

TPM Verified Talent Supply Chain Manager Credential Application

(Prerequisites, 20 Questions, 36 Competencies)

Section 1: Application Guidelines, Expectations, and Instructions

Topic 1: Overview and Expectations

The following application package is to be completed and submitted in TPM Co/Lab by the indicated due date for this application cycle. The Co/Lab environment will guide you through this process, with each section of the application consisting of a “module” of questions. Please ensure that all accompanying materials are included with your submission—including letter of support—and that your application questions for each section are complete before submitting. You will be able to save your work as you go and can complete the application in segments.

The time needed to complete this application will vary by applicant, but ***we suggest you plan for 6 hours total***, including writing and reviewing for accuracy and completeness. You might consider viewing this application as a TPM *project* that indicates your use of TPM concepts in the field. Also, please plan for enough time to obtain your ***letter of support*** and to collect any *optional* accompanying documents you may wish to submit to support your work.

Each applicant must submit their own application but may submit an application that describes their role (defined in the prerequisite section below) in a TPM project that was facilitated by one or more additional partners or team members. In this case, each individual’s application must clarify and describe their own role in implementation.

Topic 2: Utilization of TPM Competencies in the Field

For each question presented in the application, applicants are expected to provide a complete narrative to fully answer the question and to demonstrate the required competencies. For guidance, the competencies on which you will be evaluated are listed by question throughout the application sections/modules.

Please Note: The TPM Verified Talent Supply Chain Manager credential is meant to designate an individual TPM graduate’s success in implementing TPM strategies, approaches, and framework in the field to respond to employer needs, not to measure the ultimate success and outputs of an employer collaborative or internal employer team effort to build a talent pipeline. This credential designates an individual practitioner’s success in implementation. We are not asking you to recount the activities and/or relative success of the employers or internal team, unless those elements support your narrative about the role *you* played as a TPM graduate and peer-reviewed credential candidate. This

application—and the peer review process—will consider the flexibilities required of TPM’s employer-driven, customizable approach to solving complex talent challenges. You will be asked to describe how you navigated various decision points with your employer collaborative or internal team and generated consensus about next steps.

For a full list of competencies and the questions to which they are associated, please see this “Full Competency List” resource. Examples of successful responses can be found in the following resource “Competency Demonstration Examples.” Optional documentation is also listed for each question to encourage sharing of additional detail, tools and resources, etc.

Topic 3: Application Scoring and Review Process

Scoring

Applicants will be evaluated on their use of TPM competencies in the field, as demonstrated through narrative answers to the application questions. These competencies were determined by a team of Chamber Foundation staff, consultants, and experienced TPM practitioners.

Competencies will be evaluated based on the following evaluation scale, averaged across peer reviewers:

- Met** - The candidate has provided sufficient evidence/explanation of required competency usage in the field.
- Not Met/Need More Detail** - The candidate has either provided insufficient evidence/explanation of the required competency and more explanation may be need.

Candidates must receive a “met” determination from the majority of reviewers (2 of 3) for *at least* 75% of the required competencies to meet the requirements for application approval.

Peer Review Process

Your application submission will be reviewed by three members of the Peer Review Advisory Committee. A recommendation by these qualified, trained peer reviewers will be presented to the Chamber Foundation CEW team for final approval or denial. Determinations of credential issuance and communication of applicant status will be made within 60 calendar days of application cycle deadlines.

If a candidate has not met the application approval threshold, the Peer Review Advisory Committee will allow 30 calendar days from notification of the need for more information to resubmit their application for those items indicated as “Not Met/Need More Detail.” The same peer reviewer cohort will review *resubmissions*. If the revised application still does not sufficiently address the review committee’s requests, the applicant must wait to resubmit in a subsequent review cycle.

Topic 4: Credential Issuance and Maintenance

Applicants will be notified of their approved (or denied) application via email. This credential will be issued in the form of a digital badge and the recipient’s name will be added to the list of current TPM Verified Talent Supply Chain Managers located on the TPM Academy website. Digital

badges will be issued for use on LinkedIn and other professional platforms, and digital learning and employment records (LERs). These digital badging efforts are ongoing and will be retroactive if not available upon initial credential issuance.

Recipients of the TPM Verified Talent Supply Chain Manager credential will be required to renew their credential every three years. This is meant to ensure that practitioners maintain active facilitation of TPM activities and/or continue professional development in topics associated with the TPM framework and methodologies. For more information on renewal, please see the “TPM Verified Talent Supply Chain Manager Credential Standards” section titled “Credential Term, Cycle, Maintenance, and Renewal.”

Topic 5: Application Pointers, Flexibilities, and Supporting Documentation

Overview

For each of the application questions, you will be expected to provide a thorough response. To promote clarity, each question is clearly associated with specific TPM strategies and there are brief descriptors about the strategy and associated approaches you are being asked to demonstrate through your narrative responses. Be sure to hit on each required element of the question.

