



U.S. CHAMBER OF COMMERCE FOUNDATION

TPM TALENT PIPELINE
MANAGEMENT

2019 SUMMIT FINAL REPORT



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INTRODUCTION

In little more than four years, the Talent Pipeline Management® (TPM) initiative has grown from a white paper and seven pilot partners to 230 partners, thousands of employers, and hundreds of resources.

Most of what we have learned since 2014 has been from the collective experiences of our TPM® practitioners—those who have participated in a TPM Academy®. This network leading the TPM movement is called the National Learning Network (NLN) and they, along with their partners, have shared their TPM success stories, lessons learned, and suggestions for improvements to TPM practices to benefit the network at large.

In spring 2019, about 60 NLN members—along with more than 20 partners from education, workforce, and nonprofits—gathered at the U.S. Chamber of Commerce to participate in a summit focused entirely on TPM and discuss opportunities to enhance their TPM-related work. Topics included collaborating with public-sector partners, partnering with alternative education and training providers to improve diversity and inclusion in hiring, communicating the value of TPM, and leveraging TPM to achieve a more equitable workplace. TPM practitioners provided valuable insight into how they plan to continue their TPM work, including applying TPM to career and technical education and apprenticeship programs, improving data practices with state partners, and leveraging TPM for policy change.

The NLN also had an opportunity to hear from and respond to the Chamber Foundation's ambitions for TPM's future, including syncing TPM processes with the Chamber Foundation's Job Data Exchange™ (JDX), identifying and piloting innovative finance models to connect students and workers to in-demand programs and job opportunities, developing an updated TPM Academy model that would include a hybrid of in-person facilitation and online course modules, and creating a credential to further professionalize participation in the TPM Academy.

This report summarizes the findings from the TPM Summit and highlights the most important takeaways that NLN members can learn from and incorporate into their own work.

The Chamber Foundation continues to stand ready and willing to support its NLN members and those interested in TPM's principles and approach. Thank you for your contributions to this work and your continued engagement as a member of the TPM family.

THE TPM MOVEMENT

Now that TPM has been established as an opportunity to unlock new opportunities for employers to better organize and manage partnerships with their education and training provider partners, the Chamber Foundation has the privilege of sharing success stories of TPM leaders and their communities with the network at large.

Deb Lyzenga of the Michigan Talent Investment Agency (TPM Academy Cohort IV), Jennifer Mellor of the Greater Phoenix Chamber Foundation (TPM Academy Cohort I), and Sharon Miller of Consumers Energy (TPM Academy Cohort II) shared with the audience their experiences of TPM thus far, including their successes and challenges to date and pitfalls for new practitioners to avoid.

KEY TAKEAWAYS

- Don't try to teach employers "how the sausage is made." Instead of explaining how the product works, explain and demonstrate the value employers gain from the product.
- Identify employer champions who can help advocate for the TPM approach and secure the participation of peers/competitors.
- As you are participating in the TPM Academy, read the curriculum thoroughly. While the TPM Academy faculty cover the TPM process, not all details can be fit into the in-person facilitation.

Following the plenary's facilitated discussion, TPM NLN members and the 20 partners in attendance broke into self-identified, topic-based groups to tackle the most commonly asked TPM questions and brainstorm answers.

KEY TAKEAWAYS

KEEPING EMPLOYERS ENGAGED IN THE TPM PROCESS

- **Set Expectations** – TPM is not a silver bullet for all workforce development problems. Employers should have a clear understanding of the commitment they are making in advance of agreeing to join the employer collaborative.
- **Continually Provide Action-Oriented Data** – Employer collaborative members value data collection if it is action-oriented and can drive the results that matter most to them. Let them drive the process (e.g., deciding meeting locations, determining agenda items) even if it takes you off the traditional sequencing of the TPM framework.
- **Emphasize the Power of Collective Voice** – A group of employers can achieve more than an individual company. Education and training provider partners are more likely to respond to a group of employers operating with shared language. Employers learn best practices and can implement those solutions, resulting in an expanded pipeline they can all tap into.
- **Don't Over Explain** – Employer collaborative members do not need to understand all of the TPM mechanics. The host organization should facilitate the process so that the collaborative member experience is seamless.
- **Sell Results** – TPM outcomes speak for themselves so if you don't have outcomes yet, rely on the experiences of other NLN members to win over potential employer collaborative members.
- **Focus on Value** – Employers are frequently approached with new workforce development solutions. Distinguish TPM by emphasizing the focus on a positive employer return on investment to keep them engaged.

