HERA Terminology

This document provides definitions of key terminology utilised by the HERA framework.

Strategic

The identification of long-term or overall aims and objectives and the means of achieving them.

- The role holder may be involved in strategic planning.

- For example defining objectives and direction, as well as allocating resources.

Accountability

Overall responsibility for deliverables.

- Obliged to both report, as well as justify actions.

- Unlikely to share accountability for the deliverable with others.

Matrix Management

Managing the activity, motivation and outputs of staff:

- Who are not directly line managed by the post holder.

- That sit outside of the immediate team.

- For example project management or business partner roles.

Decision Making

Independent Decisions: A decision made autonomously without the need for approval from others.

Collaborative Decisions: A decision made jointly with an individual or as part of a group.

Responsible

An obligation to complete a task as part of a role.

- Responsibility can also be shared with others.