Workplace Violence Preparedness
Disclaimer

This presentation is intended for educational purposes only and does not constitute legal or law enforcement advice or replace independent professional judgment.
Presenter

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Goals

Terminology

Definitions fluid, continue to evolve over time

Active shooter

Mass shooting – What’s in a number?

✓ FBI
✓ Mass Shooting Tracker
✓ Gun Violence Archive
✓ Stanford NSA Project
✓ Mother Jones
✓ Etc.
### Does Definition Matter?

<table>
<thead>
<tr>
<th>Year</th>
<th>Location</th>
<th>Location Details</th>
<th>Killed</th>
<th>Wounded</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>Santa Fe High School</td>
<td>Santa Fe, TX</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>2018</td>
<td>Waffle House</td>
<td>Nashville, TN</td>
<td>4</td>
<td>4</td>
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<tr>
<td>2018</td>
<td>Marjory Stoneman Douglas High School</td>
<td>Parkland, FL</td>
<td>17</td>
<td>14</td>
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<tr>
<td>2017</td>
<td>First Baptist Church</td>
<td>Sutherland Springs, TX</td>
<td>26</td>
<td>20</td>
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<tr>
<td>2017</td>
<td>Route 91 Harvest Festival</td>
<td>Las Vegas, NV</td>
<td>58</td>
<td>500+</td>
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<tr>
<td>2017</td>
<td>Fiamma, Inc.</td>
<td>Orlando, FL</td>
<td>5</td>
<td>0</td>
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<tr>
<td>2017</td>
<td>Fort Lauderdale-Hollywood International Airport</td>
<td>Fort Lauderdale, FL</td>
<td>5</td>
<td>6</td>
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<tr>
<td>2016</td>
<td>Pulse nightclub</td>
<td>Orlando, FL</td>
<td>49</td>
<td>53</td>
</tr>
</tbody>
</table>
Does Definition Matter?

<table>
<thead>
<tr>
<th>Year</th>
<th>Location</th>
<th>Killed</th>
<th>Wounded</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>Noblesville West Middle School</td>
<td>0</td>
<td>2</td>
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<tr>
<td>2018</td>
<td>Marshall County High School</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>2018</td>
<td>YouTube headquarters</td>
<td>0</td>
<td>3</td>
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<tr>
<td>2017</td>
<td>Football party, private home</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>2017</td>
<td>Bronx-Lebanon Hospital Center</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>2017</td>
<td>Republican team practice, Congressional Baseball Game for Charity</td>
<td>0</td>
<td>4</td>
</tr>
</tbody>
</table>
Quick Look: 250 Active Shooter Incidents in the United States From 2000 - 2017

Incidents Per Year

Source: Federal Bureau of Investigation, 2017
Quick Look: 250 Active Shooter Incidents in the United States Between 2000 - 2017
Casualty Breakdown Per Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Killed</th>
<th>Wounded</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>2000</td>
<td>7</td>
<td></td>
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<tr>
<td>2001</td>
<td>12</td>
<td>31</td>
<td>43</td>
</tr>
<tr>
<td>2002</td>
<td>11</td>
<td>18</td>
<td>29</td>
</tr>
<tr>
<td>2003</td>
<td>18</td>
<td>22</td>
<td>51</td>
</tr>
<tr>
<td>2004</td>
<td>14</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>2005</td>
<td>24</td>
<td>27</td>
<td>51</td>
</tr>
<tr>
<td>2006</td>
<td>23</td>
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<td>2007</td>
<td>69</td>
<td>57</td>
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<td>29</td>
<td>34</td>
<td>63</td>
</tr>
<tr>
<td>2009</td>
<td>65</td>
<td>78</td>
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<tr>
<td>2010</td>
<td>37</td>
<td>49</td>
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</tr>
<tr>
<td>2011</td>
<td>32</td>
<td>52</td>
<td>84</td>
</tr>
<tr>
<td>2012</td>
<td>90</td>
<td>118</td>
<td>208</td>
</tr>
<tr>
<td>2013</td>
<td>44</td>
<td>42</td>
<td>86</td>
</tr>
<tr>
<td>2014</td>
<td>36</td>
<td>61</td>
<td>97</td>
</tr>
<tr>
<td>2015</td>
<td>56</td>
<td>78</td>
<td>134</td>
</tr>
<tr>
<td>2016</td>
<td>83</td>
<td>129</td>
<td>212</td>
</tr>
<tr>
<td>2017</td>
<td>138</td>
<td>591</td>
<td>729</td>
</tr>
</tbody>
</table>

