

WILY MANAGER

*Just-in-Time
Management
Advice*

RACI – Creating a Responsibility Chart



This is one of a series of booklets available at www.wilymanager.com

What is RACI?

RACI is an acronym for the four major headings in a responsibility chart:

- **R**esponsible
- **A**ccountable
- **C**onsulted
- **I**nformed

This simple technique assists users in identifying functional areas, key activities and decision points, and highlights conflicts or redundancies so they can be

resolved. It is:

- A technique used to clarify roles and responsibilities
- Describes the participation by various roles in completing tasks or deliverables for a business process
- Especially useful in clarifying roles and responsibilities in cross-functional or cross-departmental projects and processes

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What is RACI, continued

A RACI is most commonly used in organizations to:

- Diagnose problems and achieve alignment to ensure there is no duplication of effort, or initiatives falling 'between the cracks'
- To create a new structure in a new or altered organization

Benefits of the RACI Process

- Eliminates misunderstandings and encourages teamwork
- Reduces duplication of effort
- Encourages communication and debate
- Increased productivity through well defined accountability
- Streamlines organization structure by collapsing unneeded layers and placing accountability where it belongs
- Reinforces empowerment at the appropriate level of the organization.

This simple technique assists users in identifying functional areas, key activities and decision points, and highlights conflicts or redundancies so they can be resolved.

RACI Definitions

Responsible	'The Doer'. This position does the work to ensure that the activity is carried out or the decision is made.
Accountable	'The Buck Stops Here'. This position is ultimately responsible for ensuring completion of a function, activity or decision, but may delegate responsibility to another. The Accountable position has 'Yes/No' authority in regards to the action or decision. Only one position should be accountable for every action or decision
Consulted	This position is involved prior to a decision being made or an action taking place.
Informed	This position is told of an outcome of an activity or decision after it has occurred.

Avoid listing mundane activities like 'attend meetings'.

Guidelines for Conducting a RACI

- Focus on the position, not any individual incumbent to a particular position. Managerial decisions should be repeatable, and therefore the position should be the guiding requirement.
- If an individual is in a position that is responsible or accountable for an action, but does not have the appropriate skills, then that gap should be noted and addressed.
- Ensure the level of detail is appropriate to the positions on the RACI. Organizations should have cascading RACIs from the senior team down to the individual contributor level.
- The RACI should be revisited and tested regularly as business conditions change.
- The first RACI will be an iterative process, and may not 100% accurate at first. Further refinement is encouraged
- Place accountability (A) and responsibility (R) at the lowest feasible level.
- There can be only one accountability (A) per activity
- Authority must accompany accountability.
- Minimize the number of Consults (C) and Informs (I)
- Avoid listing mundane activities like 'attend meetings'.

How to Conduct a RACI

1. Introduce the concept to the group or team by explaining in high level terms what a RACI is, and why it is important
2. Build a list of functions, actions and decisions that are appropriate to the level of the group being dealt with. It is wise to do this individually first, and then bring it to the larger group for validation.
3. Before assigning any Rs, As, Cs or Is, ensure there is a common understanding of the list of functions, actions and decisions. It is also advisable to organize this list into major groupings
4. Put the agreed-upon and well understood list into a spreadsheet with the functions, actions and decisions listed vertically on the left, and the positions to be considered listed horizontally across the top.
5. Put all participants in a room, and run through the RACI line by line to determine where each letter should be assigned. The leader of the group should decide what is 'non-negotiable' and inform other group members. Otherwise, the facilitator should move on quickly from any areas of dispute, and come back to them later.
6. Allow participants to review the output prior to conducting the Horizontal and Vertical Analysis

Related Wily Manager Topic Bundles

Effective Meetings

The Business Review
Meeting

Tools to Lead Change

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www.wilymanager.com
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about these topics
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Sample RACI Chart

	VP	Director	Manager	Operator
Plan Activities	A	R	C	I
Conduct Analysis	I	A	R	C
Perform Change			A	R
Prepare Report	I	A	R	

Horizontal and Vertical Analysis

Once the RACI chart has been populated, it is important to review and analyze the work to ensure that the tasks, decisions and functions will be properly executed. The Appendix contains a [RACI Horizontal and Vertical Analysis Check-Sheet](#) with a more comprehensive description of what to look for both horizontally and vertically.

