Job evaluation
Creating the right foundation for your organization
Job evaluation assesses more than just pay and grading. It provides a robust foundation for designing effective organizations and managing talent, while supporting organizational values and culture.”
Laying firm foundations

Today, organizations are constantly required to respond to market developments and evolve. New structures, matrixed organizations and unique roles are frequently the result but they can raise their own challenges.

The impact of misallocated resources can be considerable when it comes to organizational clarity, fitting the right people to the right jobs, succession planning and talent management. Hay Group’s job evaluation method can reduce the risk of this and help ensure an optimal return on your investment in people.

New structures
Career and resource management can be difficult in new structures where resources are aligned along process and project lines, rather than traditional functional areas. In addition, open career structures often expose executives to roles of a similar status but which may require very different competencies.

Matrixed organizations
The adapted structures of matrixed organizations often result in multiple reporting lines and overlapping accountability, making it difficult to communicate strategy and purpose in a clear and concise way.

Unique roles
Many organizational structures have become flatter and leaner, often resulting in unique but unidentifiable job roles and responsibilities. These multifunctional roles are harder to define and to compare.

Hay Group’s proprietary job evaluation method, the Guide Chart Profile Method, addresses these issues, going beyond job evaluation’s traditional scope of assessing the value and contribution of individual jobs.
How Hay Group’s method of job evaluation can help

Pay and value alignment

Most organizations use job evaluation primarily to underpin pay levels. They understand that it enables them to manage people based on the expertise they bring, whilst using the market as a point of reference. Yet, simply matching against titles or referencing job descriptions does not take into account a job’s actual organizational impact.

Job evaluation increases the accuracy of market pricing, enabling managers to make more informed decisions. In addition, job evaluation is commonly used to determine grade ranges that reflect individual organizational structures and the different types of jobs within them.

Hay Group’s job evaluation method provides a rigorous process for ensuring equal pay. It helps to identify and measure the value created in roles, so that rewards are linked to outputs or deliverables.

Organizational clarity

Hay Group’s rigorous job evaluation process provides a common framework and language for designing jobs more effectively within a structure that best supports business strategy. It helps organizations clarify strategic goals and objectives and distribute them into job-specific accountabilities, ensuring that there are no gaps or overlaps—something that is particularly relevant in matrixed environments.

Hay Group’s job evaluation method reviews organizational structures against processes, roles and accountabilities, providing a foolproof way of assessing their effectiveness. Job evaluation and performance management are then linked through identifying annual objectives and development activities from the accountabilities.
Job evaluation can be used to reveal the strong links between the nature and shape of senior manager and executive jobs and the competencies required to achieve outstanding performance.

Understanding the work's scope significantly increases organizations' ability to select and develop high-performing executives accurately. It also enables them to design jobs that increase the likelihood of the jobholder succeeding.

The Hay Group job evaluation method can help determine whether the right person is in the right job. This adds value internally and also helps limit the risk for shareholders.

**Selection and assessment**

**Succession and career planning**

Job evaluation can assess the extent to which a job prepares an individual for the additional challenges of a bigger job or more senior role.

Hay Group's method makes it easy to use this key feature for succession planning purposes, as it provides a framework against which talent can be managed in an informed way. It combines an understanding of the roles needed to support the organization, the definition of successful performance, and the competencies required to achieve it.
Hay Group’s Guide Chart Profile Method is the most widely used and recognized proprietary job evaluation system in the world. Hay Group operates in 88 offices across 47 countries and we collect pay data in 96, so we can meet your needs across geographical boundaries.

The concepts of ‘step differences’ and ‘job shape’ built into the Hay Group method make it unique in providing insights into organization and job design. They underpin other key people processes including career development and succession planning.

Hay Group’s job evaluation method is analytical and uses non-discriminatory factors, enabling it to support the achievement of equal pay for equal value.

Hay Group’s job evaluation method is supported by a comprehensive compensation and benefits database. In a single process it provides the unique ability to access substantial external market data that provides valid and precise pay market comparisons.

Hay Group’s basic theory that differently shaped jobs require different types of people is supported by our extensive leadership database which contains years of study and analysis of over 65,000 global executives.

The Hay Group method has the added advantage of including a number of checks and balances to help organizations make consistent and robust judgements of job size.

Hay Group’s job evaluation method provides a logical and straightforward way of measuring and valuing work on an ongoing basis. It enables organizations to make sound judgements about the relative value of jobs internally and provides comparisons with external organizations.

Clients who have used our system for over 30 years are proof that Hay Group’s job evaluation method is time-proven. It combines a reliable conceptual basis and robustness with inherent flexibility that allows it to respond to any changes in an organization and in individual roles.
“Using Hay Group’s job evaluation method simplifies evaluation judgements, making them more line manager-friendly. It provides a valuable link between jobs and people, and increases the accuracy of pay decisions”