

HUMAN RESOURCES

ROLE EVALUATION PROCEDURE



1.0 Role Evaluation (HERA) Overview

- 1.1 Role evaluation (also known as job evaluation or role analysis) is a consistent and systematic process for defining the relative size or ranking of jobs. The role evaluation score determines the grade for the role.
- 1.2 The School uses HERA (Higher Education Role Analysis), a system specifically developed for higher education, to facilitate the role analysis process. All existing roles have been put through the system to determine their grade within the eight grade structure. New roles continue to be added to the grading structure. The aim is to grade jobs fairly and to ensure equal pay for work of equal value.
- 1.3 The School is committed to the principles of equal pay for work of equal value. The grading system is therefore based upon the evaluation of the duties and responsibilities attached to the post, using the Higher Education Role Analysis (HERA) scheme, and not upon the personal merits of an individual post-holder. The grading of posts is undertaken by trained Role Analysts.

2.0 The use of HERA within the School

2.1 HERA is used to:

- evaluate new posts created within the School, grades 1-8 inclusive and referred to as **New Role evaluation**
- to review the grade of existing Professional Support Staff roles which have changed significantly over time referred to as **Regrading**.

3.0 Academic roles

3.1 Role Evaluation

- 3.1.1 The School has used HERA to establish the grades for academic roles. Academic roles matching the School's agreed academic job description templates do not need to be evaluated again. Please refer to the Academic job description templates:
 - [Associate Professor \(Grade 8\)](#)
 - [Assistant Professor \(Grade 7\)](#)
 - [Research Fellow \(Grade 6\)](#)
 - [Research Assistant \(Grade 5\)](#)

3.2 Regrading Process

- 3.2.1 The HERA Regrading process does not apply to academic roles. Academic role holders can apply for promotion via the following procedures - <https://lshtm.sharepoint.com/Services/Human-Resources/Pages/Promotions.aspx>.

4.0 Professional Support Staff Roles

4.1 Role Evaluation of New Roles

- 4.1.1 Each new Professional Support role will be analysed by two trained Role Analysts within 12 working days of receiving all completed and signed paperwork from the department.
- 4.1.2 Recruiting managers should refer to the document '[The HERA Elements: A Brief Guide](#)' when completing the HERA Example Form.
- 4.1.3 In order for a new role to be evaluated, recruiting managers should ensure that they complete and submit the following documentation to HERA@lshhtm.ac.uk:
 - [New Role Evaluation Request Form](#) (this form must be fully signed off before an evaluation can begin).
 - [HERA Example Form](#)
 - Full job description including person specification
 - Organogram

4.2 Regrading of Existing Roles

- 4.2.1 All existing Professional Support roles currently graded 1-8, that have significantly changed, can be analysed via the HERA Regrading process.
- 4.2.2 A Regrading request must be based on significant and permanent changes in the levels of responsibility and accountability of a role. For temporary changes to roles (e.g. to cover maternity leave or long term sickness), managers should contact HR.
- 4.2.3 A Regrading request should not be based on how the responsibilities or activities might or will change in the future.
- 4.2.4 All Regradings must be signed off by either the Faculty Operating Officer (for Faculty roles) or the Chief Operating Officer/Head of Service (for Professional Services roles). The FOO/COO/HoS has the option to decline the Regrading if they deem that the changes are not as described, as significant as stated or only temporary.
- 4.2.5 A role holder cannot request a Regrading until they have been in the role for more than twelve months. Without exception, a role cannot be reviewed more than once in twelve months.
- 4.2.6 All Regrading applications will be assessed at a HERA grading panel. There are three HERA grading panels a year, (February, June and October). The exact dates of the panel and submission deadlines can be found on the [HR Intranet page](#).
- 4.2.7 The Regrading review panel will consist of four trained Role Analysts usually consisting of the Head of HR Operations, Recruitment & Systems (Chair), an HR role Analyst, a Faculty/Division nominee Role Analyst and a trade union nominee Role Analyst where possible. If for whatever reason, chosen panel members are not available to attend the meeting, the panel will still convene where at least two members are able to attend.
- 4.2.8 In order to avoid conflicts of interest, panel members will not take part in evaluation of their own role or a role that they directly manage or report to.

