



Presentation

10/10/2018

Creating Safe Workplaces

~~TRUE~~
~~BLUE~~



The Basics About Active Shooters

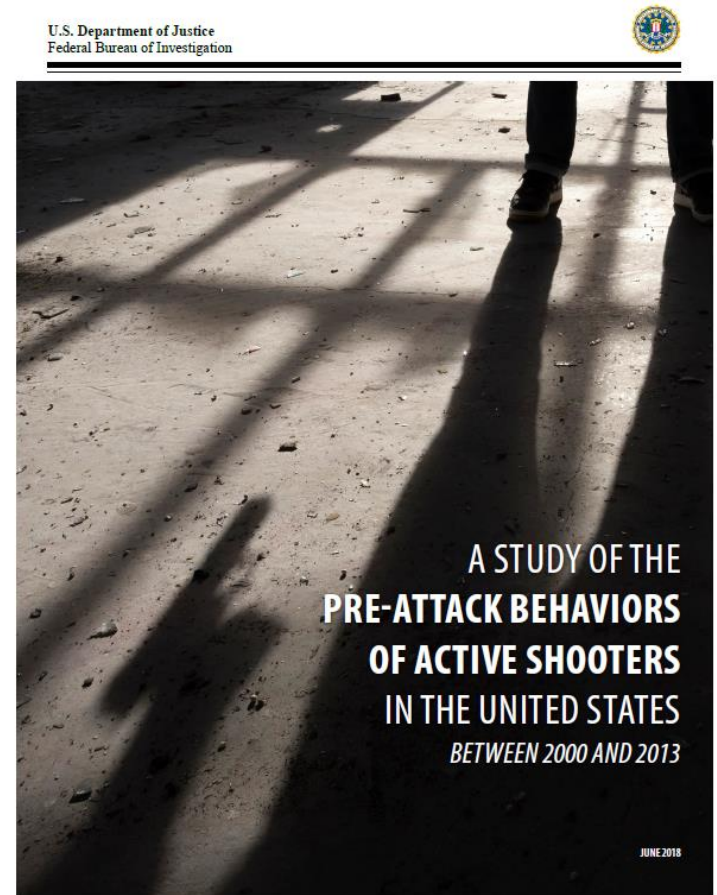




U.S. Dept. of Justice Reports



6



Large Casualty Shootings



7

- The highest number of casualties (58 killed and 489 wounded) occurred during the Route 91 Harvest Festival in Las Vegas, Nevada, in 2017.
- The second highest number of casualties (49 killed and 53 wounded) occurred at Pulse, a nightclub in Orlando, Florida, in 2016.
- The third highest number of casualties (26 killed and 20 wounded) occurred at the First Baptist Church in Sutherland Springs, Texas, in 2017.

Pulse Nightclub Shooting – '16



8



2016/2017 – by the numbers



9

- 20 incidents occurred in 2016, 30 in 2017
- 943 casualties* (221 killed, 722 wounded)
- 13 law enforcement officers killed
- 20 incidents met “mass killing” definition, in which three or more people are killed
- In all 50 incidents, the shooter was **male**
- 3 wore body armor
- 13 shooters committed **suicide**
- 11 shooters **killed by police**
- 8 shooters **stopped by citizens**
- 18 shooters **apprehended by police**

**Excludes shooter*

50

Locations



10

- Business environments open to the public



Locations



11

Educational environments

- ❖ 2 – Elementary School
- ❖ 1 – Junior/Senior High School
- ❖ 4 – High Schools



Locations



12

Open Space locations



Other Locations



13

- Government properties – 3
- Residences – 2
- Houses of worship – 2
- Health care facilities – 4
- Public transportation (bus) – 1

12

Conclusions from DOJ Reports



14

- All 50 incidents were **single-shooter**
- All shooters were **male**
- Shooter ages ranged from **14 – 66**
- No active shooter incidents took place at institutions of higher education or on military property in 2016/2017
- Armed and unarmed citizens engaged the shooter in **10** incidents. They safely and successfully ended the shootings in eight of those incidents. Their selfless actions likely saved many lives.

The Active Shooter Defined



15

- An “Active Shooter” is an individual engaged in killing or attempting to kill people in a confined and populated area.
- In most cases, active shooters use handguns.

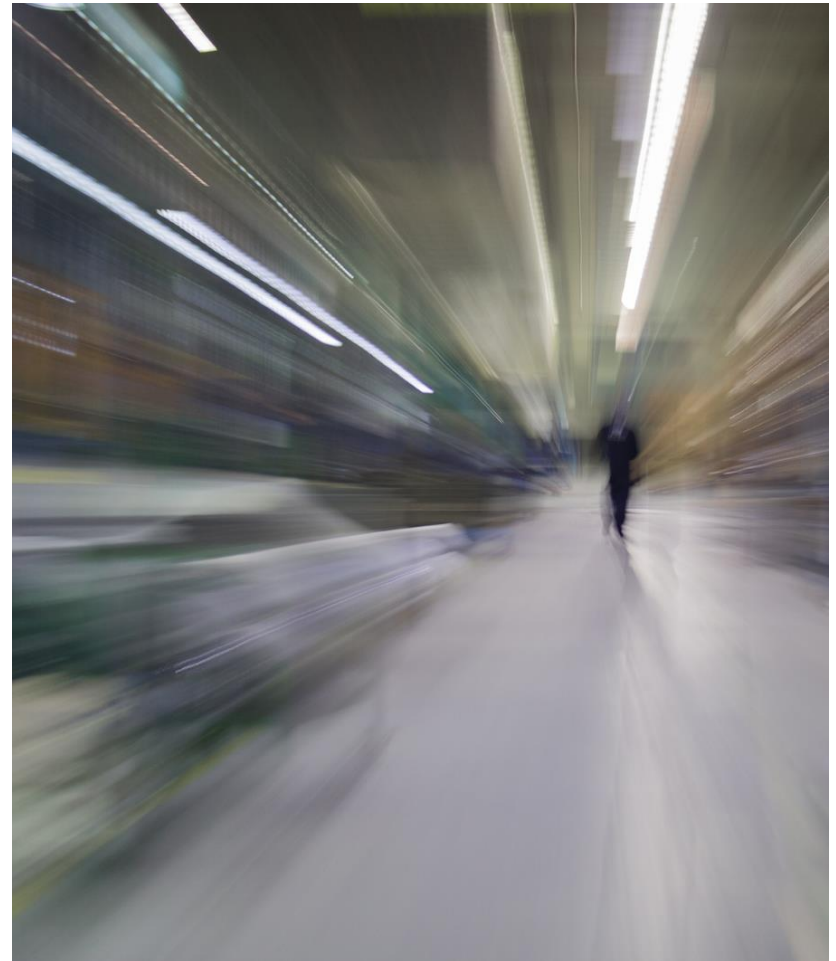


An Active Shooter Expects to Die



16

- Not concerned with dying so has nothing to lose
- Moves throughout a building or area until either:
 - ❖ Stopped by police
 - ❖ Commits suicide
 - Self
 - Suicide by cop
 - ❖ Stopped by others



Mentality of An Active Shooter



17

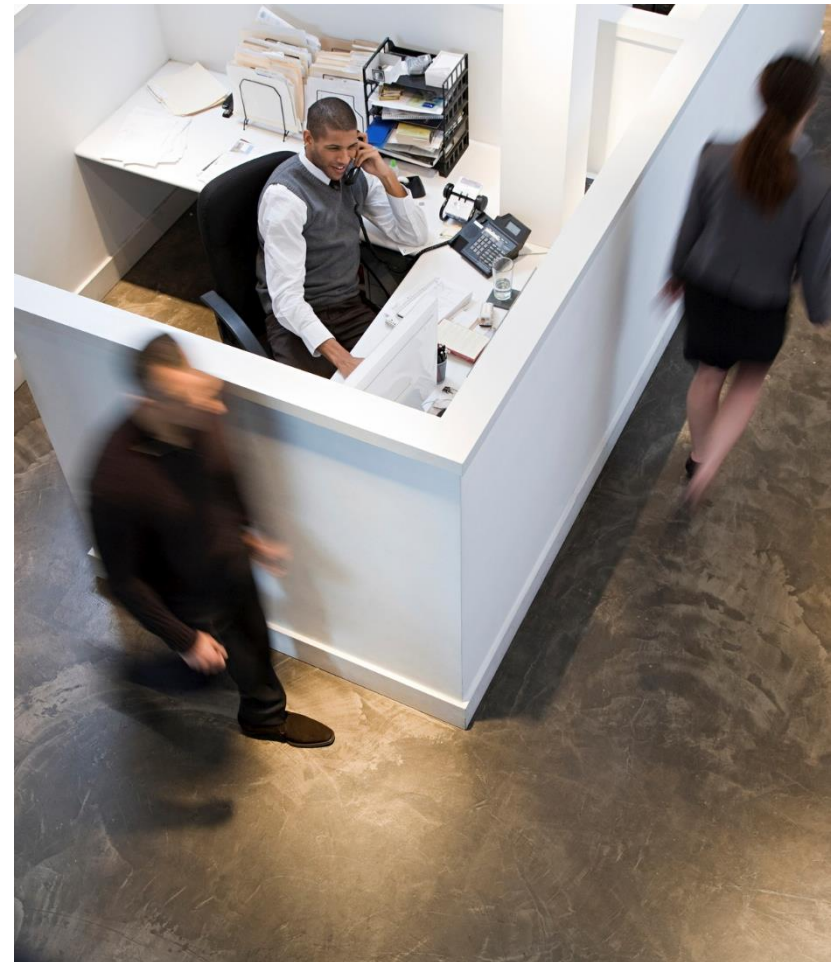
- Active shooter's intent is to kill and injure
- This necessitated a change in tactics by law enforcement
- Losses can be mitigated with a survival mindset comprised of three components:
 - ❖ Awareness
 - ❖ Preparation
 - ❖ Rehearsal
- Bottom line: you need to take direct responsibility for your personal safety and security

