

# Workplace Violence

An Overview

MCCCD Department of Public Safety



Chandler-Gilbert Mesa Estrella Mountain Glendale Scottsdale Phoenix  
Paradise Valley Gateway South Mountain Rio Salado

# Workplace Violence Defined



- Any act where a person is abused, intimidated, threatened, or assaulted in the workplace.
- Not just assaults or shootings!
- Threats.
- Harassment.
- Stalking.
- Damage.

# Four Types of Workplace Violence



The person committing the crime:

1. Has no relationship to the workplace (random).
2. Is the recipient of a service, or other outside connection (vendor, etc.)
3. Has an employment relationship (current or past).
4. Has a personal relationship with an employee (current relationship or past relationship).

Your workplace assessment and programs should address incidents of all four types.

# The Riskiest Jobs



- Police officers.
- Security guards and prison guards.
- Taxi drivers.
- Bartenders.
- Mental health professionals.
- Gas station attendants.
- Convenience store and liquor store clerks.
- Teachers.

# No Workplace Connection



- On July 20, 2012, James Holmes committing a mass shooting inside an Aurora, Colorado movie theater.
- He killed 12 people and injured 70 others.



# No Workplace Connection



In January, 2015, Chicago cab driver Chinedu Madu was shot and killed in a robbery.

The suspect, with five drug convictions on his record, got away with less than \$100.

In April, 2015, 35 year-old Seth Martin killed Phoenix Circle K clerk John Still, age 46.

Martin was arrested after video led to leads that identified him.

# Service Recipients



- 55 year-old Stephen Pasceri shot 44 year-old heart surgeon Michael Davidson, in a Boston hospital, before committing suicide.
- Davidson had been the surgeon for Pasceri's mother, who later died.



# Employment Related



- On August 20, 1986, postal worker Patrick Sherrill pursued and shot 20 coworkers, killing 14, before committing suicide.
- His act resulted in the term "going postal."





# Employment Related



- On December 7, 1987, Pacific Southwest Airlines former employee David Burke killed the pilots of a commuter jet, crashing the plane, and killing all 43 people on board.



# Personal Relationships



- In 2011, 44 year-old Scott Dekraai killed his ex-wife and seven other victims inside a Seal Beach beauty salon.



# Impact of Workplace Violence



- Some 2 million people each year report some type of workplace violence.
- Employers lose an estimated 1.8 million work days each year due to workplace violence.
- The average cost to American businesses each year lost to workplace violence is estimated at \$36 billion.
- It's estimated that 25 percent of workplace violence goes unreported.

# Why Be Concerned About Workplace Violence?



- It avoids exposure to liability and litigation.
- A good program contributes to the safety of employees.
- Employers have a duty to provide a safe work environment.
- It makes sound business sense.

# Legal Issues Involved In Workplace Violence Lawsuits



- Lawsuits often involve:
  - Negligent hiring.
  - Negligent retention.
  - Negligent supervision.
  - Inadequate security.

# OSHA Duties



- Each employer:
  - Shall furnish to each employee a place of employment which is free from recognized hazards that are causing or likely to cause death or serious physical harm to employees.
  - While not specified, this includes prevention and control of workplace violence.

# Elements of a Workplace Violence Prevention Program



- Management commitment and employee involvement.
- Strong policy.
- Worksite analysis.
- Hazard prevention and control.
- Training and education.
- Record keeping and evaluation.
- Employee assistance programs.

# Management-Employee Commitment



- Essential for an effective program.
- Create a clear policy prohibiting any form of violence.
- Encourage reporting.
- Prohibit reprisals to those who report acts.
- Maintain zero tolerance for violent acts.
- Investigate and take action on all reports.
- Maintain a culture of respect.



# Multidisciplinary Threat Assessment Teams



- Threat assessment vs. behavioral intervention.
- A good team requires a number of business disciplines:
  - Police (or security/public safety).
  - Management.
  - Legal support.
  - Human resources.
  - Student affairs (schools).
  - Psychological services.

