BASIC CRISIS NEGOTIATIONS

COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE OVERVIEW

This is a basic level course designed for law enforcement and corrections personnel, mental health professionals, supervisors / team leaders and commanders who are assigned to, work with, or oversee the functions of a crisis / hostage negotiations team. This course is also appropriate for law enforcement and corrections personnel who aspire to join a crisis / hostage negotiations team. This curriculum is designed to meet the standards set forth by the National Council of Negotiations Associations for a basic course of study for police crisis / hostage negotiators. Although it is a “basic” course, it represents a robust and comprehensive view of the most likely negotiation problems and best techniques to resolve them peacefully. It is suitable for experienced negotiators desiring a refresher course.

INSTRUCTIONAL GOALS

Upon completion of this course the attendee will be familiar with:

1. The legal and historical foundations of hostage/crisis negotiations and current practices in the field
2. Active listening techniques and their role in communicating empathy and building rapport
3. Crisis negotiations team roles, and the relationship of negotiators to SWAT and incident commanders
4. The dynamics of negotiation problems, including suspect demands, obstacles, deadlines, hostage survival, threats, one-way communications, measuring progress, and the phases of a negotiation incident from initial contact and surrender
5. Suicide intervention skills for suicide and suicide by cop incidents
6. Intelligence exploitation including open source and social media
7. Common crisis situations and suspect profiles
8. Influence and compliance tactics
9. Managing indirect negotiations like the use of third party intermediaries and interpreters
10. Healthy practices designed to keep negotiators safe legally, physically, and emotionally
11. Practical exercises and scenario-based learning to reinforce new skills
## BASIC CRISIS NEGOTIATIONS

### DAY TO DAY / HOUR TO HOUR AGENDA

#### DAY ONE

<table>
<thead>
<tr>
<th>Hours</th>
<th>Instruction</th>
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<tbody>
<tr>
<td>0800-0900</td>
<td>Registration &amp; Welcome / Introductions and Course Overview</td>
</tr>
<tr>
<td>0900-1200</td>
<td>Foundations of Crisis Negotiations</td>
</tr>
<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
</tr>
<tr>
<td>1300-1600</td>
<td>Active Listening</td>
</tr>
<tr>
<td>1600-1700</td>
<td>Practical Exercises (Day 1 Principles)</td>
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#### DAY TWO

<table>
<thead>
<tr>
<th>Hours</th>
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<tbody>
<tr>
<td>0800-0900</td>
<td>Feedback and Review Session</td>
</tr>
<tr>
<td>0900-1200</td>
<td>Team Roles, Communication, and Use of the Media</td>
</tr>
<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1600</td>
<td>Negotiation Dynamics</td>
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<tr>
<td>1600-1700</td>
<td>Practical Exercises (Day 2 Principles)</td>
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#### DAY THREE

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<th>Hours</th>
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<tbody>
<tr>
<td>0800-0900</td>
<td>Feedback and Review Session</td>
</tr>
<tr>
<td>0900-1200</td>
<td>Suicide Intervention</td>
</tr>
<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1600</td>
<td>Intelligence Exploitation</td>
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<tr>
<td>1600-1700</td>
<td>Practical Exercises (Day 3 Principles)</td>
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#### DAY FOUR

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<tbody>
<tr>
<td>0800-0900</td>
<td>Feedback and Review Session</td>
</tr>
<tr>
<td>0900-1200</td>
<td>Behavioral Assessments and Types of Subjects</td>
</tr>
<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1400</td>
<td>Influence</td>
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<tr>
<td>1400-1500</td>
<td>Indirect Negotiations</td>
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<tr>
<td>1500-1700</td>
<td>Practical Exercises (Day 4 Principles)</td>
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## DAY FIVE

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<tr>
<th>Hours</th>
<th>Instruction</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Briefing</td>
</tr>
<tr>
<td>0830-1200</td>
<td>Scenario Training</td>
</tr>
<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
</tr>
<tr>
<td>1300-1600</td>
<td>Scenario Training</td>
</tr>
<tr>
<td>1600-1700</td>
<td>Debrief/Critiques</td>
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BASIC CRISIS NEGOTIATIONS

COURSE OUTLINE

I. Preface and Introduction
   A. Course Overview
   B. Instructional Goals
   C. Agenda
   D. Outline
   E. Co-Host Logistics
   F. Desired Outcome

II. Foundations of Crisis Negotiations
   A. Key Terms
   B. Development of Negotiators
   C. Mission
   D. Historical Development of CNT and SWAT
   E. Objectives of CNT
   F. Parallel Approach to Crisis Resolution
   G. Historically Significant Incidents
   H. Legal Justification for Using Negotiators
   I. NCNA / FBI Guidelines and Standards

III. Crisis Negotiations and Active Listening Skills
   A. Empathy
   B. Active Listening / Active Listening Exercises
   C. Rapport