Survival Mindset: Awareness



18

- Gain a basic understanding of situation
- Become attuned to work environment
- Predetermined mindset will help you take rapid, effective actions



Survival Mindset: Preparation



19

- Look at your work environment through the lens of survival
- “What if” questions are critical in developing effective response strategies
- Survivors prepare themselves both mentally and emotionally to do whatever it takes to survive



Survival Mindset: Rehearsal



20

- Mentally or physically practicing your plan which will reduce response time and build confidence
- A survival inoculation

Course of Action



21

- Get out, if safe, is there a path of escape?
- Move quickly; don't wait for others to validate your decision
- Leave belongings behind
- Survival chances increase if you are not where shooter is – go where he can't see you



Course of Action



22

- *If you can't get out,* secure the immediate area “hide out” – whether classroom, office, or bathroom
 - ❖ Lock the door. This may require advanced planning to ensure ability to lock the door (key and type of lock)
 - ❖ Most doors in office buildings are solid core, and many walls are block and brick. This may provide some protection



Course of Action



23

- Block/barricade the door using whatever is available – desks, file cabinets, books, other furniture
- If the shooter enters your room and leaves, lock/barricade the door behind him
- If safe, allow others to seek refuge with you
- If two or more of you, **DO NOT** huddle together



Course of Action



24

- Close blinds
 - ❖ Block windows
 - ❖ Turn off electronics (TV, radio, etc.)
 - ❖ Dim or face computer monitors away from windows or doors
 - ❖ Silence cell phones (put on vibrate)
 - ❖ Place signs in exterior windows to identify the location of injured persons
 - ❖ Keep occupants calm and quiet
 - ❖ After securing the room, people should be positioned out of sight and behind items that might offer additional protection – walls, desks, file cabinets, etc.
 - ❖ Stay low– reduce your profile
 - ❖ Remain calm – it can have a contagious effect on others
 - ❖ Keep others focused on survival

Course of Action



25

- You must assume the shooter's intentions are lethal.
- If there is no other option, "take out" the shooter – this is a last resort.
- You must be prepared to do whatever is necessary to neutralize the threat.
- You'll need to become more aggressive than you ever thought possible.
- Develop a survival mindset that you have "what it takes" to survive when your life is on the line



Consider Before Fighting Back



26

- Chance of survival may be greater if you incapacitate the shooter, but consider:
 - ❖ How many shooters are there?
 - ❖ How many of you are there?
 - ❖ How many of you will commit to an attack?
 - ❖ What objects do you have available to disable the person?
 - ❖ Do any of you have military training or experience handling firearms?
 - ❖ Does the group have a plan?
 - ❖ Are your odds good?

If You Decide to Fight



27

- Never attempt to wrestle a gun away from someone pointing it at you
- The closer you are to the shooter, the better the chances of overcoming them
- Chance of survival is greater when you:
 - ❖ Are behind or out of vision of shooter
 - ❖ Incapacitate the shooter
 - ❖ Improvise a weapon
 - ❖ Throw heavy, blunt or sharp object
 - ❖ Hit shooter with something heavy
 - ❖ Use cart to shove them down or door open
 - ❖ Jump on them
 - ❖ Stab them with letter opener, scissors, or Exacto knife



When Your Decision is to Mass Attack



28

- Use the code if you know victims, or try to preplan during earliest opportunity
- Opportunity may be obvious to incapacitate and overcome shooter
- Go for the gun if you are not in the line of fire
- Try to knock them down & then:
 - ❖ Try to get on them
 - ❖ Go for hands, eyes, personals
 - ❖ **You MUST commit 100%**

Your Response



29

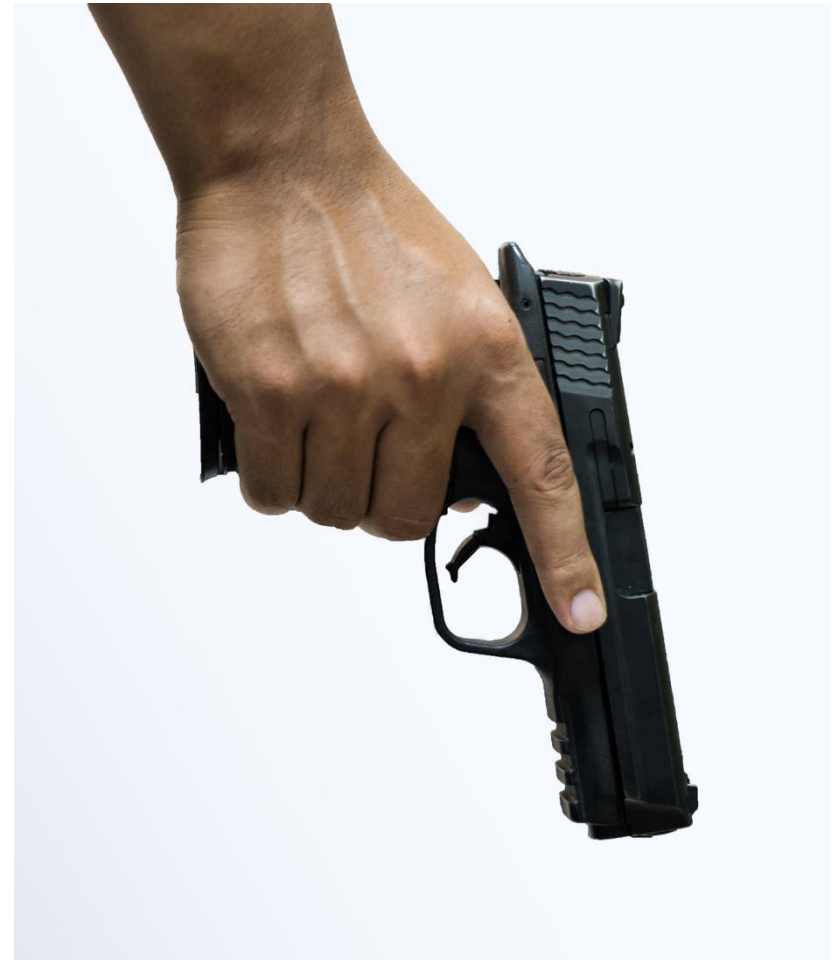
- Un-securing the area
 - ❖ The shooter will not stop until his objectives have been met, unless engaged by law enforcement or others
 - ❖ Consider the risk exposure created by opening the door
 - ❖ Attempts to rescue people should only be made if that can be done without further endangering the persons inside a secured area
 - ❖ The shooter may bang on the door and yell for help to entice you to open the door
 - ❖ Remember the safety of the masses versus the safety of a few
 - ❖ If there is any doubt to the safety of the individuals inside the room, the area needs to remain secured
 - ❖ During the Virginia Tech shootings, people who took refuge in locked rooms were badly frightened by gunfire and the general commotion, but all of them survived.

