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# BEHAVIORAL THREAT ANALYSIS

MITIGATION OF PERCEIVED RISK

DEFENSE COUNTERINTELLIGENCE AND SECURITY AGENCY

**Dr. Tabassum Rahman-Rawlins & Mr. Ian T. Stubblefield**

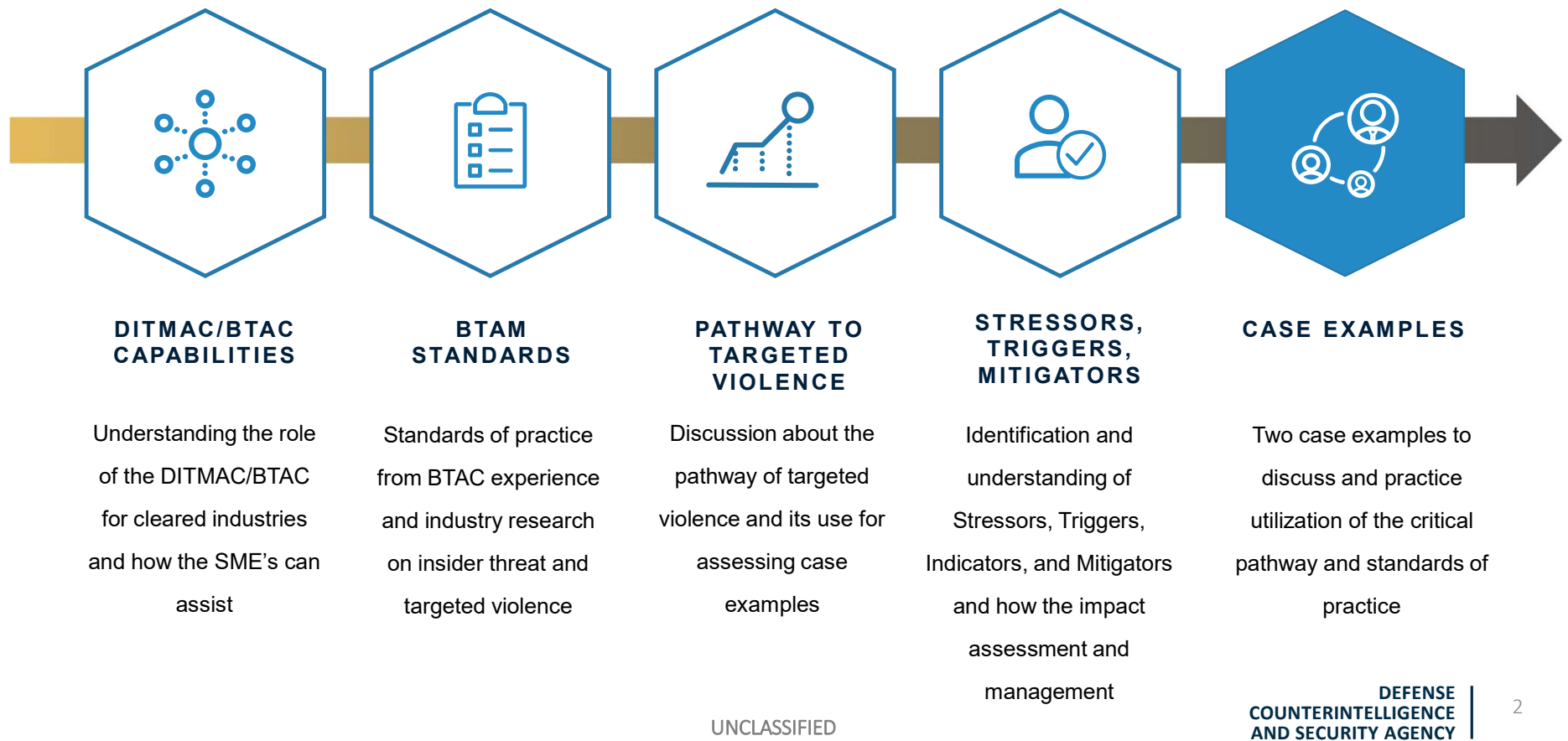
SMEs, Behavioral Threat Analysis Center (BTAC)

