

## Level: Developing/Skilled

### Data and Insight Grade 6

**Typical roles:** Data/Analysis Support, Data Project Support

#### Transferable skills and competencies

FOLLOWING INSTRUCTIONS AND PROCEDURES

WRITING AND REPORTING

WORKING WITH PEOPLE

(see pages 18-19)

#### Experiences

*Activities and responsibilities likely to be required when working at this level*

Maintaining data sources, statistical information and standardised dashboards; utilising a range of techniques, including desk research, to gather data to inform decision-making; developing insights by analysing data; presenting insights from data clearly to facilitate discussion; developing methods of communication of data and insights to a variety of audiences; becoming familiar with one or more of UCL's corporate data systems or statutory returns, including Heidi Plus; analysing, extracting and manipulating data or presenting information using Excel, Tableau or other standard software; cultivating a basic understanding of chart choice; ensuring that data is of the right quality to meet user requirements.

#### Personal and professional development

*Development options to consider when working towards this level*

##### On the Job Learning

Developing basic skills in Excel; developing experience of working with large, complex datasets; improving data literacy.

##### Learning from others

Member of wider or core Community of Practice (CoP); work shadowing; attend HE data conferences; build an awareness of the HE data landscape.

##### Formal learning

Training in the areas of: Heidi Plus, HESA, statistics, data visualisation, data preparation.

#### UCL Ways of Working

These describe expected behaviours in line with UCL culture and values (see pages 20-21). For Ways of Working indicators and steps to development please refer to the Ways of Working website [www.ucl.ac.uk/human-resources/policies-advice/ways-working](http://www.ucl.ac.uk/human-resources/policies-advice/ways-working).

## Level: Independent

### Data and Insight Grade 7

**Typical Roles:** Data Analysis, Reporting Analysis, MI Analysis

#### Experiences

*Activities and responsibilities likely to be required when working at this level*

Delivering data analysis using one or more tools, including Excel, Tableau or Alteryx; producing written reports informed by data and statistics; project management of small team data analytical projects; basic data visualization/ data preparation or data management or engineering work in support of data analysis for a single data domain; forming good relationships with customers to understand their data requirements; explaining the importance of data governance, data protection, and good data-quality; verbal presentation of complex issues and the ability to present recommendations evidenced by data clearly; analysing large data sets and relational databases.

#### Personal and professional development

*Development options to consider when working towards this level*

##### On the Job Learning

Developing intermediate skills in Excel; developing an understanding of why different data visualisations are effective; developing basic coding skills; improving data literacy; recognising the pros and cons of methods of storing and modelling data; learning how to speak to customers to gather requirements; finding opportunities to back-up statements with data.

##### Learning from others

Member of wider or core Community of Practice (CoP); work shadowing; attend HE data conferences; build an awareness of the HE data landscape; join dissemination events to present information about service area; building a relationship with other internal data professionals.

##### Formal learning

Training in the areas of: Heidi Plus, statistics, data visualisation, coding languages, data preparation, data storytelling, data governance.

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#### Transferable skills and competencies

ANALYSING

PRESENTING AND COMMUNICATING INFORMATION

WORKING WITH PEOPLE

(see pages 18-19)

## Level: Advanced

### Data and Insight Grade 8

**Typical Role:** Senior Level Analysis, Management, Head of Functional area

#### Transferable skills and competencies

PLANNING AND ORGANISING

APPLYING EXPERTISE AND TECHNOLOGY

DEVELOPING RESULTS AND SETTING CUSTOMER EXPECTATIONS

(see pages 18-19)

#### Experiences

*Activities and responsibilities likely to be required when working at this level*

Planning, leading and delivering complex institutional data projects; deep knowledge of a data domain and understanding of how it fits with other domains; leading and developing a team; producing data and insight reports used by senior management across UCL; working with senior staff and stakeholders to understand business requirements for data analysis; using data analysis to inform team strategy; supporting others to deliver data science, collection and analysis projects; taking responsibility for data governance and the data literacy of your team; understanding the HE data domain and its limitations; presenting data visualisation and reports to senior leadership; creating good interpersonal relationships both within teams and with those you do not line manage; recognising future opportunities and threats and leveraging people and technology to deliver timely data solutions; understanding, embedding and influencing others on the importance of data governance, data protection, and good data-quality.

