



# Talent Acquisition & Retention Workshop (Recruiting & Hiring)



*Presented by:* **Vince Jordan & Joe Barto, IV**  
**Marriott North Pittsburgh**  
**Cranberry Twp**

**August 23, 2022**





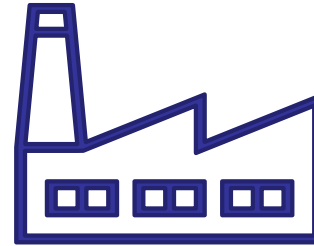
## Agenda AM



**8:00 – 8:30 Introduction - Flag Specific**

**8:30 – 12:00 Employer Focus**

- Why is talent acquisition and retention so hard?
- What does right look like?
- Key Performance Metrics
- Branding
- Pipelines
- Tools
- TA&R Roles & Responsibilities



**12:00 – 1:00 Working Lunch - Flag Specific Facilitator/Other Presentations**





## Agenda PM



### 1:00 – 2:00 CTE Focus

- Supply Side Candidate Pool Characteristics and Profiles
- Roles and Responsibilities



### 2:00 – 4:00

- A Systems Approach to Talent Acquisition and Retention
- Requesting Individual Coaching Process: How do you request support?
- Path Forward and Closing Comments
- Attendee Sharing & Open Discussion





# Introductions

*Presented by:*





# Let's Break The Ice





## The Mission



**The Mid Atlantic Submarine Talent (MAST) Pipeline Program TEAM will energize and engage the Mid Atlantic Region economy by creating and sustaining a maritime and defense industrial base focused talent pipeline that enables EMPLOYERS to re-capitalize their workforce through recruiting, hiring, training, and retaining skilled workforce members with critical trade skills for 1-year as productive and engaged new employees.**





# Concept of Operations and Major Milestones



## Year 1

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

## Year 2 (plus)

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





May 25th, 2022, Signing Day



# PENNSYLVANIA TALENT PIPELINE PROJECT

## SIGNING DAY HIGHLIGHTS

MAY 25, 2022 | 5:00 PM  
INDEPENDENCE SEAPORT MUSEUM  
PHILADELPHIA, PA



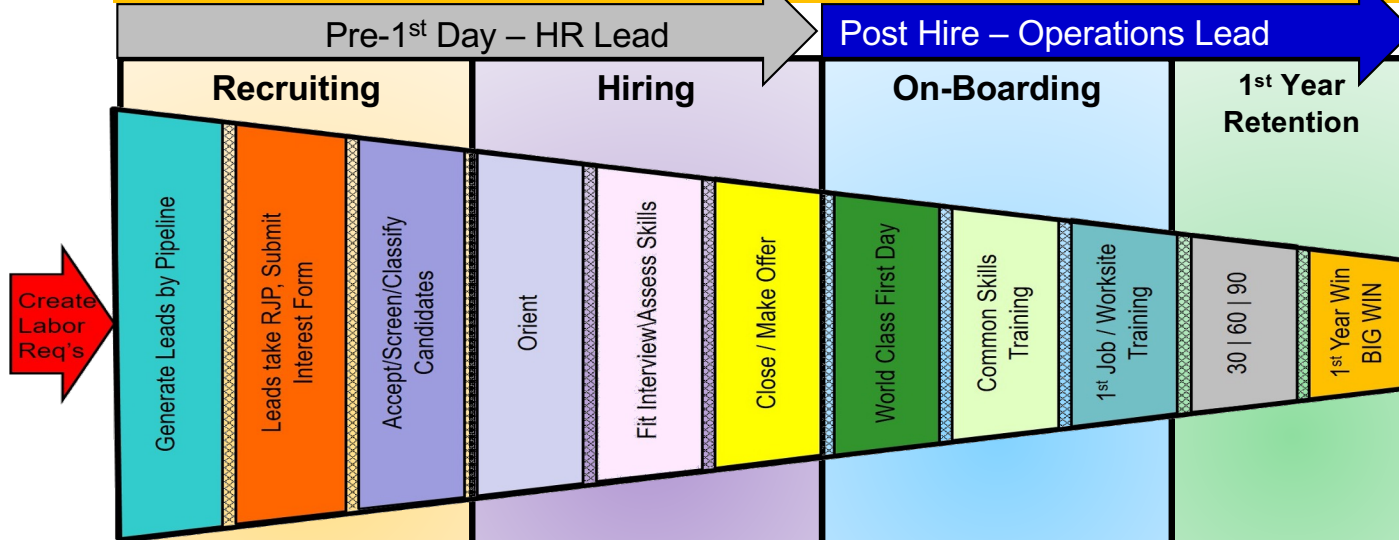




# Best Practice Talent Acquisition & Retention (TA&R) System



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



Pre-1<sup>st</sup> Day – HR Lead

Post Hire – Operations Lead

## Pipelines

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. CTE Programs (HS &amp; CC)</li> <li>2. Employee Referral Program</li> <li>3. College Departures</li> <li>4. Adult Education</li> <li>5. Temp Agencies</li> </ol> | <ol style="list-style-type: none"> <li>6. Social Media</li> <li>7. Recruiting Agencies</li> <li>8. Military &amp; Veterans</li> <li>9. Employment Commissions</li> <li>10. Recovered/Returns</li> </ol> |
|--|---|

## Tools

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. TA&amp;R Value Stream Mapping and Performance Improvement Plan Development</li> <li>2. Realistic Job Preview &amp; Candidate Tracking System</li> <li>3. Recruiting &amp; Offer Day/New Hire Orientation</li> <li>4. Behavioral Based "Fit" Interviews</li> <li>5. World Class First Day</li> </ol> | <ol style="list-style-type: none"> <li>6. Common Skills Training</li> <li>7. Leader Training</li> <li>8. 30-60-90 day &amp; 1 Year Fit/Skills Assessment</li> <li>9. 5th Metric "People" Scorecard Data Driven Program Management System</li> </ol> |
|---|---|





# Program Participant Support Services



**New Partner (Employer, CTE Program, Facilitator) Identification, Recruiting, & Assessment**



**Partner Coaching as requested**



**Monthly All Hands Information and Best Practice Sharing**



**Talent Acquisition & Retention Training Workshops**



**Individual Employer & CTE Program Talent Acquisition & Retention System Support**



**Best Practice Model Development and Integration into Talent Acquisition and Retention Training**



**Program Management, Industry Engagement & Strategic Planning**





# Pittsburgh Flag Major 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 24, 2023: Pittsburgh Region Workforce “Signing Day”**

## Year 2:

July 19, 2023: Cohort 2 (2022 - 2024) New Participant (Employers, CTE Programs, Facilitators) Orientation

**\*September 2, 2023: Cohort 2 Pittsburgh Region Workforce Employer/CTE Program Kick Off Meeting & “Matching” & Program Review**

**\*January 24, 2024: Cohort 2 Mid-Year Pittsburgh Region Workforce Program Review**

**\*June 22, 2024: Cohort 2 Pittsburgh Region Workforce “Signing Day”**

December 2024: Cohort 1 (2021-2023) Report Out at New Hires 1<sup>st</sup> Year Work Anniversary

January 22, 2025: Cohort 1 Employer-New Hire 1<sup>st</sup> Year Anniversary Recognition Ceremony

\* Indicates Major Program Review & All Hands Meeting





## Core Outcome Metric

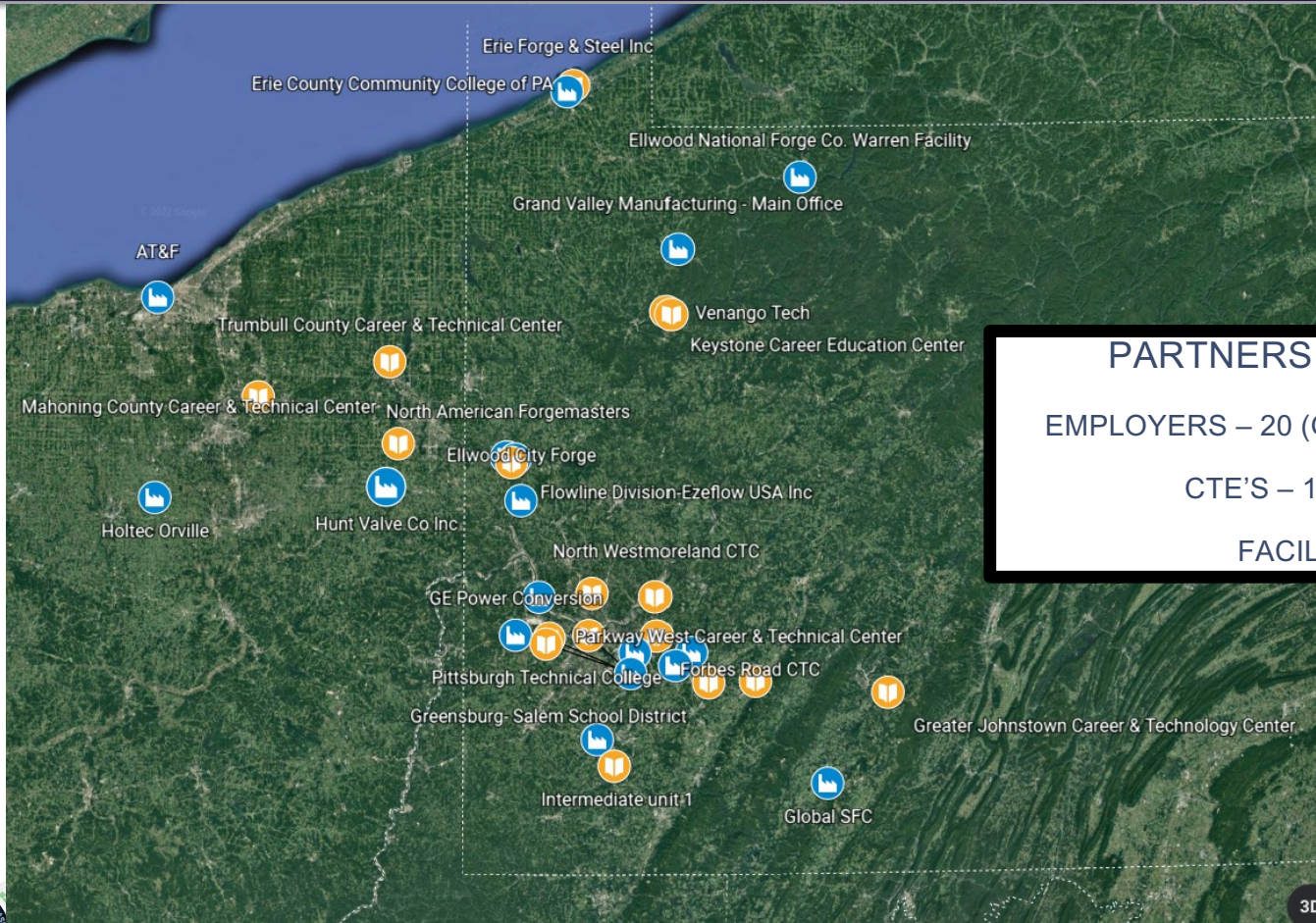


**# of EMPLOYERS with a reliable year over year Talent Acquisition and Retention Pipelines to run a better business and increase defense industrial capacity.**





# Partner Map



**PARTNERS AS OF 08/23/2022**  
 EMPLOYERS – 20 (GOAL – 30) | DEMAND – 109  
 CTE'S – 18 | SUPPLY - TBD  
 FACILITATORS - 18





## Employers - Assess Your System



RECRUITING	HIRING	ONBOARDING	RETENTION

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





# CTE's - Assess Your System



CANDIDATE SCREENING	EMPLOYER CLASSROOM VISITS	EMPLOYER ON-SITE VISITS (FIELD TRIPS)	APPLICATION / INTERVIEW PREP	CANDIDATE EMPLOYMENT TRACKING

- As we move through the program today, complete the handout for your organization.
- In each major element of the TA&R system, rate your organization:
  - 1. Performing well. Our system is optimally performing and meeting or exceeding our needs and expectations
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**We help Leaders who WANT to Lead;  
Lead a High-Performance Team...**

**We Give You the Courage to Lead**

***We are a Program of YES***

**If you want help and are willing to do  
something different in our Talent  
Acquisition and Retention System to  
improve your production capacity for the  
Navy!**







**WE are on a Mission!**

**1 Employer**

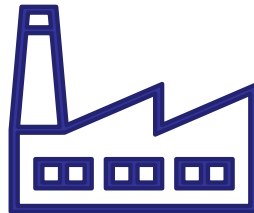
**1 Job**

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





## Employer Focused Training



*Presented by:*





# Why is Talent Acquisition and Retention so Hard?

*Presented by:*





# Post-COVID Trends and Observations



Knowledge.

“Tribal Knowledge” vs. “Data Driven” Decision Making



Broken Trust.

Whiplash Effect drives break in Trust



Time.

Overtime Out of Control



Temp Workers.

Over Reliance on Temporary Workforce





# Post-COVID Trends and Observations



Increased Demand for Workforce

More External Opportunities  
Voluntary Retirements due to Aging of the Workforce  
“Retired on the Job” driving Labor Costs Up and stifling High Potential Advancement with decreasing productivity and engagement  
Lack of People related data and analysis - Arrogance or Ignorance



Customer.

Whiplash Effect drives break in Trust



More Work than People.

More Projects than Time, People, and Resources Available



Leader Compression

Senior Leadership Tactical focus creating Leader “Compression”



Heroic Efforts Required

“Heroic Efforts” creating exhausted, de-moralized, and under performing Heartbeat Leaders





