



Student Notetaker

Surviving an Active Shooter in the Workplace

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Choose to Survive

Lecture 1: Survival Mindset & Courses of Action

Objectives:

- Describe the protective shield
- Describe “figure out.”
- Describe “get out.”
- Describe “call out.”
- Describe “hide out.”
- Describe “keep out.”
- Describe “spread out.”
- Describe “take out.”

Survival Mindset

- ⇒ Odds of one's involvement in workplace violence (Cont'd)
 - ✗ Consequences are potentially catastrophic
- ✗ Proper mindset and tools to react with purpose
- ✗ Incidents over quickly (10-15 minutes)
 - First line of defense
 - 2003 Study by Illinois State Police Academy on Active Shooters
 - Action taken by personnel on -site most effective way to stop the killing

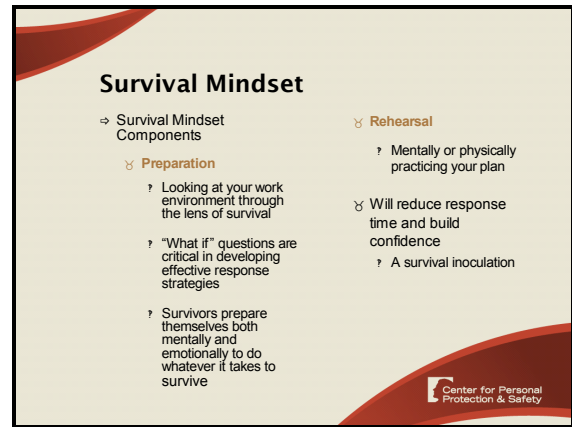
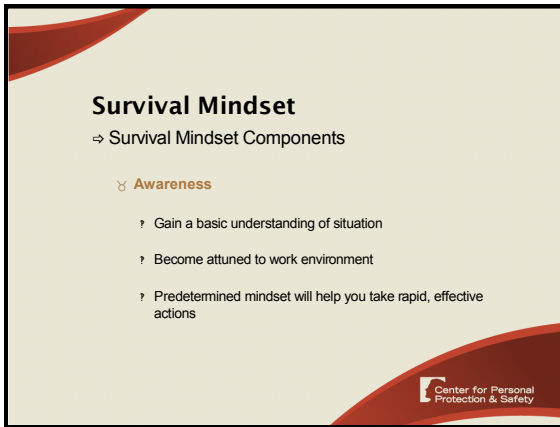
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Survival Mindset

- ⇒ Odds of one's involvement in workplace violence
 - ✗ Workplace shootings can occur anytime, anywhere, to anyone
 - Unlike any situation ever experienced
- ✗ Bottom Line: You need to take direct responsibility for your personal safety and security
- ✗ Survival Mindset is a protective shield
 - Comprised of three components:
Awareness , Preparation , and Rehearsal

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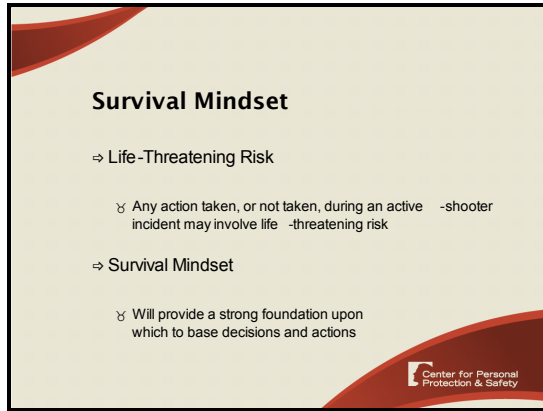
A survival mindset is a protective shield comprised of three components: **Awareness, Preparation, and Rehearsal**



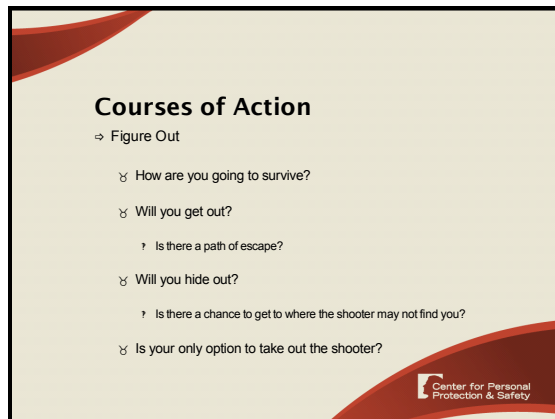
The first component, **Awareness**, involves taking the time necessary to gain a basic understanding of an active shooter situation. Realizing that active shooter incidents happen at the individual working level to everyday people is the starting point for developing a survival mindset. It's important to become attuned to your work environment so that you can readily recognize sights and sounds (gunshots) that are foreign to the environment. A pre-determined survival mindset will help you take rapid, effective actions in a stressful situation.

