PNP VISION

Imploring the aid of the Almighty, by 2030, We shall be a highly capable, effective and credible police service working in partnership with a responsive community towards the attainment of a safer place to live, work, and do business.

PNP MISSION

The PNP shall enforce the law, to prevent and control crimes, to maintain peace and order and ensure public safety and internal security with the active support of the community.
“If the band played a piece first with the piccolo then with the brass horn, then with the clarinet, and then with the trumpet, there would be a hell of a lot of noise but no music. To get harmony in the music, each instrument must support the others, to get harmony in battle, each weapon must support the others. Team play wins.”

General George S. Patton
I salute the Philippine National Police for coming up with the Hostage Negotiation Handbook.

The various initiatives being done by the PNP have been geared towards further improving the institution to become a more capable, effective and credible force.

Through this handbook, police operational procedures will be more systematized and streamlined, hence ensuring that PNP personnel are well-aware and properly guided in the aspect of handling hostage taking incident and crisis negotiation.

I know that the PNP is in the process of further enhancing the capabilities of the institution and achieving our goal of building safer and secure communities. I am confident that the PNP’s dedication will not waiver as we continue to take a step further towards the realization of this goal.

Mabuhay ang ating Kapulisan!
Over the years, the threat if terrorist and hostages-takers has given rise to a wave of fear and helplessness whenever an incident takes centerstage. The Philippine National Police has been at the forefront of the offensive against these threats, with the strong support and encouragement of the community.

Suffice it to say, that there is much that we have learned, and still and all, much more that must be infused to prevent, deter and solve cases involving these threats.

The first step towards this is the manualization of the learnings, the dos and don’ts; and the protocols relative to such situations. By doing so, we are able to provide for any and all PNP operatives a baseline guide that combines the experience and insight of past operations.

I congratulate the personnel of the ODO for the effort to consolidate the information contained in the PNP Hostage Negotiation Handbook. It is tool to that serves not only the purpose of police operations, but also the purpose of securing, protecting and saving lives.

ATTY RAUL M. BACALZO, Ph.D.
Police Director General
Chief, Philippine National Police
The unfortunate hostage taking incident in Quirino Grandstand, Manila last August 23, 2010 has tested the capabilities of the PNP and has brought to our attention the urgent need for crafting a practical manual that would address this particular situation.

This handbook manifests the PNP’s commitment to ensure public safety and security, and hopefully will contribute to our organization as we continue to transform the PNP into a more capable, effective, and credible police organization.

I am optimistic that with this handbook, our men in the field, especially the negotiators, will be more prepared and confident in handling crisis situations in the future.

BENJAMINA BELARMINO, JR
Police Deputy Director General
The Deputy Chief PNP for Operations
MESSAGE

The PNP’s Integrated Transformation Program, which finds substance in the CPNP’s Eight Foundation Initiatives and Operational Imperatives, steered the crafting of this Hostage Negotiation Handbook by a Technical Working Group composed of experienced PNP officers.

The Directorate for Operations orchestrated the development of this PNP Handbook following the August 23, 2010 Rizal Park hostage incident which highlighted the necessity for an official doctrine on hostage negotiation.

The Handbook provides standard policies, procedures, guidelines, and techniques for PNP negotiators to ably address any hostage or crisis situation, including kidnapping and similar acts of terrorism, to prevent operational lapses and ensure successful crisis management.

We hope that this PNP Hostage Negotiation Handbook will help advance our pursuit towards a more capable, effective, and credible police organization.

ATTY JOSEFINO G CATALUÑA, CEO VI
Police Chief Superintendent
The Acting Director for Operations
FOREWORD

The Hostage Negotiators Handbook is a comprehensive guide for hostage negotiators in the performance of their highly critical task. It provides the policies and procedures they need to adhere to hurdle the crisis. Responsibility for the successful conclusion of a hostage crisis is in the hands of the negotiator, whose main job is to save lives of both hostage and hostage-taker.

Hostage incidents represent trying and stressful moments for the law enforcement personnel who respond to them. The hostage negotiator will have to be prepared to deal with the situation.

This handbook specifies intervention principles, theoretical framework, enforcement, communication skills, intelligence gathering and what is at stake when force is an option.

Experts in hostage negotiations have been consulted and have contributed their knowledge on the subject. Principles and applications from numerous disciplines were combined to create a conceptual framework for the key players in hostage crises. Various hostage situations call for different approaches, yet the basic concepts are detailed in this Handbook so that the negotiator can apply them with utmost confidence.
ACKNOWLEDGMENT

I would like to acknowledge several PCOs, PNCOs, NUPs and other members of the Technical Working Group who endeavored in the crafting of the PNP Hostage Negotiation Handbook.

Much of this work was supervised by PCSUPT MARCELO P GARBO JR, Deputy Director for Operations and PCSUPT DANIELO S CONSTANTINO, Executive Officer, Directorate for Operations, while the bulk of the working document was supplied through the efforts of PCSUPT BENJAMIN B MAGALONG, Executive Officer, Directorate for Police Community Relations and PSSUPT JONATHAN FG MIANO, Chief Management Division, Directorate for Comptrollership.

The Secretariat headed by PSSUPT ANSELMO SIMEON P PINILI Chief, Public Safety Division, and composed of the following officers, PNCOs and NUP: PSUPT CHRISTIAN V HAVERIA, PCI IGMEDIO B BERNALDEZ, PO3 Rosabelle M Bitayo, NUP Edna M Pangilinan, NUP John Vicente D Jose and NUP Zheena Luz R Martin ensured that regular coordinating conferences were held, and that all revisions and inputs to the manuscript were consolidated.

The Division Chiefs of this Directorate, namely: PSSUPT DANIELO S PELISCO, Chief, Internal Security Operations Division; PSSUPT ROLANDO B FELIX, Chief, Law Enforcement Division; PSSUPT DANIELO T ESTAPON, Chief, Special Operations Division; PSSUPT RODOLFO S RECOMONO, Jr, Chief, Statistics and Reports Division; and PSUPT BENJAMIN D SANTOS, Jr, Chief, Budget and Fiscal Section who gave their valuable inputs to the improvement of the manuscript.

May this PNP Hostage Negotiation Handbook be continuously enriched to adapt to the changing demands of law enforcement and peacekeeping, and provide better public safety services.

ATTY JOSEFINO G CATALUÑA, CEO VI
Police Chief Superintendent
The Acting Director for Operations
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER I. INTRODUCTION</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1. General</td>
<td>1</td>
</tr>
<tr>
<td>Section 2. Purpose and Scope</td>
<td>1</td>
</tr>
<tr>
<td>Section 3. Definition of Terms</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER II. PRINCIPLES IN NEGOTIATION</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1. Negotiation Defined</td>
<td>6</td>
</tr>
<tr>
<td>Section 2. Critical Points To Remember in Negotiation</td>
<td>6</td>
</tr>
<tr>
<td>Section 3. The Negotiation Process</td>
<td>7</td>
</tr>
<tr>
<td>Section 4. Eight Sources of Power in Negotiation</td>
<td>10</td>
</tr>
<tr>
<td>Section 5. Encouraging Cooperation</td>
<td>11</td>
</tr>
<tr>
<td>Section 6. Negotiating Through a Mediator</td>
<td>12</td>
</tr>
<tr>
<td>Section 7. Concluding a Negotiation</td>
<td>13</td>
</tr>
<tr>
<td>Section 8. Ten Practical Tips for Improving Your Negotiation Skills</td>
<td>17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER III. THEORY IN HOSTAGE/CRISIS NEGOTIATION</th>
<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1. Concept</td>
<td>18</td>
</tr>
<tr>
<td>Section 2. Objectives of Negotiation</td>
<td>18</td>
</tr>
<tr>
<td>Section 3. Reasons for Negotiation</td>
<td>18</td>
</tr>
<tr>
<td>Section 4. Basic facts in Negotiation</td>
<td>19</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER IV. THE NEGOTIATORS</th>
<th>22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1. Qualities of Negotiators</td>
<td>22</td>
</tr>
<tr>
<td>Section 2. Selection of Negotiators</td>
<td>22</td>
</tr>
<tr>
<td>Section 3. Designation of Negotiator Team Leader</td>
<td>23</td>
</tr>
<tr>
<td>Section 4. Duties and Responsibilities of Negotiators</td>
<td>23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER V. THE ON-SCENE COMMANDER</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1. Designation of Incident/On-Scene Commander</td>
<td>24</td>
</tr>
<tr>
<td>Section 2. Qualities of Incident/On-Scene Commander</td>
<td>24</td>
</tr>
<tr>
<td>Section 3. Duties and Responsibilities of Incident/On-Scene Commander</td>
<td>24</td>
</tr>
<tr>
<td>Section 4. Role of Incident/On-Scene Commander and Negotiators</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER VI. The Negotiation Team</th>
<th>26</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1. Relationship of the Negotiation Team with the Incident/On-Scene Commander</td>
<td>26</td>
</tr>
<tr>
<td>Section 2. The Crisis Negotiation Team Structure</td>
<td>26</td>
</tr>
<tr>
<td>Section 3. Negotiator Team Leader/Coordinator</td>
<td>27</td>
</tr>
<tr>
<td>Section 4. Primary Negotiator</td>
<td>31</td>
</tr>
<tr>
<td>Section 5. The Secondary Negotiator</td>
<td>32</td>
</tr>
<tr>
<td>Section 6. The Intelligence/Recorder Negotiator</td>
<td>32</td>
</tr>
<tr>
<td>Section 7. Board Negotiator</td>
<td>32</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER VII. CONCEPT OF OPERATION/PROCEDURES</th>
<th>33</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1. Setting Strategies during Hostage/Critical Incidents</td>
<td>33</td>
</tr>
<tr>
<td>Section 2. Contain the Incident</td>
<td>34</td>
</tr>
<tr>
<td>Section 3. Isolation of the stronghold</td>
<td>34</td>
</tr>
<tr>
<td>Section 4. Evacuation of the victims/injured persons</td>
<td>34</td>
</tr>
<tr>
<td>Section 5. Evaluation of the situation</td>
<td>34</td>
</tr>
<tr>
<td>Section 6. Conduct of Negotiation</td>
<td>34</td>
</tr>
<tr>
<td>Section 7. Negotiation Operation Center (NOC)</td>
<td>34</td>
</tr>
<tr>
<td>Section 8. Arrest of the Perpetrators</td>
<td>35</td>
</tr>
<tr>
<td>Section 9. Debriefing</td>
<td>36</td>
</tr>
<tr>
<td>Section 10. Procedures for First Responders</td>
<td>36</td>
</tr>
</tbody>
</table>
CHAPTER I

INTRODUCTION

Section 1. General

The Philippine National Police is mandated to enforce the law, prevent and control crimes, maintain peace and order, and ensure public safety. It is inherent upon the mandate of the PNP to manage threats to public safety to reduce their effect and to save lives and properties of those who are affected.

Incidents involving barricaded subjects, hostage-takers, or persons threatening suicide are both challenging and stressful moments for law enforcement personnel who respond to them. They require deliberate, logical and coordinated response among all components involved in the management of these incidents. For police response to be successful, each unit and individual needs to understand clearly their functions as well as the roles of the others.

During times of confusion and chaos, people who are affected expect a quick government response that would bring back normalcy. However, it is more important to remember that a quick government response to critical incidents can only be achieved if the roles in the over-all plan are well-understood by its team players.

In the pursuit of the basic policy of “no concession to hostage-takers”, the over-riding goal of any negotiation is the preservation of life and the safe release of hostages.

Negotiation is the preferred option for the resolution of high risks situations. The aim is to achieve a peaceful resolution to a chaotic situation without loss of life, injury to any person, or damage to any property.

It has always been said that, “the success or failure of an operation in hostage taking situation is not measured by the number of hostages saved or hostage-takers killed. But rather, it is measured by the number of people who believe that the action taken by the members of the crisis team was the best option at that time.” The impact therefore of any police action should be given the highest consideration during planning in crisis resolution. Hence, members of the crisis management team should be competent and well-versed of the strategies in the resolution of any crisis.

Section 2. Purpose and Scope

2.1. General Purpose

a. To formulate policies and guidelines that will guide uniformed PNP personnel in the handling of Hostage and Crisis Negotiation and establishment of Hostage and Crisis Negotiation Unit (HACNU);
b. To provide the PNP personnel with the necessary negotiation skills to completely handle hostage and crisis negotiation incidents which include suicide intervention, criminal and domestic siege and barricade incidents; and

c. To assist PNP negotiators in improving their ability to apply principles and skills of hostage crisis negotiation to other types of crisis situations including kidnap and terrorism.

2.2. Specific Purpose - This handbook aims to provide the readers the following:

a. The principles of crisis/siege management, as well as guidelines on how the various agencies/units should work with the Incident/On-Scene Commander;

b. Background information on the roles of the key agencies/units and how the Negotiation Team should interact with them e.g. medical, tactical, technical, and intelligence;

c. The roles and responsibilities of the members of a Negotiation Team;

d. Welfare, Health and Safety in Negotiation;

e. The Use of Key Skills; Active Listening, Influence-Styles of Communication;

f. Identification of incident types/personalities and the application of appropriate negotiation strategies (including Stockholm Syndrome);

g. Benefits and use of psychiatric/psychological support in negotiation – focus on mental health;

h. Awareness of and ability to utilize the appropriate technical equipment;

i. Procedures on the use of Interpreters and Intermediaries; and

j. Knowledge on how to apply principles of negotiation to other scenarios.

2.3. Scope –

Generally, this handbook will discuss on the roles and responsibilities of the Incident/On-Scene Commanders, hostage negotiators and other uniformed personnel who may be required to assist and liaise with the individuals who are expected to pay the ransom and or communicate with the offenders/hostage-takers. It should not be viewed as a definitive document, nor will it cover every eventuality.

The content of this handbook is based on existing best practices on Hostage Taking and PNP Police Operational Procedures. Uniformed personnel are advised that actions, which contradict the recommendations contained herein, could result in loss of life and subsequent criticisms on police actions. It must be understood that each offense presents a unique policing problem that can only be solved by unprecedented solution. It is important, however, that any conscious decision of not conforming to the instructions stated in this handbook should be properly thought and well-justified.

The procedures presented in this handbook are designed to provide guidelines on how to protect human life while responding to any hostage
situation. The primary goal of the PNP in dealing with any hostage situation is to safely effect the freeing of any hostage, and, if at all possible, the hostage-takers. In any case that it become evident that lives may be lost; any action undertaken must still emphasize the preservation of the lives of all involved individuals.

In summary, this handbook applies to all PNP Negotiators and Critical Incident Managers who are involved in the management of hostage and critical incidents. It contains polices, procedures and guidelines on the following:

a. The principles of hostage negotiation
b. Organization of the Crisis Negotiation Team (CNT) and roles of each member
c. Relationship of the CNT and Critical Incident Management Task Group (CIMTG)
d. Negotiation strategies and techniques; and
e. Media handling

Section 3. Definition of Terms

3.1. Complainant - the person notifying Law Enforcement of the offense.

3.2. Counter-Surveillance - any method either physical or technical employed by the offender(s) to detect Law Enforcement involvement or the use of surveillance.

3.3. Courier - the person(s) delivering the concessions(s), which, purports to be, that being demanded by the offenders.

3.4. Crisis Intervention - focuses on studying an individual’s life in order to defuse the destructive effects of the unusual stress being experienced, and then assisting the individual in crisis to go back to his or her normal condition before the crisis.

3.5. Crisis Negotiation - the use of communication techniques and strategies to influence a person to change his/her behavior in accordance with goals within legal, ethical and moral constraints.

3.6. Hostage - an individual who has been held by the perpetrators against his/her will.

3.7. Hostage-taker(s) - an individual or group of person who hold another person(s) against his/her/their will as bargaining chips for purposes of demanding certain amount of money, self-protection, thwarting any police action, or pursuing personal interest or that of the general public.

3.8. Hostage-taking - a situation in which the perpetrators hold person(s) captive against their will as bargaining chips in a known location, refusing the demands of the authorities to surrender.

3.9. Hot debrief – short debriefing conducted by negotiating team prior to turnover to another set of negotiating team.

3.10. Incident/On-Scene Commander - the senior officer in command of the incident.
3.11. **Inside Agent** - a person who is in any advantageous position (e.g. employed by the victim or victim’s organization) which allows them to gather intelligence or carry out counter surveillance on behalf of the offenders.

3.12. **Intermediary** - any person authorized by the Incident/On-Scene Commander to communicate with the hostage-takers either upon the request of the latter or to facilitate smooth communication between the designated negotiators and the hostage-takers. All actions of the intermediary are supervised by the negotiators.

3.13. **Kidnapper(s)** - an individual or group of persons who kidnapped or held another person against his/her will as bargaining chips for purposes of demanding certain amount of money, self-protection, thwarting any police action, or pursuing personal interest.

3.14. **Negotiation** - to communicate on a matter of disagreement between two parties, with a view to first listen to the other party’s perspective and then attempt to arrive at a resolution agreed by consensus.

3.15. **Neighborhood Check** – the process of getting information from a person who knew the victim particularly in the neighborhood with the purpose of obtaining material information about the victim and probable suspect.

3.16. **Pay-off** – the act of exchanging an agreed amount between the family and the kidnappers at a designated time and place for the safe release of the victim.

3.17. **Negotiator** - a trained PNP personnel or any person authorized by the Incident/On-Scene Commander to negotiate for and in behalf of the police.

3.18. **Proof of life** - positive proof that the hostage is alive, obtained from a reliable or verified source.

3.19. **Stockholm Syndrome** - term that refers to a situation during hostage-taking where the victim develops rapport and becomes sympathetic with his/her captor.

3.20. **Stronghold** - any location or structure, fixed or mobile, where the hostage is being held.

3.21. **Suicide Intervention** - the use of communication techniques and strategies to influence a person to change behavior and reconsider his desire to commit suicide.

3.22. **Tactical Interrogation** - refers to the act of questioning or eliciting information from a suspect to produce information of tactical or operational value.

3.23. **Victim** - the person/company/organization to whom the unwarranted demand or threat is directed or intended, or is expected by the offenders to respond.
3.24. **Victim Communicator** - the individual communicating directly with the people making the threat(s), demand(s) or issuing instructions.

3.25. **Victimology** – the process of obtaining a detailed account of the victim’s lifestyle and personality that can assist in determining the nature of the disappearance, the risk level of the victim, and the type of person who could have committed the crime. It also includes complete information regarding the victim’s physical description, normal behavioral patterns, family dynamics and known friends and acquaintances.
CHAPTER II

PRINCIPLES IN NEGOTIATION

Section 1. Negotiation Defined

1.1. Negotiation is a process in which two or more persons, groups or entities with conflicting interests voluntarily engage in a dialogue or discussion in order to arrive at an agreement that will benefit all the parties concerned;

1.2. Negotiation is not about winning an argument in order to get what you want. It is about working with the other party or parties so that everyone gets what they want; and

1.3. The key word in any negotiation is compromise. This means that those concerned must be willing to concede to each other’s request or demands, to give in and to give up certain things to come up with an agreement agreed by consensus.

