US Navy
Talent Pipeline Program

Executive Overview

https://dibtalentpipeline.com/

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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
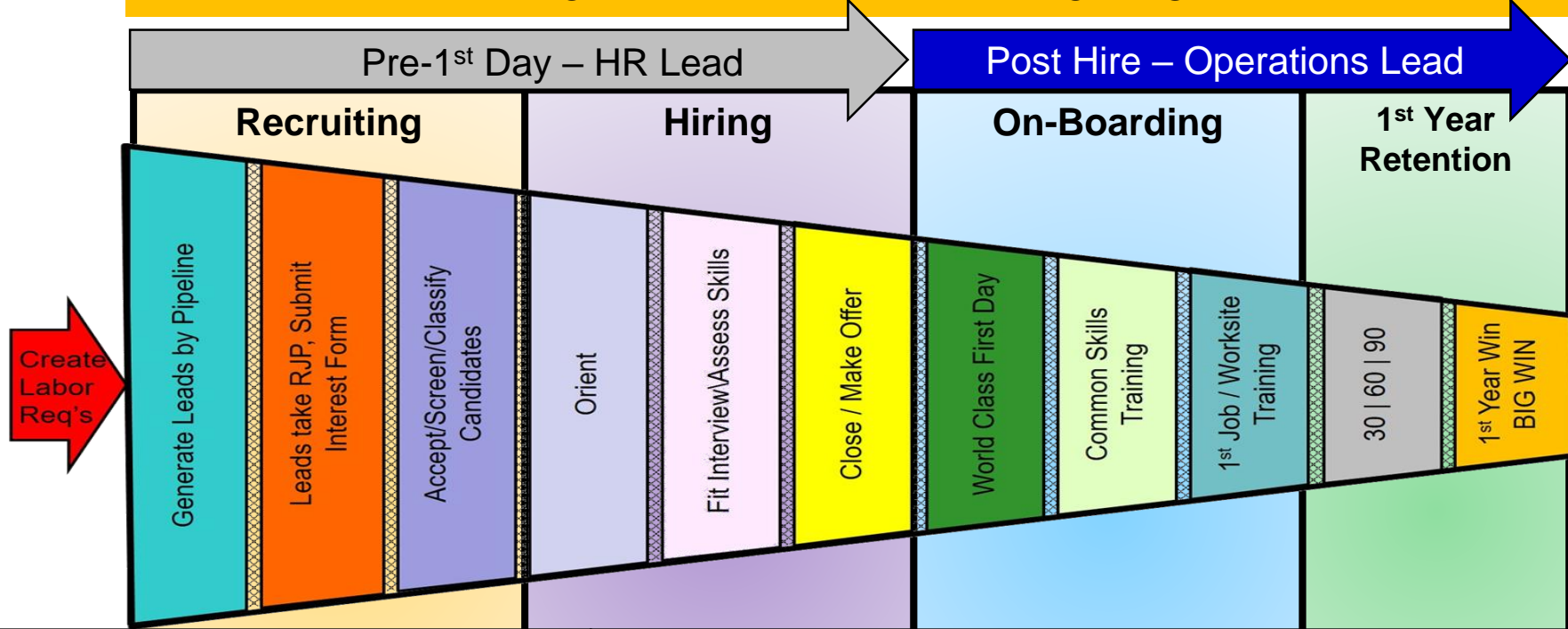as productive and engaged new employees.

