

How To Respond

Let's review the key points from the video presentation. In an active shooter situation, you should quickly determine the most reasonable way to protect your own life. You should:

1. **Evacuate:** If there is an accessible escape path, attempt to evacuate the premises.
2. **Hide out:** If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
3. **Take action:** As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter.

Evacuate

If there is an accessible escape path, attempt to evacuate the premises. Be sure to:

- Warn individuals not to enter an area where the active shooter may be.
- 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.
- Call 911 when it is safe to do so.

Hide Out

If safe evacuation is not possible, find a place to hide where the active shooter is less likely to find you.

- Be out of the active shooter's view.
- Provide protection if shots are fired in your direction (i.e., 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.
- Close, cover, and move away from windows.

Keeping Yourself Safe While Hiding

If the active shooter is nearby:

- Lock the door.
- Silence your cell phone and/or pager. (Even the vibration setting can give away a hiding position.)
- Hide behind large items (i.e., cabinets, desks).
- Remain quiet.

Consider the difference between cover and concealment. Cover will protect from gunfire and concealment will merely hide you from the view of the shooter. Choose the best space that is available quickly.

When Evacuation and Hiding Are Not Possible

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.

Take Action

As an absolute last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter:

- Act as aggressively as possible against him/her.
- Throw items and improvise weapons.
- Yell.
- Commit to your actions.

Reactions of Managers or Uniformed Personnel

When an emergency occurs, customers and visitors will look to employees to direct them to safety, as they are familiar with the building and workspace. Employees and customers are likely to follow the lead of managers or uniformed officials during an emergency situation.

During an emergency, managers should be prepared to:

- Take immediate action.
- Remain calm, professional, and prepared to lead.
- Lock and barricade doors.
- Evacuate employees and customers via a viable, preplanned evacuation route to a safe area.

When pre-selecting shelter-in-place locations, consider any safe areas within the facility.

Law Enforcement's Role

Let's review what to expect when law enforcement officials arrive at an active shooter scene.

Law enforcement's immediate purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

The first officers to arrive at the scene will not stop to help injured persons because their first priority is life safety, so they will need to secure the scene first.

When there is an emergency such as an active shooter incident, it is important to remember that officers arriving on scene may be coming from many different duty assignments and will likely be in various types of uniforms and even in street clothes. Do not be surprised by the variances in appearance, as law enforcement officials are trained to react quickly and work together.

Additional Officers and Rescue Teams

Additional officers may arrive in teams. These teams may:

- Wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment.
- Be armed with rifles, shotguns, and/or handguns.

- Use pepper spray or tear gas to control the situation.
- Shout commands, and may push individuals to the ground for their safety.

Emergency medical personnel will also arrive at the scene. Rescue teams will treat and remove any injured persons. These teams may also request able-bodied individuals to assist in removing the wounded from the premises.

How To React

When law enforcement arrives:

- Remain calm, and follow officers' instructions.
- Put down any items in your hands (i.e., bags, jackets).
- Immediately raise hands and spread fingers.
- Keep hands visible at all times.
- Avoid making quick movements toward officers such as attempting to hold on to them for safety.
- Avoid pointing, screaming, and/or yelling.
- Do not stop to ask officers for help or direction when evacuating—just proceed in the direction from which officers are entering the premises.

Information and Assembly Points

After you have reached a safe location or assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned.

Do not leave the safe location or assembly point until law enforcement authorities have instructed you to do so.

To best prepare your employees for an active shooter situation, the first thing you should do is create an Emergency Action Plan.

Create the Emergency Action Plan with input from several stakeholders including your human resources department, your training department (if one exists), facility owners/operators, your property manager, and local law enforcement and/or emergency responders.

The Emergency Action Plan will prepare your employees to respond effectively and help minimize loss of life.

An effective Emergency Action Plan includes:

- A preferred method for reporting fires and other emergencies.
- An evacuation policy and procedure.
- Emergency escape procedures and route assignments (i.e., floor plans, safe areas).
- Contact information for—and responsibilities of—individuals to be contacted under the Emergency Action Plan.
- Information concerning local area hospitals (i.e., name, telephone number, and distance from your location).
- An emergency notification system to alert various parties of an emergency, including:
 - Individuals at remote locations within premises.
 - Local law enforcement.
 - Local area hospitals.

