Leader Toolkit
RACI decision making tool

We are **RESPONSIBLE** leaders, **DEDICATED TO QUALITY**.
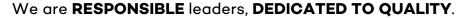
We do the right thing and focus on what matters and deliver results.

Why use this tool

A RACI chart is a matrix of all the activities or decisions carried out in a part of an organisation/ project, mapped against all the people or roles involved.

Use this tool to clarify the roles and responsibilities and check whether they have been assigned for best outcomes.

When to use this tool

Use this tool in restructures, process redesign work or when setting up a project.

How to use this tool

1. Prepare your own *RACI decision making role matrix* either on paper or using Excel
2. Identify the key activities or decisions that take place in a department or area. Describe each using a suitable action verb.
3. Identify the key positions or people that are involved in these activities.
4. Populate the matrix with this information and assign appropriate *RACI code.*
5. Make a note of any comments to be taken into account to ensure that all involved understand their role
6. Once populated, evaluate the RACI using the *RACI Analysis*

RACI code

Responsible	The person who **actually carries out** the assignment or task. Responsible to get the job done.
Accountable	The person (**only one**) who is ultimately **accountable** for process or task being completed appropriately. Responsible person(s) are accountable to this person.
Consulted	People who are not directly involved in carrying out the task but are consulted. May be a stakeholder or subject matter expert.
Informed	Those people who receive output from the process or task or who have a **need** to stay informed.

RACI decision making tool

RACI decision making role matrix

Print this page or use a spreadsheet

Decision or Task	Person or Position									Comments
1										
2										
3										
4										
5										

RACI Analysis

When the RACI matrix is populated, explore what the matrix is telling us.

The way to do this is to look along the vertical and then the horizontal axes in turn, and for each column or row asking: If I find...then what does this mean?

Vertical Analysis

- **A lot of R's**: Is it possible for the individual(s) to stay on top of so much? Can the activity be broken into smaller, more manageable chunks?
- **No empty spaces**: Does the individual(s) need to be involved in so many activities? Are they a 'gatekeeper' or could management by exception principles be used? Can consulted be (R)educed to (I)nformed, or can things be left to the individual's discretion when something needs particular attention?
- **No R's or A's**: Should this role be eliminated or have processes changed to an extent where resources could be reassigned?
- **Too many A's**: Does a proper 'segregation of duties' exists? Should other groups be accountable for some of these activities to ensure checks and balances and accurate decision making throughout the process? Is this a 'bottleneck' in the process. Is everyone waiting for decisions or direction?
- **Requirements**: Does the level of the person fit the requirement of this role? Are too many senior personnel involved for routine decision making that could be deployed downwards?

Horizontal Analysis

- **No R's**: Who is doing the job and getting things done? Are there too many roles waiting to be approved, be consulted or informed. Whose role is it to take the initiative?
- **Too many R's**: Is this a sign of 'hand-off' activities?
- **No A's**: Why not? There must be an 'A.' someone must be accountable for the thing happening - the buck stops with this person.
- **Too many A's**: Is there confusion with too many fingers in the pie? It can also create confusion because every person with accountability feels they have final say on how the work should be done.
- **Too few A's and R's:** The process may slow down while the activity is performed or the procedure may be outdated and can be streamlined if not needed.
- **Every box filled in**: Do all the roles really need to be consulted? Are there justifiable benefits in consulting all the roles or is this just covering all the bases?