capacity	# Enrolled Seniors	# Screened Candidates	# Offers Received	# Accepted Offers	Status
23	Career Institute of Technology	No	0	0	0	0	0	Improving
24	Camden County College	Yes	469	221	172	0	0	Performing
25	Chester County Technical College High School	Yes	1000	277	17	0	0	Performing
26	Dauphin County Technical School	Yes	346	62	1	1	0	Performing
27	Lebanon County Career & Technical Center	Yes	20	20	18	0	0	Improving
28	New Oxford High School	Yes	0	0	0	0	0	Improving
29	Middlesex County Vocational & Technical Schools	Yes	30	30	30	0	0	Improving
30	Essex County Schools of Technology	Yes	0	0	0	0	0	Improving
31	Middlesex College	No	0	0	27	0	0	Improving
32	Rowan College at Burlington County	Yes	0	0	0	0	0	Improving
33	Mercy Career and Technical High School	No	0	0	0	0	0	Improving
34	Cape May County Technical School	Yes	0	0	0	0	0	Improving
35	PTTI	Yes	0	0	0	0	0	Improving
36	County College of Morris	Yes	32	16	10	0	0	Improving
37	West Side High School	No	0	0	0	0	0	Improving
38	Burlington County Institute of Technology	Yes	111	111	65	0	0	Improving
39	Universal Audenride Charter High School	Yes	0	0	0	0	0	Improving
40	Delaware County Technical High Schools	No	0	0	0	0	0	Improving
	Totals:	**33**	**3851**	**1846**	**1126**	**21**	**0**	

Philadelphia Region Major Milestone Schedule 2022-2024

2022-2023 (Year 2)

July 7, 2022: New Partner (Employers, Training Provider Programs, Facilitators) Orientation

*September 13, 2022: Employer/Training Providers Program "Partnering" Program Review

October 12, 2022: Career Discovery & Project MFG Welding Competition Event

*January 24, 2023: Recruiting & New Hire Retention Program Review

March 7, 2023: Recruiting and Hiring Fair (Burlington County Institute of Technology, Westampton Campus)

*May 4, 2023: Employer-New Hire 1st Year Anniversary Recognition & "Signing Day" Ceremony

2023-2024 (Year 3)

July 10, 2023: New Partner (Employers, Training Provider Programs, Facilitators) Orientation

*September 13, 2023: Employer/Training Providers Program Kick Off, Partnering, and New Hire Retention Update Program Review

October 25, 2023: Career Discovery & Project MFG Welding Competition Event

*January 23, 2024: Recruiting & New Hire Retention Program Review

March 20, 2024: Recruiting and Hiring Event

*May 18, 2024: Employer-New Hire 1st Year Anniversary Recognition & "Signing Day" Ceremony

* Major Milestone

Building a Community of Practice

Sylvie Gallier Howard

COMMUNITY OF PRACTICE EXERCISE

At your tables, take 5 minutes and write:

- On pink sticky notes: What is not going well for recruitment (REC), hiring (HIR) and retention (RET)?

- On green stick notes, What is going well?

(Include “REC”, “HIR” or “RET” on your notes.)

COMMUNITY OF PRACTICE EXERCISE

Next, go around the table and share

- Your current retention numbers/percentage
- Your 2023 hiring goal
- Progress so far on hiring
- Share out your red sticky notes

Go back around the table and share your green sticky notes.

Table Spokesperson Share out:

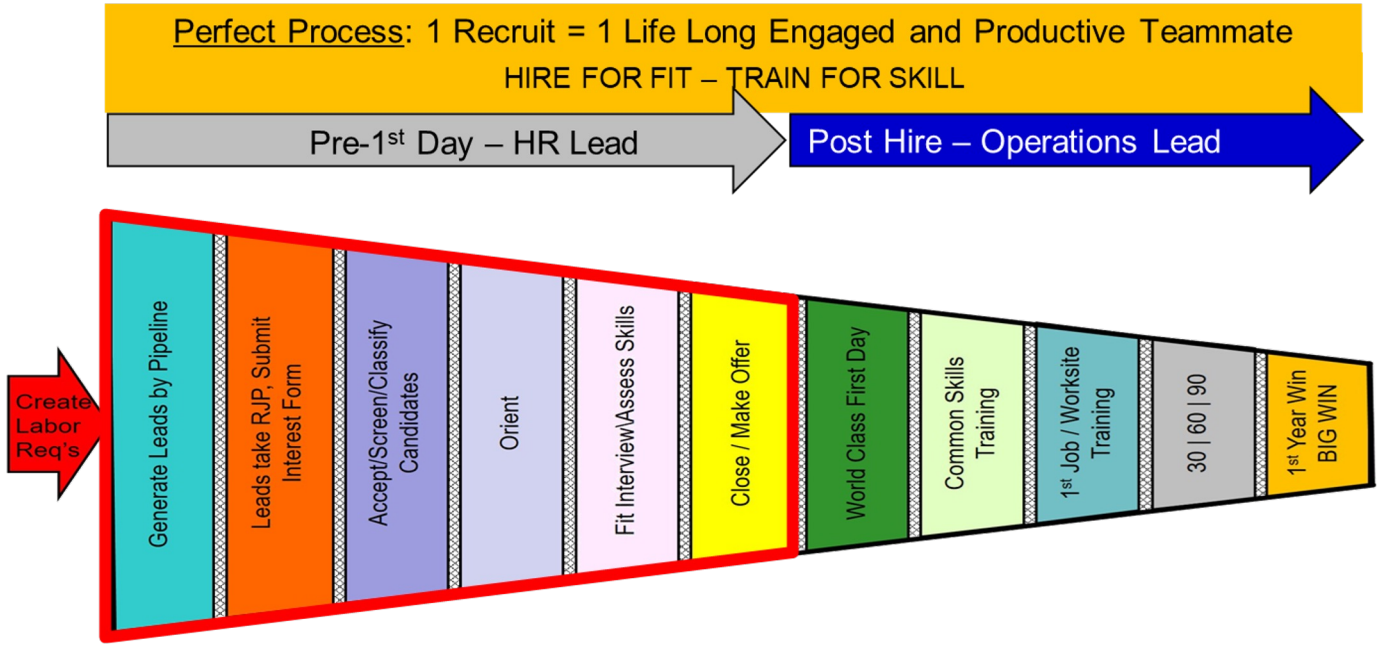
- **1 example of a successful practice**
- **How employers can support each other as a community of practice**

Best Practice Model Updates

Best Practice Employer Partners

- Kingsbury
- Fairlead
- Cleveland Cliffs
- Advex
- AT&F

- Each employer agreed to redesign their TA&R system using the Best Practice Model



Cleveland Cliffs – Coatesville Scorecard

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	553	579												
Total Hires	26													
Total Terminations	0													
Ending Headcount	579													
Demand		0	0	2	5	0	0	0	0	0	0	0	0	7
# RJP Views														0
# Interested														0
# Invited to RD / Invited to Interview														0
# Scheduled and/or Attended RD / Interview														0
# Interviewed														0
# Conditional Offers														0
# of Offers Accepted														0
# Attended Kingsbury First Day														0
# Completed Week 1														0
# 30 Days														0
# 60 Days														0
# 90 Days														0
# 180 Days														0
# Retained 1 Year														0
													Retained	

Pipelines Using
1. CTE Programs (HS & CC)
2. Employee Referral Program
6. Social Media
8. Military & Veterans

Tools	
1. TA&R VSM/PIP	Complete
2. Realistic Job Preview &	Feb
3. Recruiting Training	Feb
4. Recruiting & Offer Day/New	Mar
5. Behavioral Based “Fit”	Feb
6. World Class First Day	Mar
7. Common Skills Training	Feb
8. Leader New Hire Retention	Complate
9. 30-60-90 day & 1 Year	Apr
10. 5th Metric “People”	Complete

Feb 1 – Dec 31	Filter Effectiveness	Feb 1 – Dec 31	Retention Rate
Total RJP Views	0	Total Hires	0
Attended WCFD	0	Still Active	0
Effectiveness %	0%	Retention %	0%

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Plan of Action & Milestones

November 2022:

15 Nov – 5th Metric Scorecard Training
16 Nov – Forecast Data Collection/RJP Data Collection/Pipeline Selection

Note: Monthly Program Reviews will be the second or third Wednesday of every month starting in December.

January 2023:

Complete RJP Layout Review/Design Recruiting Day/Develop Behavioral Based Interviews
Collect 5th Metric Report
18 Jan – Program Review w/5th Metric Report

February 2023:

RJP Beta Review & Go Live/Finalize Recruiting Day Script & Schedule/Design WCFD/Review Business 101

11 Feb – Recruiting Day (Class 1)
14 Feb – Rehearse WCFD/Finalize Business 101
15 Feb – Program Review w/5th Metric Report

March 2023:

6 Mar – WCFD (Class 1)
7 Mar – Finalize 30-60-90 day Performance Eval
15 Mar – Program Review w/5th Metric Report (Time TBD)
18 Mar – Recruiting Day (Class 2)

April 2023:

3 Apr – WCFD (Class 2)
19 Apr – Program Review w/5th Metric Report
22 Apr – Recruiting Day (Class 3)

Plan of Action & Milestones - Continued

May 2023:

6 May – Signing Day
8 May – WCFD (Class 3)
17 May – Program Review w/5th Metric Report

June 2023:

28 June – Best Practice Model Report Out

July 2023 – June 2024

Monthly Reporting on Hiring and Retention

Cleveland Cliffs – Coatesville BPM Insights

- Is much more complex than just a hiring exercise
- Requires an entire Team, not just an HR function
- If applicable, must bring corporate in early

