DETER, DETECT, MITIGATE

SEPTEMBER 2024 NATIONAL INSIDER THREAT AWARENESS MONTH BRIEFING

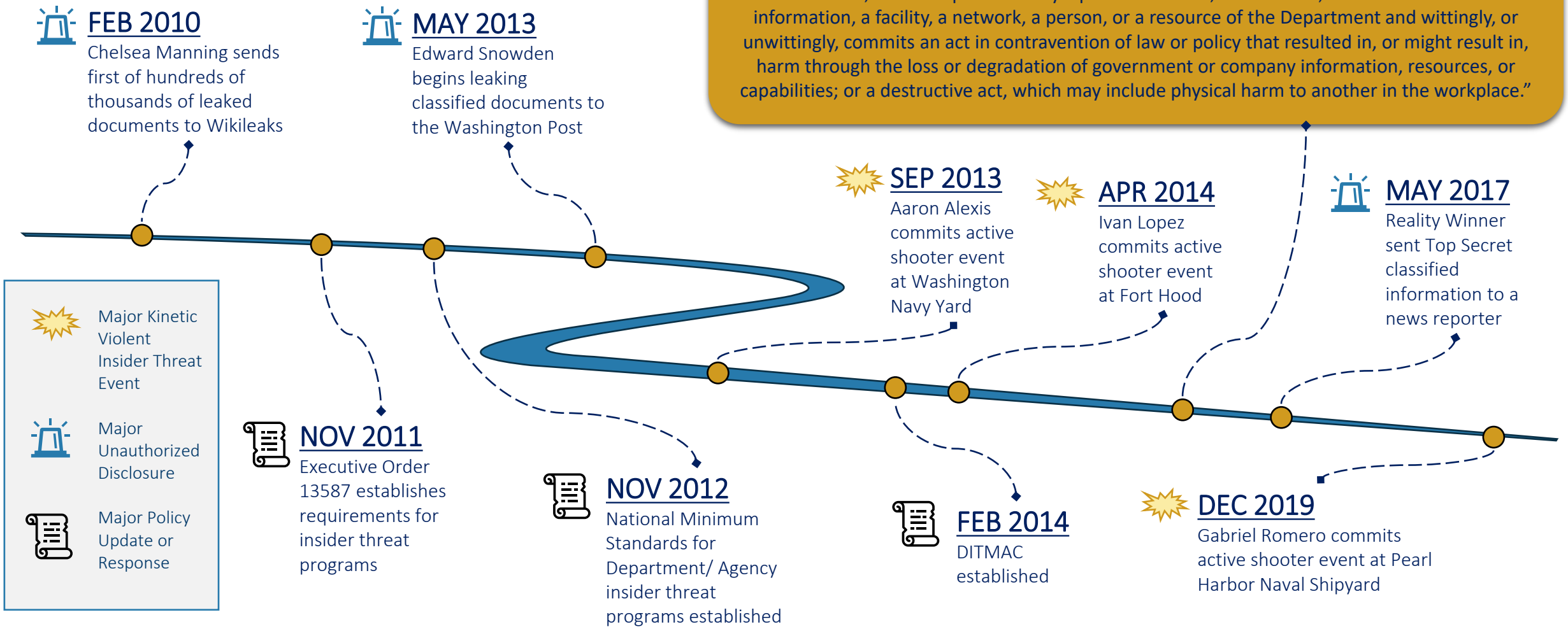
DEFENSE COUNTERINTELLIGENCE AND SECURITY AGENCY

*****Unclassified – Prepared for Public Release *****

INTRODUCTION – Insider Threat Timeline

This timeline represents some, but not all, of the major violent events, unauthorized disclosures, and policies for insider threat since 2010.

