



Workplace Violence & Intruder Response

Preparation & Response in Uncertain Times!

STRATEGOS
INTERNATIONAL

Introductions

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Co-founder Strategos International



Company Background

- Training for corporate, school, healthcare, law enforcement, military, and churches since 2002
- Trained over 110,000 Civilian, Government, LE, Military & School Professionals all over world (*United States, France, Germany, El Salvador, Switzerland, Portugal, Italy, Mexico, Canada, United Kingdom, Spain, & other countries*)
- 2007 - Recognized need for education to civilians prior to L.E. arrival

History & Vision

- “Professional First Responders” – Those that respond to the scene of the crisis
- “TRUE First Responders” – Those that are **on scene** when the crisis begins
- **SUCCESS vs. FAILURE** is more than likely going to be up to the TRUE First Responders proper or improper response until Professional First Responders arrive

WORKPLACE VIOLENCE HITS EMPLOYERS HARD



DEFINITION

Workplace violence is any act or threat of physical violence, harassment, intimidation or other threatening, disruptive behavior that occurs at the work site.

OSHA.GOV



Every year in the U.S. an average of:

2 MILLION

people are affected direction by workplace violence

800-1000 FATALITIES

are due to workplace violence

US DEPT OF LABOR

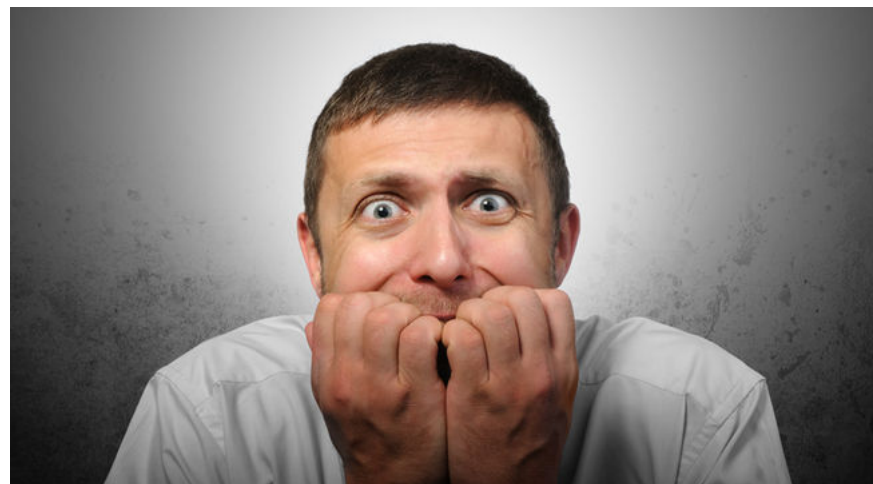
An Integrated Approach to Workplace Violence & Active Threat Preparedness

Active threat events have increasingly occurred in communities large and small, from the acts of a lone perpetrator, to larger more coordinated terrorist attacks within a community. The complexity and rapid nature of these events have left individuals and communities asking the question:

What should I do?

Where does FEAR on this topic come from

- It is not likely occur so why prepare?
- Talking about it or seeing it on television or on social media DOES NOT increase fear
- We are hesitant to prepare or train on this topic because we do not want to increase fear



FEAR = Not knowing what to do if the crisis were to occur

So how do we reduce FEAR?

- Preparedness reduces FEAR & ANXIETY
- Training reduces FEAR & ANXIETY
- Personal empowerment w/ proven simple strategies reduces FEAR & ANXIETY



Introduction & Overview

Is this incident an exception?

11,613 Workplace homicide victims from
1992-2006

- That's 70 each month OR
- More than 15 a week



Introduction & Overview

We prepare to AVOID the negative IMPACT and consequences of crisis events, not because of the FREQUENCY of occurrence.

"It's not the will to win that matters—everyone has that. It's the will to prepare to win that matters." – Paul “Bear” Bryant

Overcoming the “BIG D” (Denial) is the FIRST STEP!

