



HERA Competencies

This document provides an overview of the HERA competencies that are used to determine grading.

Each competency is allocated a score by an experienced Role Analyst. The total score is then translated into a grade outcome.

The questions detailed within each competency also offer a useful starting point when developing roles and writing job descriptions.

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Communication

What will the role communicate and how?

- **Audience** e.g senior managers or students?
- **Why will the role communicate** e.g is it to share information, negotiate, facilitate collaborative working, influence or engage?
- **What will be communicated** e.g is it operational, complex, responding to queries or involving presentations?
- Will the post use **standard templates** to communicate?
- Will it **write reports** and if so, how complex is the content likely to be e.g is it strategic, reporting on data, contributing to papers for VCG?

Liaison and Networking

Who will the role primarily contact and do they take part in formal networks or groups?

- **Who will be the main Primary contacts?** E.g students, senior managers, members of the own team or colleagues external to Brookes?
- Will the role be required to take part in **working groups or networks**?
- Are these networks **internal/external** and what impact do they have?

Teamwork and Motivation

What contribution will the role make to the team?

- Where will the role sit within the **primary team structure**? Is it part of more than one team?
- Will it **supervise or oversee workflow** for other members of staff?
- Or **undertake formal PDRs and line manage staff**?
- For how **many people/teams**?
- Will the role **matrix manage** other individuals?

Team Development

Will the role support others within the immediate team and share knowledge?

- **Will it induct new team members** on standard information and procedures?
- Will the role **coach less experienced team members**
- Will it formally **train other team members** and if so, what will this involve?
- How **often** will the role be required to undertake these activities?

Service Delivery

Which services will be provided or managed by the role?

- **What service** will the role provide and to who?
- Will it **set standards and targets** e.g for their own work, for a service or number of projects. Will it set KPIs or SLAs?
- **What is the impact** of the service provided?
- Will the role be **required to identify new services or anticipating customer needs**?

Decision Making

What types of decisions will be made by the role?

Individual decisions

- The role makes decisions **without referring** to others e.g to plan their own to do list.

Collaborative decisions

- Who will the role **collaborate** with to make a decision e.g a management team or project group?

Advisory

- Will the role **advise or provide recommendations** that **inform the decisions** of others?

Initiative and Problem Solving

What types of problems will the role need to resolve?

- What **types of problems** will be encountered e.g are they routine, complex, or require weighing up pros and cons?
- How far is the role **responsible** for resolving?
- How much **creativity** is required to identify a solution?
- **Who will be impacted** by both the issue and solution?
- Are issues typically **reactive or proactive**?

Planning and Organising Resources

How far will the role be responsible for planning and organising resources?

- Will it plan **it's own work and to do list**?
- **Or plan work for others** e.g a team or department, including setting objectives, and activities?
- Will the role be **responsible for resources** e.g financial projects and people?
- Will the role complete **operational and strategic planning**?
- Are these **short term or longer term plans**?

Analysis and Research

Will the role be required to work with data?

- Will the role **gather data** and if so, where from?
- What **types of data** will it be working with?
- Will the role need to **analyse data and identify trends**?

Pastoral Care and Welfare

Will the role hold formal responsibility for the wellbeing of staff or students?

- Will the role be required to offer specialist welfare support e.g counselling?

Work Environment and Sensory Demands

What sort of environment will the role be required to work within?

- Is it primarily office based?
- Are there any potential hazards that may be encountered e.g in terms of noise, space or temperature?
- Will the role work within health and safety guidelines?
- Or **be responsible** for the health and safety of others?
- Will the role use **specialist tools** e.g machinery, lab or gardening equipment?
- Are **specialist skills** required to operate these tools?

Teaching and Learning Support

Will the role be required to teach or train others?

- Is the role delivering **Academic content**?
- Or **Professional Services training** e.g in relation to GDPR or Health and Safety?
- Who are the **audience**?
- Will the **role design or amend content** for delivery?
- Will it **assess progress** and provide **feedback**?

Knowledge and Experience

What knowledge will be required to successfully complete the role?

- Will the role require a **professional qualification**?
- **What essential knowledge and skills** will it need?