STRENGTHENING CAREER PATHWAYS

A Talent Pipeline Management Approach

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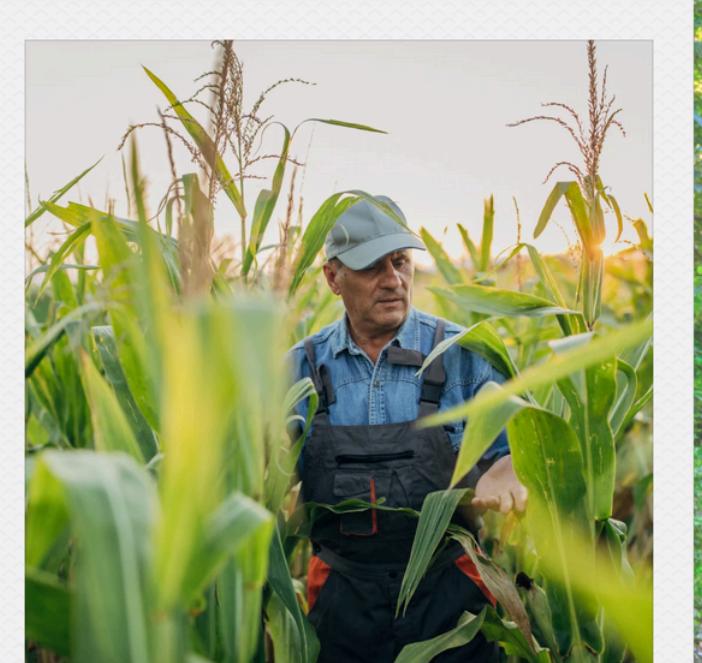
SESSION OBJECTIVES

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SHARED UNDERSTANDING

1 Talent Pipeline Management (TPM) as an employer-led, demand-driven framework and practical tool for addressing regional workforce challenges.

EXPLORE EXAMPLES

2 Analyze TPM state-wide and national case studies that demonstrate how data and collaboration strengthen career pathways.

LEARNING IN ACTION

3 Apply TPM concepts in collaborative breakouts to utilize activation plans, and subsector careers to generate actionable steps toward regional pathways.

TALENT PIPELINE MANAGEMENT (TPM)

TPM is a demand-driven approach to workforce development that provides a framework for industry, education, and community partners to collaboratively design pathways that connect learners and workers to jobs and career advancement opportunities.

The U.S. Chamber of Commerce Foundation developed Talent Pipeline Management (TPM) to advance authentic employer leadership in building high-performing talent pipelines across regional industries.

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SUPPLY CHAIN MANAGEMENT PRINCIPLES

