

# INSIDER THREAT WEBINAR SERIES

## PERSONAL RESILIENCE IN INSIDER THREAT PROGRAMS: HARDENING THE TARGET



# TODAY'S PRESENTATION

- **Host: Rebecca Morgan, CDSE Insider Threat**
- **Guest: Dr. Richard Soto, DITMAC**

# AGENDA

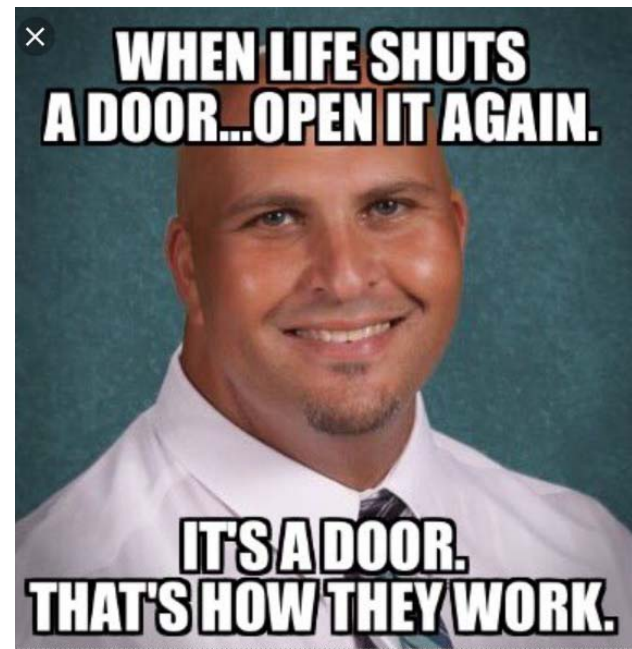
- Defining Personal Resilience
- Resilience in Insider Risk Mitigation
- Tools, Techniques, and Resources
- The Role of the Organization
- Audience Q&A

**“Pain is inevitable, Suffering is optional”**

# DR. RICHARD SOTO - DITMAC

- Background
  - Operational Psychologist at USAF responsible for the behavioral health needs in the RPA community: prevention/resiliency/building human capital/optimizing performance and sanity evaluations.
  - Forensic psychology training.
- Role at DITMAC
  - Behavioral Science Advisor.
  - Reporting threshold guidance and consultation related to serious threats, such as harm to self, with Threat Assessment SME and behavioral considerations, personal conduct, and criminal conduct, with Law Enforcement SME.

# WHAT IS PERSONAL RESILIENCE?



# PERSONAL RESILIENCE

- Basics
  - **Sleep** – protect it and see improved decision making, decreased irritability, and increased energy
  - **Nutrition** – 25% of calories consumed are used by the brain; if calories are reduced (new year resolution), it decreases brain power, accuracy and speed in decision making, sleep, and increases irritability
  - **Physical activity** – any kind of physical activity for at least 15 min, fast paced walking to high intensity exercise; 3-5x week, goal is to get the heart rate up; brisk walk around the building, positive hormones and neurotransmitters such as endorphins, adrenaline, norepinephrine (concentration), and dopamine (alertness/flexibility) and decreases cortisol
  - **Social connections** – neurotransmitters in the brain increase from social activity, oxytocin (love drug) and serotonin (balanced mood)

# PERSONAL RESILIENCE AND INSIDER THREAT

How does compromised Personal Resilience relate to Insider Threat?

- Poor sleep means poor decision making, mistakes, and hyper focus on one problem area such as loneliness, debt, and physical ailments
- When we are struggling, we are more self-focused, withdrawn, and antagonistic; a self-centered mindset starts with distancing oneself, then insecurity, then fear, then anxiety, then frustration, and then anger, which potentially ends in violence
- Well balanced means more flexible, creative, adjusted to life's difficulties/daily frustrations, more loving, forgiving, and sociable

# IN TIME OF NEED

- In Time of Need, you may consider seeking assistance from:
  - **Physician or health practitioner**
  - **A spiritual advisor**
  - **Friends or family**
  - **Your organization's support elements (HR, Supervisor, Mental Health Professional)**



# ORGANIZATIONAL RESILIENCE

People have a need to be connected!

We are hard-wired to identify with a group - Our Tribe.

