NDIA- IPMD

Employee Retention – A General Atomics Perspective

Lisa Hastings

GENERAL ATOMICS

- **Why focus on retention?**
  - Training employees is expensive and time consuming
  - An experienced workforce is efficient
  - High turnover can impact morale and reputation

- **Why is GA-ASI focusing on retention?**
  - Lack of experienced professionals applying
  - Large defense presence in San Diego

GENERAL ATOMICS

- **Why do employees stay? Because they're happy!**
- **What makes them happy? Job satisfaction!**
- **What drives job satisfaction? Lots of Money!?**

.... but money is not without limits.

… are there other motivators?

- **What the research reveals**
  - Millennials will job hop up to 20 times in their careers. **
  - The biggest motivator for changing positions is the promise of purpose and fulfillment, not a financial incentive.*
  - 66% of employees will seek internal opportunities before looking for a position elsewhere.*
  - Salary is not among the leading factors tied to long-term employee satisfaction. In contrast, culture and values, career opportunities, and trust in senior leadership are the biggest drivers..***

*Cornerstone study   **Education Advisory Board   ***Glassdoor research

GENERAL ATOMICS

- **What "the internet" recommends**
  - Onboarding and Orientation
  - Give Recognition
  - Work-Life Balance
  - Training and growth opportunities
  - Provide Feedback and Communicate
  - Address Change Face to Face
 - Embrace Teamwork

GENERAL ATOMICS

Employee Retention

- **What GA-ASI is doing in EVMS Compliance- Program Controls**
  - Onboarding
  - Characterization
  - Training
  - Journey Maps (IDPs)
  - Catch of the Month Program
  - Community of Practice
  - Lattice Organization
  - Culture of Trust, Transparency, Empowered Execution, Shared Consciousness

GENERAL ATOMICS

- **2 Month Long Onboarding Process**
  - Focused on Scheduling as foundational skill
  - Humphreys 2 day training courses (theory/ best practice)
    - Scheduling
    - Earned Value
  - 21 Topic focused sessions; 10 Working Group Sessions
    - Includes simulated "house building" project
    - Builds on theory- the GA way to apply best practice
    - Aligns with Work Instruction documentation
  - Buddy Assignment
  - Shadowing
  - Donut Party

