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Hay guide chart-profile

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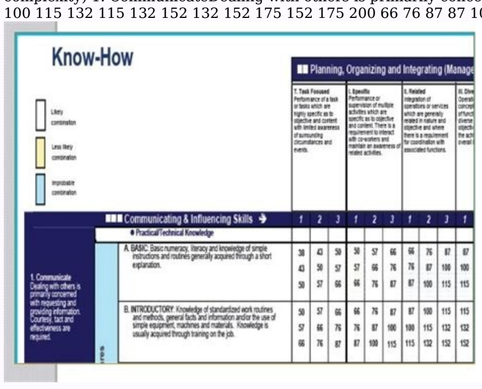
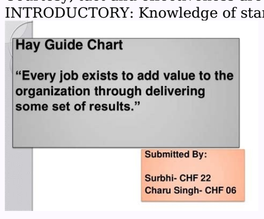
Hay Group Guide Chart – Profile Method of Job EvaluationSM Hay Group Guide Chart – Profile Method of Job Evaluation is based on three factors, each of which has sub factors. It starts from the premise that all jobs exist to achieve a purpose—to create value in their organization—and evaluates this by analyzing what is the value that is created (accountability), how it is created (problem solving) and what the job requirements are that a person has to meet in order to deliver the value (know-how). These three factors and the sub factors included under each are defined below: Know-howTo 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: Practical / technical knowledge: Depth and breadth of technical or specialized knowledge needed to achieve desired results. Planning, organizing and integrating (managerial) knowledge: The requirement to undertake managerial functions, such as planning, organizing, staffing, directing and controlling financial, physical and human resources, to achieve business results over time. Communicating and influencing skills: The interpersonal skills required for successful interaction with individuals and groups, inside and outside the organization. Problem solvingThe 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.
Problem solving measures the requirement to use know-how conceptually, analytically, and productively and has two dimensions: Thinking environment: The job's context regarding business matters to address and the degree to which problems and solutions are clarified and focused by strategy, policy, precedents, procedures or rules. Thinking challenge: The inherent complexity of the problems faced and the difficulty in identifying solutions that add value. AccountabilityEvery 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 job's measured effect on an organization's value chain. It has three dimensions: Freedom to act: The degree of empowerment to take action within the framework of guidance provided to focus on decision-making. Scope: The business / business measure(s) the job is designed to positively impact. Impact: The nature of the job's influence on business results (defined in Scope) ranging from degrees of direct to indirect. Hay Group Guide Chart – Profile Method of Job Evaluation 2 Hay Group Guide Chart – Profile Method of Job Evaluation ...the underlying principles of know-how, problem solving, and accountability, and their relative balance through the profile concept, are proven to be timeless as a general foundation for valuing work. © Copyright, 2010, Hay Group Hay Group Guide ChartsSM Hay Group's guide charts are proprietary instruments that enable consistent work evaluations. Each of the factors—know-how, problem solving, and accountability—has its own guide chart that reflects the 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 to ensure that the language used to define the factors are appropriate relative to the business, its operating model, organization structure and culture. An important added-value element is that the Hay Group methodology provides direct comparisons with the reward strategies of other organizations within Hay Group's global total remuneration databases.

