ADVANCING
INFCIRC/908
INTERNATIONAL
— WORKING GROUP —

INSIDER THREAT
MITIGATION

Highlights from the Personnel Vetting Survey:
A Collaboration between the National Policy & Regulatory Frameworks and Trustworthiness & Reliability Focus Groups

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Collaborative Research Effort

National Policy & Regulatory Frameworks Focus Group Leadership

- *Finland*
- *Morocco*

Liaison

- Chrissie Noonan, PNNL, USA

SC Members

- Tapani Hack, STUK, Finland
- Ronnie Olander, STUK, Finland
- Nabil Dahbi, AMSSNuR, Morocco

Trustworthiness & Reliability Focus Group Leadership

- *Belgium*
- *Jordan*

Liaison

- Lisa de Laet, FANC, Belgium

SC Members

- Rony Dresselaers, FANC, Belgium
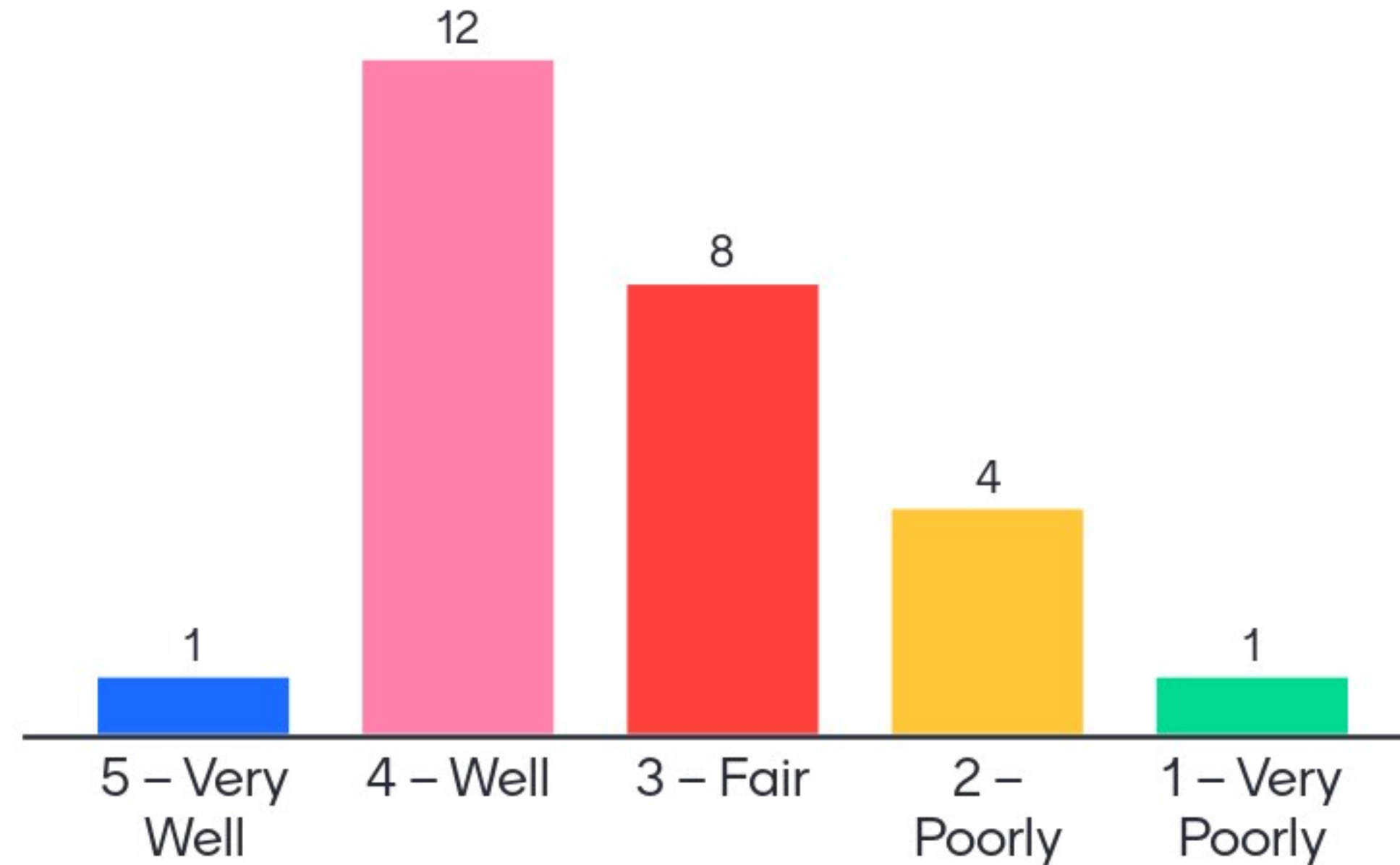- Qasem Ababneh, JRTR, Jordan

Mentimeter Question #1

At your facility, how well does pre-employment personnel vetting work to prevent insider threats?

