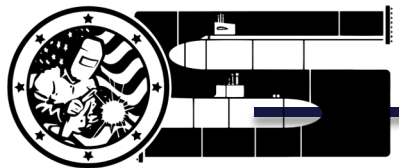# Talent Acquisition & Retention Workshop (Onboarding & Retention)

Kevin Barto, Program Manager   **February 7, 2023**

The Town Point Club – Norfolk, VA

Workshop Objectives

1. Review the current state of the Talent Pipeline Program and respective Flags

2. Summarize the principles of a high-performing team

3. Distinguish best practices of Recruiting & Hiring

4. Discuss Training Provider steps of preparing Students for Interviewing Process

5. Distinguish the Best Practice process steps of Onboarding

6. Discuss Training Provider process steps of preparing students for 1st Job

7. Examine strategies to enhance the onboarding experience for new employees

Workshop Objectives
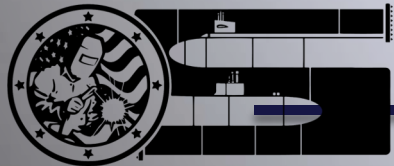
8. Explain the importance of clarifying expectations and building trust

9. Application of tools to improve team engagement and build/strengthen trust

10. Compare impact of Engagement on Productivity

11. Distinguish the Best Practice process steps of Retention

12. Evaluate how a Best Practice Employer is improving their TA&R system in comparison to your system

13. Restate the expectations for reporting new hire data

14. Confirm Signing Day expectations for Employer and Training Provider partners

Talent Pipeline Program and Flag Specific

2021-2023 Philly Pilot Retention Data

Total Employers at 12/1/21	36
Deferred	4
Withdrew	1
Without Accepted Offers	3
With Accepted Offers	**28**
# Accepted Offers	263
# Started	255
# Retained	179
# Departed	80
Retention Rate	**70%**

Employer Performance

100% Retention	14
Lost 1	5
Total	**19/28**

Talent Pipeline Performance:

CTE/Employee Referral	**74%**

Training Provider Performance:

Training Provider 100% Retention	16	16
Lost 1	6	6
Total 22/27		**22/27**

Ave Days to Departure:	123
Ave Days in Job:	299

as of 12/31/22

Talent Pipeline Program

New England Flag FY23

Pennsylvania Talent Pipeline Project

Pittsburgh Flag FY22

Philly Flag FY21

Hampton Roads Flag FY22
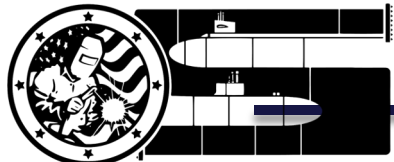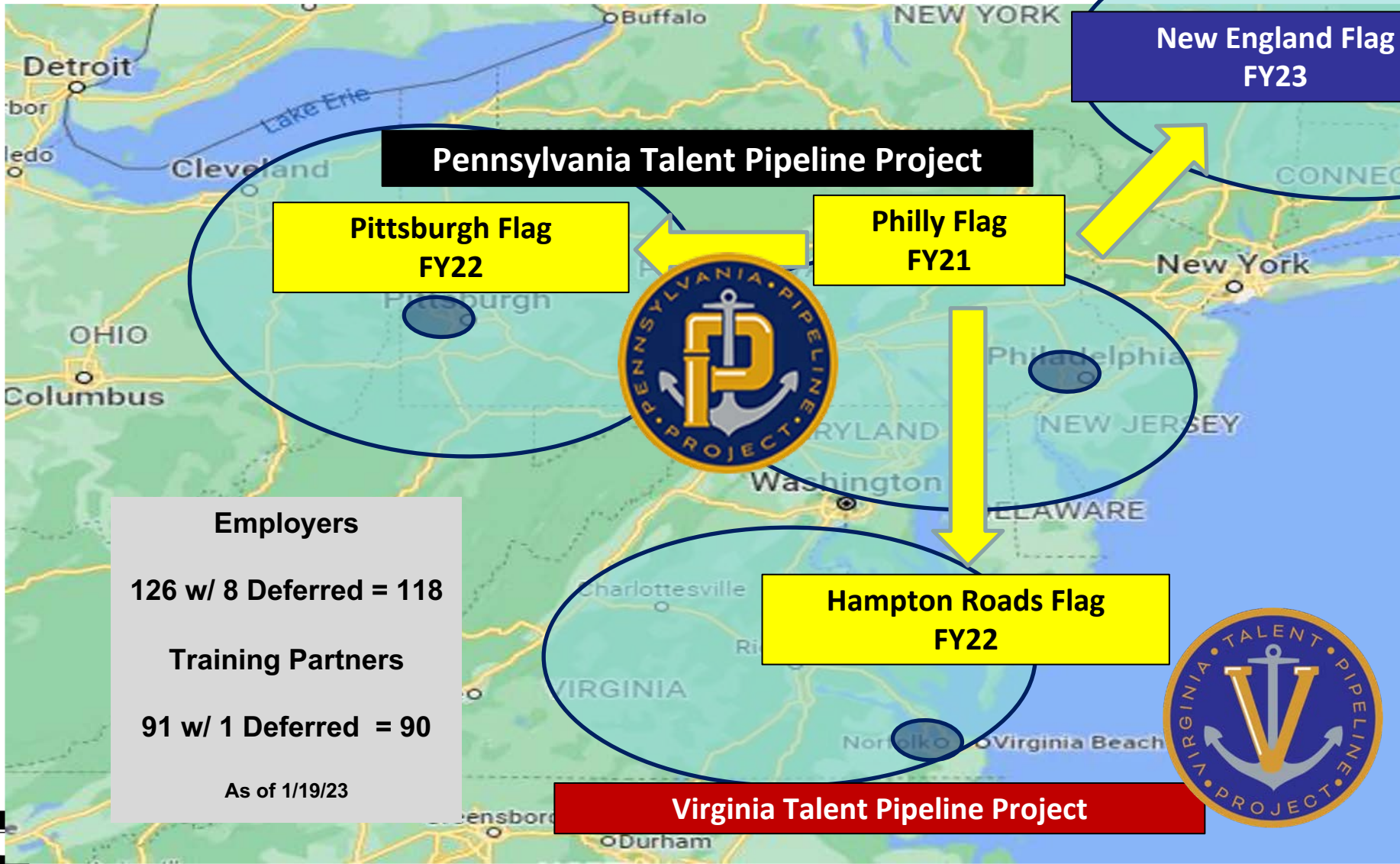
Employers

126 w/ 8 Deferred = 118

Training Partners

91 w/ 1 Deferred = 90

As of 1/19/23

Virginia Talent Pipeline Project

Mission

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

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.

Next 30 Days

- **Partner Scorecards due by Monday, February 6, 2023: COB**

- Mid Year Program Review, February 15, 2023: 8:30-12:30
  - Hampton Roads Convention Center

- Employer Recruiting Event – Virginia Beach City Schools
  - Advanced Technology Center – 8:30AM-10:00AM
  - Career and Technical Center – 11:30AM-1:30PM

- Complete Monthly Program Report – Due Mar 1, 2023

- Schedule Partner Visits and Interviews

- Next Monthly All Hands: Thursday, March 2, 2023: 1200-1300

Mid Year Program Review Agenda

➢ **Pledge of Allegiance, Welcome & POA&M Update**

➢ **Virginia Regional Training System Overview - HRWC**

➢ **Prime Contractor Update – Katina Adams, HII**

➢ **Program Update - Joe Barto, Talent Pipeline Program Manager**

➢ **Keynote Speaker - Josh Sturgill, Command Master Chief, PEO SSBN SIB**

➢ **Employer Updates& Scorecard Presentation**

➢ **Training Provider Updates & Scorecard Presentation**

➢ **New Facilitator Introduction**

➢ **Review of the Day**

➢ **Request for Approval to Move to Next Milestone**

➢ **Closing - Josh Sturgill, Command Master Chief, PEO SSBN SIB**

➢ **Adjournment**

2023 Signing Day

– **June 2-3, 2023**

– **Location: Sheraton – Norfolk Waterside**

  ▪ **June 2, 2023 – VTPP Partner Reception 5:00PM-8:00PM**

  ▪ **June 3, 2023 – 2023 VTPP Signing Day Ceremony – 10:00AM – 1:00PM**

– ****Senior Executive Attendance Required****

  ▪ **Formal Invitation to Follow via Mail**

Partner Spotlight

– **We are noticing best practices happening amongst the partners and we want you to SHARE!**

– **Starting with the March All Hands, every month we will be selecting an Organization to highlight a best practice.**

– **Selected Organizations will get 10 minutes on the Monthly All Hands to share what they are doing to improve their system!**
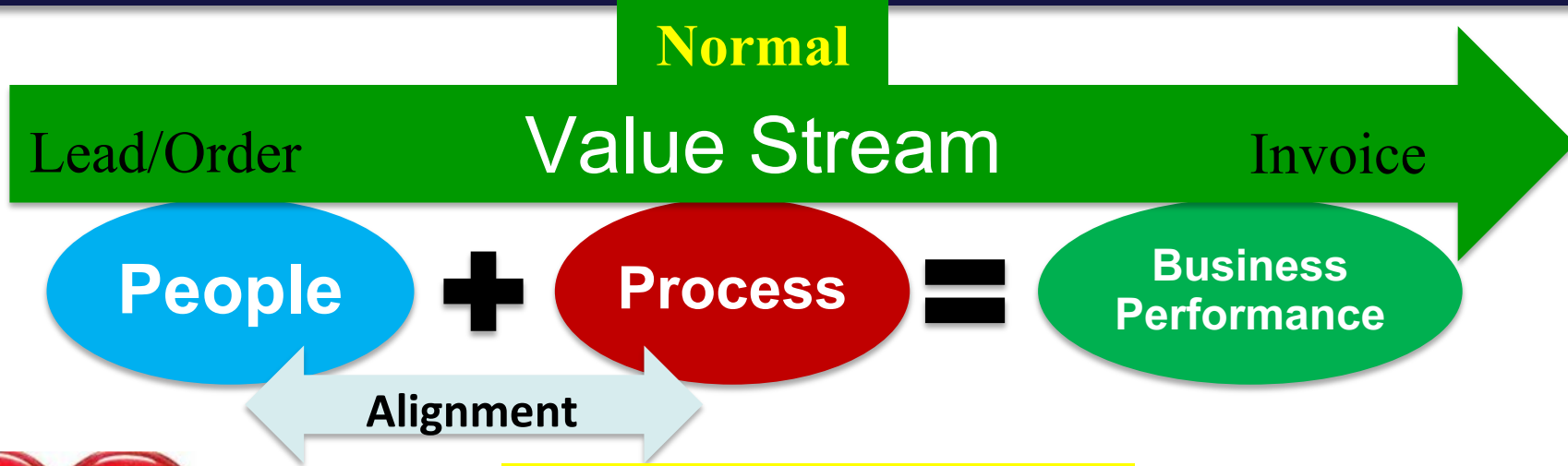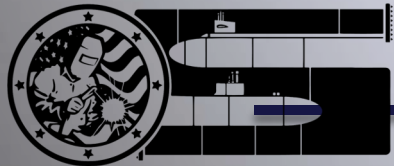
In this section we will cover…

