## Contents

**WELCOME TO UCL ESTATES** .................................................................................................................. 4

**UCL ESTATES OVERVIEW** .......................................................................................................................... 5

**WHAT WE DO** ........................................................................................................................................... 5

**UCL ESTATES OBJECTIVES** ....................................................................................................................... 6

**UCL ESTATES CORE BEHAVIOURS** ........................................................................................................... 6

**ESTATES LEADERSHIP TEAM** ..................................................................................................................... 7

**WHERE ARE UCL ESTATES STAFF BASED?** ............................................................................................. 9

**DAY 1 WORK INFORMATION** ................................................................................................................... 10

**DESKS AND STORAGE** .............................................................................................................................. 10

**ACCESS CARD/ID** ........................................................................................................................................ 10

**IT AND COMPUTING** ................................................................................................................................... 10

**IT ACCESS** ................................................................................................................................................... 10

**ACCESS TO ELECTRONIC FILES** ............................................................................................................... 11

**ACCESS TO STAFF SOFTWARE** .................................................................................................................. 11

**INTERNET SURFING FOR PERSONAL USE** ............................................................................................... 11

**CHANGING YOUR ISD PASSWORD** ............................................................................................................ 11

**UCL GO!** ......................................................................................................................................................... 12

**EMAIL AND CALENDAR** ............................................................................................................................. 12

**PHONES** ....................................................................................................................................................... 12

For help setting up your phone click this link for instructions on how to setup your phone.................. 12

**MOBILES** ...................................................................................................................................................... 12

**MEETING ROOMS** ....................................................................................................................................... 12

**KITCHEN FACILITIES** .................................................................................................................................. 13

**SICKNESS ABSENCE** .................................................................................................................................... 13

**COMMUNICATIONS** ..................................................................................................................................... 14

**DIVISIONAL SAFETY** .................................................................................................................................... 14

**FIRST AID ARRANGEMENTS** .................................................................................................................... 15

**SAFETY INCIDENTS** ..................................................................................................................................... 15

**FIRE SAFETY INDUCTION** ........................................................................................................................... 16

**RISK AND HAZARD ASSESSMENT** .............................................................................................................. 16
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SAFETY AND SECURITY</td>
<td>16</td>
</tr>
<tr>
<td>CONTACTING OTHERS AT UCL</td>
<td>17</td>
</tr>
<tr>
<td>BEFORE YOU LEAVE AT THE END OF DAY 1</td>
<td>17</td>
</tr>
<tr>
<td>INDUCTION CHECKLIST</td>
<td>18</td>
</tr>
<tr>
<td>DAY 2 WORK INFORMATION</td>
<td>20</td>
</tr>
<tr>
<td>ANNUAL LEAVE</td>
<td>20</td>
</tr>
<tr>
<td>INDUCTION AND PROBATION REQUIREMENTS</td>
<td>20</td>
</tr>
<tr>
<td>TRAINING</td>
<td>21</td>
</tr>
<tr>
<td>RECRUITMENT &amp; SELECTION</td>
<td>21</td>
</tr>
<tr>
<td>USING MYVIEW</td>
<td>21</td>
</tr>
<tr>
<td>MYFINANCE</td>
<td>22</td>
</tr>
<tr>
<td>PORTFOLIO SERVICES OFFICE (PSO)</td>
<td>22</td>
</tr>
<tr>
<td>LOOKING TO THE FUTURE</td>
<td>23</td>
</tr>
<tr>
<td>DEVELOPING EFFECTIVE WORKING RELATIONSHIPS</td>
<td>23</td>
</tr>
<tr>
<td>APPRAISAL</td>
<td>23</td>
</tr>
<tr>
<td>LIFE AT UCL</td>
<td>24</td>
</tr>
<tr>
<td>STAFF BENEFITS</td>
<td>24</td>
</tr>
<tr>
<td>OUT AND ABOUT – AT UCL ITSELF</td>
<td>24</td>
</tr>
<tr>
<td>EATING AND DRINKING IN THE LOCAL AREA</td>
<td>24</td>
</tr>
<tr>
<td>ATTRACTIONS</td>
<td>24</td>
</tr>
<tr>
<td>GREEN UCL</td>
<td>25</td>
</tr>
<tr>
<td>KEY POLICIES</td>
<td>28</td>
</tr>
<tr>
<td>SOURCES OF SUPPORT</td>
<td>28</td>
</tr>
<tr>
<td>COMMUNICATIONS AND INFORMATION SHARING</td>
<td>28</td>
</tr>
<tr>
<td>FEEDBACK</td>
<td>29</td>
</tr>
<tr>
<td>APPENDIX I: BLOOMSBURY CAMPUS MAP</td>
<td>30</td>
</tr>
<tr>
<td>APPENDIX II: UCL ESTATES MANAGEMENT FRAMEWORK</td>
<td>31</td>
</tr>
</tbody>
</table>
WELCOME TO UCL ESTATES

Congratulations on your appointment and welcome to the team!

UCL has a comprehensive induction website at www.ucl.ac.uk/hr/od/induction/index.php which will provide you with most of the generic information that you will need to get you up and running at UCL.

Along with the above website, this guide is designed to help you through your first few weeks working for UCL Estates. It is filled with useful information and links that will point you in the right direction and help find answers to your questions. If you're still stuck please do not hesitate to ask!

We aspire to be an employer of choice: the breadth and scale of construction and non-construction activities across UCL Estates, together with the world renown reputation of UCL for academic excellence and ground breaking discovery present an exciting environment that anyone in the sector should feel proud to be part of. This is a unique time to be joining UCL Estates and you will have a great opportunity – irrespective of your role – to contribute to the delivery of each of key enablers to the UCL 2034 Strategy. We hope that your time at UCL Estates is stimulating, rewarding and challenging in equal measure!
UCL ESTATES OVERVIEW

UCL Estates are responsible for developing and implementing the transformational estate strategy, aligned with the UCL 2034 Institutional strategy and objectives. The scale, variety and complexity of the estate and its activities are unparalleled in the sector.

WHAT WE DO

UCL Estates is accountable for the provision of a wide range of services:

- Estate strategy
- Property acquisition and disposal
- Capital projects delivery
- Engineering, maintenance and infrastructure strategy and management
- Construction safety management
- Soft services – including security, cleaning, waste etc.
- Portfolio and programme management
- Student Accommodation services
- Customer Services Centre (Helpdesk)
- Environmental sustainability strategy and advice across UCL
- Safety advice
- Timetabling, Central Room Bookings and Conference Services
- Nursery
- Business services and support to professional teams.

