VA Talent Pipeline Project – HRVA Region
"Talent Acquisition & Retention Workshop"
(Recruiting and Hiring)

Presented by: Kevin Barto   *30 AUG 2022*

Program Manager – HRVA Region

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Agenda

- ➢ Welcome/Introductions/Workshop Outcomes
- ➢ Talent Pipeline Program Update
- ➢ Employer Focus
  - Why is talent acquisition so hard?
  - What does right look like? Assess your current system.
  - Key Performance Metrics
  - Tools
    - Realistic Job Preview & Applicant Tracking Systems
    - Building Talent Pipelines
- ➢ Working Lunch (ATDM, Hampton Roads Workforce Council)
- ➢ Employer Focus
  - Tools
    - Identifying and Training Recruiters
    - Offer to Accepted Offer Process
    - Roles and Responsibilities
- ➢ CTE Focus
  - What does right look like? Assess your current system.
  - Roles and Responsibilities
  - Successful Best Practices
- ➢ Attendee Sharing & Open Discussion
- ➢ Best Practice Model/Partner Results(Fairlead)
- ➢ Requesting Individual Coaching Process
- ➢ Path Forward/Feedback Survey/Closing Remarks

The Mission

The Virginia Talent Pipeline Project TEAM will energize and engage the Mid Atlantic Region <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.
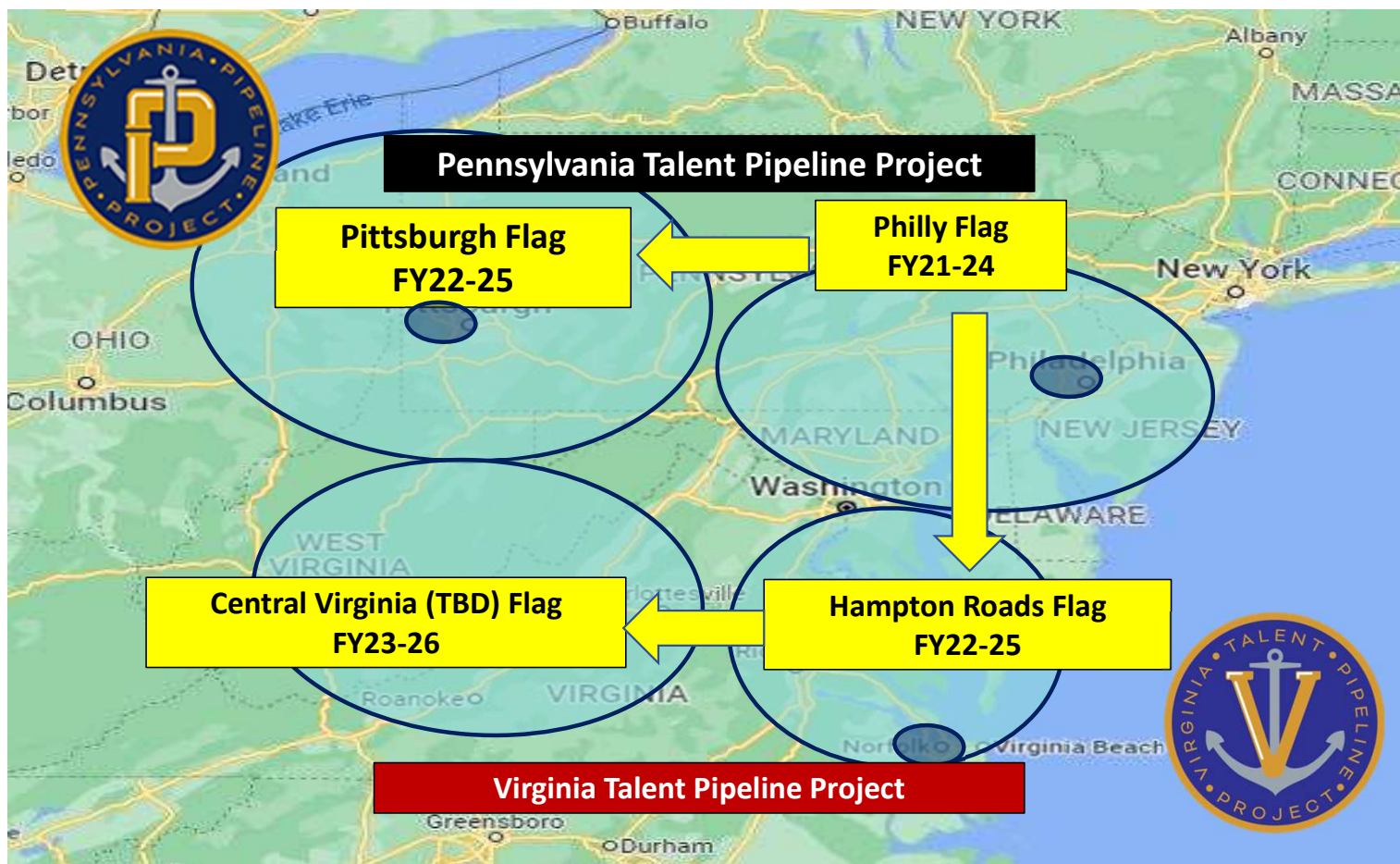
https://www.youtube.com/watch?v=O_HK97BP9yY

Hampton Roads Region Major Milestone Schedule

2022-2024

Year 1:
July 12, 2022: "Demand Signal" Round Table
*September 27, 2022: Partner "Kick Off & Matching" Program Review
November 16, 2022: Career Fair and Project MFG Welding Competition
*February 15, 2023: "Recruiting" Program Review
February 16, 2023: Career Fair/Application Day
April 20, 2023: "New Hire Draft" Working Group Session*
*May 17, 2023: "Signing Day" Ceremony

Year 2:
July 12, 2023: New Partner (Employers, CTE Programs, Facilitators) Orientation*
*September 20, 2023: Employer/CTE Program "Kick Off & Matching" Program Review
TBD, 2023: Career Fair and Project MFG Welding Competition
*February 14, 2024: "Recruiting" Program Review
February 16, 2023: Career Fair/Application Day
April 18, 2024: "New Hire Draft" Working Group Session*
*June 3, 2024: "Signing Day" Ceremony
December 2024: 2022-2024 New Hires 1st Year Work Anniversary Report Out
February 25, 2025: Employer-New Hire 1st Year Anniversary Recognition Ceremony

* Indicates Major Program Review & All Hands Meeting

Talent Pipeline Program Employer Master Scorecard (2022-2024)
(22 AUG 22)

	Employer Target/Actual	# Trained	# Pledged	# Offers	# Accepted	# Started	# 1st Year Anniversary
Current	120/80	10	324	0	0	0	0
Previous	110/59	0	240	0	0	0	0
Philly Region - Flag 1	50/41	10	172	0	0	0	0
Pittsburgh Region - Flag 2	30/20	0	109	0	0	0	0
HR Virginia Region - Flag 3	40/24	0	110	0	0	0	0

Talent Pipeline Program Employer Performance Scorecard (2022-2024)
(22 AUG 22)

	Small			Medium			Large		
	Performing	Improving	Deferred	Performing	Improving	Deferred	Performing	Improving	Deferred
	Current/Previous	Current/Previous	Current/Previous	Current/Previous	Current/Previous	Current/Previous	Current/Previous	Current/Previous	Current/Previous
	9/9	19/19	0/0	13/13	28/28	0/0	6/6	5/5	0/0
Philly Region - Flag 1	9/9	10/10	0/0	13/13	3/3	0/0	6/6	0/0	0/0
Pittsburgh Region - Flag 2	0/0	3/3	0/0	0/0	14/14	0/0	0/0	1/1	0/0
HR Virginia Region - Flag 3	0/0	6/6	0/0	0/0	11/11	0/0	0/0	4/4	0/0

Training Partner (Supply) Master Scorecard

MAST Pipeline Program CTE Master Scorecard (2022-2024)
(18 AUG 22)

	CTEs	# Trained	Capacity	# Enrolled	# Screened	# Offers	# Accepted
Current	**67**	**7**	**448**	**251**	**0**	**0**	**0**
Previous	67	7	448	251	0	0	0
Philly Region - Flag 1	45	7	263	251	0	0	0
Pittsburgh Region - Flag 2	16	0	0	0	0	0	0
HR Virginia Region - Flag 3	6	0	185	0	0	0	0

MAST Pipeline Program CTE Performance Scorecard (2022-2024)
(10 AUG 22)

	Performing	Improving	Deferred
Current	**11**	**42**	**0**
Previous	11	42	0
Philly Region - Flag 1	11	36	0
Pittsburgh Region - Flag 2	0	0	0
HR Virginia Region - Flag 3	0	6	0

2021-2022 Pilot Employer Retention Data

Employers   28
Accepted Offers   224
Started   217
Retained   171
Departed   46

NOTE: Higher than Expected Starts

Retention Rate = **79%**

as of 15 AUG 22

By Employer Analysis

100% Retention   16
Lost 1   6

Remaining 6 Employers

139 Starts/99 Retains

Retention Rate = **71%**

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

Program Participant Support Services

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

Partner Coaching as requested

Monthly All Hands Information and Best Practice Sharing

Talent Acquisition & Retention Training Workshops

Individual Employer & CTE Program Talent Acquisition & Retention System Support

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

Program Management, Industry Engagement & Strategic Planning

Why Can't We Recruit, Hire, and Retain GOOD people today?

