# BUILDING A THREAT MANAGEMENT PROGRAM

## FALL FISWG/NCMS TRAINING SESSION

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**LOCKHEED MARTIN**

'ANOTHER ONE'

NEW YORK POST

The Washington Post

Arkansas Democrat

MARDI 3 OCTOBRE 2017

JACKSONVILLE

FLORIDA

FLORIDA MASS SHOOTING

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# BACK TO THE BLUE


The Workplace Violence Spectrum

Behaviors of Concern — Threatening Behaviors — Physical Injury — Death

# WORKPLACE REALITY

No profile exists for an person about to commit workplace violence, however there are signs or indicators

In many cases targeted workplace violence begins with a personal grudge over a real or imagined grievance combined with targeted blame:

Studies indicate 85% of violence in the workplace can be identified prior to a serious event, however they are often not reported by management or coworkers

**PATHWAY TO VIOLENCE**
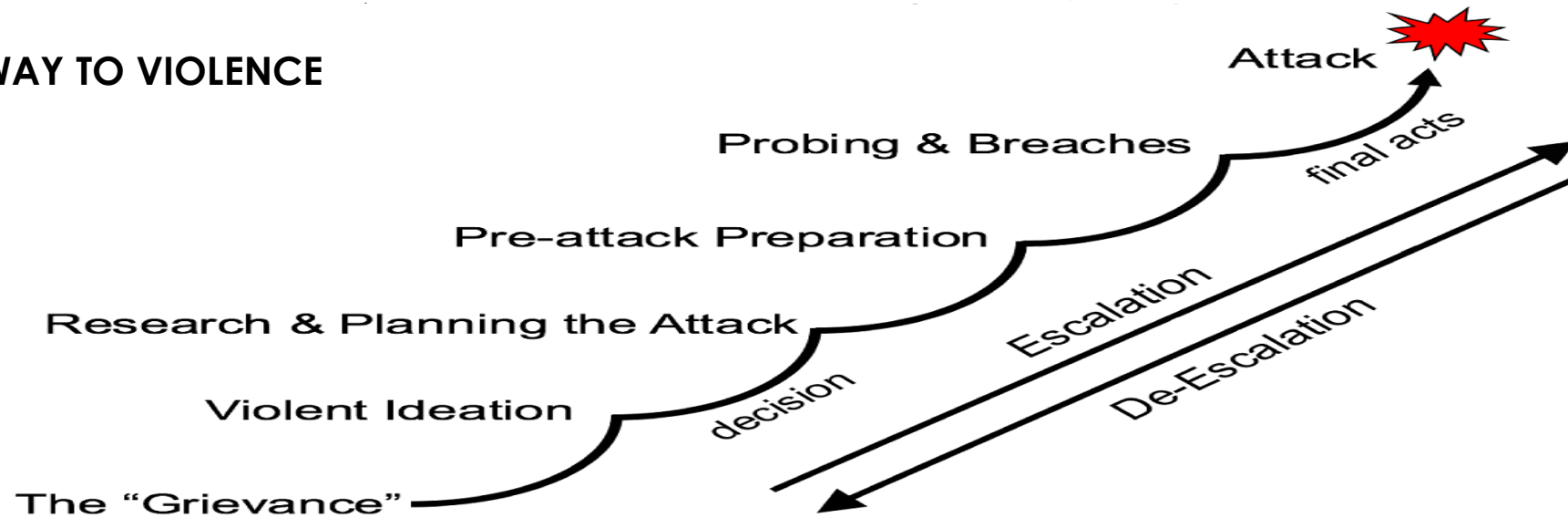
# WHERE DO I START?

## BUILDING A PROGRAM

# WORDS MATTER

Workplace Violence ~~Prevention~~ *Intervention* Program

- or -

Threat Management Program

Threat Assessment Program

# RESOURCES

# FBI STUDY OF ACTIVE SHOOTERS

## TABLE 1: STRESSORS

| Stressors | Number | % |
|---|---|---|
| Mental health | 39 | 62 |
| Financial strain | 31 | 49 |
| Job related | 22 | 35 |
| Conflicts with friends/peers | 18 | 29 |
| Marital problems | 17 | 27 |
| Abuse of illicit drugs/alcohol | 14 | 22 |
| Other (e.g. caregiving responsibilities) | 14 | 22 |
| Conflict at school | 14 | 22 |
| Physical injury | 13 | 21 |
| Conflict with parents | 11 | 18 |
| Conflict with other family members | 10 | 16 |
| Sexual stress/frustration | 8 | 13 |
| Criminal problems | 7 | 11 |
| Civil problems | 6 | 10 |
| Death of friend/relative | 4 | 6 |
| None | 1 | 2 |