Kingsbury December 2022

Months	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	114	110	111	113	117	122	124	124	122	122	122	
Total Hires	0	3	3	5	6	3	2	1	2	2	0	27
Total Terminations	4	2	1	1	1	1	2	3	2	2	1	20
Ending Headcount	110	111	113	117	122	124	124	122	122	122	121	7
Demand	3	2	3	4	5	7	7	8	8	12	1	60
# RJP Views	24	90	1775	1167	1155	474	114	703	387	1369	2648	9906
# Interested	42	68	82	41	71	68	74	74	84	107	53	764
# Invited to RD / Invited to Interview	7	12	14	6	8	10	11	16	23	16	11	134
# Scheduled and/or Attended RD / Interview	5	9	15	6	3	9	14	9	26	15	16	127
# Interviewed	5	9	15	6	5	8	13	8	24	13	16	122
# Conditional Offers	3	1	6	7	0	4	1	3	3	3	5	36
# of Offers Accepted	3	1	6	6	1	4	1	2	2	2	5	33
# Attended Kingsbury First Day	0	3	3	5	6	3	2	1	2	2	0	27
# Completed Week 1	0	3	3	5	5	3	2	1	2	2	0	26
# 30 Days	0	3	3	5	5	3	2	1	2	2	0	26
# 60 Days	0	3	3	5	4	3	2	1	2	1	0	24
# 90 Days	0	3	3	4	4	3	1	1	0	0	0	19
# 180 Days	0	3	3	3	4	1	0	0	0	0	0	14
# Retained 1 Year	0	0	0	0	0	0	0	0	0	0	0	0
										Total Still Active		19

Feb 1 – Dec 31	Filter Effectiveness	Feb 1 – Dec 31	Retention Rate
Total RJP Views	9906	Total Hires	27
Attended WCFD	27	Still Active	19
Effectiveness %	.27%	Retention %	70%

Talent Acquisition & Retention

Lessons Learned

- Hiring is NOT an HR Problem!
- Build or adopt a Process, follow it, improve it
- Hire for Fit! Know who you are!
- Data, Metrics, Rhythm (Rockefeller Habits) – Use these TA&R tools
- CTE Relationships
  - Early & In Person
  - Invite Students, Visit Students – let them talk to recent hires
- Include Leaders (Supervisors and Staff Level) in Recruiting
- Retention is a Leadership Obligation!
  - Leadership MUST drive this bus!
- Onboarding is only the start
  - Training, Career Pathing, Communication
  - *For Kingsbury, this is where we have a lot to work on*

Fairlead December 2022

Months	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	301	302	309	308	315	322	318	321	316	312	321	
Total Hires	8	14	15	11	19	5	13	9	5	14	2	115
Total Terminations	7	7	16	4	12	9	10	14	9	5	15	108
Ending Headcount	302	309	308	315	322	318	321	316	312	321	308	7
Demand	9	9	10	11	19	19	14	8	16	10	12	137
# RJP Views	136	132	105	101	113	97	135	105	150	89	52	1215
# Interested	98	114	79	80	79	75	99	65	99	66	39	893
# Invited to RD / Interview	20	73	40	30	10	22	26	23	33	16	3	296
# Attended RD / Interview	20	65	20	29	4	22	26	23	33	15	3	260
# Interviewed	20	63	20	29	4	22	26	23	33	15	3	258
# Conditional Offers	8	25	13	11	20	5	13	9	5	14	2	125
# of Offers Accepted	8	21	13	11	19	5	13	9	5	14	2	120
# Attended Fairlead First Day	8	14	15	11	19	5	13	9	5	14	2	115
# Completed Week 1	8	14	15	11	19	5	13	9	5	14	2	115
# 30 Days	7	13	14	11	18	5	13	9	4			94
# 60 Days	7	12	13	10	16	5	12	7	4			86
# 90 Days	7	10	13	10	15	5	11	7				78
# 180 Days	7	8	12	9	13							49
# Retained 1 Year												0
										Total Still Active		92

Feb 1 – Dec 31	Filter Effectiveness	Feb 1 – Dec 31	Retention Rate
Total RJP Views	1215	Total Hires	115
Attended WCFD	115	Still Active	92
Effectiveness %	9%	Retention %	80%

Advex January 2023

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	103	115												
Total Hires	71	1												
Total Terminations	59	3												
Ending Headcount	115	113												
Demand		3	3	3	3	3	3	3	3	3	3	3	3	36
# RJP Views		X												0
# Interested		X												0
# Invited to RD / Invited to Interview		X												0
# Scheduled and/or Attended RD / Interview			X											0
# Interviewed			X											0
# Conditional Offers			X											0
# of Offers Accepted			X											0
# Attended World Class First Day				X										0
# Completed Week 1														0
# 30 Days														0
# 60 Days														0
# 90 Days														0
# 180 Days														0
# Retained 1 Year														0
													Retained	

Pipelines Using
1. CTE Programs (HS & CC)
* Peninsula Community College
* GLS
2. Employee Referral Program
6. Social Media
8. Military & Veterans

Tools			
1. TA&R VSM/PIP	Complete	6. World Class First Day	Mar
2. Realistic Job Preview &	Complete	7. Common Skills Training	Feb
3. Recruiting Training	Complete	8. Leader New Hire Retention	Complete
4. Recruiting & Offer Day/New	Feb	9. 30-60-90 day & 1 Year	Mar
5. Behavioral Based "Fit"	Complete	10. 5th Metric "People"	Complete

Jan 24– Jan 31	Filter Effectiveness	Jan 24 – Jan 31	Retention Rate
Total RJP Views	0	Total Hires	0
Attended WCFD	0	Still Active	0
Effectiveness %		Retention %	

Advex - BPM Insights

- Initially didn't understand that total demand for 2023 did not just include the 9 adds to the headcount.
  - Total demand includes total add to current headcount plus projected attrition
  - Must be data driven
- This program has been running smoothly because from the top down, everyone is onboard and participating

AT&F Cleveland Production Team Scorecard

CLEVELAND PRODUCTION TEAM SCORECARD

MONTHS	2019	2020	2021	2022	DEC 22	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL		
Beginning Headcount	109	105	105	106	110	109												219		
Total New Team Members	44	50	53	53	4	10												14		
Total Terminations	47	49	52	50	5	7												12		
End Headcount	105	105	106	109	109	112												221		
METRICS					**DEC 22**	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**	**TOTAL**		
Open Positions (Demand)					21	21														
RJP Views					0	232												232		
Interested (Submitted Forms)					52	32												84	**36%**	% RJP Viewers Interested
Invited to RD/Interview					28	73												101	**120%**	% Of Interested invited to interview
Attended RD/Interview					16	67												83	**82%**	% of Invited that showed for interview
Interviewed (passed to LMA)					7	19												26	**31%**	% fully interviewed
Conditional Offers					5	11												16	**62%**	% of interviewed given offers
Offers Accepted					4	11												15	**94%**	% of offers accepted
Attended First Day					4	4												8	**53%**	% of accepted that attended 1st day
Completed Week 1					4	4												8	**100%**	% retained 1 Week
30 Days					0													0	**0%**	% retained 30 days
60 Days																		0	**0%**	% retained 60 days
90 Days																		0	**0%**	% retained 90 days
180 Days																		0	**0%**	% retained 180 days
Retained 1 Year																		0	**0%**	% retained 1 Year
																Still Active:			**4**	

Plan of Action & Milestones

Sep 2022

Realistic Job Preview

Execute Alpha Review

CTE and Veteran Pipelines

Develop and begin mining

Leadership Retention Training Workshop

October 2022

Realistic Job Preview

Continue Development

CTE and Veteran Pipelines

Continue development and mining

Standardize Closing (Recruiting Day)

Conduct analysis and begin development

5th Metric Scorecard

Develop and Finalize

November 2022

Monthly Program Review #1

5th Metric Scorecard

Train and Coach

Realistic Job Preview

Conduct Beta Review and Test

CTE and Veteran Pipelines

Continue development and mining

December 2022

5th Metric Scorecard

Training & Coach

Realistic Job Preview

Track and make adjustments

CTE and Veteran Pipelines

Track and make adjustments

Standardize Closing (Recruiting Day)

Development

World Class First Day

Development

Plan of Action & Milestones

January 2023

Realistic Job Preview
- Track and make adjustments

CTE and Veteran Pipelines
- Track and make adjustments

Standardize Closing (Recruiting Day)
- Development

World Class First Day
- Develop

5th Metric Scorecard
- Track and Coach
- **5th Metric Scorecard Meeting #1**

Monthly Program Review #3

February 2023

Realistic Job Preview
- Track and make adjustments

CTE and Veteran Pipelines
- Sustain, track and make adjustments

Standardize Closing (Recruiting Day)
- **Alpha Review/Beta Review**

World Class First Day
- **Develop**

5th Metric Scorecard
Track and Coach
AT&F Scorecard Meeting #2
Monthly Program Review #4

March 2023

Realistic Job Preview
Track and make adjustments
CTE and Veteran Pipelines
Track and make adjustments
Standardize Closing (Recruiting Day)
Make adjustments and finalize
Continued assessment
World Class First Day

