TACTICAL COMMAND AND LEADERSHIP SYSTEMS GTI

Success is not by Chance

> "Anyone can hold the helm when the sea is calm"

TACTICAL COMMAND AND LEADERSHIP

Build Truly Capable Teams. Reduce Operational Risks. Produce Real Results

Law enforcement tactical teams are an expensive venture, full of cost and high in liability. Tactical operations often make the news and many citizens and agencies alike are questioning the need and value of these operations and the teams that conduct them. Agencies and their personnel are under a scrutinizing microscope. The "militarization of law enforcement" theme that has made news headlines in recent years has gained a new fervor in 2014.

In the past several years there have been a skyrocketing number of litigations against law enforcement for tactical operations. The number of lawsuits and the amount of money needed to defend the lawsuits (and make settlements and pay out large verdicts) has increased exponentially.

Organizations throughout the U.S. are analyzing the cost v. benefit of maintaining these high-risk units and organizations as part of their agencies and capabilities.

Despite the risk of having tactical teams, they are an invaluable life-saving asset when properly constructed, trained, and deployed. Whether it is the life of innocents, hostages or officers; the political careers of you and your staff; the organizational life of the agency; or the history of your profession; the risk of not having a team capable of handling the multitude of threats that law enforcement must concern themselves with today can be far greater than the risk of having them.

GTI's Tactical Command and Leadership System minimizes the frequency and severity of risks and develops true capabilities through training, assessment, external vetting and consulting programs.
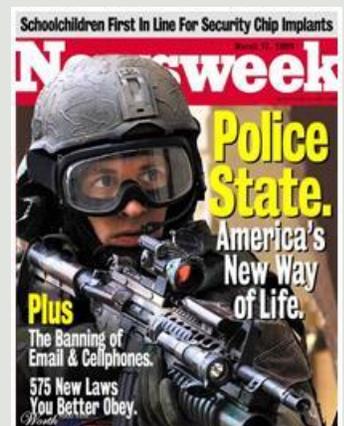
"Everyone professes intuitively to be able to recognize good tactical teams, the 'I know it when I see it phenomenon,' but few are able to articulate their dimensions with sufficient clarity to permit the development of programs for producing them or evaluation programs for assessing them."
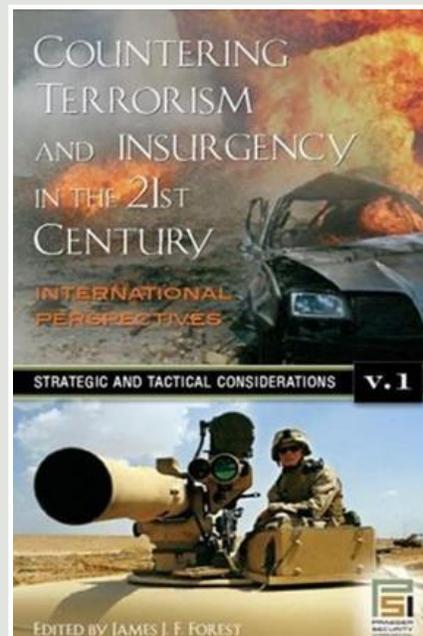Chadd Harbaugh - President GTI

SOLUTION PROVIDERS

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The Government Training Institute Provides Solutions for Trainers, Leaders, and Commanders of Tactical Teams

Since its inception in 2003, GTI has researched human and organizational performance issues relating to tactical response and the development and maintenance of tactical capabilities. We have trained over 6,000 law enforcement and military special operations personnel in tactics, techniques and procedures relating to specialized missions. GTI and its personnel has been requested in a Subject Matter Expert (SME) capacity (among others) by:

1) U.S. Department of Homeland Security
2) International Association of Chiefs of Police
3) International Counter Terror Expo - London, U.K.
4) U.S. Joint Maritime Training Center
5) Director of the U.S. Military Academy at West Point's Center for Counter Terrorism
6) U.S. Special Operations Command JFK Special Warfare Center
7) Texas Tactical Peace Officers Association
8) U.S. Army War College / Rand Corporation
9) U.S. Naval Nuclear Fuels Program / Bechtel Corporation
10) U.S. Army Research Laboratories/TRX
11) Classified U.S. Government Clients
12) Classified International Government Clients
13) U.S. and International Media Sources

For over a decade, hundreds of law enforcement agencies and military special operations groups from around the globe have utilized GTI's services to build end-user capabilities in basic and advanced tactical operations.

In addition to our research, training, and evaluation history, we have real-world experience commanding and leading agencies, units and teams. GTI's Tactical Command and Leadership System is developed and delivered by former tactical team commanders and leaders from state and local law enforcement and top tiered U.S. counter terrorism units. We have over four decades of tested experience defining, building, assessing, leading, and maintaining tactical teams and capabilities.

