



VA Talent Pipeline Project – HRVA Region

“Talent Acquisition & Retention Workshop” (Recruiting and Hiring)

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Date: 1 NOV 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

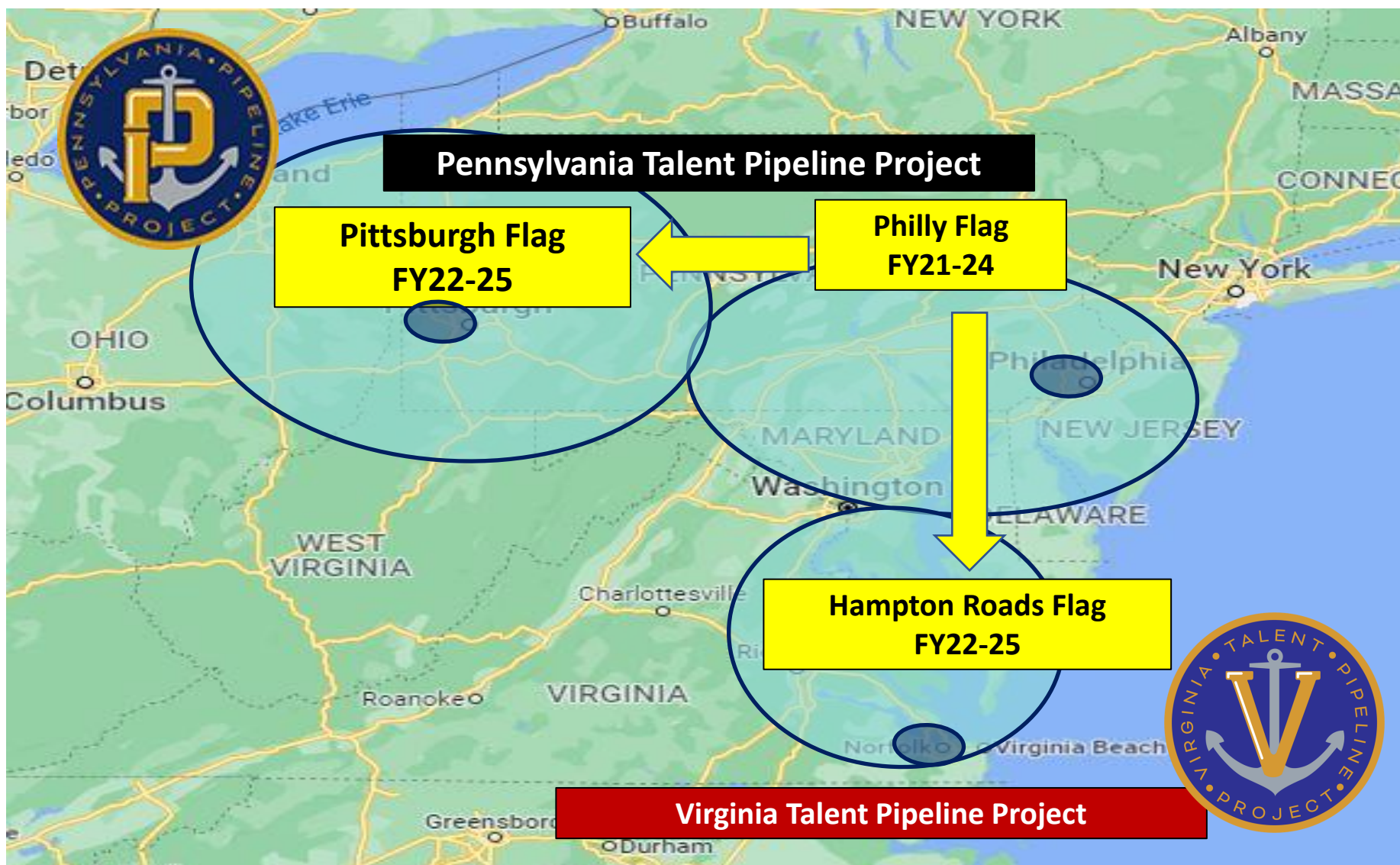


The **Virginia Talent Pipeline Program** TEAM will energize and engage the American economy by creating and sustaining a maritime and defense industrial base focused talent pipeline that enables **EMPLOYERS** to re-capitalize their workforce through recruiting, hiring, training, and retaining skilled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





Talent Pipeline Program





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*

*June 3, 2023: "Signing Day" Ceremony

Year 2:

July 12, 2023: New Partner (Employers, CTE Programs, Facilitators) Orientation*

*September 20, 2023: Employer/CTE Program "Kick Off & Matching" Program Review

TBD, 2023: Career Fair and Project MFG Welding Competition

*February 14, 2024: "Recruiting" Program Review

February 16, 2023: Career Fair/Application Day

April 18, 2024: "New Hire Draft" Working Group Session*

*June 3, 2024: "Signing Day" Ceremony

December 2024: 2022-2024 New Hires 1st Year Work Anniversary Report Out

February 25, 2025: Employer-New Hire 1st Year Anniversary Recognition Ceremony

* Indicates Major Program Review & All Hands Meeting





Talent Pipeline Employer Partner Master Scorecard

MAST Pipeline Program Employer Master Scorecard (2022-2024)

10/26/22

	Employer Target/Actual	# Trained	# Pledged	# Offers	# Accepted	# Started	# 1st Year Anniversary
Current	120/107	59	889	30	30	28	0
Previous	120/101	55	874	30	30	28	0
Philly Region - Flag 1	50/42	21	229	30	30	28	0
Pittsburgh Region - Flag 2	30/35	19	344	0	0	0	0
HR Virginia Region - Flag 3	40/32	19	316	0	0	0	0

MAST Pipeline Program Employer Performance Scorecard (2022-2024)

10/26/22

	Performing Current/Previous 12	Small Improving Current/Previous 31	Deferred Current/Previous 2	Performing Current/Previous 17	Medium Improving Current/Previous 31	Deferred Current/Previous 1	Performing Current/Previous 6	Large Improving Current/Previous 9	Deferred Current/Previous 0
Philly Region - Flag 1	12	3	1	17	3	0	6	0	0
Pittsburgh Region - Flag 2	0	16	1	0	14	1	0	4	0
HR Virginia Region - Flag 3	0	13	0	0	14	0	0	5	0





HR VA Employer Data (27 Oct 22)



	Employer	Employer Size	Performance Status	Pledge #	Trained	VSMA Complete	Tools Requested	# Offers Made	# Offers Accepted	# Started	# 1 Year Anniversary
1	ADVEX	M	Improving	15	Yes	Y	BPM				
2	AMTECH	S	Deferred	8	Yes	N					
3	API Metrology	S	Improving		No	N					
4	Collins Machine	M	Improving	7	No	N					
5	Colonna's	L	Improving	60	Yes	N					
6	Craft Machine	M	Deferred	2	No	N					
7	Curtiss-Wright	S	Improving	3	Yes	N					
8	Fairbanks Morse Defense	S	Improving	15	Yes	N					
9	Fairlead	L	Improving	26	Yes	N					
10	IMIA	L	Improving	10	Yes	N					
11	ITAC	S	Improving	10	Yes	N					
12	Kitco	M	Improving	20	Yes	N					
13	Master Machine + Tool	S	Improving	4	Yes	Y	1, 2, 8, & 9				
14	Oceaneering	M	Improving	10	No	N					
15	Premier - W&O Supply	S	Improving	2	No	N					
16	QED Systems	M	Improving	14	Yes	N					
17	Riggins Company	M	Improving	10	Yes	N					
18	Steel Services	S	Improving	3	Yes	N					
19	The Hales Group	M	Improving	10	No	N					
20	Trident LLC Hampton Machine	L	Improving		No	N					
21	Defense Maritime Systems	M	Improving	9	Yes	Y	1, 2, 7, 8, & 9				
22	Epsilon Systems	M	Improving	3	No	N					
23	Kelvin International	S	Improving		No	N					
24	Weld America	S	Improving	8	Yes	N					
25	Steel America	M	Improving	45	Yes	N					
26	Warwick Mechanical	S	Improving	5	Yes	N					
27	M&R Sheet Metal	S	Improving	5	Yes	N					
28	Tecnico	M	Improving	10	Yes	N					
29	Mistras Group	S	Improving	5	No	N					
30	Dante Valve	M	Improving		No	N					
31	Continental Tide	M	Improving		No	N					
32	Trident LLC (East Coast Repair)	S	Improving		No	N					
33	TST-Mechanical (Metal Concepts)	S	Improving		No	N					
34	Advanced Integrated Tech	S	Improving		No	N					
35	Prisim	M	Improving	25	No	N					
Totals:				344	19	3		0	0	0	0





Talent Pipeline Training Provider Master Scorecard



MAST Pipeline Program CTE Master Scorecard (2022-2024)

10/26/22

	CTEs	# Trained	Capacity	# Enrolled	# Screened	# Offers	# Accepted
Current	91	21	5608	2299	79	0	0
Previous	91	17	5608	2299	79	0	0
Philly Region - Flag 1	45	11	3818	1327	79	0	0
Pittsburgh Region - Flag 2	19	7	1119	664	0	0	0
HR Virginia Region - Flag 3	27	3	671	308	0	0	0

MAST Pipeline Program CTE Performance Scorecard (2022-2024)

10/26/22

	Performing	Improving	Deferred
Current	22	69	0
Previous	22	69	0
Philly Region - Flag 1	19	26	0
Pittsburgh Region - Flag 2	0	19	0
HR Virginia Region - Flag 3	3	24	0





HR VA Training Provider Data (27 Oct 22)



	CTE	Trained	Capacity	VSMA Complete	Tools Requested	# Enrolled Seniors	# Screened Candidates	# Offers Received	# Accepted Offers	Status
1	VA Beach Advanced Tech Center	Yes	TBD							Improving
2	VA Beach Technical and Career Education Center	Yes	TBD							Improving
3	Bayside High School	No	TBD							Improving
4	Cox High School	No	TBD							Improving
5	First Colonial High School	No	TBD							Improving
6	Green Run High School	No	TBD							Improving
7	Kellam High School	No	TBD							Improving
8	Kempsville High School	No	TBD							Improving
9	Landstown High School	No	TBD							Improving
10	Ocean Lakes High School	No	TBD							Improving
11	Princess Anne High School	No	TBD							Improving
12	Salem High School	No	TBD							Improving
13	Tallwood High School	No	TBD							Improving
14	Hampton City Schools - Hampton High School	No	130			52				Improving
15	Hampton City Schools - Phoebus High School	No	325			71				Improving
16	Norfolk City Schools -	No	TBD							Improving
17	ATDM	Yes	216			185				Improving
18	TNCC	No	TBD							Improving
19	Newport News City Schools	No	TBD							Improving
20	New Horizons Regional Education Center	No	TBD							Improving
21	TCC	No	TBD							Improving
22	Tidewater Tech	No	TBD							Improving
23	Centura College	No	TBD							Improving
24	Aviation Institute of Maintenance	No	TBD							Improving
25	Suffolk Public Schools	No	TBD							Improving
26	Bridging Communities	No	TBD							Improving
27	Chesapeake City Schools	No	TBD							Improving
Totals:		3	671			308	0	0	0	





2021-2023 Pilot Retention Data



as of 10/7/22

Total Employers at 12/1/22	35
Deferred	4
Withdrew	1
Without Accepted Offers	2
With Accepted Offers	28

# Accepted Offers	223
# Started	216
# Retained	163
# Departed	53
Retention Rate	75%

Employer Performance:

100% Retention	16
Lost 1	<u>6</u>
	22/28

Talent Pipeline Performance:

CTE/Employee Referral Retention 84%	
Training Partners:	
100% Retention	16
Lost 1	<u>6</u>
	22/27





Why **Can't** companies Recruit, Hire, On Board and Retain GOOD people?





