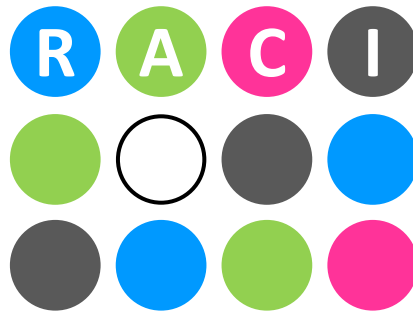


# Continuous Improvement Toolkit

## RACI Matrix

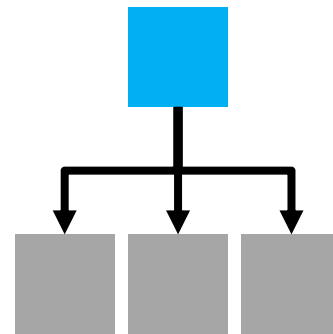
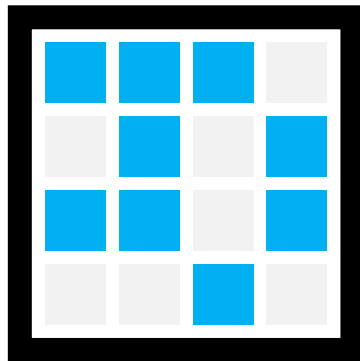


# The Continuous Improvement Map



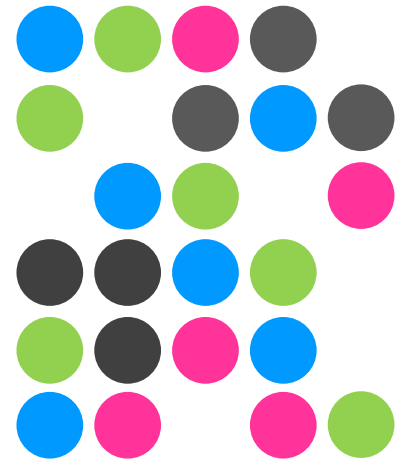
# - RACI Matrix

- ❑ There are many ways to help clarify roles and responsibilities within a project, business process, or change initiative.
- ❑ Some prefer to use a **hierarchical structure**.
- ❑ Others prefer to use a **matrix-style format**.



# - RACI Matrix

- ❑ A **RACI Matrix** is a tool that brings clarity to the roles people play within a team.
  - Working towards achieving a common goal.
- ❑ It describes the participation of the various roles in completing the required activities and deliverables.



# - RACI Matrix

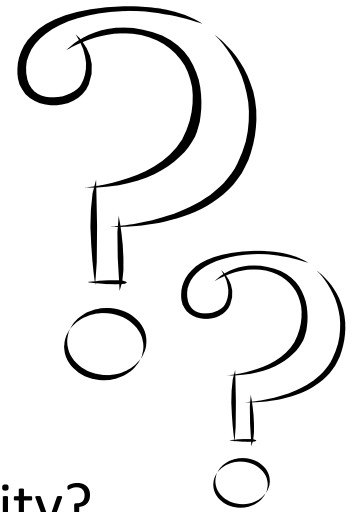
- ❑ When several people work on a project, it is easy to assume that someone else is taking care of a particular work.
- ❑ You may hear complaints such as:
  - *“I didn’t know I was supposed to do it”.*
  - *“I thought he was working on it”.*
- ❑ **This will lead to:**
  - Inefficient team operation.
  - Increased communication complexity.
  - Undesired final results.



# - RACI Matrix

## It Answers:

- ❑ Who is responsible?
- ❑ Who is accountable?
- ❑ Are there stakeholders who can be consulted about the activities?
- ❑ Are there stakeholders needs to be informed about the activities?
- ❑ Is there a stakeholder who has too much responsibility?



# - RACI Matrix

## Benefits:

- ❑ Clarifies roles and responsibilities.
- ❑ Avoids duplication and confusion.
- ❑ Reveals issues such as:
  - Not enough communication.
  - Too many chiefs.
- ❑ Identifies who should be approached at any given situation.
- ❑ Provides a clear view of what are we expecting from each stakeholder and how are we going to communicate with them.



# - RACI Matrix

- ❑ RACI is an acronym for the four roles that stakeholders might play in any project or change situation:
  - **R**esponsible.
  - **A**ccountable.
  - **C**onsulted.
  - **I**nformed.





