



Project Planning: “R.A.C.I.” to the Finish!

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What's a "R.A.C.I."?

"R.A.C.I."

- ▶ Responsible
- ▶ Accountable
- ▶ Consulted
- ▶ Informed

R.A.C.I. Objectives & Benefits

- ▶ Assist work teams in charting roles and responsibilities consistently
- ▶ Give work teams an implementation tool
- ▶ Clarify individual roles and responsibilities
- ▶ Identify accountabilities
- ▶ Eliminate misunderstandings
- ▶ Encourage teamwork
- ▶ Reduce duplication of effort
- ▶ Improve communication

R.A.C.I: Critical Issues and Opportunities

- ▶ Roles
- ▶ Accountability
- ▶ Responsibilities
- ▶ Task responsibility
- ▶ Approval



*...gives us
the
opportunity
to...*

- ▶ Better understand the micro and macro
- ▶ Improve communications
- ▶ Clarify
- ▶ Identify authority
- ▶ Empower employees with authority to do it
- ▶ Bring up to speed with organization structure
- ▶ Reduce uncertainty of multiple reporting

R.A.C.I.

- ▶ (R) esponsible
 - “The doer”
 - The person or position required to complete a task
 - Each task is required to have a responsible person assigned to it
 - Responsibility can be shared
 - Degree of responsibility is determined by the (A)ccountable person

- ▶ (A) ccountable
 - “The buck stops here!”
 - The person with yes/no authority and veto power
 - The person who must insure that it is completed on-time and in a manner which meets all expectations for it
 - The (A) person or position does not have to physically do the task
 - Accountability should be focused on the "Responsible" person whenever possible
 - Accountability must be assigned to each task
 - Only one (A) can be assigned to a function

R.A.C.I

- ▶ (C) onsulted
 - “In the loop”
 - Person involved prior to the action or final decision
 - The (R) person needs to consult an assigned (C) person before performing a task
 - Use minimally to avoid delays
 - (R) person should be empowered to do the required task with very few exceptions

- ▶ (I) nformed
 - “Keep in the picture”
 - The person that needs to know of the decision or action
 - The (I) person is not being informed for permission or approval

R.A.C.I. Example

Decisions/ Functions	Employee	Assistant	Supervisor	Accounting
Document expenses	AR			
Complete expense forms	AR			C
Forward to supervisor	A	R		
Review	C		AR	
Approve	I		AR	
Forward to Accounting		R	A	

R.A.C.I. Implementation Guidelines

- ▶ Eliminate “checkers checking checkers”
- ▶ Encourage teamwork
- ▶ Place (A) and (R) at level closest to the action or knowledge
- ▶ Only ONE (A) per activity
- ▶ Authority must accompany (A)
- ▶ Minimize (C) and (I)
- ▶ All roles and responsibilities must be documented and communicated

Don't R.A.C.I. Alone!

- ▶ What might doing R.A.C.I. with your team accomplish?
 - Increase productivity through well-defined accountability
 - Reduce scrap and rework because need specifications are clarified
 - Increase capacity by eliminating overlaps and redundancies
 - Collapse unneeded layers and place accountability where it belongs
 - Better educate one another about roles by involving them in discussions of responsibilities and functions
 - Better planning process because of multiple opportunities for communication

R.A.C.I. Worksheet

Decisions/ Functions	YOU	_____	_____	_____