Best Practice Model
Demand Driven Talent Acquisition & Retention (TA&R) System

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

H I R E   F O R   F I T   –   T R A I N   F O R   S K I L L

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

Recruiting	Hiring	On-Boarding	1st Year Retention

Create Labor Req's →

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

Pipelines

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

Tools

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

NAVSEA
NAVAL SEA SYSTEMS COMMAND

Talent Pipeline Program

New England Talent Pipeline Project

Boston Flag 2023

New York Talent Pipeline Project

Long Island Flag 2023

Pennsylvania Talent Pipeline Project

Pittsburgh Flag 2022

Philadelphia Flag 2021

Virginia Talent Pipeline Project

Hampton Roads Flag 2022
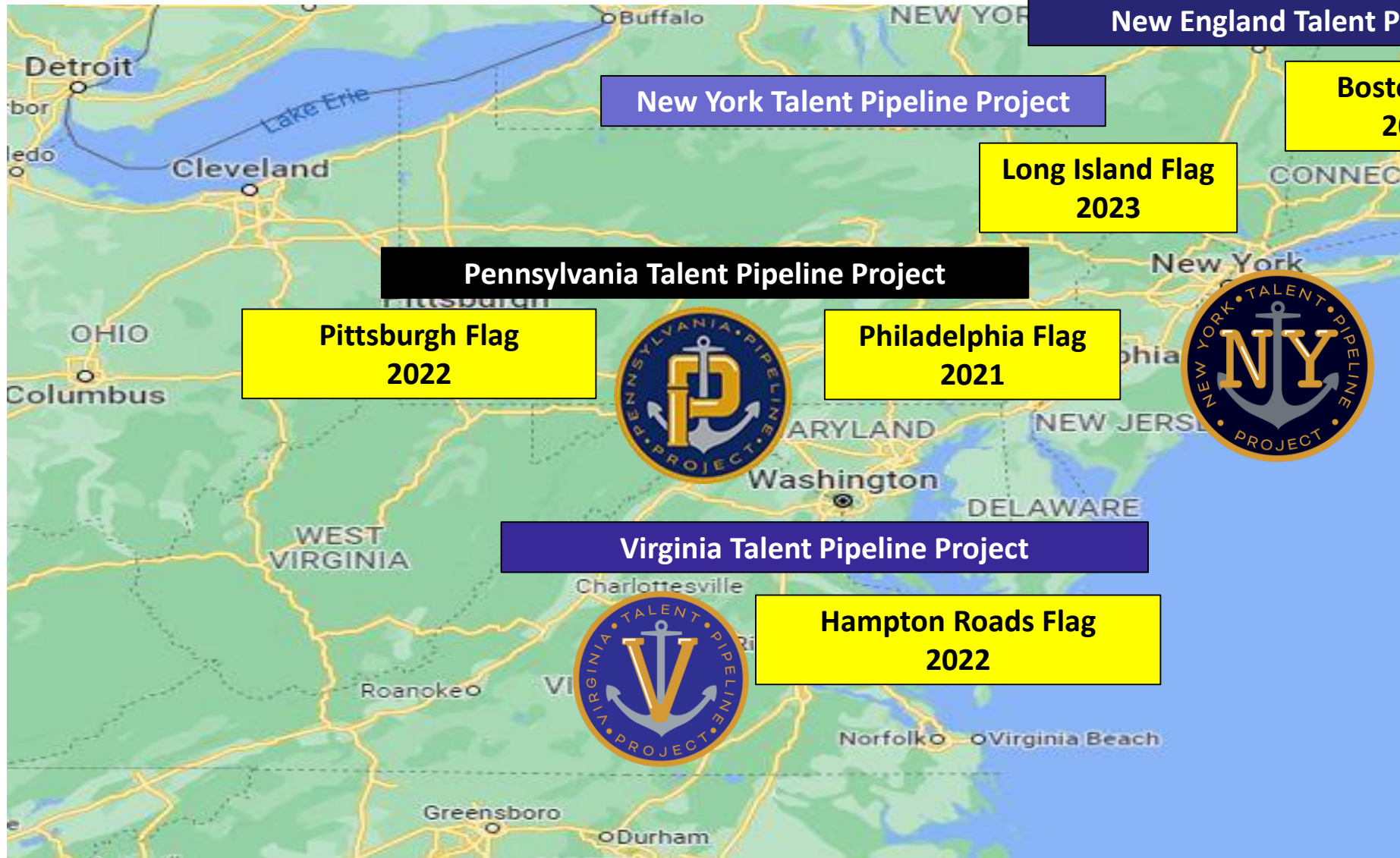
Employer Partners

