

AASHTO Subcommittee on Personnel & Human Resources

2015 Annual Conference

May 3-5, Alexandria, Virginia

5/4/15

Welcome - Amanda Holland, Committee Chair opened the meeting with a welcome and introductions.

Jim Tymon COO, Director of Policy and Management, AASHTO - provided an update regarding the upcoming comprehensive review of AASHTO's committee structure. The expected outcome is that within the next 18 months AASHTO will be able to propose a less complicated and more efficient committee structure. Question: Were any women or minorities selected for the committee? Jim indicated that he would look into that.

Welcome to Virginia DOT – Grindly Johnson, Deputy Secretary of Transportation for the Commonwealth of Virginia and current chair of AASHTO Civil Rights Committee.

Grindly shared that “Rail and Public Transit are the future, we can't build enough roads”. Virginia's Transportation Agencies are responsible for highways, rail, public transit, DMV, airports, seaports and they even launch missiles!

Virginia has recently focused on Farm to Table initiatives, Oysters are also a big industry and included in the Farm or Sea to Table movement. Other products in Virginia include 230 wineries, 100 craft breweries, tobacco, peanuts and tomatoes. A recent slogan is “Love on Tap” a humorous reference to the state's campaign “Virginia is for lovers”.

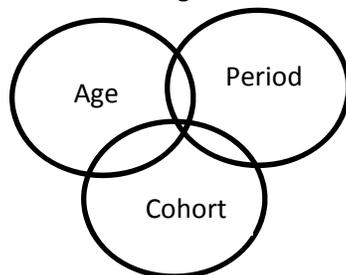
Virginia shared their new employee video which helps employees understand the desired culture and opportunities at VDOT. The VDOT Human Resources and Training team consists of 111 employees located across the state but reporting centrally.

Future of Transportation - John Martin, President and CEO of the Southeastern Institute of Research (SIR). Mr. Martin recommended a book to read: The Tipping Point, How Little Things Make a Big Difference by Malcolm Gladwell.

- Becoming a Futurist
- Future of Mobility
- Implications for DOT's
- 5 action steps-your plan for 2015

On becoming a Futurist: Wayne Gretsky, when asked about what he thinks led to his success in hockey replied, “I just skated to where I thought the puck would be.”

Demographics, Societal trends, cultural trends lead us to the future. Vehicles per household and VMT are changing. It's useful to use a generational lens to understand the future of mobility.

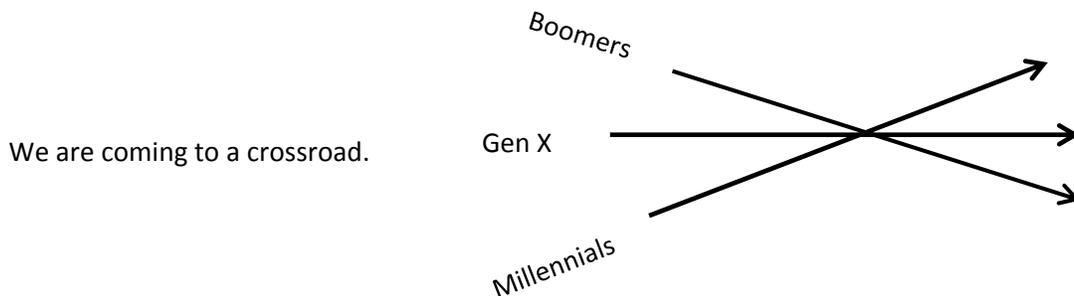


People go through seasons of life. For example, Millennials are in the Spring of their lives, people from 50-75 are in Fall, people age 75+ are in Winter.

People are part of cohorts –Things that happen to a generation between 5 and 15 years of age can shape the entire generation and the values that become important to them.

The **Silent Generation** can be generally defined as “selfless”, dedicated, loyal and dependable.

BooMErs were shaped by MLK, the space program, Dr. Spock, Television, Boy and Girl scouts, foot soldiers in Vietnam and Watergate. They can be described as “self-centered”, they have an interest in personal gratification, entitlement, control and they are profoundly optimistic. Age is a state of mind, not a number. What does that mean for transportation?



