



TSMC ARIZONA: A TALENT ACQUISITION PROBLEM

INTRODUCTION

- **Ramp delay = business impact:**

Fab 21 mass-production timeline moved out due to insufficient skilled U.S. technicians and process engineers, creating schedule risk, cost escalation, and supplier uncertainty.

- **Local workforce not at scale (yet):**

Arizona programs are standing up apprenticeships and internships to grow entry-level talent, signaling a near-term gap even as long-term capacity is being built.

- **Structural U.S. talent shortage:**

The semiconductor ecosystem projects tens of thousands of unfilled roles across technicians, equipment maintenance, and specialty engineers, increasing competition and hiring lead times.

- **Implication for TA:**

Traditional req-by-req hiring won't meet ramp goals; TA must blend surge hiring for immediate roles with pipeline building and conversion programs to stabilize supply.



BUSINESS PROBLEM (TSMC ARIZONA)

- **Acute capacity gap at Phoenix:**

Critical roles are hard to fill at speed, stretching time-to-shortlist and causing overtime/contractor spend.

- **Thin local supply:**

Even with community-college pipelines, experienced on-tool talent is scarce, and relocation acceptance rates are variable; shift and cleanroom requirements further narrow the funnel.

- **Competitive dynamics:**

CHIPS-funded expansions and wage inflation raise offer thresholds, while neighboring fabs and advanced manufacturers compete for the same skill sets.

- **Operational friction:**

Security/ITAR/shift eligibility and site-specific certifications add constraints, slowing recruiter throughput and driving up drop-off later in the funnel.

- **Outcome risk:**

Missed headcount = delayed tool qualifications, slower yield learning curves, and capital under-utilization.



AI SOLUTION

- **Skills graph + semantic matching with eligibility constraints**
 - Build a skills ontology (tool families, vendors, modules, certs, safety cards).
 - Convert JDs/candidate histories into embeddings; rank by skills overlap, recency, and site/shift eligibility (e.g., ITAR propensity, night-shift readiness).
 - Rediscover silver medalists and alumni; auto-suggest cross-train candidates (e.g., CMP → metrology).
- **Recruiter copilot for intake, JDs, and targeted outreach**
 - Structured intake Q&A captures must-have skills, environment (Class 10K vs 1K), shift, and start-by dates.
 - Generate skills-aligned JDs and high-signal outreach snippets tailored to veterans, community-college grads, and experienced fab techs; log outcomes to learn which messages convert.
- **Application quality controls for surge hiring**
 - Identity/liveness checks and duplicate/resume-similarity detection reduce “robo-apply” noise.
 - Behavioral signals (apply velocity, domain mismatch, disposable emails) flag low-quality submissions while keeping campus flows low-friction.
- **TA analytics hub for ramp governance**
 - Unify time-to-shortlist/offer, stage pass-through, accept rates, no-show rates, and start-by compliance; slice by toolset/shift.
 - Feed apprenticeship class sizing and trainer capacity planning with headcount forecasts.





Data & Content Strategy



- **Signals to ingest (minimal viable set):**
 - ATS history (applied→screen→interview→offer→accept), source tags, relocation flags, shift preferences.
 - Apprenticeship data (applications, admit/complete, assessment scores), on-tool certifications, safety/compliance modules, time-to-independence.
 - Onboarding/retention outcomes at 6/12 months for quality-of-hire feedback loops.
- **RAG library (non-PII) for grounded guidance:**
 - Job architecture, leveling guides, tool family cheat sheets, SOPs/safety overviews, relocation and shift policies, interview rubrics and scoring guides.
 - Versioned and auditable; assistants cite the underlying doc in recruiter/HM views.
- **Governance & privacy:**
 - Least-privilege RBAC, field-level masking; keep PII out of retrieval corpora.
 - Fairness testing (selection-rate ratio, score parity, error-rate parity) pre-launch and quarterly; log recommendations and overrides for auditability.
 - Clearly documented human-in-the-loop checkpoints for consequential decisions.



Talent & Operating Model



- **Surge squad composition:**
-TA product owner, sourcing lead, apprenticeship program manager, applied data scientist, ML engineer, people analytics, HRIS/ATS admin, legal/ethics, and site ops liaison.
- **Ways of working:**
-2-week sprints with measured drops (e.g., semantic ranking v1 → add eligibility constraints → add rediscovery).
-A/B test outreach templates by persona (vet, CC grad, experienced tech); promote winners to playbooks.
-Biweekly fairness reviews and drift checks; monthly score threshold recalibration by role family.
- **Brand & pipeline tactics:**
-Emphasize paid training, cross-training ladders, and fast progression to independence; showcase trainer-to-tech ratios and safety culture.
-Align with community colleges and veteran organizations for recurring cohorts; set offer windows aligned to academic calendars.

KPIS & 90-DAY ROADMAP



- **Speed (instrumented):**

- Time-to-shortlist (req open → first qualified slate) target ↓ ~30%.
- Time-to-offer (first slate → signed offer) target ↓ ~20%.

- **Throughput & funnel health:**

- Fill rate on Phoenix priority reqs; pass-through ratios by stage and by toolset/shift; offer-accept % for apprenticeships and experienced hires.

- **Quality & sustainability:**

- Time-to-independence on tool, trainer hours per new hire, 6/12-month retention vs. pre-AI cohorts; first-year safety incident rates.

- **90-day plan:**

- Weeks 1–4: ingest historicals; stand up skills graph v1; enable rediscovery; launch copilot for intake/JDs/outreach.
- Weeks 5–8: add eligibility constraints (shift/ITAR/relocation); pilot verification on high-volume funnels; publish TA dashboard (speed, pass-through).
- Weeks 9–12: deploy headcount forecasting for class sizing; ship readiness recommender for cross-training; start quarterly fairness audits.



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A wide-angle aerial photograph of the Chicago skyline at dusk. The city is densely packed with buildings of various heights, their windows glowing with warm light. In the foreground, the spire of a cathedral or church is visible. The sky is a deep blue, with wispy clouds. Overlaid across the center of the image is the word "THANK YOU" in a large, bold, white sans-serif font.

THANK YOU