

# AME/APQC Benchmarking CoP Virtual Networking Event May 31, 2013

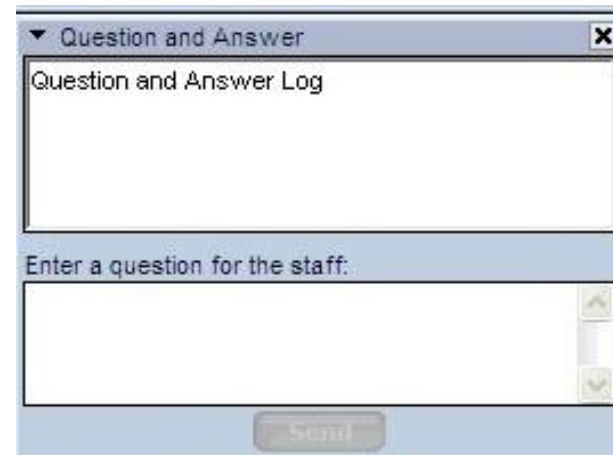
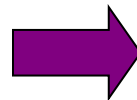
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Vet STRONG Program

Joe Barto, TMG, Inc.

# Housekeeping

- All lines are muted.
- You can submit questions/comments at any time. We will address all questions during the Q&A session at the end of today's presentation.



- Links to the recording and slides will be made available to all attendees via e-mail.
- Follow-up survey to provide more feedback.

# AME/APQC Benchmarking CoP Virtual Networking Event May 31, 2013

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Vet STRONG Program

Joe Barto, TMG, Inc.

# Session Agenda

10:00 a.m. Welcome/Housekeeping

10:05 CoP Business

10:10 Benchmarking Presentation

10:45 Open Q&A

11:00 Adjourn

# 2013 Benchmarking CoP Calendar

Month	Date	Session	Presenter
February	2/19/2013	Real-Time Case Studies in Benchmarking	Travis Colton, APQC Don Davies, General Dynamics John Mellin, GlaxoSmithKline
March	3/19/2013	The continuous improvement journey at UL	UL
May	5/31/2013	Vet STRONG Program	Joe Barto
June	6/18/2013	Innovating with Lean Tools	Ken Rolfes
July	7/16/2013	TBD	TBD
August	8/20/2013	TBD	TBD
September	9/17/2013	Enterprise Continuous Improvement at Eaton	Eaton
October	10/22/2013	TBD	TBD
November	11/13/2013	Knowledge Management at Eaton	Eaton
December	12/17/2013	TBD	TBD

Send your topic or presenter recommendations via the Q&A tab or email at [rwebb@apqc.org](mailto:rwebb@apqc.org).

# AME Events ([www.ame.org](http://www.ame.org))

- 06/04 Chicago, Ill.
  - Lean Leadership...Are You Prepared to Lead?
- 06/06 Calgary, Alberta
  - TWI and Standard Work
- 06/10 - 06/12 Andover, Mass
  - Lean Bronze Certification Exam Prep Course
- 06/11 - 06/12 Portland, Or.
  - PDCA - The Core of Sustained Improvement Efforts
- 06/12 - 06/13 San Antonio, Tx
  - Lean Safety Workshop
- 06/12 Middleton, Conn
  - Roundtable: Kaman Precision Products
- 06/13 TWI 101 Overview
- 06/18 - 06/20 Pensacola Beach, Fl
  - Lean Accounting in the Lean Enterprise
- 06/20 Hanover, Pennsylvania
  - R.H. Sheppard Tour & A3 Workshop
- 06/25 Kitchener, Ontario
  - 9th Annual Workshop and Golf Tournament
- 10/21-10/25 Toronto
  - AME National Conference – Breakthrough to Your Leading Edge

# APQC Events

<http://www.apqc.org/events>

- 6/5 APQC Orientation
- 6/12 APQC Supply Chain/Financial Management Webinar
  - Managing the Risk of Supply Chain Disruption (registration opens soon)
- 6/12 APQC Virtual Visitors Day for Professional Services
- 6/20 APQC KM Community Call
  - Building a Successful KM Program Through Sponsorship, Recognition, and Metrics
- 10/21 – 10/25 APQC 2013 Process Conference
  - Connecting People, Process, and Technology for Results; Houston, TX

