

Hay Guide Chart Profile Method of Job Evaluation (Hay System)

Human Resource Management Services adopted the Hay System effective July 1, 2012 based on a legislative study of employee classification and compensation practices.

Purpose - The purpose of the Hay System is to provide a consistent procedure to evaluate position classifications by:

- Objectively measuring the content of each job compared to other jobs based on classification factors applied to all jobs;
- Determining its relative worth;
- Establishing equitable pay relationships among all jobs.

Benefits - The Hay System provides a structured and consistent method to evaluate jobs. Using this method eliminates much of the subjectivity inherent in other types of compensation systems and ensures that jobs that compare in value are paid within the same pay grade.

Thorough job analysis is the cornerstone of any human resource system and is used in human resource practices such as the selection process, salary administration, and performance management.

Overview - The Hay System uses a point factor method to evaluate classes. The classes are evaluated by three primary factors: know how, problem solving, and accountability. Each primary factor contains several elements. The factors and elements are listed below:

Classification Factors

Know How

- Practical / Technical Knowledge - used to recognize increasing specialization (depth) and/or the requirement for a greater breadth (scope) of knowledge.
- Planning, Organizing, & Integrating (Managerial) Knowledge - knowledge required for integrating and managing activities and functions.

- Communicating & Influencing Skills - reflects skills needed to communicate with and influence individuals and/or groups within and outside the organization.

Problem Solving

- Thinking Environment - Freedom to Think - reflects the degree to which thinking is constrained by rules, methods, procedures, precedents, policies, strategy, etc.
- Thinking Challenge - reflects the complexity of the problems encountered and the extent to which original thinking must be employed to arrive at solutions. Thinking Challenge measures the complexity of decisions with which a position is faced.

Accountability

- Freedom to Act - reflects the extent to which the job / role decides on the measures and actions to be taken to achieve the required results.
- Nature of Impact - reflects the nature and degree of influence the job has on defined end results, as expressed in Magnitude.
- Magnitude (Area of Impact) - reflects the area of the organization most clearly affected by the job, expressed in qualitative or quantitative measures.

*One other add-on factor, **Additional Compensable Elements**, which considers severity of hazard and frequency of exposure, does not apply to all classes.

These factors (except Additional Compensable Elements) are common to all positions within the State classified service. Every position in the classified service contains each of the factors to some degree or level.

When a job is evaluated, points are assigned to each factor based on the degree or level each factor is present, and a total point value is derived. The total points assigned to the position determine the grade and corresponding salary range.

For more information about the Hay System contact the Human Resource Management Services (HRMS) Human Resource Officer assigned to your agency by calling HRMS at 328-3290 or your agency Human Resources representative.