



Active Shooter: What You Can Do

SAFE027

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Description

Any place of work is susceptible to violence in the workplace. An active shooter is a person actively engaged in killing or attempting to keep people in a confined space or other populated areas. This course guides all employees so they can prepare to respond to an active shooter wherever they are.

Chapter 1: Getting Started

This chapter contains the following sections:

- About the Author
- About Resources
- Introduction
- Objectives

About the Author

Dorothy de Souza Guedes

Dorothy de Souza Guedes is a writer and editor for VGM Education. She was a journalist and communications specialist before joining VGM in 2015. Dorothy strives to research and include the most up-to-date information when writing or editing course content for VGMU. She is interested in how adults learn and retain information. She enjoys the challenge of presenting complicated content in an easy-to-understand format to better ensure learner comprehension.

Dorothy is a graduate of Mundelein College (Loyola University Chicago) with a degree in Communications -- Public Relations. She also holds an associate degree in Paralegal Studies and a certificate in Web Development & Design both from Kirkwood Community College in Cedar Rapids, Iowa.



About Resources

The basic outline and general concepts of this course were taken from FEMA Emergency Management Institute course "IS-907: Active Shooter: What You Can Do" available [online](#).

Included video clips are from the U.S. Department of Homeland Security-funded "Run.Hide.Fight" [video](#) produced by the City of Houston Office of Public Safety and Homeland Security.

Training materials and advice were also provided by Black Hawk County (Iowa) Sheriff's Office, with particular thanks to Sgt. Joe Stafford.

Introduction

You may spend your workday in one building or be required to visit several facilities or homes throughout your shift. You may work in a rural town of less than 1,000 or a large city of more than a million. Your employer may be a three-person mom-and-pop shop or a multinational company with many branches and locations. It doesn't matter where you work: workplace violence can happen to you.

This course will provide you with some basic options to increase your odds of survival no matter where you are when an active shooter situation happens. Remember this: Run, Hide, Fight.

Objectives

Upon completion of this course, learners will be able to:

1. Define what is an active shooter.
2. Describe actions to take when confronted with active shooter: run, hide, fight.
3. Explain what to do when law enforcement arrives on the scene of an active shooter incident.
4. List actions to take to prevent and prepare for a potential active shooter incident.
5. Identify indicators of potential workplace violence.



Chapter 2: Active Shooters in Health Care

This chapter contains the following sections:

- Active Shooter Defined
- Health Care Providers as Targets
- Training Improves Response

Active Shooter Defined

Workplace violence may involve someone armed with a knife, bat, or any other weapon. But by far the most well-publicized are workplace shootings involving multiple deaths and injuries.

How common are workplace shootings? Between 2006 and 2010, there were an average 551 per year homicides in the workplace; the majority were shooting victims, according to the Bureau of Labor Statistics. These types of incidents are often referred to as active shooter events.

*An **active shooter** is an individual actively engaged in killing or attempting to kill people in a confined and other populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly.*

-FEMA Emergency Management Institute

Health Care Providers as Targets

"Active shooter events in any health care setting present unique challenges: a potentially large vulnerable patient population, hazardous materials (including infectious disease), locked units, special challenges (such as weapons and Magnetic Resonance Imaging (MRI) machines (these machines contain large magnets which can cause issues with firearms, or remove it from the hands of law enforcement), as well as caregivers who can respond to treat victims."

- Federal Bureau of Investigation (FBI)

Health care facilities -- hospitals, health clinics, hospices, long-term care facilities, health care providers' offices -- can be targets for workplace violence including active shooter situations. As a health care employee, you



may be faced with a situation in which you not only need to protect yourself, but also patients, visitors, or customers.