# APQC Research Agenda

[http://www.apqc.org/research\\_agenda](http://www.apqc.org/research_agenda)

## ➤ Active Research

- Centralization vs. Decentralization (10% complete)
- Recruiting and Developing Talent in the Supply Chain (50% complete)
- Managing the Risks of Supply Chain Disruption (74% complete)
- Leadership Skills Deficit (30% complete)
- Open Innovation: Enhancing Idea Generation through Collaboration (59% complete)
- Mobility and Finance (88% complete)

## ➤ Upcoming Research

- How to "Sell" KM to Managers
- [How Shingo Prize Winners Manage Their Supply Chains](#)
- Driver-based Forecasting
- What does Getting "Buy-in" Really Mean?
- Using Knowledge Management to Alleviate Skills Shortages



# Benchmarking Presentation Vet STRONG Program

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Joe Barto, TMG, Inc.

All lines are muted. Please send your questions via chat to the Organizer. We'll cover them at the end of this session.

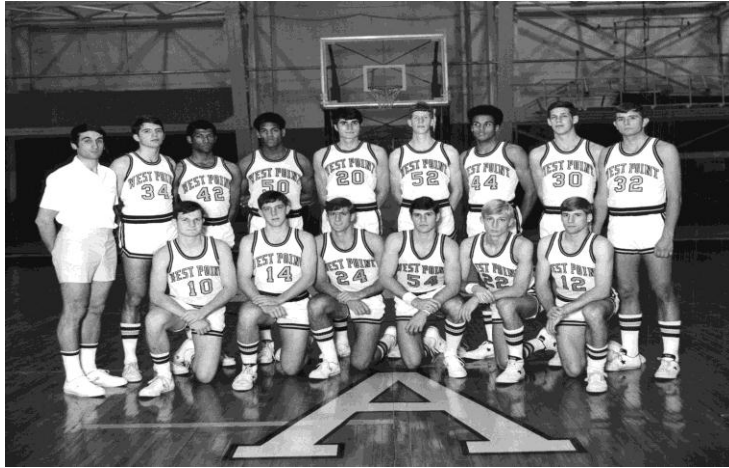
We WILL send out a link to the recording of the event in the coming days.



# **Acquisition and Retention System & The Vet Strong Certification Program**

**Joe Barto**  
Founder and President  
TMG, Inc.  
[www.tmgva.com](http://www.tmgva.com)

# Meet Joe Barto



West Point Class 1978  
Army Basketball



Task Force 2-4 CAV  
Operation Desert Storm 1990-1991



Founder and President  
TMG, Since 2002





# Vet STRONG Scoreboard

Total Number of Trained Employers = **320**

Total Number of Vet Ready Assessments = **98**

Total Number of Bronze Certified Employers = **71**

Total Vet Jobs Pledge = **3,578**

Total Number of Actual Vet Hires = **1,593**

Total Number of Silver Certified Employers = **9**

Total Number of 1<sup>st</sup> Year Retention Jobs Pledge = **165**

Total Number of Actual 1<sup>st</sup> Year Retained = **TBD**

\*Since January 2012 to May 2013



This is all about...

Re-Capitalizing the Workforce



Vet Friendly  
or  
**Vet STRONG**



# Employer Groups

1. Already Vet **STRONG**
2. Vet Ready: Good Fit
3. Vet NOT Ready: Not a Good Fit



# Vet Expectations

## Are you Vet Ready?

- Good Leadership
  - First Line Leaders
- Teach them what you expect them to do
  - New Hire Orientation and Training
- Want to be part of a Team
  - Transition Navigating
- A Chance to Win
  - Career Path
- \$25K plus Benefits
  - Full Teammate from the Start



# Core Data Metric

Acquiring and Retaining an  
Engaged and Productive  
Teammate at the 1 year  
Anniversary

**1 Employer, 1 Job, 1 Person (Vet) at a time**

Who is the Customer?

Who owns the Core Data Element?

# YOU!!!!!!

## America's Businesses:

When you hire and retain **1** new  
teammate (Vet)



# Core Company

## Vet Strong Qualifying Questions:

1. *Are you hiring?*
2. *What was your average total headcount last year including Temps?*
3. *How many are Vets?*
4. *Do these Vets represent your Best Teammates?*
5. *How many people did you hire last year?*
6. *How many were Vets?*
7. *How many Vets were still in your company after 1 year?*
8. *What is your goal (Hire and Retention) for this year or next year?*

# World Class Talent Acquisition and Retention Systems

## The Revolution

Traditional: Procurement Model  
(Passive and Company Focused)

to a

High Performers: Sales Model  
(Active and Candidate Focused)

# The Post Recession Nightmare Scenario

“I am leaving and within 4 months and my five best friends are coming with me.”