Each question or required explanation is phrased to relate to either the work of an employer collaborative, or for internal employer teams working on their own. Some questions focus on your overall approach to applying the framework, while others will ask you to detail your experience implementing the TPM strategies for an identified critical or feeder job or jobs.

Collaborations

For those submitting an application based on collaborative work with partners, be sure to describe your own role in implementation. Before moving on to each question and subsequent section, please ensure that you have fully answered and addressed the appropriate competencies for each question.

Flexible, Alternative Approaches

If you feel a particular TPM approach was not relevant to your specific context, explain how you came to this conclusion through consultation with your collaborative or internal team, and how you obtained the information needed to solve industry/employer challenges through facilitation of the TPM framework.

Examples of alternative approaches and decision points: If your collaborative or internal team opted not to implement a full back mapping process to understand current sources of talent, describe how you met the competencies associated with understanding current and potential talent pools (Strategy 4) through other means (e.g., alternative data collection mechanisms, facilitated conversation/talent source mapping). Or, if you did not

launch a full job requirement analysis survey to collect relative priority of competencies and other requirements, describe why you took the approach you did and how you discussed and re-evaluated job requirements for critical roles and determined next steps through alternative means.

Representing Multiple Collaboratives in Your Responses

Additionally, if you have launched and implemented multiple collaboratives—that represent varying industries, levels of success, and stages of maturity—you **may represent practical application of the required competencies through narrative discussion of your work with multiple collaboratives**. For example, you may discuss how you approached the demand planning process with your healthcare collaborative, but how you approached the back mapping process with your construction collaborative. We recognize that there may be varying levels of success and clarity of implementation for each TPM strategy and want you to have the best opportunity to represent your work as you complete this application. **Please be very clear in your responses for which collaborative you are responding, should you decide to demonstrate competency through multiple collaborative efforts.**

Topic 6: Application Structure and Themes

The application's 16 questions that follow are organized into five sections that reflect various phases of TPM work. This will help you understand the flow and structure of each section and what will follow in each section's subsequent sections. This may help you with flow, and allow you natural stopping points, should you complete this detailed application in multiple sittings.

These sections are as follows:

- **Section 1: Application Guidelines, Expectations, and Instructions.**
- **Section 2: Prerequisites.** This section collects basic personal info and verifies that you have met all prerequisite requirements.
- **Section 3: Preparing Stakeholders and Launching and Focusing Your Work** (Questions 1-5). This section focuses on Orientation and Strategy 1 activities and associated competencies.
- **Section 4: Demand Planning and Job Requirements Analysis** (Questions 6-9). This section focuses on Strategy 2 and 3 activities and associated competencies.
- **Section 5: Analyzing Talent Supply Challenges and Opportunities** (Questions 10-11). This section focuses on Strategy 4 activities and associated competencies.
- **Section 6: Co-Designing and Implementing Talent Pipeline Solutions** (Questions 12-14). This section focuses on the transition from the “homework” strategies to determining next steps for designing and implementing solutions that address critical pain points.
- **Section 7: Measuring Solutions and Planning for Incentives** (Questions 15-16). This section focuses on Strategy 5 activities and associated competencies.

Note, there are no required competencies or questions associated with Strategy 6 for the TPM Verified Talent Supply Chain Manager credential.

Topic 7: Resources, Questions, and Contacts

Resources

The following resources may be helpful in further understanding requirements, expectations, and planning your response. *It is not required that you utilize them.*

- **Application in Additional Formats.** While the application must be submitted through these modules in Co/Lab, we have provided a PDF version for viewing the entire application at once and a Microsoft Word version in case you prefer to fill out the application in this format before entering responses into the Co/Lab environment. *This is not required.*
- **Full Competency List.** For viewing all competencies and their associated questions in one place. This resource lists the questions and associated competencies in two different views – by question and by competency.
- **Competency Demonstration Examples.** This resource provides examples of successful application answers that fulfill the requirements of their associated competencies.
- **TPM Verified Talent Supply Chain Manager Credential Standards.** This document is a detailed accounting of all credential processes, terminology, and details.
- **Application FAQ.** View answers to frequently asked questions to guide the application process.

Additional Information

For additional information on appeals, maintaining your credential, commitments and timeframes, and other information associated with this credentialing and designation process, refer to the “Application FAQ” or reference the full “TPM Verified Talent Supply Chain Manager Credential Standards” document.

For questions regarding the TPM Curriculum, TPM Academy, or TPM Co/Lab, visit <https://www.uschamberfoundation.org/talent-pipeline-management>.

Contact

For questions about the application or peer review process, contact workforce@uschamber.com.

Application Section 2: Prerequisites

Applicants must meet the following prerequisite requirements before submitting a TPM Verified Talent Supply Chain Manager Credential Application for consideration by peer reviewers.

