



Recruitment, Selection, Testing & Retention of SWAT Personnel

NATIONAL TACTICAL OFFICERS ASSOCIATION

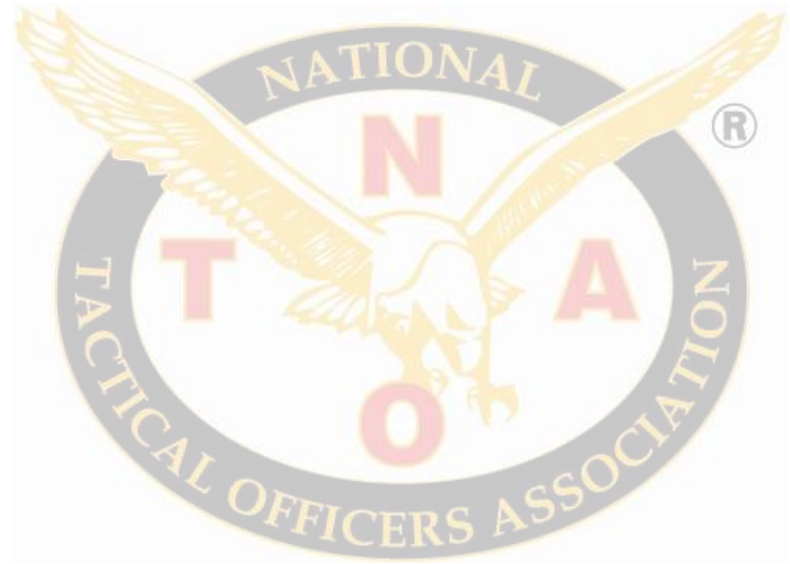
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Objectives

- 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.
- 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?

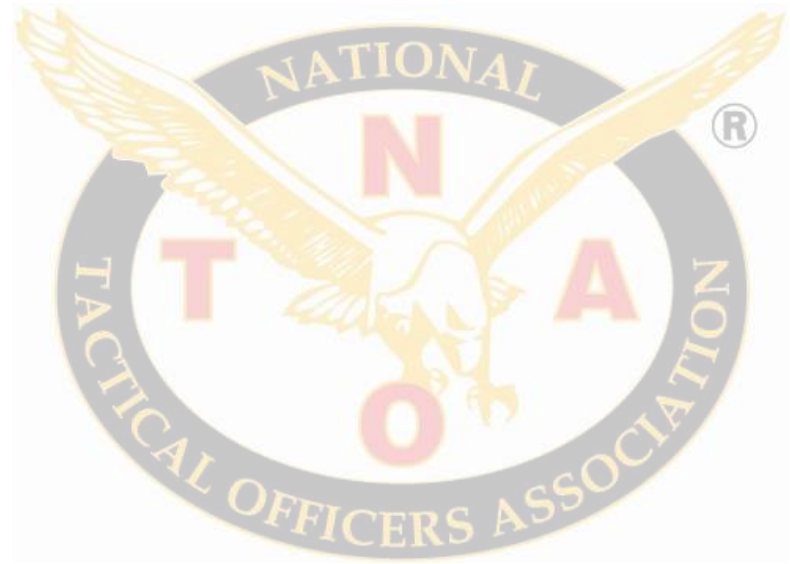


USMC Recruitment Video Cir. 1988



USMC Recruitment Video Cir. 2011





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



Searching For. . .

- Relating to troubled individuals



Testing Factors 8

- Cultural differences



Searching For. . .

- Professional
- Cultural sensitivity
- Diversity



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 additions. Absolutely no drug use!



What are you testing for?



Testing . . .

- Realistic expectations
- Overall characteristics
- Overall police skills
- Teach SWAT tactics



Documentation

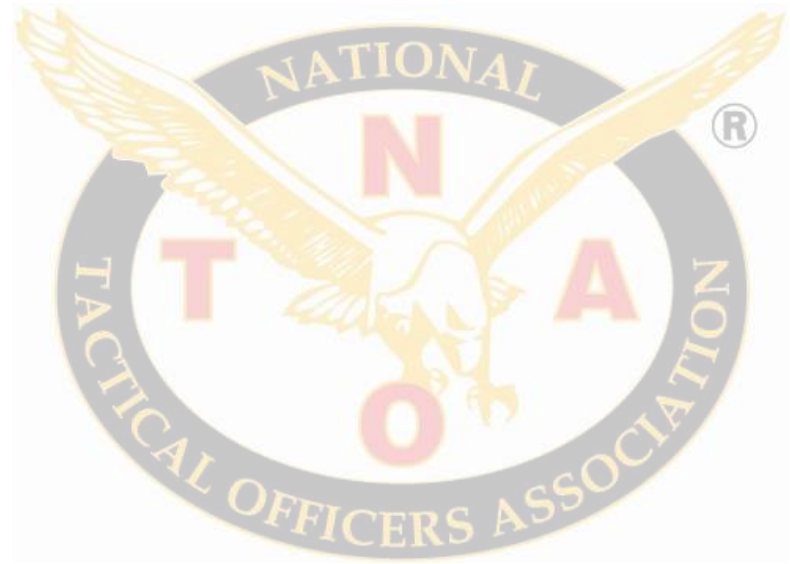
- Evaluation process
- Video taping
- Write out everything



Involvement

- Involve the team
- Mix it up
- Oral board makeup





Section Three

RETENTION OF SWAT PERSONNEL



“Burned out team members, if left in place too long, can cause serious issues for both you and the team. Dealing with them is your responsibility.”

- Randy Watt



Negligent Hiring

- Constitutional violation would not have occurred had the Tactical Commander properly performed a thorough screening of the errant officer prior to placing the officer on the team.



Negligent Assignment

- Assigning an operator to a job without ascertaining his/her competence.
- Retaining an operator on the team who is “known to be incapable” of performing the job.



Negligent Entrustment

- Team Leader or Trainer's failure to properly supervise or control an operator's custody, use, or supervision of equipment or facilities entrusted to him/her.
- Plaintiff must prove TL or Trainer knew or had reason to know operator was incompetent, inexperienced or reckless (training records).



Failure to Direct

- Failing to direct refers to a failure to inform operators of the special requirements and/or limits of the job to be performed.

Operations Order



Failure to Direct

- Operators should be trained and tested in their comprehension of policy and tactical doctrine content.



Failure to Supervise

- Team Leader and Commander responsible to adequately supervise team members
- Could raise to the level of deliberate indifference



Failure to Discipline

- Failure to investigate complaints about a team member and take appropriate action as warranted



Failure to Discipline

- Failure to take action against the team member in the form of reprimand, removal from the team or formal agency discipline



Failure to Discipline

- Commander has an affirmative duty to take necessary steps to address team member who is unfit for the position
- This may be gross misconduct or a series of minor infractions that indicate a pattern



Negligent Retention

- Failing to take action when the operator has demonstrated an unsuitability to the job.
- Team Leader (Scout) did nothing to correct the behavior.



Negligent Retention

- Tolerating known misconduct creates a “de facto” policy.
- Remove operators that need to be gone.



Negligent Retention

- Liability will not attach when the Team Leader or Commander fulfills their basic functions of properly enforcing policies and operational requirements.



Things to Consider. . .

- A poor performer can put on all of the best SWAT gear in the world, but he/she will still be a poor performer.
- Make sure operators are prepared, disciplined and up to the task at hand.



Things to Consider. . .

- There are no small tactical mistakes.
- There is no room for mediocrity. We have to be prepared for the 2%er.



**“Mediocrity results first
and foremost from
management failure, not
technological failure.”**

- Jim Collins



Questions?



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