

1: Governance and Accountability - New York Essays

Governance & Accountability A government accountable to its citizens is one of the cornerstones of an open societyâ€”helping to ensure fairness, economic equality, and civic participation. The Open Society Foundations work with governments and businesses to advance transparency, rule of law, and good governance around the world.

They react quickly and responsively to inquiries and questions, and also offer solid advice. I have also seen them grow their business successfully over this time period. Their regular newsletter provides me with a one-stop source to stay current on sustainability issues and developments. Since its inception eight years ago, Hank Boerner and Louis Coppolla have been lending their expertise and insights as we create and test new programs. Their collaborative approach is both unique and refreshing, and serves as an important reminder that trust cannot only be built but truly flourish. In addition, they provide badly needed research on companies doing sustainability reporting and trends in sustainability in both the business and investment communities. Their expertise in corporate ESG strategy consulting was indispensable in putting the study results into context for encouraging better corporate disclosure as well as for investors to meaningfully engage with companies they invest in. Anyone who met Hank and Lou would agree that their can-do attitude is not only a delight, but is the indispensable part of the services they provide. Developing quality leadership and staffâ€¦. Emphasizing and demonstrating the critical importance of accountable, ethical and sustainable behaviorâ€¦. All leading to the long-term, viable survivability of its clients in a fast-changing world. And you can bank on it! I applaud these efforts. They also keep me well informed of new trends and opportunities and have helped me grow my networking with other sustainability professionals. They have the ability to take complex concepts and make them understandable. They respond quickly and completely to requests, are able to accomplish large tasks and projects efficiently and in a cost-effective manner. I appreciate very much the way it aggregates and condenses key developments and updates in the field. They went far beyond the scope of work to ensure we are headed in the right direction as we pursue alignment with the Global Reporting Initiative guidelines. In a deadline-driven environment, Hank and Louis have always been available to shed light on complex topics, which have helped shape the industry. I am honored to have an opportunity to work with such a team. Their knowledge and expertise have provided us with valuable industry insights. Over the last few years, this consistent volume of corporate reporting underscores the importance and staying power of considering ESG issues when setting corporate strategies, managing resources and communicating to important stakeholders such as customers, employees and shareholders. What is the Quality of the Content of These Reports?

2: Governance and accountability | DeepMind

1. Accountability in Governance the offending party or remedy the Accountability ensures actions and decisions taken by public officials are subject to oversight so as to.

Five principles of good governance – accountability Corporate governance Simon Lowe 17 Jul In a risk averse, blame attributing society, accountability is often seen as a way of shifting responsibility. But it should be a process that helps businesses manage risks, protect existing value and enable further value-creation. As accountability becomes increasingly public, boards must demonstrate responsibility for decision taking. But accountability is more than meeting regulatory requirements or explaining how things went wrong, it is about holding others to account and being accountable to others. Defining board accountability Understanding of accountability is inconsistent. Accountability and transparency go hand-in-hand. While not all decisions can be shared outside the business, the right tone can be established for shareholders and wider stakeholders through the way a company communicates its strategy, risks and results. Informed investors can weigh up the risks and make their own judgements; the ill-informed can only react, or overreact, to events. Demonstrating accountability – particularly in the annual report – gains stakeholder trust and earns capital; be it investment funds, supplier working capital or the commitment of employees and customers. Accountability is not always easy to demonstrate. In reporting, accountability should be addressed throughout the annual report. It should relate back to the company business model and strategy, as well as how the board is addressing the business risks and viability. The audit committee is particularly important, clearly demonstrating accountability in its reporting on key matters like: As a business, here are some things you should consider: Strategy Is your business strategy and model connected to other key areas of concern for the board, such as risks, KPIs, remuneration, nominations and succession planning? If so, how does this strategy underpin your decision making? Responsibility Are there clear delegated levels of authority for the board and for others in management? Do directors and managers understand who is responsible for decisions and actions, and acknowledge their personal and group accountability? Are these documented and regularly reviewed in the light of new and emerging business streams and is there a process for monitoring that they are operating effectively? Transparency When making board decisions, are you clear about how and why the board and committees come to their decisions? Can these be reported transparently? Are you transparent in outlining how the independence of external auditors is established and maintained? Do you provide detail on the tender process, and how and why you chose the auditor? Although relating primarily to relations with auditors, the same process should apply to other external advisors, such as search firms, boards evaluators or remuneration consultants. Culture It is important to understand the culture of decision-making. Are you seeking to empower your employees or guide them? How is the culture of the organisation promoted from the board and embedded into the organisation? Risk How is risk viewed within your organisation and what is the process for risk management? Does your strategy require you to be risk enabled or risk averse? The board needs to consider what accountability means and then address it and demonstrate its commitment. Find out more Sign up to get the latest governance and board updates by email.

