



Coast Guard Investigative Service THREAT MANAGEMENT UNIT



Behavioral Risk Considerations for Commands

Leaders benefit from early recognition and resolution of potentially disruptive or violent conduct within their command.

Awareness of behaviors inconsistent with command climate and Coast Guard Core Values may indicate an increased concern for violence, aggression, or organizational disruption. The presence of any behavior identified below does not indicate any criminal or administrative violation; that determination should be made only after an appropriate and thorough investigation and consultation with the appropriate staff functions.

Recognizing an individual's baseline of behavior is an important starting point. That knowledge helps us understand what normal is for that person day-to-day: Normal is good. What we want to keep an eye on is escalation or change. Escalation is the increase in extent, volume, amount or intensity of any behavior. Identifying escalation is important as an indicator of the effect of stress, world-view, or perception (real or perceived) and allows for the most effective development of support strategies for the individual concerned. Change in behavior is simply that, anything not previously recognized as normal for that person.

These behaviors can occur in any setting, to include: work (with co-workers, peers, customers, or leaders), home (in short or long-term intimate partnerships, friendships, or in family), in the community, or any other situation.

Often, disruptive behaviors have the following underlying conditions:

A sense of loss, to include:

- Relationship(s)
- Employment
- Health
- Financial stability
- Respect by others
- Self-Esteem
- Freedom

A real or perceived sense of:

- Mistreatment
- Injustice
- Hopelessness
- Helplessness
- Evaporating options
- Fear

What Is TMU?

The CGIS Threat Management Unit is a prevention-based behavioral analysis program designed to support commands and CGIS special agents with identifying, assessing, and managing situations involving aberrant, aggressive, or violent behavior. TMU uses threat assessment and threat management tools and protocols to provide a behavioral and observational focus to concerning situations in a collaborative manner.



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The behaviors listed below can occur when people experience stress. If you detect the presence of these behaviors, or see any escalation or change in these behaviors contact CGIS as quickly as possible. An escalation or change does not alone indicate increased concern for violence or aggression, but is a trigger for examination by a threat assessment professional with the CGIS Threat Management Unit. If at any point you feel fear of imminent violence or fear for your physical safety, you should immediately leave the area, call 911, and advise the local CGIS office as soon as possible.

Behavior	Description
Violent Act	Engaged in actual or attempted physical harm of another person, or a history of violence (domestic violence, fights, etc)
Violent Ideation	Homicidal or suicidal thought, violent thoughts, violent urges, violent storytelling/fantasies, including an inappropriate interest in weapons
Violent Intention or Threats	Telling people about performing acts of violence, made any threats or menacing statements, either direct, joking or implied
Interpersonal conflict	Ongoing conflicts, disagreements, or arguments with others (supervisors, co-workers, friends, family, strangers, etc), intimidation, blaming others, a regular failure to accept responsibility
Fixation or Obsession	An obsessive or unhealthy preoccupation or attachment (stalking, harassment)
Verbal aggression	Shouting, cursing, and insulting people
Property aggression	Destroyed property, thrown things, slammed things, vandalized things, etc
Target vulnerability	Is the target of the aggression/concern vulnerable to potential harm?
Weapons	Access or proximity to firearms, or an unusual interest in firearms
Organizational Impact	Has there been a significant organizational impact to the work team, unit, or home life?

The CGIS Threat Management Unit is available to talk through anyone’s observations as needed. The important thing for commands is to not rationalize or make excuses (“that’s just how he/she is...”) for any behavior that causes an increase in unease, but to have a conversation about the concerns, discuss appropriate next steps, and if needed, effective support strategies employed.

When to Call

If you are experiencing uneasiness over a persistent concern of harm or disruption to people, operations, or facilities, call TMU for a brief conversation. We'd rather spend 5 minutes on something that isn't concerning in the end, than miss opportunities to support early intervention opportunities. We are always happy to participate in Crisis Intervention Team calls.

For consultation or information, contact:

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