For more detailed information on our core activities please visit www.ucl.ac.uk/estates

Note: The UCL Estates website is currently being redeveloped.
UCL ESTATES OBJECTIVES

UCL Estates – perhaps more than any other part of UCL Professional Services – plays a pivotal part in enabling many aspects of the UCL 2034 strategy. This is most explicit in Key Enablers: *Giving our Students the Best Facilities* and *Maintaining a Sustainable Estate to meet our Aspirations* but our objectives and priorities are to optimally support the Institution through:

- Giving our students the best support, facilities and opportunities
- Maintaining a sustainable estate to meet our aspirations
- Financing our ambitions
- Delivering excellent systems and processes in support of UCL’s vision
- Valuing our staff and delivering on equality and diversity
- Communicating and engaging effectively.

UCL ESTATES CORE BEHAVIOURS

You should consistently demonstrate and embody the behaviours, knowledge and skill articulated in the UCL Core Behaviours Framework so that you – and any staff that you will manage – carry out your/their role(s) in a way that leads to more effective working practices and relationships. See

[www.ucl.ac.uk/hr/od/core-behaviours/](http://www.ucl.ac.uk/hr/od/core-behaviours/)
UCL Estates

ESTATES LEADERSHIP TEAM

UCL Estates comprises a number of teams led by the Estates Leadership Team.

Andrew Grainger  
**Director of UCL Estates**
Andrew Grainger has overall responsibility for UCL Estates.  
*Andrew Grainger:* +44 (0)20 3108 8631 (UCL ext 58631)  
*Claire Tranter* Executive Assistant: +44 (0)20 3108 8666 (UCL ext 58666)

Dave Smith  
**Deputy Director of Estates Strategy / Director, Estates Strategy & Programme Delivery**
Dave is responsible for leadership of all issues relating to the strategic development of Estates, space management and the delivery of the capital programmes and projects across the Estate to support the academic vision.  
*Dave Smith:* +44 (0)20 3108 8556 (UCL ext 58556)  
*Claire Tranter* Executive Assistant: +44 (0)20 3108 8666 (UCL ext 58666)

Geoff Prudence  
**Director, Facilities and Infrastructure**
Geoff leads the strategy, development and integrated operational delivery of all engineering, maintenance and facilities (hard and soft) services, across the entire Estate.  
*Geoff Prudence:* +44 (0)20 3108 8588 (UCL ext 58588)  
*Varsha Varma* - PA/Team Secretary: +44 (0)20 3108 8665 (UCL ext 58665)
Sian Minett  
**Director, Estates Portfolio & Business Services**  
Sian leads enabling teams with responsibility for programme integration systems and processes to support business transformation and day to day services to Estates professionals across UCL.  
*Sian Minett*: +44 (0)20 3108 8644 (UCL ext 58644)  
*Paula Allen* PA/Team Secretary: +44 (0)20 3549 5913 (UCL ext 65913)

Richard Jackson  
**Director, Sustainability**  
Richard is responsible for developing and implementing UCL’s policies and strategies on sustainability. This includes the development and implementation of UCL’s carbon management strategy; its approach to managing and mitigating its environmental impacts; enhancing and improving the local, regional and global environment; leading the Safety Services team and creating a culture for engaging with staff, students and stakeholders on sustainability issues.  
*Richard Jackson*: +44 (0)20 3108 8602 (UCL ext 58602)  
*Victoria Buckland* PA/Team Secretary: +44 (0)20 3108 8626 (UCL ext 58626)
WHERE ARE UCL ESTATES STAFF BASED?

Divisional staff are currently located at a range of locations:

3rd Floor, Bidborough House – Engineering, Maintenance and Infrastructure, Business Services, Estates Finance, Security, Cleaning & Waste Management, Estates Strategy and Programme Delivery, Property, Sustainability, Portfolio Services Office, Business Services, IT Support,

1st Floor, Bidborough House --, Customer Services Centre, UCL Room Bookings Team, Safety Services.

UCL East - 3rd Floor, Bidborough House

Foster Court – Maintenance Operations Team work shop.

Andrew Huxley Building – Security Services are coordinated from here. [Security passes are also issued here.]

Royal Free Hospital (Hampstead), Institute of Ophthalmology (Old Street), 30 Guildford Street (UCL Institute of Child Health), 20 Bedford Way (UCL Institute of Education) – Area-based staff within UCL Estates are based at a range of locations.

UCL Nursery – The UCL Day Nursery is located at 50-51 and 55-59 Gordon Square.

UCL Shop – Located in the south wing of the Wilkins building, for all your snack and stationery needs.
DAY 1 WORK INFORMATION

DESKS AND STORAGE

At Bidborough House we work in an agile environment and most staff do not have an allocated desk. If you are an agile worker you will be allocated a locker. UCL Estates operates a clear desk policy within Bidborough House for both Static and Agile workers and it is your responsibility to leave your workstation completely clear when you leave the office each day. No items should be left on desks, tambour units or tables, and any working papers, files or personal items should be placed in tambour units, in your storage locker or pedestal.

Any items found on desks, tambour units or tables overnight will be removed and will have to be claimed from ‘Sin Bins’ which are placed at various points in the office, any items not claimed from these bins at the end of each week will be disposed of.

For further information on our protocols please go to http://www.ucl.ac.uk/professional-services/agile-working/agile-working-protocols

ACCESS CARD/ID

Visit Security (Andrew Huxley Building, South Quad) soon after you start to obtain a security pass: you will need this to get into UCL buildings. They will already have a record of your name but you will need to take appropriate ID (such as a driving licence or passport) with you to fully prove your identity.

The level of access to UCL buildings will vary according to your role. If you have any queries or issues with access, speak to your line manager in the first instance.

IT AND COMPUTING

In accepting a UCL computer account you agree to abide by the UCL’s Computing Regulations (Acceptable Use Policy) which can be found at www.ucl.ac.uk/informationsecurity/policy

IT ACCESS

Before you can access a UCL Estates computer you will need:

- A UCL username and a separate password.