Section 2. Critical Points to Remember in Negotiation

2.1. The goal of negotiation is to reach an agreement that will benefit the concerned individual/groups;

2.2. A good negotiation fosters stronger working relationship between people or groups and promotes mutual understanding among the concerned individuals/groups, especially after reaching an agreement;

2.3. All negotiators must be willing to work with those who have conflicting interests. They must be willing to compromise or exchange for value in order for the negotiation to be a success;

2.4. A negotiation can only be possible when both parties acknowledge the legitimacy of each other’s conflicting viewpoints and are willing to work out a solution or agreement in order to arrive at a win-win situation;

2.5. All negotiators should learn how to give and take in order to achieve their desired outcomes and to find lasting solutions;

2.6. A good negotiation ends with all players winning or gaining something;

2.7. Negotiation involves an exchange of ideas between individuals. Its success depends on the participants’ understanding of human nature and the ability to empathize with and anticipate each other’s needs;

2.8. Every negotiator must have a high stress threshold and knowledge of human psychology. He/She must have an open mind that will allow him/her to change his/her appraisal of a situation whenever necessary;

2.9. It is a must that before entering any negotiation, the negotiator must have the background information vital to negotiating with the concerned parties;

2.10. All options must be weighed before agreeing to enter into negotiation;

2.11. All negotiators must have the determination to take calculated risks to avoid manipulation by the other party;
2.12. When negotiating as a team, always get the commitment of every team member before entering the meeting. Team members must be involved in every action;

2.13. In all negotiations, always look beyond what the other party is openly demanding. Oftentimes, their real needs and wants are hidden behind their words and actions;

2.14. All lines of communication between parties must be open;

2.15. Maintain a positive attitude in cases when the negotiation did not work. Reevaluate your choices and pursue another path; and

2.16. Negotiators must be alert and always ready to spot and resolve tactics such as deadline and deadlock pressure, as well as lingering concerns and other potential barriers to the successful execution of a negotiated agreement. If left unattended, these could lead to a breakdown in the agreement.

Section 3. The Negotiation Process

There are three components involved in negotiation: negotiate, keep track of what is going on, and then decide. In hostage negotiation, these components are performed by different individuals. But in business and corporate exercises, these are performed by one person. Hence, in both cases, negotiators must be prepared before going up to the negotiation table.

3.1. Preparation

a. All relevant tools and information that can strengthen a negotiator's position and create a favorable climate for a successful negotiation must be prepared. Research on the following is needed:

1) Facts and figures relevant to the situation. If it is a business or sales negotiation, the negotiator must make sure that he/she has all the important details about the product, as well as all other pertinent information such discounts, rebates, credit terms, transport, warranties, promos, etc.;

2) Strengths and weaknesses of the other party in both financial and non-financial terms;

3) The issues and concerns of the other party; and,

4) All the players in the negotiation, including influencers, endorsers, and terminal decision makers. Find out the interest and stances of each, because they are certain to play a significant role in the outcome of a negotiation.

b. Setting of goals. A negotiator must not be afraid to aim for the best results while negotiating. It is important that he/she must have confidence in the negotiation process. Furthermore, he/she must have a well-defined objective that is quantifiable and measurable over time.

c. Planning of initial stance. This should be flexible, because the other party is sure to challenge this initial position. They will try to convince
the negotiator to lessen the requirements or demands. Thus, the initial stance should be that which offers the best and most number of benefits as possible, within justifiable limits. If the negotiator is a buyer, this should be the lowest price possible. Results of the initial research must be used to formulate the initial stance. It should be based on:

1) The strengths and weaknesses of both parties; and
2) The issues and concerns of both parties.

d. Prepare backup and bottom-line positions. Expect the other party to reject your initial stance. Your backup position should be more reasonable but still flexible. Your bottom-line position, on the other hand, will be your last offer or last acceptable position, so it should be clear and specific and should set the limit to what you are willing to give. You can still change both positions during the course of the actual negotiation, based on the other party’s stance.

e. Lastly, ready answers and solutions to the expected issues or concerns of the other party must be prepared. Not doing so can result in getting stuck in the negotiation and not knowing what to do next.

3.2. Drawing Up a Negotiation Strategy

In preparing the initial backup and bottom-line positions, certain essential things must be taken into consideration. The following guidelines can be helpful in arriving at a clear, sound, and effective negotiation strategy.

a. Assessment on what to do when both parties do not reach an agreement; b. Assessment on what the other party will do if they do not reach an agreement with the negotiator; c. Assessment on the true issues in the negotiation; d. Assessment on the importance of the issues to the negotiator; e. Assessment on the importance of the issues to the other party; f. Assessment on the bargaining issue; and g. Assessment on the existence of trade-offs.

3.3. The Negotiation Proper

The actual negotiation should be ably managed. Otherwise, communication will break down and an agreement will not be reached. The negotiation process is comprised of simple and basic steps.

a. Eight Easy Steps in the Negotiation Process

1) All of the players should be clear with their interests and demands.

Parties involved should clearly state their initial stance. They should make sure that everyone involved understand what they need or want. All demands should be justified.

2) Identify and acknowledge all conflicts and issues which need to be resolved.

There may be points on which the parties agree, and those that they disagree on. All of these should be identified and acknowledged.
3) Agree on a common goal
   The players should identify their expected or target outcome as well as the benefits that they expect from the agreement.

4) Bargain for a better deal
   If the other party’s demands are too unreasonable, do not hesitate to negotiate for a better deal. It is at this point that the backup and bottom-line positions may be offered.

5) Trade concessions
   All of the players in the negotiation process should lay down what they are willing to provide in response to each other’s needs and demands. This is the give and take part of the process. Everyone should be aware of trade-offs or what others call “horse-trading”.

6) Try to resolve the issues and problems of all those concerned
   It would be helpful if the parties could draw up an agenda identifying which issues are to be discussed or covered during the negotiation. They should also attempt various courses of action that will lead to a workable and implementable solution. They should make sure that as much as possible all needs are met and all demands are satisfied.

7) Compromise
   Players must come to an agreement or a meeting point. This may mean striking a deal on either a short-term or long-term basis.

8) Conclude with a formal or written agreement
   This refers to the written form duly signed by both parties as formal proof of what has been agreed upon. This is only applicable for formal negotiations. Otherwise, a mutual agreement between those involved is enough.

3.4. Four Negotiation Stages and Critical Tasks

a. The Preliminary Stage
   1) Create a climate conducive to the positive exchange of views and issues such as resolving all past disputes/conflicts;
   2) Establish rapport; and,
   3) Get agreement on agenda and ground rules. Identify issues and roles. Establish timelines.

b. The Opening Stage
   1) Opening position or initial offer must be clearly stated; and,
   2) The other party’s opening position or initial demand must be clarified and must be tested in a logical and rational manner.

c. The Exploratory Stage
   1) Identify the other party’s underlying demands and needs through active listening and probing through asking questions; and
2) Test alternative currencies of exchange must be tested. Concessions and compromises must be made in order to arrive at a meeting point or an agreement.

d. The Conclusion or the Closing Stage

1) Currencies (or terms) must be matched to the needs. Agreement must be formalized after resolving the potential problems and all lingering concerns; and

2) Ensure that what has been agreed upon is enacted or implemented as planned using the appropriate form such as a contract or a memorandum of agreement.

Section 4. Eight Sources of Power in a Negotiation Process

4.1. Power is defined as an individual’s ability to get things done by influencing other people. Power, however, is a means, not an end, and is largely based upon perception.

4.2. The following factors can help in gaining advantage over the other party in any negotiation. These should not be used to gain all the benefits, but merely to assist in difficult situations, especially when the other party refuses to cooperate.

a. Information

Information is a lethal weapon when used to gain advantage in a negotiation process. Prior knowledge of the other side’s interests and expectations, financial situation, priorities, organizational pressures and limitations will provide a negotiator with an edge during the actual negotiation especially when one or both parties tend to hide their true interests and priorities.

b. Time

More time pressure on the other party creates an advantage to the negotiator since he/she is given more time to study the situation and create exact calculations. Knowing the opponent’s deadline gives an edge, thus, not exposing the deadline on the negotiator’s end is highly recommended. Patience is required but decisions must be made quickly when an opportunity presents itself. The time element can be favorable to both sides depending on the circumstances in an adversary negotiation.

c. Less Need

The other party is in a weaker position if he/she has a greater need to do business than the other players in the process. Awareness of the opponent’s perceptions, needs, and wants gives more power and an understanding of how to control his/her behavior.

d. Credibility

Integrity, logic and reasonable behavior of the negotiator bring out trust from the other party. The negotiator’s background must be clearly stated to create an impression he/she is trustworthy to handle and resolve the issues involved.
e. Willingness to Take Risks

The negotiator has the power at the negotiating table when he/she is prepared to take calculated and intelligent risks, or when he/she can make a demand, give an “ultimatum” and is not afraid to lose the deal. It is therefore important to make sure that the potential benefits from the incremental or moderate risks are worth the possible cost of failure.

f. Commitment

When the personal commitment of the negotiator is markedly superior to that of the other party, or when there is commitment of the majority to help in the planning and decision-making. Dedication and support by all members of the negotiating team spell success.

g. Expertise

A negotiator who is widely-recognized as an expert has an advantage when negotiating. Given with the credibility, he/she can demand what can and cannot be done at any given cost. This further, creates and stirs intimidation with the other party.

h. Empathy

Empathy with the other party gives greater insights into their personal, psychological and organizational needs, thus giving a negotiator more chances to get what he/she wants in the negotiation.

Section 5. Encouraging Cooperation

5.1. Without cooperation, there is no way that the involved parties can reach an agreement. Thus, it is an essential ingredient in any negotiation. Both parties have to be willing to work out each other’s problems and give in to each other’s demands at the same time that they work towards achieving their own goals. How can a negotiator foster cooperation between parties with conflicting interests?

5.2. There are at least five common obstacles that get in the way of cooperation. Each are discussed below, along with the corresponding strategies that will help a negotiator break through these barriers:

a. Reaction

Oftentimes, it is the negotiator who becomes the main obstacle to a satisfactory agreement because of his/her tendency to demonstrate ill feelings towards the other side or impulsive reactions to disagree.

The proper reaction: “Go to the balcony.” This means doing nothing whenever there are things being said or done that the negotiator does not like, suspending his/her reaction and staying focused to get the desired results.

b. The other party’s negative emotions

These include distrust, anger, hostility, fear, hatred, misgivings, impatience and unjustified impulses to get even with the negotiator for no apparent reason.
The negotiator should: “Step on their side.” This means diffusing negative emotions and creating the proper atmosphere for joint problem solving through active listening, e.g., recognizing their viewpoints and showing conformity and respect; in short, being on their side.

c. The other party’s positional behavior

This is expressed by bullying the negotiator by the other party so that he/she will give in and accept their positions. The other party will do everything possible to push the negotiator against the wall.

The negotiator should: “Reframe.” This means accepting the position, but reframing it in such a way that the main focus is towards the issue and not on the negotiator. The negotiator should make the other party feel that they are partners.

d. Dissatisfaction from the Other Party

Sometimes, in a negotiation it would seem as though the other party is suffering from the if-it-is-your-idea-it-is-not-good syndrome, even when the negotiator is able to fully satisfy their needs.

The negotiator should: “Build them a golden bridge.” This means, he/she must bridge the gap between the other party’s interests to that of his/her own by creating ownership on the other party’s side.

e. The other party sees the negotiation as a win-lose proposition

The other party does not want to cooperate unless assured of winning the negotiation. They want to get as much as they can and refuses to give back in return.

The negotiator should: “Educate them.” This means bringing them to their senses by reminding them about the value of working together to reach a common, mutually beneficial goal.

Section 6. Negotiating Through a Mediator

6.1. When negotiations break down and none of the mentioned methods work and the negotiator finds himself/herself in a deadlock, it is recommended to employ the services of a mediator. The mediator will act as a referee, helping the negotiators resolve their differences and establish some common ground in order to break the deadlock.

6.2. The mediator must be unbiased and well-versed about the issues in order to be able to eventually recommend effective solutions that will benefit everyone.

6.3. The third party or mediator in a negotiation serves two purposes:
   a. As negotiator with very specific objectives; and
   b. As a mediator striving to reconcile the objectives of the negotiator with that of the other party.

6.4. A mediator therefore attempts to attain his/her own objectives while at
the same time exploring possible ways out of the deadlock. A mediator is essentially a diplomat possessing a well-rounded personality, who is highly versatile in helping parties understand their problems and develop their own solution. Again, he/she must be impartial and unbiased when explaining issues and recommending alternative options. The mediator is a negotiator and a conciliator rolled into one and looks after the best interests of both parties. Resolving to mediation is costly but definitely a positive step for both parties to get out of a deadlock and back at the negotiating table.

6.5. Eight Pros and Cons of Having a Mediator

a. A mediator in a negotiation can help both parties reach an agreement but cannot impose a settlement on or make decisions for them;
b. A mediator helps parties make concessions when conflicts of interest are insignificant;
c. Mediation is a commonly used intervention option but is not necessarily the remedy for all disputes;
d. A mediator can help the parties reach an agreement, but not necessarily the best agreement;
e. A mediator cannot help if the negotiators are rude, hard-headed and confrontative;
f. The presence of a mediator may change completely or partly the actions, reactions and interactions of the parties;
g. Mediators are unbiased and free of prejudices, looking after the best interests of both parties; and
h. A mediator is both a negotiator with clear-cut objectives and a reconciliatory for both parties.

Section 7. Concluding a Negotiation

7.1. An integral part of the negotiation process that needs a certain amount of special skill to accomplish is the closing. A negotiation is considered successful when both parties have reached an agreement that is mutually productive, encouraging, and acceptable. At this point, all issues should have been resolved or addressed, all objections neutralized, and both parties should have willingly accepted each others’ offers.

7.2. There are several ways that a negotiator can successfully close the negotiation proceedings. Listed below are the seven tested methods of closing a negotiation:

a. Offer Concessions

One of the best ways to break a deadlock in a negotiation is to offer concessions. When trying to close a deal, a good tactic is to store up all the small concessions that can be given and offered as a large “package” at a crucial point when it can cause change in the decisions of the other party, resulting in agreement to the negotiator’s terms.

A negotiator must refrain from making final offers which may not be acceptable, but must be flexible enough to backtrack when necessary
without losing face. By all means, he/she must be sincere with his final offer to create an atmosphere of trust. A negotiator must summarize his/her concessions in writing and obtain everyone’s approval to avoid future confusion in matters of interpretation.

b. Introduce new benefits, incentives, and sanctions

Introducing new benefits and incentives can create a big ripple in the center of a negotiation that can influence the other party to succumb fast to your terms. A negotiator must reinforce his/her offer by introducing relevant benefits and incentives when the other party refuses to accept his/her offer. On the other hand, a negotiator must know that sanctions or injunctions can create the right amount of pressure on the other party to make them concede to the demands.

This tactic is best used when the opponent is clearly resorting to various delaying tactics. The threat of having to put them through costly and time-consuming legal proceedings should be enough to make it clear to them that both parties can lose a lot of opportunities if the negotiation drags on for an indefinite period of time. Imposing costs on one party if agreement is not reached practically weakens the opposition’s position and may result in an abrupt conclusion of the negotiation.

c. Introduce new concepts and facts

One sure way to close a negotiation is by presenting unexpected bits of information intended to completely undermine the opposing party’s case, giving them not much choice but to either accept defeat and give in on the spot or better still to request for an adjournment to allow them to review their options and come back at a later date. A negotiator should practice extreme caution though in applying this approach, because by suddenly bringing out information that he/she has obviously held back can create an atmosphere of distrust and hostility. This can cause breakdown in the negotiations that may be beyond resolution.

d. Give the other party several acceptable options

The negotiator can make the other party less likely to reject his/her if they are given with several options. Presenting two or more choices increases the chances of closing the negotiation with a mutually beneficial agreement.

e. Split the difference

This is another method of successfully closing negotiations when both sides agree to move towards the middle ground in order to reach a conclusion. This is significant and reflects a positive indication that the negotiator is still willing to make some concessions, meet “half-way” to reach an agreement, or decide to a fair split of the difference. In this negotiation stage, both parties feel they have their limitations, they are neither winners nor losers, their arguments have points in their favor, but more importantly, they realize each side must compromise at certain points. The negotiator may concede on minor issues easily when bargaining begins or he/she may suggest new solutions not previously discussed.
The exchange of bargaining chips continues until both sides agree on splitting the concessions that appear pleasing to the other party as if being a step ahead and convinced of having made a super-bargain from the difference of the original offer.

When the other party feels that they are winning from the split and conclude the negotiation, it does not mean that the negotiator lost in the situation entirely. Conceding the minor difference creates a positive impact to the other party without causing the negotiator to let go of the main objective. This is neither deceit nor dishonesty on the negotiator’s part. The negotiator is not undermining the opponents position when he/she gives away little concessions in splitting the difference. Furthermore, a negotiator must carefully read the opponent’s willingness to accept the offer even without concessions and the last-minute hesitancy was only meant to inflate the ego and pride of having made the bargain.

d. Suggest an adjournment

When there is deadlock or stalemate in the negotiation and it is futile to continue, the best method for both parties is to politely suggest an adjournment. This will give everyone ample time to reconsider all the issues and to reflect on the possible negative outcomes if no agreement is reached. During the adjournment, many possibilities are likely to occur that may change partly or completely with the position of both parties. The worst scenario is when one or both sides do not wish to reconcile and reconvene the meeting for whatever reasons. During the period of the adjournment both parties should find ways to re-establish the lines of open communication. Informal contacts by phone or e-mails may help heal the rift faster.

g. Offer deadlines and warnings

Some expert negotiators manage to bring a negotiation to a satisfactory close by setting deadlines that are constructive, objective, and logical for both parties. It is crucial, however, to cite several advantages that will be derived when agreements are reached on time when you set a deadline. This closing method is very handy and most effective in such situations where the other party seems indecisive, passive, and simply waiting for someone to prod him/her into making a decision. This method is also useful when the other side appears to be stalling for time and employing various delaying tactics. Deadlines and warnings are meant to exert pressure on the other side and can work well in your favor if used wisely and decisively.

7.3. Four Things to Remember When Nearing the End of a Negotiation

a. Deadlock pressure

The negotiator must guard himself/herself against the other party’s use of deadlock pressure. A deadlock means no deal and no agreement—in other words, failure of the negotiation.

There are several ways that a negotiator can protect himself/herself against deadlock pressure by the other side. The following strategies can be used by the negotiator during planning and preemptive moves: first, impress upon the other party during the negotiation stage the dangers and
consequences of deadlock; second, doing homework prior to a negotiation by gathering all pertinent information and statistics, but more importantly, by obtaining the support of the management and others who have a stake in the outcome; third, reviewing alternatives and other sources to minimize the threat of a deadlock.

b. Lingering concerns

There are situations when the other party suddenly brings up an issue that has never been brought up especially when the negotiator is about to conclude the negotiation. This is expected and usually does happen. The best thing to do is to prepare for all the possibilities to prevent the other party from causing a breakdown in the near-ending agreement. A good tactic is to inform them directly or indirectly how the situation can be remedied or the agreement be strengthened no matter how long it takes.

c. The final agreement

While putting together the pieces of an agreement at the end of a negotiation, it is best that the negotiator carefully and clearly summarize the details of the settlement, which could be in the form of memorandum of agreement, a contact, a letter of understanding, etc. This will be essential to the implementation of the agreement.

d. Concessions

A negotiator must refrain from offering any concession when closing the negotiation. It is not advised to make a concession under pressure because it brings out a clear signal to the other party that the negotiator is susceptible to pressure tactics and may be used to take advantage. When confronted with major issues, the negotiator must refrain from being the first to offer a concession. Offer concessions that do not mean so much to the company.

