

**Organizer:** (b) (6) (b) (7) (c) @hq.dhs.gov]  
**From:** (b) (6) (b) (7) (c) [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=0C04F800D35B4B658F8F6EE3FA4F964E (b) (6) (b) (7) (c)]  
**Attendees:** (b) (6) (b) (7) (c)  
**Location:** ADOBE CONNECT  
**Importance:** Normal  
**Subject:** DOD Insider Threat Conference\_Update with Time and virtual platform.  
**Start Time:** Thur 9/2/2021 10:20:00 AM (UTC-05:00)  
**End Time:** Thur 9/2/2021 10:50:00 AM (UTC-05:00)  
**Required Attendees:** (b) (6) (b) (7) (c)  
[Insider Threat Narrative BTAI 083121.docx](#)

## Additional Information:

### For Audio

1. At **10 minutes before appointed time**, dial: (b)(6)(b)(7)(e)
2. Enter leader passcode: (b)(6)(b)(7)(e)
3. Inform the operator you are a speaker on today's call and need to be placed into pre-conference.
4. If you have problems, please message (b) (6) (b) (6) @mail.mil

### For Adobe Connect:

1. **Speaker Conference Link:** (b)(6),(b)(7)(e)
2. When prompted, enter \* **First Name Last Name** (e.g., \*Nancy McKeown)
3. Speaker will be placed into the live virtual conference to give briefing.
4. There is no visual, only audio.
5. Producer or moderator will let the speaker know when questions have been posted in the Q&A pod.

(b) (6) (b) (7) (C)

Slide 2:

Thank you so much for having us today! We are really excited to be part of this very important event and to help bring awareness to the insider threat mission. Our team is from DHS HQ, within the Office of Intelligence and Analysis. We work within the National Threat Evaluation and Reporting Program.

Within the topic of Cultural Awareness and Insider Threat—I think it's great to be from a partner agency speaking to you today about our culture within our office outside of DoD, and keep in mind that our federal partners, folks that we collaborate with all the time, come from different workplace cultures in addition to having diverse backgrounds and experiences. We'll get into that in more detail throughout our presentation. So, with that said, I want to briefly introduce you to our multi-disciplinary team. My name is (b)(6),(b)(7)(C). I have been with DHS for 10 years. I spent most of my time as an intelligence analyst and branch chief focused on Latin America. I joined the NTER team about two years ago to better utilize my PhD concentration in conflict analysis and resolution to assist in building I&A's Master Trainer Program in behavioral threat assessment. Our Program Manager, (b)(6),(b)(7)(C), is a tremendous asset to our team and was instrumental in building our Master Trainer Program. He currently serves as the developmental lead for NTER's products and resources. (b)(6),(b)(7)(C) has previous experience working with the Nationwide Suspicious Activity Reporting Initiative and has a Masters from George Washington. We have two Social Scientists on our team that help ensure we are sustaining a social science culture within our program and incorporating key principles in mental health. (b)(6),(b)(7)(C) is our Clinical Psychologist who recently joined DHS and provides expertise on behavioral threat assessment and mental health. She previously served as a Clinical Psychologist for the Veteran's Health Administration conducting behavioral threat assessments. (b)(6),(b)(7)(C), our second Social Scientist, also recently joined DHS with over 10 years of experience in school safety and mental health counseling. She specialized in working with at-risk youth and individuals on the Autism spectrum.

**Say: Next Slide, I am going to introduce you to our NTER Program.**

Slide 3:

As I mentioned, our division lies within the DHS Office of Intelligence and Analysis, if you are not familiar, we are the headquarters intelligence element for DHS. We are unique in that we are part of the Intelligence Community, but we are also part of a law enforcement agency. We are the only element of the Intelligence Community statutorily charged with delivering intelligence to our state, local, tribal, territorial and private sector partners. As you can see from this lovely org chart, we are within the field operations division, in our partner engagement branch. Partner Engagement is really a great place for us to be because our primary mission at NTER is to help advance our partners' ability to identify, evaluate, report, and share tips and leads linked to emerging homeland security threats. In addition, we help to provide our partners with resources and training to help prevent targeted violence and mass casualty incidents.

