What is Violence in the Workplace

- Active Shooter
- Aggravated Assault
- Bias/Discriminatory
- Bullying/Online
- Homicides
- Intimidation
- Product Tampering
- Robberies/Criminal Intent
- Sabotage
- Sexual Harassment
- Terrorism/Hate Crime

3D Types of Violence in the Workplace

- Delusional
- Disgruntled
- Domestic
FIVE To Look For

1. Patterns instead of individual warning signs
2. History of intimidation or inability to accept criticism at work
3. Obsessions (the job, guns, another employee, boss, a promotion, etc.)
4. Limited to no work or outside support networks
5. Tipping points

NIOSH Violence in the Workplace

Type 1: Criminal Intent. No legitimate relationship to the business or its employees, and is usually committing a crime in conjunction with the violence (robbery, shoplifting, trespassing, shooting)

Type 2: Customer/Client

Type 3: Worker-on-Worker

Type 4: Personal Relationship

Employee, Former Employee, Contractor, Customer, Vendor

A Workplace Violence Policy Should Include But Not Be Limited To:

• A statement summarizing the workplace violence policy;
• A clear path for communicating threats or perceived actions of violence in the workplace;
• Standard practices to address workplace violence or threats of violence;
• Designation and training of an incident response team;
• Clearly stated ZERO tolerance of violent behavior in the workplace;
• Reference to sources outside of the workplace that employees may consult to deal with workplace violence;
• An effective training program to inform employees of the workplace violence policy.

Statistics - Violence in the Workplace

Fatal work injuries due to violence and other injuries by persons or animals were lower in 2014, with 749 deaths in 2014 compared to 773 in 2013 (U.S. BLS).

****Among the workplace homicides in which women were the victims, the greatest share of assailants were relatives or domestic partners (32 percent of those homicides). In workplace homicides involving men, robbers were the most common type of assailant (33 percent).

***PA Violence and other injuries by persons or animals resulted in 23 work-related deaths, down from 30 in 2013.

Approximately 2 million workers are victims of workplace violence each year, though many instances are not reported to Law Enforcement (OSHA)

Homicide is the 2nd leading cause of death in the workplace overall, and the #1 cause for women (U.S. BLS)

Most investigative sources agree that warning signs were missed or ignored in the vast majority of severe WPV events
Active Shooter

An active shooter is defined as "an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearm[s] and there is no pattern or method to their selection of victims."

General Industry Standards

Companies provide an enormous amount of training for their employees. Training is provided in:
- Sexual Harassment
- Bomb Threats
- Diversity
- Document Retention
- Safety
- Compliance Policies
- Robbery & Theft
- Cyber Protocols

However, few companies provide regular training in the area of Active Shooter

New York Police Department Statistics

Active Shooter Study – December 2012

Study examined 230 cases from 1966 to 2012
- Sex of attacker - 97% male
- Age – median 35 years old
  - Schools – 15 – 19 yrs old
  - Non-school – 35 – 44 yrs old
- Individuals involved and planning/tactics
  - 98% single attacker
  - Limited trends as to planning – some impulsive, some very well planned
  - 26% of incidents had no prior relationship with victims
New York Police Department Statistics
Active Shooter Study – December 2012

Relationship to Attacker – 230 cases studied
• Professional – 38%
• Academic – 22%
• Familial – 6%
• Other – 8% (includes significant...current and former)
• None – 26%

Location of incidents
• School – (24%)
• Open Commercial – (24%) – Retail, public assembly, hotels, etc.
• Factory/Warehouse – (12%)
• Office Buildings – (11%)
• Other – (29%)

Warning Signs?
According to US Secret Service in its study on Active Shooters, 81% of those known shooters had told at least one or two persons of their intentions, some had told many more.

The National Institute of Justice contributed to the funding of a study by the U.S. Secret Service and the U.S. Department of Education that examined 37 incidents of targeted school violence in the United States for 25 years.

Here is what researchers learned about the attackers in those incidents:

- Developed idea to harm target before attack: 95 percent
- Behaved in a way pre-incident that caused others concern or indicated a need for help: 93 percent
- Told friend, schoolmate or sibling about the idea before the incident: 81 percent
- Felt bullied, threatened, attacked by others: 71 percent
- Obtained gun used in attack from their own (or relative’s) home: 68 percent
- Had a known familiarity of weapon use: 63 percent
- Had a known history of drug/alcohol abuse: 24 percent
- Previous diagnosis of mental health or behavior disorder: 17 percent
TIME FOR RISK MANAGEMENT

IDENTIFY RISKS
ANALYZE RISKS
MITIGATE/CONTROL RISKS
PLAN/TRAIN MONITOR

Get Started with Planning

Outside Stakeholders Involved in Planning:

- Primary LE agency
- Assisting LE agencies-Sheriff, County Police, State Police
- Fire/EMS
- Hospitals
- Crisis resources: Red Cross, etc.
- Insurance Agent/Broker
- Insurance Carrier
- Experts/Consultants

Inside Stakeholders Involved in Planning:

- Human Resources
- Safety
- Security
- Risk Management
- Legal
- Senior Management
- Operations
- Marketing Communications
- IT

