



AMERICAN SOCIETY OF  
**SAFETY PROFESSIONALS**

East Texas Chapter

# Workplace Violence Prevention – Situational Awareness – Active Shooter Response



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## General Statement

The intent of this workshop is to provide guidance on, avoiding, preparing for and dealing with situations that may become violent in nature or require swift action to survive.

**Every situation is unique and is fluid in nature, thus each possible event may be unpredictable and constantly changing.**

This workshop is intended to provide information for use as a **general guide** with the understanding that circumstances may prevent the implementation of each, and every protocol reviewed.

- Motivations of Violence
- Workplace Violence
- Situational Awareness
- Active Shooter Response
  - Run – Hide – Fight
- Crime Prevention Through Environmental Design
- **Next Steps**
  - Workplace Protocols
  - Travel Protocols
  - Personal Safety Protocols



**ACTIVE SHOOTER RESPONSE**  
LEARN HOW TO SURVIVE A SHOOTING EVENT



**CALL 911 ONLY WHEN IT'S SAFE TO DO SO**

# Motivations of Violence

- Workplace Violence
  - Providing A Service
  - Robbery
  - Co-Worker to Co-Worker
  - Domestic Violence
- **Hate / Racism / Terrorism**
- **Political**
- **Incel** Phenomenon  
(175+ deaths since 1989)

**Incel:** member of an online subculture of people who define themselves as unable to get a romantic or sexual partner despite desiring one. Discussions in incel forums are often characterized by resentment and hatred, misogyny, misanthropy, self-pity and self-loathing, racism, a sense of entitlement to sex, **and the endorsement of violence against women and sexually active people.**  
“Chads & Stacy’s”

**Elliot Roger May 2014 Isle Vista CA.**– “You girls have never been attracted to me. I don't know why you girls aren't attracted to me, **but I will punish you all for it. It's an injustice, a crime, because ...** I don't know what you don't see in me. I'm the perfect guy and yet you throw yourselves at these obnoxious men instead of me, **“I am the supreme gentleman.”**”

Embark on your transformation today by downloading LooksMax on the **App Store or Google Play** for free and unlock the secrets to achieving a '**Chad-like**' allure.

- **1999 – Columbine - Colorado**; 13 killed – Student to Student ( Possible **Incel, Power**)
- **2007 – Virginia Tech – Virginia**; 33 killed – Student to Student (**Incel**)
- **2012 – Colorado Theater - Aurora**; 12 killed – Third Party (**Incel**)
- **2014 – \*2014 Isla Vista Ca**; 6 killed – Third Party (**Incel, Elliot Roger, “Supreme Gentleman”** )
- **2016 – Pulse Nightclub - Orlando**; 49 killed- Third party (**Terrorist**)
- **2017- Route 91 – Las Vegas** – Harvest Festival; 60 killed - Third party (**Unknown**)

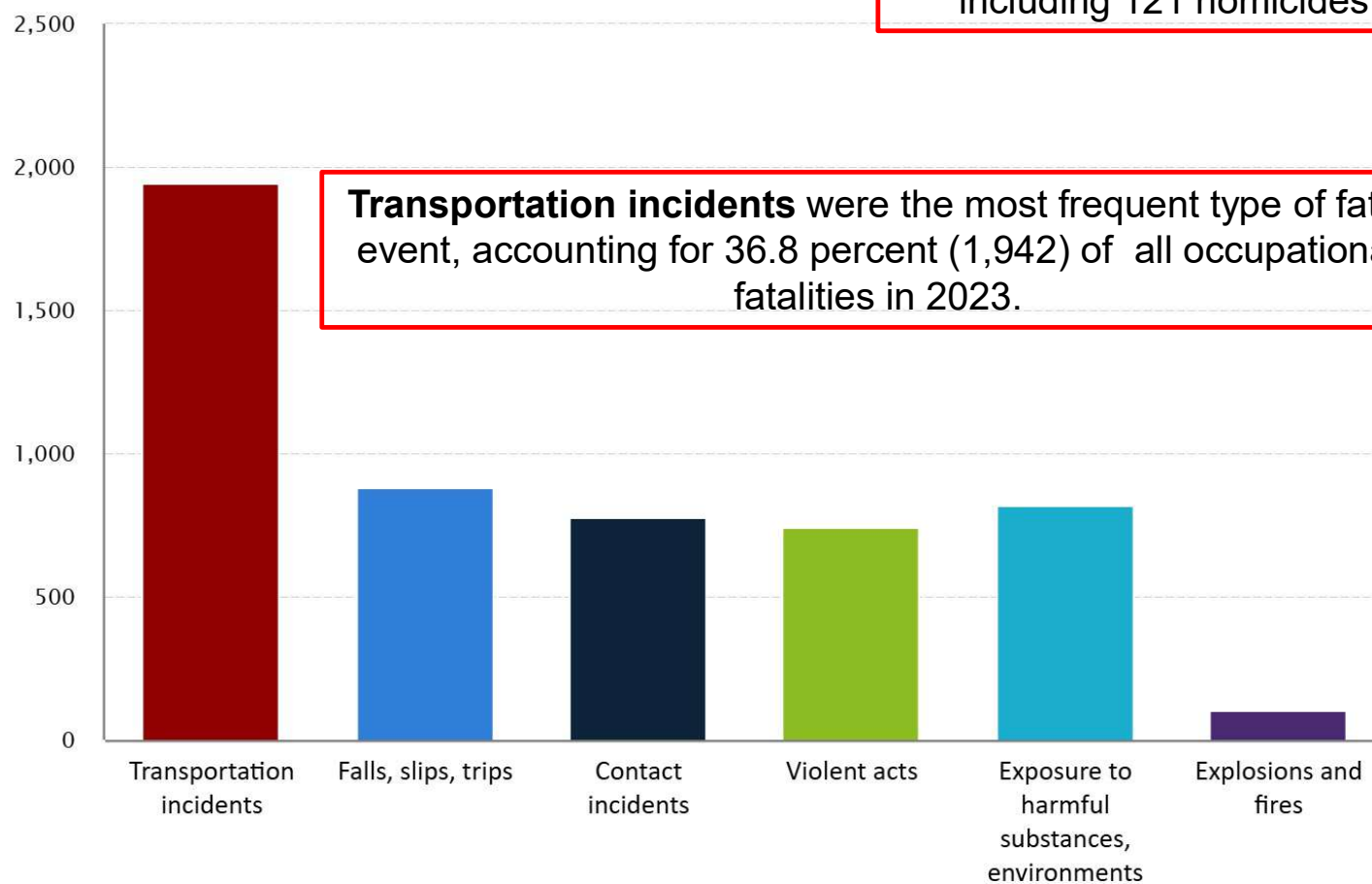
- **2018 – Parkland School - Florida**; 17 killed – Student (**Incel, Idolized Elliot Roger**)
- **2019 - Garlic Festival- Gilroy**; 3 killed – Third Party (**Unknown**)
- **2021 – Massage Parlor – Atlanta GA**; 7 killed – Third Party (**Misogyny, Incel**)
- **2022 – Highland Park July 4<sup>th</sup> Parade – Illinois**; 6 killed Third Party (**Possible Incel**)
- **2022 – Robb Elementary School – Uvalde TX** 19 killed – Third Party (**Incel**)
- **2023 - Covenant School – Nashville TN**; 3 killed – Former Student (**Allegedly Obsession with killing white privileged kids,**)
- **2023 – Allen Premium Outlet TX**; 8 killed – Third Party (**White supremacy, Incel**)

