

SPECIAL CONTINGENCY RISKS LTD

**ACTIVE SHOOTER &
WORKPLACE VIOLENCE**

Introducing your Presenters

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Aims and Objectives of Today:

- **Before:**

- Prevent
- Plan
- Prepare
- Lessons learned (Case studies)

- **During:**

- Employee response
- Emergency response
- Survival

- **After:**

- Welfare and Recovery
- Employer considerations
- Ongoing support

SESSION 1

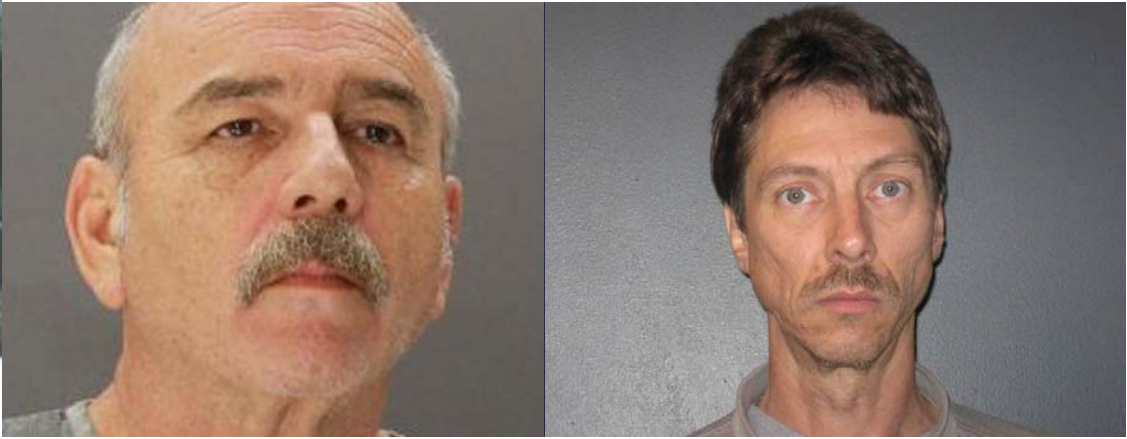
Terminology...

Common Terms

- Active Shooter Attack
- Marauding Terrorist Firearms Attack (MTFA)
- Lone Wolf Attack
- Suicide Attack
- Martyrdom
- Islamist
- Jihadist
- Terrorist

"A thing is not necessarily true because a man dies for it"

Hiding in plain sight...





Patriots? Terrorists? Confused?



Do you REALLY understand their values & beliefs?

Feeling under attack in a dangerous world



Nature

- Fire
- Hurricanes
- Floods
- Tsunami
- Tornado

Disease

- SARS
- Avian Flu
- Epidemics
- Ebola
- Zika virus

Conflict

- Terrorist Attack
- Cyber Attack
- War
- Extreme right/left

Politics

- Civil Disorder
- Religious Conflicts
- Riots
- Widening wealth gap

Mumbai Terror Attack

SITUATION:

Several heavily armed terrorists carried out planned explosive and small arms attacks on general public

- Transport infrastructure
- High profile hotels
- Cafes

The attack was coordinated

- Well prepared and planned
- Attack continued for several days with 166 killed and 293 injured
- New Terror tactic, global target potential
- Long protracted event (media coverage)
- Mass casualties
- Difficult to predict or control (contingencies)