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





They have a PLAN

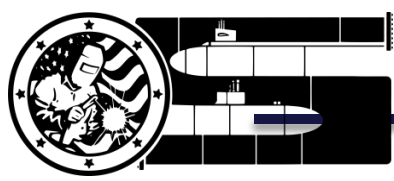
Senior Leadership LEAD a DATA driven PLAN





We don't have a hiring problem...

We have a keeping problem!





World Class Talent Acquisition and Retention Systems

Supply
Training Providers
“Train & Pray”

The Revolution
Extremely Inefficient Supply and Demand Marketplace

Demand
Employers
“Post & Hope”

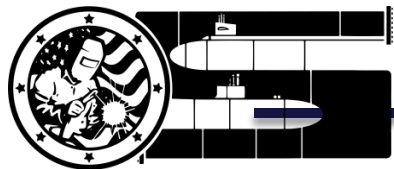
Traditional: Procurement Model

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

to a

High Performers: Sales Model

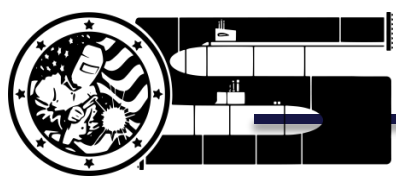
(Active and Candidate Focused & Hire for Fit and Train for Skill)





Why is Talent Acquisition & Retention so Hard?

- **People are not Pencils**
- **Our TA&R Systems Perform Exactly How They Are Designed**
- **Failure to Recognize all Key Stake Holders (...there are a LOT of them)**
- **Everybody is an Expert and have the “Silver Bullet” random good idea**





The Definition of Insanity





Teammate

~~The Employee Experience~~

Attract
Recruit Top
Talent

Hire
Pick the
Stars

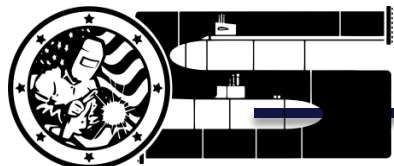
Onboard
Affirm the
Decision

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

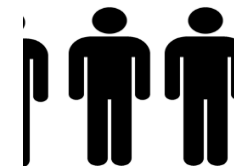
- 20.2% =



Overweight and/or Exceed Body Fat
Standards

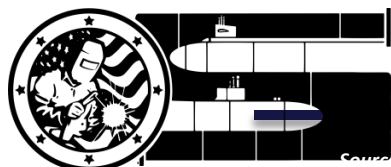
-14.8% =

Qualified
23.4%
(7.7 Million)



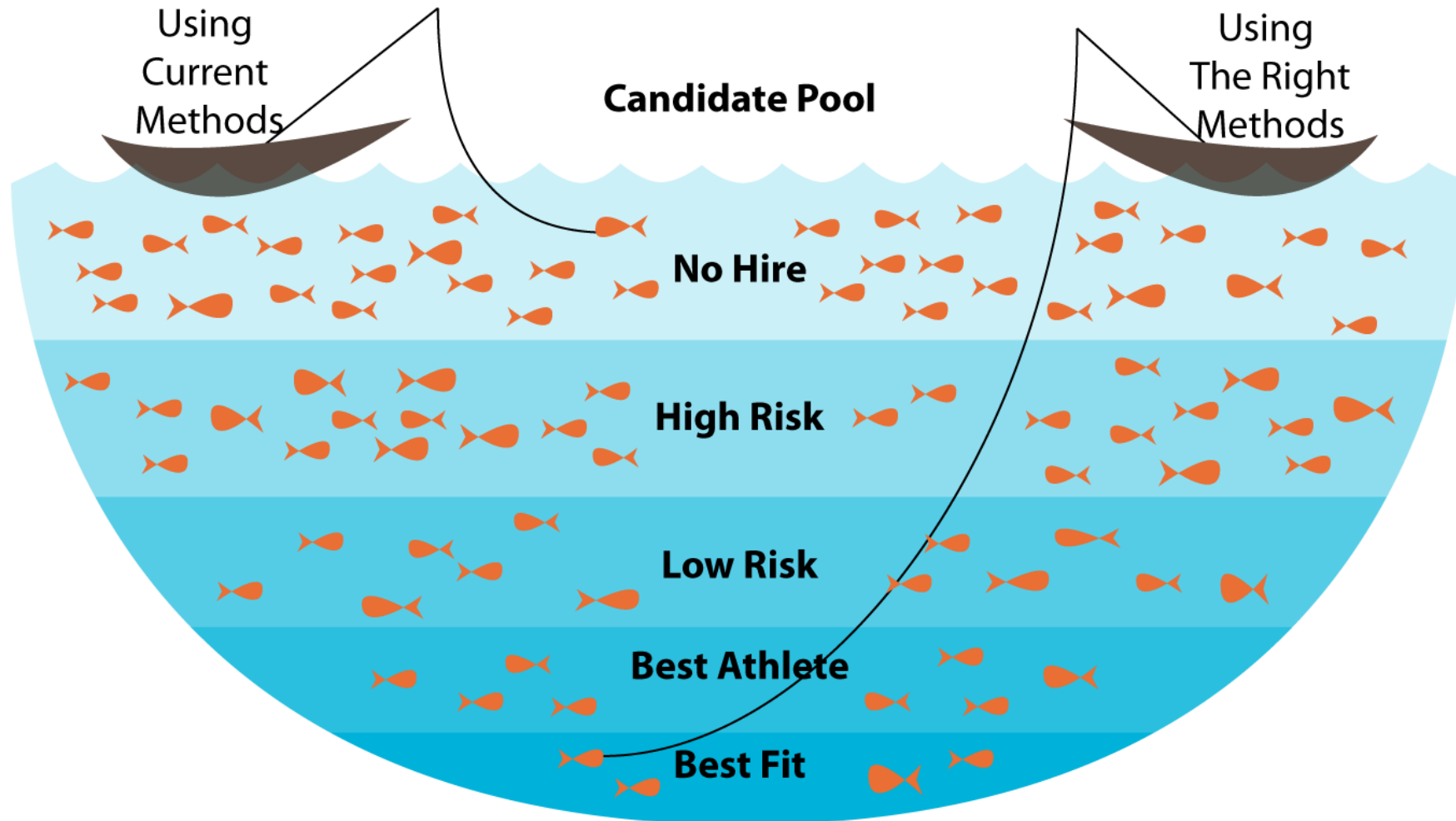
0.4% of the population is less qualified in 2012 (mainly to overweight) compared to 2011

- 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.



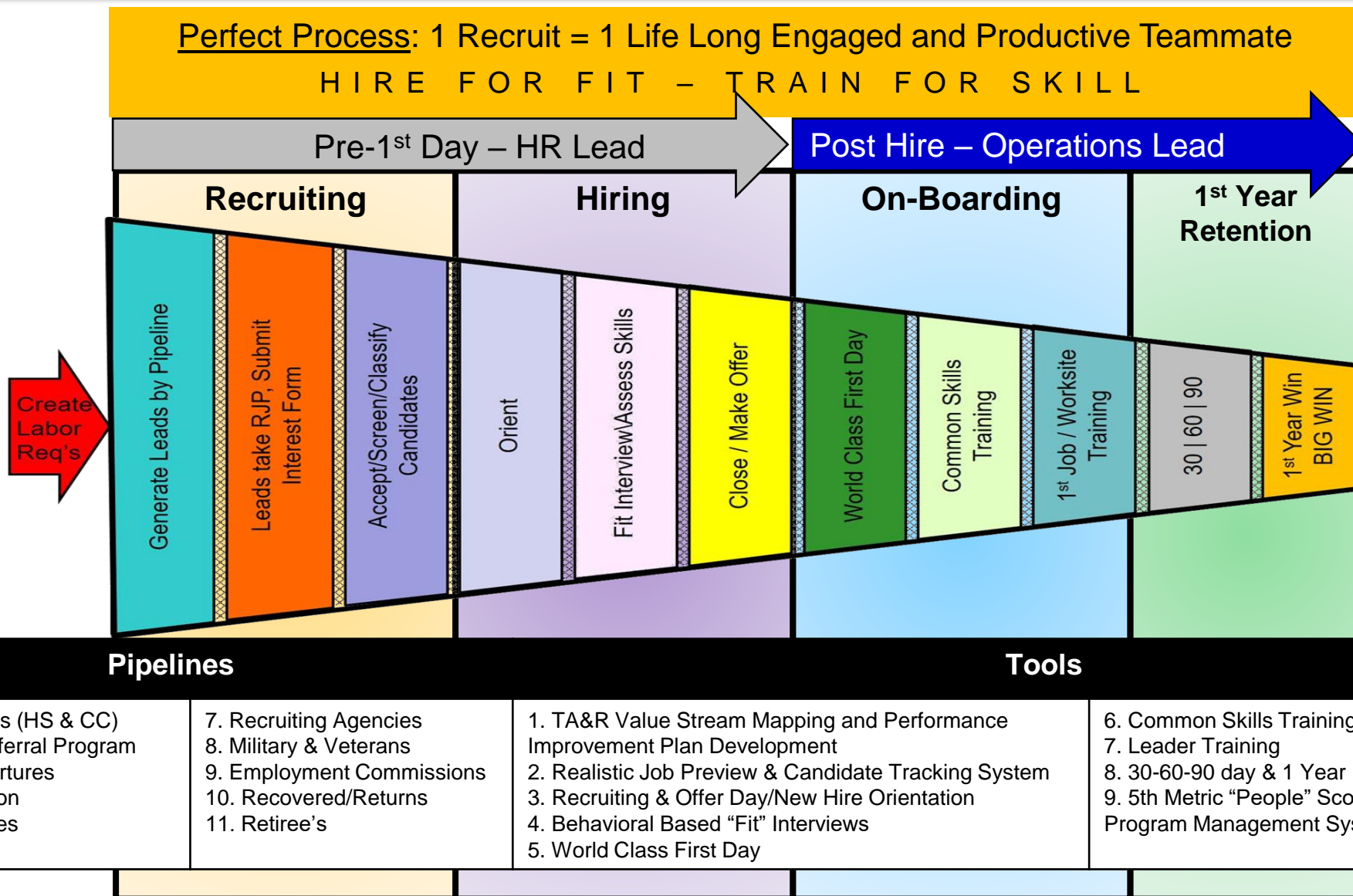


Where Are You Fishing?