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PERFORMANCE MEASURES THAT EMPLOYERS CARE MOST ABOUT

- Candidate preparation/readiness
- Response times and cost to train (including public funds)
- Number of education and training institutions aligning to employer needs
- Cost per hire
- Conversion ratio of temporary employment to full-time employment (FTE)
- Time to full productivity
- Cost of remediation/onboarding
- Conversion ratio of applicant to interview to time-to-hire
- Retention—cost of turnover, cost to not employ
- Increased talent pool through diversity/underrepresented populations
- Overall employer ROI—time, quality, and costs

WHY EMPLOYERS ARE BETTER OFF WORKING TOGETHER

- Opportunity to share best practices
- Improved understanding of all stakeholders' challenges and incentives that drive responsiveness
- Small employers gain leverage to have their voice heard
- Employers gain a regional view allowing them to better understand talent inflows and outflows from their companies and industries, and what their capture and leakage rate is from preferred talent sources
- Shared language helps students/workers better understand what is most important to employers
- Shared incentives and resources (e.g., funding)
- Keeping talent in the industry

TIPS FOR SMALL EMPLOYERS ENGAGING IN TPM

- Large company intra-department training/small company inter-company training
- Peer support for training programs
- Gain a voice at the table with large employers
- Share the work of awareness for your industry
- Diversify hiring pool/number of jobs
- Enhanced brand recognition

MOST COMMON CONCERNS EMPLOYERS HAVE ABOUT ENGAGING IN TPM AND HOW TO ADDRESS THEM

- **Replication of previously failed initiatives.** Many employers have been involved in attempts to improve workforce challenges. Differentiating TPM by focusing on a positive employer return on investment—and many other features highlighted in the TPM Orientation and Strategy 1—can encourage potential members who are on the fence.
- **The time commitment to participate.** Clear expectations for what is required of employers should be outlined from the beginning. The host organization should create a reasonable timeline to keep the employer collaborative on track and employers should agree to the timeline and understand what it will take from them to keep to the schedule, including when to expect milestones to have been met.
- **The cost.** Although costs vary, it should not be prohibitive. Costs should be reasonable and based on what benefits employers are witnessing by participating.
- **Sharing hiring secrets or strategies.** Employers drive the TPM process and therefore dictate what is and is not shared with other employer collaborative members. Building trust is a critical first step to organizing a successful employer collaborative and should be given adequate time and effort to do so.
- **Negatively impacting current provider relationships.** Employer collaborative members will identify their preferred provider partners to co-design talent pipeline solutions. Some existing provider partners may be frustrated by being left out, so employer collaboratives should be transparent about the criteria used to select preferred providers so that all information is on the table.
- **Duplication with other state agencies.** Coordination with external partners results in greater success. Avoiding duplicative efforts saves time, resources, and frustration from employers and partners.



ALIGNING WITH PUBLIC-SECTOR PARTNERS

State education and workforce agencies play a critical role in workforce planning and support local solutions that produce career-ready students and workers. There are numerous opportunities to improve how these investments and efforts align with employer engagement in sector-based partnerships.

The Kentucky Chamber Workforce Center and the Vermont Business Roundtable have demonstrated leadership in collaborating with their state public agency partners, the Kentucky Cabinet for Education and Workforce Development and Vermont Department of Economic Development, respectively.

Beth Davisson of the Kentucky Chamber Workforce Center (TPM Academy Cohort II) and Mary Anne Sheahan (TPM Academy Cohort II), joined by State Commissioner Joan Goldstein, participated in a facilitated conversation with former Michigan Works manager Joe Quick (TPM Academy Cohort IV) to discuss how TPM can be leveraged to improve integration of employer signaling with public-sector data systems and align public policy, including the Perkins Act and the Workforce Innovation and Opportunity Act (WIOA), to result in more effective education and workforce systems.

KEY TAKEAWAYS

- **TPM is employer led but not employer alone.** Panelists informed the audience of the importance of beginning conversations with public agency partners to get their involvement early on. State agencies are tasked with improving the state's national position and aligning investments with state needs while also meeting federal requirements and guidelines. Therefore, these partners are working with their own pain points and are consistently seeking more employer engagement.
- **Compliance and outcomes are of particular interest to public sector partners.** TPM presents an opportunity to educate workforce agencies on how an employer-led process can improve synchronization for renewed education and workforce development policies (e.g., WIOA, Perkins). This includes providing the state partners opportunities to leverage the data TPM provides, with the blessing of the employer collaborative members.



- **There is a fine line balancing state involvement in what is intended to be an employer-led process.** Panelists urged the audience to nurture the relationship with public-sector partners and keep them informed while maintaining the need for employers to guide the process. Sharing in the success of positive outcomes is one way to keep public partners engaged. Their support can be extremely useful in overcoming some of the common barriers TPM practitioners face.

