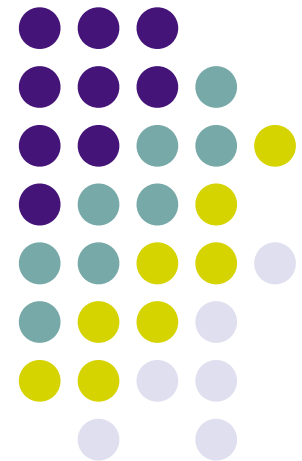
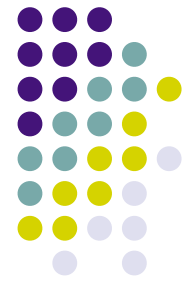


# Developing Accountability Through Performance

© Pitsel & Associates

**Patricia Pitsel, Ph.D**  
**Pitsel & Associates Ltd.**





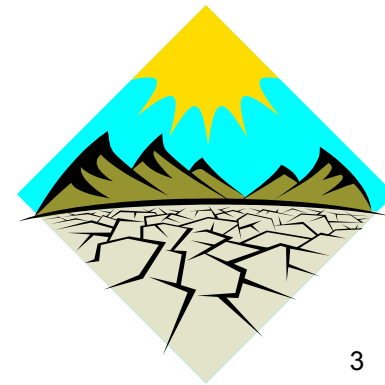
# Introduction

- **What is Accountability in the Workplace?**
- **What is Performance Management?**
- **How Can Performance Management increase Accountability?**

# ACCOUNTABILITY



**“Any political party which takes credit for the rain must not be surprised when its opponents blame it for the drought.”**





**Accountability and Responsibility  
should not be polite words for  
“screwed up”**

© Pitsel & Associates



# DEFINITIONS – ACCOUNTABILITY



- **“Being obliged to answer for one's actions, to an authority that may impose a penalty for failure.”**
- **“The ability to identify who or what was responsible for taking a particular action.”**

© Pitsel & Associates



- **“To be answerable for the results of an assigned action. Accountability is associated with delegated authority and is distinct from responsibility. A supervisor can assign responsibility but cannot give away his/her accountability; the manager is ultimately accountable”**

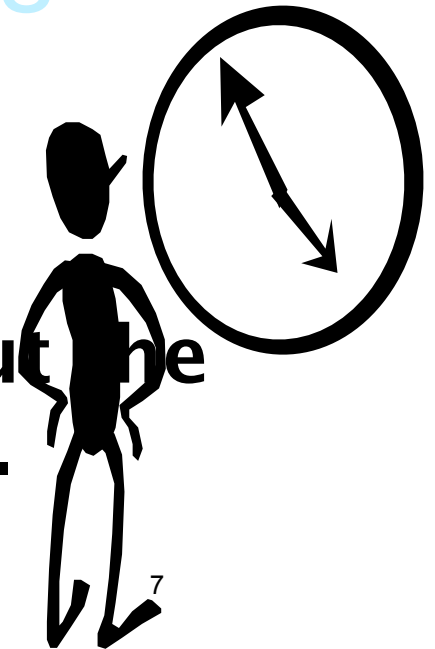
# Corporate Signs of Lack of Accountability

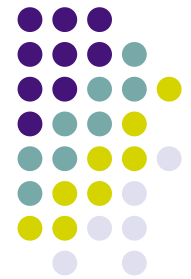


- **Finger-pointing at others for mistakes they made.**

© Pitsel & Associates

- **Blaming others for not meeting deadlines.**
- **Complaining to colleagues about the way management "runs things".**





# SIGNS

- **Fighting with coworkers about whose "responsibility" it really is.**



- **No consequences (of note) for lack of accountability, or for accepting responsibility**



# SIGNS

- **Putting off tasks that they don't want to do but are the most important to running a successful and profitable business.**
- **Playing the victim. "Why does this always happen to me?, It's not my fault, nobody told me . . . "**



