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Department of Corrections
Agency of Human Services
State of Vermont

Number

Policy
414.04 Directive
Procedure
Protocol

Subject Hostage Negotiation Team	Effective Date 02/05/2001	Reviewed and Re-issued	Supersedes NEW
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Recommended For Approval By: 	Authorized By:
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AUTHORITY:

Title 28 V.S.A. Sections; 101 (1)(4)(5), 102 (c)(6)(12), 601 (3)(4)(5)(6), 907 (4)(b)(g)(f)

INTRODUCTION:

Hostage situations within the confines of this state's correctional institutions are a constant concern. These types of situations present an elevated level of threat to the safety and security of not only the primary facility, but of the system statewide. Almost no other event has such an extensive impact on both staff and inmates.

This department is therefore committed to provide the best possible training, equipment, and leadership to its hostage negotiators.

The ultimate goal of the Hostage Negotiation Section is to preserve Life.

PURPOSE:

To establish and guide hostage negotiations should the time arise when hostage negotiators are needed.

APPLICABILITY/ACCESSABILITY:

This document is available to Vermont Department of Corrections Employees only.

Inmates and the public are not to have access.

DEFINITIONS:

[REDACTED]

Correctional Emergency Response Team (CERT) – Statewide Corrections Emergency Response Team. Includes Tactical and Negotiation section.

Hostage – Any person who is held, restrained or prevented from flight (by threat or action), with the implicit or stated purpose of exacting concessions from a third party.

Hostage Negotiation Section (HNS) - A division of the Vermont Department of Corrections' CERT team, which is responsible for conducting negotiations.

Hostage Taker (HT) - Any person who is holding a hostage or is acting in concert with those doing so.

Local Emergency Response Team (LERT) – A response team organized and trained at the local level. [REDACTED]

[REDACTED]

Quarterly Status and Training Report (QSTR) – A thorough report submitted to the Department Chief of Emergency Services on a quarterly basis. (See appendices; A, B,

C, and D)

DIRECTIVE:

- The Vermont Department of Corrections will establish a complement of department employees who have the responsibility to conduct negotiations during applicable crisis situations. This group will operate under command of, in concert with, and within, the department's CERT as established in Directive 414.01.
- The Hostage Negotiation Section Leader will provide the Chief of Emergency Services with a Quarterly Status and Training Report (QSTR).
- The Section Leader and the Assistant Section Leader will meet bi-annually with the Chief of Emergency Services to review the QSTRs.
- The Chief of Emergency Services has the authority to inspect all equipment and training of the HNS at any time.
- The Chief of Emergency Services will conduct at least one inspection annually to evaluate the readiness of the unit.
- A full-scale drill will be conducted on an annual basis to include all members of the HNS. This drill will be monitored and critiqued by knowledgeable staff from the Department of Corrections and, potentially, personnel from other agencies

I. SELECTION PROCESS –

Minimum application requirements -

- Three years as permanent classified employee in any non-Policy Executive or Superintendent capacity.
- High school Diploma or equivalent
- Must reside within 1.5 hours travel time to any facility within the area applied for.
- One or more of the following;
 - Two years military service
 - Associates degree
 - Two years direct supervision of offenders

Desirable Personal Characteristics –

- Dependability
- Proven decision making ability while operating under pressure
- Ability to work closely with others

- Clear understanding and personal commitment to department goals
- Consistent professional appearance
- Ability to speak clearly (i.e. rate, tone, pitch, volume and vocabulary) while under pressure
- Willingness to follow orders
- Demonstrated emotional and physical stability during stressful situations
- A positive self image
- Ability to demonstrate empathy
- Sensitivity to the emotions and needs of others
- Willingness to accept verbal abuse without inappropriate response or reaction
- Clear understanding of inmate behavior
- Common sense (credibility with staff and inmates)

Step One – Applicant completes HN training application form and forwards the form to his or her Superintendent for approval. The Superintendent must indicate support or non-support in writing on the application. Any indication of non-support must be clearly articulated in writing on the report.

