

Continuous Improvement Toolkit

RACI Matrix



The Continuous Improvement Map



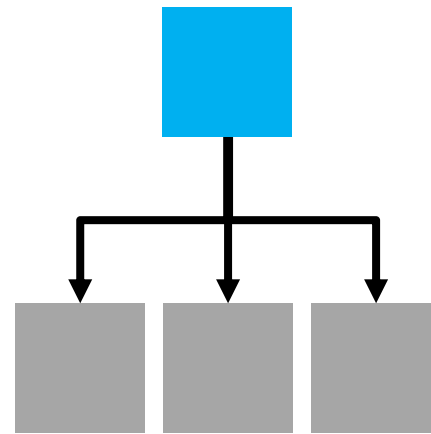
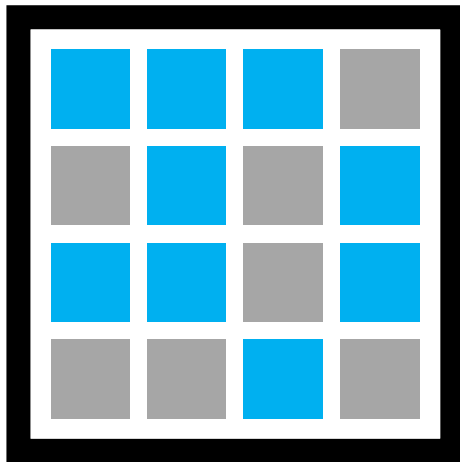
RACI Matrix

There are many ways to clarify the **roles & responsibilities** within a project, business process, or change initiative



RACI Matrix

Some prefer to use a **hierarchical** structure while others prefer to use a **matrix-style** format such as the **RACI matrix**



RACI is an example of a **RAM** (Responsibility Assignment Matrix)

RACI Matrix

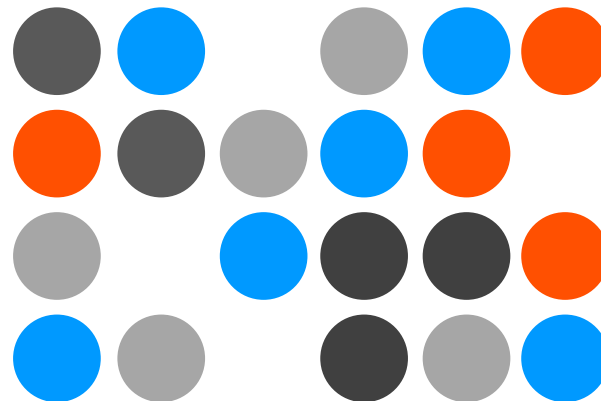
An effective way to define the roles and responsibilities of various stakeholders towards achieving a **common goal**



A type of **stakeholder analysis**

RACI Matrix

A matrix-based organization tool that shows how resources are **assigned** to different project and process activities



Describes the **participation** of the various roles in completing the required activities and deliverables

RACI Matrix

When several people work on a particular project, it is easy to **assume** that someone else is taking care of a task or assignment