# Rate Your System



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

BROKEN SYSTEM

PERFECT SYSTEM



1 JOB

1 JOB

MULTIPLE RECRUITS

1 RECRUIT

MULTIPLE INTERVIEWS

1 LIFE LONG, ENGAGED,

NEW HIRES LEAVE QUICKLY

PRODUCTIVE EMPLOYEE

DISENGAGED EMPLOYEES STAY





# World Class Talent Acquisition and Retention Systems

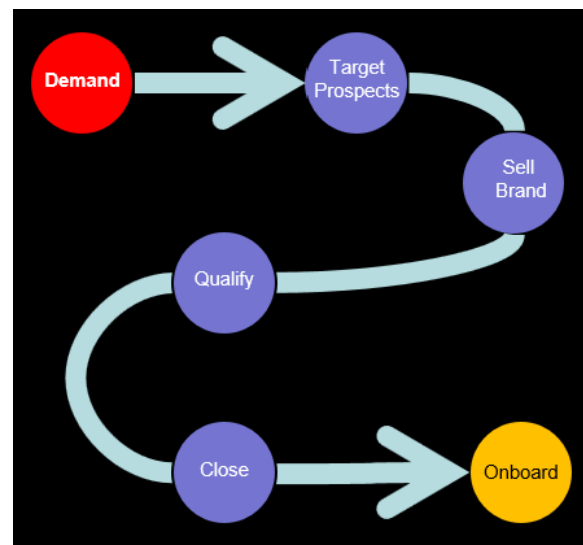


FROM THIS



**Traditional: Procurement Model  
(Passive and Employer Focused)**

TO THIS

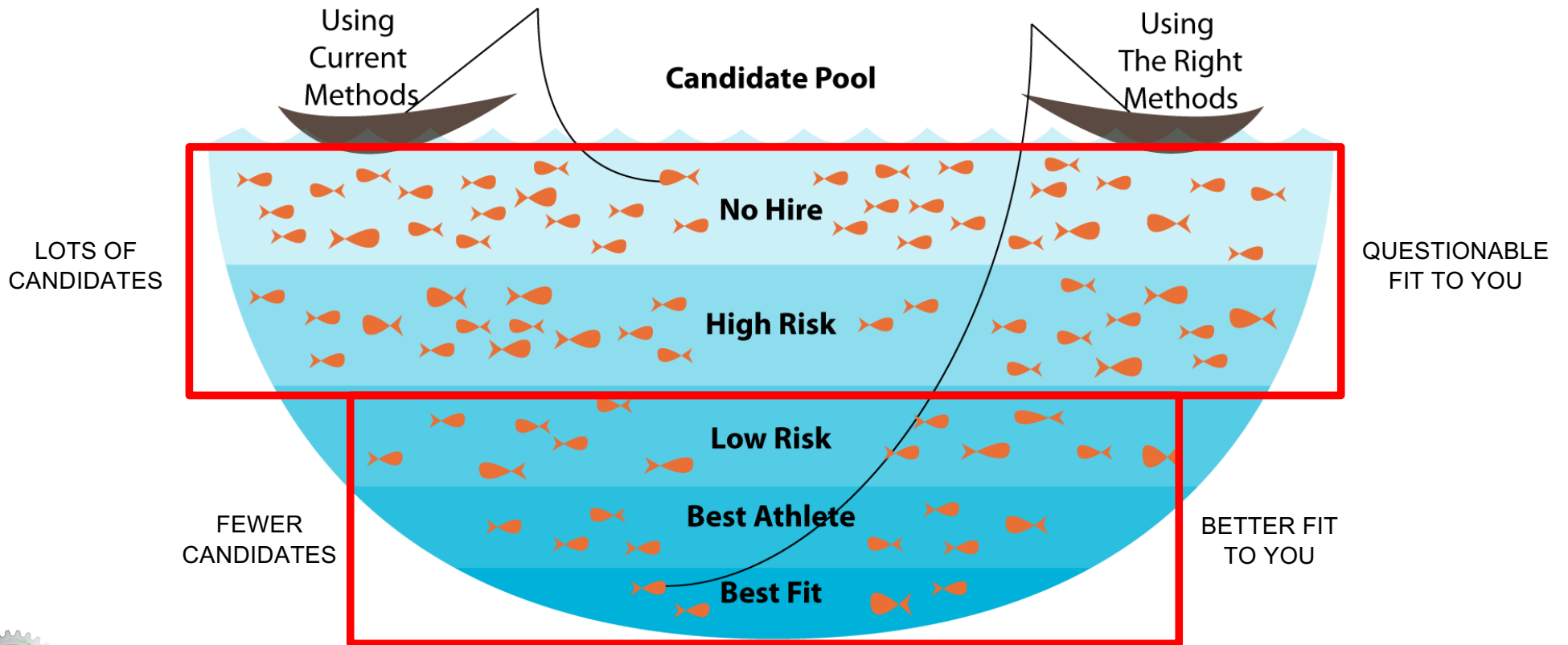


**High Performers: Sales Model  
(Active and Candidate Focused)**





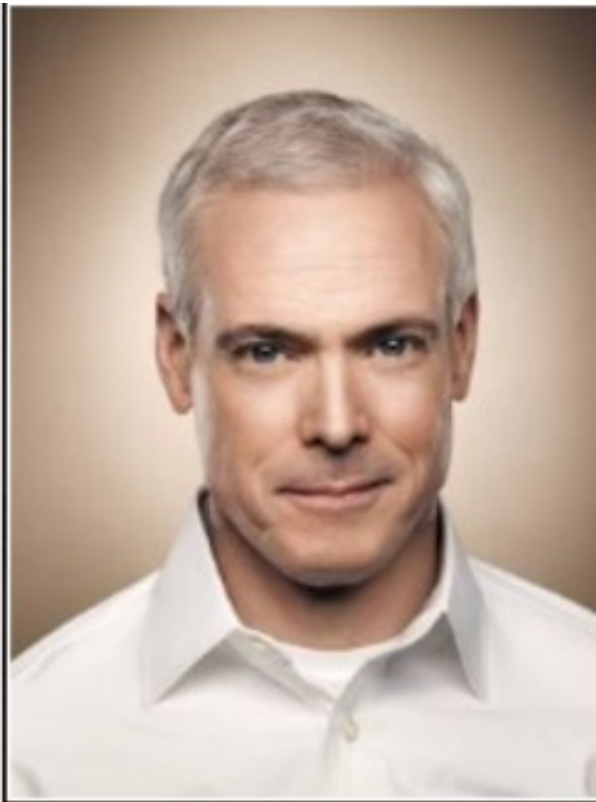
# Where Are You Fishing?







## On Boarding Goals (Jim Collins)



Get the right people on the bus, the  
wrong people off the bus, and the  
right people in the right seats...

— *James C. Collins* —

AZ QUOTES





## Dream Team Hypothesis



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





# Demand Driven Talent Acquisition & Retention (TA&R) System



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

Pre-1<sup>st</sup> Day – HR Lead

Post Hire – Operations Lead

**Recruiting**

**Hiring**

**On-Boarding**

**1<sup>st</sup> Year Retention**

**HIRING DEMAND ##**

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

1<sup>st</sup> Job / Worksite Training

30 | 60 | 90

1<sup>st</sup> Year Win BIG WIN

**Pipelines**

**Tools**

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

6. Social Media
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1. TA&R Value Stream Mapping and Performance Improvement Plan Development
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9. 5th Metric "People" Scorecard Data Driven Program Management System





## Generating the Need to Hire...



- **What generates the need to hire?**
- What are our options?
- Who are the key stakeholder?
- What do hiring managers want?
- What is the desired end state?





## Generating the Need?



- New or Expanded Work
- Replace Departures
- Specific Technical Need
- “Best Athlete”
- What Else?





## Generating the Need to Hire...



- What generates the need to hire?
- **What are our options?**
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- What is the desired end state?





## What are our Options?



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





## Generating the Need to Hire...



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## Who are the Key Stakeholders?



### Customer

- 1st Line Supervisors

### Facilitator(s)

- Hiring Managers
- HR
- Recruiting
- Compensation
- Executive Leadership Team

### New Teammates

- Employee





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## What do Hiring Managers Want?



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





## Generating the Need to Hire...



- What generates the need to hire?
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## Common Vision of the End State



Engaged Teammate at 1st Year Anniversary



Increases Workforce Productivity



Increases Business Performance





## What does Right Look Like

*Presented by:*





## Your Best New Hire



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

- **What made them so good?**
- **Where did they come from?**
- **How do we find more like them?**

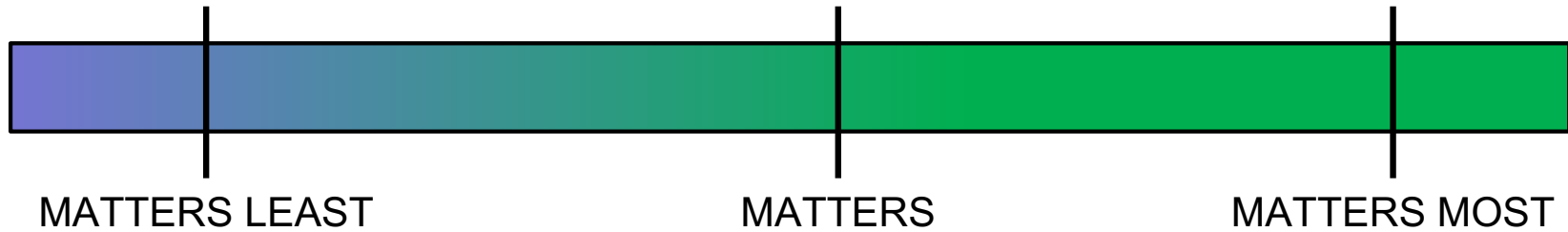




WHY ARE YOUR  
BEST PEOPLE  
LEAVING?

WHY DID YOUR  
BEST PEOPLE  
START LOOKING?

WHY ARE YOUR  
BEST PEOPLE  
STAYING?







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Recruiting

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HIRING DEMAND  
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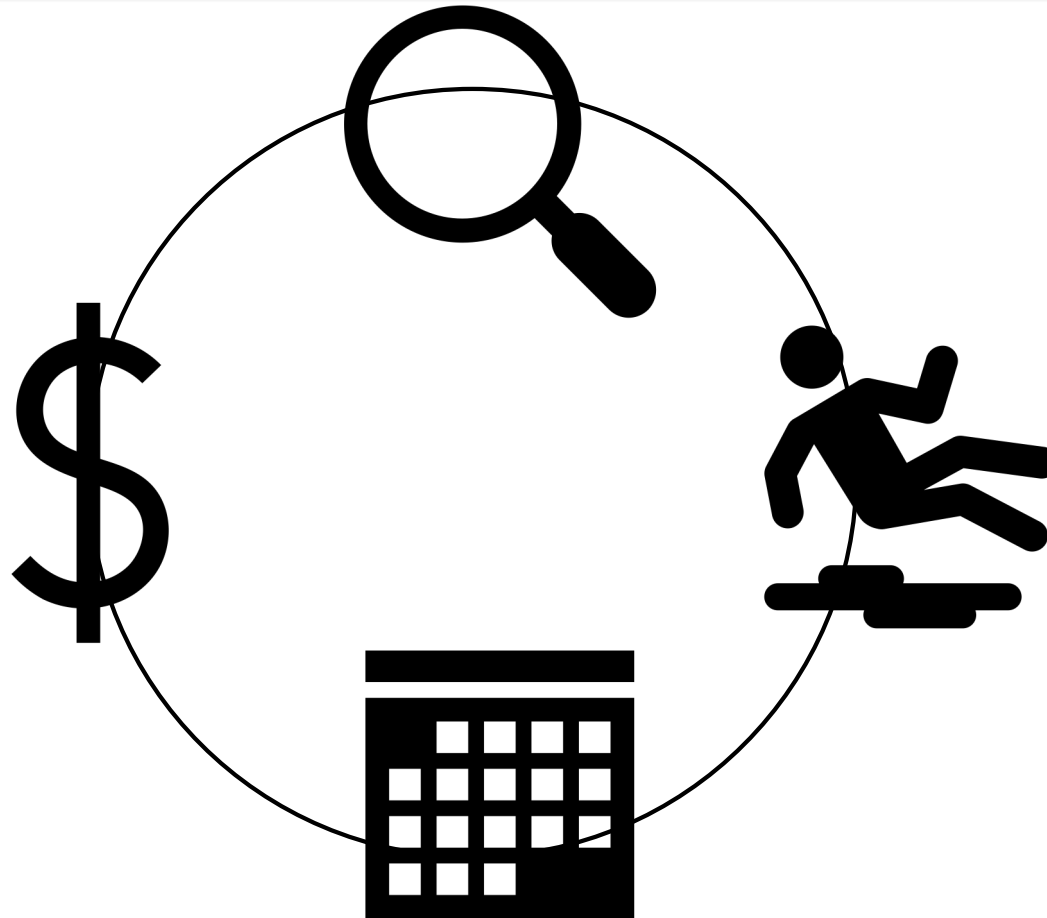
# Key Performance Metrics

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# How Do Businesses Measure Success?





## Business Metrics - People



- Decrease Cost of Hiring
- Reduce Attrition (pre- and post- hiring)
- Reduce Hiring Cycle Time
- Improve New Hire Integration
- Improve New Hire Job Performance
- Decrease New Hire Time to Competency





## 10 TA&R Metrics



1. **Time to Fill: Job Opens to Accepted Offer**
2. **Time to Hire: Job Req Approved to 1<sup>st</sup> Day**
3. **Source of Hire: Pipeline and how did they find out about the job**
4. **1<sup>st</sup> Year Attrition: Good & Bad**
5. **Quality of Hire: Subjective Assessment (e.g., Hiring Manager Perspective)**
6. **Interview to Ratio: # Interviews to # 1<sup>st</sup> Day Start**
7. **Offer Acceptance Rate: # Offers to # Accepted**
8. **Cost to Fill: \$\$ to 1<sup>st</sup> Day/Hire**
9. **Time to Productivity: 1<sup>st</sup> Day to ability to perform 1<sup>st</sup> job at a similar level of supervision or direction as others**
10. **Candidate Net Promoter Score:**
  - **“How likely is it would {EMPLOYEE X} recommend {US/BRAND} to a friend or a colleague?” (1-10)**





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HIRING DEMAND  
132



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1<sup>st</sup> Year Win BIG WIN

	1 <sup>st</sup> YR Retention Rate	Attrition	Recruiting	Hiring	On-Boarding	1 <sup>st</sup> Year Retention
Current State			692	519	173	132





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Current State	77%	41	692	519	173	132
Best Practice Model Target	87%	20	608	456	152	132





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Current State	77%	41	692	519	173	132
Best Practice Model Target	87%	20	608	456	152	132
Best Practice Model Actual	92%	11	576	432	144	132







# Master Scorecard



**The Master Scorecard is driven by the hiring demand signal**



**This is used to track Applicants from initial entry into the system through their 1st year**



**Separated onboarding and retention**

Data points to indicate effectiveness of high-level recruiting and onboarding filters  
Data collection for Companies new hire retention





# Example Master Scorecard



Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Demand				1	1								31
# RFP Views		1	102	01		<b>101</b>	5073						
# Interested		1	79	0		<b>80</b>	395	2					
# Invited to RFI / Interview			40	0		<b>30</b>	167	5					
# Attended RFI / Interview			25	0		<b>29</b>	138	1					
# Interviewed			20	0		<b>29</b>	136						
# Conditional Offers			13	1		<b>11</b>	72	4					
# Conditional Offers Accepted			13	1		<b>11</b>	66						
# Attended Final Offer			15	1		<b>11</b>	61						
# Completed Week 1		8	14	15		11	13						
# 30 Days		7	13	14		11							
# 60 Days		7	12	14									
# 90 Days		7	11										
# 180 Days													
# Retained 1 Year													

Retention Rate  
 (How many stayed)

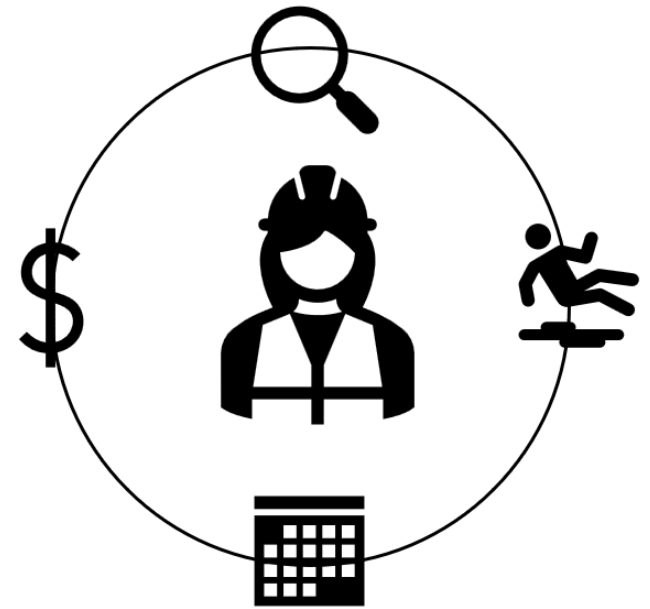
Retention Rate  
 (How many stayed)





# SUMMARY

- TA&R is often “hard” because we sub-optimize the system to deliver sub-optimal results
- Aligning the organization and key stakeholders around a common goal(end state) that is *Customer Focused* is hard work, but the results are worth the investment
- Build, Execute, and Measure a TA&R SYSTEM that has the same level of focus and attention as COST, SCHEDULE, QUALITY, & SAFETY
- Next up...Branding Your Company





# Branding Your Company

*Presented by:*





# Branding And Marketing Your Organization



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





# Definitions



Recruitment Advertising	Post and Pray
Recruitment Marketing	Building and Communication the organizations BRAND & EMPLOYER VALUE PROPOSITION to attract and hire top talent that want to be a part of who you are – not people who want/need a job

**Recruitment marketing begins with understanding the difference and having a healthy balance between outbound and inbound.**

OUTBOUND MARKETING	INBOUND MARKETING
when you directly reach out to potential candidates through tactics such as posting a job description, running a paid advertisement, or working with a third-party recruiter.	when you create content that draws candidates to your organization by aligning it with their interests and making it easily accessible online, especially on social media.





## Recruitment Advertising

Need 5 welders by October 15<sup>th</sup>

## Recruitment Marketing

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





# Recruiting VS. Marketing



## Recruiting



*Attracts talent to jobs.*

## Marketing



*Attracts talent to YOU.*







## Recruitment Branding



Up to **75%** of job seekers look online as part of their application process (website, Social Media, Etc.)



Most Jobseekers are the targeted population we are trying to reach... so we need to be prepared.





