



### COI MISSION

The Security and Emergency Services (S/ES) Community of Interest (COI) creates professional development opportunities, provides community forums, and promotes the interests of Marine Corps S/ES organizations.

### COI VISION

To become an essential partner with installations and operating forces by providing Security and Emergency Service members individual career development opportunities and a network for exchanging knowledge, improving communications, sharing best practices, and finding innovative solutions which will deliver improved organizational capabilities to meet future safety and security needs for Marines, civilians, and their families.

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# Security and Emergency Services Community of Interest Newsletter

Winter 2015/16

## A Message from the Community Leader



Welcome to the Winter 2015/16 Security and Emergency Services Newsletter. While many of you may know me, others most likely do not. I am the newly appointed Assistant Deputy Commandant for Plans, Policies, and Operations (Security). I began my service with the Marine Corps as a Second Lieutenant in 1977, serving over 25 years as a military police officer, completing my last tour of active duty as the Law Enforcement Branch Head here at Headquarters Marine Corps. After retiring from active duty in 2002, I served as the head of the Mission Assurance Branch within the Security Division and I was recently appointed as a Senior Executive and assigned as the new Director on 20 Sept of this year. And based on my past experience with this Community of Interest, I will tell you that it is truly an honor to be working with all of you, the over 2,500 professionals of the Civilian Security and Emergency Services Community of Interest.

I would be remiss in not mentioning the efforts of my predecessor, Mr. Raymond F. “Geoff” Geoffroy in guiding our Community over the past decade. Mr. Geoffroy dedicated over four decades of his life to service to Country and Corps. In particular, he led the Marine Corps through the tumultuous period following the attacks on 9/11. It was his vision and drive that were primarily responsible for the Marine Corps security enterprise that exists today – one that is the envy of the other Services.

While much has been done, much remains to be done. The threats we faced a decade ago are not those we face today. We are confronted by intelligent and adaptive opponents – as security and emergency services professionals you play an integral part in protecting our Marines, civilians, families, and assets. I look forward to facing that challenge with you.

A final note. Elsewhere in this newsletter you will find information on the CY 2015 Security and Emergency Services Community awards. I encourage leaders to nominate individuals for this recognition. Awardees will be recognized at the annual Senior Leaders’ Security Conference in March 2016 in San Diego.

*Semper fidelis,  
Randy R. Smith  
Assistant Deputy Commandant (Security)  
Plans, Policies, and Operations*

## From the Editor

*by Mr. Pete Loughlin, HQMC PP&O(PS)*

Welcome to this edition of the Security and Emergency Services Community of Interest newsletter. As always, this edition contains a number of interesting articles that run the gamut of the diverse occupational series that comprise the community.

“Welcome aboard” is not quite the right phrase to extend to Mr. Smith, our newly appointed Assistant Deputy Commandant, Plans, Polices, and Operations (Security) and Security/Emergency Services Community Leader. As he mentions in his remarks, Mr. Smith has been involved in the Security/Emergency Services community for over thirty five years, both in uniform and as a civilian. He has been a key player the development of today’s Marine Corps Security and Emergency Services architecture and we look forward to his leadership and guidance in the years ahead.

I’d also like to echo Mr. Smith’s comments concerning the CY 15 Security and Emergency Services Community of Interest Awards. Details are contained in MARADMIN 560/15 (<http://www.marines.mil/News/Messages/MessagesDisplay/tabid/13286/Article/175246/cy-2015-kallstrom-and-security-emergency-services-awards.aspx>).

This edition has a particular focus on the Insider Threat. A cursory scan of today’s headlines shows that this is a challenge throughout our society, to include the Department of Defense and the Marine Corps. As both authors note, this is primarily a leadership challenge. To quote from MCWP 6-11 (Leading Marines), ...”leaders know their Marines (and civilians): where they’re from, their upbringing, what’s going on in their lives, their goals in life, their strengths, and their weaknesses.”