Trial Run

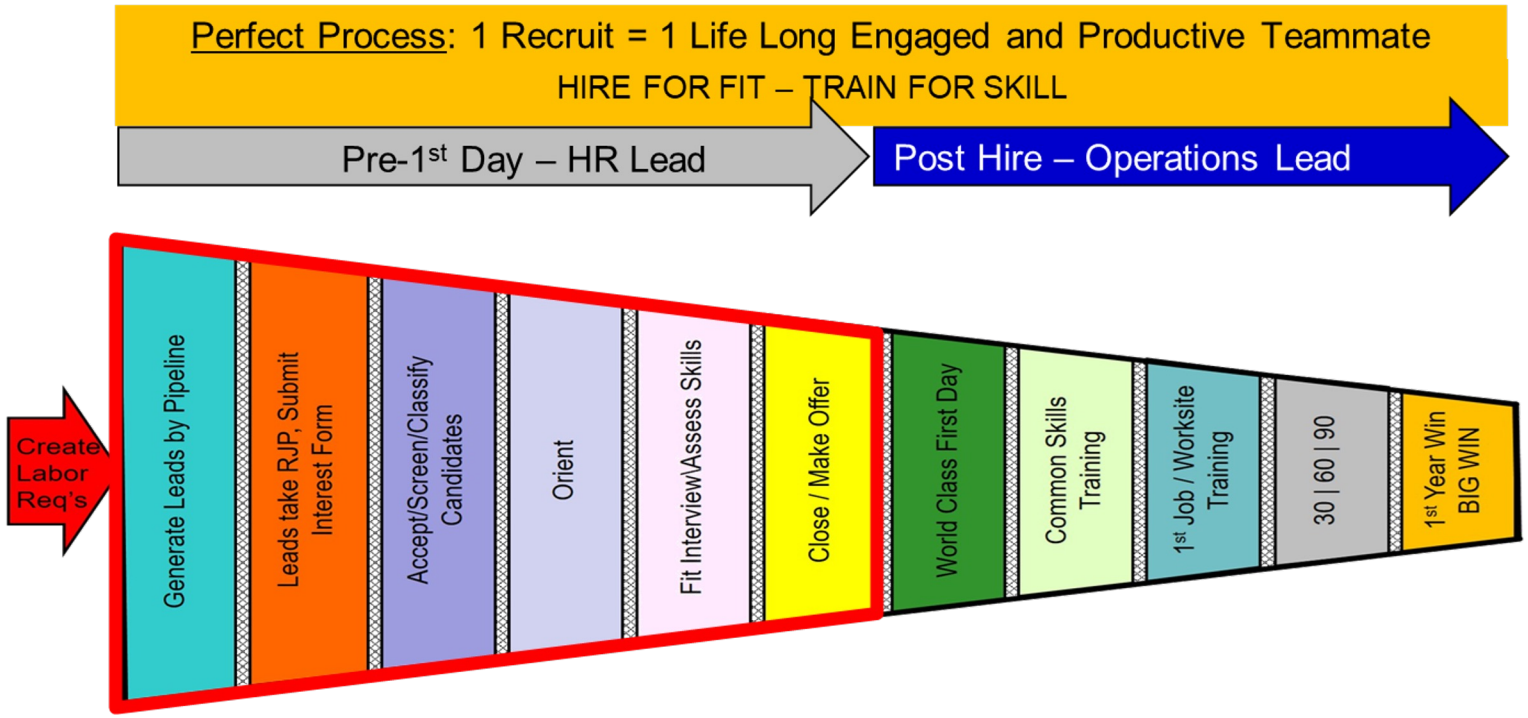
Track and make adjustments
5th Metric Scorecard
Sustain, track and Coach
5th Metric Scorecard Meeting #4
Monthly Program Review #5

Best Practice Representative

- What about the Legacy TA&R system were causing your organization the most churn?
- What was the level of ownership/buy-in across the organization with your Legacy TA&R system?
- How have you incorporated the Best Practice TA&R model?
- What have you seen as the biggest changes within your organization by incorporating the Best Practice TA&R model?
  - What have you learned from this process?
  - How is it helping you be a better company?

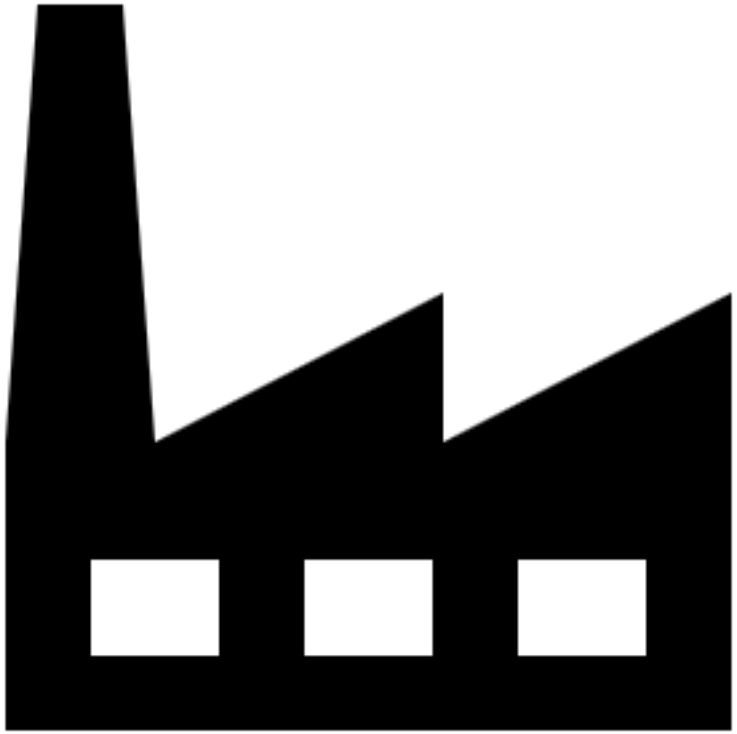
Best Practice Summary Assessment

- Data speaks volume's – you just have to listen.
- The process works – you just have to follow it.
- The more leadership is involved, the greater likelihood of success.

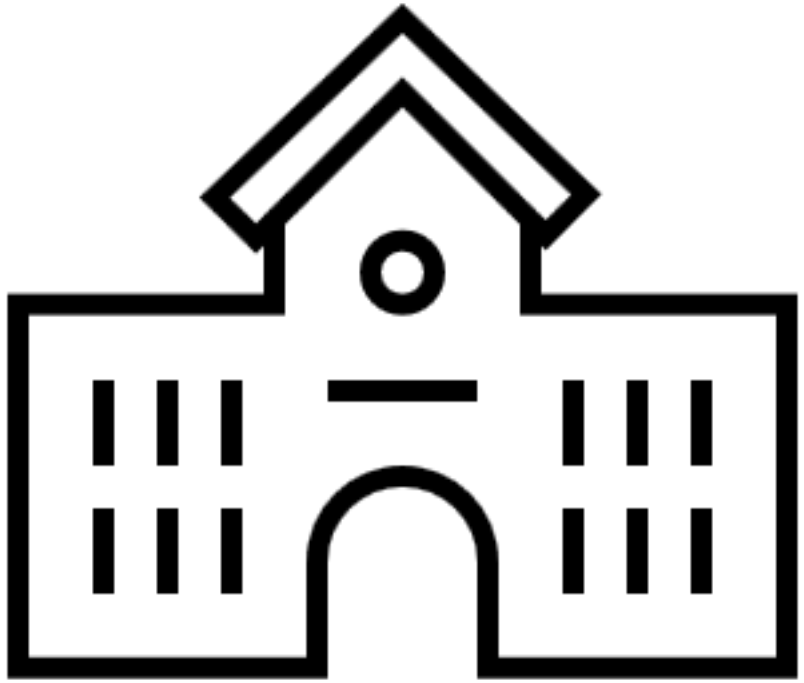


How's It Going?

EMPLOYERS



TRAINING PROVIDERS



Coffee break...
10:00
Tab
Caps
Ctrl

Onboarding and Retention Session

Bruce Warner/Bo Brewer/Kamisha Wyatt

Workshop Objectives

TLO: Identify and Understand Onboarding and Retention Process and Best Practices

ELOs:

- Identify Principles of a High-Performing Team (Bruce)
- Identify the Best Practice Onboarding Process Steps (Bo)
- Identify Training Provider Student Prep for 1st Job Process Steps (Kamisha)
- Understand Training Provider Student First Job Preparation (Kamisha)
- Clarifying Expectations and Building Trust (Bo)
- Describe the Best Practice process steps of Retention (Bruce)
- Talent Pipeline Reporting Requirements (Bruce)

33

ELO: Principles of a High Performing Team

- Building a High-Performance Team
- Heartbeat Leaders First

The Strategy

Normal

Lead/Order — Value Stream — Invoice

People + **Process** = **Business Performance**

Alignment

Abnormal = Problems

Daily Problem Solving: See; Stop; Fix; Share; Lead to WIN!

The Senior Leader Tool Kit

Systemic Challenges

- Lean & Six Sigma
- CAPEX*
- R&D
- TEAMS

*Capital Expense

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Post-COVID Trends and Observations

- "Tribal Knowledge" vs. "Data Driven" Decision Making
  - Arrogance or Ignorance
- Whiplash Effect drives break in Company – Employee Trust
- Overtime Out of Control
- High Turnover in New Hires
- 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

Post-COVID Trends and Observations

- 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 else are you seeing????

Leader Compression

- When more than one Leader level is working the same problem simultaneously.
- The Boss always Wins!
- The Subordinate Leader Loses…
- The Team is confused
- We are killing alligators at a high rate of speed!
- But…Who is draining the swamp?

Are you running Your Business?
or
Is Your Business Running You?