- 5 – Very Well
- 4 – Well
- 3 – Fair
- 2 – Poorly
- 1 – Very Poorly

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Survey: Understanding Global Good Practices in Personnel Vetting for Nuclear Security

- Developed in collaboration with the Trustworthiness & Reliability Focus Group

Key Questions

- How does the regulator determine the reliability and trustworthiness of individuals with access to sensitive information and/or nuclear and other radioactive materials?

- Is there a legal basis for personnel vetting?

- Are there similarities or differences between vetting approaches used by Member States?

- What are the core attributes of an effective insider threat mitigation program?
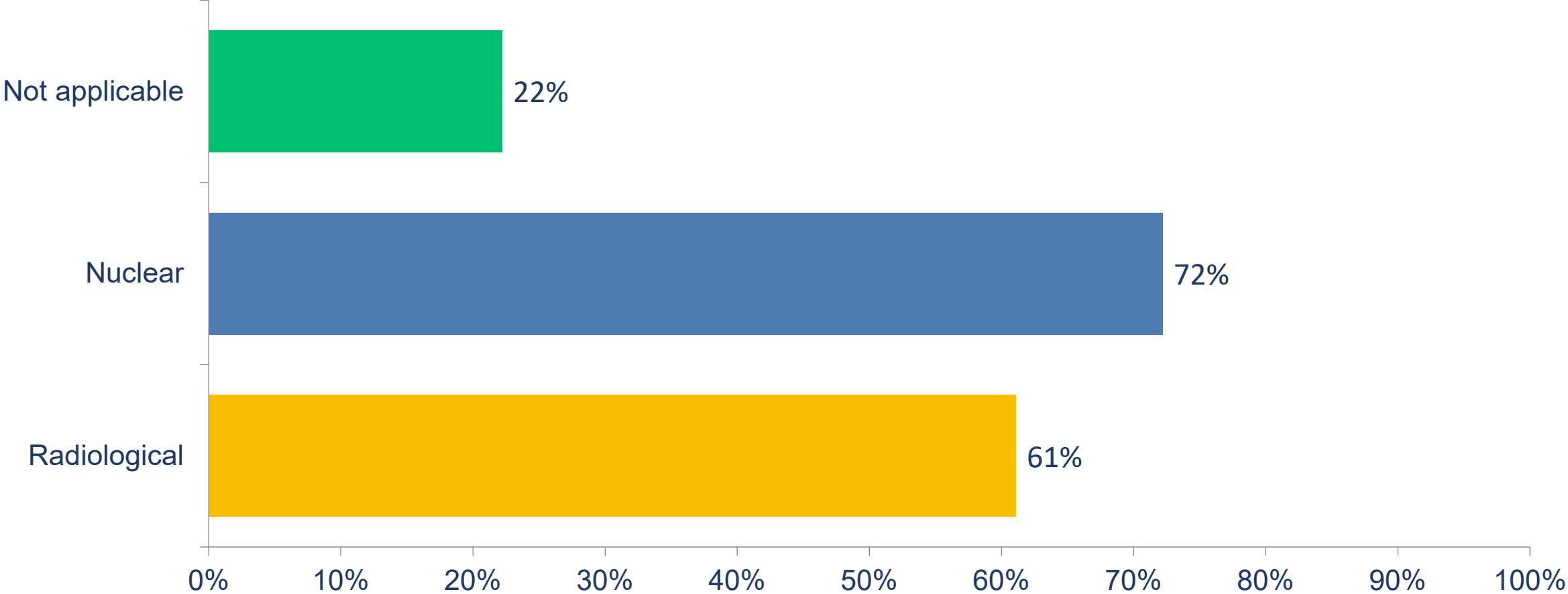
→ *Global Good Practices* ←
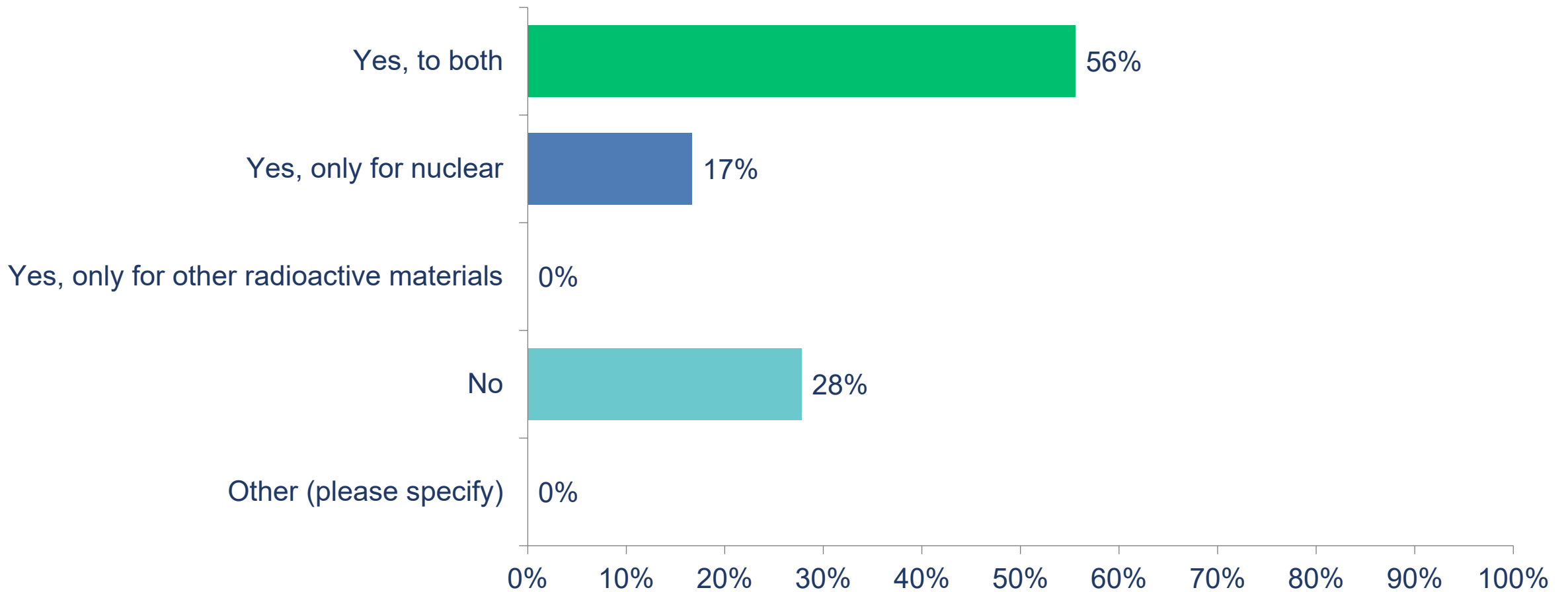
Categories of Inquiry

Incident Response

Information Sharing

Personnel Vetting

ITM Programs

Legal Framework

Managing Insider Risk

Behavior Observation

Post-Employment

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Does the State regulation, law, or policy require nuclear and/or radioactive material licensees or authorized users to have an insider threat mitigation program?

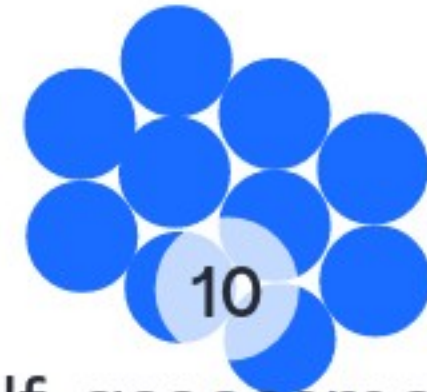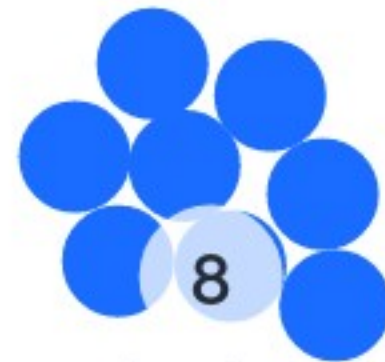| Response	Percentage
Yes, to both	56%
Yes, only for nuclear	17%
Yes, only for other radioactive materials	0%
No	28%
Other (please specify)	0%

