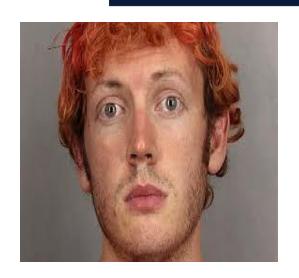


PRELUDE TO AN ACTIVE SHOOTER:
CONSIDERING MEASURES TO REDUCE MASS TRAGIC
EVENTS IN THE WORKPLACE



7-20-12 Aurora, CO - During a midnight screening of the film *The Dark Night Rises*, a suspect dressed in tactical clothing, set off tear gas grenades and shot into the audience killing 12 people and injuring 58 others. The suspect James Eagan Holmes, was arrested outside the cinema minutes later.

JAMES EAGAN HOLMES



ADAM LANZA

12-14-12, Sandy Hook Elementary School, Newtown, CT. 20-year-old Adam Lanza fatally shot twenty children and six adult staff members. Before driving to the school, Lanza had shot and killed his mother Nancy at their Newtown home. As first responders arrived, he committed suicide by shooting himself in the head.

ASSET PROTECTION



FIRED INTO A GROUP OF CHILDREN.

NEWBURG, N. Y., April 9.—While a group of children were playing in front of St. Mary's Parochial School this morning James H. Ferguson, aged 70 years, came along with a shotgun on his shoulder. Without warning or provocation he raised the gun to his shoulder, took deliberate aim, and fired into the rowd of boys. He was sixty feet distant and the charge was of mustard-seed-size shot, consequently none of the children were killed, although several were well filled with lead. One boy, named Barnes, had sixty shot in the face and hands. Ferguson was arrested. It is thought he is demented.



BATH MASSACREMay 18, 1927







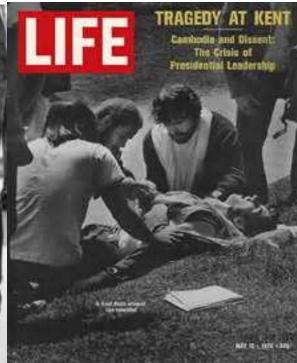




CHARLES WHITMAN (AUGUST 1, 1966)







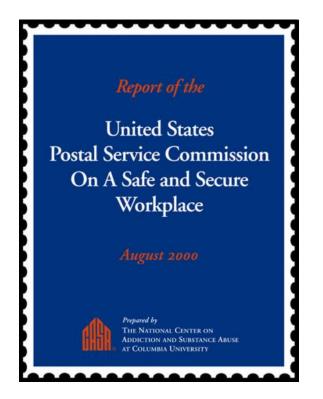


MID 1980'S - MID 1990'S





"GOING POSTAL" MYTH?



TOXIC WORK ENVIRONMENT

- •More likely to be verbally abused by coworkers.
- Believed their coworkers held grudges against them.
- Believed their coworkers had serious mental problems.
- •Agreed that "the use of threats or violence is an effective way to get things done."
- •Managers and supervisors try to provoke employees to violence.





RECENT STUDIES

- •17% of workplace fatalities due to violence.
- •Total 4,609 workplace fatalities, 780 resulted from workplace violence 458 homicides & 242 suicides.
- •Men six times more likely to be a victim of workplace violence
- •Shootings caused 78% of the workplace homicides.
- •The largest numbers of workplace homicide victims worked as first-line sales, retail & cashier supervisors.
- Homicide was a more common cause of workplace fatalities for women. Current and former spouses or domestic partners were involved in 40% of the workplace killings. The most common locations occurred were retail businesses followed by commercial stores, public buildings & parking lots.



LIVING ON THE BRINK

The Fiscal Cliff

Economic instability
Debt
Foreclosures/repossessions
Loss of secondary income

Family Dynamics/Dysfunction

Divorce / single parents Multi-generations under one roof

Health Care Crisis

Loss/change of benefits Self medication

Pink slip fear High unemployment





THE WORKPLACE 2013 A PERFECT STORM

- Pink Slip Fear / High Unemployment
- Cost Cutting Efforts/Reduction In Hours
- Fewer Full-time & Advancement Opportunities
- Competition Negatively Impacting Teamwork
- Unrealistic Work Expectations
- Blaming Employers
- Blurring of Employer/Employee Boundaries
- Poor Evaluations Evoking Drastic Threats
- Impatient & Demanding Customers









