

Crisis Response Teams

Student Name

American Public University System

CMRJ 525

## Crisis Response Teams

Crisis negotiation is a law enforcement process that is used to communicate with people who are undermining savagery (violence in the workplace, aggressive conduct at home, self-destruction, suicide, or psychological warfare). These people include blockaded subjects, stalkers, lawbreakers attempting to flee after a botched burglary, and hostage-takers. Usually, the first officer or officers on the scene initiate crisis negotiation. A crisis is any situation that will undoubtedly hurt a business and harm its market reputation while negatively affecting reality. Notably, every association is powerless against the issue (Herndon). Planning is necessary because a lack of readiness results in significant harm.

### **Building a Team**

Selecting a candidate to serve as a crisis negotiator involves many considerations. The "best investigators were the best negotiators" has been said over the last 30 years (Terestre, 2005)." Individual qualities such as "interview and interrogation skills, ability to deal well with stressful situations, and an easy-going, non-confrontational approach (Terestre, 2005)" that allow the suspension of judgment are sought after when hiring and interviewing potential negotiators. Numerous factors must be considered when assembling a crisis negotiation team (Herndon). They must be a highly diverse, committed, and cohesive (Herndon). When assembling a crisis team, members ought to possess the following qualities:

1. The team members must function well under extreme pressure because, in a crisis, both the mind and the body will be pushed to their limits. Failure to perform well under pressure can harm the negotiation or situation team. Crisis teams require strong, composed individuals who can dissociate themselves from their emotions and remain detached to prevent overwhelming feelings from taking control of them (Herndon).

2. Second, having extraordinary analytical abilities is essential. Leading a crisis team, for example, requires you to use your quick critical thinking skills to address difficulties. This will ensure that you reach the optimal answer in the most effective way possible. Every colleague should be adept at spotting problems as they arise and quickly investigating and resolving them. You need every part to have the option to tackle a problem all alone to ensure that they are not a channel on assets(Herndon).
3. Thirdly, effective and clear communication is a must for team members. Any team member should communicate in a way appropriate for the scenario if the news media or a large group of people touched by the crisis seek answers. A member who is not very good at building relationships could be an obstacle to the group's main objective. It is ideal if your position of leadership can deliver a strong message and if everyone in the group understands what that message is (Herndon).
4. The fourth requirement is that they must be able to work together. There are both strengths and limitations that are brought to the table by every member of the team. In a nutshell, it is imperative that every member be able to collaborate with one another and arrive at the most appropriate conclusion for the circumstances. In the event that they do not possess the mentality necessary to operate together, they will be hostile toward the other members of the team rather than cooperating toward the same objective (Herndon).

### **Training and Education**

The learning component is, in essence, fundamental to the success of this strength. It is essential for negotiators to continually maintain excellent relational skills, in addition to the standard firearms skills and operational methods that should be studied by all law enforcement officers. It is possible to ensure that coworkers will want to improve their entry-level skills into

proficient capabilities by providing them with consistent instruction and arrangement. Those in charge of negotiations ought to go through the process of asking preparation and guidance to manage extreme crisis scenarios regularly.

It is recommended that a training program for crisis negotiators be at least forty hours long and include a wide range of topics., "including team composition and supervision, the tactical operations center model, categories of crisis situations, available tactical options," and managing while under pressure (Terestre, 2005). Additionally, it should join field activities, for example, role- play, to help officials sharpen their exchange abilities.

### **Facts about hostage-taking situations**

According to Miller (2007), less than twenty percent of the severe incidents that law enforcement agencies deal with involve true hostage-taking, and the majority of emergencies are satisfactorily resolved without a fatal toll. According to Miller (2007), regulation and exchange systems have a remarkable achievement record of 95 percent when it comes to determining a hostage situation without causing any fatalities to either the hostages or the hostage takers (HTs). This is an impressive measurement for any emergency mediation strategy that has the potential to save lives.

During a hostage situation, there are three times that are extremely challenging (Miller, 2007).

The first is the 15–45 minutes right before the main event, which is when the chaos and the frenzy are most likely to be noticeable. The second stage of the HT's surrender is when they experience compelling feelings, uncertainty, and doubt.