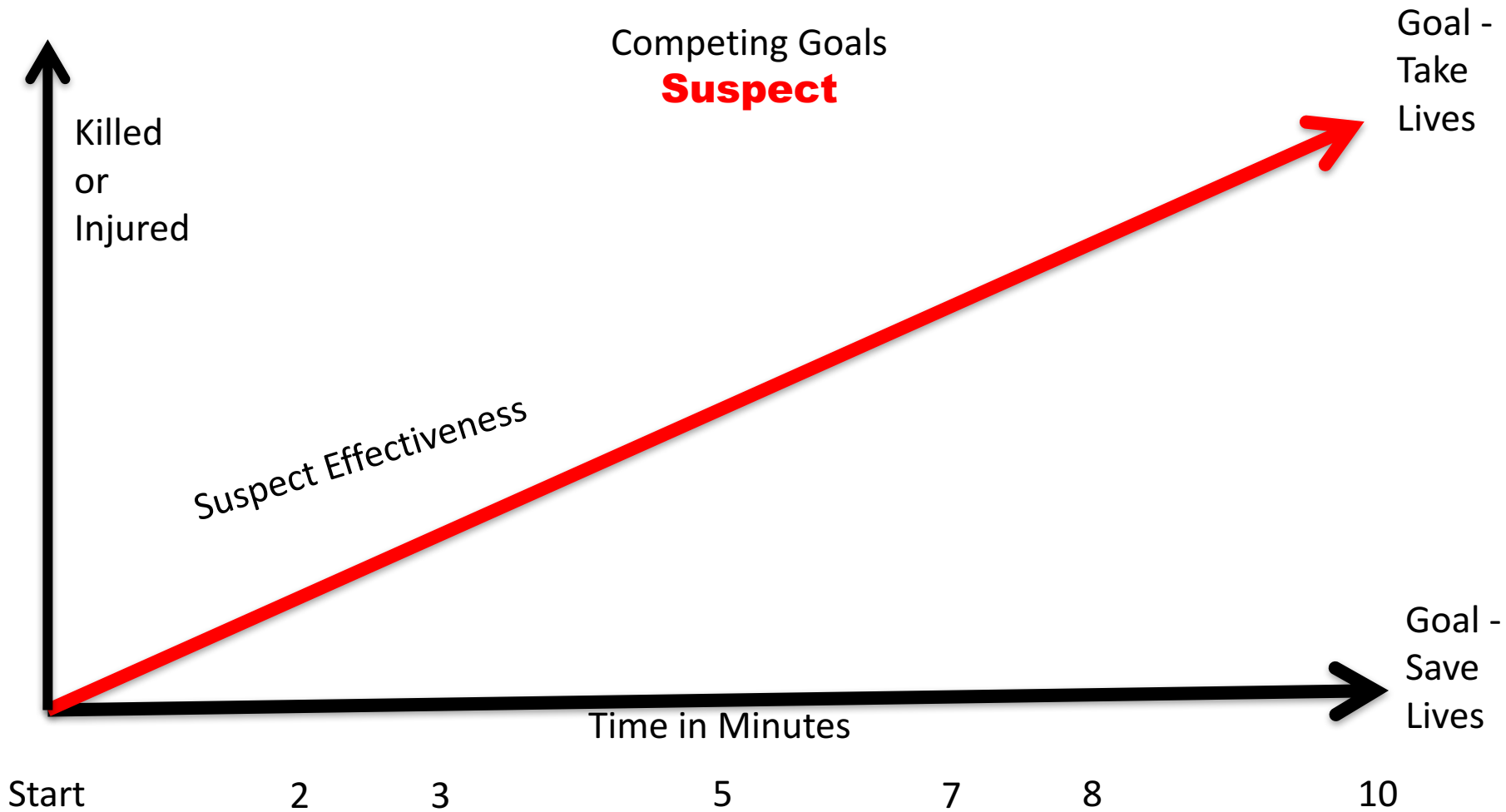
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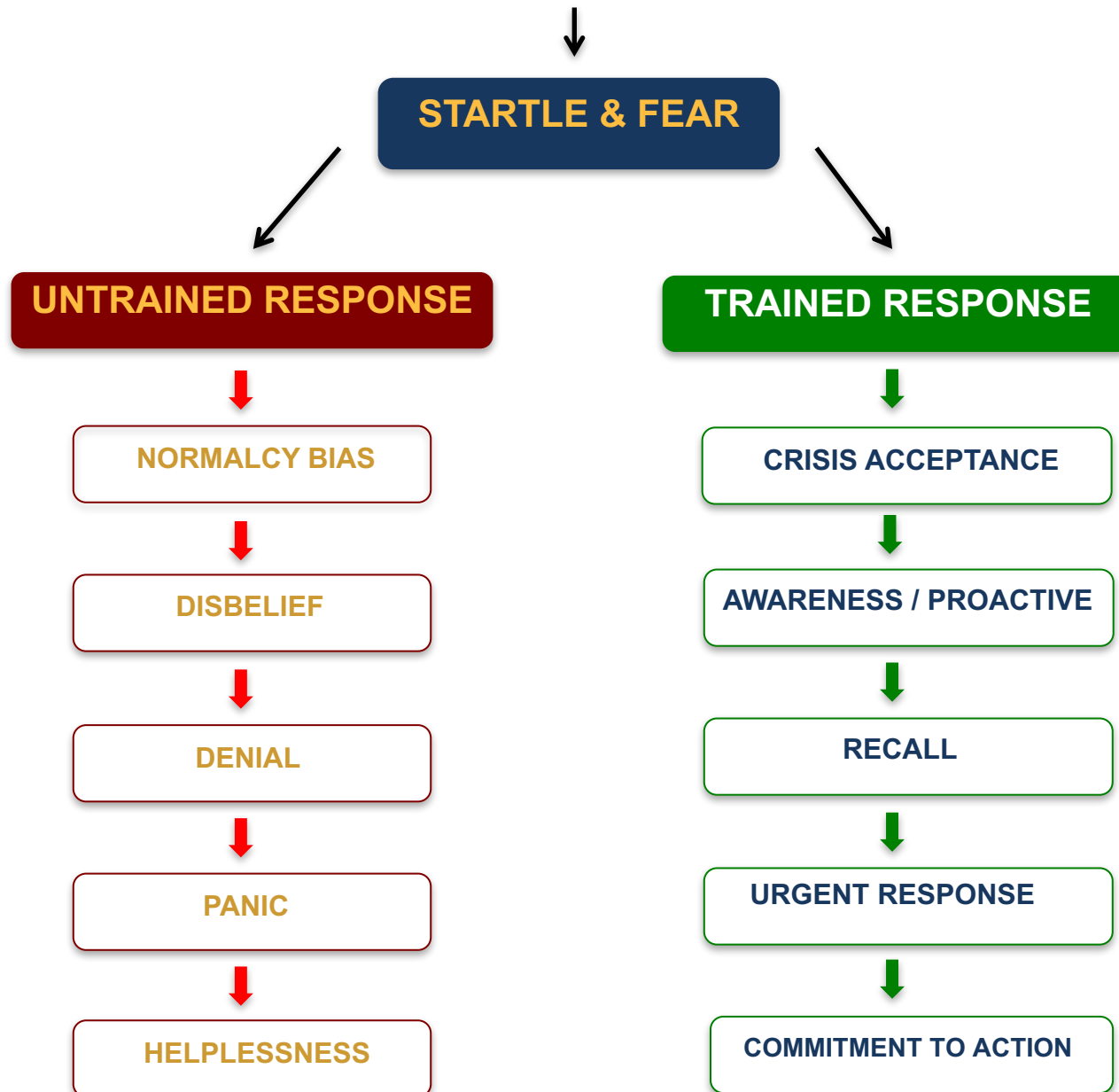