I thought she was working on it

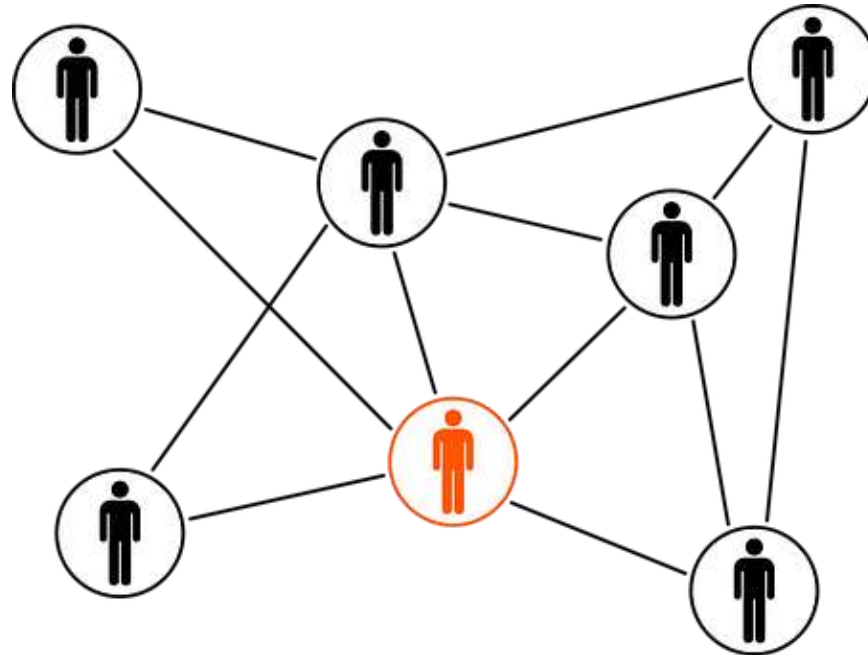


I didn't know I was supposed to do it

You may hear many **arguments** which may lead to poor team communication and inefficient operation

RACI Matrix

The goal is to ensure people have a clear understanding of their responsibilities to **avoid** miscommunication, duplication, confusion, and wasted time



RACI Matrix

For example, when **consultation** is required before taking a particular decision, **consulted** stakeholders should be approached



RACI Matrix

Benefits

Provides a clear view of what is expected from each stakeholder and how to communicate with each.

Helps identifying who should be approached at any given situation.

Reveals issues such as too many responsible persons and not enough communication.

Serves as the guiding document that every stakeholder will refer to when needed.

Helps avoiding the “too many cooks in the kitchen” situation.

RACI Matrix

RACI is an acronym for the four major **participation types** that stakeholders might play in any project, process or change situation

 **Responsible**

 **Accountable**

 **Consulted**

 **Informed**

RACI Matrix

RACI 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?

