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## The U.S. Chamber of Commerce Foundation Talent Pipeline Management™ (TPM) Academy Curriculum

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# Unit 0.1

## Welcome

Welcome to the U.S. Chamber of Commerce Foundation's TPM Academy™ curriculum. This introduction is designed to familiarize you with the Talent Pipeline Management (TPM) initiative and to orient you toward the curriculum that you are about to explore.

TPM™ started in 2014 as an effort to mobilize the business community to close the skills gap by applying lessons learned from supply chain management to education and workforce partnerships. If employers play an expanded leadership role as “end-customers” of a talent supply chain, they will be more effective at determining their most critical workforce needs, communicating those needs to trusted partners, and managing and improving performance.

Since 2014, the Chamber Foundation has co-developed and field-tested a set of strategies that, when implemented together, make for an end-to-end talent management approach. These strategies are intended to address what has been the missing piece—or weakest link—in many public-private partnerships, namely effective and sustained employer engagement and leadership. What these strategies provide is a systematic framework for how employers can engage in collective action regarding common workforce needs, better organize and share data related to those needs, and proactively engage talent-sourcing providers to build high-performing career pathways that get a measurable return on investment for learners and employers.

This need to enhance the employer's role in public-private partnerships has resulted in the creation of the TPM Academy, for which this curriculum was created. The Chamber Foundation considers this a living document, updated based on lessons learned from the field and contributions made by TPM practitioners. As the TPM movement grows, so will the resources available to the network. While this curriculum provides a structured framework and guide, it is also meant to be customized based on each community's unique needs and challenges.

The curriculum is composed of a TPM orientation and six strategies. The orientation is designed to familiarize you with what TPM is—and is not—and provides a self-assessment to determine whether the TPM approach is the right fit for your organization and community. The assessment can also determine your readiness to implement a TPM Academy to build employer capacity to execute TPM in your community. Much more than a curriculum, the TPM Academy is also supported by a national network of peer practitioners and a set of web tools that are designed to facilitate implementation of the six strategies.

Should you not have an existing employer-led collaborative in place, Strategy 1 guides you through organizing and launching one or more collaboratives of your own. Next, Strategies 2–4 provide a systematic process for employers to gather and share their workforce data in a format that can facilitate new career pathway partnerships or improve existing ones. Strategies 5–6 are designed to help employer-led collaboratives put their data to work by co-designing and continually improving performance-based partnerships with preferred and trusted education and training providers.



Whether you decide to forge your own path and make use of the TPM Academy curriculum as a complementary resource or are interested in launching a TPM Academy for your region, state, or industry, the TPM network stands ready to learn and evolve with you.

Are you ready to join the movement? If so, we hope you enjoy exploring the TPM Academy curriculum!

## Unit 0.2

# TPM: An End-to-End Talent Solution

TPM is a way of thinking, an orientation toward employer-led education and workforce partnerships in which employers are much more than advisors or beneficiaries. Instead, they are “end-customers” of talent supply chains. This does not mean employers are the only customer that matters, nor does it mean schools are factories or learners are widgets. What TPM provides is a systematic framework for how employers can engage effectively in producing information, facilitating partnerships, managing performance, and improving outcomes in career pathways. TPM can be pursued on its own as a new initiative or can provide a set of strategies, practices, and implementation supports designed to enhance the employer role in an existing partnership network.

What makes TPM unique is that it is an end-to-end talent management process that gives employers a framework, or playbook, for how to get organized so they can be better partners to education and training providers, but in a way that addresses the missing piece in many partnerships, namely employer return on investment. The TPM process itself is composed of six strategies that, when implemented together, provide a talent supply chain approach. The strategies are designed to build on each other and support employers in developing a more sophisticated data- and performance-driven approach to education and workforce partnerships that results in a positive return on investment for employers and learners.

See Table 1: TPM Academy Curriculum for a list of the strategies, what each strategy seeks to accomplish, and the estimated amount of time to implement each strategy. The curriculum is designed to support even new employer collaboratives in implementing the orientation and six strategies in one year or less. As you move through implementation, each strategy provides opportunities to demonstrate real and tangible progress to participating employers, even as you wait to measure their return on investment.

