

RACI Chart Terms and Examples

RACI Chart:

A simple matrix used to assign roles and responsibilities for a task or decision on a project. Clearly mapping out which roles are involved with each task and at which level, can eliminate confusion, establish the decision maker and answer the age-old question, Who's doing what?

RACI Chart Definitions:

Responsible: Doing the task - Person who performs an activity or does the work

- This can sometimes be more than one person, but try to minimize the amount of people involved
- Find a good balance - Too many Rs can slow progress, but not having Rs means work won't get done

Accountable: Owning the task - Person who is ultimately accountable and holds the Yes/No/Veto

- This should be one person rather than a group to avoid confusion on who actually owns the task
- Shouldn't have more than one A, but have to have at least one A...someone has to drive

Consulted: Assisting the task - Person that needs to provide feedback and contribute to the activity

- There should be two-way communication between those accountable and those consulted
- Too many Cs can lead to paralysis by analysis

Informed: Keeping aware of the task - Person that needs to know of the decision or action

- There should be one-way communication to this group of people
- No Cs or Is listed means there isn't enough communication between teams

Helpful RACI Video:

https://youtu.be/TMT_WPFh6RU

We recognize:

- As the Lead Pastor, Ben is ultimately Accountable for the organization
- The Lead Pastor then delegates being Accountable to the Exec Team
- The Exec Team, in turn can choose to delegate being Accountable to their teams
- The DreamTeam will often have Responsibility delegated to them in various areas
- At times, due to the delegation of Accountability and Responsibility, there will be tension but we are willing to step into that tension...even when it is difficult
- During times of transition the Accountability may need to move roles, until trust can be established
- Central Support is responsible for strategy and standards
 - o Strategy - Creation of a scalable, repeatable plan to reach the goal or vision
 - o Standards - Defined parameters around a plan
- Campuses are responsible for execution and relationships
 - o Execution - Carrying out a plan according to the strategy and standards
 - o Relationships - Recruiting and caring for the people who engage in a plan
 - Campus Pastors are Accountable for what goes on at campus level, meaning they should be diligent about the execution of the strategy and standards and building relationships
 - Campus Pastors will often delegate to Campus Directors, and Campus Directors may delegate to DreamTeam

- While Campus Pastors are Accountable for what goes on at campus level, they will often be Informed on strategy and standards. However, their perspective will be shared through the Executive Director of Campuses, their Campus Directors or by another Campus Team member as a part of a Project Team.
- Because we believe we are “Better Together”, when someone is Responsible they will usually be brought around the table by the person Accountable to be Consulted
- When providing feedback we can all get passionate when sharing our perspective, so it may be best to qualify our perspective with “Red, Yellow or Green”:
 - Red - I see serious issues with moving forward, and recommend we don’t do it
 - Yellow - I see potential issues, but I’m good with moving forward
 - Green - I don’t see any issues, and I’m all for this moving forward

In order to resolve issues or tension we realize it is best to work with RACI and our Staff Cultural Values hand in hand.

Questions to ask for clarity:

- What is my role in this?
- When did this start to “feel weird” to me?
- How did we get here?
- Am I carrying unresolved issues from a previous situation?
- Have I expressed my perspective or concerns with the person directly?
 - If yes, and it is unresolved, have I made my direct report aware?

Potential Examples:

Example #1: Ongoing Experience & Event Details

Sr. Director of Family Ministries has a new curriculum topic on the horizon that may cause relational wake or tension at the campuses. Since the Sr. Director of Family Ministries is Accountable and Responsible, he should know on how this will affect those Campus Directors by Consulting with them through the development process of the new curriculum.

To gain additional perspective on the situation, the Sr. Director of Family Ministries also steps in and has a conversation with the XD of Ministries to make sure she is Consulted. At this point the XD of Ministries Consults the XD of Campuses, who speaks into the change from the perspective of his team. The XD of Campuses then makes sure the Campus Pastors are prepared to manage any relational wake from the new curriculum topic.