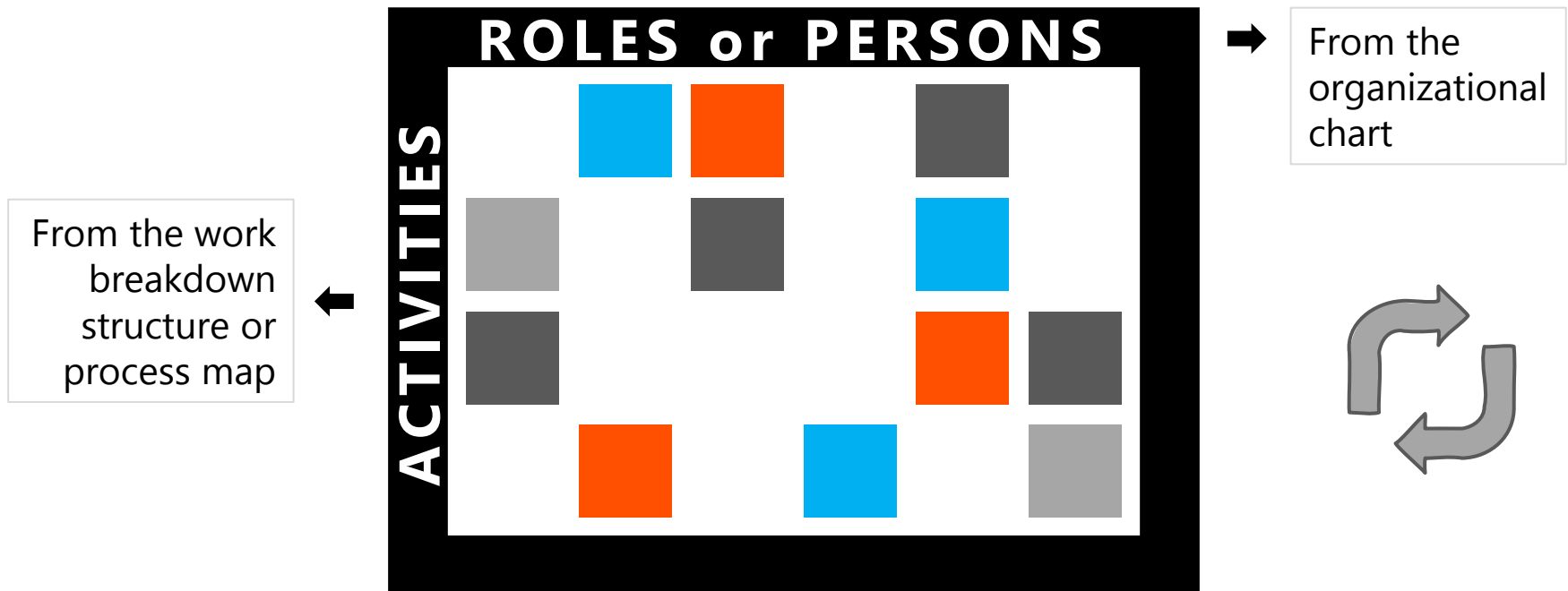
RACI Matrix

Each key activity in a project or process should be **analyzed** to determine the participation each stakeholder is expected to have



RACI Matrix

The **roles** or persons are plotted along the top of the matrix while the **set of activities** are plotted along the left side of the matrix

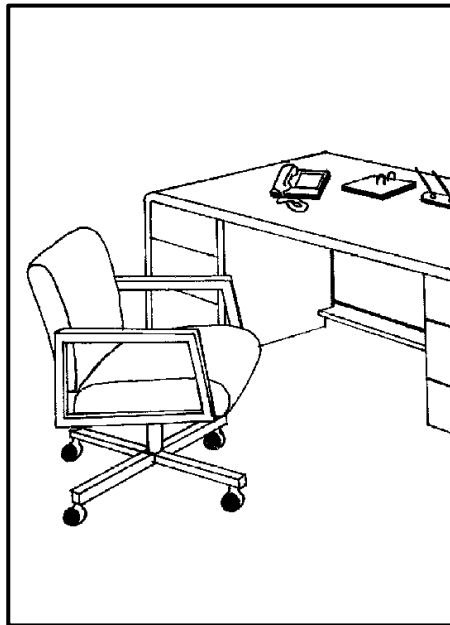


RACI Matrix

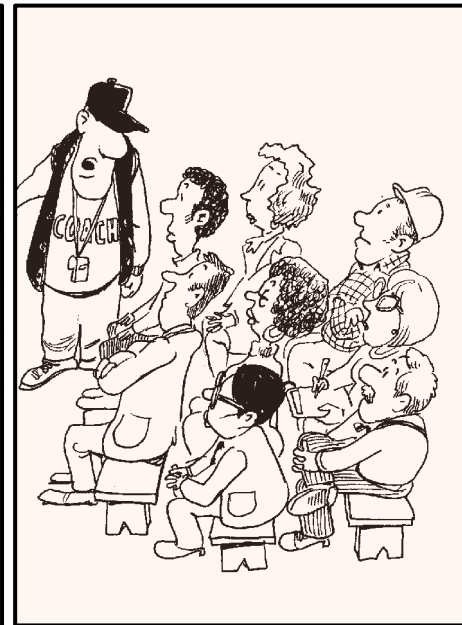
The horizontal axis or top row represents the **assigned resources**, which can be shown as individuals, roles or groups



Individuals



Roles



Groups

RACI Matrix

The Four Major Participation Types

Responsible The actual doer	Accountable Sign off work
Consulted Can tell more	Informed Kept in the picture

RACI Matrix

Responsible

Refers to the role or person who should actively participate to accomplish a particular activity

This is the role who owns the activity and actually doing the work

There can be more than one Responsible doing each activity, but there should be at least one

The number of Responsibles depends on the activity. More Responsibles are assigned when the activity needs more support and assistance



RACI Matrix

Accountable

Refers to the role or person who should ensure that the work is completed on time, within budget, and within the required quality standards