1. **Completion of the TPM Curriculum and attainment of the TPM Talent Supply Chain Manager badge (obtained through a passing score on the TPM Summative Assessment). Cohort #, Co/Lab completion, and passing summative assessment score will be verified by CEW staff.**

Note: For those TPM graduates whose TPM Academy experience pre-dated availability of the summative assessment please [\[see/contact\]](#) [\[web location/email address\]](#) for more information about meeting this requirement.

2. **Demonstrated experience in implementing the TPM framework, methodology, and associated concepts in the field, through an employer collaborative, employer-led initiative, or application of TPM methods to another existing talent pipeline initiative. Experience must meet the following requirements.**

- Demonstration of experience as described through a TPM Verified Talent Supply Chain Manager Credential Application submission.
- Launch and implementation of *at least one* TPM employer collaborative, or application of the TPM process (to the extent outlined below) to an existing industry-driven, employer-led initiative (either as a host organization/intermediary or an internal employer team). Role in launch and implementation must consist of *one of the following*:
 - A defined leadership role in facilitation and implementation of at least one collaborative or leading an internal employer team for those employers working alone
 - Contributions to co-leading, consulting, or supporting a host organization or internal employer team

Please indicate the industry of focus for your employer collaborative or internal employer initiative project detailed in this application. Note: If you plan (or decide while filling out this application) to represent the work of more than one collaborative, please include them here (and/or update this field before submission). [Click or tap here to enter text.](#)

Please describe the role you played, in alignment with the descriptions above: [Click or tap here to enter text.](#)

- Completion of Strategies 1 through 4 of the TPM framework and progress made in Strategy 5, as outlined in this application and provided by the applicant in narrative responses.

- Demonstrated progress in the creation or improvement of at least one talent pipeline solution through the TPM co-design phase (Strategy 5). This may include creation of a new training or education program, improvements to an existing program, implementation of an employer-driven talent management effort to impact the pipeline (i.e., pipeline expansion and recruitment strategies, retention solutions, career awareness efforts, career pathway and upskilling strategies), etc.
 - Note: Strategy 5 is a long-game effort and may be ongoing. For strategy 5 activities, the application will require you to represent ***either completed activity or efforts that you are currently implementing.***
- Planned (or implemented) activity around measurements of success and alignment of incentives. While this activity is not required to have been *completed*, questions will ask you to describe efforts underway and/or planned activity.
- ~~○ Successful collection of at least 2 measures of success in TPM implementation, as outlined in this application in Question 16; and~~

3. A letter of support from a colleague, superior, or allied partner detailing leadership in TPM principles and implementation.

Please submit a letter of support via attachment (.pdf, .doc, .docx) [indicate where in electronic form/app page] using the following ***file naming convention: [last name]-[document title].[file type].***

Application Section 3: Preparing Stakeholders and Launching and Focusing Your Work

(5 Questions, 8 Competencies)

Section Instructions:

In this section, you will be asked to describe your process for determining that TPM was an appropriate solution for your community, company, and/or industry; how you determined industries of priority based on data and early needs identified; how you gained both employer commitment and buy-in internally and with various partners; and how you gained the support needed to launch TPM collaboratives or internal initiatives.

Remember, you will be evaluated based on *your* approaches and determinations for the specific context of your TPM activities, how you facilitated conversations to determine your approach, and how well that approach aligns with the required competencies.

Note: It may be helpful to review each application section's questions in their entirety before beginning your application narrative to ensure that you are not repeating your work and your narrative follows the appropriate flow. Consider writing your response to each question and then checking that response against the competency checklist and considerations provided in the guide.

Question 1: Orientation - Selecting TPM as a Framework for Solutions

Please briefly describe the process you went through to determine that the TPM framework and methodology was an appropriate approach to addressing your region's or company's talent challenges. Please discuss the talent challenges you were trying to address using the TPM framework, any partners that were part of the determination to use TPM as a guiding framework to solve talent challenges, and how you determined your industries of focus (i.e., through data, established regional priority, business leadership).

Expectation: 3 paragraph maximum

[Insert response]

Optional Documentation:

- Data and/or reports used to determine industries of focus

Question 2: Orientation/Strategy 1: Gaining Community Support and Aligning to Existing Efforts

Please describe how you went about identifying key regional or internal stakeholders necessary to the success of your TPM efforts and your process for communicating the TPM value proposition to gain their support. In addition, describe your process for identifying and aligning TPM efforts to any *existing* regional talent efforts. If additional partnerships and alignment to existing initiatives were not pursued, please describe this decision point and your conclusions.

Expectation: 2 paragraph maximum

[Insert response]

Optional documentation:

- Attached list of key partners and their organization's purpose, roles in TPM activities, etc.
- Charters or partnership agreements used to gain commitment and outline roles
- Marketing/outreach materials or presentations used to gain support from community leaders and partners

ASSOCIATED COMPETENCIES

1-C. Determine any key partners, stakeholders, community leaders, and/or key talent initiatives in your community and discuss with them the value proposition for using the TPM framework and methodology to align and enhance regional talent efforts, as applicable.

