

RE: ACCOUNTABILITY MANAGEMENT

Following is a report from the Personnel Director regarding the Accountability Management Program.

RECOMMENDATION:

1. THAT the report of the Personnel Director be received for information purposes.

* * * * *

TO: MUNICIPAL MANAGER DATE: 1980 APRIL 03
 FROM: PERSONNEL DIRECTOR
 SUBJECT: ACCOUNTABILITY MANAGEMENT

RECOMMENDATION:

1. THAT this report be received by Council for information purposes.

REPORT

It has been our intention for some time to modify and strengthen our Burnaby Accountability Management System in order to ensure increased individual and organizational effectiveness.

Included in the present system is a Job Evaluation and an Annual Performance Appraisal Program that serves as a basis for the allocation of salary adjustment to Senior Exempt staff.

Proposed Modification

Now that the Annual Performance Appraisal Phase of AM is on stream, we would like to see the Burnaby Accountability Management System focus its attention on the promotion of teamwork, understanding and trust in the work environment. This can be achieved if:

- (a) All phases of the AM concept are formalized and integrated into our present system.
- (b) The Performance Appraisal Phase is modified to reflect, not only an assessment for merit pay adjustments, but also employee development and manpower planning.

Major Components of AM

The Accountability Management concept divides the work cycle into three distinct phases:

1. The Job Planning Phase which takes place at the beginning of the work cycle and which establishes mutual agreement between the employee and the supervisor regarding the employee's accountabilities, job expectations and standards of performance.
2. The Work Planning and Review Phase which involves a continuous process of coaching and teamwork in helping the employee achieve his objectives.
3. The Annual Performance Appraisal Phase which takes place at the end of the work cycle, and which measures the employee's on-the-job performance and assesses his developmental needs.

128

Principles of AM

The working relationship between a supervisor and an employee, as described above, encourages mutual trust, openness, frank communication, and results ultimately in increased employee motivation and productivity. It also reinforces the following principles:

1. More is gained by building an employee's strengths than by focusing on weaknesses.
2. Employees are capable of controlling themselves and the important aspects of their jobs without close supervision.
3. With knowledge of organizational goals and with coaching from the supervisor in setting objectives, an employee is capable of planning and making effective decisions.
4. Employee effectiveness is enhanced if the employee is given the opportunity to discuss on a regular basis throughout the year any points that may arise with respect to his accountabilities.

Schedule of Events

We are presently taking the following steps to make the modified Burnaby Accountability Management System fully operational for Senior Exempt staff by the end of 1980:

1. All members of the Senior Exempt staff have attended an AM Seminar which exposed them to the AM process, as envisaged in the Municipal Manager's memo dated 79 09 04, a copy of which is attached.
2. A pilot group, composed of four Department Heads and the Municipal Manager, and assisted by the Training and Development Coordinator, has drafted accountabilities, objectives and standards of performance for each of the group's members.
3. Members of the pilot group are now working with executive sub-groups (other Department Heads) in establishing the latter's respective accountabilities, objectives, standards and measures of performance.
4. Within the next several weeks the Municipal Manager will meet individually with each Department Head to discuss his respective accountabilities and to reach mutual agreement regarding standards of performance and a plan of action.
5. When all Department Heads are operational and are comfortable with their respective accountabilities, they will be asked to continue the implementation with subordinate senior staff.
6. The present Performance Appraisal System will also be reviewed during the above process.



D. F. Hicks
PERSONNEL DIRECTOR

ITEM	3
MANAGER'S REPORT NO.	29
COUNCIL MEETING	1980 04 14

PARKS & RECREATION ADMIN.
MUNICIPAL ENGINEER
CHIEF BUILDING INSPECTOR
PERSONNEL DIRECTOR
MUNICIPAL MANAGER

1979 09 04

ACCOUNTABILITY MANAGEMENT

It is my intention that our Burnaby Accountability Management System be modified and strengthened and implemented with the Department Heads to the fullest possible extent by the end of 1979.

The pilot group comprised of myself and each of you has been involved in several meetings and has gone through some exercises in drafting accountabilities, measures, standards and goals for each of your positions. Each member of the group has defined a major accountability of his position, including measures, standards and goals.

In order to continue with the implementation of the Accountability Management process I am asking the pilot group to proceed as follows:

1. We meet as a group to review the progress to date, re-affirm the approach to implementation, review a timetable, discuss the involvement of the Training and Development Coordinator and review a Management Philosophy Statement.
2. Following this meeting, each member to complete the working draft of all their accountabilities and to the greatest extent possible, appropriate measures, desirable standards of performance and objectives for the calendar year 1979. I have assigned the Training and Development Coordinator to assist members of the group as requested.
3. I will progressively meet with each of you individually to discuss your drafts and to reach mutual agreement on the accountabilities.
4. The remaining Department Heads will become involved in the Accountability Management implementation process following acceptance by the pilot group.
5. When all Department Heads are operational with the system and feel that it is working reasonably well, I will ask them to continue the implementation with subordinate senior staff.

It is my objective that the Accountability Management System will enhance working relationships, promote and improve understanding and communication, and contribute to an increased individual and organization effectiveness as well as being a means of allocating salary increments from time to time. I consider that the system can be modified and built into a process based on teamwork and trust in which each person's accountabilities and standards of performance are discussed honestly and openly between a supervisor and subordinate so that two-way communication is a definite outcome. I will emphasize the following principles during further development of the system:

1. Employees are capable of controlling themselves and the important aspects of their jobs without close supervision.

/2

2. With knowledge of organization goals and with coaching from supervisor in setting objectives, an employee will be capable of planning and making effective decisions.
3. More will be gained by building on an employee's strengths than by focusing on weaknesses.
4. Motivation and employee productivity will be enhanced by participation and involvement in setting objectives, including methods and approach to appraising performance.
5. Employee effectiveness will arise from working relationships based on trust, openness, and frank communication that results in the employee:
 - (a) knowing what is expected of him and when.
 - (b) being given guidance, coaching, and training.
 - (c) being delegated responsibility and authority and an opportunity to perform.
 - (d) receiving recognition and credit when performance deserves it.
 - (e) being given the opportunity to discuss on a regular basis throughout the year any points that may arise with respect to accountabilities and performance.
 - (f) being made aware of how his position contributes to the over-all effectiveness of the Department and the Corporation.

It is my intention that the present system be built to ensure that the above principles and objectives are met. I have confidence that the pilot group will be able to assist me in this respect.

I would therefore like to call the meeting of the pilot group referred to in #1 above for 14:00 h Monday 1979 September 10 in the Personnel Department Conference Room. Would you please advise my Secretary if you are unable to attend this meeting which I have scheduled to take place in 1 - 1½ hours.

ORIGINAL SIGNED BY

Melvin J. Shelley,
MUNICIPAL MANAGER.

MJS:bp

c.c. Training & Development Coordinator
Mr. Harry Van Eaton