

## WORKPLACE VIOLENCE EXERCISE – FACILITATOR HANDOUT

The goal of the Workplace Violence exercise is to provide a forum for supervisors across campus to engage their staff in a 30-60 minute discussion about how they would respond to a specific violent event in their individual work areas. As part of these exercises, supervisors may also ask staff to walk through their respective work areas to physically assess their exit routes or lockdown procedures based on the scenario discussed.

These exercises can take place at your convenience between April 3 – April 14, 2017.

To help supervisors facilitate these sessions we've compiled some resources. Attached you will find:

- Tips for facilitating a discussion about workplace violence p.2
- A step by step guide for exercise facilitators p.3
- 3 customizable exercise scenarios p.4
- Active Shooter procedures p.5
- Lockdown procedures p.6
- Frequently Asked Questions p.7
- Exercise feedback and evaluation form p. 9
- Handout for participants with general guidelines on how to survive an active shooter event, campus resources, and an Individual Emergency Action Plan Form to complete p. 11

### **Training is available for Facilitators**

- Monday April 3 at 2pm in Crellin 151 or
- Monday April 10 at 2pm in Crellin 151

Two debriefs will be held - Friday April 7 and April 14. Both sessions will be at 2pm in Crellin 151. You need only attend one session. If you are unable to join us, we still welcome and appreciate your [feedback](#).

## TIPS FOR FACILITATING A DISCUSSION ABOUT WORKPLACE VIOLENCE

The thought of an armed individual on campus is an unsettling image and one that some of us do not want to think about. Asking people to mentally rehearse how they would respond to such an event may evoke some anxiety and discomfort.

However, there is evidence that imagining such things ahead of time produces a psychological “inoculation effect” which promotes greater psychological resilience and leads to a more effective response in the event of an actual emergency.

When facilitating discussions about violence on campus remember that everyone interprets these scenarios a little differently. Some members of your group may automatically think of the worst possible scenario while others will deny that such an event could ever happen on our campus.

Please encourage anyone who wants to share their views to do so. Validate the person’s concerns and briefly try to explore what would make them feel more at ease.

To be an effective facilitator, consider your own level of comfort in talking about the topic.

- Prepare yourself with what your own plan would be if you were suddenly involved in a workplace shooting.
- Visualize your work environment. Are there exits close by? If possible, could you escape without travelling down long corridors or further exposing yourself to danger? Would it be safer for you to stay where you are and secure yourself in an office or conference room? Because your response will be dependent on where the perpetrator is located, think through a few scenarios yourself. Walk through your work areas, identify possible escape routes, and practice Lockdown procedures.
- Once you are comfortable with your own response, please spend a few minutes reviewing the Department of Homeland Security’s advice on surviving an active shooter event as well as some of the resources contained in this package.

## **A STEP BY STEP GUIDE FOR EXERCISE FACILITATORS**

Thank you for taking 30-60 minutes to engage in a tabletop discussion about violence in your workplace. A tabletop exercise is a group discussion that examines a scenario and asks individuals to consider their own response to a fabricated situation. Tabletop exercises do not include simulations however; we recommend encouraging staff to walk their escape routes, hiding locations, and practice lockdown procedures.

Spending time mentally, emotionally and physically preparing for any emergency has been proven to greatly increase a person's ability to react when faced with a threatening situation.

Our goal in conducting these exercises is to:

- Prepare individuals on campus for managing a violent or threatening event in their workplace
- Challenge participants to consider what their personal response would be in situations where they are in immediate danger
- Identify gaps in our workplace violence procedures

### **2. IN ADVANCE OF THE DRILL**

- Determine when the discussion will take place, e.g. during a weekly staff meeting
- Customize the exercise scenarios on page 4 to reflect your work environment
- Decide if you will discuss the scenario with staff in their work space area or in a meeting room
- Decide if staff will also be asked to physically practice their response (exit routes or hiding place)
- Advise your participants of the drill and scope
- Familiarize yourself with the guidelines for Active Shooter events, Lockdown procedures and the violence prevention policy PM 34
- Decide if you will show the Department of Homeland Security Active Shooter video
- Make copies of the participant handout
- If you have additional questions, concerns, or would like more information prior to the exercise, contact Environment, Health and Safety.

### **3. ON THE DAY OF YOUR EXERCISE**

- Convene individuals involved in the exercise. Begin by explaining the format and purpose of the exercise
- Provide participant handout and ask that they complete the individual action planning form during or following the exercise
- Discuss at least one scenario that you have customized to reflect your work environment.

