



Winning Through an Engaged Workforce: Our Findings & Recommended Best Practices



THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

Building Organizational Capacity

Agenda– *What does it mean to win through an engaged workforce?*



THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

- TMG Overview
- What is a “workforce?”
- What does engagement mean?
- How does it impact our work environment?
- Why is it important to me and my company?
- Our Leadership Team
- TMG Snapshot



Overview

TMG Consulting Services provide a blend of strategy development, change management assistance, operational improvement guidance, development of coaching skills, and technology implementation. TMG consultants are current in their field, which provides clients with industry benchmarks and the insight to apply best practices in unique organizations.

Contract Vehicles

GSA Professional Services Schedule (PSS)

Contract #GS-10F-0412P | SINs 874-1 & 874-4 |

Providing direct access to simple or complex fixed-price or labor-hour professional services for business consulting services.

Human Capital and Training Solutions Small Business (HCaTS SB)

Contract #GS02Q16DCR0109

Government-Wide, Multiple Award, Indefinite-Delivery, Indefinite-Quantity (MA-IDIQ)

Providing customized human capital management and training services to all agencies via Firm-fixed-price, Time and material, and labor hour.

GSA CPI

Performance Management/Continuous Process Improvement (PM/CPI) Blanket Purchase Agreement (BPA)

Subcontractor to CALIBRE Systems, Inc.

Acceleration of business transformation by creating an innovative culture of continuous, measurable improvement that eliminates low value-add activities and improves quality and responsiveness for customers worldwide

Consulting Services

- Human Capital Strategies
- Organizational Transformation
- Business & Management Processes
- Data Analytics
- Training
- Technical Assistance
- Human Resources
- Leadership Development

Company Facts

- *Founded 1998*
- *SBA 8(a) Certified*
- *HQ: Greater Washington D.C. region*
- *Associates average > 20 years of experience*



THE
MILLENNIUM GROUP
INTERNATIONAL, LLC



What Is a Workforce?

THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

Workforce– a working definition

Webster defines workforce as:

1. The workers engaged in a specific activity or enterprise
2. The number of workers potentially assignable for any purpose

This represents an insufficient working definition. What's missing? A recognition that the:

- Workforce isn't a singularity– it is multi sourced, e.g. civilian, uniform, contractor, academic
- Workforce isn't homogeneous– it is multi cultural, multi generational and diverse
- Workforce isn't place-based– it is distributed and networked
- Workforce is not employed in simple repetitive tasks but working complex problems employed in complex work systems– many times within interdisciplinary teams

So what? The what is without this recognition traditional workforce planning methodologies are missing the mark!



What is a workforce?

- It represents your organization's greatest asset, the source of your organization's power, engine for creativity, innovation, renewal and mission achievement.
- It is multi-sourced, multigenerational, multi-cultural, highly educated and in many cases, distributed and networked.
- Workforces of this type are best led vs. managed



To that end, Engagement is the key and requires sustained leadership involvement and a shared work culture focused on performance— loose/tight

Workforce– a working definition (cont.)



THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

At TMG, our model and methods are based on a systems approach recognizing the multiple dimensions of 21st Century workforce “Capabilities, Capacity and Engagement.”

- **Capabilities:** Traditionally, this represented the a specific workforce in terms of numbers, types, grades, ages and demographics of the workforce– focus on what you do. Today, this represents the “total workforce.-- multisource. Instead of a focus on what is about CAN.
- **Capacity:** Traditionally, these were ratios and budget driven. Today this represents an optimized configuration of a multi-sourced workforce against a sustained level of performance, e.g. quality, cost, speed, time, risk, impact.
- **Engagement:** Traditionally this was referred to as “Employee Satisfaction.” Today, this translates into workforce motivation, teamwork, innovation, flexibility, collaboration and application of discretionary energy.





What Does Engagement Mean?

THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

What is engagement?