- Engage leadership at all levels. Leadership can create social engagement opportunities for people to connect and promote self-care.
- Provide resources to all personnel (civilian, military, contractor).
- Provide new staff a mission brief. How do they fit into the mission and operations of your organization? What is their role in contributing, and what is the impact?
- Establish credibility, acceptance, trust, and buy-in from staff.
- Connect with your people. If there is a problem, there is a higher likelihood they will come to you.
- Everyone in the office is a sensor.

# WHAT'S NEW AT CDSE?

**Insider Threat Vigilance Campaign 2020**

A vigilance campaign helps implement Insider Threat Awareness training. Select a month to use below, or create your own campaign with resources from our [website](http://www.cdse.edu).

**JAN** Organizational Support  
**FEB** Deterrence  
**MAR** Indicators  
**APR** Detection  
**MAY** Kinetic Violence  
**JUN** Reporting  
**JUL** Insider Threat Programs  
**AUG** Mitigation  
**SEP** Awareness  
**OCT** Cyber Threats  
**NOV** Critical Infrastructure  
**DEC** Critical Pathway

Visit [www.cdse.edu](http://www.cdse.edu) for more resources

**CDSE** Center for Development of Security Excellence  
**LEARN. PERFORM. PROTECT.**

**CDSE PRESENTS...  
THE CRITICAL PATHWAY**

**Season Two of the Insider Threat Vigilance Video Series**

Each episode helps the workforce understand how to identify and report potential risk indicators.



## True Stories from the Inside

*Turning people around, not turning them in!*

### CPR for a troubled mind!



Insider Threat Programs examine concerning behaviors with a multidisciplinary team to deter, detect, and mitigate risks associated with insiders. This proactive strategy often identifies and resolves issues before a potential insider becomes a threat to themselves or protected resources such as personnel, information, and property. Insider Threat

Programs can only address these behaviors if they are reported. Many of us feel conflicted about reporting when we notice concerning behavior and worry that we'll cause problems "over nothing." However, it's essential that all concerning behavior be reported. If it's nothing, no action will be taken. In the cases of increased risk, Insider Threat Programs have an opportunity for intervention prior to any negative event. The goal is to get the person help, before the situation gets out of control.

#### The following events are based on a true story.

The Insider Threat Office of a US Government Agency observed a significant number of agency personnel who were experiencing some type of mental health crisis. They observed signs and symptoms of depression, anxiety, psychosis and in some cases suicidal ideation.

The Agency's Insider Threat - Threat Management Unit (TMU), made up of investigators from the Agency Police Force, wanted to do more than just be responders "after the fact". They identified an external program taught to both lay persons and police officers called "Mental Health First Aid" (MHFA). Just as CPR helps you assist an individual having a heart attack, Mental Health First Aid helps you assist someone experiencing a mental health or substance use-related crisis. Mental Health First Aid teaches students how to help overcome the stigma of mental health issues, how to identify the physical and behavioral signs and symptoms of mental illness and how to approach and encourage those suffering to seek professional help and treatment.

The TMU members attended the training and were so impressed by its content, became certified instructors themselves.

In the Mental Health First Aid course, participants learn risk factors and warning signs for mental health and addiction concerns, strategies for how to help someone in both crisis and non-crisis situations, and where to turn for help.

Senior leadership at the Agency was approached about the value of bringing MHFA to their employees and agreed to the implementation of a MFHA program for the Agency.

#### What were the Potential Insider Risk Indicators?

- Altered mental health
- Symptoms of depression and anxiety
- Diagnosed psychosis
- Some cases of suicidal ideation

#### What was the outcome?

- Agency Police Officers and Insider Threat staff are trained in MHFA
- Threat Management Unit conducted numerous training courses to other divisions and supervisors
- Employees were trained to identify co-workers and even family members struggling with a mental health crisis and provide a way for early intervention

Volume 2



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## INSIDER THREAT JOB AID

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### Insider Threat Program Kinetic Violence Self-Assessment: Lessons Learned from School Safety

#### Introduction

This job aid provides lessons learned from school safety program studies for organizations to consider in self-assessment of their insider threat programs' preparation and response to the threat of kinetic violence. There have been more than 250 active shooter incidents since 2000, with more than 50 of them occurring within the education system and 37 at K-12 schools. Studies showed that school sizes and security postures differ significantly. There is no one-size-fits-all solution, and your program will vary based on the size and complexity of your organization. Factors such as entrance and exit points; physical barriers; on-site law enforcement or security presence; training and awareness, including active shooter drills; and services provided to employees in need of help should be customized to address both threats and vulnerabilities at your location.



