



## Training materials

### **pt. „Przygotowanie i prowadzenie ochrony obiektów infrastruktury krytycznej w zakresie zagrożeń będących w zainteresowaniu Policji”.**

### **"Preparation and maintenance of the critical infrastructure protection on the risks factors which are under the control of the Police".**

Projekt dofinansowany ze środków Komisji Europejskiej- Dyrekcji Generalnej do Spraw Wewnętrznych w ramach programu Zapobieganie, gotowość i zarządzanie skutkami terroryzmu i innymi rodzajami ryzyka dla bezpieczeństwa"

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Project "The Prevention and Management of Consequences of Terrorism in the LNG Terminal in Świnoujscie as an element of Baltic Sea Region Security"

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## **Table of Contents:**

- 1. Education and awareness of security services managers in protection of critical infrastructure**
- 2. Bomb terror threat**
- 3. Terrorist assassination as a threat to safety of critical infrastructure facilities' operation**
- 4. Critical infrastructure planning**
- 5. Training in critical situations negotiations**

## **1. Subject: “Education and awareness of security services managers in protection of critical infrastructure”**

### **1. Selection of appropriately trained and motivated security personnel.**

There are certainly many elaborations and also internal guidelines concerning recruitment and selection of people for work in structures providing security in private organizational units or institutions dependent on different departments. However, in this part I would like to share my experience in recruitment of people to work in securing a number of international projects with readers.

It explicitly results from my mentioned recruitment processes, a man is the most important in activities related to security services, then he could be considered as a professional and specialist. In addition to moral values, which without doubts should be characteristics of persons that chose service (instead work), the temperament characteristics are significant in the recruitment process. Writing my master's thesis I managed few-year research on a group of soldiers of special forces and reconnaissance, which were asked a question: “What should be a criteria of recruitment for service in special forces or reconnaissance - temperament characteristics or physical fitness?” The result of such research indicated the temperament characteristics. Very important element is also the motivation to work. Organizing a number of different projects such as security of foreign delegation or professional trainings I noticed that people with a “reach CV” or people for who working in the security sector is just an additional source of money, are not always enough motivated to work. It causes, for a manager, difficulties in management such workers, problems with performance by them tasks within the group.

Selection of appropriately motivated security sector workers has a huge impact on quality of obligations’ performance and training process, especially as such processes are expensive, continuous, uncomfortable and requires a large commitment of the workers. In my opinion the best solution of this problem is, aside from the right choice of the employee, bounding him by loyalty agreement providing improvement of the employee’s skills on the employer’s cost, but under relevant conditions like continuing cooperation for a specified period of time or indicated number of orders/projects.

### **2. Organization of trainings.**

I experienced different approaches to trainings and improving qualifications by the employees in my professional activity, during service or work in civil sector. I am going to skip in this elaboration quality and level of training as well as license to be given after such training, because this subject is so wide that it could be another elaboration. In most cases, bases for their organization were the following elements:

- Trainings and qualifications imposed by valid legal regulations such as: qualifications of persons and property protection officers, supervised by Provincial Police Commanders, trainings of security control officers imposed by the Civil Aviation Authority, officer of the ship protection or harbour facilities protection officer supervised by the Maritime Offices. The specificity of the Conference naturally forces to elaborate trainings and qualifications required in organizing the protection services considering water side. In this case, there are additional trainings for licences i.e. for steering boats or for a member of such boat’s crew. In most cases such trainings are repeatable and causes the workers have to participate in

them cyclically, at specified intervals of time. However, very often regulations do not follow the reality and there is a need to organize trainings and obtain qualifications for protection of institutions, managers or security officers. An example of this is the situation is a situation, when for a few years there are teams conducting ship protection operating and only some months ago IMO (Międzynarodowa Organizacja Morska) commenced works on legal procedures for such activity. The good example for our situation is lack of legislation relating to the powerboat licences, which could be a basis for giving qualifications for steering high-speed boats.

- Trainings imposed by superiors are in most cases results of analysis done after some unfortunate incident or accident. They are ad hoc in nature, incidental and in my opinion do not comply with the main purpose that the training should provide. Approach of the managerial staff should be – we provide trainings to prevent unexpected incident rather than to “be a salve to our conscience” after such event. Such exercises should be multi-faceted in order to provide protection of the critical infrastructure. It is required to involve in exercises not only of providing protection on a specific object, but involvement of event safety, crisis centres of commune offices, district offices and province offices, as well as emergency services. There may be common, international exercises organized in order to get knowledge and experience during exchange of experience with representatives of the local authorities and other countries’ institutions.

- Training organized for and by managers dealing with the protection/security services being result of the risk analysis, control and internal audits. It is a very important part of trainings, I would even say – the most important. Good motivated and prepared security manager equipped with adequate tools is able to indicate the best necessary scope of qualifications and trainings for his one’s subordinates, to guarantee the adequate quality of performed by the personnel, given tasks. It should be avoided to cause a paradox such as the person working with firearm has its first practical experience with shooting during the qualification course, second one on the exam in the Provincial Police Command (KWP) and the third one, after i.e. some years, during a real emergency. From my own experience and from information obtained from other persons carrying out security services on the hydraulic structures, cruise ships or passenger ferry terminals, the most desirable but at least are the following trainings:

- Identifying land, on-water and under-water threats,
- Trainings improving familiarity with facility characteristics, new electronic equipment and technical trainings.
- Shooting trainings.
- Intervention techniques.
- Cooperation with other security officers and authorities (of different levels).
- Use of navigation devices trainings.
- Training in the tactics of protective measures on boats.

### ***3. Control of the performed security tasks and checking the protection system’s integrity.***

This is a task that should be performed starting from the lowest security management level up to the highest management levels. These may be carried out without a big financial effort and external audit companies, diligence and responsibility of the management personnel are here the most needed elements. It is good to ask for support in such control the services/companies that in case of any thread could give such support. Ones are not able to identify and handle all the threads, because they even do not know these

exist. The event that occurred during my participation in such simulation is a good example. The object of critical infrastructure, heavily protected with use of the newest technical equipment, was captured by a criminal group because of poor training of security officers for use of the thread warning system. In the further part of the exercise the event safety group came on site and had to take back the lost infrastructure. They asked the safety manager for a digital camera record from the last few hours in order to assess the opponent. Unfortunately it was found out, the security system's server is located inside the lost building. The records were kept only on such server, with no backup, and there was no possibility to connect from outside to obtain the records. The funniest thing was, it was caused by about PLN 5 000 savings done on a system with an estimated value of several million PLN.

The controls are not only to indicate the infrastructure security systems' weak points; there is the second, also very important purpose. They show the level of duties performed by workers, their loyalty and help to eliminate the security personnel's abuses.

#### **4. *Bravado, routine and abuses.***

These are the main and the most common "sins" of workers and officers providing services of the strategic objects' protection.

The bravado which I have met was caused by the following:

- Desire to attract attention of outsiders, in majority it was observed in relations between man (security officer) and woman (outsider or protected one).
- Desire to attract attention of family members, colleagues and superiors.
- Over-interpretation of difficult situation and taking to heavy actions against a problem.

Routine and its sources indicated by employees were connected with:

- Monotony of work and drop of vigilance
- Monotonously duties.
- The lack of adequate security instructions and control.
- Length and frequency of one position's shifts.
- Reduction of respect for weapons and threads.
- Lack of trainings and information.

I have been using many times such elements related to routine in my "sabotage activities" to overpass or eliminate security.

Abuses done by security officers have, above all, the economical aspect – illegal increasing of gratifications for their work. However, other reasons, which can be met during providing the critical infrastructure protection services, cannot be excluded, i.e.:

- Economic espionage to another business entity.
- Spying for another country.
- Transmission of information for the needs of criminal groups, concerning people employed in the protected facility and their financial situation.
- Transmission of information about the critical infrastructure for the benefit of a terrorist organization.
- Collection of information by security officer for the purpose of use for blackmail and extortion.
- Willing to revenge for too low remuneration or not good treatment.

