

# TALENT PIPELINE MANAGEMENT

Greater San Antonio, Texas Region

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Q1 2023

greater:  
**SATX**

## Talent Pipeline Management Overview

Under the leadership of greater:SATX, San Antonio's regional economic development organization, we engaged the U.S. Chamber of Commerce Foundation and an experienced consulting team from the American Institutes for Research (AIR) to support the adoption and implementation of the Chamber Foundation's Talent Pipeline Management® (TPM) framework across multiple industry sectors. SA WORX, the workforce development team under greater:SATX, serves as the lead facilitator for the regional effort.

Implementing TPM is an opportunity for the San Antonio region to align and organize employer needs across priority industries and communicate those needs in an actionable, data-driven way to key education, training, and service providers across the region.

This report details San Antonio's TPM updates as of Q4 2022. The greater:SATX team will continue to provide regular updates throughout the TPM implementation stages.

## TPM Q1 2023 Update

Each TPM industry is organized into an employer Collaborative. Each Collaborative meets on a pre-determined schedule to provide insights, data, and feedback. In 2022, we launched five industry Collaboratives, setting the pace for San Antonio to become a national leader in implementing the TPM model.

- **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
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## Framework Strategies and Timelines

The TPM model is a long-term investment in our community and industry training development. 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.

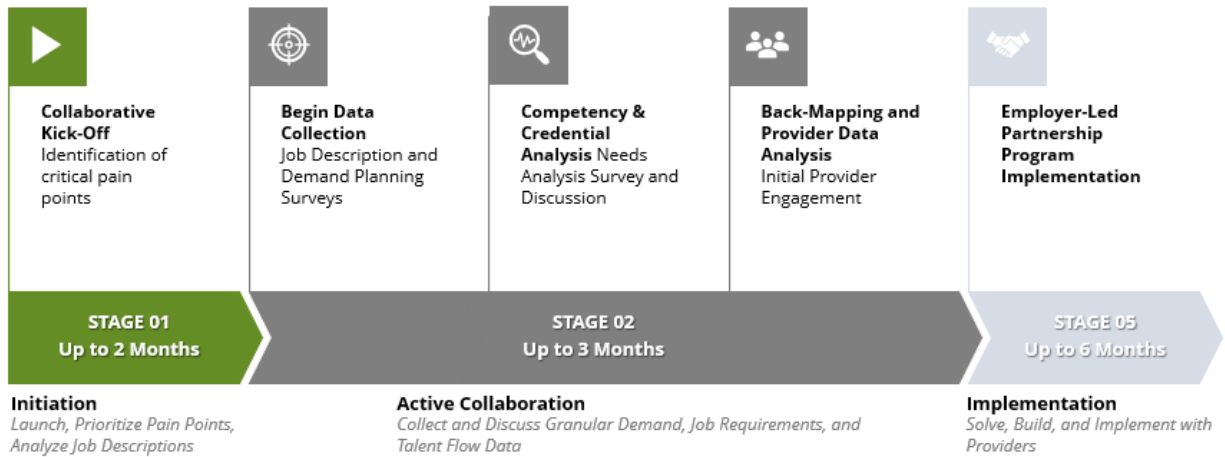


Figure 1

## Active Industry Collaborative Overviews

### Manufacturing

With over 19 manufacturing employers in our region committing to the TPM process, the Collaborative initially collected real-time data on critical roles through surveys and general discussion.

Manufacturing Collaborative employer survey responses identified the current and projected hiring needs, as outlined in Figure 2.

<b>Position</b>	<b>Total Demand (Next 12 Months)</b>
<b>Entry-Level Production Roles</b> (Production Operator/Team Member - including food processing, "manufacturing associate")	<b>1,516</b>
<b>Warehousing/Shipping &amp; Receiving</b> (Order Selector/Pickers/Material Handlers (Warehousing); Shipping and Receiving Coordinator)	<b>352</b>

<b>"Skilled Trades" and Technicians</b> (HVAC, ammonia, maintenance, refrigeration)	<b>244</b>
<b>Engineering Roles</b> (Electrical (mentioned x2 in titles/notes), mechanical, automotive, manufacturing, production; engineering techs; Director - Engineering)	<b>189</b>
<b>Maintenance Roles</b> (Skilled Maintenance, Maintenance Tech, Preventative Maintenance, Tool & Die Maintenance, Multi-skilled technicians - maintenance dept, Aero Mechanics, Aero Sheetmetal Mechanics)	<b>108</b>