According to the Malcolm Baldrige National Quality Award for Performance Excellence, the term “workforce **engagement**” refers to the extent of workforce commitment, both emotional and intellectual, to accomplishing the work, mission, and vision of the organization.

Why is this so important?

- The nature of work itself requires highly engaged staff to bring new knowledge and creativity solve problems
- Higher Engagement leads to higher productivity
- Higher Engagement translates into higher employee retention
- Higher Engagement equates to higher morale



So what does this mean to me?



THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

It goes back to our opening slide. *Winning through an Engaged workforce.*

In today's work environment, all organizations are striving to win. Winning isn't a game, it is a necessary condition to remain relevant and competitive. And to win in today's complex work environment, you must have an engaged workforce— it makes the difference.



Given this statement, what are the implications to me and my work environment?



THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

How Does It Impact Our Work Environment?

Office to hoteling, networked, virtual?

Traditionally, we all went to work— the office.

Today, given multiple drivers, cost, time, global supply chains, technology, work practices have become less concentrated on where and more on how. This has resulted in less office time, and greater use of hoteling, telework, networked relationship and virtual teams.

Associated with these practices, organizations have had to create a substitute for the benefits of the Office. These include:

- Gravity— purpose, commitment, shared values, structure, etc.
- Metrics— ability to measure performance
- Collaboration both formal and informal
- Transparency- ability to see, be apart, connection



Some leading practices



THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

Hoteling

- Know your workforce and work culture— mine vs. ours
- Account for the work space— was it designed for hoteling?
- Scheduling and Cleanliness
- Access and support

Networked/Virtual

- Plan for an train to support matrix/networked work systems
- Ensure infrastructure supports the networked and virtual work systems.





THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

Why Is It Important to Me & My Company?

Recruitment to Attraction?

Recruitment is reactive and focused on convincing someone to work for you.

It's costly in terms of time and dollars.

Attraction is about being a magnet for talent. People come to you.

Today, winning organizations want to be an attractor of talent.

Their mission, vision, values, and reputation becomes their magnet that attracts talent.

The benefit to being an attractor of talent:

- Lower cost
- Faster placement
- Better Fit
- Higher retention

Be the difference -the reason people want to join your organization.



Attraction • Recruitment • Retention



THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

30% of people don't stay the first year and 60% of Millennials stay less than 3 years.

Millennials outnumber baby boomers in the workforce and will be half the workforce by 2020.

Top Ways to Retain Millennial Talent

- First impressions matter! Make onboarding memorable
- Equip new hires with the right tools
- Supervisor should mentor from the start
- Clear communication and instructions are essential
- Employees need purposeful and meaningful work
- Work culture must be fun and engaging
- Teambuilding sessions and casual events are important to foster relationships with co-workers



Succession Planning?

While Workforce Planning focuses on the enterprise/workforce sources, Succession Planning has traditionally focused on executive succession.

Today's given the nature of work, work systems, organizational structure, Succession Planning concentrates on the the mission critical skills and positions necessary for sustained success.

- What are your critical occupations at what level of proficiency?
- How do you address the needs of multi-generational workforce?
- How do you address the needs for upward mobility—hiring from within and the benefits of outside talent and perspectives?



Knowledge Management?

Knowledge Management has traditionally focused on capturing content, controlling data, records and information resources. Key operative work is management.

Leading practices in Knowledge Management is expanding from content to context from control to growth, access, distribution and application.

What does this mean for leading practices?

- Expand data access
- Capture not only solutions but context
- Increase and encourage internal collaboration venues
- Validate knowledge through objective evidence, e.g. impact, results, performance measures-- e.g. what is performance, according to whom, and how do you know?



Knowledge Transfer to Millennials?