Mumbai Terror Attack

Video

Mumbai Terror Attack

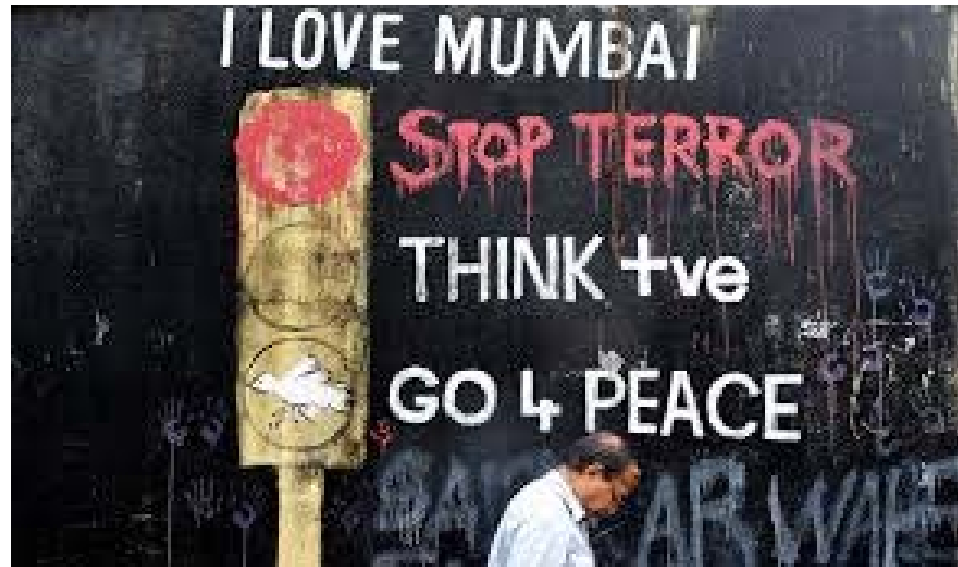
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Lessons Learned - Mumbai

Video and discussion

Aftermath



Lessons Learned

- LEA Intelligence sharing
- Prevention measures
- Understanding of current terrorist tactics
- Dynamic risk assessment
- Terrorists innovate tactically
- Coordinated response
- Fire is an efficient weapon
- Review law enforcement weapons systems and training
- Specialist back-up response



Paris Attack

November 13, 2015

- Attackers, armed with assault rifles and explosives targeted six locations across the city.
- ISIS later claimed responsibility.
- 130 people were killed and a further 350 injured
- Between 9:25pm and 9:36 pm gunmen hit restaurants, bars and cafes near the Bataclan theatre killing 19
- Worst attack happened at 9:40pm at the Bataclan theatre, when three gunmen entered the theatre and opened fire - 112 people killed.



Being Prepared – Crowded Places



- Blend in – think about slogans
- What if you're searched?
- Military / association cards
- Weapons, self defence kit
- The nearest place to run might be behind you
- Don't necessarily follow the crowd!
- Where are the fire exits?
- Events escalate quickly but a large crowd might give you extra vital seconds to react

Being Prepared – Hotels



- Profile – Chain – Country
- Star rating – Security
- Location – Proximity
- Floor - Room selection (2-7)
rear if possible
- Room precautions – spyhole,
door wedge, fixed furniture?
- Room service
- Valuables
- Visitors
- Emergency/essential items
- Answer the room phone?

Being Prepared – Airports and Airlines

- Airline selection - non stop flights where possible
- Terminal security
- Air side security
- Departure procedures
- Arrival procedures
- International flights
- Domestic flights
- Customs – Immigration
- Where are the fire exits?
- Where are the toilets?



If everybody is running towards the main exit – where would you run to?

Being Prepared – Office Buildings



- How secure is the office?
- Access control?
- Access to executive offices?
- Panic rooms
- Safe rooms
- CCTV system and/or physical security
- Casual visitor numbers
- Escape routes

In slow-time, consider where you would run to in fast-time

Always be able to communicate



- All adult family or group members should carry a cellular telephone
- Know the contact numbers of police and others who could offer help
- The numbers should be on your person AND on your phone
- Know where family / group members are going – especially children
- Carry a phone card, tokens and money
- It is better to call for assistance and be wrong than the alternative
- Always know where you are!

Being Prepared

- Always have an emergency plan
- Use your phone
- Know when to leave
- Know when to act
- Be prepared to fight for your life
- Always have a Plan B (and C)
- It's about being in control
- There are no guarantees
- Maintain distance / safety
- Avoid physical conflict if possible
- Run away at any opportunity



“Never look back unless you are planning to go that way”

(Henry David Thoreau)

HOSTAGE SELECTION AND SURVIVAL

- Stay calm and follow their instructions
- Try to limit the dangers that you are in by staying calm and communicating with them (** ALS **)
- Try not to antagonize your captors
- Be careful about telling lies – being found out could be fatal
- Don't offer information that would be useful to the criminals

HOSTAGE SELECTION AND SURVIVAL

Advanced Communications – Active Listening

“To listen well, is as powerful a means of influence as to talk well...”

