



RACI/Time

**A method for understanding role & relational
change over time in Research Security**

Part of the SECURE Center Process Pathfinder for Research Security Professionals
Safeguarding the Entire Community in the U.S. Research Ecosystem

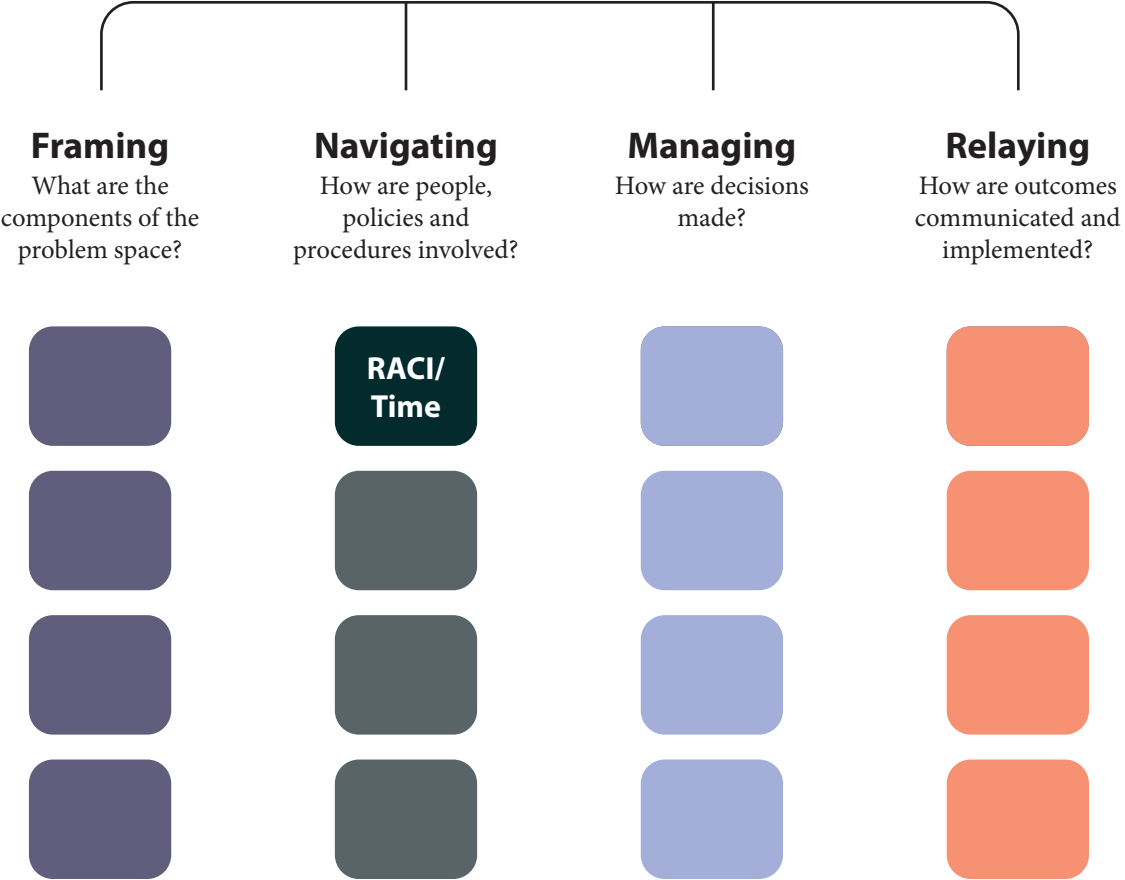
Introduction

The SECURE Center has developed the Process Pathfinder as a means of helping those in research security understand their needs as individuals, departments and initiatives. The methods are interactive in nature, and meant for either digital or analog application with your research security team.

Whether established or emerging as a function, research security functions overlap those of your entire research organization, its ongoing needs and its diversity. This Process Pathfinder is designed to help you think through the complexities your organization may encounter.

Use multiple methods for a more comprehensive view of your problem space.

4 Modes to Address the Needs of the People inside of a Problem Space in Research Security



RACI/Time

Tabletop Materials:

- Markers
- Large Notecards/Post-its
- Large Writing Surface
- Large Roll of Paper

Variations

The SECURE Center uses a variety of tools to facilitate the Process Pathfinder - including digital whiteboards. Any writing surface will do so long as you are able to clearly document the elements outlined by the methods.

01 Context - RACI/Time

02 How to Use RACI/Time

03 What to do With Your Outcomes

04 Share Your Feedback

01

Context - RACI/Time

RACI/Time

RACI/Time is a diagramming method used to detail the changing designations of those responsible, accountable, consulted, and informed over time within a research security program.

Combining both RACI and Relationship Mappings, this method affords a view into how organizational roles relate to specific tasks within a scenario and how those roles change as the scenario progresses. Where once an individual or department may have been consulted they may eventually become accountable or informed. An understanding of these shifts presents participants with a proactive view of a scenario while considering the modifications an organization may require in order to meet the needs of that scenario's changing contexts.

