

# RACI

## Responsible Accountable Consult and Inform

By the end of this presentation participants should have a good understanding of the RACI model, be able to develop a RACI Chart and explain the RACI methodology to others.

Hi, Susanne here from RACI Change Manager with our webinar training presentation on RACI.

RACI is an acronym for Responsible, Accountable, Consult and Inform. RACI was originally developed as a tool to assist in project management and its history of RACI dates back to the 70s.

This Webinar is designed to be used in conjunction with the RACI Webinar slide pack 1 and RACI Worksheets.

You can pause this presentation at any time and replay sections if required.

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

1. Is work frequent Delayed or incomplete ?
2. Do the teams have questions about "who does what" ?
3. Are there multiple decision-points within a single process ?
4. Is there inadequate communication and/or co-ordination in the organisation ?
5. Are Accountabilities of individuals or departments undefined and unclear?
6. Is there insufficient delegation of authority ?
7. Do we work in a "reactive" environment rather than a "proactive" one?
8. Are decisions taken in a timely fashion ?
9. Does a blame culture Exist ?
10. Are there tasks being performed and decisions being made at the wrong levels ?

RACI is a methodology designed to assist organizations in resolving many common issues relating to efficiency, accountability and role clarification. Answering yes to any 3 or more of these questions provides a good indication that RACI will assist your organization in creating clear roles and responsibilities regardless of location while provide efficiency gains through ensuring processes meet organizational objectives.

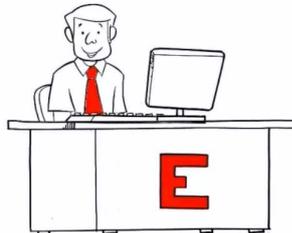
Exercise 1: From the worksheet supplied, provide a Yes or No answer to the following questions

[Information for Trainer – this exercise provides insight as to why we are undertaking this process]

- Is work frequent Delayed or incomplete ?
- Do the teams have questions about "who does what" ?
- Are there multiple decision-points within a single process ?
- Is there inadequate communication and/or co-ordination in the organization ?
- Are Accountabilities of individuals or departments undefined and unclear?
- Is there insufficient delegation of authority ?
- Do we work in a "reactive" environment rather than a "proactive" one?
- Are decisions taken in a timely fashion ?
- Does a blame culture Exist ?
- Are there tasks being performed and decisions being made at the wrong levels ?

How did you go? (discuss issues amongst the attendees)

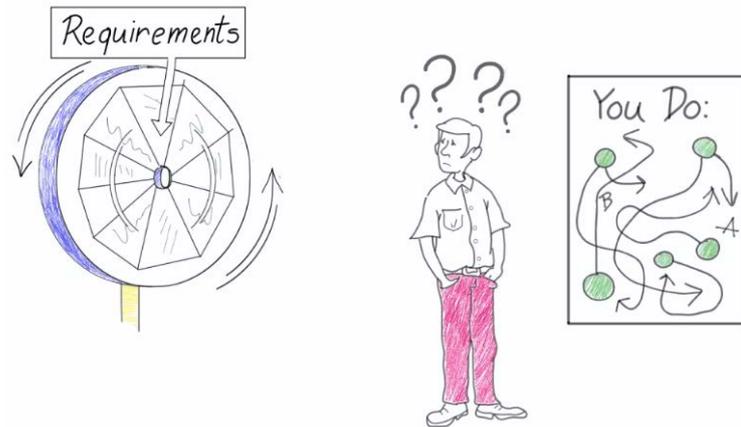
Why do we need RACI?



I'll now play a short clip called "When nobody did what anybody could have done"

[Information for Trainer - This clip is to trigger thinking in relation to accountability and lead into the next slide explaining the RACI Codes]

RACI explained?



Now we have a 2<sup>nd</sup> clip which will provide an introduction of roles and responsibilities and provides a closer look at the RACI model

RACI brings structure to organizational roles and processes.

