

Idaho Department of Correction 	Standard Operating Procedure Operations Division (All Bureaus) Facilities Management	Control Number: 507.02.01.005	Version: 1.2	Page Number: 1 of 10
		Title: Crisis Negotiation		Adopted: 9-1-1995 Reviewed: 3-2-2011 Next Review: 3-2-2013

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BOARD OF CORRECTION IDAPA RULE NUMBER

[None](#)

POLICY STATEMENT NUMBER 507

[Response to Emergencies, Disorders, and Escapes](#)

POLICY DOCUMENT NUMBER 507

[Response to Emergencies, Disorders, and Escapes](#)

DEFINITIONS

[Standardized Definitions List](#)

Crisis Negotiation Team (CNT): A trained team of staff whose primary role is to assist in the resolution of emergency crisis situations through negotiations.

PURPOSE

The purpose of this standard operating procedure (SOP) is to establish guidelines, standards, training requirements, chain-of-command, equipment standards, oversight responsibility, and individual and Crisis Negotiation Team (CNT) member responsibilities within the Operations Division.

SCOPE

This SOP applies to all staff members working in correctional facilities, community work centers (CWCs), and district probation and parole offices. (Hereinafter, correctional facilities, CWCs, and district offices will be referred to as 'facilities'.)

RESPONSIBILITY

Bureau Deputy Chiefs

The bureau deputy chiefs (or designees) are responsible for:

- Providing oversight of all CNT elements;
- Appointing a department emergency coordinator; and
- Appointing a CNT leader for each region of the state.

Department Emergency Coordinator

The department emergency coordinator is responsible for:

- Monitoring CNT development, training, and readiness; and
- Meeting with regional CNT leaders semiannually to discuss CNT-related issues.

Facility Heads and District Managers

Facility heads and district managers are responsible for implementing this SOP and ensuring that staff members follow the guidelines contained herein.

CNT Members

When responding to CNT activation (see [section 7](#)), CNT members are responsible for:

- Immediately reporting to their regional CNT leader; and
- If off-duty, following all state and local traffic laws.

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GENERAL REQUIREMENTS

1. CNT Mission Statement

The CNT, utilizing its training and experience, shall be prepared and available to help in the event of a crisis.

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The CNT shall function in conjunction with the Idaho Department of Correction (IDOC) emergency preparedness plan, in coordination with the Correctional Emergency Response Team (CERT), and under the direction of an incident commander (or the facility operations section leader).

The CNT's initial goal, utilizing its trained personnel, techniques, and equipment, is to open lines of communication with the subjects to acquire information and help restore calm. The CNT shall continue the negotiation process in the attempt to achieve a peaceful resolution of the crisis situation. The ultimate goal of the CNT is to preserve life, property, and restore order.

2. Regional CNT Structure

Facility heads at the following facilities shall be responsible for establishing and maintaining CNTs in the region identified:

- Idaho State Correctional Institution (ISCI) – southern Idaho region
- Idaho Correctional Institution-Orofino (ICIO) – northern Idaho region
- Pocatello Women's Correctional Center (PWCC) – eastern Idaho region

For the purpose of this SOP only, facility heads at ISCI, ICIO, and PWCC will be referred to as 'regional facility heads'. A CNT may be utilized by every facility in the region in which the CNT is located. The command structure (e.g., incident commander, facility head, or district manager) at any facility can activate their regional CNT in accordance with [section 7](#).

Regional facility heads shall be responsible for establishing written memorandum of understandings (MOUs) between their regional CNT and local law enforcement agencies. A deputy attorney general (DAG) who represents the IDOC shall review these MOUs before they are signed.

Regional CNTs will consist of IDOC staff and contractors (as specified in the contract) as follows:

- Southern Idaho region: A minimum of 13 staff and contractors (resources);
- Northern Idaho region: A minimum of seven (7) resources; and
- Eastern Idaho region: A minimum of six (6) resources.

Region	Facility	Minimum Resources Per Facility
Southern	ISCI	Four (4)
	Idaho Maximum Security Institution (IMSI)	Two (2)
	South Idaho Correctional Institution (SICI)	Two (2)
	South Boise Women's Correctional Center (SBWCC) and East Boise Community Work Center (EB-CWC)	One (1)
	Idaho Correctional Center (ICC)	
	Note: Also see the note box that follows this table.	Two (2)
	Probation and Parole Bureau	Two (2)

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Region	Facility	Minimum Resources Per Facility
Northern	ICIO	Four (4)
	North Idaho Correctional Institution (NICI)	Two (2)
	Probation and Parole Bureau	One (1)
Eastern	PWCC	Three (3)
	St. Anthony Work Camp (SAWC)	Two (2)
	Probation and Parole Bureau	One (1)

Note: ICC resources attend training and practice with IDOC resources but shall only provide CNT services at ICC.

