



Talent Acquisition & Retention Workshop (Recruiting & Hiring)



**Vince Jordan, Ken Pettit,
Noel Jordan**

Pittsburgh Technology Council

December 13, 2022





Agenda AM



9:00 – 9:30 Introduction - Flag Specific

9:30 – 11:30 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

11:30 – 12:00 Working Lunch - Flag Specific Facilitator/Other Presentations





Agenda PM



12:00 – 12:30 CTE Focus

- How you prepare students to enter the workforce
- Supply Side Candidate Pool Characteristics and Profiles
- Roles and Responsibilities

12:30 – 2:00

- A Systems Approach to Talent Acquisition and Retention
- Requesting Individual Coaching Process: How do you request support?
- Path Forward and Closing Comments – January 26th Program Review
- Attendee Sharing & Open Discussion





Introductions





Let's Break The Ice





The Mission



The Pennsylvania Talent Pipeline Program TEAM will energize and engage the American 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

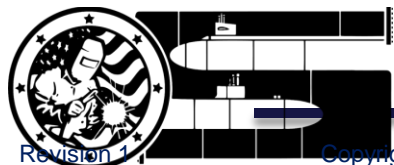


Year 1

- 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 1st Year Work Anniversary
- Employer-New Hire 1st Year Anniversary Recognition Ceremony

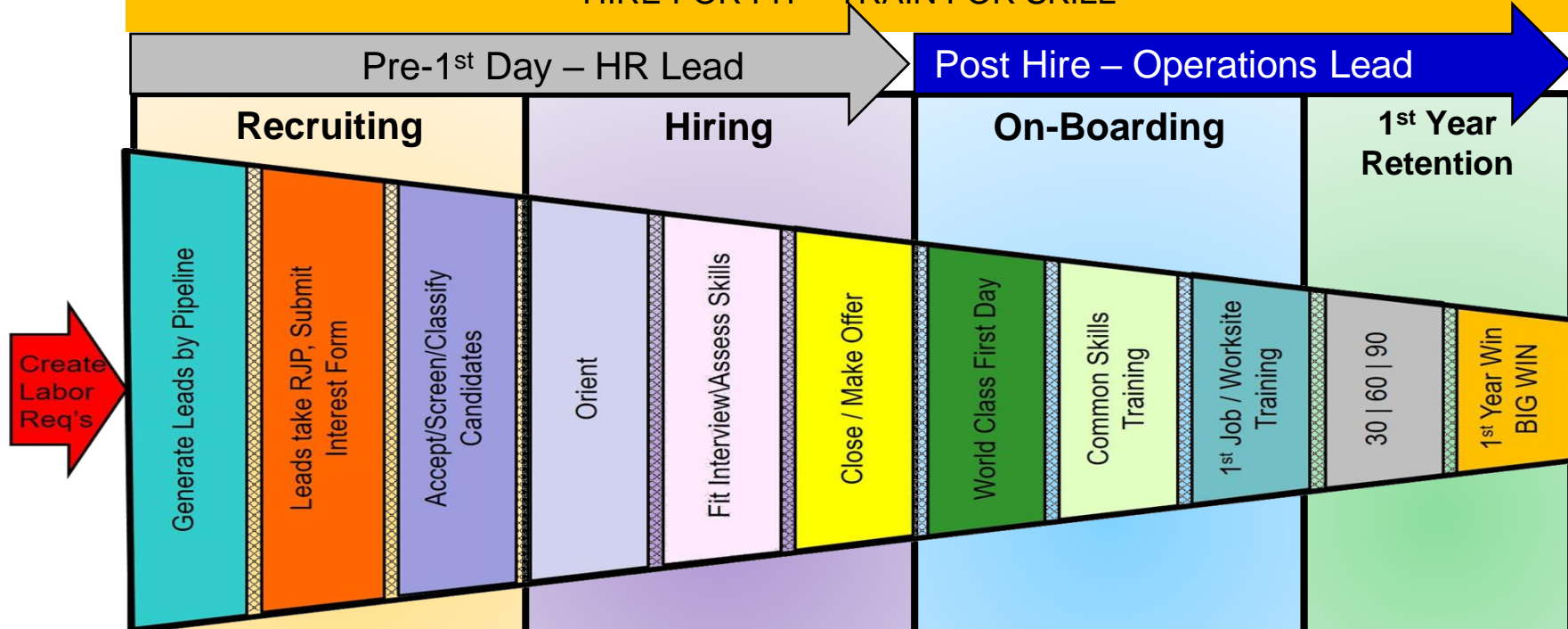




Best Practice Talent Acquisition & Retention (TA&R) System



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



Pipelines

- | | |
|------------------------------|---------------------------|
| 1. CTE Programs (HS & CC) | 6. Social Media |
| 2. Employee Referral Program | 7. Recruiting Agencies |
| 3. College Departures | 8. Military & Veterans |
| 4. Adult Education | 9. Employment Commissions |
| 5. Temp Agencies | 10. Recovered/Returns |
| | 11. Retirees |

Tools

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






Program Participant Support Services



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

 **Partner Coaching as requested**

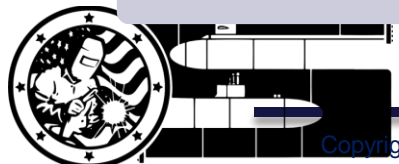
 **Monthly All Hands Information and Best Practice Sharing**

 **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**

March 15, 2022: Career Discovery Day – All Skills

*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 1st Year Work Anniversary

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

* Indicates Major Program Review & All Hands Meeting

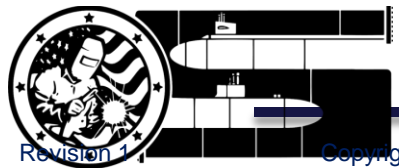




Core Outcome Metric

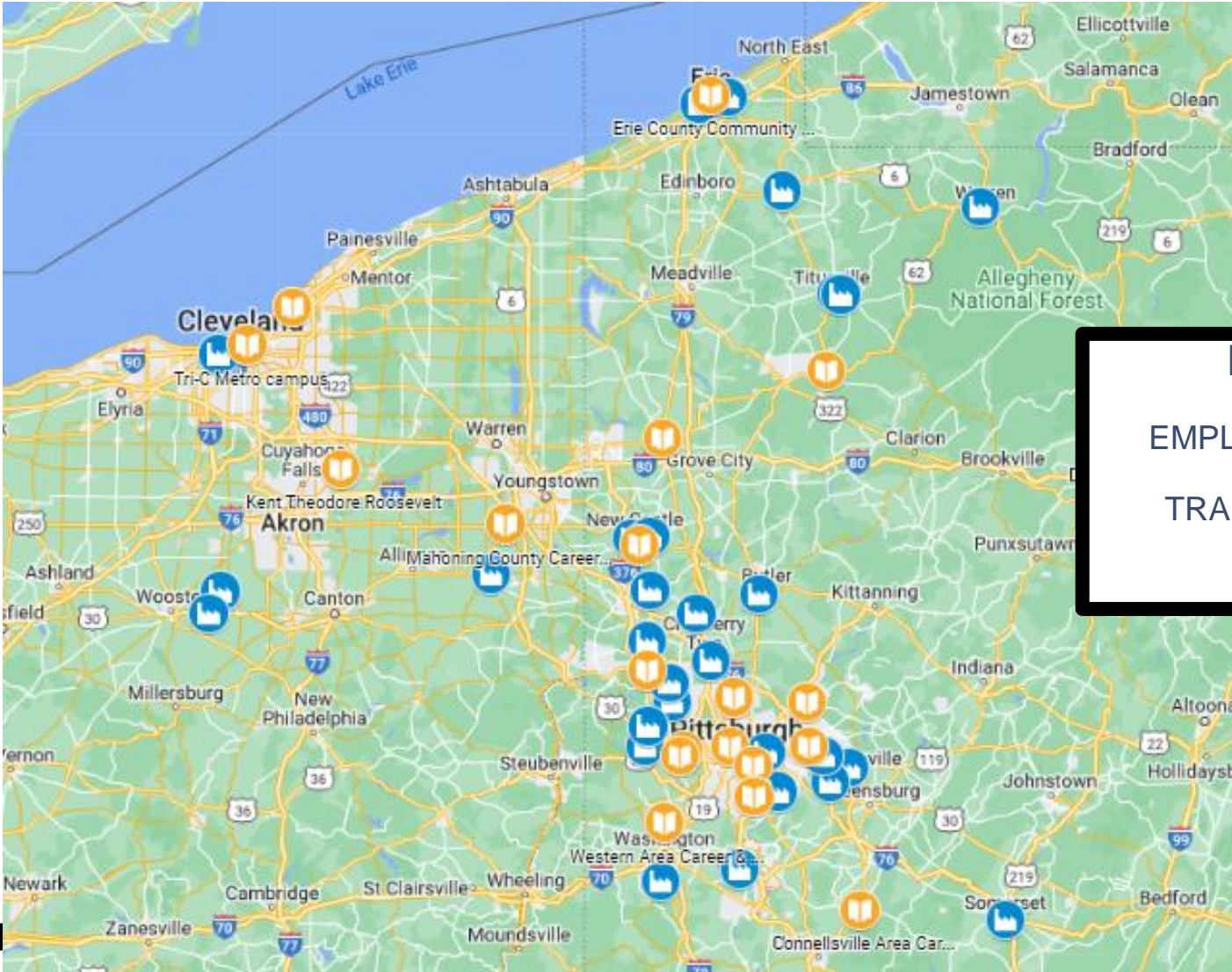


of EMPLOYERS with a reliable year over year Talent Acquisition and Retention Pipelines to run a better business and increase defense industrial capacity.





Partner Map



PARTNERS AS OF 12/1/2022
EMPLOYERS – 32(GOAL – 30) | DEMAND – 349
TRAINING PROVIDERS – 21 | SUPPLY - 1899
FACILITATORS - 18





Employers - Assess Your System



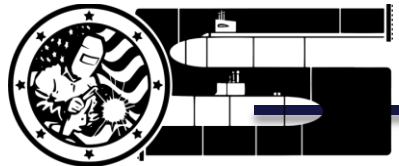
RECRUITING	HIRING	ONBOARDING	RETENTION

- 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.





Why is Talent Acquisition and Retention so Hard?





