

The World Leader in Workplace Violence Prevention



Threat Assessment Group

**TAG's Life Ring
Logo represents
our MISSION to
help you identify
and save people
at risk.**

About TAG

A Vaccine for Violence


TAG was founded by renowned forensic psychiatrist Park Dietz, M.D., M.P.H., Ph.D., who consulted on his first corporate threat case in August 1978, his first day as an Assistant Professor at Harvard Medical School, and recognized that this was a problem that could be solved through interdisciplinary expertise in four areas: injury prevention, mental disorder, criminal behavior, and threatening communications.

He'd already studied the first three at Johns Hopkins and the University of Pennsylvania, and he pioneered the scientific study of threatening communications with support from the National Institute of Justice as a Professor of Law and Psychiatry at the University of Virginia. As a consultant to corporations, universities, and the FBI on threats, violence, bombings, and product tampering, he saw a pattern of missed opportunities for prevention and concluded that reacting well to crises was not enough. He founded TAG to develop and deliver systematic, proactive prevention.

From its inception in 1987, TAG has provided a proactive approach focused on crisis prevention through early warning systems, early intervention, and the prompt and safe resolution of behavioral problems. TAG has partnered with many of the world's leading employers to develop innovative and best practices in workplace misconduct mitigation and the management of misconduct in work settings. TAG's innovations are industry standards, and its procedures and training materials are widely imitated.

Why TAG?

Threat Assessment Group, Inc. (TAG) was the world's first company devoted to workplace misconduct mitigation (1987) and the first to provide formal training in the field (1993). TAG's philosophy – **Safety First, Fairness Second** – derives from the ethics and values of medicine and public health. TAG's methods derive from psychiatry, psychology, criminal investigation, criminology, and decades of experience.

A black and white photograph of two men in an office setting. The man on the left is older, with white hair and glasses, wearing a light-colored shirt and a dark tie. He is leaning forward, looking at a document on the desk. The man on the right is younger, with dark hair, wearing a light-colored button-down shirt. He is also looking at the document. They are sitting at a desk with several papers and a folder. The background shows office cubicles with glass partitions.

“A must for any HR
or Security professional.”

Thomas Pye, Sr. Investigator, Honeywell

Training

TAG offers comprehensive training in misconduct mitigation for corporate workplaces, educational communities, government agencies, and others. With programs that are tailored to every level of an organization – including professionals who manage violence risk, managers and supervisors, employees, faculty, students, and others – TAG training is available in a variety of media and at a range of pricing to meet your needs.

Specialist Training

TAG's training for professionals who manage misconduct risk – whom we call specialists – is a comprehensive introduction to the core principles, key themes, and effective management strategies for misconduct mitigation. Delivered by leading experts in live events, webinars, or online videos, this 12-lesson course provides both foundational and advanced information necessary to manage behavioral risks and threats within an organization. The curriculum draws on TAG case studies to give participants experience in analyzing case facts and formulating a safe management plan.

Manager/Supervisor Training

TAG's training for managers and supervisors may be delivered on site in live sessions by TAG instructors or your instructors, through webinars, through online training on your LMS, through booklets, or through a combination of these media.

Whatever medium of delivery you choose, this training should include the two core lessons ("Managing Troubled People" and "Managing Troubling Situations"). These two lessons provide those who supervise others the supervisory skills necessary to respond appropriately to early, middle, and late risk indicators. Depending on the needs of your enterprise, you may also include a variety of other training topics, including "Responding to an Armed Attack."

Employee Training

TAG's training for employees may be delivered on site in live sessions by TAG instructors, your instructors, or your managers; through online training on your LMS; through booklets and handouts; or through a combination of these media.

Lessons for this audience include your choice of three lessons:

- Your Role in Workplace Misconduct Mitigation
- Gatekeeper Safety: How to Deal with Unwanted Writings, Calls, and Visits
- Responding to an Armed Attack

The first lesson emphasizes the importance to the community of early reporting.

