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One popular, commercial job classification system is the Hay Classification system. The Hay job classification system assigns points to evaluate job components to determine the relative value of a particular job to other jobs. The Hay Method of Job Evaluation continues to be the most widely accepted worldwide, in use by over half of the worlds 50 largest companies as well as in government, public, and not-for-profit institutions. The process of evaluating jobs enables many important applications, such as designing effective organizations; clarifying interdependencies and accountabilities; managing succession and talent; and setting competitive, value-based pay policies. In the 1990s, the Internet and its parallel business boom fueled a war for talent, creating a belief that organizations either move at e-speed or risk being passed by start-ups with radically different business models. As a result, many organizations sacrificed disciplined processes that for years helped them control cost especially pay-related costs. The even more challenging post-tech boom business environment, however, made those same organizations realize that any lost discipline meant higher costs, inconsistency, and a potential loss of defensible objectivity related to pay programs. To ensure a reasonable balance between flexibility and control, Hay Group is working with many organizations to revamp the processes through which those organizations value work. One key driver is the need to reestablish discipline within compensation programs, and to better align pay with value creation particularly at executive levels. Beyond that, our job evaluation processes help well beyond defining appropriate pay levels. Evaluating jobs not only provides consistent work value measurement, it also gives organizations a common framework and language to design jobs, defines career progressions, analyze organization structures, and more strategically manage human resources. This paper provides an overview of the Hay Guide Chart-Profile Method of Job Evaluation and introduces a number of valuable applications. One key finding of our research with World at Work and Loyola University of Chicago (of more than 1,200 organizations) indicates that between 82% and 96% of organizations evaluate jobs, but only 18% proactively maintain their systems. Moreover, a majority reports that they believe approximately 20% of jobs are incorrectly placed within the job grading structure. As a result, we believe there is significant untapped potential to leverage job evaluation efforts to optimize organizational structures, develop people as key performers, and build employee commitment through reward programs that are fair, motivational, and competitive. HAY JOB EVALUATION FACTORS: The input-throughput-output model is reflected in the Hay Method as: KNOW-HOW, PROBLEM SOLVING and ACCOUNTABILITY. Each grouping can be further broken down into eight elements for the work value assessment. The OUTPUT FACTOR ACCOUNTABILITY is covered first, since every job is designed to achieve predetermined results. This factor typically receives the least attention and weight in many other evaluation methodologies. ACCOUNTABILITY: Every job exists to add organizational value by delivering some set of results (or outputs). Accountability measures the type and level of value a job can add. In this sense, it is the jobs measured effect on an organizations value chain. It has three dimensions: ACCOUNTABILITY HAS THREE DIMENSIONS: i. FREEDOM TO ACT: The degree of empowerment to take action and the guidance provided to focus decision-making. ii. SCOPE: The business measure(s) the job is designed to positively impact. iii. IMPACT: The nature of the jobs influence on business results. KNOW-HOW: To achieve the accountabilities of a job requires Know-How (or inputs), which is the sum total of every capability or skill, however acquired, needed for fully competent job performance. KNOW-HOW HAS THREE DIMENSIONS: i. TECHNICAL/SPECIALIZED SKILLS: Depth and breadth of technical or specialized knowledge needed to achieve desired results. ii. MANAGERIAL SKILLS: The requirement to undertake managerial functions, such as planning and organizing staff or directing and controlling resources, to achieve business results over time. iii. HUMAN RELATIONS SKILLS: The interpersonal skills required for successful interaction with individuals and groups, inside and outside the organization. Problem Solving: The value of Know-How is in its application to achieve results. Problem Solving (or throughputs) refers to the use of Know-How to identify, delineate, and resolve problems. We think with what we know, so Problem Solving is viewed as utilization of Know-How, and has two dimensions: PROBLEM SOLVING: Problem Solving measures the requirement to use Know-How conceptually, analytically, and productively. PROBLEM SOLVING HAS TWO DIMENSIONS: i. THINKING ENVIRONMENT: The jobs context and the degree to which problems and solutions are defined. ii. THINKING CHALLENGE: The nature of addressable problems and the difficulty in identifying solutions that add value. The above factors can be modified in specific client situations, but the pattern around the three clusters relate to the inputs, throughputs, and outputs of the defined position. Although the definitions of these job criteria have evolved over the more than 60 years they have been used, the underlying principles of Know-How, Problem Solving, and Accountability have been timeless as a general foundation for valuing work. THE HAY GUIDE CHARTS: The Guide Charts are Hay Groups proprietary instruments that enable consistent work evaluations. Each of the above factors Know-How, Problem Solving, and Accountability has its own Guide Chart that reflects the sub elements identified above. Each Guide Chart scale is expandable to account for the complexity and size of the organization to which it is applied, and the scale descriptions can be modified when appropriate. An important distinction is that the Hay Methodology can be calibrated to the value systems of other