



RACI matrix helps ensure broad involvement in Pennant decisions

Why?

Pennant will touch almost everyone at Penn. Building it represents a major commitment of financial and human resources.

Adapting vendor software to Penn’s needs, and deciding when the software suggests opportunities to improve Penn’s administrative processes, involve judgments. To be sound and durable, these judgments must be informed by the experience of many diverse constituencies. Fiduciary management requires mechanisms to ensure accountability for inclusive decisions.

How?

NGSS project leaders employ a responsibility assignment matrix, or **RACI** (pronounced ‘racy’) **matrix** (example below), to allot roles for participation in a given task or decision. RACI is an acronym derived from the four key roles most typically used: *Responsible*, *Accountable*, *Consulted*, and *Informed*.

Responsible

Those who do the work to achieve the task or formulate decision options. At least one ‘responsible’ must be assigned; others (including supporting roles) may be designated.

Accountable (or approving authority)

Those ultimately answerable for the correct and thorough completion of the task or closure of the decision. They

delegate work to those responsible. Must sign off on (approve) work ‘responsible’ does, or own the decision made.

Consulted

Those whose opinions are sought—typically subject matter experts—and with whom there is two-way communication.

Informed

Those kept up to date on progress or completion of the task or decision, with whom there is one-way communication.

When?

NGSS project management and team leads of the project’s component teams compile RACI matrices as needed for significant tasks, decisions, and communications. The RACI tool aids participants in the Program Management at Penn (PMAP) process, used to govern the NGSS project.

Who?

Roles are assigned to functional-area, technical, and executive staff in an attempt to balance two goals: ensuring that all interests are appropriately represented, and maintaining an efficient workflow that keeps the project moving.

Contacts

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Role	Responsible	Accountable	Consulted	Informed
Project sponsors				X
Project owners				X
Project managers		X		
Team lead	X			
Subject matter experts			X	
School representatives				X