



Personnel Security Guidance for coming out of Lockdown

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This guidance provides Personnel Security advice for organisations on how to mitigate potential security risks during the government's 4 Step Plan for coming out of lockdown. It also describes the **opportunities** for organisations to reinvigorate or introduce new security practices to build back stronger and with better security.

This guidance is aimed at stakeholders responsible for your organisation's [Insider Risk Mitigation Programme](#) (Security Managers, IT Security Managers, HR professionals) and, additionally, anyone responsible for input into return to work policies and procedures such as Legal Advisers, Communications Teams and Occupational Health.

Since the start of the pandemic in Spring 2020 many organisations have implemented emergency plans for their workforce which required existing security policies and procedures to be adapted. These plans needed to be flexible as lockdown eased during last summer and then dialled up again as the UK entered a second lockdown. We are now on the government's 4 step road map to ease out of lockdown and there are recommended actions your organisation should take to stay both safe **and** secure as this progresses.

In this context, ease of lockdown is defined as the reopening of your workplace to some, but probably not all, of your workforce, possibly with new social distancing measures introduced that will significantly change the way that you operate in the workplace. Even after the ease of lockdown, many people in your workforce may continue to be working remotely on a permanent basis. Some may remain on furlough, and others unfortunately are facing redundancy

Key information contained in this guidance

1. Reviewing your Personnel Security Risk Register
2. The role of Senior Managers during ease of lockdown
3. Effective communications to keep an organisation and its people safe and secure
4. Motivation of the workforce in times of change
5. Maintaining effective workforce monitoring
6. Managing secure exit procedures

1. Reviewing Your Personnel Security Risk Register

When an organisation experiences a large change to their operating procedures, such as required during an ease of lockdown, a review of the organisation's [Personnel Security Risk Register](#) is recommended. This review should identify new ease of lockdown personnel security risk scenarios including risks such as: from those who are now permanently working remotely, those returning to work but in a new working pattern to accommodate social distancing or in part of a new blended remote/office arrangement; those who are still on furlough; and, those now leaving the organisation due to redundancy. The personnel security risk from each of these scenarios will differ according to the organisation and the role of the individual member of staff, but should be identified, assessed and recorded on the organisation's Personnel Security Risk Register.

Conducting a personnel security risk assessment before making changes will help an organisation put new policies and procedures in place to mitigate a range of potential insider risks. CPNI's guidance on [Insider Risk during a Pandemic](#) identified types of workplace behaviours of concern that can increase the risk of an insider act.

CPNI research has shown that disaffection is one of the primary motivators for insider acts. The CPNI Insider Data Collection Study (2013) states that:

"Although revenge against the employer was noted as a primary motivator in only 6% of cases, general disaffection with the employing organisation continued to be a contributory factor in many of the cases assessed. The research showed that in many insider cases there was an element of disaffection displayed by the employee. This ranged from being the main reason for the employee deciding to commit an insider act, to simply being disengaged from their employer and therefore not feeling committed to their organisation."

During this ease of lockdown phase, workforce disaffection could be caused by staff feeling disgruntled by enforced changes to their working arrangements, feeling unsupported by an employer whilst working remotely for a long period if there have poor communications relating to their role, or uncertainty about their health and safety as they return to work, or even future job insecurity. Disaffection can make people feel that the psychological contract between the individual and the organisation is damaged and begin on a pathway to towards harm. Therefore, organisations should consider how they can effectively mitigate workforce concerns and maintain good relationships during ease of lockdown.

A range of potential ease of lockdown personnel security risks to consider is at **Annex A**.

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2. The Role of Senior Management during ease of lockdown

Seniors should seek a continual/regular update from their organisation's Insider Threat Stakeholder Group (ITWG) on progress reviewing the Personnel Security Risk Register. The accountable owner for people risk should also have a sound understanding of these risks and support recommended measures being proposed by the ITWG to mitigate the threat.

