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The Importance of the First Responder in Dynamic Crisis Management: Active Aggressors, Explosive Devices, and Application in the Military Police of Amazonas

The Importance of the First Responder in Dynamic Crisis Management: Active Aggressors, Explosive Devices, and Application in the Military Police of Amazonas

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Summary

The first responder plays a central role in responding to critical incidents involving active aggressors and explosive devices, scenarios where immediate and procedurally correct decisions determine the outcome of the crisis. This article analyzes the importance of this agent in the dynamic management of crises, investigating how their preparation influences operational results. Methodologically, a qualitative approach was adopted based on a systematic literature review and document analysis of federal and state legislation and Standard Operating Procedures (PMAM and PMMG), compared with international reference protocols (FBI and DHS).

A significant gap was identified in ongoing training regarding the integration of the four necessary competency dimensions: technical-tactical, cognitive, psychological, and legal. The results demonstrate that the effectiveness of the first response depends on the assimilation of distinct protocols for each threat: containment, isolation (minimum of 100 meters), and prohibition of handling explosives; and rapid assessment, neutralization, and dynamic evacuation for active aggressors. In the Amazonian context, marked by logistical distances that delay specialized support, the technical proficiency of the first responder becomes critical. It is concluded that the institutionalization of systemic training in the four competencies, combined with clear mandates and post-incident support, constitutes an essential strategic investment for the preservation of lives and the legal security of the agent.

Keywords: Standard Operating Procedure. Active Aggressor. Explosive Devices. Dynamic Crisis Management. Police Training.

Abstract

The first responder plays a central role in the response to critical incidents involving active assailants and explosive devices, scenarios where immediate and procedurally correct decisions determine the outcome of the crisis. This article analyzes the importance of this agent in dynamic crisis management, investigating how their preparation influences operational outcomes.

Methodologically, a qualitative approach was adopted based on a systematic literature review and documentary analysis of federal and state legislation, and Standard Operating Procedures (PMAM and PMMG), compared with international reference protocols (FBI and DHS). A significant gap was identified in continuing training regarding the integration of the four necessary dimensions of

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competence: technical-tactical, cognitive, psychological, and legal. The results demonstrate that the effectiveness of the first response depends on the assimilation of distinct protocols for each threat: containment, isolation (minimum of 100 meters), and prohibition of handling for explosives; and rapid assessment, neutralization, and dynamic evacuation for active assailant. In the Amazonian context, marked by logistical distances that delay specialized support, the technical proficiency of the first responder becomes critical. It is concluded that the institutionalization of systemic training in the four competencies, combined with clarity of mandates and post-incident support, constitutes a strategic investment essential for the preservation of lives and legal protection for the agent.

Keywords: Standard Operating Procedure. Active Assailant. Explosive Devices. Dynamic Crisis Management. Police Training.

1 INTRODUCTION

The escalation of incidents involving active aggressors and explosive devices represents a Gun violence is a growing challenge for public security forces. Internationally, it is a significant issue. Archive (2026) reveals that the United States recorded 408 mass shooting incidents in 2025. maintaining a critical frequency of approximately 1.1 occurrences per day. In Brazil, the scenario is Equally alarming, the number of attacks on schools has jumped from a historical average of three. Annual events (2002-2021) decreased to sixteen records in 2023 alone (Brazil, 2023).

Corroborating this trend, Vinha and Garcia (2025) emphasize that the phenomenon of violence Extreme cases in educational institutions are experiencing an unprecedented acceleration, with 27 documented cases. attacks between 2022 and 2024, a volume that represents more than 60% of all recorded occurrences. in the country since 2001. To detail the nature of these threats, the Sou da Paz Institute (2023) verified that 46% of the incidents involved the use of firearms and 42% the use of bladed weapons, confirming the pattern of high lethality and the complexity of the means employed in the incidents. Brazilian women already presented.

