

Pennsylvania Pipeline Project Philadelphia Region Workforce Pipeline Project



Talent Acquisition & Retention Training Workshop

Presented by: Joseph C. Barto, III

Date: August 4, 2021

TMG, Program Manager,

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Mission



The Philadelphia Region Workforce Pipeline PILOT Project TEAM will energize and engage the greater Philadelphia Region economy by creating and sustaining a maritime and defense industrial base focused workforce 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.**



Learning Objectives



- a. Define the current state performance of your organizations Talent Acquisition & Retention System defined as the Generation of a Labor Requirement to the New Employees 1st Year Anniversary as an Engaged and Productive Teammate.
- b. Learn from industry best practices and lessons learned opportunities to improve the performance of your Talent Acquisition and Retention System. Develop an improvement plan to take back to your leadership team.
- c. Learn how to take advantage of available resources to identify and mine the most valuable Talent Pipelines for your organization.
- d. Build camaraderie with your Philly Workforce Pipeline Pilot Teammates.



Agenda



- 9:00 Welcome & Pledge of Allegiance
- 9:10 Introduction, Training Overview & Learning Objectives:
- Principles of High-Performance Teams
 - Defining the Talent Acquisition and Retention System & Key Performance Metrics
 - Homework Review (Define your **Current** Talent Acquisition and Retention System)
 - Developing your **Future** Talent Acquisition and Retention System
- 11:00 Break/Lunch
- 11:30 Identifying, Selecting, and Developing Talent Pipelines
- + Community Colleges: Ms. Karen Kozachyn, Collegiate Consortium for Workforce and Economic Development
 - + Technical High Schools: Ms. Melodee Jackson, Philadelphia City Schools
 - + Accessing Workforce Development Resources: Ronald Story, Philly Works
 - + Harnessing the Potential of the Emerging Workforce: Festo Okidi, Philadelphia Youth Network
- 1:30 Accelerated Training in Defense Manufacturing (ADTM) Overview: Tim Robertson
- 2:00 PA/Philly Region Pipeline Pilot Project Update and Next Steps to September 15, 2021
Employer to CTE Program Matching Program Review
- Optional**
- 2:15 Overview of Philly Shipyard Business and Talent Acquisition Program
- 2:30 Tour of Philly Shipyard
- 4:00 Tour Complete



Core Company Talent Acquisition Challenge Questions

1. *What was your average total headcount last year?*
2. *How many people did you hire last year in what job categories?*
3. *How many New Hires were Engaged High Performers?*
4. *How many Engaged High Performers were still in your organization after 1 year?*
5. *How many people will you hire next year?*
6. *What is your Engaged High Performer (Acquisition and Retention) goal?*
7. *Which Talent Pipelines currently produce your Best New Hires?*
8. *What is your Engaged High Performer profile? "Right Look Like"*
9. *Are you focusing your limited Talent Acquisition and Retention resources (\$\$ & People) on the most productive Pipelines?*



The Talent Acquisition & Retention System

Start: Generation of a Labor Requirement

End: Productive and Engaged Teammate at 1st Year Anniversary

***Recruiting
Trying Out
Making the Team***

3,700/4,200



World Class Talent Acquisition and Retention Systems

The Revolution

Traditional: Procurement Model
(Passive and Employer Focused)

to a

High Performers: Sales Model
(Active and Candidate Focused)



The Definition of Insanity



Size Matters



a. Small:

- 1) Single Site
- 2) Under 50 people
- 3) Hires ~ 10 people/year
- 4) Hires on an as-needed basis

b. Medium:

- 1) Single Site
- 2) Between 51 – 300 people
- 3) Hires 10 – 50 people/year
- 4) Episodically hires as needed

c. Large:

- 1) Single Site or Multiple Sites
- 2) Between 301 – 1,000 people
- 3) Hires 51 – 200 people/year
- 4) Has a consistent/predictable Annual Hiring and Retention Forecast (monthly)

d. Enterprise:

- 1) Single or Multiple Sites
- 2) Over 1,000 people
- 3) Hires over 200 people/year
- 4) Has a consistent/predictable Annual Hiring and Retention Forecast (monthly)

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



Introductions



Teammate

~~The Employee~~ Experience

Attract
Recruit Top
Talent

Hire
Pick the
Stars

Onboard
Affirm the
Decision

Engage
Build
Strength &
Purpose

Perform
Drive
Expectations

Develop
Coach
Career
Growth

Depart
Positive
Exit
Experience



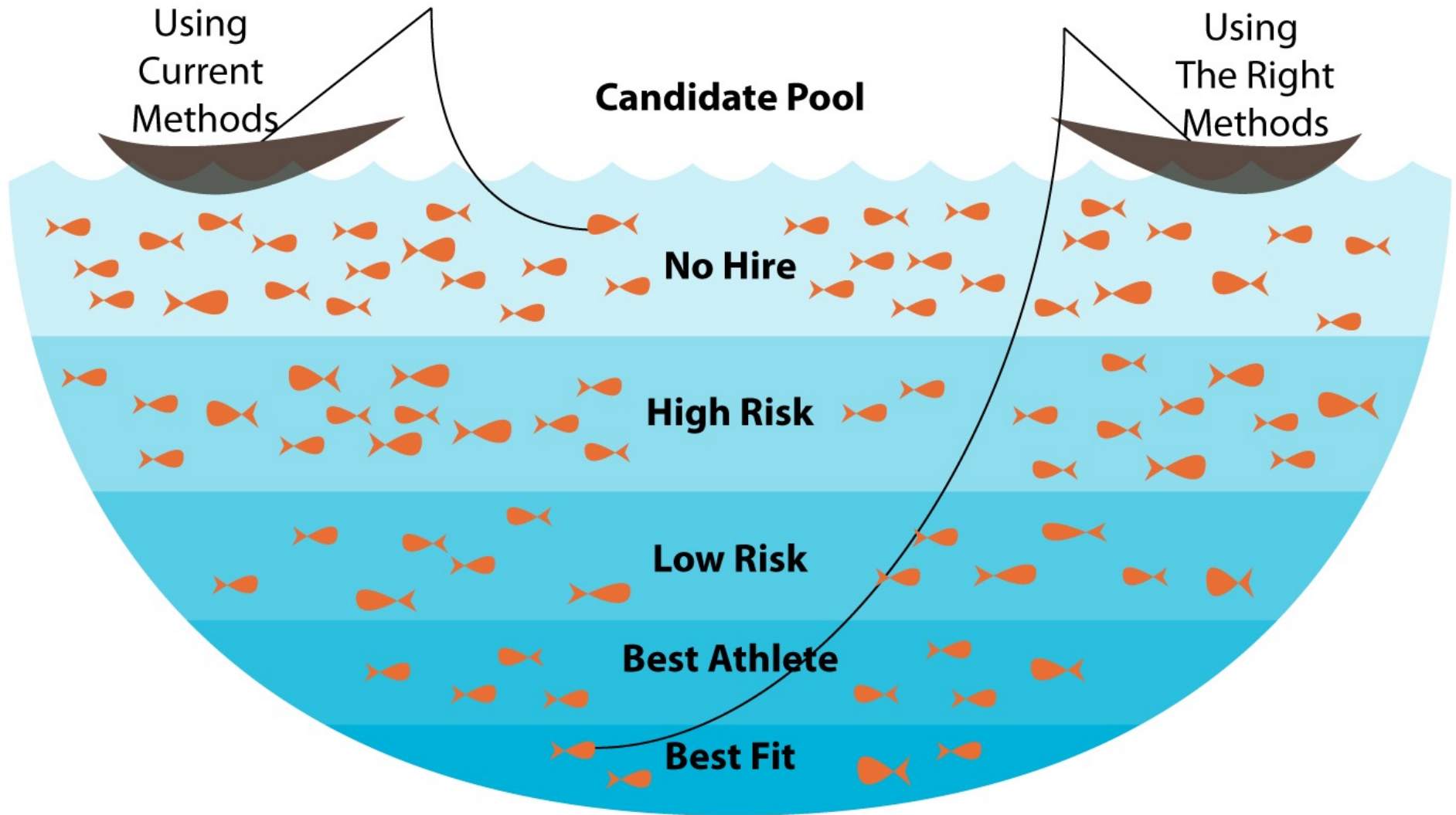


Hire for Fit – Train for Skill

The U.S. Military Example

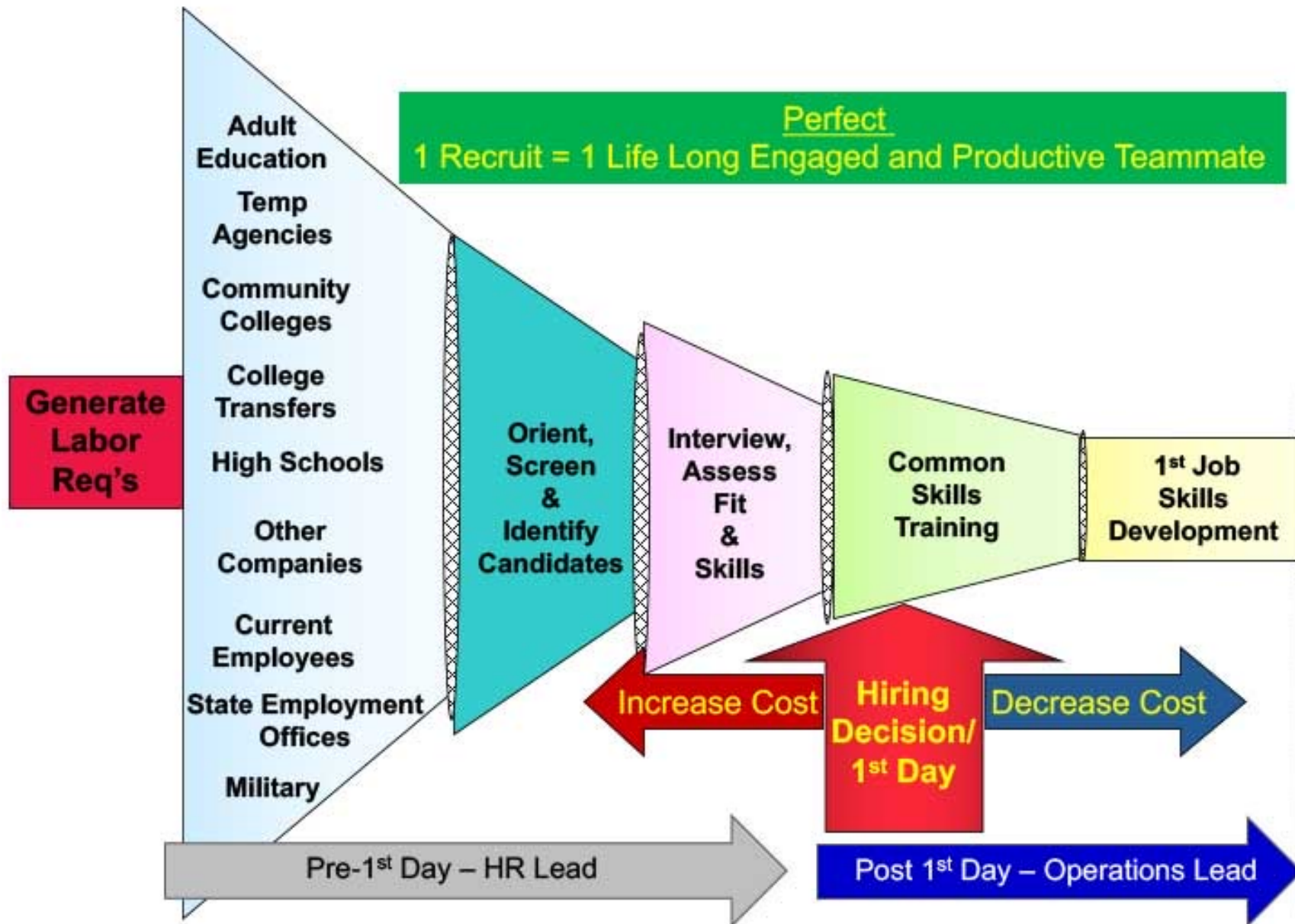
4/5 Youths between the Ages of 17-21 are
NOT Qualified

Where are you “fishing”?





