

HIGHER EDUCATION ROLE ANALYSIS

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ITSS Conference

The “Framework Agreement”

National agreement on pay modernisation

- Single pay spine
- Institution-wide JE scheme
- Equal pay for work of equal value
- Pay & grade progression
- Harmonisation
- Market pay
- Staff development & review



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Broad Objectives

- **Single streamlined pay & grading framework**
- **Competitive and affordable**
- **Transparent and equitable**
- **New approach to job evaluation**
- **Swifter grading arrangements**



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Project Overview

- **Steering Group**
- **Information gathering**
- **Salary Modelling**
- **Matching/mapping**
- **Assimilation & harmonisation**
- **Develop new procedures**
- **Implementation August 2006**



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Job Evaluation

- **Systematic process**
- **Breaks jobs down into factors or skills**
- **Compares roles within an organization**
- **Underpins decisions about grading**
- **Equal Pay**



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- Analytical scheme
- Developed specially for HE
- Covers all roles
- Relative value
- Evidence of role requirements
- Partnership approach
- Extensive testing at Oxford



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Competencies

- Focus on required skills and behaviour rather than on tasks to be performed
- Input rather than output
- Not competence i.e. doesn't assess performance
- Cross-section of staff asked to identify the important skills and competencies in HE



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HERA Elements

Teaching and Learning Support	9.5%
Initiative and Problem Solving	8%
Knowledge and Experience	8%
Communication	8%
Decision Making Processes and Outcomes	7%
Analysis and Research	7%
Teamwork and Motivation	7%
Planning and Organising Resources	7%
Service Delivery	7%
Team Development	7%
Liaison and Networking	6.5%
Pastoral Care and Welfare	6.5%
Work Environment	6.5%
Sensory and Physical Demands	5%



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HERA Elements

Communication

Oral, written, visual

Straightforward, complex, specialist

Teamwork

Departmental & team structures

Management/supervisory responsibilities

Liaison & Networking

Key contacts – 1:1 and groups

Purpose



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HERA Elements

Service Delivery

Responsive, proactive, bespoke
Standards & procedures

Decision Making

Independent, collaborative, advisory
Impact

Planning & Organising

Time management
People, budgets, facilities, projects



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HERA Elements

Problem Solving

Typical, level of complexity
Maintenance, development

Analysis & Research

Gather, manipulate, analyse information/data
Investigate, test, academic research

Sensory & Physical Demands

Tools, equipment, dexterity, audio-visual
Moving & handling



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HERA Elements

Work Environment

Office, workshop, laboratory, etc
Health & safety management

Pastoral Care

General sensitivity
Personnel/welfare responsibility

Team Development

Induction, coaching, appraisal



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HERA Elements

Teaching & Learning Support

Briefings, demonstrations

Workshops, courses, lectures

Mentoring, academic supervision

Knowledge & Experience

Person specification, level of expertise



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Evaluation Process

Stage 1: Data gathering

Stage 2: Analysis

Stage 3: Evaluation



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Data Gathering

Options:

- Data gathering questionnaire
(e.g. role outline form)
- Written record of evidence
- **Job description & organisation chart**
- **Interview**
- Observation
- Combination of methods



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Analysis & Evaluation

Analysis

- HERA Questionnaire
- Notes for Guidance
- Matching work examples

Evaluation

- Elements, questions & responses are weighted
- Software generates total points score



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IT Roles

- **Progress**
- **Further data gathering**
- **Consistency within existing grade groups**
- **Generic profiles**

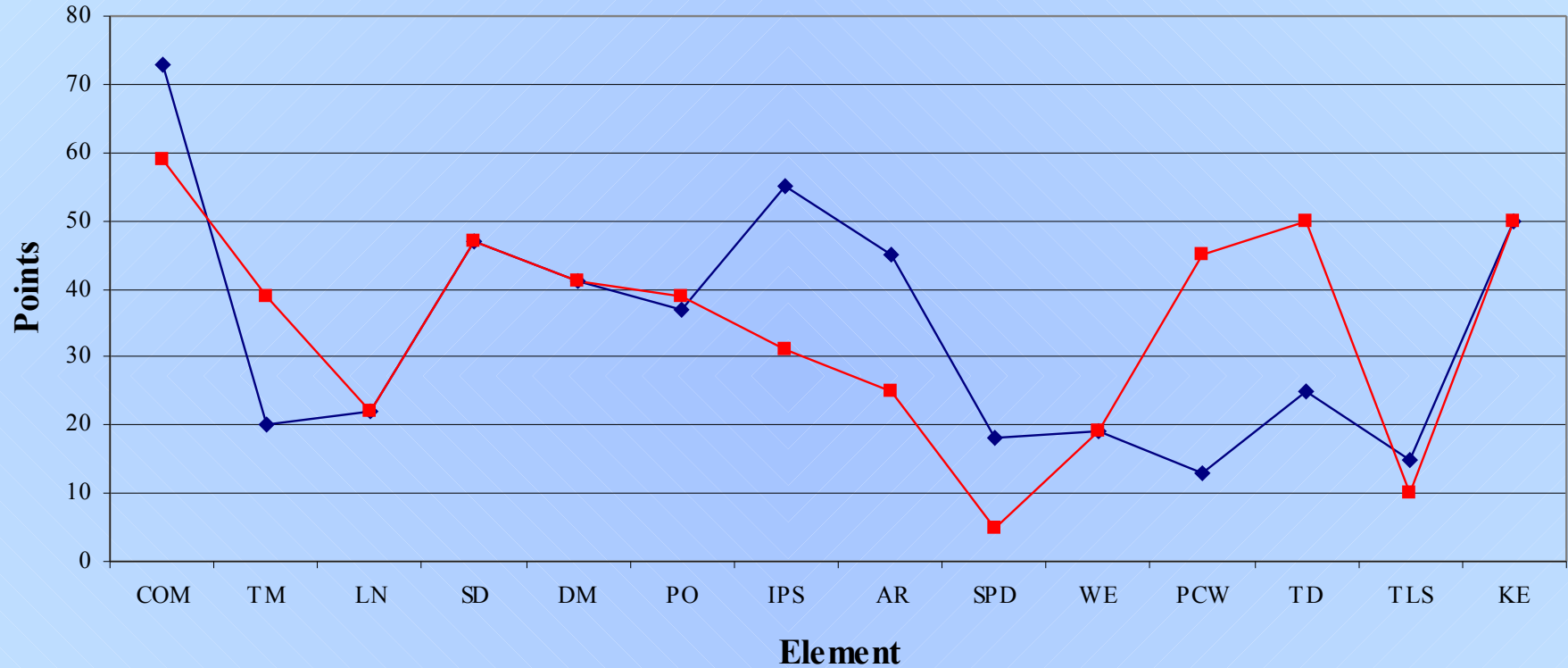


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Role Profile Comparison



IT Specialist – 480 HERA Points

Administrative Officer – 482 HERA Points



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Any Questions?



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