At the same time, the use of explosive devices by criminal organizations presents... Specific statistics indicate high levels of dangerousness. Nationally, Feitoza and Alves Jr. (2020) They recorded 4,571 criminal incidents involving explosives between 2013 and 2017. Focusing on the regional context, Sales and Januário (2025) identified that, in the state of In Amazonas, 231 incidents involving explosives were documented between 2018 and 2022. Although they have different means of execution, Distrito Federal (2023) emphasizes that both threats They share a defining characteristic: the nature of a "dynamic crisis." In these scenarios, the impossibility of waiting for the arrival of specialized units without increasing the risks of Loss of life or irreversible damage demands an immediate and qualified response from the first responders. police interventionist.

In this context of dynamic crises, the figure of the first responder emerges as central. The military police officer who first identifies and confronts the critical situation, assuming responsibility.

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initial focus is on stabilizing the situation and preserving lives (Aguilar, 2017). Unlike

In routine policing, the first responder faces situations where time is a factor.

adverse critical. Furthermore, US studies from the Department of Homeland Security (DHS)

They indicate that situations with active shooters generally last between ten and fifteen minutes before...

arrival of specialized forces (United States, 2008). During this interval, the first

The intervener often becomes the only barrier between the aggressor and their potential victims.

In crises involving explosives, the temporal dynamics take on a distinct, but equally critical, configuration:

Every minute of delay in proper containment and isolation increases the risk of activation.

accidental or victims of curiosity (Aguilar, 2020).

Although the specialized literature tends to address the different types of crises separately,

An important conceptual evolution is noted. For active aggressors, Aguilar (2017) proposed the

Immediate Perception of Danger as a response to the obsolescence of the static containment model in the face of
of the VUCA reality (Machado, 2014), while Racorti (2023) established clear parameters for

to differentiate between static and dynamic crises. Regarding explosive devices, Souza (2018) elaborated further.

The procedures for first intervention in the PMMG (Military Police of Minas Gerais). This entire framework is aligned with the doctrine.

precursor to Souza (1995), laying the foundation for the Standard Operating Procedures that the PMAM

developed the typologies of crisis with explosives and first responder (PMAM, 2022).

However, a significant gap is observed in the literature and training programs: a
absence of an integrated approach that simultaneously develops the four dimensions of

The necessary skills for the first responder – technical-tactical, cognitive, psychological, and legal.

Existing studies tend to fragment these dimensions, treating shooting skills separately.

of legal aspects, or emotional competencies detached from tactical procedures. This

This fragmentation is reproduced in the training programs of police academies, which

They often offer isolated instructions in each area without promoting the necessary integration for
performance in highly complex scenarios. The operational consequence of this gap manifests itself in

Inappropriate interventions: technically skilled police officers who commit excesses due to lack of knowledge.

legal, or legally trained agents who fail in tactical execution due to lack of preparation.

emotional. According to Wendling (2018), inadequate psychological preparation compromises the
operational capacity, while Aguilar (2020) highlights the need for integration between the
dimensions of competence.

Given this gap, the central problem of this investigation emerges: how to prepare

The appropriate intervention of the first responder influences the outcome of dynamic crises involving aggressors.

Assets and explosive devices? The guiding hypothesis argues that the effectiveness of the first response

It depends on ongoing training that integrates the four dimensions of competence in a way that...

Systematic and well-coordinated, with protocols that differ according to the type of threat faced.

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This perspective assumes that the current fragmentation of training programs compromises the operational capacity of the first responder, exposing him to unnecessary risks and reducing the probability of favorable outcomes.

The overall objective of this study is to analyze the importance of the first responder in Dynamic crisis management involving active aggressors and explosive devices, investigating How proper preparation influences operational results. Specific objectives They include: systematizing the theoretical foundations that support the centrality of the first. Intervene in both crisis modalities; identify operational responsibilities. differentiated according to the type of threat faced; examine the neurophysiological challenges and psychological factors inherent in performing under extreme pressure; analyze the four dimensions of competence necessary and their interrelationships; and to propose integrated capacity-building guidelines applicable to the context of the PMAM. The relevance of this research is justified by the pressing need to strengthen the function from the first intervenor through a holistic approach that overcomes the fragmentation of programs of current training.