(Proverb)

HOSTAGE SELECTION AND SURVIVAL

Advanced Communications – Active Listening

The Chinese Character ‘To Listen’



Eyes (Focused & Observing)



Attention (Focused & Responsive)



Open heart (Reflective & non-judgemental)



Ears (The means)

HOSTAGE SELECTION AND SURVIVAL

Advanced Communications – Active Listening

People speak at about
200 – 300 words a minute.

We can hear at about
300 – 500 words a minute.

You cannot listen effectively and do something else at the same time

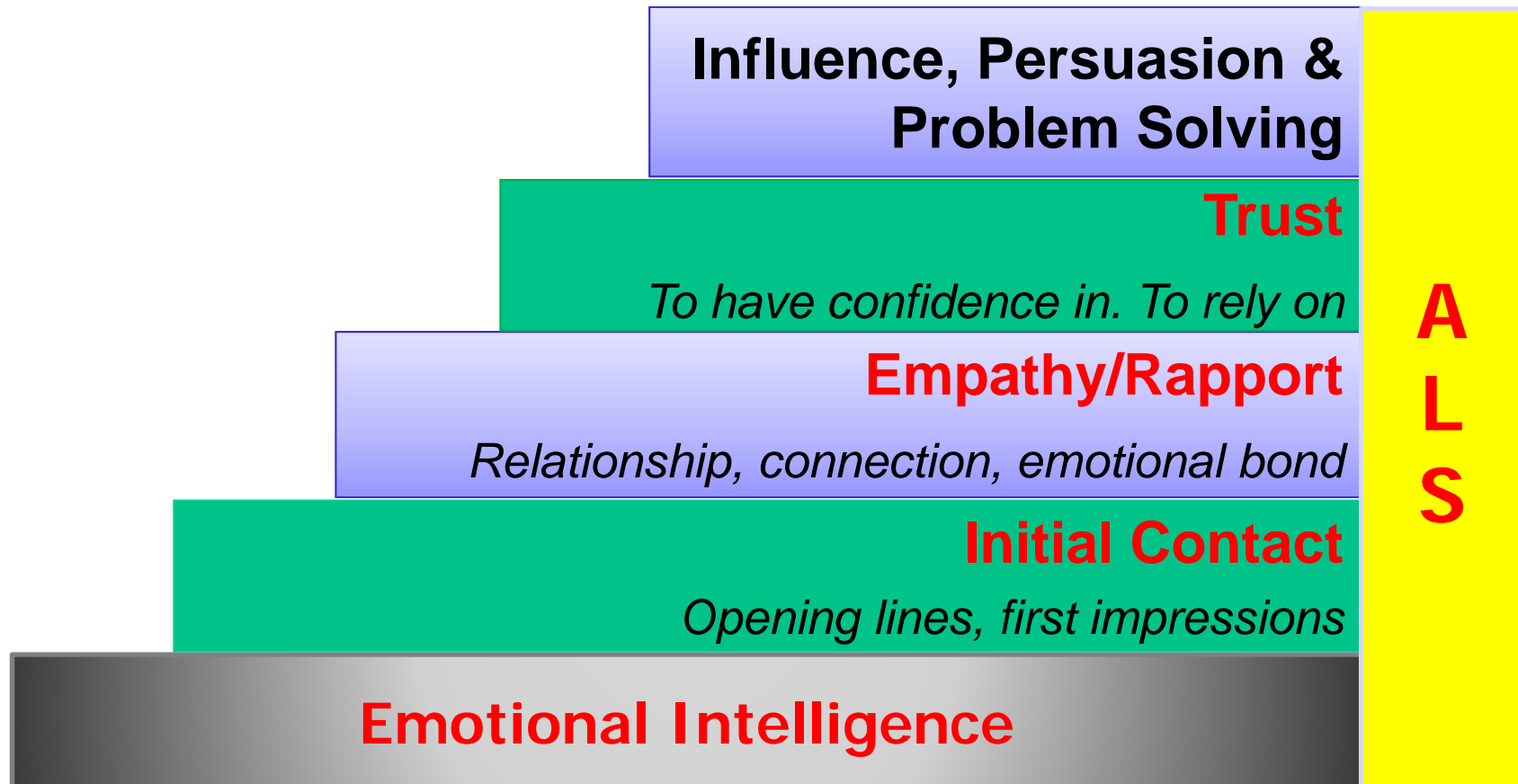
HOSTAGE SELECTION AND SURVIVAL

Advanced Communications – Active Listening

- **M**inimal Encouragers
- **O**pen Ended Questions
- **R**eflection (Echoing)
- **E**motional Labels
- **P**araphrasing
- **'I'** messages
- **E**ffective Silence
- **S**ummary

