

How to Use the RACI Matrix (Responsible, Accountable, Consulted, Informed)

How to Create a RACI Matrix

1. Identify and document all of the critical deliverables for your project. These deliverables are listed in the first column. These may include concrete deliverables such as documents or functionality but can be expanded to include meeting delivery or decisions integral to project completion.
2. Identify all of the roles that are represented on your project. If your project is being managed by a project manager, they will be able to provide this information. If you find some project activities which a role has not been assigned, raise those issues with the project manager. Roles are added as columns. Ideally, each role should match a single resource rather than a “department” to allow for clear responsibility.
3. Assign a value (R, A, C, or I) to the intersection of each role and the deliverable to signify how the resource in that role is expected to interact with that particular activity. Not every role will have an interaction with every deliverable. However, it’s important take care when assigning the interaction levels so as not to overlook places where information dependencies exist.

Analyze the Matrix

Use the tool to ensure your project’s success. The development of the matrix should be collaborative to get discussions moving in the right direction and encourage greater commitment from your team.

1. A single role as a large number of R’s. You may consider whether or not it’s realistic for an individual to be responsible for so much. Can tasks be delegated or broken down into more manageable tasks?
2. One role has not R’s or A’s. Is this role really necessary? Could processes be restructured in such a way that this resource could be reassigned?
3. All of the A’s for the project seem to be relegated to one resource. Is there a risk for a project bottleneck? Can any of the decision making authority for the project be delegated elsewhere?
4. No R’s assigned. Who is going to do the work?
5. No A’s assigned. The buck has to stop somewhere, someone must be accountable.
6. A’s have been assigned to multiple roles. Are there too many cooks in the kitchen for this task? Ideally, only one resource is an “A” for each deliverable.
7. Too many C’s. Are there representatives who could just as easily speak for a large group on this task? Too many contributors or consulted resources can slow down your progress.
8. Numerous I’s / Every row filled in. Does everyone really need to be involved in this task? Or, are you just being super conservative? It’s not possible for everyone to give appropriate attention to every activity. Prioritize what folks need to be informed so that they can pay attention when necessary.

RACI Matrix

Project Name:
Project Manager:

The RACI Matrix is used to describe the roles and responsibilities of various teams or people in delivering a project or operating a process. It is especially useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes.

Stakeholders							
Activity							

- R** Responsible – Those who do work to achieve the task. There can be multiple resources responsible.
- A** Accountable or Approver – The resource ultimately answerable for the correct and thorough completion of the task. There is only one A for each activity.
- C** Consulted – Those whose opinions should be included before decisions are made. Two-way communication.
- I** Informed – Those who are kept informed on progress or when decisions are made. One-way communication.

**RACI Matrix Exercise
School Field Trip**

	Principal	Vice Principal	Teacher	Parent	Transportation Director	Security Director	Volunteers
Determine educational goals for this trip							
Select a location and find out when they accept school groups							
Obtain standardized letter for parental permission as well as the standard trip planning package							
Talk to the principal and get permission to go							
Contact the trip site and make or finalize your reservations for the group							
Integrate the trip into the classroom program							
Review safety and bus etiquette							
Send a letter home							
Make alternate arrangements for the students who do not go on the trip							
Recruit volunteers that meet requirements for out of class activities							
Take careful attendance on the day of the trip							
Remind students of the expectations for the trip and expected behavior							

R *Responsible – Those who do work to achieve the task. There can be multiple resources responsible. A person assigned a task can be both an A and an R.*

A *Accountable or Approver – The resource ultimately answerable for the correct and thorough completion of the task. There is only one A for each activity.*

C *Consulted – Those whose opinions should be included before decisions are made. Two-way communication.*

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RACI Matrix Example

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Stakeholders	Director	Project Manager	Business Analyst	Systems Analyst
Activity				
Design buyoff of wireless carts	A	R		R
Purchase and delivery of wireless carts	I	R	C	A
Final assembly and testing		C	C	R A
Training of technology staff		C	I	R A
Training of end users	I	C	R A	C
Set up Help Desk response process for wireless cart use		I	C	A R
Rollout coordination	I	A	R	R
Lessons learned	C	A	R	R
Project closure	A	R	C	C

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