

JOB EVALUATION – THE HAY SCHEME

What is job evaluation?

Job evaluation is a means of establishing differentials by putting all jobs into a rank order.

What is the Hay scheme?

The Hay method of job evaluation has been around since the 1950s 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. Over 100 local authorities use this method of job evaluation, over 30 of whom have used the scheme for all roles as part of Single Status implementation.

The council has a pool of trained job evaluators available, including those representing the trade unions. The recognised trade unions have worked alongside the Council to carry out job evaluation for the new Single Status pay and grading arrangements.

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 |
| ADDITIONAL WORK ELEMENTS | This assesses the physical demand and working conditions in which the job is carried out |

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.

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:

- Technical know-how: 8 levels
- Management breadth: 5 levels
- HR 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: 8 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

Additional work elements

This assesses the physical and working environments in which the job operates. The two elements consider:

- The physical effort and/or strain needed to perform the job to the required standard. This considers how often and for how long the effort and/or strain is needed, the intensity of effort and/or strain used, including activities such as lifting, bending, stretching and working in awkward or uncomfortable positions
- Any unfavourable, uncomfortable or unpleasant working conditions to which the job holder is necessarily exposed to perform the job to the required standard. This covers: Dust, dirt, extremes of temperature, fumes and direct physical contact with substances unpleasant to touch.

The additional work elements considered must be over and above those experienced in a normal office environment or other similar environments such as a classroom.

This summary has been designed to give a guide and general overview of the mechanics of the Hay scheme. However, the Hay evaluation process is complex and depends on a good understanding of the scheme and an ability to be analytical and strictly objective. It requires detailed formal training, observation and induction to operate effectively.