**Key Findings**

- Typically Experience <u>multiple stressors</u>
  - Stress *perceived* by the *active shooter*

# FBI STUDY OF ACTIVE SHOOTERS

## TABLE 2: CONCERNING BEHAVIORS

| Concerning Behavior | Number | % | | Number | % |
|---|---|---|---|---|---|
| | | | Risk-taking | 13 | 21 |
| Mental health | 39 | 62 | Firearm behavior | 13 | 21 |
| Interpersonal interactions | 36 | 57 | Violent media usage | 12 | 19 |
| Leakage | 35 | 56 | Weight/eating | 8 | 13 |
| Quality of thinking or communication | 34 | 54 | Drug abuse | 8 | 13 |
| Work performance* | 11 | 46 | Impulsivity | 7 | 11 |
| School performance** | 5 | 42 | Alcohol abuse | 6 | 10 |
| Threats/confrontations | 22 | 35 | Physical health | 6 | 10 |
| Anger | 21 | 33 | Other (e.g. idolizing criminals) | 5 | 8 |
| Physical aggression | 21 | 33 | Sexual behavior | 4 | 6 |
| | | | Quality of sleep | 3 | 5 |
| Risk-taking | 13 | 21 | Hygiene/appearance | 2 | 3 |

# ASSOCIATION OF THREAT ASSESSMENT PROFESSIONALS (ATAP)

- Founded in 1992 by the Los Angeles Police Department Threat Management Unit (LAPD TMU)

- Non-profit organization

- 14 Chapters Nationally

- Membership of Approximately 2,500

- Strict Eligibility Requirements

- Diverse Membership:
  - Law Enforcement Officers
  - Prosecutors
  - Mental Health Professionals
  - Corporate Security Experts
  - Threat Management Team Members

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# ASSOCIATION OF THREAT ASSESSMENT PROFESSIONALS (ATAP)

- Local chapters

- Professional networking

- Certification
  - Certified Threat Manager ™

- Leadership opportunities
  - Local and Association Board of Directors

- Recognition

- Access to information
  - Members Only Website Access

- Education
  - Seminars
  - Annual Conference

Upcoming News

THE ASSOCIATION OF THREAT ASSESSMENT PROFESSIONALS PRESENTS:

**2019 ATAP Winter Conference**

FEBRUARY 5-7, 2019
DISNEY'S YACHT AND BEACH CLUB RESORT, ORLANDO, FL
*MORE INFORMATION COMING SOON!*

https://www.atapworldwide.org/

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# BACK TO THE BASICS

# WHAT IS WORKPLACE VIOLENCE?

**Workplace Violence:** "A spectrum of behaviors - including overt acts of violence, threats, and other conduct - that generates a reasonable concern for safety from violence, where a nexus exists between the behavior and the physical safety of employees and others (such as customer, clients, and business associates) on-site, or off-site, when related to the organization."

A SPECTRUM OF BEHAVIORS

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# U.S. ACTIVE SHOOTER METRICS