# Workplace Violence



## Fatal occupational injuries by event or exposure, 2023

Major categories

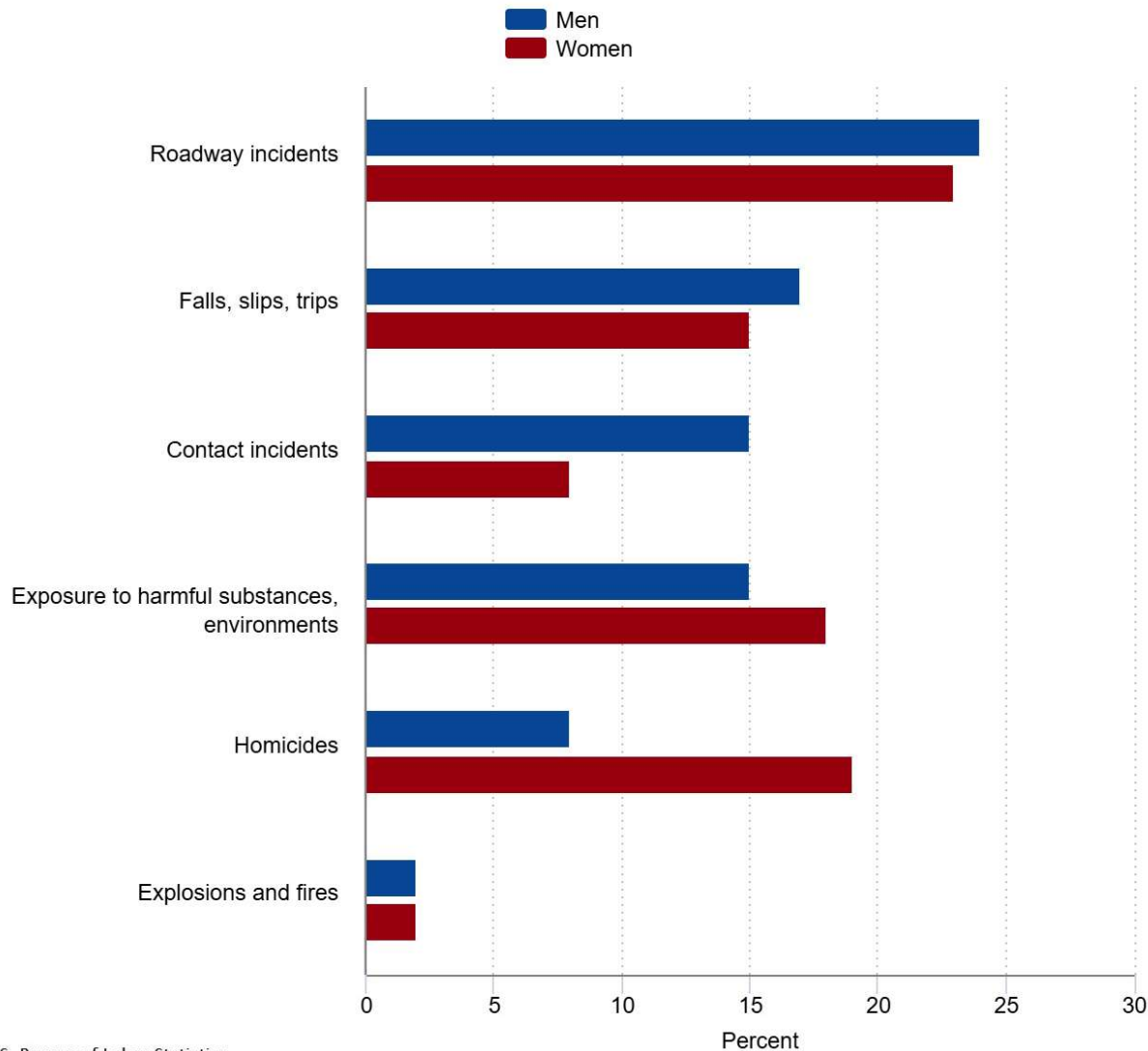


**Transportation incidents** were the most frequent type of fatal event, accounting for 36.8 percent (1,942) of all occupational fatalities in 2023.

Workers ages **25 to 34** had the highest **number of fatalities** due to violent acts (179), including 121 homicides and 58 suicides.

<https://www.bls.gov/news.release/cfoi.nr0.htm>

Distribution of fatal injury events by gender of worker, 2023



## Workplace Fatalities by Gender / Age

Women made up for **8.1 percent** (445) of all workplace fatalities but accounted for **15.3 percent** (80) of homicides in **2022**.