Boomers want to “age in place”, they want smaller houses in the same community, and they’re interested in downsizing. Seniors will be 20% of the population by 2030. Today one out of seven drivers is 65+. By 2030 that will be one in four drivers. We can expect to see an increase in “uber” automated driving, and an interest in a car “lite” lifestyle. People will want a walkable community where services and activity centers are within a 15 minute walk.

Gen Xers are the most unsupervised generation in history. They were “latch key kids”. They were shaped by Watergate, computers, the Challenger Space Shuttle accident, the Berlin Wall coming down, the Gulf war, Iraq, and school violence. They are techno savvy; they think globally, they’re self-reliant and self-directed, flexible “free agents who have an interest in civic duty.

They average about 3 years in each job and value being able to “do my job without any hassles”. They don’t need to see people to do the work. They’re more interested in the product or output. They, like the Boomers, are also interested in the 15 minute walkable community.

The current trend is downsizing office square footage as well. In 2010, the average cubicle was 225 sq. ft. Today it’s 176 and in the future will likely be 100. Gen Xers don’t need to see people do the work; they’re more about the product/output.

Millennials are generalized as “Narcissistic”. They invented selfies. They’re ambitious, codependent, purposeful, fearless, hyper connected. They have a sense of civic duty. They have confidence “plus” and they’re multi-taskers.

Their defining events include the internet, YouTube, over involved “helicopter” parents, baby monitors. Parents and authority figures told them “you’re special” and create “all stars”. Millennials are mentor dependent. Their parents often help them pick their college, major and their current job. 82% talked to their parents yesterday. They’re digital natives, tech dependent and they sleep with their phones.

Boomers live the experience. Millennials are sharing their experience with the “collective hive”.

Their ambition could save us. They are wired to do something profound. They heard that everyone has value; everyone is special. They're the WE generation; a collective self. They're ok with big government-socialism. They value hyper community.

88% want a community with micro apartments and big open community places. Millennials want to be around creativity. They don't want to work for a big company which would stifle their creativity. They're much less car-centric and they're not buying cars at the rate of older generations. They like car and bike sharing, uber-local, walking and bike paths. The recession has reinforced the millennials, there's a 47% gap between the youngest and oldest generations in what they have accumulated. It used to be 10-11%. Millennials carry an average of 23k in college debt.

The population pyramid is changing. There's a shift in the birth rate that shapes the generations more like the empire state building. There are more older people, and relatively fewer young people aged 16-24. There is a coming battle for younger workers.

Three cities that are getting it right: Denver, CO; Austin, TX; and Nashville, TN. We need to create a great place, the people will come and their employers will follow.

Transportation should continue to build and maintain great safe roads. We need to understand the shift and how millennials see us. 75% of millennials believe they will live in a place that doesn't need a car. They want safe communities, employment and housing. And, they want higher education options.

Book to Read: [The Ultimate Question 2.0](#) for more information about the Net Promoter Score or NPS.

Continue to embrace multimodal planning; biking is taking off. Again, car lite living. DOTs are relevant!

- Support place making - 80% of public places today are streets and roads.
- Support murals on bridges and develop or support your region's millennial game plans. DOT's should be at the table in those game plans.
- Tech capabilities will continue to double every 2 years.
- In 2025, 48% of the workforce will be millennials; the management culture will be changing.

Succession Planning - Oregon DOT

Jane Lee presented Oregon's report to the AASHTO Domestic Scan 13-01 Cross Training the workforce team along with some highlights of their work regarding succession planning. (Copies of her full presentation are available; contact her at jane.s.lee@odot.state.or.us if you'd like one.)

Idaho DOT – Constructive Culture

Idaho's Strategic Plan Reset is complete. Their goal was to: change the culture, restore credibility and reshape the organization. They went from nine to five layers of management and reduced to 62 fewer management positions. This work self-funded 2 pay increases for the DOT.