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## The Marine Corps Insider Threat Program (MCInTP)

*by Ms. Tera Dellow , HQMC, PP&O (PS)*

Over the last decade, thousands of classified U.S. National Security documents have been unlawfully disclosed by leakers such as Private Bradley Manning and Contractor Edward Snowden; while on base shooters, such as Major Nidal Hasan and Contractor Aaron Alexis, claimed the lives of at least 44 individuals, and others caused millions of dollars of physical damage<sup>1</sup>. These high profile incidents were conducted by insiders – “any person with authorized access to DoD resources by virtue of employment, volunteer activities, or contractual relationship with DoD”<sup>2</sup> – who, for various reasons, became insider threats. An insider threat is defined as “the threat an insider will use his or her authorized access, wittingly or unwittingly, to do harm to the security of the United States. This can include damage to the United States through espionage, terrorism, unauthorized disclosure of national security information, or through the loss or degradation of departmental resources or capabilities.”<sup>3</sup> The grave damage caused by these insiders highlighted an evolution in insider threats to our National Security apparatus, one we must adapt to. Therefore, the Marine Corps is developing an Insider Threat Program to improve the ability to deter, prevent, detect, respond, and mitigate insider threats while safeguarding people and classified information.<sup>4</sup>

The Marine Corps’ Insider Threat Program is in accordance with direction given in Executive Order 13587, DoD Instructions, DoD Directives, and Department of the Navy guidance. Some of the essential tasks include: Designate an Insider Threat Senior Official, issue formal policy, develop an insider threat awareness training program, and establish an insider threat analysis capability.

The objective for the analysis capability is to foster the cross domain integration of data and processes to fill gaps in the sharing, analyzing, and fusing of multi-disciplinary information for timely detection and response to insider threats. Insider threat information will be derived from three personas – (1) the technical persona – auditing and monitoring user activity on Marine Corps IT systems, (2) the physical persona – mapping a person’s activity by utilizing automated access control systems, (3) the behavioral persona – information gathered from personnel security, Counterintelligence and Law Enforcement information, and human resources. These personas will be synchronized to confirm or deny inquiries on possible insider threats.<sup>5</sup> The purpose of fusing and analyzing the three personas is to improve the Marine Corps’ ability to deter, detect, prevent, respond and mitigate unintentional or intentional incidents which could harm individuals, lead to unauthorized disclosure of information, and/or damage government property and resources.

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## The Marine Corps Insider Threat Program (MCInTP) (continued from page 2)

Although it is pivotal for leaders to use reporting mechanisms already in place to report and share insider threat indicators - which range from unauthorized disclosure of information to acts of workplace violence<sup>6</sup> - the vision of the MCInTP is to empower leaders at the lowest levels to “make a conscientious effort to observe their personnel and recognize that an individual may have no malicious intent, but is in need of help,”<sup>7</sup> therefore, identifying and preventing potential insider threats before they need to be mitigated. In order to accomplish this, the MCInTP will establish a Communication Campaign Plan and an Education Campaign Plan that leverages all the Marine Corps Leadership Principles with emphasis on “know your people and look out for their welfare.”<sup>8</sup>

The measures of success of this program will rely on existing capabilities (e.g., Antiterrorism web-based portals, force preservation council, violence prevention program, suicide prevention program, sexual assault prevention and response program, substance abuse program, etc.) with leaders performing the most critical role by understanding the program and communicating the importance of the program to subordinates through leadership, experience, and knowledge.<sup>9</sup> It is understood that the MCInTP is a new requirement, which may take time for leaders, and their subordinates, to adopt, trust, and support. However, the tasking from our policy makers is clear and we must start moving forward with the resources we currently have available to promote the program in order to start improving the safety of personnel, information, and equipment.

The MCInTP goal is to achieve Full Operational Capability (FOC) by the end of this fiscal year. At FOC, the program will significantly enhance the Marine Corps’ ability to protect its Uniformed Personnel, Civilians, Contractors, affiliates, and families from future violent acts and unauthorized disclosure of information, while simultaneously ensuring that civil liberties are protected. As the threat environment evolves, so must the Marine Corps.