There is no substitute for **Preparation**. It includes looking at your work environment through a survival lens; a lens that focuses on the “what if” questions. “What if” questions are critical in developing effective response strategies.

Survivors prepare themselves both **mentally** and **emotionally** to do whatever it takes to make it through their situation. They become stakeholders in their own safety and security.



Practicing may include either mentally and/or physically “walking through” your “what if” plan. Rehearsing your plan will reduce your response time and build your confidence. In essence, your rehearsal serves as a survival inoculation.



Law enforcement recommends that if you hear popping noises that you think may be gunshots, not to waste time trying to validate your own instinct. They recommend you act on the chance that they may be gunshots and evacuate immediately through the nearest door or window. It’s far better to err on the side of caution.

First, you must **figure out** the situation—what’s going on? Where is it happening? Who is doing it? This is the beginning of your personal assessment process—the continuous evaluation of the situation. This continuous evaluation will allow you to take the appropriate survival action. Use all of your senses in your assessment—and do it quickly. Trust your intuition—your “gut” feeling. It’s a built-in survival mechanism. Some people say it’s “*knowing without knowing why*,” and it’s an invaluable tool. Once you **figure out** what is going on, you’ll be better prepared to select one or more of the following actions.

Research shows that there's a real difference between the reactions of people who've been trained to face stressful, life-threatening situations and those who have not.

Courses of Action

⇒ Trained versus Untrained

- ✧ First response is the same for both groups
- ✧ Reactions begin to differ markedly from there on out

Trained	Untrained
Startle and Fear	Startle and Fear
Feel Anxious	Panic
Recall what they have learned	Fall into disbelief
Prepare to act as rehearsed	Lost in denial
Commit to action	Descend into helplessness

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Courses of Action

⇒ Get Out

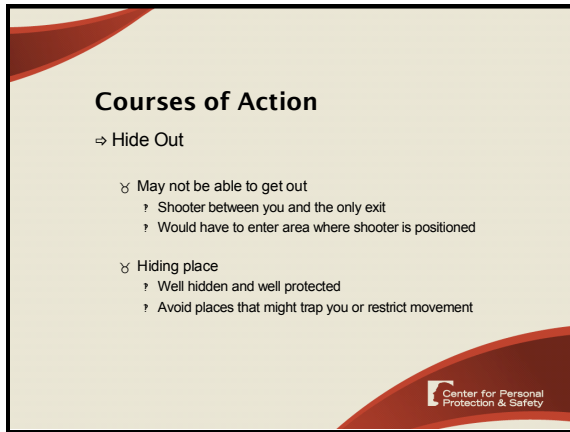
- ✧ Move quickly; don't wait for others to validate your decision
- ✧ Leave belongings behind
- ✧ Survival chances increase if not where shooter is or to go where he can't see you

⇒ Call Out

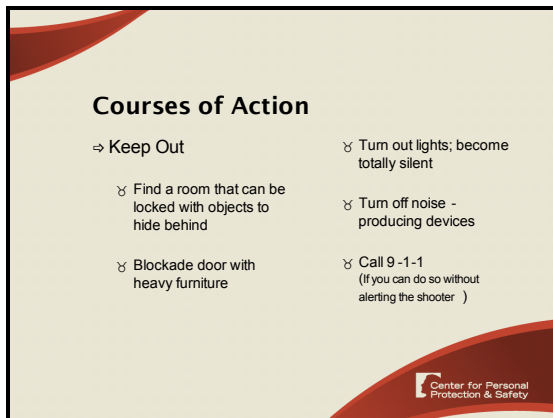
- ✧ Inform authorities
- ✧ Call 9-1-1 and tell them name of shooter (if known), shooter description, location, number and type of weapons

