



ECONOMIC
DEVELOPMENT
CORPORATION

SEGUIN'S TALENT PIPELINE MANAGEMENT COLLABORATIVE

ADVANCED MANUFACTURING



Prepared By:

Seguin Economic Development Corporation

www.seguinedc.com

12 MONTH SNAPSHOT



The TPM Approach

The Seguin Economic Development Corporation (SEDC) launched its first Talent Pipeline Management (TPM) Collaborative for Advanced Manufacturing in September 2024, to address critical workforce challenges in the sector.

The Talent Pipeline Management (TPM) model, developed by the U.S. Chamber of Commerce Foundation, is an employer-led, demand-driven approach to workforce development that applies supply chain principles to talent strategy. It helps businesses define critical skill needs, align education and training partners, and build sustainable pipelines to meet evolving workforce demands. By fostering strong collaboration and leveraging real-time data, TPM equips communities to prepare workers for critical job functions that support the backbone of the local business economy. Learn more about the TPM process at www.tpmacademy.org.



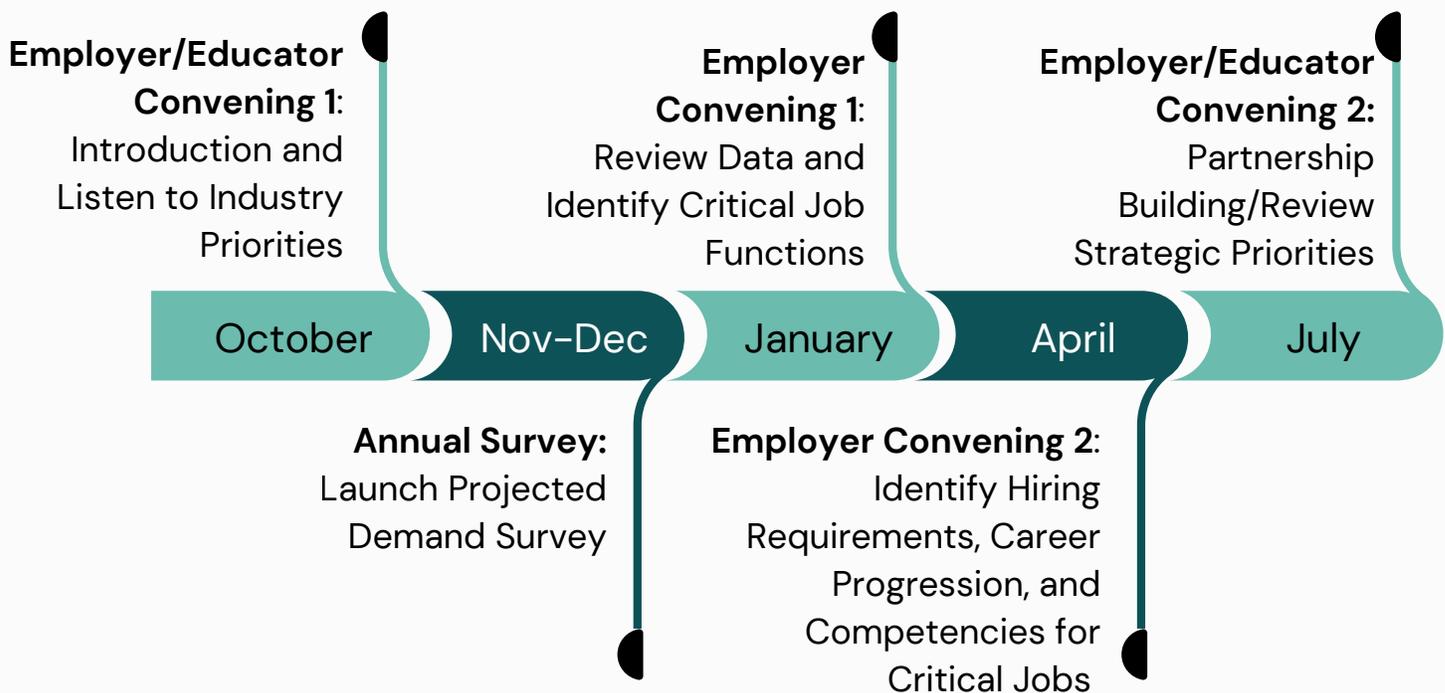
TPM Collaborative Meeting at Seguin Public Library, October 2024

