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Introduction

The National Insider Threat Awareness Month (NITAM), held annually in September, increases awareness of insider threats (InT)\(^1\) to preserve our personal safety, economy, and national security. This campaign invites all Americans to protect, preserve, and strengthen the security of our public and private organizations. The Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S)), the National Insider Threat Task Force (NITTF), and the Defense Counterintelligence and Security Agency (DCSA) have partnered together with other stakeholder organizations to provide InT training, awareness products, and virtual engagements/events to build off previous successes and expand the impact and audience of the NITAM campaign.

As a participant in the third annual NITAM (September 2021), your program will increase awareness and promote reporting of InTs across your workforce. In turn, you will improve the detection, deterrence, and mitigation of InTs within your organization. By coming together to learn and collaborate at NITAM, we are preparing ourselves to speak louder with one voice.

This is a guide for InT personnel across the US Government and industry to spread awareness across the workforce. This guide will support you as you prepare, participate, and follow up from NITAM. This document summarizes the variety of NITAM-related activities and engagements available to your organization. Your actions will help bring attention to the InT mission. We appreciate your partnership during this important campaign.

Link to NITAM 2021 Website: National Insider Threat Awareness Month 2021 (cdse.edu) (website to be updated in June/July 2021)

NITAM Intended Outcomes:

The NITAM stakeholder community has established the following outcomes for this year’s campaign:

**OUTCOME 1:** Increased reporting of risk indicators by the workforce to prevent and mitigate InT incidents over the long-term.

**OUTCOME 2:** Increased partnership, research, and engagement on initiatives related to cultural awareness inside and outside of the workplace (e.g. toxic workplaces, leadership and top-down culture, micro aggressions in the workplace, and life stressors).

**OUTCOME 3:** Reduction in workplace incidents related to cultural misunderstanding and/or lack of cultural awareness and competence.

**OUTCOME 4:** Prepared and aware workforce armed with proactive strategies to improve organizational culture and reduce InTs.

NITAM Communications Objectives:

In alignment with the overarching InT outcomes stated above, the NITAM stakeholder community aims to achieve the following objectives:

**OBJECTIVE 1:** Increase our workforce’s awareness of the possible risks that trusted insiders

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\(^1\) Insider Threat: Insider threats are individuals with authorized access who wittingly or unwittingly use that access to harm their organization and its resources.
may pose, and our nation’s vulnerability to InTs.

**OBJECTIVE 2:** Emphasize each employee’s responsibility to recognize and report concerning behavior.

**OBJECTIVE 3:** Integrate InT programs with existing strategies designed to deter, detect, and mitigate risks.

**OBJECTIVE 4:** Promote early intervention and ensure communications maximize transparency and minimize the misconceptions associated with InT programs by highlighting the respect for employee privacy and civil liberties and the whistleblower protection program.

**OBJECTIVE 5:** Educate audiences on the definition and importance of cultural awareness by communicating the value of different backgrounds, attitudes, and experiences.

**OBJECTIVE 6:** Introduce tools to avoid social missteps and unintentional harm.

**OBJECTIVE 7:** Facilitate dialogue around organizational and workplace culture and share mechanisms to recognize and combat toxic workplace cultures (at the organizational and individual levels).

**OBJECTIVE 8:** Educate the workforce on the signs of toxic workplace cultures.

**Guide**

**Before NITAM**
The section below provides a list of recommended activities for your organization to engage in before NITAM to prep your workforce for the campaign and improve their understanding of this year’s key messages:

- Log on to the NITAM website for tools and resources to support your participation.
- Participate in this year’s NITAM Cultural Awareness Video Competition.
- Download the “Insider Threat Sentry” app to receive exclusive products and updates.
- Develop a plan to participate in NITAM by identifying strategies and tactics most applicable to your workforce.
- Work with your leadership and communications/public affairs department to gain buy-in for participation.
- Coordinate with stakeholder organizations for access to awareness materials and guidance that will enhance NITAM’s impact.
- Develop a plan to capture metrics related to your NITAM activities.

**During NITAM**
The section below provides a list of recommended activities for your organization to engage in during the month of September 2021 to promote NITAM to your workforce and increase interest and participation.

