



VA Talent Pipeline Project – HRVA Region

“Talent Acquisition & Retention Workshop”

(Onboarding and Retention)

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Date: 17 JAN 2023





Agenda



- **Virginia Talent Pipeline Project Update**
 - Mid-Year Program Review Alignment
- **Introduction**
- **Recruiting and Hiring Lessons Learned and Best Practice Sharing**
- **Building Engaged Teams**
- **New Teammate On-Boarding Process**
 - Pre-Hire Screening
 - Preboarding
 - World Class First Day
 - Common Skills Training
 - Navigator Check In's
 - 30-60-90
 - 1st Year Retention
- **Lunch**
 - HRWC
 - Urban League
 - SkillsUSA
- **Path Forward: Road to Signing Day**





Mission

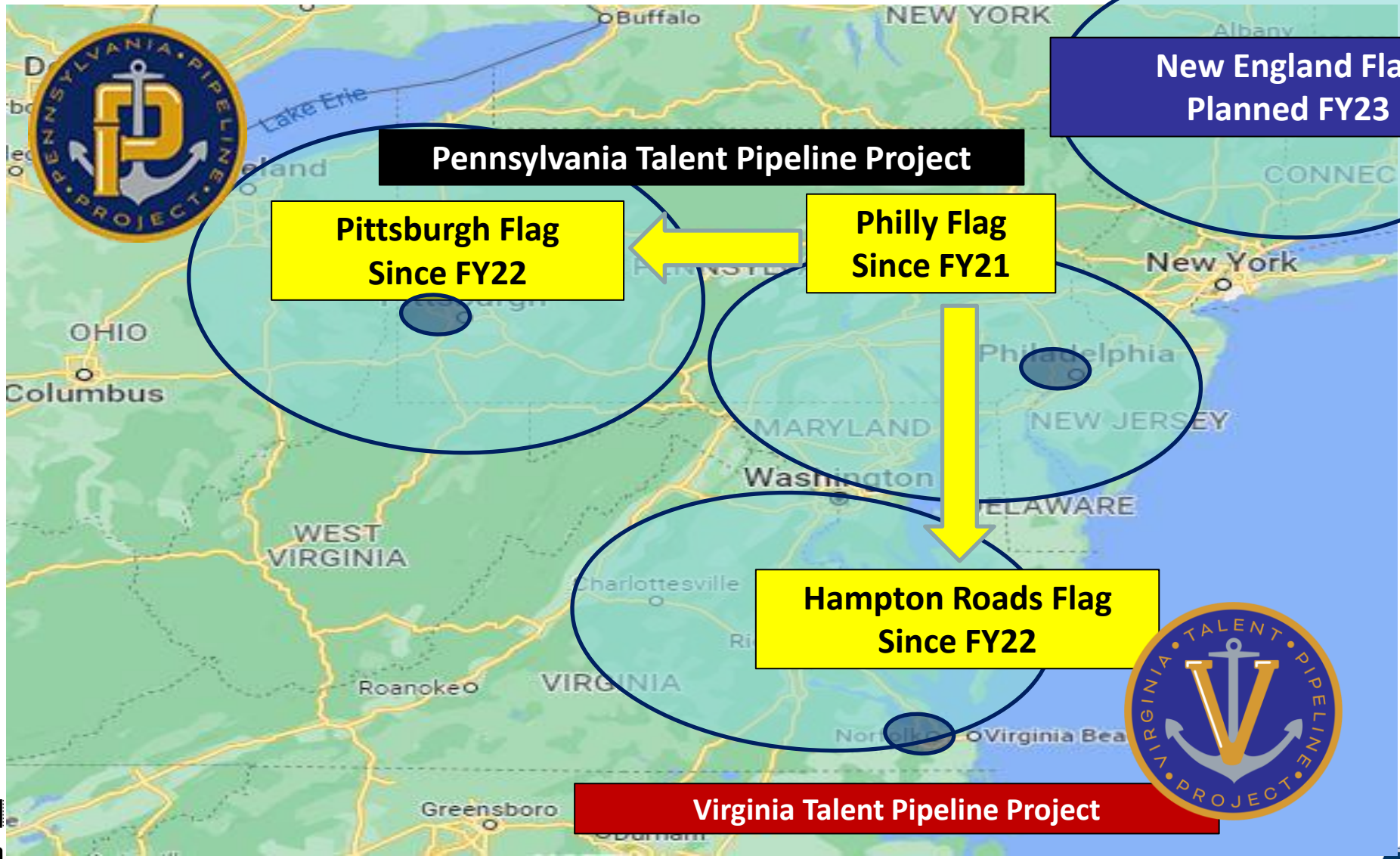


The Virginia Talent Pipeline Program TEAM will energize and engage the American economy by creating and sustaining a maritime and defense industrial base focused talent pipeline that enables **EMPLOYERS to re-capitalize their workforce through recruiting, hiring, training, and retaining skilled workforce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





Talent Pipeline Program





Philadelphia Region 1st Year Retention Data November 2022





2021-2023 Philly Pilot Retention Data



Total Employers at 12/1/21 (Added Fairlead)	36	
Deferred	4	
Withdrew	1	
Without Accepted Offers	2	
With Accepted Offers	29	
	OCT	NOV
# Accepted Offers	223	267
# Started	217	259
# Retained	160	184
# Departed	57	75
Retention Rate	74%	71%

Ave Days to Departure:	114
Ave Days in Job:	264

as of 11/30/22

Employer Performance	OCT	NOV
100% Retention	15	14
Lost 1	5	5
	Total 20/28	19/29
Talent Pipeline Performance:		
CTE/Employee Referral	84%	76%
Training Provider Performance:		
Training Provider 100% Retention	16	16
Lost 1	5	6
	Total 21/25	22/27





Talent Pipeline Employer Partner Master Scorecard



Talent Pipeline Program Employer Master Scorecard (2022-2024) 1/12/23

	Employer Target/Actual	# Trained	# Pledged	# Offers	# Accepted	# Started	# Still Employed
Current	120/124	104	1098	184	181	180	91
Previous	120/124	104	1096	184	181	180	91
Philly Region - Flag 1	50/51	43	270	111	108	108	91
Pittsburgh Region - Flag 2	30/32	27	364	0	0	0	0
HR Virginia Region - Flag 3	40/41	34	464	73	73	72	0

Talent Pipeline Program Employer Performance Scorecard (2022-2024) 1/12/23

	Small			Medium			Large		
	Performing	Improving	Deferred	Performing	Improving	Deferred	Performing	Improving	Deferred
Current	24	24	4	32	23	4	10	4	0
Previous	24	25	2	32	25	1	10	5	0
Philly Region - Flag 1	13	10	2	17	4	1	6	0	0
Pittsburgh Region - Flag 2	2	9	0	9	10	0	1	1	0
HR Virginia Region - Flag 3	9	5	2	6	9	3	3	3	0





Talent Pipeline Training Provider Master Scorecard



Talent Pipeline Program Training Provider Master Scorecard (2022-2024) 1/12/23

	Tng Providers	# Trained	Capacity	# Enrolled	# Screened	# Offers	# Accepted
Current	91	52	7840	3941	438	0	0
Previous	91	52	6872	3802	333	0	0
Philly Region - Flag 1	40	34	3599	1341	236	0	0
Pittsburgh Region - Flag 2	21	7	2526	1899	49	0	0
HR Virginia Region - Flag 3	30	11	1715	701	153	0	0

Talent Pipeline Program Training Providers Performance Scorecard (2022-2024) 1/12/23

	Performing	Improving	Deferred
Current	30	60	1
Previous	30	61	0
Philly Region - Flag 1	19	20	1
Pittsburgh Region - Flag 2	6	15	0
HR Virginia Region - Flag 3	5	25	0





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

November 1, 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





COMPANY NAME



Presenter Name:

Pledge/Demand:

- List # by Trade
- EX: 5 Welders

Current Pipelines:

- List by type and name
- EX: CTE/ VB Tech Center

Training Provider Visits Scheduled or Completed:

Training Provider On Site Visits Scheduled or Completed:

Offers Made:

Offers Accepted:

Started:

Still Employed:





TRAINING PROVIDER NAME



Presenter Name:

Total Students/Screened candidates by Program:

Employer Relationships:

- List by name

Offers Received by Employer and by Trade:

- Employer 1/Trade
- Employer 2/Trade
- Ex: Co ABC / 3 Welders**

Visits by Employers:

- List by name

Program A **10/5**

Program B

Program C

Program D

Program E

Program F

Program G

Program H





Why is it so hard to Recruit, Hire, and Retain GOOD people?





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





They recruit and hire good people.

They keep them.

