

# 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 Know-How, 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

#### Know-How

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

**Jean Phillips**



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