They conducted a Constructive Organizational Culture Inventory which included constructive benchmarks. Basically, blue behaviors are balanced, Red behaviors are defined as aggressive or defensive and Green is being passive or dependent, i.e. waiting to be told what to do. Their survey indicated that the blue or balanced behaviors were at higher levels with executive managers than with front line management.

Employee Life Cycle

IDOT felt that they were pretty good at hiring technically, but they wanted to get better at cultural hiring. They've begun having district managers on every hiring panel for their district to ensure that the DOT hires for

the right culture. The new process is organic, culture driven recruitment. They've been asking "Do our ads make you want to work here?"

Horizontal Career Path

Transportation Technicians – Maintenance and pay for performance. IDOT has been improving efficiency, effectiveness and productivity by setting standards that the entire team has to live up to. An example of improved effectiveness was a concept called "swarming the storm" where several maintenance crews worked together to resolve issues created in one area by a weather event. They've put together a process to motivate and empower employees by helping them get to a higher level in 3-5 years rather than waiting 15-20.

Employees defined the basic skillsets that were needed at three levels.

- Step 1 pays \$15 per hour. The employee needs 87 hours of training, skills testing and must demonstrate 300 hours of proficiency.
- Step 2 pays \$17 per hour and has similar requirements.
- Step 3 pays \$19 per hour and has more requirements.

The entire team of 15-20 people has to meet the goal. Senior employees are asked to help train the next generation of employees. If an employee doesn't meet the minimum requirements within 5 years, they are dismissed.

After the 5 years (step 3) employees will only get increases as provided by the legislature. IDOT is not a union environment. However, Maine DOT indicated that they have done similar things IN a union environment.

South Carolina DOT

SCDOT looked at recognition as a way to engage their employees. Their existing program included Legacy Recognition Pins, a pin that is tied to their years of state service rather than just time working at the DOT. They also had a merchandise award which is deducted from unit budgets and has a few guidelines. And, they have a cash bonus.

The new program comes from centralized funding rather than individual budgets. The program has decentralized approval and strict limitations on scope.

They now have better service award pins, the "Extra Mile" award... managers cannot give this one to everyone on his staff, only to about 20% per year. The "Achievement Award" is a cash bonus. They've budgeted \$225k for the entire department. Managers can provide a bonus of \$100, \$250 or \$500. The guidelines are more limited at the higher amounts. No one can give this award to more than half of his employees in one year.

They also have a pay for performance program. This is actually a pay raise, not a bonus so the approval is more centralized. The program is funded at \$1M annually. They funded this program with the savings created by their vacancy rate. i.e. they have 4,785 FTE, but their actual employee staffing is often as much as 300 employees less than that. They use the delta to fund the program.

CVENT Software as a Service (recognized sponsor of our meeting)

CVENT provides surveying for VDOT regarding what drives employee satisfaction. They noticed that Supervision 42%, Problem Resolution 32% and Training 26%.

Information gathered can be used for

- Employee exit interviews,
- Customer dashboards to further slice data,

- Identify trending data and to close the loop in communication between employees and HR to uncover performance and feedback patterns and allow HR to address them in real time.
- Improve employee engagement

VDOT also uses CVENT for stay interviews and an additional service is entrance surveys.

Contact Information:

CVENT

Mark Cross Account Executive, Web Surveys

mcross@cvent.com

Phone: 571 830 2262

AASHTO TRAC & RIDES Program – Linda Clifton

TRAC & RIDES is currently being used by about 23 states. The program is designed to introduce students in grades K-12 to the work world of civil engineering and transportation while improving STEM curriculum. All activities in the curriculum have a transportation theme.

RIDES is for Elementary students. Students use rulers, measure, graph and chart results of their activities. Teachers are provided training on the curriculum and a trunk of materials which includes everything they need for 25 students. The trunk is valued at approximately \$1500.