The article is structured in five sections: after this introduction, the methodology is detailed. employed; subsequently, a literature review on crisis management is presented, profile of the threats and legal basis; the results and discussion examine the responsibilities differentiated, psychological challenges and the integrated competencies model; finally, the The final considerations summarize the findings and present recommendations for first-level training. Intervenor in the Amazonian context.

2 METHODOLOGY

This study is characterized as qualitative research, based on analysis. documentary and bibliographic review, according to a methodology consolidated in the social sciences (Gil, 2008). Qualitative research, according to Minayo (2010), constitutes an appropriate approach for deepening the understanding of complex institutions and phenomena, allowing access meanings and values that would not be captured by quantitative methodologies. In the context Specifically for this work, the approach is justified by the need to understand not only written rules, but also interpretative and operational dimensions of how such rules are applied by the PMAM.

The design is structured around a comparative analysis of the responsibilities of First responder in two distinct crisis scenarios: active aggressors and explosive devices. The documentary sources consulted included: applicable federal legislation (Constitution) Federal Constitution of 1988, Penal Code, Military Penal Code, Law on Abuse of Authority); legislation

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State of Amazonas (Law 3.514/2010, Statute of Military Police Officers, Disciplinary Regulations);

PMAM Standard Operating Procedures manuals relating to first intervention in both crisis modalities; international reference protocols (FBI, DHS); and literature.

A well-established academic background in crisis management.

The analytical treatment of the documents used content analysis techniques according to...

Bardin's (2011) framework, structured in three phases: pre-analysis (floating reading, definition of documentary corpus); exploration of the material (systematic coding, thematic categorization); and Treatment of results through inferences and interpretation. The application of this methodology

It allowed us to identify recurring patterns regarding legal limits, safety procedures, and axes.

priority decision-making. The systematic analysis also made it possible to trace how international concepts

They are translated and recontextualized within the PMAM (Military Police of Amazonas) regulations, recognizing the particularities of... Amazonian context.

3. THEORETICAL FRAMEWORK

3.1 Crisis Management

The contemporary understanding of crisis management emerges from the development doctrinal process carried out by the US Federal Bureau of Investigation (FBI), process launched in the 1990s in response to critical incidents that highlighted the inadequacy of conventional policing procedures. According to Monteiro (1995), the Academy The FBI's National Crisis Office defines a crisis as "a critical event or situation that requires a special response." "From the Police, in order to ensure an acceptable solution." This concept established paradigms. Widely adopted by Latin American military corporations, consolidating technical vocabulary. and reference protocols.

3.2 Active aggressors: criminological profile and tactical response

The FBI's definition of an active aggressor is "one or more individuals." actively engaged in killing people in a populated area" (Racorti, 2023). The United States (2017) identified recurring characteristics: motivation based on intense hatred, detailed prior planning, possession of weaponry often superior to that available to the forces. safety concerns, potential familiarity with the chosen locations, and a pronounced suicidal tendency. No In the Brazilian context, research indicates that the majority of active aggressors in the school environment are motivated by *bullying* suffered, with 27.84% of students declaring themselves victims of this practice.

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(Fapesp Agency, 2022).

The tactical response to active aggressors is based on the concept of Immediate Conception of Danger, which prioritizes speed and violence of action over static security (Aguilar, 2017). In this In this regard, Normative Instruction IN-EM 11/2023, which contains the Standard Operating Procedure (SOP) No. 302.1 of the Military Police of the Federal District (PMDF), which deals with police action in the face of a Active Aggressor, unlike static crises, in which the first responder must isolate and Wait for experts; in crises with active aggressors, the police officer must move in to neutralize the... This threat, even when operating in isolation or with reduced personnel (Federal District, 2023). This orientation represents a paradigmatic reversal in relation to traditional procedures, requiring specific preparation that develops the ability to make decisions under extreme pressure and proficiency in combat techniques in confined environments (Botelho, 2023).