Our Local Approach

We applied the Talent Pipeline Management (TPM) framework to guide our collaborative meetings, tailoring it to fit our local needs while maintaining alignment with the core principles of the TPM model. To ensure our efforts stayed on track, we contracted with a local TPM consultant, Christopher Mammen of CM Strategic Partners, whose extensive experience facilitating TPM initiatives with manufacturers in Greater San Antonio provided valuable insights and guidance throughout our process. Our Workforce Development Manager, Jessica Dersen, also completed the on-demand TPM Academy to understand TPM's six-strategy process.

Across four working meetings with 15+ employers, 7 education providers, and 2 community partners, we addressed: (1) critical jobs and major talent challenges in Seguin, (2) 12-month demand and projected openings, (3) career progression for critical jobs, and (4) hiring requirements and competencies for each critical job. The 12-month demand survey completed by 15 manufacturers identified **production technicians and maintenance technicians** as the two critical occupations in the industry due to high turnover.

Project Schedule and Timeline (10-months)



Manufacturing Labor Market Landscape in Seguin

- 4x more manufacturing jobs compared to the national average.
- 7k+ advanced manufacturing jobs are located in Seguin, Texas.
- Seguin accounts for 80% of manufacturing jobs in Guadalupe County.
- Median annual salary: \$70,916

JobsEq, Q12025

Seguin's Top 10 Manufacturing Occupations

SOC	Occupation	Employment	Wages
51-2092	Team Assemblers	608	\$44,100
51-1011	First-Line Supervisors of Production and Operating Workers	309	\$64,600
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	248	\$36,400
51-9061	Inspectors, Testers, Sorters, Samples, and Weighers	239	\$45,900
49-9041	Industrial Machinery Mechanics	206	\$61,900
51-4121	Welders, Cutters, and Solderes, and Brazers	197	\$48,800
51-4041	Machinists,	190	\$53,100
51-2031	Engine and Other Machine Assemblers	186	\$40,700
17-2112	Industrial Engineers	164	\$102,700

