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Robert Patton, Director Oklahoma Department of Corrections		Signature on File	

Crisis Situations

This procedure is designed to provide guidelines for the development of specific plans to respond to crisis and hostage situations that will offer the highest level of protection to human life. In emergency situations, the overriding concern of the DOC is the protection of life and property. In a crisis or hostage situation, staff actions will be directed to safeguard the public, preserve life, prevent injuries, and protect community and state property. The primary goal of the Oklahoma Department of Corrections (DOC) in dealing with a crisis or hostage situation is to safely effect a peaceful resolution, the freeing of any hostages, other staff, and, if at all possible, the hostage takers. Should it become evident that lives may be lost, any actions undertaken must still emphasize the preservation of the lives of all involved. (2-CO-3B-02M, 4-4224M)

For the purpose of this procedure, the term “facility head” refers to wardens or district supervisors responsible for the housing and supervision of offenders.

I. Definitions

A. Assistant Team Leader(s)

The assistant team leader will:

1. Assist the team leader in training and overall readiness of the team;
2. Serve as liaison between team members and team leader during emergency situations;
3. Facilitate changes or updates in procedures and equipment needs; and
4. Assume the team leader role when necessary.

B. Crisis Negotiation Team (CNT) Leader

The team leader will:

1. Coordinate training and exercises to ensure constant readiness and competence of team members.
2. During crisis or hostage situations, the team leader will locate the negotiations post, coordinate and direct the team, develop the negotiation plan, and maintain constant communication with the facility head's command post. The team leader will assist the facility head in planning, discussion and action, which will result in the positive resolution of the incident.
3. Team leaders will ensure that each division manager and facility head they represent has a current listing of crisis negotiation team members and their phone numbers.

C. Crisis Situation

Any event that is or is expected to lead to an unstable or dangerous situation affecting an individual or group.

D. Crisis Team Coordinator

A person designated by the associate director of Field Operations to oversee the CNT's activities. This person will:

1. Coordinate the selection of team leaders and members;
2. Maintain a list of team leaders and members;
3. Coordinate training for team leaders;
4. Ensure team leaders are providing sufficient and appropriate

training to team members to maintain readiness; and

5. Ensure all crisis negotiation team leaders and assistant team leaders will complete a minimum of 40 hours of Basic Instructor Development training.

E. First Responder to a Crisis or Hostage Situation

The first person on the scene or dealing with a crisis or hostage situation who may set a successful tone for negotiations or create unnecessary barriers. First responders are not negotiators and should advise the person(s) in crisis or hostage takers of such. CNT negotiators, upon arrival, will begin negotiations.

F. Hostage

A person held as security for fulfillment of certain demands.

G. Hostage Situation

Any condition where a person or people are held illegally and against their will; denied their right to move, act, speak freely, and make decisions on their own; a condition that endangers life or poses the threat of danger while holding a person or persons in a restricted state against their will.

H. Hostage Taker

A person who has taken hostage(s) or is a barricaded subject and is threatening to commit violence against his/her victim(s) or themselves.

I. Negotiate

To arrange or settle by conferring or discussing.

J. Primary Negotiator

Under the supervision of the team leader, the primary negotiator is the only direct contact with the person(s) in crisis or hostage taker(s) during the negotiation process. He/she has the responsibility for being a sounding board, information processor, and facilitator for problem solving.

K. Secondary Negotiator

Under the supervision of the team leader, the secondary negotiator is the person responsible to the team leader and serves as backup negotiator. This position regulates and provides information to the primary negotiator and acts as a recorder and communicator and keeps negotiations on a predetermined path.

II. Crisis Negotiation Teams (CNT)

The purpose of the CNT's is to assist facilities/districts/units during crisis or potential crisis situations. This is accomplished by providing trained negotiators and the resources necessary to successfully achieve the goal of preservation of life.

A. Establishment of CNTs

1. The associate director of Field Operations will designate a crisis team coordinator. The division managers of Field Operations will establish two crisis negotiation teams under advice of the crisis team coordinator. The crisis team coordinator will maintain oversight of both teams and team leaders.
 - a. Team One will be comprised of members from DCCC, EWCC, JDCC, JBCC, HMCC, MACC, OSP, JEHCC, and NEOCC.
 - b. Team Two will be comprised of members from BJCC, JCCC, JLCC, JHCC, OSR, LARC, MBCC, WSKCC, CWCCC, ECCC, KBCCC, LCCC, OKCCCC, and UCCCC.
 - c. The crisis team coordinator will work with the division managers to ensure teams are adequately staffed.
2. Normally, each CNT will consist of 16 negotiators, a team leader and an assistant team leader. Additional negotiators may be authorized by the coordinator. With the exception of the team leader, team members will not normally exceed pay band K.
3. Teams will be composed of representatives from diverse racial and ethnic groups, males and females.
4. Membership in teams may also include representatives from other DOC districts/units with the approval of the appropriate division manager.
5. All potential team members must be recommended by the facility/district head and appropriate division manager. Potential team members will go through an interview process conducted by the respective CNT coordinator and at least two other CNT members. The committee must meet the criteria specified in [OP-110235](#) entitled "Hiring and Promotional Procedures."

