



## **HERA Guidance**

### **Questions and Answers about the HERA Process**

**University of Dundee  
October 2007**

## **1. What is Job Evaluation?**

Job evaluation is a systematic and consistent approach to determine the relative size of jobs that can then be used to develop a fair and coherent grading structure. The University of Dundee has chosen the Higher Education Role Analysis (HERA) job evaluation scheme, specifically designed for higher education institutions.

## **2. Why do we need a job evaluation scheme?**

The University of Dundee, in common with many other higher education institutions (HEI's), has a significant number of different staff groups and grading structures, many of which have their own anomalies and inconsistencies. There is currently no common job evaluation scheme and a large number of different grades. Existing grade relationships are neither transparent nor clear. This is why there has been a need to modernise the pay and grading structures within HEI's.

The benefit of using a single job evaluation scheme such as HERA is that we can ensure consistency of comparison between jobs across the University. Other benefits are that it promotes fairness and equity, ensures robustness and transparency and demonstrates the principle of equal pay for work of equal value. Information from job evaluation will form the basis for future grading using the single pay spine in the pay framework agreement.

## **3. What is HERA?**

HERA (Higher Education Role Analysis) is a job evaluation scheme developed by a consortium of higher education employers. HERA has been developed and widely tested nationally across universities to ensure that it can be effectively applied to the range of higher education jobs. It is the recognised job evaluation scheme for higher education institutions. Its design reflects the jobs and work that is carried out in universities. The majority of HEI's have adopted HERA as their job evaluation scheme of choice on the basis that it is free from bias and will help deliver equal pay practice. In addition, HERA has been recognised by the Equal Opportunities Commission as a non-discriminatory job evaluation scheme.

HERA involves the use of fourteen elements:

1. Communication
2. Teamwork and Motivation
3. Liaison and Networking
4. Service Delivery
5. Decision Making Processes and Outcomes
6. Planning and Organising Resources
7. Initiative and Problem Solving
8. Analysis and Research
9. Sensory and Physical Demands
10. Work Environment
11. Pastoral Care and Welfare
12. Team Development
13. Teaching and Learning Support
14. Knowledge and Experience

#### **4. How will roles be evaluated at Dundee?**

For academic positions, a library of Academic Role Profiles has been nationally agreed and the University has agreed with DUCU to use these role profiles. Profiles for other staff groups have been locally agreed and have been developed in consultation with the trade unions. All staff will be matched against these profiles on the basis of information submitted in the role outline form. The role outline form must be verified by either a line manager or someone who knows the role well and is authorised by School/Unit head to verify the role.

#### **5. Do I have a choice about completing the role outline form?**

All roles must be evaluated and it is therefore important that all information relating to your post is provided in the format requested. There is guidance on completing the role outline form at the end of the role outline form document, together with some examples and there is also advice available from the contacts listed at the end or from other trained role analysts. If a role outline form is not completed and returned, decisions will have to be taken about your role based on existing information and checked with your line manager to allow an appropriate match to be made to one of the role profiles.

#### **6. Who can help me in the preparation of my role outline form?**

We recognise that preparing a clear role outline form that accurately highlights the key elements and details of your job will take a little time. You may wish to prepare a first draft to begin with and then discuss this with your line manager or supervisor. Additionally you can seek advice and help from your relevant trade union representative, Human Resources Officer or from one of the trained role analysts who undertook the HERA pilot.

#### **7. Can I use my existing job description?**

Whilst job descriptions may be of some use, it is important that you complete the role outline form as fully as possible. It asks specific questions about your job that relate to the principles of the job evaluation scheme. Remember that your job may have changed since your job description was prepared. It may also have been prepared for a previous role holder and may not fully describe your job.

#### **8. How will the University ensure that staff have enough time to complete their role outline forms?**

You should complete your role outline form in work time. However, it may be helpful to prepare a first draft and come back to it to review and edit. Managers will be asked to give role holders "time out" to complete the role outline form.

#### **9. Does the HERA process apply to fixed-term and part-time roles ?**

The HERA process applies to fixed-term and part-time roles as well as to permanent and full-time roles.