Employee Retention
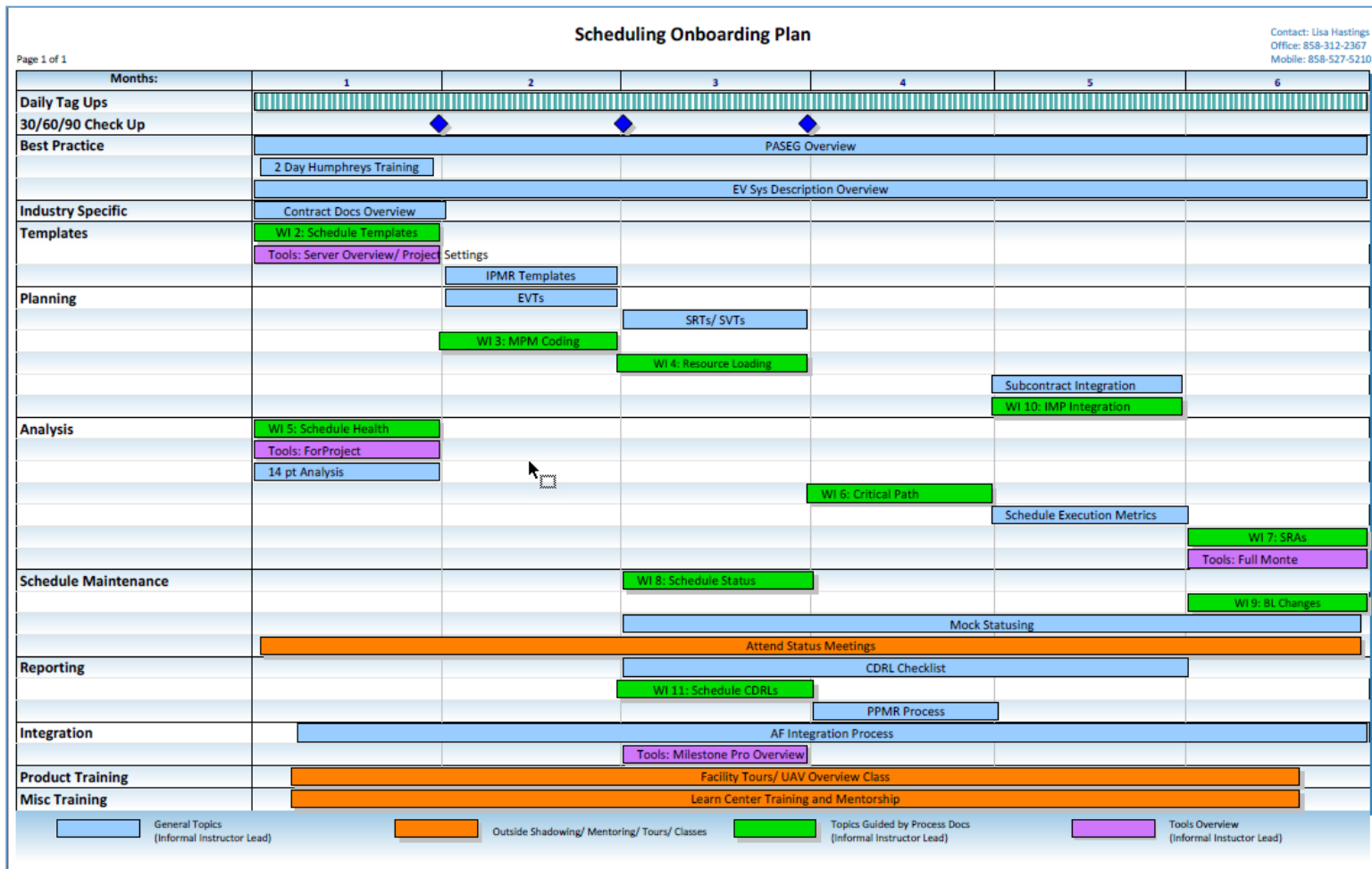
Example of GA's Draft Initial Training Plan

- **PCA Community of Practice**
  - Meets monthly
  - Creates an Identity for the PCAs
  - Cross Functional
  - Lunch is served
  - Discuss achievements, obstacles
  - Demonstrations on new techniques or tools
  - Presentations on Programs
  - Guest Speakers

GENERAL ATOMICS

- **Catch of the Month**
  - Recognition for analysis that created a positive impact
  - All nominees are recognized
  - CoP votes anonymously on winner
  - Winner receives reward and is presented with a traveling trophy

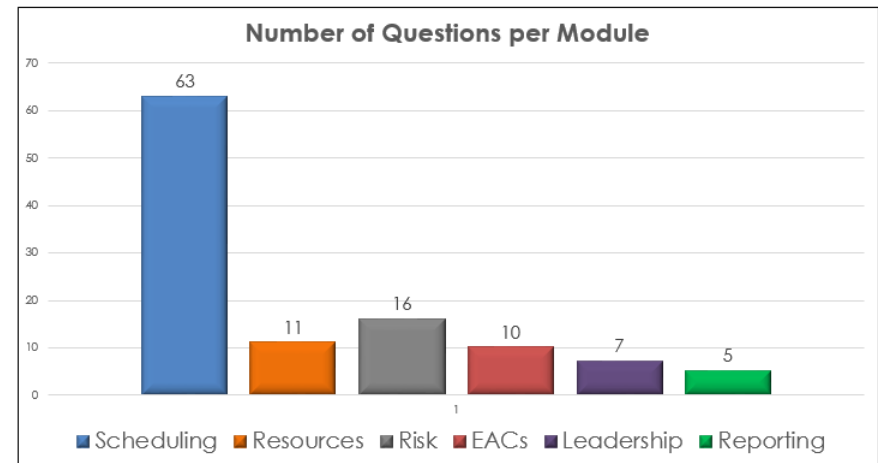- ## **PCA Characterization**
  - ### Characterization
   - Characterizes individual PCA and community skills
    - Plotted on Radar Chart
    - Identifies areas of weakness for focused training
    - Topics include: Scheduling, Resource Analysis, EAC Analysis, Leadership, Risk, Reporting, etc