IV. Team Roles, Communication, and the Use of the Media
   A. The Function of Each of the Team Roles and Associated Responsibilities
   B. The Methods Available to The Negotiation Team to Communicate with The Subject
   C. All of The Equipment That Can Be Utilized by The Team During an Event
   D. Information and Notations That Are Required for Inclusion on the Situation Boards
   E. The Use and Application of the Negotiation Position Paper
   F. How the Media Can be Used to the Advantage of the Team and How to Best Maximize that Relationship

V. Negotiation Dynamics
   A. Necessary elements for a successful negotiation
   B. Non-negotiable incidents
C. Self-control for negotiators
D. Boundary setting
E. Phases of negotiation incidents
   i. Making contact
   ii. Non-responders (One-way Communications)
   iii. First Contact
   iv. Overcoming obstacles
   v. Use of Time as a Resource
   vi. Demands
   vii. Deadlines
   viii. Collaborative problem solving
   ix. Surrender
F. Hostage survival
   i. Best practices
   ii. Stockholm Syndrome

VI. Suicide Intervention Skills

A. Suicides and Methods of Completing Suicides
B. The Motivation of Suicidal People
C. Incident Assessment and How to Conduct a Lethality Assessment
D. Patterns Commonly Associated with Suicide
E. Suicidal and Homicidal Domains
F. Jumpers
G. Pre-Death Indicators and What to Do
H. Communication Strategies for Dealing with Suicidal Subjects
I. Suicide by Cop Indicators

VII. Intelligence Exploitation

A. Information vs. Intelligence
B. The Intelligence Cycle
   i. Gathering
   ii. Filtering
   iii. Collating
   iv. Analyzing
   v. Disseminating
C. Open Sources
D. Social Media
E. Techniques for Incorporating Intelligence
F. Lethality Assessment
G. Electronic Containment

VIII. General Negotiations Guidelines

A. Philosophy and Self-Control
B. Elements Necessary for Successful Negotiations
i. Approach
ii. Obstacles
iii. Time

C. Dealing with Demands
   i. Instrumental vs. Expressive Demands
   ii. Controversial Demands
   iii. Non-negotiable Demands

D. Dealing with Deadlines

E. Types of Threats
   i. Offensive
   ii. Defensive
   iii. Unconditional

F. Hostages
   i. Considerations when Speaking with Hostages
   ii. Stockholm Syndrome

G. Indicators of Progress

H. Negotiation Teams and Time-Outs

I. Manipulation of Anxiety

J. Deviating from Guidelines

K. The Problem-Solving Process

L. Surrender

IX. Behavioral Assessments and Types of Subjects

A. Crisis

B. Types of Crisis Negotiations
   i. Barricade (Solo)
   ii. Hostage Barricade
   iii. Suicide

C. Resolution Strategies

D. Broad Categories of Subjects or Hostage Takers
   i. Human Factor

E. Mental Disorders
   i. Diagnosing vs. Dealing with Behavior

F. Classification of Mental Disorders
   i. Personality Disorders and Negotiation Guidelines
   ii. Thought Disorders and Negotiation Guidelines
   iii. Mood Disorders and Negotiation Guidelines
   iv. Alcohol and Drugs and Negotiation Guidelines

G. Terrorist / Extremist Hostage Takers
   i. Intelligence
   ii. Negotiation Process and Guidelines

H. Special Populations
   i. Elderly
   ii. Juveniles
   iii. Police
I. Warfighters-Characteristics and Negotiation Guidelines
   i. “Battlemind”
   ii. Post-Traumatic Stress Disorder
   iii. Traumatic Brain Injury

X. Influence and Gaining Compliance
   A. Fixed Action Patterns
   B. Reciprocity
   C. Commitment
   D. Social Proof
   E. Liking
   F. Scarcity
   G. Authority

XI. Managing Indirect Negotiations
   A. Definitions
   B. When, Why and How to use a TPI
   C. Vetting a TPI
   D. Methods of Communication to Connect the Subject to the TPI
   E. Application and Briefing of an Interpreter
   F. Pitfalls Associated with the Use of an Interpreter
   G. Communication Strategies for the Use of an Interpreter
   H. Tactics for Situations in Which the Primary is Placed in Direct Contact with a Hostage

XII. Role-Play Scenarios
BASIC CRISIS NEGOTIATIONS

CO-HOST LOGISTIC REQUIREMENTS

CLASSROOM

Adequate seating for up to 34 students with tables, good ventilation
Marker board and markers
Flip chart with paper

AUDIO VISUAL

LCD Projector for computer presentation
Large projection screen (minimum of 6’x6’ screen size)
Speaker system to connect to laptop for audio
Extension cord and power strip
AV table or cart

MOVEMENT AREAS

Two or three additional rooms needed (depending on class size) for class exercises and role-play scenarios

OTHER

Access to copier
Throw phone(s) depending on class size
Speaker(s) for each throw phone so the class can hear both sides of the negotiations
Post-It-Notes
STUDENT EQUIPMENT LIST

INDIVIDUAL

Law Enforcement ID
Paper and Pen