Building Pipelines



Army Basketball Team

1975-1976





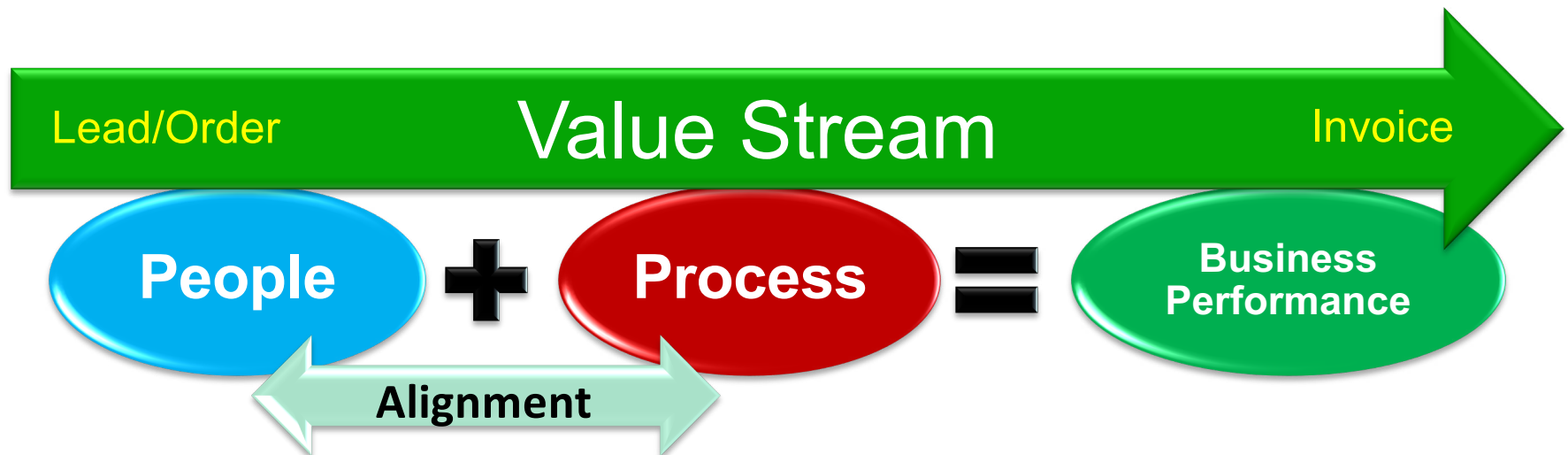
Business is a Team Sport

- 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



The Business Case

Big Picture Thinking





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



2021

\$150 Million
(Total Revenue)

\$90 Million
(Total Cost of Materials)

\$40 Million
(Total Cost of Labor)



2021/2022



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

\$90/\$95 Million
(Total Cost of Materials)

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



Actual Example

2019/2020/2021 In Progress/2022 Projected

\$43/\$182/\$227/\$235 Million

(Total Revenue)

\$35/\$169/\$195/\$192 Million

(Total Cost of Materials)

\$8/\$24/\$36/\$34 Million

(Total Cost of Labor)

163/172/177/186

Headcount

2020 EBITDA: \$11.3M/6.2%

vs. Plan of \$14.3M/6.1%



Dream Team Hypothesis



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

Exercise



Alignment:

1. Every teammate understands what we do and how we make money.
(Business 101)

SD

D

A

SA

2. We are an aligned, self-disciplining team from the Plant Management to the 1st Line Supervisors where we know our responsibilities and the responsibilities of our teammates. (Roles and Responsibilities)

SD

D

A

SA



Leadership:

3. What percentage of your current leadership structure fall in the following categories (Current Leaders – Current Responsibility Performance Improvement)

High Performing (Consistent Best Leaders) _____%

Developmental (Moving in the Right Direction) _____%

Dysfunctional (Should not be in the position) _____%

4. We have a solid “Bench” of future leaders who are ready to step into leadership positions with minimal preparation and low risk to business performance? (Future Leader Identification, Training, and Development System)

SD

D

A

SA



Team Engagement:

5. The Engagement Distribution of our organization is: (Team Engagement Improvement System)

Engaged (Go To Teammates) _____%

Disengaged (Getting a paycheck) _____%

Actively Disengaged (Doing positive harm) _____%

6. Our Talent Acquisition and Retention System process produces New Teammates who are delivered to their first supervisor ready to become Engaged?

SD

D

A

SA



Business Performance:

(Return on Investment: Process or People)

7. Our Team knows the score and what they have to do everyday to Win

SD

D

A

SA

8. How good can you be? If you ran a perfect plant how much better could you be in terms of increased productivity and earnings?

_____ %



Generating the Need to Hire...

- New or Expanded Work
 - Business Plan/Customer Relationship
 - FFP, T&M, Cost Plus
 - Period of Performance
 - Confidence in Future Work Demand
 - Skills Required
- Replace Departures
- Specific Technical Need
- “Best Athlete”



Options



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



Talent Acquisition & Retention

Key Stakeholders

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



What do Hiring Managers want?



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



Common Vision of the End State

Core Metrics:

Engaged Teammate at 1st Year Anniversary

Increases Workforce Productivity

Increases Business Performance



Building Talent Pipelines

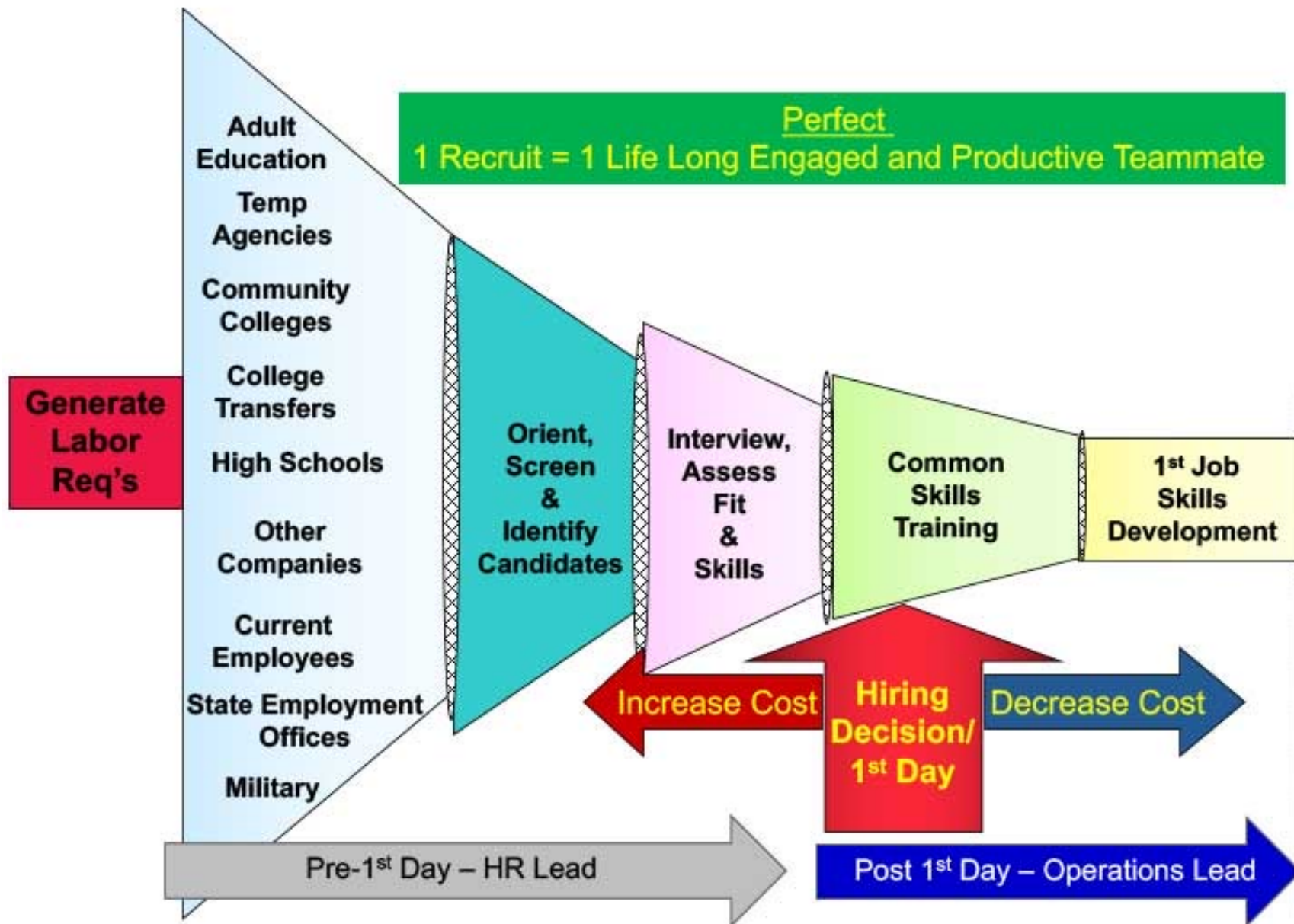
Business Metrics:

- 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

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



Building Pipelines





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 would recommend {BRAND} 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**



Who is the Heartbeat of your Business?

Have we created an environment where they can Win?



What do we do everyday to help them Win?



The Post COVID Nightmare Scenario

**“I am leaving and within 4 months after that
my five best friends are coming with me.”**

Love– Your best people...



Think about the best New Hire you have made in the last year?

What made them so good?

Where did they come from?

How do we find more like them?



Why are your best people leaving?

Does not matter



Why did your best people decide to start looking?

Matters



Why do your Best Teammates decide to stay or leave?



#1 They see no future

- Career Path**
- Job Security**

#2 Relationship with their immediate Leader



Why are your best people staying?

Matters a LOT



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



Tool

Leader to Led (L2) Power 9 Guide



L2 Power 9 Guide



1. I am your Leader clarity
2. I Trust You
3. You understand what we do and how we make money
4. You know what to do at work everyday
5. You have the materials, tools, and equipment to do your work correctly
6. You know how to do the work correctly the first time
7. You know your role, the roles of your teammates and how you work together as a team
8. My team and I know the score and we play to win everyday
9. My leader cares about me as a person and wants to help me be successful



**If you can answer all 9 what
do you have?**

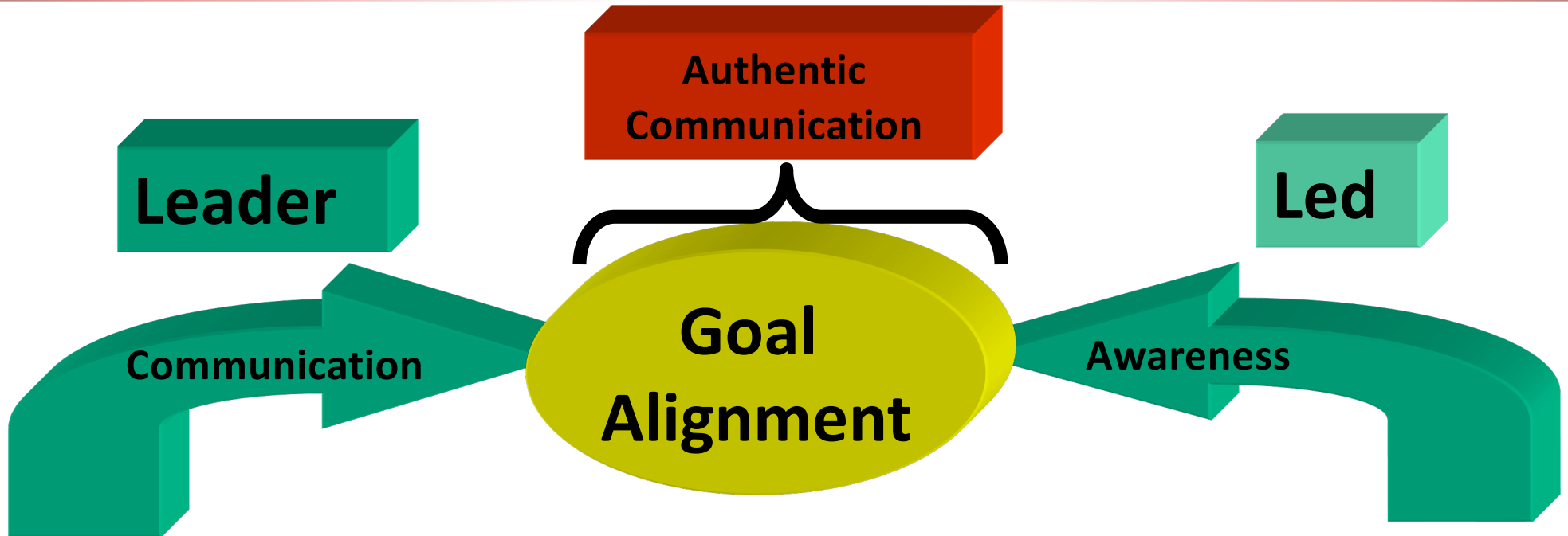


TRUST



Is Trust Earned or Given?