# Craft Your Online Presence





# Example: Barry-Wehmiller



**Barry-Wehmiller**

@barrywehmiller · Industrial Company

Contact Us

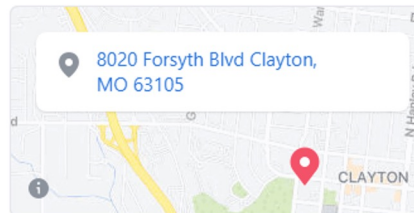
trulyhumanleadership.com



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## About

See all



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

Barry-Wehmiller

June 23 at 10:03 AM

What does "Joy" have to do with software and how did Rich Sheridan and Menlo Innovations decide that it was the core of their business? Listen to the clip below and then check out the full #podcast interview here: <https://www.barrywehmiller.com/.../everybody-matters...>

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





## Example: Barry-Wehmiller



barrywehmiller  
BUILDING A BETTER WORLD

[OUR STORY](#) [OUR BUSINESS](#) [OUR OUTREACH](#) [OUR BLOG](#)

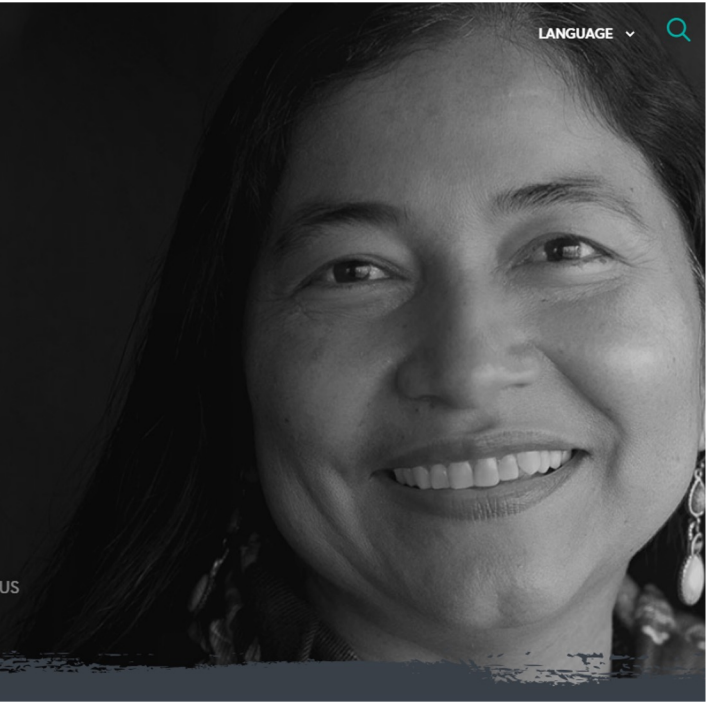
[JOIN OUR TEAM!](#)

LANGUAGE ▾



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

Jaudith  
Akron (OH), US





# Google Your Business



COMPANY NAME

76,545 PEOPLE FOUND YOU ON GOOGLE

185

asked for directions

-9.3% FROM AUGUST 2021

159

visited your website

16% FROM AUGUST 2021

27

called you

35% FROM AUGUST 2021



Stand out to customers with a post about your business.

CREATE A POST



## WHAT CUSTOMERS ARE SAYING ABOUT YOU

Congrats, COMPANY NAME has a 4.4 star rating on Google

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





# Example: Barry-Wehmiller



Find jobs Company reviews Find salaries

Upload your resume Sign in



What Barry Wehmiller Design Group

Where City, state, zip code, or "remote"

Find jobs

- Date Posted
- Remote
- Salary Estimate
- Job Type
- Location
- Company
- Experience Level
- Education

### Upload your resume - Let employers find you

Barry Wehmiller Design Group jobs

Sort by: **relevance** - date

286 jobs

#### Designer, Electrical (Design Group)

Barry Wehmiller Companies Inc 3.6 ★

Remote in York, PA +12 locations

Full-time

- Interior and exterior lighting design.
- 1 - 3+ years of **design** experience.
- Preparation of **design** criteria, one line diagrams and specification for.

Posted 30+ days ago · More...

#### Remote Talent Sourcer (Design Group)

Barry Wehmiller Companies Inc 3.6 ★

Remote in United States

Full-time

#### Designer, Electrical (Design Group)

Barry Wehmiller Companies Inc ★★★★★ 91 reviews

York, PA · Remote

Full-time

You must create an Indeed account before continuing to the company website to apply

Apply on company site



#### Job details

##### Job Type

Full-time

##### Benefits

*Pulled from the full job description*

Relocation assistance

#### Full Job Description

About Us:





# Example: Barry-Wehmiller



## Barry-Wehmiller International

3.6 ★★★★★ 91 reviews

Follow

Write a review

Snapshot

Why Join Us

91 Reviews

168 Salaries

560 Jobs

20 Q&A

Interviews

Photos

Barry-Wehmiller International Careers and Employment

## About the company

<b>Founded</b> 1885	<b>Company size</b> 201 to 500	<b>Revenue</b> \$1B to \$5B (USD)	<b>Industry</b> Machinery Manufacturing	<b>Headquarters</b> Atlanta, St. Louis, India
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# Example: Barry-Wehmiller



## Barry-Wehmiller

Machinery Manufacturing · Saint Louis, MO · 24,862 followers

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

+ Follow

Visit website

More


Home About Posts Jobs People Videos

### About

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

See all details

### Page posts



**Join our team.**  
barrywehmiller.com · 2 min read

7yr · Looking for a career opportunity in one of our 80 companies in locations all over the globe? Check out our career page and find an opening that! ...see more


Ad ...



Vince, explore jobs at Barry-Wehmiller that match your skills


See jobs

### Affiliated pages




**Barry-Wehmiller Design Group**  
Industrial Automation  
Subsidiary

+ Follow



**Truly Human Leadership**  
Management Consulting  
Showcase page

+ Follow



**Paper Converting Machine Company**  
Machinery  
Subsidiary

+ Follow

See all affiliated pages







# Example: Barry-Wehmiller



**Barry-Wehmiller**  
3.31K subscribers

SUBSCRIBE

- HOME
- VIDEOS
- PLAYLISTS
- COMMUNITY
- CHANNELS
- ABOUT



What happens when you blend great business strategy with profound

**Barry-Wehmiller: Building a Better World**

4,768 views · 1 year ago

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

Truly Human Leadership ▶ PLAY ALL





# Online Reviews



3.0

Nothing

★★★★☆

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



**Indeed Featured review**

The most useful review selected by Indeed

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

Was this review helpful?

Yes

No

Report Share

3.0

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

★★★★☆

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

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

✓ **Pros**

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

✗ **Cons**

Pay, benefits, management.

Was this review helpful?

Do you respond?

How do you respond?

What will you do with the information?

Do you ask staff to provide reviews?

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





## What Are You Selling?



### JOB

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

### CAREER

- Post openings on websites, job boards, etc.
- Sell your brand, who and why you are, and why someone should join you on your journey
- Sell your culture





## Steps To Build A Recruitment Marketing Program



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





## Branding And Marketing Checklist



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





## Branding Closing Thoughts...



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





# Welcome to the US Navy Team



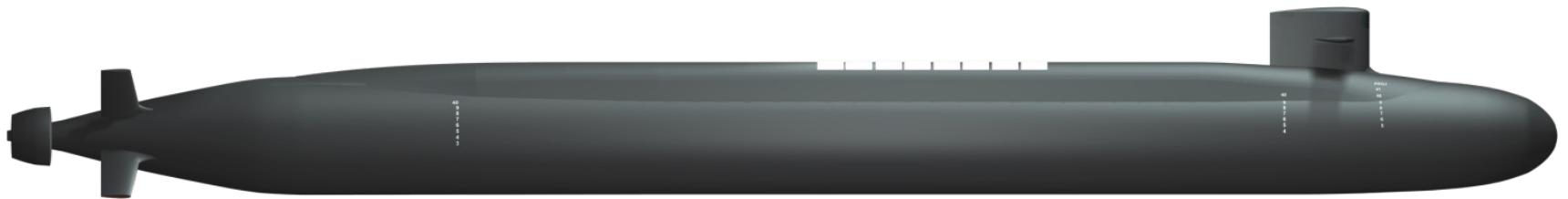


## Columbia Program



**MISSION:** Design, build, test, and sustain the Nation's sea-based strategic deterrent on schedule within budget

**VISION:** 12 by 42 with 70: Strategic Deterrence to Protect the Nation (12 COLUMBIA Submarines by 2042 carrying ~70% of the accountable warheads)







# Columbia Program



at least

# 12

COLUMBIA Class Submarines

# 252

Program Office Personnel

# \$131.9B

Total Acquisition Cost

\$\$\$\$\$\$\$\$  
\$\$\$\$\$\$\$\$

# 3

Elements of the Nuclear Triad

Sea

Land

Air

# 20,800

Weight (LT)

# 155

Total Mixed Gender Crew Size

	M-1 Battle Tank	Boeing 777 Airliner	COLUMBIA Class
Weight (T)	65	250	20,800
Length (Ft.)	25	200	560
# of Systems	25	40	200
Patrol Duration (Hr.)	24	8-14	>2,000

# 7

Years to Build Lead Ship COLUMBIA

# 34

Years from Program Initiation to Last CLB Delivered

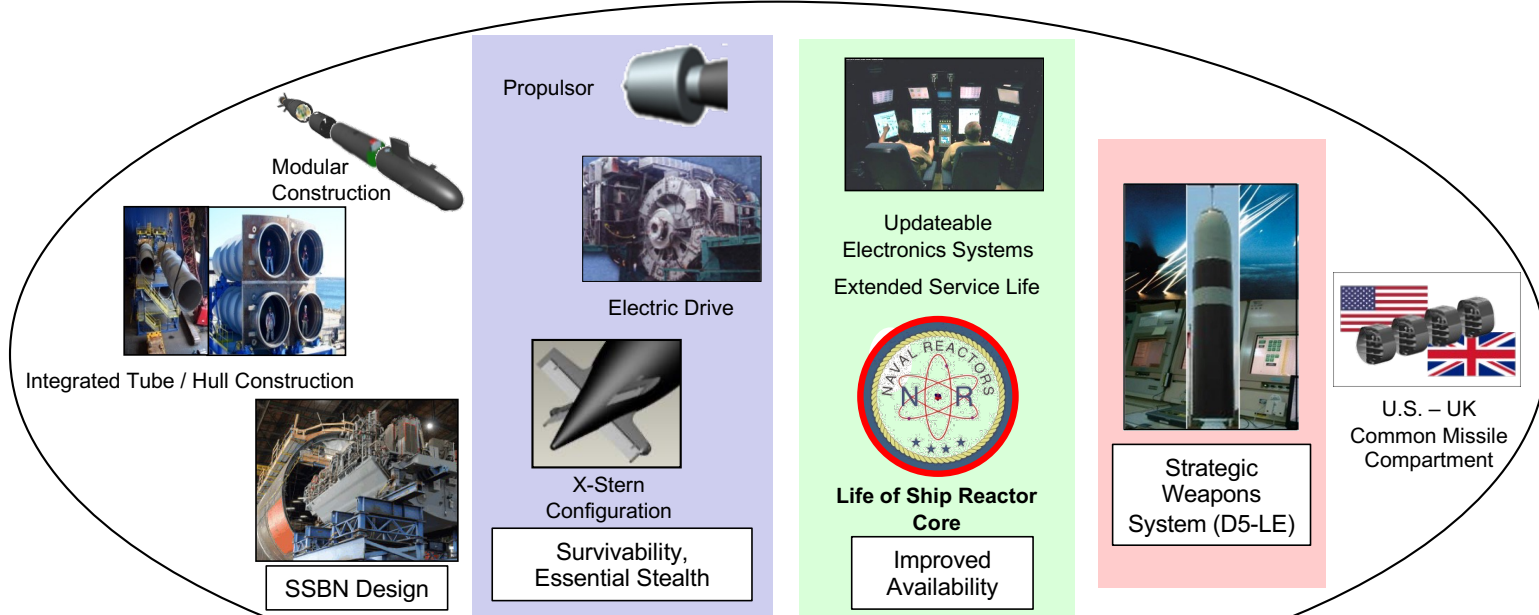
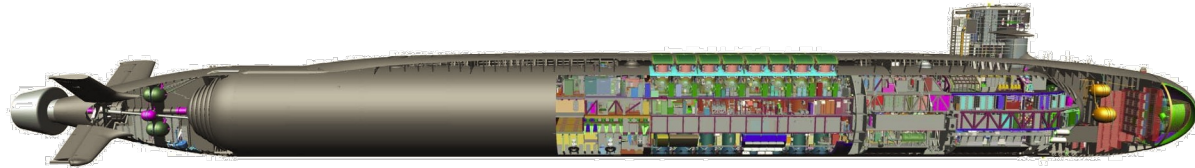
# 76

Years from Program Initiation to Decommissioning





# Columbia Program



**Coordinated Approach is Necessary to Provide a Credible and Affordable Strategic Deterrent Capability NLT 1<sup>st</sup> Quarter FY 2031**





# Columbia Program



## SCHEDULE:

- FY 21 - Lead Ship Authorization
- FY 27 - First OHIO Class Submarine Retires
- FY 29 - UK DREADNOUGHT Need Date
- FY 31 - Lead Ship (COLUMBIA) Ready for Patrol (no later than)

## COST: (2020 Navy Cost Estimate) Estimate OSD Affordability Cap

- Average Procurement Unit Cost (APUC) (CY17): \$7.44B  
\$8.0B
- Average O&S Cost / Hull / Year (CY17): \$126M  
\$131M
- \* Total Acquisition Cost (includes RDT&E, Procurement and MILCON (CY17))  
\$99.5B





# SUMMARY

- Recruitment Marketing won't have traditional success. It's about branding.
- Define what success looks like in your company.
- It's ok to start small
  - Involve your employees
  - Pizza goes a long way to get information
- No Marketing team? Ask people across the company to help manage Social Media.
- Be Consistent.
- Set a regular schedule to review all recruitment branding content pictures and websites.
- Transition from selling a "job" to selling a rewarding, fulfilling career with a Company that is doing something bigger than the products you make
- If you are in this room, you are part of the US NAVY.
- Next up...Pipelines





# Pipelines

*Presented by:*

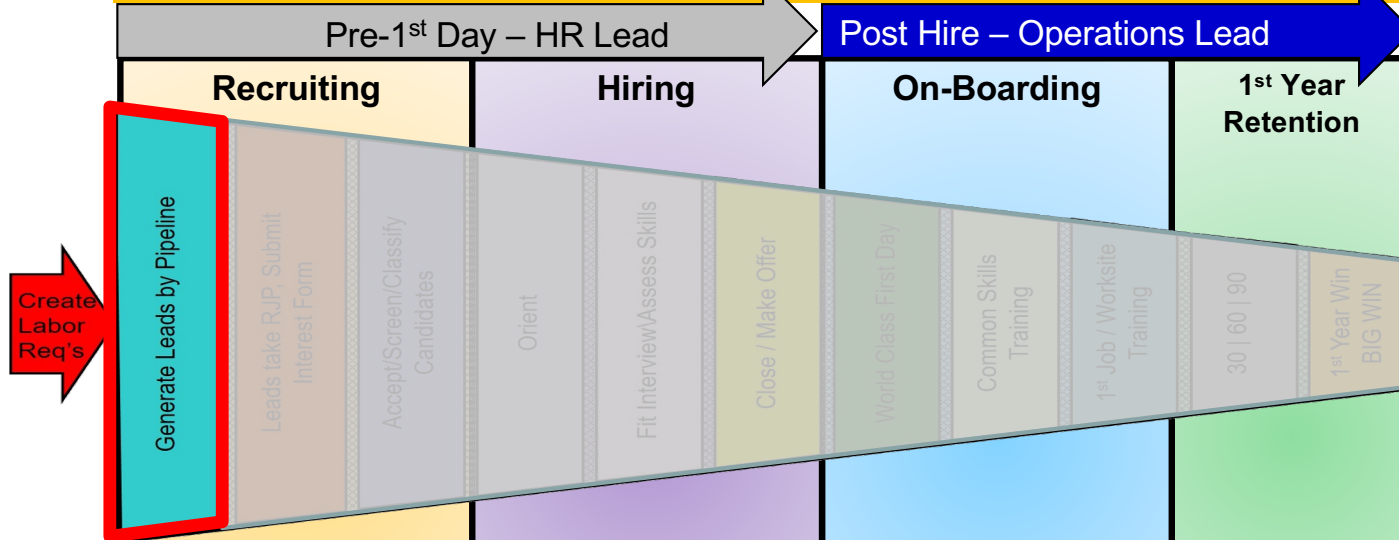




# Demand Driven Talent Acquisition & Retention (TA&R) System



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



Pipelines		Tools	
<ul style="list-style-type: none"> <li>1. CTE Programs (HS &amp; CC)</li> <li>2. Employee Referral Program</li> <li>3. College Departures</li> <li>4. Adult Education</li> <li>5. Temp Agencies</li> </ul>	<ul style="list-style-type: none"> <li>6. Social Media</li> <li>7. Recruiting Agencies</li> <li>8. Military &amp; Veterans</li> <li>9. Employment Commissions</li> <li>10. Recovered/Returns</li> </ul>	<ul style="list-style-type: none"> <li>1. TA&amp;R Value Stream Mapping and Performance Improvement Plan Development</li> <li>2. Realistic Job Preview &amp; Candidate Tracking System</li> <li>3. Recruiting &amp; Offer Day/New Hire Orientation</li> <li>4. Behavioral Based "Fit" Interviews</li> <li>5. World Class First Day</li> </ul>	<ul style="list-style-type: none"> <li>6. Common Skills Training</li> <li>7. Leader Training</li> <li>8. 30-60-90 day &amp; 1 Year Fit/Skills Assessment</li> <li>9. 5th Metric "People" Scorecard Data Driven Program Management System</li> </ul>