If You are In the Line of Fire



30

- You have two choices if shooter is at close range: **fight** or **comply**
- We do not know how you will or should respond
- How you respond will be based on:
 - ❖ The actual situation and what is possible,
 - ❖ How many of you/they there are
 - ❖ Your personality/background
 - ❖ Victim camaraderie
 - ❖ Feelings of moral responsibility
- It is your choice but keep in mind it will take time for police to arrive, assemble, and enter
- **Your life is on the line**



Unsecured Areas



31

- If you find yourself in an open area, immediately seek protection
- Put something between you and the shooter
- Is escape your best option? Do you know where the shooter is? Is escape immediately available?
- Administrators, do you know your building plans?
- If in doubt, find a safe area and secure it the best way you can

Contacting Emergency Personnel



32

- Emergency 9-1-1
 - ❖ 9-1-1 may be overwhelmed
 - Busy signal
 - Multiple rings
- If you cannot speak to a 9-1-1 dispatcher, just leave the line open for the dispatcher to listen in
- They are trained to do this



What to Report

33

- Your specific location
 - ❖ Building name
 - Office/classroom number
- Number of people at your specific location
- Injuries
 - ❖ Number of people injured
 - ❖ Type of injuries

What to Report



34

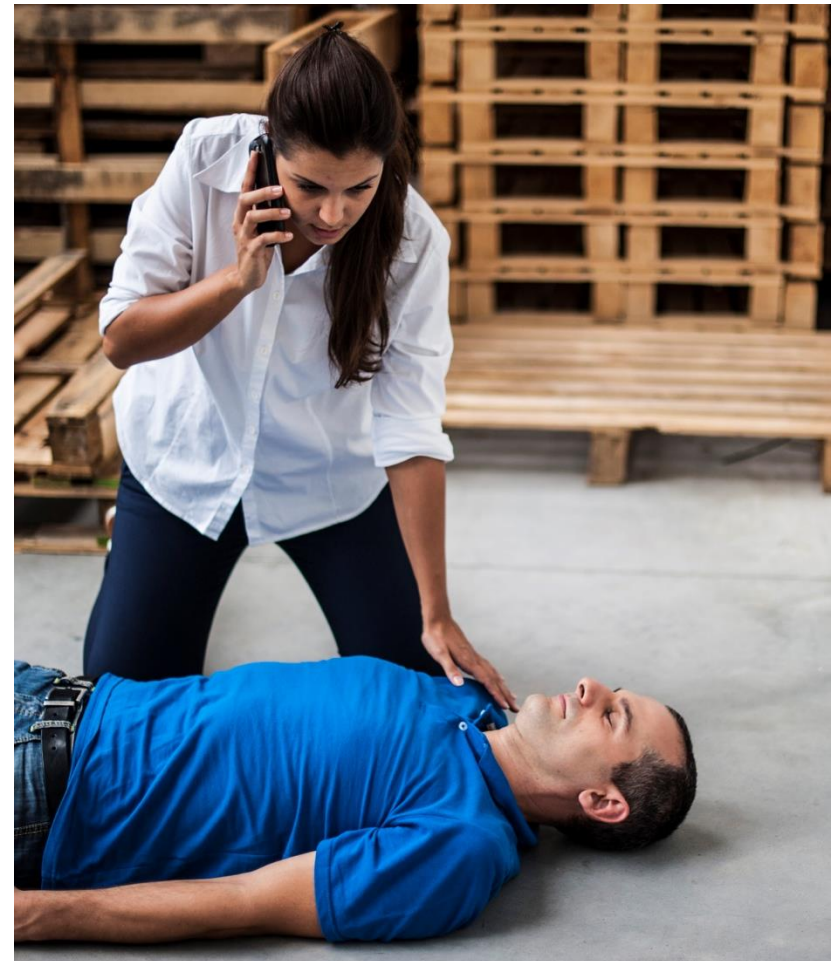
- Assailant's:
 - ❖ Specific location
 - ❖ Number of assailant's
 - ❖ Race, gender, approx. age
 - ❖ Clothing color and style
 - ❖ Physical features – height, weight, facial hair, glasses
 - ❖ Type of weapons (rifle/shotgun, handgun)
 - ❖ Backpack
 - ❖ Do you recognize the shooter? What's his name?
 - ❖ Have you heard explosions separate from gunshots?

Your Response



35

- Treat the injured
 - ❖ Remember basic first aid
 - ❖ For bleeding, apply pressure and elevate
- Be creative in identifying items to use for this purpose – clothing, paper towels, feminine hygiene products, news papers, etc.



Law Enforcement Objective



36

- Law enforcement will immediately respond to the area
- Law enforcement's goal is to locate, contain, and stop the shooter
- The safest place for you to be is inside a secure room
- The shooter will not flee when law enforcement enters the building, instead he will have additional targets to shoot
- Remember the shooter's mindset is not escape. Their goal is to kill and injure

Law Enforcement Responders



37

- When law enforcement officers enter the room, do not present a threat to them
- Do not point at them or the shooter
- Do not make quick movements
- Do not run towards them or attempt to hug them
- Do not scream or yell



Law Enforcement Response



38

- Evacuation
 - ❖ Safety corridors will be established. This may be time consuming
 - ❖ Remain in secure areas until instructed otherwise
 - ❖ You may have weapons pointed in your direction
 - ❖ You may be instructed to keep your hands on your head
 - ❖ You may be searched and handcuffed
 - ❖ You will be escorted out of the building by law enforcement personnel



Law Enforcement Response



39

- Injured persons
 - ❖ Initial responding officers will not treat injured or begin evacuation until the threat is neutralized or the area is secure.
 - ❖ You may need to explain this to others in an attempt to calm them
 - ❖ Once shooter is contained, officers will begin treatment and evacuation

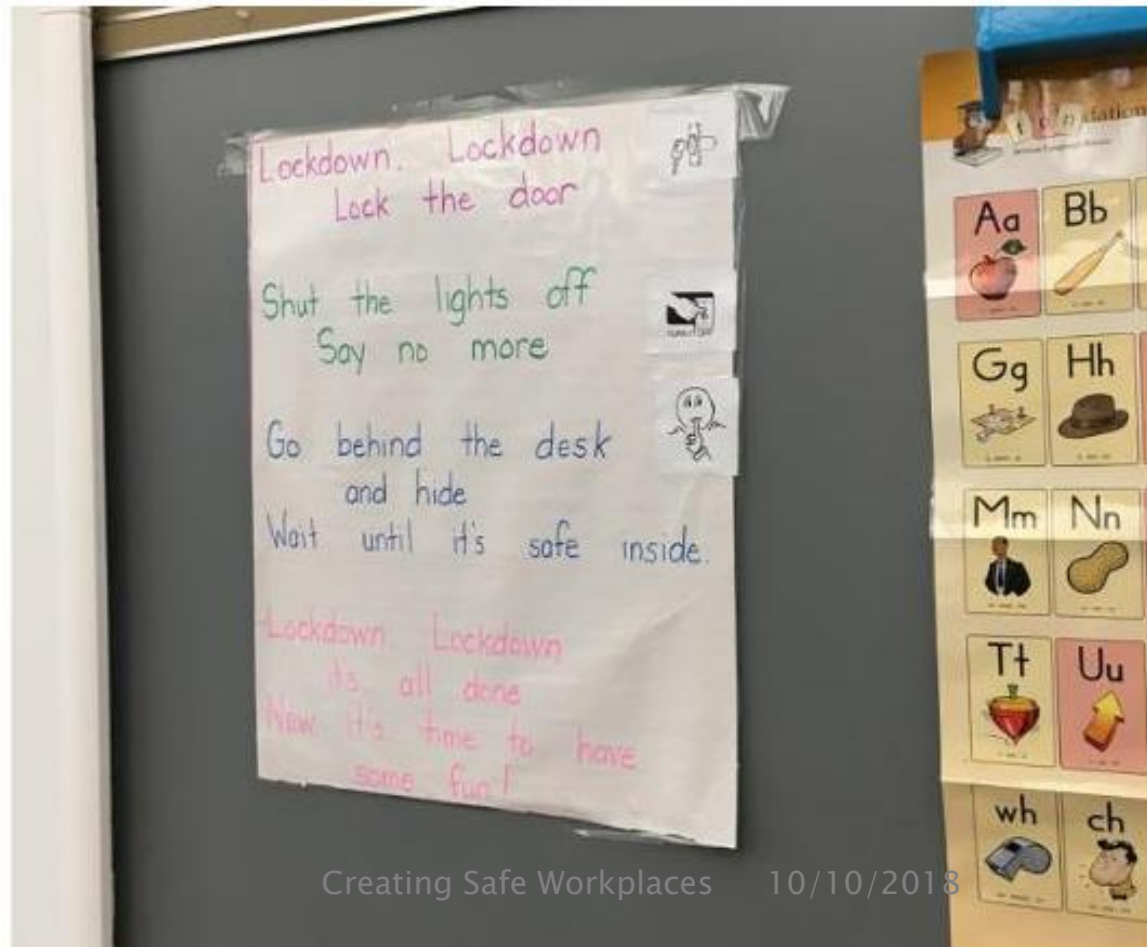


What this means for our schools...



