

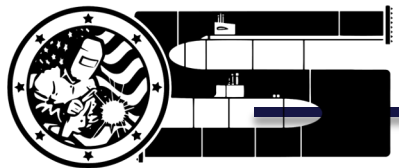


Talent Acquisition & Retention Workshop (Onboarding & Retention)



VINCE JORDAN
GE POWER CONVERSION
IMPERIAL, PA

MAR 23, 2023





Agenda



1. Current State of the Talent Pipeline Program
2. Building High Performing Teams
3. Current State of Recruiting & Hiring
4. How Training Providers prepare Students for the Interview Process
5. Best Practice: Onboarding
8. Best Practice: Retention
9. Best Practice Employer Discussion
10. Reporting New Hire Data
11. The Road to Signing Day

Note: We will have Ryan Lochner of AT&F dial in at 11:00 am to share what they have learned as the Best Practice for the Pittsburgh Flag

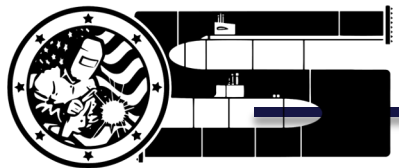




INTRODUCTIONS



1. Name, Organization, how your Organization is connected to the Columbia / Navy / DoD
2. What you hope to get out of today
3. Your BEST leader and WHY

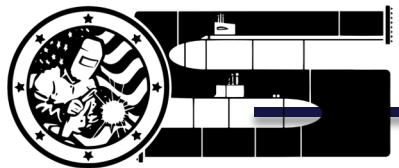




TALENT PIPELINE PROGRAM CURRENT STATE

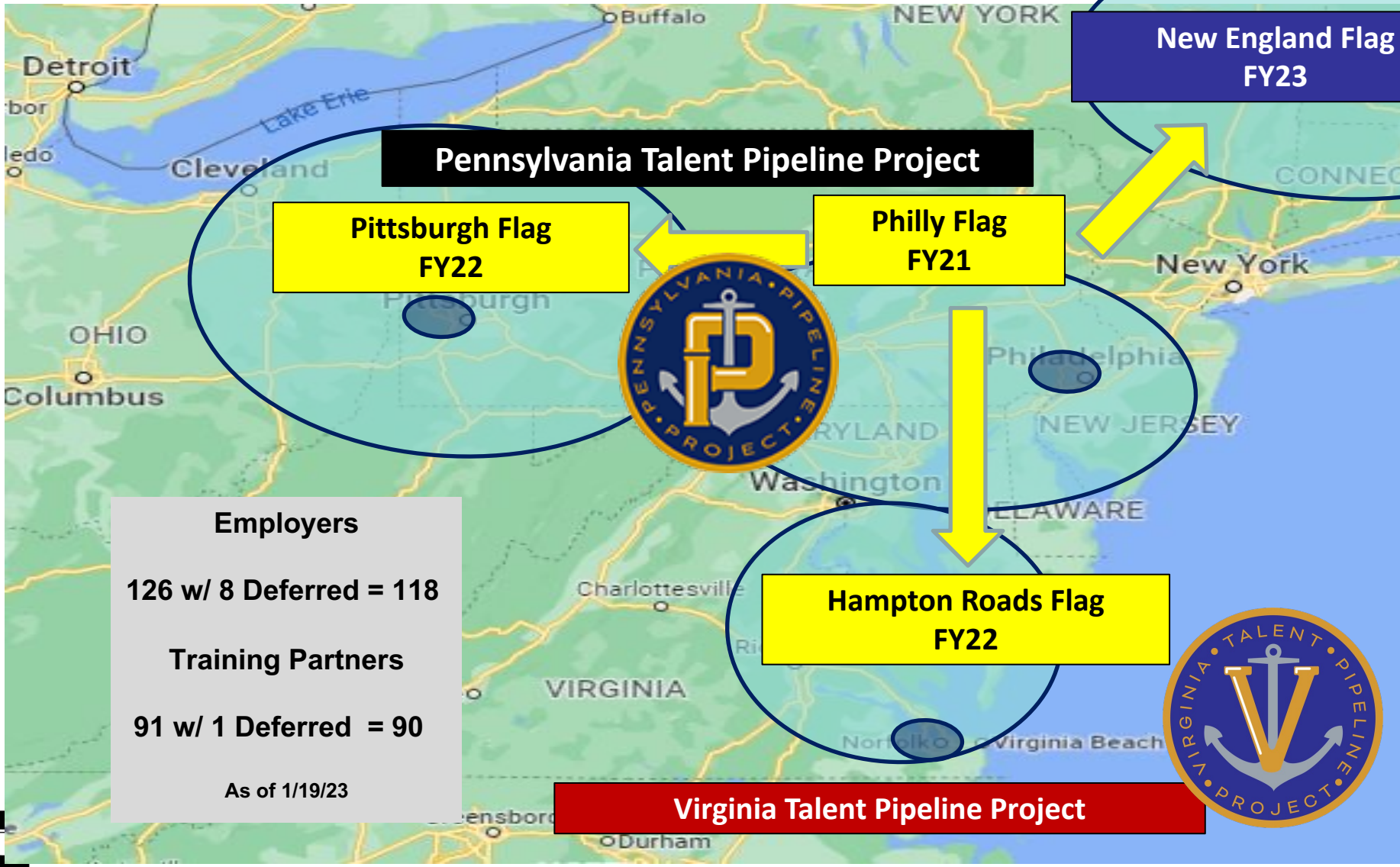


Talent Pipeline Program and Flag Specific





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

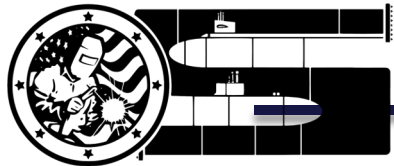


Total Employers at 12/1/21 (Added Fairlead)	36	
Deferred	4	
Withdrew	1	
Without Accepted Offers	2	
With Accepted Offers	29	
	JAN	FEB
# Accepted Offers	267	267
# Started	259	259
# Retained	175	169
# Departed	84	90
Retention Rate	68%	65%

Employer Performance	JAN	FEB
100% Retention	14	14
Lost 1	5	5
Total	19/29	19/29
Talent Pipeline Performance:		
CTE/Employee Referral	72%	69%
Training Provider Performance:		
Training Provider 100% Retention	16	14
Lost 1	5	7
Total	21/27	21/27

Ave Days to Departure:	141
Ave Days in Job:	355

as of 2/28/23





PITTSBURGH FLAG MILESTONES



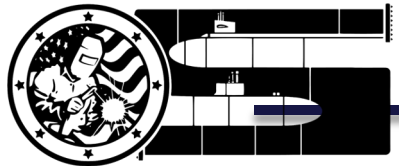
Year 1:

- April 7, 2022: Demand Signal Round Table Discussion
- June 15, 2022: Pittsburgh Region Workforce Kick Off Meeting
- September 21, 2022: Pittsburgh Region Workforce Employer/CTE Program “Matching” Program Review
- November 29, 2022: Career Day and Project MFG Welding Competition
- January 26, 2023: Mid-Year Pittsburgh Region Workforce Program Review

—June 20, 2023: Pittsburgh Region Workforce “Signing Day”

Year 2:

- July 13, 2023: New Partner (Employers, CTE Programs, Facilitators) Orientation
- September 22, 2023: Pittsburgh Region Workforce Employer/CTE Program Kick Off Meeting & “Matching” Program Review
- January 24, 2024: Mid-Year Pittsburgh Region Workforce Program Review
- June 22, 2024: Pittsburgh Region Workforce “Signing Day”
- December 2024: Class 2021-2023 Report Out at New Hires 1st Year Work Anniversary
- January 22, 2025: Employer-New Hire 1st Year Anniversary Recognition Ceremony





as of 3/14/2023

PITTSBURGH FLAG SCORECARD



EMPLOYERS		PIPELINES	
Goal: 30 Actual: 32 Deferred: 4 Actual: 28		Actual: 17	
Demand Signal: 330 (previous 329)		Available Supply: 1258 (previous 1899)	
VSMA Complete: 27			
Pipeline Visits	94	Screened Candidates:	656
Offers	186	Employer Partner Site Visits	35
Hires	183	Offers	None Reported
Started First Day	171		





WHY DATA IS SO IMPORTANT



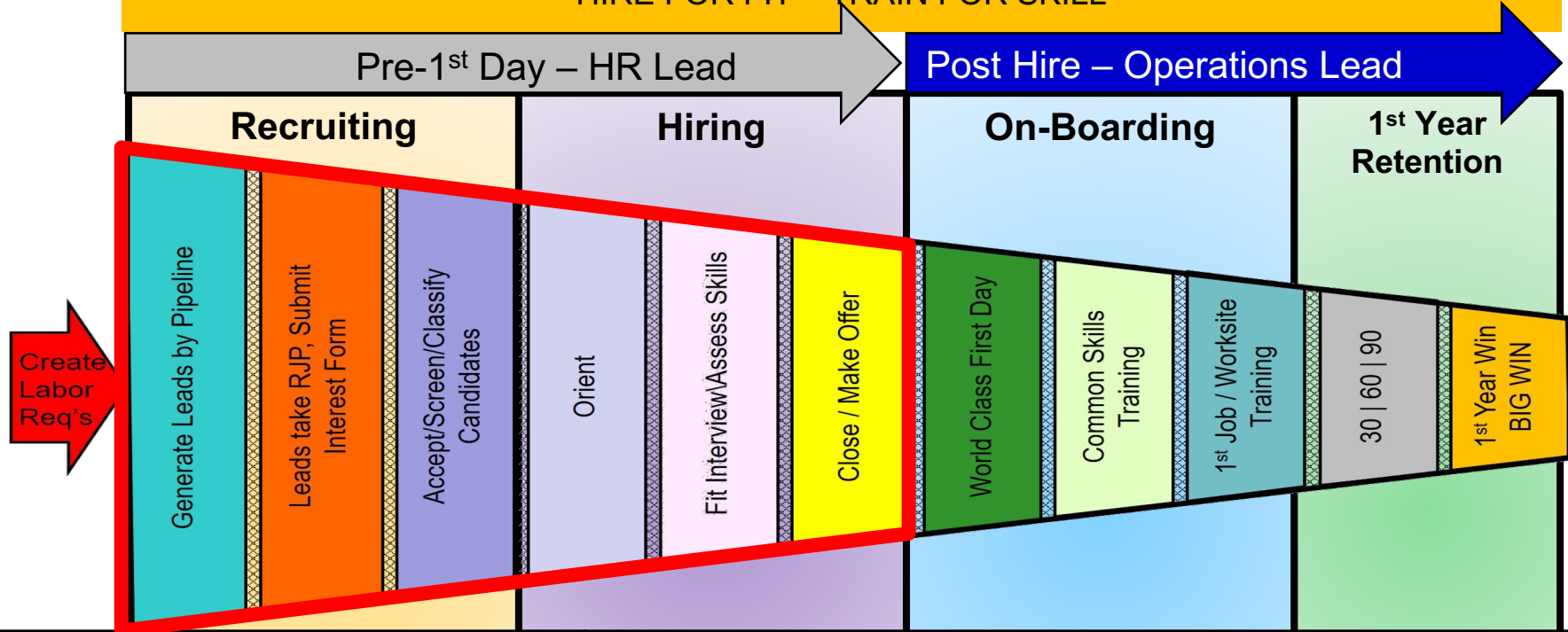
- For you...
 - You can see trends that will help you improve your system
- For your peer employer partners
 - We can better understand what is working (or not) across different regions and bring that information back to each flag to help everyone get better
- For the US Navy
 - They can better “see” opportunities to do more to help in workforce development and employer development
- Important Note: Pipeline you recruited talent is NOT limited to CTE programs, track EVERY candidate you recruit, interview, make offer, hire, and start.





