Engagement Profile: Finance Talent Management

"Changing to Grow"

- Burgeoning interest in nuclear power has energized Westinghouse, increasing its revenue from $900 million in 2000 to about **$2.8 billion currently**
- Aspiration to grow revenue to $30+ billion over the next 10 years
- The three core businesses of Westinghouse — Nuclear Fuel, Nuclear Services and Nuclear Power Plants — support this mission
- Challenging "status quo" and operating models
- Recognizing the need for a new customer-facing organization as One Westinghouse

Talent as a Driver

The Finance organization currently lacks a coordinated and effective talent management program to support future business growth and the new operating model. ~ Richard Gabbianelli, SVP Finance

What We Delivered / Discovered

- Developed role-based competencies with proficiency descriptors for 25 "Critical Jobs"
- Exposed a 60% competency gap shortage
- Organization, talent assessment, findings Identified "must-haves" for sustaining talent investment

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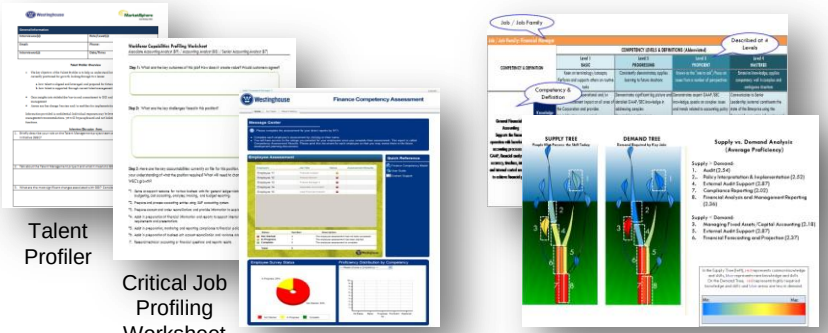
TRIVIUM

Engagement Toolkit



Talent Profiler

Critical Job Profiling Worksheet

Finance Competency Assessment

Key job Competency Profile & Competency Assessment Supply / Demand Analysis

Benefits & Value Achieved

- Aligned Finance organization around job/role-based competencies to more clearly drive expectations and levels of contribution
- Provided a high level talent management operating model , identifying those talent actions that would deliver the most ROI given WEC's organizational and talent challenges and objectives
- "Raised the Bar" for what successful performance looks like through higher proficiency targets and "evidence" of competency levels against those targets
- Created awareness and buy-in to increasing "talent mobility" to address current talent gaps
- Provided clear set best-practice guidelines for effective competency integration with HR systems

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