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■ **A Thin, Bright Line:**
Protecting Against Active Shooters

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Flynt Group White Paper
A Thin, Bright Line: Protecting Against Active Shooters

"Self-defense is Nature's eldest law." - John Dryden

A plan to protect against an Active Shooter must be both offensive and defensive.

Alone, even the best defense will fail. Only a strategy that joins both offensive and defensive capabilities has the potential to best protect people from an Active Shooter.

Law enforcement resources are finite and require time to respond. The assumption that police will arrive before lives are lost is proven false. At the moment of attack, only an on-site, offensive capability is fast and decisive enough to protect lives, and even it still requires the support of defensive measures to hinder the murderer and maximize the protection of people.

Efforts to prescribe solutions have focused on identifying potential killers within employee or student populations (a difficult task, and in any event one that does not address killers external to the organization), or, have prescribed an individual's options ("Run, Hide, Fight"), but not the organization's actions. These efforts are necessary, but insufficient, because they do not provide an operational framework to guide an organization and are incomplete without an offensive capability. The future trajectory of Active Shooter attacks may include organized teams and suicide bombers, underscoring the importance of an operational-level approach that includes an offensive capability.

This White Paper details that framework. It is adopted to the Active Shooter threat from doctrinal tenets employed in military defensive operations. This primer is actionable by leaders responsible for large concentrations of people. Leaders and the capabilities they establish are ultimately the thin, bright line between the people in their charge and a suicidal mass murderer.

Flynt Group's mission is to equip our clients with *Actionable Knowledge*® to wisely manage their risk positions and achieve their goals across a broad spectrum of hazards and threats. Should we be able to provide further information, please contact us at 816.243.0044, or via email at Info@FlyntGroup.com. Integrity is our code. Our discretion is absolute.

Sincerely,

Bill Flynt, Ph.D., LTC (R)
President
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Executive Summary

An Active Shooter is the most dangerous workplace violence threat, rivaled only by a suicide bomber – a similar threat with which it shares many traits. The costs associated with Active Shooter attacks are quantifiable, in terms of lost lives, operational disruption, outage time, workers' compensation, medical expenses, and resulting litigation. Intangible costs include reputational risk, psychological trauma, and loss of employee trust, sense of community, security, and productivity.

Figure 1: Active Shooter in a Railway Lobby

An effective Active Shooter protection program requires a holistic, enterprise-wide approach that incorporates both programmatic and operational frameworks. Both frameworks must include both offensive and defensive measures, and involve an organization's leaders and subordinates (e.g. employees or students). If senior leaders are not committed and actively involved, effective implementation will likely fail.

At the programmatic level, organizations must plan, prepare, and validate protective measures. Organizational leadership must tailor the protection program to their organization's specific requirements, and integrate the program's elements into the organization's physical plant, personnel structure, and processes.[1] Leaders must drive the integration and communication of policies, plans, procedures, and protocols (P4) within their facilities. Consistent enforcement of established organizational standards of behavior, including effective disciplinary procedures when appropriate, can aid in the prevention of workplace violence and creating a safe and productive working environment. Leaders must understand and recognize warning signs and intervene when there are indications of potential problems. Finally, leaders must constantly validate and refine the protection program to address changes in the work environment to ensure relevance and effectiveness.

At the operational level, the protection program should comprehensively address detailed measures to deter, detect and warn, deny access in depth, actively respond, and recover from an Active Shooter incident. Essential measures include physical security; training; individual and collective response actions; first responder support and liaison; casualty evacuation support; personnel accountability; community outreach; strategic communications; family support; and business continuity and legal activities. Security assessments are necessary to inform leaders of gaps in the organization's protective measures and P4.

An effective Active Shooter protection program requires everyone's participation. The organization's employees are critical to rapid, effective execution. Training is essential to preventing workplace violence and effectively responding to an Active Shooter attack. Leaders and employees must train regularly to validate established P4, and must conduct crisis management

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[1] International Standard ISO 31000:2009 Risk Management – Principles and Guidelines, November 15, 2009.