## Pipelines



- CTE's (High Schools and Community Colleges)
- Employee Referral Program
- College Departures
- Adult Education
- Temp Agencies
- Web Based – Online Tools
- Recruiting Agencies
- Military / Veterans
- Employment Commissions
- Recovered / Returns





# Recruiting Pipelines



## Career and Technical Education

### High Schools

— **Pool Size:**

- School: 50-250+
- Region: 1000-5000+

— **Cycle Time:**

- Annually
- May-July

— **Pool Type(s):**

- Entry Level
- Trained Entry Level

— **Employer Keys to Success:**

- Active Recruiting Strategy
- Annual Plans - Predictable and Repeatable Cycles
- Build Relationships with Instructors
- Use Pervious Students as Recruiters

### Community / Technical College

— **Pool Size:**

- School: 50-150
- Region: 500-2500

— **Cycle Time:**

- 3-4x Year
- 3-4 Months

— **Pool Type(s):**

- Trained Entry Level
- Trained Experience (Upskilling)

— **Employer Keys to Success:**

- Active Recruiting Strategy
- Annual Plans - Predictable and Repeatable Cycles
- Build Relationships with Instructors
- Use Pervious Students as Recruiters







# Recruiting Pipelines



## Employee Referrals

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

## College Departures

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





# Recruiting Pipelines



## Military

### Transitioning Service Members

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

## Veterans

### Previously Transitioned

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





# Recruiting Pipelines



## Adult Education

### — Pool Size:

- School: 25-50

### — Cycle Time:

- 3-4x Year
- 3-4 Months

### — Pool Type(s):

- Skilled Entry Level
- Experienced

### — Keys to Success:

- Active Recruiting Strategy
- Annual Plans - Predictable and Repeatable Cycles
- Build Relationships with Instructors
- Use Previous Students as Recruiters

## Recovered

### — Pool Size:

- Unknown

### — Cycle Time:

- 1 – 4 Weeks

### — Pool Type(s):

- Skilled Entry Level
- Experienced

### — Keys to Success:

- Active Recruiting Strategy
- Humility
- Willingness to Change





# Recruiting Pipelines



## Web Based – Online Tools

### — Pool Size:

- Practically Unlimited

### — Cycle Time:

- 1-2 Months

### — Pool Type(s):

- Entry Level
- Skilled Entry Level
- Experienced

### — Keys to Success:

- Passive Recruiting Strategy paired with Active Recruiting Follow Up
- LinkedIn, Facebook, Instagram, Twitter, Indeed, Etc.
- Use Recruiters as first contact follow up
- Stay Fresh – Post on regular basis
- Use with Employee Referrals

## Employment Commissions

### — Pool Size:

- Unknown

### — Cycle Time:

- 1 – 2 Months

### — Pool Type(s):

- Entry Level
- Skilled Entry Level

### — Keys to Success:

- Active Recruiting - Meet with Local VEC Reps
- Passive Recruiting - Post on Job Board
- Utilize State Funding Resources





# Recruiting Pipelines



## Temp Agencies

### — Pool Size:

- Based on current temp population

### — Cycle Time:

- 1-4 Weeks after end of Contract

### — Pool Type(s):

- Entry Level
- Skilled Entry Level
- Experienced

### — Keys to Success:

- Passive Recruiting Strategy paired with Active Recruiting Follow Up once potential recognized
- Don't use Temp to Perm as sole strategy

## Recruiting Agencies

### — Pool Size:

- Unknown

### — Cycle Time:

- 1 – 2 Months

### — Pool Type(s):

- Experienced

### — Keys to Success:

- Passive Recruiting Strategy paired with Active Recruiting Follow Up once Candidate Identified
- Use for senior level positions and experienced skill level



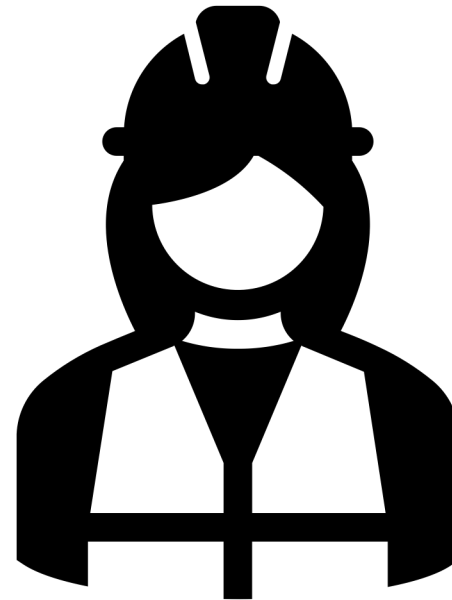


## Team Member Recruiters



### — Team Members Recruiter Profile

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





Sell an experience, not a job



# Teammate

## ~~The Employee Experience~~





## Recruiter: Roles and Responsibilities



### – Roles

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

### – Responsibilities

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







## Recruiting Talking Points & Script



### Talking Points

- To be used during recruiting visits.
  - Can be modified for different types of recruiting visits.
  - Use to build your “script” or “elevator speech”.
- *Why we exist – our values*
  - *What we build.*
  - *Who we build it for.*
  - *How it is used*
  - *How we build it.*
    - *Machines, tooling, etc.*
    - *Organization/Team Structure*
  - *How that translates to revenue and then a paycheck.*





## Mock Recruiting



- **Script-talking points for how to engage students at career Fair**
  - Start with an introduction and a smile. Most individuals should come with conversation starters, if not here are some recommendations:
- **Engage Interest/Experience:**
  - “What career field interests you?”
  - “What is your previous experience?”
  - “What are you looking for in an employer?”
- **Entice with Swag and Game:**
  - “Would you like to pull a block from our Jenga game?”





# SUMMARY

- Each pipeline has **STRENGTHS** and **WEAKNESSES**
- Not all pipelines produce the same candidate pool
- Leverage the pipelines that your **DATA** is telling you have the most return for your investment
- Employee referral is usually undervalued in its return
  - Low cost, but must be deliberate – not just a standing policy, etc.
- Team Member Recruiters are an ideal way to attract high-potential candidates to your organization
  - They will look for potential teammates, not just for people who need a job
- Next up... Tools you can Develop, Deploy, and Measure Impact

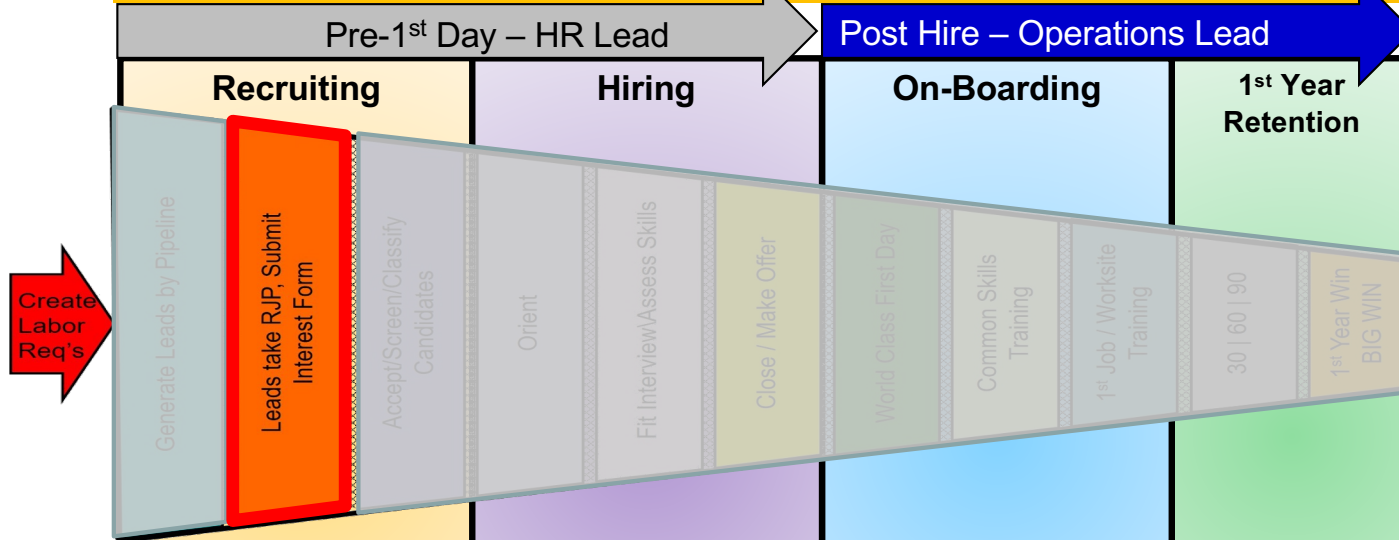




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## Realistic Job Preview



- Platform for new Candidates to apply.
  - Tool to communicate expectations and company culture to prospective applicants, so the applicant can make a more informed decision on whether there is a good fit.
  - Allows for self selection out of the Candidate pool
  - Communicates Key Hiring Discriminators that set a Company above other organizations
- All Candidates enter the system though the RJP
- One stop to receive all applications
  - No more tracking multiple locations to track Candidates
  - Pairs with Applicant tracking system





## Realistic Job Preview



### – Key Attributes

- Opening Video from President
- Pre-qualifying questions
- Employee Testimonials and Explanation of Work Environment
- Overview of Rewards and Benefits
- Instructions on How to Apply
- Measures Pipeline Performance





## Applicant Tracking



- Applicant Tracking document tracks all aspects from RJP application to 1st year.
- Tracks all the initial contact from Recruiters and Recruiting Day invites
- Used to monitor the hiring and onboarding process
- Once hired, will track major contact points to the 1st year of employment
- Conditional formatted to show when milestones are behind





# Applicant Tracking Example



FNAME
LNAME
EMAIL
HOW DID YOU HEAR ABOUT US?
WHAT IS THE BEST WAY TO CONTACT YOU?
ENTER NAME OF SCHOOL / PROGRAM
EMPLOYEE REFERRAL? ENTER NAME
EMPLOYEE REFERRAL OFFICE
OTHER REFERRAL SOURCE?
TYPE OF WORK POSITION YOU ARE INTERESTED IN?
SHIFT INTEREST?
HIGHEST LEVEL OF EDUCATION?
EXPERIENCE, IF ANY, IN THE TYPE OF WORK YOU ARE INTERESTED IN?
TIME STAMP
INITIAL CONTACT
FOLLOW-UP CONTACT
POSITIVE CONTACT
CONTACT NOTES
FIT?

R E C R U I T I N G

DATA FROM RJP

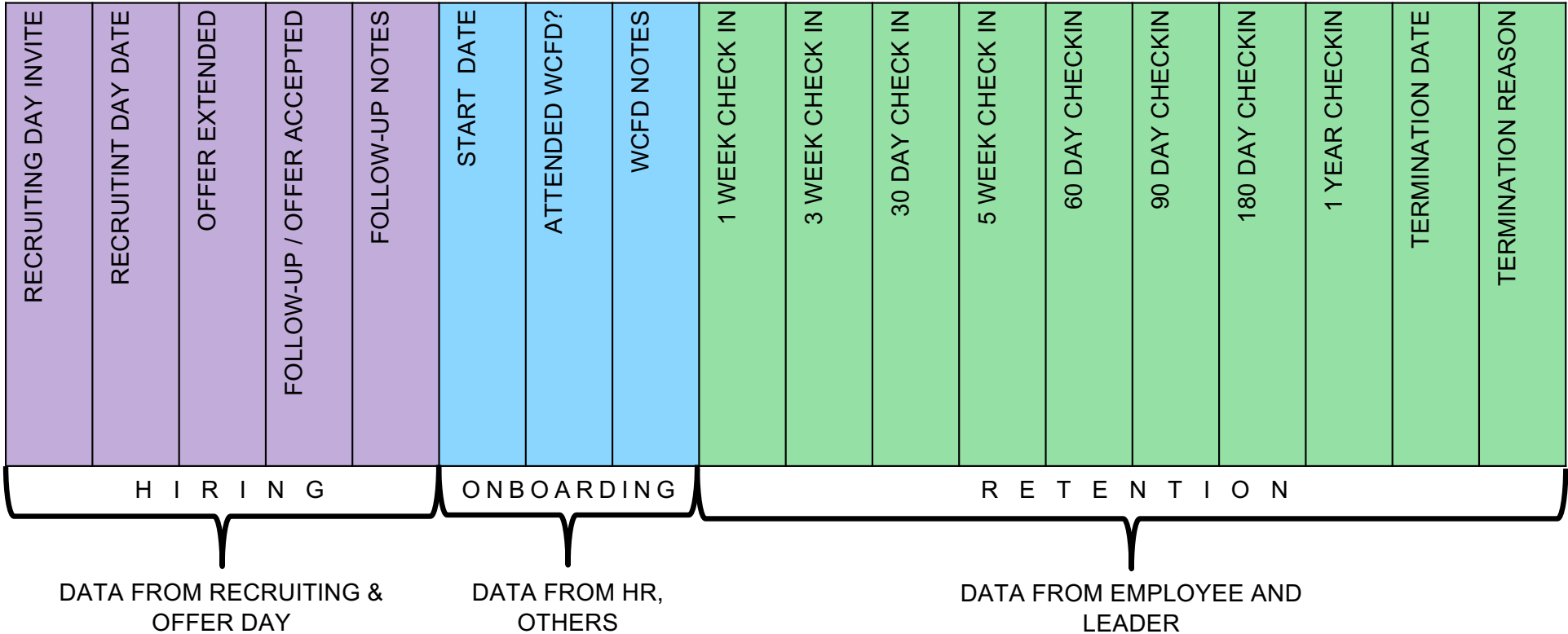
DATA FROM PHONE SCREEN







# Applicant Tracking Example

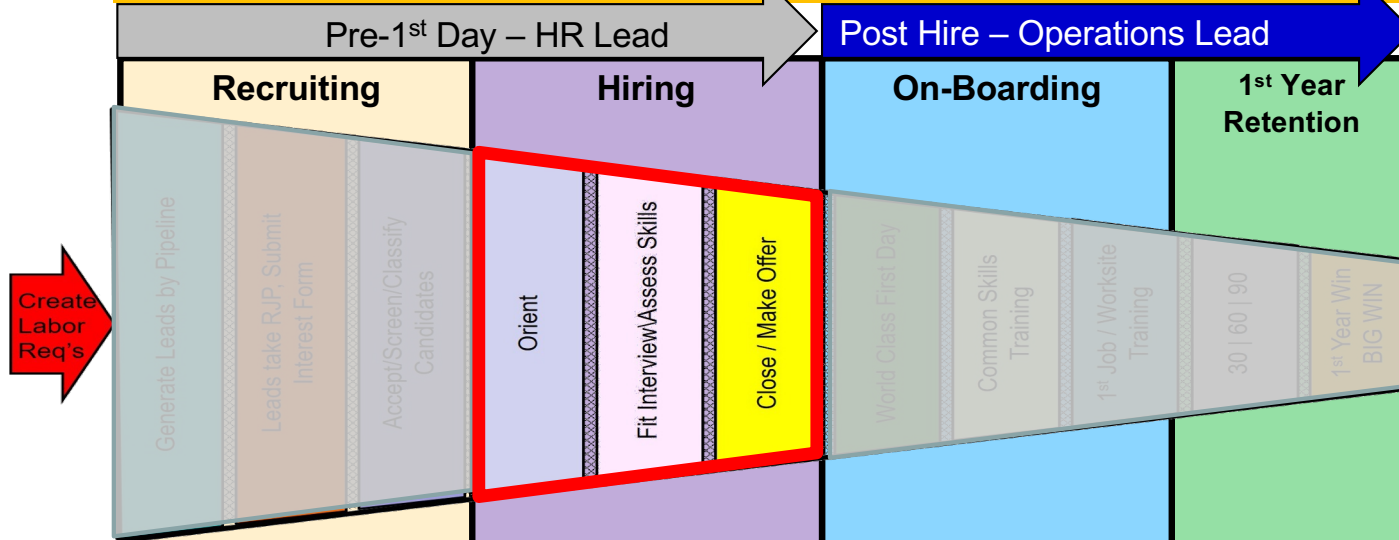




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Pipelines		Tools	
1. CTE Programs (HS & CC)	6. Social Media	1. TA&R Value Stream Mapping and Performance Improvement Plan Development	6. Common Skills Training
2. Employee Referral Program	7. Recruiting Agencies	2. Realistic Job Preview & Candidate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