3: Accountability - Wikipedia

Accountability is an essential element for achieving organizational success. It helps an organization and its stakeholders strengthen operational capacity and achieve objectives over the short and long term.

Dwivedi, and Joseph G. Jabbar list 8 types of accountability, namely: Political[edit] Political accountability is the accountability of the government , civil servants and politicians to the public and to legislative bodies such as a congress or a parliament. Hirschman makes substantial contributions to accountability theory, positing exit or voice as pivotal accountability mechanisms. The literature connects this disposition of autonomy or dependence to its fiscal capacity. States that are most responsive adjust to exit or voice. All three of these sufficiently broad categories present ways and means of holding the state accountable. Recall elections can be used to revoke the office of an elected official. Generally, however, voters do not have any direct way of holding elected representatives to account during the term for which they have been elected. Additionally, some officials and legislators may be appointed rather than elected. Constitution , or statute , can empower a legislative body to hold their own members, the government, and government bodies to account. This can be through holding an internal or independent inquiry. Inquiries are usually held in response to an allegation of misconduct or corruption. The powers, procedures and sanctions vary from country to country. The legislature may have the power to impeach the individual, remove them, or suspend them from office for a period of time. The accused person might also decide to resign before trial. Impeachment in the United States has been used both for elected representatives and other civil offices, such as district court judges. In parliamentary systems, the government relies on the support or parliament, which gives parliament power to hold the government to account. For example, some parliaments can pass a vote of no confidence in the government. Beyond that institutions can act as credible restraints on autocracy as well. Researchers at the Overseas Development Institute found that empowering citizens in developing countries to be able to hold their domestic governments to account was incredibly complex in practice. However, by developing explicit processes that generate change from individuals, groups or communities Theories of Change , and by fusing political economy analysis and outcome mapping tools, the complex state-citizen dynamics can be better understood. As such, more effective ways to achieve outcomes can hence be generated. The researchers concluded that CSOs are most effective when they draw in a broad web of actors from across the accountability system, including the media, auditors, donors, the legislature, executive insiders, and political parties. Social accounting and Environmental accounting Within an organization, the principles and practices of ethical accountability aim to improve both the internal standard of individual and group conduct as well as external factors, such as sustainable economic and ecologic strategies. Also, ethical accountability plays a progressively important role in academic fields, such as laboratory experiments and field research. Debates around the practice of ethical accountability on the part of researchers in the social field “ whether professional or others “ have been thoroughly explored by Norma R. Administrative[edit] Internal rules and norms as well as some independent commission are mechanisms to hold civil servants within the administration of government accountable. Within department or ministry, firstly, behavior is bound by rules and regulations; secondly, civil servants are subordinates in a hierarchy and accountable to superiors. Nonetheless, there are independent "watchdog" units to scrutinize and hold departments accountable; legitimacy of these commissions is built upon their independence, as it avoids any conflicts of interests. The accountability is defined as "an element which is part of a unique responsibility and which represents an obligation of an actor to achieve the goal, or to perform the procedure of a task, and the justification that it is done to someone else, under threat of sanction". For example, the use of unique user identification and authentication supports accountability; the use of shared user IDs and passwords destroys accountability. Individuals within organizations[edit] Because many different individuals in large organizations contribute in many ways to the decisions and policies, it is difficult even in principle to identify who should be accountable for the results. This is what is known, following Thompson, as the problem of many hands. If individuals are held accountable or responsible, individuals who could not have prevented the results are either unfairly

