

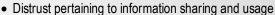
NITAN NOTES

AUGUST 2025

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

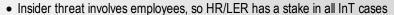


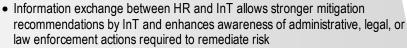




- Employee confidentiality/compliance with privacy and employment laws
- Avoiding discrimination and/or actions that may be perceived as retaliation may appear to be inaction or nonparticipation from HR
- Lack of training and understanding of InT processes and mission in HR/LER
- Limited resources (e.g.,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







- 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

- 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
- o 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

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