#### **5. *Collection of information about the risks and the conclusions from the security personnel and other institutions.***

One cannot rely solely on one's experience and information working as a manager of the critical infrastructure protection service. This work requires such personnel the wider horizons of thinking and skills of cooperation with event safety, special ops and other managers. It is essential for providing good services in this profession. In my opinion, a person engaged in such a position should be up to date with information about events in the region, province and country. One must be in touch with local police offices and the crisis centres as well as one must be informed about events that could directly or indirectly affect on the guarded object. The second part of information to be analysed by the manager is data obtained from one's own security officers as well as other managers. It requires, very often, to put the common good over the own ambition and vanity. An excellent example of such a flow of information important for protection of the objects was the military way, where any event occurring in one unit was described, analysed and sent, including conclusions and recommendations, to all the military units. In simple words: it was a way of learning from the mistakes of others, but such information flow inside the organization allows not only to avoid i.e. journalist provocations, it also allows to prevent a tragedy. Of course, it is difficult to ask the security manager of the competitive security services company to disclose details of events on one's facilities. However, if the companies providing security services protected more than one object or the management level was the multi-shift type, it would be recommended to provide such flow of information and observations that could finally result in changes of procedures.

#### **6. Integrity of human factors and technology.**

Currently, as in everyday life and in almost every profession in the world, there is a trend to use technological gadgets, trend of lobbying for new technical devices to assist or replace the man. Such trend is also observed in the critical infrastructure safety profession, or in general in safety services sector. This process is inevitable, however, to use the full efficiency of technical devices and innovations in safety services sector, I would propose to pay attention to problems that I have met during organized and provided by me security services:

- Too much trust in management technology resulting from conviction that a lot of money spent on such equipment is what had to be done.
- Lack of training of employees in the use of new technologies. I believe that being properly used old technology is better than advanced technology given to a man that does not know how to use it.
- Use of technology rather in investigative purposes than preventive.
- Expensive equipment service, contributes to skip maintenance, software updates and minor repairs, which in results in improper operation of the equipment. In most cases the, so-called, Murphy's law is observed – one improperly operating element of system causes errors in another ones which lead to inefficiency of the system when it is the most needed.
- Very often there are no financial means planned for maintenance when buying such technologies.
- Lack of adequate technical knowledge on products, too much confidence in suppliers and, in consequence, buying the expensive, not tested tools, in many cases prototypes, which do not work as intended or are easy to pass for criminals.

- Lack of awareness that in relation to any equipment there is always a human factor, controlling the equipment's work, interpreting its signals and analysing the situation. He is the one making decisions.

My suggestion is to draw up the description (by tasks) of necessary equipment as a subject of order, avoid going into technical details, use equipment from serial production – not prototypes. However, the man must be the most important in such technological improvement of security services. Properly trained, having skills for use of complex electronic devices, periodically training different options, controlled. Not providing such conditions may cause occurrence of a situation like it was on one airport located in our country. A luggage control system on the check-in position was controlled by ULC (Civil Aviation Authority). Despite the controlling position was equipped with the newest, world-class scanners for luggage control, persons conducting the audit passed the control with dummy bombs. The problem were not weak or not maintained technical devices but lack of personnel training, as well as lack of skills to use such devices and interpret data provided to the controller.

### **7. *Raising the quality of security services provided by third parties.***

Strategic infrastructure which is protected by external security services company should be protected by the best security services companies. However, in accordance with the Polish law, these are in most cases the companies selected in tender procedure, and hence the lowest price is the most important element, experience and quality of services are secondary advantages. To avoid situation occurring currently on many objects i.e. hiring security officers with very low rates, on junk contracts, workers having medical certificate of disability or long in the tooth I suggest:

- To draw-up an appropriate description of the subject of contract
- Security audits performed by independent persons or infrastructure protection managers.

The first idea would help to hire the experienced company with proper potential. The second one would ensure performance of security services according to the standards established by competent persons.

### **Conclusions**

The manager responsible for protection of critical infrastructure, who want to conduct one's obligations properly has to act on many levels. The first level of one's activity is to organize protection by selection of the right persons and keeping their involvement and loyalty to employer on high level, or selection of the proper, meeting the highest standards security services company by appropriate tender specification. The second one is to ensure adequate qualifications and trainings for himself and subordinate personnel, however, in form to avoid resignation of work after obtaining high professional qualifications by the employee and to avoid one's hiring in competitive company. The third issue is the appropriate level and frequency of audits and controls that would show weak points and in the other hand would not have a destructive impact on the whole system. To handle so, own forces, cooperating event safety and external auditors (companies) should be gradually used. The forth thing is to prevent the subordinate workers' bravado, routine and abuses. These issues should be performed with use of: infrastructure, supervision of employees, compliance with procedures, trainings and courses, adequate frequency and length of shifts, rotational changes of positions and exercises of the whole security system. The fifth issue is about

necessity to collect, analyse and prediction effects that might arise from information obtained from employees, event safety and crisis offices of different institutions. The sixth issue is an appropriate selection of technical devices, electronic devices and computers to be used for support of the security system, to ensure continuous, necessary training of persons using such devices during work, and verification of their skills by audits and controls. The seventh issue is an attempt to improve the critical infrastructure's protection level by external companies with use of properly constructed contracts tenders and supervision of their performance by controls and audits.



## 2. Subject: *“Bomb terror threat”*

This document contains brief information and tips useful in case of hazard due to planting explosives in the protected objects or in case of receiving the false information requiring checking and cooperation with the Police

### Bomb Terror

Reasons – political, economic (sabotage), ecologic movement, religious and criminal

#### **Objectives of Bomb Terror**

- Attempt to influence on political decisions of the state
- Attempt to influence on economic decisions of enterprise
- Causing financial losses or bankruptcy
- Extortion of a ransom
- Extortion of compensation,
- Revenge (contract murder)
- Mentally ill perpetrators,
- False alarms on public utility facilities (each reason)

95% of acts of terror in the world take place involving explosives (information from the US State Department)

#### **Reasons for Use of the Explosives by Terrorists**

- low cost
- easy to get (purchase, recovery of the unexploded bombs, ammunition, self-production - the web as a source of know-how)
- ease of use (planting and disappearing of perpetrator)
- ability to easily hide (camouflage)
- can initiate other effects, beneficial from the point of view of perpetrators, such as fires, secondary explosions, panic and psychosis
- big media effect
- anonymity of perpetrators
- procedural difficulties (difficult and expensive investigation)

## **Ways To Obtain Information On Planting Explosive**

- By phone – conversation instruction
- By electronic mail
- Announcement in the net
- By Post
- Direct disclosure of the suspicious item by personnel
- Operational methods of authorized institutions

## **Way of Conducting Conversation with a Person Notifying Planting an Explosive**

In case of picking up the phone first of all the answerer should be calm, should not show disrespect to the caller, the conversation should be conducted kindly and accurately, the answerer should try to obtain as much information as possible.

The questions should be:

1. When is the bomb going to explode?
2. Where is the bomb?
3. How does the bomb look like?
4. What kind of bomb is it?
5. What will the explosion cause?
6. Why was the bomb planted?
7. Where are you calling from? Where are you now?
8. Do you want to contact somebody?
9. Did you build the bomb?
10. Other questions to extend the conversation as much as possible.

What to pay attention to and what to remember?

- Exact words of threat
- The caller's telephone number
- The voice of the caller (for example, calm, breaking, loud, quiet, interference, etc.)
- Background noises (street, office, music, etc.)
- The language of the caller (cultural, vulgar, foreign accent, etc.)

Thread of bomb assassination mustn't be ignored or hidden under any circumstance!!! The false alarm perpetrators may test reactions and procedures and looking for weak points of the protection system in this way. Every notification should be checked by the appropriate Police unit or its specialized units such as: *Centralne Biuro Śledcze, AT Department*.

## Basic Terms

- ***Definition of a chemical explosion***

Chemical reaction going with a very high speed (ten thousandth part of a second), with the production of a large amount of heavily compressed and heated gases (pressure of tens of GPa and temperature of several thousand Celsius degrees), with devastating effect on the surroundings with a roar and flame.

- ***Definition of explosives***

A chemical compound or a mixture able to conduct a violent chemical reaction under influence of external elements with production of large amount of hot gases with a very high pressure. There are initiating explosives (used for fuses systems i.e. lead azide), crushing explosive materials (essential matter, i.e. TNT), low explosives (forming charge for bullet ejection, i.e. nitrocellulose gunpowder) and pyrotechnical mixtures (used for production of fireworks).

