Discover the Marcum Difference

THREE RIVERS COMMUNITY COLLEGE

THREAT ASSESSMENT TEAM TRAINING
Discover the Marcum Difference

THREAT ASSESSMENT TEAM ("TAT")
REASONS FOR TEAMS

- Assembles relevant skills at one table
- Allows specialized training
- Concentrates and magnifies experience level
- Increases case finding
- Divides labor
- Improves management plans and follow-up
CRITICAL STEPS

1. Sponsorship
2. Team Structure
3. Team Process
4. Training
STEP 1

SPONSORSHIP
OBTAIN SPONSORSHIP

- Need sponsorship

- Need commitment from HR, Security, EAP (if internal), Legal

- Need cooperation from Benefits, Workers’ Compensation, Medical/Nursing, Managers, Supervisors
STEP 2

TEAM STRUCTURE
Disciplines

- Management designee
- Human Resources
- Clinical Staff
- Security
- EAP provider
- Labor Relations or Attorney General Office
- Union official, as appropriate
Core Members

- Management designee
- HR
- Clinical Staff
- State Police/Security
- EAP Provider
- Office of Labor Relations
- Union Official
Discover the Marcum Difference

Functional Team Members

- Core Members
- As Necessary
Core Members

- HR
- EAP Provider
- Office of Labor Relations
- Management designee
As Necessary

Risk Management

- Internal Security
- Legal Counsel
- Affirmative Action
Desired Expertise

- Personality
- Psychopathology
- Criminal Investigation
- Interviewing
- Criminal Behavior
- Violence, including domestic violence
- Dangerousness
- Employment Law
Desired Expertise

- School culture, policy, and organization
- The subject’s culture
- Interacting with dangerous people
- Facility security
- Personal security
- Compensation
- Benefits
- Workers’ Compensation
Attributes

- Flexibility
- Creativity
- Empathy
- Logical decision-making
- Calm under stressful condition
Attributes

- Discreet
- People skills
- Team Players
- Accuracy
- Ability to communicate
- Available
Direct supervisor of threatened person should never be on team if there is a concern that he/she:

- May be friend or ally of the person who is making the threat
- May leak information
- May become victim
- May be too close to situation
Tip

Victim should never be on the team because

- Changes team focus from all employees to one employee
- Not objective and will bias team
- May become adversarial in future and should not have access to team deliberations
**Tip**

*Teams should be as stable as possible*

- Decreases training costs
- Preserves evidence
- Preserves coordination and follow-up
- Require 3-5 year commitment
- Avoid most mobile people
ROLES AND TASKS
Team Roles

Identifying the potential for violence
• Trends analysis

Prevention
• Procedures
• Recommend/Implement Training
• Internal Communications
• Inspections
• Surveys
Team Roles

Responding to Acts of Violence

- Investigation and Intervention
- Response Planning and Corrective Actions

Threat Assessment Team Review

- Agency Response
- Effectiveness of Emergency Procedures
- Outside Responders
- Prevention Strategies
- Organizational Culture
- Supervisory and management issues
Team Tasks

- Obtain training for the team
- Obtain training for HR and Security organizations
- Plan manager/supervisor training
- Evolve the process
- Request investigations
- Case management
- Advise intervention plans
- Case follow-up
Team Tasks

• Record-keeping

• Statistics and trend analysis

• Policy recommendations

• Survey planning

• Program evaluation/quality assurance

• Training updates
STEP 3

DEVISE TEAM PROCESSES
Communications

INPUT CHANNELS:

• Receiving reports

• Preserving multiple entry points

• The “hot-line” question

• Need for case definition
Internal Team Communications

- Calling/Email tree
- Scheduled meetings
- Communications between meetings
- Network access to database
- Records of input data, decisions, and follow-up
Case Management Process

- Intake procedures
- Triage/screening
- Assemble file
- Interviews
- Special investigation
- Develop plan
- Implement plan
- Follow-up
Documentation and Records

