HUMAN CAPITAL SUPPLY CHAIN RESILIENCE IN THE ELECTRIC VEHICLE INDUSTRY: AN INTEGRATED PREDICTIVE RETENTION AND RISK MANAGEMENT FRAMEWORK

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ABSTRACT

The accelerating global transition to electric vehicles (EVs) has intensified competition for specialized technical talent, exposing a critical gap in existing supply chain management frameworks: the systematic exclusion of human capital as a resilience variable. This paper proposes an integrated Talent Supply Chain Resilience (TSCR) framework that models high-skilled workforce retention using four core variables—Compensation Structure, Skill Growth Visibility, Leadership Quality, and Project Criticality Exposure—together with two auxiliary moderators. The framework introduces a Human Capital Risk Heatmap for proactive, multi-dimensional attrition risk monitoring and incorporates explicit measurement protocols, weight calibration methodology, and ethical governance guidelines. New contributions beyond prior conference-stage work include a talent pipeline lead time analysis, dynamic heatmap feedback mechanisms, and a comparative positioning of the TSCR model against established physical supply chain risk frameworks. Strategic implications for EV enterprises and national policymakers are discussed.

KEYWORDS

Electric Vehicle, Talent Supply Chain Resilience, Human Capital, Predictive Retention, Workforce Risk Management, Clean Energy Policy

1. INTRODUCTION

The global electric vehicle industry has entered a period of unprecedented expansion, driven by aggressive decarbonization targets, government subsidies, and consumer demand shifts. According to the International Energy Agency, global EV sales exceeded 14 million units in 2023, representing a year-over-year growth of approximately 35% [1]. This rapid scaling has placed enormous pressure on the entire EV supply chain—from lithium mining and battery cell manufacturing to semiconductor procurement and charging infrastructure deployment.

Conventional supply chain analyses in the EV sector have consistently prioritized tangible assets: raw materials (lithium, cobalt, nickel), manufacturing capabilities, logistics networks, semiconductor chips, and battery modules. While these components are undeniably critical, they represent only part of the supply chain equation. A frequently underestimated yet equally vital component is human capital—specifically, the specialized engineers, researchers, and technical leaders whose expertise drives core technological innovation and production scalability.

In highly technology-intensive industries such as electric vehicles and energy storage, the departure of a senior battery R&D engineer can directly delay mass production timelines by months. The resignation of a technical director may cause discontinuity in an entire technology roadmap. The attrition of a core algorithm team can lead to measurable declines in automated

DOI:10.5121/ijmvsc.2026.17101

production line efficiency. These consequences underscore a fundamental reality: in the EV sector, talent is not merely a supporting resource—it is a bottleneck resource that constrains the entire value chain.

Supply chain resilience theory has traditionally been applied to material, financial, and informational flows, with resilience defined as the capacity of a supply chain to anticipate disruptions, resist their effects, and recover to a functional state [2]. This paper extends that theoretical lens to encompass human capital, arguing that workforce stability satisfies all defining criteria of a resilience variable: it is subject to exogenous shocks (labor market competition, macroeconomic cycles), exhibits recovery dynamics (rehiring and retraining timelines), and can be proactively managed through structural interventions analogous to inventory buffering or supplier diversification.

Building on an earlier conference-stage framework [3], this paper makes four substantive new contributions: (1) a talent pipeline lead time analysis that quantifies the human capital equivalent of component procurement lead times; (2) dynamic feedback loop mechanisms for the Human Capital Risk Heatmap; (3) a comparative evaluation of the proposed Talent Supply Chain Resilience (TSCR) model against established physical supply chain risk frameworks; and (4) formal boundary condition analysis delineating the model's generalizability across industry contexts.

The remainder of this paper is organized as follows. Section 2 reviews relevant literature spanning supply chain resilience, talent retention, and emerging human capital analytics. Section 3 presents the TSCR model with full measurement and calibration specifications. Section 4 details the Human Capital Risk Heatmap, including dynamic updating protocols and ethical safeguards. Section 5 discusses strategic and policy implications alongside system integration requirements. Section 6 provides a comparative framework analysis. Section 7 concludes with boundary condition analysis, limitations, and a multi-phase empirical validation plan.