# - RACI Matrix

**Responsible**

The actual doer

**Consulted**

Can tell more

**Accountable**

Sign off work

**Informed**

Kept in the picture

# - RACI Matrix

## Responsible:

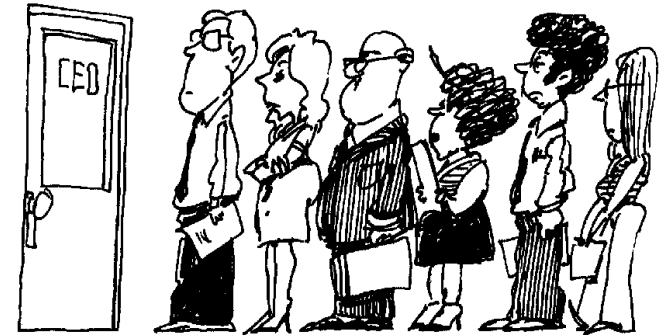
- ❑ Refers to the person who should actively participate to accomplish a particular activity.
- ❑ This person **owns** the activity and actually doing the work.
- ❑ There can be a number of people doing each activity.
- ❑ However, there should be at least one responsible to avoid confusion and underperforming.
- ❑ Others can help the responsible to accomplish the required work.



# - RACI Matrix

## Accountable:

- ❑ The person who should ensure that the work is completed:
  - On time.
  - Within budget.
  - Within the required quality standards.
- ❑ He may be the direct manager of the responsible.
- ❑ Or the same responsible person when the team is small.
- ❑ There must be only one accountable person for each activity.
- ❑ It is also important that few accountable stakeholders exist on matrix to avoid confusion over where the authority resides.



# - RACI Matrix

## Consulted:

- ❑ The person who can provide valuable information and guidance to complete the work.
- ❑ He has the knowledge, skills and experience that may be needed to complete the required work.
- ❑ His opinion should be taken into account in decision making.
- ❑ However, he should not have the authority to change the work unless explicitly given.



# - RACI Matrix

## Informed:

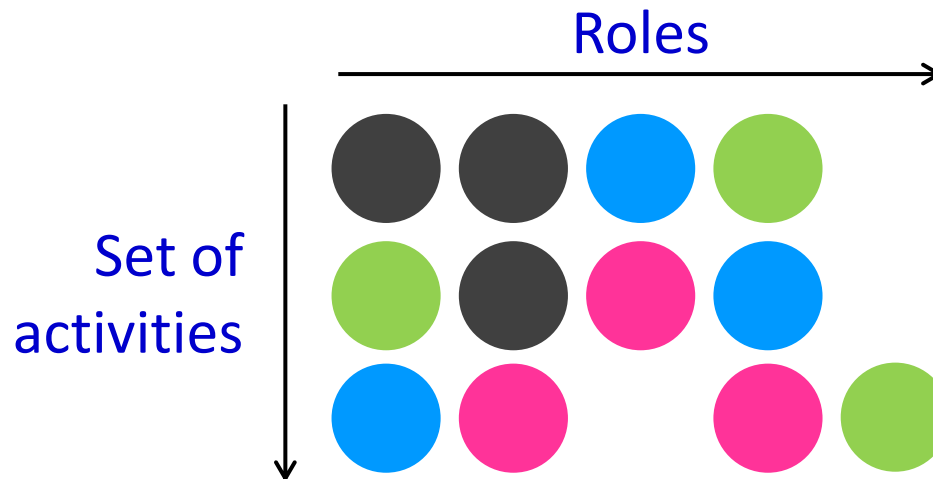
- ❑ Refers to person who should be notified of a decision or result.
- ❑ His work depends on the activity and might be affected by the changes in some way.
- ❑ He has no control over how the work is implemented.
- ❑ He does not need to take part in the decision-making process.
- ❑ Keeping him informed is a good way to get their attention and support.



# - RACI Matrix

## The Matrix:

- ❑ The **roles** are often plotted along the top of the matrix.
- ❑ The **set of activities** are plotted along the left side.
- ❑ Each activity in a RACI matrix should be analyzed to determine the role each stakeholder plays for the activity to be completed.



# - RACI Matrix

## The Matrix:

- The assigned resources can be shown as individuals, teams or roles.