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

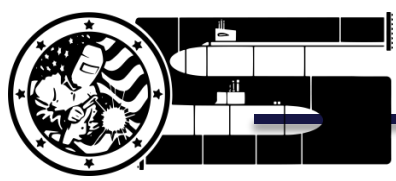




Partner Support Services



- New Partner (Employer, Training Provider, Facilitator) Identification, Recruiting, & Assessment
- Talent Acquisition & Retention Training Workshops (Fall & Spring)
- Partner Talent Acquisition & Retention Value Stream Mapping, Analysis, and Performance Improvement Plans
- Individual Employer & Training Provider Talent Acquisition & Retention System Tool Development, Coaching and Support
- Monthly All Hands Information and Best Practice Sharing
- Best Practice Model Development and Integration into Talent Acquisition and Retention Training & Coaching
- Program Management, Industry Engagement & Strategic Planning





Core Outcome Metric

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





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

We Give You the Courage to Lead

We are a Program of YES!

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





WE are on a Mission!

1 Employer

1 Job

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





Employer 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.

Keeps wanting more faster at less cost



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





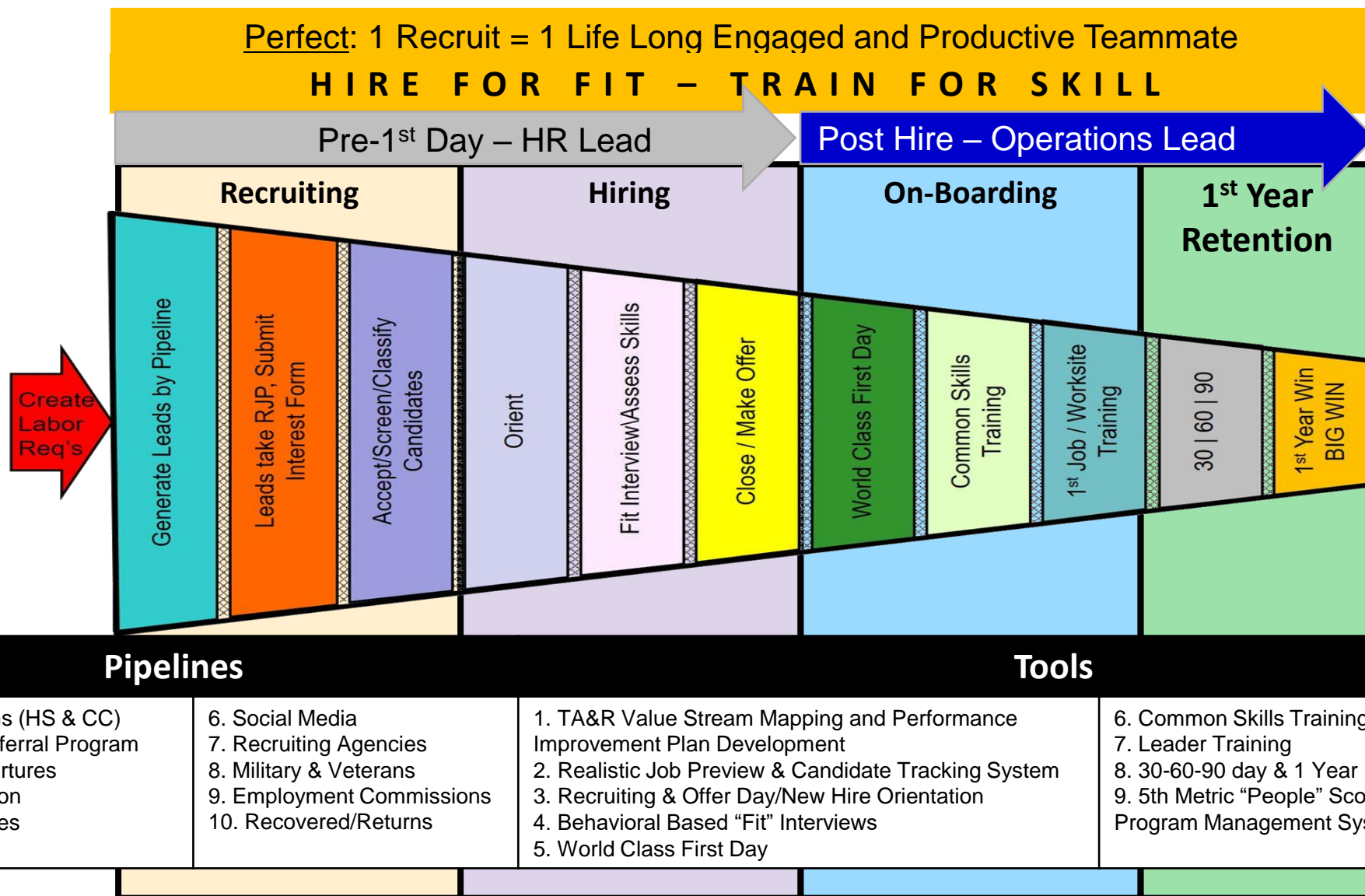
What Does Right Look Like?





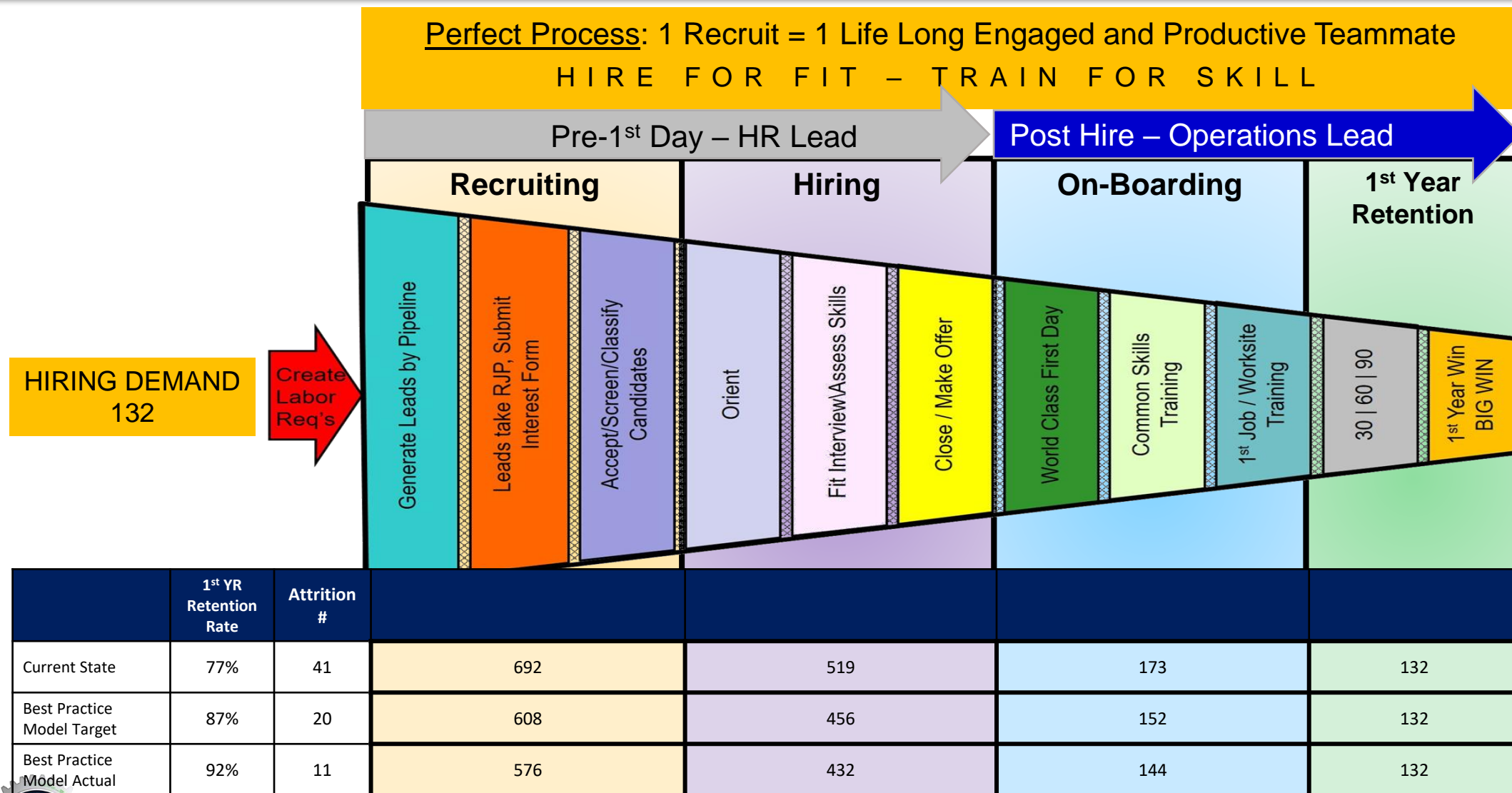
DEMAND DRIVEN

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





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





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

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

HIRE FOR FIT – TRAIN FOR SKILL

Pre-1st Day – HR Lead

Post Hire – Operations Lead

Recruiting

Hiring

On-Boarding

1st Year
Retention

Generate Leads by Pipeline

Leads take RJP, Submit
Interest Form

Accept/Screen/Classify
Candidates

Orient

Fit Interview/Assess Skills

Close / Make Offer

World Class First Day

Common Skills
Training

1st Job / Worksite
Training

30 | 60 | 90

1st Year Win
BIG WIN

HIRING DEMAND
##

Create
Labor
Req's

Pipelines

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

Tools

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





Generating the Need to Hire...



What generates the need to hire?

What are our options?

Who are the key stakeholder?

What do hiring managers want?

What is the desired end state?





Generating the Need?

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



Generating the Need to Hire...

What generates the need to hire?

What are our options?

Who are the key stakeholder?

What do hiring managers want?

What is the desired end state?





What are our Options?



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





Generating the Need to Hire...



What generates the need to hire?

What are our options?

Who are the key stakeholder?

What do hiring managers want?

What is the desired end state?





Who are the Key Stakeholders?