Leader to Led Linkage



Organizational Goals

- Cost
- Schedule
- Quality
- Safety

Individual Goals

- Compensation
- Opportunities
- Responsibility
- Work Environment
- Recognition

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



Signs of Engaged Relationships

Builders



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



Signs of Actively Disengaged Relationships Cutters

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



Signs of Dis-Engaged Relationships Maintainers

- 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



Who Before What

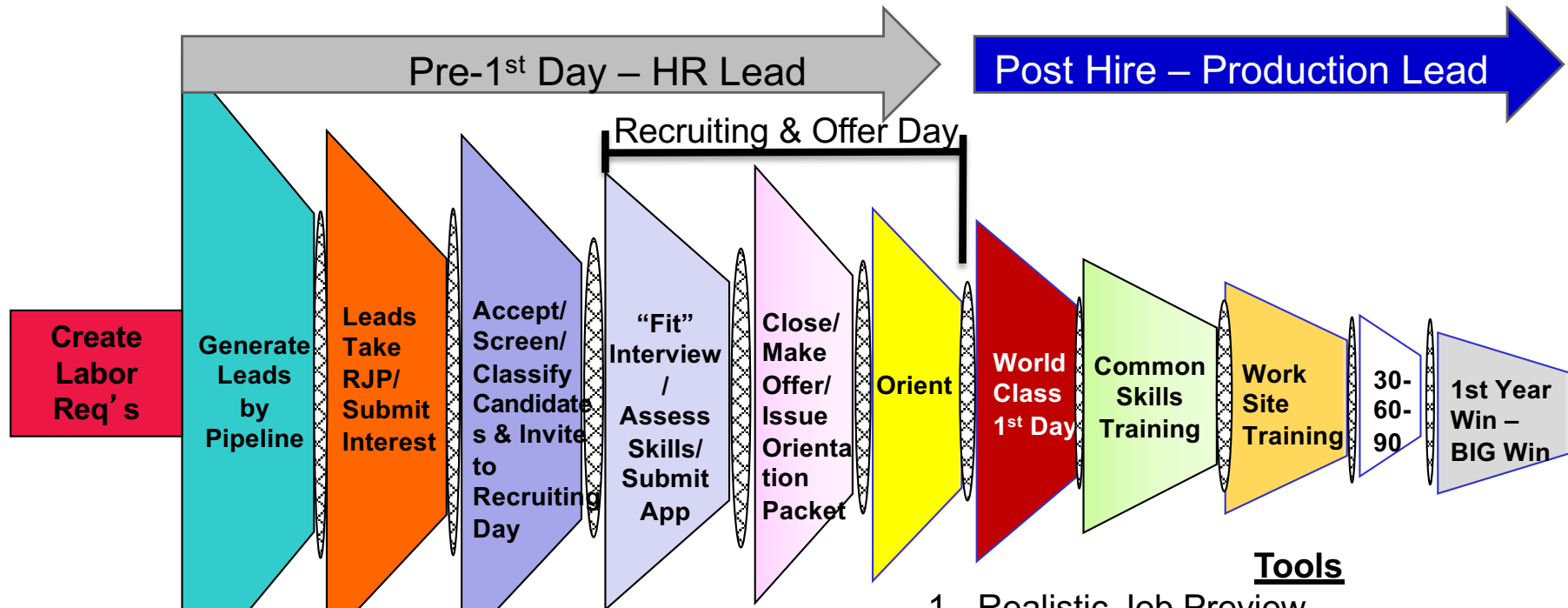
“Talent Acquisition and Retention is all about
Changing Leader and
New Talent Behaviors”



Competitive Talent Acquisition & Retention System



Perfect
1 Recruit = 1 Life Long Engaged and Productive Teammate



Tools

1. Realistic Job Preview
2. Recruiting & Offer Day/New Hire Orientation
3. World Class First Day
4. Fairlead Common Skills Training
5. BU Common Skills Training
6. Leader Training
7. 30-60-90 & 1 Year Tracking System
8. Data Driven Program Management System



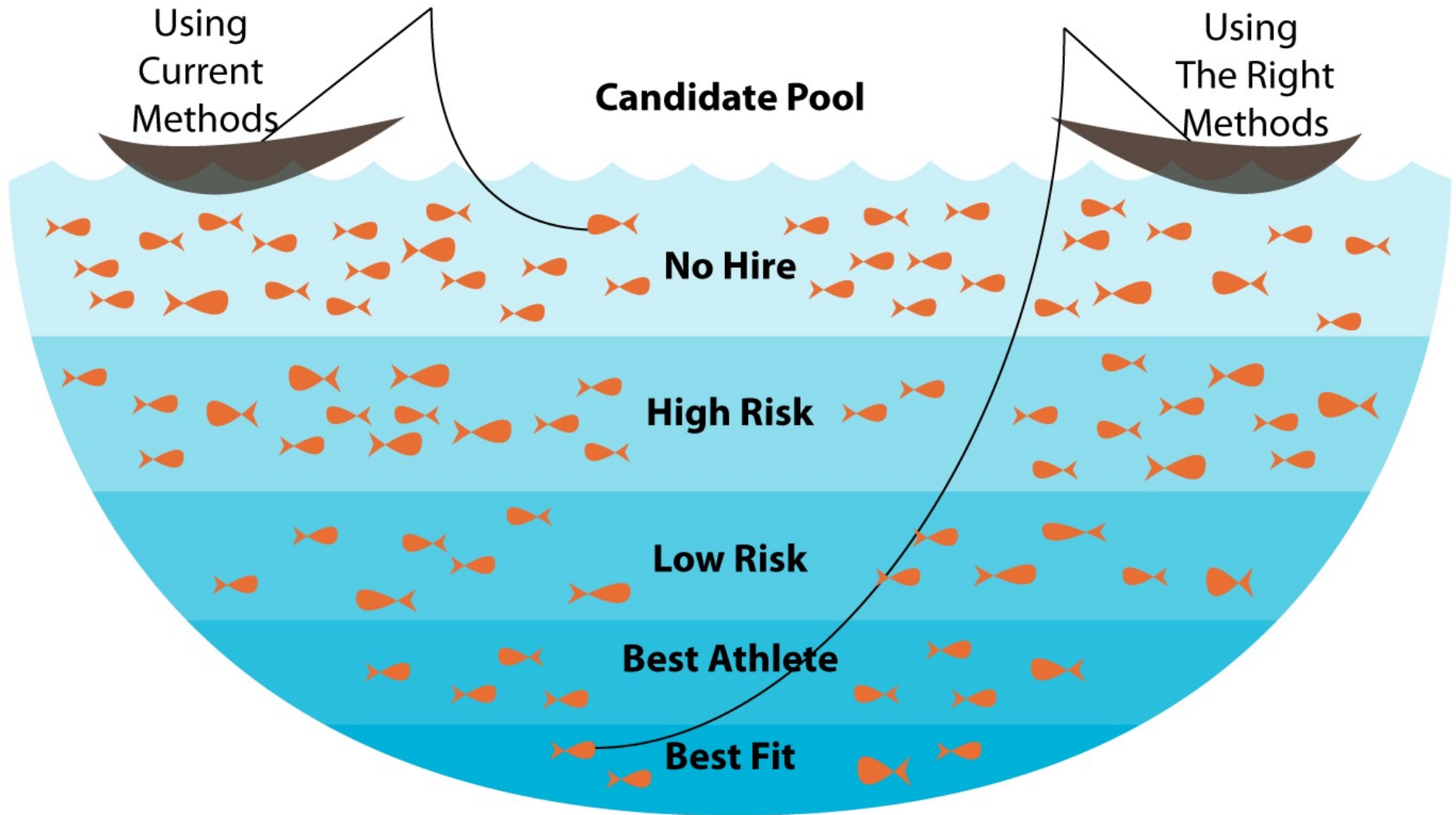
TA&R Tools



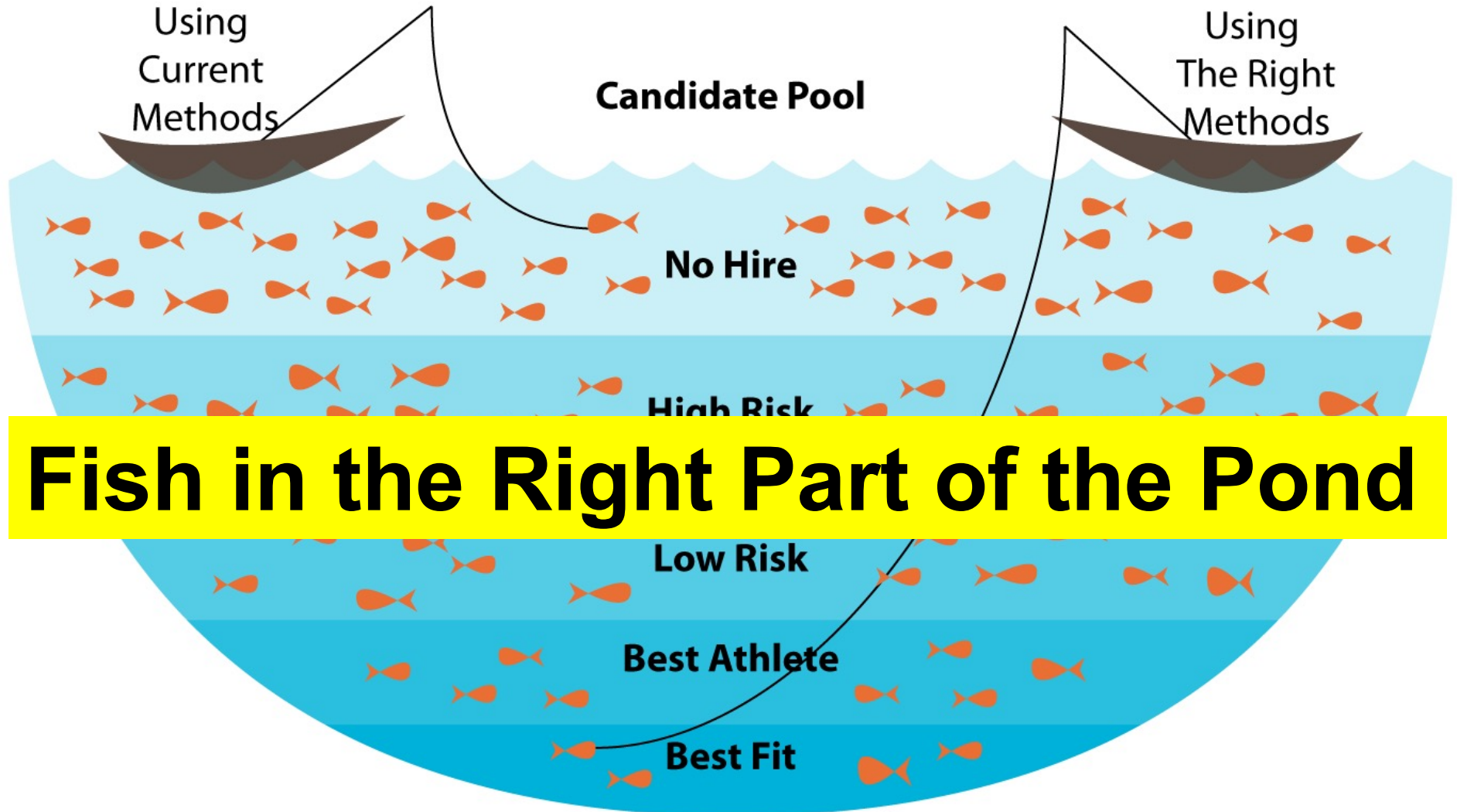
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8. Data Driven Program Management System



Where are you “fishing”?



