

Roles & Responsibilities Charting



Objectives

- Learn how to define clear roles & responsibilities with a proven tool – the RACI Chart
- Understand why and when to use the tool
- Learn how to analyze current roles & responsibilities to increase efficiencies



What Is Roles and Responsibilities Charting?



A way of deciding who should do what in an organization.



What Does RACI Mean?

- Responsible
- Accountable
- Consult
- Inform

**Position working on the activity;
The "Doer"**

**Position with yes/no authority;
"The Buck Stops Here"**

**Position involved prior to decision or action;
"In the loop"**

**Position that needs to know of the decision or
action; "Keep in the Picture"**

| | | | | | | |
|---|---|---|---|---|---|---|
| R | | A | | C | | I |
| A | R | | C | I | C | |
| C | | | I | | R | A |
| I | | | R | | A | |
| R | I | | A | C | | |
| | A | I | | R | | C |
| | | A | C | R | | I |



Why Should We Do It? What Could Be Found?

- Undefined/unclear accountabilities of individuals or departments
- Redundancies or work not being accomplished
- Work delayed or incomplete
- Inadequate communication and/or coordination
- Approval/decision-making roles unclear
- Multiple decision points in a process
- Infighting for promotions and/or “plum assignments”
- Finger pointing is present when something fails
- Tasks being performed and decisions being made at the wrong levels
- Inability to manage the interfaces



Definitions for RACI Charting

Business Process:

- A major process to be analyzed through R&R charting

Functional Role:

- A position assigned or assumed to accomplish an activity or sub-activity

Activity:

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

| | | | | | | |
|---|---|---|---|---|---|---|
| R | | A | | C | | |
| A | R | | C | I | C | I |
| C | | | I | | R | A |
| I | | | R | | A | |
| R | I | | A | C | | |
| | A | I | | R | | C |
| | | A | C | R | | I |

RACI Definition & Examples

| Definitions: | Examples: (Football Analogy) |
|--|---|
| <p>Responsible: The person who is responsible carries out the task, or a portion of the task. This person performs the work or task</p> | The Quarterback and the Wide Receiver are responsible to carry out the play called by the Coach |
| <p>Accountable: The person who is accountable owns the decision for a task, and the results from a series of activities to carry out the decision. The "Buck stops here".</p> | The Coach is accountable for the play that he called |
| <p>Consult: The person(s) whom the accountable person must contact before the decision is made. The person(s) who consult may offer input that the "A" may use to modify the decision</p> | The Coach is accountable, but consults with the offensive coordinator on some plays. |
| <p>Inform: The person who the accountable person must contact or inform, after the decision is made, so that it can be carried out.</p> | The Referee must be informed after a decision is made to run a tackle eligible play so that he is aware of the play. |



RACI Example

Process:

Game Plan

Execution

Call Running Plays

Call Passing Play

Call Special Play

| | Head Coach | Defensive Coordinator | Offensive Coordinator | QB | Receivers | Backfield | Linemen | Officials |
|--------------------|------------|-----------------------|-----------------------|----|-----------|-----------|---------|-----------|
| Call Running Plays | A | | C | R | I | R | I | |
| Call Passing Play | A | | C | R | I | R | I | |
| Call Special Play | A | | C | R | I | I | R | I |



Expected Benefits

- Clear, understood individual expectations
- Reduced redundancy in tasks
- “Cleaner” communication (what is really necessary)
- Reduced levels of approval
- Reduced overall time for the process by eliminating “consolidators” and “coordinators”
- Clear, defined, and written interfaces between individuals
- Greater focus on the “value add”



When to use it?

- Workload analysis:
 - Underloads or overloads against individuals and departments can be identified quickly.
- Re-organization:
 - 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 . . . an excellent education tool.
- Project management:
 - Allows for flexibility in matrix management situations while ensuring the right balance between line and project accountabilities.
- Conflict resolution:
 - Gives a forum for discussion and resolving interdepartmental conflict, thus improving teamwork.
- Documentation of procedures:
 - The output from RACI is a simple yet powerful method of documenting and communicating roles and responsibilities.

The RACI supports brown paper process flows.



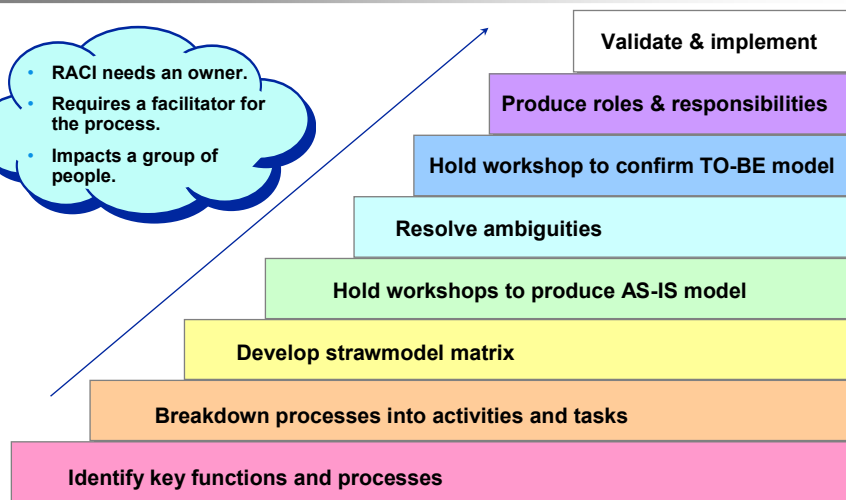
Some Guidelines for Success

- There can only be one person accountable for a task or activity.
- Authority (over the process/activity) must accompany accountability - empower people to act.
- Someone must be responsible to do the work.
- Place accountability (A) and responsibility (R) at the lowest possible level.
- Minimize the number of people consulted (C) and informed (I).
- 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.



Developing RACI Charts: How is it Done?

- RACI needs an owner.
- Requires a facilitator for the process.
- Impacts a group of people.



RACI Analysis

- Following the coding process, the team should review how the charts look both vertically and horizontally:

Vertical Analysis

If you find ...

... then ask

Lot's of R's

Is there a need for the functional role to be responsible for so much?

No empty spaces

Does the functional role need to be involved in so many activities?
Could management by exception principle be used, perhaps reducing C's to I's?



RACI Analysis (cont.)

Vertical Analysis

If you find ...

... then ask

No R's or A's

Should this functional role be eliminated?

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?

Qualifications

Does the participation code fit the qualifications of the functional role?



RACI Analysis (*cont.*)

Horizontal Analysis

If you find ...

... then ask

No R's

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 A's

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 C's

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?



Remember...

- Clearly understood roles & responsibilities will individual expectations
 - Reduced redundancy in tasks
 - Reduced levels of approval
 - Increase effective communication
 - Enhance the focus on the "value add"



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