

TPM

Preparing Talent for Today's Workplace

Talent Pipeline Management (TPM) is a process that gives employers, individually or collectively, the tools they need to effectively build their own pipelines and pathways.

Employers following the TPM process steps identify and remove barriers that:

Limit candidate interest

Employers who list every "nice to have" skill as requirements in the posted job description dissuade truly qualified applicants from applying.

Impede hiring processes

Quality applicants self-select out of potential employment based on lengthy hiring timelines or a lack of timely response. Employers also set up artificial barriers like online applications that automatically eliminate strong candidates based on an incomplete form.

Hinder internal advancement

New hires leave when they don't see a defined career pathway or have an internal mentor to model growth opportunities.

Examples from Buffalo Niagara Employers

● Recruiting:

Action: Employer identified and removed outdated job requirements

Outcome: More interested applicants qualified for the position

Action: Employers engaged in classroom trainings, company tours, and in-classroom interviews

Outcome: Increased candidate awareness of the employer and position

● Interview Process:

Action: Employers do not screen applicants based on interview attire

Outcome: Strong candidates advance in the interview process even though their current financial circumstances may prevent them from wearing business attire to the interview

● Retention:

Action: Employer develops career pathway document for entry level position

Outcome: New employee understands growth opportunities in the short, middle, and long-term

BNP has worked with 17 employers across six industries in piloting TPM. Learning from this work has improved employer awareness of what they can do to build talent pipelines and better address their talent challenges moving forward.

TPM Informed Best Practices from Buffalo Niagara Employers

- Remove mandatory HS degree and other credential barriers that are not a true necessity for a position.
- Work with Chambers of Commerce as an employer liaison to training entities to help expedite the process and produce better outcomes.
- Engage in classroom training, especially for certificate programs or other short-term training opportunities.
- Eliminate probationary pay period. High quality candidates/hires will likely select another position that pays them a higher hourly wage immediately versus accepting a lower probationary wage for the first few weeks of employment.
- Engage strong candidates quickly in the interview process. The current market mandates employers act decisively or risk losing candidates to other employers.
- Adopt an 'earn and learn' period to test-drive a hire for fit.
- Keep company leadership and HR staff on the same page related to new hiring processes and potential labor pools such as youth, new Americans, or justice involved.
- Assign internal mentors for new hires to ensure productive onboarding and decrease turnover.



Talent Pipeline Management:

Step 1:

Identify the critical position(s) in your organization that is necessary for your growth and economic competitiveness (this can be an entry, mid or high-level position). Ask yourself, is this position difficult to fill? Do you experience high turnover in this role and/or a lack of qualified applicants?

Do you want to work collaboratively to build a bigger pool of qualified candidates? The BNP can assist in determining other employers with a similar talent need.

Step 2:

Gather decision makers (hiring manager, immediate supervisor, operation manager,) and **together** review the skills and competencies required for the position. Determine which are “nice to have” and those that are truly mandatory. Competencies or credentials that are taught “in-house” may not need to be listed as requirements when what you are really looking for is base knowledge (e.g. OSHA certification vs. knowledge of safety principles).

The BNP can help by sharing examples of this process with our TPM pilot employers.

Step 3:

Informed by the discussion outlined in Step 2, revise the position description. Review the description through the lens of equity and inclusion to ensure the posting speaks to the largest possible pool of applicants.

The BNP can provide employers with resources to ensure job descriptions and other critical communications are informed by DEI best practices.

Step 4:

Analyze your talent. Identify a few top performers in the position (past and/or present) and identify where they came from. If the answer is another employer, look back further to determine their education or training. Training providers can be a direct source for talent.

The BNP can assist employers in identifying training providers and other workforce development contacts to help source talent sources.

Step 5:

Develop a clear, articulable career pathway that can be communicated to both prospective employees (include it as part of the position description) and education and training providers. Too many great jobs remain unfilled in our region because candidates and/or their advisors do not have knowledge of the career opportunities that exist.

The BNP can provide employers with career pathway examples and templates and assist with outreach to career advisors and training entities to help promote your opportunities.

Step 6:

Keep up to date on new talent source opportunities and strategies.

The BNP offers a variety of programming (in-person, virtual, and on-demand) and content to help employers tackle their talent challenges. Keep up to date at the thepartnerhip.org

TPM steps can be completed on your own or reach out to BNP's Talent Navigator to discuss the details of a customized program.