1-D. Gain necessary community support from key partners and initiatives to launch TM efforts and/or apply the TPM framework to existing industry and/or internal talent pipeline efforts.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 3: Orientation/Strategy 1 – Launching, Organizing, and Financing TPM Efforts

Describe your organization’s model for launching TPM efforts *and/or* applying the TPM framework to an existing employer consortium(ia) or internal effort. In your response, include how you gained funding, staffing support, and leadership and/or stakeholder buy-in to launch your TPM efforts. Please also any *additional* resources acquired to ensure successful launch and implementation (i.e., funding, consultants, new staff).

Expectation: 1 paragraph maximum

[Insert response]

Optional documentation:

- Budget models, staffing models, graphics, etc., that detail structures and support for TPM activities.

ASSOCIATED COMPETENCIES

1-E. Determine and obtain the support needed to effectively launch and implement the TPM framework and methodology in your community/ company, including funding, staffing structures and capacity, leadership buy-in, and various other resources, as applicable.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 4: Strategy 1 - Gaining Employer Commitment and Champions

Discuss your tactics for communicating the value proposition of TPM to employers, existing employer consortia, or internal employer teams, and how you obtained their leadership and sustained commitment for implementing the TPM framework. In your response, describe your value proposition talking points, how you communicated expectations and obtained commitment, and your tactics for *sustaining* employer leadership.

Expectation: 2 paragraph maximum

[Insert response]

Optional Documentation:

- Marketing/outreach materials, presentations, or documented tactics used to gain support.
- List of employers active in collaborative(s)

ASSOCIATED COMPETENCIES

1-F. Obtain employer/internal team leadership and commitment for TPM framework implementation by describing the value proposition (including ROI), various potential benefits and outcomes of involvement, and setting clear expectations of participants.

1-G. Devise strategies to sustain employer/internal team leadership and collaboration (i.e., engaging employer champions and internal executive sponsors, measuring progress/ROI, balancing time commitment).

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 5: Strategy 1 - Collaborative/Internal Initiative Kick-Off and Pain Point Identification

Describe how you initiated (or kicked-off) your TPM employer collaborative efforts (or internal employer initiative), including how you prepared for and launched initial TPM collaborative meetings (or introduced TPM to an existing effort/group) and your process for facilitating identification and prioritization of initial critical pain points for focus.

In your response, please discuss:

- Your launch process and format.
- How you engaged your collaborative/internal team to reach consensus on critical and feeder jobs and/or associated talent management pain points.
- How you went about narrowing initial focus on internal pipelines, external pipelines, or both (if applicable).

Note: If you applied the TPM framework or key concepts to existing efforts, please describe how you began incorporating them.

Expectation: 3 paragraph maximum

[Insert response]

Optional documentation:

- Initial kick-off presentations and/or guides created/used to facilitate prioritization of critical roles and talent management challenges.

ASSOCIATED COMPETENCIES

1-H. Plan for and facilitate employer collaborative/internal team identification and prioritization of key talent pain points of focus—including critical and feeder jobs and/or talent management challenges—and whether to focus on internal or external pipelines, or both, as applicable.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Application Section 4: Demand Planning and Job Requirements Analysis

(4 Questions, 9 Competencies)

Instructions:

In this section, you will be asked to describe your process for data/information collection, analysis, and determination of next steps with your collaborative or internal team regarding demand planning (Strategy 2) and analysis of job requirements (Strategy 3). You will describe your process for determining data needs, identifying the appropriate collection mechanisms for your collaborative or internal team, and preparing for discussion about what this data/information means for your next steps.

Please indicate if you completed Strategy 2 and 3 data collection as part of a combined survey effort, but ***you will be asked about job requirements (i.e., competency and credential needs) in subsequent questions.***

Note: If, for any reason, your collaborative and/or company did not engage in demand planning through the TPM Web Tool or other survey collection mechanism, please provide a response that details your methods for obtaining demand data (e.g., email responses, previous data/report collected by same group of employers) and preparing for conversation about critical demand, taking into account the listed competency requirements. For those that were guided by their employers/internal teams to take alternative approaches to understanding demand and/or job requirements, questions in this section will guide you to discuss your approaches in the context of the required competencies.

Question 6: Strategy 2 – Collecting and Analyzing Demand Data

Describe the process you used for collecting demand planning data, including any tools you leveraged (e.g., the TPM Web Tool) for employer (or internal team) demand planning data collection, and how you obtained commitment from employers (or internal teams) to provide this data. In addition, describe the parameters you used for data collection (e.g., time periods of focus, assumptions, new versus replacement) and your level of success in obtaining employer/internal team responses to engage in demand planning, whether through surveys or other methods.

Expectation: 2 paragraph maximum

[Insert response]

Optional documentation:

- Survey template created/used. Applicants are encouraged to share their templates and tools with other practitioners (without employer data represented).

