
Job family: Enterprise and External Engagement

This Job Family covers a wide range of predominantly externally directed activities, and knowledge exchange activities directed at collaboration with agencies and stakeholders outside of academia, including businesses, industry and the public. Some of these activities are delivered by the same types of technicians, engineering specialists and technologists referred to in the Research job family.

Public engagement brings members of the public into UCL's research and teaching, as active participants, practitioners, and advisers.

The undertaking and delivery of commissioned projects or commercial services for external bodies and, businesses or clients brings the knowledge and expertise of UCL technical staff into contact with professional and industry-based partners and clients as well as ensuring public benefit of research arising from this work.

Technical Professionals working within Enterprise and External Engagement job family, might be engaged with activities ranging from outreach activities, such as summer schools, and open days to delivering consultancy to industry, to creating unique research instruments in collaboration with or under contract to external partners.



Enterprise and External Engagement – Grade 4

Typical roles: Assistant Technician, Assistant Archaeologist, Laboratory Assistant

Transferable skills and competencies

RELATING AND NETWORKING

PRESENTING AND COMMUNICATING INFORMATION

DEVELOPING RESULTS AND SETTING CUSTOMER EXPECTATIONS

(see pages 64-65)

Experiences

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

Health & Safety responsibilities

- Engaging with local, national, or international organisations outside of academia
- Identify, investigate, sample, record and process range of data
- Understand and follow safe working practice, safety paperwork and reporting hazards

Core responsibilities

- Contribute to delivery of commissioned projects for industry-based clients
- Assist with training of students and junior staff
- Provide support for the delivery of public events and engagement
- Contribute to meetings
- Assist with stock control, equipment and stores
- Operate simple equipment following instruction or SOPs
- Organise laboratory spaces and archives
- Report faults or damage to equipment and assist with simple maintenance tasks
- Assist with the induction of new staff
- Liaise with external bodies and suppliers

Personal and professional development

Development options to consider when working towards this level

Learning on the job

Develop technical skills and knowledge
Awareness of relevant standards and guidance
Build experience of project types, tasks
Develop application of your technical skills in a commercial/industry setting
Refine record keeping accuracy
Develop observational skills
Develop teamworking
Develop methodological approaches

Learning from others

Shadow experienced members of the team in the working environment
Ask for feedback on your work
Discuss with your peers complex problems and learn from their responses

Formal learning

Join a professional body to gain wider sector awareness and engagement
Sector relevant Health & Safety training, Dignity at Work, Relevant degree, apprenticeship or sector training programme

UCL Ways of Working

These describe expected behaviours in line with UCL culture and values (see pages 66-67).

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

Enterprise and External Engagement – Grade 5

Typical roles: Assistant Technician, Technician

Transferable skills and competencies

APPLYING EXPERTISE AND TECHNOLOGY

WORKING WITH PEOPLE

DEVELOPING RESULTS AND SETTING CUSTOMER EXPECTATIONS

(see pages 64-65)

Experiences

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

Health & Safety responsibilities

- Promote and follow safe working practices
- Report faults or damage to equipment and assist with simple maintenance tasks
- Understand and follow safety paperwork, with the ability to identify and report hazards
- Conduct routine compliance tasks
- Maintain good housekeeping, assisting with waste disposal procedures and cleaning activities

Core responsibilities

- Contribute to meetings
- Make suggestions to improve the service
- Contribute to and support change
- Assist with stock control and stores operations
- Assist with accurate record keeping, inventory and asset management
- Conduct portering duties
- With high accuracy prepare routine reagents and materials adhering to SOPs where necessary
- Operate simple equipment following instruction or SOPs and interpret simple results
- Organise laboratory spaces in preparation of scheduled activities
- Report faults or damage to infrastructure
- Set up and operate equipment following well-established procedures
- Assist with the induction of new staff, and contribute to the training of students and junior staff
- Provide customer service to members of the public to promote events and services
- Liaise with external bodies and suppliers
- Supervise junior staff