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exercises to ensure a coordinated response. At the employee level, training in violence prevention, threat identification, and reporting of concerns should be inculcated within the organizational culture. Specialized training for select groups (e.g., key leaders, security officers) should be developed, trained, and exercised using a multi-agency approach that incorporates key first responders.

The Programmatic Framework

To best prepare employees for an Active Shooter attack, organizations require an enterprise-wide protection program that is based on a firm foundation of P4 and preparedness activities

Figure 2: Programmatic Framework

validated through exercises. Continual assessment by the organization's leadership ensures the protection program aligns with the leadership's intent, is appropriately resourced, and is integrated with internal and external stakeholders. Security assessments drive effective planning and are integral to ensuring vulnerabilities are appropriately addressed.

Establish P4: The organization's policies, plans, procedures, and protocols (P4) should be created with input from the widest range of organizational stakeholders, including the security department, human resources department, facility managers, risk management experts, local law enforcement, and emergency responders. In turn, managers must take an active role in tailoring the Active Shooter protection program to the needs, resources, and circumstances of their department, and ensuring their inputs are integrated into the corporate planning process. Together with required training and exercises, P4 equip leaders and employees to effectively respond, and minimize loss of life. Subject areas for comprehensive P4 include:

- Workplace violence

- Active Shooter training and drills

- First Responder support and liaison

- Casualty evacuation

- Community outreach

- Strategic communication

- Corporate legal response

- Crisis management team training and exercises

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- ▪ Personnel accountability

- ▪ Emergency notification

- ▪ Security Officer to Law enforcement hand-over procedures

- ▪ Post-incident recovery activities

An Active Shooter can target indiscriminately, target select individuals, or target a facility; any of these attacks can occur in the workplace. Best practices to mitigate workplace violence include: clear policies regarding reporting indicators and incidents of workplace violence, including intimidation; employee awareness training concerning workplace violence; and, transparent and consistent employee discipline policies. Active Shooter incidents, while extremely serious, are not as common as other forms of workplace violence. The majority of incidents that employers and managers must address are threats, harassment, bullying, spousal violence involving employees, intimidation, and other forms of behavior that create fear and a climate of distrust in the workplace. While these incidents are more common than mass murders, if not appropriately addressed by employers, these incidents may lead to violence that is more severe.

Organizations should plan for emergencies, including an Active Shooter incident. Effective planning requires input from all stakeholders. Planning for emergencies will help mitigate the impact of an incident by establishing employee safety mechanisms. Specific corporate responsibilities include:

- ▪ Conduct effective employee screening and background checks

- ▪ Create a system for reporting signs of potentially violent behavior

- ▪ Make counseling services available to employees

- ▪ Develop an Active Shooter protection program

Prepare. Managers must proactively develop, integrate, and communicate the organization's program to their subordinates. Preparation assists the organization in executing required actions to respond to and recover from an Active Shooter attack. Unity of effort is essential to successfully executing contingency procedures. While not exhaustive, the following are best practices in an organization's preparedness efforts: realistic training, including structured exercises for armed security officers and employees; installation of security barriers (e.g., reinforced doors, ballistic partitions, etc.); regular testing of emergency notification communications; tabletop exercises and ongoing liaison with local law enforcement and first responders; and, continual analysis and adjustment of preparedness actions to ensure effectiveness. Organizations should establish crisis management teams appropriately aligned with the National Incident Management System (NIMS) Incident Command System (ICS). The ICS provides a comprehensive organizational structure, role assignment, and decision-making process to prepare for and respond to all types of crises. The organizational structure should detail order of succession for decision-making, with clear designation of leadership roles, responsibilities, and specific tasks.

Validate.   Leaders must constantly refine and validate P4 to address changes in the work environment. Realistic, scenario-driven exercises are excellent vehicles to validate Active Shooter protection program P4, and are essential to ensure effective leader and staff training.   A comprehensive Active Shooter protection program incorporates both multi-agency exercises and employee training, individually and as a collective team. Key leader training should include multi-agency crisis response table top exercises (TTX) with external organizations' key leaders (e.g., hospitals, fire departments) to build trusted relationships and enhance shared understanding. Lessons learned from validation exercises should be captured through after action reports, with recommendations for P4 revisions reviewed, approved, and trained. Crisis management experts should be engaged to design and facilitate scenario-based exercises, freeing all organizational leaders and staff to learn and receive the benefit of performing their duties in a crisis simulation.