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<sup>1</sup>GAO-15-543 Insider Threats

<sup>2</sup>MCO 5510.21

<sup>3</sup>MCO 5510.21

<sup>4</sup>MCInTP Implementation Plan

<sup>5</sup>Ibid.

<sup>6</sup>MCInTP Implementation Plan

<sup>7</sup>MCO 5510.21

<sup>8</sup>RP 0103 – Principles of the Marine Corps Leadership

<sup>9</sup>Insider Threat Prevention Campaign Plan

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## To Locate, Close With, and Mitigate the Insider Threat Program An Introduction to the U. S. Marine Corps Insider Threat Program

*by Mr. Ken Norwood, HQMC, PP&O (PS)*

Reverberating through the recruit squad-bays at Parris Island and San Diego or while pushing through the last nine miles of the Crucible, future Marines can be powerfully heard reciting the mission of the Marine Rifle Squad - “to locate, close with, and destroy the enemy, by fire and maneuver, or repel the enemy assault by fire and close combat.” This warrior transformation, combined with our ethos, which include “Every Marine a Rifleman,” forms a team of highly select, highly motivated and well-trained Marines, all pointed to an objective - Innovate, Adapt, Win.<sup>1</sup>

And, as General Gray, our 29<sup>th</sup> Commandant said, “Like war itself, our approach to warfighting must evolve. If we cease to refine, expand, and improve our profession, we risk being outdated, stagnant, and defeated.”

The opening paragraph and General Gray’s comments reference the ingrained determination of Marines in the face of battle, regardless of the enemy or threat, and to continually evolve and expand strategies and tactics to keep pace with the rapidly changing security environment.

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## To Locate, Close With, and Mitigate the Insider Threat Program (continued from page 3)

When pointed to an objective or asked **To Locate** the enemy of, or threats to our national security and reputation, the following responses head the list: Al Qaeda globally, the Islamic State of Iraq and the Levant (ISIL), the Taliban, Boko Haram, Russia, China, North Korea, cyber-attacks, transnational criminals, and weapons of mass destruction. Recent events of espionage, workplace violence, radicalization, terrorism, and unauthorized disclosure of classified information, require our sight picture to open from the traditional or hybrid threat, to include a threat from within - **the insider threat**.

To **Close With** the insider threat, the President of the United States issued an Executive Order (E.O.)<sup>2</sup> directing United States Government executive branch departments and agencies to establish, implement, monitor, and report on the effectiveness of insider threat programs to protect classified national security information. This E.O. was followed by national policy and minimum standards to promote the development of effective insider threat programs.<sup>3</sup>

*The insider threat is defined as, "the threat an insider will use her/his authorized access, wittingly or unwittingly, to do harm to the security of the United States. This threat can include damage to the United States through espionage, terrorism, unauthorized disclosure of national security information, or through the loss or degradation of departmental resources or capabilities."<sup>3</sup>(Writer's Note: This national definition should expand to include workplace violence and/or similar acts to capture the scope and seriousness of the insider threat).*

To implement and comply with executive guidance, the Secretary of Defense and Secretary of the Navy issued policy<sup>4,5</sup> and assigned responsibilities to develop and maintain an insider threat program to prevent, deter, detect, and mitigate actions by a malicious insider who represent a threat to national security, personnel, facilities, operations, and resources. The Marine Corps took immediate action by establishing the Marine Corps Insider Threat Program. The Deputy Commandant Plans, Policies, and Operations is the program's advocate and senior executive with the Assistant Deputy Commandant, Plans, Policies, and Operations (Security) serving as the senior official with the authority to provide program management, accountability, and oversight.

The program's main effort shall focus on intervention and prevention, with an emphasis on **leadership**. Leaders must make a conscientious effort to observe their personnel and recognize that an individual may have no malicious intent, but is in need of help. A tremendous investment has been made in our workforce and it is in everyone's best interests to help someone who may wrongly feel he or she has no other option than to commit an egregious act – such as espionage, unauthorized disclosure, suicide, workplace violence, or sabotage. Intervention prior to the act can save the individual's career, save lives and protect national security information.