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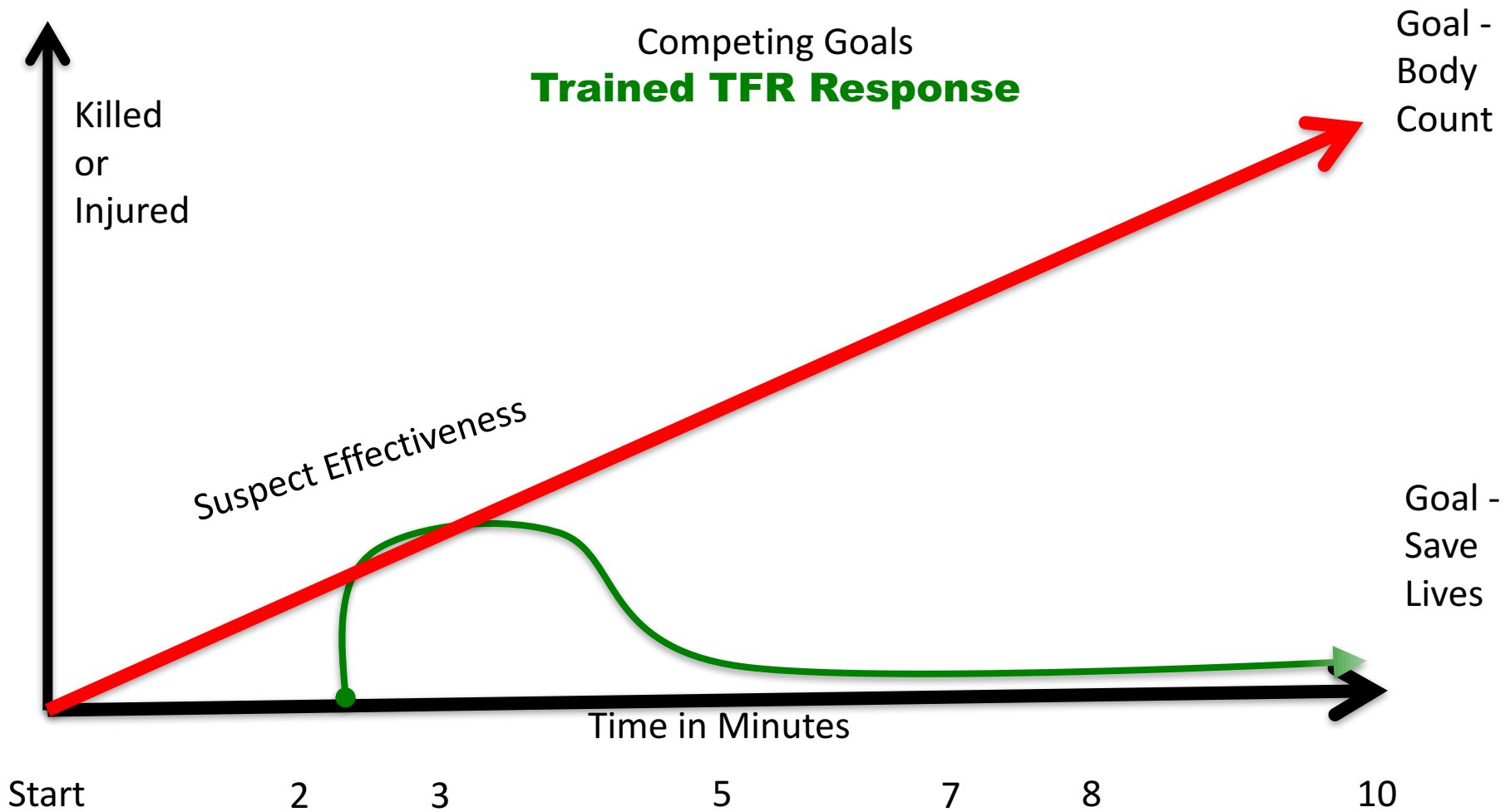


