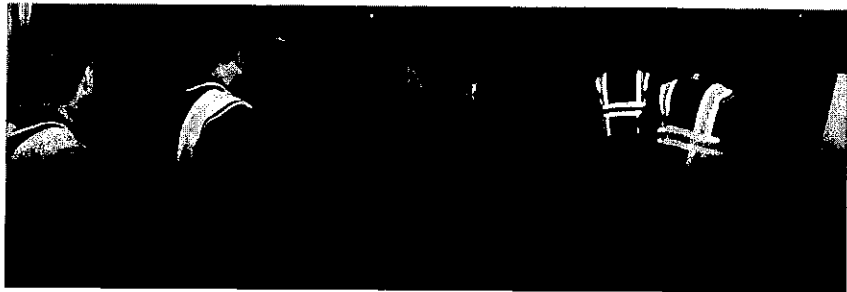


SWAT COMMAND DECISION-MAKING AND LEADERSHIP I



SCHEDULE

DAY 1

- INCIDENT DEBRIEF
- INTRODUCTION TO EMOTIONAL INTELLIGENCE
- RECRUITMENT, SELECTION, TESTING AND RETENTION
- INCIDENT DEBRIEF OR GROUP EXERCISES

DAY 2

- GROUP REVIEW AND DISCUSSION
- TRAINING ISSUES

DAY 3

- INCIDENT DEBRIEF OR GROUP EXERCISE
- HIGH-RISK WARRANT SERVICE INCIDENT DEBRIEF
- HIGH-RISK WARRANT SERVICE EXERCISE AND BRIEFINGS

DAY 4

- CONTEMPORARY SWAT ISSUES AND CONCERNS
- RESOLUTION OF BARRICADED SUSPECTS INCIDENT DEBRIEF

DAY 5

- HOSTAGE RESCUE INCIDENT DEBRIEF
- HOSTAGE RESCUE GROUP EXERCISE AND BRIEFINGS

40 HOURS OF TRAINING OVER 5 DAYS

This course is designed to expose police SWAT team commanders and supervisors to contemporary SWAT issues, tactics and procedures. Topics include major incident debriefs; leadership issues, emotional intelligence, justifying SWAT; the use of SWAT Teams; SWAT standards and professionalism; contemporary SWAT issues and concerns; SWAT and the media; selection, training, discipline and removal of supervisors and team members; crisis negotiations considerations; tactical operation center considerations; operational planning; weapons and equipment selection; legal issues and considerations; critical incident management; barricade and hostage procedures; warrant service planning and procedures; and much more.

LEARNING OBJECTIVES

- Leadership
- Emotional Intelligence
- SWAT Personnel Recruitment, Selection, Training and Retention
- Training Issues
- High Risk Warrant Planning
- Contemporary SWAT Issues and Concerns
- Resolution of Barricaded Subjects
- Hostage Rescue Operations
- Incident Reviews from Past Operations



SWAT Command Decision-Making and Leadership I

COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE LENGTH: 40 Hours (5 Days)
40 Hours Classroom

COURSE OVERVIEW

This course is designed to expose police SWAT Team Commanders and Supervisors to contemporary SWAT issues, tactics, and procedures. Topics include major incident debriefs; leadership issues, emotional intelligence, justifying SWAT; the use of SWAT Teams; SWAT standards and professionalism; contemporary SWAT issues and concerns; SWAT and the media; selection, training, discipline and removal of supervisors and team members; crisis negotiations considerations; tactical operation center considerations; operational planning; weapons and equipment selection; legal issues and considerations; critical incident management; barricade and hostage procedures; warrant service planning and procedures; and much more.

