

The Hay System of Job Evaluation: A Critical Analysis

Muhammad Ali El-Hagg¹

Abstract

This paper provides an overall insight of the Hay System of job evaluation (Grade Chart – Profile Method). It answers the question of Hay's thinking behind his purpose to develop an alternative (and to his mind) more effective system for assessing and measuring jobs (particularly the non-executive management and executive grades). The paper also provides an analytical view demonstrating how Hay constructed his system to give prominence within given structure and shows that its specific composition lies in what he termed his three primary factors: Hay's thinking and his work experience underpinned the foundations upon which the design and the construction of this system were formed. Hence, this paper illustrates not only the Hay System in general terms but also refers to attached importance to each of its basic components such as job factors, his allocation of weightings, the importance of contributions made by each factor, his model for assigning given points to each factor and the degree of flexibility attached to his system. Moreover, the paper compares and contrasts the Hay System with other models of job evaluation. The paper also answers the question of what made the Hay System popular to the point of global recognition whilst simultaneously attracting the critics. One undeniable importance of testing his model lies not merely with a further details to both academia and the business sector as the teacher's upon which this work is constituted.

Keywords: Hay System, Design, Composition & Construction, Mechanisms, Reorganizations, Differences from Other Systems, Shortcomings

1.0 General Introduction

Dr Edmund M. Hay (1890-1956), (see Sec.2, Note 1) is rightfully on the subject of Job Evaluation, considered the generally accepted approach of testing the point method scales, which determining job factors in relation to relative job worth.

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Federal Job Evaluation Policies, Hearings Before the Subcommittee on Position Classification ... 91-1, on H.R. 13008, Aug. 5, 6, Sept. 10, 24, Oct. 1, 9, 22, 27, 29, Nov. 17, 24, Dec. 3, 8, 10, 15, and 16, 1969 United States. Congress. House. Post Office and Civil Service, 1969

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