Why are some Companies able to Recruit, Hire, and Retain GOOD people?

They recruit and hire good people and they keep them.

They have a PLAN

They LEAD the PLAN at the Senior Leadership level

We don't have a hiring problem…

We have a keeping problem!

World Class
Talent Acquisition and Retention Systems

The Revolution

Traditional: Procurement Model

(Passive and Employer Focused & Hire for Skills and Hope of Fit)

to a

High Performers: Sales Model

(Active and Candidate Focused & Hire for Fit and Train for Skill)

The Definition of Insanity

Why is Talent Acquisition so Hard?

> 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

Teammate

The ~~Employee~~ Experience

Attract	Hire	Onboard	Engage	Perform	Develop	Depart
Recruit Top Talent	Pick the Stars	Affirm the Decision	Build Strength & Purpose	Drive Expectations	Coach Career Growth	Positive Exit Experience

Best Practice Example
2022

- Total: 348,000

- # New Hires: 45,000 (13%)

- Retention Goals

  - 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: 4,200

  - 6-10 years of service Best Junior Leaders

  - 5 weeks Training

  - 3-year Assignment

  - 1400 Local Recruiting Offices

  - 31,000 US High Schools

  - 2,750 2 Year Community Colleges

  - 2,490 Colleges

- Common Skills Training Faculty: 600

  - 6-10 years of service Best Junior Leaders

  - 13 weeks Training

  - 3-year Assignment

  - 12 weeks New Hire Training

Hire for Fit – Train for Skill

The U.S. Military Example

3/4 Youths between the Ages of 17-21 are
NOT Qualified

Who is Eligible to Join the Army?
The Most Sophisticated and Proven New Hire System in America
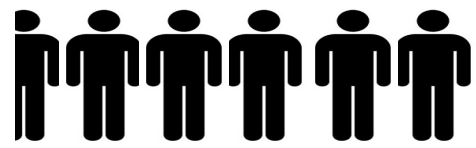
For every 4 Americans between the ages of 17 – 24, due to disqualifying conditions, less than 1 (23.4%) is eligible to serve in the military.
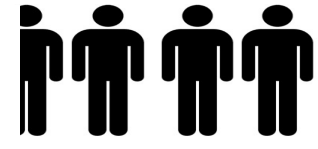
US Population 17-24 year olds:
33.1 Million

Ineligible due to medical condition, criminal history or dependency (too many or single parent)

- 41.6% =

Ineligible due to lack of education credential and/or extremely low scores on ASVAB

- 20.2% =

Overweight and/or Exceed Body Fat Standards

-14.8% =

Qualified
23.4%
(7.7 Million)

0.4% of the population is less qualified in 2012 (mainly to overweight) compared to 2011

- Of this fully qualified pool, 54% (4.2M) are HS Diploma Graduates who score 50 or higher on the ASVAB.
- The remainder are HS Diploma Graduates who score between 31 and 49 on the ASVAB, or non-HS Diploma Graduates who score 50 or higher on the ASVAB. Congressional statutes limit enlistments from this portion of the eligible pool.

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Army Basketball Team
1975-1976
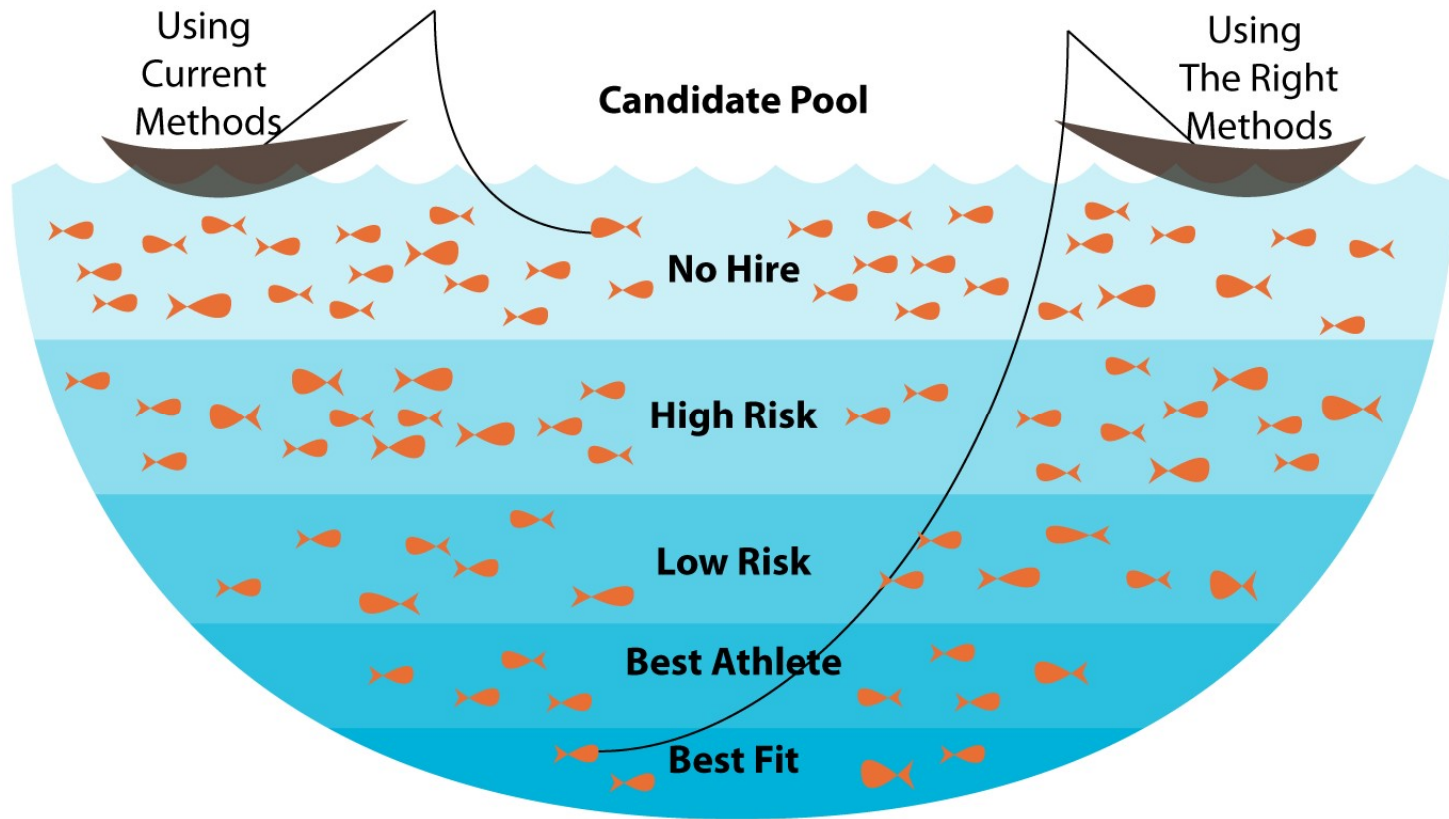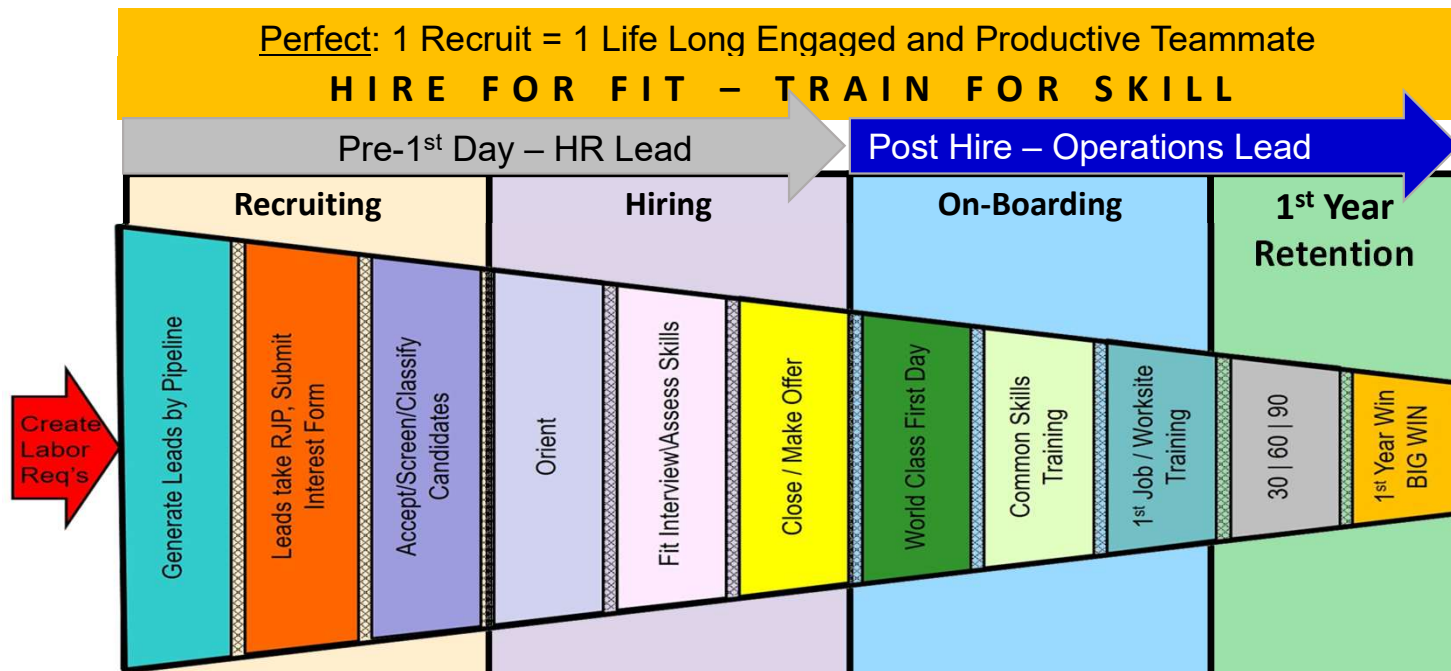
Where Are You Fishing?