punished, or they "take responsibility" in a symbolic ritual without suffering any consequences. If only organizations are held accountable, then all individuals in the organization are equally blameworthy or all are excused. Various solutions have been proposed. One is to broaden the criteria for individual responsibility so that individuals are held accountable for not anticipating failures in the organization. Another solution, recently proposed by Thompson, is to hold individuals accountable for the design of the organization, both retrospectively and prospectively. Moreover, the government is obliged to empower members of agencies with political rights to run for elections and be elected; or, appoint them into the public sector as a way to make the government representative and to ensure that voices from all constituencies are included in policy-making. Legal scholar Anne Davies, for instance, argues that the line between public institutions and private entities like corporations is becoming blurred in certain areas of public service in the United Kingdom, and that this can compromise political accountability in those areas. She and others argue that some administrative law reform is necessary to address this accountability gap. The study of account giving as a sociological act was articulated in a article on "Accounts" by Marvin Scott and Stanford Lyman, [28] although it can be traced as well to J. Communications scholars have extended this work through the examination of strategic uses of excuses, justifications, rationalizations, apologies and other forms of account giving behavior by individuals and corporations, and Philip Tetlock and his colleagues have applied experimental design techniques to explore how individuals behave under various scenarios and situations that demand accountability. Recently, accountability has become an important topic in the discussion about the legitimacy of international institutions. The Charter 99 for Global Democracy, [31] spearheaded by the One World Trust , first proposed that cross-sector principles of accountability be researched and observed by institutions that affect people, independent of their legal status. One paradigmatic problem arising in the global context is that of institutions such as the World Bank and the International Monetary Fund who are founded and supported by wealthy nations or individuals and provide grants and loans, to developing nations. Should those institutions be accountable to their founders and investors or to the persons and nations they lend money to? In the debate over global justice and its distributional consequences, Cosmopolitans tend to advocate greater accountability to the disregarded interests of traditionally marginalized populations and developing nations. On the other hand, those in the Nationalism and Society of States traditions deny the tenets of moral universalism and argue that beneficiaries of global development initiatives have no substantive entitlement to call international institutions to account. The One World Trust Global Accountability Report, published in a first full cycle to , [32] is one attempt to measure the capability of global organizations to be accountable to their stakeholders. Accountability in education[edit] Student accountability is traditionally based on hang school and classroom rules, combined with sanctions for infringement. Test results typically are used to judge accountability, and often consequences are imposed for shortcomings. Freedom of choice, freedom of action, freedom to bear the results of action are considered the three great freedoms that constitute personal responsibility. Students are given complete responsibility for their own education and the school is run by a direct democracy in which students and staff are equals. Congressmen who are less covered by the local press work less for their constituencies: Federal spending is lower in areas where there is less press coverage of the local members of congress. The following year, "fewer candidates ran for municipal office in the Kentucky suburbs most reliant on the Post, incumbents became more likely to win reelection, and voter turnout and campaign spending fell. To train people to conduct these kinds of investigations, Charles Lewis has proposed "the creation of a new multidisciplinary academic field called Accountability Studies. They address issues affecting governance, business models and organizational strategy, as well as providing operational guidance on sustainability assurance and stakeholder engagement" [47] Humanitarian Accountability Partnership HAP standards. A standard for humanitarian organizations to help them "design, implement, assess, improve and recognize accountable programmes" [48] In addition, some non-profit organizations set up their own commitments to accountability: Freedom is only part of the story and half of the truth. Freedom is but the negative aspect of the whole phenomenon whose positive aspect is responsibility. In fact, freedom is in danger of degenerating into mere arbitrariness unless it is lived in terms of responsibility.

4: Public Governance, Performance and Accountability Act

Over the last several years I have found the tools, resources and information from Governance & Accountability Institute, Inc. to be among the most useful, timely and credible. From meetings with the true decision-makers to industry-specific insights, G&A has proven to be a strategic partner.

Governance and accountability Reflections from our audits: This work brings us into direct and regular contact with the governors, managers, and staff of public entities. They, in turn, hold these entities to account. We chose this theme for three main reasons: Changes arising from ongoing fiscal constraints, a strong focus on better public sector performance, and structural changes have resulted in an increasing need for high-quality governance. Accountability is fundamental to our system of government. There have been changes to financial reporting and public sector accountability legislation that took effect from 1 July What is public sector governance? Public sector governance is different 1. It is about the arrangements and practices that allow an entity to set its direction and manage its operations to achieve its outcomes and to fulfil its accountability obligations. Some of the essential elements needed for effective governance are not always clearly present in the public sector: Accountability enables trust in government and needs constant attention 1. It requires credible and reliable information about the performance of public institutions and their future intentions. Public trust depends on, among other things, good governance and accountability and they can be a catalyst for it; governance and accountability need and support each other. Trust in public institutions is driven, in large part, by: It should also provide an insight into what has been achieved by the public sector. Those responsible for governance need to be accountable for the decisions that they make and the basis on which they are made. Their decision-making processes need to be legitimate and be seen to be so. This gives a forward-looking as well as backward-looking dimension to governance and accountability responsibilities. It is € fundamental that public entities should be able to demonstrate what they are doing and why, when that is questioned. Public entities should expect to be tested, whether by members of the public, the media, or the courts. This is accountability in action, and public entities need to be ready to explain themselves. That has implications for how public entities operate on a daily basis: Without accountability and transparency, allegations of bad practice and corruption can flourish. What accountability arrangements have changed? Changes to state sector and public finance legislation 1. Changes to local government legislation 1. In August , the Act was amended. The changes have shaped how local authorities are now required to consult with their communities on long-term plans and introduced new requirements for infrastructure strategies. We consider that these changes should enhance the accountability of local authorities to their communities. Amendments to other relevant legislation 1. In , the Financial Reporting Act was replaced by the Financial Reporting Act , and the reporting requirements for companies are now set out in the amended Companies Act Changes in financial reporting standards 1. The tiered structure is likely to help smaller entities achieve a better balance between the costs and benefits of general purpose financial reporting. This should enhance accountability. Mapping the role of Supreme Audit Institutions.