#### Personal and professional development

*Development options to consider when working towards this level*

##### On the Job Learning

Developing advanced skills in Excel and/or other tools e.g. SQL, or coding languages; developing predictive analytical skills; start thinking about an area of specialism; project management, more advanced data literacy.

##### Learning from others

Presenting data concepts to large audiences; leading a large Community of Practice (CoP) project; attending relevant conferences; mentoring data professionals.

##### Formal learning

Training in the areas of; data science, statistics, Tableau, data visualisation, coding languages or Alteryx, data engineering, project management, data governance.

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## Level: Senior

### Data and Insight Grade 9

**Typical Roles:** Deputy Director, Associate Director, Head of Functional area

#### Transferable skills and competencies

CREATING AND INNOVATING

LEADING AND SUPERVISING

DECIDING AND INITIATING ACTION

(see pages 18-19)

#### Experiences

*Activities and responsibilities likely to be required when working at this level*

Presenting, influencing and persuading senior leadership using data; developing and defending strategy using data evidence; prioritising work according to strategic objectives; leading and inspiring teams; cultivating a culture of customer focus and high quality; managing a cross institution analytical service working with, and influencing, ISD; working through complicated and detailed technical issues; delivering sector-leading analysis and insight; advising senior colleagues on strategic data issues and decision making; networking in HE and beyond; delivering projects enabling UCL customers to make better decisions; keeping abreast of the strategic environment; coordinating multiple complex projects to deadline; broad knowledge of data domains; understanding, embedding and influencing others on the importance of data governance, data protection, and good data-quality.

#### Personal and professional development

*Development options to consider when working towards this level*

##### On the Job Learning

Developing data and insight tools using Tableau, Alteryx, and coding languages; making recommendations to the head of department based on data; workshop facilitation to understand customer needs; developing some aspects of strategy, especially with reference to data.

##### Learning from others

Lead role in a Community of Practice (CoP) or leading a CoP project; attending and presenting at conferences; networking at a more senior level – amongst HE and non-HE; joining a UCL level working group to provide data expertise.

##### Formal learning

Training in the areas of; statistics, Tableau, data visualisation, coding languages or Alteryx, data engineering, data governance; leadership training, train the trainer type of training.

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## Leadership level

### Data and Insight Grade 10

**Typical roles:** Senior Management/Director

#### Transferable skills and competencies

FORMULATING STRATEGIES AND CONCEPTS

ENTREPRENEURIAL AND COMMERCIAL THINKING

PERSUADING AND INFLUENCING

(see pages 18-19)

#### Experiences

*Activities and responsibilities likely to be required when working at this level*

Understanding and guiding UCL's data and insight requirements in depth; delivering on institution-wide data and insight technology implementations; influencing and working with UCL's SMT and other senior customers, advising them of internal and external trends; using analysis to make recommendations for UCL-critical decisions; leading and inspiring UCL's data community; co-ordinating, delivering and implementing UCL's data strategy; providing vision and direction for data-driven decision making at institution and sector level; acting as a trusted data supplier and advisor on critical UCL projects; developing and improving UCL's data governance framework; negotiating the political and budgetary landscape to deliver analytical projects; leading the data and insight teams; embedding and deepening UCL's data culture; networking in HE and beyond – nationally and internationally; understanding the strategic environment and best in class data and technology tools.

#### Personal and professional development

*Development options to consider when working towards this level*

##### On the Job Learning

Working on strategies; leading major data projects; initiating new and creative ways of working; seeking out opportunities to credibly represent UCL in high profile setting, including by leading and embedding data and insight governance.

##### Learning from others

Coaching; advising other HEIs regarding data and technology issues; being seen as a sector expert; attending and presenting at relevant conferences.

##### Formal learning

Leadership and management training; data engineering, data governance.

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