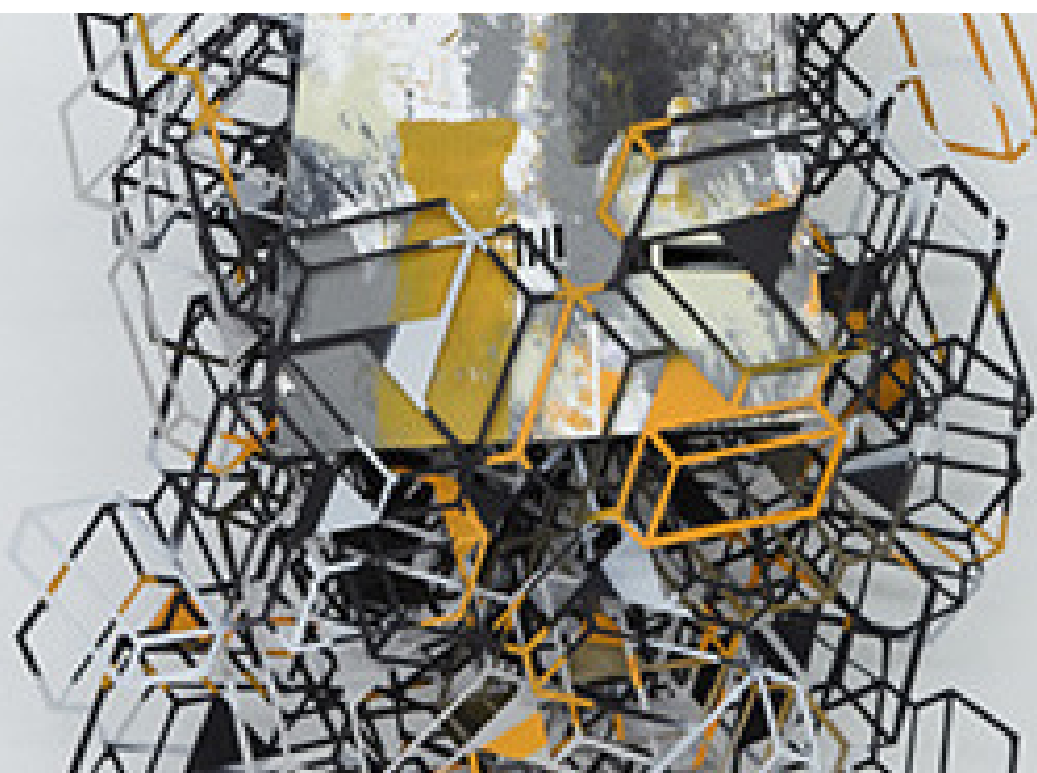


# UAL People Strategy

## 2016 - 2022

Implementing the UAL Strategy through our People



Engage

Enable

**Equality**

Empower

Enhance



# Foreword



The University of the Arts London (UAL) is a dynamic and exhilarating place to work. The 2015 staff survey found that the majority of staff think it's a great place to work and would recommend UAL as a great place to study.

Students are at the heart of the People Strategy as ultimately everything we do as members of staff contributes to enhancing the student experience.

The People Strategy has been developed to enable delivery of the UAL Strategy 2022 and is set in the context of a challenging external environment.

The People Strategy focuses on how we can implement the UAL Strategy through our people (our staff) and each one of us has a role to play; whether we are leaders, people managers, or individual members of staff performing to the highest standard and continuing to develop in our roles and careers.

We are at our best when we work together; the strategy's success is therefore dependent on staff collaborating and working in partnership to deliver the strategy (e.g. research and teaching excellence requires the involvement of all academic staff).

The motivation, development, engagement and recognition of staff is at the core of the People Strategy, as is creating a culture that embraces equality and diversity.

We must not forget that we do many things well and that it is important to celebrate success. The aim of the People Strategy, therefore, is to further improve and meet future challenges, by enabling our staff to grow and develop, have open, honest and difficult conversations, treat others fairly with dignity and respect, build capabilities at all levels, including strengthening our leadership and management capabilities, and recognising excellent performance.

Thank you to all those who took the time to contribute their views on the draft strategy, I have been impressed by the high level of engagement from a wide and diverse range of staff. We will regularly report on progress and, through KPIs, measure our success in achieving the People Strategy.

The next stage is even more crucial in that we all now have a role to play in delivering this Strategy.

Best wishes

A handwritten signature in black ink, appearing to read 'Naina Patel'.

