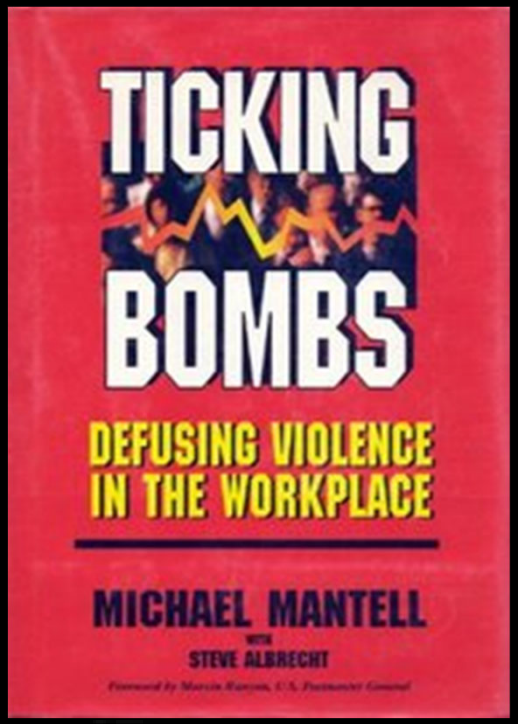
# **Active Shooter / Armed Assailant Response:**
# Training for the
# DHS Run-Hide-Fight Protocol

Presented for Heffernan Insurance by

Aspen Risk Management Group
www.AspenRMG.com

&

Dr. Steve Albrecht, SHRM PHR, ASIS CPP, ATAP CTM
www.DrSteveAlbrecht.com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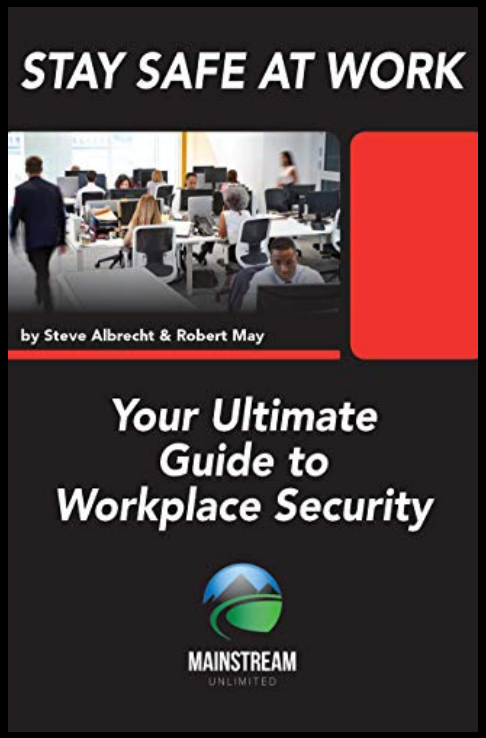
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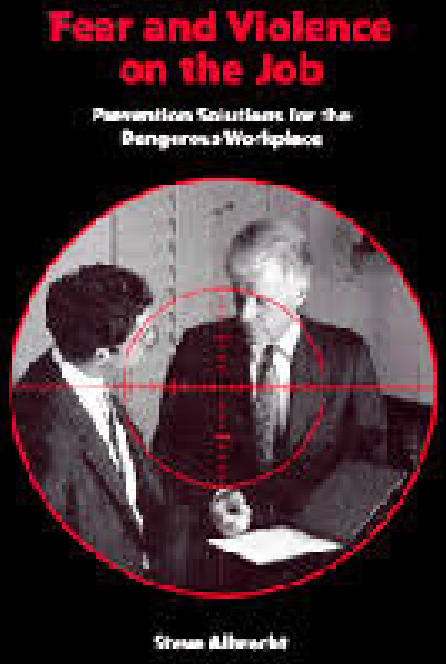
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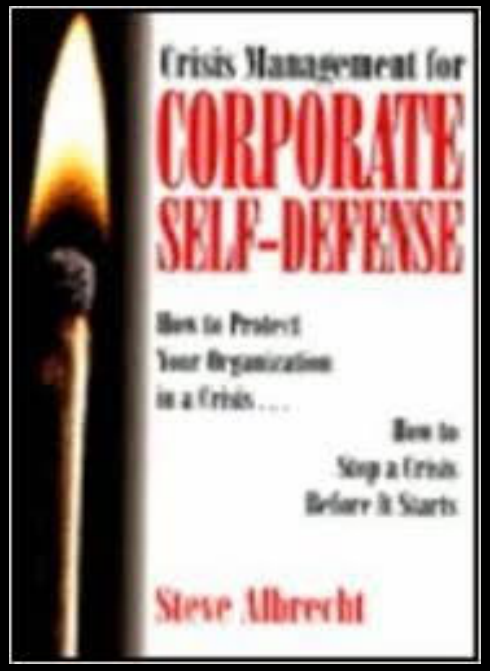
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# SB 553: Workplace Violence

Written operational plans and policies, supported by a “Workplace Violence Prevention Plan Administrator.”