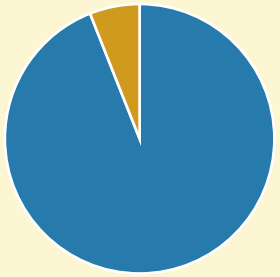
The 2017 National Defense Authorization Act defines an insider threat for the Department of Defense as, "a threat presented by a person who has, or once had, authorized access to information, a facility, a network, a person, or a resource of the Department and wittingly, or unwittingly, commits an act in contravention of law or policy that resulted in, or might result in, harm through the loss or degradation of government or company information, resources, or capabilities; or a destructive act, which may include physical harm to another in the workplace."



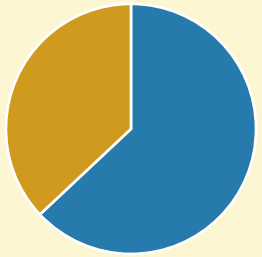
NITAM 2024: Deter, Detect, Mitigate

DETER - Organizational Culture: Common Challenges

Stress



94% of American workers experience stress at their workplace.



63% considering quitting due to stress-related issues

Perceptions of Justice and Fairness

Employees who perceive their workplace as unjust are **4.6 times** more likely to engage in insider threat behaviors than those who feel their organization is fair and just

Communication

Poor communication fuels grievances and may lead to disgruntlement, hostile attitudes, decreased productivity, low morale, and can ultimately hinder mission readiness.

Source: BTAC Bulletin March 2024

DETER - Organizational Culture: Best Practices

Individual / Servicemember Best Practices

Officer, NCO, and Supervisor Best Practices

Manage Stress

- Develop Healthy Responses
- Encourage Healthy Responses
- Track Stressors
- Model Best Practices
- Seek Support from Family, Friends, Colleagues, and/or Professionals.
- Encourage Seeking Help and Offer Support
- Communicate with Chain of Command/ Supervisor
- Know and Understand Your People
- Maintain Healthy Boundaries
- Offer Flexibility When Possible

Source: "Coping with stress at work" (apa.org), July 2014.

Ensure Fairness

- Share Information When Permissible
- Keep Employees Informed
- Support Your Coworkers
- Promote Awareness of Resources
- Discuss Career Opportunities and Advancement
- Ensure Fairness for Internal Opportunities
- Recognize Coworker Contributions
- Recognize Employee Contributions
- Discourage Bad Behaviors
- Hold Employees Accountable

Source: Kropp, Brian, Jessica Knight, and Jonah Shepp. "How Fair is Your Workplace." Harvard Business Review, 14 July 2022. Link.

Communicate Effectively

- Be Clear and Concise
- Promote 2-way Communication
- Practice Active Listening
- Respond to Servicemember / Employee Input
- Understand Communication Systems
- Specify Preferred Communication Channels
- Understand and Assess Yourself and Your Actions
- Understand and Assess Yourself and Your Actions

Source: Emerson, Mary Sharp. "8 Ways You Can Improve Your Communication Skills." Harvard Business Review, 30 August 2021. Link.

DETECT – The Critical Pathway

The Critical Pathway provides a framework for examining the various factors that can contribute to risk for possible future insider threat hostile acts.

CRITICAL PATHWAY

PREDISPOSITIONS

- Previous rule violations
- Personality problems
- Decision making deficits
- Problems with authority
- Ideological issues

❖ Recruitment
❖ Suitability

STRESSORS

- Personal
- Relationships
- Financial
- Professional
- Medical
- Psychological

❖ Knowing a person's baseline is critical

CONCERNING BEHAVIORS

- Interpersonal conflict
- Financial problems
- Unprofessional conduct
- Declining performance
- Suspicious travel
- Criminal charges

❖ Early reporting allows early intervention

MALADAPTIVE ORGANIZATIONAL RESPONSES

- Inattention or denial
- Overly harsh / punitive response to behavior
- No risk assessment process
- Inadequate investigation