5: Five principles of good governance – accountability

Accountability is one of the data protection principles - it makes you responsible for complying with the GDPR and says that you must be able to demonstrate your compliance.

Principles Why is accountability important? Furthermore, if something does go wrong, then being able to show that you actively considered the risks and put in place measures and safeguards can help you provide mitigation against any potential enforcement action. Further Reading External link What do we need to do? Accountability is not a box-ticking exercise. Being responsible for compliance with the GDPR means that you need to be proactive and organised about your approach to data protection, while demonstrating your compliance means that you must be able to evidence the steps you take to comply. To achieve this, if you are a larger organisation you may choose to put in place a privacy management framework. This can help you create a culture of commitment to data protection, by embedding systematic and demonstrable compliance across your organisation. Amongst other things, your framework should include: If you are a smaller organisation you will most likely benefit from a smaller scale approach to accountability. Amongst other things you should: Article 24 1 of the GDPR says that: While the GDPR does not specify an exhaustive list of things you need to do to be accountable, it does set out several different measures you can take that will help you get there. These are summarised under the headings below, with links to the relevant parts of the guide. Some measures you are obliged to take and some are voluntary. It will differ depending on what personal data you have and what you do with it. These measures can form the basis of your programme controls if you opt to put in place a privacy management framework across your organisation. Should we implement data protection policies? For many organisations, putting in place relevant policies is a fundamental part of their approach to data protection compliance. The GDPR explicitly says that, where proportionate, implementing data protection policies is one of the measures you can take to ensure, and demonstrate, compliance. What you have policies for, and their level of detail, depends on what you do with personal data. If, for instance, you handle large volumes of personal data, or particularly sensitive information such as special category data, then you should take greater care to ensure that your policies are robust and comprehensive. As well as drafting data protection policies, you should also be able to show that you have implemented and adhered to them. This could include awareness raising, training, monitoring and audits – all tasks that your data protection officer can undertake see below for more on data protection officers. Privacy by design has long been seen as a good practice approach when designing new products, processes and systems that use personal data. Data protection by design and default is an integral element of being accountable. It is about embedding data protection into everything you do, throughout all your processing operations. The GDPR suggests measures that may be appropriate such as minimising the data you collect, applying pseudonymisation techniques, and improving security features. Integrating data protection considerations into your operations helps you to comply with your obligations, while documenting the decisions you take often in data protection impact assessments – see below demonstrates this.

6: NCEE | Canada: Governance and Accountability

Effective governance within Aldridge Education is achieved through a shared vision and a connected thread of delegated responsibility and accountability. Whilst the Board cannot ever delegate its accountability, it can and must delegate some of the detailed scrutiny, oversight and decision-making.

