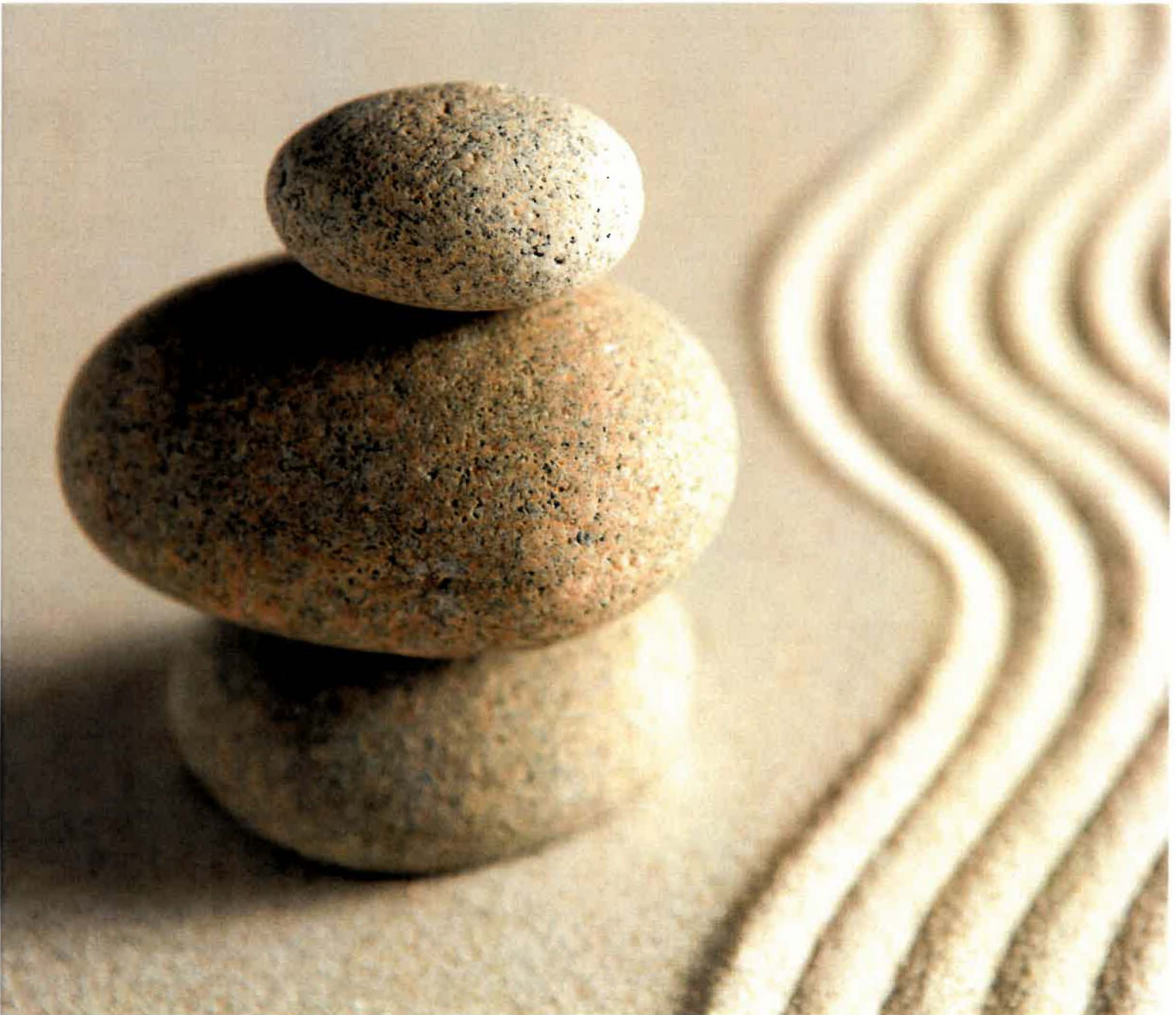
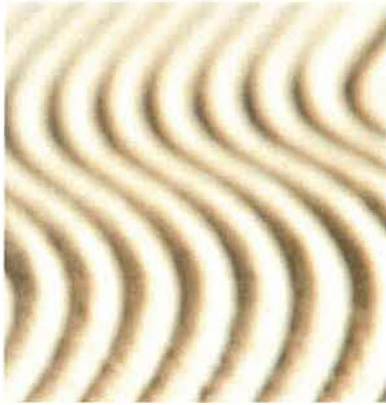


Korn Ferry Hay Group Guide Chart – Profile Method of Job EvaluationSM



Korn Ferry Hay Group Guide Chart – Profile Method of Job Evaluation



Korn Ferry Hay Group Guide Chart – Profile Method of Job Evaluation is based on three factors, each of which has sub factors. It starts from the premise that all jobs exist to achieve a purpose – to create value in their organization and evaluates this by analyzing what is the value that is created (accountability), how it is created (problem solving) and what the job requirements are that a person has to meet in order to deliver the value (know-how). These three factors and the sub factors included under each are defined below:

Know-how

To achieve the accountabilities of a job requires “know-how” (or inputs), which is the sum total of every capability or skill, however acquired, needed for fully competent job performance. Know-how has three dimensions:

Practical / Technical knowledge: Depth and breadth of technical or specialized knowledge needed to achieve desired results.