Employer Partners Participation
(by region and year)
As of June 15, 2023

- 2021: 36 (Philadelphia 36)
- 2022: 124 (Philadelphia 51, Pittsburgh 32, Hampton Roads 41)
- 2023: 270 Forecast (Philadelphia 75, Pittsburgh 50, Hampton Roads 75, New England 35, New York 35)
- 2024 (PROJECTIONS): 375 (Philadelphia 100, Pittsburgh 75, Hampton Roads 100, New England 50, New York 50)

Legend: Philadelphia, Pittsburgh, Hampton Roads, New England, New York
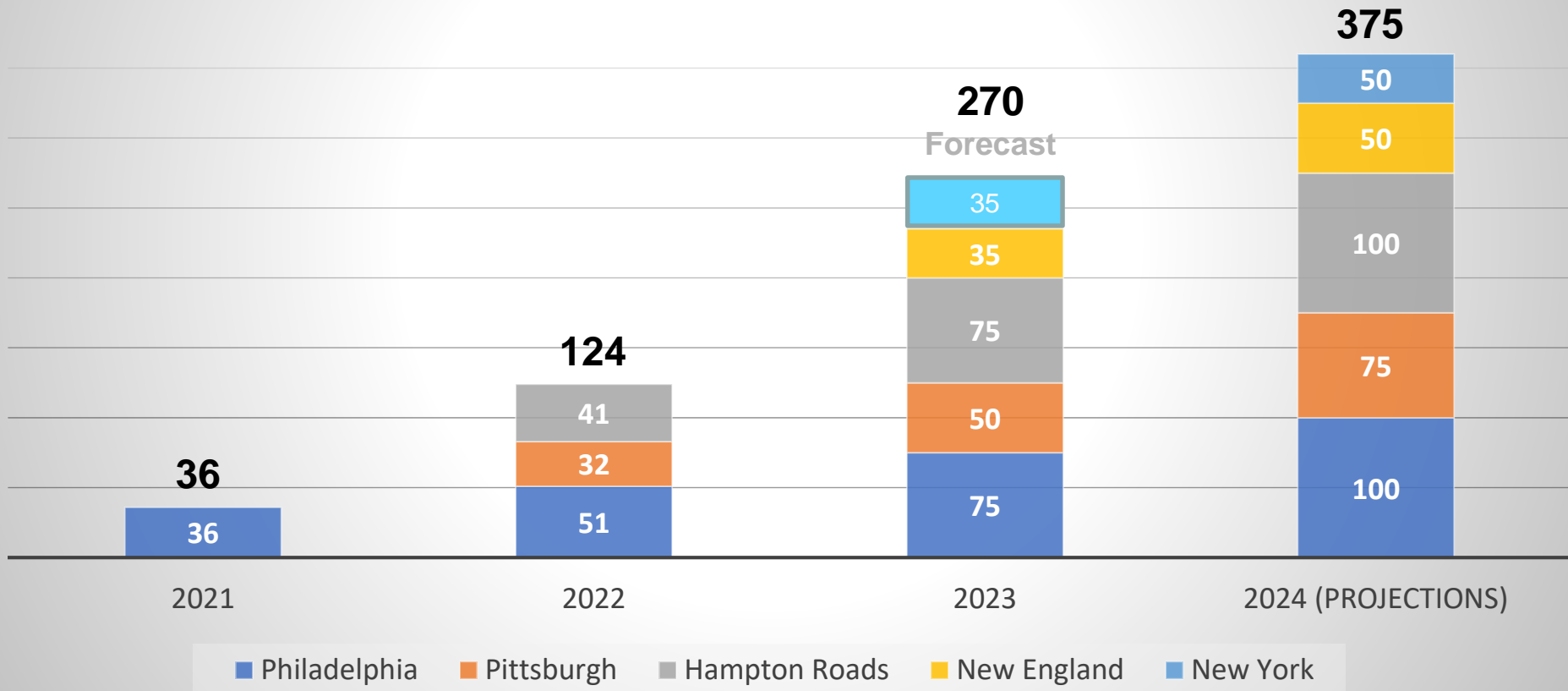
MISSION: Execute a Talent Pipeline Program <u>National</u> Roll Out Strategy to support the US Navy Fleet Re-capitalization Program through the Columbia/VCS construction period while retaining small and medium sized EMPLOYER focused Talent Pipeline model integrity while customizing to the local regions.

