WELCOME

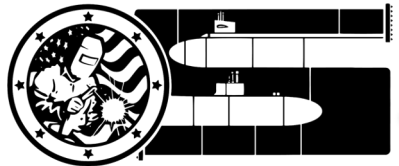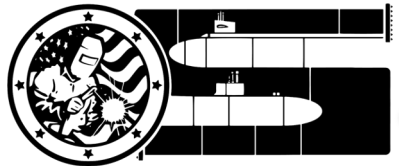## Partner Orientation & Networking Conference

2023-2024 Operating Plan

Mission

The Talent Pipeline Program TEAM will

energize and engage the American <u>economy</u> by

creating and sustaining a maritime and defense industrial base

focused talent pipeline that <u>enables</u> 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.

Partner Support Services

- **New Partner (Employer, Training Provider, Facilitator) Identification, Recruiting, & Assessment**

- **Talent Acquisition & Retention Training Workshops**

- **Partner Talent Acquisition & Retention Values Stream Mapping, Analysis, and Performance Improvement Plans**

- **Individual Employer & Training Provider Talent Acquisition & Retention System Tool Development, Coaching and Support**

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

- **Networking "Lunch & Learns" x4**

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

- **Program Management, Data Analytics, Industry Engagement & Strategic Planning**
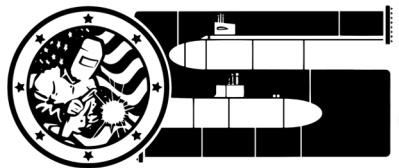
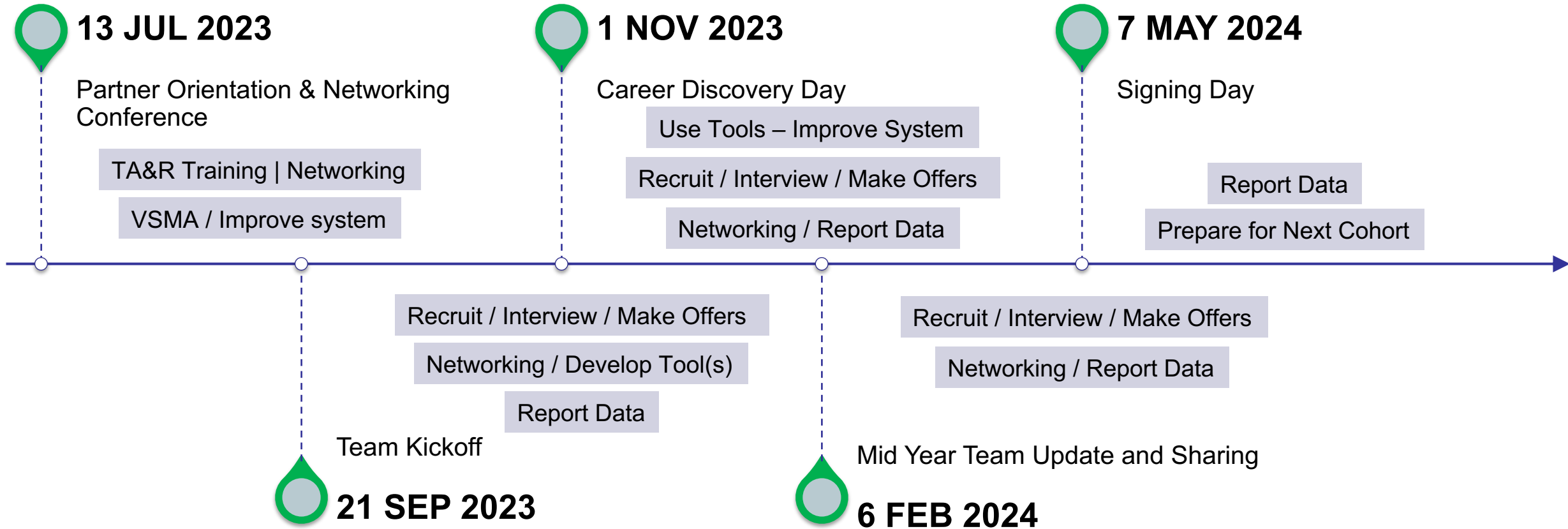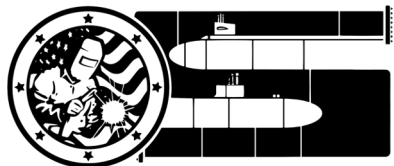# 2023-2024 Operating Plan Adjustments

1. Focus on **Employer** Support then Training Providers

2. Improve **TEAM** Relationships & Team Building

3. Forming Partner Networks of Not to Exceed 20 Employers with a dedicated Network Coach

4. Conducting the TA&R Training "up front" every year to re-baseline all Partners at an Annual Partner Orientation and Networking Conference

Virginia Flag Milestone Events (2023 – 2024)

13 JUL 2023

Partner Orientation & Networking Conference

TA&R Training | Networking

VSMA / Improve system

1 NOV 2023

Career Discovery Day

Use Tools – Improve System

Recruit / Interview / Make Offers

Networking / Report Data

7 MAY 2024

Signing Day

Report Data

Prepare for Next Cohort

Recruit / Interview / Make Offers

Networking / Develop Tool(s)

Report Data

Team Kickoff

21 SEP 2023

Recruit / Interview / Make Offers

Networking / Report Data

Mid Year Team Update and Sharing

6 FEB 2024

Employer Partners

Employer Partners Participation
(by region and year)
As of June 15,2023
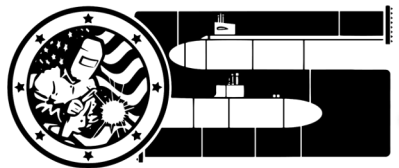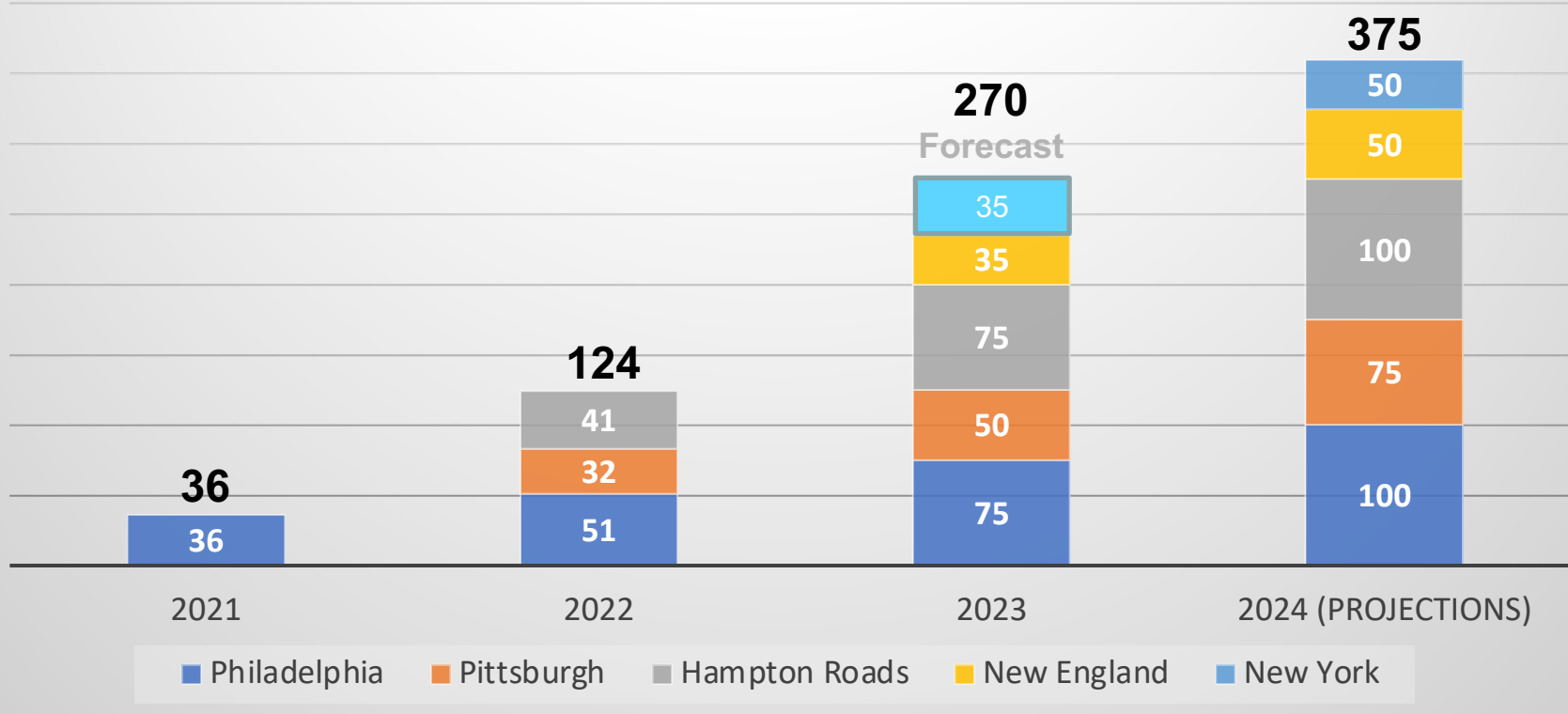
Partner Network Concept

- **Networks will be comprised of 10 to 20 employers**
  - Geographically or join any network you choose
  - Networks to be locked in by 9/21 Kick Off

- **Each network will have…**
  - Network Employer Lead
  - Dedicated Network Coach

- **Networks meet 2X Fall and Spring to share best practices, discuss challenges, learn from each other**

- **Training Providers are to be invited to a network by Employer Sponsor.**

- **Facilitators to join network(s) where they see the most value added.**
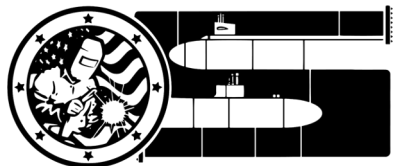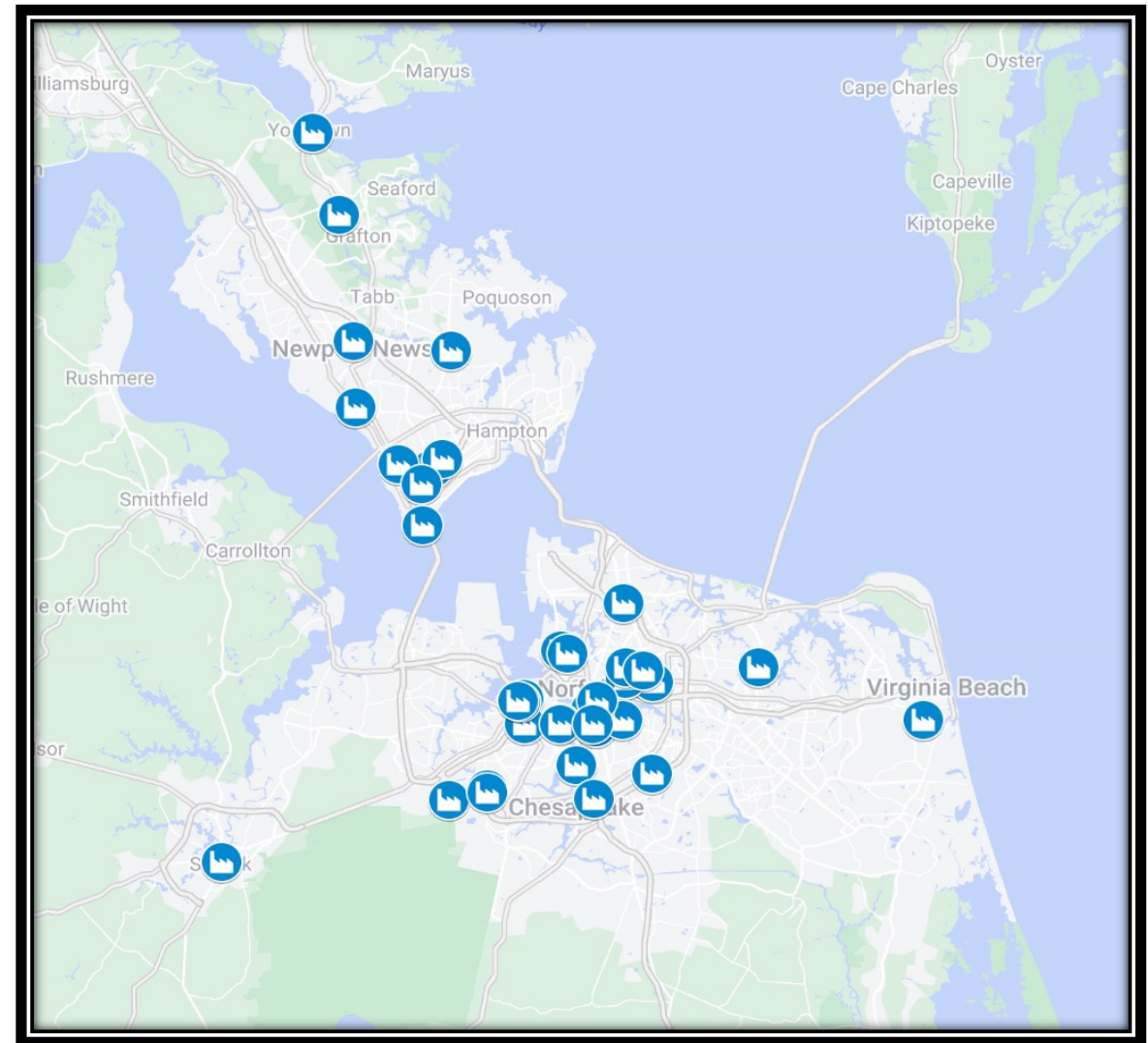
Network Coach Responsibilities

- **Create and Maintain TPP Partner Relationships on Monthly Basis**
- **Serve as the Program Single Point of Contact for Network Employers and owns employer performance**
  - Tracking and Coordination of support services
  - Data Tracking
    - New Hire Data | Retention Tracking | Pipeline Performance
  - Major Milestone Attendance and Deliverable Tracking
  - Early Risk Identification and Elevation
- **Logistics and Facilitation of Network Events**
  - Works with Network Lead and Host Organization on Event Agenda's and any support resources needed

Coach: Danny Barto

1. Network Leader: Fairbanks Morse Defense
2. KITCO Fiber Optics
3. ITAC
4. Defense Maritime Systems
5. Curtiss-Wright
6. AIT
7. Prism
8. Lyon Shipyard
9. Bay Metals
10. Global Technical Solutions
11. Mills Marine
12. Carver Machine Works
13. Bauer Compressors
14. Thermcor

FAIRBANKS MORSE DEFENSE

Coach: Doug Smith

1. Network Leader: Fairlead
2. QED Systems
3. Colonna's
4. Premier W&O Supply
5. Oceaneering
6. Collins Machine Works
7. Epsilon Systems
8. Dante Valve
9. TST Fab & Machine
10. Delphinus
11. Tecnico
12. Sales Systems Limited

Coach: Allison Austin

1. Network Leader: Advex Corp.
2. Master Machine and Tool
3. Riggins Company
4. Warwick Mechanical
5. M&R
6. Trident – HMS
7. MISTRAS Group
8. ECR & Fabrication
9. API Metrology
10. Craft Machine Works
11. AMTECH
12. Peregrine Technical Systems

Coach: Courtney Culpepper

1. Network Leader: TBD

2. MARCOM

3. IMIA
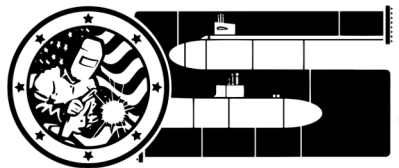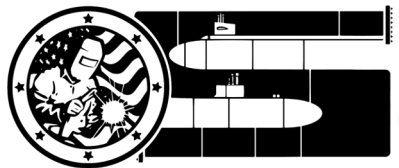
Coach: Karen Hardy

1. Network Leader: the Institute for Advanced Learning and Research
2. Capewell Aerial Systems
3. Mechanical Development
4. AMG Inc.
5. Hi-Test Labs

Play Book & Networking Passports
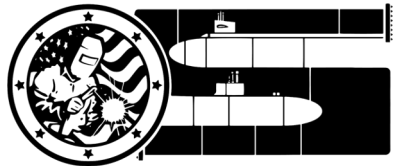
TA&R Self Assessments
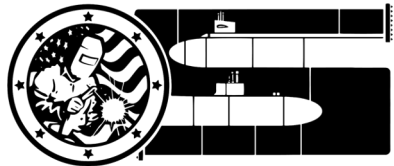
Submarine Industrial Base Program (Workforce) Support to Employers

Erica Logan
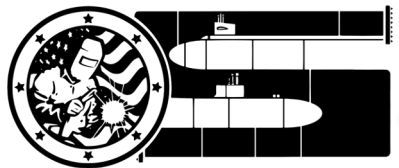
Submarine Industrial Base Program (Workforce)
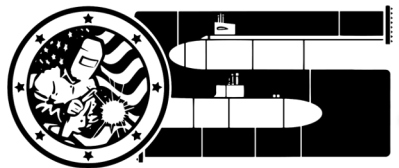
Submarine Industrial Base

Workforce Overview

Submarine Industrial Base: A Security Imperative

"We will continue investing in the production and manufacturing capabilities that will enable a modern, technology-enabled defense industrial base. Because we know that workers animate supply chains, we will foster development of an industrial workforce to ensure the right skillsets are available as needed to meet our requirements." – Dr. Kathleen Hicks, Deputy Secretary of Defense

— *Columbia*-class ballistic missile submarine construction is the #1 defense acquisition priority.

- First ship purchased in 2021, second purchase in 2024, and one-a-year purchase planned from 2026-2035.

- Additional pressure placed by two-per-year *Virginia*-class submarine construction ("1+2") and future demand of trilateral AUKUS plans.

— Naval Sea Systems Command's Program Executive Office, Strategic Submarines (PEO SSBN) maintains three directorates: *Columbia*-class acquisition, *Ohio*-class sustainment, and Submarine Industrial Base.

- Workforce Development
- Supply Chain
- Technology
- Strategy & Implementation
- AUKUS

— Submarine Industrial Base Directorate (SIB) proactively derisks supply chains through strategic investments and is organized into five highly-specialized teams.

— **SIB Workforce Development engages in high-ROI projects in many areas.**

— **To engage with project ideas, contact your regional representative!**

Regional Workforce Project Leads

Erica Logan
Deputy Director, Workforce

(202) 271-8564
erica.h.logan.civ@us.navy.mil

Heather Hopkins New England	**Andy Kimsey** Veteran Initiatives	**Chris Medford** Pennsylvania	**Miranda Shurer** Great Lakes	**Pauline Sumner** New York
(603) 834-5485 heather.hopkins@serco-na.com	(910) 723-7955 andy.kimsey@serco-na.com	(516) 717-5818 christopher.medford@spa.com	(703) 399-7367 miranda.a.shurer.ctr@us.navy.mil	(540) 645-1337 pauline.sumner@spa.com

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

Best Practice Model

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

H I R E   F O R   F I T   –   T R A I N   F O R   S K I L L

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

Recruiting	Hiring	On-Boarding	1st Year Retention

Create Labor Req's

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

Pipelines		Tools	
1. CTE Programs (HS & CC)	7. Recruiting Agencies	1. TA&R Value Stream Mapping and Performance Improvement Plan Development	6. World Class First Day
2. Employee Referral Program	8. Military & Veterans	2. Realistic Job Preview & Candidate Tracking System	7. Common Skills Training
3. ATDM	9. Employment Commissions	3. Recruiting Training	8. Leader New Hire Retention Training
4. Adult Education	10. College Departures	4. Recruiting & Offer Day/New Hire Orientation	9. 30-60-90 day & 1 Year Fit/Skills Assessment
5. Temp Agencies	11. Recovered/Returns	5. Behavioral Based "Fit" Interviews	10. 5th Metric "People" Scorecard Data Driven Program Management System
6. Social Media	12. Retiree's		

TMG

1. Recruiting

- Input: Talent Demand
- Output: **Screened Candidates**

2. Hiring

- Input: Screened Candidates
- Output: **Accepted Offers**

3. On-Boarding

- Input: Accepted Offers
- Output: **New Hire is Assigned to 1st Leader**

4. 1st Year Retention

- Input: New Hire is Assigned to 1st Leader
- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

PRINCIPLES OF HIGH PERFORMING TEAMS
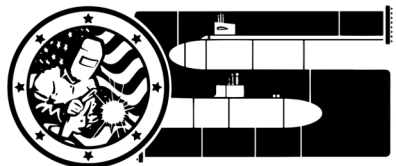
The Talent Pipeline Program "Why"

We help Leaders who want to lead;
LEAD High Performance Teams!

We give Leaders the "Courage to Lead"

Think Hard: Are we organized for success and doing the right things?

- Right Plays
- Right Rules
- Right Positions

Work Hard: Are we executing the plays?

- Putting the right people with the right skills in the game to run the plays
- Motivating them to produce and Win!

Talk: Communicate

- Everything is constantly changing
- Providing Aggressive Leadership

TF 2-4 CAV
TACTICAL OPERATIONS CENTER
21 FEB 1990   NORTHERN SAUDI ARABIA

TMG Team

2023

Approaches to Creating Equity Value

- Increase Multiple

- Grow Earnings

EBITDA[1]

External Investments

Internal Investments

Acquisitions

Improve Productivity & Reduce Costs

New Revenue

Base Growth

Investment Horizon

At Investment

At Exit
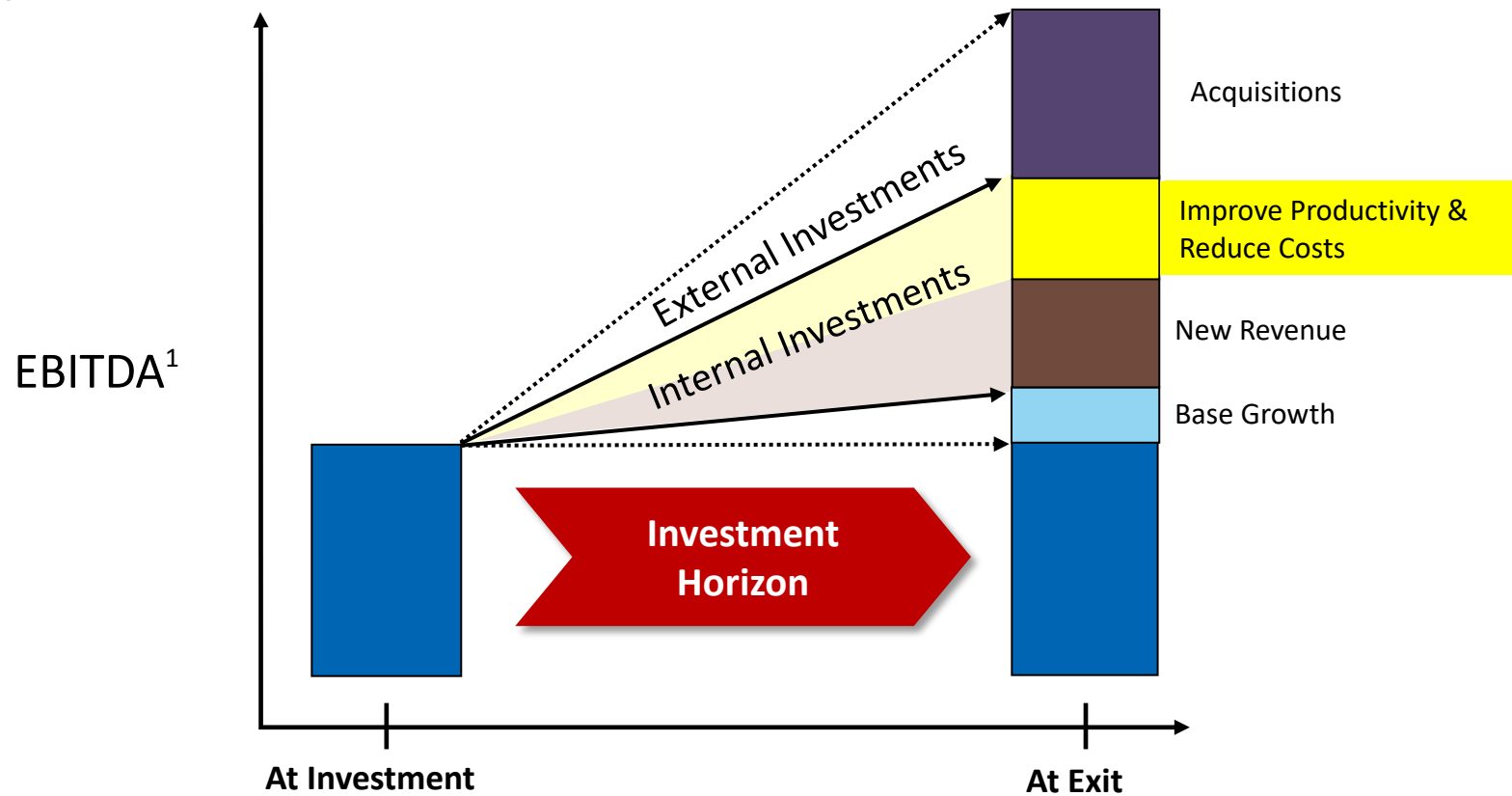
[1]Earnings Before Interest, Taxes, Depreciation, and Amortization