He/she may be the direct manager of the responsible or may be the same responsible person when the team is small

There can be only one Accountable for each activity, and he or she should be the final approving authority

It is also important that few accountable stakeholders exist on the RACI matrix to avoid confusion over where the authority resides



RACI Matrix

Consulted

Refers to the roles or persons who can provide valuable information and guidance to complete the work

They have the knowledge, skills and experience that are needed to complete the work

Their opinion should be taken into account before decision making

However, they should not have the authority to change the work unless explicitly given to them



RACI Matrix

Informed

Informed refers to anyone who should be notified of a decision or result when the work is completed

Their work depends on the activity and might be affected by the changes in some way

They has no control over how the work is implemented & don't need to take part in the decision-making process

Keeping them informed is a good way to get their attention and support



RACI Matrix

How to Create a RACI Matrix

With your team, clearly explain the **purpose** for creating the RACI matrix

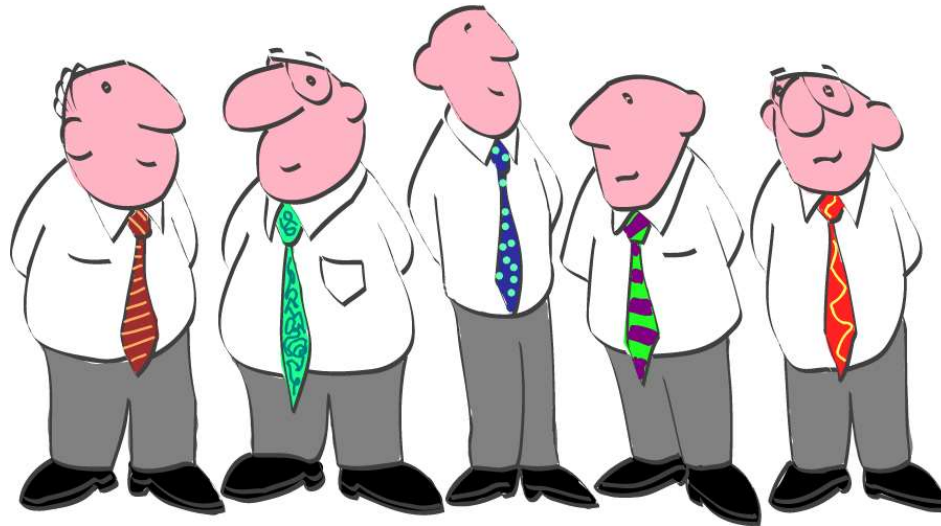


RACI Matrix

How to Create a RACI Matrix

Identify the **stakeholders** who need to be involved and the main **activities** that need to be performed

Decide on how you are going to represent the stakeholders (individuals, roles or groups)



RACI Matrix

How to Create a RACI Matrix

Use a flipchart or whiteboard to construct a **two-dimensional matrix**

Enter the activities in the left column and the roles or persons in the top row of the matrix



The diagram shows a RACI matrix on a flipchart. The matrix has three columns labeled 'Role 1', 'Role 2', and 'Role 3', and three rows labeled 'Activity 1', 'Activity 2', and 'Activity 3'. A black pencil is positioned diagonally over the cell at the intersection of 'Activity 2' and 'Role 3'.

	Role 1	Role 2	Role 3
Activity 1			
Activity 2			
Activity 3			

RACI Matrix

How to Create a RACI Matrix

Remember, the assigned resources can be listed as roles, groups or individuals

	Role 1	Role 2	Role 3
Activity 1			
Activity 2			
Activity 3			

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

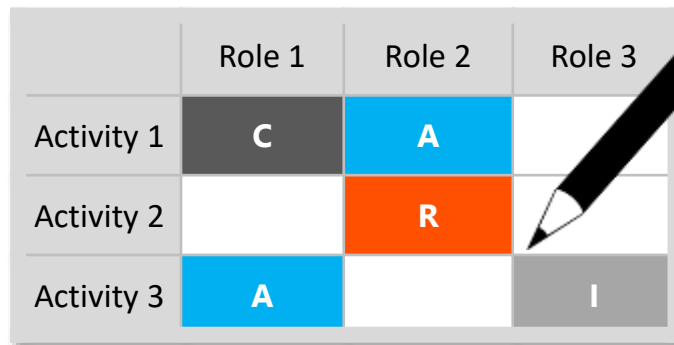
	Person 1	Person 2	Person 3
Activity 1			
Activity 2			
Activity 3			

