

**Accountability:** Measures the extent to which a job/role is answerable for actions and their consequences. It measures the effect of the job/role on end-results. It measures the following sub-factors in the following order of importance: Freedom to Act, Nature of Impact, Magnitude (Area of Impact)

- **Freedom to Act:** The extent to which the job/role, through delegation or empowerment, decides on the measures and actions to be taken to achieve the required results before seeking advice or direction.
- **Nature of Impact on end results:** The size of the influence (direct or indirect) the job has on end results. The Nature and Area of Impact (Magnitude) are always considered together: As defined at upper right corner.
- **Area of Impact (Magnitude):** The area of the organization most clearly affected by decisions AND/OR recommendations of the job. The general size of the unit, function, program or the element of society affected. This is the least important sub-factor.

**NB:** 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

**Nature of Impact on end results:** The degree to which the job affects or brings about the results expected of the unit or function being considered.

- I — INDIRECT (I):** Supportive and ancillary services where activities are noticeably removed from final end results and assistance is modified or merged with other support before the end result stage.
- C— CONTRIBUTORY (C):** Interpretive, advisory or facilitating services, for use by others in taking action that are influential and closely related to action or decisions by others OR measurable contribution, as a member of team in achieving results.
- S — SHARED (S):** Joint and significant control with one or more position(s) (except own subordinates and superior) over the activities and resources that produce the results, OR control of what are clearly many (but not all) of the significant variables in determining results.
- P — PRIMARY (P):** Controlling impact on end results – The position has effective control over the significant activities and resources that produce the end results and is the sole position (at its level of Freedom to Act) that must answer for the results.

Shading Legend	
	Unlikely
	Less Likely
	Most Likely

••• AREA OF IMPACT (MAGNITUDE) ►

•• NATURE OF IMPACT ►

		(1) VERY SMALL (Under \$100K)				(2) SMALL (\$100K to \$1Million)				(3) MEDIUM (\$1 to \$10 Million)				(4) MEDIUM-LARGE (\$10 to \$100Million)				(5) LARGE (\$100 Million to \$1 Billion)				(6) VERY-LARGE (\$1 to \$10 Billion)				(7) LARGEST (over \$10 Billion)							
		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				
																														I	C	S	P
FREEDOM TO ACT	<b>D</b> Operating within practices and procedures covered by precedents or well-defined policies and review of end results, 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	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	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	264	350	460	608
	<b>E</b> Operating within broad practices and procedures covered by functional precedents and policies and managerial direction, with 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	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	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	400	528	700	920
	<b>F</b> Operating within general direction and broadly defined policy objectives with 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	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	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	608	800	1056	1400
	<b>G</b> Operating only within overall general guidance from top-most management on broad organizational objective and orientation of strategic policy.	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	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	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	920	1216	1600	2112