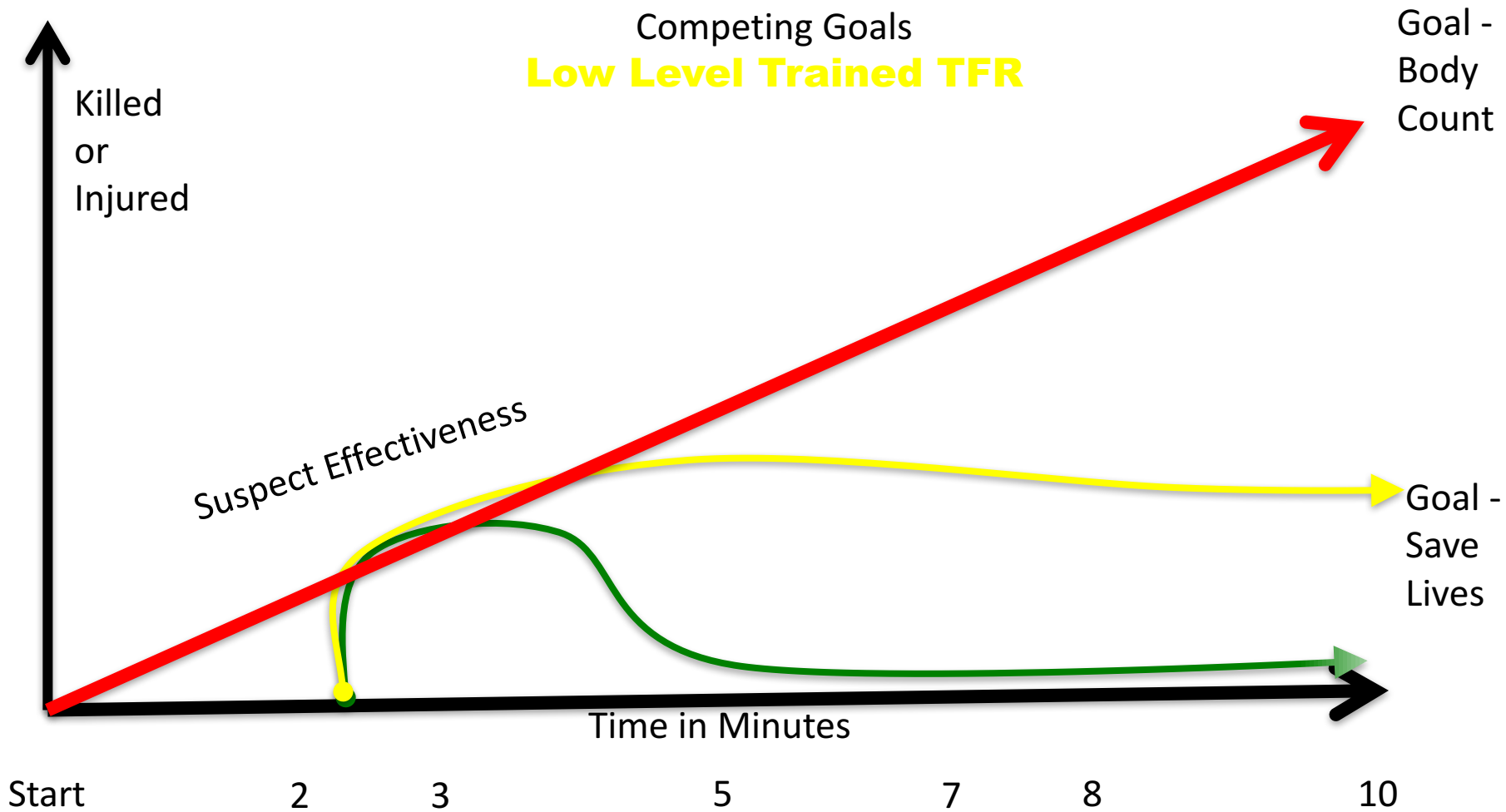
VT CELL PHONE FOOTAGE

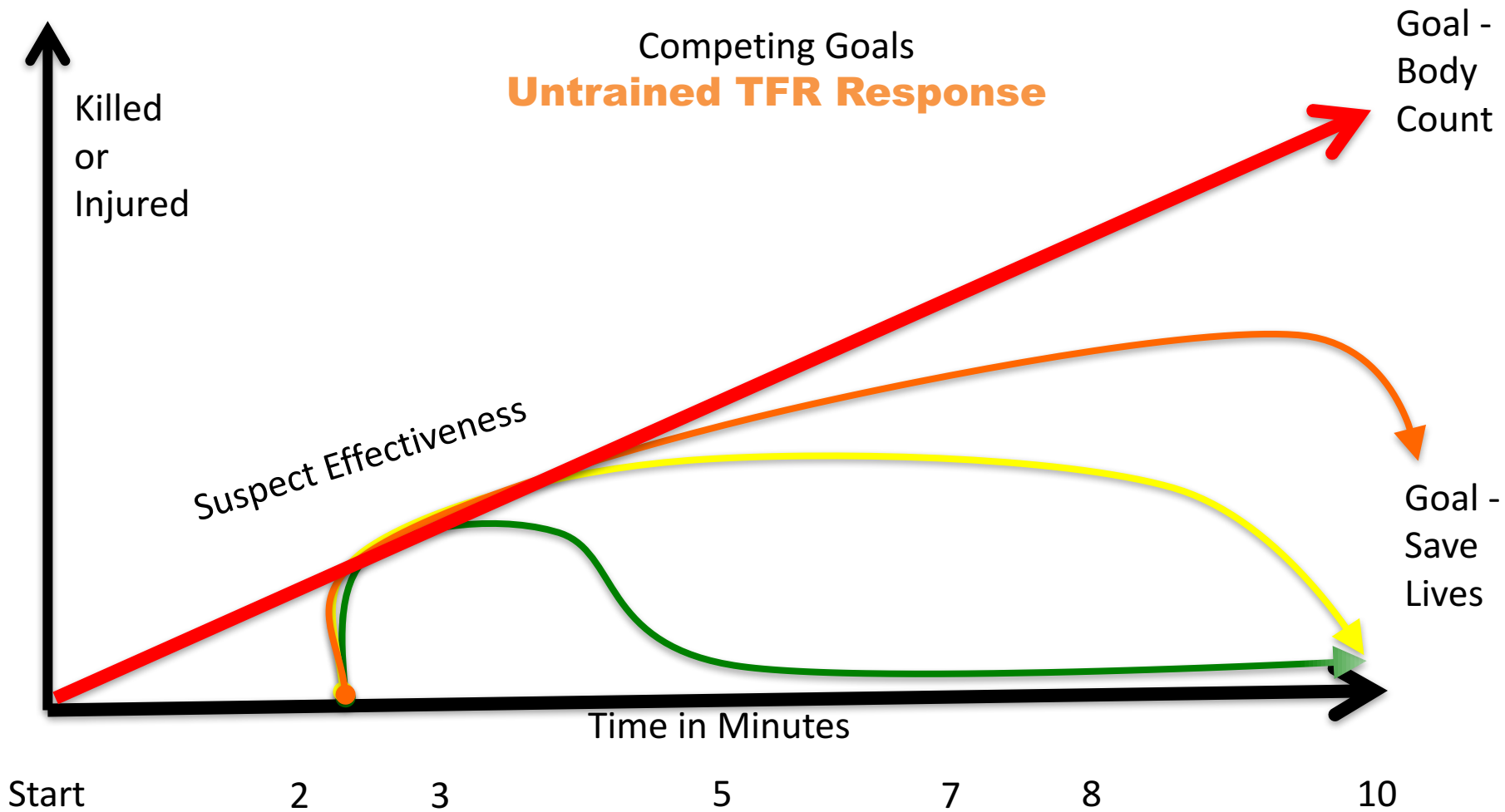


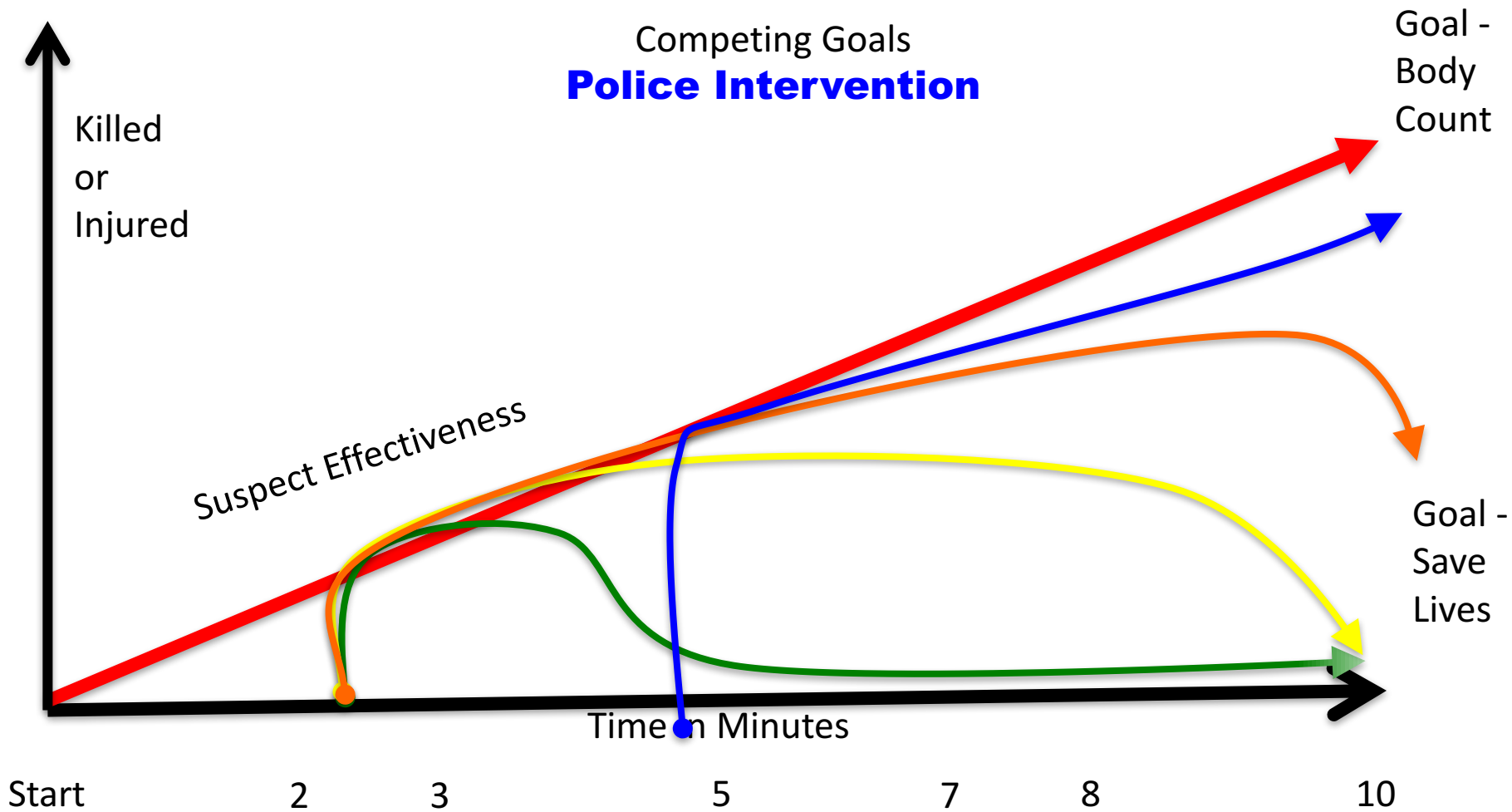
ACTIVE VIOLENT THREAT BEGINS











NORMALCY BIAS – *Overcoming the “BIG D!”*

- Mental state of denial in which individuals enter into when facing a disaster or pending danger. Normalcy Bias leads people to underestimate, minimize or rationalize the crisis away.
- Often results in situations where people fail to prepare or respond for a likely or currently in progress crisis.
- The Normalcy Bias leads people believe that since something has never happened before, that it never will happen.
- Cannot RESPOND to the crisis until we ACCEPT the crisis

The Phenomenon of “NORMALCY BIAS”



Shooting at Wedgewood Baptist Church in Fort Worth, TX.

On September 16, 1999 a male staff member in hallway observed attacker shoot 2 youth in the foyer area of the building. He then advised two females in the hallway he was in that a drama was taking place and that the “actor” was coming down the hallway. He was then shot and when he looked down and observed his own blood he advised the females that the “actor” in the drama was using paintball and to step out of the way. Additionally, many of the youth in the sanctuary ran towards the gunman telling stating “shoot me, shoot me” as they thought it was a drama and wanted to be part of it.

The Phenomenon of “NORMALCY BIAS”



San Benardino Massacre – Dec. 2, 2015

Many persons within the building when the shooting started stated that they thought when they heard the gunshots it was construction noises or firecrackers which delayed a proper response by on scene victims and potential victims

The Phenomenon of “NORMALCY BIAS”



Virginia Tech Massacre – April 16, 2007

Several within 2nd floor classrooms of Norris Hall stated that they thought the gun shots coming from nearby were construction noises at an adjacent building that had been undergoing construction for several weeks while classes took place

The Phenomenon of “NORMALCY BIAS”



Paris Shooting “Bataclan Theatre” – Nov. 13, 2015

89 persons were killed inside the theatre when 3 masked gunman entered and began to shoot attendees and throw hand grenades. Many that were present delayed egress because they thought the shots were pyrotechnics that were part of the concert and also thought the gunman were part of the concert proceedings as well