Mentimeter Question #2

At your facility, by what method(s) do you evaluate how effective personnel vetting is in the prevention of insider threats? (Select all that apply)

- Self-assessments
- Assessments by others
- Collecting/analyzing incident data
- None/Not applicable

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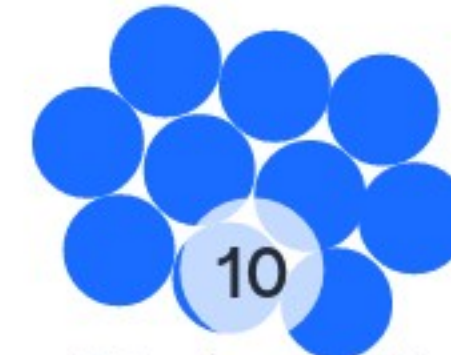
Mentimeter Question #3

Does your facility have formalized measures for detecting and reporting concerning employee behaviors (e.g., behaviors that indicate a lapse in judgement, reliability, or trustworthiness)?

- Yes
- No

INSIDER THREAT MITIGATION

Does your facility have formalized measures for detecting and reporting concerning employee behaviors ?

18
Yes

9
No

Does the State require nuclear and other radioactive material licensees or authorized users to develop and implement a behavior observation program?
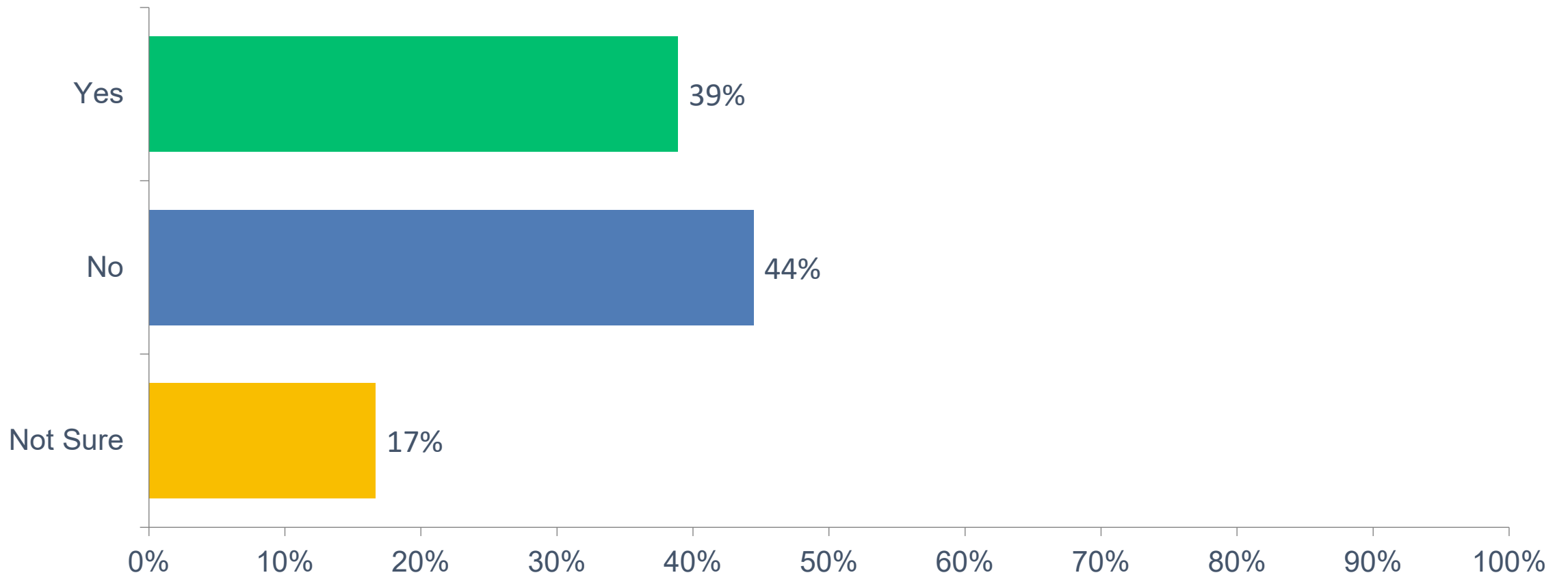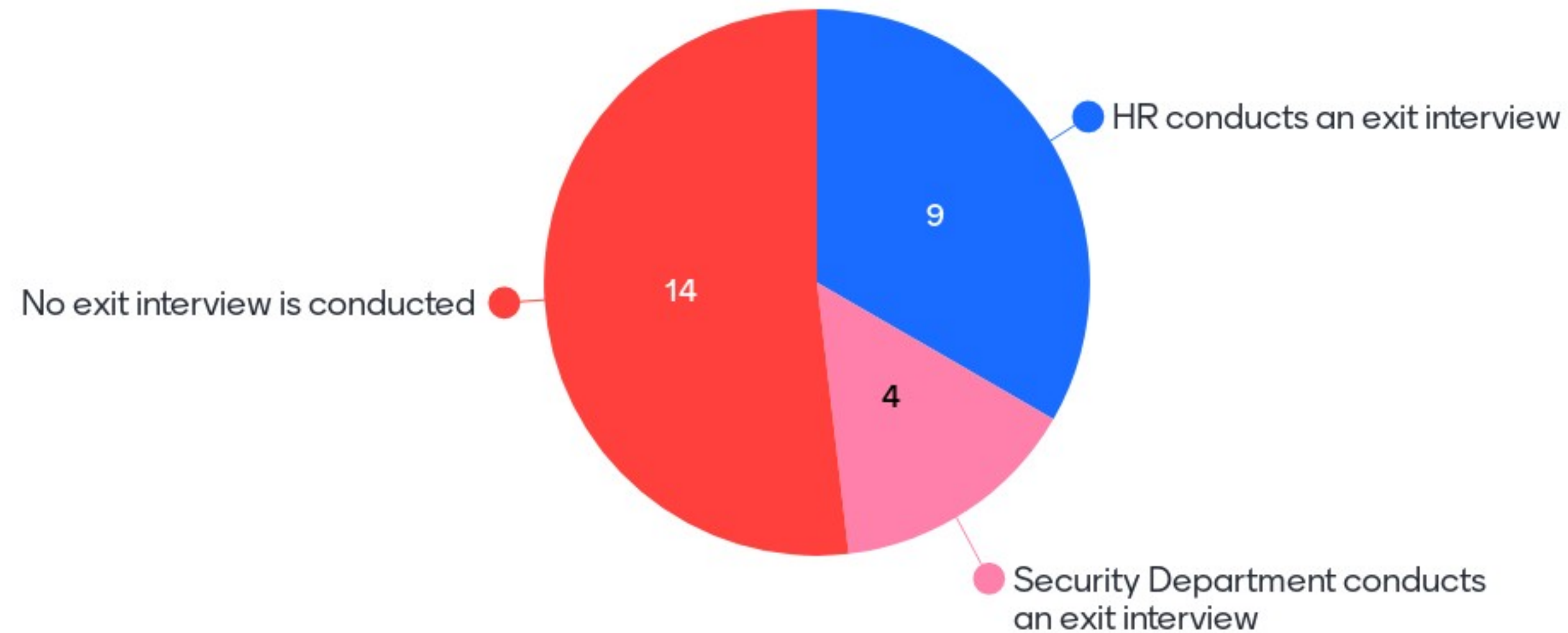
Mentimeter Question #4

When employees quit, retire, or move on to another job, does the HR or Security Department at your facility conduct an exit interview?

- HR conducts an exit interview
- Security Department conducts an exit interview
- No exit interview is conducted

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When employees quit, retire, or move on to another job, does the HR or Security Department at your facility conduct an exit interview?