# Common Traits of Violent Workers



The following characteristics are the most common in those who commit workplace violence

- History of violent behavior. This includes any involvement with the criminal justice system
- Middle-aged white male
- Upset with only having low-level tasks to do
- Bitter and unhappy
- No job security
- Problems growing up, including bad grades in school, abusive parents, etc.
- Substance abuse, including taking heavy medication

# General Suspect Factors



- Mental illness.
- Substance abuse.
- Bullying behavior.
- History of violence or bad employment behavior (proper screening can prevent this).
- Lack of respect for rules or authority.
- Life changes (job, school, relationships).
- Threats or fascination with violence or weapons.

# The Pathway to Violence



- The "grievance".
- Violent ideation.
- Research and planning the attack.
- Pre-attack preparation.
- Probing and breaches.
- Attack.

# The Grievance



- Sense of Injustice.
- Sense of Mission.
- Sense of Loss.
- Sense of Destiny.
- Desire for Revenge.
- Desire for Recognition or Fame.

# Violent Ideation



- Discusses with others.
- Identification with other assassins.
- Violence is the only alternative.
- Fascination with weapons.
- Fixation on anniversaries.

# Research and Planning



- Stalking.
- Target research.
- Suspicious inquiries.
- Information gathering.
- Surveillance.
- Boundary probing.
- Testing security.

# Pre-Attack Preparation



- Acquiring weapons.
- Assembling equipment.
- Arranging transportation.
- Observing significant dates.
- Conducting final-act behaviors.
- Costume.



# Probing and Breaches



- Circumventing security.
- Lethal approach.
- Surreptitious approach.
- Boundary probes.
- Surveillance.

# Threat Evaluation



- Remember JACA.
- Evaluate whether the person feels:
  - Justified in their use of violence.
  - Alternatives to their use of violence.
  - Consequences are not feared.
  - Ability to carry out the threat.

# The Threat Assessment Process



- Identify the person (s) of interest.
- Gather information (investigate).
- Assess and evaluate the information.
- Manage the situation:
  - The subject.
  - The circumstances (stress factors).
  - The victim (s).
  - The target (s).

# Threat Enablers



- Violence Preoccupation.
- Intent and threats.
- Others are concerned.
- Recent or impending losses or significant stress.
- Entitlement and negative attitudes.
- Noncompliant or menacing behaviors.

# Threat Enablers (con't)



- Capacity and actions preparatory for violence.
- Extreme moods.
- Real provocations or destabilizers.
- Irrational thinking.
- Substance abuse.
- Known history of violence, criminality, or conflict.

# Threat Inhibitors (Stabilizers)



- Positive personal attachments.
- Remorse is genuine for transgressions.
- Obeys limits set by employer or authorities.
- Takes sanctioned actions to address “wrongs” and setbacks.
- Enjoys life and freedom.
- Coping skills are positive.
- Treatment compliance.

# Behavioral Intervention



- Don't tolerate bad behavior - it escalates.
- Use a multi-disciplinary team to manage behavior:
  - The police (if acts approach criminal violations).
  - Management.
  - Human Resources.
  - Behavioral health professionals.
  - Legal advisors.

# Behavioral Intervention



- Intervention can include many actions:
  - Discipline.
  - Referral for behavioral health counseling.
  - Suspension.
  - Termination.
  - Arrest.



# What To Do During An Act Of Violence



- Run
- Hide
- Fight
- Discussion...

# Safe Terminations



- Prepare and plan:
  - Will the employee react emotionally (history?)
  - Who will conduct the termination meeting?
  - Who should witness the meeting?
  - What will be done with the employee's personal possessions?
  - When will the employee be told of the meeting? (Planned versus surprise).
  - How will remaining staff be told?

# During The Termination Meeting



- Make a written script - keep it brief.
- Don't use your office - choose space with escape options and privacy.
- Consider a panic button and CCTV.
- Ensure security is available if necessary.
- Be calm and respectful.
- Answer questions promptly.

# After The Termination Meeting



- Collect keys and employer property.
- Allow the employee to retrieve personal property.
- Severance pay.
- Continue medical benefits and other assistance programs.
- Separation agreement.
- Be respectful in front of other employees.

# Physical Security



- Evaluate potential threats to the workplace.
- Evaluate the need for open access versus ability to control access to a workplace (this depends on the business).
- As appropriate, employee access control.
- Enforce ID policies for access.
- Evaluate security for property border, fences and gates, parking lots, entrance doors, and interior doors.
- Evaluate need for safe rooms.

