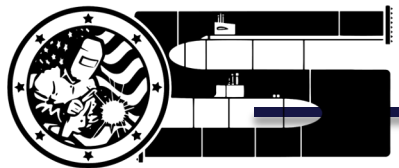# Talent Acquisition & Retention Workshop (Onboarding & Retention)

VINCE JORDAN

FEB 15, 2023

PITTSBURGH TECHNOLOGY COUNCIL

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
6. How Training Providers prepare Students for their 1ˢᵗ Day on the Job
7. Strategies to enhance employee engagement through Diversity & Inclusion
8. Expectations & Trust

Agenda

8. Tools to improve Engagement build Trust

9. Impact of Engagement on Productivity

10. Strategic Goal: Engaged Teams

11. Best Practice: Retention

12. Best Practice Employer Discussion
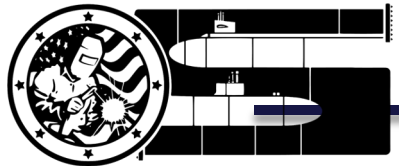
13. Reporting New Hire Data

14. The Road to Signing Day

Talent Pipeline Program and Flag Specific

Talent Pipeline Program

Pennsylvania Talent Pipeline Project

New England Flag
FY23

Pittsburgh Flag
FY22

Philly Flag
FY21

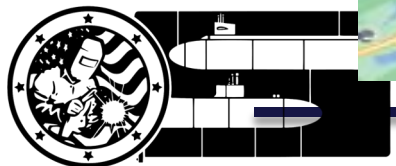Hampton Roads Flag
FY22

Virginia Talent Pipeline Project
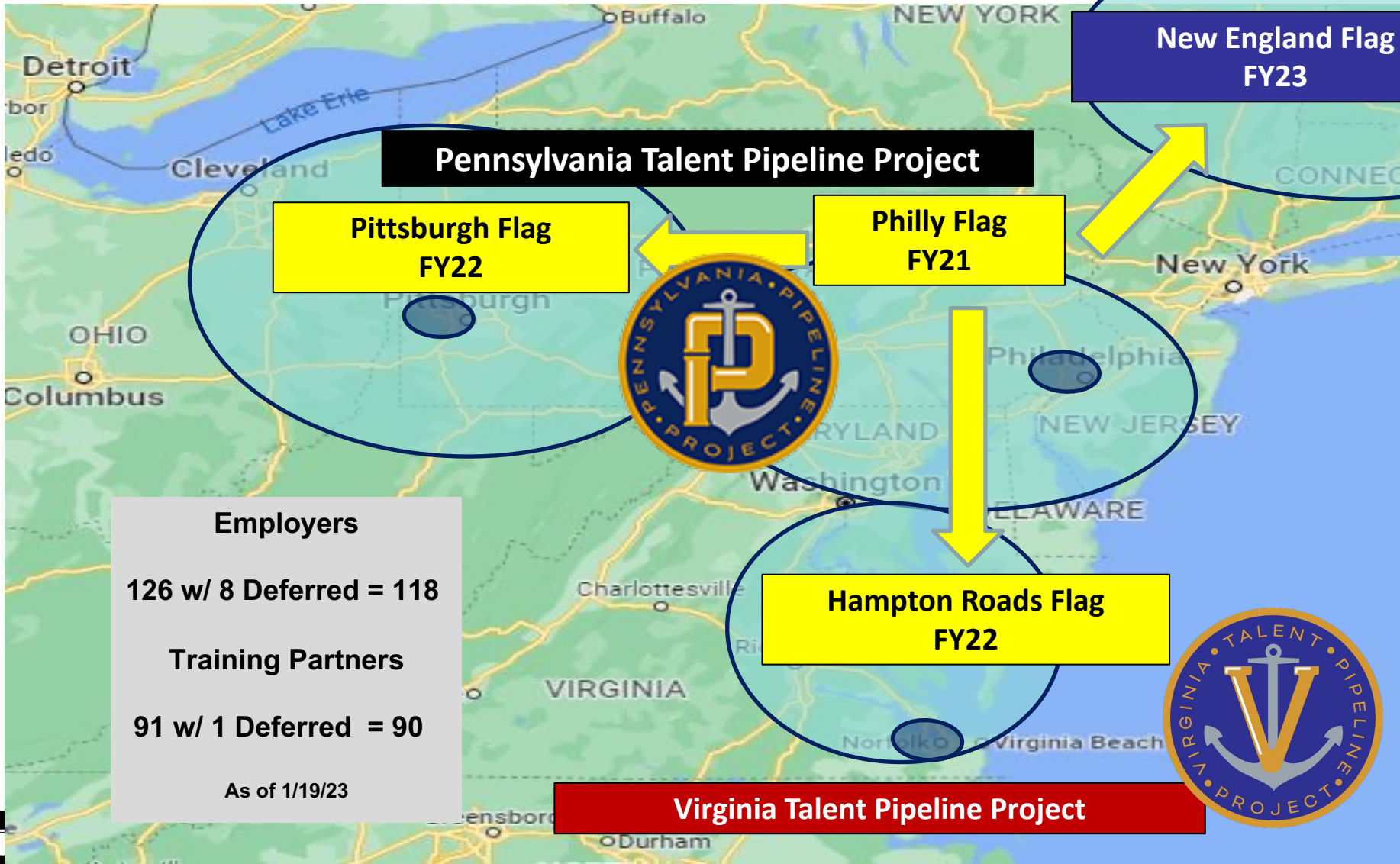
Employers

126 w/ 8 Deferred = 118

Training Partners

91 w/ 1 Deferred = 90

As of 1/19/23

2021-2023 Philly Pilot Retention Data

		Employer Performance	
Total Employers at 12/1/21	36	100% Retention/Lost 1	14/5
Deferred	4	In Control/In Discussion	8/2
Withdrew	1	Total	**27/29**
Without Accepted Offers	3		
With Accepted Offers	**28**	Talent Pipeline Performance:	
		CTE/Employee Referral	72%
# Accepted Offers	267		
# Started	259	Training Provider Performance:	
# Retained	175	Training Provider 100% Retention	16
# Departed	84	Lost 1	5
Retention Rate	68%	Total	**21/27**

Ave Days to Departure: 130
Ave Days in Job: 324
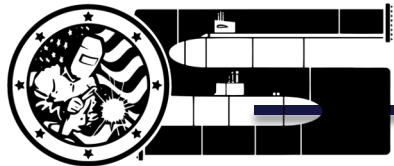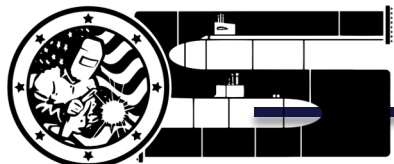
as of 01/31/23

Pittsburgh Flag Scorecard

EMPLOYERS		TRAINING PROVIDERS	
Goal: 30 | Actual: 32 | Deferred: 4		Actual: 17	
Demand Signal: 329 (previous 364)		Available Supply: 1258 (previous 1899)	
VSMA Complete: 26			
Training Provider Site Visits	71↑	Screened Candidates:	656↑
Offers	113↑	Employer Partner Site Visits	35↑
Hires	101↑	Offers	None Reported
Started First Day	85↑		

NAVSEA
NAVAL SEA SYSTEMS COMMAND

In this section we will discuss…

How's things are going with Partners in Recruiting and Hiring strategies.

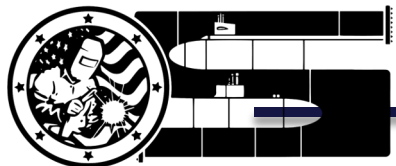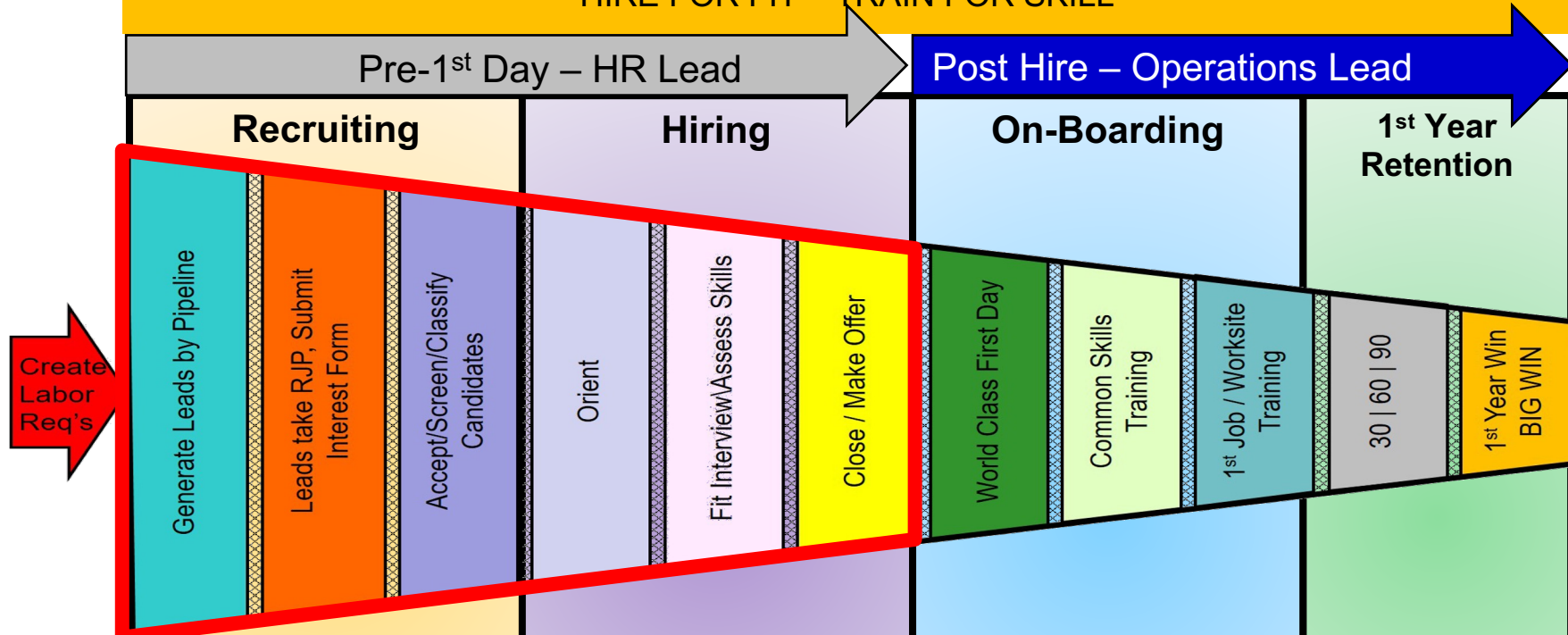**Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate**

