

RACI matrix

Who does it, who owns it, who is asked first, and who is told.

DELIVERABLE OR DECISION	SPONSOR	PROJECT MANAGER	SUPPLIER	SERVICE DESK
Permit rules and fees	A	R	I	C
Configure, migrate data	I	A	R	–
Service-desk guide	–	A	C	R
End-to-end test	I	A	R	C
Go-live decision	A	R	C	I

Our own example: the last weeks of a city permit project. One A per row; the sponsor decides go-live with the steering group.

WHAT IT IS

A responsibility assignment matrix crosses the work with the roles. **RACI** is a common convention for its cells, used in the PMBOK® Guide (PMI's body-of-knowledge guide) and the APM (Association for Project Management) Body of Knowledge.

Responsible: the people doing the work. **Accountable:** the one owner, who approves the result. **Consulted:** asked before (two-way). **Informed:** told after (one-way).

HOW IT WORKS

- 01 Rows: main deliverables and decisions, such as go-live.
- 02 Columns: roles, including suppliers and line managers.
- 03 Each row: exactly one A, at least one R, few Cs.
- 04 Each column: many Rs mean overload; an empty one, ask why.
- 05 Fill it in with the people named; review it at each phase.

MID-LEVEL · WORKED EXAMPLE

Apply it well

The situation: A city team has eight months to move resident parking permits online, with a supplier team of five and two service-desk staff lent by their department.

For the last ten weeks, the project manager fills in the chart with the team and the supplier. The sponsor owns the permit rules and go-live; she owns the build work. The two lent staff write the service-desk guide (R), and a note records that their line manager still controls their time.

In the exam: Show a small chart of four or five rows, one A per row, and say what problem it solved. Name who directs the work and who controls people's time.

SENIOR · WORKED EXAMPLE

Design and lead it

The situation: A city is joining 14 online services under one login over 30 months, with a platform supplier, an integration partner and nine owners of old systems.

Two levels of chart: one for decisions (steering board, chief executive, project manager, suppliers; the data protection officer consulted), and one per group of services for the work, matched to each contract. Both are reviewed at every phase gate.

In the exam: Explain how you set responsibilities across levels and organisations, how they match contracts and authority limits, and how you kept them current as teams changed.

WHERE IT SITS

IPMA · ICB4	PMI · PMBOK® GUIDE 8 · PMP® EXAM	APM · BOK 8 · PMQ EXAM
4.5.5.2: define roles and responsibilities; record where line and project authority differ	Guide: responsibility assignment matrix, RACI one example, p. 194. Exam outline: Business Environment task 1	BoK (APM's Body of Knowledge) §5.7.2: responsibility matrix from the work and organisation breakdowns, RACI coding; §2.6.1. PMQ (APM's Project Management Qualification) 2b

Sources: IPMA ICB4 (2015); PMI, PMBOK® Guide, 8th ed.; PMI, PMP® Examination Content Outline (2026); APM Body of Knowledge, 8th ed.; APM, PMQ handbook (v6, 2026)

Key: IPMA = International Project Management Association; ICB4 = IPMA's Individual Competence Baseline (4.5.5 etc.: its competence elements); PMI = Project Management Institute; PMP® = PMI's Project Management Professional. Unofficial study material for IPMA®, PMI® and APM exams. Not affiliated with, endorsed by or approved by IPMA, PMI or APM, and not an accredited or endorsed training provider. IPMA® and IPMA ICB® are registered trademarks of IPMA in Switzerland and other countries. PMI, PMP, CAPM and PMBOK are registered marks of Project Management Institute, Inc. APM is a trade mark of the Association for Project Management. Other marks belong to their owners. PMP® exam facts are from PMI's public PMP® Examination Content Outline (2026); check the current version on pmi.org. APM's qualifications are its own; this series is not an APM Accredited Provider or APM Endorsed. Examples use a fictional city and its projects. Levels (this series' labels): Mid-level = moderately complex projects (IPMA Level C, PMI's PMP®); Senior = complex projects and people (IPMA Level B, APM's Chartered Project Professional).

All episodes, sheets and handouts: pm.fannarmaximus.com · Watch: youtube.com/@fannarmaximus



Scan for the episode