UCL CORE BEHAVIOURS FRAMEWORK

1. Leading by Example

2. Effective Communication

3. Working Collaboratively

4. Delivering Successful Outcomes

5. Continuous Personal and Team Development

6. Managing Resources, Performance and Risk

7. Championing Effective Change

8. Analysis and Problem Solving

9. Organisational Citizenship

LEADING BY EXAMPLE		
The UCL person leads by example and displays a high-level of personal integrity. Involving team members in decisions and facing-up to unpopular choices, they gain the respect of others through providing local and wider leadership and by promoting a 'one team' approach across the university. They also take steps to ensure that the team functions effectively and are able to meet the internal and external challenges faced.		
Effective behaviour at each level		
Self	**Team**	**Institution**
Display a high level of integrity and ethical behaviour. Treat individuals with dignity and respect. Involve other team members in decision-making, as appropriate. Give praise and credit to others. Provide feedback to team and individuals. Effectively manage conflict, raising this with your line manager where appropriate.	Lead the team in areas of expertise and personal responsibility. Champion the team within the Department. Face-up to unpopular and uncomfortable issues and decisions. Resolve and remove barriers to effective team working. Identify the reasons for conflict at work and take measures to resolve this. Retain the respect of others in difficult situations.	Lead and represent the Department inside and outside of UCL. Lead and direct activities and teams to support the achievement of UCL's strategic objectives. Recruit, manage and develop individuals to create high performing teams. Effect internal and external contacts for colleagues. Champion institutional messages, even if these are unpopular. Put the wider UCL and team agenda ahead of personal interests.
Ineffective Behaviours		
Put personal agenda ahead of team. Avoid unpopular issues and decisions. Take the credit for others actions. Personalise issues.		

EFFECTIVE COMMUNICATION
The UCL person encourages two-way communication in all interactions, choosing the optimum time and approach to maximise their impact, using effective questioning and listening skills and adapting their approach and style to the audiences' needs.

Effective behaviour at each level		
Self	**Team**	**Institution**
Encourage two-way communication. Use a listening and questioning approach to clarify own understanding. Present a clear well reasoned case when communicating with others. Use the most appropriate communication vehicle and style for the audience and message. Avoid overly-emotional language. Maintain confidentiality.	Communicate effectively with all key internal and external stakeholders. Monitor the effectiveness of individual and team communications and take action to maximise this. Proactively share information and encourage others to do so. Tailor communications to the needs of the group. Chair meetings in an inclusive and effective manner. Promote UCL in all dealings with staff and others.	Obtain and respond to the views of all relevant UCL and external stakeholders. Develop and implement effective Departmental and UCL-wide communication channels and activities. Ensure effective horizontal and vertical communication across UCL. Monitor effectiveness of organisation-wide communication channels and activities and realign as appropriate. Identify themes emerging from organisational communications and ensure organisational learning captured and communicated. Promote UCL in the wider environment.

Ineffective Behaviours	
Fail to communicate with others.	Use jargon.
Bad mouth colleagues and/or UCL.	Overtalk/interrupt others.
Actively spread rumours.	Breach confidentiality.
React defensively to feedback.	

WORKING COLLABORATIVELY		

The UCL person works collaboratively with colleagues and forms effective partnerships with internal and external stakeholders. Promoting cross-disciplinary working as a means of achieving shared goals, they take account of areas of common interest and difference and work with individuals and groups to help advance UCL's strategic objectives.

Effective behaviour at each level		
Self	**Team**	**Institution**
Seek opportunities to work collaboratively with others.	Take a joined-up approach to planning and working across boundaries.	Champion collaborative and partnership working across the Department and UCL.
Develop internal relationships to help deliver team objectives.	Work collaboratively across disciplinary boundaries to achieve shared goals.	Generate cross-disciplinary and strategic partnerships capable of advancing Departmental and UCL strategic objectives.
Actively involve and engage with others to help achieve team goals.	Involve colleagues and partners in creating and developing effective solutions.	Involve all appropriate stakeholders when evaluating information and making decisions on matters of strategic importance to UCL.
Be accessible to immediate colleagues and wider team members	Take account of issues common to each partner and acknowledge where differences exist.	
Seek mutually satisfying outcomes for everyone involved.	Develop internal networks capable of furthering the Departmental strategic objectives.	Develop external networks capable of furthering the Departmental strategic objectives.
Deal positively with others' negative attitudes and behaviours.	Promote the value of working with others to a common agenda and purpose.	Protect UCL's interests by evaluating and monitoring collaborative and partnership arrangements and by taking action as required.

Ineffective Behaviours		
Act in a secretive manner.	Work in isolation.	

Avoid sharing information with other stakeholders.