If there is a lack of coordination between the emergency team members and the HTs, a goal that is normally successful can become less successful.

At long last, the most significant failure rate is brought about by a strategic attack made with the intention of protecting the hostages, most often for two reasons that are interconnected. To begin, the fact that strategic intervention is essential demonstrates that all reasonable attempts to detect the emergency by arrangement have failed. This is the case since the emergency has been determined. The atrocities committed against the hostages have either just taken place or are about to take place (Miller, 2007). The second possibility is that, in the event that a gunfight ensues, the resulting chaos and confusion may result in the hostages being killed or injured without their knowledge (Miller, 2007).

When a negotiator arrives at a crisis situation, the first thing that they will do is activate their active listening abilities in order to get the situation under control as quickly as possible. It is the feelings and mental condition of the person who is taking the hostage at the time of their arrival that determines this expertise. When the negotiator arrives, they will immediately establish a communication channel by either using a direct landline or a cell phone. According to Terestre (2005), once contact has been made, the negotiator will begin to form a rapport with the HT in order to have shared interests. This will enable the HT to communicate his or her worries, concerns, and potentially harmful thoughts and feelings, with the hope that they will be sufficiently calmed that they will return to a normal state of mind.

### **Team Players**

The members of crisis teams, which typically consist of ten persons on average, are required to collaborate to achieve a purpose that is comparable to one another. This particular group is confronted with challenging and unfavorable situations. The group is made up of a team Facilitator and Leader, an On Scene/Incident Commander, a Negotiations Commander, a Tactical/SWAT Commander, a primary negotiator whose sole responsibility is to communicate

with the hostage-taker, three intelligence officials who are responsible for conducting an investigation into the hostage-takers, a Mental Health Consultant, a recorder or scribe, and a scribe.

Individuals who are employed in these (Official gear and equipment) positions ought to be aware that they will be subjected to working long hours, days, or even weeks in situations that are not comfortable. The Crisis Negotiation Team (CNT) collaborates with the Special Weapons and Tactics Team (SWAT) (Crisis Negotiation Unit, Field Operations - Division of State Police, New Hampshire Department of State) to implement their respective strategies. Formerly known as hostage negotiation groups, the CNT organizations were known by that name. When it came to dealing with subjects who were suicidal and blocked off, their abilities proved to be extremely useful. Their duties have expanded to include dealing with any and all emergency situations (Crisis Negotiation Unit, Field Operations - Division of State Police, New Hampshire Department of State). Crisis Negotiators also assist persons and authorities who have been exposed to violent or traumatic accidents. The Crisis Negotiation Team works to determine cases in a manner that minimizes the risk of harm or injury (Crisis Negotiation Unit, Field Operations - Division of State Police, New Hampshire Department of State). In order to meet the requirements of the role of group supervisor, it is necessary to employ a variety of tactics that will make the management of a crisis more approachable. Those who engage in negotiation should always be willing to improve their skills through more training, and they should also be readily available around the clock and at the drop of a hat. Other essential components of an effective emergency moderator include the capability to work admirably under pressure, the ability to evolve, and a personal manner that is cooperative.

As an additional point of interest, you shouldn't just look at those that you could consider for the SWAT team. There are a few people who are able to contribute capabilities that add a more profound measurement to the group that is responsible for emergency exchange. When it comes to some topics, qualified female individuals have the ability to provide a sense of calm and solace, while individuals who are fluent in multiple languages have the ability to develop an amazing affinity by conducting conversations in their native language.

### **Responsibilities of each Member**

The Team Facilitator encourages the Incident Commander and the SWAT Commander to make additional changes during the course of an emergency exchange situation. It is necessary for them to oversee the preparation of eight hours of work each month, regardless of the obligations they have. According to Miller (2007), once the facilitator arrives at a scene, they will be required to establish a command post in a secure location that is removed from the chaos that is occurring. After that, they will begin conducting chats and gathering information about the issue, and they will also brief the chief representatives who are now present at the scene. The next step is for them to set up perimeters, select particular radio channels, and evacuate any residents who are not involved in the situation (Miller, 2007). Additionally, it is their responsibility to make certain that all of the necessary human resources and units are present at the site in the event that they are required. It is the responsibility of the facilitator to make decisions, as well as to retain control and coordinate with the other teams that contribute to the process. In this regard, they are accountable for choosing a person who will discuss the matter and keep the media updated throughout the process. To the greatest extent possible, the facilitator will make certain that his or her officers and teams are functioning normally (Miller, 2007).