Evaluation and Feedback.   Once the organization has fully implemented its Active Shooter protection program, it should regularly assess the effectiveness of the program and refine P4, with subsequent leader and employee training on changes, as necessary. Failure to regularly train and exercise jeopardizes the program's effectiveness.

The Operational Framework

The Operational Framework of an effective Active Shooter protection program includes those measures and P4 required to deter, detect and warn, deny access in depth, actively respond, and recover from an Active Shooter attack. These measures must have both offensive and defensive characteristics, and combine physical security in depth with an armed security element (e.g., armed Security Officers, off-duty police, and select trained employees).

Deter.   It is possible that some Active Shooters may be potentially deterred from attempting an attack. Deterrence measures may inhibit a potential Active Shooter (e.g., a recently terminated employee) from targeting specific personnel or a specific facility if the chance of a successful attack is perceived to be very low.   It is important for organizational leaders to understand, however, that many Active Shooters are different from suicide bombers only by the means used. A fully committed individual may be incapable of being deterred. However, another individual, perhaps focused on revenge against a former supervisor, may be deterred by a robust physical security posture at a facility, choosing instead to bide his time.

One deterrent strategy is visibly "hardening" a facility through the design and installation of a
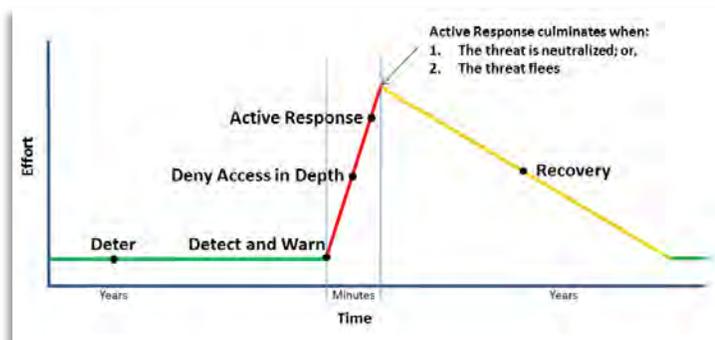
Figure 3: Operational Framework

comprehensive, defense-in-depth system of security countermeasures to monitor and appropriately secure the entire complex, from beyond the perimeter's edge to the facility's interior office space. This may include retrofitting an existing facility, leveraging existing security measures, or both. Use of a Crime Prevention through Environmental Design (CPTED) approach can assist in mitigating criminal acts, including an Active Shooter attack. These measures use interior and

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exterior facility designs to increase the likelihood that criminal acts will be physically hindered and observed. CPTED can also yield designs that facilitate more effective emergency response to crisis incidents. When practicable, use of a dedicated, hardened public entry point with armed Security Officers is a significant deterrent and a best practice.

Some measure of deterrence can be achieved through other physical security measures. Best practice physical security measures include security lighting; overt and covert surveillance cameras; conspicuous signage announcing the presence of both uniformed and plainclothes armed security personnel; behavior-based observation and screening at the outer perimeter; using barriers to maintain standoff distance and deny access in depth to the facility; the use of mantraps at entry control points; metal detectors; and, during periods of heightened alert, the deployment of security working dogs.

The organization's culture may make deployment of armed security personnel or training and arming select employees a controversial initiative. Dependent on local, state, and federal statutes, prohibiting the possession of weapons "anywhere" on an organization's property (e.g., in an employee's parked vehicle used to travel to and from work) may be problematic legally, and invite potential litigation. Establishing a so-called "weapons-free" workplace may convey hope that workplace violence has been prevented, but declarations of a workplace as "weapons-free" does not mean that employees or customers do not carry weapons. Further, an Active Shooter will not be deterred by a "weapons free" designation; in fact, the absence of armed security personnel makes the target more attractive due to the inability of people to defend themselves.