Building a High-Performance Team

and

Heartbeat Leaders First

The Strategy

Normal

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

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

← **Alignment** →

Abnormal = Problems

Heartbeat Leaders

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

The Senior Leader Tool Kit

Systemic Challenges

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

*Capital Expense

Post-COVID Trends and Observations

- "Tribal Knowledge" vs. "Data Driven" Decision Making

  - Arrogance or Ignorance

- Whiplash Effect drives break in Company – Employee Trust

- Overtime Out of Control

- High Turnover in New Hires

- 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

– **Significant Increase in Customer Demands**

– **More Projects than Time, People, and Resources Available**

– **Senior Leadership Tactical focus creating Leader "Compression"**

– **"Heroic Efforts" creating exhausted, de-moralized, and under performing Heartbeat Leaders**
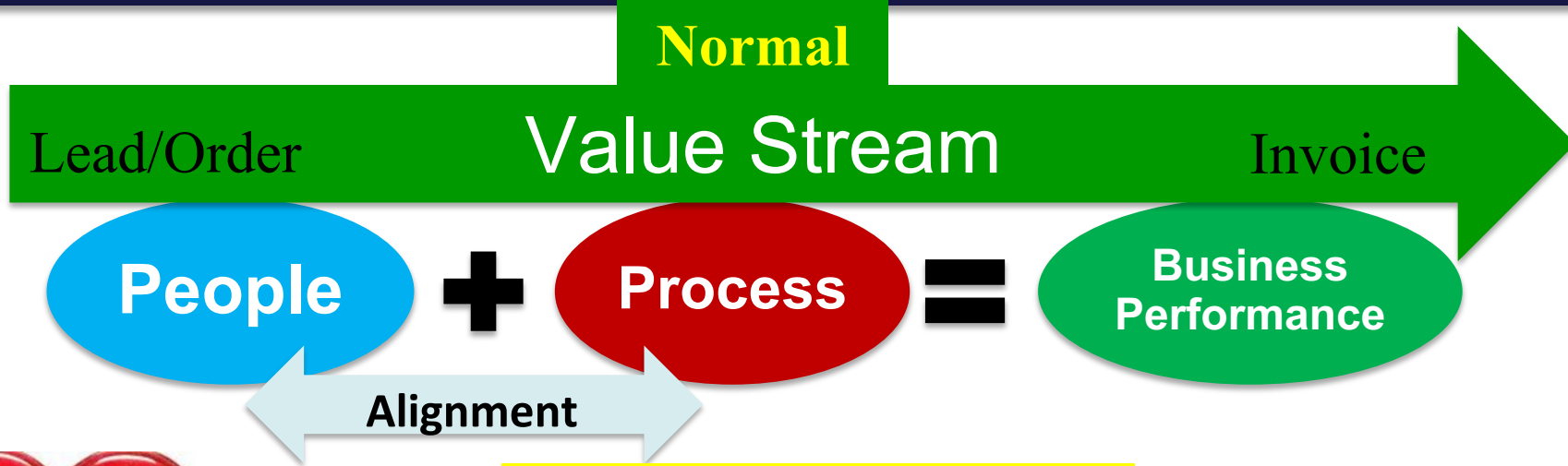
– **What else are you seeing????**

- When more than one Leader level is working the same problem simultaneously.

- The Boss always Wins!

- The Subordinate Leader Loses…

- The Team is confused

- We are killing alligators at a high rate of speed!
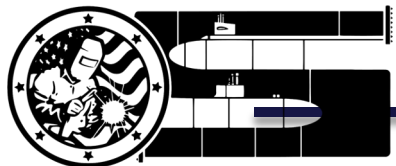
- But…Who is draining the swamp?

The Strategy

Normal

Value Stream

Lead/Order

Invoice

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

← **Alignment** →

Heartbeat Leaders

Abnormal = Problems

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

The Senior Leader Tool Kit

Systemic Challenges

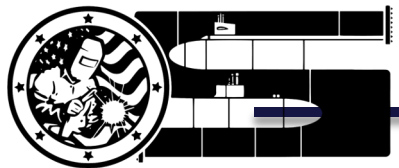Lean & Six Sigma   CAPEX*   R&D   TEAMS

*Capital Expense

Are you running Your Business?
or
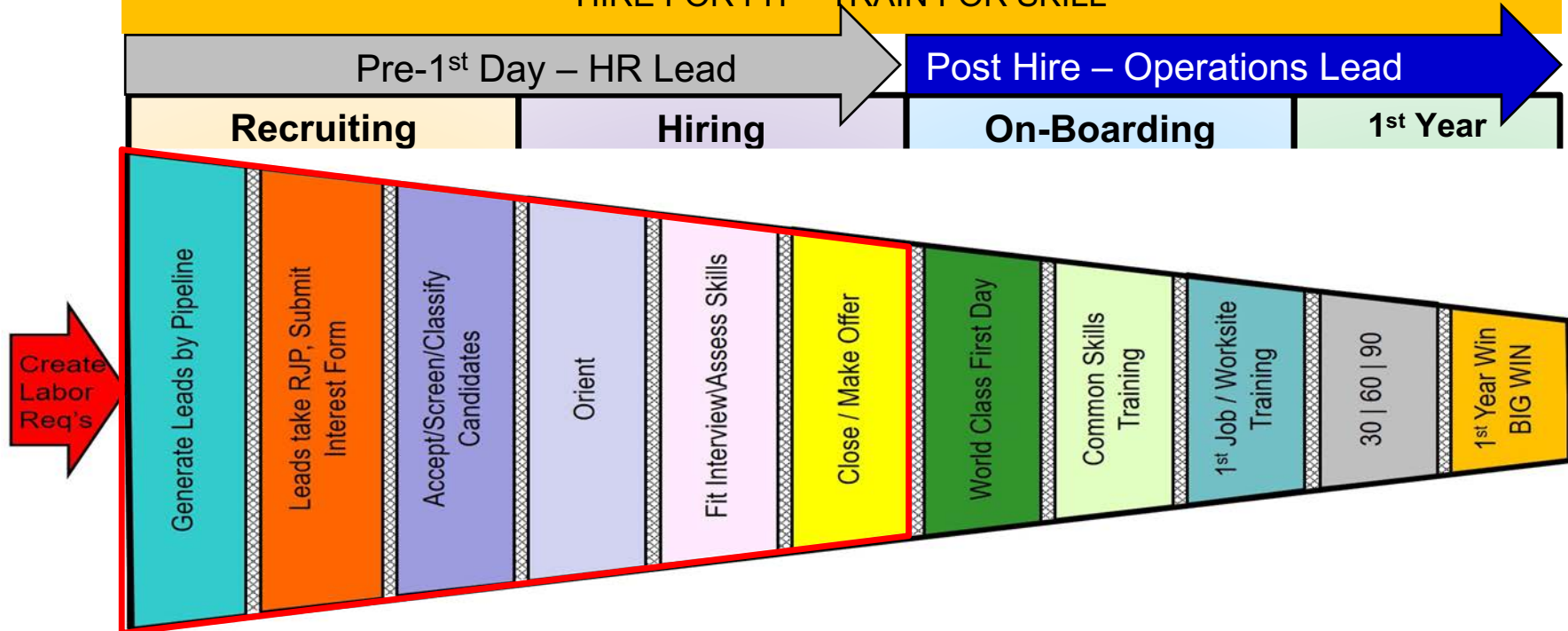# Is Your Business Running You?

Section 03: Recruiting and Hiring Update

In this section we will discuss…

how's things are going with Partners in Recruiting and Hiring strategies.

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 |

Create Labor Req's

Generate Leads by Pipeline

Leads take RJP, Submit Interest Form

Accept/Screen/Classify Candidates

Orient

Fit Interview\Assess Skills

Close / Make Offer

World Class First Day

Common Skills Training

1st Job / Worksite Training

30 | 60 | 90

1st Year Win BIG WIN

Pipelines

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

Tools

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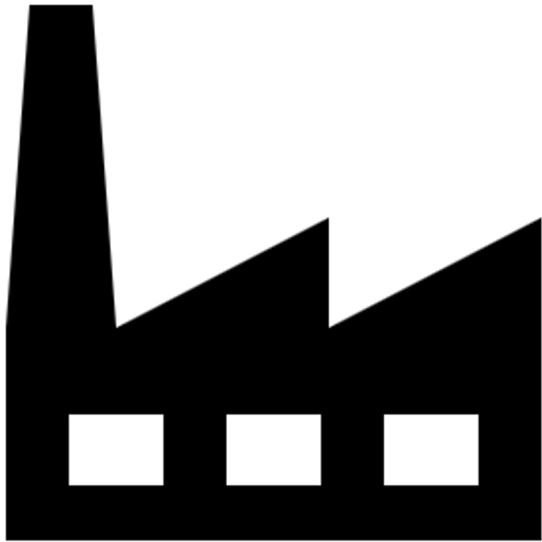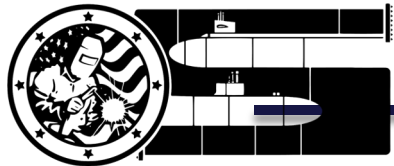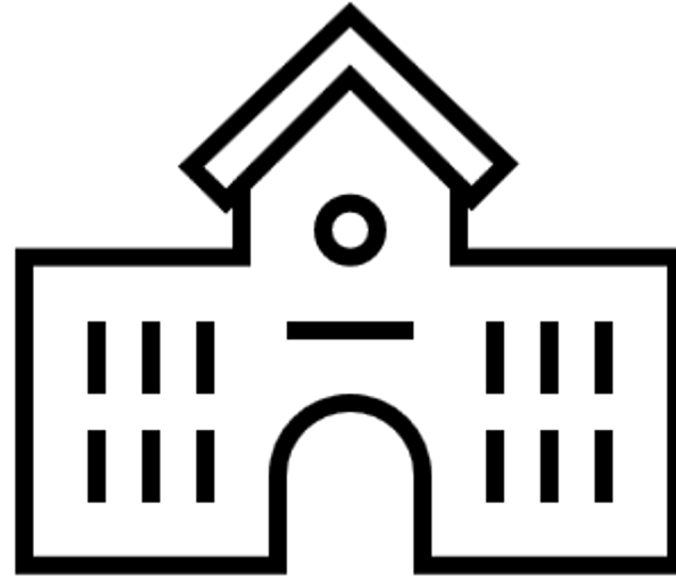10. 5th Metric "People" Scorecard Data Driven Program Management System

EMPLOYERS

TRAINING PROVIDERS

In this section we will discuss..

How Training Providers are Preparing their Students to Interview with YOU

Mock Interviews

– **Utilize a different teacher or students in class to interview each other**

– **Provide student feedback that can be improved upon**

– **Highlight what student did well and one thing that they could work on**

– **Keep in mind- First Impressions make lasting Impressions**

– **Provide classroom time for practice-**

▪ **Ex. Juniors can interview Seniors,**

Importance- Treat it like a real interview; practical impact on students

- **First Impressions COUNT!**

- **Increases student confidence**

- **Highlights what to expect/anticipate during interview**

- **Reduces Stress and anxiety**

- **Ensures student is familiar with process**

Remind Students-

- **Firm Handshake, Make Eye contact, Communicate effectively**
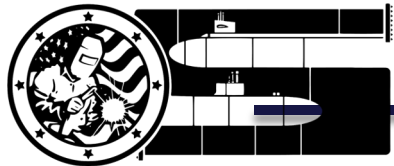
Be on time

- Arrive 10-15 minutes earlier for your Interview,

- Check-In with front desk

Be presentable

- Clothes neat and clean, Business casual

- PPE and Safety Equipment

  - (Ex. Weld Test, Shirt and Tie vs. Having PPE on hand to perform)

Be prepared

- Resume, Cover letter, References, PPE as needed

- Any additional documents they may have requested

Potential Interview Questions

- Tell me about yourself?
- Tell me about a time where you had to overcome conflict ?
- What do you know about our company?
- What position are you looking to hold?
- Name a strength and weakness?
- Why should we hire you for our company?

- What skills do you possess that will help you in the position?
- Have you worked before?- Tell me about your work history?
- Do you have reliable transportation?
- Tell me about a challenge or conflict you've faced at work, and how you dealt with it.
- Where do you see yourself in five years?
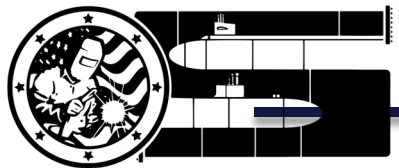- What's your dream job?

