

ACCOUNTABILITY / DECISION MAKING

GENERAL: Accountability/Decision Making is the measurement of the degree to which a job is responsible for achieving results and the importance of those results to the organization. There are three components IN THE FOLLOWING ORDER OF IMPORTANCE:

- **FREEDOM TO ACT:** The degree to which a job, through delegation or empowerment, acts independently to achieve end results before seeking advice or direction as defined in the left-hand column of the next page.
- **IMPACT:** As defined.
- **MAGNITUDE:** The size, relative to the whole Public Service, of the unit or function most clearly affected by the decisions AND/OR recommendations of the job. The process for determining Magnitude is described in Measuring Accountability / Decision Making.

N.B. Magnitude and Impact must fit together; neither can be final or meaningful without being related to the other.

**GOVERNMENT OF CANADA
EXECUTIVE GROUP**

GUIDE CHART FOR EVALUATING

ACCOUNTABILITY / DECISION MAKING

IMPACT — The degree to which the job affects or brings about the results expected of the unit or function being considered.

INDIRECT (I) — Supportive and ancillary services, where activities are noticeably removed from final decisions and assistance is modified or merged with other support before the end result stage.

CONTRIBUTORY (C) — Interpretative, advisory or facilitating services, for use by others in taking action, which are influential and closely related to action or decisions by others OR measurable contribution, as a member of a team, in achieving end results.

SHARED (S) — Equal, joint, and significant control, with (usually only one) another position(s) (except own subordinates and superior), over the activities and resources which produce the results, OR control of what are clearly many (but not all) of the significant variables in determining results.

PRIMARY (P) — Controlling Impact — The position has *effective control* over the significant activities and resources which produce the results, and is the sole position (at its level of Freedom to Act) which must answer for the results.

		••• MAGNITUDE ➡ (Constant Dollars)				1. VERY SMALL (under \$100K)				2. SMALL (\$100K to \$1 Million)				3. MEDIUM (\$1 to \$10 Million)				4. MEDIUM – LARGE (\$10 to \$100 Million)				5. LARGE (\$100 Million to \$1 Billion)				6. VERY LARGE (\$1 to \$10 Billion)				7. LARGEST (over \$10 Billion)			
		•• IMPACT ➡				I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P	I	C	S	P
• FREEDOM TO ACT	D	These jobs are subject, wholly or in part, to practices and procedures covered by precedents or well-defined policies; supervisory review, usually after the fact.	38	50	66	87	50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460			
			43	57	76	100	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528			
			50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608			
	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; direction from well-defined objectives.	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700			
			66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800			
			76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920			
	F	These jobs, by their nature or size, are broadly subject to functional policies and goals; managerial direction of a general nature.	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056			
			100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216			
			115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400			
	G	These jobs, by reason of their size, independent complexity and high degree of effect on department results, are subject only to general guidance from top-most management.	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600			
			152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400	800	1056	1400	1840			
			175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600	920	1216	1600	2112			