



Wawanesa University

2024 Overview

Why Now



Landscape, Industry &
our Aspirations



Competitive Capabilities
What we have
Don't have



Talent Strengtheners

Integrated approach across how
we Source, Hire, Onboard,
Develop, Promote, Manage, Make
Investments and Reward
Performance

Our Strategy: “We have a compelling vision & a winning aspiration to match it”

Industry: “There is **no** role that **won't** change in our industry in the next 5 years”

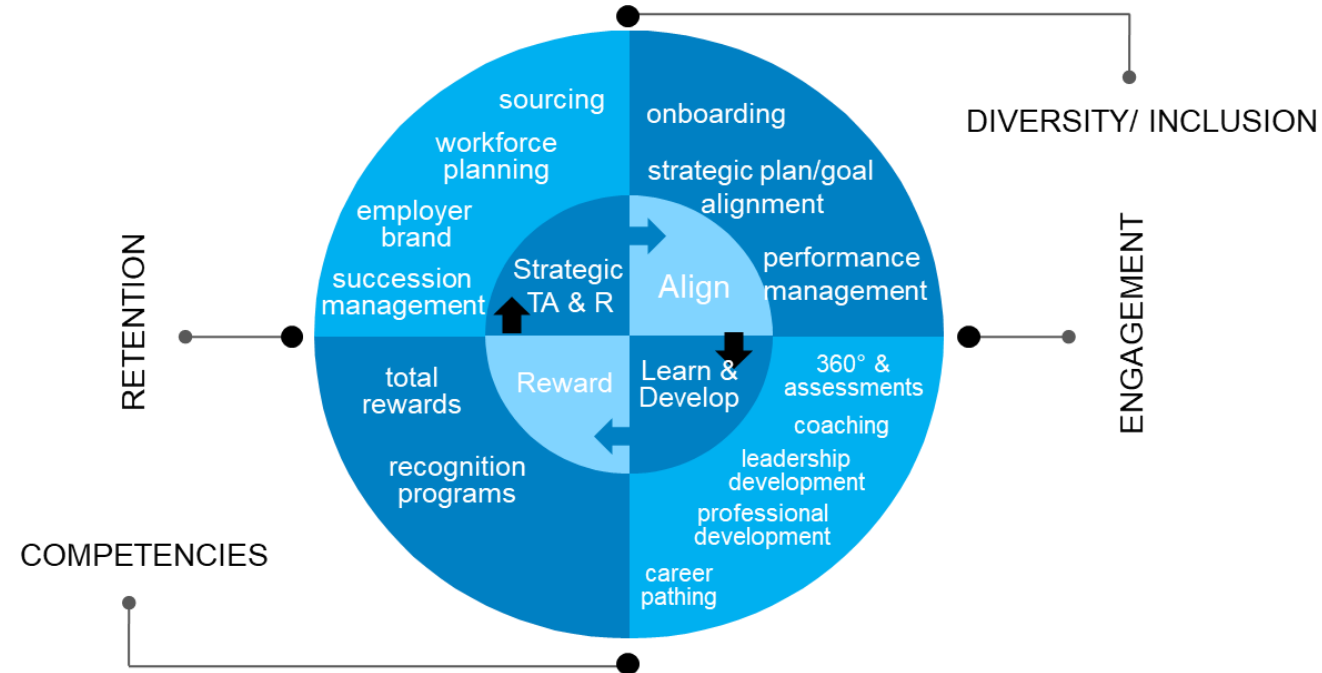
Talent Strategy Demands: We **have** to know what we have, **don't have** and mobilize talent strengtheners to enable our aspirations to Win

Behind the Brand, What is Wawanesa University?

Wawanesa University is an integrated framework that considers *all* “*talent strengtheners*”



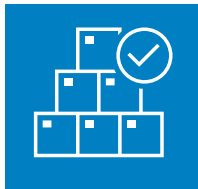
Working in concert with other *people practices*, it cultivates our Wawanesa, “*best*” experience, around how we source, hire, onboard, develop, manage performance, promote, make investments in talent reward.



Key Success Factors

WANT & NEEDS	PROVIDING or BUILDING	KEY SUCCESS FACTORS
<p>Our company wide success needs the competitive capabilities to realize the strategy execution</p>	<ul style="list-style-type: none"> • Strategic workforce talent planning and gap solving 	<ul style="list-style-type: none"> • Identification of strategic resourcing for top priorities YOY • Assessment methods • Solutions centres
<p>Our people want to know where we are going, how they contribute and how to be successful</p>	<ul style="list-style-type: none"> • Employee Value Proposition across how we hire, onboard develop, promote, manage & reward performance 	<ul style="list-style-type: none"> • Employee experience across these dimensions is the moment of truth
<p>Our Members want to count on us, deliver during moments of truth and make our community safe, healthy and sustainable</p>	<ul style="list-style-type: none"> • Product, pricing, service and value 	<ul style="list-style-type: none"> • Member experience

Benefit Realization Looks Like



Ways to Assess



Capitalize on talent strategies



Know performance & agility to respond



Prepare now & future

Benefit Realization & Measuring Success (WIP)

Visibility

Internal talent capability & visibility on talent

- Strategic workforce talent planning & management
- Talent review, calibration & succession metrics
- DEIB scorecard (embedded across multiple measuring efforts)

Mobility & Progression (skill and career)

Progression, promotion & internal talent mobility

- Identify goals at the enterprise level
- Identify goals at the business function level
- identify targets at the program level

Engagement

Engagement Scores

- Enterprise level
- Targeted pulsing

Leadership Effectiveness

Leadership Effectiveness Scores

- Enterprise engagement scores
- Granular identification through 360's & 180's
- Program level measures

2024 Focus



Identification, Alignment and Negotiation



- “Strategic Talent Planning”
- Targeting Investments, metrics & measures of success
- Key Partnerships internally & externally

Investing in an Internal Talent Marketplace Technology “gloat”

- People Efficiency & Workforce Agility
- “Know the skills of our people”
- Fill roles and opportunities internally “talent redeployed at scale”



Building Key program “Academies”, Vendors & Team



- On demand, blended, and in person delivery
- Technical & Strategic Programming, Onboarding & Core Enterprise Skills & Leadership



What We Are Not Saying

- Everyone is going back to school
- You must find time you don't have to go to a class
- You outsource performance problems and 'send them to training'
- You convert your leadership role to training
- Skilling/Upskilling/Training is a perk - nice to have but not necessary
- L&D owns all of this
- Career Development = Wawanesa University

What we are Driving Towards

- 70/20/10
- DWE – back to the office most critical benefit to learning is the skilling, sponsorship, mentorship that happens in person
- Triage & Reserve your ‘tuition’ credits to solve critical gaps first, critical talent requirements related to our strategy execution
- You are your teams first teacher
- Skilling/Upskilling/Training is a business imperative
- L&D has a role to play, not the whole role
- Career Development is one part Wawanesa University, one part strategy driven, one part individual potential and motivation