Chapter 2 Governance and Accountability 2. The Legal Debate Do shareholders own the company? To most people, this idea is so axiomatic that the question hardly seems worth asking. Bernstein December 1990 January 1991 See Bebchuk, May, p. The central issue in this debate is whether directors of a public company owe their primary fiduciary duty to its shareholders, as Bebchuk insists, or have to consider the prerogatives of all the stakeholders, as Lipton maintains. Thus, the fear of being replaced is supposed to make directors accountable and provide them with incentives to serve shareholder interests. He continues by noting just how infrequently U.S. To make shareholder power real, he supports the proposal that directors be elected by a secret ballot open to rival candidates nominated by shareholders. Directors, he argues, are not merely representatives of shareholders who have a legal responsibility to put investor interests first. Instead, the role of the board is simply and dutifully to seek what is best for the company itself, which means balancing the interests of shareholders as well as other stakeholders, such as management and employees, creditors, regulators, suppliers, and consumers. Governance in the United States has evolved as a medley of federal law including not only corporation law but also tax and labor law, among others state law, and a series of codes of various self-regulating authorities ranging from the NYSE to the accounting industry. As noted in Chapter 1 "Corporate Governance: Linking Corporations and Society", state law has traditionally been the ultimate arbiter of governance issues. In contrast, in the United Kingdom, corporate reform can be affected simply through an Act of Parliament. This unusual history of governance law in the United States has created openings for different interpretation of a variety of its provisions. This does not apply in cases of fraud, bad faith, or self-dealing. The Business Judgment Rule does not apply in cases of fraud, bad faith, or self-dealing. As long as these principles are adhered to and as long as directors are careful and loyal to corporate and shareholder interests, they have wide discretion to exercise their business judgment as they see fit. None of these principles provide clear guidance to the central question of who owns the corporation. A Societal Perspective One reason that U.S. Indeed, opposing views on the purpose and accountability of the corporation shareholders versus stakeholders, or private property versus public social and political entity conceptions of the corporation have been part of the governance debate for well over years. See, for example, Bradley, Schipani, Sundaram, and Walsh, pp. Shareholder capitalism An economic system of capitalism that holds that a company is the private property of its owners. From a legal perspective, the Anglo-American corporation is essentially a capital market institution, primarily accountable to shareholders, charged with creating wealth by exploiting market opportunities. Stakeholder capitalism An economic system of capitalism that holds that companies balance the interests of shareholders with those of other stakeholders, primarily employees but also suppliers, distributors, customers, and the community at large. This system holds the view that companies have a broader obligation than shareholder capitalism. Under this set of beliefs, the corporation is seen as an institution with a continuing purpose, and therefore, with a life of its own. Shareholders and wealth creation for owners do not dictate its priorities. Rather, a deep concern for employees, suppliers, and customers, and implicitly for its own continued existence, defines the corporate mission. Linking Corporations and Society", stakeholder capitalism can take different forms, reflecting the degree of commitment to different stakeholders. In Sweden, companies with more than 25 employees must have 2 labor representatives appointed to the board. These employee board members have all the rights and duties of other board members. The situation differs somewhat in France. French firms with more than 50 workers have employee representatives at board meetings, but they do not have the right to vote. More conventional codetermination systems exist for former public-sector French firms that have been privatized; these systems can be introduced voluntarily by companies. In Finland, companies can also voluntarily adopt employee representatives on the board. Across the European Union EU as a whole, another type of worker