They have a PLAN

**Senior Leadership LEADs plan
execution and adjusts**





Teammate

~~The Employee Experience~~

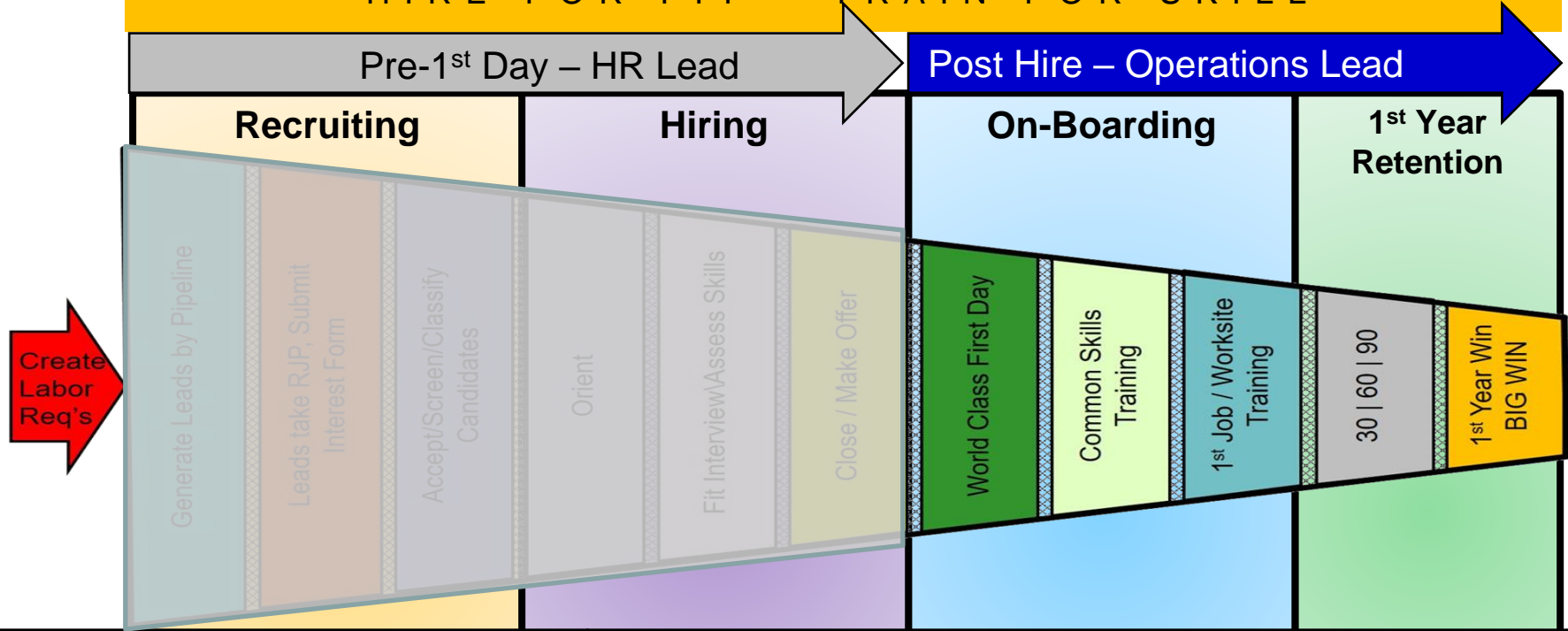




Demand Driven Talent Acquisition & Retention (TA&R) System



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



Allies?

Pipelines

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

Tools

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





Best and Worst

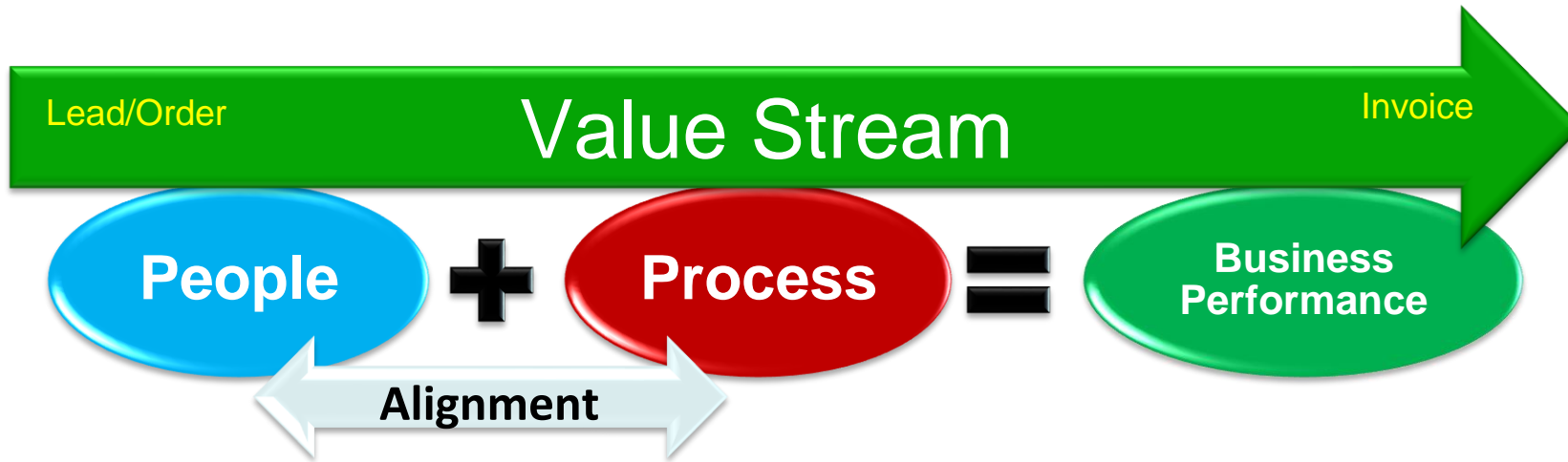


Blue Slip





Big Picture Thinking

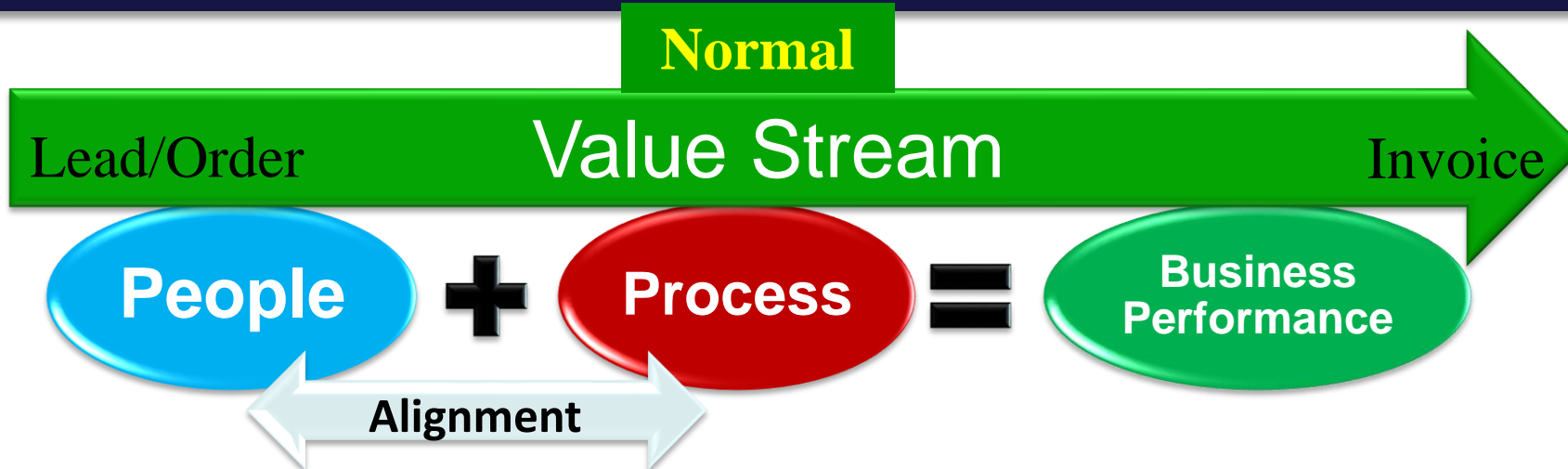


Why is this so hard?





The Strategy

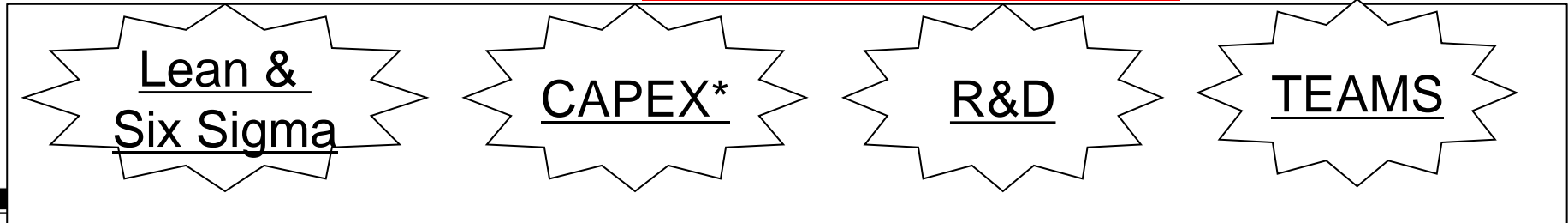


Abnormal = Problems



Daily Problem Solving: See; Stop; Fix; Share; Lead to WIN!

