KAIROS

RACI Quick Reference Guide

<u>Who can build RACI Charts for decisions and tasks?</u> You. Ultimately, of course, the CEO delegates decision authority to whom he/she sees fit, but you'll never get in trouble for trying to clarify decision rights by creating a proposed RACI chart.

<u>When should I use RACI?</u> When decisions or tasks are bogged down, or anytime it isn't clear who "owns" them. For simple decisions and tasks with clear ownership, you will not need RACI.

RACI can be used with DECISIONS and with TASKS or PROJECTS. It works a little bit different for each:

Decisions

	ROLE DESCRIPTION	SHORTHAND	HOW MANY IN ROLE FOR EACH DECISION?
(R)esponsible	Develops options & recommendations	Heavy lifting	Usually one, sometimes a few
(A)ccountable	Makes the decision	The buck stops here	One
(C)onsulted	Provides input to the decision	A voice, not a vote	Zero to many
(I)nformed	Told of the decision after it is made	Tell me later	Zero to many

Decision Examples	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED
Spend unbudgeted >$10k on Project X	PM	CFO	Exec Sponsor	Project Team
Spend unbudgeted <$10k on Project X	PM	Exec Sponsor	--	--

Tasks & Projects

	ROLE DESCRIPTION	SHORTHAND	HOW MANY IN ROLE FOR EACH TASK/PROJECT?
(R)esponsible	Does the work	Heavy lifting	Usually one, sometimes a few
(A)ccountable	Says that the work is good enough	The buck stops here	One
(C)onsulted	Provides input on whether good enough	A voice, not a vote	Zero to many
(I)nformed	Told about the work's completion	Tell me later	Zero to many

Task Examples	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED
Asign IT ApDev employees to Project X	PM	VP of ApDev	--	Assigned employees
Create business case for Project X	Assigned VP	Exec Sponsor	CFO, CEO	Project Team

Rules for RACI:
1. There will be one and only one Accountable individual for each decision, task, or project.
2. There is always someone in the Responsible and Accountable roles, and it may be the same person.
3. The Accountable individual can only approve after learning the perspectives of those in the Consulted and Responsible roles [through direct conversations with them, or indirectly, via the Responsible individual(s)].
4. The Accountable individual must consider the good of the organization (not just protect his/her own interests) and, therefore, may need to consult with other individuals who aren't formally listed in the Consulted role.
5. It is assumed that R's and C's will also be informed about the decision or task completion (if they don't already know).

How to build an Ad Hoc RACI chart:

1. Compile the list of C's [stakeholders]
2. Pick an A from that list
3. Designate an R
4. Fill in the I's

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