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead

Post Hire – Operations Lead

Recruiting	Hiring	On-Boarding	1st Year Retention

Create Labor Req's

Generate Leads by Pipeline | Leads take RJP, Submit Interest Form | Accept/Screen/Classify Candidates | Orient | Fit Interview\Assess Skills | Close / Make Offer | World Class First Day | Common Skills Training | 1st Job / Worksite Training | 30 | 60 | 90 | 1st Year Win BIG WIN

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
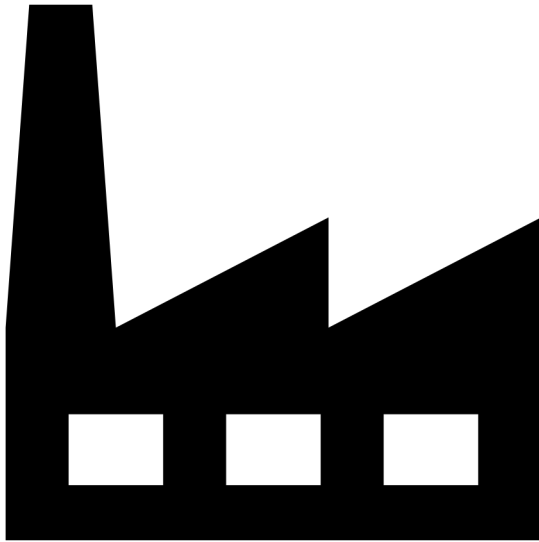10. 5th Metric "People" Scorecard Data Driven Program Management System

HOW'S IT GOING?

EMPLOYERS

TRAINING PROVIDERS
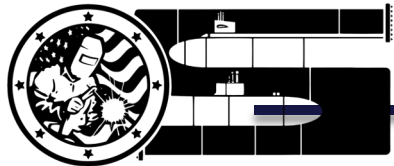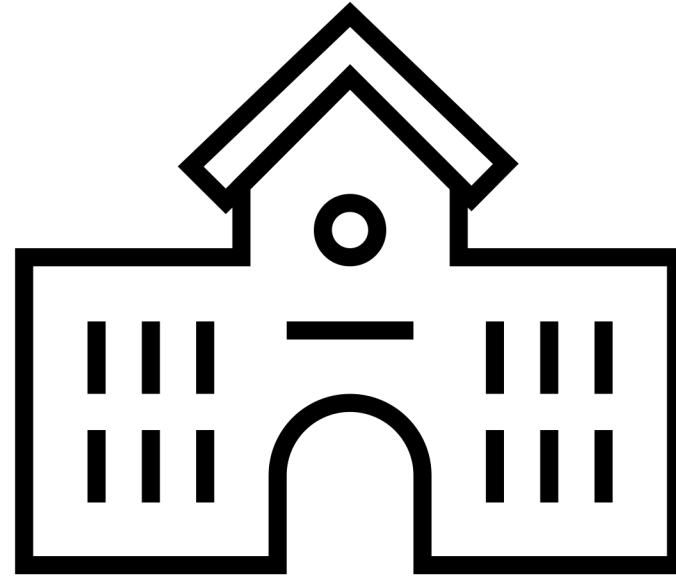
In this section we will cover…
Building a High-Performance Team
and
Heartbeat Leaders First
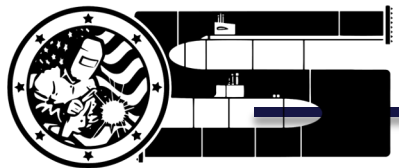
Trends and Observations

- "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

███████████████████ 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.

ENGAGED, DISENGAGED or ACTIVELY DISENGAGED?

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????

THE STRATEGY
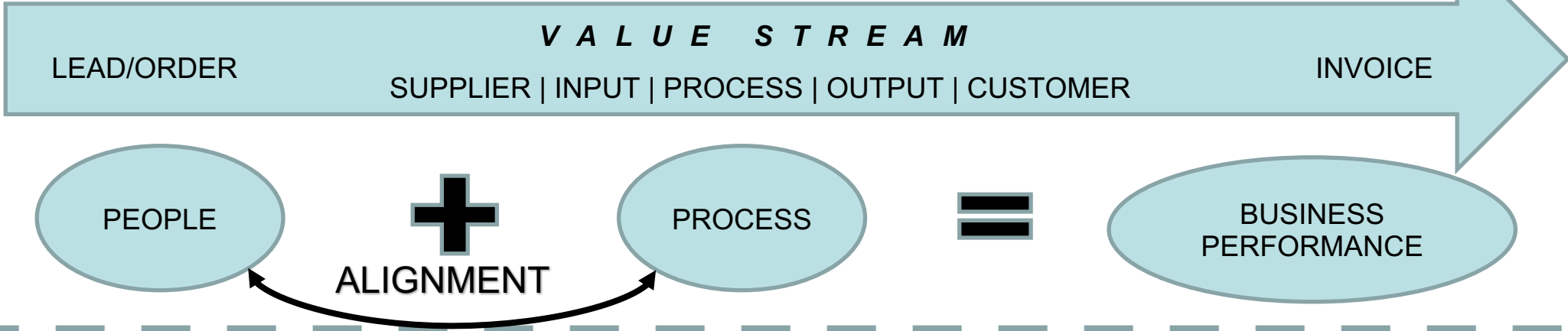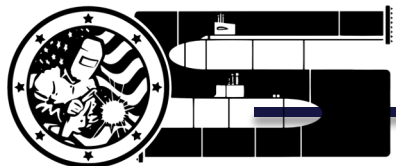
Are you running Your Business?
or
Is Your Business Running You?
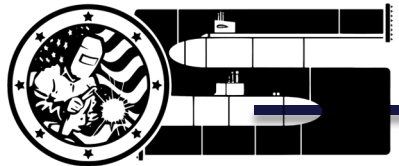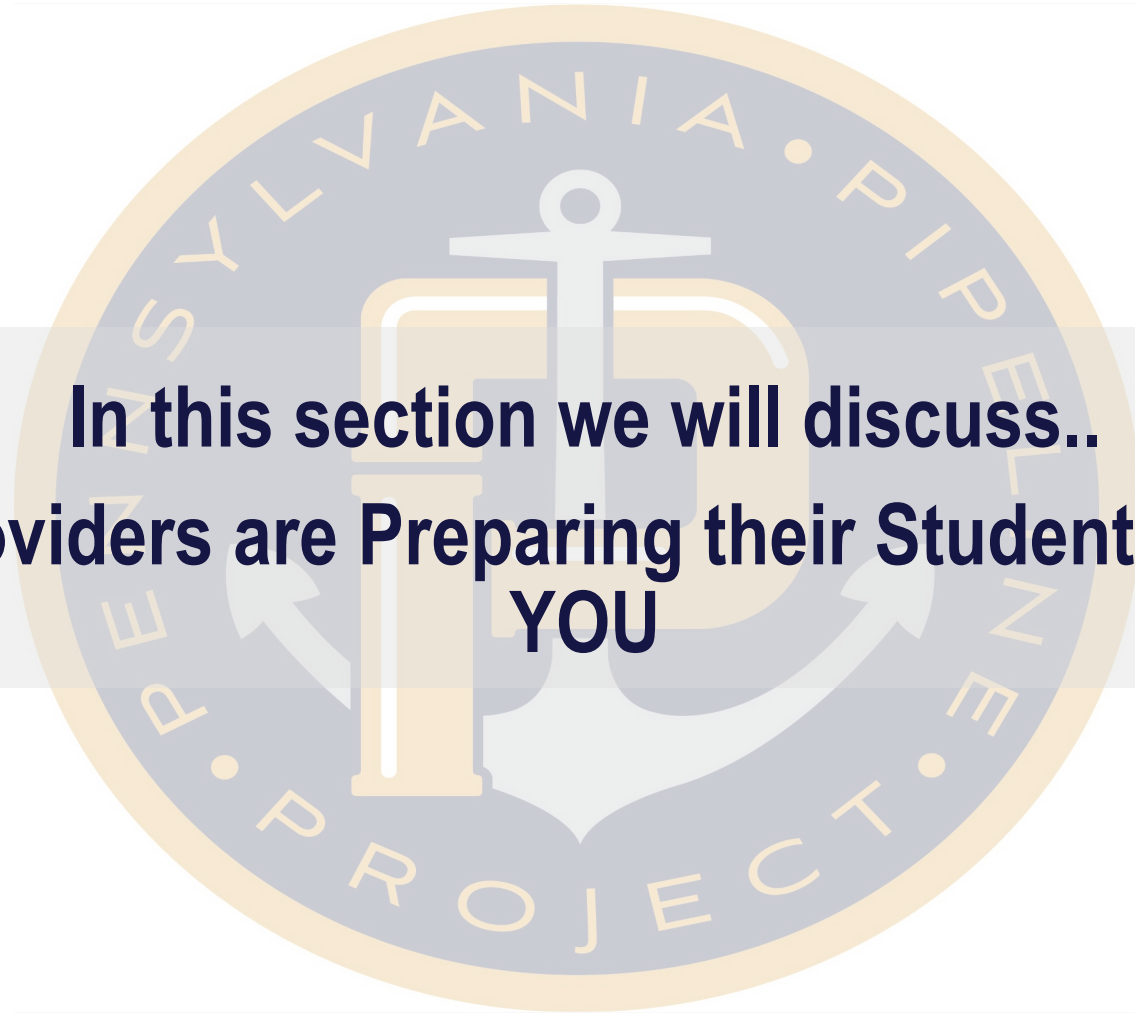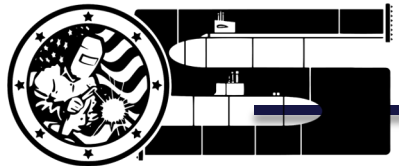
In this section we will discuss..