Headwinds: Workforce Dynamics

Workforce dynamics have continued to evolve post-pandemic making engagement and retention strategies increasingly important to mitigate significant disruptions to productivity

Workforce Shortages and Rising Wages

Job Quits
2013-2022

Manufacturing Wages
2013-2022
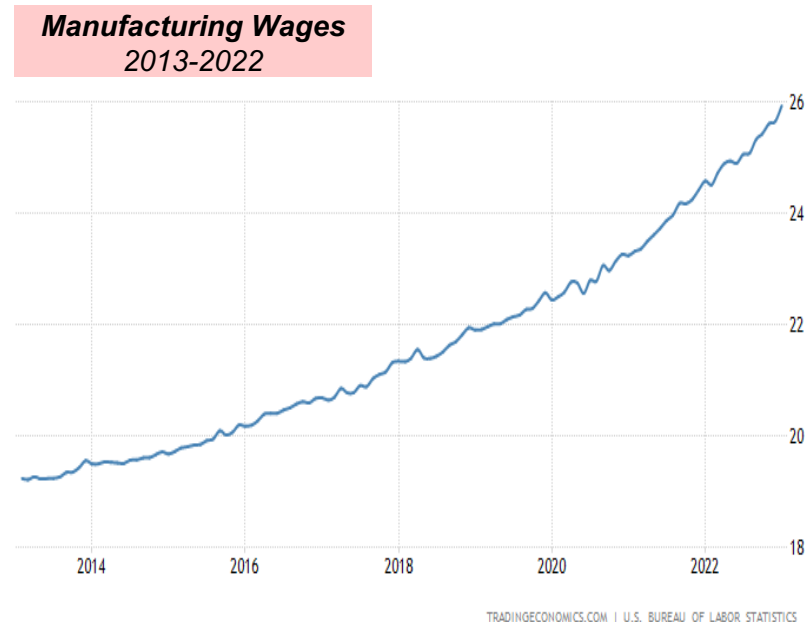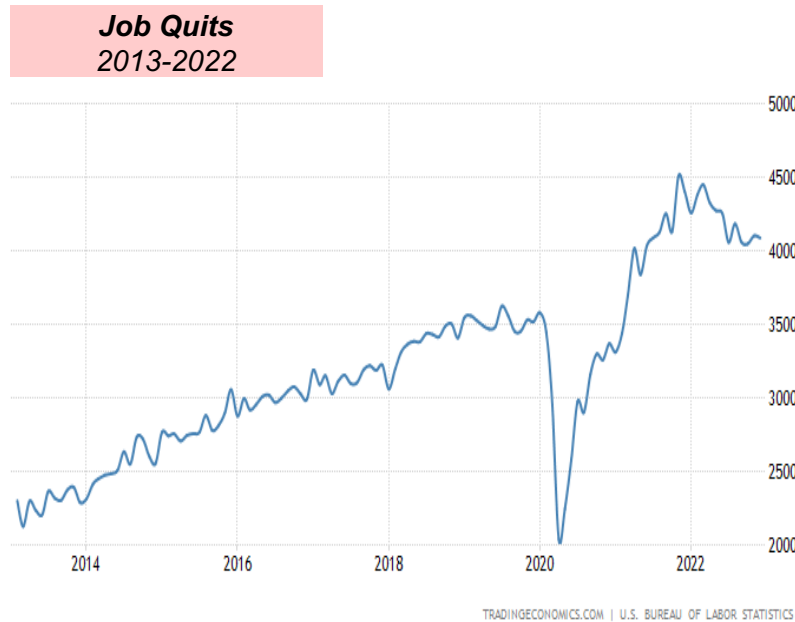
Strategic Implications

- Required prioritization of employee engagement initiatives as competition for labor intensifies

Implication: To mitigate productivity and talent disruptions, we must increase focus on recruiting, training, and retention as well identify other areas to drive margin efficiency (e.g. automation) as labor costs rise

Source: U.S. Bureau of Labor Statistics

As global supply chains stabilize, we must effectively plan for any future disruptions to avoid risk to manufacturing, supply shortages, costs, and customer satisfaction

Manufacturing PMI, Suppliers' Delivery Time

Suppliers' delivery times in the US and EU have slowed considerably - a lower index reflects longer delivery times
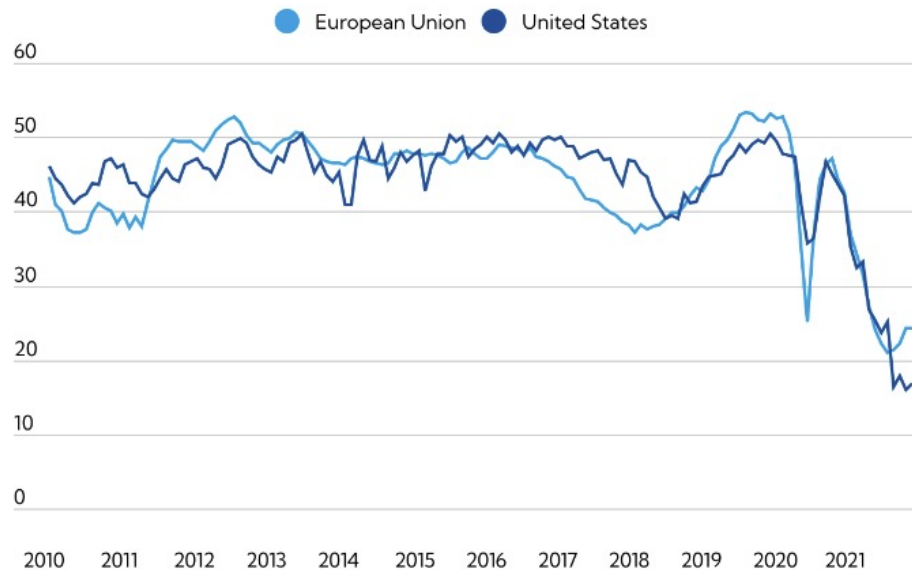
PMI = Purchasing Managers' Index, Readings above 50 indicate faster delivery times, readings at 50 signal no change, and readings below 50 indicate slower.

Source: International Monetary Fund, IHS Markit.

Strategic Implications

- Supply chain diversification to reduce dependence on single source

- Evaluation of backward integration to control own fate

- Inventory management maintain adequate levels of inventory to buffer for disruptions

Implication: Increases importance to continue to optimize operations and supply chain

Uncertainty: Inflation

Raw material costs have shown volatility over the last couple years - the cost of steel increased over 100% in 2021, though has normalized more recently

Volatile Input Costs

Hot Rolled Coiled Steel Prices 2010-2024

Source: U.S. Census

Strategic Implications

- Requires understanding of potential price changes and sensitivity on overall cost and potential impact to pricing

- Highlights the importance of focusing some innovation on cost reduction

Implication: Important part of future strategy

- Start with the end in mind! …take a Systems Approach

- Be in the business of making hard things easy…not easy things hard. **"Stop doing Stupid Stuff"**

- People are good and want to do the right thing

- It is the organization's responsibility to create an environment for its people to be successful.

- If you believe the workers can only be as good as their leader then you also believe leaders can only be as good as their leaders

- Every organization has an un-limited bandwidth for change

- Culture vs. Change and Leading

- Change Requires Trust

- Turf, Ego, and $$$ and the end of the day it is about…

Why are Senior Leaders the Key to Success?
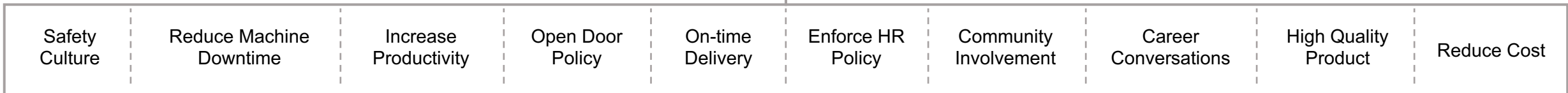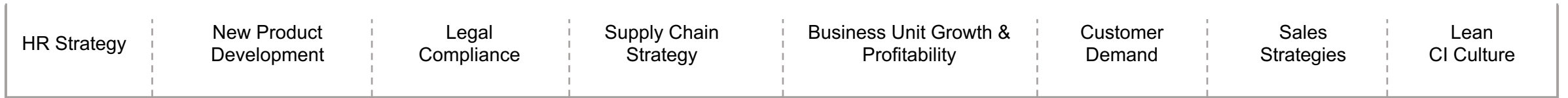
| HR Strategy | New Product Development | Legal Compliance | Supply Chain Strategy | Business Unit Growth & Profitability | Customer Demand | Sales Strategies | Lean CI Culture |

| Safety Culture | Reduce Machine Downtime | Increase Productivity | Open Door Policy | On-time Delivery | Enforce HR Policy | Community Involvement | Career Conversations | High Quality Product | Reduce Cost |

$150/$170 Million
(Total Revenue)

$80/$85 Million
(Total Cost of Materials)

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

Organizational Scheme

Order

Invoice

P/VPD

MGR MGR MGR

FMAN FMAN FMAN

Target Dyad

Heartbeat Leaders

SUP SUP SUP

TL TL TL

UW UW UW NE
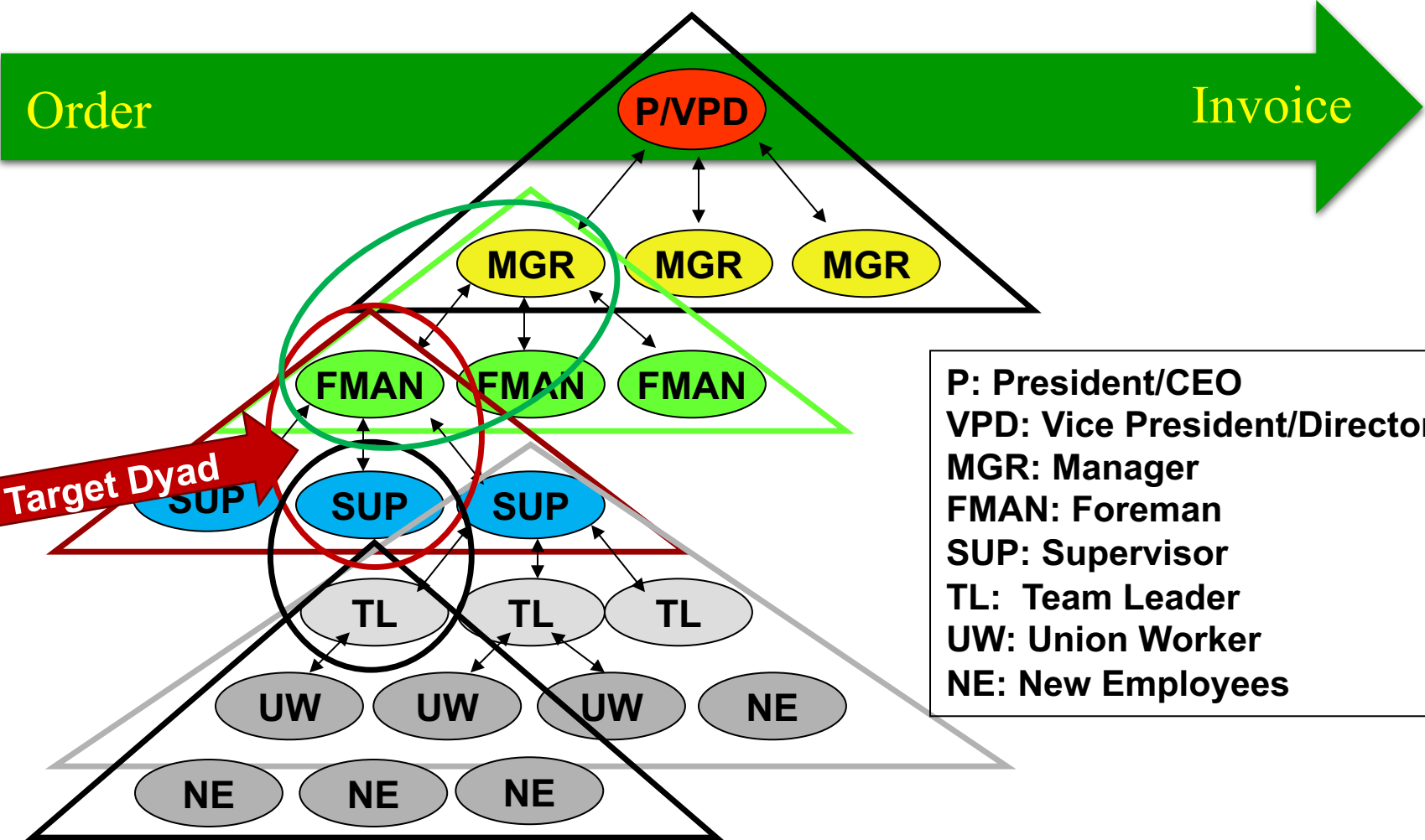
NE NE NE

P: President/CEO
VPD: Vice President/Director
MGR: Manager
FMAN: Foreman
SUP: Supervisor
TL: Team Leader
UW: Union Worker
NE: New Employees

If we **<u>align</u>** the organization and improve **<u>leader behaviors,</u>** then we will increase **<u>team engagement</u>** and improve **<u>business performance</u>**.

Alignment

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

        SD   D   A   SA

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

        SD   D   A   SA

Leadership

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

High Performing (Consistent Best Leaders)   ____%

Developmental (Moving in the Right Direction)   ____%

Dysfunctional (Should not be in the position)   ____%

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

SD   D   A   SA

Team Engagement

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

Engaged (Go To Teammates)   ____%

Disengaged (Getting a paycheck)   ____%

Actively Disengaged (Doing positive harm)   ____%

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

SD   D   A   SA

Business Performance

(Return on Investment: Process or People)

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

       SD   D   A   SA

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

      _____ %

$150/$170 Million
(Total Revenue)

$80/$85 Million
(Total Cost of Materials)

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

The Big Picture Strategy

Normal

Lead/Order → **Value Stream** → Invoice

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

← **Alignment** →
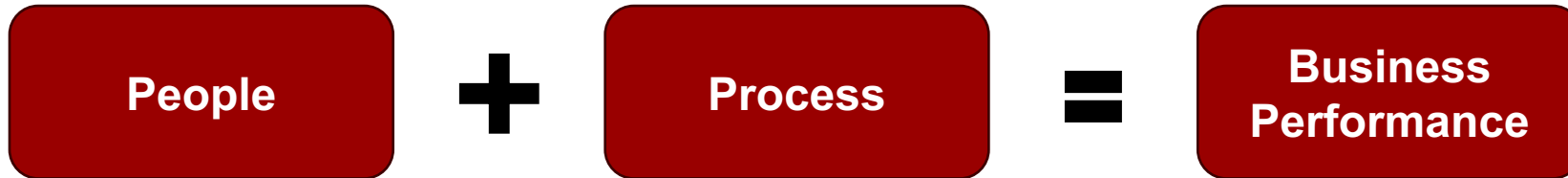
Abnormal = Problems

Heartbeat Leaders

Daily Problem Solving: See; Stop; Fix; Share; Lead to WIN!
Engages & Develops Teammates

The Senior Leader Tool Kit

Systemic Challenges

| Lean & Six Sigma | CAPEX | R&D | TEAMS |
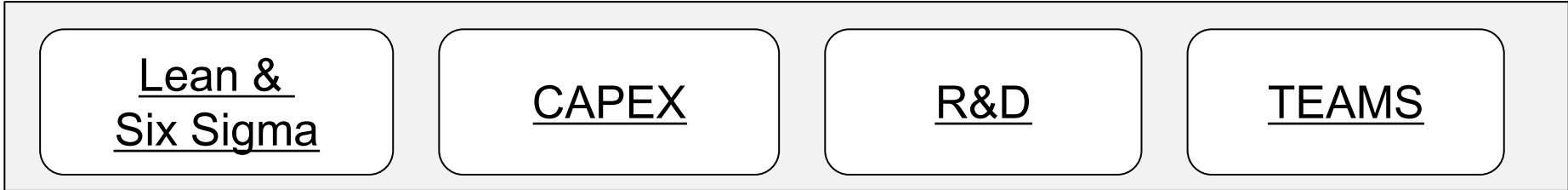
Trust

The Power of People

What do you want?

What do your people want?

Vertical Dyad Linkage Theory
The Linkage Power Depends On…

1. Leaders Managing Personal Relationships

- Vertical Dyad: Leader ←——→ Led x number of direct reports
- Employee performance, productivity, and engagement depend on their relationship with their **IMMEDIATE** Supervisor

2. Leader and Led continuously Creating Shared Mutually Supportive Goals

- The Employee's Goals and Needs
- The Organization's Goals and Needs as articulated by the Leader
- Requires continuous Goal <u>Alignment</u> within Developmental Plans and continuous Feedback

Leader to Led Linkage

Authentic Communication

Leader

Led

Communication → **Goal Alignment** ← **Awareness**

Organizational Goals
- Cost
- Schedule
- Quality
- Safety

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

Individual Goals
- Compensation
- Opportunities
- Responsibility
- Work Environment
- Recognition
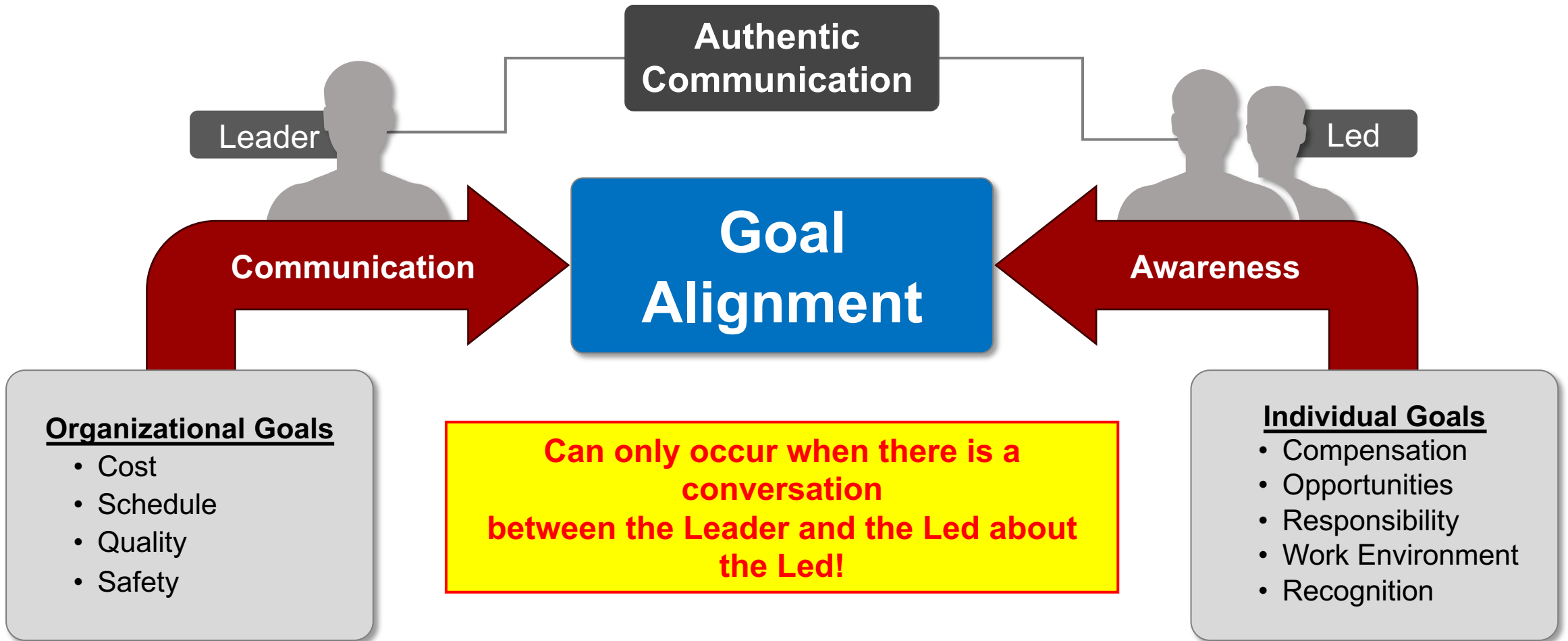
- High Trust

- Low Task Definition Needs

- High Relationship Needs

- Psychologically committed to the company

- Consistent levels of High Performance

- Innovative and a drive for efficiency

- Intentionally build supportive relationships

- Clear about role outcomes expected

- Passionate, high energy, and enthusiastic

- Never run out of things to do

- Loyal to workgroup and company

- Broaden what they do and build on it

- Positive constructive criticism

- Low Trust

- High Task Definition Needs

- Low Relationship Needs

- Physically present but psychologically absent

- "What can I take" rather than "what can I give"

- Share unhappiness about work with peers

- "I'm OK but everyone else is not"

- Service prevention rather than service provision

- Not productive but always has excuses

- Inability to move from problem to solution

- Normal reaction starts with resistance

- Low commitment to company

- Might sabotage or manipulate solutions

- Isolation, low trust

Signs of Dis-Engaged Relationships

- Meeting the Basics
- Confusion or inability to act with confidence
- Low risk response
- No real sense of achievement
- Making up their own game
- Not always committed
- Show negativity but not underground
- Situationally Engaged

Leader: _____ **Team:** _____ **Date:** _____

<u>TEAM ROSTER</u>

(Led)

_____

_____

_____

_____

_____

_____

_____

_____

_____

Engaged

Actively Disengaged

Disengaged

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

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

Strategy:

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

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

So What:

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

Can We Ever Allow a **Leader** to be Disengaged
or
Actively Disengaged?