Women made up for **8.5 percent** (447) of all workplace fatalities but accounted for **18.3 percent** (84) of homicides in **2023**.

Women had the highest number of fatalities in the **private health care and social assistance industry sector** (63) followed by the **retail trade sector** (59).



# Types of Workplace Violence

- **TYPE 1:** Violent acts by criminals who have no other connection with the workplace but enter to commit **robbery** or **another crime**.
- **TYPE 2:** Violence directed at employees by **customers, clients, patients, students**, inmates, or any others for whom an organization provides services.
- **TYPE 3:** Violence against **coworkers**, supervisors, or managers by a present or former employee.
- **TYPE 4\*:** Violence committed in the workplace by someone who doesn't work there but has a **personal relationship** with an employee—an abusive spouse or domestic partner.

\* Critical Incident Response Group - National Center for the Analysis of Violent Crime - FBI Academy, Quantico, Virginia

# Regardless of Motivation or Location

## There is always a Progression

- Prevention = Goal is to stop the “Avenger”

- Perceived injustice
- Feels victimized
- Externalization of responsibility
- Develops a grudge / grievance
- Obsessed with avenging the grudge
- Unable to cope with grievance
- Avenging action

WMS are rarely racially motivated they are not motivated by desires for infamy and are rarely committed due to faith or ideology.

Workplace attacks are mostly attributed to **revenge** and often derived from attackers' **perceptions of being denied “organizational justice” i.e.** being treated unfairly.

Over 50% are perpetrated by current employees. Just under 50% of cases, attackers left employment but returned months later to **“settle scores”**.

# Possible Indicators of Potential Violence

## (Recipe)

- **Increased** use of alcohol and/or illegal drugs
- **Often** exhibit angry or argumentative behavior
- **Unexplained** increases in absenteeism
- **Blame others** for their problems
- **Repeated violations** to policy and procedures
- **Fail to take responsibility** for their own actions
- **Retaliation** against perceived injustice



# Possible Indicators of Potential Violence

## (Recipe)

- **Increasingly** talks of problems at home
- Increasing **belligerence**
- Behavior which is suspect of paranoia **“everybody is against me”**
- **Hypersensitivity** to criticism
- **Recent** **acquisition/fascination** with weapons
- Talk of previous **incidents of violence**
- **Empathy** with individuals committing violence

The Uvalde Shooter (Robb Elementary) had the nickname used by his online friends "school shooter".

Those with whom he played video games reported that he became enraged when he lost. He allegedly made over-the-top threats, especially towards female players, whom he would terrorize with graphic descriptions of violence and rape.

#### **Nashville Shooter Manifesto:**

The review so far of the material finds that Hale did not write about specific political or religious issues. Hale allegedly was motivated to target "privileged white kids". Hale did idolize those who committed prior school shootings. (November 8, 2023)

Nearly half of individuals who engaged in mass shootings (60-90%) leaked their plans in advance to others, including family members, friends, and colleagues, as well as strangers and law enforcement officers.

But people either do not take them seriously enough or allow the person who made the threat to convince them that it is not genuine.

Source: National Institute of Justice  
Feb 2022

# Behavioral Coding

- Set a baseline\* for normal behavior – Set standards for rules of conduct
- Boundary Probing Behaviors – Push tolerance levels
  - See what they can get away with (Terrorists are experts)
  - If no **disrupter** at this point the BP “becomes the norm”
    - ↓
    - ↓
    - ↓
- **Attack Related Behaviors** – Desensitizing / Dehumanizing.
  - Writes about it and talks about it
  - Develops skills and an attack plan

# Reasons for Not Disrupting the Behavior

- Inserting “Just” in the behavioral description
- Unilateral Risk Assessment
- Afraid to “Set the person off”
- Assuming the person is getting help because they are in counseling
- Fear of a lawsuit
- Fear of being wrong

# There are two timelines in violence:

- **Event Threshold** – can be stopped (prevention)

“all people who drew blood made threats, but not all people who made threats drew blood”

- **Event Horizon** – gone tactical (active shooter)

**In May 2013, co-workers reported** Mateen had claimed he had family connections to Al Qaeda and had relatives who were in Hezbollah, two groups that are opposed to ISIS.

**He also told colleagues that he hoped law enforcement would raid his home and assault his wife and child "so he could martyr himself."**

The FBI investigated, using informants, **recording conversations with Mateen, and interviewing him twice.** Mateen admitted making the statements to his colleagues, but said it was because he was angry they were teasing him for being Muslim. **The probe ended in May 2014.**

**Pulse Night Club Shooting – June 2016**



## Today's Situational Awareness Class

### 1. Put your phone away



# Situational Awareness

“I never saw him coming.”

“He came out of nowhere.”

“I had no idea he was there.”

