

RACI

Overview A RACI (Responsible, Accountable, Consulted, Information) chart is a useful way to responsibility around particular activities. For each “Responsible” role, only one person can be nominated. If more than one person was responsible, it would always be “the other person” who should have done it. Similarly only one person can be “Accountable”.

“Consulted” and “Information” can have multiple participants.

It is sometimes better to illustrate the four levels in the following hierarchical order – Accountable, Responsible, Consulted, Information.

A=Accountable	R=Responsible	C=Consulted	I=Information
The person/function that will be held accountable. “The buck stops here!”	The person/function who will organise the work.	The person(s)/ function(s) that provides input and receives results. Two way communication	The person(s)/ function(s) who must be notified of results, but need not be consulted. One way communication
One person only	One person only	One or more people	One or more people

Example If we were putting together a RACI for an accounts payable function in an organisation, the following may be appropriate

- **Accountable:** Chief Financial Officer. He or she has total accountability for the company’s financial operation.
 - **Responsible:** AP Manager who is charged by the CFO with the task of paying bills
 - **Consulted:** AP Clerical staff who receive invoices, and make payments. Vendors are also consulted.
 - **Information:** Department Managers who receive reports on payments made.
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Typical Responsibilities

Strategic Direction

The following responsibilities relate to strategic direction

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Provide direction and leadership to the project												
Resolve issues regarding strategic direction												
Approve the continuation of the project at gates												

Financial

The following responsibilities relate to financial aspects of the project.

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User					
Authorise funding for projects										
Track costs										
Identify Benefits										

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Typical Responsibilities, Continued

Communication The following responsibilities relate to communication

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Ensure Senior Management are up to date with progress of the project												
Develop and implement a communications plan and revise where necessary												
Maintain open communication channels between projects												

Project Establishment The following responsibilities relate to Project Establishment

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Determine Scope												
Create a Risk Plan												
Create Schedule												

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Typical Responsibilities, Continued

Quality The following responsibilities relate to quality.

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Create a quality plan												
Undertake quality activities												
Undertake unit testing												
Undertake system testing												
Undertake integration testing												
Undertake performance testing												
Undertake User Acceptance Testing												

Ongoing Project Management The following responsibilities relate to Ongoing Project Management

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Manage risks, issues, assumptions, actions												
Manage variation requests												
Maintain the schedule												

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Typical Responsibilities, Continued

Liaison across Projects The following responsibilities relate to Liaison across Projects. This is only applicable where a program is involved

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Manage resource allocation across projects												
Manage dependencies across projects												
Ensure consistency across projects												
Approving variations to scope												

Account Management The following responsibilities relate to Account Management

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Manage the relationship with suppliers												
Identify variations to contract												
Approve or reject variations												

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Typical Responsibilities, Continued

Allocation of Resources The following responsibilities relate to Allocation of Resources

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Identify resource requirements												
Allocating Business Resources												
Allocating IT Resources												
Allocating Consultant Resources												

Requirements The following responsibilities relate to requirements and configuration options

	Sponsor	Steering Committee	Project Manager	Business Rep.	Business User							
Provide info on software configuration options												
Determining business related configuration needs												
Determining technical configuration needs												

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Typical Profiles

Sponsor

The person who provides funding, and is ultimately responsible for the success of the project. They provide the direction and executive support to ensure success.

Steering Committee

The role of the Project Steering Committee is an advisory one. As such it does not carry any authority. They may provide advice to the Sponsor however their prime function is to provide a degree of comfort to the organization that the project is progressing satisfactorily.

The following are key areas which the steering committee monitors, and where they may provide feedback:

- Ensure the project is tracking against time and budget
 - Ensure the focus is maintained
 - Address any problems that may arise between various stakeholders
 - Sell the project to the relevant areas within the business
 - Address any concerns escalated from the project teams
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Project Manager

Responsible for successful delivery of the project within the agreed parameters of scope, time and cost. Undertakes planning, execution of the plans, monitoring of progress and revision of plans to achieve the set objectives. The project manager, working with stakeholders, should be responsible for determining what processes should be employed, by whom, and to what degree of rigor for any particular project to achieve the desired project objective.

Business Representatives

These are the key managers within the business who will be affected by the introduction of the changes. They are accountable for agreeing who is sufficiently knowledgeable to provide requirements and support, making those people available, making decisions about the design and configuration of the system, and accepting the deliverables.

Business Users

Business users are the hands-on staff who provide detailed requirements, and carry out testing of the solution. They typically report to Business Representatives. They are experts in their field and can make most decisions about configuration. Where they are unclear or believe decisions are outside their level of authority, they will obtain decisions from the relevant business representatives.

Summary Roles and Responsibilities

Overview Once the RACI chart is agreed, you can extract each role's responsibilities and group as below.

Sponsor Is Accountable for:

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Is Accountable and Responsible for:

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Is Responsible for:

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Is Consulted on:

-
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Is provided Information about:

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