Step Two - Once the Superintendent has reviewed the application, it will be returned to the applicant (whether supported or not). The applicant must then submit it to the Chief of Emergency Services for the scheduling of an interview.

Step Three – After the interview, a numerical score is tallied from the total score of each interviewer. Score will rank candidates. The department reserves the right to balance the teams as needed.

Step Four – The applicant attends the Vermont DOC 80 hour Hostage Negotiation training. During HN training, the facilitation staff will constantly observe, evaluate and record the performance of trainees. Once training has begun, there are several possible outcomes:

1. A candidate may decide not to continue the training for any reason.
2. A candidate may be removed by staff from the training for cause.
3. A candidate may complete the course without successfully meeting the academic criteria for graduation.
4. A candidate may graduate and not be selected for a position on a squad due to a lack of openings on that area's squad or other squads.
5. The candidate completes the course, graduates and is assigned an open slot on one of the squads.

In the event of outcome one through three, the applicant is free to re-apply after a period of one year (from the date of the last day of training). If outcome four occurs, that prospective member will be given the next available slot as long as no more than one year has passed from the end of that persons date of graduation.

II. REMOVAL -

The Department Chief of Emergency Services can remove any section member with grounds, at any time. A written explanation for the removal will be given to the removed member (upon request) within thirty days and forward a copy to the Director of Security & Supervision.

III. TRAINING -

Initial pre-team membership training will be an 80 hours containing negotiation skills and extensive background material.

Annual certification will consist of 16 hours of non-stop testing and evaluation, during which, actual emergency conditions will be simulated.

When possible, periodic training for members will be conducted together with the tactical side of the CERT. Annually, each member will receive no less than 60 hours of training (including re-certification).

If a member misses a training session, the ASL and SQL will create a plan for the member to make up the training.

Unexcused absence from training or incidents will not be tolerated. The SL may remove a member for an unexcused absence.

In addition to training, it is necessary to gain or share knowledge with outside agencies. The Section Leader and Chief Of Emergency Services will plan for, and recommend members for, training held by other agencies.

IV. OPERATIONS -

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED] There will be no payment for "available" status.

B. Standard Operational Practices

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
 - ✓ [REDACTED]
5. [REDACTED]
6. [REDACTED]
7. [REDACTED]
8. [REDACTED]

IV. ORGANIZATION – see appendix "F"

V. DUTIES -

[REDACTED]

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]

5. [REDACTED]
6. [REDACTED]
7. [REDACTED]
8. [REDACTED]
9. Maintains membership at authorized strength.
10. Develops, delivers, and updates curriculum.

- [REDACTED]
1. [REDACTED]
 2. [REDACTED]
 3. [REDACTED]
 4. [REDACTED]
 5. [REDACTED]
 6. [REDACTED]
 7. Monitors the performance, fatigue and tension level of all three squad leaders.
 8. Designs, coordinates, supervises and evaluates all section training. Monitors and schedules all qualification and re-certification testing and training.
 9. Maintains all section-training records.
 10. Submits appropriate reports as necessary.
 11. Develops, delivers, and maintains curriculum.

NOTE: Other than the Squad Leader, squad members are NOT assigned specific positions or job titles within the Squad. Each member must be versatile and able to assume one or more of the functions within the squad. This flexibility is necessary for the team to function effectively. Squads train together on a regular basis and members are prepared to step into any role, even if that means operating within another squad.