Collect and maintain event and injury records.

Employee training; threat reporting; TRO education.

Demonstrate due diligence on all reported threats.

Site security assessments for hazards; make corrections.

Post-incident response.

# Perpetrators of Workplace Violence Per OSHA

Type 1: Criminals or strangers.

Type 2: Taxpayers, customers, students, patients, passengers, vendors, etc.

Type 3: Current or former employees.

Type 4: Current or former spouse/partner of an employee.

Type 5: Cyber crimes, ransomware, DoS.

# Our Objectives

Keep all employees safe, even with varying degrees of compliance from the people we serve (customers, clients, taxpayers, vendors, visitors).

Create a service, safety, and security culture.

Maintain employee trust and public trust.

Help all employees demonstrate excellent listening skills, patience, empathy, flexibility, and support, starting with each other and then the public.

Remember the Lifeguard Model.

# Five Key Themes: Must-Dos

1. Fair, ethical, empathic, consistent treatment of all taxpayers, customers, clients, vendors, and staff.

2. Listen for pre-attack leakage: verbal, social, electronic.

3. Use access control and security devices all day, every day: Staff side versus the public side.

4. Follow the Run-Hide-Fight protocol. Schedule an annual (empowering, not frightening) Run-Hide drill.

5. Establish post-trauma counseling expertise now.

# What We Know That Works

Access control really, really matters. (Keep staff doors locked; control your spaces; provide key cards to SO.)

Buy tourniquets in bulk, stock large-event first aid kits. (Stop the Bleed training, clotting bandages.)

Listen for leakage to help threat assessments. (Look, listen, read, interpret in context, report.)

Consider social media oversight subscriptions. (3rd-party leakage)

Rapport-building, kindness, empathy, patience, listening skills matter. (Hurt people hurt people. Bullied people may seek revenge.)

# What We Know That Works

Cover stops bullets; concealment hides you. (Seek both. Completely dark rooms, use tables as vertical barricades to block doors, spread out.)

It's the Lone Wolf male attackers. (Rarely pairs or terrorists in the US. Prepare for one, not many.)

Don't speak to the media unless you are designated and trained. (Loose talk creates second-guessing and harms the recovery process.)

Get PTSD support now. (These are career-ending, life-harming, mentally dangerous events.)

# Common Perpetrator Traits

Early exposure to violence, bullying, abuse.

Mental health history: troubled and troubling.

Desire for revenge. *

No remorse, if they survive.

Targeted violence.

Narcissistically entitled.

Suicidally depressed; homicidally depressed.

The desire to be infamous.

* Might be stopped by fair, empathic, humane treatment.

Pathway to Workplace
Targeted or Intended Violence
Attack
Probing & Breaches
Pre-attack Preparation
Research & Planning an Attack
Violent Ideation
The Grievance
Escalation
De-Escalation

**Disconnected, disaffected, depressed, driven to act, desire for revenge, desperate, dangerous.**

The Broken Bridge of Self-Esteem:
No Empathy or Regard for Self or Others

"I want to outdo my idols. I want international attention. I want to be infamous. You can only kill me once. My actions will live on."

**Motive + Opportunity = Threat Potential**

# Types of Threats

Direct

clear statements of harm

Veiled

indirect, vague, or subtle statements

Conditional

If-then threats

Implausible

unrealistic statements

Hunters versus Howlers?

# Not Profiles or Labels: Behaviors

Troubled or troubling?

Angry?  Depressed?

Religious zealotry; connection to terror groups?

"Injustice Collector"? Hypersensitive? Brittle personality?

Substance abuser?

Bully or bullied?

Significant life or off-the-job problems with no support?

Acquired or practiced with a firearm?

Talks of using violence or workplace or school violence cases?

Other people are concerned? Third-party threats?

Hunter or Howler?

"On the path" and moving from ideas to actions?

