

Critical Response Associates Description of Services

General Description

Critical Response Associates (CRA) represents an interdisciplinary network of professional psychologists who specialize in crisis and conflict management. Our goal is to help organizations quickly and safely resolve and/or manage the events and conflicts that are disruptive, costly or potentially dangerous. Our core services generally involve consultation and intervention in high-risk incidents involving threats of violence, but may also include any critical situation that represents a risk to the organization or which may require experienced third-party intervention.

CRA offers a unique service that goes beyond just providing generic psychological risk evaluations. Our associates have a long history of active involvement in the strategic decision-making process that helps to not just assess a case, but to find ways to safely manage and resolve it. All of our associates are experienced crisis managers and have worked within a variety of corporate settings and cultures.

In recent years, CRA has expanded its services to include prevention programs and training materials, developed based on what we have learned through our experiences in literally thousands of these cases.

Benefits of a Threat Assessment Professional

Threat assessment: Determining whether someone represents an actual threat is a difficult and rather specialized evaluative skill. Having an understanding of the psychological aspects of the at-risk individual will be particularly critical to successfully manage the individual.

Formulating response strategies: Based on this assessment, the professional will help advise the management as to the most effective response to reduce risk to the company and its employees, based on the psychological profiles.

Defusing anger: As part of the assessment process, the consultant can engage the subject to help manage and reduce the threat. In many cases, a third party intervention can usually de-escalate and negotiate with angry individuals in a more effective and expeditious manner than is possible (or desirable) for those within the company.

Monitoring: An external consultant will better be able to monitor and follow-up with a potentially violent employee by having a less restricted access to outside resources and to the subject himself. This is particularly critical with those who are no longer employed by the company.

Disengagement: Many incidents involving terminated employees are complicated because the individual cannot effectively separate from the company. The company is therefore not able to aid in that separation without a risk of re-enforcing the relationship or even re-inflaming the subject.

Coordination of resources: An outside consultant can manage and coordinate external resources, including medical services, in a way that management cannot or perhaps should not. In the case of separated employees, it is generally not to the company's advantage to engage in any manner that could encourage a relationship.

Related Services

There are other services that are also related or part of the threat assessment/management process, which may include:

Fitness-For-Duty Evaluations: A fitness-for-duty evaluation is often requested when an employee is exhibiting behaviors that would suggest that he/she is no longer capable or "fit" to carry out the basic duties of his/her position, due to possible psychological or medical factors.

Medical Coordination and Review: Often times, an employee is exhibiting significant behaviors such that their current treatment providers need to be advised and consulted. Further, the employee may not be receiving adequate treatment and requires a more effective coordination of medical resources.

Separation Negotiation: Oftentimes, an employee has to be separated from the company due to their behavior. A relatively unique aspect of what we do includes the ability to develop a relationship with an employee and assess their

needs and psychological profile, to the point that we are able to successfully negotiate a separation agreement that will endure the long-term safety needs of the organization.

Training: OSHA and the courts have made it quite clear that the company has a responsibility to prepare themselves for incidents involving workplace violence and to respond appropriately when threats are presented. We offer three levels of training for different employee groups: the general employee population, management and critical responders.

Policy/Response Review and Planning: CRA can aid the company in reviewing their current policies regarding workplace violence and can guide the company in the formulation and enactment of an effective threat response plan.

Executive Coaching/Anger Management: If an employee is returning to work under a behavioral agreement, CRA has associates on our staff who specialized in coaching individuals, particularly in the area of anger management.

Dispute Resolution: Conflicts within the workplace can fester and escalate, often with enormous costs. CRA has on staff, mediators who can quickly and effectively resolve a dispute through a mediation process.

Post-Trauma Counseling: The effect of an act of violence or any kind of crisis is devastating to an organization in a number of ways. A quick and proactive response can ameliorate or prevent the escalation of either direct or indirect effect of “post traumatic stress” through the implementation of an appropriate crisis management program. There are also many organizational issues that occur subsequent to a crisis that need to be managed effectively and quickly, in order to restore the company’s operations to a normal level of functioning.

Personnel

CRA maintains an associate network that can provide services as required. All of CRA’s consultants are qualified Ph.D.- level psychologists and behavioral specialists, who are uniquely qualified and experienced in various aspects of the threat assessment and critical incident management process. If it is concluded that other specialists may be necessary in order to meet the client’s needs on a particular case, then CRA will make a recommendation to the client.

The following represent the primary associates that will be involved in most threat assessment and management case decisions:

Marc McElhaney, Ph.D. is a Consulting Psychologist and Director of Critical Response Associates, specializing in threat assessment and crisis management.