RAW MATERIALS → SUPPLIER → MANUFACTURER → DISTRIBUTOR → RETAILER → CUSTOMER
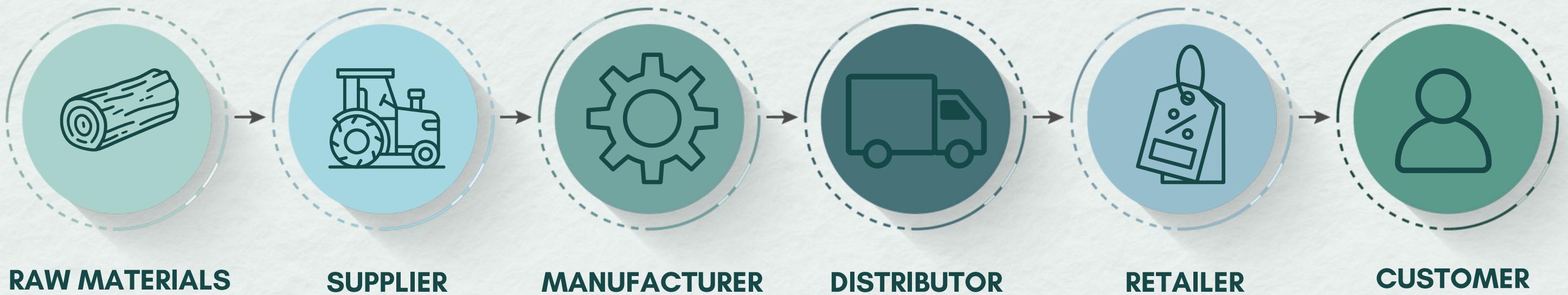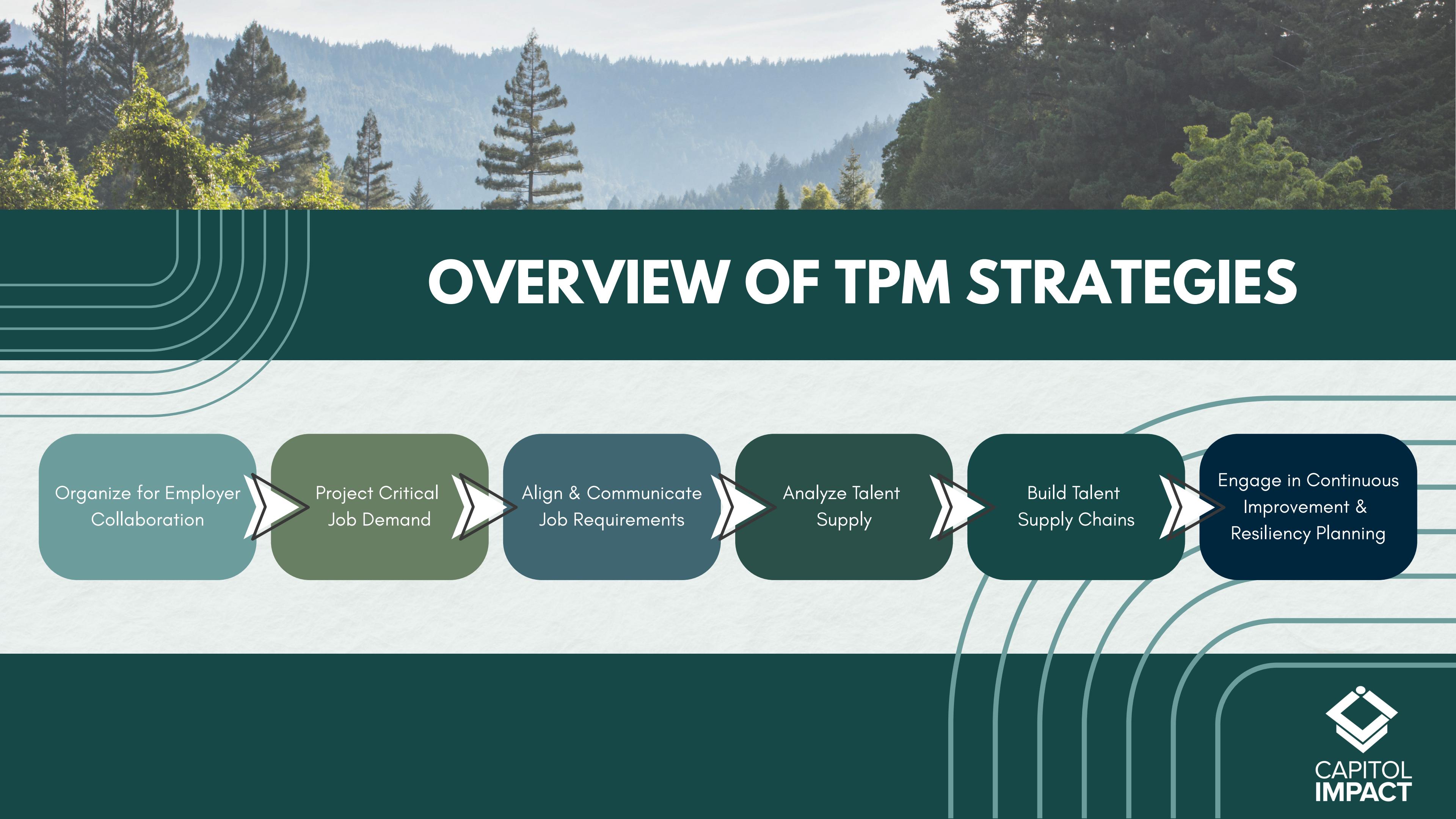
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OVERVIEW OF TPM STRATEGIES