How Training Providers are Preparing their Students to Interview with YOU

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

Mock Interviews

- Utilize a different teacher or students in class to interview each other

- Provide student feedback that can be improved upon

- Highlight what student did well and one thing that they could work on

- Keep in mind- First Impressions make lasting Impressions

- Provide classroom time for practice-
    - Ex. Juniors can interview Seniors,
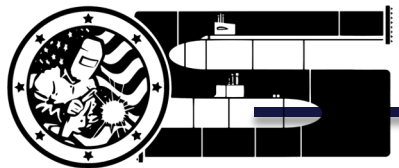
Importance- Treat it like a real interview; practical impact on students

- First Impressions COUNT!

- Increases student confidence

- Highlights what to expect/anticipate during interview

- Reduces Stress and anxiety

- Ensures student is familiar with process

Remind Students-

- Firm Handshake, Make Eye contact, Communicate effectively
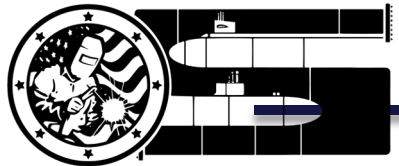
Be on time

– **Arrive 10-15 minutes earlier for your Interview,**

– **Check-In with front desk**

Be presentable

– **Clothes neat and clean, Business casual**

– **PPE and Safety Equipment**

▪ **(Ex. Weld Test, Shirt and Tie vs. Having PPE on hand to perform)**

Be prepared

– **Resume, Cover letter, References, PPE as needed**

– **Any additional documents they may have requested**

— Tell me about yourself?

— Tell me about a time where you had to overcome conflict ?

— What do you know about our company?

— What position are you looking to hold?

— Name a strength and weakness?

— Why should we hire you for our company?

— What skills do you possess that will help you in the position?

— Have you worked before?- Tell me about your work history?

— Do you have reliable transportation?

— Tell me about a challenge or conflict you've faced at work, and how you dealt with it.

— Where do you see yourself in five years?

— What's your dream job?

- **Can you tell me more about the day to day responsibilities of the position?**

- **What do you enjoy about working at company?**

- **What are the next steps in the interview process?**

- **What is the company culture like?**

- **What professional development opportunities are available?**

- **How many shifts are available to work? Opportunity for Overtime?**
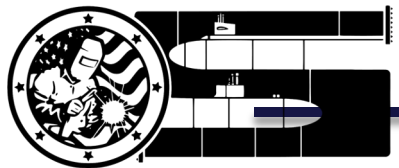
- **Thank Employer**

- **Ask for Business Card or an email so that you can follow up with Employer**

- **Send a Personalized Thank you note via email**
  - **Thank Employer for time and consideration**
  - **Send within 48 hours of interview**

NAVAL SEA SYSTEMS COMMAND

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

In this section we will discuss…
Closing, making the hire offer,
World class first day,
Common skills training, and
1st Job/Worksite training

Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate
HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead → **Post Hire – Operations Lead**

Recruiting	Hiring	On-Boarding	1st Year Retention

Create Labor Req's →

- Generate Leads by Pipeline
- Leads take RJP, Submit Interest Form
- Accept/Screen/Classify Candidates
- Orient
- Fit Interview\Assess Skills
- Close / Make Offer
- World Class First Day
- Common Skills Training
- 1st Job / Worksite Training
- 30 | 60 | 90
- 1st Year Win BIG WIN

Pipelines

1. Training Providers (CTE Programs, etc.)
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3. ATDM
4. College Departures
5. Adult Education
6. Temp Agencies
7. Social Medi
8. Recruiting Agencies
9. Military & Veterans
10. Employment Commissions
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12. Retiree's

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2. Internal Recruiter Training
3. Realistic Job Preview & Candidate Tracking System
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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

Divide into 2 groups
Group 1: Employers | Group 2: New Hires

Question: What does ONE GROUP want/expect from the OTHER GROUP during the ONBOARDING PROCESS?

5 minutes to brainstorm | 10 minutes to discuss

— **To know what is expected of them from the start**

— **The materials, equipment, and skills to do their work right**

— **The opportunity to do what they do best everyday**

— **To receive recognition or praise**

— **To feel that their Leader cares about them as a person**

— **The Encouragement to develop**

— **To feel they are part of the solution**

— **To understand and live the vision & mission**

— **To see and hear that others are engaged and focus on quality**

— **To feel they have a friend at work**

— **To be aligned with their leader**

— **To feel they can learn and grow**

Onboarding Process

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

Executive Summary:

Supplier	Input	Process	Output	Customer

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

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

Supporting Resources: What resources help

Onboarding Process

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

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

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

Supporting Resources: Candidate Tracking System

Discussion Points…

— **What are the things you are looking to accomplish during this phase of the process?**

— **How long does this generally take?**

— **Are there steps of this phase that are "legacy" steps and perhaps need a fresh review for efficacy?**

Onboarding Process

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

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

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

Supporting Resources: New Teammate Profile, WCFD Instructions and Agenda
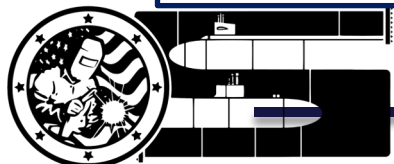
Purpose of World Class First Day

– A new hire's first day on the job is often accompanied by nerves and anxiety.

– Creating an effective new hire first-day experience can benefit employees and the company by making new hires feel comfortable.

– A great first day on the job sets the tone and prepares new hires for their role at the company.

– Inform new hire and bring them in as engaged employee

– Introductions and involvement of Senior Leadership to build relationship and trust in the organization

– Prepare new hire to be productive successful employees

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?**

Onboarding Process

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

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

Supplier	**I**nput	**P**rocess	**O**utput	**C**ustomer
New Teammate Senior Leaders Direct Leader HR	WCFD Agenda and Resources	World Class First Day	New Teammate Predisposed to become Engaged	Direct Leader Direct Team

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

Tools / Supporting Resources: World Class First Day Agenda, Script, Presentations and Materials, Expectations, L2 Power 9, Engagement Behaviors
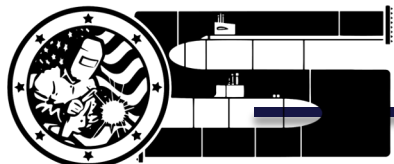
What do we want the new hire to understand within their first 24 hours with the company ?
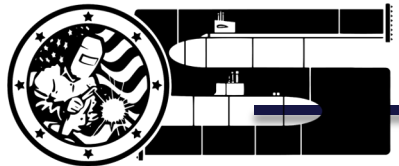
1. **Leader's expectations**
2. **What engagement is**
3. **The value stream (what we do and how we make money)**
4. **Their Team**
5. **Who their navigator is**
6. **How they fit on the team**
7. **How they can be successful in their first job**

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
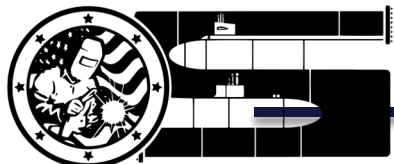
Onboarding Process

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

Supplier	**I**nput	**P**rocess	**O**utput	**C**ustomer
Instructors Direct Leaders HR / Training Mentor	Instruction Supporting Documents New Teammate	Common Skills Training	Trained New Teammate	Direct Leader Direct Team

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

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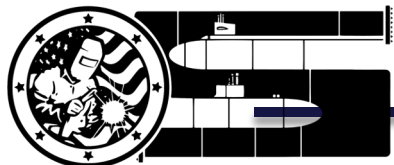
Common Skills Training Example

— **Phase 1:** Completed on WCFD

- **Safety:** Stop Buttons, Safety Bars, Light Curtains, Lock-Out/ Tag-Out Procedures, Rotating Equipment Vs. Use of Gloves, Special Fixtures, Safety Glasses & Other PPE, Fluid Leaks, Electrical Cords, Machine Malfunctions, Walkways, Accidents

- **First Line Quality Control:** What do you want the New Employee to be looking for on the first day? 8 Forms of Waste, Root Cause Analysis

- **Product Cleaning:** Basic description and instruction of cleaning tools and how to use them.