Plant Manager: 5th Metric Scorecard

	YTD Sept 20XX	YTD Sept 20XX	Delta
Revenue	$66.5M	$74.6M	+$8.1M
Profit	-$3.3M (Loss)	$1.8M (Gain)	+$5.1M
Labor	$9.4M	$8.6M	-$.8M
Engagement	3.05	3.45	+.40

Counter-Measures
Eliminated Dysfunctional Leaders & Actively Disengaged Relationships

Attrition & Leader Tenure Analysis

As of September 16, 2022

2022 Totals

Total New Hires = 332

Total Terminations = 293

TMG

Manufacturing Attrition Analysis
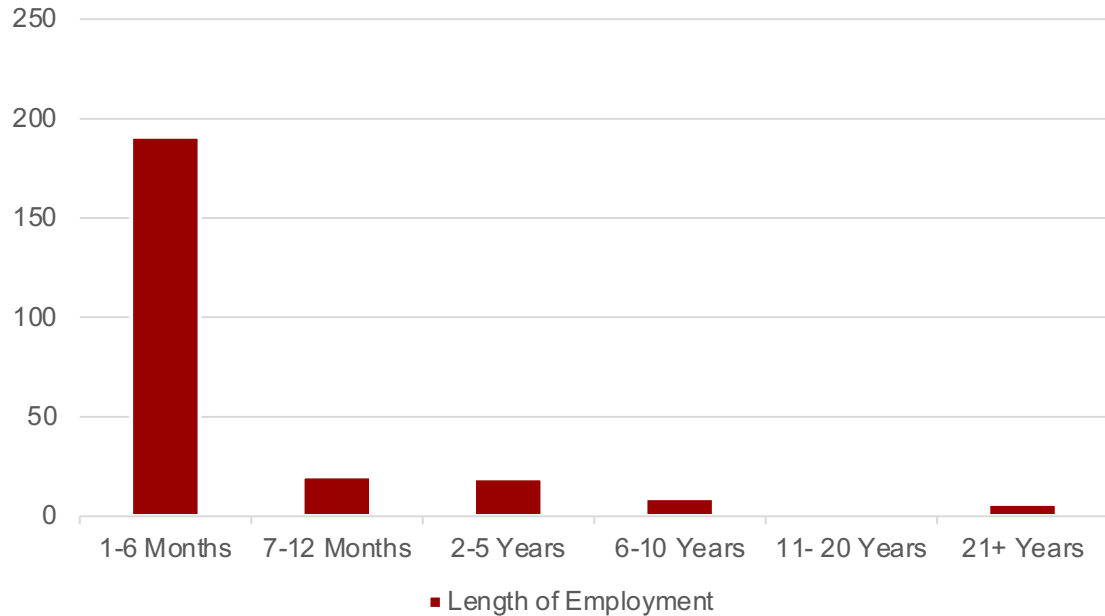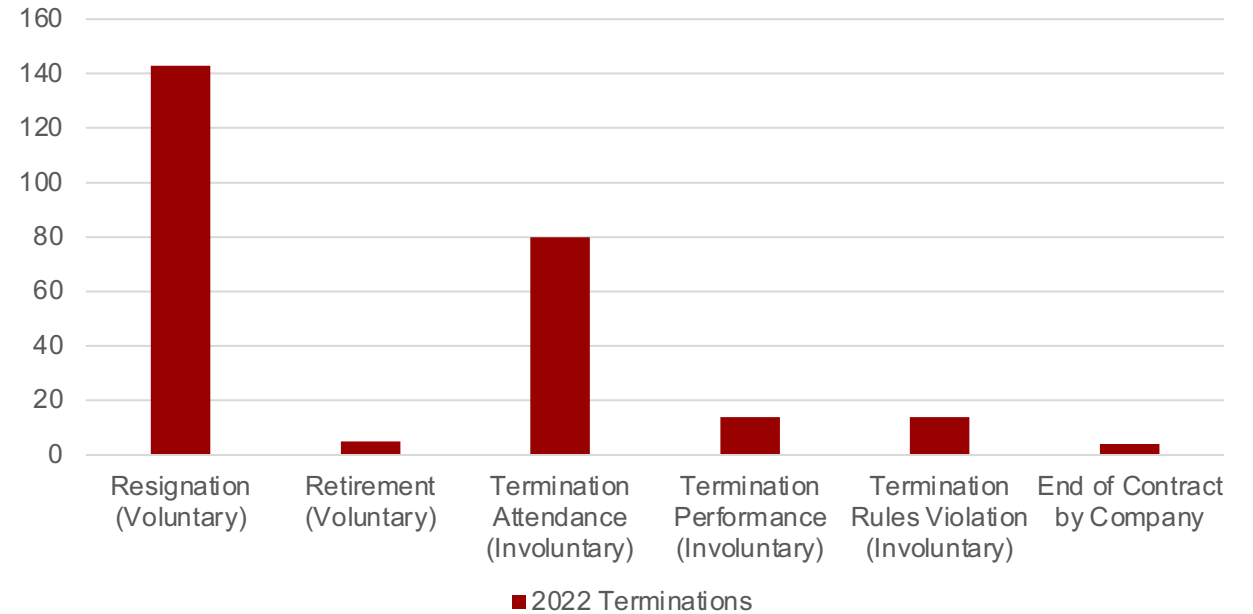
143/117 Voluntary to Involuntary Terminations

191/260 Terminations occurred in the first 6 months of employment

Avg Exit Time: 40 Days

- Average Tenure: 18.6 Years

- 8 of 29 Leaders have less than 5 Years have 1 year or less of employment

- 16 of 26 Leaders have over 25 years have been employed for 30 or more years

	0-5 Years	5 - 15 Years	15- 25 Years	25- 30+ Years
Number	29	22	3	26
% of THC	36%	28%	4%	33%

Number   % of THC
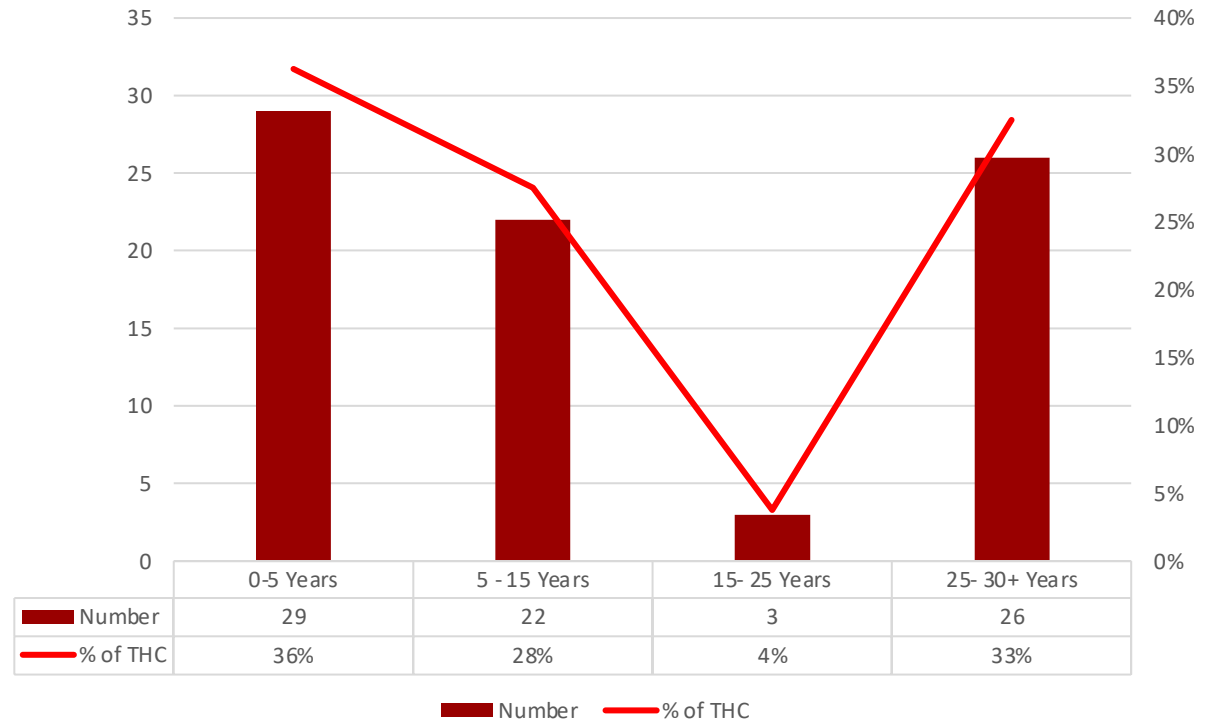
June 20XX/July 20XX (13 months)

Labor Requirement to 1st Day (Lead Time):

10.3 weeks / 1 week

Cost per Hire:

$2,008 / $500

1st Year Attrition Rate:

59% / 6 %

Production Efficiency: Labor Hours/Order

29.42 / 23.98

- Total Number of Temps Offered: **137**
- Total Number of Offers Rescinded or Turned Down: **8**
- Total Number of Temps Converted to FTE: **27**
  - Average time to conversion: 195 Days
  - Longest time to conversion: 289 Days
  - Shortest time to conversion: 98 Days
- Total Number Separated: **44**
  - Average Time to Separation: 72 Days
  - Longest Time to Separation: 195 Days
  - Shortest Time to Separation: 9 Days
- Total Number Employed as Temps: **66**
- Current Temp to Perm Conversion Rate: **20%**
- Total Cost of Temp Labor: **$2,579,561.96**
- Number of Open FT Reqs: **36**

Time to Conversion After 90 Days
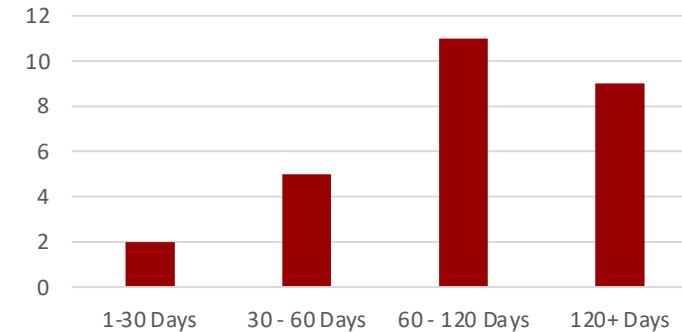
Time to Separation
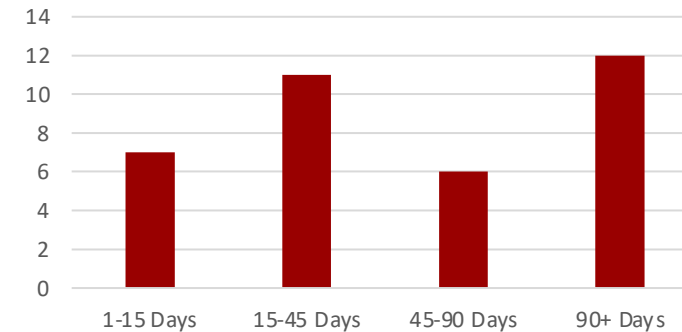
Cost/Full Time Employee: $95,539

The Power of Engagement: 20XX Year End Update

	2015	2016	Delta
Total Revenue	$154.64M	$165.08M	+ $10.44M
Business Productivity	2.47	2.74	+ 0.27
Total Direct Labor Cost	$22.79M	$23.29M	+$.50M
Engagement	3.17*	3.37	+ .20

Business Productivity: Revenue less material costs / Labor and Out-Plant Costs

Counter-Measures

Eliminated Dysfunctional Leaders
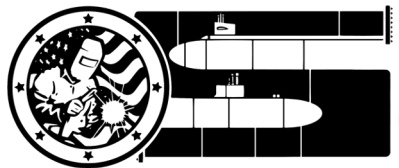
Eliminated Actively Disengaged Relationships

Converted Engaged Temps to Permanent Employees

Implemented a Direct Hire System

WHO'S PROBLEM IS IT?
Sean O'Hara– CFO, Kingsbury

Kingsbury, Inc.

- **110 Year-Old Specialty (Fluid-Film) Bearing Designer & Manufacturer**

  - *Industry Leader; Strong Reputation; Stable Private Ownership*
  - *Defense (mostly U.S. Navy), Energy, Oil & Gas, Heavy Industrial Markets selling to shipyards and OEMs*
  - *3 US Plants; 1 German; headquartered Philadelphia, PA, USA.*
  - *Good wages & benefits, pride of product and mission, traditionally well above average tenure of employees*

- **Looming Challenge: aging skilled work force & reliance on traditional, passive recruiting methods that no longer effective or reliable, exacerbated by Covid. We also lacked clarity on recruiting & retention data.**

  - *PA Talent Pipeline – May 2021 – fifth Company that joined the effort*
  - *Asked to be Best Practice Model (small to medium size) for the program*
  - *Talent Acquisition and Retention training and model development by TMG*
  - *Good wages & benefits, pride of product and mission, traditionally well above average tenure*

- **Results 2 years after joining the program and about a year after implementing much of the TA&R Model**

  - *Implementation of the TA&R model and changing the way think about, conduct, measure and monitor our recruiting, onboarding, and retention – has turned this process from a problem to a competitive advantage!*
  - *Initially implemented at our Corporate large bearing plant, we have extended to other locations.*
  - *Our 1-Year retention has returned to pre-Covid levels of 80% or higher; we believe this will only improve further*
  - *We are not done. Better leader identification, development & training; as well as improved process documentation, general employee training and cross-training - and career pathing are amongst our opportunities for further improvement.*
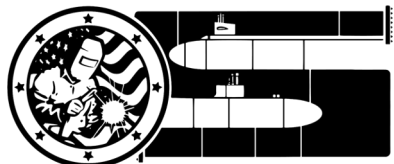
Kingsbury, Inc.® *Enabling Superior Machine Performance Through Expert Bearing Solutions*

Kingsbury, Inc.®

Kingsbury, Inc.
Changes!

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

Recruiting	Hiring	On-Boarding	1st Year Retention

Create Labor Req's

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

Legend (left side):
- ✓ (yellow) Added
- ✓ (blue) Improved
- ★ Most Impactful

Pipelines / Tools

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

Tools
1. TA&R Value Stream Mapping and Performance Improvement Plan Development
2. Realistic Job Preview & Candidate Tracking System
3. Recruiting Training
4. Recruiting & Offer Day/New Hire Orientation
5. Behavioral Based "Fit" Interviews
6. World Class First Day
7. Common Skills Training
8. Leader New Hire Retention Training
9. 30-60-90 day & 1 Year Fit/Skills Assessment
10. 5th Metric "People" Scorecard Data Driven Program Management System
11. Succession Planning

Legend (bottom):
- Existing
- Added
- Improved
- Reduced
- ★ Most Impact

NAVSEA NAVAL SEA SYSTEMS COMMAND

Opportunity for Improvement; Counter-measures, Results

Months	2022	23-Jan	23-Feb	23-Mar	23-Apr	23-May	23-Jun	23-Jul	23-Aug	23-Sep	23-Oct	23-Nov	23-Dec	Total
Beginning Headcount	114	121	122	122	123									
Total Hires	27	4	1	2	1									8
Total Terminations	20	3	1	1	1									6
Ending Headcount	121	122	122	123	123									
Demand	30	4	2	2	2	2	2	1	1	1	0	0	1	18
# RJP Views	9906	1527	865	2115	1889	0	0	0	0	0	0	0	0	6396
# Interested	764	55	38	88	71	0	0	0	0	0	0	0	0	252
# Invited to RD / Invited to Interview	134	8	3	14	16	0	0	0	0	0	0	0	0	41
# Scheduled and/or Attended RD / Interview	127	8	3	12	15	0	0	0	0	0	0	0	0	38
# Interviewed	122	7	2	11	12	0	0	0	0	0	0	0	0	32
# Conditional Offers	36	1	2	5	3	0	0	0	0	0	0	0	0	11
# of Offers Accepted	33	1	2	4	3	0	0	0	0	0	0	0	0	10
# Attended Kingsbury First Day	27	4	1	2	1	0	0	0	0	0	0	0	0	8
# Completed Week 1	26	4	1	2	1	0	0	0	0	0	0	0	0	8
# 30 Days	26	4	1	2	1	0	0	0	0	0	0	0	0	8
# 60 Days	24	4	1	2	0	0	0	0	0	0	0	0	0	7
# 90 Days	19	3	1	0	0	0	0	0	0	0	0	0	0	4
# 180 Days	14	0	0	0	0	0	0	0	0	0	0	0	0	0
# Retained 1 Year	0	0	0	0	0	0	0	0	0	0	0	0	0	0

2022 Still Active: 20   Total Still Active: 7

Pipelines Using
1. CTE Programs (HS & CC)
2. Employee Referral Program
3. ATDM
5. Temp Agencies
6. Social Media
7. Recruiting Agencies
8. Military & Veterans

Jan 1, 23 – Apr 30, Filter Effectiveness
Total RJP Views	6396
Attended WCFD	8
Effectiveness %	0.13%
Retention Rate	
Total Hires	8
Still Active	7
Retention %	88%

Tools
1. TA&R VSM/PIP — Dec-22
2. Realistic Job Preview — Feb-22
3. Recruiting Training — Mar-22
4. Recruiting & Offer Day — Mar-22
5. Behavioral Based "Fit" — N/A
6. World Class First Day — Apr-22
7. Common Skills Training — N/A
8. Leader Retention Training — May-22
9. 30-60-90 & 1 Year Fit — Apr-22
10. 5th Metric Scorecard — Jun-22

Months	2022	23-Jan	23-Feb	23-Mar	23-Apr	23-May	23-Jun	23-Jul	23-Aug	23-Sep	23-Oct	23-Nov	23-Dec	Total
Beginning Headcount	114	121	122	122	123									
Total Hires	27	4	1	2	1									8
Total Terminations	20	3	1	1	1									6
Ending Headcount														
Demand												0	1	18
# RJP Views												0	0	6396
# Interested												0	0	252
# Invited to RD / Invited to Interview												0	0	41
# Scheduled and/or Attended RD / Interview												0	0	38
# Interviewed												0	0	32
# Conditional Offers												0	0	11
# of Offers Accepted												0	0	10
# Attended Kingsbury First Day												0	0	8
# Completed Week 1												0	0	8
# 30 Days												0	0	8
# 60 Days												0	0	7
# 90 Days												0	0	4
# 180 Days												0	0	0
# Retained 1 Year												0	0	0

2022 Still Act   Total Still Active   7

> The Talent Pipeline Program opened our eyes to the need for us to change our recruiting process, to transition to a "FIT First -Train for Skills" approach to entry-level labor, and to establish and use metrics around recruiting and retention in a manner similar to our other key business performance measures. With a clearer demand signal, improved onboarding and leader awareness, our one-year retention has returned to pre-Covid levels of over 85% and we anticipate this will continue to improve.

Pipelines Using

1. CTE Programs (HS & CC)	
2. Employee Referral Program	
3. ATDM	
5. Temp Agencies	
6. Social Media	
7. Recruiting Agencies	
8. Military & Veterans	

Filter Effectiveness	
Total RJP Views	6396
Attended WCFD	8
Effectiveness %	**0.13%**
Retention Rate	
Total Hires	8
Still Active	7
Retention %	**88%**

1. ~~Talk & SWAP~~	Dec-22
2. Realistic Job Preview	Feb-22
3. Recruiting Training	Mar-22
4. Recruiting & Offer Day	Mar-22
5. Behavioral Based "Fit"	N/A

6. World Class First Day	Apr-22
7. Common Skills Training	N/A
8. Leader Retention Training	May-22
9. 30-60-90 & 1 Year Fit	Apr-22
10. 5th Metric Scorecard	Jun-22

NAVSEA
NAVAL SEA SYSTEMS COMMAND

- Must be driven by Leadership
- Embed & Align with your Strategy
- Communicate the urgency and the reasons change is needed
- Recruiting and Retention issues are definitely NOT an HR problem!
- Use the TA&R tools – they work; modify them to fit your culture
- Establish a process & create metrics; monitor & use them
- Train Hiring Managers & Supervisors
- Involve your best recent hires in your recruiting efforts; train and support them
- Seek best practices from others in the program – we face similar challenges!

Kingsbury, Inc.®
TALENT PLANNING & ANALYSIS
Q1 2023

5th Metric Scorecard
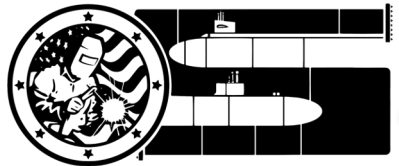
Q1 2023	Executive Team	Shared Services	Engineering	Sales	Manufacturing	Quality/CI	Yuba City	Oshkosh	Totals
Team Snapshot									
Metric									
Total Headcount Start Number from the End of Last Qtr.	10	20	19	14	48	9	7	115	242
Number of Team members Who Departed	1	0	1	0	1	0	0	4	7
Number of New Teammates	1	1	0	1	1	0	0	3	7
Total Head Count End	10	21	18	15	48	9	7	114	242
Number of Open Positions	0	1		0	4	1	2	3	11
Expected Demand in 1-year	1	2	3	3	12	3	0	2	26
Expected Demand in 1-5-years (including upcoming retirees, etc)	2	1	3	4	23	3	0	11	47
New Hire Snapshot-(Less than one year)									
Total New Hires (Less than 1 Year)	3	6	3	2	7	1	0	28	50
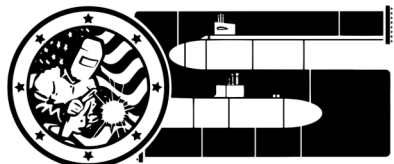
The Talent Acquisition & Retention System

Best Practice Model
Talent Demand Signal

Defining Demand

1. Business Model

   a. Firm Fixed Price

   b. Time and Materials

   c. Cost Plus Fee

2. Key Planning Factors:

   a. Future Business Forecast (+/-)

   b. Replace Attrition

3. Talent Categories:

   a. Professional/Salaried

   b. Experienced Hourly

   c. Entry Level Hourly

4. Talent Pipeline Candidate Availability

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?

- New or Expanded Work
- Replace Departures
- Specific Technical Need
- "Best Athlete" Availability

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?

- 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

- 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?

- Customer – Heartbeat Leader
- Facilitators
  - Hiring Manager
  - HR/Recruiting
  - Comp
  - Executive Leadership
  - Operational Leadership
- The Prospective Teammate

- 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?

- 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?

- Engaged Teammate at 1st Year Anniversary with the Company
- They are increasing their productivity
- Business performance is Increasing

Demand: 167

AVE HC: 430
Hires: 142
Departs: 128

1st Yr Dep: 32
+1 Yr Dep: 96

NET: +14

Sum: (153)

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

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead

Post Hire – Operations Lead

| Recruiting | Hiring | On-Boarding | 1st Year Retention |

Create Labor Req's

Interested/NGF 1657/1277

Interviewed/Offered/Accepted 380/161/158

Started 142

Retained/Departed 110/32 70%

Pipelines		Tools	
1. CTE Programs (HS & CC)	7. Recruiting Agencies	1. TA&R Value Stream Mapping and Performance Improvement Plan Development	6. World Class First Day
2. Employee Referral Program	8. Military & Veterans	2. Realistic Job Preview & Candidate Tracking System	7. Common Skills Training
3. ATDM	9. Employment Commissions	3. Recruiting Training	8. Leader New Hire Retention Training
4. Adult Education	10. College Departures	4. Recruiting & Offer Day/New Hire Orientation	9. 30-60-90 day & 1 Year Fit/Skills Assessment
5. Temp Agencies	11. Recovered/Returns	5. Behavioral Based "Fit" Interviews	10. 5th Metric "People" Scorecard Data Driven Program Management System
6. Social Media	12. Retiree's		

Demand: 167

AVE HC: 430
Hires: 142
Departs: 128

1st Yr Dep: 32
+1 Yr Dep: 96

NET: +14

Sum: (153)

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

H I R E   F O R   F I T   –   T R A I N   F O R   S K I L L

Pre-1st Day – HR Lead

Post Hire – Operations Lead

Recruiting	Hiring	On-Boarding	1st Year Retention

Create Labor Req's

Interested/NGF 1657/1277

Interviewed/Offered/Accepted 380/161/158

Started 142

Retained/Departed 101/32 70%

Hiring or Keeping Problem?

Pipelines		Tools	
1. CTE Programs (HS & CC)	7. Recruiting Agencies	1. TA&R Value Stream Mapping and Performance Improvement Plan Development	6. World Class First Day
2. Employee Referral Program	8. Military & Veterans	2. Realistic Job Preview & Candidate Tracking System	7. Common Skills Training
3. ATDM	9. Employment Commissions	3. Recruiting Training	8. Leader New Hire Retention Training
4. Adult Education	10. College Departures	4. Recruiting & Offer Day/New Hire Orientation	9. 30-60-90 day & 1 Year Fit/Skills Assessment
5. Temp Agencies	11. Recovered/Returns	5. Behavioral Based "Fit" Interviews	10. 5th Metric "People" Scorecard Data Driven Program Management System
6. Social Media	12. Retiree's		

ANSWER: BOTH
Performance Improvement Strategy

1. Improve Retention

2. Focus on Growth

3. Driven by Business Performance Outcome Metrics and Counter-measure execution

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	301	308	294	291	291									
Total Hires	115	3	4	7	6									
Total Terminations	108	17	7	7	7									
Ending Headcount	308	294	291	291	290									
Demand	137	9	23	23	23									23
# RJP Views	1215	48	58	89	59									254
# Interested	893	38	48	74	49									209
# Invited to RD / Invited to Interview	296	20	19	25	10									74
# Scheduled and/or Attended RD / Interview	260	19	19	25	10									73
# Interviewed	258	19	19	25	10									73
# Conditional Offers	125	3	5	7	7									22
# of Offers Accepted	120	3	5	7	6									21
# Attended Fairlead First Day	115	3	5	7	6									21
# Completed Week 1	115	3	4	7	6									20
# 30 Days	111	3	3											6
# 60 Days	103	3												3
# 90 Days	103													0
# 180 Days	62													0
# Retained 1 Year	4													0

Recruiting

Hiring

On Boarding

Retention

2022 Still Active	74		Total Still Active	13

Pipelines Using
1. CTE Programs (HS & CC)
2. Employee Referral Program
3. ATDM
5. Temp Agencies
6. Social Media
7. Recruiting Agencies
8. Military & Veterans
9. Employment Commissions

Jan 1, 23 – Apr 30, Filter Effectiveness	
Total RJP Views	254
Attended WCFD	21
Effectiveness %	8%
Retention Rate	
Total Hires	20
Still Active	19
Retention %	95%

Tools	
1. TA&R VSM/PIP	Jan-21
2. Realistic Job Preview	Feb-22
3. Recruiting Training	Feb-22
4. Recruiting & Offer Day	Mar-22
5. Behavioral Based "Fit"	Apr-22
6. World Class First Day	Apr-22
7. Common Skills Training	Apr-22
8. Leader Retention Training	Mar-22
9. 30-60-90 & 1 Year Fit	May-22
10. 5th Metric Scorecard	Apr-22

