



CDSE

Center for Development
of Security Excellence

Insider Threat Webinar Series

Defense Personnel Security and Research Center

**LEARN.
PERFORM.
PROTECT.**

Today's Session:

Host: Rebecca Morgan, CDSE Insider Threat

Guests:

- **Dr. Eric Lang, Director, PERSEREC**
- **Callie Chandler, Deputy Director, PERSEREC**
- **Stephanie Jaros, Project Director, PERSEREC**



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PERSEREC Support to DoD Insider Threat Programs

Defense Personnel and Security Research Center (PERSEREC)
Office of People Analytics (OPA)



Defense Personnel and Security Research Center



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Mission and Alignment

The Defense Personnel and Security Research Center (PERSEREC) is a Department of Defense entity dedicated to improving the effectiveness, efficiency, and fairness of DoD personnel suitability, security, and reliability systems.

PERSEREC is part of the Office of People Analytics (OPA), which is a component of the Defense Human Resources Activity (DHRA) under the Office of the Under Secretary for Defense (Personnel and Readiness).

- Applied Research
- Long-term Programmatic Research
- Quick Response Studies and Analyses
- Disseminate Research Information to Policymakers and Practitioners
- Develop innovative systems, tools, and job aids





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Roles

- Provides research to support:
 - Security, Suitability and Credentialing policy and operational decisions
 - Sexual assault prevention policy and practices
 - Suicide prevention policy and practices
 - Counter-insider threat mission
 - Military accessions policy
- Provides subject matter expert input on draft policy, working groups, and pilot efforts
- Briefs and interprets findings and recommendations to policy makers
- Serves as consultant to policy makers and operational elements





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Foreground Factors of DoD Workplace Homicide

- Purpose: Identify individual and organizational factors that contribute to workplace violence within the DoD
- Reviewed known cases of lethal DoD workplace homicide (2009 to 2015)
- Organized data into themes based upon the Exceptional Case Study Project (Fein & Vossekuil, 1997)
- Cases
 - 2009 - Camp Liberty
 - 2009 - Fort Hood
 - 2012 - Kodiak, Alaska
 - 2012 - Fort Bragg
 - 2013 - Washington Navy Yard
 - 2014 - Fort Hood



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Findings

- The interaction among individual behaviors, interpersonal and organizational factors influence workplace homicide
- Transfers and promotions of problem individuals are counterproductive
- All knowledgeable parties are not typically encouraged to report concerning behavior
- Criminal history checks are critical
- Follow-up treatment for personnel who have experienced concussive events is important



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Assessing Gaps in the Prevention of Kinetic Insider Threat

- Conducted behavioral threat assessments on 10 cases
- Reviewed DoD insider threat policies and procedures
- Mapped policies onto indicators and organizational vulnerabilities
- Purpose: Assess whether current policies and procedures would have led to detection, communication and mitigation of the threat in each case
- Cases
 - The six cases from Foreground Factors study
 - 2013 - Quantico
 - 2016 – Woodbridge, VA
 - 2016 - Lackland AFB
 - Fictional - Navy battleship



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Study #2: Findings

- Insider threat programs would have detected, communicated and mitigated many of the behaviors and life stressors found in the 10 cases
- Some gaps still remain
- Unaddressed organizational vulnerabilities continue to place DoD at risk for future acts of kinetic insider threat/violence



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Leveraging the Social and Behavioral Sciences

- **Gap:** Many social and behavioral science (SBS) research activities go on throughout DoD, but there is little communication or collaboration
- **Vulnerability:**
 - DoD may miss opportunities to leverage the results of relevant research and best practices across the enterprise
 - DoD may duplicate effort and expense
- **Goal:** Multi-year effort to establish a robust, integrated, and operationally relevant Insider Threat SBS Research Program



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Leveraging the Social and Behavioral Sciences: Year 1

Produced final report titled, “A Strategic Plan for Leveraging the Social and Behavioral Sciences to Counter the Insider Threat”

- Interviewed 38 stakeholders from 23 federal government agencies
- Leveraged Critical Pathway Model to summarize findings
- Recommended five SBS Research Campaigns:
 - Employee Reporting
 - Technology
 - Individual Indicators
 - Organizational Factors
 - Program Evaluation





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Leveraging the Social and Behavioral Sciences: Year 2

- Kicked off in September 2017
- Goals:
 - Expand scope to include stakeholders outside DoD: government, industry, and academia
 - Receive feedback on five SBS Research Campaigns
 - Operationalize five SBS Research Campaigns as a set of actionable research questions
 - Identify strategic partnerships and opportunities for collaboration





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MORE INFORMATION AND CONTACT

Selected reports, products, and additional information are available on our website

<http://www.dhra.mil/perserec>

Or by contacting PERSEREC

General Mailbox
PERSEREC@mail.mil



eLearning

- Establishing an Insider Threat Program
- Insider Threat Awareness
 - Available on Multiple Training Platforms: STEPP, Open eLearning, AGILE

Job Aids

- Insider Threat Case Studies
- Understanding Espionage & National Security Crimes
- Foreign Intelligence Targeting & Recruitment
- And many more...

Webinars

- The Defense Insider Threat Management Analysis Center
- Speaker Series with OUSDI Leadership
- Cyber Insider Threat
- And many more...

Toolkits

- Insider Threat
- Personnel Security Adjudicator

The collage displays various CDSE resources:

- Insider Threat Awareness**: A video player showing a person wearing glasses.
- INSIDER THREAT PROGRAM (ITP) FOR INDUSTRY**: A poster with a diagram showing the relationship between industry and government, with a list of key areas: Awareness, Reporting, Investigation, and Remediation.
- INSIDER THREAT JOB AID**: A document titled "Awareness in Action: Case Study" featuring a profile of Wen Chyu Liu, a former U.S. Government receptionist who became an insider threat. It lists "Espionage Indicators" such as Unexplained Affluence, Foreign Contacts, Foreign Travel, and Access Information Outside Need to Know.
- CDSE Security Chat**: A screenshot of a video chat session with several participants.
- toolkit**: A digital toolkit interface with icons for various resources like "Insider Threat", "Personnel Security", "Espionage", "Cyber", and "Awareness".



Insider Threat Training POC:

Rebecca Morgan

(410) 689-1294

Email: Rebecca.a.morgan22.civ@mail.mil



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