For construction of IED (Improvised Explosive Devices) all kinds of the above-mentioned materials in any configuration can be used, it depends on technical and logistical possibilities of terrorists.

- ***Destructive elements***

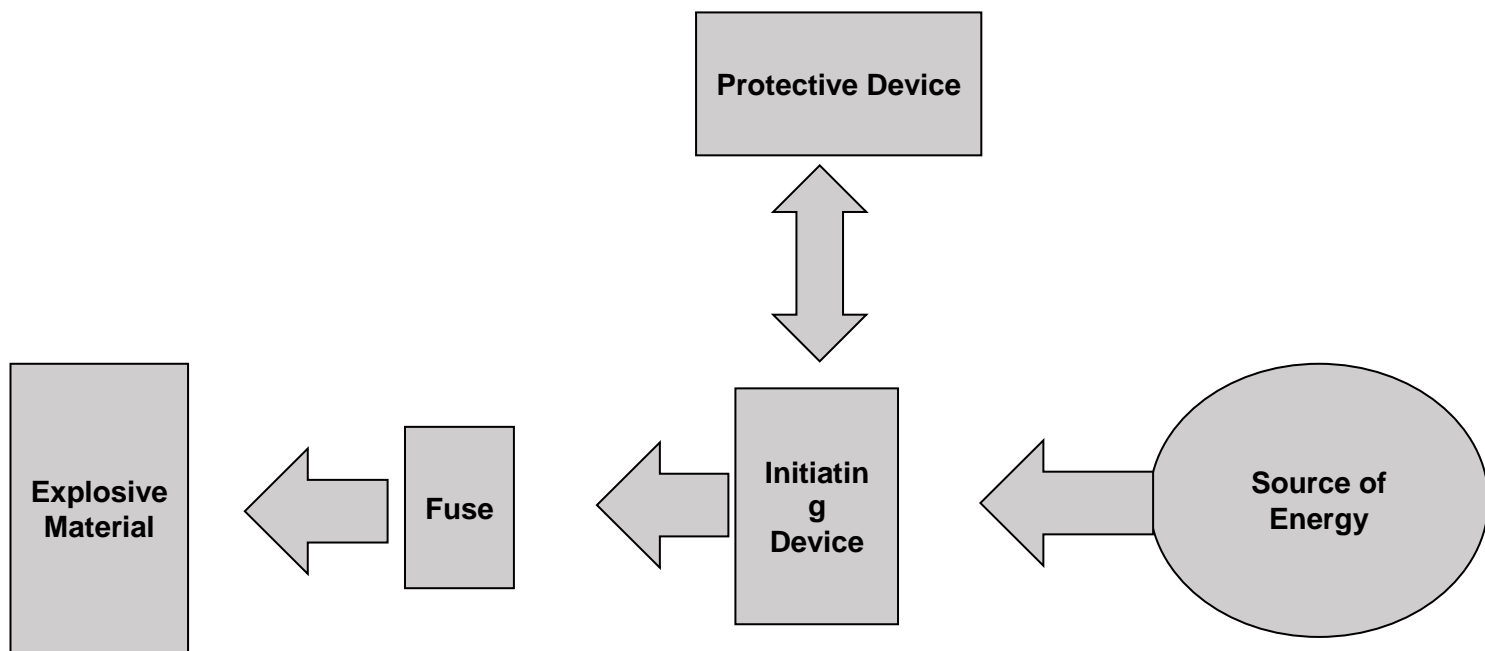
-overpressure wave

-the temperature

-fragmentation of enclosure and environment

-seismic shock

-secondary effects like fire, destruction of the structure



- ***Definition of the explosive device (IED – Improvised Explosive Device)***

### **Initiating Device**

It gives an impulse of energy to the fuse causing its detonation and explosion of the essential explosive material. It may work in different ways, i.e. may be initiated by push, pull, with use of clock, with use of move detection, by inclination, light, (photo-elements). It can be also adequately prepared mobile phone as well as many different devices and ways. There may be more than one initiating devices, working independently, in one explosive device.

### **Perpetrator's Protective Devices**

Explosive device may be, but does not has to be, equipped with it. It allows the Perpetrator for safe transportation, plating and walking away. These are for example:

- Electric switches
- Insulators placed between terminals of the electrical circuit
- Delayed items: powder fuse, clock, countdown timer, a chemical reaction i.e.: dissolution process, in these cases the protective devices are also the initiating devices.

### **Division of Explosive Devices in Order to Origin**

- Typical IED are self-made and fully home made
- IED using standard explosives (industrial-made and military ones)

### **Division of Explosive Devices in Order to Manner of Initiation**

- Booby traps (*urządzenia pułapkowe*) – require a specified action to be done by a potential victim;
- systems initiated by the perpetrator in the chosen by him time,
- timing devices;

#### **Division in Order to Location**

- movable (compact size, i.e. rucksack),
- steady (planting of them requires time and good camouflage due to large size),
- postal, courier packages,
- car bombs
- suicide bombers (people, vehicles);

#### **Division in Order to Mechanism of Action**

- devastating effects of shock wave;
- focused on fragmentation effect;
- incendiary;
- chemical;
- biological;
- radioactive;
- combined

### **Rules of Safety of Actions**

#### ***When is The Item Suspicious?***

There is no unequivocal definition due to the unlimited ingenuity of the IEDs' constructors. It can be assumed, intuitively suspicion should be a basis for controlling actions, please see below few tips:

- Unjustified presence of the item in a specific location
- the item is different than other of the same type
- Location of the item shows will to adjust if to the environment
- the item was not in a specific location before
- the item has signs of unauthorized access (e.g. modification of fire extinguisher)
- the item is taped with insulation tape
- there are visible elements of electrical circuit (cables, batteries, diodes)
- pipe closed on both sides

#### ***Identifying Suspicious Postal and Courier Packages***

- incomplete address, other inaccuracies
- unknown sender
- unequally distributed load
- excessive quantity of stamps
- fat stains, soaked enclosure
- visible from outside ends of electrical cables

- annotations (e.g. to provide postal to a specific person)
- to large thickness of the postal (letters)

### ***Ways to Deal With Suspicious Objects***

- Notification of all involved entities/institutions according to the specific procedure
- Decision on evacuation and organizing it
- Overcoming the curiosity
- Reduction of time to be spent in vicinity of the item to minimum
- Do not touch
- Do not move to another “better” place
- Do not come close, do not lean on the item
- Do not go around the item
- Do not assemble next to the item
- Do not use flame
- Limit usage of mobile phones
- Do not use camera’s flash
- Do not turn on/off electrical equipment if it is in the room
- Be aware of possibility of existence of other IED
- Mark the place and use the same path to go back

### ***Typical Places of Plating the Explosive Devices***

- vehicles
- toilets
- cloakrooms
- restaurants, canteens
- inspection chambers
- Road culverts
- ventilation systems
- garbage cans
- fire hydrants
- Door
- window sills
- gateways
- customer premises
- traffic routes
- next to fence
- roadsides
- critical locations of infrastructure (e.g. tanks, pipelines)

## General Principles of Search

In order to avoid chaos while searching, it should be conducted in an organized manner

- creating a searching group
- selection of a manager
- assigning tasks and division into the appropriate teams
- establishing method of contact between groups/team members
- finding the administrator/owner of the facility/land
- avoiding duplication of checks by use of appropriate markings
- above all: avoiding stepping into with no plan under the pressure of circumstances (supervisors, media, time of day)
- keeping the safety rules – the priority
- as far as possible marking locations of suspicious items
- withdrawing the searching teams to indicated earlier place after disclosure of the first suspicious item

### ***Tactics of Searching***

- Searching should be conducted from outside to inside, from the bottom to the top maintaining continuity. It can be performed in pairs or by one person in small rooms.
- With a large number of rooms those searched may be marked
- Rooms should be searched in three symbolic zones
- Searching of the building's inside and outside can be started at the same time. , passageways, rooms - depending on forces.
- Suggested distribution of forces: 20% - external area, -30% passageways , 50% - rooms
- Suggested division of group into teams of two persons
- In case of a vehicle only its surrounding should be searched, its inside only, if possible, visually (do not apply to means of public transport)
- DO NOT OPEN THE VEHICLE
- Radio communication (as well as eye-contact, verbal contact) between the searching groups in large facilities are necessary.

