WL2. RACI as a Governance Tool

April 2020

WEIGHT LIFTED

marketing . comms . design . consulting

INTRODUCTION

In a business world where we are deluged with data and information, RACI brings discipline, structure and broad stakeholder engagement to how a team in an organisation address delivering a particular project or process effectively, efficiently, and with wider buy-in for the outcome, the goal desired.

In short, it will help you keep your eye on the ball.

RACI brings together four key levels of engagement across the different roles in a team assigned to deliver a project or process, assessing how and where they engage and with whom to achieve a specified result. We recommend RACI creation is undertaken collectively. It should deliver most benefits with:

- An accountable executive sponsor authorising the work to be done to improve the outcome of, and experience during the delivery of, a project or end-to-end process.

- A team leader to marshal the resources required to create the RACI, drawing on those assigned to deliver the project or process and keep the broader stakeholder population engaged.

- Clear management of expectations about what will be achieved, by whom, within a set timeframe and to specific quality criteria.

CONTENTS

Section	Page
Section 1: Why use RACI? (Sets out typical issues projects may face, how RACI can be used, where it can help teams, and improvements that are achievable as a result).	4
Section 2: What is RACI? (Highlights the four key levels of engagement in RACI, the form RACI takes, and the pitfalls to be wary of when creating a RACI chart).	7
Section 3: Creating a RACI (Gives limited guidance for creating a RACI, a five step process for creating a RACI, and reinforces the importance of teamwork).	10
Section 4: Contact details and disclaimer (How to contact Weight Lifted directors, and our disclaimer).	16

WHY USE RACI?

Section 1

Unclear roles and responsibilities do not create high performing projects teams. RACI can address this, bringing clarity to the process so that all the players understand what is expected of them...

Ever worked in a project where it feels like the team is not playing to its strengths and pulling in different directions, so you hear comments similar to these?

"I thought he was meant to do that."

"I don't know who to go to for approval."

"I am doing work that is not part of my job."

"Things are slipping through the cracks."

"I could help but no one asks me."

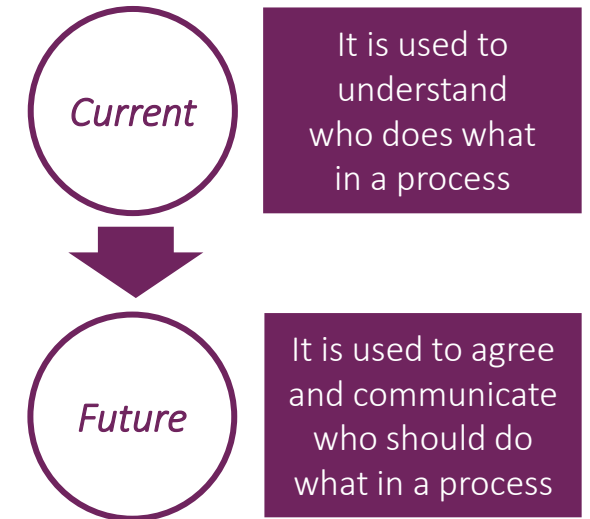*"I only find out after it's too late."*

"I don't know what to do here."

"It's always a last minute rush."

"No one is willing to make a decision."

We've all had experience of working in project teams where unclear roles and responsibilities result in comments like those in the image to the left. Some may resonate more powerfully than others from your own experience, yet they need not occur in the first place.

- RACI is used to understand, establish and communicate roles and responsibilities.

- It can be used for current state analysis or future state design and sense-checking.

- It is meant to allow the identification of both gaps and redundancies in roles or responsibilities.

Current — It is used to understand who does what in a process

Future — It is used to agree and communicate who should do what in a process

So what are some of the benefits of using RACI?

Using RACI will help your teams to:

- Understand the roles and responsibilities associated with decision-making.

- Check whether the appropriate internal customers are consulted in the right processes at the right time.