Talent Pond



The Talent Acquisition and Retention Program is designed to specifically target individuals that are the best fit, not to just increase the number of candidates.



Realistic Job Preview

Table of Contents

1. Message from the Plant Manager
2. History of Ball Corporation
3. Core Values
4. Company Mission
5. Plant Process Tour - Ball Williamsburg
6. A Culture of Safety
7. Plant Work Environment
8. Shift Schedules and Work Hours
9. Pre-Qualifying Questions
10. Position Description - Operator
11. Position Description - Electrical Technician
12. Position Description - Maintenance Mechanic
13. Position Description - Material Handler
14. Career Paths - Production Dept.
15. Career Paths - Engineering Dept.
16. Career Paths - Quality
17. Career Paths - Warehouse
18. Compensation and Benefits
19. Message from an Operator
20. Message from an Electrical Technician
21. Message from a Maintenance Mechanic
22. Message from a Material Handler
23. The Hiring Process: Step-by-Step
24. Employment Application (If Job Openings Exist)

<http://realisticjobpreview.com/mar-bal/>



Recruiting & Offer Day

Agenda



- 8:30 – Plant Manager Welcome
- 8:45 – Agenda and General Information
- 8:50 – Mar-Bal Ohio Overview
- 9:20 – Roles and Responsibilities
- 9:50 – Break
- 10:00 – Safety Awareness
- 10:30 – HR Policies/Information
- 11:00 – Lunch (Provided)
- 11:40 – Work Area Tours
- 12:30 – Work Area Assessments
- 1:00 – Lunch
- 2:00 – Interviews & Offers



New Teammate Orientation

Goal: Create a “world class” first day.

- New Teammate Leaves after first day thinking:
 - Wow! These guys really know what they are doing.
 - I’ve talked to the Plant Manager and my Leader.
 - I understand the Expectations
 - I understand what **we** do here and how I fit in.
 - I know the how to work safely. OSHA Training. (Plant Focused)
 - I know what I need to do to be successful in this company.
 - I have PPE, a badge, and a locker with my name on it.
 - I know I will get paid.
 - I know what I need to do tomorrow.
 - Let’s go to work!



World Class 1st Day

Agenda

- 8:30 – HR Welcome
- 8:45 – Agenda / General Information / Turn in HR Packet
- 8:50 – HR Packet Completion
- 10:00 – Break
- 10:10 – Safety Training part I
- 11:30 – QA orientation / First Line Quality Control training
- 12:30 – Lunch
- 1:00 – Work Area Orientation / Supervisor / Team Introductions
 - » Safety Training Part II / Hazard Communications
 - » Clock – in / clock –out orientation
 - » Task In / Task Out (IQMS) Orientation
- 2:00 – Common Skills Training / Safety Training Documents Completion
- 3:45 – Task Out / Clock Out



Common Skills Training



- Trainer implements the tailored Individual Development Plan developed at the Interview and Skills Assessment
- 3rd Shift with Training Focus and Trained Leader
- Learner Based Training Lesson Outline:
 1. Production Terms and Language
 2. Business 101 and How we keep score
 3. Use of Personal Protective Equipment (PPE)
 4. How to read the Work Instructions
 5. How to do Time
 6. Use of Tools and De-flashing
 7. Basic operations and maintenance of machines
 8. Quality Assurance



Cell Training



Goal: Seamlessly integrate new Hire into the production line and reduce “Time to Competency”

Sequence List:

1. New Teammate meets with Supervisors/ Lead person and has expectation discussion
2. New Teammate “matched” to another Engaged Teammate as Navigator
3. Supervisor/Lead person uses Skills Development Record to develop Cell Training Program
4. Supervisors use 30-60-90 day Feedback System to assess performance and update skills development record.
5. New Teammate and Supervisor conduct a Goal Alignment session and agree on initial Career Path and Production Skills Training Plan.

**1st Job
Skills
Development**



Management System



Goal: Develop Data Driven Systems to Manage the Process

Features:

- 5th Metric Scorecard
- Monthly Reports and Management Meetings
- Specific Metrics Reported:
 - Cycle Time (Responsiveness)
 - Touch Time (Cost)
 - In Process Flow
 - Turnover
 - Absenteeism
- Measures Head Count to Production
- Predictive Measures Focus



Results



Program Results January – August

Current State		Pilot Program	
# of Possible Hires	76	# of Possible Hires during Pilot	33
# That Left	62	# That Left	13
# Hired	14	# Hired	20
Attrition Rate	81%	Attrition Rate	39%
Hired to Lost Ratio	5:1	Hired to Lost Ratio	2:1

**Total ROI for the 6 Class Pilot Program
\$210,589**



Applicant Flow as of December 31

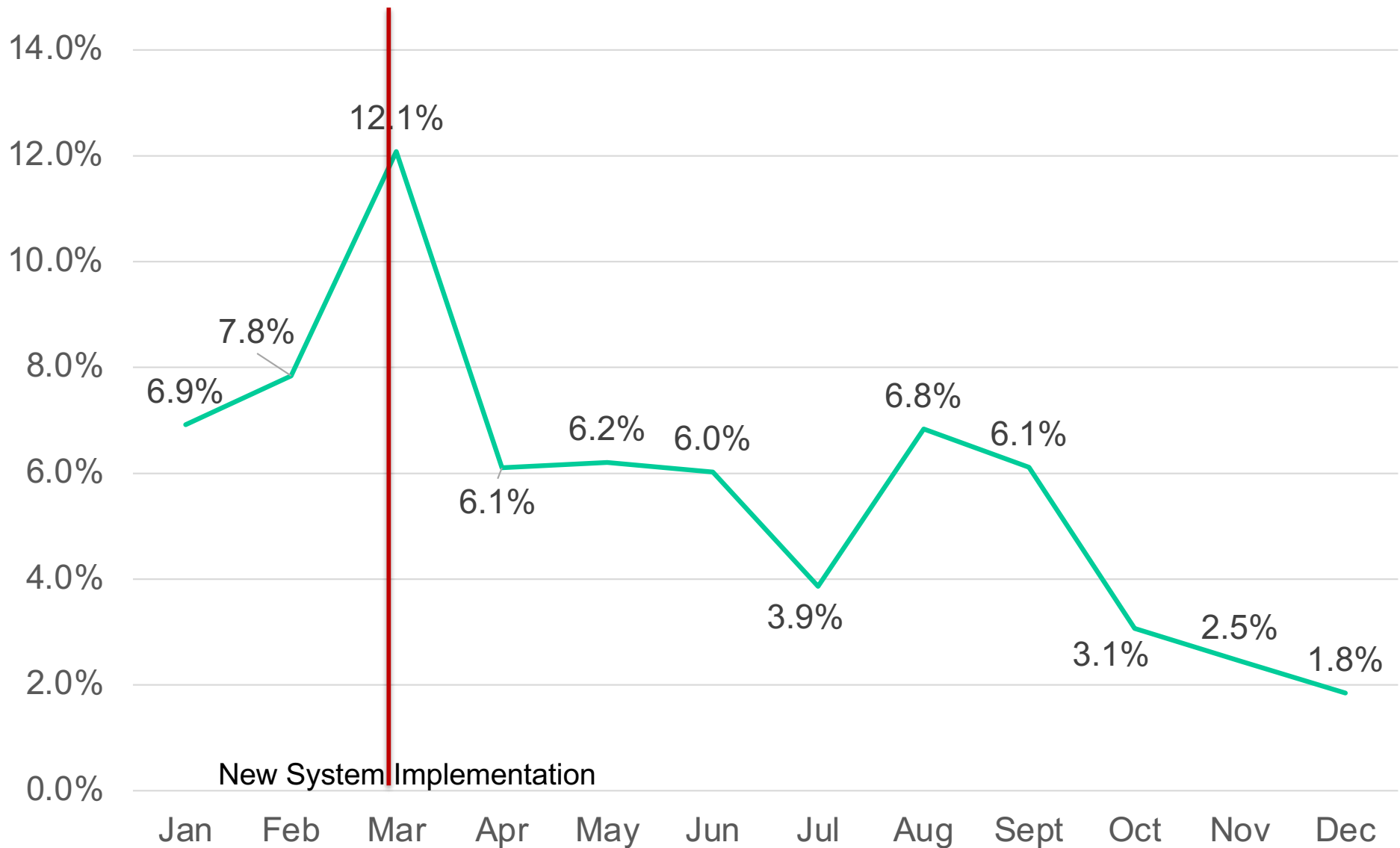


Process Attrition

	July	Aug	Dec	
# Visited RJP	501	595	971	
# of Apps Received	134	147	223	-748
# Invited to Recruiting Day	112	122	164	-59
# Attended Recruiting Day	74	81	130	-34
# Offered Employment	74	81	102	-14
# Accepted Offer	61	75	89	-13
# Attended World Class First Day	61	75	89	0



Monthly Attrition Trends





Results



Increased Productivity

- Equivalent units per hour improved by 9.8% for the year vs. prior year
- Accomplished with a 14% increase in equivalent unit volume

Reduced Direct Labor Costs

- **59,484** less hours worked vs. prior year (with increased volume), resulting in a savings of **\$760K**
- **15,092** less overtime hours worked vs. prior year, saving **\$96K** in premium wage



Total Savings Results



Attrition costs	\$281K
Contract labor	\$282K
Direct Labor	<u>\$856K</u>
Savings	\$1.419M
Investment	<u>\$505K</u>
Net Savings	\$914K
R.O.I.	181%



