

## When do we use HERA?

We use HERA to evaluate the work required within a role, to ensure our commitment to pay equivalent salary for equivalent work. Now that we have our substantive roles evaluated, the reliance on HERA reduces, and is only required in the following circumstances:

### a) Recruitment

In the event that you are 'tweaking' a role that has become vacant ahead of advertising you may want to check that you have not made changes that have an impact on the grade.

Also if you are recruiting to a role that is similar to another role in the University, you need to check if the tasks you require the incoming role holder to undertake match the role.

These processes are referred to as **Benchmarking**. For a role to be benchmarked, a recruiting manager should speak to their HR Business Partner in the first instance – as they will be able to guide if the generic / existing post description matches the intended tasks of the role being recruited to.

In the event that the role does require to be 'Benchmarked' – your Business Partner will require you to complete the **HERA Role Post Description ONLY** form, with the **role description** that you are benchmarking against. These need to be forwarded to the [job.evaluation@brunel.ac.uk](mailto:job.evaluation@brunel.ac.uk) inbox, and these are reviewed in the Reward Team. We undertake to benchmark roles and provide feedback to the Business Partner within 5 working days.

### b) Re-Grading Roles

Where a line manager, or individual role holder, has identified that a role may have altered substantially, an application can be made for the role to be re-graded. The process relating to this is fully detailed in the **HERA Regrade Policy**. You are encouraged to talk through any possible regrade submissions with your Business Partner, as there may be implications on other roles within the department.

There are particular time frames during which regrade applications can be submitted. On submitting the Regrade application, please ensure to include the required papers as outlined in the policy

### c) Re-organisation & Change of structures

In the circumstances of re-organisation, your Business Partner will include time during which any roles that are impacted can be evaluated. The panel will require the approved Business Case to support the new structure, which will assist defining the changes being made.

Furthermore, for the purpose of new roles or roles with significant change the HERA Role Outline Form will be required for the evaluation panel. In the event that roles are not being changed, or the changes are minimal, it is recommended that these be shared so as to retain up to date role profiles – ideally this will also be the HERA Role Outline Form (with tracked changes where these are already in place)

### d) New Roles

Please discuss with your business partner where a new role is identified, as many roles can be benchmarked against other roles that are already evaluated. In the exceptional case that a new role is required, please complete the **HERA Role Outline Form** in full, so that the role can be evaluated. Guidance on completing the 14 Elements for the grading can be obtained in the **HERA 14 Elements Guidance Notes**. Once completed, please submit the HERA Role Outline Form to the [job.evaluation@brunel.ac.uk](mailto:job.evaluation@brunel.ac.uk) inbox, and the Reward Team will review and advise when an evaluation panel will be set up. We undertake to grade roles and provide feedback to the Business Partner/Line Manager within 20 working days.

**e) Job Title changes**

Where the role outline remains the same, however you wish to change the Job Title, please forward this request, with an explanation for the change, to the [job.evaluation@brunel.ac.uk](mailto:job.evaluation@brunel.ac.uk) for consideration.

Job titles do not have an impact on the grading, however, we do aim to ensure consistency in titles, and therefore Job titles cannot be changed without confirmation.

Please note: All submissions of applications/Post Descriptions should be electronic format.

## **The HERA Role Outline Form – Role Evaluation Section**

The questionnaire is used to structure the analysis of the roles and contains 50 statements, grouped into 14 elements. Evidence of role requirements is gathered against each of the statements and assessed using the appropriate response table. These 14 Elements are fully explained in the **HERA 14 Elements Guidance Notes**.

### **The Evaluation Panel**

The Panel for evaluating roles will include at least two trained Role Analysts, one of whom will chair the panel. The line manager / business partner for the department may be invited to provide supporting information relevant to the role should the panel consider this necessary.

Evaluation Panels for Regrades are set up in advance of this cycle each year, and adhoc panels are set up when required. Where a department is initiating a change program, it is likely that a dedicated panel will be set up within the project time frames, to enable a consistent review of any roles, should this be required.

Training for both new analysts and refresher training for existing analysts will be provided on a regular basis. People wishing to undertake this training should contact the Reward Time to register their interest. Once people have undertaken the training they will be asked to attend panels.

If you have any questions regarding HERA, please contact your business partner in the first instance.