Following the discussion, panelists facilitated small-group discussions with attendees on identifying critical partners, strategizing to achieve buy in, and acquiring necessary resources, including creating a plan for working together and how frequently communication will occur.

- Critical partners were identified as employers and business-facing organizations (i.e., those that are trusted parties for the employer community such as chambers of commerce and industry associations), educators and trainers, as well as workforce partners.
- Strategies for achieving buy in vary but usually include reaching out to non-employer partners early to educate them on the TPM process and how they will benefit from it.
- Creating a plan for working together helps establish clear roles and goals, so no one is stepping on toes, and helps state leaders understand the need for employers to set the agenda and get the leeway for the needed autonomy.

Ultimately panelists agreed that the time is right for employer-led workforce development solutions and that working with the ready and willing is the best way to start.

THINKING OUTSIDE THE BOX

Working with Alternative Employer Partners

Employer collaboratives have a plethora of options when identifying preferred providers or applying TPM to their niche programs—such as career and technical education programs and apprenticeship—and populations—such as opportunity youth. Working with a myriad of partners presents the opportunity to create pathways that are more responsive to employer needs while providing shared value for all partners.

Kate Kreamer of Advance CTE, Erin Duckett of Maher and Maher (TPM Academy Cohort IV), and Laura Thompson of Grads of Life discussed how the programs and audiences they work with can leverage TPM to improve employer engagement and results. Panelists informed the audience of the eagerness of their respective partners to have more effective relationships with employers and how they believed TPM is an effective means to enhance employer engagement and improve partnership with external stakeholders.

APPRENTICESHIP

With heightened national interest, apprenticeship programs are primed for improvement. With little incentive to participate, most employers do not take part in the registered apprenticeship program run by the U.S. Department of Labor. Few industries recognize the opportunities apprenticeships can provide and there is an increasing number of companies that are creating their own earn and learn programs to create a seamless transition from a training experience to full-time employment. TPM can support the growth of high-quality, industry-led apprenticeship pathways.

CAREER & TECHNICAL EDUCATION (CTE)

With the recent reauthorization of the Perkins Act there is renewed opportunity for employers to provide input on how CTE programs can link to in-demand career opportunities. The most recent reauthorization doubles down on implementing CTE programs of study and requires them to be aligned to industry demand. All local recipients of Perkins funding must complete a comprehensive local needs assessment—in consultation with stakeholders



including employers and workforce development partners—that reviews labor market demand and how well they are implementing quality programs of study. TPM can help unlock high-quality employer engagement and leadership, which has been a perennial challenge that has prevented CTE programs from truly realizing their potential.

OPPORTUNITY YOUTH

With unemployment as low as it is in many communities across the country, employers and community leaders recognize the need to get as many people off the bench as possible, especially opportunity youth, and identify ways to keep these young people in the talent pipeline even during times of high unemployment. TPM can identify direct pathways that connect opportunity youth to employment opportunities, including tapping into preferred provider partners that are best able to serve these youth populations. Given the consistent interest of TPM NLN practitioners and their employer collaboratives on increasing workforce diversity, TPM can open the door for employers and organizations that serve opportunity youth to more effectively collaborate.

KEY TAKEAWAYS

- **The Chamber Foundation is exploring new partnerships** with these subject matter experts to build on existing TPM resources and improve employer engagement in these respective areas.
- **To create new resources and extension TPM Academies**, the Chamber Foundation will rely on NLN members who have a background or interest in these areas to gain perspective on how to do so effectively.
- **To ensure the NLN has access to relevant and vetted information**, the Chamber Foundation will work with experts from national and local organizations. As new resources are created, they will be shared and continually improved over time.

LEVERAGING TPM FOR DIVERSITY & EQUITY

The U.S. Chamber Foundation consistently hears from NLN members that increasing workforce diversity and improving and expanding inclusive hiring practices is a growing talent management challenge. As a first step, the Chamber Foundation updated the TPM Academy curriculum resources to include performance measures tied to solving equity, diversity, and inclusion challenges.

Kami Welch of the Arvada Chamber of Commerce (TPM Academy Cohort III) and Jason Tyszko of the Chamber Foundation and co-author of TPM participated in a facilitated session with Ken Poole of the Center for Regional Economic Competitiveness (TPM evaluation partner) to discuss how TPM can be implemented to increase qualified applicants and employees from under-sourced populations. In addition, panelists discussed how companies can create more equitable workplaces, including providing more upskilling opportunities and supports for target populations and demographics.