participation in decision making is the works council, a group that has a say in such issues as layoffs and plant closures. Japanese executives do not have a fiduciary responsibility to stockholders, but they can be liable for gross negligence in performing their duties. At the same time, it is accepted practice in Japan that managers align their priorities with the interests of a variety of stakeholders. For example, a recent survey revealed that if Japanese executives feel that the company is going through a tough period financially, keeping their employees on the job is much more important than maintaining dividends to shareholders. In the United States, these issues also continue to be debated. Businessmen who talk this way are unwitting puppets of the intellectual forces that have been undermining the basis of a free society these past decades. Mackey disagreed vehemently with Friedman. Each of those groups will define the purpose of the business in terms of its own needs and desires, and each perspective is valid and legitimate. Mackey continues, We have not achieved our tremendous increase in shareholder value by making shareholder value the primary purpose of our business – the most successful businesses put the customer first, ahead of the investors. In the profit-centered business, customer happiness is merely a means to an end: In the customer-centered business, customer happiness is an end in itself, and will be pursued with greater interest, passion, and empathy than the profit-centered business is capable of. Maximizing profits is an end from the private point of view; it is a means from the social point of view. A system based on private property and free markets is a sophisticated means of enabling people to cooperate in their economic activities without compulsion; it enables separated knowledge to assure that each resource is used for its most valued use, and is combined with other resources in the most efficient way. Mackey replied, While Friedman believes that taking care of customers, employees, and business philanthropy are means to the end of increasing investor profits, I take the exact opposite view: High profits are necessary to fuel our growth across the United States and the world. Just as people cannot live without eating, so a business cannot live without profits. Tasks, Responsibilities and Practices: The purpose of a business is not to make a profit. Profit is a necessity and a social responsibility. But profit is not the purpose of business. Rather a business exists and gets paid for its economic contribution. Its purpose is to create a customer. Drucker , p. This discussion raises questions that transcend the legal debate on fiduciary obligations. It asks us to consider questions, such as, What does society want from corporations? What are the moral obligations and responsibilities of business? Who has the right to make such decisions in a public company? Is shareholder wealth maximization the right objective? And what obligations does a company have to other stakeholders, such as employees or suppliers, and the community at large? And are these objectives necessarily in conflict with each other? If so, how should trade-offs be made? What is more, the discussion suggests that to be consistent and effective, directors and boards should have ready answers to many, if not all, of the questions and know where they agree or disagree. As we shall see, regrettably, this is not true. Not only has the United States, as a society, changed its perspective on this issue several times, but also, today, the majority of directors remain confused, sometimes intimidated, by the law and often unwilling or unable to debate these issues openly. A Historical Perspective During the first part of the 19th century, the corporation was viewed as a social instrument for the state to carry out its public policy goals, and each instance of incorporation required a special act of the state legislature. The function of the law was to protect stakeholders by making sure corporations would not pursue activities beyond their original charter or state of incorporation. By the end of the 19th century, states began to allow general incorporation, which fueled an explosive growth in the creation of companies for private business purposes. This section draws on Sundaram and Inkpen The Dodge brothers, minority shareholders in Ford Motor Company, brought suit against Ford, alleging that his intention to benefit employees and consumers was at the expense of shareholders. In their ruling, the Michigan court agreed with the Dodge brothers: A business corporation is organized and carried on primarily for the profit of the stockholders. The powers of the directors are to be employed for that end. The discretion of directors is to be exercised in the choice of means to attain that end, and does not extend to a change in the end itself, to the reduction of profits, or to the non-distribution of profits among stockholders in order to devote them to other purposes. In The Modern Corporation and Private Property, published in , Adolph Berle and Gardiner Means provided important intellectual support for the shareholder value norm. In this now classic book, the authors called attention to a new phenomenon affecting corporations in the United States at the time. They noted that

ownership of capital had become widely dispersed among many small shareholders, yet control was concentrated in the hands of just a few managers. Berle and Means warned that the separation of ownership and control would destroy the very foundation of the existing economic order and argued that managing on behalf of the shareholders was the sine qua non of managerial decision making because shareholders were property owners. Following the stock market crash and the Great Depression, stakeholder concerns were being voiced once again. If the corporation is an entity separate from its shareholders, it was argued, it has citizenship responsibilities. Dodd, pp. In the following years, states adopted a number of stakeholder statutes reflecting this new sense of corporate responsibility toward nonshareholding constituencies, such as labor, consumers, and the natural environment. By the end of the 20th century, however, despite state-level legislative efforts to the contrary, American-style market-driven capitalism had prevailed and the pendulum swung back to the shareholder. For agency theory, see, for example, Alchian and Demsetz ; and Jensen and Meckling ; and Fama and Jensen a. Agency theory is directed at the dilemma in which one party the shareholder as the principal delegates work to another management as the agent who performs that work. Agency theory is concerned with resolving two problems that can occur in such a relationship. The first is the agency problem that arises when a the desires or goals of the principal and agent conflict and b it is difficult or expensive for the principal to verify what the agent is actually doing. The issue here is that the principal cannot verify that the agent has behaved appropriately. The second is the problem of risk sharing that arises when the principal and agent have different attitudes toward risk. In this situation, the principle and the agent may prefer different actions because of the different risk preferences. Nexus of contracts theory views the firm not as an entity but as an aggregate of various inputs brought together to produce goods or services. Creditors provide debt capital. Shareholders initially provide equity capital and subsequently bear the risk of losses and monitor the performance of management.

7: About the Institute

Reflections from our audits: Governance and accountability. Every year, we audit those public entities that are required to publicly report (about) and prepare in-depth reports on specific matters.