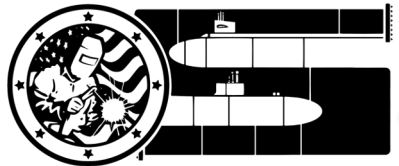NAVSEA
NAVAL SEA SYSTEMS COMMAND

1. Are you capturing the data?

2. Is your TA&R System performance within the range of acceptable?

3. Are you performing "root cause" analysis if not acceptable?

4. Have you implemented a counter-measure?

5. Is your system performance improving?

DEMAND SIGNAL TESTIMONIAL
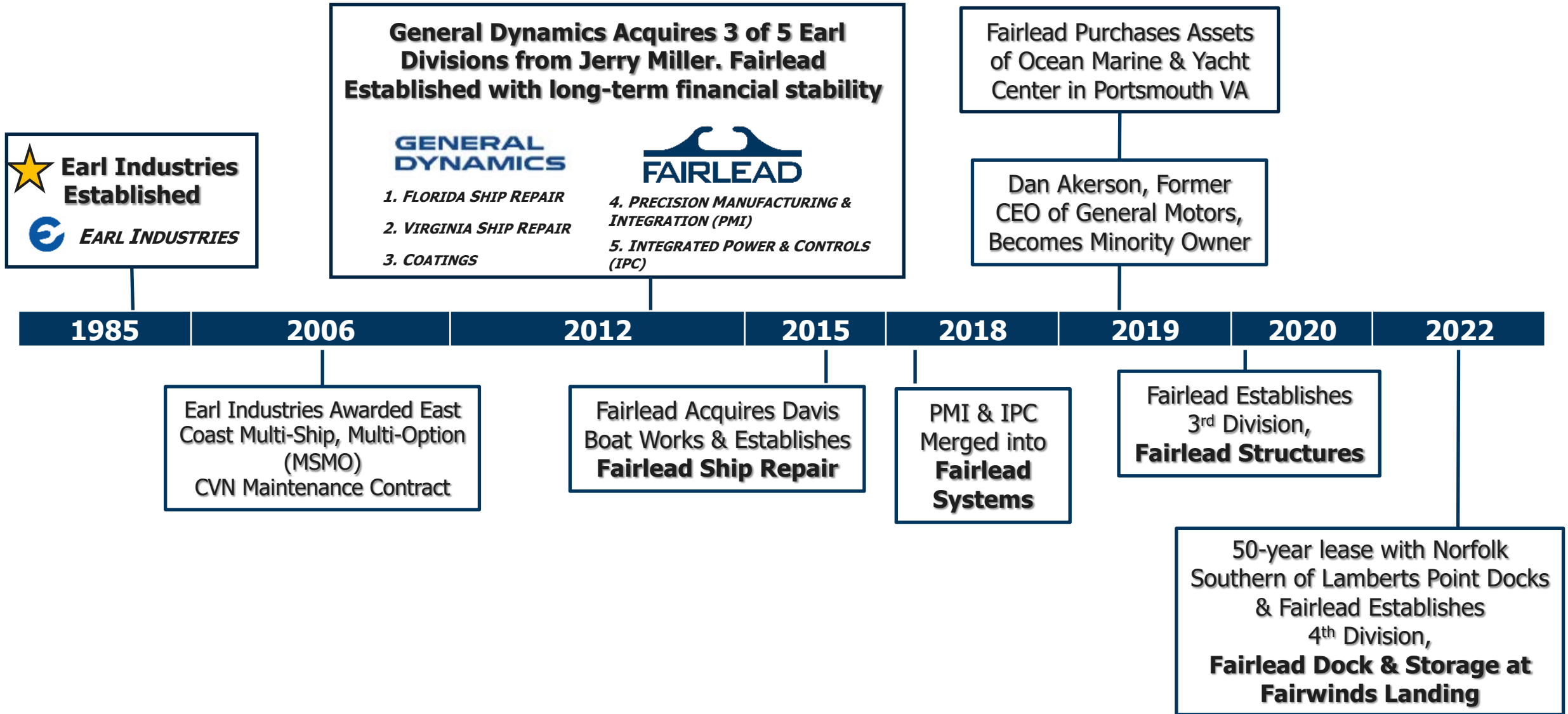Fred Pasquine – President, Fairlead

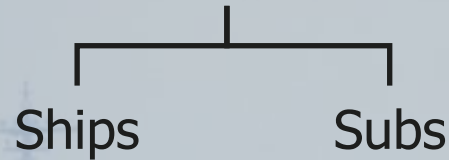Fairlead's Demand Testimonial

July 13, 2023

History of Fairlead

General Dynamics Acquires 3 of 5 Earl Divisions from Jerry Miller. Fairlead Established with long-term financial stability

GENERAL DYNAMICS   FAIRLEAD

1. FLORIDA SHIP REPAIR
2. VIRGINIA SHIP REPAIR
3. COATINGS

4. PRECISION MANUFACTURING & INTEGRATION (PMI)
5. INTEGRATED POWER & CONTROLS (IPC)

Earl Industries Established

EARL INDUSTRIES

Fairlead Purchases Assets of Ocean Marine & Yacht Center in Portsmouth VA

Dan Akerson, Former CEO of General Motors, Becomes Minority Owner

1985	2006	2012	2015	2018	2019	2020	2022

Earl Industries Awarded East Coast Multi-Ship, Multi-Option (MSMO) CVN Maintenance Contract

Fairlead Acquires Davis Boat Works & Establishes **Fairlead Ship Repair**

PMI & IPC Merged into **Fairlead Systems**

Fairlead Establishes 3rd Division, **Fairlead Structures**

50-year lease with Norfolk Southern of Lamberts Point Docks & Fairlead Establishes 4th Division, **Fairlead Dock & Storage at Fairwinds Landing**

2021

Fabricate – Fairlead + Trident HEG

2022

Preserve

2023

Transport

2022 – Wavy
2023 – Fairwinds Landing

Store (Indoor and Outdoor)

2024

Outfit

Imagination → Organization → Perspiration

- Looming Challenge: Fairlead employees remaining for at least one year with highest turnover in competitive labor categories

- PA Talent Pipeline – May 2021 – only company from Hampton Roads to be invited

- Asked to be Best Practice Model (small to medium size) for the program

- Talent Acquisition and Retention training and model development by TMG

- Before we started – First-year retention suffered, Employees with greater than 1-year had a 98% retention rate

- First year of Pipeline – first-year retention improved and longer-term declined? Why?

- Results 2 years after joining the program and implementing much of the TA&R Model
  - Joined the Virginia Talent Pipeline – June 2022
  - Implementation of the TA&R model and changing the way think, conduct, measure and monitor our recruiting, onboarding, and retention – we have learned a lot in the past 2 years
  - **Recruiting the best cultural fit talent does work! – It may also show other longer-term employees that they may no longer fit.**
  - Our 1-year retention has improved from 69% (2021) to 89% (2022) after 2 years of implementation
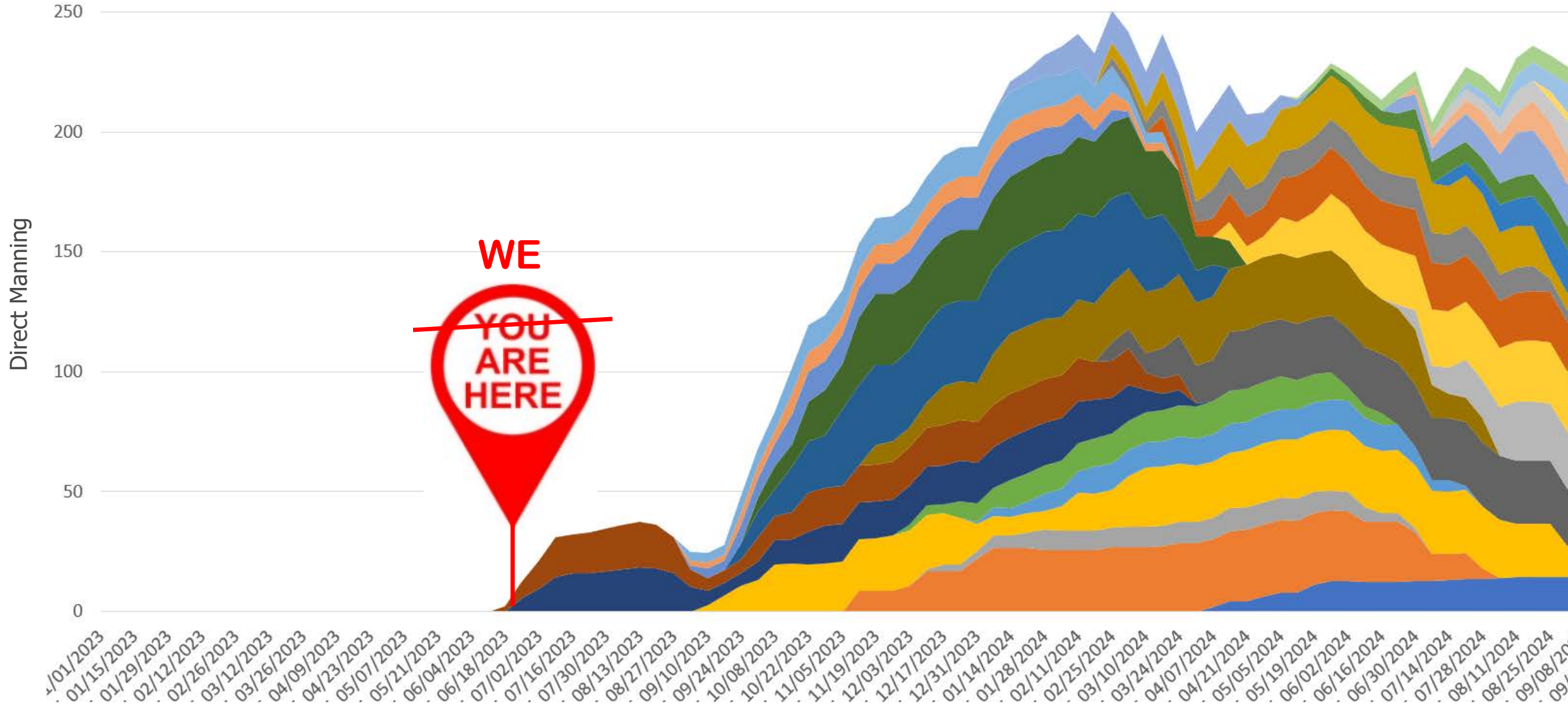 - The journey continues – competitive demand for talent makes this process even more important

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	**301**	**308**	**294**	**291**	**291**	**289**								
Total Hires	**115**	**3**	**4**	**7**	**6**	**6**								
Total Terminations	**108**	**17**	**7**	**7**	**7**	**13**								
Ending Headcount	**308**	**294**	**291**	**291**	**290**	**282**								
Demand	137	9	23	23	23	24								23
# RJP Views	1215	48	58	89	59	74								328
# Interested	893	38	48	74	49	63								272
# Invited to RD / Invited to Interview	296	20	19	25	10	15								89
# Scheduled and/or Attended RD / Interview	260	19	19	25	10	14								87
# Interviewed	258	19	19	25	10	14								87
# Conditional Offers	125	3	5	7	7	6								28
# of Offers Accepted	120	3	5	7	6	6								27
# Attended Fairlead First Day	115	3	5	7	6	6								27
# Completed Week 1	115	3	4	7	6	6								141
# 30 Days	111	3	3	6	6									129
# 60 Days	111	3	3	6										123
# 90 Days	111	3	3											117
# 180 Days	81													81
# Retained 1 Year	26													26

2022 Still Active	61						Total Still Active	13

Pipelines Using		Jan 1, 23 – May 31, Filter Effectiveness			Tools				
1. CTE Programs (HS & CC)					1. TA&R VSM/PIP	Jan-21	6. World Class First Day	Apr-22
2. Employee Referral Program		Total RJP Views	328		2. Realistic Job Preview	Feb-22	7. Common Skills Training	Apr-22
3. ATDM		Attended WCFD	27		3. Recruiting Training	Feb-22	8. Leader Retention Training	Mar-22
5. Temp Agencies		**Effectiveness %**	**8%**		4. Recruiting & Offer Day	Mar-22	9. 30-60-90 & 1 Year Fit	May-22
6. Social Media		**Retention Rate**			5. Behavioral Based "Fit"	Apr-22	10. 5th Metric Scorecard	Apr-22
7. Recruiting Agencies		Total Hires	27					
8. Military & Veterans		Still Active	24					
9. Employment Commissions		**Retention %**	**89%**					

# What Fairlead Has Learned From a Demand-Driven Approach

- First Year
  - Change is hard and must be driven by Leadership
  - Embed & Align with your Strategy
  - Leaders must communicate the urgency and the reasons change is needed
  - Recruiting and retention issues are NOT an HR problem – there a leadership problem
  - Use the TA&R tools – they work; modify them to fit your culture

- Second Year
  - Evaluate the Retention Problem through a DMAIC process
  - Data Analysis shows high turnover in Welder, Fitter, Machinest Trades >1 year retention difficult
  - Data Analysis shows that Frontline Supervisors are key to retention – need to be trained
  - The focus on retention has significantly helped with first year retention
  - Train Hiring Managers & Frontline Supervisors
  - Involve your best recent hires in your recruiting efforts; train and support them
  - Involve your long-term employees on reasons why they have stayed with Fairlead
  - Seek best practices from others in the program – we face similar challenges!

The Talent Acquisition & Retention System

Value Stream Mapping, Analysis & Performance Improvement Plan
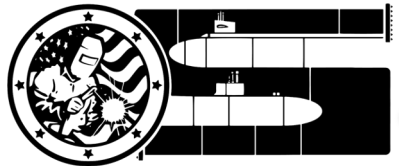
Follow On Program Support Available

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

- **Additional Tool Support Available:**

  - 5th Metric Scorecard Data Driven Program Management System

  - Realistic Job Preview

  - Recruiting & Offer Day/New Hire Orientation

  - Recruiter Training

  - Behavioral Based Interview

  - World Class First Day

  - Common Skills Training

  - New Hire Retention Leader Training

  - 30-60-90 & 1 Year Fit & Skills Assessment

- **Step 1:** Schedule and Conduct Planning and Kick Off Session VSM Planning and Kick Off Session
  - Objectives: Create Goal Alignment with Senior Leadership on Scope, Schedule and Expected Outcomes, Develop Data Capture Plan, Identify Correct Team for Event,

- **Step 2:** Complete Data Collection and Provide to Talent Pipeline Team

- **Step 3:** Conduct VSM&A Event – 2-8 Hours depending on scope and scale
  - Expected Outcomes – Detailed Visio Map of TA&R Process, Value Analysis, BPM Gap Analysis, PICK Chart, and Performance Improvement Plan with Plan of Action and Milestones

- **Step 4:** Out Brief to Partner Senior Leadership Team for Approval of PIP

- **Step 5:** Agree to TMG Tool Support Requested
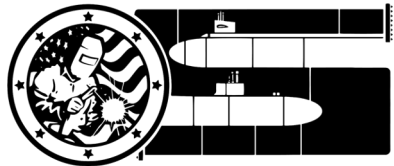
Last 1 - 3 Years Total Numbers Only

- Total Headcount Start:

- Total Applications:

- Total Offers:

- Total Number Hires:
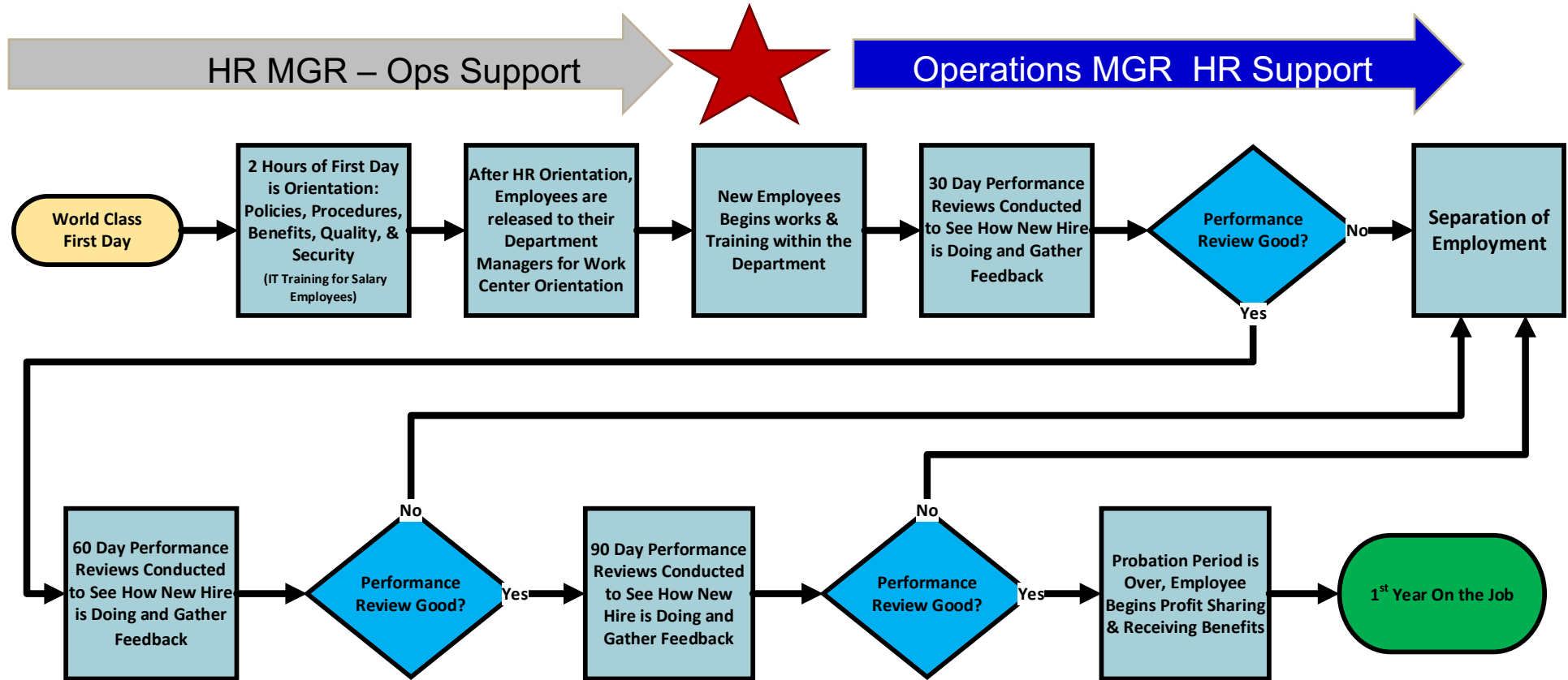
- Total Number Terms:

- Total Headcount End:

1. Map Your Current State TA&R Process (with HR & hiring mangers)

2. Detailed Review of Navy TA&R Best Practice Model

3. Analyze Gaps to BPM, ID Actions to Close Gaps (PICK Chart to Prioritize)

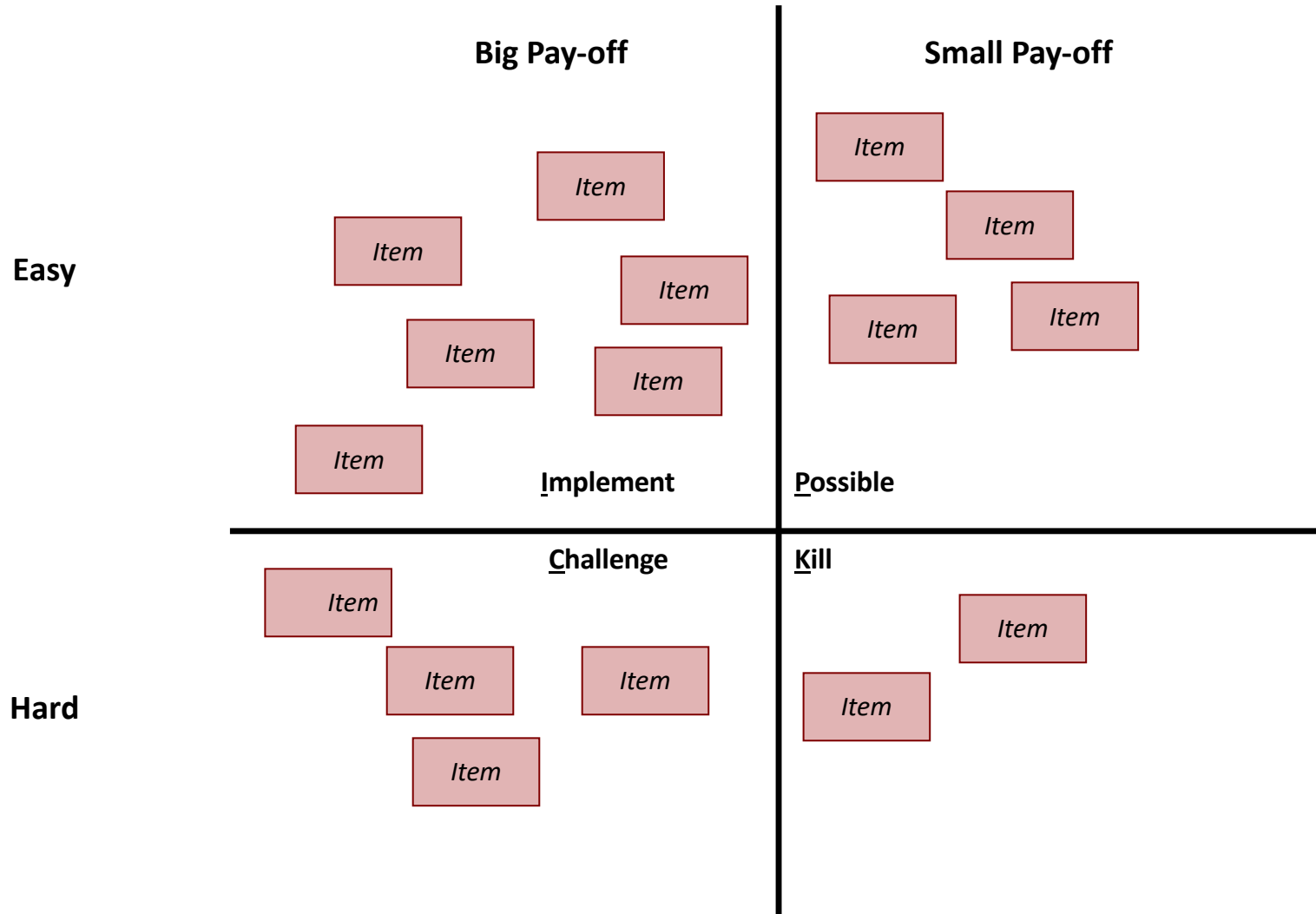4. Performance Improvement Plan (PIP) with Plan of Action and Milestones (POA&M)

LHF Hiring Process

HR MGR – Operations Support

Req is Created & Approved → Applicant Applies Online, Creates a Presence and Uploads Resume → Recruiter Reviews and Phone Screens Applicants → Qualified Applicant? → Yes → Hiring Manager Review Applicants → Qualified Applicant? → Yes → Manager Schedules and conducts On-Site Interview → Move Fwd w/ Qualified Applicant? → Yes → Job Specific Testing of Applicant conducted → Passed Testing? → Yes

Applicant Rejected

Interview with HR Manager and President → Move Fwd w/ Qualified Applicant? → Yes → Background check, Medical Exam, Drug Testing Conducted → Candidate Passes? → Yes → Offer of Employment Presented (Salary Positions Receive Offer Letter) → Candidate Accepts Offer? → No → HR Manager Calls Applicant to Schedule Start Date → Candidate Confirms Offer and Start Date? → No → Orientation Information is sent via email by HR Manager → World Class First day

LHF Hiring Process

PRIORITIZATION - PICK Chart

Big Pay-off

Small Pay-off

Easy

Item

Item

Item

Item

Item

Item

Item

Item

Item

Item

Implement

Possible

Challenge

Kill

Hard

Item

Item

Item

Item

Item

Item

1. Define our "Why would you want to join our Team?"

2. Hiring Pre-requisites

3. Hiring Pre-qualifying Criteria

4. Who makes the Hiring Decision?

5. Absenteeism

6. Career Paths

7. Compensation Incentives

Performance Improvement Plan (PIP)

No	Action	Owner	ECD	JDI RIE	Status	Resources	Notes	TMG Support Requested
1								
2								
3								
4								
5								
6								

Name	Duration	Scope of Change
Just Do It	1 – 2 Days	Solution Ready to Implement – Problem Well Defined
Rapid Improvement Event	2 – 3 Months	Short Term, High Intensity Effort to Address a Specific Problem
Project	4 – 6 Months	Complex Problem, No Apparent Root Cause

TA&R: Performance Improvement Plan (PIP)

| No	Action	Owner	ECD	JDI RIE Project*	Status	Resources Needed	Notes	TMG Support Requested
1	RECRUITING - Develop pipelines. Mature current pipelines with CTEs. ID & add new pipelines	Olga	30 Nov 23		Completed	TMG assist	Constant development	RECRUITING - Develop pipelines. Mature current pipelines with CTEs. ID & add new pipelines
2	RECRUITING - Develop "Manufacturing 101" 4-week course and find CTE to deliver. Career change to manufacturing. Basic math skills, read a tape measure, tour plant(s), etc.	Ryan	30 Nov 23		CANX	TMG assist with curriculum development & ID of CTE	Mike terminated due to bandwidth	RECRUITING - Develop "Manufacturing 101" 4-week course and find CTE to deliver. Career change to manufacturing. Basic math skills, read a tape measure, tour plant(s), etc.
3	RECRUITING - Develop RJP for Production Team members	Terrah	30 Nov 23	13 Jan23	Completed	TMG assist	World class product hosted by AT&F	RECRUITING - Develop RJP for Production Team members
4	RECRUITING - Develop Military/Veteran pipeline	Ryan	30 Nov 22	1 Jun 23	Transitioned	Program	Initiated a veteran program. Inclusive of an affinity group, coordination with local vet service orgs, and DOD Skillbridge program. Increased vet population 9 to 18 plus one skillbridge offer.	RECRUITING - Develop Military/Veteran pipeline
5	RECRUITING - Start a program for Recovered/Returns	Ryan	30 Nov 22		Completed	JDI		RECRUITING - Start a program for Recovered/Returns
6	RECRUITING - Create 1 prioritized "A" list	Ryan	31 Oct 22		Completed	JDI		RECRUITING - Create 1 prioritized "A" list

TA&R: Performance Improvement Plan (PIP)

No	Action	Owner	ECD	JDI RIE Project*	Status	Resources Needed	AT&F WE INVEST IN CUSTOMER SUCCESS®
7	RECRUITING - Improve Phone Screen to include more open questions. Move to a text as primary contract method.	Ryan	31 Oct 23		Completed	TMG assist	Under constant review for improvement
8	RECRUITING - Work with Staffing agencies for a better understanding of AT&F and what makes a good fit	Ryan	31 Oct 22		Completed	JDI	Staffing agencies provided requirements, directing all potential candidates to the RJP
9	HIRING - Include notice of skills assessment in interview invitation. Eval adding ruler game link. Update skills assessment. Add pretest at interview.	Ryan	30 Dec 22	30 Nov 22	Complete		
10	HIRING - Role specific skills assessment at orientation. Gap analysis to customize initial training during Adviser Program	Olga	30 Apr 23		Completed		Developed in coordination with Ops
11	HIRING – standardize closing decision process. Update and consistently use1 minute post interview form.	Ryan	28 Feb 23	1 June 23	Completed	TMG assist	
12	HIRING – Modernize offer letter. More professional appearance.	Terrah	30 Sep 23		Completed		

No	Action	Owner	ECD	JDI RIE Project*	Status	Resources Needed	
13	ON-BOARDING - Video for first day arrival and check in. What to expect on your first day.	Terrah	30 Apr 23	27 May 23	Completed		Career Launch day eliminates first day video.
14	ON-BOARDING - More personalize the World Class First Day experience.	Terrah	30 Apr 23	27 May 23	Completed		Lots of swag, lunch, etc
15	ON-BOARDING - Add Chris, Ray & Dave to the orientation meeting.	Terrah	30 Apr 23	27 May 23	Completed	JDI	
16	FIRST YEAR RETENTION – Start tracking, trending & reporting retention data for first 30/60/90 days and at 1 year y Team Manager.	Terrah	1 Aug 22		Completed	JDI	
17	FIRST YEAR RETENTION – Train Team Managers in the first meeting with new Team members	Ryan	30 Jun 23	31 May 23	Completed		
18	FIRST YEAR RETENTION - Formalize exit interview process.	Olga	1 Feb 23		Completed		

VALUE STREAM MAPPING TESTIMONIAL
Desmond Nelson – Delphinus Engineering
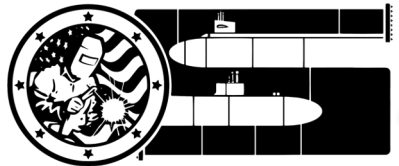
So, What's the Next Step in our Hiring Process?
Previously it depended who you asked!