Please contact Information Services Division Service Desk Telephone 020 7679 5000 - www.ucl.ac.uk/isd if this is not provided within your first week of work or if you experience any other problems.
Once you have received notification of your ADS username and password, log on as follows:

- Press **CTRL+ALT+DEL**. Normally, the first time you logon you will be prompted to change your password.
- When you log on, enter your user name and password and remember to check that the ‘Log on to:’ field is filled in with the domain name ADM.
- **IMPORTANT**: Please do not accept or allow any updates to your computer, these will be done centrally.

**ACCESS TO ELECTRONIC FILES**

All staff have access to electronic file storage on the **W: drive** (go to My Computer – W: drive). Information stored here can be viewed by everyone in the Division. All staff are encouraged to share information with colleagues and to try to ensure that information is only stored once.

The **Z: drive** is for storage of confidential documents only.

If you do not have access to the correct files please contact Information Services Division Service Desk Telephone 020 7679 5000 [www.ucl.ac.uk/isd](http://www.ucl.ac.uk/isd)

**ACCESS TO STAFF SOFTWARE**

If you need help accessing software, or to discuss your software requirements, please contact Information Services Division Service Desk Telephone 020 7679 5000 - [www.ucl.ac.uk/isd](http://www.ucl.ac.uk/isd)

UCL staff can download a number of free software packages. To find out more go to [www.ucl.ac.uk/isd/common/software](http://www.ucl.ac.uk/isd/common/software)

**INTERNET SURFING FOR PERSONAL USE**

Remember that we work in an open plan office where our customers, consultants and contractors are perennially present. Surfing the internet for personal use looks unprofessional: you may be on your lunch break but visitors or colleagues won’t know that. Personal internet usage during the working day should be avoided wherever possible, and kept to an absolute minimum.

**CHANGING YOUR ISD PASSWORD**

You will need to change your ISD password regularly. Automatic email reminders are sent out when you need to do this but you are encouraged to register to use the User Authentication Service to make resolving any password issues easier. You can change your ISD password and find out more at [www.myaccount.ucl.ac.uk](http://www.myaccount.ucl.ac.uk)
UCL Estates

UCL GO!

UCL GO! is an application to access UCL university information, such as the UCL phone directory, locations, news, library and calendar. See: [www.ucl.ac.uk/isd/services/websites-apps/apps/ucl-go](http://www.ucl.ac.uk/isd/services/websites-apps/apps/ucl-go)

EMAIL AND CALENDAR

UCL Estates currently uses a number of email systems but Office 365 is universally accessible. To log in you will need to type your UCL username (usually prefixed by 'ucxxxxx' and type @live.ucl.ac.uk) and UCL password.

A shared calendar is used and all UCL Estates staff are required to maintain an up to date electronic calendar that is open (visible) to all UCL for work appointments. Guidance on setup (including for mobile devices can be found at [www.ucl.ac.uk/isd/staff/mail/live/mobphon/mobilephon](http://www.ucl.ac.uk/isd/staff/mail/live/mobphon/mobilephon)

PHONES

If you are expecting a telephone extension, this should be set up automatically upon your arrival. However, if you are experiencing problems with your telephone please call Telecoms on (09300) or email telecoms@ucl.ac.uk

For help setting up your phone click this link for instructions on how to setup your phone

[https://www.ucl.ac.uk/professional-services/agile-working/pdf/Bidborough_agile_working_guide.pdf](https://www.ucl.ac.uk/professional-services/agile-working/pdf/Bidborough_agile_working_guide.pdf)

MOBILES

If your role requires you to be provided with a mobile phone this will be issued to you when – or shortly after you start. You will need to sign for this and to ensure that you take good care of it.

All staff are reminded that a work mobile is to be used for work purposes only. Personal calls, texts and internet usage are not permitted. Monthly charges are monitored and we reserve the right to recover the costs of any personal usage.

MEETING ROOMS

There are two ways to book meeting rooms:
1. Bidborough House: Meeting rooms have been named after members of the Bloomsbury Group. Meeting rooms on all floors can be booked by any staff member in any of the Professional Services divisions located in the building. Use Outlook to book the room. Instructions can be found on www.ucl.ac.uk/professional-services/agile-working/meeting-rooms

There is one meeting room on each floor that is not bookable. Use of these rooms should be kept to 30 minutes maximum. If you require a longer period, please check for an alternate bookable room.

2. Other centrally bookable rooms in the university can be searched and booked using the online room booking system, found at: www.ucl.ac.uk/estates/roombooking/

If you are using any meeting room please ensure that you leave the room in the state that you would wish to find it: remove any rubbish, mugs or glasses; put chairs back in the correct room; if you have un-plugged a phone then reconnect it etc.

KITCHEN FACILITIES

Communal kitchen facilities are provided with a limited amount of crockery for all to share. Crockery, glasses and refreshments specifically for meetings with customers and/or external visitors are available.

Some staff purchase their own tea/coffee/milk etc.; others have a ‘pooled’ arrangement. You should only use milk from the fridge or food/drink if you have contributed towards its cost: otherwise, please provide your own!

You are also asked to ensure that you don’t leave food or drink in the fridge beyond its use by date; that you wash up after yourself and clear up any spillages as we are all responsible for maintaining the kitchen in a clean and tidy state.

SICKNESS ABSENCE

If you are sick and cannot attend work you must telephone your line manager (or their deputy) within 30 minutes of your usual start time. It is not acceptable to email or text. Therefore please make sure that you make a note of their number(s) on Day 1.

If you expect to be absent for more than seven calendar days you must provide a medical certificate (FIT Note) to substantiate this. More information can be found at www.ucl.ac.uk/hr/docs/sickness_absence.php

Your line manager will record your absence on MyView and conduct a ‘Return to Work Interview’ to discuss any issues on your return.
COMMUNICATIONS

There can be a tendency to rely on email as the principal means of communication, although this may not be the most effective way of engaging with others. All staff are asked to think about the way that they communicate and to keep emails brief and clearly articulate what you want the receiver to do with the information. Wherever possible, pick up the phone or go and talk to the individual rather than email!

HEALTH AND SAFETY

UCL Estates is committed to developing and embedding a positive safety culture. Safety is everyone's responsibility and all staff – irrespective of role or grade – should be empowered to challenge any instances of unsafe (or potentially unsafe) practices and/or behaviours.

