



RASIC/RACI ROLES IN RESEARCH ADMINISTRATION

By Holly Zink

INTRODUCTION AND DISCLOSURES

- Research Project Development and Education Manager
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- Mother and Wife
- *Oh*, and I have no disclosures.





EXPECTATIONS FOR YOU

- Define the RASIC Matrix acronym.
- Create a RASIC matrix to establish roles and responsibilities with your project team.
- Be prepared to put the RASIC Matrix into practice.



ROLES, ACCOUNTABILITY AND RESPONSIBILITY MATRIX

- Successful collaborations hinge on clear roles, responsibilities, and expectations.
- Without these rules in place,
 - important tasks may be missed or duplicated,
 - team members may feel uncertain of their value or purpose, and,
 - ultimately, the project may fail.
- To avoid this terrible end, all projects should begin with a clear definition of roles and responsibilities.



ROLES, ACCOUNTABILITY AND RESPONSIBILITY MATRIX

- The RASIC Matrix is a
 - helpful management tool
 - to establish roles and responsibilities
 - on a project or in your office workflow.
- These roles
 - transcend all project activities or process steps,
 - (e.g. from start to finish of a project).

ROLES, ACCOUNTABILITY AND RESPONSIBILITY MATRIX

- The RASIC Chart or matrix is an acronym which stands for:

Responsible

Approving

Supporting

Informed

Consulted

- You can use these designations to define your relationship to other employees for different roles as you work on a shared project.

WHAT DOES IT MEAN?

Responsible:

- The person who is ultimately responsible for delivering the project and/or task successfully.

Accountable:

- The person who has ultimate accountability and approval authority; they review and assure quality and are the person to whom “R” is accountable.

Supporting:

- The team or person(s) supporting the “real” work with resources, time or other material benefit. They are committed to its completion.

Informed:


- Those who provide input and must be informed of results or actions taken but are not involved in final decision-making .

Consulted:

- Those who provide valuable input into product design or establish quality review criteria. Their buy-in is important for successful implementation.

EXAMPLE OF A RACI CHART

ROLE	Executive Sponsor Project Sponsor Steering Committee Advisory Committee Role #5					Project Manager Tech Lead Functional Lead SME				Project Team Member		Developer Administrative Support Business Analyst Role #4 Role #5			Consultant PMO Role #3 Role #4					
Project Deliverable (or Activity)	Project Leadership					Project Team Members					Project Sub-Teams					External Resources				
Initiate Phase Activities																				
Request Review by PMO	A/C	R/A				R/A	A/C		C											
Submit Project Request						R											A			
Research Solution	I					R/A	A/C	A/C	C				C			C				
Develop Business Case	I	A/C	I	I		R/A	C	C	C				C			C	C			
Plan Phase Activities																				
Create Project Charter	C	C				R/A	C	C	C				C			C				
Create Schedule	I	I	I	I		R/A	C	C	C	C	C	C	C			C	I			
Create Additional Plans as Required	I	I	I			R/A				I	I	I	I			C	I			
Execute Phase Activities																				
Build Deliverables	C/I	C/I	C/I	C/I			R/A	R/A	R/A	R/A	R/A					A/C				
Create Status Report	I	I	I	I		R/A	R/A	R/A	R/A							C	I			
Control Phase Activities																				
Perform Change Management		C	C	C		R	A	A	A							C	I			
Close Phase Activities																				
Create Lessons Learned	C	C	C	C		R/A	C	C	C	C	C	C	C			C	C			
Create Project Closure Report	I	I	I	I		R/A	I	I	I	I	I	I	I				I			



ASSIGN ROLES IN PROJECT STARTUP MEETING

- Prepare a Gantt Chart of
 - all resources and
 - required project tasks.
- The roles should be
 - described in a generic way
 - prior to the project startup meeting.
- Then, within you can assign names in the columns to show the actual person taking over that role.



HOW TO GET STARTED

1. Decide how to chart the matrix.
2. Identify the project tasks (or deliverables).
3. Identify the project roles.
4. Label the intersections of the axes.



