

THREAT ASSESSMENT & MANAGEMENT TRAINING

by Professor Gérard Labuschagne

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Presented by: L&S Threat Management (Pty) Ltd

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WHAT DO YOU MEAN WHEN YOU SAY

WORKPLACE THREATS AND WORKPLACE VIOLENCE?

Wherever there are people, there will be conflict. Conflict is a natural part of human interaction, in some instances the outcome of the conflict can be an improved relationship, in extreme situations it can lead to lethal violence. While most conflict will be resolved by the parties involved, or defuse naturally over time, some conflict can lead to long-term psychological and physical harm, think of domestic violence as an example. The workplace is no exception to this rule when it comes to human interaction. People spend the majority of their waking day in the workplace. Sometimes, the nature of a person's employment increases the risk that threats can be made, for example, those working in customer services, human resources, ethics officers, mental health experts, policing, security or members of the legal profession. However, in most examples, it is not a risky employment type that exposes a person to workplace violence, it is the mere nature of human relationships.

Recent South African Study shows 80% of respondents experienced hostile behaviour in the workplace during their life. In another study 78% of employees confirmed that they had been bullied or victimized at least once in their careers. A third local study showed that 31.1% of the sample had experienced workplace bullying.

The Occupational Health and Safety Act (No.85 of 1993) states that an employer has certain duties towards their employees. These include providing and maintaining a working environment that is safe and without risk to the health of employees. The spirit of this Act can be interpreted to include the psychological and physical safety of employees in respect of violence and threats of violence. Employers can face civil actions from employees who are injured in the workplace, especially when there was some prior indication that violence could be a possible outcome.

While many threats, thankfully, don't lead to lethal violence, this does not mean that there are no physical, psychological nor work-place consequences. Employees who feel safe in their work environment will be more productive. By acting proactively when employees are feeling threatened, before any violence takes place, employees experience a positive attitude towards their employer, whom they perceive as caring about their wellbeing. Anxious staff are not productive and are more likely to book off sick with anxiety related problems, or to seek alternative employment. Helping identify warning signs for potential violence allows for actions to be put in motion to avoid such violence taking place, and allow staff to feel safe and secure and protected by their organization. However, training and experience is required to effectively and responsibly assess and determine the possible outcome, and develop a strategy to prevent the violence from happening. With this knowledge staff will be better equipped to be able to respond to conduct that may adversely affect the safety of employees or the company. The core strategies of threat assessment enhance personal safety, manage fear, restore productivity and promote well-being.

IF ALREADY HAVE SECURITY STAFF, WHY WOULD THEY NEED TRAINING?

Existing in-house security staff may weigh-in with an opinion, and these are usually very experienced ex-police members, often with years of service. However, threat assessment and management is not a skill that you automatically possess because you were previously in law enforcement, in the same way that by mere virtue of one being a psychologist one is not a threat assessment expert either. Threat assessment and management is a skill that needs to be learnt through formal training, and in addition to this there is a growing body of research and threat assessment tools that are relied upon by threat assessment professionals. Professional associations exist in many parts of the world specifically for threat assessment professionals. Indeed a background in policing brings a certain advantageous skill-set to someone who is going to be trained in threat assessment, in the same way that being a psychologist brings a certain advantageous skill-set to someone who is going to be trained in threat assessment. In an ideal world threat assessors would have both law enforcement and psychologist training.

A threat assessment is never a static 'yes' or 'no' response, and anyone putting themselves forward as a threat assessment expert who gives such a reply does not understand the dynamic process of threat assessment. Someone who is a low threat today might be a high threat in two months' time as circumstances in his (or her) life change. Threat assessment professionals should always advise a client what to be on the lookout for (especially in anonymous threats) that could indicate an increased, or decreased, level of threat. There should also almost always be a management plan provided so as to help reduce the level of threat, and typically a threat assessment case is never closed, due to this dynamic nature.

While physical protection is an essential component of safeguarding against violence, such services tend to be a last resort and often define the line where violence will occur, if not used in conjunction with a threat assessment and management protocol. When physical protection is combined with a proper threat assessment, it can help determine if there is a need to increase physical security measures, and for how long, thus reducing costs involved. A proper threat assessment also helps prevent overreacting to threats that are low level. Proper management helps reduce the threat level. The overall goal is to bring peace of mind to the person or organization who is the focus of the threat, and reduce unnecessary expenditure in respect of protective services. Threat assessment and management is therefore an adjunct to physical security and the concepts work hand in hand. Prevention of a violent incident taking place is far less costly than dealing with the consequences thereof.