ASSOCIATED COMPETENCIES

2-A. Determine the appropriate method for obtaining primary demand planning data and successfully collect it from employers/internal team for the purpose of analyzing aggregate data and communicating accurate demand for critical and feeder jobs of focus.

2-B. Make determinations with employers/internal teams about the parameters of demand data collection. For example, the appropriate time periods for demand planning projections, frequency of demand planning data/information collection, and whether to collect data/information for new positions, replacement positions, or both.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 7: Strategy 2 –Analyzing and Discussing Demand Data to Determine Next Steps

Describe how you analyzed the demand data you obtained and organized it for employer/internal team discussion, including any initial results or key themes surfaced for discussion.

Next, describe your process for presenting the demand planning results to employers/an internal team, how you facilitated conversation around the implications of this demand data, and any key findings and next steps identified in this conversation(s).

You might consider the following questions in your response (as applicable):

- *Did this data support your original selection of critical and/or feeder jobs of focus?*
- *Were any changes made to the focus of your efforts?*
- *How did these numbers compare to traditional and/or real-time labor market data?*
- *Did the data indicate anything about issues of turnover or rapid growth?*
- *What next steps were determined as a result of the demand data revealed and discussed?*
- *If you did not collect demand data, why? Did recent data already exist that employers felt was sufficient? How did you create an alternative approach to discussing critical demand?*

Expectation: 2 paragraph maximum

[Insert response]

Optional documentation:

- Aggregate data presentations, charts, graphs, etc., for which permission has been granted to share and/or templates for presenting data.

ASSOCIATED COMPETENCIES

2-C. Analyze and organize aggregated demand planning results/information to present key findings (i.e., “what the data revealed”) to employer collaboratives or internal teams.

2-D. Present demand data (or other collected information) and facilitate employer/internal team conversation regarding demand data implications and nuances—including what data may indicate about turnover, growth, etc.—and identify how this may have influenced approaches and next steps.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 8: Strategy 3 – Determining Approach and Collecting Job Requirements Information

Describe the process you used to determine with your collaborative or internal team your approach to collecting and discussing information on job requirements for critical roles, including any tools and resources you used to determine parameters and collect information (e.g., the TPM Web Tool, competency frameworks, job descriptions).

In your response, describe your methods of collection (i.e., job requirements survey, other information collection mechanisms, detailed discussion) and the parameters used in your survey and/or information collection process. In addition, describe your level of success in obtaining job requirements data/information from employers or internal stakeholders.

Note: If a determination made that this data already existed or did not need to be collected for a position, please explain and discuss the analysis of existing data, or other methods used to validate or re-evaluate job requirements.

Expectation: 3 paragraph maximum

[Insert response]

Optional documentation:

- Survey template created/used. Applicants are encouraged to share their templates and tools with other practitioners (without employer data represented).

ASSOCIATED COMPETENCIES

3-A. Determine which components of and approaches to job requirement analysis are most appropriate for the critical pain points and/or critical and feeder jobs identified and determine a strategy for data collection.

3-B. Obtain commitment and participation from collaborative employers/internal employer teams to collect and anonymously provide TPM job requirements data *or* determine with your collaborative alternative methods for consolidating feedback for the sake of validating and/or re-evaluating job requirements.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 9: Strategy 3 – Analyzing and Discussing Job Requirements Data/Info to Determine Next Steps

Describe how you organized and analyzed job requirement survey of info collection results, and how you summarized results and key themes to prepare for discussion with employers.

Next, explain your process and approach to facilitating employer conversations about hiring requirements and what next steps and/or conclusions were identified.

Consider the following in your response (as each is applicable):

- *How did you present collected data/information to employers/internal teams to generate discussion?*
- *What themes seemed to emerge in the data and resulting discussion regarding requirements and preferences? Similarities and differences across employers or roles?*
- *What implications did current hiring requirements have on either limiting the talent pool or attracting unqualified candidates?*
- *What next steps were identified through this process?*

Expectation: 3 paragraph maximum

[Insert response]

Optional documentation:

- Aggregate data presentations, charts, graphs, etc., for which permission has been granted to share and/or templates for presenting data.

ASSOCIATED COMPETENCIES

3-C. Analyze and organize aggregated job requirements survey results and/or other forms of feedback to present to employer collaboratives/internal teams for discussion.

3-D. Clearly present needs analysis data and/or various other forms of job requirements feedback to facilitate conversation with employers or internal teams to gain consensus and/or clarity regarding hiring requirements.

Examples: Nuances around practical application and demonstration of each competency, slight variations in job role/structure across companies, certification differences across various regulated facilities.

