



TACTICAL COMMAND

COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE LENGTH: 40 Hours (5 Days)

COURSE OVERVIEW: This course is designed to provide Tactical Team Leaders, Tactical Team Commanders, Incident Commanders, or any officer who may be placed in an incident command role, as well as law enforcement executives, with an understanding of contemporary tactics and the decision-making processes necessary during law enforcement tactical operations. This course will combine classroom instruction with group exercises. Command considerations for the management of law enforcement tactical teams before, during, and after response to tactical operations will be the focus of this course.

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

1. Command leadership, critical thinking, and decision making
2. Strategic planning for tactical teams
3. Training considerations
4. Commander's responsibilities for SWAT OIS
5. Current issues
6. Documentation
7. Tactical strategy & operational tempo
8. High risk warrant service, barricaded subject, & hostage rescue considerations
9. Incident debriefs

AGENDA:

Day One

0800-0830	Welcome/Registration/Intros/Course Overview
0830-1130	Leadership
1130-1230	Lunch (not provided)
1230-1330	Emotional Intelligence
1330-1700	Problem Solving, Critical Thinking & Analytical Decision Making

Day Two

0800-0930	Recruitment, Selection & Retention
0930-1030	Strategic Planning
1030-1130	Incident Debrief
1130-1230	Lunch (not provided)
1230-1400	Training
1400-1600	Current Issues
1600-1700	Incident Debrief

Day Three

0800-0900	OIS Considerations
0900-1030	Tactics & Tempo



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1030-1130	Incident Debrief
1130-1230	Lunch (not provided)
1230-1330	CP Ops
1330-1500	HRWS Options and Considerations
1500-1600	HRWS Exercise
1600-1700	Incident Debrief

Day Four

0800-1000	Barricaded Suspects/Subjects
1000-1130	Incident Debrief
1130-1230	Lunch (not provided)
1230-1400	Barricaded Suspect Exercise
1400-1700	Incident Debriefs

Day Five

0800-0900	Incident Debrief
0900-1130	Hostage Recovery Operations
1130-1230	Lunch (not provided)
1230-1330	Incident Debrief
1330-1530	HR Video Review
1530-1600	Close out

COURSE OUTLINE:

- I. Course Administration
 - a. Course overview
 - b. Learning objectives
 - c. Agenda
 - d. Housekeeping
 - e. Introductions

- II. Leadership
 - a. Trust
 - b. Cores of Credibility
 - c. Group Culture
 - d. SWAT leaders responsibilities
 - e. Command decision making

- III. Emotional Intelligence
 - a. EI defined
 - b. EI decision making
 - c. Stress and IQ
 - d. Emotional resilience
 - e. 4 Key dimensions

- IV. Problem Solving, Critical Thinking, and Analytical Decision Making
 - a. Importance of critical thinking



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- b. Forces of a crisis
 - c. Critical decision making methods
 - d. Cognitive bias and metacognition
 - e. Decision making traps
 - f. Why decisions fail
 - g. Problem solving techniques
 - i. Decision/event tree
 - ii. Exploding squares
 - iii. Weighted ranking
- V. Recruitment, Selection, and Retention
- a. Recruitment methods
 - b. Selection process
 - c. Retention of team members
 - d. Supervisory theories of liability
- VI. Strategic Planning
- a. Establishing the need
 - b. Components of a strategic plan
- VII. Training Considerations
- a. Training vs education
 - b. Training management
 - c. Deconstruction
 - d. Training documentation
 - e. New team member training
- VIII. Current Issues
- a. SWAT Standards
 - b. Militarization of SWAT
 - c. No-Knock Warrant Service
 - d. NFDD storage and use
 - e. Property damage
 - f. Regionalization of SWAT
 - g. Professionalism
 - h. Suicidal subjects
 - i. Operational documentation
- IX. OIS Considerations
- a. LE end goal
 - b. Priorities and considerations
 - c. Public safety statements
 - d. Changes to historical protocols
 - e. Dealing with the media
- X. Tactics and Tempo
- a. Characteristics of crisis
 - b. Characteristics of conflict
 - c. Principles governing all conflict
 - d. Shaping the environment



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- e. Center of gravity
 - f. Critical vulnerabilities
 - g. End state
 - h. Intelligence
 - i. Tempo
 - j. Gaining and maintaining the initiative
 - k. Tactical dilemmas
- XI. Command Post Operations
- a. Policy and purpose
 - b. Location
 - c. Staffing
 - d. CP vs TOC
 - e. C4I2
- XII. High-Risk Warrant Service
- a. SWAT service criteria
 - b. Threat assessments
 - c. Warrant phases
 - d. Service options
 - e. Role of command
 - f. Post operation
- XIII. Barricaded Suspects
- a. Definition
 - b. Response
 - c. Commonalities of barricaded situations
 - d. Do we need a warrant?
 - e. Priorities
 - f. Tactical decision making
 - g. Commander's role
 - h. Medics role
 - i. CNT role
 - j. EOD
 - k. Canine
 - l. Options prior to entry / resolution strategies
 - m. Vehicle barricades
 - n. Open area barricades
 - o. Decision making
- XIV. Hostage Recovery Operations
- a. Hostage situation types
 - b. Successful HR missions
 - c. Hostage taker evaluation
 - d. Opportunity
 - e. Conditions favoring tactical intervention
 - f. Crisis teams and contingency planning
 - g. Resolution strategies
 - h. Deliberate assault planning
 - i. Mobile option



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- j. Team responsibilities
- k. CNT during HR

CO-HOST LOGISTICAL REQUIREMENTS:

Classroom

- Adequate classroom and seating for the number of students attending, with tables.
- Whiteboard with markers
- Flip chart with paper

Audio Visual

- Projector for computer presentation
- Large projection screen (minimum of 6' X 6')
- Speaker system to connect to laptop for audio (or ability to plug in a thumb drive to an existing system).
- Extension cord and power strip

Other

- Access to copier

STUDENT EQUIPMENT LIST:

- LE credentials
- Laptop computer (a PDF will be provided to attendees prior to class start – **no printed course manual is handed out, all course documents are on provided thumb drive.**)
- Note taking material.