During the ease of lockdown leaders have a important role in regularly communicating messages to the workforce on both safety **and** security. This can help reduce potential anxiety in those feeling uncertain about their return to the workplace or their future role in the organisation and therefore mitigate feelings of disaffection. Research on the importance of engendering trust during times of organisational change has been undertaken by Professor Rosalind Searle and Dr Charis Rice for the Centre for Research and Evidence and Security Threats and can be accessed at : www.crestresearch.ac.uk/news/managing-organisational-change

When faced with radical change or crisis, leaders should support the coping mechanisms and resilience of employees in communications by:

- Raising awareness for the reason for and the benefits of change;
- Supporting employees to feel they can make the change;
- Creating processes for employees to share their knowledge;
- Promoting the instances where employee feedback contributed to the change.

How and when leaders communicate about change – particularly the in terms of the topics covered, how it is delivered, frequency of messaging and the overall quality - provides employees with evidence about their trustworthiness and that of the overall organisation. The new CPNI [Organisational Change Assessment Toolkit](#) will help your organisation assess how well you are at communicating these messages.

Mature organisations will involve their workforce in identifying potential security vulnerabilities and in co-creating solutions. They will be consultative on developing policy and processes with end-user testing and evaluation before implementation. This will ensure that the workforce feel listened to and minimise the disgruntlement that often accompanies counter productive workplace behaviour.

Key points for communications from leaders during ease of lockdown can be found at **Annex B**.

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3. The Power of Effective Communication

Effective and regular communications will play an important role in ensuring an organisation successfully eases lockdown by helping to build the trust and confidence of staff and establishing and maintaining good security practices. Communications can be via your corporate channels but should also be from all managers directly to their staff and cascaded down throughout the workforce.

Organisations will be thinking of the safety of their workforce as they plan for ease of lockdown, but this is an opportunity to also embed security messages alongside safety. Examples of how to blend safety and security messaging can be found at **Annex C**.

Reminding all staff that they have a responsibility to look after their colleagues who may need additional support is key to both welfare and security at this time. The CPNI [‘It’s Ok to Say’](#) programme provides advice on how to increase staff awareness to workplace behaviours of concern and recommends ways to design reporting mechanisms to get appropriate support both from the security team and welfare.

Workers in vetted positions should be reminded of their responsibilities to inform their employer of significant changes to their personal circumstances that may have occurred during the lockdown period, such as: bereavement, financial changes, or significant personal relationship changes. Mechanisms to access HR channels if workers continue to work remotely should be implemented to encourage this action.

Staff working remotely should be included in corporate communications about change across the organisation and should be given clear guidance on how to continue to work effectively and securely. This should cover their job activities and outputs, future communications with line managers and colleagues (both work and social events to avoid isolation), advice on creating safe and secure working environment, the importance of reporting security concerns, the secure use of technology and, of course, welfare.

It is important that those working remotely still have access to the support networks available to those on site such as vetting, occupational health, and wellbeing. CPNI has produced [Remote Working Guidance](#) and for IT Security [please refer to NCSC’s Working from Home Guidance for further information](#).

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4. Maintaining and Encouraging Motivation / Performance of your workforce

4a. Workforce Motivation and security

Employers need to ensure that the organisational culture is inclusive, and in order to help mitigate potential feelings of disaffection, every worker should feel like they are valued and if returning to the workplace, that it is a safe and secure environment. Personal, honest narratives from members of staff about their experiences returning to the workplace (e.g. how safe they feel, how good was to be back in the office) can help others allay their concerns.

In addition to the communications outlined above, which will help allay concerns and anxiety and manage expectations about return to the workplace, it will be important for organisations to have a re-orientation or re-induction process for staff as they return to the workplace to reinforce the mission and core values of the organisation if there has been significant changes to operational capability. CPNI have created [guidance for Line Managers as staff return to the workplace](#).

