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
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DOUGLAS NORTHPUP, ESQ., is an experienced trial attorney with Fennemore Craig whose practice focuses on complex commercial, tort and professional liability litigation. In addition, he chairs the Commercial Litigation Department. Mr. Northup represents several large corporate clients in a variety of contractual disputes, franchise, real estate and antitrust litigation. He has extensive experience in premises and security liability cases representing manufacturers, businesses and other organizations including schools. He also handles cases related to the Petroleum Marketing Practices Act and Insurance Coverage/Bad Faith. His experience as a former police officer is invaluable in defending liability claims. Mr. Northup also assists clients with avoiding and minimizing the risk of litigation through contractual indemnity and limitation of liability clauses and insurance. Mr. Northup is a Martindale-Hubbell AV rated attorney and is recognized in Best Lawyers in America®, Chambers USA, Benchmark Litigation, Southwest Super Lawyers®, Ranking Arizona – Top Lawyers and Phoenix Magazine Best Lawyers. Mr. Northup serves as an Advisory Board member for the “Managing Litigation as a Business” initiative aimed at helping corporate in-house legal teams manage their companies’ risks, disputes and litigation more efficiently and effectively. Mr. Northup was formally an Oklahoma City Police Officer and worked the entire time in the patrol division. He worked in a high crime area and focused significantly on drug interdiction and related violent crimes. He made over 1000 felony and over 2000 total arrests. Mr. Northup was awarded the Medal of Valor in 1988 related to a shooting he was involved in during a bank robbery attempt.

DOCTOR AMY PAUL is a licensed psychologist with Crisis Preparation and Recovery in Tempe, Arizona. Among her many duties, she provides critical incident stress management services to local law enforcement and fire agencies. Prior to working for Crisis Preparation and Recovery, Dr. Paul was a Psychologist and Commander of the Maricopa County Sheriff’s Office (MCSO) Behavioral Health Services Unit. There, she provided on-call crisis services to MCSO employees and their family members, managed the Critical Incident Stress Management Team, provided consultation and training for the Hostage Negotiations Unit. In addition, she taught Detention Officer and Deputy Academies-Crisis Intervention and Stress Management Strategies, Signs and Symptoms of Mental Illness and Interpersonal Communication Skills. Dr. Paul graduated from Nova Southeastern University with her PhD in Clinical Psychology.

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Preparing for Violence in the Workplace

Online Resources

2. https://www.llis.dhs.gov/content/active-shooter-2 Examples of shooter preparedness and plans for specific organizations who have experienced mass shootings. This resource also provides plans for specific public places and situations.
5. http://www.youtube.com/watch?v=zcnA_Cq_Csk A how-to video on surviving a shooter event prepared by the City of Houston.
WORKPLACE VIOLENCE INSPECTION CHECKLIST

This checklist was adapted from "Violence on the Job: A Guidebook for Labor and Management published by the Labor Occupational Health Program, University of California, Berkeley, 1997.

Use this checklist as part of a regular safety and health inspection or audit that is conducted by the joint labor/management safety committee or by the union itself. If a question does not apply to the workplace, then write "N/A" (not applicable) in the notes column. Add any other questions that may be appropriate.

Use this inspection checklist to determine which hazards are well controlled and what control measures need to be enhanced.

STAFFING

1. Is there someone responsible for building security?
   □ Yes □ No □ Sometimes
   Who is it?

2. Are workers told who is responsible for security?
   □ Yes □ No □ Sometimes

3. Is adequate and trained staffing available to protect workers against assaults or other violence?
   □ Yes □ No □ Sometimes

4. Is there a "buddy system" for when workers are in potentially dangerous situations?
   □ Yes □ No □ Sometimes

5. Are there trained security personnel accessible to workers in a timely manner?
   □ Yes □ No □ Sometimes

6. Do security personnel have sufficient authority to take all necessary action to ensure worker safety?
   □ Yes □ No □ Sometimes

7. Are security personnel provided outside the building?
   □ Yes □ No □ Sometimes

8. Is the parking lot attended or otherwise secure?
9. Are security escorts available to walk employees to and from the parking lot?
□ Yes □ No □ Sometimes