- Decide who will keep the records
- Decide who will have access to the records
- Document intake data
- Collect existing documents
- Document interviews
- Document special investigation
- Document all new information
Documentation and Records

• Record the process and results of committee decisions
• Document plan
• Document implementation and response
• Document follow-up
• Keep running case summary
• Collect standardized statistical data
THREAT ASSESSMENT PROCESS
3 Goals of a Threat Assessment

1. Identify potential perpetrator

2. Evaluate risks posed by a given individual

3. Manage both the individual and the risk posed to employees
Four Essential Areas of Inquiry

- Facts of the situation that initially brought attention
- Identifiers
- Background Information
- Current life situation and circumstances
Conducting a School Threat Assessment

- The facts that drew attention to the student, the situation, and possibly the targets.
- **Information about the student.**
  - Identifying information
  - Background information
  - Current life information
- **Information about “attack-related” behaviors**
Conducting a School Threat Assessment

- Motives
- Target Selection
  - School Information
  - Collateral School Interviews
  - Parent/Guardian Interview
  - Interviews with the Student of Concern
  - Potential Target Interview
  - What are the Student’s Motive(s) and goals?
Conducting a School Threat Assessment (Cont.)

- Have there been any communications suggesting ideas or intent to attack?
- Has the student engaged in attack-related behaviors?
- Does the student have the capacity to carry out an act of targeted violence?
- Is the student experiencing hopelessness, desperation and/or despair?
Conducting a School Threat Assessment (Cont.)

- Does the student have a trusting relationship with at least one responsible adult?
- Does the student see violence as acceptable or desirable or the only way to solve problems?
- Is the student’s words and “story” consistent with his or her actions?
- Are other people concerned about the student’s potential for violence?
- What circumstances might affect the likelihood of an attack?
### Escalating Aggression
- One or two indirect threats or intimidating actions
- Intimidating style, at least occasionally
- One or two angry outbursts/hostile style
- One or two incidents of perceived harassment
- Unacceptable physical actions short of body contact or property damage (e.g., door slamming, throwing small objects)

### Two or more threats with increasing specificity
- Conscious intimidation or repeated bullying; impulsive
- Repeated angry outbursts/overt angry style, inappropriate to context
- Repeated pattern of harassment
- Intentional bumping or restricting movement of another person

### Clear, direct, multiple threats; ultimatums—especially to authority; evidence of a violent plan
- Intense undissipated anger
- Repeated fear-inducing boundary crossing or seeking direct contact; stalking; violating physical security protocols with malicious intent
- Grabbing, grappling, striking, hitting, slapping, or clearly using harmful force

### Weapons Involvement
- Firearm in home
- Long term, sanctioned use (e.g., hunting, target shooting, etc.)

### Firearm in vehicle
- Increased training without known reason (e.g., not hunting season, competition approaching, etc.)
- Emotionally stimulated by the use of a weapon for any purpose
- Acquire new weapons or improve weapon(s)
- Inappropriate display not directed toward others

### Carries firearm on person outside of home
- Escalated practice or training in association with emotional release or issue preoccupation
- Intense preoccupation with or repeated comments on violent use of weapons
- Use of display of any weapon to intimidate or harm
# Assessment Grid

