



AUGUST 2025

NITAM

NOTES

COMMANDERS


RESPONSIBILITIES & RESOURCES




THE PARTNERSHIP IMPERATIVE

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- Responding to insider threats requires integrated capabilities that no single organization possesses. Collaboration and communication among unit leaders, resiliency resources, and installation stakeholders are necessary to identify concerning behaviors early and focus appropriate resources towards a Person of Concern (POC)
 - Deliberate periodic follow up with stakeholders is critical to ensure a POC's concerning behaviors and actions are mitigated and trending in positive direction. **Don't Fire and Forget!**

BARRIERS & CHALLENGES

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- Understanding how to recognize an insider threat, identify early indicators of concern, when to report, and effective leader responses.
 - Personnel often view reporting concerning statements, as punitive and will under report
 - Complex and varied reporting systems for different types of behaviors that are unclear on reporting requirements
 - Decerning behavior that is viewed as "venting" or a true threat

PARTNERSHIP RESOURCES

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- **Law Enforcement:** Increase awareness and preparation for potential violence scenarios by conferring with law enforcement to understand types of potential threats to report to them"
 - **Insider Threat Hubs & DITMAC:** Insider threat professionals specialize in analyzing risk and developing comprehensive mitigation strategies
 - **DCSA Insider Threat Representatives (ITR):** Located at most major military installations, ITRs are available to assist commanders by providing resources, connecting stakeholders, and implementing mitigation plans

SHARED IMPACTS

➤ Leader Responsibilities:

1. **Recognize & Report** concerning behaviors
2. **Participate** with Law enforcement or InT professionals to manage the threat
3. **Implement** mitigation recommendations
4. **Re-assess** to ensure mitigation is working

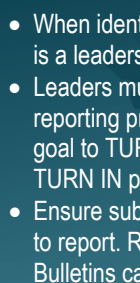
Detection Enhancement:

- When a concerning behavior is present, leaders should widen the aperture and assess for other behaviors or stressors including:
- Violent behaviors (DV, assault, etc.)
 - Verbal threats – even frequent "joking"
 - Alcohol-related issues
 - Family instability

Good Order & Discipline:

- Fair accountability and discipline are a primary way to mitigate potential threats, but leaders must prioritize empathy, respect, and dignity when addressing counterproductive behaviors since humiliation can be especially impactful and escalate behavior. As one of the strongest human emotions, humiliation can motivate an individual to malicious acts. An FBI analysis found most mass shooters had suffered a humiliating event within 6 months prior to acting.

DETER

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- When identifying & reporting insider threats is a leadership priority, rank and file follow.
 - Leaders must demonstrate trust in the reporting process and communicate the goal to TURN AROUND behavior not to TURN IN people
 - Ensure subordinates are aware of how/what to report. Resources such as monthly BTAC Bulletins can be conversation starters.

DETECT

- Most InT incidents begin with a fixated grievance or sense of injustice. If an POC lacks healthy coping skills their behavior can escalate.
- A "village of leaders" is required to ensure a formations' well-being. Empowering NCOs to be thoughtful reporting sensors of maladaptive organizational behavior helps identify issues early.

MITIGATE

- Determine what matters in a POC life, that prevents thoughts from escalating towards violence. Reinforce stabilizing factors while attempting to reduce stressors.
- If behavioral indicators suggest a POC is considering the use of violence as a means of resolution, involve LE immediately. Useful tools: Military Protective Orders, No-Contact Orders, and civilian ERPOs