The first thing to look for in the horizontal assessment is whether the 'A' is at the appropriate level. Ideally, Accountability should be pushed as far down into the organization as makes sense. The horizontal analysis will also determine if there are too many people involved with a particular function or decision. If there are too many 'R's' and/or 'C's', it may be worth revisiting to ensure that a function or decision will not be paralyzed by too much involvement. If there are too few players involved, this will also become evident when conducting the horizontal analysis.

The vertical assessment will quickly show if one position has too much or too little work to do. If one position has just about all the 'A's' or 'R's', that position is quite likely overloaded, and will be destined to fail. Likewise, more involvement may need to be solicited from a position with few letters under it.

RACI Enhancers

After the RACI chart has been populated, and has been analyzed both horizontally and vertically, there are two more important steps to take to achieve maximum value from the exercise:

1. Review RACI chart against existing job or position descriptions
2. List all data and information requirements that people will need in order to successfully execute their Accountabilities and Responsibilities.

RACI Review Against Job Descriptions

Most organizations have some form of job description for each position that form the basis for performance appraisal and performance contracts. It is important the RACI be aligned with the job description documents. For each function, decision or action that a position is tasked with being either Accountable or Responsible, a notation must appear in the job description.

Normally this can be done one on one


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RACI Enhancers, continued


with the incumbent in a position after the RACI has been conducted. The Appendix contains a [Job Description Template](#) you can use if your organization does not have one.

Data and Information Mapping

Many people are placed in new positions, or have components added to their jobs that require good data, KPI's or other information to properly manage.



A vertical assessment will quickly show if one position has too much or too little work to do



Related Topic Bundles

[Effective Meetings](#)

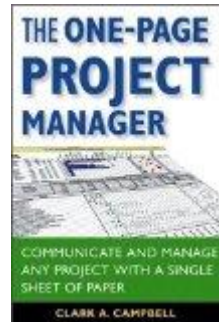
[The Business Review Meeting](#)

[Tools to Lead Change](#)

Wily Manager Picks

[The One-Page Project Manager: Communicate and Manage Any Project With a Single Piece of Paper](#)

Clark A. Campbell



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Appendix: Tools and Resources

- A. [RACI Horizontal and Vertical Analysis Check-Sheet](#)
- B. [RACI Job Description Template](#)
- C. [Where to Get More Information](#)

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Appendix A

RACI Horizontal and Vertical Analysis Check-Sheet

Horizontal Analysis	
<i>If you find:</i>	<i>Then ask:</i>
No R's	Is the 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 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
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
Vertical Analysis	
<i>If you find:</i>	<i>Then ask:</i>
Lots of R's	Can or need the individuals stay on top of so much? Can the decision/activity be broken into smaller, more manageable functions?
No empty spaces	Does the individual 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 or 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?

Appendix B

RACI Job Description Template

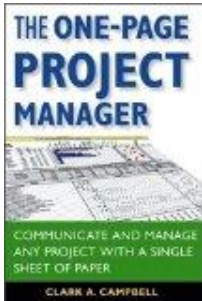
Position Title:		Job Class Level:	
Reporting To:		Department:	
Location:		Incumbent:	
Basic Functions			
Why does this job exist?			
Primary Role			
In one paragraph describe high level results to be achieved:			
Secondary Role (if applicable)			
Are there other roles for this job?			
Accountable For:			
List <u>Accountabilities</u> from RACI chart here:			
Specific Responsibilities and Results to be Achieved			
List <u>Responsibilities</u> from RACI chart here:			

Relationships and Interdependencies Critical to Success of Organization
<p>Describe nature of relationships with other positions such as:</p> <ul style="list-style-type: none"> • Boss • Peers • Support groups • Suppliers of services • Others
Growth and Development Activity for this Role
<p>What skills need to be developed in this role to progress to the next level?</p>
Performance Measured by:
<ul style="list-style-type: none"> • ROCE? • Profitability? • Effective management of costs and overheads? • Employee engagement/retention? • Compliance? • HSE performance?
Qualifications
<p>Experience:</p> <ul style="list-style-type: none"> • Minimum experience • Different types of experience?
<p>Knowledge:</p> <ul style="list-style-type: none"> • Market? • Business? • Technical? • Operational? • Job specific?