Desmond Nelson
Resource Manager
Delphinus Engineering
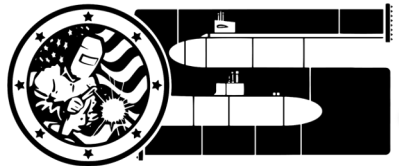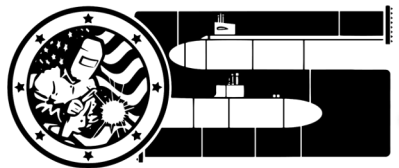
Slides 1: Delphinus Engineering Overview

Slide 2,3,4: Initial Value Stream Mapping and Analysis

Slide 5: What did we learn and advice for others

Delphinus Engineering, Inc.

- **Founded in 1994 as a small, diversified professional services company**
- **Industry Leader; Strong Reputation; Exceptional Benefits**
  - *Defense (mostly U.S. Navy),*
  - *3 Division with Marine Services Division (San Diego Bremerton, Norfolk) and Corporate HQ Philadelphia, PA*
  - *We offer competitive wages in salaried and hourly positions, education opportunities, outstanding employee benefit options, and 401(k) plan with company match.*
- **Lacked measurable recruiting data. We will also continue to standardize onboarding throughout each division .**

  - *PA Talent Pipeline – Nov 2022 – Almost Last to join for that year – Hired 7 under best fit strategy*
  - *Looking into spreading what we accomplished across all divisions within Marine Services Division*
  - *Next step is to continue our process improvement plan.*
- .
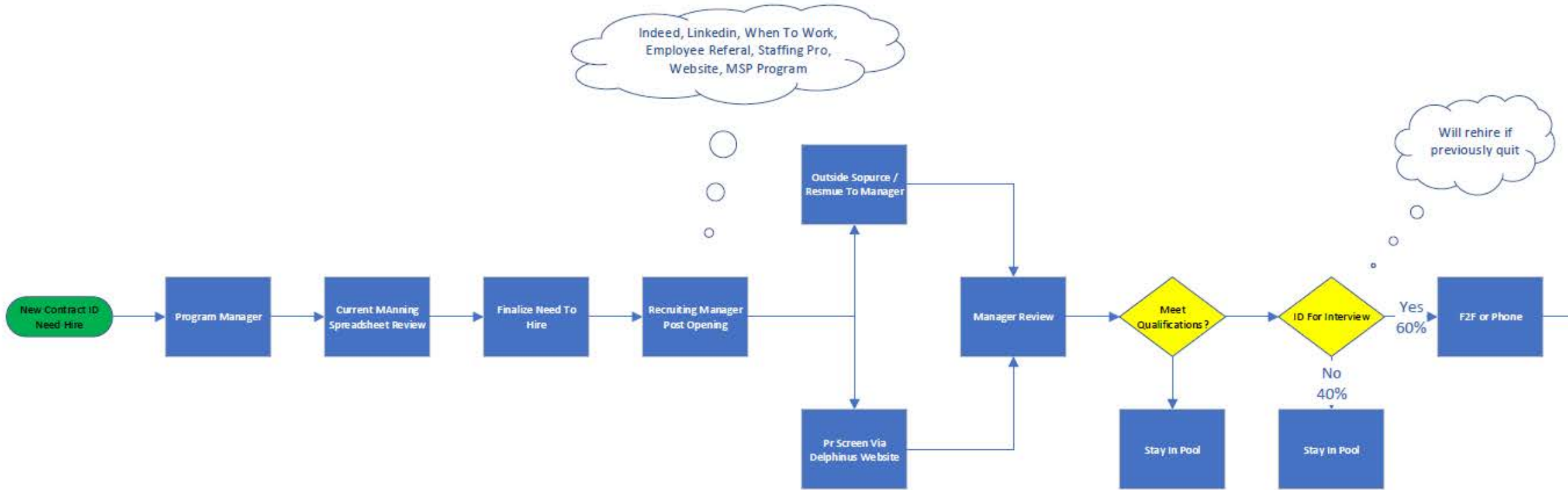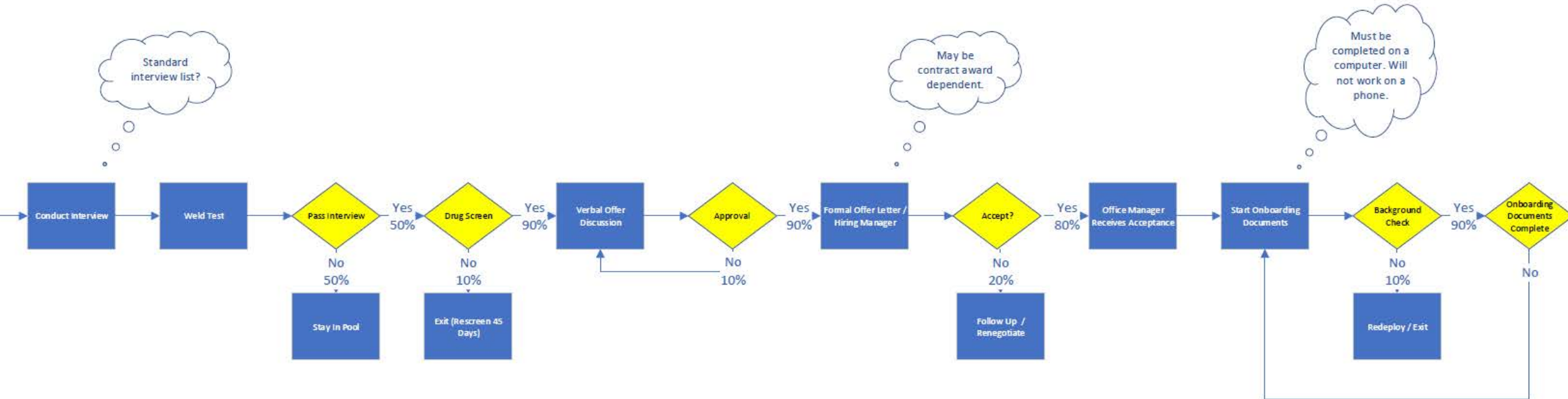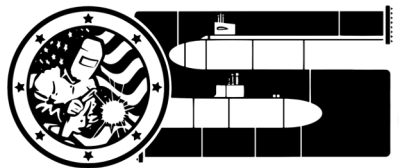
What we learned & advice for others

- Must be accepted and driven by Leadership- HR must be involved
- If you have more than one Hiring Office I recommend you start small and build from one location.
- Don't be afraid to find out you aren't scoring as high as you desire right away
- Communicate the urgency and the reasons change is needed
- Recruiting and Retention issues are definitely NOT an HR problem!
- Establish a process & create metrics; monitor & use them
- Train Hiring Managers & Supervisors- Retention Workshops are excellent
- Involve your best recent hires in your recruiting efforts; train and support them
- Network with others in the program – we face similar challenges!
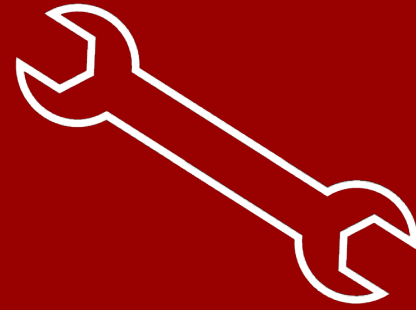
NETWORKING BREAK

The Talent Acquisition & Retention System
Leader New Hire Retention
Absenteeism

Tool

Leader New Hire Retention Training

1. Recruiting

- Input: Talent Demand
- Output: **Screened Candidates**

2. Hiring

- Input: Screened Candidates
- Output: **Accepted Offers**

3. On-Boarding

- Input: Accepted Offers
- Output: **New Hire is Assigned to 1st Leader**

4. 1st Year Retention

- Input: New Hire is Assigned to 1st Leader
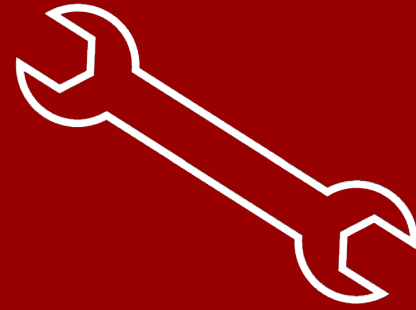- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

#1 They see no future

- Career Path
- Job Security

Structural Engagement

#2 Relationship with their immediate Leader

Controlable Engagement

Tool

The Circles Chart

Leader: _____ Team: _____ Date: _____

TEAM ROSTER

(Led)

_____

_____

_____

_____

_____

_____

_____

_____

_____

Engaged

Actively Disengaged

Disengaged

1. ***New Employees*** make a <u>decision</u> within first hour from introduction to immediate supervisor.
2. ***Dis-Engaged Employees*** are those "…just putting in my time" but not actively doing harm. They may be Situationally Engaged. They can be influenced by Leaders and their Engaged Teammates.

Strategy:

Focus on the **<u>Disengaged</u>** to move them into the ***<u>Engaged Group</u>*** as quickly as possible.

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

Rules for the Summer 2014

- we are going to have fun, but we have changes, but good changes.

- the first change is we are going to have a schedule (raise your hand if you don't know what a schedule is)

- every day if you are good I will bring you a tattoo or a peice of candy (you choose) (I will give an exampl)

- give schedule each day explain

- do's and Don'ts

- rules

- have them help me

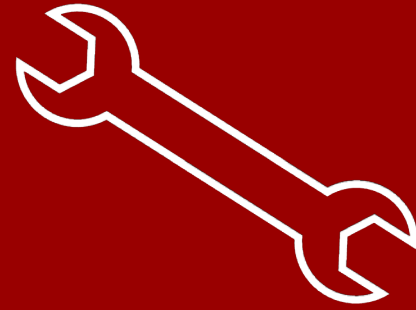**What do you expect from your team?**

What can your team expect from you?

- Show Up, On Time, Everyday
- Want to be there
- Care…
- Willing to Learn
- Do what we ask them to do
- Be safe

- To know **who** their Leader is
- To know their Leader **Trusts** them
- To know **what is expected of them** from the start
- The **materials, equipment, and skills** to do their work right
- The **opportunity** to do what they do best everyday
- To receive **recognition** or praise
- To feel that **people care** about them as a person
- **Encouragement** to develop
- To feel they are **part of the solution**
- To understand and live the **vision & mission**
- To see and hear that others are engaged and **focus on quality**
- To feel they have a **friend at work**
- To be **aligned with their leader**
- To feel they can **learn and grow**

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Tool

Leader to Led (L2) Power 9 Guide

The Process

1. I am your Leader clarity

2. I Trust You

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

4. You know what to do at work everyday

5. You have the materials, tools, and equipment to do your work correctly

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

7. You know your role, the roles of your teammates and how you work together as a team

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

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

So What:

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

Who is Responsible for Teammate Retention?

Challenge Question

Power 9 Questions

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

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

1. I know who my leader is
   SA   A   D   SD
2. My leader trusts me
   SA   A   D   SD
3. I understand what we do and how we make money
   SA   A   D   SD
4. I know what to do at work everyday
   SA   A   D   SD
5. I have the materials, tools, and equipment to do my work correctly
   SA   A   D   SD
6. I know how to do the work correctly the first time
   SA   A   D   SD
7. I know my role, the roles of my teammates and how we work together as a team
   SA   A   D   SD
8. My team and I know the score and we play to win everyday
   SA   A   D   SD
9. My leader cares about me as a person and wants to help me be successful
   SA   A   D   SD

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New Teammate Intakes

☐ Do you feel that the World Class First Day was helpful?

☐ Has your Leader gone over their expectations with you? If so, what are some things they expect from you?

☐ When was the last time you talked with your leader?

☐ Do you know what to do at work everyday? Is someone helping you?

☐ Is there anything that you need that you're not getting?

☐ Is there anything you know now that you wish you would have known on your first day?

- The objectives of the **30-60-90 Day Fit and Skills Review** are to provide and solicit constructive feedback, foster engaged Leader to Led relationships and identify areas of risk and align resources to mitigate risk.

- Fit and Skills Review is focused on Performance Habits, Work Habits and Productivity

30-60-90 REVIEW Example – Performance Levels

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

30-60-90 REVIEW Example – Work Habits

Work Habits	Review Period				
	30	**60**	**90**	**180**	**365**
Demonstrates respect for other employees. *Shows courteous regards for others.*	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	**60**	**90**	**180**	**365**
Demonstrates adaptability. *Adjust activities or behaviors as required by changing job circumstances. Able to perform assigned tasks and demonstrates the skills necessary to be productive in the workforce.*	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	**60**	**90**	**180**	**365**
Demonstrates dependability *Demonstrate consistent, reliable performance and behavior.*	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
	30	**60**	**90**	**180**	**365**
Demonstrates initiative in the work place *Do what needs to be done without prompting.*	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1

30-60-90 REVIEW Example – Work Habits

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

30-60-90 REVIEW Example – Productivity

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

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

Engaged (Thriving at Work)
23%

Dis-Engaged (Quiet Quitting)
59%

Actively Dis-Engaged (Loudly Quitting)
18%

Source: Gallup

- 25% of the working population are ignored by their supervisor

40% are Actively Disengaged

58% are Not Engaged

2% are Engaged

Source: Gallup

- Every organization knows the **Business Score** (Safety, Quality, Cost, Schedule)
- These are all LAGGING indicators

- Few businesses know the **People Score** (Engagement)
- This is your biggest LEADING indicator

Tell Me About Your Team?

- How many?

- # Left?

- # New?

- Attendance Risks

- <u>Relationships</u>
  - Engaged
  - Disengaged
  - Actively Disengaged

- Sustainment/Improvement Plans for Each

- "Gifts" to Your Leader

- Future Leaders

Leader: _____ **Team:** _____ **Date:** _____

TEAM ROSTER

(Led)

_____

_____

_____

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_____

Engaged

Actively Disengaged

Disengaged

Team Snapshot			
Metric			Value
Total Headcount Start Number from the End of Last Month			10
Minus the Number of Teammates Who Departed			- 2
Plus the Number of New Teammates			+ 3
Total Head Count End			11
Team Engagement	E: 7	D: 3	A: 1
Number of Open Positions			3
New Hire Snapshot			
Total New Hires (Less than 1 Year)			4
Needs Supervision (#)			3
Works Independently (#)			1
Can Teach Others (#)			0

Names of Teammates Who Departed	Position	Date/Reason	Names of New Teammates	Expectations & 1on1 complete?	Start Date
William Patterson	Welder 3 Class	11-Dec / Attendance	K. Johnson	Yes	12/4/22
James Caelen		29-Dec / Family-Relocation	S. Harris	Yes	12/4/22
			E. Hotel	Yes	12/15/22

Individual Engagement Improvement Plan

Individual		Leader	
Start Date		Target Date	

Engagement Improvement Plan	
Plan	Status

Action Items (SMART – Specific, Measurable, Agreed, Realistic, Timeframe)			
Action	Target Date	Complete Date	Status

1. Why People Leave? 5ᵗʰ Metric Scorecard

2. Why High Performers Stay? Check-Ins

The Talent Acquisition & Retention System
Absenteeism

- **98% of Absenteeism is predictable.** Employees know they are not going to work and play the points game.

- **2% of Absenteeism is un-predictable**

Absenteeism

- Is the habitual non-presence of an employee at their job that extends beyond legitimate causes such as scheduled vacations, occasional illness, and family emergencies
- Is a systemic problem in manufacturing
- Some reasons for absenteeism
  - Burnout: Overworked employees
  - Childcare and eldercare: Employees miss extensive days of work watching loved ones or when babysitters become sick
  - Mental illness: Depression impacts the rate of absenteeism, cause of disability, loss of productivity, and climate in the workplace. The condition often leads individuals to abuse drugs and alcohol
  - Disengagement: Employees who feel dispassionate about their jobs and lack motivation
  - Injuries or Illnesses: Illness, injuries, and doctor's appointments are the main reported reasons employees don't come to work
  - Lack of vacation or sick leave: Some companies do not provide employees with vacation or sick leave the first year on the job

- Lost Productivity

- Overtime or temporary worker cost

- Administrative costs of managing absenteeism

- Poor quality of goods/services resulting from overtime fatigue or understaffing

- Excess manager time dealing with discipline and finding suitable employee replacements

- **Change in company culture:**
  - Treating employees well goes a long way to developing trust and employee job satisfaction.
  - Showing employees that leaders care about them as people
  - Engaging employees daily. Employee surveys show that employees respond positively to leaders that are approachable and listen to employee's concerns
  - Employee appreciation
    - Celebrate employee's birthdays
    - Employee of the Month
    - Family day
    - Social Media Recognition
    - Bulletin Board display – Post photos of employees with positive remarks and/or a lists of their accomplishments
    - Verbally thank and recognize employees
    - Musical takeover – Turn up the music during a break
    - Employee suggestion box – Ask employees to give you ideas about improving work production, work conditions, etc. Employees feel valued when you ask for their opinion
    - Family open house
    - Leadership welcome: Gather all managers and have them stand at the door to greet team members as they arrive for the day

- Attendance Incentive Bonus – Many companies compensate employees for perfect attendance quarterly. Companies can provide gas cards, gift cards, lunches, etc. Companies can also do this for safety. If the company achieves 180 days without an accident, employees receive a lunch.

- Employee Assistance Program:

  - EAP programs are important for employee mental health and various other issues. EAP program addresses a broad and complex body of issues affecting mental and emotional well-being, such as alcohol and other substance abuse, stress, grief, family problems, and psychological disorders. EAP counselors work in a consultative role with managers and supervisors to address employee and organizational challenges and needs.

  - Passive company involvement in EAP makes the program all but non-existent. That is, handing the employee a card and telling him or her to call EAP after work. When an employee has a problem and an EAP counselor can be of assistance, the supervisor can escort the employee to a private area to call EAP. Following up with the employee as well is important as well.

Employee Wellness Program: Incentive based wellness programs which completes Onsite Health Screenings, Company Sponsored fitness challenges and events. Employees gain points by cumulative steps daily, participating in goal setting for healthier eating, reducing sodium, and so on.

Talk to them: Inquiry with employees when they miss time. Show concern for their well-being. Some employees have short-term issues, such as, finding a babysitter after their primary babysitter suddenly fell ill.

Discipline: No call no show absenteeism should be highly discouraged. Disengaged employees will most likely fall under this category. Ensure progressive discipline is executed consistently.

Point System Process

- Employee receives a point when:
    - Unexcused Absence
    - Late to work two hours after starting time
    - Leaves work more than 2 hours before scheduled shift ends
- Employee receives half a point when:
    - Leaves work early less than 2 hours before shift ends
    - Late to work less than 2 hours since the start of shift
  - Three day no-call no-show results in termination
  - Point falls off 9 months from reception date
  - 90 days of perfect attendance = 1 point deduction

- Progressive Discipline
  - 3 points = warning
  - 4 points = written warning
  - 5 points = final warning
  - 6 points = termination

- When an employee misses a day of work unexcused, a disciplinary notice is generated.

- That notice is sent to the employee's supervisor.

- The supervisor reviews the notice
  - The supervisor may have excused the employee for the day in advance but did not update the attendance system. The supervisor accesses the attendance system to change the unexcused absence to excused.
  - The supervisor notifies the employee and administers the disciplinary notice
  - Once an employee accumulates 6 points, he or she is sent to HR for termination

- Absenteeism is a systemic problem.

- Employers deciding to do something different to deal with this issue.

- Holistic approach to deal with systemic absenteeism.

- Engaging employees positively, promoting job satisfaction, incentivizing attendance, showing employees you care, being approachable and listening to their concerns, and any of the other programs mentioned above can go a long way in reducing absenteeism.

The Definition of Insanity

Countermeasure: Recovered Employees

RETENTION TESTIMONIAL
Ryan Lochner– HR , AT&F
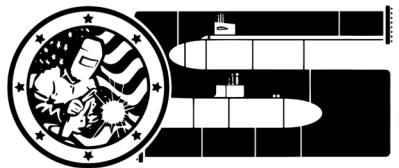
- AT&F's rich heritage started in 1940 and is a metal fabricator of large complex metal fabrications.
- The culture created and carried by the Ripich family—now in their fourth generation of family ownership—has made success and expansion of AT&F possible.
- As an industry leader with world-class equipment, AT&F handles large scale projects like infrastructure, defense, and energy.
- We are suppliers to the Columbia, Virginia, and Ford-class programs

- As the best practice model, this is the 1st tool TMG recommended we implement.

- It took some understanding, buy in, and a few months to get the scorecard consistent with our culture and business operating model.

- TMG trained the leadership team in not only how to use the scorecard, but in what it meant to build healthy leader-to-led relationships and why the engagement of their team is the sole responsibility of the leader!

- We first used the tool in January 2023 and our discussions have matured each month.

- Senior leadership is always involved and plays a critical role.

- Leadership involvement is crucial for success.
- It may seem uncomfortable for leaders at first – they are in some ways communicating their weaknesses and cracks in their team.
- Consistency in execution – monthly and it's all about being prepared.
- Leadership must be prepared to help where leader-to-led relationships are actively disengaged.
- With any change there will be push-back, be prepared to manage it.
- Retention isn't just a HR issue, its really about the relationship that our Team Managers have with their Team Members.

The Talent Acquisition & Retention System

On-Boarding
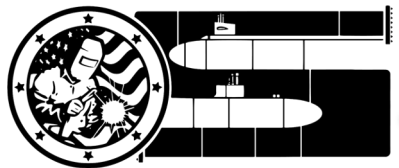
1. Recruiting

- Input: Talent Demand
- Output: **Screened Candidates**

2. Hiring

- Input: Screened Candidates
- Output: **Accepted Offers**

3. On-Boarding

- Input: Accepted Offers
- Output: **New Hire is Assigned to 1st Leader**

4. 1st Year Retention

- Input: New Hire is Assigned to 1st Leader
- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

US Citizen

18 Years Old

Background Checks

Physical (Health)

Physical (Fitness)

Drug Screen

ONBOARDING

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

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

- Onboarding is NOT just getting them there on Day 1.

- To know **who** their Leader is
- To know their Leader **Trusts** them
- To know **what is expected of them** from the start
- The **materials, equipment, and skills** to do their work right
- The **opportunity** to do what they do best everyday
- To receive **recognition** or praise
- To feel that **people care** about them as a person
- **Encouragement** to develop
- To feel they are **part of the solution**
- To understand and live the **vision & mission**
- To see and hear that others are engaged and **focus on quality**
- To feel they have a **friend at work**
- To be **aligned with their leader**
- To feel they can **learn and grow**

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

1. I am your Leader clarity

2. I Trust You

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

4. You know what to do at work everyday

5. You have the materials, tools, and equipment to do your work correctly

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

7. You know your role, the roles of your teammates and how you work together as a team

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

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

Objectives

- Agenda for the Day (what will new hire be receiving that day, i.e. Badge, PPE)

- Paperwork Review

- Brief Company History

- Expectations/ Core Values

- "Welcome" from executive leadership and direct leader

- HR Company Policies and Procedures, Benefits Overview

- Common Skills: What every new hire should know to be successful for the first day on the job

- Safety: PPE Required, all safety protocol

- Quality Brief

- Path Forward

- Direct Leader Expectations, Work Area Orientation and On the Job Training

World Class First Day Example

Example Agenda	
Time	**Activity**
9:00	New Hire Arrival
9:00-9:15	Badge Pictures
9:15-9:25	Director Welcome / Expectations
9:25-9:30	Manager Welcome / Expectations
9:30-9:35	Supervisor Welcome / Expectations
9:35-10:05	HR Welcome / Agenda Review Turn in New Hire Packet
10:05-10:15	**BREAK**
10:15-11:30	Common Skills Training (Business 101)
11:30-12:00	Safety Brief
12:00-12:30	Lunch with the Leadership
12:30-1:00	Quality and Regulatory
1:00-1:15	World Class First Day Wrap Up / Path Forward Expectations
1:15-1:30	**BREAK**
1:30-2:30	Leader Expectations, New Hire Intros to Team and Job Site Orientation

First Day

Discussion Points…

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

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

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

Common Skills Training Example

- **Phase 1: Completed on WCFD**
  - Safety: Stop Buttons, Safety Bars, Light Curtains, Lock-Out/ Tag-Out Procedures, Rotating Equipment Vs. Use of Gloves, Special Fixtures, Safety Glasses & Other PPE, Fluid Leaks, Electrical Cords, Machine Malfunctions, Walkways, Accidents
  - First Line Quality Control: What do you want the New Employee to be looking for on the first day? 8 Forms of Waste, Root Cause Analysis
  - Product Cleaning: Basic description and instruction of cleaning tools and how to use them.
  - Packaging and Documentation: Where the packaging requirements can be found, importance of correct labeling, and brief descriptions of the different forms used.