- **Can you tell me more about the day to day responsibilities of the position?**

- **What do you enjoy about working at company?**

- **What are the next steps in the interview process?**

- **What is the company culture like?**

- **What professional development opportunities are available?**

- **How many shifts are available to work? Opportunity for Overtime?**

– **Thank Employer**

– **Ask for Business Card or an email so that you can follow up with Employer**

– **Send a Personalized Thank you note via email**

  ▪ **Thank Employer for time and consideration**

  ▪ **Send within 48 hours of interview**

What feedback would you want to provide to Training Providers about Preparing Students for the Interview Process?
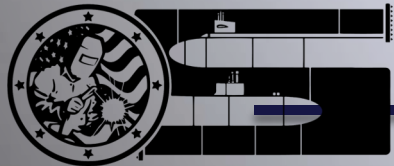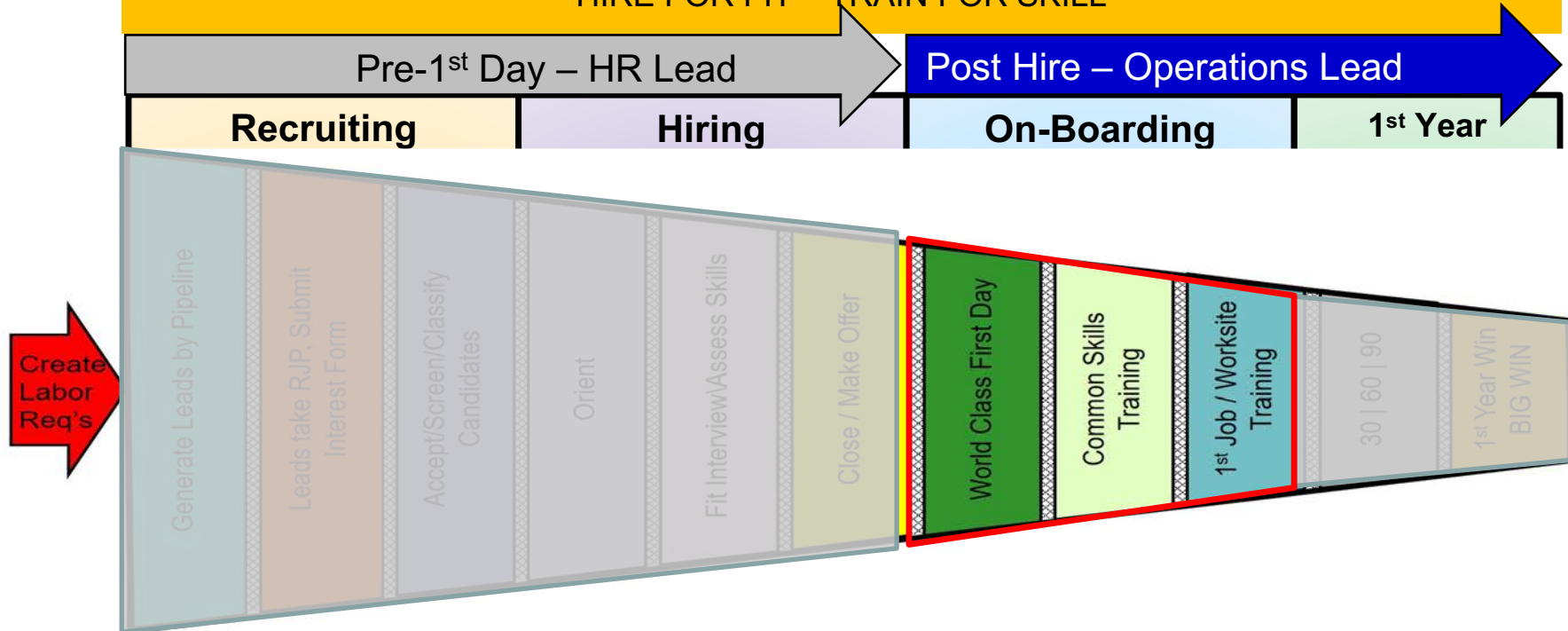
Break

Section 5: Onboarding

In this section we will discuss…

Closing, making the hire offer,

World class first day,

Common skills training, and

1st Job/Worksite training

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 |

Create Labor Req's

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

Pipelines

1. Training Providers (CTE Programs, etc.)
2. Employee Referral Program
3. ATDM
4. College Departures
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Tools

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5. Behavioral Based "Fit" Interviews
6. World Class First Day
7. Common Skills Training
8. Leader Training
9. 30-60-90 day & 1 Year Fit/Skills Assessment
10. 5th Metric "People" Scorecard Data Driven Program Management System

What do employers want from new hires?
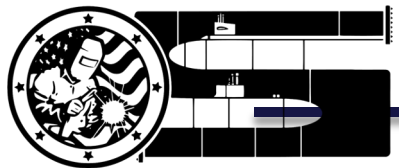
- To know what is expected of them from the start
- The materials, equipment, and skills to do their work right
- The opportunity to do what they do best everyday
- To receive recognition or praise
- To feel that their Leader cares about them as a person
- The Encouragement to develop

- 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

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

$$

Onboarding Process

Pre-Hire Screening	→	Preboarding	→	World Class First Day	→	Common Skills Training	→	Navigator Check In's	→	30-60-90	→	1st Year Retention

Executive Summary:

Supplier	**I**nput	**P**rocess	**O**utput	**C**ustomer

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 **I**nformed?

Supporting Resources: What resources help
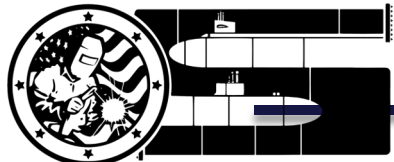
Onboarding Process

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.

Discussion Points…

— **What are the things you are looking to accomplish during this phase of the process?**

— **How long does this generally take?**

— **Are there steps of this phase that are "legacy" steps and perhaps need a fresh review for efficacy?**

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	**I**nput	**P**rocess	**O**utput	**C**ustomer
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
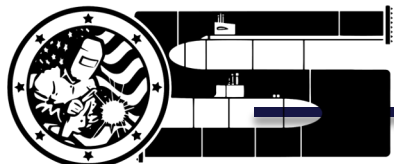
– A new hire's first day on the job is often accompanied by nerves and anxiety.

– Creating an effective new hire first-day experience can benefit employees and the company by making new hires feel comfortable.

– A great first day on the job sets the tone and prepares new hires for their role at the company.

– Inform new hire and bring them in as engaged employee

– Introductions and involvement of Senior Leadership to build relationship and trust in the organization

– Prepare new hire to be productive successful employees

What does your new employee's first day look like?

What do we want the new hire to understand within their first 24 hours with the company ?
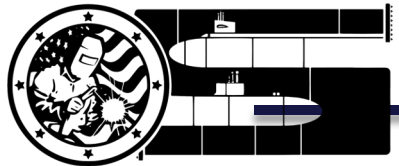
1. Leader's expectations
2. What engagement is
3. The value stream (what we do and how we make money)
4. Their Team
5. Who their navigator is
6. How they fit on the team
7. How they can be successful in their first job
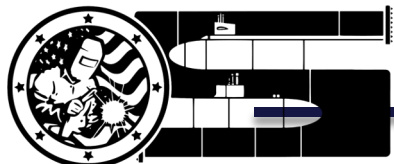
World Class First Day Example

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

Onboarding Process

Pre-Hire Screening → Preboarding → World Class First Day → **Common Skills Training** → Navigator Check In's → 30-60-90 → 1st Year Retention

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	**I**nput	**P**rocess	**O**utput	**C**ustomer
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
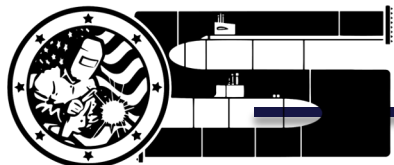
Common Skills Training Example

— **Phase 1:** Completed on WCFD

- **Safety:** Stop Buttons, Safety Bars, Light Curtains, Lock-Out/ Tag-Out Procedures, Rotating Equipment Vs. Use of Gloves, Special Fixtures, Safety Glasses & Other PPE, Fluid Leaks, Electrical Cords, Machine Malfunctions, Walkways, Accidents

- **First Line Quality Control:** What do you want the New Employee to be looking for on the first day? 8 Forms of Waste, Root Cause Analysis

- **Product Cleaning:** Basic description and instruction of cleaning tools and how to use them.

- **Packaging and Documentation:** Where the packaging requirements can be found, importance of correct labeling, and brief descriptions of the different forms used.

— **Phase 2:** Completed on Day 2

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

— **Phase 3:** Completed within 1st Week

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

— **Phase 4:** Completed within 1st 10 Days

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

Summary

Pre-Hire Screening → Preboarding → World Class First Day → Common Skills Training → Navigator Check In's → 30-60-90 → 1st Year Retention

— **Onboarding is not a single-day event**

— **It takes deliberate planning and preparation by the organization**

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

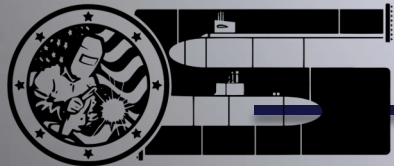— **Keep them ENGAGED throughout the process**

Section 6: Training Providers First-Job Prep

In this section we will discuss…

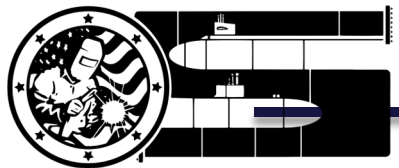How Training Providers are Preparing their Students for their 1st Day with YOU

- What to Wear? What do you need to bring?

    - Uniform, PPE and Safety equipment, Lunch, Schedule, Paperwork

- Researching the company online

    - Know a few things about the Company- Motto, Product, Recent News event

    - Student should know why they desire to work at company

    - What does the student already know about the company?

    - Demonstrate interest and enthusiasm about the company

- Remind student to practice the commute and know where they are going prior to interview

    - Public Transportation OR Drop off at work

What feedback would you want to provide to Training Providers about Preparing Students for the first day on the job?
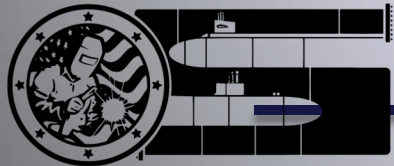
In this section we will discuss…

Leader to Led Linkage

Expectations,

And

Trust

Leader to Led Linkage

Authentic Communication

Leader

Led

Goal Alignment

Communication

Awareness

Organizational Goals
- Cost
- Schedule
- Quality
- Safety

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

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

NAVSEA
NAVAL SEA SYSTEMS COMMAND
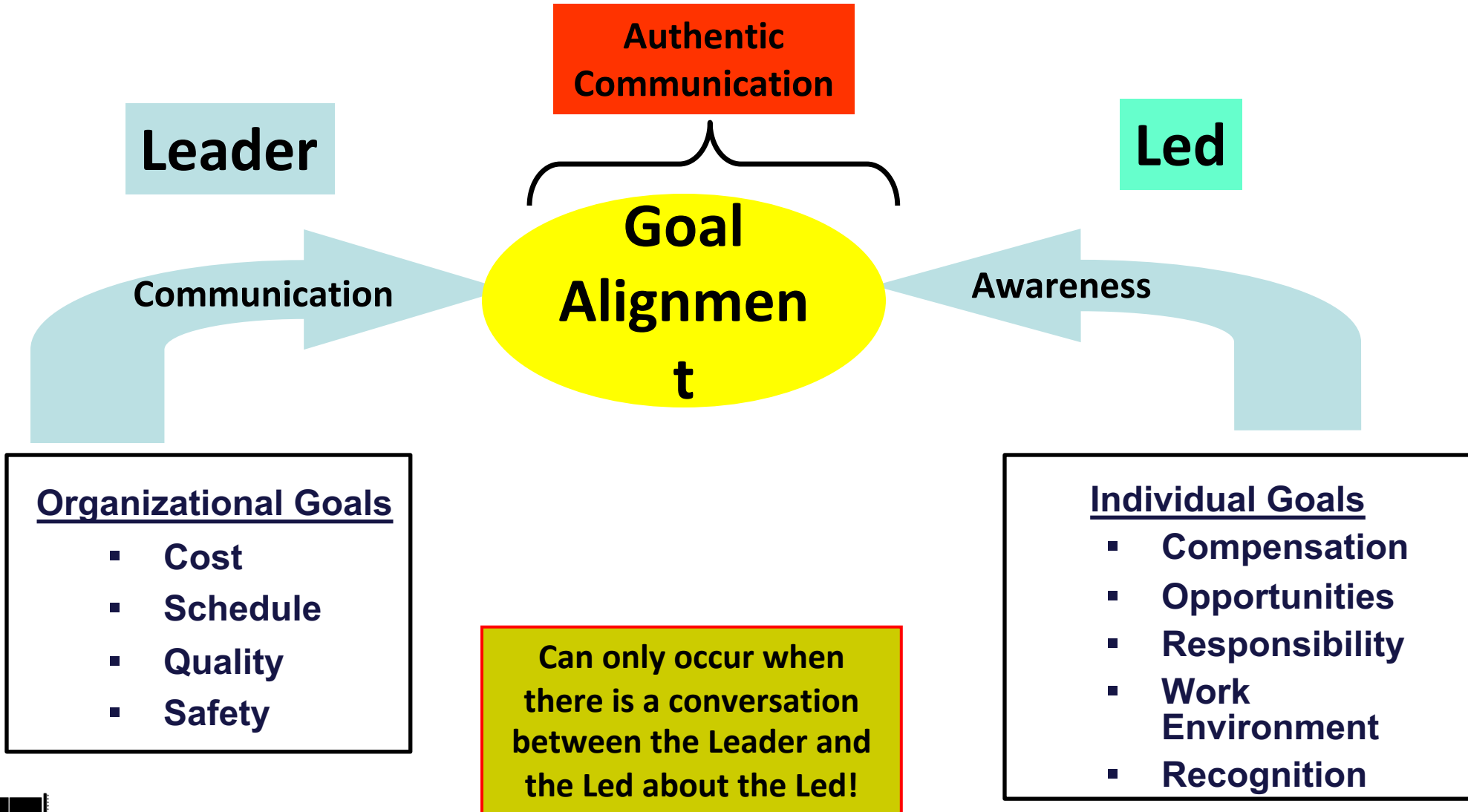
Rules for the Summer 2014