To break it down a little further, the NTER Program has two teams—NSI and BTAI. Our colleagues on the NSI team manage the NSI, which is a collaborative effort between DHS and FBI that assists in identifying and mitigating potential terrorist threats and allows agencies to share suspicious activity reporting on a nationwide level.

Our team, Behavioral Threat Assessment Integration was more recently developed to open that aperture for threat reporting. As the threat landscape is continuing to change in the US, DHS I&A wanted to assist our partners in preparing for evolving threats, such as targeted violence. So, our team assists our partners in using a behavioral approach to prevent violence. We are helping to build BTA capabilities and processes across the country for federal, state, and local partners. We will delve further into our program later in the presentation.

Say: Next Slide. (b)(6),(b)(7)(C) will be discussing BTA a bit more in depth.

(b)(6),(b)(7)(C)

Slide 4:

Good morning and Good afternoon, I'm (b)(6),(b)(7)(C). Thank you, (b)(6),(b)(7)(C), for giving an overview of our program, I want to dive into what BTA is as the foundation of our program, and the cultural component of what we do.

Between 1992 and 1997, the US Secret Service, assisted by the Federal Bureau of Investigation and National Institute of Justice, studied assassins and would-be-assassins of the past 50 years focusing on the details of their lives. They found that these people share similar *characteristics, thoughts, or behaviors*, and this scientific approach to violence and violent actors could be a key factor in helping law enforcement officials better identify which person could pose a present threat. Now, years later, the studies had produced what we call Behavioral Threat Assessment. Essentially, it is an investigative method and analysis in determining whether, and to what extent a subject is moving toward an attack. The BTA has been tailored and applied in various sectors, such as school settings, workplace violence prevention programs, and insider threat programs.

At NTER, our team utilized evidenced-based research and best practices in the field of threat assessment and management, and we developed the four step-process. (As you can see in our graph). Our goal is to shift the culture of an organization from responding-to-violence to preventing violence.

Coming from the healthcare system, I want to give you a parallel comparison. I worked in the tobacco cessation program at the Veteran's Health Administration. Back in 1964, the Surgeon General produced a report that officially linked lung cancer and a list of other diseases to tobacco. However, the healthcare industry was too busy doing treatment and intervention programs and did not have time to combat the tobacco industry. Not until the 1990s, public health started a campaign that focused on a smoke-free environment for our children, then we began to see a shift in prevention efforts. Fast-forward, we now have policies, community interventions and social media contributing to this preventable health issue.

Coming back to our NTER Program, we hope to begin our campaign and use BTA as a tool to shift the paradigm from responding-to-violence to preventing violence.

Say: Next slide. What is a multidisciplinary team and how does that relate to culture?

Slide 5:

Before talking about multi-disciplinary teams, I want to introduce you to the term “interdisciplinary team.” For example, an interdisciplinary team in an insider threat assessment team can consists of an analyst, law enforcement officer, a legal entity, and other related professionals in the space of insider threat. These individuals work in a coordinated fashion toward a common goal. So, they may share similar cultural perspectives and viewpoints.

In comparison, a multi-disciplinary team is about diversifying that membership and including people outside of your professional field and organizations. In a DOD insider threat program, maybe inviting a military Chaplain to assist in understanding subject of concern’s spiritual well-being or religious involvement, can achieve a true multidisciplinary team approach to threat assessment and management.

1) Therefore, it is important and beneficial to look for expertise outside of your team, your organization, or cultural norm when assessing concerning behaviors and developing management strategies. Again, it is about diversifying perspectives and belief systems to ensure a comprehensive approach to a potential threat.

2) Once you get the right people, you now can have established policies and procedures, as well as the mission of your program. AT NTER, ours is to empower our homeland security partners’ ability to identify, investigate, assess, and manage threats.

3) Once you have the right people and the right mission, it is also important to have regular meetings to ensure the team can continuously incorporate everyone’s viewpoint and perspectives into the BTA process.

**Say: These are the three essential ingredients in a multi-disciplinary team. Next Slide. My team member (b)(6),(b)(7)(C) will talk more about how cultural competence is embedded in a multi-disciplinary team.**

(b)(6),(b)(7)(C)

Slide 6:

Having a multi-disciplinary team is the critical first step in building a culturally competent targeted violence prevention program. The formation of an effective multi-disciplinary team is in itself a display of cultural competence within an organization or community because it involves the integration of individuals and groups to a set of compatible behaviors, attitudes, and policies that come together in a system. Beyond this, though, the existence of a multi-disciplinary team within a community or organization – with varied experiences, professional roles, and perspectives – can foster cultural competence across that organization or community and can promote culturally competent violence prevention outcomes.