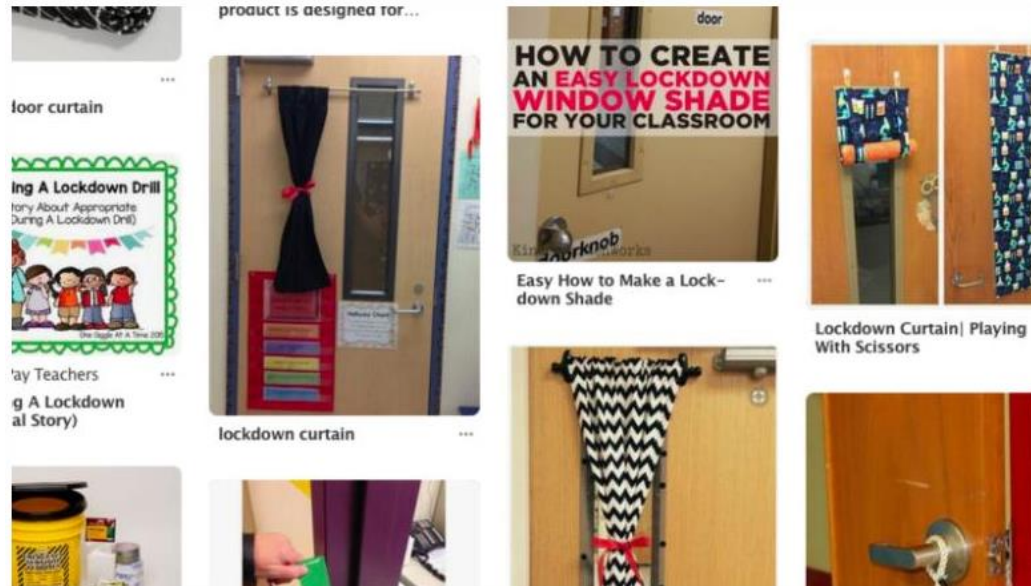
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Handwritten rhymes for unthinkable times





Lockdown shades, made with love



Pinterest and Etsy are loaded with examples of crafty handmade lockdown shades, sewn in cheery fabrics with ribbon or Velcro ties. Though they look decorative, these shades are meant to be deployed as one of the final lines of defense between a classroom of children and a violent intruder.



Sweet treats for bitter realities



The words "lollipop" and "lockdown" don't seem like they should go together. But then again, neither should the words "school" and "shooting." Kristen Hewitt is a mom of two who lives near Fort Lauderdale, a short drive away from Parkland. She created "[Lollipops for Lockdown](#)" after February's tragedy. She got the idea of collecting and distributing lollipops after reading about a teacher who used them to keep her young students calm through lockdown drills.



Create an Emergency Action Plan



44

A definitive plan should be aimed at managing active shooter incidents as well as other violent or concerning workplace situations. Key components of an emergency action plan should include the following:

- Knowing who is where and when -- You cannot protect your employees if you do not know where they are. Developing a system which lets you know who is in the building at all times is not just about tracking employees, but it is also about enhancing accountability in the event of an unexpected emergency situation.

Create an Emergency Action Plan



45

- Creating evacuation and shelter-in-place plans -- In some cases, evacuation is the best course of action. In others, remaining indoors offers a better form of refuge. Depending on the specifics of the situation, your crisis management team plays a vital role in determining which is the best scenario.

Create an Emergency Action Plan



46

- Designating safe assembly points -- Where will your employees go in the case of evacuation? Making sure everyone gets safely out of the building is only one part of the evacuation process.
- Establishing a predetermined assembly point along with an organized check-in process upon arrival ensures that employees are both accounted for and available to receive future instructions.

Create an Emergency Action Plan



47

- Document everything -- Can you really expect all of your employees to remember the specifics of your emergency communication plan under pressure or duress?
- Taking the time to document everything is not only valuable at the moment of a crisis, but it is also a significant part of preparing all employees in advance, as well as reviewing what worked and what did not work following drills and real-life events.

Summary



48

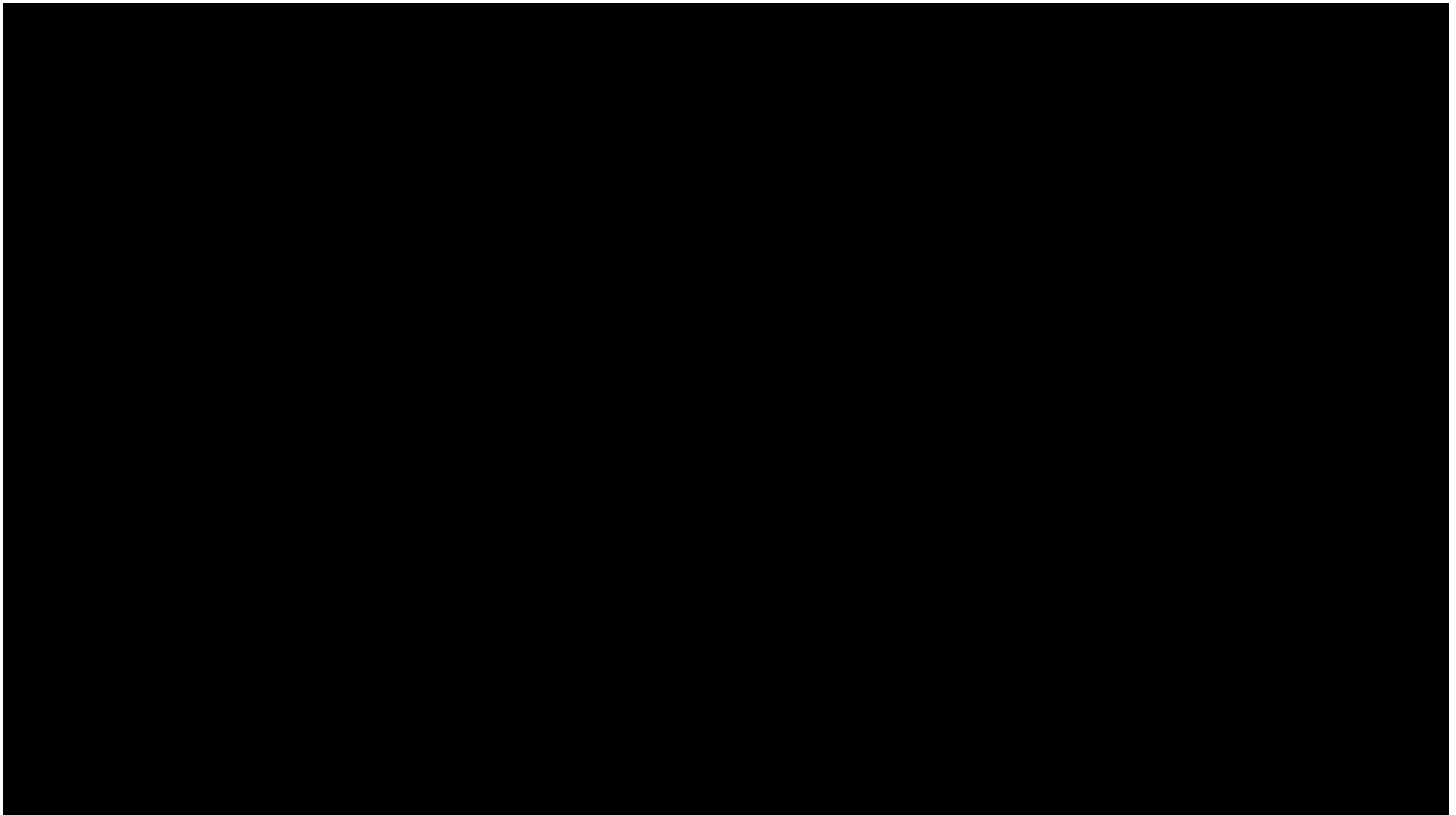
- Active Shooter
 - ❖ You should take a leadership role
 - ❖ “Get out”
 - ❖ “Hide out” seek secure area
 - ❖ Calm, reassure, and quiet others
 - ❖ Report the incident
 - ❖ Treat injured
 - ❖ “Keep out”
 - ❖ “Take out”
 - ❖ Creating Action Plans



