

TALENT PIPELINE MANAGEMENT

Greater San Antonio, Texas Region



Fall 2023

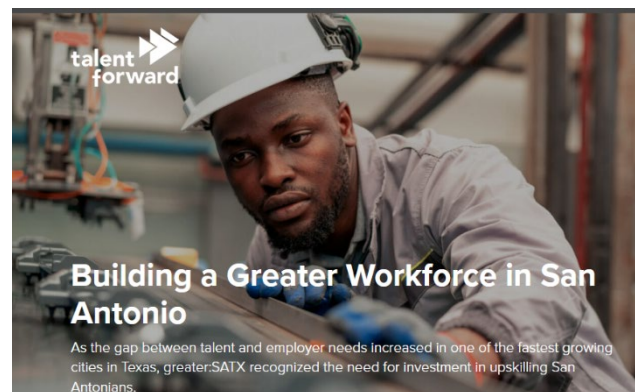
greater:
SATX

Talent Pipeline Management Overview

The implementation of the Talent Pipeline Management® (TPM) process continues to show tremendous impact on the San Antonio region by elevating critical industry issues and driving the success of regional workforce initiatives. Not only is the work recognized locally, but it has also gained national recognition. The greater:SATX team was invited to present at the U.S. Chamber of Commerce Foundation's annual [TPM National Learning Network Summit](#). Through a [keynote presentation](#) and a separate roundtable discussion, the team featured the employer collaborative work occurring in the Greater San Antonio region and its impact on the training ecosystem – specifically providing real-time industry demand data to inform initiatives like the City of San Antonio's [Ready to Work](#) program. The San Antonio region's employer voice was also featured through USAA's participation on a panel discussing the benefits of the TPM process and anticipated pipeline development results. You can watch the panel discussion [here](#).

In addition, the U.S. Chamber of Commerce Foundation released "Building a Greater Workforce in San Antonio" [case study](#) that documents the early success of our region's TPM Manufacturing Collaborative as part of the Foundation's Talent Forward Initiative.

It was a San Antonio region-filled few days in Washington DC!



TPM Fall 2023 Update

This report details greater San Antonio's TPM updates through the Fall 2023. The TPM implementation process is organized by target industries which are comprised of employer Collaboratives. Each industry Collaborative meets on a pre-determined schedule to provide insights, data, and feedback. greater:SATX is actively engaging five industry Collaboratives, setting the pace for San Antonio to become a national leader in implementing the TPM framework.

- **Manufacturing:** Launched May 2022
- **Healthcare & Bioscience:** Launched May 2022
- **Construction & Skilled Trades:** Launched November 2022
- **Finance:** Launched December 2022
- **IT & Cybersecurity:** Launched December 2022
- **Education:** Ongoing partnership through Education Service Center-Region 20

Framework Strategies and Timelines

The TPM model is a long-term investment in aligning our workforce and education training with our current and projected industry demand. An industry Collaborative will typically meet over a 9-12-month period to discuss critical roles, align competencies and skillsets, and work with training providers to develop strategies and tactics that will address short-, mid-, and long-term talent solutions. Some of these may include career awareness and exploration, sector-based marketing and recruiting, training, and curriculum alignment. A sample timeline is provided in Figure 1.



Figure 1

TPM Snapshots

You can review previous TPM Snapshots [Q1 2023](#) and [Q2 2023](#). As we continue to build on our TPM work, we will include these links for reference.

Active Industry Collaborative Overviews

Manufacturing

Through continued focus on “Strategy 5: Build Talent Supply Chain,” the Manufacturing Collaborative developed actionable next steps to engage external partners – K-12 school districts (ISDs), workforce agencies, and post-secondary. Leaning on the demand planning data, competency & skill set review, and general two-way conversation feedback shared in the [Q2 2023 TPM Snapshot](#), the Employer Collaborative prioritized an action plan to include these proposed solutions, goals and pain points:

Occupational Profiles, Pathways, and Onramp Projects and Trainings

- Occupational profiles for key roles (entry-level production, maintenance).
- Training of case managers and career counselors.
- Career pathways to indicate potential career progressions.
- Joint marketing to learners and workers to provide clarity (i.e., “Go to X program to get Y certificate, which leads to Z job”).