According to Miller (2007), the one who is responsible for all aspects of a crisis response is the on-scene incident/commander. This individual is accountable for all aspects of the crisis response, including the quick creation of incident goals, the management of every activity, the utilization of assets, and the obligation related all individuals involved. As well as defining the link between the incident teams and the overall occurrence activity plan, the incident commandant is responsible for establishing the requirements.

It is possible for senior or higher qualified officials to accept the role of incident commandant upon their appearance or in accordance with the circumstances (Miller, 2007). It is guaranteed that the job of incident commander will be assigned or accepted, regardless of whether or not subordinate roles are established. At their discretion, the commander may consign individuals who may be from a comparable office or from organizations that provide assistance to subordinate or explicit situations for the duration of the crisis.

The leader of the team comes next. Within the context of the circumstances, the leader of the team positions the personnel involved in the negotiation operation and delegated their respective tasks to the various negotiators. Additionally, they offer assistance with the facilitator of the team (Miller, 2007). At each and every scene, there are negotiators numbering at least three. The primary is the principal negotiator who interacts with the suspect or the person who is holding the hostage. Through conversation with him or her, they attempt to get as much information as they can. Those things that might be able to assist them calm down. Whether or if the problem can be negotiated is something that the primary needs to determine (Miller, 2007). Or if the suspect has already left the area and there is no way to go back to them. They are the ones who will decide whether or not there will be any acts of violence that take place. According to Miller (2007), the primary will also be responsible for establishing the tone and tempo of the

negotiations, making adjustments as required, and communicating with the incident commander. In the event that the primary negotiator is unable to communicate with the suspect, they will make the decision to forward the information to the tactical team (Miller, 2007). Imagine that the suspect is interested in cooperating with the negotiator. In that situation, the primary will be their direct channel of connection to the outside world, and they will be able to come up with solutions to problems with them while maintaining a level head, seeming collected, and remaining calm.

It is the obligation of the secondary negotiator to take over and assume responsibility from that point forward in the event that the primary negotiator is unable to accomplish their tasks or becomes overly emotional. While this is going on, the secondary is communicating information to and from the primary and assisting the primary in keeping everyone informed and up to current on the situation (Miller, 2007).

In addition to that, you will have someone who is accountable for taking notes regarding the crisis. According to Miller (2007), it is necessary to properly document all of the essential facts. This documentation should typically be done on a large dry erase board, which allows both the primary and secondary negotiators to always be able to see any significant changes that have occurred. At the same time as the primary is responsible for making judgments, the secondary will provide assistance with all of the essential requirements. The people who are responsible for keeping the notes are referred to as scribes or reporteration to the commanders and chiefs. Communication, whether verbal or non-verbal, has to be documented by them, regardless of the mode of communication.

Following that, we have an intelligence officer who is tasked with the responsibility of collecting personal information on everybody who is participating in the issue (Miller, 2007). In addition, any information that pertains to the suspect's family, friends, career, finances, and other

factors, among other things. The material that they collect will also include details about the hostages, victims, relatives of everyone involved, and witnesses who were there at the scene (Miller, 2007). The collection of resources from a variety of sources is one of the responsibilities that an intelligence officer is expected to fulfill.

It is also necessary to conduct interviews with witnesses, victims, and any other individual who has been involved in or affected by the scenario you are investigating. They are accountable for ensuring that the status board is kept up to date by ensuring that the negotiators are kept up to date (Miller, 2007). For the purpose of ensuring that all parties concerned have access to the most up-to-date and correct information feasible, this officer will be responsible.

