

Level: Independent

Organisational Culture and Change Grade 7

Typical Roles: Faculty Equality, Diversity and Inclusion Coordination

Experiences

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

Understanding the purpose of the business case for change and how it relates to wider UCL goals and academic mission; contributing to, or undertaking evidence-based research and analysis to understand reasons for change; engaging with design work and diagnostic tools (e.g. SWOT); project coordination of staff performance development initiatives (e.g. mentoring, coaching, performance feedback). Coordinating the use of diagnostic goals to support performance improvement initiatives (e.g. 360 feedback, TetraMap, Myers–Briggs Type Indicator (MBTI) etc); engaging with how UCL supports different learning styles and where to find further information; identifying risks and issues (e.g. taking an inclusive rather than one size fits all approach) and escalating where appropriate.

Personal and professional development

Development options to consider when working towards this level

On the job learning

Gain some understanding of how to interpret a business case; build up knowledge through exposure to business case preparation; find ways to attend or sit in on meetings (e.g. business planning); volunteer to be part of a relevant project (e.g. to build analytical skills).

Learning from others

Attend or join a Community of Practice

Formal learning

Seek out managing change/ project management training including analytical skills; Organisational Development training (e.g. CIPD (Chartered Institute of Personnel and Development) or equivalent). Self-paced learning through relevant resources, books and articles e.g. Harvard Business Review, Ted Talks

UCL Ways of Working

These describe expected behaviours in line with UCL culture and values (see pages 48-49). 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

Transferable skills and competencies

ANALYSING

ADAPTING AND RESPONDING TO CHANGE

PLANNING AND ORGANISING

(see pages 46-47)

Level: Advanced

Organisational Culture and Change Grade 8

Typical Roles: Organisational Development consultancy; HR/Equality, Diversity and Inclusion Management, HR Business Partnering

Transferable skills and competencies

PERSUADING AND INFLUENCING

DEVELOPING RESULTS AND SETTING CUSTOMER EXPECTATIONS

CREATING AND INNOVATING

(see pages 46-47)

Experiences

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

Developing and implementing plans to support emerging programmes of change; using data interpretation to inform the local implantation of organisational goals; identifying and delivering on opportunities for individual and team performance development initiatives through diagnostics (Myers Briggs Type Indicator (MBTI), TetraMap) process reviews and sharing good practice (aligned with organisational goals); ensuring that the UCL Ways of Working and core behaviours are embedded within approaches to change; build staff development initiatives (e.g. mentoring, coaching, etc.), identifying issues/knowledge and capacity gaps and coming up with strategic solutions (e.g. readiness for change) assessing risks (e.g. through equality impact assessments) and coming up with mitigating actions (unintended consequences of change, inappropriate behaviours); responsible for reporting on impact of interventions, (two-way comms) consultation meetings, comms strategy and plan; role-modelling flexibility and adaptability to change.

Personal and professional development

Development options to consider when working towards this level

On the job learning

Gain experience in working on wider projects and working groups (e.g. cross discipline / cross faculty groups); build your profile and brand through connecting with others and expanding your institutional network.

Learning from others

Take an active part in leading a Community of Practice project; volunteer time to be a coach/mentor to others and seek out the same for yourself; find opportunities to join wider UCL networks, or a wider institutional project; attend conferences to build up external network and learn about best practice. Become a member of AUA (Association of University Administrators)/Advance HE or similar and/or attend activities to better understand the sector.

Formal learning

Self-paced learning through relevant resources, books and articles, Harvard Business Review, Ted talks; training in appropriate psychometric tools (e.g. MBTI, TetraMap); attend training in change and organisational development methodology.

UCL Ways of Working

These describe expected behaviours in line with UCL culture and values (see pages 48-49).

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

Level: Senior

Organisational Culture and Change Grade 9

Typical Roles: Head of function Culture and Change, Workplace Wellbeing

Experiences

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

Working with senior management team to identify strategies for change; leading the implementation of goals relating to change and/or culture (in a central role likely to be at an institutional level, in a faculty role this would be about implementing local goals in this space). Enable and empowering the team to deliver; painting a compelling vision of the future and identifying long term impact of change; expert use of design work and diagnostic tools in order; taking accountability for end-to-end programme planning and management, including managing and reporting on finance and risk (e.g. disproportionate impact on specific staff groups). Values and behaviours; communication – expectations for what the change will deliver and the benefits; maintaining an overview of direction of travel.

Personal and professional development

Development options to consider when working towards this level

On the job learning

Gain membership of cross-disciplinary/Faculty leadership groups – providing opportunity to:
Act as a key advisor to influence and support the management of organisational and change programmes.
Evaluate the outcome of change programmes to facilitate continuous improvement.

Learning from others

Lead a project within a Community of Practice; network with senior colleagues across UCL and other organisations to keep abreast of best practice; engage with professional bodies – e.g. CIPD (Chartered Institute of Personnel and Development).

Formal learning

Attend training to support a business-focused mind-set and approach (e.g. strategic planning and change management);

UCL Ways of Working

These describe expected behaviours in line with UCL culture and values (see pages 48-49). 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

Transferable skills and competencies

ADHERING TO PRINCIPLES AND VALUES

COPING WITH PRESSURE AND SETBACKS

ENTREPRENEURIAL AND COMMERCIAL THINKING

(see pages 46-47)