RACI Matrix

How to Create a RACI Matrix

For each activity, **identify** the Responsible, Accountable, Consulted and Informed

Place the appropriate character (R,A,C, or I) at the intersecting cell of the matrix
Ensure that there is an accountable and responsible person for each activity



The image shows a RACI matrix table with a pencil pointing to the 'R' cell. The table has three columns labeled 'Role 1', 'Role 2', and 'Role 3', and three rows labeled 'Activity 1', 'Activity 2', and 'Activity 3'. The cells contain the following characters: Activity 1 (C, A,), Activity 2 (, R,), and Activity 3 (A, , I). The 'C' cell is dark grey, the 'A' cell is blue, the 'R' cell is orange, and the 'I' cell is light grey.

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

RACI Matrix

How to Create a RACI Matrix

Discuss the RACI matrix with the key stakeholders to verify accuracy

Use the RACI matrix as a guiding document throughout the project's lifetime

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

RACI Matrix

The rows and columns of the matrix can be **swapped** so that the rows become the columns, and vice versa

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

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

RACI Matrix

You can also map the activities with the RACI categories, listing the roles, groups or individuals in the table

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

	R	A	C	I
Activity 1	Role 3	Role 2	Role 1	Role 4
Activity 2	Role 2	Role 4		Role 1
Activity 3	Role 1		Roles (3,4)	Role 2
Activity 4	Role 4	Role 1		Role 3

RACI Matrix

Example – Assigning Individuals 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 – Acquiring New Equipment Business Process

Process Steps

	Business unit	IT	Finance	Purchasing	Purchasing committee
1 Define needs	R	C	I		A
2 Technical review	I	R			C
3 Complete paperwork	R	I	C	C	A
4 Acquire equipment	I	I	I	R	A
5 Follow-up with the supplier	I	C		R	I
6 Issue payment			R	I	I
7 Configure and install	I	R			I
8 Receive and use	R	C			I

RACI Matrix

Example – Assigning Six Sigma Roles and Responsibilities

	Executive team	Sponsor	Process owner	Steering committee	MBB	BB/GB
Implement roadmaps	A		R	I	C	
Identify and select projects	I	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	

Six Sigma Roles & Responsibilities

RACI Matrix

Example – Assigning Six Sigma Projects

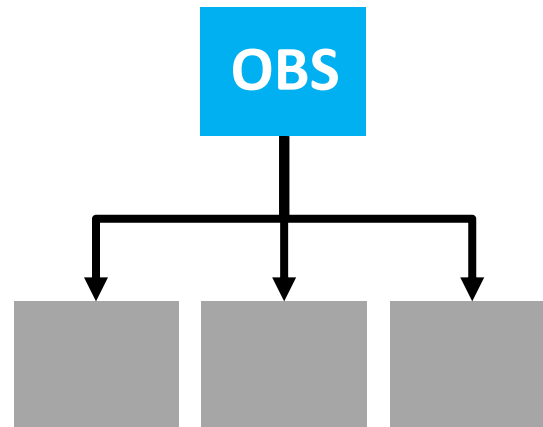
Six Sigma Projects

	Sponsor1	Sponsor2	MBB1	MBB2	BB1	BB2	BB3	GB1
Project #3114	A		C	I	C		R	
Project #3175	A	I	C	C			I	R
Project #3130		A	C			R		
Project #3034	A	C	I		R	C		I
Project #3099	A			C			R	R
Project #3157	I	A	C	C	R	I		R
Project #3103		A		C		R		I
Project #3219	C	A	I		R		C	
Project #3015	A	I	C	C			R	
Project #3123	A		C		I	I		R
Project #3208		A	C	I	C	R		