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

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

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

- give schedule each day explain

- do's and Don'ts

- rules

- have them help me

Expectations

- – **What do you expect from your Leader?**

- – **What can your Leader expect from you?**

- – **What do you expect from your Team?**

- – **What can they expect from you?**

Team Expectations

- – What does your Customer expect from you?

- – What do you expect from your Supplier?

- – What do you expect from your Teammates Support Leaders? (Engineering, Supply Chain, Quality, HR, etc.)
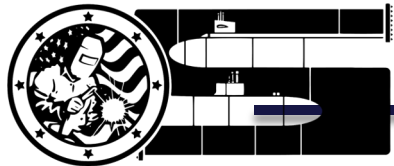
- – What can they expect from you?

Earned or Given?

High Performing Teams Require TRUST

Leader 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
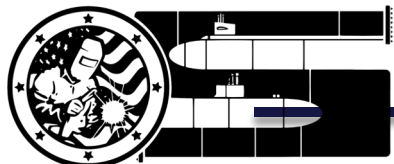
Trust = Speed & Reduced Cost – Trust Matters

– Exists in very personal, irrational, and operationally volatile terms between the <u>Leader</u> and the <u>Led</u>

– <u>Trust</u> is a function of Situational Awareness and Instinct
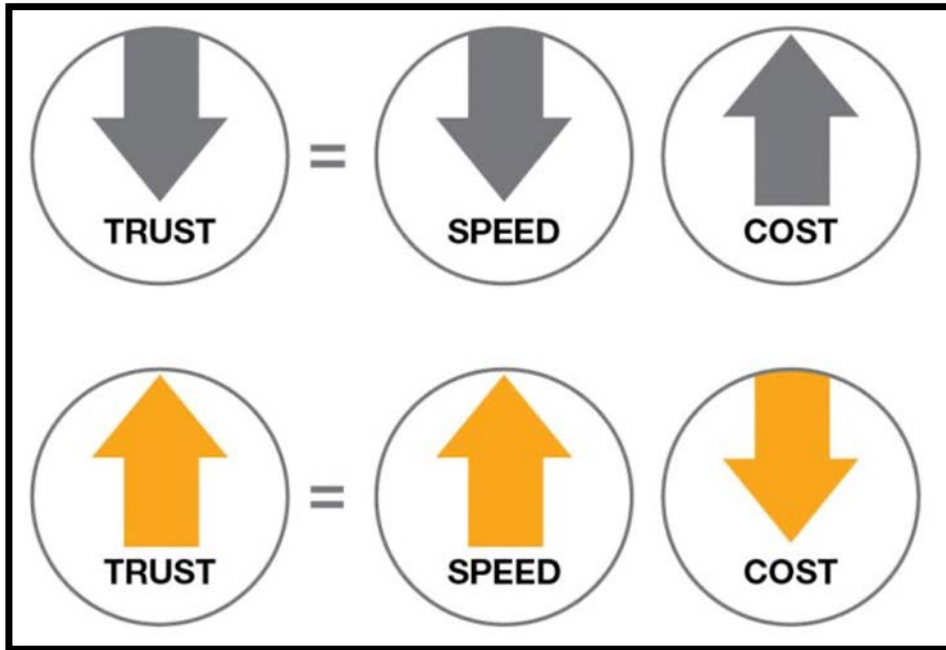
Take communication…In a high trust relationship, you can say the wrong thing and people will still get your meaning.

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.

- The goal is to create organizational alignment
  - Led knows what Leader wants, Leader knows what Led wants
- Clarity of expectations builds trust
- Trust is GIVEN
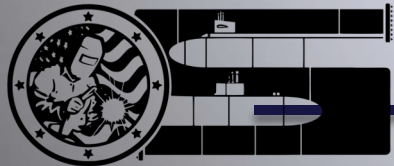- Where there is trust, Good Things follow
- COMMUNICATIONS is the KEY

In this section we will discuss…

Power9

and

Circles Chart

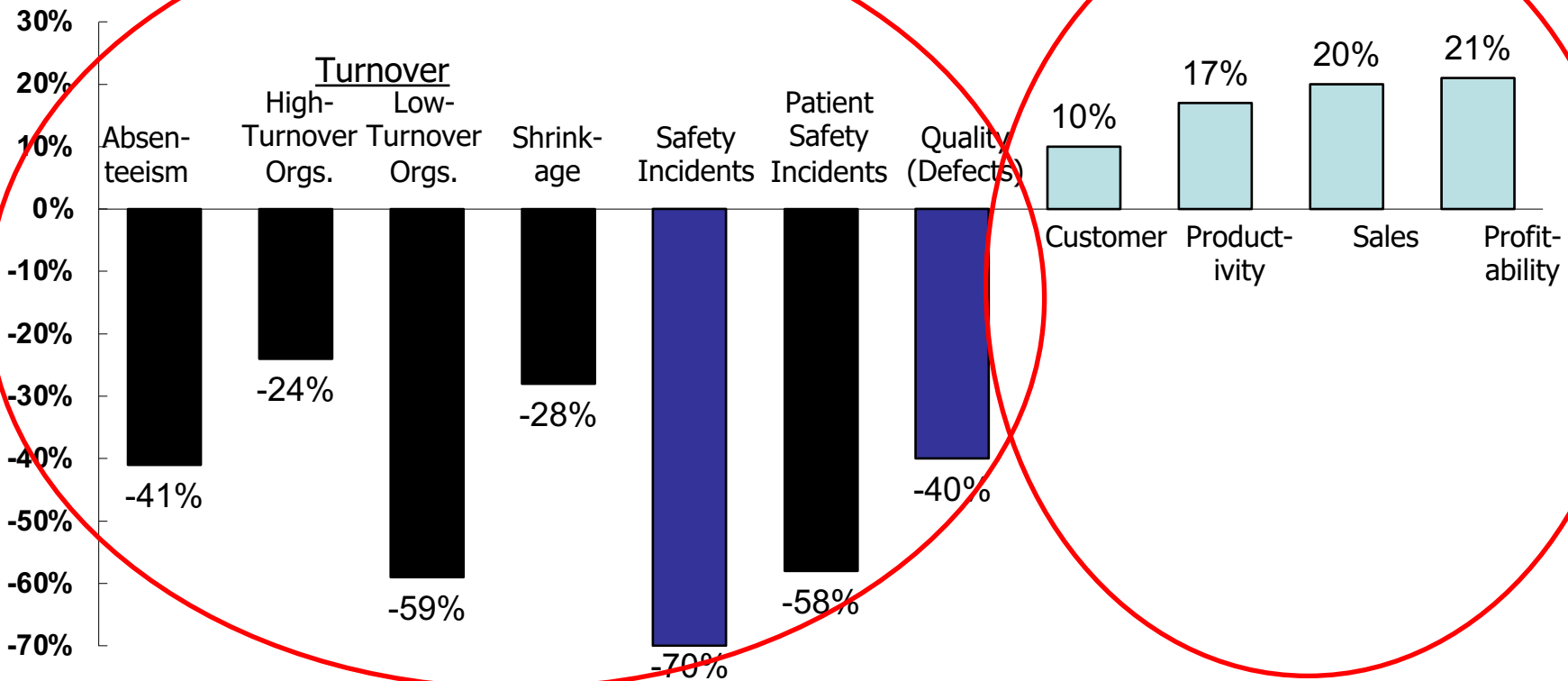# What is the impact of ENGAGEMENT on Business Performance?

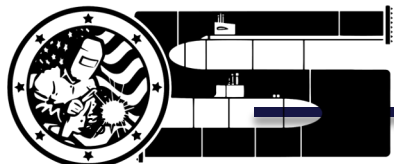# Why Do We Care About Engagement?

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.

source © 2009, 2016 Gallup, Inc.

— **High Trust**

— **Low Task Definition Needs**

— **High Relationship Needs**

— **Psychologically committed to the company**

— **Consistent levels of High Performance**

— **Innovative and a drive for efficiency**

— **Intentionally build supportive relationships**

— **Clear about role outcomes expected**

— **Passionate, high energy, and enthusiastic**

— **Never run out of things to do**

— **Loyal to workgroup and company**

— **Broaden what they do and build on it**

— **Positive constructive criticism**

— **Low Trust**

— **High Task Definition Needs**

— **Low Relationship Needs**

— **Physically present but psychologically absent**

— **"What can I take" rather than "what can I give"**

— **Share unhappiness about work with peers**

— **"I'm OK but everyone else is not"**

— **Service prevention rather than service provision**

— **Not productive but always has excuses**

— **Inability to move from problem to solution**

— **Normal reaction starts with resistance**

— **Low commitment to company**

— **Might sabotage or manipulate solutions**

— **Isolation, low trust**

Signs of Dis-Engaged Relationships

— **Meeting the Basics**

— **Confusion or inability to act with confidence**

— **Low risk response**

— **No real sense of achievement**

— **Making up their own game**

— **Not always committed**

— **Show negativity but not underground**

— **Situationally Engaged**

1. Engaged
2. Disengaged
3. Actively Disengaged

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

The Linkage Power Depends On…

1. **Leaders Managing Personal Relationships**
   - **Vertical Dyad: Leader ←→ Led x number of direct reports**
   - **Employee performance, productivity, and engagement depend on their relationship with their <u>IMMEDIATE</u> Supervisor**

2. **Leader and Led continuously Creating Shared Mutually Supportive Goals**
   - **The Employee's Goals and Needs**
   - **The Organization's Goals and Needs as articulated by the Leader**
   - **Requires continuous Goal <u>Alignment</u> within Developmental Plans and continuous Feedback**

Team

TEAM ROSTER

Date:_____

(Led)

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Engaged

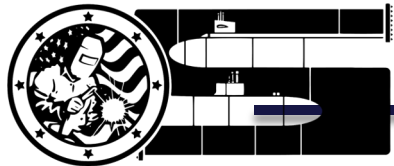**Actively
Disengaged**

Disengaged

Summary

- These tools are only useful if they become an everyday part of the life of the leader

- The L2 Power9 are 9 powerful questions/statements that help provide clarity

- The Circles Chart is a visual aid for a leader to drive conversation with their Leader and seek help/support
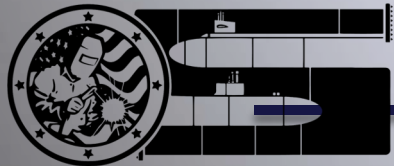
Break

In this section we will discuss…

Creating a system producing

Engaged Leaders and Teammates

focused on attaining consistent

Perfect Performance.

