

# Workforce Protection: The Next Generation of Insider Risk Programs

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Since 2011, our community has successfully transformed Insider Threat Programs from reactive, often collateral duty assignments into a critical mission area focused on prevention, wellness, and collaboration. Along the way we have established a professionalization roadmap that includes a global certification and a graduate certificate, and we have educated our colleagues, supervisors, and agency leaders. Today, in 2024, insider risk professionals are members of a multi-disciplinary, global community committed to research-based policies, risk-based decisions, and ethical operational practices that fortify our organizations against current and emerging threats. In short, we protect our workforce.

Approximately 37 million Department of Defense personnel have worked between five and six billion hours since President Obama signed *EO 13587*.





Workforce Protection...accurately represents the work that we are doing...it summarizes our approach to risk management...



Fortunately, during this same period, we experienced and recovered from only a small number of high-impact insider threat events. Rare events present several programmatic and measurement challenges, and so in recognition of this reality, Insider Threat Programs moved away from predictive threat models toward risk management practices, and several groups relaunched as Insider Risk Programs.

While this change marked a meaningful step, it is not enough. “Insider Risk” still implies that risk resides only within the individual and suggests that if we remove the person from our agency, we remove the risk. This is not how we measure success. “Insider Risk” ignores the organizational factors that we know contribute to concerning behaviors that persist even as employees come and go. Also, it continues to evoke thoughts of constant surveillance and confrontation. “Workforce Protection,” in contrast, accurately represents the work that we are doing in our Hubs. It summarizes our approach to risk management, which includes our efforts to identify and mitigate both individual and organizational issues, and our attention to the full career life cycle. We believe this change once again will move our mission and our community forward because it captures our holistic approach and hopefully, inspires continued innovation. ✓

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