## Recruiting Days



**Recruiting days are typically held on Saturdays**



**Allows for multiple Candidates to be interviewed at once**



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



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



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



**Recruiting days save the company money and time**





# 100 Interview Comparison



## Traditional interviews

- 1 hour each, 2 Interviewers, \$50 burdened rate
- Total Company cost \$10,000
- Plus
  - the loss of productivity while interviews are taking place
  - Multiple days of interruption = Cost of Frustration
  - Gaps between interview and offer
  - Candidate comparison challenging

## Interviews on 1 recruiting day

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





# Recruiting Day Example



Recruiting Day Agenda	
<b>8:45</b>	President / VP/GM Welcome
<b>9:00</b>	Business 101 and Core Values
<b>9:30</b>	Roles and Responsibilities
<b>10:00</b>	Break
<b>10:15</b>	EH&S Presentation
<b>10:45</b>	HR Policies/Information
<b>11:15</b>	Work Area Tours
<b>12:15</b>	Lunch
<b>12:45</b>	Task Based Exercise
<b>1:45</b>	Break
<b>2:00</b>	1 on 1 Discussions/Interviews & Offers





## Recruiting and Offer Day Lessons Learned



- **Saturday's work well for prospective candidates**
  - **If they already have a job, they don't have to take time off'**
- **Consider inviting family members**
- **Include Operations team in key roles – the more involved the more they take ownership of the new employee experience**
- **The tour is a good way to introduce the candidate to the environment, you also get to see how they pay attention, ask questions, etc. All influencers in the hire decision**
- **Not every candidate who shows up may get an interview**
- **Target: 4 candidates for every 1 position**





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





## Questioning Is Not Standard



- **There is not a standard group of questions that can be asked to determine a Candidate fit**
  - **Do not ask yes/no and short answer questions**
  - **Focus on open ended questions**
    - **Don't ask:**
      - **Do you like a fast-paced environment?**
      - **Do you like working outside?**
      - **Do you think Quality is important?**
    - **Do ask:**
      - **What type of environment do you prefer to work in?**
      - **Give an example of a good Leadership trait.**
      - **What is something you liked about your last job?**
      - **What was the biggest reason you did not like your last job?**
      - **Outside of work, what are you passionate about?**
- **Questions will breed follow on questions.**







## 3 Crucial Fit Attributes



**Hire a diverse set of Employees**



**It's all about alignment with your Values**



**Try to get the “whole picture” of each Candidate**





## All Candidates Are NOT Equal



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





## Company Values Are Vital



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





## Best Athlete Profile: What are we looking for?



**Profile of a Cultural Alignment:**

**WHAT ARE THE  
CHARACTERISTICS OF  
CULTURAL ALIGNMENT?**

**Profile of a Cultural Misalignment:**

**WHAT ARE THE  
CHARACTERISTICS OF  
CULTURAL MISALIGNMENT?**





## Best Athlete Profile: What are we looking for?



### Profile of a Cultural Alignment:

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

### Profile of a Cultural Misalignment:

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





## Values Based Question Examples



— Describe a problem you have encountered and how was the problem overcome?

- Does the right thing independently
- Resourceful
- Team-oriented
- Self-motivated
- Takes
- Selfish

— Describe the last time you made a mistake and what was the outcome?

- Humor and Humility
- Takes smart risks
- Does the right thing independently
- Resourceful
- Selfish
- Self-first
- Ignores feedback





## Complete Picture



- **Access the Candidate as a whole person, not just answers to questions.**
  - Questions can be played. Most will tell you what you want to hear.
  - Listen for the pronouns used, I, Me, Us, We
- **Company fit starts from the RJP**
  - How is it filled out?
  - Were all question answered?
  - Spelling, format, all caps, punctuation, detailed
  - Phone screen interaction
- **Anyone can fake it for a standard interview**
- **During the Recruiting Day it is much harder to put on the show**
  - All day event
  - A lot of interactions
  - They must focus on more than one “interviewer”

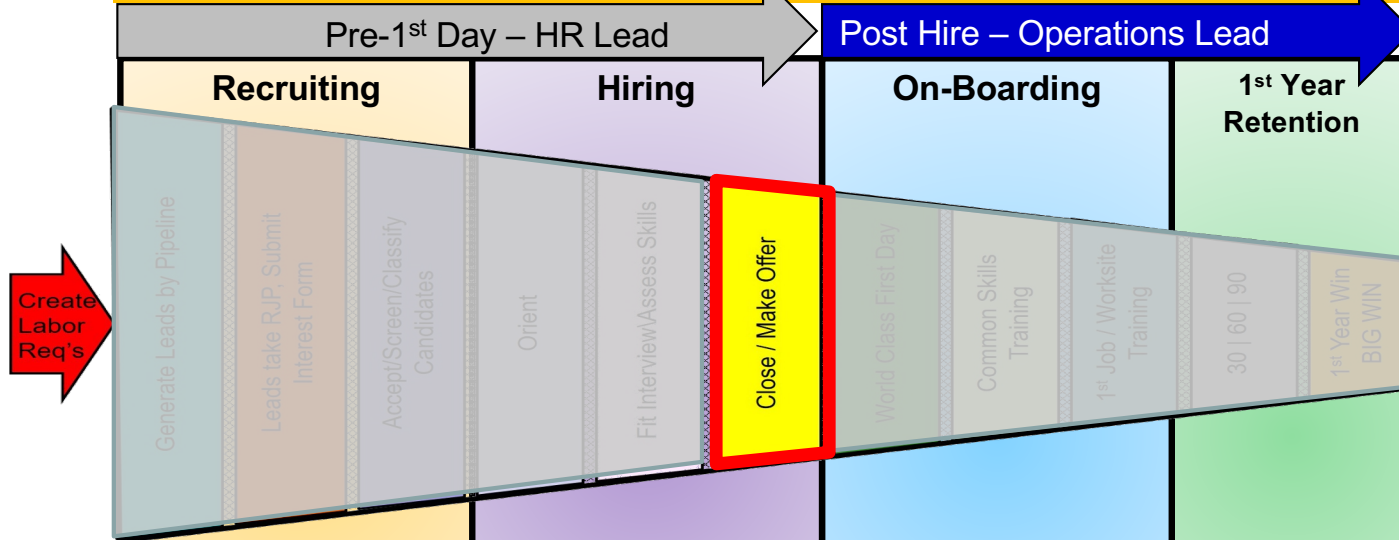




# Demand Driven Talent Acquisition & Retention (TA&R) System



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



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







## Offer to Accepted Offer Process



### Extend Job Offer

Make a verbal offer  
Draft and offer letter  
Explain next steps



### Offer Accepted

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



### Follow-up Communication

Call to check in with new hire  
Confirm WCFD



### World-Class First Day

Bring new hire onboard as a productive engaged employee

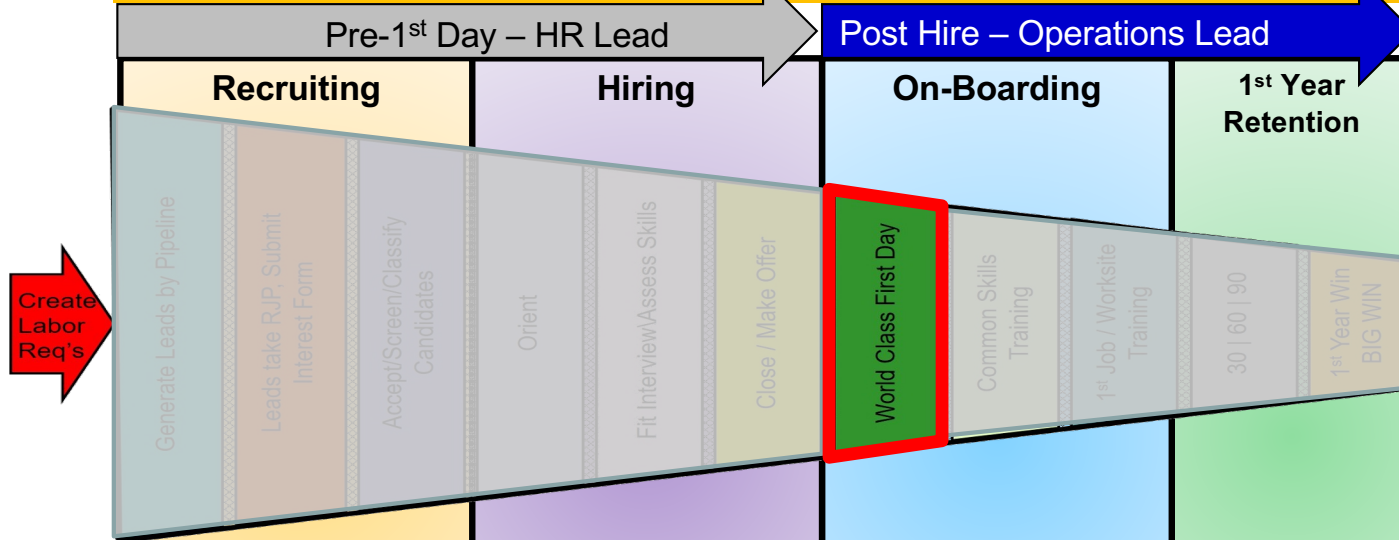




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## Purpose of World Class First Day



- 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





# World Class First Day



## Objectives

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

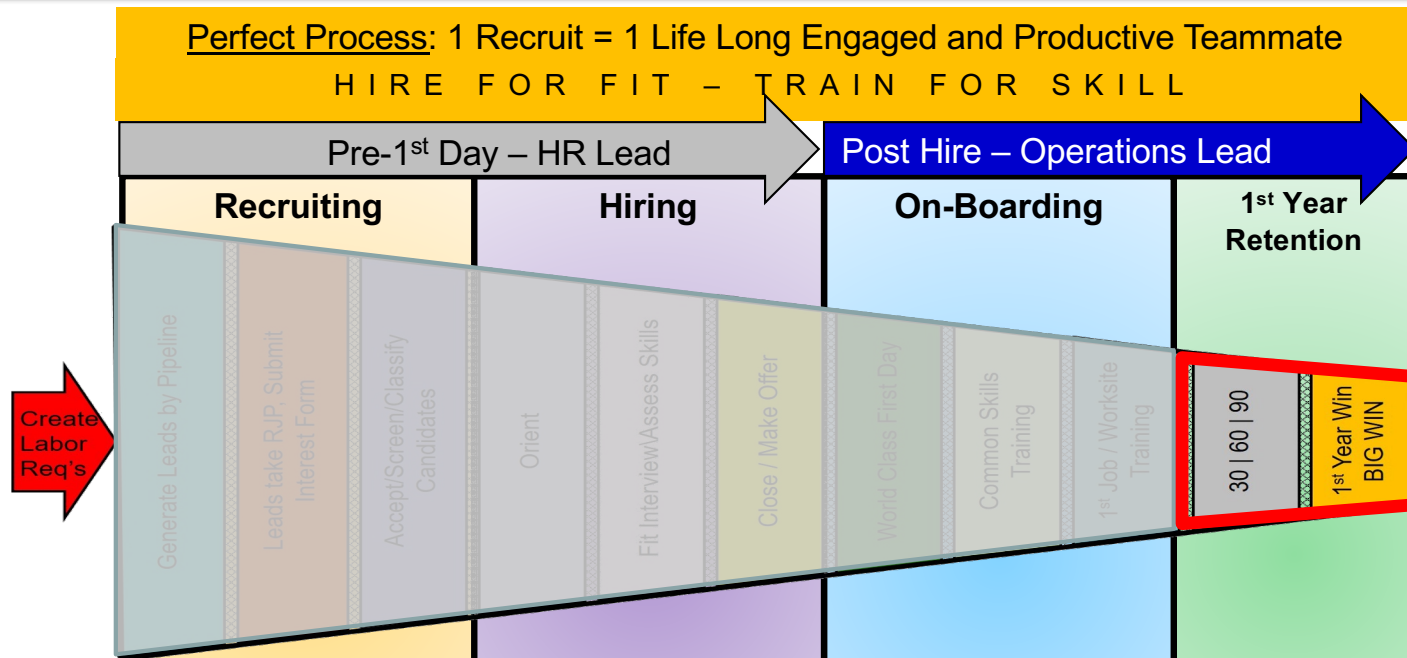
## Example Agenda

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





# Demand Driven Talent Acquisition & Retention (TA&R) System



## 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





## 5th Metric Overview



**This is used to track the 5th Metric, people**



**Ensure New Hires are on-boarded to the Team**



**Find trends on why Employees are leaving and staying (Staying is more important)**



**Provide an overall health status of the Employees**





# 5th Metric Scorecard



## 5th Metric Scorecard

Month:

Leader:

### Team Snapshot

Metric	Value
Total Headcount Start Number from the End of Last Month	
Minus the Number of Teammates Who Departed	-
Plus the Number of New Teammates	+
Total Head Count End	
Number of Open Positions	

### New Hire Snapshot

Total New Hires (Less than 1 Year)	
Needs Supervision	
Works Independently	
Can Teach Others	

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

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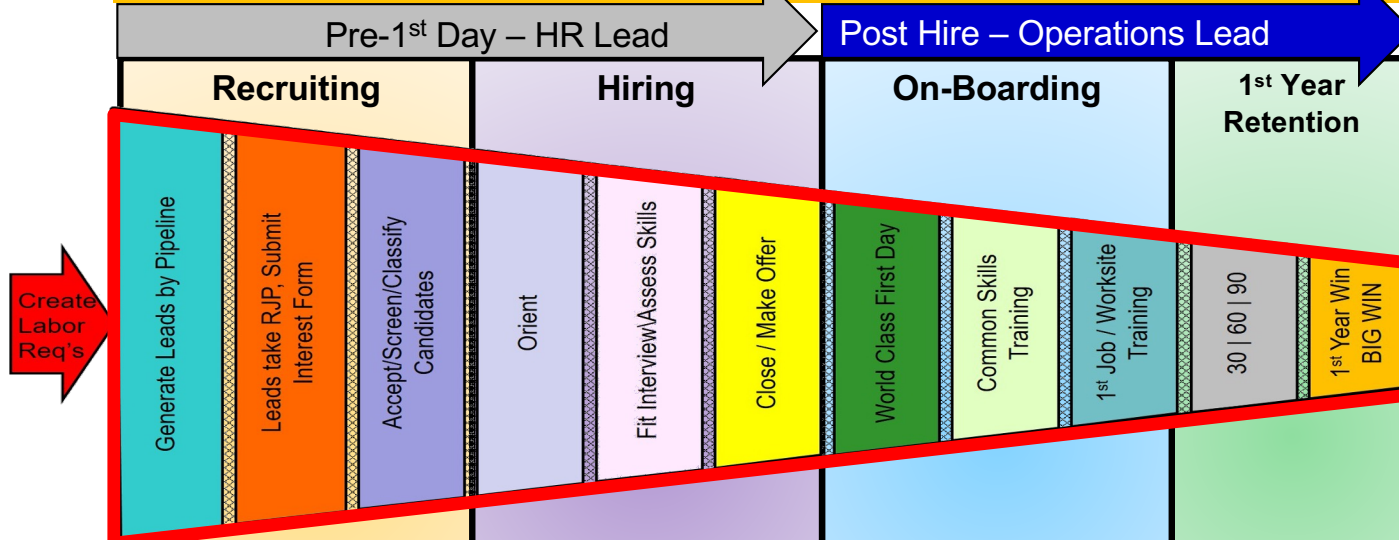




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# TA&R Roles and Responsibilities

*Presented by:*





## Overview



- Every member of the Company plays a role in TA&R
- This is NOT just HR's responsibility
- You will fall into one or more categories on the RASI Chart:
  - Responsible - Those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required.
  - Accountable. Answerable for the completion of the deliverable or task. There can be only one accountable specified for each task or deliverable.
  - Supporting. Those who play a supporting role in implementation.
  - Informed. Those who are kept up-to-date on progress, often only on completion of the task or deliverable





# Recruiting Example



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





# Hiring Example



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





# Onboarding and Retention Example



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





# Program Management Example



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





## Communication



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





## Successful Best Practices - Employers



- **Right levels of Leadership are engaged**
  - Senior leadership, Production leaders, HR, and others.
- **Actively engaged early with partnered CTE programs**
  - Promote and Support Recruiting Visits
  - Promote and Support Onsite Candidate Visits
- **Attend Workshops, All Hands Sessions, and Program Reviews**
- **Provide Feedback/Barriers to Program Management**







# Employer Master Scorecard '22-'24 Example



EMPLOYER	Pledged	POC	Email	Phone	#Applications Received	#Offers Accepted	# Started 1 <sup>st</sup> Day	#1 <sup>st</sup> Year Anniversary
<b>1 HOLTEC</b>								
Welding								
Machining								
<b>2 AT&amp;F CO</b>								
Welding								
Machining								

— Employer

- Name of Organization along with the types of positions you are hiring

— Pledge

- How many entry-level positions are you looking to hire?