Panelists informed the audience that when seeking to increase diversity and inclusion in hiring, hope is not a strategy but TPM is. TPM provides a structured process for how employers can identify their target diversity and inclusion goals and then systematically produce data to meet those goals. That data includes getting the level of demand right and setting the hiring requirements such that artificial barriers are not put in the way of the populations you are seeking to recruit from.

Next, TPM provides a process to identify potential new talent suppliers where there may not be a pre-existing relationship. Jason discussed how Strategy 4—analyzing talent flows—can assist in this effort. If you only rely on the data you get from where you previously sourced talent, you will not likely move the needle on improving diversity or equity goals. TPM helps employers identify new provider partners while also analyzing the supply of those partners relative to projected employer demand.

In addition, TPM provides a process for co-designing talent pipelines directly with alternative providers and building in the right incentives to support populations facing persistence and completion barriers. TPM then enables employers to engage in systematic continuous improvement to analyze the right opportunities to improve outcomes for target populations, including more wrap-around support services, such as housing, childcare, or transportation assistance. These services are particularly relevant when trying to upskill current workers and advance them in their careers. Kami provided examples of best practices in Colorado where companies bring on a third party to provide coaching for low-income workers to improve retention and support their pursuit of upskilling opportunities.

Jason discussed the need to focus communication efforts on TPM as a force for good when promoting equity and diversity in talent pipelines. Employers are often stereotyped as uncaring or unwilling to take on equity issues and that these issues are unrelated or antithetical to their bottom-line. Jason challenged the audience that this is not and has never been the case in the TPM movement, but we have not done enough to educate others on how TPM not only secures a bottom-line ROI for employers, but also provides tools for companies to successfully attain their diversity and inclusion goals which ultimately improves opportunities for individuals and, more broadly, communities.

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The panel then discussed how there are some natural partners in the nonprofit space that could be integrated across the NLN at scale. For example, Goodwill Industries is a large employer with national coverage and provides training services for low-income and diverse populations. Organizations like Goodwill can become TPM practitioners, but also provide a talent pipeline for employer collaboratives all across the country.

Following the discussion, the panelists posed three questions to the audience:

1. What is your current state of incorporating diversity and equity practices into your work?
2. As a result of this conversation, what steps will you take?
3. What resources do you need from the Chamber Foundation, or elsewhere, to move forward?

KEY TAKEAWAYS

- **There must be a balance between how we promote TPM as a tool for advancing equity and diversity and a tool for optimizing employer ROI.** While they are not mutually exclusive, we need to be careful to preserve what makes TPM unique. It may be better to promote how TPM can be used to advance equity and diversity, but is not built or designed to achieve that exclusively. Some partners in the room emphasized the need to stick close to the business “speak” that makes TPM so accessible to employer audiences. There was consensus that we must all do better and share best practices.
- **We need more curriculum resources on how to best identify and partner with alternative provider networks able to reach target populations.** In particular, when co-designing a talent supply chain solution, what is the right mix of incentives and who are the best partners that are able to provide them, in order to optimize outcomes?
- **TPM is a great tool to help corporate social responsibility (CSR) initiatives and investments be more business focused.** Rather than pursuing CSR outside the company, use TPM to help employers directly engage in promoting equity through diversity and inclusion talent pipeline development and hiring.
- **We need to elaborate on how TPM can help uncover and remove bias that can find its way into recruiting and hiring practices.** For example, in Strategy 3, when setting hiring requirements language can be chosen that does not reflect a gender bias and credentialing or experience barriers can be removed to expand the available pool of talent that is otherwise qualified.
- **The best way to leverage TPM to advance equity and diversity goals is through peer-to-peer learning and sharing, which is at the heart of the TPM system.** The Chamber Foundation will endeavor to learn from ongoing field implementation to refine and hone resources and add curriculum updates that speak to promoting a more diverse and equitable talent ecosystem.



MAKING THE PITCH

Communicating the value for employers to participate in TPM is a critical step to successfully launch an employer collaborative. Peter Beard (TPM Pilot), Beverly Barnes of Beverly Barnes Communications, and Abby Hills of the Chamber Foundation facilitated a workshop for participants to learn storytelling tactics that helped create or refine TPM elevator pitches for various audiences.

Peter told the group Greater Houston Partnership's story and how and why the UpSkill Houston initiative has focused on storytelling. By working directly with employers, Upskill Houston (via UpskillHouston.org and UpSkillMyLife.org) helps improve perceptions about the good jobs that don't require a bachelor's degree and raise awareness for students and their families about the salaries, skills, and opportunities available to them in their own community. These communications-related efforts have been critical to witnessing positive outcomes to link education and training experiences to successful employment in the region.

