

A black and white photograph of a classical building facade with a series of tall, fluted columns supporting a pediment. The image is used as a background for the slide.

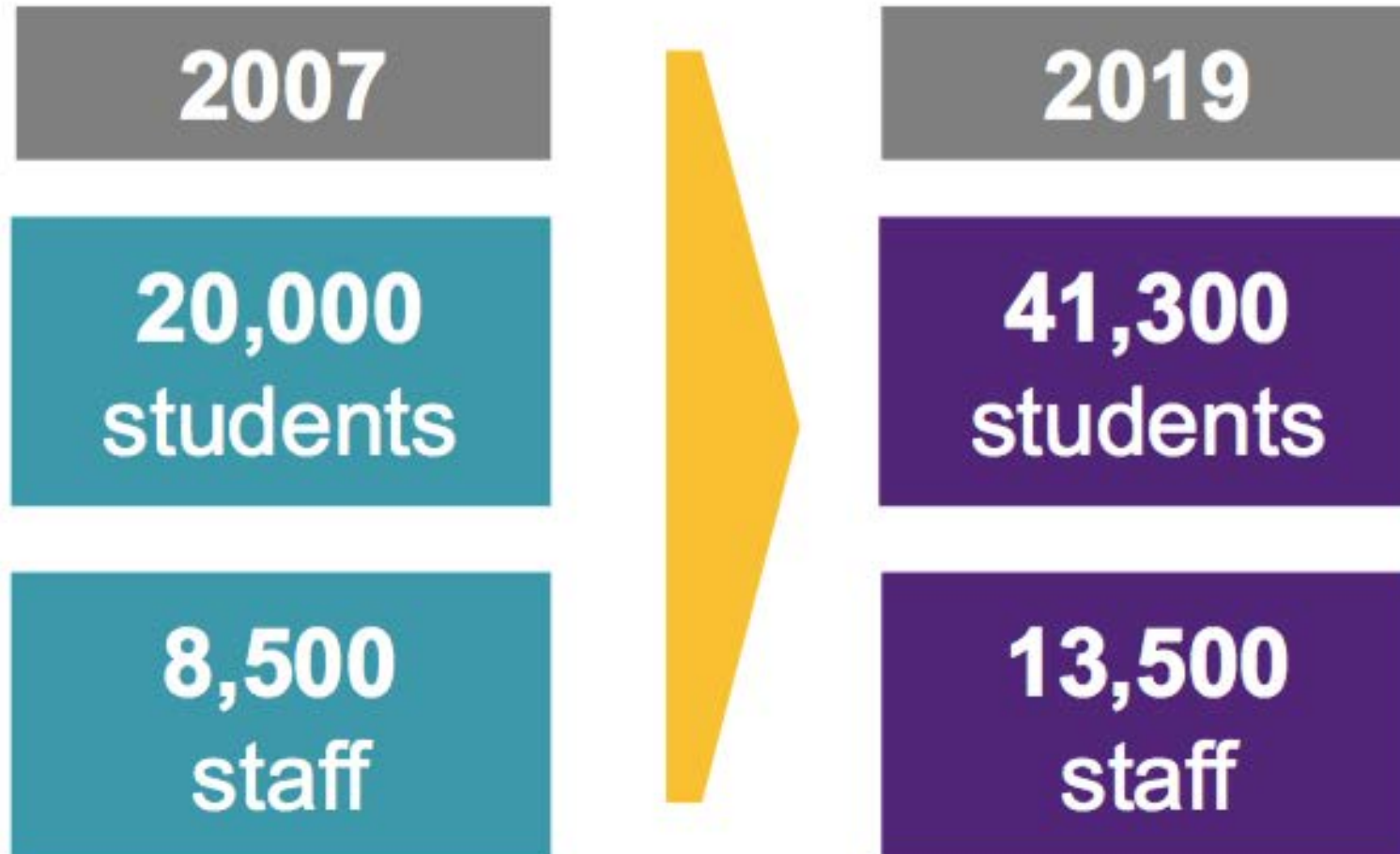
Developing a strategic organisational development capability in a research intensive university

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UCL

- 19,200 UG students
- 22,100 PG students
- 13,500 Staff (incl. 5,000 professional services)
- £1.4 billion annual turnover
- 230 buildings

Context for change



OD reality check

- Misalignment with HR strategy
- Skills, experience and knowledge gaps
- Uneven workload distribution
- Duplication of tasks
- Limited ability for agility
- Ineffective delivery channels and ways of working
- Lack of focus and sense of priorities

OD reality check

Our missing WHY?

Definition of OD

‘the work of facilitating organisational success, by aligning structural, cultural and strategic realities of work to respond to the needs of an ever-evolving business climate’
(Roffey Park)

OD reality check

- Where does OD start and finish?
- Do we know who our people are and what they need?
- Do we know what talent UCL needs in the future?
- Are there changes in UCL's talent needs?
- What is our training trying to achieve?
- Why are talented people leaving?
- What is the purpose of the bi-annual staff survey?
- Who is responsible for the employee experience?

