

CRIMINAL SOCIOLOGY, ETHICS, AND HUMAN RELATIONS

PART THREE

CRISIS MANAGEMENT AND INTERVENTIONS

TERMS TO PONDER

- **Crisis Management** - the proper utilization of all available resources and the formulation of policies and procedures to effectively deal with progressive sequence of events (crisis) and sudden or unforeseen state (emergency).
- **Crisis** - a period of disorganization, period of upset during which people attempts at arriving at solution of problems. It is a crucial or decisive point or situation; a turning point; an unstable condition, as in political, social, or economic. Derived from the Greek word "**krisis**" which means to separate; a turning point decision in a process of an affair or a series of events.
- **Emergency** – derived from the Latin word "**emergencia**" which means dipping/plugging. A sudden condition or a state of affairs calling for an immediate action.
- **Natural Crisis** – those induced by natural calamities as in natural fire, floods, earthquake, tidal waves - marine/air disaster, hazardous spills, power failure, nuclear accidents - water/food shortage/scarcity, drought - volcanic eruption, epidemic, etc.
- **Man-made Crisis** – also called human induced crisis such as civil disturbances - strike, riot, demonstration - revolt such as mutiny and insurrection - revolution, border incident - war: conventional or nuclear – crimes: kidnapping, hijacking, hostage-taking, etc.
- **Individual Crisis** – It refers to the feeling that arises when a person faces unpleasant situation such as frustrations and conflicts.

Physical Crisis – those that are related to health problems or bodily sickness/sufferings.

Economics Crisis – the deprivation of the basic necessities of life like food and material things.

Emotional Crisis – when an individual is affected by negative feelings like emotional disturbances, fear, etc.

Social Crisis – the experiencing lack of interest, confidence and social skills to relate meaningful, harmonious relationship with others.

Moral Crisis – the person has an irrational or distorted concept of what is right or wrong, lack of moral values and integrity of the person.

Psychosexual Crisis – failure of the person to assume one's sex role and identity as a man or woman. The person has an inappropriate sex objective, inadequate and distorted expression of affection.

CRISIS MANAGEMENT ELEMENTS AND DOMAINS

- **Pro-Active Phases** – stage of advance planning, organization and coordination and control in response to an anticipated future crisis occurrence.
- **Prediction** - first stage of anticipating future crisis occurrences through the following;

Update - involves the collection of information from variety of sources as basis of actions and plan; those that are related to crisis management contingency planning.

Events - those incidents that are already passed which can facilitate analysis necessary for identification of probable threat groups, targets and necessary for advance planning.

Threat Groups Analysis – covering board areas of all possible threat groups and their motivations.

- **Prevention** – a pro-active effort that considers counter measures as part of the total system of operation. Such counter measures involve operation security, personnel security, physical security and document/information security.
- **Preparation** – a pro-active effort that involves organizing training and equipment personnel of the organization.
- **Command Operation and Communication Center** – a centralized systems and procedures of dealing with a crisis situation where decision makers are in control.
- **On Scene Command Post** – established with in the crisis incident site. It is a post or unit with in a probable target to be headed by an on-scene commander (OSC) whose responsibility is to take charge of every happening of a crisis incident scene.



- **Tactical Unit** – composed of regular or special forces placed under the operational command of the OSC.
- **Reaction Element** – a special action unit which are specially organized, equipped and deployed to hold special operation in a case of crisis incident.
- **Security Element** – authorities deployed and task to protect the perimeter area of a crisis incident.
- **Support Unit** –a unit that provides the necessary administrative, operational and logistic supports.
- **Negotiation Unit** – primary concern is to serve first life, prevent destruction and pave the way for a peaceful resolution of crisis situations.
- **Reactive Phase** - when a crisis occurs despite the pro-active effort, the organization concerned must prepare to perform the crisis management in accordance with their plan.
- **Performance** - action stage, the implementation of the crisis management contingency plan.

