

HERA

Questionnaire

To be used only by trained role analysts to score evidence of role requirements

Reissued April 2016

ECC[®]HERA Higher Education
Role Analysis

GUIDANCE ON USE OF THESE MATERIALS

These materials and the techniques embodied in them constitute trade secrets and intellectual property of the Educational Competencies Consortium Ltd (ECC Ltd). All the proprietary rights to these materials belong exclusively to ECC Ltd.

These materials may be used by an authorised licensee of ECC Ltd solely for its internal business purposes and should be held in strictest confidence.

No portion of them may be:

- reproduced in any form;
- stored in any retrieval system accessible to those not employed by the member organisation;
- transmitted or disclosed to any third party including external contractors or consultants;

without the prior written consent of ECC Ltd.

ALL RIGHTS RESERVED

© EDUCATIONAL COMPETENCIES CONSORTIUM LTD 2016

ECC Ltd
3 Gray's Inn Square
London WC1R 5AH
www.ecc.ac.uk

Tel: 020 7430 8368
Email: contactus@ecc.ac.uk

CONTENTS

Element number	Element title	Page
1	Communication	4
	Oral communication	4
	Written or electronic communication and visual media	5
2	Teamwork and Motivation	6
3	Liaison and Networking	7
4	Service Delivery	8
5	Decision-Making Processes and Outcomes	9
6	Planning and Organising Resources	10
7	Initiative and Problem-Solving	11
8	Analysis and Research	12
9	Sensory and Physical Demands	13
10	Work Environment	14
11	Pastoral Care and Welfare	15
12	Team Development	16
13	Teaching and Learning Support	17
14	Knowledge and Experience	18

1 COMMUNICATION

Oral communication

Covers oral communication in both informal and formal situations. This may include conveying basic factual information clearly and accurately; conveying information in the most appropriate format; and explaining complex or detailed specialist information.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO UNDERSTAND AND CONVEY:

- 1 straightforward information in a clear and accurate manner?
- 2 information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey the information to others?
- 3 complex conceptual ideas or complex information which may be highly detailed, technical or specialist?

FOR EACH QUESTION, WHICH RESPONSE BEST DESCRIBES THE ROLE REQUIREMENTS?:

- A essential - frequently used
- B essential - occasionally used
- C not relevant

Written or electronic communication and visual media

Covers communication through written, electronic or visual means in both informal and formal situations. This may include conveying basic factual information clearly and accurately; conveying information in the most appropriate format; and explaining complex or detailed specialist information.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO UNDERSTAND AND CONVEY:

- 4 straightforward information in a clear and accurate manner?
- 5 information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey the information to others?
- 6 complex conceptual ideas or complex information which may be highly detailed, technical or specialist?

FOR EACH QUESTION, WHICH RESPONSE BEST DESCRIBES THE ROLE REQUIREMENTS?:

- A essential - frequently used
- B essential - occasionally used
- C not relevant

2 TEAMWORK AND MOTIVATION

Covers team work and team leadership when working in both internal and external teams. This may include contributing as an active member of the team; motivating others in the team; and providing leadership and direction for the team.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 7 participate in and deliver their contribution to a team?
- 8 be supportive and encouraging of others in a team;
help to build co-operation by setting an example and showing a flexible approach to delivering team results;
contribute to building team morale as an active participant in the team?
- 9 clarify the requirements and agree clear task objectives for team members;
organise and delegate work fairly according to individual abilities;
help the team members focus their efforts on the task in hand and motivate individual team members?
- 10 form and communicate a clear vision of what is to be achieved overall by a team or several sections within the overall team;
encourage individuals to contribute to this common goal to the best of their ability;
create a sense of unity and common purpose?
- 11 understand and manage the inter-relationship between different teams and their impact on the overall aims of the organisation;
help to break down barriers between teams;
build beneficial working relationships across teams?

WHICH OF THE ABOVE IS:

- A the main focus (use once)?
- B important requirement, frequently used?
- C important requirement, occasionally used?
- D implicit or not relevant?

