



## Professional Services: Career Progression Procedure, UK & Dubai

### 1. Purpose and Scope

Heriot-Watt University recognises the mutual benefit of supporting staff to develop their careers and managers are encouraged to actively support internal moves or secondment opportunities for their staff which would contribute to their development.

The University's PDR process provides an opportunity for staff to discuss their work aspirations, including suitability and readiness for higher graded posts. It also provides access to relevant career development opportunities including those offered within the University's own extensive development programme

<https://heriotwatt.sharepoint.com/sites/hr-yourcareeranddevelopment>

### 2. University Vacancies

For Professional Services staff, the normal route for advancement is through applying for a vacant University post at a higher grade.

Whilst the University is committed to increasing advancement opportunities available to Professional Services staff, opportunities within any one School/Service are generally limited. Staff are therefore encouraged to seek out wider advancement opportunities across the University as a whole and not just within their own School/Service.

To increase career development opportunities, and to facilitate mobility within the University, all Professional Services vacancies in Schools and Directorates should be advertised **internally only** in the first instance, unless there is a strong business case for external advertising from the outset. Managers are also encouraged to draw the attention of relevant staff to internally advertised advancement opportunities, in particular where staff have expressed an interest in advancement.

### 3. Re-grading of existing posts

The University is committed to rewarding all members of staff fairly for the role to which they have been appointed. It is recognised that in some circumstances the nature of a role may change over time and this **may** result in an increase in the range, complexity and/or level of duties and responsibilities.

If changes to an individual's role are significant, long term and appear to have moved the role into a higher grade, then a request should be made to have the role job evaluated. Such a request may be initiated by the line manager or the role holder. The procedure for job evaluation is laid out in para. 4, below.

It is the responsibility of the School/Service management to accommodate the additional costs of re-grading of posts within existing budgets.

#### 4. Job Evaluation Procedures

Roles are graded using HERA (Higher Education Role Analysis), the job evaluation process used by the University.

Job evaluation focuses on the requirement of the role and not the personal capabilities, qualifications or characteristics etc. of individual role holders. Thus, the evaluation is based on the elements of the job and not the performance of the person carrying it out.

New roles must be graded through HERA before action is taken to fill the post. Grading will normally be carried out prior to the new role being approved by the Vacancy Management Group (VMG).

In the case of re-grading of existing posts, roles will be evaluated as and when the need arises.

All grading requests must be submitted to Human Resources and must be supported by the following documentation, signed off by the Head of School/Service:

- a) a completed **Job Overview Form (JOF)**, verified by the Line Manager as well as the Head of School/Service;
- b) an **organisation chart**, indicating the hierarchy and grades of roles above and below the role under review

Additionally, where the request relates to the re-grading of an existing role:

- c) Form RG1: Request for Role Re-grading Form (used for VMG approval)
- d) for re-grading to Grades 9 & 10 only: an assessment of achievements and contribution against the criteria detailed in "*Professional and Management Promotions – Criteria for Assessment*"
- e) for re-grading to Grades 9 & 10 only: a completed CV, with details of at least 2 referees, one of whom should be external to Heriot-Watt University

Forms can be accessed on the University's website at <https://www.hw.ac.uk/uk/services/human-resources/human-resources-forms.htm>

Human Resources will confirm receipt of paperwork by email.

All JOFs will be scored independently by two Role Analysts, one of whom will ideally be a Trade Union representative, and will be also be reviewed by a Job Evaluation Consistency Panel. This panel will comprise two role analysts, one of whom will be a Trade Union representative.

#### 5. Grading Outcomes

Grading outcomes will be notified to the Line Manager or Head of School/Service by HR.

It is the responsibility of the Line Manager to advise role-holders of the outcome of a re-grading request and to provide feedback in cases where the re-grading request has not been successful.

Where the job evaluation process confirms that an existing role is at a higher grade, the re-grading case will be submitted to the University's VMG for approval. Subject to VMG approval being received:

**Re-grading to Grades 2-8:** the existing role-holder will normally be directly appointed to the re-graded role. However where the existing role holder is subject to capability proceedings, the new higher-grade role should be advertised internally.

**Re-grading to Grades 9-10:** in order to ensure and maintain the integrity of senior appointments, a formal interview will be arranged with the role-holder. The interview panel will normally comprise the Secretary (or nominee), Director of Human Resources plus a Head of School or Director of Professional Service. Other assessment methods, similar to those used when recruiting to these grades/roles, may also be used.

**In all cases:** the effective date for any successful re-grading case will normally be the date on which the formal re-grading request was received by HR.

## 6. Appeals

In the case of a re-grading request, the role-holder has the right of appeal against the grading outcome on the grounds of a defect in procedure or the merits of the decision. Possible grounds for appeal would include an error in the way that the information supplied has been interpreted, or an error in the way in which the business was conducted. Information not previously made available cannot be included, nor can any change in role since the submission for re-grading; the appeal must be based on the original submission.

If an employee wishes to appeal the grading outcome this must be done in writing using form RA1: Regrading Appeal Form, within 14 days of receiving the decision, to the Head of Reward and Employee Engagement.

The appeal will be heard by an Appeals Panel consisting of four role analysts, two of which will be Trade Union representatives.

The appeal hearing will take place as soon as practicable following the receipt of the RA1 form. The appellant may be accompanied to the hearing by a trade union representative or a work colleague. The Panel will invite the line manager to the hearing for those appellants who are not accompanied by a line manager as verifier of the information in the JOF.

In advance of the hearing, the Panel, appellant and appellant's line manager will receive all paperwork associated with the job evaluation process for the case and the written statement from the appellant stating the grounds for their appeal.

At the hearing the appellant will be invited to elaborate on the grounds for their appeal. The Panel will then take the opportunity to ask questions of the appellant. At the conclusion of the hearing, the appellant will have the opportunity to make a closing statement.

Where a defect in procedure is found and the defect has had a detrimental impact on the outcome, the Panel may refer the job overview form back for re-evaluation. In all other cases, the Appeals Panel may reach the following decisions by means of job evaluation:

- a. to uphold the original decision
- b. to uphold the appeal and confirm the grading
- c. to regrade the role to a lower grade, if the re-evaluation confirms this

The outcome of the Appeal will be advised to the individual and his/her Head of School/Service, within 14 days of the Appeal Hearing. Where the appeal outcome confirms that the existing role is at a higher grade, the re-grading case will be submitted to the University's Vacancy Management Group for approval as detailed in paragraph 5 above.

The decision of the Appeal Panel is final.

*NB: There is no right of appeal against non-selection for a higher graded post that has been opened up to competition. However, managers are expected to provide constructive feedback to unsuccessful internal applicants at the time of notifying them of the outcome.*

## **7. Equality of Opportunity**

We value and encourage each unique and positive contribution, acknowledging that our diversity enriches us. The University welcomes and supports applications for career progression from all members of the University staff.

To help us to ensure that our processes are fair, accessible and free from discrimination we will collect and use equality data for monitoring and evaluation purposes. This information will be held in accordance with Data Protection requirements.

## **8. Procedure Review**

This procedure is effective from May 2015 and will be reviewed every three years, or earlier if legislation dictates.