### Rules of the Objects; Evacuation

The decision to evacuate is a kind of necessity due to need to stop the work, stop the technological processes and causing resulting from these material loses; it should be decided after verification of thread by production workers and security officers.

- On the basis of an administrator's decision or at the request of the police, independent decision of the police
- The scheduled process supported by regular exercises
- Indication of evacuation points in different directions
- Choosing the right (always from the threat) direction of the evacuation
- Appropriate use of e.g. topography and other covers
- Checking of the escape route and grouping point
- Providing technical means necessary for easy transportation of e.g. vehicles, ladder
- Indication of the safe zone
- Preventing the panic
- Determination of the scope of evacuation (full, partial)

#### ALARM INSTRUCTION

I. **Alarming** a person who took the notification about planting explosive device or noticed a device of unknown origin in the facility that could probably be an explosive device, is obliged to inform the object's administrator according to the precise (worked out earlier) procedure, optimal for a plant.

The notification procedure, together with a list of telephone numbers must be known to all employees.

Notifying the police the following should be mentioned:

- content of conversation with the informer (according to the instruction)
- location of planting and description of the suspicious device
- telephone number from which conversation with the police is being conducted
- one's personal data
- confirmation of the notification should be provided by the Police

#### **II. Search Operation of Explosive Device:**

- until arrival of the Police, administrator should lead the operation and in case of one's absence, previously designated person.

-the head of the action should order, users of rooms should check whether in those rooms are any items that were not present before and were not brought by them, whether there are any visible signs of transportation of equipment's elements, whether there are any



changes of items present in the rooms (sounds of clock mechanisms, lighting diodes, electrical cables etc.)

-the head of the action should order, all the common spaces i.e. corridors, staircases, lobbies, toilets and lands should be checked by the security officers.

-the located, suspicious items mustn't be touched; the administrator or the Police must be informed about their locations

-there should be calm kept to do not avoid the panic

-the administrator should make a decision on evacuation and, possibly, about stopping technological processes

### ***III. Operation of Identification and Neutralization of the Localized Explosive Materials***

- After the arrival of a police officer or a police intervention group, the administrator should give them all the information about the events and indicate the location of suspicious items and critical places of the object as well as ensure assistance of employees familiar with technological process.

- a police officer should take over management of the operation and an administrator should give all the necessary help.

-If the evacuation was not carried out prior to the arrival of police or was performed in not enough scope, on the police officer's request administrator should make a decision on evacuation.

- authorized and qualified police units using advance technical means should conduct identification and recognition of the located items as well as neutralisation of the explosive devices.

-the police officer managing operation, after completion of activities (including secondary search of the object) should hand over the object to the administrator by filling in the record.

### ***IV. FINAL PROVISIONS***

-persons collecting information on planting explosive devices and the administrator of the object mustn't disregard any information; and each time they should notify the Police (independently on own searches) which shall routinely check credibility of each such notification.

-the administrator of the object should regularly organize trainings of personnel in scope of this instruction and have the evacuation plans and architectural plans of the object that, if needed, could be made available to the Police.

- the administrator should familiarize the personnel with content of this instruction.

- the administrator of the object should take all possible actions to protect the object physically and technically minimising possibility of planting explosive devices in the object.

**3. Subject: *“Terrorist assassination as a threat to safety of critical infrastructure facilities’ operation”***

*„Safety is not everything,  
but everything without safety is nothing”, K. Nauman*



The above classical sentence maybe is a truism, but in fact it is not at all. Analysis of the Maslov’s hierarchy of needs clearly indicates the role of safety as the second in order need needed for anyone’s appropriate operation and development. Of course, each of us has a personal definition of security, made for personal use and adequate to own situation and personal problems.

Notion of "security" has become very popular in last years. It is “present” in every field of these-days reality. We are talking about the safety of economic safety, ecologic safety, health safety, public safety and social safety... Safety of a man, nation and region is always the actual and timelessness issue. Therefore, security/safety issues should be always placed on one of the first places, everyone should interest in these, because these touch everyone.

## **Terrorist Assassination Notion**

*Intent action of the person or persons by using violence or the threat of its use to intimidate, to enforce a specific behaviour of the government body or self-government, institution, organization, natural or legal person or group of people.*

### [Art. 115 of the Civil Code](#)

Terrorist Offence

*§ 20. A terrorist offence is an act prohibited under penalty of custodial sentence with an upper limit of at least 5 years, committed to:*

- 1) seriously intimidate of many people,*
- 2) force a government body of the Republic of Poland or other country or an international organization to take or refrain from certain activities,*
- 3) cause serious disruption in the system or economy of the Republic of Poland, other country or international organisation – as well as threat to commit such an act.*

## **Terrorist Offences**

Crimes against the public safety

- Art. 163 of the Criminal Code – causing an event which imperils human life or the health of many persons
  - "blast of explosives or flammable materials"
  - Art. 166 of the Criminal Code " Whoever, using a deceit or violence, or a threat to use such violence, takes control of a ship or an aircraft..."
- 
- Art. 167 of the Criminal Code - placing on a ship or aircraft a device or substance threatening the safety of persons or a property of high value

The most common types of terrorist assassination are:

- Bomb Attack
- Attack of the "armed madman"
- Hostage Situation

The most important effects of the assassination are:

- Death of many people, a large number of injured people as a result of the use of violence;
- causing the intimidating effect
- imposing by force the implementation of the specified objectives (for example, to comply with the requests of terrorists)

Locations of the terrorist assassinations are primarily:

- Public utility facilities
- Critical infrastructure facilities
- Means of communication
- Mass events locations

The main motives for the terrorists' actions are:

- *political (for example, the seizure of power, changing the political system, achieving the independence, separation of part of a country, release other terrorists, etc);*
- *ideological-to show determination in destruction of the enemy, seize the society and direct it to the aggressive ideology (e.g. "the holy war" of Muslim fundamentalists against the "the bad West"*
- *criminal:*
  - *to get the area of free acting – such kind of terrorism is used by mafia and criminal groups that want to eliminate "the competition";*
  - *intimidation of society and influence on the local authorities and law enforcement authorities;*
  - *getting financial resources for conducting the criminal activity (kidnappings for ransom, robberies, forcing fo pay a "tribute" );*
  - *retaliation activities –for criminal groups and individuals*
  - *experience of injustice done by the authority, institutions or a specific persons;*
  - *disorganization of the proper operation of institutions or government body;*
  - *forcing a specific actions (e.g. to abandon one's intension) by workers or officers of the institution*

The most important task of the police in the scope of anti-terrorism activities are activities related to performance of the appropriate procedures during a crisis situation caused by terrorist assassination that are to be done in the following stages:

- **Prevention** – keeping reconnaissance of, above all, persons that could potentially be danger, preventing by performing actions such as: adequate location of patrols, protection of people, facilities, projects – possible targets of the terrorist assassinations;
- **preparation** - social prevention;
- **response** - physical fight against terrorism (AT units of police) and carrying out activities, while the existence of a terrorist attack;
- **reconstruction (Regeneration)** – actions to restore situation to its state like it was before the terrorist attack.