PLANNING ASSUMPTIONS:

1. Navy Demand for Defense Industrial Base (DIB) Capacity will continue through 2040.

2. American economy full employment condition is a constant for the foreseeable future.

3. ~80% of the DIB (~17,000) are Small to Medium Sized Business's (< 1,000 Employees at a Single Site)

4. Talent Acquisition and Retention is the <u>sole responsibility</u> of the DIB Employers

5. The Talent Pipeline model is PROVEN and model integrity will be retained during the national roll out.

6. Supplier Development Funding will support the Talent Pipeline Program over the Program Transition, Sustainment, and Expansion Life Cycle.

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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.

78

Philly 2021-2023 (1st Year Retains) & 2022-2024 (Accepted Offers) & 2023-2025 Partner = 29

In Process

Pittsburgh 2022-2024 (Accepted Offers) & 2023-2025 Partner = 26

Hampton Roads 2022-2024 (Accepted Offers) & 2023-2025 Partner = 23

Talent Pipeline Program Employer Master Scorecard (2021-2023)					
2021-2023					
	Employer Target/Actual	# Trained	# Pledged	# Accepted	# Started
Current	**120/109**	**109**	**1052**	**849**	**819**
Philly Region - Flag 1	50/36	49	240	267	259
Pittsburgh Region - Flag 2	30/32	27	330	353	352
HR Virginia Region - Flag 3	40/41	33	482	229	208

(data date 6/30/2023)

Philadelphia Flag
1st Year Retention Data

2021 – 2023 Pilot Results

Employers <u>36</u>
Employers with Accepted Offers: <u>29</u>
Accepted Offers <u>267</u>
Starts <u>259</u>
Starts/Retains by Pipeline:
  1. CTE : <u>72/49</u>
  2. Emp Ref: <u>86/57</u>
  3. Social Media: <u>94/57</u>
  4. Other: <u>15/10</u>

1st Year Retention Rate <u>63%</u>

Employers with Reliable Year over Year Talent Pipelines <u>29</u>

Best Practice Employers:
       Kingsbury
       Fairlead

**Philadelphia Flag
2021**

2021

Employers with 100% Retention or 1 Departure

1. American Hydro
2. Billet Industries
3. Cleveland Cliffs
4. Curtis-Wright
5. Fairmont Automation
6. Jenkins Machine
7. Johnson Controls
8. L3 Harris
9. NAVSUP-WSS
10. NFPC
11. PRL
12. Rhoads Industries
13. Staver Hydraulics
14. York Precision
15. Kingsbury
16. Lehigh Heavy Forge
17. Philly Ship Repair
18. QED Systems

Why?…and Share with Others

Employers with > 1 Departure

Is your TA&R Process Data Normal or Abnormal variation?

1. Are you capturing the data?
2. Is your TA&R performance within Normal or Abnormal variation?
3. Are you performing "root cause" analysis if Abnormal?
4. Have you implemented a counter-measure?
5. Is your system variation improving?

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Employer Qualifying Criteria

1. Are you a Small or Medium Sized Employer under 1,000 people?

2. Do you have a Hiring Demand 12-24 months into the future?

3. Are Entry Level New Hires part of your Talent Acquisition and Retention Pipeline Strategy?

4. Do you offer Full Time Employment with benefits?

5. Do you accept responsibility to ensure the New Hires are productive and trained to meet your specific job requirements?

6. Will you be trained in the Talent Acquisition and Retention on the Best Practice Model?

7. Are you willing to substantively and actively change your internal Talent Acquisition and Retention system if it is not producing the outcome you require?

8. Will you participate in local Network sessions to share and learn with others?

9. Will you allow Talent Pipeline Program Pipeline Project Program Management access to New Hire 1st Year performance information?

Training Provider Program Qualifying Criteria

1. Do you have a Critical Shipbuilding Skills Training Programs with students enrolled?

2. Is interacting with Employers to provide work opportunities part of your mission/charter?

3. Will you be trained on Talent Acquisition and Retention Best Practice Model?

4. Will you allow for substantive engagement with Employers to allow recruiting, hiring, and on-boarding activities on your site?