organizations within Hays compensation databases. This enables a wide range of benchmarking activities, potentially improving the accuracy of market pricing and increasing confidence in job evaluation results. Guide Charts expedite the job evaluation process, but considerable expertise is required to understand the works nature to determine the degree to which elements exist for each factor. The Guide Charts are a management tool, but as with all management tools, using the tool effectively requires expertise. This is analogous to using other management tools (e.g., internal rate of return or discounted cash-flow models) for making investment decisions. The power is not only in the tool, but also in the evaluators knowledge and skill and the consistency in the tools application across the organization. The raters look at each of these three basic factors i.e., know-how, problem solving & accountability separately, and assign points from the hay guide charts that represent their weight in the job. Every job that is evaluated receives the same treatment. This makes it possible to compare jobs that are very different and place them where they appropriately fit. Hay raters assign a number to the total know-how for a job, which involves separate choices for each of these three elements and an overall assessment. As an example, know-how is expressed in a report as e12 200 (depth and breadth level e, integrating know-how level i, human relations skills level 2 at 200 know-how points). i. The jobs size and profile serve as starting points for many job evaluation applications. Job size is determined by the total of the factor point values for know-how, problem solving and accountability, and reflects the jobs relative value to the organization. ii. The relative proportions of know-how, problem solving and accountability that make up the job determine its profile. The job profile concept provides a better understanding of how jobs fit into organizations. iii. The balance between accountability and problem solving reflects the extent to which the job is primarily concerned with achieving results or is focused on research and analysis. The balance among all the three factors reflects the level and type of work in an organization. ie. i. Entry-level positions typically focus on know-how. ii. Accountability focus grows through career development into jobs that impact the organization more broadly through application of acquired experience and problem-solving capability. iii. In some positions, accountability is higher than problem solving, these positions have an up profile. This means that deadlines and end results are more important to successful job performance than analysis and research. As the gap between problem solving and accountability increases (greater accountability, deadlines and end results take on greater significance. usually, jobs of this nature are supervisors and managers in some positions, problem solving and accountability are equal. In these positions, analysis and the search for answers to difficult work issues is as important as deadlines. These jobs are called level and include positions such as research analyst, planner, and auditor. In some positions, problem solving is greater than accountability. In these positions, analysis and the search for answers is greater than deadlines and end results. These positions are called down jobs. Down profiles are often found among positions responsible for scientific research. EVALUATE JOBS: When key jobs are known, key jobs are evaluated first and then the unique jobs are evaluated and fit between the key jobs. When key jobs are not known, each job is evaluated using the newly designed point method and then the validity of job evaluation is determined by whether the resulting job structure mirrors the pay structure ordering of key jobs in the labor market. Key jobs are identified by comparing all job definitions within the organization with the definitions of jobs in the survey. If the comparison shows that the key jobs in the organization are not ordered in the same way as they are in the labor market, then the definitions of the compensable factors must be examined and the jobs identified as key jobs must also be examined. Either some of the jobs are not key jobs or the compensable factors are not defined properly. If the problem is with a key job, you return to Step 1; if it is with a compensable factor, return to Step 3. This is done to validate the job evaluation; therefore, the wage rate (for example, mean, median) used for comparison with the hierarchical order is not important. Once fit between the market rates and key job evaluation rates is established, the job evaluation plan is validated and should not be changed until the jobs and compensable factors for those jobs are changed. The Government of Newfoundland and Labrador originally introduced the Hay Method in 1987. Since that time, it has been applied to eligible positions in core government departments and select agencies, boards and commissions. The Hay Method was updated in 2023. The Hay Method is a pay equity compliant and gender-neutral evaluation system that assesses a job based on skill (know-how), effort (problem solving), responsibility (accountability) and working conditions. Know-How considers the depth and breadth of knowledge and skill needed to do the job. Problem Solving considers the nature and complexity of the problems, issues and challenges that the job may face. Accountability considers the output of the job, the degree of freedom to act and the magnitude of decisions. Working Conditions considers the intensity, duration and frequency of physical effort, physical environment, sensory attention and mental stress. How to submit a job for review: Requests for a job evaluation review may be submitted by the incumbent(s) or the Employer. A complete Job Evaluation Request Package must be submitted, which consists of a Position Description and a current/approved organizational chart. If you require assistance gathering the necessary information, please consult with your Human Resources representative. For core Government