Customer

- 1st Line Supervisors

Facilitator(s)

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

New Teammates

- Employee





Generating the Need to Hire...



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





What do Hiring Managers Want?



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





Generating the Need to Hire...



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





Common Vision of the End State



Engaged Teammate at 1st Year Anniversary



Increases Workforce Productivity



Increases Business Performance





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





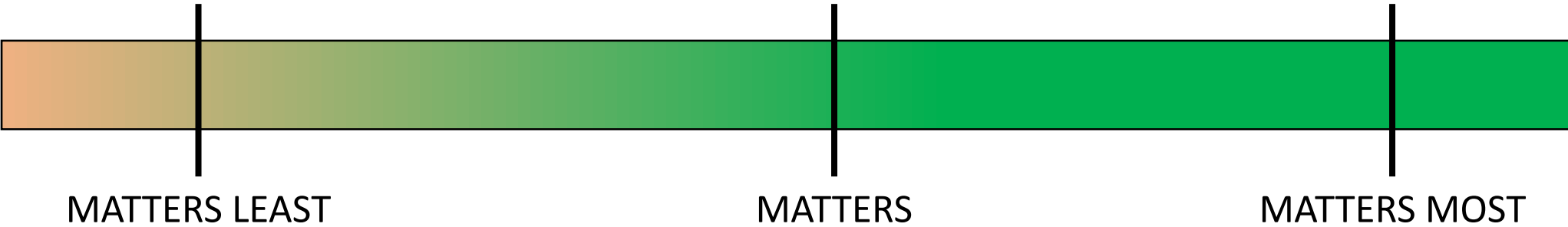
Where to Start?



WHY ARE YOUR BEST
PEOPLE LEAVING?

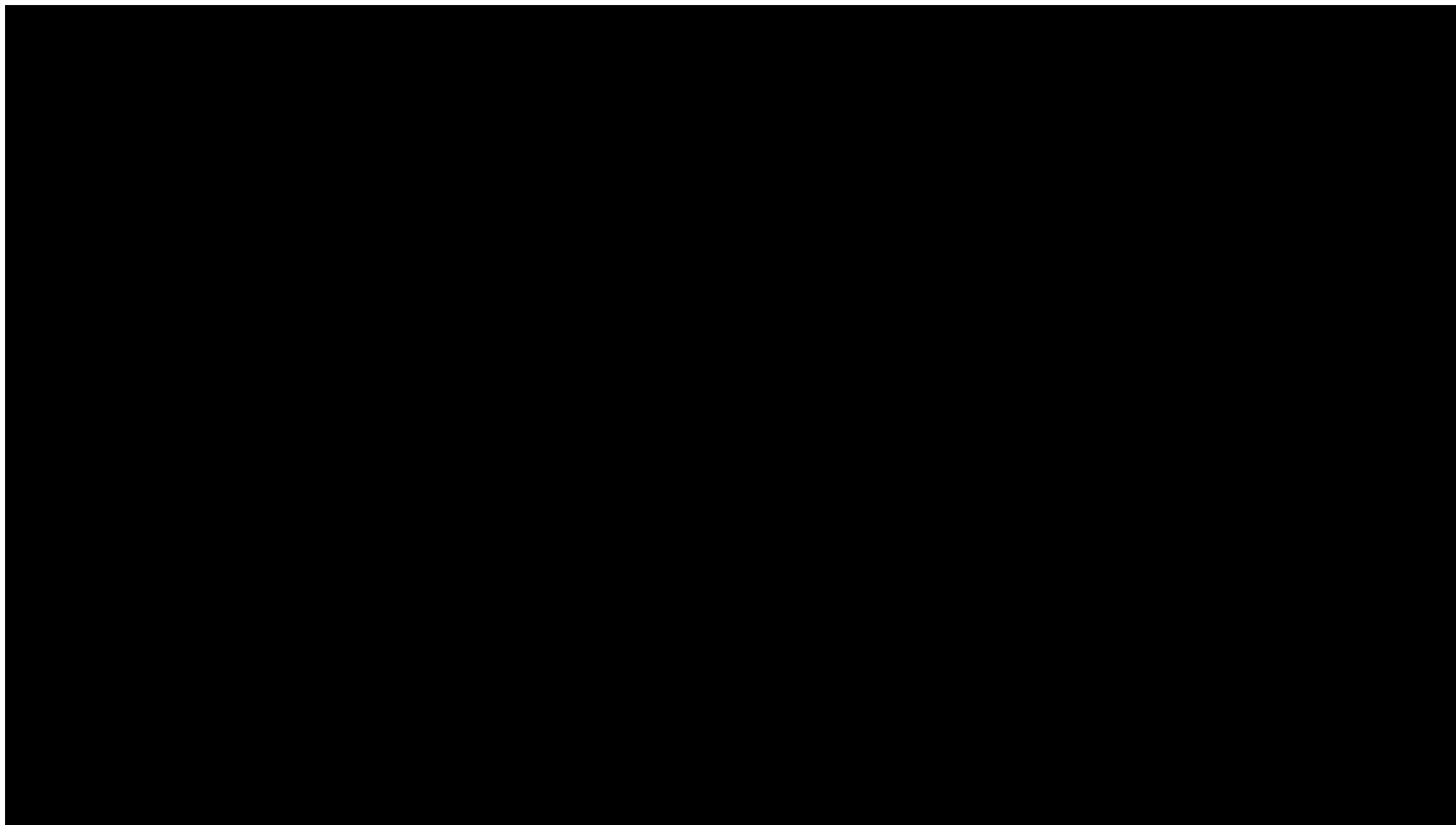
WHY DID YOUR BEST
PEOPLE START
LOOKING?

WHY ARE YOUR BEST
PEOPLE STAYING?





Start with Why





Why Duke?



Your Best New Hire

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

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





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.

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





Recruitment Examples



Recruitment Advertising

Need 5 welders by October 15th

Recruitment Marketing

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



Recruiting vs. Marketing

Recruiting



Attracts talent to jobs.

Marketing



Attracts talent to YOU.



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

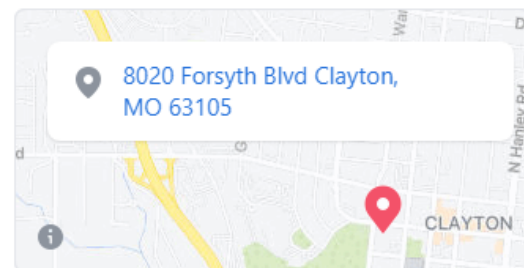
Contact Us

trulyhumanleadership.com

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About

See all



- i 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
- i 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



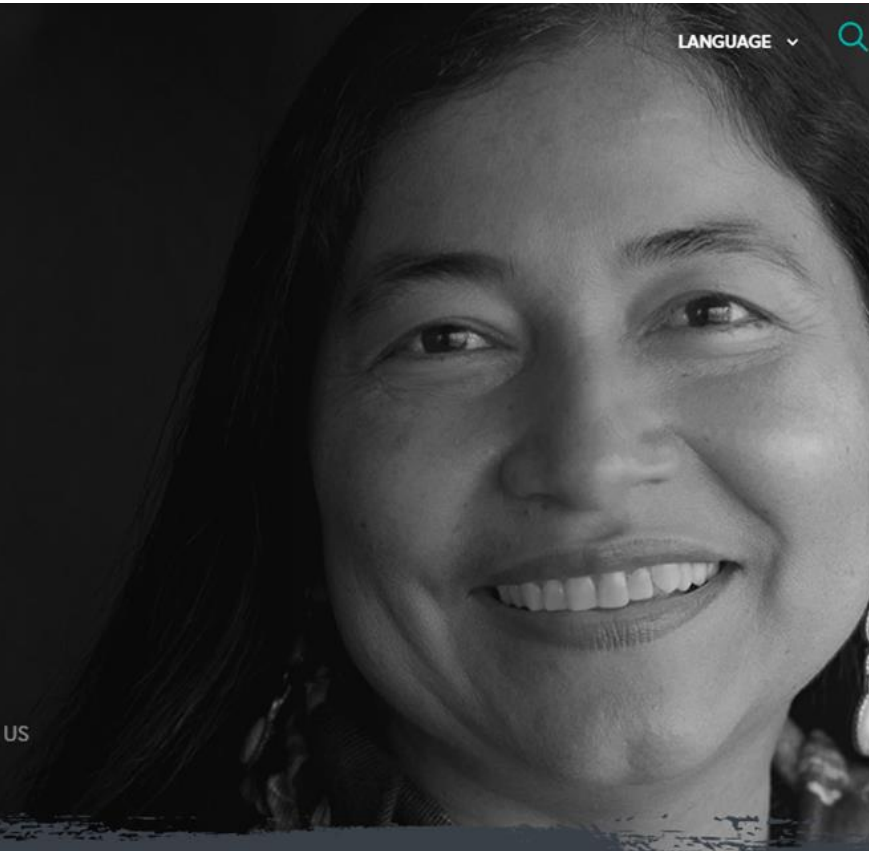
barrywehmiller
BUILDING A BETTER WORLD

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...





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](#)


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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



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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


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Example: Barry-Wehmiller



Barry-Wehmiller
3.31K subscribers

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ABOUT



Barry-Wehmiller: Building a Better World

4,768 views • 1 year ago

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

Truly Human Leadership ▶ PLAY ALL



Online Reviews



3.0

★★★★☆

Nothing

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



Indeed Featured review

The most useful review selected by Indeed

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

Was this review helpful?

Yes

No

Report Share

3.0

★★★★☆

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

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

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

✓ Pros

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

✗ Cons

Pay, benefits, management.

Was this review helpful?

Do you respond?

How do you respond?

What will you do with the information?

Do you ask staff to provide reviews?

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





What Are You Selling?



JOB

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

CAREER

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





Steps To Build A Recruitment Marketing Program



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

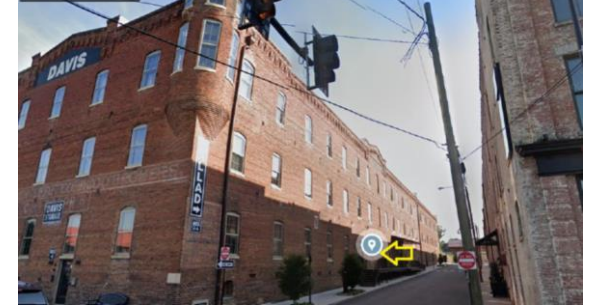
Other Information:

- 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. Click the red “Apply Today” button at the top of the page.



Housing – Downtown River District



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

Contact Information



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Industry Engagement & Outreach
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Joyce Culley

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Recruitment & Student Support Services
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James Hubbard

Assistant Director
Training & Technology
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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.

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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

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

Ayanna Osouna
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757-629-4697

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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.

