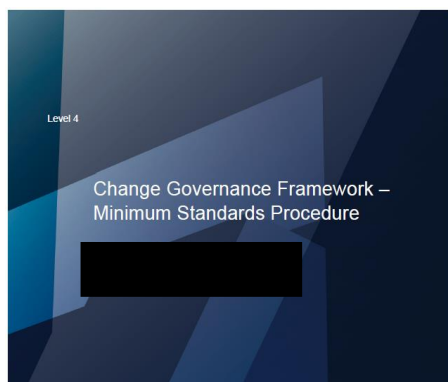# Why and when do we need Stakeholder list and RACI

CGF Minimum Standards Procedures provides guidance on required artefacts

Level 4

Change Governance Framework –
Minimum Standards Procedure

> **Why?**
>
> The compliance with minimum standards must be documented, approved and quality assured, along the entire lifecycle of an investment

> **When?**
>
> At the end of each lifecycle phase (the tollgate), minimum standards must be evidenced

Artefact	Artefact Description	Application of artefact			
		Initiation	Planning	Execution	Closure
RACI + Stakeholder List (RACI)	• The RACI provides an overview of investment governance activities related to roles and individuals specifying RACI (Responsible – Accountable – Consulted – Informed). • The stakeholder list names all relevant stakeholders and explains the relevant communication process.	✔ Set-up with initial information.	✔ Complement with governance forums and detailed organisation chart.	✔ Track and formally approve changes via change request process.	✔ Outline clear ownership and handover between investment and receiving business as usual owner.

I   **Identified key stakeholders**, relevant to the change investment. This will determine the high level sponsorship and forums required to oversee the investment, with a clear line of accountability from the investment to the division level control (to be documented in **RACI**)

II   The **RACI and Stakeholder list will be expanded during the planning phase** to include a detailed organisation chart for the initiative structure (including if relevant the underlying program and project structure) with clear description of how escalations and reporting between governance layers and forums will be managed

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Stakeholder list / register – how to start

> **Definition as per PMBOK:** output of the Identify Stakeholders process where a stakeholder is an individual, group, or organization who may affect, be affected by or perceive itself to be affected by a decision, activity, or outcome of a project

How to identify Stakeholders

Multiple sources should be taken into consideration – just a simple brainstorming session is rarely enough.

Possible formats/sources are:

- Documentation from similar past projects
- Brainstorming with the project team
- Perform a survey or send a questionnaire (highly dependent on the actual project)
- Ask your sponsor for his view
- Ask other already identified stakeholders

Brainstorming (useful questions)

- Who is directly/ indirectly involved in the project?
- Who may be affected by the project/ project's outcome?
- Who gains or loses from the project's success?
- Who wants to complete the project successfully and who doesn't?
- Who is the user of the end result of the project?
- Who has the authority to influence the project or its outcome?
- Who has the authority to make the project succeed/ fail?

Hint:
Consider brain-**writing** rather than brain-**storming**, i.e. send the questions to the audience upfront and allow time for consideration & reflection before you compile the feedback either in one session or a series of 1:1s

Stakeholder list / register – classification of stakeholders

How to classify Stakeholders?

In the Stakeholder register **all relevant information** of Stakeholders should be maintained, i.e.:

- Impact
- Influence
- Interest
- Power
- Communications requirements
- Reporting requirements

Grid techniques

Grid techniques allow for grouping of stakeholders according to their different levels of impact, influence, interest, and power.
Common grids are:

Level of influence (power)

HIGH	Keep satisfied	Manage closely
LOW	Monitor	Keep informed
	LOW	HIGH

Level of interest

Delineation along "interest and influence"

Definition of "Players"

Impact

| | Important Players (Keep Satisfied) | Key Players (Manage Closely) |
| Potential Players (Monitor for Change) | Affected Players (Keep Informed) |