Naina Patel  
Director of Human Resources  
University of the Arts London

# Introduction

After wide consultation with key internal stakeholder groups (e.g. The Diversity Team, Deans' Group, Senior Management Teams), this document sets out HR's key strategic priorities aligned to the University's 2022 strategy.

It is relevant to all staff because we all deliver services that contribute to a great student experience.

## Our Vision

In enabling the University strategy our vision is to:

- Ensure staff are valued
- Create an even better place to work
- Engender inspirational leadership
- Encourage courageous line management
- Develop a culture of staff engagement
- Enable our staff to be creative and innovative
- Create a diverse and inclusive workforce

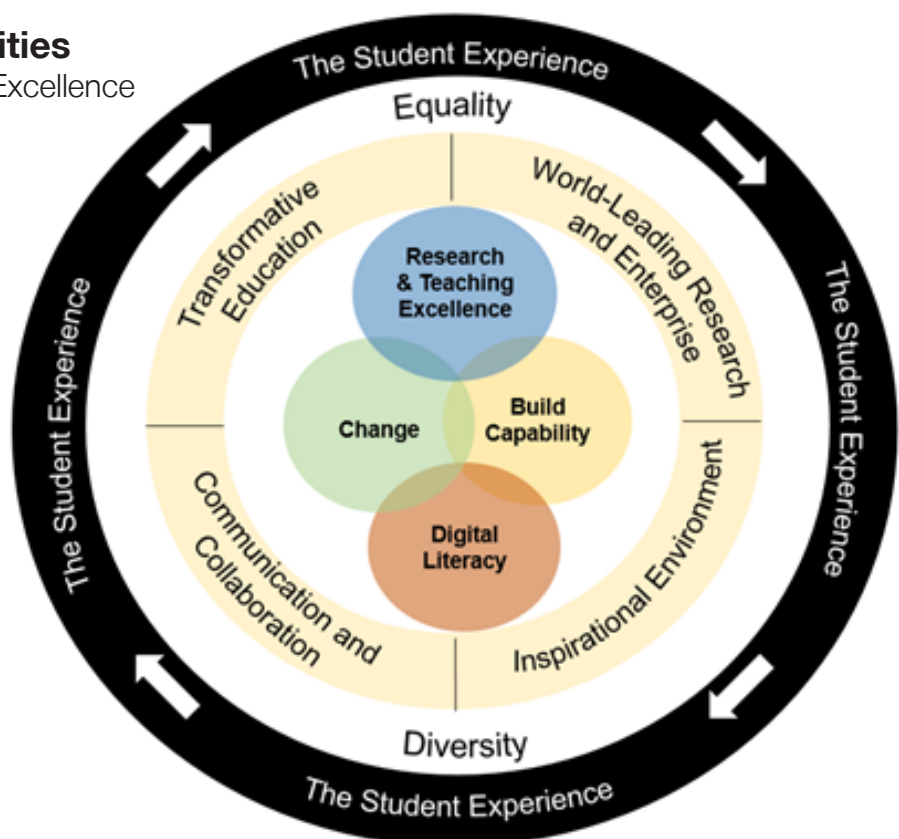
## Our Context

In developing our strategy we recognise the context in which we operate:

- **A changing external environment:** e.g. The Green Paper on Teaching Excellence, Social Mobility and Student Choice; Government funding, visa regulations and global markets.
- **A challenging internal environment:** an ambitious university strategy; a programme of continuous improvement, e.g. our estate, systems and technology and staff skills. As well as the importance of staff engagement as measured through staff surveys and embedding equality, diversity and inclusivity.

## Our Key Strategic Priorities

- Research and Teaching Excellence
- Change
- Build Capability
- Digital Literacy



# Research and Teaching Excellence

## Why this is important

With proposals pending to reshape the higher education landscape our commitment is to raise research and teaching standards; provide greater focus on graduate employability and widening participation, and deliver better value for money for our students.

Our staff survey data suggests there is more we can do to engage our academic community and re-think our people management practices to further engender inclusivity and remove barriers that may hinder the delivery of a great student experience.



## We will further enable research and teaching excellence by:

### Development of Career Pathways

- Work with academic leaders to shape academic career pathways for teaching and research to increase clarity and consistency around research, teaching and practitioner roles.

### Inclusivity and Engagement

- Develop an inclusive and engaging culture that enables staff, in particular associate lecturers, to better promote and support the delivery of research and teaching excellence.

### External Recognition

- Enhance our global reputation through external recognition (e.g. NSS, standards required under the Research Concordat, the implementation of a Teaching Excellence Framework (TEF), preparing for REF 2020 and ensuring we comply with the necessary standards in respect of OFSTED, QAA and other regulatory requirements).