The Senior Leader Tool Kit Systemic Challenges



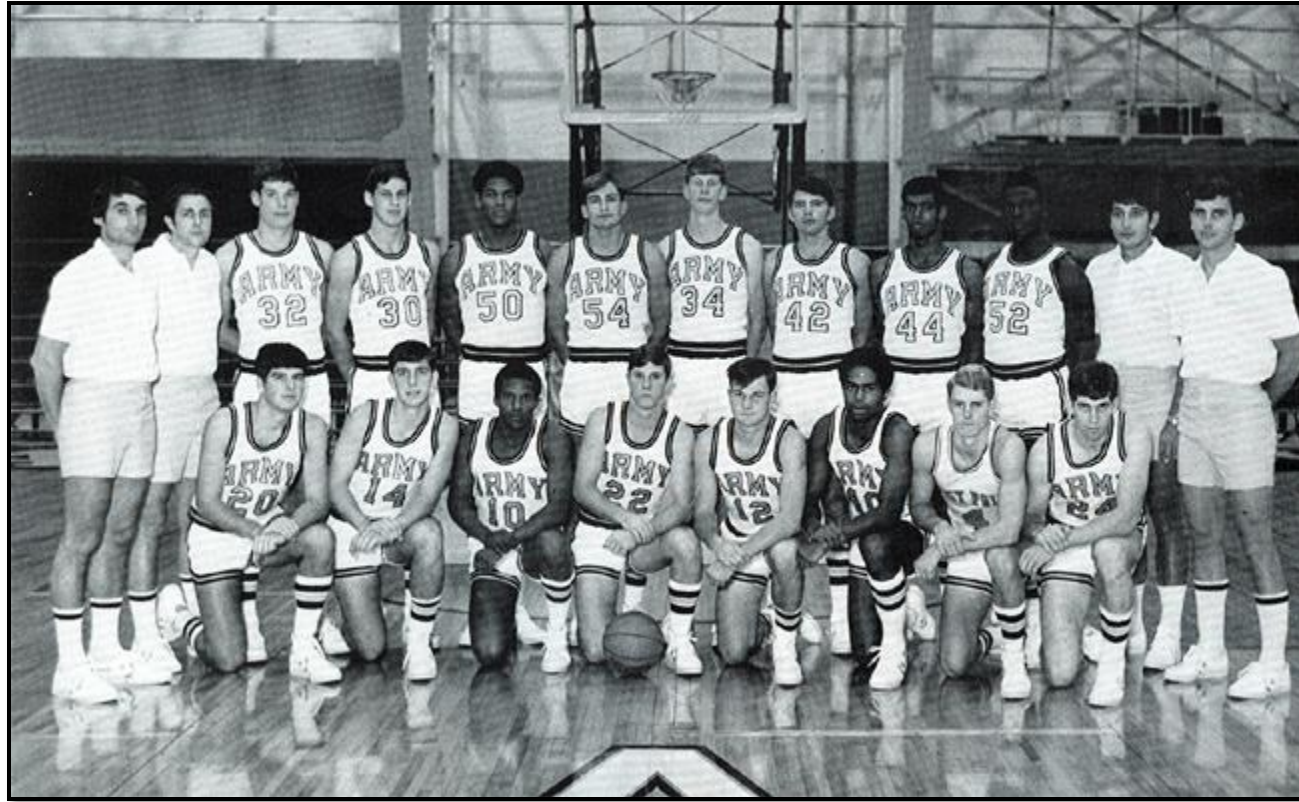
*Capital Expense





Army Basketball Team

1976-1977



Trust and Commitment





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





Core Beliefs



- Start with the end in mind! ...take a Systems Approach
- Be in the business of making hard things easy...not easy things hard.
- People are good and want to do the right thing
- It is the organization's responsibility to create an environment for its people to be successful...and our people's vote counts more than ours.
- If you believe the workers can only be as good as their leader then you also believe leaders can only be as good as their leaders!
- Every organization has an un-limited bandwidth for change
- Culture vs. Change and Leading
- Change Requires Trust
- Business is a Team Sport
- Turf, Ego, and \$\$\$ and the end of the day it is about...





Simon Sinek





Recruiting and Hiring Updates



- How's it going?
- What have you learned?
- What do you need help with?





Break

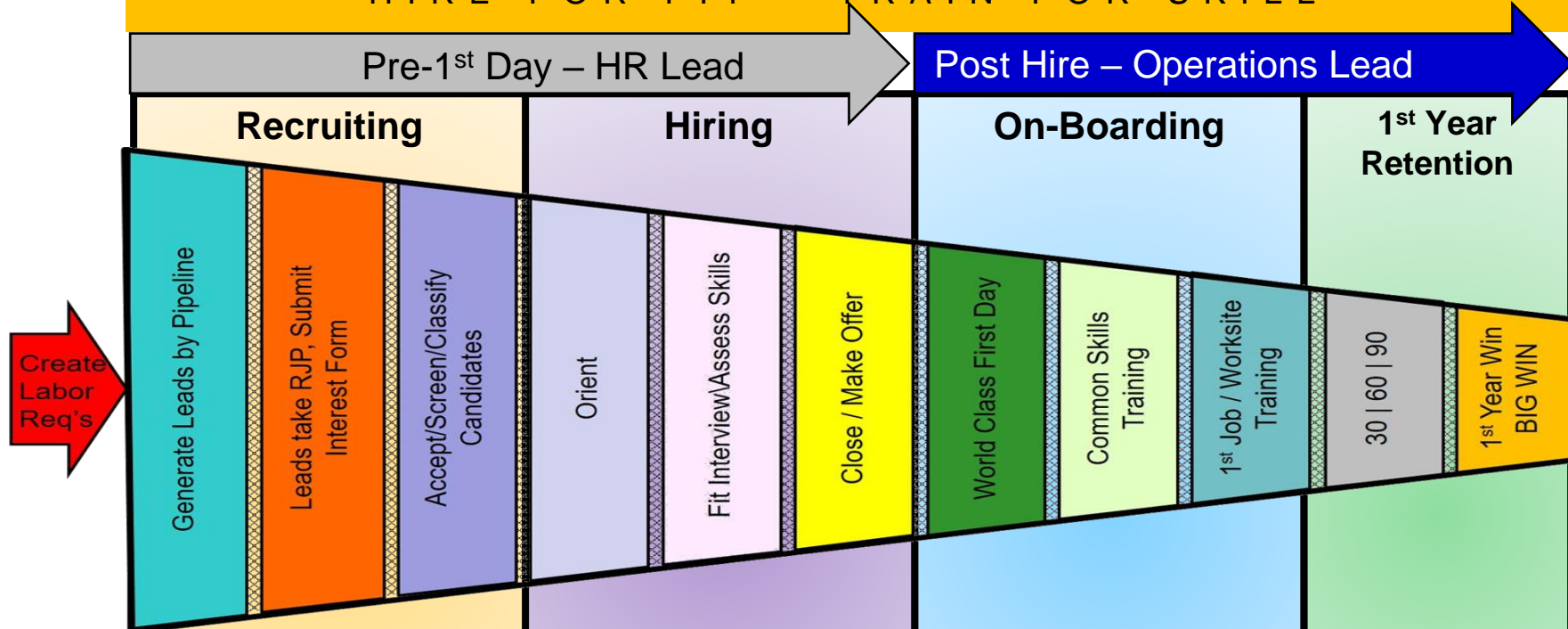




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What do New Hires Want?



New Hires Want..

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





Higher Engagement Earlier Gives



- **22% Higher Profits**
- **43% More Productivity**
- **37% Higher Sales**





Who is responsible for New Hire Retention?





