



CAREER COMPASS

Steer Your Career. Accelerate Our Mission.

Building an Accountability Framework

Participant Workbook

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Introduction

Objectives-You Will Be Able To:

- Understand the meaning of accountability
- Apply an accountability framework to your projects
- Generate and use a RACI matrix to hold your team accountable



Agenda

- What is accountability?
- What is an accountability framework and why and how do you use one?
- RACI: A tool for team accountability
- Tips for remote team accountability

What is your definition of accountability? Use the space provided here to capture your thoughts.

Accountability is the quality or state of being accountable, especially an obligation or willingness to accept responsibility or to account for one's actions

Source: Merriam Webster dictionary

Responsibility vs. Accountability

- **Responsibility:** Task-oriented
- **Accountability:** Answerability for those tasks



When you're responsible for something, you may not necessarily be accountable, but when you're accountable, you're obligated to take responsibility.

Identify a project or team that you are accountable for

- *What is the project?*
- *What are some barriers you are currently encountering?*

Accountability Framework

Accountability framework is a conceptual structure that outlines both the ownership of responsibilities to a project, as well as plans for achieving the initiative and measuring success. Being accountable for a project can be a huge undertaking and it may feel overwhelming. It may be helpful, if it's a larger project, to give it some structure. This is where using an accountability framework can be helpful.



Results Based Accountability Framework

A specific type of accountability framework is called “Results Based Accountability.”

This concept was coined by Mark Friedman, in his book “*Trying Hard Is Not Good Enough.*”

It’s a six-step process where you start with the end goal in mind, and work your way backwards, step by step.

Results Based Accountability framework works well because:

- It moves you from talk to action quickly.
- It is a simple process that everyone can understand.
- It can help overcome assumptions that are barriers to innovation or getting the job done.
- It builds collaboration / consensus.
- It is data driven / measurable.
- It can be used as a roadmap for any size of project, small to global.

Steps to Set Up a Results Based Accountability Framework



Think about the project you identified earlier. How could you put a Results Based Accountability framework in place to achieve success? Think through the 6-step process.

1. What results are you trying to achieve?

a) Select performance measures:

- How much did you do? (Quantity)

- How well did you do it? (Quality)

- Is anyone better off? (Impact)

2. How are you doing so far?

3. Why are you at the current status?

4. Who are the people that need to be involved?

5. What steps can be taken?

6. What do you propose?

Accountability Framework Best Practices



Clearly define expectations for all involved parties



Be able to reasonably defend all decisions



Be open to feedback



Accept responsibility



Seek continuous improvement

RACI

RESPONSIBLE

This is the person who will complete the task or process.

ACCOUNTABLE

This person is ultimately accountable for the task or process.

CONSULTED

People that are consulted in order to be able to complete the job (often subject matter experts).

INFORMED

People that need to be aware of the progress and/or receive output from the task or process.

RACI Example Matrix

Project Tasks	Project Manager	Project Sponsor	Project Analyst	Technical Analyst
Define the Scope	R	A	C	I
Define Project Deliverables	A	C	R	C
Define Shareholder Matrix	A	C	R	C
Define Governance Structure	R	A	C	I
Define the Implementation Approach	A	C	R	C
Define Risks and Issues	A	I	R	C
Project Charter	R	A	C	I

Note: A printable job-aid for completing an accountability matrix can be found here:

<https://www.navfac.navy.mil/Accountability>

Tips for Accountability

- Set clear expectations
- Always highlight the big picture
- Involve employees in planning process
- Make sure the entire team knows who is accountable for what
- Give employees all the resources they need
- Don't avoid confrontation



Tips for Remote Accountability

Same as previous, but specifically focus on:

- Having daily/weekly check-ins
- Helping to set boundaries to avoid burnout
- Leveraging technology
- Making results visible

Culture Built on Accountability

- Deadlines are met
- Mistakes are made, but not repeated
- High quality work product
- The team is high performing
- There is a sense of trust within the team

Final Reflection

“If you are building a culture where honest expectations are communicated and peer accountability is the norm, then the group will address poor performance and attitudes.”

- **Henry Cloud**

- How can you apply these Accountability techniques at your workplace?
- What is the most important tip you will share with a co-worker?

Use the space provided to capture your response.

Contact Information

BD17 Contact Information: Write to us! We are always seeking to improve our learning and development products and encourage your feedback. Please email us with your suggestions and we will incorporate them into future work. Additionally, we are available to answer any questions about the content you may have and provide additional resources to support your learning endeavors.

- NAVFACHQTotalForceDevelopment@navy.mil

Development Resources

Career Compass Resource Center: An online source of information that provides NAVFAC civilian employees access to professional growth and development opportunities.

- <https://www.navfac.navy.mil/ccrc>

To access more content specific to the **Accountability** competency:

- <https://www.navfac.navy.mil/Accountability>

Career Compass Catalog: an online tool which provides you with information to help you take ownership of your professional development. It identifies options to assist in planning and creating a successful career path within NAVFAC.

- <https://www.navfac.navy.mil/ccc>

Course Credit

You will receive credit for participating in this course. Email the address below. Make sure to include all the following information:

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Address	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
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