Crisis Negotiation For First Responding Officers

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Rochester Police Department
Lesson Plan

- Lesson Title - Crisis Negotiation for the First Responding Officer
- Course - Crisis Negotiation/De-escalation Developmental School
- Duration - 60 Minutes
- Date - July 11, 2003
- Location - Public Safety Training Facility
- Prepared By - Sgt Norma Marchetti
- Agency Address - 185 Exchange St, Rochester, NY
- Method of Instruction - Lecture
- Instructors - Sgt Norma Marchetti
- Approved By -
- Training References - Handouts

Training Aids Required - Dry erase board, Flip Chart, PowerPoint computer, Television, VCR, Overhead Projector with Overheads (esp. #6)

At the end of this instruction the trainee, using only the material provided, with the use of their notes, will orally or in writing:

1. Define the term Crisis Intervention
2. List one (1) of the three (3) basic principles of managing a crisis situation
3. List the two (2) basic types of crisis situations
4. List one (1) out of the three (3) groups that are frequently involved in crisis situations
5. Name one (1) item that is negotiable and one (1) item that is not negotiable
6. Define the term Third Party Intermediary (TP)
Instructor

- Rochester Police Department
- Employed as a police officer since 1992
- 11 years of experience
- 2 ½ years in the rank of Sergeant
- 1 yr member of the RPD Crisis Negotiation Team

Refer to Dry Erase Board and Flip Chart
Purpose

- To give you, the trainee, a basic understanding of crisis negotiation and provide some basic skills to first responding officers

Note to trainee: This is not a course to make them certified negotiators, but to give them basics. Give examples of situations (rapport, SROs, beginning of turn-alo conditions).
Objectives

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Overhead with projector (optional)
Objectives (cont’d)

- 3. List the two (2) basic types of crisis situations
- 4. List one (1) out of the three (3) groups that are frequently involved in crisis situations
- 5. Recite one (1) item that is negotiable and one (1) item that is non-negotiable
- 6. Define the term Third Party Intermediary (TPI)

Overhead with projector (optional)
Crisis Intervention - Defined

Placing a significant other (suspect) in a situation where a person is in crisis (state of change). So that the person (suspect) can ventilate (talk and communicate) and return to a state of equilibrium (state of balance).

Objective 1

Read definitions (main). Then ask group if they can think of any everyday job related situations that they have been involved in, that would be considered crisis intervention.

Overhead with projector (optional)
Three Basic Principles

1. Containment and Negotiate
2. Intelligence Gathering
3. Time

Objective 2

1. If there is no containment there can be no negotiation. The more contained the better the negotiation will go. Important for first responding officers. Give example of barricaded gunshot if not contained can move. Refer to diagram on board.

2. Important in negotiation to understand the suspect’s motivation and personality. Record details can tell of past MVA history. Negotiate will give out certain information in these types of situations. Also will tell past history of violence. Especially if suspect is holding a hostage. Did the suspect have past violence against the hostage (domestic)?

3. Deferring entry/suspect has associated with frustrated guilty in the suspect’s take time. By slowing down the incident it allows anxiety to dissipate. Time will allow the suspect to vomit. Use empathy (yelling. Physically and emotionally it can not last forever). Time also prevents basic human needs (food, sleep, etc.).

Overhead with projection (optional)
Two Types of Situations

1. Hostage
   - Hostage—Person held to force fulfillment of certain demands upon a third party.

2. Non Hostage
   - Suspect is considering themselves the "victim"

Objective 3

1. Hostage situations are used as leverage. The primary goal for the suspect is not to fault the hostages but to fulfill a demand goal. Goals can be anything from escape to media coverage.

2. In non-hostage situations, the goal is unknown. These suspects are primarily driven by desperation, anger, rage. Common theme of these situations is suicide. Important that the principle of time is considered in non-hostage cases to obtain the suspect by the negotiators.

***COMP CHECK***

Overhead with projector (optional)
Common Strategies

1. Self-control: In the heat of the moment, it’s easy to lose control. If you are not in control, the situation is out of control. If you are in control, you can better identify and direct your emotions to stop yourself and others.