The Corporate Curriculum For Specialists Covers:

- Dimensions of Workplace Violence Prevention
- Creating and Maintaining a Safe Workplace
- Assessing Risks
- Investigation
- Intimate Partner Violence
- Stalking and Cyberstalking
- Safe Termination
- Personality Disorder
- Mental Illness
- Suicide
- Unwanted Communications and Visits
- Preparing for an Armed Attack



E-Learning

TAG's E-learning products consist of three suites of training courses for three different audiences who differ in the degree of responsibility they have for managing the risks associated with workplace misconduct. Through the TAG360 program, all courses are licensed for use on your company's Learning Management System; the Specialist Suite may also be used through TAG's online E-learning platform.

Specialist Suite

Audience: *Anyone responsible for conducting investigations or for guiding decisions about discipline, termination, or workplace misconduct mitigation policies and procedures (e.g., human resources, employee relations, security, employment law, and compliance).*

1. Workplace Violence Prevention (29 min)

Learn about the universal causes and effects of workplace violence, TAG's 12 Maxims, the team approach to case management, everyone's role in prevention, and TAG's Key Tenets.

2. Investigation (26 min)

Learn about the basics of investigation, the steps in a preliminary investigation, when to escalate the case to the team, when to consult TAG, supplemental and special investigations, and interviewing. (Includes case studies).

3. Assessing and Managing Workplace Threats (31 min)

Learn the purpose of threat assessment, what constitutes a threat, 20 warning signs of violence, situational risk factors, risk factors for the mentally ill, protective factors, and principles of risk assessment and threat management. (Includes case studies).

4. Intimate Partner Violence (28 min)

Learn about the prevalence of intimate partner violence, the effects on the workplace, predictors of lethal outcome, TAG's basic approach,

when to escalate cases to the team, the pros and cons of restraining orders, and the protection of targeted victims. (Includes case studies).

5. Stalking (28 min)

Learn about the definitions, statistics, and impacts of stalking, commonly reported behaviors, risk factors for violence by stalkers, the 5-step process of stalking, and stalker management strategies. (Includes case studies).

6. Cyberstalking and Related Misconduct (24 min)

Learn about the definition, features, and laws against cyberstalking and cyberbullying and the problem of cyber slamming and other web-based misconduct that may target your employees. (Includes case studies).

7. Life Stress, Personality Disorder, Substance Abuse (27 min)

Learn about the workplace impact and signs of stressful life events, personality disorders, and substance abuse and some recommended management techniques. (Includes case studies).

8. Mental Illness and Suicide Prevention (42 min)

Learn about the workplace impact and signs of common mental illnesses, available management strategies, risk factors for suicide, and methods of suicide prevention. (Includes case studies).

9. Safe Termination (29 min)

Learn the signs of an end-stage employee, the recommended timing, location, and agenda for termination, steps to take during high risk terminations, when to terminate by phone, and recommended termination softeners. (Includes case studies).

10. Problematic Former Employees (23 min)

Learn about the predictors and forms of post-employment misconduct and recommended strategies for preventing access and managing harassment. (Includes case studies).

Manager/Supervisor Suite

Audience: *Anyone who manages or supervises other employees or contractors.*

1. Managing Troubled People (18 min)

Learn how to identify workplace behaviors that you can discuss with your employees to improve performance, how to identify behavioral emergencies, and when to seek guidance from others.

2. Managing Troubling Situations (15 min)

Learn how to identify workplace behaviors that you should report to others who have specialized training to assist you.

3. Responding to an Armed Attack (10 min)

Learn how you and your employees should respond in the event of an armed attack.

11. Managing Unwanted Communications and Visits (40 min)

Learn about warning signs of violence by outsiders, the need for an early warning system and how to create one, the importance of documenting and assessing all unwanted contacts (not just threats), what to look for in assessment, and how to handle unwanted writings, calls, and visits. (Includes case studies).

12. Preparing for an Armed Attack (21 min)

Learn about armed attacks, how to prepare your organization for an armed attack, what to expect from law enforcement, general guidelines for all incidents, and specific guidelines for four scenarios: armed attacker in an open area; armed attacker outside your building; armed attacker in your building; armed attacker in your room. (Includes case study).