- 2. [REDACTED]
- 3. [REDACTED]
- 4. [REDACTED]
- 5. [REDACTED]
- 6. [REDACTED]
- 7. [REDACTED]
- 8. [REDACTED]
- 9. [REDACTED]
- 10. [REDACTED]

Negotiator

- 1. [REDACTED]
- 2. [REDACTED]
- 3. [REDACTED]
- 4. [REDACTED]

Coach

- 1. [REDACTED]
- 2. [REDACTED]
- 3. [REDACTED]
- 4. [REDACTED]
- 5. [REDACTED]

Recorder

- 1. [REDACTED]
- 2. [REDACTED]
- 3. [REDACTED]
- 4. [REDACTED]
- 5. [REDACTED]
- 6. [REDACTED]
- 7. [REDACTED]

Intelligence

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
5. [REDACTED]

TRAINING METHOD:

All members will gain working knowledge of this directive through the 80 hour basic HNT. Section Members will train to the standard set forth by the directive.

All Facility Superintendents, CCSC Superintendents, CRSU Supervisors, and Central Office managers will be trained on the contents of this directive upon distribution. A briefing paper will be developed by the Chief of Emergency Services and presented at a monthly Superintendents meeting.

QUALITY ASSURANCE PROCESSES:

Quality assurance will be measured by reviewing the following documentation:

- Quarterly Status and Training reports
- Annual inspection of equipment and training
- Review of full-scale drill for knowledge, skills, and ability

[REDACTED]

- [REDACTED]
- [REDACTED]

RESPONSIBLE DIRECTOR AND DRAFT PARTICIPANTS:

Lawrence McLiverty Director of Security and Operations

Draft Participants:	Howard Deuso, REPC	241-2390
	Richard Bilodeau, REPC	241-2390
	Gary Dillon, Chief of Emergency Services	241-2390

APPENDIX

- A. HNS Personnel Report
- B. HNS Equipment Report
- C. HNS Training Report
- D. HNS Supply report
- E. HNS Training Application
- F. CERT Command and Origination Chart
- G. Section Status Report

HNS Training Report

NAME PRINT/SIGN	Location: _____ Date: _____
	Start Time: _____ End Time: _____
	Equipment/Supplies Needed: _____
	Training Goal(s): (attachment if necessary)
	Method of instruction: (attachment if necessary)
	Report: (attachment if necessary)

APPLICATION FOR HOSTAGE NEGOTIATION TRAINING

Name: _____

Work Site: _____

Current Position: _____

Work Tel: _____

Town of Residence: _____

Home Tel: _____

Time Employed by DOC: _____

Time at Current Pos.: _____

List Current Certifications: _____

List Instruction Certifications: _____

Have you Been A CERT Member Or Negotiator Previously: CERT Yes _____ No _____
Negotiator Yes _____ No _____

If Yes to either question Provide dates and location: _____

Would occasional time away from home for training or Emergencies be hardship:

Yes _____ No _____ If "Yes" Please Explain _____

How would you rate your current Physical Condition:

Superior _____ Excellent _____ Average _____ Below Average _____

Do you have any injuries/disabilities that prevent you from being a fully active CERT member:

Yes _____ No _____ If "Yes" Please explain: _____

Briefly explain why you wish to become a member of the Hostage Negotiation Section of CERT:

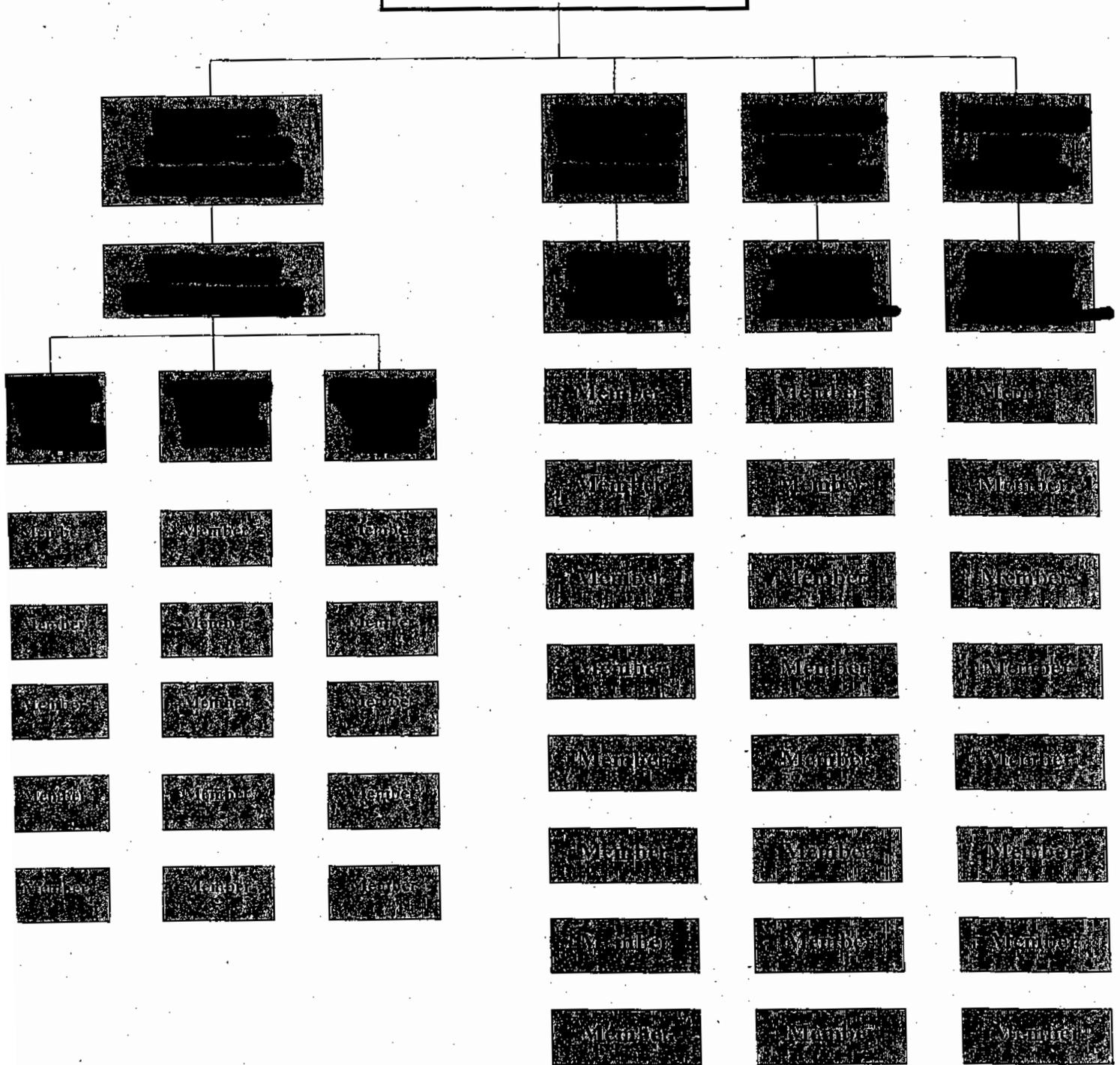
Signed: _____

Supt. Approval: _____

Date: _____

Date: _____

**CERT
COMMANDER**
(Chief of Emergency Services)





Agency of Human Services
DEPARTMENT OF CORRECTIONS
103 South Main Street
Waterbury, VT 05671-1001

TO: All Policy Manual Holders
FROM: John F. Gorczyk, Commissioner
DATE: August 31, 2000

A handwritten signature in black ink, appearing to be 'J. Gorczyk', written over the printed name of the Commissioner.

Directive 414.03 – Emergency Preparedness, with an effective date of July 17, 2000, was recently sent out. We failed to note that this Directive supersedes Policy 1016 – Serious Disturbances, dated June 17, 1985. Please remove Policy 1016 (old numbering system, Policy 414 in the new numbering system) from your manuals and make a notation in the supersedes box on the first page of Directive 414.03 that this Directive replaces Policy 1016 (Policy 414).

Thank you.