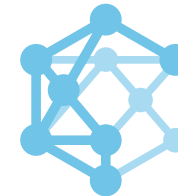# Defining Team Roles with a RACI

Sharing the tools our team use successfully to enhance Clients' benefits realisation capabilities.......using an adaptation of the traditional RACI matrix to ensure all involved in projects are clear in their roles and responsibilities.

2. Deliver Projects & Programmes Smarter

Assured
Outcome
Delivery

Implementing Smarter….

……..Starting with Role Clarity

Developing a RACI

The purpose of the RACI process is to define clearly. . .*What* activities, functions and tasks must be done in a project and *Who* must do them as part of the project kick off?

RACI charting is a systematic and participative technique to:
- Identify all functions (activities, tasks, and decisions) that have to be accomplished for effective operation
- Clarify roles and individual levels of participation in relation to each of these activities
- Get those involved in the task together to agree who should be doing what – and by getting them involved in definition they are more likely to "buy-in" to the RACI that is produced and complete their tasks

Team Role Definitions:

Role	Definition
Responsible "The doer"	Individual(s) who performs an activity - responsible for action/implementation. R's can be shared.
Accountable "Buck Stops Here"	The individual who is ultimately accountable, including yes/no and power of veto. Only one "A" should be assigned to an activity/decision.
Consulted "In the Loop"	The individual(s) to be consulted prior to a final decision or action is taken. Two-way communication.
Informed "FYI"	The individual(s) who needs to be informed after a decision or action is taken. One-way communication.

Building a RACI for AOD #1

1. Determine the task / job that needs a RACI

2. *Determine the activities involved in that task / job and the people involved in it*
   Avoid obvious activities and exclude things which have no output e.g. 'attend meeting' or 'staple receipt to paperwork'
   Each activity should begin with a good action verb, examples . . .
   – Collect, decide, check, schedule, monitor, fill
   – 'Check loads for any errors'
   – 'Collect damaged goods for return'
   – Sign-up driver and return relevant paperwork '
   Activities or decisions should be short, concise, and apply to a role or need, not to a specific person

3. For each activity, assign 1 accountability and the appropriate amount of R's, C's and I's to accomplish the task

4. Ensure all of the roles / people understand the requirements of them and are capable of delivering

5. Review progress / completion to determine benefits and opportunities of using the RACI process

Building a RACI for AOD #2

Functional Roles:

- A position assigned or assumed to accomplish an activity

Activities

- An action or decision that is one of several sequential steps in the completion of a process.
- It should always result in a clear output

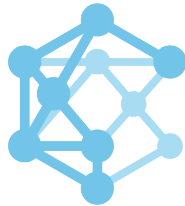| Activities		Programme Manager	Project Manager	Technical Architect	Marketing	Finance	Other
• Develop PID			R	R	A		
•		A/R		C	I	C	
•				I		A/R	C
•				R		A	
•		I		A		R	
•		A	I		R		C
•			A	C	R		I

RACI Guidelines

- The team leader owns the RACI – the team should compile it in the kick off mtg
- There can only be one person accountable for a task or activity
- Authority (over the process/activity) must accompany accountability - empower your team to act
- Someone must always be responsible to do the work
- Place accountability (A) and responsibility (R) at the lowest possible level
- Minimise the number of people consulted (C) and informed (I) to those who need to know and/or are impacted by the activity or change
- All roles and responsibilities must be documented and communicated
- Consider the overall view of a person's role - that which goes beyond the activity and RACI

QA checks on the RACI

If you find:	Then ask:
Horizontal	
• Lots of R's	• Too many people involved?
• No R's or A's	• Why do it? Is the job getting done?
• More than one A	• Confusion, indecision?
• Lots of C's:	• Does everyone being consulted add value?
• Lots of I's	• Do they all need to know?
Vertical	
• Lots of R's	• Too much work?
• No empty space	• Too much work? Too much consultation?
• No R's or A's	• Can the function be eliminated?
• Too many A's	• Is accountability at the right level?

Can the AOD RACI help start your projects smarter?

Steve Dickie

07725 070753

steve.dickie@outcomedeliverynetwork.com

www.outcomedeliverynetwork.com