

GLOSSARY OF TERMS

ACCOUNTABLE - adjective

The state of being liable to be called to account; answerable for an action or decision and for the consequence for that action or decision. An accountability is the measured effect of the job end results. The degree to which an employee is accountable for certain results depends upon: (1) freedom to act (i.e., the degree of personal or procedural control and guidance), (2) the impact of the job on end results (i.e., the degree to which the incumbent personally affects ultimate end results), and (3) magnitude (i.e., the general dollar size of areas most clearly or primarily affected by the job).

ACTS - verb

Does or performs something; plays the part of; carries out an action; operates or functions in a specific way; serves or functions as a substitute for someone or something; brings about; produces as an effect; discharges or performs the office or duties of; serves in the capacity of; acts as or for. For example, the Executive Vice President may act as President in the latter's absence in order to provide continuity of top management in the daily overall operations of an organization. An incumbent's freedom to act is the degree to which that person is authorized to make decisions without the superior's personal or organization's procedural control and guidance. Freedom to act ranges from direct, detailed instructions and close supervision to general guidance from topmost management (i.e., the chief Operating Office or Executive Officers of an organization).

ADMINISTERS - verb

Oversees and performs the details of management functions related to overall policies and procedures; ensures the execution of policies and plans. In an academic or health service environment, an administrator may be a high level executive, establishing comprehensive objectives for the organization or one of its major subdivisions, taking into account all the forces-competitive, technical, governmental, etc.; that bear on the organization's functioning and progress. In an industrial business environment, the administrator generally manages the details of executive affairs, without involvement in establishing overall business strategy.

ADVISES - verb

Offers advice or counsel to; recommends and suggests; informs or notifies; imparts, apprises, enlightens, coaches. For example, a Personnel Director may be asked to advise managers on their legal obligations in recruiting, selecting, placing minority group members, by interpreting Equal Employment Opportunity guidelines (Title VII Civil Rights Acts). Positions that are designed to provide advisory staff services for use by others in taking action or making decisions often have a contributory impact on end results.

ALLOCATES - verb

Designates for a special purpose; sets apart for a specific reason; distributes, assigns, or allots according to plan; apportions, consigns, marks off; appropriates to or for; reserves. For example, the Director of Marketing may allocate different amounts of the marketing budget for various advertising and promotion campaigns for specific company products.

ANALYZES - verb

Dissects, separates or breaks down a whole into its parts so as to find out their natures, proportion, function, relationship, etc.; makes a close study of or carefully examines all phases; thoroughly investigates point by point or step by step; distinguishes or ascertains elements of; separates into component parts; examines closely and critically, as in attempting to discover the nature, extent and causes of absenteeism in a given department or the organization.

ANTICIPATES - verb

Feels or realizes beforehand, foresees; looks forward to; expects; acts in advance so as to prevent, preclude; to use in advance. For example, in order to properly motivate employees, supervisors making salary decisions about subordinates should anticipate and plan for the subordinate's reaction to those decisions.

APPRAISES - verb

Estimates or judges the quantity or quality of something; assigns a value; assesses, evaluates, rates, or measures, as in judging the performance of a subordinate.

APPROVES - verb

Confirms or consents to officially; regards favorably; commends by word or action; considers right or good; sanctions or ratifies; endorses or accredits. For example, a Department Head may submit for approval a recommendation to a division Manager that one of the subordinates in the Department be promoted. Once that recommendation is approved, it implies official endorsement gained upon conforming to standards established by the Division Manager and/or personnel policy regarding promotions.

ASSIGNS - verb

Appoints subordinates to accomplish specific tasks. For example, a Maintenance Supervisor may assign a specific repair task to a subordinate.

ASSISTS - verb

Aids; helps, supports. Task force projects are often completed by having Department Heads assist one another in producing a report or proposed solution to a problem. Here, the Department Heads frequently have a shared impact on end results. Key subordinates are often called upon to assist their Department Head in writing a report by collecting and analyzing data on which that report will be based. Here, the impact may be contributory.

ASSURES, ENSURES, INSURES - verb

Makes sure of something; makes a doubtful thing certain; makes secure; promises, pledges or gives one's work; to guarantee, as in being held accountable for the timely completion of a task force project or for the effective implementation of a sales campaign. For example, a Personnel Manager may ensure that certain employment tests are used for selecting applicants but may delegate the actual administration, scoring, and interpretation of those tests to a specialist on his/her staff.

ATTENDS - verb

Is present at; is there; remains; finds one self at. For example, in order to personally represent a Department Head at meetings, a given subordinate attends those meetings. Attendance does not imply authority to act on the behalf of.

AUDITS -- verb

Examines to verify accuracy or conformity with requirement. For example, a Personnel Assistant may audit the composition of the organization's workforce to assure compliance with EEO requirements.

