



# VA Talent Pipeline Project – HRVA Region

## “Talent Acquisition & Retention Workshop”

### (Recruiting and Hiring)

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*13 SEPT 2022*





# Agenda



- Welcome/Introductions/Workshop Outcomes
- Talent Pipeline Program Update
- Why?: Naval Submarine League
- 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, Newport News Shipbuilding, The Apprentice School)
- 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





# Mission



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







## BACKGROUND / MISSION:

The Naval Submarine League (NSL) was founded in 1982 to provide a means for Submarine Force leadership to share their vision and direction with the American people, so they could be aware of the need for a strong undersea arm of the U.S. Navy.

LOCATION: NSL has its headquarters at 405 N. Henry St. Alexandria, VA 22314. NSL has 10 local area chapters within the United States.

MEMBERSHIP DETAILS: Individual members are active duty and civilians. The NSL also has almost 150 corporate members. Membership details are listed on the NSL website.

## AREAS OF FOCUS / PRIORITY:

The NSL has partnered with NAVSEA's Team Submarine and the shipbuilders to send NSL members to educate the 'factory floor' employees of suppliers in the submarine industrial base about the missions of submarines and the importance of quality workmanship. These briefings also provide an opportunity for former submariners to express their appreciation for the products the company produces.

## ALIGNMENT TO MISSION OF MAST

The NSL is participating in this forum to explain and offer this outreach initiative to suppliers in the submarine industrial base.

**Retaining and growing a skilled industrial workforce is a high priority for the future of the U. S. submarine force.**

**Captain Tim Oliver, USN (Ret) is the Naval Submarine League's Executive Director.**

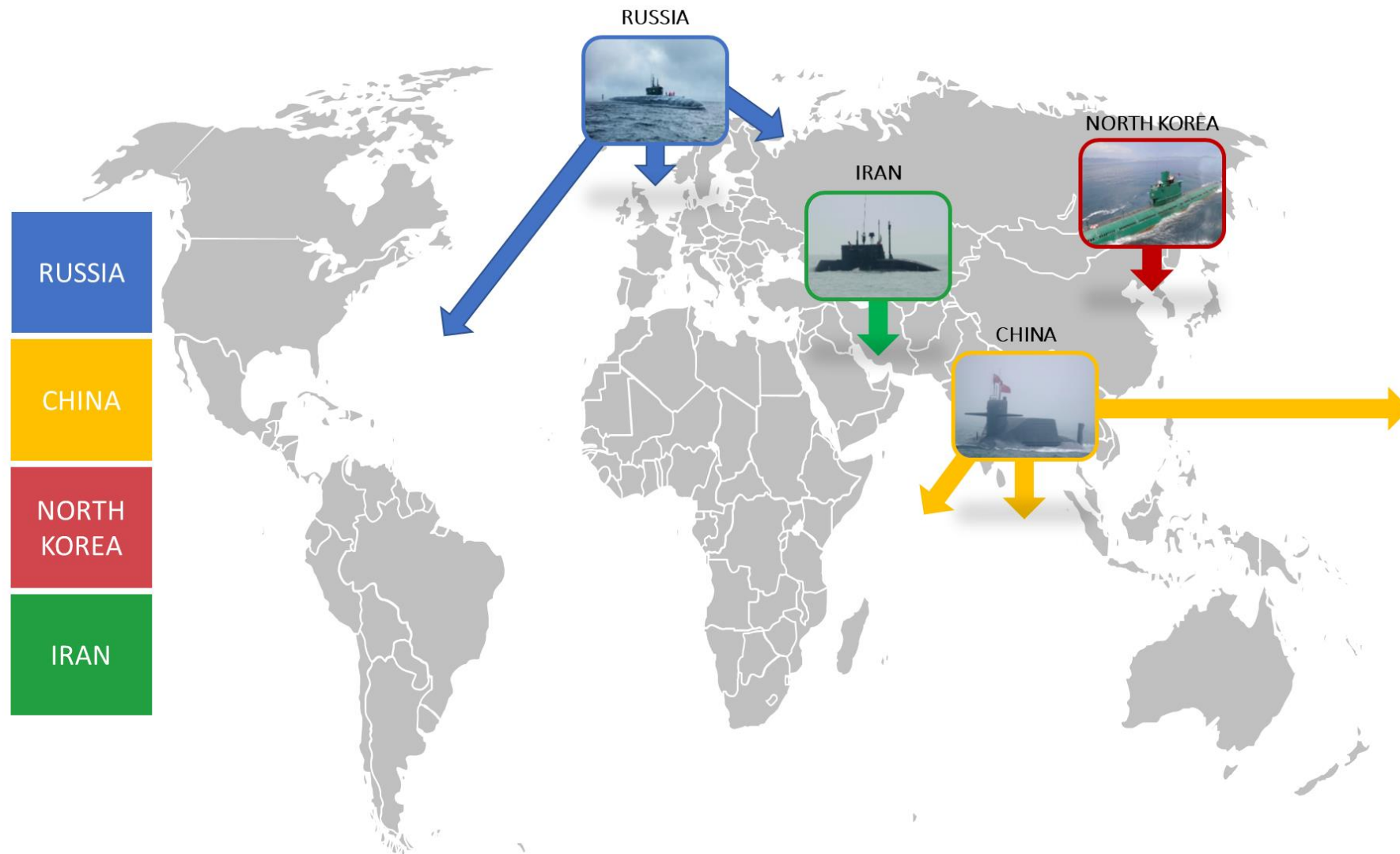
**[execdirector@navalsubleague.org](mailto:execdirector@navalsubleague.org)**

**[www.navalsubleague.org/](http://www.navalsubleague.org/)**





# Global Challenges





# Submarine Force Missions





# Project Size Comparison



	<b>M-1 Battle Tank</b>	<b>Boeing 777 Airliner</b>	<b>VIRGINIA Class (Non-VPM)</b>	<b>COLUMBIA Class</b>
<b>Weight (T)</b>	65	250	7,800	28,000
<b>Length (Ft.)</b>	25	200	377	560
<b># of Systems</b>	25	40	200	200
<b>Crew Size</b>	4	10 (2 pilots)	113	155
<b>Patrol Duration (Hr.)</b>	24	8 - 14	2,000	>2,000
<b># of Parts to Assemble</b>	14,000	100,000	1,000,000	~2,000,000 w/ 500,000 in CMC
<b>Assembly Man Hours / Unit</b>	5,500	50,000	>10,000,000	~20,000,000
<b>Production Time (Months)</b>	7.5	14	72 - 84	70 - 84
<b>Production Rate (Units/Year)</b>	600	72	2	1





# Nuclear Shipbuilding Enterprise through 2035

## Increased Workload to the Industrial Base

FY	23	24	25	26	27	28	29	30	31	32	33	34	35
<b>SSN</b>	2	2	2	2	2	2	2	1	1	2	1	2	1
<b>SSBN</b>		1		1	1	1	1	1	1	1	1	1	1
<b>CVN</b>	CVN 81					CVN 82					CVN 83		

PB23 Long Range Shipbuilding Plan Alt 1



### FORD Class (CVN)

- 1,092ft length overall
- Displacement ~ 100,000 LT
- 50yr service life
- Detail design and construction in progress

**Two-CVN Buy**



### VIRGINIA with VIRGINIA Payload Module (VPM)

### VIRGINIA Class (SSN)

- 48 ship Program of Record; 21 delivered to the Operational Fleet; 17 additional Blk IV / V under contract
- FY22 - Delivered SSN 793 (OREGON) and SSN 794 (MONTANA)
- Length 377ft / with VPM 461ft
- Displacement ~ 7,800 LT / 10,200 LT with VPM
- VPM beginning with Block V (SSN 803) increasing payload capacity

**Maintain 2/YR w/VPM**



### COLUMBIA Class (SSBN)

- Class of 12 SSBN's
- 560ft length
- Displacement ~20,800 LTs
- Detail design and construction readiness efforts in progress
- FY 2021 construction start with 84 months construction span decreasing to 70 months
- Initial Operational Capability (IOC) in FY 2031

**Lead Ship Construction in-progress**



# PEO UWS



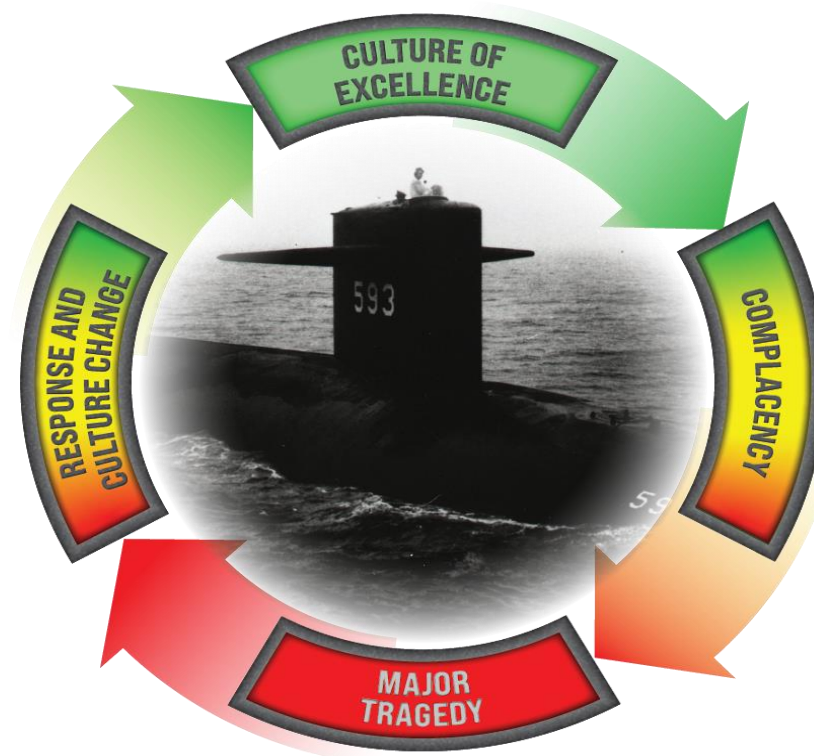
- **Seven major program offices and five cross functional activities supporting the execution of:**
  - Acquisition, innovation, modernization, delivery and sustainment of Submarine Combat Systems and Payloads
  - Integration of undersea sensors and warfare systems into Project Overmatch architecture in support of Distributed Maritime Operations.
- **PEO UWS Supports:**
  - Big Data, AI/ML and Cyber resiliency efforts
  - Payload development, delivery and installation
  - Quality Assurance
  - Training & Readiness
  - Logistics (in-service PSM)
- **SUBSAFE Certification program** for in-service & new construction submarines (SUBSAFE, DSS, FBW)