**Love— Your best people...**



# The Vet Facts

- 1 million Military Members will be separating over the next 5 years
- U.S. Army: Reduce from 569K to 490K over next 3 years, Transitioning 170K/year. At 490K transitioning 70K/year– steady supply
- Uniformed Service to reduce force by 100,000 over next 5 years. 29,000 Involuntarily
- 252,000 Vets currently looking for work across the United States
- Post 9/11 Veteran unemployment rate is 11.7%
- In 2012 Vets under age 24 had a 36.2% Unemployment Rate
- DoD Unemployment bill for Unemployment benefits is \$1B in FY13 and \$3B in FY 15.

Source: Employment Facts and Statistics; Office of Economic Opportunity  
Veterans Benefits Administration; BLS Figures (non-seasonally adjusted)

# Vet Profiles

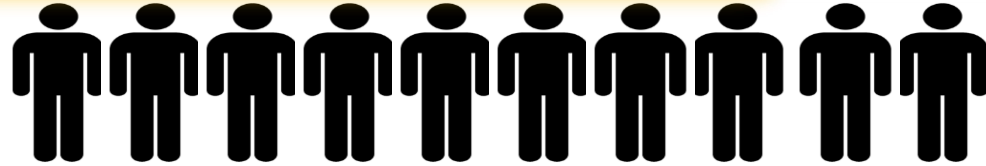
- Skills Most Enhanced By Military Experience
  - Teamwork
  - Striving for Results/ Execution
  - Planning and Organizing
  - Analysis and Problem Solving
  - Leading Teams
  - Communication Skills
  - Coaching and Developing Subordinates
- Where do Veterans Outperform Others
  - Team Orientation
  - Work Ethic
  - Reliability
  - Assertiveness
  - Goal Orientation/Ambition
  - Resilience
  - Selflessness
  - Openness to other cultures/races
  - Creativity/innovation
  - Flexibility



# Who is Eligible to Join the Army?

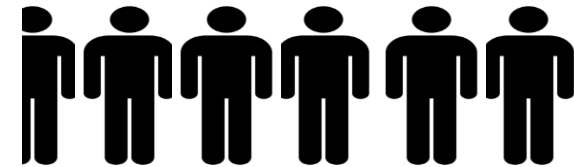
**For every 4 Americans between the ages of 17 – 24, due to disqualifying conditions, less than 1 (23.4%) is eligible to serve in the military.**

2012 US Population 17-24 year olds:  
33.1 Million



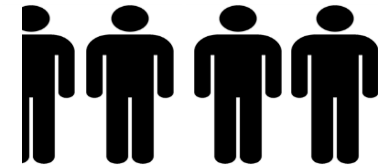
Ineligible due to medical condition, criminal history or dependency (too many or single parent)