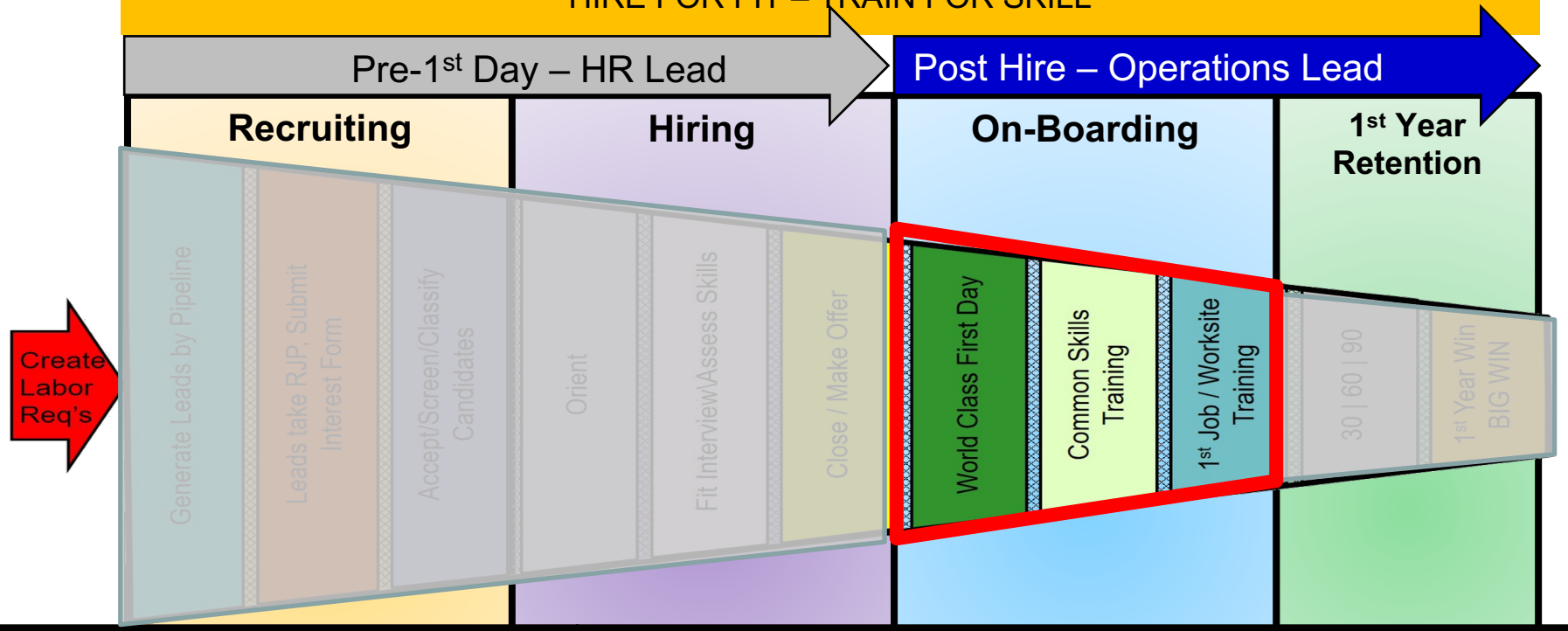
ELO: Onboarding Best Practice Process Steps

- World Class First Day
- Common Skills Training
- 1st Job/Worksite Training

Best Practice Model

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

HIRE FOR FIT – TRAIN FOR SKILL



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

NAVSEA
NAVAL SEA SYSTEMS COMMAND

What do employers want from new hires?

What do New Hires Want?

- 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 their Leader cares about them as a person
- The 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

Onboarding Process

Pre-Hire Screening → Preboarding → World Class First Day → Common Skills Training → Navigator Check In's → 30-60-90 → 1st Year Retention

Executive Summary:

Supplier	Input	Process	Output	Customer

Process Actions	Role				
	HR	Recruiter	Outside Vendor	Dir Leader	New Tmmt Candidate
Task	A	S	R	I	S

Who is **R**esponsible?
Who is **A**ccountable?
Who is **S**upporting?
Who Needs to be Kept **I**nformed?

Supporting Resources: What resources help

Onboarding Process

Pre-Hire Screening | Preboarding | World Class First Day | Common Skills Training | Navigator Check In's | 30-60-90 | 1st Year Retention

Executive Summary: Pre-Hire screening consists of the **required** screening tests a New Teammate Candidate must complete prior to their first day on the job. Employment is usually contingent on these screens. These screens must be evaluated to ensure that excess screens are not disqualifying good teammates for bad reasons (Example: Blanket Security Clearance Policies, Outdated Drug Tests)

Supplier	Input	Process	Output	Customer
HR Recruiter Outside Vendors	Screening Instructions Background Checks Drug Tests Physicals	Pre-Hire Screening	Screened Candidates Disqualified Candidates	New Team Candidate Direct Leader HR

Process Actions	Role				
	HR	Recruiter	Outside Vendor	Dir Leader	New Team Candidate
Drug Test / Physical	A	S	R	I	S
Background Check	A	S	R	I	S
New Teammate Candidate Tracking	A	R	S	I	S

Supporting Resources: N/A

Onboarding Process

Pre-Hire Screening | **Preboarding** | World Class First Day | Common Skills Training | Navigator Check In's | 30-60-90 | 1st Year Retention

Executive Summary: Objective of Preboarding is to ensure that the team is aligned and ready to flawlessly execute the World Class First Day. The actions are completed to ensure that the New Teammate is set up for success from day 1 and predisposed to become an engaged and productive teammate.

Supplier	Input	Process	Output	Customer
Senior Leadership HR Mentor Direct Leader Recruiter	Screen Instructions New Teammate Profile WCFD Instructions / Agenda	Pre-boarding	Pre-Briefed Team Informed New Teammate	New Teammate Direct Leader HR

Process Actions	Role				
	Sen Leaders	HR	Mentor	Dir Leader	Recruiter
WCFD Logistics / Rehearsal	A	R	I	S	S
New Teammate Instructions	I	S	S	A	R
Direct Team Pre-Brief	I	S	S	A	R

Supporting Resources: New Teammate Profile, WCFD Instructions and Agenda

Preboarding Resources

New Teammate Profile

- Name
- Age
- Previous Experience
- Position
- Mentor Assignment

World Class First Day Instructions

- When: 9 AM, Tuesday, 1/17/23
- Where to Report: Security Office located at “address”
- Point of Contact:
  - Recruiter
- Attire
- ETC.

Pre-Hire Screen & Pre-Boarding Steps

Discussion Points…

- What are the things you are looking to accomplish during this phase of the process?
- How long does this generally take?
- Are there steps of this phase that are “legacy” steps and perhaps need a fresh review for efficacy?

Onboarding Process

Pre-Hire Screening → Preboarding → **World Class First Day** → Common Skills Training → Navigator Check In's → 30-60-90 → 1st Year Retention

Executive Summary: Objective of the World Class First Day (WCFD) is to affirm the New Teammate's decision to join your team. An effective World Class First Day continues to build **New Teammate Engagement** by showing **Senior Leader Engagement**, clearly explain **Roles and Responsibilities**, and creating a **Positive Ownership Handoff** between HR/Recruiters and Operations.

Supplier	Input	Process	Output	Customer
New Teammate Senior Leaders Direct Leader HR	WCFD Agenda and Resources	World Class First Day	New Teammate Predisposed to become Engaged	Direct Leader Direct Team

Process Actions:	Role			
	New Teammate	Senior Leader	Direct Leader	HR
WCFD Event Execution	S	A/S	S	R
WCFD After Action Review	I	S	S	A/R

Tools / Supporting Resources: World Class First Day Agenda, Script, Presentations and Materials, Expectations, L2 Power 9, Engagement Behaviors

Purpose of World Class First Day

- A new hire's first day on the job is often accompanied by nerves and anxiety.
- Creating an effective new hire first-day experience can benefit employees and the company by making new hires feel comfortable.
- A great first day on the job sets the tone and prepares new hires for their role at the company.
- 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

What does your new employee's first day look like?

What do we want the new hire to understand within their first 24 hours with the company?

We want them to know…

- Leader's expectations
- What engagement is
- The value stream (what we do and how we make money)
- Their Team
- Who their navigator is
- How they fit on the team
- How they can be successful in their first job

World Class First Day Example

Objectives

- Agenda for the Day (what will new hire be receiving that day, i.e. Badge, PPE)
- Paperwork Review
- Brief Company History
- Expectations/ Core Values
- “Welcome” from executive leadership and direct leader
- HR Company Policies and Procedures, Benefits Overview
- Common Skills: What every new hire should know to be successful for the first day on the job
- Safety: PPE Required, all safety protocol
- Quality Brief
- Path Forward
- Direct Leader Expectations, Work Area Orientation and On the Job Training

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

Onboarding Process

Pre-Hire Screening → Preboarding → World Class First Day → **Common Skills Training** → Navigator Check In's → 30-60-90 → 1st Year Retention

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

Supplier	Input	Process	Output	Customer
Instructors Direct Leaders HR / Training Mentor	Instruction Supporting Documents New Teammate	Common Skills Training	Trained New Teammate	Direct Leader Direct Team

Action/Process	Role			
	Instructors	Direct Leader	Mentor	HR/Training
Scheduling, Logistics and Tracking	S	S	I	A / R
Instruction and Assessments	R	I	I	A / S
Practical Applications	I	A	R	S

Tools / Supporting Resources: Common Skills Training, Instructional Specific Supporting Documents