<table>
<thead>
<tr>
<th>Negative Mental Status</th>
<th>Negative Employment Status</th>
<th>Personal Stressors</th>
</tr>
</thead>
</table>
| ▪ Tendencies toward depression, agitation, or “hyper” behavior  
▪ Tendencies toward suspiciousness, blaming others, jealousy or defensiveness  
▪ Low/moderate substance use without links to violence related behaviors  
▪ Anger, some felt entitlement or humiliation over any negative employment action or relationship setback | ▪ Recent/pending disciplinary action or negative review  
▪ Probable/pending termination or demotion, reinstatement unlikely  
▪ Unstable employment in last year | ▪ Mild disruption in primary intimate relationship  
▪ Mild financial problems  
▪ Minor legal issues  
▪ Minor health problems  
▪ Inconsistent support system |
| ▪ Depressed, mood swings, “hyper”, or agitated  
▪ Paranoid thinking, bizarre views, defensiveness, blaming others, hostile attitude; hostile jealousy  
▪ Substance abuse, especially amphetamine, cocaine, or alcohol  
▪ Unremorseful but compliant to avoid punishment (e.g. jail)  
▪ Mental preoccupation, persistent anger, entitlement, or humiliation over any negative employment action or relationship setback | ▪ Separation/termination inevitable  
▪ Terminated & all legal & other resources for reinstatement or compensation exhausted & rules against subject | ▪ Primary relationship disruption (birth, separation, betrayal)  
▪ Significant financial pressures – to increase with job loss  
▪ Legal problems  
▪ Demoralizing health problems  
▪ No or marginal support system  
▪ Negative coping style |
| ▪ Depression unrelenting or with notable anger, high agitation or wide mood swings  
▪ High paranoia; homicidal/suicidal thoughts; psychotic violent thoughts  
▪ Substance abuse drives or exacerbates aggression/violence, or verified amphetamine or cocaine dependence  
▪ Obsession & strong feelings of anger, injustice, or humiliation over any negative employment action or relationship setback; feels desperate, trapped | ▪ Recent relationship loss (death, divorce, betrayal, abandonment)  
▪ Serious financial crisis  
▪ Serious legal problems  
▪ Serious health problems  
▪ No support system  
▪ Destructive coping style  
▪ Target of high provocation by associates or intimates |
## Assessment Grid

### History of Violence
- Early life problems at home/school
- Pattern of mildly conflictual work relationships in past
- Behavior related job turnovers
- Victim or witness to family violence as child or adolescent
- History/pattern of litigiousness
- Arrests/convictions, non-violence
- History of serious work conflicts
- Has violated protective orders
- Arrests/convictions for violence
- Credible evidence of violent history
- Failed parole/probation programs
- Highly isolated; “loner” style

### Buffers & Conflict
- Evidence of respect or restraint shown
- Responded favorably to limit setting, especially recently
- Wants to avoid negative consequences for threatening behavior (e.g. jail, legal actions)
- Genuine remorse for scaring people
- Genuine understanding that violence or threats is not an acceptable course of action
- Lack of inappropriate emotional associations or attachment to weapons
- Appropriate seeking of legal help or other guidance with issue
- Wants to genuinely negotiate or appropriately resolve differences
- Job/relationship not essential to self-worth or survival strategy
- Engages in planning for future
- Adequate coping responses
- Positive family/personal relationships; good support system
- Religious beliefs prohibit violence, provide solace
- No financial, health, or legal problems

### Organizational Impact
- Employee(s) fear of violence
- Supervisory/management personal fear of violence
- Highly vulnerable specific target(s) of serious harassment/stalking/predatory searching
- Fear-induced employee(s) performance disruption, job avoidance/absenteeism

### Organizational Influences
- Heavy workload, high stress environment
- Generally adversarial/conflictual/mistrustful work environment
- Counterproductive employee attempts to intervene/prevent violence
- Co-worker or supervisor provocation of subject
- Co-worker (or others) support of or encouragement of violent course of action
- Management lack of knowledge of workplace violence dynamics or warning signs
- Management denial or minimization of potential seriousness of situation
- Management lack of crisis management experience/skills/tolerance level
- Management active negative case management responses
- Management resistance to accepting appropriate/specialized assistance
- Management unavailability/remoteness from location of situation/key individuals
Contact Information

Frank E. Rudewicz
Principal and Counsel
Marcum LLP
53 State Street 185 Asylum St
Boston, MA 02109 Hartford, CT 06103
P: (617) 226-0487 P: (860) 768-3957
F: (617) 742-3178 F: (860) 549-8501
Frank.Rudewicz@marcumllp.com