**Table 1: TPM Academy Curriculum**

	Chapter	Learning Outcomes	Estimated Time to Implement
Get Organized	TPM Orientation	Assess if TPM is a good fit and introduce the approach to your community	6 months
	Strategy 1: Organize Employer Collaboratives	Organize employers to address a skills gap for critical jobs	
Do Your Homework	Strategy 2: Engage in Demand Planning	Project the number of jobs needed across companies	3 months
	Strategy 3: Communicate Competency and Credential Requirements	Create a shared language for communicating hiring requirements	
	Strategy 4: Analyze Talent Flows	Identify current and future sources of talent	
Implement Solutions and Improve	Strategy 5: Build Talent Supply Chains	Manage performance for employer partners and designate preferred providers of talent	3 months
	Strategy 6: Continuous Improvement	Engage in continuous improvement	

# Key TPM Terms and Definitions

In this section you will find a list of key terms and definitions frequently used in TPM. Because TPM is a paradigm shift in how we understand employer leadership in education and workforce partnerships, we use language in new and creative ways to describe how TPM is different. This initial list of terms will enhance your understanding of the TPM process and movement. The Appendix includes a longer and more complete glossary of TPM terms.

For those who are newer to workforce development, reading through the Chamber Foundation's *Managing the Talent Pipeline* white paper and *Building the Talent Pipeline* implementation guide is a helpful first step in familiarizing yourself with TPM and a talent supply chain approach. As you progress through the TPM Academy curriculum, you will dig deeper into the concepts and terms presented in those resources. For more seasoned workforce professionals, a review of TPM's principal concepts and terms can be useful in distinguishing it from other workforce development approaches.

## **Talent Pipeline Management (TPM)**

An end-to-end talent management approach that is implemented by employers to source and develop talent for jobs critical to their competitiveness and growth. TPM is built on three principles and a six-strategy process (see Table 1) for building high-performing education and workforce partnerships that deliver a measurable return on investment for employers and learners:

- **Employers Drive Value Creation**—Employers play a new leadership role as end-customers in closing the skills gap for jobs most critical to their competitiveness.
- **Employers Organize and Manage Pipelines**—Employers organize and manage flexible and responsive talent pipelines in partnership with other employers and their preferred education and training providers.
- **Employer Measures and Incentives Drive Performance**—Employers work collaboratively with one another to develop measures and incentives designed to reinforce and improve performance across all partners.

## **TPM as a Supply Chain Solution**

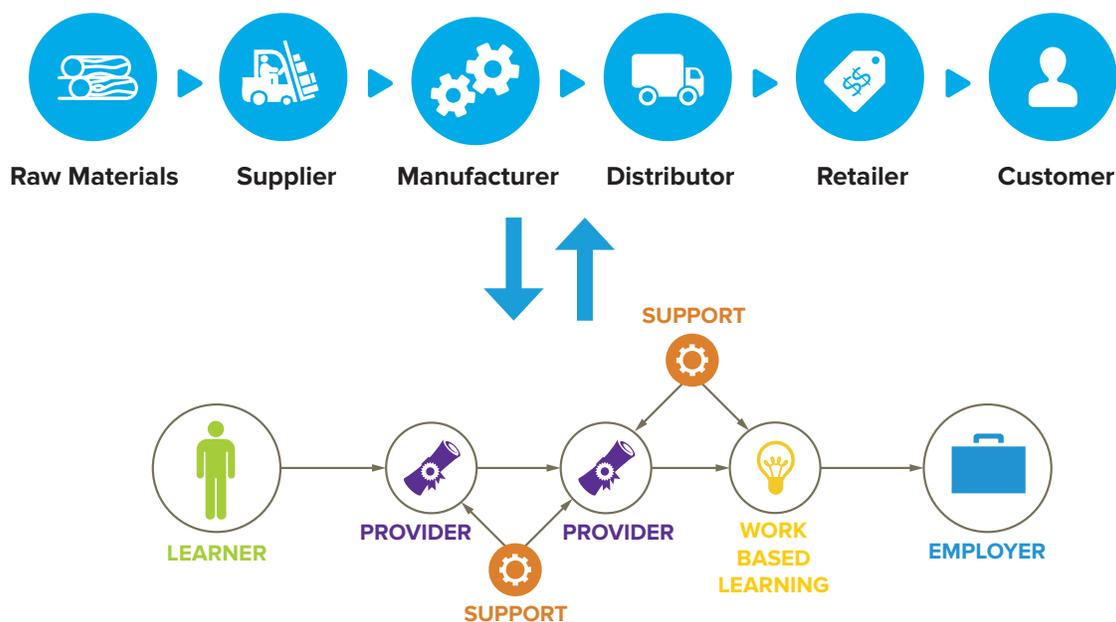
TPM draws on the insights, strategies, and tools of supply chain management. Talent pipelines can best be seen as talent supply chains in which employers, working through employer collaboratives, play the role of end-customers in a series of customer-supplier relationships with preferred providers.

## **Students and Workers as Learners**

Learners are those individuals, who can include both students and workers, receiving education and training services.

