



# BTAC BULLETIN

BEHAVIORAL SCIENCE | LAW ENFORCEMENT & COUNTERINTELLIGENCE | CYBERSECURITY | EMPLOYEE MANAGEMENT RELATIONS | THREAT ASSESSMENT & MANAGEMENT

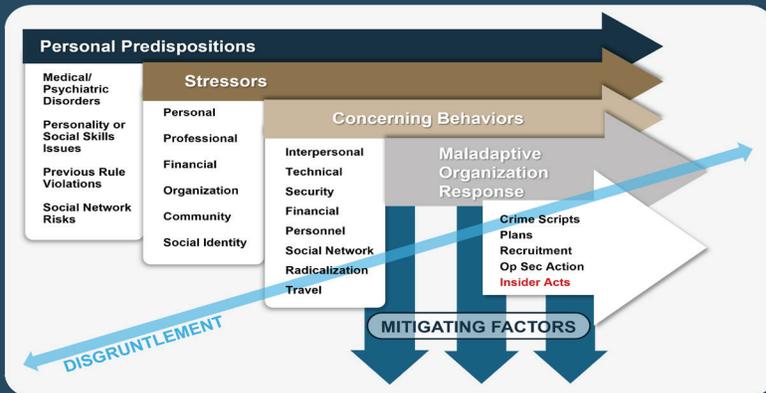
## THREAT ASSESSMENT & MANAGEMENT

### »»» Pathway Models «««

In the threat assessment and threat management (TATM) discipline, it is often said that threat assessment is the science while threat management is the art. In part two of this three-part series on TATM, we focus on two research-based models that provide frameworks for assessments and mitigations under a management strategy: the Critical Pathway to Insider Risk (CPIR)<sup>1</sup> and the Pathway to Intended Violence (PIV)<sup>2</sup>. The PIV model was developed specifically for acts of targeted violence, while the CPIR model can be utilized across the full spectrum of insider threats. Although not structured professional judgement tools, these pathway models provide “a behavioral map of escalation.”<sup>3</sup> These models become “especially useful when professionals need to explain why concern is elevated even in the absence of a direct threat”, the ultimate goal for practitioners is to move the person of concern (POC) off the respective pathway. Although a POC may initially be assessed using either model, concerning behaviors often overlap. Real world cases demonstrate that POCs within one pathway may ultimately carry out actions aligned with the other.

#### The Critical Pathway to Insider Risk <sup>1</sup>

#### Pathway to Intended Violence <sup>2</sup>



“The CPIR describes the psychological vulnerabilities, concerning experiences and adversarial connections many of these insiders brought to their organizations. It details the personal and professional stressors which “squeeze” these underlying vulnerabilities and often result in disgruntlement. [A problematic organizational response to these behaviors that fails to deter, may in fact escalate the insider risk and lead to the crime scripts that accompany insider actions.]”<sup>1</sup>

“The path to intended violence works because it forces the threat assessor to fill in the gaps within each assessment. It forces the assessor to both recognize and look for the grievance, the ideation, the research and planning, the preparation, the potential breach, and the potential attack in the situation being assessed.”<sup>4</sup>

CPIR		Overlap in the Models	PIV
Maladaptive Org Responses	Personal Predispositions	Experiences, perceived injustice/grievance, stress, financial pressure, workplace conflict	Grievances
	Stressors		Violent Ideation
	Concerning Behaviors	Begins mentally justifying harmful behavior or betrayal, empathizing with past offenders	Research & Planning
		Studies vulnerabilities, access points, or potential targets, stalking behaviors, research targets online	Preparation
	Crime Scripts	Tests boundaries, bypassing security, unusual access activity, exceeding “need to know”, acquiring weapons/supplies	Probing & Breaches
	Insider Acts	Moves toward executing the act, leakage of plans, end of life planning	Attack
		Commits harmful act	



The BTAC Podcast “Beyond the Bulletin” featured on DVIDS is now streaming on Apple and Spotify

1. Shaw, E. (2023). The Psychology of Insider Risk: Detection, Investigation and Case Management. CRC Press. 2. Jones, N. T., et al. (2024, March 7). Are All Pathway Behaviors Observable? A Quantitative Analysis of the Pathway to Intended Violence Model. Journal of Threat Assessment and Management. Advance online publication. 3. Schilling, S. (2026, February 24). Understanding the threat assessment pathway to violence. [Article] LinkedIn. <https://www.linkedin.com/pulse/understanding-threat-assessment-pathway-violence-stephanie-schilling-t0jic/> 4. Calhoun, F. S., & Weston, S. W. (2021). Rethinking the path to intended violence. In J. R. Meloy & J. Hoffmann (Eds.), International handbook of threat assessment (2nd ed., pp. 392–406). Oxford University Press.

