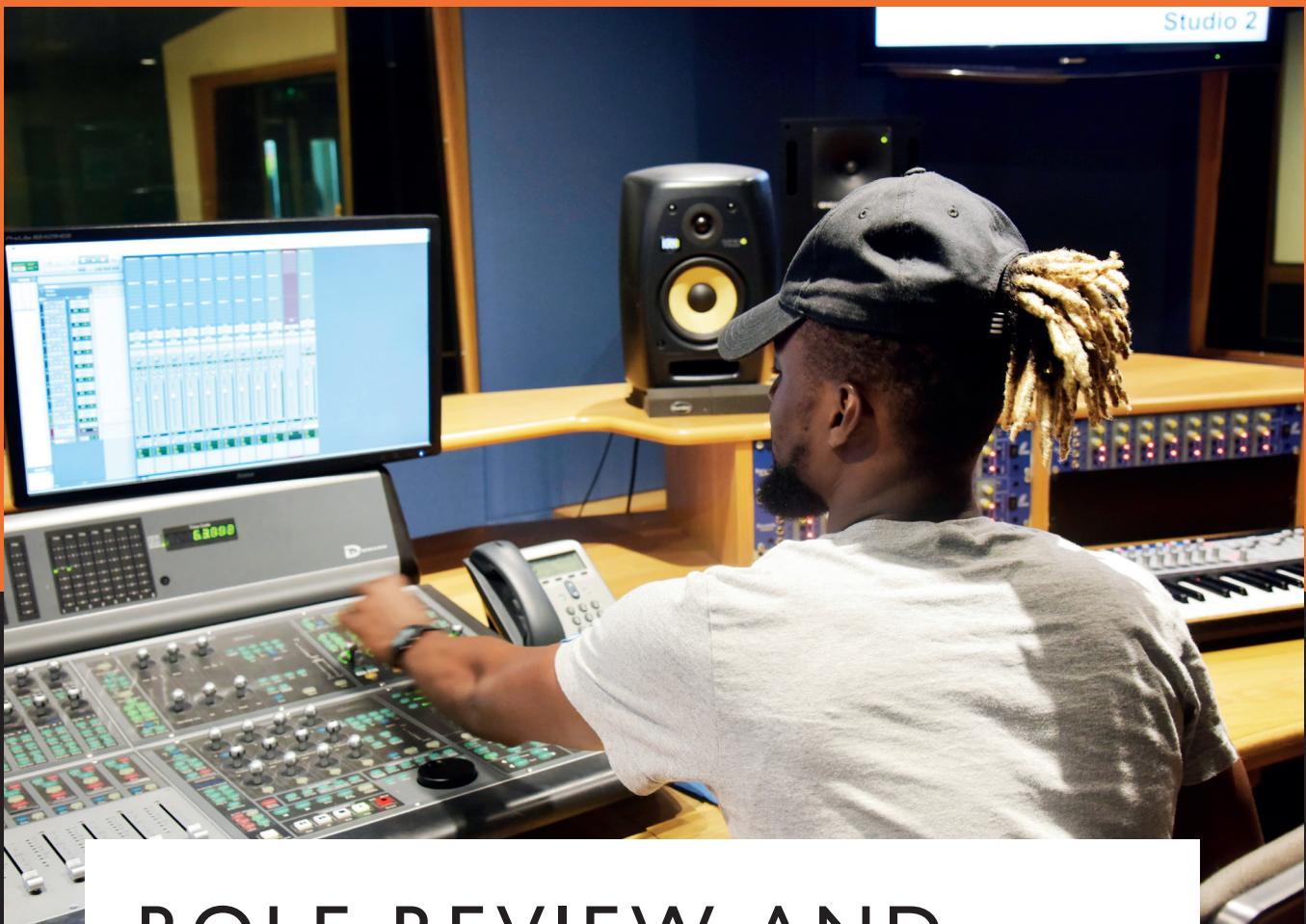




BUCKINGHAMSHIRE  
NEW UNIVERSITY

EST. 1891



Studio 2

# ROLE REVIEW AND ANALYSIS (HERA Process)

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## **Related forms / templates**

- Role outline form – available from Human Resources only

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This document has been designed to be accessible for readers. However, should you require the document in an alternative format please contact the Academic Quality Directorate.