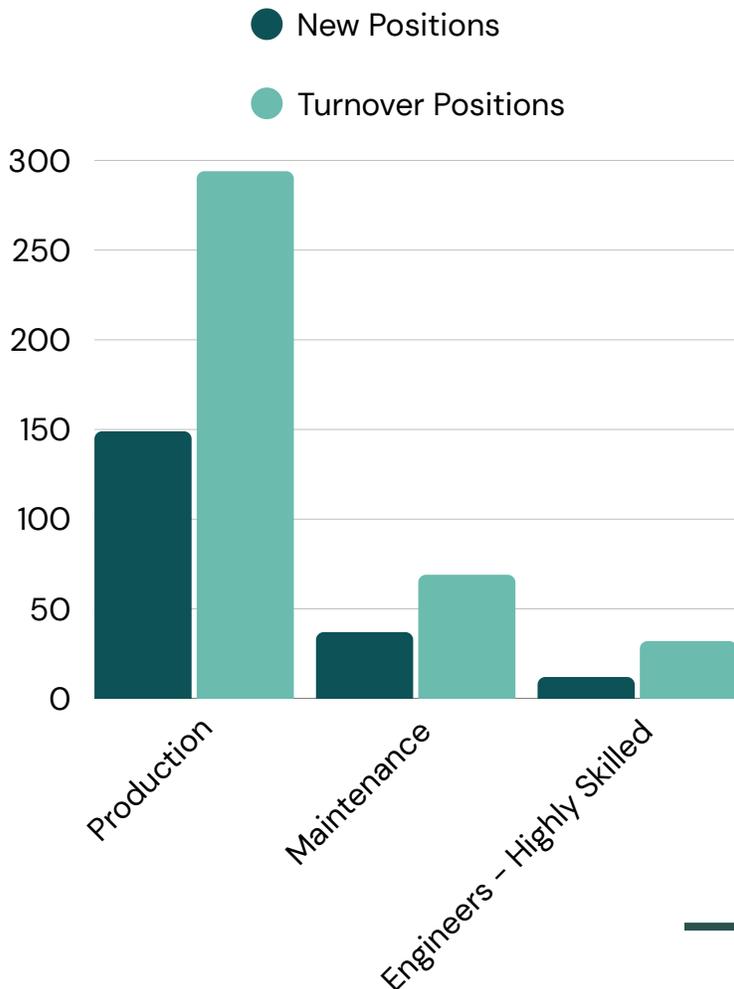
JobsEq, 2024Q1

Manufacturing Collaborative Demand Forecasting (12-months)

With over 15 manufacturing employers who participated in the TPM process, the collaborative completed a 12-month demand survey to identify critical roles in Seguin.

This survey identified current and projected hiring needs between Dec. 2024–Dec. 2025, in Seguin, Texas.

Occupation Types:	New Positions	Replacement Roles
Assemblers/Production	55	227
Maintenance Technician	18	57
Operators/Machinists	48	40
Manufacturing Engineers	10	32
Welders/Sheet Metal	26	14
Other: Technicians	19	12
All Other	5	8
Quality Control	5	0



The two critical job groups agreed upon by employers were:

Production Technicians (including assemblers, painters, fabricators, welders, operation technicians, operators (varies), packers, quality control, powder coaters, forklift operators, and general labor)

Maintenance Technicians (including electrical techs., mechanical techs., refrigeration tech., industrial mechanics, robotics & controls, programmers, and CNC repair techs.)

Employer Collaborative Insights

◆ Survey Insights

- There were **151 unfilled job openings** at the time of the survey.
- **50% of respondents** indicated that their “**hiring has remained steady, but we are not experiencing growth.**” **30% of respondents** indicated that they are “**experiencing workforce growth**” and **30%** indicated that they are “**experiencing hiring needs as a result of consistent turnover or retirements**”.
- Top 3 issues for hiring included **difficulty finding talent (60%), industry perception (47%),** and **retention for entry-level roles (47%).**

◆ Current Strategies

- **Attract and Retain Talent:** Use competitive incentives like weekly productivity bonuses, referral and new-hire bonuses, and insights from labor market analysis. Leverage local talent pipelines through apprenticeships, internships, TX FAME Lone Star, and upskilling programs to build a steady flow of qualified candidates.
- **Strengthen Onboarding and Development:** Support new hires with structured training checklists, mentors, and job shadowing. Invest in people-leader training and strategic over-hiring to anticipate turnover and maintain workforce stability.

◆ Challenges

- **Talent and Workforce Barriers:** High turnover (~35%), limited local talent pools (maintenance), difficulty attracting non-local candidates, and low interest from TLU students or high school graduates lacking maintenance-level skills.
- **Operational and External Pressures:** Challenges with second and third shift hiring, language barriers, regional pay competition, immigration law constraints, and hiring pauses tied to economic factors like tariffs.

◆ Opportunities

- **Talent Development and Pipelines:** Build clear upskilling pathways from production to maintenance roles, expand feeder programs into TX FAME, and partner with schools to offer HVAC and other technical training to strengthen the future workforce.
- **Retention and Engagement Strategies:** Launch employer survey to pinpoint turnover drivers, create summer bridge programs and senior prep initiatives, and establish clear roadmaps for career progression from entry-level to senior roles to improve retention and growth.

