

# Accountability as Covenant

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- A voluntary statement of personal commitment against which accountability is offered
- toward the organisation and those served
- for a recognised radius of influence
- for the unique contribution made individually and in collaboration with others



## **A Covenant is:**

**“an agreement held to be the basis of a relationship of commitment with God. ”**

**A statement by God ensuring sovereign action in favour of His people.**

# An Accountability Covenant

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- ❑ Is an individual, unique, personal approach
- ❑ Is up to each person to initiate
- ❑ Cannot be ‘institutionalised’
- ❑ Cannot be disowned
- ❑ Cannot be avoided
- ❑ Is unconditional

**Delegating / sharing  
accountability does  
not relieve  
or diminish  
ones accountability!**

# Accountability for my actions means that results are not enough!

## Accountability Covenant

A treasurer is  
accountable for the  
financial integrity of  
the organisation

An HR manager is accountable for  
the success of everyone who  
reports to him directly.

## Performance Results

A treasurer who  
has done his job  
well will produce  
clean audits.

An HR manager must  
ensure that every  
employee receives  
Training, is evaluated and  
receives timely  
communication.

# Accountability for results requires room for latitude, personal judgement and decisions


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## **Type I Error**

- ❑ ‘Getting it wrong’
- ❑ Failure to follow procedure
- ❑ Failure to score on the ‘tick sheet’.
- ❑ Accountable for what you do; not what you deliver!

## **Type II Error**

- ❑ Sub-optimisation
- ❑ Failure to deliver strategic results
- ❑ Proportional responsibility for organisational failure!



# Accountability for the organisation is everyone's responsibility

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- ❑ Not just the CEO / Admin /Leadership
- ❑ Not just my results
- ❑ Not just my image
- ❑ Not just my performance review
- ❑ Not just my department / interest group

# Accountability without consequence is meaningless

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- ❑ **The process contributes to :**
- ❑ Perception of worth
- ❑ New opportunities
- ❑ Ownership
- ❑ Fairness
- ❑ Praise
- ❑ Occasionally reward