Who owns employee engagement?

– **Increase the Engaged Group**

– **Eliminate the Actively Disengaged Group**

Facts:

- **Little movement from <u>Actively Disengaged</u> to <u>Engaged</u>**

- **More movement from <u>Engaged</u> to <u>Actively Disengaged</u> due to Leaders breaking the Goal Alignment Contract/Agreement**

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.

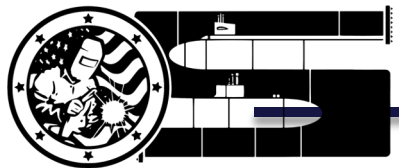– What is your plan to create Engaged teammates? One at a time!

Who is your Most Engaged person on your Team?
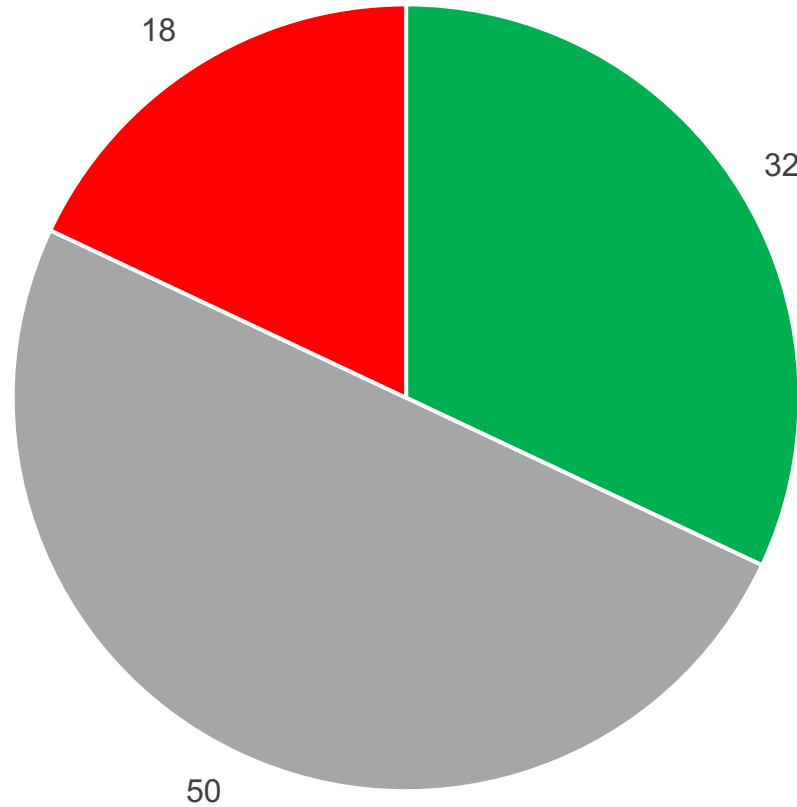
2021 Industry Overview

Source: Gallup

Opportunities for Improvement

25% of the working population are <u>ignored</u> by their supervisor

2

40

58
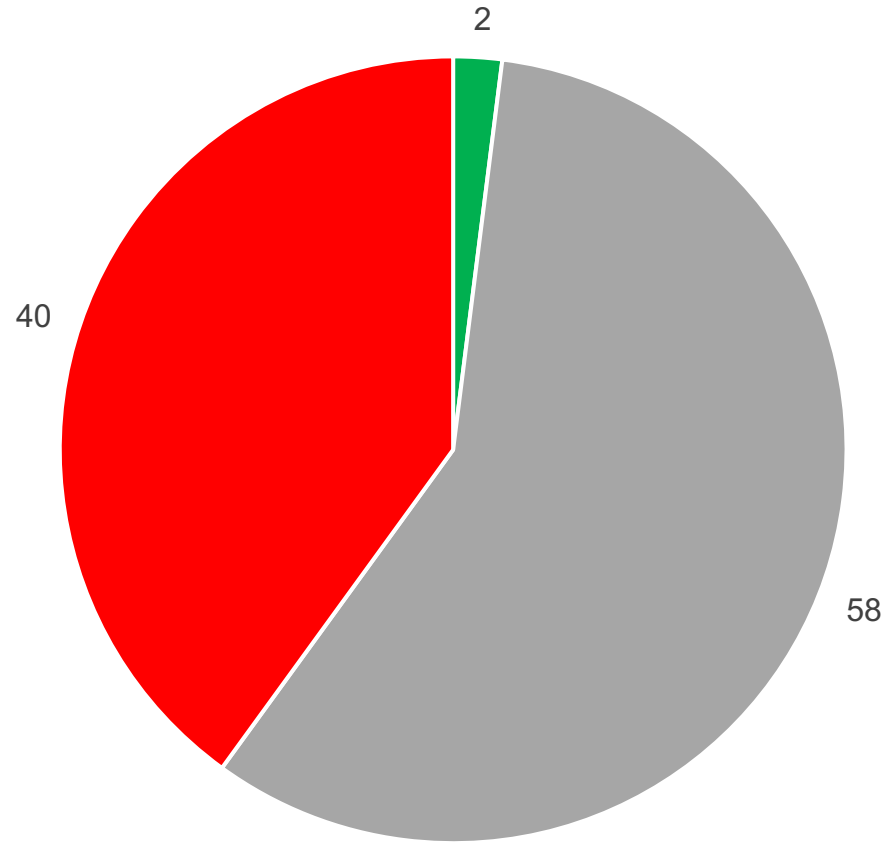
■ ENGAGED   ■ DISENGAGED   ■ ACTIVELY DISENGAGED   ■

Source: Gallup

Team:_____

(Led)

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Retain by Continuous Goal Alignment
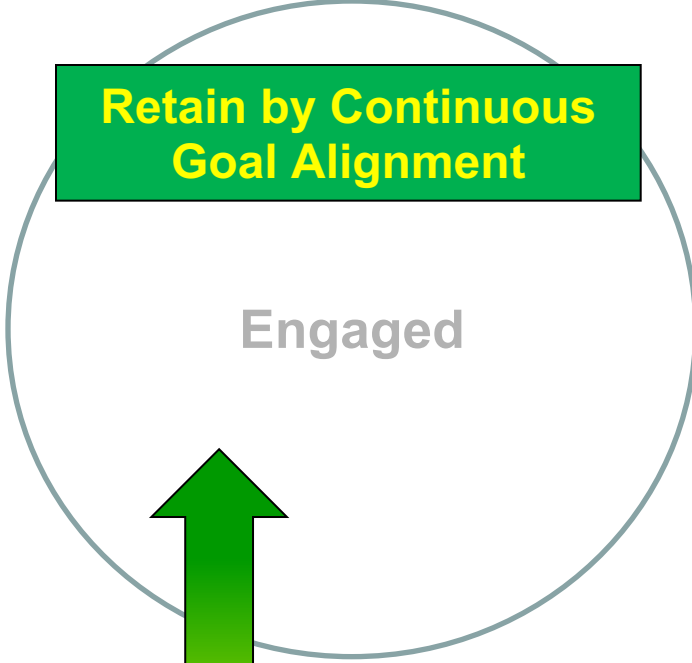
Engaged

Placed Outside of Team by Leveraging Normal Churn Opportunities
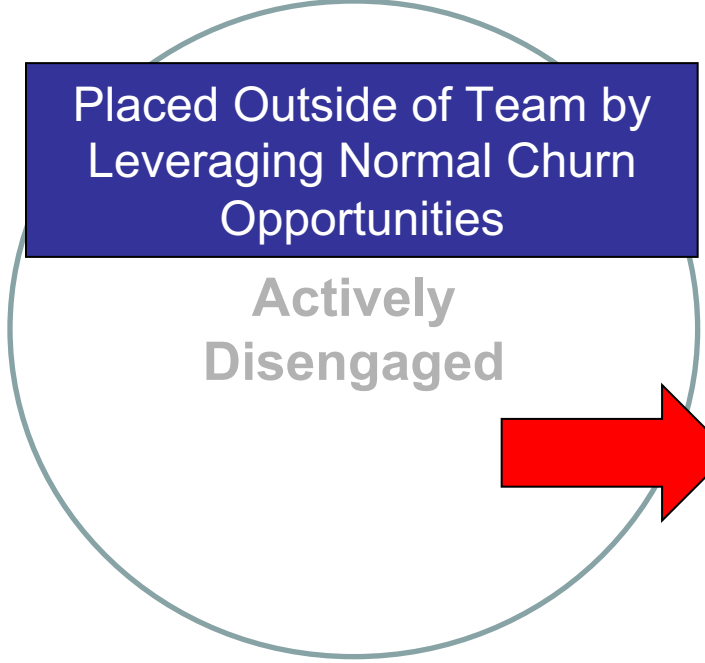
Actively Disengaged
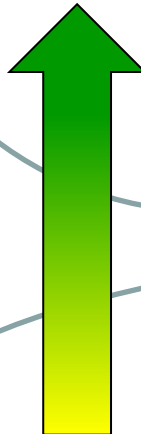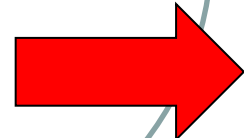
Disengaged

Move to Engaged Group by High Touch/High Contact/High Communication and Deliberate Matching
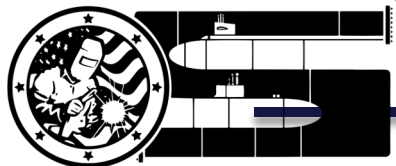
We MUST teach, coach, practice and measure the Leader's sole responsibility for improving Team Engagement

Summary

– **Are YOU Engaged?**

– **Can we ever allow a <u>Leader</u> to be Disengaged or Actively Disengaged?**

– **Leaders OWN the engagement of their team.**

In this section we will discuss…

Navigator Check-ins,

30 | 60 | 90 Reviews,

and

1st Year Retention
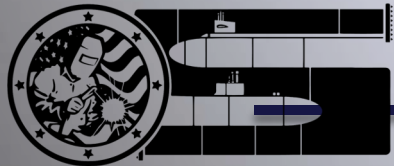
Who owns retention?
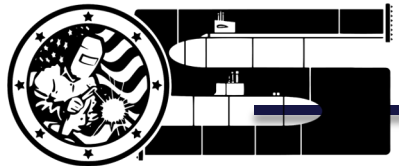
Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate
HIRE FOR FIT – TRAIN FOR SKILL

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

Recruiting | Hiring | On-Boarding | 1st Year

Create Labor Req's

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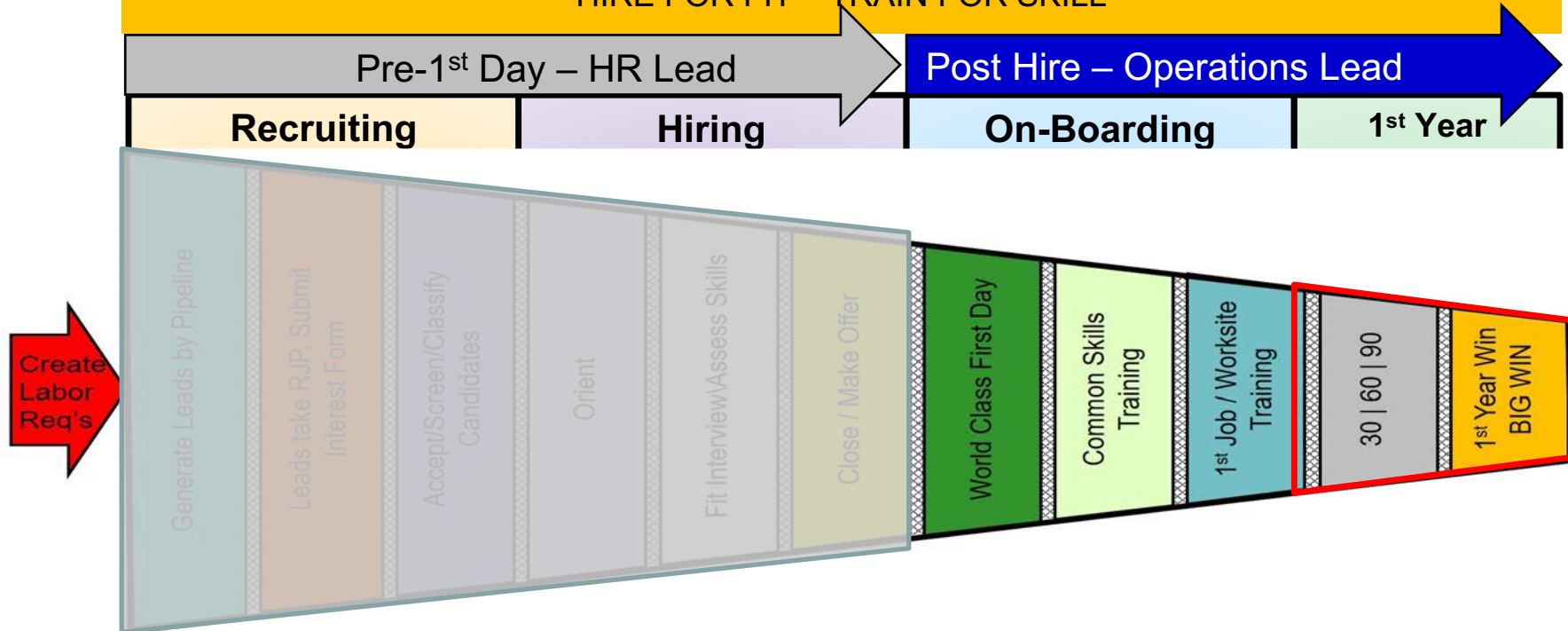
Pipelines