HOW TO GET STARTED

1. Decide how to chart the matrix.
 - You can use any number of tools:
 - a spreadsheet,
 - whiteboard,
 - or software solution.



HOW TO GET STARTED

1. Decide how to chart the matrix.
2. Identify the project tasks (or deliverables).
 - Meet with key project stakeholders to develop a list of project tasks.
 - This includes all project activities (meetings) and deliverables (reports).
 - Tasks are labeled across the X or Y axis of the matrix.
 - Don't forget to add the maintenance of the matrix as a task!



HOW TO GET STARTED

1. Decide how to chart the matrix.
2. Identify the project tasks (or deliverables).
3. Identify the project roles.
 - Project roles are labeled down the unused axis of the matrix.
 - The project roles make the matrix more understandable and useful for adding data you may have forgotten.
 - The task axis is also useful for clarifying resource allocation.



HOW TO GET STARTED

1. Decide how to chart the matrix.
2. Identify the project tasks (or deliverables).
3. Identify the project roles.
4. Label the intersections of the axes.
 - Where the X and Y axes intersect, label the intersection with an R, A, S, I, or C to finalize the matrix with who is Responsible, Accountable, Supporting, Informed, or Consulted.

EXAMPLE – PROPOSAL PREPARATION

	RA	RF	PI	IRB
Review and understand funding agency instructions	I/S		R	
Identify, indicate & obtain approval for cost sharing in proposal	I/S		R	
Identify & indicate need for institutional approvals for project	I/S		R	C
Develop and revise technical narrative			R	
Develop administrative pages of proposal	C		A	
Ensure faculty is not over maximum allowed effort	I	C	R	
Identify subcontractors/collaborators & collect necessary paperwork	I/S		R	
Develop & revise budget; ensure budget accuracy	C		A	

EXAMPLE – AWARD MANAGEMENT

	RA	RF	PI	Depart.
Conduct research & provide programmatic oversight of all award activities			A/R	
Overall responsibility for financial management of award	C	C	A	R
Coordinate administrative issue resolution with agencies	A/R	I	C	C
Review and approve change requests	A/R	C	I	R
File COI disclosures on an annual basis	A		R	C
Review budget & create spending and procurement plan			R	A/R
Monitor & reconcile balances to prevent under/over expenditure		I	A	R

