

**Threat Assessment and Threat Management (TATM)**

**SCOPE:** This product is intended to make public safety professionals aware of the threat assessment and threat management model (TATM), which focuses on using assessment tools and employing threat management strategies through multidisciplinary teams to evaluate potential threats and mitigate radicalization, recruitment, and mobilization to violent extremism. The TATM model can be used to prevent escalation by individuals toward various types of targeted violence; however, this Toolbox is specifically focused on acts of targeted violence constituting terrorism.

**A MODEL CRITICAL TO TERRORISM PREVENTION**

The TATM Model is a proactive, prevention-based approach for recognizing, evaluating, assessing, and managing threatening or concerning behavior before an act of violence has occurred, including terrorism. The keys to mitigating a threat are early identification of concerning or threatening behaviors and intervention by a multidisciplinary team (MDT) that can direct, document, and manage the threat assessment and response process. The TATM approach provides public safety personnel with options for responding to individuals whose behavior demonstrates they are a risk for committing future acts of violence, particularly when traditional law enforcement tools are unavailable, by working with non-law enforcement community partners.

- The TATM Model uses a structured **assessment process** by a MDT to evaluate individuals who exhibit concerning behaviors and applies a tailored **management strategy** to prevent violence.
- Radicalization to violence is a multidimensional process best countered or prevented by multilevel and multidisciplinary solutions—bringing together providers with different perspectives, capabilities, and backgrounds to review cases broadens the understanding of problems and solutions.

**KEY ELEMENTS OF THE TATM MODEL**

**Multidisciplinary Team (MDT):** a multidisciplinary group from relevant disciplines that evaluates concerning behavior and applies a tailored management strategy to prevent violence.

**Threat Assessment:** a fact-based method of assessment focusing on an individual's patterns of behavior to determine if they are moving toward violence.

**Threat Management:** a coordinated plan of direct or indirect interventions with an individual that are based on current information and level of threat posed; designed to reduce the risk of violence in a given situation at a particular point in time; involves the application of an individually tailored plan to reduce risk-enhancing factors and increase risk-mitigating factors.

**MULTIDISCIPLINARY TEAM CONSTRUCT**

A key element of the TATM model is an effective MDT. Highly effective teams collaborate, coordinate, and communicate across various parts of organizations or communities to address threats of targeted violence, including terrorism.

- An **affiliate team** includes a broader group of stakeholders who can be educated on TATM concepts, refer cases to the core team, and support the core team on an ad hoc basis.

**THREAT ASSESSMENT**

Assessing all available information and developing a tailored mitigation plan is essential to intervening with individuals on the pathway to violence. Consider potential risk-enhancing and risk-mitigating factors when assessing threat; **risk factors** increase the likelihood of violence in a given situation and **protective factors** could prevent an act of targeted violence, including terrorism. **Precipitating events**—past, current, or anticipated events—can build up over time and serve as triggers or added stressors.