DIVISIONAL SAFETY

UCL Estates’ arrangements for managing safety can be found at www.ucl.ac.uk/estates/safety-arrangements/ Please ensure that you are familiar with these. The Divisional Safety Policy can be found at www.ucl.ac.uk/estates/safety-arrangements/safety-policy-distribution/

The Divisional Safety Officer (DSO) is Tony Overbury (t.overbury@ucl.ac.uk)

The Division maintains a register of Responsible Persons (which includes Fire Marshalls, First Aiders and Display Equipment Assessors).

For more information about Safety at UCL see www.ucl.ac.uk/estates/safetynet/
FIRST AID ARRANGEMENTS

You will see signs like this around the office. They indicate the location of your first aid equipment and first aiders.

Please let your line manager know if you hold a first aid qualification so that your name can be added to the list of first aiders. Estates do, from time to time, look for additional first aiders so please let your manager know if you would be interested in becoming one.

If you have an accident whilst at work please complete the accident report form. See www.ucl.ac.uk/estates/safety-arrangements/first-aid/

In an emergency call 222 from any UCL phone
(Please Note: If you dial 999 or 111 the response may not be expected by the UCL Security teams and this could waste valuable time redirecting it to where it is needed).

SAFETY INCIDENTS

Any incident – including ‘near misses or hazard observations’ – involving a UCL member of staff or student must be recorded immediately on RiskNet at www.ucl.ac.uk/estates/safetynet/
FIRE SAFETY INDUCTION

Your line manager must ensure that on Day 1 you receive an induction in fire safety procedures including:

- How to raise the alarm in an emergency
- Action to take on hearing the alarm
- Fire escape routes
- Where the assembly points are

For induction guidance see: 

www.ucl.ac.uk/estates/safetynet/training/induction.pdf

For information about fire safety see: www.ucl.ac.uk/estates/maintenance/fire

At Bidborough House there is a Fire alarm test which takes place on Tuesday mornings before 10:30AM

The refuge for people with mobility difficulties is the stairwell at the west end and the lift at that end is the evacuation lift. At this stage I suggest that we inform the fire brigade of any mobility impaired persons waiting in the refuge. Please speak with your line manager on your first day.

RISK AND HAZARD ASSESSMENT

Your Line Manager/Supervisor / is responsible for assessing the risks of the work under their control; ensuring the implementation and maintenance of relevant risk control measures; providing information, instruction, training and supervision of staff, consultants etc. under their control.

You should not start work unless you have been informed of the hazards and have adequate knowledge of the risks involved in doing your job. Both you and your Line Manager need to be clear about the procedures for controlling and reducing the risks from your work activities.

PERSONAL SAFETY AND SECURITY

UCL is an exciting and vibrant place to work: its location at the heart of one of the world’s best cities is one of the many attractions of working at UCL. Whilst the vast majority of staff are fortunately not directly affected by crime, all staff need to be mindful of the risks associated with working in Central London.
Crime prevention advice can be found at [www.ucl.ac.uk/estates/security/crime-prevention/](http://www.ucl.ac.uk/estates/security/crime-prevention/)

and information about staying safe can be found at [www.ucl.ac.uk/estates/security/crime-prevention/staying-safe/](http://www.ucl.ac.uk/estates/security/crime-prevention/staying-safe/)

For other security matters see [www.ucl.ac.uk/estates/security/](http://www.ucl.ac.uk/estates/security/)

Contact UCL Security on x.32102.

**In an emergency call 222 from any UCL phone.** (Please Note: If you dial 999 or 111 the response may not be expected by the UCL Security teams and this could waste valuable time redirecting it to where it is needed).

**FINDING YOUR WAY AROUND**

A map of the Bloomsbury Campus is provided as an Appendix to this Induction Pack. You can access UCL’s interactive maps at [www.ucl.ac.uk/maps](http://www.ucl.ac.uk/maps)

**CONTACTING OTHERS AT UCL**

To search for any UCL employee, see: [www.ucl.ac.uk/directory/](http://www.ucl.ac.uk/directory/)

**BEFORE YOU LEAVE AT THE END OF DAY 1**

**Have you completed your Staff Registration details...?**

UCL needs to collect some further information from you. To access the Staff Registration Form go to [www.ucl.ac.uk/hr/new_starters/](http://www.ucl.ac.uk/hr/new_starters/) and follow the instructions.

This is really important: make sure that you have provided all of the information required including your bank details, P45 etc. or you may experience a delay, or under-payment in your first month’s salary.

If you haven’t already done so, please return your signed contract of employment to HR (at 2nd floor, Bidborough House).

The link above also takes you to lots of useful information about working at UCL, and the benefits that you can take advantage of as a member of the UCL community.
**INDUCTION CHECKLIST**

You must receive certain information on your first day/first week and first month. Here’s a checklist. If you don’t receive any of this information, please ask your line manager and/or buddy!

<table>
<thead>
<tr>
<th>Information to be given to new starters <strong>ON THE FIRST DAY</strong></th>
<th>Done?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency evacuation arrangements for your building</td>
<td></td>
</tr>
<tr>
<td>H&amp;S policy, first aiders and accident/incident reporting</td>
<td></td>
</tr>
<tr>
<td>Details of working hours (including lunch breaks, any flexible working arrangements, cover arrangements etc)</td>
<td></td>
</tr>
<tr>
<td>Security passes, identity/entry cards, library card, computer access codes, etc</td>
<td></td>
</tr>
<tr>
<td>Absence/sickness process and contact information</td>
<td></td>
</tr>
<tr>
<td>Up to date copy of the job description</td>
<td></td>
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<tr>
<td>Introduction to the department</td>
<td></td>
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<tr>
<td>Salary/wage information – payment arrangements and dates</td>
<td></td>
</tr>
<tr>
<td>Facilities such as toilets, kitchen, refectory, etc</td>
<td></td>
</tr>
<tr>
<td>Personal use of computing facilities and telephone</td>
<td></td>
</tr>
<tr>
<td>Building security arrangements</td>
<td></td>
</tr>
<tr>
<td>Risk/hazard identification</td>
<td></td>
</tr>
<tr>
<td>Complete your Staff Registration details</td>
<td></td>
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### Information to be given to new starters IN THE FIRST WEEK

