



# Workplace Violence & Threat Assessment

## HR Managers Meeting

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State EAP

# Today's Goal

## Primary Goals

- Increase awareness
- Provide a framework
- Identify resources



# Types of Violence

- **Predatory/planned/targeted:** premeditated; planning over the course of days, weeks or longer; acts of mass violence tend to fall in this category
- **Reactive/emotional:** a reaction to an imminent threat; a predictable outcome of an ongoing conflict



# Types of Workplace Violence

- **Criminal intent:** the primary motive is theft
- **Customer/client:** client is typically the aggressor; violence occurs in the normal course of the worker's duties; healthcare and social service workers are at higher risk of being victims
- **Coworker:** lateral violence; horizontal violence; precipitated by interpersonal work-related conflicts, losses, trauma
- **Personal relationship:** domestic violence; intimate partner violence,



# Motives

- Revenge for a perceived injury or grievance
- Righting a perceived wrong/injustice
- Notoriety or recognition
- Desire to solve a perceived problem
- Desire to kill or be killed



# What is Threat Assessment?

- Systematic fact-based investigation and examination
- Collection and analysis of multiple sources of information
- Research and evidence-based practices
- Focus on patterns of thinking and behaviors
- Identifies risk factors
- Attempts to determine whether, and to what extent, a person of concern is moving toward an attack.



# What is Threat Assessment?

Threat assessment is not the end/completion of the process.

Instead, it informs next steps: decision making, disposition, engagement with the person of concern and potential targets, ongoing monitoring if indicated



# Threats

- **Threat:** An expressed intent to cause harm or damage
- **Direct threat:** A threat to a specific target or to authorities
- **Threatening behaviors:** bullying; harassment; verbal attacks; hostile gestures, aggressive posturing





# Threats

*Some persons who make threats ultimately pose a threat*

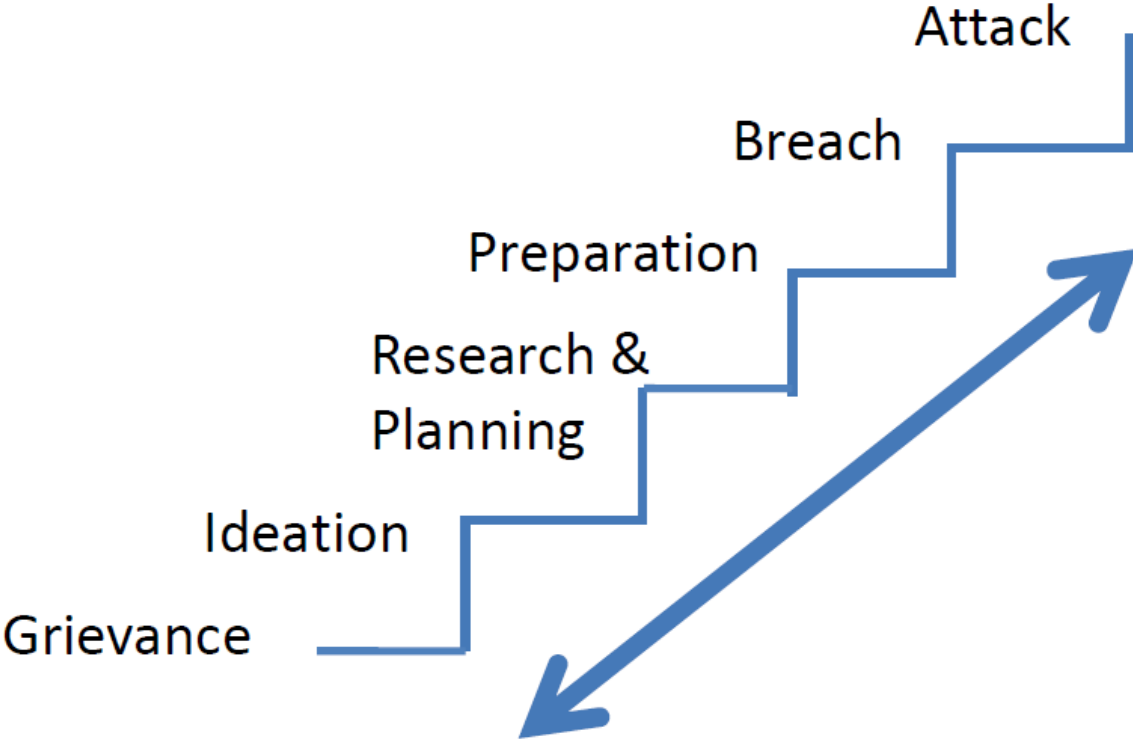
*Some persons who pose a threat never make threats*