Interim guidance was issued to every level of command from battalion to Marine Forces which included initial actions<sup>6</sup> to be enhanced by forthcoming Marine Corps insider threat policy.

Enduring policy shall be promulgated by the recently developed MCBUL 5510, "Marine Corps Insider Threat Program." The draft version shall enter the directives management process during 1<sup>st</sup> Quarter FY16 with a projected issue date for early 3<sup>rd</sup> Quarter FY16.

**And Mitigate** - The Marine Corps Insider Threat Program provides the Marine Corps with the capability to build upon existing efforts and reinforce its defenses against insiders who misuse their access and endanger national security. When fully implemented, the insider threat program shall greatly enhance our ability to protect employees and classified national security information, while simultaneously ensuring that privacy, civil rights, and civil liberties are protected.

<sup>1</sup> U.S. Marine Corps 36th Commandant's Planning Guidance

<sup>2</sup> Executive Order 13587 of October 7, 2011, Structural Reforms To Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information

<sup>3</sup> Presidential Memorandum - National Insider Threat Policy and Minimum Standards for Executive Branch Insider Threat Programs

<sup>4</sup> DOD DIRECTIVE 5202.16, The DoD Insider Threat Program

<sup>5</sup> SECNAV INSTRUCTION 5510.37, Department of the Navy Insider Threat Program

<sup>6</sup> MARADMIN 187/15, Marine Corps Insider Threat Program

## MCAS Beaufort Fire Department Preaches Holiday Safety

*by LCpl Jonah Lovey, MCAS Beaufort*

For many Marines, the holiday season is a time for relaxation and spending time with family. While it is important to get away from work for a brief time, do not forget about the safety hazards involved. From cooking to decorating, there are many things that could go wrong. Holiday mishaps can be easily avoided by following simple safety tips, and knowing how to properly apply them.

Christmas trees are bought and sold earlier every year, and tend to dry up quickly without proper care, according to the National Fire Protection Association.

When purchasing a live tree, be sure it is still moist. The trunk has to be cut, and the tree must be watered daily. When choosing an artificial tree, ensure it bears the 'Fire Resistant' label. While this type of tree can catch fire, it will resist burning and should extinguish quickly, according to the NFPA.

"You shouldn't place (Christmas trees) near a heating vent, fire place, candles, or anything that would dry it out," said Joseph A. Otterbine, lead fire inspector and fire investigator at the Marine Corps Air Station Beaufort Fire-Rescue Department.

When it comes down to decorating your tree, be sure that all cords and wires are safely connected to the proper power source to prevent electrical fires.

"Make sure there are no frays in wires, broken bulbs or overloaded power outlets," said Otterbine.

Another fire hazard in the home is fireplaces. According to the NFPA, everything and everyone should be kept a safe distance from the fire. Do not burn any wrapping paper in fireplaces because embers can escape and cause uncontrolled fires. Use the safety screen in front of your fireplace to make sure the fire is contained.

Many people like to burn their Christmas tree after the holidays. A dry Christmas tree will ignite in seconds.

"A room with a dry Christmas tree can ignite in 43 seconds," said Otterbine. You must have a plan, and keep in mind how fast you can get out. Properly disposing of trees at a landfill or taking them to get mulched are safer alternatives." Many Marines travel to visit friends and family during the holidays, and driving in winter weather conditions can be very dangerous.

According to the National Safety Council, driving in the snow or on iced-over roads can cause drivers to lose control and cars to spin. Almost 900 people are killed and nearly 76,000 people are injured each year in motor vehicle crashes during snowfall or sleet, according to the NSC.

Follow the speed limit, winterize your vehicle and don't drink and drive. According to [dmv.org](http://dmv.org), you can prepare your vehicle for the winter by changing the oil, installing snow tires and keeping an emergency kit in the car.