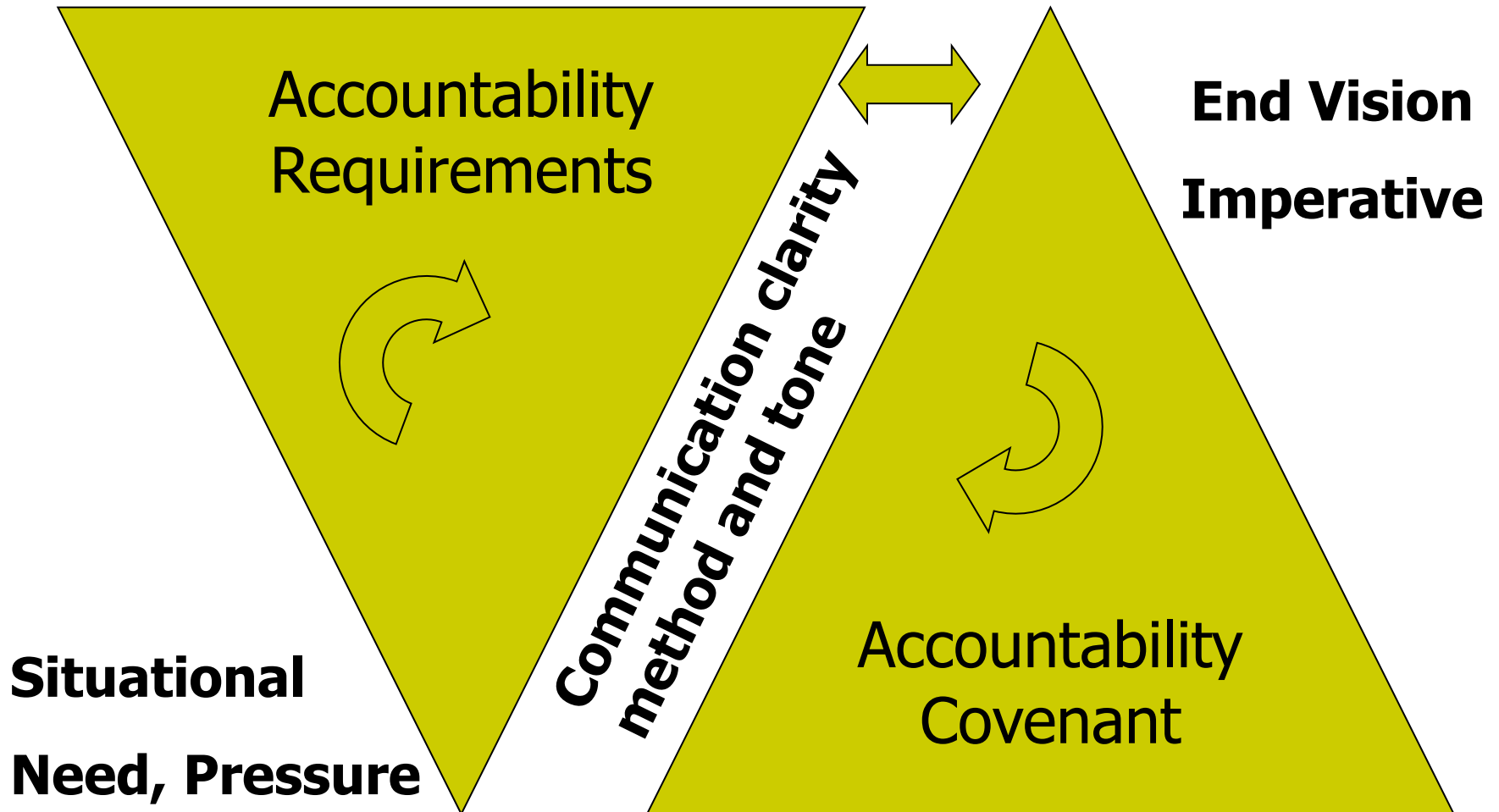


	<b>Accountability Covenant</b>	<b>Performance Driven Contract</b>	<b>Job Description</b>
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Participation in direction	<b>Validates a discussion of positive and negative outcomes.</b>	Focus on consequences for compensation/reward.	Employer defines the job and rewards by virtue of job / years of service.
Strategic Mindset	<b>Orientates the employee to discover their unique contribution.</b>	Strategic, but focuses on measurable elements.	No goals or strategic focus.
Relationship	<b>Employer/Employee relationship is adult collegial. Peer to peer.</b>	Relationship tends to be role play tends toward Supervisor / Actor	Relationship Supervisor / Dependent
Role Definition	<b>Tailored toward the individuals strengths.</b>	Defined in terms of indicators some of which may be strengths.	Focus is on the traditional definition of 'the job'.
Outcome evaluation	<b>Broad holistic outcomes. Entrepreneurial perspective.</b>	Narrow results oriented focus.	Looks at 'job delivery' not consequences for clients .
Time Perspective	<b>Includes trend, accountabilities over the review period.</b>	Focuses on specific goals within limited time period.	Focus on activities, goals, competencies. Not goals or results.
Ecology of Accountability	<b>Recognises the interaction of accountabilities between players</b>	Ignores the accountabilities of others	Doesn't consider accountabilities in any direction.

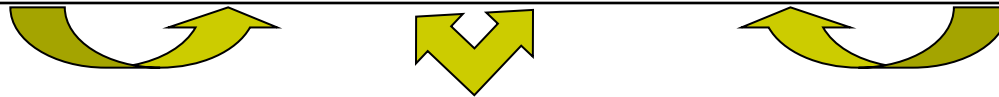
**Leader's Preferred  
Operational Style**

**Make up, competence and  
needs of the led**





**Time Frame: Immediate, Regular, Occasional, Need to know, Annual, Relational**



**Consequence: Vision Building, Life & Death, Motivational, Collaboration, Personal Benefit**

# 1 Clarify your mission statement

Treasurer	Pastor	
Ensure the financial integrity of my organisation	Acquaint and disciple every parishioner into a relationship with Jesus Christ.	
Facilitate the cycle of generosity between donors and service deliverers	Facilitate self sufficient leadership of the 'Paradise' SDA Church	
Ensure all services / depts. are adequately and fairly resourced.	Offer pastoral comfort for hurting people within my parish.	
Build a trusting community.		
Motivate and inspire all stakeholders.		

## 2 Identify Specific & Generic Accountabilities

Treasurer	Pastor	
Publish timely, accurate, meaningful financial statements. Evidence of Openness		
Manage the security of resources through appropriate investment and risk minimisation methods.		

# 3 Identify facilitative requirements

Treasurer	Pastor	

# 4 Brainstorm a list of measures

Treasurer	Pastor	

# 5 Define your goals

Treasurer	Pastor	

# 6 Negotiate consequences

Treasurer	Pastor	

# 7 Renewal Framework

Treasurer	Pastor	