**- 41.6% =**



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

**- 20.2% =**



Overweight and/or Exceed Body Fat Standards

**- 14.8% =**



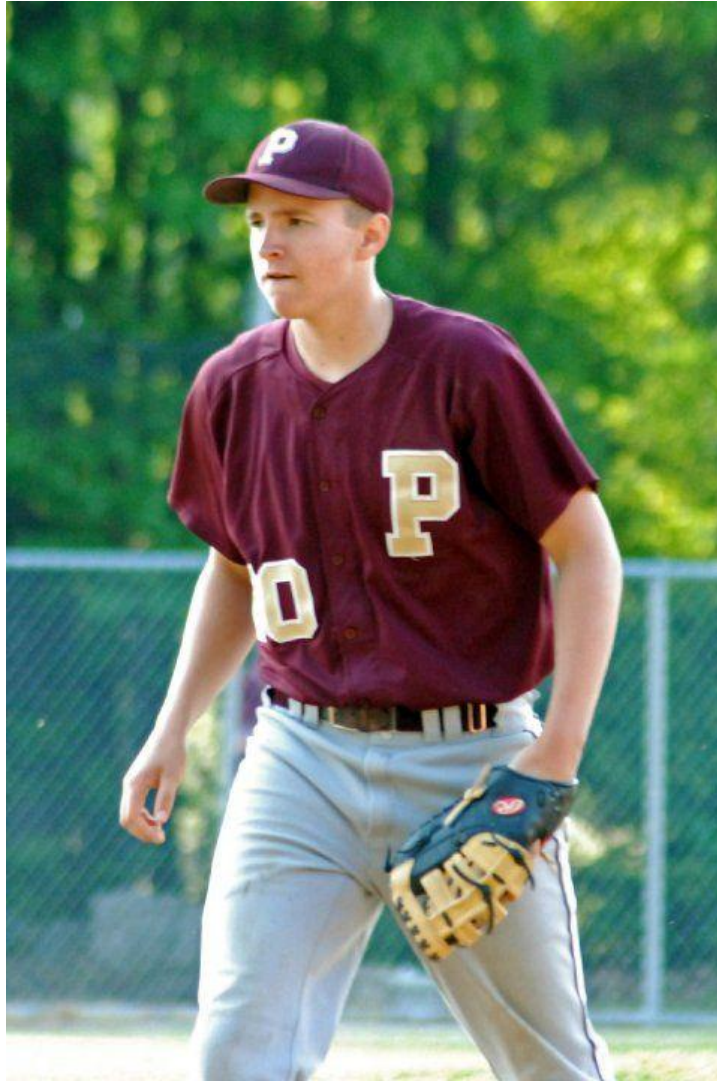
**Qualified**  
**23.4%**  
**(7.7 Million)**

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

- Of this fully qualified pool, 54% (4.2M) are HS Diploma Graduates who score 50 or higher on the ASVAB.
- The remainder are HS Diploma Graduates who score between 31 and 49 on the ASVAB, or non-HS Diploma Graduates who score 50 or higher on the ASVAB. Congressional statutes limit enlistments from this portion of the eligible pool.

# The U.S. Military

The Most Sophisticated and Proven  
Talent Acquisition and Retention  
System in the World





# At 24 Years of Age, our Vet, on average:

- Has moved from home, family and friends
- Has resided in two other states
- Has traveled the world (deployed) (67%)
- Has been promoted four times
- Has bought a car
- Has married and had children (55.2%) or has had a relationship
- Has had financial problems and overcome them
- Leads dozens of Soldiers and been Led
- Operates and Maintains millions of dollars worth of equipment as if their lives depended upon it
- Has received extensive Technical and Leadership Training
- Knows what “mission first -- people always” means
- Has lived a set of values in challenging situations



# Vet Pipeline Business Benefits

- Decreased Cost to Hire
- Decreased Hiring Cycle Time
- Decreased Time to Competency
- Increased New Hire Engagement
- Improved Workforce Productivity
- Decreased First Year New Hire Attrition
- Decreased Labor Costs which improves Earnings



# “Connecting the Dots”

- Developing a customized, individualized Vet Pipeline to connect America’s proven Veteran Workforce and the Nation’s increasing labor requirement based upon each organizations specific workforce need and operational circumstance.
- 1 Vet – 1 Job – 1 Company at a time!

# “Big” Words

- Veterans
- Talent Requirements
- Facilitators
- Incentives

Huge Connect the Dots Challenge!





# Employer Key Stakeholders

- Customer:
  - **1<sup>st</sup> Line Supervisors**
- Facilitator(s):
  - Hiring Managers
  - Recruiting Managers
  - HR Managers
  - Executive Leadership Team

Key Point: In many employers these may be the same person



# Vet Pipelines Goal

Train Companies to Hire and Retain Vets!

Objective:

**Vet Strong Certified**

Companies who implement Vet Pipelines.

They are trained and have a focused Vet Pipeline,  
Hire and Retain a fixed % of New Hires for 1 year.



# Vet Pipeline Sources

Which ones produce the best teammates for your Team?