- **Packaging and Documentation:** Where the packaging requirements can be found, importance of correct labeling, and brief descriptions of the different forms used.

— **Phase 2:** Completed on Day 2

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

— **Phase 3:** Completed within 1st Week

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

— **Phase 4:** Completed within 1st 10 Days

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

Summary

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

— **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**
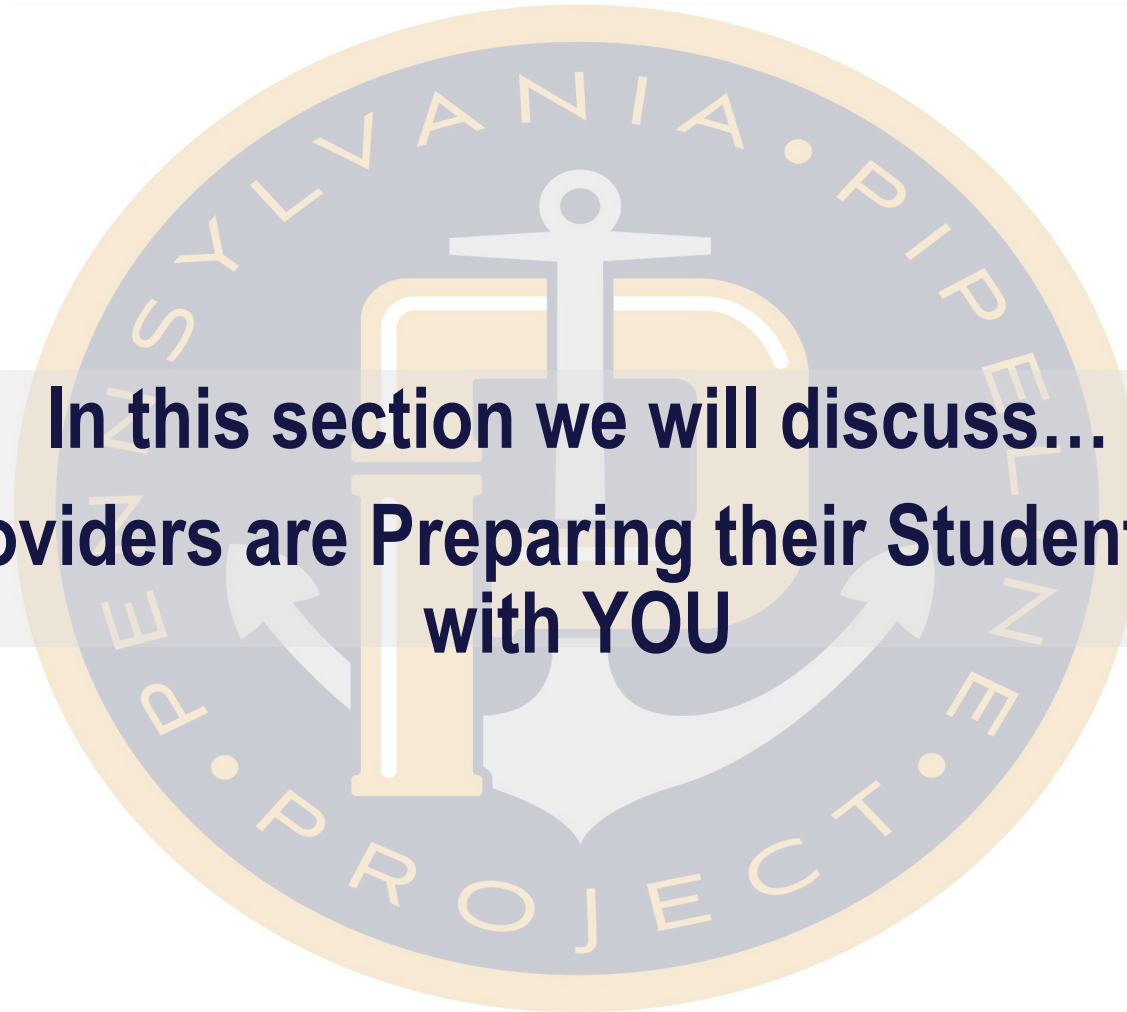
In this section we will discuss…

How Training Providers are Preparing their Students for their 1ˢᵗ Day with YOU

What steps are Training Providers taking to prepare students for their 1st Day?

– **What to Wear? What do you need to bring?**

- **Uniform, PPE and Safety equipment, Lunch, Schedule, Paperwork**

– **Researching the company online**

- **Know a few things about the Company- Motto, Product, Recent News event**
- **Student should know why they desire to work at company**
- **What does the student already know about the company?**
- **Demonstrate interest and enthusiasm about the company**

– **Remind student to practice the commute and know where they are going prior to interview**

- **Public Transportation OR Drop off at work**

What feedback would you want to provide to Training Providers about Preparing Students for the first day on the job?
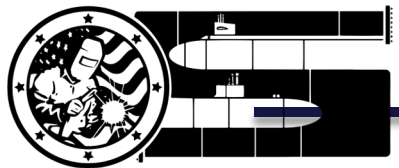
In this section we will discuss…

Improve engagement by valuing diversity and practicing inclusion

In this section we will discuss…

Leader to Led Linkage

Expectations,

And

Trust

Discussion points…

– **What expectations do the organization have?**

– **What expectations do our Teammates have?**

– **How do we ensure expectations are aligned?**
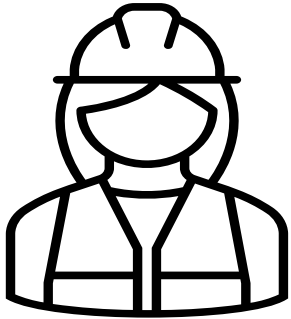
LEADER

Organizational Goals
- Cost
- Quality
- Schedule
- Safety

AUTHENTIC COMMUNICATION

GOAL ALIGNMENT

CLARITY

AWARENESS

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!
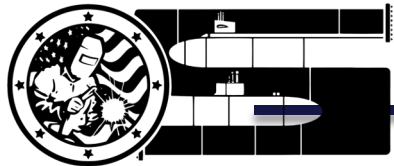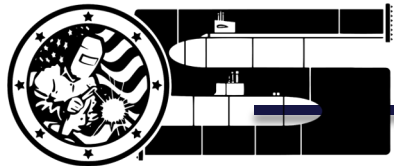
— **Goal Alignment comes from Clarity Expectations**

- ▪ **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.

	Ideas to get started
What do you expect from your leader?	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 early 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?
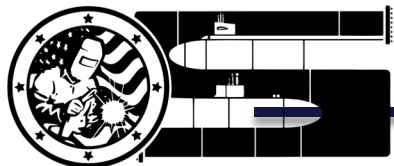
Earned or Given?

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 <u>Leader</u> and the <u>Led</u>

– <u>Trust</u> is a function of Situational Awareness and Instinct
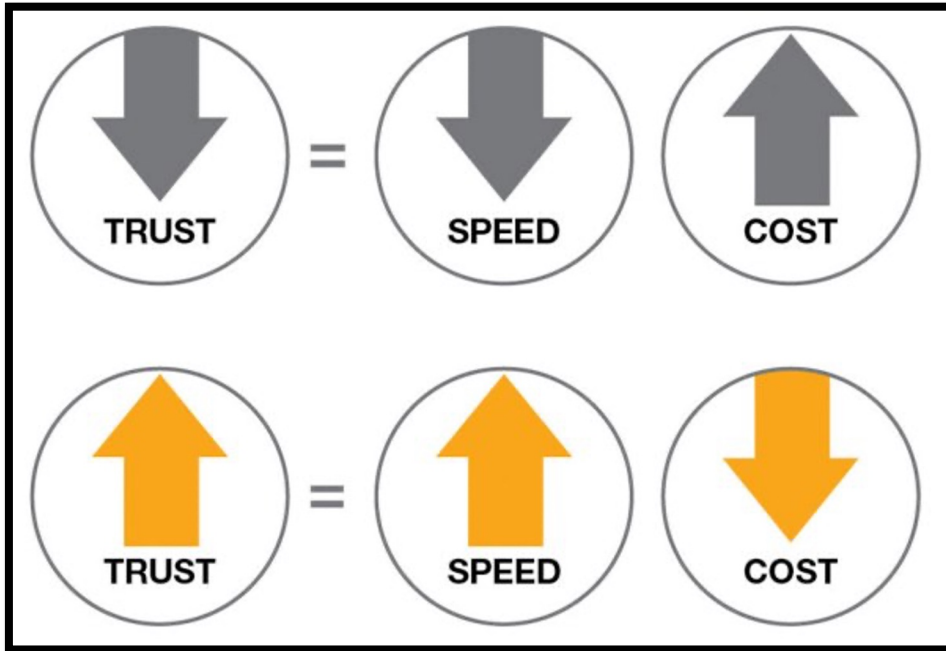
Take communication…In a high trust relationship, you can say the wrong thing and people will still get your meaning.

