



# Royal College of Art

Postgraduate Art and Design

## JOB DESCRIPTION

<b>Post:</b>	Head of Policy and Reward
<b>Department:</b>	Human Resources
<b>Grade:</b>	Grade 10
<b>Location:</b>	Kensington
<b>Responsible to:</b>	Deputy Director of Human Resources

### Background:

The Royal College of Art is the UK's only entirely postgraduate institution of art and design, dedicated to teaching, research and knowledge exchange with industry. The RCA has been ranked the number one university-level institution for art & design, internationally, for the eighth consecutive year according to the QS World University Rankings by Subject, 2021.

The College currently has some 2,700 students registered for Graduate Diploma, MA, MRes, MPhil and PhD degrees, and this is set to rise to 3,000 in coming years. The majority of postgraduate teaching and research supervision is delivered by the RCA's four Schools: Architecture, Arts & Humanities; Communication; Design, with each School led by a Dean of international standing and a recognised leader in their field.

In addition, the RCA has a number of established and planned research centres: the Helen Hamlyn Centre for Design; the Material Science Research Centre (which includes the Burberry Materials Futures Research Group); the Intelligent Mobility Design Centre, the HELIX Centre, and future centres in Computer Science and in Drawing. The RCA is also home to one of the UK's most successful university incubators, InnovationRCA.

### Our People

The RCA's Royal Visitor (Patron) is HRH Prince of Wales; its Chancellor is Sir Jony Ive, and the Pro-Chancellor and Chair of Council is Sir Peter Bazalgette. The RCA's Vice-Chancellor - the CEO of the institution - is Dr Paul Thompson. The RCA has more than 450 permanent staff, including internationally renowned artists, designers, architects, theorists and curators. These staff, together with an innovative pedagogy, world-class technical facilities and research centres, all contribute to an exceptional environment and a remarkable record of graduate employment. Generations of eminent graduates have created far-reaching impact and influence, such as Barbara Hepworth, Bridget Riley, David Hockney, Sir Ridley Scott, Sir James Dyson OM, Asif Kapadia, Thomas Heatherwick, Chris Ofili, Tracey Emin, Jake & Dinos Chapman, Christopher Bailey, Idris Khan, Chantal Joffe, Sir David Adjaye, Erdem, Philip Treacey, Monster Chetwynd, Oscar Murillo and Lina Lapelyte.

## **Strategic Plan 2022–2027**

The RCA is currently crafting a new strategic plan, involving all staff in a process that was concluded in March 2022, with the publication of a new Strategic Vision and Plan for the next five years and the appointment of our new Chair of Council, Sir Peter Bazalgette.

This plan will embrace the roll out of a new model of delivery for our taught postgraduate programmes; it will underscore our commitment to being the world's most research-intensive art & design university; and it will commit to a number of Equity and Diversity goals which will lead towards the RCA becoming an anti-racist institution.

### **Purpose of Role**

To develop a HR policy framework, author updates to existing policies and lead on the development of new policies which are aligned to the College Strategic Plan and priorities, reflective of external factors, ensuring the College remains compliant and is future focussed on the employee experience.

To deliver a programme of strategic projects focussed on reward; using your technical expertise to advise the College on priorities, issues and risks and the best course of action.

To develop pay, reward, benefits and performance strategy and policy which is aligned with the College Strategic Plan, which meets the ongoing and future institutional needs in relation to the pay and reward agenda across all schools and departments of the College and all levels, including the College Executive.

### **Key responsibilities**

- Develop a new HR policy framework and update/create corporate HR policies, strategy and underpinning procedures which recognise legislative requirements, balance the interests of the organisation and the individual and which demonstrate effectiveness and consistency of treatment.
- Research and monitor developments in employee centric and HRER policy, strategy and procedures and guidance, assessing this against the College's current policy coverage.
- Develop and implement new corporate HR policies and procedures, including stakeholder engagement with a wide variety of groups (such as the College Executive Group, Trade Unions etc), to ensure understanding, acceptance and successful adoption of policies.
- Draft management guidance and internal HR process documents, in conjunction with the Head of HR Operations and Business Partnering team.
- Create a total reward approach, combining a range of different pay and benefits offerings into a flexible framework which meets the diverse needs of employees. This includes the review and revision of existing practices, such as incremental progression and external benchmarking/market rate analysis.
- Develop and communicate Reward & Recognition policy and practice to all College communities, developing and publishing a Reward calendar so that timescales, roles and responsibilities are clear to all stakeholders.
- Act as business expert in all matters relating to compensation and benefits, providing advice to key stakeholders

