

CDSE INSIDER THREAT VIGILANCE VIDEO SERIES

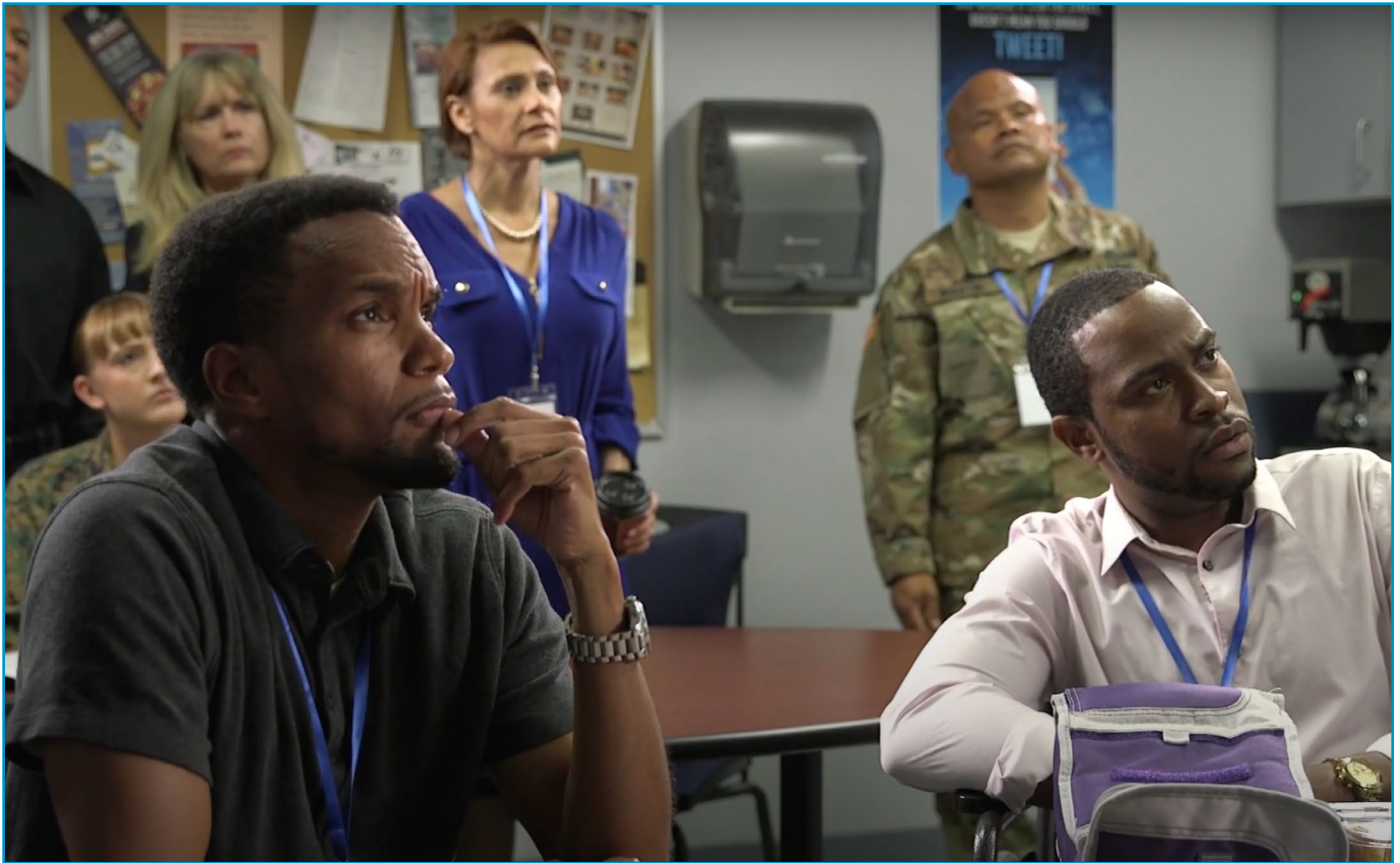
SEASON 2: THE CRITICAL PATHWAY

FACILITATION GUIDE



CDSE Center for Development
of Security Excellence

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SEASON OVERVIEW

In Season 2 of the CDSE Insider Threat Vigilance, employees find themselves impacted by some recent bad news and organizational changes. The insider threat model the Critical Pathway illustrates how an individual can move along the critical path as they are impacted by organizational change. Season 2 also illustrates how organizational culture and trust can be positive or negative.

