

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 Or the procedure may be outdated and can be streamlined if not needed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?