PCA Characterization Example:

Number of Questions per Module

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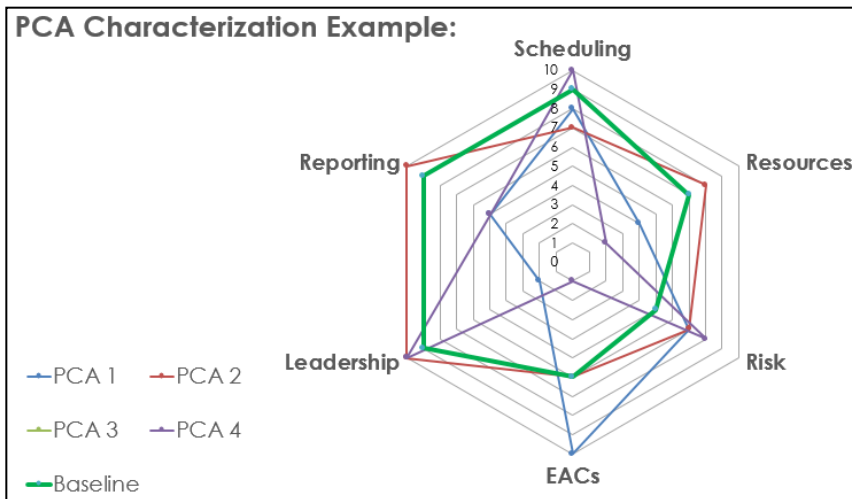
Employee Retention

Example Characterization Results:

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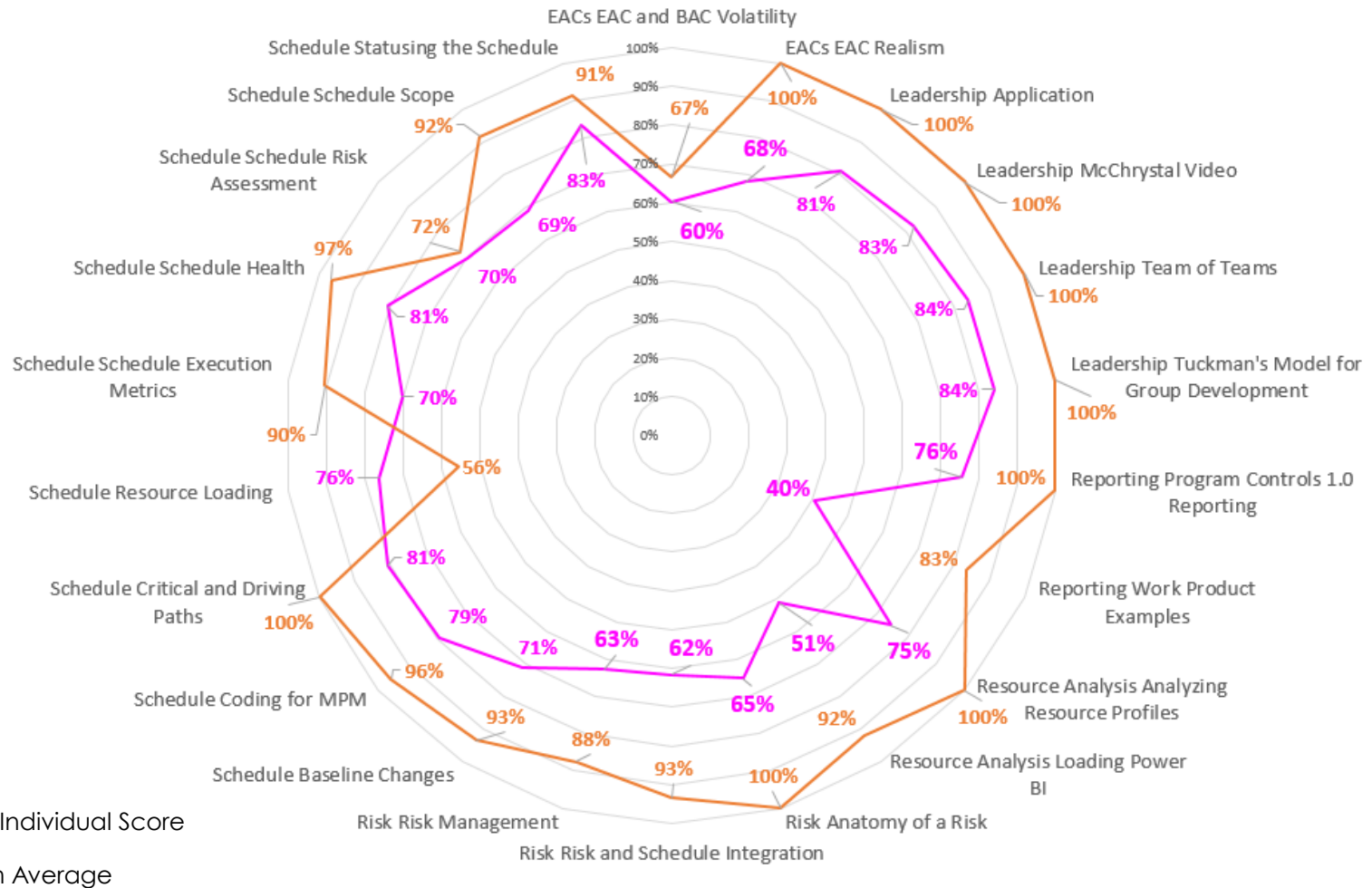
Employee Retention

