

# Future of Work Special Interest Group (SIG)

## Terms of Reference

Draft v4 July 2020

### 1. Why a Future of Work SIG?

It is the Nuclear Institute's (NI) role, as the professional body and learned society for the nuclear sector in the UK, to look ahead, to envisage a better world and a future in which our members and our industry will flourish.

Recently we have all been forced to think carefully about the Future of Work and have accelerated changes in the workplace, reviewed how we interact with the workforce and reconsidered what we mean by work itself and its role in our lives.

The impact of the COVID crisis will be one of the most significant issues affecting the industry for the foreseeable future and over time the implications of COVID 19 will continue to influence the way we work to a lesser extent, but there will always be a Future of Work.

This future is likely to be one of technological enhancement by robotics, Artificial Intelligence and automation, and one with greater levels of remote and flexible working, with implications for how we train, recruit and lead the workforce of the future. This, along with changes in individual expectations of life balance and the role of work, will heighten our awareness of the importance of culture, trust, emotional security and physical and mental wellbeing.

The NI Future of Work SIG will be a forum for reimagining that future, for sharing thought leadership and good practice from within the industry and beyond, to help members navigate the uncertainty and make decisions that bring about a better working world.

### 2. Context

Disruption caused by measures to reduce the spread of Coronavirus has significantly affected the Nuclear Industry, the Nuclear Institute's member organisations and wider membership. In the short term, this has included reduction in activity, rapid implementation of remote working arrangements and a greater focus on physical health and wellbeing. The longer-term implications for our industry and our people are less clear, but will be felt for a number of years to come.

We have already surprised ourselves by rapidly implementing changes in working practices for which there was never time, money or appetite for under business as usual, but which have now been shown to offer huge untapped value.

Technology is helping to reinvent the way that we work, learn and interact, but the nearly overnight shift to an almost wholly remote workforce brings new leadership and security challenges. Working in social isolation puts strain on our interpersonal and organisational connections, requiring a different management skillset, more focused on connection and pastoral care and more attuned to mental wellbeing. And we are beginning to think about how impact on recruitment and training right now might affect organisational and industry-wide critical skills, with implications for the future workforce. Likewise, how recruitment, training and leadership must adapt to the requirements of a more technologically enhanced future work environment.

This prompts us to consider which aspects of current working practices we want to retain for the future, and which aspects of the past we could or should leave behind.

The post-COVID environment also offers an opportunity for the nuclear industry, with support from Government, to accelerate low-carbon energy infrastructure projects to stimulate growth in a new green economy, meeting the UK's Net Zero commitments and creating prosperity in the UK's nuclear regions.

### **3. Purpose of the Future of Work SIG**

**Vision:** *A better world of work in UK nuclear*

**Mission:**

- To envisage a better world and a future in which our members and our industry will flourish;
- To harness the creativity, activity and innovation catalysed by COVID 19, capture learning, sustain positive activity in future and accelerate existing Future of Work initiatives;
- To equip members with the knowledge and information to adapt to the rapidly changing working environment, to embrace technology and innovation and to engage with the workforce on a human level to truly understand motivations and expectations.

**Themes:**

Future of Work encompasses a range of topics that broadly fall into the following three themes:

1. Work
2. Workforce
3. Workplace

Specific topics to be addressed by the group may include: technology, workflows, security, recruitment, training, inclusive leadership, human-centric HR practices, culture and behaviour, physical and mental health and wellbeing, equality, diversity and inclusion.

SIGs are primarily about knowledge sharing and capture, so the intention here is not to replicate any existing initiative, but to bring together in one place the relevant aspects relating to Future of Work topics, and make this information accessible to members of the SIG.

### **4. Structure and Membership**

#### **4.1 Membership**

The Future of Work SIG is for organisations and individuals with an interest in this topic, regardless of whether they are a member of a professional institution. Membership is therefore open to all NI and non-NI members.

It is suggested that membership of the group should reflect the following:

- Representation from industry, supply chain, academia, public and private sector
- Representation from outside of the nuclear industry
- Representation from small, medium and large organisations
- Representation from senior leaders, operational leaders, HR/learning and development personnel and individuals including young people
- A diverse and inclusive mix of individuals

Membership will fall into one of three categories:

### **General Membership**

- Community of interested individuals
- No limitation on numbers
- Will receive regular updates of the SIG activities
- Will receive opportunities to contribute to the SIG's activities

### **Active Contributors**

- No limitations on numbers
- Contributors of content
- Leaders of activities, subgroups, workstreams

### **Steering Group**

- Responsible for organising the SIG's activities
- Point of contact between the SIG and the NI

### **Governance**

The group and its activities will be led by a Steering Group, comprising of members who are actively committed to the work of the SIG, and who will lead the group's activities.

The Steering Group members are:

- Rob Ward, YGN Chair 2020
- Callum Thomas, Thomas Thor Associates and founder, D&I in UK Nuclear
- Monica Mwanje, founder, D&I in UK Nuclear
- Others TBC

A copy of the Terms of Reference will be made available on the NI website. SIG members shall avoid any situation that may give rise to a conflict of interest between themselves, their employers, the Nuclear Institute and the SIG Steering Committee. In the unlikely scenario that a conflict of interest should occur, members shall make full and immediate disclosure to a Steering Committee member if any such conflict should occur and disqualify themselves from the relevant elements of SIG business.

### **Collaboration**

The SIG will be supported by Thomas Thor Associates, whose mission to *build and sustain the global nuclear workforce* aligns closely with that of the group.

## **5. Activity and Outputs**

The group will operate in the most suitable way to meet the needs of members. This might include any of the below activities:

- Hosting Future of Work webinars or webcasts
- Hosting Face to face SIG meetings
- Hosting a Future of Work Podcast
- Creation of online and social media Future of Work content

- Publication of a Future of Work email newsletter
- Future of Work conferences and events

The Future of Work SIG will provide a mechanism by which the NI will be able to produce publications. Should any publication be made available to a wider audience, it will first be presented to the NI and/or Board of Trustees as appropriate for endorsement before being made public.

The outputs of the group are not pre-determined, but may include:

- A “newsletter” or similar, to signpost members towards relevant evidence, information and commentary from across and beyond the nuclear industry
- Presentations and reports on issues and trends related to Future of Work topics
- Survey of trends/viewpoint/opinion from the industry
- Insight or thought-leadership pieces
- Research and white papers

The work of the SIG aligns with the purpose of the NI Policy Committee, *to develop a leading role for the NI in providing evidence-based knowledge on key issues affecting the nuclear industry*. The Future of Work SIG will feed into the emerging NI Policy Committee to support, for example, the NI's response to relevant consultations.