The facilitators walked participants through a multi-step template to achieve a compelling elevator pitch—one in which TPM is not the star, but the guide that helps someone achieve a great outcome. Participants were encouraged to think about who has been a challenging person or audience to communicate the value of TPM to? The most common responses were employers, training providers, and workforce agency boards, which rings true for the majority of the NLN. Participants then split into three groups based on their responses, were asked about the challenges they faced in those interactions, and then had an opportunity to use a customized elevator pitch template (on next page) to help create their own story for their target audience.

First, TPM practitioners are encouraged to ask themselves what does the audience want. What challenges do they face—internally and externally? What are the pressures and the appeal of TPM for relieving them? How can you relate to those challenges?

Even though challenges are unique, practitioners learned that in these situations they are the trusted guide. They can relate to the challenges of their audience and should rely on their own experience, using empathy to build trust. They should also rely on the support of the Chamber Foundation, using that authority to gain buy-in.

Next, and just as critical, is outlining a plan forward and the call to action. TPM practitioners are encouraged to consider the low-hanging fruit—what steps should be taken next? What is the call to action? What are you looking for them to do and what results would indicate success?

Once the pitch is delivered, it helps to think through what results would indicate failure. Participants indicated that this step, of identifying moments when the process was unsuccessful, is often overlooked. Do you continue to shuffle? Did you not get the sign-ups you wanted?

If the approach is not working, TPM practitioners are encouraged to circle back to previous steps and double-check the work. Did they adequately understand their audience's challenge? Did they help the audience understand what the support system looks like? Did they lead them in the right direction in terms of next steps?