- **Journey Map**
  - Covers variety of topics
    - Scheduling, Risk & Opportunity, Process Knowledge, Customer Focus, Program Diagnostics, Social Networking, Emotional Intelligence, Influence, Corrective and Preventive Action, etc
  - Employees can request opportunities for development in any of the Journey Map areas
  - Allows employees to grow without "climbing the ladder"
  - Accompanied with IDPs (Individual Development Plans) created with Managers

- ## Journey Map Example

Levels

Topic Areas

Number	Topic Area	Introduction	Basic	Skilled	Advanced	Expert
01	Business Alignment (includes P&L to EV)	Understands the elements that comprise an AOP (annual operations plan e.g. profit/loss, cash flow, sales, bookings). Understands how cash and operating profit are linked.	Accurately describes the financial health of their current organization (department, function, product line, or business). Clearly describes the critical issues facing their business or function. Familiar with the Strategy for their business and the AOP for their organization.	Solid understanding of EAC (Estimate at Completion) and earned value. Describes how their PCA efforts align to the goals and strategy for their organization.	Recognized by leaders in their organization as having solid business acumen (speaks in the language of leaders, regularly factors financial impact in efforts).	Advises on courses of action that strategically influence the AOP. Advice is recognized by leadership as reliable and credible. Writes and implements business processes for the functional organization or company. Leads efforts of strategic importance.
02	Customer Focus	Describes the primary customer that their efforts support and defines the value proposition for that customer (could be an internal or external customer).	Articulates the value of their PCA efforts to their customer. Dedicated to developing customer rapport through effective working relationships with customers (internal or external). Understands their customers' stakeholders	Engages with the customer and provides work products that are used to manage their efforts. Basic understanding of their customer's stakeholder base and how their efforts add value to the customer's stakeholders.	Leads customer focused PCA efforts for an IPT Level or higher. Mentoring others on the topic of customer focus. Understand and represents the customers needs within the company.	Creates effective results that benefit the customers focus as well as the companys interest.
03	Business Case	Basic knowledge of the key elements that make up an effective business case.	Effectively articulates the business case in financial or strategic terms. Presents the business case appropriately in various settings, from elevator speech to formal presentation.	Thorough understanding of Business/Functional goals. Develops and presents multiple business cases for PCA or other efforts.	Influences business leader(s) through a business case to take a different direction or support a new effort.	Influences Senior Executive(s) through a business case to take a different direction or support a new effort.
04	Risk & Opportunity Management	General understanding of Risk and Opportunity Management as defined by GA-ASI Risk Process documents in QMS. Articulates the 5 risk management process steps.	Applies the Risk Management process as defined by GA-ASI Risk Process documents in QMS	Articulates the risks and opportunities within their business area and how PCA efforts might be applied to these... adjus...	Utilizes PCA tools and processes to identify and mitigate risk and identify opportunities using the R&O process.	Drives R&O process for a program or in the general business area in which they work.
05	Delivering Business Results	Not Used	Achieves and presents results on at least one project.	Prio... Busi... least...		
06	Process Knowledge	Understands how the 5 EVM Guideline Areas and 32 Guidelines are applicable as best practice for projects. Has completed EVM and Scheduling basic training. Articulates the difference between EVM and PPMR processes. Awareness of QMS Procedures.	Experience on an EVM project as a lead or support. Demonstrates knowledge of appropriate tools or techniques used at each step of the EVM process.	Und... cont... com... relat... from... Prog...		
07	Scheduling	Assists with development and maintenance of project schedules and reporting. Able to analyze impact of schedule changes. Understands basic scheduling theory and concepts. Can navigate scheduling tools and perform basic commands.	Follows industry best practices and company processes for developing and maintaining resource loaded network schedules (Integrated Master Schedule). Implements critical path methodology (CPM), and performs schedule health assessments. Assists program team in identifying schedule deviations, impacts to critical path, and facilitates work around planning. Is able to articulate what variables in the scheduling tool are and how they impact calculations.	Faci... Inte... obje... conc... and... ana... (IPM... and... requ... Mast... Mast...		
08	Program Diagnostics	Understands the difference between diagnostics, data analysis, and root cause analysis.	Identifies and isolates variables and determines sensitivity that contributes to desired outcomes.	Build... and...		
09	Tool Expertise	Understands and can use all of the project planning tools (e.g. MS Project, MPM, forProject, winsight, etc.) Basic understanding of value added and non-value added techniques.	Uses EVM tools during the course of completing an EVM project. Can explain how those tools were used and the value those tools brought to the project.	Uses... com... tool... Adap...		