*Many persons who make threats do not pose a threat*

Making Prevention a Reality: Identifying, Assessing, and Managing the Threat of Targeted Attacks, US Department of Justice, Federal Bureau of Investigation



# Pathway to Workplace Violence



# Some Warning Signs

- Statements indicating suicidality, hopelessness, end of life planning
- Negative change in behavior and/or appearance
- Recent interest in explosives
- Recent acquisition of firearms, ammunition, protective gear
- Contextually inappropriate intense interest in or fascination with mass shootings
- Sudden withdrawal/disengagement
- Statements, manifestos, communications of “farewell”
- Recent significant personal loss – divorce/breakups; job loss; loss of status and self-image

Making Prevention a Reality: Identifying, Assessing, and Managing the Threat of Targeted Attacks, US Department of Justice, Federal Bureau of Investigation



# What Should Employees Do?

- Engage in thoughts, statements and behaviors that promote civility, respect, DEI, psychological safety
- Learn about warning signs
- Attend bystander training and be an upstander
- Avoid direct confrontation
- Secure personal safety and safety of others
- Report concerns

Making Prevention a Reality: Identifying, Assessing, and Managing the Threat of Targeted Attacks, US Department of Justice, Federal Bureau of Investigation



# The Process from 30,000 ft

- Report
- Secure
- Triage/Consult\*
- Engage/Assemble
- Assess
- Document
- Decide

\* Contact the EAP @ (877) 313 4455



# Workplace Violence/Threat Assessment Resources

Making Prevention a Reality: Identifying, Assessing, and Managing the Threat of Targeted Attacks, US Department of Justice, Federal Bureau of Investigation

Workplace Violence: Awareness and Prevention for Employers and Employees, Washington State Department of Labor & Industries

Workplace Violence, US Department of Labor, Occupational Safety and Health Administration

Workplace Violence Prevention Resources, The Joint Commission

School and Workplace Violence, US Department of Homeland Security



# Threat Assessment Teams

A threat assessment team is an interdisciplinary team focused on mitigating the risks of – and preventing – workplace violence.

Making Prevention a Reality: Identifying, Assessing, and Managing the Threat of Targeted Attacks, US Department of Justice, Federal Bureau of Investigation

Threat Assessment for School Administrators & Crisis Teams, National Association of School Psychologists

Guidance on Threat Assessment Teams, ASIS International



## Appendix B      Tripwires and Warning Signs

Many offenders who engage in targeted violence may display certain behaviors during pre-attack planning. This appendix summarizes some which may indicate increasing concern. This list is not necessarily exhaustive, and other behaviors of concern may be evident. These behaviors may be observable to persons familiar with the person of concern and assessors should bear these in mind during encounters with him. No one behavior, standing alone, should be considered dispositive of violence concern; rather, all behaviors and circumstances should always be considered in totality. *Some* of these behaviors may include:

- Statements or behaviors which seem to indicate suicidality, end of life planning, or an interest in destructiveness toward the world at large.
- Signs of research, planning, and preparation which are contextually inappropriate in the person of concern's everyday life.
- Recent acquisition of weapons, ammunition, personal protective gear, tactical clothing, or other items, which is a departure from the individual's normal patterns; recent escalation in target practice and weapons training may also be a concern if he previously owned weapons and ammunition.
- Recent interest in explosive devices or acquisition of parts to construct one.
- Contextually inappropriate, intense interest in or fascination with previous shooting incidents or mass assaults. This may include identification with perpetrators of violence, particularly mass violence, and such identifications may be with either fictional or nonfictional persons.
- Drastic changes in appearance such as a shaved head, a large or multiple tattoos, contextually inappropriate law enforcement or military costuming, sudden weight loss or gain, cessation of hygiene, or sudden unkempt appearance.
- Sudden withdrawal from life pattern, such as retreating to temporary quarters, absence from work without explanation, or failing to appear for appointments that are normally kept.
- Sudden cessation of medications or other substance use.
- Sudden onset of reckless sexual, financial, or other behaviors that may suggest a lack of concern for future consequences.
- Preparation of "statement" or farewell writings, to include manifestos, videos, notes, internet blogs, or emails.
- Recent and significant personal loss or humiliation, whether real or simply perceived, such as a death; breakup or divorce; or loss of a job, status, or self-image.
- Recent acts of novel or experimental aggression including trespass, animal cruelty, or vandalism.
- Any effort to physically approach an apparent target or close associates, evidence of items left for the target to find even if they appear benign (such as flowers), evidence of surveillance without approach, or attempts to breach or circumvent security measures.
- Direct or indirect communications or threats using multiple methods of delivery, such as email, facsimile, hand-delivery, text-message, etc., escalating in frequency or intensity, or which



# Have a good and safe day



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