

# Lean Poster Series #2

## How to Create and Analyze a RACI Matrix



by Jonas Hulstaert

### What is a RACI Matrix?

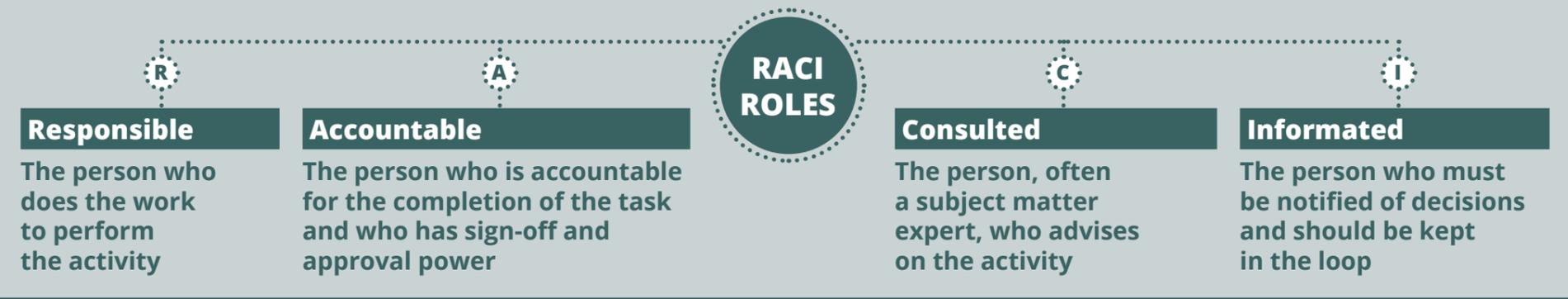
RACI is a Responsibility Assignment Chart (RAM)\* indicating the participation of various roles in a process, organization or system. It is mainly used to map current perceptions of who does what, but it also enables you to design who should do what moving forward.

### 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.



### What are the RACI Roles?



**Title**

Roles in the Process

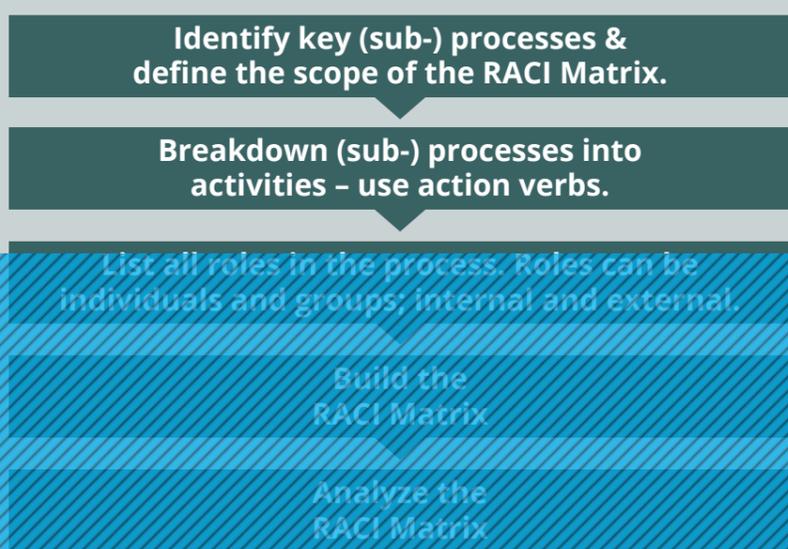
Activities or Decisions

Horizontal 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	

Vertical analysis

### How to Create an RACI Matrix



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**RACI Matrix Analysis**

	VERTICAL ANALYSIS	HORIZONTAL ANALYSIS
<b>R</b>	<p><b>Lots of 'R's</b> → Can the person stay on top of all these tasks? Can the tasks be divided or maybe assigned to other roles?</p> <p><b>No 'R's</b> → (In combination with no A's) Can this role be eliminated or reassigned?</p>	<p><b>Lots of 'R's</b> → Are there too many people involved 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.</p> <p><b>No 'R's</b> → 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?</p>
<b>A</b>	<p><b>Lots of 'A's</b> → Should this role be accountable for so many tasks? Does this cause a bottleneck in the process?</p> <p><b>No 'A's</b> → (In combination with no R's) Can this role be eliminated or reassigned?</p>	<p><b>Lots of 'A's</b> → Can the process run smoothly? A's usually want to have their say in the process. This might cause delays and problems in its execution.</p> <p><b>No 'A's</b> → Who is accountable for the task? Why is it done? There should always be one (and only one).</p>
<b>C</b>	<p><b>Lots of 'C's</b> → 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.</p> <p><b>No 'C's</b> → Does the degree of participation (R, A, C or I) fits the qualifications of the role?</p>	<p><b>Lots of 'C's</b> → Are there 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.</p> <p><b>No 'C's</b> → Who should be consulted? What is the added value? Who should be informed? Or only in exceptional cases? How to slow down the process.</p>