**Training Tool Kit 1**

**Topic:**

A recent event in the news has prompted the HR Manager to review the training process for an active shooter situation. You have been asked to develop an active shooter training session. Participants will be all employees across the organization.

Outcome 1: All employees will be able to identify the typical characteristics of active shooter situation.

Outcome 2: All employees will be able to explain the best safety practices for preparing and reacting during an violent attacker situation.

Outcome 3: All employees will be able to identify the key elements of an emergency action plan.

**Tool Kit Part 2: Choosing the Training Design Elements and Evaluation Design**

**Background**

The purpose of the course at hand is to gather knowledge on how to handle people from an active shooter position. An active shooter is a perpetrator who has the ability and in a place to commit mass murder on people marked by scale, randomness, rapidity, and, most often, suicide. More precisely, an active shooter is a person who directly gets engaged in bidding to kill populated and confined people from a firearm. The strike from a shooter is unpredictable since these killers do not assume any patterns while selecting their structure of attack. This course is essential since it provides knowledge on how to deal and neutralize criminals that are at an active shooter position. Understanding this course is imperative to know since this course provides ample experience on how a person posing as an active shooter threat can be analyzed and countered before it occurs.

**Prerequisite Skills**

To join this course, a student would need to have a right and sound mind. Flexibility and tactical knowledge is an added advantage. However, the course has some physical exercise sessions where students have a chance to keep healthy and be in a position to work appropriately. Altogether, the students must have discipline all through the course.

**Learning Objectives**

The learning objectives under this course include;

1. Detection of active shooters from their posture, facial expressions, and other psychological, biological suggestive attributes.
2. Physical knowledge in disarming and nullifying a threat posed by an active shooter
3. Understand the subject of criminal science
4. Learn how to conduct various first aid and,
5. Understand the psychology between the scopes of the active killer and their victims

**Course Expectations**

The course is to be divided into two major segments – the theory and practical segments. During the theory, students would learn the different approaches of criminal science and any other theoretical portion of the course. The second segment is the practical segment. This segment would be used to train to handle an active shooter, maintaining minimal exposure to loss of life for the targets, personal, or any other passerby civilians. Therefore, the course is expected to curtail any failure in handling an active and deadly shooter appropriately, handling mass panic, as well as estimating the degree of the danger presented to formulate the countermeasures well without having to leave behind collateral damage.

**Delivery Method**

Blended learning is the most appropriate way to learn through this curriculum. The following is the design for the curriculum road map indicating the learning processes schedule from the admission to graduation

The proposed delivery design and method is appropriate for this course given that every student can choose to learn from home over the internet and again attend schools for practical lessons and any other activities that might require a person in human for the course. The delivery method selected allows flexibility for the students in that the course would also be accessible over the school internet portal. Such would ensure that no one misses class, no matter their schedule.

Introduction to (Active Shooter Situation)

Criminal Science

Physical activity exercising

Practical learning on disarming and arresting perpetrators

The evaluation design type selected is the retrospective pre & post test evaluation design. The main factor that attributes this evaluation design is that the knowledge on participant’s level of experience collected, skills learned, attitude shaped, among many others. From this point, it becomes easy to determine the rate of comprehension and improvement of the participants (Lepourte, Van Den Berghe, Tilleuli & Crijns, 2011).

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**Tool Kit Part 3 Cost Benefit and Part 4 Methods and Objectives**

**COST-BENEFIT ANALYSIS – ACTIVE SHOOTER SITUATION**

The Decision-making process is very crucial for every organization. The goal of every profit-making organization is to maximize the profits as they minimize the costs. For this to happen, the management must come up with sound and profound decisions on the projects to undertake. They do this through the use of cost-benefit analysis. This can simply be defined as the process that various organizations, especially the profit-making businesses, use to make the Analysis of different decisions (Celli, Pilo, Pisano & Soma, 2018, May). Ideally, a model is built where the benefits related to action are tabled down as well as all the costs associated with that action. The costs are subtracted from the benefits and results determine whether the project is viable or not.

The management should only focus on the projects that are viable. A viable project is the one where the total benefits outshine the total costs related to that project. In my topic (Active shooter situation), cost-benefit analysis is meant to serve two major purposes. The first one entails verification of whether the benefits related to the project will outdo the costs, and the second one is to help in the selection of the best action (Meikandaan, Hemapriya & Bist, 2018).