Evaluation Accountability is the cornerstone of an effective organization. It begins with the individual, whether a soldier, a civilian, employee, manager, supervisor, CEO, or General Officer. I want to first look at the definition of accountability, its impact on leadership in all walks of life, both civilian and military, and finally, how to implement effective accountability in a organization. The person having this obligation may or may not have actual possession of the property, documents, or funds. Accountability is concerned primarily with records, while responsibility is concerned primarily with custody, care, and safekeeping. Alternatively, they were considered mere representatives of a state or organization which, it was believed, carried the responsibility for any wrongdoings. Writing in , historian R. Michels was not optimistic about change: If laws are passed to control the dominion of the leaders, it is the laws which gradually weaken, and not the leaders. In ethics and governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving. As an aspect of governance, it has been central to discussions related to problems in the public sector, nonprofit and private corporate worlds. In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences. It is frequently described as an account-giving relationship between individuals, e. Accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability. Internal rules and norms as well as some independent commission are mechanisms to hold civil servants within the management of government accountable. Within department or agency, firstly, behavior is bound by rules and regulations; secondly, civil servants are subordinates in a hierarchy and accountable to superiors. But the globalization of personal accountability is now catching up with the globalization of personal power. Bush, and Tony Blair. A Global Leadership Responsibility Index GLRI can assess leadership conduct by using indicators such as ratification of international agreements, aggressive intervention in other countries, perceptions of corruption, and ecological footprint. America comes below China, Japan, and South Korea, and the Index proposes that leadership in smaller countries is more responsible than in large states. We can see this issue brought out in the actions of even large governments, such as Malawi recently. An excerpt from this fascinating article brings home how important even government accountability is. It is likely to result in public service cuts, with district officials potentially left without the resources to fund even the most basic provisions such as ambulances or medicines. It is the commitment to do the right thing and stand by your decisions. Perhaps most importantly, it is a quality that must come from within; dishearteningly, even as legislators, shareholders, customers, and community activists are demanding greater accountability from corporate leaders, too many are waiting for some third party to take action. Whatever the endeavor, it is ultimately the individual who must hold himself to the highest standard first. Those who manage by accountability viscerally know that external rules cannot substitute for character. And they know that accountability is a quality that can be developed, honed through practice, and encouraged in others. In some cases it may be Congress e. This is not to say that formal accountability programs are useless; they do play an important role. Nevertheless, it is ultimately the individual who must hold himself to the highest standard first—without waiting to be told, pushed, or prodded. And they also know that accountability can be developed, honed through practice, and encouraged in others. Managing by accountability demonstrates how leaders who embark on a management philosophy of personal accountability imbue their organizations with the qualities of integrity and responsibility. The word accountability is often inaccurately defined, and ineffectively applied. In the workplace, accountability is defined as the act of holding others responsible or answerable for their actions good or bad , for exemplary job performance, and achieving business results. Accountability is not demoralizing staff members for the sake of making a point or an example of them. It is not directing staff members in a condescending manner, or by fear

and intimidation. Accountability is about setting the expectation, clearly communicating it, and then holding yourself and everyone within your sphere of influence responsible for consistently meeting the established expectations. Accountability is a process, with a beginning and an end. It is not about telling people what you expect them to do, then quickly moving on to the next thing. People cannot be held accountable for what they have not been informed of. Paint the picture by clarifying, detailing, and outlining what you expect.

8: Governance and Accountability - Aldridge Education

accountability (noun) "The obligation of the council to account for its activities, accept responsibility and disclose results in a transparent manner." synonyms: responsibility, liable, accountable, answerable, culpable, obligated.