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

Tools

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

Value Stream

Lead/Order

Invoice

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

Alignment
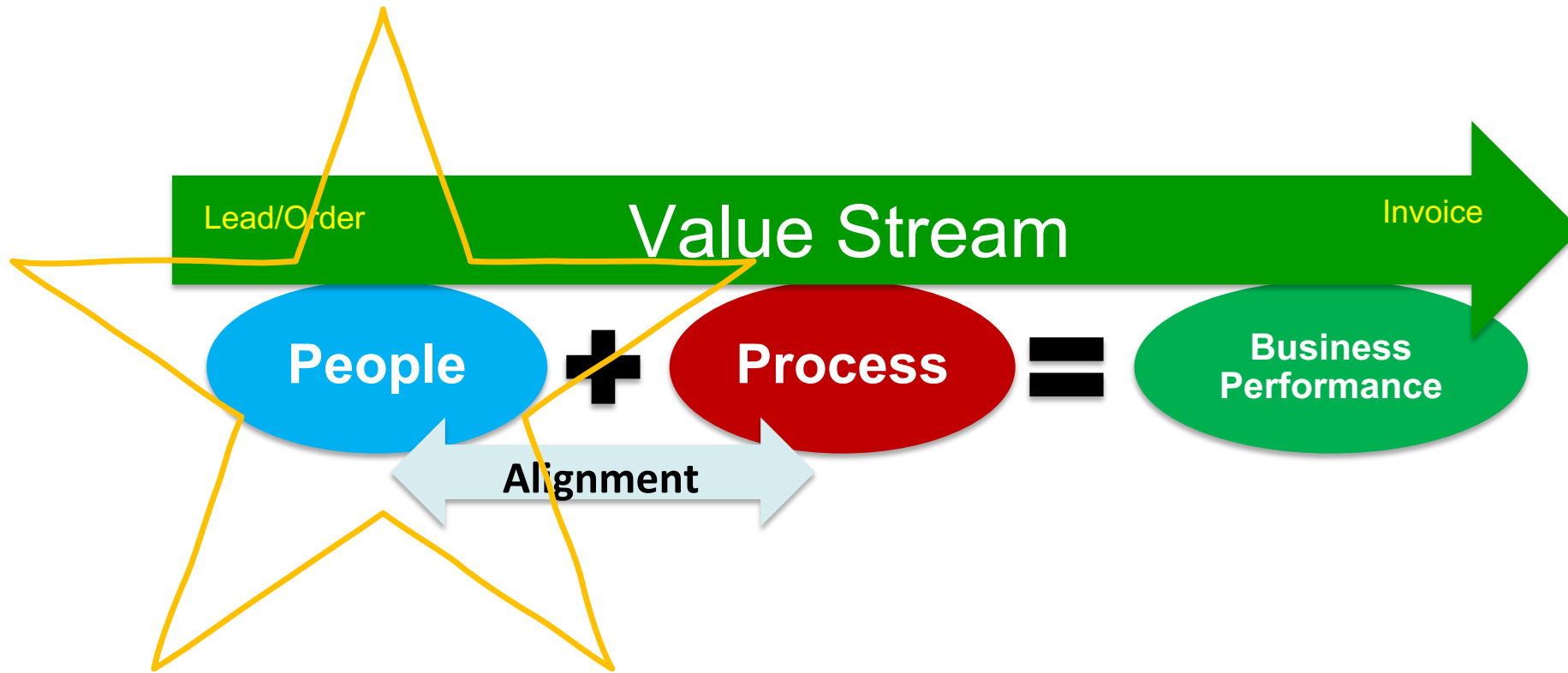
How do we measure and communicate?

Retention 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

TMG

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?

Retention Process

Pre-Hire Screening → Preboarding → World Class First Day → Common Skills Training → Navigator Check In's → **30-60-90** → 1st Year Retention

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	**I**nput	**P**rocess	**O**utput	**C**ustomer
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

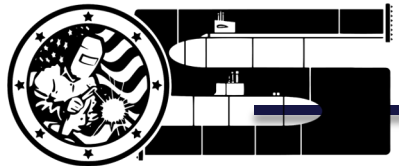Tools / Supporting Resources: Fit and Skills Review

Measuring & Giving Feedback

■ Performance ■ Work Habits ■ Productivity

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

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

Work Habits	Review Period				
Demonstrates integrity *Behave in an honest and trustworthy manner.*	**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 *Use organization's materials and property wisely.*	**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 *Strive to satisfy the expectations of internal and external customers.*	**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 *Use own and others' time effectively*	**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			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)

NAVSEA
NAVAL SEA SYSTEMS COMMAND
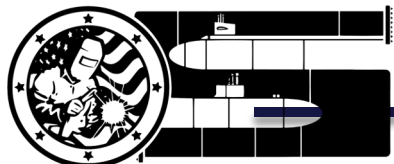
Retention Process

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.

| **S**upplier	**I**nput	**P**rocess	**O**utput	**C**ustomer
Direct Leader Leader's Leader Senior Leaders HR/Training	5th Metric Scorecard	1st Year Retention Monthly 5th Metric Discussions	Informed Data Driven Decisions	The Organization

	Role			
Action/Process	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
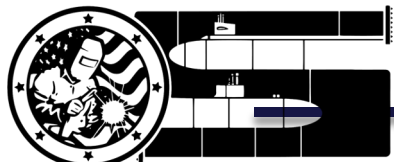
5th Metric Scorecard

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
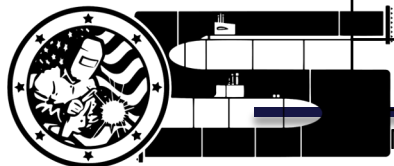
Monthly 5th Metric Reporting

- **Week 1:**
  - **1st Line Leaders to Supervisors**

- **Week 2:**
  - **Supervisors to Managers**

- **Week 3:**
  - **Managers to Executive Leadership Team via Monthly 5MSC Meeting**

Summary

| Pre-Hire Screening | Preboarding | World Class First Day | Common Skills Training | Navigator Check In's | 30-60-90 | 1st Year Retention |
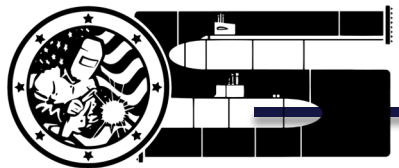
- Leaders OWN retention

- Goal is to build ENGAGEMENT which leads to PERFORMANCE

- Communication is the key to success

- Requires application of consistent leadership tools and processes

In this section we will discuss…

How Best Practice Employers are improving their TA&R systems

— **Fairlead**

— **Kingsbury**

— **AT&F**

— **Cleveland Cliffs**

— **Advex**

— **Each employer agreed to redesign their TA&R system using the Best Practice Model**

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

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

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

Months	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	114	110	111	113	117	122	124	124	122	122	122	
Total Hires	0	3	3	5	6	3	2	1	2	2	0	27
Total Terminations	4	2	1	1	1	1	2	3	2	2	1	20
Ending Headcount	110	111	113	117	122	124	124	122	122	122	121	7
Demand	3	2	3	4	5	7	7	8	8	12	1	60
# RJP Views	24	90	1775	1167	1155	474	114	703	387	1369	2648	9906
# Interested	42	68	82	41	71	68	74	74	84	107	53	764
# Invited to RD / Invited to Interview	7	12	14	6	8	10	11	16	23	16	11	134
# Scheduled and/or Attended RD / Interview	5	9	15	6	3	9	14	9	26	15	16	127
# Interviewed	5	9	15	6	5	8	13	8	24	13	16	122
# Conditional Offers	3	1	6	7	0	4	1	3	3	3	5	36
# of Offers Accepted	3	1	6	6	1	4	1	2	2	2	5	33
# Attended Kingsbury First Day	0	3	3	5	6	3	2	1	2	2	0	27
# Completed Week 1	0	3	3	5	5	3	2	1	2	2	0	26
# 30 Days	0	3	3	5	5	3	2	1	2	2	0	26
# 60 Days	0	3	3	5	4	3	2	1	2	1	0	24
# 90 Days	0	3	3	4	4	3	1	1	0	0	0	19
# 180 Days	0	3	3	3	4	1	0	0	0	0	0	14
# Retained 1 Year	0	0	0	0	0	0	0	0	0	0	0	0

Total Still Active 19

Feb 1 – Dec 31	Filter Effectiveness	Feb 1 – Dec 31	Retention Rate
Total RJP Views	9906	Total Hires	27
Attended WCFD	27	Still Active	19
Effectiveness %	.27%	Retention %	70%
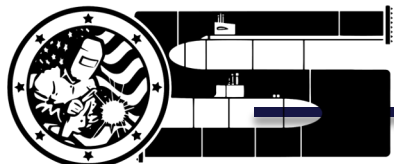
Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	103	115												
Total Hires	71	1												
Total Terminations	59	3												
Ending Headcount	115	113												
Demand		3	3	3	3	3	3	3	3	3	3	3	3	36
# RJP Views		X												0
# Interested		X												0
# Invited to RD / Invited to Interview		X												0
# Scheduled and/or Attended RD / Interview			X											0
# Interviewed			X											0
# Conditional Offers			X											0
# of Offers Accepted			X											0
# Attended World Class First Day				X										0
# Completed Week 1														0
# 30 Days														0
# 60 Days														0
# 90 Days														0
# 180 Days														0
# Retained 1 Year														0
												Retained		

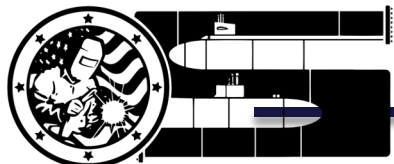| Pipelines Using		Tools				
1. CTE Programs (HS & CC)		1. TA&R VSM/PIP	Complete	6. World Class First Day	Mar	
* Peninsula Community College		2. Realistic Job Preview &	Complete	7. Common Skills Training	Feb	
* GLS		3. Recruiting Training	Complete	8. Leader New Hire Retention	Complete	
2. Employee Referral Program		4. Recruiting & Offer Day/New	Feb	9. 30-60-90 day & 1 Year	Mar	
6. Social Media		5. Behavioral Based "Fit"	Complete	10. 5th Metric "People"	Complete	
8. Military & Veterans						

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	553	579												
Total Hires	26													
Total Terminations	0													
Ending Headcount	579													
Demand		0	0	2	5	0	0	0	0	0	0	0	0	7
# RJP Views														0
# Interested														0
# Invited to RD / Invited to Interview														0
# Scheduled and/or Attended RD / Interview														0
# Interviewed														0
# Conditional Offers														0
# of Offers Accepted														0
# Attended Kingsbury First Day														0
# Completed Week 1														0
# 30 Days														0
# 60 Days														0
# 90 Days														0
# 180 Days														0
# Retained 1 Year														0
												Retained		

