



SWAT COMMAND DECISION-MAKING AND LEADERSHIP I

COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE LENGTH: 40 Hours 5 Days

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. Leadership
2. Emotional Intelligence
3. SWAT Personnel Recruitment, Selection, Training and Retention
4. Training Issues
5. High Risk Warrant Planning
6. Contemporary SWAT Issues and Concerns
7. Resolution of Barricaded Subjects
8. Hostage Rescue Operations
9. Incident Reviews from Past Operations



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DAY TO DAY / HOUR TO HOUR AGENDA

DAY ONE

Hours:	Instruction:
0800-0830	Course Administration
0830-0930	Incident Debrief
0930-1200	Leadership
1200-1300	Lunch
1300-1400	Introduction to Emotional Intelligence
1400-1530	Recruitment, Selection, Testing and Retention
1530-1700	Incident Debrief or Group Exercises

DAY TWO

Hours:	Instruction:
0800-0830	Group Review and Discussion
0830-1200	Training Issues
1200-1300	Lunch
1300-1400	Training Issues
1400-1530	Group Exercises
1530-1700	Incident Debrief

DAY THREE

Hours:	Instruction:
0800-0900	Incident Debrief or Group Exercise
0900-1200	High-Risk Warrant Service
1200-1300	Lunch
1300-1530	High-Risk Warrant Service Exercise and Briefings
1530-1700	Incident Debrief

DAY FOUR

Hours:	Instruction:
0800-1100	Contemporary SWAT Issues and Concerns
1100-1200	Resolution of Barricaded Suspects
1200-1300	Lunch
1300-1500	Resolution of Barricaded Suspects
1500-1700	Incident Debrief



DAY FIVE

Hours:

0800-0930

0930-1230

1230-1330

1330-1630

1630-1700

Instruction:

Incident Debrief

Hostage Rescue

Lunch

Hostage Rescue Group Exercise and Briefings

Course Closeout



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COURSE OUTLINE

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

- II. Leadership
 - A. Leadership or Command Failures
 - B. Post Incident Factors Associated with Failure
 - C. Decision Making
 - D. Risk Management
 - E. Problems During Initial Stages of a Tactical Situation
 - F. SWAT Commander Duties and Responsibilities

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

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

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

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



VII. Contemporary SWAT Issues and Concerns

- A. SWAT Standards
- B. "Dynamic"
- C. Use of SWAT / Militarization
- D. Operator Fatigue
- E. FSDD Storage / Use / Legal
- F. Unnecessary Damage
- G. Commanders on Entries
- H. Regionalization
- I. Response to Suicidal Subjects
- J. Professionalism

VIII. Resolution of Barricaded Suspects

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

IX. 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

X. Hostage Rescue Tabletop Exercise



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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



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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

Business casual dress may be worn