## **Employers as End-Customers**

Employers must take on the role of end-customers in the talent supply chain and must actively orchestrate and manage their talent pipelines to meet as well as possible their workforce needs and to create shared value for providers, learners, and employers.



### Employers Form Collaboratives

Employer collaboratives are partnerships organized by employers so that they may address shared workforce needs, such as critical jobs or functions within their respective industry, with management support provided through a new or existing employer-led organization.

### Education and Workforce Partners as Providers

Providers are any public or private organization that delivers education and workforce training, or any other type of talent services, to employers, learners, and job-seekers. These services include career guidance, education, training, recruiting, and job placement. Providers can be public employment agencies, private employment and staffing agencies, high schools, community colleges, universities, proprietary schools, or community-based nonprofit organizations.

### Employers Designate Preferred Providers

In the TPM process, employers organize and manage flexible and responsive talent pipelines in partnership with their designated preferred providers, which are identified as primary sources of talent and talent services for critical jobs within an industry or company. Providers are designated by employers based on their proven capabilities and performance, or because they meet the employer’s criteria to be a new provider of talent or talent services.

## Unit 0.3

# How Is TPM Different?

TPM is unique in many respects and can help activate consistent and reliable employer leadership in many types of public-private partnerships. Not all employer leadership and engagement strategies are the same. TPM uses a very specific approach and orientation toward partnerships that achieves a markedly different result; namely, it unlocks employer leadership in ways that produce an employer return on investment. Further, it is designed to sustain employer participation based on the measurable value and results it produces for participating employers.

But that is not all that makes TPM different. Below are a number of things that differentiate TPM from other partnership models and frameworks.

**Built on Industry Best Practices:** TPM activates employer leadership by speaking their language. Supply chain management is something employers know well and operates as a metaphor, providing a set of guiding principles, practices, and implementation tools that already have business buy-in.

**Authentically Employer Led:** Many initiatives and partnerships tend to engage employers as advisors without them playing a clear end-customer role. Seldom do employers lead these partnerships, but instead are often convened by other partners or intermediaries seeking to address employer workforce needs on their behalf. TPM is authentically employer led from day one—by employers, for employers—based on their ability to organize themselves and work through a process of producing and using data to make decisions that address their most critical and pressing talent needs.

**Creates Shared Value, Competitiveness, and Accountability:** While TPM may be authentically employer led, it is a process that produces shared value, competitiveness, and accountability with preferred and trusted talent sourcing providers as well as learners. In TPM, as in supply chains, all partners are responsible for managing time, quality, and cost in delivering a career pathway that produces a return on investment for learners and employers. TPM is a team sport.

**Engages the Full Spectrum of Talent Sourcing Partners:** TPM does not assume key roles for any type of talent sourcing partner. What matters is employers engaged in TPM have organized the right mix of talent sourcing providers that can meet their most pressing talent needs. In TPM employers have a choice in terms of whom they work with, including K–12 schools, community colleges, universities, community-based organizations, staffing agencies, and others. TPM does not lock employers into any one type of partner or talent-sourcing solution, but instead gives them choice.

**Generates More Granular and Actionable Data on Employer Demand:** Employers work through a systematic process to produce, aggregate, and harmonize data based on the workforce needs of the employers that make up a collaborative. There are data that any education and training provider are looking for to align curriculum, credentialing, assessment, and career services as part of a learning pathway. In TPM, education and training providers get granular data about workforce needs straight from the source.

**Provides a Structured Process for Collective Action and Decision Making:**

TPM is a way of thinking, a framework, and a structured process that employers can follow to produce actionable data that get results. TPM follows a streamlined process of data production and decision making designed to produce high-performing career pathways that achieve a return on investment for learners and employers.

**Focused on Employer Return on Investment:** It cannot be stated enough:

The number one differentiator for TPM is ability to produce a measurable employer return on investment that keeps employers engaged. Employer return on investment has often been the missing piece in public-private partnerships. Employer return on investment is not a replacement for supply-side inputs and outputs like program enrollment or completion, or even job placement and earnings. However, none of those metrics address the key drivers of cost for employers, such as the inefficiency and costs associated with having unfilled jobs. TPM unlocks a new value proposition for employer partners in many types of education and workforce partnerships.

## Unit 0.4

# Is TPM Right for You?

Perhaps you are an employer thinking through strategies and solutions for filling your most critical jobs or upskilling incumbent workers. Or maybe you are a business association that is trying to help your employer members address their most critical workforce needs. Maybe you are an education and training provider seeking better alignment opportunities with employers to ensure your learners get better employment outcomes and upward mobility opportunities. Up to now, you have learned about what TPM is, but is it the right fit for your workforce needs?