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 Medi
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

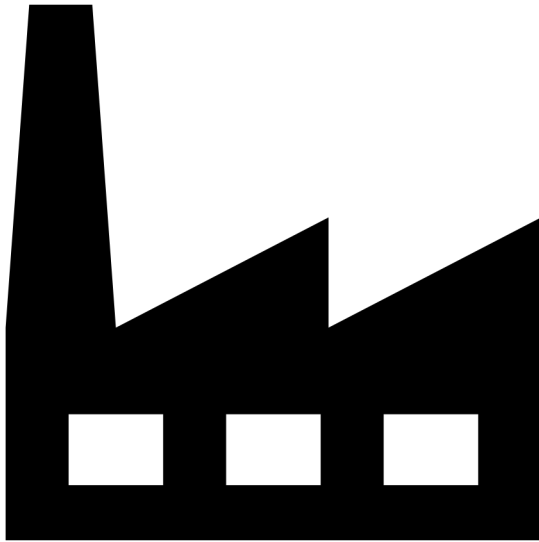




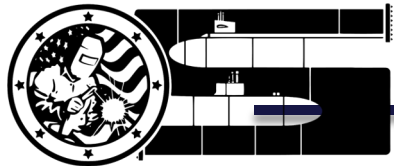
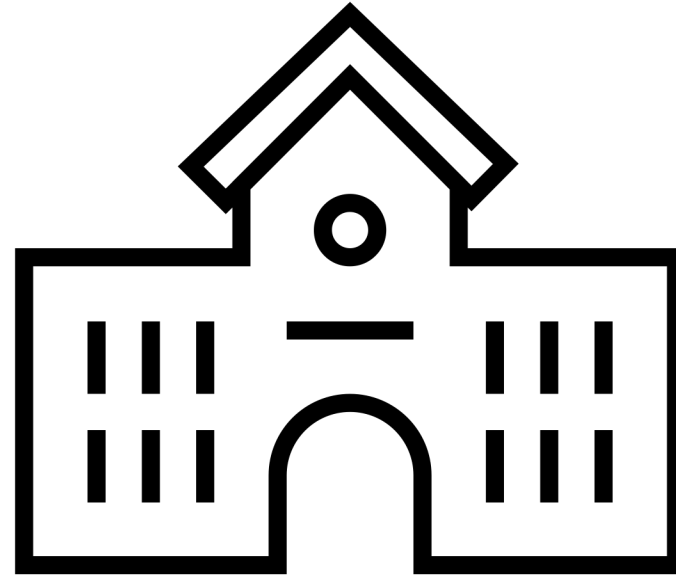
HOW'S IT GOING?



EMPLOYERS



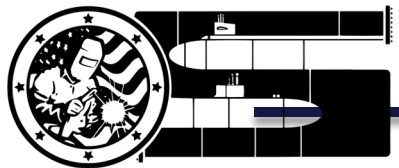
TRAINING PROVIDERS



PRINCIPLES OF A HIGH PERFORMING TEAMS



In this section we will cover...
Building a High-Performance Team



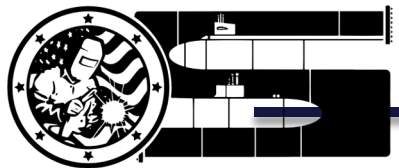


1. Ideal State of Business Operation

2. Leader-Led Linkage

- Setting Expectations
- Building Trust

3. Trends and Observations that are getting in the way





HOW TO BUILD A HIGH PERFORMING TEAM...



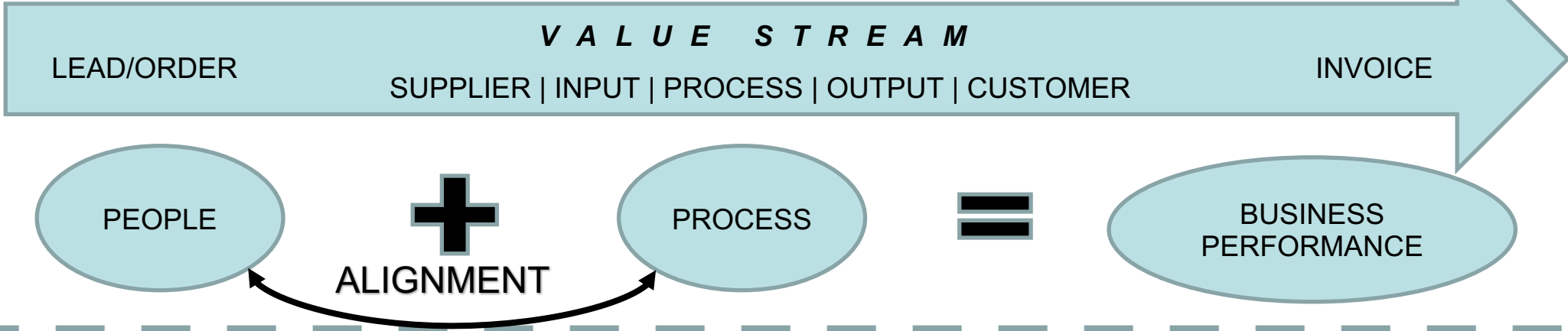
- 1. Establish/Validate your internal processes**
- 2. Align PEOPLE with those PROCESSES**
- 3. Clarify EXPECTATIONS and build TRUST**
- 4. Ensure your HEARTBEAT Leaders are equipped to lead both the NORMAL and the ABNORMAL**
 - More time in NORMAL, less in ABNORMAL**
- 5. Senior Leaders focused on addressing systemic issues and THINKING ABOUT THE FUTURE**
- 6. Only add people to the team who FIT**





THE STRATEGY

NORMAL



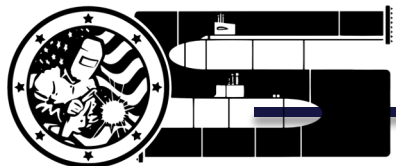
ABNORMAL



DAILY PROBLEM SOLVING
SEE | STOP | FIX | SHARE | LEAD TO WIN!!!!



SYSTEMIC CHALLENGES & OPPORTUNITIES





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 we have**
 - **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**





From Glassdoor.com



[REDACTED] is an AWFUL work place. The amount of sexism, discrimination, and overall disrespect that comes from the more “veteran” employees is an absolute disgrace. The 1% annual raises were the final straw for me. I felt more respected in the Navy then I do here honestly. I need a new job asap. I had a few promising interviews 2+ months ago with the only update being “you’re still being considered for the position”... I don’t want to quit until I have a job lined up but I might.

IS THIS EMPLOYER PART OF A HIGH-PERFORMING TEAM?





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????





EXPECTATIONS



— Goal Alignment comes from Clarity Expectations

- Leader – Led
- Leader - Team

EXPECTATIONS

Goal Alignment requires authentic communication between the Leader and the Led to establish roles, responsibilities, and establish an agreed upon set of expectations.

Please take a few minutes to answer these four questions to assist you in the goal alignment discussion between yourself, your team, and your leader.

What do you expect from your leader?	Ideas to get started Support decisions I make on the floor. Keep me updated on changes. Seek out training and development. ...
What can your leader expect from you?	Be engaged. Come to work <u>early</u> Relay production goals ...
What do you expect from your team?	Be engaged. Come to work and be back from break on time. Perform quality work – safely. ...
What can your team expect from you?	Be engaged. Be supportive if they ask questions.

TEAM EXPECTATIONS

What does your customer expect from you?
What do you expect from your supplier?
What do you expect from your Support Teammates leaders? (Engineering, Supply Chain, Quality, HR, etc.)
What can they expect from you?

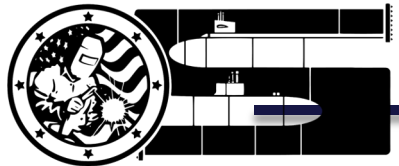




Trust



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...

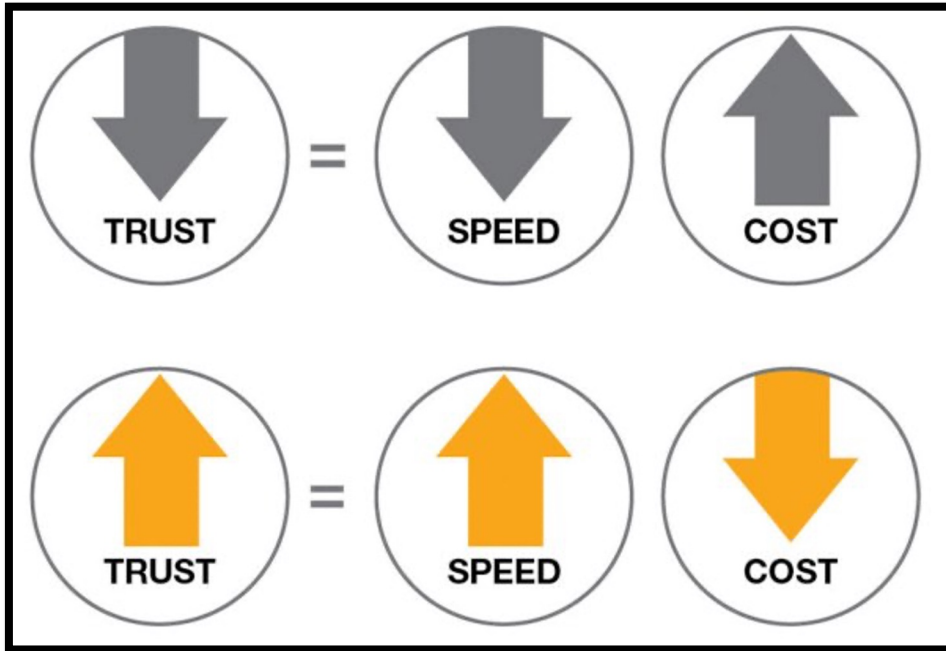
- Treat the company like their own
- Hold each other accountable for doing the right thing
- Give early warning of problems
- Have the courage to ask questions



