UCL WAYS OF WORKING FOR PROFESSIONAL SERVICES

The UCL Ways of Working for professional services supports colleagues to be successful and happy at UCL through sharing expectations around how we work.

The framework enables individuals, teams and leaders to set clear expectations, support development, have quality conversations and be their best in the workplace.

PERSONAL EXCELLENCE	
Commitment	We are persistent in our shared commitment to our goals, our overall mission, and to taking care of ourselves, our students and each other.
Outstanding Service	We take pride in delivering a positive and proactive service to our colleagues and communities, striving for high quality outcomes and smater ways of working.
Integrity	We insist of honesty, inclusion and respect for each other in line with UCL's core values, recognising excellence in different forms. We take full accountability for our actions and leading by positive example.

WORKING TOGETHER	
Communication	We communicate with intention and clarity, building strong relationships – listening and responding with fairness and compassion
Collaboration	We work creatively in empowered cross-functional teams and partnerships where we build trust and recognise each other's contributions.
Shared Learning	We create learning-focused working enviroments, where we ask challenging questions, encourage respectful inquiry, seek continuous improvement and development, and value constructive feedback.

ACHIEVING OUR MISSION	
Vision	We know why our work is important, and we respond to the 'bigger picture', drawing out opportunities through being ambitious, united and forward -thinking.
Innovative Practice	We review our practices and innovate where necessary to use our resources effectively, to achieve our long-term aims and support our objectives.
Ownership	We understand our responsibilities for delivering timely and effective outcomes, which we achieve through decisive, clear strategies, and well-communicated, consultative plans.

See the UCL Ways of Working for professional services website for guidance around using the framework in appraisal and recruitment activities: www.ucl.ac.uk/ways-of-working

THE UCL WAYS OF WORKING **SUPPORTING INDICATORS**
GRADE 9

The **Ways of Working Supporting Indicators** give examples of typical behaviours that support the central Ways of Working. These reflect different operational levels and can be used in activities such as recruitment, recognising great staff ways of working or team-building. Although the indicators are listed as relevant to grades, the design assumes that staff will also model behaviours indicated below their current grade.

SUPPORTING INDICATORS: **PERSONAL EXCELLENCE**   GRADE 9

Following through on commitments to people and tasks.

Taking a reflective and flexible approach, seeking effective innovation.

Showing an active commitment to inclusion, diversity and (inter)cultural sensitivity.

Demonstrating a range of strategies to build and support resilience in self and team.

Visibly demonstrating supportive and emotionally intelligent leadership.

Taking responsibility for making tough calls when necessary.

Having up to date knowledge of the sector and seeing useful trends.

Setting stretching targets for self and others, so everyone reaches their potential.

Role-modelling a vigorous response to any bullying, harassment and discriminatory behaviour in teams.

SUPPORTING INDICATORS: **WORKING TOGETHER**   GRADE 9

Encouraging others to pursue their development needs.

Being willing to give, and receive timely and constructive feedback.

Using appropriate influence and persuasion to ensure outcomes that are aligned to your values and goals.

Proactively working with other people, teams, partners and functions for the benefit of the wider institution.

Sharing information with relevant parties.

Flexing a range of leadership skills to support all staff, students and partners.

SUPPORTING INDICATORS: **ACHIEVING OUR MISSION**   GRADE 9

Being able to evaluate information and quickly identify key issues.

Making evidence-based, timely decisions.

Providing direction and resources to achieve desired outcomes.

Working to simple and consistent solutions.

Using existing data to anticipate and plan for problems in advance.

Encouraging innovative approaches that benefit the organisation.

Willingness to be involved in supportive activities across the institution.

Setting appropriate challenges and being clear around individual responsibilities.

Defining objectives and setting out clear and relevant future goals.

Letting others take ownership of their decisions.