Expecting the Unexpected: How to Prepare You and Your Staff for Violence in the Workplace

Tuesday, August 20, 2013
12 p.m. to 1:15 p.m.
McAuliffe CLE Center
4201 N. 24th Street, Phoenix
Violence in the Workplace Program Agenda

• 12:00-12:05 pm Introduction – Defining the Scope of the Problem
  Susan Wissink, Fennemore Craig
  John F. Phelps, CEO/Executive Director, State Bar of Arizona

• 12:05-12:20 pm Identifying Volatile Individuals and Situations
  Amy D. Paul, Psy.D

• 12:20-12:45 pm Safety Evaluation of Your Workplace
  Emergency Preparedness against Violent Individuals
  Sgt. Phil Brailsford, City of Mesa Police Department
  Douglas C. Northup, Fennemore Craig

• 12:45 – 1:05 pm Tips for Reacting to a Dangerous Situation
  Sgt. Phil Brailsford, City of Mesa Police Department
  Douglas C. Northup, Fennemore Craig

• 1:05-1:15 pm Reviewing Resources and Q and A
  Susan Wissink, Fennemore Craig
Identifying Volatile Individuals and Situations

- Risk factors
- No matter your employment position, there are common cues to recognize
- Behavioral cues
- Precipitating factors
• A number of factors may increase an individual’s risk for violence in the workplace
  – Contact with the public
  – Exchange of money
  – Delivery of passengers, goods, or services
  – Having a mobile workplace such as a taxi or police cruiser
  – Working with unstable or volatile persons in health care, social service, or criminal justice settings
– Working alone or in small numbers

– Working late at night or during early morning hours

– Working in high crime areas

– Guarding valuable property or possessions

– Working in community-based settings
Behavioral Cues – What to Look For

- Tearful, fearful, paranoia, guarded
- Speaking to others that are not present
- Darting eyes and looking elsewhere
- Angry or irritable, teeth and hand clenching
- The individual repeats questions, you may have to repeat questions/requests, they do not seem to process information/instructions
Precipitating Factors

- Mental Precipitants (Perception of the World)
  - Loss or perceived loss
  - Maintain self-esteem

- Emotional
  - Fear
  - Displaced anger
  - Despair/hopelessness (increases risk for suicide or suicide by cop)
Precipitating Factors Continued...

- Psychological/Physiological
  - Drug induced
  - Pain
  - Insomnia
  - Poor judgment/impulse control
  - Emotional Instability
• Social Precipitants
  – Presence of others (“saving face”)
  – Attention seeking
  – Power struggles
  – Invaded space
Preventing Workplace Violence

- Your safety is YOUR RESPONSIBILITY!
• Assign a person to be responsible for building security & liaison with local law enforcement.
• Many law enforcement agencies will conduct a security assessment free of charge.
• Consider hiring security, even if only for part-time work. Most law enforcement agencies permit the hiring of “off-duty” police officers.
• If there is a potentially dangerous or confrontational situation, ensure you use a “buddy system.”
• Trim trees and foliage to permit an unobstructed view of the approach to the workplace.
• Consider security measures for people who work late at night.
Workplace Inspection Continued

- All visitors should be escorted to offices for appointments.
- Consider a badging system for employees and visitors.
- Keep employees informed of potential violent situations (past client behavior, restraining orders, etc.).
• Have a plan for dealing with workplace violence & ensure all employees are familiar with it. At a minimum the plan must include:

1. Escape routes.
2. Law enforcement notification.
Training Continued

• Above all, ensure that the person who greets people (security, secretary, receptionist) has situational awareness.

• They need to know when to call police. They need to be aware of potential situations (i.e. argumentative, threatening client is coming in that day).
Facility Design

• Know how to get out. Odds are you won’t be able to escape via the front door.

• Ensure exit doors can only be opened from the inside to prevent unauthorized entry.

• If possible, separate public areas from employee-only work areas.
Facility Design Continued

- Grant access to work areas only through a reception area.

- Reception and work areas should be designed to prevent unauthorized entry.
Facility Design Continued

- Door locks
- Secured entry (buzzers)
- Panic buttons
- Alarm system
- Metal detectors
- Phones with outside lines programmed to call 911
Workplace Parking

- Ensure there is adequate lighting.
- Parking reserved for employees only.
- Consider security escorts to walk employees to their car.
- Keeping parking lot area free of bushes & other hiding places.
Situational Awareness

- Where do I sit in depositions, meetings, etc.?
- Read body language.
- Don’t push a tense situation.
Don’t Bring it on Yourself

• How do my actions affect others?
• Adversarial system ≠ rude and abusive.
• Everyone should be treated with professionalism and respect.
Reacting to Active Shooter Situations
• **Active Shooter**
  - Suspect(s) activity is causing the **immediate** death or serious injury of **multiple victims**. The situation is not contained and there is substantial risk of ongoing danger to other victims.
Active Shooter Incidents

- Occur where we:
  - Shop: 2007 a gunman killed 5 and injured multiple others at a Utah mall.
Active Shooter Incidents

• Public locations: 2011 U.S. Representative Gabrielle Gifford shot while meeting with constituents at a market. 6 killed & 3 others injured.