Trust = Speed & Reduced Cost – Trust Matters



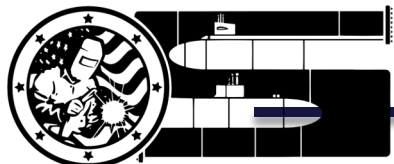
- Exists in very personal, irrational, and operationally volatile terms between the Leader and the Led
- Trust is a function of Situational Awareness and Instinct



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.*





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

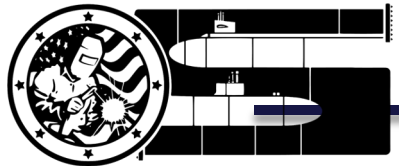




The Hiring Process



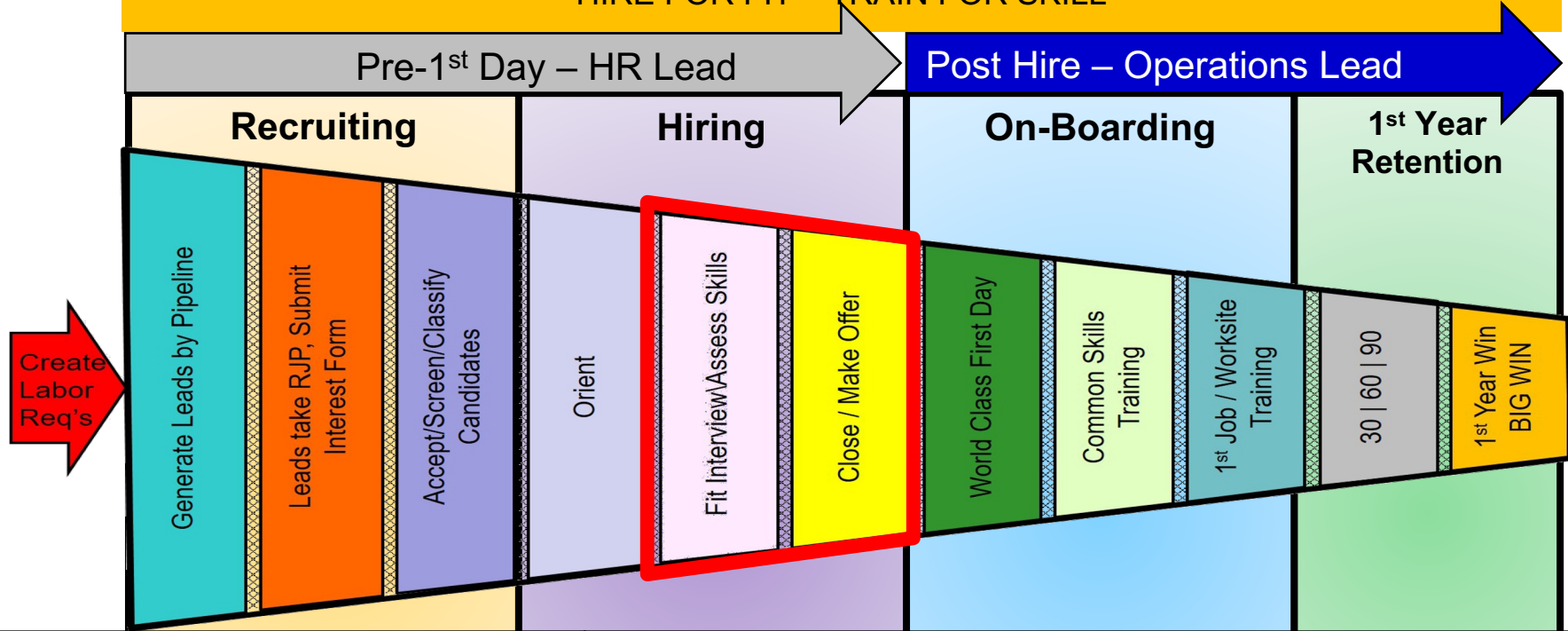
**In this section we will discuss..
The Interview Process**





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

HIRE FOR FIT – TRAIN FOR SKILL



Pipelines

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Training Providers (CTE Programs, etc.) 2. Employee Referral Program 3. ATDM 4. College Departures 5. Adult Education 6. Temp Agencies | <ol style="list-style-type: none"> 7. Social Medi 8. Recruiting Agencies 9. Military & Veterans 10. Employment Commissions 11. Recovered/Returns 12. Retiree's |
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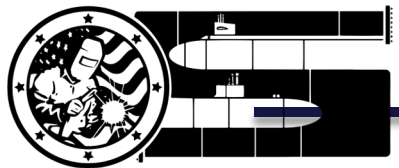
Tools

- | | |
|---|--|
| <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> 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 |
|---|--|



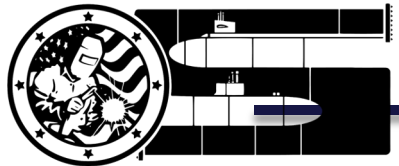


What steps are Training Providers taking to prepare students for the Interview Process?





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





Best Practice - Recruiting Days



Recruiting days are typically held on Saturdays



Allows for multiple Candidates to be interviewed at once



Allows multiple Leaders, Hiring Managers, Supervisors to access Company fit



Allows Candidate to receive a better picture of how they fit within the Company



Candidates that fit into “first fit then skill” category can receive on the spot offers



Recruiting days save the company money and time





Hiring Summary



Orienting

**Fit/Behavior
Interview**

**Close/Make
Offer**

- **Take what you've heard and incorporate both at the Training Provider and Employer level**
- **“Fit” and “Behavioral Based” give an employer more insight into the candidate**
- **Employers recommended to let prospective candidates know the type of interview they should be prepared**
- **Take notes and be consistent from candidate to candidate**
- **Don't let too much time elapse between interview and offer**
 - **Recruiting Day approach can mitigate risk**

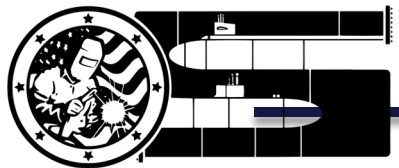




Onboarding



In this section we will discuss...
World class first day,
Common skills training, and
1st Job/Worksite training





What is ONBOARDING?





ONBOARDING



Employee onboarding is the process of engaging with and preparing your new hires right from the point of role acceptance, maintaining that engagement through their critical first day of work, and into the foreseeable future.

Beyond that, onboarding is also an opportunity to make your new hires feel valued, respected, and appreciated — all crucial components of positive employee experience (EX).

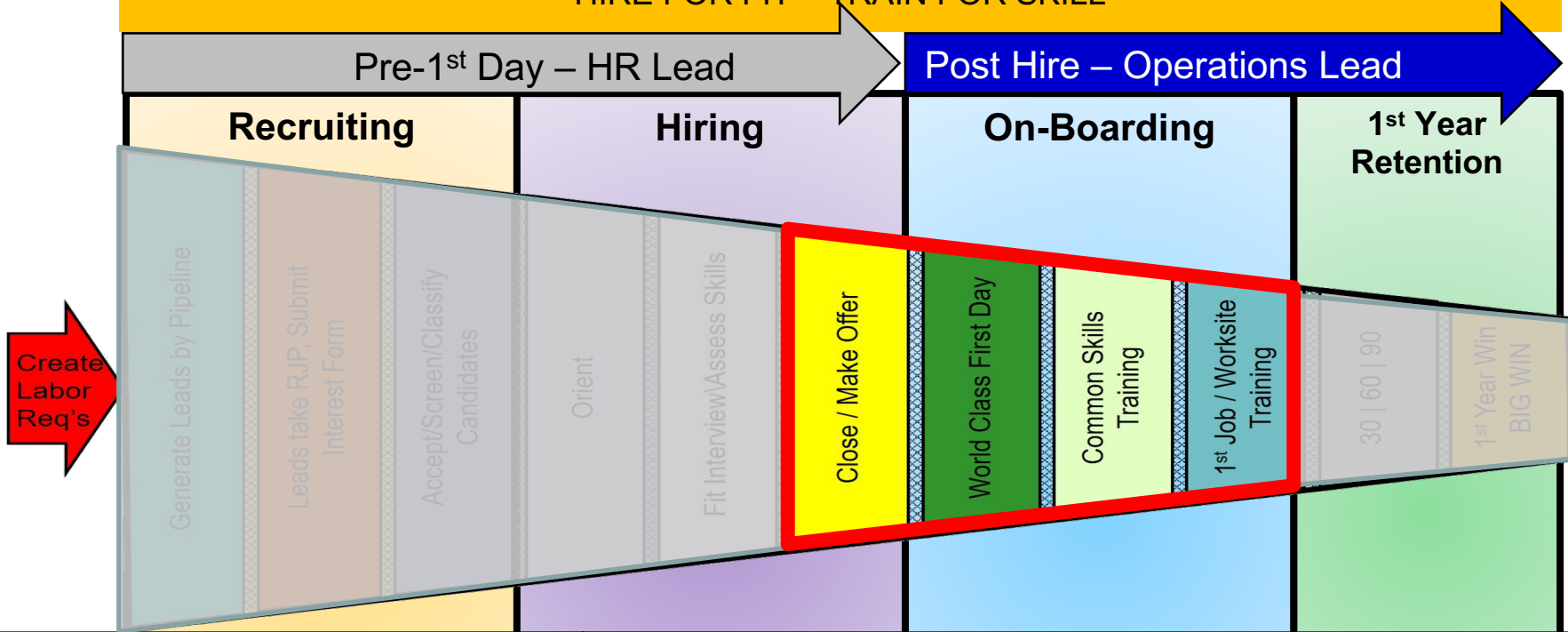
Onboarding is NOT just getting them there on Day 1.





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

HIRE FOR FIT – TRAIN FOR SKILL



Pipelines

Tools

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EXERCISE



Divide into 2 groups

**Group 1: What do NEW HIRES need in
ONBOARDING PROCESS?**

**Group 2: What are the BEST elements of a new
teammates FIRST DAY?**

5 minutes to brainstorm | 10 minutes to discuss





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

WHAT ELSE?





Pre-Screening/Pre-Boarding

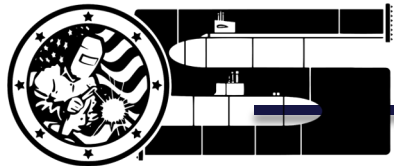


Pre-Hire Screening

- 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 they don't disqualifying good teammates for bad reasons
 - Blanket Security Clearance Policies, Outdated Drug Tests, etc.)

Pre-Boarding

- 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 **Day1** and predisposed to become an engaged and productive teammate.





