

## Level: Developing/Skilled

### Change and Delivery Grade 6

**Typical role:** Delivery Support Assistance

#### Transferable skills and competencies

PLANNING AND ORGANISING

PRESENTING AND COMMUNICATING INFORMATION

WORKING WITH PEOPLE

(See pages 52-53)

#### Experiences

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

At Grade 6 you will provide support and coordination for delivery activities at either a team or delivery domain level. You will work independently or with minimal supervision. Experiences include supporting multiple product platforms or projects; support and coordinating the development and organisation of workshops and meetings, following key processes and methodologies with excellent attention to detail. You will be able to build relationships with a variety of internal and external stakeholders, using a range of different communication methods, and are able to manipulate and present routine data for analysis.

#### Personal and professional development

*Development options to consider when working towards this level*

##### Learning on the job

Work as part of a delivery team, taking on delivery tasks e.g. arranging agile ceremonies; updating user stories in delivery tooling; preparing artifacts for upcoming ceremonies and meetings; supporting with logistics preparation for events and meetings; supporting with risk and dependency tracking.

##### Learning from others

Find an internal or external mentor to support your development: join a relevant delivery community, attend other teams' and domains' agile ceremonies to observe.

##### Formal learning

Formal agile delivery certifications - Certified Scrum Master (CSM) or Scaled Agile Scrum Master.  
Online delivery management options such as planning and managing meetings (e.g. LinkedIn Learning).

#### UCL Ways of Working

*These describe expected behaviours in line with UCL culture and values (see pages 54-55).*

*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

### Change and Delivery Grade 7

**Typical Roles:** Delivery Support, PMO Analysis, Digital Education coordinator

#### Transferable skills and competencies

PLANNING AND ORGANISING

ANALYSING

WORKING WITH PEOPLE

(See pages 52-53)

#### Experiences

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

Supporting and coordinating the delivery of high-quality products, platforms and projects. At this level you will either take responsibility for delivery in a small, low-risk delivery team, or support an Agile Delivery Manager or Project Manager with a more complex and challenging delivery. You may also support a Domain Delivery Manager with the smooth running of a domain. Activities may include running agile ceremonies, identifying and tracking delivery risks, dependencies, and issues. You may also prepare delivery artefacts, undertake budget management and initiate delivery tasks. You will collaborate professionally with others to achieve successful outcomes and communicate effectively in verbal and written forms with an appreciation of different stakeholder groups.

#### Personal and professional development

*Development options to consider when working towards this level*

##### Learning on the job

Take responsibility for delivery in a small, low risk delivery team, or support an Agile Delivery Manager or Project Manager with a more complex and challenging delivery. You may also support a Domain Delivery Manager with the smooth running of a domain.

##### Learning from others

Build relationships with others in delivery roles, shadow other team events and ceremonies and participate in communities. Work with an internal or external mentor to support your development. Join an outside special interest group or community to learn about best practice in other organisations and sectors.

##### Formal learning

Scrum Master (CSM) or Scaled Agile Scrum Master certifications. Working towards Practitioner level qualification in Project Management e.g. PRINCE2, Management of Portfolios (MoPs); project management support key skills e.g. introduction to risk management, budget/financial awareness; stakeholder engagement, monitoring and reporting

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## Level: Advanced

### Change and Delivery Grade 8

**Typical Role:** Agile Delivery Management, Business Analysis, Delivery Support Management, Project Management, Senior PMO Analysis

#### Experiences

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

At grade 8 you are an advanced change and delivery professional. You can anticipate and resolve complex and critical issues and are adept at bringing others together in a collaborative manner. You can translate complex concepts and proactively identify risks and dependencies. Grade 8 roles will motivate and influence others, providing leadership to the teams you work with and develop and manage mature relationships with a variety of stakeholders across UCL. You communicate clearly in both written and verbal formats, able to write compelling proposals and papers and present confidently to others. You are a skilled facilitator and can design and facilitate high quality meetings and workshops. You will also be able to plan and manage budgets and manage suppliers / 3rd party activities to deliver as appropriate.

**Agile Delivery/Delivery Support/Project Management;** Inspire and lead a cross-functional team to deliver value safely, iteratively and frequently to users across the university. Facilitate compelling and collaborative agile ceremonies and meetings. Proactively identify and resolve issues, risks and dependencies; manage budget; manage third parties appropriately; develop relationships with stakeholders; prepare appropriate artefacts for governance and communication.

**Business Analysis:** Work closely with stakeholders to understand their processes, organisational context, goals and immediate needs. Help identify and shape the solution options while representing user and stakeholder perspectives and needs while maintaining a focus on delivering value. Undertake analysis to determine needs, value and benefits. Participate in feasibility assessments. Capture roadmap and backlog items clearly and ensure they have sufficient detail to deliver the change required.

**Senior PMO Analysis;** Portfolio level financial management; data analysis and reporting, governance and compliance; process improvement and implementation; provide specialist advisory support to colleagues.

#### Personal and professional development

*Development options to consider when working towards this level*

##### Learning on the job

Take ownership of a particular area of work; design and deliver compelling workshops; prepare and present at demos; adapt and improve team level ceremonies to drive maximum value; identify and act on areas for improvement.

##### Learning from others

Shadow other team events and ceremonies and participate in communities. Work with an internal or external mentor to support your development. Join an outside special interest group or community to learn about best practice in other organisations and sectors.

##### Formal learning

Formal qualification relevant to role e.g. Scrum Master (CSM) or Scaled Agile Scrum Master certifications. PRINCE2, Management of Portfolios (MoPs); Lean Six Sigma; [add business analysis].

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#### Transferable skills and competencies

DECIDING AND INITIATING ACTION

ANALYSING

DEVELOPING RESULTS AND SETTING CUSTOMER EXPECTATIONS

(See pages 52-53)

## Level: Senior

### Change and Delivery Grade 9

**Typical Roles:** Senior Agile Delivery Management, Domain Delivery Management, Senior Business Analysis, Senior Project Management, Portfolio Management

#### Transferable skills and competencies

LEADING AND SUPERVISING

FORMULATING STRATEGIES AND CONCEPTS

CREATING AND INNOVATING

(See pages 52-53)

#### Experiences

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

Grade 9 roles provide inspiring leadership and management of teams with a responsibility to build and develop industry-leading capability. A leader in your field, you help develop a strategy-aligned vision and translate this into clear outcomes, priorities, and direction for teams while fostering a highly collaborative environment. You ensure those around you can maintain a focus on delivering high quality and high-value outcomes, iteratively and frequently by pre-empting and removing blockers and impediments. You develop an innovative and empowered culture for others and improve processes and ways of working, challenging the status quo and striving for excellence. Grade 9 roles also require relationship building at all levels and engagement with leaders across the organisation. The roles will also require thoughtful planning and management of budgets, third party suppliers, and sequencing of change and communications.

#### Personal and professional development

*Development options to consider when working towards this level*

##### Learning on the job

Identifying and leading opportunities; getting involved in areas outside of remit in order to build personal profile; involvement in various committee/working groups; taking the lead in developing a new strategy; ownership and leadership of teams or activities; reviewing options for an approach and making appropriate decisions based on business needs.

##### Learning from others

Offering to mentor colleagues; attending or presenting at network events; leading a community group or project; providing advice and/or support to others; deputising for senior leaders where possible.

##### Formal learning

relationship and management training; training and accreditation related to the specific role.

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