Conducting a RACI (Responsible, Accountable, Consulted and Informed) analysis

Conducting a RACI analysis

This document is intended to provide a high level introduction to the concept of conducting a RACI analysis to support workshops as part of the World Class Skills programme.

It is intended to be used as an illustrative example for providers to support strategy development discussions and development of actions associated with the employer journey as part of the workshop.

This document aims to help you:

- Understand RACI

- Understand how to use the RACI technique

It has been produced for the purpose of explaining a RACI analysis as part of World Class Skills consultancy support

Solving common problems using RACI

RACIs can be used to help cure problems commonly associated with complex organisations.

Common symptoms

- Work is frequently delayed or incomplete.

- Responsibility for timely completion is unclear.

- Tasks are being performed and decisions are being made at the wrong levels.

- A blame culture exists without improved learning.

- Decisions are not taken in a timely fashion.
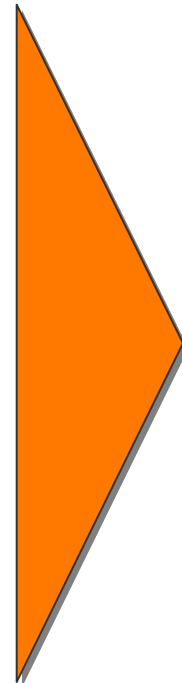
Common diagnoses

- Multiple decision-points within a single process.

- Inadequate communication and/or co-ordination in the organisation.

- Undefined and unclear accountabilities of individuals or departments.

- Inability to manage the interfaces between directorates, functions or regions.

- Insufficient delegation of authority.

Bringing structure and clarity to processes and roles

Individual(s) who perform an activity—responsible for action/implementation

Responsible
"Doer"

The individual who is ultimately accountable includes yes/no and power of veto. Only one "A" can be assigned to an activity/decision.

Accountable
"Buck Stops Here"

The individual(s) to be consulted prior to a final decision or action is taken. Two-way communication.

Consulted
"In the Loop"

The individual(s) who needs to be informed after a decision or action is taken. One-way communication.

Informed
"FYI"

Why do we need RACI?

There are four people named

Everybody

Somebody

Anybody

and Nobody

There was an important job to be done and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's job. Everybody thought Anybody could do it but Nobody realised that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.

Why should we do it?

- There may be undefined/unclear accountabilities of individuals or departments

- To avoid duplication of effort

- Work is not currently being accomplished

- Work is often delayed or incomplete

- Identify if there is inadequate communication and/or co-ordination

- If part of an approval/decision-making process is unclear

- If there are multiple decision points in a process it will aid clarity

- It helps to identify if tasks are being performed and decisions are being made at the wrong levels

Definitions for RACI charting

Functional Role:

- A position assigned or assumed to accomplish an activity

Business Process:

- A major process to be analysed through roles and responsibility charting

Activity:

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

	Rob	Maureen	Mark	Sophie
Record expenditure in petty cash		A		R
Review summary sheet	A/R		C	I
Complete coding details			I	
Receive cheque and remittance			R	
Check budget details	I		A	R

Using a RACI

RACI can be used for any job or activity which requires assigning roles and responsibilities

Guidelines for developing a RACI chart:

Step 1   Determine process/job that needs a RACI

Step 2   Determine the activities inherent in that process and the roles involved

Step 3   For each activity assign 1 accountability and the appropriate amount of R, C, and I to accomplish the task

Step 4   Ensure all of the roles understand the requirements of them and are capable of delivering the necessary items

Step 5   Review progress/completion to determine benefits and opportunities of using the RACI process

Some guidelines for success

- Only do RACI on value-added activities

- Capture the non-value added tasks for later work on process simplification

- Push accountability to the lowest level possible in the organisation

- Assign only one accountability per activity or decision

- Eliminate excessive "Cs" and "Is"

RACI Review (1)

Vertical Analysis

If you find..	…then ask..
Lot's of Rs	Can the person with a functional role stay on top of so much?
No empty spaces	Does the functional role need to be involved in so many activities?
No Rs or As	Should this functional role be eliminated?
Too many As	Should other groups be accountable for some of these activities to ensure checks and balances and accurate decision-making throughout the process?

RACI Review (2)

Horizontal Analysis

If you find..	…then ask..
No Rs	Will the job get done? Does it get done today? Is this activity value-added? Who should take the initiative, if it is adding value?
No As	Who benefits from this activity? Why is it done? (There must be an "A.") Accountability should be pushed down to the most appropriate level.
Lots of Cs	Do all the functional roles really need to be consulted? Are there justifiable benefits in consulting all the functional roles?
Lots of Is	Do all the functional roles need to be routinely informed or only in exceptional circumstances?

RACI Example

Activities	Employee	Secretary	Supervisor	Region Accounting	General Accounting
1. Document expenses	AR				
2. Complete expense	AR	R		C	
3. Forward to supervisor	A	R			
4. Review expense form	C		AR		
5. Approve	I		AR		
6. Forward to region accounting		R	A		
7. Classify expenses	C			AR	
8. Audit				AR	
9. Determine payment type	C				AR
10. Make payment	C				AR

The benefits of using a RACI

Workload Analysis – Overloads against individuals and departments can be identified quickly

Re-organisation – Ensures that key functions and processes are not overlooked

Employee Turnover – Allows newcomers to rapidly identify their roles and responsibilities and also allows duties to be redistributed into other areas

Project Management – Allows for flexibility in matrix management situations whilst still ensuring the right balance between line and project management accountabilities. Also to ensure that tasks get done.

Conflict Resolution – Provides a forum for discussing and resolving interdepartmental conflict thus improving teamwork

Training – Activities and tasks that have been ignored can be re-emphasised and training effort focused towards them where necessary

Documentation of Procedures – The output from RACI is a simple yet powerful method of documenting and communicating roles and responsibilities

RACI charting helpful hints

- Be aware that identifying activities correctly can be as difficult as assigning RACI codes

- Be sure everyone clearly understands the activity before the group assigns RACI codes

- Place accountability and responsibility at the lowest level:
  - There can only be one "A" per activity
  - Authority (over the process/activity) must accompany accountability – empower people to act

- Someone must be responsible to do the work

- Minimize the number of people consulted (C) and informed (I) to those who need to know and/or are impacted by the activity or change

- Ideally, assign A's to people in the group: let this person then suggest people to be R's, I's, and C's

RACI charting helpful hints

- All roles and responsibilities must be documented and communicated

- Consider the overall view of a person's role – that which goes beyond the activity and RACI

- Think about culture change when defining roles and responsibility charts:
  - Eliminate "checkers checking checkers"
  - Encourage teamwork
  - Stress that 100% accuracy is not always required