Recognizing the growing challenges tactical units and commanders face, GTI has developed a number of programs to assist agencies and their personnel. Our training and consulting services are designed to build organic capabilities while simultaneously reducing risk. Our offerings are by far the most comprehensive programs available for tactical commanders today.

(above) GTI President Chadd Harbaugh speaking to international counter-terror leaders from 82 countries in London, UK

(left) **Countering Terrorism and Insurgency in the 21st Century** - A text Edited by PhD James Forest (Director of Center for Countering Terrorism at the US Military Academy at West Point) Authorship of the chapter on the role of SWAT by Chadd Harbaugh - President GTI and Peter Spagnolo - GTI Training Coordinator

Training for Team Leaders and Commanders

Tactical Leadership and Command Cornerstones (TC1)
Target Audience - Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers and Legal Advisors
Course Length - 5 Days
Prerequisites - None
Course Description - See page 4 for course description.

Managing Risks and Developing Course of Action in Tactical Operations and Training (TC2)
Target Audience - Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers and Legal Advisors
Course Length - 3 Days
Prerequisites - None
Course Description - See page 5 for course description.

Establishing Team Capability Requirements (TC3)
Target Audience - Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers and Legal Advisors
Course Length - 5 Days
Prerequisites - Managing Risks in Tactical Operations (TC2)
Course Description - See page 6 for course description.

Team Capability Evaluation, Analysis and Testing (TC4)
Target Audience - Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers and Legal Advisors
Course Length - 5 Days
Prerequisites - Establishing Team Capability Requirements (TC3)
Course Description - See page 7 for course description.

Functional Solutions for Tactical Teams (TC5)
Target Audience - Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers and Legal Advisors
Course Length - 5 Days
Prerequisites - Team Capability Evaluations, Analysis and Testing (TC4)
Course Description - See page 8 for course description.

Tactical Commander's College (TC6)
Target Audience - Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers and Legal Advisors
Course Length - 20 Days
Prerequisites - None.
Course Description - This course is made up of curriculum from courses TC2 through TC5. Students can take this course as a stand-alone course or may gain certification through successful completion of TC2, TC3, TC4 and TC5 individually. Students who take the individual courses must successfully graduate each individual course within 18 months to be awarded the Tactical Command College certificate.

Consulting / Evaluation & Assessment / Vetting Services

GTI offers agencies another layer of legal protection from negligence claims by providing outside evaluation, assessment, and vetting services. Through our consulting services we can assist in building doctrine and policy, defining mission requirements, assessing true capabilities, and/or assist in identifying the most efficient and cost-effective solutions at filling performance gaps. If the team's capabilities are already operating at high levels of efficiency and effectiveness, GTI can serve as an outside validation and vetting source for:

1) Policy, doctrine, tactics, techniques and procedures
2) Organizational design and culture
3) Training content, hours, focus and design
4) Equipment selection, maintenance and employment
5) Leadership selection and effectiveness
6) Operator selection and effectiveness
7) Facilities and training structure requirements

Please contact GTI at 803-259-1935 or info@GTItraining.org for additional details.

Training for Team Trainers and Team Leaders

Recognizing that agencies need organic capabilities to build their teams, the Government Training Institute offers Train-the-Trainer Courses that compliment our Tactical Command and Leadership Systems and operator centric training. Successful graduates of our Train-the-Trainer programs become GTI certified trainers for their agencies and can train personnel from their agency (and offer certificates through GTI) in the courses in which they are certified to train.

Please contact GTI at 803-259-1935 or info@GTItraining.org for additional details.

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Tactical Leadership and Command Cornerstones (TC1)

GTI's Tactical Leadership and Command Cornerstones course provides new leaders and/or team commanders a foundational base in which to start capability development of their tactical team and their leadership career.

Experienced team leaders and commanders will benefit from the course by being exposed to the latest capability development and risk management methods.

Designed to provide a high-level overview exposure to the full Tactical Command and Leadership System content, graduates will be able to return to their agencies, perform a preliminary needs assessment and better identify the agency's specific needs.

