Mongolia: Enhancing Resource Management through Institutional Transformation

Job Analysis Project – Clarifying Accountability Workshop
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Clarifying accountability tool

- To help teams clarify individual, team and organizational roles and responsibilities.
- To identify and clarify personal accountabilities and responsibilities
- To reduce misunderstandings between colleagues
- Collaborative team effort
Symptoms of role confusion

- Delayed or incomplete work
- Questions about who does what
- Because of ineffective communication
- Poor morale
- Blaming others for not getting job done
- Out of balance workloads
- Decision making; approval processes take too long
- Unclear decision making; approval processes take too long
- Lack of action because of ineffective communication
What is an accountability chart?

<table>
<thead>
<tr>
<th>Who is RESPONSIBLE</th>
<th>The position or person who is <em>doing</em> the activity or work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is ACCOUNTABLE</td>
<td>The position or person accountable to ensure <em>the activity happens</em></td>
</tr>
<tr>
<td>Who is CONSULTED</td>
<td>The position or person who should be consulted <em>before</em> a decision or action is taken</td>
</tr>
<tr>
<td>Who is INFORMED</td>
<td>The position or person that needs to be informed <em>after</em> completion of the task or decision is made</td>
</tr>
</tbody>
</table>
## Creating an Accountability chart

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1</strong></td>
<td>Identify the activities or tasks you are examining and list them on the left-hand side of the chart</td>
</tr>
<tr>
<td><strong>Step 2</strong></td>
<td>Identify all of the positions involved and list them along the top of the chart</td>
</tr>
<tr>
<td><strong>Step 3</strong></td>
<td>Complete each square identifying who has the responsibility, accountability, who will be consulted and who will be informed</td>
</tr>
</tbody>
</table>
Accountability chart
Simple rules

• Every action or task must have someone accountable and responsible for it. Some tasks may not need to have someone consulted or informed.

• No task or action can have more than one person/position accountable for it. Resolve any conflicts where there is more than one for a task.

• There may be more than one person responsible (doing the work).
A simple example

Making Dinner

• Decide on the activities – write them on the left side
• Decide on who is involved – write them across the top
• Complete the squares for
  - Who is accountable
  - Who is responsible
  - Who is consulted
  - Who is informed
Possible answer

There is no “correct” answer – only what you as a team agree to

<table>
<thead>
<tr>
<th></th>
<th>Dad</th>
<th>Mom</th>
<th>Son</th>
<th>Daughter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choose recipe</td>
<td>C</td>
<td>A/R</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>Grocery shop</td>
<td>R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preheat oven</td>
<td></td>
<td>R</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare ingredients</td>
<td></td>
<td>A</td>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Do the dishes</td>
<td></td>
<td>A</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>
Additional tips

• Describing each activity or task – use an action verb such as:
  • Evaluate, record, monitor, collect, develop, publish, authorise, schedule, determine, prepare, approve, inspect, report, decide, write, operate, update, conduct, train, review, plan

• The positions involved may not be in your department – this is then an opportunity for you to have a discussion with them to confirm there is agreement on their role

• The number of people to be consulted (C) and informed (I) should be kept to a minimum

• 100% accuracy is not always required, the biggest value in this exercise is having the open discussion
Summary - Benefits

- Improved team communication and coordination
- Improved team efficiencies and effectiveness
- Identified problems with existing process
- Clarified individual and division roles and accountabilities