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.
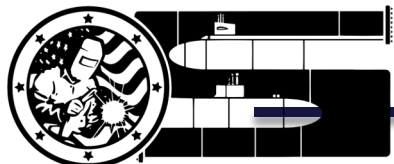
- The goal is to create organizational alignment
  - Led knows what Leader wants, Leader knows what Led wants

- Clarity of expectations builds trust

- Trust is GIVEN

- Where there is trust, Good Things follow

- COMMUNICATIONS is the KEY
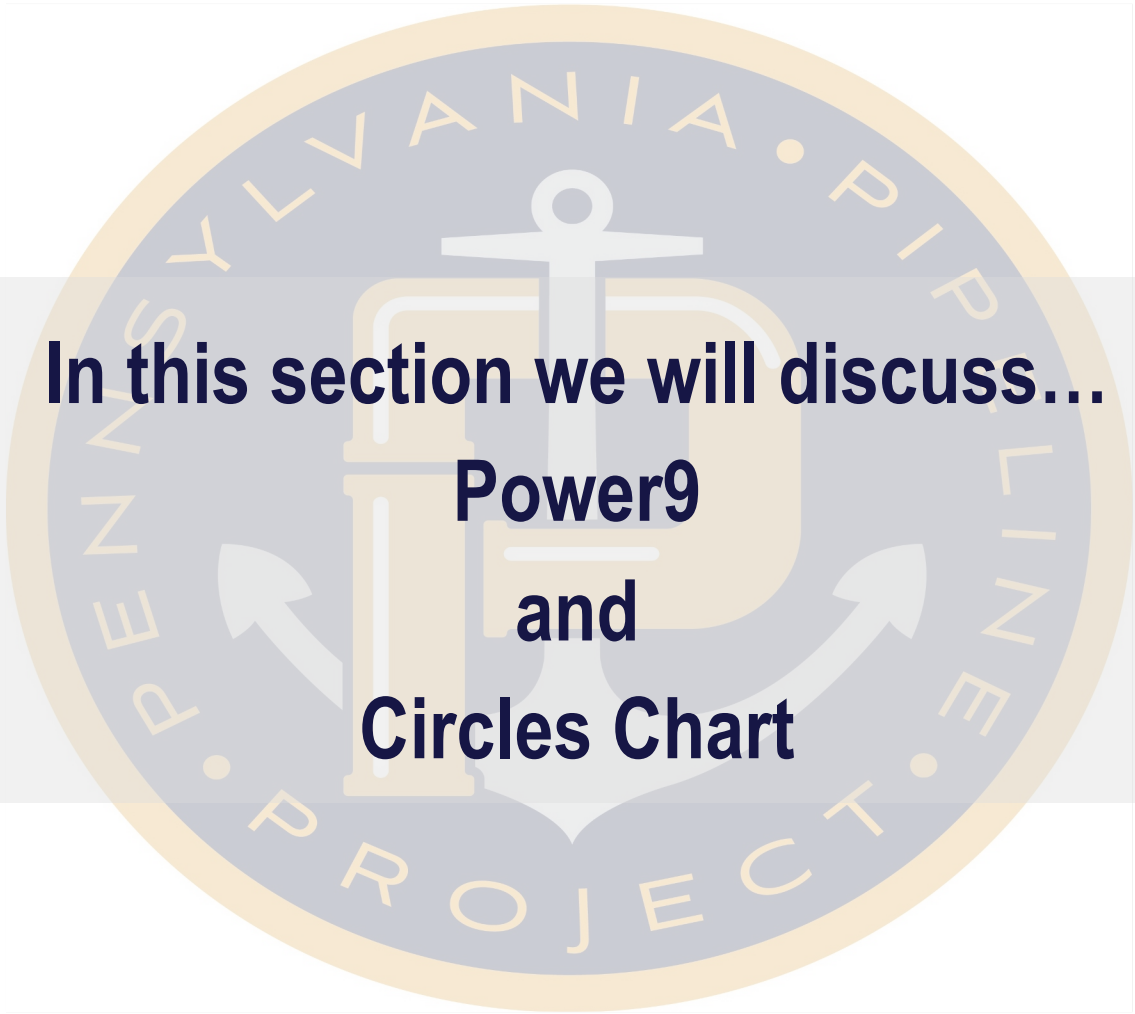
In this section we will discuss…

Power9

and

Circles Chart

What is the impact of ENGAGEMENT on Business Performance?

Why Do We Care About Engagement?

The Business Impact® - Highly Engaged Teams Perform Better
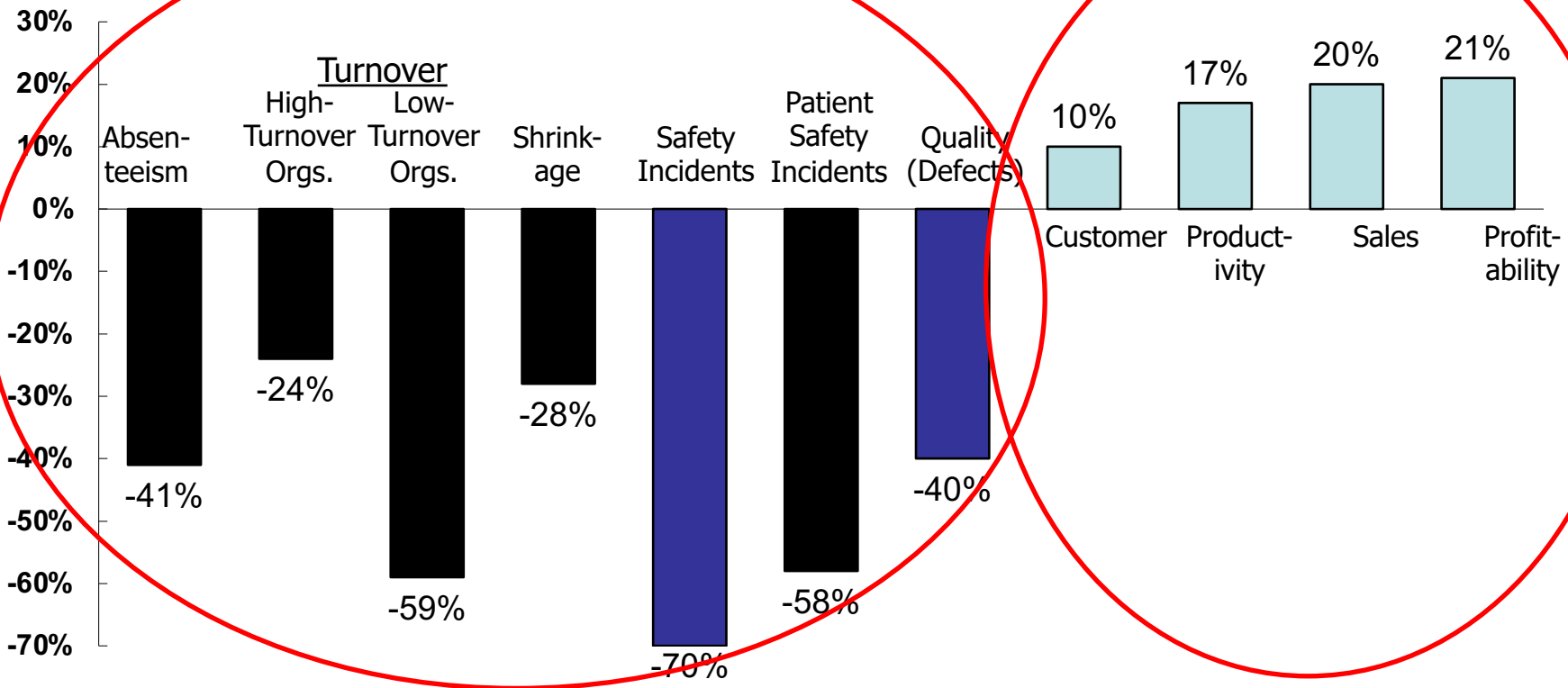
Business units in the top engagement quartile generate 40% fewer defects and have 70% fewer safety incidents than their bottom-quartile counterparts.

source © 2009, 2016 Gallup, Inc.

— **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**

— **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**

— **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**

1. Engaged
2. Disengaged
3. Actively Disengaged

— **Power9 Guide is a tool to ensure the Led has clarity**

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

— **Tool for Leaders to assess their team**

— **Used in conjunction with 5th Metric scorecard discussions**

TEAM:		
LEADER:		DATE:

ENGAGED	TEAM ROSTER	ACTIVELY DISENGAGED
Builders		**Cutters**
High Trust		Low Trust
Low Task Definition Needs		High Task Definition Needs
High Relationship Needs		Low Relationship Needs
Psychologically committed to the Company		Physically present but psychologically absent.
Consistent levels of HIGH performance		"What can I take" rather than "what can I give"
Innovative and a drive for efficiency		Share unhappiness about work with peers.
Intentionally build supportive relationships		"I'm OK but everyone else is not."
Clear about role outcomes expected.		Service prevention rather than service provision
Passionate, high energy, and enthusiastic		Not productive but always has excuses.
Never run out of things to do.		Inability to move from Problem to Solution
Loyal to workgroup and Company		Normal reaction starts with resistance.
Broaden what they do and build on it.		Low commitment to Company
Positive constructive criticism		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.

Situationally engaged

Summary

– These tools are only useful if they become an everyday part of the life of the leader

– The L2 Power9 are 9 powerful questions/statements that help provide clarity

– The Circles Chart is a visual aid for a leader to drive conversation with their Leader and seek help/support

In this section we will discuss…
Creating a system producing
Engaged Leaders and Teammates
focused on attaining consistent
Perfect Performance.

Who owns employee engagement?
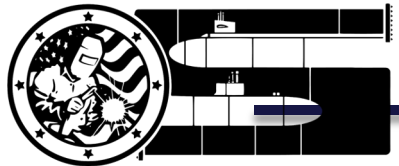
Developing an Engaged Team Strategy

– **Increase the Engaged Group**

– **Eliminate the Actively Disengaged Group**

Facts:

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

1. *New Employees* make a decision within first 48 - 72 hours from introduction to immediate supervisor.