<table>
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<tr>
<th>Done?</th>
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<tbody>
<tr>
<td>An explanation of the key aspects of the job</td>
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<tr>
<td>Key UCL wide policies, including the induction &amp; probation policy, Equal Opportunities, Race Equality etc</td>
</tr>
<tr>
<td>Annual leave booking arrangements</td>
</tr>
<tr>
<td>Booking on to Provost’s welcome and safety induction course</td>
</tr>
<tr>
<td>Explicit discussion of performance standards, expectations about behaviour standards and clear probationary objectives</td>
</tr>
<tr>
<td>How performance will be monitored and when it will be reviewed</td>
</tr>
<tr>
<td>Completion of Local Safety Induction Arrangements and form completed</td>
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<tr>
<td>Booking on to mandatory and recommended training courses</td>
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### Information to be given to new starters IN THE FIRST MONTH

<table>
<thead>
<tr>
<th>Done?</th>
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<tbody>
<tr>
<td>Discussion of further training needs and relevant courses/opportunities for learning and/or knowledge or information sharing</td>
</tr>
<tr>
<td>Review of initial induction period and performance feedback</td>
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<tr>
<td>UCL online diversity training package via online Moodle staff induction</td>
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DAY 2 WORK INFORMATION

ANNUAL LEAVE

Your annual leave entitlement will be clear in your contract. UCL’s annual leave year runs from 1 October to 30 September so if you start between these dates, your entitlement will be pro-rata.

Leave requests are submitted using the HR self-service module – MyView – at www.ucl.ac.uk/hr/myview_secure_live/myview_log_in.php

So that operational requirements can be optimally managed, please give as much notice as possible. Once annual leave is requested on MyView it will be sent to your line manager for approval; you will receive an automated response.

INDUCTION AND PROBATION REQUIREMENTS

Staff on Grades 1-6 are subject to a 6 month probationary period and staff on Grades 7 - 10 are subject to a 9 month probationary period. You will have formal review meetings: one at three months and a final review at five/eight month’s dependent on grade.

During this period your manager will make clear standards related to your particular post in terms of:

- Quality and quantity of output
- Skills that must be acquired
- Deadlines which must be met
- Behaviours

Your manager will also make clear how these standards will be monitored throughout the probation period and the frequency with which they will be formally reviewed. You should expect regular 1-2-1 meetings with your line manager.

Full HR Probation Procedures: www.ucl.ac.uk/hr/docs/new_induction_probation.php

Probation forms: www.ucl.ac.uk/hr/docs/download_forms/induction_probation.doc

UCL Core Behaviours Framework: www.ucl.ac.uk/hr/od/core-behaviours/index.php
TRAINING

When you start at UCL:

Book yourself on to the Provost’s Welcome at www.ucl.ac.uk/hr/osd/ and the Estates safety induction at www.ucl.ac.uk/hr/UCLTrainingBookingSystem/

All staff are responsible for their own professional development and are expected to attend at least 3 separate learning events per year. Your Line Manager will help you to identify and plan these sessions.

UCL also offers a number of free, in-house training courses. See:

www.ucl.ac.uk/hr/osd/
www.ucl.ac.uk/isd/staff/training

RECRUITMENT & SELECTION

ALL staff who participate in any aspect of staff recruitment and selection MUST have been trained at UCL before they carry out such duties.

If you are likely to be interviewing as a part of your role you need to book yourself on to a Recruitment and Selection HR Policy Briefing at www.ucl.ac.uk/hr/od/pdp/sdrshrp

USING MYVIEW

Now you have IT access, you can use MyView to:

- Check and update your personal details
- View your payslips, book holiday and other leave
- Record training courses

Log on at www.ucl.ac.uk/hr/myview_secure_live/myview_log_in.php
MYFINANCE

MyFinance is UCL’s financial system. You will need to use this to submit any expense claims.

If your role requires you to procure goods and services then you will need to be given a specific induction relating to purchase to pay arrangements within UCL Estates. Separate summary information will be issued to you and you will also receive a face-to-face induction.

See www.ucl.ac.uk/finance/

PORTFOLIO SERVICES OFFICE (PSO)

Portfolio management at UCL Estates is conducted through the PSO. If you are engaged in any form of project management then you will need to receive a detailed induction in arrangements for managing the project lifecycle and reporting. A separate PSO Induction pack will be issued to you and you will also receive a face-to-face induction.

See www.ucl.ac.uk/estates/portfolio-services/
LOOKING TO THE FUTURE

DEVELOPING EFFECTIVE WORKING RELATIONSHIPS

UCL is a very large and complex organisation which is undergoing significant change. It can be frustrating when that change doesn’t happen as quickly as you might like; or when the priorities of other individuals and/or parts of the institution are not clearly aligned.

You are encouraged to get involved in various forums that are trying to effect positive change and to work constructively with others – across the Division and the entire institution – to improve things that don’t work as well as they should. If something doesn’t function optimally then speak to your Line Manager in the first instance as it may be that work is underway to address a particular issue; if not, then take ownership!

APPRaisal

Following successful completion of the probationary period, appraisals should be carried out on a yearly basis, and progress against objectives reviewed on a quarterly basis.

Once the appraisal is completed the review date should be loaded on to MyView by the Line Manager (or communicated to the Estates Staffing Officer), then the form should be forwarded to the Estates Administrator for storing securely.

Appraisal rounds commence in July when the Leadership Team are appraised; team appraisals should be cascaded downwards by the end of September.

Appraisal training is mandatory for managers. If you are managing staff, you need to book onto a course at www.ucl.ac.uk/hr/od/pdp/sdards/index.php
LIFE AT UCL

STAFF BENEFITS

UCL staff are eligible for a range of benefits.

See [www.ucl.ac.uk/hr/benefits/employee_benefits.php](http://www.ucl.ac.uk/hr/benefits/employee_benefits.php)

OUT AND ABOUT – AT UCL ITSELF

There are many restaurants, cafes, shops and attractions on the Bloomsbury campus:

The UCL Student’s Union (25 Gordon Street), UCL Refectory (South junction, Wilkins building) and ULU (Malet Street) offer good value food and drink for UCL staff. There is also a Barista van in the Front Quad of the Wilkins Building, selling coffee and snacks.

The UCL shop supplies a wide range of stationery and snacks. Find them in the basement of the South Wing of the Wilkins Building (open 9am to 5pm, Monday to Friday).