TAKEAWAYS

- Each organization has its own culture, even down to the section level. Understanding the organizational culture is important to insider threat programs.
- Organizational trust is key to a positive and successful work environment and that trust involves transparency, fairness, and effective and open communication.
- Individuals may have certain predispositions that make them vulnerable to moving further along the critical pathway after they experience stressors.
- Individuals can be off-ramped from the critical pathway either voluntarily or by actions taken by the organization.
- Organizations may not be aware that an individual is experiencing issues until it is reported, often after the individual is displaying concerning behaviors.
- Engagement by those who are closest to the individual such as coworkers and management may provide much-needed information and clarification concerning an individual's behavior and actions.

Episode 1: “Organizational Trust”

In Episode 1, the organization will be impacted by budget cuts, terminations, and no renewals of contracts. Its contract workforce is negatively impacted, and its federal workforce will now have an increased workload. We see how the individuals are impacted, and how the organization addresses the organizational changes.

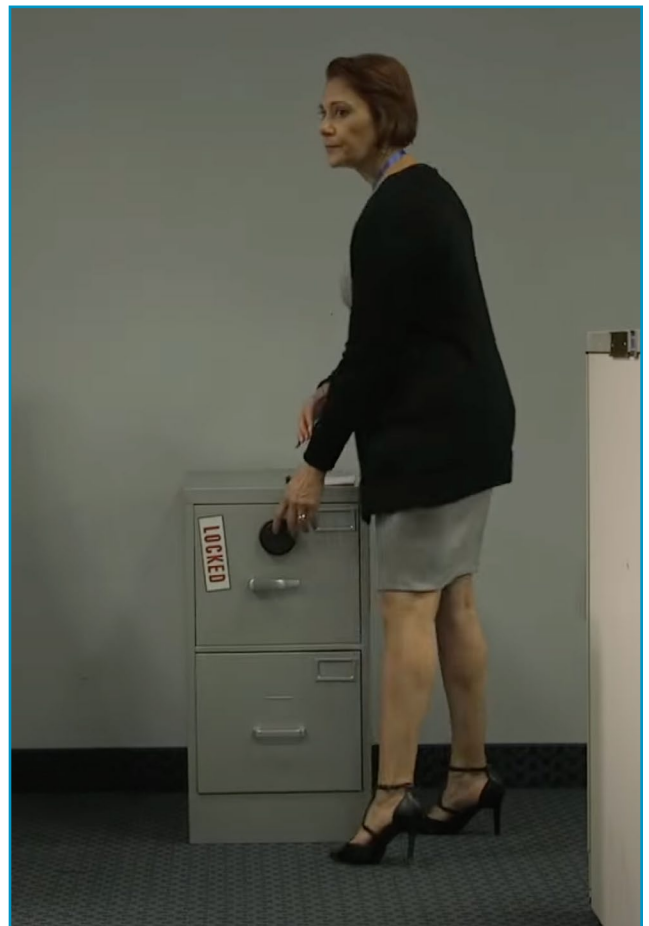
- How can budget cuts, terminations, and other personnel actions impact individuals?
- In what ways can organizational trust be demonstrated to help mitigate workplace issues?
- What resources might help employees who are experiencing issues based on organizational changes?
- How can the relationship between management or human resources to the employee be involved when there are impactful organizational changes?



Episode 2: “Indicators”

In Episode 2, we start seeing some of the employees displaying behavior that may be perceived as potential risk indicators and their movement along the Critical Pathway. Observable indicators may or may not warrant reporting, but others may not have all the information, and there may be a fine line in what is a potential risk indicator and what is not.

- What are some predispositions that individuals may have? Are they observable or known to an organization?
- When employees are impacted by organizational change, they may post to social media. How can this impact the individual, other employees, and the organization? Should an organization have a policy on social media use with regard to employment?
- What are some stressors that may impact individuals? How can a stressor lead to a concerning behavior?
- Is reporting only done when there is a concerning behavior, or can a report be submitted when a predisposition or stressor is identified?