**PROMOTE NITAM TO YOUR WORKFORCE**

- Engage leadership in messaging with an email or video to the workforce. ([Messaging Themes](#))
- Promote NITAM on social media platforms. Consider cross-promoting and reposting NITAM messaging from key stakeholder organizations. ([Sample Posts](#))
• Feature InT awareness messaging in town halls, newsletters, and other internal media. (Messaging Themes)
• Show security shorts and training videos, including the award-winning Vigilance Video Series, season one and season two.
• Display InT awareness posters in your workspace. (Free Posters)
• Feature InT awareness training, eLearning games, case studies, and videos throughout the month. (Awareness Resources)
• Ensure every member of the InT program team is prepared to offer a concise message (i.e., an "elevator speech") about your program in three minutes or less. (Messaging Themes)

HOST NITAM EVENTS AND ACTIVITIES
• Host an "Insider Threat Awareness Day." This consists of a live or virtual forum, or a meeting featuring guest speakers and leadership, informational briefings, and Q&A sessions with InT program. (Vigilance Campaign Guidance/Hosting a Virtual Forum Job Aid)
• Hold poster or messaging theme contests.
• Host gaming sessions and team competitions that feature "Insider Threat Trivia Twirl," "Crossword," “Concentration,” or other eLearning Games.

PARTICIPATE IN INT AWARENESS COMMUNITY EVENT
• Participate in the Insider Threat Virtual Conference on September 2, 2021. (Registration to go live 6 August 2021)
• Participate in the 2021 Department of Defense Counter-Insider Threat Social & Behavioral Science Research Summit.

After NITAM
The section below provides a list of recommended activities for your organization to engage in after NITAM to solidify the 2021 campaign messages, apply learnings in your everyday work, and help improve next year’s NITAM campaign.

Provide feedback. OUSD(I&S), NITTF, and DCSA would love to hear about your NITAM. Feel free to share photos, comments, and suggestions at NITTF_Assistance@dni.gov

Evaluate messaging campaign effectiveness on the workforce’s awareness by seeing if there is increased reporting of InT risks and familiarity with the InT program (e.g. through a workforce survey).
• Gather metrics from online activities, social media, and event attendance (e.g. social media engagement/impressions, participation in NITAM competitions and/or events).
• Participate in surveys and data calls with stakeholder organizations to provide feedback, recommendations, and ideas for future NITAM implementation and lessons learned.
• Continue to champion key InT awareness messaging and promote reporting year-round.

Communications Stakeholders/Partners:
You are one of many stakeholder organizations that will be present at NITAM and have a critical stake in NITAM’s success. Together, the following stakeholder and partner
organizations blend a tactical, on-the-ground perspective with behavioral and social science research to elevate the strategic messaging, impact, and scope of the campaign.

**DOD Stakeholders:**
- Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S))
- DCSA Center for Development of Security Excellence (CDSE)
- DCSA Critical Technology Protection (CTP) Policy
- DOD Insider Threat Enterprise Program Management Office (EPMO)
- DOD Insider Threat Management and Analysis Center (DITMAC)
- PERSEREC Threat Lab
- DOD Component InT programs

**USG Stakeholders:**
- National Counterintelligence and Security Center
- National Insider Threat Task Force (NITTF)
- Department of Homeland Security (DHS)
- Intelligence Community Insider Threat Programs
- Executive Branch Agency InT programs

**Academia Partners:**
- US CERT/Carnegie Mellon
- West Point
- Marymount University
- U.S. Army War College
- Advanced Research Laboratory for Intelligence and Security (ARLIS) at University of Maryland

**NITAM Communications Audiences:**
The following groups serve as the primary and secondary audiences for this year’s campaign:

- **Primary:** InT program personnel, workforce, and leadership at DOD components, federal agencies, and industry under the National Industrial Security Program or at Critical Infrastructure Key Resource organizations
- **Secondary:** General workforce of academia, mental health professionals, human resource professionals, and general public

**Key Messages and Long-Term Actions**

During NITAM 2021, the following messages and subsequent intended actions surrounding this year’s theme, “Insider Threat and Cultural Awareness,” its sub-themes, and NITAM perennial themes will be delivered to the NITAM audience.

**NITAM 2021 Theme: “Cultural Awareness and Insider Threat”:**
- **Cultural Awareness/Competence:** The integration of individuals and groups to a set of compatible behaviors, attitudes, and policies that come together in a system (i.e., community, organization, agency) to enable effective work in cross-cultural situations.

