

Responsibility assignment matrix

A **responsibility assignment matrix**^[1] (**RAM**), also known as **RACI matrix**^[2] (/ˈreɪsi/) or **linear responsibility chart**^[3] (**LRC**), describes the participation by various roles in completing tasks or deliverables for a project or business process. RACI is an acronym derived from the four key responsibilities most typically used: *responsible*, *accountable*, *consulted*, and *informed*.^[4] It is used for clarifying and defining roles and responsibilities in cross-functional or departmental projects and processes.^[5] There are a number of alternatives to the RACI model.

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Key responsibility roles in RACI model

Role distinction

There is a distinction between a role and individually identified people: a *role* is a descriptor of an associated set of tasks; may be performed by many people; and one person can perform many roles. For example, an organization may have ten people who can perform the role of *project manager*, although traditionally each project only has one project manager at any one time; and a person who is able to perform the role of *project manager* may also be able to perform the role of *business analyst* and *tester*.

R = Responsible (also recommender)

Those who do the work to complete the task.^[6] There is at least one role with a participation type of *responsible*, although others can be delegated to assist in the work required (see also *RASCI* below for separately identifying those who participate in a supporting role)

A = Accountable (also approver or final approving authority)

The one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those *responsible*.^[6] In other words, an *accountable* must sign off (approve) work that *responsible* provides. There **must** be only one *accountable* specified for each task or deliverable.^[7]

C = Consulted (sometimes consultant or counsel)

Those whose opinions are sought, typically subject-matter experts; and with whom there is two-way communication.^[6]

I = Informed (also informee)

Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.^[6]

Very often the role that is *accountable* for a task or deliverable may also be *responsible* for completing it (indicated on the matrix by the task or deliverable having a role *accountable* for it, but no role *responsible* for its completion, i.e. it is implied). Outside of this exception, it is generally recommended that each role in the project or process for each task receive, at most, just one of the participation types. Where more than one participation type is shown, this generally implies that participation has not yet been fully resolved, which can impede the value of this technique in clarifying the participation of each role on each task.

Assigning people to facilities

The matrix is typically created with a vertical axis (left-hand column) of tasks (from a work breakdown structure) or deliverables (from a product breakdown structure), and a horizontal axis (top row) of roles (from an organizational chart).

		Example of a responsibility assignment (or RACI) matrix					
Code	Name	Project sponsor	Business analyst	Project manager	Technical architect	Applications development	
Stage A	Manage sales						
Stage B	Assess job						
Stage C	Initiate project						
- C04	Security governance (draft)	C	C	A	I	I	
- C10	Functional requirements	A	R	I	C	I	
- C11	Business acceptance criteria	A	R	I	C	I	
Stage D	Design solution						

Another example from the maintenance and reliability community

		Maintenance crew KPI RACI chart						
Tasks	Maintenance supervisors	Maintenance analyst	Maintenance planner	Maintenance technician	Maintenance support	Rel specialist	CMMS project engineer	
Inputting failure data	A	C	I	R		C	C	
Work order completion	R	C	C	C	A	I	I	
Work order closeout	C	R	C		I	I	A	
QA of failure data input	C	R	I	C	I	C	A	
Analyze failure reports	C	C	I	C	A	R	I	
Maintenance strategy adjustments	C	I	I	C	A	R	R	
Implementing new strategies	R	I	R	C	A	I	I	

Alternatives

There are a number of alternatives to the RACI participation types:

RACI ROLES SHORTEN: Roles are the following - Responsible Does the work to complete the task - Accountable Delegates work and is the last one to review the task or deliverable before it's deemed complete - Consulted Provides input based on either how it will impact their future project work or their domain of expertise on the deliverable itself - Informed Needs to be kept in the loop on project progress, rather than roped into details of every deliverable

PARIS

This is an early version^[8] of a responsibility assignment matrix, with the roles defined as:

Participant

Accountable

Review required

Input required

Sign-off required

PACSI

This is a version very useful to organizations where the output of activities under the accountability of a single person/function can be reviewed and vetoed by multiple stakeholders, due to the collaborative nature of the culture.

Perform

The person/function carrying out the activity.

Accountable

The person/function ultimately answerable for the correct and thorough completion of the deliverable or task, and often the one who delegates the work to the performer.

Control

The person/function reviewing the result of the activity. They have a right of veto; their advice is binding.

Suggest

The person/function consulted to give advice based upon recognized expertise. The advice is non-binding.

Informed

The person/function who must be informed of the result of the activity.

RASIC or RASCI

This is an expanded version^[9] of the standard RACI, less frequently known as *RASCI*,^[10] breaking the *responsible* participation into:

Responsible

Those responsible for the task, who ensure that it is done as per the *approver*

Support

Resources allocated to *responsible*. Unlike *consulted*, who may provide input to the task, *support* helps complete the task.

RASI

This is an alternative version^[11] of the standard RACI, foregoing the *consulted* participation and replacing it with:

Support

Resources which play a supporting role in implementation.

RACIQ

This is an expanded version of the standard RACI, with an additional participation type:

Quality review

Those who check whether the product meets the quality requirements.

RACI-VS

This is an expanded version^[4] of the standard RACI, with two additional participation types:

Verifier

Those who check whether the product meets the acceptance criteria set forth in the product description.

Signatory

Those who approve the *verify* decision and authorize the product hand-off. It seems to make sense that the *signatory* should be the party being *accountable* for its success.

CAIRO

This is an expanded version^[12] of the standard RACI, also known as *RACIO*^[13] with one additional participation type.