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?
- How do you prepare leaders and teams for the arrival of a New Teammate?





World Class First Day (Experience)



Our overarching desire is to have the new teammate confirm that their decision to join the Team was the right one. We hired them in hopes they would be a lifelong employee who is engaged and productive, and we will ensure our first moments help them affirm their decision.





We want them to know...



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





World Class First Day Example

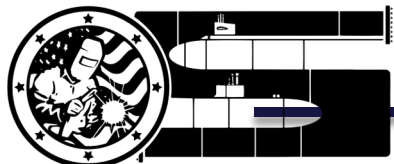


Objectives

- **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





First Day



Discussion Points...

- What does Day 1 look like for a new teammate in your organization?
- What would you say is the BEST thing about your Day 1 experience?
- What would you say is the goal of your Day 1 experience?
- What do you want a new teammate to understand in their first 24-hours?





Common Skills Training



Provide New Teammates with the Knowledge, Skills and Abilities of all common tasks a teammate needs to know in order to be successful on the first day.

Common Skills Training can be integrated into the WCFD, completed within first week, or a combination of both.





Common Skills Training Example



— Phase 1: Completed on WCFD

- **Safety:** Stop Buttons, Safety Bars, Light Curtains, Lock-Out/ Tag-Out Procedures, Rotating Equipment Vs. Use of Gloves, Special Fixtures, Safety Glasses & Other PPE, Fluid Leaks, Electrical Cords, Machine Malfunctions, Walkways, Accidents
- **First Line Quality Control:** What do you want the New Employee to be looking for on the first day? 8 Forms of Waste, Root Cause Analysis
- **Product Cleaning:** Basic description and instruction of cleaning tools and how to use them.
- **Packaging and Documentation:** Where the packaging requirements can be found, importance of correct labeling, and brief descriptions of the different forms used.

— Phase 2: Completed on Day 2

- **Basic Instruction for Scales:** How to Check and Zero Scales, Read Triple Beam Scales, and Zero/Tare and Set Up Counting Scales.

— Phase 3: Completed within 1st Week

- **Mold Maintenance:** Proper cleaning of molds during production and shutdown, using brass only on molds, waxing, blowing out mold and vents, and watching for problems with the mold such as high or damaged ejector pins.

— Phase 4: Completed within 1st 10 Days

- **Functions of Press Operator:** Opening and Closing the Press Door, Loading Raw Materials, Loading Inserts, Using a Shot/Part Counter, Removing Parts from Mold, Properly Closing the Mold, Contacting Personnel for Assistance





Onboarding Summary



Pre-Hire
Screening

Pre-
Boarding

World
Class
First Day

Common
Skills
Training

- Onboarding is not a single-day event
- It takes deliberate planning and preparation by the organization
- The desired outcome is to assure the new teammate transitions into the organization smoothly and efficiently
- Keep them **ENGAGED** throughout the process
- Leadership **MUST** be involved at key moments
- Onboarding is about the New Teammate – not the Organization
- What are some take aways from this section?

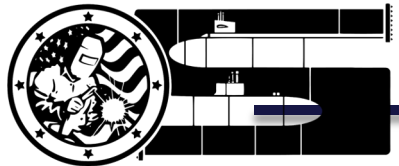




Best Practice process steps of Retention



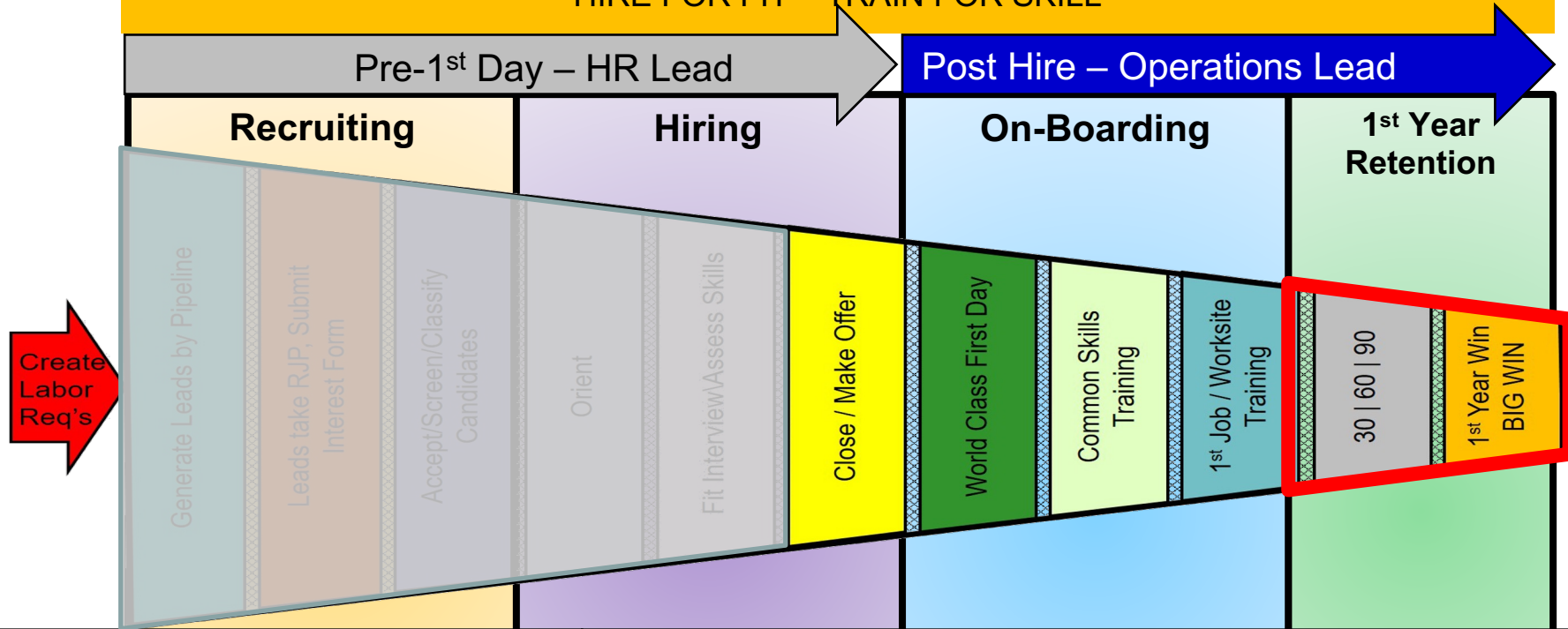
In this section we will discuss...
Navigator Check-ins,
30 | 60 | 90 Reviews,
and
1st Year Retention





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

HIRE FOR FIT – TRAIN FOR SKILL



Pipelines

Tools

1. CTE Programs (HS & CC)
2. Employee Referral Program
3. College Departures
4. Adult Education
5. Temp Agencies

6. Social Media
7. Recruiting Agencies
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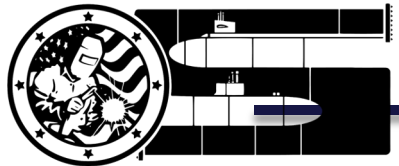
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9. 5th Metric "People" Scorecard Data Driven Program Management System





Who owns retention?





EXERCISE



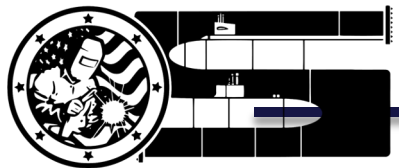
Divide into 2 groups

Group 1: Employers | Group 2: New Hires

Group 1: What do EMPLOYERS expect of a New Teammate in the first (12?) months of a new job?

Group 2: Why do new hires leave?

5 minutes to brainstorm | 10 minutes to discuss





Navigator Check-In



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.

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.





Navigator Check In's Example



Power 9 Questions

Leader's Name: _____ Operator's Name: _____ Date given: _____

SA – Strongly Agree A – Agree D – Disagree SD – Strongly Disagree

1. I know who my leader is

SA A D SD

2. My leader trusts me

SA A D SD

3. I understand what we do and how we make money

SA A D SD

4. I know what to do at work everyday

SA A D SD

5. I have the materials, tools, and equipment to do my work correctly

SA A D SD

6. I know how to do the work correctly the first time

SA A D SD

7. I know my role, the roles of my teammates and how we work together as a team

SA A D SD

8. My team and I know the score and we play to win everyday

SA A D SD

9. My leader cares about me as a person and wants to help me be successful

SA A D SD

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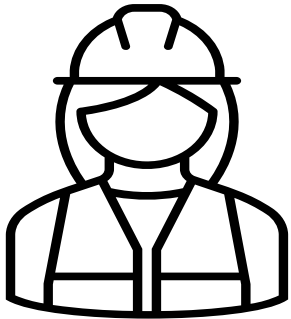
New Teammate Intakes

- 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?





LEADER TO LED LINKAGE



LEADER

Organizational Goals

- Cost
- Quality
- Schedule
- Safety

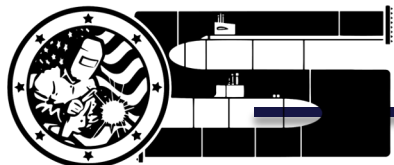


LED

Individual Goals

- Compensation
- Opportunities
- Responsibility
- Work Environment
- Recognition

Goal Alignment can only occur when there is authentic communication between the leader and the led about the led!