Pipelines Using			Tools			
1. CTE Programs (HS & CC)			1. TA&R VSM/PIP	Complete	6. World Class First Day	Mar
2. Employee Referral Program			2. Realistic Job Preview &	Feb	7. Common Skills Training	Feb
6. Social Media			3. Recruiting Training	Feb	8. Leader New Hire Retention	Complete
8. Military & Veterans			4. Recruiting & Offer Day/New	Mar	9. 30-60-90 day & 1 Year	Apr
			5. Behavioral Based "Fit"	Feb	10. 5th Metric "People"	Complete

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Beginning Headcount	106	108												
Total Hires	57													
Total Terminations	55													
Ending Headcount	108													
Demand		21												21
# RJP Views														0
# Interested														0
# Invited to RD / Invited to Interview														0
# Scheduled and/or Attended RD / Interview														0
# Interviewed														0
# Conditional Offers														0
# of Offers Accepted														0
# Attended Kingsbury First Day														0
# Completed Week 1														0
# 30 Days														0
# 60 Days														0
# 90 Days														0
# 180 Days														0
# Retained 1 Year														0

		Retained	

Pipelines Using			Tools			
1. CTE Programs (HS & CC)			1. TA&R VSM/PIP	Complete	6. World Class First Day	Mar
2. Employee Referral Program			2. Realistic Job Preview &	Feb	7. Common Skills Training	Feb
6. Social Media			3. Recruiting Training	Feb	8. Leader New Hire Retention	Complate
8. Military & Veterans			4. Recruiting & Offer Day/New	Mar	9. 30-60-90 day & 1 Year	Apr
			5. Behavioral Based "Fit"	Feb	10. 5th Metric "People"	Complete

➢ **Demand Signal consists more of adds to head count**

➢ **Initially didn't understand the size and complexity of building the best TA&R System**

➢ **Top executive buy in is crucial to team buy in**

➢ **Involves an entire team outside**

➢ **Certain elements required corporate approval increasing lead times substantially**
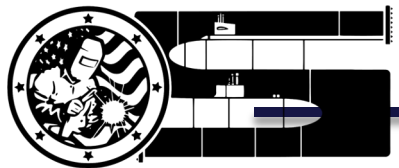
TA&R Process Scorecard
Updated as of 8.31.2022

Months	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total			# Attended 1st Day (in time period)
Beginning Headcount	301	308															
Total Hires	115	3															
Total Terminations	108	11															
Ending Headcount	308	300															
Demand	137	9	25											171			
# RJP Views	1215	48												1263		Filter Rate (% Reduced by Step)	
# Interested	893	38												931	26%		
# Invited to RD / Invited to Interview	296	20												316	66%		
# Scheduled and/or Attended RD / Interview	260	19												279	12%		
# Interviewed	258	19												277	1%		
# Conditional Offers	125	3												128	54%		
# of Offers Accepted	120	3												123	4%		
# Attended Fairlead First Day	115	3												118	4%		
# Completed Week 1	115	3												118	100%	Retention Rate (How Many Stayed)	118
# 30 Days	94													94	100%		94
# 60 Days	86													86	100%		86
# 90 Days	78													78	100%		78
# 180 Days	49													49	100%		49
# Retained 1 Year	0													0			0

- Data collected above reflects the need to accurately forecast resource requirements
- The real value of the collected information is that it narrows our focus to the retention rate
- The data also allows us to determine RJP requirements to meet hiring demand (~9% RJP = hire)
- New recruiting manager hired January 2023- data reflects learning curve

ENFORCE AND USE THE SCORECARD

Data Lifecycle

Collect Data

Question and analyze

Define new data required

Collect Data

Define and attack problems
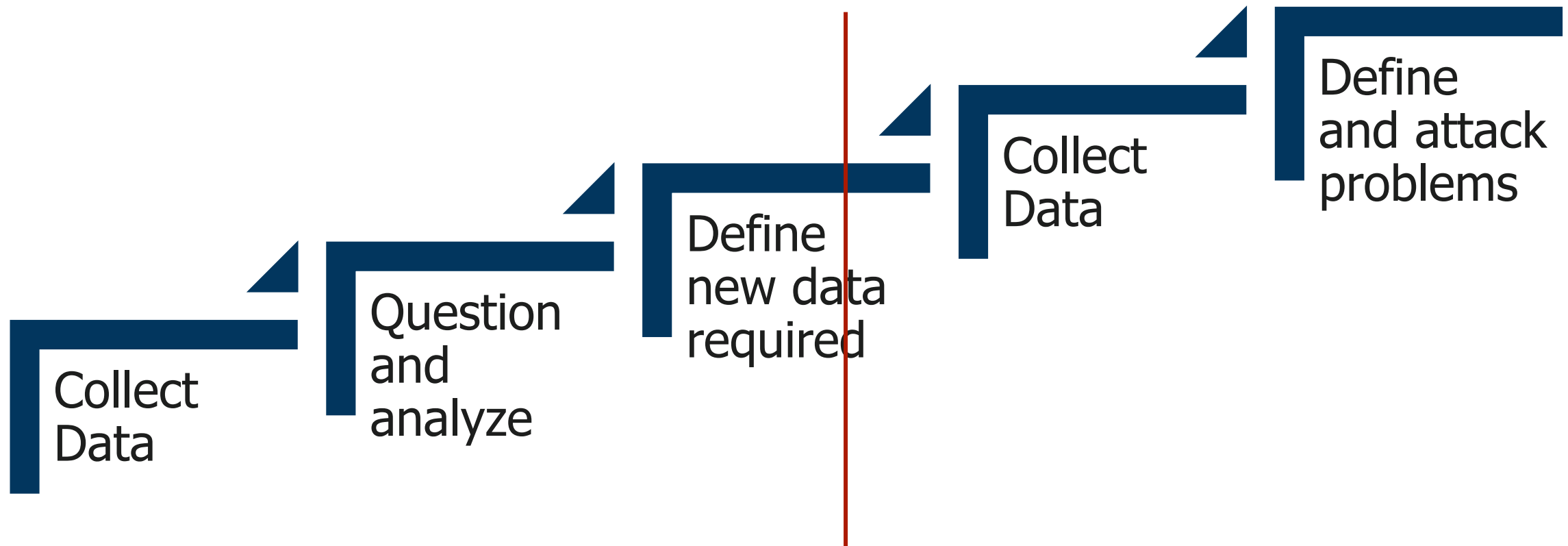
Key takeaways from Fairlead's Journey:
- Don't attempt to define and attack problems until the above process has been used!
- Don't limit yourself to defining data required only once- this is iterative and may take multiple attempts.

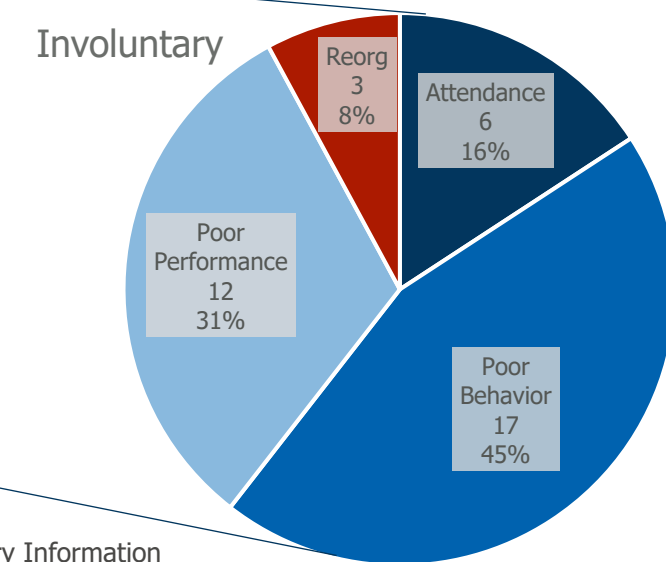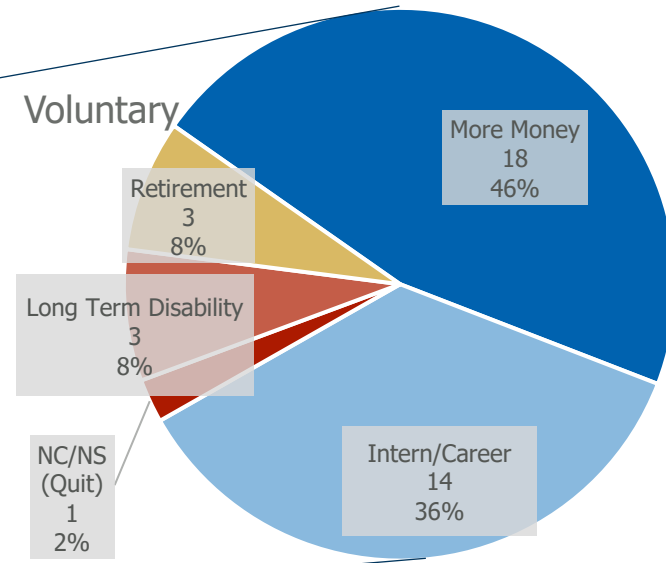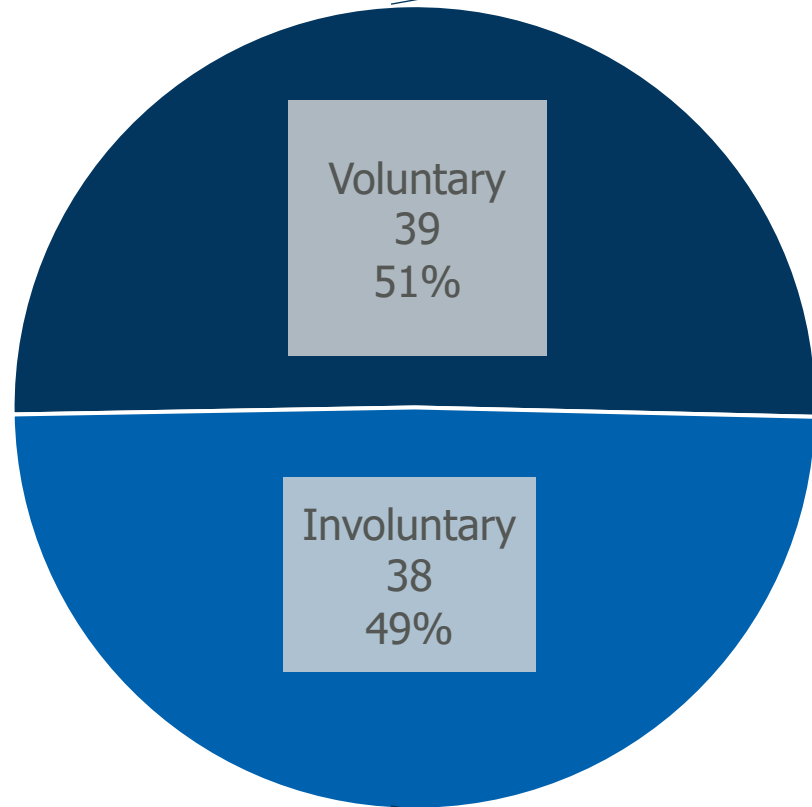**HOWEVER: DON'T POLISH THE CANNONBALL!**

