

Part 2 of: Just whose job is it anyway?

In the July issue of QNewZ (page11) I described how the RACI Chart can make it clear 'who does what with which and unto whom' in a system of processes. In this column I am going to revisit the RACI and introduce the Deployment Flowchart, sometimes called a 'swim-lane', writes QNewZ columnist *Ian Hendra*.

Conveying the message

Just to recap, RACI is an acronym for Responsible, Accountable, Consulted, Informed and a RACI chart is a matrix that shows who has these delegations (see page 11, July QNewZ for more information, and note the RACI table is incorrect and will be reprinted in the October issue).

The RACI chart is conventionally configured to show R, A, C or I in each of its fields, but my experience is that sometimes it's more useful to show tasks or participants in the fields. It all depends on who is the intended audience for the information.

The version of the RACI chart from Buckett Enterprises Ltd (figure 1) consists of the same data as the one in the previous article but this time the fields show participants against RACI rather than the other way round; my view is that the information in this one is clearer, what do you think?



Deployment flowcharts

When it comes to process management, flowcharts are hard to beat in my view. Having said that, I have come across a small minority who don't agree and prefer written descriptions; personally, I find these laborious and hard to follow unless Information Mapping® methodologies are applied rigorously – which they rarely are, of course.

Deployment flowcharts use conventional flowchart shapes but add a dimension that deals with delegation of duties and responsibilities by way of deployment information. I prefer deployment flowcharts to be in portrait layout with columns rather than landscape with rows. Two reasons: firstly, because I dislike having to turn the page sideways like a children's story book at bedtime, and I prefer to make the flowchart to flow from top left to bottom right so far as possible. And more than four columns becomes too complicated, not only to draw but also to manage in terms of process management; the KISS principle rules as ever; if it's hard to draw, break it up because it won't be working properly. And I apply the KISS principle to using only the basic four or five shapes in the flowchart itself.

I also avoid crossing lines so far as possible. This sounds

Buckett Enterprises Ltd		RACI Chart			Date: 30 Feb 2012
Process	Comment	Responsible	Accountable	Consulted	Informed
Financials	CEO runs the budget	• CEO	• CEO		• Factory Mgr
Take Sales Orders	Everyone can take an order	• Sales Mgr	• CEO • QA Mgr • Buyer • Factory Mgr • Engineer		
Purchasing	Not everyone can spend	• CEO	• Buyer • Engineer	• QA Mgr • Sales Mgr	
Stores	Limited access	• Buyer	• Factory Mgr	• CEO • QA Mgr • Sales Mgr • Engineer	
Assembly	All do this sometimes	• Factory Mgr	• CEO • QA Mgr • Sales Mgr • Engineer		
Hole Survey	The QA Mgr handles buckets with holes	• QA Mgr		• CEO	• Sales Mgr • Buyer • Engineer
Grip Testing	The engineer handles bent grips	• QA Mgr		• CEO	• Sales Mgr • Buyer • Factory Mgr
Despatch	The QA Mgr can halt despatch	• CEO	• QA Mgr		• Sales Mgr • Buyer • Factory Mgr • Engineer

Figure 1: RACI Chart for Buckett Enterprises Ltd.