Appraisals and performance reviews that may have been delayed as a result of lockdown should be rescheduled and communicated to all the workforce, including those working remotely, with a target completion date. This ensures that the workforce get recognition and feedback for their work during the past year and mitigates disaffection. Organisations should also consider conducting these virtually to ensure that any problems relating to performance or welfare are addressed in a timely manner and extend these review arrangements to include remote workers. [CPNI has issued guidance on how to securely conduct interviews online](#).

Managing poor performers should also continue to be addressed to prevent the worker's behaviour becoming of more serious concern. Organisations may also want to review individual/team targets set pre-Pandemic to ensure they remain achievable and workers remain sufficiently motivated to reduce likelihood of disaffection where previous expectations are no longer realistic.

4b. Performance of staff in security

Organisations should consider refresher training to cover new working practices resulting from the pandemic. Wearing a face covering (unless exempt) is likely to remain a requirement in enclosed public places and work places for many months despite lockdown easing. CPNI has created guidance on how to communicate effectively with face coverings is provided [here](#).

Training recovery plans should be implemented for those requiring recurrent security training to perform their roles. For example, some screening roles require refresher

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training annually to gain certification and these certificates may have expired during lockdown. Plans should therefore be in place to provide this training as soon as possible. Organisations should also consider a period of refresher security training for workers who may have been absent from their duties for a period of time to avoid skill fatigue or complacency resulting in missing potential threats. This may require working with training providers to deliver alternative digital training approaches rather than a classroom-based environment to meet with social distancing recommendations.

This is a perfect opportunity to reinvigorate key security messages as part of that process across the whole workforce including those continuing to work remotely or on furlough. If new security procedures have been introduced since the Lockdown, where and how these have now changed as lockdown eases, should be clearly communicated and explained to the whole workforce. CPNI has a range of off the shelf campaign materials that can support an organisation in delivering clear and effective security awareness on a range of topics as staff return to the workplace. For example [building in security deterrence messaging](#) within information about reopening and reminding staff and, if applicable, public visitors to be vigilant for and report suspicious activity. These free and editable campaign materials can be found on the [CPNI public website](#).



5. Maintaining Effective Employee Monitoring Capabilities

During this ease of lockdown organisations should consider how they will continue to effectively monitor their workforce where they must adopt new flexible working patterns to meet social distancing requirements or new remote working arrangements. Consideration should be given as to how workers will be supervised and where IT protective monitoring ‘flags’ must be adjusted to account for these flexible working patterns such as: working in split shifts early and late, working week on and week off, weekend rosters or other pre-agreed combinations of flexible working remotely.

Many organisations have divided their workforce into shifts to reduce workforce numbers at site to allow for social distancing. Where teams are split, organisations should consider fixing these teams into regular cohorts or “bubbles”. This provides reassurance to the workforce that there will be limited cross contamination in the workplace, whilst also helping to maintain capability in the event of a new variant COVID outbreak in the workplace. Importantly for security, maintaining a regular cohort/ team will also allow for more effective workforce monitoring where counter productive workplace behaviour can be more easily recognised by familiar line managers and colleagues, plus IT protective monitoring flags can be appropriately adjusted.

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The whole workforce (staff and contractors) should receive appropriate guidance and training to ensure they fully understand and adhere to organisational IT Policies - especially where rules have been relaxed during lockdown, but now must be re-established. This will reduce the number of accidental IT breaches across the organisation.

Organisations should also consider how IT monitoring capabilities are implemented for those continuing to work remotely on a permanent basis. Your lawyers should be consulted before extending protective monitoring capabilities to personal devices or personal use of corporate devices. Opportunities to detect unusual activity in remote workers use of corporate IT may be greatly increased if using Virtual Private Networks (VPN's) . Further guidance on the use of VPN's can be found at: <https://www.ncsc.gov.uk/collection/mobile-device-guidance/virtual-private-networks> to access corporate servers.