- **Phase 2: Completed on Day 2**
  - Basic Instruction for Scales: How to Check and Zero Scales, Read Triple Beam Scales, and Zero/Tare and Set Up Counting Scales.

- **Phase 3: Completed within 1st Week**
  - Mold Maintenance: Proper cleaning of molds during production and shutdown, using brass only on molds, waxing, blowing out mold and vents, and watching for problems with the mold such as high or damaged ejector pins.

- **Phase 4: Completed within 1st 10 Days**
  - Functions of Press Operator: Opening and Closing the Press Door, Loading Raw Materials, Loading Inserts, Using a Shot/Part Counter, Removing Parts from Mold, Properly Closing the Mold, Contacting Personnel for Assistance

- Scheduling: When?

- Preparation
  - Leader
  - Team
  - Individual
  - Navigator/Recruiter

- 1st 2 minutes: Power 9

- 1st Introduction to the Team

Onboarding Summary

**World Class First Day** → 1st **Common Skills Training** → **First Job Site/Worksite Orientation**

- Onboarding is not a single-day event

- It takes deliberate planning and preparation by the organization

- The desired outcome is to assure the new teammate transitions into the organization smoothly and efficiently

- Keep them **ENGAGED** throughout the process

- Leadership **MUST** be involved at key moments

- Onboarding is about the New Teammate – not the Organization

ONBOARDING TESTIMONIAL
Joe Welsh; Rhoads Industries
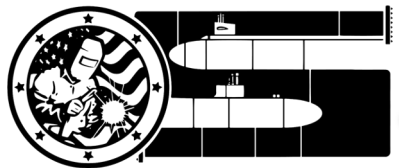
Rhoads Industries
Apprenticeship Program
World Class First Day
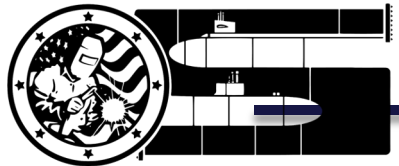
MEET & GREET

- Rhoads host all future apprentices for lunch to further get to know Rhoads team and each other

- Happens once offers are accepted prior to Signing Day

- Coordinating starting day (senior week)

PRE-BOARDING

- All new hires complete majority of paperwork prior to "first day" orientation

  ❖ Complete Background Screening, Drug Screening, New hire packets (sent electronically), Necessary Identifications etc.

- HR team regularly communicates and follows up with all candidates to assist w. onboarding

ADDITIONAL ONBOARDING SERVICES

- All selected apprentices who accepted positions are offered additional support services

- What it means to be in a union?   - Financial set up and literacy

- "Wake Up" Challenge   - Assistance in finding "ways" to work – transportation

- Health Benefits "101"   - "Coaching" – on transition from student to FT employee

RHOADS INDUSTRIES –FIRST DAY

ORIENTATION DAY – is a "team sport"

1. **Introduction to Rhoads** – Human Resources team

2. **Safety/Security Training** – Risk/Safety Manger

3. **Training team** – Managers, Instructors

4. **Lunch – Meet and Greet** – New Hires/Supervisors

5. **IT Instruction** – Director of Information Technology

6. **Security Awareness** – Security Program Manger- Compliance

7. **DOD Orientation** – Security Program Manager- Compliance

8. **Company Tour** – Human Resources Team

– **During first week of onboarding new apprenticeship class will also have lunch with last years apprenticeship class – building a network and internal support structure.**

–**What does it take?**

- ▪ **Buy in and communication of importance from ownership/leadership - critical**

- ▪ **It takes a specialized team – with the right personalities - who are invested in this work**

- ▪ **Already feeling like "part of the family" by first day is our goal for new hires**

–**What have we learned?**

- ▪ **"It takes a village" internally**

- ▪ **Apprentice/entry level hires – given age - need a bit more hand-holding with onboarding**

- ▪ **Constant communication is key**

Team Picture

Lunch and Networking
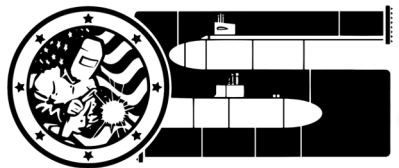
1. **Principles of High Performing Talent Acquisition & Retention Systems**

2. **Talent Acquisition and Retention**
   Retention | Onboarding | Hiring | Recruiting

3. Pipelines

4. Support Resources

5. Keynote Address

6. Cohort Rhythm

7. Closing Remarks

8. Networking and Social

Workforce Development Boards
Jackie Rondeau
Hampton Roads Workforce Council

The Hampton Roads Workforce Council serves as the convener between area industries, training institutions and a skilled workforce in order cultivate a diverse talent pipeline and bolster the regional economy.

We are committed to the development and implementation of a system that will enable the existing and emerging workforce in Hampton Roads to meet the needs of the current business community; attract high-quality employment to the region; and support new, high-growth, innovative enterprises. Our programs and services build a vibrant economy where business thrives, and people desire to live and work.

The Let's Go to Work campaign is designed to encourage job seekers to rejoin the workforce during a critical time in which job vacancies are on the rise. The campaign will alleviate job vacancies in high-demand industries in Hampton Roads and connect job seekers and employers through the programs and services offered through the Workforce Council, such as the Virginia Career Works, Veterans Employment Centers and NextGen. The campaign launched March 14, 2022.

HAMPTON ROADS WORKFORCE COUNCIL
ONE REGION. ONE WORKFORCE. ONE ECONOMY.

VIRGINIA CAREER WORKS

HAMPTON ROADS REGION

Multiple locations throughout the region:

- City of Franklin (Camp CC campus)
- Hampton
- Norfolk
- Portsmouth
- Suffolk
- Williamsburg

Basic Career Services:
- Work Skills Assessments
- Interview Techniques
- Computer/Resource Room

Individualized Career Services:
- Comprehensive assessments of skills and service needs
- Intensive Career Counseling

Training Services:
- We can provide up to $8,000 for skills training per person

Partners include VEC, TNCC, TCC, Camp CC, Virginia Dept. for Aging and Rehabilitative Services, Redevelopment and Housing Authorities, etc.

BUSINESS SERVICES

Services Provided to Employers

- Recruitment
- On-the-Job Training
- Incumbent Worker Training

Deborah (DeDe) Bailey
dbailey@theworkforcecouncil.org
757-266-6546

Ayanna Osouna
aosouna@theworkforcecouncil.org
757-629-4697

Joshua Sheffield
jsheffield@theworkforcecouncil.org
757-766-4939

DEAR HAMPTON ROADS BUSINESS LEADER:

On behalf of the Hampton Roads Workforce Council, we are pleased to share our Business Services Guide. This Guide has been specifically designed to orient you to our services that can help enhance your business's operations and profitability. The information enclosed outlines the multitude of services available to your business through our Virginia Career Works Centers as you work to recruit, hire, and retain an exceptional workforce. As a public service, all of these programs are provided without charge, except where company cost-sharing is mandated.

The Hampton Roads Workforce Council and Virginia Career Works Hampton Roads Region represent more than 22,000 businesses and more than 1.2 million residents within the cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk, and Virginia Beach; and Isle of Wight and Southampton counties. As the Regional Convener of Workforce Development in Hampton Roads, we are committed to working with our business, education, and community partners to provide services aimed at strengthening the workforce and improving economic growth.

We look forward to serving as a valuable resource for your business success and welcome your active participation as we continue developing a highly-skilled workforce in Hampton Roads.

For more information on the Hampton Roads Workforce Council and Virginia Career Works Hampton Roads, please visit vcwhamptonroads.org.

Sincerely,
Shawn Avery, President & CEO

SERVICES PROVIDED TO EMPLOYERS

- Recruitment & Placement
- Customized Occupational Skills Training
- On-the-Job Training Subsidies
- Rapid Response Services
- Incumbent Worker Training
- Federal Bonding Information
- Employer/Industry Specific Hiring Events
- Labor Market Information (LMI) & Workforce Planning
- Post Job Openings
- On-site Space for Employer Interviews
- Industrial and Organizational Needs Assessments

RECRUITMENT

✓ DIRECT ADVERTISING
- Posting open positions on the VCW Jobs Board (www.theworkforcecouncil.org)
- Social Media

✓ TALENT POOL DATABASES
- Utilize the Virginia Workforce Connection (VAWC) to data mine and actively search for qualified candidates

✓ EMPLOYEE REFERRALS

✓ RECRUITMENT EVENTS

INCUMBENT WORKER TRAINING

Incumbent Worker Training is a business services initiative that is designed to assist with existing employees' skill development as well as increasing employee productivity and company growth; in order to equip them with new, higher-level skills that are beneficial to the employer and needed for their continued employment, improvement of their existing skills with new job requirements, or access to new career opportunities within the employer's business.

Training Cost = Up to $5,000 for Each Employee

ON-THE-JOB TRAINING

Employers can substantially lower their training cost for newly-hired employees by taking advantage of On-the-Job Training (OJT) wage subsidies. These wage subsidies can be used in a number of regional industry clusters and can support up to 50% of a new worker's wages for up to six (6) months = $5,000 depending on the training requirements.

Sultan Camp
Director, Veterans Employment Centers
scamp@theworkforcecouncil.org
Direct 757-618-6400 Mobile 757-782-4531

Cassandra Dawson
Coordinator, Veterans Employment Center Newport News
cdawson@theworkforcecouncil.org
757-782-4528

Michael Hunter
Coordinator, Veterans Employment Center Norfolk
mhunter@theworkforcecouncil.org
757-807-1192

Interns, ages 16-21, receive soft skills training, liability insurance coverage, workers-compensation coverage and supportive services such as transportation.

Dedicated support provided to placement site by HRWC Career Coaches.

Christina Brooks
cbrooks@theworkforcecouncil.org
757-373-8732

CAMPUS **757**

YOUR PLACE IS **HERE**

Campus757's mission is **to attract, retain and develop emerging professionals** in Hampton Roads by immersing them in the 757's regional assets and connecting them to the business community.

Summer757 A 10-week initiative designed to support employer internship programs by helping college students develop workplace skills, create community ties, and experience the many facets of 757 culture.

Website Our robust and interactive website is a centralized hub connecting students to our region via Event Calendars, Getting Around Guides, Connectivity to Jobs and Internships, Student Discounts, Things To Do, Demographic Dashboards, and much more!

Become a partner! Visit Campus757.com today!

ENGAGEMENT OPPORTUNITIES

✓ Recruit or upskill your workforce

✓ Volunteer as a speaker or mentor

✓ Provide a tour of your business

✓ Host an intern (or two!)

✓ Sponsor Workforce Initiatives

HAMPTONROADS
WORKFORCECOUNCIL
ONE REGION. ONE WORKFORCE. ONE ECONOMY.

Let us do the heavy lifting while you watch your workforce

grow!

CAMPUS 757

OUR TEAM

Jaedda Hall, Director

jhall@theworkforcecouncil.org

Rikki Carretta, Program Coordinator

rcarretta@theworkforcecouncil.org

Kirstin DeCroix, Communications Coordinator

kdecroix@theworkforcecouncil.org

HAMPTONROADS WORKFORCECOUNCIL

- The hub to many spokes and the regional convener of business, education & training, and the talent to fill these jobs

The Hampton Roads Business Community

Regional Education & Training Providers

Job-Seekers, Local & Otherwise

Thank You!

https://www.theworkforcecouncil.org/

The Talent Acquisition & Retention System
Hiring

1. Recruiting

- Input: Talent Demand
- Output: **Screened Candidates**

2. Hiring

- Input: Screened Candidates
- Output: **Accepted Offers**

3. On-Boarding

- Input: Accepted Offers
- Output: **New Hire is Assigned to 1st Leader**

4. 1st Year Retention

- Input: New Hire is Assigned to 1st Leader
- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

Hire for Fit – Train for Skill

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

Characteristics of 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

Characteristics of Cultural Mis-Alignment

- Takers
- Punters
- Selfish
- Self-first
- Ignores feedback
- Bad communicators
- "Fire-starters"
- Insubordinate
- Barely compliant when under supervision

- 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"

- The Hire Decision is probably the single most important one you can make – you are adding someone to your team to help you do what you cannot.

- The way we have gone about selecting who will join our teams hasn't changed very much.

- Behavioral-based interviews are among THE MOST effective at finding Fit.

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

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 offers
  - 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 & Intakes
12:15	Lunch
12:45	Task Based Exercise
1:45	Break
2:00	1 on 1 Discussions/Interviews & Offers

- 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

- If you have a Task-Based exercise in your Recruiting Day, the emphasis is NOT on completing the task, but on the behaviors demonstrated with performing the task.

• How do you determine Fit?

- By providing the candidate the opportunity to "see" the work
- Tour Guides assess attitude during "walk and talk" scenarios
  - Shift Schedule
  - Time and Attendance
  - Standard Days
  - Overtime
  - Role of Leaders
  - Workplace Safety
  - Quality attitude
  - Interest

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

- **A Recruiting Day experience that uses a Task-based Exercise…**
  - Gives the hiring manager a more complete picture of the candidate
  - How they interact with others
  - How they ask questions
  - Do they take leadership roles with opportunities present

- **In the interview portion, use questions that build on what the hiring manager saw in observing the task-based exercise…**
  - I noticed that when X happened you did Y, can you share more about this?
  - During the exercise, why did you do Z?

- Candidate Accepts Offer

- Candidate Agrees to 1st Day

- Employer provides New Hire with New Hire Pre-Hire Requirements and In-Processing Packet with Instructions

  - Background
  - Physical
  - Drug Screen
  - Forms

- Assesses New Hire: Follow Written & Computer Instructions

HIRING TESTIMONIAL

Andrew Sauter – Senior Industrial Engineer
Labor Relations, Cleveland-Cliffs, Inc.
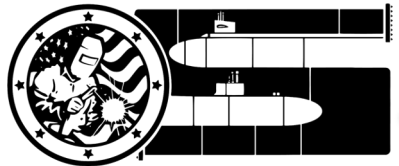
Recruiting Day

Andrew Sauter
Cleveland-Cliffs Coatesville

Cleveland-Cliffs TA&R

- **Recruiting**
  - **Word of Mouth**
  - **Online postings**
  - **CTEs and Colleges**
  - **Recruiting Day**
- **Hiring**
  - **Candidates for trades roles must pass trade-specific assessments, they are then interviewed for fit**
  - **Almost met our hiring demand for 2023 with 5 of the 7 approved electrician positions filled**
  - **Looking to hire 2 more machinists out of the 3 we have been approved to hire**
  - **Coatesville was the one of the only Cliffs facilities able to consistently hire skilled trades**
- **Onboarding**
  - **Candidates are given a contingent offer at the end of their fit interview, should they accept - we immediately begin onboarding**
  - **Onsite occupational health services that can facilitate physicals and drug screenings**
  - **Onboarding / background checks are filled out online and are typically able to be sent out on the same day as a hiring decision is made**
  - **New employees are brought on in cohorts, receiving identical orientation and safety training over the course of 3 days**
- **Retention**
  - **We have been able to retain the entire 2022 cohort that was tracked by TMG**
  - **We lost one recent electrician hire due to them accepting another offer**
  - **Retirement concerns**

- **Setup, Facilitation, and Execution**
  - **Followed the road map provided by TMG**
  - **Started putting the word out to commit coworkers and potential attendees**
  - **Finalized the agenda for the day**
  - **TMG promoted our flyer for the event to all CTEs and facilitators in the program**
  - **Made a push to promote the event within the Coatesville community**
  - **Leveraged HRIS software to re-engage previous candidates**
  - **Prepared all the materials, presentations, videos, guests, and forms needed for the day**
  - **Followed the agenda with minimal changes, only change was to accommodate a great Q&A session that went long**

- **Attendance and Outcome**
  - **21 total attendees**
  - **18 of the 21 attendees ended up staying for the entire day, all 18 got screening interviews**
  - **18 was eventually weeded down to 5 employees, 3 of which were able to pass our skill assessments – all 3 of these employees received interviews and offers**
  - **All 3 are still with the company**

What Did We Learn / Advice for Others

- **Lessons Learned**
  - **Facilitate onsite testing and resulting next-round interviews**
  - **Include a shop tour in our event**
  - **Extend promotion beyond 4 weeks**
  - **Do an additional weeknight event for colleagues that are unable to attend during the weekend**

- **Advice**
  - **Bring in people in the roles you are hiring for to speak to the experience**
  - **Double down on visual aids**
  - **Leverage software to hit previously interested candidates**
  - **Expect questions about compensation and benefits**
  - **Try and paint a realistic picture of the day-to-day**

- **Next Steps**
  - **Planning to replicate the Coatesville recruiting day at the Steelton location**
  - **Thinking about developing a machine-shop specific event**

Orienting ▶ **Fit/Behavior Interview** ▶ **Close/Make Offer**

— Take what you've heard and incorporate both at the Training Provider and Employer level

— "Fit" and "Behavioral Based" give an employer more insight into the candidate

— Employers recommended to let prospective candidates know the type of interview they should be prepared

— Take notes and be consistent from candidate to candidate

— Don't let too much time elapse between interview and offer

  ▪ Recruiting Day approach can mitigate risk
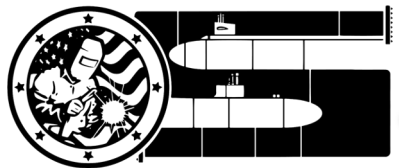
The Talent Acquisition & Retention System
Recruiting

1. Recruiting

- Input: Talent Demand
- Output: **Screened Candidates**

2. Hiring

- Input: Screened Candidates
- Output: **Accepted Offers**

3. On-Boarding

- Input: Accepted Offers
- Output: **New Hire is Assigned to 1st Leader**

4. 1st Year Retention

- Input: New Hire is Assigned to 1st Leader
- Output: **Productive and Engaged Teammate at 1st Year Anniversary**

- **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?**

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-1st Day – HR Lead ▶ Post Hire – Operations Lead ▶

Recruiting	Hiring	On-Boarding	1st 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
- 1st Job / Worksite Training
- 30 | 60 | 90
- 1st Year Win BIG WIN

Pipelines

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

- 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

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)

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

HIRE FOR FIT – TRAIN FOR SKILL

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

| **Recruiting** | **Hiring** | **On-Boarding** | **1st Year Retention** |

HIRING DEMAND 132

Create Labor Req's

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

	1st YR Retention Rate	Attrition	Recruiting	Hiring	On-Boarding	1st Year Retention
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
			Find and Screen 116 fewer people	Interview and Offer 87 fewer people	Onboard and Develop 29 fewer people	

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		
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#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%	Retention Rate
#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		

- **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

- **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

RECRUITING TESTIMONIAL
Ryan Lochner; AT&F
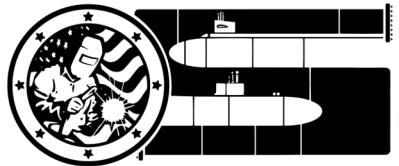
- Family owned since 1940

- Build Large Complex Metal Fabrications

- Team is Semi-Skilled and Skilled

- Best Practice Model for the previous cohort which has helped us go from a Team spinning their wheels to grow, to a Growing Team

- Where we needed to be stronger?
  - Pipelines
  - Retention
  - Selection Process
  - Candidate Experience
  - The Connection
- What did we do to strengthen the process and the team?
  - Internal Referrals, CTE Relationships, Returns, Retirees to Part Time, ESL, Veterans
  - Relationship between the Team Manager and Team Member (AT&F Team Scorecard)
  - Fit Fit Fit
  - Launch Day – Establishing the Relationship and the Purpose
  - Purpose

- Take as much action as you can

- Make it your own

- Leadership needs to be bought in. This is more than just HR.

theatfteam.com

Recruiting/Hiring Fair Pipeline

Mary Mayer
ADVEX Corporation

Advex Corporation, established in 1969, was primarily a machine shop located in Newport News.
In 1974, Advex moved to its current location in Hampton off Neil Armstrong Parkway. At that time, our major customer was NASA/Langley Research Center (the reason we moved to be close to that location). Shortly thereafter, we added fabrication, nondestructive testing, and marine and industrial services. In 1982, I joined the company. In the 1990's it became apparent that the NASA work was winding down and Navy work was becoming more and more of our main focus. And… so began our relationship with the United States Navy. We now specialize in machining, fabrication and welding of Submarine and Aircraft Carrier components.

Fast forward to 2023, we have expanded our capabilities and our shop space to add more personnel and widen our areas of expertise. With the addition of the Supplier Development Funding, we have added new equipment and can now perform work in a manner that's more efficient.

We consider ourselves to be one of the premier metal fabrication manufacturers on the East Coast performing work on exotic and complex components. This wouldn't be possible without the contributions from each and every one of our employees who are an integral part of the TEAM.

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

TMG

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

H I R E   F O R   F I T   –   T R A I N   F O R   S K I L L

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

Recruiting	Hiring	On-Boarding	1st Year Retention

22-23 Demand

Welders – 3
Machinists – 5
Metal Fab – 5
NDT/QA - 2

Create Labor Req's →

Funnel stages:
- 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
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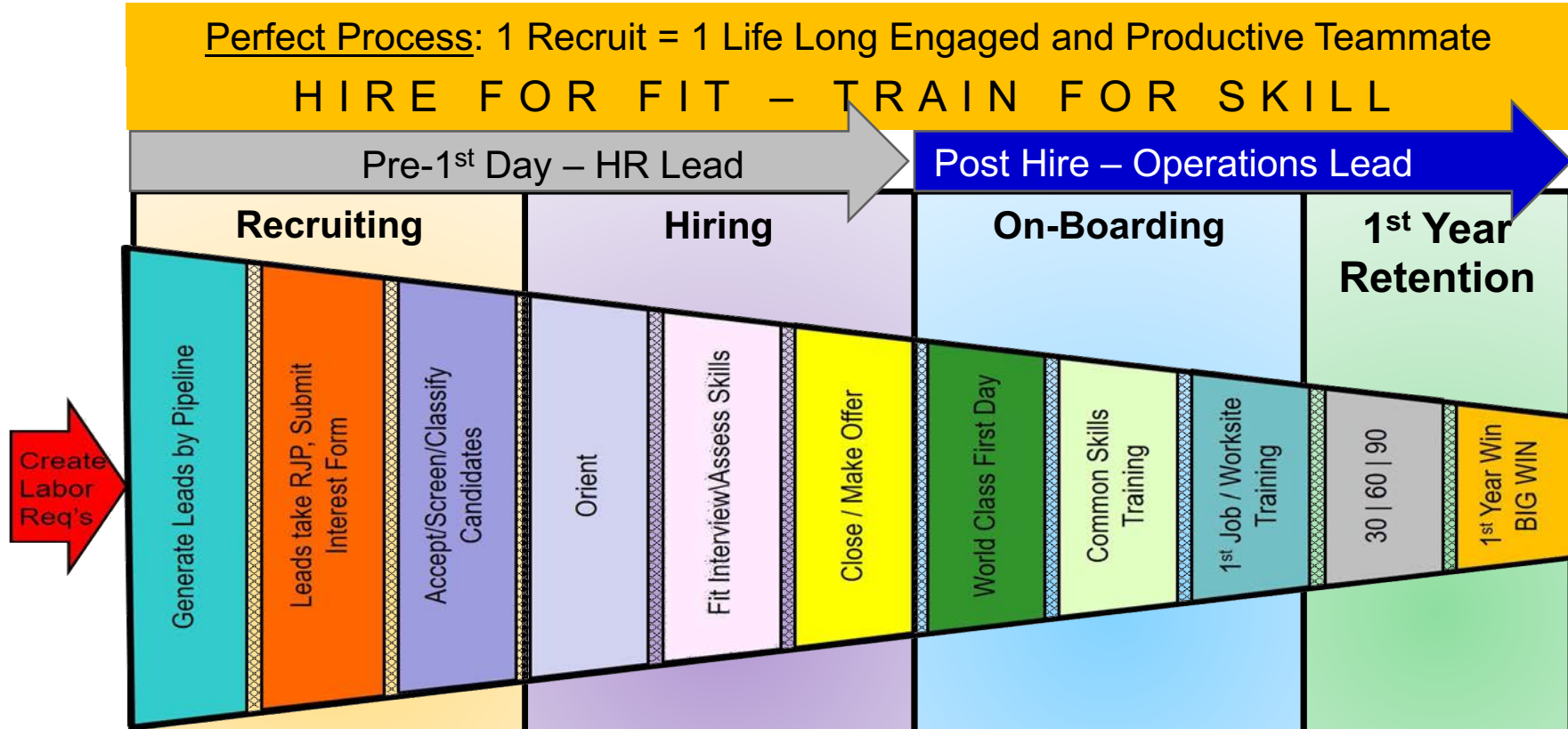
Pipelines

1. Training Providers (HS & CC)
2. Employee Referral Program
3. College Departures
4. Adult Education
5. Temp Agencies
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8. Military & Veterans
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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

Recruiting Improvements

➢Participating in Recruiting Fairs

   ➢Second Chance Recruiting Fairs

➢Use of the RJP

- Increased engagement from the Management Team

- Effectiveness for the Leadership Training

- Thought process change in Advex

- Increased the quality of New hires by changing from skill and trying to mold them to Advex, now hiring candidates that fit in with Advex.

