



## 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

<b>TAB</b>	<b>DESCRIPTION</b>
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