Many companies require plainclothes security personnel to carry a concealed firearm in the event of an Active Shooter attack, with more robust response equipment securely stored and readily available. Similarly, some school districts train and arm select faculty members. Organizations contemplating a similar policy should consider several conditions for candidates, including but not limited to: rigorous background investigation; stringent selection criteria, including physical and psychological screening, with multiple interviews; establishment of a rigorous, formal initial and maintenance training and testing program conducted by certified professional instructors, with a graduation standard of demonstrated advanced proficiency under high-stress, realistic test scenarios; formal credentialing (e.g., state licensing as an armed Security Officer), as available; establishment of a formal Personnel Reliability Program (e.g., drug and alcohol testing, frequent background checks, regular interviews by management and psychologists, and frequent performance reviews to determine suitability for continuation in the position, etc.); and the provision of standardized, professional grade equipment appropriate to the specific role and requirements.

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Detect and Warn. Detection of an Active Shooter requires measures such as behavior-based surveillance; mutual awareness by the organization's armed personnel; clear signage requiring visiting armed personnel (e.g., visiting plainclothes law enforcement officers) to immediately identify themselves to the organization's armed Security Officers on arrival; security patrols interacting with personnel; physical Intrusion Detection Systems; a formal "If you see something,

say something" program; duress alarms for supervisors; formal tip lines; and other measures. For schools, detection activities should include training bus drivers to conduct behavior-based visual scanning of students and their carried items on boarding the bus. Leaders must be alert to warning signs, familiar with the organization's violence prevention and Active Shooter protection programs, and seek assistance when there are indications of potential problems.

Active surveillance of the organization's facility assists in maintaining situational awareness, providing early warning, and maximizing the access denial features of a defense-in-depth while giving as much time as possible for response. When coupled with rapid information sharing and an on-site armed security force in communication with local law enforcement, the probability of reducing the loss of life from an Active Shooter attack improves.

> **Employees stationed at reception desks must . . . assess each person from a security perspective . . .**

A facility's exterior security system should be an extension of the interior security system, and extend out to the perimeter of the property to form sufficient defense-in-depth. The building IDS and CCTV systems must display at a monitoring console manned continuously (e.g., a local monitoring console or a remote corporate security operations center (SOC)) to provide early warning.

Critical to early detection and warning is behavior-based observation by all staff. Employees stationed at reception desks must assess, at a distance as individuals approach the facility's entrance, each person from a security perspective based on body language, behavior, appearance, and the wearing or carrying of any items that may be suspicious or a weapon (e.g., sword, body armor, firearms). The time available to respond may only be seconds, and an employee spotting an Active Shooter should instantly escape or seek cover and alert others. Armed Security Officers responding to a suspicious individual should immediately call for backup, and rapidly assess and isolate the individual.

A mandatory visitor sign in and sign out policy is a best practice and further aids in behavior-based assessment and threat detection. Visitors, including contractors (and parents in a school environment) should be required to sign in at the reception station and to wear visible visitor passes. Employees must immediately report an unbadged visitor to Security Officers in order for them to rapidly gain control, assess, and question how the individual gained unauthorized access.

Organizations should implement badging and access control procedures to enhance physical security, control access and movement, and maintain situational awareness and accountability of personnel in the facility. Badges should be visible, unique to the facility, tamper resistant, and offer clear identification of the holder's identity and access permissions. Card readers should be placed at all entrances to maintain personnel accountability of employees.

Schools may require different or additional measures. Faculty should be trained on the different types of violence likely to occur in the school; what behavior to look for in potential threat actors; and how to document and report security incidents. For school entrances, faculty should monitor

each entrance at an appropriate distance that allows for uninterrupted student movement and mingling, while still allowing behavior-based observation of a suspicious individual approaching the entrance. The distance and positioning will vary on the physical layout, but should afford a clear view of people approaching the entrance (e.g., an office window). The monitor must be provided communications for incident reporting directly to Security Officers (e.g., hand radio). Entrances not observed by personnel must be covered by camera. In the event of a suspicious individual, monitors must instantly report details regarding the person to Security Officers. When correctly implemented, this technique does not disrupt students and provides early warning.