Do not build relationships across boundaries.

DELIVERING SUCCESSFUL OUTCOMES

The UCL person delivers outcomes in support of UCL's strategy and goals. They identify the links between the wider strategy and their team's objectives, communicate this, create the conditions for team performance, involve others, review progress and take action as appropriate.

Effective behaviour at each level		
Self	**Team**	**Institution**
Accept responsibility for own performance and express a commitment to doing so. Set and agree personal SMART objectives in conjunction with your line manager. Deliver outcomes on time and to the required standard. Anticipate barriers to delivering outcomes and take action to remove them. Monitor progress of own objectives and act as necessary.	Accept responsibility for team performance. Set individual and team objectives supportive of the Department's strategic objectives. Create systems and processes to manage delivery of the required outcomes on time, within budget and to the required standard. Identify barriers to team success and take action to highlight or resolve these. Delegate tasks, as appropriate. Maintain relationships with key stakeholders, involving them as required.	Accept responsibility for delivering Departmental and institutional objectives. Create and implement strategies, policies and plans capable of delivering Departmental and UCL strategic objectives. Champion a project and/or programme management approach to delivery. Identify and seek to remove barriers to local and organisational success. Monitor the progress of Departmental and institutional plans and take action as required. Inform key stakeholders of progress against plan.
Ineffective Behaviours		
Fail to plan/set effective objectives. Focus self and team on non-core/secondary activities. Abdicate responsibility for own and team outcomes.	Miss deadlines. Do not address poor performance from reports or peers. Fail to deliver.	

CONTINUOUS PERSONAL AND TEAM DEVELOPMENT

The UCL person ensures that all staff possess the knowledge and skills required to carry out their roles to the required standard. They show an interest in their own learning and development and in that of their team members and ensure that all have development plans tailored to their needs. They also champion a culture of continuous learning and improvement and ensure that the lessons learnt are applied at work.

Effective behaviour at each level

Self	Team	Institution
Undertake continuous personal and professional development.	Ensure that all team members have the knowledge and skills to perform their role to the required level.	Champion a culture of local and organisational learning supportive of the Departmental and UCL strategic goals and objectives.
Work with line manager to identify personal development needs.	Ensure that all team members have Personal Development Plans and access to appropriate learning and development activities.	Champion a culture of creativity, innovation and continuous improvement across the Department.
Seek out learning opportunities.		
Reflect on and learn from experience.	Foster a culture of creativity, innovation, continuous improvement and development.	Create and implement a Departmental learning and development strategy and plan tailored to current and future institutional needs.
Apply new approaches and ways of working where appropriate.	Coach and support team members to deliver their responsibilities.	Ensure that local and organisational learning outcomes are integrated into Departmental policies, processes and systems.
Participate in team development activities.	Undertake team development activities, as required.	
	Promote the application of individual and organisational learning at work.	Challenge the status quo and foster an environment in which others are open to new ways of working.

Ineffective Behaviours

Do not develop self or others.	React defensively to constructive feedback.	Do not participate in development activities.
Create development plans based on personal interests and not organisational requirements.		
Do not transfer learning to work.		

MANAGING RESOURCES, PERFORMANCE AND RISK

The UCL person takes an integrated approach to managing resources, performance and risk. Creating a high performance culture, supported by an effective approach to performance management and risk, they use resources optimally to place UCL in the best position to achieve its strategic objectives.

Effective behaviour at each level		
Self	**Team**	**Institution**
Effectively and efficiently use resources. Comply with UCL policies and processes and with all relevant regulatory and statutory requirements, e.g. Health and Safety. Participate in UCL's appraisal process. Address own performance issues. Identify risks to own delivery, take corrective action and involve more senior management as required.	Promote and develop a high performance culture in own area of responsibility. Ensure team has resources to deliver tasks on time, within budget and to the required quality. Implement and monitor team and individual performance, appraisal and development measures. Ensure the management of risk in-line with UCL policy. Keep senior management informed of identified risks to the achievement of local and/or Departmental plans.	Champion and implement a high performance and risk management culture across the Department and UCL. Acquire and effectively manage budgets and other resources in line with UCL policy. Constantly seek ways to enhance Departmental and Institutional performance. Develop and manage supplier relationships in support of the Department and UCL's strategic objectives. Develop, implement and evaluate effective Departmental and institutional performance, risk management and safety policies and procedures.
Ineffective Behaviours		
Take uncalculated risks. Fail to notify others of risks. Generate an unauthorised budget deficit.		