The pain points and next steps addressed for this prioritized solution include:

- Role clarity and setting industry expectations.
- Getting the right talent in the pipeline.
- Mitigating turnover due to lack of fit or awareness of job duties/realities.
- Increased industry interest and awareness.
- Assist career counselors and case workers in understanding industry needs, profiles, how to use them, and how to guide people into the right roles.
- Address lack of understanding of needs: who makes a great [fill in role], who may not be great for a role, what training/education is required, etc.

Current Manufacturing Occupational Profiles produced by the employer collaborative can be downloaded through the link below:

- [Occupational Profiles for Entry-Level Production Worker and Industrial Maintenance Mechanic](#)

Workforce Ecosystem Forum

Learning session for employers to better understand services, resources, and funding provided to job seekers even after job placement. Identify best practices for tracking workforce agency placement and continued engagement between employers and case managers. Can also be used to help identify opportunities for workforce agencies to partner with employers on retention – continue to provide coaching, resources, and services. Additionally, can encourage and determine common language on resumes for

all job seekers to help explain full engagement and barriers reduced through workforce agencies.

The pain points and next steps addressed for this prioritized solution include:

- Lack of awareness regarding available workforce resources, support available to job seekers and employers and how to engage with the various workforce agencies.
- Two-way sharing of needs and available resources – beginning with an established forum and sustained through regular engagement.

Address Equity and Diversity of Industry Pipeline and Programs

Devise efforts to promote the industry to and recruit and support underrepresented populations in the industry and within critical roles, e.g.:

- Ensure equitable access to STEM programs in K12 and post-secondary.
- Increase female candidates in the manufacturing pipeline.

The pain points and next steps addressed for this prioritized solution include:

- Increase awareness, interest, and access to education and job opportunities to diversify the pipeline.
- Examine current programming access (i.e., diversity, barriers, geography) and demographics to set baseline and goals.

Explore Career Navigator and Resource Navigator Roles

Shared resource model to include (for dual audiences/stakeholders):

- Exploring models for all ISDs & post-secondary institutions to share with staff that provide career guidance & workforce ecosystem assistance.
- Identify employer resource network models for employers & providers to share supportive services (i.e., transportation, childcare, etc.) in support of removing barriers.

The pain points and next steps addressed for this prioritized solution include:

- Lack of employer staffing support to assess barriers to employment and training/upskilling to achieve talent and individual learner/worker goals.
- Lack of employer capacity to navigate various resources, funding streams, etc., to offset training costs and to support employees/trainees with supportive services.

Collaborative Recruitment Methods: Recruitment into Industry Programming, Role-Specific Courses, Jobs, and Upskilling Opportunities

Discuss ways for employers and education/training providers (among other partners) to collaboratively recruit people into the manufacturing industry pipeline, directly into jobs,

into related programming for entry into roles, or through incumbent upskilling by employers.

The pain points and next steps addressed for this prioritized solution include:

- Pipeline shortages/gaps in both skills and interest through collaborative recruitment into programming that leads to a skilled workforce. Focus on all critical jobs, including recruitment of studying engineers to work in the manufacturing industry upon graduation.
- Create a shared responsibility across employers and providers for getting a viable number of students/trainees into critical programs.
- Collaborate on talent retention activities to keep skilled talent in the San Antonio region.

Grow Advanced Manufacturing Technician (AMT) Training for Higher-Skilled Production

Since skilled, certified AMTs are often leveraged for higher level production roles and are a key source of future maintenance talent, find ways to expand and scale all methods of AMT education/training, certification, and advancement.

The pain points and next steps addressed for this prioritized solution include:

- Need for a strong internal pipeline of maintenance talent, since most AMTs are sourced through incumbent upskilling and advancement or through poaching from other companies.
- Employer support and funding, philanthropic support, grants, etc., may need to be sought to support the scaling of AMT programming, cohorts, graduate output, etc.