Low — High — Influence
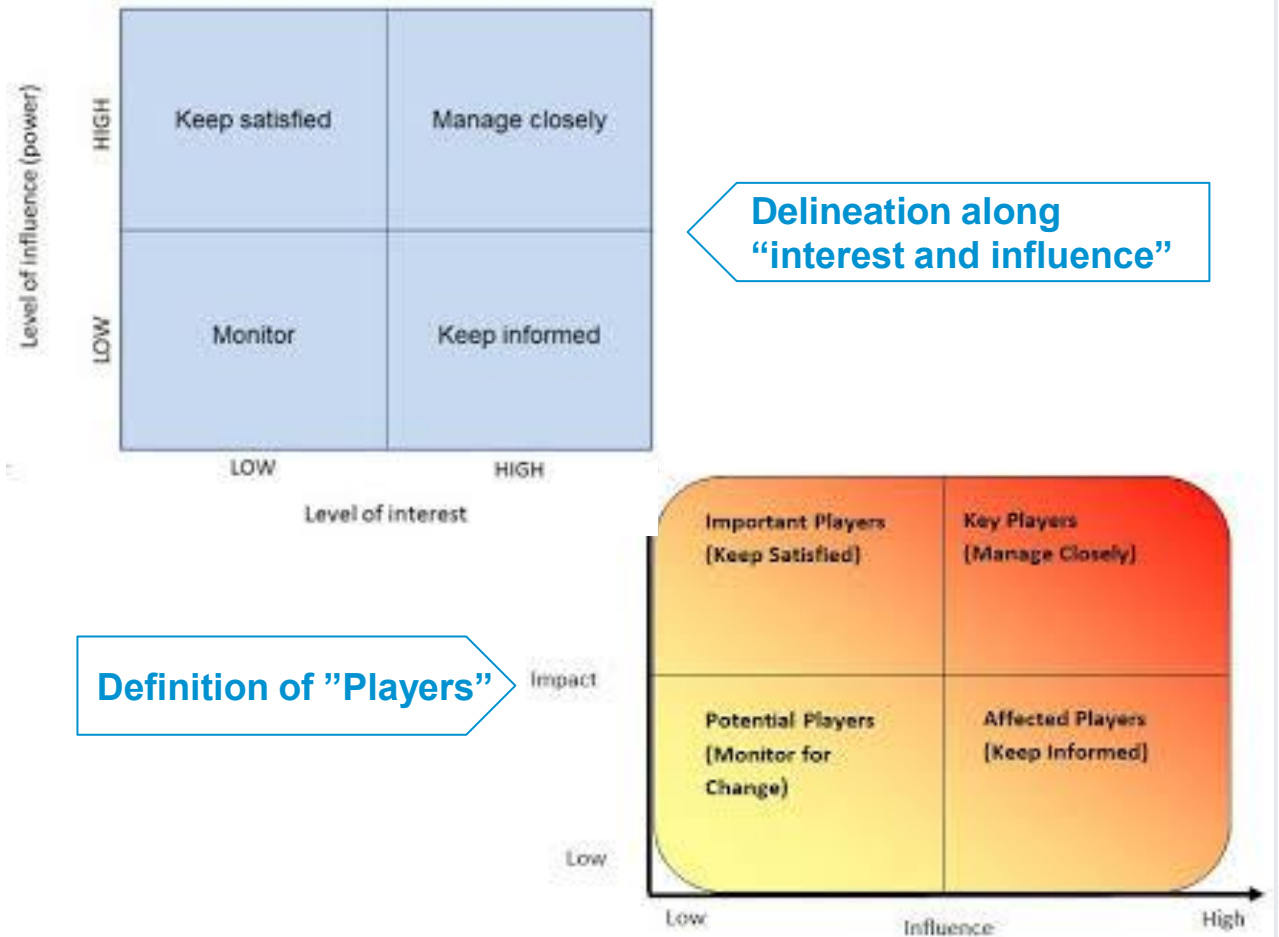
Stakeholder list / register – CGF template

Excerpt from CGF Stakeholder list template

STAKEHOLDER LIST

Purpose:	Identify all the stakeholders affected by the outcome of the investment, define attributes such as role, interest, priority etc.

Investment Name and dbClarity ID:

Stakeholder Name	Area	Role 1	Role 2	Priority	Communications	Reporting	Delegate	Comments
Enter the name of the Stakeholder.	Enter the name of the business area the Stakeholder represents.	Select Role type from drop down list: - Client: End user / Impacted area etc. - Participant: Key Investment Member - Oversight: Governance over the investment (e.g. Compliance, DCO, CAO, JET Council etc.) - Advocate: Driver of the investment - SME: Subject Matter Expert.	Select 2nd Role type from drop down list: - Active: who can affect or determine a decision or action - Passive: who are affected by decisions or actions by others.	Please see separate explanation box.	Select the preferred communication type for the Stakeholder from drop down list: - Verbal: calls / meetings / workshops - Written: Reports / emails / presentation - Verbal & Written: a combination of the above.	Provide the reporting information the Stakeholder will receive, e.g. milestones, project report, customised (e.g. for regulators), none.	Enter a delegate name to contact if the Stakeholder is unavailable for priority 4 and 3 Stakeholders (optional for priority 2 and 1)	Provide any further comments about the Stakeholder, e.g.: Is this stakeholder interested in the outcome of the investment or in the investment implementation process? Is this stakeholder having a positive (investment seen as a benefit or a known mandatory requirement) or a negative (investment seen as a "hindrance") influence? Is this stakeholder able to provide guidance? How far is the stakeholder involved in issue resolution?
[Name]	[Division]	SME	Active	2	Verbal & Written	project report	[Delegate]	…
[Name]	[Division]	Participant	Passive	1	Verbal & Written	none	[Delegate]	…
[Name]	[Division]	Client	Passive	1	Verbal	none	[Delegate]	…
[Name]	[Division]	Oversight	Active	1	Written	milestones	[Delegate]	…
[Name]	[Division]	Advocate	Active	4	Verbal & Written	customised	[Delegate]	…
[Name]	[Division]	Receiving Investment	Passive	2	Written	customised	[Delegate]	…