3 LIAISON AND NETWORKING

Covers liaising with others both within and outside the organisation and creating networks of useful contacts. This may include passing on information promptly to colleagues; ensuring mutual exchange of information; influencing developments through one's contacts; and building an external reputation.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 12 carry out standard day-to-day liaison using existing procedures?
- 13 participate in networks within the organisation or externally?
- 14 initiate, develop or lead internal networks?
- 15 initiate, develop or lead networks which are external to the organisation?

IS THE PURPOSE OF LIAISON AND NETWORKING TO:

- A build a reputation;
market the organisation;
advance the profession or subject;
influence external developments;
generate benefits for the organisation as a whole?
- B influence events or decisions;
undertake active collaboration to pursue a shared interest?
- C ensure dissemination of information in the right format to the right people at the right time;
build relationships and contacts to facilitate future exchange of information?
- D pass on information promptly;
keep people informed to ensure co-ordination of effort and that work is done effectively?
- E use if none of the above statements are relevant

4 SERVICE DELIVERY

Covers the provision of help and assistance to a high standard of service to students, visitors, members of staff and other users of the organisation. This may include reacting to requests for information or advice; actively offering or promoting the services of the organisation to others; and setting the overall standards of service offered.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 16 deal with internal or external contacts who ask for service or require information;
create a positive image of the organisation by being responsive and prompt in responding to requests and referring the user to the right person if necessary;
deliver service that is usually initiated by the customer, and typically involves routine tasks with set standards or procedures?
- 17 deal with internal or external contacts where the service is usually initiated by the role holder, working within the organisation's overall procedures or policies?
OR
proactively seek to explore and understand customers' needs;
adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost)?
- 18 set the overall standards for service across a function or area of the organisation;
monitor service levels;
pre-empt changes in customers' needs and anticipate future requirements;
maintain overall quality, balancing different demands;
ensure others have the support they need to provide a quality service and fulfil their role?

WHICH OF THE ABOVE IS:

- A the main focus (use once)?
- B important requirement, frequently used?
- C important requirement, occasionally used?
- D implicit or not relevant?

5 DECISION-MAKING PROCESSES AND OUTCOMES

Covers the impact of decisions within the organisation and externally. This may include decisions which impact on one's own work or team; decisions which impact across the organisation; and decisions which could have significant impact in the longer term within or outside the organisation.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 19 take independent decisions?
- 20 be party to some collaborative decisions;
work with others to reach an optimal conclusion?
- 21 provide advice or input to contribute to the decision-making of others?

DO THE DECISIONS HAVE:

- A a major impact?
- B a significant impact?
- C a moderate impact?
- D a minor impact?
- E use if this type of decision-making is not relevant to the role

6 PLANNING AND ORGANISING RESOURCES

Covers organising, prioritising and planning time and resources (human, physical or financial). This may include planning and organising one's own work; planning work for others on day-to-day tasks or on projects; carrying out operational planning; and planning for future years.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 22 complete tasks to a given plan, with allocated resources?
- 23 plan, prioritise and organise their own work or resources to achieve agreed objectives?
- 24 plan, prioritise and organise the work or resources of self and others within own area on a daily, weekly or monthly basis;
plan and manage small projects, ensuring the effective use of resources;
receive information from and provide information to others to complete their planning;
monitor progress against the plan?
- 25 take responsibility for the operational planning and implementation of larger projects or an area of work;
co-ordinate a number of teams or projects on a monthly, quarterly or annual basis;
set performance standards and establish monitoring procedures to keep track of progress across these different aspects of work;
provide input to longer term planning?
- 26 carry out planning on a long-term, strategic basis that will affect large parts or the whole of the organisation, and possibly national or international activities?

WHICH OF THE ABOVE IS:

- A the main focus (use once)?
- B important requirement, frequently used?
- C important requirement, occasionally used?
- D implicit or not relevant?