5. Will you pre-screen students to develop a Candidate Pool of those desiring to enter the workforce upon graduation/completion?

6. Will you support candidate preparation for the Hiring Process and engagement with Employers?

7. Are you willing to adjust your curriculum to meet Employers new hire requirements?

8. Will you allow Talent Pipeline Program Pipeline Project Program Management access to Student/Candidate performance information?

1. Will you identify and advocate to your constituent employers to partner in the Talent Pipeline Program?

2. Will you allow for Talent Pipeline Program access during your normal communications and events to share and communicate?

Facilitators

Associations: Submarine Industrial Base Council, Aircraft Carrier Industrial Base Council, Marine Machining Association, Shipbuilders Council of America, Naval Submarine League, American Society of Naval Engineers

Prime Contractors: General Dynamics-Electric Boat, Newport News Shipbuilding

Government: Workforce Development Boards, Federal, State and Local Governmental Agencies

Partner Support Services

- New Partner (Employer, Training Provider, Facilitator) Identification, Recruiting, & Assessment

- Talent Acquisition & Retention Best Practice Model Training Workshops

- Partner Talent Acquisition & Retention Values Stream Mapping, Analysis, and Performance Improvement Plans

- Individual Employer & Training Provider Talent Acquisition & Retention System Tool Development, Coaching and Support

- Local Partner Network "Sharing and Learning" events

- Monthly All Hands Information and Best Practice Sharing

- Best Practice Model Development and Integration into Talent Acquisition and Retention Training & Coaching