### **4. AFTER THE DRILL: DEBRIEF PARTICIPANTS**

Please use the attached debrief form to capture information. Typically the debrief immediately following the exercise but can be done at another time

- Their understanding of how to respond to acts of violence in their work area
- Understanding of resources available on campus
- Their opinion on the effectiveness of the drill
- Facilitators are invited to represent their Division/Department in a short debrief

## SCENARIOS

*If time permits additional scenarios can be discussed.*

### EXERCISE

#### ACTIVE SHOOTER SCENARIO

It's business as usual in your work area. Suddenly gunshots are heard coming from \_\_\_\_\_ (fill in the blank). You hear screaming by \_\_\_\_\_ (Customize the location and movement of the assailant further so that individuals can assess if they'd be able to escape or would elect to hide).

#### Questions:

- a. What initial actions would individuals take? Ask individuals to be specific about their actions. For example, one person may respond with, "I'd run into my office and lock the door, turn off the light and put my cell phone on silent." Another individual in a different location might say, "I'd see if I could make it to the back exit. I'd stay lower than the cubicle walls so I wouldn't be visible..." etc. It is important that participants consider the scenario and mentally rehearse what they would do in that situation. Participants can also walk exit routes or practice hiding to assess feasibility of their choice.
- b. Ask participants if they have any concerns about their ability to respond to an active shooter event.

### SCENARIO 2 ARMED ASSAILANT ON CAMPUS – LOCKDOWN SCENARIO

It's business as usual in your work area. You and your colleagues have just received a cell phone alert stating "Armed intruder reported on campus. Lockdown until further notice."

#### Questions:

- a. What initial actions would individuals take? Ask individuals to be specific about their actions. For example, one person may respond with, "I'd stay in my office and lock the door, turn off the light and put my cell phone on silent." It is important that participants consider the scenario and mentally rehearse what they would do in that situation.
- b. Have participants elaborate on why they chose their course of action

### SCENARIO 3 THREATENING BEHAVIOR IN YOUR WORK AREA SCENARIO

A colleague in your Department has grown increasingly agitated over the last few weeks. In meetings he/she are disrespectful and argumentative. This morning he/she kicked a trash can and are now sitting in the break room muttering.

#### Questions:

- a. What initial actions would individuals take? Ask individuals to be specific about their actions.
- b. What resources would people contact to help manage the situation?

## ACTIVE SHOOTERS

### Definition

An active shooter is defined as an individual who is engaged in killing or attempting to kill people in a populated area. Victims may be harmed at random, or an individual may be the initial focus, and additional bystanders may be targeted. The event is typically unpredictable and evolves quickly.

### General Guidelines

The following link is to a video produced by the Department of Homeland Security and provides a detailed description on actions to take if suddenly in the presence of an armed individual. It provides information on the police's perspective and response to an active shooter event.

<http://www.dhs.gov/video/options-consideration-active-shooter-training-video> (DHS)

As the video states, active shooter events are often over within a matter of minutes, before police can arrive on the scene. If you are in the immediate vicinity of an active shooter, you must decide if it is safer for you to run from the area or hide.

If you choose to run:

- Have an escape route and plan in mind
- Leave your belongings behind
- Evacuate regardless of whether others agree to follow
- Help others escape, if possible
- Do not attempt to move the wounded
- Prevent others from entering an area where the active shooter may be
- Keep your hands visible
- Call 5000 when you are safe

If you choose to hide

- Hide in an area out of the shooter's view
- Lock the door or block entry to your hiding place
- Silence your cell phone (including vibrate mode) and remain quiet

Fight as a last resort and only when your life is in imminent danger

- Attempt to incapacitate the shooter
- Act with as much physical aggression as possible
- Improvise weapons or throw items at the active shooter
- Commit to your actions...your life depends on it

It is important to recognize that every emergency situation will be unique. Always use your own judgment and follow directions provided by emergency personnel, (e.g. the Pasadena Police Department and Campus Security) at the time of an incident.

## LOCKDOWNS

A Lockdown is implemented when there is an active threat of violence on campus. During a lockdown, all individuals are to remain secured in place until Law Enforcement or a Caltech Alert advises that the situation has been resolved. Lockdowns are intended to keep individuals away from a dangerous situation while allowing emergency personnel to contain and handle the threat.

### Upon notification to Lockdown

#### Secure

- Secure the space that you are in. If there are no locks, consider barricading the door
- If you are outside and alerted to Lockdown, enter the closest possible building
- If it is safe to do so, share the building with those campus members seeking shelter. Look for Caltech ID's and/or uniforms but always use your judgment.
- Close and lock any windows
- Pull blinds

#### Silence

- Minimize noise
- Keep cell phones turned on but put them on silent mode
- Turn down ringers on desk phones
- Unplug speakers on computers or audio equipment
- Reduce or turn off lights to make yourself less visible in the building.