**Responsible**  
“Doer”

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

**Consulted**  
“In the Loop”

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

**Accountable**  
“Buck Stops Here”

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

**Informed**  
“FYI”

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

So to recap

- Responsible is “The Doer” the individual or Individuals who perform an activity — responsible for action or implementation
- Accountable “The Buck Stops Here” The individual who is ultimately accountable has the yes/no and power of veto. Only one “A” can be assigned to an activity or decision.
- Consulted “In the Loop” The individual or individuals to be consulted prior to a final decision or action is taken. This is a two-way communication.
- Informed “For your information” “The individual or individuals who needs to be informed after a decision or action is taken. One-way communication. Please watch this short RACI explainer video.

### Definitions for RACI charting

**Business Process:**

A major process to be analyzed through roles and responsibility charting

**Activity:**

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

**Functional Role:**

A position assigned or assumed to accomplish an activity

The screenshot shows a RACI charting tool interface. At the top, it displays 'Project Owner: Michael Carew', 'Project: GM-CEO', and 'Project: Enter Project Name'. Below this is a table with columns for roles: GM-CEO, CFO, Credit Mgr., Credit Officer, and Interest. The rows list various activities such as 'Customer Credit Limit Approval < \$25,000', 'Legal action decision', 'Credit insurance compliance', 'Cash receipt recording/reconciliation of accounts', 'Customer Master Data maintenance', 'Credit Check new accounts', 'Setup of new accounts', 'Overdue debt collection', 'Payment Arrangements', 'Credit Status control', 'Bad Debt write off', 'Debt Reporting', 'Charging of Interest', and 'Monthly reporting'. Each cell in the grid contains a letter (A, C, R, I) indicating the role's responsibility for that activity. A red double-headed arrow points to the 'Functional Role' header, and a red double-headed arrow points to the 'Activity' header.

	GM-CEO	CFO	Credit Mgr.	Credit Officer	Interest
Customer Credit Limit Approval < \$25,000			A	R	
Customer Credit Limit Approval \$25,000 - \$99,000			A	R	
Customer Credit Limit Approval \$100,000 - \$250,000		C	AR		
Customer Credit Limit Approval \$250,000 - \$500,000	C	C	R		A
Customer Credit Limit Approval > \$500,000	C	C	R		A
Stop Credit Policy development	C	C	A	R	
Legal action decision	C		AR	R	
Credit insurance compliance	I		AR	R	
Cash receipt recording/reconciliation of accounts			A	R	
Cash receipts Data Input			I	AR	
Customer Master Data maintenance			A	R	
Customer Master Data Input			I	AR	
Credit Check new accounts			A	R	
Setup of new accounts			I	AR	
Overdue debt collection	I	I	A	R	
Payment Arrangements			C	A	R
Credit Status control			A	R	
Bad Debt write off	A	C	R	R	
Debt Reporting	I	I	AR	R	
Charging of Interest			A	R	
Monthly reporting	I	I	AR	R	I

This slide provides the definitions of RACI Charting.

For this example I'm using the RACI.com RACI charting tool. The tasks we are looking at are typical of a Credit Manager.

The activities / tasks are listed down the left hand column which can be sequential steps if relating to a process or project and order of importance if relating to a role or activity.

Functional Roles are listed across the top are those assigned or assumed to be involved each activity

Notice there is only one A per activity

## Using a RACI

*RACI can be implemented for any job or activity which requires the assigning of roles and responsibilities*

### **Guidelines for RACI charting:**

- Step 1: Determine process/job requiring RACI
- Step 2: Document the activities/ tasks inherent to the 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

RACI can be implemented for any job or activity which requires the assigning of roles and responsibilities

This slide provides some Guidelines for RACI charting:

- Step 1: Determine process/job requiring RACI
- Step 2: Document the activities/ tasks inherent to the 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

### Guidelines for success

- RACI needs to be driven from the top down
- 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 organization
- Assign only one accountability per activity or decision
- Eliminate excessive “Cs” and “Is”

Now we look at some guidelines for success

It is important that RACI is worked from the top down.