**TRAINING**

1. Are workers trained in the emergency response plan (for example, escape routes, notifying the proper authorities)?
□ Yes □ No □ Sometimes

2. Are workers trained to report violent incidents or threats?
□ Yes □ No □ Sometimes

3. Are workers trained in how to handle difficult clients or patients?
□ Yes □ No □ Sometimes

4. Are workers trained in ways to prevent or defuse potentially violent situations?
□ Yes □ No □ Sometimes

5. Are workers trained in personal safety and self-defense?
□ Yes □ No □ Sometimes

**FACILITY DESIGN**

1. Are there enough exits and adequate routes of escape?
□ Yes □ No □ Sometimes

2. Can exit doors be opened only from the inside to prevent unauthorized entry?
□ Yes □ No □ Sometimes

3. Is the lighting adequate to see clearly in indoor areas?
□ Yes □ No □ Sometimes

4. Are there employee-only work areas that are separate from public areas?
5. Is access to work areas only through a reception area?
☐ Yes ☐ No ☐ Sometimes

6. Are reception and work areas designed to prevent unauthorized entry?
☐ Yes ☐ No ☐ Sometimes

7. Could someone hear a worker call for help?
☐ Yes ☐ No ☐ Sometimes

8. Can workers observe clients in waiting areas?
☐ Yes ☐ No ☐ Sometimes

9. Do areas used for client interviews allow co-workers to observe any problems?
☐ Yes ☐ No ☐ Sometimes

10. Are waiting and work areas free of objects that could be used as weapons?
☐ Yes ☐ No ☐ Sometimes

11. Are chairs and furniture secured to prevent use as weapons?
☐ Yes ☐ No ☐ Sometimes

12. Is furniture in waiting and work areas arranged to prevent employees from becoming trapped?
☐ Yes ☐ No ☐ Sometimes

13. Are client areas designed to maximize comfort and minimize stress?
☐ Yes ☐ No ☐ Sometimes

14. Is a secure place available for employees to store their personal belongings?
☐ Yes ☐ No ☐ Sometimes

15. Are private, locked restrooms available for staff?
☐ Yes ☐ No ☐ Sometimes
SECURITY MEASURES

Does the workplace have:

1. Physical barriers (Plexiglas partitions, elevated counters to prevent people from jumping over them, bullet-proof customer windows, etc.)?
   □ Yes □ No □ Sometimes