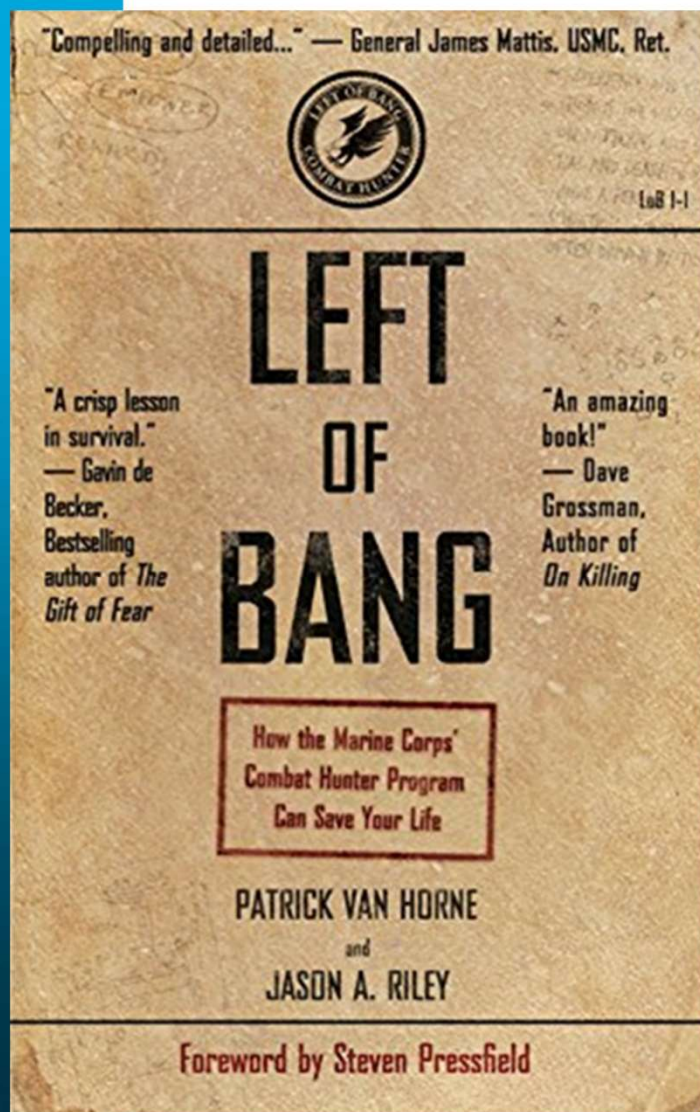


**Situational Awareness is a lifestyle and a skill.** The applications of this awareness are infinite and reach into all aspects of our daily lives.

In the most basic way, situational awareness is about **being plugged into your environment, the people in it, being in the moment.**







“Bang” is what we **want to prevent or get away from.**

Being **left** of “Bang” means we **observed pre-event indicators.** These occur earlier in the timeline for the “Bang” to happen.

Being **right** of “Bang” is reactive. **We allowed the bad guy to act first.**

**Being left of “Bang” is our journey into situational awareness.**

## Four Levels of Situational Awareness – Jeff Cooper

**Condition White.** Condition White represents a state of **complete unawareness and unpreparedness**. In this state you are oblivious to things going on around you and are exceedingly vulnerable to attack.

**Condition Yellow.** Condition Yellow is a **state of relaxed alert**. There is no specific, obvious threat present, but you are aware that danger is always a possibility. **You are aware of people around you as well as the environment in general.**

**Condition Yellow** is our goal state anytime you are in public.

**Condition Orange.** This is a **heightened state of awareness in which you observe or are aware of a specific threat**. Now you are beginning to formulate **responses** to deal with the danger. **This is when you realize that a threat is indeed following you or advancing toward you.**

**Condition Red.** This is essentially the stage that is **associated with action**. Things have escalated to the point where you are either **engaging a threat or are in retreat**.

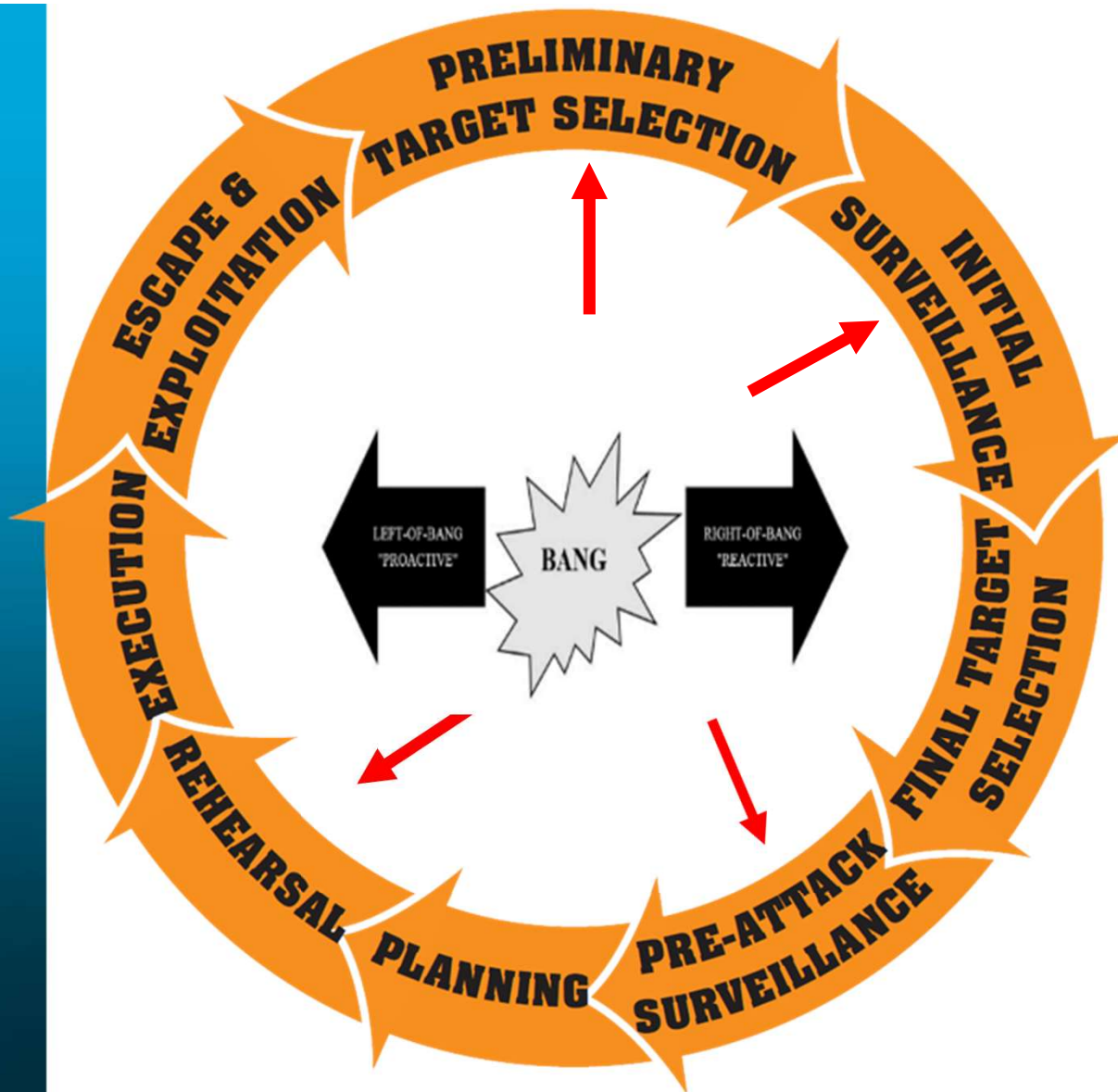


Ask yourself, your friends and family –  
What does condition **RED** mean to me and  
**what is my personal plan?**

# Mastering the OODA Loop

- Decision making process by military strategist John Boyd – fighter pilot.  
Observe, Orient, Decide, Act
- We associate the “Observe” with situational awareness; but...
- “Orient” tells us what we should look for when observing, then puts the “Observations” into context so we know what to do with the information.