Figure 2 (Responses from Collaborative employers)

**New vs. Replacement Roles**

Employers focused projections on new and replacement roles. New role creation is due to general operation expansion and new workstreams. Replacement roles projected are often due to general retention issues, career burnout, and retirements. During the TPM sessions, employers have focused efforts on reducing turnover, sharing retention tactics, and exploring new and creative ways to enhance career awareness and career pathways. The regional projections for new and replacement roles are depicted in Figure 3.

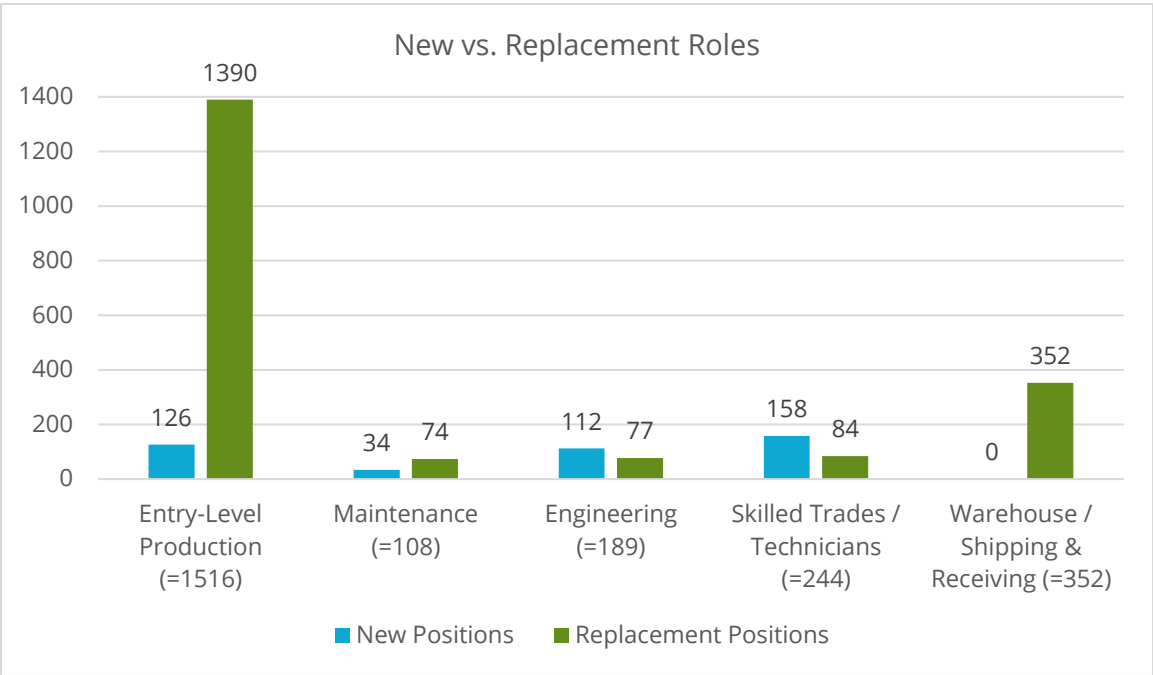


Figure 3 (Responses from Collaborative employers)

### *Manufacturing Collaborative Priorities*

The TPM Manufacturing Collaborative has agreed to focus training and education efforts on two critical roles – **entry-level production** and **maintenance workers**.

The Manufacturing Collaborative commits to developing best practices to:

- Improve career awareness and readiness through expanding industry marketing campaigns and extended training for school counselors, student success advisors, and case managers at both the K-12 level and post-secondary education providers. These efforts will reduce retention issues and provide a better opportunity for upskilling and career development.
- Identify hiring opportunities and best practices for the “hidden workforce”, including developing outreach to justice-involved individuals and individuals with disabilities, and finding ways to recruit from diverse demographics.
- Develop more robust 30-60-90 day onboarding plans and processes.
- Prepare for the pending retirement wave (“silver tsunami”) by developing internal mentorship and training opportunities.
- Explore new and innovative work-based learning opportunities.

