

## **RACI (Responsibility Charting)**

### **I. What is RACI?**

*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 described activities, decisions that have to be accomplished, and to clarify the responsibility that each plays in relation to those activities and decisions.*

### **II. Objectives**

- ❖ Assists natural work teams in charting roles and responsibilities in a consistent manner*
- ❖ Assists 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 communications*

### **III. Benefits**

- ❖ Increase productivity through well defined accountability*
- ❖ Reduced scrap and rework because need specifications are clarified*
- ❖ Increase capacity by eliminating overlaps and redundancies*
- ❖ Streamline 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)*

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### IV. RACI Defined

<p><b>Accountability</b></p> <p><b>“A”</b></p>	<p><i>The individual who is ultimately responsible. Includes yes or no authority and veto power. Only one “A” can be assigned to a function.</i></p>
<p><b>Responsibility</b></p> <p><b>“R”</b></p>	<p><i>The individual(s) who actually completes the task, the doer. This person is responsible for action/implementation.</i></p> <p><i>Responsibility can be shared. The degree of responsibility is determined by the individuals with “A”.</i></p>
<p><b>Consult</b></p> <p><b>“C”</b></p>	<p><i>The individual(s) to be consulted prior to a final decision or action.</i></p> <p><i>This incorporates tow-way communication.</i></p>
<p><b>Inform</b></p> <p><b>“I”</b></p>	<p><i>The individual(s) who needs to be informed after a decision or action is taken. This incorporates one-way communication.</i></p>

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### V. Process Steps (Six Steps)

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 functions list.*
3. *Responsibility workshops are conducted to agree upon functions definitions and to assign codes that describe the type of participation each role will have towards 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.*

### VI. 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 verb.*

*Examples:*

<i>evaluate</i>	<i>schedule</i>	<i>write</i>	<i>Record</i>	<i>Determine</i>
<i>operate</i>	<i>monitor</i>	<i>prepare</i>	<i>update</i>	<i>collect</i>
<i>approve</i>	<i>conduct</i>	<i>develop</i>	<i>inspect</i>	<i>train</i>
<i>publish</i>	<i>report</i>	<i>review</i>	<i>authorize</i>	<i>decide</i>

3. *When the action verb implies a judgment 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.*

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### VII. RACI Chart Example

Decisions / Functions	Functional Roles			
	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	

### VIII. Vertical Analysis

#### 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	


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<b><i>If You Find:</i></b>	<b><i>Then Ask:</i></b>
<b><i>Lots of R's</i></b>	<b><i>Can or need the individual(s) stay on top of so much? Can the decision/activity be broken into smaller, more manageable functions?</i></b>
<b><i>No empty spaces</i></b>	<b><i>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?</i></b>
<b><i>No R's or A's</i></b>	<b><i>Should the functional role be eliminated? Have processes changed to a point where resources should be re-utilized?</i></b>
<b><i>Too many A's</i></b>	<b><i>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?</i></b>
<b><i>Qualifications</i></b>	<b><i>Does the type or degree of participation fit the qualification of this role?</i></b>

## RACI (Responsibility Charting)

### IX. Horizontal Analysis

#### Horizontal analysis

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

<i><b>If You Find:</b></i>	<i><b>Then Ask:</b></i>
<i><b>No R's</b></i>	<i><b>Is job getting done? Some roles may be waiting to approve, be consulted, or informed. No one sees their role to take the initiative.</b></i>
<i><b>Too many R's</b></i>	<i><b>Is this a sign of "over the wall" activities? "Just get it off my desk ASAP!"</b></i>
<i><b>No A's</b></i>	<i><b>Why not? There must be a "A." Accountability should be pushed down to the most appropriate level.</b></i>
<i><b>Too many A's</b></i>	<i><b>Is there confusion? "I thought 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.</b></i>
<i><b>Too few A's and R's</b></i>	<i><b>The process must slow down while the</b></i>

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	<i>activity is performed on an “ad hoc” basis. Or the procedure may be outdated and can be streamlined if not needed.</i>
<i>Lots of C’s</i>	<i>Do all the functional roles really need to be consulted? Are there justifiable benefits in consulting all the roles?</i>
<i>Lots of I’s</i>	<i>Do all the roles need to be routinely informed or only in exceptional circumstances?</i>
<i>Every box filled in</i>	<i>They shouldn’t be. If they are, too many people are involved – usually too many “C’s” and “I’s”</i>

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