Tool

Expectations

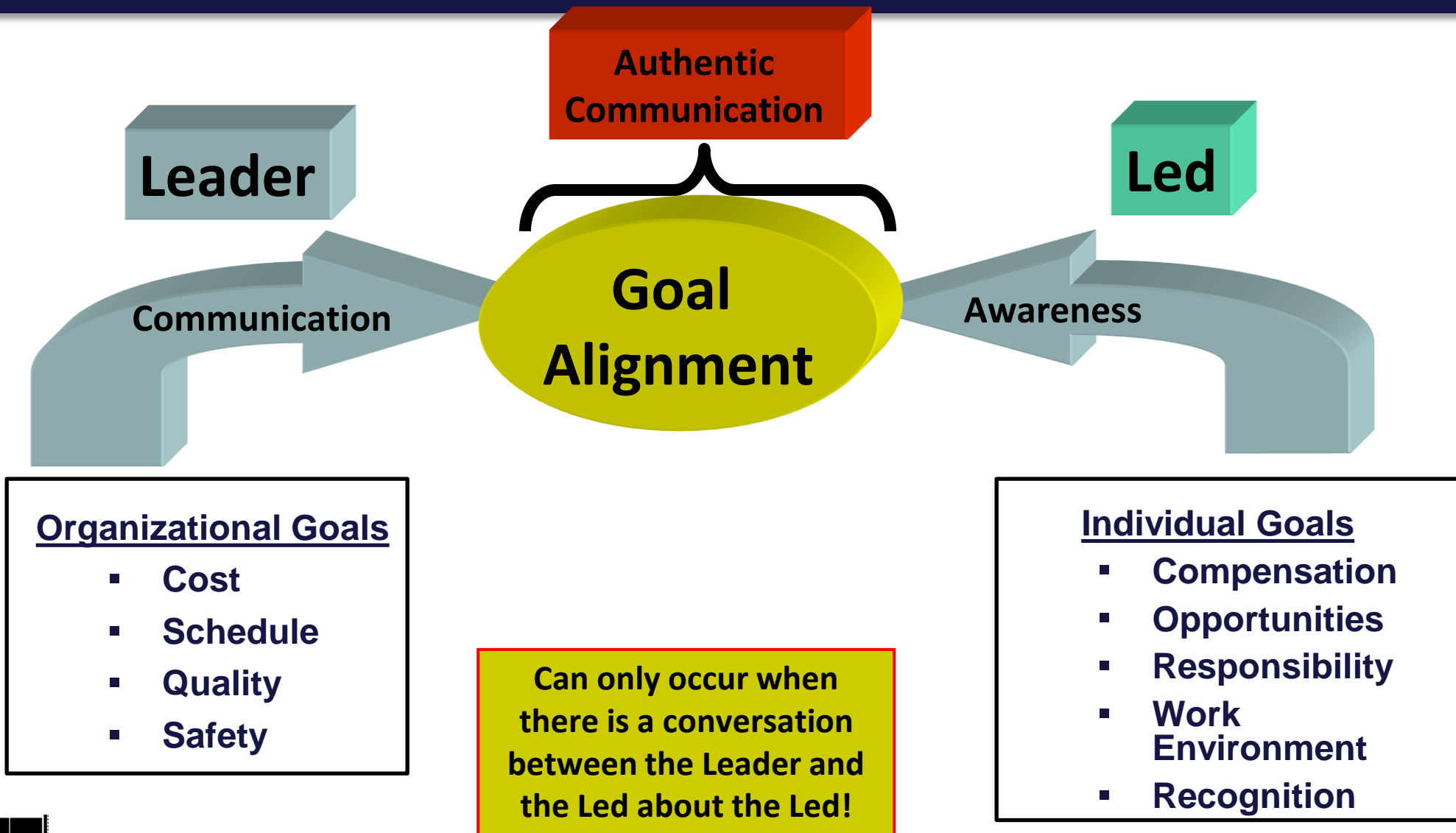
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Leader to Led (L2) Power 9 Guide





Leader to Led Linkage





Starts with.....





Expectations





Expectations



Rules for the 2014 Summer

- we are going to have fun, but we have changes, but good changes!
- the first change is we are going to have a schedule (raise your hand if you don't know what a schedule is)
- every day if you are good I will bring you a tattoo or a peice of candy (you choose) @ will give an exampis)
- give schedule each day explain
- do's and Don'ts
- rules
- have them help me

10 year old Expectations





Expectations



- What do you expect from your Leader?
- What can your Leader expect from you?





High Performing Teams Require Trust

— Leaders will provide:

- Clear direction
- Appropriate Resources
- Expert Advice
- Feedback and Coaching
- Growth Opportunities
- Reward and Praise
- Fair Treatment

— Led will:

- Treat the company like their own
- Hold each other accountable for doing the right thing
- Give early warning of problems
- Have the courage to ask questions

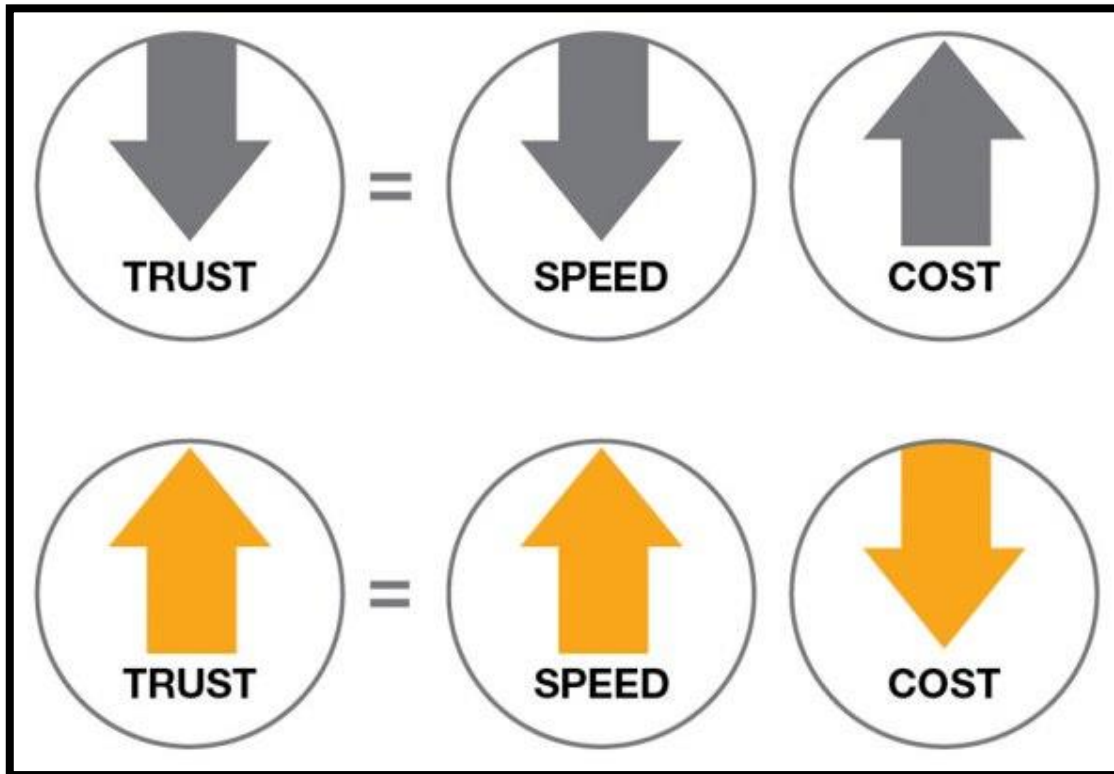




Trust = Speed & Reduced Cost – Trust Matters

Exists in very personal, irrational, and operationally volatile terms between the Leader and the Led

Trust is a function of Situational Awareness and Instinct



Take communication...In a high trust relationship, you can say the wrong thing and people will still get your meaning.

In a low trust relationship, you can be very calculated in what you say and still be misinterpreted.

***Lack of trust is a tax on everything!
It feels like wading through sludge because it is.***





Is Trust Earned or Given?





L2 Power 9 Guide



- 1. I am your Leader clarity**
- 2. I Trust You**
- 3. You understand what we do and how we make money**
- 4. You know what to do at work everyday**
- 5. You have the materials, tools, and equipment to do your work correctly**
- 6. You know how to do the work correctly the first time**
- 7. You know your role, the roles of your teammates and how you work together as a team**
- 8. My team and I know the score and we play to win everyday**
- 9. My leader cares about me as a person and wants to help me be successful**





Vertical Dyad Linkage Theory



The Linkage Power Depends On...

1. Leaders Managing Personal Relationships

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

2. Leader and Led continuously Creating Shared Mutually Supportive Goals

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





Signs of Engaged Relationships



- High Trust
- Low Task Definition Needs
- High Relationship Needs
- Psychologically committed to the company
- Consistent levels of High Performance
- Innovative and a drive for efficiency
- Intentionally build supportive relationships
- Clear about role outcomes expected
- Passionate, high energy, and enthusiastic
- Never run out of things to do
- Loyal to workgroup and company
- Broaden what they do and build on it
- Positive constructive criticism





Signs of Actively Disengaged Relationships



- Low Trust
- High Task Definition Needs
- Low Relationship Needs
- Physically present but psychologically absent
- “What can I take” rather than “what can I give”
- Share unhappiness about work with peers
- “I’m OK but everyone else is not”
- Service prevention rather than service provision
- Not productive but always has excuses
- Inability to move from problem to solution
- Normal reaction starts with resistance
- Low commitment to company
- Might sabotage or manipulate solutions
- Isolation, low trust





Signs of Dis-Engaged Relationships



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





This is the behavior of what type Relationship?