2. Literature Review

2.1. Traditional EV Supply Chain Models

The literature on EV supply chains has been extensively developed around material and component flows. Studies by Olivetti et al. [4] and Xu et al. [5] have mapped the critical mineral dependencies in lithium-ion battery production, highlighting geopolitical risks associated with cobalt sourcing from the Democratic Republic of Congo and lithium extraction in the Lithium Triangle of South America. More recently, semiconductor shortages during 2021-2023 prompted a wave of research on chip supply chain resilience, with scholars such as Wu et al. [6] proposing diversification strategies for automotive-grade semiconductor procurement.

While these studies have made significant contributions, they share a common limitation: the near-complete absence of human capital as a supply chain variable. The assumption that skilled labor is abundant or easily replaceable is increasingly untenable as the EV industry scales and competition for specialized talent intensifies globally. Workforce shortages in battery chemistry, power electronics, and autonomous driving algorithms have been documented across major EV markets, with talent lead times for senior roles now routinely exceeding six to twelve months—a dynamic analogous to critical component shortages in physical supply chains [7].

2.2. Talent Retention in Technology-Intensive Industries

The broader human resource management literature provides foundational theories relevant to talent retention. Herzberg's Two-Factor Theory [8] distinguishes between hygiene factors (e.g., salary, working conditions) and motivational factors (e.g., achievement, growth opportunities) as determinants of job satisfaction. The Job Demands-Resources (JD-R) model proposed by Bakker and Demerouti [9] has been widely applied to explain turnover in high-stress technical environments, suggesting that inadequate organizational resources amplify the negative effects of job demands on employee engagement.

Research by Aguinis et al. [10] has demonstrated the disproportionate value contribution of star performers, finding that the top 1% of software engineers can produce output equivalent to that of the bottom 25% combined. This heavy-tailed distribution of productivity underscores the outsized impact of losing key technical talent, particularly in industries where domain expertise requires years to develop. Advances in talent analytics have further enabled organizations to move from anecdotal retention management toward data-driven attrition prediction: machine learning classification frameworks have demonstrated up to 85% accuracy in identifying high-risk employees up to six months prior to departure [11, 12], establishing an empirical basis for the quantitative retention modeling approach adopted in this paper.

2.2. Human Capital as a Supply Chain Component

A nascent but growing stream of literature has begun to bridge supply chain management and human capital theory. Cappelli [13] introduced the concept of Talent on Demand, drawing explicit parallels between just-in-time manufacturing principles and workforce planning. Boudreau and Ramstad [14] proposed the Talentship framework, arguing that human capital decisions should be approached with the same analytical rigor as supply chain optimization. However, these frameworks remain largely theoretical, with limited empirical application in specific industry contexts such as clean energy.

The concept of workforce bottlenecks as a supply chain constraint has received growing attention. Analogous to single-supplier dependency in physical supply chains, talent concentration risk—where critical domain knowledge resides in an insufficient number of individuals—creates fragility that can cascade across entire technology programs. Human capital volatility, defined as the rate of unexpected skilled-labor departure, can be modeled with approaches similar to demand uncertainty in inventory management, providing a quantitative basis for connecting workforce stability to supply chain resilience theory [13, 14].

2.3. Supply Chain Resilience Theory: Extension to Human Capital

Supply chain resilience (SCRES) has been defined as the adaptive capacity of a supply chain to prepare for unexpected events, respond to disruptions, and recover to its original state or a more desirable one [2]. Decomposing SCRES into its constituent capabilities—robustness, agility, and adaptability—reveals direct analogues in the human capital domain. Robustness corresponds to workforce redundancy: organizations with deep bench strength in critical technical roles can absorb the departure of individual contributors without operational disruption. Agility corresponds to redeployment capability: cross-trained engineers who can pivot across technology domains reduce the impact of project-specific attrition. Adaptability corresponds to talent pipeline responsiveness: the organization's ability to accelerate hiring, onboarding, and capability development when talent supply shocks occur.