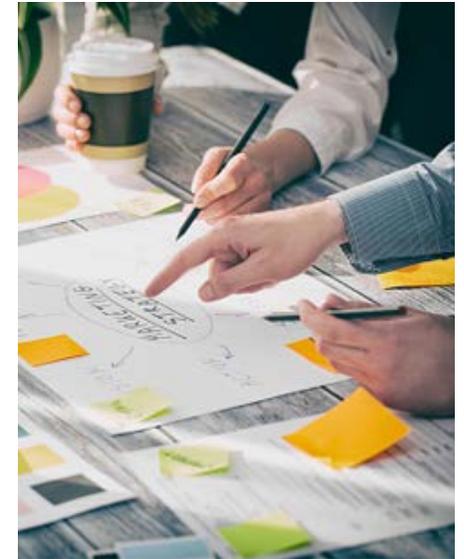
THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

What do we know?

- Most Millennials enjoy working with other generations and senior managers
- Respond well to mentoring
- Comfortable with technology, collaborative learning environments
- Open to feedback– want it and often

What does this mean for leading practices?

- Encourage mentorships and more openness
- Given access to e-learning and other data rich sources of information, EI may be more important than IQ– relationships and judgment “context:”
- Old paradigms about roles, hierarchy and time is different to Millennials and traditional organizational structures and policies modified to support the change, e.g. Roles, titles, access to information, training, etc.





Our Leadership Team

THE
MILLENNIUM GROUP
INTERNATIONAL, LLC

Leadership

Jeff Rocha – President and CEO

Mr. Rocha has over 20 years of business experience with Internet, telecom, and technology companies such as AOL, MCI and IBM. He specializes in developing and implementing business strategies that cross technical and functional boundaries. Mr. Rocha earned a BS and MS in Electrical Engineering from the University of Massachusetts. He also holds an MBA in Finance and International Business from the Stern School of Business at New York University.



John Mullins – Chief Strategy Officer

Mr. Mullins has over 25 years of successful experience in the public and private sectors leading transformational efforts across and within government departments and agencies. He has held multiple senior level positions responsible for human capital and program management and served as a key advisor to political and “C” level executives. Expertise in the design and development of unique organizational and performance improvement models. Mr. Mullins holds a Masters in Public Administration specializing in Organizational Development and Labor Relations



Leadership

Jane Meyer- Senior Manager

For over 25 years, Ms. Meyer has lead large, complex consulting assignments in the Financial Services, Civilian, Intelligence, Defense, Health Care and Emerging Markets Sectors. She has extensive experience in developing strategic human capital and business management programs to meet organizational objectives and has been recognized for business development efforts in cultivating and winning \$30 million engagement. Ms. Meyer Holds a BS in History and Business and an MBA in Personnel and Industrial Relations from American University.



Julie Coccari- Director of Business Development and Marketing

Ms. Coccari has over 20 years of experience in marketing, sales, business development and business management. She has worked for large corporations, small-businesses and start-ups across healthcare and other industries. Throughout her career, she has developed in-depth experience managing businesses from all aspects including: financial management, budget control, cost analyses, operations, marketing and sales and has managed specialty agencies and vendors in complex operating environments that are highly regulated to drive business results. Ms. Coccari earned her BS in Chemistry from Carnegie Mellon University and holds an MBA in Marketing from New York University.



Snapshot

DUNS NUMBER 128132094 TS Facilities Clearance

NAICS CODES 541611, 541612, 541613, 541614, 541618, 541990, 561110, 611430, 611710

SOCIO-ECONOMIC STATUS SBA 8(a) Certified

CONTRACT VEHICLES 8(a) Set-Aside. GSA PSS SIN 874-1 & 874-4. HCaTS SB MA-IDIQ

CONSULTING STAFF – Experienced with credentials such as PhDs, Lean Six Sigma Black Belts, PMPs

ACCOLADES

- Inc. 500|5000 list of the fastest-growing private companies in America – 2013, 2014 & 2015
- Top 10 Most Powerful Technology Companies in the Government – 2015
- Top Business Award by DiversityBusiness.com – 2013, 2014 & 2015
- SECAF Government Contractor of the Year Award, Finalist – 2015

