



Insider Threats in Partnering Environments

A Guide for Military Leaders (JUNE 2011)

This guide assists in three areas. First, it aides military leaders and all personnel to be aware of the indicators associated with insider threat activity while serving in a partnering environment. Second, this guide informs commanders and other leaders by giving them options on how to mitigate insider threat activities. Lastly, this guide is meant to generate open dialogue between coalition partners and partner nation personnel. Partnering in itself is a sensitive mission and only by creating trust and having an open dialogue with all forces will the mission be accomplished. This guide is not all encompassing so there are other options a commander has dependent on their operating environment.

INFILTRATION

Definition: Insurgent, terrorist, or extremist group that places individuals into the security forces for the purposes of intelligence collection or violence.

Causes include:

- Improper Screening or Vetting
- Low Force Protection Posture

Could result in:

- Violent Action (Rational or Irrational)
- Espionage (EX: passing sensitive information to enemy forces)
- Sabotage (EX: cutting claymore lines or allowing enemy infiltration onto coalition bases)

CO-OPT

Definition: Voluntary or involuntary recruitment of existing member of an organization to work for an outside organization in order to conduct intelligence collection, subversion, sabotage, or violence.

Causes include:

- Threat or Intimidation
- Grievance Based Action
- Bribery or Blackmail
- Radicalization or Recruitment

Could result in:

- Violent Action (Rational or Irrational)
- Sabotage
- Espionage

GRIEVANCE BASED ACTION

Definition: Activities conducted in response to a wrong (perceived or real)perpetrated by the partnered individual, unit, or country. Not necessarily associated with extremist ideology but action could be used as extremist propaganda. These individuals are more susceptible to co-opting.

Causes include:

- Cultural Misunderstandings
- Derogatory Actions or Speech
- Civilian Casualties (CIVCAS)
- Host Nation or Coalition Casualties
- Political Speeches or Upheaval
- Global Events

Could result in:

- Grievance Based Homicide (A subset of Grievance Based Action where an individual murders as a result of a perceived or real wrong) (Rational or Irrational)
- Espionage
- Co-Opting
- Sabotage
- Radicalization or Recruitment

MITIGATING INFILTRATION

There are signs and indicators associated with infiltration. Please consult the resident Counterintelligence office for more information.

Continuous Vetting Tips

- Updated Biometrics Entries and Checks
- Counterintelligence Interviews
- Intelligence Reporting Check
- Update Emergency Contact Information (Includes phone number and email address if possible)
- Conduct Honesty Assessments

Honesty Assessments: initial and ongoing assessments of an individual's integrity, honesty, and reliability. These checks help identify motivational factors such as:

- Greed & Financial factors (EX: Is the individual financially motivated or in debt?)
- Ideological interests (EX: What are the individuals views on religion or politics?)
- Psychological factors (EX: How does the individual react in certain situations?)
- Examine personal viewpoints in light of values and loyalties to unit

Honesty Assessments are conducted by HUMINT and/or Counterintelligence personnel on individuals who the command believes may an infiltrator (from a criminal , insurgent, or terror organization) or may pose a threat to the force.

CO-OPT & GRIEVANCE BASED ACTION INDICATORS & RISK FACTORS

Risk factors & early indicators of violent behavior are often displayed before an insider attack occurs. The information below can help identify a threat before violence or espionage is committed. These lists are not to be used as a check list. It is possible that only one or two indicators could be used to identify a threat. It should also be noted that it is possible for only one or two indicators to be spotted by an outsider. Because of this, it is vitally important that you create bonds of trust and become comrades with partners.

ADDITIONAL RISK FACTORS

- Emotional Vulnerability
- Dissatisfaction with lack of accepted conflict resolution
- Personal connection to a grievance
- In group de-legitimization of the out-group
- Placement, Access, and Capability
- External Support
- Perceived Threat
- Conflict at work or at home
- Humiliation or loss of honor
- Competition
- Social Alienation
- Quid Pro Quo (services or items wanted or needed by an individual given in exchange for information or action)
- Disproportionate financial risks
- Susceptible to blackmail due to outlying circumstances
- Highly emotional
- Unfair treatment or equipment differences

NOTE: Some options used by the commander would irrevocably damage relationships with partner nation or coalition partners because of the loss of face or humiliation that occurs in the eyes of their peers. Ensure that the option chosen is the appropriate option for the situation.