The course covers:

Managing Risks in Tactical Operations (1 Day)
A. Managing Individual / Operator Level Risks and the Tactical Decision Making Process
B. Preliminary Organizational Risk Analysis and Management
C. Detailed Organizational Tactical Risk Management

Establishing Team Capability Requirements (1 Day)
A. Conducting Risk v. Frequency Analysis
B. STEMS Analysis
C. HIOSP Analysis
D. Identifying Mission Tasks
E. Deriving Mission Conditions
F. Defining and Applying Mission Standards
G. Defining Core Competencies and Required Capabilities

Team Capability Evaluation Analysis and Testing (1 Day)
A. Identifying and Mapping Resources and Assets
B. Identifying Current and Programmed Element/ Echelon Relations to Task / Conditions / Standards Requirements
C. Handling the "Multiple Standards for a Single Task" problem
D. Safety and Risk Management in Evaluations
E. Identifying Logistical Requirements
F. Callout and Activation Procedures
G. Administrative Control Procedures
H. Hot Wash and AAR Procedures
I. Acknowledging Performance Gaps
J. Conducting Scope and Cause Analysis for Gaps
K. Assigning Priorities to Filling Gaps

Leadership and Training Considerations (1 Day)
A. Individual Training v. Team Training
B. Retention of Training
C. Characteristics of Effective Training
D. Role of Leadership in Training
E. Training Strategies & Planning
F. Stakeholder Based Training
G. Leadership Principles

Functional Solutions for Tactical Teams (1 Day)
A. Conducting Full-Scope Gap Analysis
B. Conducting Multi-Attribute Decision Making Process

Target Audience
Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers, and Legal Advisors

Course Length
5 Days. Course includes occasional evening assignments

Prerequisites
None

Cost
The cost for the course is dependent upon the course delivery options.

For courses delivered at GTI's training centers in South Carolina or Idaho, the course fee is $750 per student.

Courses delivered in a Mobile Training Team (MTT) format vary based on number of students, location, and training dates.

Please contact GTI at 803-259-1935 or info@GTItraining.org for specific information.

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Managing Risks and Developing Course of Action in Tactical Operations and Training (TC2)

"Failure to effectively manage risks can make an operation too costly - physically, politically, or economically."

The ability to make sound tactical decisions is one of the most important measures of any tactical commander and there is arguably no greater responsibility of the tactical team commanders and leaders than thoroughly understanding how to manage tactical risks and apply the most appropriate course of action to the mission.

Risk management is the process of identifying, assessing and controlling risks arising from operational factors, followed by a decision making process that balances risk cost with mission benefits.

Balancing risk management in tactical operations is both science and art. It requires a depth of knowledge of tactics, techniques, procedures, operational intelligence, team capabilities and weaknesses, and much more.

Risk is characterized by both the probability and severity of a potential loss that may result from hazards due to the presence of a suspect(s) or another hazardous condition. Perception of risk varies from person to person. What is risky or dangerous to one person may not be to another. Perceptions of the risk influences the commander's decision and course of action. Failure to effectively manage risks can make an operation too costly - physically, politically, or economically.

This course is by far the most comprehensive training available today for managing tactical risk.

The course covers:

The Tactical Decision Making Process

A. Defining "Good" Tactical Teams and Operators
B. Analyzing why we Train
C. Defining Capability and Performance
D. Lawsuits against Agencies and Personnel - Plaintiff Attack Fronts
E. Facts about the Brain
F. Analysis and Considerations of Each Phase of OODA Loop
G. Influencing Individual Performance in Each Stage of OODA Loop

Preliminary Organizational Risk Analysis

A. Current Risk Management Philosophies
B. Risk v. Frequency Analysis
C. Risk, Complexity & Violence Correlation
D. Risk Management Fundamentals
E. STEMS Analysis
F. HIOSP Analysis
G. Defining Core Competencies and Required Capabilities

Comprehensive Organizational Risk Management

A. Risk Management Principles
B. What Risk Management Does / Does Not Do
C. Identifying Hazards
D. Assessing Hazards
E. Developing Controls and Making Risk Decisions
F. Moral and Ethical Implications for Leaders
G. Overall Risk Management Responsibilities
H. Commander's Responsibilities
I. Leader's Responsibilities
J. Operator's Responsibilities
K. Course of Action Development

Target Audience
Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers, and Legal Advisors.

Though this course centers specifically around tactical operations, other divisions such as CID, patrol, special units and jail personnel can apply the same techniques learned in the course to their divisions within the agency.

Course Length
3 Days. Course includes occasional evening assignments

Prerequisites
None

Cost
The cost for the course is dependent upon the course delivery options.

For courses delivered at GTI's training centers in South Carolina or Idaho, the course fee is $650 per student.

Courses delivered in a Mobile Training Team (MTT) format vary based on number of students, location, and training dates.

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Establishing Team Capability Requirements (TC3)

Sun Tzu famously wrote in the Art of War, *"If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle."*

Tactical commanders are used to dealing with limited and rapidly changing information about an incident, a structure in which they must contain and/or enter, or the suspect(s) with which we must deal. However, we assume that we know our teams. But ask 100 different tactical commanders or team leaders the basic questions of what constitutes a "good" operator or "effective" team and you will likely receive 100 different answers. What constitutes "good" and "effective" for one person does not match the definition of another. Therein lies an inherent problem within our industry...very few individuals or agencies have spent the time to carry out a task analysis and fewer still are performing a capabilities based assessments. As a result, most agencies are left without core competencies, mission essential tasks, and quality measurements for job functions. These items are basic core requirements to build effective training programs, measure a return on investment, increase capabilities and

give agency heads a true and accurate depiction of current capability levels.