1. Engaged
2. Disengaged
3. Actively Disengaged

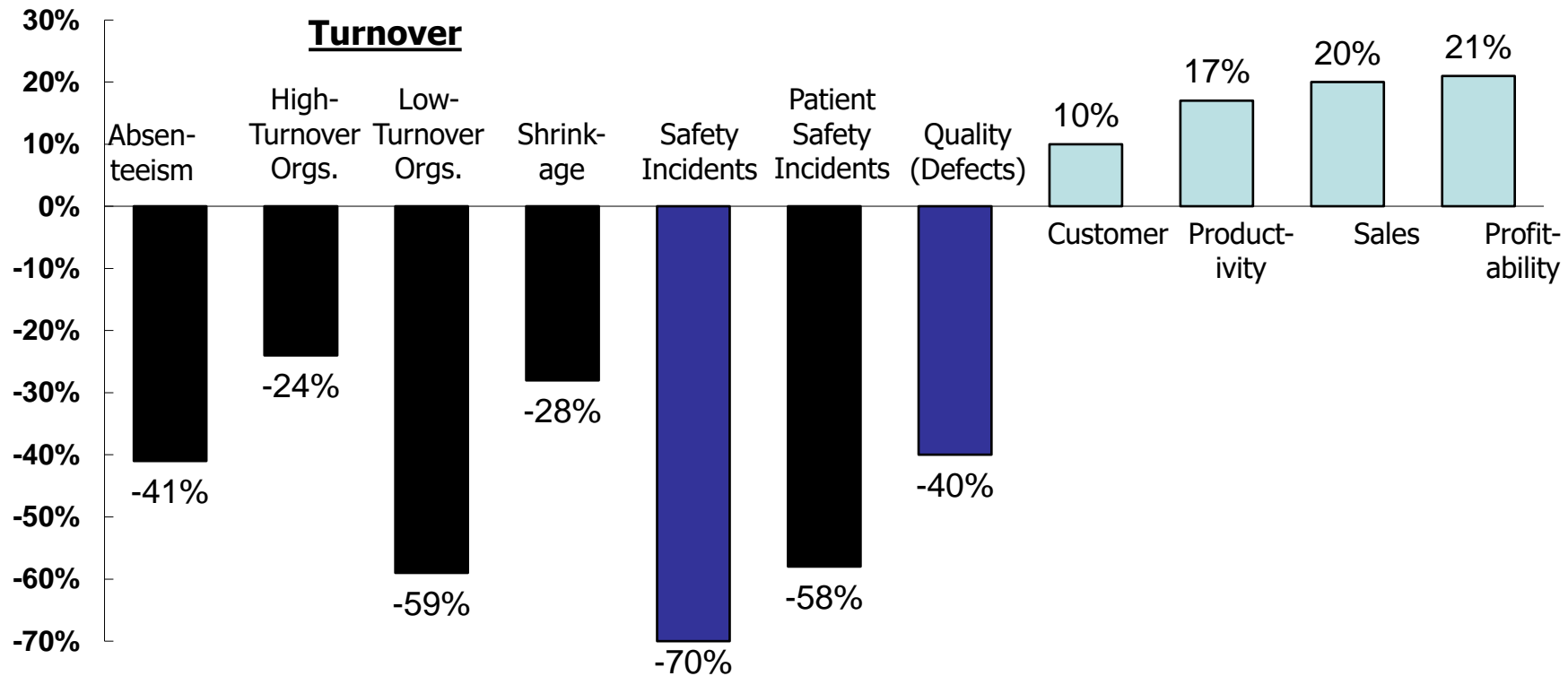




Why Do We Care About Engagement?



The Business Impact[®] - Highly Engaged Teams Perform Better



Business units in the top engagement quartile generate 40% fewer defects and have 70% fewer safety incidents than their bottom-quartile counterparts.





Tool

Circles Chart





Team: _____

Leader: _____

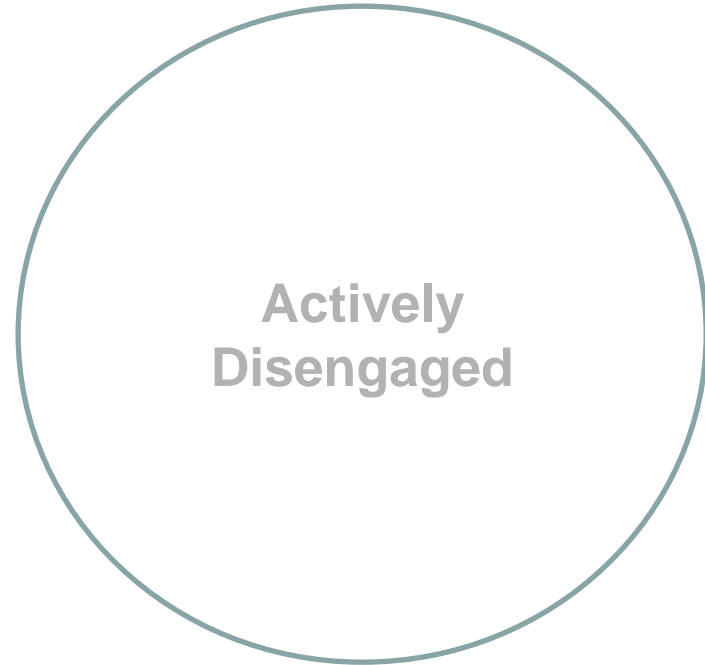
TEAM ROSTER

Date: _____

(Led)



Engaged



Actively
Disengaged



Disengaged





Strategic Goal Engaged Team

Create a system producing
Engaged Leaders and Teammates
focused on attaining consistent
Perfect Performance.

These Teams **Win** All the Time!





Developing an Engaged Team Strategy

- Increase the Engaged Group
- Eliminate the Actively Disengaged Group

Facts:

- Little movement from Actively Disengaged to Engaged
- More movement from Engaged to Actively Disengaged due to Leaders breaking the Goal Alignment Contract/Agreement





The Key to Success



Disengaged Group

1. New Employees make a decision within first 48 - 72 hours from introduction to immediate supervisor.
2. Dis-Engaged Employees are those "...just putting in my time" but not actively doing harm. They may be Situationally Engaged. They can be influenced by Leaders and their Engaged Teammates.

Strategy:

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

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





Team: _____



Step 2: What is your plan to improve it?

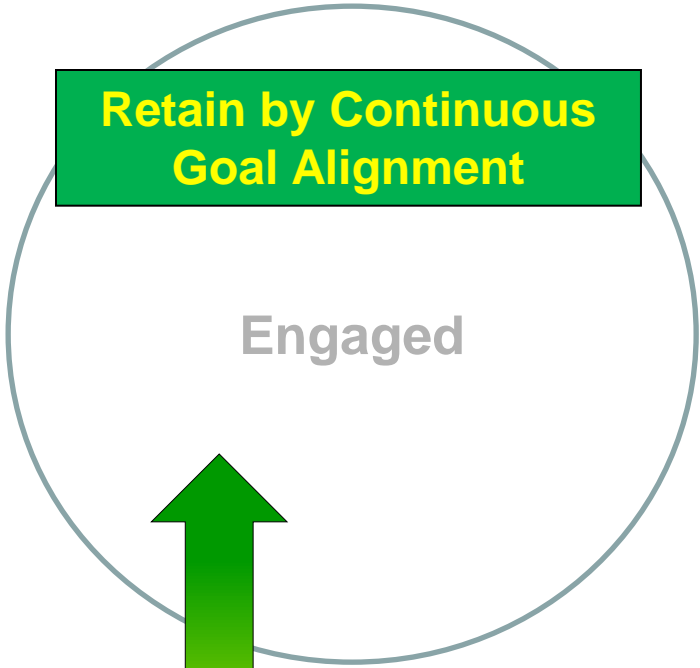
Leader: _____

TEAM ROSTER

Date: _____

(Led)

Retain by Continuous Goal Alignment

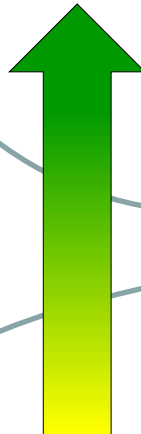
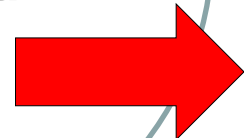


Engaged

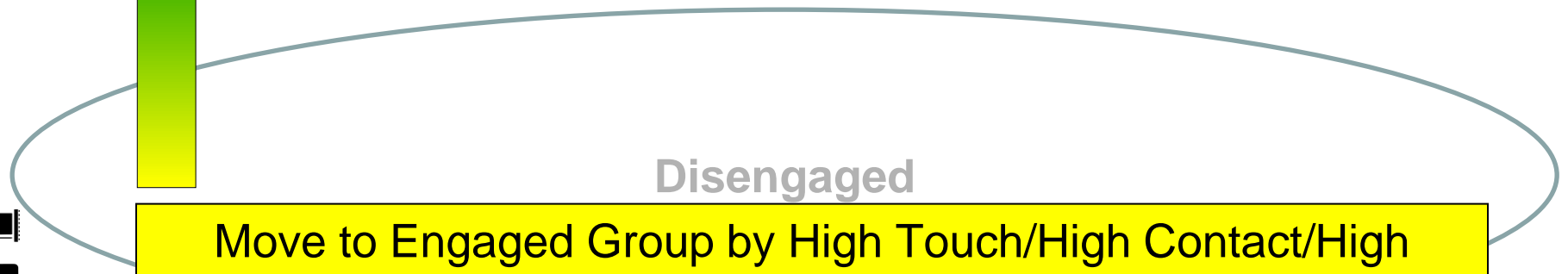
Placed Outside of Team by Leveraging Normal Churn Opportunities



Actively Disengaged



Disengaged



Move to Engaged Group by High Touch/High Contact/High Communication and Deliberate Matching





Engagement VS. Productivity

Test Question





Who is your Most Engaged person on your Team?