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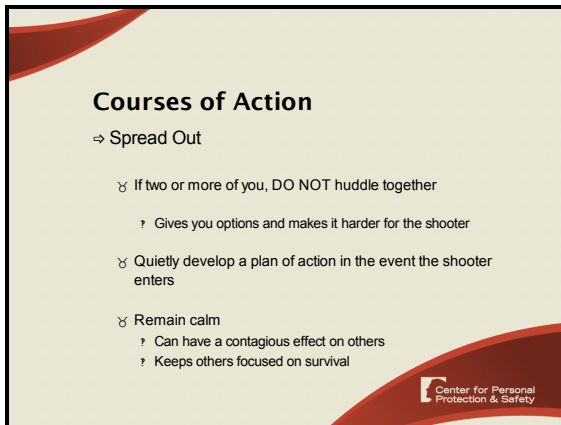
If you determine that you can **get out** to a safer area, than do so. Get out fast. Don't wait for others to validate your decision. Leave your belongings behind. The best way to survive an active shooter situation is not to be where the shooter is—and not to go where he can see you.



In some cases, you may not be able to get out. The shooter may be between you and the only exit, or perhaps you would have to enter the area or the hallway where the shooter is positioned. It might be safer for you to remain in place because you're well hidden and well protected. In any case, if you can't get out, then you must find a place to **hide out**.



Once you've found your spot to hide out, you'll want to **keep out** the shooter. Hiding in a room that can be locked and that has plenty of things to hide behind is best. Blockade the door with heavy furniture (even if the door can be locked). If the shooter is nearby, just lock the door and become totally silent. Turn out the lights. Turn off any radios or other noise-producing sources that might alert the shooter to your presence.



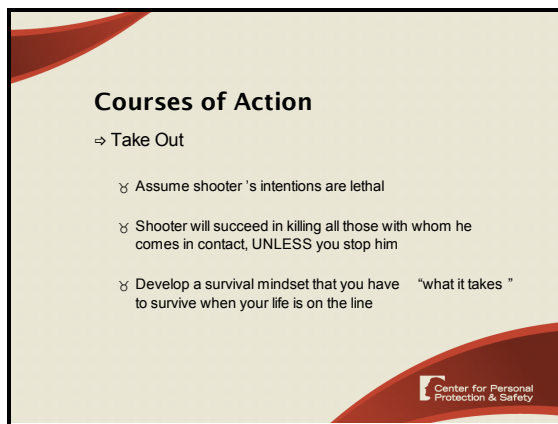
Courses of Action

⇒ Spread Out

- ✧ If two or more of you, DO NOT huddle together
 - Gives you options and makes it harder for the shooter
- ✧ Quietly develop a plan of action in the event the shooter enters
- ✧ Remain calm
 - Can have a contagious effect on others
 - Keeps others focused on survival

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While spreading out in a room, quietly talk about what you'll do if the shooter enters. Whatever action you're taking, whether it's get out or hide out and keep out, you should help out where you can. Help others escape as you go. Help prevent others from entering the danger zone. If someone near you has a life-threatening injury, and if it's possible for you to provide first-aid to keep them alive, then do so. Let others around you know what is happening and try to remain calm. Demonstrating calmness can have a contagious effect on others; it will help them to remain focused on survival.



Courses of Action

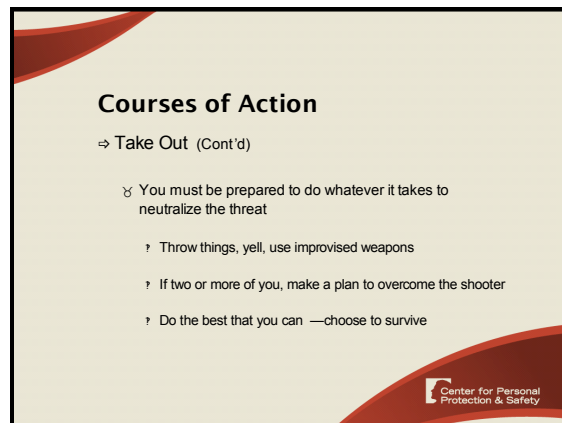
⇒ Take Out

- ✧ Assume shooter 's intentions are lethal
- ✧ Shooter will succeed in killing all those with whom he comes in contact, UNLESS you stop him
- ✧ Develop a survival mindset that you have "what it takes " to survive when your life is on the line

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If you determine there is no other option than to **take out** the shooter, then you must be prepared to do whatever is necessary to neutralize the threat. To do this, you'll need to become more aggressive than you ever thought possible. This means you must either disrupt his actions or incapacitate him. Throwing things, yelling, using improvised weapons can all be effective in this situation, but total commitment and absolute resolve are critical.

Law enforcement suggests that if there are several of you in a room, and you have nowhere to go, develop an action plan. If a shooter begins beating on the door and enters, get ready to act. Once he comes into the room, your best option may be to rush him and do the best you can.



