

SPRINGFIELD POLICE DEPARTMENT

Standard Operating Guideline

Effective Date: 04/20/2018	Supersedes Policy Dated: 05/31/2014	Rescinds:	SOG Number: 411.3
Accreditation Index:			
Part Title: Operations	Chapter Title: Special Response Team		
Chief of Police:			

Crisis Negotiation Team ¹

I Policy

It is the policy of the Springfield Police Department to maintain a unit of professionally-trained crisis negotiators. The purpose of this unit will be to resolve, through negotiation, selected incidents that have significant potential for violence. The presence of a trained negotiation team has been shown to reduce the risk of injury and loss of life to citizens, police officers, and suspects when called upon to assist in the resolution of critical incidents such as barricaded subjects and hostage situations.

During a crisis incident, it is the policy of this organization to consider the lives of hostages, civilians, and law enforcement officers to be the priority. When possible, the Crisis Negotiation Team and other personnel should resolve crisis incidents through negotiation, but the Special Response Team should also develop and be prepared to employ tactical alternatives in the event crisis negotiations fail.

II Definitions

Barricade Situation – A standoff created in any location, fortified or not, by an armed or potentially dangerous person who is refusing to comply with police demands for surrender/compliance.

Barricaded Subject – Any individual in a stronghold position who is reasonably believed to be a threat to commit serious physical injury or death to themselves, officers, or others in the community.

¹ Policy rewritten to include duties/responsibilities, chain of command, & activation procedures, per PCO 18-007.

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Crisis Negotiation – A non-violent law enforcement effort in which a trained crisis negotiator uses negotiation strategies and tactics to gain the voluntary surrender of a hostage taker, barricaded subject, or a subject threatening suicide.

Hostage – A person held against their will by the threat or actual use of force. No distinction should be made as to how or why the person was taken hostage.

Hostage Situations – The holding of any person(s) against their will by an armed or potentially dangerous person(s).

Hostage Taker – An individual, or a member of a group, who holds a hostage for any of a variety of motivations (freedom, publicity, financial gain, emotionally disturbed, seeks escape, etc.).

Potential Suicidal Subject – A person who communicates the intent to engage in self-destructive behavior and who possesses the means of committing suicide.

III Procedure

1 CRISIS NEGOTIATION TEAM STRUCTURE

1.1 The Crisis Negotiation Team (CNT) consists of the following:

1.1.1 CNT Commander – Special Response Team (SRT) Lieutenant;

1.1.2 CNT Supervisor/Team Leader (rank of sergeant);

1.1.2(a) The CNT Supervisor/Team Leader will normally be a sergeant, but may be a corporal if no trained crisis negotiators hold the rank of sergeant.

1.1.3 CNT Members.

1.1.3(a) The CNT is made up of 12 members (four three-person teams) in addition to the CNT Supervisor/Team Leader. Members may be officers, corporals, or sergeants.

1.2 CNT chain of command includes the CNT Supervisor/Team Leader, CNT/SRT Commander or Incident Commander, the applicable captain, UOB Major, and the Chief of Police.

2 DUTIES AND RESPONSIBILITIES

2.1 CNT/SRT Commander

2.1.1 Responsible and accountable for the overall operation of the CNT.

2.1.2 The operational supervisor of the Team Leader and commander of officers, corporals, or sergeants assigned to the CNT.

2.1.3 Assumes the responsibilities of Incident Commander upon arrival.

2.1.4 Ensure crisis negotiation efforts are established and delegate crisis negotiation responsibilities to the Crisis Negotiation Team Leader.

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incident;

- 2.2.3(o) Designate and maintain a location separate from the crisis negotiation operation center to be used to interview all witnesses and released hostages;
- 2.2.3(p) Refer media inquiries to the Public Affairs Officer or Watch Commander;
- 2.2.3(q) Conduct a post-incident debriefing with all members of the Crisis Negotiation Team.