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

Perfect: 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

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

Tools

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

Employer Focus

Post-COVID Trends and Observations

🧠	Knowledge.	"Tribal Knowledge" vs. "Data Driven" Decision Making
💔	Broken Trust.	Whiplash Effect drives break in Trust
🕐	Time.	Overtime Out of Control
👷	Temp Workers.	Over Reliance on Temporary Workforce

Post-COVID Trends and Observations

Increased Demand for Workforce

More External Opportunities

Voluntary Retirements due to Aging of the Workforce

"Retired on the Job" driving Labor Costs Up and stifling High Potential Advancement with decreasing productivity and engagement

Lack of People related data and analysis - Arrogance or Ignorance

Customer.

Whiplash Effect drives break in Trust

More Work than People.

More Projects than Time, People, and Resources Available

Leader Compression

Senior Leadership Tactical focus creating Leader "Compression"

Heroic Efforts Required

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

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

BROKEN SYSTEM

PERFECT SYSTEM

1 JOB
MULTIPLE RECUITS
MULTIPLE INTERVIEWS
NEW HIRES LEAVE QUICKLY
DISENGAGED EMPLOYEES STAY

1 JOB
1 RECRUIT
1 LIFE LONG, ENGAGED,
PRODUCTIVE EMPLOYEE

On a scale of 1-10 with 10 being Perfect how would you describe the performance of your Current Talent Acquisition System?

Introductions

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

We Give You the Courage to Lead

We are a Program of YES

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

WE are on a Mission!

1 Employer

1 Job

1 Lifelong, Productive,

Engaged Teammate at a Time

Introductions
Hampton Roads Program Support Team

Break

Employers – Assess Your System

RECRUITING	HIRING	ONBOARDING	RETENTION

➢ As we move through the program today, complete the handout for your organization.

➢ In each major element of the TA&R system, rate your organization:

    1. Performing well. Our system is optimally performing and meeting or exceeding our needs and expectations

    2. Needs improvement. Our system is working (sometimes), but does not consistently meet our needs and expectations

    3. Not performing. Our system rarely meets our needs and expectations.

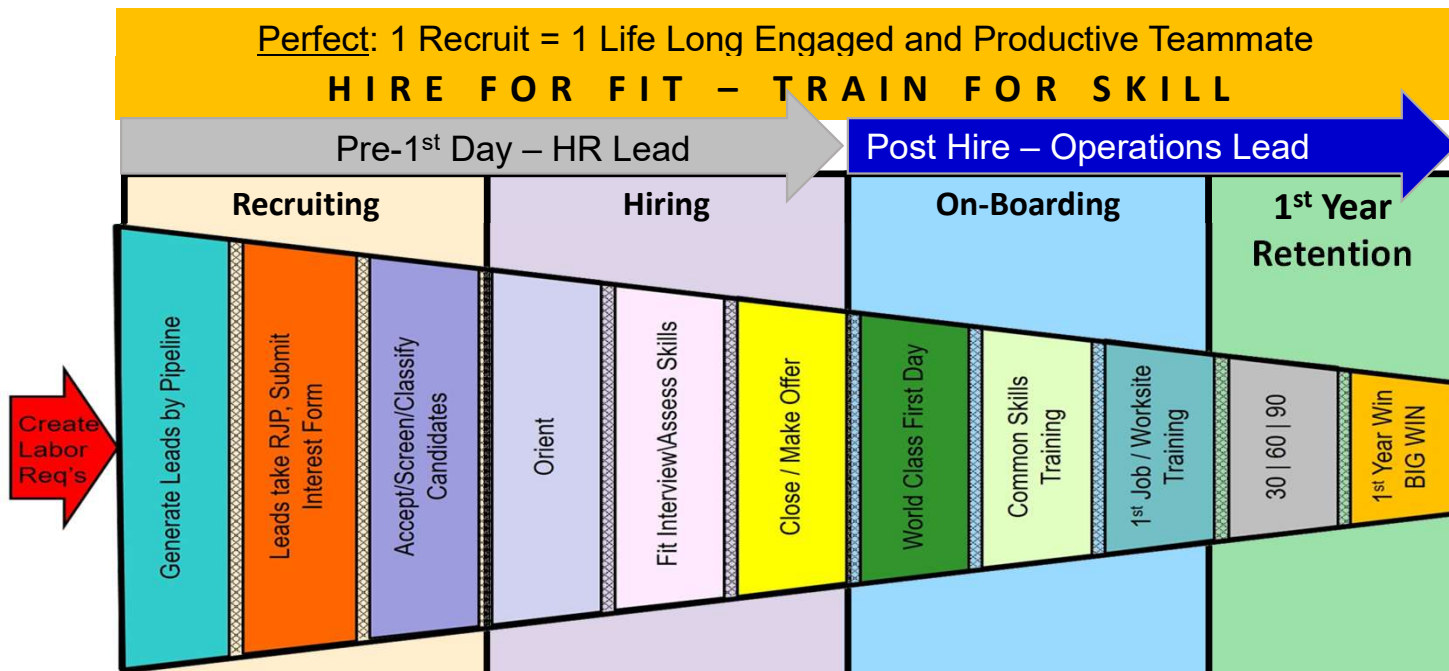➢ You will turn in this form at the end of the workshop.

What Does Right Look Like?

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

Perfect: 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

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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 132

Create Labor Req's

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	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

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

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HIRING DEMAND ## → Create Labor Req's →

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

Generating the Need?

New or Expanded Work
Replace Departures
Specific Technical Need
"Best Athlete"
What Else?

What generates the need to hire?

What are our options?

Who are the key stakeholder?

What do hiring managers want?

What is the desired end state?

What are our Options?

- Use Current Team

- Outsource (T&M or Turnkey)

- Negotiate Delivery Schedule

- Hire Experienced– Plug and Play

- 1099 (Retired)

- Temp Agency Services

- Recruiting Process Outsourcing

- ….

- Direct Hire a New Person

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

Who are the Key Stakeholders?

Customer	Facilitator(s)	New Teammates
• 1st Line Supervisors	• <u>Hiring Managers</u> • HR • Recruiting • Compensation • Executive Leadership Team	• Employee

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

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

Common Vision of the End State

Engaged Teammate at 1st Year Anniversary

Increases Workforce Productivity

Increases Business Performance

Demand Signal Example

| Class	1:22	2:22	3:22	4:22	5:22	6:22	7:22	8:22	9:22	Total
Month	Feb-Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Total Demand	17 / **26**	19 /11	15	20	14	8	16	10	12	132
• Entry Level	8 / **6**	8 / 4	9	9	9	5	5	5	5	63 / 10
• Experienced	9 / **20**	11 / 7	6	11	5	4	11	5	7	69 / 27
Recruiting Day	3/12/22	4/9/22	~~5/14/22~~	6/11/22	7/9/22	8/13/22	9/10/22	10/8/22	11/12/22	9 / 2
World Class First Day	4/4/22 4/11/22	5/9/22 5/16/22	6/6/22 & 6/20/22	7/11/22 7/25/22	8/1/22	9/6/22	10/3/22	11/1/22	12/5/22	9 / 4

Recruiting/Marketing/Branding Your Company

Where to Start?

WHY ARE YOUR BEST
PEOPLE LEAVING?

WHY DID YOUR BEST
PEOPLE START
LOOKING?

WHY ARE YOUR BEST
PEOPLE STAYING?