The main objective of activities of the Police while the terrorist assassination is protection of human life and health, which is directly said in the **art. 1, pos. 2 of the Police Act**, saying that the basic objectives of the Police are:

- 1) protection of human life and health and property against unlawful attacks on these goods;
- 2) protection of public safety and order, including providing peace in public areas and in means of public transport, in road traffic and on waters intended for general use;

***Terrorist assassination...***



***-What to do in an emergency?***



**Bomb Attack**



- ***Do not disregard any information on "bomb threat"***
- ***Remember that explosion is an unexpected and irreversible action***
- ***Do you see "the bomb"***  
***Not good, it "sees" you***  
***you are in striking distance...***

### **The main procedure:**

- *Keep calm and find out how to safely leave the dangerous zone, curiosity is dangerous – leave the place where danger of the explosion occurs as soon as possible*
- *Always follow the instructions of persons managing the evacuation or rescue operation*
- *If there were no prevention actions taken, adequate institutions should be notified*
- *Never touch suspicious objects of unknown origin left without care*

### **The Hostage Situation**

- **Behaviour during the attack:**
  - *Do not oppose to attackers – their commands should be performed calmly and with no rush (it must be remembered, their goal is not to hurt people)*
  - *It should be always assumed that weapon in the attacker's hand is a sharp weapon*
  - *Do not play a hero, do not play negotiator Bandits are determined but scared because they act under pressure. If anybody tried to overpower one of attackers, the second one could start shooting*
  - *The Shots! - Do not run!*
  - *Immediately get down on the ground and cover your head with your hands!*
  - *It is important – laying down one is not on the shooting line. Bandits, seeing a person with hands on head will not shoot to such person.*
  - *Laying, do not spread your arms, running people could break them.*

### **"Collection of information"**

- *Discreet observation (try to remember appearance of the perpetrators, their characteristics, cloths, what kind of weapon do they use, vehicle that they could travel, etc.)*
- *Paying attention to details (if possible, try to hear what they are talking about to each other)*
- *Do not try to make their escape difficult!*
- *After their leaving people should not talk. All stories and impressions should be kept for the police. Otherwise everything remembered could be mixed with what the others have paid attention to.*

### **Manner of conduct while entrance of the AT unit assault group**

- *Immediately lay down on the ground!*
- *Do not make any sudden movements!*
- *Do not run and do not be hysterical!*
- *The best idea is to put hands on head.*
- *Do not try to "help" the police and do not try to overpower the attackers!*
- *Strictly execute commands given by the police officers!*
- *If you have a weapon, under any circumstances do not pull it! The civilian with a gun in hand on the shooting site is a bandit from the police officers' point of view.*

### **Summing up all the rules concerning behaviour**

***it is important to, above all, pay attention to:***

- *"Cool mind"*
- *be aware of the risks*
- *Calm and self-control*
- *Absolute execution of intervening police officers' commands*





#### 4. Subject: *“Critical infrastructure protection plan”*

##### I. Preparation of the Critical Infrastructure Protection Plans.

Regulation of the Council of Ministers of 30 April 2010 on Critical Infrastructure Protection Plans, § 4 section 2 1 item 1 c requires to agree the plan with the appropriate territorially Provincial Police Commander "in necessary scope"

This means that the Critical Infrastructure Protection Plan has to include information necessary of the Police.

Developed by the authors of the plan procedures may also predict participation of the appropriate territorially Police department in solving the crisis situation on any stage (phase) of it.

##### II. Issues of the Critical Infrastructure Protection Plan important from the Police's Point of View.

Analysis of instructions developed by the Governmental Centre of the Safety (*Rządowe Centrum Bezpieczeństwa*) concerning the critical infrastructure protection plans allowed to indicate issues, which should be considered from the Police's point of view.

- **Item 3 a)** of the plan requires to describe the threads having impact on the critical infrastructure's object.

In this point not only threads specified by the author of the plan should be considered, but also the Police's information. Where the Police has such data from? - from the analysis of situation of public safety and order.

- Directive of the Police Chief Constable no. 494 from 25 May 2004 ([Dz.Urz.KGP 04.8.33](#)) on methods and forms of performance of duties by police patrols, specifies methods and forms of performance of obligations in scope of human safety protection and keeping public safety and order by the police patrols with exclusion police officers' duty by road traffic, on territorial sees, internal sees and inland waters as well as in aircrafts.

- In accordance with § 6 of the mentioned directive, the police officer responsible for organization of the patrol shall perform in particular the following obligations:

- 1) ***drawing up of analysis of safety and order situation for the needs of location of service with use of information provided by units performing the operational-reconnaissance actions, by managers of prevention services units as well as coming from other sources including mass media, local authorities and local communities.***
- 2) ***specifying the areas in threat, places in threat, patrol routes in order to adapt and locate forces, measures and actions taken for the predicted in a specified place and time threat.***
- 3) indicating the ad hoc tasks for the patrol;
- 4) inspiring the subordinates and competent organizational units to take actions influencing on increase of feeling of safety by the citizens.
- 5) ***monitoring continuously the criminal thread situation, offences situation and other negative social aspects;***
- 6) drawing up the rules of patrol duties on post;
- 7) drawing up the plan of the patrols' location, ***which means planning while and on site of performance of patrol duty to cover all the facilities in threat by such duties.***
- 8) ***planning location of the intervention police units to, in case of need, direct all the patrols to one place and transport them to the site or place of intervention in as short period of time as possible.***

➤ According to § 12. 1. of the quoted directive, analysis of the safety and order situation for need of location of patrols should be based on assessment and monitoring of specific elements having impact in such situation, including:

- 1) quantity and nature of the crimes and offences;
- 2) places and time of committed crimes and offences;
- 3) manner of acting of the perpetrators;
- 4) circumstances and conditions advantageous for crimes and offences;
- 5) reconnaissance performed by the Police,
- 6) accuracy of the current deployment of the forces and means and their effectiveness;

- 7) identification of protected objects important due to the public interest and public safety;
- 8) current and periodic information on the level of feeling of safety based on the opinions of local communities.

***2. Analysis of safety and order situation should contain a description of the predicted threads and indication of the objective to get while performing duties, and tactics of the police patrols' operation in the indicated area.***

Organization of patrol duties based on areas of threads, places of threads, community policemen operation areas and other indicated areas, has to include:

- 1) cover by patrolling the selected areas and places of such type and adjustment of forms and tactics of performance of duty to these;
- 2) coordination and adjustment of a number of police officers designated patrol duties to current situation of thread in specified time and indicated locations;
- 3) directing to specific locations and regions, as far as possible, the same police officers;
- 4) cooperation with municipal police/commune police, Military Police, Border Guard, Railway Protection Guard and other institutions appointed to provide safety and order in the scope and on rules specified in separated regulations and agreements.

It can be seen that head of the appropriate territorially Police unit has all the necessary tools to fully indicate criminal threads that might affect the functioning of objects or systems of critical infrastructure. One has also tools for prevention of the defined threads.

In summary of the subject of threads' indication and reaction of the Police for such threads it might be said that the Police shall direct the patrols to areas of critical infrastructure's objects, when the performed analysis of public safety and order situation would indicate that it would be necessary.

Such way of operation will concern each phase of crisis and each level of alarm.

➤ Item 3d of instructions to preparation plans specifies resources of appropriate territorially institutions possible for use to protect critical infrastructure.

Before the administrator of the critical infrastructure's object asked for indication of possible for use forces and means of the Police, one should specify his own resources. The important issue, in order to specify involvement of the Police in protection of the object, is information about usage of security officers and obtained devices/equipment such as cars, and computer-processed i.e. system informing the Police, robbery alarm systems etc., and i.e. agreements with appropriate territorially Police unit in the scope of support in case of crisis situation.

It should be noted that asking for information about the Police resources, information on the own resources for **each of four crisis stages** should be given: **daily activities, the possibility of occurrence of threats, occurrence of thread and liquidation of its consequences, reconstruction.**

The police, as the body responsible for providing security and public order obtain the means which allow it to control the situation in any situation. There is the principle, the greater forces, the higher in the hierarchy decision-maker. For example: involvement of the anti-riot squads – decision to be made by the Provincial Police Commander, police academies – the Chief Constable The data obtained from the own analysis - the operator of critical infrastructure object – of resources, allow to optimize possibilities to use resources of the Police in objects' protection.

However, it does not mean that the Police shall perform obligations related to protection or security instead designated for such purposes companies – Specialist Armed Protection Units (*SUFO*).

➤ Item 4a) "fundamental variants of acting in thread situation or disruption of critical infrastructure" is going to include procedures for each defined previously thread.

In accordance with the instructions of the Government Security Centre such a procedure should include above all:

- description of organization and location of the possible crisis centre

***It should be noted that in response to criminal of terroristic events or events of catastrophe, disaster etc. there should be a place for designated police officer in the headquarter.***

- schemes of notification, external services and institutions alarming (including manner of external support)

***For this point possible robbery alarms should be also considered,***

- indication of needs of people, materials, information and financial required for a particular procedure

Including specialized forces and measured of the Police.

