

ACCOUNTABILITY VALUE: Measured effect of the job on **END RESULTS**. Measured on 3 dimensions: **FREEDOM TO ACT** (down the chart) and **MAGNITUDE OF RESULTS** (across the chart) and **IMPACT** on end results measured by R, C, S, and P, OR P.

-----**MAGNITUDE**----- (must be based on a responsibility or qualitative assessment (Small, Large etc.)

1. VERY SMALL	2. SMALL	3. MEDIUM	4. LARGE	5. VERY LARGE
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(IMPACT): R-Resource (Providing information, keeping data up to date and providing incidental services for use by others in the performance of their jobs.)

C-Contributory (Contributing explanatory, advisory or supporting input for use by others in making decisions and performing their job.

S-Shared (Explicit joint accountability for end results (expect over subordinates and equipment).

P-Primary (Decision, controlling impact on end results. Shared accountability of others is of minor/secondary importance.

R	C	S	P	R	C	S	P	R	C	S	P	R	C	S	P	R	C	S	P
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-----**FREEDOM TO ACT**-----

A. PRESCRIBED: jobs subject to direct and detailed instructions, close supervision and immediate feedback. Tasks are performed only one way.	20	14	18	25	14	17	25	23	19	25	32	43	25	32	43	57	32	43	57	74
	13	14	22	29	14	22	29	38	22	29	38	50	29	38	50	64	38	50	64	87
	24	17	25	33	15	23	33	43	25	33	43	57	33	43	57	74	43	57	74	100
B. CONTROLLED: jobs subject to instructions and established routines, supervision and fairly prompt feedback. Some latitude in choosing sequence of steps to accomplish tasks.	34	22	29	38	22	29	38	50	29	38	50	64	38	50	64	87	50	64	87	113
	19	25	33	43	25	33	43	57	33	43	57	74	43	57	74	100	57	74	100	132
	22	29	38	50	29	38	50	64	38	50	64	87	50	64	87	113	64	87	113	152
C. STANDARDIZED: jobs subject to standardized work routines, practices and procedures. General work instructions with supervision of progress and results. Some amount of freedom as to how the job is performed.	25	33	43	57	33	43	57	74	43	57	74	100	57	74	100	132	74	100	132	175
	29	38	50	64	38	50	64	87	50	64	87	113	64	87	113	152	87	113	152	200
	33	43	57	74	43	57	74	100	57	74	100	132	74	100	132	175	100	132	175	230
D. GENERALLY REGULATED: jobs subject to practices and procedures which have clear precedents or are covered by operational guidelines/policies. Review of end results after the fact.	38	50	64	87	50	64	87	113	64	87	113	152	87	113	152	200	113	152	200	264
	43	57	74	100	57	74	100	132	74	100	132	175	100	132	175	230	152	200	230	304
	50	64	87	113	64	87	113	152	87	113	152	200	113	152	200	264	200	264	264	350
E. DIRECTED: jobs are free to determine how to achieve clearly defined, routine team objectives. Covered by functional precedents and policies. Free to determine how to achieve results.	57	74	100	132	74	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400
	64	87	113	152	87	113	152	200	132	175	200	264	152	200	264	350	200	264	350	460
	74	100	132	175	100	132	175	230	152	200	230	304	175	230	304	400	230	304	400	538
F. GENERALLY DIRECTED: jobs are subject to functional policy objectives and are generally longer term objectives (3 - 12 years). Freedom to determine the how and what of the task within the broader objectives.	87	113	152	200	113	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608
	100	132	175	230	152	200	230	304	175	230	304	400	230	304	400	538	304	400	538	700
	113	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800
G. GUIDED: jobs are subject to general direction and/or broad policies. Broad and long term objectives with impact to entire company.	132	175	230	304	175	230	304	400	230	304	400	538	304	400	538	700	400	538	700	930
	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1054
	175	230	304	400	230	304	400	538	304	400	538	700	400	538	700	930	538	700	930	1214
H. STRATEGICALLY ORIENTED: Subject only to top management policies.	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1054	608	800	1054	1400
	230	304	400	538	304	400	538	700	400	538	700	930	538	700	930	1214	700	930	1214	1600
	304	350	460	608	350	460	608	800	460	608	800	1054	608	800	1054	1400	800	1054	1400	1840