MATTERS LEAST

MATTERS

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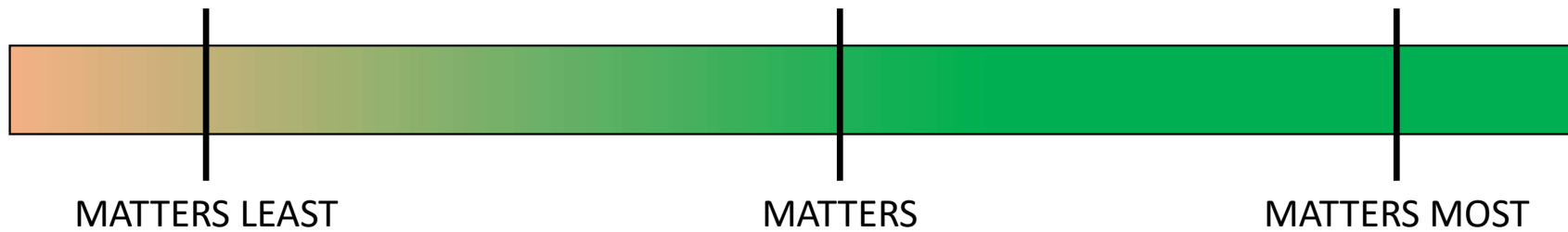
Think about the best New Hire you have made in the last year?

— What made them so good?

— Where did they come from?

— How do we find more like them?

➢**Active Recruiting Strategies**

- **Personal Relationship Based**
- **Onsite / In Person Visits**
- **Uses Recruiters**
- **Pull System**

➢Passive

- Impersonal Medium Based
  - Web Based Job Boards
  - Printed Material
  - Media
- Uses Administrators
- Push System

➢Recruitment VS. Marketing

➢Building a Marketing Strategy

➢Selling a Job or Selling a Career?

➢Branding and Marketing Checklist

Recruitment Advertising	Post and Pray. - Hope is not a strategy
Recruitment Marketing	Building and Communicating 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 who are looking to hire now and in the future?

Recruiting vs. Marketing

Recruiting

Attracts talent to jobs.

Marketing

Attracts talent to YOU.

Recruitment Branding

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

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

Example: Barry-Wehmiller

COMPANY NAME

76,545 PEOPLE FOUND YOU ON GOOGLE

185
asked for directions
-9.3% FROM AUGUST 2021

159
visited your website
16% FROM AUGUST 2021

27
called you
35% FROM AUGUST 2021

Stand out to customers with a post about your business.

CREATE A POST

WHAT CUSTOMERS ARE SAYING ABOUT YOU

Congrats, COMPANY NAME has a **4.4** star rating on Google

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

Example: Barry-Wehmiller

3.0 ★★★☆☆

Nothing

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

📢 **Indeed Featured review**
The most useful review selected by Indeed

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

Was this review helpful?

Yes   No   🏳 Report   ⬆ Share

3.0 ★★★☆☆

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

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

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

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

✗ **Cons**
Pay, benefits, management.

Was this review helpful?

Do you respond?

How do you respond?

What will you do with the information?

Do you ask staff to provide reviews?

Feedback is a gift… Don't take it personally

JOB	CAREER
• Post openings on websites, job boards, etc.	• Post openings on websites, job boards, etc.
• Sell what someone gets – rewards and benefits	• Sell your brand, who and why you are, and why someone should join you on your journey
	• Sell your culture

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

- ➢ 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

Tools
(Part 1)

➢Realistic Job Preview & Applicant Tracking Systems

➢Building Talent Pipelines

➢Identifying & Training Recruiters

➢First Fit then Skills: Behavioral Base Interviews

➢Closing: Offer to Accepted Offer Process

➢Roles and Responsibilities: HR and Operations

Realistic Job Preview (RJP) & Applicant Tracking System

What Is An RJP?

- 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

RJP 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

Fairlead Example

Kingsbury Example

➢ Applicant Tracking document tracks all aspects from RJP application to 1st year

➢ Tracks all the initial contact from Recruiters and Recruiting Day invites

➢ Used to monitor the hiring and onboarding process

➢ Once hired, will track major contact points to the 1st year of employment

➢ Conditional formatted to show when milestones are behind

Example TA&R Master Scorecard

Months	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	
Demand	9	9	10	11	19	20	14	8	16	10	12	138	
# RJP Views	136	132	105	101	33							507	
# Interested	98	114	79	80	24							395	22%
# Invited to RD / Interview	20	73	40	30	4							167	58%
# Attended RD / Interview	20	65	20	29	4							138	17%
# Interviewed	20	63	20	29	4							136	1%
# Conditional Offers	8	25	13	11	15							72	47%
# of Offers Accepted	8	21	13	11	13							66	8%
# Attended Fairlead First Day	8	14	15	11	13							61	8%
# Completed Week 1	8	14	15	11	13							61	100%
# 30 Days	7	13	14	11								45	74%
# 60 Days	7	12	14									33	73%
# 90 Days	7	11										18	55%
# 180 Days												0	0%
# Retained 1 Year												0	#DIV/0!

Example Monthly Recruiting Dash Board

RJP Results

	# RJP Views	# Met Pre-Q ?s	# Interested
	290	184	142

Pipelines

	Trade/Technical School	Veteran	Employee Referral	Other
	+5	+1	+22	+33
FEB	3	4	19	53
MAR	8	5	41	88

Phone Screen Results

	# Potential	# Fast Track	# Not Good Fit	# Not Assessed
	35	52	31	24

Top Employee Referrals

Top Employee Referrals	
I. Hinojosa	3
J. Tippins	3
A. Pitchford	2
W. Miller	2
S. Schoonover	2
Employees >2	34
*Numbers don't = 41 due to multiple names/answer	

Other Pipelines

Other Pipelines	MAR	FEB
Indeed	13	8
Resume Library / HR	16	10
Internet	3	2
Recruiting Presentation	2	1
Friend	1	1
Previous Employee	2	1
TMG	1	1
Linked In	2	0
No Answer	48	14

Position Interest

Position Interest	Initial Pool
Welding	39
Rigging/Dock Crew	16
Production Leader	12
Pipe	11
Laborer	10
Material Control	9
EHS	8
Programs	8
Boat Shop	7
Preservation	3
QA	3
Sub-K/Procurement	3
Fabrication	2
Outside Machinists	2
Production Control	2
Accounting	1
Admin	1
Down River	1
Electrical Int	1
Engineering	1
Insulation	1
Leadership	1

Building Talent Pipelines (Relationships)

1. Training Providers / CTE's (High Schools and Community Colleges)
2. Employee Referral Program
3. College Departures
4. Adult Education
5. Temp Agencies
6. Web Based – Online Tools
7. Recruiting Agencies
8. Military / Veterans
9. Employment Commissions
10. Recovered / Returns

Career & Technical Education

High Schools

➤ Pool Size:
  • School: 50-250+
  • Region: 1000-5000+

➤ Cycle Time:
  • Annually
  • May-July

➤ Pool Type(s):
  • Entry Level
  • Trained Entry Level

➤ Employer Keys to Success:
  • Active Recruiting Strategy
  • Annual Plans - Predictable and Repeatable Cycles
  • Build Relationships with Instructors
  • Use Pervious Students as Recruiters

Community/Technical College

➤ Pool Size:
  • School: 50-150
  • Region: 500-2500

➤ Cycle Time:
  • 3-4x Year
  • 3-4 Months

➤ Pool Type(s):
  • Trained Entry Level
  • Trained Experience (Upskilling)

➤ Employer Keys to Success:
  • Active Recruiting Strategy
  • Annual Plans - Predictable and Repeatable Cycles
  • Build Relationships with Instructors
  • Use Pervious Students as Recruiters

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Employee Referrals & College Departures

Employee Referrals

➢ Pool Size:
  • Unknown

➢ Cycle Time:
  • On Demand

➢ Pool Type(s):
  • Entry Level
  • Skilled Experienced

➢ Keys to Success:
  • Active Recruiting Strategy
  • Use your best people
  • Give them tools to have conversations

College Departures

➢ Pool Size:
  • 33% of Current Student Body

➢ Cycle Time:
  • Bi-Annually
  • December and May

➢ Pool Type(s):
  • Entry Level
  • Skilled Entry Level

➢ Keys to Success:
  • Active Recruiting Strategy
  • Use Career Development Services Departments

Military & Veterans

Military

Transitioning Service Members

➢ Pool Size:
  - 500-1000 / Month

➢ Cycle Time:
  - Monthly

➢ Pool Type(s):
  - Skilled Entry Level (E1-E5)
  - Skilled Entry Level with Leadership (E6-O3)
  - Experienced Candidate (O3-O6)

➢ Keys to Success:
  - Active Recruiting Strategy
  - Use your current Vets as Recruiters
  - TAPS office
  - Reserve and Guard Installations
  - Reverse Engineer your Job Descriptions

Veterans

Previously Transitioned

➢ Pool Size:
  - Unknown

➢ Cycle Time:
  - On Demand

➢ Pool Type(s):
  - Skilled Entry Level
  - Experienced

➢ Keys to Success:
  - Active Recruiting Strategy
  - Use your current Vets as Recruiters
  - Find local Veteran Organizations
  - Employee Referrals

Adult Education

➤ Pool Size:
- School: 25-50 / Class

➤ Cycle Time:
- 3-4x Year
- 3-4 Months

➤ Pool Type(s):
- Skilled Entry Level
- Experienced

➤ Keys to Success:
- Active Recruiting Strategy
- Annual Plans - Predictable and Repeatable Cycles
- Build Relationships with Instructors
- Use Pervious Students as Recruiters