Organize for Employer Collaboration

Project Critical Job Demand

Align & Communicate Job Requirements

Analyze Talent Supply

Build Talent Supply Chains

Engage in Continuous Improvement & Resiliency Planning
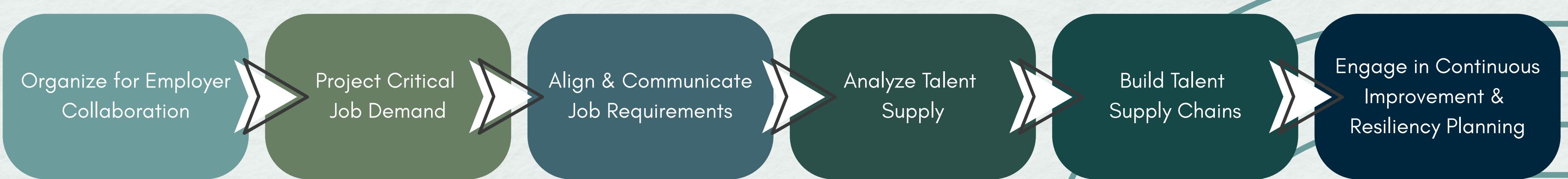
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1. ORGANIZE FOR EMPLOYER COLLABORATION

- Employers form a collaborative network or partnership to address shared talent challenges.

- Establishes a structured way for employers to lead, rather than relying solely on education or workforce systems.

- Builds trust and collective voice to influence talent development efforts.

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2. PROJECT CRITICAL JOB DEMAND

- Employers use real-time, hyper-local business data (not just labor market data) to forecast hiring needs.

- Focus is placed on the most critical roles for competitiveness and growth.

- Provides a data-driven foundation for workforce planning.

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3. ALIGN & COMMUNICATE JOB REQUIREMENTS

- Employers define the skills, competencies, and credentials needed for success in critical jobs.

- Creates a shared "demand signal" that training and education partners can act on.

- Ensures consistency in how requirements are communicated across the industry.

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4. ANALYZE TALENT SUPPLY

- Backmap current workforce to understand where talent has received training.

- Collect data from schools, colleges, training providers, and other workforce sources on program enrollment, completion, and retention.

- Maps out current and future talent pipelines to compare against projected demand.

- Identifies misalignments, gaps, and areas where duplication or inefficiency exist.

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5. BUILD TALENT SUPPLY CHAINS

- Employers and training partners co-design education and training pathways, similar to supply chains in business.

- Aligns curricula, credentials, and work-based learning opportunities with employer needs.

- Builds structured pathways that deliver a streamlined pathway for qualified talent, ensuring learners have ready jobs and business needs are met.

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6. ENGAGE IN CONTINUOUS IMPROVEMENT & RESILIENCY PLANNING

- Tracks performance and measures outcomes to ensure pathways lead to quality jobs that meet employer demand.

- Provides feedback loops for training providers to refine programs.

- Builds resiliency by preparing for industry disruptions, emerging roles, and evolving skills.