The Phenomenon of “NORMALCY BIAS”



Columbine High School Massacre – April 20, 1999

Patty Nielsen who was in the library as a teacher when the shooting began stated she heard the shots and then despite hearing the shots she went to the hallway to confirm it with her sight. After then seeing the shooters she then stated that she thought it must be a video production and she was going out there to tell the students to quit the production

The Phenomenon of “NORMALCY BIAS”



Orlando Pulse Nightclub Massacre – June 11, 2016

Many inside the club where loud music was playing thought that the shots being fired were beats to the music and this perception delayed a proper response and one person even “Snapchatted” their own death as they were looking around wondering what was happening

History, Demographics & Lessons Learned

LIABILITY SIMPLIFIED

- Questions we should ask and what priority we ask them in
 - What are the costs of **DOING SOMETHING?**
 - What are the costs of **DOING NOTHING?**
- “*Liability*” can be broken down to a 2-step process
 - Can the need be “**reasonably anticipated**”
 - “Responsible preparation” in advance based on this *reasonably anticipated* need



OSHA GENERAL DUTY CLAUSE

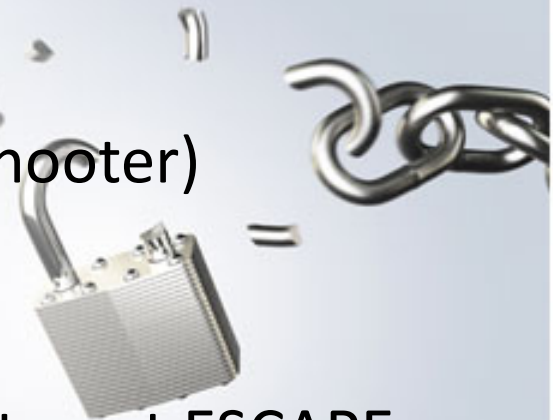
Section 5 (a)(1) - Act of 1970

- **Sept. 8, 2011** – OSHA Issued Compliance Directive Specifically to Address Workplace Violence (**Active Shooter**)
- Requires employers to maintain workplaces ***“free from recognized hazards that are causing or are likely to cause death or serious physical harm”***.
- Not only could OSHA make a finding of a OSH Act violation but recent court rulings relative to liability have shown active shooter incidents are now considered a “recognizable hazard” to employees
- **July 2, 2013 – Hennepin County, Minneapolis, MN** – Judge allowed two negligence counts to proceed against the company, Accent Signage. The civil case was brought before the courts by the victims’ family members in response to an active shooter incident at a place of business. This incident occurred as the gunman, walked into his place of employment on September 27, 2012 with a pistol. Once inside, gunman shot and killed numerous individuals before taking his own life.
- Liability on employers to train their employees to recognize behavioral indicators as well as how to properly respond to an active shooter incident.



