

# Seeing the whole picture

Hay Group Job Evaluation Manager<sup>SM</sup>



For organizations of any size, job evaluation can be a complex task. Hay Group Job Evaluation Manager<sup>SM</sup> (JEM) builds Hay Group's class-leading methodology into a powerful online solution. It makes the process efficient, cost-effective and thorough, sustaining the return on your investment in job evaluation.

## Why JEM?

Built on Hay Group's renowned job evaluation methodology, JEM is a single, web-based resource for managing every aspect of the job evaluation process. This 'single source of truth' radically streamlines job evaluation and promotes consistency, whether you're in one office, 10 cities or 100 countries. The result? Your jobs are placed at the right levels – and career ladders are clear. What's more, JEM preserves vital, hard-won intellectual capital that might otherwise be lost from staff turnover or the lack of central storage. Most of all, it boosts efficiency, saving valuable time – and money.

### JEM helps organizations to:



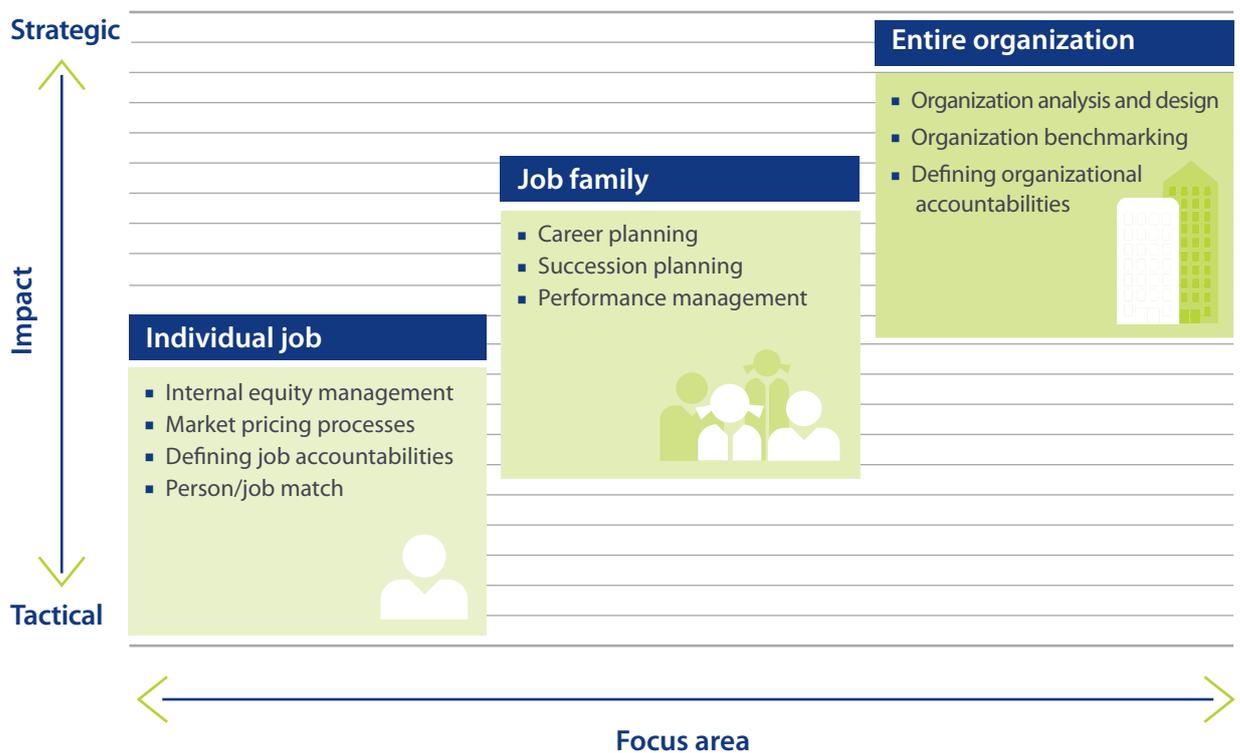
Hay Group Job Evaluation Manager

# Based on the leading job evaluation methodology

The most consistent and widely used technique in the world today, Hay Group's job evaluation methodology is used by eight of the world's largest 10 organizations and two-thirds of the top 50. Refined for over 65 years, it features a unique focus on the value a job brings to an organization. This means Hay Group's job evaluation methodology not only helps pay levelling – it also supports talent management, succession planning and organization design.

## Hay Group Guide Chart – Profile Method of Job Evaluation<sup>SM</sup>

From matching individuals with jobs to setting the entire organization design, the Hay Group job evaluation methodology adds value at all levels.



# The JEM advantage

When a job is created, there's no starting from scratch. You can always find a job that is close.

Manufacturing company

## 1 The right jobs in the right grades, right across the organization

Because it gives any authorized user access to the same high-quality information, JEM ensures that jobs are placed in the appropriate level or grade, reducing over- or undervalued jobs.

