



## Human Resources and Insider Threat Programs

### Introduction

Human Resources (HR) is one of the pillars and key components of an effective multi-disciplinary insider threat program. HR personnel may be physically part of an organization's insider threat program structure and attend multi-disciplinary insider threat sessions. They have access to HR databases and files, to include personnel files, payroll and voucher files, outside work and activity requests, disciplinary files, and personal contact records. HR professionals that work with professionals from the other pillars (e.g., counterintelligence, security, information assurance, legal, behavioral science) contribute to the resolution or clarification of insider threat matters.



### What Role Does HR Play?

HR is sometimes overlooked or underutilized in the context of countering insider threats. Insider threats are a human problem, and who has more human contact with employees at every level of an organization throughout their career than the HR staff? HR plays an integral role in the insider threat program because of the multiple touchpoints with employees throughout their career, beginning with the hiring process (before the employee is even onboarded) and onward with hiring, performance, bonuses, promotions, terminations, and employee assistance programs (EAP).

### The HR Professional

HR professionals, especially Employee Relations Specialists, often bring a diversity of experience and credentials to the mix, to include a focus on human psychology, conflict resolution, and experience working with employees during difficult situations.



HR professionals often possess professional certifications, such as the Strategic Professional or Global Professional HR certifications that better prepare them to assist employees.

### Intervention in the Critical Pathway

HR professionals are involved in every phase of the critical pathway, and their involvement and intervention can help employees get the assistance they may need and, as a result, mitigate insider threat concerns.



- **Personal Predispositions:** HR personnel are involved in the screening of employees and training managers
- **Stressors:** HR personnel can assist employees get help with personal, professional, or financial issues and EAP assistance
- **Concerning Behaviors:** HR is involved with performance improvement opportunities, EAP, manager engagement, and work with employee relations personnel
- **Organizational Responses:** HR responds and works with managers, legal counsel, and others in response to employee matters.
- **Hostile Act:** HR will be involved with disciplinary actions, up to and including termination related to potential or actual insider threat acts



### Resources

You can find more information on this topic at:

- [CDSE Human Resources and Insider Threat Webinar](#)
- [CDSE eLearning Course: Developing a Multidisciplinary Insider Threat Capability](#)
- [CDSE Insider Threat Toolkit](#)