HOSTAGE SELECTION AND SURVIVAL

Advanced Communications



HOSTAGE SELECTION AND SURVIVAL

Advanced Communications – Active Listening

- Watch for someone taking a breath
- Avoid saying no
- Say please, but do not beg
- Say thank you when appropriate
- Hostility attracts hostility. Warmth attracts warmth. Submission attracts dominance.
- The power of giving your word.
- Saving face – cultural factors

HOSTAGE SELECTION AND SURVIVAL

Do:

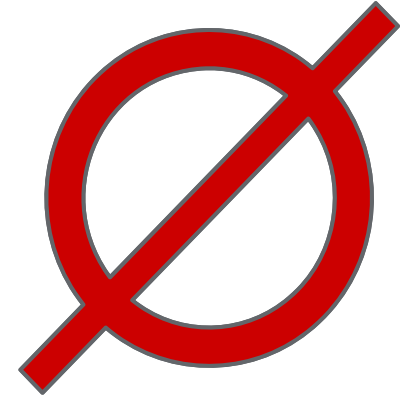
- Cooperate with attackers (** ALS **)
- Accept food and drink
- Maintain an active mind
- Make them aware of any ailment or medical condition that you have
- Exercise if you can
(even just stretching your limbs)
- Keep a positive attitude



HOSTAGE SELECTION AND SURVIVAL

Don't:

- Seek to fight or argue with your captors (**ALS**)
- Talk about family, friend or business
- Tell them how much you are worth
- Offer to pay your own ransom – This may complicate any negotiations going on. It will also make them aware of available cash



DON'T Try to escape - UNLESS it is your ONLY hope of staying alive

HOSTAGE RESCUE

Video
Hostage rescue

- ***This can be the 2nd most dangerous time of an abduction and you must prepare yourself, as it could come at any time.***
- **Your captors will be wary of any rescue attempts from the authorities:**
- **Pay attention to the instructions that you are given**
- **Obey them immediately**
- **Stay alert**
- **Have an emergency plan – where are the exits, where is**

Summary of Key Points

Slide under construction

Session 1- Questions?

This presentation is for guidance only and seeks only to increase your awareness of issues affecting personal safety. We have included suggestions as to how such risks might be managed - but not eliminated. The scenarios presented are solely for illustrative purposes. Every incident is unique and must be managed appropriately taking into account all circumstances specific to the incident.

SESSION 2

The Office of Infrastructure Protection

National Protection and Programs Directorate
Department of Homeland Security

Active Shooter & Workplace Violence: Preparedness and Response



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Agenda

- Overview and Characteristics of an Active Shooter Incident:
 - Preparation
 - Response
 - Recovery
- “Active Shooter – How to Respond” Materials:
 - “Options for Consideration” Training Video
 - Online Training
 - Workshops
 - Webinar

Overview of the DHS Protective Security Advisor Program



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Protective Security Advisors

- PSAs are field-deployed personnel who serve as critical infrastructure security specialists
 - Regional Directors (RDs) oversee and manage the PSA program in their respective region
- State, local, tribal, and territorial (SLTT) and private sector link to DHS infrastructure protection resources
 - Coordinate vulnerability assessments, training, and other DHS products and services
 - Provide a vital link for information sharing in steady state and incident response
 - Assist facility owners and operators with obtaining security clearances
- During contingency events, PSAs support the response, recovery, and reconstitution efforts of the States by serving as pre-designated Infrastructure Liaisons (IL) and Deputy ILs at the Joint Field Offices



Overview and Characteristics of an Active Shooter Incident



Active Shooter Situation Overview

- Active shooters can attack workplaces, schools, hospitals, etc.
- Although many perpetrators have a history of negative—sometimes violent—behavior, there is still no single, one-size-fits-all profile of an active shooter



What is an Active Shooter?