## 2 Consistent job levelling

JEM's central database means jobs are evaluated and benchmarked the same way, everywhere. The resulting consistency makes for better talent management, ensures pay is aligned with the market and enhances employees' perception of fairness.

## 3 Efficient administration

Managed the old-fashioned way, job evaluation can be too time-consuming. JEM eliminates duplicated effort and streamlines the job evaluation process, increasing productivity by up to 20%. Everything is managed online.

## 4 Better return on investment

JEM's archive of job information protects your investment in job evaluation by minimizing the knowledge lost when HR people move on. It makes it easier to maintain job structures and its users have reported productivity improvements of up to 20 per cent.

## 5 Fast, flexible job evaluation

Built on the foundation of Hay Guide Chart – Profile Method, our streamlined approaches make the whole process of job evaluation more efficient.



“ Unlike a paper-based system that is limited in scope, Hay Group's JEM takes job evaluation from an idea in a book that few know about to a flexible online tool that everyone can use. ”

Regional government

# When JEM helps

We know where we stand – and we're more competitive on salary.

Wholesale food business

## 1 Improving productivity and efficiency

With the pressure on today to cut costs and be more competitive, JEM helps by eliminating duplication and allowing for easy collaboration between users in any location.

## 2 Benchmarking pay across locations

As a central source of job data across an organization, JEM allows for consistent benchmarking of pay, wherever the job is located.

## 3 Getting line managers more involved

Getting other staff involved in the job analysis and evaluation process can improve mutual understanding and co-operation with HR – as well as reducing the burden on HR. JEM has different levels of authorization (super user, regular HR user, workflow user) so any manager or employee can be given access to perform specific tasks.

## 4 Decentralizing the job evaluation process

JEM's database helps you to involve a geographically dispersed HR team, yet assure control, consistency and quality.

## 5 Keeping career ladders up to date

JEM links jobs to functional or business unit hierarchies. So whenever job levels change, it automatically creates and updates career ladders.

## 6 Outsourcing job evaluation

JEM enables Hay Group consultants to work easily with your people, so you can outsource as much of the process as you want. Hay Group clients have saved 25 to 35 per cent of the time and money spent on job evaluation.



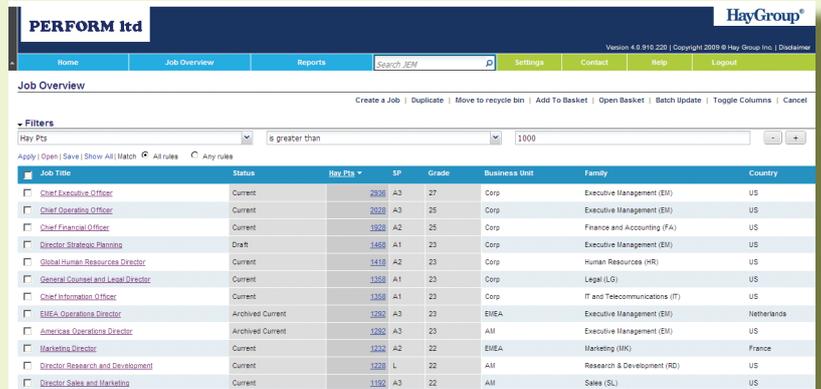
“ We used to be able to grade and evaluate a job in an hour. Now we do four or five an hour. ”

Global non-governmental organization

# Using JEM

## Job overview

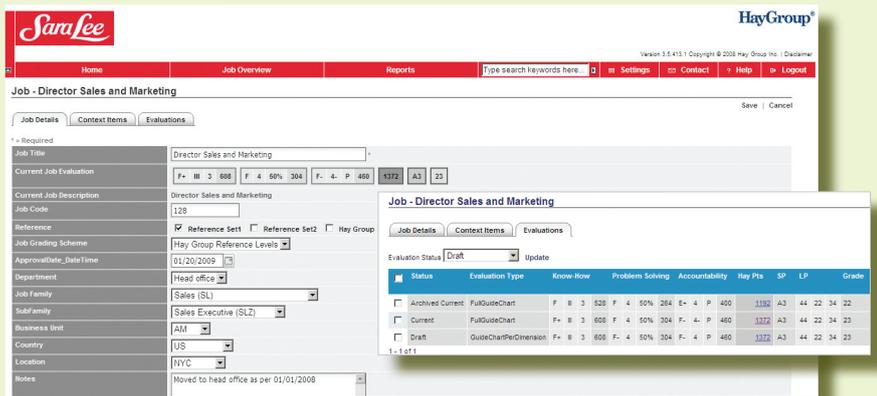
The job overview displays only the jobs and information that a user is authorized to view or edit. Authorizations can be set to a very specific level. Job titles link to detailed job data.