Sincerely,
Shawn Avery, President & CEO

SERVICES PROVIDED TO EMPLOYERS

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



RECRUITMENT



- ✓ **DIRECT ADVERTISING**
 - Posting open positions on the VCW Jobs Board (www.theworkforcecouncil.org)
 - Social Media
- ✓ **TALENT POOL DATABASES**
 - Utilize the Virginia Workforce Connection (VAWC) to data mine and actively search for qualified candidates
- ✓ **EMPLOYEE REFERRALS**
- ✓ **RECRUITMENT EVENTS**

INCUMBENT WORKER TRAINING

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

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

ON-THE-JOB TRAINING

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



Sultan Camp

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Cassandra Dawson

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Michael Hunter

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Hampton Roads
VETERANS * EMPLOYMENT
Center
A PROUD PARTNER OF THE americanjobcenter® NETWORK
NORFOLK * NEWPORT NEWS

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

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

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

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

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

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861 GLENROCK ROAD,
SUITE 220
NORFOLK, VA 23502
757.807.0423



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

WWW.HRVETSWORK.ORG

HAMPTONROADS WORKFORCECOUNCIL

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NextGen
PATHWAYS



The flyer features a circular graphic with a gear-like pattern in the background. At the top, it says 'HAMPTONROADS WORKFORCECOUNCIL'. Below that is the 'NextGen PATHWAYS' logo. A red banner with white text reads 'NextGen Regional Internship Program'. In the center, there is a collage of eight small photographs showing diverse young people in various settings: some are working in a warehouse, others in a classroom, and some outdoors. Below the collage, the text 'PAID SUMMER INTERNSHIP' is followed by 'Internship Sites in Portsmouth, Norfolk and Chesapeake'. A list of bullet points follows: '• Open to ages 16-21 – must live in Portsmouth, Norfolk or Chesapeake', '• Requires 30 hours of training prior to internship from May to June', and '• Applications are accepted on a rolling basis'. To the right of the list, a blue box with white text says 'APPLICATION REQUIRED' and a red box with white text says 'LIMITED SPOTS AVAILABLE'. At the bottom left, it says 'APPLY TODAY!' and at the bottom right, in smaller text, 'Please visit the website for additional eligibility criteria.'

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
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://campus757.com) today!

ENGAGEMENT OPPORTUNITIES

- ✓ Recruit or upskill your workforce
- ✓ Volunteer as a speaker or mentor
- ✓ Provide a tour of your business
- ✓ Host an intern (or two!)
- ✓ Sponsor Workforce Initiatives

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

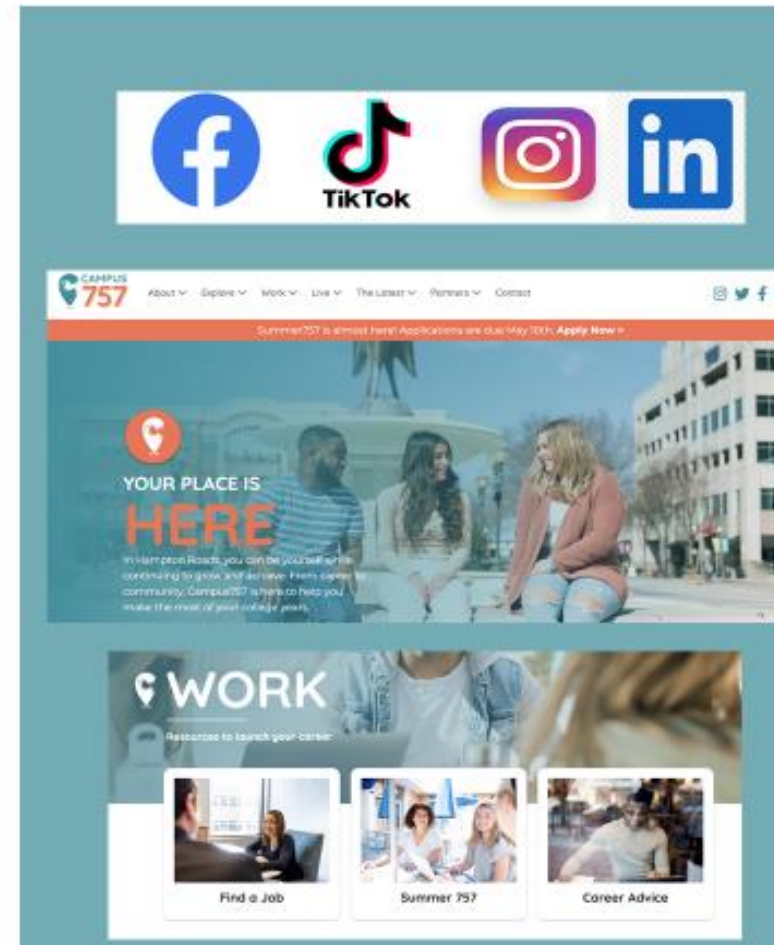
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Kirstin DeCroix, Communications Coordinator
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HAMPTONROADS WORKFORCECOUNCIL

- 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
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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



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

Thank You!

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



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!

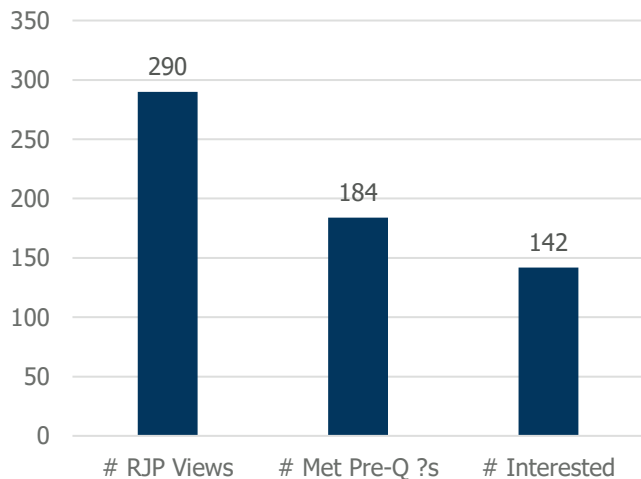




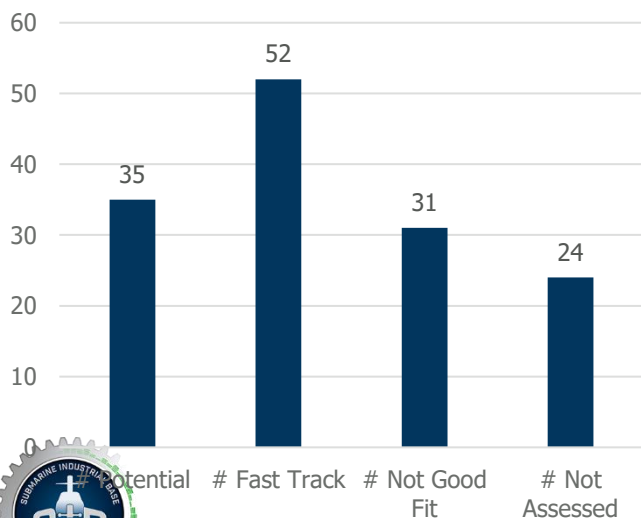
Example Monthly Recruiting Dash Board



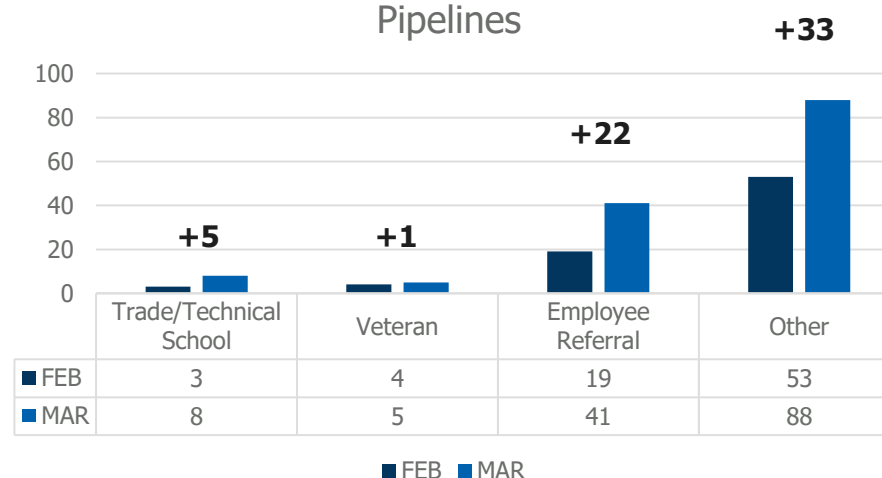
RJP Results



Phone Screen Results



Pipelines



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

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

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





Building Talent Pipelines (Relationships)





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 Previous Students as Recruiters

Community/Technical College

- Pool Size:
 - School: 50-150
 - Region: 500-2500
- Cycle Time:
 - 3-4x Year
 - 3-4 Months
- Pool Type(s):
 - Trained Entry Level
 - Trained Experience (Upskilling)
- Employer Keys to Success:
 - Active Recruiting Strategy
 - Annual Plans - Predictable and Repeatable Cycles
 - Build Relationships with Instructors
 - Use Previous Students as Recruiters





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 Previous 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 & Employment Commissions



Web Based – Online Tools

- Pool Size:
 - Unknown
- Cycle Time:
 - 1-2 Months
- Pool Type(s):
 - Entry Level
 - Skilled Entry Level
 - Experienced
- Keys to Success:
 - Passive Recruiting Strategy paired with Active Recruiting Follow Up
 - LinkedIn, Facebook, Instagram, Twitter, Indeed, Etc.
 - Use Recruiters as first contact follow up
 - Stay Fresh – Post on regular basis
 - Use with Employee Referrals

Employment Commissions

- Pool Size:
 - Unknown
- Cycle Time:
 - 1 – 2 Months
- Pool Type(s):
 - Entry Level
 - Skilled Entry Level
- Keys to Success:
 - Active Recruiting - Meet with Local VEC Reps
 - Passive Recruiting - Post on Job Board
 - Utilize State Funding Resources





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:

