



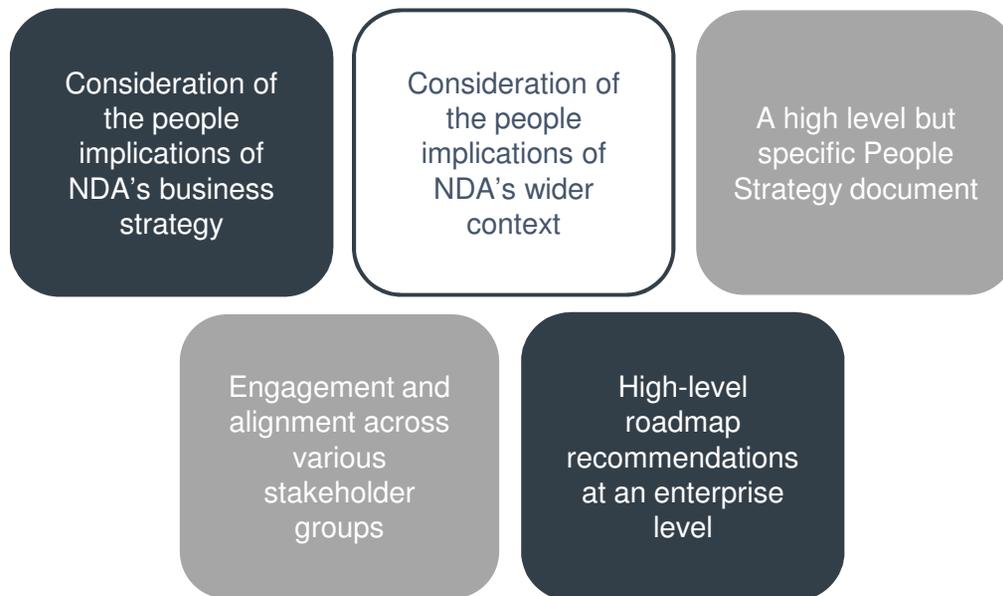
NDA Strategy 4 People Strategy – Stakeholder Interview Pack

October 2019

People Strategy - Outcomes

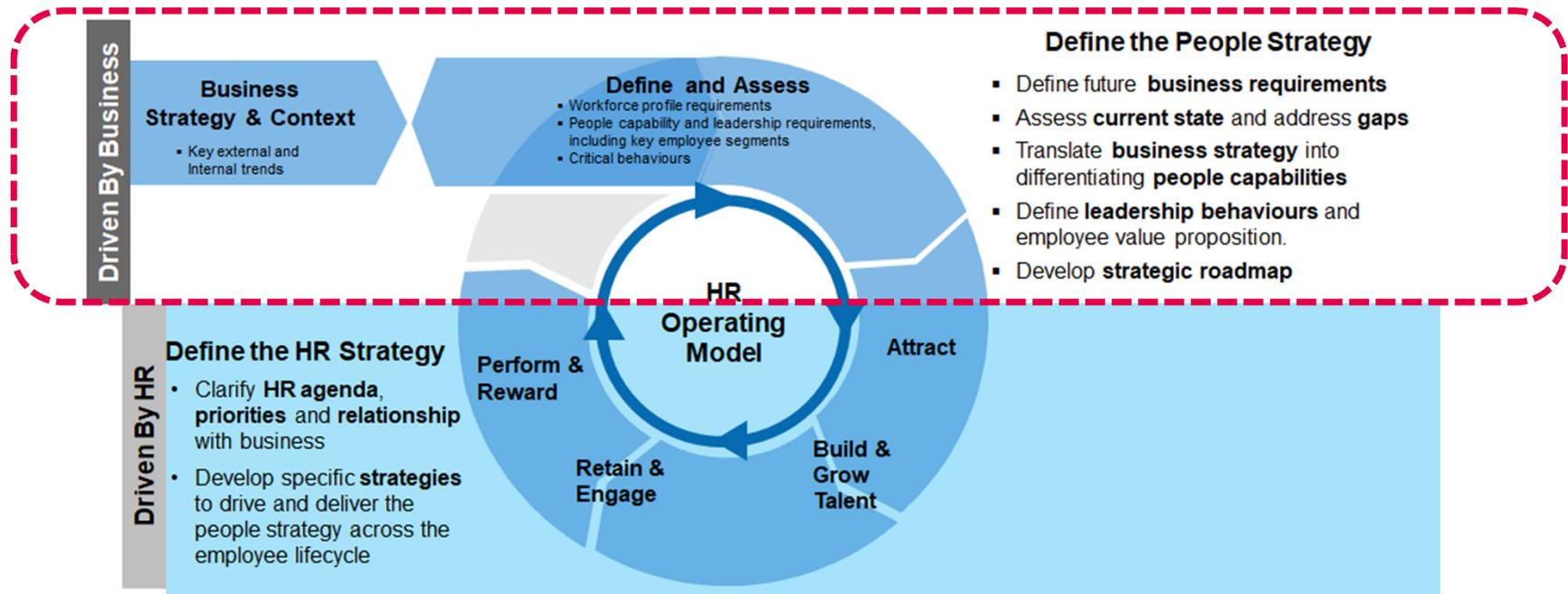
This process aims to establish a high-level but meaningful People Strategy with full alignment and engagement of the NDA Executive and other key stakeholders.