# Culture of Excellence

## Fight Complacency

**SUBSAFE**  
is not simply a standard ...  
**IT'S A MINDSET**





# PEO SSN



- **Seven major program offices responsible for entire SSN value chain, including:**

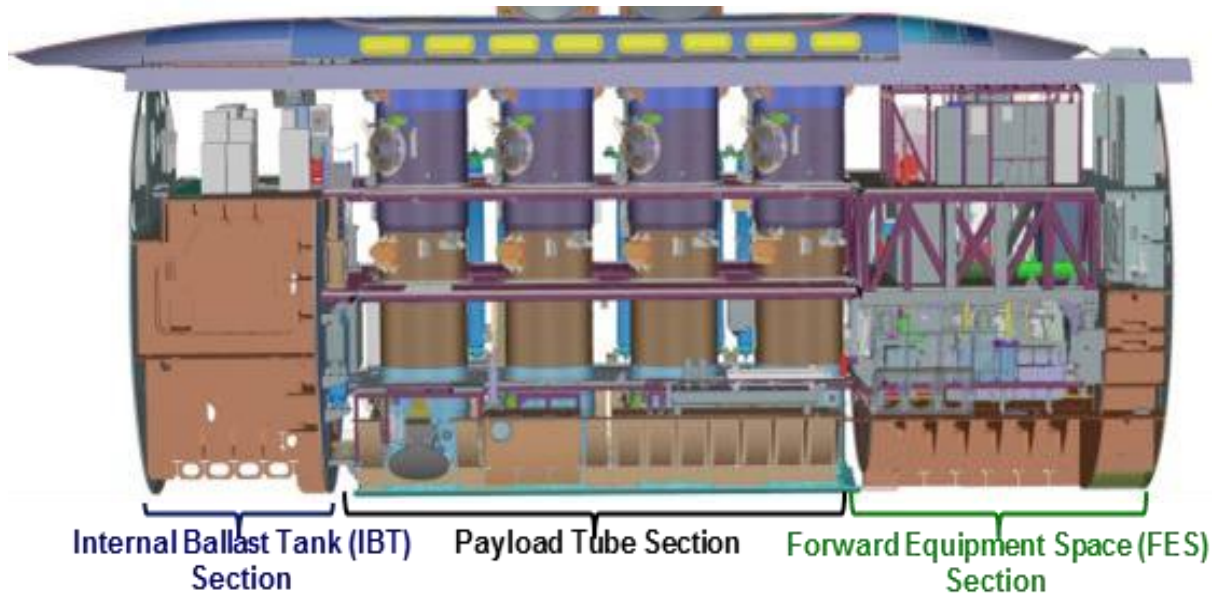
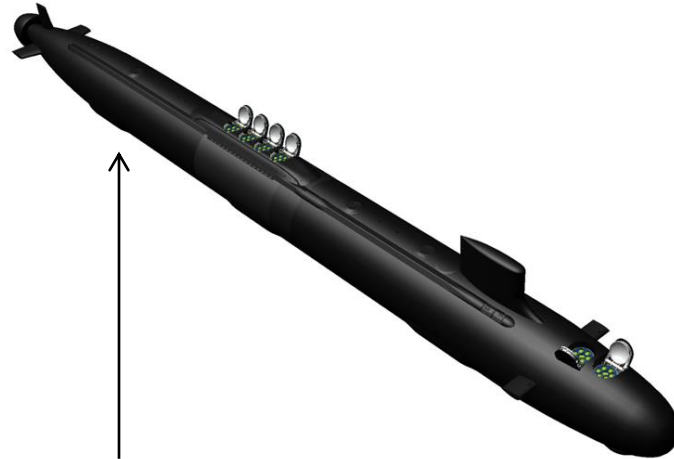
- Attack submarine platform acquisition, development, and sustainment
- Achieving improvements necessary to meet Fleet Commander Attack Submarine (SSN) Operational Availability requirements

- **PEO SSN Supports:**

- Design, construction, maintenance, and sustainment for Fast Attack submarines
- In-service submarine program offices and Submarine Maintenance Engineering, Planning and Procurement (SUBMEPP)
- Development & certification of Submarine escape & rescue assets and SOF Undersea Mobility assets



# VPM: Production Capacity & Warfighting Capability



**USS Montana (SSN 794)**  
Delivered March 12, 2022



**USS Oregon (SSN 793)**  
Delivered February 26, 2022



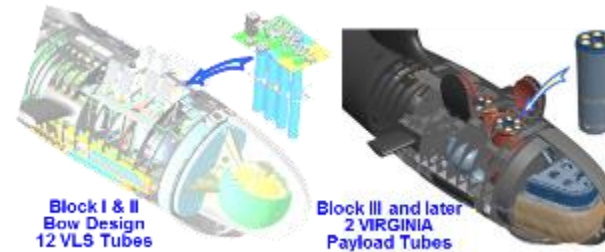
# Virginia Class Submarine (VCS) Block Strategy

**Blocks I & II (FY98–08)**  
Increase in platform capability



10 Ships Delivered

**Block III (FY09–13)**  
Design for Affordability (2 VCS per year)



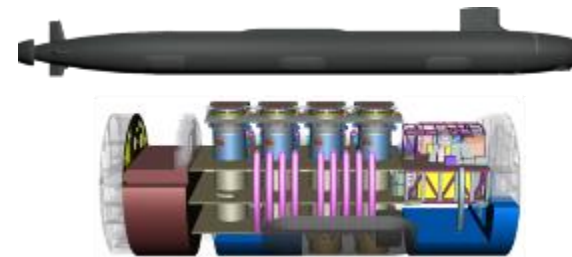
8 Ships Delivered

**Block IV (FY14–18)**  
RTOC enables increased  $A_0$  per hull



10 Ships – 3 Delivered, 7 Under Contract

**Block V (FY19–23)**  
Increases undersea influence effects



10 Under Contract

**Block VI (FY24–28)**  
New ocean interfaces and increased SOF support

**Block VII (FY29–33)**  
Subsea Seabed Warfare



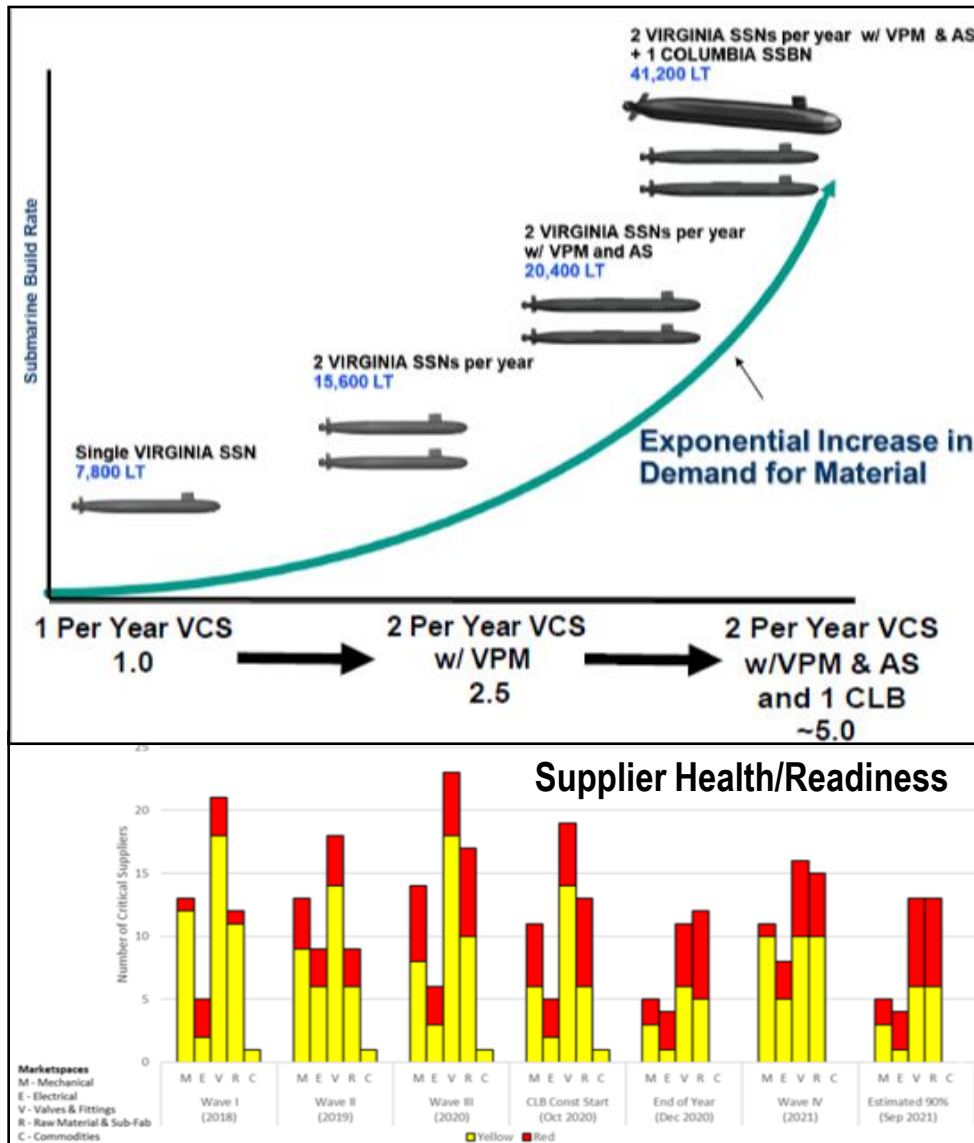
# PEO SSBN



- **Two major program offices supporting the execution of:**
  - Columbia Class construction, Ohio Class sustainment, and strategic deterrence infrastructure.
  - Submarine supply chain capabilities, capacity, and communications are aligned under PEO SSBN's Submarine Industrial Base (SIB) organization.
  - Includes responsibility for all submarine inactivations
- **Submarine industrial base (SIB) capabilities are also aligned under PEO SSBN.**
- Responsible and accountable for sustainment and modernization of in-service strategic submarines
  - executes life cycle support (including maintenance availabilities) for OHIO Class SSBNs and SSGNs.