- Work with Finance and HR colleagues to develop, review and monitor policies, processes and procedures for relocation, travel and subsistence, pensions, and allowances.
- Design and be accountable for job evaluation protocol and implementation, including overseeing panels and communication of decisions
- Lead on the development of job profiling and job evaluation methodology, and oversee its implementation, including ensuring sufficient capacity and capability to deliver an effective in-house service as required.
- Design processes by which College reward structures and pay rates are benchmarked nationally and locally, including participation in national and local remuneration forums
- Manage and communicate RCA's benefit schemes - working to ensure synergy and cost-effective arrangements with suppliers.
- Lead on the development of RCA's non-compensation benefits, ensuring alignment with RCA's strategy and values.
- Design and lead the annual pay and performance review process, in collaboration with the Deputy Director of HR (Services)
- Ensure all aspects of reward, benefits, policy and performance are focused on diversity and inclusiveness to ensure accessibility and equality of approach to all colleagues.
- Provide expert advice to the Remuneration Committee and annual remuneration processes ensuring the processes are fair and equitable and in line with the reward strategy.
- Ensure regular benchmarking and market related pay research is undertaken when necessary to enable the College to remain competitive and an employer of choice.
- In collaboration with HR Business Partners, ensure the College has a best practice performance management framework that aligns to expected behaviours and recognition and the College's strategic objectives.
- Drive implementation of the annual performance management process, working with the HR Business Partnering team to ensure it is effectively communicated to managers and staff and HR teams have a clear understanding of their role
- Oversee the production of gender and race pay gap, and other pay-related data, reporting in accordance with statutory and best practice requirements.
- As a key member of the HR Department Management Team (DMT) develop and execute HR plans to ensure close alignment to institutional priorities through strong collaboration and effective team working

## **Person Specification**

### **Qualifications, Experience and Knowledge**

- Fellow or Chartered member of the CIPD, or equivalent experience in specialist field.
- Experience of working at a senior HR level in a complex, unionised organisation.
- Experience in a reward specialist role, operating with a high degree of autonomy and delivering successful outcomes.
- Up to date knowledge and expertise of best practice and current developments in reward, benefits, performance management and policy development, preferably within the HE sector.

- Demonstrable experience of the development of innovative approaches to existing complex reward frameworks.
- Experience of leading/supporting Trade Union negotiations and consultations.
- Experience in extracting and analysing data from HR systems, in order to inform decision making and fulfil statutory reporting obligations.
- Experience of effectively communicating reward and performance management frameworks to a range of different stakeholders
- Experience of designing and implementing changes to existing policy and/or new policies, to ensure compliance and best practice.
- Demonstrable experience of managing projects and delivering successful outcomes.

### **Skills, Abilities and Competencies**

- Ability to work effectively at both the strategic and operational level
- Excellent task leadership and management skills, with the ability to deliver projects to plan, and cost and quality.
- Demonstrable success of building good relationships and partnerships with key influencers across the organisation.
- Ability to present and analyse qualitative and quantitative data and management information clearly and in an insightful way.
- Sound numerical skills and attention to detail to be able to compile and check statistical reports.
- Strong skill-set in using Excel and other software, to undertake complex performance and reward modelling.
- Ability to communicate and negotiate effectively with different stakeholders.
- Excellent written and oral communication skills, with the ability to present clear, well-structured reports and briefs.
- Ability to clearly and effectively communicate relevant information (orally and written) to a variety of stakeholders, in different forums.
- Ability to develop reward strategies and plans and communicate the benefits and risks options to key stakeholders.
- Demonstrable commitment to the promotion of equality, diversity and inclusion
- Culturally sensitive with high emotional intelligence and the resilience to balance competing demands under pressure.
- Ability to champion new strategies and develop a medium to long-term reward and performance management frameworks to ensure the RCA retains a competitive advantage in the sector.
- Excellent problem solving skills

### **Additional Information:**

- 35 hours per week, from 9.30am to 5.30pm Monday to Friday with an hour each day for lunch.
- Salary: Grade 10 - £55,932 - £62,606 per annum inclusive of London Allowance.
- 30 days annual leave per annum plus extended breaks at Christmas and Easter.
- A contributory defined benefit pension scheme and interest free season ticket loans are available.

**May 2022**

## **PAY & BENEFITS**

### **Pension**

The Royal College of Art is a member of the Superannuation Arrangements of the University of London (SAUL) which is a contributory defined benefit pension scheme. The college will contribute a sum equal to 19% of your salary while you pay 6%.

### **Holiday**

5 weeks (25 days) paid leave a year plus bank and public holidays normally observed in England and Wales. In addition, the college is normally closed for six days a year, one day either side of Easter and the remainder between Christmas and New Year. Part-time staff will be entitled to the pro rata equivalent.

### **Season ticket loans**

Interest-free loans are available for staff to purchase annual season tickets.

### **Enhanced maternity and adoption pay**

Qualifying employees are entitled to enhanced maternity/adoption pay: 26 weeks' full pay, 13 weeks Statutory Maternity/Adoption Pay. This compares to the statutory provision of 90% of average pay for 6 weeks followed by Statutory Maternity/Adoption pay for 33 weeks.

### **Enhanced paternity pay**

Qualifying employees are entitled to two weeks' paternity leave entitlement at full pay. This compares to the statutory provision of two weeks' pay at the statutory rate.

### **Enhanced sick pay**

Occupational sick pay after six months' service is three months' full pay/three months' half pay.

### **24/7 confidential support**

Staff and family members in their household have access to a free, external confidential support service for work, financial, legal, family and personal problems 24 hours a day, 365 days a year.

### **Occupational health**

Occupational Health support for the College is provided by Imperial College's occupational health service at their South Kensington Campus.

### **Life Cover**

Active members of the SAUL pension scheme automatically receive life cover. A lump sum of four times your salary together with a refund of your contributions and a 2/3 pension for your dependent/spouse is payable should you die whilst in employment.

### **Library**

All staff are welcome to join the college library.

### **Events**

All staff are welcome to attend exhibitions, lectures and private views held by academic schools and programmes.