

## The Hay System of Job Evaluation: A Critical Analysis

Muhammad Ali El-Hage<sup>1</sup>

### Abstract

This paper provides an overall insight of the Hay System of job evaluation (Gould Chart – Factor Method). It answers the question of Hay's thinking behind his purpose to develop an alternative (and in his view more effective) system for assessing and measuring jobs (particularly the work sector management and executive jobs). The paper also provides an analytical view demonstrating how Hay constructed his system to give precision rather than structure and shows that its specific contribution lies in what he termed his three primary factors: Hay's thinking and his work experience underpinned the transitions upon which the design and the construction of this system were based. Hence, this paper illustrates not only the Hay System in general terms but also offers an analytical perspective to each of its basic components such as job factors, his allocation of weightings, the importance of contributions made by each factor, his model for assigning grade points to each factor and the degree of flexibility attached to his system. Moreover, the paper compares and contrasts the Hay System with other models of job evaluation. The paper also answers the question of what made the Hay System popular to the point of global recognition whilst simultaneously attracting the critics. One academic's judgement of having far more than just details with a further details to both education and the business sector is the textbook upon which this work is conducted.

**Keywords:** Hay System, Design, Comparison to Competitors, Mechanisms, Reorganizations, Differences from Other Systems, Shortcomings

### 1.0 General Introduction

Dr Edward M. Hay (1890-1986), (see Sect. 2, Note 1) is rightfully on the subject of Job Evaluation, considered the generally accepted approach of using the point method scales, which determining job factors in relation to relative job worth.

<sup>1</sup> (M) Edward M. Hay, *Human Factors: Engineering of Management and Methods*, (University of Toronto, University of Toronto Press, copyright information, 1986, 1977, 1974) p.

# The Hay System Of Job Evaluation A Critical Analysis

**M Mark**



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