UCL also offer a number of free, open events, such as lunch hour lectures in the Darwin Lecture Theatre (see [www.ucl.ac.uk/events](http://www.ucl.ac.uk/events) for more information).

EATING AND DRINKING IN THE LOCAL AREA

Around Bidborough House there are a range of shops, cafes for lunch, local amenities and attractions and bars and pubs that will keep staff entertained outside the office.

From the local shops and pubs on the Flaxman Terrace to piazza style area at the British Library café there is something for everyone.

Visit: [https://www.google.com/maps/d/viewer?mid=zWMxveEHE5N4.kirIxVtokkro](https://www.google.com/maps/d/viewer?mid=zWMxveEHE5N4.kirIxVtokkro)

ATTRACTIONS

The Bloomsbury Campus is located in a part of London that is becoming known as the Knowledge Quarter. UCL has a number of fantastic collections including:

**Grant Museum** – Rockefeller Building, 21 University Street

**Petrie Museum** – Malet Place

Other notable attractions in the vicinity are the Wellcome Trust Collection (museum) at 183 Euston Road, the British Museum on Great Russell Street and the British Library (exhibitions) at 96 Euston Road.
GREEN UCL

Sustainability at UCL

Sustainability is at the heart of what we do at UCL. For us, it’s all about creating a cleaner, greener, healthier university, which can continue its work into the future.

UCL has some key aims; to create a sustainable campus; to help staff and students improve our impacts; to improve learning and research; and to create a positive impact locally, nationally and internationally.

As UCL President and Provost Michael Arthur sets out:

Whatever your role at UCL, you’re part of a community that’s producing ground-breaking research, delivering world-class teaching, and helping to shape a better world. UCL has a large environmental impact, which as a truly global university, we know we have a responsibility to improve. This is an exciting time for sustainability at UCL. We have an ambitious vision for the future, but this can only be achieved if all of us; students and staff, play our part. Whether it’s through our research, the way we use energy or the things we buy, there are things we can all do to help create a cleaner, greener, more sustainable UCL. Let’s create a UCL fit for the future.

UCL President and Provost Michael Arthur

While helping to improve UCL’s impact really is part of everyone’s role, below are some specific actions that every staff member can take to get more involved and make a positive impact.

Stay up-to-date

Throughout the year, there are sustainability competitions, programmes and training events. Make sure you stay up-to-date by following the Sustainability Team on Twitter and Liking us on Facebook. You can also sign up to the monthly newsletter on the Green UCL website.

www.ucl.ac.uk/greenucl
www.twitter.com/greenucl
www.facebook.com/greenucl
Become a Green Champion

Green Champions are a network of staff and student volunteers. They work together to make UCL a more sustainable place to work and study. The role is flexible and designed to suit your interests, priorities and schedule. At its core, it's all about being enthusiastic about green issues and working to help improve UCL’s environmental impact.

If you’d like to become a Green Champion or find out more, just contact the Sustainability Team or go to [www.ucl.ac.uk/greenucl](http://www.ucl.ac.uk/greenucl)

Take part in Green Impact

Green Impact is all about staff and students working together to improve the environmental impact of their departments. It's an environmental accreditation and award scheme that recognises achievement, provides rewards, builds sustainability literacy and breaks down the challenge of making environmental improvements into simple steps.

If you’d like to get involved or find out more, just contact the Sustainability Team or go to [www.ucl.ac.uk/greenucl](http://www.ucl.ac.uk/greenucl)

Help increase recycling rates

Recycling at UCL is simple. Almost everything can go in the bins marked ‘mixed recycling’. Materials in these bins are sorted off-site and over 90% goes on to be recycled. Food and food-contaminated materials should go into other bins.

Recycling at UCL is simple.
Almost everything can go in bins marked ‘mixed recycling’.

Materials in these bins are sorted off-site and over 90% goes on to be recycled. Food waste and food-contaminated items should go in other bins.
More information about how to use UCL's bins:

- Mixed recycling: all recyclable items go in the bins marked 'mixed recycling'. These materials just have to be dry and largely food-free. They're taken away and sorted off-site to ensure the highest amount of recyclable materials are collected.

- Food only: all food waste should go in the bins marked 'food only' in orange. This is taken off-site and broken down using anaerobic digestion.

- Non-recyclable waste: All those items that are left, items like food-contaminated containers, go in the bins marked 'non-recyclable waste' in black. These items are incinerated and the heat they produce is used to generate energy. For more information www.ucl.ac.uk/greenucl

Sign up to WARPit

WARPit is an easy to use online portal which allows staff at UCL to conveniently share unwanted furniture, stationery, equipment and other resources within UCL. The tool makes it easy for staff to find others with spare equipment and resources. It's all about reducing purchasing costs and waste disposal costs, as well as avoiding landfill and carbon emissions.

Find out more about using WARPit by going to www.warp-it.co.uk/ucl.

Help save energy

Help save energy, carbon and money by switching off all unnecessary lights and appliances. Especially at the end of the day, make sure your computer, charger, lights, etc. are all off. The Sustainability Team can provide you with posters and stickers to help you communicate this to your colleagues too.
KEY POLICIES

UCL’s key policies can be found at [www.ucl.ac.uk/hr/od/induction/keydocs.php](http://www.ucl.ac.uk/hr/od/induction/keydocs.php)

SOURCES OF SUPPORT

The HR Division has both corporate and operational responsibilities covering the development and maintenance of employment policies, procedures and systems and the provision for a range of services to managers and individual members of staff.

For full details see: [www.ucl.ac.uk/hr/](http://www.ucl.ac.uk/hr/)

This includes support services available through UCL’s Occupational Health Service and through the Employee Assistance Programme:

[www.ucl.ac.uk/hr/occ_health/](http://www.ucl.ac.uk/hr/occ_health/)

[www.ucl.ac.uk/hr/occ_health/eap.php](http://www.ucl.ac.uk/hr/occ_health/eap.php)

COMMUNICATIONS AND INFORMATION SHARING

We are working to improve communications within the Division and across UCL. Some key channels for communicating are:

**Week@UCL** – fortnightly e-newsletter published every Thursday during term time to all UCL staff; issued by UCL’s Communications & Marking Team

**Estates News** – weekly e-newsletter published every Friday to all in UCL Estates; issued by the UCL Estates Communications Manager.