6. Managing Exit Procedures

Sadly, as the UK economic future becomes clearer, some organisations will need to make members of their workforce redundant. Employees leaving your organisation will have knowledge about your operations, assets and security vulnerabilities. The circumstances surrounding a departure may not always be amicable between you and your employee. There is a risk that the confidentiality, integrity and availability of critical assets could be compromised if no effective exit and legacy controls are in place, resulting in financial, legal and operational impacts for your organisation.

A formal and thorough procedure for all staff and contractor departures will ensure appropriate actions are taken to protect your organisation without unduly disrupting the employer-employee relations. A process that is fair and respectful of employees will mitigate disaffection in those who may otherwise want to enact revenge on a perceived injustice during what has been a very uncertain period.

[CPNI's 'Exit Procedures Guidance'](#) provides a framework for ensuring security is considered throughout the exit process, including an exit interview to help mitigate disaffection and as well as providing an opportunity for the organisation to explain future security obligations for exiting staff.

Specifically, exiting employees should be given advice about managing their future digital footprint(https://www.cpni.gov.uk/system/files/documents/59/06/10_Tracking%20my%20digital%20footprint_FINAL.pdf) to shape, monitor and own their information online. They should also be reminded about the threat from hostile targeting on professional networking sites as they seek new employment. CPNI has helpful guidance on the secure use of professional networking sites that should be made available to all employees with sensitive access : <https://www.cpni.gov.uk/think-you-link-0>.

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Should you have any queries or require additional per sec guidance regarding the Ease of Lockdown please contact your CPNI advisor or via CPNI Enquiries: <https://www.cpni.gov.uk/general-enquiries-form>.

CPNI's full Protective Security Guidance can be accessed at www.cpni.gov.uk

Additional Resources

- CPNI Insider Threat Mitigation Framework: <https://www.cpni.gov.uk/insider-risks/insider-risk-mitigation-framework>.
- CPNI Protective Security during COVID-19
<https://www.cpni.gov.uk/system/files/documents/7a/08/Protective%20Security%20During%20Covid-19.pdf>.
- CPNI Embedding Behaviour Change – 5 E's Principles:
<https://www.cpni.gov.uk/system/files/documents/98/dc/Embedding-Security-Behaviours-Using-5Es.pdf>.
- CPNI Workplace Actions Campaign: <https://www.cpni.gov.uk/covid-19-workplace-actions-0>.
- CPNI Insider Study Collection Paper:
<https://www.cpni.gov.uk/system/files/documents/63/29/insider-data-collection-study-report-of-main-findings.pdf>

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Annex A

Possible Ease of Lockdown Per Sec Vulnerabilities and Risks

A personnel security **vulnerability** is a weakness in organisational policies and procedures, which if exposed to a hostile threat, will create personnel security risk.

In the Workplace consider:

Welfare/HR/Managers

1. Staff returning to the workplace with high levels of concern about their health and safety leading to high employee anxiety levels, which if unresolved, can lead to disaffection.
2. Staff returning to the workplace feeling uncertain about their future employment and potential redundancy, which if unaddressed can lead to disaffection.
3. Staff returning to the workplace with ongoing issues relating to caring responsibilities leading to welfare concerns which if unaddressed can lead to disaffection.
4. Staff returning to the workplace who cannot be given the opportunity to work remotely, which if unaddressed can lead to disaffection.
5. Interviews conducted online, not face to face, can make rapport building and accurate behavioural assessment more difficult potentially leading to less effective security screening processes.
6. Whole Cohorts/Teams all needing to self-isolate due to new variants of the virus, leaving gaps in key operational delivery areas of the organisation leading to reduced security.
7. Staff not having timely appraisals/ feedback /objective setting potentially can lead to workforce feeling demoralised or disaffected.
8. Staff in post with expired clearance or without appropriate vetting aftercare leading to risk of unidentified security concerns within the workplace.
9. Exit process for leavers not applied thoroughly leading to increased security breaches as staff depart still holding sensitive assets.
10. Staff leaving the organisation, feeling unfairly treated during lockdown, now potentially disaffected and seeking vengeance (ie nothing to loose).