Run, Hide, Fight



49





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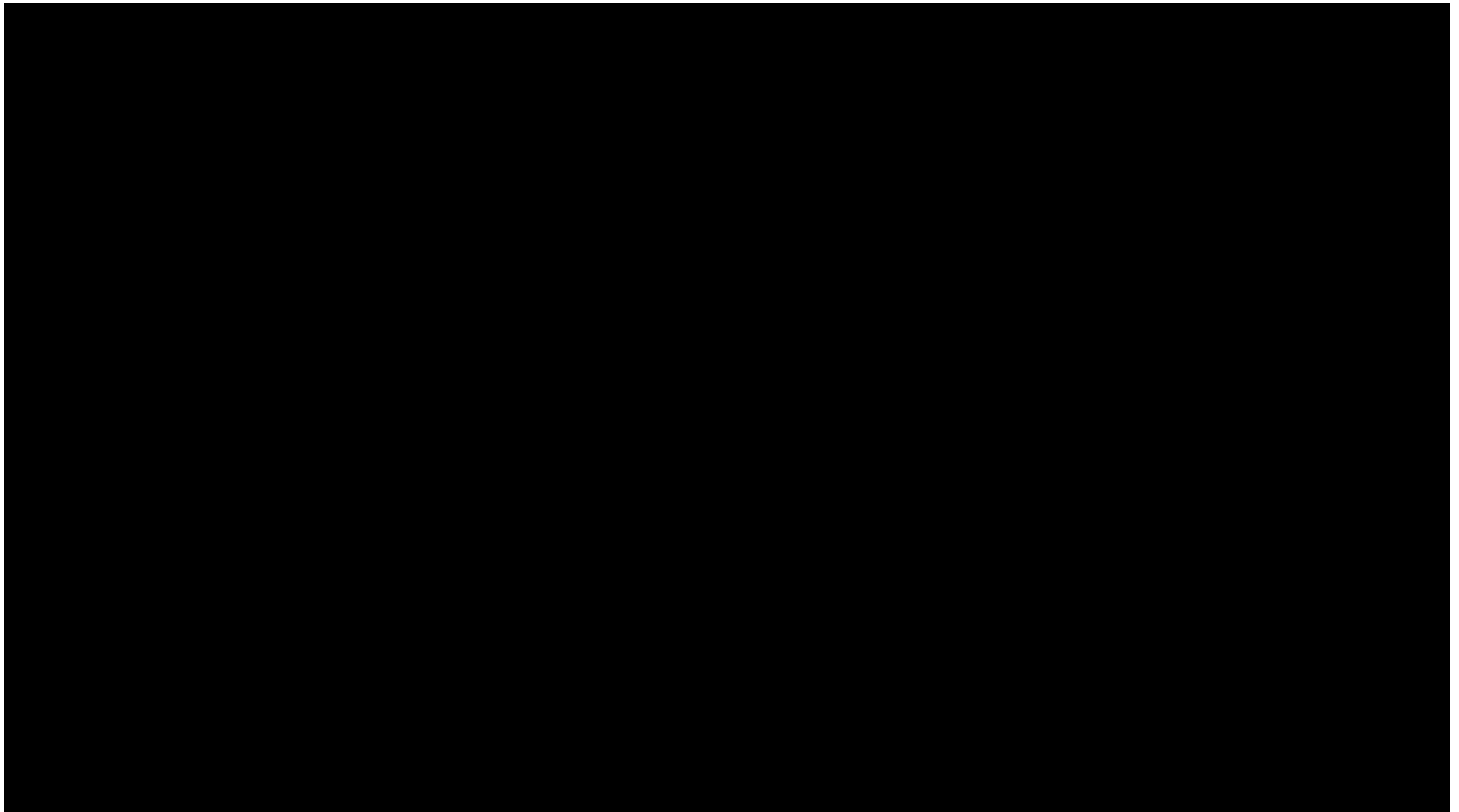
Dealing with Volatile Situations Before They Become Violent Situations



Workplace Violence Scenario



51



School Board Meeting



52



Workplace Violence



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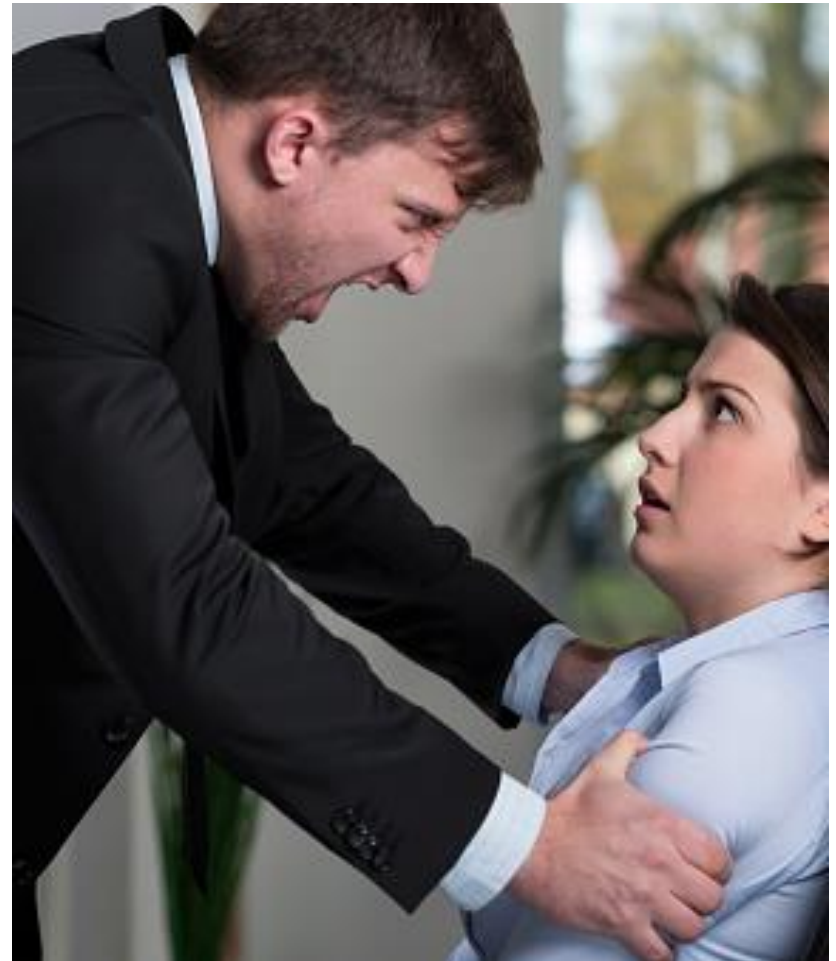


Workplace Violence



54

- Defined:
 - ❖ Violent acts, including physical assaults and threats of assault, directed toward persons at work or on duty.



Is This Workplace Violence?



55





- About one million workers are assaulted annually in US workplaces:
 - ❖ Most of these are in service settings.
 - ❖ Homicide is the second leading cause of occupational injury deaths, followed by motor-vehicle deaths.
- A Detroit hospital began screening with handheld metal detectors and collected 33 handguns, 1,324 knives, and 97 mace type sprays during a six-month period.
- Your necklace, chain, scarf, or necktie can pose a strangulation hazard when there is violence in the workplace.

Types of Violence



57

- Beatings
- Stabbings
- Suicides
- Shootings
- Near suicides
- Being followed, sworn, or shouted at
- Threats or obscene phone calls
- Intimidation
- Harassment of any nature
- Rapes
- Psychological traumas

Types of Workplace Violence



58

Violence by:

- Strangers
- Customers or clients
- Coworkers
- Personal relations

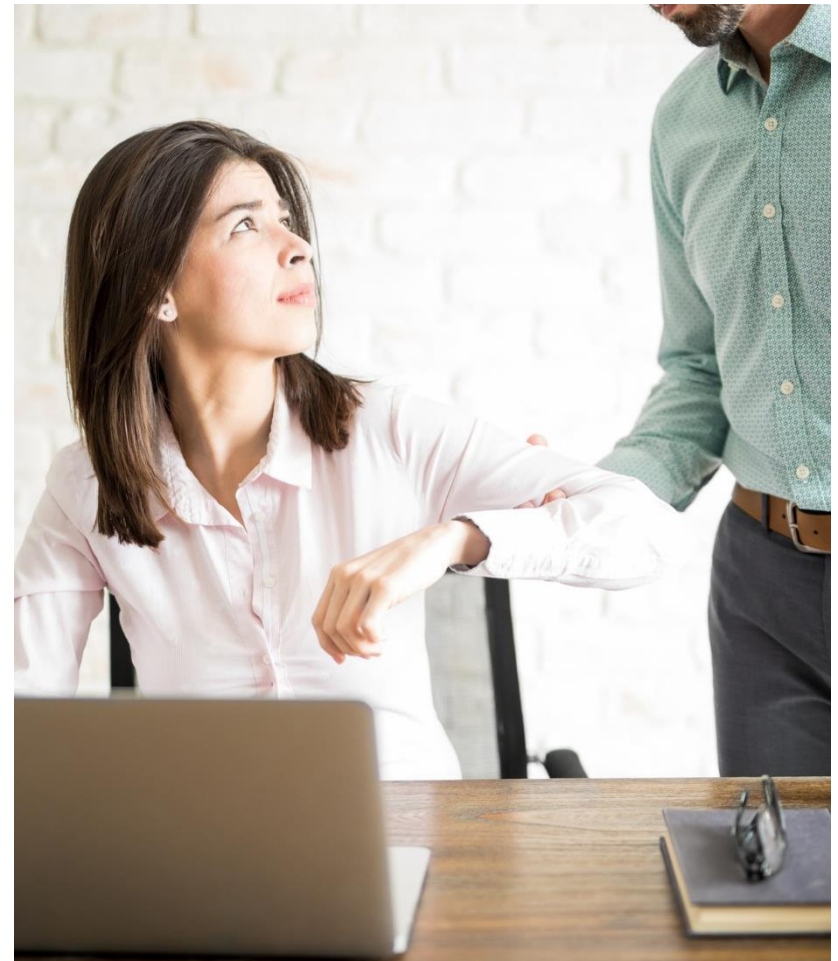




- Most common – simple assaults
 - ❖ 2 million a year (Source: OSHA)
- Aggravated assaults – 396,000
- Rapes and sexual assaults – 51,000
- Robberies – 84,000
- Homicides – nearly 1,000 (403 in 2014, 397 in 2013)