7.4. Seven Signs that the Closing Stage of the Negotiation is Reached

a. You have clearly defined alternative options to fully satisfy and meet your primary need;

b. The other party has also clearly defined satisfactory alternative options to meet their primary need;

c. All the existing barriers to the effective conclusion of the negotiation have been identified and resolved;

d. Both parties have freely discussed the alternative currencies for exchange vital to a happy compromise/agreement;

e. The agreement has been thoroughly reviewed, summarized, and approved by both parties;

f. Both parties have agreed on the form of agreement; and

g. Both parties have agreed to take active roles in the implementation of the agreement.
Section 8. Ten Practical Tips for Improving Your Negotiation Skills

8.1. Before entering into negotiation, do your own creative research and fact-finding intelligence networking, gathering pertinent information about the other party;

8.2. Be knowledgeable and well-rounded about the areas of concerns to increase your confidence and to be able to formulate the right approach to take;

8.3. Draw up clear-cut objectives. Clearly state your aims and expectations;

8.4. Formulate short-term and long-term approaches to fully support your main objective;

8.5. Be firm, determined and decisive but polite, tactful, diplomatic, flexible and logical when communicating and negotiating with the other party;

8.6. Learn the art of active listening in order to better understand the other party’s ideas, opinions and feelings;

8.7. Lay down your initial and final offers in the proper way and at the right time;

8.8. Set priorities and timelines that are realistic and attainable for both parties;

8.9. Introduce the third-party approach, e.g., using a mediator, arbitrator or independent tribunal, as a means of breaking a stalemate and resolving disputes; and

8.10. Always negotiate towards agreements that are advantageous to everyone concerned either on a short-term or long-term basis.
CHAPTER III

THEORY IN HOSTAGE/CRISIS NEGOTIATION

Section 1. Concept

1.1. The primary concern for every negotiation should always be for the safe release of the hostages and safe surrender of the hostage-takers or arrest of the perpetrators, as such, all policies and guidelines pertaining hostage and kidnapping incidents should be consistent with this policy.

1.2. Negotiations must never be regarded as a perfunctory precursor to a tactical option. Negotiations should offer the best options for the hostages, the hostage-takers and the police.

1.3. Negotiation must be conducted in accordance to the policy of no substantive concession. The following shall not be provided in exchange for the safe release of the hostages:
   a. Release of prisoners serving sentences in prison;
   b. Major policy or constitutional changes;
   c. Escape from prosecution of any person; and
   d. Capitulation by any authority.

Section 2. Objectives of Negotiation

2.1. Negotiation should be conducted primarily for the following objectives:
   a. The safe release of the hostage;
   b. The safe hand over of the perpetrators;
   c. Arrest of the perpetrators;
   d. Minimize harm to both the hostage and the hostage-takers; and
   e. Minimize damage to properties.

2.2. For purposes of gaining tactical advantage, negotiation should also aim to achieve the following objectives:
   a. To gather intelligence from the stronghold;
   b. To gain enough time for the assault preparation;
   c. To establish routine among the perpetrators;
   d. To build rapport with the perpetrators;
   e. To build stability within the stronghold; and
   f. To provide time to explain the police activity to the perpetrators and the hostages.

Section 3. Reasons for Negotiation

3.1. Peaceful resolution of incident;
3.2. Safe release of hostages;
3.3. Tactical team need time to prepare;
3.4. Time is provided for additional experts to arrive;
3.5. Intelligence is gained;
3.6. The hostage-takers’ plans, intentions and actions can be delayed and/or diverted;
3.7. Searching for alternatives is expanded; and

Section 4. Basic Facts in Negotiation

4.1. To achieve the primary objective of saving lives, the negotiator’s initial concern is to buy time and in the process, gain the needed information.

4.2. Although prolonging the time may provide the negotiator an ample space to exercise his/her expertise and eventually achieve his/her goals, this could have various effects on the police, hostages, and the hostage-takers. Some of these effects are as follows:

a. POLICE PERSPECTIVE - Time allows the police to assemble its resources and draw a detailed plan on its actions. It increases opportunity for external and internal intelligence gathering. However, it will also bring additional problems on the possible arrival of more media practitioners, and increase cost of operations. Furthermore, the activity will cause more stress and exhaustion on the part of the police personnel.

b. HOSTAGE PERSPECTIVE - for the hostages, time allows the following:
   1) Increases human needs;
   2) Identifies as an individual;
   3) Reduces anxiety;
   4) Exhaustion;
   5) Boredom;
   6) Increase opportunity for escape; and
   7) Increase opportunity for bonding (Stockholm Syndrome).

c. HOSTAGE-TAKERS PERSPECTIVE - time allows and increases rationality among the perpetrators i.e. the need for food, water, light, air-condition, or anything which they think could remove those that destruct their concentration or make them comfortable. Time might also reduce expectations and increases suspicions or doubts on the police intentions.

4.3. Access to covert intelligence usually drives tactical negotiations. Gathering of intelligence could be best achieved through direct conversation with the hostage and the hostage-takers. Interpreters and intermediaries could also help a lot in identifying the perpetrators and their purpose. Other sources of intelligence are as follows:

a. Deliveries – Personnel who are tasked to deliver anything at the stronghold may get valuable information.
b. Releases – Released hostages may likewise provide some details of what happened inside the stronghold.

c. Technical – Technical capabilities of intelligence units could also acquire information using specialized gadgets.

d. Written statement - Statements of witnesses before and during the incident are also vital.

e. Forensic - Forensic data are also vital not only during negotiations but also after the incident when evidence are needed for filing of appropriate charges.

4.4. Preparations before vocalization

The negotiator needs to know the following:

a. The details of what has happened. The details should answer the following questions:
   1) Who are involved?
   2) When and how did it start?
   3) Where did it happen?
   4) Why did it happen? Why is he doing this?
   5) What is his purpose?
   6) How long was the situation like this?

b. The details of the STRONGHOLD

The stronghold might be any place or vehicle from which police are excluded or from which demands are made. The following details are crucial:

   1) Where is it located?
   2) Is it static or mobile?
   3) What can we see from the outside?
   4) What can the people inside see?
   5) What is the situation in the area? Is it safe?
   6) What are the conditions of the people inside? Are they safe?

c. The details of the HOSTAGES

   1) Who are these people?
   2) How many are they?
   3) How were they involved in this incident?
   4) How are they related to the hostage-takers?
   5) How old are they?
   6) How many are women? How many are men?
   7) What are their conditions? Physically or mentally stable?
   8) Where are they located in the stronghold?
d. The details of the HOSTAGE-TAKERS

1) Who are they? What are they capable of?
2) How many are they?
3) How did they get into this situation?
4) Is it deliberate or accidental?
5) Are they armed?
6) What are their weapons used to intimidate?
7) Where are they located in the stronghold?
8) Do they have support from the outside?
9) Do they have any chance to escape?
10) What do they want from the authorities?

4.5. Stockholm Syndrome.

a. About bonding and transference

1) Hostages and hostage-takers (bonding)
2) Hostage-takers and negotiators (transference)

b. Emotional bonding as a coping mechanism:

1) Between hostage and hostage-taker(s) – This should be encouraged to avoid the hostage-takers from hurting the hostages.
2) Between hostage and authorities – This should not happen since it may jeopardize negotiations.
3) Between negotiator and hostage-taker – This should not take place since the objectivity of the negotiation might be lost.

4.6. What is usually negotiable:

a. Food;
b. Drinks (avoid alcohol);
c. Transportation (depends on circumstances);
d. Freedom of hostages;
e. Ransom or money (generally not allowed); and
f. Exchange of hostages (generally not allowed)

4.7. Negotiations are going well if:

a. No one has been killed since the negotiations started;
b. The number of emotional incidents and verbal threats have decreased;
c. The length of each conversation increases and tone is conversational;
d. Hostages have been released; and
e. Deadlines have passed without any violent incident.
CHAPTER IV
THE NEGOTIATORS

Section 1. Qualities of Negotiators

The key skills that are looked for in a negotiator are as follows:

1.1. Communication - The negotiator should be articulate, able to speak clearly and concisely, to communicate with a variety of different people in different situations with ease, pitching the style of conversation to suit the audience. He/She must be capable of a measured careful delivery and of having a calming influence. He/She should have active listening skills and the ability to take charge of conversations. He/She must be able to make people feel confident in opening up in conversation.

1.2. Cognitive Skills - The negotiator should be mentally agile, astute and incisive. He/She must be logical, rational, and have the ability to probe motives and identify critical issues. He/She must think ahead, understand the value of intelligence and be able to develop strategy. He/She must also be flexible and adaptive with the ability to think creatively and laterally.

1.3. Relationship with People - The negotiator must be able to work co-operatively as part of a team, consulting, listening, referring and encouraging. He/She must be "person-centered", genuinely interested in others, caring, considerate, sensitive and tolerant. He/She must be able to show empathy and concern. As individuals he/she must be socially confident, friendly and outgoing.

1.4. Professional Competence - The negotiator should have a sound operational background and breadth of experience. He/She should be tactically aware of the Technical Support Unit (TSU) and SWAT teams, as well as being professionally committed to the ethics of negotiations. He/She should exhibit drive and enthusiasm.

1.5. Personal Qualities - The negotiator should have good emotional control and the ability to cope with stress, always remaining calm and even tempered. He/She should be undeterred by failure, resilient, patient, persistent and robust against aggression. Furthermore, a negotiator must be confident and self-assured but without arrogance and self importance. He/She must be honest with himself/herself, confronting feelings and accepting responsibility and must be physically and mentally fit.

Section 2. Selection of Negotiators

2.1. The Negotiation Team Leader NTL/Coordinator shall be selected first from among the qualified (trained negotiators) senior police commissioned officers who will in turn select the members of his/her team. This is to ensure that the team will harmoniously work with each other; and

2.2. The NTL/Coordinator should be at least knowledgeable of the environment, the culture in the area, and incidents that occurred prior to the crisis.
Section 3. Designation of Negotiation Team Leader

3.1. The Incident/On-Scene Commander shall be given the priority to select the NTL/Coordinator from among the senior officers within the command who is a trained and experienced negotiator; and

3.2. The skills and competency of the negotiator should have higher considerations over rank and seniority in position or years in the service.

Section 4. Duties and Responsibilities of Negotiators

4.1. Ensure that the policy on saving the lives of the hostage and hostage-takers shall be adhered to during the conduct of the negotiations;

4.2. Report to the Incident/On-Scene Commander for briefing and guidelines;

4.3. Come up with a negotiation strategy based on the over-all strategy of the Incident/On-Scene Commander in resolving the crisis;

4.4. Communicate with perpetrator/s and/or hostages;

4.5. Coordinate to the SWAT Commander and the Security Commander all actions including deliveries, collection, evacuation, surrender and other activities to avoid cross fire;

4.6. Record all messages, information, statements of the hostage-takers, and other pertinent data brought to the attention of the negotiating cell. Preserve all these to include tapes for evidentiary purposes;

4.7. Development and dissemination of intelligence information gained through negotiations;

4.8. Ensure the safety of all negotiators;

4.9. Maintain good physical condition and develop an effective relief system in case the activity will be extended for more than 24 hours; and

4.10. Conduct of hot debriefings.
CHAPTER V

THE ON-SCENE COMMANDER

Section 1. Designation of Incident/On-Scene Commander

1.1. The Incident/On-Scene Commander of any hostage /critical incident shall be designated by the Crisis Management Committee (CMC). Unless he/she has the authority from the CMC, the first senior officer or any person, by virtue of his position and rank which provides him the authority and responsibility over the area where the hostage/critical incident took place, shall be called “the Incident/ On-Scene Commander”. In most cases, the CMC designates the Incident Commander as the On-Scene Commander if the Incident Commander who took over the incident is a member of the PNP.

Section 2. Qualities of Incident/On-Scene Commander

2.1. He must hold a rank senior than all the group leaders involved in the operation except for the trained negotiators;

2.2. He must have at least one (1) experience in hostage/crisis negotiation or a relative training on this kind of endeavor; and

2.3. He must be physically fit to command and make decisions.

Section 3. Duties and Responsibilities of the Incident/On-Scene Commander

3.1. Ensures the accomplishment of the mission by saving the lives of the hostages and the arrest of the perpetrators;

3.2. Directs, coordinates, supervises and controls the operations of all elements involved in the operation;

3.3. Selects and designates personnel and units to compose the command dealing with the hostage/critical incident;

3.4. Develops effective media relations with the objective to promote and maintain public understanding, confidence, trust, cooperation and support to the police organization whatever the outcome of the operation;

3.5. Prepares and submits to the concerned Regional Director of the Police Regional Office an After Operations Report after the culmination of the operations including evaluation and recommendation for the benefit of future operations;

3.6. Supervises the implementation of the Crisis Management Plan;

3.7. Directs all the investigators to secure all physical evidence gathered within the stronghold to establish evidence that could warrant filing of appropriate charges; and
3.8. Performs such other duties not mentioned herein as directed by higher headquarters and other lawful authorities.

**Section 4. Roles of Incident/On-Scene Commander and Negotiators**

4.1. The role of the Incident/On-Scene Commander during hostage/critical negotiation is to direct and control all activities to ensure success of the operation. He shall not take the responsibility of negotiating or do the negotiation himself except during unavoidable circumstances.

4.2. The role of negotiators during hostage/crisis negotiation is to negotiate. Hence, they shall never make decisions or implement actions without direct approval from the Incident/On-Scene Commander.

4.3. The following are identified disadvantages when the Incident/On-Scene Commander handles the negotiation:

   a. He is too busy to do the responsibilities all at the same time;
   b. He knows too much information that he might give away to perpetrators unnecessarily;
   c. As the over-all commander he could give unnecessary concessions to the perpetrators;
   d. He is emotionally overloaded which might affect the negotiation process; and
   e. He has different skill(s) from that of the negotiator.
CHAPTER VI
THE NEGOTIATION TEAM

Section 1. Relationship of the Negotiation Team with the Incident/ On-Scene Commander

1.1. The Critical Negotiation Team is one of the elements of the Critical Incident Management Group (CIMTG) within the Negotiation Group (Manual on Crisis Management-PNPM-DS-0-2-96, p.63). The Negotiation Team is directly under the control and supervision of the On-Scene Commander or Incident Commander (See Illustration 6-1)

![Illustration 6-1]

1.2. The Negotiation Team shall be located separately from the other members of the Critical Incident Management Group but within the inner cordon. The Negotiation Team should be strategically located to provide the negotiators the general view of the stronghold (See Illustration 6-2).

1.3. The Negotiation Team Leader reports directly to the Incident/On-Scene Commander. Likewise, all information from other sources that need to be relayed to the Negotiation Team must pass through or approved by the Incident/On-Scene Commander.

1.4 All information gathered by the negotiators shall be coursed to the Negotiation Team Leader and passed directly to the Incident/On-Scene Commander. No information shall be given to the negotiator or to the other elements of the Crisis Management Committee without the approval of the Incident/On-Scene Commander.

Section 2. The Crisis Negotiation Team Structure

2.1. Generally, the Negotiation Team consists of five (5) negotiators, all trained in the art of crisis negotiation. Each team member plays a vital role in the successful resolution of critical incidents. The Primary Negotiator actually communicates with the subject. The Secondary (or backup) Negotiator assists the primary negotiator by offering advice, monitoring the negotiations, keeping notes, and ensuring that the Primary Negotiator sees and hears everything in the proper perspective.
2.2. The Intelligence Liaison/Recorder interviews individuals associated with the suspect to compile a criminal history and a history of mental illness, as well as to gather other relevant information. He is also in charge of the recordings of all conversations.

2.3. Often, the most senior member of the team will act as the Negotiation Team Leader, whose primary responsibility is to act as a buffer between command personnel and the Negotiation Team. When the Incident/On-Scene Commander wants to offer advice to the Negotiation Team, this should be routed to the Negotiations Team via the Negotiation Team Leader.

2.4. Negotiating is based around teamwork. A negotiating cell is comprised of two or more trained negotiators, depending on the situation. In major incidents, four officers may be deployed in the cell. The Negotiation Team is composed of a team leader and four negotiators.

2.5. Except in cases where negotiators are not physically available or the situation demands for the immediate commencement of negotiation, the Negotiation Team structure will be as follows:

   a. Negotiation Team Leader (NTL)/Coordinator;
   b. Primary Negotiator;
   c. Secondary Negotiator;
   d. Intelligence Liaison/Recorder; and
   e. Board Negotiator.

   **CNT Structure**

   ![Diagram of Negotiation Team Structure]

   **Illustration 6-2**

**Section 3. The Negotiation Team Leader/Coordinator**

3.1. NTL/Coordinator is an experienced and competent negotiator with sound operational skills. He/She ensures that the cell is properly run and accurately reflects the Incident/On-Scene Commander’s strategy. He/She advises the Incident/On-Scene Commander on the best negotiating strategies and co-ordinates the process with the SWAT and the forward command resources.
3.2. The role of the NTL/Coordinator is to manage all aspects of negotiations which includes:

a. The selection of appropriate negotiators and the balance of the team, the assignment of officers to specific functions in the cell, the location of the cell (or point from which negotiations are conducted), the provision of equipment to the cell, the security of the cell, the method of negotiations, i.e. megaphone, field telephone, etc; the maintenance of a negotiator’s log, the welfare of negotiators; changes to the Negotiating Team, the deployment of interpreters, psychologists or psychiatrists and any other aspect of negotiation;

b. Translating the Incident/On-Scene Commander’s strategy into negotiating reality;

c. Offering advice to the Incident/On-Scene Commander on the options offered through negotiations and explaining the limitations of negotiations;

d. Ensuring the integration of negotiator’s with the Incident/On-Scene Commander’s overall strategy, and in particular, ensuring liaison with SWAT Team or assault teams.

3.3. It is clear from the above definition that the NTL/Coordinator has two main places of work at a siege. The first is with the negotiating cell while, the second with Incident/On-Scene Commander. Since the NTL/Coordinator is likely to be experienced at sieges, the Incident/On-Scene Commander may want the NTL/Coordinator to spend more time with him/her as an advisor. NTL/Coordinator should attend and contribute to conferences and briefings conducted by the Incident/On-Scene Commander. Once they have made their contribution to the meeting, which should be at an early stage, the NTL/Coordinator should rejoin the negotiating cell as soon as possible. The Incident/On-Scene Commander will always want to give direct input from the NTL/Coordinator.

3.4. The NTL/Coordinator has an important story to tell the Incident/On-Scene Commander. It could be fatal if any aspect or the general import of that story were to be lost to the Incident/On-Scene Commander through the use of an intermediary, i.e. the forward commander. The Incident/On-Scene Commander should be made aware that the NTL/Coordinator is of most value to him or her while they are operating in the negotiating cell.

3.5. The NTL/Coordinator must be able to give the Incident/On-Scene Commander an absolutely honest assessment of what is and not possible through negotiations. This may include critical comment on suggestions by the technical support unit, SWAT Team or assault teams. It is not possible to “keep them talking” while tactical or technical assaults are staged, the NTL/Coordinator must not be afraid to say whatever he thinks is right or wrong. Despite difference in rank between the other team leaders and NTL/Coordinator, this should not hinder the latter from being prepared to do some straight talking.