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,
PRODUCTIVE EMPLOYEE

NEW HIRES LEAVE QUICKLY

DISENGAGED EMPLOYEES STAY



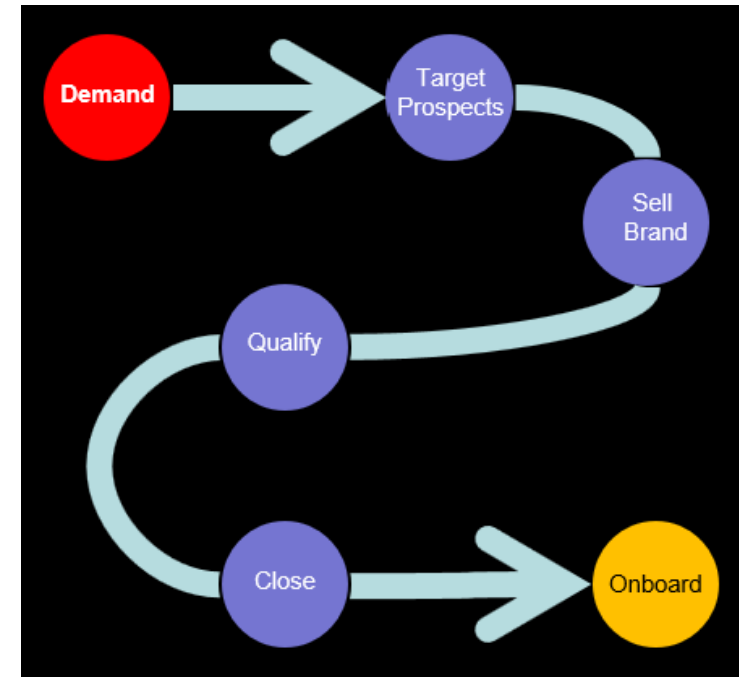


World Class Talent Acquisition and Retention Systems



FROM THIS

TO THIS



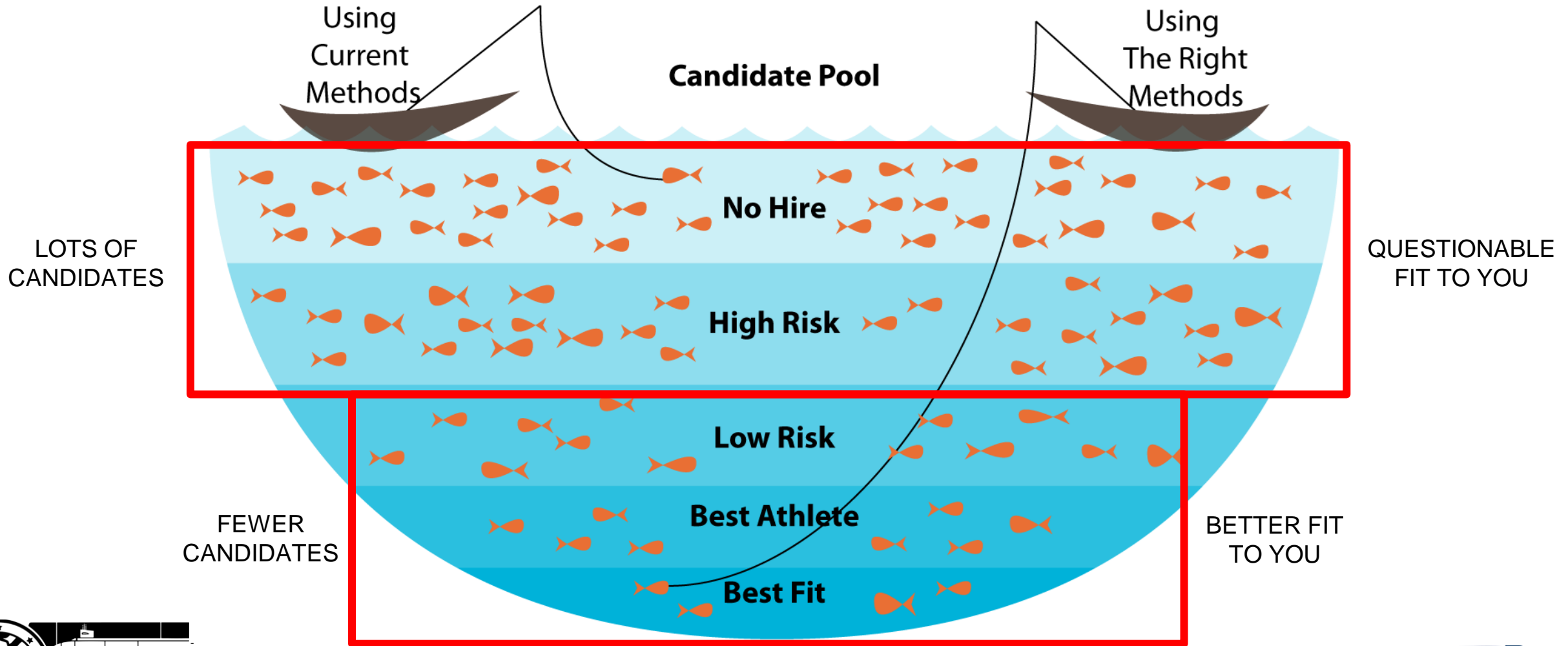
**Traditional: Procurement Model
(Passive and Employer Focused)**

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



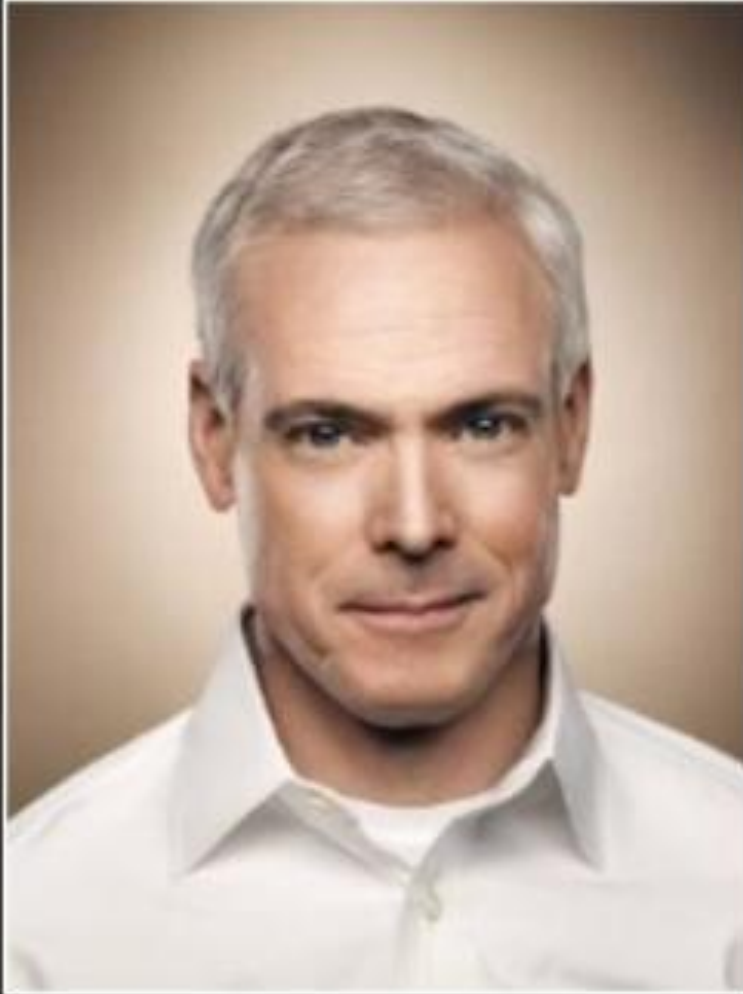


Where Are You Fishing?





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





WHY NEW HIRES FAIL





Dream Team Hypothesis



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

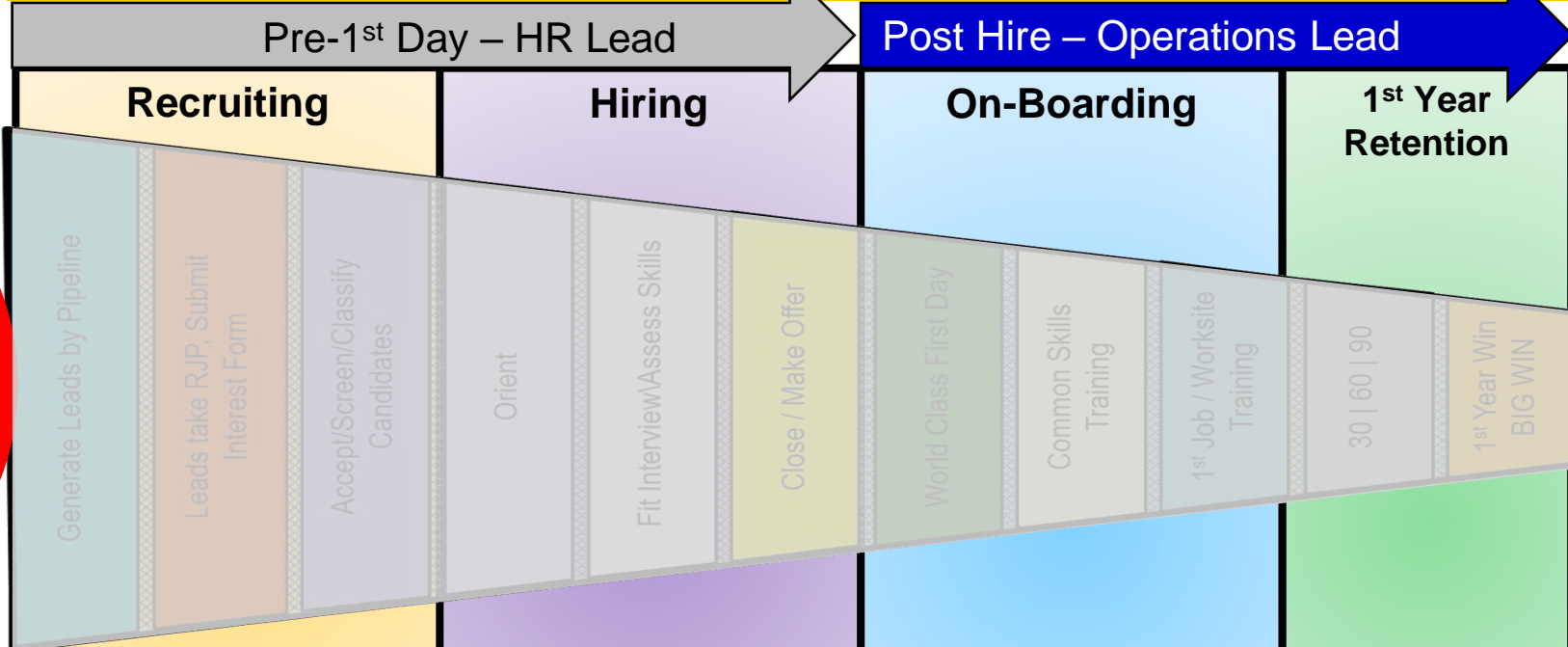




Demand Driven Talent Acquisition & Retention (TA&R) System



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



HIRING DEMAND ##

Create Labor Req's

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
- 11. Retirees

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





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?**
- Who are the key stakeholder?
- What do hiring managers want?
- 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

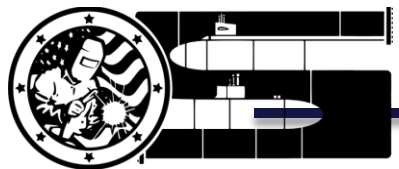




Generating the Need to Hire...



- 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?





Who are the Key Stakeholders?



Customer

- 1st Line Supervisors

Facilitator(s)

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

New Teammates

- Employee





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?





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





Common Vision of the End State



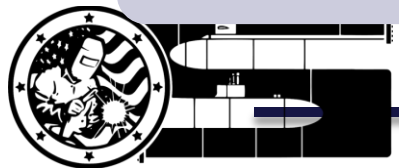
Engaged Teammate at 1st Year Anniversary



Increases Workforce Productivity



Increases Business Performance





What does Right Look Like



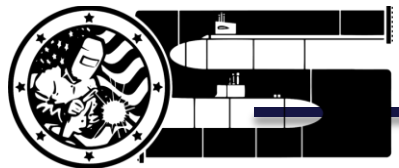


Your Best New Hire



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?**

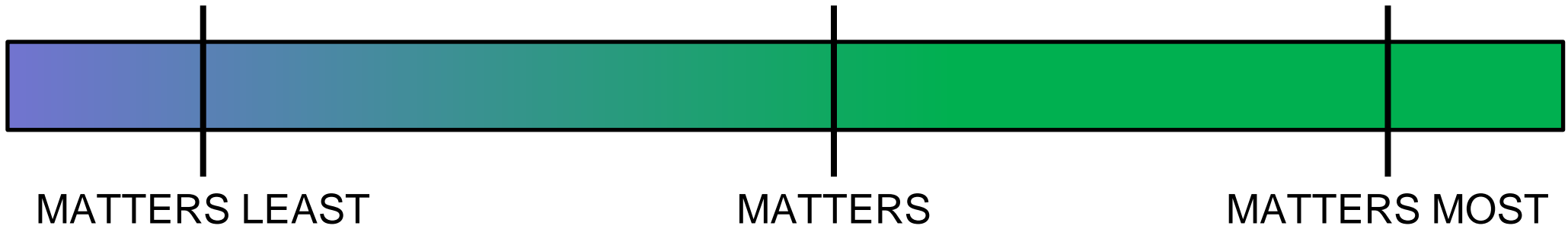




WHY ARE YOUR
BEST PEOPLE
LEAVING?

WHY DID YOUR
BEST PEOPLE
START LOOKING?

WHY ARE YOUR
BEST PEOPLE
STAYING?

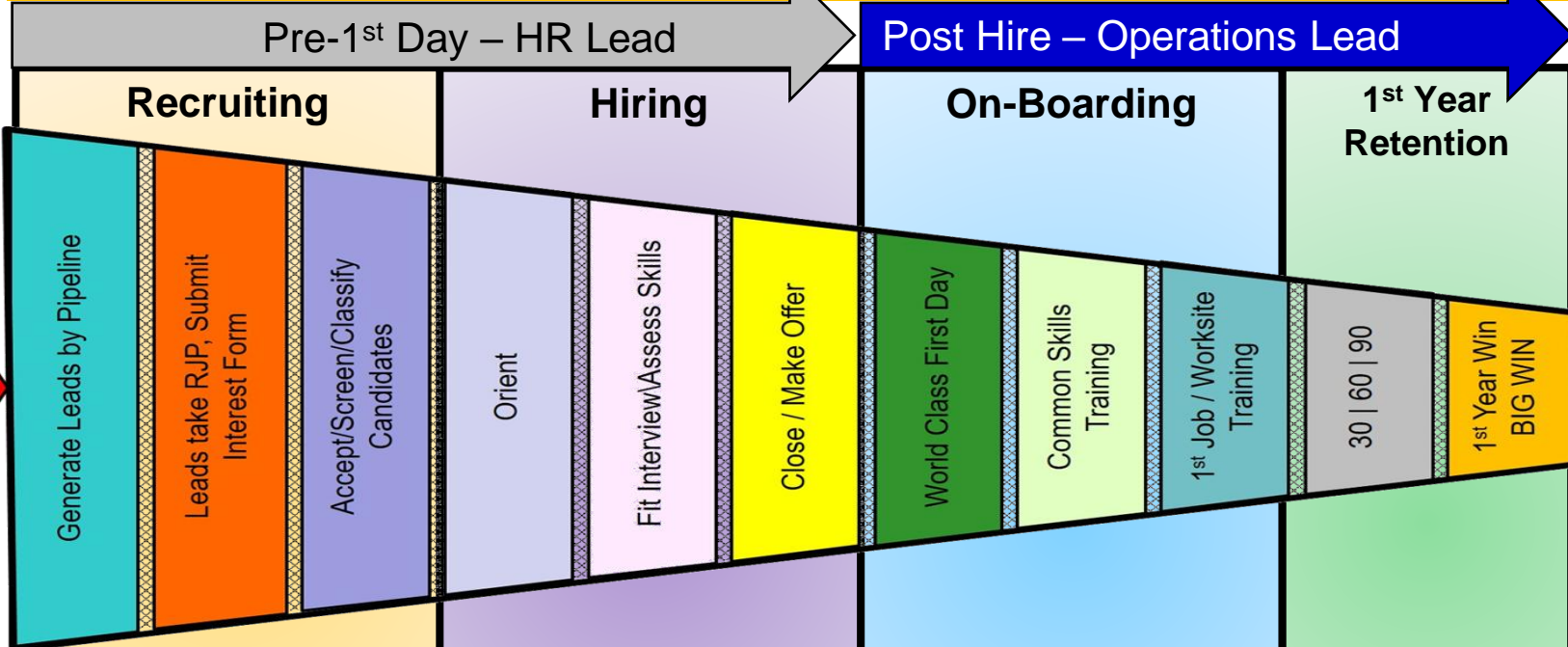




Demand Driven Talent Acquisition & Retention (TA&R) System



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



HIRING DEMAND
##



Pre-1st Day – HR Lead

Post Hire – Operations Lead

Pipelines

Tools

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

- 6. Social Media
- 7. Recruiting Agencies
- 8. Military & Veterans
- 9. Employment Commissions
- 10. Recovered/Returns
- 11. Retirees