- Most active shooter situations are unpredictable and evolve quickly
- An individual actively engaged in killing or attempting to kill people in a confined and populated area
- In most cases, there is no pattern or method to the selection of victims
- Preparedness and awareness are key to helping protect our employees, our customers, and ourselves



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2012 Joint Intelligence Bulletin

- The Federal Bureau of Investigation analyzed 154 active shooter events in the United States between 2002 and 2012 that included 3 or more individuals being shot.
- Some of the facts about the shooters:
 - Deceased after the event, 51%
 - Committed suicide, 43%
 - Shot and killed by responders, 8%
 - Arrested, 45%
 - Unidentified, 4%
 - Male, 96%
 - Acted alone, 96%
- The most common identified motivations:
 - Workplace retaliation, 21%
 - Domestic disputes, 14%
 - Academic retaliation by a current or former student, 7%
 - No clear motivation revealed, 40%



Active Shooter Incidents

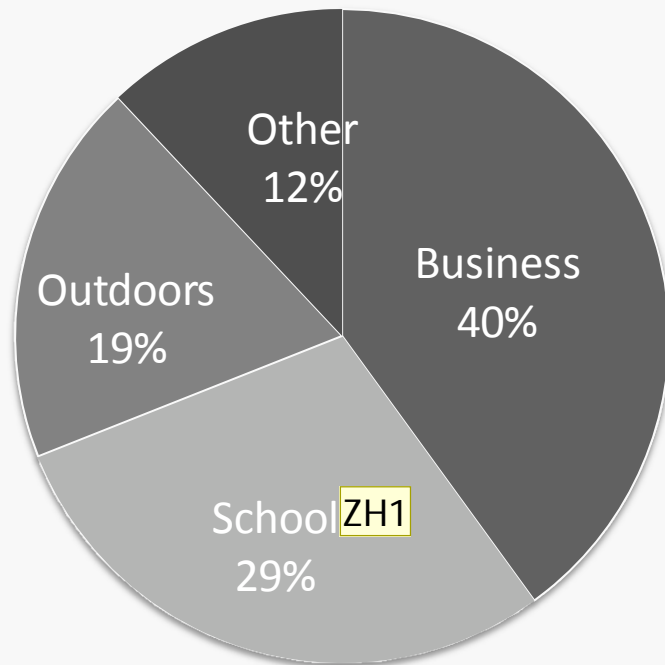
- **September 16, 2013:** 13 people killed inside the Washington Navy Yard in Southeast Washington, D.C.
- **December 14, 2012:** 27 people killed at Sandy Hook Elementary School
- **August 5, 2012:** 7 people killed in a Sikh temple in Oak Creek, WI
- **July 20, 2012:** 12 people killed and 58 injured in a movie theater in Aurora, CO
- **January 8, 2011:** 6 people killed and 13 injured in a supermarket parking lot in Tucson, AZ
- **November 5, 2007:** 13 people killed and 29 were injured at a military base in Ft. Hood, TX
- **April 16, 2007:** 32 people killed and 17 injured at Virginia Tech, Blacksburg, VA



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2012 Joint Intelligence Bulletin – FBI research

Location of attacks



- The **average incident** lasts 12 minutes
- Average **police response** time is 3 minutes
- **Common catalysts or triggers** observed include:
 - Loss of significant relationships
 - Changes in financial status
 - Loss of a job
 - Changes in living arrangements
 - Major adverse changes to life circumstances
 - And/or feelings of humiliation or rejection on the part of the shooter



Slide 45

ZH1

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Zachary A. Henry, III, 12/3/2015

Lone Wolf Video

- (duration 2:32)



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Identifying and Reporting Criminal Planning and Preparatory Acts

- Suspicious activity is observed behavior reasonably indicative of pre-operational planning related to terrorism or other criminal activity.
 - Breach/Attempted Intrusion
 - Misrepresentation
 - Theft/Loss/Diversions
 - Sabotage/Tampering/Vandalism
 - Cyber Attack
 - Expressed or Implied Threat
 - Aviation Activity
 - Eliciting Information
 - Testing or Probing of Security
 - Recruiting
 - Photography
 - Observation/Surveillance
 - Materials Acquisition/Storage
 - Acquisition of Expertise
 - Weapons Discovery
 - Sector-Specific Incident