3.3 Explosive devices: typology and first response protocols

In turn, Improvised Explosive Devices (IEDs), as defined by the Police The Amazonas Military (2022) in line with Brazil (2022), constitute artifacts manufactured from unconventional *ad hoc* methods. These devices utilize readily available substances (such as... nitrogen fertilizers and gunpowder), adapted drive systems (cell phones, timers) and various containers (pipes, bottles, backpacks), with the purpose of causing destruction, lethality or injuries.

Established doctrine dictates that the role of the first responder in incidents involving explosives does not include technical analysis of the device, approach for attempted removal or physical manipulation (PMAM, 2022). Their responsibility is limited to recognizing indicators of threat, properly isolate the perimeter, report the incident, and preserve the scene for teams. specialized (Souza, 2018), respecting the PMAM recommendation of a minimum distance of 100 meters in open areas (PMAM, 2022).

Therefore, safety in this scenario is based on the physics of the explosion, where the distance and the Interposing obstacles drastically reduces the lethality of the shock wave and shrapnel. In this sense, the maxim of the GATE Bomb Squad, cited by Racorti, applies. Mercadante and Ratti (2023) state that "if I see the bomb, the bomb also sees me." This premise dictates that, Upon sighting an Improvised Explosive Device (IED), the agent must report its location and Seek solid shelter immediately, breaking the line of sight to ensure your survival.

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3.4 Legal basis and liability of the first intervener

The legal basis that structures the actions of the first intervenor is supported jointly. a body of constitutional and sub-constitutional norms. The 1988 Federal Constitution, in its Article 144 establishes that public safety is a duty of the State and a right of all, conferring The Military Police have the mission of carrying out visible policing and preserving public order. Decree-Law 667/1969 reinforces this role by assigning exclusive execution to state corporations of visible policing. At the state level, Law 3.514/2010 details the basic organization of PMAM and its broad responsibility in carrying out policing in various modalities. (Amazonas, 2010).

The Penal Code, in its article 23, item III, establishes the strict fulfillment of legal duty. as an exclusion of illegality, authorizing the public agent to perform acts that would constitute infractions. Criminal actions are permitted as long as they are within legal limits. Legal protection only applies when the actions They remain within the authorized scope. The accountability of the military police officer operates in three spheres. supplementary: administrative (disciplinary proceedings with sanctions ranging from warning to expulsion); criminal (accountability in ordinary or military courts, expanded by Laws 13.491/2017 and 14.688/2023); and civil (liability for damages resulting from operational failures). The Law Law 13.869/2019 (Abuse of Authority) criminalizes conduct resulting from inappropriate actions, reinforcing the need for strict adherence to protocols (Brazil, 2019).

3.5 The four dimensions of competence of the first intervener

The specialized literature, although fragmented, allows us to identify four dimensions of essential skills for the effective action of the first responder (Botelho, 2023). The dimension Technical-tactical refers to the mastery of operational procedures specific to each sport. Crisis mode: for active aggressors, includes accurate shooting under pressure, environmental awareness, overcoming obstacles and sweeping formations in confined environments (Santa Catarina, 2019); for explosives, it includes secure visual recognition of devices, delimitation of perimeters and evacuation procedures (Minas Gerais, 2018).

The cognitive dimension involves the ability to process fragmented information over time. In reality, identifying patterns of anomalous behavior to decide between different courses of action. According to Steinmetz and Da Costa (2024), cognitive restructuring acts as an essential tool in anxiety control, as Aguilar (2020) points out, is a determining factor in this consequence. To mitigate the "freeze effect" and accelerate the OODA loop – Observe, Orient, Decide, and Act.

The psychological dimension focuses on emotional resilience and the maintenance of fine motor skills.

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under adrenaline surge, developing the *combat mindset* that allows one to withstand the visual trauma of scenario without losing operational capacity (Wendling, 2018). Finally, the legal dimension and Deontological practice requires mastery of the exclusions of unlawfulness and the principles of the differentiated use of force. guaranteeing the legal security of the intervention (Minas Gerais, 2018).