It cannot be stressed enough that TPM is not the solution for every education or workforce challenge or problem. It is a focused approach, designed to guide employers through a process to produce a specific set of data that will be used to make decisions resulting in a talent supply chain. It is one of many approaches that exist for organizing employers in public-private partnerships, and it is more of a scalpel than a broadsword when it comes to its implementation.

What follows is some general guidance on whether TPM is the right tool for your specific challenge or opportunity.

Yes, TPM may be a good fit for you if you are an employer or employer collaborative looking to do the following:

- Address a workforce need quickly and need a talent pipeline solution that can produce a skilled workforce in two years or less.
- Address a workforce need, but one that requires additional training and development with longer lead times that may require more than two but generally fewer than four years.
- Build upskill pathways for front-line, incumbent workers to promote them to destination jobs.

Yes, TPM may be a good fit for you if you are an education, workforce, or economic development partner looking to do the following:

- Repurpose employer engagement that has largely been advisory in nature, but for which you now want to play an end-customer role in a talent supply chain partnership.
- Gain better insight into the jobs, competencies, skills, demonstrations, and credentials that are most in demand among the employers with which you are seeking to align.
- Better align your programming to produce more streamlined, employer-led career pathways that yield measurable results for learners and employers.
- Demonstrate value to employers based on the return-on-investment metrics that are most important to them.

No, TPM is probably not a good fit for you if you are an employer or employer collaborative looking to do the following:

- Address a short-term need that does not require a longer-term solution.
- Find available talent today that does not require any additional education, training, or credentialing before or after initial hiring.
- Improve how you partner with education and training providers to enhance only one part or aspect of training and development, such as an internship program or career guidance.
- Better understand labor market trends or leverage data for strategic planning, but not for action.

No, TPM is probably not a good fit for you if you are an education, workforce, or economic development partner looking to do the following:

- Leverage the TPM process to support advisory board functions, but not change the employer's role.
- Sell or promote a particular program, credential, or solution to employers.
- Engage employers to standardize their jobs and adopt the same skills and credentialing requirements.

If you answered “yes” to any of the items above, we recommend proceeding forward with a self-assessment to determine how ready you and your partners are to adopt TPM as a framework or to organize and launch a TPM Academy.

## Unit 0.5

# Self-Assessment: Where Do I Start?

If TPM seems like a good fit for your education, training, or workforce needs, we encourage you to assess your level of readiness to implement TPM as a framework. In general, there are three entry points: (1) getting to know TPM, (2) securing buy-in to adopt TPM as a framework, and (3) organizing and launching a TPM Academy. Below you will find guidance, resources, and recommendations to help you determine how to advance your understanding of TPM and move toward full implementation.

## Getting to Know TPM

Most people who find their way to TPM have heard something about it or talent supply chains, and are interested in learning more. If this sounds like you, then the best place to start is by familiarizing yourself with TPM by accessing some of the resources that are already available to you. This includes accessing our signature report and publications; website and videos; and other resources such as slides decks, recorded webinars, and one-page handouts that describe TPM at an introductory level. Each of these resources takes only a small time commitment to access and review. Some of the many resources available to you are listed in detail in the following section and are accessible online at [www.TheTalentSupplyChain.org](http://www.TheTalentSupplyChain.org). After reviewing some or all of these resources, we encourage you to move on to the next step of securing buy-in for TPM as a framework.

## TPM Support Resources

### PUBLICATIONS

- 1 Managing the Talent Pipeline: [A New Approach to Closing the Skills Gap](#)** (2014) – For those new to the concept of talent supply chains, this white paper conceptually lays out the TPM approach for how employers can close the skills gap by leveraging best practices from supply chain management.
- 2 Building the Talent Pipeline: [An Implementation Guide](#)** (2015) – For those familiar with talent supply chains who are considering a TPM project, this resource provides a baseline understanding of the strategies.

### WEBSITE

- 3 TPM Strategy Videos:** This [series of short videos](#) on TPM includes, but is not limited to, (1) an overview of the TPM approach, (2) testimonials from TPM practitioners, and (3) overviews of each of the strategies and the signature TPM web tool.

## WEBSITE, CONTINUED

- 4 TPM Web Tool:** [This software tool is designed to](#) (1) provide a web presence for your employer collaborative, (2) automate much of the data collection described in the TPM Academy curriculum, (3) generate visualization tools to support your collaborative meetings, (4) provide access to a resource library with implementation supports, and (5) connect and share with peers from across the country. Note: the TPM web tool is currently available to only those participating in a TPM Academy.
- 5 Presentation Slide Decks:** These generic TPM presentation slides and visuals can be customized to support a variety of meetings.
- 6 Case Studies:** These [short stories and blogs](#) give voice to the experience of companies and TPM practitioners.
- 7 Events:** Via the TPM website, the Chamber Foundation will provide notifications of upcoming TPM conferences and events.