Wieland and Wallenburg [15] proposed that SCRES is fundamentally a relational construct, dependent on the quality of coordination between supply chain actors. In the human capital context, this relational dimension manifests in the leadership and organizational culture variables that govern whether talented individuals remain engaged and committed to their organizations. The job embeddedness theory of Mitchell et al. [16], which identifies organizational fit, links, and sacrifice as determinants of voluntary retention, provides further theoretical grounding for the Project Criticality Exposure and Skill Growth Visibility variables in the proposed TSCR model.

Taken together, these theoretical streams support reconceptualizing talent retention as a supply chain resilience problem amenable to the same analytical tools—risk indexing, heatmap visualization, lead time analysis, and scenario planning—traditionally applied to physical supply chains.

3. THE TALENT SUPPLY CHAIN RESILIENCE MODEL

3.1. Model Overview

The proposed Talent Supply Chain Resilience (TSCR) Model identifies six variables—four core and two auxiliary—that collectively determine the stability of the human capital pipeline in the EV and energy storage sectors. The model conceptualizes talent retention as a function of organizational, structural, and environmental factors that can be measured, monitored, and optimized in a manner analogous to physical supply chain management.

The retention probability function is expressed as:

$$R = f(CS, SGV, LQ, PCE) + epsilon(WI, CC)$$

where R denotes retention probability, CS represents Compensation Structure, SGV denotes Skill Growth Visibility, LQ represents Leadership Quality, PCE denotes Project Criticality Exposure, and epsilon(WI, CC) captures the auxiliary effects of Work Intensity and Commute Cost.

3.2. Core Variable 1: Compensation Structure

In the EV talent market, compensation functions as the primary price mechanism governing talent allocation. Technical professionals in battery chemistry, power electronics, and autonomous driving algorithms command premium market rates due to severe supply-demand imbalances. Long-term incentive mechanisms—particularly Employee Stock Ownership Plans (ESOPs) and Restricted Stock Units (RSUs)—serve as critical talent lock-in instruments through multi-year vesting schedules that align employee retention with firm value creation.

The Compensation Retention Index (CRI) is formally defined as:

$$CRI = (LTI / TC) \times VP \times MC$$

where LTI represents long-term incentive value, TC denotes total compensation, VP is the vesting period factor, and MC captures market competitiveness relative to industry benchmarks. The model posits that retention effectiveness is primarily determined by the ratio of long-term to total compensation rather than absolute compensation levels.

3.3. Core Variable 2: Skill Growth Visibility

Skill Growth Visibility (SGV) encompasses three dimensions: (1) access to frontier technology projects, (2) clarity of promotion pathways from individual contributor to technical leadership, and (3) availability of structured learning and development programs. For highly skilled engineers, the ability to remain at the technological frontier is not merely a preference—it is a career imperative, as battery chemistries transition from NMC to LFP to solid-state architectures within single product cycles.

The Skill Growth Index (SGI) is defined as:

$$SGI = alpha(TA) + beta(PP) + gamma(LD)$$

where TA measures technology access, PP measures promotion pathway clarity, LD represents learning and development investment, and alpha, beta, gamma are empirically calibrated weights.

3.4. Core Variable 3: Leadership Quality

Leadership Quality (LQ) determines the organizational microenvironment experienced by technical professionals. The model identifies three critical dimensions: (1) technical credibility—the manager's ability to engage meaningfully in technical discussions; (2) decision transparency—the extent to which strategic decisions are communicated with clear rationale; and (3) autonomy provision—the degree of freedom granted to engineers in choosing technical approaches and research directions.

The Leadership Quality Score (LQS) is derived from periodic 360-degree feedback assessments calibrated against retention outcomes. Empirical evidence from technology firms indicates that teams led by managers in the bottom quartile of LQS experience attrition rates 2.5 to 3.0 times higher than those led by top-quartile managers.

3.5. Core Variable 4: Project Criticality Exposure

Project Criticality Exposure (PCE) addresses the degree to which technical professionals perceive themselves as indispensable to mission-critical initiatives. Drawing from Self-Determination Theory [17], this variable captures how assignment to high-visibility projects simultaneously strengthens organizational identity, amplifies technical voice, and elevates organizational replacement costs—creating mutual dependency between the individual and the firm.

