



Accountabilities

The Accountabilities segment is included in every Role in the **MANAGEABLE** system, not just as a best practice, but as an essential feature.

Accountabilities are essential in the **MANAGEABLE** approach because the transparency and accountability they foster is proven to be effective in encouraging open, honest, and meaningful conversations about work.

They are a universal set of expectations for working in a culture of mutual trust and respect.

The Accountabilities are part of every Role at your organization, and because they are part of your Role, they will also be part of your standard performance appraisal. For this reason, it's important for you—a user of **MANAGEABLE**—to be aware of them. Your efforts in executing these Accountabilities will have direct impact on your success at your organization.

Our goal at **MANAGEABLE** is to help you make work better by creating an environment of mutual trust and respect. Clearly communicating accountability is a step on that path where you and your colleagues can thrive and focus on what's important: getting stuff done!

The specific Accountabilities for your Role will depend on the type of managerial accountability your Role has. In the simplest terms...

Managers are accountable to	Contributors are accountable to
Use their best efforts to Define expectations and produce results	Use their best efforts to Understand and meet expectations

We're here if there's anything we can do to help

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Accountabilities for Contributors

Accountabilities of All Employees

- Use your best efforts to do your work
- Demonstrate behavior consistent with company values and work within prescribed boundaries including company policies, standards, and procedures
- Tell your manager when you don't understand your work, require more resources or training, or otherwise can't complete your work for any reason
- Tell your manager as soon as possible—no surprises!—when you encounter obstacles that will stop you from completing your work up to required quality and within specified deadlines
- Tell your manager when you have ideas for improvement or when you believe that you can get more work done, you can do your work better or faster, or you can otherwise increase the quality of your work
- Tell your manager when you're unable to work at your best

Accountabilities of All Lead Employees

- Represent your manager when that manager cannot be present or is otherwise not available
- Provide feedback to your manager on the performance of the employees you lead
- Participate in the recruiting process of new employees when asked by your manager, and give hiring recommendations to the hiring manager when asked
- Perform administrative tasks and coordinate projects and special assignments at the direction of your manager
- Provide onboarding and training to employees as directed by your manager

Accountabilities for Managers

Accountabilities of All Managers

Managerial Leadership Practices

- Continuously work to improve your department's systems and processes
- Develop and execute a plan for how your department will help achieve company goals
- Prepare your team for times when you're not available and verify that your manager agrees with your plan
- Assign tasks, projects, or special assignments clearly so that team members know what's required, how much is needed, when it needs to be done, and what resources are available to them.
- Conduct regular meetings with all team members to discuss overall business context, plans, and problems; ensure that they understand how their roles and tasks align with the organization's mission and vision; seek their input/suggestions
- Coach team members on an ongoing basis to increase their own effectiveness in their role and provide feedback on situations where they've used their own judgment to solve problems
- Conduct team member appraisals—according to organizational policy—to judge how well they did in meeting your expectations and achieving desired output
- Provide additional training and/or resources to team members on an ongoing as-needed basis
- Coordinate development plans for team members at the direction of your own manager, their Skip Level Manager (SLM).
- Decide your team members' pay and merit increases within established organization compensation guidelines; communicate pay revisions with them
- Request additional team members when needed from your own manager
- When hiring, identify potential new employees for your team, and share with your manager; then select from those that your manager has also judged to be qualified for the role
- Onboard and train new team members into role requirements, working relationships, company requirements, and culture
- Deselect team members from their role if you determine that their best efforts cannot meet your expectations
- Terminate team members found guilty of a serious infraction of the company's rules or regulations

Accountabilities of All Skip Level Managers

Managerial Growth Practices

- Mentor Skip Level Team Members (SLTs) by meeting with them at least annually to determine their level of understanding of the business and learn about their career goals and plans
- Ensure that your team managers' judgments of capability, decisions on pay, and treatment of team members is consistent and fair in comparison with other peer managers
- Evaluate each SLT's potential for and interest in future career opportunities
- Decide on development opportunities—when available—for SLTs including professional development, training, role changes, and/or transfers between departments, and share that information with their manager, your own team member.
- Decide placement or non-placement for SLTs in the event of deselection by their manager
- Make the final decision on appeals and disputes between an SLT and their manager
- Review your hiring managers' pool of candidates and identify those that you judge to be qualified for the role

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