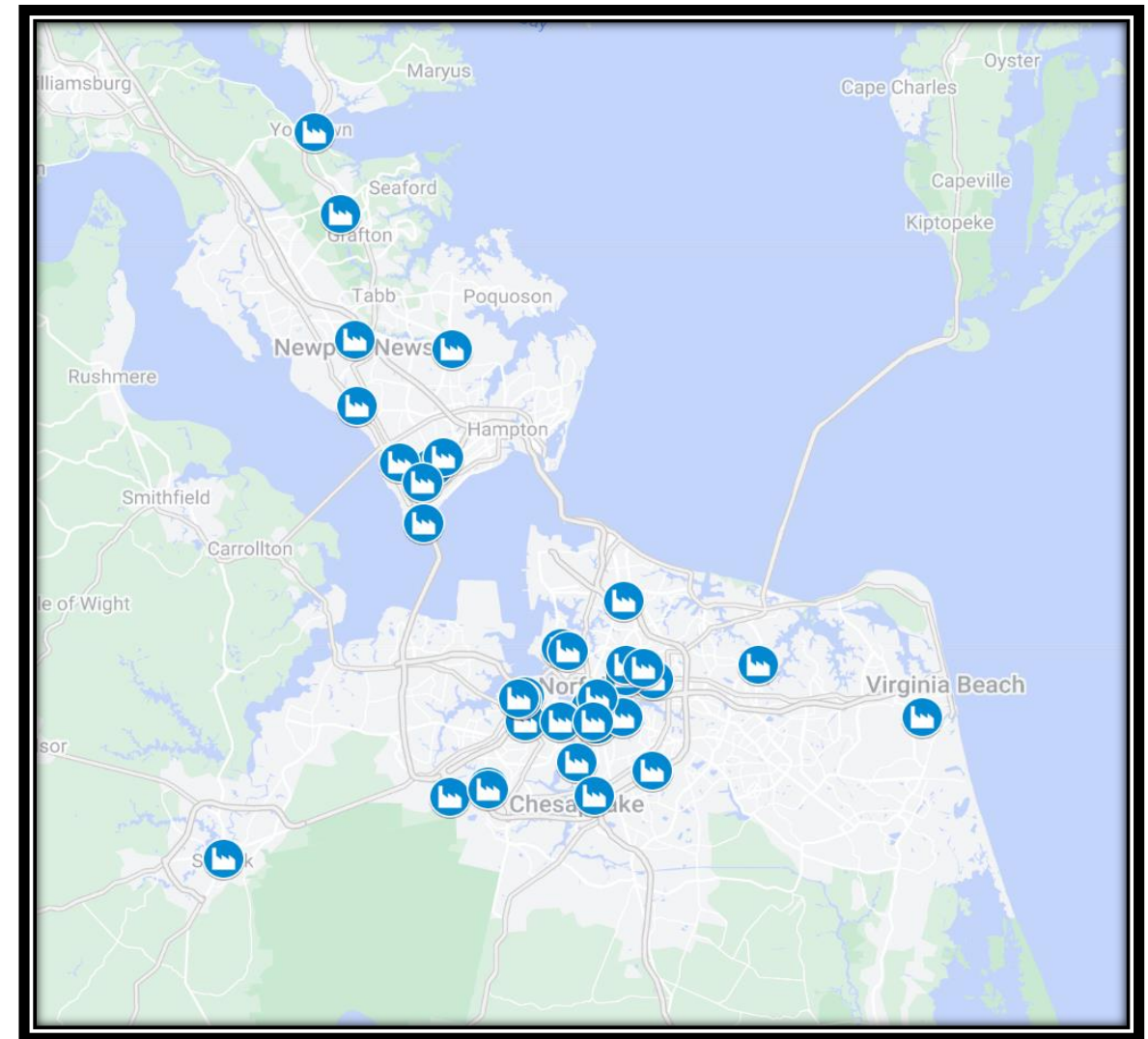- Program Management, Data Analytics, Industry Engagement & Strategic Planning
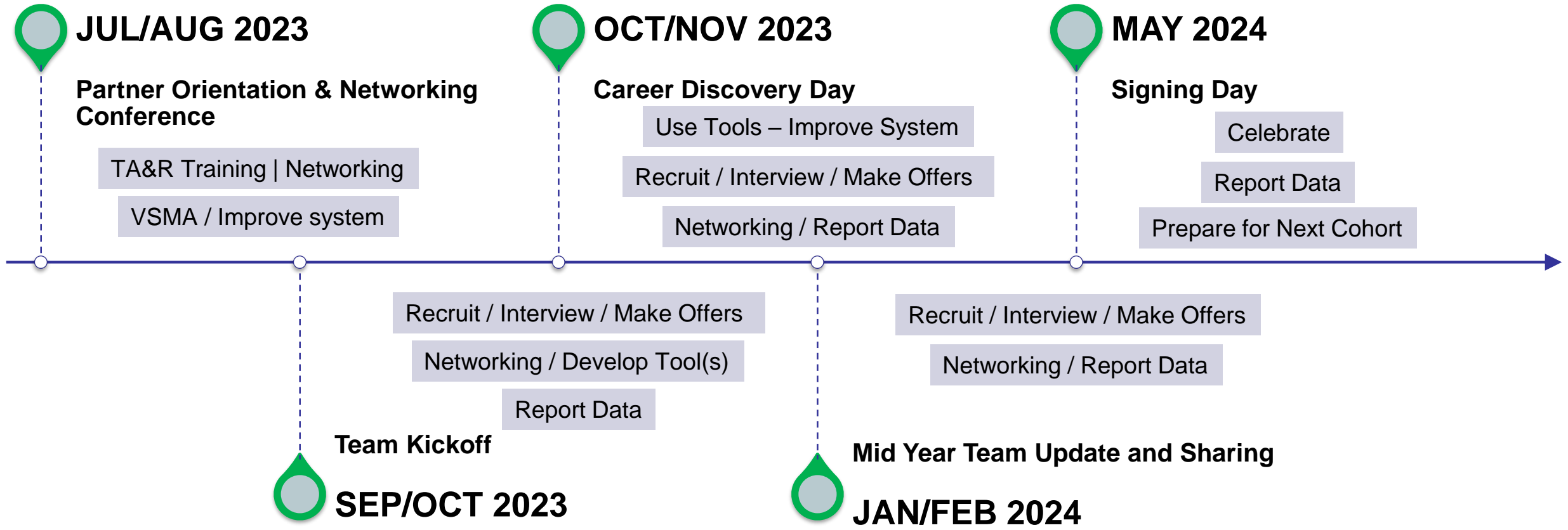
Partner Network Concept