The Project Criticality Exposure Index (PCEI) is defined as:

$$PCEI = (CPR / TPR) \; x \; KNI \; x \; DI$$

where CPR represents critical project roles held, TPR denotes total project roles, KNI captures knowledge network integration score, and DI measures decision influence level within project governance structures.

3.6. Auxiliary Variables: Work Intensity and Commute Cost

Work Intensity (WI), measured through sustained overtime hours and on-call frequency, functions as a depletion factor that erodes retention even when core variables are favorable. Commute Cost (CC), encompassing both time and financial expenditure, represents a daily friction cost that accumulates over time. These variables are classified as auxiliary because they can accelerate attrition but cannot independently sustain retention; they serve as marginal departure triggers when core variables are already strained.

Table 1. Talent Supply Chain Resilience Model Variable Summary

Variable	Type	Supply Chain Analogy	Key Metric
Compensation Structure	Core	Price Mechanism	CRI = (LTI/TC) x VP x MC
Skill Growth Visibility	Core	Opportunity Structure	SGI = a(TA) + b(PP) + g(LD)
Leadership Quality	Core	Microenvironment	LQS (360-degree composite)
Project Criticality Exposure	Core	Identity Embedding	PCEI = (CPR/TPR) x KNI x DI
Work Intensity	Auxiliary	Depletion Factor	Sustained OT hours; on-call freq.
Commute Cost	Auxiliary	Friction Cost	Time + financial expenditure

3.7. Measurement Methodology and Data Sources

Operationalization of the six TSCR variables requires defined data sources, measurement instruments, and collection frequencies. Data collection integrates three primary systems: (1) the Human Resources Information System (HRIS), which provides compensation, tenure, project assignment, and overtime records; (2) periodic employee surveys administered via validated psychometric instruments; and (3) performance and project management platforms that capture decision-influence and knowledge-network participation.

Table 2. Variable Measurement Instruments and Data Sources

Variable	Data Source	Measurement Instrument	Frequency
Compensation Structure (CRI)	HRIS / Payroll system	Automated LTI/TC extraction; benchmarked against Radford Global Tech Survey	Quarterly
Skill Growth Visibility (SGI)	HRIS + Employee survey	5-point Likert scale (technology access, promotion clarity, L&D); weighted by CFA loadings	Bi-annually
Leadership Quality (LQS)	360-degree feedback platform	Validated 18-item managerial effectiveness scale; scores normalized across business units	Annually
Project Criticality Exposure (PCEI)	Project mgmt. system (Jira, SAP)	Automated project tier classification; KNI from collaboration graph centrality	Quarterly
Work Intensity (WI)	HRIS / Timekeeping system	Weekly OT hours >10 above standard; on-call incident frequency from scheduling records	Monthly
Commute Cost (CC)	Employee survey + HR records	Self-reported commute time and monthly cost; validated against remote work arrangement data	Annually

3.8. Weight Calibration Methodology

Model weights (alpha, beta, gamma for SGI; w1-w4 for TRI; delta and phi for auxiliary variables) will be calibrated through a two-stage process. In Stage 1, an Analytic Hierarchy Process (AHP) conducted with a panel of 15-20 senior HR practitioners and technical managers from EV organizations will establish preliminary weight estimates based on structured expert judgment. In Stage 2, these weights will be refined through ordinary least squares (OLS) regression analysis using historical voluntary turnover records as the dependent variable. Where sample sizes permit, regularized regression methods (LASSO or Ridge) will be employed to prevent overfitting, and cross-validation against a held-out 20% subsample will assess out-of-sample predictive accuracy. Final calibrated weights will be reported with 95% confidence intervals.

3.9. Talent Pipeline Lead Time Analysis

A central contribution of this paper is the formalization of talent pipeline lead time as a supply chain metric. In physical supply chain management, component lead time—the elapsed duration between order placement and component availability—is a fundamental planning parameter that governs safety stock calculations, procurement scheduling, and risk buffering strategies. An analogous concept applies to human capital.