3.6. Communication - There must be a reliable means of communication between the NTL/Coordinator and the negotiating cell as well as with the
NTL/Coordinator and the Incident/On-Scene Commander. TSUs may be able to provide suitable radios. Pagers and mobile telephones can also be used. It is essential that the NTL/Coordinator is able to receive instructions and information anywhere at the scene of the incident.

3.7. Inside the Cell - There are three broad areas to the NTL/Coordinator’s work. These are:

a. Tactical coordination;
b. Cell discipline; and

c. Strategic coaching.

3.8. Coordination with SWAT Commanders - The NTL/Coordinator must ensure that their negotiators have effective operational liaison with the inner cordon commander, the forward commander or perhaps a commander specifically charged with commanding the inner cordon. When few resources are deployed, liaison may exist only between the negotiators and the SWAT Commander.

3.9. Whatever the size of an incident and the extent of resources deployed, it is essential that proper liaison exists between the Negotiating Team and the SWAT Team. The importance of the effectiveness of this liaison cannot be over emphasized. If the NTL/Coordinator has doubt about the effectiveness of the coordination between the negotiators and the SWAT Team in the inner cordon, he/she must immediately inform the Incident/On-Scene Commander.

3.10. Proceeding with deliveries or releases from the stronghold agreed by the negotiators with the absence of proper coordination with the SWAT and Security Personnel can be fatal.

3.11. Technical Support Units - A similar responsibility for coordination exists in relation to the work of negotiators and the Technical Support Units. Negotiations often provide valuable opportunities for the deployment of technical resources. Even when intrusive technical equipment is not deployed, ordinary deliveries to the stronghold provide an opportunity for surveillance photography. The NTL/Coordinator must ensure that spotters or photographers in the inner cordon are given advanced warning of any delivery or active participation in the stronghold by the negotiators. Even negative intelligence, i.e. that the hostage-takers claim not to be able to see movement is in itself valuable.

3.12. General - Even the delivery of food to the stronghold requires tactical coordination by the negotiator NTL/Coordinator. The NTL/Coordinator must make sure that food and drink requested by the hostage-takers, or offered by the negotiators on the instructions of the Incident/On-Scene Commander, is available for delivery.

3.13. Negotiators' Discipline, Safety, and Security - The NTL/Coordinator must ensure that negotiators operate within the framework of instruction that forms the basis of national training. The occasions on which a full cell can be deployed are rare, but the principles of negotiation are the same whether two negotiators are deployed to deal with a single threatened
suicide or a full cell is deployed with support to confront armed criminals or terrorists. The NTL/Coordinator must first ensure the safety and security of the negotiators. While it is accepted that negotiating cannot be without risk, much can be done to reduce the risk, and to ensure that negotiators are not jeopardized. Security for the negotiators may range from simply providing an officer to hold onto the clothing of an overzealous negotiator in a “face to face” situation to providing full armed protection for the negotiating cell in a precarious position.

3.14. Preparation - In every incident, the NTL/Coordinator must ensure that the cell is protected from unwelcome visitors by securing the services of a guard. Once the position of the negotiators has been established, the NTL/Coordinator must ensure that proper preparations have been made before negotiations commence. Sometimes Incident/On-Scene Commanders will want negotiators to start negotiating as soon as they arrive at the scene. NTL/Coordinator must ensure that Incident/On-Scene Commanders know that commencing a dialogue without proper preparation can make the situation worse.

a. Once dialogue starts, NTL/Coordinator should gently prompt and coach the negotiators to pursue the line of negotiation that they have agreed with the Incident/On-Scene Commander.

b. Logs and recordings - The NTL/Coordinator must ensure that a proper record of negotiations is maintained. Tape recordings provide a detailed description of the negotiations. Written logs, on the other hand, can include brief details of events which impact on the direction of negotiations, e.g. request for food, a release of a hostage, etc. In instances when a tape recorder is not immediately available, or where doubt exists about the effectiveness or practicality of tape recording, logs ought to be more comprehensively completed. This does not mean that the log should ever attempt to represent an accurate note of all dialogues. In trying to achieve this, there is a real danger that the primary objective of the negotiations becomes subordinate to the pure bureaucracy of maintaining a log. However, NTL/Coordinators must be alert to the possibility that the details of negotiations may be the subject of some kind of judicial review at which negotiators may be called to give evidence. In these circumstances, the log would be an original note and should be kept accordingly.

c. Welfare - In addition to the general discipline of the cell, including silent running, the proper wall displays and the use of equipment, the NTL/Coordinator must ensure that the balance and welfare of the Negotiating Team is maintained. The NTL/Coordinator should not hesitate to remove a negotiator whose style is in anyway detracting from peaceful resolution of the incident.

d. Protracted incidents - The NTL/Coordinator must plan ahead. The staggered replacement of a team over a period of hours is now thought to be preferable to the complete change of a team in a short period. This staggered hand over, if it can be achieved, substantially reduces the
burden on the NTL/Coordinator in the detail he/she has to provide to the incoming team.

e. Strategic responsibility - Once the NTL/Coordinator has advised the Incident/On-Scene Commander on the “art of the possible” through negotiations, it is then a matter for the NTL/Coordinator to translate the Incident/On-Scene Commander’s strategy into negotiating response. In practical terms, this means advising the negotiators what they should be saying or what lines they should be adopting in trying to secure the strategic objectives. Based on all the intelligence and information available, the Incident/On-Scene Commander may decide that it is a primary objective to ensure the release of a particular hostage, especially when the hostage suffers from an illness which may be adversely affected by their detention. The NTL/Coordinator must devise a negotiating strategy that achieves this end. A further example might be where an Incident/On-Scene Commander decides that more intelligence is required from within the stronghold. To achieve better flow he/she might decide to deploy a comprehensive technical assault on the premises. To support this strategic objective, the negotiators might be required to encourage those in the stronghold to accept specific deliveries or make them available for photography. Finally, an Incident/On-Scene Commander may decide, again, based on intelligence and information available, that a peaceful resolution of a hostage barricade incident is unlikely. Intelligence may indicate that extreme violence is being used inside the stronghold which is not being disclosed through the negotiations. In these circumstances, an Incident/On-Scene Commander may decide to order an assault by the SWAT Team.

f. Dealing with stress - When the outcome of any siege barricade incident results in loss of life or serious injury to a hostage-taker or hostages, negotiators are likely to feel a sense of failure. Following strenuous negotiations, the emotional strain associated with a violent resolution may require careful handling and counseling. NTL/Coordinators should be alert to signs of stress, both in the negotiators and in themselves. There are many facets to the role of the negotiators and the NTL/Coordinators. The nature of the job means that they will attend more sieges than the average senior officer. Their combination of skills and experience makes them an invaluable aid to an Incident/On-Scene Commander. In some instances, the NTL/Coordinator may seem to manage the incident. NTL/Coordinators must resist. The overall success of the management of a siege/barricade incident is substantially dependent on everyone doing their own responsibilities and not assuming that of the other members of the team.

Section 4. The Primary Negotiator

4.1. Primary Negotiator is the principal negotiator. He/She is actually engaged in conversation with the hostage-taker(s). He/She negotiates within the parameters set by the Negotiation Team Leader;

4.2. He/She also gathers intelligence while in the process of negotiation and relay them to the Negotiation Team Leader;
4.3. He/She takes part in team meetings and has a thorough understanding of all plans; and

4.4. Block of conversation throughout the incident.

**Section 5. The Secondary Negotiator**

5.1. The Secondary Negotiator gives direct support to the Primary Negotiator in interpreting and implementing the Incident/On-Scene Commander’s overall strategy through negotiating tactics;

5.2. He/She is also responsible for the safety of the principal negotiator when both are engaged in “face to face” situations; and

5.3. He/She acts as the substitute of the primary negotiator if latter becomes weary in the process.

**Section 6. The Intelligence/Recorder Negotiator**

6.1. Intelligence/Recorder Negotiator provides a communication link between the negotiators and the remainder of the police command structure. He/She also supports the role of the Secondary Negotiator in tactical development at the same time, maintains a detailed log of events;

6.2. He/She is a trained psychologist and an interpreter;

6.3. He/She studies and provides a psychological profile of the hostage-taker’s as a basis for decision making and subsequent course of action;

6.4. He/She effectively files the available background information for ready access;

6.5. He/She has a thorough understanding of all plans;

6.6. He/She maintains contact with the intelligence cell; and

6.7. He/She is a substitute of the Secondary Negotiator, when needed.

**Section 7. The Board Negotiator**

7.1. Board Negotiator is the “board person” who maintains a visual display of all information relevant to the negotiations, i.e. deadlines, demands and details of persons known to be in the stronghold;

7.2. He has a thorough understanding of all plans; and

7.3. He is the substitute of the fourth negotiator.
CHAPTER VII

CONCEPT OF OPERATION/PROCEDURES

The concept of operation in hostage situation involves a multi-agency approach in resolving the critical incident where the initial action, usually initiated by the PNP, includes containment of the incident, isolation of the stronghold, evacuation of the injured and other affected persons, evaluation of the situation, conduct of negotiation and arrest of the perpetrators.

Section 1. Setting Strategies during Hostage/Critical Incidents

1.1. When setting strategies during hostage/crisis incident, the Incident/On-Scene Commander shall consider two options:

   a. Intervention - when the situation provides all the probabilities for an early resolution and may yield the safe release of all hostages in the stronghold through an immediate action; and

   b. Contain the incident and wait - when the situation shows signs that an immediate action would complicate the situation and threaten the lives of the hostages. Negotiation should follow immediately thereafter to reduce the emotions, build rapport with perpetrators, gain time and intelligence to enable to draw out a contingency plan, and secure best opportunity for safe outcome.

1.2. The Incident/On-Scene Commander shall consider the following priorities when setting strategies during hostage/crisis incidents:

   a. First - Identify the problem. Determine the type and level of threats being posed on the hostages;

   b. Second - Locate the perpetrators and hostages. Determine the extent of the affectation; and

   c. Third - Contain the incident to prevent it from escalating to the other unaffected areas and then work for the neutralization of the perpetrators through negotiation, subsequently, armed intervention if the negotiation fails.

1.3. Basically, in mapping out negotiation strategies, the Incident/On-Scene Commander should consider the following:

   a. Preservation of life. The strategy should work for the safe release of the hostages and safe removal of the hostage-takers without danger or harm to the police or the public;

   b. Arrest of the perpetrators; and

   c. Recovery of substantive evidence that could warrant the filing of appropriate charges in court against all perpetrators.
Section 2. Contain the incident

2.1. The first police officer at the scene shall immediately report the incident to the Municipal/City Police Station Tactical Operations Center. The first responder must be able to determine his exact location and describe the situation. Remember: the pace of police response and negotiation will depend largely on the actions of the first responders;

2.2. The local PNP units shall determine the exact location of the incident specifically the building/floor/room/area where the subjects are located to effectively contain the situation. This information is required so that an inner perimeter security can be deployed to confine the subject/s movements; and

2.3. All roads leading to the area must be blocked. The Highway Patrol Group (HPG) and the local traffic unit shall reroute the traffic to avoid congestion and allow the rescue and the police vehicles for an unhampered movements.

Section 3. Isolation of the stronghold

3.1. After containing the area of incident, the police shall immediately identify and secure the area controlled by the hostage-takers or commonly known as the stronghold. The police shall ensure that no one shall be able to pass through the egress of the stronghold except for the fleeing hostages or when deliveries are made;

3.2. All telephone lines shall be cut-off after the secured line has been provided for the communication between the negotiators and the hostage-takers;

3.3. Electricity and water supply must be cut-off as well to allow more bargaining chips for the negotiators; and

3.4. Ensure as much as possible the control of communication between the hostage-takers and the outside world.

Section 4. Evacuation of the victims/injured persons

4.1. All wounded persons during the incident must be evacuated immediately;

4.2. All individuals including utility staff, shall be evacuated immediately to avoid further injuries to civilians; and

4.3. Members of the evacuation/rescue teams must be all times provided security to avoid being taken hostage.

Section 5. Evaluation of the situation

5.1. A continuous assessment of the situation must be conducted to determine the level of actions to be implemented and the amount of resources to be used during the operations; and

5.2. The accuracy of assessment on the situation will determine the pacing of police response. Hence, the initial report of the first responders is very crucial and must be very accurate.
Section 6. Conduct of Negotiation

6.1. A pre-designated police Negotiation Team shall conduct the negotiations. Politicians or other persons not trained in negotiation shall not be used during negotiations, except in cases where the situation demands such; and

6.2. The team leader of the Negotiation Team shall ensure that the conduct of the negotiation should be parallel to the intent of the Incident/On-Scene Commander.

Section 7. Negotiation Operation Center (NOC)

7.1. The NOC serves as the command center of the CNT. It should be located separately from the other members of the CIMTG but in any secured area between the inner and outer perimeter. The NOC should be located in an area that will provide the negotiators a general view of the stronghold or site of the critical incident. (See Illustration 7-1)

Section 8. Arrest of the Perpetrators

8.1. The arrest of the perpetrators should be the second paramount concern of the operating PNP elements. While the negotiation is going on, members of the investigation and intelligence team shall continuously gather evidence against the perpetrators.

8.2. A lot of information gathered during the incident may not have evidentiary value, thus it is crucial for the Incident/On-Scene Commander to employ the services of the investigators from the start of the incident to ensure that evidence are acquired properly.
Section 9. Debriefing

9.1. Debriefing shall be conducted after each positive police action to evaluate and study operational lapses. Proper assessment of the situation is an important key to a successful operation during hostage-taking scenarios. Debriefing also assists in determining and establishing best practice.

9.2. Hot debriefs
   a. Hot debriefs are conducted immediately after the Negotiation Team has handed over to another Negotiating Team or at the conclusion of an incident;
   b. It only involves members of the Negotiation Team;
   c. It is normally carried out within close proximity to where the negotiation has taken place and is conducted in short duration; and
   d. All members are encouraged to take part in the debriefing and identify issues and concerns.

Section 10. Procedures for First Responders

Personnel responding to hostage incidents are primarily responsible for minimizing injuries, strategically deploying personnel, gathering intelligence and initiating a holding action to contain the hostage-taker pending arrival of SWAT/Crisis Response Team and the Crisis Negotiation Team.

10.1. Upon arrival at the scene:
   a. Assess the situation. Confine/Isolate the suspect/s to his/her/their present location by taking positions with maximum cover but with good fields of view/fire;
   b. Notify higher headquarters and recommend for deployment of special units (SWAT/Negotiation Team, EOD, etc.) to respond when necessary;
   c. Request for a standby medical ambulance team, fire truck and rescue van;
   d. Request assistance from nearest PNP Unit/s, if necessary, to cordon/secure the area and control/direct traffic;
   e. Cordon and isolate the area from pedestrian/vehicular traffic;
   f. Evacuate injured individuals; and
   g. Request for the evacuation of adjacent buildings or rooms.

10.2. Establish identity and objective of the perpetrator/s.

10.3. Establish identity of victims (age, sex, description, and clothing) and determine if anyone is killed or injured.

10.4. Determine probable location/number/weaponry of the perpetrator/s within the structure/stronghold.
10.5. Determine access routes and advise concerned units. Note the following:

   a. General description of the area;
   b. Access routes from the target site/objective to probable Staging Area;
   c. Cover, concealment and open areas;
   d. Fields of view;
   e. Fields of fire; and
   f. Distance from the target site to the Staging Area.

10.6. Continuously attempt to achieve every possible tactical advantage over
the perpetrator.

10.7. Invite persons who can supply pertinent information for investigation/
getting information.

10.8. Persuade the perpetrator to surrender and release the hostage/s.

10.9. If verbal efforts to persuade the perpetrator to surrender fail, secure the
area and wait for arrival of SWAT and Negotiation Team.

10.10. Upon arrival of SWAT/Negotiation Team.

   a. Turn-over command and control to the designated Incident/ On-Scene
   Commander;
   b. Brief the Incident/ On-Scene Commander of the situation and tactical
   problem encountered;
   c. Provide all pertinent information (perpetrator/s ID, description,
   weaponry, etc; victim/s ID, condition, etc; location of victim/s and
   perpetrator/s; access points; obstacles; other information); and
   d. Prepare to receive instructions from the Incident/On-Scene
   Commander.
CHAPTER VIII

DECISIONS AND PLANS

Section 1. Emergency Response Plan

1.1. Emergency response highly depends on the threat posed by the hostage-takers. Use of chemical agents should not be ruled out;

1.2. Emergency response personnel should be properly identified through uniforms and visible markings; and

1.3. The Chief of the Service Support Group should ensure that vehicles are readily available to support any evacuation and other medical needs.

Section 2. Breakout Plan

2.1. The more hostages, the greater possibility of a breakout, which police elements, should be prepared for. In drawing out a breakout plan, counter action against would be reaction of hostage-takers should be given priority consideration. Possible exits of hostages and possible escape of hostage-takers shall be included in the plan;

2.2. Possibility of breakout shall be considered immediately upon drawing out of negotiation strategies. This should be considered as one of the priority contingencies; and

2.3. Breakout plan should be not be used as a go signal for assault unless the escaping hostages are threatened by the hostage-takers.

Section 3. Delivery Plan

3.1. Delivery can be very dangerous unless carefully planned. All aspects of its execution must be known and understood by all police elements including all Support elements. This is to ensure that whatever happens or when the hostage-takers change plans at the middle of the execution, everybody knows how to react. Safety for everybody is still the primary concern;

3.2. Delivery plan should be authorized and drawn with the Incident /On-Scene Commander;

3.3. Actions for all elements should be properly coordinated and if possible, rehearsed before execution. The delivery man, the negotiators, and members of the SWAT should have communication throughout the delivery;

3.4. No action should be executed until the hostage-takers understand every detail of the delivery. Delivery must be stopped as soon as the hostage-takers do something out of the agreed plan; and

3.5. Delivery is done to build rapport and get the trust of the hostage-takers and should likewise be taken as an opportunity to gather intelligence from the stronghold.
Section 4. Surrender Plan

4.1. Surrender plan should be drawn in a way that the hostages’ lives will not be jeopardized. This means the procedure should include release of hostages prior to actual surrender;

4.2. Police elements, especially members of the SWAT, should not rule out the possibility of “suicide by cop”; and

4.3. Reception party for the surrender should be properly briefed of the procedures agreed upon between the negotiator and the hostage-taker. It would be convenient if the negotiator is part of the reception party as well.

4.4. General reasons why hostage-takers surrender:
   a. Exhaustion and boredom;
   b. Fear of the assault by the police;
   c. Collapse of morale and/or motivation;
   d. Disagreement among hostage-takers;
   e. The feeling of abandonment;
   f. Occurrence of medical problems during the process;
   g. Conviction of futility of persistence;
   h. Decision of fighting another day – court and prison;
   i. Achievement of the goal – publicity;
   j. Development of confidence in the judicial process;
   k. Recognition by the police of the impossibility of demands they made;
   l. Assurance of a peaceful surrender into custody;
   m. Conviction that harm to hostages is unhelpful to their “cause”;
   n. Guarantee of safe passage out of the stronghold;
   o. Expectation of early release or rescue;
   p. Intervention of intermediaries;
   q. Expectation of political asylum;
   r. Direction of group leaders;
   s. Assault by arrangement; and
   t. Backstage political agreement.

