

Hay Measurement

THE HAY GUIDE CHART-PROFILE METHOD OF JOB EVALUATION

The Hay Method is a form of factor comparison that has been used by thousands of organizations to evaluate clerical, trade and technical, management and professional, and executive level jobs. At present, it is used in profit and non-profit organizations in over forty countries around the world. A substantial number of clients have relied on our approach for many years, applying the methodology through many reorganizations during periods of growth and also when they must rationalize their structures. They have also used it to evaluate totally new product and service organizations and as a means to maintain consistency in periods of great change or legal challenge to the previously established order.

The Hay Method works because it is a dynamic process that organizations adapt and apply in ways that meet their needs. It is based on the notion that jobs can be measured on the basis of their relative contribution to the overall objectives of the organization. By considering core aspects of content and context that are common to all jobs, it provides a clear, understandable and systematic basis for defining and comparing the requirements for all kinds of jobs at all levels. However, the Hay Method can easily be adapted to reflect special determinants that affect only some jobs in some organizations.

It is this combination of discipline and flexibility that has made it possible for the fundamental principles of the Hay Method to remain intact over the years, even as there have been many refinements in language and application. For example, in Canada core factors of Knowledge, Problem Solving and Accountability have been expanded to include, once again, a fourth factor – Working Conditions – in response to equal pay legislation. The following explanation covers all four factors and their factor dimensions.

The Four Factors Used by Hay

Knowledge

This factor is used to measure the total of every kind of **knowledge and skill, however acquired**, needed for acceptable job performance. Three dimensions are considered:

- **practical procedures and knowledge, specialized techniques, and learned skills;**
- **planning, coordinating, directing or controlling the activities and resources associated with an organizational unit or function; and**
- **active, practicing, person-to-person skills in the area of human relationships.**

Problem Solving

This factor measures the **thinking** required in the job by considering two dimensions:

- **the environment in which the thinking takes place; and**
- **the challenge presented by the thinking to be done.**

Accountability

This factor measures the relative degree to which the job when performed competently, can affect the end results of the organization or its unit within the organization. The opportunity to contribute to an organization is reflected through three dimensions:

- **the nature and degree of the decision-making or influence of the job;**
- **the unit or function most clearly affected by the job; and**
- **the nature of that effect.**

Working Conditions

This factor measures the **context** in which the job is performed by considering four dimensions:

- **Physical Effect – Levels of physical activity that vary in intensity, duration and frequency that contribute to physical stress and fatigue.**

- **Physical Environment – Progressive degrees of exposure of varying intensity to unavoidable physical and environmental factors which increase the risk of accidents, ill health or discomfort.**

- **Sensory Attention – Levels of sensory attention (e.g., seeing, hearing, smelling, feeling, touching) during the work process that vary in intensity, frequency and duration.**

- **Mental Stress – Progressive degrees of exposure of varying intensities of factors inherent in the work process which increase the risk of such things as nervous or anxiety.**

Hay Group Guide Chart

**Raymond J. Stone, Anne Cox, Mihajla
Gavin, Joseph Carpini**



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HRM Core Concepts Jean M. Phillips, 2019-01-15 Formerly published by Chicago Business Press now published by Sage In HRM Core Concepts author Jean Phillips provides a concise yet comprehensive overview of human resource management The central theme of this text is to prepare your students to effectively apply HRM concepts in the areas of hiring developing motivating and retaining the right people enabling them to become better managers and more effective leaders

The Executive Handbook on Compensation Charles H. Fay, 2001 For more than fifty years human resources departments have turned to HayGroup for concrete practical advice on how to structure compensation programs Also the authority behind leading books on compensation HayGroup renders all others obsolete with this publication the new last word on compensation The Executive Handbook on Compensation speaks directly to businesses most important concerns highlighting dramatic changes in the world of business over the past decade changes caused by the globalization of the economy the diversification of the workforce new work habits including flexible time and telecommuting and organizational shifts that require that compensation packages maximize employee employer partnerships like never before The Executive Handbook on Compensation shows managers how to Reward and retain key people Determine affordable appropriate pay scales Evaluate employee expectations and boost morale Develop nontraditional and contingency based compensation Use the latest electronic media to improve the way businesses document evaluate price and plan jobs

Human Resource Management Jean M. Phillips, 2025-01-07 Human Resource Management An Applied Approach is designed to prepare future managers and non managers alike to effectively utilize human resource management strategies to advance their own careers while supporting the growth and development of those they manage