- Economic impact of workplace violence
 - ❖ Cost 500,000 employees 1,175,100 lost work days each year
 - ❖ Lost wages: \$55 million annually
 - ❖ Lost productivity, legal expenses, property damage, diminished public image, increased security \$\$ billions \$\$



Statistics by Industry Type



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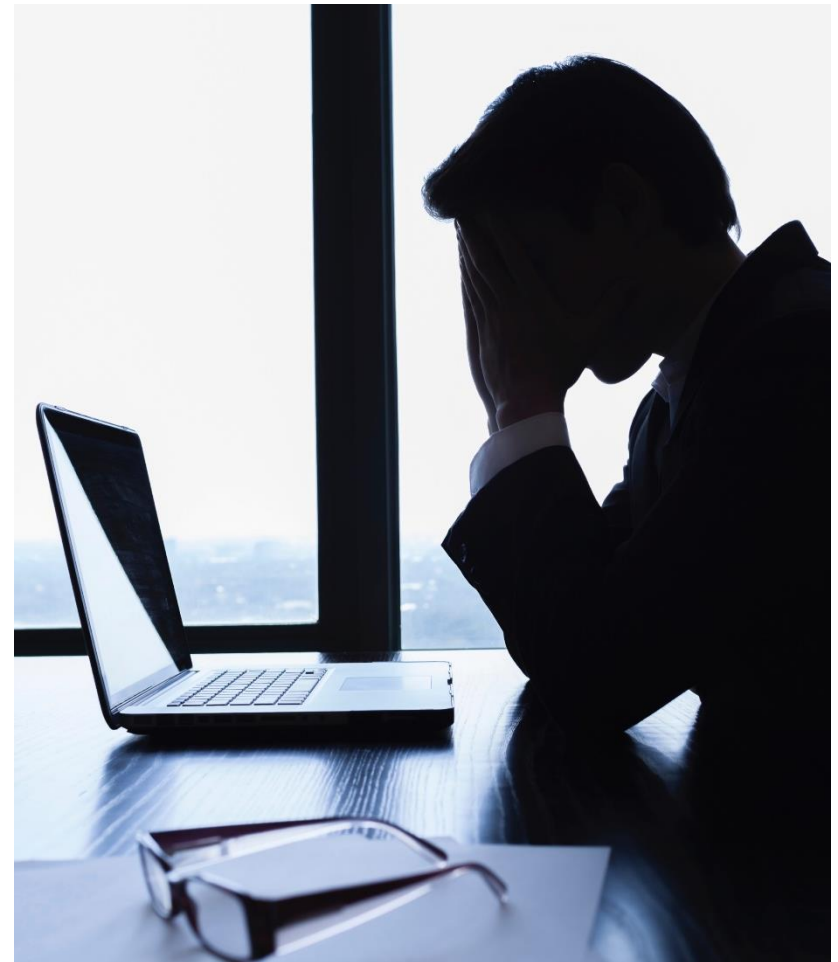
- *Injury Facts 2016* lists data for workplace violence–related deaths, and injuries resulting in days off of work, across various occupations. Here are some statistics for 2013:
 - ❖ Government: 37,110 injuries, 128 deaths
 - ❖ Education and health services: 22,590 injuries, 35 deaths
 - ❖ Professional and Business Services: 4,460 injuries, 65 deaths
 - ❖ Retail: 2,680 injuries, 127 deaths
 - ❖ Leisure and hospitality: 2,380 injuries, 107 deaths
 - ❖ Financial activities: 1,100 injuries, 37 deaths
 - ❖ Transportation and warehousing: 840 injuries, 71 deaths
 - ❖ Construction: 680 injuries, 36 deaths
 - ❖ Manufacturing: 570 injuries, 36 deaths

Statistics



62

- Average incident resulted in at least one day away from work with a median of five days away
- Annually – more than \$16 million in lost wages

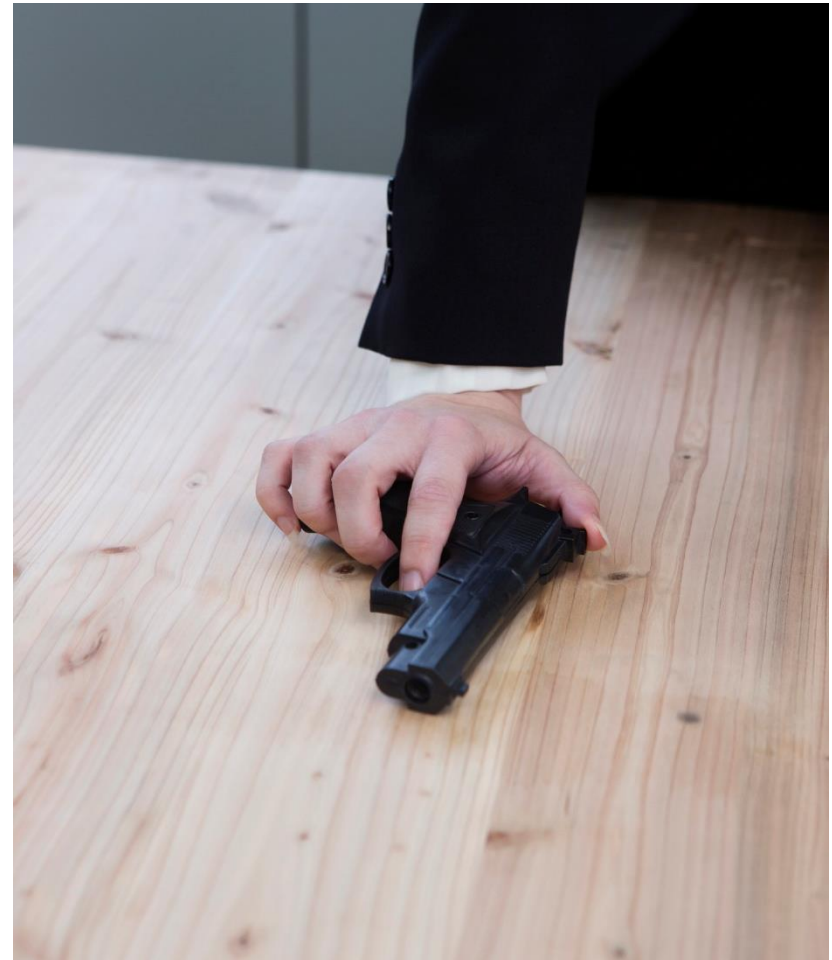


Homicide Statistics



63

- Second leading cause of death on the job
- Leading cause of workplace death among females
- Men are three-times higher risk of becoming victims of workplace homicide than women



Homicide Statistics



64

- 76 percent of all workplace homicides are committed with a firearm
- 71 percent of all workplace homicides are robbery-related crimes
 - ❖ 9 percent committed by coworkers or former coworkers
- Majority are believed to occur among people who **do not** know each other

Risk Factors



65

- Interacting with the public
- Exchanging money
- Delivering services or goods
- Working late at night or early in the morning
- Working alone
- Guarding valuables or property

Risk Factors



66

- Dealing with violent people or volatile situations
- Mobile workplace (taxicab or police cruiser)
- Working in high crime areas
- Working in community-based settings