Other action plan initiatives that could be prioritized in the future include:

- Life Skills/ Literacy in K-12 (and beyond) for Career Success.
- Address Key Skill Areas for Maintenance Roles.
- Development of employer toolkits on apprenticeship models, work-based learning initiatives, and internship/mentorship programs.
- Exploration of talent attraction and retention efforts for engineering talent.

Industry Prioritization

Through survey responses, the Collaborative consolidated the overall priority to:

Recruitment and retention into industry programming, role-specific courses, jobs, and upskilling opportunities.

Collaborative Initiatives to Support Priorities:

1. Equity and Diversity of Industry Pipeline and Programs:

- Identify Existing Benchmarks: Identify current state and barriers through data and discussion with partners.
- Prioritize Equity in all Collaborative Projects: Ensure all projects are inclusive, equitable and accessible.
- Address Immediate Opportunities: Increase access to [CAST STEM](#) programming and women in the industry pipeline.
 - i) CAST STEM High School is a career-themed high school that will prepare students for leadership positions in the STEM field. CAST STEM works hand-in-hand with industry partners to prepare students for engineering, technology, advanced manufacturing, and global logistics careers. Some features of the unique program include project-based learning to real-world problems to solve, as well as job shadowing, mentorships, internships, and job opportunities upon graduation.

2. Career Coaching and Resources:

- Explore Career Navigator and Resource Navigator Roles: Shared roles to navigate employment/education barriers, access to resources, etc.
- Occupational Profile Training: Train career counselors and case workers on how to use the profiles.
- Address Key Skill Areas for Maintenance Roles: Introduce roles early, e.g., Quality Systems/Quality SOPs, Project Management and Documentation, Machine Tooling Basics, and Basic Troubleshooting.
- Host Workforce Ecosystem Forum: Learning sessions about resources and services available, explore existing resources collaborative priorities.

3. Employer and Training Network Connection

- Training Program Repository: A tool for employers to identify and validate available training and programs for each priority role.
- Talent Pipeline Marketplace: An online board or talent marketplace to proactively highlight candidates as they near graduation or training completions.

- Shared and Aligned Calendars: A space to inform education, training, and employer partners about career awareness, exposure, and inspiration activities to promote careers, pathways, opportunities for upskilling, etc.

Next Steps

Employers volunteered to lead and participate in specific priority efforts. Meetings will be scheduled to cover collaborative partnership efforts, identify lead industry organizations, and determine the preferred next steps for implementation of the action plan.

Healthcare & Bioscience

Through continued focus on “Strategy 5: Build Talent Supply Chain”, the Healthcare Collaborative developed actionable next steps to engage external partners – K-12 school districts (ISDs), workforce agencies, and post-secondary. Leaning on the demand planning data, competency & skill set review, and general two-way conversation feedback shared in the [Q2 2023 TPM Snapshot](#), the Employer Collaborative prioritized an action plan:

Occupational Profiles, Pathways, and Onramps Projects and Trainings

- Occupational profiles for key roles (Certified Nursing Assistant-CNA, Patient Care Technician-PCT, Medical Assistant-MA, Licensed Vocational Nurse-LVN, and Registered Nurse-RN)
- Training of case managers and career counselors.
- Career pathways to indicate potential career progressions.
- Joint marketing to learners and workers to provide clarity (i.e., “Go to X program to get Y certificate, which leads to Z job”).

The pain points and next steps addressed for this prioritized solution include:

- Role clarity and setting industry expectations.
- Getting the right talent in the pipeline.
- Mitigating turnover due to lack of fit or awareness of job duties/realities.
- Increased industry interest and awareness.
- Assist career counselors and case workers in understanding industry needs, profiles, how to use them, and how to guide people into the right roles.
- Address lack of understanding of needs: who makes a great [fill in role], who may not be great for a role, what training/education is required, etc.