Out of the loop (or omitted)

Designating individuals or groups who are specifically not part of the task. Specifying that a resource does not participate can be as beneficial to a task's completion as specifying those who do participate.

DACI

Another version that has been used to centralize decision making, and clarify who can re-open discussions.^[14]

Driver

A single *driver* of overall project like the person steering a car.

Approver

One or more *approvers* who make most project decisions, and are responsible if it fails.

Contributors

Are the worker-bees who are responsible for deliverables; and with whom there is *two*-way communication.

Informed

Those who are impacted by the project and are provided status and informed of decisions; and with whom there is one-way communication.

RAPID

Another tool used to clarify decision roles and thereby improve decision making, is **RAPID**, which was created by and is a registered trademark of Bain & Company.

Recommend

The *recommend* role typically involves 80 percent of the work in a decision. The recommender gathers relevant input and proposes a course of action—sometimes alternative courses, complete with pros and cons so that the decision maker's choices are as clear, simple and timely as possible.

Agree

The *agree* role represents a formal approval of a recommendation. The 'A' and the 'R' should work together to come to a mutually satisfactory proposal to bring forward to the decider. But not all decisions will need an agree role, as this is typically reserved for those situations where some form of regulatory or compliance sign-off is required.

Perform

The *perform* role defines who is accountable for executing or implementing the decision once it is made. Best-practice companies typically define P's and gather input from them early in the process.

Input

The *input* role provides relevant information and facts so that the recommender and decider can assess all the relevant facts to make the right decision. However, the 'I' role is strictly advisory. Recommenders should consider all input, but they don't have to reflect every point of view in the final recommendation.

Decide

The *decide* role is for the single person who ultimately is accountable for making the final decision, committing the group to action and ensuring the decision gets implemented.

RATSI

Another tool used in organization design or roles analysis.

Responsibility

Identify who is in charge of making sure the work is done.

Authority

Identify who has final decision power on the work.

Task

Identify who actually does the work.

Support

Identify who is involved to provide support to the work.

Informed

Identify who is informed that the work has been done (or will be started)

DRASCI

A variant of RASCI developed by three Whitehall theorists (Kane, Jackson, Gilbert). This scheme is adapted for use in matrix management environments, and differs only from RASCI in having an additional role of *Driver* and a narrower definition of *Support*:

Driver

An individual or party that assists those who *are responsible* for delivering a task by both producing supporting collateral and setting timescales for delivery in line with the overarching aim of the individual or party who is *accountable* for the overall accomplishment of the objective. The distinction between *driver* and *support* lies in that the former reinforces and clarifies the parameters of the task on behalf of those who are *accountable*, while the latter refers to those who help those who are *responsible* in reaching a given goal.

PDQA

A version developed at U Tokyo and MIT for model-based project management. The PDQA set of roles corresponds to demand for capabilities of teams. Roles include those for work on scope, handling of dependencies as coordination, and exception handling through error detection and decisions across a project organization. PDQA is used in agent-based modeling to simulate the supply of these capabilities by teams in projects.^[15]

Primary

Provides skill-based effort within capacity to complete scope and also manages dependencies through coordination.

Decision

Handles any decision, including scope acceptable and exception handling decisions leading to rework. (Does not generation nominal scope).

Quality

Reviews scope as it progresses to detect poor quality and escalates to decision-maker as so. (Does not general nominal scope).

Assist

Provides skill-based effort with the capacity to complete scope, in assistance to the primary. (Does not manage dependencies through coordination).

DCI

A minimal set of decision-making categories used in organisation design or roles analysis.

Decision maker

Individuals who make the decision and is accountable for its impact on the business.

Consulted

Individuals accountable for providing guidance based on functional expertise and experience, highlighting issues and raising alternatives to support the Decision Maker.

Informed

Impacted stakeholders are notified after the decision has been made and who will need to support the execution of the decision.

RASCEIO

To be used when working on governance, risk, compliance (GRC) and outsourcing matters:

Responsible

Accountable

Support

Consult

Execute

Third parties contracted to execute activities in accordance with a service level agreement

Inform

Overview

Key GRC roles, such as risk owner, policy owner - where accountability is devolved, but a role is needed to oversee whether accountabilities all fit together

Variations

There are also a number of variations to the meaning of RACI participation types:

RACI (alternative scheme)

There is an alternative *coding*, less widely published but used by some practitioners and process mapping software, which modifies the application of the *R* and *A* codes of the original scheme. The overall methodology remains the same but this alternative avoids potential confusion of the terms *accountable* and *responsible*, which may be understood by management professionals but not always so clearly differentiated by others:

Responsible

Those responsible for the performance of the task. There should be exactly one person with this assignment for each task.

Assists

Those who assist in the completion of the task

Consulted

Those whose opinions are sought; and with whom there is two-way communication.

Informed

Those who are kept up-to-date on progress; and with whom there is one-way communication.

ARCI (decisions)

This alternative is focused only on documenting who has the authority to make which decisions. This can work across all sized workgroups.

Accountable

Authorized to *approve* an answer to the decision.

Responsible

Responsible to *recommend* an answer to the decision.

Consulted

Those whose opinions are sought, and with whom there is two-way communication.

Informed

Those who are informed after the decision is made, and with whom there is one-way communication.

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External links

- Comprehensive Series on RACI (https://web.archive.org/web/20100829170031/http://www.pmhut.com/?s=%22The+RACI%2FARCI+Matrix+for+Structuring+Roles+in+Project+Management%22)

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