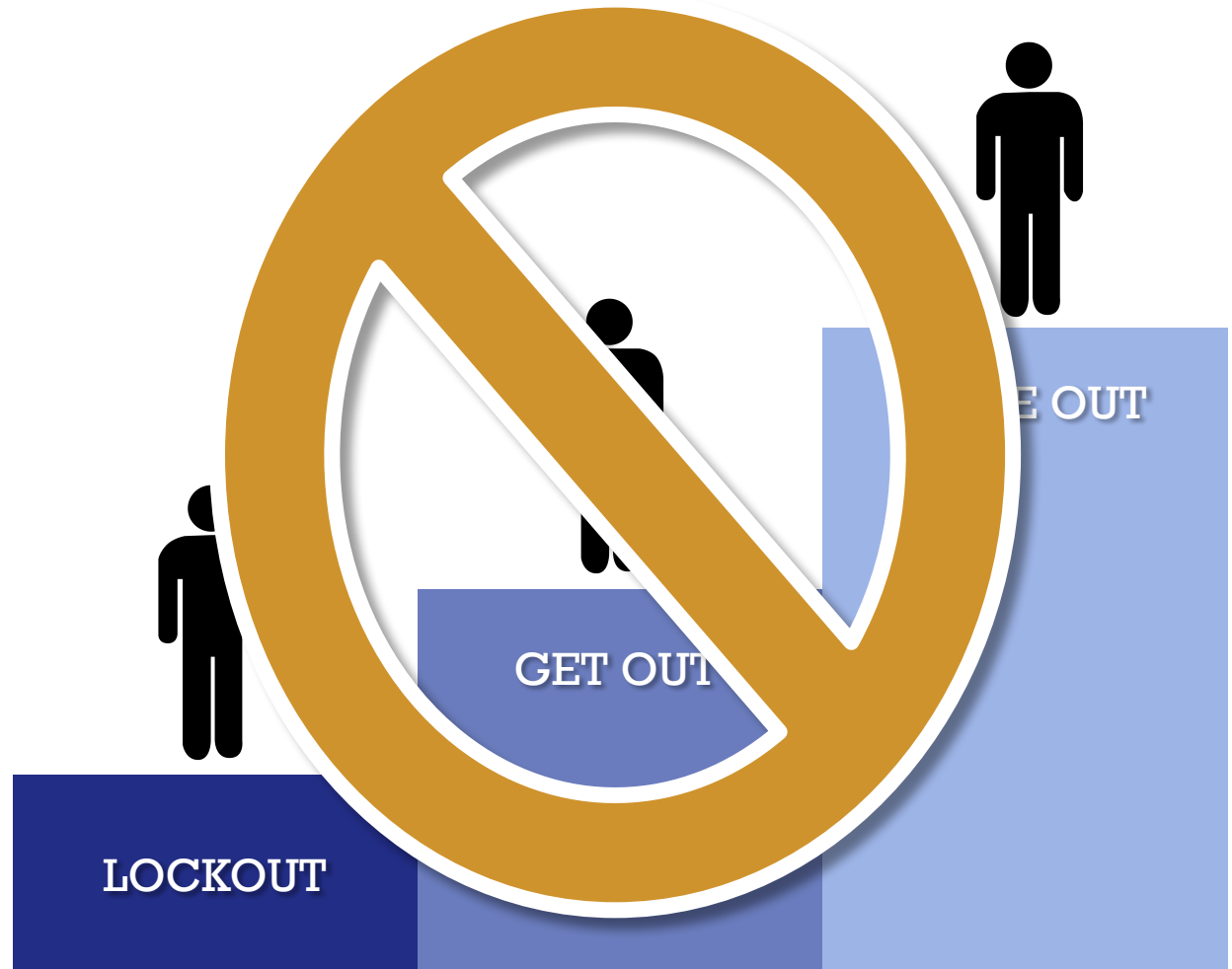
“3 OUT” Approach for *“Lockdown Failure”*

- **Lock OUT** - Lock the shooter (or potential shooter) out of the building or out of the room.
“Lockdown”
- **Get OUT** - If the shooter is in your area – attempt ESCAPE. If rooms are on 1st or 2nd floor escape through exterior window could be an option.
- **Take OUT** - If the shooter is in your area and you cannot run – FIGHT! Simply taking a position under a desk or furniture in the *“fetal position”* will do NOTHING to prevent you from being a victim.



What “3 OUT” Decision Making IS NOT!

Must be a “Non Linear” Approach



REMEMBER!
IMMEDIATE or an
INDIRECT THREAT + LOCATION
= **PROPER RESPONSE**

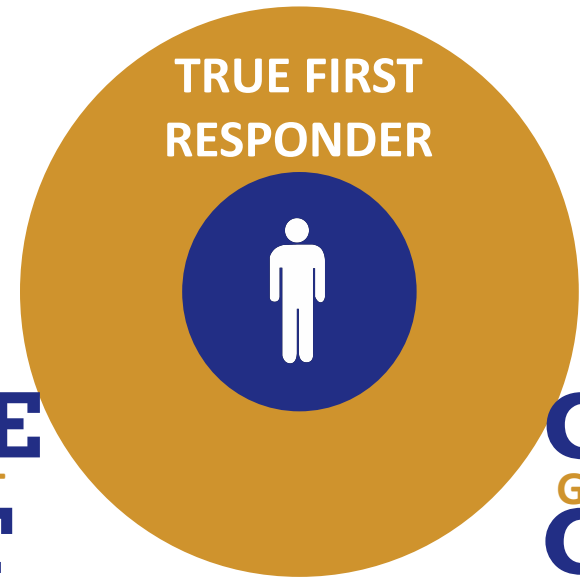
**Your Location Relative to the Perceived
Threat will determine Proper “OUT” to utilize**