From the FBI:

- 2009, Pinelake Health and Rehabilitation Center, North Carolina; a man shot and killed seven elderly residents and a nurse and wounded three others at the nursing home where his estranged wife worked.
- 2012, St. Vincent's Hospital, Alabama; a man shot and injured three people.
- 2013, Renown Regional Medical Center, Nevada; a man shot and killed one person and wounded two others.
- 2013, A K Home Health Care, Missouri, owner killed his business partner and two others.
- 2014, Sister Marie Lenahan Wellness Center, Pennsylvania; a man entered his psychiatrist's office, killed his caseworker, and wounded his doctor.
- 2015, Planned Parenthood, Colorado; a man shot and killed three and injured nine, including five police officers.
- 2016, Hamlet Village, Ohio, a man shot and killed two of his co-workers at a retirement community.

Training Improves Response

A natural reaction during shooting events is to be afraid, anxious, or even disbelieve what is happening. Gunfire, screaming, crying, alarms, and explosions can add to the confusion. People often feel helpless and do nothing or panic and make decisions that cost them their lives.

Many experts note that doing anything is better than doing nothing in an active shooter situation. The goal of this course is to provide options and training to help you respond in a way that will give you the best chance of survival.

It's up to you to respond effectively to survive a workplace shooting.

[Video Clip, "Run.Hide.Fight." 1:22-1:43](#)

Chapter 3: First Responders

This chapter contains the following sections:



- 911 Response Times
- Typical 911 Call
- What to Say on a 911 Call
- Rescue is Not the First Goal

911 Response Times

You cannot rely on law enforcement to save you in an active shooter situation; police typically aren't on the scene until the shooting is well underway -- or over. Active shooter situations evolve too quickly for police to arrive on the scene, locate the threatening person, and secure the area.

The average response time for first responders is between five and eight minutes after a 911 call. The FBI noted that 69 percent lasted five minutes or less; 60 percent of active shooter incidents end before police arrive.

Here's an example: in 2007 at Virginia Polytechnic Institute and State University (Virginia Tech), during eight minutes of shooting, 17 adults were wounded and 32 killed -- by one gunman who then took his own life. The mass shooting happened even though the university had its own police force.

Typical 911 Call

- Shots are fired
- 911 calls are made
- Calls are routed to dispatch
- Police respond to the building
- Police enter and take time to locate and confront the shooter

Although the typical response time is five to eight minutes, law enforcement may also be delayed by weather, traffic, an ongoing call, or staffing shortages.

What to Say on a 911 Call

If you suspect danger such as a workplace shooting, as soon as it is safe to do so, call to alert first responders by contacting 911. Relay as clear and accurate information as possible.

The dispatcher may request the following information:



- How many suspects are there?
- Where is/are the suspect(s)?
- Have they left the scene?
- What are they wearing (including body armor)?
- Where are they moving toward?
- What types of weapon(s) are involved?
- How many shots have been fired?
- When was the last time you heard gunfire?
- Where are you located?
- How many people are with you?
- How many people are injured?
- Are there hostages?

Think About This

- Do you know the exact street address of your regular place of employment?
- Do you know the exact street addresses of other locations you visit throughout your work day?

Rescue is Not the First Goal

In an active shooter scenario, police do not enter to rescue victims; they enter to get the bad guy. Victims will not be rescued until:

- Police arrive
- Police protocol is met
- The threat/shooter is located
- The threat is controlled
- EMS comes on site to provide aid

It will be up to you to think and act quickly to survive a workplace shooting. The following chapter will teach the core of this course: your basics options are to run, hide, fight.

Chapter 4: Run, Hide, Fight

This chapter contains the following sections:

- Respond Immediately
- Run



- Hide
- Fight
- Run, Hide, Fight Review

Respond Immediately

*"It is not uncommon for people confronted with a threat to do nothing rather than respond. These studies highlight this delayed response or denial. For example, some people report hearing firecrackers, when in fact they heard gunfire. Healthcare facilities should train staff to overcome denial and to respond immediately. Ensure that students and staff are able to recognize the sounds of danger, act, and forcefully communicate the danger and necessary action (e.g., "Gun! Get out!")."- **Healthcare and Public Health Sector Coordinating Council***

In an active shooter situation, you must be able to quickly determine the most reasonable way to protect your life. Victims are usually chosen at random, and these situations evolve quickly, so hesitating to make decisions could mean the difference between life and death. If you are in harm's way, you will need to decide rapidly what the safest course of action is based on the scenario that is unfolding before you.