— Trained

- Did you complete both TA&R workshop training events

— # Applications received

- How many applications did you receive relative to the positions you are pledging?
- How many who started are still with you 12-months later?

— # Accepted Offers

- How many offers were accepted for the positions you are pledging?

— # Started

- How many who accepted offers started their first day on the job?

— # 1<sup>st</sup> Year Anniversary

- How many who started are still with you 12-months later?





# SUMMARY

- Getting interested candidates to opt out early is better than someone getting through to the first 90 days and then realizing there was misalignment in expectations – theirs and yours!
  - You can teach skill, difficult to teach fit
  - Use data to make better decisions about what is working, and what is not
  - Overcommunicate throughout the process
  - TA&R is a TEAM SPORT. Every level of leadership has a role in its success
- 
- Next up...ATDM



# ATDM

POWERING AMERICA'S WORKFORCE





## What is ATDM?

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

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

**Targets Adult/Mature Learners**

**Produces Graduates With National Certifications**

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



# CNC Machining



## Course Content:

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

## Qualifications/Certifications

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



# Quality Control Inspection (Metrology)



## Course Content:

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

## Qualifications/Certifications

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



# Welding

## Welding



### Course Content:

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

### Qualifications/Certifications

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



# Additive Manufacturing

## Additive Manufacturing



### Course Content

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

### Qualifications/Certifications

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



# How to Participate

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

# Cohort Information/Scale-Up

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

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

# ATDM Application Information

## Requirements:

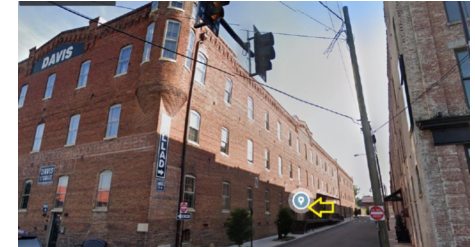
- Must be 18 prior to class start date
- Must have a high school diploma or completed a GED
- Willing to relocate (non-industry students)
- Attend a virtual information session
- Must take a basic English/Math practice test
- Must be a U.S. Citizen or possess a U.S. work visa

## Other Information:

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

To apply, go to our website at [www.atdm.org](http://www.atdm.org). Click the red “Apply Today” button at the top of the page.

# Housing – Downtown River District



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

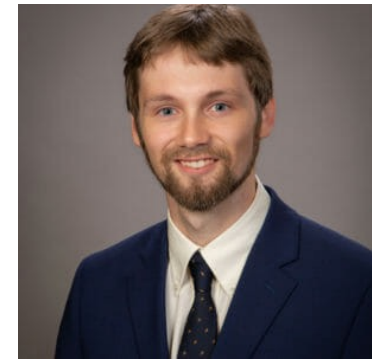
# Contact Information



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**CATALYST CONNECTION®**  
POWERING POTENTIAL

# Powering the Potential of Manufacturing

Economic Prosperity Through Manufacturing Growth and  
Expansion

# About us

Catalyst Connection is an economic development organization that is committed to Powering the Potential of Manufacturing through:

- Consulting Services
- Training Programs
- Workforce Development
- Technology Deployment



PRIVATE, NOT-FOR-PROFIT



CONSULTING AND TRAINING SERVICES



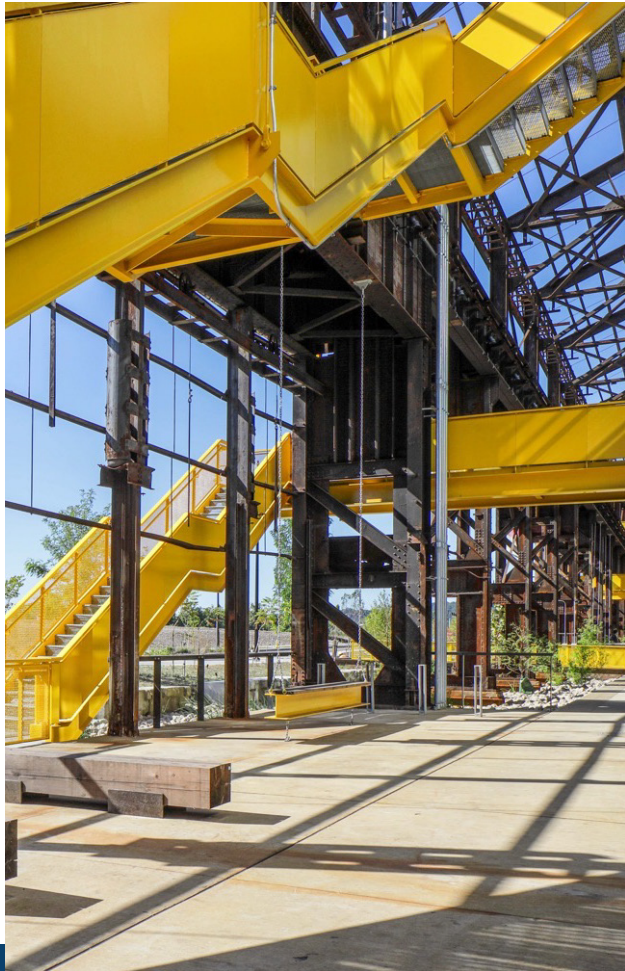
DEDICATED TO SERVING SMALL TO MEDIUM SIZED MANUFACTURERS (SMMS)



ENGAGED IN THE COMMUNITY

**Supported by:**





# The future of manufacturing is here

- Located in Hazelwood Green / Mill 19:
  - Neighborhood of Pittsburgh, PA
  - Modern building built within the structure of a former steel mill
  - Co-Located with:
    - Carnegie Mellon University
    - Advanced Robotics in Manufacturing Institute





Supply Chain

CATALYST CONNECTION ®  
[www.catalystconnection.org](http://www.catalystconnection.org)



# PA INDUSTRIAL RESOURCE CENTER (IRC) PROGRAM



- State funded program since 1988
- Represents 7 private, non-profit organizations that network and collaborate
- Promotes, supports, and strengthens manufacturing in PA
- Focused on serving small to medium sized manufacturers that make up 92% of the PA manufacturing base



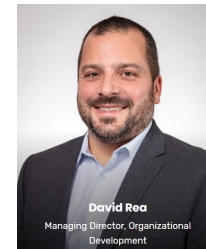
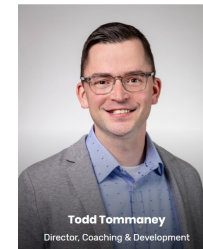
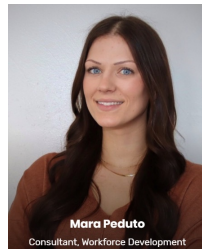
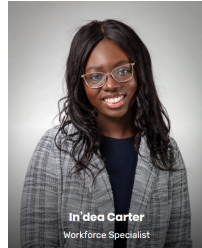
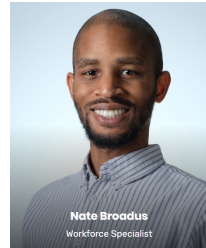
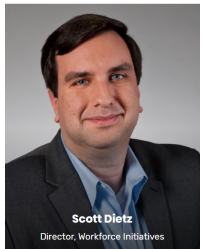
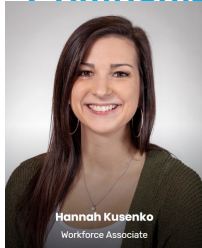


- **PRODUCTS** - Do you have a roadmap that enables you to double your growth by reaching new markets and customers?
- **PROCESS** - Do you have the right approach for continuous operational excellence?
- **PEOPLE** - Do you have the right programs in place to recruit, retain and develop talent?
- **TECHNOLOGY** - Is your organization embracing and implementing Industry 4.0?

# How we staff our workforce team

SBA's

## STEM Initiatives Companies



# People

Organizational Development, helping companies become an Employer of Choice



Talent Attraction & Retention



Leadership Development



HR Strategy & Performance Management



Succession Planning



Web-Based Trainings



Micro courses

## Support Services

- Partnering with Rhabit Analytics to offer Pulse survey for real time feedback on employee engagement and company culture
- HR Peer Network meets weekly to discuss common challenges, best practices and lessons learned

**First Steps:** Human Resources Audit, Job Analysis & Leadership Training Needs Analysis

CATALYST CONNECTION ®  
[www.catalystconnection.org](http://www.catalystconnection.org)

**ATDM**  
POWERING AMERICA'S WORKFORCE

# BECOME AN EMPLOYER OF CHOICE



CREATE PEOPLE CENTRIC  
CULTURE OF  
CONTINUOUS  
IMPROVEMENT (CI)



ENGAGE AND INVEST IN  
ALL EMPLOYEES



PROVIDE FOR CAREER  
PATHWAYS WITH  
ASSESSMENT AND  
FEEDBACK



OFFER TRAINING IN  
PROBLEM-SOLVING/ CI  
TOOLS



DEVELOP LEADERS



CREATE DIVERSE AND  
INCLUSIVE  
ENVIRONMENTS



REGULARLY MEASURE  
PROGRESS



ENGAGE IN THE  
COMMUNITY

# MANUFACTURING CAREER PATHWAYS

## Middle School to Senior Leadership

### SCHOOLING PATHWAY

#### MIDDLE SCHOOL

- What's So Cool
- Fluid Power Challenge

#### HIGH SCHOOL

- BotsIQ
- Manufacturing Innovation Challenge
- Pre-Apprentice using Certified Production Technician
- Manufacturing Day

#### CERTIFICATE/ 2-YEAR DEGREE/ COMMUNITY COLLEGE

- WCCC-ATC Program
- CCAC - Mechatronics
- CCBC
- Many Others

#### ADVANCED DEGREE

- CALU-Mechatronics Engineering
- RMU-MFG Engineering
- Other Engineering

### LEADERSHIP PATHWAY

#### LEADERSHIP DEVELOPMENT

- DBI Communication Skills
- Front Line Leaders
- Emerging Leaders
- Women in Leadership
- Training Within Industry
- CEO Forums

#### UNDEREMPLOYED UNEMPLOYED

- Essential Skills for Manufacturing
- CPT (Certified Production Technician)
- Operation Next
- REAL Jobs
- New Century Careers
- Other Work Readiness

#### ENTRY LEVEL MANUFACTURING JOBS

- Essential Skills for Manufacturing (ESM)
- IMT Apprenticeship

#### MANUFACTURING TRADE REGISTERED APPRENTICESHIP

- Industrial Maintenance
- Robotics
- Machinist

#### UPSILLING

- OpNext
- Tooling U
- Other

#### TALENTED MANUFACTURING WORKFORCE

### TRAINING PATHWAY



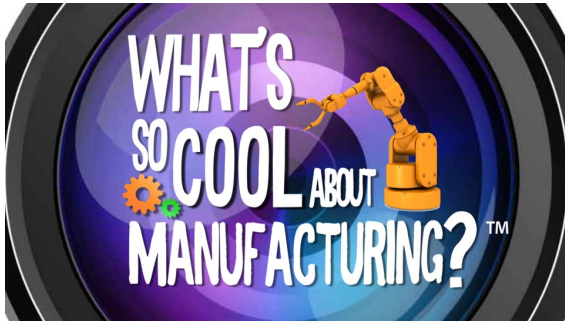




# EXPLORE

THE NEW MANUFACTURING

[ExploreNewMFG.org](http://ExploreNewMFG.org)



# Making YOUR Future™

- Pre-employment training for job seekers aligned to manufacturing hiring needs
- Career counseling for job seekers
- Partnerships with over 60 local community organizations
- Job placement assistance
- Diversity, Equity and Inclusion training and consulting
- [nbroadus@catalystconnection.org](mailto:nbroadus@catalystconnection.org)

# Making YOUR Future™

- ARC REAL Jobs grant
  - Reimbursement of ToolingU classes or other training for existing workers
- CDBG grant
  - Reimbursement of \$6,000 of salary for entry level new hires from Allegheny County that meet household income requirements
- Training to Career grant
  - Reimbursement of \$3,000 of salary for entry level new hires from any county in SWPA
- [kgoodell@catalystconnection.org](mailto:kgoodell@catalystconnection.org)

# Making YOUR Future™

[Makingyourfuture.org](http://Makingyourfuture.org)

## ADVANCED TECHNOLOGY TRAINING INITIATIVE / LEARNING LAB



### Foundational Skills Examples:

- Basic mechanical concepts
- Basic electrical concepts
- Problem-solving skills
- Math / measurement
- Familiarity with hand tools
- OSHA 10 Safety
- Quality Practices
- Production Processes
- Intro to maintenance concepts
- Interpersonal skills – communications, teamwork, employability skills
- Other

*Delivered via Tooling U / Amatrol / CPT Self Paced Courses with associated credentials and/or entry level apprenticeship programs*

### Advanced Skills Examples:

- Mechanical maintenance
- Electrical Systems
- Control Systems
- Computer Aptitude
- Fluid Systems
- Robotics
- Additive Manufacturing
- Other

*Delivered via 45 hour stackable certificate programs, using community college and similar instructors; continue to augment with leadership and communication skills*

### Hands on Learning Lab Examples

- Additive Manufacturing
- Artificial Intelligence and Machine Learning
- Robotics and Automation systems
- Other

*Hands on Learning Labs located at Community Colleges, Mill 19, Neighborhood 91, and other similar locations*



# CTE Instructor and Administrator Focused Training



*Presented by:*





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

An advertisement for Career Technical Education (CTE). It features four diverse students (two boys and two girls) standing in front of a globe. The text 'CAREER TECHNICAL EDUCATION' is overlaid in three horizontal bars (orange, teal, green). A teal banner at the bottom reads 'Learn how CTE prepares learners for their future.' The CTE logo is visible in the top right and bottom left corners of the ad.

CAREER  
TECHNICAL  
EDUCATION

Learn how CTE prepares learners for their future.



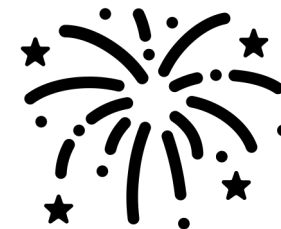




What is your “WHY”???



What inspires you to be in Career and Technical Education?