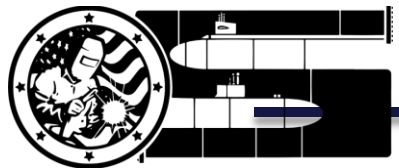
- 1. TA&R Value Stream Mapping and Performance Improvement Plan Development
- 2. Realistic Job Preview & Candidate Tracking System
- 3. Recruiting & Offer Day/New Hire Orientation
- 4. Behavioral Based "Fit" Interviews
- 5. World Class First Day

- 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



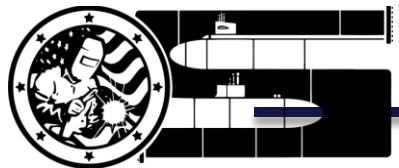
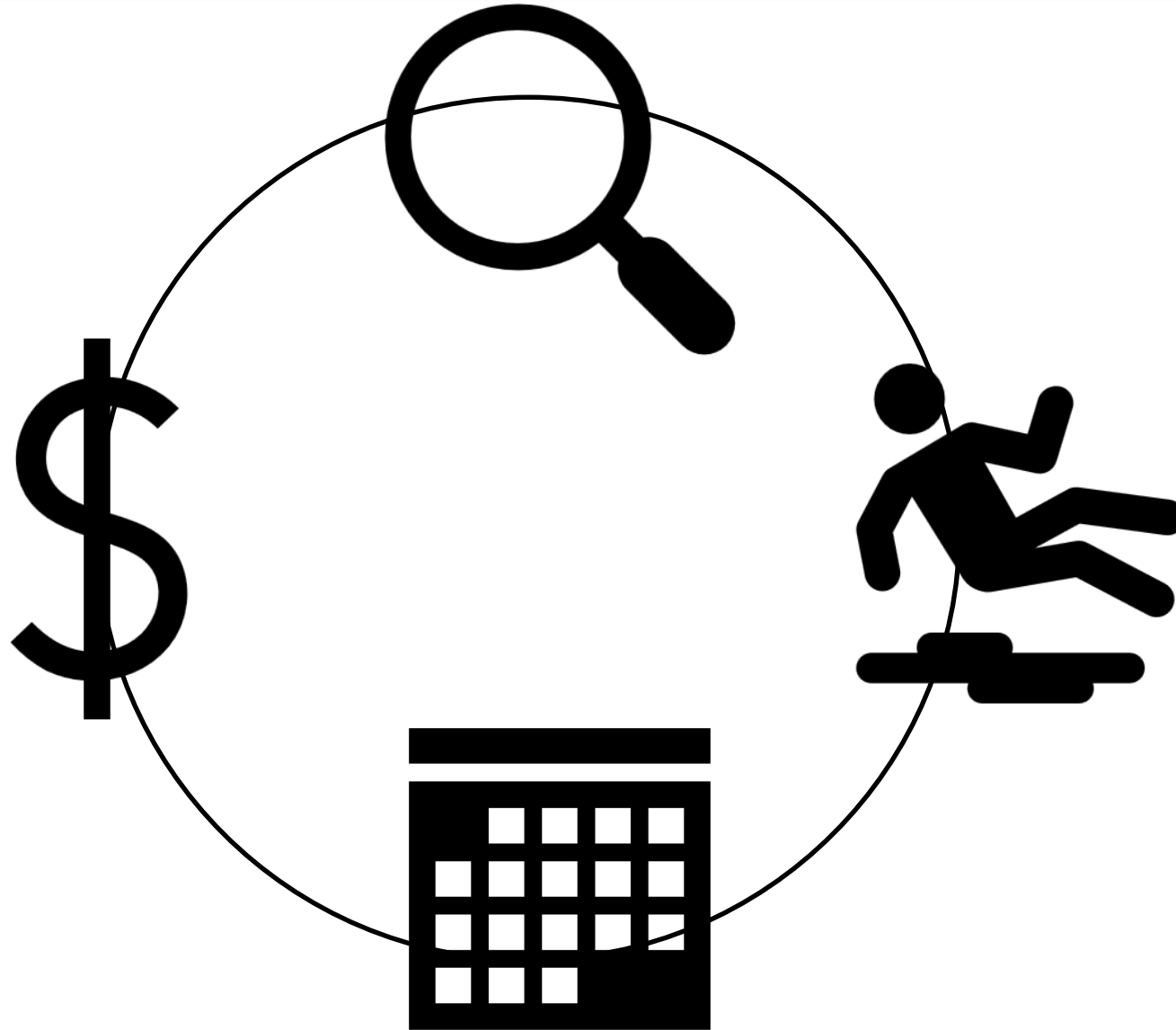


Key Performance Metrics





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 1st Day**
3. **Source of Hire: Pipeline and how did they find out about the job**
4. **1st Year Attrition: Good & Bad**
5. **Quality of Hire: Subjective Assessment (e.g., Hiring Manager Perspective)**
6. **Interview to Ratio: # Interviews to # 1st Day Start**
7. **Offer Acceptance Rate: # Offers to # Accepted**
8. **Cost to Fill: \$\$ to 1st Day/Hire**
9. **Time to Productivity: 1st Day to ability to perform 1st job at a similar level of 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)**





Master Scorecard



The Master Scorecard is driven by the hiring demand signal

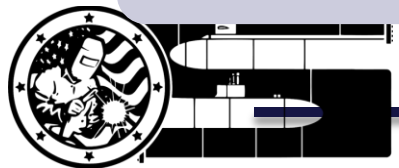


This is used to track Applicants from initial entry into the system through their 1st year



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



MONTH	FEB	MAR	APR	MAY	JUN	TOTAL		
DEMAND	9	9	10	11	19	53		
#RJP VIEWS	132	144	126	169	142	713		
#INTERESTED?	98	114	79	80	78	449	27%	Filter Rate (Percentage reduced by step)
#INVITED TO RD / INTERVIEW	20	73	40	30	51	214	53%	
#ATTENDED RD / INTERVIEW	20	65	20	29	40	174	19%	
#INTERVIEWED	18	42	13	24	28	125	28%	
#CONDITIONAL OFFERS	8	24	11	9	22	74	41%	
#OFFERS ACCEPTED	7	18	11	6	19	61	18%	
#ATTENDED FIRST DAY	7	14	9	6	16	52	15%	





Example Master Scorecard



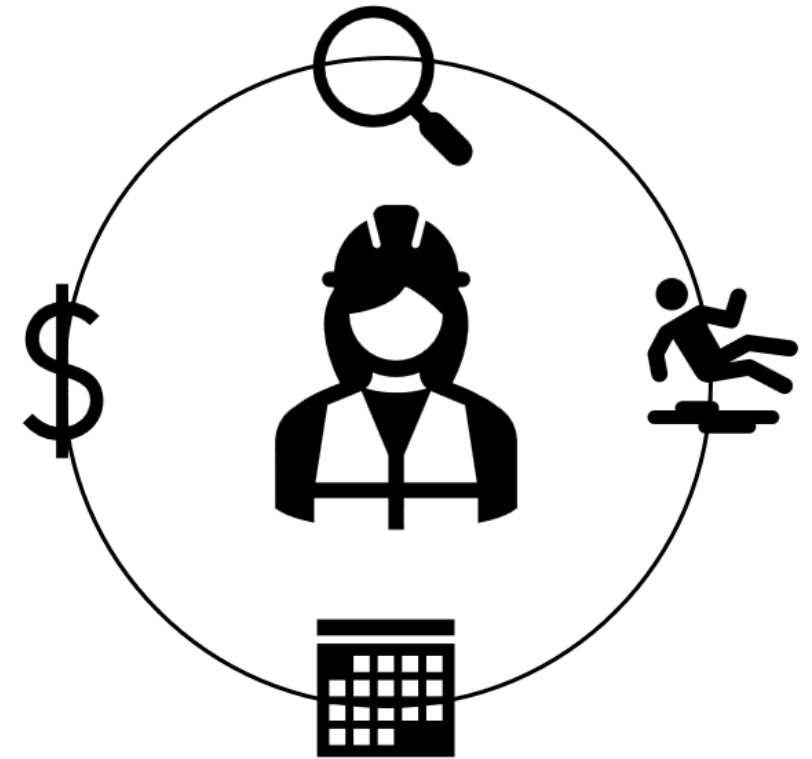
MONTH	FEB	MAR	APR	MAY	JUN	TOTAL		
DEMAND	9	9	10	11	19	53		
#RJP VIEWS	132	144	126	169	142	713		
#INTERESTED?	98	114	79	80	78	449	27%	Filter Rate (Percentage reduced by step)
#INVITED TO RD / INTERVIEW	20	73	40	30	51	214	53%	
#ATTENDED RD / INTERVIEW	20	65	20	29	40	174	19%	
#INTERVIEWED	18	42	13	24	28	125	28%	
#CONDITIONAL OFFERS	8	24	11	9	22	74	41%	
#OFFERS ACCEPTED	7	18	11	6	19	61	18%	
#ATTENDED FIRST DAY	7	14	9	6	16	52	15%	
#COMPLETED WEEK 1	7	14	9	6	16	52	100%	
#30 DAYS	6	13	8	5	15	47	90%	
#60 DAYS	6	13	7	5	14	45	86%	
#90 DAYS	5	12	7	4	11	39	75%	
#180 DAYS	5	12	6	4	10	37		
#RETAINED 1 YEAR	5	11	6	4	10	36		





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

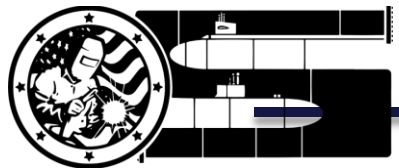


Next up...Branding Your Company





Branding Your Company

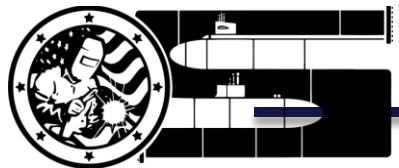




Branding And Marketing Your Organization



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





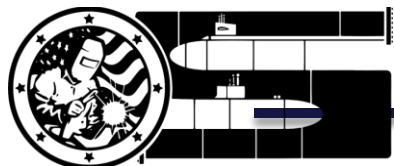
Definitions



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 15th

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

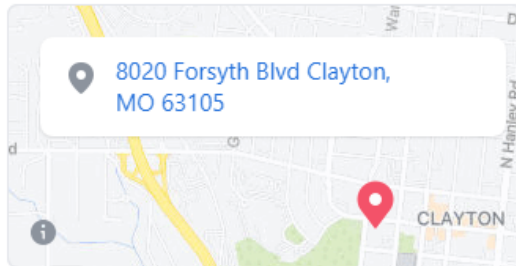
trulyhumanleadership.com



Home About Photos Reviews More

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

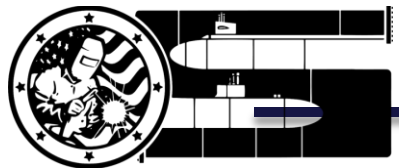




Example: Barry-Wehmiller



The screenshot shows the Barry-Wehmiller website homepage. The header includes the company logo 'barrywehmiller' with the tagline 'BUILDING A BETTER WORLD'. Navigation links include 'OUR STORY', 'OUR BUSINESS', 'OUR OUTREACH', 'OUR BLOG', and 'JOIN OUR TEAM!'. A 'LANGUAGE' dropdown menu and a search icon are also visible. The main content area features a large, dark background image of a smiling woman, Jaudith, with the text: 'We're showing what's possible at the intersection of great business strategy and profound care for people.' Below the image, the name 'Jaudith' and location 'Akron (OH), US' are displayed.





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

Founded

1885

Company size

201 to 500

Revenue

\$1B to \$5B (USD)

Industry

Machinery
Manufacturing

Headquarters

Atlanta, St. Louis, India





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



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

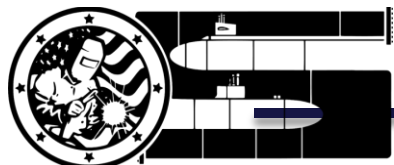




Steps To Build A Recruitment Marketing Program



- 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

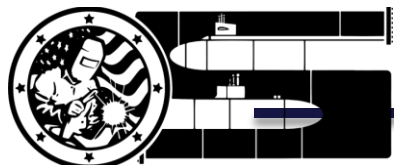




Branding And Marketing Checklist



- 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.