Interpersonal Skills: <ul style="list-style-type: none"> • Negotiation? • Diplomacy? • Conflict resolution? 		
Communication (verbal, written): <ul style="list-style-type: none"> • Verbal? • Written? • Public speaking? 		
Leadership:		
Educational Requirements		
Education Level		Highest/Minimum
Type of Designation		Required/Asset
Specialized Education		Required/Asset
Supplementary Education		Required/Asset
Physical Requirements (if any)		
Safety Requirements (if any)		
Safety certificate Requirements		Level (if applicable)
WHMIS		
H2S		
First aid		
Lock-out		

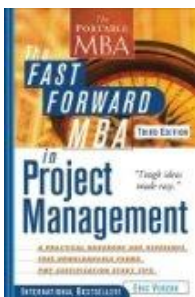
Appendix C

Where to Get More Information



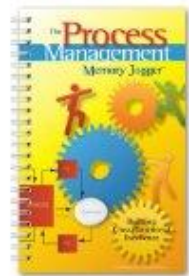
[The One-page Project Manager: Communicate and Manage Any Project With a Single Piece of Paper](#) (Clark A. Campbell)

“This uncommonly practical guide shows you how to reduce any project—no matter how big or complicated—into a simple, one-page document perfect for expressing essential details, communicating those details to upper management, and tracking progress.”



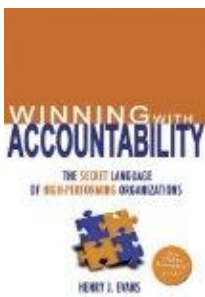
[The Fast Forward MBA in Project Management](#) (Eric Verzuh)

“This is one of the bestselling books ever published on the topic of project management. Now in a revised new third edition, it presents you with a wealth of proven techniques for managing projects from establishing project objectives to building schedules to projecting costs.”



[The Process Management Memory Jogger: A Pocket Guide to Building Cross-Functional Excellence](#) (Robert D. Boehringer)

“I was impressed with this new Memory Jogger when I recently read it. I have many of the other “Joggers”, and found this one to be among the best. It provides a very thorough overview of the main process management techniques and methods, and gives clear, no-nonsense guidance on how to implement them in your business. Highly recommended for process management novices and experts alike, and anyone interested in getting in control of their business processes.”

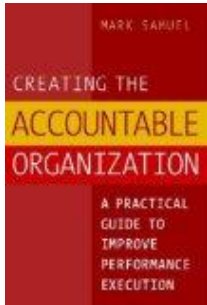


[Winning with Accountability: The Secret Language of High-Performing Organizations](#) (Henry J. Evans)

“Success can’t happen without accountability. It is that simple. For over 10 years, Henry Evans has worked with hundreds of organizations around the world, teaching and building accountability. This book offers that same guidance to you, your colleagues and your team to reach new levels of excellence and success. In Winning with Accountability, Henry offers a step-by-step guide to help any organization improve performance by creating a culture of accountability. The strategies in this book are simple, easy to implement...and the results are immediate! ”

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Appendix C, continued

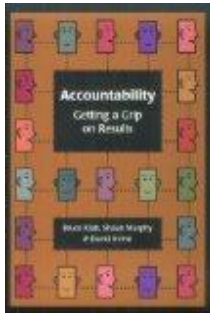


[Creating the Accountable Organization: A Practical Guide to Performance Execution](#) (Mark Samuel)

"A practical guide to bringing accountability into the workplace and into the daily life of managers and staff. This book provides a working guide, through specific examples, of what accountability is; how to instill it within your company; and how to measure and quantify its effectiveness."

[Accountability: Getting a Grip on Results](#) (Bruce Klatt)

"The first book to demonstrate how to implement accountability agreements, Accountability represents a promise and an obligation, both to managers and to the people they manage, to deliver specific, defined results."



Accountability is essential to the running of every efficient organization, showing that to operate from a position of accountability is to recognize that each individual stands at the centre of a circle of influence and should be willing to extend its boundaries in pursuit of results.

Providing practical solutions to the accountability crises currently affecting many organizations, the authors have succeeded in supplying not only a template for achieving agreements, but the inspiration to do so. Accountability is more than doing one's best, it is a force for empowerment for all managers or leaders who are keen to raise the goals set for their workforce."

Web Resources:

Wikipedia: [Responsibility Assignment Matrix](#) – a good overview, including a diagram

[Roles and Responsibilities Charting](#) – (14 page pdf) – lots of detail

[Sample RACI chart](#) (1 page pdf)

[Short powerpoint presentation about RACI basics](#)