Therefore the solution is that companies start to train their staff (HR personnel, managers, ethics officers, in-house security) in the basic principles of threat assessment. While others in the organization, whose responsibility it is to provide professional services of such a nature can be more in-depth trained. External consultants can be used in select cases that are either complex due to the nature of the threat or those that are involved. Workers also need to inform management that these are issues that they are faced with and that they expect management to be able to effectively deal with such scenarios when they arise.

WHO SHOULD ATTEND?

Employees who are mandated with the safety of employees within your organization, or deal with discipline issues. This can include Ethics Officers, Human Resources personnel, Close Protection staff, Security and Risk staff and the like.

DURATION

Three days (normal working hours).

COURSE DESCRIPTION

The training is aimed at developing in-house threat assessment capacity for an organization. The training is based on internationally accepted best-practices, the threat assessment and investigative experience of the trainers, and their training in Clinical Psychology and other related fields. Case studies are used extensively to give practical exposure to the learners. Videos of interviews with offenders and persons with mental health issues are used to give real-life exposure. Practical exercises are used to help ingrain skills and test learner knowledge and understanding. All training is done using PowerPoint slides and other audio-visual media. The training is interactive and requires learners to actively participate in the learning process. See pages a complete curriculum.

MATERIAL

A training manual with all of the necessary modules will be provided to learners. Additionally, other material in the form of peer-reviewed journal articles on, and related to, threat assessment and management are provided on a CD or other preferred digital format.

COSTS

The training costs R15 000 per person and includes a detailed manual plus additional digital material, meals, tea and coffee for the duration of the course. An 'early bird' rate of R12 500 is available for those that pay on or before a month prior to the start date. Student rates and Government employee rates do apply (please contact L&S Threat Management). *Limited space is available.*

CONTACT US

If you or your organization are interested in this upcoming training course, or would like to arrange similar training for your organization please contact us:

- Professor Gérard Labuschagne
- Cell: 082 414 0527
- Email: doc@threatsa.co.za





Gérard Labuschagne

Professor Gérard Labuschagne PhD was the Section Head of the South African Police Service's (SAPS) specialized Investigative Psychology Section (IPS) for 14 years and resigned on the rank of a Brigadier. The IPS is responsible for assisting the SAPS with investigations of psychologically motivated crimes, which include threat assessments. He is a Clinical Psychologist with the Health Professions Council of South Africa and the British Psychological Society, and a criminologist.

He holds a Diploma in Criminal Justice and Forensic Auditing obtained from the then Rand Afrikaans University, a Bachelors Degree Majoring in Psychology and Criminology from the University of Pretoria, an Honours Degree in Psychology from the University of Pretoria, an LLB from UNISA, a Masters Degree in Clinical Psychology from the University of Pretoria, a Masters Degree in Criminology from the University of Pretoria, and a PhD in Psychology from the University of Pretoria.

He is on the editorial board for the Journal of Investigative Psychology and Offender Profiling and the Journal of Threat Assessment and Management, a consultant to the National Institute of Justice of the Department of Justice in the USA, and a fellow of the International Academy of Investigative Psychology. He is a member of the International Homicide Investigators Association. He is an adjunct faculty member of the California School of Forensic Studies at Alliant International University in the USA. Since April 2013 he has also been appointed as a Professor Extraordinarius at the Department of Police Practice at the UNISA, and also holds an Honourary Associate Professorship in the Division of Forensic Medicine and Pathology at WITS University. He is a member of the Association of European Threat Assessment Professionals.

Prior to joining the South African Police Service in October 2001 he was employed as a consultant Clinical Psychologist at Weskoppies Psychiatric Hospital in Pretoria. During the same time he was appointed as a lecturer in the Department of Psychiatry of the University of Pretoria.

He has provided training to the Belgium Police's Profiling Unit, the Australian Federal Police, Scotland Yard, Monroe County Sheriff's Department in Florida, and the Los Angeles Sheriff's Department in California, the Botswana Police and the Behavioral Analysis Units of the FBI. He has also been invited as a guest speaker to international conferences such as the Association of European Threat Assessment Professionals and Canadian Association of Threat Assessment Professionals.