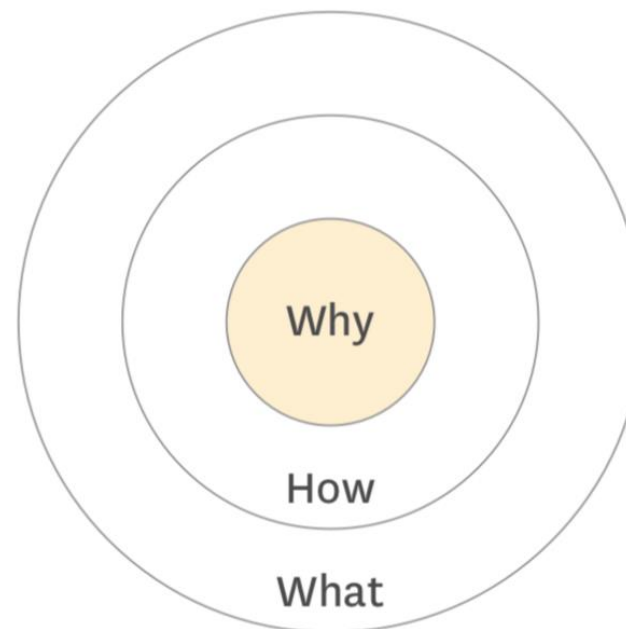
- Selling your Company to prospective candidates
- (CTE Only) Create and Maintain Personal relationship with Instructors and Students
- Identify and Support Recruiting Efforts including Recruiting Days, Job Fairs, Recruiting Visits
- Look for fit 1st, then skill
- Assess Employee Referrals and direct 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	
8:45	President / VP/GM Welcome
9:00	Business 101 and Core Values
9:30	Roles and Responsibilities
10:00	Break
10:15	EH&S Presentation
10:45	HR Policies/Information
11:15	Work Area Tours
12:15	Lunch
12:45	Task Based Exercise
1:45	Break
2:00	1 on 1 Discussions/Interviews & Offers



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



➤ 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	Owns the RJP, Content Updates and Troubleshooting / Resolution of any issues concerning RJP	S	S	S	I	I	R
48 Hour Follow Ups	Initial Phone Screen of interested candidates with 48 Hours of RJP Submission. Positive Handoff of information to Hiring Managers Candidate Tracking	A	S	S	I	R	N/A
Candidate Review and Selection for Interview / Recruiting Day	Candidate review and 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



Dr. Brandon Martin

Coordinator, Career and Technical Education Center
Virginia Beach 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
 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.





Insert Training Provider Scorecard





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% 1st Year Retention rate meaning that Fairlead would have to hire at least 215 new teammates in 2022.**
- Fairlead's 2022 Total Hiring Demand is 147 Full Time Employees
 - 72 fulltime employees to Maintain Current Head Count of 301 employees (31% 1st year attrition rate)
 - 75 additional fulltime employees to accomplish growth work → 376 employees
- Based on industry best practices, in order to acquire 215 new teammates, Fairlead's current system would have to:
 - Establish Talent Pipelines to Produce 800+ Candidates
 - Develop System Review 800+ applications
 - Conduct 645 Interviews
 - On-Board 15-20 Teammates Per Month
- Fairlead's current state system cannot support the hiring demand and in order to do so must focus on:
 - Reducing Average Monthly Attrition
 - More Active Recruiting and Talent Pipeline Development to increase application flow
 - Selection Process to include Behavioral-Based Interviews
 - Structured On-Boarding and New Hire Engagement
 - Leader Training
 - Program Management, Data Tracking, and Process Ownership

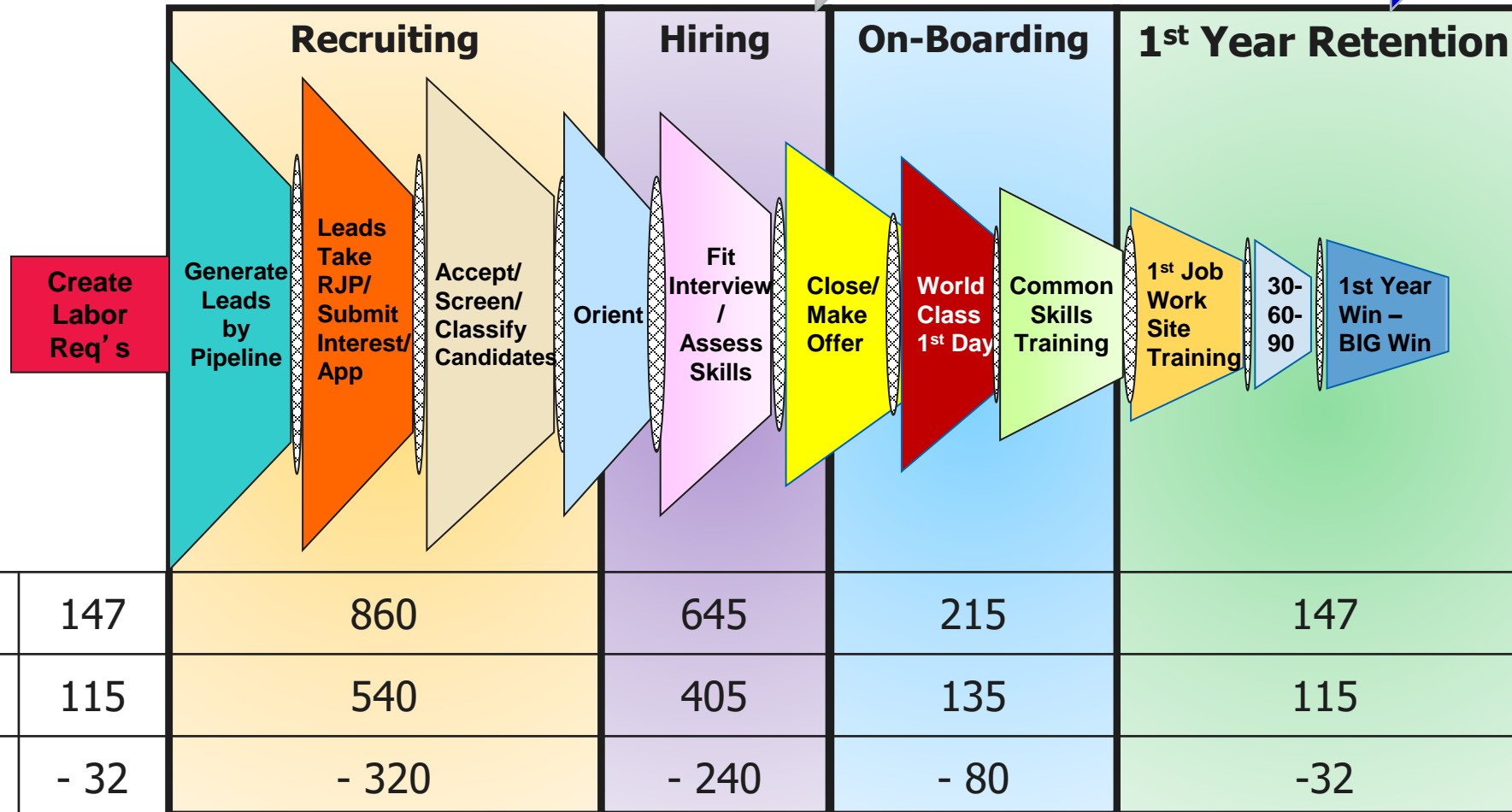
Demand Driven Talent Acquisition & Retention System



Perfect
1 Recruit = 1 Life Long Engaged and Productive Teammate

Pre-1st Day – HR Lead

Post Hire – Operations Lead





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!





Fairlead September 2022



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	105				924		Filter Rate (% Reduced by Step)
# Interested	98	114	79	80	79	75	99	65				689	25%	
# Invited to RD / Interview	20	73	40	30	10	22	26	23				244	65%	
# Attended RD / Interview	20	65	20	29	4	22	26	23				209	14%	
# Interviewed	20	63	20	29	4	22	26	23				207	1%	
# Conditional Offers	8	25	13	11	20	5	13	9				104	50%	
# of Offers Accepted	8	21	13	11	19	5	13	9				99	5%	
# Attended Fairlead First Day	8	14	15	11	19	5	13	9				94	5%	
# Completed Week 1	8	14	15	11	19	5	13	9				94	100%	Retention Rate (How Many Stayed)
# 30 Days	7	13	14	11	17	5	13					80	85%	
# 60 Days	7	12	14	11	15	5						64	80%	
# 90 Days	7	10	14	10	14							55	86%	
# 180 Days	7	8										15	27%	
# Retained 1 Year												0	0%	

Feb 1 – Sep 31	Filter Effectiveness	Feb 1 – Sep 31	Retention Rate
Total RJP Views	924	Total Hires	94
Attended WCFD	94	Still Active	80
Effectiveness %	10%	Retention %	85%



- **The Good**

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

- **The Bad**

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

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

Future Actions



- Improved communication and accountability on the use of the recruiting day
 - Pilot Wednesdays vice Saturdays and decide on the best day or alternate
 - Slowing down the recruiting process helps eliminate candidates who are desperate for jobs
 - Fairlead doesn't generally want candidates who are desperate for a job; we want the best candidates who fit our culture and values
- The additional pipelines, including the DOD SkillBridge, ATDM, TCC, etc. have been invaluable to Fairlead
 - Hiring for fit has shown to be much more important than skills and experience
- We publicly honor employees at the 5-, 10-, 15-, 20-, 25-, 30-, and 35-years-of-service mark
 - We have 98% retention once an employee has been with Fairlead for one year
 - We intend to honor the 1-year of service mark at our company picnic and holiday party



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
11/1/2022	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



- November 16 – Project MFG and Career Discovery Day
- November 29 – All Hands Meeting
 - 1200-1300 - Zoom
- December 1 – 2022-2024 New Partner Cut Off Date
- December 13 – TA&R Workshop
 - 0800-1500 Hampton Roads Convention Center





Project MFG & Career Discovery Day



When: November 16, 2022 from 8am-5pm

Where: Hampton Roads Workforce Development Center 600 Butler Farm Rd,
Hampton, VA 23666

www.defenseindustrialworkforcepipeline.com

Working Agenda

- 8:00am-9:00am – Welcome, Opening Remarks & Employer Recruiting Pitches
- 9:00am-11:15 – Morning Welding Competition 9:00am-11:15am – Morning Employer Tours and Job Fair
- 11:30am-12:30pm – Lunch Activities w Guest Speakers & Honorarium Drawings
- 12:45pm-3:00pm – Afternoon Welding Competition 12:45pm-3:00pm – Afternoon Employer Tours and Job Fair
- 3:00pm-4:30pm – Welding Competition Projects Testing and Judging
- 4:30 – Welding Competition Recognition/Awards Ceremony





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:
 1. Performing well. Our system is optimally performing and meeting or exceeding our needs and expectations
 2. Needs improvement. Our system is working (sometimes), but does not consistently meet our needs and expectations
 3. Not performing. Our system rarely meets our needs and expectations.
- You will turn in this form at the end of the workshop.