3. CNT Membership Criteria, Recruitment, and Selection

CNT Membership Criteria

To be considered for CNT membership, all applicants shall meet the following criteria:

- Strong verbal and interpersonal skills, personal maturity, and a past history of success under pressure;
- Permanent status IDOC or ICC employee (as applicable);
- No formal disciplinary action (see SOP [205.07.01.001](#), *Corrective and Disciplinary Action*) pending or within the last 12 months;
- Most recent performance review (see SOP [222.07.01.001](#), *Performance Management*) must meet performance expectations;
- Cannot be a team member or have primary role on any other Emergency Response Team;
- Must not have used more than 32 hours of unscheduled absences (see SOP [206.07.01.001](#), *Attendance and Hours of Work*, and SOP [206.07.01.002](#), *Paid Leaves*) in the past twelve months. (A facility head, district manager, or second-in-command can make exceptions on a case-by-case basis.)

Process Steps: Recruitment and Selection

The following steps will be used to recruit and select CNT members.

Functional Roles and Responsibilities	Step	Tasks
Department Emergency Coordinator	1	At least 90 days prior to the next crisis negotiator new member orientation, notify the affected facilities and the Probation and Parole Bureau of the academy date and the need for CNT members (resources) per facility (see section 2 of this SOP).
		Note: Also see the note box that follows this table.

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Functional Roles and Responsibilities	Step	Tasks
Department Emergency Coordinator	2	Provide the affected facilities and the Probation and Parole Bureau with an announcement that contains the following: <ul style="list-style-type: none"> • Date of the negotiation new member orientation; • Deadline for application submission (approximately 60 days before the new member orientation start date); and • CNT membership criteria (see section 3 of this SOP).
Facility Heads and/or District Managers	4	Within three (3) working days: <ul style="list-style-type: none"> • Post the announcement (email, physically post, photocopies, etc.); and • Inform those staff members who wish to apply to complete appendix A, Crisis Negotiation Team Application.
Facility Head or District Manager	5	<ul style="list-style-type: none"> • Collect and review the applications; and • Forward the approved applications to the applicable regional CNT leader.
Regional CNT Leader	6	In conjunction with Facility Management Team: <ul style="list-style-type: none"> • Develop interview questions; • Select an interview panel; and • Arrange interviews with applicants. <p>Note: The interview panel will normally be comprised of the applicable regional CNT leader, a deputy warden (or second-in-command) from a regional facility, and the department emergency coordinator. The department emergency coordinator will normally serve as chair of the panel.</p>
Interview Panel	7	<ul style="list-style-type: none"> • Conduct the interviews; and • Submit recommendations to the applicable bureau deputy chief (or designee).
Bureau Deputy Chief (or Designee)	8	<ul style="list-style-type: none"> • Review the recommendations; • Select CNT members, and • Forward the applications to the department emergency coordinator. <p>Note: Also see the note box that follows this table.</p>
Department Emergency Coordinator	9	<ul style="list-style-type: none"> • Make a photocopy of each application and forward them to the applicable regional CNT leader; and • File in the Operations Division administration area, the applications that have the original signatures.
Regional CNT Leader	10	<ul style="list-style-type: none"> • Notify the applicants of their selection or non-selection; and • File the photocopy of the application in the applicant's personnel file.

Note: Normally, new CNT members will not be added prior to a scheduled crisis negotiator new member orientation. However, the department emergency coordinator may elect to fill vacancies anytime it becomes necessary because of a decrease in CNT

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membership. The process steps will be similar to the recruitment process described above but may have shorter timelines.

4. CNT Leadership and Responsibilities

Regional CNT Leader

When a change in CNT membership occurs, the applicable regional CNT leader shall send an updated list of CNT members to the department emergency coordinator and to the affected facility heads and/or district managers.

Regional CNT leaders shall submit quarterly reports on March 5th, June 5th, Sept 5th and December 5th of each year containing the following information (as applicable) to facility heads, district managers, and the department emergency coordinator:

- A complete inventory of individual and CNT equipment (provided by the quartermaster);
- The percentage of training completed by the CNT and each CNT member;
- Any changes recommended for future training and/or training agendas;
- The reason why the training requirement was not met;
- Who authorized the training be to cancelled;
- The date makeup training will be provided; and
- An updated and current CNT member list with contact numbers.

