RACII Decision-Making Model

The best organizational ideas often can be thwarted by confusion over who has what roles and responsibilities in decision-making and implementation. Applying a RACII framework to decisions that are considered at any organizational level, will help you identify with clarity who (or which entities) fill particular roles and enable you to proceed with decision-making and implementation with consistency and transparency. Understanding roles from the outset can also help avoid second guessing or dissension by people who may otherwise have believed they had a more significant role in the decision-making than actually was contemplated or who were caught off-guard because of an information sharing oversight.

The model identifies the following roles:

- **R – Responsible** = The person(s) who actually makes the decision
- **A - Approve** = The person(s) with veto power over the decision
- **C - Consult** = The person(s) who must be consulted prior to decision
- **I - Inform** = The person(s) who needs to know about the decision
- **I - Implementer** = The person(s) responsible for implementation

In this model, everybody can understand their functions in a decision. Someone who is consulted, may give input that is considered but not dispositive, because he or she is neither an **A** nor **R**. Likewise someone who is informed may be told of a decision, but may not have been given the opportunity to provide input, because he or she was not a **C**. In general, there is only one **R** for each decision. However a certain person or persons may fill more than one of the other roles. For example, someone may be both an **A** and a **C**. The benefit of the model is that these designations are made deliberately on the front end, rather than by happenstance after a decision is made.

*Practice Tip:* Try adding “**R-A-C-I-I**” as a reminder at the end of meeting agendas and specifying applicable roles in the discussion of each item that requires decision and follow up. With the clarity the model provides, people will leave the meeting knowing what is the expected role of themselves and others.

*Hint:* Don’t forget to add a time within which performance is expected. The more clarity, the better!