

What is Responsibility Charting (RACI)

Responsibility charting is a technique to assist in the identification of different roles and responsibilities attached to different key activities. It is a visual tool which is intended to reduce ambiguity, duplication, confusion and clarify potential areas of conflict.

RACI stands for the different roles, as follows:

A	Accountable	Position with yes/no authority	"The buck stops here"
R	Responsible	Position working on the activity	"The doer"
C	Consult	Position involved prior to decision or action	"In the loop"
I	Inform	Position that needs to know of the decision or activity	"Keep in the picture"

To complete a RACI matrix, you need to:

1. List all the tasks, activities and decisions that are being worked on;
2. List all the functions of the people involved;
3. Create a matrix from the two lists made (see below)
4. Now plot the RACI for each task. Indicate who is accountable, responsible, needs to be consulted and informed.
5. Check the RACI for each task:
 - a. 1. There must be only one person who is accountable;
 - b. 2. There must be at least one person who is responsible;
 - c. 3. There do not need to be any persons to be consulted or informed.
6. Now analyse the RACI matrix. Do this by analyzing the roles that each function have been assigned:
 1. Does one person or function have too many responsibilities?
 2. Does one person or function have too many, or all the 'A's'?
 3. Is any one person or function involved in every task?
7. Communicate the matrix to all involved persons, and keep it updated.



Tasks, Milestones and decisions	Function A eg Line Manager	Function B eg Manager	Function C eg General Manager	Function D eg Director
Task 1	R	A	I	
Task 2	R	A	C	I
Task 3		R	A	C
Task 4		R	C	A

Obviously, the method can be adopted depending upon the processes and culture of the organisation involved. Furthermore, when preparing the list of tasks, activities, etc, it is worthwhile:

- Avoiding obvious and generic activities, and be more specific;
- Beginning each activity or decision with a good action verb (examples include: conduct; operate; schedule; write; update; develop; decide; authorise, etc);
- When an action verb implies a judgement or decision (for example, evaluate, monitor, inspect, review) add a phrase to indicate the primary outcome;
- Activities and decisions should be short, concise and apply to a role or need, not to a specific person.

There are a number of variants, some of which are listed below:

- ARCI – merely rearranging the letters to give more prominence to accountability, can give rise to amusement due to pronunciation if soft c.
- RASCI or RASIC – the addition of a ‘supportive’ role, identifying those who provide resources and assistance to the ‘R’s.
- RACI-V – the addition of a ‘verifies’ role, ensuring that any necessary checks are carried outside the team.
- CAIRO – the addition of an ‘omitted’ role, or outside the loop. Used to designate those who you specifically wish to exclude.
- PACSI – P – perform, the person carrying out the activity; A – accountable, the person ultimately answerable for the correct and thorough completion of the deliverable; C – control, the person reviewing the result of the activity. Will have power of veto; S –



suggest, the person consulted to give non-binding advice based upon recognised expertise; I – informed.

- RASI – dropping the consulted, and replacing with the supportive role.
- RACIQ – the addition of ‘Q’, quality review – checking whether the product meets quality standards.
- RACI-VS – the addition of a verifies role, and also ‘S’, the signatory, the person who approves the verify decision and authorises the hand-off.
- DACI – D – a single driver of the overall project; A – approver, those who approve decisions and are responsible if the project fails; C – contributors, those responsible for the deliverables; I – the informed.
- RAPID – R – recommender, gathers information and proposes a course of action; A – agree, formal approval of a recommendation; P – perform, the role which is accountable for the execution or implementation of the decision; I – input, the provider of relevant information; D – decide, the person who is ultimately accountable for making the final decision.
- RATSI – R – responsibility, the person who is in charge of making sure the work is done; A – authority, the person with the final decision; T – task, the person who actually does the work; S – support, the person who provides support; I – informed, the person who needs to be informed that the work has started.