### Excellence in Recruitment

- Develop and apply a new set of recruitment standards and qualification requirements and apply enhanced selection techniques.
- Develop a recruitment pool for associate lecturers and visiting practitioners to make recruitment fairer, easier and faster.

# Change

## Why this is important

Staff perceptions around how the University manages change repeatedly report 'less positive' through our staff engagement surveys.

Question	2013	2015	15 vs 13	BM (HE Sector)
<i>The University manages change effectively</i>	27%	23%	-4%	-6
<i>I have the opportunity to contribute my views before changes are made which may affect my job</i>	36%	31%	-5%	-9

The implementation of the University's 2022 strategy will initiate a period of continual change and opportunity: new estate, new systems/technology, new ways of working and new knowledge and skills. This will require HR to not only get the basics right but be the architect in creating a fit-for-purpose organisation, and workforce that is able to deal with and react to change, and deliver our strategic goals.



## We will enable the University to further embrace change by:

### Creating an inspiring Working Environment for 2022

- Develop, promote and support innovative ways of working aligned to our Estates and IT strategies; focusing on new, flexible and consistent ways of working which promote job satisfaction and staff engagement.

### Better Change Management

- Develop, working in partnership with our staff and Trade Unions, a 'Change Management Policy', supported by appropriate guidance and training.

### Improved Staff Well-Being

- Develop a well-being strategy to ensure dignity at work; a collaborative, team-based working environment, with reductions in levels of recorded absences for stress.



# Build Capability

## Why this is important

In order to bridge the gap between strategy formation and implementation we need to develop organisational capability at three levels: 1) leadership 2) line managers and 3) staff. In developing capabilities in these three areas, which we believe are core to organisational performance, the University will be able to successfully execute its strategy.



## We will build capability by:

### Developing our Leaders

We will develop confident leaders to ensure there is effective and inspirational leadership and communication, and in so doing our leaders will role-model the behaviours (values) aligned to our strategy. This also includes creating a cross-UAL leadership connection that supports a more collaborative leadership approach.

### Developing our Line Managers

We will develop core management skills that we expect of effective managers, which include:

- Proactive performance management
- Having difficult, honest and courageous conversations. Giving and receiving feedback
- Managing staff absence and stress
- Delegation and time management
- Managing diverse teams
- Better articulate and, therefore, measure and reward management capabilities through improved tools such as PRA, manager induction, competency frameworks and consistent job descriptions.

### Developing our Staff

We will develop our staff to equip them with the knowledge, skills and capabilities required today and for the future via two approaches:

- **Performance** - Continually improve the University's approach to managing staff performance, developing the tools/resources, policies/procedures (e.g. PRA process) that help staff to be effective in their roles, truly contribute and perform to a high standard, and enable staff to realise their career aspirations.
- **Potential** - Demonstrate we value staff and recognise 'high' performers through a more transparent and easily accessible approach to reward and recognition. This also includes succession planning and proactively identifying opportunities for staff to work on projects that maximise their potential.

# Digital Literacy

## Why this is important

Developing a workforce that is digitally literate will underpin our approach to staff development, and the introduction of policies and processes which enable digital literacy to flourish. Building these capabilities will better equip our staff to live, learn and work in a digital society.



## We will enhance staff agility and flexibility by:

### Equipping and Enriching

- Equip staff with the confidence, skills and abilities to interact with and use both existing and new technologies and systems.
- Enrich working life by highlighting the benefits of improved ways of working (e.g. virtual working, improved collaboration and a culture of knowledge sharing).

### Blended Learning

- Enable a more responsive and flexible workforce recognising that traditional face-face learning, communication and interaction is not always possible/appropriate.
- Role-model how best to use systems and technologies to proactively engage staff through 'blended learning', which will include face to face, virtual and 'just-in-time' technologies.

### Accessibility

- Ensure our information is easily accessible and we provide consistent and timely advice
- Embrace digital literacy (e.g. through the use of social media, blogs and other virtual communication mediums).