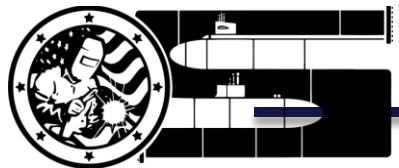




Branding Closing Thoughts...



- 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



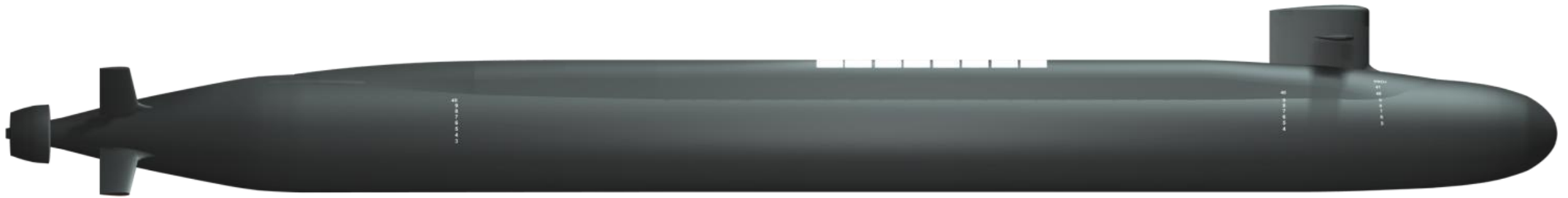


Columbia Program



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

155

Total Mixed Gender Crew Size

20,800

Weight (LT)

560

Length (Ft.)

Weight (T)	65	250	20,800
Length (Ft.)	25	200	560
# of Systems	25	40	200
Patrol Duration (Hr.)	24	8-14	>2,000

	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

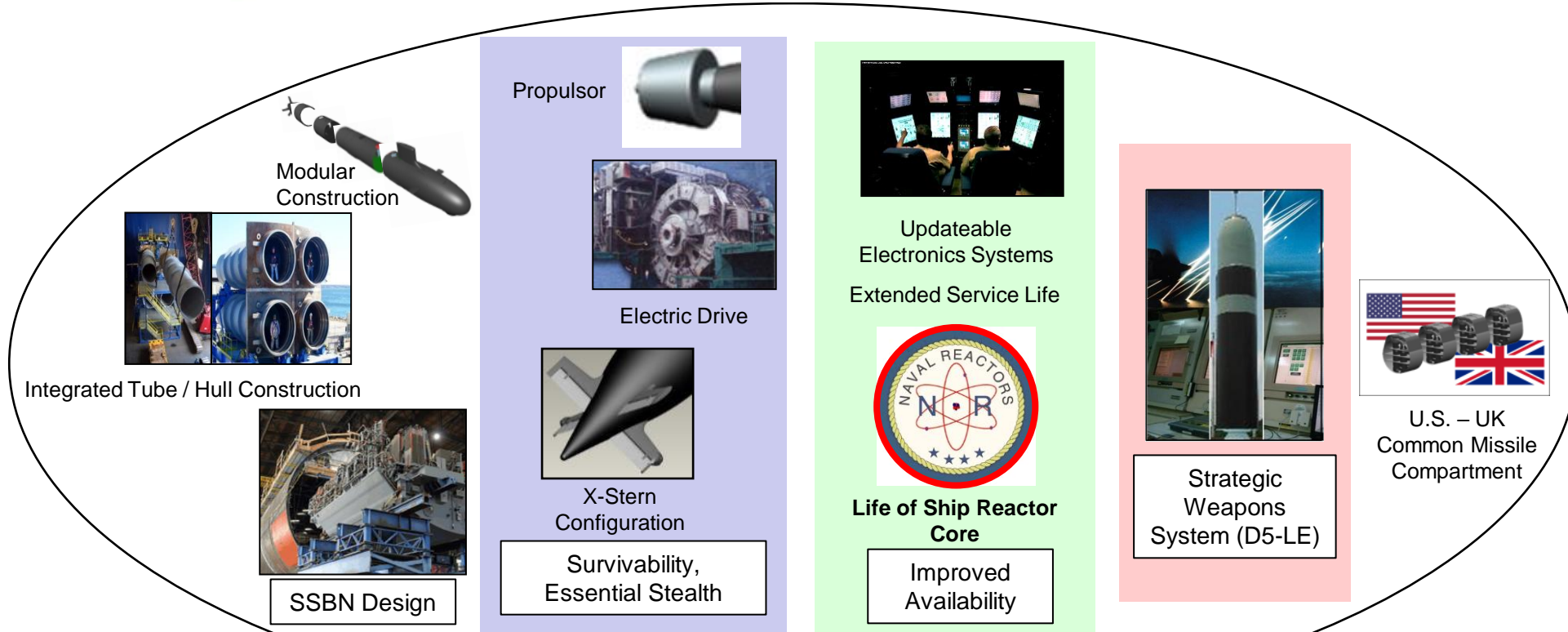
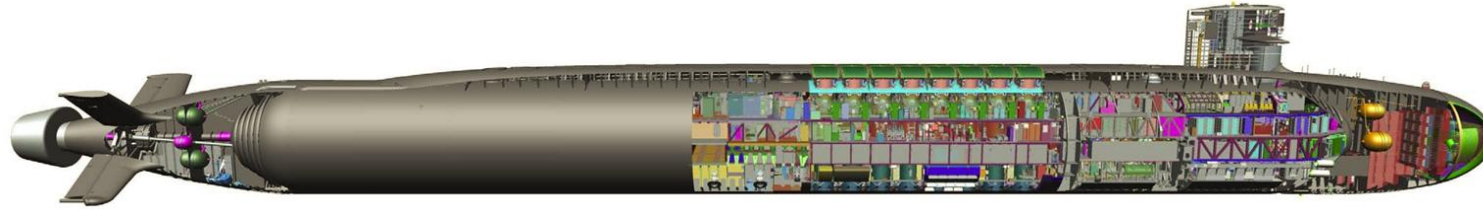
76

Years from Program Initiation to Decommissioning

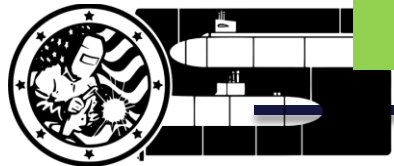




Columbia Program



Coordinated Approach is Necessary to Provide a Credible and Affordable Strategic Deterrent Capability NLT 1st 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





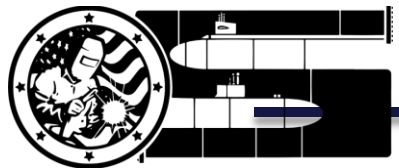
SUMMARY

- 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

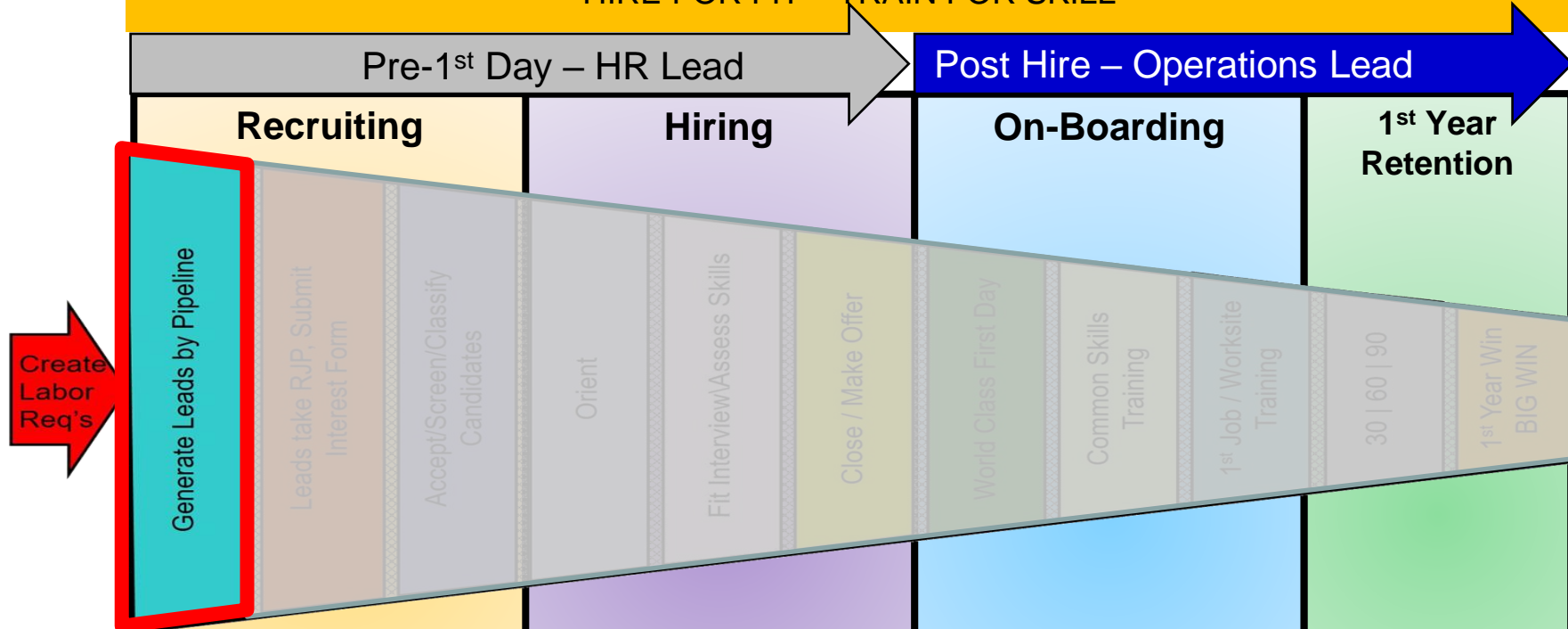




Demand Driven Talent Acquisition & Retention (TA&R) System



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	
	11. Retirees		





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**
- **Retirees**





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 Previous Students as Recruiters

Community / Technical College

— Pool Size:

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

— Cycle Time:

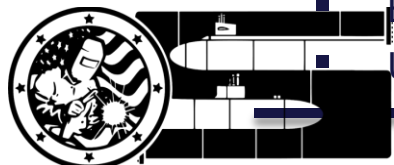
- 3-4x Year
- 3-4 Months

— 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 Previous 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:

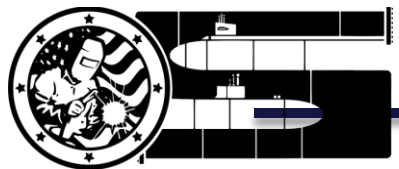
- Bi-Annually
- December and May

— 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

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

Reverse Engineer your Job Descriptions





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:

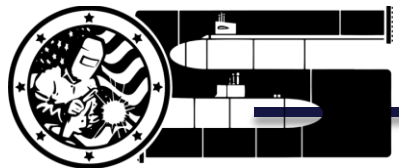
- 1 – 4 Weeks

— 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:

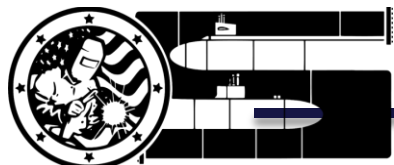
- 1 – 2 Months

— 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





Recruiting Pipelines



Retirees

— Pool Size:

- Unknown

— Cycle Time:

- 6 months+ after retirement

— Pool Type(s):

- Experienced

— Keys to Success:

- Be flexible with work arrangements
- Many in the Great Resignation took early retirement to have better quality of life
- Leverage as trainers, mentors, coaches