To enhance defense in depth, schools should provide duress alarm capability, mobile phone, two-way radio, and streaming video on buses for early warning and reporting. In the event of an incident at the school, busses can be instructed to stay away. In the event of an incident on the bus, drivers can request law enforcement.

Organizations should conduct regular liaison and outreach activities with Federal, State, and local law enforcement and first responders. Adjacent businesses and other building tenants may extend the organization's surveillance capability by allowing installation of cameras on their property. Memoranda should be used to codify collaboration and document shared understanding.

Employees must be equipped and trained to instantly report a suspected Active Shooter. For companies, this may include installation of duress alarms for select personnel, especially at customer service, reception, and executive office areas. For schools, faculty and teachers in each classroom must have a way to report their status directly to Security Officers, the office, and key leaders. In all cases, all staff members should be trained on what type of information must be reported and how it should be reported during emergencies. Reported information should include:

- The specific location (i.e., building, floor, room number)

- Information on the Active Shooter(s) (i.e., location, number of Active Shooters, physical description, type of weapons and equipment)

- Number of people and number of casualties at the location

Reporting of potential threats may come from established tip lines. Organizations should widely disseminate the tip line number on organizational websites, employee (or student) handbooks, on badges, and on posters or other signage. An official "If you see something, say something" policy is a best practice.

Report of an Active Shooter must be instantly and widely communicated. Communication means include public address systems, radios, automated notification applications, mobile phones, email, and texting. Organizations should use multiple systems to notify the largest number of people, including visitors and

> **Communication is one of the most important aspects of crisis management and requires detailed planning.**

contractors, in the shortest time, and the notification should specify the required protective actions that must be taken. To ensure maximum message coverage, organizations should use an automated

notification system that can simultaneously broadcast previously tailored messages through multiple communications means.

Large office buildings pose special considerations in rapidly notifying employees across several floors. Means to consider include an audible, building-wide alarm (e.g., a klaxon-type alarm); pop-up alerts on employee's computers, instant messaging, email, etc. Office buildings with more than one tenant should establish a building-wide notification system for maximum coverage

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Communication is vital. Successful crisis management requires the organization to effectively coordinate with employees and external stakeholders during a period of significant enterprise stress. Communication is one of the most important aspects of crisis management and requires detailed planning. During a crisis, both internal and external audiences require clear messaging. Drafts of message templates, scripts, and statements should be prepared in advance for scenarios identified in the planning stage. Procedures to ensure short-notice, rapid information dissemination should be established and trained.

Finally, organizations and local emergency response agencies should consider collaborating to develop interoperable communications plans. This can help ensure efficient communication across agencies during an incident.

Deny Access in Depth. Measures to deny access leverage the physical security concepts of compartmentalization and hardening. Access control, high-security locks, reinforced walls and doors, bullet-resistant windows, vestibules and mantraps, ballistic partitions and other barriers should be installed.

A facility's reception area may be especially vulnerable to attack by an Active Shooter. Organizations should strongly consider placing employees directly assisting customers and visitors in customer service areas behind bullet-resistant counters and windows. This is especially important if these employees control internal

> A facility's reception area may be especially vulnerable to attack by an Active Shooter.

entrances that could be used by an attacker(s) to gain access to other areas of the facility. These systems can be aesthetically pleasing, enhance the customers' or visitors' experience, and allow appropriate interaction, all while safeguarding employees and denying access. Two hardening materials especially lend themselves to retrofitting existing areas:

- Bullet-Resistant Glass. Bullet-resistant glass used to shield personnel should be certified to meet Level 8 of the Underwriters Laboratory (UL) Standard 752. Level 8 can withstand five (5) shots from a 7.62 x 51 mm Rifle using military ball ammunition.

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- Bullet-Resistant Panels. Bullet-resistant panels should meet the National Institute of Justice (NIJ) Standard 0108.01, Level IV. Level IV panels can withstand a shot from a 30-06 / 7.62 x 63 Rifle shooting Armor Piercing ammunition.