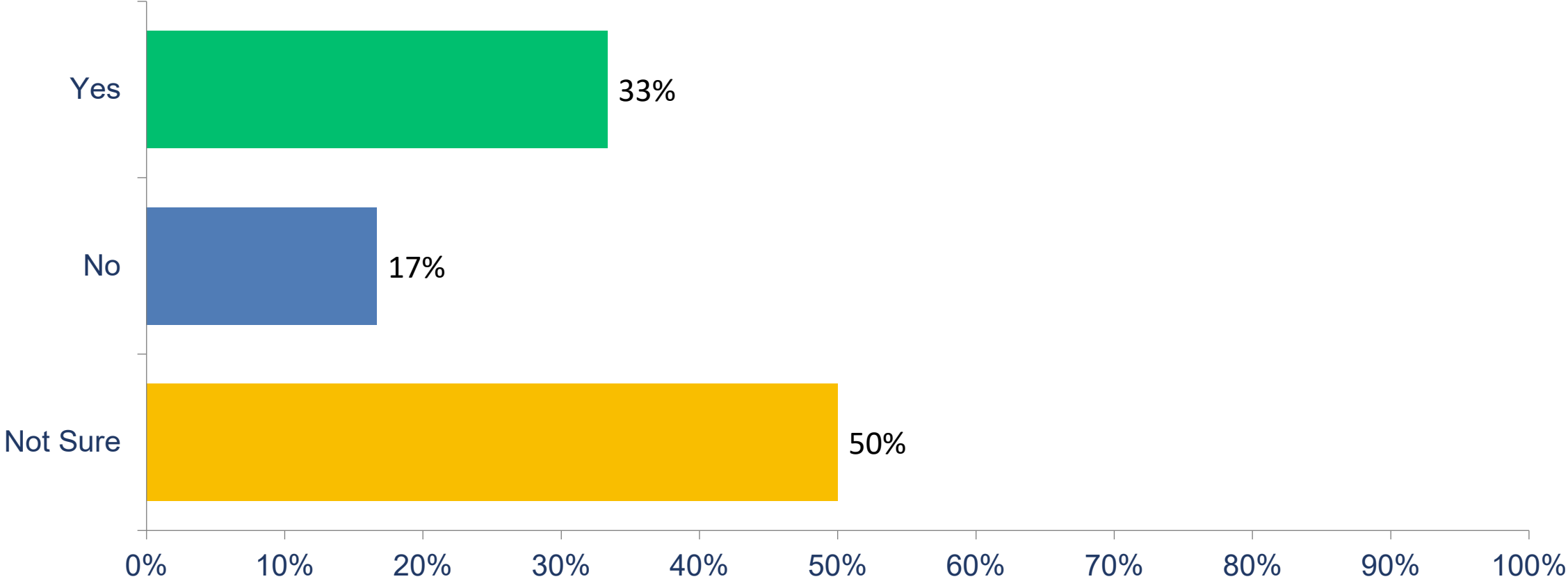HR conducts an exit interview — 9

Security Department conducts an exit interview — 4

No exit interview is conducted — 14

When an individual leaves the organization, are exit interviews or debriefings conducted?

Yes — 33%
No — 17%
Not Sure — 50%

Mentimeter Question #5

What are the top 5 preventive and protective measures to mitigate insider threats? (Select up to 5)

- Nuclear security culture
- Two-person rule or other administrative measures
- Physical protection and technical measures
- Cybersecurity measures
- Employee assistance programs
- Incident response plans
- Analysis and investigation of suspected insider threat activity
- Information sharing of threat data with relevant agencies/organizations
- Oversight and compliance to evaluate and assess the ITM program
- Security awareness program
- Pre-employment background checks
- Behavioral observation

