



BASIC CRISIS NEGOTIATIONS

COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE LENGTH: **40 Hours (5 Days)**
40 Hours Classroom

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 to the exit plan
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

Hours:	Instruction:
0800-0830	Course Introduction, Overview, and Administration
0900-1200	Foundations for Crisis Negotiations
1200-1300	Lunch (not provided)
1300-1600	Active Listening
1600-1700	Practical Exercises (Principles from Day 1)

DAY TWO

Hours:	Instruction:
0800-0900	Group Takeaways and Discussion
0900-1200	Team Roles, Communication, and the Use of the Media
1200-1300	Lunch (not provided)
1300-1600	Negotiation Dynamics
1600-1700	Practical Exercises (Principles from Day 2)

DAY THREE

Hours:	Instruction:
0800-0900	Group Takeaways and Discussion
0900-1200	Suicide Intervention
1200-1300	Lunch (not provided)
1300-1600	Intelligence Exploitation
1600-1700	Practical Exercises (Principles from Day 3)



BASIC CRISIS NEGOTIATIONS

DAY FOUR

Hours:

0800-0900

0900-1200

1200-1300

1300-1400

1400-1500

1500-1700

Instruction:

Group Takeaways and Discussion

Behavioral Assessments and Types of Subjects

Lunch (not provided)

Influence

Indirect Negotiations

Practical Exercises (Principles from Day 4)

DAY FIVE

Hours:

0800-0830

0830-1200

1200-1300

1300-1330

1330-1630

1630-1700

Instruction:

Briefing

Scenario Training

Lunch (not provided)

Briefing

Scenario Training

Debrief/Course Closeout



BASIC CRISIS NEGOTIATIONS

COURSE OUTLINE

I. Preface

- 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

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



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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
 - Making Contact
 - Non-Responders (One-Way Communications)
 - First Contact
 - Overcoming Obstacles
 - Use of Time as a Resource
 - Demands
 - Deadlines
 - Collaborative Problem-Solving
 - Exit Plan
- F. Hostage Survival
 - Best Practices
 - 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



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- Gathering
- Filtering
- Collating
- Analyzing
- 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
 - Approach
 - Obstacles
 - Time
- C. Dealing with Demands
 - Instrumental vs. Expressive Demands
 - Controversial Demands
 - Non-Negotiable Demands
- D. Dealing with Deadlines
- E. Types of Threats
 - Offensive
 - Defensive
 - Unconditional
- F. Hostages
 - Considerations when Speaking with Hostages
 - Stockholm Syndrome
- G. Indicators of Progress
- H. Negotiation Teams and Time-Outs
- I. Manipulation of Anxiety
- J. Deviating from Guidelines



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- K. The Problem-Solving Process
- L. Exit Plan

- IX. Behavioral Assessments and Types of Subjects
 - A. Crisis
 - B. Types of Crisis Negotiations
 - Barricade (solo)
 - Hostage Barricade
 - Suicide
 - C. Resolution Strategies
 - D. Broad Categories of Subjects or Hostage-Takers
 - Human Factor
 - E. Mental Disorders
 - Diagnosing vs. Dealing with Behavior
 - F. Classification of Mental Disorders
 - Personality Disorders and Negotiation Guidelines
 - Thought Disorders and Negotiation Guidelines
 - Mood Disorders and Negotiation Guidelines
 - Alcohol and Drugs and Negotiation Guidelines
 - G. Terrorist/Extremist Hostage-Takers
 - Intelligence
 - Negotiation Process and Guidelines
 - H. Special Populations
 - Elderly
 - Juveniles
 - Police
 - I. Warfighters – Characteristics and Negotiation Guidelines
 - “Battlemind”
 - Post-Traumatic Stress Disorder
 - Traumatic Brain Injury

- X. Influence and Gaining Compliance
 - A. Fixed Action Patterns



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- 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 Third-Party Intermediary (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. Tactics for Situations in Which the Primary is Placed in Direct Contact with a Hostage

XII. Role Play Scenarios



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CO-HOST LOGISTIC REQUIREMENTS

CLASSROOM

- Adequate seating for up to 34 students with tables, good ventilation
- Marker board & 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

OTHER

- Access to copier
- **Two or three additional rooms needed (depending on class size) for class exercises and role playing scenarios**



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STUDENT EQUIPMENT LIST

INDIVIDUAL

- Law Enforcement I. D.
- This course is conducted entirely in the classroom
- Laptop is helpful to the student, but not mandatory (student notebooks will be made available via Dropbox)
- Business casual dress may be worn



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STUDENT NOTEBOOK CONTENTS

TAB	DESCRIPTION
Preface	Overview, Instructional Goals, Agenda, Outline, Student and Co-host Logistic Requirements
1.	Course Introduction and Overview
2.	Foundations for Crisis Negotiations
3.	Active Listening Skills
4.	Team Roles, Communication, Use of the Media
5.	Negotiation Dynamics
6.	Suicide Intervention Skills
7.	Intelligence Exploitation
8.	Behavioral Assessments and Types of Subjects
9.	Influence and Gaining Compliance
10.	Managing Indirect Negotiations