Blue Slip





2021 Industry Overview



- Engaged: 32%
- Dis-Engaged: 50%
- Actively Disengaged 18%



Source: Gallup



Opportunity for Improvement



- **25% of the working population are ignored by their supervisor**
 - **40% are *Actively Disengaged***
 - **58% are *Not Engaged***
 - **2% are *Engaged***





So What:

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





Are you Engaged?



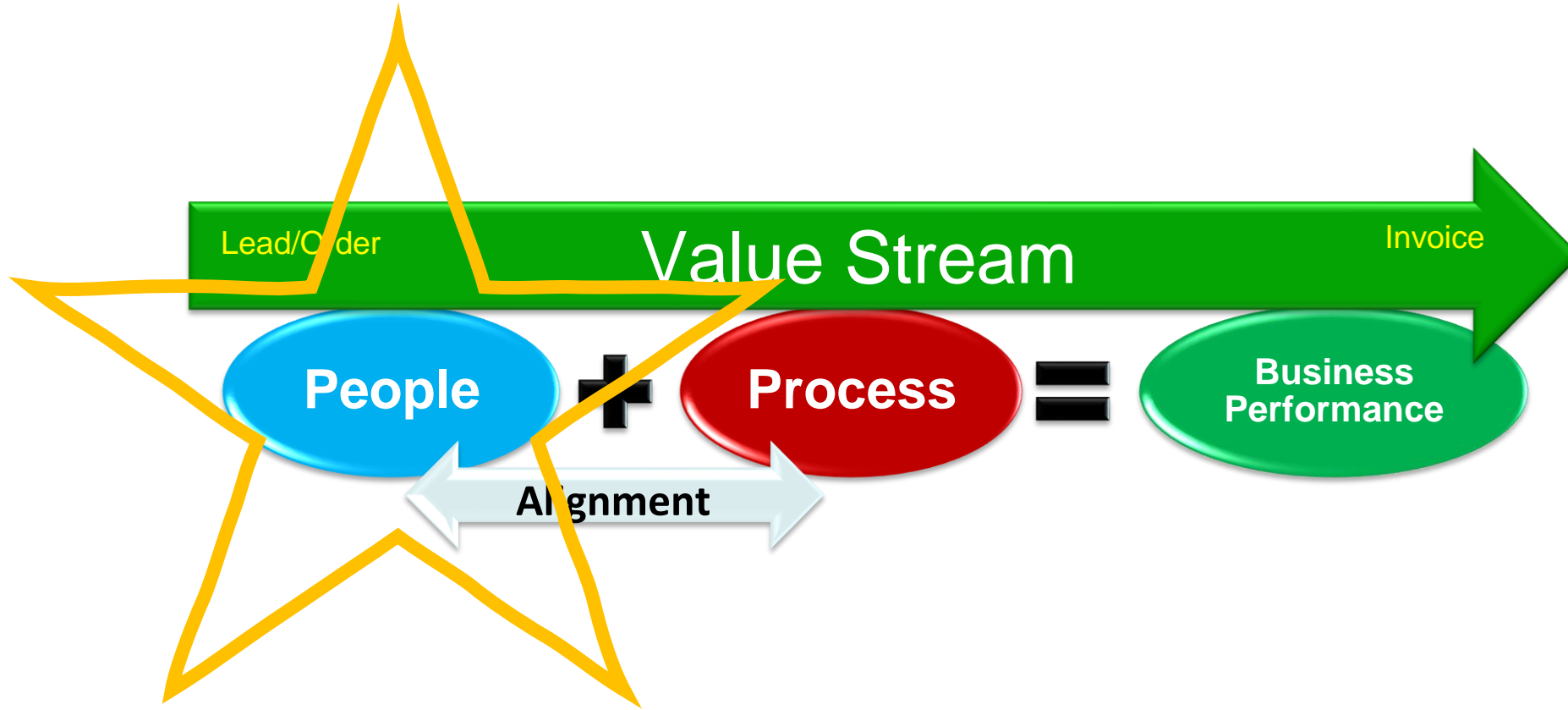


Can we ever allow a Leader to be Disengaged or Actively Disengaged?





Big Picture Thinking



How do we measure and communicate?





5th Metric Scorecard



1. Safety
2. Quality
3. Delivery
4. Cost
5. **People**





5th Metric Scorecard



This is used to track the 5th Metric, people



Ensure New Hires are on-boarded to the Team



Find trends on why Employees are leaving and staying (Staying is more important)



Provide an overall health status of the Employees





5th Metric Scorecard



Month:

Leader:

Team Snapshot

Metric	Value
Total Headcount Start Number from the End of Last Month	
Minus the Number of Teammates Who Departed	
Plus the Number of New Teammates	+
Total Head Count End	
Team Engagement	E: D: A:
Number of Open Positions	

New Hire Snapshot

Total New Hires (Less than 1 Year)	
Needs Supervision (#)	
Works Independently (#)	
Can Teach Others (#)	

Names of Teammates Who Departed	Position	Date/Reason	Names of New Teammates	Expectations & 1on1 complete?	Start Date





Organization 5MSC



Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount													
Total Hires													
Total Terminations													
Ending Headcount													
Demand													
# RJP Views													
# Interested													
# Invited to RD / Invited to Interview													
# Scheduled and/or Attended RD / Interview													
# Interviewed													
# Conditional Offers													
# of Offers Accepted													
# Attended World Class First Day													
# Completed Week 1													
# 30 Days													
# 60 Days													
# 90 Days													
# 180 Days													
# Retained 1 Year													





Break

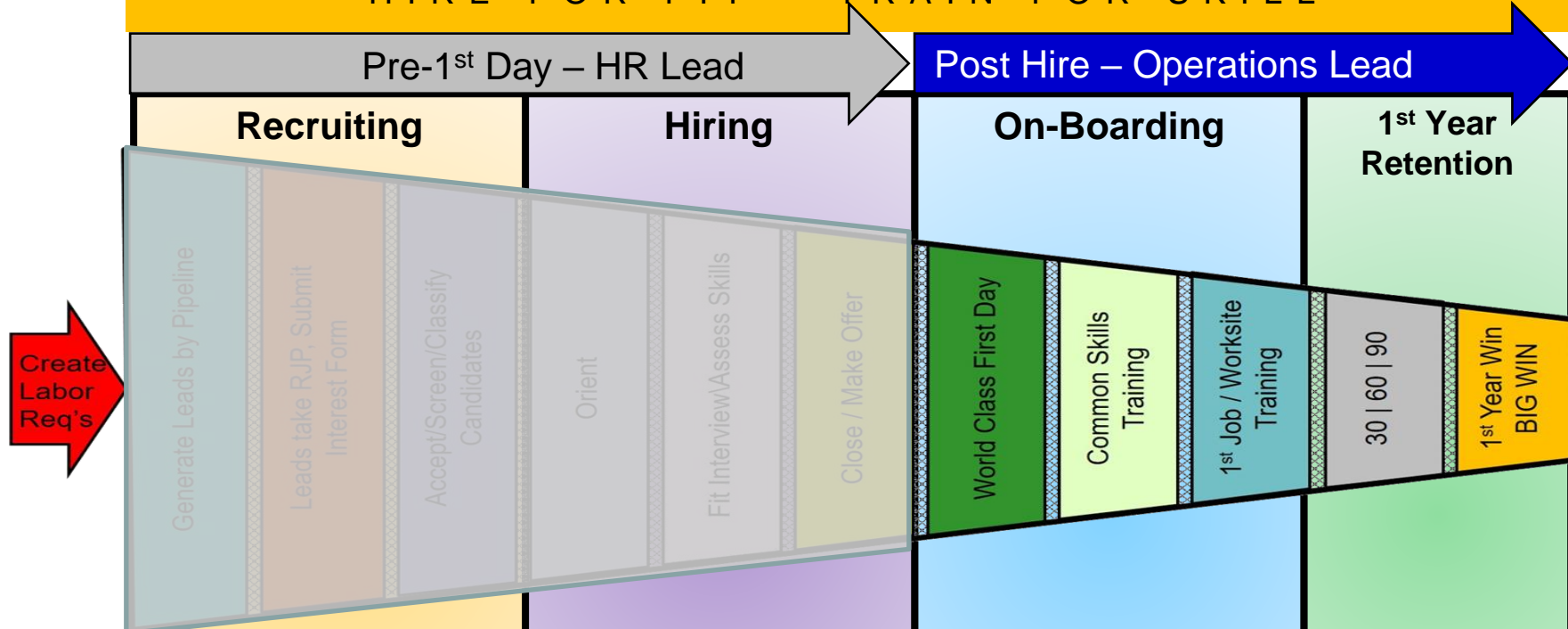




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Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate
HIRE FOR FIT – TRAIN FOR SKILL



Allies?