- **Playing organizational politics, "No one cares what I think, only what the boss thinks."**
- **Feeling entitled because of length of service.**
- **Demonstrating the We/They and Us vs. Them mentality when "working"**

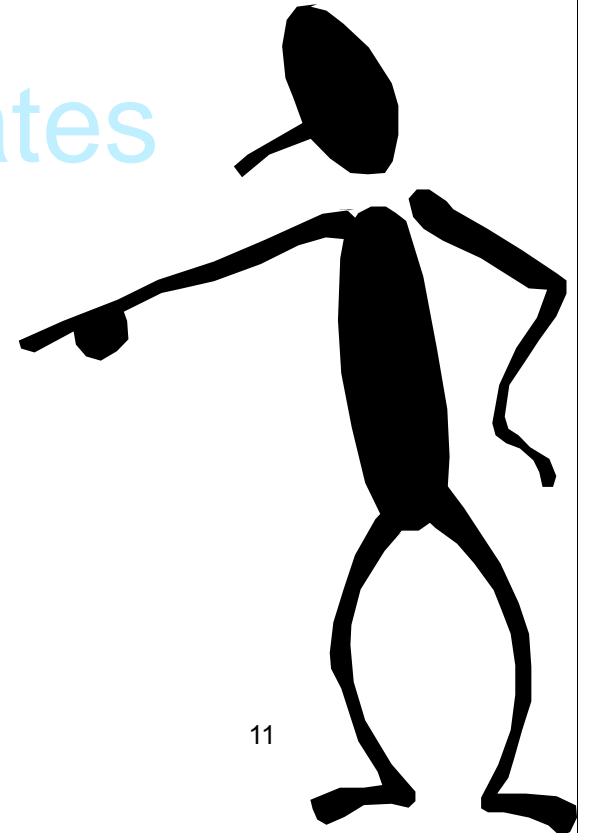
# RESPONSIBILITY



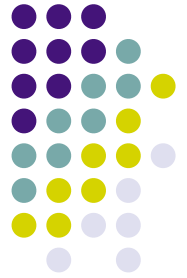
RESPONSIBLE = **Able to respond**

© Pitsel & Associates  
**NOT**

**“Who can we blame?”**

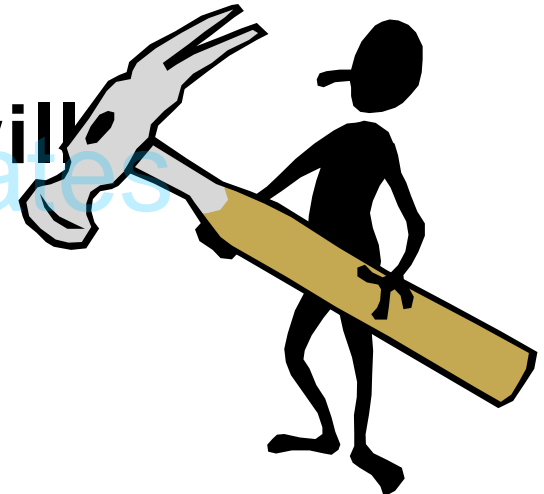


# THE MAIN TASK



How can we create a work environment where people will

© Pitsel & Associates



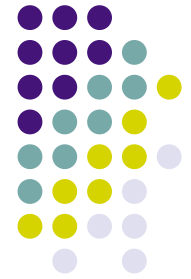
- Do what they are paid to do?
- Fix problems when they arise?
- Accept personal ownership for their work and output?

