

JOB EVALUATION – THE KORN FERRY HAY GROUP SCHEME

What is job evaluation?

Job evaluation is a means of establishing the relative worth of roles by establishing a rank order of scores.

What is the Hay scheme?

The Hay method of job evaluation was devised in 1943 and has been designed so that one scheme could be applied fairly to all job types. It is the most widely used job evaluation scheme in the world and independent surveys show that it is the leading method of job evaluation in the UK.

We have a pool of trained job evaluators.

How is the job evaluated?

The Hay scheme evaluates each job using common elements, each element being measured on a separate matrix guide chart:

KNOW HOW

The knowledge, skills and experience required for fully acceptable job performance

PROBLEM SOLVING

The span, complexity and level of analytical, evaluative and innovative thought required in the job.

This is expressed as a percentage related to the KH score

ACCOUNTABILITY

The discretion given to the job holder either to direct resources of all kinds or to influence or determine the course of events, his/her answerability for the consequences of decisions and actions and any financial responsibility or impact.

The Hay scheme is a factor comparison system which provides the facility for checking the soundness of an evaluation by completing a range of checks and balances including the technical consistency of the evaluation, comparison of the weight of a job element versus the same element in another council job, and considering the shape or profile of the job. This is accomplished by testing the distribution of the three elements of Know How, problem solving and accountability, in the evaluation of each job to see if it makes sense.

Broad rules that must be applied when using the Hay methodology:

- It is the job that is evaluated not the person
- The evaluation is based on a fully acceptable level of performance
- Present grade, pay and status is not relevant
- Jobs can only be evaluated if they are adequately described and understood

Jobs which have the same job title or job description may not necessarily result in the same assessment. The evaluation includes consideration of the organisation structure and operating context of the job.

It is not desirable to have multiple different roles performing similar work and so where possible

The factors explained

Know-How (KH)

The know-how factor of the Hay job evaluation scheme assesses the sum of every kind of knowledge, skill and experience needed for standard acceptable performance in the job.

There are 3 sub elements:

- Practical/Technical Knowledge: 8 levels
- Planning, Organising and Integrating (Managerial) Knowledge: 5 levels
- Communicating & Influencing Skills: 3 levels

Know How takes account of:

- qualifications, where appropriate, including vocational, academic and those gained through additional work-based training
- on-the-job training and experience
- technical, specialist, professional and/or managerial expertise
the amount of planning, organising, co-ordinating and directing in the job and the time horizons that the job delivers to
- how the job holder regularly communicates with others, both inside and outside the organisation, to do their job, this could include:
 - asking questions and giving information
 - empathising with others, using persuasive skills, being assertive and/or influential
 - changing behaviour, dealing with high level and complex negotiations

Remember – job evaluation is about the job and not the person. Some employees may have additional qualifications and abilities that are not considered for job evaluation purposes.

Problem Solving

Every job has an element of problem solving. This factor of the Hay job evaluation scheme assesses the complexity and level of thinking needed by the jobholder to achieve the objectives of the job.

There are two sub-elements:

- Thinking environment-freedom to think : 7 levels
- Thinking challenge-: 5 levels

Problem solving takes account of:

- the level of supervision and guidance required
- policies, procedures and/or strategy that needs to be followed
- standards that must be met
- knowledge and understanding about the situation

The scheme also considers the amount of original thought or creativity that's needed to solve a problem. For example:

- Is there a right or wrong answer?
- Is the answer clear cut or is some judgement needed?
- Are there any other factors that need to be included when coming up with a solution?

- Does the employee have the authority to make this decision or should it be referred to the line manager?

The score for the Problem Solving element is expressed as a percentage of the Know How element. That is, it is expressed in terms of using Knowledge to solve the problem.

Accountability

This factor of the job evaluation scheme assesses the discretion given to the job holder to make decisions and the impact of the job on the organisation.

There are three sub elements:

- Freedom to act: 7 levels
- Magnitude: 5 levels
- Nature of impact: 4 levels

Accountability takes account of:

- the procedures and managerial control in place that limit the amount of discretion the job holder has
- the impact of the job on the organisation, whether this is
 - providing a personal support or operational service
 - carrying out an administrative, technical or professional role
 - contributing towards decision making
 - managing a team and/or a budget
 - strategic decision making
- how much of the organisation, department or work area is affected by the outputs of the job and whether there is a financial or non-financial impact.