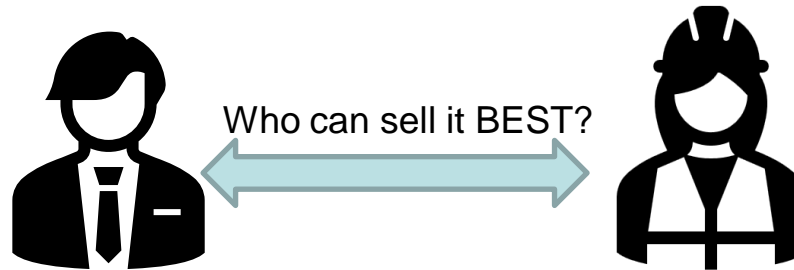


Sell an experience, not a job



Teammate

~~The Employee Experience~~





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**





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

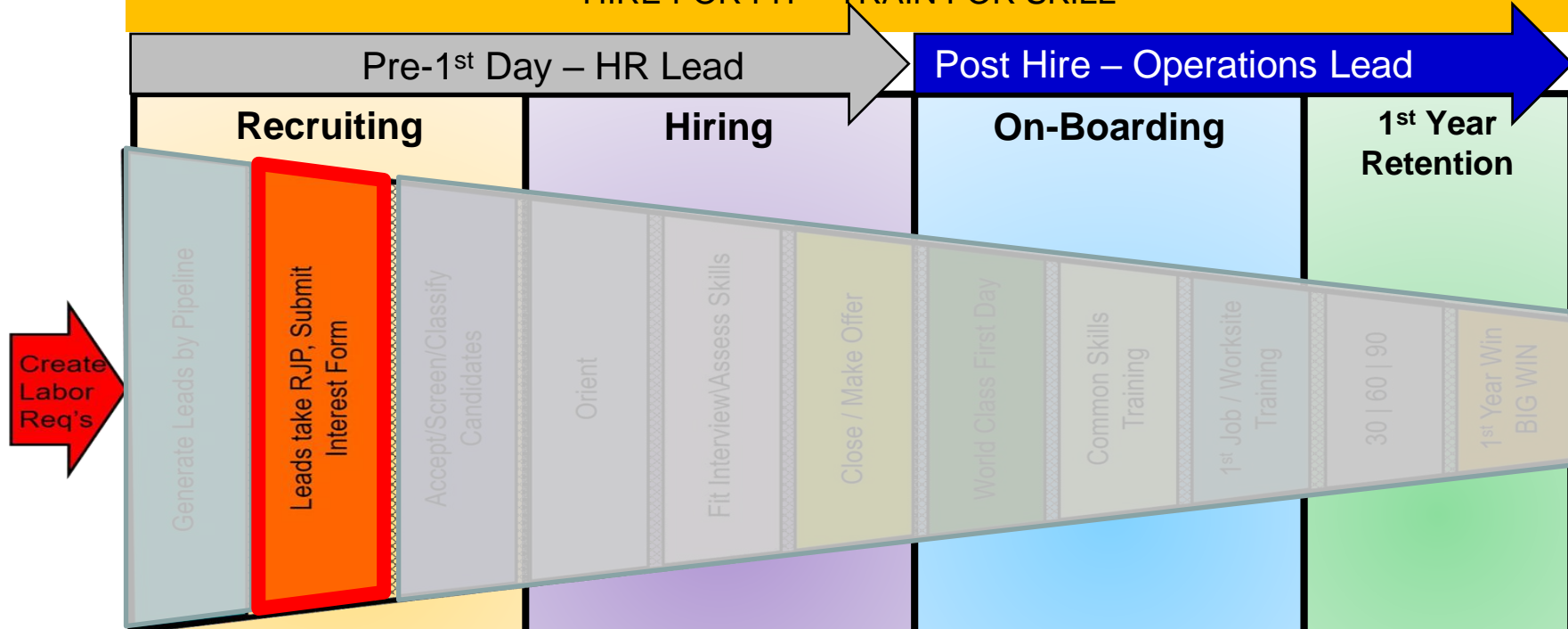




Demand Driven Talent Acquisition & Retention (TA&R) System



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



Pipelines

Tools

- | | | | |
|--|---|---|---|
| <ol style="list-style-type: none"> 1. CTE Programs (HS & CC) 2. Employee Referral Program 3. College Departures 4. Adult Education 5. Temp Agencies | <ol style="list-style-type: none"> 6. Social Media 7. Recruiting Agencies 8. Military & Veterans 9. Employment Commissions 10. Recovered/Returns 11. Retirees | <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> 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 |
|--|---|---|---|

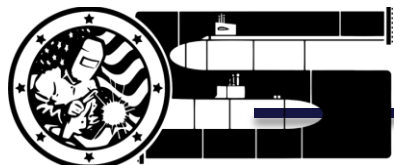




Realistic Job Preview



- **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 through 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
- Pittsburgh Flag Best Practice – AT&F
 - <https://realisticjobpreview.com/atf/>





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?

RECRUITING

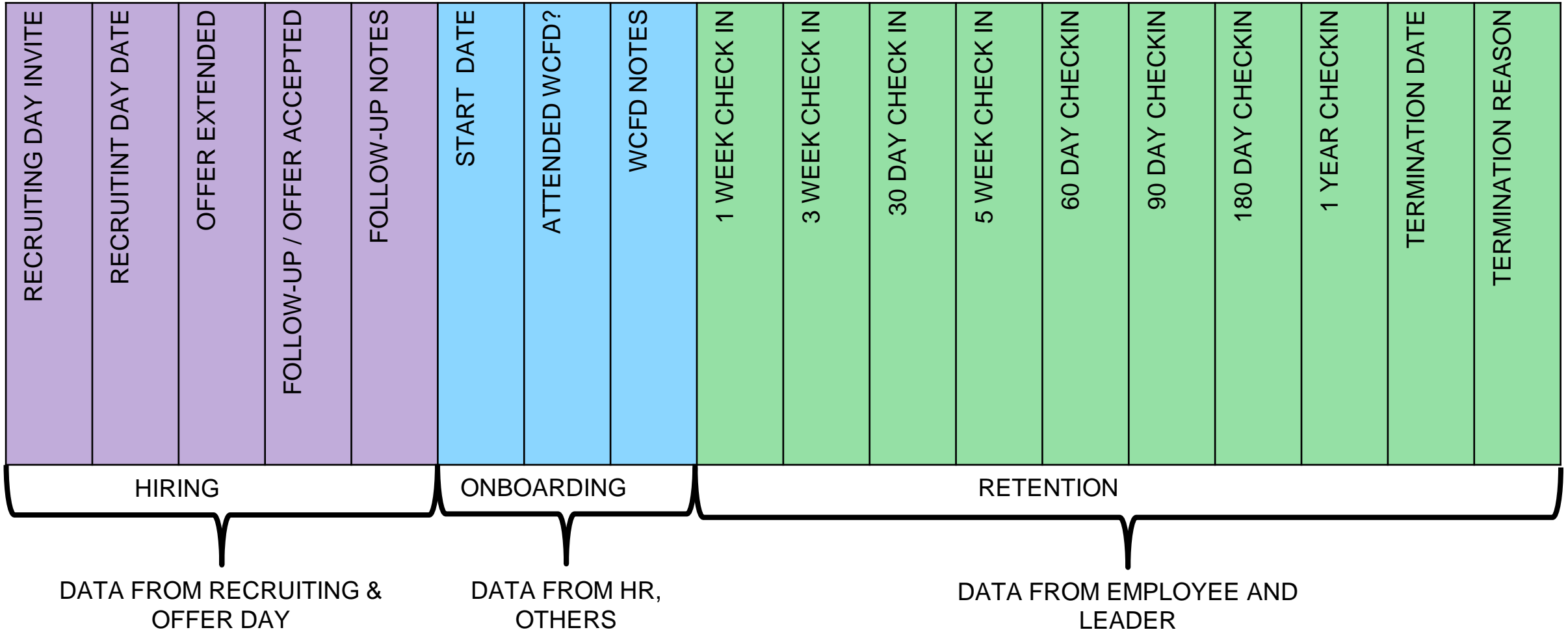
DATA FROM RJP

DATA FROM PHONE SCREEN





Applicant Tracking Example

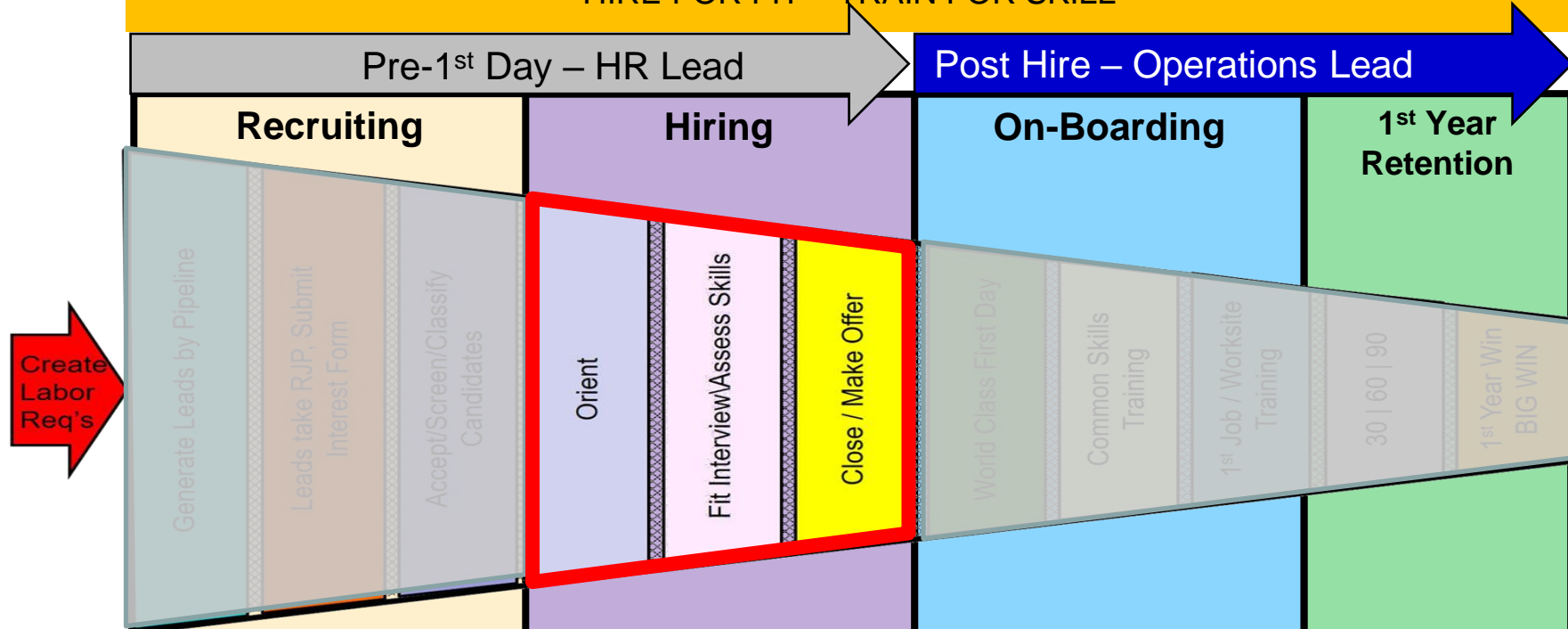




Demand Driven Talent Acquisition & Retention (TA&R) System



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	
	11. Retirees		





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 loss unless weekend work is typical
 - On the spot hires
 - Give Candidate and Company a better “first fit then skill” picture

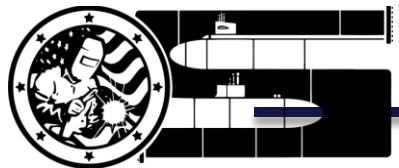




Recruiting Day Example



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

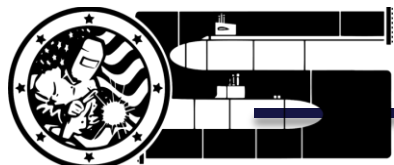




Recruiting and Offer Day Lessons Learned



- **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?
- Open ended questions will breed follow on questions and discussion.





3 Crucial Fit Attributes



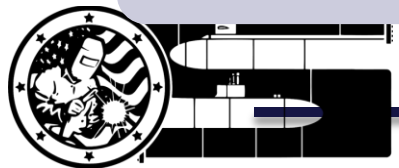
Hire a diverse set of Employees



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 your Company values, you cannot assess how a Candidate might fit in with your Company





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”