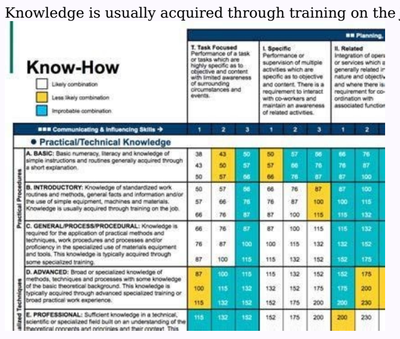
This methodology enables benchmarking of jobs, improving the accuracy of market pricing and increasing confidence in results. Job profileA unique aspect of the Hay Group job evaluation method is that the relative weight of the factors is driven by the size and the nature of the job. For example, higher level jobs have higher weight on accountability while lower level positions tend to be more know-how weighted. Job profile reflects the nature and 'character' of a job. For example, line jobs are more focused on accountability while research jobs are more problem-solving focused. Staff positions are balanced between problem-solving and accountability. We evaluate the full worth of each factor independently, and then validate the job profile that results. Hay Group research reveals that each job profile links to a distinctly different set of behavioral competencies. This enables organizations to create more effective talent development and succession planning programs. Although the definitions of the job evaluation factors have evolved over the more than 60 years they have been used, the underlying principles of know-how, problem solving, and accountability, and their relative balance through the profile concept, are proven to be timeless as a foundation for valuing work. Our factors have also been widely accepted as a basis for setting fair and equitable pay practices, and are compliant with pay equity legislation. www.haygroup.com 3 Know-How Likely combination T. Task FocusedPerformance of a task or tasks which are highly specific as to objective and content I. SpecificPerformance or supervision of multiple activities which are specific as to objective II. RelatedIntegration of operations or services which are generally related in nature and III. DiverseOperational or conceptual integration of functions which are diverse in nature and IV. BroadStrategic integration and leadership of important business operationsOr Planning, Organizing and Integrating (Managerial) Knowledge combination Less likely combination Improbable combination objective and contentwith limited awareness of surrounding circumstances and events. p jand content.
There is a requirement to interact with co-workers and maintain an awareness of related activities.
related in nature andobjective and where there is a requirement for coordination with associated functions. diverse in nature andobjective or critical to the achievement of overall business goals. Direction of a strategic function within and across the organizationOrOverall strategic integration and leadership of the organization (depending on size and complexity) 1. CommunicateDealing with others is primarily concerned with requesting and 76 87 100 57 66 76 50 57 66 A. BASIC: Basic numeracy, literacy and knowledge of simple instructions and routines generally acquired through a short explanation. Communicating & Influencing Skills 1 2 3 1 2 3 1 2 3 1 2 3 1 2 A 38 43 50 66 76 87 87 100 115 100 115 132 115 132 152 132 152 175 152 175 200 66 76 87 87 100 115 115 132 152 3Practical/Technical Knowledge 43 50 57 50 57 66 with requesting andproviding information.



Courtesy, tact and effectiveness are required. 87 100 B C 50 57 66 66 76 57 66 76 76 87 66 76 87 76 87 100 100 115 115 132 100 115 132 132 152 115 132 152 152 175 132 152 175 175 200 152 175 200 200 230 175 200 230 230 264 200 230 264 264 304 66 76 87 87 100 87 100 115 115 132 115 132 152 152 175 152 175 200 200 230 B. INTRODUCTORY: Knowledge of standardized work routines and methods, general facts and information and/or the use of simple equipment, machines and materials.



Knowledge is usually acquired through training on the job. 2.



ReasonInteraction with others 87 100 115 C. GENERAL/PROCESS/PROCEDURAL: Knowledge is required for the application of practical methods and techniques, work procedures and processes and/or proficiency in the specialized oc edur es 200 230 264 152 175 200 115 115 132 152 C D 87 87 100 115 100 100 115 132 132 132 152 175 152 152 175 200 175 175 200 230 200 200 230 264 230 230 264 304 264 264 304 350 304 304 350 400 350 350 400 460 115 115 132 152 152 200 264 264 304 350 D. ADVANCED: Broad or specialized knowledge of methods, techniques and processes with some knowledge of the basic theoretical background. This knowledge is typically acquired through advanced specialized training or broad practical work experience. Interaction with othersrequiresunderstanding, influencing and supporting people, through applying technical knowledge or rational arguments, aimed at causing action or acceptance by others.
p p p y puse of materials equipment and tools. This knowledge is typically acquired through some specialized training. Prac tical Pro hniq ues E F 115 132 152 152 175 132 152 175 175 200 152 175 200 200 230 175 200 230 230 264 200 230 264 264 304 230 264 304 304 350 264 304 350 350 400 304 350 400 400 460 350 400 460 460 528 400 460 528 528 608 460 528 608 608 700 152 175 200 200 230 200 230 264 264 304 264 304 350 350 400 350 400 460 460 528 E. PROFESSIONAL: Sufficient knowledge in a technical, scientific or specialized field built on an understanding of the theoretical concepts and principles and their context. This knowledge is typically acquired through professional or academic qualification or through extensive practical experience. F. SEASONED PROFESSIONAL: Broad and/or deep knowledge in a field of expertise requiring a command of diverse practices and precedents and/or sophisticated concepts and principles. 3. Change behaviorInteraction with others is primarily concerned with influencing, developing and motivating people and changing behavior It es Spec ializ ed te ch 608 700 800 460 528 608 F G 200 200 230 264 230 230 264 304 264 264 304 350 304 304 350 400 350 350 400 460 400 400 460 528 460 460 528 608 528 528 608 700 608 608 700 800 700 700 800 920 700 800 800 920 1056 264 264 304 350 350 350 400 460 400 460 608This knowledge is acquired through very deep and/or broad experience typically combined with an academic/ professional qualification. .G. COMPREHENSIVE PROFESSIONAL: Diverse, cumulative knowledge and/or fundamental understanding of concepts, principles and practices. This knowledge is acquired through comprehensive business experience or very deep development in a highly specialized field. changing behavior.