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

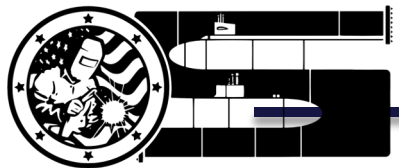
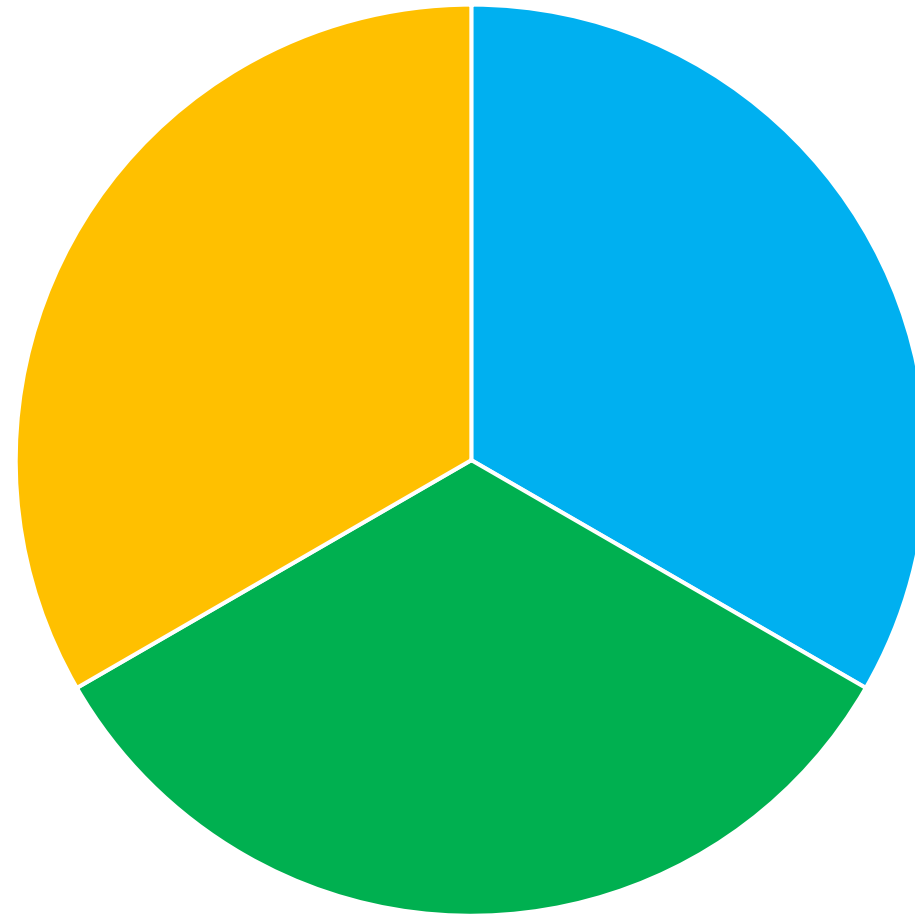




Measuring & Giving Feedback



■ Performance ■ Work Habits ■ Productivity ■

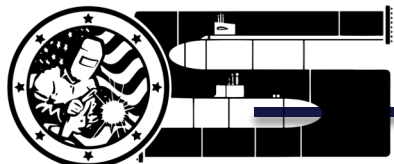




30-60-90 REVIEW Example – Performance Levels



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

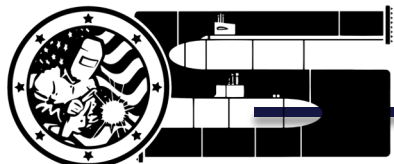




30-60-90 REVIEW Example – Work Habits



Work Habits	Review Period				
Demonstrates respect for other employees. <i>Shows courteous regards for others.</i>	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
Demonstrates adaptability. <i>Adjust activities or behaviors as required by changing job circumstances. Able to perform assigned tasks and demonstrates the skills necessary to be productive in the workforce.</i>	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
Demonstrates dependability <i>Demonstrate consistent, reliable performance and behavior.</i>	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
Demonstrates initiative in the work place <i>Do what needs to be done without prompting.</i>	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

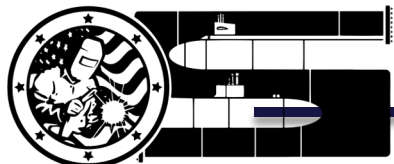




30-60-90 REVIEW Example – Work Habits



Work Habits	Review Period				
Demonstrates integrity <i>Behave in an honest and trustworthy manner.</i>	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 <i>Use organization's materials and property wisely.</i>	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 <i>Strive to satisfy the expectations of internal and external customers.</i>	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 <i>Use own and others' time effectively</i>	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

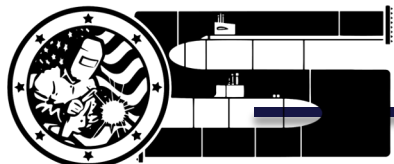


Productivity			Strengths	Opportunities
30 Days				
NS	WI	CT		
60 Days				
NS	WI	CT		
90 Days				
NS	WI	CT		
180 Days				
NS	WI	CT		
365 Days				
NS	WI	CT		

NS – Needs Supervision (Disengaged)

WI – Works Independently (Engaged)

CT – Can Teach Others (Engaged)





1st Year Retention



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.





Why New Hires Leave



Unmet expectations created during the recruitment phase.



A lack of clarity about their role.



Poor or overbearing management.



Limited opportunities for self-development.



Other reasons leading to dissatisfaction or discomfort with their new role.

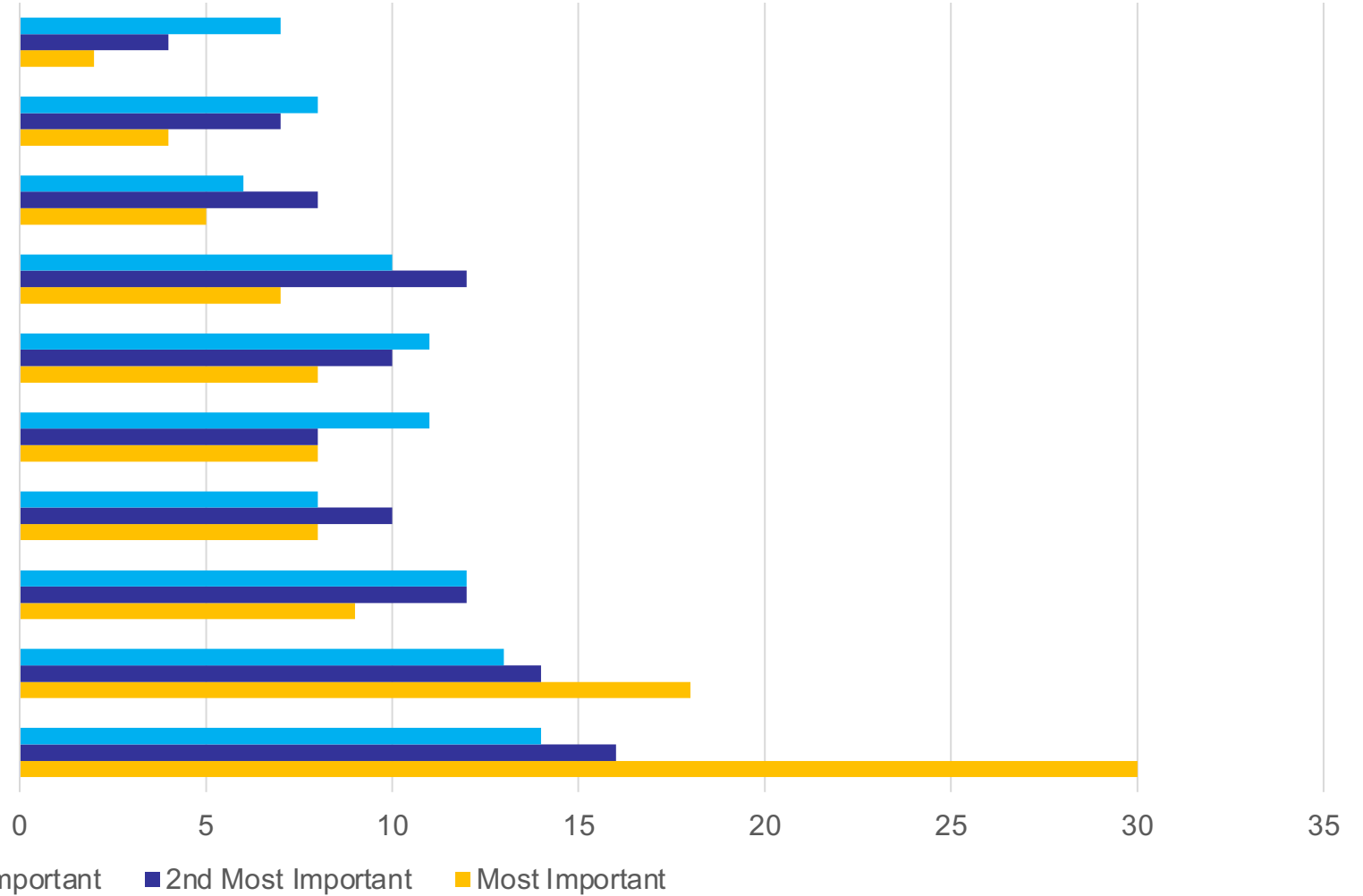




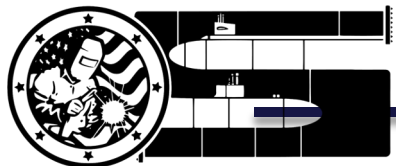
Why New Hires Stay



- Admiration of product/service
- Company brand and reputation
- Company culture and values
- Close relationship with co-workers
- Career growth opportunities
- Company growth and success
- Strong support system at work
- Passion for what they do
- Feel work is meaningful
- Job stability

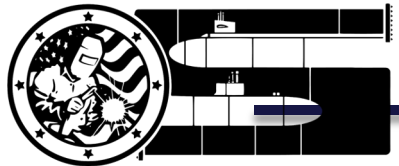


Source: PAYCHEX/Executive Networks 2022 survey of 604 full- and part-time employees.





What is the impact of **ENGAGEMENT** on Business Performance?

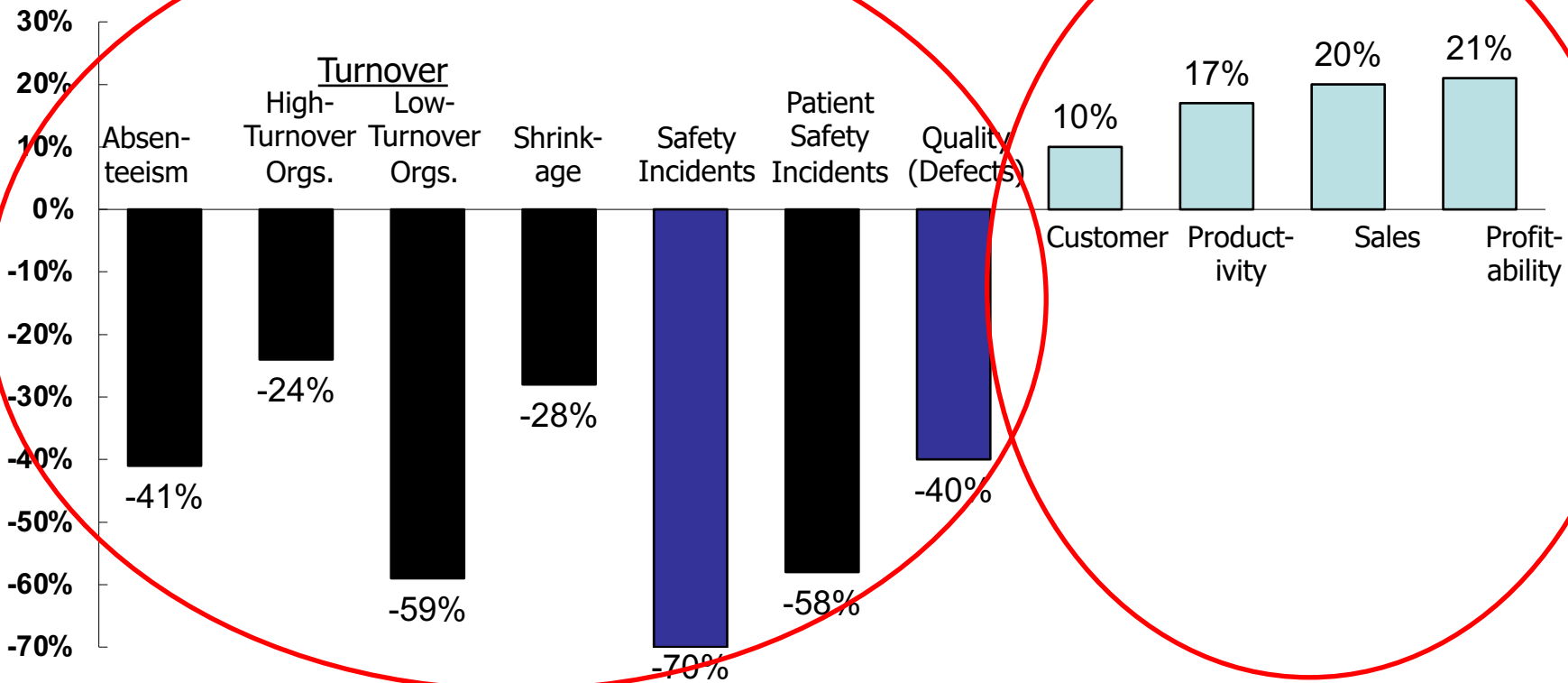




Why Do We Care About Engagement?