2. *Dis-Engaged Employees* are those "…just putting in my time" but not actively doing harm. They may be Situationally Engaged. They can be influenced by Leaders and their Engaged Teammates.

Strategy:

–   Focus on the Disengaged to move them into the *Engaged Group* as quickly as possible.

–   What is your plan to create Engaged teammates? One at a time!

Who is your Most Engaged person on your Team?
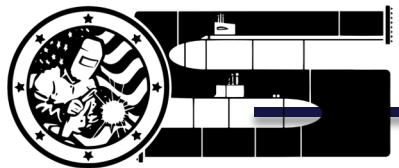
2021 Industry Overview
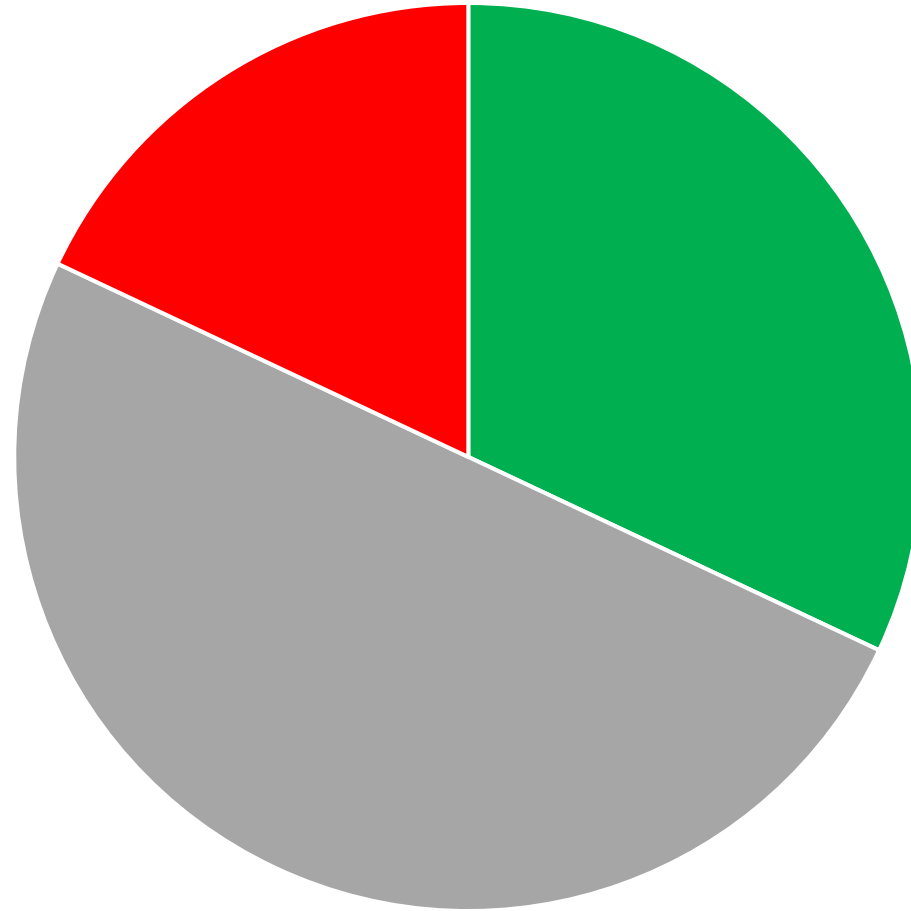
■ ENGAGED   ■ DISENGAGED   ■ ACTIVELY DISENGAGED   ■
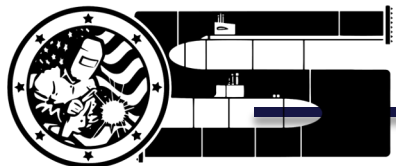
Source: Gallup

Opportunities for Improvement

25% of the working population are <u>ignored</u> by their supervisor
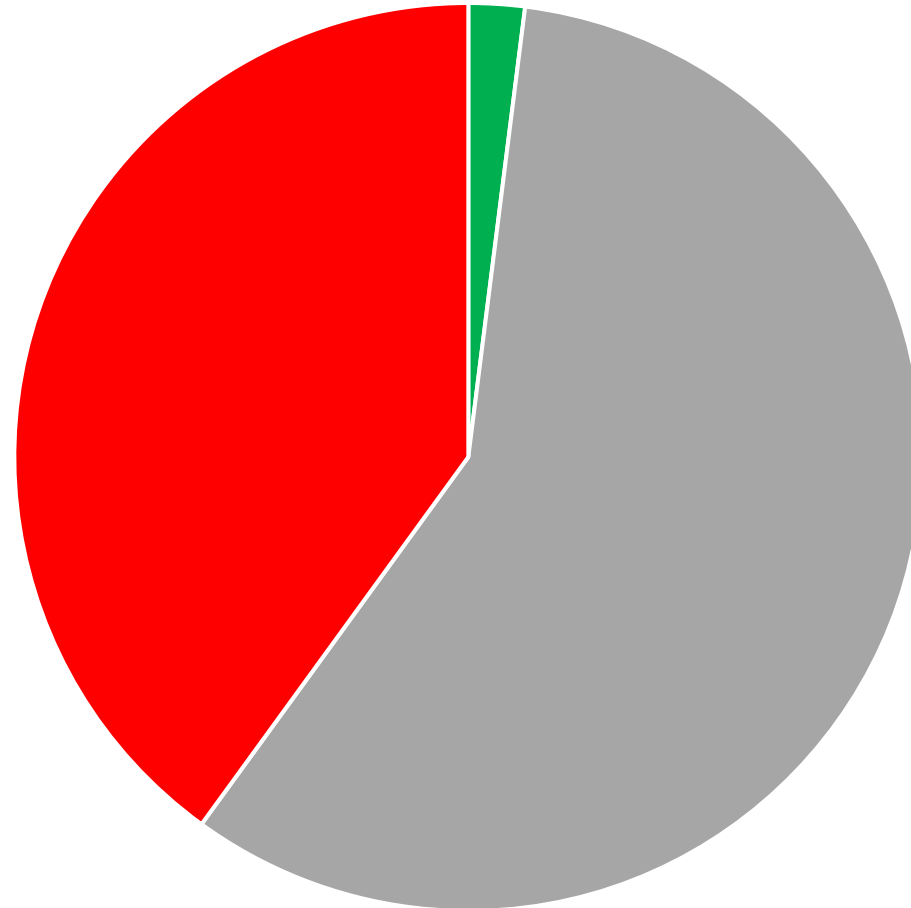
■ ENGAGED   ■ DISENGAGED   ■ ACTIVELY DISENGAGED ■

Source: Gallup

RETAIN by Continuous Goal Alignment
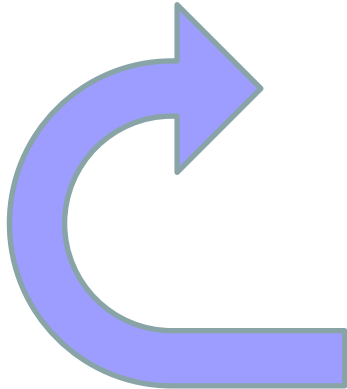
MOVE by High Touch/High Contact/High Communication and Deliberate Matching

Placed Outside of Team by Leveraging Normal Churn Opportunities

TEAM:

LEADER: | **DATE:**

ENGAGED	TEAM ROSTER	ACTIVELY DISENGAGED
Builders		*Cutters*

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
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

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.
Situationally engaged

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

Summary

– **Are YOU Engaged?**

– **Can we ever allow a <u>Leader</u> to be Disengaged or Actively Disengaged?**

– **Leaders OWN the engagement of their team.**

In this section we will discuss…

Navigator Check-ins,

30 | 60 | 90 Reviews,

and

1st Year Retention

Divide into 2 groups
Group 1: Employers | Group 2: New Hires

Question: What does ONE GROUP want/expect from the OTHER GROUP during the first few (12?) months of a new job?

5 minutes to brainstorm | 10 minutes to discuss

Who owns retention?

