



Utility Focused Security Training & Consulting 2021 Series



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Security Consulting and Training

Helping you prepare for the unexpected

InDev Tactical¹ (InDev) helps clients enhance security, improve incident response, and manage crises. InDev offers situational awareness, enhances de-escalation, violence prevention, and active shooter response training tailored for the utility industry. At InDev we understand that every client has unique challenges and goals. We work with you to ensure our services meet your specific needs and expectations.



What makes InDev different? *Our unique fusion of combat-honed security skills combined with our knowledge of infrastructure utilities, allows InDev to adapt security and response techniques refined in Afghanistan and other conflict zones to the needs of our US clients.*

InDev consultants are experts in utility security applications. Jim Willis, the CEO, is a *Certified Master Anti-Terrorism Specialist* and *Homeland Security Expert*², and a sought-after security expert and speaker. Jim used his extensive infrastructure utility background combined with his security expertise to develop *ASSIST*[®], InDev's proprietary active shooter and violence prevention training series.

Consulting Services

InDev provides security consulting and advisory services that help organizations improving their security posture and enhance the security and protection of their employees. Our services include

- Security audits and evaluations
- Threat assessments
- Security program development
- Incident Response Planning
- Facility security design services
- Special event and annual meeting security advisory assistance
- Crisis Management advisory services
- Conference and Speaking engagements by professional speakers and presenters

InDev works with safety coordinators and managers to review organizational security exposure, identify vulnerabilities, set priorities, and develop *Security Enhancement Plans* and training schedules. We review, develop, and refine emergency response criteria and incident response plans.

Security Assessments range from reviews of specific areas of concern such as office lobbies and customer services areas to comprehensive facility assessments that identify organizational security issues, to infrastructure vulnerability assessments that identify potential targets and provide suggested improvements to mitigate exposure.

InDev provides confidential **Executive Advisory Assistance** to Managers, CEOs, and the board of directors as they explore security options and delve into the details and consequences of security-related decisions.

¹ InDev Tactical is a division of **InDev Specialists, Inc.**

² Certified by Anti-Terrorism Accreditation Board, & the American Board for Certification in Homeland Security

© Copyright, 2011 James M. Willis All Rights Reserved. ASSIST, *Active Shooter and Security Incident Safety Training*, and related materials.

Onsite Training and Professional Development

NOTE: Each training program below is detailed in the following pages

The **ASSIST** training series

1. **ASSIST**® Active Shooter and Security Incident Safety Training - an overview program of the subjects below
2. **A**ctive Shooter - Recognition and Response, the keys to survival
3. **S**ecurity Preparedness – Violence prevention, counterterrorism, and effective response
4. **S**ituational Awareness – Recognizing hazards and dangers in the field and office
5. **I**ncident Control – Verbal De-escalation and managing hostility
6. **S**ecurity Planning – Securing special events and meetings, and security response planning
7. **T**aking the Initiative - Effective crisis management and response for Executives, Key Staff & Board Members

Additional Training Programs and Exercises

8. **Active Shooter Drills**
Level I - minimal-stress, low-intensity exercises that introduce the basics of recognizing and responding to active shooter situations
Level II - basic drills with increased intensity and tension, but not overly aggressive or trauma-inducing
Level III – complex drill scenarios with greater intensity and realism, often used to test multi-agency response and coordination
9. **Crisis+ 15 Minutes** - A realistic approach to crisis resiliency
10. **Media Savvy** - Preparing staff and executives to speak effectively under any circumstance
11. **Employee Public Relations** - What every employee needs to know about Public Relations

InDev can provide training in the format that best fits your needs

Safety meetings	Single subject focus	1 to 2 (+/-) hrs
Half-day training	Covering 1 or more subjects	4 (+/-) hrs
Full-day training	Usually covers multiple subjects	7 1/2 (+/-) hrs

What is **ASSIST**?

ASSIST®, stands for Active Shooter & Security Incident Safety Training.

ASSIST, InDev's proprietary active shooter and violence response training goes beyond generic active shooter videos such as "Run-Hide-Fight" and canned violence prevention training programs to provide the understanding and skills needed for real-world response to acts of violence.