CHAMPIONING EFFECTIVE CHANGE		
The UCL person champions change with team members and other stakeholders. Putting the interests of the university first, they plan and implement change initiatives designed to maintain UCL's position as a global university and support others to engage with and deliver the university's change agenda.		
Effective behaviour at each level		
Self	**Team**	**Institution**
Work with managers to implement agreed Divisional change initiatives.	Plan, implement and monitor change initiatives within area of own responsibility.	Champion the need for transformational and operational change across the Department and UCL.
Can articulate the rationale for change to others.	Obtain information on the future direction and longer term goals of UCL strategy.	Develop a high-level change strategy based on the Departmental and UCL strategic objectives.
Promote the positive aspects of change.	Help team members to understand the underlying rationale for change and to manage the transition.	Maintain an awareness of the changing higher education environment and plan accordingly.
Seek solutions to local problems.		
Obtain additional information/raise concerns with senior management, as appropriate.	Seek team members' views on change initiatives and keep them informed of progress against plans.	Integrate and co-ordinate Departmental and UCL change initiatives.
Respond to change in a calm and objective manner.	Keep stakeholders informed of changes and of any potential service delivery implications.	Involve all appropriate stakeholders when planning, implementing and reporting on change initiatives.
	Raise potential barriers and risks to change and propose solutions to senior management.	Positively communicate the context and rationale for change across the Department and UCL.
Ineffective Behaviours		
Respond emotionally to change at work.	Focus on barriers to change.	
Key stakeholders not involved.	Unable to move beyond a negative reaction.	
Risks not identified/assessed.		

ANALYSIS AND PROBLEM SOLVING

The UCL person demonstrates strengths in analytical thinking and problem solving skills. They understand the strengths of different types of data and are able to solve problems relating to their role in order to deliver UCL's organisational strategy.

Effective behaviour at each level		
Self	**Team**	**Institution**
Ensure that all appropriate information is recorded and documented as appropriate. Attend to necessary detail when handling information and solving problems. Apply analytical methods and tools as required. Deal with problems following a standard process. Draw on previous experience and/or agreed procedures and policies to solve problems. Recommend improvements to and develop new approaches to delivering your objectives. Recognise when to escalate issues to a more senior or experienced member of staff.	Ensure that all problems are diagnosed and logged, updating documents and processes as appropriate. Determine the approach to assessing and analysing data at a local/team level. Analyse and interpret different information sources to deliver individual and team outcomes. Analyse team effectiveness and recommend improvements to work practices. Make decisions with implications for their Department. Deal with urgent or complex problems where there is no standard solution. Develop new approaches and creative solutions to deliver team outcomes.	Quickly absorb and analyse organisational-level data and information to identify issues and to prioritise individual and team actions. Determine the approach to assessing and analysing data at the organisational level. Manage complex, inter-related services or projects where strategic decisions are required. Take responsibility for organisation-wide critical analysis and decision making. Deal with multiple, large scale and/or complex problems effectively and appropriately. Initiate new and original approaches to delivering the Departmental and UCL strategy.

Ineffective Behaviours	
Do not keep records/data.	Make decisions which are outside the scope of your responsibility.
Fail to use a range of analytic tools and/or techniques.	Fail to make decisions for which you are ultimately responsible.
Fail to develop solutions in response to problems/issues.	

ORGANISATIONAL CITIZENSHIP

The UCL person promotes UCL's interests in all internal and external encounters. They actively seek to further the UCL agenda and encourage others to do so, mindful always to do so in an inclusive manner and in keeping with the university's commitment to internal and external community engagement.

Effective behaviour at each level

Self	Team	Institution
Alway seeks the best outcome for the Department and for UCL.	Promote the Division and UCL's interests both internally and externally.	Is an ambassador for UCL in the wider environment.
Display UCL's values and behaviours in dealings with staff and students.	Encourage team members to adopt UCL's values and behaviours.	Champion UCL's values and behaviours within the Department and across UCL.
Demonstrate a commitment to environmental sustainability and to equality and diversity.	Contribute to wider Departmental and UCL initiatives.	Take steps to further the research, teaching, enabling and knowledge transfer agendas.
Promote an inclusive environment in which individuals are respected and unacceptable behaviours challenged.	Motivate others to participate in wider UCL initiatives.	Participate actively in Departmental and institution-wide committees and working parties.
Support line manager engage with individuals and communities within the wider UCL network.	Implement environmental sustainability and equality and diversity measures.	Embed environmental sustainability and equality and diversity in all UCL frameworks and structures.
	Seek opportunities to engage with the wider UCL community, including external stakeholders.	Champion community engagement throughout the Department and UCL.

Ineffective Behaviours

Denigrate UCL, its staff or its achievements.

Fail to respect the equality and diversity agenda.

Avoid Departmental responsibilities.

Behave in an unethical manner.