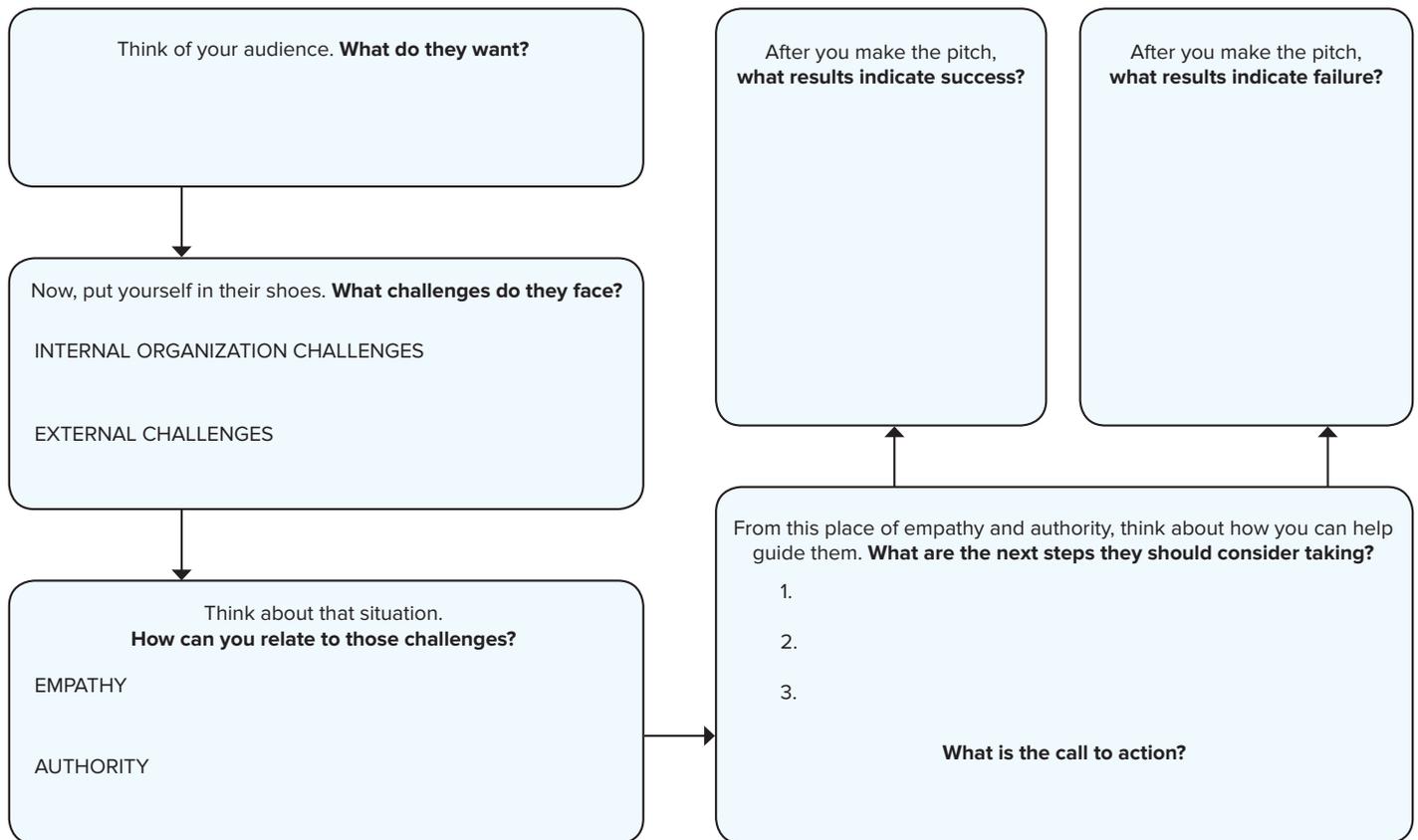
KEY TAKEAWAYS

- **Know your audience.** Speak to your audience in a way they can relate to. Find their pain point. Do not speak about TPM as a product, but how it will relieve that pain point. Through that process, you will build trust.
- **Make goals realistic.** Unrealistic goals will lead practitioners to fail before they start.
- **Have a call to action.** Talk alone won't make TPM happen. Stakeholders might not know what their next step should be. Give it to them.
- **You can't fix their problems for them.** Use the power of the network's data and case studies to show TPM as a solution with real results.



ELEVATOR PITCH TEMPLATE

MY AUDIENCE IS: _____



3 examples of focusing on a targeted audience's pain point:

- TPM can help employers improve the quality of their applicant pool, get employees to full productivity more quickly, and retain and develop their employees.
- TPM can help training providers improve their curricula because they understand the skills employers are looking for and what it looks like for an individual to have those skills.
- TPM can help workforce agencies invest their funds effectively and connect qualified individuals to employers looking for skilled talent.

THE FUTURE OF TPM

As the TPM movement grows, members of the NLN have asked, “What’s next?”

JDX & THE T3 INNOVATION NETWORK

In a conversation led by TPM co-authors Jason Tyszko and Bob Sheets, NLN members discussed the connection between TPM and the Chamber Foundation’s Job Data Exchange (JDX), which is creating and promoting structured, linked data with human resource information and applicant tracking systems so that employers can communicate their hiring requirements to providers and learners in real time. JDX essentially automates Strategy 3: Communicate Competency and Credential Requirements and several TPM NLN members are involved in the 2019 pilot.

As the Chamber Foundation explored the JDX initiative, it identified a need to explore the emerging technologies and standards throughout the talent marketplace to better align student, workforce, and credentialing data with the needs of the new economy. As a result, the T3 Innovation Network was formed to create a public-private data and technology infrastructure that will make all learning count, enable competencies as the new currency of the talent marketplace, and empower learners and workers with their data.

TPM SPINOFF PROJECTS

In the same conversation, Jason and Bob discussed potential TPM spinoff projects, such as identifying and piloting innovative finance models to connect students and workers to in-demand programs and job opportunities, as well as the specialized TPM applications for CTE, apprenticeship, and opportunity youth.

CURRICULUM ENHANCEMENTS

In 2020, the Chamber Foundation will host its second TPM Academy through the Walmart grant using the revised curriculum with upskill practices and new resources.

At the Summit, the Chamber Foundation introduced a new flow chart graphic (on next page) to show how TPM incorporates both internal and external pipelines, doing so based on getting the facts straight first. TPM does not start

with the solution; the framework starts with the problem that needs solving and lets the most appropriate solution emerge out of the data aggregation and collective action.

In addition, given the interest of the NLN, the Chamber Foundation has added “increasing workforce diversity” as a key talent management challenge into the curriculum and will facilitate conversations for TPM Academy cohort members on how TPM principles and practices can align with diversity and inclusion goals.

This focus then lends itself to getting TPM Academy participants—and eventually their employer collaborative members—to evaluate opportunities to foster a more equitable work environment to eliminate obstacles for underrepresented populations to thrive in the workplace.