This will provide vital direction to functional strategies and any existing/subsequent transformation programme.

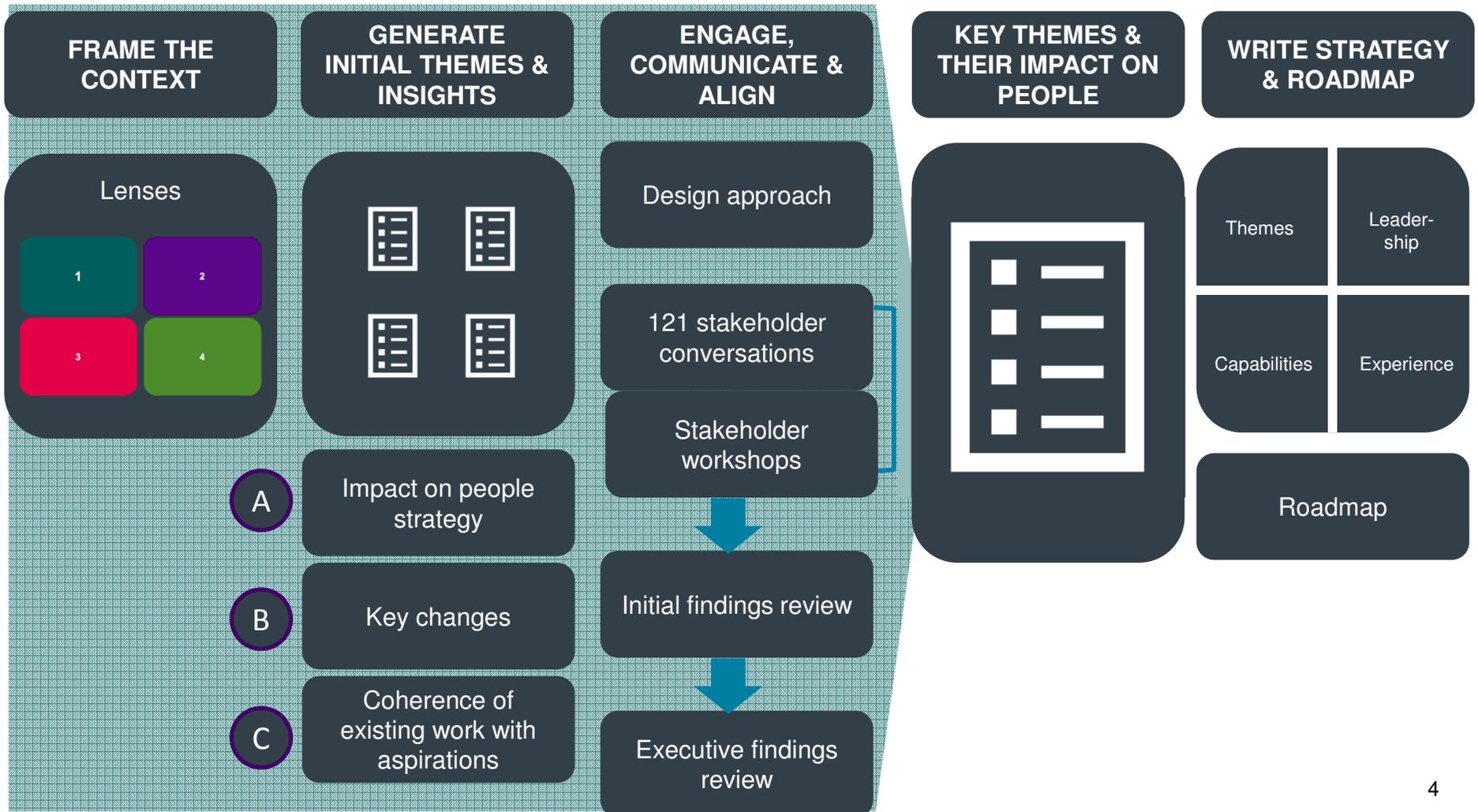


High Level Approach to People and HR Strategy

The Business Strategy and context is the starting point for the People Strategy, which looks at the capabilities, leadership and employee experience NDA requires. The HR Strategy looks at how HR will drive and support the People Strategy through specific strategies across the employee lifecycle, driven through an effective HR Operating Model.



People Strategy Development Process



Framing The Context

**Lens 1: Macro,
Governmental and
Regulatory Context**

**Lens 2: Core Purpose,
Strategy and Values**

**Lens 3: Capability and
Capacity Needs**

**Lens 4: Critical
Behaviours and
Culture Change**

Lens 1: Macro, Governmental And Regulatory Context



Example Questions

- How are changes in technology and business models likely to affect jobs and skills?
- What are the people aspects of NDA's strategy?
- How does OneNDA inform our People Strategy?
- How are NDA's competitors and the nuclear sector defining EVP?
- Which workforce of the future trends are already impacting or will become relevant for NDA?
- Who are NDAs competitors in the employment market?