DoD Insider Threat Management & Analysis Center (DITMAC)



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# Overview



# DITMAC/BTAC Capabilities



## KNOWLEDGE REPOSITORY

Aggregated DoD InT information enabling the identification of Department-wide vulnerabilities and gaps; and metrics and trends to inform DoD decision makers



## MULTI-PERSONA IDENTIFICATION

Correlate indicators for individuals who display risk behaviors across multiple DoD Components



## RESEARCH & PROFESSIONALIZATION

Promote, collaborate, and drive research and response to emerging/special topics related to DoD insider threat concerns



## INSIDER THREAT TRAINING/AWARENESS

Develop and provide training and awareness to inform the InT community on emerging threats, best practices, and address gaps in knowledge



REVIEW CASES AND PROVIDE CONSULTATION TO COMPONENT InT HUBS



PROVIDE DIRECT REACH-BACK CAPABILITIES FOR PAR

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# Introduction of BTAC Subject Matter Experts (SMEs)



## CYBER THREAT (2)



## LAW ENFORCEMENT/ COUNTERINTELLIGENCE (3)



## EMPLOYEE MANAGEMENT RELATIONS (2)



## BTAC TEAM

A multidisciplinary DoD team  
in the Defense Insider Threat  
Management Center  
(DITMAC)

## THREAT ASSESSMENT/ MANAGEMENT (3)



**Mr. Ian T. Stubblefield**

*Threat Manager*

## BEHAVIORAL SCIENCE (7)



**Dr. Tabassum Rahman-Rawlins**

*Operational Psychologist*

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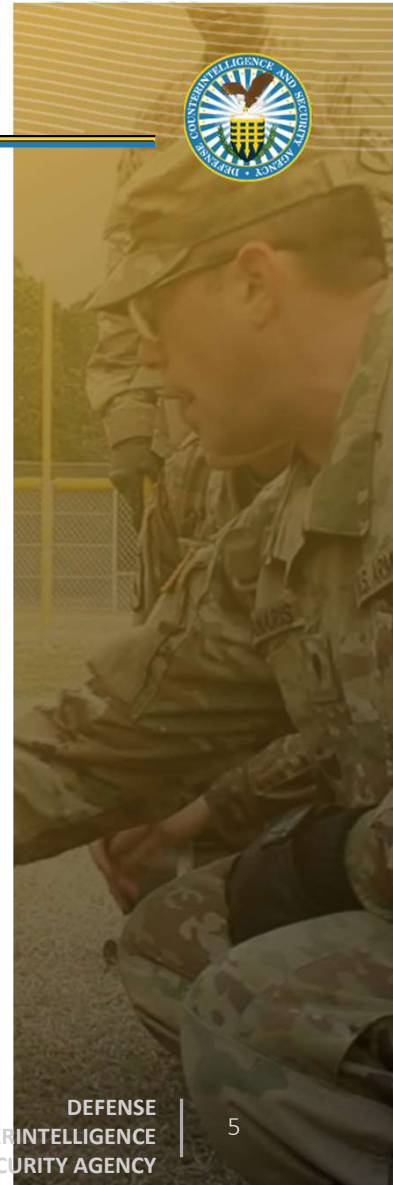
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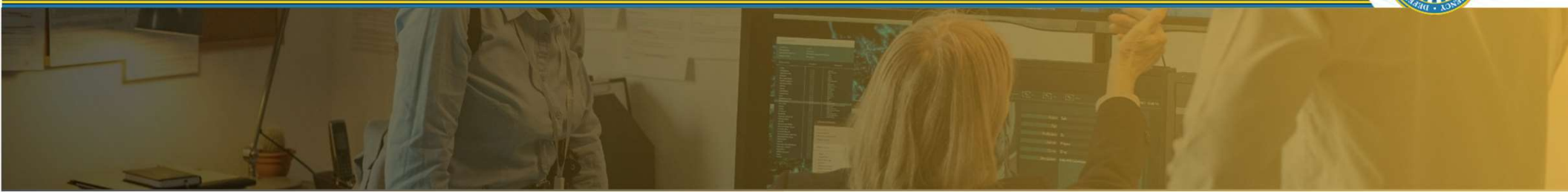