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

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead

Post Hire – Operations Lead

Recruiting	Hiring	On-Boarding	1st Year Retention

Create Labor Req's

Generate Leads by Pipeline

Leads take RJP, Submit Interest Form

Accept/Screen/Classify Candidates

Orient

Fit Interview\Assess Skills

Close / Make Offer

World Class First Day

Common Skills Training

1st Job / Worksite Training

30 | 60 | 90

1st Year Win BIG WIN
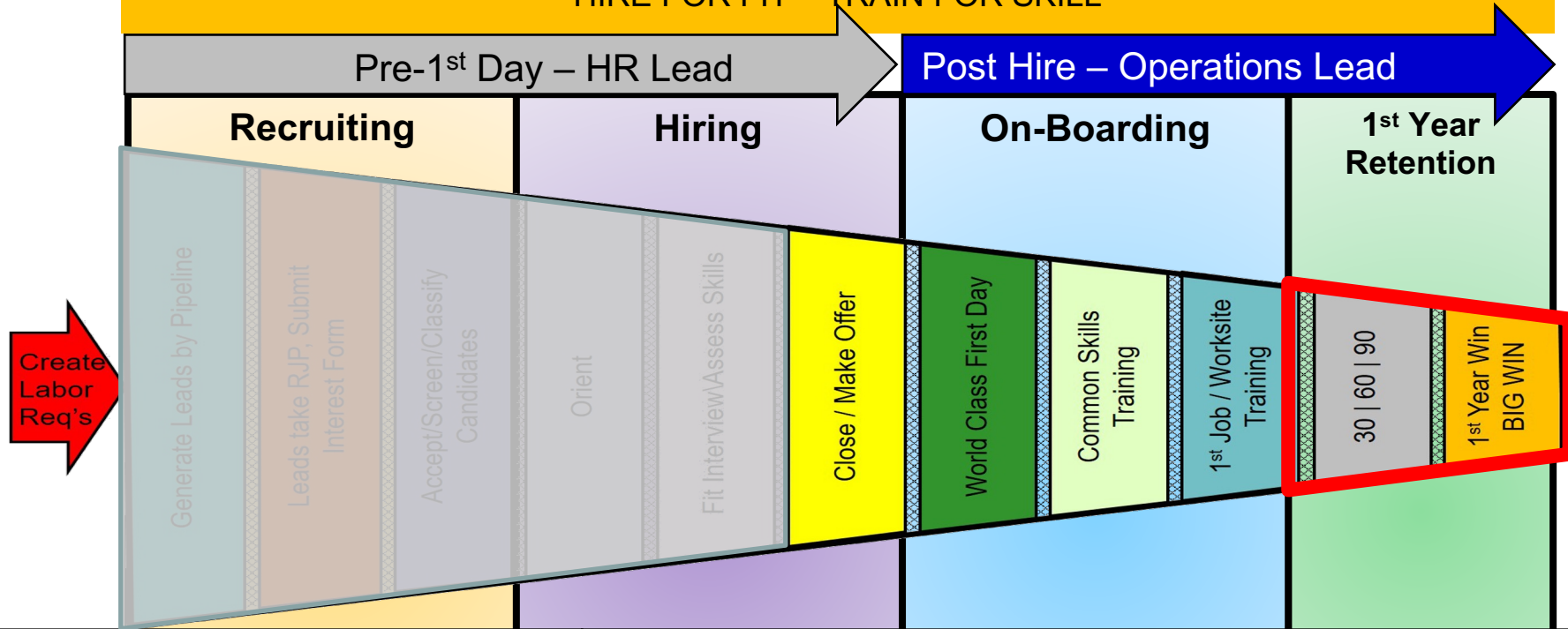
Pipelines

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

Tools

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

Value Stream

Lead/Order

Invoice

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

Alignment
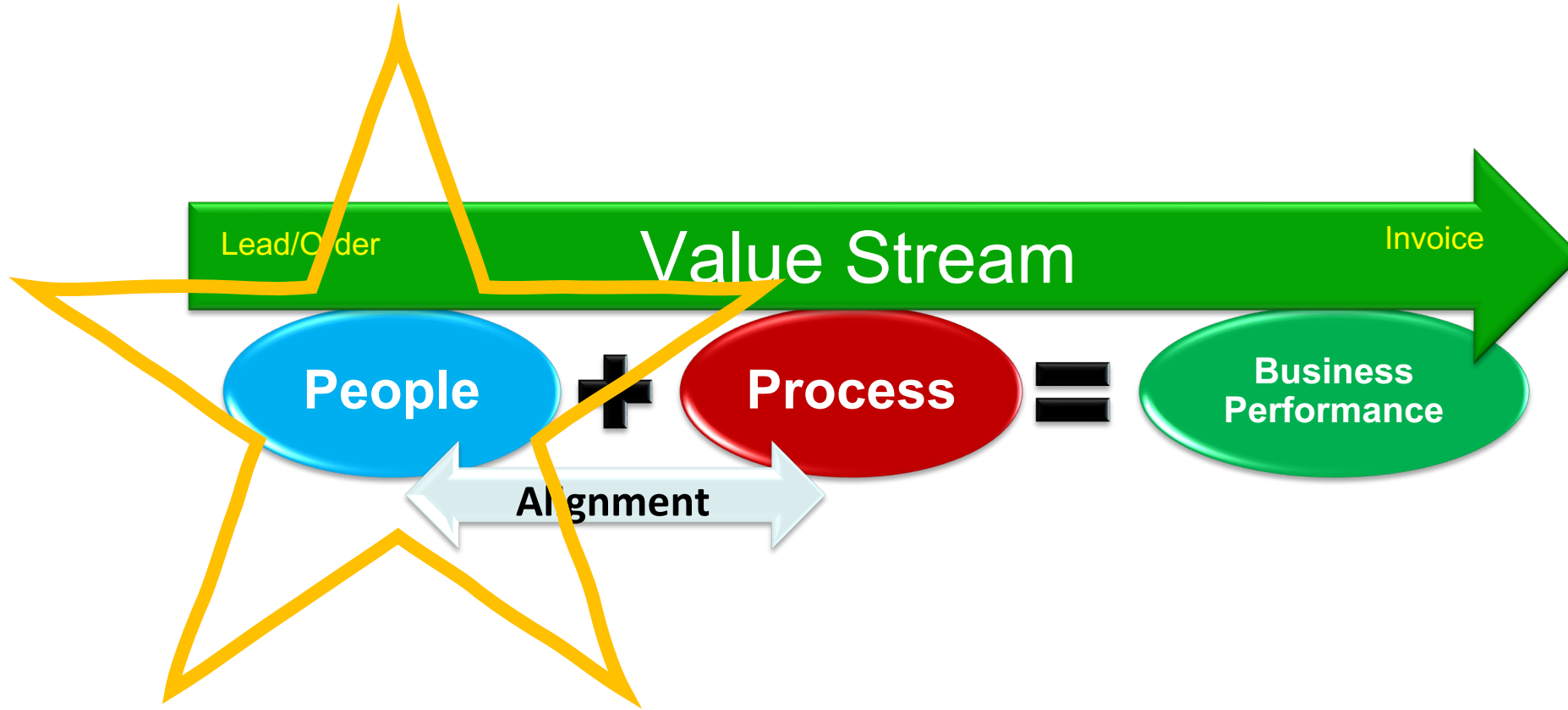
How do we measure and communicate?

Retention Process

Pre-Hire Screening → Preboarding → World Class First Day → Common Skills Training → **Navigator Check In's** → 30-60-90 → 1st Year Retention
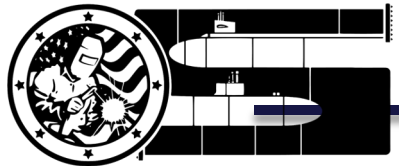
Executive Summary: The objectives of Navigator Check In's are early risk identification, leader feedback validation, and to provide a 3rd party outlet to encourage candid feedback on the process. The New Teammate Navigator should be someone outside the direct chain of command and completed at the end of Week's 1, 3 and 5.

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

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

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

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?

Retention Process

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

Executive Summary: The objectives of the 30-60-90 Day Fit and Skills Review are to provide and solicit constructive feedback, foster engaged Leader to Led relationships and identify areas of risk and align resources to mitigate risk. Fit and Skills Review is focused on Performance Habits, Work Habits and Productivity

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

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

Tools / Supporting Resources: Fit and Skills Review

Measuring & Giving Feedback

■ Performance   ■ Work Habits   ■ Productivity

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

Work Habits	Review Period				
Demonstrates respect for other employees. *Shows courteous regards for others.*	**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. *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.*	**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 *Demonstrate consistent, reliable performance and behavior.*	**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 *Do what needs to be done without prompting.*	**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

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

30-60-90 REVIEW Example – Productivity

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

NS – Needs Supervision (Disengaged)
WI – Works Independently (Engaged)
CT – Can Teach Others (Engaged)
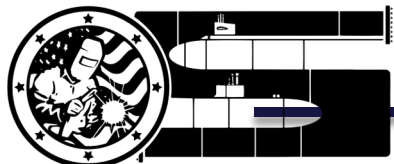
Retention Process

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

Supplier	**I**nput	**P**rocess	**O**utput	**C**ustomer
Direct Leader Leader's Leader Senior Leaders HR/Training	5th Metric Scorecard	1st Year Retention Monthly 5th Metric Discussions	Informed Data Driven Decisions	The Organization

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

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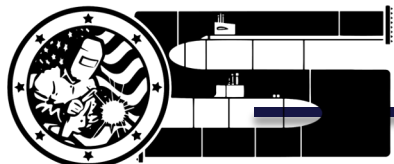
5th Metric Scorecard

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

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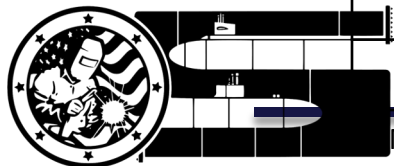
Monthly 5ᵗʰ Metric Reporting

- **Week 1:**
  - **1ˢᵗ Line Leaders to Supervisors**

- **Week 2:**
  - **Supervisors to Managers**

- **Week 3:**
  - **Managers to Executive Leadership Team via Monthly 5MSC Meeting**

Summary

```
Pre-Hire Screening  →  Preboarding  →  World Class First Day  →  Common Skills Training  →  [ Navigator Check In's  →  30-60-90  →  1st Year Retention ]
```
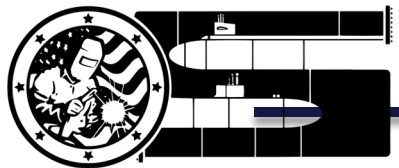
– **Leaders OWN retention**