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

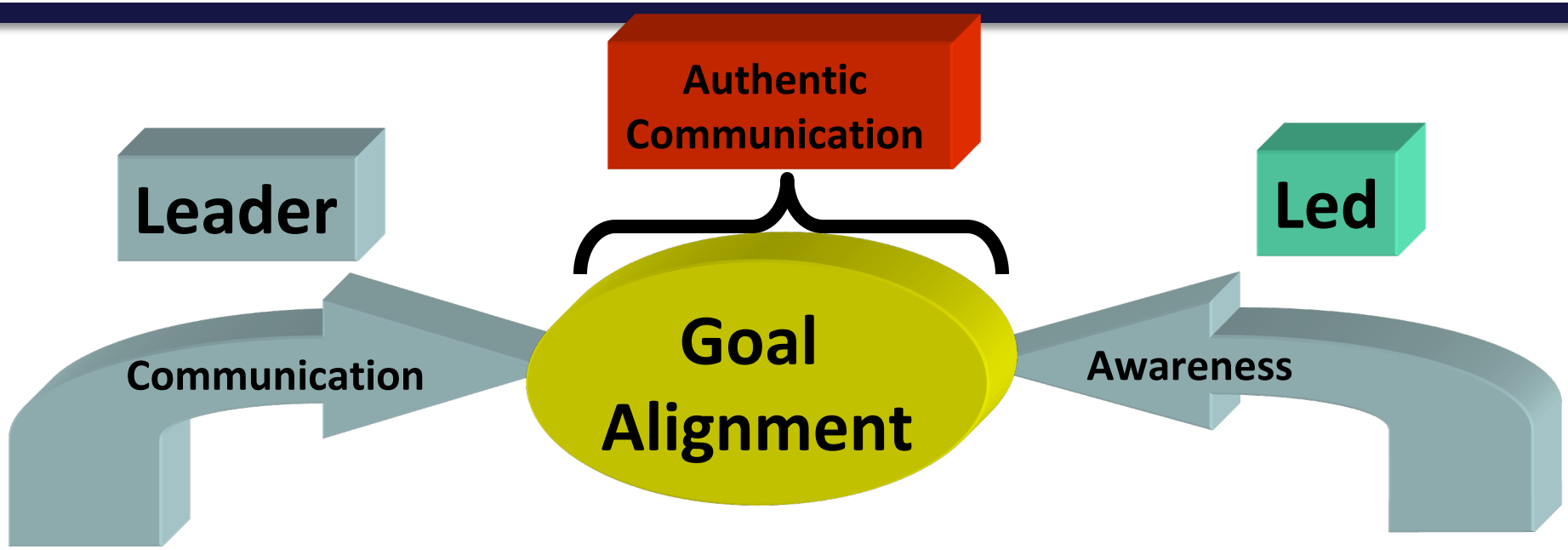
Summary

- 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

ELO: Clarifying Expectations and Building Trust

- Leader to Led Linkage
- Importance of Trust
- Application of Tools to Improve Engagement and Build Trust
- Impact of Engagement on Productivity

Leader to Led Linkage



Organizational Goals

- Cost
- Schedule
- Quality
- Safety

Can only occur when there is a conversation between the Leader and the Led about the Led!

Individual Goals

- Compensation
- Opportunities
- Responsibility
- Work Environment
- Recognition

Vertical Dyad Linkage

The Linkage Power Depends On…

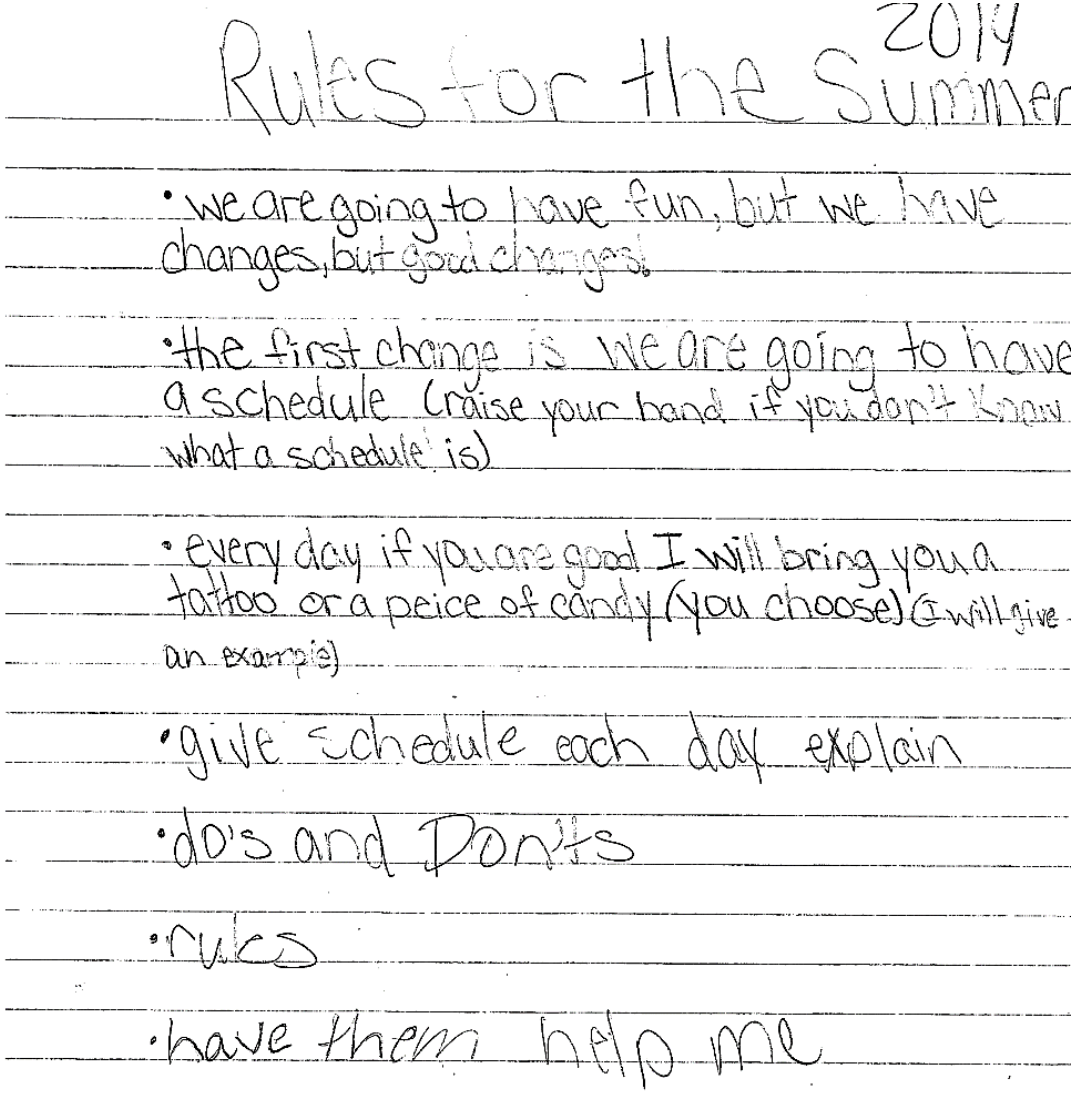
1. **Leaders Managing Personal Relationships**
   - Vertical Dyad: Leader ⟷ Led x number of direct reports
   - Employee performance, productivity, and engagement depend on their relationship with their IMMEDIATE Supervisor
2. **Leader and Led continuously Creating Shared Mutually Supportive Goals**
   - 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

L2 Power9 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

Clarifying Expectations

10-Year-Old Expectations



Rules for the Summer 2014

- 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 example)
- give schedule each day explain
- do's and Don'ts
- rules
- have them help me

Expectations

- What do you expect from your Leader?
- What can your Leader expect from you?
- What do you expect from your Team?
- What can they expect from you?

Team Expectations

- What does your Customer expect from you?
- What do you expect from your Supplier?
- What do you expect from your Teammates Support Leaders? (Engineering, Supply Chain, Quality, HR, etc.)
- What can they expect from you?

Earned or Given?

High Performing Teams Require TRUST

Leader will provide…

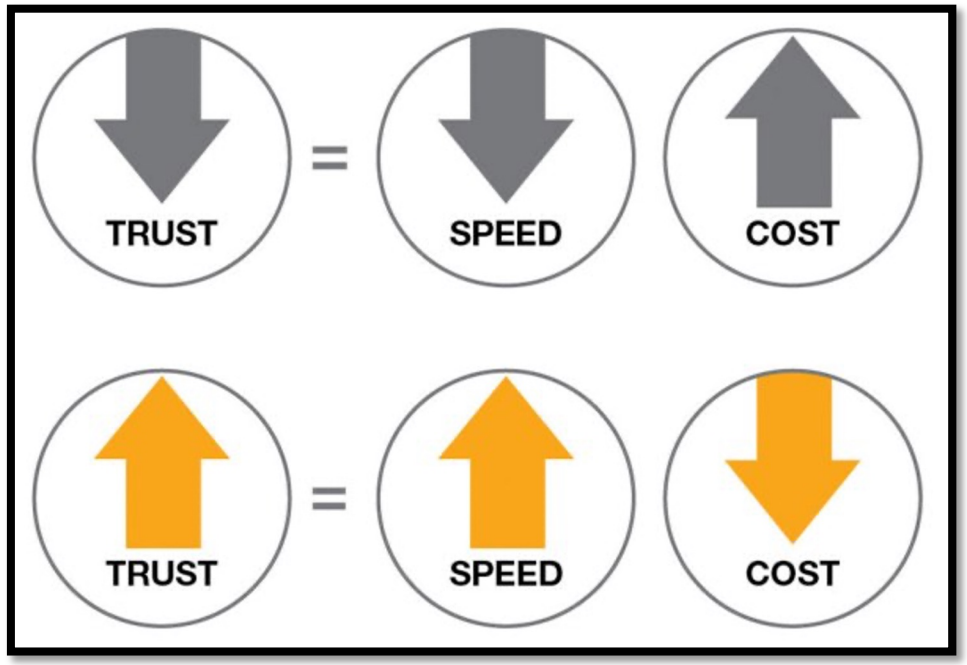
- Clear direction
- Appropriate Resources
- Expert Advice
- Feedback and Coaching
- Growth Opportunities
- Reward and Praise
- Fair Treatment

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

Trust = Speed & Reduced Cost – Trust Matters

- Exists in very personal, irrational, and operationally volatile terms between the Leader and the Led
- Trust is a function of Situational Awareness and Instinct



Take communication…In a high trust relationship, you can say the wrong thing and people will still get your meaning.

In a low trust relationship, you can be very calculated in what you say and still be misinterpreted.

Lack of trust is a tax on everything!
It feels like wading through sludge because it is.