# Acronyms/Terms

<b>DITMAC</b>	DoD Insider Threat Management & Analysis Center
<b>BTAC</b>	Behavioral Threat Analysis Center (w/in DITMAC)
<b>InT</b>	Insider Threat
<b>TATM</b>	Threat Assessment /Threat Management
<b>BTAM</b>	Behavioral Threat Analysis & Mitigation
<b>MDT</b>	Multidisciplinary Team
<b>POC</b>	Person of Concern
<b>WPV</b>	Workplace Violence



# Behavioral Threat Analysis & Mitigation (BTAM)



## CLARIFICATION

### BTAM IS...

- Systematic and fact-based
- Collection and analysis of multiples sources of information
- Focuses on patterns of thinking, behavior, and conduct
- Uses a MDT approach to assess and develop mitigation and risk management strategies with the goal of interrupting and off-ramping POC from pathway behaviors.



## MISUNDERSTANDINGS

### BTAM IS NOT...

- NOT adversarial or the same as a disciplinary process
- NOT the same as a (functional) behavioral assessment
- NOT used to predict future behavior

# We Are In This Together

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*Need for  
openness and  
vulnerability so  
that pain points  
can be discussed*

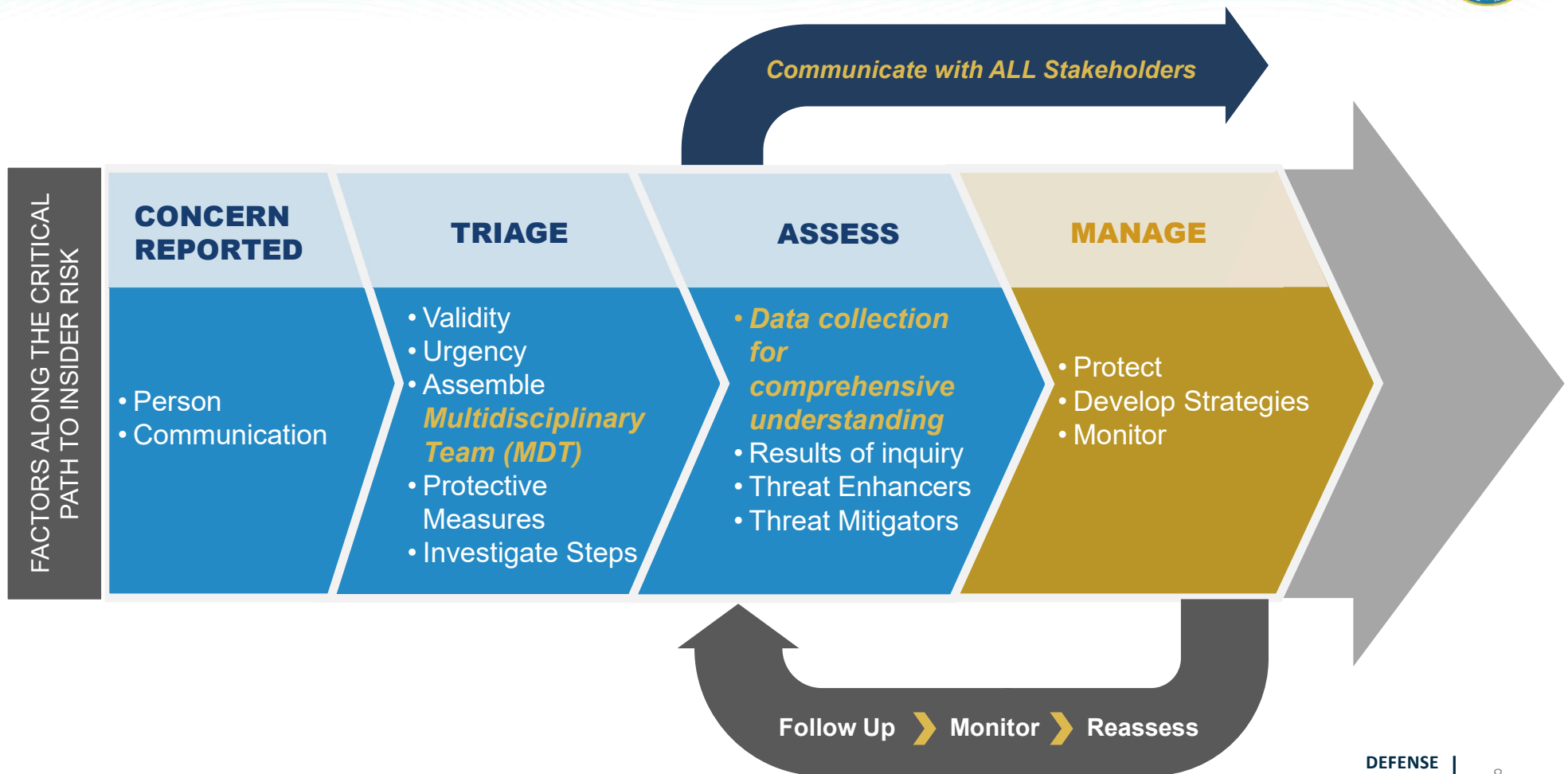
*Move beyond 'us'  
vs 'them'; if you  
don't come together  
the outcomes could  
be significant for all*