# PEO Strategic Submarines (SSBN) Why We Must Innovate...



- **Recapitalization of National Strategic Deterrence Mission**

- CLB must deliver in FY27 and be on patrol in FY31
- Shipbuilders and industrial base must execute on time delivery of all 12 platforms in the class
- Submarine Industrial Base must be able to maintain production of VCS and CVN

- **Degradation of domestic defense industrial base**

- Post Cold War: 17,000 → ~5,000 suppliers
- Fragility in key market spaces like castings, fittings, and valves require that we do things differently





# The Goal



## Warfighting Culture and Readiness





# Naval Submarine League



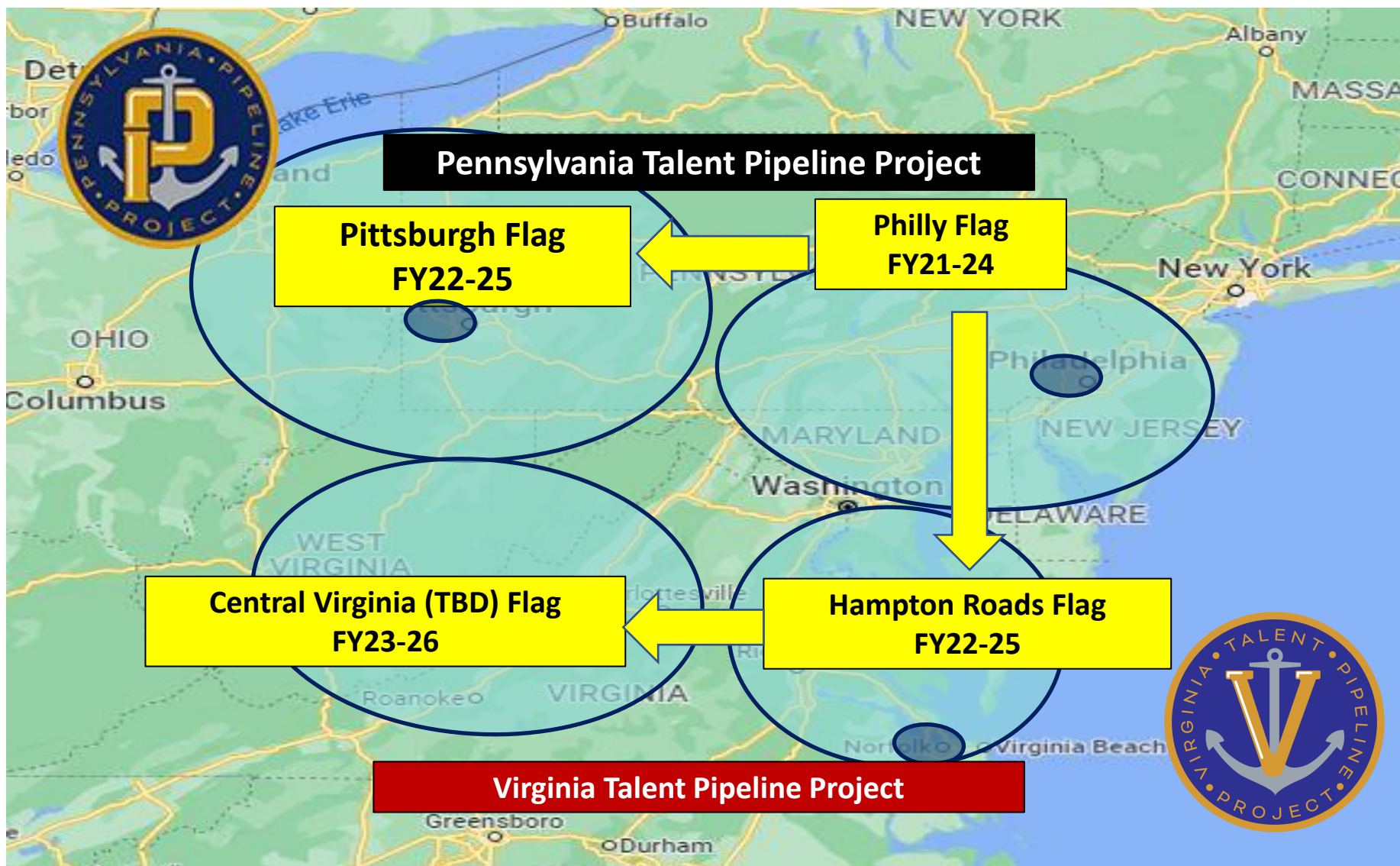
*Promoting the importance of submarines  
to the national defense*

- Corporate/organization members
- Active Duty and retired submariners
- Civilians

***[www.navalsubleague.org](http://www.navalsubleague.org)***



# Talent Pipeline Program Overview





# May 25, 2022 Signing Day



[Philly Signing Day Video May 2022](#)





# 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





# 2022-2023 Master Scorecard



## Talent Pipeline Program Employer Master Scorecard (2022-2024)

(13 Sept 22)

	Employer Target/Actual	# Trained	# Pledged	# Offers	# Accepted	# Started	# 1st Year Anniversary
<b>Current</b>	<b>120/84</b>	<b>60</b>	<b>520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Previous</b>	110/59	0	240	0	0	0	0
<b>Philly Region - Flag 1</b>	50/41	29	172	0	0	0	0
<b>Pittsburgh Region - Flag 2</b>	30/20	15	109	0	0	0	0
<b>HR Virginia Region - Flag 3</b>	40/28	16	239	0	0	0	0

## Talent Pipeline Program Employer Performance Scorecard (2022-2024)

(13 Sept 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
	<b>9/9</b>	<b>25/19</b>	<b>0/0</b>	<b>13/13</b>	<b>29/28</b>	<b>0/0</b>	<b>6/6</b>	<b>5/5</b>	<b>0/0</b>
<b>Philly Region - Flag 1</b>	9/9	10/10	0/0	13/13	3/3	0/0	6/6	0/0	0/0
<b>Pittsburgh Region - Flag 2</b>	0/0	3/3	0/0	0/0	14/14	0/0	0/0	1/1	0/0
<b>HR Virginia Region - Flag 3</b>	0/0	12/6	0/0	0/0	12/11	0/0	0/0	4/4	0/0





# Training Partner (Supply) Master Scorecard



## MAST Pipeline Program CTE Master Scorecard (2022-2024) (13 Sept 22)

	CTEs	# Trained	Capacity	# Enrolled	# Screened	# Offers	# Accepted
Current	72	10	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	11	3	185	0	0	0	0

## MAST Pipeline Program CTE Performance Scorecard (2022-2024) (13 Sept 22)

	Performing	Improving	Deferred
Current	11	63	0
Previous	11	42	0
Philly Region - Flag 1	11	36	0
Pittsburgh Region - Flag 2	0	16	0
HR Virginia Region - Flag 3	0	11	0





# 2021-2023 Pilot Retention Data



Total Employers at 12/1/22	35	<b><u>Employer Performance:</u></b>	
Deferred	4	100% Retention	18
Withdrew	1	Lost 1	<u>4</u>
Without Accepted Offers	2		22/28
With Accepted Offers	28		
		Departed in 1 <sup>st</sup> 30 days	37/47
# Accepted Offers	224	<b><u>Pipeline Performance:</u></b>	
# Started	218	CTE/Employee Referral	86%
# Retained	171	100% Retention	16
# Departed	47	Lost 1	<u>6</u>
Retention Rate	<b>78%</b>		22/27

as of 9/9/22







# 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.





# 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

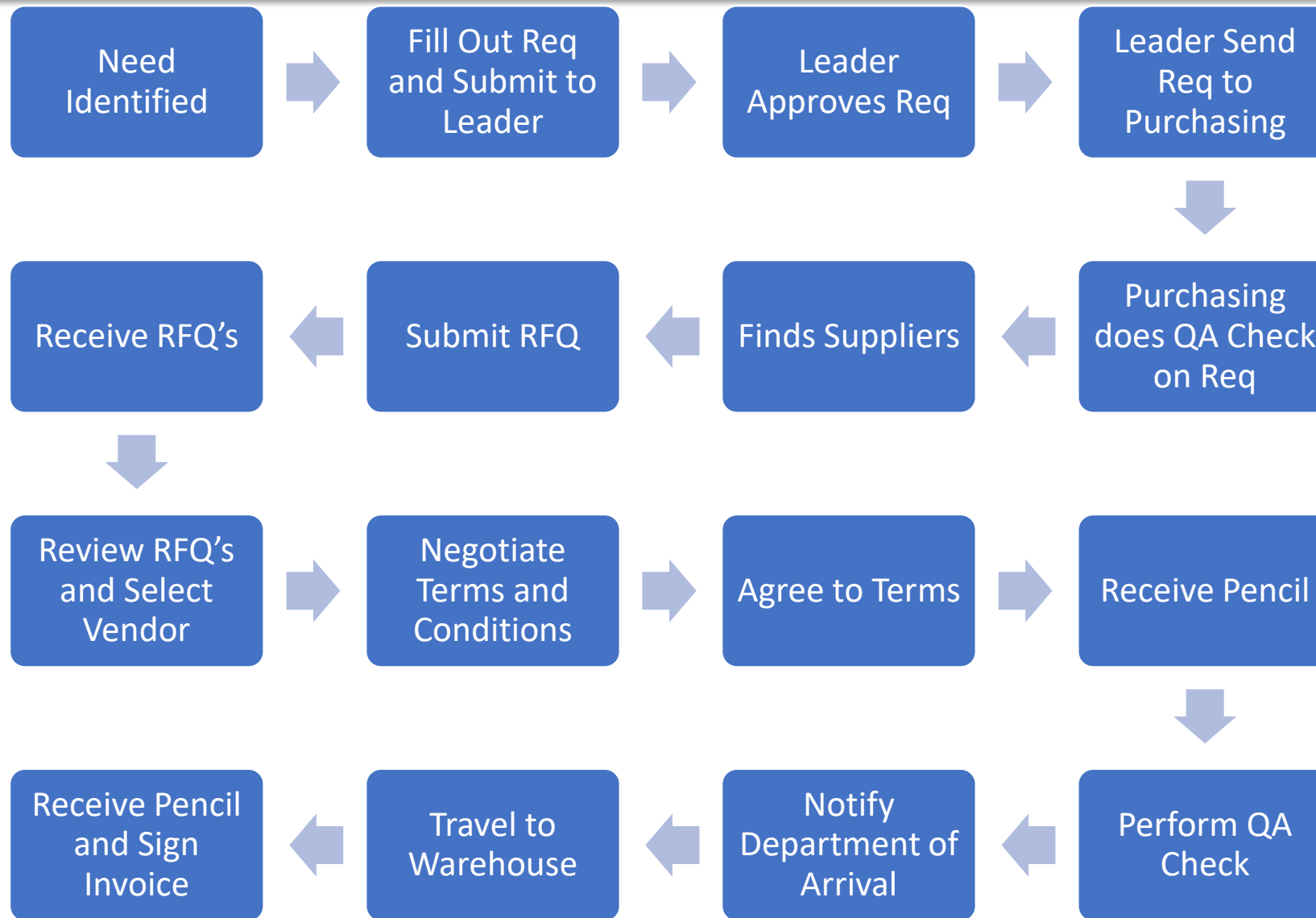
### High Performers: Sales Model

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





# I need a pencil







# The Definition of Insanity





# Why is Talent Acquisition so Hard?

**People are not Pencils**

**Our Systems Perform Exactly How They Are Designed**

**Failure to Recognize all Key Stake Holders**





# Business Is A Team Sport



- 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  
Recruit Top  
Talent

Hire  
Pick the  
Stars

Onboard  
Affirm the  
Decision

Engage  
Build Strength  
& Purpose

Perform  
Drive  
Expectations

Develop  
Coach Career  
Growth

Depart  
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



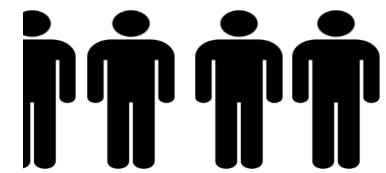
Ineligible due to medical condition, criminal history or dependency (too many or single parent)