Courses of Action

⇒ Take Out (Cont'd)

- ✧ You must be prepared to do whatever it takes to neutralize the threat
 - Throw things, yell, use improvised weapons
 - If two or more of you, make a plan to overcome the shooter
 - Do the best that you can —choose to survive

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Courses of Action

- ⇒ As events unfold, you must continue to Figure Out using your personal assessment process
 - ✧ Adjust your actions accordingly
 - ✧ No two active shooter incidents are the same
- ⇒ September 11th conventional wisdom
 - ✧ Until that tragic day, guidance called for those involved to be calm, non-threatening
 - ✧ United Flight 93 changed that guidance; passengers quickly figured out what was occurring and took action
 - ┐ Prevented further loss of life

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Summary

- ✧ "Figure out"
- ✧ "Get out"
- ✧ "Call out"
- ✧ "Hide out"
- ✧ "Keep out"
- ✧ "Spread out"
- ✧ "Take out"

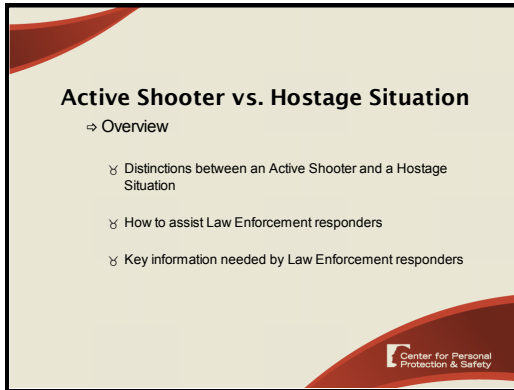
Arm Yourself with a Survival Mindset

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Lecture 2: Distinctions Between an Active Shooter and a Hostage Situation; Law Enforcement Response

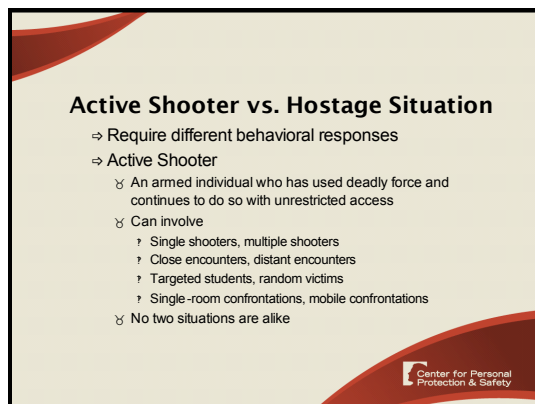
Objectives:

- Describe the distinctions of an active shooter and a hostage event.
- Explain how to respond to law enforcement or SWAT responders.
- Describe key information needed by law enforcement responders.



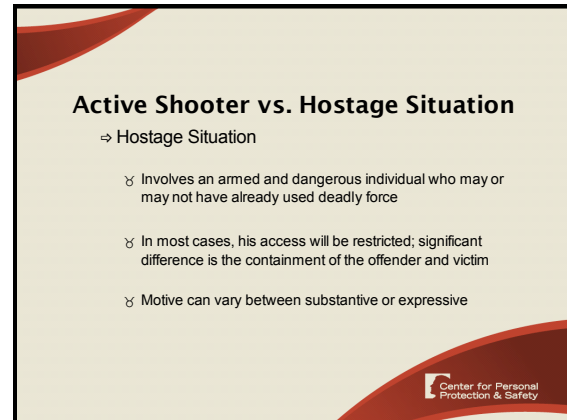
Armed individuals in a workplace pose a deadly threat, regardless of their motives. However, it is in your best interest to understand the difference between the active shooter who has and continues to use deadly force and a hostage taker, who may or may not have used deadly force. Law Enforcement officers will respond to neutralize the active shooter or contain and negotiate with a hostage taker. What can you do to assist these first responders while also contributing to your own safety?

It is important to understand that there is a distinct difference between an active shooter situation and a hostage situation, which require different behavioral responses on the part of the victims.



An active shooter has been defined as an armed individual who has used deadly force and continues to do so with unrestricted access to additional victims. Active shooter situations have involved single shooters, multiple shooters, close encounters, distant encounters, targeted students, random victims, single-room confrontations, and mobile confrontations. The only certainty seems to be that no two situations are alike.

