Responsibility charting (RACI)

What Is RACI ?

Responsibility Charting

Is a technique for identifying functional areas, key activities, and decision points where ambiguities exist; differences can be brought into the open and resolved through team effort.

The approach enables management to actively participate in the process of systematically describing activities, decisions that have to be accomplished, and to clarify the responsibility that each plays in relation to those activities and decisions.

Objectives/Benefits

- **Assist natural work teams in charting roles and responsibilities in a consistent manner**
- **Assist natural work teams with development of implementation tool kits**
- **Clarify individual/departmental roles and responsibilities**
- **Identify accountabilities**
- **Eliminate misunderstandings, encourage teamwork**
- **Reduce duplication of effort**
- **Establish "consults" and "informs" resulting in better communication**

Critical Issue Summary

Opportunity

Roles and Responsibilities	• To better understand • To improve communications
Accountability	• To clarify
Responsibilities	• To identify authority
Job responsibility	• To empower employees with authority to do it
Role of middle manager	• To bring up to speed with organization structure
Approval	• To reduce uncertainty of multiple reporting

Guidelines

- **Remember new culture philosophy when defining roles and responsibilities**
    - Eliminate "checkers checking checkers"
    - Encourage teamwork
    - 100% accuracy not always required
- **Place accountability (A) and responsibility (R) at the level closest to the action or knowledge**
- **There can be only one accountability per activity**
- **Authority must accompany accountability**
- **Minimize the number of consultants (C) and informs (I)**
- **All roles and responsibilities must be documented and communicated**

RACI Stands for:

"A"	Accountable	"The buck stops here"
"R"	Responsible	"The doer"
"C"	Consult	"In the loop"
"I"	Inform	"Keep in the picture"

Codes

Accountable	**Position with yes/no authority**
Responsible	**Position working on the activity**
Consult	**Position involved prior to decision or action**
Inform	**Position that needs to know of the decision or action**

RACI Defined

Accountability "A"
The individual who is ultimately responsible. Includes yes or no authority and veto power. Only one "A" can be assigned to a function.

Responsibility "R"
The individual(s) who actually completes the task, the doer. This person is responsible for action/implementation. Responsibility can be shared. The degree of responsibility is determined by the individual with the "A".

Consult "C"
The individual(s) to be consulted prior to a final decision or action. This incorporates two-way communication.

Inform "I"
The individual(s) who needs to be informed after a decision or action is taken. This incorporates one-way communication.

Process Steps

Responsibility charting is completed in a six step process:

1. Introductory meetings are conducted to inform key management of the purpose and requirements of the process

2. Decision and function lists are developed, analyzed and collated into a master function list.

3. Responsibility workshops are conducted to agree upon function definitions and to assign codes that describe the type of participation each role will have toward each function. The output is a responsibility chart.

4. The responsibility charts are documented and reproduced to distribute to all participants and interfacing organizations.

5. The communication and reinforcement of the new role definitions are accomplished through meetings with all individuals and departments involved.

6. Follow-up is conducted to ensure that relationships defined in the process are being adhered to and to encourage participants to live the roles.

The Output Matrix

Roles of Participants

**Decisions
or
Activities**

**Type or degree of
participation**

RACI Charting

Roles and Responsibilities Analysis

Functional Roles

Business Processes

	R		A		C		I	C	
	A	R		R	C	C	I		I
Decisions /	C		R		C	C		R	A
Functions /	C		A			R		R	
Activities	I	C		R	A		C		R
		I		C	R	A			C

Activity Or Decision List Guidelines

1. Avoid obvious or generic activities, for example, "attend meetings"

2. Each activity or decision should begin with a good action verb. Examples:

evaluate	schedule	write	record	determine
operate	monitor	prepare	update	collect
approve	conduct	develop	inspect	train
publish	report	review	authorize	decide

3. When the action verb implies a judgement or a decision (for example, evaluate, monitor, inspect review), add a phrase to indicate the primary outcome. Examples:

   "Monitor phone service handling of customer requests to identify training needs"

   "Analyze data to locate source of delay"

4. Activities or decisions should be short, concise and apply to a role or need, not to a specific person.

Definitions

Functional Roles

Decisions / Functions / Activities

A position assigned or assumed to accomplish an activity or sub-activity

An action that is one of several sequential steps in the completion of a business process