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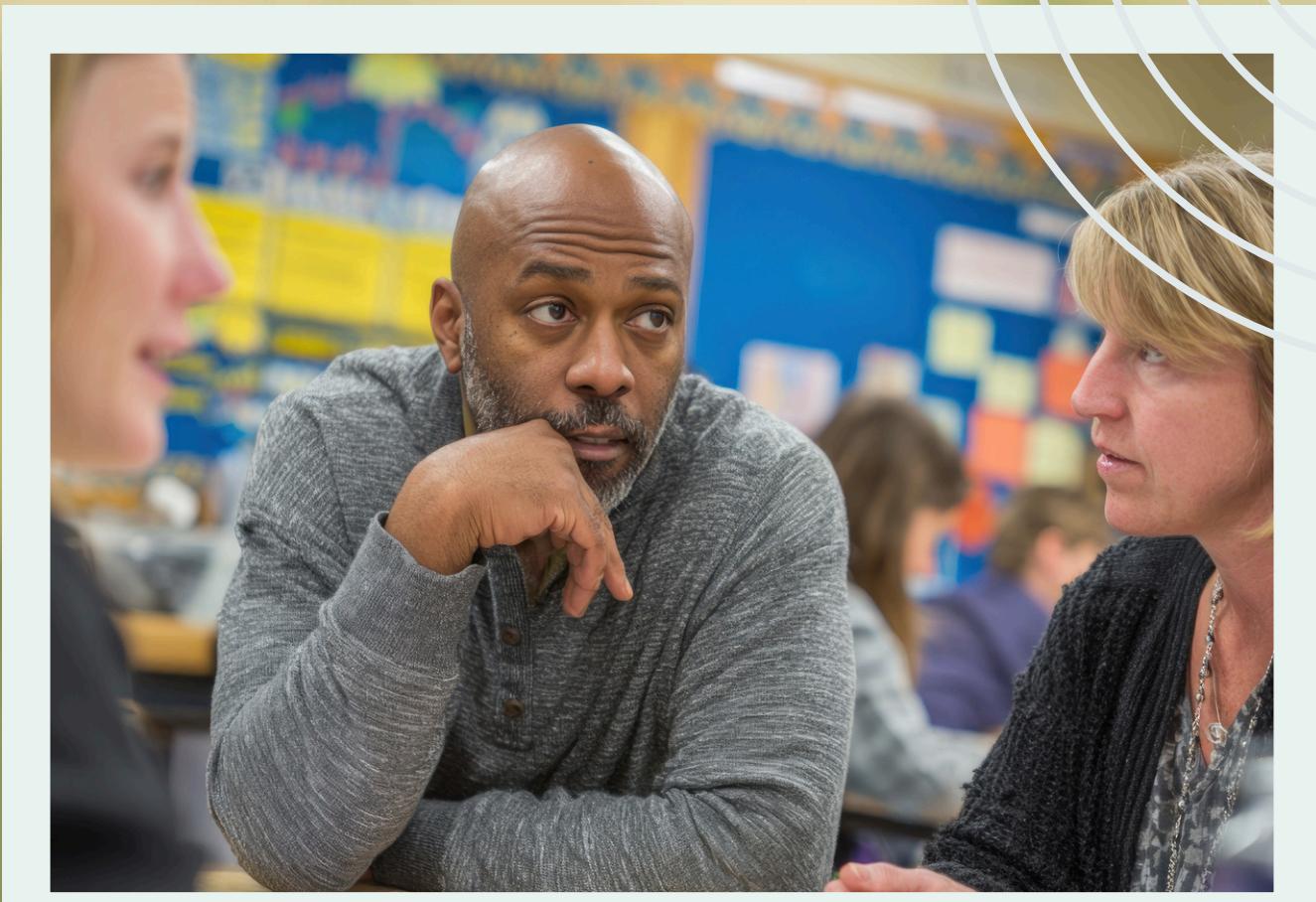
VALUE STREAM MAP

Figure 5.1: Basic Value Stream Map

EXTERNAL TALENT PIPELINE (i.e., new hires)

INTERNAL TALENT PIPELINE (i.e., upskilling existing workers)