## Successful Best Practices- CTE Instructors



### – “Heartbeat Leaders”

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





## Classroom/ Workplace Expectations



- Be the **EXAMPLE** Everyday
- Demonstrate **Professional Work/Employability Skills**
- Assign **Leadership positions within the classroom**
  - Example – Welding instructor in Philadelphia assigns Senior Students role as Foreman
- Set realistic work goals and projects for students
- Peer to Peer Interactions





## Barriers/Challenges of Instructors



- Keeping up with ever-changing standards
- Accommodating diverse learners
- Improving student engagement
- Implementing online activities
- Addressing time management issues
- Coping with reduced education funding





## Successful Best Practices- CTE Admin.



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





## Dysfunctional Behaviors for Key Stakeholders



- Failing to return calls/ messages from employers
- No involvement in interview process
- Improperly screening students
- Reporting inaccurate information
- Admin./Instructors- Active with coordinating/scheduling classroom visits with Employers and students visiting
- Top to Bottom- Not understanding Value of the program and being a participant





# Scorecard and Expectations



## – CTE Master Scorecard '22-'24

- **Career and Technical Center**
  - Name of Center along with programs offered at CTE
- **Capacity**
  - How many students in a class?
- **Instructor**
  - Primary Instructor Name/Contact Info
- **# Enrolled Expected Program Completers**
  - How many will complete, by program in the Spring/Early Summer of 2023?
- **# Screened Candidates**
  - How many of those desire to go in workplace?
- **# Accepted Offers**
  - How many offers were accepted by students?





# CTE Master Scorecard '22-'24 Example



CTE	Capacity	Instructor	Email	Phone	# Enrolled Expected to Complete	# Screened Candidates	# Accepted Offers
<b>1 A.W. Beattie</b>							
Welding							
Machining							
<b>2 Lawrence County Votec</b>							
Welding							
Machining							

- **Career and Technical Center**
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# A Systems Approach to TA&R Process Improvement

*Presented by:*





## What is a Team?



- An organized group of individuals, cooperatively working together to accomplish a common purpose.



Daryle Lewis, Scott Johnson, Christy Rudd, Renee McPheron, Stan Donahoo, Ken Massey

**T**ogether  
**E**veryone  
**A**chieves  
**M**ore





## Characteristics of a Good Team



- Common purpose
- Shared goals and outcomes
- Structure and organization
- Clearly defined roles
- Commitment to the principles of equality
- Opportunity to learn from mistakes
- Interdependency (must collaborate to accomplish goals)



Terri, David, Cheran, and Peggy





## Selection of Team Members



### Build the Core Team

- Ideal team size is about 4 - 10 members
- Should be a cross-functional mix
- Should represent areas affected by the project
- Should include different skills and abilities

### Identify Resource Members

- Chosen for their specific expertise
- Involved only in appropriate phases of project





## Selection of Team Members



- Learn as much as possible about the process
  - Interview the Project Sponsor/Process Owner
  - Talk to subject matter experts about the purpose of the Project
- Ensure appropriate team members are included
  - Know why team members were chosen
  - Pitfalls to “assigned” team
  - How to identify right team
    - SIPOC can help identify needs
- Who do you need that you don't have
  - Why? How to resolve
- Who do you have or need that may be a challenge?





## Team Members - Upon Approval



- Notifying the team member's boss/supervisor
- Notifying potential team members
- Setting up first team meeting – the kickoff meeting
- Setting meeting schedule
- Sending out calendar invites early
- Reminders the day before





## Why Map the Current State?



- To show process simply and visually
- To clarify organization's understanding of how the current process actually operates
- To create baseline for future improvements to be made and measured

A current state map is a pictorial view showing how material and information currently flow.

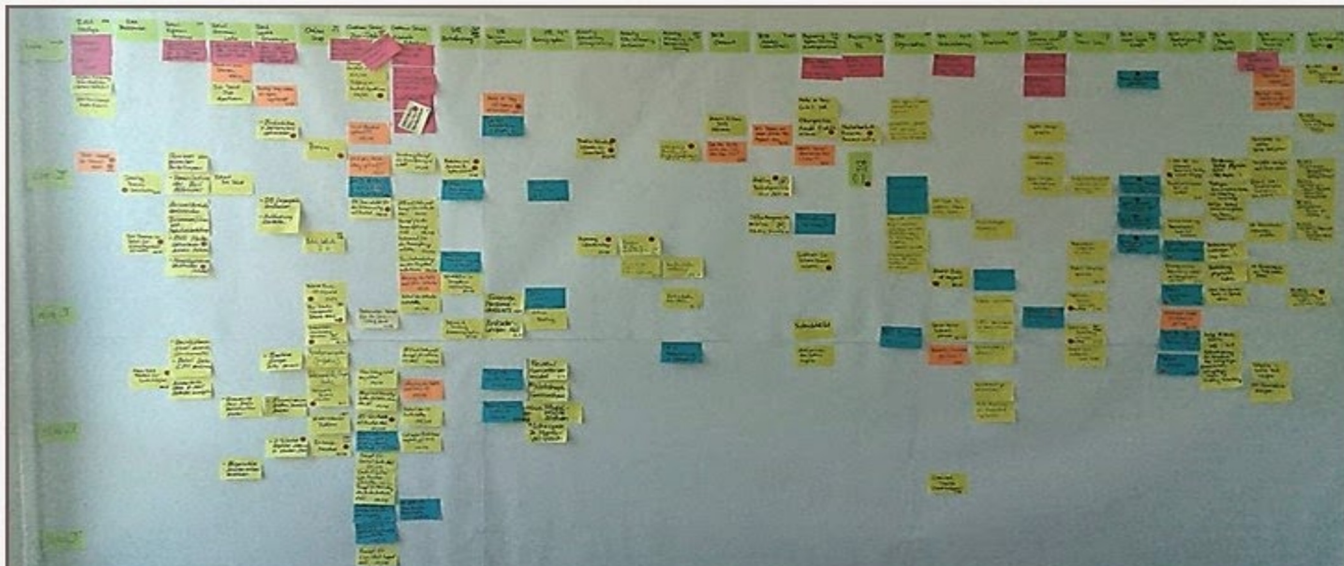




# Process Mapping



- A visual tool to help see and understand the flow of Material and Information
- A big picture perspective that focuses on improving the whole but not optimizing pieces of the process
- A tool that requires physically observing the process area in question







# Process Mapping



- Start with the Process steps from your SIPOC
  - Usually 5-7 basic steps
- Expand / Breakout each step in more detail based on your process observations
  - Capture all steps of the process
    - Waits and delays
    - Moves and holding areas
    - Inspections, reviews, sign-offs
    - Rework loops
    - Set-up activities
- Expand each step as needed to see the waste
  - Perform Value Analysis of the process (VA, NVA)
- As part of understanding, review with users and adjust as necessary

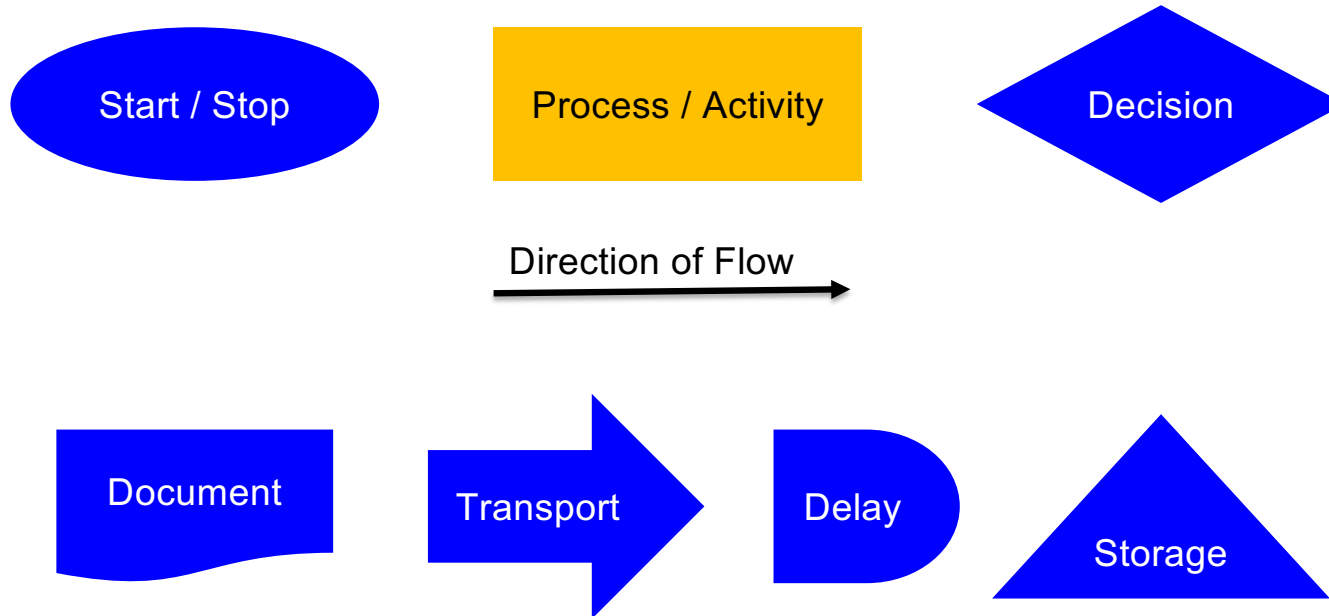




# Process Mapping



## Common Process Mapping Symbols





# Value Analysis



- Value Analysis is our way to differentiate between Value Added (VA) and Non-Value Added (NVA) steps in a Process.
- It allows us to identify those process steps which do not add value to the customer in order to:
  - Identify and eliminate the hidden costs
  - Reduce or eliminate unnecessary process steps
  - Reduce the process cycle time
  - Increase capacity by better utilizing resources





## Value Analysis



Any step or activity in a process is considered **VALUE ADDED (VA)** if it meets ALL of the following:

The customer wants it

AND

It changes form, fit or function of product or service

AND

It's done right the first time (not rework)





# Continuous Process Improvement Integration



PDCA	DMAIC	A3 / Kaizen Events	Basic Problem Solving
Plan	Define	Clarify the Problem	1. Create Team and Collect Information
		Set a Target	
	Measure	Understand the Process	2. Describe the Problem
		See the Waste	3. Define Containment Actions
	Analyze	Analyze the Root Causes	4. Analyze the Root Cause(s)
Develop Countermeasures		5. Define Possible Corrective Actions	
Do	Improve	See Countermeasures	6. Implement Corrective Actions
Check	Control	Evaluate Results and Processes	7. Define Actions to Avoid Recurrence
Act		Standardize Success	8. Congratulate your team

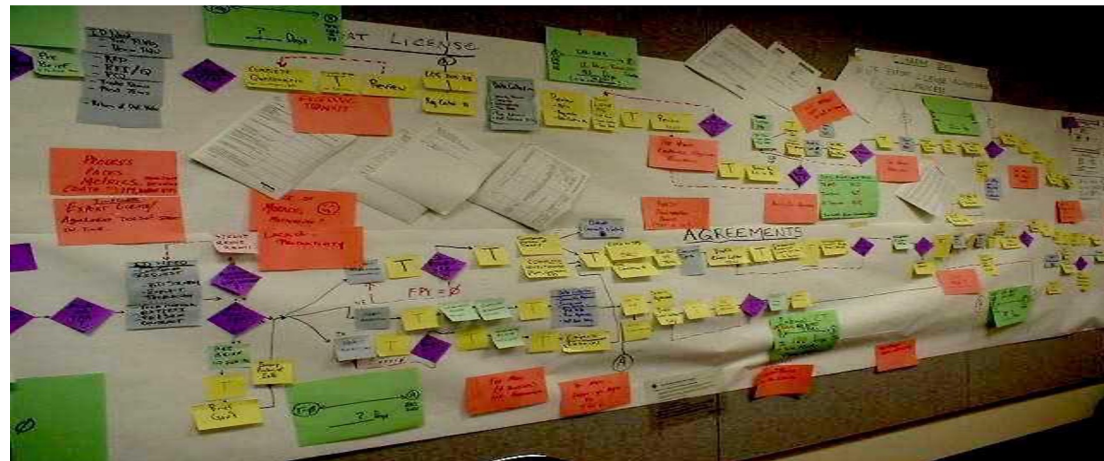




# Value Stream Mapping and Analysis



- A value stream map is a high-level visual representation of the processes involved in delivering a product or service
  - A visual tool to help see and understand the flow of Material and Information with the purpose of identifying and eliminating the waste and bottlenecks within the system
- Value stream analysis separates the activities that contribute to value creation from the activities that create waste and identifies opportunities for improvement.





# Improvement Plan



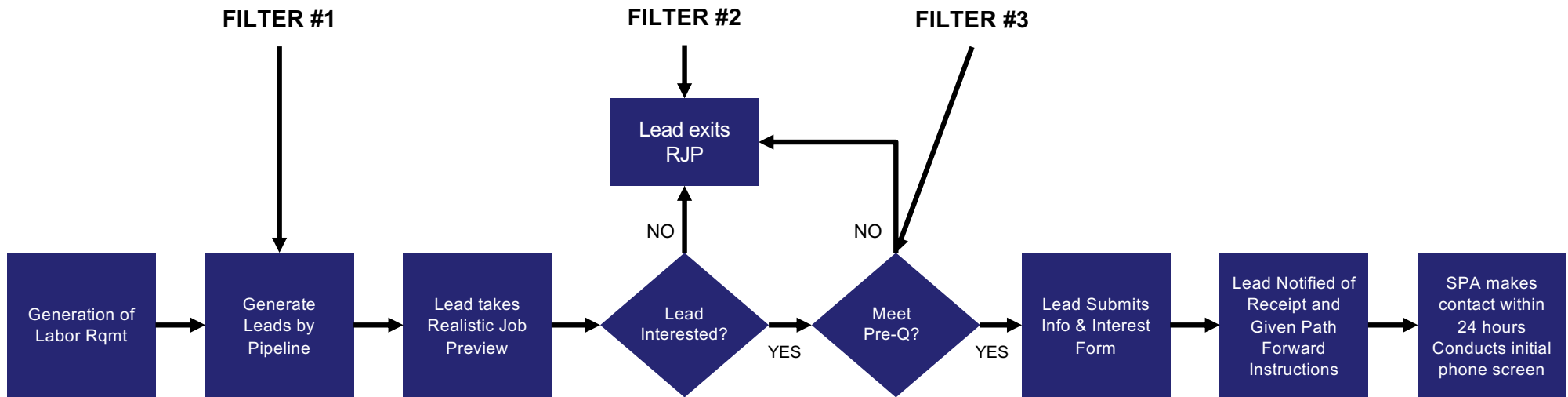
## IMPROVEMENT PLAN

	Problem / Opportunity for Improvement	Proj, RIE or JDI	Assigned to:	ECD	Proposed Start
1	List the Opportunities identified during VSM&A . Define the Problem as clearly and concisely as possible .	Determine type of event needed to resolve	Assign to a SINGLE PERSON for accountability	When does this have to be completed?	When should this action start?
2					
3					
4					
5					
6					





# Generation of Labor Req to Phone Screen



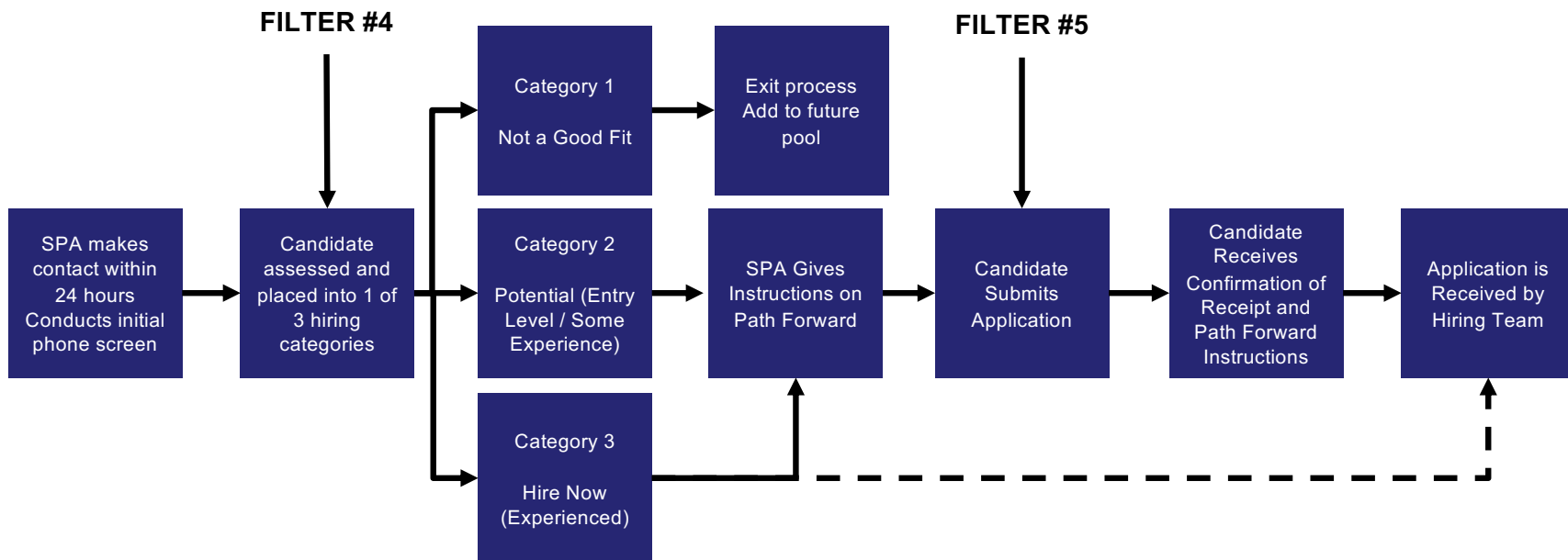
**Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate**