Another important aspect of preparedness is training. The most effective way to train your employees to respond to an active shooter situation is to conduct mock active shooter training exercises. Local law enforcement organizations are an excellent resource in designing training exercises.

Employees should be trained in:

- Recognizing the sound of gunshots.
- Reacting quickly when gunshots are heard and/or when a shooting is witnessed. Training should cover:
 - Evacuating the area.
 - Hiding out.
 - Acting against the shooter as a last resort.
- Calling 911.
- Reacting when law enforcement arrives.
- Adopting the survival mindset during times of crisis.

In addition to developing an Emergency Action Plan and conducting training, you should:

- Ensure that plans, evacuation instructions, and any other relevant information include provisions for individuals with special needs and/or disabilities.

- Ensure that your building is accessible for individuals with disabilities, in compliance with Americans with Disabilities Act (ADA) requirements.

Facility managers should:

- Institute access controls (e.g., keys, security system pass codes).
- Distribute critical items to appropriate managers/employees, including:
 - Floor plans.
 - Keys, and other access-control measures.
 - Facility personnel lists and telephone numbers.
 - Daily schedule.
- Assemble crisis kits containing:
 - Radios.
 - Floor plans.
 - Employee roster and emergency contact numbers.
 - First aid kits.
 - Flashlights.
- Activate the emergency notification system when an emergency situation occurs.

Facility managers should also:

- Ensure that the facility has at least two evacuation routes.
- Coordinate with the facility's security department to ensure the physical security of the location.
- Post evacuation routes in conspicuous locations throughout the facility.
- Place removable floor plans near entrances and exits for emergency responders.
- Include local law enforcement and first responders during training exercises.
- Encourage law enforcement, emergency responders, SWAT teams, canine teams, and bomb squads to train for an active shooter scenario at their location.
- Foster a respectful workplace.
- Be aware of indications of workplace violence and take remedial actions accordingly.

Human Resources Responsibilities

Your human resources department should engage in planning for emergency situations, including an active shooter scenario.

Planning for emergency situations can help to mitigate the likelihood of an incident by resulting in processes such as:

- Conducting effective employee screening and background checks.

- Creating a system for reporting signs of potentially violent behavior.
- Making counseling services available to employees.
- Developing an Emergency Action Plan that includes policies and procedures for dealing with an active shooter situation, as well as after-action planning.

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 supervisor or human resources department if you believe an employee or coworker exhibits potentially violent behavior.

Indicators of Potential Violence

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.

Indicators of potentially violent behavior by an employee may include:

- Depression/withdrawal.
- Repeated violations of company policies.
- Explosive outbursts of anger or rage without provocation.
- Behavior that may suggest paranoia (e.g., “everybody is against me”).
- Escalation of domestic problems into the workplace.
- Talk of severe financial problems.
- Talk of previous incidents of violence.

Report violent acts or threats of violence to your immediate supervisor, security or human resources. Regardless of the type of workplace violence, the chances for prevention improve with increased awareness of potential warning signs and rapid response to a problem.

The IS-106: Workplace Violence Awareness Training course offers more information about violence in the workplace, how to recognize the warning signs, and what actions to take to prevent or minimize violence. While this course is designed specifically for FEMA personnel, it is applicable in all work environments. A link is provided at the end of this course.

Note: This list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies.

Indicators of potentially violent behavior by an employee may include:

- Increased use of alcohol and/or illegal drugs.
- Unexplained increase in absenteeism; vague physical complaints.
- Noticeable decrease in attention to appearance and 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 that may suggest paranoia (e.g., “everybody is against me”).
- Increasingly frequent mentions 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.

Managing the Consequences

After the active shooter has been incapacitated and is no longer a threat, human resources and/or management should engage in post-event assessments and activities, including:

- An accounting of all individuals at a designated assembly point to determine who, if anyone, is missing and potentially injured.
- Determining a method for notifying families of individuals affected by the active shooter, including notification of any casualties.
- Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly.
- Identifying and filling any critical personnel or operational gaps left in the organization as a result of the incident.

Lessons Learned

To facilitate effective planning for future emergencies, it is important to analyze the recent active shooter situation and create an after-action report. The analysis and recommendations contained

in this report are useful for:

- Serving as documentation for response activities.
- Identifying successes and failures that occurred during the event.
- Providing an analysis of the effectiveness of the existing Emergency Action Plan.
- Describing and defining a plan for making improvements to the Emergency Action Plan.