OD reality check

- What is the role of ‘central corporate training’?
- Who should be delivering staff ‘away days’?
- What is the role of the new HR business partner?
- Where is organisational learning taking place?
- Who is considering continuous improvement?

Stanford

“Take us for
everything we’ve
got and leave as
fast as you can”



Google

“We don’t
tolerate effective
assholes”



The present

- New structure and teams
- New people
- New ways of working
- New projects and services
- Old systems and protocols
- Old expectations and standards

The future

Opportunity to:

- Be sector leading
- Provide the services that we have developed for UCL staff, to other universities
- Reinforce UCL's position as a leader in the global higher education sector

Our vision is 'to establish the foremost global centre for systemic change within higher education'.

The future

Our mission must therefore be to:

- rethink and enhance how we attract, engage, develop and deploy people;
- deliver practices underpinned by academic rigour;
- deliver holistic initiatives that are grounded in the reality of our institution;
- say yes only to projects that are fully aligned and further this ambition.

The future

Strategic priorities

1. Implement a framework for ensuring the right people are in the right roles, with the right skills at the right time.
2. Create a learning environment that inspires individuals' curiosity for learning and facilitates ownership of their continued development.
3. Support UCL to evolve and embrace new ways of operating

The future

1. Implement a framework for ensuring the right people are in the right roles, with the right skills at the right time.
 - Develop a clear and distinguishable employer value proposition
 - Redefine the service of talent acquisition through new systems and ways of working
 - Establish a sector leading employee onboarding experience
 - Define and embed strategic, inclusive talent management practices
 - Enable staff to own their own career progression and increase mobility within UCL

The future

2. Create a learning environment that inspires individuals' curiosity for learning and facilitates ownership of their continued development.
 - Redefine UCL's approach to performance and appraisals
 - Establish a continually evolving and relevant portfolio of learning for staff
 - Establish a physical space dedicated to staff development
 - Launch a globally recognised centre of excellence for researcher development

The future

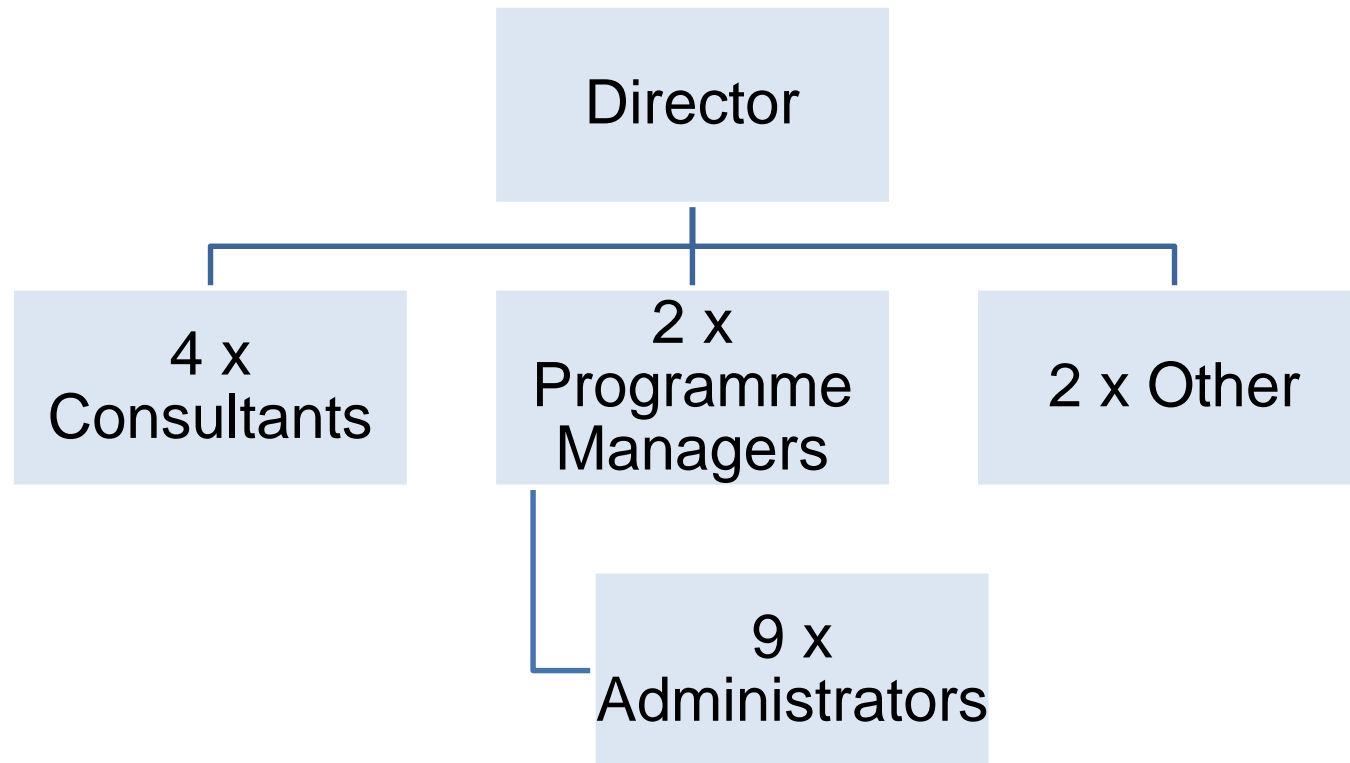
3. Support UCL to evolve and embrace new ways of operating

