

Building a Workplace Threat Assessment Program

BROUGHT TO YOU BY THE CENTER FOR PROTECTIVE INTELLIGENCE



COVID-19 has caused increased stress on employees and brought contentious views and opinions into the office. This has resulted in an increase of workplace violence across many industries.

Corporate security teams are in need of solutions that help them to better prevent workplace violence incidents. Threat assessment/management responds to this challenge by helping to identify persons of interest and gathering information to assess and manage the person and situation.

But how do you actually create a threat assessment program for your organization? If your organization has a violence prevention program, do you know if it has all the necessary components?

To answer these questions, the Society for Human Resource Management (SHRM) and American Society for Industrial Security (ASIS) partnered together to create a roadmap for creating a workplace threat assessment or violence prevention program. Based upon the American National Standard for Workplace Violence Prevention and Intervention (2011) and the ASIS International Standard for Workplace Violence Prevention (2020), the major program components can be summarized into the following checklist.

STEP 1	CONDUCT A NEEDS ASSESSMENT												
<input type="checkbox"/>	<p>Identify major sources of threatening or concerning behavior facing the organization:</p> <table border="0"> <tr> <td><input type="checkbox"/> Domestic violence impacting employees</td> <td><input type="checkbox"/> Signs of desperation / suicidality</td> </tr> <tr> <td><input type="checkbox"/> Stalking</td> <td><input type="checkbox"/> Co-workers feeling unsafe</td> </tr> <tr> <td><input type="checkbox"/> Disgruntled current or former employee</td> <td><input type="checkbox"/> Hostility toward employer vaccine / mask mandates</td> </tr> <tr> <td><input type="checkbox"/> Fixation on CEO</td> <td><input type="checkbox"/> Concerning social media posts</td> </tr> <tr> <td><input type="checkbox"/> Hostile employee</td> <td><input type="checkbox"/> Other(s)</td> </tr> <tr> <td><input type="checkbox"/> Concerns about termination meeting</td> <td></td> </tr> </table>	<input type="checkbox"/> Domestic violence impacting employees	<input type="checkbox"/> Signs of desperation / suicidality	<input type="checkbox"/> Stalking	<input type="checkbox"/> Co-workers feeling unsafe	<input type="checkbox"/> Disgruntled current or former employee	<input type="checkbox"/> Hostility toward employer vaccine / mask mandates	<input type="checkbox"/> Fixation on CEO	<input type="checkbox"/> Concerning social media posts	<input type="checkbox"/> Hostile employee	<input type="checkbox"/> Other(s)	<input type="checkbox"/> Concerns about termination meeting	
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<input type="checkbox"/>	<p>Review current resources and processes available to address threatening and troubling behavior when it arises. (See Steps 2-8 for information on recommended program components)</p>												
<input type="checkbox"/>	<p>Develop a plan for creating and implementing missing components, such as secure record keeping and threat management protocols.</p>												

Threat Assessment Checklist

STEP 2 IMPLEMENT A WORKPLACE VIOLENCE PREVENTION POLICY (OR REVIEW AND UPDATE CURRENT POLICY)

The policy should include the following elements, among others:

<input type="checkbox"/>	States a commitment to a safe work environment and defines workplace violence and threats as violations of the policy.
<input type="checkbox"/>	Requires reporting of any behavior that creates concern about safety or is prohibited under policy.
<input type="checkbox"/>	Provides multiple ways to report and assures discretion and non-retaliation for good-faith reports.
<input type="checkbox"/>	Enforces consequences of policy violations and encourages employees to report any restraining order sought or obtained.
<input type="checkbox"/>	Utilizes a technology solution to collect, store, and manage threat assessment data for future reference.

STEP 3 CREATE A MULTI-DISCIPLINARY TEAM TO ADDRESS THREATENING BEHAVIOR AFFECTING THE WORKPLACE

Often referred to as a Threat Management Team or Threat Assessment Team, members should represent various areas of experience / expertise, such as:

<input type="checkbox"/>	Corporate Security or Local Law Enforcement
<input type="checkbox"/>	Human Resources / People
<input type="checkbox"/>	Employee Assistance Program (EAP)
<input type="checkbox"/>	Legal
<input type="checkbox"/>	Information Technology
<input type="checkbox"/>	Public Relations
<input type="checkbox"/>	Others as needed

STEP 4 IDENTIFY AND INVOLVE OUTSIDE EXPERTS TO USE AS NEEDED FOR HIGH-RISK OR COMPLEX SITUATIONS

Outside expertise can include:

<input type="checkbox"/>	Behavioral threat assessment and threat management
<input type="checkbox"/>	Forensic psychology / psychiatry

STEP 5 CREATE INCIDENT MANAGEMENT PROTOCOLS OR THREAT ASSESSMENT PROTOCOLS

The protocols should include steps for:

<input type="checkbox"/>	Screening initial reports to see if a threat assessment is necessary
<input type="checkbox"/>	Gathering additional information (“collecting the dots”)
<input type="checkbox"/>	Assessing whether there is a credible potential for violence (“connecting the dots”)
<input type="checkbox"/>	Implementing a risk mitigation plan where necessary
<input type="checkbox"/>	Monitoring the situation and updating the assessment
<input type="checkbox"/>	Closing the case

Threat Assessment Checklist

STEP 6 PROVIDE TRAINING FOR THE THREAT MANAGEMENT TEAM, FOR SUPERVISORS, AND FOR ALL EMPLOYEES

The training should be specific to the needs of the various constituencies:

<input type="checkbox"/>	Detailed training and tabletop exercises on workplace threat assessment procedures for the Threat Management Team.
<input type="checkbox"/>	Training for supervisors and managers on what behaviors should prompt monitoring or reporting to the Threat Management Team.
<input type="checkbox"/>	Awareness training for all employees on the organization's workplace violence policy, the behaviors that should be reported to the Threat Management Team, and understanding why it's important to report concerns to the Team.

STEP 7 IDENTIFY RISK-MITIGATION RESOURCES THAT CAN BE USED FOR INTERVENTION

The resources can be identified within the organization, within the community, and/or available remotely, such as:

<input type="checkbox"/>	Employee Assistance Program
<input type="checkbox"/>	Ombudsman program
<input type="checkbox"/>	Financial counseling / credit counseling
<input type="checkbox"/>	Domestic violence shelter and related community resources
<input type="checkbox"/>	Victims' advocate resources
<input type="checkbox"/>	Veterans' resources
<input type="checkbox"/>	Local law enforcement liaison
<input type="checkbox"/>	Other resources

STEP 8 KEEP RECORDS OF WORKPLACE VIOLENCE INCIDENTS

Now that you have all the elements in place to handle workplace violence incidents, are you also keeping track of them?

<input type="checkbox"/>	Ensure record-keeping is centralized and enterprise-wide.
<input type="checkbox"/>	Include specificity to threats, violence, and other concerning behaviors.
<input type="checkbox"/>	Handle the contents confidentially and share only on a need-to-know basis.
<input type="checkbox"/>	Consider an appropriate document-retention period as some situations may re-emerge after being managed for a while.

Use this checklist as a guide to assess how you are assessing threats, and reach out to the [Center of Excellence](#) for support from our team of experts.