Standard Operating Procedures

Roles and Responsibilities Matrix

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Standard Operating Procedure

Roles and Responsibilities Matrix

Background

For many organizations, roles and responsibilities seem to evolve over time. In the early stages of an organization, people may take on positions and/or responsibilities because they have a particular skill-set or interest in an area. As growth happens, more responsibilities may be added, and new roles may be created. In these situations, roles and responsibilities can become blurred and confusion may result. This is a less than optimum situation to be in and can lead to frustration among the organizations leaders as well as among the employees.

The solution is to clearly define the roles and associated responsibilities and then ensure the right person is in that role, either with existing skill-sets or by providing the necessary training to help them acquire the necessary skills.

Roles and Responsibilities Matrix:

The Roles and Responsibilities Matrix was developed to help organizations understand the current situation with regards to who is doing what for any process. It maps out, in a graphical format, the roles, activities, responsibilities and functions or Departments involved in the process.

Standard Operating Procedure:

1. The Roles and Responsibilities audit can be conducted as an individual or a team activity.

2. Focus on one process at a time. Identify the process in the Roles and Responsibilities Matrix. The Process Number is optional, but it should have a name or be identified in some manner to avoid ambiguity.

Roles and Responsibilities Matrix	
Process #	
Process Name	

3. In the first column of the Matrix, just below the Process Name, we have the steps in the process, labeled as Step1, Step 2, etc. These labels should be replaced with the activities in the process. In the sample Matrix, found at the end of this section, we are using a restaurant as the organization and the steps are the activities involved in serving a customer.

Process Step
Greet Customer
Take Order
Prepare Food
Serve Food
Payment and Cleaning

4. Next, we label the people or departments, labeled as "functions" in the Matrix. In our Sample Matrix, we use the staff positions as the functions.

Greeter	Head Cook	Dish Washer	Server	Manager

5. For each Step and each function, write the description of what that person actually does <u>now</u> in the process, not what they 'should' be doing. This is an assessment of what <u>is</u> happening as opposed to what should be happening.

Process Step	Greeter		Head Cook	Dish Washer	Server		Manager
Greet Customer	P	Performer(s)			S	Support	
		Description				Description	
		Take customer information and seat them				If Greeter is busy, take customer informaiton and seat them	

6. Next, select the Role each Function (or person in our example) plays in the process by clicking on the left side of the row above the description box (where the "P" or the "S" appears in the image above in bullet 5. A drop-down box will appear, allowing you to select the role the function (or person in our example) currently plays in the process.

	Roles and Responsibilities Matrix		P	Performer(s)
			A	Approval
			I	Input
Process #			R	Review
Process Name			S	Support

Process Step	Function A	Function B
Step		

7. The Roles are as follows:

P	Performer(s)	Indicates the step is performed by the function.
A	Approval	Indicates that approval is required by the function before the work can continue.
I	Input	Indicates the input required to complete the step
R	Review	Indicates functions that are required to review or be informed of the output.
S	Support	Indicates functions that support the completion of the step in the process.

8. Following completion of the Matrix, analyze the current roles and responsibilities to identify areas where duplication is occurring, gaps may exist, skills may be lacking or are being under utilized, etc. Using this information, you can design and optimize a robust process utilized the skills and talents of your employees to their fullest potential.

Outcomes:

The Roles and Responsibility Matrix can assist you in understanding the current state of your organization's roles and responsibilities and provide valuable insights to consider as you realign the roles to eliminate duplication and ambiguity and focus on streamlining processes for maximum efficiency and effectiveness.

This will ensure that all key players in your organization are clear on their roles and responsibilities, which will aid in reducing their stress while improving performance.

Sample Roles and Responsibilities Matrix

Please see the following pages.

Download the Form at: https://ssiconsulting.ca/free-tools/

Roles and Responsibilities Matrix

Roles and Responsibilities Matrix	P	Performer(s)	Indicates the step is performed by the function.
	A	Approval	Indicates that approval is required by the function before the work can continue.
	I	Input	Indicates the input required to complete the step
Process #	R	Review	Indicates functions that are required to review or be informed of the output.
Process Name — Customer Service	S	Support	Indicates functions that support the completion of the step in the process.

Process Step	Greeter	Head Cook	Dishwasher	Server	Manager
Greet Customer	P Performer(s) — Description: Take customer information and seat them			S Support — Description: If Greeter is busy, take customer information and seat them	
Take Order	I Input — Description: Tell the server they have a new customer at their table.			P Performer(s) — Description: Take customer order	S Support — Description: If server is busy, take customer order.
Prepare Food		P Performer(s) — Description: Prepare the food		I Input — Description: Inform the Head Cook that an order has been placed	
Serve Food		A Approval — Description: Check to make sure the order is correct		P Performer(s) — Description: Serve the customer their order	
Payment and Cleaning	R Review — Description: Update floor map and seat new customers.		P Performer(s) — Description: Clean the dishes that have been cleared from the table	P Performer(s) — Description: Take payment and clear the table	R Review — Description: Make sure no empty table has dirty dishes on it.