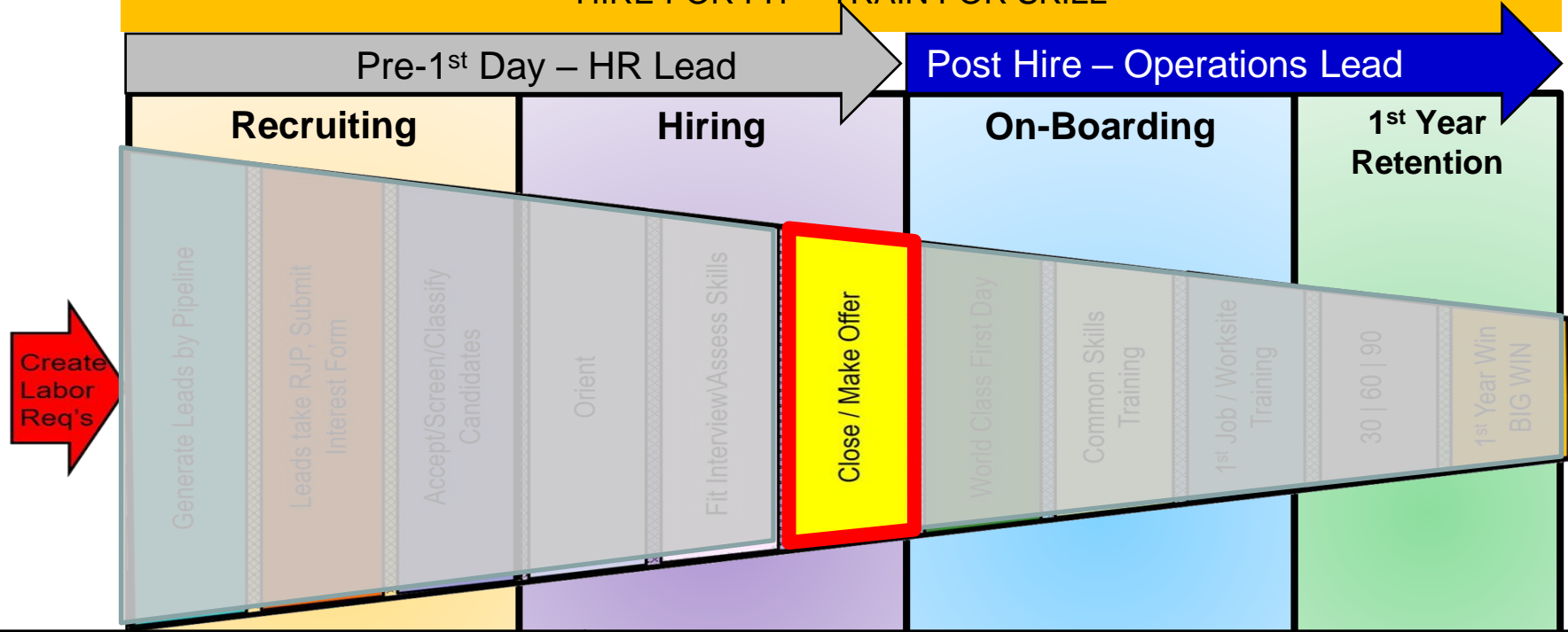




Demand Driven Talent Acquisition & Retention (TA&R) System



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

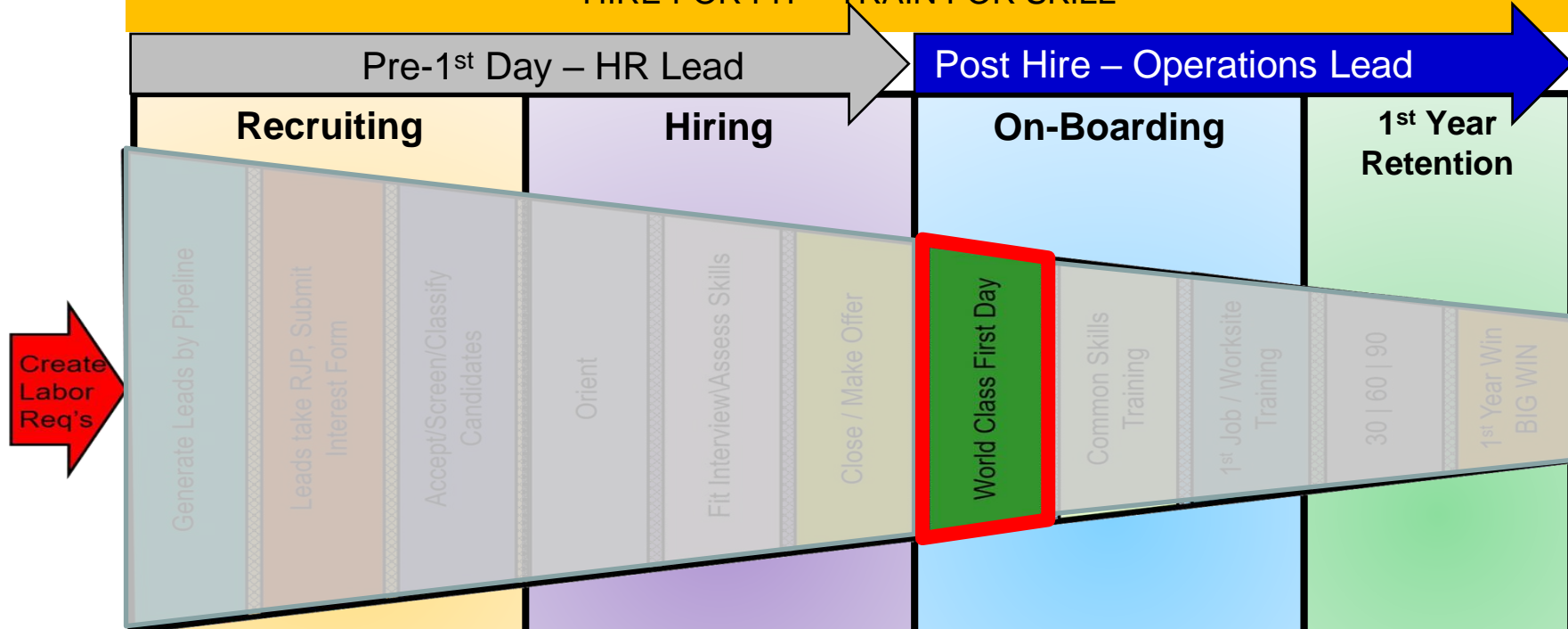




Demand Driven Talent Acquisition & Retention (TA&R) System



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	
	11. Retirees		





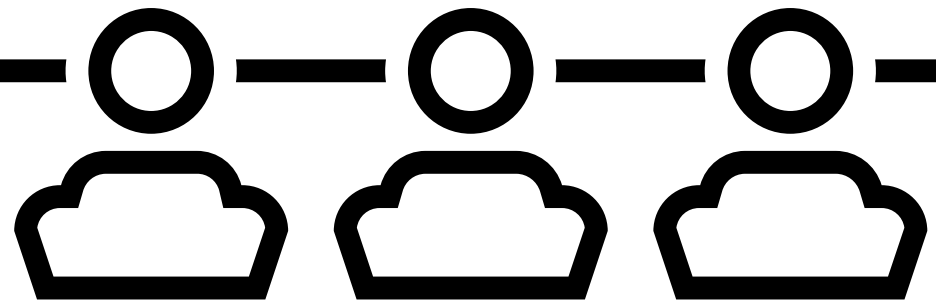
May 25th, 2022, Signing Day



Fairlead President
Fred Pasquine

<https://youtu.be/q3G8Lu3YjOM?t=8646>

Philadelphia Flag Signing Day





Purpose of World Class First Day



- A new hire's first day on the job is often accompanied by nerves and anxiety.
- Creating an effective new hire first-day experience can benefit employees and the company by making new hires feel comfortable.
- A great first day on the job sets the tone and prepares new hires for their role at the company.
- Inform new hire and bring them in as engaged employee
- Introductions and involvement of Senior Leadership to build relationship and trust in the organization
- Prepare new hire to be productive successful employees

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





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

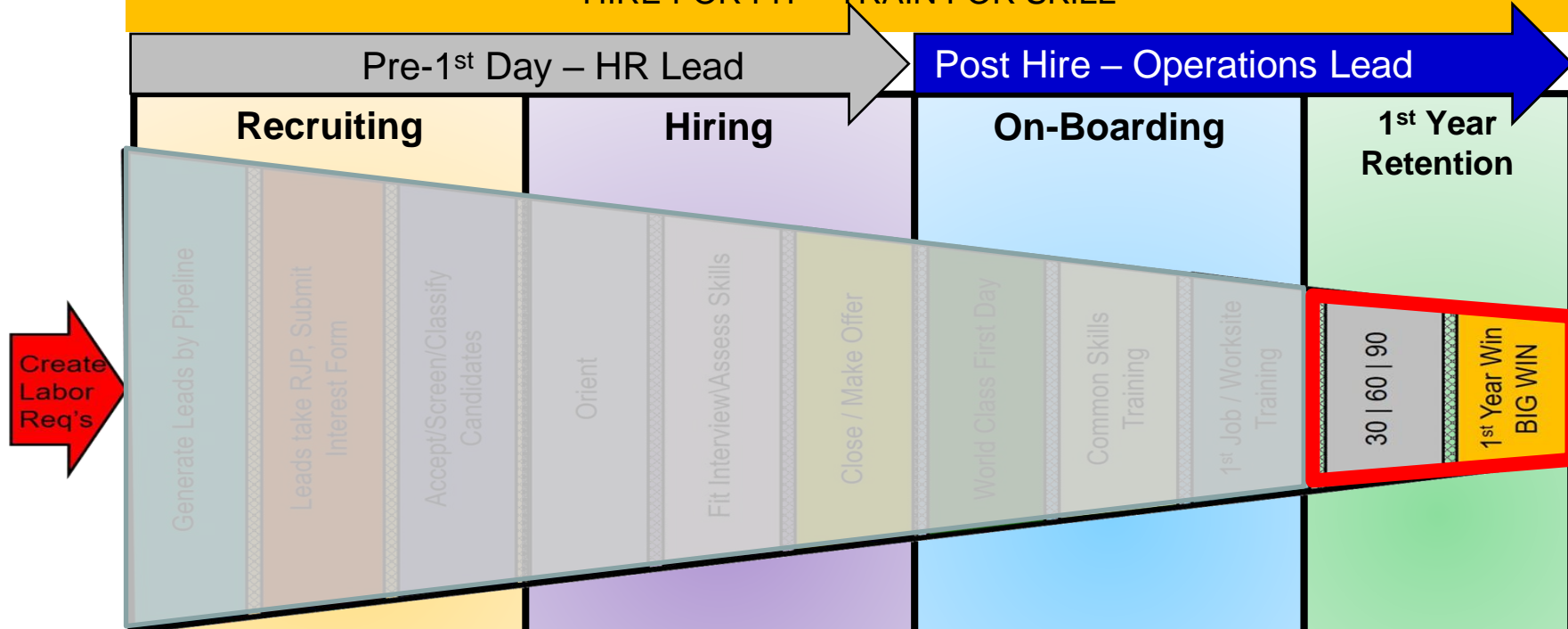




Demand Driven Talent Acquisition & Retention (TA&R) System



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	
	11. Retirees		





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

© TMG Inc. Tmgva.com

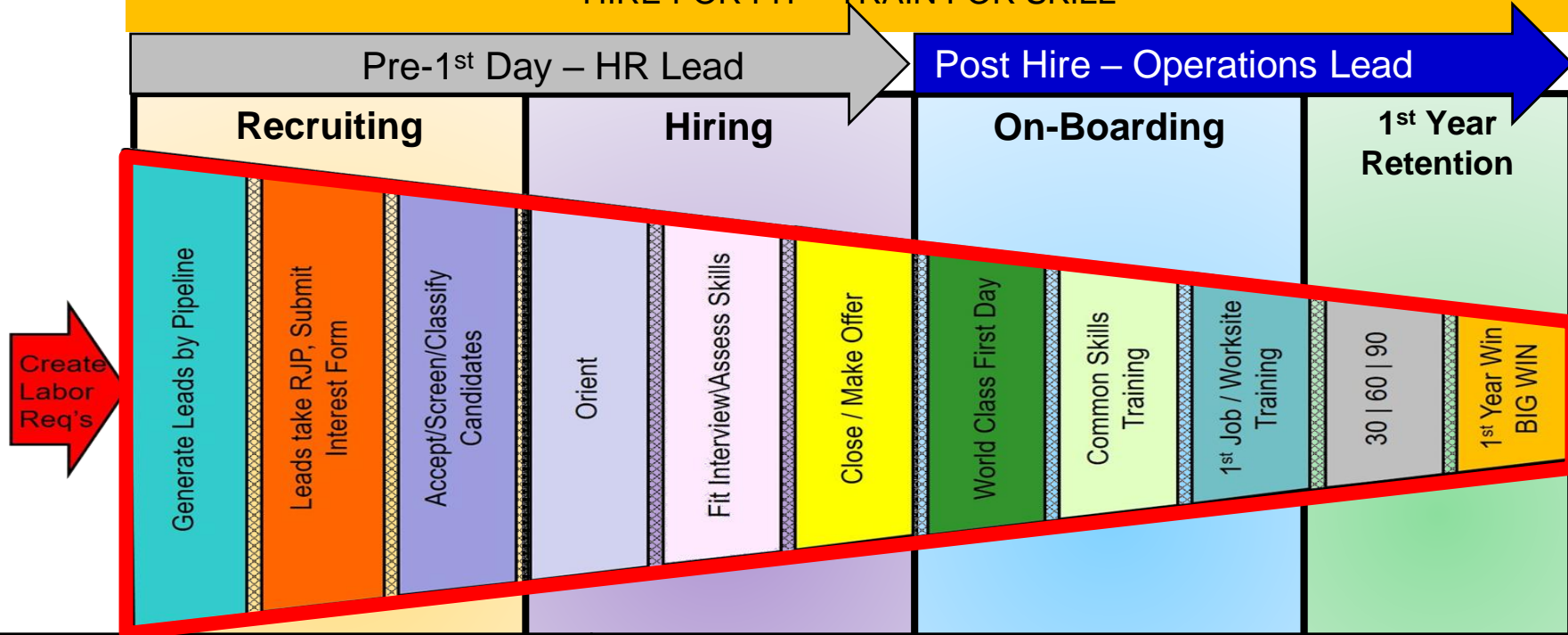




Demand Driven Talent Acquisition & Retention (TA&R) System



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



Pipelines

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

Tools

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





TA&R Roles and Responsibilities





Overview



- Every member of the Company plays a role in TA&R
- This is NOT just HR's responsibility
- Recruiting
 - HR group is primary Responsible
- Hiring
 - HR group is primary Responsible with Hiring Manager in Supporting role
- Onboarding
 - Hiring Manager/Operations is primary Responsible, with HR in Supporting role
- Retention
 - Hiring Manager/Operations is Responsible





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

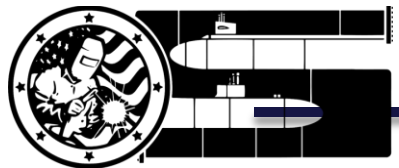




Successful Best Practices - Employers



- **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**





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**

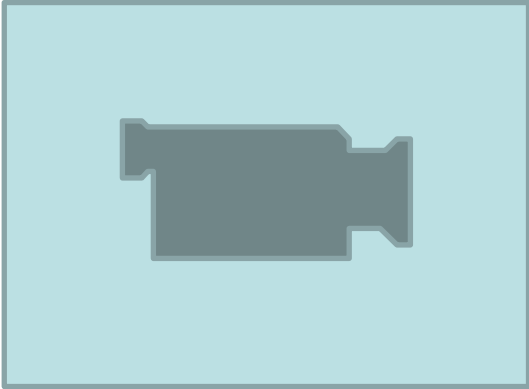
- **Next up...ATDM**



ATDM

POWERING AMERICA'S WORKFORCE







May 25th, 2022, Signing Day



**Benjamin Franklin HS Machining Instructor
Ron Sizer**

<https://youtu.be/q3G8Lu3YjOM?t=3713>

**Randolph Career and Tech HS Welding Student
Ahjhane Blackwell**

<https://youtu.be/q3G8Lu3YjOM?t=4094>

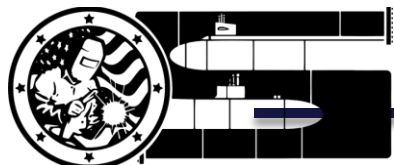




How Training Providers Prepare Students for Work



- Address career and college readiness goals, teaching real world skills and competencies; such as collaboration, critical thinking, problem solving, teamwork, innovation and communication.
- Programs are aligned with economic and labor market demands. This ensures employability for students, when they join the workforce.
- Use of appealing learning methods, such as learning by doing.
- Make use of contextual, applied learning, and project-based learning which helps students in seeing the relevance of what they are learning and how it can be applied in real life.
- Makes use of linked learning. In this approach, local businesses directly engage with the education school to enhance the relevance of programs.