Observe + Orient = Situational Awareness



**The Pulse Nightclub** shooter went to downtown Disney first. Too much security

**The Allen Texas Outlet mall shooter:**  
The suspect left a trail of social media activity indicating **he may have scouted the location weeks prior** to the deadly shooting, according to police.

**The Nashville school shooting** suspect scouted but didn't attack a different location **after efforts found that it had too much security**. The Police Chief stated that Hale did **a threat assessment** before choosing Covenant School for the attack.



# Remember Our Baseline

- First determine “what is normal”  
Remember our baseline!
- Then you can spot “anomalies”



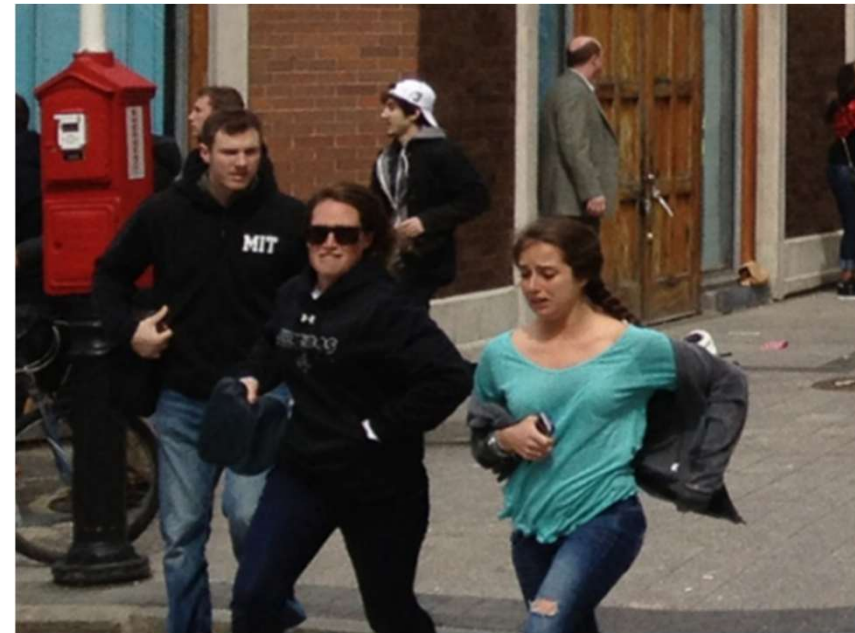
“Anomalies are things that either do not happen and should, or that do happen and should not”

# Kinesics:

“Conscious and Unconscious body language”

- Dominant (Intimidation) vs. submissive behavior
- Comfortable vs. uncomfortable behavior
- Interested vs. uninterested behavior

Observe + Orient =  
**Situational Awareness**



## Remember Our Baseline – What is An Expected Normal ?

- Does the **persons** body language, emotions, and behavior **fit** the baseline for normal?
- If the person's **persons** body language, emotions, and behavior **do not fit the baseline**; then the **person** becomes the anomaly.



# What Survivors have said.....

- Took responsibility for own safety – Harvest 91 Festival Las Vegas
- Aware what was happening right away
- Prepared “What if” questions asked themselves pro-actively
- Practiced
- The first step towards this goal is to develop a survival mindset.
- A survival mindset is a protective shield comprised of three components:

Awareness, Preparation, and Rehearsal.