Skilled ▼	Advanced ▼
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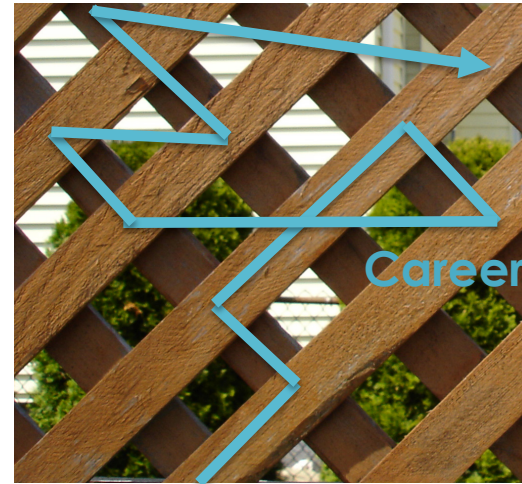
Employee Retention

- **Lattice Organization**

Career Path

Ladder Approach

- Hierarchical
- Narrow Career Path
- Homogenous Workforce

Career Path

Lattice Approach

- Flatter
- Multi Dimensional Career Path
- Heterogeneous Workforce

GENERAL ATOMICS

- **Culture of Trust, Common Purpose, Empowered Execution, Shared Consciousness**
  - driven by CrossLead

Capability	Definition
Trust	Faith in the competence and intent of one's colleagues
Common Purpose	Cohesive alignment on shared values, vision, and goals
Shared Consciousness	An emergent intelligence created by a holistic understanding of the operating environment and a high level of internal connectivity
Empowered Execution	Decentralization of decision making to the lowest appropriate level

CrossLead

GENERAL ATOMICS

Employee Retention

- **So is it working? …kinda sorta**
  - 2018 Stats:
    - Lost about 16 people
      - 12 Stayed at GA!
        - » Implanting Program Controls in other functional areas
      - About half had been at GA for under 5 yrs and arrived with little to no experience in Program Controls
    - Hired 10 people (3 had background in scheduling/ program controls)
  - Continuing to strengthen our ties to local universities and professional organizations to keep the stream of talent coming in

GENERAL ATOMICS

- **Questions? Discussion?**