**- 41.6% =**



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

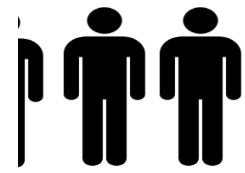
**- 20.2% =**



Overweight and/or Exceed Body Fat Standards

**- 14.8% =**

**Qualified**  
**23.4%**  
**(7.7 Million)**



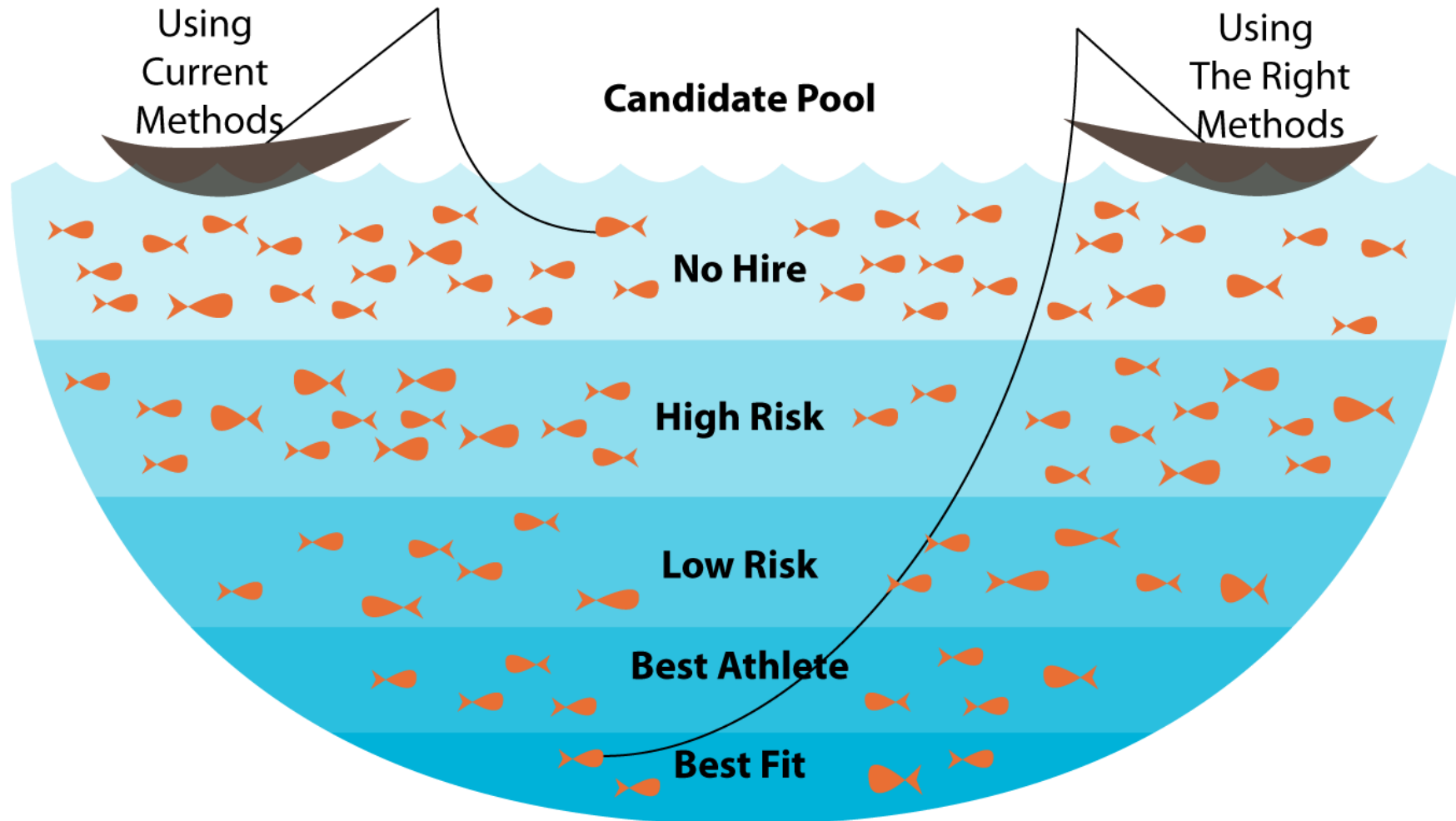
0.4% of the population is less qualified in 2012 (mainly to overweight) compared to 2011

- 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.