Once you have familiarized yourself with TPM and are still interested in learning more, we recommend that you contact the Chamber Foundation team to arrange a phone call or meeting.

Contact information for the Chamber Foundation team can be found on the website, or you can reach out to [workforce@uschamber.com](mailto:workforce@uschamber.com). In addition to setting up a meeting, our team will be happy to facilitate an introduction to a TPM peer in another city or state who has experience with socializing and implementing TPM. TPM is more than a curriculum or initiative, it is a movement made up of peers and practitioners learning together.

Should your interest continue, the next step is to arrange for a TPM presentation either via a webinar or at an in-person meeting, conference, or event that you are hosting in your community or with your peers.

You can also have TPM represented on a panel where the discussion is focused on enhancing or improving career pathways or employer engagement. This high-level introductory presentation can often build interest and excitement regarding learning more and holding a more focused, deep-dive conversation on whether this process is a good fit for your community and employer partners.

The Chamber Foundation team or a TPM practitioner will gladly make the trip and provide a presentation to interested stakeholders. All you need do is ask. Now that the TPM network is growing, it can be impactful to have a peer present his or her first-hand experiences with TPM, particularly if his or her community has faced a similar workforce challenge or has the same industry or critical job focus.

# Securing Buy-In for TPM as a Framework

Getting to know TPM and galvanizing interest among key partners in your community for implementing the TPM approach is a critical starting place. However, we strongly encourage you not to rush into implementation, but instead build on the momentum you have achieved toward laying a solid foundation for the successful adoption for TPM as a framework for your community.

If you have an interest in TPM and are looking to bring it to your community and employer partnerships, the first step is to educate your partners on what TPM is and, importantly, what it is not. This is best accomplished by first presenting on TPM at an existing conference to educate a broad community of stakeholders, including employers who might wish to participate in and tap into the unique benefits TPM brings.

Next, you should organize a larger, more focused meeting or workshop on the TPM process. This should be a half-day event designed to explore whether the community should adopt the approach and which employers and organizations are best suited to implement it first while others learn from their experience.

Participants in this meeting should include employers representing a wide variety of priority industry sectors, chambers of commerce, sector-based business associations, and economic development organizations that make up the demand side. Participants should also include staff from workforce boards, education and workforce agencies, and public policy leaders, such as mayors or other elected officials. Representatives from K–12 and postsecondary educational institutions and other training providers should also be included, in addition to members of existing public-private partnerships or collective action initiatives. It can help establish the initiative’s credibility to have an executive from the host organization send the invitation to meeting participants.

TPM has many unique benefits and can transform employer leadership in a wide variety of education and workforce partnerships. However, it should not be sold as a “silver bullet” or a solution for every workforce problem, nor should it be seen as necessarily replacing efforts that are already underway. Expectations should be managed upfront, emphasizing that TPM is a value-add to efforts already underway, not a wholesale replacement. Many people in the community might perceive TPM as duplicative or no different from what some partners or intermediaries are already doing.

The meeting also provides a forum to answer questions and build a broad coalition of support for how to best leverage the TPM process as either a new initiative or as a value-add to existing activities.

The meeting or workshop should be organized to cover a range of topics and ensure there is time to reach your ultimate objective, which is securing buy-in and support for piloting the TPM process with select employers that are willing to be the first adopters. To help you prepare for the meeting, there are a number of resources available both in this chapter as well as on [TheTalentSupplyChain.org](https://www.thetalentsupplychain.org) including real-world examples, which are often the best resources for educating a broad community of stakeholders.

# Outline & Objectives for a TPM Workshop or Meeting

The first half of the meeting or workshop should include a general presentation of the TPM movement and process. It should provide a forum to answer any questions about TPM and give examples of where TPM has been implemented successfully. It should also provide ample time for employers and key business associations to articulate what they believe are the key workforce challenges, where they see TPM potentially adding value, and what they believe has and has not worked in prior initiatives in which they have participated.

The second half of the meeting or workshop should focus on identifying where to potentially start and how to secure buy-in from key stakeholders who will be tasked with implementing the TPM pilot. Economic development and labor market experts should be provided an opportunity to present data on where they believe the biggest opportunities are in terms of addressing the skills gap in priority industries that are critical for the state or local economy. This information can be supplemented by any recently commissioned research or reports from business associations or economic and workforce development organizations.