Armstrong's Job Evaluation Handbook Michael Armstrong, 2018-04-03 Job evaluation is key to ensuring that employees are compensated fairly for their work It is therefore essential that HR professionals have a robust process in place so that pay and reward are transparent and defensible within teams and across departments Armstrong s Job Evaluation Handbook gives HR professionals all the tools they need to assess which approach to job evaluation is most suitable how to implement it and how to maintain it Packed with case studies from leading organizations such as Microsoft Vodafone and the NHS this guide will provide HR professionals with the ability to answer key questions such as how can we decide what is fair to pay our staff how can we make sure that work of equal value

receives equal pay and how can we make sure that our salaries remain competitive in the market Armstrong's Job Evaluation Handbook covers everything needed to put effective job evaluation processes in place including analytical matching and market pricing developing job grades and defining pay structures There is also coverage of the latest trends and issues in job evaluation such as the decline in points rated systems and the use of levelling by consultants Underpinned by original research this is a book that no HR department can afford to be without

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Managing Employee Performance & Reward John Shields, Michelle Brown, Sarah Kaine, Catherine Dolle-Samuel, Andrea North-Samardzic, Peter McLean, Robyn Johns, Patrick O'Leary, Geoff Plimmer, Jack Robinson, 2015-10 This second edition offers a comprehensive coverage of employee performance and reward presenting the material in a conceptually integrated way

Valuing Roles Michael Armstrong, 2008-02-03 Valuing Roles gives you practical advice on how to determine employee worth as well as how to structure and implement approaches that recognize it The book highlights the benefits and risks of the different approaches your organization can use putting job evaluation into perspective and demonstrating how it links to other people pay related processes systems and policies ensuring a transparent framework for talent management Written by two highly experienced practitioners Michael Armstrong and Ann Cummins the book thoroughly examines the why and how behind the concept giving you advice and techniques to help you to measure the relative value of people a practical methodology for ensuring fair and equitable outcomes at all levels in your organization and highly topical coverage of critical issues including equal pay and market pricing Valuing Roles uses the latest research on this hugely important topic including an analysis of a 2007 job evaluation survey carried out by e reward The theory is supported by a wide range of international case studies as well as checklists templates and flowcharts to help you determine the relative worth of jobs or individuals in your organization

Creative Confluence Johan F. Hoorn, 2014-05-15 Creative Confluence is a highly original work building bridges between physics biology technology economy organizations neuropsychology literature arts and cultural history It is an attempt to explain the process of creativity as a universal principle of nature cutting through the composition of atoms as well as human design of novel combinations Creative Confluence is yet another impressive book and a sequel to Epistemics of the Virtual indicating that perception and imagination operate in close contact In a clear and light tone the work holds that rational problem solving strategies are most relevant in deterministic problem spaces whereas creativity is pertinent in more probabilistic situations Theories of creativity and innovation are explored by means of computer simulations Conditionals that

favor creativity such as diversity tolerance and openness are discussed forwarding a compelling vision of creative leadership

Human Resource Management, 10th Edition Raymond J. Stone, Anne Cox, Mihajla Gavin, 2020-12-14 The new edition of Raymond Stone's Human Resource Management is an AHRI endorsed title that has evolved into a modern relevant and practical resource for first year HRM students This concise 14 chapter textbook gives your students the best chance of transitioning successfully into their future profession by giving them relatable professional insights and encouragement to exercise their skills in authentic workplace scenarios Complementary to your courses with well written conceptual content Stone's 10th Edition will save you research and assessment prep time with a host of case studies that cement learnings and get students thinking critically

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Human Resource Management Jonathan Crawshaw, Pawan Budhwar, Ann Davis, 2020-05-30 A comprehensive introduction to HRM for students who are new to the field but who will be seeking employment in a global market working with diverse colleagues and across international borders Broken down into three parts covering Strategic Issues in HRM HRM in Practice and HRM in Context and weaving international and cross cultural perspectives throughout the text explores the ever changing world of human resource management The various theories practices and debates that populate this field are examined and the challenges and controversies that arise when theory meets practice are explored The international dimensions of HRM including cross cultural working diversity equality and international business have been considered throughout Practical learning features have been included to help students develop skills they can apply to their course and in graduate employment In the new edition all chapters have been thoroughly updated and the authors have included an additional chapter on Digitization and Artificial Intelligence in HRM The book is supported by a wide range of online resources and tools for both lecturers and students including access to SAGE journal articles chapter specific podcasts SAGE video PowerPoint slides interactive multiple choice questions and SAGE Business Cases Suitable for undergraduates and post graduate students looking for a strategic and international perspective of HRM

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Alvin O. Bellak, Hay Group, 1982 **Contesting the Market** Deborah M. Figart, Peggy Kahn, 1997 Assesses the development of pay equity policies in the state of Michigan

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