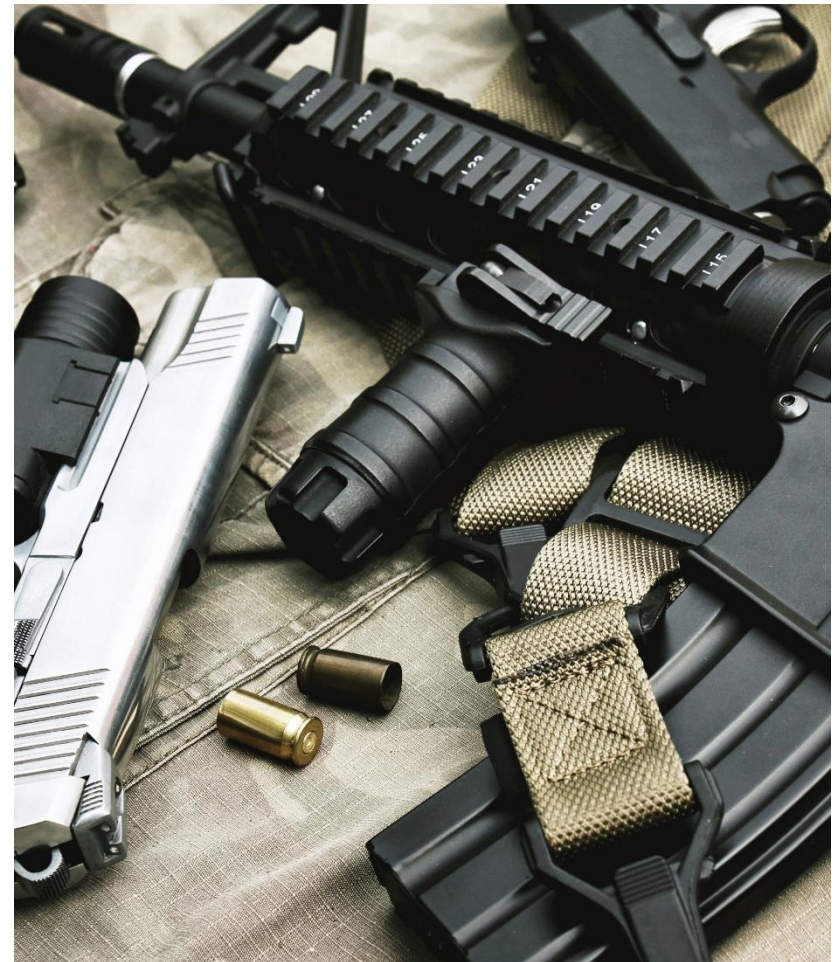


Risk Factors



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- Prevalence of weapons
- Increasing number of acute and chronically mentally ill patients being released from hospitals without follow-up care
- Availability of drugs or money at healthcare facilities – likely robbery target



Risk Factors



68

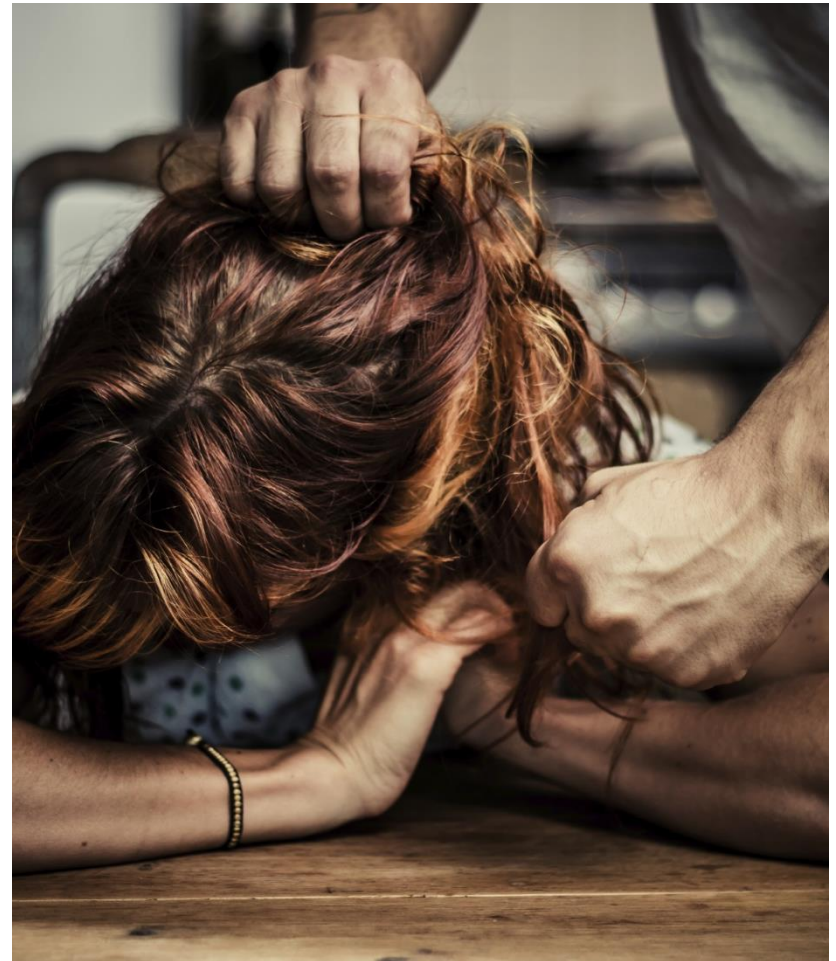
- Highly stressed workforce
- “Imminent reorganization”
- Chronic labor/management disputes
- Excessive number of grievances
- Excessive number of workers’ compensation claims
- Authoritarian management approach
- Lack of policies, procedures

Sources of Violence



69

- Criminal activity
- Customer, client, patient, or persons associated with employee
- Co-worker, ex-employee or domestic partner of co-worker



Prevention Strategies for Minimizing Risk



70

- Cash handling policies
- Physical separation of workers from customers
- Good lighting
- Security devices
- Escort services
- Employee training

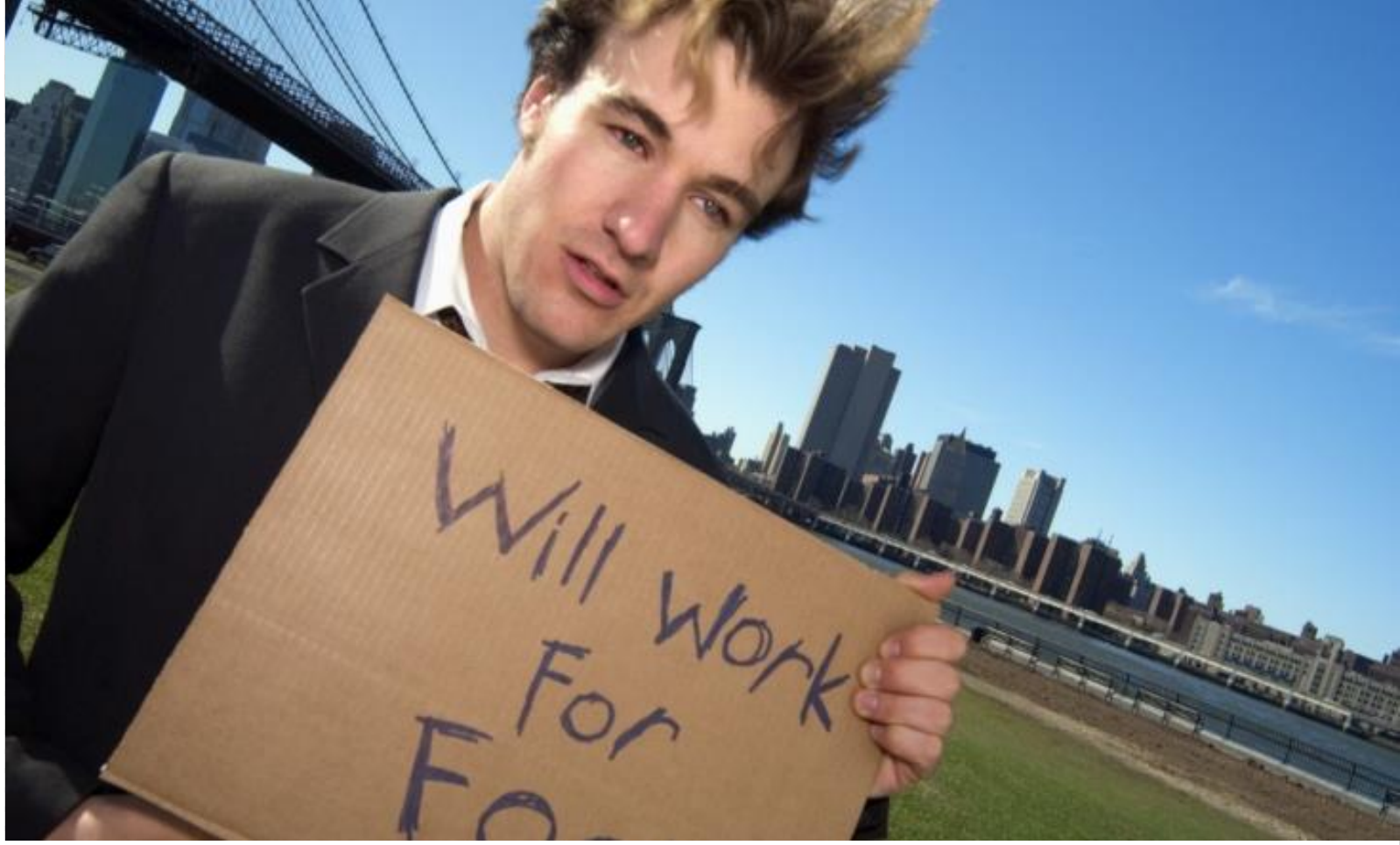
Security Devices



71

- Closed-circuit cameras
- Alarms
- Two-way mirrors
- Card-key access systems
- Panic-bar doors, locked from the outside
- Trouble lights or alarms – indicate a need for assistance





72

Long-Term Issues to Address Violence

- Education
- Poverty
- Environmental Justice



Meanwhile...