Path Forward Ideas:

- Continue Leadership Training that focuses on the next level of Management
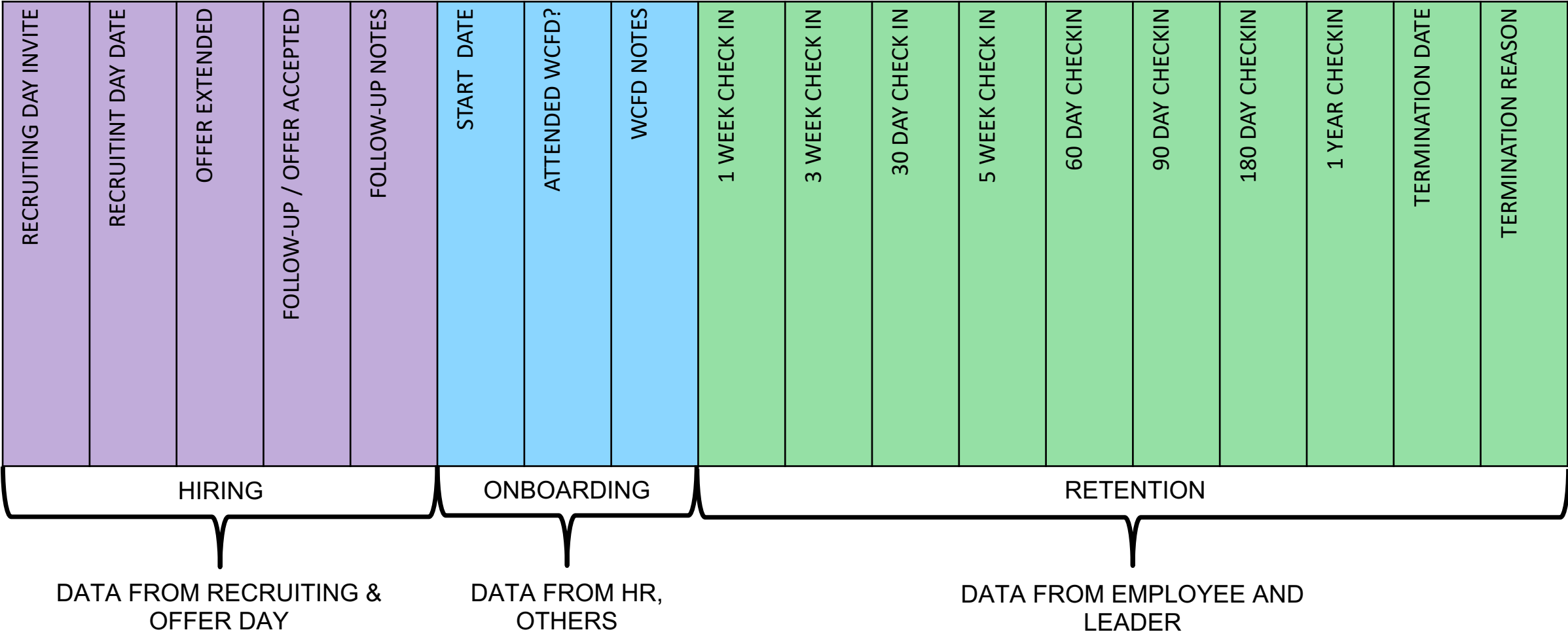
Best Practice Model Results as of June 2023

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	103	115	113	116	115	113	116							
Total Hires	71	1	4	1	1	4	4							15
Total Terminations	59	3	1	2	3	1	5							15
Ending Headcount	115	113	116	115	113	116	115							0
Demand		3	3	3	3	3	3	3	3	3	3	3	3	36
# RJP Views			3	47	41	42	50							183
# Interested			3	4	3	10	6							26
# Invited to RD / Invited to Interview			1*	1	1	2	3							7
# Scheduled and/or Attended RD / Interview			0	1	1	2	3							7
# Interviewed			1	1	1	2	3							8
# Conditional Offers			1	0	1	1	2							5
# of Offers Accepted			1	0	1	0	2							4
# Attended World Class First Day			1**	6	2	1	4							13
# Completed Week 1			2	2	2	4	3							13
# 30 Days			2	4	0	1	5							12
# 60 Days			0	2	2	1	1							6
# 90 Days						2	1							3
# 180 Days							2							2
# Retained 1 Year														0

			Retained	12

Pipelines Using		Jan 24, 23 – Feb 28,			Tools				
1. CTE Programs (HS & CC)		**Filter Effectiveness**			1. TA&R VSM/PIP	Nov-22	6. World Class First Day	Mar-23
2. Employee Referral Program		Total RJP Views	183		2. Realistic Job Preview &	Jan-23	7. Common Skills Training	Feb-23
3. ATDM		Attended WCFD	13		3. Recruiting Training	Jan-23	8. Leader New Hire Retention	Jan-23
5. Temp Agencies		**Effectiveness %**	**7%**		4. Recruiting & Offer Day	Feb-23	9. 30-60-90 day & 1 Year	Mar-23
6. Social Media		**Retention Rate**			5. Behavioral Based "Fit"	Jan-23	10. 5th Metric "People"	Jan-23
7. Recruiting Agencies		Total Hires	13					
8. Military & Veterans		Still Active	12				Weld Tested	
9. Employment Commissions		**Retention %**	**92%**				World Class First Day Event 3/13/23	
							All New Hires Since Jan	

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	103	115	113	116	115	113	116							
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# Attended World Class First Day														13
# Completed Week 1														13
# 30 Days														12
# 60 Days														6
# 90 Days														3
# 180 Days														2
# Retained 1 Year														0

		Retained	12

THIS PROGRAM WORKS!!! -BUT COMPANIES MUST TAKE THE TIME TO REINVENT THEIR PRACTICES AND BE OPEN TO NEW IDEAS. Also, this is a program that can work year after year as long as you continue to practice what TMG preaches and buddy....WE LISTENED! I'm glad Advex took the leap to participate with TMG and its opened our eyes to a new way of thinking. Thank you, Team TMG!

Pipelines Using					Tools	
1. CTE Programs (HS & CC)				22	6. World Class First Day	Mar-23
2. Employee Referral Program				Jan-23	7. Common Skills Training	Feb-23
3. ATDM				Jan-23	8. Leader New Hire Retention	Jan-23
5. Temp Agencies				Feb-23	9. 30-60-90 day & 1 Year	Mar-23
6. Social Media				Jan-23	10. 5th Metric "People"	Jan-23
7. Recruiting Agencies						
8. Military & Veterans		Total			Weld Tested	
9. Employment Commissions		Still Active			World Class First Day Event 3/13/23	
		Retention %	92%		All New Hires Since Jan	

- Applicant Tracking document tacks 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

RECRUITING DAY INVITE	RECRUITINT DAY DATE	OFFER EXTENDED	FOLLOW-UP / OFFER ACCEPTED	FOLLOW-UP NOTES	START DATE	ATTENDED WCFD?	WCFD NOTES	1 WEEK CHECK IN	3 WEEK CHECK IN	30 DAY CHECK IN	5 WEEK CHECK IN	60 DAY CHECKIN	90 DAY CHECKIN	180 DAY CHECKIN	1 YEAR CHECKIN	TERMINATION DATE	TERMINATION REASON

HIRING — DATA FROM RECRUITING & OFFER DAY

ONBOARDING — DATA FROM HR, OTHERS

RETENTION — DATA FROM EMPLOYEE AND LEADER

Employee Referral Programs

- **Recruiters: 4,200**
    - 6-10 years of service Best Junior Leaders
    - 5 weeks Training | 3-year Assignment

- **Common Skills Training Faculty: 600**
    - 6-10 years of service Best Junior Leaders
    - 13 weeks Training | 3-year Assignment

- **New Hire Training**
    - 12 weeks

- **Total headcount: 348,000**
- **Annual New Hires: 45,000**
- **Retention Goals (years of service)**
    - 0 – 5 years: 62%
    - 6 – 10 years: 68%
    - 11 – 14 years: 85%
    - 14+: 100%
- **Age Demographics**
    - 17 – 24: 42%
    - 25 –34: 43%
    - 35 – 44: 13%
    - 45+: 2%

- Recruiters selected from current High Performers and by Talent Pipelines

- Trained and Incentivized
  - Employer Why? | Conducting Fit Assessments

- Functions:
  - Recruiters drive Candidates to Realistic Job Preview
  - Screened Candidates submit Interest via RJP usually to HR who matches to Recruiter
  - Recruiter makes initial contact via telephone
  - Recruiter conducts Fit Assessment Validates Interest and invites to Recruiting Day
  - Initial Candidate Prioritization
    - Hire Now: Best Athlete
    - Hire: Meets Fit and Skill
    - At Risk: Requires some development
    - No Hire
  - Follows Candidate/New Hire through 1st year

Recruiting Summary

Generate Leads by Pipeline → **Candidates Express Interest** → **Screen Candidates**

- Organization Demand Signal drives Recruiting Needs

- Know the Pipelines that work best for YOU

- Actively recruit people from those Pipelines to Join Your Team

- Tools like the RJP help individuals self-select OUT when they see they are not the right Fit

- Use the candidate screening process to determine if the candidate might have the right technical knowledge and is ready to recommend moving to the Hiring process.

Branding Your Company

Recruitment VS. Marketing

Building a Marketing Strategy

Selling a Job or Selling a Career?

Branding and Marketing Checklist

Why your Company?

What makes you different?

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

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.

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.

- 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

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

- 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 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.

Buildsubmarines.com

Erica Logan

Submarine Industrial Base Program

(Workforce)

BuildSubmarines Media Campaign

- ➤ BlueForge Alliance is a non-profit organization integrating the "Whole of Government, Whole of Industry" approach needed to empower the submarine industrial base to build and sustain the undersea platforms that the Navy and nation must have.

- ➤ BFA launched BuildSubmarines.com and its associated media campaign to support workforce training and placements.

- ➤ By visiting BuildSubmarines.com and providing their information to employers, job seekers categorize themselves into one of three paths: entry level, transitioning military and veterans, and skilled professionals. Additionally, they can directly apply to listed jobs.

- ➤ Navy suppliers can access these job seekers for free!

Access to Talent Repository

Option 1

Complete the "Search for Talent" form on BuildSubmarines.com
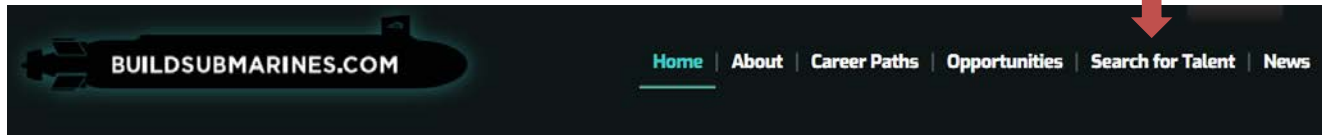
Or scroll down and select "Register Here!"

Option 2

Email sibtalent@blueforgealliance.us
Include:

➤ Name of person needing access

➤ Organization

➤ Title (HR Director, or primary hiring manager recommended)

➤ Email

➤ Once approved, you will receive an individualized link to a database of those who have expressed interest in joining the submarine industrial base.

➤ Please read the associated "How to…" document before proceeding. The database should be downloaded, protected appropriately, and sorted to serve your specific needs (i.e., experience, availability, location, etc.).

Posting to the Job Portal

To have your company's job openings featured in the Job Portal:

➤ Click "Opportunities" in the website's banner or visit https://atdm.org/build-submarines

➤ Click "Add Your Company"

➤ Enter the required information:

  ➤ Company Information

  ➤ Contact Information

  ➤ Website Address with Career Postings

➤ The website will automatically import your job postings that match the job titles currently being targeted. This process may take up to two weeks.

NOTE: Currently, this will display jobs for specific trades to include welding, machining, NDT, Additive Manufacturing, 3D printing, and metrology / quality control / quality assurance. Other position titles may not display.

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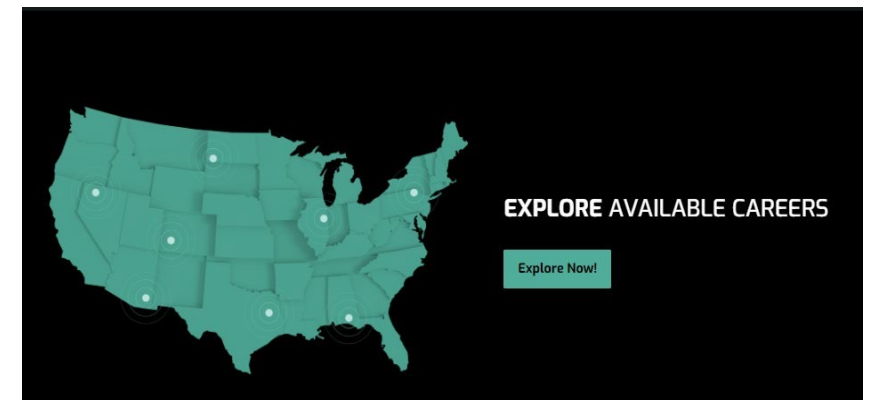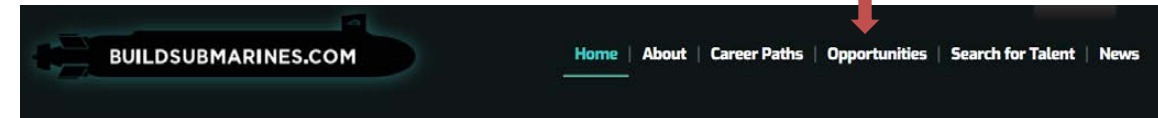
Networking Break
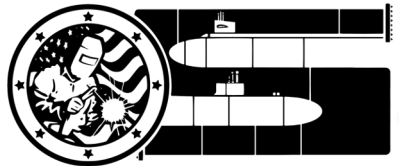
Career & Technical Education Pipeline

High Schools

Jack Johnston

Holtec International
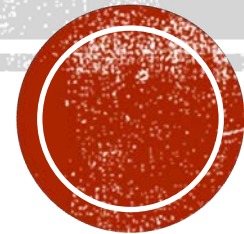
Holtec International

"A Generation Ahead by Design"

- 1,900 Associates Globally
  - Manufacturing Operations:
    - United States – Camden, NJ; Pittsburgh, PA; Orrville, OH
    - India
  - Engineering, Sales and Project Management Offices
    - United States, England, Spain, Japan, Ukraine, Brazil

- Countries with Holtec Products
  - United States, Britian, Spain, South Africa, South Korea, China, Slovenia, Ukraine, Belgium, Sweden, Switzerland, Brazil, Mexico

- Areas of Business
  - Nuclear Fuel & Waste Management
  - Heat Transfer Equipment & Services
  - Nuclear Plant Decommissioning – Oyster Creek, Pilgrim, Indian Point & Palisades
  - Design, Engineering & Consulting
  - Small Modular Reactor (SMR) – Development and Manufacturing

CTE Engagement

- Immediate engagement with CTE's at initial Talent Pipeline Introductory Meetings

- Follow-up with contact to Workforce Development Coordinator or Career Advisor

- Offer tours of your facility to the CTE Team

- Request Access to the Students
  - Through job fairs (if offered),
  - Direct student contact through "drop in" opportunities at the CTE classroom,

- Understand CTE Requirements for Student Employment or Internships/Co-Ops

- If possible, provide material support to the CTE, i.e., raw material (steel plate, welding wire) tools, etc. as a donation.

What Did We Learn?

- Engagement Matters!
  - Engage with the CTE leadership
  - Engage with the CTE instructors, career counselors, etc.
  - Engage with the students – most important
    - Share information upfront – wages, benefits, working conditions, shifts, work schedules, union/non-union, etc.

- Follow-up Communications During the Process is Important – Stay In Touch

- If Possible, Engage With The Parents
  - Invite the parents to tour your facility

- Offer Co-Op Opportunities To Future Graduates if Possible

- Use Your Recent Hires to Recruit at Their School

- You Will Not Get Every Student

QUESTIONS?

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

Best Practice Model

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

HIRE FOR FIT – TRAIN FOR SKILL

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

Recruiting	Hiring	On-Boarding	1st Year Retention

Create Labor Req's

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

Pipelines

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

Tools

1. TA&R Value Stream Mapping and Performance Improvement Plan Development
2. Realistic Job Preview & Candidate Tracking System
3. Recruiting Training
4. Recruiting & Offer Day/New Hire Orientation
5. Behavioral Based "Fit" Interviews
6. World Class First Day
7. Common Skills Training
8. Leader New Hire Retention Training
9. 30-60-90 day & 1 Year Fit/Skills Assessment
10. 5th Metric "People" Scorecard Data Driven Program Management System
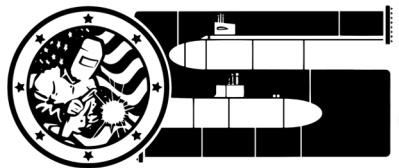
Other Pipelines

- College Departures
- Adult Education
- Temp Labor Agencies
- Recruiting Agencies (Headhunters)
- Military & Veterans
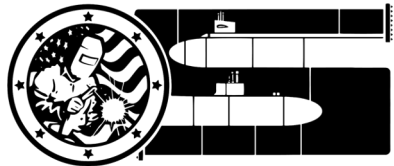- Employment Commissions
- Recovered/Returns
- Retirees

Advanced Training for Defense Manufacturing (ATDM)

Justin Scarce

ATDM

ATDM | ACCELERATED TRAINING IN DEFENSE MANUFACTURING

Accelerated Training in Defense Manufacturing (ATDM) is a fast track, intensive, and targeted program for training workers to the defense industrial base (DIB) skills gaps at velocity and scale.

Training takes place in Danville, VA and is facilitated through the Manufacturing Advancement department of the Institute for Advanced Learning and Research (IALR).

ATDM serves as a training provider, partnering with all flags of the Talent Pipeline Project.

the INSTITUTE
FOR ADVANCED LEARNING AND RESEARCH

ATDM: Program Overview

> **Rigorous 4-month (16 week) program providing 600+ hours of training**
>> **8 hours/day, 5 days/week (working toward a 3-shift model, 24/5, at full scale)**
>> **Small class sizes, hands-on learning, career-focused instruction**

> **Currently training in 5 program areas identified as critical skill gaps by the defense industry:**
>> **Additive Manufacturing, CNC Machining, Nondestructive Testing, QC Inspection (Metrology), Welding**

> **Curriculum is customized to meet the specific skills and needs of the naval shipbuilding and sustainment sector of the DIB**
> **Training is aligned with national, industry-recognized credentials and certifications**

> **Main objective is to reduce time-to-talent by establishing a steady and sustainable pipeline of workers for the SIB/DIB**

ATDM | ACCELERATED TRAINING IN DEFENSE MANUFACTURING

ATDM: Industry Engagement

➤ **Ways to participate in the program:**
  ➤ **Send incumbent workers for upskilling**
  ➤ **Send conditional pre-hires for training**
  ➤ **Recruit from pool of career-seeking students**

➤ **Opportunities for engagement:**
  ➤ **Onsite job fairs, program tours**
  ➤ **Virtual interviews and recruiting**
  ➤ **Share your job postings with our team (We'll push it out to our students!)**

➤ OUTCOMES: Grow and develop (or add to) your existing workforce
➤ EXPECTATIONS: You can expect an ATDM graduate to have the foundational skills needed to make an immediate impact in an entry-level position. Our handoff to industry is someone you can continue to grow and develop, who can get up to speed quickly on your specific practices.

Contact our team:
  Karen Hardy (A.D. Industry Engagement and Outreach) karen.hardy@ialr.org 434-766-6621
  Justin Scarce (Industry Engagement and Outreach Coordinator) justin.scarce@ialr.org 434-766-6779

FULL SCHOLARSHIPS ARE AVAILABLE TO COVER TRAINING AND HOUSING.
*Students receive a furnished one-bedroom apartment while attending the training

**ATDM** | ACCELERATED TRAINING IN DEFENSE MANUFACTURING

ATDM Success Stories

- A Virginia DoD National Guard Youth Challenge graduate with no prior experience, obtained five national certifications in the CNC machining program and entered an apprenticeship program with a SIB company in Hampton Roads (Oceaneering).

- TPP employers who have partnered with ATDM (sent or recruited students)
  - **Philadelphia**- Philly Shipyard, Derbyshire, Holtec, Kingsbury, PCC-York
  - **Pittsburgh**- Ellwood, IntegriTesting
  - **Hampton Roads-** Fairlead, Trident-Hampton Machine Shop, Master Machine & Tool, Oceaneering, MISTRAS, Defense Maritime Solutions

ATDM | ACCELERATED TRAINING IN DEFENSE MANUFACTURING

Afgan Allies

Miranda Shurer

Submarine Industrial Base Program (Workforce)
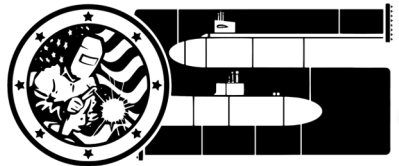
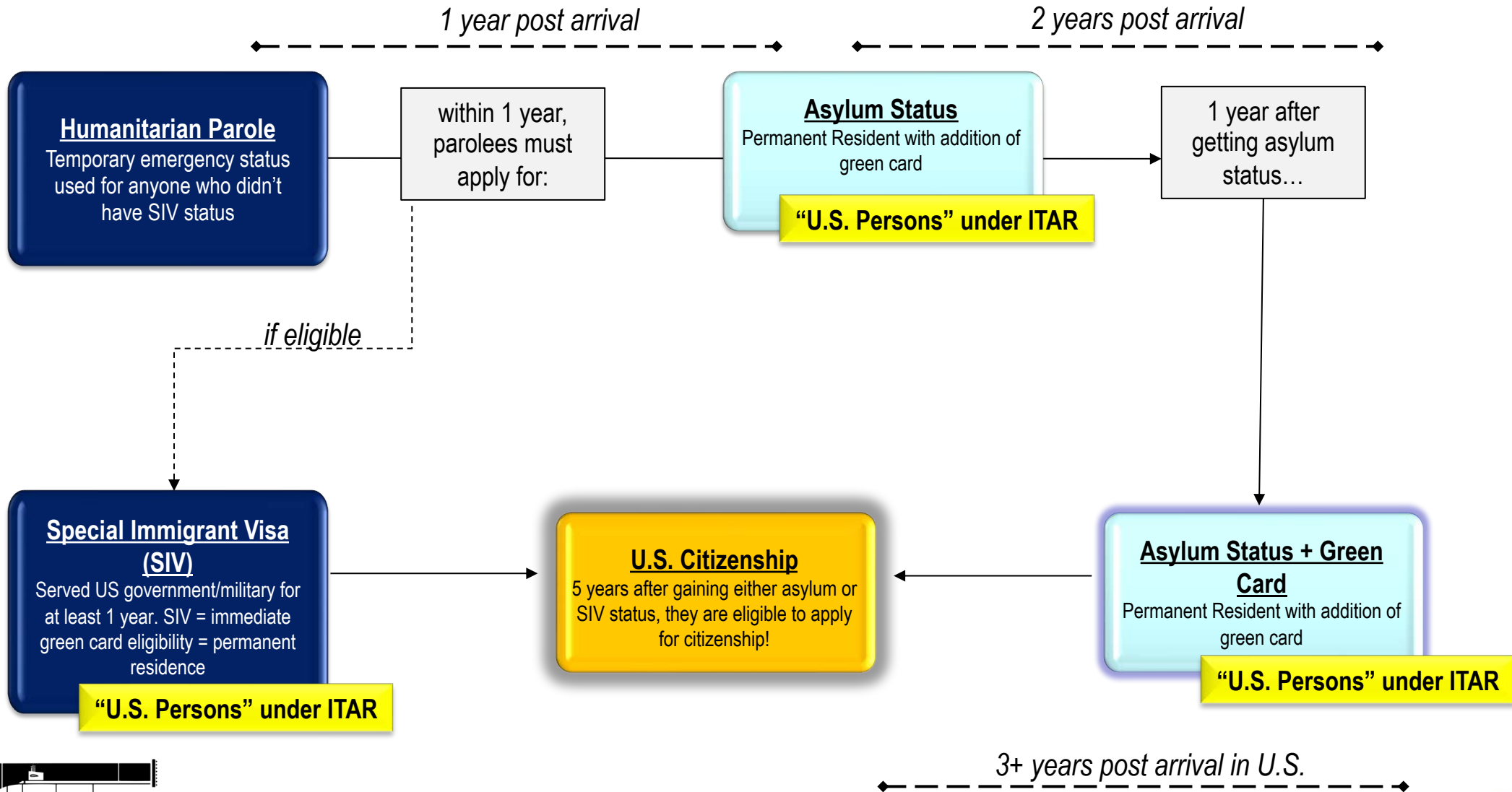# Afghan Allies and Other Immigrant Populations

- **Over 80,000 Afghans resettled into the United States following the withdraw in 2021**

- **Afghan Allies at ATDM**

  - First cohort admitted in April 2022

  - Same classes as all other students

  - All have work authorization

  - Statuses vary

- **Working with Resettlement Organizations**

  - Local organizations

  - Can recommend and connect you with immigrants looking to build careers

  - www.acf.hhs.gov/orr

- For more information contact Miranda Shurer – Miranda.a.shurer.ctr@us.navy.mil

# Afghan Resettling Paths to Citizenship

1 year post arrival

2 years post arrival

Humanitarian Parole
Temporary emergency status used for anyone who didn't have SIV status

within 1 year, parolees must apply for:

Asylum Status
Permanent Resident with addition of green card

"U.S. Persons" under ITAR

1 year after getting asylum status…

if eligible

Special Immigrant Visa (SIV)
Served US government/military for at least 1 year. SIV = immediate green card eligibility = permanent residence

"U.S. Persons" under ITAR

U.S. Citizenship
5 years after gaining either asylum or SIV status, they are eligible to apply for citizenship!