3-E. Facilitate employer/internal team conversation regarding implications and nuances associated with identified job requirements—including how these requirements may limit talent pool or result in unqualified applicants—and identify how this may influence approaches and next steps.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Application Section 5: Analyzing Talent Supply Challenges and Opportunities

(2 Questions, 4 Competencies)

Instructions:

In this section, you will be asked to describe your process for determining with your collaborative or internal team how you collected information and discussed current and potential talent supply sources, challenges, and opportunities. While not every collaborative may elect to use *all* the Strategy 4 methodologies (depending on goals, context, and employer commitment), you will be asked to discuss the determinations and decision points that led to your decisions and how you navigated obtaining info and discussing talent supply dynamics within your TPM activity.

For those that were guided by their employers/internal teams to take alternative approaches to understanding current and potential sources of talent, key providers of pipeline solutions, and the talent pipeline's current capacity to meet employer needs, questions in this section will guide you to discuss your approaches in the context of the required competencies.

Important Note: Strategy 4 includes a variety of methodologies to help you better understand talent supply for a critical or feeder job and compare that supply to employer demand, including back mapping, talent flow analysis, supply-demand analysis, and talent pool analysis. **Only back-mapping** data collection and/or robust discussion of current and potential talent sources is *required* for successful application, but explanations for additional methodologies utilized are *welcomed*.

Question 10: Strategy 4 – Determining Approach and Collecting Talent Supply Information

Explain your process for determining with your collaborative or internal team which of the Strategy 4 Talent Supply Analysis methodologies would be employed to better understand current and potential sources of talent and the capacity of the pipeline to meet industry needs for your critical pain points. Describe your methods for collecting this information—in any parameters set for data/info collection—and why you took this approach based on your particular situation.

In your response, please briefly detail (as applicable):

- The determinations you made regarding which methodologies would be employed and which data collected, and why each was important to the collaborative's/employer internal team's overall goals and efforts.
- The data and/or feedback collection methods (e.g., surveys, outreach to experts, robust and structured employer/internal team conversation) and sources (e.g., employer HRIS and ATS systems, provider and demographic data sources) used to obtain the necessary data for each Strategy 4 methodology you employed.
- How you determined the parameters for any survey and/or data/feedback request involved and gained consensus on what to include.

Remember: If your collaborative or internal team, for whatever reason (e.g., lack of available data, time-intensive data collection, focus on non-hiring/upskilling related talent management challenges), chose to forgo a full back mapping process, please focus your responses on your process for collecting employer intelligence and any evidence otherwise available (sans survey) to generate and document discussion on current and future sources of talent and/or known providers of skilled candidates (as well as additional methodologies, if used).

Expectation: 3 paragraph maximum

[Insert response]

Optional documentation: Survey or data collection mechanism templates used for back mapping, talent flow analysis data collection, supply-demand analysis, and talent pool analysis.

ASSOCIATED COMPETENCIES

4-A. Determine through employer collaborative conversations and/or internal company teams which of the four talent supply methodologies are appropriate for/crucial to understanding and addressing talent supply, and which are palatable to employers/internal team. (Methodologies: back mapping, talent flow analysis, supply-demand analysis, and talent pool analysis).

4-B. For each talent supply analysis methodology used, demonstrate your approach to obtaining employer/internal team consensus on the various components/parameters used for data/info collection, and demonstrate how you obtained the necessary information identified.

Note: Parameters may include (as applicable) timeframes for data/info collection; populations of focus (e.g., all candidates, all hires, or all quality hires); focus on internal or external pipelines (or both); necessary job-to-job flows (feeder and critical jobs/pathways); geographic scope and parameters of provider data; demographics; and others.

If you did not collect data through a survey, please explain how you approached getting employer feedback on talent supply for critical and feeder jobs.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 11: Analyzing and Discussing Talent Supply Data/Info to Determine Next Steps

For each methodology used and data set/body of information collected, please provide:

- A description of your process for organizing and analyzing the information to prepare for employer/internal team discussion.
- Key themes/summary of the information you obtained.
- The process you used to guide employers/internal teams through a discussion of talent supply data and/or feedback and analysis, including what the collaborative/internal team determined from the data and/or discussion about supply and demand challenges, opportunities, and next steps.

Reminder: Only discussion of back-mapping data—and/or other feedback methods regarding current sources/providers of qualified talent—and determination of next steps is required for a successful application response, but explanations for additional methodologies utilized are encouraged.

Expectation: 3 paragraph maximum

[Insert response]

Optional documentation:

- Aggregate data presentations, charts, graphs, etc., for which permission has been given to share and/or templates for presenting data.

ASSOCIATED COMPETENCIES

4-C. For each talent supply analysis methodology used, analyze and organize relevant supply data, survey results, or documented feedback to present to employer collaboratives/internal teams for discussion.