**...and the entire Project
from a Cold Start to
Transition took 7 months**



The Definition of Insanity



Break



Employer/CTE Program “Matching” Program Review Working DRAFT Agenda



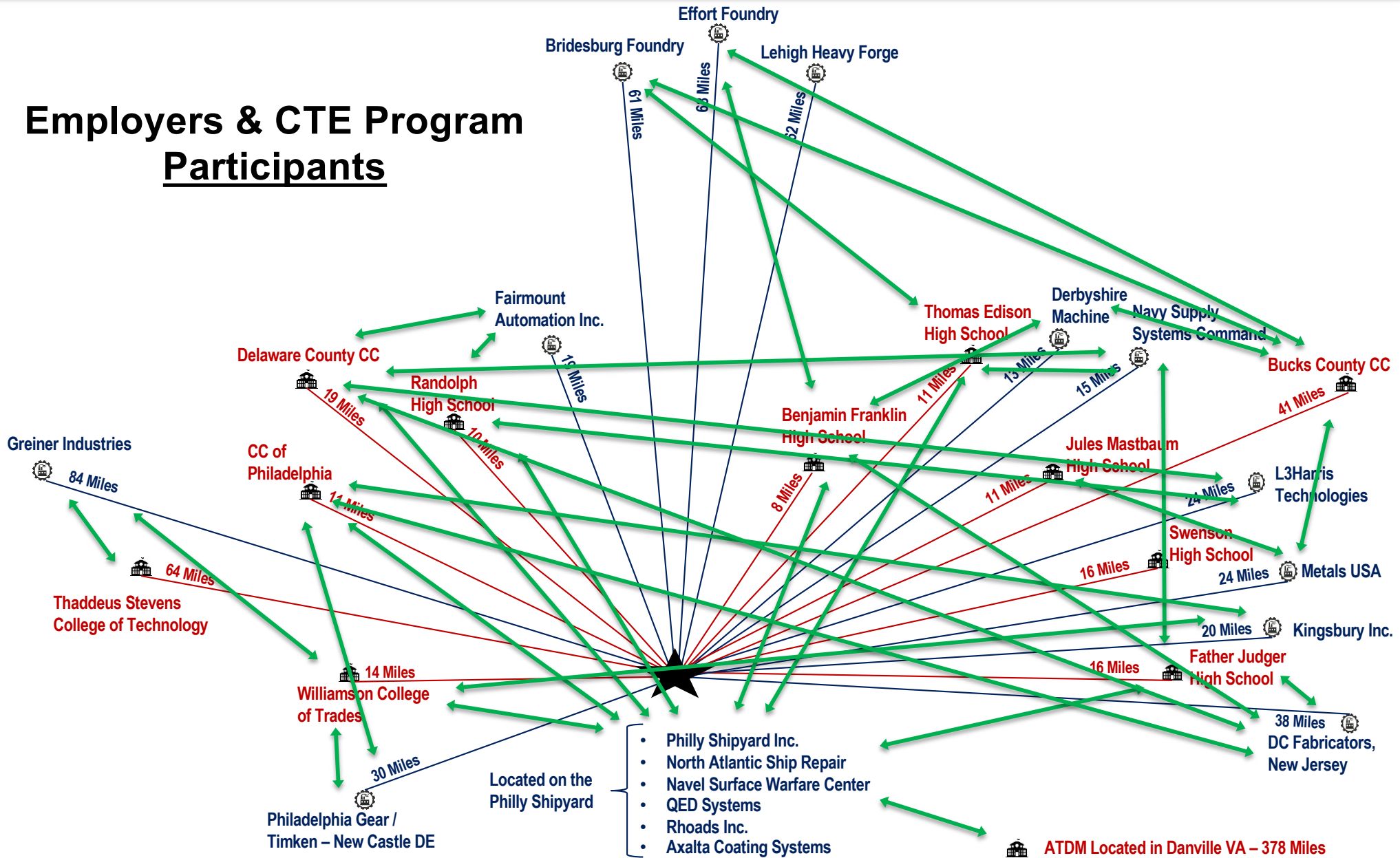
September 15, 2021: 9:00 AM – 11:30

- Roll Call, Pledge of Allegiance: Bruce Warner (Operations Officer)
- Welcome: TBD
- Introduction: Whitney Jones (Deputy Director, Shipbuilding Industrial Base Task Force)
- Keynote Speaker(s): Dr. Hite, Superintendent PSD; Councilmember Gilmore Richardson;
Congresswoman Scanlon: Ms Adele Ratcliff, OSD
- 2021-2023 Philly Region Pipeline Pilot Project Update: Joe Barto (Program Manager)
- New Participant (Employer, CTE Program, Facilitator) Pledging
- **Employer/CTE Program “Matching” Results**
- 2021-2023 PA/Philly Workforce Pipeline Pilot Project Next Steps: Joe Barto (Program Manager)
- Closing: Matt Sermon, Executive Sponsor Shipbuilding Industrial Base Task Force



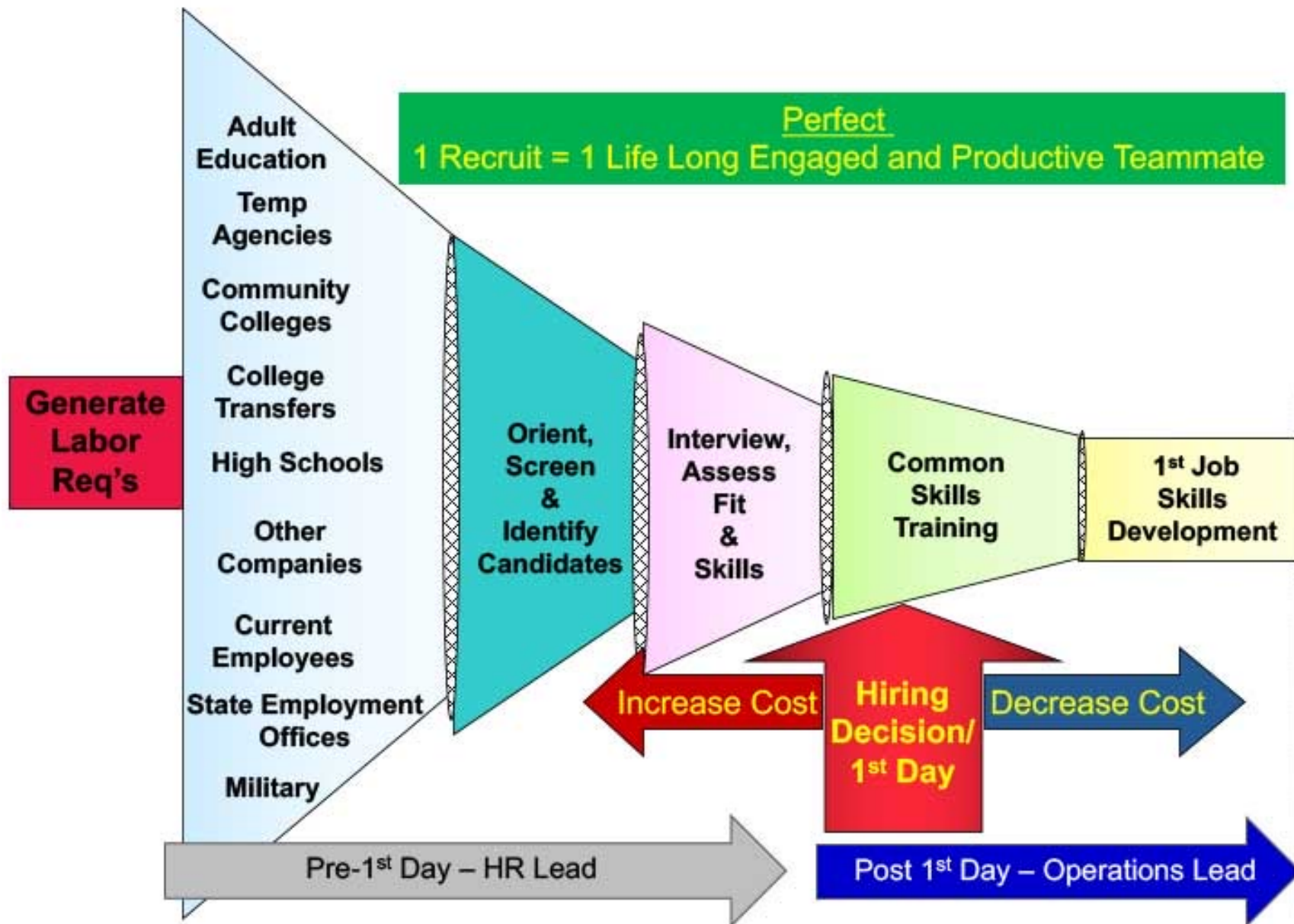
Philadelphia Region Workforce Pilot Participants Map

Employers & CTE Program Participants





Building Pipelines





Best Recruiting Tools



Sources:

- **Current Employee Referrals (A): 29%**
- Company Web Site via Realistic Job Preview (P): 22%
- Social Media (P): 13%
- Recruiting Agencies (A): 11%
- Print Want Ads (P): 8%
- Rehires (A): 6%
- College Recruiting (A): 5%
- Career Fairs (A): 4%
- Walk Ins (P): 2%

(A): Active
(P): Passive



Pipeline Evaluation Criteria



Pipeline	Volume	Quality	Availability	Distance	Risk	Up-Side	Competitiveness
Employee Referrals	High	Yellow	Year Round	Green	Yellow	Yellow	Green
ODU		Green	May/Dec/PT	Yellow	Green	Green	Red
CNU		Green	May/Dec/PT	Green	Green	Green	Red
ECPI	>50	Green	Year Round/PT	Yellow	Green	Green	Yellow
TNCC	500+	Green	May/Aug/Dec/PT	Green	Green	Green	Green
TCC	>50	Green	May/Aug/Dec/PT	Yellow	Green	Green	Green
PDCCC		Green	May/Dec	Yellow	Yellow	Green	Green
Military	500+	Green	Year Round	Green	Green	Green	Green
CTE/STEM	>50	Yellow	June	Green	Yellow	Green	Green
On-Site Job Fair	High	Red	Year Round	Green	Red	Yellow	Green
VEC	Varies	Red	Year Round	Green	Red	Yellow	Green



Community Colleges

Ms. Karen Kozachyn

Collegiate Consortium for Workforce
and Economic Development

Why Partner with a Community College?

Dr. Karen Kozachyn, *Vice President*, Delaware County Community College

- Find Your Next Employee
- Teach at a College
- Get Customized Training
- Access to Grants
- Earn College Credit for Prior Learning
- Share your Subject Matter Experts
- Establish a Scholarship





Technical High Schools

Ms. Melodee Jackson
Philadelphia City Schools



WHERE IS CTE? There are over **120** CTE programs currently offered in over **30** high schools in the District.

For this partnership we will focus on the following programs

Carpentry **23**

Jules Mastbaum High School
Swenson Arts and Technical High School

Electrical and Power Transmission Installation **29**

Jules Mastbaum High School
Swenson Arts and Technical High School
Thomas A. Edison HS/John C. Fareira Skills Center

Precision Machine Tool Technology **3**

Benjamin Franklin High School

Construction Technologies **6**

A. Philip Randolph Career Academy

Facility and Property Maintenance **4**

Benjamin Franklin High School
Murrell Dobbins Technical High School

Welding Technology **47**

A. Philip Randolph Career Academy
Benjamin Franklin High School
Jules Mastbaum High School
Thomas A. Edison/John C. Fareira Skill Center



WHY CTE? High school students involved in CTE are more engaged, perform better and graduate at higher rates.

- Taking one CTE class for every two academic classes minimizes the risk of students dropping out of high school.
- The average high school graduation rate for students concentrating in CTE programs is 93 percent, compared to an average national freshman graduation rate of 80 percent.
- 91 percent of high school graduates who earned 2-3 CTE credits enrolled in college.



Do You Have A Critical Shipbuilding Skills Curriculum With Students?

The School District of Philadelphia follows the Pennsylvania Department Of Education's Task List. Task Lists are an instructional tool used to measure the technical competency of a CTE student by the completion of 12th grade.

Skills taught in the SDP CTE Programs Include:

- Welding
 - 300 Welding, Drawing, And Weld Symbol Interpretation
 - 400 Visual Examination, Inspection, And Testing
 - 500 Shielded Metal Arc Welding (Smaw)
 - 600 Gas Metal Arc Welding (Gmaw)
 - 700 Flux Cored Arc Welding (Fcaw)
 - 800 Gas Tungsten Arc Welding (Gtaw) Of 4000 Series



Will you allow for substantive engagement with Employers to allow recruiting, hiring, and on-boarding activities during the school day?

Yes. Employers that match with the various District programs/schools will be able to meet students and teachers to discuss program employment expectations. As a component of the recruitment process the CTE teachers/staff will review employer criteria to match students accordingly. Upon identification students will prepare for onboarding.

Are you willing to make adjustments to your curriculum to meet employers new hire requirements?

Adjustments to the tasks list are only made through state approval process:

Task lists are reviewed by the Bureau of Career and Technical Education (BCTE).

All instructors of the CIP Code are asked to review the task list via an online survey.

Survey results and task lists are reviewed by BCTE and final revisions are made.

However, through Occupational Advisory Committees (OACs) employers can make suggestions to enhance curriculum, equipment and facilities via meetings twice a year. Additionally, the creation of supplemental materials such as sample employment test or



Will you allow Philly Pipeline Project Program Management access to Student/Candidate performance information?

Absolutely!



Accessing Workforce Development Resources

Ronald Story

Philly Works



PHILADELPHIA WORKS BUSINESS ENGAGEMENT SERVICES

Ronald Story
Business Engagement Representative

We Are the Workforce Development Board for the City of Philadelphia

- Philadelphia Works receives funding for the following, benefiting both employers and career seekers alike:
 - Employment
 - Business Services
 - Training Activities
 - Philadelphia Works acts as the fiscal agent for these funds
 - We align our investments with the City of Philadelphia
- Philadelphia Works funds are supported by:
 - Federal, State, Local and Privately Raised Employment & Training Funds

Philadelphia Works Business Engagement Team

We offer *employers*
cost-reimbursement
training solutions
that are aligned
with industry needs.



Training Assistance Programs

- On-The-Job Training (OJT)
- Customized Job Training (CJT)
- Incumbent Worker Training (IWT)
- Pre-Apprenticeship and Apprenticeship Programs
- Layoff Aversion

On-The-Job (OJT) Training

- Assists employers with the cost of hiring and training new employees
 - Employers can train new employees at their place of business and receive a cost-reimbursement of gross wages during training.

Customized Job Training (CJT)

- Classroom-based training services that assist eligible employers to train employees in specific job-related skills to obtain and maintain employment. Philadelphia Works, Inc., provides cost-reimbursement toward the cost of training.
 - Employers cost may be in-kind and Philadelphia Works will provide grants up to 50% cost-reimbursement of the eligible costs for training new employees.