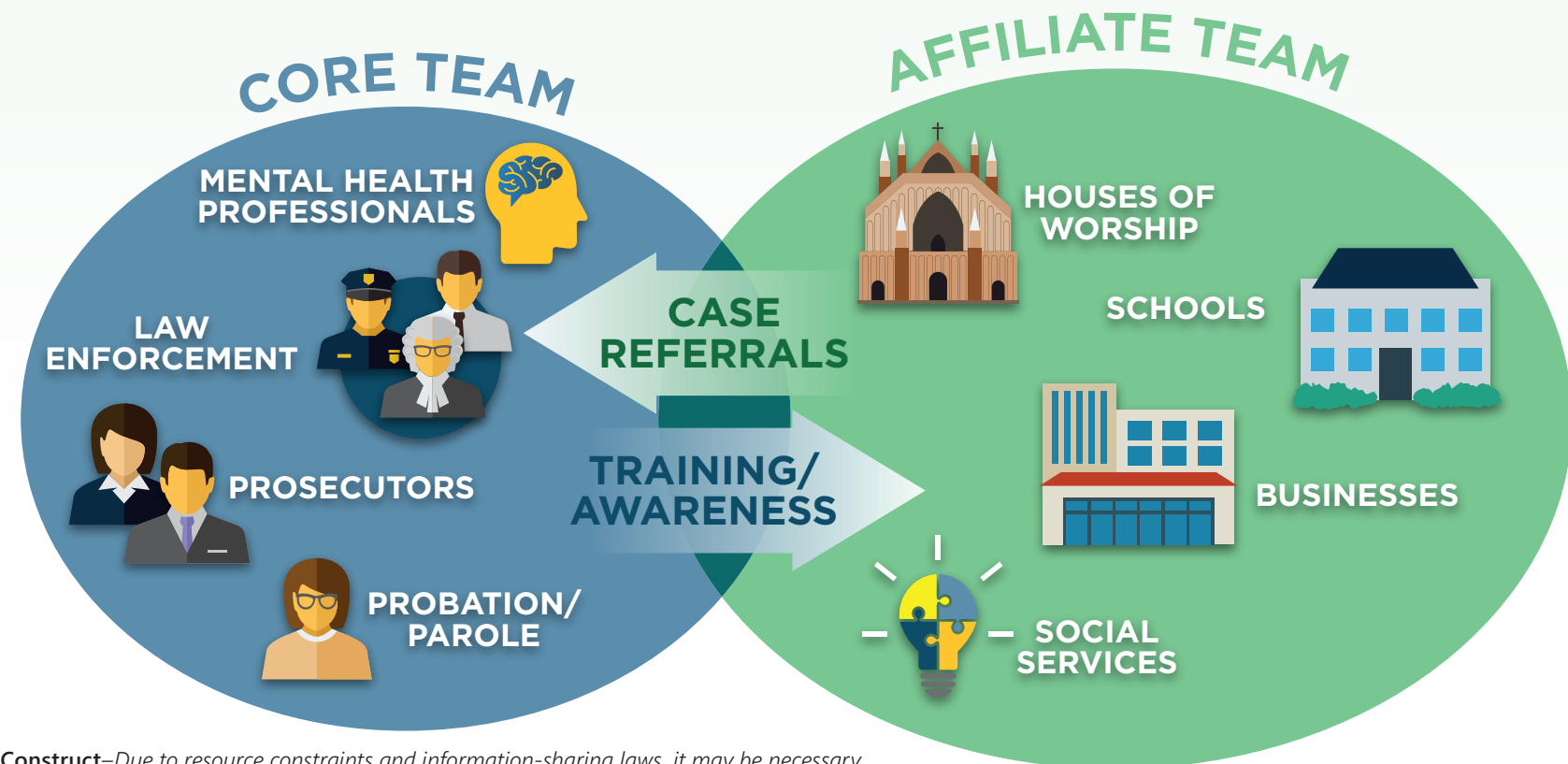
- The threat assessment process is dynamic; as new risk factors, protective factors, or precipitating events are identified, threat assessments and their accompanying mitigation plans must be comprehensively updated, highlighting the benefit of the multidisciplinary team approach.

**THREAT MANAGEMENT**

A threat management strategy is a coordinated plan of direct or indirect interventions with an at-risk individual to reduce the likelihood that he/she will engage in violence, including terrorism. TATM teams should:

- Offer support packages for vulnerable and at-risk individuals that address multiple domains; building a multidimensional support package with tiers of interventions.
- Focus on addressing grievances that can lead an individual to violence such as personal and/or socio-political. Threat management strategies can include conflict resolution, empathy training, and finding alternative solutions.
- Develop needs assessments to identify treatment, support, and services to mitigate risks by improving the individual's circumstances and building their resilience against radicalization to violence.
- Identify, locate and leverage local services to sync with the needs assessment to create an individualized threat management plan.

**Implement and Reassess:** Threat management is a dynamic process and strategies will often require adjustments to enhance success. Once a strategy is implemented, this begins a period of reassessment, during which the management plan's effectiveness is evaluated and changes can be made. This involves regular reassessment by a multidisciplinary team (MDT), which often includes establishing effective tripwires and identifying third-party bystanders who can alert the TATM team to concerning changes in the individual's behaviors. Prevention and intervention efforts should reassess at-risk individuals whose behaviors indicate movement toward violence to determine the level of concern and develop new tailored management strategies as needed.



**Team Construct**—Due to resource constraints and information-sharing laws, it may be necessary to build layered teams with core and affiliate members. For a team to function effectively, there should be a designated chair or lead responsible for overseeing activities and convening the group.



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**WARNING:** Each indicator listed may be by itself lawful conduct or behavior and may constitute the exercise of rights guaranteed by the US Constitution. Evaluating a totality of behavioral indicators and other relevant circumstances when considering corrections or law enforcement response helps ensure no single indicator is used as the sole basis for action.