*Insider Risk  
impacts not just  
the mission,  
business or  
national security*

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# Assessing/Managing Threats Process







# Insider Threat Types (MITRE)

## INTENTIONAL

### Malicious

An insider who seeks to cause harm

### Non-Malicious

An insider who intentionally acts, but believes their actions will have negligible effect or are helping the greater good

## UNINTENTIONAL

### NON-MALICIOUS

An insider who does not seek to cause harm

### Negligent

Someone who causes harm through carelessness or inattentiveness

### Mistaken

Someone who causes harm through a genuine mistake that cannot be attributed to carelessness

### Outsmarted

Someone who causes harm through being reasonably outmaneuvered by an attack or adversary

## EXAMPLES

- Espionage
- Theft
- Unauthorized disclosure
- Sabotage
- Fraud
- Workplace violence

- Ego / to impress
- Financial gain
- Power/control

- Ignoring warnings
- Neglects training/company policy

- Pressing the incorrect button in a noisy or stressful environment

- Being phished by a new, advanced phishing attack that had not been previously seen (e.g., vocal/visual deepfakes)

MITRE's Model for categorizing Insiders

Supports decision making for detecting, deterring and mitigating Insider Risk

Consider how deterring a negligent actor is different than preventing fraud

## MITRE's Human-Focused Insider Threat Types (Modified)

© 2021 The Mitre Corporation All Rights Reserved. Approved For Public Release Case Number: 20-02798-14

## Questions To Consider



Why here, why now and who with?



How does the person of concern view themselves?



Does the person of concern have a planned course of action?



Is the person experiencing personal stressors?



How does the person interact with others? Do they feel wronged?



What is happening that could potentially worsen the situation?





# Pathway of Targeted Violence

THOUGHT

**GRIEVANCE:** years in the making (real or perceived)

**VIOLENT IDEATION:** A commitment/choice that violence is reasonably justified in pursuit of goal/injustice

The  
Grievance

Violent  
Ideation

Research &  
Planning an  
Attack

Pre-attack  
preparation

Probing &  
breaches

Attack

ESCALATION

DE-ESCALATION

**RESEARCH & PLANNING:** Gathering info on target, surveillance (Internet makes easier)

**PREPARATION:** Acquiring weapons, gear-practicing, transportation, usually last chance for TATM to intervene

**BREACH:** The initial point for action, just prior to full attack

**ATTACK:** Point of "BANG"

ACTION

\*The Pathway to Violence, Calhoun and Wesson's Threat Assessment and Management Strategies 2009

# Active Shooter Statistics (FBI)



#1

The most frequently occurring concerning behaviors were related to behavioral health, *problematic interpersonal interactions*, and *leakage of violent intent*.