Personal and professional development

Development options to consider when working towards this level

Learning on the job

Develop analytical skills
Develop report writing skills
Develop problem-solving skills to deal with complexity
Take responsibility for undertaking work independently, carrying out tasks without supervision
Participate in activities to support continuous improvement
Develop accurate record keeping skills
Apply additional training or acquired knowledge to day-to-day tasks
Read publications relevant to field and incorporate learning into your work

Learning from others

Work shadow colleagues to gain an understanding of new or different work practices
Use peer groups to share experiences and knowledge
Work shadow more senior members of the team in the working environment
Join a professional body to gain wider sector awareness and engagement

Formal learning

Apply for training through a mid-career apprenticeship programme
Sector relevant Health & Safety training, Dignity at Work, Inclusive working
Apply for accredited membership to a professional body
Sector relevant training in standards, guidelines, ethics

UCL Ways of Working

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www.ucl.ac.uk/human-resources/policies-advice/ways-working*

Enterprise and External Engagement – Grade 6

Typical role: Technician, Research Technician, Junior Engineer

Transferable skills and competencies

APPLYING EXPERTISE AND TECHNOLOGY

PRESENTING AND COMMUNICATING INFORMATION

WRITING AND REPORTING

(see pages 64-65)

Experiences

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

Health & Safety responsibilities

- Liaise with suppliers and manufacturers to resolve simple problems
- With the senior staff, establish and maintain a safe/compliant working environment
- Assist/complete and update routine safety paperwork (dependent on the risk owner)
- Hold specific safety responsibilities dependent on individual department specialisms/needs.
- Organise and complete compliance tasks
- Maintain up-to-date health and safety knowledge, providing support and advice to others

Core responsibilities

- Ensure effective delivery of objectives by planning and managing own workload
- Assist the senior lead with the day-to-day running and supervision of laboratory spaces
- Allocate work to one or more members of technical staff
- Work collaboratively to deliver objectives
- Contribute to progress and management meetings
- Manage a small budget, monitoring resource usage and maintaining supplies of key items
- Assist with stores operations including ordering, receiving, processing, and distributing goods
- Source and negotiate with suppliers for routine items
- Provide a high standard of research support, including contributing to reports and publications
- Provide a high standard of teaching support, including preparing for classes and field work
- Support team/project/event by contributing to experimental design and data acquisition
- Update and deliver local inductions
- Provide training and demonstrations of specialist expertise, techniques and equipment
- Share skills and best practice
- Hold responsibility for supervision of teams while also managing workloads and priorities.
- Writing and publishing reports and papers

Personal and professional development

Development options to consider when working towards this level

Learning on the job

Seek out secondment opportunities
Leadership responsibility for short term cover during periods of annual leave
Refine writing skills to advanced level
Develop high level analytical skills on more complex datasets
Take on responsibility for more complex tasks
Take on a specific role within a research project
Develop a level of expertise in a specific area

Learning from others

Shadow senior members of the team in the working environment
Undertake coaching and mentoring opportunities
Speak/present at public outreach events
Seek feedback on all aspects of work and use constructively
Join special interest groups, and/or network groups to learn about best practice in about other organisations and sectors
Join a Community of Practice
Attend conferences

Formal learning

Accreditation/certification from a recognised Professional body e.g. ClfA (Chartered institute for Chartered Institute for Archaeologists for Archaeology-specific roles)
UCL Leadership and/or Management training
Soft skills training Post-graduate qualification
Apply for training through a mid-career apprenticeship programme
Sector relevant training in standards, guidelines, ethics

UCL Ways of Working

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Enterprise and External Engagement – Grade 7

Typical Role: Senior Technician, Technical Specialist, Technical Manager, Lab Coordinator, Engineer, Project Manager

Experiences

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

Health & Safety responsibilities

- By developing procedures and protocols, establish and maintain a safe/compliant working environment
- Assist with the completion and updating of a wide range of safety paperwork (in some areas Technical staff may lead on this activity)
- Complete accident reporting and assist with investigations
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Core responsibilities