# Where Are You Fishing?





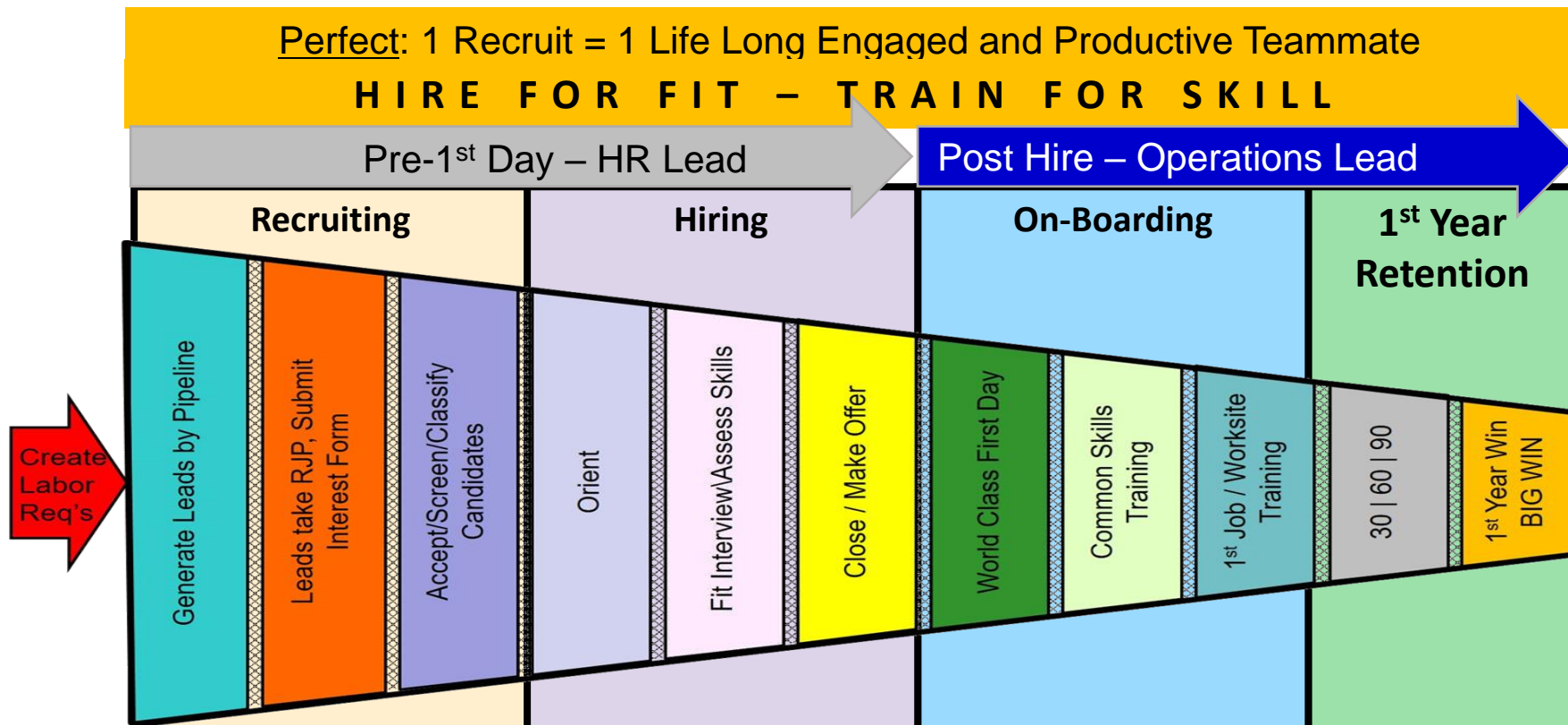


# DEMAND DRIVEN

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

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

**HIRE FOR FIT – TRAIN FOR SKILL**



### 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





# Rate Your System



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





# Cambridge Engineering Chesterfield, MO



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



**Introductions**



# Introductions

## Hampton Roads Program Support Team







**Break**





# What Does Right Look Like?



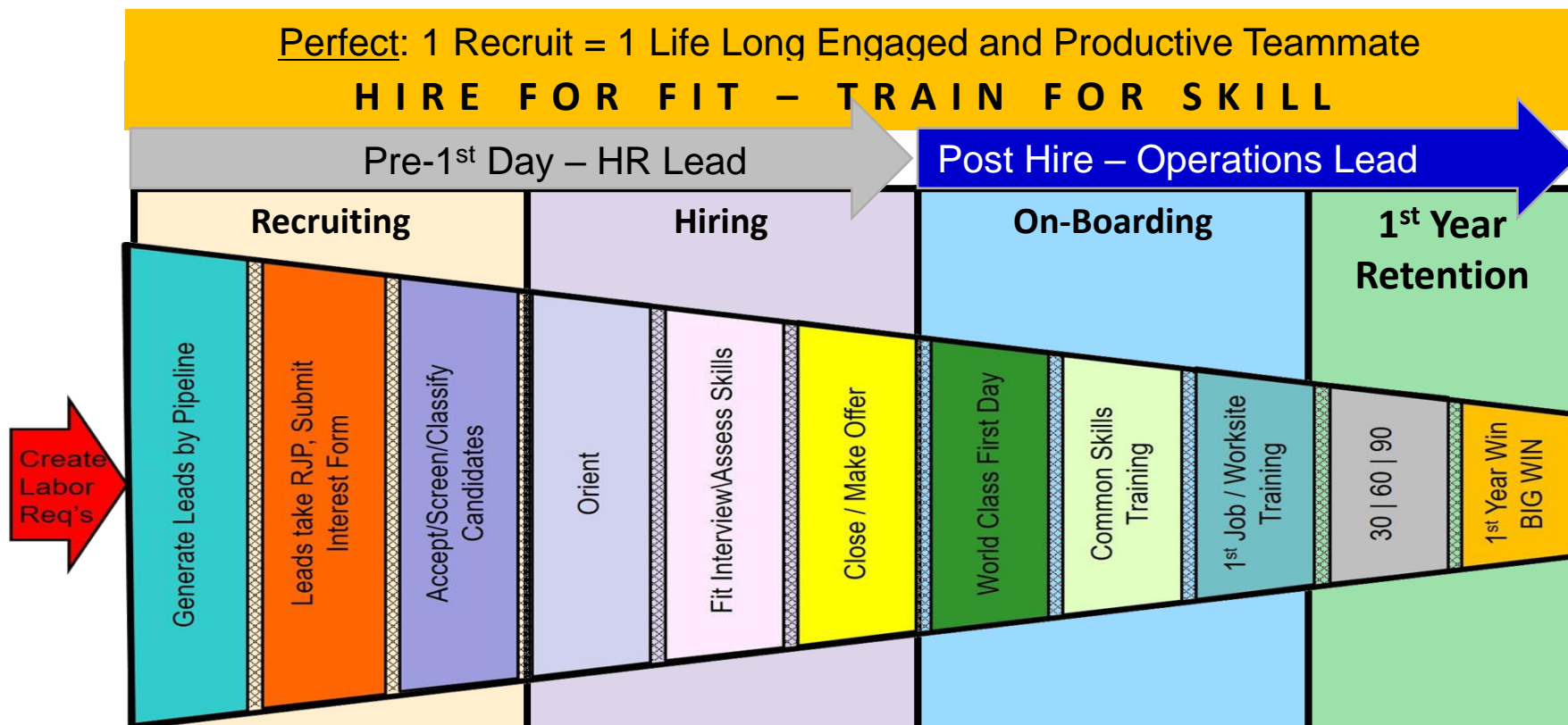


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# DEMAND DRIVEN Talent Acquisition & Retention (TA&R) System



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

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1<sup>st</sup> Day – HR Lead

Post Hire – Operations Lead

Recruiting

Hiring

On-Boarding

1<sup>st</sup> Year Retention

Generate Leads by Pipeline

Leads take RJP, Submit Interest Form

Accept/Screen/Classify Candidates

Orient

Fit Interview/Assess Skills

Close / Make Offer

World Class First Day

Common Skills Training

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

30 | 60 | 90

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

HIRING DEMAND  
132

Create Labor Req's

	1 <sup>st</sup> YR Retention Rate	Attrition #	Recruiting	Hiring	On-Boarding	1 <sup>st</sup> 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

Pre-1<sup>st</sup> Day – HR Lead

Post Hire – Operations Lead

Recruiting

Hiring

On-Boarding

1<sup>st</sup> Year  
Retention

Generate Leads by Pipeline

Leads take RJP, Submit  
Interest Form

Accept/Screen/Classify  
Candidates

Orient

Fit Interview/Assess Skills

Close / Make Offer

World Class First Day

Common Skills  
Training

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

30 | 60 | 90

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

HIRING DEMAND  
##

Create  
Labor  
Req's

## Pipelines

1. CTE Programs (HS & CC)
2. Employee Referral Program
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6. Common Skills Training
7. Leader Training
8. 30-60-90 day & 1 Year Fit/Skills Assessment
9. 5th Metric "People" Scorecard Data Driven Program Management System





# Generating the Need to Hire...



## What generates the need to hire?

What are our options?

Who are the key stakeholder?

What do hiring managers want?

What is the desired end state?





# Generating the Need?



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





# Generating the Need to Hire...



What generates the need to hire?

**What are our options?**

Who are the key stakeholder?

What do hiring managers want?

What is the desired end state?







# What are our Options?



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





# Generating the Need to Hire...



What generates the need to hire?

What are our options?

**Who are the key stakeholder?**

What do hiring managers want?

What is the desired end state?





# Who are the Key Stakeholders?



## Customer

- 1st Line Supervisors

## Facilitator(s)

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

## New Teammates

- Employee

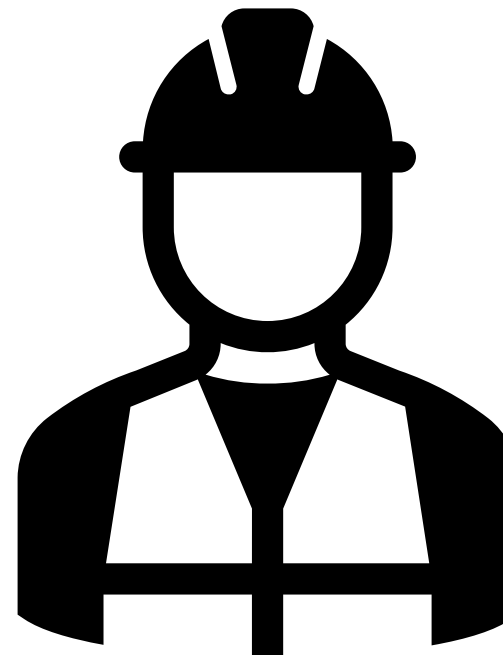




# Generating the Need to Hire...



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





# What do Hiring Managers Want?



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





# Generating the Need to Hire...



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





# Common Vision of the End State



Engaged Teammate at 1st Year Anniversary



Increases Workforce Productivity



Increases Business Performance





# 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 and Branding Your Company





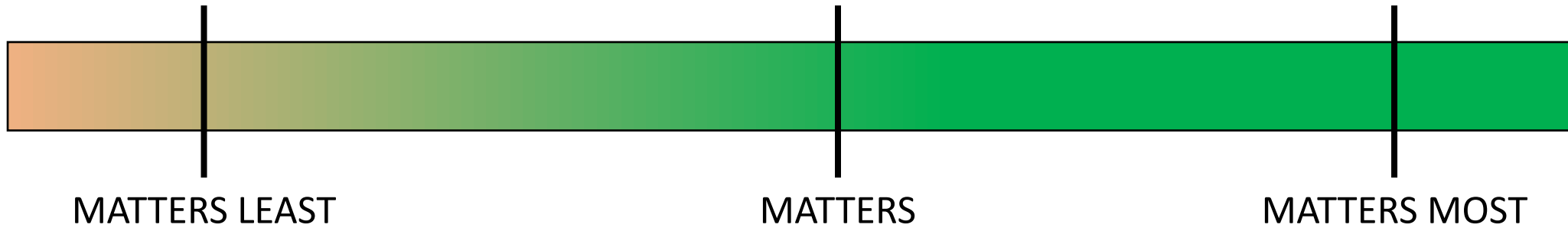
# Where to Start?



WHY ARE YOUR BEST PEOPLE LEAVING?

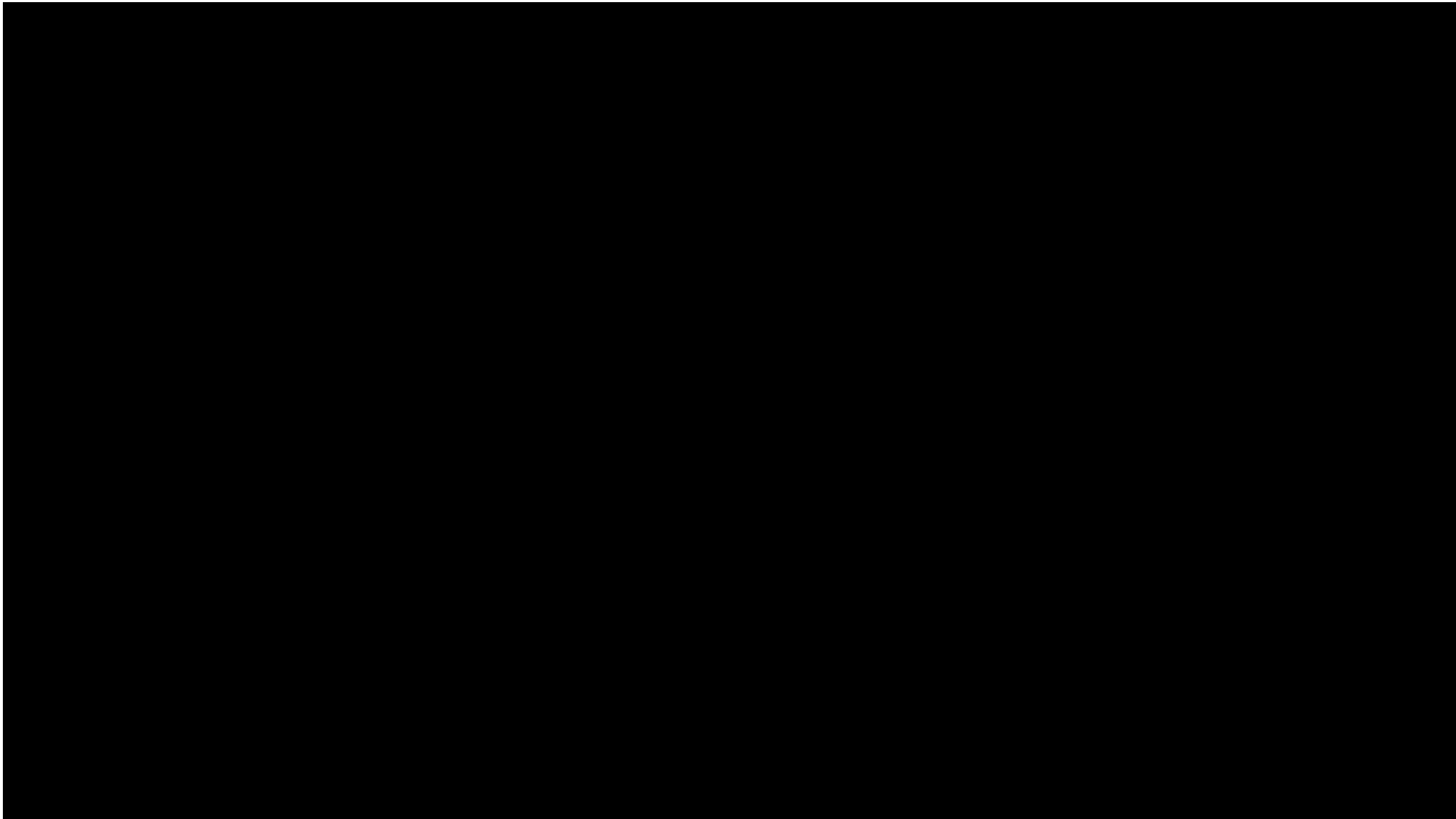
WHY DID YOUR BEST PEOPLE START LOOKING?