OBSERVABLE INDICATORS

Category I Indicators

- Complains about other nations or religions
- Advocates violence beyond what is the accepted norm
- Abrupt behavioral shift
- Desires control
- Socially withdraws in some occasions
- Appears frustrated with partnered nations
- Experiences personal crisis
- Demonizes others
- Lacks positive identity with unit or country
- Reclusive
- Strange Habits
- Peculiar Discussions

Category II Indicators

- Verbally defends radical groups and/or ideologies
- Speaks about seeking revenge
- Associates with persons that have extremist beliefs
- Exhibits intolerance
- Personally connected to a grievance
- Cuts ties with unit, family, or friends
- Isolates self from unit members
- Intense ideological rhetoric
- Attempts to recruit others
- Choice of questionable reading materials in personal areas

Category III Indicators

- Advocates violence as a solution to problems
- Shows a sudden shift from "upset" to normal
- Takes suspicious travel or unauthorized absences
- Stores or collects ammunition or other items that could be used to injure or kill multiple personnel
- Verbal hatred of partner nation or individual from partner nation
- Exhibits sudden interest in partner nation headquarters or individual living quarters
- Makes threatening gestures or verbal threats

Basic CAT I Action: Closely monitor situation and/or discuss problems with individual

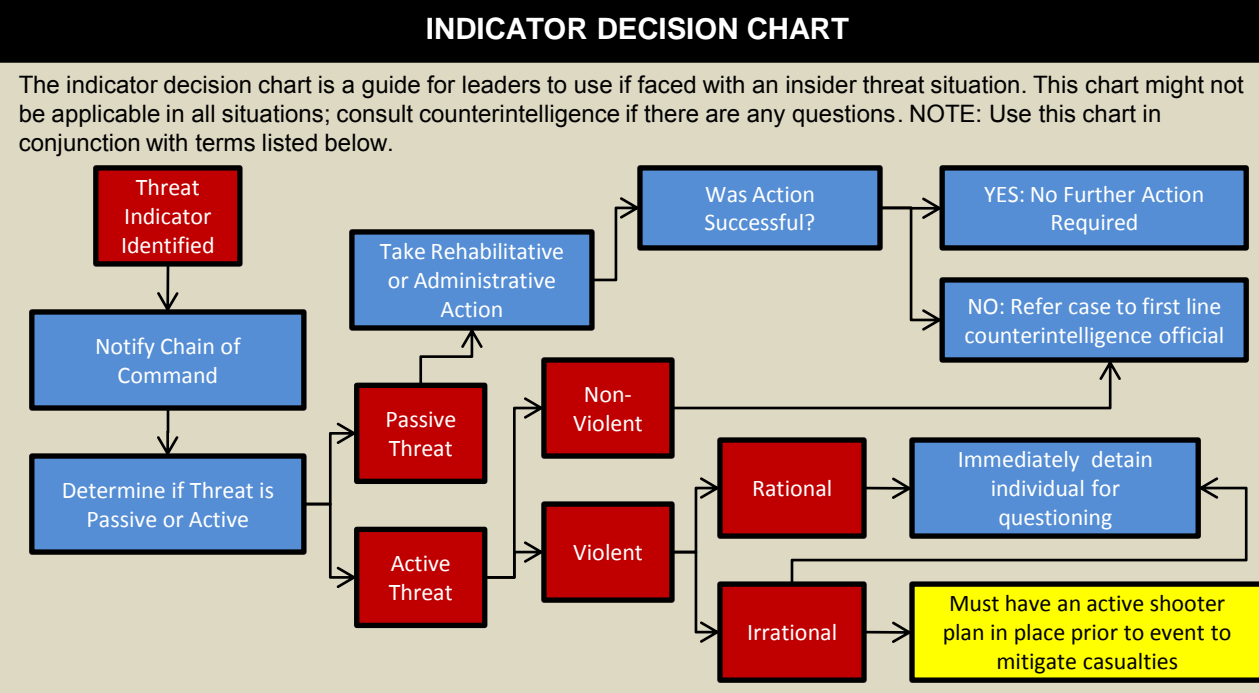
Basic CAT II Action: Refer to Counterintelligence (CI) and Chain of Command

Basic CAT III Action: Immediate actions, such as removing weapon or detention, as last resort

CULTURAL AWARENESS	HINTS FOR SUCCESS
<ul style="list-style-type: none">➤ DO NOT use derogatory terms in any language (even in friendly conversation)➤ DO NOT slander host nation or coalition partners (even if only jokingly)➤ DO NOT physically harm host nation or coalition partners (except in self defense)➤ DO NOT put down or slander any religion➤ ALWAYS be courteous and thankful for host nation and coalition partner hospitality➤ ALWAYS attempt to understand cultural sensitivities of partnered nation personnel➤ ALWAYS ensure our partners know that we are providing security to their nation together as one team	<ul style="list-style-type: none">➤ Rapport<ul style="list-style-type: none">➤ Establish a baseline attitude and demeanor for individuals➤ Show that you are a fellow soldier by your actions and speech➤ Treat individuals with respect➤ Screen<ul style="list-style-type: none">➤ Enroll all personnel into biometrics entering coalition bases➤ Secure mobile phones at entry control points or at designated areas (where possible and as mission requires)➤ REPORT ALL SUSPICIOUS ACTIVITY