# Threat Assessment Teams
## ("Our Safety and Security Stakeholders")

CEO or equivalent
HR
Law Enforcement
Legal Counsel*
Risk Management / Safety
Facilities Director
IT Manager

EAP or Behavioral Health Clinicians
Department Heads
Labor Relations
Union Reps
PIO
Managers
TM Consultants

(* Keeps all case notes.)

Threat Assessment versus Threat Management?

# The Value of SIRs

Security Incident Reports (SIRs) help us in many ways:

Creates leverage to ask for security devices and improvements, staff training, response, or policy changes.

Demonstrate security, safety, and service due diligence on our part.

Documents what happened for after-action review by internal and external entities: agency leaders and managers, plaintiff's lawyers, risk management, electeds, HR, police, prosecutors, media, public.

Helps to create staff responsibility and accountability.

# 10 Beliefs People Have About Active Shooters

1. They think these perpetrators are invincible or unstoppable because they may be armed with semi-automatics, multiple magazines, or long guns.
2. Many do not understand these shooters know they only have about 5 to 10 minutes to kill as many people as possible before the police arrive.
3. They believe the police will be able to recognize the shooter based only on his holding a gun.
4. Many don’t realize these shooters have a target list.
5. An alarming number of people believe that lying on the floor and pretending to be dead will save them from being killed.

# 10 Beliefs People Have About Active Shooters

6. Many may believe the shooter will not fire through a wooden door or tinted glass.

7. Many believe that while engaging the shooter and clearing the building the police will provide them with first-aid.

8. Many may still think that the sound of gunshots is either firecrackers or a car backfiring.

9. People may not recognize responding police officers, especially if they are in plainclothes or tactical gear.

10. Many will not understand the value of post-traumatic stress debriefings after the incident is over.

* 11. They need to give the first-responders their key cards.

# Important Themes

These attackers are there to kill, not talk. You cannot negotiate your freedom from them.

They have a short window of time – 5 to 10 minutes – to do what they planned to do, before the police arrive.

The police response will involve lots of different armed people, wearing different uniforms. Tell staff to be ready for that.

Provide staff with basic first-aid training (especially tourniquets).

Train staff to give the 911 dispatchers and arriving police as much information as they can – direction, description, clothing, type of weapon, number of people shot.

Be prepared to fight. They are not Navy SEALS. You can win.

Tell yourself you and your colleagues will survive.

Filmed July 2012, just two weeks before the Aurora, CO movie theater shootings that left 12 dead.

A joint project with DHS and the City of Houston, TX.

Nearly 50 million views on YouTube.

RUN. HIDE. FIGHT.

csu The California State University

# The "Active Shooter or Armed Attacker" Response

Knowing the Outs:

Where?

**Run** (Get Out, Evacuate)

**Hide** (Lock Out, Barricade)

Keep Out

Spread Out

**Fight** (Take Out, Protect)

Cover vs. Concealment?

A 15-minute Drill

# Best and Not-the-Best Safe Rooms

| | |
|---|---|
| Lockable door | Unlockable door |
| Windowless | Windows with no blinds |
| One entry/exit door | No door, half door, glass door |
| Sturdy door frame | Too many entry/exit points |
| Accessible light switch | Uncovered natural light |
| Off the main hallway | On the main traffic path |
| Barricade objects inside | Nothing to hide behind |
| Phone line installed | No phone, flashlight, supplies |
| Defense items available | Nothing to use in defense |
| Perfect world: first-aid supplies, blankets, water | Imperfect world: lights out, get on the floor, be quiet |

# Personal Protection

Stay in **Condition Yellow**.

Slow down your breathing.

Pay attention to personal space; use an offset, bladed stance. Walk and talk.

Use proxemic barriers.

Protect yourself with "Secret Service Hands."

# Reminders

Stop operating under the “Myth of No Past Problems.”

Access control for your four spaces: public, semi-public, semi-private, private.

Make certain you know: evacuation routes; code words or PA instructions; location of AEDs, fire extinguishers, earthquake kits, and first aid kits (and how to use a tourniquet on yourself or others); and how to dial 9-1-1 (Landlines or cell phones are answered differently.)

# Reality Check

These events are both catastrophic and rare.

The majority of these incidents are committed by male “Lone Wolf” actors. They may use guns, edged weapons, or vehicles.

No shooter has breached a secured door and killed employees or students. No shooter has ever pretended to be the police.

We can’t “predict violence,” but we can assess dangerous, threatening, or pre-attack behaviors. We can listen for third-party threats and “leakage.”

Our greatest strengths are: employee and management vigilance; rapid but measured responses; partnerships with our safety and security stakeholders; training, plans, and drills.

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