4. RESULTS AND DISCUSSION

4.1 Crisis Management: Conceptual evolution and dynamic paradigm

According to Machado (2014), the historical genesis of this doctrine is located in events traumatic events that highlighted the obsolescence of traditional approaches: the Waco incident, Texas (1993), in which a religious sect stockpiled weapons and explosives in resistance to federal authorities; and the Columbine massacre, Colorado (1999), where two teenagers They perpetrated a lethal attack against colleagues and faculty. These events demonstrated that procedures based exclusively on negotiation, peripheral containment, and sequential activation of Experts proved ineffective when confronted with aggressors whose primary objective was indiscriminate death (Machado, 2014).

The conceptual sophistication of the doctrine evolved to establish a fundamental dichotomy between Static and dynamic crises (Racorti, 2023). Static crises are characterized as events limited to a specific geographic area, allowing for containment and isolation measures without Immediate implementation of alternative tactics – including illegal detention, hostage-taking in delimited environments and suicide attempts. Dynamic crises are defined as events whose The impacts are not limited to a specific space; the actors are in constant motion. making containment difficult and requiring an immediate response (Racorti, 2023). According to Aguilar (2017), the Traditional models of "isolating and seeking support" have become obsolete in the face of VUCA reality. requiring a new operational approach from the first administrator.

4.2 Differentiated responsibilities according to the type of crisis

The document analysis revealed that the responsibilities of the first administrator were... They organize themselves differently depending on the type of crisis they face, although they share... The fundamental principle of preserving lives as a priority in decision-making. Convergence. Among the PMAM regulations, FBI and DHS protocols, and specialized literature, it is revealed that these... Responsibilities are consolidated as a standard of professionalism applicable to first-rate operations. Answer in both formats.

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For crises involving explosive devices, responsibilities are structured in five categories.

Sequential actions: contain, isolate, communicate, activate, and preserve (PMAM, 2022). Contain means To establish immediate control of the scene without approaching the artifact, preventing deterioration of the... situation (Souza, 2018). Isolating implies demarcating the perimeter in layers according to the magnitude of risk – inner perimeter (100 meters in open areas), outer perimeter for support teams and Exclusion zone for civilian population.

Furthermore, communication requires the transmission of accurate data to the CIOPS: exact location, Visual characteristics of the object, context of discovery, and number of people exposed. Activate. involves an immediate request from the Explosive Ordnance Disposal Group (MARTE) by official channels (PMAM, 2022). Preservation encompasses the protection of lives and the integrity of evidence for further investigation. The fundamental negative duty consists of the absolute prohibition of manipulation. of the artifact (PMAM, 2022).

For crises involving active aggressors, responsibilities take on a different configuration. distinct, guided by the need for an immediate tactical response, as established by the Military Police. from Minas Gerais (2018). The first intervener must carry out a rapid assessment of the situation (nature and the location of the perpetrator, number of victims, type of weapon, characteristics of the environment), isolate area to prevent escape and limit expansion of the risk zone, communicate in a structured way with the CIOPS, execute dynamic evacuation of people in danger and, when necessary, neutralize the threat through the use of proportional force (PMAM, 2022). Unlike crises with Explosives, where containment aims at stabilization until the arrival of specialists, in crises with aggressors. Containing assets often requires direct confrontation to immediately stop the offensive action. as recommended by the Immediate Hazard Conception protocol (Aguilar, 2017).

4.3 Neurophysiological Challenges and the Gap in Psychological Preparation

Scientific literature documents that the actions of the first intervener in both crisis modalities occur under neurophysiological conditions that significantly compromise higher cognitive functions (Botelho, 2023). Research in stress physiology demonstrates that in situations of acute danger the autonomic nervous system triggers a *fight-or-flight response*, reducing prefrontal cortex activity and increasing amygdala activity (LeDoux, 2012). This neurological redirection, while functionally appropriate for defense against threats Simple, it compromises the execution of complex procedures that require planning and decision-making. of deliberate decision.