**Cultural Awareness can help your organization and workforce avoid social missteps and prevent unintentional harm that can lead to increased risk for InT.**
**SUB-THEMES INCLUDE:**

- **“TOXIC WORKPLACES/LEADERS”:** Toxic leaders are those who put their own needs or image above their subordinates, who micromanage their subordinates, and who are insecure in their own positions. This type of leadership can perpetuate a toxic work environment, and is often marked by poor communication, constant stress, regular infighting, mental or physical abuse, and stressed relationships amongst co-workers.

- **“LEADERSHIP AND TOP-DOWN CULTURE”:** In top-down culture, a director or chief executive officer sets the business course and the cultural/workplace tone of the agency or organization. Leadership decisions are carried out by lower-level management throughout the chain of command.

- **“MICROAGGRESSIONS IN THE WORKPLACE”:** Micro-aggressions are subtle and usually unintentional actions (verbal, behavioral, environmental) that are directed at historically marginalized groups.

- **“WORK-LIFE STRESSORS.”** Negative or positive events that result in changes in personal, social, or professional responsibilities that require individuals to spend effort and energy to adjust. Stressors may be personal, financial, or professional.

**THESE SUB-THEMES SHOWCASE FACTORS THAT MAY CONTRIBUTE TO AN INCREASED RISK OF INT EVENTS IN THE WORKPLACE, AND WHICH CAN BE MITIGATED THROUGH INCREASED CULTURAL AWARENESS AND COMPETENCE.**

**Message 1:** By promoting awareness and understanding of cultural differences within the workforce, you help your organization and individuals avoid social missteps and prevent unintentional harm that can lead to increased risk for insider threat.

**Intended Action:** Create a workplace culture that prioritizes collective understanding of different backgrounds and cultures, mutual respect towards one another, and continued education on diversity and inclusivity in the workplace.

**Message 2:** Individuals and organizations achieve higher cultural competence through cultural awareness to mitigate insider risk.

**Intended Action:** Incorporate awareness of diverse cultures and subcultures in everyday interactions and into policy writing, outreach efforts, risk mitigation, etc.

**Message 3:** Creating a positive organizational culture increases engagement and loyalty to leadership and the organization, while reducing the risk of InTs.

**Intended Action:** Create an effective organizational culture by facilitating trust and understanding both among the workforce and between the workforce and leadership. This will improve employee attitudes and behaviors such as job satisfaction, organizational commitment, sabotage, turnover intention, stress, organizational citizenship behavior, and job performance which decreases an organization’s vulnerability to InT.

**NITAM 2021 PERENNIAL THEMES INCLUDE:**

- **VIGILANCE**
- **SAFETY**
- **SECURITY**
- **THE COUNTERINTELLIGENCE THREAT**
Message 1: Insider incidents negatively impact public and private organizations by causing damage to national security, loss of life, and the loss or compromise of sensitive or classified information. They also lead to billions of dollars in lost revenue annually due to trade secret theft, fraud, sabotage, damage to an organization’s reputation, acts of workplace violence, and more.

Intended Action: If you see something, say something.

Message 2: Compromises by insiders have made the United States less safe by allowing our adversaries to access classified information, change tactics and avoid detection, and learn where we are most vulnerable.

Intended Action: If you see something, say something.

Message 3: Most insiders who pose threats display concerning behaviors or risk indicators prior to engaging in malicious acts.

Intended Action: Individually, look out for personal predispositions, stressors, and concerning behaviors among employees that in combination make hostile acts and InT attacks more likely. As an organization, promote positive responses to at-risk employees to mitigate and de-escalate risk.

Message 4: InT programs help to detect, prevent, and mitigate risks associated with malicious or unwitting insiders while protecting privacy and civil liberties.

Intended Action: Emphasize your organization’s specific reporting procedures, protocol, and assign a point of contact.

Message 5: Peer reports of concerning behaviors and risk indicators allow InT programs to take proactive measures that can lead to positive outcomes for individuals and mitigate risk for organizations.

Intended Action: Utilize employee assistance programs (EAPs) as well as InT programs to increase the likelihood of positive outcomes.

Message 6: Legitimate whistleblowers who make protected disclosures in compliance with federal policy are NOT insider threats.

Intended Action: Ensure the workforce understands the difference between legitimate whistleblowing and unauthorized disclosure.

Tools
Awareness Poster Gallery
Access and download a wide variety of posters at cdse.edu or the NITAM site under
Sample Social Media Posts

Find news updates and social media suggestions on the NITAM site under the News & Social Media section.

