



## A Human Resources/Insider Threat Coalition

The Human Capital Management Office (HCMO) and its relevance to the insider threat program.

11 July 2019



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### Agenda



- Insider Threat (InT) Definition & DoD Policy
- Pillars of InT
- The Critical Pathway to InT
- HR and Prevention of InT
- HR and Analyzation & Identification of InT
- HR and Monitoring & Minimizing InT
- DCSA in Transition

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### What is an Insider Threat?



"The threat insiders may pose to facilities, personnel, missions, or resources. The threat can be witting or unwitting and include damage through espionage, terrorism, unauthorized disclosure of national security or sensitive information, or through the loss or degradation of resources or capabilities."



- DoD Directive 5205.16 covers the DoD Insider Threat Program.

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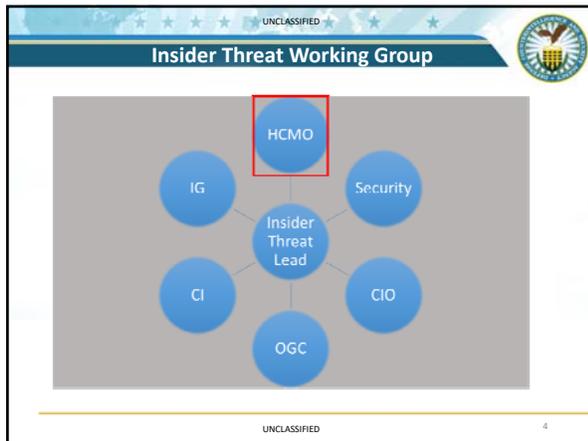
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### How does HR fit?

- HR is often overlooked
- Insider threats originate with humans
- HR professionals specialize in human interactions and psychology
- Common HR Specialist Credentials
- HR has multiple touch points throughout employees' careers

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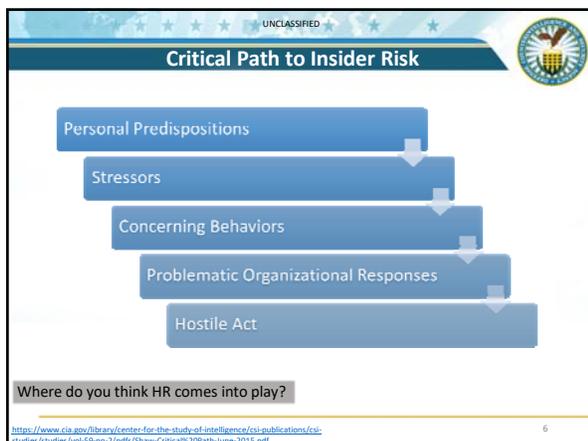
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### HR Roles – Prevention of Insider Threats



- Transparency!
  - Policies, position descriptions, awards,
- Guides managers in conducting reference checks
  - Past behavior → Future behavior
- Encourages employee engagement
  - Engagement → Satisfaction
- Ensures completion of mandatory security training
- Protects employees' personal data
- Creates standards of the DSS culture
- Assists in enforcing policy
- Manages the Employee Grievance process
- Manages Employee Relations issues



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### HR Roles – Analyzation & Identification of Insider Threat



- Meets regularly with InT Components
- Identifies and manages employee issues
  - Employee relations, issues with policy, supervisors, etc.
- Recognizes patterns across the agency
  - Spots trends of behavior in departments or employees
  - What's missing? Is additional training needed?
- Tracks voluntarily and involuntarily terminated employees
- Solicits feedback from employees



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### HR Roles – Monitoring & Minimizing Harm from Insider Threats



- Maintains a list of employee personal and emergency contact data
- Manages the Employee Assistance Program
  - Previously completed training and current relevant training needed
  - Opportunity to Improve Period
- Creates the processes necessary for any employee monitoring
  - For example, HR may be aware of a pending removal of an employee who has questionable behavior – this may provide reasoning for enhanced monitoring
  - Due process rights and privacy rights



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## The DSS → DCSA Transition





- Change can be stressful
- Utilize supervisors, EAP, HR Specialists, and outside resources to manage
- Make time for yourself
  - Mental well-being is just as important as physical
- Support your coworkers
- Be aware of changes in behavior

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## Reminder



Behaviors that may be indicative of an insider threat:

- Frequent policy violations
- Disruptive or worrisome behavior
- Alcohol/drug use
- Financial hardships
- Performance problems – especially those caused by personal matters
- Disgruntled employees
- Conflicts among other employees
- Incidents where the employee demonstrated poor judgement, unlawful behavior, or negligence



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## Questions? Concerns?



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