## 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	<ul><li>To better understand</li><li>To improve communications</li></ul>
Accountability	• To clarify
Responsibilities	<ul> <li>To identify authority</li> </ul>
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"
""	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**

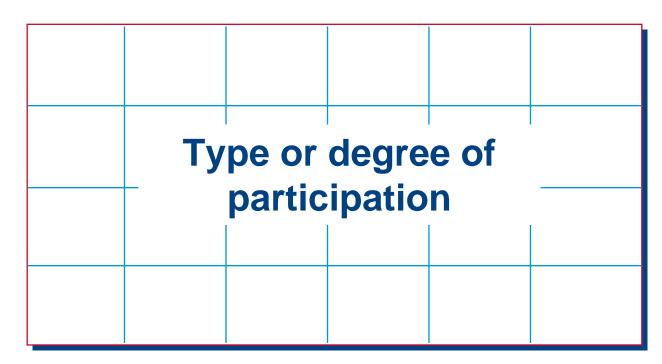
#### Responsibility charting is completed in a six step process:

- 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



## **RACI Charting**

#### **Roles and Responsibilities Analysis**

Business Processes				<b>Fur</b>	nction	nal Ro	oles /			
	R		A		C		I	С		
	Α	R		R	С	С	ı		1	
Decisions /	С		R		С	С		R	Α	
<ul><li>Functions / -</li><li>Activities</li></ul>	С		Α			R		R		
	ı	С		R	Α		С		R	
		I		С	R	A			С	

#### **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			-	ition	/ assig an ac	ned d	or as		
_ An action _	R		Α		С			С	
that is one	Α	R		R	С	С	ı		ı
of several — sequential steps in the completion of a business process	С		R		С	С		R	Α
	С		Α			R		R	
	ı	С		R	Α		С		R
		I		С	R	Α			С

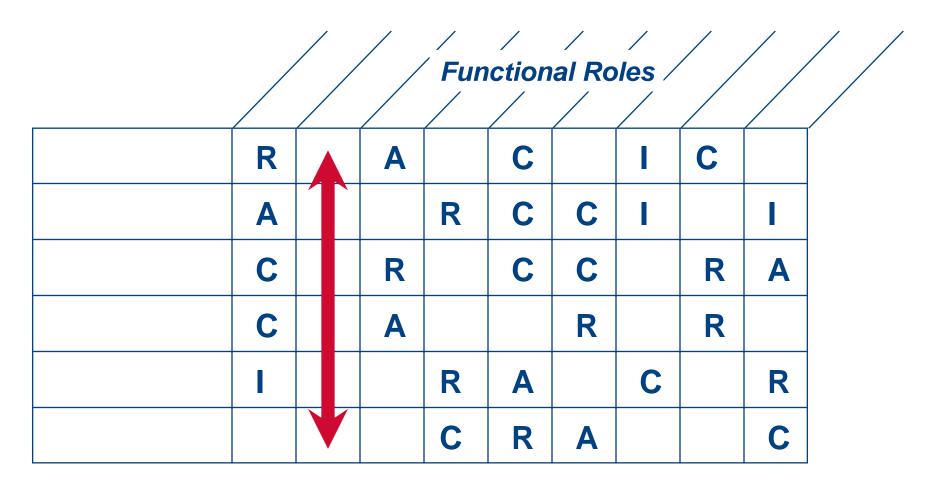
# RACI Chart Example

#### **Functional Roles**

Decisions / Functions	Emplo	yee Secret	ary Superv	visor Region Accounting
1. Document expenses	AR			
2. Complete expense form	AR			С
3. Forward to supervisor	Α	R		
4. Review	С		AR	
5. Approve			AR	
6. Forward to Region		R	A	

#### Chart Analysis And Review

#### **Vertical Analysis**



#### Vertical Analysis

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#### 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 l'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** 

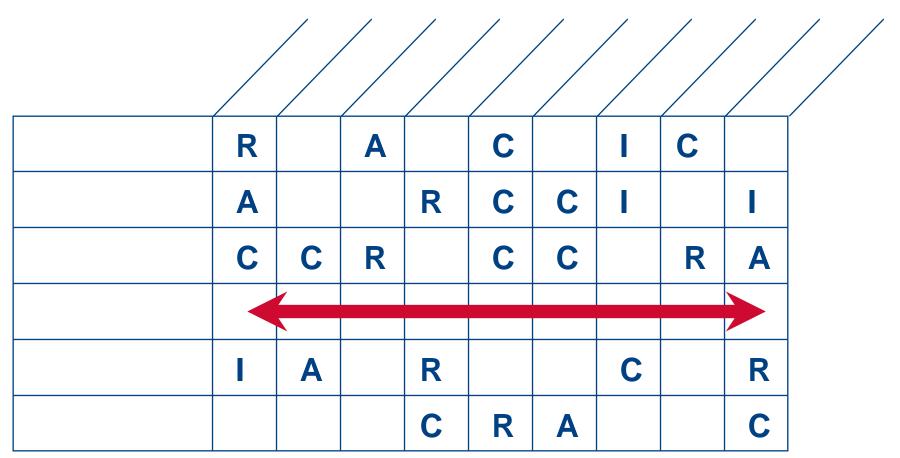
Does a proper "segregation of duties" exist? Should other groups be accountable for some of these activities to ensure checks and balances and accurate decision making throughout the process? Is this a "bottleneck" in the process—is everyone waiting for decisions or direction?

**Qualifications** 

Does the type or degree of participation fit the qualifications of this role?

## **Chart Analysis And Review**

#### **Horizontal analysis**



#### Horizontal Analysis

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		4 I		u	

#### 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 Vou Einde

**Every box filled in** 

II You Filia:	THEIT 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		

Thon Ack

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

# The person who has to do it (the doer) The person who has to do it (the doer) The person who makes the final decision and has ultimate ownership The person who must be consulted before a decision or action is taken The person who must be informed that a decision or action or action

**Definition** 

#### Sample RACI Matrix:

PROCESS: Making a process

change

**Functional Roles** 

action has been taken

Activities	Process Facilitator	Line Facilitator	Setter	Operator
Plan activities	I	Α	Α	I
Prepare detail		С	A/R	I
Change process docume	А	R		I
Perform change	I	А	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:
	Lots of Rs	Too many people involved?
nta	No Rs or As	Why do it? Is the job getting done?
Horizontal	More than one	Confusion, indecision?
후 A		Does everyone consulted add value?
	Lots of Cs	Do they all need to know?
	Lots of Is	
	Lots of Rs	Too much work?
Vertical	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?