Are You Prepared?

Assessing Potential Violence in the Workplace

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Nordstrom’s Program
Violence in the Workplace
NEWS REPORTS

Shopper at Nordstrom Rack repeatedly stabbed by another

At least six wounded in shooting at Tacoma Mall

Bullets fly, gunman slain in busy pub at Nordstrom

Two customer’s stabbed in busy Nordstrom store
Nordstrom found negligent in 2005 knife attack.
Jury awards $1.6 million to stabbing victims

One stabbed, another sexually assaulted in Nordstrom Rack Robbery
NORDSTROM VIW PROGRAM

Responding – Learning – Preventing

1. EMERGENCY RESPONSE TEAM
   Trained to respond to emergencies and disasters

2. POST INCIDENT ASSESSMENT
   Focus on post incident learnings and process improvements both internal and external

3. VIOLENCE IN THE WORKPLACE PROGRAM
   Trained to assess and address potential acts of violence in the workplace focusing on prevention
Emergency Response Teams

Store Emergency Response Teams (ERT)

• Store/Building Manager
• Department Managers including HR, Building Services, Communications, Logistics etc.
• Loss Prevention
• Supported by Regional/Corporate Emergency Response Teams

ERT Team Qualifications

• Experienced, competent and able to remain calm during stressful situations
• Able to communicate clearly and directly while under stress
• Knowledgeable with the store, region or corporate structure and personnel
• Trained in emergency procedures and their role during an emergency

Responsibilities of ERT

• Responding to disasters including fires and floods
• Responding to natural disasters including hurricanes and earthquakes
• Managing emergency response to acts of Violence in the Workplace including evacuations and lockdowns (e.g. Robberies, Armed Intruders, Imminent threats of harm to customers and employees)
• Ongoing training and preparation activities including fall and spring drills, on-line learnings and Emergency Response Guides
Prince George’s Stabbing Incident

May 25, 2005 – 6:50 p.m.
• Two customers stabbed by Antoinette Starks in a random act of violence
• Store Loss Prevention yells to evacuate store and announcement made
• Off-duty FBI agent disarms and detains Starks at bottom of escalator
• Police on site within 5 minutes from first notice in Customer Service
• Starks arrested but mentally incompetent to stand trial
• Nordstrom sued for Negligent Security
• Jury verdict $1,600,000 for failure to do enough to prevent the attack

But there’s more…..
August 2011, Antoinette Starks was released from mental hospital
October 13, 2011 – stabbed a customer outside a Target store at 9:45 a.m. in
another random act of violence

Learnings
• Time Line was critical to our defense
• Emergency Procedures and Crisis Management trainings scrutinized
• Immediate and thorough investigation needed
Responding to Active Shooter

Immediately Assess Situation and Take Action
• Evacuate if possible. Have an escape route and plan in mind
• Hide Out. Find area outside of the active shooter’s view and block entry
• Take Action. As a last resort attempt to incapacitate shooter
• Call 911 when safe to do so

When Law Enforcement arrives
• Remain calm and follow officer’s instructions
• Immediately raise hands and spread fingers
• Keep hands visible at all times
• Do not stop to ask officers for information when evacuating

Or search for “Run Hide Fight”
Howard Hughes Rack Hostage Crisis

January 10, 2013 – 11:03 p.m.
- 14 employees gather to prepare to leave the store after closing
- 3 armed men force their way into the store
- Police immediately notified and surround building
- Employees forced to hand over wallets, handbags, phones
- Employees are gathered into one area
- One suspect forces an employee to open the safe
- Another suspect isolates an employee from rest of group

11:15 p.m. - Police surround store
11:16 p.m. – Twitter “LAPD has 1 bad guy inside Nordstrom Rack. Cops galore”
11:20 p.m. - Suspects escape through same door they entered
11:21 p.m. - Twitter “White SUV bailed fast outta Howard Hughes Ctr. LAPD trying to pursue. Units have lost vehicle. No headlights.”
11:28 p.m. – Twitter “LAPD says 2 suspects inside store with possible hostage”
2:19 a.m. – Police storm store with flash grenades. Release hostages. One employee was tackled by the police because he fit the suspect’s description
Howard Hughes Rack Hostage Crisis

But there’s more.....
Police arrested all 3 suspects and one accomplice within 48 hours

Post Incident Follow-up
• Communication Plan – PR on site next day
• Executive Support – Company president on site following week
• Employee Assistance Program – on-site counselors
• Employee pay considerations and scheduling
• Additional security at store and nearby locations for several weeks
• Changes to store hours and closing procedures
• Enhanced robbery prevention training in all locations
• Privacy review due to lost checks in robbery
• Location clean-up prior to re-opening

Learnings
• Ensure employees schedules are accurate and up to date with changes
• Building Security Audits to ensure all alarms are functioning properly
• Enhance camera system to ensure they can’t be disabled and adjust viewpoints
• Impact of Social Media
Violence in the Workplace Teams

Violence in the Workplace Teams (VIW)

• Human Resources
• Loss Prevention
• Risk Management Employment Attorneys
• Supported by Corp. VIW Team (Corporate level HR, LP and Employment Attorneys)

VIW Team Responsibilities

• Responding to potential acts of violence (e.g. Temporary Restraining Orders)
• Assessing, investigating and responding to acts of violence after the initial crisis
• Evaluating and communicating VIW trends and issues both internal and external
• Supporting VIW emergency response and preparation activities including training

VIW and ERT Team Overlap

• Regional/Corporate ERT and VIW teams will both respond to incidents which involve acts of violence and provide immediate advice and counsel to Store ERT
• Once the acute stage of an act of violence is over, only the VIW teams will be involved in any ongoing investigations and communication
• Issues are centrally reported for tracking and to ensure consistency of response
Threat Assessment Process

1. Victim or other person comes forward to report
   - Gather information:
     • Find out what are the concerns
     • Create timeline of events
     • Learn about the aggressor (e.g. weapons, substance abuse, health history, employment status, factors that stabilize or destabilize the situation)
2. VIW Team comes together
   – Reviews information and outlines additional needs
   – Once information has been gathered, team reviews and:
     • Assesses risk including whether expert needed
     • Develops safety plan
     • Considers Letter of Expectation
     • Plans times to reconvene the group to periodically assess based on new information
Scenarios

• The Joker

• The Outsider

• The Ones That Haunt Us
Questions?

* Updated 7-28-09 with 2010 stores