ON-DEMAND & CERTIFIED

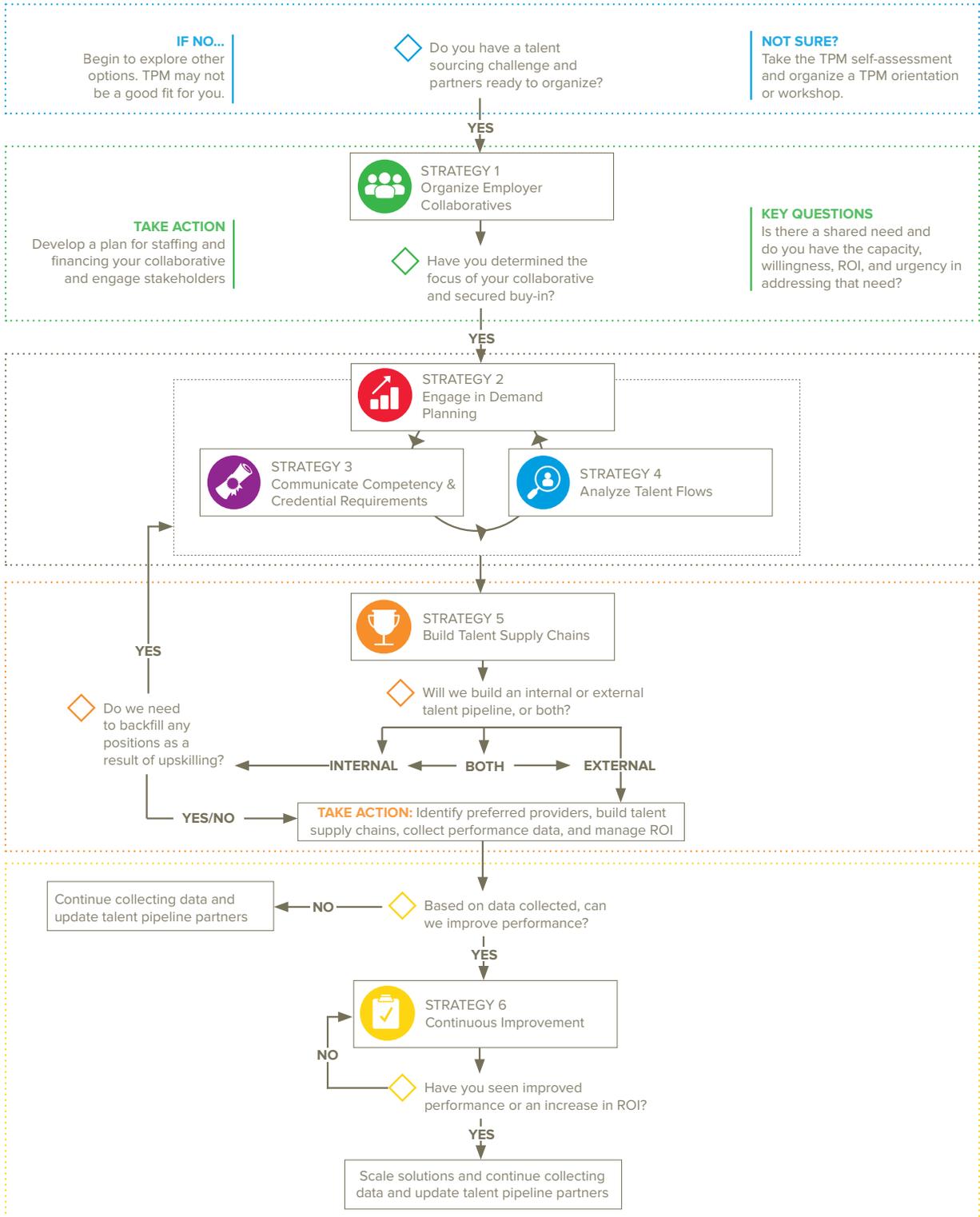
Due to the growing NLN and worldwide interest in TPM, the Chamber Foundation has been exploring opportunities to create on-demand, TPM Academy online course modules.

Also being considered is an option to take an exam that leads to a professional endorsement and a process for experienced TPM practitioners to submit their body of work for peer review and receive a credential in TPM. TPM NLN practitioners put in significant effort to execute their TPM projects and credentialing their work is an opportunity to further professionalize their involvement in the NLN and positive contributions to their communities.

It is important to note that increasing the number of TPM practitioners through national, state, and regional TPM Academies remains a priority for the Chamber Foundation and an online model will not completely replace in-person facilitation. There would be opportunities for hybrid learning and online course modules would present an opportunity for TPM NLN to continue their learning and understanding of TPM even after their in-person TPM Academy experience concludes.

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TPM FLOW CHART



MENTORSHIP & SUPPORT

Given the increasing number of TPM NLN members with firsthand experience implementing TPM projects, and the rapid growth of new practitioners, the Chamber Foundation sees value in providing opportunities for seasoned TPM practitioners to assist novices and new practitioners through direct consulting and technical assistance. This is achieved by:

1. Reminding new practitioners that their best support and resource are their colleagues in the NLN.
2. Increasing the number of TPM NLN members who become TPM Academy Faculty or TPM Fellows.

SUGGESTIONS ON IMPROVING TPM

NLN members also had an opportunity to provide their input on what improvements and new considerations they would like the Chamber Foundation to explore.