CASE STUDY: YVONNE HILLER SEPTEMBER 2010

- •43 year old female, 15-year employee
- History of verbal threats & physical altercations
- Frequent coworker complaints
- "Our hands are tied"
- Frequent perpetrator complaints/grievances
- Failed OSHA complaint: purchased weapon
- •9/9/2010 threat: "I'm going to take you out"
- Suspended for a second time



THE VOICE OF FOOD RETAIL







CASE STUDY: TERENCE TYLER AUGUST 2012

- •23 years old originally from Brooklyn, NY
- •Ex marine (served from March 24, 2008 to Feb. 27, 2010)
- No known prior convictions
- Described as quiet and isolated by family members
- Suffered from depression due to death of mother
- Overnight employee hired at Pathmark in old bridge 2 weeks prior
- Recommended for the job by his uncle also a Pathmark employee





facebook

"Be optimistic. All the people you hate are going to eventually die" ©





Terence Tyler @Tylerbkstyle

12 Nov 09

I JUST got off work smh these dudes r a FUCKING riot smh I c y plp go on violent killin sprees....I reallly do.



Terence Tyler @Tylerbkstyle

7 Oct 09

I'm starting to see why plp go on killin sprees....

Expand



Terence Tyler @Tylerbkstyle

7 Oct 09

Because these mothafuckas are reeeeeeally pushin my"kill everyone I see button".

Expand



Terence Tyler @Tylerbkstyle

7 Oct 09

I no murdering sum1 cuz u hate them is wrong but being here makes me think about that....really does.

Expand

HOW DO WE PREVENT THE WORKPLACE FROM BEING A TARGET AND KEEP IT SAFE?







"IT IS EASIER TO KEEP THEM OUT THEN TO GET THEM OUT!"

- •The Hiring Process
- The Interview Process
- Background Checks
- Drug Screenings





CORPORATE ACCESS CONTROL

- Card Swipe
- Central Station CCTV Monitoring Facility
- Panic Buttons/Lockdown Buttons
- Armed Lobby Personnel / Executive Protection









WORKPLACE VIOLENCE / ACTIVE THREAT TRAINING AND PREPAREDNESS

- Workplace Violence Training / Run, Hide, Fight
- Sharing Of Floor Plans And Building Tours
- Active Shooter Exercises With Law Enforcement

RUN > HIDE > FIGHT

is a Department of Homeland Security Grant Funded Project of the Regional Catastrophic Planning Initiative. Produced by the City of Houston Mayor's Office of Public Safety and Homeland Security.







DOMESTIC VIOLENCE PROCEDURES

- Orders Of Protection / Restraining Orders
- Photographs Of Suspect
- Reviewing Safety Procedures
- Documentation
- •EAP
- Paid Time Off





THREAT ASSESSMENT TEAM

- Operations
- Human Resources
- Asset Protection
- Legal
- •EAP
- Outside Consultants:Dr. Weisman And Dr. Ciccone

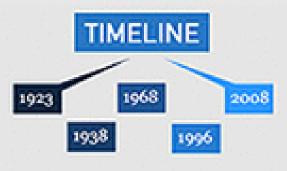


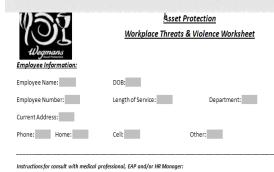


THE PROCESS

- Investigation / Documentation
- Time And Attendance Records
- Employee Timelines
- Workplace Violence Worksheets







Step 1: Document the incident: Describe all relevant details of the incident following the guidelines of the interview. Please include

who, what, where, when, why and how,

CONDITIONAL RETURN TO WORK AGREEMENTS & TERMINATIONS

- Conditional Return To Work Agreements For Those Not Termed
- •Maintaining Person's Dignity Is Crucial
- Police Notification/Involvement
- Psychiatrist/Therapist Involvement
- •Weapons Check
- Trespass
- Severance Packages
- Extention Of Medical Benefits/Payment Of Cobra
- Continued Payment Of Psychiatric Care After Termination
- •EAP







PRELUDE TO AN ACTIVE SHOOTER IN THE WORKPLACE

A TEAM COLLABORATION

Robert L. Weisman, D.O.
Associate Professor of Psychiatry
University of Rochester Medical Center





THOUGHTS ON VIOLENCE:

"I object to violence because when it appears to do good, the good is only temporary; the evil it does is permanent."

Mahatma Gandhi

"I ain't never liked violence."

Sugar Ray Robinson





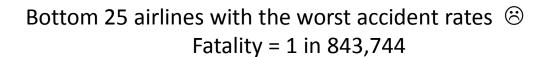
VIOLENT EVENTS

Odds of being involved in a fatal airline accident*

Odds of being killed on a single airline flight!