4-D. Present talent supply data and/or feedback collected and *facilitate conversation* with employers/internal teams to gain consensus and/or clarity around key providers, sources/pools of talent, potential talent supply challenges, diversity implications, potential pipeline solutions, as applicable.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Application Section 6: Co-Designing and Implementing Talent Pipeline Solutions

(3 Questions, 8 Competencies)

Instructions:

In this section, you will be asked to describe your process for determining with your collaborative or internal team where to start in building talent pipeline solutions based on the pain points identified; data collected thus far; and priorities, solutions, and partners and processes needed to design, improve, or implement those pipeline solutions.

Remember, as you approach Strategy 5, all pipeline solutions implemented across the TPM Value Stream Map are appropriate for discussion. It may be helpful to reference the value stream map graphic as you craft your response.

This section's questions focus on determining priorities and next steps; identifying preferred providers and/or partners needed for solutions design and implementation; and devising strategies and workstreams to successfully implement solutions to critical pain points.

Important Note: It is *not* required that you have “*completed*” Strategy 5, but that you at least have a solid *plan* to implement needed talent pipeline solutions. Questions 14 will require that ***either*** full implementation has occurred, ***or*** collaborative/internal team *planning* has occurred to achieve related goals in the future. We expect that solutions have been identified and that planning is in place for implementation (with various partners) of those solutions across the TPM value stream.

Question 12: Strategy 5 - Determining Where to Start and Identifying/Engaging Key Providers

In short, please describe your process for determining where to start in building talent pipelines, determining next steps and priorities, and selecting provider partners important to addressing priority pain points. Be careful to include each element and/or explain why that element/approach was not relevant to your efforts.

In your response, please include (as applicable) how you:

- Facilitated conversation with your collaborative/internal team to determine if data collected to this point was sufficient for determining next steps and pipeline deficiencies, and for identifying preferred providers. Was any additional data needed? If so, what, and why?
- Determined where to start in building talent pipelines—including whether to focus on solutions for internal pipeline needs, external pipeline needs, or both—and prioritized potential next steps.
- Identified, invited, and engaged those partners most important to the design and delivery of needed pipeline solutions (i.e., “preferred providers”).
- Shared data and identified needs with providers to start conversations about co-designing pipeline solutions.

Notes: Remember to be inclusive in your definition of provider partners. They may include any provider of talent pipeline solutions across the TPM Value Stream. **You will be asked to further outline pipeline solutions (i.e., training and education solutions, talent management efforts) in subsequent questions.**

Please ensure all elements have been addressed and all competencies have been met before moving on.

Expectation: 3 paragraph maximum

Optional documentation:

- Data reports from enhanced data collection, if not already represented in previous optional data submissions, and if approved for sharing in aggregate by employers/internal team.
- Measures used and/or determinations for who to include as preferred providers.
- Presentation materials or tools used to capture employer/internal team and provider data and share for discussion.

ASSOCIATED COMPETENCIES

5-A. Based on analysis of data and determinations to this point, determine if the data/information collected thus far is sufficient to determine next steps in building talent pipelines, including whether to focus on internal pipelines, external pipelines, or both.

5-B. Facilitate employer or internal team consensus on priority next steps to solve critical pain points, with consideration for effort and impact of solutions.

5-C. Facilitate employer collaborative/internal team discussion to identify preferred/potential providers important to designing and delivering solutions to solve critical pain points.

5-D. Organize and facilitate the sharing of employer data and needs—as well as provider data and efforts/programming—for the sake of better understanding challenges and opportunities and for determining next steps across all partners.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 13: Strategy 5 – Co-Designing Talent Pipeline Solutions

Please describe the solutions you pursued (or plan to pursue) with your employers (or internal team) and various providers, and the relevance they have to solving the critical pain points identified. See prompt questions below, as well as a list of various pipeline solutions.

Please include the following in your response (as applicable):

- What priority solutions were identified? How did/will they address critical pain points identified?
- What areas of the TPM Value Stream were being addressed through these solutions?
- Are there persisting gaps that have been flagged as future needs/solutions, but were not/are not being addressed immediately?
- How did you gain commitment from various entities to work together for solutions co-design and implementation?

Note: Pipeline co-design planning and/or activity may include TPM Value Stream/talent supply chain solutions such as the following:

- *Competency and curriculum mapping to address Strategy 3 job requirements through enhanced or new training and education programming.*
- *Career awareness or inspiration efforts to support pipeline expansion in early tiers of talent development.*
- *Supportive services and interventions that support learner and worker success to progress along both external and internal pipelines.*
- *Work-based learning solutions that enhance current training and on-the-job training models.*

Expectation: 3 paragraph maximum

[Insert response]

Optional documentation:

- Facilitation guides or agendas used to facilitate sharing across partners, determination of next steps, and prioritization of solutions.
- Visual representation of programming and efforts—perhaps aligned to the TPM value stream map—and/or list of partners and programming associated with pipeline solutions.