Itoften involves inspiration and the creation of the right working climate. essi onal Dis cipl ine © Hay Group 2008. All rights reserved. 1056 1216 1400 800 920 1056 304 350 400H 264 304 350 350 400 460 400 460 528 460 528 608 528 608 700 608 700 800 700 800 920 800 920 1056 920 1056 1216 350 400 460 460 528 608 608 700 800 H. AUTHORITATIVE: The job requires pre-eminent knowledge and command of principles, theories and applications in a scientific field or other learned discipline. This level would normally be associated with on-going ground breaking work. Prof e 2 Definition: Problem Solving is the amount and nature of the thinking required in the job in the form of analyzing, reasoning, evaluating, creating, The Hay Guide Chart®-Profile Method of Job EvaluationProblem Solvingusing judgment, forming hypotheses, drawing inferences and arriving at conclusions. Problem Solving deals with the intensity of the mental process which uses Know-How to identify and solve problems.
Problem Solving has two dimensions: Thinking Environment – Freedom to Think:The degree to which thinking is constrained by rules, methods, procedures, precedents, policies, strategy, etc.Thinking Challenge:Thinking Challenge:The complexity of the problems encountered and the extent to which original thinking must be employed to arrive at solutions. NB The evaluation of Problem Solving should be made without reference to the job's freedom to make decisions and/or take action: these are measured on the Accountability chart. Calculating the Points value for Problem Solving: On the horizontal axis, locate the column that corresponds with the points for Know-How (from Likely combinationCalculating the Points value for Problem Solving: On the horizontal axis, locate the column that corresponds with the points for Know How (from the KH chart). On the vertical axis locate the row that corresponds with the Problem Solving percentage (from the PS chart) The number at the intersection of these two coordinates constitutes the points value for Problem Solving. combination Less likely combinationImprobable Know- How%PS combination PS 50 57 66 76 87 100 115 132 152 175 200 230 264 304 350 400 460 528 608 700 800 920 1056 1216 1400 43383329 50433833 57504338 66575043 76665750 877666 1008776 11510087 132115100 152132115 175152132 200175152 230200175 264230200 304264230 400350304 460400350 528460400 700608528 800700608 920800700 1056920800 12161056920 87%76%66%% 38 43 33292522 38332925 350304264 608528460 152132115100 29 33 38 43 50 57 66 76 87 100 115 132 152 175 200 264 304 350 460 528 608 700 800 25221916 29252219 33292522 38332925 43383329 50433833 57504338 66575043 76665750 87766657 100877666 1151008776 13211510087 175152132115 200175152132 230200175152 264230200175 304264230200 350304264230 400350304264 460400350304 528460400350 608528460400 700608528460 14 16 19 22 25 29 33 38 50 57 66 76 87 100 115 132 152 175 200 230 264 304 350 400 57% 50%43%38%33% 29% 22 25 19161412 22191614 10 12 230 400 431412109 16141210 19161412 22191614 25221916 29252219 33292522 38332925 50433833 57504338 66575043 76665750 87766657 100877666 1151008776 13211510087 152132115100 175152132115 200175152132 230200175152 264230200175 304264230200 350304264230 400350304264 87 98 109 1210 1412 1614 1916 2219 2522 2925 3329 3833 4338 5043 5750 6657 7666 8776 10087 115100 132115 152132 175152 200175 230200 29%25%22%19% 16%14% 10987 121098 65 76 43383329 © Hay Group 2008.
All rights reserved. 65 76 87 98 109 141210 161412 191614 221916 252219 292522 332925 383329 433833 504338 575043 665750 766657 877666 1008776 11510087 132115100 152132115 175152132 200175152 %12%10% 54 54 3 (1) V ll (2) S ll (3) M di (4) L Magnitude (Area of Impact) Accountability Nature of Impact I II III IV (1) Very small 10,000 – 100,000* (2) Small 100,000 – 1 million* (3) Medium 1 million – 10 million* (4) Large 10 million – 100 million* R C S PR C S PR C S PR C S P (N) Non-Quantifiable A B A. CLOSELY CONTROLLED: Operating within direct and detailed instructions with very close and continuous supervision. B. CONTROLLED: Subject to instructions and established work routines, under close supervision.
8 9 10 12 10 12 14 16 14 16 19 22 19 22 25 29 25 29 33 38 33 38 43 50 43 50 57 66 57 66 76 87 14 16 19 22 19 22 25 29 25 29 33 38 33 38 43 50 19 22 25 29 25 29 33 38 43 50 57 66 33 38 43 50 25 29 33 38 10 12 14 16 14 16 19 22 19 22 25 29B C C. STANDARDIZED: Operating within standardized practices and procedures, general work instructions and supervision of progress and results. 14 16 19 22 25 19 22 25 29 33 25 29 33 38 43 33 38 43 50 57 43 50 57 66 76 57 66 76 87 100 76 87 100 115 132 100 115 132 152 175 25 29 33 38 43 33 38 43 50 57 43 50 57 66 76 57 66 76 87 100 33 38 43 50 57 43 50 57 66 76 76 87 100 115 132 57 66 76 87 100 43 50 57 66 76 19 22 25 29 33 25 29 33 38 43 33 38 43 50 57 D eedo m to Act D. GENERALLY REGULATED: Operating within practices and procedures covered by precedents or well defined policies and review of end results. E. CLEARLY DIRECTED: Subject to broad practices and 25 29 33 38 43 33 38 43 50 43 50 57 66 6 57 66 76 87 100 76 87 100 115 132 100 115 132 152 1 132 152 175 200 230 175 200 230 264 304 43 50 57 66 6 57 66 76 87 100 76 87 100 115 132 100 115 132 152 1 57 66 76 87 100 76 87 100 115 132 132 152 175 200 230 100 115 132 152 1 76 87 100 115 132 33 38 43 50 57 43 50 57 66 76 57 66 76 87 100E F Fre procedures covered by functional precedents and policies and managerial direction. F. GENERALLY DIRECTED: Subject to general direction and broadly defined policy objectives. 43 50 57 66 76 57 66 76 87 100 76 87 100 115 132 100 115 132 152 175 132 152 175 200 230 175 200 230 264 304 230 264 304 350 400 304 350 400 460 528 76 87 100 115 132 100 115 132 152 175 132 152 175 200 230 175 200 230 264 304 100 115 132 152 175 132 152 175 200 230 230 264 304 350 400 175 200 230 264 304 132 152 175 200 230 57 66 76 87 100 76 87 100 115 132 100 115 132 152 175 G G. GUIDED: Subject only to overall guidance on broad organizational objectives and orientation of strategic policy.

