

Level C

Overview

These roles lead and manage complex functions and provide advice across the whole institution, or a significant part of it. These roles could also be Directors of smaller or more tightly defined professional areas. Role holders will be senior professionals with significant experience and specialist expertise developed over time, going above and beyond the level expected in standard professional roles. They will be concerned with planning and organising activity for at least a year ahead, and will have to integrate some different specialisms within their areas of responsibility.

Representative accountabilities

- Provide advice and guidance to the appropriate Director to facilitate sound decision making.
- Develop and recommend policy or procedural change within their own area of expertise to improve organisational performance.
- 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 to UCL.
- Develop and oversee the implementation of an annual business plan, to ensure that allocated resources are used effectively and aligned with strategic objectives.
- Monitor organisational activity to ensure policy, procedural and legislative compliance.
- Develop and oversee the management of high level business change programmes to drive continuous improvement in the business and ensure alignment with overall business objectives.
- Influencing colleagues across UCL and a range of other key stakeholders to promote the best interests of the institution and ensure effective joined up working.
- Authorise changes to operational policies and procedures to ensure that they improve organisational performance and are aligned with corporate objectives.
- Performance-manage the area of responsibility, to identify where changes in operations are required, and ensure that these changes are made.

Knowledge, skills & experience

- Deep expertise in own functional area typically gained through substantial experience in decision-making roles
- Normally hold a professional qualification.
- Ability to effectively integrate a number of different but related functions.
- 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

- The breadth of the area of responsibility, in terms of the number and size of functions that need to be integrated and the impact across the University.
- Long term planning and budgeting for all areas within the function with first-line managers responsible for daily operational implementation of action plans.
- Lead the provision of a specialist support service which must be sensitively tailored to the specific goals of the organisation.
- Required to set priorities and performance goals against a background of conflicting demands from different parts of the institution.
- Likely to receive only general, rather than specific, guidance from their senior management.

Critical differentiators from the level above

- The range of responsibilities, and the number of functions that must be integrated, is likely to be smaller
- These roles are likely to be primarily concerned with planning for the year ahead, whilst inputting into longer term strategy and planning
- Unless the role is leading a relatively small function, these roles are likely to report through a Director, rather than directly to a VP, and therefore make a more removed contribution to organizational leadership