Source: Federal Bureau of Investigation, 2017

Data: Number of Individuals Impacted
Quick Look: 250 Active Shooter Incidents in the United States From 2000 to 2017

Location Categories

- **EDUCATION**: 20.8% (52)
  - Schools (Pre-K to 12), 14.8% (37)
  - Institutions of Higher Education, 6% (15)
- **COMMERCIAL**: 42% (105)
  - Businesses, Open to pedestrian traffic, 26% (65)
  - Malls, 4% (10)
  - Businesses, Closed to pedestrian traffic, 12% (30)
  - Others, 10% (25)
- **OPEN SPACE**: 14% (35)
- **GOVERNMENT**: 10% (25)
  - Other Government Properties, 7.2% (18)
  - Military, 2.8% (7)
- **RESIDENCES**: 4.8% (12)
- **HEALTH CARE FACILITIES**: 4% (10)
- **HOUSES OF WORSHIP**: 4% (10)
- **OTHER LOCATION**: 0.4% (1)

Source: Federal Bureau of Investigation, 2017
PREVENT
“In almost every incident of workplace homicide (99 percent), the actor made threats prior to engaging in the shooting event.”

Source: Strategic Approaches to Preventing Multiple Casualty Violence, Report on the National Summit on Multiple Casualty Shootings
Culture Shift

Shift needed from intense immediate reaction to sustained safety commitment

Overcome bystander effect

Foster view of shared responsibility

If you see something, say something™

It can make a difference —

Police: Woman's gut feeling thwarts planned school massacre, family murder

By Ben Brumfield, CNN

Updated 11:38 AM ET, Sun May 4, 2014
Indicators

No one “profile” of an active shooter

Risk factors:

✓ Personal
  • Domestic violence

✓ Workplace

Common motives: Anger, revenge, ideology, untreated mental illness
Indicators

Observable behaviors:

- Overreaction or resistance to change
- Increased use of alcohol, drugs
- Paranoia
- Explosive outbursts
- Instability, severe mood swings
- Depression, withdrawal
- Increased unexplained work absences
Indicators

Observable behaviors:

✓ Avoidance of supervisors or others
✓ Requires frequent “counseling sessions”
✓ Repeated company policy violations
✓ “Collecting” personal grievances, blaming others
✓ Co-workers asking to be relocated
✓ Makes others “fearful” or “uncomfortable”
Indicators

Observable behaviors:

✓ Discussion of recent weapons purchases
✓ Empathizes with perpetrators of violence
✓ Preoccupation with violent acts or weapons
✓ Unusual number of calls to or from home
✓ Family members asking management to help the employee
Barriers to Reporting Concerns

Fear of:

✓ Being wrong
✓ Being perceived as a “snitch”
✓ Retaliation
✓ Getting involved

Didn’t happen at work
Building Processes/Policies

Utilize pre-employment background checks

Establish reporting process and procedures

Educate staff on:

✓ Identifying and recognizing warning signs

✓ How to report violent acts or threats

Create and maintain open communication between leaders and staff
Building Processes/Policies

Offer anonymous reporting tools

✓ 24/7 hotline
✓ Online form
✓ Mobile app

Centralized reporting system

✓ Single point of contact to collect and disseminate reports

Develop a zero-tolerance workplace violence policy
Responding to Report

Need for threat assessment team

Purpose of team

Make-up of team

Phases of assessment – digging deeper

- Identify
- Investigate
- Intervene
- Repeat
Investigate

Gathering information

✓ Talk to person that made report (if possible)
✓ Talk to other staff
✓ Review individual’s personnel file
✓ Talk to individual
✓ Social media monitoring

