

Task 6: Develop accountability methods and metrics to measure achievement of objectives

RACI Charting Basics and Analysis

Purpose: Use this tool to document an accurate and comprehensive distribution of work assignments and related communication.

Directions: First, chart an initiative using RACI theory as outlined below. Next, use the horizontal and vertical analysis information in this tool to ensure that there are no discrepancies, that work is properly distributed, and that communication is appropriate.

Responsibility Charting Theory

- Charting ensures the appropriate person is accountable for specific work assignments.
- There are three basic assumptions in any role:
 1. *Role Conception.* This involves what a person thinks his/her job is and how the person has been taught to do it. The thought process may well be influenced by many false assumptions (e.g., misleading titles, training received from a predecessor who is finishing up his or her last week on the job).
 2. *Role Expectation.* The expectation includes what others in the organization think the person is responsible for and how that person should carry out those responsibilities. Others' ideas may also be influenced by incorrect information (e.g., the way it was at a former job, changes in priorities, assumptions, inconsistent messages from leadership). The role expectation is usually based on the output of results expected from that role.
 3. *Role Behavior.* This entails what a person actually does to carry out the job.
- **Responsibility charting reconciles *role conception* with *role expectation*, thus making *role behavior* more predictable and productive.**
- The RACI process is a tool that is used to lock all the elements in place.
- Working with other “process providers” allows for real-time consensus that clarifies “who is to do what, with whom, and when.”

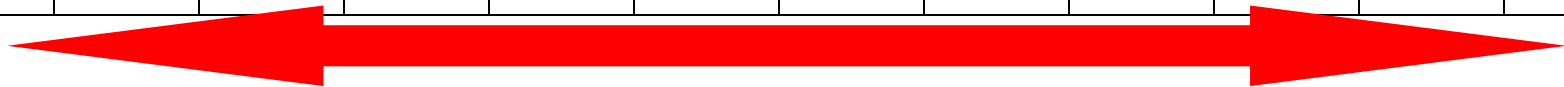
Roles and Responsibilities Charting Definitions

- **Responsible..... “R”..... *The Doer***
The responsible person takes the initiative in the particular area, develops the alternatives, analyzes the situation, makes the initial recommendation, and is on the line if nothing happens in the area. **Responsibility can be shared.**
- **Accountable..... “A”..... *The Buck Stops Here***
The accountable or approver is the person who must sign off on or veto a decision before it is implemented or selected from a list of options; the person with yes/no authority. **Only one “A”** can be assigned to an action.
- **Consult..... “C”..... *In the Loop***
The person(s) must be consulted before a decision is reached but has no veto power. There is a predetermined need for two-way communication. Input from the designated position is required.
- **Inform..... “I”..... *Keep in the Picture***
This is an individual(s) who needs to be informed after a decision is made or an action is taken but before it is publicly announced. This individual(s) needs to know the outcome for other related tasks but need not give input. “Inform” is a **one-way communication**.

**RACI Chart Review
Horizontal Analysis**

Finding	Possible Interpretation or Intervention
Lots of R's	Will the task get done? Can activity or decision be broken into more specific tasks?
Lots of C's	Do all these individuals really need to be consulted? Do the benefits of added input justify the time lost in consulting all these individuals?
Lots of I's	Do all these individuals really need to be informed routinely, or could they be informed only in exceptional circumstances?
No R's	The job may not get done; everyone is waiting to approve, be consulted, or be informed; no one sees her or his role as taking the initiative to get the job done.
No A's	There is no performance accountability and therefore no personal consequence when the job doesn't get done. Rule number 1 in RACI charting: There must be one A, and only one A, for each action or decision listed on the chart.
No C's/I's	Is this because individuals/departments don't talk? Does a lack of communication between individuals/departments result in parallel or uninformed actions?

Activity	AVC HR	VPFA	AVPD/ FA	VP School Services	Sr. Associate Dean for Medical Education	Assistant Dean for Student Affairs/ Minority Support	Associate Dean for Postdoc Scholars	VC Community Affairs	Director of Purchasing	Mass AHEC Director	CWM Diversity Cultural Committee	Associate Dean for Diversity
A		R			A							I
B	C			C						I		
C										C		C
D	A				R		R					
E		A	R				C					
F				R	A			R				



**RACI Chart Review
Vertical Analysis**

Finding	Possible Interpretation or Intervention
Lots of R's	Can this individual stay on top of so much?
No empty spaces	Does the individual need to be involved in so many activities?
Too many A's	Can some of the accountability be "pushed down" in the organization?
No R's or A's	Is this a line position? Could it be expanded or eliminated?
Overall pattern	Does the pattern fit the personality and style of the role occupant? Does it go against the personality type of the role occupant (i.e., either too much or too little involvement)?

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A		R			A							I
B	C			C						I		
C						I	A				A	
D		A	R	A	I			R	R			
E										C		C
F	A				R		R					
G		A	R				C					
H				R	A			R				
I						R				A		
J	I										C	A
K		C	A		A		R					
L	R			I				I		R		