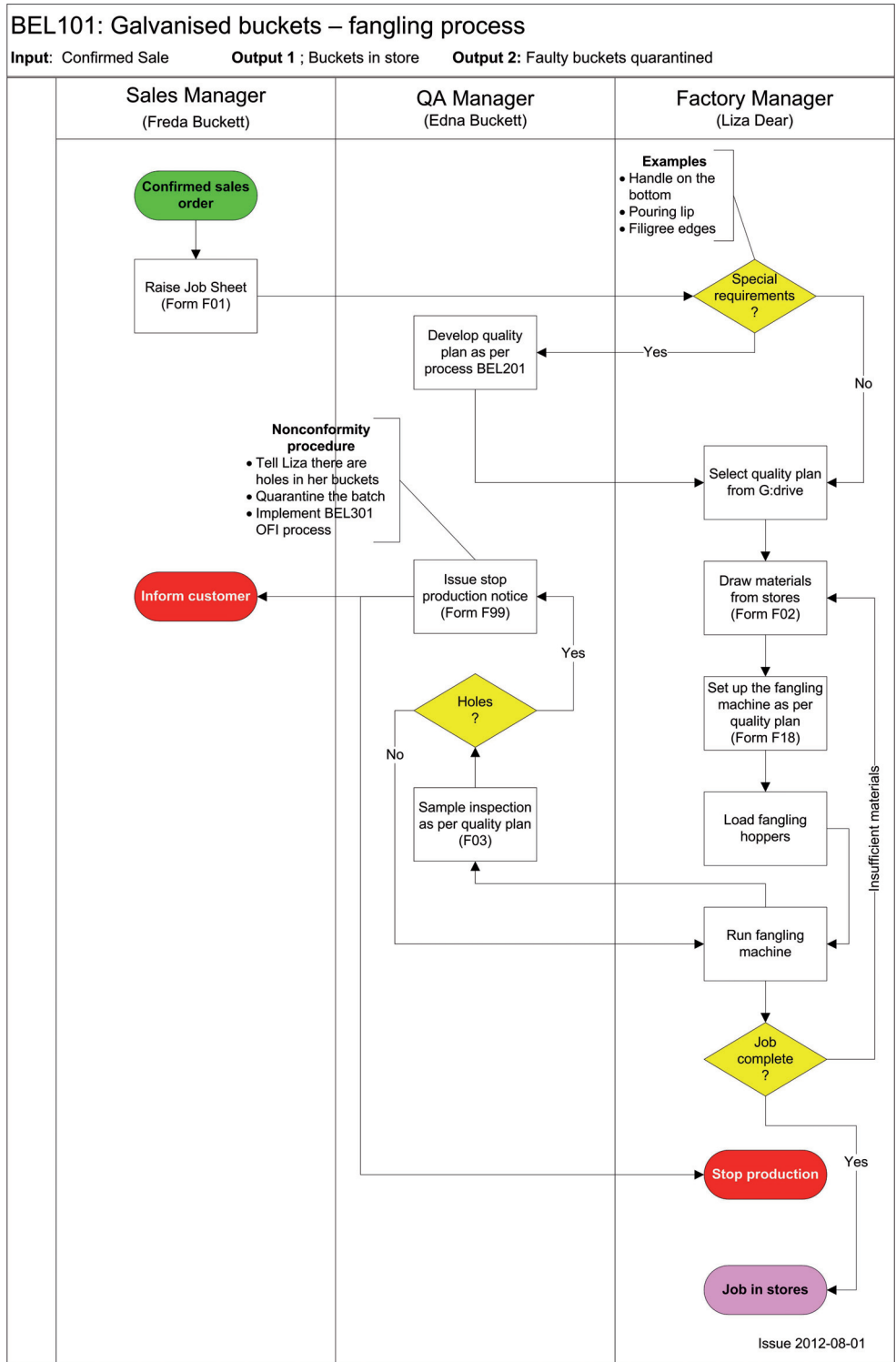


Figure 2: Deployment chart from Buckett Enterprises Ltd's Policy and Process Manual.

pedantic, but my experience is that persevering to avoid cross-overs often identifies opportunities for improvement in the process flow itself. And the use of callouts is a neat trick for reminders, checklists or off-page references to information sources, for example.

Example of a deployment chart

In the deployment flowchart from Buckett Enterprises Ltd's Policy and Process Manual you'll see each column amounts to a description with decision boxes as delegations of authority (figure 2).

For the uninitiated, fangling was a set of behaviours instilled in British apprentices during the last century.

Apprenticeships became extinct in the late '60s so knowledge of the complexities of fangling is fading with time. It usually required a decent hammer and good hand-eye coordination. It invariably involved any kind of activity that made a lot of noise. These apprentices were also often sent to Stores for the 'long weight' from which some never returned. Likewise they were rarely given the last bolt in the box just in case someone wanted it....

So that's it, work your way through the example to see that clearly knowing who does what with which and to whom really is not rocket science, is it?

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