Recovered

➤ Pool Size:
- Unknown

➤ Cycle Time:
- 1 – 4 Weeks

➤ Pool Type(s):
- Skilled Entry Level
- Experienced

➤ Keys to Success:
- Active Recruiting Strategy
- Humility
- Willingness to Change

Web Based – Online Tools & Employment Commissions

Web Based – Online Tools

➢ Pool Size:
  • Unknown

➢ Cycle Time:
  • 1-2 Months

➢ Pool Type(s):
  • Entry Level
  • Skilled Entry Level
  • Experienced

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

Employment Commissions

➢ Pool Size:
  • Unknown

➢ Cycle Time:
  • 1 – 2 Months

➢ Pool Type(s):
  • Entry Level
  • Skilled Entry Level

➢ Keys to Success:
  • Active Recruiting - Meet with Local VEC Reps
  • Passive Recruiting - Post on Job Board
  • Utilize State Funding Resources

Temp Agencies & Recruiting Agencies

Temp Agencies

➢ Pool Size:
  • Based on current temp population

➢ Cycle Time:
  • 1-4 Weeks after end of Contract

➢ Pool Type(s):
  • Entry Level
  • Skilled Entry Level
  • Experienced

➢ Keys to Success:
  • Passive Recruiting Strategy paired with Active Recruiting Follow Up once potential recognized
  • Don't use Temp to Perm as sole strategy

Recruiting Agencies

➢ Pool Size:
  • Unknown

➢ Cycle Time:
  • 1 – 2 Months

➢ Pool Type(s):
  • Experienced

➢ Keys to Success:
  • Passive Recruiting Strategy paired with Active Recruiting Follow Up once Candidate Identified
  • Use for senior level positions and experienced skill level

Working Lunch

ATDM, Hampton Roads Workforce Council

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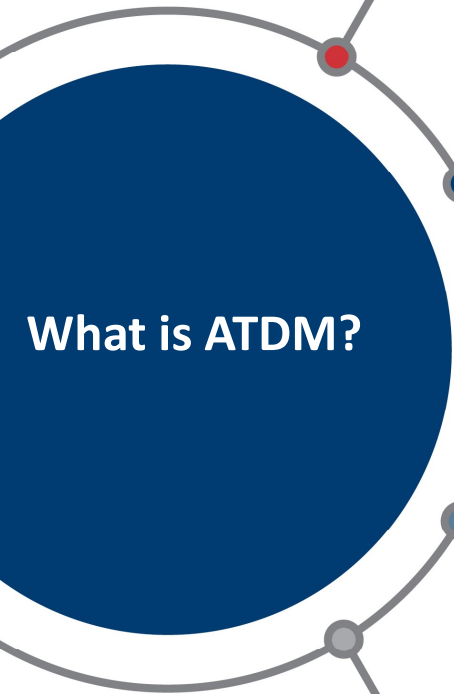
Accelerated Training (8 hrs/day, 5 days/week; 4 months)
(Equivalent to a One-Year Certificate Program at a Community College)

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

Targets Adult/Mature Learners

Produces Graduates With National Certifications

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

CNC Machining

Course Content:

- Machine Shop Safety and Best Practices

- CNC Operations

- CNC Programming

- CNC Machine Set up

- Geometric Dimensioning and Tolerancing (GD&T)

- Blueprint Interpretation

- Technical Mathematics

- Precision Measurement

Qualifications/Certifications

- Haas Lathe Operator Haas Automation

- Haas Mill Operator Haas Automation

- NIMS CNC Mill Operator National Institute of Metal Working Skills

- NIMS CNC Lathe Operator National Institute of Metal Working Skills

- NIMS Milling: Programming, Setup and Operations Level I National Institute of Metal Working Skills

- NIMS Turning: Programming Setup and Operations Level I National Institute of Metal Working Skills

- OSHA 10 — Summit Training Source

Quality Control Inspection (Metrology)

Course Content:

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

Qualifications/Certifications

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

Welding

Welding

Course Content:

- GMAW (MIG Welding)

- FCAW (Flux core Welding)

- GTAW (TIG Welding)

- Blueprint Reading and Interpretation

- Technical Math

- Shipbuilding Terminology

Qualifications/Certifications

- 2G FCAW with backing — American Welding Society

- 3G FCAW with backing — American Welding Society

- 4G FCAW with backing — American Welding Society

- 2G GMAW-S with backing — American Welding Society

- 3G GMAW-P with backing — American Welding Society

- 4G GMAW-S with backing — American Welding Society

- 2G GTAW with backing — American Welding Society

- 3G GTAW with backing — American Welding Society
  4G

- GTAW with backing — American Welding Society

- OSHA 10 Construction — Summit Training Source

Additive Manufacturing

Additive Manufacturing

Course Content

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

Qualifications/Certifications

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

How to Participate

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

Cohort Information/Scale-Up

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

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

ATDM Application Information

Requirements:

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

Other Information:

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

To apply, go to our website at www.atdm.org. Click the red "Apply Today" button at the top of the page.

Housing – Downtown River District

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

Contact Information

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Industry Engagement & Outreach
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Recruitment & Student Support Services
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Assistant Director
Training & Technology
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Questions?

HAMPTONROADS WORKFORCECOUNCIL
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NextGen PATHWAYS

VIRGINIA CAREER WORKS
HAMPTON ROADS REGION

Hampton Roads VETERANS ★ EMPLOYMENT Center
A PROUD PARTNER OF THE americanjobcenter NETWORK

CAMPUS 757

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.

LET'S GO TO WORK!

HAMPTONROADS
WORKFORCECOUNCIL
ONE REGION. ONE WORKFORCE. ONE ECONOMY.

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 elevate 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.

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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 $5,000 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

HAMPTONROADS
WORKFORCECOUNCIL
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Services Provided to Employers

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

Deborah (DeDe) Bailey
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757-266-6546

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

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

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ONE ECONOMY.

RECRUITMENT

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- ✓ 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

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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.

Hampton Roads VETERANS ★ EMPLOYMENT Center

A PROUD PARTNER OF THE americanjobcenter® NETWORK

NORFOLK ★ NEWPORT NEWS

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ONE **ECONOMY.**

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NORFOLK ★ NEWPORT NEWS

PROVIDING A UNIFIED COMMUNITY PROCESS THAT ADVANCES EMPLOYMENT OPPORTUNITIES FOR VETERANS, MILITARY SPOUSES, STUDENT VETERANS, AND TRANSITIONING SERVICE MEMBERS.

CONNECT WITH A DEDICATED STAFF MEMBER WHO WILL HELP YOU TO DEVELOP A NEW CAREER MANAGEMENT APPROACH AND CRAFT AN EFFECTIVE STRATEGY THAT WILL LEAD TO INTERVIEWS WITH FORTUNE 500, V3 CERTIFIED, AND OUR FASTEST GROWING COMPANIES IN THE HAMPTON ROADS (GO VIRGINIA 5) REGION.

OUR TEAM CAN CONNECT YOU WITH OPPORTUNITIES IN THE FOLLOWING INDUSTRIES AND MORE:

MARITIME ★ CYBER/IT ★ ADVANCED MANUFACTURING
HEALTHCARE/BIOTECHNOLOGY ★ LOGISTICS AND WAREHOUSING ★ THE PORT
HOSPITALITY & LEISURE ★ FEDERAL AND DOD CONTRACTORS

FOR MORE INFORMATION, PLEASE CONTACT SULTAN CAMP AT
SCAMP@THEWORKFORCECOUNCIL.ORG.

HAMPTONROADS WORKFORCECOUNCIL

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757.807.0423

600 THIMBLE SHOALS BLVD,
SUITE 210
NEWPORT NEWS, VA 23606
757.782.4531

WWW.HRVETSWORK.ORG

HAMPTONROADS
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NextGen
PATHWAYS

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

HAMPTON**ROADS**
WORKFORCECOUNCIL
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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

HAMPTONROADS
WORKFORCECOUNCIL
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✓ 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

Let us do the heavy lifting while you watch your workforce grow!

CAMPUS 757

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

HAMPTONROADS
WORKFORCECOUNCIL

HR WC TALENT

Regional Education & Training Providers

Job-Seekers, Local & Otherwise

Regional Talent Pipeline Development Team

Amanda Slosson
Director of Strategic Development

Anjy Dabiri
Business Intelligence Manager

Jackie Rondeau
Employer Engagement Manager
Jrondeau@theworkforcecouncil.org

Contact Jackie to learn how your organization can participate in current and future HRWC Employer Collaborative initiatives.

ONE **REGION.**
ONE **WORKFORCE.**
ONE **ECONOMY.**

![Hampton Roads Workforce Council — One Region. One Workforce. One Economy.]

Thank You!