#### Self-Assessment

Organizations should incorporate a self-assessment to evaluate their security posture and the effectiveness of their insider threat program to implement preventive and protective measures to address the risk posed by an active shooter. Self-assessments should be conducted on a continuous basis to properly identify threats and vulnerabilities and work to mitigate associated risks to personnel, facilities, networks, and information, including threats of kinetic violence. Specifically, the inclusion of active shooter drills is recommended.



#### Lessons Learned from School Safety

The U.S. Secret Service National Threat Assessment Center's operational guide is available for public use on the DHS website; [click here](#). This guide provides actionable steps that can be taken to develop comprehensive targeted violence prevention plans for conducting threat assessments. These lessons learned and recommendations for school safety best practices can be applied to many organizations.

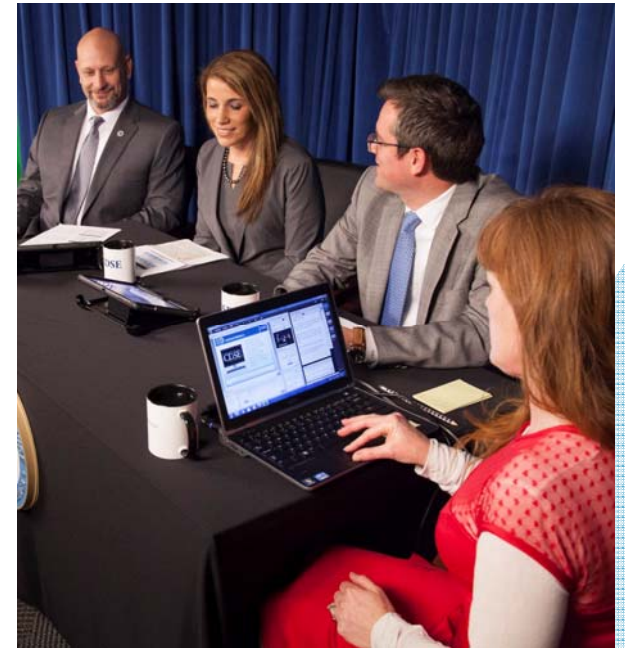
#### Key Considerations

- The threat assessment process is an effective component in ensuring the safety and security of organizations. Organizations should consider the employment of trained threat assessment teams, which are viewed as the best way to prevent violent incidents.
- Threat assessment procedures recognize that employees engage in a continuum of concerning behaviors. The vast majority of these behaviors will be non-threatening and non-violent but may require intervention. Organizations should consider incorporating behavioral science personnel as part of its team to conduct behavioral threat assessments.
- The threshold for intervention may be relatively low, which can help identify employees in distress before their behavior escalates to a level eliciting concerns about safety. Organizations should incorporate year-round training and awareness to assist managers and employees in identification of potentially risky behaviors.
- Everyone has a role to play. Employees should feel empowered to come forward without fear of reprisal. Managers and staff should take all incoming reports seriously and assess



## FY20 WEBINAR SCHEDULE

- **February 27** – The Psychology of Spies: Off-Ramping From the Critical Pathway to Insider Attacks
- **March 12** – Industry Insider Threat Programs review and recommendations PERSEREC/Mitre
- **April 30** – OUSD(I) A&A with Josh and Steve
- **June 11** – Insider Threat Lab with PERSEREC
- **August 6** – Table Top Exercise Job Aid Demo
- **September 3** – Insider Threat Awareness Month Virtual Conference



# CDSE INSIDER THREAT SENTRY – MOBILE APPLICATION FOR ANDROID AND IPHONE



**Available Soon in  
iTunes App Store  
and Google Play**

# WHERE TO FIND US



An official website of the Defense Security Service  
**CDSE** Center for Development of Security Excellence  
Education • Training • Certification • Resources •  
<https://www.cdse.edu/>

**You Tube**  
<http://www.youtube.com/user/dsscdse>

**f** <http://tinyurl.com/3p6ghle>

**Twitter** <https://twitter.com/TheCDSE>

**COMING SOON**  
Insider Threat Mobile Awareness App  
InsiderThreat.Gov

