

Today's Session:

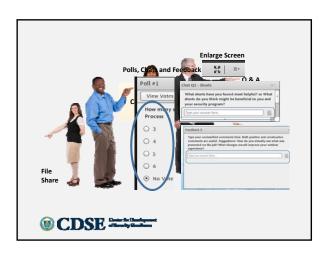
Host:

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Guest:

Ms. Leissa Nelson, PhD, PERSEREC







Supervisor Reporting Leissa Nelson, PhD

CDSE Webinar

REPORTING AS A RESPONSIBILITY

•Federal Personnel Security Policy establishes reporting requirements

- EO 12968: employees are "encouraged and expected to report any information that raises doubts as to whether another employee's continued eligibility for access is clearly consistent with national security."
- SEAD 3 directs covered individuals to inform agency heads or designees of reportable activities for self and others.



The world is a dangerous place to live, not because of the people who are evil, but because of the people who don't do anything about it. — Albert Einstein

BARRIERS TO REPORTING

Social science research identifies barriers to reporting

- Socialization and cultural norms: "don't be a tattletale"
- Expectations of peer loyalty: "code of silence"
- Concerns about the outcome: "I don't want my co-worker to lose his job"
- Fears of retaliation

Reporting process isn't always well understood

- What to report.
- Who to report to.
- What will happen once a report is made.

You cannot escape the responsibility of tomorrow by evading it today — Abraham Lincoln



STRATEGIES FOR OVERCOMING BARRIERS

- Social science research identifies strategies for overcoming barriers
- Create a clearly defined reporting process
- Make the outcomes of the process transparent
- Increase felt responsibility
- Make the process non-punitive
- Eliminate the risks associated with disclosure
- Emphasize the positive
- Reporting leads to help for the individual



There are risks and costs to a program of action — but they are far less than the long range cos of comfortable inaction. — John F. Kennedy

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POSSIBLE REPORTING PROCESS

- Mandatory periodic reporting by supervisors
- Checklist or inventory
- For example, lists of behaviors of concern
- Attestations that no behaviors of concern were witnessed
- Preferably completed in the context of training on reporting requirements



One of the tests of leadership is the ability to recognize a problem before it becomes an emergency. — Arnold Glascow

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EXAMPLE ATTESTATION

I certify the following:

True False

- I am familiar with SEAD 4. National Security Adjudicative Guidelines and I understand my reporting responsibilities per SEAD 3 and DoDM \$200.02.
- If you selected 'False' for item number 1, please review SEAD 4 and DoDM 5200 02, Section 11 and become familiar with your reporting responsibilities.
 SEAD 4: https://www.edui.gov/files/NSSC/decuments/Regulations/DoDM 520002_http://www.eduh.am/DDDM Jounnes/
- 2. I am *unaware* of reportable contacts, activities, indicators, or behaviors listed in SEAD 4 for any of my subordinates.
 - If you selected 'False' for iten number 2, local security personnel will contact you to discuss your observations.
- If I become aware of reportable contacts, activities, indicators, or behaviors listed in SEAD 4, I will report them in accordance with policy.
 - If you selected 'False' for item number 3, please explain below why you do not intend to report contacts, activities, indicators, or behaviors listed in SEAD 4 as required.

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ALTERNATIVE APPROACH

Support for supervisors and employees

- Place the reporting requirement in the context improving support for supervisor handling behaviors of concern in their employees
- Supervisors typically do not receive much guidance for handling employee problems or problem employees
- Attestation form could connect supervisors with resources for supporting employees instead of or in addition to security or investigative resources

Challenges

- Little source of clearly defined behaviors of concern (i.e., no policy similar to SEAD-4)
- Little to no regular training exists for these responsibilities

The purpose of human life is to serve, and to show compassion and the will to help others.

— Albert Schweitzer

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