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





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

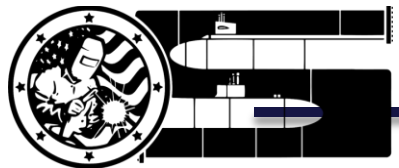


- Failing to return calls/ messages from employers
- No involvement in interview process
- Improperly screening students
- Reporting inaccurate information
- Admin./Instructors- Active with coordinating/scheduling classroom visits with Employers and students visiting
- Top to Bottom- Not understanding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





A Systems Approach to TA&R Process Improvement





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.

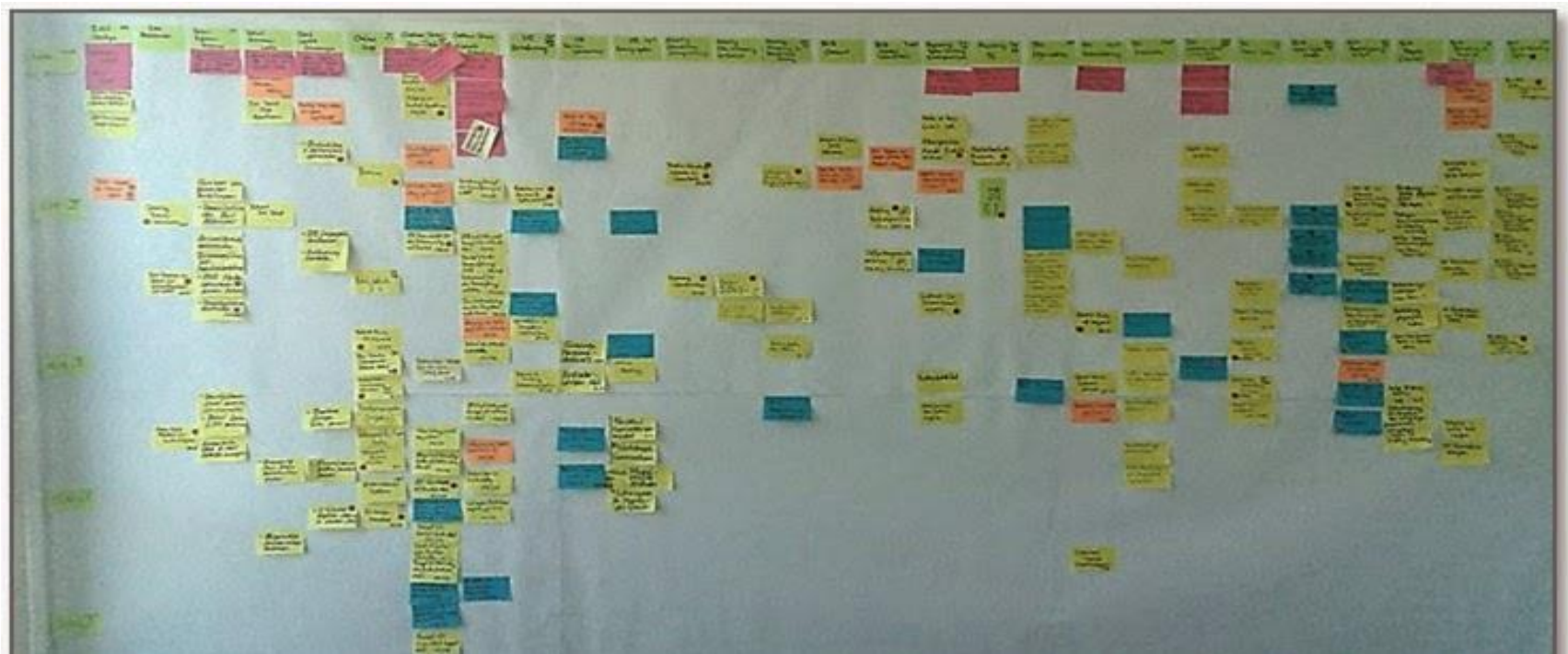




Process Mapping



- 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

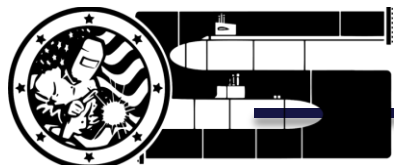




Process Mapping



- **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**

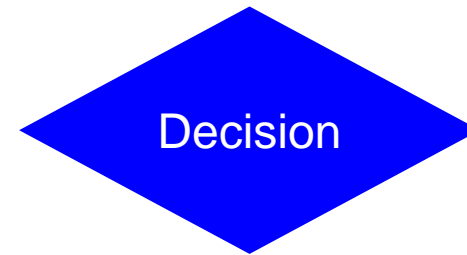




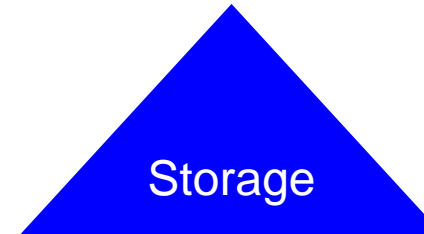
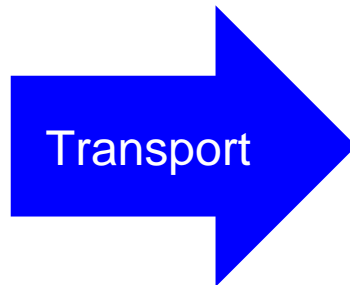
Process Mapping



Common Process Mapping Symbols



Direction of Flow
→

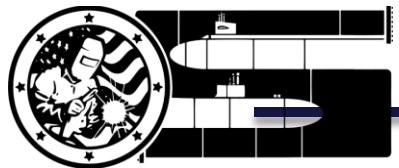




Value Analysis



- 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

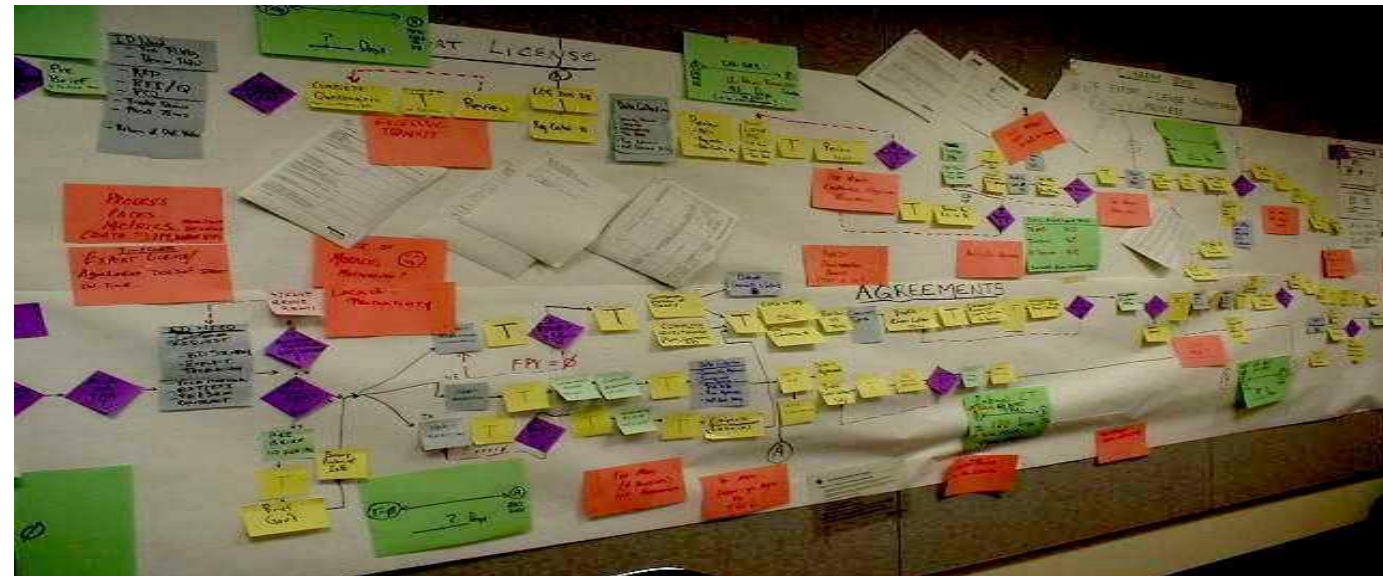




Value Stream Mapping and Analysis



- 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



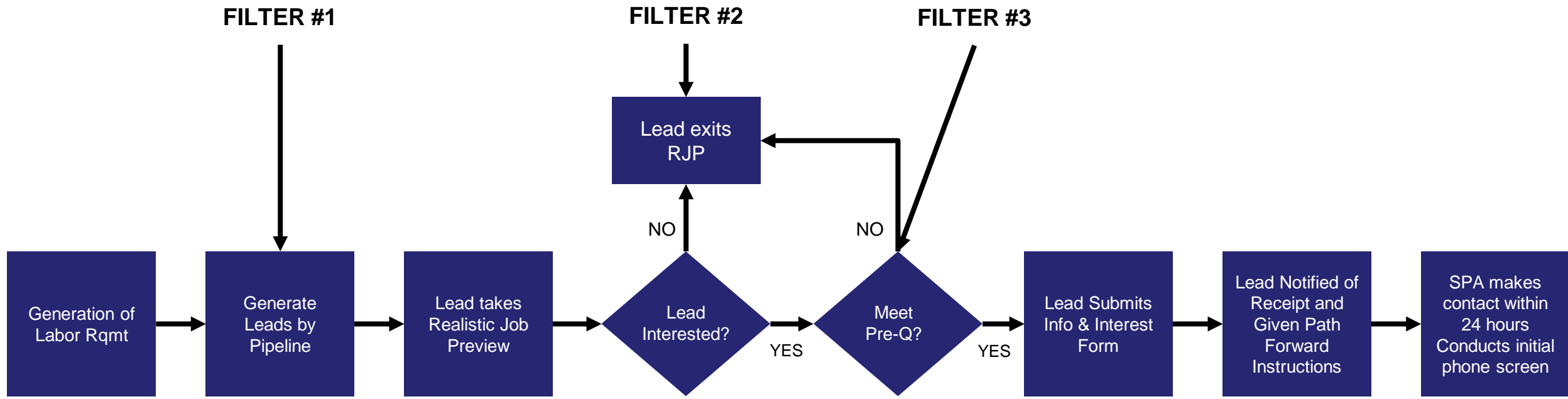
IMPROVEMENT PLAN

	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	Whend does this have to be completed?	When should this action start?
2					
3					
4					
5					
6					