Current Healthcare Occupational Profiles produced by the employer collaborative can be downloaded through the link below:

- [Occupational Profiles for CNA, PCT, MA, LVN, and RN](#)

Workforce Ecosystem Forum

Learning session for employers to better understand services, resources, and funding provided to job seekers even after job placement. Identify best practices for tracking workforce agency placement and continued engagement between employers and case managers. Can also be used to identify opportunities for workforce agencies to partner with employers on retention – continue to provide coaching, resources, and services. Additionally, can encourage and determine common language on resumes for all job seekers to help explain full engagement and barriers reduced through workforce agencies.

The pain points and next steps addressed for this prioritized solution include:

- Lack of awareness regarding available workforce resources, support available to job seekers and employers and how to engage with the various workforce agencies.
- Two-way sharing of needs and available resources – beginning with an established forum and sustained through regular engagement.

Establish Regular Opportunities for Employer Engagement in Schools

Look at formalizing a system for setting up career exploration opportunities, employer speaking days/career days, facility tours, etc. Look at and implement a potential model for region-wide healthcare careers – connecting and exposing students, adult learners/career switchers, and influencers to industry opportunity.

The pain points and next steps addressed for this prioritized solution include:

- Address industry career inspiration and exposure opportunities, and address perceptions, misperceptions, etc., about job expectations, roles, opportunities, and education/career pathways.
- Get more people into the pipeline for critical roles.
- Facilitate clearer timelines and alignment of employer and school system engagement points.
- Create more intentional ways to collaborate to promote industry, careers, and common pathways.

Explore Career Navigator and Resource Navigator Roles

Shared resource model to include (for dual audiences/stakeholders):

- Exploring models for all ISDs & post-secondary institutions to share with staff that provide career guidance & workforce ecosystem assistance.
- Identify employer resource network models for employers & providers to share supportive services (i.e., transportation, childcare, etc.) in support of removing barriers.

The pain points and next steps addressed for this prioritized solution include:

- Lack of employer staffing support to assess barriers to employment and training/upskilling to achieve talent and individual learner/worker goals.
- Lack of employer capacity to navigate various resources, funding streams, etc., to offset training costs and to support employees/trainees with supportive services.

Alignment of LVN and RN School and Work Schedules

Identify school course scheduling needs, internship/clinical placements, and employer schedules to avoid the burden on incumbent Licensed Vocational Nurses (LVN) and Registered Nurses (RN) serving as mentors and trainers.

The pain points and next steps addressed for this prioritized solution include:

- Misalignment of scheduling (coursework, labs), on-the-job training (clinicals, internships), and work shifts (full- or part-time work of incumbents) make upskilling and employee schedules burdensome and tricky to navigate.
- Alignment—though different across schools and employers—will allow for better advance planning and shifting on both sides to support all involved.

Other possible priorities include:

- Extended supply/demand analysis – analyze enrollment and course completion against employer hiring practices to determine capacity for new or expanded training programs.
- Repository, communication board, and calendar tool to provide easier tracking of education provider contacts, industry collaboration opportunities, and shared outreach/calendar alignment.

Proposed Initiatives/Priority

Through survey responses, the Collaborative consolidated the overall priorities to:

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- 1. Finalize occupational profiles for selected roles and train case managers, career counselors, collaborative employers, and others on how to use the profiles.*
 - 2. Alignment of LVN and RN school and work schedules including clinicals, internships, and employer shifts to better align expectations of work shifts to available spots that will best support training completion and workplace success.*
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Collaborative Initiatives to Support Priorities:

1. Employer and Training Network Connection

- **Training Program Repository:** A tool for employers to identify available training and programs for each priority role.

- Schedule for clinicals and internships: A tool for employers to share available slots and schools to look for matching opportunities to match learners' schedules to open opportunities.
- Talent Pipeline Marketplace: An online board or talent marketplace to proactively highlight candidates as they near graduation or training completions.
- Shared and Aligned Calendars: A space to inform education, training, and employer partners about career awareness, exposure, and inspiration activities to promote careers, pathways, opportunities for upskilling, etc.

2. Occupational Profile Release

- Occupational Profile Training: train career counselors and case workers on how to use the profiles.