- Understand what aspects of the business are handled in-house and which are delegated to third-party providers.

- Check, and assure stakeholders, that there are no gaps in the overall process requirements.

- Document activities, tasks and decisions that must be accomplished for effective delivery in important projects.

- Clarify roles and individual levels of participation in relation to each task / activity in the delivery of important projects.

RACI Benefits

By using RACI in important projects your delivery teams can expect to see benefits like these:

- Enhanced teamwork due to better cooperation and sharing of responsibilities in groups and functions.

- Improved motivation owing to clear objectives and achievements, both individually and collectively.

- More planning with, and involvement of. all team members due to better links and communications.

- Increased productivity and greater impact, as well as eliminating duplicated effort.

WHAT IS RACI?

Section 2

RACI is a chart, and a type of responsibility assignment matrix. RACI is a tool to help organisations codify how people in roles are involved with each other delivering a sequence of activities in a process.

RACI is an acronym for the four key levels of engagement by people delivering an end-to-end process. It can equally be applied to a distinct project, or a process in a larger repeatable operation.

R = Responsible (does the work)
"The person who has to make something happen or actually do it."

A = Accountable (buck stops here)
"The person who makes the final decision and has ultimate ownership."

RACI

C = Consulted (asked for input)
"Must always be consulted before a decision or action is taken – a two-way process."

I = Informed (kept in the loop)
"Must always be informed after a decision or action has been taken. You tell them."

RACI takes the form of a chart. RACI charting is a systematic and highly participative technique to:

- Identify all functions (activities, tasks and decisions) that have to be accomplished for effective operation.

- Clarify roles and individual levels of participation in relation to each of these activities.

- Get those involved in the task together to agree who should be doing what.

- Get them involved so they are more likely to "buy-in" to the RACI that is produced and complete their tasks.

At the end of the process you will have a matrix with lots of R, A, C and I letters plotted to signify allocation of the four key levels of engagement. Examples of RACI charts are on the next page, along with some of the pitfalls to be wary of.

RACI charts look and feel like a matrix, with the tasks/activities on the vertical axis, and the roles to be performed by people on the horizontal axis. There are pitfalls to be wary of during creation…

Horizontal analysis can reveal activities that have too much or too little involvement. What to look for in horizontal analysis:

- Number of R's (too many?)
- Number of A's (too many?)
- Lots of C's
- Lots of I's

Vertical analysis can reveal one person has too many activities. What to look for in vertical analysis:

- Lots of R's
- No empty spaces
- No R's or A's
- Too many A's

Business Process	Role 1	Role 2	Role 3	Role 4	Role 5	Role 6
Task A		A		C		I
Task B	R	C	C	I	A	C
Task C		C	I	R	R	A
Task D			R	R	A	
Task E	A	I		R		C
Task F			A	C	R	I

Business Process	Role 1	Role 2	Role 3	Role 4	Role 5	Role 6
Task A		A		C		I
Task B	R	C	C	I	A	C
Task C		C	I	R	R	A
Task D			R	R	A	
Task E	A	I		R		C
Task F			A	C	R	I

CREATING A RACI

Section 3

Guidance for developing a RACI chart

THINK PRAGMATICALLY: the depth that you need to go to with the analysis of the RACI chart depends on the scope and timeline of the required outcome (i.e., ask yourself if you need a lighter touch or a heavier touch for the project/process in consideration).

- 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 perform the task.

- Place accountability (A) and responsibility (R) at the lowest possible level. Otherwise, the analysis of who does what may be too vague (e.g., the CEO is accountable for everything).

- 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.

- All roles and responsibilities must be documented and communicated.

Five simple steps to follow as you develop a RACI chart

Step 1	Step 2	Step 3	Step 4	Step 5

Step 1

Determine the task / job that a RACI chart will assist in analysing (in this case, delivery of large projects).

Step 2

Determine the activities involved in that task / job and the people that are involved.