CORRECT "3 OUT" Decision Making Model



- Direct Contact in area that cannot be "locked out" where SCITLOS AND Access immediately
- Is not possible or probable
- In an area that can be locked out
- In area that cannot be secured
- Locked out quickly or is moving towards immediate
- LOCK LAYER and area that can be "locked out"
- If provided objects utilized as quickly OR out and away from weapons, directing others building where immediate (teenagers or older) in exit is possible
- directed group response

LOCK OUT

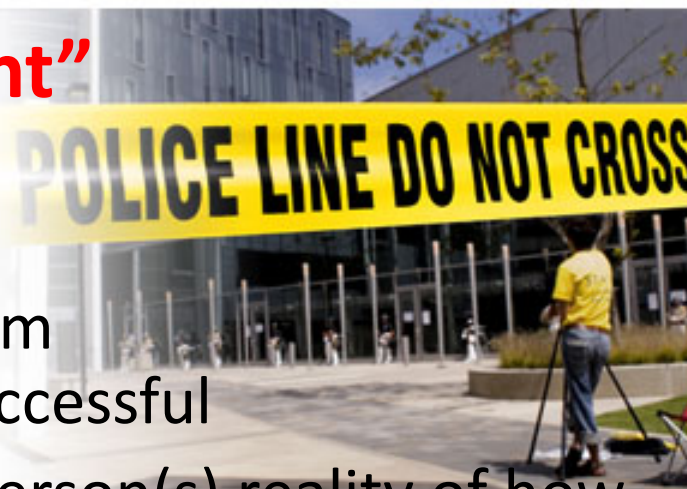


TAKE OUT

GET OUT

Why “3 OUT” vs. “Run, Hide Fight”

- Run, Hide, Fight is Linear Approach
- Simply telling persons to run away from sounds of shots IS NOT predictably successful
- Does not take into account or teach person(s) reality of how we make decisions in crisis
- Does not take into account or teach person(s) phenomenon “NORMALCY BIAS”
- In 2009 tested “Run, Hide, Fight” w/ hundreds of teachers and did not have good results – About ½ ran towards the gun fire – Difficult to tell where shots are coming from inside structure



Fort Lauderdale Airport Shooting

Fort Lauderdale Airport Shooting



Attacker Motivations & Goals:

- **Set the NEW RECORD!**
- Body Count & Casualties
- Knows only has 2-5 minutes to accomplish goal
- Actually plans for death or suicide at end of attack
- Does not plan escape strategy
- Hatred of everyone including self
- Blames others for personal problems & failures
- High level of **PREPLANNING & COMMITMENT!**



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PAST INCIDENTS

Aug. 3, 2010 – Hartford, CT *Hartford Distributors – (9 killed)*

- Suspect met union rep and management at work for disciplinary hearing on theft of beer at distributorship
- Upon being terminated management was going to escort suspect out of the building & he then produced a weapon and began firing at management and then at random personnel that he located while roving through the building.
- Suspect called 911 after the murders & confessed to the murders
Suspect called his mother and apologized and claimed that racial intimidation and slurs is what motivated him to commit the murders. This WAS NEVER substantiated through the investigation however.



Hartford Distributors Shooting – Suspect Calls 911

Hartford Distributors Shooting – Suspect Calls 911



Dec. 2, 2015 – San Bernardino, CA

Dept. of Health Rented Banquet Room (14 killed, 22 wounded)

- A married couple w/ Islamic Extremist worldviews, opened fire at a holiday party at the Inland Regional Center
- Both attackers were killed in a gun battle with police. Farook, who was born in the U.S. and worked for the county, and Malik, a Pakistan national, had arsenal of ammunition & pipe bombs in their home.
- Farook and Malik began plotting a terror attack before they were engaged and before wife moved United States



San Bernardino Attack Survivors Speak

San Bernardino Attack Survivors Speak



Feb 25, 2016– Hesston, Kansas

Excel Industries (3 killed, 14 wounded)

- Subject served a Domestic Violence Restraining order 90 minutes before start of incident.
- On the way to his workplace, subject randomly shot two people
- When he arrived at the plant, he started shooting in the parking lot, injuring one person and moved inside.
- Hesston Police Chief confronted and killed the subject immediately arriving inside the plant.



Hesston, KS Excel Industries

Hesston, KS Excel Industries



LOCKDOWN & LOCKDOWN FAILURE PROTOCOLS

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Lockdown Principles for the Workplace

Facility lockdown can serve several functions:

- Removing visitors, staff and others from the threat;
- Isolating the dangerous situation from remainder of the facility;
- Allowing for an accurate accounting of staff within each room; and
- Depending on the situation, facilitating an organized evacuation away from the dangerous area.



Lockdown Principles for the Workplace

2 Types of Lockdowns

- **Threat OUTSIDE** the facility- *Examples would be fugitive in geographic area on run from law enforcement, violent crime with criminal at large in geographic area of school, factory, etc.*
- **Threat INSIDE** the facility- *Examples would be unauthorized access by intruder with unknown intentions, active shooter with known intentions*
- Notification of one of the above types of “lockdowns” should be clear and quickly understood by leadership & staff



Lockdown Principles for the Workplace Threat OUTSIDE – Lockdown Procedures

1. Leadership, designate or ***those trained*** makes announcement such as “*threat outside lockdown*”
2. Designated personnel or those closest LOCK exterior doors
3. Clear hallways, restrooms, & other rooms that cannot be secured
4. Secure & cover outside office windows
5. Take attendance & account for all persons within room
 - a. Control all movement, but continue activities.
6. Once threat has subsided, the leadership announces “***ALL CLEAR***” over the PA system.

******Identify Difference between EMERGENCY & OTHER Tasks******



Lockdown Principles for the Workplace Threat OUTSIDE – Lockdown Procedures

Considerations

- Special attention should be paid to personnel that are working or conducting activities outside of the facility
- Leadership & staff must be able to hear the lockdown announcement.
- Make sure your exterior PA systems are installed and working properly.
- An alternate lockdown location must be identified. This location can be indoors or outdoors.



Lockdown Principles for the Workplace

Threat INSIDE – Lockdown Procedures

1. Leadership, staff or anyone who has been trained orders and announces
“*threat inside lockdown*” over radio or PA system
2. Immediately direct visitors, staff & personnel to the nearest room or secured space.
3. Those working outside of the building SHOULD NOT enter the building.
4. Move those working outside to the primary evacuation site
5. Lock room doors
6. **DO NOT** lock exterior doors
7. Move people away from the windows and doors. Keep all personnel against safe wall and turn off the lights.
8. Take attendance of personnel in each room.



