



## GUIDE CHART FOR EVALUATING ACCOUNTABILITY

GENERAL: Accountability is related to the **opportunity** which a job has to bring about some results and the importance of those results to the organization. Tied closely to the amount of opportunity is the degree to which the person in the job must answer for (is accountable for) the results. There are three components of Accountability, **in the following order of importance**:

- **Freedom to Act**—the degree to which personal or procedural control exists, as defined in the left-hand column.
- **Overall Job Impact on End Results, and Magnitude**—as defined at the top of the chart.

N.B.: **There may be more than one impact-magnitude combination which would appropriately describe a given job!**

### • • IMPACT AND MAGNITUDE ⇒

		(M)	(I)	(II)	(III)	(IV)	(V)	(VI)	(VII)		
		Positions focus on one or more tasks that are highly specific as to objective and content.	Positions undertake the most basic processing within an organizational unit, in support of others.	Positions are involved in the main processes of operations and have a direct impact on the delivery of services to others, or success of the organizational unit.	Positions are required to maintain or enhance the performance of the organizational unit by reviewing and analyzing information, diagnosing situations and identifying modifications to normal processes.	Positions control resources or operations and are accountable for the results of an operation, OR provide guidance of several important elements across several organizational units, over both the short and medium term.	Positions manage a substantial resource base and impact both short term performance and medium term development of a small organizational unit, OR provide analyses and recommendations that affect a major part of the organization.	Positions direct a large resource base and have a significant impact on the medium term performance and long term development of a medium sized organizational unit, OR provide strategic planning at the policy-making level for all, or most of the organization.	Positions are accountable for the effective integration of all major functional components of a large organizational unit.		
• FREEDOM TO ACT	R These jobs are subject to explicit, detailed instructions AND/OR constant personal or procedural supervision.	5 6 7	7 8 9	9 10 12	12 14 16	16 19 22	22 25 29	29 33 38	38 43 50	R	
	A These jobs are subject to direct and detailed instructions AND/OR very close supervision.	8 9 10	10 12 14	14 16 19	19 22 25	25 29 33	33 38 43	43 50 57	57 66 76	A	
	B These jobs are subject to instruction and established work routines AND/OR close supervision.	12 14 16	16 19 22	22 25 29	29 33 38	38 43 50	50 57 66	66 76 87	87 100 115	B	
	C These jobs are subject, wholly or in part, to standardized practices and procedures, general work instructions, and supervision of progress and results.	19 22 25	25 29 33	33 38 43	43 50 57	57 66 76	76 87 100	100 115 132	132 152 175	C	
	D These jobs are subject, wholly or in part, to practices and procedures covered by precedents or well-defined policies, and supervisory review.	29 33 38	38 43 50	50 57 66	66 76 87	87 100 115	115 132 152	152 175 200	200 230 264	D	
	E These jobs, by their nature or size, are subject to broad practices and procedures covered by functional precedents and policies, achievement of a circumscribed operational activity, and to managerial direction.	43 50 57	57 66 76	76 87 100	100 115 132	132 152 175	175 200 230	230 264 304	304 350 400	E	
	F These jobs, by their nature or size, are broadly subject to functional policies and goals, and to managerial direction of a general nature.	66 76 87	87 100 115	115 132 152	152 175 200	200 230 264	264 304 350	350 400 460	460 528 608	F	
	G These jobs are subject to the guidance of general policies and directives from top management.	100 115 132	132 152 175	175 200 230	230 264 304	304 350 400	400 460 528	528 608 700	700 800 920	G	
	H Subject to the guidance of broad organization policies, community or legislative limits, and the mandate of the organization.	152 175 200	200 230 264	264 304 350	350 400 460	460 528 608	608 700 800	800 920 1056	1056 1216 1400	H	

This is the highest rating that MURPHY got

OVERALL MEASURES: The combined Impact and Magnitude are described on the horizontal axis.