Ayanna Osouna
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757-629-4697

Tools
(Part 2)

Identifying & Training Recruiters

Team Members Recruiter Profile:

➢Highly Engaged Team Member – Example of what "Right" looks like
➢Able to be the "face" of Kingsbury and sell Kingsbury
➢Success story that relates to the Pipeline
➢Approachable and enjoys connecting with people

Recruiter Roles & Responsibilities

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

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

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Recruiter Talking Points

➢ To be used during recruiting visits

➢ Can be modified for different types of recruiting visits

➢ Use to build your "script" or "elevator speech"

- ➤ What we build
- ➤ Who we build it for
- ➤ Applications
- ➤ How we build it
  - Machines, tooling, etc.
  - Organization/Team Structure
- ➤ Order to Invoice
- ➤ How that translates to revenue and then a paycheck

First "Fit" Then Skills: Behavioral Based Interviews

What questions would you ask to find the "RIGHT FIT"?

Questioning Is Not Standard

There is not a standard group of questions that can be asked to determine a Candidate's fit.

- ➤ Do's and Don'ts
- ➤ Do Focus on open ended questions
  - 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?
- ➤ Don't ask yes/no and short answer questions
  - Don't ask:
    - Do you like a fast-paced environment?
    - Do you like working outside?
    - Do you think Quality is important?

Good questions will breed follow on questions.

1. It's all about the Values

2. Try to get the "whole picture" of each Candidate

3. Hire a diverse set of Employees

➢To find the Companies fit, you must know the Company Values

➢The Company Values will drive the interview

➢Ask questions like:

- Which one of our values sticks out to you and why?
- Give an example of how you used one of our values in past employment.

➢If you do not fully understand the Company values, you cannot access how the Candidate fit in with the Company

Values Based Question Examples

1. Describe a problem you have encountered and how was the problem overcome?
   - Look for right values answers showing
     - Does the right thing independently
     - Resourceful
     - Team-oriented
   - Look for questionable values answers showing
     - Self-motivated
     - Takes
     - Selfish

2. Describe the last time you made a mistake and what was the outcome?
   - Look for right values answers showing
     - Humor and Humility
     - Takes smart risks
     - Does the right thing independently
     - Resourceful
   - Look for questionable values answers showing
     - Not my fault
     - They had it out for me
     - Ignores feedback

➢Fit does not equal hiring the same person

➢Diversity is needed in the work force
- New ideas
- Old ideas that didn't work seen in a new way
- Lessons learned from their experience

➢If you hire the same profile as your "best employee"
- Improvements are stagnated
- Change is more difficult
- "We have always done it this way"

➢Look for a Candidate that shares the Companies Values

Best Athlete Profile: Who Are We Looking For?

Profile of a Candidate:

—Does the right thing independently-High Integrity

—Resourceful

—Gives

—Humor and Humility

—Team-oriented

—Self-motivated

—Takes smart risks

—Passionate

—Hardworking

—Gives constructive thoughts and feedback

—Ownership mentality

—Can accept feedback

Profile of a Cultural Misalignment:

—Takes

—Punters

—Selfish

—Self-first

—Ignores feedback

—Bad communicators

—"Fire-starters"

—Insubordinate

—Barely compliant when under supervision

Behavioral Based Interview Exercise

- Done in a group or individual setting
- Can be generic or job specific
- Allows Hiring Managers to immediately see observable behaviors
  - Ability to work on a team
  - Ability to Follow Instructions
  - Basic Problem Solving and ID Possible Improvements
  - Willingness to ask questions
- Examples:
  - Ship Exercise
  - Read Technical Drawings and Provide Instructions on how to proceed
  - Measure and Layout Materials according to Instructions / Technical Drawings
  - Scenario Based – A problem occurs, what do you do?

- ➢ 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"

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Offer To Accepted Offer Process

➢Recruiting days are typically held on Saturdays or after business hours

➢Allows for multiple Candidates to be interviewed at once

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

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

➢Candidates that fit into "first fit then skill" category can receive on the spot offers

➢Recruiting days save the company money and time

- 100 Traditional interviews (1 hour each, 2 Interviewers, $50 burdened rate)
  - Total Company cost $10,000
  - Plus, the lost of productivity while interviews are taking place
  - Multiple days of interruption

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

Recruiting Day Agenda Example

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

Offer To World Class First Day Process

Extend Job Offer
- Make a verbal offer
- Draft an offer letter
- Explain next steps

Follow Up/Constant Communication
- Call to check in with New Hire
- Confirm WCFD

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

World Class First Day
- Bring new hire on as a productive and engaged employee

Roles and Responsibilities
(See Handout)

➢Every member of the Company plays a role in TA&R

➢This is NOT just HR's responsibility

➢You will fall into one or more categories on the RASI Chart:
  • Responsible
  • Accountable
  • Supporting
  • Informed

➤**R**esponsible:
  - Those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required.

➤**A**ccountable:
  - Answerable for the completion of the deliverable or task. There can be only one accountable specified for each task or deliverable.

➤**S**upporting:
  - Those who play a supporting role in implementation. Those whose opinions are sought, typically subject-matter experts; and with whom there is two-way communication.

➤**I**nformed:
  - Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is often just one-way communication.

Responsibility Areas

➤ Responsibilities there are typically split into five areas:
- Recruiting
- Hiring
- Onboarding
- Retention
- Program Management

➤ These areas are then spilt into task for the assignment of roles

Communication

➢ If HR does not fully understand the Companies need, they cannot effectively target potential Candidates

➢ Communication between HR and Operations is key to an effective TA&R system

- RASI Chart assigns each task to an individual or job title
  - Only one individual can be held Responsible and Accountable, and it may be the same individual
  - Supporting and Informed may be a group or an individual
- RASI Chart make is easy to identify the communication paths

RASI Chart for Recruiting Example

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

RASI Chart for Hiring Example

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

RASI Chart for Program Management Example

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

RECRUITING	HIRING	ONBOARDING	RETENTION

➤ As we move through the program today, complete the handout for your organization.

➤ In each major element of the TA&R system, rate your organization:

  1. Performing well. Our system is optimally performing and meeting or exceeding our needs and expectations

  2. Needs improvement. Our system is working (sometimes), but does not consistently meet our needs and expectations

  3. Not performing. Our system rarely meets our needs and expectations.

➤ You will turn in this form at the end of the workshop.

Training Provider Focus

Training Providers – Assess Your System

Candidate Screening	Employer Classroom Visits	Employer On Site Visits (Field Trips)	Application/Interview Preparation	Candidate Employment Tracking

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Candidate Screening

➢ Entry level, Program Graduate, 18 years old

➢ Looking/Desire to go into the Workplace from Trade

➢ Diverse, Open Minded

➢ Innovative and Creative

➢ Shares Company Values

➢ "Where are you Fishing" slide

➢ Realistic Job Preview- RJP

➤Profile of a Candidate:

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

Employer Classroom Visits/ On- Site Visits

Employer Classroom Visits

➢ Schedule across disciplines

- Ex. Welding and Electrical Instructor collaborate to invite specific Employer that has demand for both types of trades in same school

- Relationship Building
  - Employer able to see Curriculum and Students in Action
  - Employer Engagement

Employer On- Site Visits

➢ Opportunity to Tour Facility

➢ Observe Company Culture

➢ Relationship Building

- Student/Instructor to Employer
- Value Proposition of Company
- What does success look like in your company? Show it OFF!

➢ Realistic Job Preview

Application/ Interview Preparation

- **Students should learn as much as they can about and from the Employer.**

  - Google the company, employer classroom visits, LinkedIn, Glassdoor

  - Each Employer may have a different application/ interview type
    (Online vs. paper application)
    (Behavior Based interview vs. Virtual interview)

Interview question examples

  1. *Tell me about yourself.*

  2. *Why do you want this job?*

  3. *What do you know about our company?*

➢ Training Provider Master Scorecard '22-'24

- Career and Technical Center
  - Name of Center along with programs offered at CTE
- Capacity
  - How many students in a class?
- Instructor
  - Primary Instructor Name/Contact Info
- # Enrolled Seniors
  - How many will graduate in June?
- # Screened Candidates
  - How many students desire to go in workplace?
- # Accepted Offers
  - How many offers were accepted by students?

Philly Training Provider Master Scorecard '22-'24

EXAMPLE

	CTE	Capacity	Instructor	Email	Phone	# Enrolled Seniors	# Screened Candidates	# Accepted Offers
1	Thaddeus Stevens							
	Welding							
	Machining							
2	Delaware County CC							
	Welding							
	Shipfitter							
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								

Highly Engaged

- High Trust of the program
- Committed to the Student, School and employers
- Consistent levels of high performance
- Innovative
- Intentionally build supportive relationships
- Clear about role outcomes
- Passionate, high energy and enthusiastic

Actively Disengaged

- Low Trust, Isolation
- Physically present but psychology absent
- "What can I take" rather than "What can I give"
- Share unhappiness @work with co workers
- "I'm okay but everyone else is not"
- Not productive but always has excuses
- Low commitment to company

Dysfunctional Behaviors for Key Stakeholders

What does WRONG look like?