Training Providers – Assess Your System

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

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



- Company Name

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





**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**







Appendix





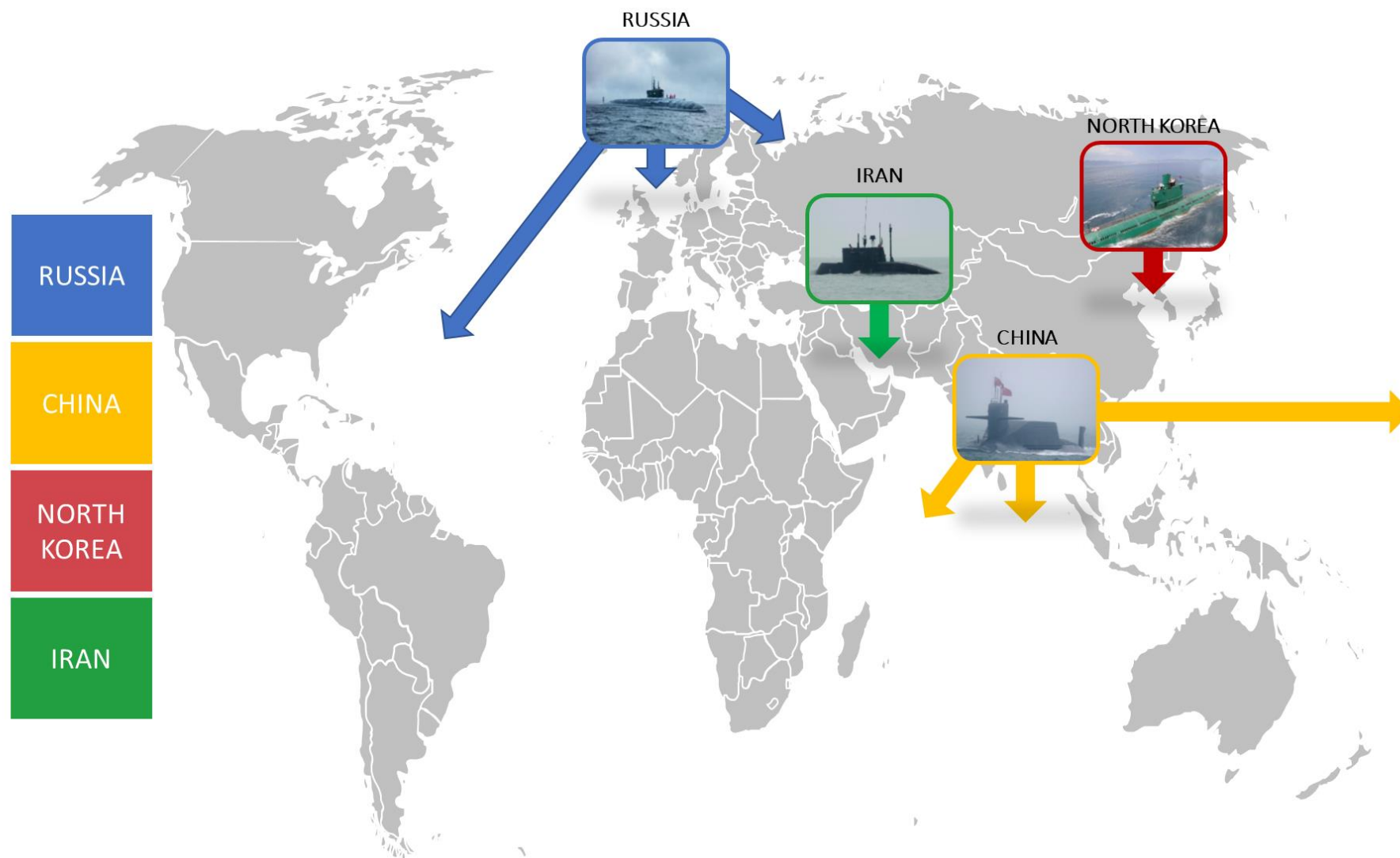
NSL Supplier Brief

Team Submarine (Team SUB) Overview

May 2022

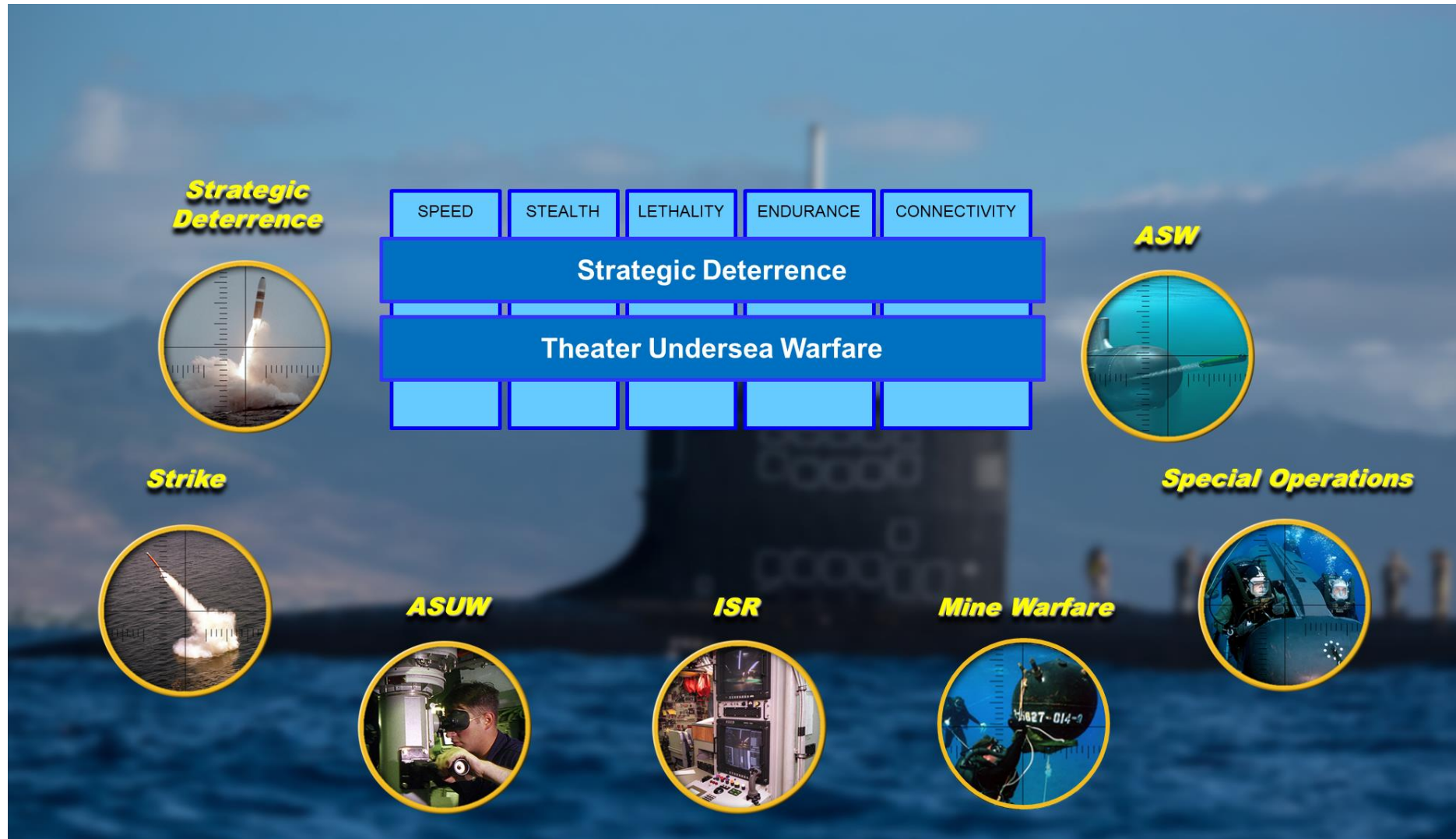


Global Challenges









Submarine Force Missions





Project Size Comparison



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





- **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)