# Crime Prevention Through Environmental Design



- CPTED is a multi-disciplinary approach to deterring criminal behavior through environmental design.
- Natural environment, barriers, and lighting are all factors to assess to design a safe workplace.
- Establish barriers to prevent access by cars.
- Secure entrances.
- Minimize locations criminals can hide.
- Perimeter barriers can be man-made (fences or walls) or natural (hedges, canals, etc.)


# Discussion and Questions



# Questions?

# Active Shooter/Emergency Response Guides






**SCOTTSDALE COMMUNITY COLLEGE**  
**ACTIVE SHOOTER RESPONSE GUIDE**  
 SCC Public Safety: 480.423.6175

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**CRITICAL ACTIONS TO TAKE**

<p style="text-align: center;"><b>FIGURE OUT</b>                  These are the first critical moments!</p> <ol style="list-style-type: none"> <li>1. <b>STAY CALM</b> – your behavior &amp; actions will influence others!</li> <li>2. <b>Figure out what is going on, or happening?</b></li> <li>3. <b>Trust your instincts</b></li> <li>4. <b>What is the threat?</b> <ol style="list-style-type: none"> <li>a. Active Shooter</li> <li>b. Multiple Assaults</li> <li>c. Type of weapons – handguns, rifle</li> <li>d. Explosions</li> </ol> </li> <li>5. <b>Where is the threat?</b> <ol style="list-style-type: none"> <li>a. Vicinity or nearby</li> <li>b. Same area or building</li> </ol> </li> <li>6. <b>What are your options?</b> <ol style="list-style-type: none"> <li>a. Get out – Hide out – Take out</li> </ol> </li> <li>7. <b>What is your best course of action?</b></li> <li>8. <b>How can you maximize your survivability?</b></li> </ol>	<p style="text-align: center;"><b>GET OUT</b>                  If you think it is safe to flee</p> <ol style="list-style-type: none"> <li>1. <b>Exit the area or building immediately.</b></li> <li>2. <b>Notify anyone you may encounter to exit the area too.</b></li> <li>3. <b>Go to a safe location.</b></li> <li>4. <b>Call 911 or SCC Public Safety.</b></li> <li>5. <b>Give the dispatcher the following information</b> <ol style="list-style-type: none"> <li>a. Your name</li> <li>b. Your location</li> <li>c. Location of incident</li> <li>d. Number of shooters &amp; types of weapons (if known)</li> <li>e. Description of shooter (if known)</li> <li>f. Other relevant information – wounded, hostages etc.</li> </ol> </li> </ol>
<p style="text-align: center;"><b>HIDE OUT</b>                  If it is safer to shelter-in-place because the threat is too close</p> <ol style="list-style-type: none"> <li>1. <b>And just as importantly to keep the threat out!</b></li> <li>2. <b>Lock and/or barricade the doors.</b></li> <li>3. <b>Call 911 or SCC Public Safety</b></li> <li>4. <b>Give the dispatcher the following information:</b> <ol style="list-style-type: none"> <li>a. Your name</li> <li>b. Your location</li> <li>c. Location of incident</li> <li>d. Number of shooters &amp; types of weapons (if known)</li> <li>e. Description of shooter (if known)</li> <li>f. Other relevant information – wounded, hostages etc.</li> </ol> </li> <li>5. <b>Turn off lights.</b></li> <li>6. <b>Close blinds.</b></li> <li>7. <b>Block windows.</b></li> <li>8. <b>Turn off radios and computer monitors.</b></li> <li>9. <b>Keep occupants calm, quiet &amp; out of sight.</b></li> <li>10. <b>Keep yourself out of sight &amp; take adequate cover and protection.</b></li> <li>11. <b>Silence cell phones.</b></li> </ol>	<p style="text-align: center;"><b>TAKE OUT</b>                  If faced with an imminent attack take steps to protect and defend yourself</p> <ol style="list-style-type: none"> <li>1. <b>Commit to action.</b></li> <li>2. <b>This is definitely not the time or place to be timid or Indecisive!</b></li> <li>3. <b>Formulate a plan.</b></li> <li>4. <b>Spread out.</b></li> <li>5. <b>Utilize the element of surprise to your advantage.</b></li> <li>6. <b>Strike swiftly, hard and don't give up.</b></li> <li>7. <b>You may get hurt, but you can survive.</b></li> </ol> <div style="text-align: right; margin-top: 20px;">  <p style="font-size: small;">Provided by the                  SCC Department of Public Safety</p> <p style="font-size: x-small;">An EEO/AA Institution</p> </div>