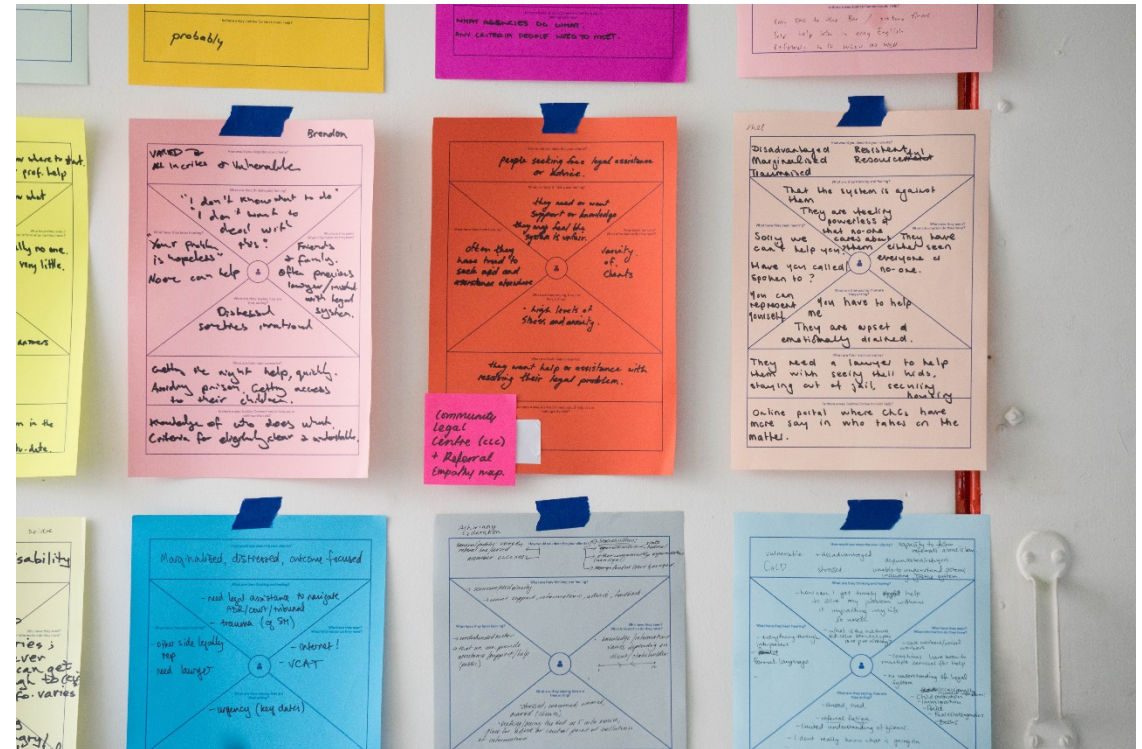
EXAMPLE – JOB DESCRIPTION

Research Administrator Job Description	RASIC
Assist PI in interpreting funding agency guidelines to determine eligibility	C
Review and understand funding agency instructions for proposal preparation	I/S
Develop administrative pages of proposal	C
Provide institutional review & approval of proposal & budget	A/R
Review & confirm potential institutional approvals stated in proposal (e.g. IRB, IACUC, IBC)	A
Make revisions & corrections to proposal after institutional review & prior to submission	I
Submit proposals to funding agencies on behalf of institution	A/R
Review COI/FCOI / Research Certification	A
Submit final report to funding agency when approval required	A

WHY, WHERE, WHEN, HOW?

- Why use it:

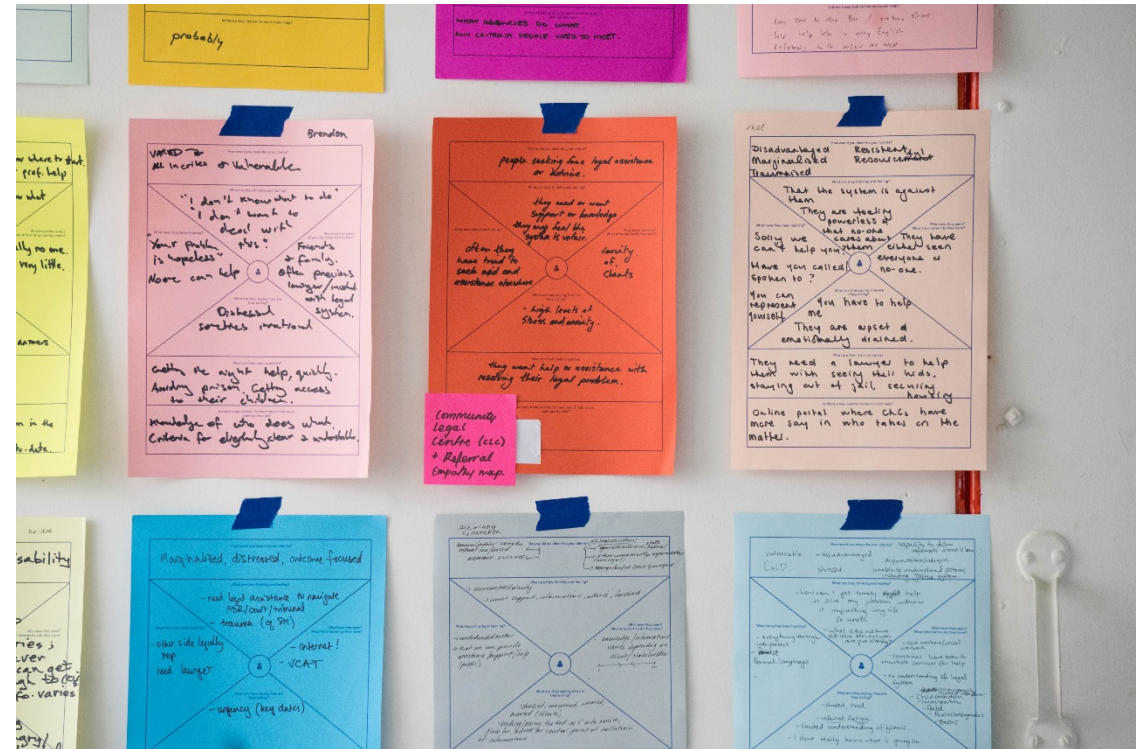
- RASIC is particularly useful in
 - **matrix managed** organizations,
 - in which **multiple business units** work together on a project,
 - as RASIC can be used to **clarify ambiguities** and
 - **establish clear roles**, responsibility and accountability for each party.



