

## Level B

### Overview

These roles either lead the provision of an advisory or support service across the whole institution (or a particularly large portion of the institution) within a specialist professional field, or lead and manage a defined operation which plays a prominent role in the delivery of the University's strategy. The roles make some contribution to overall strategy, primarily on an advisory basis, and role holders will be required to plan and organise activity for more than a year ahead. The roles will be responsible for developing policy for their area of responsibility, ensuring alignment to corporate strategy.

### Representative accountabilities

- Provide high level advice to the senior leadership team within the area of expertise to facilitate high quality decision making.
- Translate UCL's strategy into a functional strategy within the role's area of expertise, ensuring that the area of responsibility can make a positive contribution to the delivery of the overall strategy.
- Lead and manage a staff team to ensure that staff are effectively utilised and developed, are motivated to perform at their best, and deliver an excellent service across UCL.
- Develop and oversee the implementation of a business plan for the area of responsibility, looking one to three years ahead, to ensure that the use of resources is carefully planned and managed, and allocated to reflect strategic priorities.
- Build high level relationships with senior stakeholders internally and externally to promote the overall interests of UCL, to gain buy-in for important initiatives and to promote effective cross-functional working.
- Approve and sponsor major business change initiatives to help ensure that the institution works effectively and efficiently and operates in line with best practice wherever possible.

### Knowledge, skills & experience

- Deep expertise in own functional area typically gained through substantial experience in decision-making roles
- Normally hold a professional qualification.
- The ability to develop functional strategy within the area of expertise.
- Ability to effectively integrate functions with some diversity, some of which are likely to be outside the role holder's direct line of expertise.
- A strong understanding of the higher education sector and the challenges it faces.
- Ability to effectively lead a team of senior staff.
- Budgetary planning and control skills.
- Sound negotiation and conflict resolution skills.
- Change management skills.
- People leadership and management skills.

### Critical differentiators from the level below

- Leadership of a defined function making a strategic contribution to the institution as a whole.
- Providing direct advice and guidance to the institution's most senior leaders.
- Responsible for the development of a functional strategy aligned with organisational strategy, rather than the development of policy within a strategy.
- The scale and extent of forward planning in the roles – these roles will have to plan and organise work for periods significantly greater than a year ahead.

### Critical differentiators from the level above

- Leadership of a narrower functional area, with a tighter range of specialisms than the roles in the level above
- A more removed impact on the way the institution works and the way all parts of it work to deliver the strategy
- The horizon over which the role has to plan ahead is likely to be less – 1-3 years rather than significant more than this