The RASCI Technique/Analysis

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Distorted and misunderstood by many

Precepts of RASCI Analysis

The axioms of the RASCI technique are:

- Organisations are created to manipulate and/or change something. They transform one or more 'inputs' via processes into desired 'output'. These transformation processes are the basis of the RASCI technique.

- Within these transformation processes managers are particularly interested in what people have to do to make the transformation processes happen.

- Managers want to know what relationships people have to the activities. Managers recognise five different relationships.

- People are not stupid and do not act stupidly.

- People want to be treated in a 'fair' way.

- Within the RASCI analysis, managers are not interested in the position of individuals, but in the transformation processes the organisation is supposed to make happen.

- Transformation processes do not process themselves. People have to 'do' things to make the processes happen. Activities done by people create an added-value for the organisation.

- People have a certain relationship to activities that have to be performed. These relationships are the 'backbone' of the RASCI technique.

R = Responsible
A = to whom 'R' is Accountable (the customer / client)
S = can be Supportive (provides an input to the deliverable, does NOT change the deliverable)
C = has to be Consulted (provides advice and may change the deliverable)
I = has to be Informed (the output affects this person or group)

With these five relationships, managers can create a matrix. In the first column activities to be done are stated. In the upper row persons or organisational groups that are involved in one way or another are stated. In the rest of the matrix the relationships are filled out.

Responsible

First the R's are filed out. Here the rule applies, that for every activity one and not more than one person or organisational group is responsible for that activity. If no-one is responsible, that activity will most probably not be done properly and when more than one person is responsible, responsibility is most probably not taken.

The responsible person (or organisational group) must have the skills and authorisation to be capable of carrying out the responsibilities.

Accountable (To)

A function, product, output or process is normally done for someone.   The 'A' relationship allows identification of the customer or client. Where part of a process is 'sub-contracted', the responsible person or group understands that they are responsible for their component, but that they are accountable to someone else for the deliverable of the component.

Supportive

Groups or individuals who have 'supportive' roles do not change the deliverable. They provide an input to the final deliverable that is independent.   As an example: if the output was the 'selection of a new Accounts Payable system', the IT area may be asked to provide a technical review of whether the four alternatives AP systems can run on the existing technology.   The IT Department (in this case) has no role in the selection of the AP system, nor any ability to change the outcome (it is simply providing information).

Consulted

'C' category relationships require the group or individual involved to actively participate in controlling the nature of the output. They can influence the output. They have no prescriptive decision making ability or responsibility for the output, but their views must be considered and accommodated in the final output.

Informed

'I' category relationships require that the group or person be informed about the output (or decision) as it affects, or may affect, activities for which that group or person is responsible.

Empowerment - a key to success of an activity (a note from the inventor)

Empowerment is key to the delivery of an output, and more so when sub-components are being delivered by independent units of production. Most managers would agree that hierarchical control and bureaucracy are required for the effective

management of large organisations. For managers, this means that effective and timely delivery requires that subordinate staff are able to do the job for which they are responsible and are able to make decisions appropriately.   To ensure empowerment, the right 'tools' must be made available. The 'tools' in this case are:

- Time
- Information
- Authorisation
- Training
- Systems (including physical tools, software, accommodation)
- Budget

Empowerment is delegation of the task as a whole, including the ability to make decisions.

Matrix Example

The Activity and Group can exist at a variety of logical levels. Generally, the levels should not be mixed on one matrix, for ease of readability and understanding.

Activity / Group	Information Technology Group	Finance Group	Audit Group	General Manager of Property	Company Director	
Leasing In of Property		S		R		
Due Diligence on Acquisition	I	C	R	S	A	
Accounts Payable System	C	R	I	I	I	

The decisions on the type of relationship (RASCI) are dependent on the organisational context.