Talent pipeline lead time (TPLT) is defined as the total elapsed time from the identification of a skilled-role vacancy to the point at which the replacement hire achieves full productivity. TPLT can be decomposed into four sequential stages: (1) requisition and job posting duration (typically 2-4 weeks); (2) active recruitment and candidate identification (4-12 weeks for specialist EV roles); (3) offer negotiation, acceptance, and notice period (4-12 weeks); and (4) onboarding, knowledge transfer, and ramp-up to full productivity (3-12 months for senior battery or algorithm engineers). The aggregate TPLT for critical EV technical roles therefore ranges from approximately 6 to 18 months—substantially exceeding the lead times for most physical EV components, including semiconductor chips (typically 12-52 weeks under normal supply conditions).

This lead time analysis has direct implications for proactive workforce risk management. Organizations that wait until attrition events occur before initiating replacement pipelines face productivity gaps of 6 to 18 months—comparable in operational impact to a major component supplier disruption. The TSCR model's proactive orientation, as operationalized through the Human Capital Risk Heatmap, is therefore not merely preferable but operationally essential for organizations with aggressive technology roadmaps. Formally, TPLT can be incorporated into the risk assessment framework by weighting TRI scores by estimated TPLT, yielding an Adjusted Turnover Risk Index (ATRI) that prioritizes interventions for roles combining high departure probability with long replacement lead times:

$$ATRI = TRI \times TPLT\_normalized$$

where TPLT_normalized is the role's lead time expressed as a proportion of the organization's maximum observed TPLT, ensuring ATRI values remain bounded between 0 and 1.

4. HUMAN CAPITAL RISK HEATMAP

4.1. Rationale and Design

Building upon the TSCR Model, the Human Capital Risk Heatmap provides enterprise decision-makers with a visual, data-driven representation of talent vulnerability across the organization, enabling proactive intervention before critical attrition events occur. The heatmap is constructed around three primary risk dimensions: (1) the Position-Specific Turnover Risk Index; (2) the Technology Roadmap Exposure Index; and (3) the Talent Concentration Risk.

4.2. Position-Specific Turnover Risk Index

The Turnover Risk Index (TRI) for each critical position is calculated as:

$$TRI = 1 - [w1(CRI) + w2(SGI) + w3(LQS) + w4(PCEI) - delta(WI) - phi(CC)]$$

where w1 through w4 are variable-specific weights from the calibration methodology described in Section 3.8, and delta and phi are penalty coefficients for auxiliary variables. TRI values above 0.7 trigger immediate management attention.

4.3. Technology Roadmap Exposure Index

The Technology Roadmap Exposure Index (TREI) captures the strategic impact of potential attrition by measuring the number and criticality of active technology programs that would be directly affected by an individual's departure. TREI is particularly relevant in the EV sector, where battery technology roadmaps span 3-5 year horizons and involve deep accumulated knowledge that cannot be rapidly transferred. TREI is computed as the sum of program criticality scores for all active programs in which the individual holds an irreplaceable role, normalized by the total organizational technology portfolio value.

4.4. Talent Concentration Risk

Talent Concentration Risk (TCR) measures the degree of knowledge monopoly within an organization, identifying positions where critical capabilities reside in a single individual or an insufficiently small group. Drawing from portfolio diversification theory in finance, TCR creates operational fragility analogous to single-supplier dependency in physical supply chains. The heatmap flags such concentrations and recommends knowledge distribution strategies including cross-training, documentation protocols, and deliberate redundancy.

Table 3. Human Capital Risk Heatmap Classification Framework

Risk Level	TRI Range	TREI Threshold	Recommended Action
Critical (Red)	0.7 - 1.0	Top 10%	Immediate retention intervention; executive-level engagement; emergency compensation review
High (Orange)	0.5 - 0.7	Top 25%	Quarterly retention review; accelerated development plan; project rotation opportunity
Moderate (Yellow)	0.3 - 0.5	Top 50%	Semi-annual check-in; standard career development tracking
Low (Green)	0.0 - 0.3	Below 50%	Annual review cycle; monitor for changes in

Risk Level	TRI Range	TREI Threshold	Recommended Action
			key variables

4.5. Ethical Considerations and Privacy Safeguards

The Human Capital Risk Heatmap involves the collection and analysis of individual-level employee data, which requires explicit ethical governance. Three safeguard categories are integral to responsible implementation.