# Initial Phone Screen-Application Review

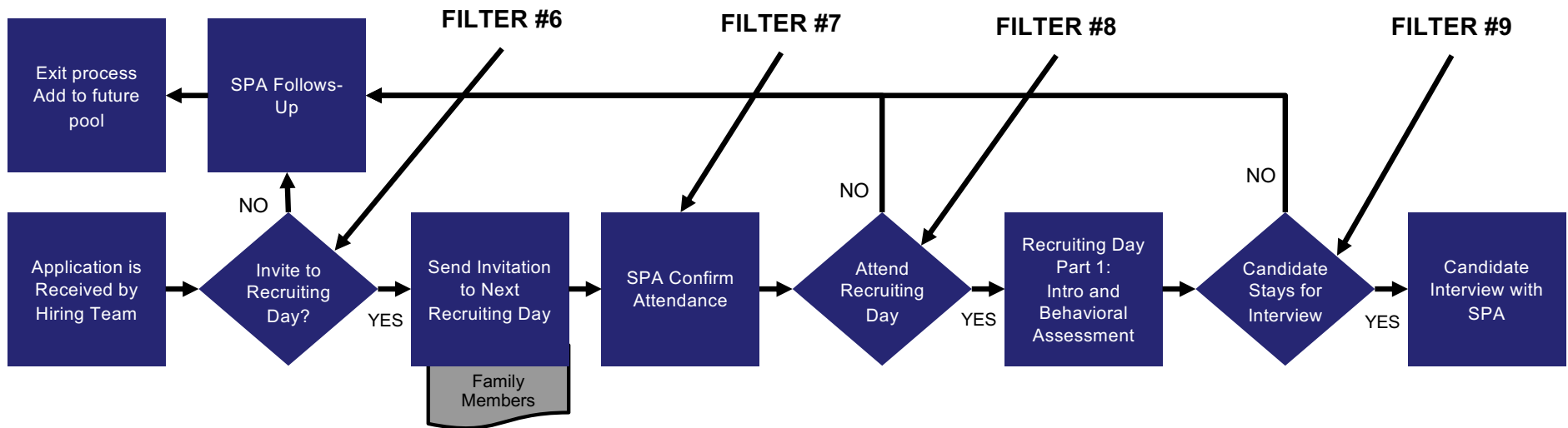


**Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate**





# Application Review to Recruiting Day Interview

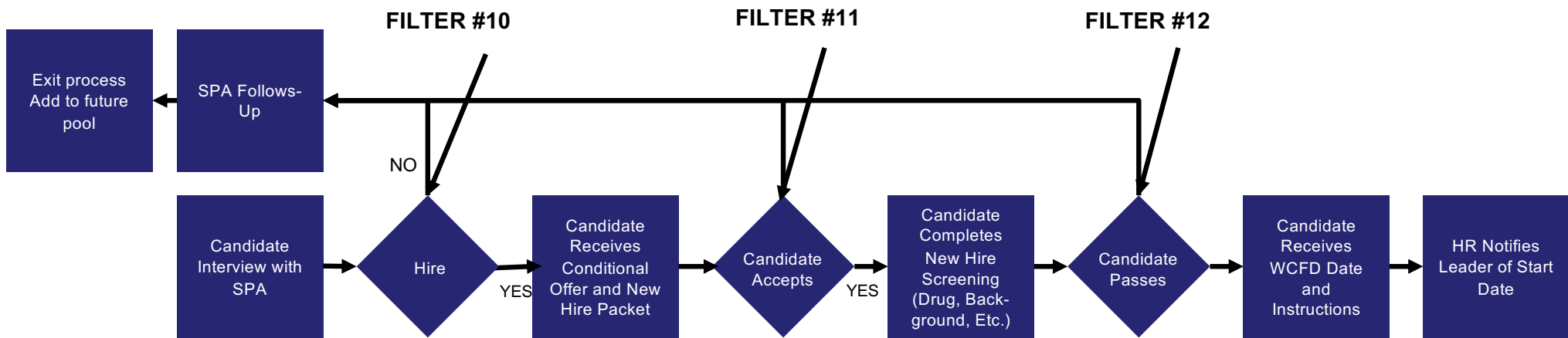


**Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate**





# Recruiting Day Interview – Notification of WCFD

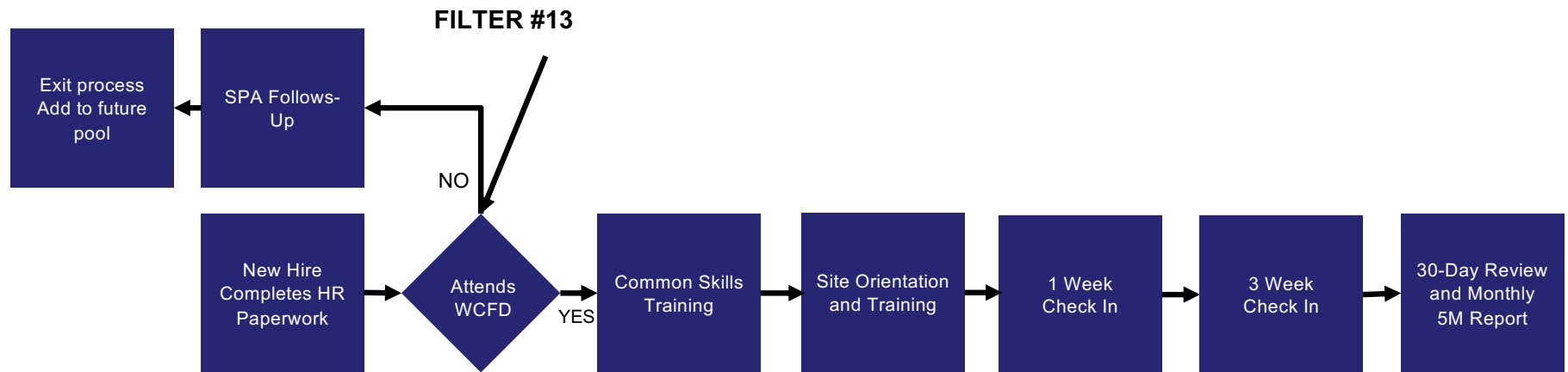


**Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate**





# WCFD – First 30 Days

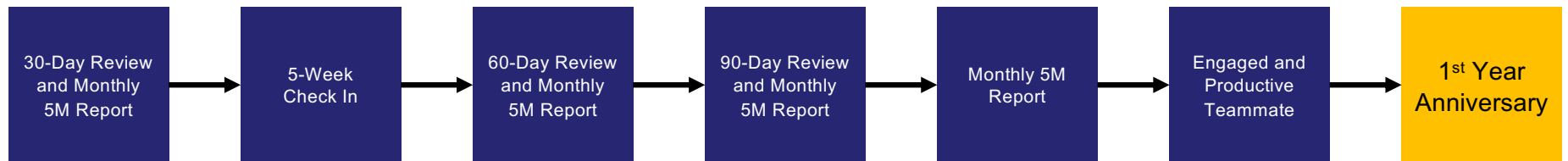


**Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate**





# 30 Day Review – 1<sup>st</sup> Anniversary



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





## Requesting Individual Coaching Process

*Presented by:*





## How do you request Individual Coaching support?

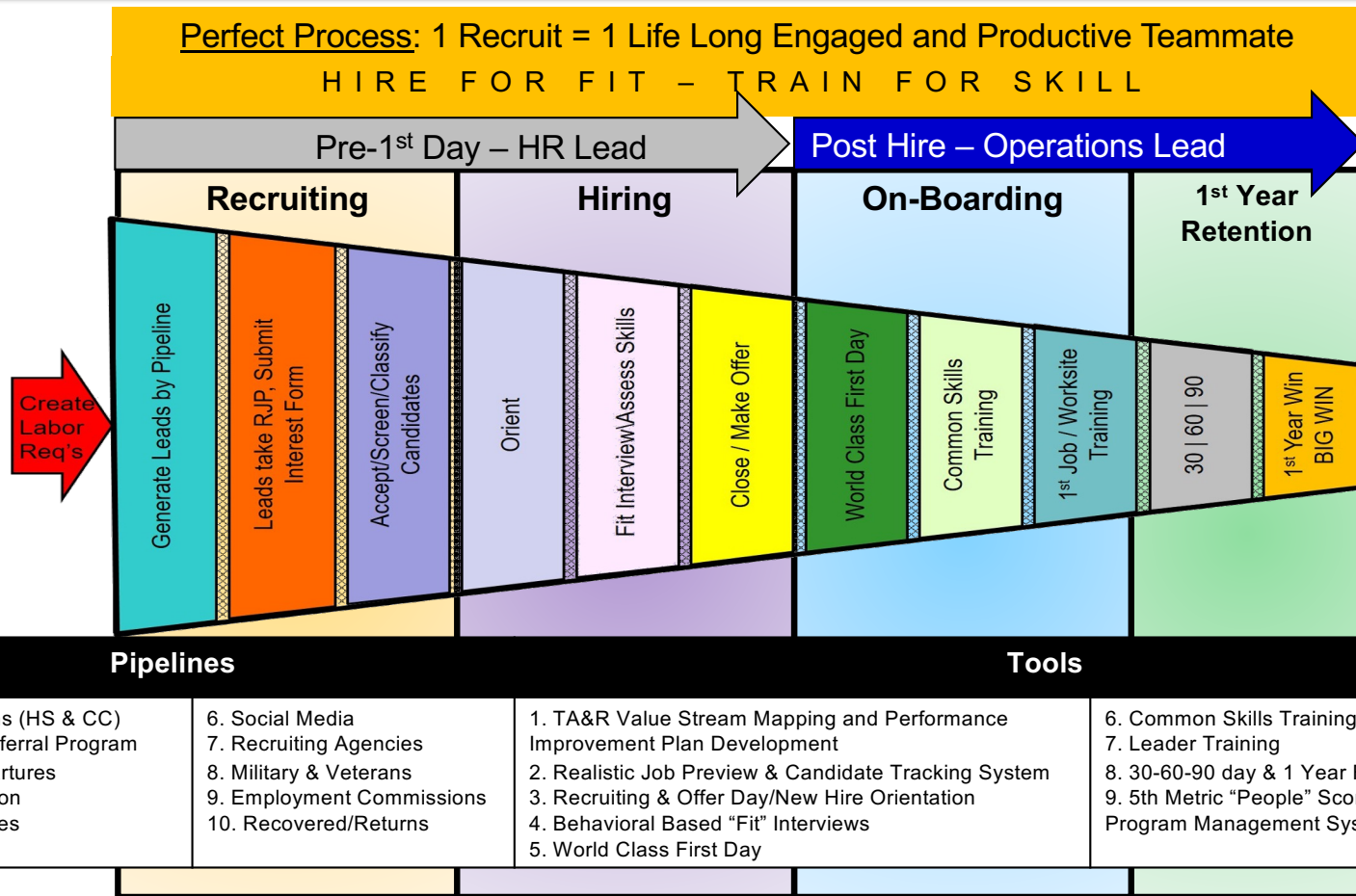


- **Core Outcome Metric: Number of employers with a reliable year over year TA&R Pipeline to run a better business and increase industrial capacity.**
  - Partners are required to attend Training Events throughout the program year
  - Conduct a needs-assessment to determine additional resources required to move Partners from Improving to Performing
  - MAST Pipeline Team will conduct a Current State Value Stream Map to develop a Performance Improvement Plan for each Partner
- **MAST Pipeline Program Support**
  - TA&R Value Stream Mapping and Performance Improvement Plan Development
  - Realistic Job Preview
  - Recruiting & Offer Day/New Hire Orientation
  - Behavioral Based Interview
  - World Class First Day
  - Common Skills Training
  - Leader Training
  - 30-60-90 & 1 Year Fit & Skills Assessment
  - 5th Metric Scorecard Data Driven Program Management System:





# Best Practice Talent Acquisition & Retention (TA&R) System







## Path Forward and Closing Comments

*Presented by:*





## Roles & Responsibilities



### Employers

- **Identify Demand and Skills**
  - What skills do you need? How many?
- **Coordinate CTE Recruiting Visits**
  - Work with CTE Centers and Facilitators
- **Coordinate Onsite Candidate Visits**
  - Work with CTE Centers and Facilitators
- **Review Applications, Schedule Interviews, Make Offers and Provide CTE Feedback**

### CTE Programs

- **Identify and Report Capacity, Enrolled Seniors**
- **Screen Candidates and Report out**
  - Entering Workforce, Attendance and Skill Attainment
  - Instructor Recommendations Highly Regarded
  - Prep Class for Recruiting Visits
  - Handouts- Application Tips, Interviewing Tips, Securing the offer
- **Identify and Prep Interested Candidates for Onsite Visits**
- **Report Candidate Applications and Offers**
  - Accepted and Declined Offers





# Pittsburgh Flag Employer & CTE Key Dates



August 23, 2022 September 14, 2022	Talent Acquisition and Retention Workshop – Recruiting and Hiring August 23 – Marriott North Pittsburgh, Cranberry Twp. 8 – 4 September 14 – GE Power Conversion, 8 - 4
September 20, 2022	CTE’s provide # of Enrolled Seniors by Program
September 21, 2022	Pennsylvania Talent Pipeline Program: Pittsburgh Flag Employer/CTE Program Matching. Pittsburgh Marriott North, Cranberry Twp. 9:00 – 12:00
September 30, 2022	Employers notify Program Manager (PM) of specific screening requirements and logistics (e.g. Interview Schedules/Set ups, Workkeys, Onsite Visits, Other Pre-Employment Testing Requirements)
October 2022	Employer and CTE Training – As Needed Location and Time TBD
November 23, 2022	Finalize 2022-2024 CTE Candidate Pool. CTE Programs Screen for Candidate Desire and Potential to enter Workforce upon CTE program completion.
November 29, 2022	Career Discovery Day and Project MFG Welding Competition Pittsburgh Technical College. 7:30 – 4:00
December 16, 2022	CTE’s provide # of visits by Employer Partners
December 2022	Employer and CTE Training – As Needed Location and Time TBD





## Pittsburgh Flag Employer & CTE Key Dates



January 1, 2023	Employers actively pursue applicants for all desired positions
February 9, 2023	Deadline for applications submitted to Employers
February 9, 2023 – March 24, 2023	Employers schedule and conduct interviews and make contingent job offers
February 24, 2023	CTE's provide number of applications submitted by Program
February 17, 2023 April 26, 2023	Talent Acquisition and Retention Workshop – Onboarding and Retention Feb 17 – Location TBD, 8 – 4 April 26 – Location TBD, 8 – 4
April 15, 2023	Employer deadline to submit Contingent Offer statistics
April 25, 2023	Final “Draft Day”. Employers announce New Teammate Selections and CTE's provide list of screened students who have not yet accepted a job offer. Location and Time TBD
June 24, 2023	Signing Day. Location and Time TBD
July 1, 2023	Employers begin reporting data





## 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





## Attendee Sharing & Open Discussion

*Presented by:*





Rev.