

Example 9:

An Accountability Agreement for a Human Resources Advisor

Business Focus Statement

- Employment systems and practices that value differences and treat people fairly.
- Leading-edge staffing practices.
- Enhanced capacity in managers to make successful staffing decisions.

Accountabilities

I am personally accountable for:

1. Staffing

- Ensuring that staffing processes are based on core competencies, and developing assessment tools to support this framework.
- Ensuring that managers in the hiring process understand best practices, are clear on the outcomes they seek, understand applicable regulatory and policy issues, and know their accountabilities.
- Developing and creating organizational support for redeployment.
- Spending the advertising budget wisely, and ensuring consistent and effective advertising.
- Ensuring that immigration processes are met.
- Ensuring that job applicants have a good impression of our organization.

2. Leadership

- Coaching and mentoring the staffing team to deal with current conflict and leadership issues.
- The success of my direct reports.
- Staying abreast of the latest legislation, trends, and issues in staffing.
- Modeling ethical behaviour.
- Ensuring that department heads understand the need for human resource and succession planning.

Supports

- Weekly meetings and prompt, frank feedback from my Director.
- Opportunity to influence decisions that affect recruitment and selection.
- Exposure to senior management on staffing issues.
- Full-time support person dedicated to staffing.
- Faster computer.
- Continued coaching from our external consultant.

Measures

- Ratio of posting to hire time.
- Number of managers coached.

Real-Life Examples

- Specific approaches used in the staffing process.
- New initiatives developed (manual, tip sheets, handbooks).
- Number of positions filled.
- Violations of policies and regulations.

Goals

- Establish mechanism for measuring hiring-managers' satisfaction by end of quarter (including structure questionnaire, follow-up meetings).
- Conduct two coaching sessions with line managers I have not yet worked with by end of quarter.
- Review advertising effectiveness for past six months by end of quarter.

Consequences

- Verbal and written recognition from director.
- Freedom from clerical work.
- Director represents me as promotable.
- Opportunity to attend this fall's Human Resource conference.
- Opportunity to begin further education program.
- Self-development and pride in my work and reputation.

Evergreen Plan

- Review progress with Director once per quarter during goal-setting.
- Keep this document in my activity planner as a constant reminder.