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.



This is the behavior of what type Relationship?



1. Engaged
2. Disengaged
3. Actively Disengaged





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 Disengaged 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

Disengaged is NOT a negative characteristic of the individual – it is an OPPORTUNITY for the LEADER to help ENGAGE that person



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



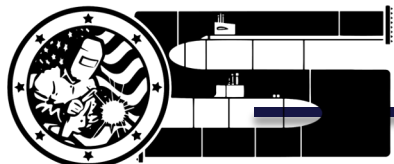


Developing an Engaged Team Strategy



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. Disengaged 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. They can also be influenced by their Disengaged Teammates.

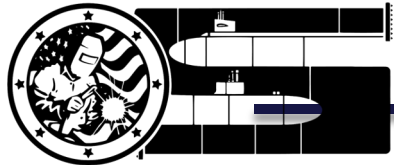
Strategy:

- 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!





Missed Engagement Opportunity



© navysite.de



Tool: Power9 Guide



- Power9 Guide is a tool to ensure the Led has clarity
- See handout pg. 2

POWER 9 QUESTIONS				
Leader's Name	Operator's Name		Date	
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 every day.				
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.				
SA	A	D	SD	
9. My leader cares about me as a person and wants to help me be successful.				
SA	A	D	SD	





CIRCLES CHART



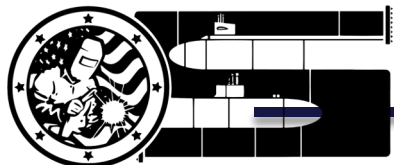
- Tool for Leaders to assess their team
- Used in conjunction with 5th Metric scorecard discussions
- See handout page 3

TALENT PIPELINE PROGRAM
ONBOARDING AND RETENTION WORKSHOP

TEAM: _____
LEADER: _____ DATE: _____

	TEAM ROSTER	
ENGAGED <i>Builders</i> 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	1 _____	ACTIVELY DISENGAGED <i>Cutters</i> 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
	2 _____	
	3 _____	
	4 _____	
	5 _____	
	6 _____	
	7 _____	
	8 _____	
	9 _____	
	10 _____	
	11 _____	
	12 _____	
	13 _____	
	14 _____	
	15 _____	
	16 _____	
	17 _____	
DISENGAGED <i>Maintainers</i> 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.		

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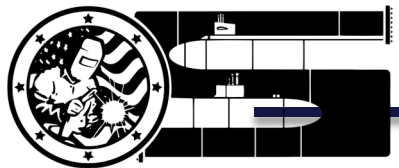




Impact of Engagement on Productivity

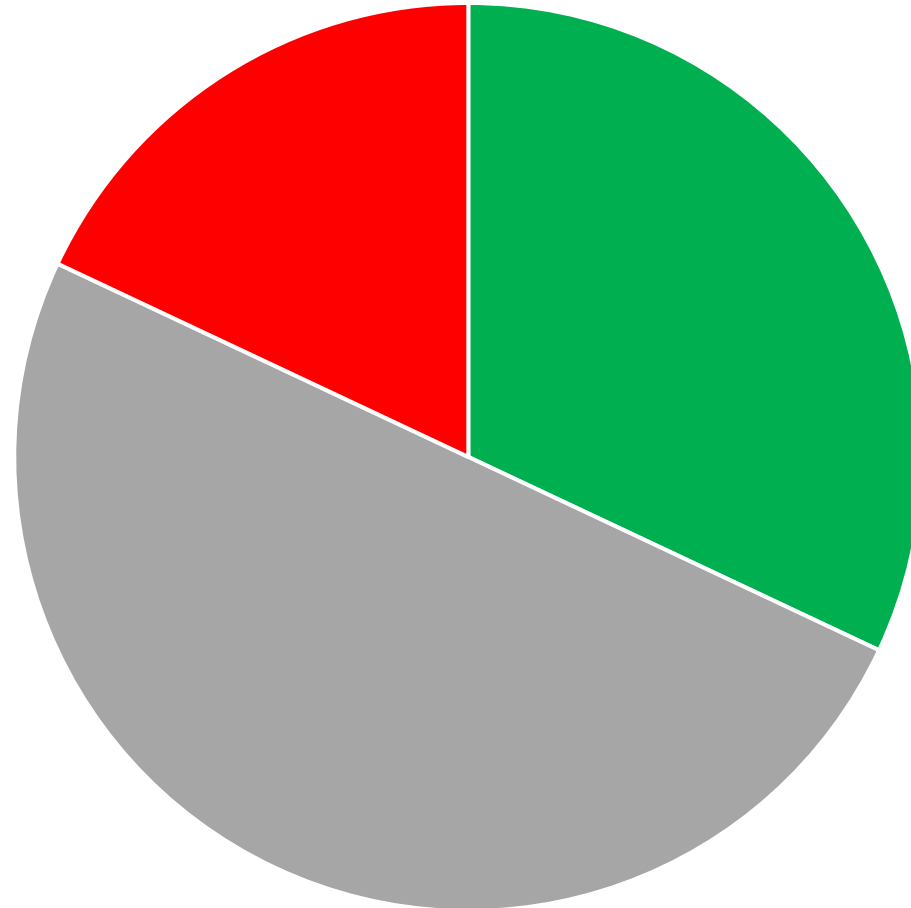


Who is your Most Engaged person on your Team?



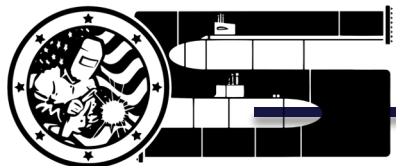


2021 Industry Overview



■ ENGAGED ■ DISENGAGED ■ ACTIVELY DISENGAGED ■

Source: Gallup

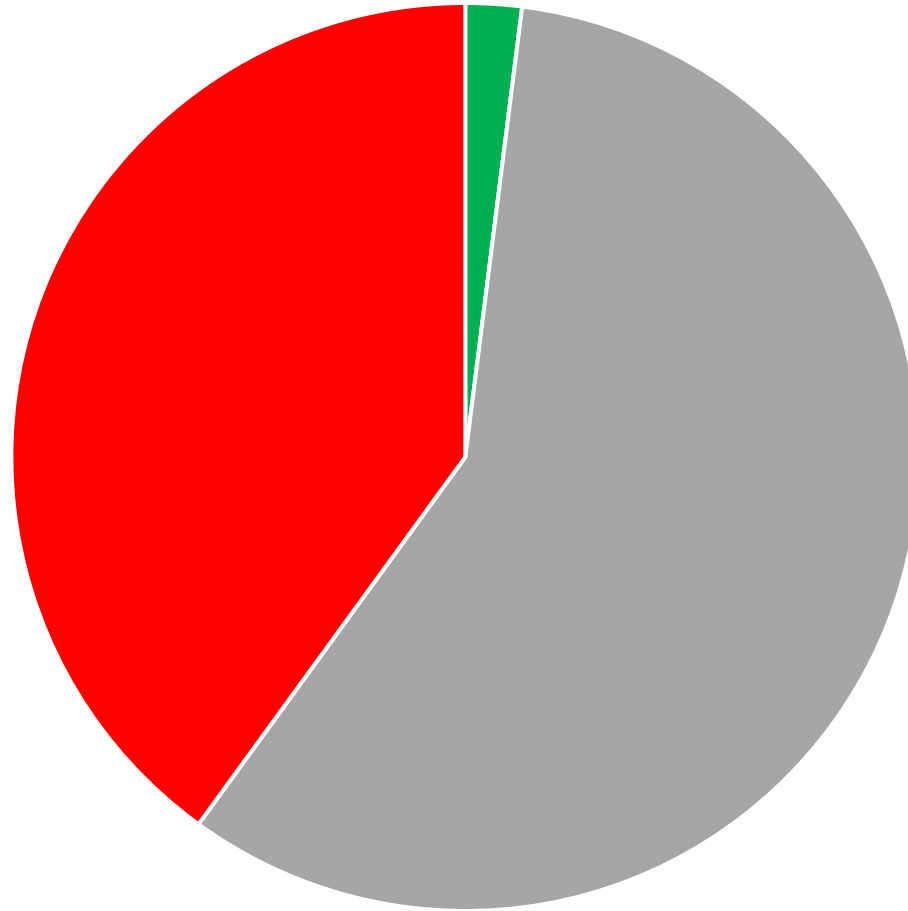




Opportunities for Improvement



25% of the working population are ignored by their supervisor



■ ENGAGED ■ DISENGAGED ■ ACTIVELY DISENGAGED ■

Source: Gallup

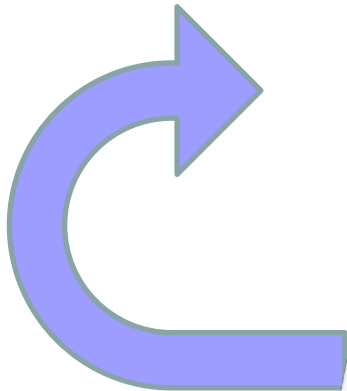




What does YOUR Circles Chart look like?



RETAIN by Continuous Goal Alignment



MOVE by High Touch/High Contact/High Communication and Deliberate Matching

TALENT PIPELINE PROGRAM
ONBOARDING AND RETENTION WORKSHOP

TEAM: _____
LEADER: _____ DATE: _____

TEAM ROSTER	
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	

ENGAGED
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

ACTIVELY DISENGAGED
Cutters

Low Trust
High Task Definition Needs
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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

DISENGAGED
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.