Average Active Shooting
Incidents per year

2016-2017: 26.5
2000-2006: 6.4
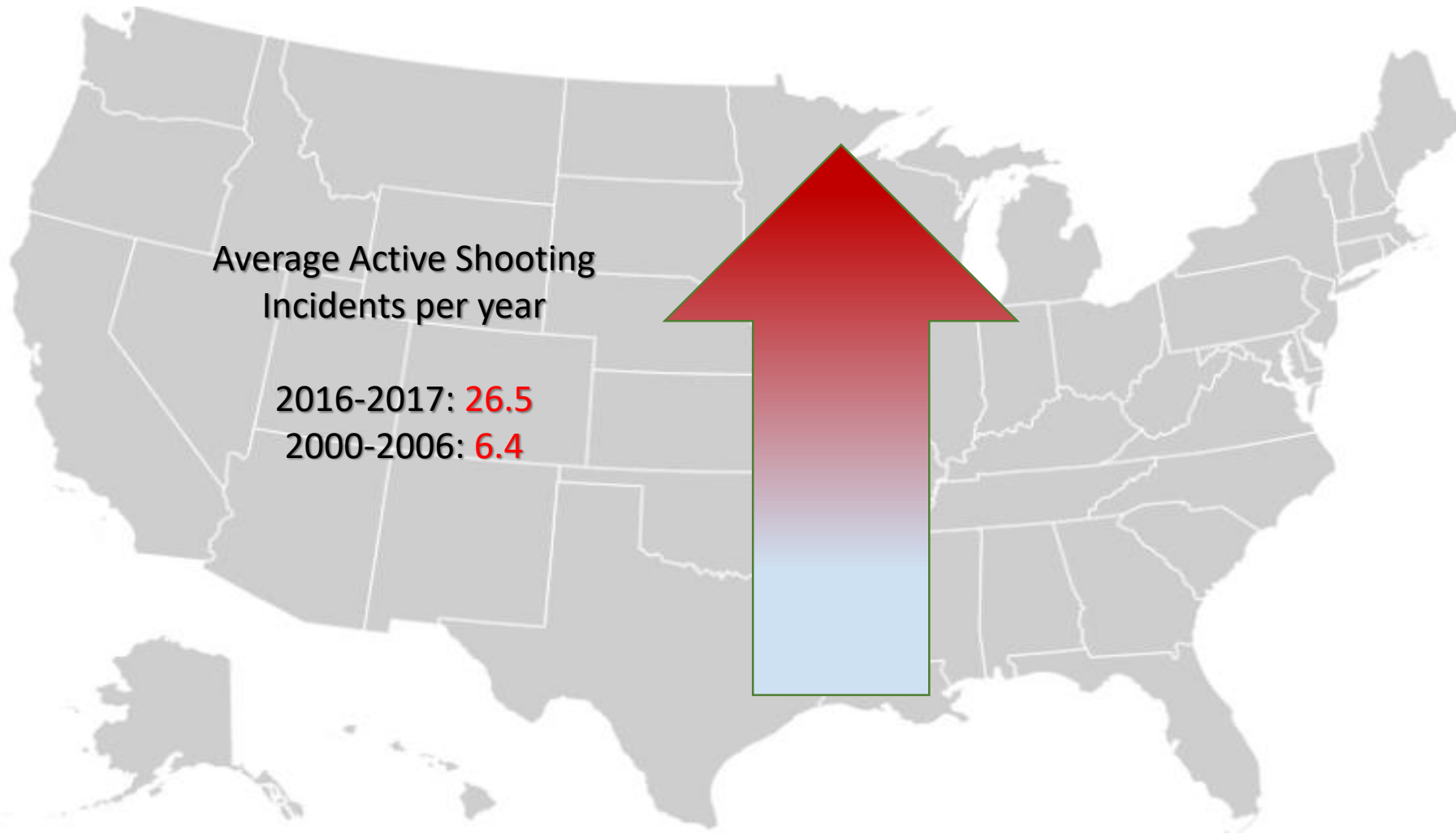
# TRENDING



**Time Between Mass Shootings, 1982-2014**

Stockton schoolyard

Long Island
Rail Road

Luby's massacre

Giffords/Tuscon

Virginia Tech

Newtown

Columbine

Fort Hood

Aurora

DC Navy Yard

1982    1985    1990    1995    2000    2005    2010    2014
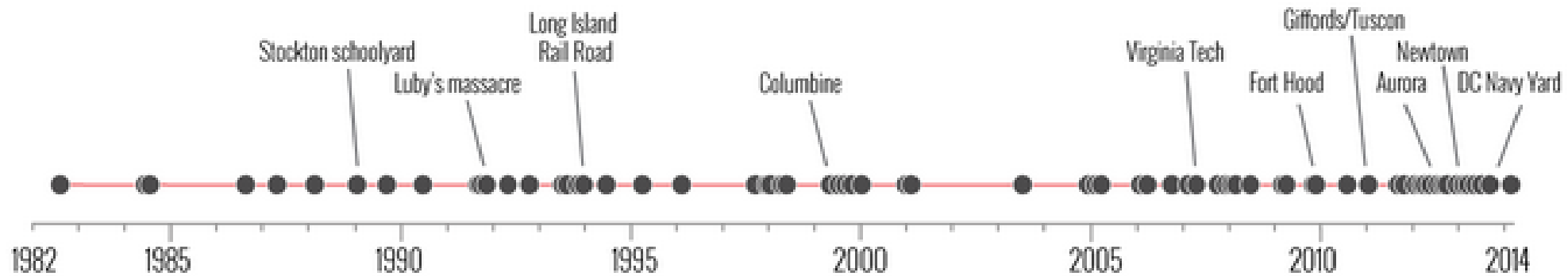
Data analysis by Harvard School of Public Health