Specific training courses that are important that he has attended include: Threat Assessment and Management by Prof Stephen Hart of Simon Fraser University in Canada, Homicide and Death Investigation Course of the Los Angeles Sheriff's Department, Hostage and Suicide Negotiation by the SAPS, Criminal Behaviour Analysis by Dr Peter Collins of the Ontario Provincial Police in Canada, Medicolegal Death Investigation Course at the Department of Medicine of the University of St Louis in the USA, Crime Scene Analysis and Profiling by Sgt (Ret) Jim Van Allen of the Ontario Provincial Police, Arson and Bomb Scene Analysis by Detective Ed Nordskog of the Los Angeles Sheriff's Arson and Bomb Squad, Explosives Identification by Major Lindsay Smith of the SAPS Explosives Section. SCAN (Statement Analysis) by the Laboratory for Scientific Interrogation, Forensic Interviewing by Megaplan IIS, Sexual & Violence Risk Assessment by Bram Van Der Meer (Netherlands), Evidence Based Assessment of Offender Dynamics in Offender Profiling by Sgt Paul Delhauer (ret) Los Angeles Sheriff's Department, Stalking Assessment and Management by Prof Stephen Hart of Simon Fraser University in Canada, and Cold Case Investigation by retired Supervisory Special Agent Mark Safarik of the FBI's Behavioral Analysis Unit, Psychopathy Assessment and Diagnosis by Dr Peter Collins of the Ontario Provincial Police in Canada, Threat Assessment by Dr Russ Palarea of Operational Psychology Services (exNCIS).



Bronwynn Stollarz

Bronwynn Stollarz is a Director of L&S Threat Management, South Africa's first sole-purpose threat assessment and management company focusing on workplace violence and threat assessment.

Prior to this she was a Clinical Psychologist employed in the South African Police Service's Investigative Psychology Section (IPS) from 2013 to 2018. Bronwynn held the position of Section Commander, Forensic Psychology, in the rank of Colonel. The IPS is responsible for assisting the SAPS with investigations of psychologically motivated crimes of an interpersonal violence and sexual nature. This role also included writing of providing expert evidence and assisting prosecutors. The IPS is also the only unit with a mandate to compile offender profiles for the SAPS. The IPS is the South African Police Services' equivalent of the Behavioral Analysis Units of the FBI.

Bronwynn completed an undergraduate degree in Child and Family Psychology at the University of Johannesburg in 2006 and an Honors degree in Psychology in 2007, following which she completed a Master's Degree in Clinical Psychology from the University of the Witwatersrand (Cum Laude) in 2010. Bronwynn has been registered as a Clinical Psychologist since 2012, after finishing her community service year in the Child and Adolescent Unit at Chris Hani Baragwanath Hospital.

Bronwynn has presented a number of training sessions in her role at the SAPS on topics such as family murder, intimate partner murder, paraphilic behavior and other psychologically motivated crimes. In 2017 and 2018 Bronwynn co-presented at the Association of European Threat Assessment Professionals annual conference. Bronwynn has received expert training in Sexual & Violence Risk Assessment by Bram Van Der Meer (Netherlands), Psychologically Motivated Crimes Investigation by the SAPS, Offender Profiling by Sgt Paul Delhauer (ret) Los Angeles Sheriff's Department, Psychopathy Assessment and Diagnosis by Dr Peter Collins of the Ontario Provincial Police (OPP) in Canada, Juvenile Sexual Offenders by Dr Peter Collins of the OPP in Canada, Statement Analysis (SCAN) by Avinoam Sapir of the Laboratory for Scientific Interrogation USA, Threat Assessment by Dr Russ Palarea of Operational Psychology Services (exNCIS), Terrorism Risk Assessment Tools by Dr Paul Gill from the UK, and Cold Case Investigation by retired Supervisory Special Agent Mark Safarik of the FBI's Behavioral Analysis Unit. She is also a trained SAPS hostage negotiator.

THREAT ASSESSMENT & MANAGEMENT TRAINING

PRESENTED BY: L&S THREAT MANAGEMENT (PTY) LTD

CURRICULUM

- **Basic principles of threat assessment**
- **Defining key concepts in threat assessment**
- **Threat assessment vs threat management**
- **Structured professional guidelines**
- **Threat assessment teams & the multidisciplinary approach**
- **Violence in the workplace**
 - Forms of workplace violence
 - Employer's responsibilities
 - Consequences of workplace violence
- **Threat assessment process**
- **Guidelines for threat assessment**
 - Gathering information in threat assessments
 - Interviewing sources of information
 - Pathway to violence
 - Warning behaviours
- **Specific threats:**
 - Anonymous threats
 - Active shooter threats
 - Injustice collector
 - Insider threats
 - Threats to corporate figures
 - Stalking behaviour
 - Intimate partner/domestic violence
 - Workplace bullying
- **Threat management:**
 - Aims of a threat management plan
 - How to compile a threat management plan
- **Threat crimes**
- **Mental health issues in threat assessment:**
 - Personality disorders (psychopaths, narcissists)
 - Mental illness (depression, bi-polar mood, psychosis, schizophrenia, delusions)
- **Practical case studies**
- **Report writing in threat assessment cases**