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Placed Outside of Team by Leveraging Normal Churn Opportunities

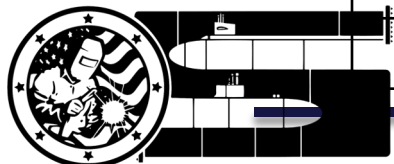




Example 5th Metric Scorecard



Team Snapshot					
Metric			Value		
Total Headcount Start Number from the End of Last Month			10		
Minus the Number of Teammates Who Departed			- 2		
Plus the Number of New Teammates			+ 3		
Total Head Count End			11		
Team Engagement			E: 7	D: 3	A: 1
Number of Open Positions			3		
New Hire Snapshot					
Total New Hires (Less than 1 Year)			4		
Needs Supervision (#)			3		
Works Independently (#)			1		
Can Teach Others (#)			0		
Names of Teammates Who Departed	Position	Date/Reason	Names of New Teammates	Expectations & 1on1 complete?	Start Date
William Patterson	Welder 3 Class	11-Dec / Attendance	K. Johnson	Yes	12/4/22
James Caelen		29-Dec / Family-Relocation	S. Harris	Yes	12/4/22
			E. Hotel	Yes	12/15/22





5th Metric Scorecard Monthly Tracking



Year:					Leader:																																		
Team Engagement Linear Tracker																																							
Team (First & Last Name)	Jan			Feb			Mar			Apr			May			Jun			Jul			Aug			Sep			Oct			Nov			Dec					
	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A
1																																							
2																																							
3																																							
4																																							
5																																							
6																																							
7																																							
8																																							
9																																							
10																																							
Total each month																																							





5th Metric Scorecard Individual PIP



Individual	Leader		
Start Date	Target Date		
Engagement Improvement Plan			
Plan	Status		
Action Items (SMART – Specific, Measurable, Agreed, Realistic, Timeframe)			
Action	Target Date	Complete Date	Status





So What...



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





Retention Summary



**Navigator
Check-Ins**

30-60-90

**1st Year
Retention**

- Navigators should **NOT** be in the same Chain of Command
 - Should be **HIGH PERFORMERS/HIGH ENGAGED**
- Regular feedback in first 90 days is **CRITICAL** to maintain Engagement and accelerate **PERFORMANCE**
- Use retention tools like 5th Metric Scorecards to help **HEARTBEAT** leaders
- Retention is the **RESPONSIBILITY** of the **LEADER**
- What are some take aways from this section?



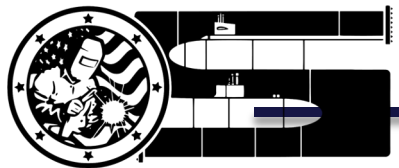


Best Practice Employer Discussion



In this section we will discuss...

How Best Practice Employers are improving their TA&R systems



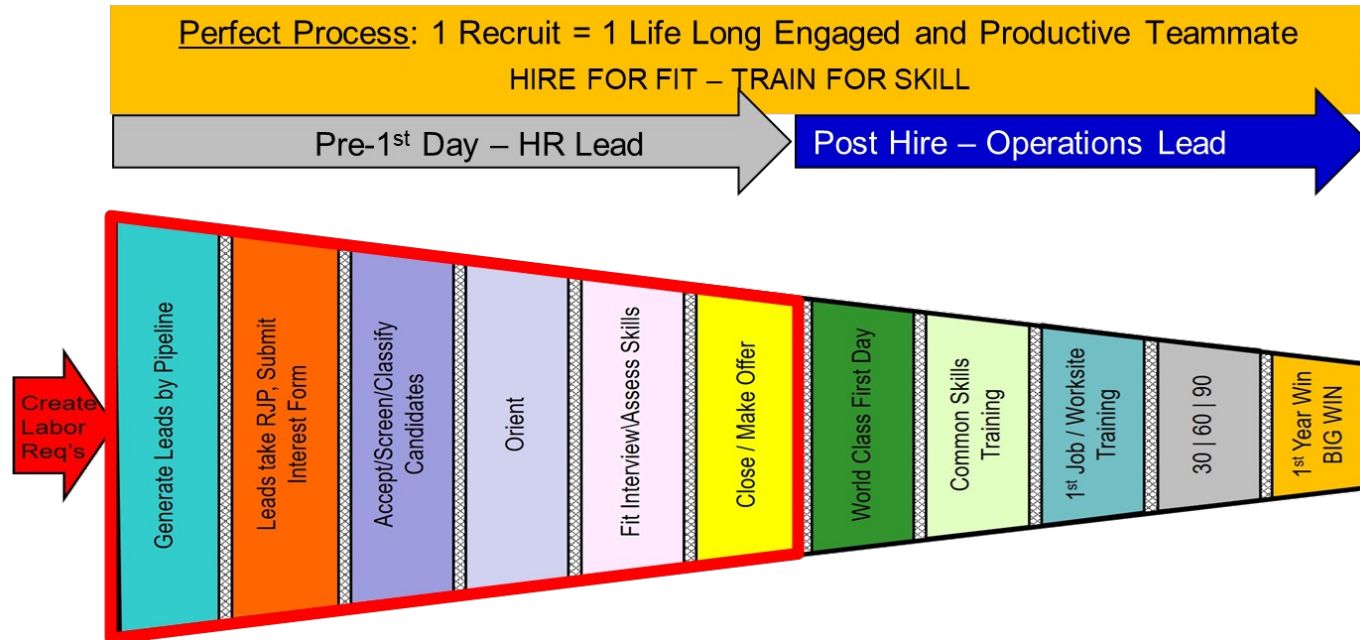


Best Practice Employer Partners



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

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





Fairlead February 2023



Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	301	308	300											
Total Hires	115	3	5											
Total Terminations	108	11	7											
Ending Headcount	308	300	298											
Demand	137	9	23											169
# RJP Views	1215	48	58											1321
# Interested	893	38	48											979
# Invited to RD / Invited to Interview	296	20	19											335
# Scheduled and/or Attended RD / Interview	260	19	19											298
# Interviewed	258	19	19											296
# Conditional Offers	125	3	5											133
# of Offers Accepted	120	3	5											128
# Attended Fairlead First Day	115	3	5											123
# Completed Week 1	115	3	5											123
# 30 Days	111	3												114
# 60 Days	103													103
# 90 Days	103													103
# 180 Days	62													62
# Retained 1 Year	4													4

2022 Still Active 74

Total Still Active 82

Pipelines Using	Feb 1, 22 – Feb 28, 23	Tools
1. CTE Programs (HS & CC)	Filter Effectiveness	1. TA&R VSM/PIP Jan-21
2. Employee Referral Program	Total RJP Views 1321	2. Realistic Job Preview Feb-22
3. ATDM	Attended WCFD 123	3. Recruiting Training Feb-22
5. Temp Agencies	Effectiveness % 9%	4. Recruiting & Offer Day Mar-22
6. Social Media	Retention Rate	5. Behavioral Based "Fit" Apr-22
7. Recruiting Agencies	Total Hires 123	6. World Class First Day Apr-22
8. Military & Veterans	Still Active 82	7. Common Skills Training Apr-22
9. Employment Commissions	Retention % 67%	8. Leader Retention Training Mar-22
		9. 30-60-90 & 1 Year Fit May-22
		10. 5th Metric Scorecard Apr-22





Kingsbury February 2023



Months	2022	23-Jan	23-Feb	23-Mar	23-Apr	23-May	23-Jun	23-Jul	23-Aug	23-Sep	23-Oct	23-Nov	23-Dec	Total
Beginning Headcount	114	121	122											
Total Hires	27	4	1											5
Total Terminations	20	3	1											4
Ending Headcount	121	122	122											
Demand	30	4	2	2	2	2	2	1	1	1	0	0	1	48
# RJP Views	9906	1527	865	0	0	0	0	0	0	0	0	0	0	12298
# Interested	764	55	38	0	0	0	0	0	0	0	0	0	0	857
# Invited to RD / Invited to Interview	134	8	3	0	0	0	0	0	0	0	0	0	0	145
# Scheduled and/or Attended RD / Interview	127	8	3	0	0	0	0	0	0	0	0	0	0	138
# Interviewed	122	7	2	0	0	0	0	0	0	0	0	0	0	131
# Conditional Offers	36	1	2	0	0	0	0	0	0	0	0	0	0	39
# of Offers Accepted	33	1	2	0	0	0	0	0	0	0	0	0	0	36
# Attended Kingsbury First Day	27	4	1	0	0	0	0	0	0	0	0	0	0	32
# Completed Week 1	26	4	1	0	0	0	0	0	0	0	0	0	0	31
# 30 Days	26	4	0	0	0	0	0	0	0	0	0	0	0	30
# 60 Days	24	0	0	0	0	0	0	0	0	0	0	0	0	24
# 90 Days	19	0	0	0	0	0	0	0	0	0	0	0	0	19
# 180 Days	14	0	0	0	0	0	0	0	0	0	0	0	0	14
# Retained 1 Year	0	0	0	0	0	0	0	0	0	0	0	0	0	0

2022 Still Active 20

Total Still Active 25

Pipelines Using	Feb 1, 22 – Feb 28, 23	Tools
1. CTE Programs (HS & CC)	Filter Effectiveness	1. TA&R VSM/PIP Dec-22
2. Employee Referral Program	Total RJP Views 12298	2. Realistic Job Preview Feb-22
3. ATDM	Attended WCFD 32	3. Recruiting Training Mar-22
5. Temp Agencies	Effectiveness % 0.26%	4. Recruiting & Offer Day Mar-22
6. Social Media	Retention Rate	5. Behavioral Based "Fit" N/A
7. Recruiting Agencies	Total Hires 32	6. World Class First Day Apr-22
8. Military Referrals	Still Active 25	7. Common Skills Training N/A
	Retention % 78%	8. Leader Retention Training May-22
		9. 30-60-90 & 1 Year Fit Apr-22
		10. 5th Metric Scorecard Jun-22





Advex February 2023



Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	103	115	113											
Total Hires	71	1	4											
Total Terminations	59	3	1											
Ending Headcount	115	113	116											
Demand		3	3	3	3	3	3	3	3	3	3	3	3	36
# RJP Views			28											28
# Interested			3											3
# Invited to RD / Invited to Interview			1											1
# Scheduled and/or Attended RD / Interview			0											0
# Interviewed			1											1
# Conditional Offers			1											1
# of Offers Accepted			1											1
# Attended World Class First Day			1											1
# Completed Week 1														0
# 30 Days														0
# 60 Days														0
# 90 Days														0
# 180 Days														0
# Retained 1 Year														0
													Retained	1

Pipelines Using	Jan 24, 23 – Feb 28, 23	Tools
1. CTE Programs (HS & CC)	Filter Effectiveness	1. TA&R VSM/PIP Nov-22
2. Employee Referral Program	Total RJP Views 28	2. Realistic Job Preview & Jan-23
3. ATDM	Attended WCFD 1	3. Recruiting Training Jan-23
5. Temp Agencies	Effectiveness % 4%	4. Recruiting & Offer Day Feb-23
6. Social Media	Retention Rate	5. Behavioral Based "Fit" Jan-23
7. Recruiting Agencies	Total Hires 1	
8. Military & Veterans	Still Active 1	
	Retention % 100%	
		6. World Class First Day Mar-23
		7. Common Skills Training Feb-23
		8. Leader New Hire Retention Jan-23
		9. 30-60-90 day & 1 Year Mar-23
		10. 5th Metric "People" Jan-23
		Weld Tested
		World Class First Day Event 3/13/23





Cleveland Cliffs February 2023



Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	553	579	579											
Total Hires	26	0	0											
Total Terminations	0	0	0											
Ending Headcount	579	579	579											
Demand		0	0	2	5	0	0	0	0	0	0	0	0	7
# RJP Views			18											18
# Interested			15											15
# Invited to RD / Invited to Interview			15											15
# Scheduled and/or Attended RD / Interview			15											15
# Interviewed			15											15
# Conditional Offers														0
# of Offers Accepted														0
# Attended WCFD 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/Community Outreach
8. Military & Veterans

Jan 1, 23 – Feb 28, 23	
Filter Effectiveness	
Total RJP Views	18
Attended WCFD	0
Effectiveness %	0%
Retention Rate	
Total Hires	0
Still Active	0
Retention %	#DIV/0!