Mother Jones

# PROGRAM STRUCTURE

# PROGRAM PILLARS

## Intervention

Policy and Procedures

Education and Awareness

Threat Management Teams

## Response

Threat Management Teams

Law Enforcement Engagement

Active Shooter Exercises

## Continuous Improvement

Audit and Review

Professional Development

# POLICY AND PROCEDURE

- Applicability
  - All employees, contractors, suppliers, customers, and visitors
- Scope
  - Workplace: any place where employees perform work on behalf of company
  - Off premise situations with a relationship to the workplace, or affect the workplace
- Define Zero Tolerance
- Define Prohibited Conduct: "to include, but not limited to…"
- Reporting Expectations
  - Call out Leaders and Managers
- Responsibilities
- Define Threat Management Team Process

COMPREHENSIVE
POLICY

# EDUCATION AND AWARENESS

- New Employee Orientation

- New Leader Training

- Annual Employee Training
  - General Awareness
  - Active Shooter Response Training

- Specialty Training
  - Local Law Enforcement Speakers
  - Vendors – Consultants
  - ATAP / ASIS / FISWG

- Threat Management Team Advanced Training

## CORNER STONE OF YOUR PROGRAM

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# THREAT MANAGEMENT TEAMS

- Core Team Structure
  - Security (Threat Manager) – Chair
  - Human Resources
  - Legal
  - Medical

- As needed,
  - Management
  - Site Leadership
  - EAP
  - Outside Consultant

# THREAT MANAGEMENT TEAM PROCESS

Process:

- Concerning behavior is reported

- Threat Management conducts a triage (Risk Assessment Tool) } 360 view

- If appropriate, the TMT is convened

- Offsite Support Team and Subjects supervisor are included


TMT Actions:

- Determine what immediate action, if any, is required
    - Violent Act
    - Suicidal Ideations – Behaviors of Concern

- Not a Discipline Committee

- Provide consultation to management

- Oversee and review investigative process – Do not conduct the investigation

- Develop Long-term Threat Mitigation strategy

# THREAT MITIGATION

- Florida Baker Act Assessment – LEO or Medical Assessment

- Fitness for Duty Assessment – Medical Assessment

- Threat Assessment Tools

- Professional Consultants

- HR/Management Routine Follow-up/Monitoring

- Soft Landings

- Employee Confidant

- Employee Assistance Programs (EAP)

- OSINT/Social Media Monitoring – Leakage

- Public Records Automated Monitoring Solutions

# ASSESSMENT TOOLS

Example Questions:

1. Known Grievance

2. Preoccupation with Violent Themes

3. Known Threats to Workplace or Co-Workers

4. Military Experience/Weapons Familiarity

5. Signs of Preparations for Violence (Final Act Behaviors)

Ask about POSITIVE Support Systems, too!
- Family, Faith, Community, etc.

COLLECT THE DOTS
TO CONNECT THE DOTS

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# DOMESTIC VIOLENCE

**Domestic Violence isn't a "private matter," it comes to work with the victim**

2016 Security Week Case Study (DV Shelter at Security table, 2 hours):
- 57 employees approached
- Three (3) employees received immediate services
- Three (3) employees approached the table within groups (separate) and appeared to be looking for information but not identifying themselves

**Possible Signs:**
- Unexplained bruises, black eyes or other injuries
- Inappropriate clothing for the time of year, heavy make-up
- Frequent upsetting phone calls, gifts at the workplace
- Leaving work area numerous times to take calls
- Isolation, withdrawn, keeps away from others
- Frequent work absences
- Lowered productivity



What we see often is only a fractional part of what it really is.
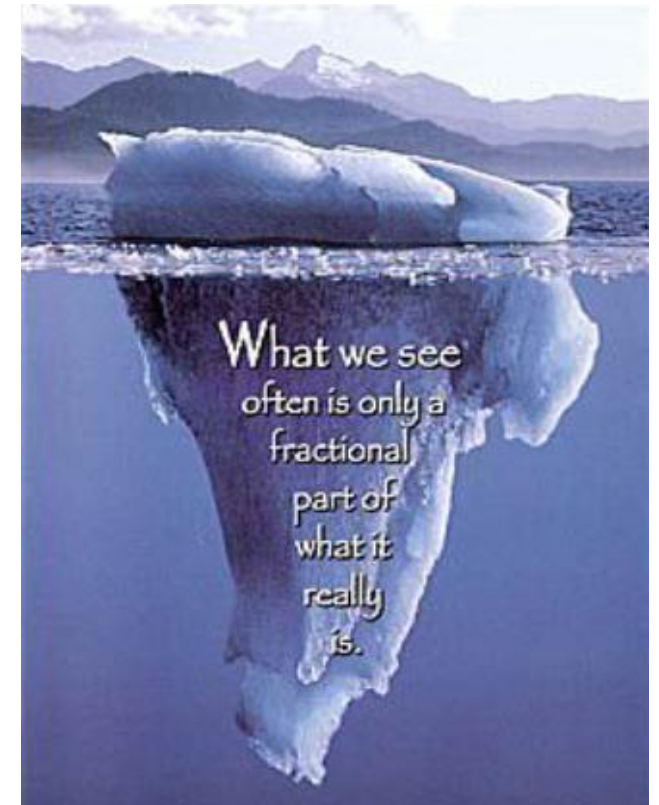
# HOW TO RESPOND