### *Next Steps*

The Collaborative will work to develop actionable next steps before the end of Q2 2023. These include aligning competencies, skillsets, and job descriptions that lead to employer-led conversations with education and training providers on opportunities for expanded and refined curriculums.

The initial meetings between Collaborative employers and external stakeholders are scheduled for March 2023 to include K-12, Higher Education and Training Providers, and Workforce Agencies. During this session, employers will lead conversations with the stakeholders to review the Collaborative's collective findings, career awareness opportunities, and possible training enhancements to better prepare our workforce.



TPM provides a forum for companies that normally compete for labor to **discuss current challenges** in hiring and **strategize future growth & development** of our community workforce.

- Tony Magaro, Vice President of Human Resources at Southwest Research Institute



## Healthcare & Bioscience

With over 13 healthcare & bioscience employers committing to the TPM process, the Collaborative initially collected real-time data on critical roles through surveys and general discussion.

Healthcare & Bioscience employer survey responses identified a ranking of the highest in-demand occupations, outlined in Figure 4. These occupations can also be grouped into distinct career pathways of nursing and science.

	<b>Rank</b>	<b>Position</b>
<b>Nursing Pathway</b> Also: LVN, CAN, Psychiatric Nursing Assistant	<b>1</b>	<b>Medical Assistant</b>
	<b>2</b>	<b>Laboratory Technician / Technologist</b> <i>(Also, one mention of Phlebotomy)</i>
	<b>3</b>	<b>Registered Nurse</b>
	<b>4</b>	<b>Specialty Nurse</b>
<b>Scientist Pathway</b>	<b>5</b>	<b>Scientist Roles</b>
	<b>6</b>	<b>Research Roles</b> <i>(Bioscience Researcher, Medical Researcher)</i>

Figure 4

### Healthcare & Bioscience Collaborative Priorities

The TPM Healthcare & Bioscience Collaborative is still identifying the prioritized critical roles the Collaborative will focus on as well as defining the multiple entry point opportunities and career pathway development for job seekers.

- Identify the most promising entry point for an individual based on desired career pathways and professional goals. Examples could include Medical Assistant for one candidate and direct to Registered Nurse training for others. More robust career pathway development will provide better insight to candidates while setting the right expectations for upskilling and career growth.
- Reduce burnout and retention issues by developing professional mentor and coaching opportunities.
- Expanding and focusing on new apprenticeship and high school work-based learning programs.

### *Next Steps*

The Collaborative will work to develop actionable next steps before the end of Q2 2023. These include finalizing the critical role focus and aligning competencies and career pathways.

The initial meetings between Collaborative employers and external stakeholders are scheduled for March 2023 to include K-12, Higher Education and Training Providers, and Workforce Agencies. During this session, employers will lead conversations with the stakeholders to review the Collaborative's collective findings, career awareness opportunities, and possible training enhancements to better prepare our workforce.



Through this Collaborative, we have been able to partner with our industry peers, key community stakeholders, and educational institutions in a **shared vision** to create a balanced and comprehensive approach to solving our talent pipeline challenges. I anticipate that through this work we will be able to establish a **stronger and more stable talent pipeline** to support the needs of the healthcare and bioscience organizations that serve our community.

- Maggie Smith, Human Resources Vice President at Methodist Hospital



### **Other Industries**

greater:SATX launched regular Collaborative meetings in late Q4 2022 for Construction, Finance, and IT & Cybersecurity. Future TPM Reports will detail initial industry feedback and priorities for these sectors, as well as continued updates on Manufacturing and Healthcare & Bioscience Collaboratives.

## 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.

In our San Antonio region, the TPM framework has been critical to supporting the City of San Antonio's Ready to Work program, an unprecedented voter-approved program, ending in 2025, intended to upskill residents through paid training and job placement opportunities.

As a key employer engagement partner, we are sharing real-time current and projected hiring data provided by employers in these TPM sessions. This information sharing intends to directly inform the Ready to Work occupations and relevant training that will position participants for more successful employment into jobs that provide economic mobility. In addition, the majority of TPM employers have pledged to support the Ready to Work program by providing hiring data, specific competency and education requirements, and interview opportunities for candidates.

To learn more and get involved in our regional industry Collaboratives contact Christopher Mammen, Workforce Development Director, at [Christopher@greatersatx.com](mailto:Christopher@greatersatx.com).



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