Incumbent Worker Training (IWT)

IWT is intended for workers with the following:

- Established work history with their current employer
- Possess the knowledge, skills, and abilities needed to complete their present job responsibilities
 - To remain in their position, to advance in the company, or to avoid a layoff, the employees now need additional training.

To qualify as an incumbent worker, the individual must:

- Have an established employment history with the employer for **6** months or more

Pre-Apprenticeship Programs

- **Pre-apprenticeships** are designed to prepare workers for the minimum requirements for entry into an established **apprenticeship program**.
- **Pre-apprenticeships** can be designed for specific populations:
 - High school students
 - Opportunity youth (who are out of school and out of work),
 - Women In Nontraditional Careers (WINC)
 - Minorities
 - Veterans
 - Mature Career Seekers
 - Returning Citizens

Apprenticeship Programs

Apprenticeship

A combination of on-the-job training (OJT) and related classroom instruction under the supervision of a journey-level craft person or trade professional in which workers learn the practical and theoretical aspects of a highly skilled occupation.

Philadelphia Works provides the technical support to assist employers with establishing an Apprenticeship program.

- Established Apprenticeship programs can receive cost-reimbursement to assist in training employees

Qualifications for Training Programs

Employers must meet the following qualifications:

- Federal Employer Identification Number (FEIN)
- Job Description
- Training Plan
- Workman's Compensation Certificate of Insurance
- Located in Philadelphia region
- Full-time position (30 hours per week)
- A minimum wage of \$15.00 per hour

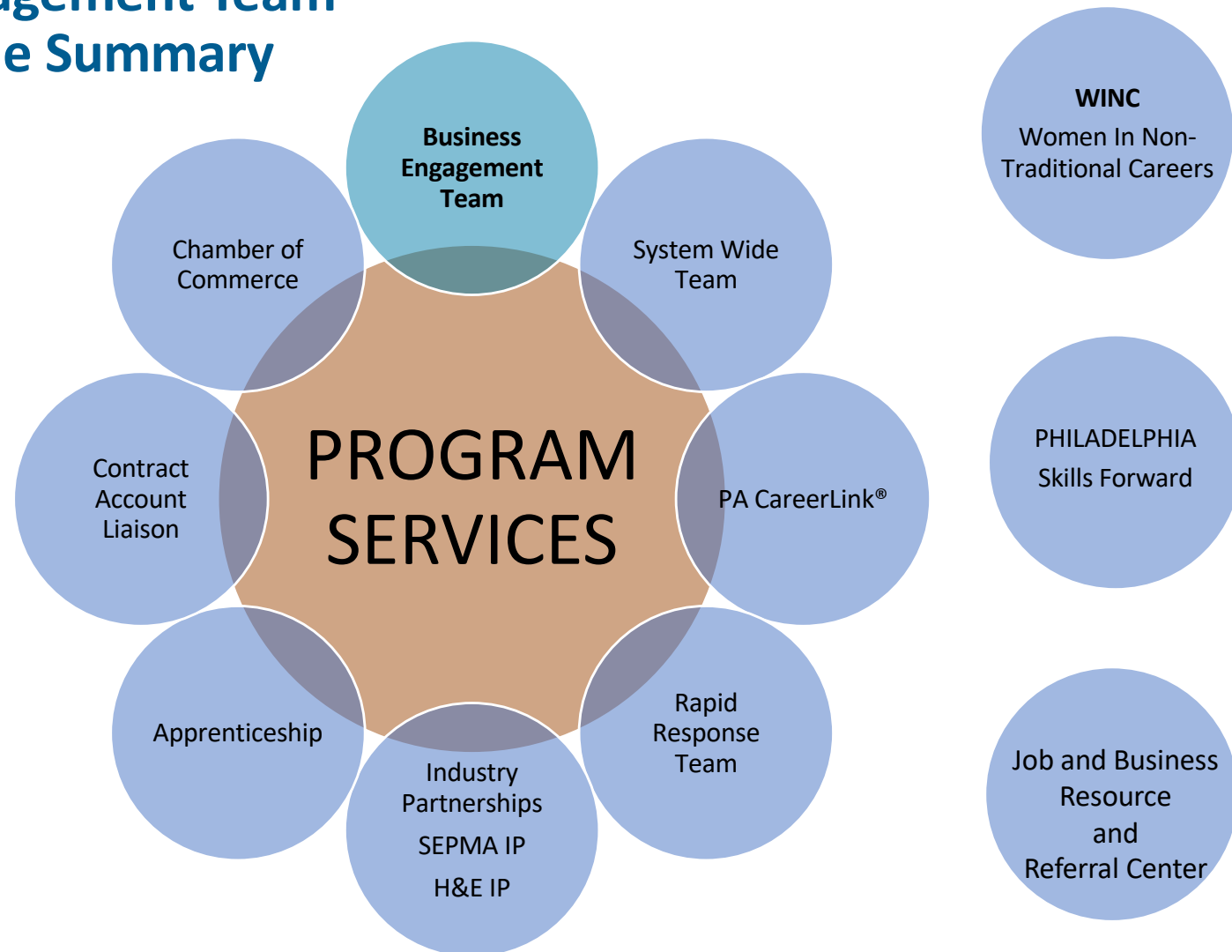


Provides employers with the best workforce available and the resources to maintain a successful workplace. Services include:

- **Philadelphia Works oversees the operations of 4 CareerLink centers and 1 satellite office in Philadelphia**

- Self-service access to an online candidate pool
- Staff assistance through Business Services Representatives
- Free listing of job openings and job fair assistance
- Source and screen qualified career seekers

Philadelphia Works Business Engagement Team Talent Pipeline Summary



Q&A

Connect!



<https://www.facebook.com/philaworks/>



<https://twitter.com/Philaworks>



<https://www.linkedin.com/company/philadelphia-works/>



<https://www.youtube.com/watch?v=6z0G7dpXTMY>

Administrative Offices

Phone: 215-963-2100 Fax: 215-567-7171

Website: www.philaworks.org Email: info@philaworks.org



Harnessing the Potential of the Emerging Workforce

Festo Okidi

Philadelphia Youth Network



Philadelphia Youth Network

Festo Okidi

Director, Partnerships for Employment Pathways





Our Vision

To alleviate poverty and promote equity
through education and employment.



From a Young Philadelphian

My dream is to become a doctor. The first summer, I interviewed with Cancer Treatment Centers of America and loved it so much that I continued to work there for three summers. I've been able to witness amazing surgeries that save lives and the beautiful side of medicine which has inspired me.

Ninawone Zarwie
PYN Summer Jobs Participant
2017, 2018, 2019


The Potential We See

OUR YOUNG PEOPLE ARE FULL OF TALENT

YOUNG PEOPLE WANT TO WORK

 More than **10,000 young people** apply for employment opportunities in summer alone.

THEIR DIVERSE EXPERIENCES ARE WANTED AND VALUED IN THE WORKPLACE

 Job seekers consider workplace diversity an important factor when considering opportunities, and more employees want their workplace to do more to increase diversity.


WHEN GIVEN AN OPPORTUNITY, THEY RISE TO THE OCCASION – AND THRIVE

 Those who work in high school earn 20% more in the 6-9 years that follow.


PRACTICE CRITICAL SKILLS AND MINDSETS

 More than **85 program partners** participated in program learning and development activities

PAIRING INCOME WITH FINANCIAL LITERACY TRAINING

 **84%** of participants learned about banking through WorkReady

MEET CARING ADULTS WHO CAN HELP NAVIGATE THE WORLD OF WORK AND OPEN DOORS TO THE FUTURE

 **92%** of participants felt more prepared to set career goals and overcome challenges

GAINING MOMENTUM

TOGETHR WITH OUR PARTNERS, MORE THAN WE HAVE PROVIDED MORE THAT 225,000 OPPORTUNITIES TO YOUNG PEOPLE SINCE 1999



REIMAGING YOUTH EMPLOYMENT

In Philadelphia, we were able to quickly respond in an unprecedented time for one very important reason: **we already had a strong and flexible system in place to support youth employment.**

Even before the pandemic hit, we were already focused on helping young people learn and build skills, while increasing equitable access.



New and varied program offerings



A larger network of service providers



Supports to increase youth access and equity



Trainings to enhance the quality of programs

REIMAGING YOUTH EMPLOYMENT

PREPARING FOR THE FUTURE OF WORK

Preparing young people for the future of work is going to be critical to our economic recovery. **The pandemic has accelerated our shift; the future of work is now.** Automation and technology were already influencing the economic needs and employer expectations for perspective employees.

As we respond to the disruption the pandemic created, our understanding of the work paradigm has changed forever.

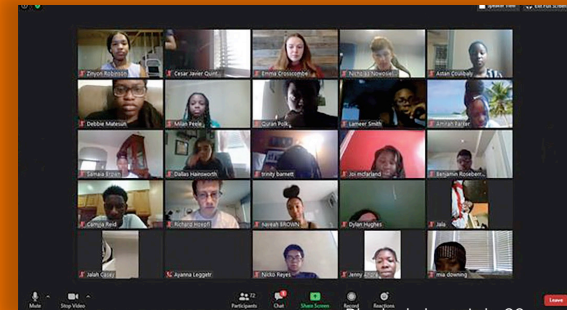


Photo taken July 28, 2020

PROGRAM HIGHLIGHTS

In 2019-20, PYN and partners provided **15,698** opportunities for young Philadelphians

6,110

youth participated in WorkReady Summer opportunities

605

youth participated in employment programs during the school year

522

year-round opportunities in E³ Power Centers before the transition from 3 neighborhood-based centers to a citywide approach

PROGRAM HIGHLIGHTS

The interests and needs of young people are unique, so our programs must be diverse.

167

unique programs
were operated

85

provider partners
offering programs

98%

of providers remained
committed to offering
programs after our pivot to
include digital experiences

WHAT WE ARE LEARNING



The workforce of “yesterday” is gone. At PYN, post-pandemic work has changed and grown the way we accomplish goals.



Moving to virtual and mobile options will take time. **Gen-Z spends 4.25 hours/day on phones.**²



Experts predict economic loss will **erase a decade of progress for reconnection to school/work**, especially for young workers.¹



Competition for talent has increased, at least in the short term. This could impact program retention.



Our consumers –young people– have changed, and their needs and expectations have amplified.



Last summer, **PYN paid over \$4.6M in youth wages/incentives**, but struggling families continue to increase demand for services.

1. A Decade Undone, Measure of America, 2020
2. Putting a Finger on Our Phone Obsession, Dscout, 2016

WHAT SHOULD YOU DO?

- Clear ended-goals
- Support ongoing youth development
- Invest in supervisor and mentor training
- Difficult situations-Have a plan!
- Experience-Structure & orientation
- Feedback & Acknowledgement





Thanks!

Any questions?

