# RACI Chart

**Traditional Roles**

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| **Occasional Additions** |
| **D** = Devil’s Advocate |
| **V** = Veto Power |

**R** = Responsible for doing the work

**A** = Accountable/Approval

**C** = Consult

**I** = Inform

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|  | Stakeholders | | | | | | | | |
| Activity | Project  Manager  Project Manager |  |  |  |  |  |  |  |  |
| Project planning and communication |  |  |  |  |  |  |  |  |  |
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## Best Practices: RAM Creation for Project Team Role Delineation

The Responsibility Assignment Matrix (RAM) is a simple matrix to clearly communicate the roles specific stakeholders are asked to perform in a project. The RAM goes beyond the people resources that are assigned in the WBS format which usually doesn’t communicate about the roles, such as approvals, that go beyond listing a person assigned to a task.

As an instructor and practicing project manager I have seen many student and professional RAMS. Below are suggestions and best practices for RAM development.

There are many types of RAMs so that when listed in resources it becomes acronym overload. So, I will highlight only a few and focus primarily on the most popular type of RAM, which is the RACI (which stands for Responsible, Accountable, Consult, and Inform).

The difference between Responsible and Accountable is often very hard to differentiate. However, the difference between Responsible and Approval seems to be better understood. So, it is my personal preference to use Approval instead of Accountable, because the roles seem clearer.

Approval responsibilities represent a certain degree of power and the putting the A role in a RAM often raises a political question that needs asking. A good project plan adds clarity and visibility to these issues that otherwise often become sources of conflict.

Another issue, that this role delineation raises to the surface, is the need for time to be planned into the schedule for the approver to handle the work review or decision logic.

**Best Practice: Have an R for every activity.**

You may have more than one R in a row, but that is not ideal. There are cases where it is accurate, but when you see multiple Rs associated with one activity in your plan you may want to consider breaking the roles down a bit further to aid in role clarity.

**Best Practice: Do not put more than one letter in a cell.**

You would not put an R, C, and I together in one cell. There is a hierarchy.

* R trumps C.
* C trumps I.
* A and R are quite different roles and ideally you will assign them to different stakeholders.

**Best Practice: Don’t be afraid of empty cells**.

Every person is not involved with every part of every project.

**Best Practice: Push yourself to use more C’s and I’s to improve your project quality.**