Lean Poster Series #2
How to Create and Analyze a RACI Matrix

by Jonas Hulstaert

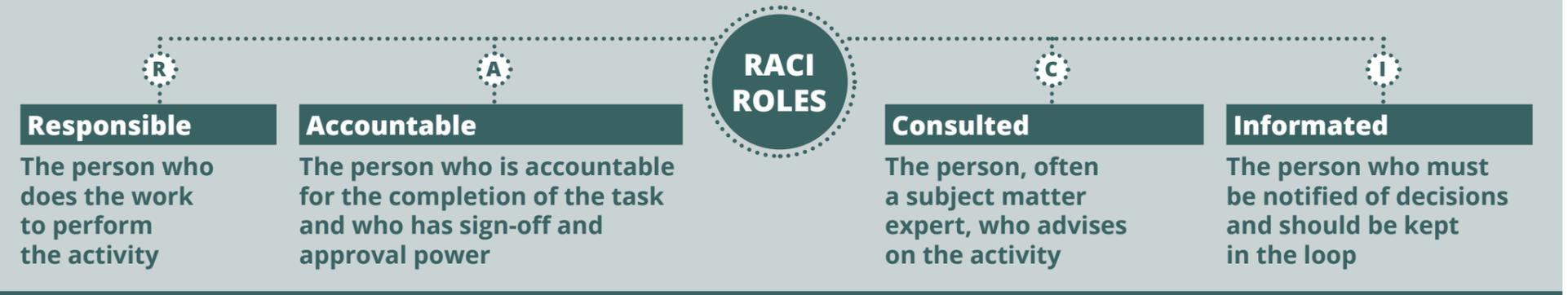**Good e-Learning**

What is a RACI Matrix?

RACI is a Responsibility Assignment Chart (RAM)* indicating the participation of various roles in a process, organization or system.

It is mainly used to map current perceptions of who does what, but it also enables you to design who should do what moving forward.

When is a RACI used?

This tool can be used during to Analyze (current state) and the Improve (target state) phases of a DMAIC Project.
The finished product is a living document in the Control phase.

DEFINE ▶ MEASURE ▶ ANALYSE ▶ IMPROVE ▶ CONTROL

What are the RACI Roles?

R — **RACI ROLES** — **C** — **A** — **I**

Responsible
The person who does the work to perform the activity

Accountable
The person who is accountable for the completion of the task and who has sign-off and approval power

Consulted
The person, often a subject matter expert, who advises on the activity

Informated
The person who must be notified of decisions and should be kept in the loop

Title

Roles in the Process

Activities or Decisions

← ···· Horizontal analysis ···· →

Vertical analysis

	R1	R2	R3	R4	R5
T1	A		R		C
T2	A	R	C	C	I
T3	I	A	R		
T4	R	A	A	I	C
T5	R	I		A	

How to Create an RACI Matrix

Identify key (sub-) processes & define the scope of the RACI Matrix.

Breakdown (sub-) processes into activities – use action verbs.

List all roles in the process. Roles can be individuals and groups; internal and external.

Build the RACI Matrix

Analyze the RACI Matrix

RACI Matrix Analysis

	VERTICAL ANALYSIS	HORIZONTAL ANALYSIS
R — Lots of 'R's	Can the person stay on top of all these tasks? Can the tasks be divided or maybe assigned to other roles?	Why are so many people responsible for the task? It seems that there are too many people involved or that they are more concerned with throwing the task over the wall than completing it.
R — No 'R's	(In combination with no A's) Can this role be eliminated or reassigned?	Are the roles clear? Who should be responsible for the task? There should always be an R. Or maybe the task isn't value added?
A — Lots of 'A's	Should this role be accountable for so many tasks? Does this cause a bottleneck in the process?	Does the process run smoothly? A's usually want to have their say in the process. This might cause delays and problems in its execution.
A — No 'A's	(In combination with no R's) Can this role be eliminated or reassigned?	Who is accountable for the task? Why is it done? There should always be an A (and usually only one).
C — Lots of 'C's	-	Do all the roles need to be consulted? What is the added value? Lots of C's slow down the process.
C — No 'C's	-	Do all the roles always need to be informed? Or only in exceptional circumstances? Lots of I's slow down the process.
I — Lots of 'A's	Does the person need to be involved in so many tasks? Look for opportunities where a C can be changed to an I or an I can be eliminated.	Aren't too many people involved in the process? Usually there will be lots of C's and I's which could be eliminated. Or C's that can be changed to I's.
I — No 'A's	Does the degree of participation (R, A, C or I) fits the qualifications of the role?	-