AUTHORIZES - verb

Grants authority or power to; approves or gives permission for; sanctions; justifies. For example, a Division Manager may authorize the Sales Manager to recruit, select, and place sales representatives without submitting those decisions for approval to the Division Manager.

CONDUCTS - verb

Exercises leadership in a project or study. For example, a Project Engineer might conduct a research study with or without subordinate engineers assigned to the project.

CONSULTS - verb

Seeks opinion or advice of another. For example, a Vice President of Manufacturing may consult with the Quality Engineer to develop improved manufacturing techniques.

CONTRIBUTES - verb

Exercises restraining or governing influence over activities to accomplish planned results by establishing standards, measuring work in progress, interpreting results and taking corrective action.

COORDINATES - verb

Brings into proper order or relations; harmonizes or adjusts; systematically organizes the activities or functions of different subordinates to achieve organizational goals. For example, a Manager may have to coordinate the respective contributions of various specialists in the department in order to complete a task force project or to design and implement a local public relations or advertising campaign.

COUNSELS - verb

Gives advice and guidance to another. For example, the corporate attorney may counsel with a landman in the negotiation of leases.

CREATES - verb

Causes to exist; brings into being; originates; gives rise to; brings about; invests with office or title; brings to pass; brings into effect; makes, generates or produces; gives origin to; formulates; evolves, erects, pieces together.. For example, an engineer may create a new more efficient method of manufacturing a product, in a way that decreases cost per unit produced. Positions in a pure research environment may require the incumbent to work with novel or nonrecurring path finding solutions. In these situations, the incumbent might be required to develop new concepts and creative, imaginative approaches in order to solve complex problems.

DELEGATES - verb

Authorizes or entrusts with authority a person to act as one's representative or agent; authorizes another person or persons to fulfill one or part of the superior's accountabilities, or designates someone as responsible for achieving a sub-goal that contributes to the fulfillment of a goal at a higher level in the organization.

DESIGNS - verb

Plans; makes preliminary sketches of; forms in the mind or contrives; plans to do; arranges the parts or details of something especially so as to produce a complete unit or whole. For example, a Plant Engineer may design a new improved method of production that is more economical than the present one.

DETERMINES - verb

Sets limits to; bounds or defines; settles conclusively or beforehand; decides or resolves; reaches a decision about something after thought and investigation; finds out exactly; ascertains or calculates; concludes from reasoning; as a Personnel Director may determine that an applicant for employment is not qualified for a given position.

DEVELOPS - verb

Causes to become gradually fuller, larger, better, etc.; expands, as a business; brings into activity, as an idea; shows or works out by degrees; reveals or discloses. For example, an Accountant may develop a new form that will facilitate financial analyses by automated data processing.

DEVISES - verb

Forms or arranges in the mind; plans, invests, or contrives; fabricates; frames; constructs ;builds; sets up; concocts; hatches; dreams up; lays plans; lines up; shapes a course. For example, a Sales Representative may devise a courteous "soft sell" way to greet and assist customers that significantly increases sales per customer.

DIRECTS - verbs

Gives authoritative instructions to a person that something should be done to bring about purposeful action toward desired objectives. A manager who directs is involved with delegation, motivation, coordination, and management of change and differences.

ESTABLISHES - verb

Makes stable or firm; settles or appoints permanently; sets up, installs, or organizes, as a manager who establishes a newly created department.

EVALUATES - verb

Ascertain or fixes the value or worth of; examines, judges, appraises, or estimates; calculates or sets down the numerical value of; expresses numerically. For example, a Director of Safety may decide to evaluate the effectiveness of a new employee accident prevention program by the degree to which the number or seriousness of accidents decreases.

EXAMINES - verb

Inspects or scrutinizes in detail; observes or analyzes carefully; interrogates or questions formally to elicit facts, information, or the like; considers or tests introspectively; reflects upon. For example, before a Company President decides to negotiate the acquisition of another company, all major

factors are examined, such as information and data related to the relative advantages, disadvantages, and worthwhileness of that potential acquisition.

EXECUTES - verb

Carries out in the sense of putting into effect; performs or does in accordance with a prescribed design; follows up or pursues to the end; effectuates; puts into practice. For example, a President is accountable for ensuring that policies are executed effectively throughout the organization.

EXPEDITES - verb

Speeds up the progress of; helps along; assists and facilitates; performs quickly and efficiently; precipitates; drives on; hustles; speeds on its way. For example, an effective Executive Secretary may expedite the Executive's response to a letter by bringing the importance of that letter to his/her immediate attention.

FOLLOWS UP - verb

Sees that actions are carried out to the finish. For example, a supervisor may follow up with a subordinate to assure that an assigned task has been completed.