Pipelines		Tools	
1. CTE Programs (HS & CC)	7. Recruiting Agencies	1. TA&R Value Stream Mapping and Performance Improvement Plan Development	6. World Class First Day
2. Employee Referral Program	8. Military & Veterans	2. Realistic Job Preview & Candidate Tracking System	7. Common Skills Training
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6. Social Media	12. Retiree's		





Onboarding and Retention Process



Putting it All Together





Onboarding Process



Executive Summary:

Supplier	Input	Process	Output	Customer

Process Actions	Role				
	HR	Recruiter	Outside Vendor	Dir Leader	New Tmmt Candidate
Task	A	S	R	I	S

Who is **R**esponsible?
 Who is **A**ccountable?
 Who is **S**upporting?
 Who Needs to be Kept Informed?

Supporting Resources: What resources help





Onboarding Process



Executive Summary: Pre-Hire screening consists of the **required** screening tests a New Teammate Candidate must complete prior to their first day on the job. Employment is usually contingent on these screens. These screens must be evaluated to ensure that excess screens are not disqualifying good teammates for bad reasons (Example: Blanket Security Clearance Policies, Outdated Drug Tests)

Supplier	Input	Process	Output	Customer
HR Recruiter Outside Vendors	Screening Instructions Background Checks Drug Tests Physicals	Pre-Hire Screening	Screened Candidates Disqualified Candidates	New Tmmt Candidate Direct Leader HR

Process Actions	Role				
	HR	Recruiter	Outside Vendor	Dir Leader	New Tmmt Candidate
Drug Test / Physical	A	S	R	I	S
Background Check	A	S	R	I	S
New Teammate Candidate Tracking	A	R	S	I	S

Supporting Resources: Candidate Tracking System





Onboarding Process



Executive Summary: Objective of Preboarding is to ensure that the team is aligned and ready to flawlessly execute the World Class First Day. The actions are completed to ensure that the New Teammate is set up for success from day 1 and predisposed to become an engaged and productive teammate.

Supplier	Input	Process	Output	Customer
Senior Leadership HR Mentor Direct Leader Recruiter	Screen Instructions New Teammate Profile WCFD Instructions / Agenda	Pre-boarding	Pre-Briefed Team Informed New Teammate	New Teammate Direct Leader HR

Process Actions	Role				
	Sen Leaders	HR	Mentor	Dir Leader	Recruiter
WCFD Logistics / Rehearsal	A	R	I	S	S
New Teammate Instructions	I	S	S	A	R
Direct Team Pre-Brief	I	S	S	A	R

Supporting Resources: New Teammate Profile, WCFD Instructions and Agenda





Preboarding Resources



New Teammate Profile

- Name
- Age
- Previous Experience
- Position
- Mentor Assignment

World Class First Day Instructions

- When: 9 AM, Tuesday, 1/17/23
- Where to Report: Security Office located at “address”
- Point of Contact:
 - Recruiter
- Attire
- ETC.





Onboarding Process



Executive Summary: Objective of the World Class First Day (WCFD) is to affirm the New Teammate’s decision to join your team. An effective World Class First Day continues to build **New Teammate Engagement** by showing **Senior Leader Engagement**, clearly explain **Roles and Responsibilities**, and creating a **Positive Ownership Handoff** between HR/Recruiters and Operations.

Supplier	Input	Process	Output	Customer
New Teammate Senior Leaders Direct Leader HR	WCFD Agenda and Resources	World Class First Day	New Teammate Predisposed to become Engaged	Direct Leader Direct Team

Process Actions:	Role			
	New Teammate	Senior Leader	Direct Leader	HR
WCFD Event Execution	S	A/S	S	R
WCFD After Action Review	I	S	S	A/R

Tools / Supporting Resources: World Class First Day Agenda, Script, Presentations and Materials, Expectations, L2 Power 9, Engagement Behaviors





What do we want the new hire to understand within their first 24 hours with the company ?





We want them to know...



- Leader's expectations
- What engagement is
- The value stream (what we do and how we make money)
- Their Team
- Who their navigator is
- How they fit on the team
- How they can be successful in their first job





World Class First Day



Objectives

- **Agenda for the Day (what will new hire be receiving that day, i.e. Badge, PPE)**
- **Paperwork Review**
- **Brief Company History**
- **Expectations/ Core Values**
- **“Welcome” from executive leadership and direct leader**
- **HR Company Policies and Procedures, Benefits Overview**
- **Common Skills: What every new hire should know to be successful for the first day on the job**
- **Safety: PPE Required, all safety protocol**
- **Quality Brief**
- **Path Forward**
- **Direct Leader Expectations, Work Area Orientation and On the Job Training**

Example Agenda

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





Tool: L2 Power 9



- 1. I am your Leader clarity**
- 2. I Trust You**
- 3. You understand what we do and how we make money**
- 4. You know what to do at work everyday**
- 5. You have the materials, tools, and equipment to do your work correctly**
- 6. You know how to do the work correctly the first time**
- 7. You know your role, the roles of your teammates and how you work together as a team**
- 8. You and your team know the score and play to win everyday**
- 9. I care about you as a person, and I want to help you be successful**





Tool Expectations



What I Expect From My Team

- Be ENGAGED
- Total Transparency
- No Surprises
- Do what is RIGHT.....ALWAYS
- Bring you're A game
.....EVERYDAY.....On Time!
- Positive focus on problem solving.....not excuses
- Respect for one another

What My Team Can Expect From Me

- TOTAL ENGAGEMENT
- Complete Transparency
- Honesty
- Support
- My A Game – Everyday – Early
- Direction, not interference
- Positive focus on solutions
- Presence





Expectations Exercise

2 Things you Expect from your New Hire
2 Things your New Hires can expect from you?



Blue Slip





Onboarding Process



Executive Summary: The Objective of Common Skills Training is to provide New Teammates with the Knowledge, Skills and Abilities of all common tasks a teammate needs to know in order to be successful on the first day. Common Skills Training can be integrated into the WCFD, completed within first week, or a combination of both.

Supplier	Input	Process	Output	Customer
Instructors Direct Leaders HR / Training Mentor	Instruction Supporting Documents New Teammate	Common Skills Training	Trained New Teammate	Direct Leader Direct Team

Action/Process	Role			
	Instructors	Direct Leader	Mentor	HR/Training
Scheduling, Logistics and Tracking	S	S	I	A / R
Instruction and Assessments	R	I	I	A / S
Practical Applications	I	A	R	S

Tools / Supporting Resources: Common Skills Training, Instructional Specific Supporting Documents





Common Skills Training Outline



— Phase 1: Completed on WCFD

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

— Phase 2: Completed on Day 2

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

— Phase 3: Completed within 1st Week

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

— Phase 4: Completed within 1st 10 Days

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





Onboarding Process



Executive Summary: The objectives of Navigator Check In's are early risk identification, leader feedback validation, and to provide a 3rd party outlet to encourage candid feedback on the process. The New Teammate Navigator should be someone outside the direct chain of command and completed at the end of Week's 1, 3 and 5.

Supplier	Input	Process	Output	Customer
Navigator Direct Leader New Teammate	L2 Power 9 Questions New Hire Intakes	Navigator Check In's	Feedback New Teammate Engagement	Direct Leader HR / Training Mentor

Action/Process	Role				
	Navigator	Direct Leader	New Teammate	Mentor	HR/Training
Navigator Check In	R	S	S	I	A

Tools / Supporting Resources: L2 Power 9 Questions, Navigator Check In's





Navigator Check In's



Power 9 Questions

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

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

1. I know who my leader is

SA A D SD

2. My leader trusts me

SA A D SD

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

SA A D SD

4. I know what to do at work everyday

SA A D SD

5. I have the materials, tools, and equipment to do my work correctly

SA A D SD

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

SA A D SD

7. I know my role, the roles of my teammates and how we work together as a team

SA A D SD

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

SA A D SD

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

SA A D SD

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New Teammate Intakes

- Do you feel that the World Class First Day was helpful?
- Has your Leader gone over their expectations with you? If so, what are some things they expect from you?
- When was the last time you talked with your leader?
- Do you know what to do at work everyday? Is someone helping you?
- Is there anything that you need that you're not getting?
- Is there anything you know now that you wish you would have known on your first day?