Building a threat assessment team that achieves this lofty standard requires three things:

- 1) First of all, a team must be formed around a mutual understanding of mission.
- 2) Once a team develops a shared mission, communication becomes critical. A team – once formed – must foster a positive internal communication space where team members feel comfortable asking questions and sharing opinions. Building a team where disagreement is both

respectful and valuable is important, as only through discussion, debate, disagreement, and, ultimately, agreement, can a multi-faceted threat management plan be effectively implemented. 3) Finally, a team must check itself against biased or narrow thinking. In threat assessment, a multi-disciplinary team is a key check and balance against the incursion of bias into decision making. A team builds cultural competence by constantly checking bias, questioning assumptions, and collaboratively building violence prevention plans.

**Say: Next slide. How do we support the building of multi-disciplinary, culturally competence violence prevention teams?**

Slide 7:

Primarily, we support our partners through a Master Trainer Program (MTP). This program empowers Federal, State, Local, Tribal, and Territorial homeland security partners to assist their communities in adapting to an evolving threat landscape. Our goal is to support these partners in building community violence prevention networks and to provide training, support, and expertise to partners who wish to establish a multidisciplinary team of individuals who will direct, manage, and document the targeted violence prevention process.

Our team conducts 3 main functions to support our partners from the national level:

1. Certification
2. Program Support & Information Sharing
3. Training & Continuing Education

The central piece of our program is certification. We utilize a train-the-trainer model to certify individuals in behavioral threat assessment techniques and best practices. These individuals then go out into their communities and train essential partners in threat assessment and multi-disciplinary team building. Certification is key to creating consistent standards across a dispersed network of master trainers and ensuring that every locality is receiving the same quality of training. It also allows us to identify and address gaps in the geographic spread of certified trainers.

The second piece of our program is program support & information sharing. This piece is still in development but will focus primarily on consultations and support for new or developing programs.

The final piece of our program, and the one that connects everything together, is the training & continuing education. Our training is mean to be descriptive, not prescriptive. We want to describe a framework for BTA while accounting for the inherently local nature of the problem of targeted violence. Adaptability and flexibility to new information has been critical in allowing us to improve our training as we learn from different audiences. Each new organization we connect with or interact with provides new insight into the threat landscape.

(b)(6)(b)(7)(c)

Slide 8

**Say: Next slide. We, at NTER, strive to build cultural competence at multiple levels: within organizations, across organizations, and across society.**

#### Master Trainers

Within our organization, we have certified Master Trainers from across disciplines meeting high standards in threat assessment and management. Through our training program, they learn how to incorporate cultural factors and limit the influence of cultural bias and assumptions when evaluating and mitigating potential targeted violence. In addition, Master Trainers attend our program-led quarterly webinars and receive quarterly bulletins, which are designed to help them stay abreast of the threat culture and develop cultural competence to assess and manage potential threats.

#### Fusion Centers

Fusion centers are an excellent example of how we build cultural competence across federal, state and local organizations. The NTER Program is currently fostering relationships with Regional Directors and Intelligence Officers that support our 79 DHS recognized fusion centers across the US to assist with their violence prevention effort. Fusion Centers typically consists of personnel from a variety of disciplines (e.g. analysts and law enforcement) at all levels of government, and they can easily form a multidisciplinary team approach to threat assessment and management.

#### Subject Matter Experts

Across society, we are also building a network of subject matter experts in the field including psychologists, school safety officials and public policy partners. For example, we are connected with threat assessment professionals such as the Association of Threat Assessment Professionals (ATAP). We also developed partnerships with school safety organizations and healthcare systems. Furthermore, we want to link the practitioners in threat assessment with academic scholars in the research space of threat assessment and management. Our networks, which span across fields, from intelligence, to academia, allow us to recognize and synthesize a variety of viewpoints and to constantly incorporate them into our program.

As we continue to spread the gospel about threat assessment, we will be able to foster culturally competent threat assessment teams across the communities, whether they are big or small.

