

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 related data;**
- **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**



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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

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

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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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Table of Contents Hay Group Guide Chart

1. Understanding the eBook Hay Group Guide Chart
 - The Rise of Digital Reading Hay Group Guide Chart
 - Advantages of eBooks Over Traditional Books
2. Identifying Hay Group Guide Chart
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Hay Group Guide Chart
 - User-Friendly Interface
4. Exploring eBook Recommendations from Hay Group Guide Chart
 - Personalized Recommendations
 - Hay Group Guide Chart User Reviews and Ratings
 - Hay Group Guide Chart and Bestseller Lists
5. Accessing Hay Group Guide Chart Free and Paid eBooks
 - Hay Group Guide Chart Public Domain eBooks
 - Hay Group Guide Chart eBook Subscription Services
 - Hay Group Guide Chart Budget-Friendly Options
6. Navigating Hay Group Guide Chart eBook Formats

- ePub, PDF, MOBI, and More
- Hay Group Guide Chart Compatibility with Devices
- Hay Group Guide Chart Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Hay Group Guide Chart
 - Highlighting and Note-Taking Hay Group Guide Chart
 - Interactive Elements Hay Group Guide Chart
- 8. Staying Engaged with Hay Group Guide Chart
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Hay Group Guide Chart
- 9. Balancing eBooks and Physical Books Hay Group Guide Chart
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Hay Group Guide Chart
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Hay Group Guide Chart
 - Setting Reading Goals Hay Group Guide Chart
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Hay Group Guide Chart
 - Fact-Checking eBook Content of Hay Group Guide Chart
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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