

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

Jean M. Phillips



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

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Human Resource Management Jean Phillips, 2018-01-15 Formerly published by Chicago Business Press now published by Sage Using a combination of knowledge acquisition and personal development Human Resource Management An Applied Approach is designed to prepare future HRM managers to effectively utilize HRM strategies to not only advance their own careers but also support the growth and development of those they manage Author Jean Phillips adopts an engaging approach encouraging students to take action and create a lasting impact in the field of HRM that goes beyond theoretical learning

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

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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

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