Employee Consent and Transparency. All survey-based data collection must be accompanied by informed consent procedures disclosing the purpose, scope, and managerial use of collected data. Non-participation in voluntary instruments must carry no adverse employment consequences, and organizations must publish an accessible internal data-use policy describing the retention risk monitoring program.

Data Anonymization and Aggregation. Individual-level TRI and TREI scores must be anonymized prior to review below the executive level and, where feasible, reported at the team or department level. Raw survey data must be stored in access-controlled environments separate from general HR records.

Prevention of Punitive Misuse. Explicit governance policies must prohibit use of TRI, TREI, or TCR scores for demotion, compensation reduction, or termination. An independent HR ethics oversight function should conduct annual reviews of heatmap utilization practices to ensure compliance with this prohibition.

4.6. Dynamic Heatmap Updating and Feedback Loops

A key limitation of static risk assessment models is their inability to reflect the dynamic nature of organizational conditions. The TSCR Heatmap is designed as a continuously updated instrument rather than a periodic snapshot. Three feedback mechanisms govern its dynamic behavior.

Triggered Recalculation. Any significant organizational event—a manager departure, a project scope change, a compensation benchmark shift, or a structural reorganization—should automatically trigger recalculation of affected TRI and TREI scores within 72 hours. Integration with HRIS event logs and project management system change records enables automated detection of such triggers.

Intervention Response Tracking. When a retention intervention is implemented for a high-risk employee (e.g., a compensation adjustment, a project assignment change, or a role promotion), the heatmap should track the post-intervention trajectory of that individual's TRI score over a 90-day observation window. This feedback loop creates an organizational learning mechanism: if specific intervention types consistently reduce TRI scores, their priority in the intervention playbook should be elevated through Bayesian updating of the model's intervention-effectiveness priors.

Cohort Drift Detection. Beyond individual-level updates, the heatmap should monitor for systematic shifts in cohort-level risk profiles—for instance, a simultaneous increase in TRI scores across an entire engineering team may signal a leadership quality degradation or a competitive compensation shock requiring a portfolio-level response rather than individual-level interventions. Statistical process control (SPC) methods, including CUSUM charts applied to rolling cohort TRI distributions, provide a principled mechanism for distinguishing genuine systemic risk escalation from stochastic individual variation.

5. DISCUSSION AND IMPLICATIONS

5.1. Implications for Enterprise Strategy

The TSCR framework recommends that EV companies establish dedicated Human Capital Supply Chain teams operating with the same strategic mandate as procurement and supply chain management functions, responsible for continuous retention risk monitoring, scenario planning, and mitigation strategy development. The emphasis on long-term incentive structures as the primary compensation retention mechanism is particularly relevant given the competitive landscape, where the proliferation of EV startups alongside established automotive incumbents has driven compensation inflation that makes base salary alone an insufficient retention tool.

Industry practice corroborates the model's structural logic. Leading EV manufacturers and battery technology suppliers have adopted retention strategies that map directly onto the TSCR core variables: technology-milestone RSU grants (Compensation Structure), dedicated advanced research divisions offering frontier project exposure (Skill Growth Visibility and Project Criticality Exposure), and dual career ladders enabling advancement to Principal or Distinguished Engineer levels without management transitions (Leadership Quality and Skill Growth Visibility). These practices provide real-world validation of the model's variable prioritization.

5.2. Implications for National Policy

The global EV race is fundamentally a technology race constrained by human capital availability. Countries that fail to develop robust talent supply chain strategies in clean energy risk ceding competitive advantage regardless of their material resource endowments or manufacturing capabilities. National policies should address talent pipeline resilience through: (1) targeted STEM education investment in electrochemistry, power electronics, and embedded systems; (2) streamlined visa pathways for specialized clean energy talent; (3) regulatory environments balancing workforce mobility with intellectual property protection; and (4) public-private partnerships creating shared research facilities that reduce individual-firm talent concentration risk.