In addition, the head of the SWAT or tactical team is an essential component of the crisis team. It is the responsibility of the tactical team to retrieve the hostages and maintain communication with the commander of the incident (Miller, 2007). The tactical team is the one that devises an emergency plan in the event that their takedown could not be carried out in the allotted amount of time. Hostage and crisis negotiators are responsible for carrying out essential responsibilities even under the most trying circumstances; nevertheless, there has been very little research conducted on the individuals who choose to engage in this field (Young & Hennington). It is common practice for negotiators to serve as members of a Special Weapons and Tactics (SWAT) team inside a police department, sheriff's office, state police, government organization, or other law enforcement elements. On the other hand, there are instances in which negotiation teams are called out on their own (Young & Hennington). "SWAT" Negotiating groups are frequently imparted on high-risk warrant administration activities and in other conditions that are excessively difficult, confusing, or difficult to understand. potentially dangerous for a watch official who was not expecting it. Instances such as these challenging circumstances include, but

are not limited to, situations in which individuals are holding hostages, subjects who are blocked off, subjects who are self-destructive or suicidal, and situations in which someone is actively hurting or shooting other people, such as an active shooter scenario (Young & Hennington). According to Young and Hennington, these particularly well-prepared teams are often dispatched to contain and respond with the appropriate power and techniques in order to protect lives on the ground.

It is common practice for SWAT to station their team all around the perimeters, both high and low, so that someone, somewhere, will be able to fire a shot at the culprit in the event that it is required (Miller, 2007). This is the point at which the assault team is activated, and the arrest and medical personnel are prepared to respond instantly. It may appear, on the surface, that the tactical and negotiating teams would be at odds with one another; yet, in order to find solutions that are both realistic and effective to these crises, the two teams will need to work together. When putting together a crisis team, it is essential to nurture this spirit of coordinated effort (Terestre, 2005). The SWAT team does many different aspects of the work. There is no possible way to overstate the importance of its dedication to the all-out strategic activities control approach. According to Terestre (2005), there is a perceived necessity to construct and control a border, as well as to have a necessary structure in place in the event that exchanges do not reach their intended purpose. As an additional point of interest, successful talks depend on the strategic side to act as a capture team by providing a safe atmosphere for a masterminded, serene surrender.

Second, crisis mediators are not the same thing as therapists. However, the mental health professional is considered to be one of the most important parts of the team (Terestre, 2005). There are many perspectives from which negotiators dissimilarly differ from their leading

partners. The goal of a therapist or counselor is to study the problems and illnesses of an individual by doing an in-depth and comprehensive investigation of the individual (Terestre, 2005). In the event that it satisfies a requirement, the negotiators are not interested in enhancing the feeling that a person has about himself.

After the suspect is freed, they are available to help alleviate the tension of the victims and hostages (Miller, 2007). They are also available to comprehend the mental capacity of the suspect. In their capacity as professionals in the mental health field, they can provide insight into the mental state of the suspect and add knowledge and methods that can modify the suspect's way of thinking (Miller, 2007). Additionally, the individual who is selected to handle the crisis has the ability to monitor the situation and offer counseling services to anyone who is looking for professional guidance (Miller, 2007).

It is the equipment officer who comes in last. It is the responsibility of the equipment officer to oversee all of the apparatus, including making certain that all of the telephone lines, radios, and computers are in good working order. If a problem arises, that officer will be responsible for repairing it, which may involve replacing batteries, fuses, or rewiring things. In addition to this, they make certain that each of the teams has an adequate supply of paper, pencils, highlighters, markers, and other similar items, so that everyone can perform their duties appropriately and effectively.

### **Soft and Hard Negotiation in Crisis Period**

In crisis management, negotiations interactively involve 'soft' and 'hard' tactics, which differ in their implementation and usage. Such information is crucial to comprehend for crisis teams, which deal with critical situations, including hostage-making, barricaded subjects, or people who plan to commit suicide.

## **Soft Negotiation**

Soft negotiation concentrates on people's aspects of engaging in a negotiation by considering their needs. The primary outcome is accompanying the subject with the aim of reducing the overall level of aggression and making him obedient willingly. Key elements of soft negotiation include: Key elements of soft negotiation include:

**Active Listening.** In this process, the event negotiators focus on what the subject has said, how he or she said it and what has not been said at all. This proves useful in regard to ascertaining their reasons, complaints, or psychological position.