- Provide management, motivation, and support to a technical team of broad remit
- Schedule, prioritise and monitor work and performance in line with demands and deadlines
- Assist with recruitment of technical staff
- Hold delegated responsibility from the senior lead for the planning, operation and supervision of a variety of laboratory spaces
- Organise and facilitate progress and management meetings
- Be a key contributor to service development, delivery and planning
- Contribute to and support change
- Oversee local record keeping, inventory and asset management
- Manage one or more budgets monitoring resource usage
- Produce quotations for external services or consultancy charges
- Produce project brief/specifications in line with current sector standards
- Source and negotiate with suppliers for a range of items including specialist parts/equipment
- Create, update and implement procedures to deliver an aligned, efficient and effective service
- Provide a broad range of skilled advice on the area of expertise, to external stakeholders
- Support taught external facing course projects by delivering skilled technical support
- Prepare and manufacture a range of specimens/samples/parts/procedures with limited direction
- Manage local security and access control arrangements
- Design, develop and deliver inductions, demonstrations and training covering a broad range of activities (not limited to techniques and equipment)
- Assist managers with the identification of training and development needs
- Develop a broad knowledge and skills base, sharing with others
- Mentor junior staff
- Liaise with external bodies on a regular basis including other professional stakeholders, clients, professional bodies, etc.
- Collaborate with suppliers and manufacturers to publish technical notes and case studies directly related to areas of expertise
- Collaborate with external academics and industry partners to plan and execute work packages directly related to areas of expertise
- Contribute and lead on the publication of reports and papers
- Plan and/or participate on public engagement events

Transferable skills and competencies

APPLYING EXPERTISE AND TECHNOLOGY

PRESENTING AND COMMUNICATING INFORMATION

ANALYSING

(see pages 64-65)

Enterprise and External Engagement – Grade 7

Personal and professional development

Development options to consider when working towards this level

Learning on the job

Establish relationships with external suppliers
Express an interest in research and publications
Support staff within different areas of Enterprise and External Engagement
Undertake public speaking and presenting
Build greater sector/commercial awareness

Learning from others

Work shadow senior members of the team at meetings and areas of responsibility
Participate in working groups, special interest groups and attend conferences

Formal learning

Accreditation/certification from a recognised Professional body
Chartership
Finance/budget training
Project and programme management training
UCL Leadership and/or Management training
Line Management training
Apply for training through a mid-career apprenticeship programme

UCL Ways of Working

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Enterprise and External Engagement – Grade 8 – Specialist Pathway

Typical Roles: Senior Technical Specialist, Senior Engineer, Senior Project Manager

Transferable skills and competencies

DECIDING AND
INITIATING ACTION

LEADING AND
SUPERVISING

PLANNING AND
ORGANISING

(see pages 64-65)

Experiences

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

Health & Safety responsibilities

- Advise and oversee specific equipment purchases relevant to the specialism ensuring compliance and alignment to facility priorities
- Plan and oversee specific maintenance and repair activities including the completion of in-house, highly-skilled repairs and maintenance
- Ensure that specific equipment linked to the specialism is appropriately maintained
- Lead investigations into new equipment purchases/modifications
- Hold specific safety responsibilities relevant to the specialism e.g. laser safety advisor
- Ensure specific safety paperwork relevant to the specialism is completed/reviewed

Core responsibilities

- Lead external facing income generating projects.
- Ensure that reports are generated and delivered to external 'customers'
- Oversee completion of all compliance tasks related to the specialist area
- Complete accident reporting and assist with investigations
- Maintain in-depth and up-to-date health and safety knowledge relevant to the specialism
- Maintain relevant up-to-date health and safety knowledge providing expert support/advice
- Provide direct line-management support, schedule, prioritise and monitor work and performance in line with demands and deadlines
- Supervise other staff and students working within the specialism
- Work collaboratively with other areas of the University to achieve efficiency and elimination of duplicated effort
- Organise and facilitate meetings as necessary and attend and present at School/Department/cross-institution meetings and forums
- Lead the introduction and development of new and cutting-edge equipment and techniques
- Contribute to and support local change
- Contribute data to influence budget setting processes
- Hold overall responsibility for ensuring that the specialist area delivers against the needs of teaching and research, and that all assets relating to the specialism are utilised
- Provide highly-skilled and highly-specialised teaching, research and taught external facing course support. This will include the development of new techniques or new practical class activities
- Ensure that the management of facilities relating to the specialism is robust and compliant
- Maintain in-depth specialist knowledge, sharing with others e.g. presenting at conferences
- Mentor/coach junior staff
- Organise multidisciplinary interest groups involving staff from a range of specialisms to create a hub for sharing recent publications, projects, etc.
- Contribute to grant/project planning
- Manage local security and access control arrangements