Employee Suite

Audience: *Anyone who does not manage or supervise others.*

1. Your Role in Workplace Misconduct Mitigation (13 min)

Learn what you should observe and report. You can help save someone's job and maybe even save a life.

2. Gatekeeper Safety: How to Deal with Unwanted Writings, Calls, and Visits (15 min)

Learn how to identify, deal with, and report unwanted writings, calls, and visits.

3. Responding to an Armed Attack (10 min)

Learn how you should respond in the event of an armed attack.

Consulting

Workplace Misconduct Mitigation

For more than 30 years, TAG has helped organizations of every description translate a commitment to safety into practical steps for creating model programs of misconduct mitigation that keep people safe while reducing operating costs. We are experienced in managing near-term needs – including responding to individual, high-risk cases – while putting into place programs with lasting value.

If you call us before a crisis peaks, we can help you save lives. If you call us when you aren't distracted by a crisis, we can help you create a safer, more productive environment less prone to crisis.

TAG is available to consult on all, some, or any one of the following:

- Introducing Workplace Misconduct Mitigation to senior leadership
- Advising on the investigation and management of individual cases of suspected misconduct, including threats, intimate partner violence, anonymous or inappropriate communications, weapons in the workplace, sexual harassment and sexual assault, bullying and mobbing, claims of retaliation and discrimination, misuse of confidential information and information systems ("insider threat"), fraud (including bank fraud, credit card fraud, and cyber fraud), theft and product diversion, conflicts of interest, solicitation or payment of bribes, kickbacks, and other amenities, alleged misconduct involving senior leaders or members of the board of directors, product tampering, sabotage, and arson
- Conducting difficult or high-risk terminations
- Conducting investigations, including interviewing those under suspicion to seek admissions of misconduct
- Creation and training of cross-functional teams to manage risks to people and assets
- Developing policies and reporting protocols
- Analysis of key metrics
- Training of managers and supervisors
- Training of employees, including those who deal with the public
- Analysis of risks and hazards
- Assessing vulnerabilities of facilities
- Rapid security assessments
- Business continuity planning
- Mental health evaluations
- Litigation consulting

“Risk and liability avoidance alone will pay for TAG training many times over.”

David K. Metta, Deputy Director,
Security & Counterintelligence Division, Argonne National Laboratory

Case Consulting

TAG's case consultation services began more than 30 years ago with a focus on threats, stalking, violence prevention, and product tampering as an outgrowth of the founder's ground-breaking original research on these topics. Since then, TAG's experts have diversified and include not only forensic psychiatrists, forensic psychologists, and former FBI profilers, but also former federal agents from the US Secret Service and US Capitol Police, former FBI interviewing and polygraph specialists, and others with industry experience.

The range of cases on which TAG offers consulting has similarly diversified and today includes:

- Threats
- Intimate partner violence
- Anonymous or inappropriate communications
- Weapons in the workplace
- Sexual harassment and sexual assault
- Bullying and mobbing
- Claims of retaliation and discrimination
- Misuse of confidential information and information systems ("insider threat")
- Fraud (including bank fraud, credit card fraud, and cyber fraud)
- Theft and product diversion
- Conflicts of interest
- Solicitation or payment of bribes, kickbacks, and other amenities
- Alleged misconduct involving senior leaders or members of the board of directors
- Product tampering
- Sabotage
- Arson

TAG works with clients to identify and recommend a specific action plan. A TAG case consultation typically begins with an intake process (basic information, request for documents, and scheduling), review of any documents, and a conference call.

While in the vast majority of cases no travel is necessary, TAG experts are available for on-site consultation, interviews, coordination with mental health or law enforcement personnel, high-risk negotiations, discipline, or terminations. Written reports, second opinions, affidavits, declarations, and expert testimony are all available on request.



Security Assessment Essentials



Hazard, Risk, and Impact Analysis

Difficult Terminations

Every large employer occasionally needs to separate someone from employment who is worrisome or downright dangerous. TAG has decades of experience in advising clients how to safely conduct such terminations, including creating scripts to be used in the termination interview. At the client's request, a TAG expert will travel to the location and conduct the termination interview. TAG has a 100% success rate in conducting difficult terminations.