7 INITIATIVE AND PROBLEM-SOLVING

Covers identifying or developing options and selecting solutions to problems which occur in the role. This may include using initiative to select from available options; resolving problems where an immediate solution may not be apparent; dealing with complex problems; and anticipating problems which could have major repercussions.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 27 solve standard day-to-day problems as they arise;
choose between a limited number of options which have clear consequences, by following guidelines or referring to what has been done before;
recognise when a problem should be referred to others?
- 28 use initiative and creativity to resolve problems where the optimal solution may not be immediately apparent but has to be assessed by a process of reasoning, weighing up the pros and cons of different approaches;
identify and assess practical options;
break the problem down into component parts?
- 29 resolve problems where there is a mass of information or diverse, partial and conflicting data, with a range of potential options available;
apply creativity to devise varied solutions, approaching the problem from different perspectives?
- 30 resolve problems where there is a lack of precedent which call for innovation and creative thought to develop appropriate options;
anticipate problems and make projections;
initiate solutions which take into account strategic implications for the organisation and which do not limit future choices?

WHICH OF THE ABOVE IS:

- A the main focus (use once)?
- B important requirement, frequently used?
- C important requirement, occasionally used?
- D implicit or not relevant?

8 ANALYSIS AND RESEARCH

Covers investigating issues, analysing information and carrying out research. This may include following standard procedures to gather and analyse data; identifying and designing appropriate methods of research; collating and analysing a range of data from different sources; and establishing new methods or models for research, setting the context for research.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 31 establish the basic facts in situations which require further investigation and inform others if necessary;
gather and record routine data?
- 32 analyse routine data or information using predetermined procedures and gathering the information from standard sources;
work accurately to complete the task precisely as specified?
- 33 identify an appropriate existing method of analysis or investigation according to the data and objectives;
recognise and interpret trends or patterns in data;
identify or source additional information which could potentially help the investigation as the analysis progresses?
- 34 analyse or research complex ideas, concepts or extensive data from different perspectives;
work out how best to apply existing methodologies according to the overall context, objectives and expectations;
identify the relationship between complex, interdependent factors?
- 35 identify the research question within a specific context;
generate original ideas to build on existing concepts;
generate new concepts and methodologies;
develop new avenues of research?

WHICH OF THE ABOVE IS:

- A the main focus (use once)?
- B important requirement, frequently used?
- C important requirement, occasionally used?
- D implicit or not relevant?

9 SENSORY AND PHYSICAL DEMANDS

Covers the sensory and physical aspects of the role required to complete tasks. This may include the use of physical effort, co-ordination and dexterity and involve using aural evidence to assess next actions; applying skilled techniques and co-ordinating sensory information; and high levels of dexterity where precision or accuracy is essential.

Select the response which, in its entirety, best reflects the evidence.

36 IS THE ROLE HOLDER REQUIRED TO:

- A carry out highly specialist or very complex tasks requiring either mastery of a wide range of complex sensory or physical techniques or involving unusually intense physical effort?
- B carry out tasks which require either mastery of a range of sensory or physical techniques, concentration to co-ordinate different senses or precision in applying these sensory skills, or involve considerable physical effort?
- C carry out tasks at a level which would require either learning certain methods or routines or involve moderate physical effort?
- D complete basic tasks which would require either a minimum of instruction or light, if any, physical effort?

10 WORK ENVIRONMENT

Covers the impact the working environment has on the individual and their ability to respond to and control that environment safely. This is most likely to cover internal or external environments where conditions may change. It may include such factors such as high temperature, excessive noise or fumes, exposure to harmful substances, limited light conditions, and uncontrolled living organisms.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 37 work in an environment which is relatively stable and has little impact on the role holder or the way in which work is completed;
be aware of health and safety procedures and report concerns to others?
- 38 understand how the work environment could impact on their own work or that of colleagues and act accordingly;
identify the level of risk and take any necessary local action within health and safety guidelines where applicable, to adapt the environment?
- 39 understand variability in their working environment and its potential negative impact on the work process or health and safety of themselves or colleagues, and act accordingly;
manage the level of risk in a significant unit or for the whole organisation, and ensure an appropriate response?

WHICH OF THE ABOVE IS:

- A the main focus (use once)?
- B important requirement?
- C implicit or not relevant?

11 PASTORAL CARE AND WELFARE

Covers the welfare and well-being of students and staff, in both informal and formal situations, although always in the context of what is required by the role. This may include being aware of the support services available; giving supportive advice and guidance; and counselling others on specific issues.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 40 show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress;
initiate appropriate action by involving relevant people?
- 41 give advice on commonly occurring welfare issues or queries;
follow standard welfare procedures for the organisation;
recognise when an individual should be referred elsewhere for professional help;
respect confidentiality?
- 42 give support, guidance or pastoral care where standard procedures do not always exist;
maintain confidentiality and build trust;
judge when to listen, when to give advice or guidance and when to refer the individual for professional help;
be fully aware of support networks for both themselves and the individual?