2012 Aurora, Co.
12 killed. 58 injured.
Active Shooter Incidents

• **Schools:**
  - 1999 Columbine HS. 12 students & 1 teacher killed.
  - 2007 Virginia Tech. 32 killed & many more injured.
  - 2012 Sandy Hook. 26 killed.

• **Work:**
  - 2010 Manchester, Conn. Beer distributor. 8 killed, 2 injured.
• Unfortunately, there is no sign that Active shooter incidents are becoming less frequent.

• In the year since the Century 16 movie theater shootings in Aurora, Co., 23 mass killings in 19 states have taken the lives of 126 people.
Police Response

- **Your life is in your own hands.**

- It will be several minutes before police arrive.

- Officers are taught to **NEVER** make entry alone. They will be in groups of 3-5.
• The primary mission of the first officers on scene is to stop the threat.

• Only after the threat has been neutralized will rescue and medical aid commence.
Police Response
Police Response

- Responding officers will likely be patrol officers, not SWAT.
- They will not have up-to-date information.
- They will have inaccurate information.
Police Response

- They are dealing with:
  - Gunfire from the suspect(s)
  - Noise (alarms, people screaming, etc.)
  - Confusion (lack of info)
  - Frightened victims (some will not respond to officer’s commands)
  - Carnage
  - Explosives (Columbine had 99 IEDs)

- They will be terrified...just like you.
Police Response
Your Response

• You have 3 options:

1. Run – priority

2. Hide – if you can’t escape

3. Fight – as a last resort
Run

• Have an escape route and plan in mind.
• Leave your belongings behind.
• Help others escape, if possible.
• Evacuate regardless of whether others agree to follow.
• Warn individuals not to enter an area where the active shooter may be.
• Prevent individuals from entering an area where the active shooter may be.
• Do not attempt to move wounded people.

• Keep your hands visible.

• Follow the instructions of any police officers.

• Call 911 when it is safe to do so.
Leave Belongings Behind

• You should only take your cell phone when evacuating.

• **DO NOT CARRY ANYTHING IN YOUR HANDS.**
• Stay out of view.
• Lock your door.
• Turn off the light.
• Silent your cell phone.
Call 911

• Provide law enforcement or 911 operators with:
  • Location of shooter
  • Number of shooters
  • Physical description of shooter(s)
  • Type of weapons
  • Number of potential victims
- As an absolute last resort:
  - Fight as hard as you can.
  - Use improvised weapons.
Police Arrival

• Once police arrive, avoid the urge to rush to them.
• Keep your hands empty, fingers spread, and do as the police tell you.
• Don’t scream, yell, or otherwise be distracting.
• If you aren’t already outside, move in the direction law enforcement just came from and proceed outside.
Violence in the Workplace Online Resources

2. https://www.llis.dhs.gov/content/active-shooter-2
5. http://www.youtube.com/watch?v=zcnA_Cq_Csk
### NOTABLE INCIDENTS

**Pima County, Arizona Shootings (2011)**
- Mass Casualty Incidents: The Pima County, Arizona Sheriff's Department Development and Use of Individual First Aid Kits
- Mass Casualty Incidents: The Pima County, Arizona Sheriff's Department's Use of a Special Weapons and Tactics Liaison to Share Information with Hospitals After the January 8, 2011, Shootings
- Incident Management: The Pima County, Arizona Sheriff's Department's Use of the Incident Command System During Post-Response Phase Operations After the January 8, 2011, Shootings

**University of Texas at Austin Active Shooter (2011)**
- University of Texas at Austin Active Shooter/Suicide After Action Report
- Emergency Operations Center Management: Ongoing Staff Deployment Procedures and Protective Action Messages
- School Emergency Management Planning: Utilizing Multiple Systems to Deliver Protective Action Messages

**Northern Illinois University Shooting (2008)**
- Interoperable Communications Planning: Conducting Planning Between Local Emergency Response Agencies and Higher Education Institutions
- Northern Illinois University Shooting
- State of Illinois Campus Security Task Force Report to the Governor

