



U.S. Chamber of Commerce  
Foundation



**Talent Pipeline Management<sup>®</sup>**

# **TPM Job Quality Resource Guide**

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# Introduction

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Welcome to the Talent Pipeline Management (TPM) Job Quality Resource Guide. This resource guide is for organizations and professionals leading TPM initiatives, as well as their employer partners, interested in incorporating job quality in TPM collaborative discussions and interventions. Other stakeholders, including education partners, workforce program practitioners and funders, and community-based organizations interested in TPM may also find the materials in this guide useful.

Many employers recognize the negative impacts low job quality can have on workers, families, communities, and regional economies, and desire to provide higher quality jobs to improve talent attraction and retention for their businesses. However, making job quality investments and changes can often feel overwhelming, impractical, or incompatible with employer goals. The purpose of this guide is to provide a framework and practical tools for TPM practitioners and their partners to address talent pain points by designing higher quality, more attractive jobs for candidates and current employees.

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## What Is TPM?

Led by the U.S. Chamber of Commerce Foundation, TPM is designed to be a scalable, authentically employer-led solution designed to close the skills gap in ways that generate shared value and a return on investment (ROI) for employers as well as learners, education and training providers, and the communities in which they reside. This systemic approach unlocks employer leadership and engagement in a novel way by speaking the language of—and leveraging strategies and practices associated with—supply chain management.

Taught through the TPM Academy® and supported by the TPM Academy curriculum and implementation resources, TPM provides a structured process that facilitates employers engaging in collective action; producing primary source data about their workforce needs and challenges; and designing and implementing solutions that address their most pressing shared talent pain points. Launched in 2014, the growing TPM movement is now in 44 states, D.C., and Canada, with hundreds of active employer collaboratives involving thousands of employers.

## Why Focus on Job Quality Through TPM?

At the U.S. Chamber of Commerce Foundation, we believe effective, employer-led efforts to improve job quality can advance an organization's business goals, address specific employer pain points in their talent pipelines, and improve TPM performance. How jobs are designed impact employee satisfaction, productivity, workplace diversity, time to hire, retention and turnover, and other key performance metrics that benefit both employers and the workers themselves. While worker preferences are not all the same (i.e., a good job for one worker may not be a good job for another), designing (or redesigning) jobs to improve job quality can address employer pain points by ensuring workers from different backgrounds:

- Apply for and accept offers for critical jobs
- Can be successful on the job
- Are sufficiently rewarded based on their goals and needs
- Report higher job satisfaction and stay with an employer for longer period of time
- Experience greater rates of internal promotion

Simply put, designing good jobs is good for business.

## What Is Job Quality?

The U.S. Chamber Foundation worked with leading job quality experts to identify eight job quality features for employers and employer collaboratives to consider:

- **Earnings:** Compensation for work performed, including hourly wage or annual salary, commission, tips, bonus, or profit share.
- **Benefits:** Health insurance, paid leave, employee education benefits, retirement plans, childcare subsidies or support, and other benefits, including those that address barriers to work. This includes support accessing and maximizing benefits provided (e.g., financial wellness and career coaching).
- **Safety and Security:** Policies and practices to promote physical safety (precautions against disease or injury) as well as mental and emotional safety (e.g., training and clear policies for reporting, investigating, and addressing harassment or discrimination). This also includes psychosocial safety and the level of role stressors employees experience (e.g., extent employees feel safe to take risks, feel cared for by colleagues, are clear on what is expected, and extent work tasks create ongoing conflict with other colleagues, teams, or departments).
- **When and Where Work is Performed:** Employee input on work schedule and location (if applicable), predictable hours, advance notice of schedule changes, and compensation when using on-call scheduling.
- **How Work is Performed:** Use of skills, proper tools and technology to be productive, connection with co-workers, level of input, autonomy and control in the performance of duties, and extent employees feel their work tasks are significant, interesting, challenging, aligned to business objectives.
- **Learning, Development, and Advancement:** Pre-employment training partnerships, onboarding, technical skill training, cross-training, mentoring and coaching, sponsorship, upskilling opportunities such as apprenticeship or targeted degree programs, and structured promotion pathways.
- **Employee Voice and Engagement:** Valuing and acting upon employee input and engagement through surveys, stay interviews, employee resource groups, and meaningful task forces or improvement teams. In some cases, this may also include open-book management, broad employee ownership (e.g., through Employee Stock Ownership Plans, or ESOPs), participatory management (co-operative), and productive relationships with organized labor.
- **Management and Supervision:** The culture established, modeled, and reinforced by the leadership and management teams. This includes the qualities, management competencies, and communication practices of individuals responsible for managing people and the quality of relationships employees have with direct supervisors. This may also include the level and quality of team-based models and shared leadership opportunities for all employees.