TRAC consists of 8 modules for grades 8-12. The most popular module is Bridge Builder which helps students examine the types of loads that a bridge is capable of withstanding. The bridge module provides students with a Bentley Software program experience. Students use balsa wood to construct bridges and measure their strength. Student teams can submit a portfolio to AASHTO and the top teams are invited to compete at the Spring AASHTO meetings.

Other modules include Environmental, which helps students understand how engineers have to interact with the environment to build and maintain highways, i.e. settling out sediment in water. The Safety module provides access management exercises, posters “too many driveways”. Using the Maglev (Magnetic track and cars) module student’s chart and graph results. The Motion Module provides a photo gate and looks at reaction time, momentum and energy. Traffic Technology provides exercises to graph, chart and measure data. Design & Construction and SimCity will allow students to learn and practice impacts of decisions with a transportation related theme.

The program targets women and minorities and introduces them to engineering, science and math skills. Most states coordinate their program through HR. Mississippi coordinates through the communication department and other DOT’s organize their program through the engineering/highway division of the DOT. There is an annual \$7k fee for membership which covers training your state’s teachers and includes transportation for your students if they are invited to attend the bridge competition at the Spring AASHTO meetings. Funding can be obtained by applying for 504E funds or OJT funds through FHWA. Michigan DOT has a very robust program. Check their website for more information on how they’re working with TRAC & RIDES.

Southeast Transportation Workforce Center (SETWC) – Sean Ellis, Public Sector Coordinator spoke regarding the workforce center programs and the SETWC in general.

12% of people in Memphis are in transportation related jobs. 5 major railroads serve Memphis. They have the fourth largest inland port in the US. They have three border to border interstate highways. They have the second largest freight airport in the US, both FedEx and UPS operate from their airport.

There are five regional TWC's. Each have the following common tasks.

- Identify stakeholders
- Identify existing training and education programs
- Identify best practices
- Develop job needs and priorities profile
- Identify training and workforce needs
- Serve as a "one stop shop" resource for the transportation workforce.

Each TWC has a specific area of focus. When you contact your center, they can connect you to the correct center of expertise. For example: The Western Region covers Tribal, Safety, Rural Mobility and Federal Lands. The SE center has a focus on women in transportation.

You can go to the TWC website and get compendiums of successful programs. You can get involved by contributing to the compendium, serve on a steering committee, and assist in the communication plans. SETWC held a conference during spring break designed to attract women to transportation professions. "Choosing Transportation" was held concurrently with college and high school students and then had a shared session. SETWC also is working on a Freight Transportation Leadership Academy providing information regarding Rail, Runways, Roads and River transportation.

Clark Martin, FHWA, shared that federal money is funding the centers and the centers are designed to be the facilitator for sharing information across transportation departments.

Women in Transportation Panel

- Grindly Johnson, Deputy Secretary of Transportation, Commonwealth of Virginia
- Irene Rico, Division Administrator, Federal Highway Administration
- Beverley K. Swaim-Staley, President and CEO, Union Station Redevelopment Corporation Chair; Board of Directors, WTS International

The panel answered several questions and shared their experiences regarding their transportation related careers.

How did you get to where you are in your career?

Irene – Received her Civil Engineer Degree and moved around for FHWA, worked for NAFTA and in the fields of Environmental, Planning and Right of Way. A colleague recommended that she apply for positions. "They saw in me what I didn't see in myself". Earlier in her career a mentor recommended I apply for a job because I was willing to move.

- Grindly – Went to a segregated high school. Went to college to be an accountant. She was hired to be a tax auditor and at the time, she thought she liked numbers. She was given opportunities to try new things. She enjoyed politics. She felt like she was making a difference by running political campaigns. She was the governor's campaign director and then served on his transition team. She found a passion in helping people at VDOT.

What is a challenge for you in your current role and how have you overcome it?