Employer Collaborative Insights

◆ Getting the Facts Straight

- There is **high turnover** in production and maintenance level roles.
- Companies are developing internal **technical automation, soft skills, and leadership** training programs.
- **Perception of the industry** is important – start exposing students and adults **early and often**.
- There is still a **huge disconnect** between industry demand and educational providers in the region. Industry and education providers need to work together to develop robust **CTE programs**.
- There is an **aging workforce** and workers are **scheduled to retire**.
- **Job hoppers** is a workforce norm in our region and with the new generation – companies need explore innovative ways to address this ongoing issue. **Other cultural trends: instant gratification/ flexible scheduling**.
- **Entry-level roles** are difficult to fill, and most candidates with experience **don't have well-written resumes** that showcase their skillset.

◆ Education Providers with Related Manufacturing Programs

Education Provider	Related MFG Programs	
Seguin ISD	Engineering Ag Mech (Welding)	Robotics Club
Navarro ISD	Engineering Ag Mech (Welding)	Robotics Club
Marion ISD	Engineering Ag Mech (Welding)	Robotics Club
Skillpoint Alliance	Manufacturing Technician (Cert.)	
Northeast Lakeview College	Logistics (Cert. & Associate)	
Texas State Technical College	Welding (Cert. & Associate) Advanced Manufacturing Technology (Cert 1)	TX FAME (Associate of Applied Science)
Texas Lutheran University	Physics (B.S.)	

Critical Job Areas

Production Technicians

- **Education:** High School Diploma/GED
- **Work Experience:**
 - 0–1 years for entry-level roles
 - 2–5 years for mid-level roles
- **Skills/Competencies:**
 - Safety and Compliance
 - Manufacturing Processes and Production
 - Operate Machinery and Equipment
 - Assembly and Fabrication
 - Quality Control and Inspection
 - Material Handling and Logistics
 - Troubleshooting and Awareness
 - Support Process Improvement



Maintenance Technicians

- **Education:** High School Diploma/GED; Technical Training Preferred; 2-year technical degree
- **Work Experience:**
 - 1–3 years of maintenance experience
- **Skills/Competencies:**
 - Safety & Compliance
 - PM's
 - Ability to work Independently
 - Experience with forklift, manlift, and overhead crane
 - Tool knowledge
 - Lockout/tagout procedures
 - PLC Awareness
 - Fluid Power Basic
 - Ability to troubleshoot problems
 - Ability to read and interpret blueprint and schematics
 - Understands belts, chains, tensions
 - Facilities maintenance
 - Light welding (torch)
 - Understands AC/DC Power
 - Maintenance experience (i.e. auto)



Collaborative Goals & Priorities



“ To build a quality workforce pipeline, industry leaders must work together to inspire and develop young workers before they graduate high school. ”

- Jason Dinscore, Workforce Partnerships Manager, CMC Steel

01. Train

Develop a robust Career and Technical Education program or high school bridge program to prepare young adults for a career in manufacturing.

02. Awareness

Increase industry perception and awareness in K-12 schools and in the community. Develop career awareness materials including an industry road map, career profiles, and more.

03. Upskill

Develop and expand upskilling opportunities for the current manufacturing workforce; may include but not limited to; soft skills training, leadership development, mentorship training, apprenticeships, and structured on-the-job training.

04. Address Turnover

Complete a root cause analysis to identify and address top reasons for high turnover in critical job areas.



“ We urge employers to take action: champion inclusive internship initiatives, collaborate with local partners, and commit to building a workforce that reflects the strength and diversity of our communities. The return on investment is not only economic—it’s transformational. ”

- Mary Batch, Senior Workforce Management Partner, Caterpillar Seguin

Contact Details:

Phone: 830-401-2476

Email: economicdevelopment@seguintexas.gov

Address: 211 N. River St. Seguin, Texas

Website: www.seguined.com