#### Stay

- Remain in a secure location and wait for instructions from emergency personnel or an official source such as the Caltech Alert Emergency Notification system before exiting the building

Always remain alert throughout an event. It is important to recognize that every emergency situation will be unique. Always use your own judgment and follow directions provided by emergency personnel, (e.g. the Pasadena Police Department and Campus Security) at the time of an incident.

## FREQUENTLY ASKED QUESTIONS

### 1. How are individuals notified of the need to Lockdown?

There are various communication tools available to alert individuals when there is an emergency on campus. In accordance with the Institute's emergency communication protocol, the method for disseminating emergency alerts will be based on the situation and building(s) affected. Notification may come from a text or voice message, a division or departmental administrator, by email or directly from emergency personnel. A variety of emergency notification tools will be used to ensure the message is delivered as quickly as possible.

To register or confirm your contact information, go to: [www.access.caltech.edu](http://www.access.caltech.edu).

### 2. What happens if someone knocks on the door during a lockdown? Should I open it to share my space?

Do not open the door once it has been secured until emergency personnel are at the door or you have received an official "All Clear" alert.

Before securing your door you may consider sharing your space with individuals seeking a space to shelter.

#### a) How do I know that the police are really the police and not the perpetrator?

Emergency personnel will identify themselves; provide identification and will have master keys for all doors. If you have doubt as to the identity of any individual, remain secured inside and request that they open the door.

#### b) What should I do if an individual inside the room I am in insists on opening the secured door, potentially exposing the other occupants?

Individuals who refuse to follow instructions from emergency personnel during a lockdown risk endangering themselves and others. Appealing to the individual's respect for their own safety and the safety of others is encouraged.

### 3. What if I have to use the restroom?

In most cases, restrooms only have one entry/exit and therefore do not offer a secondary means to escape. Restrooms offer limited locations to hide and noises are often amplified in restrooms which can bring attention to your location.

### 4. What other places should be avoided?

#### **Do not travel down long corridors.**

Unless you are very close to an exit, do not travel down long hallways to get to one. Hallways offer limited areas of refuge should you encounter a threatening individual.

#### **Do not assemble in large open areas.**

Generally they do not have doors that can be secured and offer limited areas in which to hide. An assailant may intentionally target these areas believing that they can create a larger impact in populated gathering places. If you find yourself in an open area assess your surroundings and

proximity to adjacent rooms and exits. Should you need to remain in an open area, attempt to put an obstacle or barrier in front of yourself for protection. If it safe to do so, you may consider relocating if you can access a room that can be secured.

## **5. During the lockdown, should I call 5000 to get information?**

Do not call 5000 unless you have immediate concern for your safety, the safety of others or feel you have critical information that will assist emergency personnel in the response.

Knowledge of the location or direction of the threat, having credible information on the location, motivation or intention of the perpetrator(s), or requiring personal emergency assistance would justify a call to 5000.

Keep in mind that making unnecessary calls during an emergency has potential to overload the telephone system, thereby creating additional challenges for emergency response personnel and emergency notification systems.

Consider that when you make any telephone call you risk being heard, potentially exposing your location and jeopardizing your safety. You can email [5000@caltech.edu](mailto:5000@caltech.edu) to report information.

Dispatchers will not be able to provide you with additional information on the situation, expected duration of the event or police response.

## **6. What if the fire alarm is activated during a lockdown?**

If the fire alarm is sounding, Law enforcement recommends remaining where you are and wait for further instructions.

A perpetrator may attempt to have individuals evacuate from their secured rooms by pulling the fire alarm. Emergency personnel will immediately provide instructions to occupants if they are to evacuate or remain secured. Consider your closest exit and an alternate in the event that you are directed to evacuate. Be assured that police would be working with the fire department in evaluating the appropriate response to this type of occurrence.

## **7. What if I encounter or am held hostage by an assailant?**

It is important to recognize that every situation is unique and that you must use your own judgment to protect yourself. Try to stay calm, avoid sudden movements and refrain from provoking the individual.

## EXERCISE EVALUATION AND FEEDBACK FORM

Thank you for participating in this very important exercise. In order for us to make these activities even more meaningful, feedback is very important to us. Please take a few moments to complete this form below or [online](#).

