

RACI *matrix*

Who's accountable, who does the work, who needs consulting, who needs informing — one row per decision or activity.

PROJECT

Foreshore Drainage
Upgrade · Stage 2

OWNER

A. Lieblich (PM)

REV CYCLE

Per stage gate

ACTIVITIES

14

ROLES

8

LEGEND**R****RESPONSIBLE**

Does the work. Can be
many per row.

A**ACCOUNTABLE**

Owns the outcome.
Exactly one per row.

C**CONSULTED**

Two-way conversation
before deciding.

I**INFORMED**

One-way notification
after deciding.

ACTIVITIES × ROLES

Fourteen *decisions.*

ACTIVITY / DECISION	SPONSOR	PM	SITE ENG	FOREMAN	EOR (CONS.)	QS	COUNCIL COMMS	SUBCONTRACTOR
Approve project management plan	A	R	C		C	C	I	I
Sign off design drawings (IFC)		I	C		A			I
Issue RFIs to engineer of record	I	A	R		C			I
Daily site diary entry		I	A	C				I
Daily toolbox / safety briefing		I	C	A				R
Approve change requests < \$20k	I	A			C	C		
Approve change requests ≥ \$20k	A	R			C	C		I
Weekly status report to sponsor	I	A	C			C	I	
Monthly community briefing		C					A	
Incident / near miss reporting	I	A	R	R	I			R

ACTIVITY / DECISION	SPONSOR	PM	SITE ENG	FOREMAN	EOR (CONS.)	QS	COUNCIL COMMS	SUBCONTRACTOR
Approve subcontractor monthly claim		A	C			R		I
Stage hold-point inspections		I	R		A			I
Final practical completion sign-off	A	R	C		C	C	I	I
Project closure & lessons learned	I	A	C	C	C	C		C

RACI HYGIENE RULES

1. **One A per row.** If you have two accountables you have none.
2. **Don't drown in Cs.** More than 3–4 Cs per row = nothing will get decided.
3. **R can be the same person as A.** A small team often combines them. Just make it explicit.
4. **If everyone is "I", no-one really is.** Define how they'll be informed (status report, daily diary, etc).