Email us at fokidi@pyninc.org

Phone [267-216-5890](tel:267-216-5890)





Accelerated Training in Defense Manufacturing (ADTM) Overview

Tim Robertson



ATDM | ACCELERATED
TRAINING IN DEFENSE
MANUFACTURING



Team Danville



Bottom Line Upfront

- Who: Department of Defense/The Institute for Advanced Learning and Research



- What: Accelerated Training in Defense Manufacturing (ATDM) Pilot Program

- A fast-track platform for training a diverse group of skilled workers for the defense industry in areas such as CNC operations, welding, metrology and additive manufacturing
- Targets mature learners, such as veterans, able to succeed in a rigorous training environment ... *students will be sourced from groups with diverse demographics and significant underserved population*
- Curriculum is customized to specific industry requirements in sectors of the defense industrial base such as shipbuilding ... *pathway to high paying, skilled jobs*

Bottom Line Upfront

- **When: June 2021/November 2021**

- **1st Cohort** – **June 7, 2021** (CNC Machining, Metrology/QA, Welding)
Enrollment: 36 Students/12 per program area
- **2nd Cohort** – **November 1, 2021** (CNC Machining, Metrology/QA, Welding, Additive Manufacturing)
Enrollment: 48 Students/12 per program area

- 8Hrs per Day/5 Days per Week
- 600 Hours
- Class Ratio: 6:1
- Course Schedule: Monday—Friday
- Time: 8:00am-4:00pm (Machining & Metrology) 3:00pm to 11:00pm (Welding)

- **Where: Danville Community College**

- 1008 South Main Street | Danville, VA 24541

Development & Growth Plan of Program Areas

2021					
	Jun – 21	Nov - 21	Total	Instructors	Technicians
Welding	12	12	24	1	1
CNC Machining	12	12	24	1	1
Metrology	12	12	24	1	1
Additive	0	12	24	1	1
Total	36	48	84		

2022					
	Apr – 22	Aug - 22	Total	Instructors	Technicians
Welding	12	12	24	1	1
CNC Machining	12	12	24	1	1
Metrology	12	12	24	1	1
Additive	12	12	24	1	1
Total	48	48	96		

2023						
	Jan – 23	May - 23	Sep - 23	Total	Instructors	Technicians
Welding	12	24	24	60	2	2
CNC Machining	12	24	24	60	2	2
Metrology	12	24	24	60	2	2
Additive	12	12	12	36	1	1
Total	48	84	84	216		

2024						
	Jan – 24	May - 24	Sep - 24	Total	Instructors	Technicians
Welding	36	36	36	108	3	3
CNC Machining	36	36	36	108	3	3
Metrology	36	36	36	108	3	3
Additive	24	24	24	72	2	1
Total	132	132	132	396		

Plan to Reach Full Capacity by 2027 with 800+ Students

Sample of Recruitment Sources



ATDM Regional Training Center

The Institute for Advanced Learning and Research Danville, VA



Incumbent Workers – Shipyards/OEMs

1. Huntington Ingalls Industries/Newport News Shipbuilding – Norfolk, VA
2. BWX Technologies, NOG – Lynchburg, VA
3. BWT Technologies, NOG – Mt. Vernon, IN
4. AMG – Lynchburg, VA
5. Piedmont Precision Machine – Danville, VA
6. Marine Machinery Association – Hudson, MA
7. Philly Shipyard – Philadelphia, PA
8. W International – Charleston, SC
9. VT Halter Marine – Pascagoula, MS
10. Norfolk Naval Yard – Norfolk, VA
11. Entwistle – Danville, VA
12. Navy Regional Maintenance Center – Mayport, FL
13. Kings Bay Submarine Base – Kings Bay, GA
14. MCLB - Albany, GA



Marine Machinery Association Members



National Guard Youth ChalleNGe – Washington, DC

- Commonwealth ChalleNGe Youth Academy - Camp Pendleton, Virginia Beach VA
- Freestate ChalleNGe Academy – Aberdeen Proving Grounds, MD
- Tarheel ChalleNGe Academy – Salemburg, NC
- Tarheel ChalleNGe Academy – New London – New London, NC
- Mountaineer ChalleNGe Academy North – Kingwood, WV
- Mountaineer ChalleNGe Academy South – Montgomery, WV
- Appalachian ChalleNGe Academy – Gray’s Knob, KY
- Bluegrass ChalleNGe Academy – Fort Knox, KY
- Keystone State ChalleNGe Academy- Fort Indiantown Gap, PA



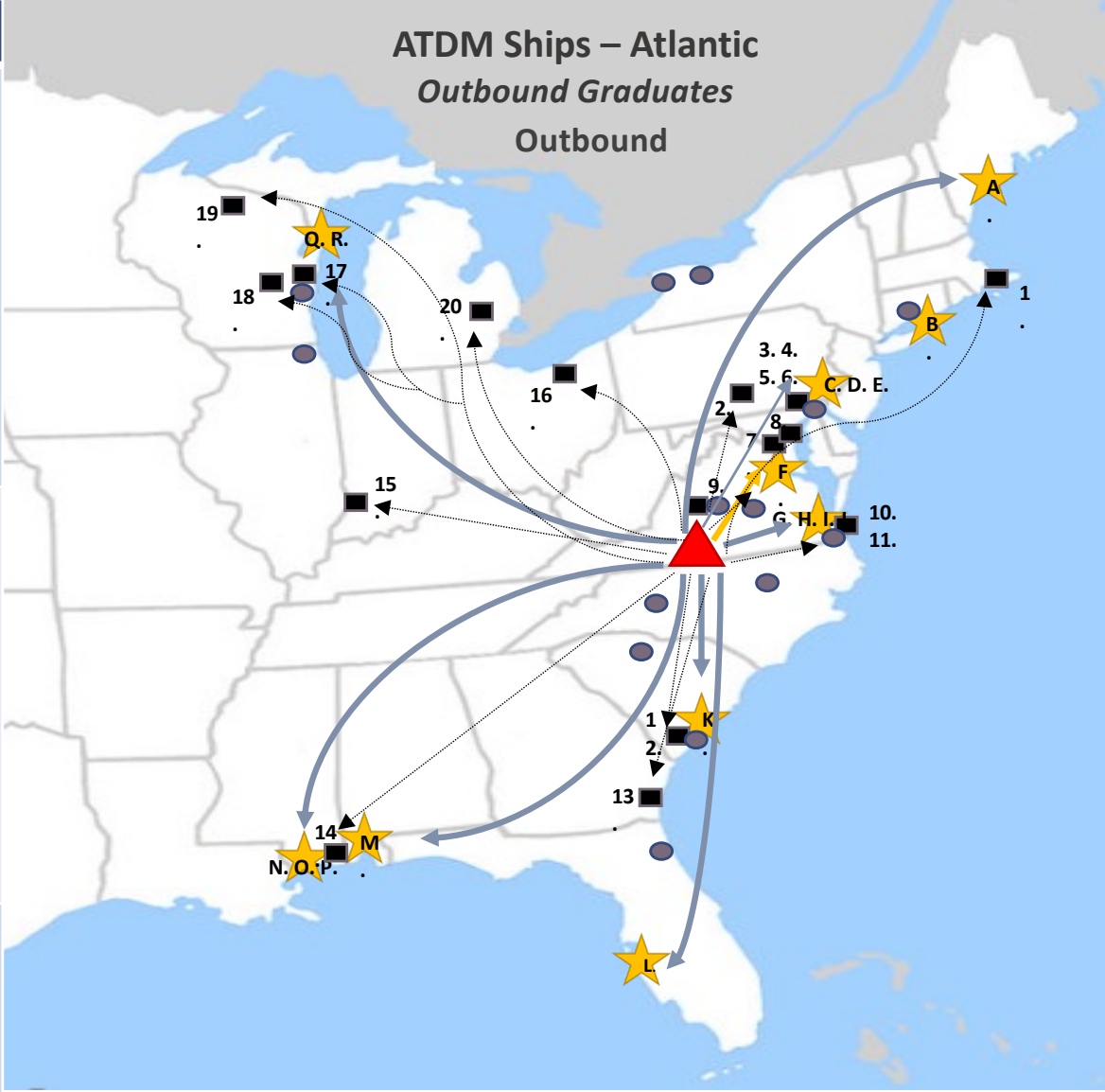
Unemployed/Underemployed

State of Virginia

ATDM Ships – Atlantic Recruitment Sources



▲	ATDM RTC Danville	The Institute for Advanced Learning and Research Danville, VA
★	Shipbuilding Industries	<ul style="list-style-type: none"> A. Bath Iron Works – Bath, ME B. General Dynamics Electric Boat – Groton, CT C. NSWC Philadelphia – Philadelphia, PA D. The Navy Yard – Philadelphia, PA E. Philly Shipyard – Philadelphia, PA F. NSWC Dahlgren – Washington, DC G. BAE Systems (Norfolk Ship Repair) – Norfolk, VA H. Colonna’s Shipyard – Norfolk, VA I. Huntington Ingalls Industries/Newport News Shipbuilding – Norfolk, VA J. Norfolk Naval Shipyard – Norfolk, VA K. W International – Charleston, SC L. Tampa Ships – Tampa, FL M. Austal USA – Mobile, AL N. Gulf Ships – Gulfport, MS O. Huntington Ingalls Industries/Ingalls Shipbuilding – Pascagoula, MS P. VT Halter Marine – Pascagoula, MS Q. Fincantieri Bay Shipbuilding – Sturgeon Bay, WI R. Fincantieri Marinette Marine – Marinette, WI
■	Tier 1 Industries	<ul style="list-style-type: none"> 1. Rolls Royce Defense Naval Marine – Walpole, MA 2. Johnson Controls Navy Systems, LLC – York, PA 3. L3 Harris SPD – Philadelphia, PA 4. Naval Foundry & Propeller Center – Philadelphia, PA 5. Philadelphia Gear – Philadelphia, PA 6. Rhoads Industries – Philadelphia, PA 7. Lockheed Martin – Bethesda, MD 8. Northrop Grumman Mission Systems – Baltimore, MD 9. BWX Technologies, NOG – Lynchburg, VA 10. Advex Corporation – Hampton, VA 11. Fairlead Integrated – Portsmouth, VA 12. Pegasus Steel, LLC – Hollywood, SC 13. Jered, LLC – Brunswick, GA 14. Rolls Royce Defense Naval Marine – Pascagoula, MS 15. BWT Technologies, NOG – Mt. Vernon, IN 16. American Tank & Fabrication – Cleveland, OH 17. American Tank & Fabrication – Manitowoc, WI 18. Fairbanks Morse, LLC – Beloit, WI 19. Lakeshore Systems – Rhinelander, WI 20. DM3D Technology – Auburn Hills, MI
●	Tiers 2 & 3 Industries	<ul style="list-style-type: none"> Dante Valve Co, Inc – Norfolk, VA Milwaukee Valve Co, Inc – New Berlin, WI Scott Forge Company – Spring Grove, IL Pegasus/L&P Aerospace Acquisition Co – Middletown, CT Buffalo Pumps, Inc – Tonawanda, NY Curtiss Wright Flow Control Corp – Davidson, NC Derbyshire Machine & Tool Co – Philadelphia, PA Graham Corporation – Batavia, NY



Program Areas

CNC Machining



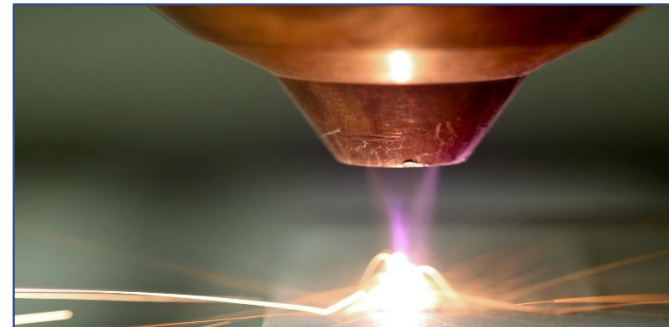
Metrology



Welding



Additive Manufacturing



Skills Gap Survey Participants

DIB Supply Chain Respondents - 26

Company	State
The Butler Weldments Corporation	TX
Advex Corporation	VA
American Tank & Fabrication	OH
Ammcon Corp	OR
Apex Tool Group	NC
BWXT – Lynchburg/Oakridge	VA/TN
BWXT – Mt. Vernon	IN
Colonna Shipyard	VA
FasTech LLC	VA
Frameco, Inc.	VA
Ingersoll Machine Tools	IL
Lake Shore Systems, Inc.	MI
Lynchburg Machining	VA
Marine Machinery Association	MA
Mechanical Development Co., Inc.	VA
NCS Technologies, Inc	VA
Newport News Shipbuilding	VA
Old World Labs	VA
PaR Marine	GA
Philly Shipyard Inc	PA
Piedmont Precision Machine Co., Inc.	VA
Precision Defense Services	PA
The Entwistle Co	MA
W International LLC	SC
Weld America	VA
Zenith Quest Corporation	VA

Total General Information Responses - 17

Number of Responses in Program Areas	
Program Area	#
Additive Manufacturing	15
CNC Machining	19
Metrology/QA	13
Welding	12



Course Content- CNC Machining

Course Content

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

Qualifications/Certifications

- Haas Lathe Operator
- Haas Mill Operator
- NIMS CNC Mill Operator
- NIMS CNC Lathe Operator
- NIMS Milling: Programming, Setup and Operations Level I
- NIMS Turning: Programming Setup and Operations Level I
- OSHA 10