NAVSEA
NAVAL SEA SYSTEMS COMMAND

LUNCH

ELO: Identify Training Provider Student Prep for 1st Job Process Steps

- Preparing Students for Interviews
- Interview Etiquette
- Potential Interview Questions
- Questions to Ask Employer
- Candidate Feedback After Interview

Assisting Students for Interviewing

Mock Interviews

- Utilize a different teacher or students in class to interview each other
- Provide student feedback that can be improved upon
- Highlight what student did well and one thing that they could work on
- Keep in mind- First Impressions make lasting Impressions
- Provide classroom time for practice-
  - Ex. Juniors can interview Seniors,

Mock Interviews and Preparation

Importance- Treat it like a real interview; practical impact on students

- First Impressions COUNT!
- Increases student confidence
- Highlights what to expect/anticipate during interview
- Reduces Stress and anxiety
- Ensures student is familiar with process

Remind Students-

- Firm Handshake, Make Eye contact, Communicate effectively

Interview Etiquette

Be on time

- Arrive 10-15 minutes earlier for your Interview,
- Check-In with front desk

Be presentable

- Clothes neat and clean, Business casual
- PPE and Safety Equipment
  - (Ex. Weld Test, Shirt and Tie vs. Having PPE on hand to perform)

Be prepared

- Resume, Cover letter, References, PPE as needed
- Any additional documents they may have requested

Potential Interview Questions

- Tell me about yourself?
- Tell me about a time where you had to overcome conflict ?
- What do you know about our company?
- What position are you looking to hold?
- Name a strength and weakness?
- Why should we hire you for our company?
- What skills do you possess that will help you in the position?
- Have you worked before?- Tell me about your work history?
- Do you have reliable transportation?
- Tell me about a challenge or conflict you've faced at work, and how you dealt with it.
- Where do you see yourself in five years?
- What's your dream job?

Questions for the Employer

- Can you tell me more about the day-to-day responsibilities of the position?
- What do you enjoy about working at company?
- What are the next steps in the interview process?
- What is the company culture like?
- What professional development opportunities are available?
- How many shifts are available to work? Opportunity for Overtime?

Candidate Feedback after Interview

- Thank Employer
- Ask for Business Card or an email so that you can follow up with Employer
- Send a Personalized Thank you note via email
  - Thank Employer for time and consideration
  - Send within 48 hours of interview

What feedback would you want to provide to Training Providers about Preparing Students for the Interview Process?

ELO: Understand Training Provider Student First Job Preparation

- Preparing Students for First Day on the Job
- Employer Feedback

Preparing Students for First Day on the Job

- What to Wear? What do you need to bring?
  - Uniform, PPE and Safety equipment, Lunch, Schedule, Paperwork
- Researching the company online
  - Know a few things about the Company- Motto, Product, Recent News event
  - Student should know why they desire to work at company
  - What does the student already know about the company?
  - Demonstrate interest and enthusiasm about the company
- Remind student to practice the commute and know where they are going prior to interview
  - Public Transportation OR Drop off at work

What feedback would you want to provide to Training Providers about Preparing Students for the first day on the job?

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 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

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

This is the behavior of what type Relationship?

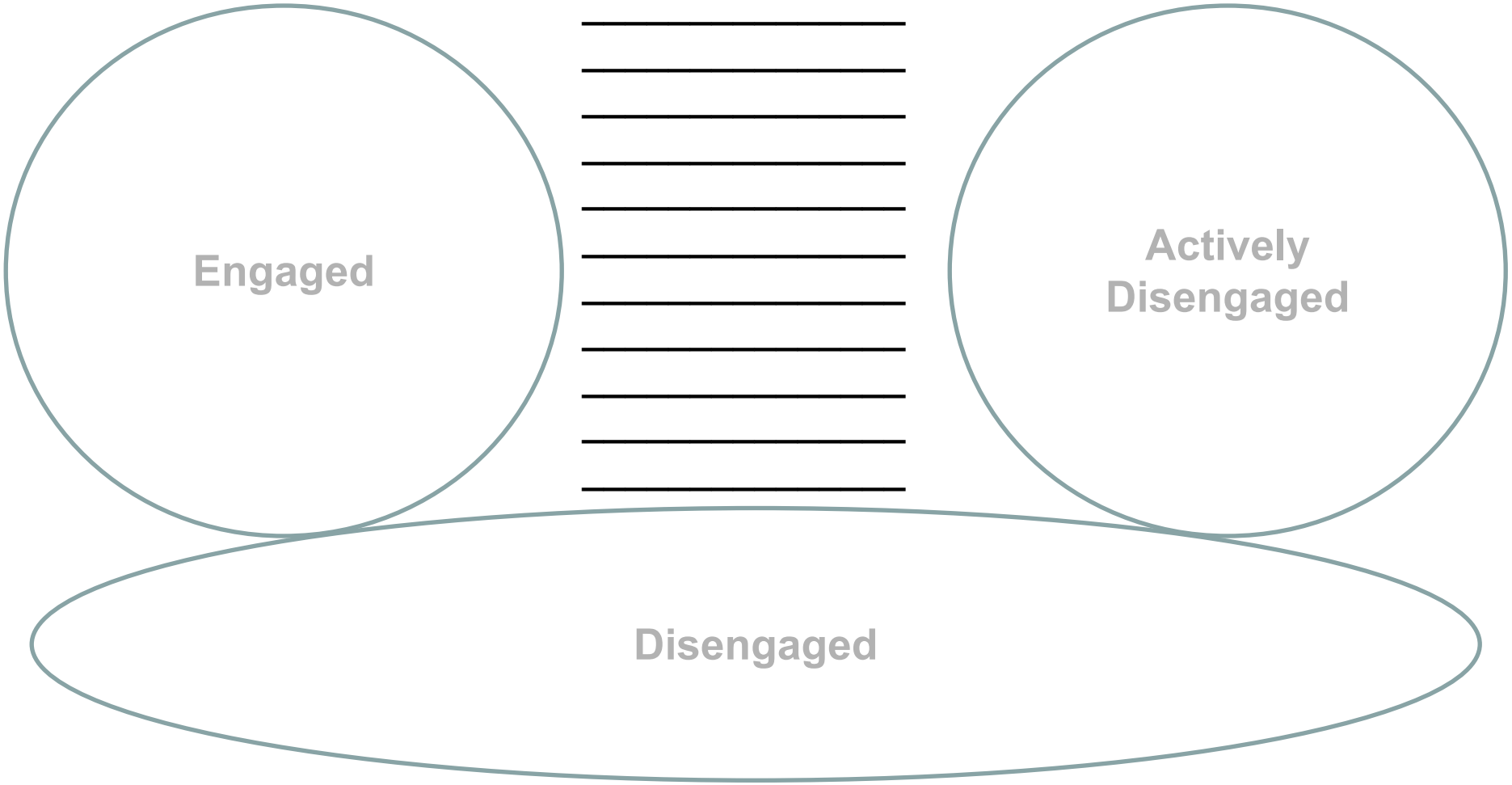
1. Engaged
2. Disengaged
3. Actively Disengaged

Team

Leader:_____ **TEAM ROSTER** **Date:**_____

(Led)

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____



Who owns employee engagement?

Developing an Engaged Team Strategy

- Increase the Engaged Group
- Eliminate the Actively Disengaged Group

Facts:

- Little movement from Actively Disengaged to Engaged
- More movement from Engaged to Actively Disengaged due to Leaders breaking the Goal Alignment Contract/Agreement

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!

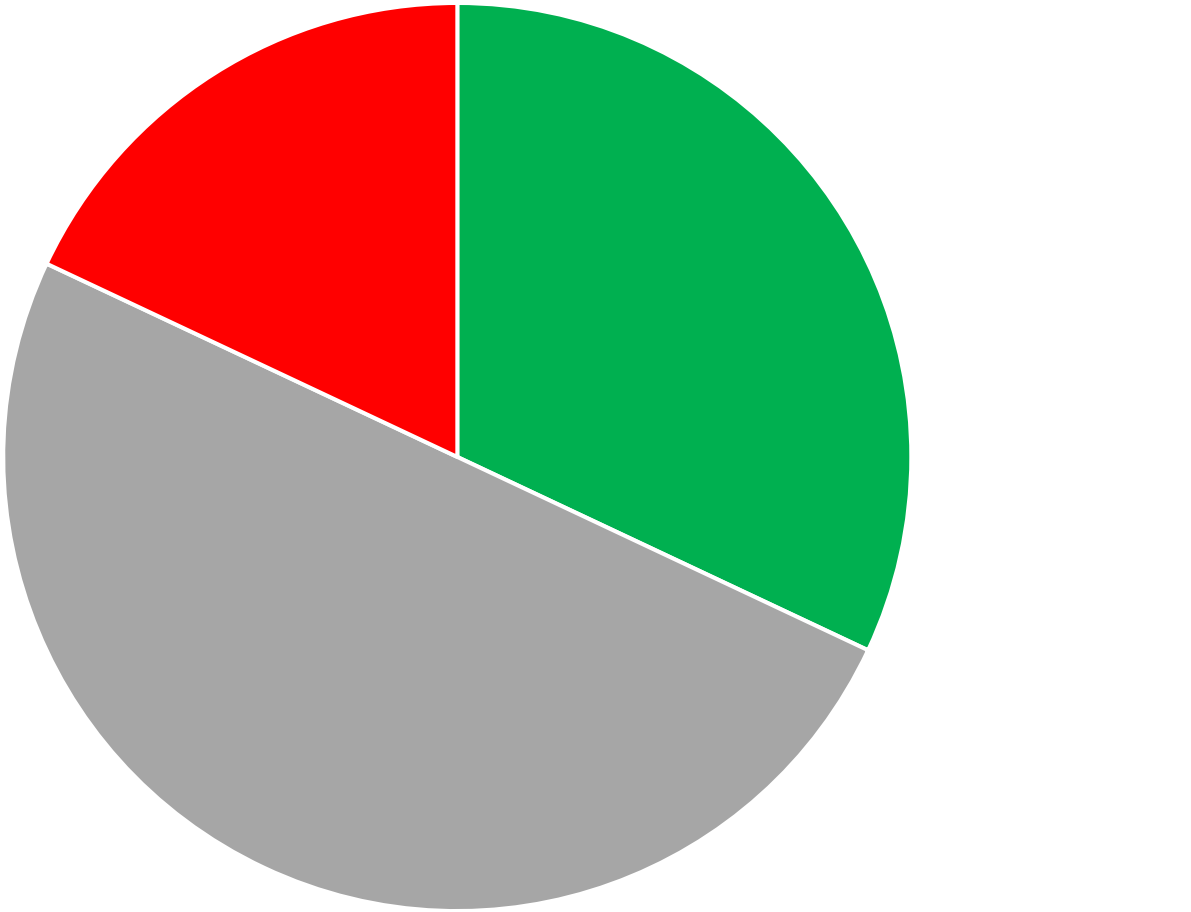
Impact of Engagement on Productivity

Who is your Most Engaged person on your Team?