Name of Department \_\_\_\_\_

Facilitator(s): \_\_\_\_\_

Number of participants: \_\_\_\_\_

Which scenario(s) did you discuss?    #1 shooter in your work area    #2 Lockdown alert  
#3 Threatening behavior

1. Were individuals able to think through what initial actions they would take?    Y / N

Please comment

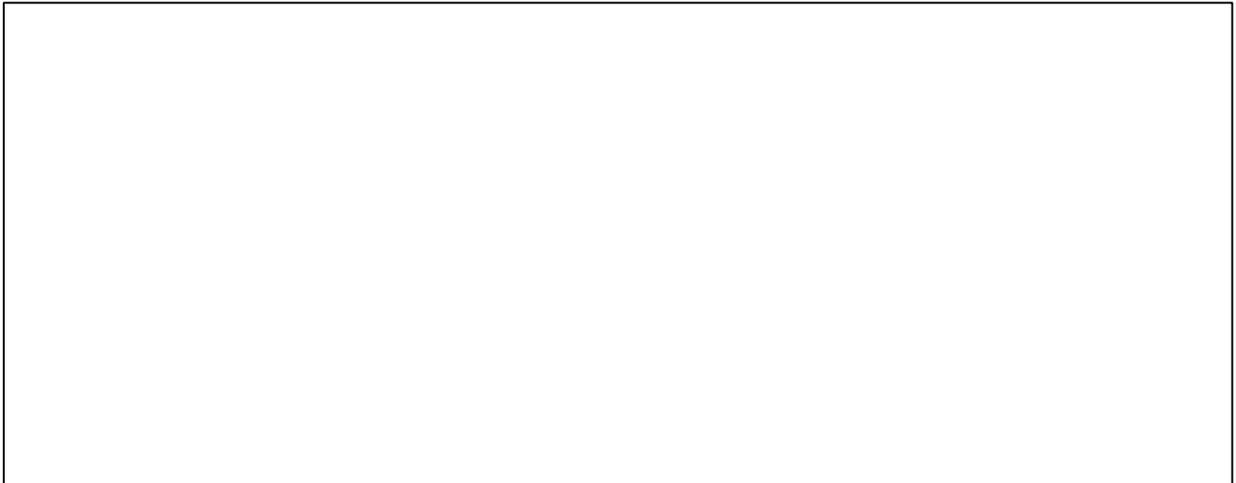
2. Did participants also physically walk exit routes or practice lockdown procedures?    Y/N

3. What was the overall opinion of the exercise?

4. What could be improved to make the exercise a better experience?



4. Other comments



Please return completed forms to Environment, Health and Safety M/C 125-6 or bring to the Debrief session.

# CAMPUS VIOLENCE PREVENTION

# PREPARE. MITIGATE. RESPOND.

## ACTIVE SHOOTER GUIDELINES

Active shooter events are often over within a matter of minutes, before police can arrive on the scene. If you are in the immediate vicinity of an active shooter, you must decide if it is safer for you to run from the area or shelter in place.

### If you choose to run

- Have an escape route and plan in mind
- Leave your belongings behind
- Evacuate regardless of whether others agree to follow
- Help others escape, if possible
- Do not attempt to move the wounded
- Prevent others from entering an area where the active shooter may be
- Keep your hands visible
- Call 5000 when you are safe

### If you choose to hide/shelter in place

- Hide in an area out of the shooter's view
- Lock the door or block entry to your hiding place
- Silence your cell phone and remain quiet

### Fight as a last resort and only when your life is in imminent danger

- Attempt to incapacitate the shooter
- Act with as much physical aggression as possible
- Improvise weapons or throw items at the active shooter
- Commit to your actions...your life depends on it

It is important to recognize that every emergency will be unique. Always use your own judgment and follow directions provided by emergency personnel, (e.g. the Pasadena Police Department and Campus Security) at the time of an incident.

## CAMPUS RESOURCES

### MENTAL HEALTH

If you have a concern over the behavior of faculty, staff or post docs, contact the Staff and Faculty Consultation Center (SFCC) at ext. 8360 or Campus Security ext. 5000

If you have a concern over the behavior of a student, or to assist a student in crisis, contact the Student Counseling Center at ext. 8331 or Campus Security ext. 5000

### EMPLOYEE RELATIONS

Extension 5930  
Violence Prevention PM 34  
[www.hr.caltech.edu/documents/186-pm34.pdf](http://www.hr.caltech.edu/documents/186-pm34.pdf)

### EMERGENCY PREPAREDNESS

Extension 6727  
[www.emergencypreparedness.caltech.edu](http://www.emergencypreparedness.caltech.edu)

ANY INDIVIDUAL WHO  
BELIEVES THERE IS  
IMMEDIATE OR IMMINENT  
THREAT OF VIOLENCE  
SHOULD CALL CAMPUS  
SECURITY AT EXT.5000

# INDIVIDUAL EMERGENCY ACTION PLAN

The TWO EXITS closest to my work area are:

1) \_\_\_\_\_

2) \_\_\_\_\_

My Building's Emergency Assembly Area is:

\_\_\_\_\_

My HIDING location(s) are:

\_\_\_\_\_

\_\_\_\_\_

Things I could use to SECURE my space and things I would use from my work area to PROTECT myself are:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_