**Estates Forum** – a regular meeting for all staff in UCL Estates

**Project Alerts** – ad hoc email communications to bring specific issues to the urgent attention of a broad audience across UCL Estates

**Toolbox Talks** – ad hoc information sharing/training sessions on specific issues

In addition, most teams/departments have regular meetings to disseminate information.
FEEDBACK

We welcome any honest, constructive feedback – good and bad – about both our Induction materials and your experience of ‘on-boarding’ and induction arrangements at UCL Estates. Please feedback any comments that you may have to David Murrell, UCL Estates Business Services Manager (david.murrell@ucl.ac.uk).
APPENDIX I: BLOOMSBURY CAMPUS MAP
APPENDIX II.

UCL Estates Management Framework

June 2016
Creating the Performance Environment

Direction & Overall Tone
- ELT

Lead/Embed Agreed Strategy, Delivery & Performance
- Heads of Service

Manage Service Delivery & Performance
- Estates Management Team
  - Team Leaders

Estates Delivery and Support Teams
- Ownership & Accountability of Specific Service, Project or Function
## UCL Estates Ownership and Accountability Matrix

<table>
<thead>
<tr>
<th>Role</th>
<th>Core Function and Accountability</th>
<th>Customer Interfaces</th>
<th>Operational/Incident</th>
<th>Financial</th>
<th>Organisational Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Estates/Director Leadership Team</strong></td>
<td>• Set Strategy, Direction, Overarching Plans, and Priorities—including provision of resourcing and supporting (Processes, Governance, Compliance and Assurance functions) for existing and future Estates function</td>
<td>• Vice Provost Operations • Provost Office • UCL SMT and Deans • Group Comms/Press Office • MIT • External Agencies • Neighbouring Buildings/Universities</td>
<td>• Ownership of very significant issues/disruption-Affecting Site/number of buildings, Safety, persons, reputation, complaint or UCL as a whole. • Support to specific Director owned Response Plans • ELT Group formation/MIT interface (dependant on incident)</td>
<td>• Accountable for strategic planning and long term financial forecasting • Overall ownership and accountability for UCL Estates budgets • £250k financial approval limit (£2m for Director of Estates for capital authorisation)</td>
<td>• Set Organisational and Resourcing Strategy • Sets ‘tone’ and ownership of cultural change • Leads by example across all UCL Core Behaviours</td>
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<tr>
<td><strong>Estates Leadership</strong></td>
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<tr>
<td><strong>Director of Department</strong></td>
<td>• Accountable for Vision, Strategy, Delivery and Direction of the Department • Lead continual performance improvements of the Department • Ensures consistency of standards across Department and with other Departments across UCL Estates • Prioritise appropriate resources to deliver agreed Objectives for the Department • Ensure effective Delivery Management/Incident Management and close out processes in place/reviewed • Accountable for ensuring Departmental adherence to all UCL policies and procedures, and agreed Divisional policies, procedures and practices</td>
<td>• ELT • Deans and Vice Provosts • Heads of Department • Faculty Managers • MIT</td>
<td>• Support Respective Heads of Function on Service Issues and Major incidents • Inform ELT Colleagues on wider UCL impact events • Agree Corrective/Emergency Action Plans and support resources • Lead wider Strategic Response Team action at Director level —If necessary feeding to ELT/Wider MIT)</td>
<td>• Accountable for departmental budget and driving efficiencies • £75k financial approval limit (£250k for capital authorisation) • Authorised signatories for contracts and authorised to use seal • Accountable for ensuring adherence to Financial Regulations and driving best practice in financial probity across Department</td>
<td>• Overall leadership of Department • Defines performance standards and leads by example • Ensures sufficient resourcing – capacity and capability – across the department, balancing budget/efficiency targets with strategic priorities; reviews resources to meet long term requirements • Accountable for ensuring that all staff in Department have clear objectives, participate in meaningful appraisal (annually) and have appropriate Personal Development Plans (PDPs) in place • Leads by example across all UCL Core Behaviours</td>
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<tr>
<td><strong>Head of Service/Function</strong>&lt;br&gt;<strong>Function Management</strong></td>
<td>- Lead/Embed Agreed Strategy and Delivery Programs/services&lt;br&gt;- Develop and own Standards for Delivery&lt;br&gt;- Owner of Performance, Governance and Compliance at Function Level&lt;br&gt;- Lead and manage performance, quality and appropriate reporting at Function/Service Level&lt;br&gt;- Ensure Incident Response/Business Continuity Plans for Function are in place, resource and periodically tested/reviewed and amended as appropriate&lt;br&gt;- Responsible for ensuring Departmental adherence to all UCL policies and procedures, and agreed Divisional policies, procedures and practices</td>
<td>- Faculty Managers&lt;br&gt;- Heads of Department&lt;br&gt;- Director/ELT&lt;br&gt;- MIT&lt;br&gt;- Industry Advisors&lt;br&gt;- Emergency Services&lt;br&gt;- Heads of Service/Function in other Professional Services Divisions</td>
<td>- Own/Tactical Response Team for specific Issues&lt;br&gt;- Escalation/reporting as appropriate and recording on Customer/Incident Log&lt;br&gt;- Provide periodic updates to Direct/ELT for significant issues and through this Channel for MIT incidents&lt;br&gt;- Owner for Tactical Response Team for function&lt;br&gt;- Formal written closeout report, review of lessons learned and proposed/implementation of agreed outcomes.</td>
<td>- Own delegated budgets&lt;br&gt;- Deliver efficiencies&lt;br&gt;- £75k financial approval limit&lt;br&gt;- Responsible for ensuring adherence to Financial Regulations and driving best practice in financial probity across Department</td>
<td>- Leadership of Service/Function&lt;br&gt;- Sets standards; ensures compliance and leads by example&lt;br&gt;- Accountable for ensuring adequate resourcing – capacity and capability – in teams&lt;br&gt;- Accountable for ensuring appropriate skills mix/development of staff&lt;br&gt;- Accountable for ensuring that all staff in Functional area have clear objectives, participate in meaningful appraisal (annually) and have appropriate Personal Development Plans (PDPs) in place&lt;br&gt;- Accountable for effectively managing performance&lt;br&gt;- Accountable for Service/Function’s compliance with all HR and local policies&lt;br&gt;- Leads by example across all UCL Core Behaviour</td>
</tr>
<tr>
<td><strong>Senior Manager/Team Leader</strong>&lt;br&gt;<strong>Service Management</strong></td>
<td>- Manage Service/delivery at Programme Level&lt;br&gt;- Manage defined standards; manage performance, quality and appropriate reporting at Service Level&lt;br&gt;- Budget Reviews - Risks /Opportunities, actions</td>
<td>- Emergency Services&lt;br&gt;- Faculty Managers&lt;br&gt;- Contract Senior team</td>
<td>- Ownership “Gaffer” significant incidents&lt;br&gt;- Escalate to Head of Service as appropriate&lt;br&gt;- Agree and manage</td>
<td>- Own delegated budgets&lt;br&gt;- Deliver efficiencies</td>
<td>- Management of team&lt;br&gt;- Ensures sufficient operational cover through approval of leave; management of sickness etc.</td>
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<tr>
<td>Senior Manager/Team Leader Service Management</td>
<td>• Performance &amp; Risk Management (Continual improvement) of Service</td>
<td>• Other UCL Estates Team Leaders&lt;br&gt;• Heads of Service</td>
<td>• Tactical response plans&lt;br&gt;• Management delivery of effective response Close out/follow on of lessons learnt - Reviewed Monthly/Quarterly</td>
<td>• £25k financial approval limit&lt;br&gt;Responsible for ensuring adherence to Financial Regulations and driving best practice in financial probity across Team</td>
<td>• Responsible for ensuring that all staff in Team have clear objectives, participate in meaningful appraisal (annually) and have appropriate Personal Development Plans (PDPs) in place and are properly inducted&lt;br&gt;• Responsible for ensuring staff are competent through recruitment and training&lt;br&gt;• Responsible for team’s compliance with all HR and local policies&lt;br&gt;• Effectively manage the full range of HR processes&lt;br&gt;• Leads by example across all UCL Core Behaviours</td>
</tr>
<tr>
<td>All staff in professional, technical and/or support services teams Delivery and Service</td>
<td>• Ownership and accountability of specific Service, Project or Function&lt;br&gt;• Planning, delivery, finance, risk management; safety, sustainability&lt;br&gt;• Interface with existing buildings/infrastructure&lt;br&gt;• Management of progress, performance, quality and appropriate assurance/reporting&lt;br&gt;• Ownership of issues &amp; Incidents associated with the works and/or service&lt;br&gt;• Escalation of significant issues impacting or potentially impacting service, operations or reputation of UCL/Estates</td>
<td>• Contractor response/escalation&lt;br&gt;• Departmental Administrators and key customer/building contacts&lt;br&gt;• Project Sponsors&lt;br&gt;• Estates Functions, Safety Services, Sustainability, EM&amp;I, Programme Delivery, Student Residences, Customer Services Centre, Room Bookings etc.</td>
<td>• Ownership and initial response to incident, complaint or service failure. Prompt Risknet reporting (wherever necessary)&lt;br&gt;• Initial written response and Incident Form&lt;br&gt;• Assessment of risk, formalise prioritised Action Plan&lt;br&gt;• Escalate to Team Leader as appropriate</td>
<td>• Responsible for ensuring expenditure within approved budget thresholds&lt;br&gt;• Adhere to Financial Regulations Demonstrate best practice in financial probity</td>
<td>• Responsible for adhering to all UCL polices and procedures, and for all agreed Divisional policies, processes and procedures&lt;br&gt;• Responsible for effective upward communication&lt;br&gt;• Responsible for one’s own professional development and appraisal, including objectives setting; attends training and puts learning into practice&lt;br&gt;• Participates proactively in Divisional working groups etc.&lt;br&gt;• Contributes proactively to positive culture; consistently adheres to UCL Core Behaviours Framework</td>
</tr>
</tbody>
</table>
UCL Estates – Code of Professional Conduct

