

Profile of Hay Group

The Hay Group is an international consultancy which focuses on people at work. Areas of consulting include organisation design and review; organisation development and change; leadership and management development; performance management processes; job design and evaluation; and reward.

Hay has over 1000 consultants in some 40 countries. In the UK there are 150 consultants in six offices in London, Windsor, Bristol, Birmingham, Manchester and Glasgow. In addition, there is a team of over 50 information analysts and advisers who carry out benchmarking studies, and a diagnostics group dedicated to processing and providing reports from 360 degree and other assessment tools.

The Hay Group is owned by a group of shareholders almost all of whom are international Directors in the consultancy. The investment partnership has a holding company registered in the Netherlands, which owns all the operating subsidiaries throughout the world.

Hay's methodologies are robust and research-based. Amongst our areas of expertise are:

- Engaged Performance TM - Hay's view is of reward as a holistic concept describing both the psychological and financial contract between an employee and employer - the 'what makes me want to work here?' questions that are based on what the employee gives and receives in return for what the employer gives and receives. This concept is of particular relevance in the Public Sector where pay levels are typically low and are not the prime motivating factor for an employee. Hay's methodologies enable organisations to understand the emotional reward conditions in their organisation in response to recruitment, retention and motivation challenges.
- Organisation design and improvement, in line with organisation strategy;
- Improving organisational performance through designing performance management and performance improvement processes and systems which link individual performance to organisational goals and clarify what success looks like, how it can be measured and how it is to be achieved;
- Improving individual performance through a process of establishing shared understanding about what high performance at different levels and in different roles looks like and how it is to be achieved and of managing people in ways which increase the probability that it will be achieved;
- Leadership and management development programmes, including the research and design of "models" of superior performance and their application

in assessment and development centres, succession planning processes and performance management;

- Robust behavioural competency research and applications, based on 30 years of research into human motivation;
- Work in the area of Emotional Intelligence - we have a strategic alliance with Daniel Goleman (author of 'Emotional Intelligence' and 'Working with Emotional Intelligence'). This means that we incorporate the widely respected ideas and approaches involved in Emotional Intelligence (EI) wherever relevant in our consulting work. Our Emotional Competence Inventory (ECI) has proved highly successful in enabling organisations and individuals to assess their strengths and development needs.
- Total remuneration design and costing, including the design of performance related pay schemes and performance-related incentives for executives and approaches to performance related individual and team rewards for employees at all levels; Hay holds the world's leading position on executive remuneration;
- Job design and evaluation, using the world's leading job evaluation methodology known as the Hay Guide Chart and Profile Method of Job Evaluation. The Hay Guide Chart Method and Profile of Job Evaluation is a tried and tested instrument which have been used extensively by health, public and private sector organisations over many years. A key feature of the 'Guide Charts' is the ability to tailor them so that they reflect and can measure the diversity of responsibilities and means of delivering impact within an organisation. We have deep experience of this in using the method in a professional, health, caring, safety, administrative and industrial environments as well as managerial roles;
- Specifically tailored approaches to job family modelling using competency frameworks for use at the heart of clients' HR strategies as a basis for selection, performance improvement, career progression and reward;
- Statistical Surveys including Attitude Surveys and tailored Surveys of Organisational Climate and Leadership Style – an example of a tailored approach is our recent ground-breaking research leading to the development of a survey designed for pupils to allow teachers to assess 'Classroom Climate', a measure describing 'how it feels' in a classroom which is significantly related to a pupil's motivation to learn and perform to the best of his or her ability.
- Studies of recruitment and retention, including the identification of causal factors and the development of emotional-reward-based strategies.