departments, requests for job evaluation must be submitted via a Treasury Board submission. All other requests can be submitted by email to jobevaluation@gov.nl.ca. Submitting the required information for evaluation is important to ensure a thorough review is conducted. Failure to submit this information will result in the request being returned as incomplete. If an incumbent has questions regarding the results of a job evaluation review, they should discuss those concerns with their supervisor or Human Resources representative who can provide additional explanation and/or information on the job evaluation process. Classification Appeal Process: If an eligible incumbent disagrees with the result of their job evaluation review, they may submit an appeal through the Management Classification Appeal Board (MCAB). Please note new positions and Employer initiated reviews are not eligible for appeal. For questions or additional information regarding the appeals process, please visit the Public Service Commissions webpage here. Resources: Disclaimer: The Hay Job Evaluation Methodology is a proprietary methodology. You would need permission from the owner of this tool to use it. I document it here for human resource practitioners who for various reasons wanted to know how it works (education purposes). General Principles about Job Evaluation: The general principles of job evaluation are: it is the job and not the job holder that is being evaluated. The job is evaluated at a job standard of fully acceptable performance. The job is evaluated as it is now, not what it was and not what it will be or what it should be. The job is evaluated with no considerations of its present pay, grade, how it is rank compared with other jobs. All these factors are ignored in the job evaluation. The Step Difference: The points scale on the Hay Guide Charts are of a 15 percent geometric progression. A job is considered to be larger than another if there is a difference of more than 15 percent of the Hay Points between the 2 jobs. Source: Gauge for Programmer presented by Valentin Anoprenko: The numerical or points scale referred to above are geometric ones, because they are based on the step difference concept, defined as the minimum difference that well-informed and experienced judges can discern between jobs when compared in job element terms. The step difference is the essential building block of the method, and thus the basis of the job evaluation scale. It is based on the fact that the ability to discern a difference, is proportionate to the size of the 2 jobs which are being compared, and the step difference must, therefore, always be the same in percentage terms. The step difference which has produced the most consistent and sensible results is 15 percent; this is common to all applications of the Guide Chart Profile Method. Source: Hay Group. History: The Hay Group Guide Chart Profile method of job evaluation was developed in the early 1950s by Edward N. Hay and Dale Purves. 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. Why Is It Called a Job Profile? Jobs have shapes; hence dimensions. That is why jobs have profiles. Why Do You Need a Job Profile? It asks questions about your responsibilities, the skill and knowledge required to perform the job, the effort involved in performing key activities and the working environment, which will be used for job evaluation purposes. The Underlying Principle: The following chart is self-explanatory. Source: Hay Group. Factors: This methodology is known as a points factor system. Initially, the Hay Method is based on the idea that jobs can be assessed in terms of: The knowledge required to do the job. The analytical ability needed to solve common problems. The responsibilities assigned. The working conditions associated with the job. Later, it changed to 3 universal factors. It starts from the premise that all jobs exist to serve a purpose that is to create value in the organization. Hence, jobs are evaluated by analyzing what is the value that is created (accountability), how it is created (problem solving) and what the job requirements are that the job holder has to meet in order to deliver the value (know-how). The additional factors are (a) physical strain or effort (b) working environment. Source: Hay Group. Sub-Factors Derived from the Three Factors: The Hay method evaluates a job by dividing it into three broad areas that are common to all jobs. It subdivides each area into several elements. Know-how : The knowledge, skills and aptitudes required to do the job. Depth and range of know-how (job specific knowledge or technical and specialized knowledge) : The depth and breadth of specialized knowledge required to perform the job. Planning and organizing (Managerial breath or managerial know-how) : The planning, organization, supervision, and coordination required by the job, and the extent to which it has to integrate different activities, resources, or parts of the organization. Communicating and influencing (Human relations skills) : How much and at what level the job is required to work with and through others. Problem Solving: The kind of thinking needed to solve the problems the job routinely faces. Thinking environment : Assesses the scope within the job to identify and address the problems it typically faces. The thinking environment depends on the absence or presence of policy, procedure, supervision, or other guidance. Thinking challenge (Analytical challenge): Assesses the inherent nature of the problems which typically need to be dealt with, ranging from simple, repetitive problems to complex and novel situations. Accountability: The responsibilities assigned to the job are: Freedom to act: How much authority the job has to take decisions without referral to others. Magnitude: The size of the area of the organization on which the job can have an impact. Type of impact (Job Impact): The strength of that impact. How the Methodology Works: Step 1: Step 1B: Step 1C: Step 2: Source: Gauge for Programmer presented by Valentin Anoprenko: Hay Job Evaluation Guide Charts: Here is a glimpse of how the 3 Guide Charts look