

Summary of HERA Elements

1. Communication

This element covers all types of oral and written communication. Oral communication includes "Signing", hand signals for the hearing and speech impaired, using the telephone and delivering presentations or lectures. Written communication covers all types of visual media and written/electronic communication. Braille and other kinds of communication tools used by people with disabilities are also included.

2: Teamwork and Motivation

This element covers team work and team leadership when working in both internal and external teams. "Team" is defined as more than two people who work together to achieve a common purpose. The definition is used consistently throughout the scheme, particularly in the Team Development element. Fixed and changing teams are covered. Leaderless teams and project groups formed to do a specific job are also included.

3: Liaison and Networking

This element covers internal and external liaison carried out for the benefit of the institution. Liaison here is defined as making one-off contact for a work-related reason. A network is an interconnecting group of people, possibly from different work teams or organisations, who exchange information, contacts and experience on a recurrent basis for professional purposes connected with the role.

4: Service Delivery

This element covers the way in which services are provided by the role holder to "customers". A customer is anyone receiving services from the institution and its staff, eg. students, potential students, employers, members of the public, industrial and commercial clients, conference participants, job applicants and other people who deal with the institution.

5: Decision making processes and outcomes

This element covers any type of decision other than those relating to planning and prioritising work. It includes decisions relating to finance, physical resources, students, staff, policy matters or any other issue as dictated by the nature of the role. It is assumed that the best decisions are being made. The consequences of making the wrong or a poor decision are not considered.

6: Planning and Organising Resources

This element covers all types of planning and organising resources, including financial, capital and people.

7: Initiative and Problem Solving

This element covers resolving problems or issues or anticipating them. It typically involves investigating a matter by gathering information or being expected to take the initiative. The role holder may be required to make recommendations or form conclusions regarding a course of action.

8: Analysis and Research

This element 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.

9: Sensory and Physical Demands

This element covers the sensory (sight, smell, hearing, taste, touch) and physical aspects of the role. It concerns the co-ordination, dexterity and skills involved in completing tasks. It also includes the physical effort required.

10: Work Environment

The element covers the impact the working environment has on the individual and their ability to respond to and control that environment safely. It considers both the role holder's exposure to health and safety risks and the role holder's responsibility for the health and safety of others.

11: Pastoral Care and Welfare

This element covers the care of the physical and mental health and well-being of students, colleagues, staff and others within the institution. It also includes patients or children in the role holder's care. The requirements of the role are taken into account, not the role holder's ability or personal inclination to provide such support to other people.

12: Team Development

This element covers the development of the skills and knowledge of others in the work team. 'Team' is applied here as defined within the 'Teamwork and Motivation' element.

13: Teaching and Learning Support

All types of teaching and learning support provided to those outside the role holder's immediate work team are included in this element. It covers the development of the skills and knowledge of students, staff and others who are not part of the immediate work team.

14: Knowledge and Experience

This element covers the knowledge required to carry out the role, whether it is acquired through education and qualifications or through other means. It also covers the relevant experience needed to carry out the role.