Your options are to:

- **Run:** If there is an accessible escape path, attempt to evacuate.
- **Hide:** If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
- **Fight:** As a last resort, and only when your life is in imminent danger, attempt to disrupt or incapacitate the active shooter.

Run

Video clip, "Run.Hide.Fight." 1:44-2:20

The human body's natural reaction to a stressful or fearful situation is to flee danger. Staying put and standing still overrides our natural flight or fight reaction.

When an active shooter is in your vicinity, if there is an escape path, attempt to evacuate immediately. Do not hesitate. Afraid there may be another



shooter? Only 2 percent of violent intruder incidents have involved more than one aggressor.

- Evacuate whether others agree to or not.
- Leave your belongings behind.
- Help others escape if possible.

After you are safe:

- Warn others not to enter an area where the active shooter may be.
- Do not attempt to move wounded people.
- Call 911 when it is safe to do so.

To help police identify you as a good guy:

- Keep your hands visible.
- Follow the instructions of any police officers.

Think About This

- Do you know where all of the exits are at your regular place of work?
- If you travel to other facilities or locations, do you know where exits are at those sites?
- If you work with patients in their homes, do you know where the doors are other than the door through which you entered?

Hide

Video clip, "Run.Hide.Fight." 2:50-3:32

If you can't get out safely and quickly, you need to find a place to hide. Act fast but be quiet. Find a place to hide where the active shooter is less likely to find you and try to secure your hiding place the best you can.

Choose the best space that is available quickly. Consider the difference between cover and concealment. Cover will protect from gunfire, and concealment will merely hide you from the view of the shooter.

When escape is not possible:

- 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.

A Good Hiding Place

Your hiding place should:



- Be out of the active shooter's view.
- Provide protection if shots are fired in your direction, such as an office with a closed and locked door or a row of heavy equipment or filing cabinets.
- Not trap you or restrict your options for movement.

Prevent Shooter from Entering

To prevent an active shooter from entering your hiding place:

- Lock the door.
- Blockade the door with heavy furniture.
- Barricade the door with belts, pieces of furniture -- anything that can prevent the shooter from pushing into the room.
- Shut off the lights.
- Close, cover, and move away from windows.
- Hide behind large objects.
- Silence your cell phone ringer and vibrations.
- Remain very quiet.
- Look for escape options.

Hide along the wall closest to the exit but out of the view from the hallway. This will allow you to ambush the shooter if the shooter enters or provide possible escape if the shooter passes by the room.

Atypical Locations

Your company's emergency plan should train you to hide in a location where the walls might be thicker, have fewer windows, and contain the least amount of danger from medical gasses and chemicals.

If you work in specialty care units in which patients are unable to escape, secure the unit entrances by locking the doors and securing the doors by any means available -- furniture, cabinets, beds, equipment, etc.

Communication in Hiding

Use strategies to silently communicate with first responders if possible. For example, in rooms with exterior windows, make signs to silently signal law enforcement and emergency responders to indicate the status of the room's occupants. Be careful not to expose yourself to the active shooter if they are located outside of the building.

Remain in place until given an all-clear by identifiable law enforcement.



Think About This

- If you are currently sitting in your typical workspace, look around the room and identify your best hiding place. Would that be cover or concealment?
- Do the doors open in or out? What furniture or other heavy objects could you use to barricade the door?
- If you work in different areas of one building or regularly travel to many homes or facilities, think about the spaces in which you typically work: how would you hide?

Fight

Video clip, "Run.Hide.Fight." 3:50-4:11

As an absolute last resort, and only when your life is in imminent danger, attempt to disrupt and incapacitate the active shooter.

- Act as aggressively as possible against the shooter.
- Throw items and use improvised weapons.
- Work together to incapacitate the shooter.
- Commit to your actions: this is a fight to the death.

Subduing an Attacker

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 the shooter.

