COURSE OVERVIEW AND INSTRUCTIONAL GOALS

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

COURSE OVERVIEW

This course is designed for law enforcement personnel who are responsible for deploying in the capacity as a SWAT Team Leader or as a supervisor who is responsible for the training and deployment of tactical teams. The focus of this training will be on pre-incident training, planning, organizing, and the tactical decision-making process used in the resolution of high-risk operations. Also included in the curriculum is an overview of SWAT training topics including selection and testing, training issues and liability, national SWAT standards and critical incident reviews. Practical applications will consist of scouting and planning warrants, small team planning, tactics used in the resolution of critical incidents, and the review of tactical incidents and videos. Attendees will participate in-group discussions, write operations orders, and develop training plans, plus critique and evaluate tactics and decisions based on a principle based SWAT decision-making process.

INSTRUCTIONAL GOALS

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

1. NTOA Tactical Response & Operational Standards for Law Enforcement
2. Recruitment, Selection, and Training of SWAT Personnel
3. Team Leader Legal Liability Concepts
4. SWAT Structure and Leadership
5. Survival for the Tactical Team Leader
7. Team Leaders and the OODA Loop
8. Less Lethal Tactical Decision-Making
9. High-Risk Warrant Service
10. Resolution of Barricaded Suspects
11. Hostage Rescue Operations
12. Principle Based Decision-Making Review
13. Incident Reviews from Past Operations
DAY TO DAY / HOUR TO HOUR AGENDA

DAY ONE

Hours:  Instruction:
0800-0830  Course Administration
0830-0930  NTOA Tactical Response and Operations Standards for Law Enforcement
0930-1100  Recruitment, Selection, and Testing of SWAT Personnel
1100-1200  Lunch (not provided)
1200-1400  Team Leader Legal Liability Concepts
1400-1600  SWAT Team Structure and Leadership
1600-1700  Incident Debrief

DAY TWO

Hours:  Instruction:
0800-0830  Group Review and Discussion
0830-1030  Survival for the Tactical Team Leader
1030-1200  Strategy, Training, and Mission Planning
1200-1300  Lunch (not provided)
1300-1500  Team Leaders and the OODA Loop
1500-1700  Incident Debrief

DAY THREE

Hours:  Instruction:
0800-0830  Group Review and Discussion
0830-1030  Less Lethal Tactical Decision-Making
1030-1200  Incident Debrief
1200-1300  Lunch (not provided)
1300-1500  High-Risk Warrant Service
1500-1700  High-Risk Warrant Service Exercise and Briefings
DAY FOUR

Hours:       Instruction:
0800-0830   Group Review and Discussion
0830-1130   Resolution of Barricaded Suspects
1130-1230   Lunch (not provided)
1230-1400   Incident Debrief
1400-1700   Hostage Rescue

DAY FIVE

Hours:       Instruction:
0800-0930   Incident Debrief
0930-1230   Hostage Rescue Exercise and Briefings
1230-1330   Lunch (not provided)
1330-1500   Principle Based Decision-Making Review
1500-1630   Course Exam
1630-1700   Course Closeout
COURSE OUTLINE

I. Preface
   A. Course Overview
   B. Instructional Goals
   C. Agenda
   D. Outline
   E. Co-Host Logistics

II. NTOA Tactical Response and Operations Standards for Law Enforcement
   A. Purpose of Standardization
   B. Scope of Standards
   C. Defining Tactical Law Enforcement Operations
   D. Tactical Capabilities
   E. Common Terminology

III. Recruitment, Selection, and Testing of SWAT Personnel
    A. Recruiting for SWAT
    B. Testing Factors
    C. Essential Job Functions
    D. Retention of SWAT Personnel
    E. Legal liability

IV. Team Leader Legal Liability Concepts
    A. Understanding Civil Liability and Awareness on How to Avoid Civil Litigation
    B. Defining Qualified Immunity
    C. Understanding the Seven General Theories of Liability
    D. Understanding Use of Force Case Law
    E. Understanding the Importance of Training

V. SWAT Team Structure and Leadership
   A. Understanding the Mission of SWAT
   B. Understanding Team Composition, Roles, Command and Control
   C. Understanding the Importance of Leadership during Incidents, Past Problems and other Issues
VI. Survival for the Tactical Team Leader
   A. Officer-Down Principles and Tactics
   B. Understanding the Tactical Decision-Making Process and How It Applies to SWAT Incidents
   C. Understanding Mission Based Movement and Increasing Officer Safety
   D. Training the Proper Tactical and Warrior Mindset

VII. Strategy, Training, and Mission Planning
   A. Developing Training Plans
   B. SWAT Tactical Doctrine
   C. Tactical Planning
   D. Developing Tactical Plans and the Planning Process

VIII. Team Leaders and the OODA Loop
   A. Mindset
   B. Understanding Law Enforcement Crises
   C. Boyd’s OODA Loop
   D. Tactical Decision-Making Process
   E. Understanding how the OODA Loop related to SWAT Movement and Operations

IX. Less Lethal Tactical Decision-Making
   A. Review and Understand the Less Lethal Decision-Making Process
   B. Less Lethal Projectiles and How They Work
   C. Chemical Agents and their Use, Type, and Tactical Considerations
   D. Flash Sound Diversionary Devices

X. High-Risk Warrant Service
   A. Criteria for SWAT
   B. Risk Assessment
   C. Mission Planning
   D. Tactical Options
XI. Resolution of Barricaded Suspects
   A. Response to Barricaded Suspect Situations
   B. Risk Assessment
   C. Defining Roles
   D. Tactical Options
   E. Duties and Responsibilities

XII. Hostage Rescue Overview
   A. Response to Hostage Situations
   B. Risk Assessment
   C. Force Options
   D. Crisis Negotiations Team (CNT) Strategies and Considerations
   E. Tactical Operations Center (TOC) Considerations

XIII. Hostage Rescue Tabletop Exercise

XIV. Principle Based Decision-Making Review
   A. Understanding the Safety Priorities and Decision-Making Process
   B. Understand the Importance of Time Tested Concepts Related to Time, Suspects, and Tactics
   C. Understanding the Basics of Call-Outs, Tactical Response to Barricades, Warrants, and Hostage Situations
   D. Understand the Role of the SWAT Team Leader for Developing the Team and Meeting Operational Challenges

XV. Team Leader Course Exam
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
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 call-out forms and briefing forms
• After Action Report forms

STUDENT RECOMMENDED READING LIST (STUDENTS ARE ENCOURAGED TO BRING TO CLASS FOR DISCUSSION & REVIEW):

• “Leadership and Training for the Fight: A Few Thoughts on Leadership and Training by a Former Special Operations Soldier” by MSF Paul R. Howe

• “Sound Doctrine: A Tactical Primer” by Charles Sid Heal
<table>
<thead>
<tr>
<th>TAB</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preface</td>
<td>Overview, Instructional Goals, Agenda, Outline, Student &amp; Co-host Logistic Requirements</td>
</tr>
<tr>
<td>1.</td>
<td>NTOA Tactical Response &amp; Operational Standards for Law Enforcement</td>
</tr>
<tr>
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</tr>
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<tr>
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</tr>
<tr>
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</tr>
<tr>
<td>9.</td>
<td>High-Risk Warrant Planning</td>
</tr>
<tr>
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</tr>
<tr>
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