



ONLINE SWAT TEAM LEADER DEVELOPMENT

COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE LENGTH: **40 Hours (5 Days)**
40 Hours Online

COURSE OVERVIEW

This entire course is conducted online via Zoom and covers the same material as the residency version. 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.

NOTE: Students will participate in group discussions and produce written documents to enhance team preparedness. This version of SWAT Team Leader Development is conducted entirely online through a live instructor-led process. Students will need computer or tablet with webcam and microphone capabilities in order to participate in this course.

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
6. Strategy, Training, and Mission Planning
7. Team Leaders and the OODA Loop
8. Less Lethal Tactical Decision-Making
9. High-Risk Warrant Service
10. Resolution of Barricaded Suspects



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11. Hostage Rescue Operations
12. Principle Based Decision-Making Review
13. Incident Reviews from Past Operations



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DAY TO DAY / HOUR TO HOUR AGENDA

DAY ONE

Hours:

1000-1030

1030-1130

1130-1300

1300-1400

1400-1600

1600-1800

1800-1900

Instruction:

Course Administration

NTOA Tactical Response and Operations Standards for Law Enforcement

Recruitment, Selection, and Testing of SWAT Personnel

Lunch

Team Leader Legal Liability Concepts

SWAT Team Structure and Leadership

Incident Debrief

DAY TWO

Hours:

1000-1030

1030-1230

1230-1400

1400-1500

1500-1700

1700-1900

Instruction:

Group Review and Discussion

Survival for the Tactical Team Leader

Strategy, Training, and Mission Planning

Lunch

Team Leaders and the OODA Loop

Incident Debrief

DAY THREE

Hours:

1000-1030

1030-1230

1230-1400

1400-1500

1500-1700

1700-1900

Instruction:

Group Review and Discussion

Less Lethal Tactical Decision-Making

Incident Debrief

Lunch

High-Risk Warrant Service

High-Risk Warrant Service Exercise and Briefings



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DAY FOUR

Hours:

1000-1030

1030-1330

1330-1430

1430-1600

1600-1900

Instruction:

Group Review and Discussion

Resolution of Barricaded Suspects

Lunch

Incident Debrief

Hostage Rescue

DAY FIVE

Hours:

1000-1030

1030-1330

1330-1430

1430-1645

1645-1845

1845-1900

Instruction:

Incident Debrief

Hostage Rescue Exercise and Briefings

Lunch

Principle Based Decision-Making Review

Course Exam

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. 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



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- 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



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- 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



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STUDENT EQUIPMENT LIST

INDIVIDUAL

- This course is conducted entirely in the online
- Computer or tablet and internet connection are mandatory
- Zoom will be used to deliver the online training – students do not need a Zoom account, but they do need to download Zoom software
- **Computer or tablet device must have webcam and microphone to participate in class discussions (internal or external)**
- Student notebooks will be made available via the NTOA's Learning Management System
- 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



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STUDENT NOTEBOOK CONTENTS

TAB	DESCRIPTION
Preface	Overview, Instructional Goals, Agenda, Outline, Student & Co-host Logistic Requirements
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
6.	Strategy, Training, and Mission Planning
7.	Team Leaders and the OODA Loop
8.	Less Lethal Tactical Decision-Making
9.	High-Risk Warrant Planning
10.	Resolution of Barricaded Subjects
11.	Hostage Rescue Operations
12.	Principle Based Decision-Making Review