He has worked with corporations and government agencies in hundreds of high-risk critical incidents, typically involving an active threat of violence. After years of being called in to consult and negotiate in high-risk incidents, Dr. McElhaney has recently authored a text for managers, entitled *Aggression in the Workplace: Preventing and Managing High-Risk Behavior*, published by Authorhouse Publications. Dr. McElhaney coordinates and oversees all operations.

Dr. Thomas Evans is the Clinical Director of the Cuyahoga County Juvenile Court Diagnostic Clinic, located in Cleveland, Ohio. He is an Assistant Clinical Instructor at Case Western Reserve University, University Hospitals of Cleveland, Department of Child Psychiatry. He is also the President of The Institute of the Study of Interpersonal Violence, a non-profit organization that conducts research in all aspects of violence, including school violence, stalking, domestic violence and child abuse. Tom is involved in all aspects of the risk assessment process, and specializes in fitness for duty evaluations.

Carol H. Beavers, Ph.D. is a management consultant who develops strategies for helping management deal with crises within their organizations, in addition to providing counseling to impacted employees. She provides training throughout the United States in regard to harassment, workplace violence and critical incident management. Carol has worked with numerous governmental and private organizations and served as a consultant to companies impacted by the Oklahoma City bombing, the Atlanta "Day Trader" shooting and the 2001 World Trade Center attack. She has appeared on CNN and the Fox Network and regularly appears on local media, as the crisis expert following high profile events.

As the Director of Client and Consulting Services for Gup & Associates, Inc., Dr. Nancy Gup, Licensed Psychologist, has been providing quality employee assistance and behavioral health services to businesses on a national basis since 1991. She brings to CRA a broad background that includes psychological disability management, executive coaching, drug free workplace consultation, training & development programs, and over fifteen years teaching at the university level. She has presented at several national professional conferences including the American Psychological Association and American Psychological Society Conferences.

Besides his work with CRA, Dr. Joseph Konieczny currently serves as a Consulting Psychologist with Cuyahoga County (Ohio) Juvenile Court Diagnostic Clinic and the District Five Forensic Center in Mansfield, Ohio. As such, he is responsible for conducting psychological evaluations of offenders for the courts, in regards to sentencing, custody and other forensic issues. In addition, he conducts psychological evaluations for the Bureau of Disability Determination in his home State of Ohio.

Todd Conklin, Ph.D., is a Senior Training Specialist at the University of California and the Los Alamos National Laboratory. Dr. Conklin enjoys a national reputation for his creative and humorous approach to sensitive and difficult topics. He has developed and conducted training programs in the areas of workplace violence, hostage negotiation, conflict management, security awareness, supervisor skills, for 11 years with the University of California and the Las Alamos laboratory, the FBI Academy and many public and private organizations throughout the world. He is the author of *Simple Revolutionary Acts: Ideas to Revitalize Yourself and Your Workplace*.

Gregory Firestone, Ph.D. is an internationally recognized mediator, mediation trainer and dispute resolution consultant. Dr. Firestone helps businesses and governmental entities develop dispute resolution systems and provides conflict resolution training and mediation services. He also serves as Director of the Conflict Resolution Collaborative at the University of South Florida. In 2002, Dr. Firestone received the 2002 Presidential Award from the Association for Conflict Resolution.

Dr. Michael H. Corcoran has been in the threat assessment field since 1970 when he entered the United States Secret Service. As founder and President of the Workthreat Group, Dr. Corcoran is based in the Southern California area and serves as our primary consultant in that region. He has recently co-authored a text on threat assessment (*Violence Assessment and Intervention*) and also serves as President of the California University of Protection and Intelligence Management. In addition, Dr. Corcoran teaches classes and training programs in violence assessment and management, and has also assisted in designing, implementing and advising hostage/crisis negotiation teams for local law enforcement and private industry.

Licensure

All associates are licensed psychologists or behavioral specialists and are appropriately certified within their respective fields.

Professional Affiliations (primary)

American Psychological Association
American Society For Industrial Security International
Association of Threat Assessment Professionals
Association of Conflict Resolution
National Register of Healthcare Providers of Psychology
The Society for Human Resource Managers

Our Clients

While most of our clients are Fortune 100 companies, we also work with smaller organizations, who may be experiencing a high-risk episode for the first time. We are very proud of the fact that once an organization utilizes our service for the first time and realizes the benefits and savings of our approach, they become a life-long client.

Because of the nature of our work, and out of respect to the privacy of our clients, it is our policy not to reveal our clients by name. Many of our clients have agreed to serve as references; their contact information are always available on request. With their permission, we have also included what some of them have said about us, in their correspondence to us, in a separate document, *“What Our Clients Have Said About Us.”*