Turkeys are often cooked and eaten during the holiday season, and it's important to know how to properly prepare, cook and operate the deep fryer or oven. Deep fryers should only be used outdoors, on a flat surface, at least 10 feet away from houses with the appropriate amount of oil, according to the NSC.

The turkey should be completely thawed before frying, because ice and hot oil can be an explosive combination. The oil from deep fryers can overflow, and the flame underneath can ignite the oil and cause a fire.

"Be sure all fire extinguishers are up-to-date, smoke detector batteries are working and there's an emergency evacuation plan in place in case a mishap occurs," said Otterbine.

Following safety precautions during the holidays and know how to react in the event of an emergency. It can save your life.

## Passed Over for A Promotion?

Nothing can be more disappointing and frustrating than being passed over for a promotion. So many emotions surface as you try to understand what happened and why. The career ladder isn't always easy to climb. Many factors are a part of the selection process. But, getting passed over can be especially personal and hard to accept. Job coaches suggest that the number one focus needs to be getting your emotions in check by taking the time to process them. Frequently, raw emotions such as anger, self-doubt, sadness, etc. can become public and make the applicant look less than professional. It may be necessary to come to terms through alone time or talking with a trusted friend.

To continue to keep your career on an upward trajectory, take the next steps to ensure that you will be a more viable candidate next time. In the article, "What to Do When You're Passed Over for a Promotion", by Arlene S. Hirsh, the author suggests the following actions:

1. **Seek feedback.** Listen carefully. Ask for clarification. For example, if "interpersonal skills" are mentioned, find out what aspect of interpersonal skills you should develop. Don't get defensive. Be calm and non-confrontational.
2. **Find a mentor in the organization.** Observe, learn and take advice.
3. **Get comfortable with political savvy.** Work to build professional relationships inside and outside your office.
4. **Focus on yourself.** Instead of thinking about why you didn't get the job, re-frame your thinking to be - What do I need to do to be promotion ready? Create actions steps for skills you would like to learn.
5. **Be positive and optimistic, even when you might feel bitter.** Frequently, the job selection process is close between two candidates. Your professionalism is of utmost importance for moving forward.
6. **Get better at how you present yourself verbally.** Sometimes the best candidates stumble over their words and accomplishments during the interview. Ultimately the most important lesson is to learn from the experience and be a more resilient, confident and self-aware leader. Look forward, not backward to pull your career in a positive direction.

## CALENDAR OF UPCOMING EVENTS

### Mission Assurance Operational Advisory Group 01-16

26-28 Jan 16—MCB Kaneohe Bay, HI

**POC:**

Mr. Bill Gresham  
(703) 692-4237  
[william.gresham@usmc.mil](mailto:william.gresham@usmc.mil)

### 2016 USMC Senior Leaders Training Event

7-11 Mar 16—MCRD San Diego, CA

**POC:**

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## Message Board

This section lists recent messages of interest to the S/ES COI.

- CMC PPO PS 211739Z SEP 15—MESSAGE #1, 2016 U.S. MARINE CORPS SENIOR LEADERS SECURITY TRAINING EVENT
- MARADMIN 507/15—SECRETARY OF DEFENSE DIRECTED FORCE PROTECTION EFFORTS FOLLOWING THE CHATTANOOGA ATTACKS
- MARADMIN 560/15— CY 2015 KALLSTROM AND SECURITY-EMERGENCY SERVICES AWARDS
- MARADMIN 599/15—POLICY, AUTHORITIES, AND PROCEDURES RELATIVE TO AUGMENTING SECURITY AND ARMING PERSONNEL IN THE PERFORMANCE OF SECURITY DUTIES
- MARADMIN 600/15—PROTECTION GUIDANCE IN RESPONSE TO RECENT TERRORIST EVENTS
- CMC PPO PS 011435Z DEC 15—MARINE CORPS INSTALLATIONS COMMAND HOSTED MISSION ASSURANCE OPERATIONAL ADVISORY GROUP 01-16 ANNOUNCEMENT

