

Threat Management Team Guideline

Introduction

University policies regarding threats, violence and disruptive behavior are designed to protect and promote the safety of employees, students and the public, and to prevent interference with functions that carry out the University's mission.

Guidelines for Workplace Violence Prevention

Consistent with its legal obligations, University of California Office of the President (UCOP) is committed to maintaining a safe workplace that is free from threats and acts of intimidation and violence. When faced with such situations, UCOP takes appropriate remedial action to protect employees and students and ensure public safety. The University prohibits acts of intimidation as well as actual or threatened violence against co-workers, students, visitors, or any other persons who are either on site or have contact with University personnel in the course of their duties. Any threat or violent act is unacceptable and in violation of University policy. Individuals who engage in this kind of misconduct may be subject to disciplinary/corrective action, up to and including dismissal, consistent with University Personnel Policies and collective bargaining agreements. Employees should know too that certain threats or acts of violence may violate the law and could result in criminal prosecution by the public authorities.

Every member of the UCOP community shares responsibility for creating and maintaining a civil and respectful workplace, free of all forms of threatening or violent behaviors. Any UCOP employee who is the subject of, or a witness to, a suspected violation of this policy is strongly urged to report the violation or incident to the next-in-line supervisor who is not a party to the violation or incident. Any emergency or suspected criminal conduct shall immediately be reported to the Oakland Police Department, to Building Security and to the UC Berkeley Police Department.

Any supervisor, manager or administrator who receives a report of intimidation, threats, or acts of violence shall take appropriate action to investigate and, when appropriate, correct the problem. This will include consultation with Human Resources, which may review and further investigate the suspected violation and consult with the Threat Management Team as appropriate.

No employee shall be retaliated against in his/her employment for truthfully reporting perceived intimidation, threats or acts of violence.

Definitions

Intimidation: an act or expression toward another person, causing the other person to reasonably fear for his/her safety or the safety of others

Threat of Violence: an act or expression that threatens mental or physical harm to person(s) or damage to property

Act of Violence: an act or expression that causes mental or physical harm to person(s), however slight, or damage to property

Workplace: all University facilities and off-campus locations where faculty, staff, or student employees are engaged in University business

Purpose of Threat Management Team

The Threat Management Team (TMT) is composed of representatives from several disciplines and has special expertise and professional training in managing threats and violence in the workplace. Working together, Team members assess and address intimidating, threatening or violent behaviors.

The TMT serves as a resource for supervisors or department managers to assess potential or actual threats and violence. The TMT may suggest possible strategies to respond to acts of intimidation, threats and violence. The TMT is convened whenever departments need assistance and counsel in responding to potentially dangerous or difficult situations. The TMT helps clarify the management of such situations by its expertise in security, legal and psychological issues. Where appropriate, the TMT may also help to coordinate communication, internally and externally, and monitor resolution of situations.

Composition of Threat Management Team

The UCOP Threat Management Team is comprised as follows:

Employee and Labor Relations Manager

E. Rene Jackson
(510) 987-0879

backup: Rosemary Monroe
(510) 987-0846

Employee Assistance Coordinator

Jude Sharp
(510) 987-0839

backup: Bruce Goya
(510) 987-0967

Facilities Manager

Michael Keleman
(510) 987- 0763

backup: Mark Ottinger
(510) 987-6100

OGC Counsel

Simao Avila
(510) 987-9800

backup: Therese Leone
(510) 987-9743

UC Berkeley Police Dept.

Officer William Kasiske
(510) 642-1606

backup: Sgt. Karen Alberts
(510) 642-0482

backup: Det. Norma Caro
(510) 642-3658

UCOP Public Relations

Paul Schwartz
(510) 987-9924

backup: Brad Hayward
(510) 987-9195

Roles

Campus Police: UC Berkeley Police Department (UCBPD) is the nearest campus police department to UCOP. The Police Department's role in the TMT is to (1) provide advice and assistance from a law enforcement perspective, and (2) advise the Team what the police can and cannot do in any given situation. Where appropriate, UCBPD will provide security in situations of violence and imminent risk, and contribute its expertise to the risk assessment process.

Facilities Manager: This person's role is to ensure the safety of UCOP employees and facilities. Where appropriate, s/he will work in conjunction with the police, and contribute expertise to the risk assessment process.