<1 Year Terminations

Voluntary Vs Involuntary

Voluntary
11
24%

Involuntary
34
76%

Voluntary

Management
1
9%

More Money
2
18%

NC/NS (Quit)
5
46%

Intern/Career
3
27%

Involuntary

Poor Behavior
1
3%

Poor Performance
4
12%

Reorg
2
6%
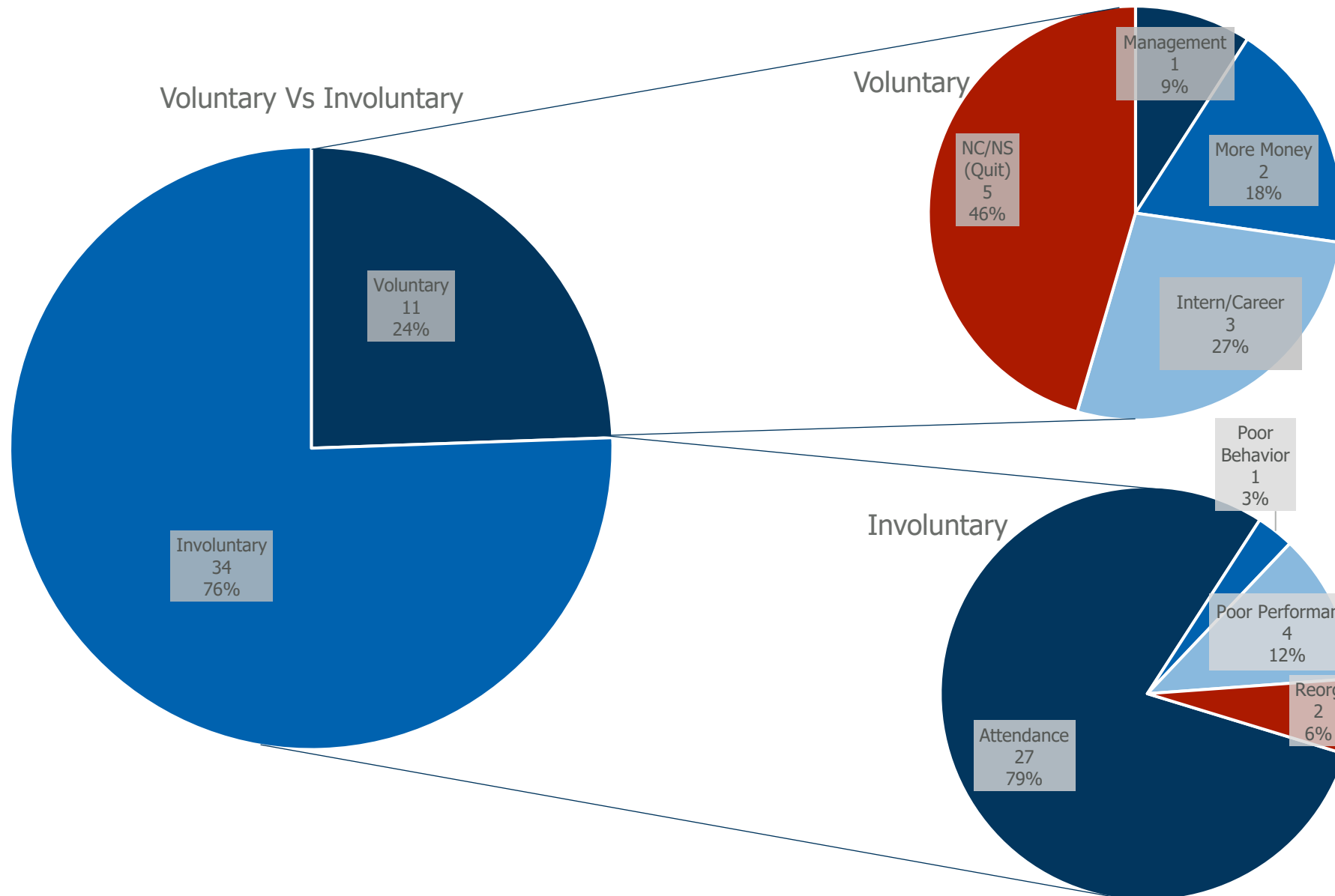
Attendance
27
79%

- Assumption: attendance problem (5th Metric Scorecard)

- Questioning attitude:

  What is our process to define attendance problems?

  What is our process for getting better exit interview data?

- What additional data can we capture to validate the conclusion?

>1 Year Terminations

Voluntary Vs Involuntary

Voluntary
39
51%

Involuntary
38
49%

Voluntary

More Money
18
46%

Retirement
3
8%

Long Term Disability
3
8%

NC/NS (Quit)
1
2%

Intern/Career
14
36%

Involuntary

Reorg
3
8%

Attendance
6
16%

Poor Performance
12
31%

Poor Behavior
17
45%

- Assumption: Poor performers and behavior problems are the primary termination issues when an employee is on staff >1 year??

- Questioning attitude:

  Is this really true? Why?

  What is our process for getting better exit interview data?

- What additional data can we capture to validate the conclusion?

Plan for 2023

- Establish a DMAIC Team to address retention issues
- Complete the Data Lifecycle (Measure and Analyze)
- Identify the real retention issues for Correction (root cause)
- Modify the Processes to improve retention
- Continue to analyze the scorecard data
- Use DMAIC Team to get to root cause of issues identified
- Develop and execute Countermeasures
- Establish Control Charts for each process impacting acquisition and retention

Best Practice Representative

- What about the Legacy TA&R system were causing your organization the most churn?

- What was the level of ownership/buy-in across the organization with your Legacy TA&R system?

- How have you incorporated the Best Practice TA&R model?

- What have you seen as the biggest changes within your organization by incorporating the Best Practice TA&R model?

– What have you learned from this process?

– How is it helping you be a better company?

– **Data speaks volume's – you just have to listen.**

– **The process works – you just have to follow it.**

– **The more leadership is involved, the greater likelihood of success.**

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

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

Break

Section 12: Reporting New Hire Data

In this section we will discuss…

What we need from you on New Hire data through July 2024

— **For <u>each new teammate</u>, report…**

- Pipeline they entered your system
- The number of accepted offers
- The number that started (1st day on the job)
- Monthly….
  - # Retained, or
  - # Departed

— **Example:**

- Welder 1
  - Pipeline: Parkway West
  - Accepted Offer - YES
  - Started - 15 May 2023
  - June 1 – Retained
  - July 1 – Retained
  - Aug 1 – Retained
  - Sep 1 – Departed (reason if known)

Section 13: Road to Signing Day

In this section we will discuss…

Employer expectations

and

Training Provider expectations
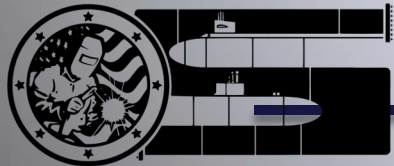
Signing Day

– **Day before…**

- **Rehearsal – June 2, 4:00 pm**

- **Reception - June 2, 5:00 pm – 8:00 pm**

- **Employers Senior Leader + others, Training Provider Representative, and Facilitator Representatives**

– **Day of…**

- **Rehearsal – June 3, 9:00 am – 9:45 am**

- **Signing Day - June 3, 10:00 am – 1:00 pm**

- **Employers Senior Leader + others + new hires, Training Provider Representative, and Facilitator Representatives**

– **Senior Leader of Organization will present**

  ▪ **President, Plant Operations Manager, or equivalent**

– **Hiring: This year we are pleased to announce ___ Accepted Offers from the following Talent Pipelines:**

  ▪ **Pipeline Name #1 (Employee Referrals)**

  ▪ **Pipeline Name #n (High School Career and Technical Education Program)**

– **Training Providers: We want to Thank our Talent Pipeline Training Provider Partners:**

  ▪ **Training Provider #1 (Virginia Beach Career and Tech Center)**

  ▪ **Training Provider #n (Chesapeake City Schools)**

– **The Talent Pipeline Program helped our business by** _____

Signing Day: Training Provider Focus

– **Senior member of the organization will present**

  ▪ **Principal, School Administrator, etc.**

– **Training Provider Partners will announce partnerships with Employer Partners**

  ▪ **Include value received through participation in Talent Pipeline Program and intentions to join Cohort #2**

In Closing…
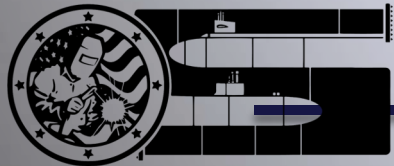
In Review

– **High Performance Teams**

– **Shared and Examined Best Practices**

– **Candidate Preparation for 1st Job**

– **On-Boarding & Retention Process**

– **Vertical Dyad Linkage Theory**

– **Building and Maintaining Engagement**

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

Leadership
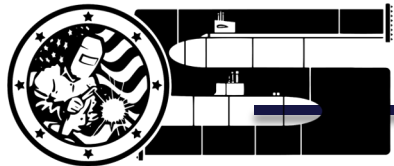
Simon Sinek

– **Wants to Lead**

– **Demands to be held Accountable**

– **Is Engaged**

– **Knows what Right Looks Like**

– **Has a Leader who will help them become a High Performer**

– **Plays to Win Everyday!**

Path Forward

– **Understand the realities of your specific challenges**

– **If needed, gauge your Organizations willingness to change**

– **Request an On-Site Assessment and Customized Workshop**

– **Leverage our Services to support as needed**

– **Attend one of the Onboarding and Retention Workshops**

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.

Why Won't This Work
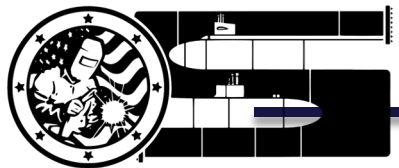
Questions, Comments, Concerns?
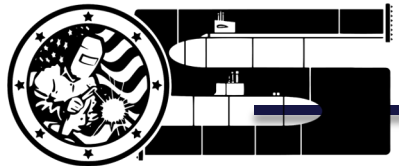
WE are on a Mission!

1 Employer
1 Job
1 Lifelong, Productive,
Engaged Teammate at a Time

Date	Time	Milestone
1/5/2023	1200-1300	All Hands Meeting #3 (Zoom)
1/17/2023	0800-1500	TA&R Workshop: Onboarding and Retention (Hampton Roads Convention Center)
1/30/2023	N/A	Employer On-Site Recruiting Visits Wrapping Up
2/2/2023	1200-1300	All Hands Meeting #4 (Zoom)
2/7/2023	**0800-1500**	**TA&R Workshop: Onboarding and Retention (Town Point Club)**
2/13/2023	N/A	Interviews Start
2/15/2023	**0900-1130**	**Mid Year Program Review (Hampton Roads Convention Center)**
2/16/2023	**TBD**	**MAST HRVA Recruiting Day (Virginia Beach ATC)**
3/2/2023	1200-1300	All Hands Meeting #5 (Zoom)
3/14/2023	**0800-1500**	**TA&R Workshop: Onboarding and Retention (Hampton Roads Convention Center)**
3/31/2023	N/A	Interviews End
4/4/2023	1200-1300	All Hands Meeting #6
4/4/2023	N/A	New Teammate Employer Selection Deadline
4/11/2023	**0800-1500**	**TA&R Workshop: Onboarding and Retention (Town Point Club)**
4/21/2023	N/A	Deadline for Contingent Offers
5/16/2023	N/A	Complete New Hire Onboarding and 1st Year Comms Orientation
6/3/2023	1200-1600	VTPP Signing Day

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.

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

VIRGINIA CAREER WORKS

HAMPTON ROADS REGION

Multiple locations throughout the region:

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

Basic Career Services:

- Work Skills Assessments
- Interview Techniques
- Computer/Resource Room

Individualized Career Services:

- Comprehensive assessments of skills and service needs
- Intensive Career Counseling

Training Services:

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

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

BUSINESS SERVICES

Services Provided to Employers

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

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

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

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

DEAR HAMPTON ROADS BUSINESS LEADER:

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

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

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

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

Sincerely,
Shawn Avery, President & CEO

SERVICES PROVIDED TO EMPLOYERS

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

ONE REGION.
ONE WORKFORCE.
ONE ECONOMY.

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

HAMPTONROADS
WORKFORCECOUNCIL
ONE REGION. ONE WORKFORCE. ONE ECONOMY.

INCUMBENT WORKER TRAINING

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

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

ON-THE-JOB TRAINING

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

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

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

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

CAMPUS 757
YOUR PLACE IS HERE

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

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

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

Become a partner! Visit Campus757.com today!

ENGAGEMENT OPPORTUNITIES

HAMPTONROADS
WORKFORCECOUNCIL
ONE REGION. ONE WORKFORCE. ONE ECONOMY.

- ✓ 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

CAMPUS 757

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

Talent Pipeline Management (TPM)

HAMPTONROADS WORKFORCECOUNCIL
ONE REGION. ONE WORKFORCE. ONE ECONOMY.

TPM *Academy* ®

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.

Thank You!

https://www.theworkforcecouncil.org/

Urban League of Hampton Roads, Inc.

Patricia Gibson

Dr. Brandon Martin