Sources
Current Employee Referrals
Active Duty (Transition Points)
National Guard (Armories)
Reserve (Units)
Department of Labor/Employment Commissions
Colleges and Community Colleges
Vet Employment Agencies
Vet Career Fairs
Web Based Vet Job Boards



# Vet Strong Certification Company Sizes

- **Small:**
  - Under 50 people
  - Hires Less than 10 people/year
  - Episodically hires on an as needed basis
- **Medium:**
  - Between 51 – 300 people
  - Hires 10 – 50 people/year to include Temps
  - Has a consistent/predictable Annual Hiring and Retention Forecast (monthly/quarterly)
- **Large:**
  - Between 301 – 1,000 people
  - Hires 51 – 200 people/year in include Temps
  - Has a consistent/predictable Annual Hiring and Retention Forecast (monthly)
- **Enterprise: (1 Company)**
  - Multiple Sites
  - Over 1,000 people
  - Hires over 500 people/year in include Temps
  - Has a consistent/predictable Annual Hiring and Retention Forecast (monthly)



# Analytical Model

- Key Outcome Metrics:
  - Improved Business Performance
  - New Employee Engagement Level (1<sup>st</sup> Year Retention)
  - Customer (1<sup>st</sup> Line Supervisor) Demand (On Time and Volume)
- Key Process Metrics:
  - Talent Acquisition Cycle Time/Hire
  - Talent Acquisition Cost/Hire
  - Talent Quality of Hire
  - In Process Engagement Level



# Vet Strong Program Features

1. A Customized Vet Pipeline System to meet each Company's Specific Talent Acquisition Needs
2. A Fully Documented, Step-by-Step Guide from Generation of Talent Requirement through 1<sup>st</sup> Year Anniversary on the job
3. Embedded Management System to Promote Continuous Improvement and Track Return on Investment
4. Customized job descriptions help Veterans understand what your company is looking for



# 1<sup>st</sup> Step: Vet Ready Assessment and Training Event



# Vet Strong

## Pre-Qualifying Questions

1. Is your Senior Leadership engaged, aware, and supportive of the Vet Strong Goals?
2. Is your company hiring?
3. Does your company have or will have a Focused Vet Recruiting and Retention Program?
4. Is your entry level compensation at least \$25,000 a year plus full benefits?
5. Are your 1<sup>st</sup> Line Leadership trained in how to retaining Vets through their 1<sup>st</sup> year on the job?
6. Do you have or will have an entry level skills training program to teach Vets what is required to be successful in their first jobs?
7. Do you have a Structured Career Progression so Vets can see a future as a member of your business?



# Focus on WHO before WHAT



October 1975



November 2011

## Our Vision

*Are you Vet Friendly or  
Vet **STRONG**?*

*Questions?*



***Thanks...***

***1 Employer – 1 Job – 1 Vet at a time!***

***Joe Barto***

***Founder and President***

***TMG, Inc***

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

***757-218-8444***



# Key Vet Pipeline Components Assessed

1. Projected Hiring Forecast by Labor Category
2. Ability to provide Initial Entry Workers an expectation of a minimum of \$25,000 Annual Compensation with medical benefits
3. Electronic Application System Availability
4. Realistic Job Previews Availability
5. High Performer Profiles and Automatic Disqualifiers (Must Have's and Must Not Have's)
6. Recruiting Feature-Benefit Pairs and Potential Barriers
7. Current Hiring and Retention Process along with company required tasks.
8. New Hire Orientation
9. Initial Entry Skills Training
10. 1st Line Supervisor Leader Training related to New Hire Retention
11. Current Hiring Scorecard with key process and outcome metrics.
12. Internal company initiatives which may have an impact on the developing and implementing a Vet Pipeline Pilot.
13. Senior Leader commitment



# Vet-STRONG

## Vet Ready Assessment Path Forward

1. Companies express interest in Vet Ready Assessment and verify:
  - a) A Talent Acquisition and Retention demand for at least one (1) year.
  - b) Senior Management specific desire to hire and retain Veterans
2. Company completes a Vet Ready Self-Assessment and requests a Vet Ready Assessment from TMG
3. TMG conducts an on-site Vet Ready Assessment and Training Workshop
4. TMG performs an analysis on the Vet Ready Assessment data and provides the company with a high level design for their Vet-STRONG program
5. Pending company approval, TMG develops and pilots a Vet-STRONG program tailored to the company
6. Changes from the pilot program are implemented and TMG transitions the Vet-STRONG program to the company

# Thank You for Attending!

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- Feel free to forward questions or recommended topics to  
Susan Chandler: [schandler@ame.org](mailto:schandler@ame.org)  
Ron Webb: [rwebb@apqc.org](mailto:rwebb@apqc.org)