Identifying People in Need of Support



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Workplace Violence Video

- (duration 4:20)



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Individual Violence Process



Potential Indicators

If others recognize and report these behaviors, the employee may be assisted, supported, and treated. It is important for employers to establish communication procedures for reporting these concerns. Depending on company policy, employees should alert the Human Resources Department or Safety/Security Department.

- Thoughts:
 - Talk of previous violent incidents.
 - Unsolicited focus on dangerous weapons
 - Expressions of paranoia or depression.
 - Overreaction to workplace changes.
- Feelings:
 - Depression or withdrawal.
 - Unstable, emotional responses.
 - Feeling either arrogant and supreme, or powerless.
 - Intense anger or hostility.
- Behaviors:
 - Increased use of alcohol or drugs.
 - Violations of company policies.
 - Increased absenteeism.
 - Exploiting or blaming others.



Summary

- “Profiles” are not helpful and may be dangerous, since active shootings do not fall within one clearly identifiable category or classification (workplace, community, finances, health/wellness, home/family, or social network/religion)
- Knowledge of an individual’s thinking—feeling—behavioral patterns and potential reactions to negative events are critical to prevention
- Effective active shooter and violence prevention requires a coordinated effort by family and friends, stakeholders, community, and law enforcement through planning, open communication, and working together as a unified responsive front prior to any event

Preparation



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Workplace Protective Measures

- Create a system for reporting signs of potentially violent behavior
- Make counseling services available to employees
- Ensure employees are familiar with and train to current active shooter and other emergency response plans
- Establish safe areas within the facility for assembly and refuge during crises
- Establish communication protocols and means to instruct personnel on immediate personal protective actions (e.g. evacuation, shelter-in-place)



Workplace Protective Measures

- Report missing or stolen equipment, identification badges, including weapons, to proper authorities
- Be familiar with the “See Something, Say Something” campaign and appropriately report all odd or suspicious activity to agency security officers, Federal Protective Service, or local law enforcement
- Increase visibility of armed security and law enforcement personnel in areas adjacent to and in front of security checkpoints to deter unwanted activity
 - Security through Customer Service



Preparation and Management-Facility Manager

- 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 security department to ensure location security
- Assemble crisis kits containing: radios, floor plans, staff roster/emergency contact numbers, first aid kits, flashlights
- Place removable floor plans near entrances/exits for first responders
- Activate emergency notification system during an emergency situation



Preparing for Incident Recovery- Communicating with Victims and Families

- Who is the designated official for responding to media inquiries?
- Has the facility established a family hotline?
- Who is responsible for gathering information related to victim identities, extent of injuries, and what hospitals are being utilized?
- Will facility personnel provide counselors for employees and families?
- How will concerns about returning to work be handled?



Recovery

- After an incident occurs, it is important to manage the consequences and analyze the lessons learned.
- Post-event activities includes accounting for missing persons, determining a method for notifying families of victims, and referring individuals at the scene for follow-up care, including grief counseling.
- To facilitate effective planning for future emergencies, analyze the recent active shooter situation for lessons learned, create an after action report, refine the emergency action plan, and conduct training.

Employee Response



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Options for Consideration Video

- (duration 4:20)



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Response to an Active Shooter Situation

- In an active shooter situation, you should quickly determine the most reasonable way to protect your own life. You should:
 1. **Run:** If there is an accessible escape path, attempt to evacuate the premises.
 2. **Hide:** If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
 3. **Fight:** As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter.
- It is important to train employees they can react if they are confronted with an active shooter situation.
- These situations evolve quickly, therefore, quick decisions could mean the difference between life and death.
- If you are in harm's way, you will need to quickly decide on the safest course of action based on the scenario unfolding before you.