The concept for the "ASSIST" training series has its origins in Afghanistan. Jim Willis, CEO of InDev Tactical, used lessons learned providing reconstruction and security assistance in conflict/post-conflict zones across Africa and Asia to develop training programs that meet the unique security needs of Public Support Services (PSS). **ASSIST** provides the skills needed to effectively deal with aggressive clients in the office, hostility in the field, or security issues at special events and gatherings.



The **ASSIST** series uses low-intensity training to introduce violent subjects. InDev's approach training whether international security personnel or young inexperienced office staff, the intensity in training must be scaled to the audience and training goal.

Jim's training philosophy is simple:

"Scaring people isn't training. You train through understanding, connecting, and repetition. Then you build to the appropriate level of intensity and stress necessary but never exceed it. The use of graphic imagery and overly aggressive training tactics rarely work. Such tactics do little more than create fear and anxiety, and you end up with a frustrated and resentful audience"

The following one-page descriptions are provided for easy extraction of specific programs.



ASSIST – Active Shooter & Security Incident Safety Training

ASSIST covers an overview of the realities of workplace violence and identifies skills that anyone can employ to de-escalate a hostile encounter, defuse aggression, or respond to violence.



Subject/Topics:

1. Violence Prevention
2. Situational Awareness
3. De-escalation
4. Active Shooter Response

Topic Options: You can tailor ASSIST to meet your specific needs by selecting the specific topics to be covered. A popular option focuses on *Situational Awareness and De-escalation*. Or you can choose a single subject training program as described in the next section (following pages).

Length: Provided as a half-day summary or a full-day interactive training session.

Active Shooter Exercise Option: An effective training technique is the inclusion of a series of low-intensity active shooter exercises that take place throughout the day. These can spice up the day without increasing anxiety or stress. These exercises focus is on recognition, realization, and response.

NOTE: *These exercises do NOT require - physical contact, weapons pointed or fired at participants, or physically engaging the shooter.*

Objectives: Following the training, participants will -

- Understand how changing worldviews, environment, and culture impact organizational security
- Replace myths and misconceptions surrounding active shooter and violent encounters with facts
- Be introduced to skills necessary to deal with violence and techniques needed to survive a crisis
- Understand security dynamics and have confidence in their ability to effectively respond

Program Outline:

Topic One. Historical Perspective & Organizational Security Concepts: Focuses on introducing basic concepts and issues facing organizations today. Topics covered include a perspective of past and present organizational imagery, societal worldviews, security issues, and potential terrorism.

Topic Two. Violence Prevention: An introduction to workplace violence and methods of avoiding conflict. Covers types of workplace violence, forms of violence and triggers, and ways to avoid violence.

Topic Three. Situational Awareness: Introduces situational awareness and its importance to personal security. Topics include the Jeff Cooper awareness color-codes system and pre-attack indicators.

Topic Four. De-escalation - Verbal Self-defense: Recognizing the elements of aggression, body language, micro-expressions, and trigger words. Topics include taking verbal command of situations to defuse, de-escalate, and establish authority, and knowing when to abandon reconciliation and withdraw.

Topic Five. Active Shooter Response: Introduces the three stages of an active shooter event and how to use the *ASSIST* active shooter response technique to survive the critical first minutes and transition to safety. The topics include dealing with deadly weapons & weapons-of-opportunity, escape, evasion, and shelter-in-place. The emphasis is on protecting yourself *before -and- after* the police arrive.

Wrap-up / Final Q&A: The program's final discussion and Q&A to address any remaining concerns.

Certification: Certificate of Completion

Approved for CLCP Continuing Ed Credits (CECs)

Single Topic Training Programs

The following provides details of the single-subject training programs offered by InDev.

This includes more in-depth training sessions on the topics covered in the ASSIST overview program. These subjects are identified using the "INDEV" acrostic in the titles.

These programs are typically half-day training sessions or safety meeting topics.

Active Shooter: Recognition and Response, the keys to survival

The first of the single topic training programs covering the **ASSIST** series.