# PERFORMANCE MANAGEMENT



**A structured system to ensure that company and employee performance goals are in alignment. It starts with goals and finishes with consequences.**

# PERFORMANCE MANAGEMENT



## What it is NOT:

**It is not:** © Pitsel & Associates

- A once a year interview with staff
- A CYA memo in case of a lawsuit
- Blame Gaming –(a one-way discussion of how an employee made mistakes)

# PERFORMANCE MANAGEMENT



**The Performance Appraisal meeting comprises only PART of a Performance Management System. It is an important part, but only a part.**

# BENEFITS of a PERFORMANCE MANAGEMENT SYSTEM



- **Shared clarity over expected job results**
- **Builds a closer alignment between business strategy and recruitment**
- **Assures feedback to staff on job performance issues**
- **Identifies performance standards**



- **Increased staff motivation**
- **Improved safety record**
- **More intelligent use of resources**
- **Increased focus on essential tasks**
- **Greater accountability for supervisors**
- **Keep good staff**





# Downsides?

- Takes time to set it up right
- Requires training for ALL managers and supervisors
- **EVERYONE** must be on board and commit to making it work
- Adds to supervisory/managerial work load

# PERFORMANCE MANAGEMENT ELEMENTS



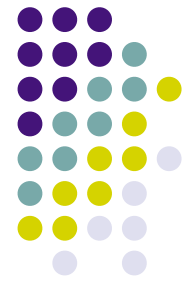
1. **Strategic Plan and Annual Goals**
2. **Job Descriptions**
3. **Performance Standards**
4. **Data Collection – Performance Measurement**
5. **Data Sharing – the Appraisal**
6. **Staff Development and Improvement**

# Strategic Plan and Annual Goals



## Assumptions:

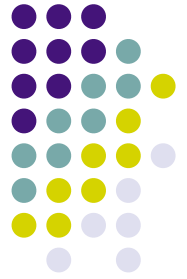
- Work performance should relate to the mission, goals and strategic plan of the Organization
- Employee goals should follow from their Department's goals which should support the mission and goals of the Organization



# Job Descriptions

**Job Descriptions are essential in order to:**

- **recruit the right people**
- **achieve personal accountability**
- **promote the most qualified**
- **provide appropriate training**



## **Job Descriptions should:**

- **reference required knowledge, skills, and attitudes**
- **identify the major purpose of the job and how it fits into the Organization's mission**
- **Be reviewed and updated if necessary, every 2-3 years**

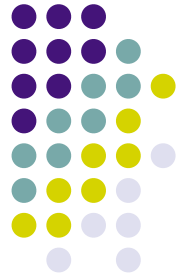
© Pitsel & Associates

# Performance Standards



**Performance Standards describe the conditions that must exist before the performance can be rated as satisfactory.**

# Performance Standards



- **Provide an objective basis for talking about performance**
- **Help employees know what an acceptable or unacceptable performance looks like**
- **Allow employees job satisfaction because they know when a job is well done**
- **Communicate management expectations to everyone**

# Performance Standards



**They should:**

- **Be realistic**
- **Describe relevant conditions**
- **Be expressed in terms of quantity, quality, time, cost, manner of performance or method of doing**
- **Be measurable**

# Data Collection - Performance Measurement



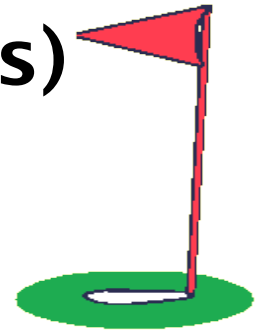
**What gets measured gets done!**

- Measure the **RIGHT** things, not the easy things
- Sample, don't cherry pick
- Measure against the standard, not against other workers
- Measure positive things not just

# Measurement

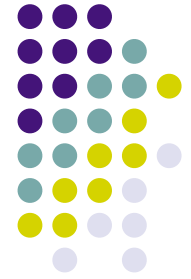


- Can be **less** of something (fewer errors, less scrap, fewer complaints)