The Ministry sets standards, determines curricula and allots funding to the state schools in their province, as well as oversees the teacher certification process and the provision of school support services transportation, health and food services and libraries. Provinces typically organize their school systems around locally elected school boards. Local school boards are elected bodies, and work in conjunction with the provincial government. School boards are responsible for all major hiring and personnel decisions, from the chief superintendent to the teachers. They also set annual budgets and may have some oversight on new programs and policies. Some of the provinces, such as Alberta and Ontario, provide public funding to a sizeable sector of religious schools, mostly Catholic schools. Education Finance Over the last 20 years, most provinces have taken over the funding of their schools, so that the local contribution is zero or close to it. This is the case in Ontario, British Columbia and Alberta. The provincial government provides funding directly to schools. The amount of funding a school board receives is recalculated each year based on the number of regular students, special needs students, and how remote its location is. The majority of schools whether public, charter, or private receive some funding from the government, depending on how they are classified. Charter schools are expected to meet the same academic standards as public schools, while private or independent schools must only meet broad general standards. Ontario funds Catholic schools at the same per pupil cost as it does public schools, as per their provincial constitution. Public funds do not go to other independent schools however. In British Columbia, independent schools including Catholic schools receive per pupil student funding from the province. Schools whose per pupil costs are the same or less than public schools receive 50 percent; schools that have higher per pupil costs than the public schools receive 35 percent. Accountability and Incentive Systems Accountability systems are developed at the provincial level in Canada. Several Canadian provinces have eliminated the aggressive accountability programs put in place for teachers in the early s and replaced them with systems more focused on improvement. Ontario, for example, eliminated performance pay for teachers. Instead, teachers are expected to be accountable to their peers and to be motivated by school culture, school leadership and a shared purpose, rather than by the promise of bonuses or the fear of termination. Similarly, in failing schools, the focus is on improving the performance of current staff, rather than seeking replacements. EQAO designs and implements annual student assessments for students in grades 3, 6, 9, and Results are aggregated at the school and school board levels. In British Columbia, the Ministry recently engaged provincial education partners in designing a new Framework for Enhancing Student Learning that encourages cross-partner ownership of student learning. It addresses long-standing differences in performance among particular groups of students, including Aboriginal students, children in foster care, and students with special needs. Schools and districts are required to develop multi-year improvement plans and submit annual progress reports that include aggregate and subgroup results on student outcomes. The Ministry can issue administrative directives and deploy special advisory teams to assist districts as needed. These team-based supports are designed to promote capacity building and encourage continuous improvement. Support for Low-Performing Schools As mentioned earlier, First Nation schools for indigenous students are funded at the federal level. These are a mix of federally operated schools and schools operated by provinces. The low performance of students in these schools has been a major issue in Canada over the last decade or more. Federal investment has increased dramatically in these schools, including new categories of funding to build physical infrastructure and capacity of staff. In addition, there are significant investments in special programming to increase literacy and numeracy achievement as well as student retention, along with stronger links between First Nation schools and post-secondary training opportunities. In the targeted schools, more than half of the student body was scoring at level 1 or 2 in reading, writing and mathematics on the provincial assessments designed for grades 3 and 6 by EQAO. As of , just 63 schools have similar proportions of students achieving below the Level 3 provincial standard. But rather than close down schools or replace school

leaders, the Ontario approach to supporting low-performing schools is to build the professional capacity of educators to meet student learning needs. A ministry support team serves as coaches, sharing research into effective practices, providing opportunities for professional learning, and funding teacher release time for planning, monitoring, and reflection. The framework outlines a program of observation, analysis and reflection for school leaders; promotes collaboration with successful schools; and provides resources as administrators move forward with improvement plans. The province and districts will report at least annually on overall results, as well as by identified populations. The results will then be analyzed and used to inform plans and priorities for improving student learning. Rob Andrews, who directs the Student Success initiative at the Ministry of Education in Ontario, describes how that effort looks in action.

9: GOVERNANCE AND ACCOUNTABILITY

Governance is of central concern to nonprofits, yet theories of nonprofit governance are underdeveloped in comparison with corporate governance; and, specifically, it appears that knowledge of governance practices to achieve broadened accountability to multiple and diverse stakeholder groups has lagged.

American History Survey The Village Spirit Merchant marine officers handbook 5th edition How biodiversity is created and maintained Solo Hand (Evan Horne Mysteries Plays and Programs for Christmas Math linear and nar systems bell Cultural diversity in the British Middle Ages V. 2. Post-World War II bombers, 1945-1973. Urdu opposite words list Binding crafts for the primary school 8. A threefold case With regard to satisfaction 16 The bullet-makers of Litchfield. War and peace between Russia and Sweden, 1323-1809 : a chronology of border treaties Kaj Hober The Year in rock, 1981-82 Christ in history The Story of Evangelism The Well of Pen Morfa Electric propulsion and its applications to space missions The first quest for the historical Jesus The Bureau of Reclamation Introduction, by Krusenstern Cats and Their Dykes IEEE conference record-abstracts Aging changes that affect communication Study guides for civil war Ib extended essay guide 2015 Passage 3, Lessons from the Journey About Home 8. Treasure or Trouble? Fluke 434 series ii energy analyzer Seven XVIIIth century bibliographies Normal School Education and Efficiency in Teaching (Columbia University Teachers College, Contributions t Electrical installation guide 2009 Gender creation in travelling, or the art of transforming an adventuress Torun Elsrud WordPerfect QuickStart Quantitative methods in maritime economics Ayia Triadha sarcophagus U.S. economy, and proposals to provide middle-income tax relief, tax equity and fairness, economic stimul You can keep a wireless connection to your baby from work The UN and the Bretton Woods Institutions