Fawcett et al. (2013) document the *weapon focus effect phenomenon*, the tendency of individuals Under extreme stress, they focus their attention on the weapon of threat to the detriment of other information.

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Relevant environmental factors. This process finds support in the cognitive model described by Lima and Silva. (2025), in which critical situations trigger automatic, rapid, and involuntary thoughts, directly influencing physiological and emotional responses.

Thus, in the context of critical incidents, Fawcett et al. (2013) emphasize that such distortion Cognitive impairment can result in an exclusive fixation on the visible artifact, leading the intervener to neglect... scanning by secondary devices. Despite the seriousness of this risk, Botelho (2023) warns that An analysis of current training programs reveals a significant gap in the dimension... psychological: few curricula include specific training for managing physiological stress is necessary to mitigate these automatic reactions.

4.4 The fragmentation of capacity building and the need for an integrated approach

Analysis of the training programs reveals a consistent pattern of fragmentation, in Which of the four dimensions of competence are addressed in isolated modules, without integration? necessary for operational reality (Botelho, 2023). To overcome this gap, the literature Internationally, the concept of "Force on Force" is being highlighted, which requires the simultaneous use of skills. tactical, cognitive and legal (Araújo, 2022).

In this context, it is proposed that the 5W2H tool be adapted for planning the training, a methodology that, according to Botelho (2023, pp. 25-26), "seeks to define effectively, the Guidelines for resolving the crisis, ensuring the preservation of the lives of those involved in the crisis scenario. and reducing the number of deaths and/or injuries." The transposition of this model to contemplate The use of explosives is also the central recommendation of this study.

4.5 The Amazonian context: amplifying the importance of the first intervenor

The Amazon region presents operational particularities that substantially amplify the The importance of the first responder in both types of crisis. The territorial extent of state (1,559,146 km²), marked by long distances, population dispersion and difficulty of Access in riverine, forested, and border regions imposes on the first intervention the need... to assess risks in environments that are profoundly different from those covered in the manuals of international reference (PMAM, 2022). The response time of the Marte Group or other Specialized units are often not immediately available, especially in rural areas.

This reality makes the quality of the initial performance of the uniformed police officer even more crucial. While in large urban centers the arrival of specialists can occur in minutes, in In Amazonian municipalities, the first intervenor may be responsible for stabilizing the situation by a significantly longer period, assuming responsibilities that in other contexts would be

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delegated to specialized teams. Courses conducted by the Marte Group, training police officers.

In initial response procedures, they reflect an institutional strategy that recognizes this reality.

(PMAM, 2022). The need to adapt international protocols to specificities

Amazonian regions – including engagement with riverside communities, possibility of relocation.

River transport and coordination in border regions – constitutes an additional challenge that reinforces the need comprehensive and contextualized training.

4.6 Proposal for integrated training in the four dimensions of competence

Based on the findings of this research, an integrated training model is proposed that overcomes The fragmentation identified in current programs. The model is structured in four modules. articulated, corresponding to the dimensions of competence, but developed in an inter-related through simulations that require the simultaneous mobilization of all dimensions.

The technical-tactical module should include, in an integrated manner: specific procedures for active aggressors (progression in confined environments, shooting techniques under pressure, formations) tactics) and for explosives (visual reconnaissance, perimeter delineation, orderly evacuation).

The cognitive module should develop decision-making skills through case studies.

Real-life exercises that simulate fragmented information conditions and time pressure. The module Psychological treatment should include stress management techniques and controlled exposure to stressors. and development of a *combat mindset* through *the Force on Force* methodology. The legal module It should address justifiable defenses, principles of the use of force, and case analysis. Accountability for developing awareness of the legal limits of action.

The integration between modules should occur through realistic simulations that reproduce scenarios for both types of crisis, requiring the police officer to identify the type of threat, Select the appropriate procedures, execute them under psychological pressure, and maintain awareness. within the legal limits of their actions. The recommended frequency includes initial training in police academies and mandatory annual retraining, with special attention to the Amazonian context. by adapting scenarios to regional particularities.