2. Security cameras or closed circuit TV in high-risk areas?
   □ Yes □ No □ Sometimes

3. Panic buttons (portable or fixed)?
   □ Yes □ No □ Sometimes

4. Alarm systems?
   □ Yes □ No □ Sometimes

5. Metal detectors?
   □ Yes □ No □ Sometimes

6. X-ray machines?
   □ Yes □ No □ Sometimes

7. Door locks?
   □ Yes □ No □ Sometimes

8. Internal phone system to activate emergency assistance?
   □ Yes □ No □ Sometimes

9. Phones with an outside line programmed to call 911?
   □ Yes □ No □ Sometimes

10. Two-way radios, pagers or cellular phones?
    □ Yes □ No □ Sometimes

11. Security mirrors (convex mirrors)?
☐ Yes ☐ No ☐ Sometimes

12. Secured entry (buzzers)?
☐ Yes ☐ No ☐ Sometimes

13. Personal alarm devices?
☐ Yes ☐ No ☐ Sometimes

OUTSIDE THE FACILITY

1. Do workers feel safe walking to and from the workplace?
☐ Yes ☐ No ☐ Sometimes

2. Are the entrances to the building clearly visible from the street?
☐ Yes ☐ No ☐ Sometimes

3. Is the area surrounding the building free of bushes or other hiding places?
☐ Yes ☐ No ☐ Sometimes

4. Is video surveillance provided outside the building?
☐ Yes ☐ No ☐ Sometimes

5. Is there enough lighting to see clearly outside the building?
☐ Yes ☐ No ☐ Sometimes

6. Are all exterior walkways visible to security personnel?
☐ Yes ☐ No ☐ Sometimes

7. Is there a nearby parking lot reserved for employees only?
☐ Yes ☐ No ☐ Sometimes

8. Is the parking lot free of bushes or other hiding places?
☐ Yes ☐ No ☐ Sometimes

9. Is there enough lighting to see clearly in the parking lot and when walking to the
building?
☐ Yes ☐ No ☐ Sometimes

10. Have neighboring facilities and businesses experienced violence or crime?
☐ Yes ☐ No ☐ Sometimes

WORKPLACE PROCEDURES

1. Is public access to the building controlled?
☐ Yes ☐ No ☐ Sometimes

2. Are floor plans posted showing building entrances, exits and location of security personnel?
☐ Yes ☐ No ☐ Sometimes

3. Are these floor plans visible only to staff and not to outsiders?
☐ Yes ☐ No ☐ Sometimes

4. Is other emergency information posted, such as telephone numbers?
☐ Yes ☐ No ☐ Sometimes

5. Are special security measures taken to protect people who work late at night (escorts, locked entrances, etc.)?
☐ Yes ☐ No ☐ Sometimes

6. Are visitors or clients escorted to offices for appointments?
☐ Yes ☐ No ☐ Sometimes

7. Are authorized visitors to the building required to wear ID badges?
☐ Yes ☐ No ☐ Sometimes

8. Are identification tags required for staff (omitting personal information such as the person's last name and social security number)?
☐ Yes ☐ No ☐ Sometimes

9. Are workers notified of past violent acts by particular clients, patients, etc.?
10. Is there an established liaison with local police?
□ Yes □ No □ Sometimes

11. Are clients in waiting areas clearly informed how to use the department's services so they will not become frustrated?
□ Yes □ No □ Sometimes

12. Are waiting times for client services kept short to prevent frustration?
□ Yes □ No □ Sometimes

13. Are broken windows and locks repaired promptly?
□ Yes □ No □ Sometimes

14. Are security devices (locks, cameras, alarms, etc.) tested on a regular basis and repaired promptly when necessary?
□ Yes □ No □ Sometimes
Workplace Violence Incident Report Form

This incident report was adapted from "Violence on the Job: A Guidebook for Labor and Management" published by the Labor Occupational Health Program, University of California, Berkeley, 1997.

As soon as reasonably possible, incidents (or even close calls) of workplace violence should be documented. Workers who were involved in the incident as well as any workers who may have witnessed what happened should be interviewed. This form may be completed by the worker involved in the incident.

PERSONAL INFORMATION

1. Name (optional) ______________________________________________________

2. Job title ___________________________________________________________

3. Facility/employer address

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

□ Male □ Female

4. Years in current job __________________________________________________

INCIDENT DESCRIPTION

5. Date incident occurred ________________________________________________

6. Time incident occurred ______________________________________________

7. Location where incident occurred (be specific)

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

-
8. Describe the incident:

9. Type of incident (check all that apply)
   □ Grabbed
   □ Pushed
   □ Slapped
   □ Kicked
   □ Scratched
   □ Threatened with weapon
   □ Verbally harassed
   □ Verbally threatened
   □ Bomb threat
   □ Vandalism (employer's property)
   □ Vandalism (own property)
   □ Arson
   □ Robbery
   □ Other
   □ Bitten
   □ Sexually Assaulted
   □ Assaulted with weapon
10. What type of weapon was used? How was the weapon obtained?

11. Were you working alone? If no, who was with you that may have witnessed the incident?

12. Was security personnel on duty at the time of the assault? If yes, was security notified? Did security respond? When?
13. Who threatened or assaulted you?

☐ Client/customer
☐ Parent
☐ Family/friend of client
☐ Co-worker
☐ Stranger
☐ Person in custody
☐ Spouse or partner
☐ Former spouse or partner
☐ Robber/burglar

☐ Supervisor/manager
☐ other
14. Were any threats made before the incident occurred? If yes, did you ever report to your supervisor or manager that you were threatened, harassed, or suspicious that the attacker may become violent?