SUPPLIER RESPONSIBILITY

EMPLOYER RESPONSIBILITY

ROLES

CAREER AWARENESS & GUIDANCE

CAREER EXPLORATION

CAREER PREPARATION & PRE-EMPLOYMENT TRAINING

ONBOARDING

CAREER COACHING

UPSKILLING

RETENTION
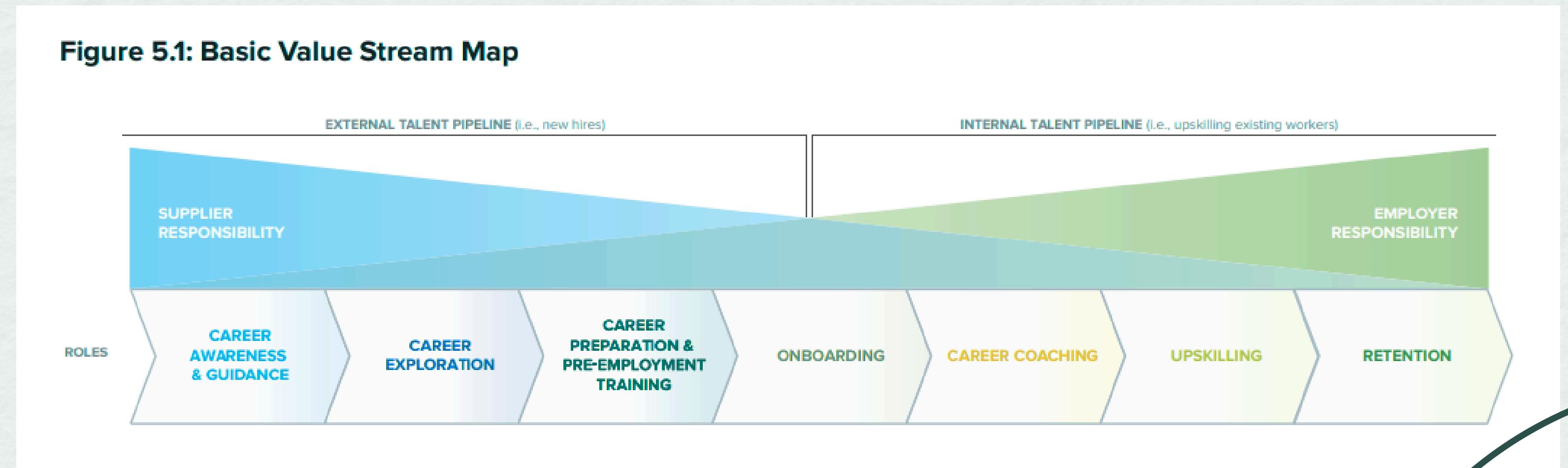
TPM IN ACTION:
MICHIGAN CASE STUDY

In 2021, Consumers Energy used TPM to redesign its lineworker training, projecting a need for 300+ hires over four years. Over the prior five years, only 5 of 250 hires were minorities. Partnering with community colleges, they created modular courses (safety, electricity, industry fundamentals) plus an 11-week climbing school in Marshall, and moved training into Flint and Grand Rapids to reach more diverse candidates. Supports like housing and meals were also added.

The pilot doubled the pool of qualified candidates and achieved a 98% retention rate. Minority participation rose to ~10%, short of the 25% goal, prompting new outreach, mentoring, and equity supports. This case shows TPM's power to forecast demand, align training, and improve outcomes while tackling workforce equity gaps.

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TPM IN ACTION:
CALIFORNIA CASE STUDY

In 2015, San Mateo County identified a shortage of 10,800 early childhood spaces for children age four and under; meeting 2025 demand (≈14,000 spaces) would cost about $428 million. In response, in 2016 the County and First 5 San Mateo funded a taskforce and a facility needs assessment, then in 2017 formed a planning committee to launch Build Up SMC.

The Build Up SMC coalition—spanning employers, developers, city/county officials, school districts, and nonprofits—has since helped develop 1,300 new childcare spaces and preserved over 600 existing spaces under threat of closure. They reuse existing real estate (e.g. faith-based buildings), advocate for incentives and zoning policies favoring childcare development, and engage employers to host facilities for their workforce.

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TPM IN ACTION:
ARIZONA CASE STUDY

In September 2019, the Greater Phoenix Chamber Foundation convened nine hospitals and the Maricopa County Community College District to tackle Arizona's critical shortage of specialty nurses. Demand was projected to grow by 23%—over 20,500 openings by 2025—while hospitals faced steep costs of nearly $170,000 per hire due to recruitment, orientation, and turnover.

With a $5.8M state investment, partners applied the TPM framework to align training with employer demand, beginning with a Critical Care certificate pilot in February 2020. Over time, the model would expand into five additional specialties, with plans to upskill 936 incumbent nurses and graduate 300 by 2021. By reducing reliance on costly travel nurses and creating stackable, demand-driven credentials, the collaborative built a scalable, sustainable approach to strengthening the regional healthcare workforce.