INSTRUCTIONAL GOALS

Upon completion of this course the attendee will be familiar with:

1. Decision-Making and Leadership
2. Emotional Intelligence
3. Tactical Response & Operations Standards
4. Training Management
5. SWAT Personnel Recruitment, Selection, Training and Retention
6. High Risk Warrant Service Operations
7. Law Enforcement Response to Barricaded Suicidal Subjects
8. Barricaded Subject Operations
9. Contemporary Issues for Tactical Teams
10. Hostage Rescue Operations
11. Incident Reviews from Past Operations



SWAT Command Decision-Making and Leadership I

DAY TO DAY / HOUR TO HOUR AGENDA

DAY ONE

Hours:

0800-0830

0830-0930

0930-1100

1100-1200

1200-1300

1300-1400

1400-1500

1500-1530

1530-1700

HOMEWORK:

Instruction:

Course Administration

Incident Debrief (Springle Street)

Leading in Teams (PowerPoint)

Decision-Making (PowerPoint)

Lunch (not provided)

Decision-Making (PowerPoint)

NTOA Tactical Response & Operations Standard (TROS) (PowerPoint)

Utopia vs. Reality (Discussion)

Incident Debrief or Group Exercises

Self-Assessment TROS

DAY TWO

Hours:

0800-0830

0830-1000

1000-1200

1200-1300

1300-1400

1400-1530

1530-1700

Instruction:

Day 1 Review and Discussion

Student Group Personnel Exercise

Training Management (PowerPoint)

Lunch (not provided)

Introduction to Emotional Intelligence (PowerPoint)

Recruitment, Selection and Retention (PowerPoint)

Incident Debrief (Instructor Choice)



SWAT Command Decision-Making and Leadership I

DAY THREE

Hours:

0800-0830

0830-1000

1000-1100

1100-1200

1200-1300

1300-1400

1400-1500

1500-1600

1600-1700

HOMEWORK:**Instruction:**

Day 2 Review and Discussion

Student Group Exercise

Warrant Debrief (Maricopa County)

High-Risk Warrant Service Operations (PowerPoint)

Lunch (not provided)

High-Risk Warrant Service Operations (PowerPoint)

High-Risk Warrant Service Exercise

Law Enforcement Response to Barricaded Suicidal Subjects (PowerPoint)

Incident Debrief (Instructor Choice)

High-Risk Warrant Service Methodologies

DAY FOUR

Hours:

0800-0830

0830-1000

1000-1200

1200-1300

1300-1600

1600-1700

HOMEWORK:**Instruction:**

Day 3 Review and Discussion

Incident Debrief (Instructor Choice)

Barricaded Subject Operations (PowerPoint)

Lunch (not provided)

Contemporary Issues for Tactical Teams (PowerPoint)

Incident Debrief (Instructor Choice)

Contemporary Issues Impact

DAY FIVE

Hours:

0800-0830

0830-0930

0930-1100

1100-1200

1200-1300

1300-1430

1430-1645

1645-1700

Instruction:

Day 4 Review and Discussion

Group Exercise (Oxygen Man)

Incident Debrief (Instructor Choice)

Hostage Rescue Operations (PowerPoint)

Lunch (not provided)

Hostage Rescue Operations (PowerPoint)

Hostage Rescue Incident Debriefs (Instructor Choice)

Review and Course Closeout



SWAT Command Decision-Making and Leadership I

COURSE OUTLINE

- I. Preface
 - A. Course Overview
 - B. Instructional Goals
 - C. Agenda
 - D. Outline
 - E. Co-Host Logistics
- II. Leading in Teams
 - A. Workgroups and Teams
 - B. Building Teams
 - C. Trust
 - D. Group Culture
- III. Decision-Making
 - A. Administrative Decisions
 - B. Tactical Decisions
 - a. Life Saving Missions
 - b. Safety Priorities
 - c. Identify
 - d. Isolate
 - e. Contain
 - f. Contingency Plans
 - g. Layered Plans
 - C. Time
- IV. NTOA Tactical Response Operations Standard
- V. Utopia vs. Reality
- VI. Personnel Scenarios



SWAT Command Decision-Making and Leadership I

- VII. Training Management
 - A. Training Hours
 - B. Training Philosophy
 - C. Maximizing Training
 - D. Documentation
 - E. Legal Issues