INCIDENT ANALYSIS

15. Has this type of incident occurred before at the workplace?

16. What do you think were the main factors that contributed to the incident?

17. What could have prevented or at least minimized the damage caused by this incident?

POST-INCIDENT RESPONSE

18. Did you require medical attention as a result of the incident?

19. Did you miss work as a result of the incident?

20. Did you apply for workers' compensation?

21. Was the incident reported to a supervisor or manager?

22. Was a police report filed?

23. Was immediate counseling provided to affected employees and witnesses who desired it?

24. Was critical incident debriefing provided to all affected staff who desired it?

25. Was post-trauma (follow-up) counseling provided to all affected staff who desired it?

26. Was all counseling provided by a professional counselor?

27. Was the counseling effective? __________

28. Was the victim advised about legal rights?
Report completed by ________________________________

Department/Job Title ________________________________

Date __________________

Phone number_____________________________
EMERGENCY SECURITY PROCEDURES
BOMB THREAT WORKCARD

QUESTIONS TO ASK

1. When is the bomb due to explode?
2. Where is the bomb located right now?
3. What does the bomb look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why did you place the bomb?
8. What is your address?
9. What is your name?
10. Exact wording of bomb threat
11. Sex of caller
12. Age
13. Race
14. Length of call
15. Number at which call was received
16. Time
17. Date
COPING WITH THREATS AND VIOLENCE

FOR AN ANGRY OR HOSTILE CUSTOMER OR COWORKER
- Stay calm. Listen attentively.
- Maintain eye contact.
- Be courteous. Be patient.
- Keep the situation in your control.

FOR A PERSON SHOUTING, SWEARING AND THREATENING
- Signal a coworker, or supervisor, that you need help. (Use a duress alarm system or prearranged code word.)
- Do not make any calls yourself.
- Have someone call guard, or 911.

FOR SOMEONE THREATENING YOU WITH A GUN, KNIFE OR OTHER WEAPON
- Stay calm. Quietly signal for help. (Use a duress alarm or code word.)
- Maintain eye contact.
- Stall for time.
- Keep talking – but follow instructions from the person who has the weapon.
- Don’t risk harm to yourself or others.
- Never try to grab a weapon.
- Watch for a safe chance to escape to a safe area.
EMERGENCY PROCEDURES

WHAT TO DO, WHO TO CALL

- In an emergency involving life-threatening situations or serious accidents, call 911.
- Immediately after calling 911, call the Office Administrator at 7206 or CFO at 7392.

When calling 911 provide the following information:
1. Your name
2. You are calling from the State Bar of Arizona, 4201 N. 24th Street, Phoenix.
3. Floor and room location
4. Describe the condition clearly and accurately.
5. **DO NOT HANG UP!** Additional information may be needed.

AGENCY/DEPARTMENT TELEPHONE NUMBERS

- Phoenix Fire [non-emergency] 602.262.6297
- Phoenix Police [non-emergency] 602.262.6151
EVACUATION PROCEDURES

WHAT TO DO

1. Fire alarm or verbal notification will be used to sound an evacuation situation as appropriate.

2. Remain calm and orderly. Walk quickly but **do not run** to the **nearest** exit.

3. Follow instructions of emergency personnel (i.e., fire, police, emergency medical, building safety team)

4. Persons requiring assistance should use nearest exit and remain on stairwell landing until help arrives.

5. Take personal items such as handbags, briefcases, eyeglasses and car keys.

6. Move away from the building and assemble, by department in the back parking lot. Keep roadways and sidewalks clear for emergency vehicles.

7. Stay in the assembly area until instructed otherwise.
**WHAT TO DO**

1. Do not sound the fire alarm.
2. Lock the windows and close blinds or curtains.
3. Stay away from windows.
4. Turn off lights and all audio equipment.
5. Keep everyone together.
6. Keep office secure until police arrive and give you directions.
7. If you are not in an office, try to get to an office.
8. Stay out of open areas and be quiet as possible.
WHAT TO DO

1. DO NOT touch, shake, sniff or empty the envelope or package.
2. Do not try to clean up spilled powder or liquid.
3. Cover the substance with a piece of paper.
4. Leave the room and close the door.
5. Tell other people not to enter.
6. Call the Office Administrator at 7206.
7. Immediately wash your hands making sure you do not touch any door handles with your hands.
8. Make a list of all people in the room when letter or package was opened. Give list to first responder.
9. Follow directions of first responder, including any direction to remove contaminated clothing and shower.
10. Contact your health care provider.

