




**UWL People and  
Organisational Development  
Strategy 2021 – 2025**



A man with short dark hair, wearing a grey suit jacket, a light pink shirt, and a red patterned tie, stands in an office. He has a red poppy pinned to his lapel. His hands are clasped in front of him. The background shows large windows with blinds and an office chair.

“The University has such great business links and I always wanted to teach. So, when I got the chance to work at UWL, I grabbed it.”

**ERFAN OVEE NOMAAN**  
**Lecturer in Business and Finance,**  
**The Claude Littner Business School**

# Foreword by Neil Henderson, Director of Human Resources and Organisational Development




At the University of West London (UWL), we are committed to inspiring our students to become innovative and creative professionals connecting them to exciting and rewarding careers. We can only achieve this through our people. The University delivers a remarkable student experience and high-quality education for our students and this is achieved through the talent and dedication of exceptional individuals, working together to achieve this common purpose. Through this we have built a reputation for excellence in student satisfaction, employability and widening participation. To take the University forward, we need to keep investing in and developing our existing and future staff so they can build on our successes and continue to innovate, inspire and be impactful in all they do.

The UWL community is a diverse body of staff and students who work together to create an environment of success and achievement. We celebrate the diversity of our staff group and promote our values in practice through our commitment to inclusivity and ensuring progression and success for our staff. We strongly believe that diversity in all its forms delivers greater

impact in all our activities - teaching, research, knowledge exchange and enterprise, community engagement and most of all - to enhance our student experience. The strategy aims to ensure people will be proud of the University both as a place to study and a place to work.

As with our commitments to our student body, we want to enable our staff to grow in confidence and capability to enhance and enrich their roles as active participants in our University, the wider community and across the HE sector. We will continue to **recruit, engage, develop and retain** talented people who are innovative, motivated, student focused and accountable and who will contribute to and deliver our future achievements. The efficiency and effectiveness of our workforce is crucial, both to the success of the University in meeting our strategic commitments as set out in *Achievement 2023* and to our growth to protect our long-term future. We are committed to continuing to build an enriching working environment for our staff to flourish as part of an achieving, diverse, inclusive and healthy community.

Enabling a  
diverse, enriching,  
engaging and healthy  
working environment...



“We have a huge range of students here and I love the fact that they want to do well, they’re committed to doing well. And I love to see them develop across the years.”

**GINA HOLLEY**  
**Senior Lecturer – Health & Primary Care,**  
**College of Nursing, Midwifery and Healthcare**

## Our people vision

To ensure UWL people work within a diverse, enriching, engaging and healthy working environment.

## Our people mission

To enable UWL people to grow in confidence and capability to enhance and enrich their roles as active participants in our University, our local community and across the HE sector. Allowing all staff to contribute to inspiring our students to become innovative and creative professionals, connecting them to exciting and rewarding careers.

## Our people values

We are committed to achievement and innovation, caring about individuals' wellbeing, honesty and efficiency through collaborative working, creating a diverse and inclusive environment, and inspiring people to be impactful to help shape the University's future.

## Strategic people aims

The aim of our *People and Organisational Development Strategy* is to provide an immediate, on-going and long-term framework for engaging, sustaining, developing and managing our people to be fit for purpose in delivering our commitments outlined in *Achievement 2023* and beyond. This will be achieved by ensuring our staff:

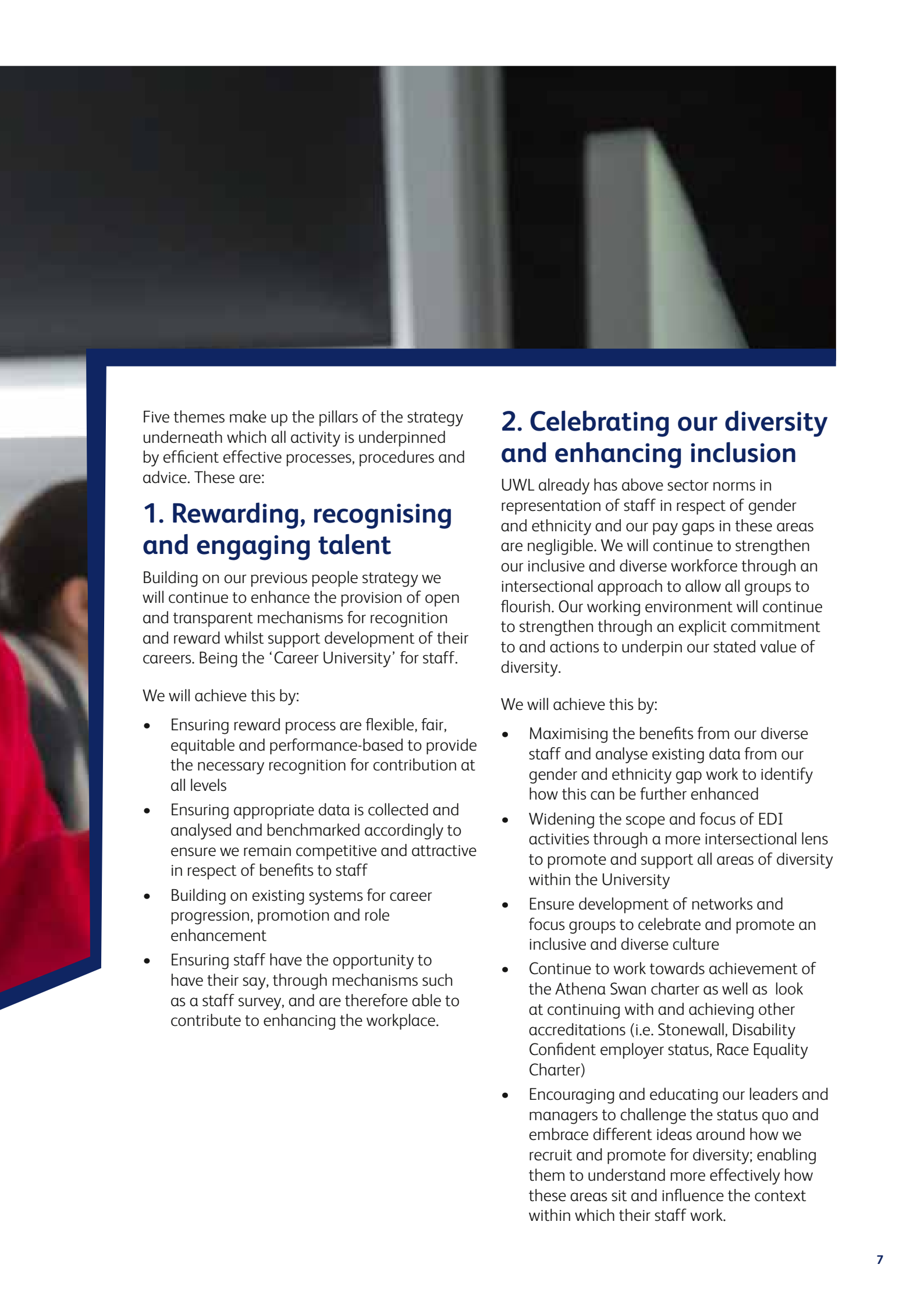
- Understand our vision and values
- Are motivated and contribute to a positive culture and work effectively
- Accept responsibility and accountability in their roles
- Are clear of the expectations of their role and how it fits in

- Have the right skills and continuously develop these to remain innovative and impactful
- Are flexible, adaptable and responsive
- Create a welcoming, inclusive community
- Are led and managed well
- Engage in driving continuous improvement in the way they work.

Above all, our staff should be clear on the difference they make to the student experience, our enterprise and research activities as well as to all of our University successes through their everyday contribution and activities.



# Strategic themes



Five themes make up the pillars of the strategy underneath which all activity is underpinned by efficient effective processes, procedures and advice. These are:

## 1. Rewarding, recognising and engaging talent

Building on our previous people strategy we will continue to enhance the provision of open and transparent mechanisms for recognition and reward whilst support development of their careers. Being the 'Career University' for staff.

We will achieve this by:


- Ensuring reward process are flexible, fair, equitable and performance-based to provide the necessary recognition for contribution at all levels
- Ensuring appropriate data is collected and analysed and benchmarked accordingly to ensure we remain competitive and attractive in respect of benefits to staff
- Building on existing systems for career progression, promotion and role enhancement
- Ensuring staff have the opportunity to have their say, through mechanisms such as a staff survey, and are therefore able to contribute to enhancing the workplace.

## 2. Celebrating our diversity and enhancing inclusion

UWL already has above sector norms in representation of staff in respect of gender and ethnicity and our pay gaps in these areas are negligible. We will continue to strengthen our inclusive and diverse workforce through an intersectional approach to allow all groups to flourish. Our working environment will continue to strengthen through an explicit commitment to and actions to underpin our stated value of diversity.

We will achieve this by:

- Maximising the benefits from our diverse staff and analyse existing data from our gender and ethnicity gap work to identify how this can be further enhanced
- Widening the scope and focus of EDI activities through a more intersectional lens to promote and support all areas of diversity within the University
- Ensure development of networks and focus groups to celebrate and promote an inclusive and diverse culture
- Continue to work towards achievement of the Athena Swan charter as well as look at continuing with and achieving other accreditations (i.e. Stonewall, Disability Confident employer status, Race Equality Charter)
- Encouraging and educating our leaders and managers to challenge the status quo and embrace different ideas around how we recruit and promote for diversity; enabling them to understand more effectively how these areas sit and influence the context within which their staff work.

