

HERA AND GRADING REVIEW FAQs

What is HERA?

HERA (Higher Education Role Analysis) is a tool used to analyse roles found in Higher education. Sometimes the process is called job evaluation. HERA involves the use of 14 elements:

- Communication
- Teamwork and Motivation
- Liaison and Networking
- Service Delivery
- Decision Making Processes and Outcomes
- Planning and Organising Resources
- Initiative and Problem Solving
- Analysis and Research Sensory and Physical Demands
- Work Environment
- Pastoral Care and Welfare
- Team Development
- Teaching and Learning Support
- Knowledge and Experience

These elements have been designed so that roles can be analysed in such a way as to reflect the values of higher education and the aspects of those roles seen as most important.

What is job evaluation?

Job evaluation is a systematic process for measuring the relative size and worth of roles within an organisation. It measures each element of a job including responsibilities, skills, and experience and working conditions and then provides a total points score. This provides the basis for designing a grade structure, grading jobs within it and managing internal relativities.

What is HERA used for?

HERA is used to create a role description, and score profile and a total points score for a role.

The outputs from the role analysis can be used to support other People activities such as recruitment, selection, training and career development. The total points score can be used to assign roles to grades or bands in a salary structure.

Why do roles need to be analysed using HERA?

To provide a fair and consistent way to assess the "size" of the roles and enable them to be compared relatively with one another for pay and reward purposes.

What does the analysis entail?

Data for each role is evaluated against 50 questions that relate to the 14 HERA elements. For each question there is a response and it is the job of the Role Analyst to assign a response to each question based on the agreed and verified data. The response for each question is then fed into the HERA software to obtain a score profile and a total points score for each role analysed.

What is verification?

The evidence provided by the role holder needs to be verified by someone who know the role well and is authorised to do so. The verifier (role holder's line manager) is asked to confirm that the evidence is complete and is accurate. While it is not possible to include every single activity, examples should be typical and cover important role requirements. Quality is more important than quantity.

How is role analysis linked to pay?

The role analysis process is used to determine the grade a role is assigned. It does not however, determine the actual salary point within that grade.

When is grading review not appropriate?

Grading review is not appropriate if changes are of a temporary, or short term nature. If you are doing extra work but your level of responsibilities has not changed, a grading review is unlikely to be appropriate. The grading review process should not be used to assess how well a job has been done, or acknowledge additional skills; it is concerned with the requirements of the role, not the abilities of the person carrying out the role.

How do I request a review of my current grading?

From time to time the University may run a Grading Review Assessment Panel. If your role has changed significantly, you should discuss these changes with your line manager in the first instance. Your line manager can also seek further guidance from the relevant People Directorate contact for their area. If it is agreed that this is the appropriate route, your line manager will need to prepare an updated job description, organisation chart and role assessment application form.

What do I do if my line manager will not support my request to apply for regrading?

Grading review is a management-led activity informed by business needs and their impact on role requirements. You should meet with your line manager and seek clarification. The changes to your role could be temporary, or of a one-off nature. There may also be wider Faculty/Directorate impact on other roles which would need careful consideration.

Can my role be considered for regrading outside the GRAP cycles?

This might be possible if it was part of a planned separate wider restructure exercise, or there was a significant, urgent and permanent change to role which did not impact on others.

If my post is regraded under GRAP how will my starting salary be determined?

Staff are assigned to the bottom point of the new grade and will progress through the grade by annual increments.

Can I appeal against a GRAP decision?

The GRAP review is a thorough process involving a range of checks at various stages. The decision of the panel is final and there is no process of appeal. A further submission for evaluation can be made after a further 12-month period.

How can I access further information and HERA documentation?

Further information can be accessed via the HERA pages on the People Directorate website and via the links below:

[GRAP Application Form](#) (incorporating a summary of HERA elements)

[Job Description Template](#)

[HERA Guidance to Role Holders](#)

Further enquiries

Please email rewardandbenefits@greenwich.ac.uk