Let me explain,

An organization starts with a purpose, Vision, Goals and Objectives.

The tasks carried out by an organization need to be congruent with the organizations Vision, Goals and Objectives.

So what a person documents as their role may be slightly different to what an organization needs the person to do to ensure the Vision, Goals and Objectives are achieved

Here is an example....When advising one organization I asked the National Sales manager to document his tasks, as company sales were declining and the reason had not been analyzed.

When he documented his task they included training the sales team, participating in client calls, holding sales team meetings and many more important tasks.

I carried out a gap analysis to find that gaps in the tasks listed by the National Sales manager's RACI and job description did not match.

The National sales manager role based on the organizations goals and objectives were to increase sales into new markets included

Establishing Sales Budgets

Development a company Sales & Marketing plan

Presenting the Sales plan to the Executive

Develop action plan to obtain new markets

So as you can see documenting the current state is only the first step, the gap analysis derived from the organizational goals and objectives is also critical. This is explored in greater depth in one of our future presentation.

## Reviewing the Vertical Axis

If you find..

You need to 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?

In reviewing a RACI it is important to check the columns and rows, let's start with columns – the vertical access

To many Rs - you need to ask can the person with a functional role stay on top of so much?

No empty spaces - you need to ask does the functional role need to be involved in so many activities?

No Rs or As - you need to ask whether this functional role should be eliminated?

Too many As - Should other groups be accountable for some of these activities to ensure

## Reviewing the Horizontal Axis

If you find..

You need to 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?

Now let's review the rows - the Horizontal Axis

- 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 which will also empower staff in their role .
- Lots of Cs - you need to ask do all the functional roles really need to be consulted? Are there justifiable benefits in consulting all these roles?
- Lots of Is - Ask do all the functional roles need to be routinely informed or only in exceptional circumstances?

Again Ensure there are checks and balances and accurate decision-making throughout the RACI Charting process, RACI charting is about collaboration to ensure when listing role tasks the person carrying out that role also has input as you can find that a manager is for always aware of all the tasks carried out within a role.

When things go wrong

○ To many As

I was approached by the Credit manager with a concern that she could not do her job She was accountable for the Credit Department and managing the level of bad debt. She explained that she was not in control due to other long term managers over riding her decisions.

The RACI was documented and it was clear that the escalating bad debt was due to the Sales and Operations teams interfering with what they believed were loyal long term customers

Bad Debt was exceeding \$4m  
The Board of Directors was blaming the Credit Manager

Project Owner Michael Carew  
m.carew@raci.com  
Add Project

Credit Manager

	GM/CEO	CFO	Credit Mgr.	Credit officer	Board	Nat Sales Manager	Nat Ops Manager	Sales Director
Customer Credit Limit Approval < \$25,000			A	R		A	A	A
Customer Credit Limit Approval \$25,000 - \$99,000			A	R			A	A
Customer Credit Limit Approval \$100,000 - \$250,000		C	R					A
Customer Credit Limit Approval \$250,000 - \$500,000	C	C	R		A		A	A
Customer Credit Limit Approval > \$500,000	C	C	R		A			
Stop Credit Policy development	A	C	R	R		A	A	A
Legal action decision	A		AR	R		A	A	A
Credit Insurance compliance	I		AR	R				
Cash receipt recording/reconciliation of accounts			A	R				
Cash receipts Data input			I	AR				
Customer Master Data maintenance			A	R				
Customer Master Data input			I	AR				
Credit Check new accounts			A	R		A	A	A
Setup of new accounts			I	AR				
Overdue debt collection	I	I	R	R		A	A	A
Payment Arrangements		C	R	R		A	A	A
Credit Status control			A	R				
Bad Debt write off	A	C	R	R				
Debtor Reporting	I	I	AR	R				
Charging of Interest			R	R		A	A	A
Monthly reporting	I	I	AR	R	I			

Add Task  
Send Mail Export CSV Save Template

In the few slides we will look at, When things are going wrong and how RACI assists in putting them right

After a presentation within an organization I was consulting to I was approached by the Credit manager concerned that micro management and interference were affecting her work performance and asked if RACI could assist in resolving this problem as she was ready to resign if it couldn't.

