

CGIS Threat Management Program Job Aid: What is a Threat Management Investigation?

Purpose:

This job aid was developed to assist case agents in developing interviewing strategies and tactics when investigating threat management related cases. Additionally, the CGIS Threat Management Coordinator (TMC) is available 24/7 to assist agents working cases, perform formal threat assessments, violence risk assessments, and serve as a resource.

Discussion:

The objective of a threat management investigation is to prevent any act of targeted violence against a victim. Threat management investigations require the same investigative skill, collaboration of evidence, and common sense of a criminal investigation, but sometimes lack a clearly identified criminal act. These investigations often reveal that small actions or behaviors performed by a subject over time or with or without ill intent may culminate into a variety of crimes. Targets of these behaviors/crimes regularly experience great distress, affecting that employee's operational readiness and diverting command resources away from performing their primary missions. Most often, these cases involve the following crimes/actions:

Stalking	Homicidal ideations
Domestic violence	Inappropriate contact
Workplace violence	Inappropriate personal approaches
Assault	Inappropriate or unusual interest
Weapons possession	Arson
Criminal threats	Harassment
Non-Criminal threats	Concerning Behaviors
Suicidal ideations	

Threat management investigations require an examination of the *context*, *circumstance*, and *content* of behaviors of concern to achieve a better understanding of the subject and the world they perceive. These cases require thoughtful analysis of a subject's criminal history, life stressors, relationships, work performance, intentions, and state of mind. To this end, special agents will evaluate the need to conduct interviews with victims, friends, co-workers, family, supervisors, therapists, and anyone else with knowledge focused specifically upon the threat, behavior or action. Additional investigative activities such as reviewing computer profiles, email, or surveillance may also be necessary, based upon the discretion of the case agent.



Once the investigation collects the necessary information, the case agent shall evaluate any information developed and should consider discussing their findings with the CGIS Threat Management Coordinator (TMC). If the case agent or his/her leadership believe a threat assessment or violence risk assessment should be performed, case information will be reviewed by the TMC.

The TMC will use structured assessment tools, training, and experience to evaluate the information available and create relevant products, such as a threat assessment, violence risk assessment, and recommended management plans. Each of these products will describe the potential risk of future physical violence from the subject. CGIS assessments and other products are based upon a wide review of relevant literature, practical processes developed and implemented for this purpose by a wide range of professionals and organizations that make up the violence risk assessment community.

Assessments can be provided to CGIS Regional Offices and the case agent to be shared with local commands, legal offices, and others. Upon discussion, between the Regional SAC, case agent, and CGIS TMC, additional products could be provided, to include: victim safety plans, command recommendations, investigative strategies, interviewing strategies, and outside resource support.

With a completed assessment, the case agent, the command, Work-Life, legal, and possibly the CGIS TMC will form an interdisciplinary team (in the form a Crisis Intervention Team) can work together to develop a plan to monitor the individual. Entitled a Management Plan, the document will outline the actions taken by each CIT component to mitigate the threat. Often, no law enforcement action is necessary i.e., command involvement, Chaplain engagement, or Work-Life services, etc. may be enough to get the subject the assistance they need, thereby minimizing the threat. Typically, management plans are non-traditional solutions to mitigate the threat at hand.

As cases progress through each step in the process (and in the execution of the management plan), re-evaluation of the threat should be re-evaluated to ensure the safety of the target, other USCG personnel, and USCG facilities.

Questions regarding the CGIS Threat Management program can be directed to CGIS.TM@USCG.mil.