Assisting Emergency Responders

- When possible, provide the following information to law enforcement officers or 911 operators:
 - 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.
- Law enforcement's primary goal is to stop the shooter as soon as possible.
 - Primary responsibility is to eliminate the threat; they will not be able to stop to help injured persons until the environment is safe.
 - Officers may arrive in teams with tactical equipment such as vests, helmets, and rifles.
 - Officers will need to take command of the situation; expect officers to shout orders or push individuals to the ground for their safety.



Reactions of Managers

- Employees and customers are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with their Emergency Action Plan, and be prepared to:
 - Remain calm
 - Take immediate action
 - Lock and barricade doors if appropriate
 - Evacuate staff and customers to a safe area via preplanned evacuation route

Law Enforcement Response

▪ Initial LE Actions

- Gather immediate and accurate information Immediately prepare contact teams
- Two+ man teams
- Multiple teams
- Develop rescue teams
- Request Fire & EMS Establish a staging area



▪ Directions from First Responders

- Leave your belongings behind Help others escape
- Keep your hands visible
- Follow the instructions of any police officers
Remain Calm and Follow instructions



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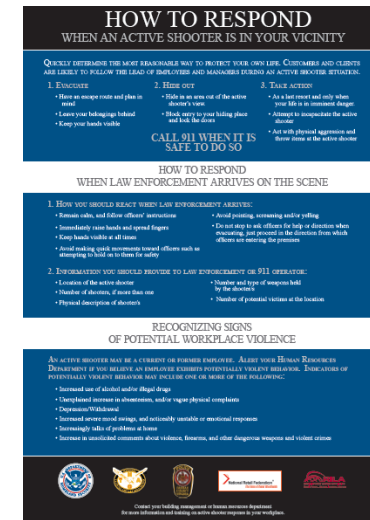
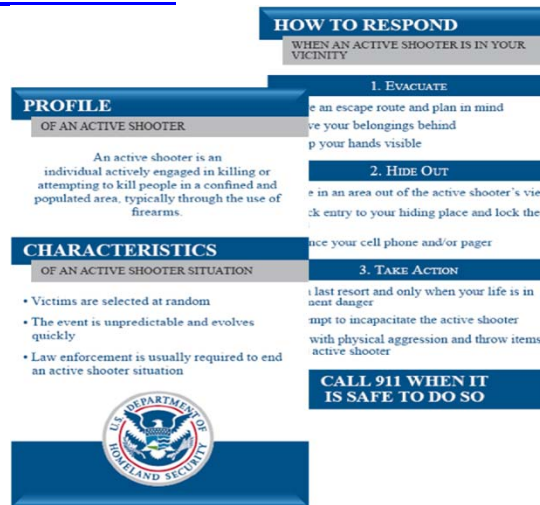
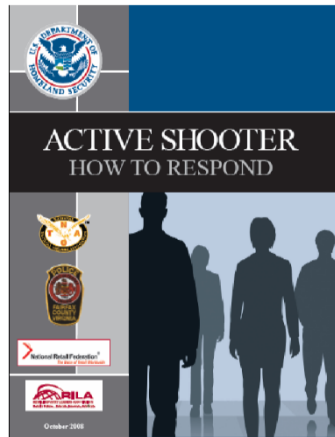
Active Shooter “How to Respond” Program Materials



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Training and Outreach Materials

- DHS materials consist of three products:
 - Basic Guide Book.
 - Pocket Emergency Measures Guide.
 - Break Room Poster.
- To download these materials visit:
 - www.dhs.gov/activeshooter



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Online Training

- DHS released “Active Shooter, What You Can Do” (IS-907), an online training course available through the Federal Emergency Management Agency Emergency Management Institute:
 - <http://training.fema.gov/EMIWeb/IS/IS907.asp>
- The self-paced course takes approximately 45 minutes to complete.
- Upon completion, participants can take a short online "final exam" that is instantly scored. A certificate is provided to participants who finish the course and pass the final exam.



