

École nationale  
d'administration  
pénitentiaire

# CRISIS MANAGEMENT TRAINING



# 1. National Context and training modalities



- many hostage taking situations (9 in 2016)
- **Other crisis situations** : suicidal crisis, collective movements, refusal to return to the cell

⇒ **2005** : crisis management training for first responders (managers & officers)

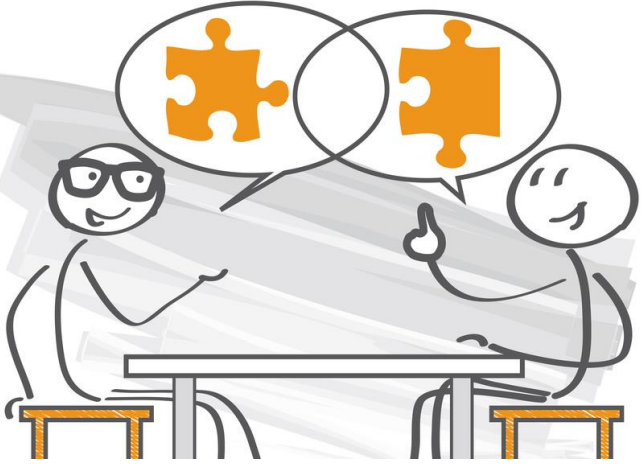
⇒ **2016** : hostage taking training for the regional intervention and security squads (« crisis mediator » training)

⇒ **Compulsory drill** in the prison for the managers every year

⇒ **Training at the ENAP** :

- A **17-hour-training** over a week, at the end of the curriculum (to gain some hindsight) for prison managers

## 2. Communication in a crisis management situation (4 hours)



- Communication principles
- The steps of behavioral change (how to influence through dissuasion or trust)
  - ⇒ Role-play exercise out of a correctional setting
- managing an aggressive person and a suicidal person
  - ⇒ Real-life video (identifying mistakes)
  - ⇒ Emergency instruction sheets (to do/not to do)
  - ⇒ Mastering procedures



### 3. Hostage taking (4 hours)



- Different steps of the hostage taking situation Potential reactions of the hostages
- Recommendations when being first responder or hostage

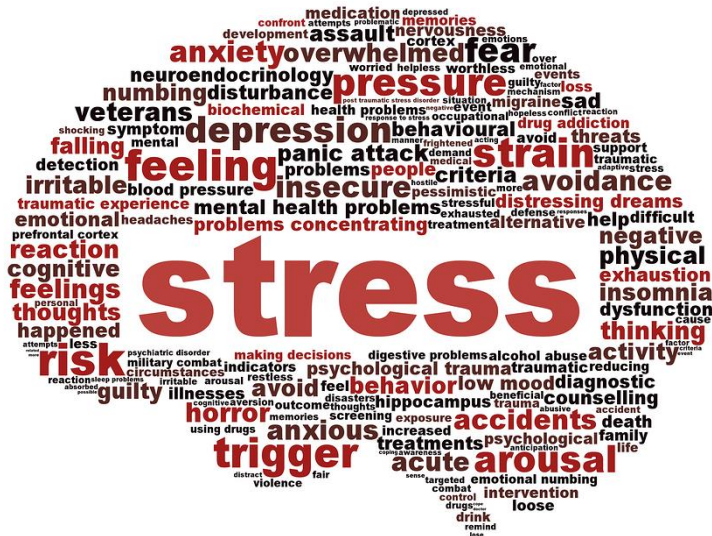
- Screening of a real life video (hostage taking) to identify mistakes
- How to avoid additional incidents
- How to deal with the situation after the incident
- Debriefing





## 4. Crisis, stress management and decision-making (3 hours)

- Theoretical course on stress (origins, impact on reactions and decision making ...)
- Mastering the different stages of crisis management
  - Reflexes to acquire
  - Strategy implementation
  - Behaviour and procedures
  - Crisis unit implementation
  - The aftermath of the crisis
- Operational watch (crisis prevention)
- Summarized instruction sheets ('reflex sheets')



## 5. Simulation exercises (6 hours)



- A crisis unit is recreated in a room, with a fake plan of a prison and the configuration of the simulation building
- A hostage taking is simulated with actors
- Trainees as first responders
- Staff as authorities or hostages, families of hostages, journalist, inmates creating additional incidents in detention
- 2 hours of simulation and 1 hour of debriefing







## 6. Conclusion



- Challenges remain (better coordination, logistical issues...)
  - The use of real life videos is increased
  - Despite harsher sentences, hostage taking situations continue
- 
- The risk is increasing with radicalisation of the inmates
  - Difficulty to assess the type of demand and to distinguish the announced intent and the real intent of the hostage taker