**Virginia Tech School Shooting (2007)**
- Mass Shootings at Virginia Tech, April 16, 2007
- School Emergency Planning: Incorporating Active Shooter Scenarios into Emergency Operations Plans

### PLANNING AND PREPARATIONS

**Observations across After-Action Reports**
- School Safety: Familiarity of Emergency Response Personnel with School Campuses and Facilities
- School Safety: Ensuring Emergency Response Personnel Are Familiar with School Facilities
- Active Shooter: Recommendations and Analysis for Risk Mitigation

**Guidelines, Checklists, and Plans**
- Active Shooter in a House of Worship
- Defeating the Active Shooter: Applying Facility Upgrades in Order to Mitigate the Effects of Active Shooters in High Occupancy Facilities
- Mass Shootings: Planning and Response for Fire and EMS
- Force Protection for Firefighters: Warm Zone Operations at Paramilitary Style Active Shooter Incidents in a Multi-Hazard Environment at a Fire Service Core Competency
- Guide for Preventing and Responding to School Violence
- 2011 Emergency Response Protocols for Active Shooters Guide, Retail Specific Supplement to DHS Active Shooter Materials

**Active Shooter Pocket Guide: FBI
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**Community Response Checklist: Active Shooter Incident**

**Mass Shootings/Active Shooter First Responder Awareness Card**

### RESPONSE

- **New 4 Best Practices for Active Assailant Incident Management**
- Active Shooter Incidents - EMS Response Considerations
- Active Shooter Response Options
- Active Shooter: How to Respond
- Law Enforcement: Responding Immediately to an Active Shooter Situation

### AFTERMATH / RECOVERY

**Emotional/Psychological Recovery**
- The Impact of Kidnapping, Shooting and Torture on Children

### COMMUNITY RESOURCES

The mission of the Colorado School Safety Resource Center (CSSRC) is to assist educators, emergency responders, community organizations, school mental health professionals, parents and students to create safe, positive and successful school environments for Colorado students in all pre-K-12 and higher education schools.

- [http://www.colorado.gov/CSSRC](http://www.colorado.gov/CSSRC)

Helping children and adults cope with events like the Newtown school shootings (Connecticut Communion on Children)

- [http://www.cpa.ct.gov/cc/newtown.htm](http://www.cpa.ct.gov/cc/newtown.htm)
Active Shooter: What You Can Do Course

DHS has developed an Independent Study Course titled Active Shooter: What You Can Do. This course was developed to provide the public with guidance on how to prepare for and respond to active shooter crisis situations.

Upon completion of Active Shooter: What You Can Do, employees and managers will be able to:

- Describe the actions to take when confronted with an active shooter and to assist responding law enforcement officials;
- Recognize potential workplace violence indicators;
- Describe actions to take to prevent and prepare for potential active shooter incidents; and
- Describe how to manage the consequences of an active shooter incident.

The online training is available through the Federal Emergency Management Agency Emergence Management Institute and additional training for law enforcement is available at Federal Emergency Management Agency Law Enforcement Active Shooter Emergency Response.

Active Shooter Webinar

A 90-minute Webinar can help the private and public sector understand the importance of developing an emergency response plan and the need to train employees on how to respond if confronted with an active shooter. The presentation describes the three types of active shooters—workplace/school, criminal, and ideological—and how their planning cycles and behaviors differ.
Survival

An awareness of the workplace violence spectrum, along with knowledge of prevention and intervention strategies, can help increase safety in the work setting. However, advance planning and preparation for such incidents and knowing how to respond if one occurs are imperative for survival. Of equal importance is recognizing the difference between an active-shooter scenario and a hostage situation because of the different approaches needed in each set of circumstances.

In a more personal vein, realizing that the incident may end prior to the arrival of law enforcement demonstrates the need for workers to take responsibility for their own lives, in part, by developing a survival mind-set, which involves being ready (both mentally and physically) for the worst-case scenario. While no foolproof strategy for surviving an active-shooting incident exists, this type of mind-set has the three components of awareness, preparation, and rehearsal which can provide a foundation for survival (see figure 3). Awareness means understanding that workplace violence can impact anyone, in any work setting, and across all levels of employment. Further, awareness involves knowing the work environment well enough to recognize when changes occur that may reflect a potential problem. While some may be subtle (e.g., verbal outbursts), others are more obvious (e.g., gunshots).

The second component of the survival mind-set, preparation, entails employees becoming stakeholders in their own safety and security. In particular, they must change how they view their work environment and shift to a what-if way of thinking. For example, workers must consider what they would do if an active shooter was in the hallway or lobby of their office building. These types of scenarios will...
Violence in the Workplace

• QUESTIONS?

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