Once these presentations are complete, participating employers should be provided the first opportunity to react. They should (1) confirm that the sectors and skills gaps identified in the presentations are indeed the correct ones on which to focus, (2) identify employer champions and secure sufficient buy-in from a number of employers to pilot the TPM process, and (3) identify which organization will take the lead on organizing employers and implementing the TPM process.

## COMMON QUESTIONS THAT EMPLOYERS MAY POSE IN A MEETING

1. How is TPM different from other partnerships in which we have participated?
2. How does TPM address concerns about sharing proprietary data or compromising our competitive advantage?
3. What types of benefits do employers receive from participating in the process?
4. When should we expect to see results?

Next, an opportunity should be given for education, workforce, and economic development stakeholders to provide feedback on whether they see this process as adding value to their efforts to improve on their employer partnerships in the priority industry sectors identified.

To support this discussion, we recommend using the chart found in Figure 1: Example of Public Partner Roles and Benefits in Talent Pipeline Management, which identifies the unique ways state and public agencies can contribute to TPM as well as benefit from it.

## COMMON QUESTIONS THAT EDUCATION, WORKFORCE, AND ECONOMIC DEVELOPMENT STAKEHOLDERS MAY POSE IN A MEETING

1. Why are we not included in the initial meetings of the employer collaborative?
2. Where do we fit in the process and when should we expect to be engaged?
3. How exactly do we benefit?

The meeting should conclude with reiterating what the group agreed to do and how participants plan to leverage TPM, including which organization is taking the lead to coordinate stakeholders.

The meeting should conclude with reiterating what the group agreed to do and how participants plan to leverage TPM, including which organization is taking the lead to coordinate stakeholders.

The organization that takes the lead should document clear next steps and disseminate them to the group. These next steps should include how the host organization will continue to enlist broader community and employer support. Should you be interested in leveraging TPM as a framework and plan to forge your own path, we encourage you to make use of the TPM resources. Or, if you believe a TPM Academy is the vehicle that will move your workforce development initiatives forward, go to the next step of organizing and launching a TPM Academy.

## Draft Agenda for TPM Workshop

- I. Welcome and Introductions
- II. Overview of the Agenda
- III. What is TPM?
- IV. Employer Reactions
  - a. What questions do you have about TPM?
  - b. What are the key workforce challenges faced by your industry?
  - c. What has worked and what has not in prior or existing initiatives?
  - d. Can TPM add value?
- V. Stakeholder Reactions
  - a. What questions do you have about TPM?
  - b. Do you have any concerns?
  - c. What has worked and what has not when it comes to employer engagement in prior or existing initiatives?
  - d. Can TPM add value?
- VI. Next Steps
  - a. Which organization will lead?
  - b. How can we enlist and maintain community and employer support?
  - c. Do we want to organize and launch a TPM Academy?
  - d. When will the next meeting occur?
- VII. Adjourn



# Launching TPM in Kentucky: A Case Study

## Creating a Process for Buy-In

The Workforce Center at the Kentucky Chamber of Commerce faced two challenges when it decided to implement TPM statewide:

- How would it convince employers and other stakeholders to support this new workforce effort?
- How would it persuade business leaders to participate in a multi-employer collaborative?

To raise awareness about the TPM process, the Workforce Center team participated in a series of local informational meetings across the state. Team leadership contacted local chambers to see if they would sponsor a meeting for employers and other community stakeholders interested in workforce development.

Many local chambers were anxious to drive change in these efforts. But sometimes the best champions were leaders of workforce investment boards, economic development groups, or even local chapters of the Society for Human Resource Management. In each case, the Workforce Center team worked with the local chamber to identify the community's workforce development leaders, which included, but were not limited to, employers, educators, workforce investment boards, and public policy experts. The Workforce Center provided sponsors with invitations, marketing materials, and draft press releases to promote the event.

Over four months, the Workforce Center led more than 40 meetings around the state, each lasting one to two hours. Each meeting was kicked off using national and state data to show that the talent shortages required a different approach. The Workforce Center outlined TPM's six strategies, described the state chamber's plan for rolling out the process, and explained how Kentucky companies could become more active participants in creating streamlined transitions from education to employment. The Workforce Center expected tough questions and anticipated skeptics would be in attendance at some of the events. The Workforce Center came to meetings prepared.

The Workforce Center kept track of attendance and those who expressed interest in getting engaged in TPM. As a result of these meetings, the Workforce Center had a comprehensive list of employers for potential collaboratives and supportive suppliers, as well as insight into existing collaboratives with which to partner.



In many cases, the Workforce Center followed up the community events by traveling to meet one-on-one with employers to learn more about their workforce problems and to get their agreement to attend a collaborative meeting. The TPM buy-in process also included convening smaller meetings of employers to begin forming collaboratives. For example, groups in healthcare and construction were started before the series of local meetings finished.