May uncover “bigger issue”
Intervene

EAP consultation

✓ Potential outcomes:
  • Inpatient hospitalization
  • Outpatient counseling
  • Performance or fitness-for-duty referral

Calling 9-1-1

Risk assessment firms

Workplace cultural assessment
Repeat
Prepare
Understanding Disaster Behavior

20% will step up and take action
20% will become paralyzed
60% will wait for leadership

Crisis behavior can be influenced by planning and practice

A “mental picture” of escape action can increase the chances of surviving a crisis
Planning

Active shooters often:

✓ Plan extensively for attack
✓ Are familiar with location
✓ “Learn” from previous attackers

It is essential that we be equally prepared!

Identify effective lockdown locations

There is no substitution for evacuation and shelter-in-place/lockdown rehearsal
Changing the Mindset

From: “Someone is going to protect and rescue me”

To: “I am responsible for protecting myself.”

Run, Hide, Fight
Run, Hide, Fight

Take ownership of personal safety
Quick decisions needed
Denial wastes time
Prepare, train and practice
Run (Escape, Evacuate)

If it is safe to escape, do so
Leave belongings
Help others escape
If other people won’t leave – just go
DO NOT move wounded
Once free, prevent others from entering area
Keep hands visible
Call 9-1-1
Find office, closet, conference room, etc.:

✓ Secure door – lock and block
✓ Close windows, shades, etc. – then avoid
✓ Turn off lights and all electronics – radio, televisions, phones
✓ Phones should be on silent (not vibrate)
✓ Spread out, keep quiet
✓ Don’t trap yourself
✓ Prepare to fight

Stay in place until directed by law enforcement or other official
Fight

Last resort, no other choice

Only when your life is in imminent danger

Goal is to incapacitate shooter

Act aggressively

Improvise weapons – chair, fire extinguisher, other heavy objects

Commit
Practice, Practice, Practice

First time – walk through it in slow motion

✓ Stop to discuss steps being taken
✓ Allow for questions and expressions of concern

Important to do drill in real-time as soon after as possible

✓ Gives time to implement what they have learned
✓ Creates muscle memory

Repeat often, revising plans as needed
Communication

Have set methods in place to alert employees to dangerous situations

Examples:

✓ Panic button
✓ Intercom/PA system
✓ Notification system (text, email, voice)

Do not pull fire alarm unless instructed to do so by official law enforcement personnel

Act immediately upon notification
Active shooter at YouTube HQ. Heard shots and saw people running while at my desk. Now barricaded inside a room with coworkers.

12:57 PM - 3 Apr 2018

31,420 Retweets  48,084 Likes
Calling 9-1-1

Info to provide 9-1-1 operator (if known):

✓ Location of incident

✓ Shooter details
  • Number (is there more than one?)
  • Number and types of weapons
  • Physical description
  • Number of potential victims and location
First officers on scene will:

- Act first to eliminate threat/stop shooter
- Not stop to help injured
- Know there is an active threat
- Not know that you are not that threat
- Come from multiple departments, wear different uniforms/gear

Rescue teams will treat and remove injured
When Help Arrives

DO

✓ Keep hands visible at all times
✓ SLOWLY put down anything you are carrying
✓ Raise hands with fingers spread out
✓ Remain calm
✓ Follow instructions

DO NOT

✓ Point, scream or yell
✓ Stop, touch or talk to an officer
✓ Make quick, sudden movements
When Help Arrives

Find a safe location
Wait for police
Follow instructions
Do not leave
Organizational Tasks

Account for people

Communicate

✓ First responders
✓ Affected individuals
✓ Appropriate agencies
✓ Families
✓ Media

Ensure accurate information
Immediate Aftermath

Family assistance
Hospital visits
Return of personal items
Communication
Counseling support
Assess damage to site
Assess impact on workforce