**10. I am not currently on the University pay scale – do I have to complete a role outline form ?**

If you are a clinician you will not have to complete a role outline form – the University will continue to use the appropriate NHS scales eg consultants.

If not, (eg research nurses, trades etc) you are requested to complete a role outline form. This will allow the University to have meaningful discussions with you and your representative/representative body on which University profile you match to and whether transfer to University terms and conditions can be considered.

**11. Do I have a choice about who verifies my role?**

If for any reason you have a valid concern about the choice of verifier for your role, you must contact the HERA Project Manager who will identify a suitable alternative.

**12. Who verifies my role outline form if I have two line managers?**

If you have more than one line manager then verification of the relevant section relating to your different roles will be required from each of your line managers.

**13. How will I be notified about the new grade for my role?**

You will receive a letter from Human Resources confirming your grade once the HERA process is completed.

**14. Is it likely that my role will be re-graded?**

The outcome of most job evaluation exercises is that the grading of posts will remain unchanged.

However, if your role is evaluated to a higher grade ("green circled"), you will be assimilated upwards to the spine point on your new grade which is immediately above your current salary when the results of HERA for the University have been completed, but backdated to 1 August 2006. The exception to this is if your role changed after 1 August 2006, the date of this change will need to be confirmed with your line manager and your role will be re-graded from this date.

If your role is evaluated to a lower grade ("red-circled"), pay protection arrangements will apply for up to four years. During the pay protection period, you will continue to receive the salary you are currently on. You will not receive annual increments, but you will receive the annual pay award.

A personal development plan (PDP) will be implemented in conjunction with your department/line manager to develop the scope of the role to meet the requirements for a grade which equates to your current grade level (i.e. grade prior to assimilation), where this is possible. Where possible, responsibilities will be increased as soon as possible. Once it is agreed that you are assuming responsibilities commensurate with your current grading, red circling will cease and you will assume fully your current assimilated grade.

It is important to remember that if your role is red-circled, it is no reflection on your personal performance. Red-circling relates to the role, and not to the person undertaking that role.

**15. Will there be an appeals process?**

There is an appeals process. The Appeal procedure is available on the HERA website or a hard copy can be requested from Human Resources.

**16. What is the process if a HERA role analysis meeting is required as part of the appeal process?**

You will meet with a trained Role Analyst to discuss your role. Specific questions will be asked relating to your work and you will be asked to give examples of the activities that you carry out. The Role Analyst must be satisfied that all the questions are asked and answered, and he/she has a good understanding of your role. However there will still be the opportunity for you to come back with additional information if necessary and the analyst may also contact you for clarification on certain points following the meeting. The analyst will use your answers and the information provided on the role outline form to complete a Record of Evidence form. This will be sent to the HERA Project Manager who will then send a copy of this to you and your line manager to agree and verify. A role analysis meeting can last up to 2 hours and it is important that sufficient time is allowed so that all the appropriate information can be collected in an accurate manner.

**For further information/advice, contact:**

**Website:** <http://www.somis.dundee.ac.uk/hr/HERA/>

**HERA Project Manager:**

**Julie M Strachan**  
**Deputy Director of Human Resources**  
**Ext : 84326**  
**Email: [j.m.strachan@dundee.ac.uk](mailto:j.m.strachan@dundee.ac.uk)**

**Trade Union Representatives:**

**Mona Clark, DUCU**  
**Tel 01382 348817**  
**Email: [ducu@dundee.ac.uk](mailto:ducu@dundee.ac.uk)**  
**<http://www.dundee.ac.uk/ducu/>**

**Don Cathcart – Amicus/MSF**  
**Ext : 81960**  
**Email: [d.g.cathcart@dundee.ac.uk](mailto:d.g.cathcart@dundee.ac.uk)**

**Rhona Clarke – UNISON**  
**Ext : 84939**  
**Email: [r.g.clarke@dundee.ac.uk](mailto:r.g.clarke@dundee.ac.uk)**