CHEMICAL SPILLS/TOXIC ODORS

- Center for Disease Control Emergency Response 9.770.488.7100
- Office Administrator at 7206
- Building Security at 602.293.7392
TORNADO/WIND STORMS

WHAT TO DO

1. Clear desks, tables and windowsills of unsecured items.

2. Move easily moveable furniture and office equipment away from windows.

3. DO NOT LEAVE THE BUILDING.

4. MOVE AWAY FROM WINDOWS AND MOVE TOWARD THE INTERIOR OF THE BUILDING.

5. DUCK, COVER AND HOLD! Seek cover under a heavy desk or table. Protect your head as much as possible.
Emergency Numbers

Emergency Services: 9-1-1

Local Emergency Information Line: 

Local Police Department: 

Local Fire Department: 

Local Hospital: 

Local FBI Field Office: 

Facility Security: 

Facility Address: 

Floor: Suite/Room: 

Office #: Ext: 
PROFILE OF AN ACTIVE SHOOTER

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Good practices for coping with an active shooter situation

• Be aware of your environment and any possible dangers

• Take note of the two nearest exits in any facility you visit

• If you are in an office, stay there and secure the door

• If you are in a hallway, get into a room and secure the door

• As a last resort, attempt to take the active shooter down. When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her.

CALL 911
WHEN IT IS SAFE TO DO SO!
HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.

1. Evacuate
   If there is an accessible escape path, attempt to evacuate the premises. Be sure to:
   • Have an escape route and plan in mind
   • Evacuate regardless of whether others agree to follow
   • Leave your belongings behind
   • Help others escape, if possible
   • Prevent individuals from entering an area where the active shooter may be
   • Keep your hands visible
   • Follow the instructions of any police officers
   • Do not attempt to move wounded people
   • Call 911 when you are safe

2. Hide out
   If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.

   Your hiding place should:
   • Be out of the active shooter’s view
   • Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door)
   • Not trap you or restrict your options for movement

   To prevent an active shooter from entering your hiding place:
   • Lock the door
   • Blockade the door with heavy furniture
If the active shooter is nearby:
• Lock the door
• Silence your cell phone and/or pager
• Turn off any source of noise (i.e., radios, televisions)
• Hide behind large items (i.e., cabinets, desks)
• Remain quiet

If evacuation and hiding out are not possible:
• Remain calm
• Dial 911, if possible, to alert police to the active shooter’s location
• If you cannot speak, leave the line open and allow the dispatcher to listen

3. Take action against the active shooter
   As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:
   • Acting as aggressively as possible against him/her
   • Throwing items and improvising weapons
   • Yelling
   • Committing to your actions
HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

Law enforcement’s purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

- Officers usually arrive in teams of four (4)
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment
- Officers may be armed with rifles, shotguns, handguns
- Officers may use pepper spray or tear gas to control the situation
- Officers may shout commands, and may push individuals to the ground for their safety

How to react when law enforcement arrives:

- Remain calm, and follow officers’ instructions
- Put down any items in your hands (i.e., bags, jackets)
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as holding on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

Information to provide to law enforcement or 911 operator:

- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location

The first officers to arrive at the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.

Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.
TRAINING YOUR STAFF FOR AN ACTIVE SHOOTER SITUATION

To best prepare your staff for an active shooter situation, create an Emergency Action Plan (EAP), and conduct training exercises. Together, the EAP and training exercises will prepare your staff to effectively respond and help minimize loss of life.

Components of an Emergency Action Plan (EAP)

Create the EAP with input from several stakeholders including your human resources department, your training department (if one exists), facility owners/operators, your property manager, and local law enforcement and/or emergency responders. An effective EAP includes:

- A preferred method for reporting fires and other emergencies
- An evacuation policy and procedure
- Emergency escape procedures and route assignments (i.e., floor plans, safe areas)
- Contact information for, and responsibilities of individuals to be contacted under the EAP
- Information concerning local area hospitals (i.e., name, telephone number, and distance from your location)
- An emergency notification system to alert various parties of an emergency including:
  - Individuals at remote locations within premises
  - Local law enforcement
  - Local area hospitals

Components of Training Exercises

The most effective way to train your staff to respond to an active shooter situation is to conduct mock active shooter training exercises. Local law enforcement is an excellent resource in designing training exercises.