INSIDER THREAT HOSTILE ACTS

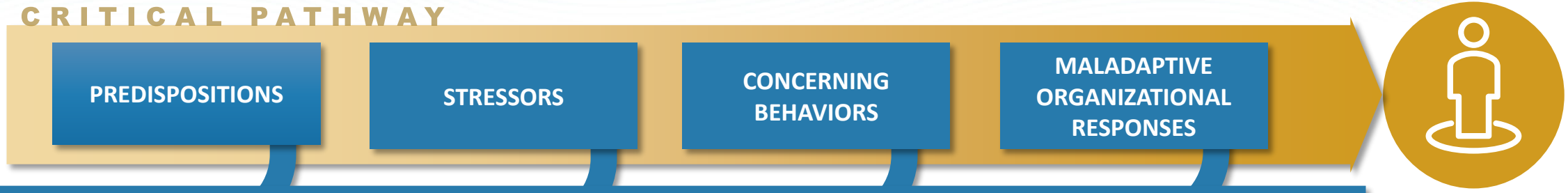
Unauthorized Disclosure
- Public Domain
- Espionage
- Improper Safeguarding
- Data Spill

Violence
- Mass Shooting
- Assault
- Other Forms of Violence

Apply Mitigators

*Adapted from Lenzenweger, M. F., & Shaw, E. D. (2022). The Critical Pathway to Insider Risk Model: Brief Overview and Future Directions. *Counter-Insider Threat Research and Practice*, *1*(1)

MITIGATE – Apply Critical Pathway Mitigators



Apply Mitigators

Mitigators are ways to help someone get off the critical pathway or prevent someone from starting along the pathway

COUNTERBALANCE PREDISPOSITIONS
- Training
- Consider Recruiting for Security Eligibility
- Evaluate Behavioral Patterns and Changes
- Embrace Security Culture
- Take Personal Responsibility

RELIEVE AND MANAGE STRESSORS
- Educate About Stress Reduction
- Encourage Benefits Utilization
- Provide Resources for Support
- Combat Harmful Stigma
- Assess the Risk
- Understand and Use Positive Coping Strategies
- Manage and Mitigate Risk

REACT TO CONCERNING BEHAVIORS
- Tailor Active Management over time
- Acknowledge Disgruntlement
- Address Grievances
- Impose Logical Consequences
- Set Performance Improvement Plan
- Investigate Concerning Behavior
- Enhance Technical Monitoring
- Conduct a Behavioral Science Assessment
- Suspend Access and/or Terminate Employment
- Reward Positive Behaviors
- Document/Track Enterprise Risk

DEVELOP APPROPRIATE ORGANIZATIONAL RESPONSES
- Take Timely Action
- Remove Logical and Physical Access
- Harden Defenses
- Secure Resources
- Protect People
- Detain or Arrest
- Prosecute and/or UCMJ
- Prevent Transfer of Risk
- Component and DITMAC insider threat multidisciplinary teams of experts can support

MITIGATE – Reporting Insider Threats

Safeguard | Contact Security | Contact Insider Threat

Intentional or Inadvertent
Reporting is required whether the action is intentional or inadvertent.

Physical or Virtual
Reporting is required for actions regardless of whether they take place online or physically / in person.

Yourself or Another
Reporting is required whether the action was performed by yourself or someone else.

DITMAC – DOD Insider Threat Management and Analysis Center

DITMAC Reporting Portal
The DITMAC's reporting portal allows anyone to submit an anonymous report directly to the DITMAC team. Our multidisciplinary team will work with components to validate and coordinate our efforts.

https://ditmac.experience.crmforce.mil/reporting

CONCLUSION

DITMAC COMMUNICATIONS

DITMAC Communications Office
dcsa.quantico.dcsa.mbx.ditmac-communications@mail.mil

2024 DCSA NITAM CONFERENCE

SEP 9th and 10th
in Arlington, VA
or online. Register at:
https://dcsa.acms.com/nitamconference2024/event/event_info.html

INSIDER THREAT ONLINE TRAINING

Cdse.usalearning.gov, and sign up for
their newsletter here:
https://www.cdse.edu/CDSE-News/

AFTER ACTION REPORT

Please fill out our AAR survey
Link to Survey

Sign up for the monthly BTAC Bulletin for Insider Threat evidence-based topics @ *dcsa.quantico.dcsa.list.ditmac-sme@mail.mil* or at *www.https://DCSA.mil/DITMAC*

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