Generation of Labor Req to Phone Screen

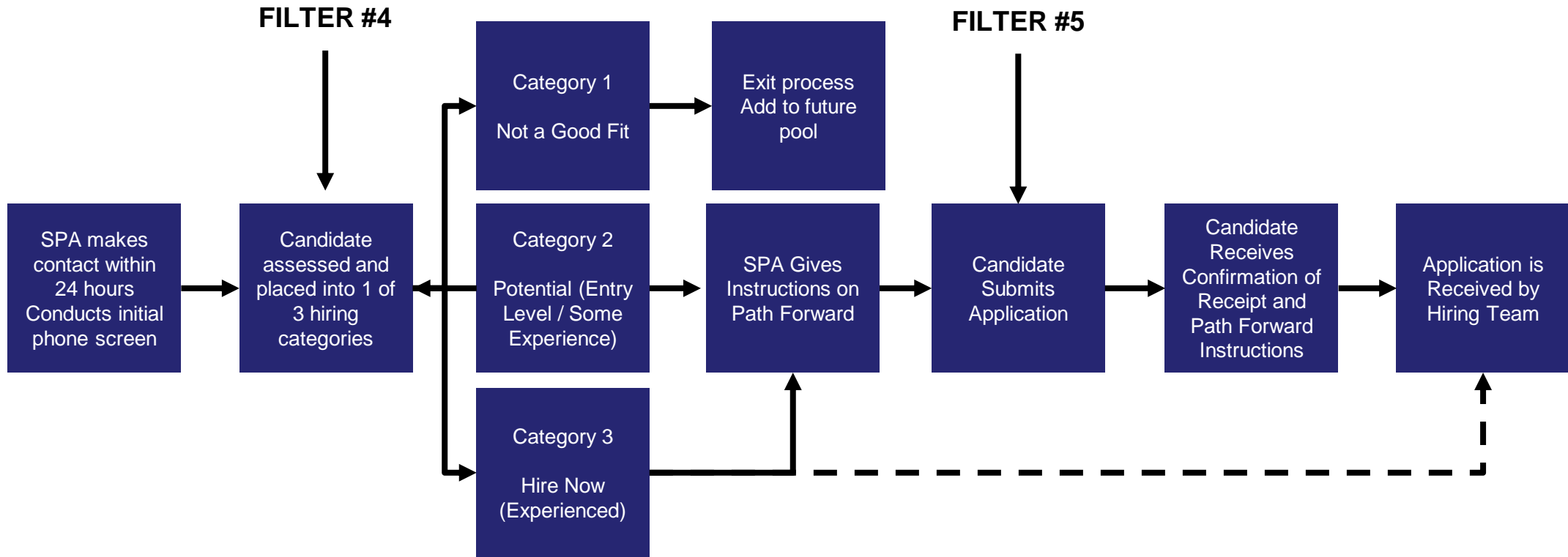


Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate





Initial Phone Screen-Application Review

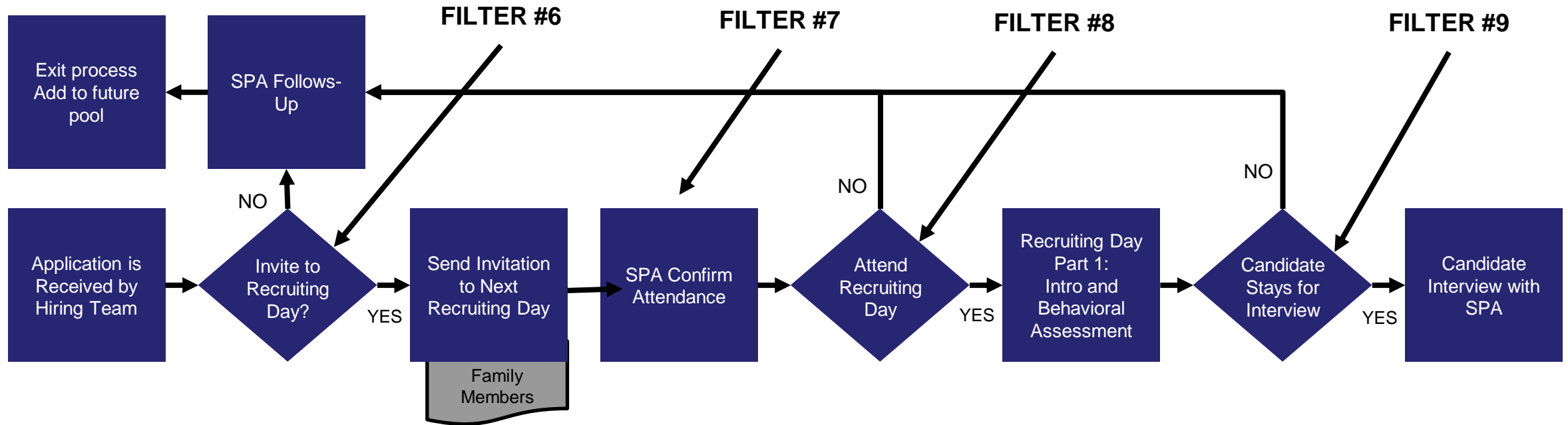


Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate





Application Review to Recruiting Day Interview

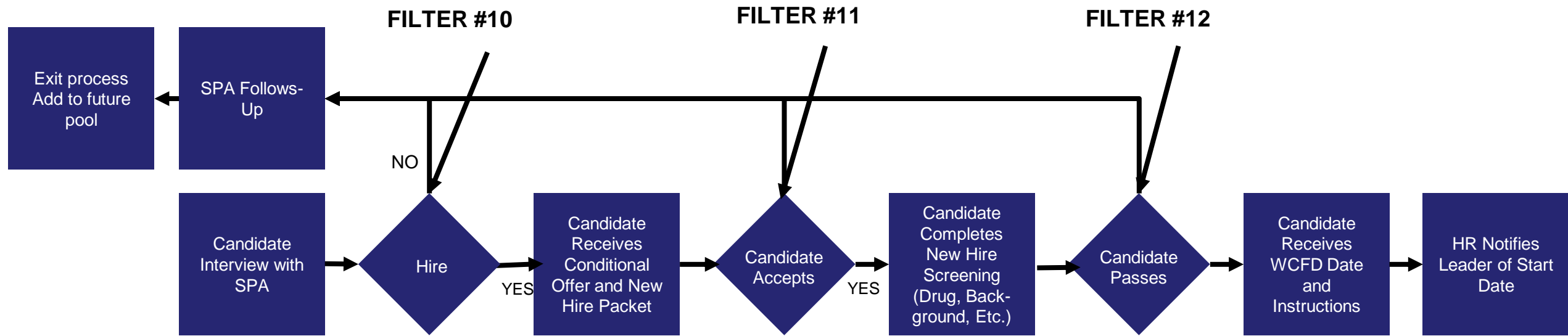


Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate





Recruiting Day Interview – Notification of WCFD

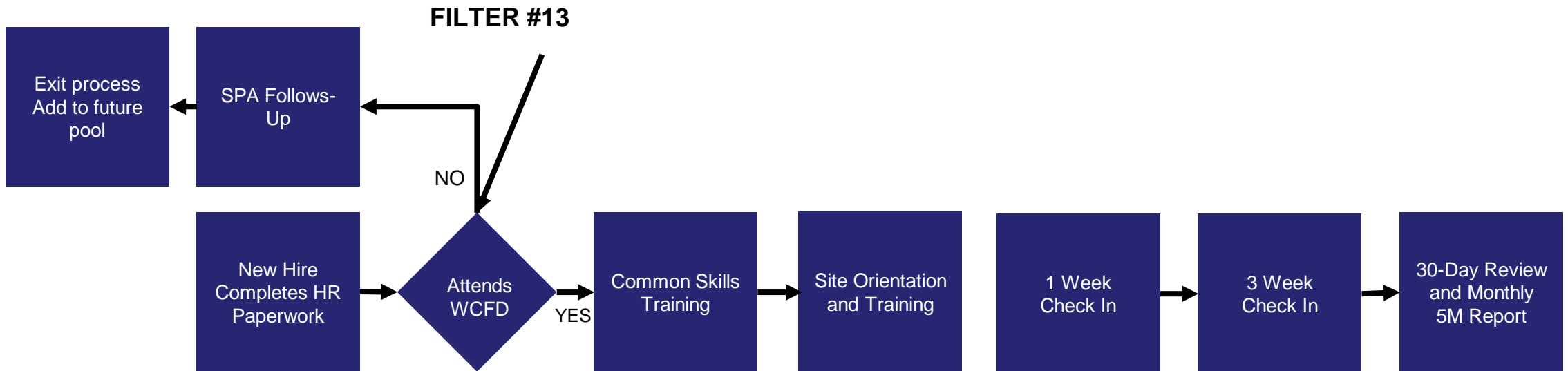


Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate





WCFD – First 30 Days



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





30 Day Review – 1st Anniversary

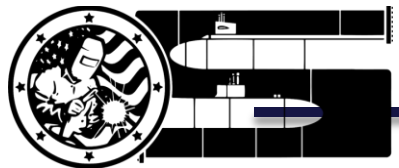


Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate





Requesting Individual Coaching Process





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
 - Pipeline Team will conduct a Current State Value Stream Map to develop a Performance Improvement Plan for each Partner
- **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:

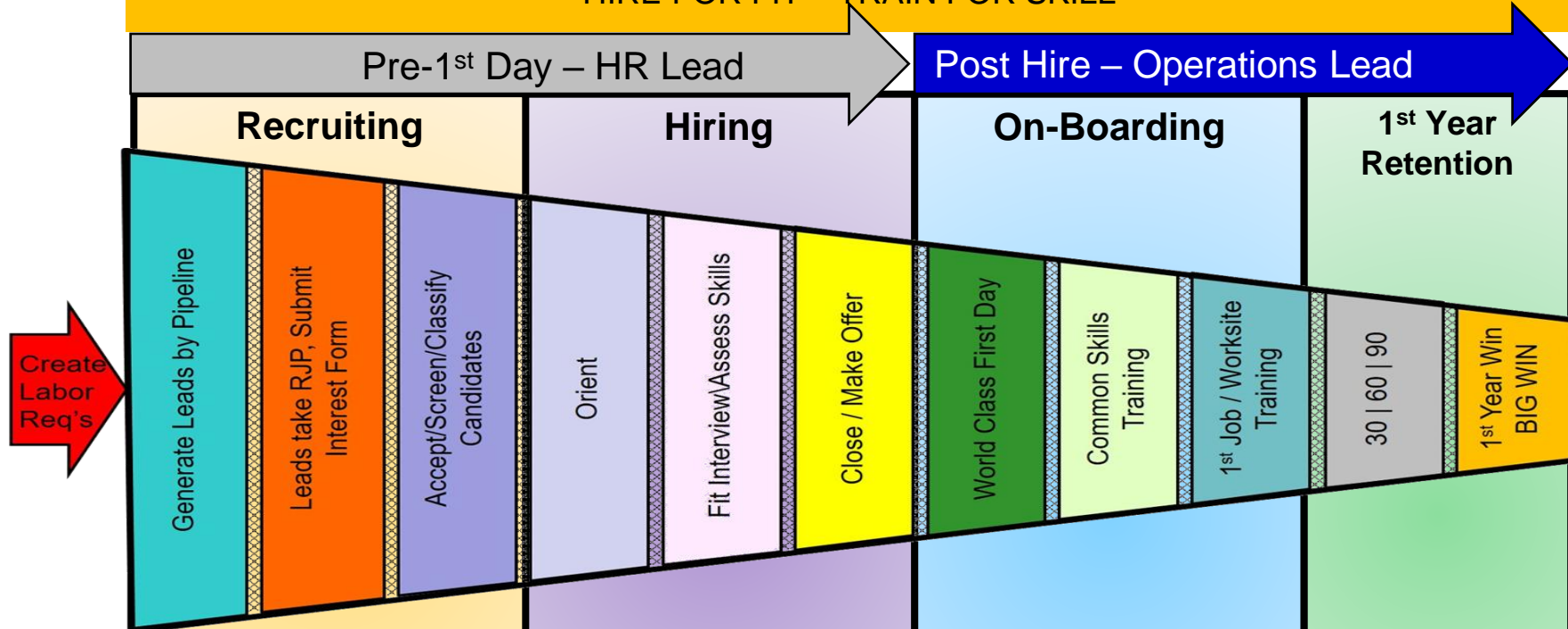




Best Practice Talent Acquisition & Retention (TA&R) System



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

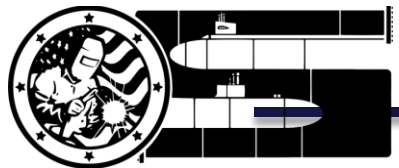


Pipelines		Tools	
1. CTE Programs (HS & CC)	6. Social Media	1. TA&R Value Stream Mapping and Performance Improvement Plan Development	6. Common Skills Training
2. Employee Referral Program	7. Recruiting Agencies	2. Realistic Job Preview & Candidate Tracking System	7. Leader Training
3. College Departures	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	
	11. Retirees		





Path Forward and Closing Comments





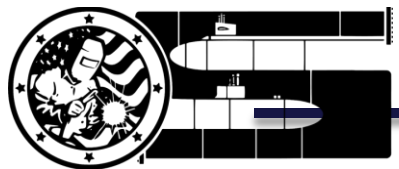
May 25th, 2022, Signing Day



**PEO SSBN EXECUTIVE DIRECTOR
MATT SERMON**

2:33:06 – 2:41:32 (7:26)

<https://youtu.be/q3G8Lu3YjOM?t=9186>





COMPANY NAME



Presenter Name:		
Pledge: <ul style="list-style-type: none"> List # by Trade 	Current Pipelines: <ul style="list-style-type: none"> List by type and name 	# Train Provider Visits Scheduled or Complete:
		# Training Provider On Site Visits Scheduled or Completed:
		# Offers Made:
		# Offers Accepted:
		# Started:





TRAINING PROVIDER NAME



Presenter Name:

Screened candidates by Program:

Program A

Program B

Program C

Program D

Program E

Program F

Program G

Program H

Employer Relationships:

- List by name

Visits by Employers:

- List by name

Offers Received by Employer and by Trade:

- Employer 1
- Employer 2





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**

Training Providers

- **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 – STILL HAVE HOLES
September 21, 2022	Pennsylvania Talent Pipeline Program: Pittsburgh Flag Employer/CTE Program Matching. Pittsburgh Marriott North, Cranberry Twp. 9:00 – 12:00
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 13, 2022 December 14, 2022	TA&R Workshop - Pittsburgh TA&R Workshop - Erie
December 16, 2022	CTE’s provide # of visits by Employer Partners





Pittsburgh Flag Employer & CTE Key Dates



January 1, 2023	Employers actively pursue applicants for all desired positions – Employers begin reporting data START DATE and RETENTION DATA
January 26, 2023	Mid-Year Program Review
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
March 15, 2023	Career and Discovery Day #2 – Pittsburgh Technical College
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 continue or start reporting data START DATE and RETENTION DATA





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.





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