- Steer the creation and embedding of one strategy to unite professional services staff
- Define and embed values and ways of working as central to people practices
- Establish best practices to support the establishment of business partnering at UCL
- Expand communities of practice across professional services areas
- Introduce practices that enable behavioural and cultural change

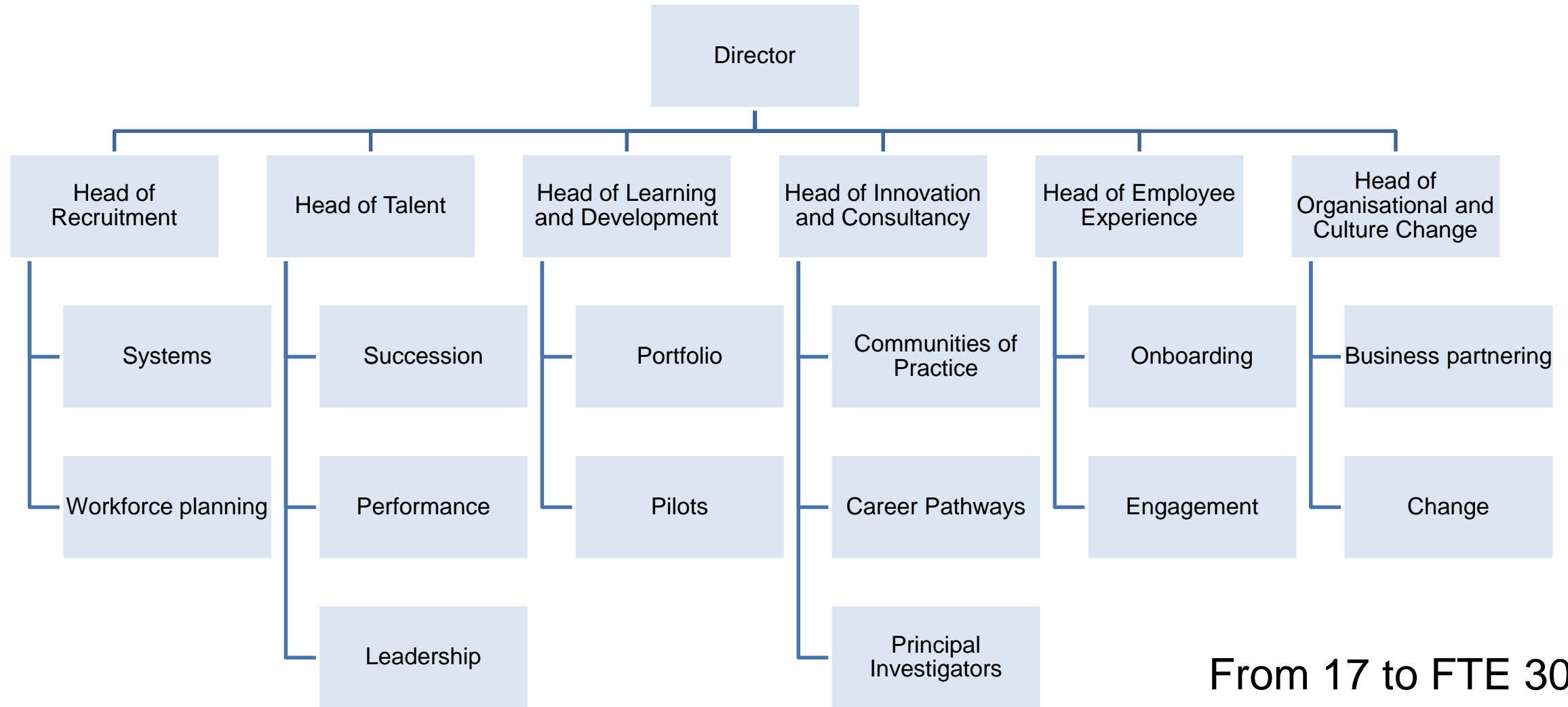
The keys to our success

1. The ability to work collaboratively, drawing on the breadth of expertise from within the HR team and across HR Communities of Practice.
2. The ability to leverage on expertise from academic partners within UCL to create solutions
3. The ability and credibility to develop effective working relationships with key stakeholders across UCL
4. The ability to communicate what we do clearly and confidently

An OD structure to enable impact?



An OD structure to enable impact



Lingering questions

- Should OD report to the Chief Administrative Officer or Vice Chancellor, not the HRD?
- Would HR remain an attractive enough proposition for an ambitious HRD, if this were the case?
- How much skills based training should it be the responsibilities of the line manager to recruit for, and therefore not OD to develop?
- Can we afford the time and patience to wait for HR business partners to be ready to step up to their roles?