Top 25 airlines with the best accident rates ☺ Fatality = 1 in 9.2 million

If a passenger boarded a flight at random, once a day, everyday, it would statistically be over 21,000 years before he or she would be killed.



Shootings at universities are very rare events, an average of about 16 a year across 4,000 institutions†.





RED FLAGS AND WARNING SIGNS:

- Violent fantasy content
- Anger problems
- Weapon fascination
- Boasting of combat or fight proficiency
- Loner
- Suicidal ideation
- Homicidal ideation
- Stalking
- Non-compliance and disciplinary problems
- Imitation of other murderers

- Interest in previous shooting situations
- Victim/Martyr self-concept
- Paranoia
- Violence and cruelty
- Inappropriate affect
- Acting out
- Police contact
- Mental Health history w/ dangerousness
- Expressionless/Anhedonia
- Unusual interest in terrorismmilitary
- Substance use





RISK FACTORS FOR FUTURE VIOLENCE:

PAST HISTORY

"Past history of violence is the single best predictor of future violent behavior"

MacArthur Study:

- All measures of prior violence:
 - Self-report, arrest records and hospital records were strongly related to future violence.

MacArthur Foundation, 2001



RISK FACTORS FOR FUTURE VIOLENCE: PERSONALITY TRAITS

- Impulsivity
- Low frustration tolerance
- Intolerance to criticism
- Reckless driving
- Entitlement
- Superficiality
- Violence is often paroxysmal, episodic
- Demonstrate poor insight and project blame





SUICIDE AND MENTAL HEALTH

- Steady escalation & increasing complexity
- Depression, ADHD, OCD, paranoia
- Can't afford treatment/medication
- Domestic threat
- Vulnerability in the workplace
- 2008: 24% of fatal shootings were retail
- 2009: workplace suicides at second highest level ever reported
- Correlation with homicidal intent/action





PERFORM PSYCHIATRIC & FITNESS FOR DUTY EVALUATIONS (FFDE)

"3-Legged Stool"

- 1.Record Review ROI
- 2.1:1 Interview of Employee Informed Consent and Report
- 3. Psychological Testing Interpretation by Expert

Premises: 5 Rs

•Responsive, Reliable, Respectful, Responsible and Reputable



THE EVALUATION

- Look at all the facts, warning signs, and environment
- Carefully evaluate the elements of the threat and how it was made.
- Review the person's history, personnel records, supervisors/coworker input & criminal history.
- Evaluate the likelihood of repeat behavior
- Psychological Testing
- Analyze/discuss the incident and information amongst the Threat Assessment Team.





MENTALLY DISORDERED AND GUNS: VULNERABILITIES

- Gaps in the federal background check system for prohibited gun owners
- Weapons bought legally, but under the law should no longer have them:
 - D/T subsequent mental health or criminal issues

Perez case: killed mother, neighbor and daughter

- Held involuntarily several times for psychiatric evaluation
- California bars a person from possessing a gun for five years (post)

State scheduled to confiscate weapons 2 weeks after rampage







MENTALLY DISORDERED AND GUNS: VULNERABILITIES

Armed Prohibited Persons System: California

- Pre-emptive design
- >18,000 names = 35k handguns and assault weapons
- +15-20 names/day added
- Law Enforcement "unable to keep up, or don't even try"
- < 150k/10M people failed background checks in '09 nationally
- 250k long guns purchased in 09'
 - Not listed on APPS
- ~35% on APPS list deemed Mentally III





RECENT TRAGEDIES:

Pima Community College:

January 8, 2011 - Jared Lee Loughner

- Federal Gun Background Check Ø Red Flags
- Army rejected him over a failed drug test
- Multiple interactions with teachers and supervisors on campus
- Pima Community College suspended JL after multiple run-ins with campus police.

Told: "Loughner could return to school if provided a note from a mental health professional saying he wasn't a threat to himself or others."





LESSONS LEARNED

- People don't just "snap".
- Most often there is a pattern of behavior including performance problems.....not just an isolated incident.
- There is usually time to respond effectively.
- Awareness and training are essential in providing early notification and response.
- There are important connections between suicide and homicide to consider.
- Utilizing a form of Threat Assessment Team (TAT)
 - Regularity of contact
 - Continuity of follow-up cases to a reasonable conclusion





EACH DAY AND EVERY SITUATION IS NEW AND UNIQUE



QUESTIONS?



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