© Pitsel & Associates

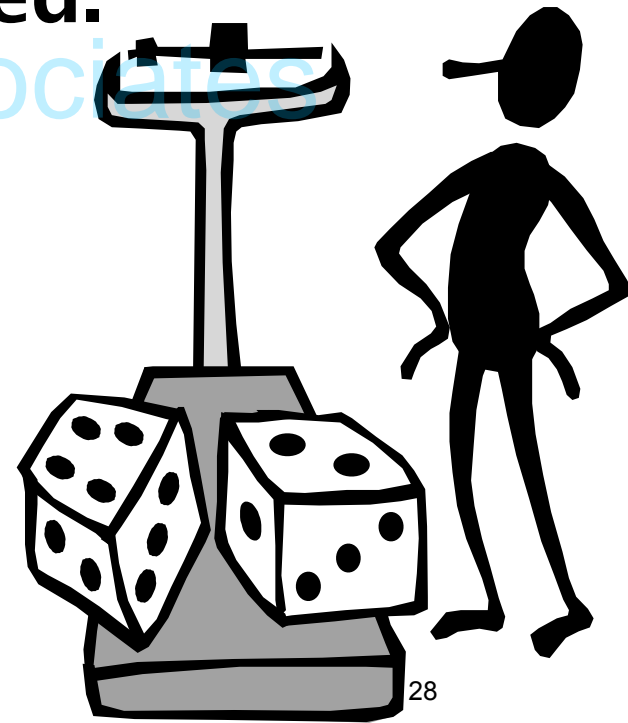
- Can be **more** of something (more calls made, more material processed)



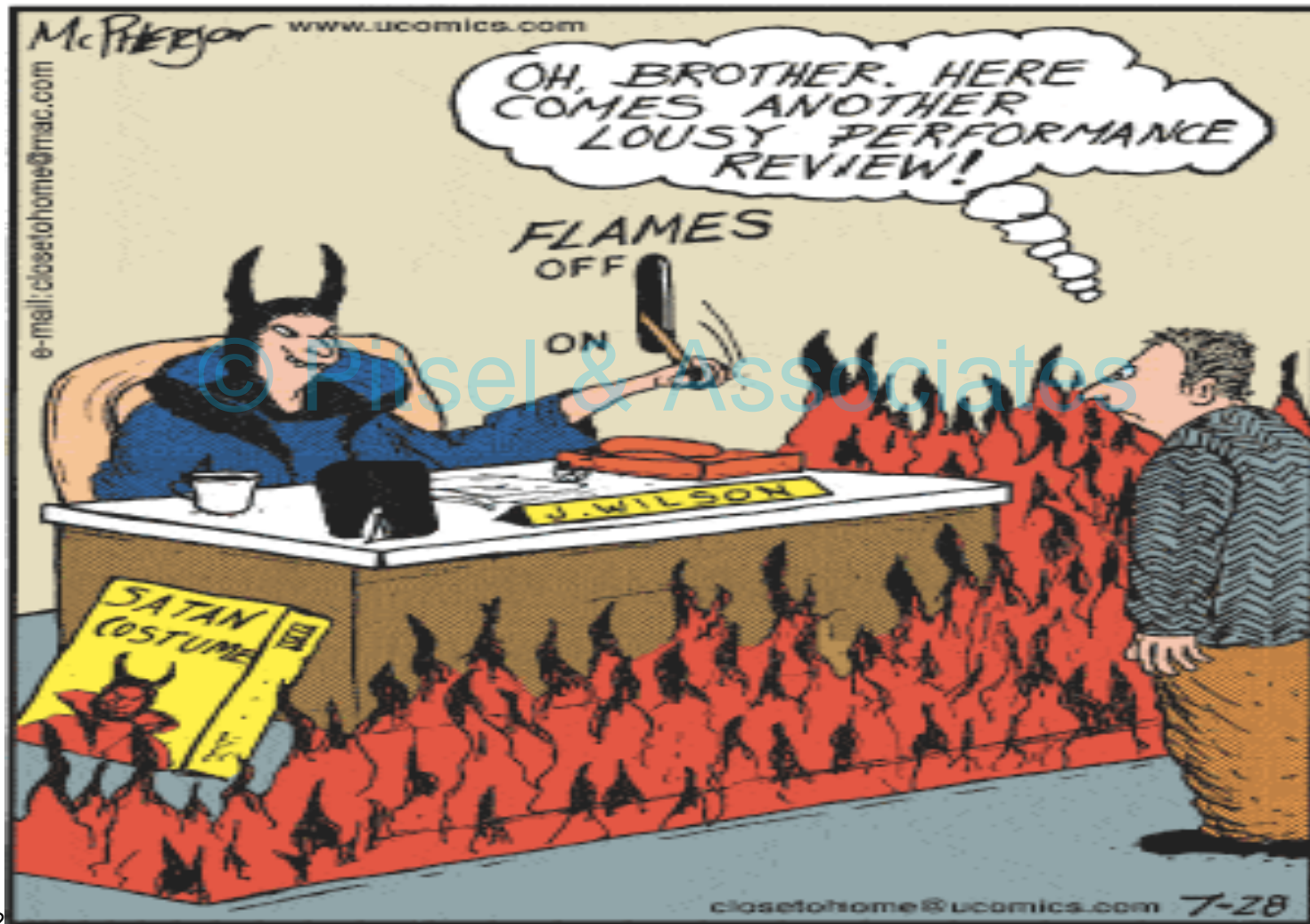
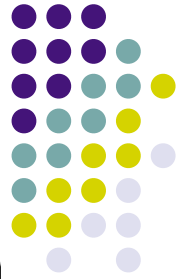
# Measurement