Initial Action – organized team for initial respond and contain a crisis incident.

Action Stage - starts as soon as the tactical, support unit and the negotiation unit arrived and are deployed.

Negotiation – negotiator undertakes negotiation as soon as he has been properly briefed and received appropriate instruction from the OSC.

Tactical Action – tactical commander makes complete estimate of the crisis situation and plans his courses of action.

Post Action Stage – begins as soon as the threat is neutralized.

CASE IN POINT: HOSTAGE SITUATION

- **Hostage Situations** - the priorities are to 1) *preserve lives*, 2) *apprehend the captors*, and 3) *recover or protect properties*.
- **Hostage Time** - a hostage taking may last for an hour to more than forty hours, even more. Hostage takers and hostages and even the negotiators become tired and stressed out of the long period of crisis intervention.



- **Stockholm's Syndrome** - hostages become impatient waiting for their safe release or rescue, possibility that there is transference of attention between the captors and captives. The hostage towards his captors may generate positive feelings.
- **London's Syndrome** – characterized by violence or when hostages towards his captors generate negative feelings uncontrolled and leading to violence.
- **Alarm Stage** - the most traumatic and dangerous. In the alarm stage, the emotion of the hostage taker is exceedingly in its highest peak, his rationalization and proper thinking is low, He may be extremely aggressive in his reaction to any perceived threat. E.g. escape of hostages, tactical assault, trickery etc.
- **Crisis Stage** - when negotiation attempts are being initiated by the crisis negotiator. Outrageous demands and unpredictable emotion are marked in the hostage taker. There is still a great deal of danger since hostage takers try to consolidate their positions. To do these, they try to move their hostages to a safer ground area. On the part of the captive, this is the most critical because this stage may predict the remainder of the situation. Chances of survival may be enhanced or reduced during this stage through the hostage –hostage taker interaction.

At this stage hostages may start to feel 1) Isolation, 2) Claustrophobia, and 3) Sense of time. Sense of time becomes important on hostages who are hoping for rescue.

- **Accommodation Stage** - This is distinguished by boredom, and with moments of terror. Though is considered as the longest yet is the most tranquil. In the crisis stage, and even in the alarm stage, hostages are considering escape options but in the accommodation stage, their initiative and planning are narrowed since captors has increased control over them. The hostages' sense of life preserving has increased and even tries to obey the orders. Stockholm's syndrome will likely to occur between the captors and the victims. One looks into this phenomenon in the negative that one must say that cooperation of hostages to the negotiator is constricted.
- **Resolution Stage** - when the hostage taker is being stressed out or fatigued of the situation. He is seemingly losing interest of the situation and lost most of his bargaining points. Tension between the hostages, hostage taker and the crisis negotiator are notably low. It should be regarded also that the crisis intervention techniques of the negotiation team have increased. In this stage,



reactions of the hostages are mixed either blaming their captors or may become hostile and uncooperative to their rescuers and even accusing them to be the responsible for the whole situation. They might even appraise their captors for taking care (saving) their lives though their captors placed them into a hell experience.

- **Hostage Taker Behavior** – First Responder/s determine what type or personality of the hostage taker is. This does not mean that he must diagnose the perpetrator. In assessing the situation, one must be able to determine and know the type of behavior.

Instrumental behavior- those who are engaging in this kind of behavior are having goals to obtain or to be fulfilled. Generally, hostage takers of instrumental behavior are criminal types and intervention usually needs bargaining. E.g. barricaded criminals, or other organized crime groups.

Expressive behavior- This kind of behavior is characterized by their attempt to display power. Those who engage in this kind are emotionally disturbed individuals. E.g. mentally insane, etc.