- Irene – "How can you say no?" She started a new job the first week they had the collapse of the MN bridge. She was exposed to national perspectives. She came back to Virginia and her greatest challenge was that she no longer had good relationships with the DOT. She rebuilt them in part because she "wore roller skates" and met with people at the DOT every single day to work through issues.
- Beverly – in July 2001, her boss fired the airport director and sent her to run it. She was there one month before 09/11/01. No one had experience in what to do in this environment. Area airports average 23-28

million passengers annually. 37 million come through Union Station in Washington, D.C. annually. She and her team had to take action quickly even though they didn't have all the answers or experience to know that their actions would be the right ones.

- Grindly - showing the agency that civil rights doesn't fit in HR.

Is it hard to be a woman in transportation?

- People have insulted me, used profanity directed at me. I reflected on how to respond then confronted the person and said, "This is how I do business" and from then on moved forward.
- One manager told me you have two choices to be successful in this position. Be a B___ or a wimp. I need you not to be a wimp.
- I look around the room to see who looks like me. One size does not fit all. There are many paths to success.

How do you manage work/life balance?

- I have lots of fun. I make time for fun and family. They are your support system and love you unconditionally.
- I connect to family. I'm close to God. I am a runner. I eat well and get enough sleep. I have a dog and have always had one.
- I know that I probably can't take week-long vacations so I take three day weekends and interact with my horses and my dogs.

Do you have a mentor?

- I prefer that the mentor is outside my work group. Our personalities should click. A mentor has experience and vision, and is not afraid to share their knowledge. They serve as a sounding board for advice. I still conference call with my mentor 2x per year.
- I prefer to have a champion vs. a mentor. A champion helps you get to the next level by actively putting your name out there. A champion can advise and help you. They know your strengths and believe in you.

What is a quote or saying that energizes you?

- I'm thankful and grateful for opportunities. "It's not about waiting for the storm to pass; it's about learning to dance in the rain."
- Want what you have; be grateful.
- He is my refuge and fortress. Always be positive. I am here for a purpose.

What have you done to champion others?

- I brought three other people from job to job with me. Fourteen people went to MD DOT with me when I promoted there.
- I told the person I was championing that "you can do this." I was just as happy that she moved another level as if I had done so myself.
- I do gentle nudging.

Fast Fact: DOT directors peaked at 11 being women a few years ago. We are back down to only six at this time.

Closing thoughts:

- Women are still far behind at the corporate level. Women need to gain a variety of experience and exposure.
- Be ready to eject at 5 years on the job. Do something new.
- Commit yourself to success and passion.
- Hire smart people.

- Give up your hope for work/life balance – make it work.
- Have a champion.
- Have a positive attitude.

Day 2

Regional Breakouts – We agreed to do this portion as a large group rather than breakouts.

Roundtable:

Contracting Out

Minnesota - Is moving to contracting out 30% of their work and doing more project management work with existing employees.

Oregon – We are trending back from contracting out, we still outsource a percentage of our work, but unions are concerned that we keep enough in house work for union employees.

Recruitment

South Carolina – is contracting with SC Works to find and screen entry-level maintenance work in three counties. Developmental Dimensions Inc. (DDI) provides a competency based interview process and a library with interview questions. It costs \$3-5K to start up then \$178 per person to train the managers in the process. Other states had some similar experience.

Arizona - uses targeted selection and has about 6 months experience using DDI. So far they are happy with it.

Oregon - mentioned that DDI is a great program although managers tend to take short cuts or skip steps which may lead to problems later on.

Leadership Programs

Arizona – Described their leadership academy programs. They used Tom DeCoster from the AASHTO National Transportation Leadership Institute to help train in their three day program.

South Carolina – is looking to expand their academies and is looking for curriculum from others who are happy with their programs.

Georgia – partnered with Georgia Tech who developed their curriculum and now GDOT trainers provide the training.

Sean from SETWC asked if people can travel out of state for training. He mentioned that the universities can often provide cheap training.

Oklahoma – When their managers graduate from their 12 month program they can pick where they want to work. There are currently 39 slots available and only 13 in the current leadership cohort.

Delaware – Has a 5 year leadership program. Senior management participates. The governor hands out the certificates at graduation. Participants have generally been promoted after graduation. The curriculum involves interview skills and tours of the legislature.