	Role 1	Role 2	Role 3	Role 4
Activity 1	R	C	I	A
Activity 2	C	I	A/R	

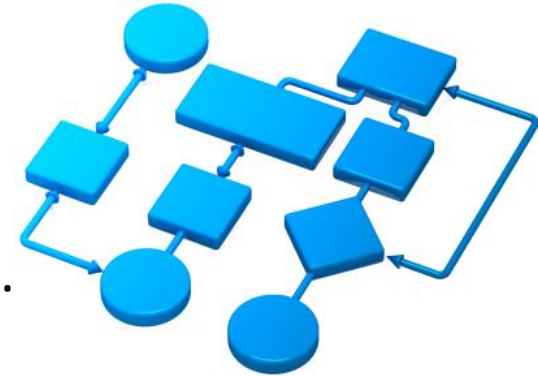
	Team 1	Team 2	Team 3	Team 4
Activity 1				
Activity 2				

	Person 1	Person 2	Person 3	Person 4
Activity 1				
Activity 2				

# - RACI Matrix

## How to Create a RACI Matrix:

- ❑ With your team, clearly explain the purpose for creating the RACI matrix.
- ❑ Identify the stakeholders who should be involved and the main activities that need to be carried out.
- ❑ Construct a two-dimensional table.
- ❑ Insert the main activities on the left hand column and the roles of stakeholders on top row of the table.
- ❑ For each activity, identify the responsible, accountable, consulted and informed stakeholders by placing the appropriate symbol (R,A,C or I) at the intersecting cell of the matrix.
- ❑ Ensure that there is an accountable and responsible for each activity.
- ❑ Discuss the RACI matrix with key stakeholders to verify accuracy.





# - RACI Matrix

Example – Assigning Persons to a Project:

	Adam	Ali	Emir	Peter	Sara	Nermin
Collect data	A	I	C	R		I
Analyze data	A	I		R	C	
Order parts	C	A	I			R
Install parts	I	A	R	C		I
Test		A	R	I		
Document	A	I	I		C	R

# - RACI Matrix

**Example** – Assigning Six Sigma Roles and Responsibilities:

	Executive team	Sponsor	Process owner	Steering committee	MBB	BB/GB
Implement roadmaps	A		R	C	I	
Identify and select projects		A	C	R	I	I
Implement projects		A	C	I	C	R
Track and monitor projects		A	I	R	C	I
Maintain operational gains	I	I	R	A	I	
Monitor overall progress	A		I	R	C	
Coach and mentor	A		I	C	R	

# - RACI Matrix

## Further Information:

- A variation of the RACI matrix is the **RASCI matrix** where “S” refers to the **Supportive** people who can provide resources and/or other forms of support during the project or change.