- ➢ Failing to return calls/ messages or attend meetings
- ➢ Improperly screening students, inaccurate numbers
- ➢ No involvement in application/interview process
- ➢ Reporting inaccurate information
- ➢ Inactive with coordinating/scheduling classroom visits with Employers and not visiting employers

Top to Bottom, not understanding the Value of the program and being a participant.

What inspired the switch from industry to educating students?

Successful Best Practices- CTE Instructors

➢ "Heartbeat Leaders"

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

Successful Best Practices- CTE Admin.

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

Hampton Roads Training Providers Important Dates

- ➢ Sept. 21- # of Enrolled Seniors by Program
- ➢ Oct. 16- # of Screened Candidates Ready to Enter Workforce
- ➢ Jan. 30 - # of Employer Visits by Program
- ➢ Feb. 9 - # of Applications Submitted by Programs to Companies
- ➢ April 21- Deadline for Instructors, Candidates and Employers they have chosen
- ➢ June 3- SIGNING DAY

Training Providers – Assess Your System

Candidate Screening	Employer Classroom Visits	Employer On Site Visits (Field Trips)	Application/Interview Preparation	Candidate Employment Tracking

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FAIRLEAD BEST PRACTICE MODEL OVERVIEW

August 30, 2022

Process Capability of Current Talent Acquisition & Retention

FAIRLEAD

- **Over the last 3 years, the current on-boarding system produces a 69% 1st Year Retention rate meaning that Fairlead would have to hire at least 215 new teammates in 2022.**

- Fairlead's 2022 Total Hiring Demand is 147 Full Time Employees
  - 72 fulltime employees to Maintain Current Head Count of 301 employees (31% 1st year attrition rate)
  - 75 additional fulltime employees to accomplish growth work → 376 employees

- Based on industry best practices, in order to acquire 215 new teammates, Fairlead's current system would have to:
  - Establish Talent Pipelines to Produce 800+ Candidates
  - Develop System Review 800+ applications
  - Conduct 645 Interviews
  - On-Board 15-20 Teammates Per Month

- Fairlead's current state system cannot support the hiring demand and in order to do so must focus on:
  - Reducing Average Monthly Attrition
  - More Active Recruiting and Talent Pipeline Development to increase application flow
  - Selection Process to include Behavioral-Based Interviews
  - Structured On-Boarding and New Hire Engagement
  - Leader Training
  - Program Management, Data Tracking, and Process Ownership

Demand Driven Talent Acquisition & Retention System

FAIRLEAD

Perfect
1 Recruit = 1 Life Long Engaged and Productive Teammate

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/App — Accept/Screen/Classify Candidates — Orient	Fit Interview/Assess Skills — Close/Make Offer	World Class 1st Day — Common Skills Training	1st Job Work Site Training — 30-60-90 — 1st Year Win – BIG Win
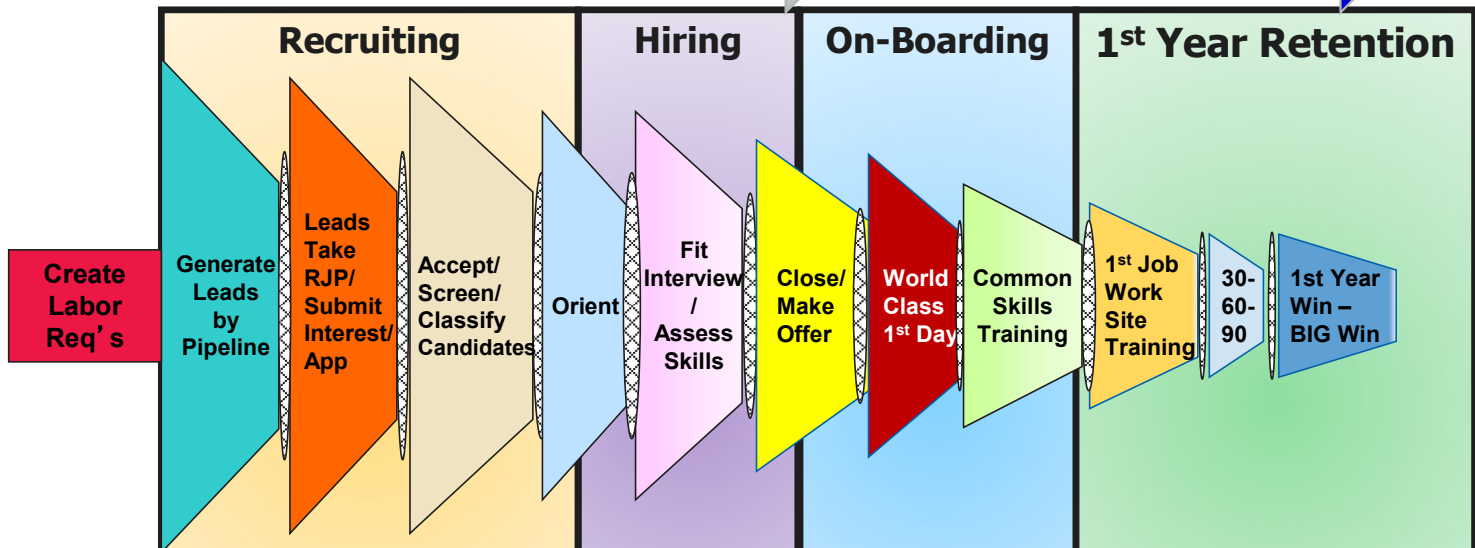
Current State	147	860	645	215	147
Best Practice Model	115	540	405	135	115
Delta	- 32	- 320	- 240	- 80	-32

− **Phase 1 – Recruiting: January – February 2022**

- Customization, Development, and Pilot of RJP and Recruiting Strategy

− **Phase 2 – Hiring: February – March 2022**

- Activate Recruiting Strategy and Pipelines

- Finalization of Recruiting Day and Tools

- Pilot Recruiting Day

− **Phase 4 – Retention: April – May 2022**

- Customization and Pilot of 30-60-90 Reviews, Navigator Check In's, Monthly Program Management and Tracking

− **Phase 5 – Transition – June 2022**

- Make final updates to all documentation and materials based on After Action Review's

- Ensure positive hand off on all documentation, material, SOP's and pipeline relationships to Fairlead identified SPAs (Single Points of Authority)

All phases were completed on-time!

TA&R Process Scorecard
Updated as of 7.31.2022

Class	1:22	1:22	1:22	2:22	3:22	4:22	5:22	6:22	7:22	8:22	9:22	Total	
Months	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		
Demand	9	9	10	11	19	19	14	8	16	10	12	137	
# RJP Views	136	132	105	101	113	97						684	
# Interested	98	114	79	80	79	75						525	23%
# Invited to RD / Interview	20	73	40	30	10	22						195	63%
# Attended RD / Interview	20	65	20	29	4	22						160	18%
# Interviewed	20	63	20	29	4	22						158	1%
# Conditional Offers	8	25	13	11	20	5						82	48%
# of Offers Accepted	8	21	13	11	19	5						77	6%
# Attended Fairlead First Day	8	14	15	11	13	5						66	14%
# Completed Week 1	8	14	15	11	19	5						72	109%
# 30 Days	7	13	14	11	17	2						64	89%
# 60 Days	7	12	14	11	10							54	84%
# 90 Days	7	10	14	10								41	76%
# 180 Days												0	0%

Feb 1 – July 31	2022	2021
Total Hires	72	85
Still Active	59	70
Retention Rate	82%	82%

Fairlead Proprietary Information

- **The Good**
  - **388% improvement in first-year terminations and resignations**
  - We reduced onboardings from 8 per month to 2 per month with no impact to our business
    - We maintain Mondays as onboarding days with no lack of support from Fairlead's leadership team
  - There's a single recruiting and onboarding process across all Fairlead
  - We successfully added a screening step by an HR Administrator 48 hours following the RJP – this has proven to be value-added step and has saved cost
  - Very positive midcourse correction meeting between Fairlead and TMG leadership that created better understanding and alignment to the remaining path ahead → **all dates were achieved**

- **The Bad**
  - We initially conducted the Realistic Job Previews (RJP) for potential candidates
    - The primary reason was that candidates didn't have access to a computer
    - President's message – I don't want recruits who lack the resourcefulness to use a computer at a public library – these are not Fairlead candidates
    - All RJPs are being conducted by the candidates and it's a great initial screening
  - We have overused the "Fast Track" process
    - Kingsbury moved recruiting days from Saturday to Wednesday and saw success
    - Fairlead's initial Wednesday recruiting day is August 17th
  - Unnecessary levels of pushback on the process changes from Fairlead's senior leadership team
    - Typical change management, however, the data is so loud I cannot hear the concerns of the team ☺
    - Unfortunately, this did make the TMG team "earn their money" and caused sideways energy for the TMG team

We've Hit the Ball Out of The Park, But Here's What Could Be Better
Future Actions

- Improved communication and accountability on the use of the recruiting day
  - Pilot Wednesdays vice Saturdays and decide on the best day or alternate
  - Slowing down the recruiting process helps eliminate candidates who are desperate for jobs
  - Fairlead doesn't generally want candidates who are desperate for a job; we want the best candidates who fit our culture and values