Alaska – Holds three 1 day workshops based on personal and professional development. They use “Bad Bobby”, Dr. Robert McKenna and Dr. Joey Collins for their programs which cover topics such as leading under

pressure, change management, peer-peer management, cross functional teams vs. silos. They include case studies and Gallup's Strengthfinders 2.0 book and include four 1 hour 1:1 coaching sessions for participants.

Idaho – Provides supervisors with 1:1 meetings 1 time per month for four hours. The participants write individual implementation plans and meet with their supervisor one time each month to coach them on how it's going.

Nebraska – has a program and presented on it at last year's meeting.

Connecticut – has a leadership program. Participants meet one time each week over several months.

Maryland – Has a very robust leadership training which includes:

- 8 weeks of professional development covering the basics
- 8 weeks for team leaders (4 hours per week) covering project management and transitioning from per to boss
- 8 weeks for Executive leaders which includes a MBTI assessment.
- In addition, they have a 2 year advanced leadership program for the “real stars.” It includes a rigorous assessment and interview panel. Participants develop a project and present it at the end of the program.

Iowa – their leadership program works on face to face communication skills. Bill Schmidt provides a week long AASHTO training and Iowa asked him to do 1 ½ days within their program. They also include a half-day session on adapting to change. Senior management sits in for part of the sessions to discuss the strategic view of where the agency is going. Their program costs about \$8k for the one week session and they generally have about 60 people in a cohort.

Idaho – Has been teaching change management using the ADKAR model and have found it very helpful in rolling out change.

Colorado – Also uses the ADKAR model.

Nevada – Their leadership academy incorporates mindfulness, meditation and increasing the gap between stimulus and response.

Kansas – Is getting push back from participants regarding availability to attend two weeks of training so they've been using a lot more online training. They use a Lectora product to develop the online training.

Maintenance Operations schedules - changing from 24 hours with a 5 hour break to shift work.

Alaska uses 8 hour shifts but they pull people in from slow or not weather affected areas to assist in the work.

Strategic Business Partnering

Oregon asked if anyone else is working on the concept of strategic partnering between HR and agency business partners. Minnesota said that they were working with it. Wyoming is using a balanced score card. Every element is engaging with the business effectively.

Challenge to Participants:

What was your takeaway? What do you commit to doing when you get back?

Amanda asked the group this question and each participant answered the question.

Business Meeting

Subcommittee projects – Business accomplished this year

National Cooperative Highway Research program under the National Academies of Science completed a domestic scan regarding Cross Training Best Practices in DOTs. To see the work in progress you can google NCHRP, Domestic Scans, #13-01. The scan team was made up partially with engineers and partially with HR representatives. The scan team members will be sharing the initial results at various venues such as AASHTO or TRB along with state DOT presentations over the next year or two.

Colorado DOT is sponsoring a peer exchange. They're asking, "Has your organization identified future needs or done a gap analysis?" An e-mail on this was sent to Clarisse at AASHTO.

NOTE: The results of this peer exchange may be a good subject for an agenda item next year.

Webinars:

Three groups agreed to provide webinars on subjects of interest to the group.

1. Amanda/Alaska will host a webinar in August/September on the Workforce Tool Kit and how to use it.
2. Oregon will host one in October to provide more information on their succession planning & diversity work.
3. Maryland will host a webinar on workforce development

Our web page at AASHTO Subcommittee on Personnel & HR may not be used as much as it could be. Quite a bit of work was done to develop a Workforce Tool Kit several years ago. The intent was that DOTs would submit content. However there have been no additions since 2009. We may need a task force to help improve the website. Please feel free to send recommendations or updates to Clarisse.

Note to group: We are successfully using Clarisse to ask questions across our membership about best practices in each other's DOTs. When you ask the group a question via Clarisse, please be sure to compile the results once you have received them all, and send it to Clarisse to share it with the committee.

Amanda handed out a chart showing DOT employee comparison of staffing across functional areas. After some review, she agreed to update the form with "number of employees as a column" in addition to the percentages shown and resend the chart to us.