In a study of 51 active shooter events that ended before law enforcement arrived, the potential victims stopped the attacker themselves in 17 instances. In 14 of those cases, they physically subdued the attacker.

While thinking about confronting a shooter may be intimidating and upsetting, you should know you may be able to successfully take action to save lives. How you choose to respond if directly confronted by an active shooter is up to you.

Negotiation as an Option

Think negotiating with a shooter is your best option? Consider this: only 14 percent of active shooter situations ended in a non-violent way, such as a negotiated surrender. About 40 percent ended in the shooter's suicide, the rest by applied force by police, private security, or bystanders.



Think About This

- Thinking about your typical workspace, what could you use as an improvised weapon against an active shooter?
- If you work in more than one office or location, can you think of items you could use as improvised weapons in each space?

Run, Hide, Fight Review

Run: When an active shooter is in your vicinity, if there is an escape path, attempt to evacuate immediately. Do not hesitate.

Hide: If you can't get out safely and quickly, you need to find a place to hide.

Fight: As an absolute last resort, and only when your life is in imminent danger, attempt to disrupt and incapacitate the active shooter.

Chapter 5: Other Types of Response Plans

This chapter contains the following sections:

- ALICE
- 3-Outs
- 4 A's Active Shooter
- Avoid-Deny-Defend
- Window of Life

There are many training programs for active shooter response. It is helpful to be familiar with these because your facility's training may incorporate one or more of the following response plans.

ALICE

ALICE is a type of active shooter response training common in schools, hospitals, churches, and government agencies. The acronym stands for Alert Lockdown Inform Counter Evacuate. The goal of ALICE training is to provide people with information, give them the authorization to act, empower them, and train them.

The goal of all active shooter training is to train you to be more aware of your surroundings no matter where you work.

Alert



- Announce who, what, where
- Use plain language, not codes
- Be specific

Provide information to give people options instead of issuing commands. Using codes doesn't help visitors or newcomers. Use any available means: texts, PA system, digital signage, internet, social media.

Lockdown

- Lock rooms
- Lights out and windows covered
- Other ways to secure a room
- Barricade training
- Plan exit strategy

The idea is to create a stronghold that cannot be breached. Most locks can be defeated. But lockdown can make those in the room a more difficult target for the shooter.

Inform

- A continuation of Alert
- Provide real-time information using available technology
- Provides options for good decision making
- Confuse and frustrate the attacker

Counter

- Opportunity or last option
- Once you start, you must fight to the death
- Utilize anything as a weapon

The bad guy may or may not be a skilled shooter. Use noise, movement, distance, and distractions. A group of you may swarm the shooter to take them down or secure weapons.

Evacuate

- Evacuation is often the best option.
- Base where to go on real-time information
- Pre-plan exit from a room
- Community rally point -- get away from the building

3-Outs



Recommended by U.S. Department of Homeland Security. It is very similar to run, hide, fight.

- Get Out
- Hide Out
- Take Out

4 A's Active Shooter

The 4 A's is a four-step process to prevent or reduce loss of life in an active shooter event. The A's stand for:

- **Accept** that an emergency is occurring.
- **Assess** what to do next so that you can save as many lives as possible, which depends on your location.
- **Act**: Lock and barricade the doors, turn off the lights, have everyone get on the floor and hide; evacuate; or fight back as a last resort.
- **Alert** law enforcement and security.

Avoid-Deny-Defend

- **Avoid Danger** -- This is the preferred option and begins with situational awareness of one's environment prior to an active, hostile act occurring. It also includes having a plan ahead of time regarding what you would do in the event of an active shooter and knowing escape routes.
- **Deny Access** -- If avoidance is not possible, find ways to prevent the attacker from having access to you and others around you. (Close/lock doors, barricade doorways with furniture, etc.).
- **Defend** -- Take action! As a last resort, you have a right to defend yourself if you believe your life is in imminent danger.

Window of Life

- A person's first responsibility is for their safety. You are an important asset in a crisis, not one to throw away lightly. If you are lost, that loss is felt in successive areas around you, much like the ripples in a pond.
- A second responsibility is to people in the immediate vicinity, those who are within line-of-sight or ear shot of where you are.