WHY, WHERE, WHEN, HOW?

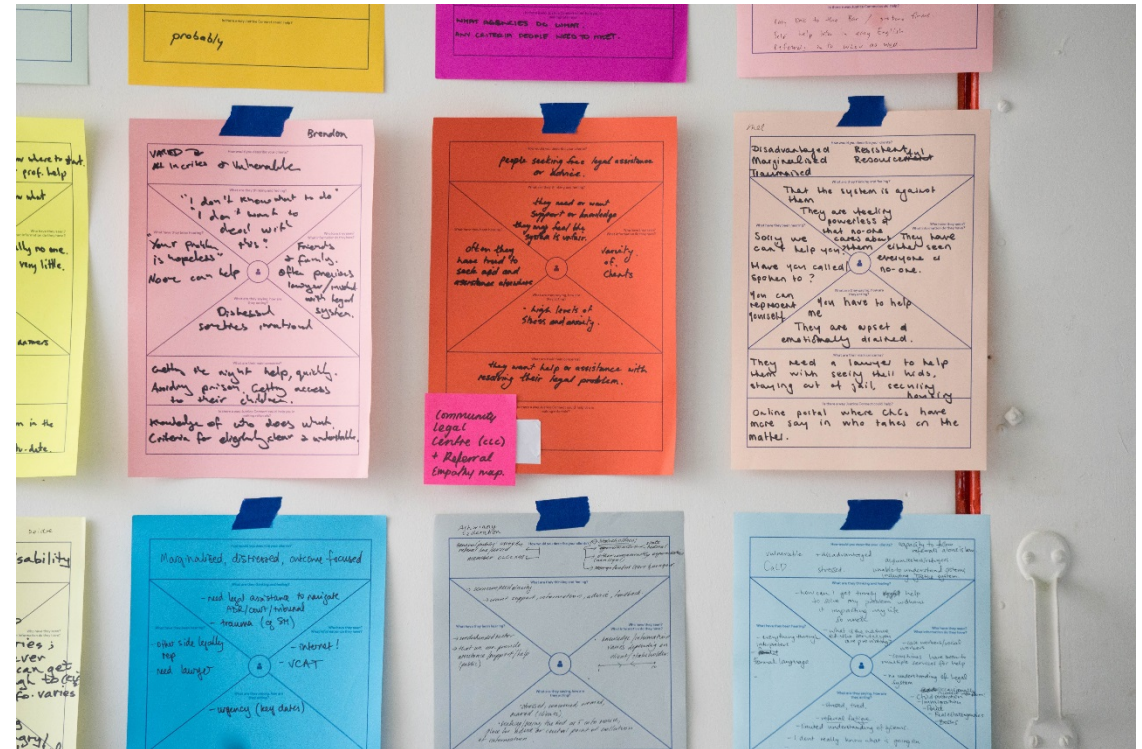
- **Where to use it:**

- RASIC charts can be **used at any level**,
 - where clarity of responsibility and accountability is required.
- The RASIC chart is
 - a **flexible** tool
 - that can be **tailored** and **constructed** to fit the needs
 - of different industries, **individual programs** and activities.



WHY, WHERE, WHEN, HOW?