In addition to the above, regional CNT leaders shall also be responsible for the following:

- When the CNT is activated (see [section 7](#)), coordinating CNT activities in accordance with the incident commander's (or the facility operations section leader's) instructions;
- Ensuring after-action reports are completed and submitted to facility head or district manager and the department emergency coordinator;
- Coordinating with the department emergency coordinator on issues concerning training and CNT development;
- Directing all activities of the CNT in both training and actual operations;
- Establish coordinating instructions for responding CNT members;
- Attending the Idaho Peace Officers Standards and Training (POST) instructor development course and required refresher courses;
- Monitoring performance of all assigned CNT members during CNT activities;
- Ensuring that CNT members are trained and capable of carrying out assigned tasks with minimal supervision;
- Ensuring the CNT remains in a high state of morale and operational readiness, and;
- Appointing an assistant CNT leader (must be approved by the applicable regional facility head).

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The Assistant CNT Leader

The assistant CNT leader shall be responsible for:

- Being accountable to his regional CNT leader;
- Assisting his regional CNT leader in all activities pertaining to the CNT;
- Serving as a resource to his regional CNT leader during actual deployment;
- Assuming command of the CNT in the absence of his regional CNT leader;
- Attending the Idaho POST instructor development course and required refresher courses;
- Documenting training attendance; and
- Appointing and overseeing the quartermaster.

The Quartermaster

The quartermaster shall be responsible for:

- Being accountable to his regional CNT leader and assistant CNT leader;
- Maintaining, issuing, and returning individual and CNT equipment (see appendix B);
- Maintaining applicable records and inventories;
- Providing his regional CNT leader and the facility emergency coordinator with a complete inventory of individual and CNT equipment each quarter (to be submitted with the regional CNT leader's quarterly report);
- If a change in CNT membership occurs (including a change in contact information), updating and distributing within one working day a current CNT roster to his regional CNT leader, facility duty officers, control center, facility emergency coordinator, and department emergency coordinator.

5. CNT Uniforms and Equipment

CNT members will be issued items listed on appendix B, *Crisis Negotiation Team: Individual and Team Equipment List*.

CNT members shall be responsible for all issued equipment, ensure that their equipment is in a constant state of readiness, and advise the quartermaster of damaged or lost items.

Each of the following facilities will maintain a throw phone system, individual and CNT equipment, and office supplies for training and actual callouts:

- ISCI – southern Idaho region;
- ICIO – northern Idaho region; and
- PWCC – eastern Idaho region.

6. Training

The CNT training philosophy is to train for the worst-case scenario without compromising safety for realism. The CNT training program is designed to develop a high level of

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individual and CNT technical skills and competence that will provide for a prompt, effective, and professional response to crisis situations.

Mission-oriented training will be ongoing and realistic, and designed to enable CNT members the ability to accomplish successful missions with the least amount of supervision.

Note: New CNT members must complete an eight (8)-hour basic orientation program covering CNT equipment, CNT structure, CNT activation, and other topics approved by the division chief (or designee).

CNTs shall receive a minimum of 40 hours of annual training/practice. Regional CNT leaders and the department emergency coordinator will establish an annual training/practice agenda (by July 1 of each year) based on the IDOC's risk assessment and crisis management needs. Training/practice agendas will then be presented to facility heads and district managers (by region) for review, with an opportunity for input. When finalized, the training/practice information (date, time, etc.) shall be submitted to the Training Unit (located at Central Office) for inclusion on the IDOC Master Training Calendar.

Note: CNT members shall be trained in the incident command system for corrections and in the use of all CNT equipment.

The IDOC may conduct an annual CNT orientation/academy (three [3] to five [5] days in length; the length of the orientation/academy shall be based on IDOC need and staff resource availability), which new CNT members must attend. The CNT orientation/academy includes, but is not limited to, a prolonged (24 to 36 hours) situational negotiation session, classroom study on equipment operation and maintenance, the CNT component of the incident command system for corrections, a review, and a discussion of any mutual aid agreements. The department emergency coordinator shall oversee the development of lesson plans for the orientation/academy, and the bureau deputy chiefs (or designees) shall approve them.

CNT will conduct semiannual joint CERT/CNT training utilizing a hostage situation as the training scenario.

Attendance and Participation

CNT members shall attend and participate in all aspects of the training/practice. A CNT member's failure to attend or participate in the scheduled training/practice requires prior approval from his regional CNT leader. If a CNT member consistently fails to participate in training/practice, his regional CNT leader and department emergency coordinator may conduct a status review.