Typically, a half-day program.

"ASSIST" is InDev's proprietary active shooter response training. This presentation provides your staff with the knowledge, confidence, and skills needed to effectively deal with conflict and violence. It offers approaches for surviving an active shooter situation, looks at options to consider, and proactive methods of mitigating harm.

ASSIST® provides employees with the skills and confidence needed to deal with violence. It dispels myths and misconceptions about violence and presents simple techniques for surviving a crisis.



At the request of the client, InDev can incorporate *Active Shooter* exercises (mini drills)

into the training (see page 15). These exercises add a dimension of complexity and involvement that encourages proactive response to violence through a series of low stress-low tension exercises.

Attendees engage in confidence-building exercises that introduce reliable survival skills.

ASSIST® - Active Shooter Response



A – Action
S – Shield
S – Survey
I – Intervene
S – Survive
T – Transition

ASSIST – Active Shooter Response Training:

- Is approved for *NRECA CLCP* continuing education credits
- Meets OSHA workplace violence training recommendations³
- Satisfies federal annual counterterrorism training requirements
- Instills confidence and reduces fear and anxiety
- Introduces skills needed for surviving the *violent first minutes*

Length: Presented as a half-day training session or a full-day interactive program that includes additional exercises and class interaction.

Certification: Certificate of Completion

Approved for CLCP Continuing Ed Credits (CECs)

Security Preparedness: Violence prevention & effective response

Today utility workers face the increasing peril of violence and hostility. Employees in the field or office, are increasingly confronted by irate and desperate people, violent protesters, and people willing to inflict harm.

This training helps employees understand the underlying causes of violence, how to quickly recognize threats, and how to develop strategies to address threats. A discussion of the characteristics of workplace violence and methods of avoiding conflict, types, and forms of workplace violence, and triggers. The program introduces counterterrorism techniques and methods of reducing facility and system vulnerability.



Topics Include:

- Understating workplace violence
- Developing an effective violence prevention plan
- Signs alone won't cut it - proactive security control measures
- Prepare for the worst and you'll be ready for the rest
- Security audits, the foundation of preparedness, and target hardening
- The role of active shooter training and drills; a two-edged-sword
- Preparing a tactical response and special response teams
- Understanding extremism, terrorism, and the tell-tell signs of terroristic activity
- Target hardening – reducing employee, facility, and infrastructure vulnerability
- Effective table-top security exercises

Learning Outcomes:

After training, participants will have an increased ability to recognize and address security issues in the organization and the basic skills needed for avoiding and responding to violence and terrorism. With the completion of the program, the participant will have greater confidence in their ability to identify a potential threat, quickly develop an effective response, and avoid harm to themselves and others.

BENEFITS:

- Improved safety of staff
- Increased security for employees and facilities
- Reduced litigation risk

Length: Typically presented as a half-day training session.

Certification: Certificate of Completion *Approved for CLCP Continuing Ed Credits (CECs)*

Who should take this course?

Managers and staff tasked with developing security response plans and strategies, and those responsible for electric system and facility design, training, and safety.

Situational Awareness: A life-saving skill in the field and office

The potential for violence is becoming a common work-related reality. Employees today face a myriad of security risks. From hostile customers, thieves, and protesters, to terrorists and sociopaths seeking to do violence. Office and field staff face an increased potential of being harmed by another person.

This training prepares employees to recognize threats before an incident escalates to violence, and how to conduct an on-the-fly threat assessment in any situation. The program introduces strategies for personal safety, awareness, and personal protective measures, actions, and tactics.

The training can be tailored for internal operations staff, field employees, or both.



Topics Include:

1. Understanding situational awareness
2. Habits to improve awareness
3. Threat assessments – recognizing danger and establishing baselines
4. Understanding the Cooper Awareness Scale
5. Behavioral warning signs, body language, and micro-expressions
6. Managing fluid situations
7. Techniques to escape

Learning Outcomes:

After training, participants will have competencies in recognizing, avoiding, and escaping dangerous situations. They will have a better understanding of situational awareness, verbal and nonverbal danger signs, and their role in personal self-defense. With the completion of the program, the participant will have increased confidence in their ability to identify potential threats; maintain situational control; and if necessary, defend themselves from attack.