WHY ARE YOUR BEST PEOPLE STAYING?





# Start with Why





# Why Duke?



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?





# Two Types of Recruiting



## ➤ 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





# Branding and Marketing Your Organization



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





# Definitions

Recruitment Advertising	Post and Pray. - 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.**

<b>OUTBOUND MARKETING</b>	<b>INBOUND MARKETING</b>
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 Examples



## Recruitment Advertising

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

## Recruitment Marketing

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



# Recruiting vs. Marketing

## Recruiting



*Attracts talent to jobs.*

## Marketing



*Attracts talent to YOU.*



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



**Barry-Wehmiller**

@barrywehmiller · Industrial Company

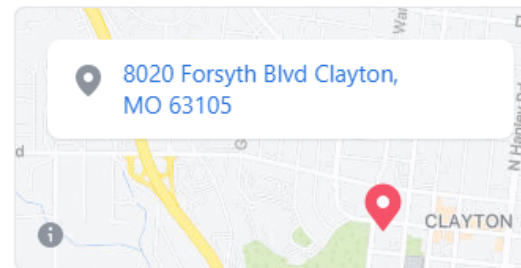
Contact Us

trulyhumanleadership.com

Home About Photos Reviews More

## About

See all



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



Barry-Wehmiller

June 23 at 10:03 AM · 🌐

What does "Joy" have to do with software and how did Rich Sheridan and Menlo Innovations decide that it was the core of their business?

Listen to the clip below and then check out the full #podcast interview here: <https://www.barrywehmiller.com/.../everybody-matters...>

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





# Example: Barry-Wehmiller



**barrywehmiller**  
BUILDING A BETTER WORLD

OUR STORY OUR BUSINESS OUR OUTREACH OUR BLOG [JOIN OUR TEAM!](#) LANGUAGE

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

Jaudith  
Akron (OH), US





# Google Your Business



COMPANY NAME



76,545 PEOPLE FOUND YOU ON GOOGLE

185

asked for directions



-9.3% FROM AUGUST 2021

159

visited your website



16% FROM AUGUST 2021

27

called you



35% FROM AUGUST 2021



Stand out to customers with a post about your business.

CREATE A POST



## WHAT CUSTOMERS ARE SAYING ABOUT YOU

Congrats, COMPANY NAME has a 4.4 star rating on Google

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





# Example: Barry-Wehmiller



## Barry-Wehmiller International

3.6 ★★★★★ 91 reviews

Follow

Write a review

Snapshot

Why Join Us

91 Reviews

168 Salaries

560 Jobs

20 Q&A

Interviews

Photos

Barry-Wehmiller International Careers and Employment

## About the company

Founded

1885

Company size

201 to 500

Revenue

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

Industry

Machinery Manufacturing

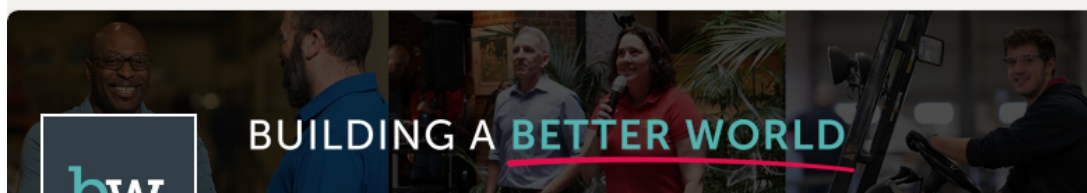
Headquarters

Atlanta, St. Louis, India





# Example: Barry-Wehmiller



## Barry-Wehmiller

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

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

+ Follow

Visit website

More

Home About Posts Jobs People Videos

### About

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

See all details

### Page posts



Join our team.  
barrywehmiller.com · 2 min read

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



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

See jobs

### Affiliated pages



Barry-Wehmiller Design Group  
Industrial Automation  
Subsidiary

+ Follow



Truly Human Leadership  
Management Consulting  
Showcase page

+ Follow



Paper Converting Machine Company  
Machinery  
Subsidiary

+ Follow

See all affiliated pages







# Example: Barry-Wehmiller



Barry-Wehmiller

3.31K subscribers

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What happens when you blend great business strategy with profound

Barry-Wehmiller: Building a Better World

4,768 views · 1 year ago

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

Truly Human Leadership



PLAY ALL





# Online Reviews



3.0

## Nothing

★★★★☆

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



### Indeed Featured review

The most useful review selected by Indeed

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

Was this review helpful?

Yes

No

Report Share

3.0

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

★★★★☆

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

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

### ✓ Pros

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

### ✗ Cons

Pay, benefits, management.

Was this review helpful?

Do you respond?

How do you respond?

What will you do with the information?

Do you ask staff to provide reviews?

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





# What Are You Selling?



## JOB

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

## CAREER

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





# Steps To Build A Recruitment Marketing Program



1. Start with Why? Define “Why” someone would want to be on your team.
2. Establish team, define roles and set goals
3. Identify target candidates
4. Define employee value proposition- ask incumbents
5. Identify all communication channels
6. Create your inbound content
7. Make content mobile friendly and easily accessible
8. 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





# Working Lunch

ATDM, Hampton Roads Workforce Council,  
Newport News Shipbuilding, The Apprentice School



# ATDM

POWERING AMERICA'S WORKFORCE





# What is ATDM?

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

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

**Targets Adult/Mature Learners**

**Produces Graduates With National Certifications**

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





# CNC Machining



## Course Content:

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

## Qualifications/Certifications

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

# Quality Control Inspection (Metrology)



## Course Content:

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

## Qualifications/Certifications

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

# Welding

## Welding



### Course Content:

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

### Qualifications/Certifications

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

# Additive Manufacturing

## Additive Manufacturing



### Course Content

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

### Qualifications/Certifications

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

# How to Participate

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



# Cohort Information/Scale-Up

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

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



# ATDM Application Information

## Requirements:

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

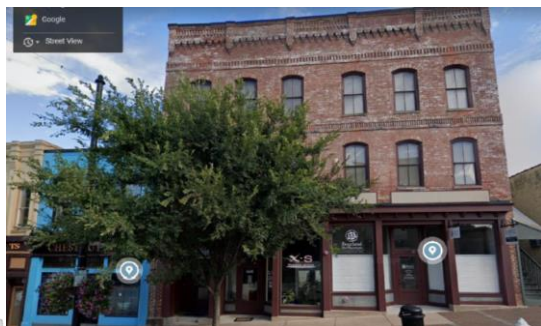
## Other Information:

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

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



# Housing – Downtown River District



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



# Contact Information



**Karen Hardy**  
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Industry Engagement & Outreach  
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karen.hardy@ialr.org



**Joyce Culley**  
Assistant Director  
Recruitment & Student Support Services  
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joyce.culley@ialr.org



**James Hubbard**  
Assistant Director  
Training & Technology  
434-766-6695  
james.hubbard@ialr.org





# Questions?



# HAMPTONROADS WORKFORCECOUNCIL

ONE REGION. ONE WORKFORCE. ONE ECONOMY.

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**  
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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.

# HAMPTONROADS WORKFORCECOUNCIL

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## 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

## Services Provided to Employers

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

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[dbailey@theworkforcecouncil.org](mailto:dbailey@theworkforcecouncil.org)  
757-266-6546

Ayanna Osouna  
[aosouna@theworkforcecouncil.org](mailto:aosouna@theworkforcecouncil.org)  
757-629-4697

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**WORKFORCECOUNCIL**  
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### 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](http://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](http://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  
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**WORKFORCECOUNCIL**  
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**OUR TEAM CAN CONNECT YOU WITH OPPORTUNITIES  
IN THE FOLLOWING INDUSTRIES AND MORE:**

MARITIME \* CYBER/IT \* ADVANCED MANUFACTURING  
HEALTHCARE/BIO TECHNOLOGY \* LOGISTICS AND WAREHOUSING \* THE PORT  
HOSPITALITY & LEISURE \* FEDERAL AND DOD CONTRACTORS

FOR MORE INFORMATION, PLEASE CONTACT SULTAN CAMP AT  
[SCAMP@THEWORKFORCECOUNCIL.ORG](mailto:SCAMP@THEWORKFORCECOUNCIL.ORG).

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SUITE 220  
NORFOLK, VA 23502  
757.807.0423



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

[WWW.HRVETSWORK.ORG](http://WWW.HRVETSWORK.ORG)

# HAMPTONROADS WORKFORCECOUNCIL

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NextGen  
PATHWAYS



The flyer features a circular graphic with the text 'HAMPTONROADS WORKFORCECOUNCIL' at the top and 'NextGen PATHWAYS' in the center. Below this is an orange arrow pointing right with the text 'NextGen Regional Internship Program'. A collage of photos shows various interns in different work settings. At the bottom, there is a section for 'PAID SUMMER INTERNSHIP' with details about the program, a 'LIMITED SPOTS AVAILABLE' badge, and a call to action 'APPLY TODAY!'.

HAMPTONROADS  
WORKFORCECOUNCIL

NextGen  
PATHWAYS

NextGen Regional Internship Program

**PAID SUMMER INTERNSHIP**  
Internship Sites in Portsmouth, Norfolk and Chesapeake

- Open to ages 16-21 – must live in Portsmouth, Norfolk or Chesapeake
- Requires 30 hours of training prior to internship from May to June
- Applications are accepted on a rolling basis

**APPLICATION  
REQUIRED**

**LIMITED SPOTS  
AVAILABLE**

**APPLY TODAY!**

Please visit the website for additional eligibility criteria.

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](mailto:cbrooks@theworkforcecouncil.org)  
757-373-8732

# HAMPTONROADS WORKFORCECOUNCIL

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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](https://www.campus757.com) today!

# ENGAGEMENT OPPORTUNITIES

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- ✓ Host an intern (or two!)
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Let us do the  
heavy lifting  
while you watch  
your workforce  
grow!



# HAMPTONROADS WORKFORCECOUNCIL

ONE REGION. ONE WORKFORCE. ONE ECONOMY.