RACI Matrix

Further Information

An **Organizational Breakdown Structure (OBS)** is another way that helps clarify roles and responsibilities



RACI Matrix

Further Information

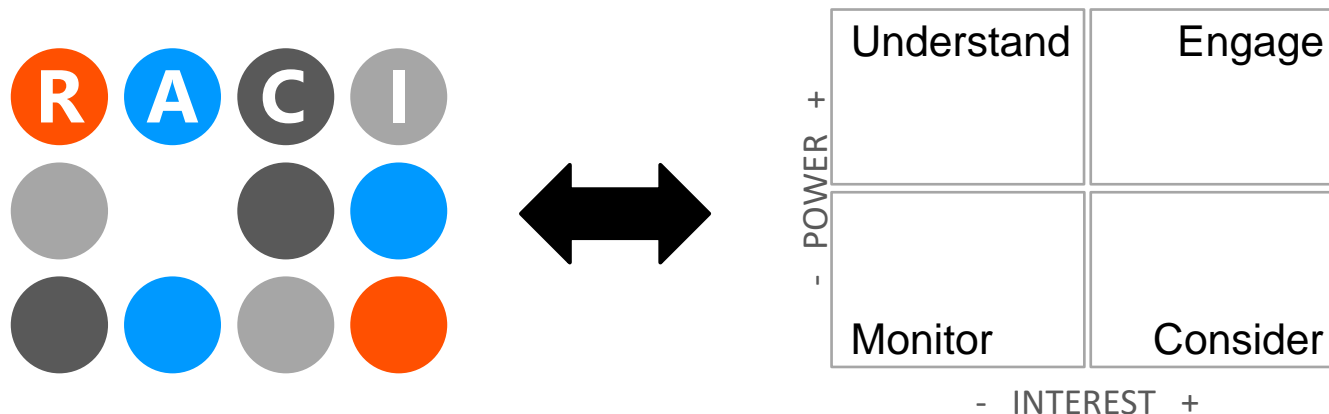
It should be dealt with as a **live document** during the project lifetime



RACI Matrix

Further Information

Can be linked with other project management tools such as the **power/interest matrix**



RACI Matrix

Further Information

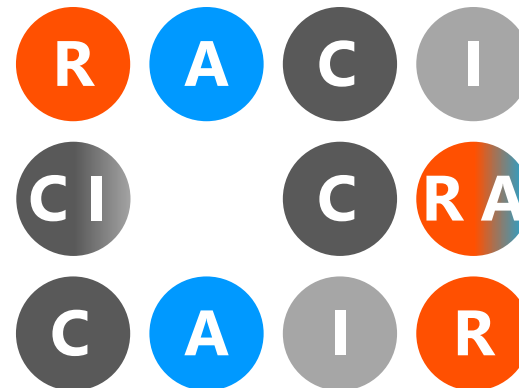
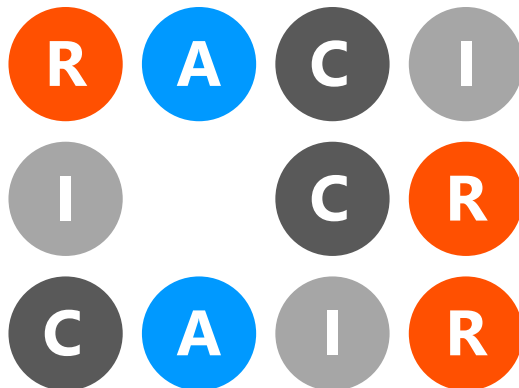
A variation is the RASCI matrix where “S” refers to the **Support** category in terms of providing the necessary resources and other forms of support during the project or process



RACI Matrix

Further Information

It is recommended that each activity receives **only one** of the RACI categories at most (except in the case of small projects)



Smaller projects