

Security Educator's News

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- Personnel Security -

Focusing on Our Most Important and Possibly Most Vulnerable Asset

"People are the corner stone of an effective security program."

This shouldn't be the first time you've heard the phrase mentioned above. If you have been around our education community for any length of time, you know management firmly believes in the importance of educating and motivating our biggest asset - people. You also know of their commitment to communicate patriotism, the importance of a sound security reporting program, and to ensuring that security professionals receive the training and support needed to effectively implement an effective personnel security program.

Focus on these concepts as you teach personnel security during the third quarter of the annual education program. Focus on the continuing evaluation process, telling your audience what it means, how important it is, and how their participation is "the" essential ingredient for success.

As educators, you are encouraged to brief not only requirements, but to add supplemental information to briefings that will motivate your audience to report activities they observe, derogatory personal information, and adverse information. You are also encouraged to take a few moments to review the training records of your personnel security staff members and to schedule them for needed professional training classes.

One of the biggest challenges faced by the personnel security professionals is having policy and management support to respond to the dynamics of human behavior. People are innately dynamic. As we go through life, we are confronted with changes that present new challenges. Some of these life changes and challenges can open a path that could lead to adverse behavior. When these situations present themselves, whether in the form of an adverse financial situation or possibly a situation requiring medical assistance, affected personnel must have the frame of mind to make a report of the situation, and security personnel must be ready to accept the report.

Your role as educators is to accept the fact that people may have difficulty reporting, and to communicate the necessity of reporting during your briefings. The pamphlet, "No Good Reason Not To Report" is an excellent guide to distribute to your audience.

As educators, you will work to assist personnel in meeting the goal of effective personnel security -- to meet the need of the government to protect both its national security, defense information as well as its biggest asset, the people selected to develop, work with and ultimately protect that information.



Out Logo Has a New Face

Not long ago our education community embraced a joint education forum concept. We invited representatives from the Army, Navy and various government agencies to participate in a security awareness program that would benefit all. In recognition of our ever expanding role in education, we have changed the logo. Look for our new logo on education products.



The dynamics of your profession as an educator will ask you to reach all audiences with your personnel security message. This includes providing the security professional with the information he/she may need to take the adverse information report. Several special reports have been written outlining the interview process. These reports include advice on how to talk to the individual -- how to protect the confidentiality of the individual and report and how to handle the information once presented.

On site CI representatives are of great help in this process. Please seek their advice and assistance.

Education About Espionage

The bottom line, espionage happens. For whatever reason, "something" happens to change the focus of a trusted employee to that of espionage. In past cases, there were indicators. These indicators were either not reported or acted on. Hindsight is 20/20. We have to learn how to see these indicators in real time and teach others how to see in real time as well. As educators, we must take into consideration the need to educate our managers on what to look for and how to react to the information provided.

Project Slammer



30+ convicted spies were interviewed as part of a 10 year study to determine what motivated them to commit espionage and the means by which they accomplished their crime. This study was

known as "Project Slammer." It was the first and only study of its kind. It was hoped that the study findings would reveal methods that could be used by security personnel, managers and CI professionals to detect spies and prevent espionage.

In 1993 another study known as "Son of Slammer" used the same methodology to focus on computer criminals. The goal of this study was to identify traits and methods of people who committed computer crimes. As with Project Slammer, it was the first and only study of its kind.

Although dated, we continue to use the findings of these two studies to teach security professional what to look for.

Project Slammer findings concluded:

- 1) No offender entered a position of trust with the intent to betray.
- 2) There were 2 prevalent personality traits 1) highly manipulative, dominant, self-serving and 2) passive, easily influenced and lacking self esteem.
- 3) A large number were substance abusers. (*Here's where we return to the 13 criteria used to determine trustworthiness, loyalty and reliability.*)
- 4) Their decision to betray was based in part on their belief that their coworkers would not turn them in. (*We get complacent when we should not. Indicators are to be reported!*)
- 5) They were male – (*This is not to say that women do not commit espionage. We have quite a few women who have betrayed the trust of the country. These stats reflect only those spies interviewed as part of Project Slammer.*)
- 6) Marital status was irrelevant.
- 7) Those interviewed were immature with an inability to cope.
- 8) Interviewees had an anti-social personality.
- 9) There were significant personality changes that started suddenly with behavior change throughout.

Teaching Management

Personnel won't necessarily come to you with a pattern of deviant behavior to discuss. They may have witnessed only one isolated indicator. So what can managers do? Recommendations include: changing management's attitudes (react!- acknowledge that spies do exist); document and act upon suitability issues (problems tend to resurface); heavy drinking, drug dependence, signs of depression, extramarital affairs and divorce could be warning signs of a security problem; educate co-workers and supervisors to intervene early with a troubled coworker; know your people; and foster an open relationship between counterintelligence and security.



Education at the National Level

The Joint Security Training Consortium (JSTC) convened to brief the community of educators, formerly known as the Certification Working Group on the preliminary and future plans of the consortium. The AF SP education community was once again asked to participate in the consortium, joining forces with other national level organizations who are also motivated to improve the education process for their service or agency. Issues raised at the JSTC meetings will be platformed in our community as education initiatives.

Highlights from the meeting are provided below. Two specific highlighted addressed as part of the JSTC vision statement were directed at the professionalism of our security work force.

1) Responsiveness to the requirements of the 21st century security environment (*i.e., the JSTC would like to make sure security professionals are ready to meet the challenges presented by the technologically sophisticated 21st century office and its business strategies*) and

2) With professional standing recognized by practitioners within the security community and those they serve (*i.e., the JSTC would like to ensure security professionals are recognized as career professionals, backed by an education and training process supporting their decisions*).

The JSTC also plans to survey all participants to enable them to better meet their mission statement :

- Develop common policies for training and professional development
- Establish certification programs
- Integrate training programs to achieve reciprocity and standardization
- Effect program evaluation, and
- Articulate requirement.

The JSTC will be calling on the experts from all security disciplines: Personnel, Physical, AIS, Information, OPSEC, and Education, to assist in the development of training programs, plans for implementation of those programs or when developing awareness products (This concept was addressed during our recent education meeting. Please make sure you know who the experts are at your location).

presented by the JSTC and to participate when needed to improve the security education process, the professionalism of security professionals and to develop those products needed to better protect our nations secrets.



3rd Quarter Personnel Security

Description: This lesson plan is designed to acquaint program briefed personnel with Personnel Security.

Training Objective: Identify clearance vs. access. Define individual reporting responsibilities to include adverse reporting and reporting change in personal status.

Learning Objective: At the conclusion of this lesson, personnel should have an understanding of the clearance vs. access process and know what their personal reporting responsibilities are, when to report the information and who to report it to.

Note: This is a great time to evaluate the education status of personnel security representatives. If the representatives have not attended personnel security classes, contact DSS to enroll them in the next training session.

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