

RACI *Matrix*

Shows who is Responsible, Accountable, Consulted, and Informed for each key deliverable and decision, so ownership is clear and nothing falls between roles.

USE WHEN Once the charter and team structure are set. Revisit when roles, vendors, or phases change.	OWNER Project manager prepares · sponsor and each role holder confirm	APPROACH ALL	TIER Essential
--	---	-------------------------------	--------------------------

HOW TO USE THIS TEMPLATE

1. List deliverables and key decisions down the side. Pull them from the charter (T09) and WBS or backlog.
2. Enter roles across the top. Use roles, not names, so the matrix survives staff changes.
3. Fill each cell with R, A, C, or I. Leave blank where a role has no part.
4. Count the A's in each row and resolve any row that isn't exactly one.
5. Walk through it with every role holder and get their agreement.
6. Delete guidance text (*italic*) before sharing.

Project name	
Project ID / client	
Prepared by	
Version · date	

1 Legend and rules

CODE	ROLE	MEANING	RULE
R	Responsible	Does the work or prepares the decision.	At least one per row.
A	Accountable	Owns the result and gives final approval. Can also do the work (write "A/R").	Exactly one A per row.
C	Consulted	Gives input before the work is finished or the decision is made. Two-way.	Keep to those whose input changes the outcome.
I	Informed	Told about progress or the outcome afterward. One-way.	Make sure the communications matrix (T41) covers them.

2 Matrix

Type role names into the dark header cells. Name a deliverable or decision in each row, using a noun or "decide X," not an activity. Test: every row has exactly one A and at least one R, and no role is A on so many rows it becomes a bottleneck. On hybrid or adaptive work, map sprint work at the deliverable or decision level, not individual user stories.

#	DELIVERABLE OR DECISION									A COUNT
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
Check · rows with zero or multiple A's										☐

Tick the box in the check row once every row has exactly one A. List any row numbers that fail and fix them before sharing.

COMPLETED EXAMPLE · ILLUSTRATIVE

Client Onboarding Portal · Northfield Creative Group (fictional marketing and design agency)

Eight example rows. Role assignments are illustrative.

#	DELIVERABLE OR DECISION	SPONSOR	PROJECT MANAGER	PRODUCT OWNER	CONTRACTS & PRIVACY MANAGER	IT MANAGER	STUDIO LEADS	VENDOR	ACCOUNT COORDI- NATORS	A COUNT
1	Project charter	A	R	C	C	C	I			1
2	Requirements baseline	I	A	R	C	C	C	C	C	1
3	Vendor contract	A	R	I	C	C		C		1
4	Security review sign-off	I	C	I	A	R		R		1
5	Portal backlog priorities		C	A/R	C	C	C	C	C	1
6	User acceptance test (UAT) sign-off	I	R	A	I	C	R	C	R	1
7	Go-live decision	A	R	C	C	C	I	I	I	1
8	Training and adoption	I	R	A	I	C	C	C	C	1
Check · rows with zero or multiple A's		None. Reviewed with all role holders.								Yes

Reading the example: the sponsor is accountable only for the decisions that commit money or risk: charter, vendor contract, and go-live. The product owner owns portal priorities and acceptance, matching the hybrid split. The Contracts & Privacy Manager holds the security sign-off, so a privacy finding stops at the right desk rather than with the PM.