She was accountable for the Credit Department and accountable for managing the level of bad debt from customer accounts.

She explained how she was not in control due to other longer term senior managers having authority to ride her decisions.

We sat down and ran a RACI over the Credit Manager role to find the escalating bad debt was due to the Sales and Operations teams overriding company credit policy. Customers with overdue accounts were allowed to keep trading and credit limits were increased.

Bad Debt was exceeding \$4m and spiraling out of control due to these managers overriding the Credit Manager and the Board of Directors were blaming the Credit Manager for poor performance.

To bring Accountability back into balance

I called a meeting with the

- Credit Manager
- Sales Director
- Nat Sales Manager
- Nat Operations Manager
- General Manager

The problem was explained using the RACI chart as a visual aid

The visual of the As circled all over the RACI did not need further explaining.

Authority must also accompany Accountability

When things go right

I called a meeting with the

- Credit Manager
- Sales director
- Nat Sales Manager
- Nat Operations Manager
- General Manager

The problem was explained

The visual of the As circled all over the RACI  
Did not need explaining.

**Collaboration**

In a team discussion it was agreed that the Credit Manager was hired for her expertise in Credit Management and it was agreed that she would not interfere in their field of expertise if they did not interfere in hers.

Bad Debt was reduced to under \$0.7m within 12 months without the loss of a customer. Customers were made aware of the reason credit policies were in place and appreciated the companies position on risk management.

Project Owner Michael Carew  
m.carew@raci.com  
Add Project

Credit Manager

	GM/CEO	CFO	Credit Mgr.	Credit officer	Beard	Nat Sales Manager	Nat Ops Manager	Sales Director
Customer Credit Limit Approval < \$25,000			A	R				
Customer Credit Limit Approval \$25,000 - \$99,000			A	R		I		I
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Customer Credit Limit Approval \$250,000 - \$500,000	C	C	R		A			
Customer Credit Limit Approval > \$500,000	C	C	R		A			
Stop Credit Policy development		C	AR	R				
Legal action decision	CI		AR	R		CI		CI
Credit insurance compliance	I		AR	R				
Cash receipt recording/reconciliation of accounts			A	R				
Cash receipts Data Input			I	AR				
Customer Master Data maintenance			A	R				
Customer Master Data Input			I	AR				
Credit Check new accounts			A	R		I	I	I
Setup of new accounts			I	AR				
Overdue debt collection	I	I	AR	R		CI		CI
Payment Arrangements	CI	I	AR	R		I		I
Credit Status control			A	R				
Bad Debt write off	A	C	R	R				
Debtor Reporting	I	I	AR	R				
Charging of Interest		CI	AR	R		I		I
Monthly reporting	I	I	AR	R	I			

Add Task Send Mail Export CSV Save Template

In this slide we look at collaboration

In a team discussion it was agreed that the Credit Manager was hired for her expertise in Credit Management field and it was agreed that if she was to be appraised for the role and it was her head on the chopping block she needed the authority that went with the Accountability.

Over the next 12 months bad debt was reduced to under \$0.7m and the Credit manager was commended for her efforts.

Customers were made aware of the reason credit policies were in place and appreciated the company position and open communication on these matter.

When things go right

The CFO understands their key accountabilities

The CFO knows the performance they will be measured on.

The CFO's Job description and key Accountabilities and responsibilities should be aligned with the CFO's RACI.

Performance review  
How did the CFO perform against the tasks for which they are accountable.