The Workforce Center came away with the understanding that the TPM Orientation is the most challenging step because earning trust and building relationships takes time. Gaining buy-in for the TPM process proved so critical because backfiring on the TPM Orientation will make it unlikely that partners will implement the remainder of the TPM process. Kentucky now has at least three employer collaboratives at work. Kentucky is one of three pilot states running a TPM Statewide Academy.

#### Discussion Questions:

- 1** What essential steps did the Kentucky Chamber's Workforce Center take in socializing a TPM approach for addressing skills gaps and building employer-led career pathways?
- 2** What questions would you anticipate from skeptics or critics and how would you prepare?
- 3** How can you apply insights from the Kentucky TPM rollout process to your own situation?

**Figure 1: Example of Public Partner Roles and Benefits in Talent Pipeline Management**

State and Public Partners	Roles	Benefits	Related TPM Strategy
Governors' Offices	<ul style="list-style-type: none"> <li>- Coordinate state agency leadership to support implementation of TPM</li> <li>- Support launch of TPM in partnership with employer collaborative leads</li> <li>- Help articulate the benefits of TPM to state and local/regional organizations</li> </ul>	<ul style="list-style-type: none"> <li>- Close the skills gap in critical growth sectors</li> <li>- Provide career pathways for learners</li> <li>- Improve employer leadership in education and workforce systems</li> <li>- Leverage employer investment</li> <li>- Activate performance-based partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- TPM Orientation Workshop</li> <li>- Strategy 1</li> </ul>
Economic Development Organizations	<ul style="list-style-type: none"> <li>- Provide research and data on critical growth sectors to identify highest priorities for employer collaboratives</li> <li>- Engage local/regional economic development organizations to work with employer organizations in establishing collaboratives</li> <li>- Target grants and incentives to performance-based, employer-led partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Leverage employer collaboratives for business development, expansion, and retention efforts</li> <li>- Improve collaboration between employers and local and regional economic development organizations</li> </ul>	<ul style="list-style-type: none"> <li>- TPM Orientation Workshop</li> <li>- Strategy 1</li> </ul>
Labor and Workforce Agencies and Partners	<ul style="list-style-type: none"> <li>- Provide research and data on critical growth sectors and projected new and replacement job openings in these sectors and related skill requirements</li> <li>- Update eligible training provider lists and career guidance tools based on talent flows and employer-designated preferred providers</li> <li>- Provide analysis on talent inflows and outflows from preferred providers</li> <li>- Target grants and incentives to performance-based, employer-led partnerships</li> <li>- Engage in continuous improvement efforts with employer partners</li> </ul>	<ul style="list-style-type: none"> <li>- Create access to more granular labor market information on how employers (1) define their most critical jobs, (2) project job openings, and (3) describe hiring requirements (including required and preferred credentials)</li> <li>- Create better career pathway mapping from employer collaboratives</li> <li>- Improve access to work-based learning opportunities</li> <li>- Improve employer metrics and information on employer return on investment with preferred provider networks</li> <li>- Improve performance on federal and state program metrics</li> </ul>	<ul style="list-style-type: none"> <li>- TPM Orientation Workshop</li> <li>- Strategy 1</li> <li>- Strategy 2</li> <li>- Strategy 3</li> <li>- Strategy 4</li> <li>- Strategy 5</li> <li>- Strategy 6</li> </ul>
Education Agencies and Partners	<ul style="list-style-type: none"> <li>- Align curriculum to meet employer competency and credentialing requirements</li> <li>- Coordinate feeder institutions and programs to build performance-based career pathways to targeted sectors and employer collaboratives</li> <li>- Align career guidance, work-based learning, and job placement services</li> <li>- Provide data on program enrollments and completers to support talent flow analysis</li> <li>- Engage in continuous improvement efforts with employer partners</li> </ul>	<ul style="list-style-type: none"> <li>- Establish more granular and actionable information on employer demand and skill and credentialing requirements</li> <li>- Improve feedback on partnership performance and how employers benefit</li> <li>- Establish better information on talent inflows and outflows among institutions, programs, and employers</li> <li>- Give priority access to employer-provided incentives, such as work-based learning placements</li> <li>- Improve job placement and employment outcomes for learners</li> </ul>	<ul style="list-style-type: none"> <li>- TPM Orientation Workshop</li> <li>- Strategy 2</li> <li>- Strategy 3</li> <li>- Strategy 4</li> <li>- Strategy 5</li> <li>- Strategy 6</li> </ul>

This chart demonstrates how coordination among critical stakeholders can enhance a TPM project through transparency about activities and intended outcomes. Roles will vary for each TPM project based on factors such as which organization is leading the TPM effort, what existing initiatives are taking place, which organizations are involved, and the employer collaborative members' ability and willingness to collect and share information with partners, to name a few.

