



Recruitment, Selection & Testing of SWAT Personnel

NATIONAL TACTICAL OFFICERS ASSOCIATION

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Warrior's Creed

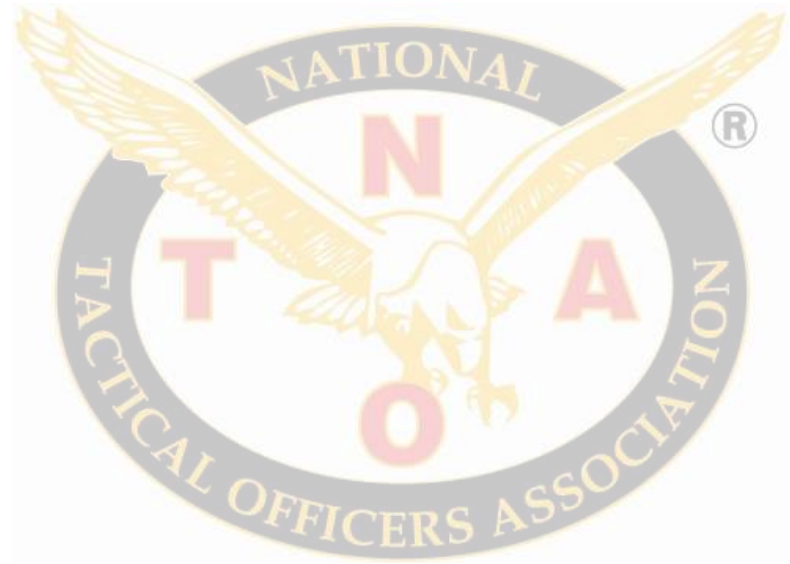
“Out of every one hundred men, ten shouldn't even be there, eighty are just targets, nine are the real fighters, and we are lucky to have them, for they make the battle. Ah, but the One, One is a Warrior, and He will bring the others back.”

~ Heraclitus c. 500 B.C.

Objectives

- What do the courts say relative to testing and selection?
- Validating job criticality issues.
- Identifying essential functions that relate to your SWAT Team that candidates should be tested and evaluated for.
- Testing factors for candidates.





Section One

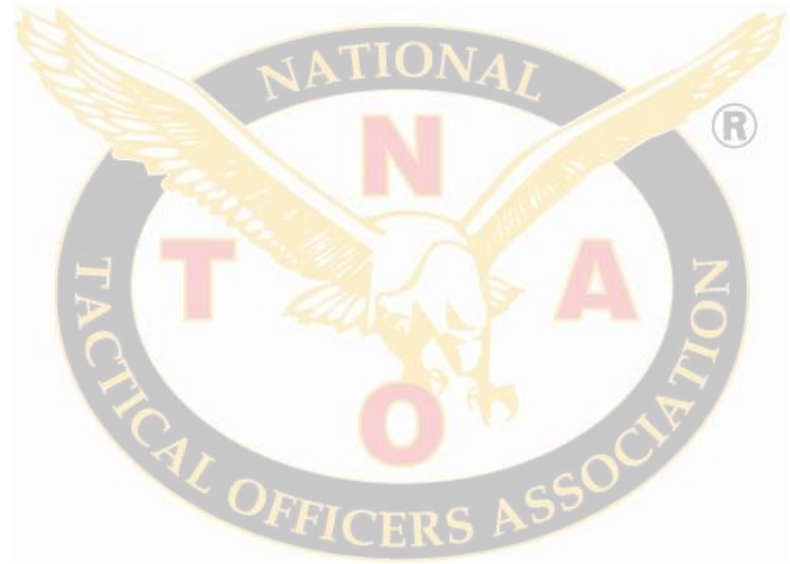
RECRUITMENT OF SWAT PERSONNEL



Recruitment

- What was your experience 10 years ago.
- What challenges exist today?
- What, if anything, have you changed with regards to recruitment?





Section Two

SELECTION OF SWAT PERSONNEL



“It shall be unlawful employment practice for a respondent, in the connection with the selection or referral of applicants or candidates for employment or promotion, to adjust scores of, use different cutoff scores for, or otherwise alter the results of, employment related tests on the basis of race, color, religion, sex or national origin.”



Selection Process

- Reasonable
- Job related
- Same activities
- Same standards



Validation

- Job function
- Frequency performed
- Rating process
- Documentation



Essential Functions

- Crawling and running
- Jumping
- Balance
- Discipline



Essential Functions

- Climbing and traversing
- Lifting and carrying
- Rescue
- Running



Essential Functions

- Elevated positions
- Confined spaces



Activities Tested

Physical Fitness & Obstacle Course Test	Coordination, Initiative, Perseverance, Teamwork
Firearms Training	Hand/Eye Coordination, Safety Awareness
Courses of Fire	Movement, Accuracy
Team Movement	Ability to Follow Instructions, Decision Making
Use of Force Drills	Integrity, Ability to Function Under Pressure, Target ID, Articulation, Justification, Knowledge of Laws and Policy
Ladder Climb	Strength, Stamina, Fears
Land Navigation	Orientation, Sense of Direction, Leadership



Testing Factors **1**

- Psychological and Emotional Characteristics



Searching For. . .

- Handling Pressure
- Ability to Focus
- Self-Control



Searching For. . .

- Manage Stress
- Patience



Testing Factors 2

- Knowledge



Searching For. . .

- Policies and Procedures
- Safe Driving and Pursuit Skills
- Good Writing Skills



Searching For. . .

- Evidence Handling
- Weapons Safety and Handling
- Equipment Accountability



Testing Factors 3

- Personal Characteristics and Attitude



Searching For. . .

- Extreme Conditions
- Reliability
- Initiative



Searching For. . .

- Current events
- Maturity



Testing Factors 4

- Attention to detail



Searching For. . .

- ***Follow*** Procedures
- ***Define*** Assignments
- ***Perform*** Assignments



Searching For. . .

- *Properly* document
- *Identify* risk



Testing Factors 5

- Reasoning and judgment



Searching For. . .

- Decision-Making
- Threat Recognition
- Act Independently



Searching For. . .

- Reasoning
- Problem solving
- Pattern recognition



Testing Factors 6

- Oral Communications



Searching For. . .

- Communicate Clearly
- People in Distress
- Transmit Observations



Searching For. . .

- Instruct Others
- Testifying
- Community Presentations



Testing Factors 7

- Interpersonal communication skills



Searching For. . .

- Affect on Others
- Diplomacy
- Cooperative
- Relating to Troubled Individuals



Testing Factors 8

- Cultural differences



Searching For. . .

- Professional
- Cultural sensitivity



Testing Factors 9

- Learning and memorization capacity



Searching For. . .

- Understand and retain plans
- Under stress
- Complex skills



Testing Factors **10**

- Medical Condition



Searching For. . .

- Unimpaired hearing
- Visual acuity
- Phobias



Searching For. . .

- Major Physical Limitations
- No Addictions
 - Absolutely No Drug Use!



What are you testing for?



Testing . . .

- Realistic Expectations
- Overall Characteristics
- Overall Police Skills
- Teach SWAT Tactics



Documentation

- Evaluation Process
- Video Taping
- Write Out Everything



Involvement

- Involve the Team
- Mix it Up
- Oral Board Makeup



Questions?



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