When the XD of Campuses steps into the conversation with the Campus Pastors, it shouldn’t be the first time they are hearing about the new curriculum topic, as their Campus Directors, who are Consulted, should have already had conversations with their Campus Pastors. At this point, the Campus Pastors should be able to align on the best way to navigate the relational complexity in light of the new curriculum topic being rolled out.

If the new curriculum topic rollout does cause relational wake, the Campus Pastors should provide that feedback first to their Campus Directors and then to the XD of Campuses so we can navigate better as a team next time.

Example #2: New Vision, Initiatives & Events

The Sr. Director of Next Steps comes up with an Idea for a new event, creates a Vision Doc, runs it by the XD of Ministries, who thinks it is a great idea, and decides to run the idea by the Exec Team. The Exec Team likes the Idea as well, but they would prefer we make the event available to as many people as possible and host at the FN Campus in addition to the PB Campus. Also, the Arts Team and the Campus Team would like a representative on the project, but Ministry Services says they are fine being Informed.

The XD of Ministries takes the next steps for the project back to the Sr. Director of Next Steps, who sets up the Project Team to proceed and becomes Accountable, as the Project Lead, for the Strategy & Structure of the new event. As the Project Team progresses, input is received via the Project Team representatives Consulting their teams...Project Team representatives need to realize that they carry the voice of their team and are Responsible for the development of this new event. The Project Team then takes the input and creates a roll out doc that is then taken by the Project Lead, who consults with the XD of Ministries.

Once the Project Lead and XD confirm they are on the same page, the Project Lead goes back to the Project Team with the final Roll Out Doc. The Project Plan (Vision Doc and Roll Out Doc) is communicated to the parties that are Responsible for execution and the Vision Doc is communicated to All Staff through the Exec Summary.

At this point, if Teams have items they don't agree with or feel they can't align around they should Consult with their Project Team representative so they can be Informed on how the decision was made and be prepared for execution of the new event. After the new event, the Project Team representatives will circle back to collect feedback from the teams. During the Evaluation the Project Team will have to determine if an issue that arose were a result of the Strategy & Structure or the Execution & Relationships and recommend the necessary steps to correct for the future.

Ministry - RACI Charts

Project task or deliverable	Exec Team	Department XD	Department Sr. Director	Campus Pastors	Campus Directors
<u>Strategy & Standards - Ongoing Experience & Event Details</u>					
Kids, Students, Next Steps, Arts & Ministry Services	I	C	A/R	I	C
Next Steps = Baptism, Membership, Groups, GrowthTrack, DreamTeam, Huddles, Leadership Development, Prayer, Care, Local Outreach					
Project task or deliverable	Exec Team	Project Team (if applicable)	Department Sr. Director	Campus Pastors	Campus Directors
<u>Strategy & Standards - New Vision, Initiatives & Events</u>					
Kids, Students, Next Steps, Arts & Ministry Services	C	R	A/R	I	C
Next Steps = Baptism, Membership, Groups, GrowthTrack, DreamTeam, Huddles, Leadership Development, Prayer, Care, Local Outreach					
Project task or deliverable	Exec Team	Campus XD	Department Sr. Director	Campus Pastors	Campus Directors
<u>Execution & Relationships - Campus Level</u>					
Kids, Students, Next Steps, Arts & Ministry Services	I	C	I	A	R
Next Steps = Baptism, Membership, Groups, GrowthTrack, DreamTeam, Huddles, Leadership Development, Prayer, Care, Local Outreach					

Arts - RACI Charts

Project task or deliverable	Requesting XD	Requesting Sr. Director	Department Sr. Director	Department Directors
<u>Arts Requests - Initiatives & Events</u>				
Creative Vision - Programming	I	A	R/C	R
Video, Graphics, Promotion, Production & Music	I	C	A	R
Project task or deliverable	Lead Pastor	Arts XD	Sr. Director of Media	Department Directors
<u>Weekend Experience</u>				
Series Creative Vision	A	R	C	I
Series Programming & Details	R/C	A	C	R