A hostage situation involves an armed and dangerous individual, who may or may not have already used deadly force. In most instances, his access will be restricted due to his own choosing or changing events, such as the arrival of law enforcement. A significant distinction in a hostage situation is the containment of the offender and victim. The motive of hostage-takers can vary between substantive or expressive.

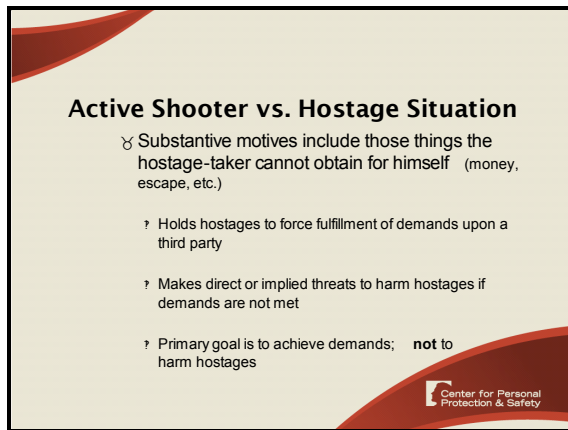


Active Shooter vs. Hostage Situation

⇒ Hostage Situation

- ✧ Involves an armed and dangerous individual who may or may not have already used deadly force
- ✧ In most cases, his access will be restricted; significant difference is the containment of the offender and victim
- ✧ Motive can vary between substantive or expressive

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Active Shooter vs. Hostage Situation

- ✧ Substantive motives include those things the hostage-taker cannot obtain for himself (money, escape, etc.)
- ✧ Holds hostages to force fulfillment of demands upon a third party
- ✧ Makes direct or implied threats to harm hostages if demands are not met
- ✧ Primary goal is to achieve demands; **not** to harm hostages

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Substantive motives include things that hostage-takers cannot obtain for themselves, such as money, escape, and political or social change. During hostage situations, subjects hold another person or persons for the purpose of forcing the fulfillment of substantive demands upon a third party, usually law enforcement.

Active Shooter vs. Hostage Situation

- ✗ Expressive motives include compensating for a loss
 - Act in an emotional, senseless, and self - destructive way
 - No clear goals; exhibit purposeless/self - defeating behavior
- No substantive or escape demands OR totally unrealistic demands
- Believe they have been wronged; strong emotions disrupt their ability to reason

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Active Shooter vs. Hostage Situation

⇒ Hostage-Takers

- ✗ Express their behavior or vent their frustration
 - Undertake actions that bring them into contact with Law Enforcement
- ✗ Realize that **ONLY** by keeping their hostages alive can they hope to achieve their goals
 - Understand failure to do so will:
 - change the incident dynamics
 - increase likelihood authorities will use force to resolve the incident

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Expressive motives include compensating for a loss (disgruntled employees, jilted lovers, rejected spouses, aggrieved individuals, idealistic fanatics, individuals with mental illness, etc.) Hostage-takers act in an emotional, senseless, and often-self-destructive way. Unable to control their emotions in response to life's many stressors, they are motivated by anger, rage, frustration, hurt, confusion, or depression. They have no clear goals and often exhibit purposeless, self-defeating behavior. Such individuals have either no substantive or escape demands or totally unrealistic demands for which they would have no reasonable expectation of fulfillment.

Active Shooter vs. Hostage Situation

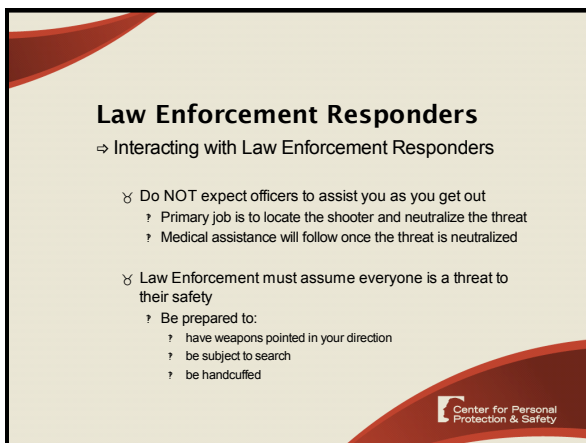
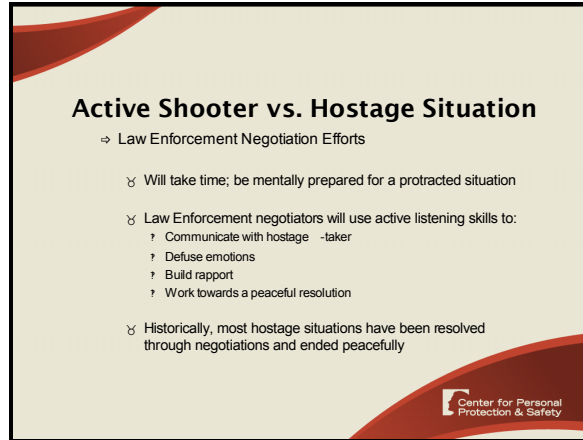
⇒ Hostage survival can be enhanced if you:

- ✗ Remain calm
- ✗ Follow directions
- ✗ Avoid sudden movements
- ✗ Maintain eye contact (but don't stare)
- ✗ Find the middle position (not too assertive/passive)
- ✗ Personalize yourself
- ✗ Don't argue
- ✗ Don't be a nuisance
- ✗ Don't turn your back

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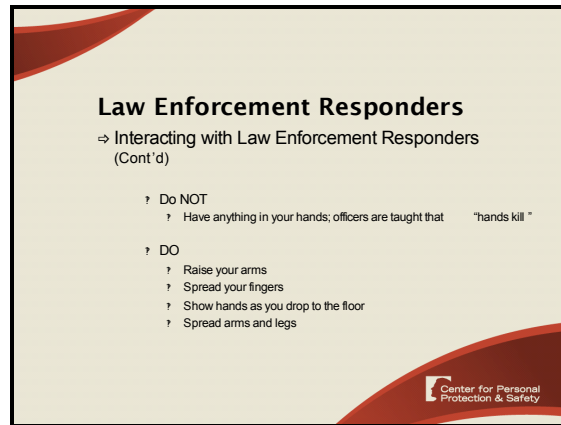
Hostage survival can be enhanced by taking the following actions:

- Remain calm
- Follow directions
- Avoid sudden movements
- Maintain eye contact (but don't stare)
- Find the middle position (not too assertive/passive)
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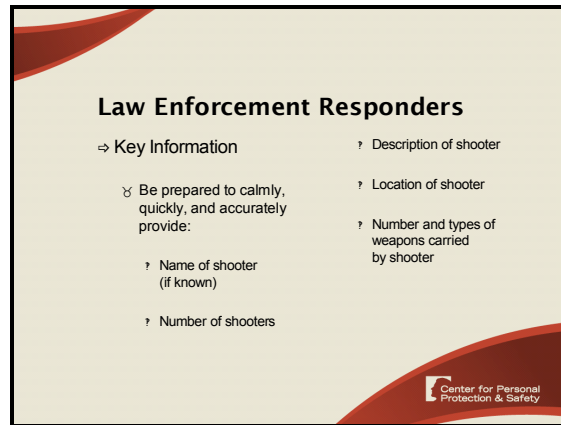


Do not expect officers to assist you as you get out. Their primary job is to locate the shooter and neutralize the threat. In all likelihood, medical assistance will follow once the threat has been neutralized.

If you are in a room and officers or a SWAT team comes in, you must not present a threat to them. Do not point at them or the shooter. Do not scream or yell. Be quiet and compliant. Do exactly as they say. Remember that they have no way of immediately knowing whether you are one of the shooters.



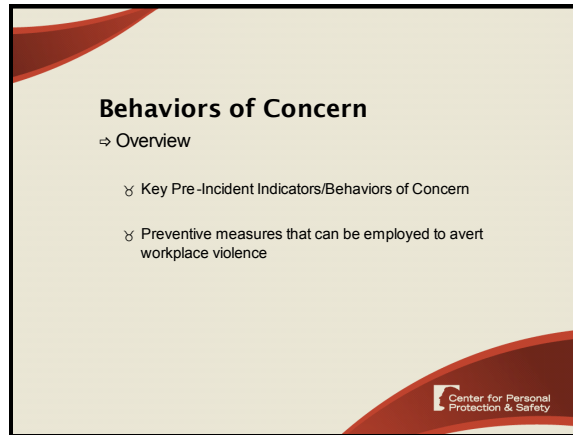
They will know immediately that you are not armed or aggressive. That will help them focus on anyone who is armed and prevent them from mistaking you as one of the shooters in a very dangerous situation.



