

# 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 some 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

**S Ashworth**



## Hay Group Guide Chart:

*Reward Management* Michael Armstrong, Helen Murlis, 2007 Based on the authors experience research and benchmarking activities this definitive book explains that reward management is about performance of individuals teams and the whole organization It examines in detail the processes and various approaches that can be adopted to achieve and reward outstanding skill and competence levels in the workplace Comprehensive and highly practical in its approach it takes a strategic perspective and addresses the wide gap that exists between theory and practice with a focus on the implications for practitioners This revised fifth edition includes new and updated chapters on age discrimination bonus schemes recognition schemes and pensions     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

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**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

*Study of Total Compensation in the Federal, State, and Private Sectors*, 1984

**Strategic Approach to Human Resource Management** Tapomoy Deb, 2006 The Present Book Is The Most Authentic Presentation Of Contemporary Concept Tools And Application Of Human Resource Management All The Latest Developments In The Arena Have Been Incorporated It Remarkably Differs From The Books On The Subject Written In A Conventional Manner As It Does Not Attempt To Rediscover Personnel Management Under The Garb Of Human Resource Management A Separate Chapter On Strategic Human Resource Management Is The Uniqueness

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Pay Equity: Equal Pay for Work of Comparable Value United States. Congress. House. Committee on Post Office and Civil Service. Subcommittee on Human Resources,1983

Employment Law Elizabeth Aylott,2018-09-03 To many the world of employment law can seem complex and confusing But this important system that regulates the relationship between employers and employees is essential to understand Employment Law is a clear and practical guide to understanding and applying the law effectively at work in the UK It offers a complete overview of the fundamentals of employment law exploring its importance for an organization its employees and the HR function Using a combination of practical tools checklists case studies and real life examples it builds legal knowledge in key areas including recruitment contracts discrimination equal pay health and safety and managing the end of the employment relationship This fully revised second edition of Employment Law is updated to include the latest developments and changes in law and HR perspectives It contains new material on employment statuses Gender Pay Gap Reporting Shared Parental Leave the General Data Protection Regulation GDPR and disability discrimination which is supported by updated case studies and a suite of new online resources HR Fundamentals is a series of succinct practical guides for students and those in the early stages of their HR careers They are endorsed by the Chartered Institute of Personnel and Development CIPD the UK professional body for HR and people development which has over 145 000 members worldwide

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The Hay Guide Chart-profile Method of Job Evaluation 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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