- A third responsibility is to those in your place. Having protected yourself and alerted those near you, it is important to alert those who will also be affected by the crisis but may have a bit more time to react.
- A fourth responsibility is to notify public safety.

Chapter 6: When Law Enforcement Arrives

This chapter contains the following sections:

- What to Do When Law Enforcement Arrives
- Initial Goal of Law Enforcement
- Additional Officers and Rescue Team
- Law Enforcement Review

What to Do When Law Enforcement Arrives

- Remain calm and follow instructions.
- Keep hands visible at all times.
- Slowly put down any items in your hands.
- Raise hands and spread fingers.
- Avoid quick movements toward officers, such as holding on to them for safety.
- Avoid pointing, screaming, or yelling.
- Put down any items and immediately raise your hands while spreading your fingers.

Do not ask officers for help while you are being evacuated from the scene. Rescue personnel will be in a safe area to provide assistance. Do not stop to ask officers for help or direction when evacuating, because they will be focused on finding and incapacitating the shooter.

Follow Instructions

Not adhering to officers' instructions puts everyone in danger.

- Remain calm and follow instructions.
- Keep your hands visible at all times.
- Avoid pointing or yelling.
- Know that help for the injured is on its way.

Provide Information

After you reach a safe location or assembly point, you'll be asked to cooperate by providing information to investigators.



Knowing what to expect will help you assist law enforcement officials as they work to stop an active shooter and eliminate the threat.

When possible, provide the following information to law enforcement officers:

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

Initial Goal of Law Enforcement

The primary goal of law enforcement is to eliminate the threat and stop the active shooter as soon as possible. As the first responders' primary responsibility is to eliminate the threat, they will not be able to stop to help injured persons until the environment is safe.

Officers will need to take command of the situation. Expect to experience officers shouting orders and even pushing individuals to the ground for their safety.

Additional Officers and Rescue Teams

Officers may arrive in teams with tactical equipment such as vests, helmets, and rifles. When there is an emergency such as an active shooter incident, it is important to remember that officers arriving on scene may be coming from many different duty assignments and will likely be in various types of uniforms and even in street clothes. Do not be surprised by the variances in appearance, as law enforcement officials are trained to react quickly and work together.

These teams may:

- Wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment.
- Be armed with rifles, shotguns, and/or handguns.
- Use pepper spray or tear gas to control the situation.
- Shout commands and may push people to the ground for their safety.



Emergency medical personnel will also arrive at the scene. Rescue teams will treat and remove any injured persons. These teams may also request able-bodied individuals to assist in removing the wounded from the premises.

Law Enforcement Review

During an active shooter incident, law enforcement's first goal is to find the shooter or shooters, subdue them, and secure the area. They are not there to help the injured or guide you to safety.

- Remain calm.
- Follow instructions.
- Keep hands visible at all times.
- Avoid quick movements toward officers.
- Avoid pointing, screaming, or yelling.
- Do not stop to ask officers for help or direction when evacuating.

Do not ask officers for help with injuries while you are being evacuated from the scene. Emergency medical personnel will be waiting in a safe area to provide assistance.

Think About This

- Would you recognize the uniforms of your local police and sheriff's offices?
- Would you recognize the uniforms of law enforcement agencies in your region, including school security and campus police?

Chapter 7: Prepare

This chapter contains the following sections:

- Be Prepared Anywhere
- Emergency Action Plan
- Develop an Emergency Action Plan
- Components of an Emergency Action Plan
- Communicating During a Crisis
- Customers, Patients, Visitors



Always follow the emergency plans of your employer. These plans typically take into account the unique situation, whether that be the physical layout or presence of customers, visitors, or patients.

Be Prepared Anywhere

Good practices for coping with an active shooter situation, regardless of whether you are at work, on vacation, or out shopping:

- Be aware of your environment and any possible dangers.
- Take note of the two nearest exits in any building you visit.