The United States, China, and the European Union have all committed substantial public resources to EV development through the Inflation Reduction Act, Made in China 2025, and the European Green Deal respectively; however, the effectiveness of these investments ultimately depends on the availability and retention of the human capital necessary to translate financial resources into technological outcomes. Aligning national workforce development strategies with talent pipeline lead times documented in the Global EV Outlook 2024 [1] represents an important near-term policy priority.

5.3. Integration with Existing Supply Chain Frameworks

The TSCR model is designed to complement rather than replace existing supply chain management frameworks. Organizations can integrate the Human Capital Risk Heatmap into their broader supply chain risk dashboards, enabling holistic risk assessment that encompasses both material and human dimensions. This integration is particularly valuable during periods of simultaneous material and talent supply chain stress—for instance, during geopolitical disruptions that simultaneously constrain mineral supply and trigger talent mobility shocks in affected markets.

5.4. System Integration Architecture

Effective operationalization requires integration across three enterprise system categories. HRIS and Payroll Integration: Compensation Structure (CRI) and Work Intensity (WI) metrics are populated automatically from HRIS platforms (e.g., Workday, SAP SuccessFactors) via JSON/REST API connections, with data refresh frequencies aligned to the collection cadences in Table 2.

Survey and Feedback Platform Integration: Skill Growth Visibility (SGI) and Leadership Quality (LQS) metrics are sourced from survey and 360-degree feedback platforms (e.g., Qualtrics, CultureAmp) via webhook-based API pulls that transfer anonymized aggregate scores to the central analytics environment upon survey completion.

Project Management and Business Intelligence Integration: Project Criticality Exposure (PCEI) metrics are derived from project management systems (e.g., Jira, SAP Portfolio Management) through API-based extraction of project tier classifications. Calculated TRI, TREI, and TCR scores are surfaced through existing BI dashboards (e.g., Tableau, Power BI) using a dedicated Human Capital Risk data layer, with access controls restricting individual-level scores to authorized HR analytics personnel.

6. COMPARATIVE FRAMEWORK ANALYSIS

6.1. Positioning Against Physical Supply Chain Risk Models

To contextualize the TSCR model's contribution, it is instructive to compare its architecture against two established physical supply chain risk frameworks: the Supply Chain Operations Reference (SCOR) model and the Supply Chain Resilience Assessment and Management (SCRAM) framework.

The SCOR model organizes supply chain activities into five process domains—Plan, Source, Make, Deliver, and Return—and provides standardized performance metrics for each. The TSCR model maps onto a comparable five-domain structure in the human capital context: (1) Workforce Planning (analogous to Plan), encompassing the TRI-based risk forecasting and pipeline lead time analysis described in Section 3.9; (2) Talent Sourcing (analogous to Source), capturing external hiring pipelines, university relationships, and immigration pathways; (3) Capability Development (analogous to Make), encompassing onboarding, training, and skill growth investment as measured by the SGI; (4) Retention and Engagement (analogous to Deliver), operationalized through the four core TSCR variables; and (5) Alumni and Knowledge Management (analogous to Return), addressing the capture of departing employees' institutional knowledge through documentation protocols and alumni re-engagement programs.

The SCRAM framework evaluates supply chain resilience across four dimensions: flexibility, redundancy, collaboration, and agility. Each dimension has a direct human capital analogue: flexibility corresponds to cross-functional technical redeployability; redundancy corresponds to bench depth in critical roles as measured by TCR; collaboration corresponds to leadership quality and psychological safety as captured by LQS; and agility corresponds to TPLT and the organization's ability to accelerate talent acquisition under conditions of urgency. This structural correspondence validates the TSCR model's theoretical positioning as a human capital extension of established physical supply chain resilience frameworks.

A key differentiating feature of the TSCR model relative to physical supply chain risk frameworks is the primacy of behavioral and psychological variables. Physical supply chain risk is predominantly driven by external factors (geopolitical disruptions, natural disasters, supplier failures) that organizations can influence through diversification and buffering strategies but cannot directly control. Human capital risk, by contrast, is substantially shaped by internal organizational variables—compensation design, leadership behavior, project assignment—that are within the direct control of management. This distinction implies that human capital supply chain risk is, on average, more manageable than physical supply chain risk, provided organizations invest in the measurement and monitoring infrastructure the TSCR framework prescribes.