# Organizing and Launching a TPM Academy

Having successfully built momentum in your community, you are now ready to organize and launch a TPM Academy in partnership with the Chamber Foundation, should you decide an Academy will help move your workforce efforts forward. The Chamber Foundation can provide the TPM Branding Guidelines to help you navigate how to classify your TPM Academy.\* Below are the recommended next steps to follow after successfully completing a TPM workshop and securing buy-in from key stakeholders:

**Identify a Coordinator and Fundraise:** At the workshop or meeting, one or more coordinating organizations should have been identified. An organization must now take the lead in organizing a TPM Academy in partnership with the Chamber Foundation team. This organization should then work with the Chamber Foundation to identify fundraising opportunities to support the launch of a TPM Academy and address any short-term capacity needs for supporting the initial collaboratives. These collaboratives can be newly formed or build off of an existing partnership.

**Consult Other TPM Partners in the Network and Learn from Their Experience:** At the same time that the lead coordinating organization is fundraising, it should engage other coordinators through the TPM network to learn from its expertise. This can include advice on how to recruit participants and supporters, manage relationships and expectations with public partners, fundraise, manage communications, and stage the TPM Academy's implementation. Several TPM Academy coordinators participate in regular calls with their peers to learn from one another's approaches and experiences as they continue to oversee implementation activities and orchestrate new TPM Academies.

**Continue to Build Support with Public Partners:** As coordinators organize their first TPM Academy, it is important that they continue to engage and serve as points of contact for public partners and government agencies. These partners will remain interested in the work that employers are preparing to undertake and will need to be kept in the loop on progress made and how they can assist or support, and when. TPM Academies are commonly launched with the support and backing of public-sector partners, which helps build credibility for the coordinating organization and the TPM Academy.

**Recruit TPM Academy Participants:** Coordinators will need to establish a process for recruiting participants for the TPM Academy. This includes determining the right size, balance, and composition of the TPM Academy. A typical TPM Academy is attended by 20–30 individuals representing as many organizations. Some coordinators have instituted a formal application process

\*A TPM Academy is facilitated by the U.S. Chamber of Commerce Foundation in partnership with designated leaders from the TPM network who have first-hand experience executing TPM projects. If you are not recognized as a TPM Academy faculty member, training of the curriculum is not recognized by the Chamber Foundation.

for prospective participants to screen for partner willingness, readiness, and capacity to implement the TPM approach.

**Prepare Your TPM Academy Participants:** At the first meeting, the host organization and employer champions will likely want to know what is expected of them prior to committing to the TPM Academy. Sharing TPM resources and documents with future TPM Academy participants will help communicate in advance what is expected of them and the employers they hope to organize.

**Organize Your TPM Academy Launch:** Some coordinators choose to organize a launch event that features a reception and attendance from community leaders and local media partners. Often, launch events immediately precede or follow the first TPM Academy meeting. Coordinators will want to organize and implement a media and communications strategy prior to and during the launch event to maximize their ability to reach a wide audience. This is also a great opportunity to celebrate the pioneer organizations, employers, and funders that have taken a chance to be part of something new and exciting.

**New Collaboratives Start with Strategy 1:** Once launched, TPM Academy participants will need to determine whether they are launching a new employer collaborative or if they are leveraging TPM with an existing collaborative. For those that are starting anew, it is helpful to begin with Strategy 1 of the TPM curriculum to learn how to organize, staff, and finance an employer-led collaborative built specifically for implementing and sustaining talent supply chain solutions.

**Existing Collaboratives Start with Strategies 2–6:** TPM Academy participants starting with an existing employer collaborative have the option to accelerate their curriculum and move directly to Strategies 2–6. However, many existing collaboratives can benefit from learning about the TPM approach for organizing, staffing, and financing an employer-led collaborative, which can unlock unique benefits as well as position the collaborative for sustainability based on its delivery of a return on investment to employers.

## Welcome to the TPM Family!

Should you successfully move through the TPM self-assessment and launch a TPM Academy, we would like to welcome you to the TPM family! Whether a coordinator or a participant, you are now part of a growing, employer-led movement to build high-performing career pathways. We look forward to supporting your leadership and we hope to learn from your experience. Do not be frustrated by setbacks or failures. They are lessons that will improve the TPM movement and network. And do not be shy about sharing your success.

Welcome and best of luck!

# Acknowledgments

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