Tools	
1. TA&R VSM/PIP	Oct-22
2. Realistic Job Preview &	Feb-23
3. Recruiting Training	Feb-23
4. Recruiting & Offer Day/New	Feb-23
5. Behavioral Based "Fit"	Feb-23

6. World Class First Day	Mar-23
7. Common Skills Training	Feb-23
8. Leader New Hire Retention	Nov-22
9. 30-60-90 day & 1 Year	Apr-23
10. 5th Metric "People"	Dec-22





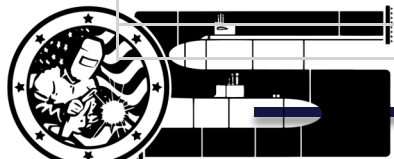
AT&F February 2023



Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	106	109	112											
Total Hires	53	10	8											
Total Terminations	50	7	3											
Ending Headcount	109	112	117	0	0	0	0	0	0	0	0	0	0	
Demand		21	18											39
# RJP Views		232	257											489
# Interested		32	47											79
# Invited to RD / Invited to Interview		24	14											38
# Scheduled and/or Attended RD / Interview		24	14											38
# Interviewed		24	14											38
# Conditional Offers		10	8											18
# of Offers Accepted		10	8											18
# Attended First Day		10	8											18
# Completed Week 1		10	5											15
# 30 Days		10												10
# 60 Days														0
# 90 Days														0
# 180 Days														0
# Retained 1 Year														0

Retained 15

Pipelines Using	Jan 24, 23 – Feb 28,	Tools
1. CTE Programs (HS & CC)	Filter Effectiveness	1. TA&R VSM/PIP Complete
2. Employee Referral Program	Total RJP Views 489	2. Realistic Job Preview & JAN
6. Social Media	Attended WCFD 18	3. Recruiting Training FEB
8. Military & Veterans	Effectiveness % 4%	4. Recruiting & Offer Day/New APR
	Retention Rate	5. Behavioral Based "Fit" APR
	Total Hires 18	6. World Class First Day APR
	Still Active 15	7. Common Skills Training Feb
	Retention % 83%	8. Leader New Hire Retention Complete
		9. 30-60-90 day & 1 Year NA
		10. 5th Metric "People" Complete





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?

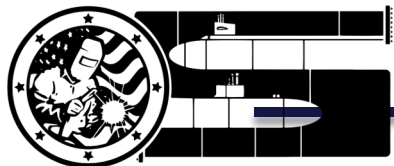
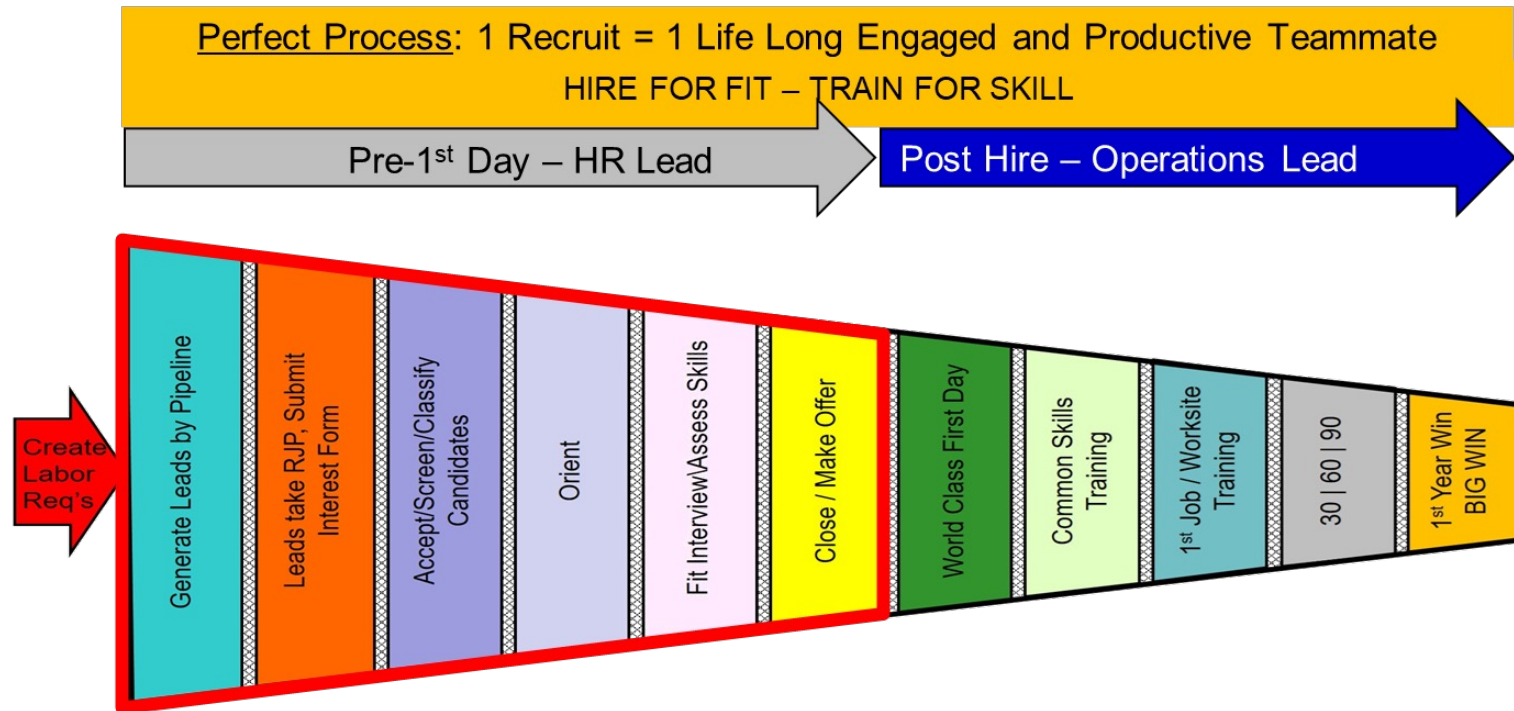




Best Practice Summary Assessment



- 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.





Reporting New Hire Data



In this section we will discuss...
What we need from you on New Hire data through July 2024





New Hire Reporting

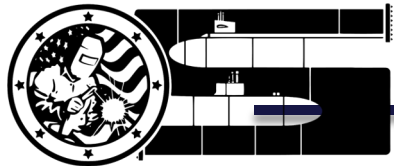


— For each new teammate, report...

- Pipeline they entered your system
- The number of accepted offers
- The number that started (1st day on the job)
- Monthly....
 - # Retained, or
 - # Departed

— Example:

- Welder 1
 - Pipeline: Parkway West
 - Accepted Offer - YES
 - Started - 15 May 2023
 - June 1 – Retained
 - July 1 – Retained
 - Aug 1 – Retained
 - Sep 1 – Departed (reason if known)





Road to Signing Day



**In this section we will discuss...
Everything about Signing Day**





Signing Day Video – Philly May 2021





Signing Day



– Day before...

- Rehearsal – June 19, 6:00 pm
 - US Navy, TMG, other key representatives

– Day of...

- Rehearsal – June 20, 2:00 pm – 2:45 pm
 - Employer, Training Provider, Guest Speakers
- Signing Day - June 20, 3:00 pm – 6:00 pm
 - Employers Senior Leader + others + new hires, Training Provider Representative, and Facilitator Representative
 - US Navy, Penn. State Leader,
- Reception – June 20, 6:00 pm – 8:00 pm
 - US Navy, Employers Senior Leader, Pipeline Partners, Facilitators, + others

Bring Your New Hires



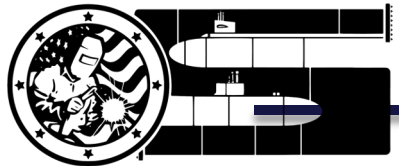


Signing Day: Employer Focus



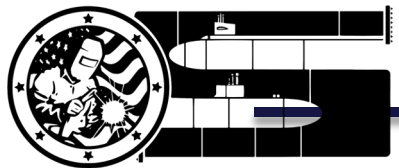
- Senior Leader of Organization will present
 - President, Plant Operations Manager, or equivalent
- Hiring: This year we are pleased to announce ____ Accepted Offers from the following Talent Pipelines:
 - Pipeline Name #1
 - Pipeline Name #n
- Training Providers: We want to Thank our Talent Pipeline Training Provider Partners:
 - Training Provider #1
 - Training Provider #n
- The Talent Pipeline Program helped our business by _____







Cohort 2





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 one of the Onboarding and Retention Workshops





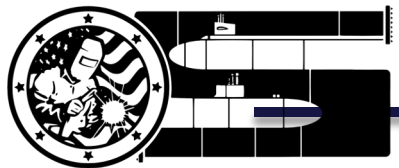
Core Outcome Metric

of EMPLOYERS with a reliable year over year Talent Acquisition and Retention Pipelines to run a better business and increase defense industrial capacity.



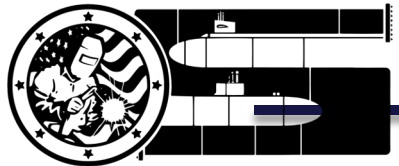


Why Won't This Work





Questions, Comments, Concerns?





WE are on a Mission!

1 Employer

1 Job

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