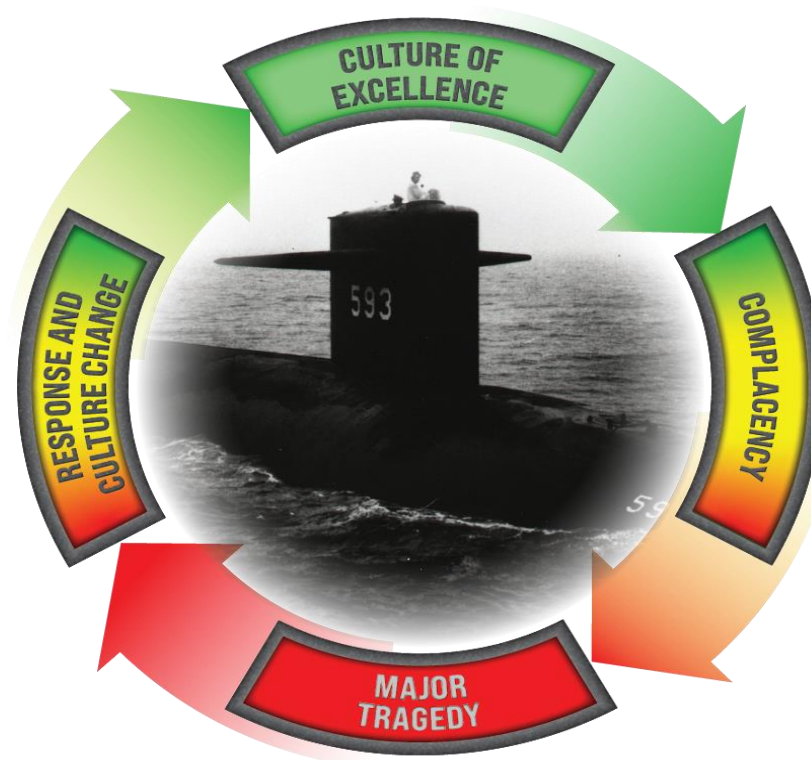


Culture of Excellence

Fight Complacency



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

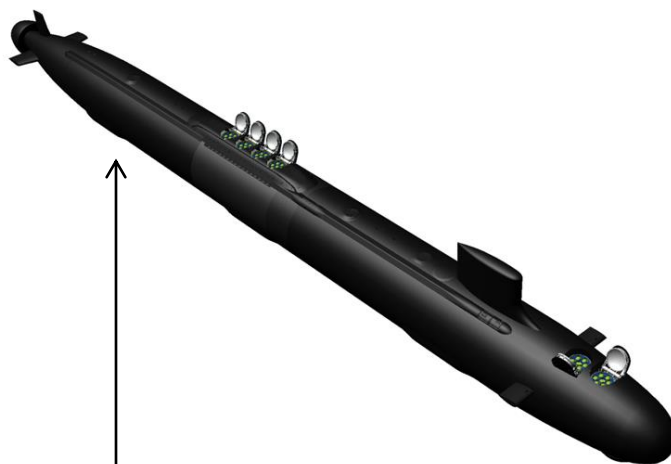




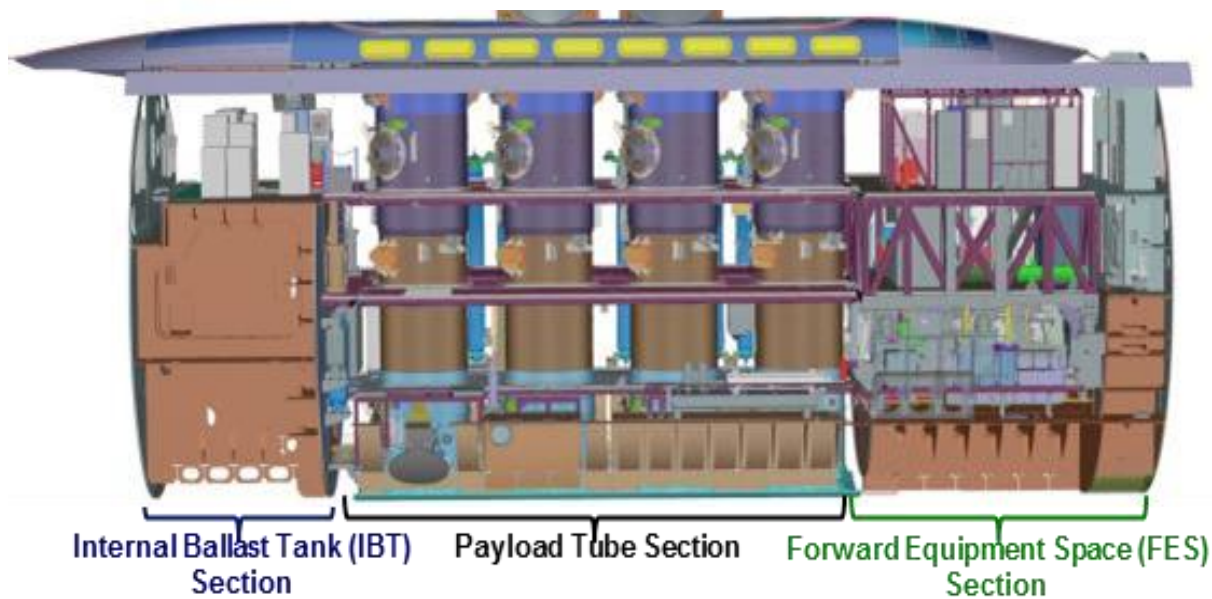
- **Seven major program offices responsible for entire SSN value chain, including:**
 - Attack submarine platform acquisition, development, and sustainment
 - Achieving improvements necessary to meet Fleet Commander Attack Submarine (SSN) Operational Availability requirements
- **PEO SSN Supports:**
 - 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)

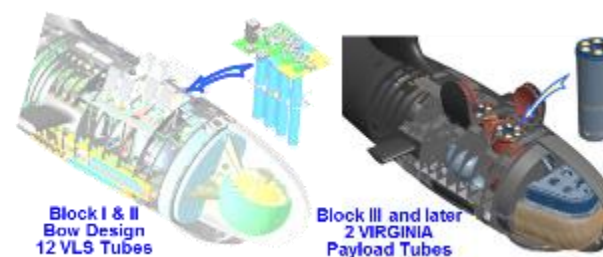
Increase in platform capability



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

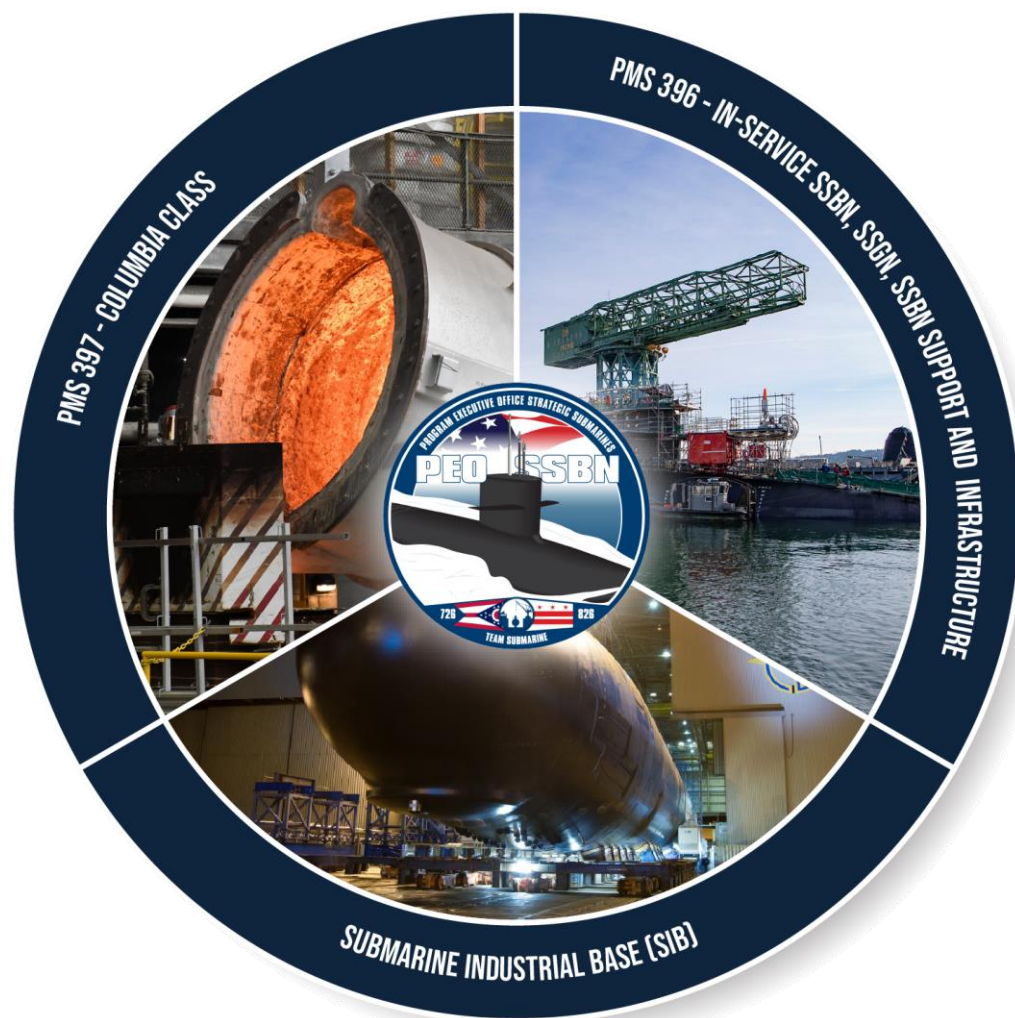
Block VI (FY24–28)

New ocean interfaces and increased SOF support

Block VII (FY29–33)

Subsea Seabed Warfare

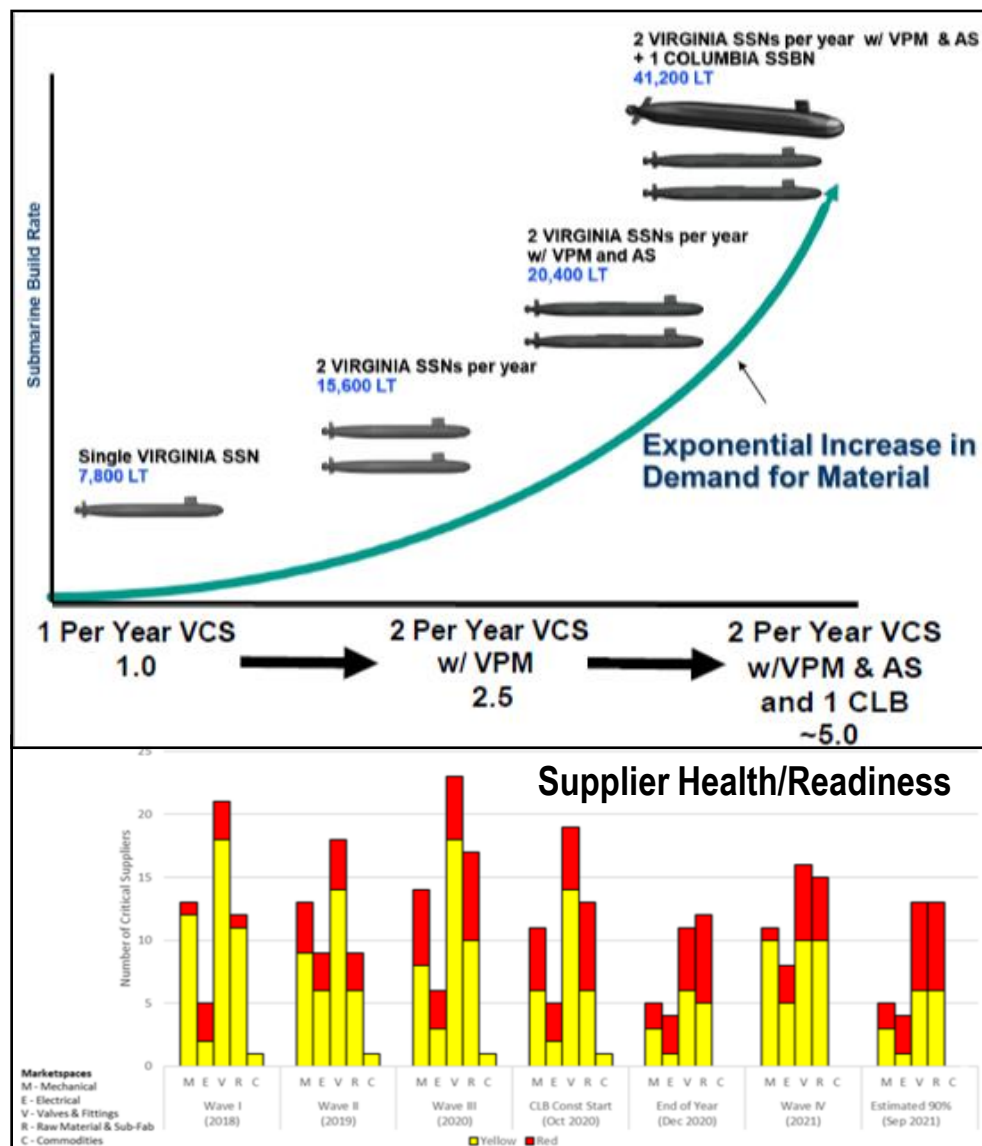




- **Two major program offices supporting the execution of:**
 - Columbia Class construction, Ohio Class sustainment, and strategic deterrence infrastructure.
 - Submarine supply chain capabilities, capacity, and communications are aligned under PEO SSBN's Submarine Industrial Base (SIB) organization.
 - 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





*Promoting the importance of submarines
to the national defense*

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

www.navalsubleague.org