– **Goal is to build ENGAGEMENT which leads to PERFORMANCE**

– **Communication is the key to success**

– **Requires application of consistent leadership tools and processes**

In this section we will discuss…

How Best Practice Employers are improving their TA&R systems
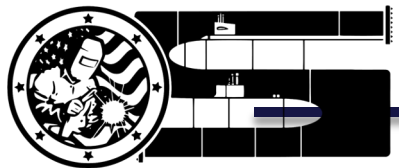
— **Fairlead**

— **Kingsbury**

— **AT&F**

— **Cleveland Cliffs**

— **Advex**

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

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

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead → Post Hire – Operations Lead →

Create Labor Req's →

Generate Leads by Pipeline | Leads take RJP, Submit Interest Form | Accept/Screen/Classify Candidates | Orient | Fit Interview Assess Skills | Close / Make Offer | World Class First Day | Common Skills Training | 1st Job / Worksite Training | 30 | 60 | 90 | 1st Year Win BIG WIN

Fairlead December 2022

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

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

Kingsbury December 2022

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

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

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

Pipelines Using

Pipelines Using		Tools			
1. CTE Programs (HS & CC)		1. TA&R VSM/PIP	Complete	6. World Class First Day	Mar
* Peninsula Community College		2. Realistic Job Preview &	Complete	7. Common Skills Training	Feb
* GLS		3. Recruiting Training	Complete	8. Leader New Hire Retention	Complete
2. Employee Referral Program		4. Recruiting & Offer Day/New	Feb	9. 30-60-90 day & 1 Year	Mar
6. Social Media		5. Behavioral Based "Fit"	Complete	10. 5th Metric "People"	Complete
8. Military & Veterans					

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

Cleveland Cliffs January 2023

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

Pipelines Using			Tools				
1. CTE Programs (HS & CC)			1. TA&R VSM/PIP	Complete	6. World Class First Day	Mar	
2. Employee Referral Program			2. Realistic Job Preview &	Feb	7. Common Skills Training	Feb	
6. Social Media			3. Recruiting Training	Feb	8. Leader New Hire Retention	Complate	
8. Military & Veterans			4. Recruiting & Offer Day/New	Mar	9. 30-60-90 day & 1 Year	Apr	
			5. Behavioral Based "Fit"	Feb	10. 5th Metric "People"	Complete	

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

AT&F January 2023

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	106	108												
Total Hires	57													
Total Terminations	55													
Ending Headcount	108													
Demand		21												21
# RJP Views														0
# Interested														0
# Invited to RD / Invited to Interview														0
# Scheduled and/or Attended RD / Interview														0
# Interviewed														0
# Conditional Offers														0
# of Offers Accepted														0
# Attended Kingsbury First Day														0
# Completed Week 1														0
# 30 Days														0
# 60 Days														0
# 90 Days														0
# 180 Days														0
# Retained 1 Year														0
												Retained		

Pipelines Using		Tools			
1. CTE Programs (HS & CC)		1. TA&R VSM/PIP	Complete	6. World Class First Day	Mar
2. Employee Referral Program		2. Realistic Job Preview &	Feb	7. Common Skills Training	Feb
6. Social Media		3. Recruiting Training	Feb	8. Leader New Hire Retention	Complate
8. Military & Veterans		4. Recruiting & Offer Day/New	Mar	9. 30-60-90 day & 1 Year	Apr
		5. Behavioral Based "Fit"	Feb	10. 5th Metric "People"	Complete

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

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?
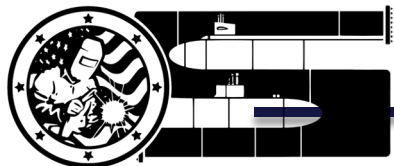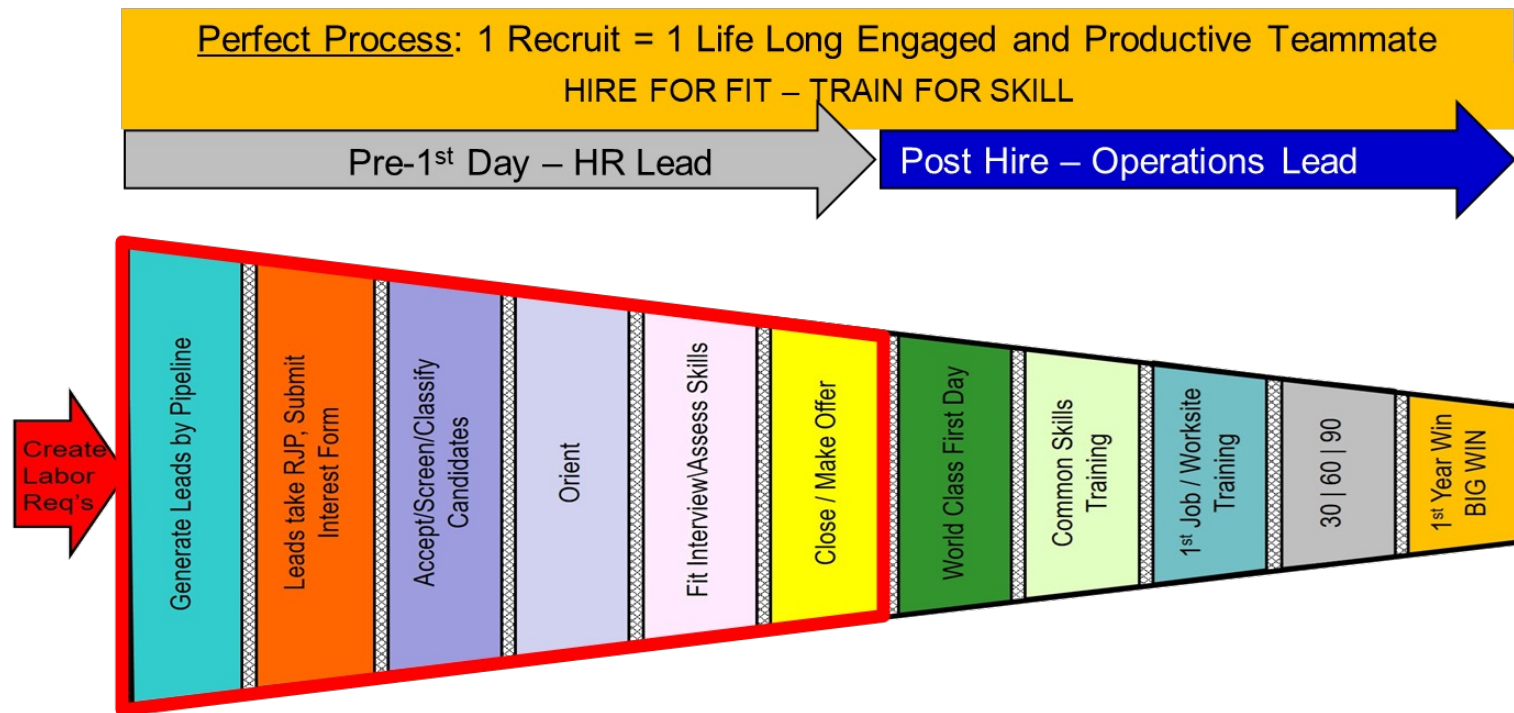
– How is it helping you be a better company?

– **Data speaks volume's – you just have to listen.**

– **The process works – you just have to follow it.**

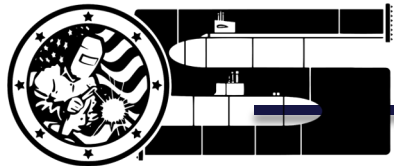– **The more leadership is involved, the greater likelihood of success.**

Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate
HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead | Post Hire – Operations Lead

Create Labor Req's → Generate Leads by Pipeline | Leads take RJP, Submit Interest Form | Accept/Screen/Classify Candidates | Orient | Fit Interview\Assess Skills | Close / Make Offer | World Class First Day | Common Skills Training | 1st Job / Worksite Training | 30 | 60 | 90 | 1st Year Win BIG WIN

In this section we will discuss…

What we need from you on New Hire data through July 2024

New Hire Reporting

— **For <u>each new teammate</u>, 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)

In this section we will discuss…
Employer expectations
and
Training Provider expectations

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 + others

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** _____

– **We will select one representative from our Training Provider Team to represent the group**

- **Principal, School Administrator, etc.**

In Closing…
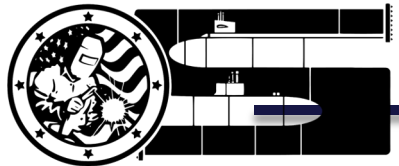
– **Understand the realities of your specific challenges**

– **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**

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

Leadership
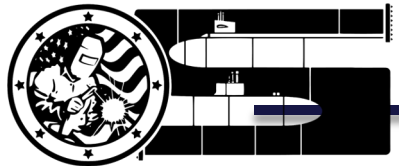
– **Wants to Lead**

– **Demands to be held Accountable**

– **Is Engaged**

– **Knows what Right Looks Like**

– **Has a Leader who will help them become a High Performer**
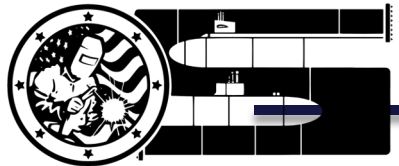
– **Plays to Win Everyday!**

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.
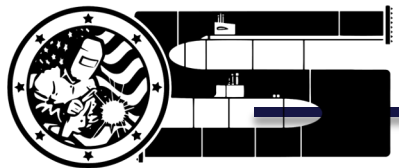
Why Won't This Work

Questions, Comments, Concerns?

WE are on a Mission!

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