Next Steps

Employers volunteered to lead and participate in specific priority efforts. Meetings will be scheduled to cover collaborative partnership efforts, identify lead industry organizations, and determine the preferred next steps for implementation of the action plan.

Construction & Skilled Trades

The Construction & Skilled Trades Collaborative explored introducing and scaling regional pre-apprenticeship and apprenticeship models. Through a virtual learning session, the Collaborative discussed best practices for developing these programs, including:

- The need for quality pre-apprenticeship programming for non-high school audiences (adults, opportunity youth, etc.).
- Best programming formats and what best prepares individuals for the workforce.
- Challenges of traditional boot camp and training programs.
- High-level discussion on curriculum development, including employability skills.

Career awareness and exploration remains a major issue for the industry, especially with challenging perception issues. The Collaborative further discussed the need for collaborative recruitment for all ages, including awareness campaigns targeting the influencers – caregivers, parents, counselors, and friends. The Associated Builders and Contractors – South Texas Chapter shared information on the October 11, 2023 Construction Career Day. The 10th Annual 2023 Construction Career Day engaged over 900 regional high school students through resume reviews, career explorations, big equipment demonstrations, and a build competition. You can [click here](#) to read more about the event. SA WORX was proud to support the program through sponsorship, employer recruitment, and K-12 outreach assistance.

Next Steps

Continuing the successful conversation around pre-apprenticeship and apprenticeship best practices, the Collaborative will start designing educational program needs. When complete, these programs will provide an opportunity to collaborate with area training providers to introduce short- and long-term training for candidates who might need additional exposure to the industry.

Finance

The Finance Collaborative continued the career pathway momentum by refining and expanding the detailed entry-level roles and potential upskilling across the industry that was explored in the [Q2 2023 Snapshot](#). With an emphasis on separating front-office and back-office roles, the Collaborative developed a high-level finance career pathway for general career exploration and then began the process to drill down for each workstream pathway, as detailed in Figures 2, 3, and 4.

Specifically, each employer confirmed that the likely entry-level role for an individual without a 4-year degree is typically through a customer service occupation. Within each customer service role, there are often multiple levels for experience progression prior to transitioning to more specialized roles.