2. Time: A common deflection tool is the use of time. It is essential to remember that the more you say, the longer the conversation. If you are on the wrong side of a conversation, the length of the discussion is the enemy. If you are not on the right side of a conversation, the length of the discussion is an ally.

3. Active Listening: You need to have another person with whom to talk. Make eye contact with them, listen to what they are saying, and write it down. This will help you understand the other person's perspective and respond appropriately. If you find yourself in a conversation that is not helping you, you can excuse yourself and revisit the conversation later.

4. Mindfulness: Pay attention to your body. Are you feeling your body or are you in a state of tension? Are you thinking about what you want to say or about what you didn’t say? Are you thinking about what you said or about what you didn’t say? Are you paying attention to what you are saying or to what you are hearing? Are you thinking about what you want to say or about what you didn’t say? Are you paying attention to what you are saying or to what you are hearing?

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Strategies (cont’d)

- Hostage
  - Tactics will lead to control and feel they have all the power by delaying the event.
  - Return the “give and take” rule to the suspect as wait for everything.
  - High Profile comentario want to show force.
  - Exaggerate and instill a powerful narrative.

- Hostage
  - Project an understanding of the suspect’s problems and hostage.
  - Be non-judgmental and non-punitive.
  - Want to lower emotions and diffuse the situation.
  - Project a sense of calm - show no fear.

1. "Hostage" - Let the suspect at first feel he has all the power. As time goes on, lead to control. Quickly realize that the police are in control. "Give and take" is exchanging a cigarette for a hostage or an increment of way threatening. Wait all your means to show. Start to emphasis that the suspect has everything to gain by coming out now. Want to go through a map by map method (file).

2. "Non-hostage" - Convey understanding in the suspect’s situation. Do not argue. Remain calm and supportive. Monitors starting with a male negotiator and switching to a female. Make sure all ETU are listened also Media (give examples). Help the suspect visualize a task. Pass a picture. Positive visualization.
Techniques- Barricaded

- Use time
- Slow the incident down
- Engage them in their own problem solving
- Reality vs Perception

Time again boils to need to basic human wants (food, sleep, electricity, etc)

Slow it down. Do not rush in and risk officer safety.

Include them in their own solution “how do you see this ending peacefully”

The need for security becomes paramount in the suspect’s mind. You want to be sure that the suspect’s perception are reality. Good example of this is that as soon as he comes out he will be shot. Be careful here not to promise them things (though they will not go to jail or they don’t have to go to the hospital.

VIDEO - July 1997 Hostage Sit-in (app. 1 min 32 sec) - NEED TV AND VCIR – Explains Sit-in

Discuss, Ask – What type of situation the negotiators were faced with?

Sit-in can involve all three types of people
Three Groups of People Involved in Crisis Situations

- 1. Emotionally Disturbed Person (EDP)
- 2. Suicidal Individual
- 3. Barricaded

Objective 4

1. EDP – Schizophrenics, delusional and paranoid individuals. These are the persons that are out of touch with reality. Could be suffering from hallucinations. Characterized by irrational, disorganized speech. Feel no one can be trusted and the police are the enemy. They are being persecuted and you are the persecutor.

2. Characterized by low energy and feeling of inadequacy. Can be irritable with feeling of hopelessness.

3. Individuals who are inside a location (vehicle or house) with or threatening a weapon (gun, bomb, knife, propane tank, anything). Usually are your criminal element and suicidal persons.

Overhead with projector (optional)
Techniques - EDP

- Don’t want to challenge the individual
- Let them talk and ventilate
- Don’t feed into crazy thoughts
- Look for solutions that make them look good
- If applicable keep them busy and away from hostages

Rapport building and trust is important here. This is where the no title, no police affiliation intro is important. It will take awhile for them to trust you and don’t expect it immediately.

Always side with the suspect. Don’t want to feed into their anxieties but you want to convey that sense of wanting to help and being there for them. Important to think of your words and how you say them here.

Solutions should favor the suspect.
Techniques - Suicidal

- Establish a relationship
- Show Empathy – be warm and caring, reflect feelings
- Go slow – process in slow motion
- Use open ended questions and be prepared for long pauses
- Become more directive if allowed
- Challenge their negative thoughts

Establish a relationship between you and the suspect. First name is important here.