There are various factors that I consider to determine the costs and benefits such as direct costs, which include direct labor, indirect costs such as management cost, utilities, and other overheads. It is also important to consider the opportunity costs as well as the cost related to different potential risks like the risks related to regulations and environmental influences. On the benefits, there are both tangible and intangible benefits.

 The tangible benefits include the revenue from the sales made while the intangible benefits relate to benefits that can't be touched, such as customer satisfaction, increased market share, and the safety of the employees. Besides this, the company also benefits from a competitive edge in the market. It is a matter of fact that in the current world of business, competition is the order of the day. For businesses to survive, they have to come up with sound strategies to maintain a competitive edge in the market. The following is a table of Cost-benefit Analysis of an active shooter situation:

|  |  |
| --- | --- |
| **Training Program Cost For Active Shooter Situation** |   |
| **Direct Costs**Instructor-Local Police Department (5 days x $100/day)Fringe benefits (10% of salary)Travel expenses (125 miles one way x $0.25/mi x2Materials ($20 X 50 employees)Location (company conference room)**Total Direct Costs****Indirect costs**Clerical and administrative SalariesFringe benefits (20% of salary)Pre-and post-training learning materials ($5 X 50 employees)**Total Indirect Cost** **Overhead Costs** **Compensation for Trainees**Employees’ salaries and benefits based on time away from job**Total Training Cost****Cost per Trainee**  | $ 500.00 100.00 62.50 1000.00 0 **1662.50**  250.00 90.00 250.00 **500.00** **600.00****15,000.00** |
| **17762.50 355.25** |

The direct costs can simply be defined as those costs, which directly contribute to the benefits such as the cost of labor. On the other hand, indirect costs can simply be defined as those costs that do not directly result in the benefits. They include the cost of the utilities and the management costs. On the tangible benefits, they are those benefits that come directly to the organization, such as the revenue developed from the sales, while indirect benefits are those that come indirectly and can't be easily quantified (Pearce, 2016).

Cost-benefit Analysis is very crucial to every organization. Without the use of the CBA, the management could simply arrive at the wrong decisions that could probably affect the organizations adversely. For every decision made, the management must opt to choose those actions that are viable and promising.

**Methods and Objectives**

**Introduction**

An active shooter circumstance is an instance including an armed perpetrator ready to cause mass murders or an extensive casualty. Active shooter situations have become rampant in contemporary times and such has placed under the necessity to train employees on how to handle cases that involve an active shooter. Therefore, this paper presents two methods of training that can get offered to employees during the training and the objectives of each training method.

**Technology – centered Learning**

Considering the facet of technology, the best form of training would be employing technology-centered learning rather than simulators due to the budget limitations on the training program. This method would integrate interactive multimedia, web-based exercise programs, interactive videos, among other computer-based programs. The platforms of training over a technological perspective would allow the trainers to incorporate with the apprentice’s environment. Such leaves the employees to learn the intended content. Technology-centered learning provides the integration of various interconnected device structures that are used for communication between the trainer and the trainees (Snyder, 2014). The reason for considering technology-centered learning as integral for the proposed training procedure is that it is set to benefit both the trainees and their trainers, among the various players within the training sessions.

*Objective 1*

Since contemporary information technology has achieved global popularity, the employment of technology-centered learning would enable the extensive use of internet-information that could aid in maneuvering through the training. Comprehensive information involved in technology-centered education. Also, the trainees are bound to comprehend and recall the content learned with the use of technology-based learning. Therefore, the main objective would be to equip the employees and staff with the knowledge necessary to counter situations involving an active shooter. Such would prevent extensive injury, property damage, or loss of life in the event a case involving an active shooter presents itself in the future.

*Objective 2*

The second objective is to reduce the degree of panic and confusion regarding a situation that involves an active hooter within the workplace. Such would be achieved through technology-based learning since the trainees training would be on technology. Given that current technology is incorporated with numerous information take for instance the internet, it would be a reliable source of information to base the training, ensuring that in the case of an active shooter, employees would know the right way to handle the situation without implying fear, panic or confusion.

