

# TRUSCOTT

## Crisis Leaders

### CRISIS MANAGEMENT OF A CONFINEMENT SITUATION

The head office should immediately follow its kidnap for ransom and extortion plan if contact is lost with an employee for whatever reason. If contact is established, the international evacuation plan maybe required. The aim of these plans is to achieve the safe release of the employee, to support the family of the employee, to protect the company's legal and commercial interests, to minimize management disruption and stress, and to ensure liaison with the local law enforcement agency.

A plan enables the company to initiate early negotiations where personal safety, life of a hostage, or company operations is threatened. Negotiations are normally handled initially through a local negotiation team, possibly consultants.

The overall aim is peaceful, negotiated resolution by withstanding kidnapper's demands, concessions or financial ransom for as long as practicable before complying with their requests.

Ultimately a company may choose to authorize a professional rescue effort where it is deemed appropriate. It is important that plans determine who the decision-making authority is, normally the CMT leader.

The local negotiation team has responsibility for the initial negotiation proceedings, gathering information, and any tactical response.

The intent is to win time so that the CMT can consider all available options prior to responding to any demands.

Like all crisis situations, the key step is to find and check the facts in a methodical way using intelligence gathering staff work to note anything unusual, to ascertain common factors, logical groupings, linkages, possible scenarios and such like.

A situation may be in the form of a threat to cause damage or it may involve the actual kidnapping of a person. There may be attempts to extort money or concessions.

The threat may originate from a local or remote source or a third party may communicate it. When talking to a terrorist or kidnapper, write detailed notes if a checklist is not available to help determine proof of life.

Assign a code name to the caller to confirm the caller's authenticity in future calls. Pay attention to what is being said and in particular the background noises. Try to keep the caller talking as long as possible and do not hang up so that the line can be traced. It is ideal to establish a dedicated telephone line for all negotiation contact, with recording equipment installed.

Options need to be continuously evaluated. They may include conceding immediately, resisting demands, agreeing on a target settlement sum, cooperating to preserve life through an initial offer but not to suggest terrorists expectations will be fully met, suggesting a lesser goal could be met in the short term; or seeking government acceptability of an offer being made.