Personal and professional development

Development options to consider when working towards this level

Learning on the job

Liaise and contribute to external bodies to comply with British standards and international standards
Work with other institutions and teams to enable the completion of work

Learning from others

Work on other sites to enable the smooth delivery of work
Join a Community of Practice
Attend conferences

Formal learning

Accreditation/certification from a recognised professional body
UCL Leadership and/or Management training
Line Management training
Apply for training through a mid-career apprenticeship programme

UCL Ways of Working

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Enterprise and External Engagement – Grade 8 – Management Pathway

Typical Roles: Technical Manager, Section Head, Assistant Director

Transferable skills and competencies

DECIDING AND
INITIATING ACTION

LEADING AND
SUPERVISING

PLANNING AND
ORGANISING

(see pages 64-65)

Experiences

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

Health & Safety responsibilities

- To be responsible for the implementation of the University's health and safety policy, translating this into effective local policies and procedures
- Hold specific safety responsibilities (e.g. membership of School/Department level committees)
- Ensure specific necessary safety paperwork is completed/reviewed across the School/Department
- Oversee completion of specific compliance tasks across the School/Department
- Lead safety inspections and accident investigations
- Maintain up-to-date health and safety knowledge providing expert support/advice to others

Core responsibilities

- Advise and oversee significant equipment purchases
- Ensure that specific equipment is appropriately maintained in conjunction with Senior Specialist Technicians where appropriate
- Provide management, motivation and support to the School/Department technical team developing the team to keep pace with changing teaching, research, professional and technology needs
- Schedule, prioritise and monitor work and performance in line with demands and deadlines
- Be responsible for the recruitment of all technical staff
- Work collaboratively with other areas of the University to achieve efficiency and elimination of duplicated effort
- Organise and facilitate meetings as necessary and attend and present at School/Department/Cross-Institution meetings and forums
- Lead the development of School/Department services and facilities ensuring that they remain fit-for-purpose and deliver maximum benefit
- Lead change-management initiatives at a local level in collaboration with more senior staff
- Hold responsibility for the effective operation of stock control, whole life costings and asset management/inventory systems across the School/Department
- Manage School/Department budgets and those relating to specific projects ensuring that appropriate and compliant systems are in place to deal with purchasing
- Contribute data to influence budget-setting processes
- Hold overall management responsibility for all facilities ensuring that local facility management arrangements are robust and compliant
- Assess, develop and implement School/Department-wide training/development arrangements
- Design, develop and deliver inductions, demonstrations and training covering a broad range of activities (not limited to techniques and equipment)
- Develop and maintain a broad knowledge and skills base, sharing with others
- Mentor/coach junior staff

Personal and professional development

Development options to consider when working towards this level

Learning on the job

Hone leadership and people management skills
Seek opportunities to improve influencing skills, change management
Build experience of major change projects
Enhance commercial and financial awareness for relevant sector
Gain experience of managing larger/complex teams

Learning from others

Establish strategic relationships with internal and external bodies and committees e.g. communities of practice and the Technical Manager Group
Network with senior colleagues across UCL and other institutions

Formal learning

UCL Leadership and/or Management training
Accreditation/certification from a recognised Professional body
Project management training

UCL Ways of Working

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Enterprise and External Engagement – Grade 9 – Specialist Pathway

Typical Roles: Head of Technical Services, Principal Engineer, Principal Project Manager

Experiences

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

Health & Safety responsibilities

- Advise and oversee significant equipment purchases ensuring compliance and alignment to College/Faculty priorities
- Ensure that the University's health and safety policy is translated into effective local policies and procedures
- Hold specific safety responsibilities
- Lead safety inspections and accident investigations