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REFLECTION QUESTIONS

What **approaches and details** resonate with Redwood Region RISE?

What **gaps or needs** overlap with Redwood Region RISE?

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HANDS-ON TPM: 4 SECTOR BREAKOUTS

Choose which sector you will collaborate in.

- Arts, Culture, & Tourism
- Health & Caregiving
- Renewable & Resilient Energy
- Working Lands & Blue Economy

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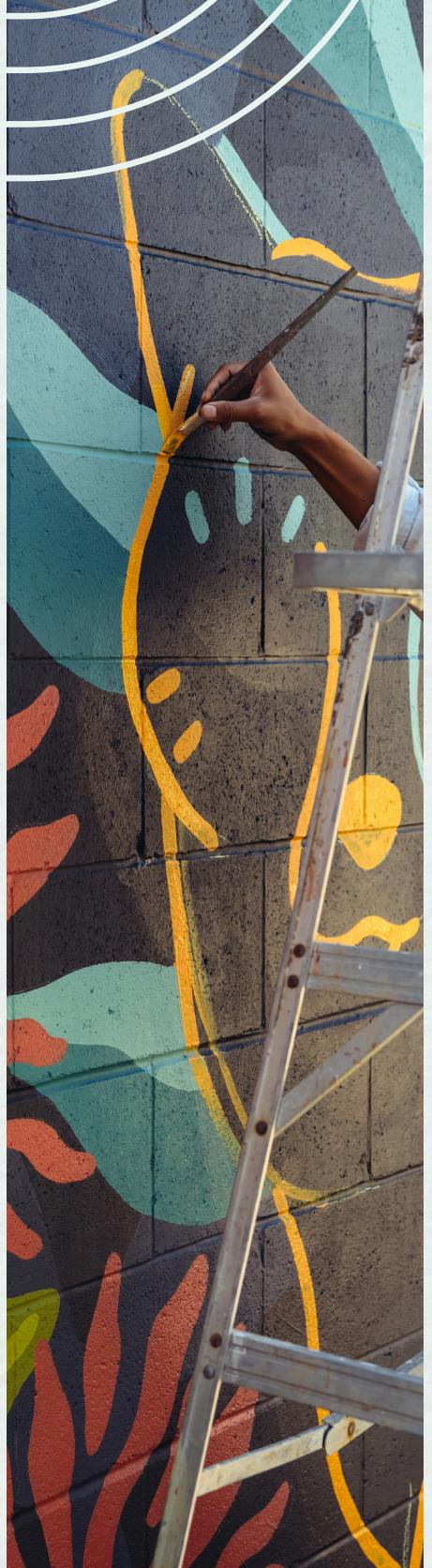
GROUP ACTIVITIES

Crosswalk Activity:
Groups will identify alignment points, gaps and opportunities between their sector activation plan components and TPM strategies.

Microproject Planning:
In pairs or triads, participants will develop a microproject plan applying TPM strategies within a key subsector.

CROSSWALK ACTIVITY

Steps:

1. Find the sector group you are most aligned/affiliated with.
2. Read through the Activation Plan activities as a group.
3. Discuss and decide which TPM strategy each activity most closely matches OR could be enhanced/supported by.
4. Tape the activity to the TPM poster in the appropriate box.

Don't worry, there are no right or wrong answers here! The purpose is to talk with your RRRISE colleagues, familiarize yourself with the TPM framework, and think about possibilities your sector work could be enhanced or supported through TPM.

MIRCOPROJECT PLANNING ACTIVITY

Steps:

1. Get into a group of 2 or 3 with other people from your same sector.
2. Select a specific, focused industry or subsector for this activity. This should be one you know a lot about, or are working in. Preferably a subsector facing some workforce development challenges.
3. Follow the prompts on the TPM Micro-Project Worksheet to plan how you would organize and lead a small TPM collaborative of employers and training partners to identify and address workforce challenges in the sector together.

SHARE-OUT & CLOSE-OUT

- Please select a few key insights per sector group to share out with everyone.

- Please scan the QR code to complete a feedback and next steps form.

- For specific inquiries and to collaborate with us please email: annie@capitolimpact.org

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