Internal Investigations

Whether the issue is threats; fraud; theft; product diversion; sexual harassment; conflicts of interest; solicitation or payment of bribes, kickbacks, and other amenities; misuse of confidential information and information systems; claims of retaliation and discrimination; or alleged misconduct involving senior leaders or members of the board of directors, TAG can assist clients in the important process of conducting a fair, thorough, and properly documented investigation.

For clients with internal investigative resources, TAG can assist in a variety of ways, such as advising on investigative techniques or interviewing strategy. For clients short on internal investigative resources, TAG can come on site to conduct an external investigation, including interviews of witnesses and suspects. Moreover, TAG can train your investigators on the steps of conducting a successful corporate investigation, including interviewing.

Hazard, Risk, and Impact Analysis

TAG's internationally recognized experts can collaborate with your business leaders to objectively assess the hazards (potential causes of harm) and risks (probability of occurrence) to the assets of your enterprise, and the potential impact of those hazards and risks. Ranking these by probability and consequences, our experts work with clients to evaluate mitigation efforts in place to protect high consequence priorities. Together, they determine whether existing security operations are focused on protecting the most important assets.

If desired, TAG can provide a comprehensive report covering the risks facing your enterprise, along with best practices, recommendations, and customized mitigation options. These recommendations specifically address business continuity and the protection of core assets.

Vulnerability Assessments

TAG's internationally recognized experts can visit any or all of your sites to explore security gaps, weaknesses, and dysfunctions. TAG's experts analyze the current application of business operations and security competencies. Evaluation of the effectiveness of security mitigation efforts can give primary decision makers a clear and unambiguous overview of the efficacy of security operations.

Security Assessment Essentials

TAG can provide a unique one-day assessment of your organization's security "footprint." A TAG security expert will conduct an on-site evaluation of your organization's security operations and present findings of consequence to key decision makers. These assessments provide valuable considerations and best practice concepts to help key decision makers assess their security capabilities.

Business Continuity Plans

The Business Continuity of Operations (CONOPS) plan must be diligently developed and maintained by every business. One of the essential functions of a comprehensive CONOPS plan is to identify events that could have a negative impact on business, such as a supply chain interruption or loss of critical infrastructure, ransomware attack, denial of service attack, or criminal act of destruction. The CONOPS plan must describe mitigation capabilities within your organization to reduce or eliminate the consequences of these events. Some organizations get by with a minimum effort to satisfy insurance requirements. TAG works closely with key stakeholders within your business to evaluate your existing Business Continuity Plan or help you develop a more thorough plan that will identify how your business will prevent or address man-made or natural disasters that threaten your business.

Event Security Planning

Shareholder meetings and company-sponsored events are a more likely target today than ever before. TAG has been dealing with former employees and others attempting crimes in these settings for 30 years. If you operate or host events at sports and entertainment venues, convention centers, arenas, parade sites, hotels, shopping malls, or other heavily populated venues, you need to accept that these have all become increasingly attractive targets for both individual criminals and terrorists.

If you're ready to re-examine your existing security efforts and consider enhancements to fortify the safety and security of your events, TAG's event security specialists will work with your corporate security team, venue security personnel, and appropriate law enforcement agencies anywhere in the world to assess selected venue sites for annual shareholder meetings and corporate events, to provide security gap analysis, and to provide specific recommendations to address potential threats and vulnerabilities.

Profiling (Behavioral Analysis)

TAG provides behavioral analysis (profiling) to help identify unknown suspects of criminal or policy-violating misconduct, as well as to develop investigative and interviewing strategies. In doing so, TAG draws on more than 100 years of collective experience with the FBI and decades of training, research, and investigative experience with the FBI's Behavioral Analysis Units and former Behavioral Science Unit.

For example, TAG has assisted clients in identifying extortionists, the authors of anonymous communications, persons making bomb threats, persons tampering with consumer products, and the suspect who murdered a female employee.

When a particular facility stands out for under-reporting of misconduct, high levels of employee fear or dissatisfaction, a high rate of suicide, declining productivity or attendance, or other behavioral problems, TAG experts can come on site to identify the root causes through behavioral analysis, management interviews, and employee surveys.