Zones should be established within facilities to deny an Active Shooter freedom of movement within a building, both horizontally (i.e., on floors) and vertically (i.e., on multiple floors via stairwells and elevators). The use of access controls, when combined with ballistic-resistant glazing and doors, hinders an intruder's ability to rapidly move and attack victims in multiple areas of a building. Depending on the ballistic protection and strength of facility entrance areas and the ability of security personnel to control them, Active Shooters may be significantly delayed, or even denied access into the facility. These approaches offer organizations enhanced protection.

In an Active Shooter incident, reinforced doors save lives. Office doors without electronic access controls should have heavy-duty locks designed to withstand attacks that can be locked from the inside in case employees seek shelter. Specific shelter-in-place procedures must be trained.

Enhanced security measures may be appropriate for high risk facilities. In such cases, entrances should be remodeled as a paired series of two entrances (i.e., a mantrap) and reinforced with ballistic-resistant cladding to protect against close attacks using small arms and preclude direct fire engagement into the facility from the outside. The method of operation should be both doors are closed and locked. For ingress into the facility, the access logic should specify opening either door precludes simultaneous opening of the other door. For egress out of the facility the logic must allow for both doors to be opened simultaneously to facilitate emergency evacuation. With a reception station to greet visitors and sufficient space allocation, visitors and employees will not perceive access to be significantly different than conventional designs.

Active Response. Active Shooter attacks require immediate response by individuals and the organization. Armed Security Officers must aggressively engage confirmed Active Shooters. This response includes both internal and external actions. Internal activities include individual and collective tasks such as warning, security team response and neutralization of the threat, evacuation or lockdown procedures, and Run/Hide/Fight responses.

Leadership is critical during an Active Shooter attack. Employees and customers will look to managers to lead them to safety. Decisive, aggressive leadership during a crisis increases employee confidence and drives effective execution of the organization's response. During an Active Shooter attack, managers must execute the plan, and be prepared to take immediate action, remain calm, and lead.

Establishing marshaling and accountability procedures, including designation of assembly areas are best practices. Assembly areas should be clearly identifiable, secure, concealed from an Active Shooter's line of sight, and ideally provide substantial

Figure 4: Active Shooter Special Response Team

protection (e.g., a secure building). Visitors and contractors should be informed of marshaling areas in the event of an emergency, and company escorts should lead visitors and contractors to marshaling areas, if escorts are provided. In establishing evacuation procedures and marshaling areas, organizations should avoid any dependences that if not present would increase risk (e.g., relying on a wooded area's leaves to obscure employees or students from an Active Shooter's line of sight may not be sound in winter). If escape is possible, distance increases safety. Clearing the area, if possible, facilitates and simplifies law enforcement and first responder activities.

External actions include those measures required to respond, gain control, and neutralize the threat by law enforcement and first responders. Internally, a properly staffed, trained and equipped security force is an integral element of an organization's security program. An effective armed security force must be trained and equipped to instantly respond and neutralize an Active Shooter. Until handover of the situation to law enforcement, leaders and their armed Security Officers are the thin, bright line protecting people from a suicidal mass murderer.

Organizations must exercise their response with local law enforcement and first responders. Exercises should begin with tabletop discussions to ensure all stakeholders' interests are adequately addressed, progress to key leader walk-throughs, and culminate in scenario-based exercises. During collaboration, organizations should consider providing law enforcement, fire departments, and other emergency response personnel with blueprints, layouts and floor plans, including physical security details. Sharing of information regarding additional measures, such as color coding interiors of buildings and signage identifying stairwells and doors (e.g., "North Stairwell") to assist responders are also best practices.

Recovery. Recovery from an Active Shooter incident includes both immediate and sustained actions required to transition the organization from crisis management to normal operations. Immediate recovery measures include personnel accountability procedures, outreach to employees and their families, and strategic communication.

Best practice accountability techniques include the use of daily personnel status reports (e.g., vacation, sick, present), access control logs, an employee contact information database including mobile and home phone numbers, and both telephonic and web-based "report in" systems for employees to inform the organization of their status in the aftermath of a crisis incident.