### Designing for Job Quality



## What Is Included in the Resource Guide?

This resource guide will walk through definitions, benchmarking exercises, considerations, and practical resources to assist TPM practitioners and employers in considering and improving the eight job quality features for critical jobs. Specifically, this job quality resource guide is broken down into three parts:

**Resource 1: TPM Partner Orientation to Employers** – This resource is intended to help TPM practitioners, as well as community-based organizations, education partners, and worker advocacy organizations understand common employer language, perspectives, priorities, challenges, and language related to job quality. With a better understanding of how employers approach this topic, TPM practitioners and partners can more effectively introduce, collaborate, and support employers and employer collaboratives through job design efforts that improve job quality and address employer pain points.

**Resource 2: Employer Orientation to Job Quality** – This resource is intended to help employers better understand the national research landscape about job quality and resources that can support adoption of new business practices. This section will also help employers secure internal buy-in and evaluate the success of job quality initiatives on the metrics that matter most to them.

**Resource 3: Leveraging TPM to Address Talent Pain Points Through Job Quality** – This resource describes how TPM practitioners and employers can lead job design efforts to improve job quality in each of the eight job quality features for critical jobs. The resource includes case studies, definitions, reflection questions, and examples for practitioners to take action, all within the context of TPM Strategy 1 (Organize for Employer Leadership and Collaboration), Strategy 3 (Align and Communicate Job Requirements), Strategy 5 (Build Talent Supply Chains), and Strategy 6 (Engage in Continuous Improvement and Resiliency Planning).

After reading through this resource guide, TPM practitioners will have the knowledge and tools to begin (or accelerate) efforts to design jobs in a way that increases job quality, address TPM pain points, position businesses as “employers of choice”, and increase an employer’s or employer collaborative’s ability to support the well-being of workers, families, and local communities.

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## How to Use the Resource Guide

This guide can support a range of uses. The resources can be used as stand-alone documents or bundled together, depending on your needs or the needs of your audience. The following are examples of how you can use the documents together or separately.

- **Getting the Word Out:** The resources can be distributed via email, embedded in a newsletter, or used as collateral at related events to help socialize TPM with potential employer partners, job quality stakeholders, and practitioners working with employers or employer collaboratives on job design efforts.
- **Meetings/Presentations:** The resources can be used as preliminary reading or as a reference during one-on-one or group meetings, such as those with chambers of commerce, public agencies, or nonprofit and community-based organizations. They can also be highlighted in or used to inform presentations on TPM, job quality, or employer engagement best practices.
- **Workshops/Orientations:** The resources can guide workshops with employers, job quality partners, and TPM practitioners to explore best practices for employer engagement or application of the TPM framework from the lens of job quality. They can also be incorporated into in-person or virtual orientations for people learning about the TPM framework.
- **TPM Academies:** If you choose to participate in or co-host your own TPM Academy, these resources can be included to complement the TPM Academy curriculum. They can also support outreach and recruitment of participants for a TPM Academy.

## Further Exploring TPM and Job Quality

Whether you are an employer committed to strengthening job quality, a TPM practitioner supporting talent pipeline strategies, or a partner organization working to improve workforce outcomes, the TPM Job Quality Resource Guide offers tools and insights tailored to your needs. TPM is designed to enhance and complement existing efforts as well as support the design of new efforts. TPM can add value by bringing structure, data discipline, and an outcomes-focused approach to collaborations aimed at improving job quality across industries. For employers, TPM can help align internal job quality efforts directly to talent pain points and talent pipeline strategies; for workforce development leaders, it offers a replicable methodology; and for partners, it provides a shared framework for engaging businesses more effectively.

If this is your first exposure to TPM, we encourage you to connect with the U.S. Chamber of Commerce Foundation team, TPM Fellows, or experienced TPM practitioners who can offer guidance and examples from the field. In addition to this guide, a growing body of TPM resources is available to deepen your understanding. Employers, workforce leaders, and partners alike can explore the TPM Academy curriculum to learn the strategies and practices that define the TPM system (<https://tpmacademy.uschamberfoundation.org/the-curriculum/>). For those ready to take the next step, this is an opportunity to integrate TPM principles and discussions on job quality, with the goal of strengthening talent pipelines, enhancing worker experience, and supporting long-term organizational performance.

## Authors and Acknowledgments

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