# New Active Shooter Response



- Run
- Hide
- Fight

# Active Shooter/Emergency Response Guides





**SCOTTSDALE COMMUNITY COLLEGE**  
**EMERGENCY RESPONSE QUICK-REFERENCE GUIDE**  
 Dial 911 for the fastest response for police, fire or medical assistance  
 Also contact SCC Public Safety; 480.423.6175

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**CRITICAL ACTIONS TO TAKE**

**Safety Escorts:** The SCC Public Safety Department provides safety escorts to your car. Contact Public Safety at 480.423.6175

**WHAT TO KNOW FIRST:**  
**Your surroundings & locations of:**

- Building exits & evacuation routes.
- Outside assembly areas.
- Fire alarm pull stations.
- Fire extinguishers.
- First Aid kits & AEDs (Automated External Defibrillator)
- Campus cell boxes (Blue light phones)

**On-campus Communications:**

- Public Safety at 480.423.6175 (24 hours/day)
- Fire call phone in 911: 1st Self-River Police
- From campus phone to 911: 1st Self-River Police
- From emergency cell box to contact Public Safety
- Calls to Public Safety go to ESD and vice versa

**Notification of an emergency may occur by:**

- Buzzing the door
- Emergency call box public address system
- "Clear Exit" message
- Campus telephones
- Word-of-mouth: Auditor (Building Coordinator)

**FIREARM WEAPON ON CAMPUS**

- Call Public Safety immediately at 480.423.6175
- Give a description of the person and type of weapon

**LOCKDOWN**

- Take refuge in offices and classrooms.
- Close & lock all windows & doors, close blinds & shades.
- Turn off lights; remain out of sight from doors and windows.
- Encourage others; avoid speech that unnerves others

**MEDICAL EMERGENCIES**

- Bleeding:** Apply direct pressure over the bleeding area until bleeding stops or paramedics arrive.
- Choking:** Perform the Heimlich maneuver
- Heat exhaustion:** Cool victim; loosen clothing; give water only
- Heat Stroke:** Life threatening. Call 911; cool victim fast-wet cloth, fan, prone position; water only, if not vomiting
- Heart Attack:** If a heart attack is suspected, check for a pulse. If no pulse is detected, begin CPR immediately. Get an AED
- CPR—Prior to starting:** Is victim conscious? If not known, ask if "OK?" If no response, call 911, start CPR.

**CPR**

**Hands-Only CPR:** CPR without mouth-to-mouth rescue breaths. It involves two steps: chest call 911 and push hard and fast on the center of the chest. Don't stop until help or an AED arrives.


- Anyone can perform Hands-Only CPR and everyone should perform it if they aren't confident in their CPR skills or haven't learned conventional CPR.
- Hands-Only CPR is easy to remember and results in delivery of more, uninterrupted chest compressions until more advanced care arrives on the scene.

**CPR Chest Compressions:** Put heel of one hand over the center of the person's chest, other hand on top. Elbows straight, shoulders above hands; use upper body weight, push straight down, compress chest 2 inches; push hard & fast—2 compressions/second, after 30 compressions, recheck for pulse

- If an AED is available, open lid and follow prompts. If not trained in AED, a 911 operator may be able to guide you.
- Continue CPR until either rescue or until emergency personnel arrive and take over.

**First Aid:** If person is conscious but unable to move, DO NOT ATTEMPT TO MOVE THE VICTIM; call 911 or 3875 (Campus Public Safety). Be aware of possible injuries to head, neck & back; wait for assistance. If victim is unconscious and you are unable to locate a heartbeats, administer CPR; get an AED.

Provided by the  
 SCC Department of Public Safety



AN LCCDM Partnership

# Active Shooter/Emergency Response Guides