FOR EACH QUESTION, WHICH RESPONSE BEST DESCRIBES THE ROLE REQUIREMENTS?:

- A essential - frequently used
- B essential - occasionally used
- C not relevant

12 TEAM DEVELOPMENT

Covers the development of the skills and knowledge of others in the work team. This may include inducting new colleagues; coaching and appraising any individuals who are supervised, mentored or managed by the role holder; and giving guidance or advice to one's peers or supervisees on specific aspects of work.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 43 advise or guide others working in the same team on standard information or procedures?
- 44 train or guide others on specific tasks, issues or activities;
give advice, guidance and feedback on the basis of their own knowledge or experience;
deliver training?
- 45 carry out training or development activity according to the needs of the individual or group;
identify current capabilities and future needs;
define the performance standards required;
identify appropriate developmental activity;
assess the application of learning;
give feedback and guidance on overall performance?

FOR EACH QUESTION, WHICH RESPONSE BEST DESCRIBES THE ROLE REQUIREMENTS:

- A essential - frequently used?
- B essential - occasionally used?
- C not relevant?

13 TEACHING AND LEARNING SUPPORT

Covers the development of the skills and knowledge of students and others who are not part of the work team. This may include providing instruction to students or others when they are first using a particular service or working in a particular area; delivering or developing training; and the assessment and teaching of students.

Select the questions and responses which, in their entirety, best reflect the evidence.

IS THE ROLE HOLDER REQUIRED TO:

- 46 introduce students or others who are new to the area to standard information or procedures?
- 47 teach or train students or others on specific tasks, issues or activities;
assess performance and provide feedback during the event?
- 48 teach, train or facilitate development activities for individuals or groups on certain aspects or subjects within a particular academic discipline or specialism;
monitor performance giving feedback and guidance;
act as a catalyst for further development or learning?
- 49 deliver a range of teaching or development activity within a particular academic discipline or specialism, teaching across the breadth or depth of the subject;
challenge thinking and foster debate;
encourage the development of intellectual reasoning and rigour?

DOES THE ROLE HOLDER:

- A develop innovative approaches to the learning experience and the curriculum;
originate content and methodology?
- B design content or learning materials within existing frameworks;
make appropriate modifications to existing materials on the basis of the knowledge or experience of the learner(s)?
- C provide standard information or deliver teaching or training?
- D use if none of the above statements are relevant.

14 KNOWLEDGE AND EXPERIENCE

Covers the relevant knowledge needed to carry out the role, however acquired, whether this is technical, professional or specialist. This may include the need to have sufficient experience to carry out basic, day-to-day responsibilities; have a breadth or depth of experience to act as a point of reference for others; to act as a leading authority in one's field or discipline.

Select the response which, in its entirety, best reflects the evidence.

50 IS THE ROLE HOLDER REQUIRED TO:

- A be a leading authority in their subject or profession with widespread professional or public recognition?
- B be recognised as an authority in their field or specialism within the organisation or amongst external peers, based on demonstrated expertise;
shape and influence developments within the organisation through their own contribution to their area of expertise?
- C apply a breadth or depth of experience showing full working knowledge and proficiency of their own area of expertise;
act as a point of reference to others;
demonstrate continuous specialist development, acquiring and refining skills and expertise in new or related areas through undertaking and encouraging internal or external development activity?
- D apply working knowledge of theory and practice, sharing this knowledge with others as appropriate;
demonstrate continuous specialist development by acquiring relevant skills and competencies?
- E have sufficient knowledge or expertise to work on day-to-day issues in their own area without direct or continuous reference to others?
- F be aware of basic principles and practices;
have an understanding of the systems and procedures which directly impact on their own work and be supervised or work closely with colleagues that the role holder can turn to for support?

Developing people, delivering results

For more information

Telephone +44 (0)20 7430 8368

Email contactus@ecc.ac.uk

www.ecc.ac.uk