CONSIDERATIONS

- **Involve Law Enforcement** - critical to accurate threat assessment and effective threat management, but can vary based on investigative authority, privacy laws, and the type of TATM team.
- **Support and educate the families of the vulnerable or at risk** - provide education and support to family members to increase their awareness and knowledge of ways to reduce risks for violent extremism.
- **Empower and train community workers and advocates** - efforts to prevent violent extremism are likely to be more powerful coming from community workers or advocates who are seen as integral parts of the communities where programs are being delivered.
- **Ensure training in recognizing violent extremism for mental health professionals** - most mental health professionals are not trained specifically on terrorism and targeted violence topics.
- **Consider incorporating former violent extremists in prevention and interventions**
- **Cross-train law enforcement, mental health, and other professionals**
- **Secure community buy-in and support** - will promote reporting of concerning behaviors and ensure options for community-based mental health and social services before a potential act of violence; additionally, will help strengthen communication and understanding of each other's roles and responsibilities.

TRAINING\*

All stakeholders should be provided with up-front and ongoing training related to threat assessment and terrorism prevention.

- **Threat Assessment Knowledge:** Stakeholders should be trained in effective considerations and processes, including the goals and steps of an assessment, the type of information that should be brought forward, and how individuals report their concerns.
- **Awareness of Violent Extremism:** Stakeholders should receive training on the current threat environment; violent extremist groups and ideologies; common tactics, techniques, and procedures; the process of radicalization to violence; and mobilization indicators.

**Bystanders:** Although not a formal part of the threat assessment team, potential bystanders play an important role in the process because of their ability to recognize, intercede, and report pertinent concerning behaviors and indicators. Training, engagement, and outreach can help equip and overcome obstacles to bystander reporting. Training should include the important role they play in terrorism prevention, guidance on what constitutes suspicious activity, and how to report suspicious information.

**The Association of Threat Assessment Professionals (ATAP)**<sup>USPER</sup> provides training and certification to become a Certified Threat Manager through their threat assessment and management professional certification program.

**The McCain Institute Prevention Practitioner Network (PPN)**<sup>USPER</sup> is a network of interdisciplinary professionals dedicated to preventing targeted violence, terrorism, and the impact of both in the United States. They are funded through DHS and host free training and workshops for interested parties.

RESOURCES

FBI

**The Behavioral Analysis Unit (BAU), Behavioral Threat Assessment Center (BTAC)** is the primary national resource for TATM matters related to FBI-led terrorism investigations. BTAC conducts training and research and provides behavior-based investigative and operational support, including case consultations, to law enforcement, including those personnel serving on threat assessment and management teams working on terrorism and targeted violence. BTAC's services can be requested by law enforcement through your local BAU Threat Management Coordinator (TMC). <https://www2.fbi.gov/hq/isd/cirg/ncavc.htm#bau>

DHS

**DHS Federal Law Enforcement Training Center (FLETC)** offers an online training class "Threat Assessment and Threat Management: Tools for the frontline officers pertaining to mass casualty violence" [G\_VO\_TATM-CTD-2203].

**US Secret Service's National Threat Assessment Center (NTAC)** provides research, training, and consultation on threat assessment and the prevention of targeted violence, including violent extremism. <http://www.secretservice.gov/ntac>

- **Consultations:** NTAC offers consultation services to public safety professionals on establishing threat assessment policies and programs and on complex threat cases.
- **Training:** NTAC provides customized training to organizations by request. Attendees often include personnel from law enforcement, K-12 schools, colleges/universities, and workplaces.
- **Domestic Security Strategists (DSS)** are NTAC's regionally based personnel who build relationships with public safety professionals in the community and facilitate access to NTAC's resources on targeted violence prevention. DSSs are located in the Chicago, Dallas, Los Angeles and Philadelphia U.S. Secret Service field offices.
  - To contact your regional DSS, email [NTAC-DSS@ussf.dhs.gov](mailto:NTAC-DSS@ussf.dhs.gov)

**The National Threat Evaluation and Reporting (NTER) Program Office** equips Homeland security partners with tools and resources to identify and mitigate threats of terrorism and targeted violence. Through training, information sharing, and program support, NTER assists Homeland partners with integrating a behavioral approach to targeted violence prevention.