Warm and fuzzy situation.

Depression makes things slow down. If you go too fast the message will be lost. SLOW DOWN

Open ended questions makes the person think and take them off their plan for suicide. Involve how to take the “pain” and make them discuss it with you. Be prepared for long meandering silent pauses.

If you feel the report is there and the trait becomes more obvious. Tell them it is time to... come over the hill.

Give personal example (if applicable) of a similar situation.
Techniques- Barricaded

- Use time
- Slow the incident down
- Engage them in their own problem solving
- Reality vs Perception

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Slow it down. No need to rush in and risk officer safety.

Include them in their own solution “How do you see this ending peacefully”

The need for security becomes paramount in the suspect’s mind. You want to be sure that the suspect’s perceptions are reality. Good example of this is that as soon as he comes out he will be shot. Be careful here not to promise them things though like they will not go to jail or they don’t have to go to the hospital.

July 1997 Hostage Situation (app. 1 min 22 sec) - NEED TV AND VCR - Explain Situation

Discuss. After - What type of situation the negotiators were faced with? Situation can involve all three types of people

15
What is Negotiable

- Negotiable
  - Food
  - Drink
  - Cannabis
  - Contact with Family and Friends

- Non-Negotiable
  - Weapon(s)
  - Drugs (Illegals)
  - Escape
  - YOG!!!

Objective 5

Drunk—means water, soda, milk, etc. NOT Alcohol

Overhead with projector (optional)
Third Party Intermediary (TPI)

Definition: Anyone other than the negotiator

Target: Anyone – Mom, dad, second grade teacher, girlfriend, etc.

Overhead will project (optional)
Considerations in Using a TPI

- Timing
- Why is the TPI being requested or volunteering
- How will the TPI be used
- Will the TPI be able to be monitored, controlled, and terminated if necessary

1. Just in case, subject may need time to ventilate before he will be ready to go back online. The registrar needs time to develop essential intelligence. Again what is the message that the suspect is giving you. What is the inquest of his counsel? Is it the TPI that he wants to talk to? Refer to previously viewed video – Explain that negotiations were already more few one hour into negotiations when the violent statement came out.

2. Could the TPI be placed in danger’s face to face negotiations? Are the negotiations the TPI appropriate? Be careful. Is this TPaper? (Recall)

3. Note: Video tape, due to face, telephone, voice from behind cover

4. Want to coach the TPI and remain in control of them at all times. A script is good. Have the TPI ready read the script

VIDEO - Clip from Full Metal Jacket (app 5 min) - SV & BD VCR
NEEDED: Adaptation for proficiency and graphic violence. Questions after: Who was the TPI? Explain this is the extreme case but how the timing, motives for the TPI (stealover), how the TPI was used, and controlled all came into play
How Do You Know If You Are Winning?

- Content of Subject’s Communication
- Form Of Subject’s Communication
- Other Indications

1. Go from threatening to non-threatening, start to give more personal info about themselves, willing to discuss unrelated topics
2. Voice level is lowered and slowed down, conversations are increasing in length, willing to speak with you
3. Hostages get released, deadlines pass without incident, increase willingness for the subject to follow negotiator’s suggestions and instructions. SUBJECT GIVES UP
Problems You May Encounter

- Suspect/Negotiator Rapport
- Difference of opinions
- Command

1. If you can not get flat rapport with an individual just step down. It is no big thing. Do not take it personally. (GIVE EXAMPLE OF JUNIOR WHO DID NOT LIKE WOMEN)

2. May encounter a difference of opinion with your supervisors. Supervisors may want to handle the situation more tactically. (GIVE EXAMPLE OF SITUATION WHERE SUPERVISOR WANTED TO FULL TOP JUMPER BACK OVER THE BRIDGE)

3. You may encounter political and financial struggles from the Command staff. May want the negotiations in and below-the-line that committee has to be paid out. May want to and is okay to open a highway (GIVE EXAMPLE). Remember you are the negotiator. Whatever comes out of your mouth you are liable for.

***NOTE: THIS IS AN OPTIONAL SLIDE FOR TIME CONSTRAINTS***
Summary

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Summary (cont’d)

- Objectives (cont’d)
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QUESTIONS ??
THANK YOU