like. Only part of the table is shown. Hay Know How Guide Chart: Hay Problem Solving Guide Chart: Hay Accountability Guide Chart: Hay Group Confessions: Job evaluation is about the relative size of jobs. It establishes the relative importance of jobs to the organization and the relative difficulty of jobs to the job holders. It is a process which involves the exercise of judgement in identifying and assessing differences in value between jobs. It is not directly concerned with people, their performance, or pay only with the size of jobs in relation to other jobs. Jobs cannot be measured scientifically. Evaluations will always be judgements, just as most significant organizational decisions must be judgements. However, judgements can be disciplined within a systematic framework which facilitates consistency and fairness through treating all jobs on a common yardstick. It would not be equitable to measure one job according to one set of criteria and another by a totally different set. Job evaluation permits different jobs to be assessed in a consistent way by applying a common framework for judgement. Source: Hay Group. Sobering Comments: We have been viewing compensation as a matter of affixing a number or a range to a set of duties, she said. That is a nineteenth-century idea. We need to recognize that the unit of value in an organization is the person, not the job description. Billions of dollars of wasted talent are sitting in corporations right now, because most of us haven't figured out how to value the contributions of our employees. When we create fixed job descriptions and assign fixed salary ranges to them, we say This is the shape the employee must come in. There is no variation. We aren't that creative. If the job pays ten bucks an hour, were going to pay you ten bucks an hour whether you do the job the way our least-experienced, least-capable person does the job or the way our own CEO would do the job. We couldn't care less what you bring to the job. The unit of value is the job description. Source: We Pay for the Job Description Not the Person in It, written by Liz Ryan, published in Forbes 2 May 2014. HR practitioners have come to rely on Korn Ferry training courses as a means to earn a seat at the table and confidently lead talent management best practices within their organizations. Whether youre just getting started in a new role or organization supporting a system thats already in place or revamping your HR processes, we have specific courses to address your critical talent needs. Introduction to Job Evaluation: Training in this changing business landscape, people are juggling more priorities than ever before. We know its not always possible to take multiple days off for training which is why we offer our Introductory course at a time, location, and place that is convenient for you. Our training seminar combines a flexible online format with the strength of classroom participation and facilitation. The Korn Ferry Hay Guide Chart Profile Method of Job Evaluation provides a consistent and objective framework for analyzing organizational structures, developing pay and reward strategy and managing human resources more effectively. The three-step training process begins with a live webinar that will provide general background and explain the training process. In the second step, participants will access an online module to provide them with a solid understanding of the theory behind the methodology and a detailed narrative around the features of the Korn Ferry Hay Job Evaluation Method. Each participants progress is carefully monitored throughout these two steps and everyone must achieve a pass standard in the online module program before progressing to the third step a live, virtual classroom session. In the classroom session, participants will apply the principles of the methodology to a global standard case study. The one-day in-person classroom-based training allows for full exploration of all issues with a Korn Ferry consultant including the opportunity for participants to ask specific questions regarding their companys internal processes and gain insight from others. Flexibility and convenience: The online module is designed to provide the reassurance of Korn Ferrys expert training in a flexible but fully supported environment. Participants have the ability to form a peer group and communicate with each other during their training and as they practice what they have learned. Participants are able to complete the training at their own pace and convenience. Training can be determined by individual schedules. Guaranteed consistency of training across multiple locations. Reduced travel expenses. Introduction to Korn Ferry Hay Guide Chart Profile Method of Job Evaluation is intended for professionals who need to evaluate jobs and roles and are designed for individuals who are accountable for valuing work in their organizations including compensation management, organizational effectiveness and human resources development. These programs are only open to client organizations that are currently using the Korn Ferry Hay Guide Chart Profile Method of Job Evaluation Program faculty. Our faculty includes seasoned Korn Ferry consultants with both a depth of job evaluation and breadth of HR experience. They have worked in complex organizations with clients from a variety of industry sectors covering a wide spectrum of expertise. Their diverse backgrounds provide participants with the ability to gain both theoretical knowledge as well as practical advice about how to effectively use the Korn Ferry Hay Method. Certificates of completion will be issued to participants after completion of the course. The cost per person is \$2500. A five percent discount will be applied for two registrations from the same organization and 10 percent for three or more. If you are eligible for the discount, please reach out to ETTraining@kornferry.com before you register to request a promo code. Upcoming dates and available courses: For additional information, please reach out to tcertifications@kornferry.com.

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