Custom “See Something, Say Something” Materials

- Customized messages and images tailored for each partnership
- Posters, trifold brochures, paystub inserts, table tent cards, business cards
- Digital materials such as Ribbon Boards/Score Boards/website and email buttons
- Public Service Announcement (PSA)
 - DHS can help write/edit the script
- “Back-of-house” materials that help instruct staff/volunteers on what to look for and how to proceed if they see something suspicious



Courtesy of DHS



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For more information visit:

www.dhs.gov/activeshooter

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SESSION 3

Next Steps – Family Liaison Officers (FLO)

Lessons Learned from UK Law Enforcement

The deployment and management of FLOs is primarily concerned with any unexplained or violent death in relation to:

- Homicide
- Road death
- Mass Fatality
- Death during contact with government agencies
- Non fatality, but where Family Liaison might be of benefit to the family and enhance the company effectiveness, e.g. missing persons, serious (including sexual) violence, life changing injuries, death of a child

Purpose

The primary objectives are to assist in:

- A co-ordinated response to the needs of families & support services
- Providing information and clarification as part of the procedures surrounding a death, i.e. Criminal Justice, Coroner and other statutory bodies interacting in the process
- Gathering information for the company in a sensitive manner
- Providing a documented, two-way communication channel
- Foreseeing and managing the negative effects of any legal investigation or official process through timely information and practical support

Other potential stakeholders

- Local law enforcement agencies including Family Liaison Officers
- Local government agencies
- Local coroner's officers and medical facilities
- The person's home embassy and government
- Family legal representatives
- Insurance companies
- Workplace Unions
- Kidnap for ransom family and employer contact
- All of the above plus family, connected to other victims

Roles, Responsibilities and Structure

There are three main roles that have been identified for the effective performance of Family Liaison:

- Family Liaison Officer/Operative (FLO)
- Family Liaison Co-ordinator (FLC)
- Family Liaison Administration (FLA)

The structure serves to protect both the family and the FLO in terms of emotional and psychological well-being.

Informing a family of a death (1)

- Make a common sense selection of the next of kin
- In person
- As soon as practicable
- If possible by a trained individual, preferably senior management, or an FLO (**but not the one selected for long term deployment**)
- Where possible, conduct some family research
- Where practical, obtain as much information surrounding the death as possible and be prepared to research any enquiry by the family
- Family Liaison Coordinator (FLC) to make a judgment regarding what information is given to the person giving the message

Informing a family of a death (2)

- Honesty, in a sensitive manner, avoiding personal opinion or judgment
- Be prepared to deliver multiple messages
- Once the message has been given, do not leave them alone, but ask who their preference is to be with them
- Be prepared to be 'burned' and not take it personally
- Be prepared to be 'adopted', have a handover strategy prepared
- Try not to drift into FLO area of responsibility
- Deploy FLO as soon as possible
- Be human, not a company robot. It's natural to show emotion

Selection:

- FLOs must volunteer for the role
- Should possess the appropriate experience of the business
- Must possess appropriate aptitude and emotional intelligence, particularly when dealing with hostile families
- Occupational health screening, relevant experience
- Be in good physical health
- Must have full training
- Must have full Occupational Health support
- Welfare of the FLO is paramount: FLO should not be from the same immediate business area or know the deceased and their family
- Once deployed, FLOs should be operating as a full time role, i.e. not in addition to their primary employment

Role of an FLO

- The role of a FLO is a specialist function involving the day-to-day management of communication with the family by acting as a conduit between the family and the company.

The FLO should:

- Meet the family as soon as possible after the communication of the death
- Ensure the FLC/FLA has conducted a risk assessment for deployment
- Research the family set up , including known composition or group dynamics to ascertain the parameters of support and any other considerations that could affect effective communication
 - language and cultural (consider the implications of an interpreter)
 - diversity considerations e.g. religion, age, disability, gender, pregnancy, race, sexual orientation

Role of an FLO

- Identify a Single Point of Contact (SPOC) for the family
- Consider advising multiple FLO deployments
- Gather, record and disseminate all relevant information from the company and other agencies to relevant parties
- Be prepared to manage all practical assistance required by the family and provided by the FLA
- Never lie or mislead the family (exception around sensitive information)
- Always keep promises
- Record all details pertinent to the deployment

The FLO is not

- A counsellor
- A financial advisor
- A lawyer
- A family friend
- A chauffeur / child minder / personal assistant

(Although all these services can be arranged through the FLO)

SESSION 3 - Close

Group Discussions

Legal v. Moral Employer Obligations

Impact of Media

General Q & A Session

Session 3 – Any Final Questions?

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