- Avoid obvious activities and exclude items which have no output (e.g., "attend meeting" or "staple deck papers together").

- Each activity should begin with a good action verb, for example: collect, decide, check, schedule, monitor, fill…

- Activities or decisions should be short, concise and apply to a role or need, not to a specific person.

Step 3

For each activity, assign *one* A (accountability) and the appropriate amount of R's (responsible), C's (consulted) and I's (informed) to accomplish the task.

Step 4

Verify that all of the roles / people understand the requirements of them and are capable of delivering.

Step 5

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

Make it a team exercise: building a RACI chart as a collective can help to identify issues and create buy-in to the improvements because you'll all have participated in the solution...

Functional Roles - A position assigned or assumed to accomplish an activity.

A = Accountable
(buck stops here)

C = Consulted
(asked for input)

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

R = Responsible
(does the work)

I = Informed
(kept in the loop)

Business Process	Role 1	Role 2	Role 3	Role 4	Role 5	Role 6
Task A		A		C		I
Task B	R	C	C	I	A	C
Task C		C	I	R	R	A
Task D			R	R	A	
Task E	A	I		R		C
Task F		A	C	R		I

Top tip for creating a RACI chart: remember, it works best as a team exercise…
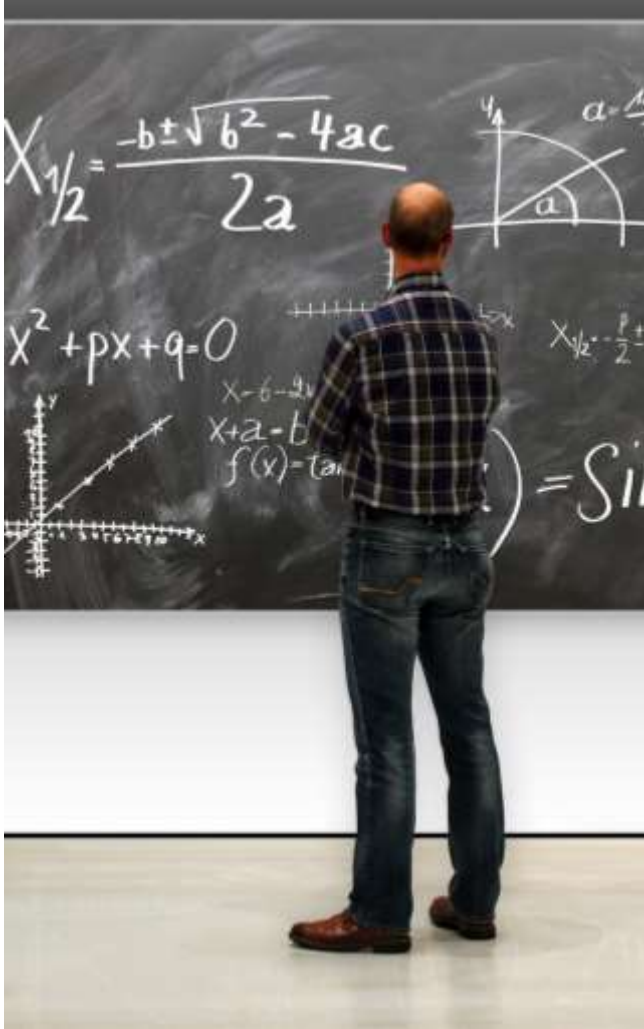
Avoid creating a RACI on your own…

Working solo means that…

- You've created a very nice chart, and you're probably feeling good about yourself, but…

- No-one will buy-in to what you have done because they have not participated in the solution…

- So it feels like you're out in front alone and your message doesn't resonate with anyone, and…

- The project is still in need of saving.

…but work as a team and create the RACI together

Working collectively to create a RACI means that…

- You've created a very nice chart, and you're probably feeling good about yourself, and…

- Key stakeholders will buy-in to what you have done because they have participated in the solution…

- So you know there is real clarity about roles and you're all at the same table, and…

- The project is set up to succeed.