Employee Assistance Coordinator (EAC): The EAC's role in the TMT is to advise on all relevant psychological and behavioral signs, symptoms and risk factors of actual or potential violence. In addition, the EAC will assist in threat assessment investigations and deliberations. The EAC will not provide psychological counseling or medical evaluation as part of the TMT. Outside of its role in the TMT, the EAC may provide counseling and group debriefings for employees impacted by high-risk situations.

Office of General Counsel (OGC): Counsel's role is to ensure that all relevant UC policies and procedures, state and federal laws and regulations are duly discussed and observed in the course of investigations, TMT deliberations, recommendations and interventions. Where appropriate, OGC may work with campus police and management to obtain court orders to protect the safety of employees and the public. Where necessary, OGC will manage liaisons with outside legal counsel.

Employee and Labor Relations (ELR): ELR's role is to keep TMT cognizant of and compliant with UC labor policies and procedures, collective bargaining and employment-related legal issues; to investigate relevant employment history and to ensure that disciplinary and other recommended actions are handled appropriately.

Procedure for Convening Threat Management Team

In the event of an immediate threat, dial 9-1-1.

Any emergency, perceived emergency, or suspected criminal conduct shall be immediately reported to the Oakland Police Department, the UC Berkeley Police Department and to Facilities Management.

Any supervisor or manager may call Employee Assistance or Employee and Labor Relations to discuss a situation of concern. The EAC or ELR manager may convene a TMT meeting if s/he believes such action is warranted. The Team will meet with the supervisor, department manager and others, if necessary, to gather information, evaluate the situation, make a threat assessment and recommend resources and appropriate actions. The Team may follow-up, as needed, until the situation is resolved.

Essential Team Tasks

- Gather and update detailed data as necessary
- Make threat assessment:
 - ~ screen new cases for level of risk
 - ~ consider response options
- Consult with supervisors and managers
- Oversee workplace safety assurance
- Balance legal issues
- Oversee ultimate resolution of case where necessary
- Document Team basis for decision-making

Once Convened, What Does the Threat Management Team Do?

Any member of the TMT may convene a Team meeting to discuss a situation of concern.

The Team member who is first notified of an incident, potential or actual threat of violence should gather the following information:

- Name of notifying party and his/her role (Manager? Supervisor? Witness? Victim?)
- Contact person(s) and their phone numbers
- Name and phone number of Department Manager/Supervisor
- Name of individual(s) involved in the incident/threat
- Factual nature of the incident (What happened?)
- Any prior incidents or threats?
- Whether individuals involved are employees, students or third parties
- Whether anybody else is potentially at risk who was not directly involved
- Other available relevant information

If notifying party cannot provide all this information, ask that s/he gather it or direct you to others who are knowledgeable about the incident. Ask the notifying party to write down as much factual information as he/she can recall about the incident.

Convene Team. Call or e-mail members. If situation permits, do initial screening to assess preliminary level of risk (*This initial assessment is, by definition, made with incomplete data.*) and provide a succinct situation summary. Decide who will be Team Lead and who will record basis of Team's decisions.

Make Threat Assessment. The TMT will review the issues presented and, as appropriate, make a threat assessment to assist the Manager and/or Supervisor responsible for dealing with the situation. As necessary, additional resources may be engaged to assist the TMT in assessing the threat.

Adopt and implement a case management strategy, including how to keep Team Members informed of progress.

Thus, the TMT's activities may encompass four stages:

- I. Conduct review of situation
- II. Perform threat assessment
- III. Recommend threat management strategies
- IV. Conduct follow-up

Closing the Case

When the TMT threat assessment determines that there is no longer cause for appreciable concern, the case can be closed and the Department notified. Before closing a case, though, it is useful for the Team to consider:

- *What in the situation has changed to lessen the likelihood of violence or intimidation?*
- *Which components of case management worked best to manage and resolve the situation?*
- *What circumstances, if any, might trigger a recurrence of this or a similar situation?*
- *Are there supports in place (or that can be developed) that will be known and available to impacted employees at a future time if further risk occurs?*

References

Calhoun, F.S and Weston, S.W.(2003). *Contemporary Threat Management: A Practical Guide for Identifying, Assessing and Managing Individuals of Violent Intent*
San Diego, CA: Specialized Training Services

Littler, Mendelson et al. (1996). *Terror and Violence in the Workplace(3rd Edition)*

Turner, J.T. and Gelles, M.G.(2003). *Threat Assessment: A Risk Management Approach*
New York, NY: Haworth Press

8/22/06