- 4.2.9 Panel members would also be expected to declare any other potential conflict of interest where it may be appropriate not to be involve in an evaluation (e.g. the job of a family member).
- 4.2.10 The effective date of a changed role will be the date of the panel meeting in which the Regrading request is reviewed.
- 4.2.11 The Panel can only evaluate information in the paperwork that is necessary for the role (i.e. not something that is optional / something that must be a requirement of the role should the role ever be recruited to in the future).
- 4.2.12 The role holder must be available for a HERA interview during the dates outlined in the [HERA term dates](#). If for any reason they are not available for the HERA interview, the Regrading application will not be reviewed and will be deferred to the next panel date.
- 4.2.13 For all Regradings, following receipt of the completed and signed paperwork (see 4.2.14 below), the role holder will initially be interviewed by two trained HR HERA Analysts. The purpose of this interview is for the HERA Analyst to review the application and to ensure that all relevant information is captured. The interview will be with the role holder. It would be advisable for the line manager to attend the interview alongside the role holder to ensure accuracy.
- 4.2.14 The two HERA analysts will fill out the questionnaire following the HERA interview. The HERA Analysts will send the completed questionnaire to the role holder, line manager and the FOO/ Head of Service, for sign off by the deadline date provided. If the HERA Questionnaire is not returned by the allocated deadline date, the original Questionnaire prepared by the HERA analysts will stand as the official questionnaire for Panel consideration.
- 4.2.15 Managers and role holders should complete and submit the following documentation initially to the Faculty Operating Officer/Head of Service and once signed off directly to the HERA inbox: HERA@lshtm.ac.uk:
- [Regrading Request Form](#) (this form must be fully signed off before an evaluation can begin)
 - Updated job description and person specification (changes to responsibilities and duties should be clearly visible in track changes on the document)
 - Organogram

4.3 Role Review for Replacement Roles

- 4.3.1 If a role has not been evaluated since 1 January 2018 and becomes vacant or if an additional role is added to the structure but the same role already exists within the team, then it needs to be re-evaluated. The role will be analysed by two trained Role Analysts within 12 working days of receiving all completed and signed paperwork from the department.
- 4.3.2 Managers should complete the following forms and submit the following documentation to the relevant individuals and once signed off directly to the HERA inbox: HERA@lshtm.ac.uk:
- [Role Review Request Form](#)
 - Current job description and person specification
 - [HERA Example Form](#)
 - Organogram

5.0 Criteria and Process for Appeal against Regrading Decisions

5.1 The criteria for an Appeal against the decision made by a grading panel, in relation to a Regrading, is as follows:-

- a) Some significant information about the job at the time of its grading was not adequately reflected in the job description. In this case, a revised job description, agreed between the job holder and line manager, will need to be submitted.

Or

- b) There has been some irregularity in how the grading was dealt with which was inconsistent with the Role Evaluation Procedure. In this case, written details of the breach of policy/procedure should be given.

5.2 If an individual wishes to appeal the outcome of a role review process, they can do so by submitting their grounds of appeal to the Director of HR within seven working days of the decision of the Regrading being communicated to them in writing.

5.3 A Regrading Appeal panel of three trained HERA analysts will review the application. The outcome of the appeal will be confirmed in writing within fourteen working days of the role being re-evaluated.

5.4 **The decision of the Regrading appeal panel is final.**

5.5 Following an appeal no further grading of the role will take place within a period of 12 months.

'Overview of HERA' briefing sessions will be available for managers and role holders. Please see the TED programme online: <https://intra.lshtm.ac.uk/coursebookings/index.php/>

For further guidance/assistance, managers and role holders should contact their HR Operations and Recruitment Officer/Head of HR Operations, Recruitment & Systems.