Cancellations

If training/practice must be cancelled, the cancellation shall be approved by the regional facility head. The regional facility head shall be responsible for rescheduling cancelled training/practice.

7. CNT Activation

CNT skills may assist in the safe resolution of the incident. Incident commanders (or designees) shall consider using the CNT in the following situations:

- Hostage,
- Barricaded suspect,

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- Suicidal suspect, or
- Disturbances.

During an incident, the incident commander (or designee) is the controlling authority of the CNT.

The incident commander or those listed in the affected facility's chain of command (e.g., facility head, district manager, etc.) is authorized to activate the CNT.

Functional Roles and Responsibilities	Step	Tasks
Incident Commander (or Designee)	1	<ul style="list-style-type: none"> • Contact the applicable regional CNT leader (or assistant CNT leader) and brief him on the situation; and • When reasonably safe to do so, relieve all on-duty CNT members and initiate a recall of off-duty CNT members.
Regional CNT Leader (or Assistant CNT Leader)	2	<ul style="list-style-type: none"> • Assemble, equip, and prepare arriving CNT members; and • Notify the incident commander (or designee) when the CNT is ready for deployment.
Incident Commander (or Designee)	3	<ul style="list-style-type: none"> • Deploy the CNT in accordance with emergency protocols; • If necessary, and in conjunction with the regional CNT leader, develop a 12-hour relief schedule; and • If necessary, identify an on-site bivouac area for the purpose of keeping CNT members readily available.
Regional CNT Leader	4	<ul style="list-style-type: none"> • At the end of each operational period (typically a 12-hour shift) and/or at the end of the incident, ensure that all CNT members complete information reports in accordance with SOP 105.02.01.001, <i>General Reporting and Investigation of Major Incidents</i>; • Collect the reports; and • Forward the reports to the incident commander (or designee).
Incident Commander (or Designee)	5	At the end of the incident, conduct a formal debriefing with all CNT members and personnel.
Regional CNT Leader	6	<p>Within 72 hours of the end of the incident, provide the facility head or district manager (as applicable) and the department emergency coordinator with a written after-action report on the results of the incident.</p> <p>Note: Ensure the after-action report describes: who attended; the role of each team member; what went well; areas of improvement; and equipment-related issues discovered.</p>

8. Audit Protocol

The Operational Audit Team shall:

- Schedule audits of all CNTs at least annually and oversee the CNT audits; and

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- Administer CNT audits.

The Operational Audit Team may designate CNT members from other CNTs to assist and/or conduct CNT audits.

Note: The Operational Audit Team consists of staff members selected by the division chief (or designee) for the purpose of conducting audits on facility operations.

REFERENCES

Appendix A, *Crisis Negotiation Team Application*

- [Appendix A \(Fill-in version\)](#)

Appendix B, *Crisis Negotiation Team: Individual and Team Equipment List*

Federal Bureau of Investigation, Crisis Negotiation Unit (www.fbi.gov/about-us/cirg)

National Council of Negotiation Associations (NCNA) (www.ncna.us)

South Carolina Crisis Negotiators Association (SCCNA) (www.sccna.com/ncna.htm)

Standard Operating Procedure [105.02.01.001](#), *General Reporting and Investigation of Major Incidents*

Standard Operating Procedure [205.07.01.001](#), *Corrective and Disciplinary Action*

Standard Operating Procedure [206.07.01.001](#), *Attendance and Hours of Work*

Standard Operating Procedure [206.07.01.002](#), *Paid Leaves*

Standard Operating Procedure [222.07.01.001](#), *Performance Management*

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IDAHO DEPARTMENT OF CORRECTION
Crisis Negotiation Team: Individual and Team Equipment List

Individual

Facilities shall be responsible for purchasing and issuing the following individual items:

- **Black Shirt** – May be long or short sleeved, or polo; shall have the words 'Crisis Negotiation Team' in one half inch (½”) letters above left pectoral (mamma or thorax) area.
- **Black Duty/Ready Bag** – Shall have the words 'CNT' or 'Crisis Negotiation Team' in yellow letters.
- **Black Vests** – Shall have the words 'Crisis Negotiation Team' in yellow letters.
- **Pager**

CNT

- **Rescue Phone**
- **Radio Pouch** – Shall be black nylon.
- **Radio** – Shall have tactical frequency.
- **Tactical Microphone and Earpiece** – Two (2) each.
- **Portable White Boards** – Two (2) each.
- **Flip Chart Easels** – Two (2) each.
- **Flip Chart Note Pads** – Two (2) each.
- **Ready Bag** – Shall have office supplies (pencils, paper, etc.)