**Next Slide... I know you are probably asking, “How can the NTER program support Insider Threat programs?”**

Slide 9-

The NTER Program can:

- Provide education and training on the four-step model in BTA (i.e. TERC)  
The TERC is an interactive course that teaches Master Trainers to utilize a 4-step model to identify, investigate, assess and manage an individual who presents concerning behavior. It also challenges participants to apply threat assessment approaches to real-world scenarios. More importantly, you will learn more about a multidisciplinary team approach to threat assessment and management.

- Support in building a network of culturally competent BTA professionals (i.e. Master Trainers).  
Master Trainers are F/SLTT partners involved in reviewing, assessing and investigating potential threats of targeted violence. An important aspect of the NTER MTP is linking up a cohesive network of Master Trainers across the country, allowing them to lean on each other and run ideas and challenges by one another. Having Master Trainers with the BTA capabilities across geographic regions and across workplace sectors helps to build and strengthen cultural competence across federal, state and local communities. The NTER will serve as that touch point to ensure a network of culturally competent BTA professionals.
- Offer assistance and resources in setting up BTA teams (i.e. toolkits)  
At NTER, we developed a toolkit suite for our Master Trainers to help with their trainings and to educate their partners. Some examples include Social Media in Threat Assessment, Triage Threatening Communications Toolkit, and Threat Assessment Case Worksheet. We are also in the process of developing our capabilities in assisting our partners with building BTA programs – whether that means creating SOPs for threat assessment or developing a multi-disciplinary team. We will provide technical assistance, resources and education to incorporate culture competence and eliminate cultural biases in threat assessment and management.

Say: Next slide...Now, (b)(6)(b)(7)(c) will summarize what we talked about today.

(b)(6)(b)(7)(c)

Today, you have the opportunity to see how our NTER Program builds our multi-disciplinary threat assessment approach to targeted violence prevention. It is imperative to create culture within your team or organization and maintain cultural awareness in violence prevention. We hope you learned about how having a multidisciplinary team can help you eliminate personal and cultural bias when assessing a threat and conducting a behavioral threat assessment. In addition, institutionalizing behavioral threat assessment in our culture, changing the paradigm from reaction to prevention, can help prevent targeted violence and mass attacks in our communities. If you want to get involved in helping to prevent violence in your organization through threat assessment, we can help provide you the framework and resources to do so. Thank you.

**Organizer:** (b)(6)(b)(7)(c) @HQ.DHS.GOV]  
**From:** (b)(6)(b)(7)(c) [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=EA2F7086500E4179BE8066468D17DB58-(b)(6)(b)(7)(c)]  
**Attendees:** (b)(6)(b)(7)(c)  
**Importance:** Normal  
**Subject:** NTER Train-the-Trainer Curriculum Update to CENTRA by Teleconference  
**Start Time:** Thur 1/16/2020 12:00:00 PM (UTC-06:00)  
**End Time:** Thur 1/16/2020 2:00:00 PM (UTC-06:00)  
**Required Attendees:** (b)(6)(b)(7)(c)  
**Optional Attendees:** (b)(6)(b)(7)(c)

[NTER Working Group Summary.pdf](#)

[TERC Framework Draft 01132020.docx](#)

[NTER TERC MTP Agenda Call 01162020.docx](#)

\*\*\*Second Update with Agenda Attached\*\*\*

Please see attached references and agenda for Thursday's call.

Thanks,

(b)(6),(b)(7)(C)

\*\*\*\*Update\*\*\*\*

We are delaying the Curriculum Update in order to complete legal reviews on the documents we would be going over. Please let me know if you have any questions.

Thanks,

(b)(6)(b)(7)(C)

All,

Please attend the new and improved NTER kickoff.

Conference call number (b)(6),(b)(7)(E)

Access Code: (b)(6),(b)(7)(E)

Specific agenda is forthcoming but in general we will be discussing and updating CENTRA on the NTER train-the-trainer curriculum.

If you have any questions please feel free to reach out to me.

Thanks,

(b)(6)(b)(7)(C)



V/R,

(b)(6)(b)(7)(c)

Program Manager

National Threat Evaluation and Reporting (NTER) Program

Partner Engagement

Office of Intelligence and Analysis

U.S. Department of Homeland Security

(b)(6)(b)(7)(c)

(office)

























