**Empathy and Rapport Building.** In demonstrating care and empathy which is important in the process of forming a rapport. This makes the subject feel valued and heard, and thus may help to diminish the subject's hostility and resistance.

**Patience and Persistence.** Soft negotiation is also time-consuming and more so when one has to be very patient. This is in an effort to keep the communication channel being as firm as possible especially in cases where the negotiating process is long and tiring.

**Non-threatening Communication.** Thus, the approach rationally and calmly to the conflict can significantly decrease the level of tension. The negotiator does not threaten the counterpart or give an ultimatum, preferring to listen and have the counter-partner listen as well.

In this regard, the most distinguishing characteristic of soft negotiation is its capacity to manage crises without resorting to the use of force, hence minimizing the amount of damage that is inflicted not only on the subject but also on the third parties that are impacted. It is especially helpful to have the subject while they are working under pressure, experiencing stress, or worrying about something.

## **Hard Negotiation**

On the other hand, hard tactics implying forceful and, at times, dominance are included in this category. This one is used when the subject is a threat or does not cooperate, even when there is a peaceful outcome negotiated. Key aspects of hard negotiation include: Key aspects of hard negotiation include:

**Firm Stance.** There is increased assertiveness in negotiation responsibilities; warnings of compliance with the agreement's terms are intensified. This may include threats of possible tactical action if the subject does not come to compliance with the authorities.

**Ultimatums and Deadlines.** There are differences in terms of how hard and soft negotiation may entail demands and demands may be made in the form of threats with time frames for compliance. This may cultivate a sense of pressure, which makes the subject do something before suffering the consequences of his action.

**Tactical Preparation.** As much as the peace talks are happening on the capacity of the tactical teams, they have to prepare for intervention. This includes positions and barriers, people and procedures for entering the objective area, and the willingness for force.

**Psychological Pressure.** Sometimes psychological pressure can be applied, for instance, by drawing the subject's attention to the fact that such tactical moves are unavoidable or pointing to legal implications the subject faces.

In situations where there is a limited amount of time for bargaining and people's lives are at stake, such as when there is an active shooter or when hostages are threatened, it is typically permissible to engage in tough bargaining. On the other hand, it has a greater likelihood of becoming physical, and as a result, it is only utilized in situations where more gentle methods of persuasion have been utilized and where they have failed to generate the intended result.

As a result of this, the most successful groups and teams in the country constantly practice together. Even further, they educate to provide a better understanding of the areas of responsibility that each other is responsible for. "In any situation, if you are a local, dedicated group (full or minimal maintenance) or a regional team, it is important that the team trains together and with the tactical team. This is because crisis fill-in is considered in the event that a position becomes vacant for reasons that are unknown during a crisis. When it comes to crisis negotiation, preparation is the most important and basic component (Terestre, 2005).

## References

Crisis Negotiation Unit, Field Operations - Division of State Police, NH DOS.

<https://www.nh.gov/safety/divisions/nhsp/fob/crisisneg/index.html>.

Herndon, J. S. CRISIS NEGOTIATION. [https://www.trident.edu/wp-](https://www.trident.edu/wp-content/uploads/team/pub/223/crisis_negotiation.pdf)

[content/uploads/team/pub/223/crisis\\_negotiation.pdf](https://www.trident.edu/wp-content/uploads/team/pub/223/crisis_negotiation.pdf).

Miller, L. (2007, May 22). Hostage negotiations: Psychological strategies for resolving crises.

Police1. <https://www.police1.com/standoff/articles/hostage-negotiations-psychological-strategies-for-resolving-crises-QHgRY29vtb38310m/>.

Terestre, D. J. (2005, August 1). How to Start a Crisis Negotiation Team. POLICE Magazine.

<https://www.policemag.com/339405/how-to-start-a-crisis-negotiation-team#:~:text=A%20crisis%20negotiation%20team%20must%20consist%20of%20a,Therefore,%20functioning%20as%20a%20cohesive%20group%20is%20vital.>

Young, A. T., & Hennington, C. [policechiefmagazine.org](http://policechiefmagazine.org).

<https://www.policechiefmagazine.org/police-hostage-crisis-negotiators-in-the-us-result-highlights-from-a-national-survey/>.