

## Hay Job-Profile Method of Job Evaluation®



There are three main factors and eight dimensions to the Hay Job Evaluation process:-

### Know-how

The sum of every kind of knowledge, skill and experience, however acquired, needed for acceptable job performance. Its three dimensions are requirements for:

1. Practical procedures, specialised techniques and knowledge within occupational fields, commercial functions, and professional or scientific disciplines.
2. Integrating and harmonising the diverse elements involved in managerial situations. This involves, in some combination, skills in planning, organising, executing, controlling and evaluating and may be exercised consultatively as well as executively.
3. Active, practicing person-to-person skills in work with other people, within or outside the organisation.

### Problem Solving

The original, self-starting use of Know-how required by the job to identify, define, and resolve problems. 'You think with what you know'. This is true of even the most creative work. The raw material of any thinking is knowledge of facts, principles and means. For that reason, Problem Solving is treated as a percentage of Know-how.

Problem Solving has two dimensions:

1. the environment in which thinking takes place;
2. the challenge presented by the thinking to be done.

**Accountability**

The answerability for action and for the consequences of that action. It is the measured effect of the job on end results of the organisation. It has three dimensions in the following order of importance:

1. Freedom to act: the extent of the personal, procedural, or systematic guidance or control of actions in relation to the primary emphasis of the job.
2. Job impact on end results: the extent to which the job can directly affect actions necessary to produce results within its primary emphasis.
3. Magnitude: the portion of the total organisation encompassed by the primary emphasis of the job. Where possible, magnitude is expressed in annual financial figures representing the area of primary emphasis of the job.