R		A		C		I	C	
A	R		R	C	C	I		I
C		R		C	C		R	A
C		A			R		R	
I	C		R	A		C		R
	I		C	R	A			C

RACI Chart Example

Functional Roles

Decisions / Functions	Employee	Secretary	Supervisor	Region Accounting
1. Document expenses	AR			
2. Complete expense form	AR			C
3. Forward to supervisor	A	R		
4. Review	C		AR	
5. Approve	I		AR	
6. Forward to Region		R	A	

Chart Analysis And Review

Vertical Analysis

Functional Roles

R		A		C		I	C	
A			R	C	C	I		I
C		R		C	C		R	A
C		A			R		R	
I			R	A		C		R
			C	R	A			C

Vertical Analysis

If You Find:	Then Ask:
Lots of R's	Can or need the individual(s) stay on top of so much? Can the decision/activity be broken into smaller, more manageable functions?
No empty spaces	Does the individual(s) need to be involved in so many activities? Are they a "gatekeeper" or could management by exception principles be used? Can C's be reduced I's, or left to the individual's discretion when something needs particular attention?
No R's or A's	Should this functional role be eliminated? Have processes changed to a point where resources should be re-utilized?
Too many A's	Does a proper "segregation of duties" exist? Should other groups be accountable for some of these activities to ensure checks and balances and accurate decision making throughout the process? Is this a "bottleneck" in the process—is everyone waiting for decisions or direction?
Qualifications	Does the type or degree of participation fit the qualifications of this role?

Chart Analysis And Review

Horizontal analysis

Horizontal Analysis

If You Find:	Then Ask:
No R's	Is job getting done? Some roles may be waiting to approve, be consulted, or informed. No one sees their role to take the initiative.
Too many R's	Is this a sign of "over the wall" activities? "Just get it off my desk ASAP!"
No A's	Why not? There must be an "A." Accountability should be pushed down to the most appropriate level.
Too many A's	Is there confusion? "I though you had it!" It also creates confusion because every person with an "A" has a different view of how it is or should be done.

Horizontal Analysis (Cont.)

If You Find:	*Then Ask:*
Too few A's and R's	**The process must slow down while the activity is performed on an "ad hoc" basis. Or the procedure may be outdated and can be streamlined if not needed.**
Lots of C's	**Do all the functional roles really need to be consulted? Are there justifiable benefits in consulting all the roles?**
Lots of I's	**Do all the roles need to be routinely informed or only in exceptional circumstances?**
Every box filled in	**They shouldn't be. If they are, too many people are involved—usually too many "C's" and "I's."**

Get Feedback And Buy-in

- **The RACI chart is shown to representative groups of people covering the roles on the chart**

- **Their builds are captured and the chart is revised as appropriate**

- **The RACI may be validated in conjunction with the other products of the Project Team**

Benefits

- **Increased productivity through well defined accountability**
- **Reduced scrap and rework because need specifications are clarified**
- **Increased capacity by eliminating overlaps and redundancies**
- **Streamlined organization structure by collapsing unneeded layers and placing accountability where it belongs**
- **Better trained people by involving them in workshops where fellow workers discuss all roles and functions**
- **Better planning process because of more participation of team members as a result of building communication interfaces (consult and inform)**

The RACI Process Provides a Clear Basis for Defining Changes to Accountabilities and Structure

Definition

R — Who is RESPONSIBLE? → The person who has to do it (the doer)

A — Who is ACCOUNTABLE? → The person who makes the final decision and has ultimate ownership

C — Who is CONSULTED? → The person who must be consulted *before* a decision or action is taken

I — Who is INFORMED? → The person who must be informed that a decision or action *has* been taken

Sample RACI Matrix:

PROCESS: Making a process change

Activities	Functional Roles			
	Process Facilitator	Line Facilitator	Setter	Operator
Plan activities	I	A	A	I
Prepare detail		C	A/R	I
Change process docume	A	R		I
Perform change	I	A	R	R

Use

- **Project Management—**to assign responsibilities and ensure tasks get done
- **"As Is" Analysis—**to diagnose problems in the organisation
- **"To Be" Design—**to create a new organisation structure that meets the needs of the "To Be" design

RACI Analysis:

	If you find:	If you find:
Horizontal	Lots of Rs	Too many people involved?
	No Rs or As	Why do it? Is the job getting done?
	More than one A	Confusion, indecision?
		Does everyone consulted add value?
	Lots of Cs	Do they all need to know?
	Lots of Is	
Vertical	Lots of Rs	Too much work?
	No empty space	Too much work? Too much consultation?
	No Rs or As	Can the function be eliminated?
	Too many As	Is accountability at the right level? Is the organisation too hierarchical?