



SWAT TEAM LEADER DEVELOPMENT

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



SWAT TEAM LEADER DEVELOPMENT

DAY TO DAY / HOUR TO HOUR AGENDA

DAY ONE

Hours:

0800-0830

0830-0930

0930-1100

1100-1200

1200-1400

1400-1600

1600-1700

Instruction:

Course Administration

NTOA Tactical Response and Operations Standards for Law Enforcement

Recruitment, Selection, and Testing of SWAT Personnel

Lunch (not provided)

Team Leader Legal Liability Concepts

SWAT Team Structure and Leadership

Incident Debrief

DAY TWO

Hours:

0800-0830

0830-1030

1030-1200

1200-1300

1300-1500

1500-1700

Instruction:

Group Review and Discussion

Survival for the Tactical Team Leader

Strategy, Training, and Mission Planning

Lunch (not provided)

Team Leaders and the OODA Loop

Incident Debrief

DAY THREE

Hours:

0800-0830

0830-1030

1030-1200

1200-1300

1300-1500

1500-1700

Instruction:

Group Review and Discussion

Less Lethal Tactical Decision-Making

Incident Debrief

Lunch (not provided)

High-Risk Warrant Service

High-Risk Warrant Service Exercise and Briefings



SWAT TEAM LEADER DEVELOPMENT

DAY FOUR

Hours:

0800-0830

0830-1130

1130-1230

1230-1400

1400-1700

Instruction:

Group Review and Discussion

Resolution of Barricaded Suspects

Lunch (not provided)

Incident Debrief

Hostage Rescue

DAY FIVE

Hours:

0800-0930

0930-1230

1230-1330

1330-1500

1500-1630

1630-1700

Instruction:

Incident Debrief

Hostage Rescue Exercise and Briefings

Lunch (not provided)

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



SWAT TEAM LEADER DEVELOPMENT

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. 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



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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