Responsible

Accountable

Support

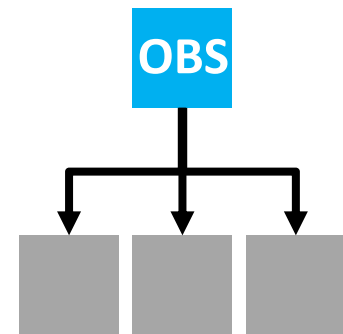
Consult

Inform

# - RACI Matrix

## Further Information:

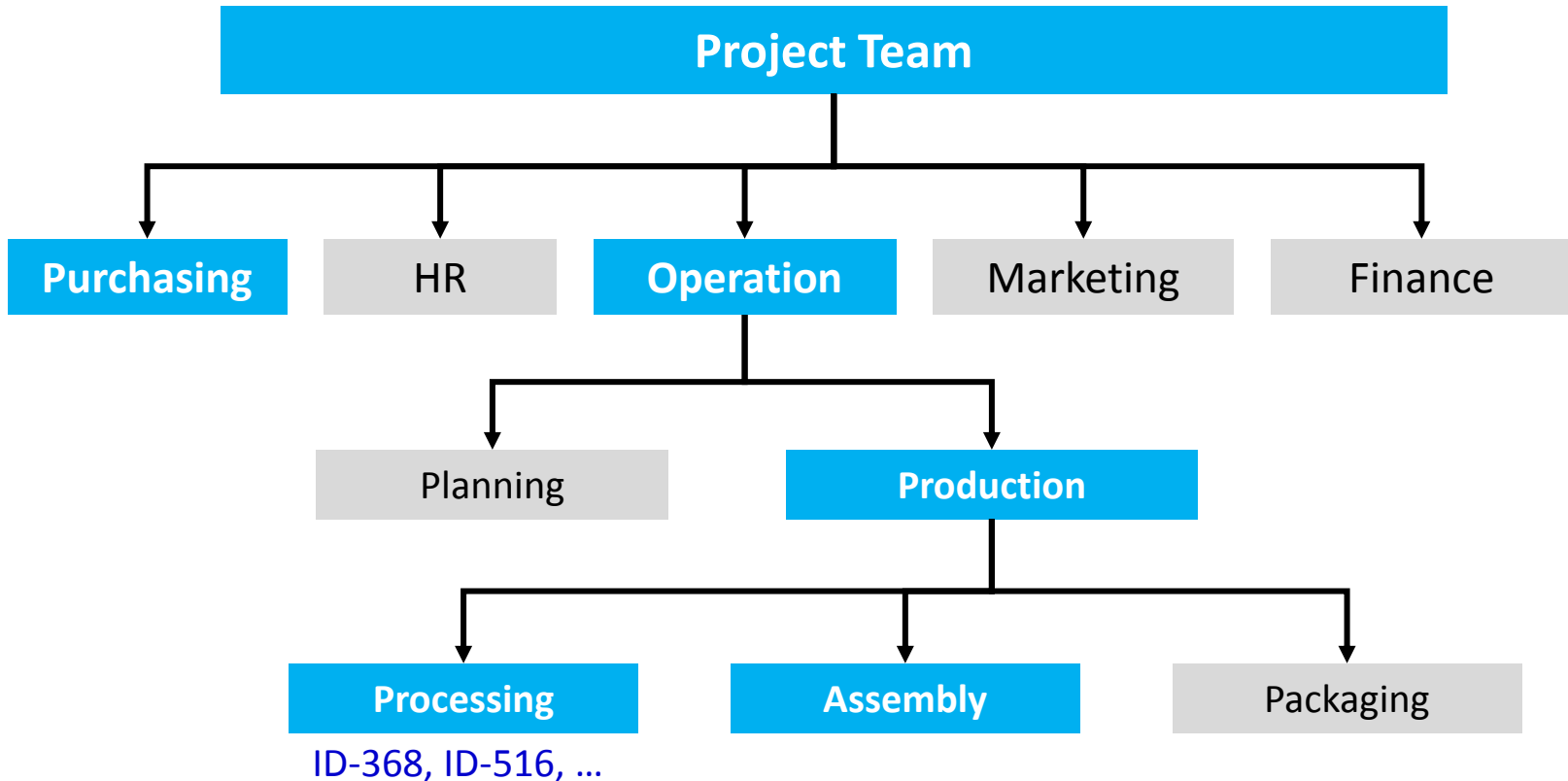
- ❑ An **Organizational Breakdown Structure (OBS)** is another way that helps clarify roles and responsibilities needed to complete a project.
- ❑ It is a hierarchical framework that helps identifying:
  - The responsible persons or departments who are involved.
  - For which activities.
  - What authority and rights they have.



# - RACI Matrix

## Further Information:

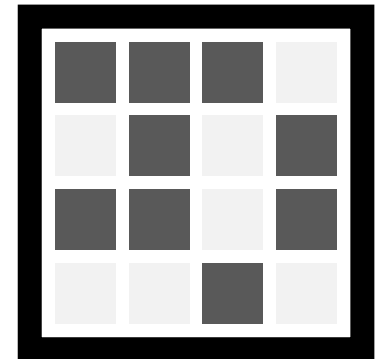
- An example of an Organizational Breakdown Structure:



# - RACI Matrix

## Further Information:

- ❑ A **Responsibility Assignment Matrix (RAM)** is a table that shows the project resources assigned to each activity or work package.
- ❑ It is used to illustrate the connections between activities and project team members.
- ❑ It shows all activities associated with one person and all people associated with one activity.
- ❑ It can be developed at various levels on large projects.
  - A high-level RAM specifies what the team or unit is responsible for within each component of the WBS.
  - A lower-level RAM is used within the team to designate responsibilities and levels of authority for specific activities.



**RACI is an  
example of  
a RAM**

# - RACI Matrix

## Further Information:

- ❑ The **Resource Breakdown Structure (RBS)** is a hierarchical list of resources that is used to facilitate planning and controlling of project work.
- ❑ Each lower level represents an increasingly detailed description of the resource until small enough to be used in conjunction with the work breakdown structure (WBS) to allow the work to be planned, monitored and controlled.
- ❑ It is helpful in tracking project costs.
- ❑ Can be aligned with the organization's accounting system.
- ❑ It may contain resource categories other than human resources.

