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Our People – the future of fusion

UKAEA People Strategy 2022-2027

UKAEA is an exceptional organisation with an exceptional mission – to deliver sustainable fusion power and maximise the economic and scientific benefits along that pathway. In order to meet this mission, we need exceptional people. The skills, talent and dedication of our colleagues form the basis for all our achievements – from uncovering new science, to enabling industry to grow; from inventing new products, to managing complex, multi-disciplinary projects; from setting world records and delivering world firsts, to developing the brilliant people the fusion sector needs.

We champion diversity in everything we do. We are proud to be an incredibly multicultural organisation, made up of colleagues from 64 different countries, and with opportunities to work with partner organisations around the world. We are proud that the organisation covers a range of technical disciplines that you can't find in any other fusion organisation. And we are proud of our inclusive and authentically friendly culture where everyone's opinion is valued and challenge is welcomed.

Our people really do live our values: they are hugely committed and believe in our mission; they are collaborative and work as one team; they are innovative – both in the research we conduct, but also in the way we do it; and they are trusted by our stakeholders, partners and the public alike to deliver what we promise.

The approach to developing our People Strategy has been an inclusive one, providing opportunities for colleagues across the organisation to make their views heard over a period of several months so that it truly belongs to all of us and embodies our culture. This Strategy represents our collective voice, setting out three broad priorities which are essential to the future of our organisation over the next five years. We shall continually evaluate its impact; reviewing, adjusting and refining it as necessary throughout its lifetime. Whilst its delivery will be led by the People Department, it will be owned by every colleague and we shall all play a part in its success. We shall continually measure progress in achieving its priorities using various means, including employee surveys and key performance indicators.

Whilst it may be a hackneyed phrase to say that fusion is akin to building a star here on earth, it is clear that we need star-quality people to deliver on our ambitious mission, and this people strategy aims that each and every one of our people is given the chance to shine. Here we set out the focus for our work over the next five years to build an organisation that truly reflects, in everything we do, the value we place on our people who are central to realising our mission.



Professor Ian Chapman Chief Executive, UKAEA
September 2022

Exceptional people... building a star here on earth



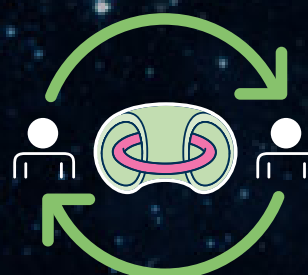
UKAEA mission and values

“ To lead the delivery of sustainable fusion energy and maximise the scientific and economic benefit ”

UKAEA mission



Solve challenges of sustainable fusion energy - from design through to decommissioning - with world-leading science and engineering



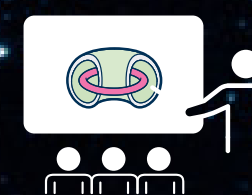
Enable partners to design, deliver, and operate commercial fusion power plants



Drive UK economic growth and a thriving industry that exports fusion technology around the world