## Job details in a configurable layout

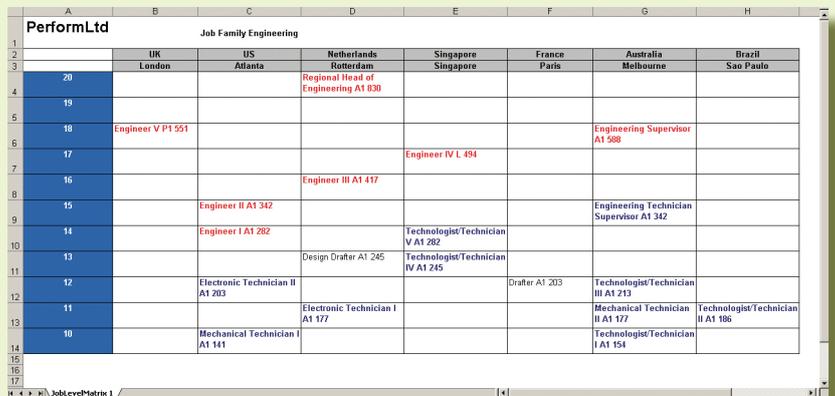
Users can review or edit job details or current or previous job descriptions and evaluations. Job-related documents can be uploaded here too.

JEM supports customization of layout including your logo. Data fields like business units, job families or status are also custom designed.



## Reports

One of JEM's most frequently used reports, the job-level matrix gives insight into an organization's structure. It can show career ladders within job families, business units or locations. JEM's flexibility means many other reports are available, for example covering job descriptions, lists, rationales and role profile matrices.



## Evaluate onscreen

JEM includes full guide charts plus a configurable set of streamlined alternatives.

## Guide chart approach

JEM supports Hay Group's core approach to job evaluation by offering the three digital guide charts: Know How, Problem Solving and Accountability. After a value is chosen from each chart, JEM calculates the job evaluation points and the grade automatically – and saves and stores the values.

Criteria	I			II			III			IV					
	1	2	3	1	2	3	1	2	3	1	2	3			
<b>E. PROFESSIONAL</b>	115	132	152	152	175	200	200	230	264	264	304	350	350	400	450
<b>F. SEASONED PROFESSIONAL</b>	132	152	175	175	200	230	230	264	304	304	350	400	400	450	528
<b>F. SEASONED PROFESSIONAL</b>	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608
<b>F. SEASONED PROFESSIONAL</b>	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608

## Calculator and rationales

With the calculator, experienced users can type in evaluations quickly, using full-line evaluations as well as grade-only slotting against reference jobs. There is also space for rationales to provide a record of the arguments behind an evaluation.

Job Title	Points	Grade
Key Accounts Manager	142	
Sales Training Manager	130	
Plant Manager	315	
Recruitment Manager	103	
Brand/Product Manager	123	
Mountain Bike Manager	287	
Traffic Manager	CA014	
Warehouse Manager	191	
Brand/Product Manager	123	
Traffic Manager	190	

## Streamlined approaches

JEM's streamlined approaches mean line managers and employees can be actively involved in the evaluation process. They are tailored, using recognizable business language to reflect an organization's definitions of work levels or job families. For example, a questionnaire-like format, asking the user to compare the job with business definitions and differentiators, makes the process more accessible for all parties.

	Business Analyst Level 1	Business Analyst Level 2	Business Analyst Level 3	Business Analyst Level 4
<b>Overall purpose of the job</b>	Assist in analysing the requirements and needs of users and translating these into information systems and projects that adhere to the business process requirements	Interact with users to understand their requirements and needs, analyse these requirements and needs and translate these into information systems and projects that adhere to the business process requirements - Advice has impact on part of the organisation	Equal to level 2 but for the whole organisation - Advice has impact on the whole organisation - Small to medium sized organisation (Category A)	Equal to level 3 Large organisation: indicators to be determined (Category B, C)
<b>Requirements and needs of users</b>	Assist in identifying requirements and needs of users	Identify requirements and needs of users - Part of the organisation has to be taken into account	Equal to level 2, however identifying requirements is more complex because the whole organisation has to be taken into account - Cultivate and manage the understanding of business needs within IT and make business aware of IT issues and constraints	Equal to level 3, however identifying requirements is more complex because the scope to be taken into account is larger because of the larger size of the organisation
<b>Identify and analyse process improvements</b>	Identify and analyse process improvements - Draw up a functional design of the	Equal to level 1 but for a more complex process, impact part of the organisation	Equal to level 2 but for a complex process, impact on the whole organisation	Equal to level 3, however more complex because of the larger size of the organisation

## Further information

Please contact your local Hay Group consultant or the JEM service desk at [jem servicedesk@haygroup.com](mailto:jem servicedesk@haygroup.com)

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Johannesburg  
Pretoria

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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 organizations realize their potential.

We have over 2600 employees working in 85 offices in 47 countries. Our clients are from the private, public and not-for-profit sectors, across every major industry. For more information please contact your local office through [www.haygroup.com](http://www.haygroup.com)