### Managing Risk and Reputation

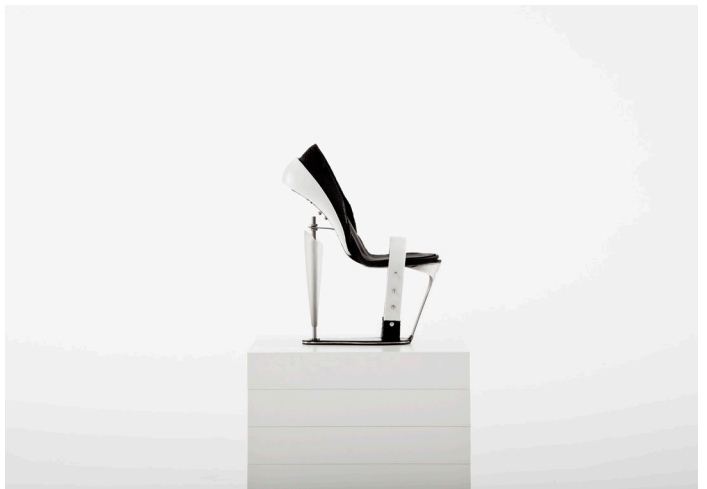
- Improve staff awareness around the risks in accessing and using data (e.g. student/staff), and therefore manage our reputation and ensure the University is compliant with its legal and regulatory obligations.

# Enablers

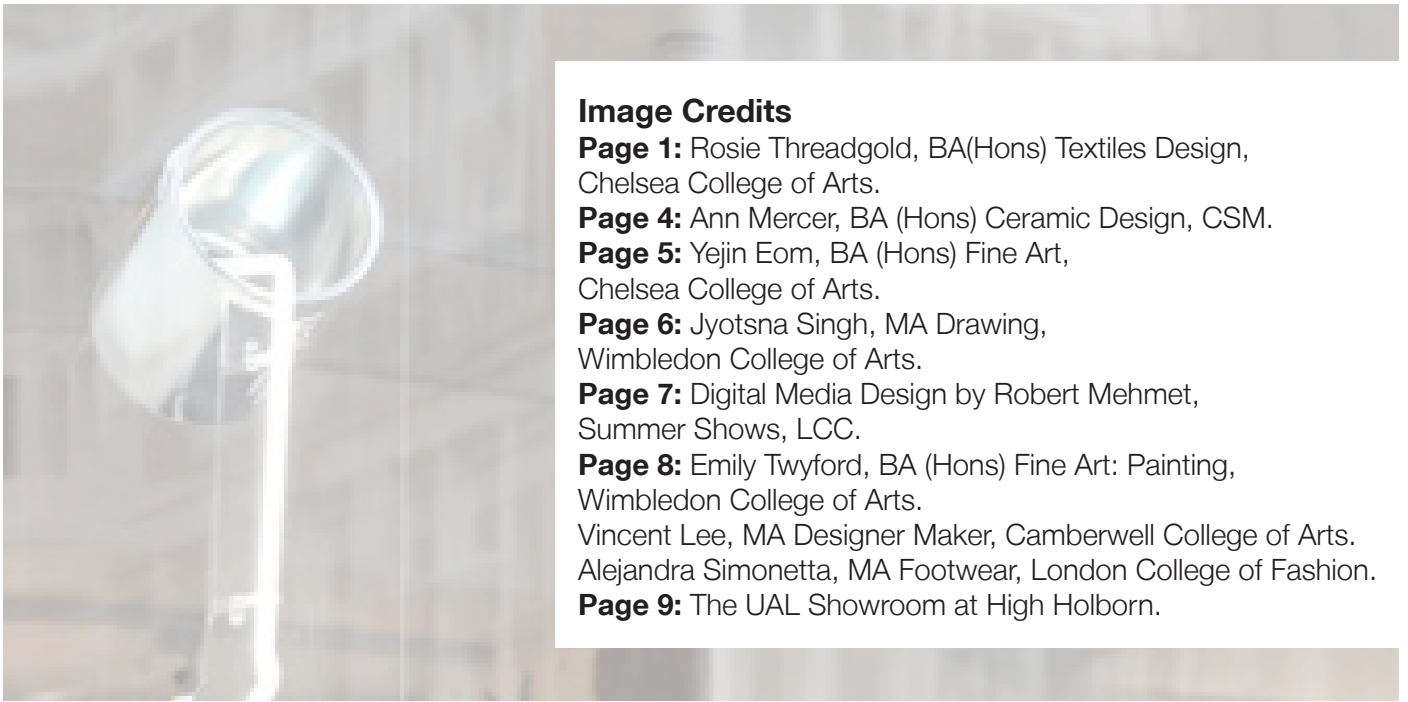


To deliver our People Strategy HR will:

- **Role model:** apply our core values: openness, fairness, integrity, flexibility, consistency, innovation and responsiveness
- **Lead and champion** our people management practices
- **Cultivate partnerships** and broker collaboration
- Provide **expert and timely** advice and information
- **Continuously develop** our own capabilities, knowledge, skills and competencies
- **Balance** creativity, flexibility and risk
- **Continuously improve** processes and systems.







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