Create clusters that accelerate innovation in fusion and related technologies



Develop the talented, diverse people needed to deliver fusion energy

UKAEA values

INNOVATION



COMMITMENT



TRUST



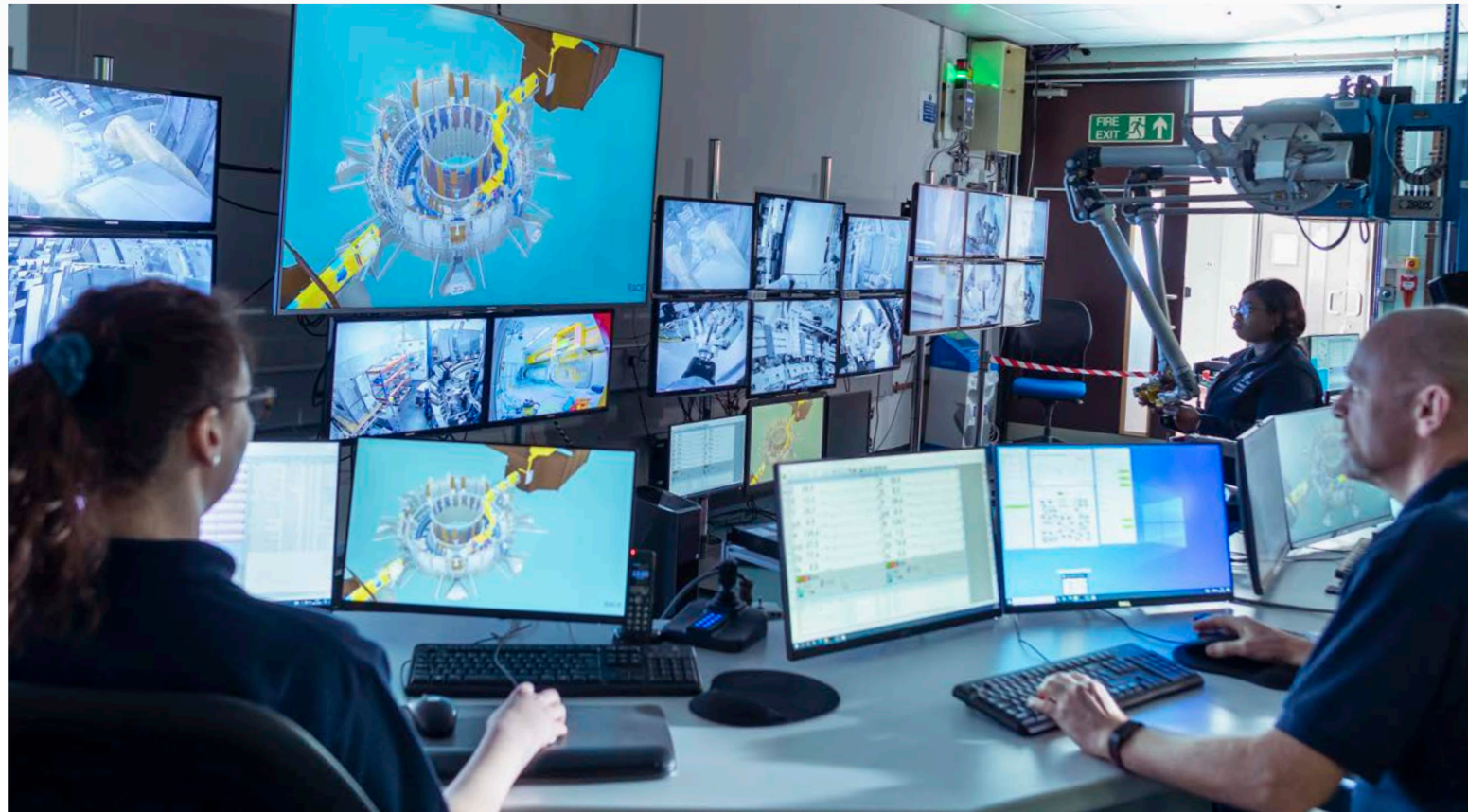
COLLABORATION



Strategic priorities for UKAEA's people – 2022/27



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VALUING OUR PEOPLE

To attract, develop and retain talented, innovative and motivated individuals who are deeply invested in our mission and goals

DEVELOPING OUR CULTURE

To nurture a high-performing, diverse, engaged and agile workforce with the skills to exploit opportunities and embrace change

BUILDING OUR ORGANISATION

To provide the tools to build a future-focussed organisation, with the design and planning to operate effectively and efficiently, with connectivity across locations