Core responsibilities

- Provide leadership, management, motivation, and support to the College/Faculty technical teams developing the teams to keep pace with changing teaching, research and technology needs
- Ensure that all work is appropriately scheduled in line with priorities and deadlines
- Maintain oversight of all technical staff recruitment within the College/Faculty
- Oversee space management and allocation across the College/Faculty
- Lead the development of College/Faculty services and facilities ensuring that they remain fit-for-purpose and deliver maximum benefit
- Lead change-management initiatives in collaboration with more senior staff
- Produce options papers, proposals and reports for senior management review
- Ensure that inventory and asset management is appropriately managed across the College/Faculty
- Manage College/Faculty budgets (including trading accounts) and those relating to specific projects ensuring that appropriate and compliant systems are in place to deal with purchasing
- Contribute data to influence budget setting processes
- Oversee the management of all College/Faculty facilities, monitoring budgets and overall performance
- Maintain oversight of all large-scale building works leading on those of a significant value/impact
- Oversee College/Faculty security and access control arrangements
- Contribute to research outputs, including research papers, as a co- or lead author.
- Apply for grant funding from appropriate external funding agencies and internal funding programs
- Contribute to research outputs, including research papers, as a co- or lead author
- Apply for grant funding from appropriate external funding agencies and internal funding programs.
- Coach staff.

Personal and professional development

Development options to consider when working towards this level

Learning on the job

Seek opportunities to contribute to strategic and financial planning
Take on a project related to organisational change and innovation
Contribute/chair/co-chair meetings
Engage senior stakeholders with plans/ideas for change
Play key role in senior meetings

Learning from others

Build network of senior colleagues across UCL and in external organisations
Maintain links with sector bodies and peers
Seek feedback from team

Formal learning

Strategic thinking and planning
Financial management
UCL Leadership and/or
Management training

UCL Ways of Working

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Transferable skills and competencies

PERSUADING AND INFLUENCING

CREATING AND INNOVATING

ENTREPRENEURIAL AND COMMERCIAL THINKING

(see pages 64-65)

Enterprise and External Engagement – Grade 9 – Management Pathway

Typical Roles: Technical Operations Manager, Director, Research and Innovation Lab Manager, Head of Technical Services

Transferable skills and competencies

PERSUADING AND INFLUENCING

CREATING AND INNOVATING

ENTREPRENEURIAL AND COMMERCIAL THINKING

(see pages 64-65)

Experiences

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

Health & Safety responsibilities

- Advise and oversee significant equipment purchases ensuring compliance and alignment to College/Faculty priorities
- Ensure that the University's health and safety policy is translated into effective local policies and procedures
- Hold specific safety responsibilities
- Lead safety inspections and accident investigations

Core responsibilities

- Provide leadership, management, motivation, and support to the College/Faculty technical teams developing the teams to keep pace with changing teaching, research and technology needs
- Ensure that all work is appropriately scheduled in line with priorities and deadlines
- Maintain oversight of all technical staff recruitment within the College/Faculty
- Oversee space management and allocation across the College/Faculty
- Lead the development of College/Faculty services and facilities ensuring that they remain fit-for-purpose and deliver maximum benefit
- Lead change-management initiatives in collaboration with more senior staff
- Produce options papers, proposals and reports for senior management review
- Ensure that inventory and asset management is appropriately managed across the College/Faculty
- Manage College/Faculty budgets (including trading accounts) and those relating to specific projects ensuring that appropriate and compliant systems are in place to deal with purchasing
- Contribute data to influence budget setting processes
- Oversee the management of all College/Faculty facilities, monitoring budgets and overall performance
- Maintain oversight of all large-scale building works leading on those of a significant value/impact
- Oversee College/Faculty security and access control arrangements
- Contribute to research outputs, including research papers, as a co- or lead author.
- Apply for grant funding from appropriate external funding agencies and internal funding programs.
- Coach staff

Personal and professional development

Development options to consider when working towards this level

Learning on the job

Seek opportunities to contribute to strategic and financial planning
Take on a project related to organisational change and innovation
Contribute/chair/co-chair meetings
Engage senior stakeholders with plans/ideas for change
Play key role in senior meetings

Learning from others

Build network of senior colleagues across UCL and in external organisations
Maintain links with sector bodies and peers
Seek feedback from team

Formal learning

Strategic thinking and planning
Financial management
UCL Leadership and/or Management training

UCL Ways of Working

These describe expected behaviours in line with UCL culture and values (see pages 66-67).