2.3 Crisis Negotiation Team Members (Crisis Negotiators/Intel Officer)

2.3.1 Direct line supervisor is their unit/section supervisor, with the CNT Supervisor or Acting CNT Leader having operational authority during CNT operations and training days.

2.3.2 CNT members shall have the following duties/responsibilities:

- 2.3.2(a) Primary responsibility is to their full-time assignment, being subject to emergency call-outs by the CNT;
- 2.3.2(b) Attend and participate in all scheduled CNT full-team training days;
- 2.3.2(c) Maintain a chronological record of events within the crisis negotiation operation center;
- 2.3.2(d) If needed, maintain incident information charts within the crisis negotiation operation center which reflect the intelligence necessary to support the negotiation effort, if needed;
- 2.3.2(e) Develop, manage, and follow up on intelligence leads;
- 2.3.2(f) Interview and debrief hostages immediately following their release;

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2.3.3 Negotiators should not function as the investigators on crisis incidents. Patrol and/or detectives will be responsible for investigating the incident.

2.4 Psychological Services

2.4.1 Psychological/mental health support services are available to assist during crisis incidents and will be contacted, if necessary.

- 2.4.1(a) Psychological support will be rendered by a mental health professional who has a contractual agreement with the Springfield Police Department to provide such services.

2.4.2 Psychological support will provide crisis negotiators with a professional, objective opinion regarding the mental state of the subject/suspect.

2.5 General Guidelines

2.5.1 It is the intent of this organization to present a unified, coordinated, and properly-staffed response to crisis incidents. The management of barricade or hostage situations will be the responsibility of the Incident Commander, who will coordinate all components of the crisis response to resolve the incident as safely,

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5 CRISIS NEGOTIATION TEAM SELECTION PROCESS

- 5.1 The nature of CNT operations requires disciplined, well-trained, professional police officers. Accordingly, the CNT will select team members through a fair and objective process intended to measure those qualities deemed to be most important in meeting the CNT's operational objectives.
- 5.2 When openings occur on the CNT, a selection process will be conducted to establish an eligibility list for appointment to the CNT.
 - 5.2.1 Applicants for the position of Crisis Negotiator must have a minimum of three years full-time experience with the Springfield Police Department from the date of last hire and be in good standing.
 - 5.2.2 Applicants must have a satisfactory work record with respect to employee evaluations and Internal Affairs complaints.
 - 5.2.3 Negotiators may hold the rank of sergeant or below.
 - 5.2.4 The CNT Supervisor shall be the rank of sergeant, unless no sergeant with crisis negotiation training is available. In such instances, a corporal may be the CNT Supervisor.
- 5.3 Desirable personality traits for Crisis Negotiators include the following:
 - 5.3.1 Exceptional interpersonal skills;
 - 5.3.2 Emotional maturity;
 - 5.3.3 Be a good listener;
 - 5.3.4 Excellent interviewing skills;
 - 5.3.5 Ability to effectively communicate with persons from a variety of socioeconomic backgrounds;
 - 5.3.6 Strong commitment to the negotiation approach to conflict resolution.
- 5.4 Selection Process
 - 5.4.1 When a vacancy exists, an IDC will be posted stating qualifications and the deadline for submission of a letter of intent. The selection process will consist of an oral interview and past performance review.
 - 5.4.1(a) Oral interview – This exercise is designed to test the applicant's problem-solving ability, as well as, verbal and listening skills. Those attributes and a commitment to a negotiation approach will be the rating dimensions.
 - 5.4.1(a.1) The interview board will consist of three members. Interview board members will be selected by the CNT Commander and shall include the CNT Supervisor.
 - 5.4.1(b) Performance Review – The applicant's work record with this department will be examined including past job performance. To be considered, the applicant must have satisfactory employee evaluations and not have excessive sustained internal or external complaints.
- 5.5 Final Selection

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- 5.5.1 Successful applicants will be ranked in order based on the outcome of the oral interview and background investigation.
- 5.5.2 Their names will then be submitted through the Chain of Command for final selection.

IV Attachments