## Preamble

All University formal documents relate to the policies, strategies, procedures and regulations of the University having been approved by the appropriate formally recognised and constituted body. All University employees and students are required to adhere to the formal processes and regulations of the University.

This document should not be read in isolation as other University processes/formal documents could be relevant. A full listing of all formal documents is available on the University's website.

Any interpretation of the content of this formal document will be at the discretion of the HR Service Director.

The names of committees and titles of posts may change from time to time. This shall not invalidate the powers of the equivalent successor committees or post holders.

## Introduction

- 1 Under the Agreement for the Modernisation of Pay Structures 2008, the determination of the grading structure and the allocation of roles to grades are based on University-wide role analysis. The agreed system being the Higher Education Role Analysis (HERA) system, owned by Educational Competences Consortium (ECC) Ltd for posts on the jointly agreed University grading structure.

## Scope

- 2 This policy applies to all roles in the University covered by the jointly agreed University grading structure.
- 3 The application of the HERA process will apply to new posts which do not match the benchmark roles and to the re-evaluation of established posts that fall within the University grading structure.
- 4 Role analysis under HERA relates directly to the competencies required to carry out a role not the performance of the role holder. Requests for role reviews must be made and supported by the employee's line manager.

## New Posts

- 5 The University has an agreed employee establishment list (resource plan) for each faculty, directorate and department and each post on the University grading structure has an agreed HERA score and profile.
- 6 Requests to recruit to a new post which does not match the benchmark roles must be made to the relevant Dean/Director and SMT member, once approved at faculty/directorate level the request must be sent to the appropriate HR Business

Partner using the new post Employee Requisition Form. The requisition form must be accompanied by a job description/person specification and a completed role outline form.

- 7 The role will be analysed and double scored under HERA by two trained role analysts, from the HR Directorate, to determine the appropriate grade for the role. Further evidence may be sought from the faculty/directorate as appropriate.
- 8 A final score for the role will be agreed and the relevant Dean/Director and SMT member will be notified of the decision.
- 9 Once a grade has been decided the new post requisition form and documentation (see section 7 above) must be submitted to SMT for approval to increase the established headcount.

## **Re-evaluation of Established Professional Service Posts**

- 10 Where a line manager believes that a role needs to be re-evaluated and there is a business requirement for the role to change they will present a case to review the role in conjunction with the employee currently in the role. A new role outline form must be submitted with detailed evidence on how the requirements of the role have changed, including changes to size, complexity and scope of the role. The role outline form will be reviewed by the relevant Dean/Director and if supported will be presented to the HR directorate detailing the reasons for the review request.
- 11 The revised evidence will be analysed and double scored under HERA by two trained role analysts, from the HR Directorate, and if necessary further evidence will be sought. A final score for the role will be agreed.
- 12 The line manager, relevant SMT member and role holder will be informed of the result by the HR Directorate:
  - if the outcome of the review indicates a higher total points score, then it will be recommended that the post is upgraded to the appropriate grade. Implementation will be subject to available funds and approval by SMT from a date agreed by them. The role holder will be placed on the minimum point of the new grade, or at the next incremental point if the previous salary was in the contribution point zone of the grade below.
  - if the outcome of the review indicates no increase in score, or an insufficient increase to place the role in a higher grade or the business case for the role to change is not justified, then the role will remain on the original grade.
- 13 The role holder may appeal against the decision taken (see Appeals below).

## **Re-evaluation of Established Academic posts**

- 14 All academic posts have been matched to an agreed Academic Role Profile (Teaching and Scholarship, Teaching and Research and Research only at levels 2, 3 and 4)

- 15 Applications for promotions from Ac2 to Ac3 and Ac3 to Ac4 and above are subject to the provisions of the Academic Career Development and Promotions Policy.

## **Appeals**

- 16 A role holder has the right to appeal against any decision under this procedure and should use the agreed Pay Appeal Process. Appeals must be submitted to the HR Services Director within 10 working days of written confirmation regarding the pay determination clearly stating the reasons for the appeal.
- 17 After the appeal process, if the decision remains the same the role cannot be re-submitted for re-evaluation for a period of at least 12 months.

## **General**

- 18 All Role Analysts or those engaged in scoring evidence will be fully trained in the HERA Role Analysis system.
- 19 A role holder has the right to take advice from their trade union representative and may be accompanied at any formal stage of the process by either their trade union representative or a work colleague.