A portrait of Samuel Ratzer, a man with short brown hair, a beard, and glasses, wearing a dark blue coat and a grey scarf. He is smiling and looking towards the camera. The background is a blurred indoor setting with large windows and blue wall panels.

“Motivating students to do their best and seeing people reach their potential is the most inspiring thing. The idea of supporting people in a positive way and being able to offer encouragement was what attracted me to work here.”

**SAMUEL RATZER**  
**Student Engagement and Retention Officer**



### 3. Attracting and retaining excellence

Taking forward work already being delivered in this area, we will ensure UWL attracts, retains and motivates staff who match our mission and values in putting the student at the heart of all we do.

We will achieve this by:

- Ensuring we build an employer brand that recognises and demonstrates benefits of UWL as the employer of choice within the modern university sector
- Maintaining and enhancing our recruitment and induction processes to deliver excellent service to candidates and recruiting managers
- Ensuring selection and appointment activities are built on clarity of expectations and our values
- Enhancing the capability and confidence of those involved in recruitment and induction to ensure our new talent can integrate effectively with impact
- Continuing the creation of a succession planning and career progression process to develop and retain our high performers and future leaders.

### 4. Culture and organisational effectiveness

Ensure UWL is a healthy community with a culture where all can reach their full potential and flourish, whatever their background. Providing clarity of structures and roles at all levels to ensure explicit expectations are understood.

We will achieve this by:

- Ensuring roles and organisational structures are fit for purpose to deliver a high-quality student and staff experience
- Building on the diverse culture of UWL to enhance performance and job satisfaction
- Ensure all staff have clarity of expectations and values of UWL and are engaged in and contributing to the whole university community

- Ensuring employment processes and frameworks encourage and enable flexibility, innovation and enterprise across all areas of the University
- Ensuring our Health and Wellbeing Framework is embedded to engage staff as part of supportive and positive working culture
- Enhancing provision of Occupational Health Services and building on existing partnership with Health and Safety colleagues to ensure we maintain a healthy and safe environment for all.

### 5. Developing and enhancing our people

Provide all staff with development opportunities to be creative and dynamic professionals in their fields. Ensure clear progression, development and succession planning is in place to inspire and have an impact on students and colleagues.

We will achieve this by:

- Ensuring our Continuous Professional Development Framework is embedded and used effectively to build requisite skills and knowledge profiles of all staff to perform to their maximum potential
- Continuing to build on and develop further learning and development opportunities for staff at all levels
- Ensuring a career progression and succession planning framework is embedded across the University
- Building the capability, confidence and capacity of our leaders and managers to nurture and develop our staff as high performing individuals and teams
- Working with IT colleagues to provide appropriate levels of digital literacy of staff in relation to their roles and functions
- Working with ExPERT Academy and the Graduate Centre to ensure all relevant colleagues are equipped with teaching and research skills.



# Delivery of the strategy



We recognise that our *People and Organisational Development Strategy* plays a key role in achieving our organisational successes whilst embedding our values and culture.

The strategic people themes are underpinned by a range of deliverables which will all have measures of success and impact to track our progress towards delivering our mission and measuring the impact of the strategy.

Effective, fair and robust people management is central to the role of all leaders and managers: their teams and their people are fundamental to the delivery of their function and goals. Through the delivery of the strategy all staff will develop the capability, capacity and confidence so that they know what is required to deliver an excellent experience for our students and colleagues.

All our leaders and managers have the allocated support of an HR Partner and an HR Co-ordinator who:

- Work in partnership with them to enhance performance and efficiency in the deployment of our people with a view to delivering strategic objectives and commitments detailed in *Achievement 2023* and beyond
- Provide pro-active guidance and support in all aspects of operational people management.

The HR and OD team is resourced and structured to ensure delivery of a high quality, focused, flexible and responsive solutions and advice. The strategy will be enabled through the HR and OD Team working in partnership with managers and staff across the University in the following ways:

- Ensuring we recruit staff who fit with our mission, vision and values and that they behave appropriately, work efficiently and are managed effectively
- Inducting, developing, progressing, and retaining people with appropriate skills, knowledge and values
- “HR Works” – ensuring the basics of employee lifecycle operate in an efficient and customer focused way
- Building an employer brand as the ‘Career University’ for staff to ensure we retain the top talent through commitment to professional development and creative ways of developing careers.

Separate action plans will support the delivery of the objectives in each of the themes, each of which will detail the relevant risks and opportunities. Progress towards achievement of the strategic themes will be monitored through regular review of a dashboard for reporting and monitoring the key measures and their impact.

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