

DEFINITION OF HAY JOB-EVALUATION COMMON FACTORS
(extracted from Report No. 18 of the Standing Commission)

4.5 Job Evaluation

4.5.1 Hay's method of job evaluation entailed the analysis of each of three common factors within each job. These factors were :-

(a) Know-how: The sum total of all capabilities and skills, however acquired, which were necessary for acceptable performance of the job. Three requirements were involved in the accumulation of know-how, as follows :

(i) An understanding of practical procedures, specialized techniques and professional knowledge;

(ii) The capacity to achieve a diverse range of managerial goals simultaneously. These goals might be operational, technical, supportive or administrative and achieving them would involve the use of planning, organizational, executive, controlling and evaluative skills; and

(iii) The ability to work with other people.

(b) Problem-solving : This factor had two aspects :

(i) The regulations and procedures governing the approach to be taken when solving problems; and

(ii) The challenge presented by the thought processes required.

(c) Accountability : The answerability for action and for its consequences, which can be measured according to three criteria, in the following order of importance :

(i) Freedom to act and the extent to which performance of the job was guided or controlled by the system or by other people;

(ii) The impact of the job on end results; and

(iii) The magnitude of the job with reference to its influence on the total organization. This was usually, but not necessarily, reflected by the annual revenue or expenditure associated with the area in which the job had its primary emphasis.