7. CONCLUSIONS

This paper has extended the supply chain resilience literature by proposing a Talent Supply Chain Resilience (TSCR) framework that reconceptualizes high-skilled workforce retention in the EV sector as a supply chain management challenge. The framework identifies four core variables (Compensation Structure, Skill Growth Visibility, Leadership Quality, and Project Criticality Exposure) and two auxiliary moderators (Work Intensity and Commute Cost), operationalizes each through defined measurement instruments and data sources, and provides a two-stage weight calibration methodology.

The Human Capital Risk Heatmap—incorporating Turnover Risk Index, Technology Roadmap Exposure Index, Talent Concentration Risk, and the newly introduced Adjusted Turnover Risk Index weighted by pipeline lead times—provides an operational tool for continuous, proactive risk monitoring with explicit ethical governance. Dynamic feedback loop mechanisms ensure the heatmap reflects real-time organizational conditions rather than serving as a static periodic assessment. The comparative framework analysis demonstrates structural alignment between the TSCR model and established physical supply chain risk frameworks, validating the conceptual bridge between human capital management and supply chain resilience theory.

7.1. Boundary Conditions and Generalizability

The TSCR model was developed with specific reference to high-skilled technical professionals in EV manufacturing, battery R&D, and autonomous driving software—roles characterized by deep domain specificity, long development timelines, and severe supply-demand imbalances. Several boundary conditions constrain the model's direct applicability beyond this context.

First, the model assumes that intrinsic motivation variables (Skill Growth Visibility, Project Criticality Exposure) carry substantial retention weight relative to hygiene factors. This assumption is well-supported for highly skilled knowledge workers but may not hold for roles with lower skill specificity or stronger external labor market mobility. Jurisdictions with strong trade union structures may also shift the relative weight of compensation variables, as collective bargaining agreements constrain the individual-level equity differentiation strategies central to the CRI metric.

Second, the measurement infrastructure required for full TSCR operationalization—specifically the 360-degree feedback platform, project management system integration, and collaboration graph analytics—presupposes organizational scale and digital maturity that may not be present in smaller EV suppliers or early-stage firms. Simplified two-variable or three-variable versions of the model, prioritizing CRI and LQS as the most tractable high-impact metrics, may represent a more appropriate starting point for such organizations.

Third, the model does not explicitly account for macroeconomic factors such as labor market tightness cycles or industry-wide compensation shocks, which may exert exogenous influences on retention dynamics that temporarily dominate the structural variables. Future research should incorporate macroeconomic indicators as contextual moderators of the model's predictive relationships.

7.2. Empirical Validation Plan

Empirical validation will proceed through a structured three-phase research design. In Phase 1, a cross-sectional pilot study in partnership with two to three EV manufacturers will target a sample of 200-400 individual contributors and technical leads across battery R&D, power electronics, and software engineering functions. Logistic regression will estimate the probability of voluntary departure within 12 months as a function of the TSCR variables, yielding empirically calibrated weights for each predictor.

In Phase 2, a 24-month longitudinal cohort study will assess predictive validity—specifically, whether TRI scores calculated at baseline accurately predict observed turnover events. Survival analysis (Cox proportional hazards modeling) will model time-to-departure as a function of the TSCR variables, allowing dynamic recalibration of weights as time-series data accumulates.

In Phase 3, an agent-based simulation model will stress-test the framework under varying market conditions—including rapid EV market growth, economic downturns, and localized talent supply shocks—enabling scenario planning for disruption events that cannot be directly observed in historical data. Future research should also extend the model to adjacent clean energy sectors including solar manufacturing, hydrogen fuel cell development, and grid-scale energy storage to assess the generalizability of the core variable structure and weight calibrations.

ACKNOWLEDGEMENTS

The author would like to acknowledge the constructive feedback provided by the anonymous reviewers of the earlier conference version of this work, whose suggestions substantially strengthened the measurement methodology, empirical validation design, and ethical governance components of the present framework.

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