- **Mentally Disturbed** – one who suffers from different kinds of psychological maladies. They may or may not in touch with reality - may be a loner, act in accordance with non-existing irresistible force, or on a false belief or a stimulus.
- **Psychosis** - is a gross and persistent falsification of conventional reality that leaves the person unable to manage conventional reality with any degree of effectiveness.
- **Delusion** is a form of psychosis characterized by faulty belief that is motivated primarily by the individual's needs and wishes and in fact, has no basis. Hallucination is manifested in a visual image that is quite vivid and real to the individual who experiences it.
- **Paranoia** is a form of psychosis, a set of fixed delusional beliefs that are accompanied by clear and orderly thinking outside the delusion system. A paranoid person has been described as "*vigilant suspicious, distrustful, insecure, and chronically anxious*".
- **Schizophrenia** is a thinking disorder, subcategorized as catatonic state and hebephrenic state. **Catatonic** state is demonstrated by the patient's rigidly held position for some interminable period of time, while **Hebephrenic** state is when the subject acts childlike and silly.



- **Neurosis** - suffered by a person in a continuous state of anxiety. Erratic behavior would more than likely be displayed by reaction to anxiety in the form of ego defense mechanism such as rationalization, projection or displacement.
- **Manic depressive personality** - depressed individuals are in an incapacitated mental state. He may frequently know the hostages and the latter might be the cause of his depression. Negative outlook in life, feeling unworthy, slow speech, suicidal and unpredictable and extremely dangerous are the characteristics of this type of mentally disturbed. To a one who is a suicidal type, he might inflict harm or even kill one of the hostages and the police will be forced to shoot him.
- **Inadequate personality** - a type of person that displays attention-seeking behavior. Hostage taking is his action to prove himself or his worth. During the commission of the crime, he tends to delay his actions and be caught *in flagrante* in order for him to prove himself. His characteristics are homicidal, loser complex, maybe fired from many jobs and is in touch with reality.
- **Anti-social personality** - those who belong to this kind of personality are repeatedly having conflict with the people around them and notably having a deviant behavior from groups, social values and or individuals. They defend their face from embarrassment by blaming others in the form or rationalization. Anti-socials, when takes hostages, are generally engages in expressive acts and they are likely to dehumanize the hostages and this is an indication that they are dangerous individuals.
- **Estranged person** - domestic problem is the main cause why an estranged individual takes hostages. The hostages are commonly known to him and mostly are his family members. The hostage taker is experiencing from relationship breakdown in his or her interpersonal relationships and hostage taking is employed to compel the relationship to be maintained. The hostage taker at his point is afraid of losing the significant others. In order to carry out hostage-taking, alcohol and prohibited drugs are used to have the necessary courage.
- **Terrorists** - there are domestic or international terrorists sowing fear, insecurity and unrest amongst the people. They create chaos through assassinations, bombing, arson and other forms of malicious destruction of properties.



- **Barricaded Criminals** – this type might be robbers cornered by the police while in the act of committing their crime, example, bank robbers. Either barricaded in a building, road block or on getaway cars. Hostages may be employees, bystanders or both caught in the process of escaping. The hostage taking is a spontaneous reaction of the criminal when cornered.
- **Prisoners** - while most prisoners spend most of their time inside the correctional institutions, some are concentrated on penal colonies under tight guards and to those who are completely secluded inside their prison cells, they are haunted by boredom, get tired and hostile. These may be due to the strict implementation of house rules, favoritism and poor prison conditions.

INTERVENTION AND NEGOTIATION MODELS

- **Bargaining Negotiation Approach** - negotiation is viewed in terms of an exchange or distribution of resources.
- **Expressive Negotiation Approach** - this approach is mainly focused on the emotional state of the hostage taker as a powerful tool to resolving of crisis situation. Expressive negotiation approach came to existence with the use of psychology, human relations theory and research. Both assume that the nature and quality of interpersonal relationships play a large role in resolving a conflict.
- **Communication-based negotiation approach** - this approach is founded on an interactive assessment if the crisis [hostage] situation as it unfolds and is created through the interaction of the negotiator and the perpetrator. Therefore, communication-based approach is an interactive process wherein negotiators and hostage takers react to each message behavior.

- End of Part 3 -