4.5. Critical Points in Surrender
   a. Surrender poses danger. Debacles sometimes occur when everybody thinks the crisis would be resolved;
   b. Early plan preparation. Ensure that every step of the surrender plan is understood both by the police and the hostage-takers;
   c. Clearly display the procedures in the negotiation cell so that the Negotiation Team will understand clearly all the procedures;
   d. During the process, the negotiators must talk through every step in the way;
   e. The arrest must be done in minimum force. The ideal police to hostage-taker ratio is 2:1; and
f. As much as possible arresting officers must preserve the dignity of the hostage-taker. The negotiators must ensure that this will be observed accordingly.

Section 5. Hostage Reception/Release

5.1. Released hostages should not be taken for granted. Released hostages are the best source of intelligence. Hostage reception party should be composed of medical personnel and investigators; and

5.2. For security purposes, released hostages should be contained and isolated. Investigators should not rule out the possibility of Stockholm Syndrome among these hostages. Such police action must be explained to the hostages to avoid legal complications.

Section 6. Collection Plan

6.1. Like delivery, collection can be very dangerous unless carefully planned. All aspect of its execution must be known and understood by all police elements including all contingencies. Safety for all police personnel involved is a priority consideration;

6.2. No collection should be initiated without the authority from Incident /On-Scene Commander;

6.3. Actions for all elements should be properly coordinated and if possible, rehearsed before execution. The police personnel tasked to make the collection, the negotiators, and members of the SWAT should have an open line of communication throughout the collection process. Likewise, the primary negotiator and hostage-takers should have a constant communication in the duration of the collection;

6.4. No action should be executed until the hostage-takers understand every detail of the collection. Collection must be aborted as soon as the hostage-takers show some actions that pose danger to the police and the hostages;

6.5. In cases where the collection is done for an illness-stricken hostage, paramedics should handle the collection and secured by uniformed policemen; and

6.6. Collection should also be taken as an opportunity to gather intelligence from the stronghold.
CHAPTER IX
COMMUNICATION AND KEY SKILLS

Section 1. Communication

1.1. In communication, words account for about 7% of the speaker’s efforts and voice account for about 38%, while delivery, appearance, and body language account for 55%. Negotiation is not all about words and voices of the negotiators. Negotiation is about delivering a message and listening. COMMUNICATION is not all about YOU talking and THEM listening. It is 50% or less for you and 50% or more form them. Listen when they are speaking. Strong listening skills make YOU a more powerful communicator and negotiator. The mission is to SAVE LIFE by “Listening them out”.

1.2. Changing Behavior through Negotiation- As negotiators, it is not enough that you communicate well. Negotiation is about influencing somebody to change behavior according to what you say as a negotiator. It is influence in a way where you have to “earn the right” to get someone to do what you want. Changing behavior through negotiation undergoes through a multi-level process (See Illustration 9-1). These processes are as follows:

a. Active listening - the negotiator shows understanding by listening;

b. Empathy - showing deep concern and labeling;

c. Build rapport - getting the confidence of the hostage-takers; and

d. Influence - convince him to comply and change.

CHANGING BEHAVIOR THROUGH NEGOTIATION

Illustration 9-1

Section 2. Active Listening

2.1. Definition –

a. To listen well is as powerful a means of communication and influence as to talk well.
b. Active Listening is an “active way of showing someone that you are listening”.

c. Understanding - You can show that you understand without having to agree.

d. Worthy of respect – “I Don’t like what you’ve done, but you are my daughter and I love you”.

e. Unconditional Respect – “I don’t like what you’ve done, but I will treat you fairly and with respect as another human being”.

f. Aim – Your aim is to listen, evaluate, gather intelligence, identify the needs of the hostage-taker and then respond.

2.2. Four Stages of Effective Listening

a. Hearing

1) Is not synonymous with listening. Hearing is only one part; and
2) A physical response caused by sound waves stimulating the sensory receptors of the ear.

b. Attention

1) Physical and verbal cues which ensure a connection with the other party;
2) Eye contact, body language and tone denote interest; and
3) Screening out the countless stimuli which we are constantly bombarded with.

c. Feedback

1) Can take the form of body language, clarifying questions, facial responses, praise, applause laughter, etc;
2) May indicate lack of knowledge, misunderstanding, poor communication or apathy; and
3) Allows the speaker to evaluate whether they have been right or wrong about a particular.

d. Understanding

Analyzing the meaning of the stimuli. e.g. cannot understand a foreign language.

e. Remembering

Committing the message received to our memory so that it can be recalled when needed.

2.3. Attending

a. Attending is fundamental to the use of all other negotiating skills. It implies concern of the Negotiator in all aspects of the subject’s communications;
b. It involves listening to the verbal and non-verbal clues to the feeling which accompany the communication and responding to the subject by communicating that the Negotiator is paying attention; and

c. Attending is defined as a demonstration of the Negotiator’s attention (interest and concern) to the subject by listening in conjunction with other verbal and nonverbal responses.

d. Purpose of Attending

1) It encourages the subject to continue expressing their feelings freely. It allows the subject to more effectively solve the problem by providing them with the opportunity to develop information, evaluate their situation and explore more responsible alternatives;

2) It helps in the development of trust to the Negotiators. Hence, it allows the Negotiator to collect more information about the subject and the situation; and

3) It also means that the Negotiator does not jump to new topics or interrupt the subject but follows the subject in what he/she is saying.

e. Accurate Verbal Responses

1) The verbal responses used by the Negotiator in communicating to the hostage-taker affirm that listening is occurring. The most important characteristics of accurate verbal responses are that they relate directly to what the subject is saying. The negotiator takes their cues from the hostage-taker and indicates involvement by using phrases such as, “I see” or repeating key word/s.

2) If direct contact is involved (face to face), the negotiator uses body language such as nodding in addition to his verbal responses.

Section 3. Empathy

3.1. Definition –

a. It is the ability to understand and share the feelings of another. It is where the negotiator tries to perceive the emotional state or condition of the subject and feedback a response that demonstrates his/her understanding of the subject;

b. Reflection of feeling is an understanding response to the subject’s emotional state or condition;

c. It is an appreciative perspective and understanding of what a person is feeling;

d. It is different with sympathy. Empathy is the ability to feel with while sympathy is to feel for. Sympathy is seen as an attached emotional understanding while empathy is seen as an emotional understanding without any attachment; and

e. It is important to detect the right emotion that the hostage-takers are feeling. The act of listening to them allows them to listen to themselves more carefully. It will help them evaluate and clarify their own thoughts and feelings.
3.2. Techniques in empathizing

a. Emotional Labeling

Labeling shows that the listener is paying attention to the emotional aspects of what the subject is conveying.

1) It helps the listener identify the issues and feelings that are causing the subject’s behavior;
2) It allows the speaker to validate or modify the emotional assessment made by the listener;
3) Takes the emotion you hear/feel and give it back; and
4) Paints an emotional picture of the subject/hostage-taker.

b. Paraphrasing

The listener is repeating in his own words the meaning of what the speaker is saying. This shows that the listener is listening and understands what the speaker is saying.

c. Echoing/Mirroring/Reflecting

1) When they pause take the last few words or the gist and repeat them; and
2) They follow along to help the story unfold.

d. Mirroring

A summary of your understanding of what they have said – longer than paraphrasing. Listener repeats only last words or main idea of the subject’s message.

e.g. “I’m sick of being pushed around”. The listener responds, “Feel pushed, huh?”

e. Silence or effective pauses

1) Talking is turn taking; and,
2) Cultural variance as to how comfortable someone might be with silence.

f. Minimal Encouragers (attending)

While someone talks, you can show that you are attentive both verbally and non-verbally.

Section 4. Building Rapport

4.1. Definition - a close and harmonious relationship in which the people concerned understand each other’s feelings or ideas and communicate.

4.2. In establishing rapport, the following are some suggested techniques:

a. The initial response from the hostage-taker will obviously differ from one situation to another. However the negotiator should prepare for the initial response to be aggressive;
b. The negotiator should allow the hostage-takers to vent their feelings without interruption. This affords the opportunity to gain valuable information about the hostage-takers’ situation. It can provide the negotiator opportunity to show empathy;

c. The hostage-taker will interpret the attentiveness of the negotiator through his/her actions. Thus, it is important that the negotiator exhibits the right body language towards the hostage-taker. During contacts via telephone or from a concealed location, the negotiator’s voice inflexions are important;

d. The negotiator should concentrate on the hostage-taker rather than on the hostages. The negotiator should never signal messages or give the hostages information of a tactical nature since this can be discovered by the hostage-taker. The existence of 'Stockholm Syndrome' between the hostage-taker and hostages poses a threat to this situation;

e. Open communication lines between the negotiator and the hostage-taker can lead to the development of a personal working relationship wherein an atmosphere of mutual respect and a shared common goal is developed. In most cases, this process involves lengthy discussions on the capabilities of the police;

f. The negotiator should not avoid disagreement about goals, but must ensure that the discussion of incompatible objectives strengthens the relationship rather than inhibits negotiations;

g. If for example the hostage-taker will demand for firearms and ammunition, the negotiator should not simply say ‘NO’. He/She can reply by asking the hostage-takers on what would they do if the situation is reversed. Thus, hostage-takers will be involved in the decision making process; and

h. The negotiator will know that they are building rapport with the hostage-taker when they can disagree over an issue without personal hostility. The object is to personalize the negotiation process and build a relationship between the hostage-taker and the negotiator.

Section 5. Influence

5.1. Automatic cues or “fixed action responses”- these are responses that are usually found or used among animals when you instruct them to do something. For example, in an animal show, animal trainers use a whistle to elicit a specific response from an animal.

“Is there anything that might help me to get you to do what I say? Do people have automatic cues?”

a. Compliance

1) It is a response to perceived cues;

2) People have cues; and

3) Knowing the cues increases the ability to influence.
b. Psychology of influence

People have learned responses that can be similar in effect to automatic cues.

c. Many forms which include:
   1) Reciprocity
   2) Commitment and Consistency
   3) Authority
   4) Social Proof
   5) Scarcity
   6) Liking/Ingratiation

5.2. Reciprocity – “Give a little – gain a lot”

a. It works even when
   1) The exchange is inequitable;
   2) Not asked for; and
   3) One person does not like the other.

b. Reciprocity can include:
   1) I am listening, giving of your time/attention;
   2) Compliments/praises; and
   3) Concession.

5.3. Commitment and Consistency

a. Valued social traits – people want to be known as consistent with their works, beliefs, attitude and deeds;

b. Stronger if made publicly and documented; and

c. Commitment/agreement to do something small can lead to compliance with a larger related request.

5.4. Authority

a. People recognize various forms of authority e.g. police, doctor, parent;

b. People tend to believe more since they are recognized as experts; and

c. Can work with symbols of authority – dress, titles, trappings (house/car).

5.5. Social Proof

a. People look to others as to how to behave and think; People are more likely to follow someone who is perceived to be similar to themselves; and

b. People tend to be more likely to follow someone if they find themselves in unfamiliar circumstances.
5.6. Scarcity
   a. People attribute more value to opportunities that they perceive are less available;
   b. May feel freedom of choice is under attack, if something might not be available, thus making people want them more; and
   c. Can intensify if it has recently become scarce and/or we are in competition with others.

5.7. Liking/Ingratiation
   a. We are influenced more by the people we like;
   b. We are liked by other people when we listen actively;
   c. Physical appearance, thought, attractiveness, and repeated association influence how we are liked by others; and
   d. We are liked more when our praises and compliments are sincere.

5.8. Social Influence Theory
   People are more likely to comply with someone they view as:
   a. Willing to listen;
   b. Understanding;
   c. Worthy of respect; and,
   d. None threatening.

Section 6. Style of Communication

6.1. Trust and Integrity
   The keys to developing a long term relationship and commitment. The opening is very crucial in communicating with hostage-takers. Introduce yourself, say, “I am Jonathan. I work with the Police”. Seek his or her name and DO NOT FORGET IT. Write it down phonetically.

6.2. Introduction
   During the introduction, mention the presence of colleagues and give their names. Choose your words, tone and manner carefully. Consider the perpetrators education and vocabulary. DO NOT be overwhelmed by excitement. Despite being stressed and pressured, remember to always speak slowly and softly and avoid loud rapid speech. Do not be afraid to ask questions. Seek to clarify the meaning of any statement.

6.3. Suggested techniques in communicating with hostage-takers:
   a. Mention the presence of colleagues and give their names;
   b. Choose your words, tone and manner carefully;
   c. Consider the perpetrators’ education and vocabulary;
   d. DO NOT be drawn into a spiral of excitement;
   e. Despite being stressed and pressured, always speak slowly and softly and avoid loud rapid speech;
f. Do not be afraid to ask questions;
g. Seek to clarify the meaning of any statement;
h. Ask “OPEN ENDED” questions;
j. Require detailed answers;
k. Check that you clearly understood what has been said;
l. Do not stick to your own agenda. Be flexible;
m. Deal with what the perpetrator wants to talk about;
n. Do NOT talk when you should be LISTENING;
o. Never say “NO”;
p. Never make a statement that can be exposed as a lie. This will destroy your honesty and credibility;
q. Never belittle them;
r. Do not be abrupt or condescending;
s. Make good use of downtime and work as a team to plan the next contact;
t. Develop a range of discussion points concerning, DEMANDS, DEADLINES and any “CAUSE”;
u. Do not use irritating words particularly when they imply that you are right and the perpetrator is wrong;
v. Do not pretend to know about things of which you lack or have little knowledge of;
w. “Labeling” your intentions can be very helpful. It gets attention and invites a reply.
Example:
   “Can I make a suggestion?”
   “Can I ask you a question?”
x. They are then committed to an answer if they answer “OK”. However, BE CAREFUL IF THE QUESTION IS VITAL, they may answer “NO”.
y. AVOID comments which can make the negotiations more difficult.
Example:
   “Coming out” is better than “surrender”
   “The people with you” rather than “the hostages in there”.

z. Deal with the present and the future. Avoid referring back to an unhappy or violent incident earlier;
   1) Do not be afraid to suggest “coming out”;
   2) Frequent reminders may help to reinforce their own doubts about continuing with the siege;
   3) Eventually they may adopt the repeated messages as their own; and,
   4) Never under estimate the value of “Please” and “Thank you”.
CHAPTER X
UNDERSTANDING THE PROBLEM

Section 1. Domestic Siege

2.1. The following are the common causes or reasons for people to take hostages in domestic sieges:

a. Alcohol;
b. Drugs;
c. Sex; and
d. Children.

2.2. The behavioral balance presented in Illustration 10-1 shows the expressive mode of hostage-takers in a domestic siege. Usually, the hostage-takers’ emotional level is high and his sense of rationality is low. The aim of the negotiator is to lower his emotional level and let him realize the rationality of his actions.

(Expressive)

Section 2. The Anti-Social

2.1. The anti-social person is still in contact with reality but is usually characterized by the following:

a. Over 18 years;
b. Runaway;
c. Fighter, user of weapons;
d. Bully; including sexual;
e. Destructive;
f. Liar; and
g. Robber.
Section 3. The Inadequate

Inadequate individual is in contact with reality and is usually characterized by the following:

a. School dropout;
b. Undergone succession of jobs;
c. Believes himself/herself to be a loser; and
d. Wants to prove that he/she can do something.

Section 4. Schizophrenic

Schizophrenic individual has no contact with reality. He/She is usually characterized by the following:

a. He/She is a psychotic;
b. He/She has a fundamental personality disorder;
c. He/She exhibits symptoms such as hallucinations, voices, obscene language, giggling, self absorbed smile and sudden breaks in flow of thinking

Section 5. Depressive and Suicidal

Depressive and suicidal individual has no contact with reality. He/She is characterized by the following:

a. Irritable depressed mood;
b. Diminished interests;
c. Weight loss and fatigue;
d. Insomnia or hypersomnia;
e. Psychomotor agitation or retardation;
f. Feeling of worthlessness and guilt;
g. Lack of concentration; and
h. Thoughts of death.

Section 6. Criminal Siege

In most cases, a criminal siege is rarely a deliberate siege. It is a result of a perpetration of crime that went wrong and the criminals were trapped or cornered by law enforcers. In many cases, hostage taking is violent and unplanned.

As shown in Illustration 10-2, the criminals' level of rationality is high and they understand what they are doing. But their level of emotion is usually low, knowing the fact that if they make a wrong move they will be shot by the responding law enforcers.
Section 7. Mental Disorder

7.1. Psychotic – Paranoid Schizophrenic

It is a mental disorder which means that individuals affected cannot function in the world adequately on a day-to-day basis. They see the world as disorder and they are desperately trying to make sense of it. They have odd/eccentric clusters of behavior and fear/terror may be their underlying emotion. The following table shows the common characteristics of psychotic individuals and the corresponding negotiation strategy that can be used against them.
7.2. Mood-Depressive

Individuals with mental disorders are in depressive mood and are not in contact with reality. They cannot function in the world normally on a day-to-day basis and they put a strong negative slant on everything. They are anxious and they manifest fearful clusters of behavior. An extreme anger/sadness may be their underlying emotion. The following table shows the common characteristics of people with mental disorder in depressive mood and the corresponding negotiation strategy that may be used against them.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Negotiation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disorganized Thinking</td>
<td>• Do not try to convince them that delusions are wrong; and</td>
</tr>
<tr>
<td>• Delusions, false beliefs – often of</td>
<td>• Allow subject to explain in order to develop honesty, trust, rapport and empathy.</td>
</tr>
<tr>
<td>persecution or grandeur despite</td>
<td>• Try to understand; and</td>
</tr>
<tr>
<td>evidence to the contrary.</td>
<td>• Comments should be specific and clear.</td>
</tr>
<tr>
<td>• Thoughts spill out in no logical order,</td>
<td>• No sudden movements, watch for expanded space, avoid getting too close or staring; and</td>
</tr>
<tr>
<td>leaps from one idea to another.</td>
<td>• Offer protection &amp; medication to avoid them from feeling alone.</td>
</tr>
<tr>
<td>Disturbed Perception</td>
<td>• Constant reassurance to address fears;</td>
</tr>
<tr>
<td>• Hallucinations – all 5 senses with no</td>
<td>• May have a negative attitude to mental health professionals; and</td>
</tr>
<tr>
<td>known cause</td>
<td>• Avoid getting the family/clergy as intermediaries.</td>
</tr>
<tr>
<td>Inappropriate emotions/actions</td>
<td>• Do not try to convince them that delusions are wrong; and</td>
</tr>
<tr>
<td>• Laughs at funerals, cries when others</td>
<td>• Allow subject to explain in order to develop honesty, trust, rapport and empathy.</td>
</tr>
<tr>
<td>laugh, performs compulsive or senseless</td>
<td>• Try to understand; and</td>
</tr>
<tr>
<td>acts e.g. rocking, rubbing, twisting</td>
<td>• Comments should be specific and clear.</td>
</tr>
<tr>
<td>hair.</td>
<td>• No sudden movements, watch for expanded space, avoid getting too close or staring; and</td>
</tr>
<tr>
<td></td>
<td>• Offer protection &amp; medication to avoid them from feeling alone.</td>
</tr>
<tr>
<td>Other characteristics</td>
<td>• Constant reassurance to address fears;</td>
</tr>
<tr>
<td>• Socially withdrawn, aloof, detached;</td>
<td>• May have a negative attitude to mental health professionals; and</td>
</tr>
<tr>
<td>• Disoriented/confused/paranoid;</td>
<td>• Avoid getting the family/clergy as intermediaries.</td>
</tr>
<tr>
<td>• Argumentative, suspicious of others,</td>
<td>• • Do not try to convince them that delusions are wrong; and</td>
</tr>
<tr>
<td>over reacts;</td>
<td>• Allow subject to explain in order to develop honesty, trust, rapport and empathy.</td>
</tr>
<tr>
<td>• Acts peculiarly such as collecting</td>
<td>• Try to understand; and</td>
</tr>
<tr>
<td>rubbish and talking to himself/herself;</td>
<td>• Comments should be specific and clear.</td>
</tr>
<tr>
<td>and Belief that his/her body/thoughts</td>
<td>• No sudden movements, watch for expanded space, avoid getting too close or staring; and</td>
</tr>
<tr>
<td>is controlled by external force.</td>
<td>• Offer protection &amp; medication to avoid them from feeling alone.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
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</tr>
<tr>
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<td>• Offer protection &amp; medication to avoid them from feeling alone.</td>
</tr>
</tbody>
</table>
### Table 10-2 – Negotiation Strategy for person with Depressive Mood