**Mentoring/Coaching**

Mentoring and coaching involve the employment of an experienced external expert in training employees and staff on how to react in a situation involving an active shooter. Such creates a one-on-one experience where the employees have an open forum with the trainer where they can ask questions and the trainer answering the question directly to the employees. According to (Parsloe & Leedham, 2009), mentoring and coaching are among the best methods of training since they create an open question and answer forum where trainees can clarify their questions directly as they surface. The following objectives are then possible under mentoring and coaching as a means of training employees to counter an active shooter scenario.

*Objective 1*

The first objective aimed by incorporating mentoring ad coaching is to empower employees and staff with succinct ability to handle an active shooter occurrence in the workplace or anywhere else. Using the mentor-based coaching practice, employees and staff gather the necessary information. Due to the proximity of the trainer and the employees, it would be a beneficial objective that the employees would gain a lot of base knowledge on how best to maneuver through such a scenario. Given that the situation in focus occurs within the workplace, the case might involve having to unarm the shooter to regain safety for all persons inside the workplace. In such a situation, the close contact between the trainer and the trainees would provide a case where the trainer can demonstrate how to disarm a hostile and armed perpetrator. Therefore, what this training method can accomplish above any other training method is the practical part of the training. While a majority of different options of training may lack the aspect of practical training, the employment of mentoring and coaching is then the best since the trainer has the room to demonstrate to the trainees while using the trainees for demonstration. Therefore, the trainees would grasp better the content of the training lessons to become better handlers of an active shooter scenario. It thus ensures the objective that the trainees would gain both the theoretical and practical skills on how to treat an active shooter situation.

*Objective 2*

The second objective associated with using employee mentoring and coaching is providing the employees and staff on how to assess an active shooter scenario. Given that there is a direct and close interrelation between the mentor, or coach, employees would have the chance to place into practice the means of assessment on an active shooter scenario and gaining the perceptive knowledge on how to approach these situations. Again, from the practical training, the employees would understand the active shooter scenarios that is best countered by hiding, direct encounter, or calling for help, respectively depending on their assessment of the situation.

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**Tool Kit Part 4: Post Training Evaluation and Employee Development**

PART 1: SURVEY

Post Evaluation Survey

Thank you for being part of the training course in the active shooter situation. Your patience and concentration are highly appreciated. I would like to hear from you concerning your impressions of various training aspects to enable us to know what went on right and what went on wrong. This will enable us to know what to improve (Mutembo, Carcelen, Mwansa, Searle, Wanyiri, Book & Hayford, 2018). All ideas and opinions from you will highly be esteemed and used in the future to shape the training. The following are the questions:

* How would you rate the pre-training preparation?
* How would you rate the overall training in an active shooter situation?
* Can you please comment on the overall quality of the content for the topic Active shooter Situation?
* Which sections in the topic did attract you most, and which ones do you feel that they didn't inspire you much?
* What can you say about the content? Was it in-depth enough to allow you to gain insight from it?
* Was the course hard or easy to understand and follow?
* How would you rank or rate the overall process of the course delivery?

PART 2: NARRATIVE

It is apparent that employees are very important to organizations. They play a big role in the growth and development of different organizations. As such, they can be considered to be the biggest asset within a firm. It is, therefore, important to invest in training them to gain the necessary skills and expertise. I believe that my training is effective and leads to the development of employees in a great way. The following is how my training impacts the employees in a positive manner:

The training benefits the employees by empowering them to be future leaders and managers. It is a matter of the fact that life consists of different stages and phases. One has to grow now and then as long as there is the will to grow. When the employees are empowered, they feel that they are important, thus offering their best in terms of performance and production, thus improving the operations within the organization (Mwangi, 2017).

The training is also vital since it enhances engagement in the workplace. It is paramount that when the employees work together as a team towards the goals and objectives of the organization, success and growth are inevitable. To reduce boredom within an organization, regular training programs should be encouraged.

It is also paramount that the training program will mentor and shape the employees to be future leaders within the organization. The training instills different skills and knowledge to the employees, which they can use even in other future roles and duties. This depicts that the organization is adequately preparing for the future in terms of leadership (Xie, 2016, July).

The training of the employees will also allow the organization to retain the best talents in the market. Apparently, the world of business is full of competition. To maintain a competitive edge in the market, the management has to come up with different strategies to motivate the employees. One of them is through training. They feel that they are valued, thus develop the sense of owning the organization.

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