**Do not ignore the situation, if intervention is appropriate, take action.**

- Do not try to diagnose the problem

- Respect the person's privacy, and at the same time, open the door to offer help

- Respecting privacy may not mean keeping the issue a secret

- Advise HR / Security to help ensure the safety of the victim and the workplace.

**If they Self-Disclose:**

- Offer Assurance

- Listen and believe what they say, without judging

- Communicate your concern for their safety

- Encourage them to call EAP

**If you have a concern:**

- Let them know what you observed

- Express your concern, and make a statement of support

- If they deny being abused, do not press the issue, reaffirm support and offer EAP

# DOMESTIC VIOLENCE RESOURCE


VINE VINELINK.COM — VICTIMS HAVE THE RIGHT TO KNOW

**VineLink (https://vinelink.vineapps.com/state)**

- **Developed specifically for domestic violence victims**

- **Notified when their abuser is released from jail**

- **Captures all arrests, not just DV cases**

# PROGRAM PILLARS

**Intervention**

Policy and Procedures

Education and Awareness

Threat Management Teams

**Response**

Threat Management Teams

Law Enforcement Engagement

Active Shooter Exercises

**Continuous Improvement**

Audit and Review

Professional Development

Safe and Secure Workplace

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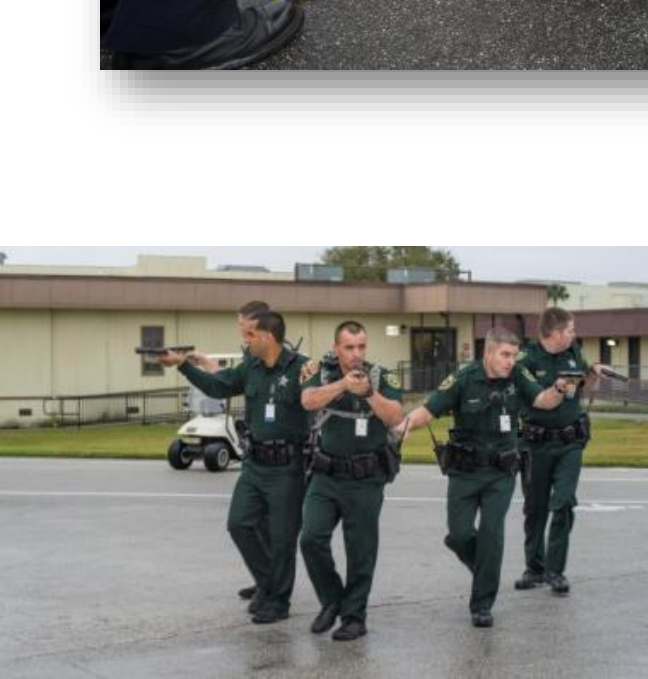
# HOW TO GET THERE

- Law Enforcement Coordination
  - Liaison and Networking
  - Familiarization Programs
  - Executive Buy-in

- Active Shooter Table Top Exercises (TTX)
  - Have the right people at the table
  - Business Continuity

- Active Shooter Full-Scale Exercises (FSE)
  - Planning, planning, planning
  - Keep it realistic







**Focus on improving and understanding the response concept, identify opportunities and challenges and develop solutions**

# ACTIVE SHOOTER PREPAREDNESS AND RESPONSE

# PROGRAM PILLARS

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# CONTINUOUS IMPROVEMENT

- Audit and Review Your Program at least Annually
  - Consultants
  - Internal Audit
  - Self-Inspection

- Professional Development
  - Professional Associations – ATAP
  - ASIS Global Security Conference (GSC)
  - Professional Training

# ITPSO CORRELATION

Insider Threat Definition:

*The threat presented by a person who has or once had authorized access to information, facilities, networks, people, or resources and who wittingly or unwittingly committed: acts in contravention of law or policy that resulted in or might result in harm through the loss or degradation of government or company information, resources or capabilities; or destructive acts to include physical harm to others in the workplace.*

- Intelligence and National Security Alliance (INSA)

# QUESTIONS?

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