PREVENTIVE ACTIONS
<ul style="list-style-type: none">➤ Conduct random sweeps of installation to identify unauthorized personnel (Insider Threat Surge / Clean Sweep Operations)➤ Develop workforce standards that mitigate risk, including additional security requirements, disciplinary procedures, and grievance resolution➤ Develop training for reporting suspicious behavior➤ Educate partners on how to identify observable indicators and assist in developing mechanisms to allow reporting internally and to other coalition partners➤ Access control procedures and compartmentalization of critical information, activities, and physical areas➤ Educate soldiers regarding the cultural differences by allowing the host nation to give cultural courses➤ Establish confidential reporting procedures for threat indicators➤ Use organic assets to collect information where there is a lack of Counterintelligence (CI) support (Every Soldier is a Sensor)➤ Identify key personnel within the command structure that will carry weapons that are loaded at all times➤ Develop roving guards that randomly check for loaded weapons of all installation personnel (US and Partner)

ACCESS CONTROL MATRIX		
Criteria	Level	Recommended Actions
<ul style="list-style-type: none">➤ Successfully completes a force protection (FP) screening➤ No connections to any insurgent, terrorist, or extremist group and/or personalities➤ No reporting showing derogatory information➤ No large debts identified (more than \$100 USD)➤ <u>Has a requirement for such access</u>	POTENTIAL	Restricted Access / Can be unescorted <div>Baseline for Access Control</div>
<ul style="list-style-type: none">➤ Previous violations of installation policies / rules➤ Has not been screened by FP personnel➤ Suspected of corruption or illegal activity➤ Uncorroborated or one-time reporting➤ Family members identified as supporting illegal groups➤ Failed vetting criteria used for maintaining or requesting access	MODERATE	Restricted Access / Must be escorted
<ul style="list-style-type: none">➤ Theft or smuggling items on/off installation➤ Efforts to access sensitive operational information➤ Voices support or approval of insurgent, terrorist, or extremist groups➤ Family members actively participating in illegal groups➤ Selling / distributing drugs to installation personnel	HIGH	<ul style="list-style-type: none">➤ Recommend firing & Biometrics Watchlist addition➤ Pass REL dossier to host nation and coalition forces authority➤ Temporary Removal
<ul style="list-style-type: none">➤ Foreign intelligence agent or acknowledgement of foreign intelligence agent connections➤ Latent fingerprints found on an object related to illegal groups➤ Communicating information to third parties➤ Reporting corroborated through intelligence	EXTREME	<ul style="list-style-type: none">➤ Immediate removal, Biometrics Watchlist addition➤ Possible Detention➤ Pass REL dossier to host nation and coalition forces authority



ADDITIONAL REFERENCES	
<ul style="list-style-type: none">➤ Army Counterintelligence Center: http://acic.north-inscom.army.smil.mil/ho01.asp➤ 902d MI Group Insider Threat: http://acicportal.north-inscom.army.smil.mil/cira/default.aspx➤ Afghanistan Insider Threat: http://www.afghan.centcom.smil.mil/intel/cj2x/ciit/default.aspx➤ Iraq Insider Threat: http://cj2.s-iraq.centcom.smil.mil/CJ2X/Pages/default.aspx➤ USAREUR Threat Awareness and Reporting System (TARP): http://intel.eur.aep.army.smil.mil/Ops/G2X/CI/saeda/default.aspx	

ADDITIONAL INSIDER THREAT TERMS	
<ul style="list-style-type: none">➤ Threat Indicator: any observable action that displays violent behavior, abnormal disgruntlement, radicalization, or an extreme world view on religion or another type of ideology.➤ Passive: someone who is aware of insider activity or threat but whose inactivity allows the action to continue➤ Active: willing to provide information or perform actions; may be violent or non-violent<ul style="list-style-type: none">➤ Violent: active insiders who use force; they may act rationally or irrationally<ul style="list-style-type: none">➤ Rational: well thought out, violent course of action; possibly resulting in avoidance of capture➤ Irrational: Unplanned, emotional, and could involve collateral damage➤ Non-Violent: active insiders who are willing to provide information (espionage) or conduct subversion, sabotage, and will conceal their actions➤ Radicalization: the process by which an individual, group, or mass of people undergoes a transformation from participating in the political process via a legal means to the use, or support of, violence for political purposes➤ Violent Extremist: individuals who openly express their religious, political, or ideological views through violence or a call for violence➤ Mimicking: a tactic used by the threat to gain access to personnel or facilities, normally off limits, by impersonating official personnel or soldiers (not addressed on this TRG)	