BENEFITS:

- Improved safety of staff
- Increased employee confidence in dealing with aggression and violence
- Reduced litigation risk

Length: Typically presented as a half-day training session.

Certification: Certificate of Completion *Approved for CLCP Continuing Ed Credits (CECs)*

Who should take this course?

Managers, staff, and employees that regularly meet the public; especially those that meet with clients in potentially risky or remote locations.

Incident Control: De-escalating Volatile Situations

Verbal altercations are common workplace occurrences that if left unchecked, can escalate into physical violence. Today employees face increasingly aggressive behavior among the workforce and the public. And minor issues are often intensified by feelings of entitlement and hypersensitivity. Training helps employees effectively address aggression and reduce conflict by detecting and resolving anger.

The course provides your staff with the confidence needed to deal effectively with challenging behavior. It introduces de-escalation techniques to help understand and modify aggressive behavior and resolve conflict.

Course Focus:

The training focuses on the specific needs of the participants.

F1. Interior: for executive staff, managers, CSRs, and others that deal with the public

F2. Exterior: for field staff; ground crews, arborists, construction, R/W, and service crews

F3. Fused: Covers key aspects of the interior and exterior training for diverse audiences

Presented as part of the **ASSIST**® training series, or as an independent session.

Training Includes:

- Recognizing aggression and warning signs
- Maintaining a professional presence
- Managing hostility and proactive communication
- Identifying perilous situations and recognizing when and how to exit
- The **ASSIST** Verbal Self-Defense®

Participation activities:

The attendees participate in exercises designed to reinforce techniques and increase confidence.

Learning Outcomes:

At the end of the course, participants will be able to better recognize and counter aggressive behavior. Participants will have increased confidence in their ability to recognize threats, gain situational control, and de-escalate volatile encounters.

BENEFITS:

- Improved employee safety
- Increased staff confidence in dealing with aggression and violence
- Reduced risk of litigation

Length: Typically presented as a half-day training session.

Certification: *Certificate of Completion*

*Approved for **CLCP** Continuing Ed Credits*



Security Planning: Protecting special events and meetings

Recent tragedies demonstrate that large meetings and special events are vulnerable to violence, and the consequences of violence can be devastating. Event hostility is becoming a common occurrence, and the speed at which disturbances can morph into violence is astounding. While large-scale atrocities remain rare, extreme activism and terrorism are real concerns. Though you can't circumvent motives, you can make it difficult to act on them. Event attendees expect and deserve thoughtful consideration for their well-being. This training will help develop skills in effective event security and emergency response planning.



Topics Include:

- The changing dynamics of event planning
- A strategic approach to event security planning
- Outside assistance, statewide and national associations, and security consultants
- Local law enforcement a critical security resource but not a security sole-source
- Securing dignitaries and special guests
- Dealing with emergency response to an unexpected crisis
- Scenario-based training and tabletop exercises
- Staging and implementing event security
- Post Event "hot-wash", debrief, and "lessons learned"

Learning Outcomes:

After training, participants will have competencies in planning secure meetings and special events and be better prepared to respond to unexpected emergencies and crises.

BENEFITS:

- Improved staff capabilities and competencies
- Increased security for visitors, guests, and staff
- Reduced litigation risk

Length: Typically presented as a half-day training session.

Certification: Certificate of Completion *Approved for CLCP Continuing Ed Credits (CECs)*

Who Should Attend?

Managers, staff, and employees that plan and implement special meetings and events.

Taking the Initiative - Crisis response and management

Crisis management begins the moment the incident begins but it continues well after the action stops. And if not prepared, the aftermath can be devastating. It is important to prepare to deal with a crisis as it unfolds and to respond effectively to the immediate and longer-term impacts on the organization, employees, and community.

This training helps prepare your staff and board to deal with a crisis. The training focuses on resolving critical issues during the event and effectively staging for the aftermath. It looks at issues involved in dealing with employees and their families, managing public relations, and the media.