➤ In the item 5b "principles of cooperation with the appropriate territorially local authorities", author of the security plan of critical infrastructure would require, after contacting with appropriate Police unit, to describe a manner of **circulation** of information important for critical infrastructure protection for **both interested parties**.

➤ Important from the point of view of the Police will be the position concerning action if terroristic attack thread situation, on any alarm degree. The police will be a management body in the reacting for terroristic thread process in every crisis situation management plan.

***It would necessary to get acquainted with the schedule of activities after introduction of the specific alarm degrees, because the Prime Minister has imposed to the Police a number of tasks that would not be correctly performed with no cooperation with the administrator of critical infrastructure.***

For example, the tasks of the Police are:

- intensifying prevention and reconnaissance actions, which have to be conducted in cooperation with other national institutions and other organizations, entities or institutions, in particular in relation to objects and facilities important for country's defence, ***country's economic interest, public safety and other important country's interests*** located on the area of their operation, as well as large population centres,
- strengthen external protection of diplomatic missions and consulates, airports ***and other important public utility facilities***, in particular public transport facilities in cooperation with other units obliged to protect them,
- conduct active reconnaissance of threads in relation to located on the ***operation area objects and facilities important for the country's defence, country's economic interest, public safety and other important interests of the country – including critical infrastructure***
- ***checking out the security systems of objects protected by armed, professional security services units.***

Developing a way to jointly exercise the plans it should be taken into account that in the scope of planning of courses there should be used as realistic thread simulation techniques as possible as well as train cooperation with other national institutions, other organisations, entities or institutions performing tasks in the scope of human life and safety protection as well as national security and public order.

## 5. Subject: *“Training in critical situations negotiations”*

Operating of negotiation is a short story in Poland. In 1990 there was made first negotiation section in the Counter-Terrorist Department of the Capital Police Command. The police officer of this Negotiation Section were taking part in negotiations conducted with perpetrators in a number of different crisis situations. These task were executed mainly based on their own experience and intuition, because on that time there was no system of police negotiating based on provisions of law and specialized trainings. The situation in the country in terms of professional negotiators was critical. The negotiations were being conducted by unprepared persons and the manner of their conducting looked like scenes from the “Dirty Harry” action movie.

The first important element allowing to create the police negotiations system was an initiative of the United States to train candidates from Poland to negotiators as part of the Department of State’s Counter-Terrorists Helping Programme. Such training was held on 1994 in Police Academy in Baton Rouge, Louisiana.<sup>1</sup> Poland was represented on the training by few-people groups from the following organizational units: Police Headquarters, Office of State Protection, Ministry of Interior and Administration, Border Guard Headquarter, Mobile-Defence Response Group, Prison Service. The author of the article participated personally in such training and was a co-creator of the Polish police negotiations system.

Classes of the negotiation training were conducted by experienced negotiators of FBI. Classes were conducted at different times of the day, also at night. The participants got a theoretical knowledge and then conducted negotiations with all kinds of perpetrators while crisis situations. The culmination of training were very exhausting two-day negotiations with the perpetrators that held hostages.

After return to the country only negotiators of the Police Headquarter have taken action to create the police negotiations system. In 1994, the Chief Constable has issued a decision no. 86/94 on the establishment of the programme-methodical group for police negotiations (*Zespół programowo-metodyczny ds. negocjacji policyjnych*). After the development of the course programme for police negotiators and the pilot course, the trainings process has started. Designated by each Provincial Police Command candidates for negotiators had to take part in such trainings. They had to meet the following conditions: resistance to stress, the ability to control emotions, able to easily cooperate, experienced professionally and, the most important, willing to take a position of the police negotiator.

Results of the psychological tests in scope of the negotiator’s psychological profile were also important for selection of participants.

Due to the fact that crisis situations occur sometimes in areas under the jurisdiction of other institutions than the Police, on the request of management of such institutions the Chief Constable made a decision to allow participating of indicated by these institutions persons in negotiators’ trainings. In the negotiators’ trainings took part, except for the police officers, representatives of: Border guard, Prison Service, Military Police, psychological consultants, commanders of military units, Mobile-Defence Response Group, National Fire Service. Up to 2003 about 500 participants, mainly representatives of the Police, took part in professional courses for negotiators.

Professional trainings in the scope of basics of negotiating were being organized for

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<sup>1</sup> The author, as participant of a number of international counter-terrorist trainings and co-author of the police negotiations system, is showing his personal account concerning the police negotiations.

operation/police actions commanders. The participants were Provincial Police Commanders, Poviát Police Commanders, City Police Commanders, Police Station Commanders and their deputies. The purpose of these courses was to show to the organizational police units' management possibilities of use of the tool such as negotiators, in the scope of solving crisis situations with minimizing need to use force.

An attempt to solve the crisis situation by negotiations is a standard used by police and safety institutions of European Union's Member States as well as United States of America.

The "Randa" American Agency conducted a research ending up with results showing that there were 780 hostages per 1000 killed in a number of crisis situations, in all around the world, while storming conducted by counter-terrorist units. The tragic and painful example of such research is the case of tactical operation of freeing hostages by "Alfa" counter-terrorist unit conducted in "Na Dubrowce" theatre in Moscow. As a result of use of the paralysing gas by counter-terrorists there were over 100 people died.

Solution of crisis situation by use of the negotiating process builds a positive image of the Police, increases its authority and public confidence. Force solution is sometimes necessary, especially in a situation of imminent danger of life of the hostages, but at the same it causes irreversible effects. Life and health may be lost not only by criminals and terrorists, but also hostages, police officers and outsiders.<sup>2</sup>

On the basis of Directive no 4/02 of 26 March 2002, of the Police Chief Constable on forms and methods of performance of police negotiations and Decisions of Provincial Police Commanders on execution such Directive, the Police Freelance Negotiation Groups of the Police Headquarter have been established. The police negotiators and representative of the Provincial Police Command on a position of the Provincial Negotiation Coordinator were involved in creation of such groups. The groups have received support in the form of professionally trained psychology consultants of the Provincial Police Commands' Psychologist Groups.

The groups have been set up in order to solve difficult crisis situations with human life risk that could not be solved in different ways without high risk. This is still new (in spite of few years of operation), alternative "tool" in the Police's and other institutions' "hands". Negotiators would not replace specialised counter-terrorism units. Existence and cooperation of these formations is necessary and use of both options at the same time gives more possibilities and makes taking decision by persons responsible for solving crisis situations easier.

### **Principles of operation and the to-date results**

Negotiators are involved in resolving crisis situations that can be divided into three general categories:<sup>3</sup>

- taking and holding of hostages or kidnapping of people for ransom,
- suicide situations
- the threat of the use of explosives or other dangerous materials.

As it can be seen from the statistics, the number of such incidents in the country is

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<sup>2</sup> K. Jałoszyński, *Współczesny...*, s. 131-133.

<sup>3</sup> Directive of the Police Chief Constable no. 4 dated 26 March 2003 on forms and methods of performance of police negotiations. K. Lidel, P. Piasecka, *Jak przetrwać w dobie zagrożeń terrorystycznych*, Warszawa 2007, s. 56-57. (How to survive in times of terrorist threat)

growing. Such situation in connection with the growing terrorism threat and criminal terror, justifies fully the existence and the need to develop groups of negotiators in the Provincial Police Commands.

Negotiators, solving crisis situations, work according to clearly defined rules and procedures, compliant with standards accepted by other European countries and by United States of America. To improve skills, negotiators take the most from experience of the FBI agents' and Police of: Great Britain, Germany, Spain and France. In accordance with the accepted rules, negotiators, resolving an incident, always work in a team of minimum 3 persons, and depending on the degree of complications and time of conducted activities, the team should consist of five or more people. Only suicide attempt incidents, where the most important is time of reaching on place and as quick commencement of talks as possible, operation of a team of two negotiators is allowed. The decision on commencement of negotiations as well as on ending or holding of negotiations is always to be made by the operation commander or police action commander. Negotiators do not command, they are often advisors and suggest solutions to commanders.

