

Bystander Engagement

Lewis R. Call

The power of the Department of Defense’s (DoD) Insider Threat Program resides in every individual in the DoD and their willingness to take action to help a friend, co-worker, supervisor, or family member in need. This requires us all to be aware, know whom to communicate with, understand which avenues for assistance are available, and take action.

How many times have we seen a change in the behavior of someone close to us over the course of a day, a week, or a month? What if that person was suddenly no longer at their desk or, worse, in trouble? What a terrible feeling. What could have been done to help?

The first preventative measure is to be aware of changes of behavior in your environment. Is that person next to you acting differently than usual? Is this behavior recent or lingering? Are you aware of any changes in their life? Don’t keep this information to yourself. We often don’t tell anyone when we notice a change in behavior because we feel we are telling on a friend. However, people often struggle in silence and only those closest to them can detect the behavior changes and act. If you don’t know whom to talk to, ask a co-worker, a supervisor, or a chaplain for support, but don’t keep it to yourself.



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LEWIS R. CALL

Mr. Call served in various Air Force intelligence roles for 25 years, including Operations Superintendent, deployment in support of Operation Iraqi Freedom (OIF), and SRA International as a Senior Systems Analyst. Since transitioning to civilian government employment in 2009, Mr. Call has served as Deputy Director, ISR and Special Communications; Deputy Director, SIGINT ISR Programs; Integration Branch Chief, and Deputy Director, DoD Insider Threat Program, where he has been since 2015. Mr. Call holds a Bachelor of Science in Business and Technical Management from the University of Maryland, a Master's Degree in Human Resource and Personnel Management from Central Michigan University, and a Master of Science Degree in Strategic Intelligence from the National Intelligence University. Mr. Call is a 2021 Harvard Kennedy School National Security Fellow. He completed the George Washington University Elliot School of International Affairs, National Security Studies Program, Senior Manager Course. Mr. Call was awarded DAWIA level III Certification in Program Management and completed the Federal Executive Institute, Leadership for a Democratic Society.

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Second, learn about the Employee Assistance Programs (EAP) that are available, not only for those around you but for yourself and your family. EAP services provide counseling and referrals for many services to employees with personal and/or work-related concerns, such as stress, financial and legal issues, family problems, office conflicts, and alcohol and substance use disorders. Know them, use them. They are there for you.

Finally, stay up to date with resources. New programs are being developed to assist in supporting you and your coworkers. In the near future, Prevention, Assistance, and Response Coordinators will be at every installation providing training and guidance on how to deal with uncomfortable situations. A hotline is also being established that will allow for anonymous communication about behaviors of concern. Each September, National Insider Threat Awareness Month brings new resources to support your engagement and raise your awareness of these issues.

Don't just be a bystander; be an informed and engaged upstander. Be the person who intervenes because they understand a personal situation can sometimes be harmful or dangerous to everyone. ✓

**SEPTEMBER IS
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