

THE HAY METHOD OF JOB EVALUATION

History and development

The Hay Group Guide Chart Profile Method of Job Evaluation is the most widely used single job evaluation method in the world, being used by over 7,000 profit and non-profit organisations in some 40 countries. While it is perhaps best known for its application to management, professional and technical jobs, it is also extensively used for clerical and manual jobs, and when a single top-to-bottom evaluation method is required as the basis for integrated pay and grading structures.

It was initially conceived in the early 1950's, having its roots in factor comparison methods in which Edward N Hay was a pioneer, and has evolved by practical application into its present form.

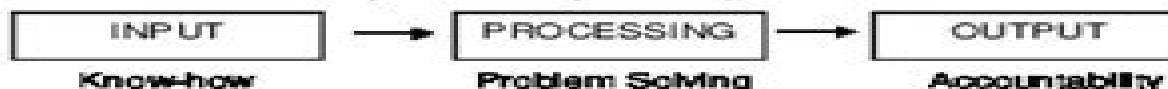
Its widespread use, and the consistency of the job-size numbering scale used, enables it to provide the basis for valid pay comparisons between organisations, nationally and internationally. Comprehensive pay and benefits surveys, using job-size-based comparisons, are conducted by the Hay Group in over 35 countries.

Basis of the method

The method is based upon the following principles and observations:

- § While there are many factors which could be considered in developing a job evaluation scheme, these can be grouped into three broad factors: the knowledge and the skills required to do the job; the kind of thinking needed to solve problems commonly faced; and the responsibilities assigned to the job.
- § This provides the basis of the three main factors of the Guide Chart Profile Method – Know-how, Problem Solving and Accountability – which are common to all jobs, and which are subdivided into several elements.
- § For any given job, there will be a relationship between the three factors. Thus the output or end results expected from the job (the Accountability), will demand a certain level of input (Know-how), and processing of this Know-how (Problem Solving) to enable delivery of the output.

This can be represented by the simple model:



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Marian Dworaczek



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Job Evaluation Using the Hay Method Hay Management Consultants, **A Guide to the Hay Job Evaluation Package**, 1986 **The Hay Guide Chart-profile Method of Job Evaluation** Alvin O. Bellak, Hay Group, 1982 **Job Evaluation** T. T. Paterson, International Labour Office, 1960 *The Hay System of Job Evaluation* James M. Fisher, 1980 **Job Evaluation** Thomas Thomson Paterson, 1972 *Hay Job Evaluation*, 2005 This paper provides an overview of the Hay Guide Chart Profile Method of Job Evaluation and introduces a number of valuable applications from the introduction **Job Evaluation** Thomas Thomson Paterson, 1972 **Job Evaluation - Traditional Approaches and Emerging Technology** Fred Eargle, 2013-03-12 The purpose of this publication is to communicate the rationale of job evaluation and wage administration acceptable principles in their utilization and various types of standard and recently evolved plans and procedures It is useful as a basic resource of concepts ideas facts and examples for experienced job analysts and wage administrators as well as for the novice Both the casual reader and the researcher should find a balance between theory and practice to meet the needs of both There are examples of several applications Most offer an abundance of ideas and detail for application It is neither recommended nor intended that these techniques be copied verbatim but intelligently modified for specific use Six types of job evaluation systems are described which can be further classified into three categories Quantitative Non Quantitative and Emerging Technology **Job Evaluation a Practical Guide** British Institute of Management, 1964 **Job Evaluation** Maeve Quaid, 1993 Despite the recent widespread interest in and application of job evaluation technique Quaid claims that we know very little about the more fundamental properties of the technique and that we have become satisfied with a number of unexamined assumptions Using examples from a real life organizational context she demonstrates that many qualities that have been attributed to job evaluation are unfounded and that in fact despite its many claims at the rational level job evaluation accomplishes little if anything at all Annotation copyright by Book News Inc Portland OR **Job Evaluation and Remuneration Strategies** Frans Poels, 2005 *Job Evaluation* International Labour Office, T. T. Paterson, 1960 *Hay Job Evaluation System and GNWT Job Evaluation Process* Northwest Territories. Legislative Assembly, 1998* *Job Evaluation*, 1952 [Job Evaluation](#) Bryan Livy, 1975 *Job Evaluation Manual* Hay Associates Australia, 1982 **Job Evaluation** Jay L. Otis, Richard H. Leukart, 1954 **The Job Evaluation Handbook** Michael Armstrong, 1995 **Job Evaluation** Marian Dworaczek, 1984

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