Priority:
4 = High influence, high importance: stakeholders who stand to lose or gain significantly from the investment and whose actions can affect the investment's ability to meet its objectives.
3 = High influence, less importance: stakeholders whose actions can affect the investment's ability to meet its objectives, but do not stand to lose or gain much from the investment.
2 = Low influence, high importance: stakeholders who stand to lose or gain significantly from the investment, but whose actions cannot affect the investment's ability to meet its objectives.
1 = Low influence, less importance: stakeholders who do not stand to lose or gain much from the investment and whose actions cannot affect the investment's ability.

What is a RACI matrix and where to start

- Detailed information about roles and responsibilities should be documented in the corresponding **RACI matrix** (**R** = Responsible, **A** = Accountable, **C** = Consulted, **I** = Informed)
- CGF requires the RACI matrix as a **mandatory artefact** which also forms part of the *Charter*

Either

A similar project has been executed in the past

- **Get hold of the CGF** (PGF) **artefacts**, i.e.
  - Closure document
  - Change (Project) Management Plan
  - (Project) Charter
- Inspect **Lessons Learnt**
- Reach out to the **former Project Manager**
- Perform your **own Stakeholder Analysis** on top

Or

You have a completely new type of project or no insight into artefacts of the former project

- **Perform Stakeholder Analysis**, e.g. via brainstorming and/or individual interviews and many more (see 'Stakeholder list' chapter)
- If you have a **Project Org Chart** at hand or in mind, this can also serve as a source for key stakeholders
- Ask your **program director and / or sponsor** for their opinion

Hint:
- **Use more than one information source**
- **Don't re-invent the wheel**, but also don't completely depend on other peoples work

RACI – how to create a matrix

Steps to be taken

Step 1: Create a table and assign each column to one stakeholder and each row to a specific task.

Step 2: For each row consider the role of a stakeholder with respect to the analyzed task (Responsible, Accountable, Consulted and Informed about/ for a task/ business process).

Step 3: Finally review the completeness of the matrix.

Tips 'n' Tricks

Responsible - person who performs an activity or does the work

Accountable - person who is ultimately accountable and has Yes/No/Veto

Consulted - person that needs to feedback and contribute to an activity

Informed - person that needs to know of the decision or action

■ There is seldom time to create a RACI matrix for all stakeholders and therefore it is a common practice to create the RACI matrix **for key stakeholders only**

■ Try to only have one **Accountable person**; more than may lead to confusion

■ **Limit the number of Responsible persons** in a row to one – more will increase the likelihood of duplication of work

■ **At least one Responsible person and an Accountable person must be assigned to every row**

■ **Confirm the roles and activities** assigned with all stakeholders

■ Secure management **approval and commitment** to provide access to the stakeholders when needed

■ Don't worry too much about formats to be used – there is a **CGF template** available

For internal use only

RACI – Important things to remember

Lessons learned from use cases

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Advantages:
- **Provides clarity** about stakeholders roles & responsibilities
- Checks whether each activity has all the RACI roles assigned, **spot inconsistencies and duplications**
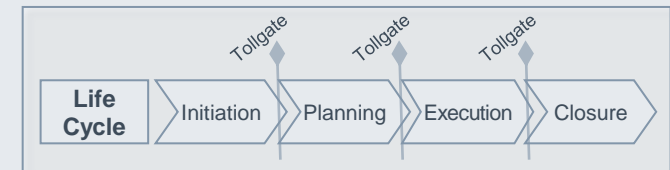
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Disadvantages:
- RACI matrix **does not define the relationship between the stakeholders** "allocated" to one task

Maintenance:
- **Review/ update your RACI-matrix** (and underlying stakeholder list) **at trigger events** like organizational changes and/ or transition to a new project phase, etc.

Life Cycle	Initiation	Planning	Execution	Closure

Tollgate   Tollgate   Tollgate

Important:

Before RACI can be effective, you must have a project team that has no issues. RACI is not a tool that fixes a dysfunctional team. **RACI improves communication** flow in a cohesive group.