Responding to and Recognizing Workplace Violence

Reprinted from the U.S. Department of Homeland Security “Active Shooter How to Respond” Informational Booklet

The recent shooting at a church in France as well as school shootings and related incidents in workplaces throughout the nation have prompted organizations to take action to prevent these tragedies. The following information, reprinted from the document “Active Shooter How to Respond” published by the U.S. Department of Homeland Security, is intended to provide your organization with helpful information on the profile of an active shooter, how to respond if an active shooter is in your workplace, and recognizing potential workplace violence.

Profile of an Active Shooter

An Active Shooter is 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.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Good practices to follow for coping with an active shooter situation include:

- Be aware of your environment and any possible dangers.
- Take note of the two nearest exits in any facility you visit.
- 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.
- 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 him/her.
- CALL 911 WHEN IT IS SAFE TO DO SO!

How to Respond When an Active Shooter is in Your Vicinity

Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.

1. Evacuate
   If there is an accessible escape path, attempt to evacuate the premises. Be sure to:
   - Have an escape route and plan in mind
   - Evacuate regardless of whether others agree to follow
   - Leave your belongings behind
   - Help others escape, if possible
   - Prevent individuals from entering an area where the active shooter may be
   - Keep your hands visible
   - Follow the instructions of any police officers
   - Do not attempt to move wounded people

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- Call 911 when you are safe

2. Hide out
   If evacuation is not possible, find a place to hide where the active shooter is less likely to find you. Your hiding place should:
   - Be out of the active shooter’s view
   - Provide protection if shots are fired in your direction (i.e., in an office with a closed and locked door)
   - Not trap you or restrict your options for movement

To prevent an active shooter from entering your hiding place:
- Lock the door
- Blockade the door with heavy furniture
- If the active shooter is nearby:
  - Lock the door
  - Silence your cell phone and/or pager
  - Turn off any source of noise (i.e., radios, televisions)
  - Hide behind large items (i.e., cabinets, desks)
  - Remain quiet

If evacuation and hiding out are not possible:
- Remain calm
- Dial 911, if possible, to alert police to the active shooter’s location
- If you cannot speak, leave the line open and allow the dispatcher to listen

3. Take action against the active shooter
   As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:
   - Acting as aggressively as possible against him/her
   - Throwing items and improvising weapons
   - Yelling
   - Committing to your actions

Recognizing Potential Workplace Violence
An active shooter in your workplace may be a current or former employee, or an acquaintance of a current or former employee. Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee. Alert your Human Resources Department if you believe an employee or co-worker exhibits potentially violent behavior.

Indicators of Potential Violence by an Employee:
Employees typically do not just “snap,” but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include one or more of the following (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance or hygiene
- Depression/withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about “putting things in order”
- Behavior which is suspect of paranoia, (“everybody is against me”)
- Increasingly talks of problems at home
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes

To view the Department of Homeland Security’s “Options for Consideration Active Shooter Preparedness” video, log on to:


Self-Inspection of Fire Protection Equipment

Fire protection equipment plays a critical role in reducing property damage and casualties related to fires. Due to the intermittent use of this equipment, Parish leadership should institute a program for periodic inspection, testing and maintenance of fire protection equipment to ensure it will be fully functional for use during an emergency.

Inspection Team
Parish leadership should designate who will be responsible for monitoring the inspection program. This is typically part of the Facility Manager’s responsibilities. This individual will be responsible for coordinating the inspections and reporting back to leadership regarding any deficiencies that need to be addressed.

Next, you will need to select the qualified individuals who will be responsible for conducting the actual inspections. These individuals must possess the appropriate mechanical skill set and knowledge base to be considered qualified for this assignment. The primary individuals responsible should be chosen along with an adequate number of back-up staff members to perform the inspections when those designated are ill or on vacation. Once appointed, they will need to be trained on the facility’s equipment and the established procedures pertaining to your specific self inspection program. Training should familiarize staff members with the operation, maintenance and testing of the facility’s fire protection equipment. Leadership should make copies of the manufacturers’ equipment manuals and maintain them in an established centralized location for staff members to reference if needed.

Keep in mind you will need to take into account the experience level of your staff when differentiating between the tasks that can be completed in-house and those that would need to be contracted out.

Inspection Form
In order for a self inspection program to be beneficial and effective, it must be tailored specifically to your facility. You will need to develop a customized inspection report form to use during the self inspections. An initial survey of your entire facility’s fire protection equipment will determine the areas that need to be addressed on the inspection form. The form should outline the following:

- Listing of fire protection equipment to be inspected
- Scheduled frequency for testing
- Method of inspection (visual, physical operation, testing of operation mechanism, etc.)
- Written established procedures
- Person responsible for completing the inspection
- NFPA Code related to the equipment

Completing the Inspection
Once developed, the inspection form should be completed during each self inspection. The inspector should utilize the form as a checklist to guide their inspection. This prevents any areas from being accidentally overlooked or from the inspector forgetting to note something they observed during their inspection. These inspection forms serve as inspection records and must be maintained within your facility.

Leadership should establish a procedure for reviewing the inspection reports that are completed. This will not only verify that the inspections are being completed as scheduled but also keeps leadership informed on the status of the facility’s fire protection equipment and any deficiencies that may need to be addressed. It is the responsibility of leadership to attend to any deficiencies and ensure that they are rectified in a timely manner. Due to the nature and necessity of fire protection equipment, prompt repair is essential.

There may be some equipment that your staff is not qualified to perform maintenance on. When using a contractor to complete any of your maintenance, testing or inspections, a leader or staff member from your parish should accompany the contractor throughout the entire visit. This will allow the accompanying staff member to become familiar with the equipment should they need to operate it in the event of an emergency. A written report should be obtained from the contractor and should include completed self inspection forms.

Self inspections play a vital role in keeping your Parish safe and compliant. It is essential to develop and implement a program that is customized to your facility and its fire protection equipment. Proper inspection and maintenance of this equipment will ensure that it will be ready and functioning properly in the event of an emergency.
How to Prevent Shoulder Injuries

The following tips are designed to help you prevent shoulder injuries:

- Stay in good physical shape. Strengthen your wrist, arm, shoulder, neck and back muscles to help decrease stress on your shoulder. Perform stretching and range of motion exercises for arms and shoulders.

- Warm up and stretch before any activity. Stretch after exercise to keep hot muscles from shortening and cramping.

- Don’t carry objects that are too heavy.

- Avoid catching falling objects.

- Use the correct body mechanics during activities, such as lifting, so you do not strain your shoulder.

- Avoid overusing your arm by doing repeated movements. This can injure your bursa or tendons. Try alternating hands during daily activities in which you make repeated arm movements. If sore, use rest, ice, compression and elevation (RICE) for treatment.

- Avoid keeping your arms raised above your head for long periods of time, such as when painting a ceiling. If you must complete tasks that require arms to be in this position, take frequent breaks.

- Keep your bones strong by eating a nutritious diet with enough calcium and vitamin D (helps your body absorb calcium). Calcium is found in dairy products, dark green, leafy vegetables, and other foods.

- Exercise and stay active as much as possible. It is best to do weight-bearing exercise for at least 2 hours per week, or for 30 minutes, 5 days a week. In addition, resistance exercises are recommended for at least 2 days a week.

- Don’t drink more than 2 alcoholic beverages a day if you’re a man, or 1 drink a day if you’re a woman. People who drink more than this are at risk for osteoporosis.

- Stop smoking. Smoking increases your risk of developing osteoporosis, and interferes with blood supply and healing.