Episode 3: “See Something; Say Something”

In Episode 3, Rachel and Antonio are impacted by the organization’s budget cuts and other actions, and we learn how each individual’s movement along the critical pathway are affected by the stressors based on their personal predispositions.

- What are some of Rachel and Antonio’s personal predispositions and stressors?
- Rachel and Antonio posted on their social media. How is their social media posting problematic?
- Who do you think is more likely to have accepted Brittany’s offer, and why?
- Did Rachel and Antonio exhibit any concerning behaviors that were observable?



Episode 4: “Outcomes”

In Episode 4, after learning about Rachel and Antonio’s behavior and their exhibition of potential risk indicators, we learn that Rachel moved to the end of the Critical Pathway.

- Which pillars of countering insider threat could have aided the Insider Threat Program Manager in his assessment and mitigation of Rachel’s situation?
- What are some factors that would require an Insider Threat Program Manager to make a report to the Federal Bureau of Investigation? Was that the case in this episode?
- Antonio off-ramped from the critical pathway. What were some factors that resulted in that happening?
- What are some consequences Rachel and the other insider threats face if detected?



POLICIES AND GUIDELINES

The Department of Defense Insider Threat Program – DOD Directive 5205.16

Season 2 addresses identification of potential risk indicators and reporting as well as the components of a multi-disciplinary insider threat program. DOD 5205.16 establishes policy and assigns responsibilities within DOD to develop and maintain an insider threat program to comply with the requirements and minimum standards to prevent, deter, detect, and mitigate the threat insiders may pose to DOD and U.S. Government installations, facilities, personnel, missions, or resources. This threat can include damage to the United States through espionage, terrorism, unauthorized disclosure of national security information, or through the loss or degradation of departmental resources or capabilities. Ensures appropriate DOD policies, including but not limited to counterintelligence (CI), cybersecurity, security, civilian and military personnel management, workplace violence, emergency management, law enforcement (LE), and antiterrorism (AT) risk management, are evaluated and modified to effectively address insider threats to DOD.

To learn more, read the full [DOD Directive 5205.16](#).

Security Executive Agent Directives (SEAD)

The SEAD establish the policies and procedures governing investigations and adjudications for eligibility for access to classified information or to hold a sensitive position.

- **SEAD-3** establishes reporting requirements for all covered individuals who have access to classified information or hold a sensitive position.
- **SEAD-4** establishes the adjudicative guidelines for all covered individuals who require initial or continued eligibility for access to classified information or eligibility to hold a sensitive position.

Review all the directives on the [Director of National Intelligence website](#).



ADDITIONAL RESOURCES

The Critical Path Model

Season Two of the Vigilance Video Series introduced the “Critical Path” model, a framework developed by researchers Eric Shaw and Laura Sellers for evaluating an individual’s risk for insider threat. According to the model, an individual’s personal predispositions, combined with various stressors, can lead to concerning behaviors; poor organizational responses to the individual’s situation may escalate the insider’s risk of committing hostile or harmful acts.

To learn more about the application of the Critical Path model, see the CIA’s [“Studies in Intelligence,” Vol 59, No. 2.](#)

Insider Threat Workplace Environment and Organizational Justice

Having an understanding of factors within the workplace environment and the concept of organizational justice can help the insider threat program team. The organization’s awareness of its workplace organization, how it operates, how it engages with its employees, and its policies and practices can help prevent and mitigate risks. An individual’s perception about fairness of decisions and decision-making processes within the organization can influence their behavior. Management and human resources teams who are well-trained, proactive, and involved are essential and beneficial to organizations and often serve as the first line of defense to prevent workplace issues.

For more on this topic, see the CDSE’s [Workplace Environment & Organizational Justice Job Aid.](#)

Supporting Through Reporting

Recognizing and reporting potential risk indicators enables early intervention and timely support, leading to positive outcomes for the individual, organization, and the mission. For individuals who require national security eligibility for sensitive positions or access to classified information, certain reporting requirements are mandatory.

To learn more, see the CDSE’s [Insider Threat Potential Risk Indicators Job Aid.](#)

NOTE: If the URLs in this document do not open upon clicking, right-click on the hyperlinked text, copy link location, and paste into a browser. Alternatively, you can open the PDF in a browser.