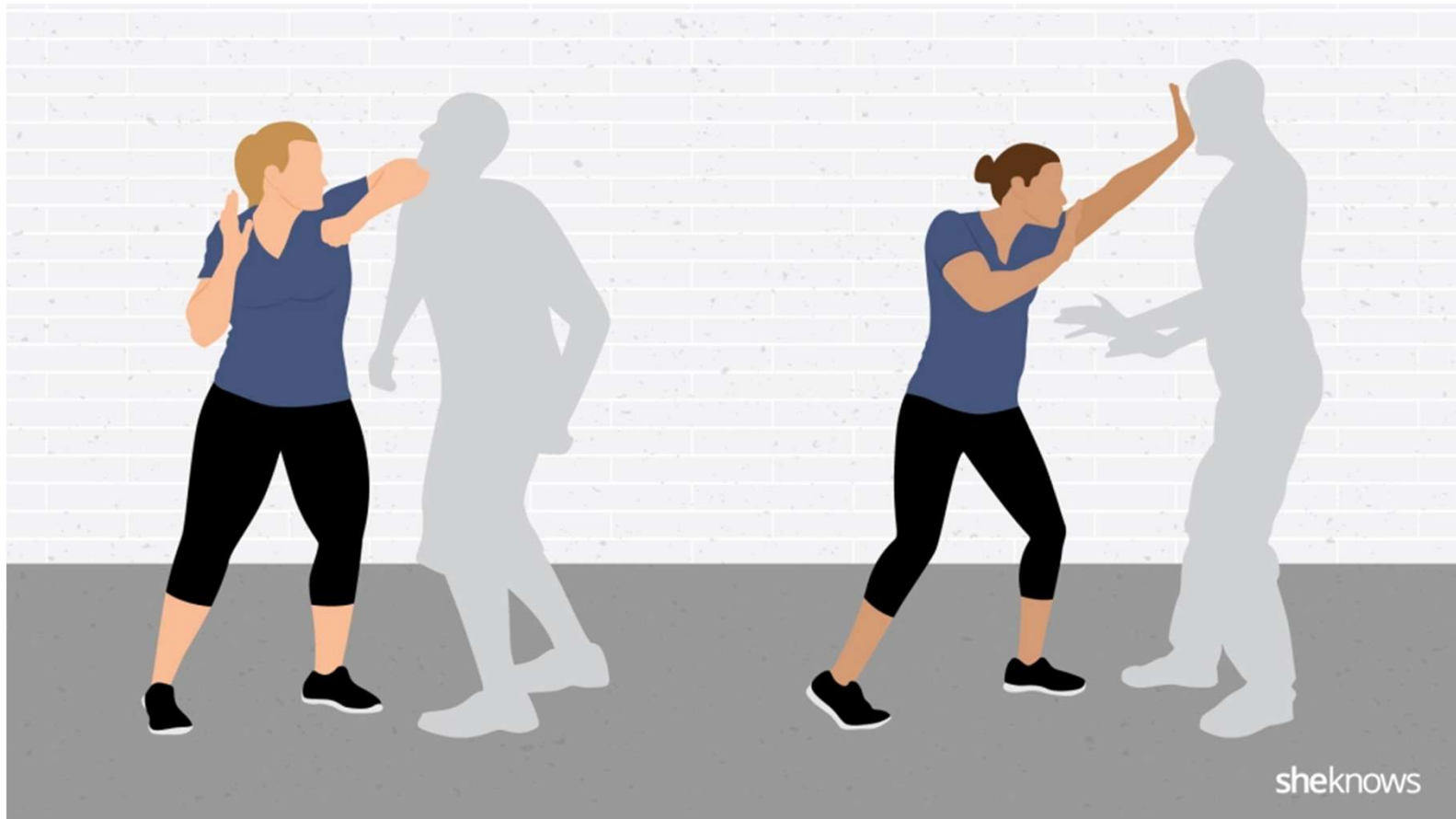
# Awareness, Preparation & Rehearsal

- **Awareness**, involves taking the time necessary to gain a **basic understanding of an active shooter situation**.
- **Preparation**, includes looking at your **environment through a survival lens; a lens that focuses on the “what if” questions**.
- **Rehearsing** your plan will **reduce your response time** and build your confidence.
- **Rehearsal serves as a survival mindset** so that you can readily recognize sights and sounds (gunshots) that are **foreign to the environment**.
- A pre-determined **survival mindset** will help you **take rapid, effective actions** in a stressful situation.

Practice drills create **muscle memory**

**Remember Condition Red – what is your plan?**

**Survivors prepare themselves both *mentally and emotionally* to do whatever it takes to make it through their situation.**