Planning, organizing and integrating (managerial) knowledge: The requirement to undertake managerial functions, such as planning, organizing, staffing, directing and controlling financial, physical and human resources, to achieve business results over time.

Communicating and influencing skills: The interpersonal skills required for successful interaction with individuals and groups, inside and outside the organization.

Problem solving

The value of know-how is in its application to achieve results. “Problem solving” (or throughputs) refers to the use of know-how to identify, delineate, and resolve problems. Problem solving measures the requirement to use know-how conceptually, analytically, and productively and has two dimensions:

Thinking environment: The job’s context regarding business matters to address and the degree to which problems and solutions are clarified and focused by strategy, policy, precedents, procedures or rules.

Thinking challenge: The inherent complexity of the problems faced and the difficulty in identifying solutions that add value.

Accountability

Every job exists to add organizational value by delivering some set of results (or outputs). Accountability measures the type and level of value a job can add. In this sense, it is the job’s measured effect on an organization’s value chain. It has three dimensions:

Freedom to act: The degree of empowerment to take action within the framework of guidance provided to focus on decision-making.

Scope: The business / business measure(s) the job is designed to positively impact.

Impact: The nature of the job’s influence on business results (defined in Scope) ranging from degrees of direct to indirect.

...the underlying principles of know-how, problem solving, and accountability, and their relative balance through the profile concept, are proven to be timeless as a general foundation for valuing work..

Job Profile

A unique aspect of the Korn Ferry Hay Group job evaluation method is that the relative weight of the factors is driven by the size and the nature of the job. For example, higher level jobs have higher weight on accountability while lower level positions tend to be more know-how weighted.

Job profile reflects the nature and “character” of a job. For example, line jobs are more focused on accountability while research jobs are more problem-solving focused. Staff positions are balanced between problem-solving and accountability. We evaluate the full worth of each factor independently, and then validate the job profile that results.

Korn FerryHay Group research reveals that each job profile links to a distinctly different set of behavioral competencies. This enables organizations to create more effective talent development and succession planning programs.

Although the definitions of the job evaluation factors have evolved over the more than 60 years they have been used, the underlying principles of know-how, problem solving, and accountability, and their relative balance through the profile concept, are proven to be timeless as a foundation for valuing work.

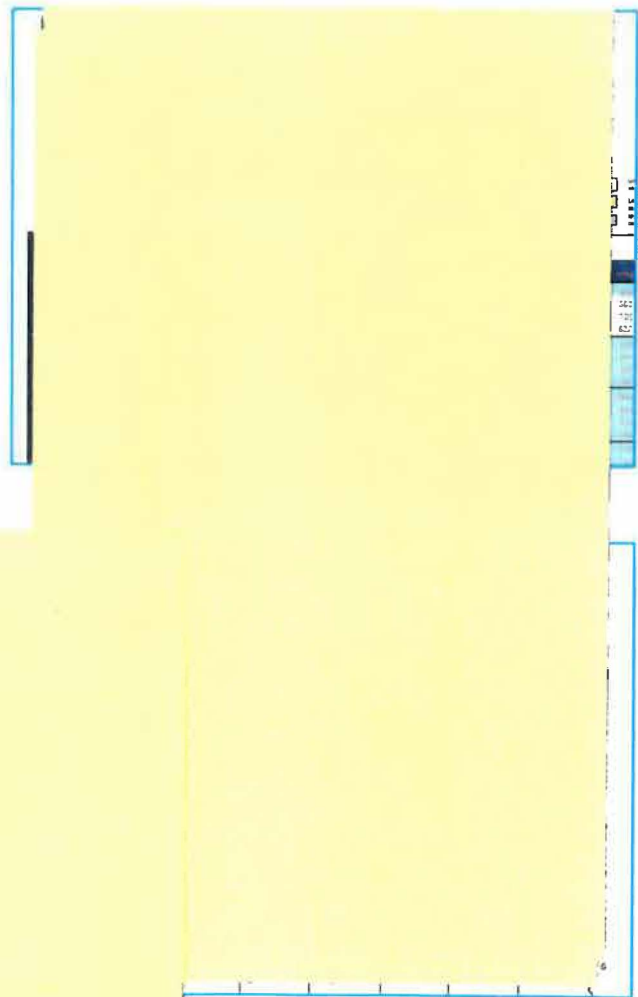
Our factors have also been widely accepted as a basis for setting fair and equitable pay practices, and are compliant with pay equity legislation.

Korn Ferry Hay Group Guide ChartsSM

Korn Ferry Hay Group’s guide charts are proprietary instruments that enable consistent work evaluations. Each of the factors— know-how, problem solving, and accountability— has its own guide chart that reflects the elements identified above.

Each guide chart scale is expandable to account for the complexity and size of the organization to which it is applied, and the scale descriptions can be modified when appropriate to ensure that the language used to define the factors are appropriate relative to the business, its operating model, organization structure and culture.

An important added-value element is that the Korn Ferry Hay Group methodology provides direct comparisons with the reward strategies of other organizations within Korn Ferry Hay Group’s global total remuneration databases. This methodology enables benchmarking of jobs, improving the accuracy of market pricing and increasing confidence in results.



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Korn Ferry Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organisations realize their potential.