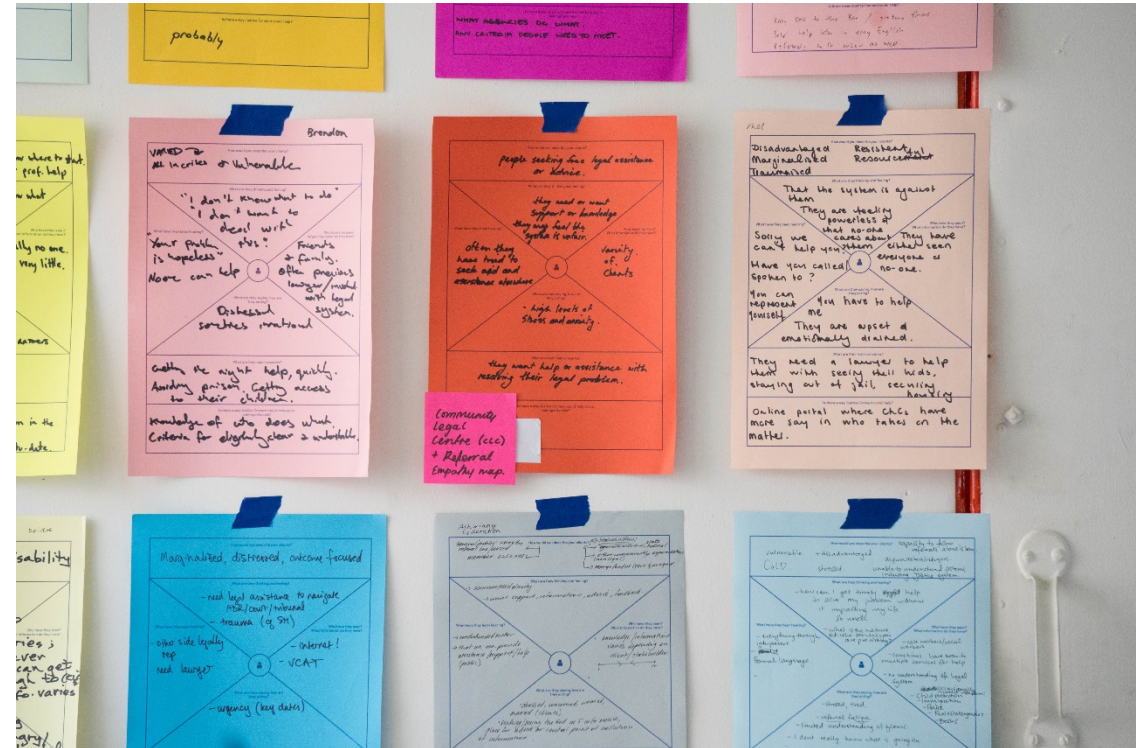
- When to use it:
 - To clarify **roles**, **responsibility**, and **accountability** between parties working together on a common outcome.



WHY, WHERE, WHEN, HOW?

- How to use it:

- The RASIC chart illustrates **who** is **responsible** and **accountable** for each step and who is **involved** in a **expert** or **supportive** role.



KEEP THE FOLLOWING IN MIND

- If you're having a hard time remembering how many you have in each group, remember RASIC/RACI as a triangle.
 - There's only **one person accountable** for the task or project, and they are at the top.
 - You have **several people responsible** for various elements.
 - A **larger group is consulted** and provides input.
 - An **even larger group gets regular communications**, but are not active in any other way.



The RACI Triangle



KEEP THE FOLLOWING IN MIND

- **Golden Rule: only one A.** Two or more A's will create confusion.
- **More than two R's** in the same row means duplication of work.
- No R's in a row means a **there is a gap** to be filled or the task is not needed.
- Keep R's and A's **on the left side** of matrix. This improves clarity of the table.



KEEP THE FOLLOWING IN MIND

- **1 A and 1 R in every row.** Same person can be responsible and accountable.
- If there is a role with no R's or A's, **reconsider** if role is needed.
- If there is are **too many S's** in a row, there may be insufficient capacity.

REFERENCES

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