# RACI Analysis

## 1. Introduction

A key aim of the Blueprint Programme is to improve the quality of decision making within STFC. RACI is an important tool that can be used at all levels of the organisation to help achieve this. Examples of situations where RACI might be used to help STFC include deciding whether to invest in, or pull out of an area of science, or when implementing a new policy or changing an existing one.

## 2. What is RACI?

RACI is a technique which can be used to identify roles and responsibilities during an organisational change process or when making business decisions. RACI stands for **R**esponsible, **A**ccountable, **C**onsulted and **I**nformed.

The RACI tool is helpful where there are a number of people involved in the completion of a task or in the making of a decision, and it is not clear what everyone's responsibilities are. RACI helps clearly identify expectations and to avoid any potential confusion over roles and responsibilities.

## 3. Definitions of the RACI Categories:

- **Responsible:** The "doer". The person who performs an activity or does the work. There is typically only one **R**, although this can also be delegated to others to carry out the work required.
- **Accountable:** "The buck stops here". The person who is ultimately accountable for the satisfactory completion of the task and the one to whom **R** is accountable. **A** must sign off on work that **R** provides. There must only be one **A** specified for each task and the level at which this is allocated should be based on STFC's delegated accountability/authority.
- **Consulted:** "In the loop". Those that need to feedback on and contribute to the activity. The need here is to ensure that all the implications of the decisions/options are properly thought through by the decision maker. Two-way communication.
- **Informed:** "Keep in the picture". Those who are kept up to date on progress, as they will be impacted by the decision and may have to do something differently as a result. One-way communication.

## 4. Using RACI Charts

A RACI chart, or matrix, helps visualise the roles and responsibilities of those involved in the task and helps identify missing areas or areas of issue. Below is an example of a RACI chart. This particular example shows how this RACI document will be produced and communicated within STFC.

Functional Role

| Activity | Core Processes Project Manager | Core Processes Team Member | Core Processes Project Board | Blueprint Programme Management | Blueprint Implementation Managers | Blueprint Comms Officer | STFC Staff |
|---|---|---|---|---|---|---|---|
| Draft document | A | R | | | | | |
| Consult initially | A | R | | C | | | |
| Consult more widely | A | R | | | C | | |
| Finalise document | A | R | | | | | |
| Obtain agreement from Ops Board | R | | A | | | | |
| Obtain agreement from Exec Board | R | | A | | | | |
| Communicate document | A | | | I | I | R | I |
| Incorporate into Governance Manual | A | R | | | | | |

## 5. How a RACI exercise is done:

Start by drawing a chart or grid, as shown in the example above, then:

a) **Identify the actions that need to be taken and the decisions that must be made down the left hand side of the chart**.
Activities or decisions should be clear and concise. Begin each task with an action verb e.g. Review, Decide, Monitor, Collect, Develop, Publish, Authorise, Train, Update etc. If your list contains only a few activities then make sure you haven't defined the list too narrowly; too many tasks, and it's probably too broad.

b) **Identify all the roles involved across the top of the chart.**
Use functional roles rather than the names of individuals. Functional roles are positions either assigned to individuals or groups or assumed by them to accomplish a task on the list.

c) **Complete the matrix with the relevant RACI code (i.e. A, R, C or I).** The codes describe the type of participation each role will play. Roles can be played by individuals, groups, entire departments or even outsiders (e.g. DBIS, University Administrators).

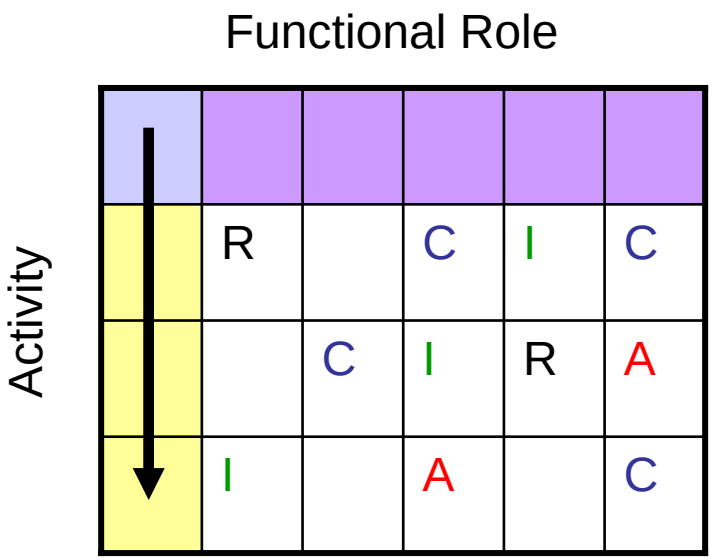
Here are some guidelines on how to assign the codes:

- First assign the Rs, then determine who should be accountable and receive an A. Then complete the Cs and Is.
- Place As and Rs at the level closest to the action or knowledge
- Minimise the number of Cs and Is
- Don't worry about perfection. It's not necessary to produce a chart that is 100% accurate. A good decision executed quickly is almost always better than a perfect decision that takes months to reach.

## 6. Analysis of the RACI Chart

When the analysis is done and the RACI chart populated, any ambiguities need to be resolved. The chart is reviewed and questions are asked of the data pattern to explore what it is telling us. The way to do this is to proceed 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 (**C**)onsulted be reduced 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 functional 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?
- Level of seniority: 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 delegated downwards?

## Horizontal Analysis

Functional Role

Activity

| | | | | |
|---|---|---|---|---|
| R | | C | I | C |
| | C | I | R | A |
| I | | A | | C |

- 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 'over the wall' 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 functional roles really need to be consulted? Are there justifiable benefits in consulting all the roles or is this just covering all the bases?
- A lot of **C**s: Do all the roles need to be routinely informed or only in exceptional circumstances? Too many in the loop can slow the process down.
- A lot of **I**s: If too many people are involved, usually too many **C**s and **I**s, it can dramatically slow things down.