Lens 2: Core Purpose, Strategy And Values



Example Questions

- What is NDA's purpose and corporate strategy?
- What are the most challenging aspects of the NDA strategy? Why?
- How effective are the current People and HR Strategies?
- How does NDA measure the impact of its current people strategy?
- What is NDA's commitment to the community and environment? How does this impact on people?
- What are NDA's values?
- Which of NDA's values must be amplified by the people strategy? Why?

Lens 3: Capability And Capacity Needs



Example Questions

- Which capabilities will be critical for the future?
- Which capabilities do we see risks around? (which ones are in decline, which ones are in demand, which capabilities are also in high demand from other organisations?)
- What does the spending review submission tell us about the capabilities NDA needs in the future?
- Will NDA's current approach to learning deliver its future needs?
- How are other organisations developing their workforce composition?
- What is the NDA's current technology strategy? How does technology need to support the People Strategy?

Lens 4: Critical Behaviours and Culture Change

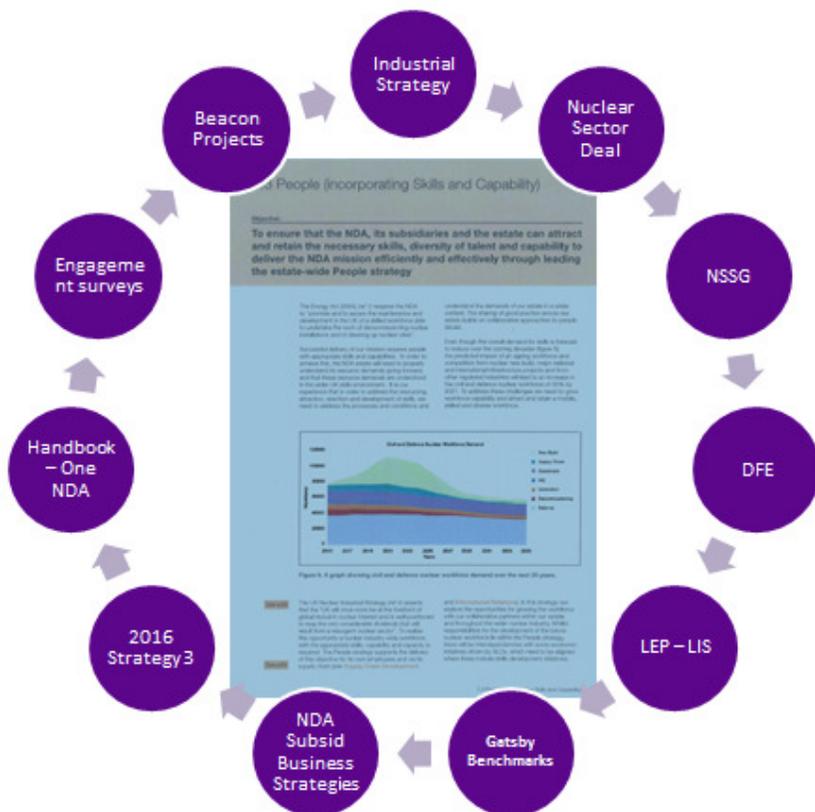


Example Questions

- What key behaviours do future NDA leaders need to display?
- Which cultural attributes will most help NDA to be successful into the future?
- Which cultural strengths can NDA leverage?
- Which aspects of current NDA culture restrict progress on strategy execution?
- What do industry benchmarks suggest about trends in employee views and expectations about the work experience?
- Is NDA offering the right employee value proposition?

People – Strategy Development timeline

- Top down review of existing strategy, documentation and broader collateral - **Sep / Oct 19**
- 360 stakeholder engagement process – **Nov / Dec2019**
- Outline strategy development and first draft – **Jan 20**
- Peer review / QA process and refinement - **Feb / March 20**
- S4 People Content finalised - **Jun/Jul 20**



STAKEHOLDERS	HOW TO ENGAGE E.G: INTERVIEW, WORKSHOP, FOCUS GROUP	BY WHO	PHASING
HR lead team in each business	Workshop	MB + 2	Phase 1
People Strategy Board	Workshop	MB + PS Team	Phase 1
NDA Executive	Workshop	MB + DV	Phase 1
CEO – 2 (NDA) corporate centre	Critical teams as part of their team meetings	MB+1	Phase 2
National TUs : GW, PM, JB, Rail	Individual meetings	MB+1	Phase 1
Government: BEIS, UKGI	Workshop	MB+1	Phase 1
NDA NED / Board: Evelyn	Interview	MB+1	Phase 2
NSSG	Interview	MB+JL	Phase 2
NSAN, ECITB, LEPs, DFE, IFA, CEC	Interviews	MB+JL	Phase 2
Key people from businesses – e.g. M Chown, R Weston, G Parry-Jones	Interviews	MB+1	Phase 2
Regulators: ONR, EA, Scottish Government, Welsh Government	Interviews	MB+JL	Phase 1
Social impact – SSGs	Interviews	MB+1	Phase 2
Head of Stakeholder Relations	Interview	MB	Phase 1
Others	TBC	MB+1	TBC



Making a difference