Consideration will be given to those applicants that demonstrate the following:

- a. Desire to be a negotiator (staff will serve on a voluntary basis);
 - b. Functions well under stress;
 - c. Emotionally/professionally mature;
 - d. Patient;
 - e. Flexible, but persistent;
 - f. Excellent verbal skills;
 - g. Excellent listening skills;
 - h. Good physical condition;
 - i. Familiar with institutional operations and offender behavior;
 - j. Willingness to accept responsibility with limited or no authority;
 - k. Able to handle failure;
 - l. Problem solver; and
 - m. Have the ability to fend off personality conflicts for the greater reward of successful negotiations.
6. Potential team members will be required to undergo the Minnesota Multiphasic Personality Inventory (MMPI) testing and evaluation.
 7. All recommendations must be approved by the facility's division manager prior to assignment to the team.

B. CNT Training

All CNT members will receive extensive training in negotiation techniques and related subjects pertaining to crisis and hostage type situations.

1. CNT Training Requirements
 - a. Normally within the first year after being appointed to the team, new CNT members will undergo 40 hours of basic hostage negotiation training.
 - b. All CNT members will be required to attend an eight hour training session each month, at times and locations

established by the team leader. Additional training sessions may be approved by the division managers.

2. Absences

When it becomes necessary to be absent from training, the member will notify the team coordinator in advance. CNT members exceeding three unexcused absences from training sessions during a one year period of time will be removed from the CNT team.

3. Emergency Drills

CNT's will be available to participate in emergency drills in which crisis situations are simulated. The CNT coordinator/designee will conduct annual drills with notification made to the affected division manager when the drill is conducted, followed by a brief written synopsis of the drill activities.

C. Removal from CNT

Any CNT member who receives formal disciplinary action may be removed from the team by the facility head, with approval from the facility's division manager. The facility head will notify the coordinator of any removals from their facility.

III. Procedures for Crisis and Hostage Situation

A. Team Activation

1. Upon learning that a crisis or hostage situation exists, the facility head or shift supervisor/staff member in charge at the time will ensure a well defined perimeter is established and officers/available staff members are placed along the perimeter to ensure no other person enters the area and places themselves in a position of becoming a hostage/victim.
2. Once the perimeter has been established, the facility head or shift supervisor/staff member in charge will activate the emergency task force committees in accordance with [OP-050102](#) entitled "Departmental and Facility Emergency Plans for Riots, Disturbances, Utility Failures and Major Disasters for State Operated Facilities," [OP-052001](#) entitled "Emergency Procedures for Private Prisons," or [OP-053001](#) entitled "Community Corrections Emergency Plans for Riots, Disturbances, Utility Failures and Major Disasters."
3. The facility/district head will immediately notify their division manager for team activation. Other notifications will be made in accordance with [OP-050108](#) entitled "Use of Force Standards and

Reportable Incidents.” The affected facility head will also immediately notify CNT members assigned to that facility to respond.

4. A detailed incident report will be prepared by all activated CNT members as specified in [OP-050109](#) entitled “Reporting of Incidents” and submitted to the crisis negotiation team division coordinator. The division coordinator will compile all reports and forward them to the facility head.

B. Assisting Outside Law Enforcement Agencies

The director, associate director of Field Operations or the appropriate division manager may give permission for the crisis negotiation team(s) to assist outside law enforcement agencies. The requesting outside law enforcement agency must be present while the crisis negotiation teams(s) are providing assistance.

C. Non-Negotiable Demands

1. Any DOC employee who becomes a hostage immediately loses all administrative authority or ranking authority over non-hostage staff. Non-hostage staff will not comply with any demands or orders issued by such personnel while they remain a hostage.
2. CNT members function only as communicators and will have no decision-making authority. The decision-making authority is vested with the director of the Oklahoma Department of Corrections or his/her designee; however, the following items are **non-negotiable**:
 - a. Escape/release;
 - b. Introduction of weapons;
 - c. Introduction of alcoholic beverages/illegal drugs;
 - d. Exchange of hostages;
 - e. Amnesty; or
 - f. Money.

IV. First Responder Training

All facility/district heads will ensure first responder training is incorporated into the facility/district annual in-service training. (4-4220M, 4-ACRS-1C-04M)

V. Dangerous Aspect of Employment

Facility heads will inform all their staff of this possibly dangerous aspect of employment. In addition, all employees will be provided a copy of the Hostage Handbook, and any subsequent revisions. (4-4048) The Hostage Handbook will be reviewed annually by the crisis team leaders and revised as needed. (2-CO-1C-01, 4-4224M)

VI. References

Policy Statement No. P-050100 entitled "Emergency Plans for the Department of Corrections"

OP-050102 entitled "Departmental and Facility Emergency Plans for Riots, Disturbances, Utility Failures and Major Disasters for State Operated Facilities"

OP-050108 entitled "Use of Force and Reportable Standards"

OP-050109 entitled "Reporting of Incidents"

OP-052001 entitled "Emergency Procedures for Private Prisons"

OP-053001 entitled "Community Corrections Emergency Plans for Riots, Disturbances, Utility Failures and Major Disasters"

OP-110235 entitled "Hiring and Promotional Procedures"

VII. Action

The division managers are responsible for compliance with this procedure.

The associate director of Field Operations is responsible for the annual review and revisions.

Any exception to this procedure will require prior written approval from the director.

This procedure is effective as indicated.

Replaced: Operations Memorandum OP-050401 entitled "Hostage Situations" dated January 15, 2014

Distribution: Policy and Operations Manual
Agency Website