4-5

On average, each active shooter displayed 4 to 5 concerning behaviors over time that were observable to others around the shooter.

3.6

Active shooters were typically experiencing multiple stressors (an average of 3.6 separate stressors) in the year before they attacked



Active shooters take time to plan the attack

Silver, J., Simons, A., Craun, S. (2018). *A Study of Pre-Attack Behaviors of Active Shooters in the United States 2000-2013*, FBI/BAU





# What Might This Mean?



## EXAMPLE 1

An employee, recently terminated from his job, posts photos of various firearms on social media, then starts live streaming his intention to use the weapons to "do some harm" at his appeal hearing that afternoon. Former colleagues of the employee report the postings and the media rant to the company.



## EXAMPLE 2

A disgruntled employee evinces sullen and violently angry behaviors around his former colleagues at their local watering hole. His attention, these associates report to the employer, seems focused on his belief that he will soon be terminated because his supervisor is out to get him. Unknown to the employee, his supervisor and personnel officials have already started the process to have him terminated.

# Why Context Matters

## CONTEXT

- Clearly, both examples involve situations posing potential risk. The designated receiver needs to act on both by first determining whether or not either one requires an immediate response.
- Difficulty to make appropriate mitigation recommendations without full context. Rarely one person sees the whole picture
- Gathering snapshots over time and ensuring stakeholders are synched are key in ensuring an actor 'get's detoured' off the critical pathway
- Some mitigation recommendations may be more effective than others depending on the actor



# Stressors v. Triggers



## STRESSORS

Stressors can be anything in the person of concern's life that causes tension or anxiety

- Personal- health concerns, interpersonal stressors, financial stressors, legal stressors
- Professional- conflict with coworkers, unmet expectations, termination
- Organizational- low staffing, problems with leadership, Threat of merger/layoffs



## TRIGGERS

Triggers are events and circumstances that can increase the likelihood that a person of concern acts out violently or strengthens their commitment to their plans (Real or Perceived): these can be specific to an individual

- Problems at work: Discipline/Termination
- Significant rejection or humiliation
- Worsening psychosis or mental health
- Recent failures
- Adverse ruling in civil or criminal court proceedings (child custody)
- An accumulation of problems and stressors can be a trigger

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# Indicators & Mitigators (Protective Factors)



## INDICATORS

Threat indicators are a person's behaviors, stressors, predispositions, and background that may indicate an increased probability that they will commit a hostile or malicious act.

- Intimidation, bullying, aggressive acts in the workplace
- Emotional responses to criticism or unpredictable changes in mood
- Complaints of unfair workplace or evidence of paranoid thinking
- Significant change in behavior or appearance
- Threats of homicide or suicide (including veiled threats)



## MITIGATORS (Protective Factors)

Positive and stable things in a person's life, known as anchors, inhibitors, stabilizers can mitigate the likelihood of an act of violence and may include:

- Easy-going disposition/ Sense of Humor
- Competence in work or school
- Viable family or friend support system
- Access and receptivity to treatment
- Mentally or spiritually resilient
- Health and Wellness indicators

- ***Mitigation strategies should account for the dynamic nature of protective factors and the potential to negatively affect them***





# Best Practices Across Industry

## Monthly BTAC Bulletins



DETER

DETECT

MITIGATE

## DCSA Public Campaigns



Request BTAC Bulletin: [dcsa.quantico.dcsa.list.DITMAC-SME@mail.mil](mailto:dcsa.quantico.dcsa.list.DITMAC-SME@mail.mil)



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# QUESTIONS?

DCSA.QUANTICO.DCSA.LIST.DITMAC-SME@MAIL.MIL

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