It can be noticed that almost all incidents, where the negotiators have been used, were ended up with success of police. Due to professional operation no involved person was seriously hurt. In our country there are in average 160 incidents per year, in which the negotiators took part (in actions and operations) and the number of crisis situations is growing. In addition, due to new tasks for the police caused by changing reality and getting better awareness of police negotiations in management, the negotiators are used increasingly in actions related to extremely danger criminals and during protection of social protests and mass events.

### **3.2.2. Training and development of the negotiators**

Continuous self-improvement and systematic training are needed to achieve high level of professionalism allowing to obtain good results. All the negotiators have passed the identical in matter training as FBI negotiators as well as training in scope of Management while Crisis Situation. Moreover, once a year they participate in organized by the Police Headquarter improvement courses. These are the required minimum to keep the right professional level of the negotiator. All the rest is the result of self-improvement such as participation in civilian professional courses, analysis of the professional literature and continuous exercising of negotiation techniques. Thanks to such preparation, the negotiator may operate efficiently and effectively on crisis situation site.

#### **Difficulties and problems**

All the negotiators perform their obligations as freelancers. Normally, they work every day in their mother-departments, perform their duties with no relief due to the position of the negotiator. Keeping a high quality of professionalism requires access to professional literature and taking part in payable trainings that causes costs. It also requires a large amount of time that has to be spent for self-training. The lack of legislation in such a scope does not allow the negotiators to compensate the held by them costs and spent time. The fact that the negotiators despite these problems systematically improve their skills and the Freelance Negotiation Groups of the Provincial Police Command (KWP) are very mobile and efficient is only because of the full commitment an passion that such new police's activity gives to them. However, the extension of duration of such condition generates a number of



dangers. Passion and “amount” of the commitment are not endless. If they did not gain recognition and understanding for a long time, they would decline and end. Extension of such situation to much generates feeling of no perspectives that might be a reason of quitting the sector of negotiations by valuable specialists. As a result, it would cause a need for training from the beginning new people and the team construction process would have to be done again from the beginning.

Another problem is the lack of location of freelance negotiators within the command structure. From the formal point of view, the staff is in the headquarter of Provincial Police Command, but for organization of work and logistics there is Head Officer of the Headquarter responsible. The Police Negotiation Coordinator permanently employed in the Provincial Police Command Headquarter is obliged to collect documentation, plan and organize trainings. There are many tasks for the team and coordinator, because apart from conducting negotiations there is an urgent need for providing cyclical trainings in the appropriate scope for specific groups of police officers:

- head of actions and police operations (commanders and head officers of the field units) in scope of information on use of the team and related to it possibilities,
- duty services of Poviast Police Command and City Police Command in the scope of the team notification procedures, providing means of transport and event documenting,
- police officers of intervening and criminal departments in the scope of procedures to be conducted on the area of event until arrival of the negotiators.

## Basic Definitions

### **Terrorism**

- illegal use or threat of use of violence against persons or property to obtain economic, political or social objectives.

- any behaviour of persons threatening the life, health of people or property.

### **Perpetrator of Crisis Situation**

- the person or persons attempting to gain power, recognition, impact, material benefits using physical or mental violence

### **Hostage**

- a person held as a mean of protection for the performance of certain requests.

### **Negotiations**

- communication process conducted to resolve the crisis situation

### **Staff of the Operation Commander**

group of persons of different departments engaged in coordination of actions directing to the common objective while the crisis situation.

## Types of Perpetrators of Crisis Situations:

### Mentally Ill – Paranoid Schizophrenia

#### Negative Symptoms:

1. Autism – an advantage of interest in its internal experiences, progressive loss of contact with the outside world.

Patient lives one's own desires, fears and one's own imagination; does not share with the people in the content of survive because, among other things, becomes to the environment more and more incomprehensible. People treat such person more and more critically and disapprovingly, as a consequence, that hurts the patient's dignity, and tends to withdraw from people and to isolation. (Vicious circle mechanism) Autism is a disorder of communication between human beings.

2. Changes in the sphere of feelings, e.g. may appear a reduction or rather emotionally disorder, often its neutralization. Communication with patient is superficial. Inrushes attempt in patient experiences or bringing into some kind of action or contact causes one's own resistance or anger.

3. The so-called decomposition of personality (the result can be a disintegration of personality structure) – concerning the majority or all of the aspects of personality structure.

Coexistence of the individual with the environment is disrupted, and affective reactions are not match for the reality. Decomposition of personality may cause the lines and content of thought disorders (e.g. distractedness of thought, the difficulty in constructing logical sentences, neologisms, strange phrases, e.g. I made a domesticity animallyfeedy – I fed domestic animals.)

In various cases of schizophrenia, these symptoms occur with a different intensity. Paranoid schizophrenia is characterized by, among other things, including the schizophrenic process and paranoid syndrome. This clinical form of schizophrenia is the most common. Other symptoms are hallucinations and delusions.

#### ✓ Hallucinations:

1. observations (or impressions), occurring without stimulus operating from the outside,
2. cast out,
3. they are accompanied by a sense of reality.

(Auditory, visual, tactile, gustatory, olfactory hallucinations; the impact of the body in paranoid schizophrenia - usually auditory).

- ✓ Delusions (thinking content disorders) - false judgments which patient speaks with deep conviction of their regularity, without correcting them even though the obvious evidence of deficiency.  
(delusions of persecution, jealousy, hypochondriacally, sinfulness and guilt, grandiosity, impacts, control belong to a group of symptoms characteristic for paranoid schizophrenia.)

### **MENTAL PATIENTS - MANIC-DEPRESSIVE psychosis**

Basic feature is periodically occurred disorders of mood, emotions, activity in the form of depressive syndromes (endogenous Depression), and in some patients - in the form of mania. (Such psychosis may has a mono-polar character – mostly endogenous depression, or bipolar depression - endogenous and mania).

#### **Manic syndrome**

Negative symptoms:

1. Mood disorder - continuous state of contentment, joy, happiness; carefree, prone to making jokes, the lack of adequate emotional responses to unpleasant events. In very severe manic states good feeling and cheerful mood may disappear, and may appear the mood, which is called irascibility. Irascibility can emerge when the patient faces resistance in achieving the aims.
2. Motor-mental retardation disorders: the pace of thinking is getting faster, can achieve knight's move thinking. In severe manic states associate is carried out on the basis of the accidental similarity of words, sounds. There is a large reversibility of attention. Physical activity almost always increased.
3. Biological rhythms disorders - sleep and vigil disorders - a small amount of the night sleep, waking up early.

Positive symptoms:

Overstated, uncritical evaluation of oneself, one's own capabilities (referencing to delusions of grandiosity), not seeing the obstacles, the volume of short interest, increase in sexual desire.

#### **Endogenous depression**

Negative symptoms:

1. Lowering the basic mood felt by patients as a state of sadness, depression, inability to joy experience, satisfaction, and sometimes it is the neutralization connected with the inability to experience both joy and sorrow.
2. The weakness of rate of mental and motor processes - slowing down the pace of

thinking, memory weakness, a sense of failure. Decreasing in physical activity; among some patients motor inhibition, among others - increased anxiety and excitement of movement.

3. Anxiety – a specific syndrome of motivational reactions of organism, stimulated by the stimulus from the inside of the body.

Secondary symptoms:

- content of thought disorder (depressive judgements are dominated), such as negative depressive self-personal assessment, behaviour, health, pessimistic assessment of the present and the future.
- dysfunction of operation in the social group (family, work), a sense of intellectual and physical incapacity, feeling of constant fatigue.

It should also be mentioned here about masked depression (sub-depression). This term means that all the basic symptoms (negative) and secondary occur in low intensity. It can also mean that depression as a basic symptom does not occur.

Then come to the fore other symptoms:

1. mostly sleep disorders,
2. anxiety,
3. different pain syndromes.

## **PERSONALITY DISORDER**

Mental disorder can cause, first of all, abnormal behaviour, hindering or preventing the adaptation to the social environment. Such disorders are usually deviations in terms of feelings, sex drive, willpower, imagination and pace to respond to external incentives, and their way of living and feeling. They may concern the emotionally-aspiring stability; rely on excessive vulnerability to the impact of other persons or of the current environment.