Emergency Action Plan

To best prepare for an active shooter situation at work, your employer like has created an emergency action plan (**EAP**). This plan will prepare you and your coworkers to respond effectively and help minimize loss of life.

Your employer's emergency action plan is useful for preparing for an active shooter incident. A lack of preparedness in responding effectively to an active shooter can have disastrous consequences.

- Ensure that each facility has at least two evacuation routes.
- Clearly post and mark evacuation routes in conspicuous locations throughout each facility.
- Ensure that all necessary staff have access and keys.
- Conduct training exercises.
- Include local law enforcement and first responders during training exercises.

Develop an Emergency Action Plan

An emergency action plan addresses critical policies and procedures, for reporting emergencies and evacuation of the premises. Also, the EAP specifies responsibilities and key contact information. The EAP should also include an emergency notification system.

You should familiarize yourself with your company's EAP as well as the EAPs of any facility or building you regularly visit during working hours.



Components of an Emergency Action Plan

An effective emergency action plan includes:

- A preferred method for reporting fires, active shooter incidents, and other emergencies.
- An evacuation policy and procedure.
- Emergency escape procedures and route assignments with floor plans and safe areas.
- Contact information:
 - Employees to be contacted under the emergency action plan.
 - Local area hospitals, including name, telephone number, and distance from each 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.

An EAP should include options for people with disabilities and access and functional needs, guests and visitors, contain bilingual language, and provide for needs of all populations.

Communicating During a Crisis

Even highly detailed, well-organized EAPs won't work effectively during a crisis if all employees aren't receiving real-time updates and alerts. A thorough plan uses every communication tool available to reach the most employees in real time: company intranet messages, overhead PA systems, digital signage, email alerts, and text alerts. Using codes instead of plain language can also waste time.

An EAP may allow each employee the option of sending alerts to other staff. For example, if a shooter enters a warehouse, warehouse staff have a plan to alert employees in the front retail store area.

Some experts advise that companies add a system to link all internal 911 calls to an onsite desk -- such as the receptionist or security desk. This allows other staff to give 911 dispatch additional information if the caller is unable to alert other onsite staff of an emergency.

Cell Phone Use



Cell phones may be the most widely available way to communicate urgent information because these messages can reach employees whether or not they are sitting at their desks. Remember, if you are hiding from an intruder you will need to silence your cell phone including turning off vibrating alerts.

Think About This

- What plan does your employer have in place for communicating during emergencies? Is this system effective for employees at desks, caring for patients in their homes, driving to and from deliveries, and at all locations?
- Does your employer have a text alert system? If so, do they have your current cell phone number?
- Is there a system to alert delivery drivers of an emergency at the deliver site or your company's main location -- and vice versa?

Customers, Patients, Visitors

Your employer's emergency response plan likely includes information on how to evacuate, shelter in place, or lock down patients, visitors, and customers. These plans should take into account possible accessibility limitations and propose alternate evacuation routes. For sheltering place, sites should be chosen that are wheelchair accessible. Any all-clear signal should be understandable by people with language barriers, hearing impairments, and visual impairments.

Chapter 8: Training to Respond

This chapter contains the following sections:

- Annual Training
- Plan for Access and Functional Needs
- Follow-up Plan

Annual Training

After the emergency action plan is in place, staff should be trained in responding to active shooter situations. Staff will be better prepared to respond to an active shooter incident and other emergencies. Include local law enforcement and first responders when possible to enhance training.



Experts recommend conducting drills and exercises of an emergency action plan at least once a year.

Training should cover:

- Adopting the survival mindset during times of crisis
- Run
- Hide
- Fight
- Call 911
- How to reacting when law enforcement arrives

Mock Shooter Situation

The most effective way to train your employees to respond to an active shooter situation is to conduct mock active shooter training exercises. Encourage law enforcement, emergency responders, SWAT teams, canine teams, and bomb squads to train for an active shooter scenario at your location.

Employees should be trained in:

- Recognizing the sound of gunshots.
- Reacting quickly when gunshots are heard or when a shooting is witnessed.