And who knows?

2021 Industry Overview

25% of the working population are ignored by their supervisor



Source: Gallup

Team:_____

Leader:_____ **TEAM ROSTER** **Date:**_____

(Led)

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Retain by Continuous Goal Alignment

Engaged

Placed Outside of Team by Leveraging Normal Churn Opportunities

Actively Disengaged

Disengaged

Move to Engaged Group by High Touch/High Contact/High Communication and Deliberate Matching

NAVSEA
NAVAL SEA SYSTEMS COMMAND

So What…

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

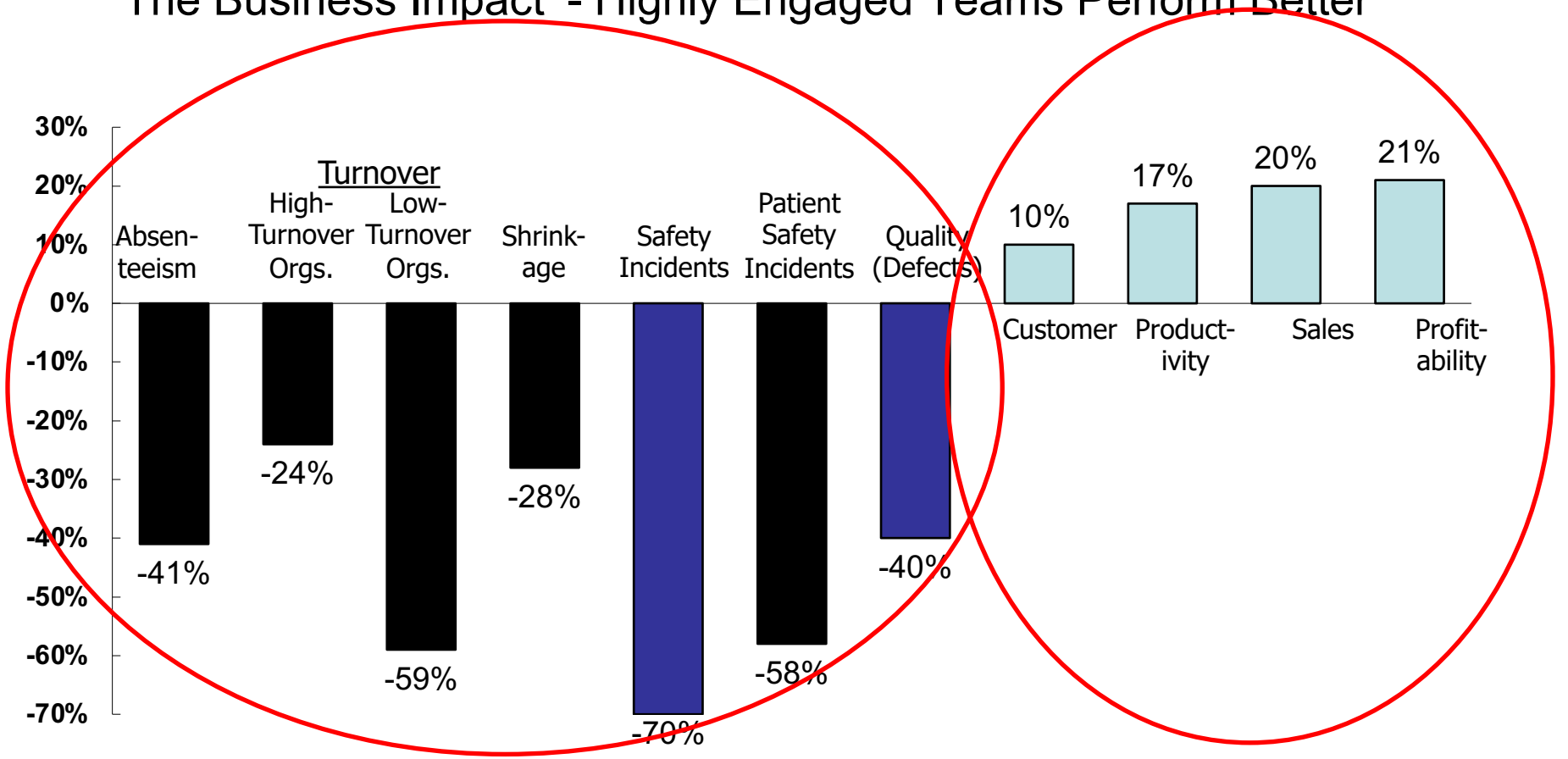
What is the impact of ENGAGEMENT on Business Performance?

Higher Engagement = Earlier Gives

- 22% Higher Profits
- 43% More Productivity
- 37% Higher Sales

Why Do We Care About Engagement?

The Business Impact® - Highly Engaged Teams Perform Better



Business units in the top engagement quartile generate 40% fewer defects and have 70% fewer safety incidents than their bottom-quartile counterparts.

source © 2009, 2016 Gallup, Inc.

Summary

- The goal is to create organizational alignment
  - Led knows what Leader wants, Leader knows what Led wants
- Clarity of expectations builds trust
- Trust is GIVEN
- Where there is trust, Good Things follow
- COMMUNICATIONS is the KEY
- These tools are only useful if they become an everyday part of the life of the leader
- The Circles Chart is a visual aid for a leader to drive conversation with their Leader and seek help/support
- Are YOU Engaged?
- Can we ever allow a Leader to be Disengaged or Actively Disengaged?
- Leaders OWN the engagement of their team.

ELO: Best Practice Retention Process Steps

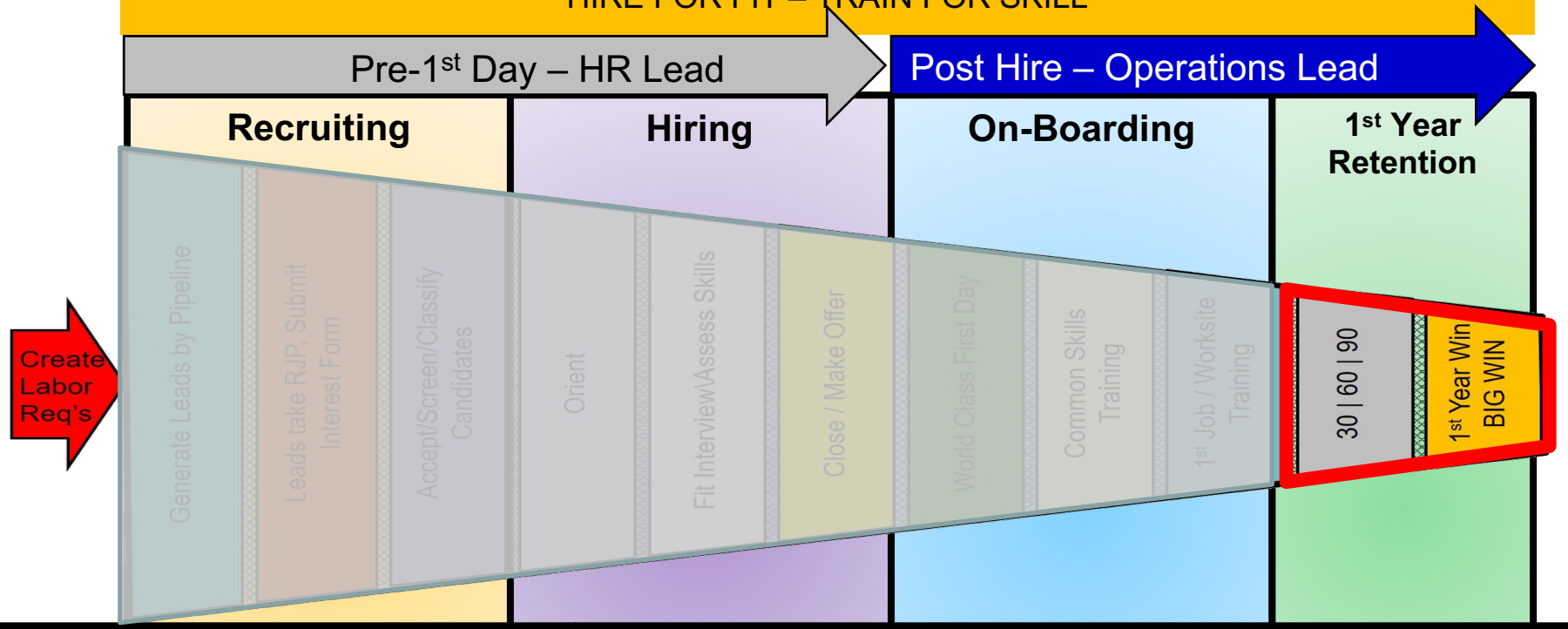
- Navigator Check Ins
- 30 | 60 | 90 Reviews
- 1st Year Retention

Who owns retention?