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Case Studies



Louise Rayner

Director of Archaeology South-East, UCL Institute of Archaeology

I am the Director of Archaeology South-East (ASE) which is a contract and research unit for commercial archaeology and heritage services and part of the UCL Institute of Archaeology.

My role has overall responsibility for all aspects of ASE's operations, providing

strategic and organisational leadership, while also contributing to the delivery of the research and teaching objectives of the Institute. This includes oversight of our 100+ staff who are predominately technical archaeologists and heritage specialists, as well as a small PS team who undertake our administration, HR and finance transactions. The team are based across three offices located in Sussex, Essex and London, from which we undertake work across the surrounding regions – so my role involves travelling to these offices and sites to visit staff and projects.

ASE is a Registered Organisation of the Chartered Institute of Archaeologists (CIfA), which is the leading professional body for archaeologists working in the UK. As well as being an accredited member myself (MCIfA), I am also the Responsible Post Holder at ASE, with ultimate responsibility for all of our historic environment work. Accredited membership of a professional body is important because it evidences my skills, competence, understanding and ethical commitment to carry out archaeological work in the public interest. It's an important benchmark that external clients and stakeholders can have confidence in.

The ASE team undertake projects for a wide range of commercial clients, mainly within the construction sector and related to large-scale housing developments and infrastructure. This work is usually required in fulfilment of planning conditions attached to development so we work closely with our clients, consultants, local authority planners and monitors, and other stakeholders to design and deliver projects. Archaeological projects can be very complex and we have to ensure the work meets the required sector standards, are carried out safely and ethically, and in an effective and efficient way. ASE also works on research and engagement projects with partners such as the Council for British Archaeology, the National Trust, South Downs National Park and other local government bodies and heritage organisations.

Project management, people management and communication are essential parts of my role and I have spent much of my career learning and developing these skills and knowledge. I also spend a lot of time working on financial aspects such as annual budgets, cost analyses, and quotes as our commercial contracts are open

to competitive tender. Working with external clients and third parties can be challenging, especially when these sectors operate very differently from a HEI like UCL, but it is also very rewarding when we make really significant discoveries and the importance of what we do becomes clear to all parties. Archaeology is very much a team-centred discipline and I love working in a collaborative setting where everyone's individual skills and knowledge come together to tell the stories of how people lived in the past.

I have a BA Archaeology degree from York and a MSc in Archaeological Material from UCL. My specialist research area is Roman pottery and I've had the opportunity to work on some amazing material from London and across the south-east. I've been involved in development-led archaeology since 1994, working for other commercial archaeology organisations before having a change and joining Birkbeck, University of London in 2003, where I was the Archaeology Programme Manager in the Faculty of Continuing Education. Here I had responsibility for a large programme of courses and sessional lecturers, as well as doing quite a bit of teaching myself. This gave me good experience of the Higher Education environment which really helped when I joined UCL. The mix of commercial and education experience was key to securing my first role at UCL and I've always seen having a diverse range of skills and experience as key to my career progression.

I've been at UCL since 2005 and my first post at ASE was part of the senior management team as Head of Post-Excavation and Specialist Services. During these years, I learnt a huge amount about building and developing a team, growing a client base and supporting staff with CPD and training. I've always tried to be the best advocate for my team and ensure they have the resources, support and facilities needed to do their work.

As a developing leader, I took part in the UCL Senior Women in Leadership programme which was important for building my network across UCL and also encouraging me to really focus on the type of leader I wanted to be. It also introduced me to coaching and I subsequently completed the Coach@UCL training course and continue to work with coachees to build up my experience and gain hours towards accreditation. I have always enjoyed finding new ways to learn and develop and aspire to embed that within our culture at ASE. My work with the Technical Managers Group has continued building engagement and contacts across UCL – working collaboratively again – it's really what gives me the most satisfaction!