- Both supervisors and employees need to know **what** is being measured and **how** it is being measured.

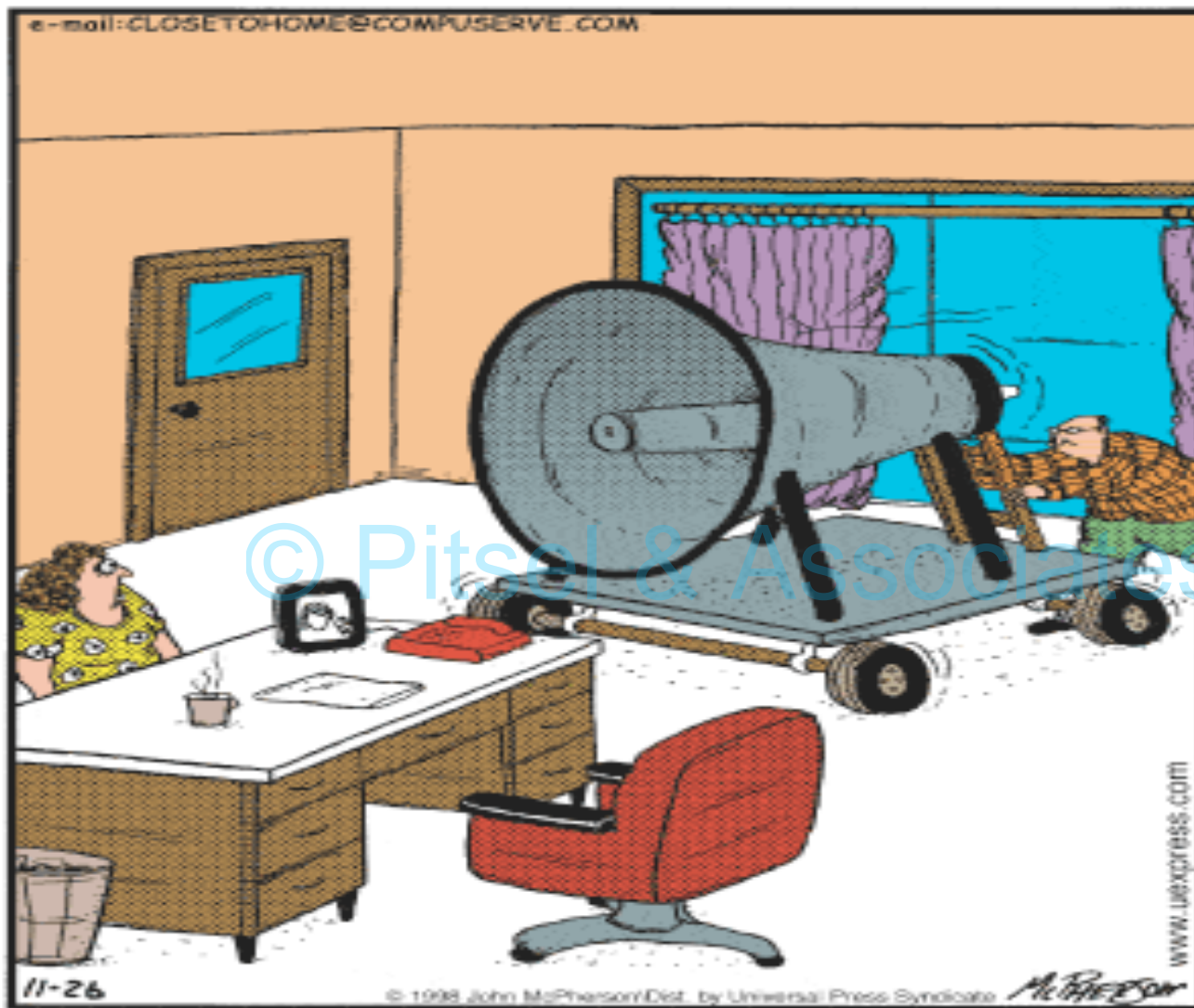
© Pitsel & Associates



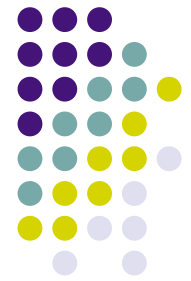
# The APPRAISAL



01/02/2



Although her performance review hadn't begun yet, Nancy sensed the worst.



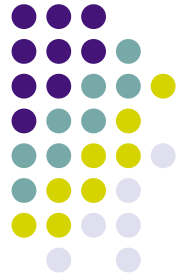
# Data Sharing – the Appraisal

**Why do so many supervisors hate to do a performance appraisal?**

- Hate giving negative, critical feedback
- Takes too much time



# The Appraisal



- Don't see any tangible results from the time spent

© Pitsel & Associates

- Not a measurable objective for their own appraisal
- Unclear on how to do it

# The Appraisal



## Why are Appraisals often done so badly?

- Poor or no preparation
- No training in how to do them right
- Insufficient time, rushed

© Pitsel & Associates



# The Appraisal

- Insufficient data, records
- Unclear expectations, objectives
- No linkage between employee and organization goals and objectives

© Pitsel & Associates

# Staff Development and Improvement



The final element in a Performance Management System is to Develop Staff competencies in order to Improve Staff Performance.

The Appraisal will identify **WHAT** needs to be developed; Development plans identify **HOW** the deficiencies are best addressed.

# Staff Development and Improvement



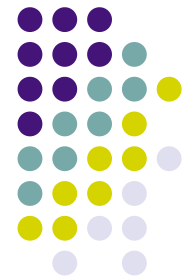
## Major methods of developing Managers and Supervisors:

- Coaching – External
- Mentoring – Internal
- Training – Internal workshops, seminars
- Training – Courses, Conferences
- Self-Development – Reading

# In Summary



- **Accountability, when demonstrated, requires positive consequences**
- **Accountability, when ducked, requires negative consequences.**
- **The best way of increasing organizational accountability is to have a fully functioning performance management system in place**



## In Summary

- **BMWC will NOT increase personal or organizational accountability**

## The LAW OF ACCOUNTABILITY

**Where there are no consequences  
there is no accountability**