- **Networks will be comprised of 10 - 20 Employers**
  - Geographically or join any network you choose

- **Each network will have…**
  - Network Employer Lead
  - Dedicated Network Coach

- **Networks meet 2X Fall and Spring to share best practices, discuss challenges, learn from each other**

- **Training Providers are to be invited to a network by Employer Sponsor.**

- **Facilitators to join network(s) where they see the most value added.**

Flag Milestone Events (2023 – 2024)

JUL/AUG 2023

Partner Orientation & Networking Conference

TA&R Training | Networking

VSMA / Improve system

Team Kickoff

SEP/OCT 2023

Recruit / Interview / Make Offers

Networking / Develop Tool(s)

Report Data

OCT/NOV 2023

Career Discovery Day

Use Tools – Improve System

Recruit / Interview / Make Offers

Networking / Report Data

Mid Year Team Update and Sharing

JAN/FEB 2024

Recruit / Interview / Make Offers

Networking / Report Data

MAY 2024

Signing Day

Celebrate

Report Data

Prepare for Next Cohort

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

We Give You the <u>Courage</u> to Lead

We are a Program of YES!

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

<u>WE</u> are on a Mission!

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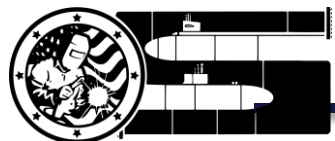# 1 Lifelong, Productive,
Engaged Teammate at a Time

➢ **Does this make sense?**

➢ **Is it a Good or Bad Idea?**

➢ **Do you want to partner?**

If Yes…

➢ **Schedule a <u>Virtual or On-Site New Partner Orientation</u>**

➢ **<u>jbarto@tmgva.com</u> 757-218-8444 or <u>dodonnell@tmgva.com</u> 540-270-5772**

➢ **Attend the Next Event in your Region**

Employer Size Matters

Small
a. Single Site
b. Under 50 people
c. Hires ~ 10 people/year
d. Hires on an as-needed basis
e. No HR- Office Manager; Little formal New Hire Training

Medium
a. Single Site
b. Between 51 – 300 people
c. Hires 10 – 50 people/year
d. Episodically hires as needed
e. 1-2 HR Staff; Some New Hire Training

Large
a. Single Site or Multiple Sites
b. Between 301 – 1,000 people
c. Hires 51 – 200 people/year
d. Has a consistent/predictable Annual Hiring and Retention Forecast (monthly)
e. HR plus Recruiter; New Hire Training on a case-by-case basis

Enterprise
a. Single or Multiple Sites
b. Over 1,000 people
c. Hires over 200 people/year
d. Has a consistent/predictable Annual Hiring and Retention Forecast (monthly)
e. HR, Recruiters; Formal New Hire Training and Support

2023-2024 Major Events

Philadelphia Flag 2021

Mr. Matt Sermon
PO: 11 JULY 23
KO: 19 SEP 23
CD/PMFG: 25 OCT 23
MY: 18 JAN 24
SD: 23 MAY 24

Pittsburgh Flag 2022

CMDCM(SS) Jeff Hiscocks
PO: 9 AUG 23
KO: 26 SEP 23
CD/PMFG: 17 NOV 23
MY: 25 JAN 24
SD: 14 MAY 24

Hampton Roads Flag 2022

Ms. Lisa Radocha
PO: 13 JULY 23
KO: 21 SEP 23
CD/PMFG: 1 NOV 23
MY: 6 FEB 24
SD: 7 MAY 24

Boston Flag 2023

Ms. Meganne Atkins
DS: 26 APR 23
PO: 2 AUG 23
KO: 3 OCT 23
CD/PMFG: TBD
MY: 1 FEB 24
SD: 30 MAY 24

Long Island Flag 2023

Ms. Stefanie Link
PO/KO: 12 OCT 23
CD/PMFG: TBD
MY: 3 MAR 2024
SD: 21 MAY 2024