Course Content- Metrology/NDT

Course Content

- Technical Mathematics
- Introduction to Metrology
- Machine Blueprint Reading
- Quality Control
- Introduction to Lean and Six Sigma
- Geometric Dimensioning and Tolerancing
- Dimensional Inspection
- CMM Operation and Programming

Qualifications/Certifications

- ASQ Certified Six Sigma Yellow Belt
- ASQ Certified Quality Inspector
- NIMS Materials and Safety
- Mitutoyo MCOSMOS C1 & C2
- OSHA 10
- Coordinate Metrology Society- Metrologist in Training

Course Content- Welding

Course Content

- **GMAW (MIG Welding)**
- **FCAW (Flux core Welding)**
- **GTAW (TIG Welding)**
- **Oxyfuel Safety and Systems**
- **Blueprint Reading and Interpretation**
- **Technical Math**
- **Shipbuilding Terminology**
- **Shipbuilding mock-up**

Qualifications/Certifications

- **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 FCAW with backing- American Welding Society**
- **3G FCAW with backing- American Welding Society**
- **4G FCAW with backing- American Welding Society**
- **2G GTAW with backing- American Welding Society**
- **3G GTAW with backing- American Welding Society**
- **OSHA 10 Construction- Summit Training Source**
- **Carbon Arc Back Gauging**
- **OSHA 10 Construction**

Course Content- Additive Manufacturing

Course Content

- History of 3D printing
- 3D printing theory
- Introduction to AM and basic AM processes
- Spatial geometry and materials science
- AM safety
- AM methods and materials science
- Integrating AM and traditional manufacturing
- Design for AM
- Part screening and selection
- Controller training
- Capstone design project

Qualifications/Certifications

- Autodesk- Certified Associate in CAD for Mechanical Design
- SME Certified Additive Manufacturing Fundamentals
- OSHA 10

Cost of ATDM Program

Initial Pilot Phase:

- No Tuition Cost
- Scholarships for Housing

Options After Initial Pilot Phase:

- GI Bill – Covers tuition, books/fees for non-degree programs and housing and books/fees for apprenticeship programs.
- SkillBridge - Partners with private industries to help veterans gain civilian work experience during the last 180 days of service.
- Virginia Transition Assistance Program (VTAP) – offers support to transitioning service members and spouses to make referrals that address specific needs. VTAP can connect them to V3 services.
- Workforce Innovation and Opportunity ACT (WIOA) – Funds allocated to a local area to help adults obtain jobs through search assistance and training opportunities.
- Potential Grants/Scholarships for Housing, Books, Certification Fees

Come for the manufacturing culture
– enjoy the lifestyle.





2020



Over 35 miles of mountain bike trails | 13 miles of Riverwalk Trail
Over 1,000 acres of parks | 27 Picnic Shelters
2021 Appalachian League | Danville Otterbots

23
Playgrounds

Dog Park

6
Ropes
Course
Low & High

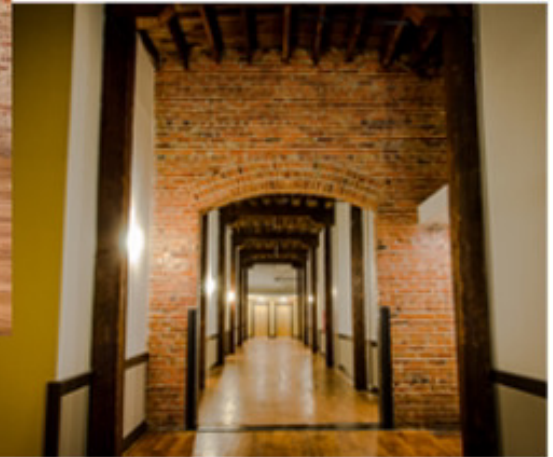
Skate
Park

25
Athletic
Fields

2
Disc Golf
Courses

Zip Line
400ft

Housing

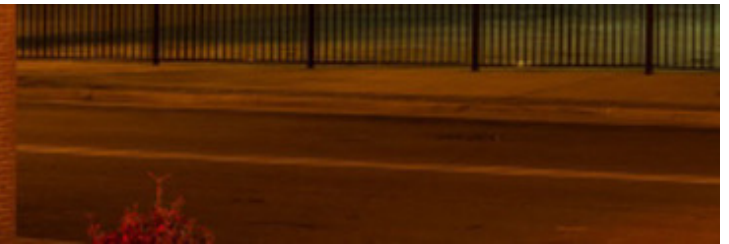


Summary



More than training...

- Fast-track solution to training individuals in four months to obtain high-paying jobs
- National network of employers in DIB looking for these exact skill sets
- Free tuition and housing for the first two cohorts
- One on one mentorship and relationships with our instructors
- Housing located in a thriving River District community in which participants can enjoy amenities within walking distance of the apartment complex





Philly Pilot Major Milestone Overview



- **May 27, 2021: Philadelphia Region Workforce Pilot Kick Off Meeting**
- **September 15, 2021: Philadelphia Region Workforce Pilot Employer/CTE Program “Matching” Program Review**
- **January 27, 2022: Mid-Year Philadelphia Region Workforce Pilot Program Review**
- **April 20, 2022: Philadelphia Region Workforce Pilot Program Review Employers announce New Teammate selections/Contingent Offer acceptances**
- **~May 24, 2022: Philadelphia Region Workforce Pilot “Signing Day”**
- **June 22, 2022: Pennsylvania Workforce Pipeline Project 2022 – 2024 Kick Off Meeting**



Overview of Philly Shipyard

Optional Tour of Philly Shipyard

Mike Giantomaso
VP, Human Resources



COMPANY INTRODUCTION

August 4, 2021



COMMITTED TO INDUSTRY LEADING HSE PROGRAM

- Safety moment
- Committed to continually improving safety performance, thereby increasing efficiency, quality and productivity
- More than 1M work hours without Lost Time Incident (LTI)



STRATEGY HIGHLIGHTS



PHILLY SHIPYARD IS AN ESSENTIAL PART OF THE INDUSTRIAL BASE



USS Forrestal (CV-59) in dock # 5 at PNSY in 1984 for its SLEP (Service Life Extension Program)

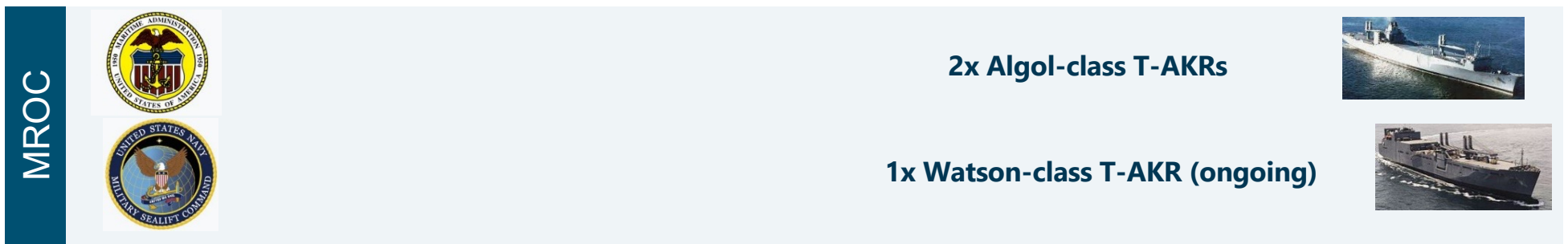
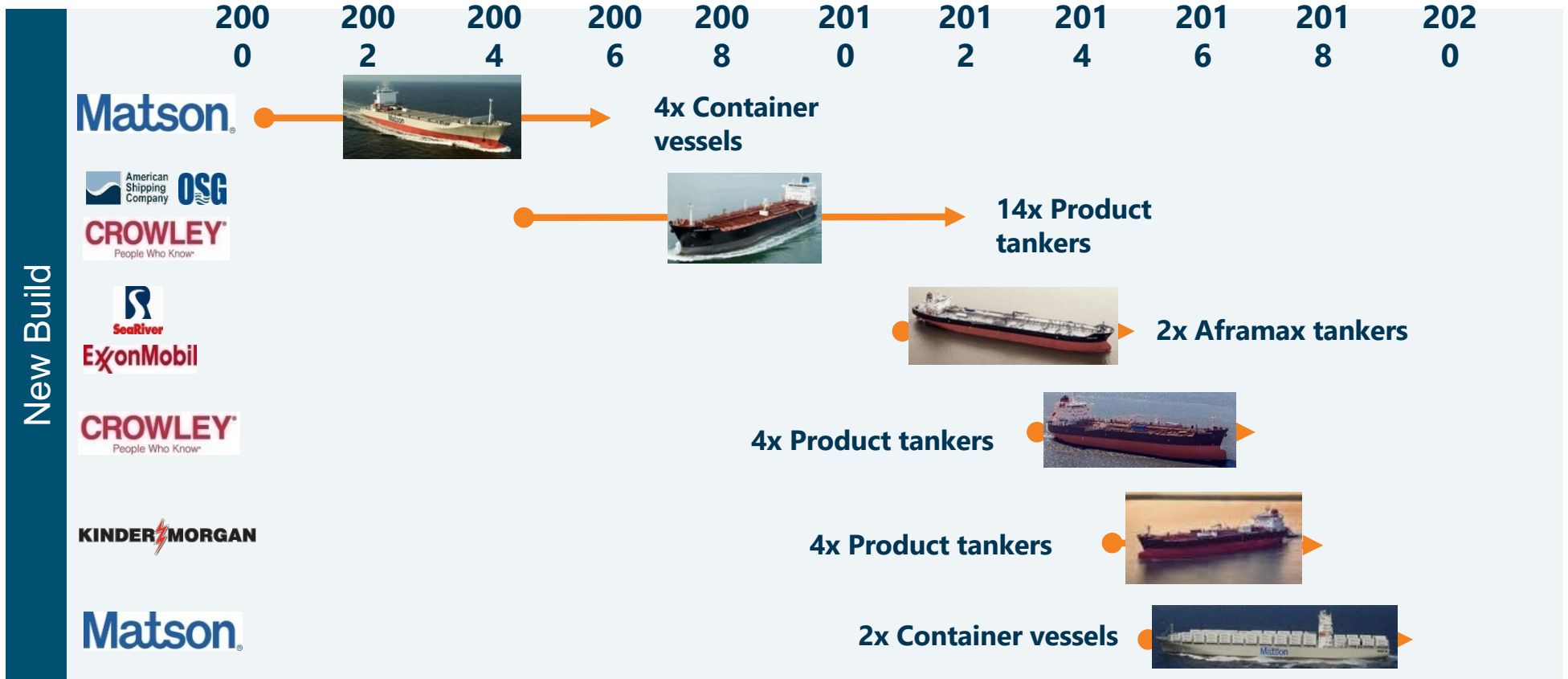


SS Antares entering dock # 5 at Philly Shipyard in 2019 to undergo routine repair and maintenance

- A leading commercial shipbuilder; delivered ~50% of all U.S. Jones Act large ocean-going commercial vessels since 2003
- One of the most modern shipyards in the U.S.
- Demonstrated efficiency, quality, productivity and safety
- Sustains 1,200 skilled manufacturing jobs; ongoing investment in workforce development; potential to add another 400-800 jobs with proposed CapEx investments

TRACK RECORD OF 32 HIGH QUALITY VESSEL DELIVERIES AND REPAIRS

Recognized for quality work and repeat customers



NSMV CONTRACT THE FIRST STEP IN “GOING GRAY” STRATEGY

- Philly Shipyard has currently four firm orders and one option for the National Security Multi-Mission Vessel (NSMV). The option for NSMV 5 is expected to be exercised in the FY2022 budget
- First large USG program to adopt commercial best-practice approach to shipbuilding resulting in lower costs and greater efficiencies.
- Provides Philly Shipyard with considerable momentum for its “Going Gray” strategy including future variants
 - Variant opportunities include hospital ships and auxiliary vessels
- State-of-the-art design, propulsion and latest in “green” technologies.
- Philly Shipyard is participating in industry studies for four major government shipbuilding programs, i.e. CHAMP, T-AGOS, T-ARC, OPC



People!



WE ARE PHILLY SHIPYARD



24 Years of *Building the Future*

1997-2021

<https://www.phillyshipyard.com>



Tour of Philly Shipyard