- **Training:** The NTER Master Trainer Program certifies Federal, State, Local, Tribal, and Territorial partners in the instruction of Behavioral Threat Assessment and Management techniques and best practices. This train-the-trainer program prepares Certified Master Trainers to empower their local communities and organizations to mitigate threats and prevent acts of targeted violence. <https://www.dhs.gov/mtp>
- **The Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)** provides training and program support to DHS, FBI, and state, local, tribal, and territorial law enforcement as well as public safety partners to provide law enforcement with a tool to help prevent terrorism and other related criminal activity by establishing a national capacity for gathering, documenting, processing, analyzing, and sharing SAR information. <https://www.dhs.gov/nationwide-sar-initiative-nsi>

**NATIONAL COUNTERTERRORISM CENTER (NCTC)**

NCTC Representatives are stationed across the United States and can be contacted by emailing [NCTC-Domestic-Reps@odni.gov](mailto:NCTC-Domestic-Reps@odni.gov)

**The US Violent Extremist Mobilization Indicators Booklet (2021 Edition)** is an NCTC, DHS, and FBI tri-seal product that provides a list of observable behaviors that may help determine whether individuals are preparing to engage in violent extremist activities. For inquiries or more information visit <https://www.dni.gov/index.php/nctc-newsroom/nctc-resources/item/2272-u-s-violent-extremist-mobilization-indicators-2021>.

**NCTC's Radicalization and Mobilization Dynamics Primer** is a product on how and why individuals in the United States radicalize, and potentially mobilize, to violence. This product can be accessed and requested by emailing [NCTC-Domestic-Reps@odni.gov](mailto:NCTC-Domestic-Reps@odni.gov).

ASSOCIATED JCAT PRODUCTS:

**TATM: A Model Critical to Terrorism Prevention**

[https://www.dni.gov/files/NCTC/documents/jcat/firstresponderstoolbox/138as\\_-\\_First\\_Responder\\_Toolbox\\_-\\_Threat\\_Assessment\\_and\\_Threat\\_Management\\_-\\_TATM\\_-\\_A\\_Model\\_Critical\\_to\\_Terrorism\\_Prevention\\_1\\_of\\_3.pdf](https://www.dni.gov/files/NCTC/documents/jcat/firstresponderstoolbox/138as_-_First_Responder_Toolbox_-_Threat_Assessment_and_Threat_Management_-_TATM_-_A_Model_Critical_to_Terrorism_Prevention_1_of_3.pdf)

**TATM: Multidisciplinary Teams**

[https://www.dni.gov/files/NCTC/documents/jcat/firstresponderstoolbox/138as\\_-\\_First\\_Responder\\_Toolbox\\_-\\_Threat\\_Assessment\\_and\\_Threat\\_Management\\_-\\_TATM\\_-\\_A\\_Model\\_Critical\\_to\\_Terrorism\\_Prevention\\_2\\_of\\_3.pdf](https://www.dni.gov/files/NCTC/documents/jcat/firstresponderstoolbox/138as_-_First_Responder_Toolbox_-_Threat_Assessment_and_Threat_Management_-_TATM_-_A_Model_Critical_to_Terrorism_Prevention_2_of_3.pdf)

**TATM: Assessment and Management**

[https://www.dni.gov/files/NCTC/documents/jcat/firstresponderstoolbox/138as\\_-\\_First\\_Responder\\_Toolbox\\_-\\_Threat\\_Assessment\\_and\\_Threat\\_Management\\_-\\_TATM\\_-\\_A\\_Model\\_Critical\\_to\\_Terrorism\\_Prevention\\_3\\_of\\_3.pdf](https://www.dni.gov/files/NCTC/documents/jcat/firstresponderstoolbox/138as_-_First_Responder_Toolbox_-_Threat_Assessment_and_Threat_Management_-_TATM_-_A_Model_Critical_to_Terrorism_Prevention_3_of_3.pdf)

**TATM Brochure**

[https://www.dni.gov/files/NCTC/documents/jcat/firstresponderstoolbox/JCAT\\_TATM\\_Brochure.pdf](https://www.dni.gov/files/NCTC/documents/jcat/firstresponderstoolbox/JCAT_TATM_Brochure.pdf)

\*These organizations and trainings are listed to illustrate the variety of offerings and are not to be considered endorsements of the content of the material or trainings these organizations offer.



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GREAT

ADDITIONAL COMMENTS, SUGGESTIONS, OR QUESTIONS.

WHAT TOPICS DO YOU RECOMMEND?