FUNDING

NLN members suggested a chapter in the TPM Academy curriculum prior to Strategy 1 (Organize Employer Collaboratives) on how to fund TPM. While the Chamber Foundation encourages eventual “skin in the game” from employer collaborative members if they are receiving a positive return on investment, there is commonly a desire from collaborative members to have proof of practice before paying into a collaborative. Acquiring seed funding will vary from collaborative to collaborative. This resource could provide examples of how existing employer collaboratives have been funded including a member service, philanthropic grants, state funds, etc.

- **SOLUTION:** This will be further explored with the TPM NLN and a topic discussed at a future TPM NLN Summit.

USING TPM PRACTITIONERS

Given the growing network of TPM practitioners, NLN members are eager for opportunities to learn from and collaborate with their peers. Whether providing support at a conference or sharing proven effective resources, NLN members find great value in learning from others.

- **SOLUTION:** The Chamber Foundation will establish a TPM Fellows program to provide mentorship opportunities between those leaders well-steeped in TPM with novice TPM practitioners. Fellows will self-identify their areas of expertise (e.g., Strategies 2 and 3, manufacturing, rural community). The first group recognized by the Chamber Foundation will identify necessary criteria for future Fellows.

TRANSPARENCY

As the TPM movement grows, NLN members would find it helpful to know what industries other NLN members are focusing on and what employers (particularly those with national/international presence) are involved.

- **SOLUTION:** By Talent Forward 2019, the Chamber Foundation will make public a TPM map that includes the organizations that have participated in a TPM Academy, activated industries, and resources created by those TPM NLN members leading the effort (e.g., videos, case studies, etc.). While this resource will not include a public list of employers engaged in employer collaboratives, host organizations and their employer collaboratives can decide to make their collaborative pages on the TPM web tool public so that others can see which employers belong to collaboratives.

DEMAND PLANNING TOOLS

While Strategy 2 (Engage in Demand Planning) focuses on the benefits of the demand planning process driven by employer collaborative members and the assumptions that should be considered as employers determine these job projections, it is limited in its overview of the mechanics of the process.

- **SOLUTION:** The Chamber Foundation will rely on the TPM NLN members to provide input on how to best outline the demand planning process. Several current NLN members have resources to share, including presentations on facilitating the demand planning discussion among employer collaborative members, that will be shared in the TPM web tool library.

SUPPORTING KNOWLEDGE TRANSFER

As new TPM resources are created or existing resources are modified, NLN members need opportunities to remain in the know.

- **SOLUTION:** In addition to established regular communication with the NLN via webinars and newsletters, as well as uploading all resources to the TPM web tool library, the Chamber Foundation is currently exploring other opportunities to maintain engagement with NLN members once they have completed the in-person TPM Academy, such as developing a TPM Academy model with in-person facilitation and online course modules and creating an endorsement to further professionalize participation in the TPM Academy.

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LEVERAGING TPM FOR STATE POLICY CHANGE

As information is collected from employer collaborative members, host organizations have an opportunity (with permission from employer collaborative members) to use aggregate information to create systemic and policy change to positively impact students and workers, and communities overall.

- **SOLUTION:** The Chamber Foundation is exploring data collaboratives, which are formal partnerships that scale data integration to drive new analytics and applications without having to navigate data privacy, trust, and implementation barriers each time data is combined. While data collaboratives include a number of private sector partners, to date, when it comes to education and workforce systems, data collaboratives have been almost exclusively based on government data and data provided by postsecondary education.

The Chamber Foundation proposes to leverage select TPM employer collaboratives—combined with new data, technology, guidance, and protocols made available through JDX and the T3 Innovation Network—to form new data collaboratives that uniquely provide better signaling and outcomes data direct from employers. Several NLN members and their state partners are primed to serve as pilot sites for data collaboratives.

INDUSTRY-SPECIFIC RESOURCES & WEBINARS

As more employer collaboratives are launched, NLN members desire the opportunity to learn from one another.

- **SOLUTION:** Industry-specific webinars will be introduced starting in January 2020 starting with construction. Future topics will be determined by the TPM Fellows and can be requested by NLN members. From there, the Chamber Foundation and active participants in those webinars will determine what resources will be of best use to the NLN.

CONCLUSION

There are countless opportunities for next steps with TPM and the Chamber Foundation continues to learn from the TPM NLN members on a daily basis. We encourage you to share your successes, challenges, and questions with us so that we—and the entire NLN—can support your work.

TPM is what it is today because of you. We will continue to provide opportunities for you to connect with your peers from across the country—and the world—to apply one another's learnings in ways that create a customizable approach that works for your community.

Thank you for your contributions to this work and your continued engagement as a member of the TPM family.