FORMULATES - verb

Creates; makes; evolves; elaborates; fabricates; constructs; builds; puts up; sets up; prepares; composes; devises or concocts; sets forth in a definite and systematic statement. For example, an Advertising Director may formulate a new type of newspaper advertising that is particularly effective in increasing sales.

FUNCTION - noun

The normal or characteristic action of any thing; a special duty or performance required of a person or thing in the course of work. The basic function of a position is the major reason it exists. For example, the basic function of the position of Vice President of Finance summarizes the overall purpose of having that position in the Company.

FUNCTIONAL REPORTING RELATIONSHIP - noun

The normal, formal channels by which an employee is connected with coworkers, subordinates and superiors in order to perform the basic function. By defining the functional reporting relationship in an organization, one can determine who reports to who.

A functional reporting relationship could also refer to a situation where a manager has a dual reporting relationship---one to a functional head within the same function, and one to a general line manager. In this case, the functional reporting relationship is to the general manager. A functional reporting relationship of this sort is often called a "dotted line" reporting relationship.

GUIDES - verb

Prescribes what should be done in very general terms (e.g., steady increase in sales volume) but not how to accomplish it. Jobs under broad guidance are subject only to the broad policy and general management. Review of guided work is a matter of evaluating the validity of the goals in light of internal circumstances and external constraints, and of appraising progress toward those goals. Typically, executives "guide."

IMPLEMENTS - verb

Completes, performs, fulfills; executes (as a policy); puts into effect; accomplishes. A Personnel Manager, for example, may implement a policy of evaluating the performance of all exempt employees every six months.

INITIATES - verb

Begins, commences, enters upon, introduces, originates; instructs in first principles. For example, a Director of Public Relations may initiate a new customer relations program by informing all appropriate employees how to handle customer complaints.

INSTRUCTS - verb

Furnishes with knowledge; teaches; educates; gives orders to; informs; tells, imparts, familiarizes; acquaints or enlightens; gives the facts; gives an account of; makes known; gives one to understand; shows how. For example, a Training Manager may instruct new employees on how to operate a piece of equipment by showing them the equipment, explaining its parts, and

demonstrating its operation. Positions with a very limited freedom to act are subject to direct, detailed instruction and close supervision.

INTEGRATES - verb

Renders entire or complete; combines into a whole; brings together the parts of. for example, a Sales Manager may integrate the separate activities of Sales Representatives by discussing with them their respective accountabilities, sales territories, and their interdependence in achieving company sales goals.

INTERPRETS - verb

Clarifies the meanings of; elucidates; expounds the significance of; offers an explanation; renders clear or explicit; explains; diagnoses. For example, the company attorney is frequently asked to interpret the practical implications of revisions in existing laws that may significantly affect the operations.

INVESTIGATES - verb

Observes or inquires into a detail; examines systematically; makes an investigation; searches into; explores. For example, a Security Guard investigating ways to protect company property may probe into and evaluate the relative advantages and disadvantages of closed circuit cameras.

ISSUES - verb

Sends out or distributes officially. For example, a Department Manager may issue procedures and policy guidelines to be observed by all department personnel.

MAINTAINS - verb

Keeps in a state of efficiency or validity. For example, a Personnel Assistant may be expected to maintain complete and up-to-date records of all personnel actions.

MANAGES - verb

Plans, organizes, staffs, directs, and controls the course of. A manager integrates and coordinates a number of functions, all of which contribute to the achievement of a common goal. The manager is a tactician who translates the overall goals set by higher management into individual and collective goals for subordinates; develops plans for accomplishing goals and directs and reviews progress toward them; delegates to subordinates the task of supervising the details of accomplishment.

MOTIVATES - verb

Inspires and stimulates subordinates to maximize their performance and productivity, provide a motive to act in a certain way or achieve a desired end result. for example, a Sales Manager may attempt to motivate sales representatives by periodically reviewing

NEGOTIATES -- verb

Reaches agreement on specific proposals through discussion or communication with others of a different viewpoint. For example, the Labor Relations Manager may negotiate with union representative regarding proposed revisions to a collective bargaining agreement.

OBSERVES - verb

Perceives; notices; sees; watches attentively; takes notice; views; discerns; scrutinizes; looks at; studies. For example, a Manager who carefully observes the effects of decisions on subordinates can frequently predict the reactions of those subordinates to future decisions.

ORGANIZES - verb

Pulls together into an orderly, functional, structured whole; arranges or systematizes; arranges in a desired pattern for harmonious or structured action. For example, a Vice President organizes thoughts before making a formal oral presentation to the Management Committee.

ORIGINATES - verb

Brings into being; creates; invents; devises; contrives; concocts; fabricates; brings into effect; gives origin to; sets up. For example, a Department head who originates a given aspect of a personnel policy is likely to be strongly committed to its effective application in his department.