Hay Guide Chart Canada

Brendan G. Carr



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Canadian Human Resource Management Hermann Franz Schwind,1999 **Reward Management in Context** Angela Wright,2004 Understand how to design and implement reward management in the workplace *The Executive Handbook on Compensation* Charles H. Fay,2001 For more than fifty years human resources departments have turned to HayGroup for concrete practical advice on how to structure compensation programs Also the authority behind leading books on compensation HayGroup renders all others obsolete with this publication the new last word on compensation The Executive Handbook on Compensation speaks directly to businesses most important concerns highlighting dramatic changes in the world of business over the past decade changes caused by the globalization of the economy the diversification of the workforce new work habits including flexible time and telecommuting and organizational shifts that require that compensation packages maximize employee employer partnerships like never before The Executive Handbook on Compensation shows managers how to Reward and retain key people Determine affordable appropriate pay scales Evaluate employee expectations and boost morale Develop nontraditional and contingency based compensation Use the latest electronic media to improve the way businesses document evaluate price and plan jobs **Canadian Maternity and Pediatric Nursing** Jessica Webster,Caroline Sanders,Susan Ricci,Theresa Kyle,Susan Carmen,2019-08-14 Canadian Maternity and Pediatric Nursing prepares your students for safe and effective maternity and pediatric nursing practice The content provides the student with essential information to care for women and their families to assist them to make the right choices safely intelligently and with confidence **The Canadian Countryman** ,1928 **Official Gazette of the United States Patent and Trademark Office** ,1991 **The Canadian Magazine** ,1894 *Personnel Literature* United States. Office of Personnel Management. Library,1958 Handbook of Industrial Engineering Gavriel Salvendy,2001-05-25 Unrivalled coverage of a broad spectrum of industrial engineering concepts and applications The Handbook of Industrial Engineering Third Edition contains a vast array of timely and useful methodologies for achieving increased productivity quality and competitiveness and improving the quality of working life in manufacturing and service industries This astoundingly comprehensive resource also provides a cohesive structure to the discipline of industrial engineering with four major classifications technology performance improvement management management planning and design control and decision making methods Completely updated and expanded to reflect nearly a decade of important developments in the field this Third Edition features a wealth of new information on project management supply chain management and logistics and systems related to service industries Other important features of this essential reference include More than 1 000 helpful tables graphs figures and formulas Step by step descriptions of hundreds of problem solving methodologies Hundreds of clear easy to follow application examples Contributions from 176 accomplished international professionals with diverse training and affiliations More than 4 000 citations for further reading The Handbook of Industrial Engineering Third Edition

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1. Understanding the eBook Hay Guide Chart Canada
 - The Rise of Digital Reading Hay Guide Chart Canada
 - Advantages of eBooks Over Traditional Books
2. Identifying Hay Guide Chart Canada
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Hay Guide Chart Canada
 - User-Friendly Interface
4. Exploring eBook Recommendations from Hay Guide Chart Canada
 - Personalized Recommendations
 - Hay Guide Chart Canada User Reviews and Ratings
 - Hay Guide Chart Canada and Bestseller Lists
5. Accessing Hay Guide Chart Canada Free and Paid eBooks
 - Hay Guide Chart Canada Public Domain eBooks
 - Hay Guide Chart Canada eBook Subscription Services
 - Hay Guide Chart Canada Budget-Friendly Options
6. Navigating Hay Guide Chart Canada eBook Formats

- ePub, PDF, MOBI, and More
- Hay Guide Chart Canada Compatibility with Devices
- Hay Guide Chart Canada Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Hay Guide Chart Canada
 - Highlighting and Note-Taking Hay Guide Chart Canada
 - Interactive Elements Hay Guide Chart Canada
- 8. Staying Engaged with Hay Guide Chart Canada
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Hay Guide Chart Canada
- 9. Balancing eBooks and Physical Books Hay Guide Chart Canada
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Hay Guide Chart Canada
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Hay Guide Chart Canada
 - Setting Reading Goals Hay Guide Chart Canada
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Hay Guide Chart Canada
 - Fact-Checking eBook Content of Hay Guide Chart Canada
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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