



AUGUST 2025


NITAM

NOTES


HUMAN RESOURCES (HR) & LABOR & EMPLOYEE RELATIONS (LER)




BARRIERS & CHALLENGES

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- Distrust pertaining to information sharing and usage
 - Employee confidentiality/compliance with privacy and employment laws
 - Avoiding discrimination and/or actions that may be perceived as retaliation may appear to be inaction or nonparticipation from HR
 - Lack of training and understanding of InT processes and mission in HR/LER
 - Limited resources (e.g., time, HR/LER staff) to support additional duties
 - Labor agreement rules and restrictions

CONTRIBUTION OF HR/LER IN InT

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- Insider threat involves employees, so HR/LER has a stake in all InT cases
 - Information exchange between HR and InT allows stronger mitigation recommendations by InT and enhances awareness of administrative, legal, or law enforcement actions required to remediate risk
 - Single touchpoint throughout employee lifecycle; offers historical context
 - Facilitate proactive mindset that uses early interventions to avoid future issues (e.g., early identification of grievances, highlighting potential EEO concerns)
 - Centralized stakeholder who can communicate security as a key tenet of organizational culture, emphasize InT awareness
 - Facilitate access to sufficient information/data to contextualize employee behavior, provide historical information immediate supervisor may not have

HR/LER CASE SUPPORT

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- Provide relevant employee records to support whole person analysis in InT investigations regardless of direct work-related concerns
 - Assess and explain employees' interactions with others in the organization
 - Identify patterns or prior workplace behavior (is concerning behavior new?)
 - Establish context related to fairness and grievance development (e.g., performance reviews, raises, disciplinary action)

PARTNERSHIP SOLUTIONS

Acknowledge/leverage HR/LER's expertise in the management of situations involving distressed employees, and bring them in as key partners/SMEs in InT management

➤ Identify the ways InT can support HR/LER

- Inform organizational patterns (e.g., departmental, geographic) to alert to training/monitoring needs
- Share performance/conduct information pertinent to HR decisions, particularly when reporting comes from outside work location


➤ Highlight mutually beneficial relationship and shared interests:

- Achieving mission/goals while protecting national security/customers/employees, reputation
- Privacy and legal sufficiency
- Commitment to confidentiality and limited information sharing

HR/LER serve as records custodians for unique, InT-relevant data:

- personnel/performance records • disciplinary actions • conduct history • resumes • timecards
- complaints • training records • climate surveys
- advisory group data

DETER

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- Sponsor and support InT awareness
 - Communicate reporting options (e.g., hotline, open-door policies)
 - Monitor & report observable behavior patterns or anomalies

DETECT

- Anomalous behavioral pattern detection in the workplace (i.e., timecard/work patterns)
- Identify concerning employee behaviors, misconduct, or performance issues
- Identify perceived fairness issues or actions that may be indicative of grievances

MITIGATE

- Promote EAP and support resources
- Conduct performance planning
- Identify accommodations/flexible scheduling
- Implement disciplinary actions
- Support termination planning