Committee Leadership:

As of this meeting, Amanda Holland stepped down as committee chair. Emily Elliott from Virginia is our new chair. Vacancies for Region 1 and 2 representatives were noted. Anyone interested in being a representative was asked to Let Emily or Clarisse know.

Regional representatives are welcome to hold regional meetings.

Our next meetings locations where decided:

2016 – Colorado

2017 – Connecticut

2018 – Minnesota

Business meeting adjourned and program agenda continued.

Workplace Threat Assessment & Violence Prevention

Marisa Randazzo, PhD. Sigma Threat Management Associates.

A national standard has been developed for threat assessments in the workplace. An average of 807 employees have been killed over the past 10 years, 5.7 Million threatened and 12-15 Million employees have been harassed in their workplace.

While homicides are decreasing, suicides are increasing. Mass shootings, mobbing, group bullying, stalking, bias related incidents, domestic abuse, sexual assault, mental illness, substance abuse and suicides are happening in America's workplaces. As a result, employers have to deal with property damage and theft, reduced productivity, attendance issues, employee liability, diversion of management resources to address the issues, increased security costs and increased worker's compensation costs.

The perpetrator doesn't just "snap." These behaviors are not impulsive or random. The behavior escalates along a predictable path. It starts with Ideation:

Implementation – They implement the plan.

Acquisition Stage – They get what they need to implement the plan.

Planning – They develop a plan.

Ideation – I'm going to do harm.

It's not inevitable that they will continue on the path once they start. Intervention can make a difference. Engaging with the person of concern can be critical to preventing violence or harm. It's important that this not be adversarial. It's best if you can engage with a person they get along with and trust.

Most people actually tell others about what they're planning. i.e. "just you wait", "Don't worry, when I come in and shoot up this place I'll give you warning so you can get out ahead of time." People are generally desperate and/or suicidal prior to their attacks. They want change even if it isn't for the better. They just don't care what happens to them.

Most perpetrators have concerned several other people with their behavior prior to the attack. The person observing may not know what to do. There is often a manager who isn't helping and who may actually be making things worse. Information about the person of concern is likely scattered and fragmented across the organization. Ask your EAP about resiliency training for persons of concern. Separation from the workplace does not guarantee safety to the company. It may actually escalate the situation as the employee now has nothing to lose.

It is broadly recommended that organizations have a Threat Assessment process. Examples offered.

- Defense Science board Task Force on Predicting Violent Behavior (2012)
- ANSI Approved National Standard – ASIS/SHRM
- FBI Taskforce Report

Workplaces need to have a systematic process and team designed to:

1. ID persons of concern
2. Gather information/investigate (Check out their social media presence)
3. Assess the information and situation - Are they a threat? Are they on the path? What can you do to stop it?

A threat assessment is a fact based deductive process: Facts – Conclusions – Strategies.

Guiding Principles & Best Practices

1. Prevention is possible
2. Violence is a dynamic behavior; everyone is capable of violent behavior given the right circumstances.
3. Targeted violence:
 - a. **S** Subject who may take violent action
 - b. **T** Vulnerabilities of the target
 - c. **E** Environment
 - d. **P** Precipitating event
4. Corroboration is critical. Check the facts using multiple sources. Gauge the credibility of your sources and maintain a healthy skepticism.
5. Threat assessment is about behavior. Not profiling.
6. Cooperating systems are critical resources. HR, law enforcement and a mental health provider.
7. Determine if the situation poses a threat. Is the behavior on the “pathway” not just “did they make a threat?” Expressed threats or lack of them are not reliable indicators.
8. Keep the victims in mind. Involve their concerns. Focus on their safety and well-being, as well as, assessment and management. Victims are usually very noisy regarding their concerns.
9. Early identification and intervention.
10. Multiple reporting mechanisms enhance the agency’s ability for early identification.
11. Multi-faceted resources can provide effective intervention. Consider credit counseling, shelters, etc. An example of this might be to provide severance pay conditional on continued participation with the mental health professional.
12. Safety is a primary focus. Assessment and management steps are all tools toward the goal of safety.