NITAM-specific social media accounts and hashtags:

- **Twitter**: @InT_Aware
  - Suggested hashtags: #CulturalAwareness #OrganizationalCulture #NITAM #NationalInsiderThreatAwarenessMonth
  - Stakeholder accounts to follow and retweet: @TheCDSE, @DCSAgov @ODNImgov @NCSCgov @DHSgov

- **Facebook**: https://www.facebook.com/pages/category/Interest/CDSE-Insider-Threat-Awareness-604498590023561/

- **Graphic Logo**: Download from a selection of six logo options on the NITAM site under the Graphics & Posters section.

### TWITTER DECK:

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<tr>
<th>Twitter</th>
<th>Graphic or Product</th>
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<tr>
<td>September is National Insider Threat Awareness Month #NITAM! We will be promoting #CulturalAwareness all month to help prevent, detect, and mitigate potential #InsiderThreats.</td>
<td>NITAM web page and banner or logo: <a href="https://cdse.edu/itawareness/index.html">https://cdse.edu/itawareness/index.html</a> (under graphics)</td>
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<tr>
<td>Want to participate in this year’s #NITAM event? Enter the NITAM 2021 video competition and share what cultural awareness looks like in your workplace. Find more information and rules for entry here: xx</td>
<td>Cultural Awareness Video Competition: <a href="https://www.cdse.edu/itawareness/video-competition.html">https://www.cdse.edu/itawareness/video-competition.html</a></td>
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FACTORS ALONG THE CRITICAL PATH TO INSIDER RISK

Stay current with our #InsiderThreat Sentry app! It's made with the vigilant user in mind and features an exclusive #NITAM case study as well as games, posters, videos, and more. Available now in your favorite app store: xx

Download the entire Sample Social Media file here: https://www.cdse.edu/itawareness/index.html

FACEBOOK:

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<th>Facebook</th>
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<tr>
<td>Does your organization know the difference between legitimate, protected whistleblowing, and unauthorized disclosure? Encourage your employees to learn more and prevent inadvertent #InsiderThreat.</td>
<td>CDSE Poster Series: <a href="https://www.cdse.edu/resources/posters.html">https://www.cdse.edu/resources/posters.html</a></td>
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<td>#OrganizationalCulture consists of shared beliefs and values established by leaders, which are communicated and reinforced through various methods to mold employee perceptions, behaviors, and understanding. Learn more about why organizational culture matters in advancing cultural competence and fostering a positive workplace environment: xx</td>
<td>CDSE’s “Cultural Competence and Insider Risk” job aid: <a href="https://www.cdse.edu/documents/cdse/Cultural-Competence-and-Insider-Risk.pdf">https://www.cdse.edu/documents/cdse/Cultural-Competence-and-Insider-Risk.pdf</a></td>
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<td>Or “Human Resources and Insider Threat Programs” job aid: [<a href="https://www.cdse.edu/documents/cdse/IN">https://www.cdse.edu/documents/cdse/IN</a> TJ0183-Human-Resources-and-Insider-Threat-Programs.pdf](<a href="https://www.cdse.edu/documents/cdse/IN">https://www.cdse.edu/documents/cdse/IN</a> TJ0183-Human-Resources-and-Insider-Threat-Programs.pdf)</td>
<td></td>
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<td>Perceptions of fairness in the workplace can affect employee attitudes and behaviors such as job satisfaction, organizational commitment, sabotage, turnover intention, stress, organizational citizenship behavior, job performance, and trust. Learn more about workplace environments and how to maximize organizational trust: xx</td>
<td>CDSE’s “Workplace Environment and Organizational Justice” job aid: <a href="https://www.cdse.edu/documents/resources/org-justice.pdf">https://www.cdse.edu/documents/resources/org-justice.pdf</a>.</td>
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<td>Many people face adversity in their careers and personal lives. Reaching for a helping hand when struggling only makes you stronger and increases your resiliency moving forward.</td>
<td>DNI’s “Mental Wellness” module: <a href="https://www.dni.gov/ncsc/Mental-Wellness/index.html">https://www.dni.gov/ncsc/Mental-Wellness/index.html</a> or CDSE’s “Resilience” toolkit tab: <a href="https://www.cdse.edu/toolkits/insider/resilience.html">https://www.cdse.edu/toolkits/insider/resilience.html</a></td>
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or
Additional NITAM “Resilience” products:
https://cdse.edu/itawareness/index.html

Download the entire Sample Social Media file here: https://www.cdse.edu/itawareness/index.htmlv