ARE YOU MATCH FIT TO...
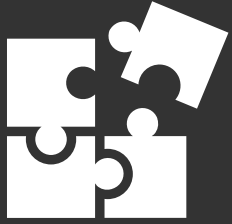
Manage your project or process as a well organised team with clarity around roles and responsibilities?

Eliminate wasted or duplicated effort, and improve your efficiency and productivity?

Consult with and inform the right people in your organisation to bring them with you on the journey?

Or if you'd like help and our Perspective resonates with you, then call us as we'd be delighted to hear from you.

CONTACT DETAILS AND DISCLAIMER

Section 4

DISCLAIMER

This version (1.0) was published in April 2020. This document and its contents are for information only and do not constitute professional advice or any form of offer to commission Weight Lifted Ltd. The purpose of this document is to share a point of view with third parties that register to download it via the www.weightliftedltd.com company website.

The information in this document is not complete and may be changed, is not represented or warranted and has not been verified. No commercial proposition is being offered by Weight Lifted Ltd and Weight Lifted Ltd is not soliciting any offer through this document. No representation, warranty or undertaking, express or implied, is given as to the accuracy or completeness of the information contained herein by Weight Lifted Ltd and each of its respective directors, members, partners or employees, and no liability is accepted by such persons for the accuracy or completeness of any such information.

These materials are merely for preliminary discussion only, speak as of the date hereof, and may not be relied upon for making any commercial decision. Where certain market and/or third party information is provided the sources of such information are attributed, and on the basis that Weight Lifted Ltd believes said sources to be reliable and acknowledges that such information has not been independently verified by such parties.

© Weight Lifted Ltd: this document and any or all of the content contained herein may not be reproduced without written permission by Weight lifted Ltd. Weight Lifted Ltd is registered in England and Wales under company number 11835873. Weight Lifted Ltd is registered at office address: 7 Eton Avenue, New Malden, Surrey, KT3 5AY.

CONTACT DETAILS

CHRIS STAERCK

Director and Consulting Lead
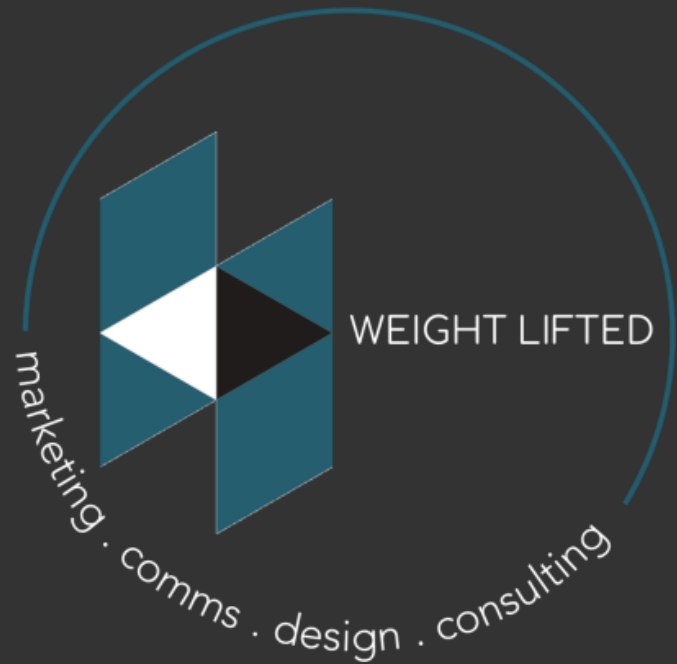
📱 +44 (0)7481 155604

✉ chris@weightliftedltd.com

WWW.WEIGHTLIFTEDLTD.COM

Notes

Notes

WEIGHT LIFTED

marketing . comms . design . consulting

WWW.WEIGHTLIFTEDLTD.COM