TAG has experience using these same skills to work collaboratively with crisis management teams to prepare for and respond to mass shootings, explosions, bioterrorism, product tampering, and other emergencies; with corporate communications teams to respond to campaigns to discredit a product, an ingredient used in manufacturing, research methods, or the entire company; and with employee relations during the negotiation of significant labor-management disputes or the mediation of disputes among employees during downsizings or other major changes.

Mental Health Evaluations

Although seldom the best approach to case management, when indicated, leading forensic psychiatrists and forensic psychologists are available to conduct fitness for duty or violence risk assessments on behalf of employers anywhere English, Spanish or Portuguese are spoken, through TAG's sister company, Park Dietz & Associates. (www.parkdietzassociates.com)

Litigation Consulting

TAG experts regularly serve as consultants and expert witnesses in employment litigation and workplace violence litigation.

Litigation-related services are provided through TAG's sister company, Park Dietz & Associates. (www.parkdietzassociates.com)

TAG360

Our most comprehensive and affordable workplace misconduct mitigation program.

PriorityOne Case Consultation Service:

24/7 availability of TAG Experts to consult on strategies to prevent violence toward persons, property, or products.

Unlimited Internal Use of TAG's Online Training:

12 courses for Specialists, 6 courses for Managers and Supervisors, and 3 courses for Employees.

Manager's Guide to a Safe and Respectful Workplace:

TAG360 Clients are licensed to edit, customize, and distribute our booklet for managers and supervisors.

Employee's Guide to a Safe and Respectful Workplace:

TAG360 Clients are licensed to edit, customize, and distribute our booklet for employees.

TAG's Model Policy:

TAG360 Clients are licensed to adopt it or to use it in formulating or modifying their own policy.

Sample Course Announcements:

A template for communicating the launch of TAG's E-Learning courses to each audience in the organization.

Sample Team Charter:

TAG360 Clients receive a sample charter for forming or improving an interdisciplinary team to manage the program roll out and cases, including recommended name, composition, mission, and duties.

TAG Case Intake Form:

TAG360 Clients are licensed to use TAG's proprietary Case Intake Form to guide internal investigations and submit cases to TAG for consultation.

Unwanted Contact Report Form:

Designed to accompany the Gatekeeper Safety training, this form for employees who interact with the public helps them document observations about unwanted writings, calls, and visits.

Discounts:

TAG360 Clients receive a 20% discount on all TAG offerings, including all forms of consultation and training.

**Thirty-plus years,
Zero casualties.**



Clients we've helped



Our Team

We are an interdisciplinary team. Our expertise with threats, dangerous behavior, and violence is comprehensive and unparalleled. Drawn from the top ranks of forensic psychiatry, forensic psychology, and behavioral specialists from federal law enforcement agencies, TAG experts have guided the management of thousands of high-risk cases. Courtroom experience in thousands of trials significantly informs our approach to training and case management.

Core Team



Park Dietz, M.D., M.P.H., Ph.D
Founder & President



Aaron Cohen
VP of Business Development



Heidi Keyes
Operations Manager



Cathy Chambers
Client Relations

TAG Consulting & Training Experts



Lauren Ambrozic, M.A.



Stephen Carter, M.A., M.B.A.
(FBI, Ret.)



Ray S. Mey (FBI, Ret.)



Blake McConnel, (FBI, Ret.)



Daniel A. Martell, Ph.D.



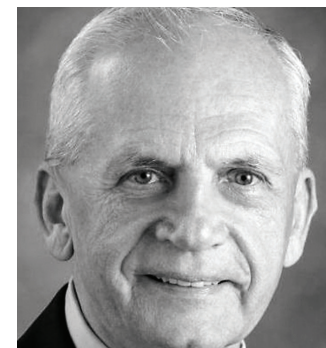
Nicholas Scurich, Ph.D.



Leeanne M. Whitwell
(formerly Special Agent, U.S. Capitol Police)



Jana Monroe (FBI, Ret.)



Gregg O. McCrary, M.A.
(FBI, Ret.)



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Joel Dvoskin, Ph.D.

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