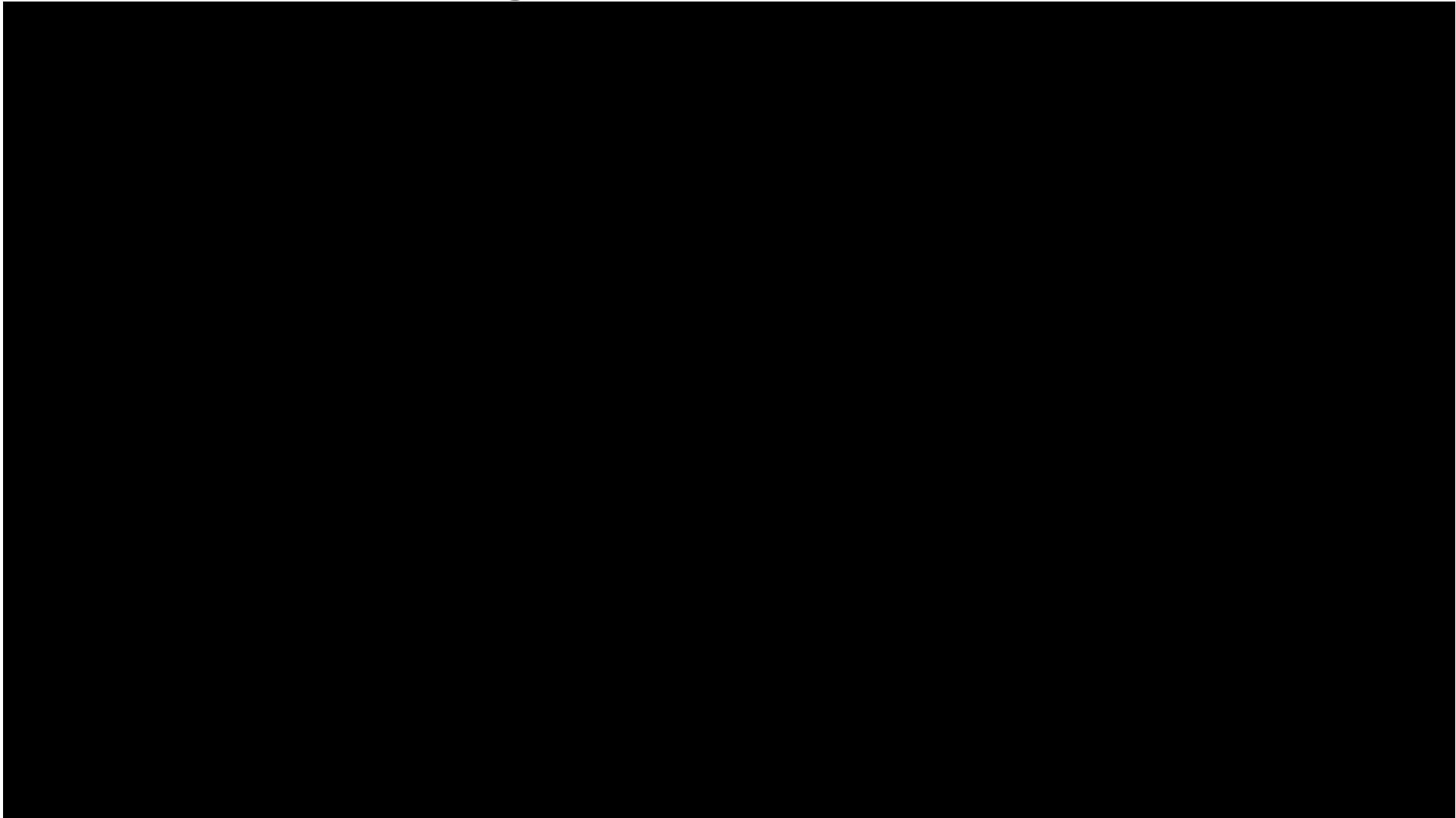


**It's Now Code Red**



**What is your plan?**

# **Surviving an Active Shooter**



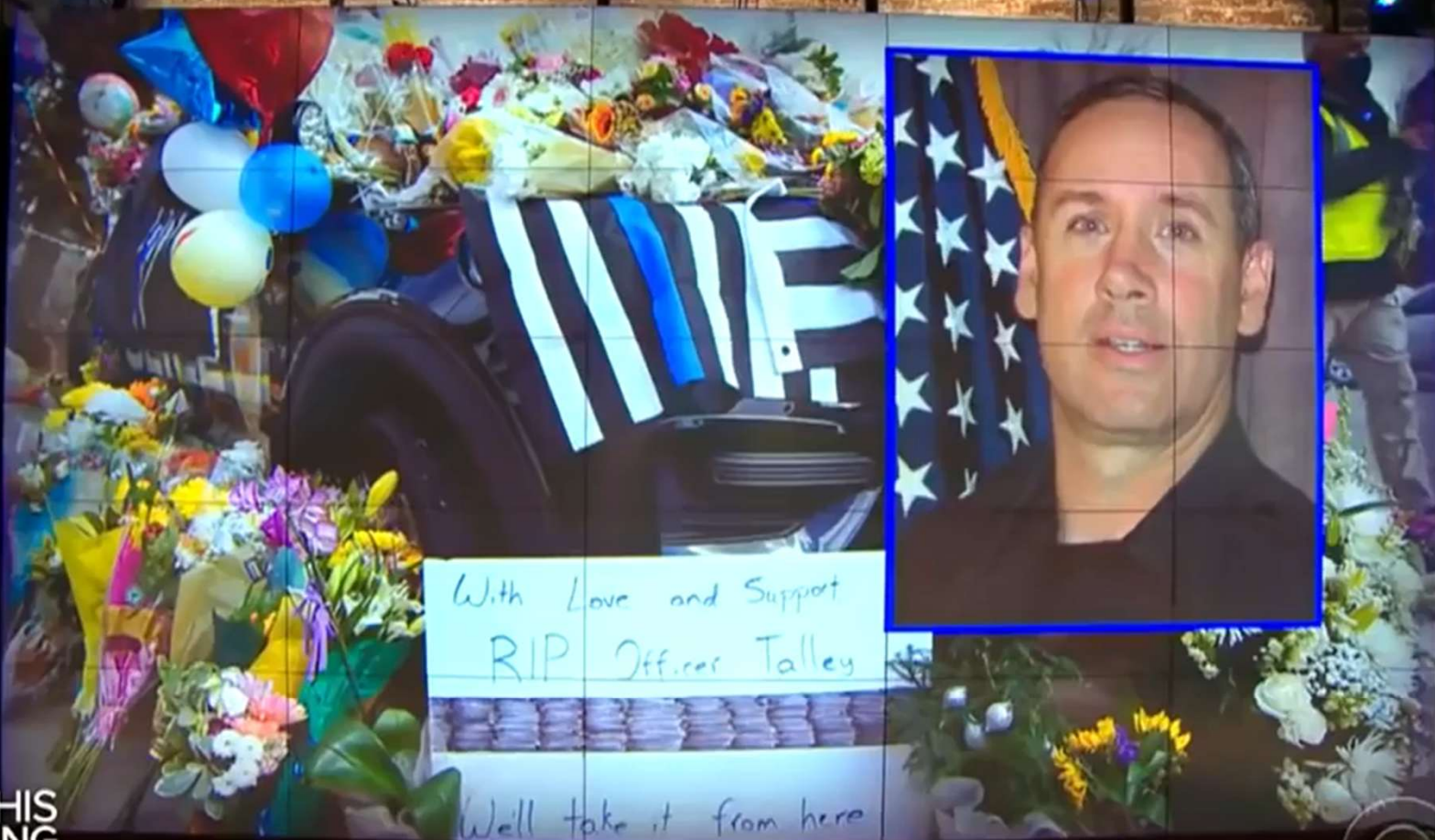


# Course of Action

- Run – Run - Run
- Hide - locked secure area
- Fight....
  - Shooter will succeed in shooting all those with whom he comes in contact, unless you stop him
- Develop a survival mindset that **you** have “**what it takes**” to survive when your life is on the line
- You must be prepared to do whatever it takes to neutralize the threat



No matter where you are, always be in **Condition yellow**.



 **CBS THIS  
MORNING**

CASH 5: 2-11-20-27-38, XTRA: 4 ● NJ MIDDAY PICK 3: 0-6-6, FIREBALL: 9 ● NJ MIDDAY PICK 7:03 / 52°

## What We Covered / Next Steps

- Workplace Violence / Trends
- Motivations of Violence
- Indicators of Potential Violence
- Situational Awareness
- Active Shooter Response

- Crime Prevention Through Environmental Design (CPTED)
- Safe Work Practices
- Safe Personal Practices
- Final Thoughts

# Crime Prevention Through Environmental Design

**Natural Surveillance** - Directed primarily at keeping intruders easily observable. Maximize visibility of people, parking areas and building entrances:





# Crime Prevention Through Environmental Design

## Territorial Reinforcement -

Physical design creating or extending a **sphere of influence** that develop a sense of territory for the “users”.

Define property lines and distinguish private spaces from **public spaces** using landscape plantings, pavement designs, gateway treatments.