Long-term recovery measures include support of employees and their families, responding to ongoing media requests, legal activities, and business continuity efforts. As the chief priority, an organization's long-term recovery efforts must focus on its employees. After acts of serious violence, leaders, employees, faculty, and students often suffer from stress-related ailments such as insomnia, depression, and anger. These conditions translate into higher rates of absenteeism and turnover, as well as lower job performance. For students, the trauma of the Active Shooter incident can manifest itself through a reluctance to return to school, difficulty coping, and poor grades. Much of this suffering can be reduced if all individuals receive attention from experienced counselors soon after the traumatic incident. Organizations should identify, place on contract, and coordinate with mental health professionals to provide services immediately on notification of a crisis. Mental health professionals should be specifically trained and experienced in crisis response and trauma issues to best support the organization and its people.

Management should establish a family representative program within the organization. This program can be used to address ongoing questions and concerns of the families of those affected and should include a multidisciplinary representation of the company (e.g., executive leadership, human resources, etc.). Also, media training for key leaders is a best practice to ensure consistent messaging and accurate information dissemination.

An Active Shooter attack significantly impacts a business' ability to resume operations. Business continuity planning and preparedness
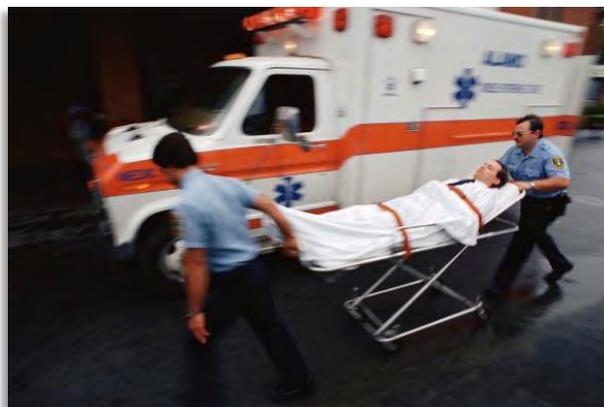
Figure 5: Casualty Evacuation

is critical. An organization's Active Shooter protection program should nest within existing business continuity planning. Further, the organization should address strategic issues related to the protection of core assets (e.g., reputation, brand, trust, operations, and property) following an Active Shooter incident; ensuring continued operations is in the best interests of its employees.

Employers have an obligation to prevent and respond to threats and violence in the workplace. As a necessary part of business continuity activities, leaders will need to promptly evaluate and address potential legal claims and other challenges. Proactively addressing issues early in the post-incident period can mitigate misunderstandings, dispel rumors, and assist in the organization's recovery and its employees' return to work.

Law enforcement will conduct extensive, lengthy investigations of the Active Shooter attack. A dedicated liaison familiar with all aspects of the organization, supported by the legal team, should be assigned to support cooperation and communication between the company and law enforcement agencies.

Post-incident management will involve certain pre-determined steps, including:

- Damage and impact assessment

- Development and implementation of a comprehensive communications plan

- Inspection, repair, and cleaning of facilities

- Specific efforts to restore and recover business processes and capabilities consistent with identified priorities, sequencing, and timing

- Attention to actions specifically required to resume operations, including the emotional needs of employees and the steps that will be taken to appropriately and sensitively restore the workplace to full productivity

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- Ongoing monitoring of the well-being of all personnel affected by the incident[2]

Conclusion

An Active Shooter attack in the workplace is a horrific event with the potential for mass casualties. A comprehensive Active Shooter protection program is critical for employee or student safety and mitigates an attack's impact on the organization and its people. To successfully mitigate the effects of a violent workplace incident, organizations require policies, plans, procedures, and protocols (P4) specifically addressing the Active Shooter threat. The organization's Active Shooter protection program must be reviewed annually and regularly trained by all personnel. P4 must be regularly validated through scenario-based, realistic drills and exercises, including leader table top exercises focused on roles and tasks, and full exercises. Once established, a comprehensive Active Shooter protection program reduces the risk of an incident, reassures employees, avoid costs, and protects the organization's personnel, reputation, and operations.

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[2] American National Standard ASIS/SHRM WVPI.1-2011, September 2, 2011, para. 11.2.

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