Outcomes

- A qualitative visualization of RACI and Relationship changes as a scenario unfolds
- Details regarding specific tasks that may prompt changes or shifts in RACI and organizational relationships

When to Use RACI/Time

Use this method when you need to understand who is responsible, accountable, informed, or consulted regarding risk planning, assessment or mitigation within your organization.

Step 1: Choose Your Scenario

Example

PI X is a literal rocket scientist funded by NASA, DOD, and NSF. They have two active projects that involve export controlled aims, but they do not hold a security clearance. PI X is lovely, a very open and helpful person. They are a more junior faculty member.

PI X registered their travel to a country of concern for a conference and checked all the boxes, including a travel briefing and the use of loaner devices. PI Zhu returned home and did not contact your office upon their return.

A few weeks later, FBI agents from your local field office call you. They have learned that while PI X was at the conference, they met up with a former classmate who now works in a large government-connected aerospace company. The friend invited PI X to tour the local facility.

According to the FBI, the college friend was not registered for the conference until after PI X registered. Tours at this company typically have heavy security protocols, all of which seem to have been abandoned for this visit. The FBI agents are concerned that technical details related to the export controlled technology that X is working on was transferred to the company, a potential deemed export violation.

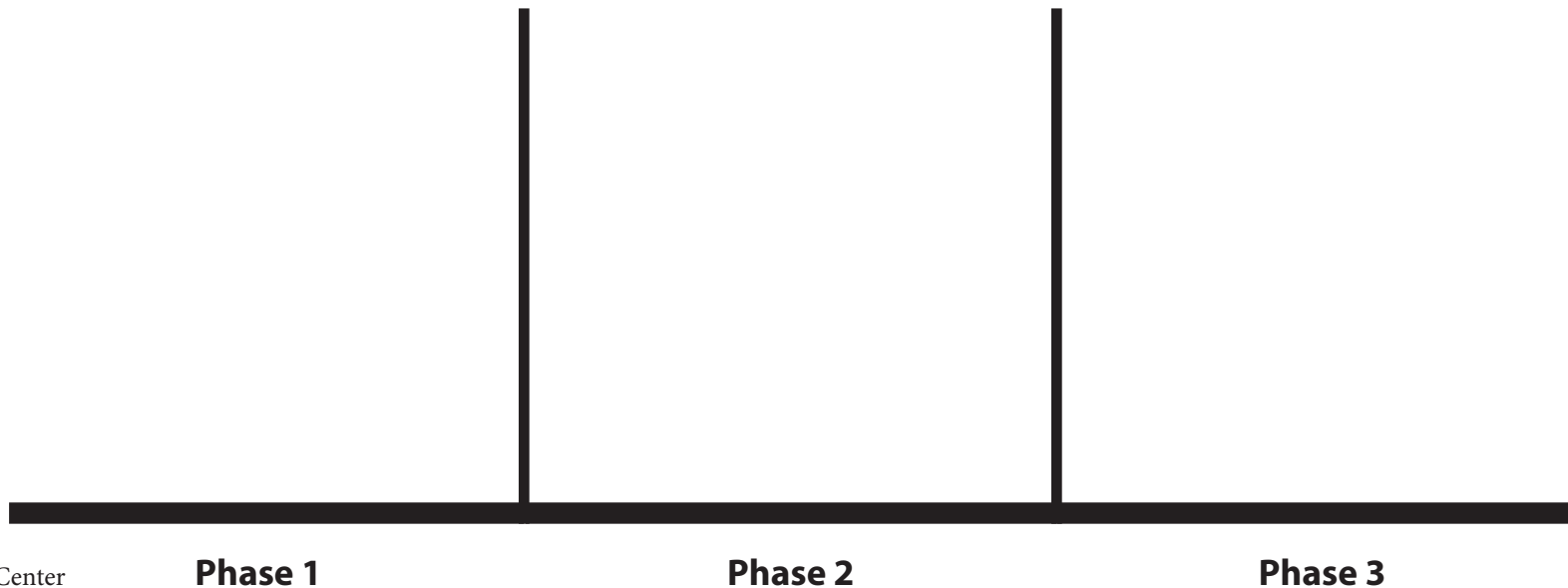
02 How to Use RACI/Time

Step 2: Divide Your Scenario into Phases

Scenarios tend to have plot phases, each with details that lead from one phase to the next. By dividing your scenario into phases clarity is gained as to the RACI changes that occur from one phase to the next.

Scenarios may have many phases, but all, like stories, have beginnings, middles and ends.