## OUR TEAM



Jaedda Hall, Director

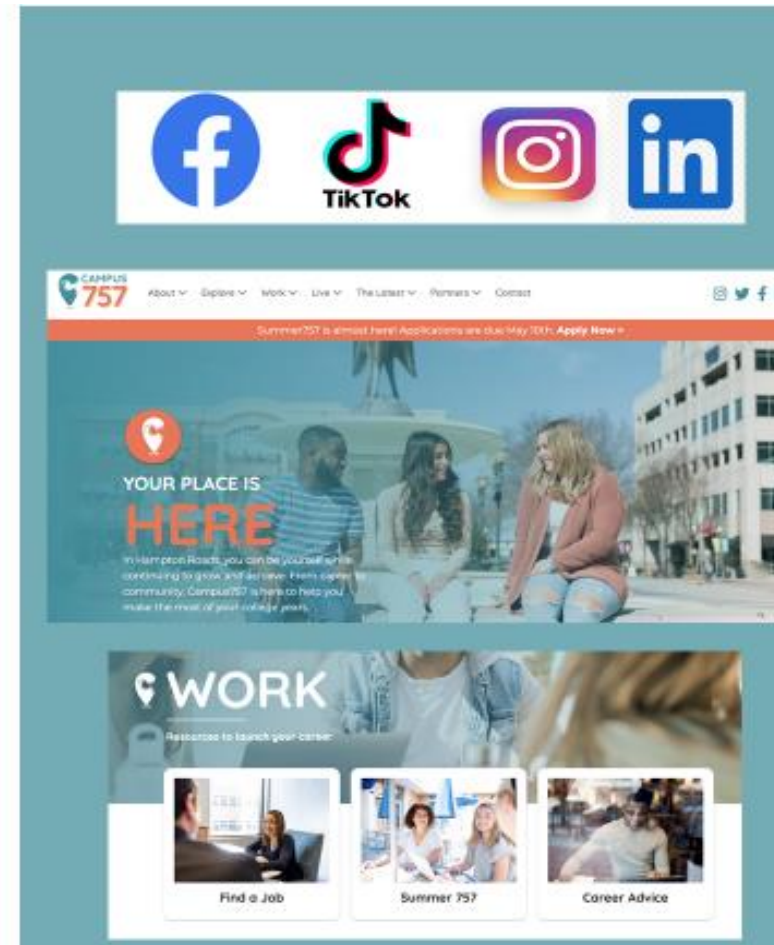
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# HAMPTONROADS WORKFORCECOUNCIL

- 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



Regional Education &  
Training Providers



Job-Seekers,  
Local & Otherwise

# Talent Pipeline Management (TPM)

HAMPTONROADS  
**WORKFORCECOUNCIL**  
ONE REGION. ONE WORKFORCE. ONE ECONOMY.



## **STRATEGY 1: ORGANIZE EMPLOYER COLLABORATIVES**

Create a collaborative that organizes employers to identify the most promising opportunities for engagement around similar workforce needs.



## **STRATEGY 2: ENGAGE IN DEMAND PLANNING**

Develop projections for job openings to determine with accuracy the type of talent and how much of it employers need.



## **STRATEGY 3: COMMUNICATE COMPETENCY & CREDENTIAL REQUIREMENTS**

Create a shared language to better communicate competency, credentialing, and other hiring requirements of critical jobs in ways that allow employers to signal similarities and differences.



## **STRATEGY 4: ANALYZE TALENT FLOWS**

Identify where employers historically source their most qualified talent and analyze the capacity of those sources—as well as untapped talent sources—to meet projected demand.



## **STRATEGY 5: BUILD TALENT SUPPLY CHAINS**

Build and manage the performance of talent supply chains to create a positive return on investment for all partners.



## **STRATEGY 6: CONTINUOUS IMPROVEMENT**

Use data from your talent supply chain to identify the most promising improvement opportunities to generate a better return on investment in the future.



## Regional Talent Pipeline Development Team

**Amanda Slosson**

Director of Strategic Development



**Anjy Dabiri**

Business Intelligence Manager



**Jackie Rondeau**

Employer Engagement Manager

[Jrondeau@theworkforcecouncil.org](mailto:Jrondeau@theworkforcecouncil.org)



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



# Thank You!

Ayanna Osouna  
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# Facilitator Presentation

Newport News Shipbuilding

Bill Docalovich





# Hampton Roads Maritime Workforce



- Complex Naval Ships require a Strong and Skilled Workforce:
  - Shipbuilding Primes And Repair Shipyards
  - Suppliers/Contractors
- Critical Regional Workforce Goals:
  - The ability to obtain external Funding to apply to Workforce needs
  - A Hampton Roads population that understands the importance of Maritime work
  - Relevant and Effective Pre-Hire Training: CTE, Community Colleges, Universities
- A Strong Workforce is Dependent on Effective Regional Partners





# New Horizons and Newport News Shipbuilding



## New Horizons Graduate Hiring and Retention Results

Cohorts	Pre-Hire OnBoarding Metrics					Post-Hire Retention		
	# Interested Candidates	# Applied	# Interviews	# Offers Made	# Accepted Offers	# Started	# 1 <sup>st</sup> Year	Retention %
2017-2019	88	35	32	16	16	13	12	92.3%
2018-2020	114	55	38	31	28	23	21	91.3%
2019-2021	160	96	76	72	53	28	24	85.7%
2020-2022	129	36	29	29	28	26	25	96.1%
2021-2023	60	51	49	44	33	TBD	TBD	TBD
<b>Total</b>	<b>551</b>	<b>273</b>	<b>224</b>	<b>192</b>	<b>158</b>	<b>90</b>	<b>82</b>	<b>91.1%</b>





# Apprenticeships and DEIA Programs

Newport News Apprentice School

Mark Tomlin



# *Shared Info of Existing and Potential RA's*

What is the current status of existing RA's?

How can we work together  
to help close equity gaps  
within existing and potential  
RA's?



Registered Apprenticeship  
Technical Assistance  
Center of Excellence for  
Diversity & Inclusion  
Partner Meeting

# *Review of JFF Employer Pledge*

To fulfill the pledge, your company can take the below actions to achieve the goals of promoting opportunity for all, eliminating barriers to entry into apprenticeship, and providing meaningful opportunities to succeed for people underrepresented in apprenticeship:

- **Revise Recruitment and Talent Attraction Strategies**

- Conduct purposeful and intentional outreach to underrepresented groups in apprenticeship, such as to local workforce boards, community colleges, community-based organizations (CBOs), and minority-serving colleges and universities



Registered Apprenticeship  
Technical Assistance  
Center of Excellence for  
Diversity & Inclusion  
Partner Meeting

# *Review of* JFF Employer Pledge

- **Promote Fair and Equitable Hiring Practices**

- Engage human resources staff and hiring managers on implementing contemporary DEIA practices and make fair decisions regarding applicants without regard to gender, race, ethnicity, ability, sexual orientation, or background
- Review and revise human resources policies and practices to remove barriers for apprentices
- Reach out to local workforce agencies, community-based organizations, colleges, and others in your community to attract and recruit a wider range of talent
- Lead, join, or host apprenticeship opportunity events within your company or community
- Share promising practices and success stories with other employers



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Diversity & Inclusion  
Partner Meeting



# *Review of JFF Employer Pledge*

- **Take Action in Your Local Community**

- Start a Registered Apprenticeship program reflecting the demographics of your community
- Provide apprentices, especially those from traditionally underrepresented groups, with access to continued learning, development, and advancement opportunities that support career development and provide for more equitable outcomes for all
- Conduct outreach to and support apprenticeships within local K-12 school districts, community-based organizations, community colleges, workforce boards, minority-serving institutions, and Historically Black Colleges and Universities



Registered Apprenticeship  
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Partner Meeting

# *Questions - Discussion*



Registered Apprenticeship  
Technical Assistance  
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Diversity & Inclusion  
Partner Meeting



# Tools Outline



- 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





# RJP Examples



## Talent Pipeline Program

### Fairlead Example

### Kingsbury Example





# Applicant Tracking



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







# 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 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!

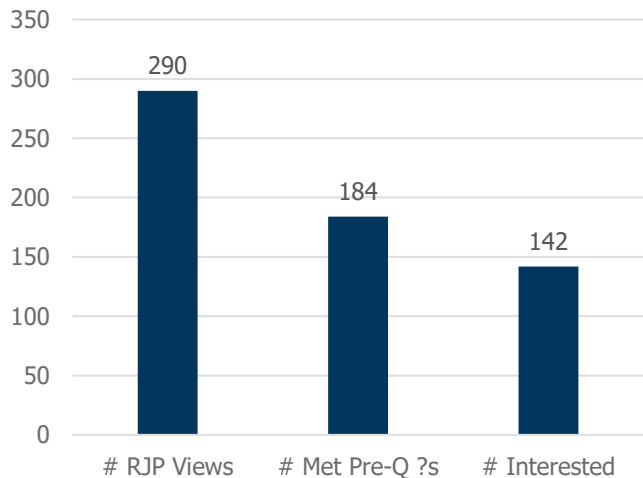




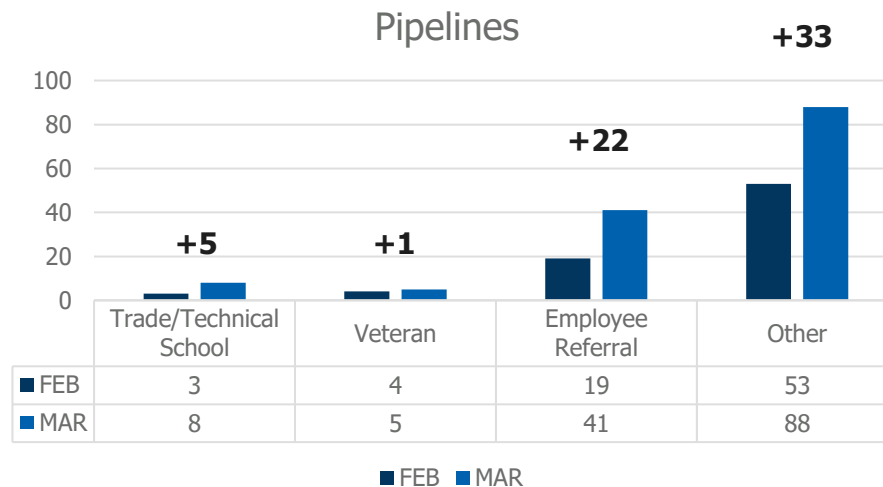
# Example Monthly Recruiting Dash Board



RJP Results

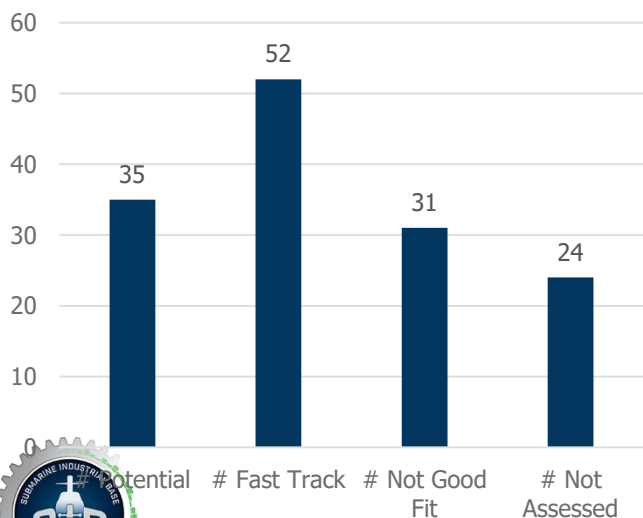


Pipelines



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

Phone Screen Results



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





# Building Talent Pipelines (Relationships)





# Potential Pipelines



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





# Training Providers



## 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





# Training Providers



## 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





# 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
  - Most Productive Pipeline

## 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







# 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





## 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





# Recovered/Returned & Retired



## Recovered/Returned

- 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

## Retired

- Pool Size:
  - Unknown
- Cycle Time:
  - 1 – 4 Weeks
- Pool Type(s):
  - Experienced
- Keys to Success:
  - Active Recruiting Strategy
  - Employee Referral Programs
  - Willingness to Change