Asylum Status + Green Card
Permanent Resident with addition of green card

"U.S. Persons" under ITAR

3+ years post arrival in U.S.

Let's do some Analysis and Countermeasure Development…

Do a lot of Smart Stuff
Stop Doing Stupid Stuff

Retention
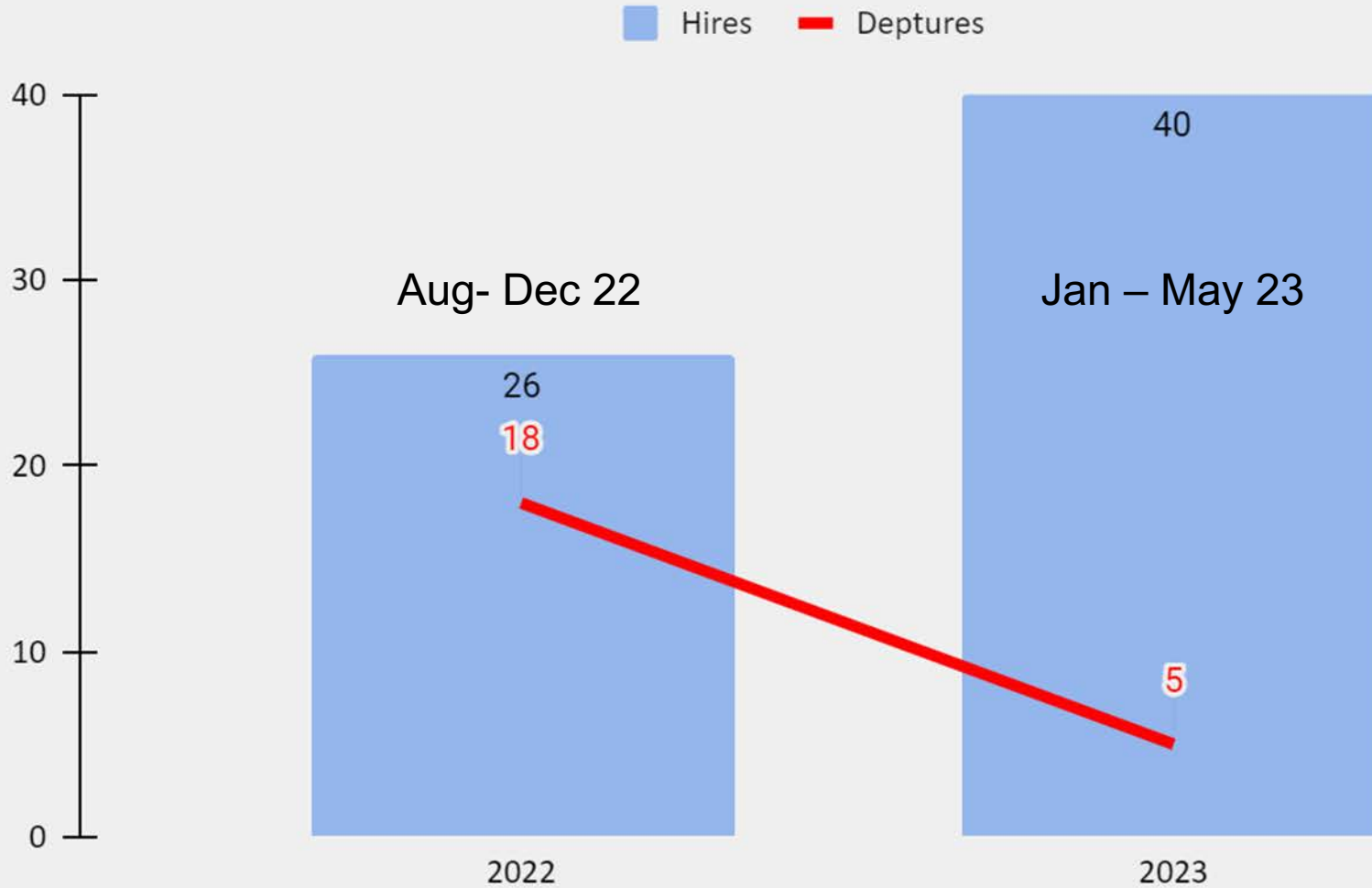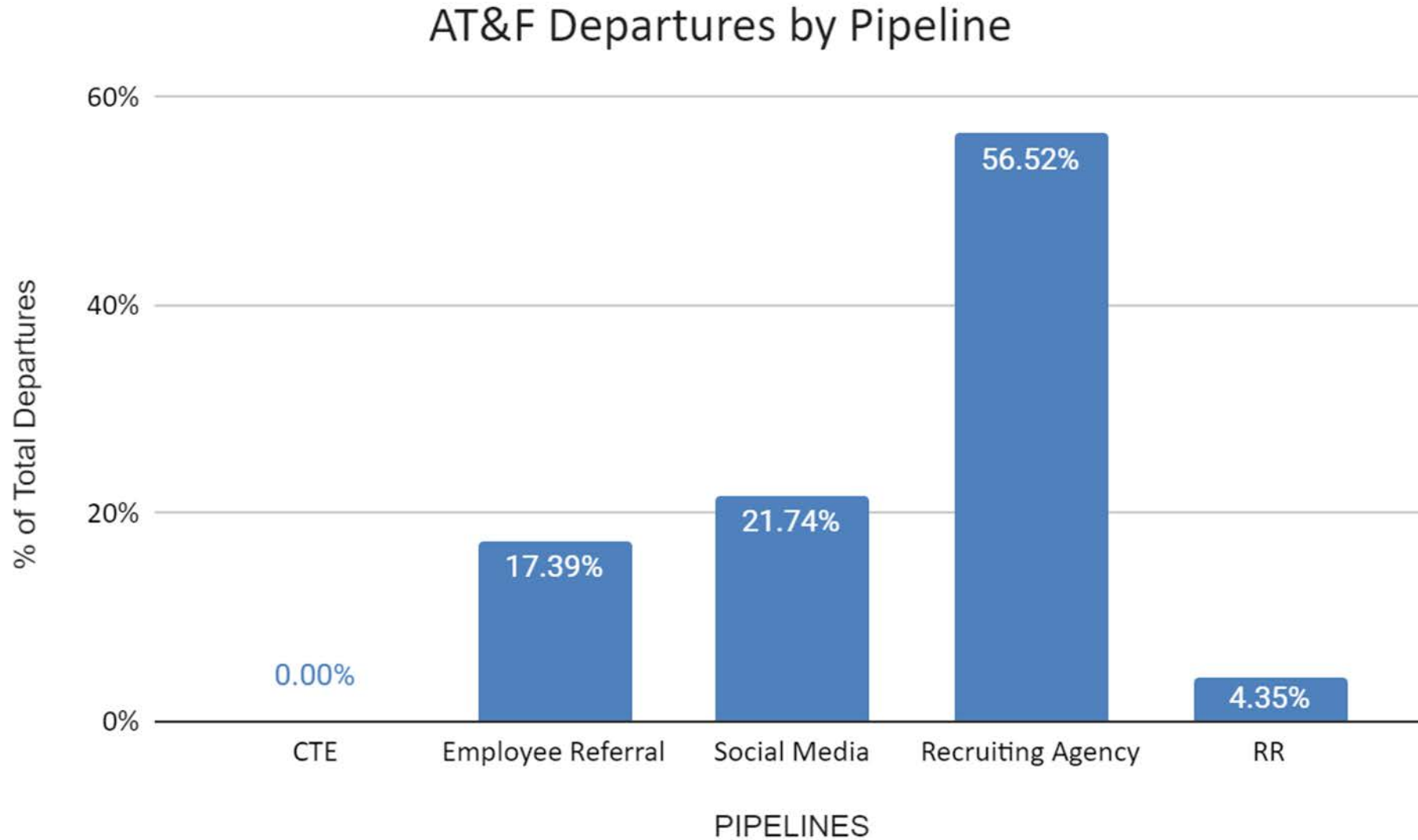
Departures by Pipeline

Cause of Departure
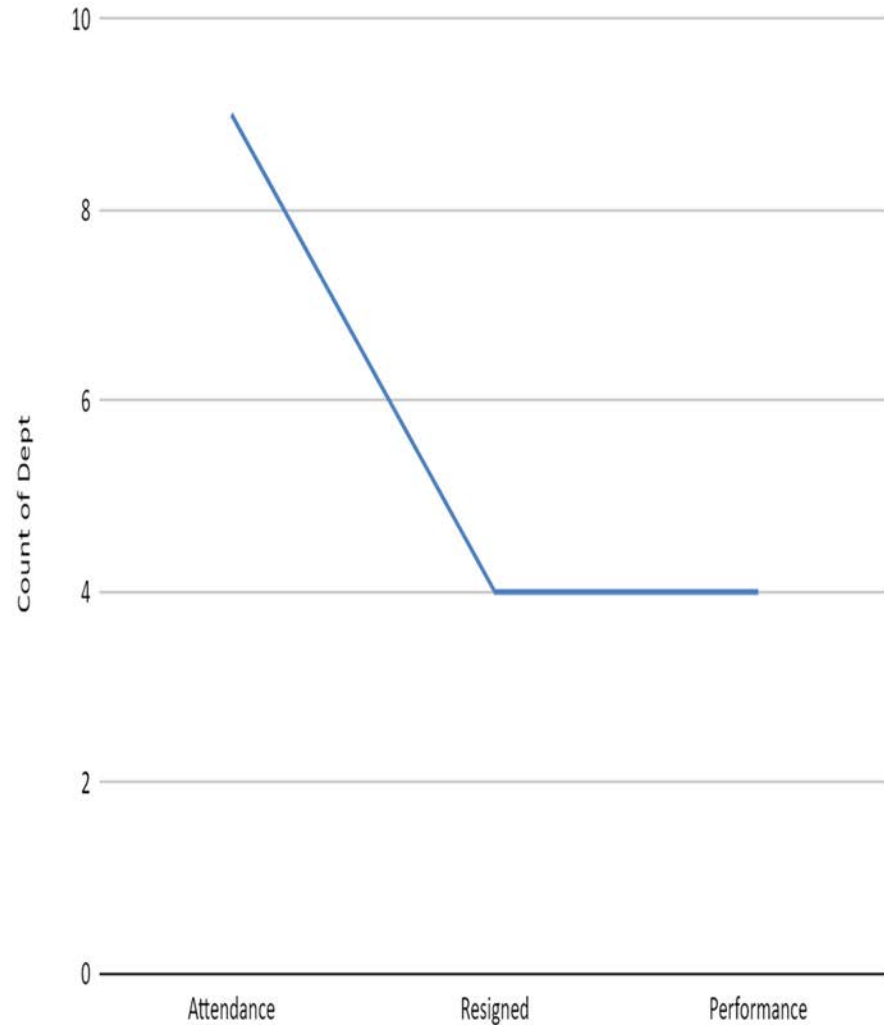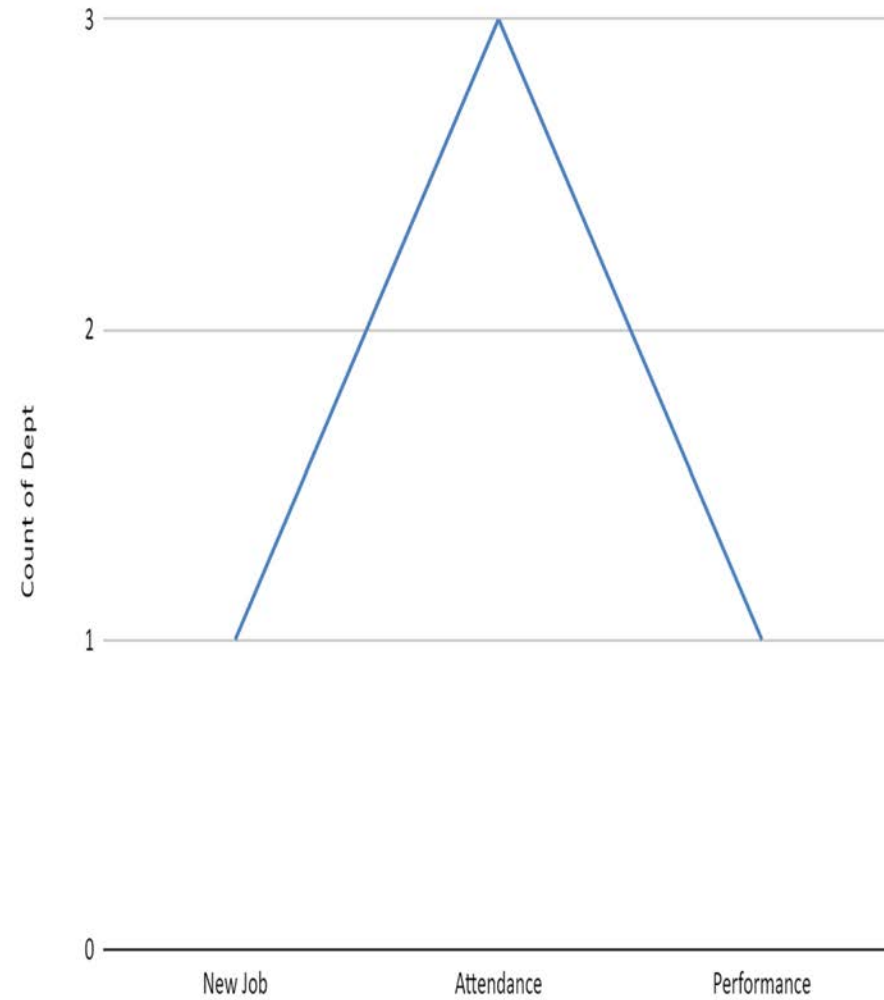
Why **Can't** Companies Recruit, Hire, On Board and Retain GOOD people?

Why **Can** Companies Recruit, Hire, On Board and Retain GOOD people?

Talent Pipeline Program

Strategic Plan

Joe Barto
Program Manager
jbarto@tmgva.com
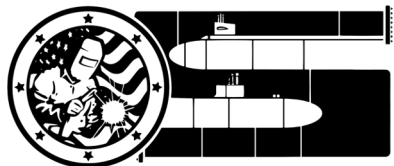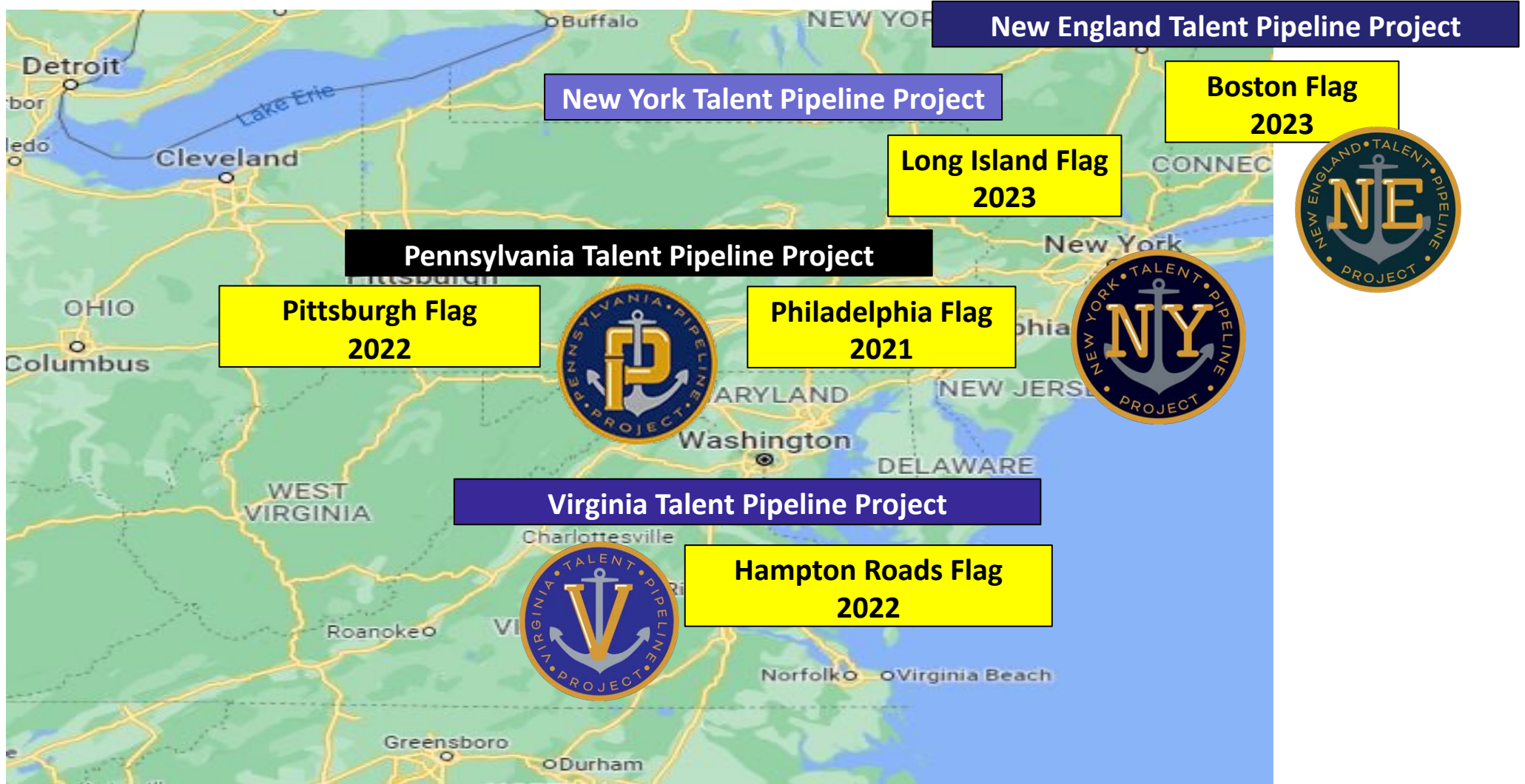**757-218-8444**

Date: June 2023

PLANNING ASSUMPTIONS:

1. Navy Demand for Defense Industrial Base (DIB) Capacity will continue through 2040.

2. American economy full employment condition is a constant for the foreseeable future.

3. ~80% of the DIB (~17,000) are Small to Medium Sized Business's (< 1,000 Employees at a Single Site)

4. Talent Acquisition and Retention is the <u>sole responsibility</u> of the DIB Employers

5. The Talent Pipeline model is PROVEN

6. Talent Pipeline Program model **<u>integrity</u>** will be retained during expansion. **TEAM** Program Management is the "Connecting Tissue" and "Secret Sauce"

7. Flag **Sustainment** is the key to long term success

8. Supplier Development Funding will support the Talent Pipeline Program over the Program Sustainment Life Cycle.
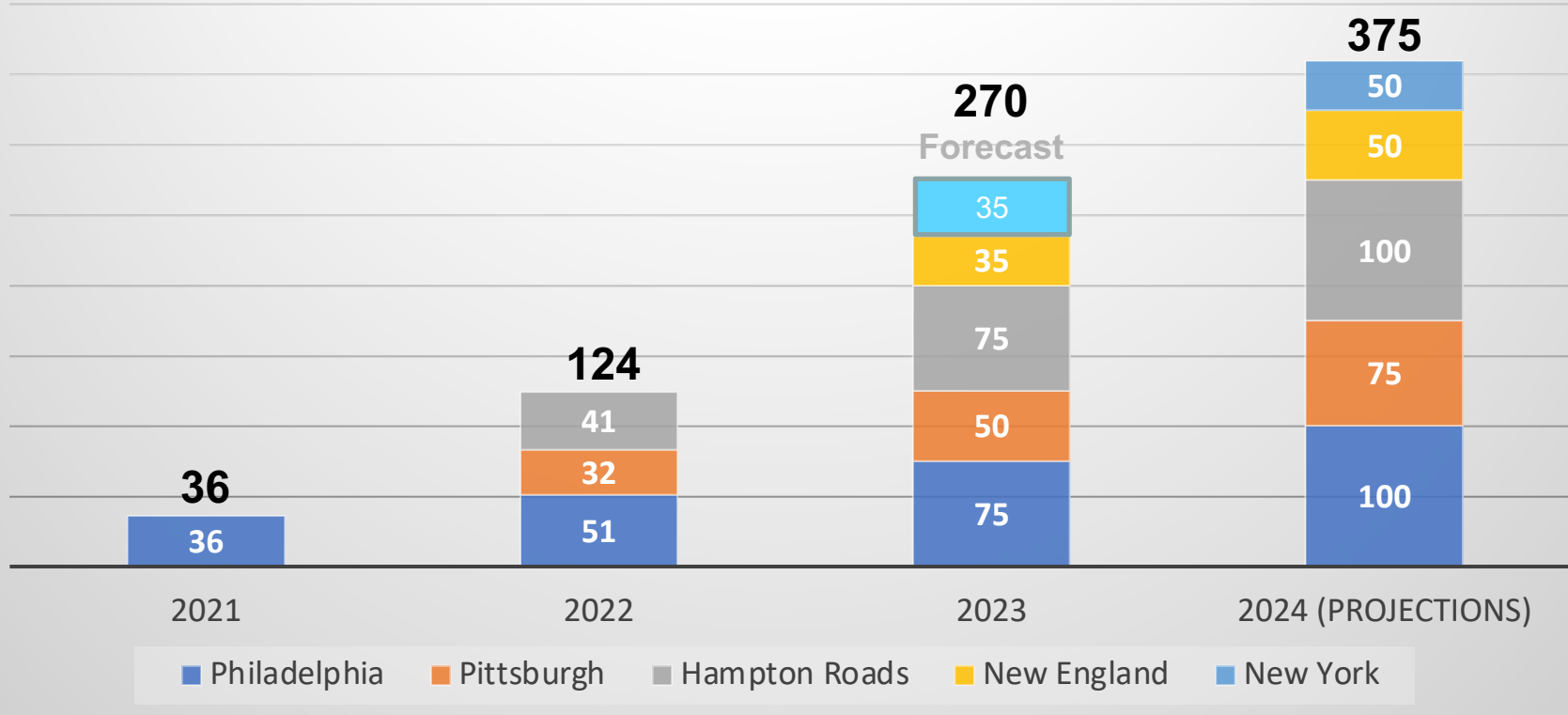
Talent Pipeline Program

New England Talent Pipeline Project

Boston Flag
2023

New York Talent Pipeline Project

Long Island Flag
2023

Pennsylvania Talent Pipeline Project

Pittsburgh Flag
2022

Philadelphia Flag
2021

Virginia Talent Pipeline Project

Hampton Roads Flag
2022

Employer Partners Participation (by region and year) — As of June 15, 2023

Year	Philadelphia	Pittsburgh	Hampton Roads	New England	New York	Total
2021	36					36
2022	51	32	41			124
2023 (Forecast)	75	50	75	35	35	270
2024 (Projections)	100	75	100	50	50	375

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.

**We help Leaders who WANT to Lead;
Lead a High-Performance Team…**

We Give You the <u>Courage</u> to Lead

We are a Program of YES!

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

WE are on a Mission!
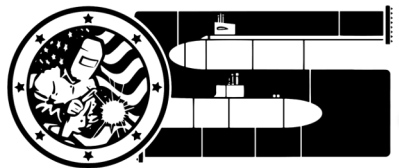
1 Relationship
1 Employer
1 Job
1 Lifelong, Productive,
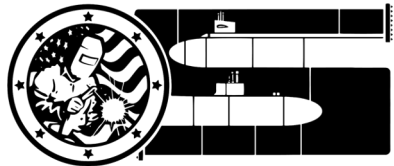# Engaged Teammate at a Time

Keynote Speaker
Ms. Lisa Radocha
Executive Director, PEO Attack Submarines

Closing Remarks

Networking Social
&
Teammates of the Day Awards