# Crime Prevention Through Environmental Design

**Natural Access Control** - Directed primarily at decreasing crime opportunity by denying access to crime targets and creating in offenders; **a perception of risk.**

Designing streets, sidewalks, building entrances and neighborhood gateways to **clearly indicate public routes** and discouraging access to private areas with structural elements.



# Crime Prevention Through Environmental Design

**Target Hardening** - Window locks, window barriers, dead bolts for doors, interior door hinges, access controls, cameras, barriers, layers of access.



# Summary - At Work

- Establish a **relationship with local police** – offer tour, provide floor plans, ask for a 360 video, offer your place for report writing and training.
- Ensure that ALL **exit doors are accessible and clearly marked.**
- Train employees to **“assess” the public** when they enter premises.
- Obtain **panic buttons, portable alarms.**
- Limit access points. **One way in.... many ways out.**
- Maintain / **enforce** security procedures – **Badge system, zero tolerance bullying / harassment.**
- Employees report concerns immediately, **Risk Assessment Team.**
- Encourage the reporting of potential **domestic violence** situations.
- CPTED

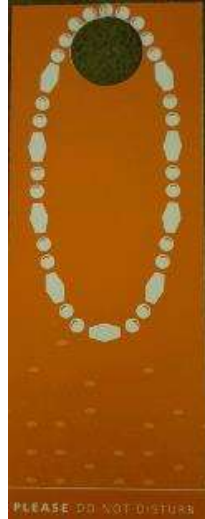


# Employee Travel Tips

[The Complete Guide to Corporate Travel Safety & Security | TravelPerk](#)

## Duty of Care / Risk Management Strategy

- Political instability
- Sanitation and health
- Food and water safety
- Health threats and diseases
- Accommodation security
- Third-party contractors
- Female traveler safety



- **Employee training**

- No company logo on shirts, **no business card luggage tags** or anything that identifies your company.
- **Blend in.** Leave expensive suits, Rolex watches and even upscale business casual clothing at home.
- Set a time to **call into the office daily.**
- Plan ahead and look at travel <https://travel.state.gov/content/travel/en/international-travel.html>

# Situational Awareness - Personal

- Park in well lighted areas – never use cell phone when walking to and from car. Always be in “relaxed alert” – **Condition Yellow**
- Watch everyone in your **immediate circle and beyond**. **OODA Loop**
- Look for **anomalies**. **What is the normal baseline** of where you are?
- Does their **body language / emotions and behavior** fit the situation?
- Look for exits, always; **inside and outside**. Remember the bar, bathrooms and exit.
- What is your plan? **Be prepared; not paranoid.**

# Situational Awareness - Personal

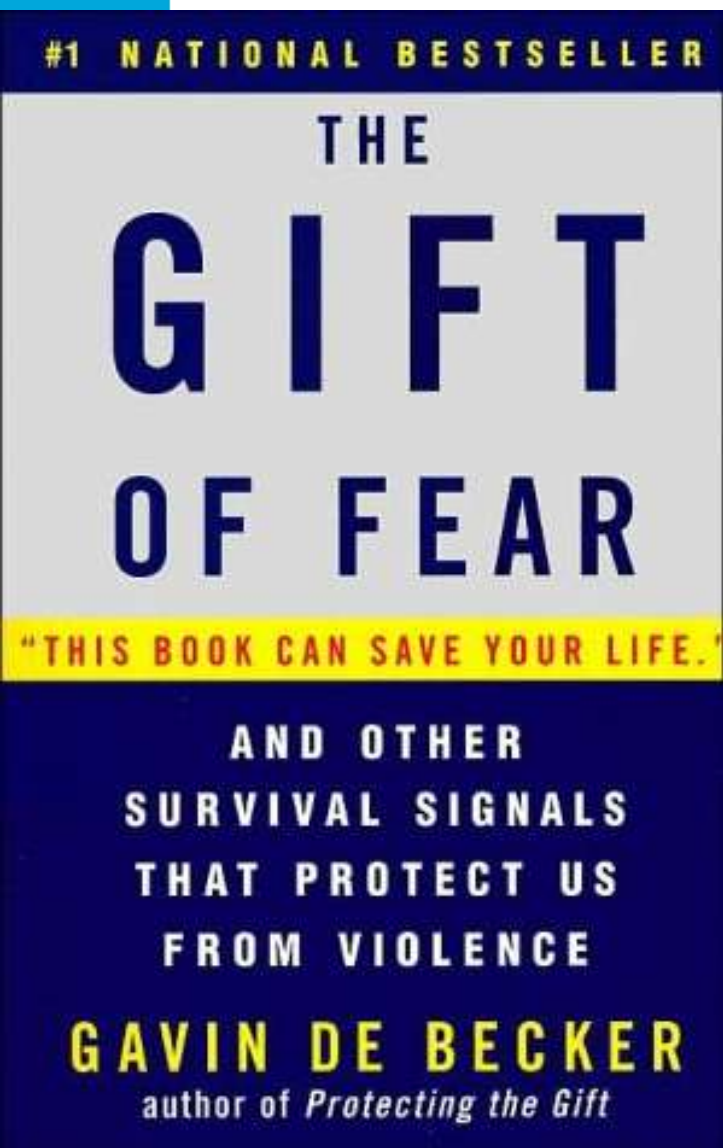
- Be observant and take appropriate action.  
Appear, and be, confident while you are out in public.
- Walk with purpose, direction, and intent. Know where you are going, walk tall, shoulders back, confident strides, and use your eyes to look out straight and around, look people in the eye – rather than looking down.



## According to John Boyd-

“Ambiguity and uncertainty surround us.  
When our circumstances change, we often fail to shift our perspective and  
**instead continue to try to see the world as we feel it should be;  
not the way it actually is.”**





## GIFT OF FEAR

“Only human beings can look directly at something,

have all the information they need to make an accurate prediction,

perhaps even momentarily make the accurate prediction....

and then say that it isn't so.”

Thank you!

It has been my honor to spend time with you  
today!

What is one thing you learned today, or a behavior that you will  
change because of today's presentation?







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