- The additional pipelines, including the DOD SkillBridge, ATDM, TCC, etc. have been invaluable to Fairlead
  - Hiring for fit has shown to be much more important than skills and experience

- We publicly honor employees at the 5-, 10-, 15-, 20-, 25-, 30-, and 35-years-of-service mark
  - We have 98% retention once an employee has been with Fairlead for one year
  - We intend to honor the 1-year of service mark at our company picnic and holiday party

Requesting Individual Coaching/Support Process

✓Program Partners attend a required training workshop

• Understand the realities of your specific challenges

• If needed, gauge your Organizations willingness to change

• Request an On-Site Assessment and Value Stream Mapping and Analysis

• Request Customized Workshop

• Leverage our Services to support as needed

• Attend one of the Onboarding and Retention Workshops

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 Support Available:

- Realistic Job Preview
- Recruiting & Offer Day/New Hire Orientation
- Behavioral Based Interview
- World Class First Day
- Common Skills Training
- Leader Training
- 30-60-90 & 1 Year Fit & Skills Assessment
- 5th Metric Scorecard Data Driven Program Management System

Value Stream Mapping and Analysis

- Step 1: Schedule and Conduct 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 VA 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 Senior Leadership Team for Approval of PIP

Path Forward

Date	Event
7/12/2022	Demand Signal Round Table
8/30/2022	TA&R Workshop: Recruiting and Hiring (South Side)
9/13/2022	TA&R Workshop: Recruiting and Hiring (Peninsula)
9/27/2022	**Kick Off Meeting and Matching Program Review**
10/1/2022	Employer Pipeline On-Site Visits
10/25/2022	All Hands Meeting #1
11/16/2022	**Project MFG and Career Day**
11/29/2022	All Hands Meeting #2
12/1/2022	Employer Cut Off Date
12/12/2022	TA&R Workshop: Recruiting and Hiring (TBD)
12/27/2022	All Hands Meeting #3
1/18/2023	TA&R Workshop: Onboarding and Retention (South Side)
1/24/2023	All Hands Meeting #4
1/30/2023	Employer On-Site Recruiting Visits End
2/1/2023	TA&R Workshop: Onboarding and Retention (Peninsula)

Date	Event
2/9/2023	Application Submission Deadlines
2/13/2023	Interviews Start
2/15/2023	**Mid Year Program Review**
2/16/2023	**VA TALENT PIPELINE HRVA Recruiting Day**
2/28/2023	All Hands Meeting #5
3/31/2023	Interviews End
4/12/2023	TA&R Workshop: Onboarding and Retention (TBD)
4/21/2023	Deadline for Contingent Offers
4/25/2023	All Hands Meeting #6
4/25/2023	New Teammate Employer Selection Deadline
5/16/2023	Complete New Hire Onboarding and 1st Year Comms Orientation
6/3/2023	MAST HRVA Signing Day
12/31/2024	1st Year Retention Report Out
1/22/2025	1st Year Recognition Ceremony

* Indicates Major Program Review & Milestones

Upcoming Key Dates

- September 13 – TA&R Workshop #2
  - 8AM-3PM at the Hampton Roads Convention Center, Hampton, VA
- September 23 – Deadline for Partner Slides
  - (See Slides 147-149)
- September 27 – Kick Off and Matching Program Review
  - 9AM-12PM at the Hampton Roads Convention Center, Hampton, VA
- October 25 – All Hands Meeting #1
  - 12PM-1PM – Zoom Meeting
- November 16 – Project MFG and Career Discovery Day

Background:

Hunt Valve is based in Salem, OH and has been supporting the Navy for decades. The facility in Salem has approximately 110 employees and as of September 2021 is now part of Fairbanks Morse Defense which provides a full range of highly technical products to the Navy – including on-site services, engines, valves, motors, davits, etc across North America with about 1500 tot employees.

How we support the Navy:

A full suite of valves and actuators to support the entire fleet from the submarine to surface vessels.

ALIGNMENT TO MISSION

HVC expects to hire 1-4 skilled laborers per year with a focus in machining and welding. HVC is participating to get a broader funnel of candidates as well as hopefully aligning with a CTE that can develop a curriculum around the types of skills that HVC requires [ie. Stellite welding, highly intensive casting setup for machining, etc]

DEMAND

Hires: 4 Laborers
Intended Pipelines: Military, Erie Community College, Employee Referrals

Targeted area of improvement through participating in program:
Talent Acquisition, Hiring, Onboarding, and or Retention

BACKGROUND

- EC3PA is the nations newest Community College, established in 2021.
- MISSION: Erie County Community College of Pennsylvania (EC3PA) exists to develop dynamic and diverse learners to advance their quality of life and Erie County's economic growth through affordable access, innovative education and workforce training.
- LOCATION: Erie County, PA
- STUDENT POPULATION: 300+

CORE MARITIME RELATED PROGRAMS:

- Welding
- CNC Machining
- Industrial Maintenance

*Capability to customize training to meet the need.

ERIE COUNTY
COMMUNITY COLLEGE OF PA

ALIGNMENT TO MISSION

We are preparing students to enter the workforce by providing:

- Affordable education and workforce training programs.
- Access to supportive services to eliminate barriers.
- Partnering with regional manufacturers to create apprenticeships, customized training, and on the job training programs.

We are participating because EC3PA believes that this project will be impactful throughout the western PA region and our engagement could be vital to supporting our local manufacturers workforce needs.

MATCHED COMPANIES

Hunt Valve / Holtec / Elwood Forge

BACKGROUND:

Organized more than 20 years ago, LCS2W promotes a partnership between business and education. Our programs are designed for students to explore careers through interactive experiences with employers. LCS2W manages various career focused and career ready skill activities throughout the school year.

MISSION:

Lawrence County S2W will partner with the community to promote the integration of business and industry including skills and behaviors into the classroom to facilitate the transition of students from school to work.

LOCATION: New Castle, PA - Lawrence County

MEMBERSHIP DETAILS:

- School Districts
- Businesses representing various industries

AREAS OF FOCUS / PRIORITIES

LCS2W's priorities are to introduce and/or strengthen student's knowledge in the areas of careers inclusive of all occupations, career ready work skills, and employers in our community and surrounding communities by focusing on four areas:

- Career Awareness & Preparation
- Career Acquisition
- Career Retention & Advancement
- Entrepreneurship Basics

ALIGNMENT TO MISSION OF MAST

WHY YOU ARE PARTICIPATING:

Students reached through our programs are the next generation workforce. LCS2W recognizes the skills gap and worker demand in the manufacturing sector. By working with manufacturing companies as well as other businesses to learn their need for workers, LCS2W continues to show students the benefits of remaining or returning to local communities for employment as well as the potential for information to reach their parents.

Lawrence County School-To-Work, Inc. will communicate the information from MAST Pittsburgh Flag as provided to focus on the careers in demand and work to help align students with participating employers.

Project MFG & Career Discovery Day

When: November 16, 2022 from 8am-5pm
Where: Hampton Roads Workforce Development Center 600 Butler Farm Rd,
Hampton, VA 23666
www.defenseindustrialworkforcepipeline.com

Working Agenda

- 8:00am-9:00am – Welcome, Opening Remarks & Employer Recruiting Pitches

- 9:00am-11:15 – Morning Welding Competition 9:00am-11:15am – Morning Employer Tours and Job Fair

- 11:30am-12:30pm – Lunch Activities w Guest Speakers & Honorarium Drawings

- 12:45pm-3:00pm – Afternoon Welding Competition 12:45pm-3:00pm – Afternoon Employer Tours and Job Fair

- 3:00pm-4:30pm – Welding Competition Projects Testing and Judging

- 4:30 – Welding Competition Recognition/Awards Ceremony

Update with Lee's info

Project MFG Lead:
Bill Ross
(913) 269-5680
bill@glaccel.org

Career Discovery Day Lead:
Renee McNichol
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NAVSEA
NAVAL SEA SYSTEMS COMMAND

Employers – Assess Your System

RECRUITING	HIRING	ONBOARDING	RETENTION

➢ As we move through the program today, complete the handout for your organization.

➢ In each major element of the TA&R system, rate your organization:

    1. Performing well. Our system is optimally performing and meeting or exceeding our needs and expectations

    2. Needs improvement. Our system is working (sometimes), but does not consistently meet our needs and expectations

    3. Not performing. Our system rarely meets our needs and expectations.

➢ You will turn in this form at the end of the workshop.

Training Providers – Assess Your System

Candidate Screening	Employer Classroom Visits	Employer On Site Visits (Field Trips)	Application/Interview Preparation	Candidate Employment Tracking

➢ As we move through the program today, complete the handout for your organization.

➢ In each major element of the TA&R system, rate your organization:

    1. Performing well. Our system is optimally performing and meeting or exceeding our needs and expectations

    2. Needs improvement. Our system is working (sometimes), but does not consistently meet our needs and expectations

    3. Not performing. Our system rarely meets our needs and expectations.

➢ You will turn in this form at the end of the workshop.

- Company Name

- Who are your Key Stakeholders that need to be involved in your VSM&A?