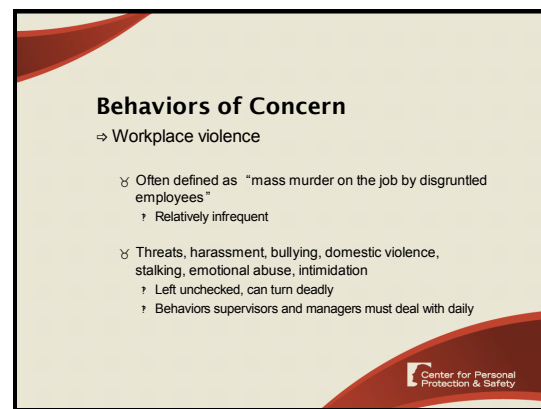
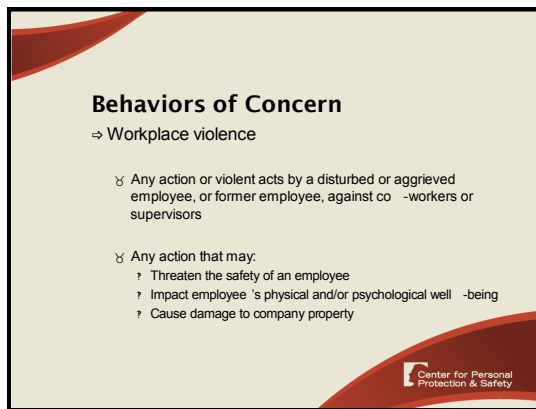
Lecture 3: Pre-Incident Indicators/Behaviors of Concern

Objectives:

- Identify pre-incident indicators/behaviors of concern.
- Describe preventive measures to avert workplace violence.



What is workplace violence? It can be defined as any action or violent acts by a disturbed or aggrieved employee or former employee against co-workers or supervisors. Workplace violence may threaten the safety of an employee, impact the employee's physical and/or psychological well-being, or cause damage to company property.



Behaviors of Concern

⇒ Common myths

- ✗ Out of the blue
- ✗ Never saw it coming
- ✗ He just snapped
- ✗ Most situations will resolve themselves if given a cooling off period
- ✗ Warning signs are always predictive of violent behavior
- ✗ Violence is random, spontaneous, and unpredictable

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Behaviors of Concern

⇒ Realities

- ✗ Threats almost always present
- ✗ Leakage, warnings made through comments (intentional or unintentional) can reveal clues to feelings, thoughts, fantasies, or intentions that may result in violence
- ✗ Erratic/abnormal behavior is a principal warning sign of future violence
- ✗ Bullying is often a steppingstone to violence
- ✗ The path toward violence is an evolutionary one with signposts along the way

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Behaviors of Concern

⇒ According to OSHA, NIOSH, and the FBI, there are four broad categories of workplace violence

- ✗ Type 1: Violent acts by criminals, who have no other connection with the workplace, but enter to commit robbery or another crime
- ✗ Type 2: Violence directed at employees by customers, clients, patients, students, inmates, or any others for whom an organization provides services
- ✗ Type 3: Violence against co-workers, supervisors, or managers by a present or former employee
- ✗ Type 4: Violence committed in the workplace by someone who doesn't work there, but has a personal relationship with an employee—an abusive spouse or domestic partner

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Behaviors of Concern

⇒ Survival mindset

- ✗ Can sometimes prevent a situation from becoming violent

⇒ Conditions/stressors which lead to violence

- ✗ Personality conflict (co-workers or supervisor/worker)
- ✗ Mishandled termination or disciplinary action
- ✗ Drug or alcohol use on the job

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There may be warning signs or behaviors of concern that something is wrong.

Behaviors of Concern

⇒ Conditions/stressors which lead to violence (cont'd)

- ✗ Grudge over a real or imagined grievance
- ✗ Breakup of a marriage or relationship
- ✗ Other family conflicts
- ✗ Financial or legal problems
- ✗ Mental health issues

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Behaviors of Concern

⇒ Workplace offenders

- ✗ Often exhibit angry or argumentative behavior
- ✗ Blame others for their problems
- ✗ Fail to take responsibility for their own actions
- ✗ Retaliate against perceived injustice

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They perceive every slight as a major issue upon which they must act.