Pillar 1

Valuing Our People

**TO ATTRACT, DEVELOP AND RETAIN
TALENTED, MOTIVATED INDIVIDUALS
WHO ARE DEEPLY INVESTED IN OUR
MISSION AND GOALS**



UKAEA operates in a truly global market, which is demonstrated by the 64 nationalities held by our colleagues – almost one third of the number of countries in the world. We are competing for skills and experience with other public sector organisations, including national laboratories and universities, as well as a growing number of private companies. With the increasing acknowledgement around the world of the importance of fusion and major programmes in development, including the building of one of the next generation of tokamaks in STEP (the Spherical Tokamak for Energy Production), identifying, attracting and retaining talented people to collaborate in high-performing teams, who demonstrate and are committed to our values, is central to the success of UKAEA. Just as important is the recognition of their efforts, as well as the rewarding careers we offer through our international collaborations, talent schemes and broader development. We play a key role in delivering the UK Fusion Strategy and growing the skills base for the fusion sector, and our numerous collaborations with industry partners will continue to contribute to the wide range of exciting opportunities across the Authority.

Pillar 1

Valuing Our People

To achieve this we will:

Develop an inspirational and cohesive approach to the attraction and onboarding of new employees, so that they feel welcomed, informed, enabled and motivated from the very beginning of the employee life cycle. This means...

- ▶ effectively communicating our employer value proposition, demonstrating the benefits of joining UKAEA and providing an holistic vision of the employee life cycle
- ▶ ensuring that newly recruited colleagues are welcomed, empowered, inspired and motivated as they begin their journey with UKAEA, no matter the role they have accepted and the department or programme they are joining
- ▶ continuing to develop talent acquisition processes that are streamlined and innovative, so that we are pro-actively pursuing the skills and experience we need to achieve our objectives

Strengthen our employer value proposition by maximising all possible benefits, including our pay offer, but going beyond compensation to encompass the widest range of incentives and recognition of the contributions to achieving our mission and goals. This means...

- ▶ providing a reward and remuneration framework that is as equitable, competitive and diverse as possible, and recognises high performance
- ▶ offering a wide range of innovative non-pay benefits aligned with our ethical mission

Offer to all our people outstanding, creative opportunities to develop rewarding and exciting careers, from the earliest stages, and provide a range of frameworks enabling the identification and development of talent. This means...

- ▶ continuing to build an increasing number of vibrant early careers schemes, growing valuable skills and solid talent pipelines to provide for our organisational needs
- ▶ tracing out clear career paths so that our colleagues can envisage multiple options for their future progression
- ▶ producing and embedding a competency framework that reflects our organisational values and skills and underpins all our work
- ▶ developing profession streams that systematically provide guidance and support for our colleagues in their chosen careers, drawing on strong links with recognised professional bodies



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Pillar 2

Developing Our Culture



**TO NURTURE A HIGH-PERFORMING,
DIVERSE, ENGAGED AND AGILE
WORKFORCE WITH THE SKILLS TO EXPLOIT
OPPORTUNITIES AND EMBRACE CHANGE**



An engaged workforce is one where everyone is pulling in the same direction, with clarity about the organisational objectives and how they contribute to them. The highly ethical and motivational nature of our mission and goals, as we work towards creating a sustainable source of energy for the planet, is one that unites us. We are proud of the diversity of UKAEA, but we know that we need to be ever more ambitious about how we reflect it in our work. As we continuously strive to be a highly trusted employer, this must be one of our top priorities. Alongside this, we recognise the importance of investing in the skills of our colleagues to be a high-performance organisation, as a national laboratory and a leader in our industry. With major endeavours ahead of us – such as the closure of the Joint European Torus (JET) and the programme to decommission and repurpose this world-leading reactor – we know that a focus on wellbeing and strengthening the employee voice, ensuring it has multiple channels for its expression, represent additional vital elements of our work to nurture our culture.

Pillar 2

Developing Our Culture



To achieve this we will:

Embrace, celebrate and grow the diversity of our workforce, and embed the UKAEA values into everything we do. This means...

- ▶ tirelessly working in the pursuit of becoming a more equitable and diverse organisation, treating all our colleagues with dignity and respect so that they contribute to the achievement of our goals as their authentic selves
- ▶ supporting colleagues in the Networks as they represent and celebrate the broad diversity of our people
- ▶ working hand in hand with Trades Union colleagues in a relationship of inclusivity and positive dialogue

Develop a learning organisation that is adept at transferring knowledge, learning from experiences, developing the skills required for the future and able to adapt readily to evolving business needs. This means...