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Negotiation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sadness</td>
<td>Be patient – listen</td>
</tr>
<tr>
<td>Hopelessness</td>
<td>Use of empathy</td>
</tr>
<tr>
<td>Helplessness</td>
<td>Expect honesty about situation</td>
</tr>
<tr>
<td>Unworthy, self blame (guilt)</td>
<td>Expect ambivalence</td>
</tr>
<tr>
<td>Brooding over past event (tearful)</td>
<td>Discuss real world – here and now</td>
</tr>
<tr>
<td>Sleep/appetite disorder</td>
<td>Finds hopes (hooks) – expand options</td>
</tr>
<tr>
<td>Psychomotor reaction retarded</td>
<td>Beware sudden movements</td>
</tr>
<tr>
<td>May be situational, long-term</td>
<td>Caution in use of family/friends as</td>
</tr>
<tr>
<td>problems</td>
<td>intermediaries</td>
</tr>
<tr>
<td>Recent loss ____</td>
<td>Ask about suicide</td>
</tr>
<tr>
<td>Suicidal, but not always</td>
<td>Beware of sudden improvements</td>
</tr>
<tr>
<td>Beware of medication usage</td>
<td>– may indicate suicide</td>
</tr>
<tr>
<td>Self neglect</td>
<td>Beware suicide by cop</td>
</tr>
<tr>
<td>Difficulty in processing information</td>
<td>Ask about medication</td>
</tr>
<tr>
<td></td>
<td>Consider basic human needs</td>
</tr>
<tr>
<td></td>
<td>Speak slowly, clearly, repeat and</td>
</tr>
<tr>
<td></td>
<td>check understanding</td>
</tr>
</tbody>
</table>

### 7.3. Personality Disorder

This is not a mental disorder. Individuals with personality disorders can function in the world to a high level, e.g. look after themselves, business, finance, etc. However, they fail to function normally in terms of their relationship with other people. They have dramatic/aggressive clusters of behavior. The table below describes the characteristics of these people and the negotiation strategy that may be used against them.

### Table 10-3 – Negotiation Strategy for Antisocials aka Psychopaths/Sociopaths

<table>
<thead>
<tr>
<th>Antisocials</th>
<th>Negotiation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>No conscience – lacks guilt or</td>
<td>Keep ego in mind – they need to feel in charge</td>
</tr>
<tr>
<td>remorse, inability to love, no</td>
<td>Establish credibility – does not respect compassion</td>
</tr>
<tr>
<td>empathy – bully</td>
<td>Expect instrumental demands</td>
</tr>
<tr>
<td>Selfish, no loyalty</td>
<td>May respond to deals/sell outs to better their position</td>
</tr>
<tr>
<td>Manipulative, charmer – likes</td>
<td>Help to save face</td>
</tr>
<tr>
<td>power/controlling others</td>
<td>Beware non police intermediaries</td>
</tr>
<tr>
<td>Sexually experimenting</td>
<td>Negotiator – need to keep them busy/become source of</td>
</tr>
<tr>
<td>Seeks immediate gratification,</td>
<td>stimulation</td>
</tr>
<tr>
<td>thrill seeker</td>
<td></td>
</tr>
<tr>
<td>Low anxiety, blames others –</td>
<td></td>
</tr>
<tr>
<td>never their fault</td>
<td></td>
</tr>
<tr>
<td>Frustration tolerance low –</td>
<td></td>
</tr>
<tr>
<td>may turn to his/her for</td>
<td></td>
</tr>
<tr>
<td>stimulation</td>
<td></td>
</tr>
</tbody>
</table>

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53
Table 10-4 – Negotiation Strategy for Inadequate Characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Negotiation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low self esteem, poor achievement history</td>
<td>Allow to ventilate to identify the why/needs</td>
</tr>
<tr>
<td>Poor planner – lacks follow through</td>
<td>Provide understanding and uncritical acceptance</td>
</tr>
<tr>
<td>Probable marital and employment problems</td>
<td>Stay with subject, become significant other – we can work</td>
</tr>
<tr>
<td>Chaotic family relationship</td>
<td>together</td>
</tr>
<tr>
<td>Excessive/exorbitant and</td>
<td>Minimize show of force</td>
</tr>
<tr>
<td>Changing demands</td>
<td>Build/inflate ego – help save face</td>
</tr>
<tr>
<td>Suicide potential high</td>
<td>Once rapport developed – become more directive</td>
</tr>
<tr>
<td>Seeks attention/audience</td>
<td>Beware family friends as intermediary</td>
</tr>
<tr>
<td>Wants to prove can do something</td>
<td>Potential from sudden surrender</td>
</tr>
<tr>
<td>May like attention and not want to end incident</td>
<td>Offer prospect of continued support/attention after incident</td>
</tr>
</tbody>
</table>
CHAPTER XI

NEGOTIATION TECHNIQUES AND STRATEGIES

Section 1. Talking to Hostages

1.1. Negotiating Strategies in Domestic Sieges
   a. Allow to bent feelings;
   b. Label emotions;
   c. Take a rational line;
   d. Try not to take sides; and
   e. Emphasize the positive.

1.2. Negotiating Strategies in Criminal Sieges
   a. Provide a solution;
   b. Legal and media observers; and
   c. Appeal to reason.

Section 2. Negotiating Strategies for Schizophrenic Individuals

2.1. Avoid convincing them of the reality;
2.2. Avoid entering the unreal;
2.3. Attempt to understand;
2.4. Avoid getting the services of the hostage-taker’s family as intermediaries;
2.5. Avoid getting the services of health professionals because schizophrenic individuals have a negative view of them; and
2.6. Avoid staring or getting too close.

Section 3. Negotiating Strategy for Antisocial Individuals

3.1. Be reminded of the subjects’ egocentricity;
3.2. Keep the subject busy;
3.3. Convince the subject that safe releases are to his advantage;
3.4. Be reality-oriented; and
3.5. Avoid non-police intermediaries.

Section 4. Negotiating Strategy for Inadequate Individuals

4.1. Try to find a way of resolving the situation to avoid failure;
4.2. Try to talk more about success; and
4.3. Try to raise self-esteem.
Section 5. Negotiating Strategy for Depressed Individuals

5.1. Be patient for replies;
5.2. Avoid getting friends of the depressed individuals to assist since their presence may escalate guilt;
5.3. Beware of sudden improvements;
5.4. Do not crowd and avoid small body space;
5.5. Beware suicide by cop;
5.6. Discuss “real world” vs. “abstract”;
5.7. Postpone action instead of changing mood; and
5.8. Empathy.

Section 6. Strategy when there is threat to kill or harm

When there is a threat to kill or harm the hostages, the negotiator should emphasize the following:

6.1. Injury will bring bad publicity;
6.2. Victims are innocent;
6.3. Victims should not be punished for problems outside the stronghold;
6.4. Never accept the threat of or actual violence to pass without challenge;
6.5. Never challenge a threat to be carried out; and
6.6. Prevent serious injury by persuasion.

Section 7. Actual Death or Injury

7.1. Never assume death;
7.2. Encourage first aid and recovery of the injured;
7.3. Try to prevent further injury;
7.4. Never accept without comment; and
7.5. Challenge their authority to take life.

Section 8. Intervention Strategy for Suicidal Individuals

8.1. Primary Reason for a Person Wishing To Commit Suicide
   a. Hopelessness;
   b. Helplessness;
   c. Guilt;
   d. Loneliness; and
   e. Separation/Abandonment.

8.2. Suicidal Intervention Strategies
   Negotiators should remember that the hostage-taker while holding
hostages, generally wants to live. The suicidal subject generally wants to die, but the threat of suicide may be used to test reaction, to gain something or even to manipulate events.

Negotiation objectives in suicide intervention should be diffusing intense emotions and return subject to normal functioning level.

How do you determine if a person is suicidal? The negotiator can ask the following question.

"Are you going to commit suicide?"

Be careful! Do you have sufficient reasons to avoid this question? If there is a nagging doubt – then ASK.
Illustration. 11-1 SUICIDE INTERVENTION FLOWCHART

**Build Empathy/Trust**

**Suicide Clues**

*Verbal*:
- It doesn’t matter anymore. You won’t be hearing from me again.

**If Clues Suggest Suicide**

*Ask! “Are you going to commit suicide?”*

**No**
- They may have means with them
  - Obtain information - Ask

**Have you done anything yet?**

**Yes**
- What have you done?

**Method**

*Pills or Toxic Substance*
- How many did you take?
- What kind/strength were they?
- Did you take anything else? (alcohol)

**Offer Help**
- Think First Aid

**Reduce Lethality**

*Get means as far away as possible*
- Pills
  - Vomit pills, flush down toilet, walk, stay awake

**What is the Immediate Problem?**

What has happened in the last 24 hours to make you want to kill yourself?
- Identify the problem/Situation: Identify Loss

**Identify Hook**

What is still important to the person? What still has value/meaning?

**Determine Motivation**

What is the object/goal of suicide action?

**Develop Non-Lethal Alternative/Option**

To diffuse crisis state

**Develop Specific Plan of Action**

**Make Referral to the Appropriate Agency**
8.3. Guidelines For Talking to a Suicidal Hostage-taker. (See Illustration 11-1)

a. Ask him/her to reduce the immediate danger;
b. If it is unclear on whether the person is suicidal or not - ASK;
c. Once he/she admit that he/she is feeling suicidal, ask him/her directly to talk about his/her suicidal thoughts and feelings;
d. Discourage him/her from continued alcohol or drug abuse;
e. Talk slowly, clearly and use simple words;
f. Focus on the cause of the suicidal feelings and the specific situation that causes him/her to feel suicidal;
g. Put actions into perspective but try to avoid saying, “I understand what you are going through”;  
h. Express personal concern and empathy.
i. Be firm in making requests. Avoid becoming intimidating or argumentative. Allow the hostage-taker to get angry at you;  
j. If the subject wants to hang up the phone and be alone for a while, first try to get him/her to stay on the line;  
k. If the subject refuses to stay on the line, try to get persuade him/her not to hurt either himself/herself or anyone else;
l. If subject insist on hanging up, try to get him/her to agree to a time when you can call back;  
m. Be on the alert for phrases or sentences which imply suicide;  
n. Talk openly of the finality of death, emphasize that suicide is one of many alternatives;  
o. Do not go along with “FINAL REQUESTS”;  
p. Offer reassurance, but not false reassurance;  
q. Explore what is meaningful to the hostage-taker and try to get them to tell you “what keeps them going”;
r. After you have allowed the hostage-taker to talk about what is bothering them, try to get them to develop a realistic plan of action;  
s. Expect that the hostage-taker will have “ups and downs” while you are talking to him/her; and  
t. Bid for time and continually focus on getting the person to express his/her feelings in order to understand and cope with the problem.

Section 9. Releasing of Hostages

Releasing hostages while in the course of negotiation is one of the critical points during negotiation.

9.1. Stress the security difficulties in holding large numbers of hostages;

9.2. The management difficulties with different nationalities;
9.3. Stress the public relations benefits for releases;
9.4. World opinion of the “cause”. Effect upon decision makers;
9.5. Emphasize what has already been achieved for the “cause”;
9.6. The release of hostages would enhance this;
9.7. Emphasize “neutral” hostages – women, children, etc.;
9.8. Consider trading food and drinks, etc. for releases;
9.9. Do not over emphasize the significance of particular hostages;
9.10. There is a delicate balance to be struck between securing releases and prompting them to hold onto the hostages;
9.11. Always personalize the hostages by using their full or first names. Treat everyone the same. “How are your all today?”
9.12. Plan carefully the procedures in the release;
9.13. Screen hostages being released – Hostage-takers may be in the group;
9.14. Preserve the dignity of the hostages;
9.15. Debrief the hostages for additional information;
9.16. BEWARE – Hostage-takers may not know everything;
9.17. TALK THROUGH – Explain;
9.18. Consider the escort for the hostages to ensure safety; and,
9.19. Shield the hostages from the media.

Section 10. Do’s During Negotiation

10.1. Think officer safety – body armor – good use of cover;
10.2. Do talk to the stronghold if it can be done safely;
10.3. Always be available and ready to talk to the stronghold;
10.4. Work with a partner who can help you with prompts, and make notes. Keep the speaking role to one person;
10.5. Take any threat seriously. Ask them to reduce the immediate danger, e.g. “Please take the knife away from your throat”;
10.6. If the only means of contact is by the use of a megaphone, try and use one with a remote lead, otherwise consider using the public address system on an armored vehicle. Do not allow a megaphone to be delivered into the stronghold;
10.7. Consider using a telephone to speak to the stronghold; it is safer and conducive to building a worthwhile rapport;
10.8. Ask the Incident/ On-Scene Commander if present, for a surrender/breakout/hostage reception plan – be prepared;
10.9. Practice active listening. Focus on what they are saying and how they are saying it. Are there clues in their emotions that are not appropriate with their actions?
10.10. Use open-ended questions e.g. “What has happened?” “Who are you?” “Who is with you?” “Where, when and why?”;

10.11. Let the subjects know that you are listening. Encourage them to talk/keep talking;

10.12. Find the focus of the problem/key issues;

10.13. Always make sure that you understand at the same time, avoid inviting any demand. Paraphrase and repeat back, e.g. “Are you saying...”;

10.14. Take your time. Gain intelligence;

10.15. Be polite, remain calm, controlled, concise;

10.16. Use the singular and personalize yourself (consider using your first name);

10.17. Ask the subject on how he/she would want to be addressed;

10.18. Seek to personalize all of the people in the stronghold;

10.19. Always ask to speak to those being held (avoid the words hostage and hostage-taker). Seek proof of life;

10.20. Press for an early release of anyone being held;

10.21. Be prepared for hostility, anger and confrontation by the subject;

10.22. Always challenge any threat to injure any of the persons inside e.g. “You are responsible for any harm to the people with you, don’t do it”;

10.23. Thank the subject for even the smallest concession;

10.24. Try and be consistent with your message and seek to get them to confront reality;

10.25. If it is unclear to you whether the person is suicidal or not, ask them. Do not be afraid to use the actual words “suicide” or “death”;

10.26. Keep a record of what you do and what is being said. This is not a contemporaneous record but notes can assist the other negotiators and the Incident/On-Scene Commander; and

10.27. If there are trained negotiators at the scene and they have been previously talking to the stronghold refer those making contact back to the negotiators, e.g. “Thank you for telling me that but I would like you to go back to the telephone/door/other point and speak to the person you were talking to earlier? You may not know the overall strategy of the negotiators.

Section 11. Don’ts during Negotiation

11.1. Do not negotiate if you are the Incident/On-Scene Commander. “Commander commands, Negotiators negotiate”

11.2. Do not allow yourself to be in a position where you are making the final decision, it is not your job. Remember to defer and refer to the Incident/On-Scene Commander.
11.3. If demands or deadlines are given, listen and note carefully, however do not accept them or make promises, e.g. “The things you have asked for, may be hard to get”, “I'll see what I can do for you”.

11.4. Do not put anyone at risk of being taken hostage or being injured.

11.5. We do not deal in exchanges nor do we send in other people e.g. a doctor. Injured individuals need to go to the hospital for proper treatment. Seek advice on all medical issues from Forensic Medical Examiner/General Practitioner/Paramedic.

11.6. Do not ignore communication from the stronghold, speak to them.

11.7. Do not ask for demands, they may not have any.

11.8. Do not set deadlines, e.g. “I'll get back to you in five minutes” or “How long have I got do that?”

11.9. Do not assume that any conversation with the stronghold is private, the media and others are capable of hacking to get information.

11.10. Intermediaries such as friends and relatives are not always a good idea; they may be part of the problem.

Section 12. Exchange of Hostages

Exchange of hostages is a significant concession without certain benefit. There is an important distinction between the seizure of the hostages and the action of the government in turning over someone in the hands of the hostage-takers. The following are the critical points to consider in exchanging hostages:

12.1. The promised exchange may not occur, leading to an additional hostage and nothing in return;

12.2. Introduction of an authority figure increases tension outside;

12.3. An “authority figure” may be in greater danger than the original hostage;

12.4. The exchanged hostage may be the intended target;

12.5. Or the intended audience of suicide;

12.6. May be seen as a prestigious target;

12.7. May be seen as a threat;

12.8. May take hostile action;

12.9. Exchange may interfere with the favorable development of the Stockholm Syndrome – bonding; and

12.10. The motives for exchange are unknown.
CHAPTER XII

COMMUNICATION WITH THE STRONGHOLD

Section 1. Face to Face

1.1. Characteristics. Face to face negotiation provides good visual feedback but poses danger to the negotiators especially when the hostage-takers are criminals. It provides an opportunity for good information gathering. However, negotiators often are confronted with a difficulty of resisting the hostage-takers. Moreover, face to face negotiation provides opportunity to build a relationship with the hostage-takers however, it exposes the expressions and emotions of the negotiator that can work to his/her disadvantage.

1.2. Guidelines when conducting face to face negotiations:
   a. Avoid talking at gun point;
   b. Beware of a confrontation with more that one of them;
   c. Concentrate on their actions and emotions. Know your escape route and coordinate with the SWAT Team or security personnel;
   d. The secondary negotiator should act as the safety manager for the primary negotiator;
   e. Never carry anything that could be of use to the enemy;
   f. Never turn your back on them;
   g. Be aware of making written notes, rely on taped records;
   h. Be aware of expanded body space – mentally disturbed; and
   i. Interpreters also need body armor and the escape route.

Section 2. Megaphone or Loud Hailer

2.1. It is safer than face to face negotiation. However, it is a one way communication. The people in the stronghold can hear you but you will have difficulty hearing them.

2.2. Do not provide megaphone to hostage-takers. They might use this to communicate with their comrades outside the stronghold or worse, use this to solicit sympathy from the crowd.

Section 3. Telephone Land Line

3.1. Advantages. Landline telephones are safer than a megaphone or face to face. It does not betray facial emotions. Conversation are controllable and easily be used for tactical advantage.

3.2. Disadvantages. Landline telephones are not secured. It could easily be tapped from outside the stronghold for counter-intelligence or sometimes by the press people. Moreover, it is not available all the time in all areas or in all hostage scenarios. Landline telephones can provide the hostage-takers an access to anybody outside the stronghold. Thus, there is a risk for police operations to be compromised.
Section 4. Cellular Phone

4.1. Advantages. Cellular phones are safer than a megaphone or face to face. Like telephone it does not betray facial emotions. Cellular phones most of the time are available anywhere in the country. The hostage-takers can not trace the locations of the negotiators and this is advantageous usually in kidnapping cases.