OVERSEES - verb

Supervises; sees after the doing of; superintends; inspects; examines; looks after. For example, a District Sales Manager may visit one of the Company's stations to oversee its operations and to write an evaluation on the basis of the inspection.

PARTICIPATES -- verb

Takes part; joins or shares with others. For example, Department Heads may have a shared impact on the achievement of certain goals (i.e., a 10 percent increase in net profit) if they conferred and participated with each other, and jointly devised and implemented specific plans to achieve those goals.

PLANS - verb

Devises or predetermines a course of action to achieve a desired end result. Planning may involve forecasting; setting objectives; developing strategies to determine achievement of goals; establishing priority, sequence and timing of activities; budgeting, and developing policies and procedures.

PREPARES - verb

Makes ready beforehand for a specific purpose or for some event, occasion, or the like; puts together or makes by combining various elements or ingredients; puts things or oneself in readiness; gets ready. For example, the effectiveness of most meetings is highly dependent upon how well the meeting leader prepares for it; particularly, by anticipating the reactions, comments, and questions of meeting participants.

PRESENTS - verb

Offers for consideration and/or approval (See "proposes").

PROPOSES - verb

Puts forward for consideration, discussion, or adoption; suggests; presents or nominates; forms or makes a proposal. For example, most corporate staff positions can only propose and recommend certain courses of action to line managers, while the latter can accept or reject these proposals and retain the option of implementing them.

PROVIDES - verb

Furnishes, supplies, makes available; affords; takes measures in preparation. For example, a Manager who is skilled in delegating work to subordinates provides those subordinates with ample opportunity to learn from their mistakes without being chastised for them.

RECOMMENDS - verb

Mentions or introduces with commendation in order to induce acceptance or trial; advises; offers to the favor, attention, or use of another; commends to the attention of another as reputable, worthy, or desirable; makes attractive or acceptable. For example, in order to attract qualified applicants for employment, the Director of Personnel may recommend to the Vice President that the starting salaries offered to those applicants be increased.

REPRESENTS - verb

Stands for; symbolizes; depicts; portrays; presents clearly to the mind; describes a person or thing as an embodiment of some specified quality; serves as the official and authorized delegate or agent for; acts as a spokesman for; is the equivalent of. For example, at a Department Head meeting, each Department Head essentially represents the interests of subordinates and in this capacity acts as their official spokesperson.

REVIEWS - verb

Surveys; looks back upon; studies; considers; examines again; goes over to make corrections. For example, while training a new Accountant, an Accounting Supervisor may review the work of the Accountant and point out mistakes and how they can be avoided in the future.

REVISES - verb

Prepares a newly edited version of; changes or modifies. For example, a Manager frequently revises documents written by assistants when those documents will later be submitted for approval to the manager's supervisor. **SERVES - verb** Actively carries out duties within the framework of specialized

activities, such as a committee. For example, the Manager, Data Processing may serve on a special task force to develop new quality control procedures.

SELECTS - verb

Chooses from among several alternatives; takes in preference; picks out; makes a choice or selection. For example, a Manager who selects an employment applicant for a key subordinate position is basically predicting that the applicant will "successfully" fulfill all the requirements of the position.

STRATEGY - noun

The science or art of command as applied to overall planning and conduct of large-scale and long-term operations; a plan or action resulting from the practice of this science. Strategic planning is planning designated for the long-range future.

SUPERVISES - verb

Directs and inspects the performance of workers; oversees and superintends.. A supervisor clearly prescribes what work should be accomplished. Generally, any situations not covered by instructions or rules are referred to the supervisor. A supervisor reviews, in detail, the subordinates' performance or assignments.

SURVEYS - verb

Examines or looks at in a comprehensive way; inspects carefully; scrutinizes; makes a survey; takes a general view. For example, a Salary Administrator who is asked to propose an incentive plan for an organization's executives sometimes surveys current incentive plans used elsewhere to help custom--tailor one for the organization.

TACTICS - verb

An expedient for achieving a goal or strategy. A manager is a tactician who functions through a group of subordinates who are in charge of several functions to be coordinates; translates strategy goals into objectives for those subordinates, develops plans to achieve them, and directs and reviews progress. Tactical planning involves planning the day-to-day or intermediate-term operations in order to carry out assigned functions and strategy effectively.

TRAINS - verb

Coaches in some mode of behavior or performance; makes proficient with specialized instruction and practice; teaches a person how to perform a task, make certain decisions, operate equipment, etc. For example, a Personnel Director of a large organization frequently has a Training Specialist who trains supervisors in the development of their managerial skills, including how to motivate subordinates, how to delegate work, how to resolve employee problems, etc.

VERIFIES - verb

Proves the truth of by presentation of evidence or testimony; substantiates; determines or tests the truth or accuracy of, as by comparison, investigation or reference. For example, to ensure accuracy, a Senior Accountant frequently verifies the work of an entry-level Accountant.