Project Owner Michael Carew m.carew@brac.com Project: Example CFO Chief Financial Officer	GM	DO	Flt. Team	COO	Chief Mgr	Sales Mgr	IT Manager	HR	Board
Manage the company's accounting and monitor its internal controls		AR	R						
Manage the preparation and reconcile profit and loss accounts, balance sheets and cash flow statements for multiple entities across multiple locations		AR	R						
Manage and drive output from the Financial and Corporate Accounting functions to ensure that deadlines and timetables are met, including:		AR	R						
All aspects relating to the preparation of the monthly management accounts.	I	AR	R						
All GL and bank reconciliations		AR	R						
Monthly reports for the Finance, Investment and Audit Committee and the Board.	C	AR	R	C		C			I
Prepare a detailed analysis of the management accounts identifying key variances from budget for inclusion in the monthly Finance report	C	AR	R	C		C			
Drive continuous improvement in the areas of management reporting including a reduction in the number of days in the month end reporting cycle	CA	AR	R						
Manage annual audit process with external auditors		AR	R						
Prepare annual statutory financial accounts		CA	AR						
Produce and maintain financial policies and procedures of the Financial and Corporate Accounting functions.		AR	R						
Work with the Payroll department to ensure accurate allocation of payroll activity data and costs		AR	R						
Manage the Accounts Receivable process to ensure that all overdue debt collection procedures are followed		I	AR		CA				
Manage the Accounts Payable process to ensure that all supplier agreements are conformed with and that all payments are made within company terms.		I	AR						
Responsible for systems accounting including IT systems, online banking, ATO business portal		I	AR				C		
Prepare FBT, BAS, Franking Credit refund returns and other statutory returns		CA	AR						
Assist with administration of insurances including annual renewal process	C	AR	R						
Undertake one-off projects as directed (M&A and other)	C	AR						Sub	
Manage efficient utilization of resources both human and material		AR							
Employ appropriate staff for Finance positions in consultation with the GM (CEO) and Executive-HR and People Development.		AR							
Ensure there are current position descriptions for all positions within the department and develop a system for regular review of all position descriptions.		AR							R/C
Address matters of staff performance where required in consultation with the Executive-HR and People Development.		AR							C
Ensure staff work effectively and sufficient hours to meet the company's needs.		AR	R						I

This slide is another example where the CFO can see and understand his key accountabilities and limits of authority  
The CFO can clearly understand the performance he will be measured on.  
The CFO's Job description and key Accountabilities and responsibilities should be aligned with the CFO's RACI which is aligned with the organizational vision, goals and objectives

## Benefits of using RACI

- Workload Analysis – Individuals and departments facing overload can be identified quickly
- Reorganization – Ensure that key functions and processes are not overlooked
- New Employees – Allows new employees to rapidly identify their roles and responsibilities and also allows duties to be redistributed into other areas where a position is temporarily vacated.
- Project Management – Allows for flexibility in matrix management situations whilst still ensuring the right balance between line and project management accountabilities.
- Ensure that tasks are documented and 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

### Benefits of RACI include

- Workload Analysis – Individuals and departments facing overload can be identified quickly
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- Documentation of Procedures – The output from RACI is a simple yet powerful method of documenting and communicating roles and responsibilities

### Helpful Hints

- There can only be one "A" per activity
- Authority (over the process/activity) must be accompanied by accountability – empower people to act
- RACI is a consultative process, assign A's and let this person suggest the people to be R's, and ensure I's, and C's as allocated to those impacted by the process
- Keep RACI charts specific and not too large.
- After documenting the RACI ensure it is communicated.
- RACI charts evolve as organizations grow or change direction 100% accuracy is not always required

Some helpful hints include

- There can only be one "A" per activity
- Authority (over the process/activity) must be accompanied by the accountability – empower people to act
- RACI is a consultative process, assign A's and let this person suggest the people to be R's, and ensure I's, and C's as allocated to those impacted by the process
- Keep RACI charts specific and not too large.
- After documenting the RACI ensure it is communicated across the company.
- RACI charts evolve as organizations grow or change direction 100% accuracy is not always required

## RACI team Activity 1 – Create a RACI Chart Teams of 4



### Create a RACI Chart (simple project)

Scenario Use the provided worksheet Excel version or hand write

Step 1: Document the activities / tasks inherent to your role (left hand side)

Step 2: Across the top write the roles you interact with to complete each task

Step 3: For each activity assign one “A” (accountable) and the appropriate amount of R, C, and I to accomplish the task

This can be an individual or group activity (teams of 4) using the work sheet provided in the pack create your RACI chart

Down the left side under tasks, document the activities / tasks inherent to your role – think of what you do Daily weekly monthly and yearly.