4.2. Disadvantages. Just like landline telephones, cellular phones are not secured. It can easily be scanned from the outside of the stronghold for counter-intelligence or sometimes by the press people. Like the landline telephones, cellular phone can provide the hostage-takers an access to anybody outside the stronghold. Thus, there is a big risk for police operations to be compromised.

Section 5. Field Telephone

5.1. Characteristics. Field telephones are made of a handset connected to another handset through a hard wire. Most of the police negotiators worldwide prefer to use the field telephone for the following reasons:
   a. Secured and cannot be tapped by anybody;
   b. Isolate communication;
   c. Expandable technically;
   d. A positive police action;
   e. An intelligence opportunity;
   f. Measure the line and mark; and
   g. Technical opportunity.

5.2. Field telephones come in many variations. Negotiators in the US use the term “throw phone” because of the way they hand it to the hostage-takers. Its handset is so robust that they can throw it to the hostage-takers during its delivery.

Section 6. Radio

6.1 Advantages. Radios are safe for the negotiators. They offer slow process of communication which give much time for negotiators to think.

6.2 Disadvantages. The usage of a radio is not secured and can easily be accessed to. Radio signals are always subjected to interference and limitation of distance. Under these circumstances, building rapport may be difficult to establish. Radio, on the other hand, can easily be used by hostage-takers for propaganda purposes.

Section 7. Internet

7.1 It offers a new mode of communication and has been used in extortion cases;

7.2 It is safe but it needs an element of time to reply;

7.3 Potential world wide audience and might need advice from an IT expert; and

7.4 Negotiating Principles the same – modification to team roles.
Section 8. Negotiating Through an Intermediary or Mediators

8.1. When negotiations break down and none of the mentioned methods work and the negotiator finds himself/herself in a deadlock, the best thing to do is to employ the services of a mediator. A mediator maybe a relative, a friend, or somebody who could influence the behavior of the hostage-taker. He/She assists the negotiators in resolving the differences with the hostage-taker and sometimes, makes it easy for the hostage-taker to agree on the terms presented. Though mediators provide advantages, it is important that negotiators have a tight control over them since they have the tendency to aggravate the problem rather than resolving it.

8.2. Critical Points in Using an Intermediary or Mediator

a. A mediator in a negotiation can help both parties reach an agreement but cannot impose a settlement on or make decisions or them;

b. A mediator helps parties make concessions when conflicts of interest are insignificant. Mediation is a commonly used intervention option but is not necessarily the remedy for all hostage crisis;

c. A mediator can help the parties reach an agreement; and,

d. A mediator cannot help if the hostage-takers are rude, hard-headed and belligerent. The presence of a mediator may change completely or partly the actions, reactions and interactions of the hostage-taker.

8.3. Advantages and disadvantages of using an intermediary or mediator

a. Using a mediator or intermediary in a negotiation can be very risky if they are:

1) Diplomats or politicians - these people might be taken as another hostage during the course of their negotiation;

2) Media people - they tend to explore the situation and they have the tendency to connive with the hostage-taker. Most of the time, they are tempted to go inside the stronghold and explore the situation to their disadvantage and disregard the real purpose of talking to the hostage-taker;

3) Emotionally involved relatives - they tend to sympathize with the hostage-taker. In most cases, their purpose of helping in the negotiation is to assist the hostage-taker get away with the situation or get away with the police. Most of the time they are also tempted to go inside the stronghold and they may become another hostage.

b. Using a mediator or intermediary in a negotiation can be successful if they are:

1) Legal representatives - they can help explain to the hostage-takers the legal remedies that may ease their problems and eventually may help in convincing them to surrender;

2) Detached professionals - they have the expertise which can help explore other avenues that the police have not explored yet and may eventually help in resolving the crisis; and
3) Respected relatives – the respect that the hostage-taker may have on them might help the police bend his feelings and eventually may lead in the resolution of the crisis.

8.4. Deployment of a Intermediary or Mediator

a. Intermediaries or Mediators shall be selected from people who have propensity to convince or influence the hostage-taker. His/Her action will assure big chances of resolving the crisis;

b. Background individuals used as intermediaries should be properly checked;

c. During negotiation, their security must be ensured to avoid being taken as another hostage;

d. He/She must receive proper briefing of the situation and on his/her limits in the negotiation;

e. He/She must be warned of any action not parallel to the general objective; and

f. He/She must agree to the contingency plan.
CHAPTER XIII

DEMANDS AND DEAD LINES

Section 1. DEMANDS

1.1. Demands can be threats to the negotiation process or it may be an opportunity for the negotiator. However, whatever the demands may become, the following are the guidelines in handling demands:

   a. Do not seek or ask for them;
   b. Do not ignore them. List them down and forget about these demands;
   c. Do not say “Yes or No” to them. Tell the hostage-takers that you have to discuss everything first with the Incident/On-Scene Commander;
   d. Do not misunderstand them. You might add to the complication if you misinterpreted these demands;
   e. Do not call them “DEMANDS”. Once you agree to some of these demands, the hostage-taker might ask for another and you may not be able to give it to them;
   f. Listen to anything and do not give anything away;
   g. Do not make any offer without reason;
   h. Do not make offers outside your control. You may not be able to fulfill this and it will destroy the rapport you have built up;
   i. Do not dismiss demands as trivial, who knows this might the key to your success; and
   j. Do not resurrect forgotten demands.

1.2. Demands should be handled with care. Always refer to the Incident/On-Scene Commander in dealing with demands. Explain to the hostage-taker the difficulties in meeting with their demands. Try to reduce the expectations from them.

1.3. Think tactically. If the demands are simple and their delivery could gain the police tactical advantage, then by all means take advantage of these demands.

1.4. Seek reciprocation. When you give in to some demands, see to it that you always seek for something in return. This is to discourage them from making more demands. Always seek for partial release of hostages in return or if not something that could provide the police a tactical advantage.

1.5. On demands that could complicate the situation, negotiators should sow seeds of doubt. It should impress upon the hostage-takers that even if they are on the shoes of the police personnel they will not give in to these demands.
1.6. Seek precise details of these demands. Delivery arrangements should be properly described so that each point is clear to both the hostage-takers and the negotiators.

1.7. In cases of multiple demands, deal with the easy ones first.

1.8. Medical Assistance.

   a. In cases where medical assistance is needed inside the stronghold, the negotiators should assess the condition of the hostage-patient and work for the patient to be sent out of the stronghold especially if he/she is in imminent danger. If the hostage-takers refused to bring out the sick hostage then a doctor should be called in to talk to any capable hostage-taker or hostage to administer the treatment upon his instruction.

   b. Doctors should not be sent inside the stronghold for obvious reasons. If there is a doctor among the hostages, his/her identity should be kept confidential among the hostage-takers unless necessary. If they insist that the doctor be brought inside, then this should be considered for tactical purposes and treat it as a chance to gather information inside the stronghold.

   c. Negotiators should always think for possible bonding between the hostages and the hostage-takers whenever a medical assistance is needed. Always ask who needs it. Who will go in, who will go out?

Section 2. **DEADLINES**

2.1. When deadlines are given, record the time accurately. Ask what time are hostage-takers operating on. Check your watches.

2.2. The following are the basic guidelines in handling deadlines:

   a. Do not:

      1) Accept;
      2) Ignore;
      3) Invite;
      4) Offer;
      5) Remind;
      6) Forget; and
      7) Deny.

   b. Do

      1) Take them seriously;
      2) Sow early seeds of doubt;
      3) Tell the Incident/ On-Scene Commander;
      4) Talk through them; and
      5) Be conscious of heightened tension.
CHAPTER XIV

NEGOTIATOR’S LOG, REPORTS AND NEGOTIATOR’S VISUAL BOARDS

Section 1. Negotiator’s Log

1.1 Negotiator’s log or sometimes called “Decision log” is intended to show key events in the negotiating process: (See Table 14-1)

a. To record all the activities that will take place during the negotiation including time of occurrence and persons involved;

b. To record names of personalities that come to the negotiation cell and may have given or contributed to the decision making process; (See Figure 14-1)

c. To record the decision making process and identify the reasons behind such decision;

d. Logs should include instructions from the co-coordinator, details of deliveries, releases from the stronghold, changes to the Negotiating Team, absences from the cell, external events which might affect the negotiating team, e.g. a radio or television broadcast and a synopsis of any dialogue which the negotiators think is pivotal in negotiations;

e. The log is not intended to be a contemporaneous and verbatim record of everything that is said during negotiations;

f. The log should include a brief assessment of how negotiations are progressing, e.g. all calm, easy dialogue, etc. This synopsis of progress should be included even when negotiations are being completely recorded; and

g. The log should be used by the coordinator to brief incoming negotiators and coordinators.

Figure 14.1 – Standard Negotiation Cell with complete negotiators’ equipment

During conclusion of negotiations, a team change may take place when a negotiator leaves the cell for a protracted period. The log should be read and
initial by the officer concerned. Additions can be made to the log as long as they are signed, timed and dated and do not appear as belated insertions.

1.2. The best and most reliable method of recording negotiations is by means of a twin tape cassette machine (linked to the field telephone or conventional telephone) to produce an evidential tape copy and a reference/briefing tape copy. In circumstances when tape recording is not feasible (i.e. during face to face negotiations), it is necessary to resort to making a more detailed log.

1.3. When it is not possible to form a properly managed cell or when an officer has recollections or comments which can impact on negotiations but is not recorded in the log, the officer should make a note separately in his or her pocket book. It should be then placed in a binder during the siege for the use of the coordinator. The original, or top copy of the log, should either be retained by the lead negotiator as his/her original note or given to the chief investigator as a document.

1.4. Though all activities are recorded in the log, the negotiator must submit an after-negotiation activity report to the Incident/On-Scene Commander. Said report shall become part of the after incident report to be submitted by the Incident/On-Scene Commander to the area commander.

Table 14-1 HOSTAGE & CRISIS NEGOTIATOR’S LOG

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<th>Record</th>
<th>Action &amp; time Completed (if applicable)</th>
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Negotiator(s) completing log _____________________________ Page No. ________
NEGOITIATOR’S VISUAL BOARDS:

### DEMANDS

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<th>TIME</th>
<th>DEMANDS</th>
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### DEADLINES

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### NEGOTIATOR'S VISUAL BOARDS:

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<tr>
<th>HOSTAGE TAKERS</th>
<th>HOSTAGES</th>
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<tbody>
<tr>
<td>WHO ARE THEY?</td>
<td>WHO ARE THEY?</td>
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<tr>
<td>HOW MANY?</td>
<td>HOW ARE THEY?</td>
</tr>
<tr>
<td>WHY THEY ARE DOING THIS?</td>
<td>HOW MANY ARE INJURED?</td>
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<td></td>
<td>HOW MANY ARE CHILDREN?</td>
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<td>HOW MANY ARE WOMEN?</td>
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### NEGOTIATOR'S VISUAL BOARDS:

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<td>- SECURITY</td>
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<td>- ANY DEMANDS MET</td>
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<td>- FOOD, DRINK, HEAT, LIGHT</td>
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**NEGO T I A T O R ’ S V I S U A L B O A R D S :**

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<td>WHAT THE PROCEDURES?</td>
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<td>WHO IS GOING TO DO WHAT?</td>
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**NEGO T I A T O R ’ S V I S U A L B O A R D S :**

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## NEGOTIATOR’S VISUAL BOARDS:

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<td>BREAK OUT</td>
<td>HOSTAGE RECEPTION</td>
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# Hostage Description Form

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<th>Sex:</th>
<th>Ht:</th>
<th>Wt:</th>
<th>Hair:(head)</th>
<th>(face)</th>
<th>DOB</th>
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<th>Eyes:</th>
<th>(color)</th>
<th>(Glasses)</th>
<th>(Prominent features:)</th>
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<td>(lower torso)</td>
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<td>4.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Behavior: (actions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>
### Hostage History Form

**Incident:**

**Date:** / / 

**Hostage:**

(name) (number)

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Race:</th>
<th>Sex: H</th>
<th>t: W</th>
<th>t:</th>
<th>Hair: (head)</th>
<th>(face)</th>
<th>DOB</th>
</tr>
</thead>
</table>

**Occupation:**

(current occupation) (skills)

**Eyes:**

(color) (Glasses) (Prominent features:)

**Personality Traits**

- (aggressive)
- (combative)
- (docile)
- (uncooperative)
- (calm)

**Physical Health History:**

(current health)

(disorders)

(treatment)

(medications)

**Physician:**

(name) (address) (telephone)

1. 

2. 

**Mental Health History:**

Physician: Name Address: Telephone:

1. 

2. 

---

77
## Suspect Description Form

<table>
<thead>
<tr>
<th>Incident:</th>
<th>Date:</th>
<th>/</th>
<th>/</th>
</tr>
</thead>
</table>

### Suspect:
- **(name)**
- **(number)**

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Race:</th>
<th>Sex:</th>
<th>Ht:</th>
<th>Wt:</th>
<th>Hair:(head)</th>
<th>(face)</th>
<th>DOB</th>
</tr>
</thead>
</table>

### Occupation:
- **(occupation actual)**
- **(skills)**

### Eyes:
- **(color)**
- **(Glasses)**
- **(Vision quality)**

### Behavior:
1. 
2. 

### Clothing: **(head)**
1. 
2. 

### (upper torso)
1. 
2. 

### (lower torso)
1. 
2. 

### Behavior: **(actions)**

### Weapon(s):
1. 
3. 
2. 
4. 

### Location:
1. 
4. 
2. 
5. 
3. 
6.
Suspect History Form

Incident: ___________________________________________ Date: _______ / ______ / ______

Suspect:

(name) (number)

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Race:</th>
<th>Sex:</th>
<th>Ht:</th>
<th>Wt:</th>
<th>Hair:(head)</th>
<th>(face)</th>
<th>DOB</th>
</tr>
</thead>
</table>

Occupation:

(occupation actual) (skills)

Eyes:

(color) (Glasses) (Vision quality)

Prominent features:


Criminal History:

(arrests)

(incarceration)

(hand-to-hand combat)

Special Skills:

(firearms)

(explosives)

(hand-to-hand combat)

Group Associations:

Legal

Illegal
<table>
<thead>
<tr>
<th>Mental History:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(disorder)</td>
<td></td>
</tr>
<tr>
<td>(treatment)</td>
<td></td>
</tr>
<tr>
<td>(medication)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Physician: Name</th>
<th>Address:</th>
<th>Telephone:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. 

2. 

<table>
<thead>
<tr>
<th>Family History: (name)</th>
<th>(address)</th>
<th>(telephone)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Associates: (name)</th>
<th>(address)</th>
<th>(telephone)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
## Suspect Behavioral Form

<table>
<thead>
<tr>
<th>Incident:</th>
<th>Date:</th>
<th>/</th>
<th>/</th>
</tr>
</thead>
</table>

### Suspect:

<table>
<thead>
<tr>
<th>(name)</th>
<th>(number)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Race:</th>
<th>Sex:</th>
<th>Ht:</th>
<th>Wt:</th>
<th>Hair:(head)</th>
<th>(face)</th>
<th>DOB</th>
</tr>
</thead>
</table>

### Occupation:

<table>
<thead>
<tr>
<th>(occupation actual)</th>
<th>(skills)</th>
</tr>
</thead>
</table>

### Eyes:

<table>
<thead>
<tr>
<th>(color)</th>
<th>(Glasses)</th>
<th>(Vision quality)</th>
</tr>
</thead>
</table>

### Appearance:

<table>
<thead>
<tr>
<th>(general)</th>
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</table>

<table>
<thead>
<tr>
<th>(clothing)</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>(grooming)</th>
</tr>
</thead>
</table>

### Facial:

<table>
<thead>
<tr>
<th>(anger)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(fear)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(depression)</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>(calm)</th>
</tr>
</thead>
</table>

### Movements:

<table>
<thead>
<tr>
<th>(posture)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(restless)</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>(unusual)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(atypical)</th>
</tr>
</thead>
</table>

### Speech:

<table>
<thead>
<tr>
<th>(rapid / slow)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(profane / normal)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(loud / soft)</th>
</tr>
</thead>
</table>
### Suspect Behavioral Form (Continued)

#### Perceptions:
- (normal)
- (hallucinations)
- (illusions)
- (other)

#### Suspect / Hostage Relationship:
- (domineering)
- (aggressive)
- (suspicious)
- (dangerous)

#### Suspect / Negotiator Relationship:
- (suspicious)
- (cooperative)
- (evasive)
- (intimidating)
- (threatening)
## Negotiators After Action Report

<table>
<thead>
<tr>
<th>Incident:</th>
<th>Date: / /</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Date:</th>
<th>Day:</th>
<th>Weather:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Times:

<table>
<thead>
<tr>
<th>Notified:</th>
<th>Requested:</th>
<th>On-scene:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Committed:</th>
<th>Neutralized:</th>
<th>Secured:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

### Total time expended:

<table>
<thead>
<tr>
<th>Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

### Location description:

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### Suspects:

<table>
<thead>
<tr>
<th>Numbers:</th>
<th>(Filed under) Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Type Weapons:

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### Type Explosives:

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### Hostages:

<table>
<thead>
<tr>
<th>Number:</th>
<th>(Filed under) Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Injuries:

<table>
<thead>
<tr>
<th>Non-fatal</th>
<th>Fatal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Suspects

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### Innocents

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

### Police

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### Hostage

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### Equipment

<table>
<thead>
<tr>
<th>Failure:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unavailable:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Response Team Personnel:

Commander:

Section Leaders:

<table>
<thead>
<tr>
<th>Administrative:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assault:</td>
</tr>
<tr>
<td>Police marksman:</td>
</tr>
<tr>
<td>Support:</td>
</tr>
<tr>
<td>Technical:</td>
</tr>
<tr>
<td>Personnel:</td>
</tr>
</tbody>
</table>

Number: ___________________
### Negotiator Checklist Situation Board

<table>
<thead>
<tr>
<th>Arrival interview with first responder:</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>What has occurred?</td>
<td></td>
</tr>
<tr>
<td>Who initiated the call?</td>
<td></td>
</tr>
<tr>
<td>Time of occurrence?</td>
<td></td>
</tr>
<tr>
<td>Police injuries?</td>
<td></td>
</tr>
<tr>
<td>Suspect injuries?</td>
<td></td>
</tr>
<tr>
<td>Hostage injuries?</td>
<td></td>
</tr>
<tr>
<td>Others injuries?</td>
<td></td>
</tr>
<tr>
<td>What kind of contact has been made with suspect?</td>
<td></td>
</tr>
<tr>
<td>When?</td>
<td></td>
</tr>
<tr>
<td>Is the situation locked in?</td>
<td></td>
</tr>
<tr>
<td>Where are the suspects located?</td>
<td></td>
</tr>
<tr>
<td>Where are the hostages located?</td>
<td></td>
</tr>
<tr>
<td>Where are the non-hostages?</td>
<td></td>
</tr>
<tr>
<td>Where is the floor plan?</td>
<td></td>
</tr>
<tr>
<td>Where are the telephones and types?</td>
<td></td>
</tr>
<tr>
<td>Where are the suspect’s observation points?</td>
<td></td>
</tr>
<tr>
<td>What firearms are used/located on the site?</td>
<td></td>
</tr>
<tr>
<td>What explosives/chemicals are located on the site?</td>
<td></td>
</tr>
<tr>
<td>What is the description/profile of the hostage taker?</td>
<td></td>
</tr>
<tr>
<td>What is the description/profile of the hostage?</td>
<td></td>
</tr>
<tr>
<td>What is the nature of the surrounding scene</td>
<td></td>
</tr>
<tr>
<td>What is the offender affiliation/public support like?</td>
<td></td>
</tr>
</tbody>
</table>
Data collection of subject in a hostage situation:

<table>
<thead>
<tr>
<th>Full name</th>
<th>Nickname</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>DOB</td>
</tr>
<tr>
<td>Height</td>
<td>Weight</td>
</tr>
<tr>
<td>Hair color</td>
<td>Eyes color</td>
</tr>
<tr>
<td>Scars, birthmarks, tattoos and other marks</td>
<td></td>
</tr>
<tr>
<td>Clothing and jewelry description</td>
<td></td>
</tr>
<tr>
<td>Marital history and current status/locations</td>
<td></td>
</tr>
<tr>
<td>Criminal history including violence/convictions/sentencing/disposition</td>
<td></td>
</tr>
<tr>
<td>Physical health/disease (self and family) factors</td>
<td></td>
</tr>
<tr>
<td>Sleep and eating patterns history</td>
<td></td>
</tr>
<tr>
<td>Mental health history, helpless/hopeless/suicide statements/attempt/at this situation</td>
<td></td>
</tr>
<tr>
<td>Histrionic, Schizoid, Compulsive, Avoidant, Dependent, Narcissistic, or Aggressive personality style?</td>
<td></td>
</tr>
<tr>
<td>Temperament? Coping skills?</td>
<td></td>
</tr>
<tr>
<td>Family mental health history/actual or potential stressors/(in)voluntary commitments</td>
<td></td>
</tr>
<tr>
<td>Significant others/family members/friends/neighbors in life</td>
<td></td>
</tr>
<tr>
<td>Relationship to anyone in situation</td>
<td></td>
</tr>
<tr>
<td>Religion/participation</td>
<td></td>
</tr>
<tr>
<td>Military history/MOS/assignments/theatres of operations</td>
<td></td>
</tr>
<tr>
<td>Weapons/explosives history/and in this situation</td>
<td></td>
</tr>
<tr>
<td>Education and specialized skills/license training</td>
<td></td>
</tr>
<tr>
<td>Employment and experience history</td>
<td></td>
</tr>
<tr>
<td>Socioeconomic status history</td>
<td></td>
</tr>
<tr>
<td>Financial (real property/assets/funds acquisition/disposal) history</td>
<td></td>
</tr>
<tr>
<td>Residential stability</td>
<td></td>
</tr>
<tr>
<td>Daily activities/recreational/sporting/activity or behavioral changes</td>
<td></td>
</tr>
<tr>
<td>Wills (recently drawn/verbalized) or Power of Attorney issued</td>
<td></td>
</tr>
<tr>
<td>Substance use/dependency/abuse history/and in this situation</td>
<td></td>
</tr>
<tr>
<td>Transference (+/-) and Stockholm Syndrome history/and in this situation</td>
<td></td>
</tr>
<tr>
<td>Treatment from/to hostage takers/other hostages history/and in this situation</td>
<td></td>
</tr>
<tr>
<td>Newspaper records and media involvement</td>
<td></td>
</tr>
<tr>
<td>Traumatic incidents in life and recent history/reactions during and after</td>
<td></td>
</tr>
<tr>
<td>Involvements in negotiation history/and in this situation</td>
<td></td>
</tr>
<tr>
<td>Movement and stress behaviors history during this situation</td>
<td></td>
</tr>
<tr>
<td>Demands during this situation</td>
<td></td>
</tr>
<tr>
<td>Released, rescued, injured, surrendered or other status at resolution of this situation</td>
<td></td>
</tr>
<tr>
<td>Situation outcome</td>
<td></td>
</tr>
</tbody>
</table>

**Notes or remarks:**

---

86
## Negotiator Coach Situation Board

<table>
<thead>
<tr>
<th>Stage</th>
<th>Disposition</th>
<th>Methods</th>
</tr>
</thead>
</table>
| Crisis | Establish common ground relationship  
Probe cause of the problem  
Establish credibility  
Encourage safety  
Encourage ventilation  
Identify and assess problem(s)  
Validate feelings  
Alert for suicide/homicide, Prevent impulsive acting out, Probe for survivors/succumbers, defense mechanisms/coping strategies, positive/negative transference & allow Stockholm Syndrome development | Active listening  
Overcoming communication boundaries/reassurance  
I/we content information  
Paraphrasing  
Likeability/similarity influence  
Requests/consistent concern  
Maslow’s Hierarchy of Needs  
Mirroring  
Using effective pauses  
Clarifying meanings  
Clarifying feelings  
Active listening |
| Negotiations | Facilitate prediction of outcome and consequences  
Facilitate planning different solution  
Eliminate unacceptable solutions  
Encourage choosing solution  
Plan implementation | Problem oriented questioning  
I/we content information  
Problem solving questions  
Advantage identification  
Summarizing solution  
Utilize command structure |
| Solution | Resolution of situation  
Managing protracted situations stress  
Post-shooting trauma | Guided viewing  
Hostage taker, hostages and negotiator stress management and mediation procedures  
Defusing and Debriefing |
## Negotiator Coach Situation Board

<table>
<thead>
<tr>
<th>Instrumental or Expressive Demand</th>
<th>Deadline</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
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<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The HT...</td>
<td>Conversation or content has...</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Shows positive signs of progress</td>
<td>Diminished references to violence; Occurred more often and longer; Slowed rate and diminished volume; Diminished threats; Moved to personal issues; Moved past deadline without incident; Resulted in released hostages; and Resulted in no one killed or injured since onset of negotiations.</td>
<td></td>
</tr>
<tr>
<td>Shows negative signs of progress and could become suicidal</td>
<td>Set a deadline for own death; Insisted or provoked face-to-face negotiations (suicide by cop ritual); Denied thoughts of suicide (by depressed personality HT); and, Moved to disposition of property (suicide ritual).</td>
<td></td>
</tr>
<tr>
<td>Shows negative signs of progress and could become volatile</td>
<td>Tied weapon to HT and/or hostage; A history of violence; Insisted or provoked a particular third person be brought to the scene; Become more angry since negotiations; Become more emotional in content since negotiations; and Has no social outlet for expressing anxiety, fear or frustration.</td>
<td></td>
</tr>
<tr>
<td>Shows negative signs of progress and lack of cooperation and rapport</td>
<td>No rapport and no clear demands or outrageous demands after significant time period with negotiator. Possible factors include use of alcohol or drugs by HT during negotiations; and Significant multiple stressors in HT’s life</td>
<td></td>
</tr>
<tr>
<td>Stage</td>
<td>Anxiety</td>
<td>Behavior</td>
</tr>
<tr>
<td>-------</td>
<td>---------</td>
<td>---------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Mild</td>
<td>Reality oriented External world</td>
</tr>
<tr>
<td>2</td>
<td>Moderate</td>
<td>Needs help from outside to focus</td>
</tr>
<tr>
<td>3</td>
<td>Severe</td>
<td>Poor productiveness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Can’t cope alone</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Needs support and direction from outside</td>
</tr>
<tr>
<td>4</td>
<td>Panic</td>
<td>Disorganized</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-perceiving or Mis-perceiving</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Severe physical reactions to stress</td>
</tr>
</tbody>
</table>
## Negotiator Rating Assessment

<table>
<thead>
<tr>
<th>Negotiation Supervisor and MHC Rating</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety of hostages is the primary concern</td>
<td></td>
</tr>
<tr>
<td>Negotiates basic human needs (to live, biological, safety, social ego and self actualization) transportation and money to buy time</td>
<td></td>
</tr>
<tr>
<td>Keeps possibility of escape alive in the mind of the HT</td>
<td></td>
</tr>
<tr>
<td>Keeps HT's mind off killing hostages. Avoids deadlines.</td>
<td></td>
</tr>
<tr>
<td>Makes negotiations easier by reducing anxiety, avoids perception c superiority when adapts posture, language and vocabulary to HT's</td>
<td></td>
</tr>
<tr>
<td>Defers decisions on HT demands to higher authority</td>
<td></td>
</tr>
<tr>
<td>Maintains rapport with HT by reducing emotionality increasing rationality. Reacts to changes in HT's feelings or demands.</td>
<td></td>
</tr>
<tr>
<td>Does not bargain for additional/replacement hostages</td>
<td></td>
</tr>
<tr>
<td>Receives something in return for something and increases hostage chances of escaping</td>
<td></td>
</tr>
<tr>
<td>Communicates intelligence gathered with CNT coach and MHC for better decision making</td>
<td></td>
</tr>
</tbody>
</table>

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**Given these circumstances I expect this negotiator will**

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Become fatigued, argument, angry or unsettled, thereby exacerbating the crisis situation</td>
<td>5</td>
</tr>
<tr>
<td>Freeze and become irrelevant in the crisis situation</td>
<td>15</td>
</tr>
<tr>
<td>Become judgmental, or interpretive, losing trace of the HT's motivation</td>
<td>25</td>
</tr>
<tr>
<td>Become too probing, causing the HT to become defensive</td>
<td>35</td>
</tr>
<tr>
<td>Show concern, but not sufficient empathy</td>
<td>45</td>
</tr>
<tr>
<td>Show concern and empathy, but not be able to offer insightful alternatives</td>
<td>55</td>
</tr>
<tr>
<td>Show empathy and general ability to seek alternatives</td>
<td>65</td>
</tr>
<tr>
<td>Show empathy and ability to guide HT to meaningful alternatives</td>
<td>75</td>
</tr>
</tbody>
</table>

**Comments**
MANAGEMENT OF HOSTAGE TAKING (BARRICADED) SITUATION ACTION FLOWCHART

Receipt of information re: Incident

a. Establish:
   • Name and contact number of informant
   • Name of person who received the information
   • Time and date of the report/call
   • Who are involved (Perpetrators/Victims)
   • Nature of incident
   • Time and date of incident
   • Location of incident
   • Other pertinent/significant information
   • To whom the report was relayed for action
b. Deploy first responders, if needed
c. Alert all concerned tasked groups

First Responders execute initial action
Can the first responders deal with the critical incident?

Yes

Police Action

No

Refer/Inform PNP Higher Authority and other concerned Agencies
   • Activate CIMC/CIMTG

No

Does the critical incident require the activation of the Crisis Management Committee (CMC)?

Yes

CMC

CMC Initiates Action/
Did the CMC’s action/s solve the problem?

Yes

Turn-over the situation to CIMC/CIMTG for Operational Response

Operational Response

Resolved

No

Hand-over

RESOLVED

Post Action and Assessment

Resolved
HOSTAGE TAKING SITUATION (BARRICADED) CHECKLIST

1. Upon receipt of information

   a. Establish/Record the following:
      
      • Name and contact number of informant: _________________________
      • Name of person who received the information: ____________________
      • Time and date of the report/call: ______________________________
      • Who are involved? (Perpetrators/Victims) (Who) ___________________
      • Nature of incident (What) ________________________________
      • Time and date of incident (When): ______________________________
      • Location of incident (Where): __________________________________
      • Other pertinent/significant information (How and Why): ______________
      • To whom the report was relayed for action? _______________________

   b. Deploy first responders, if needed
   c. Alert all concerned tasked groups

2. First Responders Action

   a. Inform immediate commander of the situation
   b. Set up police line to isolate the incident scene
   c. Control the crowd to preserve the crime scene
   d. Identify the victim/s and suspect/s
   e. Act as initial negotiator, if applicable
   f. Evacuate victim/s other than the hostage/s, if any
   g. Gather information to support future investigation
   h. Continue to assess ground situation
   i. Render situation report

3. Police Action

   • Secure the hostage/s
   • Apprehend suspect(s), if any
   • Preserve the crime scene pending the arrival of IOC/SOCO
   • Document crime scene
   • Gather pieces of evidence
   • Coordinate with prosecutors for inquest proceedings
   • Feedback to PNP higher authority and submit post action and assessment
   • Perform other essential police actions

4. Activation of CMC

   Upon the activation of the CMC, the Chairman, CMC shall designate
   On-scene Commander/Team Coordinator and activate Crisis Management
   Operations Center (CMOC).
5. CMC Actions

a. Assume responsibility over the crisis situation
b. Direct the mobilization of necessary government resources
c. Set the mode of inter-operability between concerned agencies to address the operational demands
d. Ensure all government actions are coordinated and complementary

6. Turn-over the situation to the CIMC/CIMTG for Operational Response

7. CIMC/CIMTG Operational Response

- The On-Scene/Ground Commander shall:
- Establish On-scene Command Post (OSCP) and designate STG Commander and its members
  - Designate Negotiation Team and Liaison Team
    - Team Leader
    - Primary Negotiator
    - Secondary Negotiator
    - Recorder
    - Psychologist
    - Family Liaison Officer (Hostage Takers/Victims)
  - Operations Group
    - Tactical Team
    - Security Team
    - EOD/Breaching Team
    - Utility Team
  - Service Support Group
    - Intelligence
    - Investigation
    - Legal
    - Crowd control
    - Logistics
    - Communications
    - Medical
  - Media Center
    - Incident Spokesperson
    - Media control
    - Public Information
- Establish contact with suspect/s
- Conduct Intelligence Operations to determine the profiles of the group:
  - Motive
  - Organization
  - Leader/s
  - Demand
  - Means of negotiation
- Supervise the conduct of negotiation
  - Objectives:
    - Seek the safe release of the victim
➢ Set an organized approach and pace of negotiation
➢ Provide the intelligence information required in the investigation and follow-up police operation

❖ Guiding principles:
➢ Seek the Proof of Life before agreeing to terms
➢ Work on the limit as to what the family can provide
➢ Observe patience and perseverance
➢ Follow the chain of command
➢ Comply with “the need to know”

• Orchestrate/supervise the preparation and eventual execution of the tactical response through the CIMC/CIMTG

❖ Equipment check
❖ Table Top Exercises
❖ Rehearsal
❖ Assault

• Supervise MEDEVAC
• Secure crime scene and turnover to SOCO
• Initiate legal action
• Issue press release and conduct press conference
• Others

8. Post action and assessment:

a. Conduct debriefing on all involved personnel;
b. Conduct critique to determine the following:
   • Effectiveness of organization, systems and procedures employed;
   • Appropriate training of personnel;
   • Suitability of equipment used; and
   • Technical investigative capability.
c. Handling of media and management of press releases
d. Lessons learned and best practices
e. Documentation
MANAGEMENT OF KIDNAPPING INCIDENTS ACTION FLOWCHART

Receipt of information

a. Establish
   - Name and contact number of informant
   - Name of person who received the info
   - Time and date of the report/call
   - Who are involved (Perpetrators/Victims)
   - Nature of incident
   - Time and date of incident
   - Location of incident
   - Other pertinent/significant info
   - To whom the report was relayed for action
b. Deploy first responders, if needed
c. Alert all concerned tasked groups

Concerned PROs to determine whether KFR by OCG/CG, KFR by Terrorist, or Non KFR cases

KFR by OCG/CG
- PACER Action
  - Does the incident attract National/International attention?
    - Yes
      - CMC initiate action
        - Did the CMC’s action/s solve the problem?
          - Yes
            - Concerned units
          - No
            - Turn-over the situation to CIMC/CIMTG for operational response
              - Operational Response
                - Resolved
                - Resolved
  - No
    - Turn-over to PACER Action Group

KFR by Terrorist
- CMC
  - Does the incident attract National/International attention?
    - Yes
      - Concerned units
    - No
      - Police Response
        - Has the victim been released?
          - Yes
            - Post action and Assessment
          - No
            - Handover

Non-KFR Cases:
- Missing persons
- Murder, parricide, homicide
- Coercion, illegal detention, extortion
- Human Trafficking
- Others
MANAGEMENT OF KIDNAPPING INCIDENTS CHECKLIST

1. Upon receipt of information

a. Establish/Record the following:

• Name and contact number of informant: _____________________________
• Name of person who received the information: ______________________
• Time and date of the report/call: __________________________________
• Who are involved? (Perpetrators/Victims) (Who) ____________________
• Nature of incident (What) _________________________________________
• Time and date of incident (When): _________________________________
• Location of incident (Where): ____________________________________
• Other pertinent/significant information (How and Why): __________________
• To whom the report was relayed for action? __________________________

2. PACER Action

a. Receipt of complaint report

• Name of person who received the information ________________________
• Name of Informant _______ Age ___ Gender ___ Civil Status_______
  Relationship of informant to victim ______ Address _________________
  Telephone number of the informant _________________
  Time/date of incident ______________
  Time/date reported _______________ Place of incident ___________

• Name of victim ________________ Age ___ Gender ___ Civil status ___
  Nationality ____________________ Address of Victim ________________
  Profession/occupation __________ Office/business address _______

• Name of suspect ________________________

• Group affiliation _______________________

• Vehicle used _________________________

• Firearms ___________________________

• Witnesses ___________________________

• Ransom _____________________________
• Deadline __________________________
• Mode of communication

Cell phone ☐    Landline ☐    Letters/Courier Others (specify) ☐

• Validation/Evaluation

b. Family Liaising
c. Victimology
d. Filling-up of Complaint Sheet
e. Activation of PACER Action Group
f. Submission of Initial Report to NHQ

3. Turn-over to PACER Action Group composed of:

a. Case Supervisor
b. Ground Commander
c. Negotiation Team
d. Surveillance Team
e. Intelligence Research Team
f. Investigation/Legal Team
g. Admin/Logistics
h. Tactical/SOG

4. Operational Response

• Coordination with other law enforcement agencies
• Negotiation
• Neighborhood Investigation
• Intelligence Gathering
• Information Management/Open Investigation (optional)
• Pay-off and/or Rescue

5. Activation of CMC

Upon the activation of the CMC, the Chairman, CMC shall designate Incident Commander and activate Crisis Management Operations Center (CMOC).

6. CMC Actions

a. Assume responsibility over the kidnapping incident
b. Direct the mobilization of necessary government resources
c. Set the mode of inter-operability between concerned agencies to address the operational demands
d. Ensure all government actions are coordinated and complementary

7. Turn-over the situation to the CIMC/CIMTG for Operational Response
8. CIMC/CIMTG Operational Response

• Conduct Intelligence Operations to locate victim/s and suspect/s
• Once the location of victim/s and suspect/s has been determined, the following operational response shall under taken:
  ➢ Seal and contain the area
  ➢ Neighborhood Investigation
  ➢ Coordination with other law enforcement agencies
  ➢ Negotiation
  ➢ Rescue the victim/s
  ➢ Apprehend the suspect/s

9. Hand-over to CMC

10. Post action and assessment:

  a. Conduct debriefing on all involved personnel
  b. Conduct critique to determine the following:
     • Effectiveness of organization, systems and procedures employed
     • Appropriate training of personnel
     • Suitability of equipment used
     • Technical investigative capability
  c. Handling of media and management of press releases
  d. Assessment, build-up, filling and monitoring of the case
  e. Manhunt/Follow-up operations
  f. Lessons learned and best practices
  g. Documentation.
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