Reporting concerns/Monitoring

11. Social distancing makes observation of workplace behaviour of concern more difficult for line managers and colleagues to recognise, can lead to unreported security acts of concern.
12. Use of face coverings can make security screening more difficult. If safe to do so, request face coverings should be temporarily removed for identification purposes.

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Poor IT Security

13. Unauthorised working practices 'just to get the job done' can lead to security breaches e.g. under classifying material in order to share with colleagues working remotely.
14. Rapid increase use of BYOD without policies in place can lead to the development of poor security behaviours that are unmonitored

Environmental Issues

15. Small meeting rooms for secure conversations 'out of bounds' due to social distancing, so sensitive conversations being held in inappropriate locations where they can be overheard can lead to higher risk of security breaches.

Training

16. Routine HR processes such as security induction not in place for new staff can lead to lack of security awareness and potential for increased security breaches.

Supply Chains

17. Need to quickly contract with new and untested suppliers can lead to potential higher number of unknown security risks within the supply chain.

Access Control

18. Visitors not appropriately screened with usual physical identification documentation e.g. Passports and Driver Licences, can lead to inappropriate access to sites.
19. Staff Passes expiring without use can lead to access issues at point of return to work as staff cannot enter buildings or secure areas of operation.

When Working Remotely consider:

HR/Managers/Welfare

1. Staff remaining on furlough, with increasing financial insecurity but without organisational support can lead to disaffection.
2. Staff developing physical health problems due to long term remote working e.g. using inappropriate desks, chairs, peripherals and unable to access Occ Health support can lead to disaffection.
3. Staff wanting to return to workplace but unable to do so, due to social distancing measures, left feeling isolated and disgruntled by perceived unfavourable treatment compared to those who do return, can lead to disaffection.

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4. Staff working remotely for an extended period without line manager support feeling isolated from organisation and colleagues leading to increased demotivation, anxiety and stress can lead to disaffection.
5. Staff working remotely beyond normal hours because they are unable to 'switch off' leading to staff stress and anxiety which if unaddressed can lead to disaffection.

Environmental Issues

6. Increased security breaches related to working remotely i.e. overheard conversations by others in household, or materials not appropriately destroyed.

IT Security

7. Insecure use professional networking sites by staff with experience in sensitive roles seeking new employment having been made redundant can lead to increased targeting by hostiles.
8. Insecure use of IT and peripherals "just to get job done " such as inappropriate sharing of sensitive information over unencrypted platforms and emailing to personal accounts, can lead to unintentional security breaches.

Reporting Concerns/Monitoring

9. Increased number of security breaches going unreported whilst working remotely due to lack of management /protective monitoring oversight leading to unknown security risks

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Effective Communications for Leaders on ease of lockdown

1. In a time of crisis and when under pressure, leaders can easily move to command and control communication style, issuing orders. But, during the ease of lockdown, leaders have an important role in providing reassurance to a workforce that may be anxious and uncertain for a range of reasons. Commons workforce concerns during ease of lockdown will be:

- Anxiety/fear for health during travel and/or when in the workplace
- Uncertainty of future job security
- Low mood/depression from long term isolation
- Coping with loss/ill health/financial insecurity/caring responsibilities.

Communications that acknowledge workforce concerns and provide sources of support can help to reduce the feelings that can lead to disaffection, which if ignored can eventually lead to workplace behaviours of concern. Examples of possible sources of organisational support are: Occupational Health Teams, Personal Counsellors, Financial Advisers, Organisational Charities.

Communications that help limit the uncertainty felt by staff may help reduce anxiety. For example, acknowledging that there is still a lot unknown about the future, but given what is the known, describing the realistic plan going forward, without over promising. Failing to deliver on promises will lead to further anxiety in the workforce and allow room for unhelpful rumours and conspiracies to quickly circulate.