Behaviors of Concern

⇒ Other concerns

- ✗ Increasing belligerence
- ✗ Ominous, specific threats
- ✗ Hypersensitivity to criticism
- ✗ Recent acquisition/fascination with weapons
- ✗ Apparent obsession with supervisor or co-worker

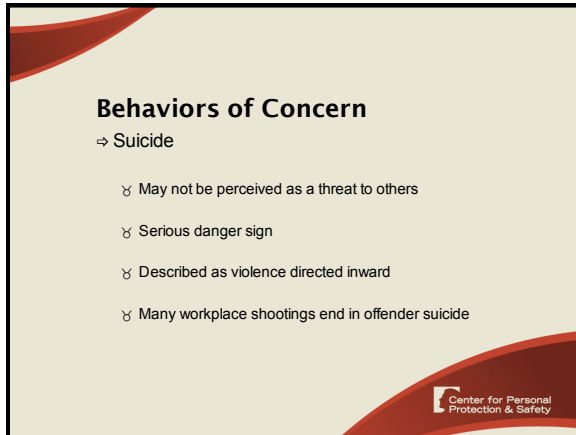
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Behaviors of Concern

⇒ Other concerns (Cont'd)

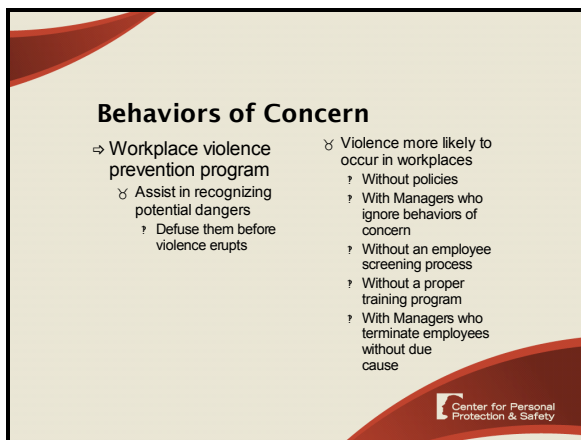
- ✗ Extreme disorganization
- ✗ Noticeable changes in behavior
- ✗ Homicidal/suicidal comments or threats
- ✗ Preoccupation with violent themes
- ✗ Interest in recently publicized violent events
- ✗ Outburst of anger

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Although a suicidal threat may not be perceived as threatening to others, it is, nonetheless, a serious danger sign. Suicide is violence directed inward. Many workplace shootings end in suicide by the offender.


All workplaces should have a workplace violence prevention program that will assist in recognizing potential dangers and defusing them before violence erupts.



Behaviors of Concern


⇒ Violence more likely to occur in workplaces which (Cont'd)

- ⌘ Tolerate a toxic work environment
- ⌘ Fail to enforce sexual harassment policies or disciplinary procedures
- ⌘ Ignore employees' complaints about a fellow employee
- ⌘ Subject employees to frequent change and uncertainty
- ⌘ Have inadequate security measures and procedures
- ⌘ Fail to treat people with dignity, respect, kindness, and compassion



Behaviors of Concern


- ⇒ Workplace violence prevention program
 - ⌘ Proactive rather than reactive
 - ⌘ Employers have a "duty of care" responsibility
- ⇒ Program components
 - ⌘ Pre-employment screenings
 - ⌘ Anti-violence/zero tolerance policy
 - ⌘ Fair and consistent disciplinary procedures
 - ⌘ Grievance procedures
 - ⌘ Violence prevention training
 - ⌘ Employee assistance program
 - ⌘ Threat management team



Behaviors of Concern

⇒ Threat management team

- ⌘ Integral component of effective workplace violence prevention program
- ⌘ Role is to assess and manage threats and threatening behavior
- ⌘ Primary mission is to assess likelihood of violence
 - ⌘ Determine best means of intervention



Behaviors of Concern

⇒ Employer actions to avert workplace violence

- ⌘ Communicate program policy to employees
- ⌘ Provide recurring training in preventive measures
- ⌘ Support, not punish, victims of workplace violence or domestic violence
- ⌘ Foster a climate of trust and respect
- ⌘ Seek advice and assistance from outside resources

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Behaviors of Concern

⇒ Employee actions to avert workplace violence

- ▣ Be aware of and comply with organization's workplace violence prevention program
- ▣ Recognize and report behaviors of concern observed in the workplace
- ▣ Treat everyone with respect, dignity, kindness, and compassion

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Behaviors of Concern

⇒ Summary

- ⌘ Violence and threats of violence often result from frustration and a breakdown in communication
- ⌘ Effective communicators are non-threatening, non-judgmental, worthy of respect, and willing to listen
- ⌘ Overlooked area where employee can make a difference
 - ▣ Listen to a "troubled" employee
 - ▣ People want to be heard and understood
 - ▣ Simple act of listening to a fellow employee can be a highly effective contribution to a safe work environment

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