Best Practices

- Multi-disciplinary threat assessment team in the workplace.
- The team members have authority to engage in the threat assessment.
- Basic Threat Assessment Training provided to the core team.
- Standard Threat Assessment processes and procedures are in place.
- Team has access to intervention resources such as EAP.
- Active case monitoring.

The next level:

- Administrative and senior management support for the team and team purpose.
- Advanced training such as table top exercises for core team members and resources.
- Database/documentation case files of issues handled by the team.
- Strategies implemented to promote awareness and encourage reporting.
- Reporting mechanisms are in place.
- Community relationships.

Building and Operating a Threat Assessment Team:

- Communication, collaboration, coordination & capitalization.
- Team members should include: HR, EAP, Law Enforcement, Management, Legal Counsel, Public relations or communications.
- Team member skills.
- Passionate about the goals.
- Trained, inquisitive and skeptical mindset.
- Good judgement, relates well with others, effective team discussion, follow through.

NASA & major airlines include the following in their threat assessment teams:

- Consensus driven decision-making.
- Team leader makes the decision but everyone is obligated to share opinions, raise concerns and ideas.
- Focus on what still works for the person and the situation.
- Focus on what the team can change or fix.

The team has the authority and responsibility to:

- Identify persons or situations of concerns.
- Gather information.
- Assess the data.
- Develop and implement strategies to reduce the threat risk.

Employees or people in the workplace need to know:

- Their role and responsibility to report.
- What to report.
- Where to report.
- Reports are wanted.
- Something will be done.
- Regular reminders of issues and process.

The New York City Metro Transportation Authority copyrighted “If you see something, say something.”
Come up with a phrase that works for you, such as “when in doubt, seek us out.”

Legal Implications:

- Federal ADA
- State Public Access laws
- HIPPA
- Wrongful Discharge
- Not illegal to provide info to mental health professionals although they may not be able to provide information to you. You may want to ask subject for permission to disclose. You may also want to say to the MH professional, “Given what you know, do you now have a duty to warn or protect?”
- Good record keeping shows your work.

Common Problems:

- Team name selection – name it something to encourage reporting.
- Team can get complacent – do tabletops.
- Lack of awareness of team – do reminders.
- Lack of team training – be sure they get it.
- Team misunderstands legal issues – be sure they have access to Department of Justice or legal counsel.
- Insufficient investigations – communicate, follow best practices, also consider victim management and witness follow ups.

Prevention is possible – using a team helps. Standard procedures are needed. Seek information so the team can do an informed assessment

For more information:

Marisa Randazzo, Ph.D.

MRanda220@sigmatma.com

703.647.7419

www.sigmatma.com

Work Life Balance – Kenny Lee Robinson at www.cornbreadthecomix.com 540.649.5462

To achieve work life balance focus on these four things:

- How-Now-Wow-Vow
- HOW - am I going to do this?
- Investigate to gather information
- Do some preparation – what would it look like if you were balanced?
- Decide what's on your critical path
- What critical items need to happen to make me successful?
- Look beyond work to all parts of your life.

NOW - Activation vs. Termination

- There are things I need to start doing today
- There are things I need to stop doing that are getting in the way.
- WOW – is subjective, it doesn't always last.
- Some employees have no "wow" outside of work so can't find a reason to retire.
- Some employees are all about wow and forget to work.
- Wow needs balance.

VOW – What are you going to commit to?

- Will you make the commitment to achieve the activities on your critical path?

Set aside 60-90 minutes, and write 5/5/2020 on the top. Write all the things you have done; a list of accomplishments, where you live, work, your hobbies, children, grandchildren and trips you have taken as of that date in 2020. Your subconscious mind will make it happen because you wrote it down.

Closing and Wrap Up

Amanda asked us to "round table" something we picked up here at our meeting that we can take back and share with others....all responded favorably.

Meeting Adjourned.

Notes submitted by Jane Lee, Oregon DOT