73

- Develop policies and procedures to track and assess threats
- Establish a zero tolerance policy of any violent acts
- Provide a method to report incidents



Recommendations



74

- Written violence prevention program
 - ❖ Management commitment and employee involvement
 - ❖ Written program elements
- Worksite analysis
 - ❖ Analyze past experiences
 - ❖ Investigate incidents
 - ❖ Audit workplace safety and security



Workplace Violence?



OSHA Suggests...



76

- Training and Education
 - ❖ General awareness for all employees
 - ❖ Specialized training for supervisors, security, and high risk employees
- Recordkeeping & Program Evaluation
 - ❖ Recordkeeping
 - ❖ Quality assurance strategies

Policy Development: Special Issues



77

- Security vs. Open-door policies
- Pre-employment screening or testing
- Employee understanding of concealed weapon laws
- Privacy issues
 - ❖ Domestic relationships
 - ❖ Mental status (depression, suicidal, etc.)
- Employer's duty to protect worker

Develop Systems For:



78

- Documenting incidents
- Procedures to follow in the event of an incident
- Open communication between employees and employers

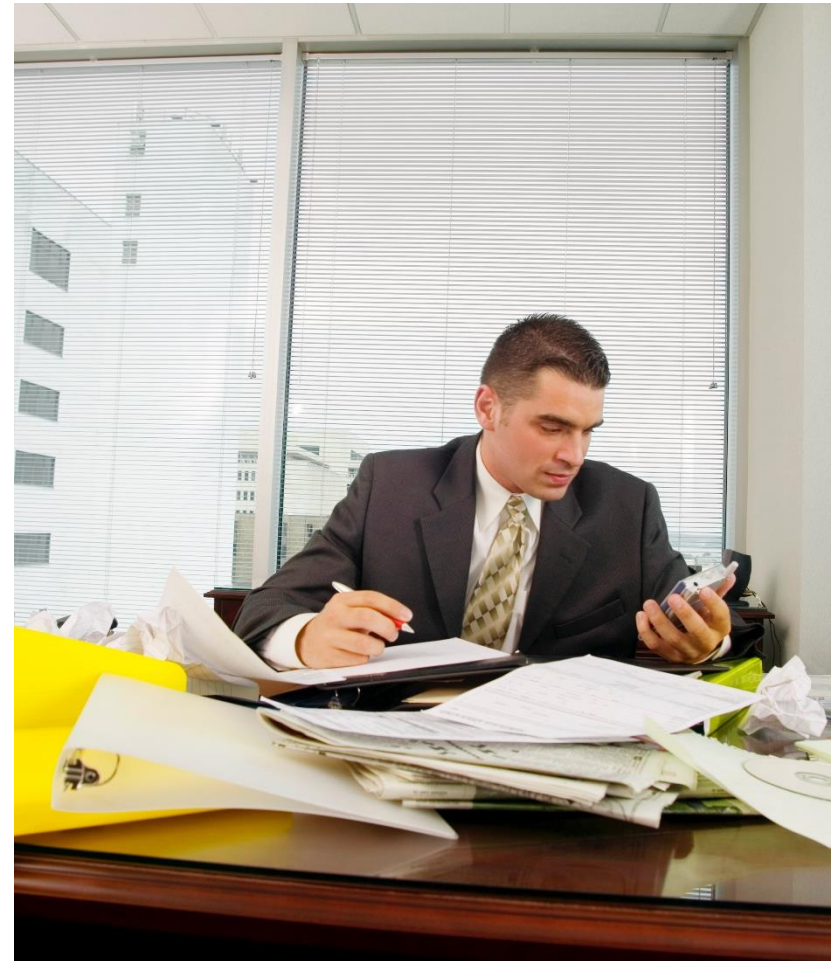


Early Warning Signs



79

- Highly stressed individual
- Negative and recent change in behavior
- Frequent disputes with supervisor
- Routine violation of organization's policies
- Increased absenteeism
- Obsessive behavior



Early Warning Signs



80

- Substance abuse
 - Depression/suicidal
 - Isolation from others
 - Emotional outburst out of the ordinary
 - Verbal threats or threatening body language
- *One or two of these do not necessarily indicate early warning of violence*



For The Control of Violence



81

1. Set up a multi-disciplinary “violence control” team
2. Perform a needs assessment
3. Evaluate policy and procedure
4. Develop emergency plans
5. Train staff to appropriate level & drill
6. Set up “early warning” system
7. Test the system and adjust

Anxiety-Free Reporting System



82

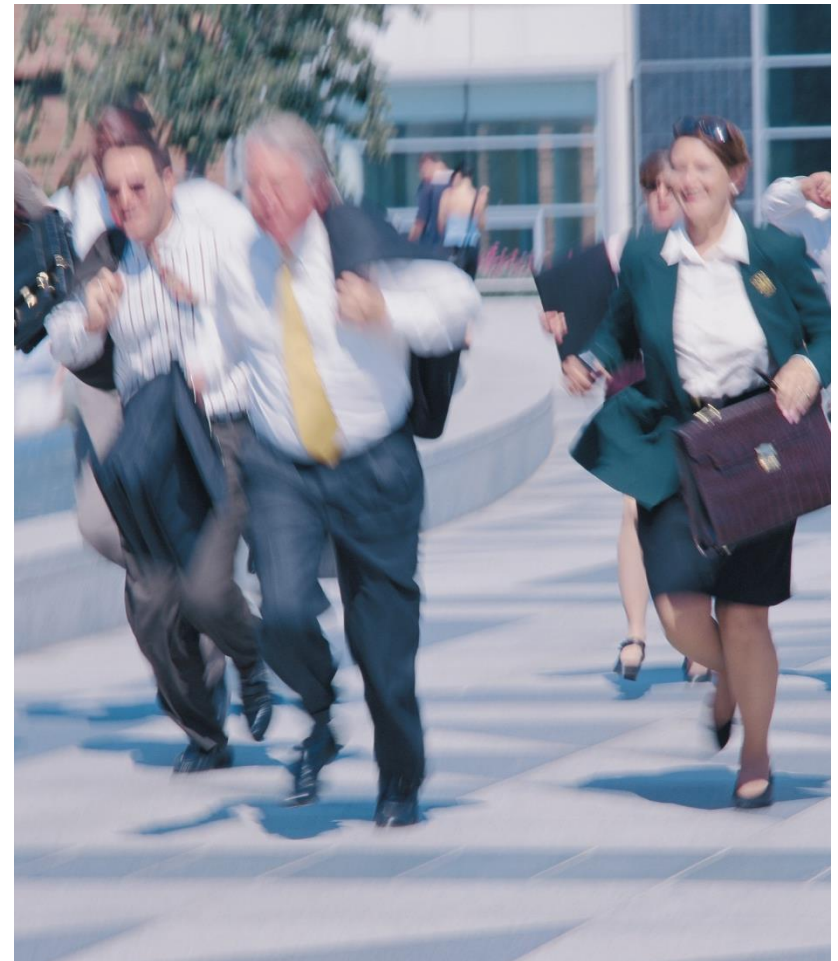
- Educate employees regarding the need for a system
- Have employees tell you what they need to make a system work
- Train employees in the details of the system

Prevention



83

- There is no specific answer or cure for preventing workplace violence
- There is no way to predict human behavior. The best we can do is to identify any problems early on and prepare a response for them



Prevention Techniques



84

- Remove yourself from violent situations
- Always be aware of your surroundings
- As much physical separation as possible
- Maintain visibility
- Proper lighting
- Report outside threats



Workplace Violence



85



Workplace Violence



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Questions??





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