As a member of the UCL Estates staff and supplier community you will:

- Acquire and maintain appropriate professional knowledge, skills and competencies to carry out the full range of your roles and responsibilities.

- Apply high standards of relevance, accuracy and timeliness in the information, advice and service you provide to customers, colleagues and stakeholders.

- Establish, maintain and develop collaborative working relationships based on confidence and trust.

- Communicate with openness and honesty at all times.

- Exhibit and promote the highest standards of professional and personal integrity, and ethical conduct – operating within the relevant legal and policy frameworks at all times; doing what is appropriate and right, and never taking any action that could reflect badly on yourself or bring UCL into disrepute.

- Demonstrate exemplary personal leadership in all aspects of your conduct and behaviour.

- Act with respect and fairness, valuing diversity and inclusivity, and promoting equality of opportunity for all.

- Challenge others in respect of any unlawful, unethical or inappropriate conduct or behaviour.

- Take personal responsibility for doing the right things, and for doing things right; be held accountable any shortcomings in your own conduct or behaviour as well as for your team.

- Contribute effectively to maintaining a sustainable – including safety, environmental and financial – estate.

- Learn lessons from experience and strive to deliver continuous improvement across all aspects of your work, conduct and behaviour.

Key References

- UCL Estates Ownership and Accountability Matrix
- UCL Financial Regulations
- UCL Health & Safety Policy
- UCL Computing Regulations (Acceptable Use Policy)
- Relevant Industry Standards and guidance, to achieve best practice
- UCL HR policies and procedures
- UCL Behaviours Framework
- UCL’s Professional Services Values
- All Divisional policies and procedures.

This Code of Conduct applies to the whole UCL Estates staff community and forms part of regular performance reviews.
UCL Core Behaviours Framework

UCL’s Core Behaviours Framework has been created as part of our ongoing commitment to your personal and professional development. Using it should help you identify and develop the knowledge, skills and behaviours most appropriate to your current and future roles and should help you achieve your own goals and whilst helping to progress UCL’s Vision.

This page details the framework and provides you with an overview of what the behaviours are and how we can use them. It should be read in conjunction with the separate Guidance Notes, which show you how to apply the framework to your own role and that of any team members whom you line manage.

The UCL Core Behaviours Framework replaces the 2008 UCL’s Core Management Competencies document.

UCL’s Core Behaviours Framework can be accessed in the following at:

<table>
<thead>
<tr>
<th>Webpage</th>
<th><a href="http://www.ucl.ac.uk/hr/od/core-behaviours/behaviours.php">www.ucl.ac.uk/hr/od/core-behaviours/behaviours.php</a></th>
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