Best Practice Model

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

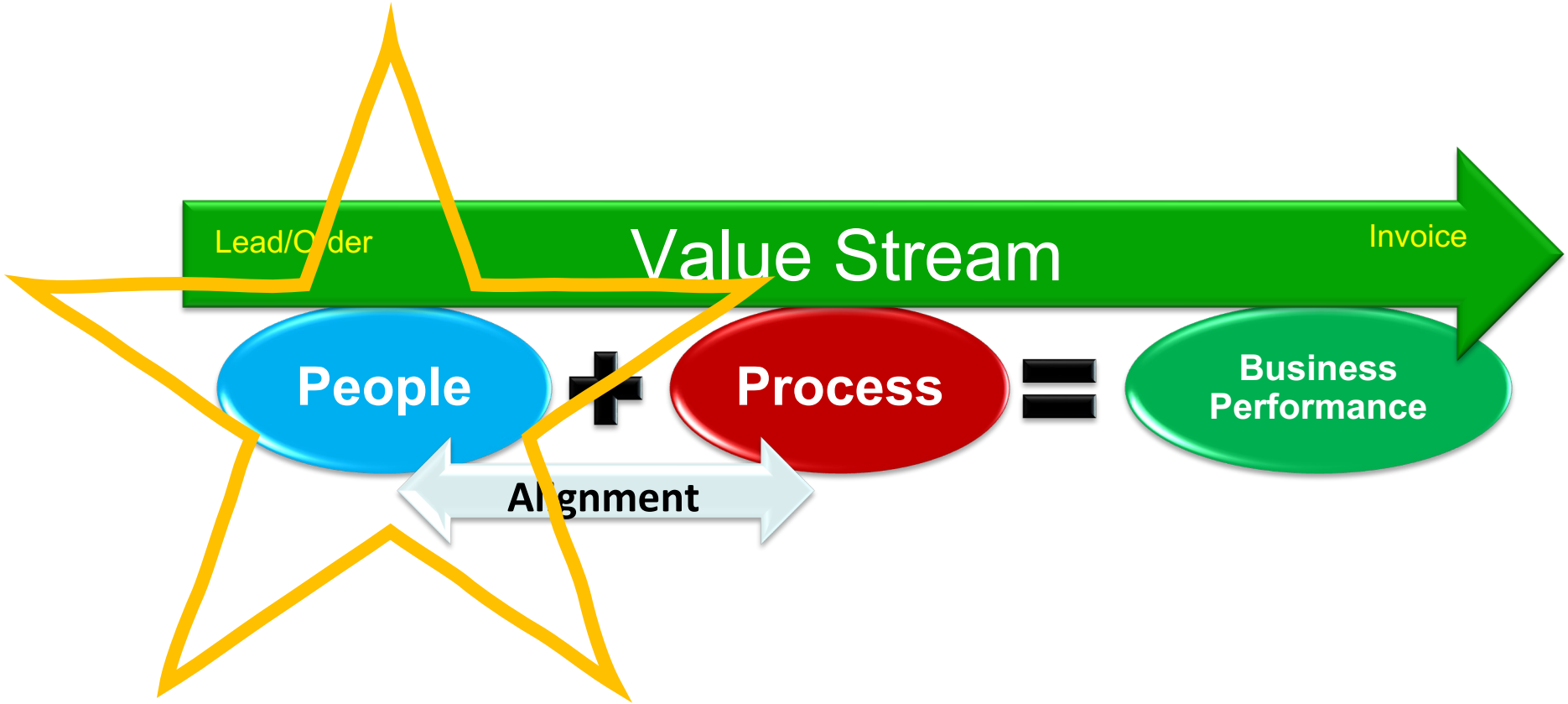
HIRE FOR FIT – TRAIN FOR SKILL



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

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Big Picture Thinking



How do we measure and communicate?

Retention Process

Pre-Hire Screening → Preboarding → World Class First Day → Common Skills Training → **Navigator Check In's** → 30-60-90 → 1st Year Retention

Executive Summary: The objectives of Navigator Check In's are early risk identification, leader feedback validation, and to provide a 3rd party outlet to encourage candid feedback on the process. The New Teammate Navigator should be someone outside the direct chain of command and completed at the end of Week's 1, 3 and 5.

Supplier	Input	Process	Output	Customer
Navigator Direct Leader New Teammate	L2 Power 9 Questions New Hire Intakes	Navigator Check In's	Feedback New Teammate Engagement	Direct Leader HR / Training Mentor

Action/Process	Role				
	Navigator	Direct Leader	New Teammate	Mentor	HR/Training
Navigator Check In	R	S	S	I	A

Tools / Supporting Resources: L2 Power 9 Questions, Navigator Check In's

Navigator Check In's Example

TMG

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?

Retention Process

Pre-Hire Screening → Preboarding → World Class First Day → Common Skills Training → Navigator Check In's → **30-60-90** → 1st Year Retention

Executive Summary: 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

Supplier	Input	Process	Output	Customer
Direct Leader Mentor New Teammate Leader's Leader	Assessment	30-60-90 Fit and Skills Review	Goal Alignment	HR New Teammate

Action/Process	Role				
	Direct Leader	Leader's Leader	Mentor	New Teammate	HR
30-60-90 Fit and Skills Review	R	A	S	S	I

Tools / Supporting Resources: Fit and Skills Review

Measuring & Giving Feedback

30-60-90 REVIEW Example – Performance Levels

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

30-60-90 REVIEW Example – Work Habits

Work Habits	Review Period				
Demonstrates respect for other employees.	**30**	**60**	**90**	**180**	**365**
Shows courteous regards for others.	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Demonstrates adaptability.	**30**	**60**	**90**	**180**	**365**
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.	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Demonstrates dependability	**30**	**60**	**90**	**180**	**365**
Demonstrate consistent, reliable performance and behavior.	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Demonstrates initiative in the work place	**30**	**60**	**90**	**180**	**365**
Do what needs to be done without prompting.	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1

30-60-90 REVIEW Example – Work Habits

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

30-60-90 REVIEW Example – 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)

Retention Process

Pre-Hire Screening | Preboarding | World Class First Day | Common Skills Training | Navigator Check In's | 30-60-90 | **1st Year Retention**

Executive Summary: 1st Year Retention involves continual engagement and goal alignment between the New Teammate and their Direct Leader. It is the responsibility of the direct leader to lead, track, and develop his or her New Teammates and the 5th Metric Scorecard provides the structure to communicate and drive data driven decisions on a monthly basis.

Supplier	Input	Process	Output	Customer
Direct Leader Leader's Leader Senior Leaders HR/Training	5th Metric Scorecard	1st Year Retention Monthly 5th Metric Discussions	Informed Data Driven Decisions	The Organization

Action/Process	Role			
	Direct Leader	Leader's Leader	Senior Leaders	HR/Training
5MSC Reporting	R	S	A	I
5MSC Data Compilation	S	R	A	I
Monthly 5MSC Meeting	S	R	A	I

Tools / Supporting Resources: 5th Metric Scorecard, Circles Charts, Engagement Behaviors

5th Metric Scorecard

Month: December **Leader: K. Barto**

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

© TMG Inc. Tmgva.com

Monthly 5th Metric Reporting Example

- **Week 1:**
  - 1st Line Leaders to Supervisors
- **Week 2:**
  - Supervisors to Managers
- **Week 3:**
  - Managers to Executive Leadership Team via Monthly 5MSC Meeting

110

At the end of the day, Retention is about….

Leadership

The greatest form of respect we can give our PEOPLE is a Leader who…

- Wants to Lead
- Demands to be Held Accountable
- Is Engaged
- Knows What Right Looks Like
- Has a Leader Who Will Help Them Become a High Performer
- Plays to Win Everyday!

Summary

- Leaders OWN retention
- Goal is to build ENGAGEMENT which leads to PERFORMANCE
- Communication is the key to success
- Requires application of consistent leadership tools and processes
- Training providers should care about 1st Job SUCCESS

ELO: Talent Pipeline Reporting Requirements

- Monthly Screened Candidate/Offers/Accepted Offers Reporting
- Monthly New Hire Reporting
- Monthly Retention Reporting

Monthly Screened Candidates/Accepted Offers Reporting

Ben Franklin High School							
	Program	Capacity	Instructor	# Enrolled Seniors	# Screened Candidates	Completion Date	# Accepted Offers
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

EXAMPLE

Monthly New Hire Reporting

American Hydro																		
Pledge		Welder - 1		Machinist - 1		Metal Fabricator - 1					Total:	3						
# Offers Extended:			# Offers Accepted:		# Started Employment:													
			Employment Status															
	Employee Last Name	Employee First Name	Start Date	Termination Date	Pipeline	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23	Mar '23	Apr '23	May '23	Jun '23	NOTES
1																		
2																		
3																		
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16																		
17																		
18																		
19																		
20																		

EXAMPLE

Monthly Retention Reporting

Employer:	Billet Industries															
	Employee Last Name	Employee First Name	Start Date	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23	Mar '23	Apr '23	May '23	Jun '23	NOTES
1	Spahr	Matthew	5/24/21	X	X	X	X	X	X							

Please enter a "X" in Column "K" (Jan '23) if the employee is still employed, otherwise leave blank and comment in the "NOTES" column as to why the employee left or was terminated.

EXAMPLE

Open Discussion
(Issues/Available Help)

Next Steps/Closing

Bruce Warner

Path Forward

- 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 the March 7th Recruiting Fair
- Recruit, Hire, Report!!

Signing Day: Employer Focus

- Retention (Pilot Employers):

  We are pleased to announce our Pilot candidates some of whom are here tonight. (Names on the slide behind.)

- Hiring (All Employers):

  This year we are pleased to announce we have __ Accepted Offers from the following Talent Pipelines. (Announce the pipelines used.)

- Pipelines (All Employers):

  We especially want to thank our Talent Pipeline Partners. (Announce all Training Providers used.)

- Pipeline Program (All Employers):

  The Talent Pipeline Program has helped our business by _____. (Announce the ways the Talent Pipeline has assisted in making your business better.)

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.

<u>WE</u> are on a Mission!

1 Employer
1 Job
1 Lifelong, Productive, Engaged Teammate at a Time

PENNSYLVANIA • PIPELINE • PROJECT •