Topics Include:

- Active crisis management - doing what must be done
- Managing the chaos of an active incident
- The fluid state of crisis management today
- Damage control, what can and can't be controlled
- Utilizing national and statewide association resources
- The role of operations and security in crisis management
- Who says what, the role of spokesperson
- The role of the board and senior executives during a crisis
- Crisis communication - "managing the message"
- Preplanning and desktop exercises are critical to surviving a crisis
- Created a crisis, dealing with activists

Learning Outcomes:

After training participants will have the skills needed to respond effectively to the aftermath of violence or another catastrophic event. They will understand how crisis communication is changing and how to effectively manage the message. Participants will understand how to manage the flow of communication, address aftermath issues, and work with investigations by law enforcement, journalists, and the public.

BENEFITS:

- Improved crisis response and resilience
- Increased confidence in dealing with crisis
- Reduced litigation risk

Length: Half-day short course or Full-day training (with additional exercises)

Certification: Certificate of Completion *Approved for CLCP Continuing Ed Credits (CECs)*

Who should take this course?

The subject is important to executive staff, key employees, & board members. And is recommended for managers, staff, and employees that regularly meet the public.

Active Shooter Response Drills

We can help your team prepare for the worst-case scenario -

an Active Shooter!



InDev conducts Active Shooter response training to help you improve your organization's state of readiness. The drills test existing active shooter response procedures, appraise workforce preparedness, and introduces survival skills and techniques.

What is the InDev difference?

We create positive employee experiences that are based on real-world conflict expertise. InDev drills focus on recognizing what's happening and knowing how to respond to effectively improve your odds of surviving. Our goal is to build confidence and reduce employee fear and anxiety.

Exercises and drills

Note: We also have an **Active Shooter Response Exercise** option for our ASSIST training session. This low-key exercise introduces recognition and response skills using non-aggressive training and techniques.

InDev has three levels of active shooter response training of increasing intensity and complexity. No matter the drill level, we will -

*Provide the expertise and equipment needed to develop and conduct the exercise
Coordinate all activities with local law enforcement and first responders*

Drills:

Level I: low-stress and intensity events that walk-thru the steps needed to survive.

Level II: intermediate exercises with higher-level interaction and stress.

Level III: full-scale drills with additional resources, law enforcement, and emergency response.

Length: Varies, typically takes at least 4 hours to conduct the drill.

A typical Level II exercise includes:

1. Developing an *Action Plan*
 - Establish exercise goals and objectives
 - Conduct a site appraisal
 - Develop scenarios & Assign roles
2. A Pre-Drill Conference
 - A facility-wide meeting held, typically 1 to 9 days before the drill
 - To explain the goals exercise goals & guidelines
 - Covers exercise "*do's and don'ts*"
 - Answer questions and address concerns
3. The Drill
 - **Start** - drill begins with an announcement and the initial contact blank-gunfire
 - **Execution** of the scenario selected
 - **End** - an announcement that the drill is complete
 - Post-exercise inventory & "hot-wash" meetings are conducted
4. Post-Drill
 - Hot-wash and Debriefing to collect information and insights
 - Drill Summation Report - findings, recommendations, and suggested next steps



Crisis + 15 Minutes

A realistic approach to crisis management and resiliency

Crisis response begins the moment the incident begins. However, it doesn't end when the action stops. The aftermath and repercussions can manifest themselves even before the crisis action ends and can linger for months or even years. The steps you take immediately following a crisis can have lasting impacts.

This training introduces strategies that can help mitigate the damage done during the crisis and map out an effective recovery plan. The training focuses on resolving critical issues created by the event and managing consequences. It looks at issues involved in dealing with employees and their families, as well as managing public relations and perceptions.



Topics Include:

- Crisis response and mitigation
- Active crisis management – doing what must be done
- Managing chaos – what can and cannot be controlled
- Dealing with the incident aftermath
- Damage control and aftershock management
- Assessing physical and human damage
- Developing recovery strategy
- Implementing repair and restoration programs
- Post-incident investigations

Learning Outcomes:

Participants will have increased competencies in responding to crisis aftermath. Attendees learn how to assess impacts, develop recovery strategies, and implement restoration programs.

