

**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 (could be based on a responsibility or qualitative assessment (Small, Large etc.)																			
1. VERY SMALL					2. SMALL					3. MEDIUM					4. LARGE				

**(IMPACT):** R- Remote (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**

<b>A. PRESCRIBED:</b> jobs subject to direct and detailed instructions, close supervision and immediate feedback. Tasks are performed only one way.	25	14	18	25	14	17	25	23	19	25	32	43	25	32	43	37	32	43	37	76	
	13	14	22	29	16	23	29	38	22	29	38	50	29	38	50	66	38	50	66	87	
	24	17	25	33	19	25	33	43	25	33	43	57	33	43	57	74	43	57	74	100	
<b>B. CONTROLLED:</b> jobs subject to instructions and established routines, supervision and fairly prompt feedback. Some latitude in choosing sequence of steps to accomplish tasks.	34	23	29	38	22	29	38	50	29	38	50	66	38	50	66	87	50	66	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	66	38	50	66	87	50	66	87	113	66	87	113	152	
<b>C. STANDARDIZED:</b> 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.	35	39	49	57	39	49	57	74	49	57	74	100	57	74	100	132	74	100	132	175	
	29	38	50	66	38	50	66	87	50	66	87	113	66	87	113	152	87	113	152	200	
	33	43	57	74	43	57	74	100	57	74	100	133	74	100	133	175	100	133	175	230	
<b>D. GENERALLY REGULATED:</b> 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	66	87	50	66	87	113	66	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	66	87	113	66	87	113	152	87	113	152	200	113	152	200	264	200	264	264	350	
<b>E. DIRECTED:</b> 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	
	66	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	528	
<b>F. GENERALLY DIRECTED:</b> jobs are subject to functional policy objectives and are generally longer term objectives (3 - 5 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	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	
	113	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	
<b>G. GUIDED:</b> 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	528	304	400	528	700	400	528	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	528	304	400	528	700	400	528	700	930	528	700	930	1214	
<b>H. STRATEGICALLY ORIENTED:</b> Subject only to top management policies.	200	264	350	460	264	350	460	608	264	350	460	608	800	460	608	800	1054	608	800	1054	1400
	230	304	400	528	304	400	528	700	400	528	700	930	528	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

**Angela Wright**



## Hay Guide Chart Canada:

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