Onboarding Process



Executive Summary: The objectives of the 30-60-90 Day Fit and Skills Review are to provide and solicit constructive feedback, foster engaged Leader to Led relationships and identify areas of risk and align resources to mitigate risk. Fit and Skills Review is focused on Performance Habits, Work Habits and Productivity

Supplier	Input	Process	Output	Customer
Direct Leader Mentor New Teammate Leader's Leader	Assessment	30-60-90 Fit and Skills Review	Goal Alignment	HR New Teammate

Action/Process	Role				
	Direct Leader	Leader's Leader	Mentor	New Teammate	HR
30-60-90 Fit and Skills Review	R	A	S	S	I

Tools / Supporting Resources: Fit and Skills Review





Performance Levels



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





Work Habits



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





Work Habits



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





Productivity



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

NS – Needs Supervision (Disengaged)

WI – Works Independently (Engaged)

CT – Can Teach Others (Engaged)





Onboarding Process



Executive Summary: 1st Year Retention involves continual engagement and goal alignment between the New Teammate and their Direct Leader. It is the responsibility of the direct leader to lead, track, and develop his or her New Teammates and the 5th Metric Scorecard provides the structure to communicate and drive data driven decisions on a monthly basis.

Supplier	Input	Process	Output	Customer
Direct Leader Leader's Leader Senior Leaders HR/Training	5 th Metric Scorecard	1 st Year Retention Monthly 5 th Metric Discussions	Informed Data Driven Decisions	The Organization

Action/Process	Role			
	Direct Leader	Leader's Leader	Senior Leaders	HR/Training
5MSC Reporting	R	S	A	I
5MSC Data Compilation	S	R	A	I
Monthly 5MSC Meeting	S	R	A	I

Tools / Supporting Resources: 5th Metric Scorecard, Circles Charts, Engagement Behaviors





5th Metric Scorecard



Month: December

Leader: K. Barto

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

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





Monthly 5th Metric Reporting



- **Week 1:**
 - 1st Line Leaders to Supervisors
- **Week 2:**
 - Supervisors to Managers
- **Week 3:**
 - Managers to Executive Leadership Team via Monthly 5MSC Meeting





BPM December 2022



Months	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	301	302	309	308	315	322	318	321	316	312	321	
Total Hires	8	14	15	11	19	5	13	9	5	14	2	115
Total Terminations	7	7	16	4	12	9	10	14	9	5	15	108
Ending Headcount	302	309	308	315	322	318	321	316	312	321	308	7
Demand	9	9	10	11	19	19	14	8	16	10	12	137
# RJP Views	136	132	105	101	113	97	135	105	150	89	52	1215
# Interested	98	114	79	80	79	75	99	65	99	66	39	893
# Invited to RD / Interview	20	73	40	30	10	22	26	23	33	16	3	296
# Attended RD / Interview	20	65	20	29	4	22	26	23	33	15	3	260
# Interviewed	20	63	20	29	4	22	26	23	33	15	3	258
# Conditional Offers	8	25	13	11	20	5	13	9	5	14	2	125
# of Offers Accepted	8	21	13	11	19	5	13	9	5	14	2	120
# Attended World Class First Day	8	14	15	11	19	5	13	9	5	14	2	115
# Completed Week 1	8	14	15	11	19	5	13	9	5	14	2	115
# 30 Days	7	13	14	11	18	5	13	9	4			94
# 60 Days	7	12	13	10	16	5	12	7	4			86
# 90 Days	7	10	13	10	15	5	11	7				78
# 180 Days	7	8	12	9	13							49
# Retained 1 Year												0
											Total Still Active	92

Feb 1 – Dec 31	Filter Effectiveness	Feb 1 – Dec 31	Retention Rate
Total RJP Views	1215	Total Hires	115
Attended WCFD	115	Still Active	92
Effectiveness %	9%	Retention %	80%





Lunch



HAMPTONROADS WORKFORCECOUNCIL

ONE REGION. ONE WORKFORCE. ONE ECONOMY.

NextGen
PATHWAYS


VIRGINIA
CAREER WORKS
HAMPTON ROADS REGION


Hampton Roads
VETERANS * EMPLOYMENT
Center
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CAMPUS
757

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

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

LET'S GO TO WORK!

HAMPTONROADS
WORKFORCECOUNCIL
ONE REGION. ONE WORKFORCE. ONE ECONOMY.

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

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 \$8,000 for skills training per person

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

BUSINESS SERVICES

Services Provided to Employers

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

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dbailey@theworkforcecouncil.org
757-266-6546

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

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



DEAR HAMPTON ROADS BUSINESS LEADER:

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

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

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

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

Sincerely,
Shawn Avery, President & CEO

SERVICES PROVIDED TO EMPLOYERS

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



RECRUITMENT

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

INCUMBENT WORKER TRAINING

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

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

ON-THE-JOB TRAINING

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



Hampton Roads VETERANS * EMPLOYMENT Center

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NORFOLK * NEWPORT NEWS

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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.

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NextGen
PATHWAYS



The flyer features the Hampton Roads Workforce Council logo at the top, followed by the NextGen Pathways logo. 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
757-373-8732



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

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

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

Become a partner! Visit Campus757.com today!

ENGAGEMENT OPPORTUNITIES

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

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



OUR TEAM



Jaedda Hall, Director

jhall@theworkforcecouncil.org



Rikki Carretta, Program Coordinator
rcarretta@theworkforcecouncil.org

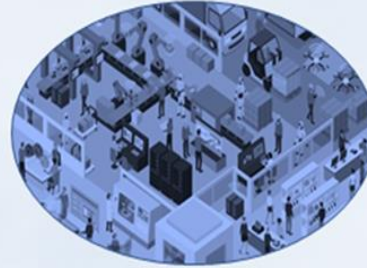


Kirstin DeCroix, Communications Coordinator
kdecroix@theworkforcecouncil.org



HAMPTONROADS WORKFORCECOUNCIL

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



The Hampton Roads
Business Community

HAMPTONROADS
WORKFORCECOUNCIL



Regional Education &
Training Providers



Job-Seekers,
Local & Otherwise

Talent Pipeline Management (TPM)

HAMPTONROADS
WORKFORCECOUNCIL
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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!

<https://www.theworkforcecouncil.org/>



**Urban League of
Hampton Roads, Inc.**

Patricia Gibson





Dr. Brandon Martin





Path Forward





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**

Feb 16, 2023: Recruiting and Hiring Event

***June 3, 2023: “Signing Day” Ceremony**

Year 2:

July 11, 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

Feb 15, 2024: Recruiting and Hiring Event

*May 15, 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





Mid Year Recruiting Program Review



Date: February 15, 2023

Time: 8:30am-12:00pm

Location: Hampton Roads Convention Center

➤ **VTPP Partners (Employers and Training Providers):**

- **Each Partner will come to the podium to share their updated scorecard (next slides)**
- **Employer Partners: Share the tool or support they have received from the PM team**
- **Training Provider Partners: Share the value they have seen in participating in the program**





Next 30 Days



- **Get Trained** on January 17 at the Hampton Roads Convention Center
- **Sign Up for February 16 – Recruiting and Hiring Day @ VB ATC**
 - **Flyer to go out with As Given Deck**
- **Complete Monthly Program Report – Due January 31**
- **Schedule Partner Visits**
- **Next Monthly All Hands: Thursday, February 2, 2023: 1200-1300**
- **Partner Scorecards due by Monday, February 6, 2023: COB**
- **Mid Year Program Review – February 15, 2023: 8:30-12:00**





Signing Day: Employer Focus



- Retention: In May/June 2022 we offered ____ and ____ have past their 1st Year Anniversary as Productive and Engaged Teammates. (Names on slide behind)
- Hiring: This year we are pleased to announce ____ Accepted Offers from the following Talent Pipelines.
- Training Providers: We want to Thank our Talent Pipeline Training Provider Partners:

- The Talent Pipeline Program helped our business by _____





In Review



- **Virginia Talent Pipeline Project Update**
 - Mid-Year Program Review Alignment
- **Introduction – People vs. Process**
- **Recruiting and Hiring Lessons Learned and Best Practice Sharing**
- **Building Engaged Teams**
- **New Teammate On-Boarding Process**
- **Thank you to our guest speakers!**
 - HRWC
 - Urban League
 - SkillsUSA
- **Path Forward – Road to Signing Day**





Why Won't This Work





FEAR





At the end of the day, Retention is about....

Leadership





The greatest form of respect we can give our PEOPLE is a Leader who...

1. Wants to Lead
2. Demands to be held Accountable
3. Is Engaged
4. Knows what Right Looks Like
5. Has a Leader who will help them become a High Performer
6. Plays to Win Everyday!





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.





Open Discussion



Questions, Comments, Concerns?





WE are on a Mission!

1 Employer

1 Job

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