Lockdown Principles for the Workplace

Threat INSIDE – Lockdown Procedures

9. DO NOT respond to anyone at the door until “*all clear*” is announced.
10. Keep out of sight
11. Be prepared to ignore any fire alarm activation, as the facility SHOULD NOT be evacuated using this method.
12. When or if members & staff are moved out of the room, assist them in moving as quietly & quickly as possible.
13. When the threat is over/the intruder has left the building, leadership announces “*all clear*” over PA system.



Lockdown Principles for the Workplace Threat INSIDE – Lockdown Procedures

Other Considerations

- Getting into lockdown is an emergency, time sensitive task
- Getting OUT OF lockdown is an administrative task and IS NOT normally time sensitive
- Some threats may override lockdown procedures such as confirmed fire
- Lockdown can be initiated for non-threatening circumstances, i.e. medical emergencies, hazardous materials accidents, disturbances or protests



Sandy Hook Teacher Speaks



©2012 by Sandy Hook

Elementary School

Lockdown Failure Protocols

So far, we have discussed:

- Threat Recognition
- Threat Assessment
- Lockdown Implementation
- Law Enforcement/Security Response

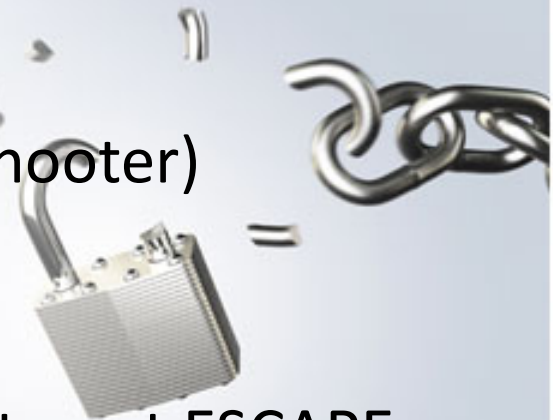


What if the shooter makes it into the room?

*****Hiding under desks, or behind furniture, once the shooter**
is in the room will most likely not prove successful.***

“3 OUT” Approach for *“Lockdown Failure”*

- **Lock OUT** - Lock the shooter (or potential shooter) out of the building or out of the room.
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- **Get OUT** - If the shooter is in your area – attempt ESCAPE. If rooms are on 1st or 2nd floor escape through exterior window could be an option.
- **Take OUT** - If the shooter is in your area and you cannot run – FIGHT! Simply taking a position under a desk or furniture in the *“fetal position”* will do NOTHING to prevent you from being a victim.



Why Fight Back?

- Who do you know worth DYING FOR?
- Who do you know worth LIVING FOR?
- Good Guys Finish Last?
- **NO! UNPREPARED** Good Guys Finish **LAST!**
- Survival vs. Prevailing
- Fighting Back – **If you are going to get BEAT . . . Get BEAT doing SOMETHING not BEAT doing NOTHING!**



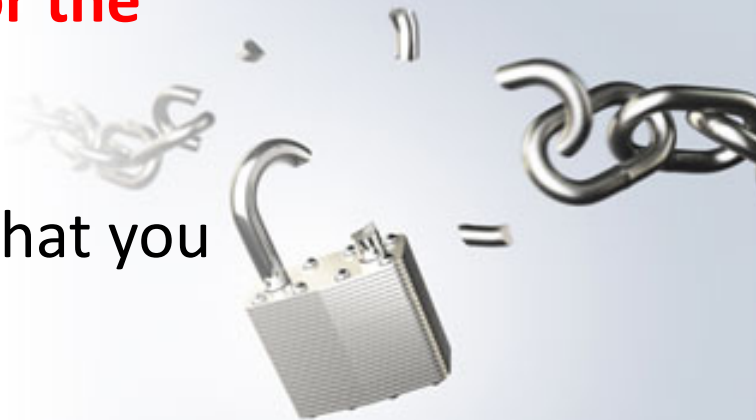
Why Fight Back?

- Take OUT should be a *“last resort”* & it is unrealistic to assume people won't be seriously hurt or killed as a result. It is FAR MORE unrealistic to think that hiding will save any lives at all.
- YES!, fighting is an option; it should be your LAST option –prepare mentally for this and obtain training for leadership & staff.



“3-OUT” Questions to Ask Yourself for the following areas:

- Your assigned work area, or office that you happen to be in
- Common Areas such as reception, lecture halls, lobbies, meeting areas, etc.
 - “How could I **“lock out”** from this area?”
 - “How could I **“get out”** from this area?”
 - “How can I **“take out”** from this area?”



PREVAIL![™] Dramatic Movie

PREVAIL![™] Dramatic Movie



*PREVAILING!*TM Is . . .

*PREVAILING!*TM Is . . .



Strategos Solutions for Intruder Response Preparedness

- Intruder Response Focused Physical Security Assessments
- Workplace Violence Program Review/Development
- Intruder Response Policy Development
- Intruder Response “3 OUT” Floor Plan Chart Development
- IN PERSON Training
 - 1 hr., 2 hr. and 4 hr. versions for first contact personnel, base line personnel and leadership/safety preparedness personnel
 - Scenarios included in above training courses so participants can practice what they have learned in the training



Virtual Training System

www.intruderresponse.com/prevail

prevail@strategosintl.com

888-569-5444



- Delivered Via Online Learning Mgmt. System
 - **“PREVAIL!™” Movie – 15 min.**
 - **“Preparing to PREVAIL!™” Intro. Module – 10 min.**
 - **“PREVAIL!™ OUTS” Module - 15 min.**
 - **“PREVAIL!™; Understanding the Adversary” Module – 9 min.**
 - **Leading to PREVAIL!™ Managers Module – 15 min.**
- www.intruderresponse.com/prevail

Strategos Protection Solutions

- **High Risk Terminations** – Consultation & Highly Trained Protectors
- **Executive Protection** – Situational, Board Meetings, Threats, Full-Time, Seasonal, Shareholder Meetings, Travel Escorts
- **Surveillance** – Theft, Fraud, Work Comp, etc.
- **Investigations** – Theft, Fraud, Work Comp, etc.
- **Post Crisis Protection** (Natural Crisis and Man Made Crisis Response)



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