Training Follow-Up

After any training, review what went well and what did not. Use this reflection as an opportunity to better prepare for an active shooter situation.

For example, in a mock active shooter scenario, shooting occurred in one room of a warehouse. Employees discovered that there was only one way in and out. Because of a lack of a secondary evacuation route, the employees in that room were cornered by the active shooter.

Plan for Access and Functional Needs

In addition to developing an emergency action plan and conducting training, you should:

- Ensure that plans, evacuation instructions, and any other relevant information include provisions for individuals with access and functional needs.



- Ensure that your building is accessible for individuals with access and functional needs, in compliance with Americans with Disabilities Act (**ADA**) requirements.

Follow-up Plan

Your employer's emergency action plan likely includes follow-up actions such as:

- Managing the consequences
- Accounting for all individuals
- Determining method for notifying families
- Assessing needs and making referrals
- Capturing lessons learned
- Analyzing the situation
- Creating an after-action report
- Refining emergency action plan

Chapter 9: Prevention

This chapter contains the following sections:

- Prevention Tips
- Indicators of Potential Violence
- Behavioral Indicators
- Report Threats or Acts of Violence

Prevention Tips

Prevention measures include:

- Encourage a respectful workplace.
- Being aware of indications of workplace violence and taking remedial actions accordingly.

Indicators of Potential Violence

Current or former employees typically do not become violent unexpectedly. Instead, they display indicators of potentially violent behavior over time.



For example, days before the office shooting at a software company, the shooter angrily confronted management over personal financial issues. A few days later, the shooter asked two of his coworkers to sign his will. One member of payroll told her family that his behavior frightened her.

Employees typically do not just snap and start shooting but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated.

Indicators of potentially violent behavior by an employee may include:

- Depression or withdrawal.
- Repeated violations of company policies.
- Explosive outbursts of anger or rage without provocation.
- Behavior that may suggest paranoia, such as saying "everybody is against me."
- Escalation of domestic problems into the workplace.
- Talk of severe financial problems.
- Talk of previous incidents of violence.

Behavioral Indicators

The FBI has identified some behavioral indicators in campus shootings that should prompt further exploration and attention from law enforcement or security. These may be applied in workplace settings.

These behaviors often include:

- Development of a personal grievance;
- Contextually inappropriate and recent acquisitions of multiple weapons;
- Contextually inappropriate and recent escalation in target practice and weapons training;
- Contextually inappropriate and recent interest in explosives;
- Contextually inappropriate and intense interest or fascination with previous shootings or mass attacks; and
- Experience of a significant real or perceived personal loss such as a death, breakup, divorce or loss of a job.
- Few offenders had previous arrests for violent crimes.

Contextually inappropriate means that the behavior or comments are out of character for the person.



Report Threats or Acts of Violence

Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee. Alert your supervisor or human resources department if you believe an employee or coworker exhibits potentially violent behavior.

Report violent acts or threats of violence to your immediate supervisor, security, or human resources department. Regardless of the type of workplace violence, the chances for prevention improve with increased awareness of potential warning signs and rapid response to a problem.

Think About This

- How does your employer encourage employees to be respectful to each other?
- What is your workplace process for reporting potentially violent behavior?

Chapter 10: Conclusion

Summary

This course is designed to provide you with general knowledge about what may be your best options in an active shooter situation. Always follow any policies and procedures your employer has in place for active shooter incidents.

And remember, an active shooter incident can happen anywhere, anytime, for any reason:

- A California county employee and his wife opened fire at a county holiday party, killing 14 and injuring 22 others.
- A man walked into the Wisconsin salon where his estranged wife worked and shot and killed her and two other women and wounded four others.
- A man fired from a Minnesota sign company broke in and opened fire, killing the owner and five others.



- A Connecticut truck driver accused of stealing beer from his employer left a disciplinary hearing and shot and killed eight people at the family-owned distributorship.
- A long-time Mississippi defense plant worker went on a shooting rampage at work, fatally shooting five and wounding nine.

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Bibliography

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