- ▶ ensuring our people have access to a learning curriculum that enables them to develop the competence to undertake their roles, and gives them the opportunity to develop their skills to the full as we build an agile, responsive and innovative organisation

Upskill our people managers so they have the capability to drive a performance culture. This means...

- ▶ leading in the development of a skills strategy for the fusion industry, in collaboration with key partners, to ensure we are preparing for the future needs of the sector
- ▶ providing management training to support the highest level of management capability, enabling the development of a performance culture

By adopting a wide range of channels for engagement, listen to our people so that everyone in UKAEA feels heard and respected, can participate in and contribute to the success of the organisation. This means...

- ▶ making available numerous channels to enable colleagues to contribute fully to the development of UKAEA, and ensuring the engagement loop is completed by feeding back on suggestions and additions to the corporate dialogue

Invest in the wellbeing of all our colleagues through a pro-active, creative and supportive offer. This means...

- ▶ developing a wellbeing offer that clearly demonstrates that both the physical and mental health of our colleagues are a priority



Pillar 3

Building Our Organisation

TO PROVIDE THE TOOLS TO BUILD A FUTURE-FOCUSSED ORGANISATION, WITH THE DESIGN AND PLANNING TO OPERATE EFFECTIVELY AND EFFICIENTLY, WITH CONNECTIVITY ACROSS LOCATIONS



There are numerous opportunities to make improvements to our structures, systems, policies, processes and technology, so that they provide an effective framework, support our connectivity and enable us to work efficiently. It is undoubtedly possible to automate and streamline many of our activities, which will free up resources to focus on workstreams that will add greater value. Our decisions should be supported by objective evidence, and management information will increasingly form an integral element of our rationale. We must also focus on the planning required to anticipate and accurately predict the needs of the organisation, to be able to undertake all the preparation to provide for its future. This work will underpin our continued growth and sustain important partnerships with organisations such as ITER, on the journey to maximise the scientific and economic benefits of fusion.

Pillar 3

Building Our Organisation



To achieve this we will:

Put in place the mechanisms to enable us to deploy our people in the right shape, with the right skills, in the right size, on the right sites, within the right spend, and embed those mechanisms fully in our business planning processes. This means...

- ▶ implementing a workforce planning framework to inform the measures required to meet UKAEA's future capability needs
- ▶ adopting dynamic ways of working that make use of collaborative spaces and technology to deliver exceptional results

Design an organisation that works seamlessly and is future-proofed. This means...

- ▶ reviewing the design of the organisation, future-proofing it to ensure the Authority is in a strong position for the effective delivery of business objectives

Develop and adopt clear, streamlined people policies and procedures as the tools that enable the achievement of our organisational objectives, and ensure the provision and use of accurate data, in order to take objective, evidence-based decisions. This means...

- ▶ reviewing and updating our people policies and procedures, so that they represent effective management tools
- ▶ providing both strategic and tactical advice on people issues to support the delivery of business objectives
- ▶ providing a well-developed suite of people management information which is used as a matter of course as the basis of objective decision-making

Fully exploit our digital systems to the benefit of service delivery and innovative ways of working so that our people can flex their approaches to meet business needs. This means...

- ▶ exploiting the full functionality of our systems and streamlining our processes so that they are automated and easily navigable, and activities can be carried out in a planned, timely, efficient manner

Delivering Our Strategy

This Strategy provides a clear vision and direction for our efforts, and we are committed to delivering it over the next five years. As we implement it, we will monitor the progress we make and its success using a range of measures, including:

- ▶ The production of annual plans providing detailed, quantifiable deliverables in key delivery areas, meeting the needs of the whole organisation
- ▶ Feedback from our colleagues through employee engagement surveys and retention/exit interviews
- ▶ The identification of performance indicators, including diversity statistics, turnover rates, sickness absence levels and ER issues, and the formal annual evaluation of progress and review of the People Strategy against them





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