Example

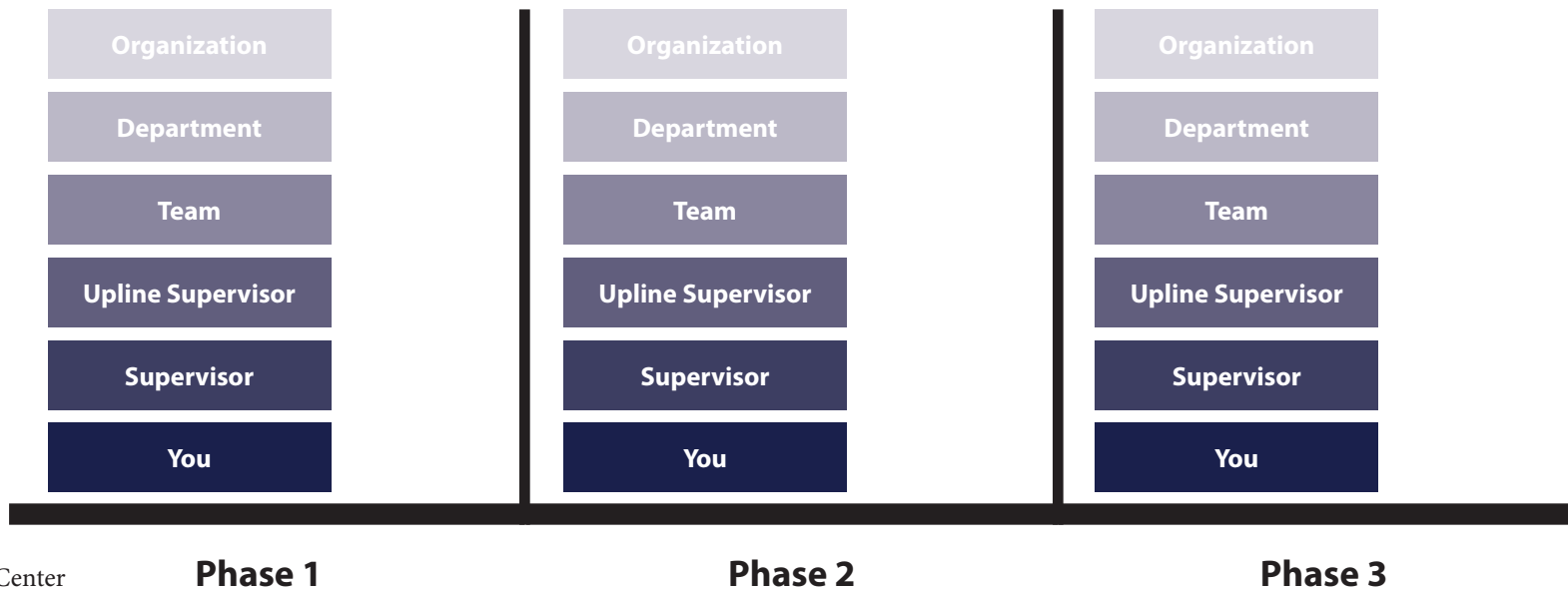


02 How to Use RACI/Time

Step 3: Detail Your Research Security Relationships

Plot your research security relationships beginning with yourself. Next, detail the persons that relate to your position as a reporting structure. Your organization's reporting structure may differ from the example below.

Example



02 How to Use RACI/Time

Step 4: Beginning with Phase 1, Note Who is Responsible, Accountable, Consulted, or Informed

As a scenario unfolds, changes may occur in regards to who might be **responsible, accountable, consulted, or informed** about the details of the scenario itself. These changes may take place over a matter of minutes, hours, days, weeks, or even months. The goal is to visualize the differences from phase to phase in order to understand any gaps in your research organization's structure that would inhibit the effectiveness of research security.

Example

Phase 1		Phase 2		Phase 3	
Organization	Informed	Organization	Informed	Organization	Accountable
Department	Informed	Department	Consulted	Department	Accountable
Team	Accountable	Team	Responsible	Team	Responsible
Upline Supervisor	Consulted	Upline Supervisor	Responsible	Upline Supervisor	Consulted
Supervisor	Responsible	Supervisor	Accountable	Supervisor	Responsible
You	Accountable	You	Accountable	You	Informed

02 How to Use RACI/Time

Step 5: Evaluate

If changes from phase to phase have occurred, ask, “why” those changes occurred.

- Was there something specific about the scenario that prompted the change?
- Was someone needed but unavailable?
- Is your research organization lacking a specific role or reporting structure that would ease research security efforts?

Example

Phase 1			Phase 2			Phase 3		
Organization	Informed		Organization	Informed		Organization	Accountable	
Department	Informed		Department	Consulted		Department	Accountable	
Team	Accountable		Team	Responsible		Team	Responsible	
Upline Supervisor	Consulted		Upline Supervisor	Responsible		Upline Supervisor	Consulted	
Supervisor	Responsible		Supervisor	Accountable		Supervisor	Responsible	
You	Accountable		You	Accountable		You	Informed	

03

What to do With Your Outcomes

What to do with the details regarding specific tasks that may prompt changes or shifts in RACI and organizational relationships

Summarize the changes that occur from phase to phase. Roles may shift. Relationships may change. Lines of communication may need modification to ensure the necessary resources for task completion are available, creating a dynamic and adaptive network of communications, processes and procedures.

What to do with the qualitative visualization of RACI and Relationship

Use this visualization as a prototype for your research security team. Replay the scenario and modify the the RACI/Relationship elements, asking if they might be made more effective for **framing**, **navigating**, **resolving**, or **relaying** the problem at hand.

There is no perfect combination of RACI or Relationship for every scenario, only the most effective combination for the scenario at the time.

04 Share Your Feedback

**Share your feedback
by visiting**

secure-center.org