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What are the most impactful preventive and protective measures to mitigate insider threats? Select up to 5.
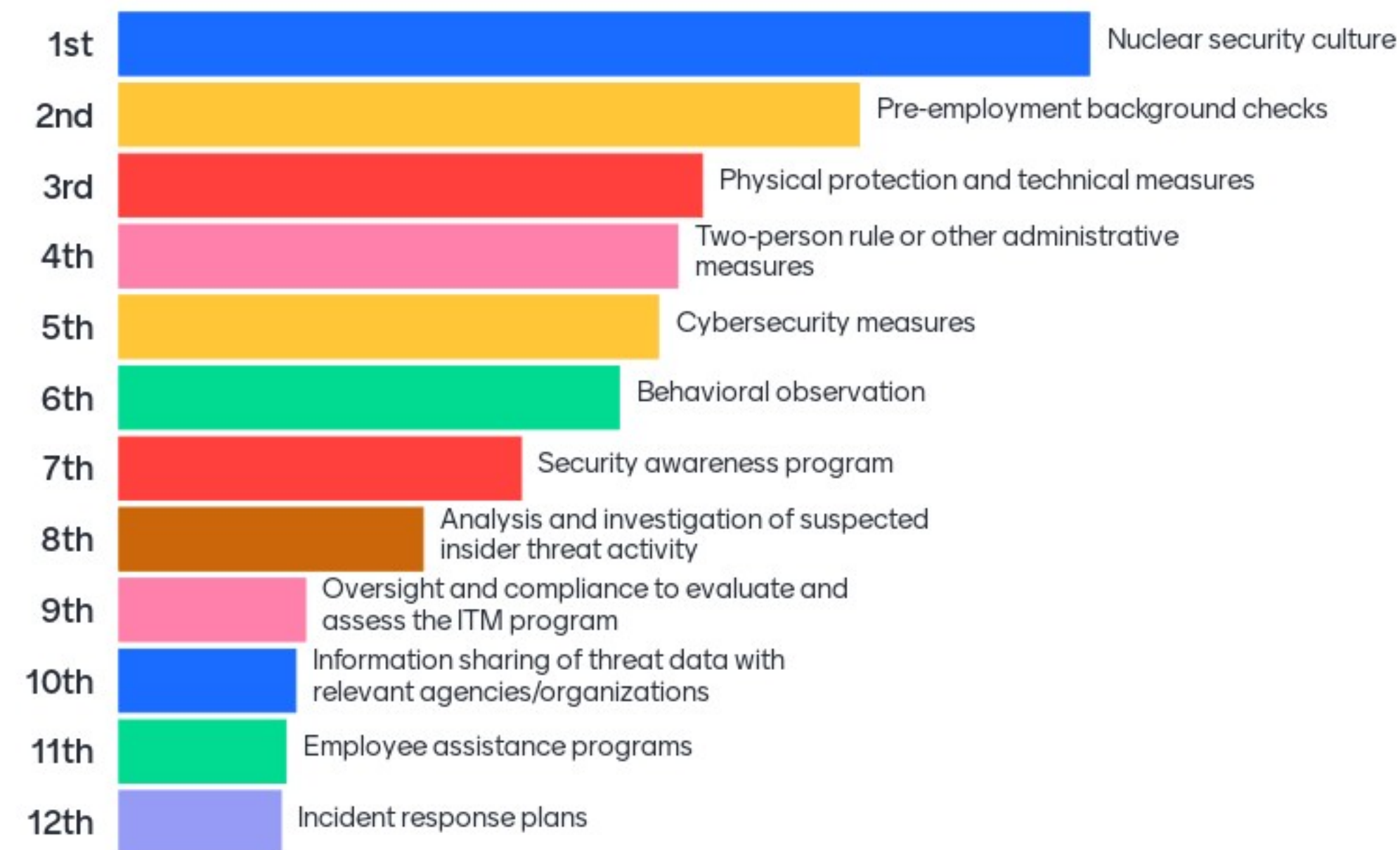
What does the State regulation, law, or policy identify as the core elements of an insider threat mitigation (ITM) program?

Category	Percentage
Vetting of personnel	89%
Security culture initiative	89%
Two-person rule or similar administrative measures	89%
General security awareness training	89%
Formal training and awareness program to recognize and prevent insider threats	78%
Self-reporting of security concerns and infractions	72%
Behavioral monitoring	50%
Employee assistance program to mitigate life stressors	39%

Mentimeter Question #6

Identify one way your organization can improve personnel vetting.

Identify one way your organization can improve personnel vetting

24 responses

exchanges on databases

collaboration with stakeh

psychological assessment

collaboratiin of relevant

avoiding bias

continuous follow-up

crime check

controls

fitness confirmation

supervising

cooperation

increase vetting staff

metrix

bop

feed back from education

interview   sharing the informations

leadershio involvement

nuclear security culture

hiring the right personne

periodic

guidance documents

international clearances

9   9

Final Thoughts

- No "one-size fits all"

- Influenced by social, cultural, political, and environmental conditions

- Hand-out: *Global Good Practices in Personnel Vetting for Nuclear and Radioactive Materials Security*

- **88%** have published guidance on personnel vetting

- **88%** have formal information sharing agreements between agencies and organizations involved in vetting process

- **77%** of States use role-based or risk-informed approach to conduct vetting