ASSOCIATED COMPETENCIES

5-E. Facilitate discussion and gain consensus on design of priority talent supply chain solutions to address critical talent pipeline pain points. *Note: Solutions may be fully implemented or in progress and are inclusive of solutions across the TPM Value Stream.*

5-F. Align solutions identified to original critical pain points identified to ensure impact and return on investment of employer and partner time and effort.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 14: Strategy 5 – Implementing Pipeline Solutions, Organizing Various Workstreams, and Capturing Lessons Learned

Discuss how you implemented (or plan to implement) the co-designed solutions identified, including activity to date, who was involved in delivering various solutions, and any obstacles or lessons learned throughout the implementation process.

Reminder: *It is not required that full implementation on solutions has occurred, but that you are actively implementing at least one pipeline solution.*

In your response, please consider (as applicable):

- *What tools or processes you used (or will use) to track implementation and/or various workstreams of activity.*
- *What methods you used (or will use) to identify various workstreams, prioritize efforts, and get the right experts to the table to design and implement solutions.*
- *Who is/was involved in delivering these solutions – various roles from provider partners, employer/internal teams, etc.*
- *Any obstacles encountered or anticipated in implementing, lessons learned.*
- *What you might do differently in future TPM implementation efforts with this collaborative/internal team or others.*

Expectation: 3 paragraph maximum

[Insert response]

Optional documentation:

- Representations of various workstreams, implementation plans/charters, or other implementation resources.
- Presentations regarding next steps, implemented (or currently active) solutions, or lessons learned.

ASSOCIATED COMPETENCIES

5-G. Devise streamlined processes to coordinate implementation across partners and track progress on identified solutions.

5-H. Capture lessons learned for future implementation, including any obstacles or promising practices.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Application Section 7: Measuring Solutions and Planning for Incentives

(2 Questions, 3 Competencies)

Instructions:

In this section, you will be asked to describe how you did *or* plan to measure success and align any potential incentives to performance of provider partners.

Important Note: Questions 15-16 require that ***either*** full implementation has occurred, ***or*** collaborative/internal team *planning* has occurred to achieve related goals in the future. Each question provides more detail about specific requirements, including how you can demonstrate each competency even if your work is still ongoing.

Question 15: Strategy 5 - Measuring and Communicating Success

Please describe any specific metrics or measures of success identified for current or future tracking by your employer collaborative or internal team.

Please consider, as applicable, the following questions:

- What leading and lagging metrics and other measures of success did your employer collaborative/internal team establish to track progress against goals? Consider key activities, milestones, outputs, and leading and lagging outcome metrics, as applicable.
- How did you reach consensus about what to track?
- What tools and processes are you using to track and report progress (e.g., scorecards, dashboards, success stories, regular report-outs to stakeholders)?
- How often are you reporting these milestones, metrics, and success stories, and to whom?

Reminder: If you have not yet tracked measures of success, please answer this question in the context of planned measurement, tracking, and communication of success for your TPM efforts.

Notes on measuring success: Remember, you can be creative with the measures you have already captured or plan to capture. These can be significant milestones (e.g., establishment of new programming/curriculum improvements, job requirement shifts); leading measures that contribute to longer-term, lagging success measures (e.g., enrollment increases in programs, launch and impressions from career awareness/marketing efforts); or lagging measures (e.g., employer ROI for involvement, reduction in hiring costs, increased program completers). Consider what is/was important for you employers/internal team to track and report on progress (or lack of) so far.

Expectation: 2 paragraph maximum

[Insert response]

Optional documentation:

- Key results representations, employer satisfaction survey results or presentations, success stories, periodic measures and milestones tracked, other documents that have been created to capture and communicate success, etc.
- Existing public reports, charts, scorecards, graphics, etc., illustrating progress and success, progress, shortcomings, etc.

ASSOCIATED COMPETENCIES

5-I. Obtain employer/internal team consensus on what will be measured (and how) to determine progress toward critical pain points and ultimate success in improving the talent pipeline.

5-J. Determine tools and processes for documenting and communicating various successes and key milestones, including performance metrics and scorecards, TPM success stories that relay the impact of TPM activities, and other methods, as applicable.

Please ensure all questions have been addressed and all competencies have been met before moving on.

Question 16: Strategy 5 – Provide/Plan for Aligned Incentives

Describe your process for identifying potential (or secured) incentives and aligning them to metrics and collaborative/internal team goals. What incentives (e.g., preferred provider designations, financial and in-kind contributions, work-based learning opportunities) did/will your collaborative or internal team put on the table? What did each seek to impact? How did/will you align them to key performance metrics, if applicable?

Remember: *If not to this stage of the process yet, please describe your approach and plan for incentive identification and management.*

Expectation: 1 paragraph maximum

[Insert response]

Optional documentation:

- List of incentives offered and/or aligned to metrics, whether already distributed or planned/available.

ASSOCIATED COMPETENCIES

5-K. Identify with employers or internal teams the potential incentives they are willing to provide to various partners to achieve success in pipeline co-design and how they align to or impact performance measures and intended outcomes.

Please ensure all questions have been addressed and all competencies have been met before moving on.