# Identifying & Training Recruiters





# Identifying the Right Recruiters



## High Performing 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 designated Pipeline:
  - Middle School, High School, Training Provider, 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



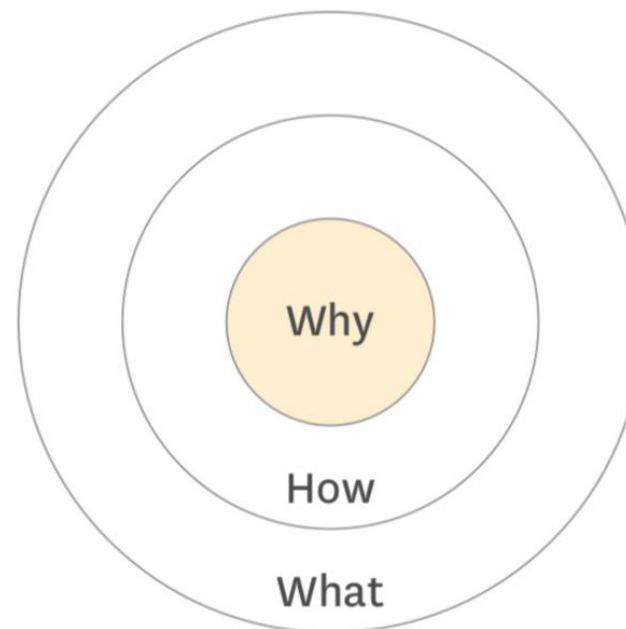


# Recruiter Talking Points



- To be used during recruiting visits
- Can be modified for different types of recruiting visits
- Use to build your “script” or “elevator speech”

People don't buy what you do,  
they buy **WHY** you do it!



## Why - Your Purpose

*What is your cause? What do you believe?*

## How - Your Process

*Specific actions taken to realise your Why.*

## What - Your Process

*What do you do? The result of Why. Proof.*





# What We Do & How We Make Money



- Why
- 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







# Recruiting Days and First “Fit” Then Skills: Behavioral Based Interviews





# Recruiting Days



- 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 Interview Comparison



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





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





# 4 Crucial “Fit” Attributes



1. It's all about the Values
2. Understand What Right Looks Like – Best Athlete Profile
3. Try to get the “whole picture” of each Candidate
4. Hire a diverse set of Employees





# Company Values Are Vital



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





## 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





# 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.





# The Complete Picture



- Assess 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”





# 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?





# Offer To Accepted Offer Process





# 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)





# Overview



- Every member of the Company plays a role in TA&R
- This is NOT just HR's responsibility
- You will fall into one or more categories on the RASI Chart:
  - Responsible
  - Accountable
  - Supporting
  - Informed







# Roles



## ➤ Responsible:

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

## ➤ Accountable:

- Answerable for the completion of the deliverable or task. There can be only one accountable specified for each task or deliverable.

## ➤ Supporting:

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

## ➤ Informed:

- 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 split 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



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





# 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.





# Questions, Answers & Discussion







# Training Provider Focus Working Session & Open Discussion





# Training Provider Best Practice



Seth Black: Director of Career and Technical Education,  
Hampton City Schools

## Topics for discussion:

- What opportunities are there for Employers to interact with Training Providers
- How does the curriculum meet the demand?
- How do Training Providers prepare candidates for industry?
- What is the process to ensure candidates are prepared for interactions with employers





# 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?***





# Application/ Interview Preparation



## JOB INTERVIEW TIPS

- Dress for Success
- Strong Resume
- Prepare
- Practice Interviewing
- Avoid Mistakes
- Be Confident
- Be Polite
- Thank You Note

**FOLLOW THESE STEPS!** No Expiration Date.





# 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





# 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
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  3. Not performing. Our system rarely meets our needs and expectations.
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# Attendee Sharing & Open Discussion





FAIRLEAD BEST PRACTICE MODEL OVERVIEW  
STACIE BAILEY

September 13, 2022

- **Over the last 3 years, the current on-boarding system produces a 69% 1<sup>st</sup> 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% 1<sup>st</sup> 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

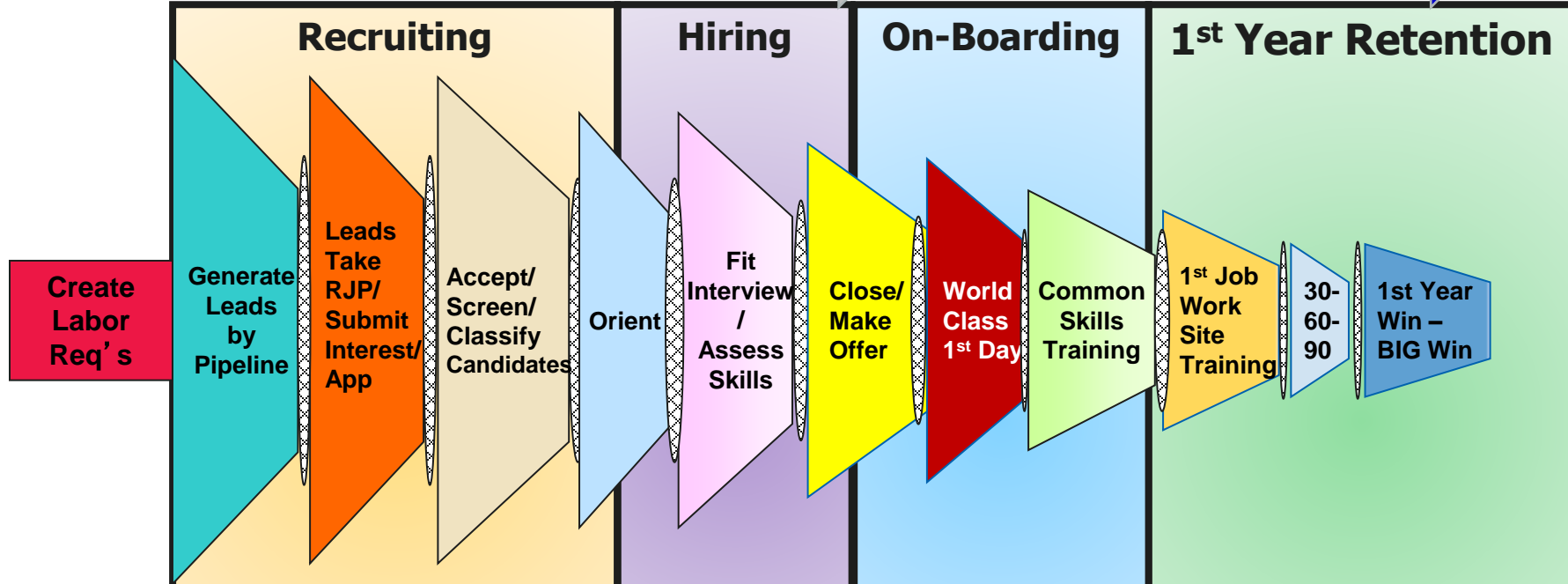
# Demand Driven Talent Acquisition & Retention System



Perfect  
1 Recruit = 1 Life Long Engaged and Productive Teammate

Pre-1<sup>st</sup> Day – HR Lead

Post Hire – Operations Lead



Current State	147	860	645	215	147
Best Practice Model	115	540	405	135	115
Delta	- 32	- 320	- 240	- 80	-32



# January – March 2022 Plan



## – 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 8.31.2022



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	135					819		
# Interested	98	114	79	80	79	75	99					624	24%	Filter Rate (% Reduced by Step)
# Invited to RD / Interview	20	73	40	30	10	22	26					221	65%	
# Attended RD / Interview	20	65	20	29	4	22	26					186	16%	
# Interviewed	20	63	20	29	4	22	26					184	1%	
# Conditional Offers	8	25	13	11	20	5	13					95	48%	
# of Offers Accepted	8	21	13	11	19	5	13					90	5%	
# Attended Fairlead First Day	8	14	15	11	19	5	13					85	6%	
# Completed Week 1	8	14	15	11	19	5	13					85	100%	
# 30 Days	7	13	14	11	17	5	3					70	82%	
# 60 Days	7	12	14	11	10							54	77%	
# 90 Days	7	10	14	10								41	76%	
# 180 Days												0	0%	

Feb 1 – Aug 31	2022	2021
Total Hires	85	107
Still Active	69	79
Retention Rate	81%	73%

- **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

- 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





**Questions?**





# Requesting Individual Coaching/Support Process





# How do you request Individual Coaching Support



- ✓ 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  
[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 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





# Hampton Roads Region 2022-2024 POA&M



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
11/8/2022	TA&R Workshop: Recruiting and Hiring (South Side)
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 (Peninsula)
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)
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 23 – Deadline for Partner Slides
  - (See Slides Following)
- 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







# Hunt Valve: Michael Livi

**EXAMPLE**

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 total employees.

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

**No. of Hires: 4**  
**Pipelines: Erie County Community College, Military, Employee Referrals**

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





# Erie County Community College: Doug Massey

EXAMPLE

## 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 MFG RELATED PROGRAMS:

- Welding
- CNC Machining
- Industrial Maintenance

\*Capability to customize training to meet the need.



## 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 EMPLOYER PARTNERS

Hunt Valve/ Holtec / Elwood Forge

The EC3PA is committed to provide the necessary training available to support the MAST project.

Contact Doug Massey [dmassey@ec3pa.org](mailto:dmassey@ec3pa.org)





# Lawrence County School-To-Work, Inc.: Lynda Jaworski-Rapone



EXAMPLE

## 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](http://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

*Project MFG Team:*

*Bill Ross*

*(913) 269-5680*

*[bill@glaccel.org](mailto:bill@glaccel.org)*



*Career Discovery Day Lead:*

*Renee McNichol*

*(757) 303-1161*

*[rmcnichol@tmgva.com](mailto:rmcnichol@tmgva.com)*





# On the Back



## 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:
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  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.
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- 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?





**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**