Initial Questions

- How do you handle incoming emergency response personnel?
  - Where are they staged?
  - Are there any safety concerns (What is stored on property)
  - How do you get them access to buildings?
  - What procedures are in place to provide site and building maps?
- Do we make additional announcements to employees such as:
  - Letting people know police arrived?
  - Reminding people to stay in safe location?
- What procedures are in place for when the News Media starts arriving such as:
  - Where are they staged?
  - Who will communicate the situation status?
NEED PROPER PREPARATION FOR THE MEDIA

- Media monitors 911 dispatching & emergency services
- Local media may start calling the company or begin arriving almost immediately
- Media may attempt to enter your location while the event is still in process
- Media will begin to use social media inquires and statements
- Media agencies want to be first on scene or to interview

Observations of the Media After a Shooting Incident

- Immediately after a shooting incident the media will get it WRONG (weapon, location, motive, shooter’s id, etc.)
- When the media says “anonymous sources” it is fairyland made up sources aka “unnamed sources”
- RARELY will there be an unidentified second shooter as the media will say there might be
- The media term “we are getting reports” means “we have no clue”
- The media term “we are seeking confirmation” means “we have less than no clue” and “we have not done our job”
- The media will want to BLAME someone

Your Do’s With The Media

- Do choose ONE spokesperson, but have a back up
- Do use Social Media to post your updates
- Do schedule media updates and provide a neutral location
- Do squash media rumors as soon as all the facts are in
- Do tell the media, “We don’t know but we will work to find you an answer”
- Do talk to the reporter and not the camera person
- Do provide well rehearsed sound bites for the media
- Do be sincere, confident, empathetic and have a good attitude with the media
- Do tell the TRUTH to the media and everyone else who may talk to the media
Your Don’ts With The Media

• Don’t EVER go “off the record”—the media is ALWAYS on the record
• Don’t use industry technical jargon
• Don’t underestimate less prominent media (community papers, cable TV, trade journals, etc.)
• Don’t ever say, “no comment”
• Don’t release unchecked information, statistics, reports, or status to the media—credibility is at stake
• Don’t attack the media directly or with other audiences
• Don’t forget to bring closure with the media

Prep for The Police Response

Be prepared to rapidly provide police with:
Details (who, what, when, where, how)
Access & keys - Rapid response kit
Floor plans, photographs & construction details
Utilities including shut offs
Access to Communications (telephone, PA system)
Surveillance tapes that capture subject’s image
Identities, descriptions & photographs of known hostages or unaccounted for persons
Facilities for command post, observation positions & rehearsal sites

What to Expect From The Police:

• Among the most dangerous situations police face - they will be hyper-vigilant
• First arriving officers will usually attempt to contain the situation (establish perimeters) & make contact with you. Make it easy for them.
• Fire/Rescue & EMS will respond and stage nearby
• Once contained, police will typically not allow a situation to go mobile

What is MACTAC?

Multi-Assault Counter-Terrorism Action Capabilities

Small Trained Unit Infantry Capabilities and allows prompt, cooperative training and response among multiple agencies. **Objective:** Take down the Shooter

MACTAC
Speed
Surprise
Violence of Action
What Employees Need to Know

Hands, Hands, Hands!

The police/MACTAC entry team must determine instantly if you are a threat or not. Their life or yours.

Shoot / No Shoot decisions will largely be based on what is in your hands and what you are doing with them.

What Employees Need to Know

During a police tactical entry, everyone is viewed as a threat

- Do not run towards the police or in any way present a threat
- Try to remain calm and clear headed
- Do not scream, shout or distract the police
- Keep your hands visible and have absolutely nothing in them
- Do not carry any items (purses, backpacks, bags)
- The police will not immediately attend to the injured
- Instantly comply with police instructions

What Employees Need to Know

In an Active Shooter scenario historical options have generally been to:

1. Escape the Threat
2. Barricade & Hide
3. Fight Back
4. Pretend to be Dead
5. Plead

What Employees Need to Know

- Expect chaos: loud diversions (blinding flash, smoke, explosions), dynamic movement, rapid gunfire, forceful commands and rough treatment
- Best to go prone and stay there until ordered to stand up – even if temporarily left alone
- Expect to be restrained with flex cuffs or handcuffs
- The police entry team must determine instantly if you are a threat or not. Shoot / No Shoot decisions will largely be based on what is in your hands and what you are doing with them.
**To Flee or Not to Flee**

Statistical reasons to FLEE and put distance between you & the assailant:

Handguns are easily concealed, but hard to aim especially under stress.

Most handgun shootings occur at less than 7 yards.

Only 11% of assailants' and 25% of police bullets hit the intended target.

The measured fatality rate is under 15% for criminal gunshot wounding.

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**Prevention**

- **Employ** the best-practice security measures.
- **Ensure** threats are fully & appropriately communicated and acted on.
- **Advocate** a strong workplace violence program.
- **Educate** the company workforce.

**Train, Drill, Practice**

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**SOME RESPONSES**

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**Active Shooter Resources and Statistics**

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FINALLY...BE PREPARED

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