### **1. Antisocial personality**

Personality disorder characterized by a disregard for social obligations, lack of feelings in relation to "others, explosive violence or rigid indifference. There is a clear mismatch between the behaviour and social norms. Often a person with this type of behaviour is emotionally cold, can be irritable, aggressive. Have little tolerance for frustration. Such person explains the behaviour, leading to conflict, by mistakes of others, or gives other explanations; ;is willing to lies; ;is characterized by one's own cynicism, selfishness and egocentrism; is often punished;

## 2. A man in crisis

Mental trauma evokes usually physiological depression and weakness. Sometimes, however, the trauma situation leads to especially deep reaction. It may cause a reactive depression. It is characterized by significant malaise, which depends on the fluctuations of the situational factors. The man shows one's own slowdown in movements and speech, speak slowly, with difficulty. It should be considered the possibility of appearing, not always disclosed, suicidal tendencies, and attempts to make them a reality.

A sense of injustice occurs, and also bitterness, suffering and feeling sorry for oneself.

## 3. Inadequate personality

These are the people who in the sphere of emotions, drives, willpower, deliberate activity, and the ability to control over their behaviour remain as children. They are sometimes called. "life losers", whose lives have been run of failures, which have made them lost in their bad experiences, and who have turned good experiences in bad.

### ***SCHIZOPHRENIC PARANOID - tips to negotiate***

- ✓ Encourage him/her to speak, relief his/her frustration not to take out the tension connected with it on the hostages. Sit down and listen to (although it is very difficult). Listening is the best way to develop a good contact. Listen actively, rephrase.  
S. has a strong need to talk about their mission – engross him/her in discussion. You can then assess his/her intelligence and degree of contact with the reality.
- ✓ Do not discuss with the perpetrator about logic and hallucinations. He/She firmly believes in it. Listen and do not judge. Accept what he/she is talking, but not identify, just talk, e.g.: "I understand that you can hear the voice of God, I believe in it, but unfortunately I have not heard it, although this is very important," tell me more about this". If you are going to argue, you can provoke the violence. Do not lead to confrontation. Do not argue with the perpetrator.
- ✓ Accept that the perpetrator will not trust you. That is one of the symptoms of the illness deepening due to stress. S. does not have friends, so do not say: "trust me", because he does not trust anyone (does not have this feature). Remember, because of this you can be rejected as a negotiator.
- ✓ Do not use non-police negotiators, especially family members. These people can only be as a source of help and information.
- ✓ You can offer an access to the media in return for the release of the hostage, or another gesture of good will.
- ✓ Refusing, by the perpetrator, the negotiations with the police or release of any hostage is

- a sign indicating that there may be a confrontation.
- ✓ Release the hostage is a sign showing the perpetrator is capitulating.
- ✓ When "THAT" time is coming, the negotiator should talk to the perpetrator. The negotiator should emphasise that the perpetrator should skip the initial deadline for the ultimatum.
- ✓ Looking for an appropriate negotiated techniques take into account: who are the hostages and what requests placed the perpetrator. Consider whether the nature of the requests is expressive or instrumental; which of these are more important to the perpetrator. Too quick complying with the instrumental requests (before the perpetrator will have been tired) can make faster the request for fulfilling the expressive needs, underlying the incident - the perpetrator may commit suicide or kill the hostage. "Fatigue" of the perpetrator causes that upon fulfilment of the instrumental requests he/she is rather inclined to give up than to continue to request arising from his emotional mental structure.

#### CRIMINALS - inadequate personality (tips to the negotiations)

When we enter into contact with such a person, we can conclude that he/she is basically normal, but very frustrated.

Negotiations begin mostly with placing exorbitant requests by the perpetrator (e.g. he/she asks for a very large sum of money). Gradually as a result of such negotiation he/she reduces requests (sometimes to sandwiches and beer).

During negotiation he/she tends to be impulsive. Gradually introduce new stimulus.

\* It happens that he/she does not want to talk directly with the police fearing failures; In such case he/she uses the hostage.

Approach the negotiator should be similar to wronged and disappointed baby. Encourage him/her, do not talk about failures; talk about successes; respect him/her. Ensure understanding and acceptance. Enhance his/her "ego".

The perpetrator is often a very straightforward person – negotiator's utterance about any topic is received by the perpetrator as a pestering – you would better keep a distance and reticence, which build trust in the negotiator.

The topic of conversation can be problems, what the perpetrator had in the past and that were resolved positively. The perpetrator's failures should not be the topic the conversation.

The negotiator should relatively early takes care of the perpetrator's biological needs (eating, drinking, etc.).

\* If the perpetrator decides to release the hostage, this should be done quickly, because the perpetrator might change one's own mind (after ensuring that he/she supports the proposal to exchange something for something).

\* Do not obstruct the fulfilment of basic needs. The fulfilment of complicated requests can be tried to change on the fulfilment of the simple ones.

### ***CRIMINALIST - antisocial personality (tips to the negotiations)***

- The negotiator should be a provider of incentives for the perpetrator (otherwise he/she will take the hostage). The negotiator should deal with options of making decisions by the criminal.
- The negotiator cannot show dissatisfaction, not to prove his weakness.
- Attempts to play the therapist by the negotiator can be dangerous, as the negotiations "face to face" (the negotiator should be aware of the perpetrator's impulsivity).
- Due to the perpetrator's self-centeredness, the Stockholm syndrome cannot be expected - especially positive feelings to the hostages.
- The show of force of the police may be the reason for dragging out the situation by the perpetrator.
- The negotiator should avoid talking about punishment, imprisonment, hospitalization. If the topic about the correction unit cannot be avoided, lead it in an optimistic tone.
- The negotiator should convince the perpetrator that the maintenance of the well feeling of the hostages lies in the perpetrator's interest, as well as their release.
- The negotiator should help the perpetrator "to save face" (avoid embarrassment).
- The perpetrator shouldn't be allowed to leave the site of the event with the hostages. There should be no trust for the agreements made with the perpetrator
- In the negotiations follow an exchange of "something for something." The gratitude of this type of the perpetrator cannot be expected when he/she is not requested for something in exchange for the Police's concession.
- Do not use in the negotiations the members of the family, even if the perpetrator requests that - family relationships can be emotionally loaded.
- It is convenient to play on their "egos" with such positive statements, e.g.: "probably the person as intelligent like you are, understands that..."
- The suicide cannot be made impossible, but the risk of it committed by the perpetrator is rather small.

### **PEOPLE IN CRISIS**

#### ***DESCRIPTION***

Some of those who found themselves in the role of hold hostage are generally normal human beings, who have not had in the past diseases or mental disorders, and are likely to respond to a series of events that have extremely sharply changed their lives. An example of the situation changing life can be personal, or family, financial problems. That person probably thinks that he/she is lonely, and without any kind of foothold or a possible option.

- Showing symptoms include: increased tension, a sense of hopelessness and helplessness, the feeling of loss of control, accompanied by a very narrowly aimed understanding of the problem, theirs personally, and possible solutions.
- The hostages can be family members, co-workers or customers, or strange people. They



can also keep one themselves as one hostage.

- Their requests are usually reasonable and relate to the recovery of job or escape, or any other, embedded in the realities of matters.

### **Guidelines for negotiations**

- Give the time to the perpetrator who holds the hostage to relieve himself by saying his hostile words, giving the authorities access to wider information, by means of which schedule a tactical move.
- Use reflections, as a technique clinically proven and devoid of any risk. This is a useful tool when creating a bridge for communication between the perpetrator and the negotiator who holds the hostages.
- Enhance rational dialogue between the perpetrator holding the hostage the negotiator.
- The basis for further negotiations build on the basis of the experiences of dealing in the past with other dilemmas by individual detaining hostage.
- Point out in an interview with the perpetrator holding the hostages that other people were faced with similar problems. This particular situation also has a solution.
- Show your sympathy to the person holding the hostage to obtain grater view on elements directing to such incident.
- Extend your perspective on a situation which we are faced with by developing the option, together with the perpetrator holding the hostages.
- Find time for the diagnosis of the problem, which is crucial in terms of motivation, and gives a perspective on the crisis.
- Work in the realistic and having a connection with the situation of the short-term goals direction, which can be completed, understood, and believed by all parties involved in the negotiating process.
- Non-policy negotiators will have marginal value, due to the lack of formal training in law enforcement.