- VIII. Introduction to Emotional Intelligence
 - A. Emotional Intelligence Defined
 - B. Why is Emotional Intelligence Needed?
 - C. Emotional Intelligence and Decision-Making

- IX. Recruitment, Selection, and Retention
 - A. Recruiting for SWAT
 - B. Testing factors
 - C. Essential job functions
 - D. Retention of SWAT personnel
 - E. Legal liability

- X. High-Risk Warrant Service Operations
 - A. Criteria for SWAT
 - B. Risk Assessment
 - C. Mission Planning
 - D. Tactical Options

- XI. Law Enforcement Response to Suicidal Subjects: Legal Realities and Options
 - A. What is Our Duty?
 - B. Special Relationships
 - C. Example of State Law
 - D. Community Caretaker Function
 - E. Emergency Aid Doctrine
 - F. Legal References



SWAT Command Decision-Making and Leadership I

- XII. Barricade Subject Operations
 - A. Response to Barricaded Suspect Situations
 - B. Risk Assessment
 - C. Defining Roles
 - D. Tactical Options
 - E. Duties and Responsibilities

- XIII. Contemporary Issues for Tactical Teams
 - A. Use of SWAT / Militarization
 - B. Operator Fatigue
 - C. FSDD Use / Legal
 - D. Unnecessary Damage
 - E. Regionalization
 - F. Professionalism

- XIV. Hostage Rescue Operations
 - A. Response to Hostage Situations
 - B. Force Options
 - C. Crisis Negotiations Team (CNT) Strategies and Considerations
 - D. Tactical Operations Center (TOC) Considerations

- XV. Course Summary

- XVI. Incident Debriefs



SWAT Command Decision-Making and Leadership I

CO-HOST LOGISTIC REQUIREMENTS

CLASSROOM

- Adequate seating for up to 34 students with tables, good ventilation
- Marker board & markers
- Flip chart with paper

AUDIO VISUAL

- LCD Projector for computer presentation
- Large projection screen (minimum of 6'x6' screen size)
- Speaker system to connect to laptop for audio
- Extension cord and power strip
- AV table or cart

OTHER

- Access to copier



SWAT Command Decision-Making and Leadership I

STUDENT EQUIPMENT LIST

INDIVIDUAL

- Law Enforcement I. D.
- This course is conducted entirely in the classroom
- Laptop is helpful to the student, but not mandatory
- Student notebooks will be made available via Dropbox
- Business casual dress may be worn



SWAT Command Decision-Making and Leadership I

NTOA PROVIDED INSTRUCTOR MATERIALS

INSTRUCTOR PACKET (mailed to co-host)

- Extra registration forms for walk-ins
- Course roster
- Instructor agreements
- Dropbox link for student notebook and resource materials

INSTRUCTOR PACKET (emailed in advance)

- Directions to training site and hotel
- Contact numbers for co-host point of contact

COURSE PRESENTATION MATERIALS

- PowerPoint presentations available on Basecamp for download

INSTRUCTOR EQUIPMENT

- Laptop computer

OTHER



SWAT Command Decision-Making and Leadership I

STUDENT NOTEBOOK CONTENTS

TAB	DESCRIPTION
Preface	Overview, Instructional Goals, Agenda, Outline, Student Logistic Requirements
1.	Leading in Teams
2.	Decision-Making
3.	NTOA TROS
4.	TROS Homework
5.	Personnel Scenarios
6.	Training Management
7.	Emotional Intelligence
8.	Recruitment, Selection, and Retention
9.	High-Risk Warrant Service Operations
10.	High-Risk Warrant Service Exercise
11.	High-Risk Warrant Service Homework
12.	Law Enforcement Response to Barricaded Suicidal Subjects
13.	Barricaded Subject Operations
14.	Contemporary SWAT Issues and Concerns
15.	Contemporary Issues Homework
16.	Hostage Rescue Operations