87 100 115 132 115 132 152 175 152 175 200 230 200 230 264 304 264 304 350 400 350 400 460 528 460 528 608 700 608 700 800 920 152 175 200 230 200 230 264 304 264 304 350 400 350 400 460 528 200 230 264 304 264 304 350 400 460 528 608 700 350 400 460 528 264 304 350 400 115 132 152 175 152 175 200 230 200 230 264 304 © Hay Group 2008. All rights reserved. H152 175 200 200 230 264 264 304 350 350 400 460 460 528 608 608 700 800 800 920 1056 1056 1216 1400 264 304 350 350 400 460 460 528 608 608 700 800 350 400 460 460 528 608 800 920 1056 608 700 800 460 528 608 200 230 264 264 304 350 350 400 460 H. STRATEGICALLY GUIDED: By reason of organizational size and complexity, subject only to very broad guidance and general orientation in response to business trends. * To be multiplied with current Country AMI factor6 Africa Cape Town Johannesburg Pretoria Asia Bangkok BeijingHo Chi Minh CityHong KongJakarta Kuala LumpurMumbaiNew Delhi SeoulShanghaiShenzhenSingaporeTokyo Europe Athens BarcelonaBerlin BilbaoBirminghamBratislavaBristolBrusselsBucharestBudapest DublinFrankfurt Glasgow HelsinkiIstanbulKievLilleLisbonLondon MadridManchesterMilanMoscowOsloParisPrague RomeStockholm StrasbourgViennaVilniusWarsaw ZeistZurich Middle EastDubaiTel Aviv North America AtlantaBoston CalgaryCharlotteChicago DallasEdmontonHalifaxKansas CityLos AngelesMexico CityMontrealNew York MetroOttawaPhiladelphiaReginaSan FranciscoSan José (CR)TorontoVancouverWashington DC Metro Pacific AucklandBrisbaneCanberraMelbournePerthSydneyWellington South America BogotáBuenos AiresCaracasLimaSantiagoSão Paulo Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organisations realize their potential. We have over 2600 employees working in 86 offices in 48 countries. Our clients are from the private, public and not-for-profit sectors, across every major industry. For more information please contact your local office through www.haygroup.com 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 organiz 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 1A 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, we’re 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.