5. FINAL CONSIDERATIONS

This study analyzed the importance of the first responder in the dynamic management of crises involving active aggressors and explosive devices, investigating the extent to which their Proper preparation influences operational results. The analysis showed that the first The appointed administrator occupies a unique position as the only qualified state agent present at the initial stage. Critical, when quick and procedurally correct decisions determine the outcome of the event.

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This importance manifests itself in different ways depending on the type of crisis, although both

They share the fundamental principle of preserving lives as a top priority in decision-making.

The central gap identified refers to the lack of ongoing training that addresses the...

four necessary dimensions of competence – technical-tactical, cognitive, psychological and legal – of
in an integrated and articulated way. Existing training programs tend to fragment these.

dimensions in isolated modules, hindering the ability of the first responder to mobilize

Simultaneously providing all the resources necessary for effective performance in highly complex scenarios.

This fragmentation produces documented operational consequences: technically skilled police officers
who commit excesses due to legal ignorance, legally trained agents who fail in

Tactical execution due to emotional unpreparedness, or emotionally resilient professionals who

They are unaware of specific procedures for each type of threat.

The results demonstrate that the effectiveness of the first response depends on the integration of
four dimensions in systematic training programs, with differentiated protocols for each

type of threat. For crises involving explosives, responsibilities focus on containment,

Isolation (minimum 100 meters), structured communication, and absolute sealing off from manipulation. For

Active aggressors include rapid assessment, neutralization of the threat when necessary, and evacuation.

dynamic. The distinction between these responsibilities must be clearly understood by the first

The intervenor needs to quickly identify the type of crisis and select the appropriate procedures.
appropriate.

In the Amazonian context, characterized by vast distances, specialized resources

Often remote and with unique operational realities, the importance of the first responder

The responsibility is substantially amplified. The uniformed police officer in rural municipalities may be responsible.
due to the stabilization of the situation for a significantly longer period than in large urban centers.

urban centers, assuming responsibilities that in other contexts would be delegated to teams.

specialized. This reality reinforces the need for training programs that address the

regional specificities, including adapting procedures for riverside communities,

Riverine movements and coordination in border regions.

The direct impacts on police action are unequivocal: the first intervenor

adequately trained in the four dimensions of competence (technical-tactical, cognitive,

(psychological and legal) demonstrates greater accuracy in identifying the type of crisis,

executes specialized procedures with precision, maintains emotional control under pressure, and acts

within legal limits, significantly reducing the risks of operational errors,

administrative, criminal, and civil accountability, in addition to enhancing the preservation of lives. How

In terms of practical developments, the following is recommended within the capacity-building area: implementation of a program of

Integrated continuing education across four dimensions, using *the Force on Force* methodology and simulations.

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realistic; establishment of mandatory periodic updates with a minimum frequency of once a year; and

Creating a database of lessons learned from real-life events.

In the area of standardization: development of unified Standard Operating Procedures.

that address both types of crisis; institutionalization of a support protocol.

post-incident psychological care; and definition of objective criteria for competency assessment. In the axis

Integration: strengthening inter-institutional coordination between PMAM (Military Police of Amazonas), Fire Department,

Civil Police and intelligence agencies for a coordinated response.

The methodological limitations are acknowledged: the study was restricted to document analysis and

bibliographic, without direct empirical data collection through interviews with police officers who acted as

first responders in real crises. As an agenda for future research, three lines are suggested.

Priorities: qualitative field studies to capture perceptions, practical difficulties, and variations.

conduct not documented in official regulations; quantitative research that measures

Operational performance indicators before and after the implementation of training programs.

integrated; and comparative studies between different state corporations that assess the effectiveness of

different training approaches. It is concluded that strengthening the role of the first responder is crucial.

through ongoing training in the four dimensions of competence, clarity of legal mandates

Differentiated features, adequate institutional support, and inter-institutional integration represent an investment.

A strategic approach that translates into lives saved, reduced operational damage, and safety.

legal status of the agent.

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