A great way to build your tasks list is to imagine what you would need to write down so someone could manage your role if you were to go on a well-deserved holiday for 2-3 months

Across the top write the roles you need to interact with to complete each task – think about who will carry out the work, who will need to be consulted and who needs to be informed when the task is complete.

For each activity assign one “A” (Accountable) and the appropriate amount of Rs, Cs, and Is to accomplish the task

In your group discuss the As, Rs, Cs, and Is and make adjustments where required. When looking at accountability the “A”, think hard about who’s head will be on the chopping block if things go wrong. Will the person with the A be measured on the tasks success?

Who is the R the doer of the task.

Who do I need to consult prior to finalizing a task and who will I need to let know when

the task is completed

If the organization is looking to standardize roles and responsibilities across multiple locations compare the RACI of each specific role with the corresponding roles from each locations and through a collaborative process ensure the tasks meet the organizations goals and objectives and that the different locations do not require localization of some tasks based on specific location needs.

## RACI Key words for describing a task

Key Task start works	Example
Achieve	<i>Achieve company targets</i>
Maintain	<i>Maintain sales team training</i>
Ensure	<i>Ensure all invoices are entered</i>
Analyse	<i>Analyse and report on job progress</i>
Implement	<i>Implement strategies to improve productivity</i>
Monitor	<i>Monitor team performance</i>
Complete	<i>Complete weekly reports</i>
Develop	<i>Develop sales plan</i>
Identify	<i>Identify efficiency opportunities</i>
Deliver	<i>Deliver reports on time</i>
Carryout	<i>Carry out weekly maintenance for transformers</i>
Provide	<i>Provide guidance to staff</i>
Communicate	<i>Communicate with management and staff</i>

# RACI Questionnaire

1	Is work frequent Delayed or incomplete ?	Yes	No
2	Do the teams have questions about "who does what" ?	Yes	No
3	Are there multiple decision-points within a single process ?	Yes	No
4	Is there inadequate communication and/or co-ordination in the organization ?	Yes	No
5	Are Accountabilities of individuals or departments undefined and unclear?	Yes	No
6	Is there insufficient delegation of authority ?	Yes	No
7	Do we work in a "reactive" environment rather than a "proactive" one?	Yes	No
8	Are decisions taken in a timely fashion ?	Yes	No
9	Does a blame culture Exist ?	Yes	No
10	Are there tasks being performed and decisions being made at the wrong levels ?	Yes	No
<b>Total</b>			

**Answering Yes to 3 or more of these questions indicates a need to implement a RACI strategy.**

RACI will assist with the following;

Workload Analysis – Individuals and departments facing overload can be identified quickly

Reorganization – Ensure that key functions and processes are not overlooked

New Employees – Allows new employees to rapidly identify their roles and responsibilities and also allows duties to be redistributed into other areas where a position is temporarily vacated.

Project Management – Allows for flexibility in matrix management situations whilst still ensuring the right balance between line and project management accountabilities.

Ensure that tasks are documented and 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-emphasized and training effort focused towards them where necessary.



# Thank you

[www.raci.com](http://www.raci.com)  
Email [support@raci.com](mailto:support@raci.com)

This concludes this session  
Thanks for your time today

There are many resources relating to RACI available from the RACI.com website  
Please liaise with your training manager relating to any questions you may have relating to the implementation of RACI in your organization

We will be producing further webinar training videos covering  
RACI for defining organizational structure  
RACI starts at the top  
Organizational visioning with a RACI overlay

Hoping to see you again

Bye for now