BENEFITS:

- Improved crisis response and resilience
- Increased confidence in dealing with crisis
- Reduced litigation risk

Length: Typically presented as a half-day training session.

Certification: Certificate of Completion *Approved for CLCP Continuing Ed Credits (CECs)*

Who should take this course? Managers, staff, and key employees

Effective media skills for key staff and executives

This training focuses on techniques for communicating and managing the organization's message during media-focused events and crises. Participants gain the confidence to speak effectively in planned interviews, press conferences, and in-the-field.



This training covers:

- The current state of print and broadcast media
- How to prepare for a media event
- Interview techniques
- Dealing with *First Amendment Audits* and other militant tactics
- Crisis communication

Videotaped exercises: The training can include videotaped exercises for participants with “playback” coaching. This opportunity to practice in front of the camera can enhance confidence and effectiveness.

Topics Include:

1. The basics of communication
 - Speaking with clarity and confidence
 - Tact, discretion, and compassion
 - Using tone and inflection to enhance communication
 - Avoiding slang, company-speak, lingo, and jargon
 - Unspoken messages in gestures and body language
2. Presenting a professional presence
 - Dress professionally without losing your individuality
 - Poise and composure and non-verbal communication
 - Grace under pressure, remaining professional when stressed
 - Target acquisition and rendition - Staying *on topic*
3. Interview tools & techniques
 - Managing the message – laying the groundwork for a successful communication
 - Why “*No Comment*” equals *guilt*; how to frame an appropriate response
 - Advocating a position
 - Dealing with hostile media and ambush interviews
 - Avoiding “sound-bite suicide” and recovering from blunders

BENEFITS: Increased confidence, reduced risk of public relations damage, minimized litigation threat

Length: Typically, a half-day (4 hours) training session. The number of exercise participants can impact the total program length. The session can be tailored to fit your time constraints.

Certification: *Certificate of Completion*

Approved for CLCP Continuing Ed Credits

Every employee “speaks for the company”

What employees need to know about public relations

Effective public relations is a company-wide effort. And every employee is a communicator, good or bad, for your organization. This training will strengthen public relations by helping employees understand their role in building and supporting a positive corporate image. The training introduces the need for clear and consistent public interaction, and how employees can support your corporate image and public relations.



Topics

1. *Public relations: “Fragile- Handle with Care”*

Employees are typically unaware of their impact on public relations and on how people view the organization. Section #1 introduces basic PR concepts including how easy it is to damage your corporate image; how difficult it is to repair reputations; the need for the right message to be clear, concise, and consistent; and an understanding of the critical roles of the formal PR team and organization’s spokesperson(s).

2. *“Like it or not, you speak for the company”*

For clients and the community, what your employees say carries weight and what they do reflects on the organization. The training focuses on developing an understanding of the concept that, to some of the public, “*your employees are the organization*”.

3. *The Media, it’s not what it appears*

The media was once the domain of professional journalists and photographers but now includes anyone with a cell phone. Today, pseudo-journalists and “social media” hacks, video and upload every event, accident, and conflict. Section #3 helps employees identify those looking for a story or sound-bite, manipulative media tactics, and deal with confrontational media representatives.

4. *Unintended Consequences*

In carrying out their daily tasks, employees can inadvertently create negative impressions or create controversy. We’ll look at how seemingly harmless acts and thoughtless gestures can impact the company’s public image.

5. *Crisis Situations, “keeping the media wolves at bay till help arrives”*

The media can appear at the most unlikely places; especially when contentious issues arise, at accident scenes, and during crises. First-responding employees are often ambushed by both social and professional media in the field; so, crisis communication must start with them. Section #6 looks at fundamental crisis communication strategies for maintaining message control in high-stress public situations until an official organizational spokesperson arrives.

BENEFITS: Increased employee confidence in dealing with the media, reduced risk of litigation, improve overall public relations

Length: Typically presented as a half-day training session.

Certification: *Certificate of Completion*

Approved for CLCP Continuing Ed Credits