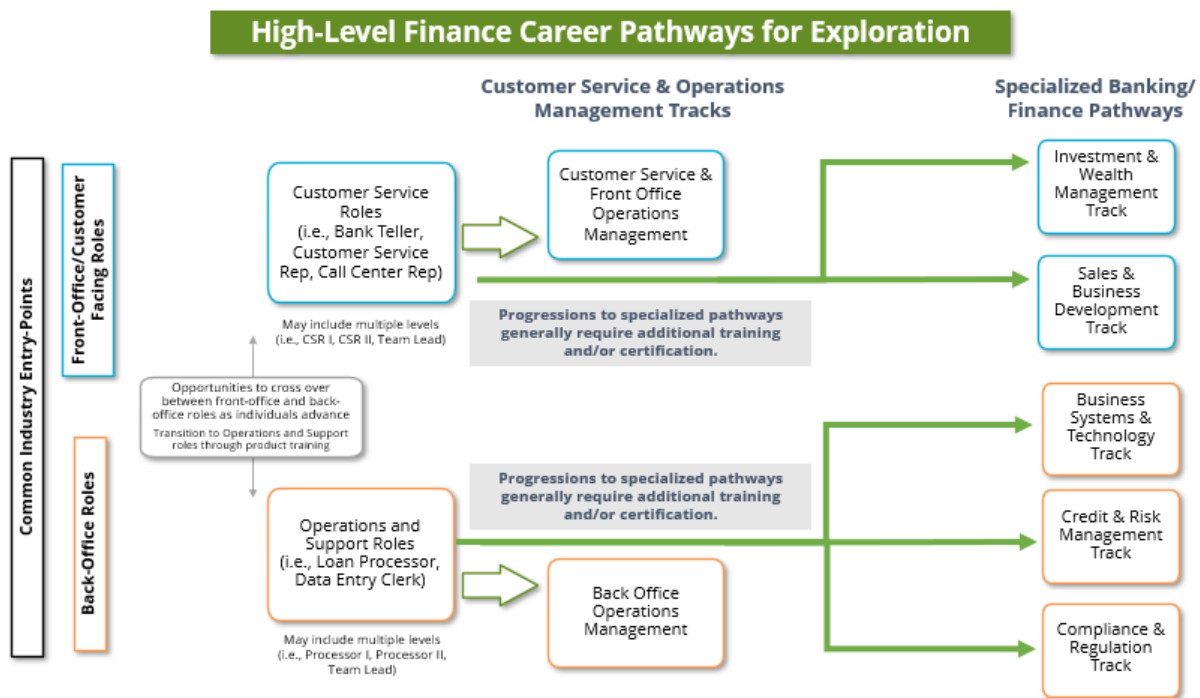


Figure 2

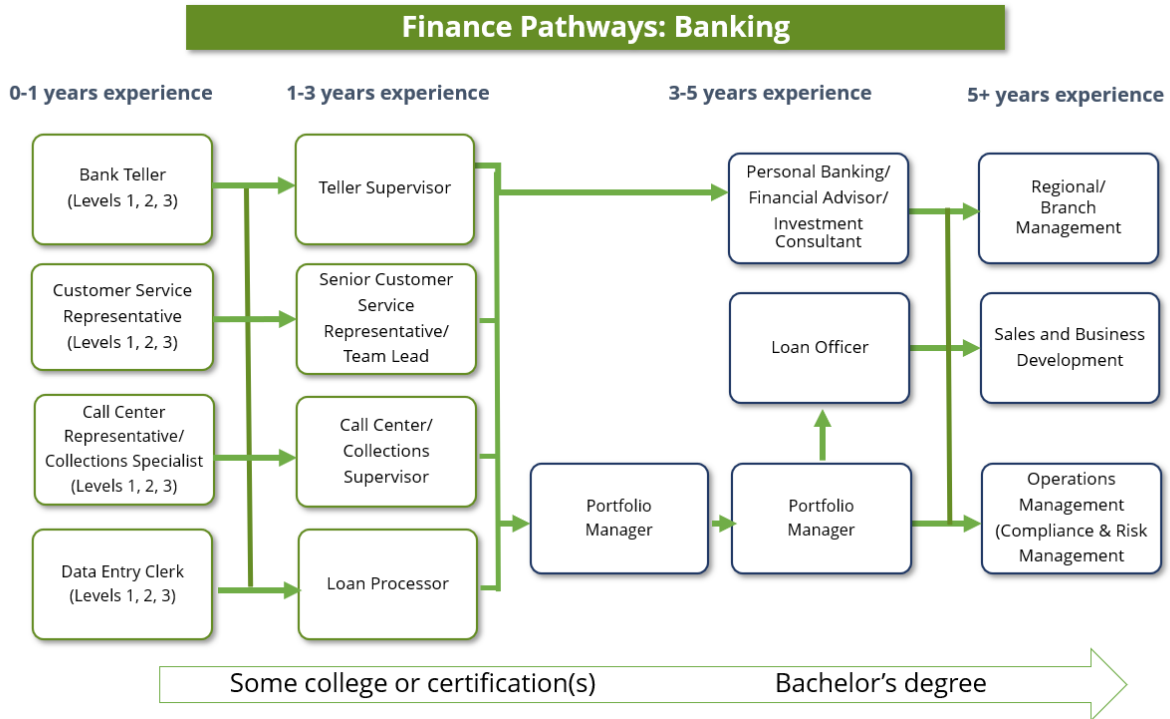


Figure 3

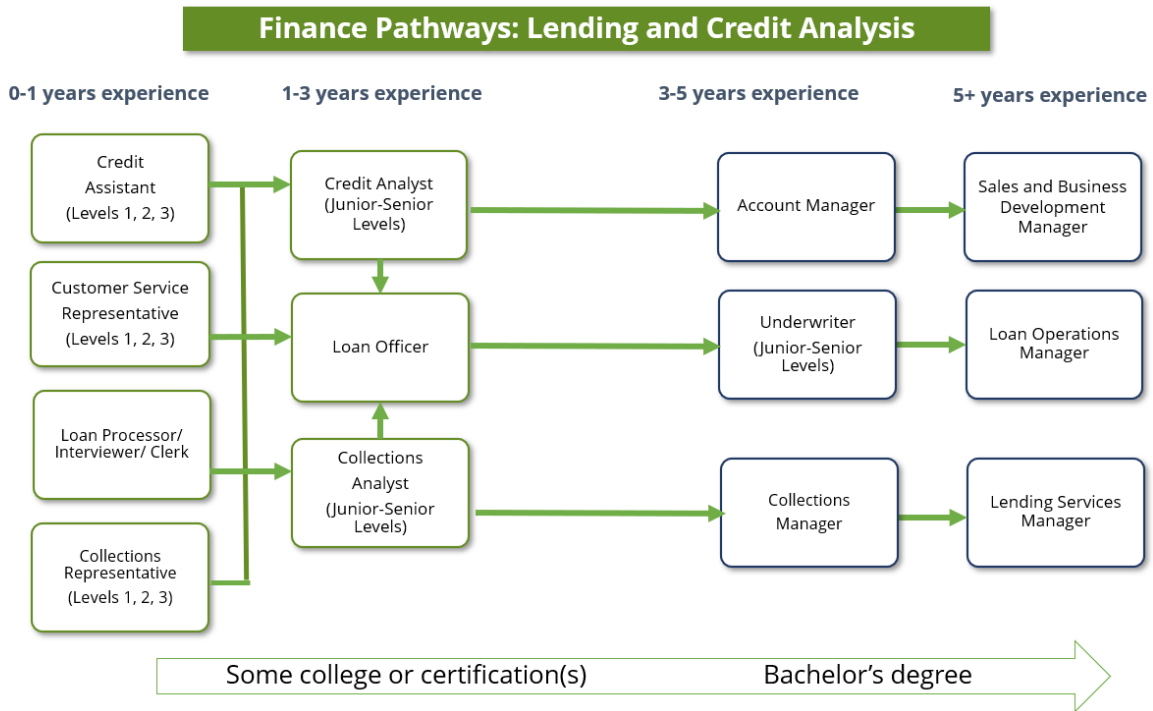


Figure 4

Next Steps

The Collaborative will continue to refine the career pathways to include an extended analysis of the competencies and skillsets required for entry-level customer service roles. While many employers prefer to train these entry-level roles through their typical company onboarding processes, there are opportunities for partnering on upskilling and continuing education training with third party training providers. With a focus on the developed career pathways, the Collaborative will discuss and outline successful internal, external, and needed programs to improve the quality of career progression for incumbent candidates.

IT & Cybersecurity

While the IT & Cybersecurity Collaborative did not formally convene during Q3, the greater:SATX team did meet with several employers of IT and Cybersecurity talent to better understand their current and projected hiring demand. Many employers communicated that entry-level roles without experience are limited.

Next Steps

In Q4, greater:SATX will reconvene this Collaborative with the goal of narrowing the focus on two to three IT and Cybersecurity-related roles.

City of San Antonio's Ready to Work Program

The information gathered will be regularly aggregated (anonymously) and shared with partner organizations to inform workforce initiatives. Specifically, SA WORX is partnering with the City of San Antonio's Ready to Work initiative to ensure that future participants are fully aware of and trained specifically for our region's career opportunities. TPM Collaboratives will directly assist industry alignment for the \$200 million Ready to Work initiative.

Join Us

The Talent Pipeline Management framework is built on industry best practices that provide an agile and structured workforce development process focused on employer return on investment. Across the nation, there are over 19 cohorts and 40 states participating.

To learn more and get involved in our regional industry collaboratives contact Christopher Mammen, Vice President of Workforce Development, at Christopher@greatersatx.com.



U.S. Chamber of Commerce
Foundation



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greater:SATX Regional Economic Partnership
112 E. Pecan Street, Suite 2635
San Antonio, Texas 78205

210-226-1394
greatersatx.com



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