Suggested Actions

- Determine if any other individuals are injured or missing.
- Determine a method for notifying the families of individuals affected by the active shooter.
- Assess the psychological state of individuals at the scene, and refer them to health care specialists accordingly.
- Identify and fill any critical personnel or operational gaps left in the organization as a result of the incident.
- Develop an after-action report, identifying successes and failures of the incident.
- Analyze the effectiveness of the current Emergency Action Plan.
- Begin to develop improvements on the current Emergency Action Plan, including the addition of a second emergency evacuation route.

Active Shooter Booklet, Pocket Guide, and Poster

It is recommended that you download copies of the following resources prior to completing this course. Click on a resource to access each publication:

- [Active Shooter Desk Reference Guide](#): The booklet provides guidance to individuals, including managers and employees, who become involved in an active shooter situation, and discusses how to react when law enforcement responds.
- [Active Shooter Pocket-Sized Reference Card](#): This guide provides a brief overview of how best to respond to an active shooter situation.
- [Active Shooter Poster](#): This poster describes how to respond to an active shooter, as well as how to recognize signs of potential workplace violence.

Active Shooter materials help managers, employees, training staff, and human resources personnel mitigate the risk of, and appropriate reaction to an active shooter situation.

Click on a resource below for additional information:

- [Commercial Facilities Sector Training and Resources](#): This Web site provides various resources for the Commercial Facilities Sector, including three courses, links to subsector tools and webinars, and informational videos.
- [IS-106.12 Workplace Violence Awareness Training](#): This course offers more information about violence in the workplace, how to recognize the warning signs, and what actions to take to prevent or minimize violence.
- [IS-120.a An Introduction to Exercises](#): This course introduces the basics of emergency management exercises and builds a foundation for subsequent exercise courses, which provide the specifics of the Homeland Security Exercise and Evaluation Program (HSEEP).
- [IS-130 Exercise Evaluation and Design](#): This course introduces the basics of emergency management exercise evaluation and improvement planning.
- [Lessons Learned Information Sharing](#): This information and collaboration resource serves as the national, online network of lessons learned, best practices, and innovative ideas for the emergency management and homeland security communities.
- [Safety Guidelines for Armed Subjects, Active Shooter Situations, Indiana University Police Department \(April 2007\)](#): This document provides an overview of how to respond to varying active shooter scenarios, as well as what to expect from responding police officers.
- [Safety Tips & Guidelines Regarding Potential “Active Shooter” Incidents Occurring on Campus, University of California Police](#): This document defines an active shooter, and provides tips and guidelines for responding to active shooter scenarios.
- [Shots Fired, When Lightning Strikes \(DVD\), Center for Personal Protection and Safety \(2007\)](#): This DVD provides strategies to prevent and survive active shooter situations.
- [How to Plan for Workplace Emergencies and Evacuations, U.S. Department of Labor, Occupational Health and Safety Administration, OSHA 3088 \(2001\)](#): This booklet provides a general overview of dealing with emergency situations, including developing an evacuation plan, training employees, and utilizing



resources.

[<<< Back](#) [Next >>>](#)

Course Summary

In the event of an active shooter situation:

- **Evacuate**
 - Attempt to evacuate.
 - Have an escape route and plan
 - Leave your belongings
 - Keep your hands visible
- **Hide**
 - Find a place to hide
 - Block entry and lock doors
 - Remain quiet and silence your cell phone or pager
- **Take Action**
 - As a last resort, try to incapacitate the shooter
 - Act with physical aggression

Remember to always:

- Take note of the two nearest exits in any facility you visit.
- Be aware of your environment and any possible dangers.

CALL 911 WHEN IT IS SAFE TO DO SO!

Student ID Number

Your Social Security Number is used as your student identification number. This data is encrypted at the time it is entered on the form prior to transmission. It is maintained in a secure government database and not distributed to any other source.

1. If you want this office to assign your account an alternate student ID number, fax your name, phone number, shipping address, and email address, along with a photocopy of your voter registration card, U.S. passport or birth certificate to: (301) 447-1201, or mail your request to:

EMI - Independent Study Program
16825 South Seton Avenue
Emmitsburg, MD 21727-8998

-
2. You **must wait** to receive your student ID number **before** you submit your exam. You will then be able to use this nine-digit number in lieu of your SSN.