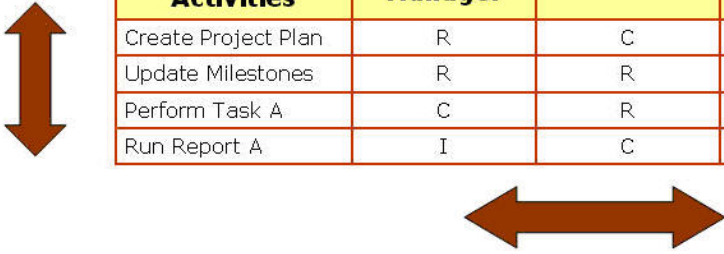


Analyzing the RACI Matrix

Last month we defined the RACI Matrix, looked at when to use it, and reviewed the steps for creating the matrix. The work done to create the matrix begins to pay off as the next action is taken; analyzing the RACI matrix to look for factors that might interfere with getting work accomplished.

This analysis involves a review of the horizontal and vertical axes of the matrix. We will use our sample RACI Matrix from last month to illustrate.

Roles				
Decisions/ Activities	Project Manager	Team Lead	Team Member	Stakeholder
Create Project Plan	R	C	C	A
Update Milestones	R	R	C	A
Perform Task A	C	R	R	A
Run Report A	I	C	R	A



Responsible
Accountable
Consult
Inform

Vertical Analysis

Start by looking at the column for each role and ask the following questions.

In reviewing the vertical axis, look for:	Ask yourself this:
Lots of Rs	Does this role have more responsibility for tasks/decisions that can reasonably be accomplished?
Too many As	Can accountability be pushed down to a lower level?
No empty spaces	Does this role need to be involved in so many tasks?
No Rs or As	Could this position be expanded or possibly eliminated?

When analyzing the vertical axis in our sample RACI Matrix, there is one role that may be problematic. Can you guess which role this is? We see all **As** in the stakeholder's column. Too many **As** might signal that accountability for each task is not pushed down to the lowest feasible level. It also may be a signal that the stakeholder role is overloaded. If necessary, you should take steps to resolve.

Horizontal Analysis

Now look at each decision/activity row and ask these questions.

In reviewing the horizontal axis, look for:	Ask yourself this:
Lots of Rs	Will the work get done with so many people responsible? Can the task/decisions be broken into more specific tasks?
Lots of Is	Is it really necessary for all these roles to be routinely informed?
Lots of Cs	Do the benefits of consulting all these roles justify the time lost in consulting everyone?
No As	Is there an A for every task/decision? If not, there is no performance accountability.
No Rs	Are any Rs missing? The task/decision may never get done.
No Cs or Is	Is there a lack of communication that results in uninformed actions?

What does your analysis of the horizontal rows of our sample matrix tell you? The only potential watch out is **Perform Task A**. Two roles are responsible for this activity, so you will want to determine whether this is an activity that lends itself to multiple people being responsible for the task. Make adjustments as necessary.

After all the questions have been asked and any discrepancies resolved, the matrix is redistributed to everyone identified in the matrix.

To close the discussion on the RACI Matrix, below you will find some guiding principles to remember during the matrix creation.

Guiding Principles

1. Place the **As** and **Rs** (Accountability and Responsibility) at the lowest level feasible.
2. Authority must accompany accountability.
3. Only one **A** per task/decision.
4. Minimize the number of **Cs** and **Is** (Consult and Inform).
5. All roles and responsibilities must be documented and communicated.

Publish the matrix both to team members and others who will work with the team and might need the information. The RACI Matrix is a great communication tool that helps to open the discussion around any confusion about roles and responsibilities.