- Recognizing the sound of gunshots
- Reacting quickly when gunshots are heard and/or when a shooting is witnessed:
  - Evacuating the area
  - Hiding out
  - Acting against the shooter as a last resort
- Calling 911
- Reacting when law enforcement arrives
- Adopting the survival mind set during times of crisis
Additional Ways to Prepare For and Prevent an Active Shooter Situation

**Preparedness**
- Ensure that your facility has at least two evacuation routes
- Post evacuation routes in conspicuous locations throughout your facility
- Include local law enforcement and first responders during training exercises
- Encourage law enforcement, emergency responders, SWAT teams, K-9 teams, and bomb squads to train for an active shooter scenario at your location

**Prevention**
- Foster a respectful workplace
- Be aware of indications of workplace violence and take remedial actions accordingly

For more information on creating an EAP contact the U.S. Department of Labor, Occupational Health and Safety Administration, www.osha.gov.
PREPARING FOR AND MANAGING AN ACTIVE SHOOTER SITUATION

Your human resources department and facility managers should engage in planning for emergency situations, including an active shooter scenario. Planning for emergency situations will help to mitigate the likelihood of an incident by establishing the mechanisms described below.

Human Resources’ Responsibilities

- Conduct effective employee screening and background checks
- Create a system for reporting signs of potentially violent behavior
- Make counseling services available to employees
- Develop an EAP which includes policies and procedures for dealing with an active shooter situation, as well as after action planning

Facility Manager Responsibilities

- Institute access controls (i.e., keys, security system pass codes)
- Distribute critical items to appropriate managers / employees, including:
  - Floor plans
  - Keys
  - Facility personnel lists and telephone numbers
- Coordinate with the facility’s security department to ensure the physical security of the location
- Assemble crisis kits containing:
  - radios
  - floor plans
  - staff roster, and staff emergency contact numbers
  - first aid kits
  - flashlights
- Place removable floor plans near entrances and exits for emergency responders
- Activate the emergency notification system when an emergency situation occurs
Reactions of Managers During an Active Shooter Situation

Employees and customers are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with their EAP, and be prepared to:

- Take immediate action
- Remain calm
- Lock and barricade doors
- Evacuate staff and customers via a preplanned evacuation route to a safe area

Assisting Individuals with Special Needs and/or Disabilities

- Ensure that EAPs, evacuation instructions and any other relevant information address to individuals with special needs and/or disabilities
- Your building should be handicap-accessible, in compliance with ADA requirements.
RECOGNIZING POTENTIAL WORKPLACE VIOLENCE

An active shooter in your workplace may be a current or former employee, or an acquaintance of a current or former employee. Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee. Alert your Human Resources Department if you believe an employee or coworker exhibits potentially violent behavior.

Indicators of Potential Violence by an Employee

Employees typically do not just “snap,” but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include one or more of the following (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression / withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about “putting things in order”
- Behavior which is suspect of paranoia, (“everybody is against me”)
- Increasingly talks of problems at home
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes
MANAGING THE CONSEQUENCES OF AN ACTIVE SHOOTER SITUATION

After the active shooter has been incapacitated and is no longer a threat, human resources and/or management should engage in post-event assessments and activities, including:

- An accounting of all individuals at a designated assembly point to determine who, if anyone, is missing and potentially injured
- Determining a method for notifying families of individuals affected by the active shooter, including notification of any casualties
- Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly
- Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter

LESSONS LEARNED

To facilitate effective planning for future emergencies, it is important to analyze the recent active shooter situation and create an after action report. The analysis and reporting contained in this report is useful for:

- Serving as documentation for response activities
- Identifying successes and failures that occurred during the event
- Providing an analysis of the effectiveness of the existing EAP
- Describing and defining a plan for making improvements to the EAP

References

Safety Guidelines for Armed Subjects, Active Shooter Situations, Indiana University Police Department, April 2007.

Safety Tips & Guidelines Regarding Potential “Active Shooter” Incidents Occurring on Campus, University of California Police.

Shots Fired, When Lightning Strikes (DVD), Center for Personal Protection and Safety, 2007.