2. In a dispersed workforce, who may be facing personal, as well as professional challenges, it's as important to be an inclusive leader and help everyone to feel engaged and connected. Senior communications should:
- Avoid unconscious bias preferences
 - Create conditions that enable everyone to contribute to the Ease of Lockdown workplace
 - Still reach those who are remote working without access to corporate systems.

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An Example of how to communicate effective safety and security messages in a Senior Leader's Blog on ease of lockdown:

'All in this Together'

It is just over a year now since COVID-19 really took hold across the world and we all went so rapidly into lockdown. As I look back on those days now, I remember the scale and pace of it all. One minute we were washing our hands a bit more often, then schools closed, and we were all sent home to sit tight and wait it out. It was unprecedented and abrupt and chaotic and scary.

As we slowly emerge out of lockdown, we have been busy working hard to ensure that as you return to work we have all the measures outlined by Public Health England in place to safeguard your health and wellbeing. Guidance on these measures, which we all need to follow have been outlined to you already. Whilst we have had to adapt certain processes, the security measures we deploy at XXXXXX remain 100% effective. If you have any concerns or are unclear about changes to processes, I encourage you in the first instance to talk with your line manager. If you observe colleagues not following these new rules, please speak up and politely remind them or report your concerns to XXXXXX. **The Health, Safety & Security of XXXXX staff remains our number one priority.**

The past year has, without doubt, been an extraordinary and uncertain period for everyone. Each and every one of us will have different experiences – **but we are all in this together** and need to support each other as much as we can. Be kind to those who are suffering the most; and try to stay as positive as you possibly can. Please ensure you reach out to wellbeing support (contact details below) – a conversation with a friendly face can always make a dark day brighter and provide the emotional support we may need. Equally, if you are concerned about your colleague who may be struggling, please raising your concerns by speaking to your line manager. **It's Okay to Say.**

We can move forward from this. We are **all in this together**. We can all make XXXXXX a safe, secure and enjoyable place to work.

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Examples of opportunities to blend security and safety messaging

Touch Point	Safety	Security
Worker required to use pin pad to access restricted areas of the office	Communications from seniors prior to returning to workplace to reassure and inform workers measures in place to protect them and their responsibilities. Hand Sanitiser station at each access point with comms campaign reminding staff to keep themselves & their fellow workers safe	Communications from seniors reinforcing the role everyone needs to play in keeping the business safe & secure. Reminding workforce on the threat and why the pin pads are in place. Security Behaviours the workforce must follow (e.g. no propping door open or facilitation of tailgating to avoid colleague having to use the pin pad).
Working Remotely	Communications relating to working remotely safely Maintaining regular communications with team / line manager Maintaining Work/Life Balance. Supporting wellbeing of remote workers. Supporting workers to make adjustments	Workers who have 'opted' to continue to work remotely will need to complete a 'remote working training package' which reinforces security threats, Org Policy & guidance on do's/don'ts. Prior to continuing remotely, workers to pass a short e learning knowledge check to ensure they understand remote security principles. Communication reminders encouraging workers to report any suspicious/unusual I.T activity to Security Dept.
Team Meetings	Communications from seniors outlining as part of the 'return to BAU' phase, physical meetings will be replaced through use of technology to talk. CPNI Workplace Behaviour Campaign materials : "Message More Meet Less" "Use technology to talk"	Opportunities to deliver reminders of support channels available to the workforce where physical meetings are not taking place – for example on email signature of senior's comms signposting to either line manager, colleagues or organisation welfare channels with contact details. Employee vigilance – looking out for their colleague who may need support. The CPNI "It's Ok to Say" programme provides advice on how to increase staff awareness to workplace behaviour of concern. Line Manager Job objective relating to welfare and security of their team.

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