GTI's Establishing Team Capability Requirements course defines mission tasks, performance standards, operational conditions, core competencies, required capabilities, and other critical factors so commanders and leaders can build team capabilities and subsequently measure current performance levels, identify performance gaps, and prioritize gap filling measures.

The course covers:

Risk v. Frequency Analysis
A. Computing Mission Frequency
B. Risk, Complexity & Violence Correlation
C. Identifying Sources of Risk
D. Risk Management Overview / Refresher
E. Plotting Risk v. Frequency Quads by Mission Type

Developing Mission Tasks
A. Identifying Mission Requirements
B. Selecting Subject Matter Experts
C. Identifying and Narrowing Mission Scope
D. Organizing Missions
E. Defining / Describing Tasks
F. Research Methods
G. Identifying Personnel
H. Separating Task Levels
I. Separating Individual v. Collective Tasks

Derive Conditions
A. Physical Environment Considerations
B. Operator Related Issues
C. Operational Based Environments

Developing and Applying Standards
A. Criterion for Standards
B. Data and Measurement Scales
C. Industry Standards
D. Establishing Your Own Standards
E. Developing Required Capability Statements

Target Audience
Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers, and Legal Advisors.

Though this course centers specifically around tactical operations, other divisions such as CID, patrol, special units and jail personnel can apply the same techniques learned in the course to their divisions within the agency.

Course Length
5 Days. Course includes frequent evening assignments

Prerequisites
Managing Risks and Developing COA in Tactical Operations (TC2)

Cost
The cost for the course is dependent upon the course delivery options.

For courses delivered at GTI's training centers in South Carolina or Idaho, the course fee is $950 per student.

Courses delivered in a Mobile Training Team (MTT) format vary based on number of students, location, and training dates.

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Team Capability Evaluation, Analysis and Testing (TC4)

"Keep looking below the surface appearances. Don't shrink from doing so because you might not like what you find." - Colin Powell

Once a team's capability requirements are identified, we must ask ourselves, "Is my team prepared to handle all of the missions that they are chartered to?" How do we know? If we are assuming they are prepared because of their training consider this (amongst hundreds of other variables):

– There is no clear correlation between learning how to do something and actually being able to perform a task applying the knowledge and skills
– Just because someone can perform a task in training, it doesn't mean they will do so in the field
– An operator has to possess a prescribed level of confidence in a tactic, technique, or procedure before they will employ it under stress in a real-world scenario
– The climate and culture of the team and organization has as much to do with how an individual operator will respond as much as any other factor - including training

Evaluating a team's true capabilities is both art and science. There are a multitude of considerations and variables that must be accounted for.

GTI's Team Capability Evaluation, Analysis and Testing course prepares successful graduates to apply objective measurements to team performance and capability levels. Once the levels are measured, capability gaps are identified and prioritized based upon their impact to the agency, prepping the agency for the next step in capability development - deciding the most cost effective solution to filling performance gaps.

The course covers:

Defining the Process
A. Defining Capability Gaps
B. Utilizing SMEs
C. Mapping Resources and Assets
D. Identifying Current and Programed TCS Requirements
E. Identifying and Documenting Scenario Requirements
F. Managing Risks Associated with the Scenario(s)
G. Safety Equipment
H. Safety Statements and Briefings
I. Cease Fire and Immediately Cease Activity Protocols
J. Med-Evac Procedures
K. Perimeter Control & Vignette Boundaries
L. Exercise Control and Safety Officers
M. Establishing Target Placement Zones
N. Logistics
O. Activation Procedures
P. Administrative Control Procedures
Q. Hot Wash and AAR Procedures
R. ENDEX Procedures

Gap Analysis
A. Grading Criterion
B. Acknowledging Gaps
C. Scope and Cause Analysis for Identified Gaps
D. Writing Gap Statements
E. Assigning Priority to Gaps

Target Audience
Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers, and Legal Advisors.

Though this course centers specifically around tactical operations, other divisions such as CID, patrol, special units and jail personnel can apply the same techniques learned in the course to their divisions within the agency.

Course Length
5 Days. Course includes frequent evening assignments

Prerequisites
Managing Risks and Developing COA in Tactical Operations (TC2)

Establishing Team Capability Requirements (TC3)

Cost
The cost for the course is dependent upon the course delivery options.

For courses delivered at GTI's training centers in South Carolina or Idaho, the course fee is $950 per student.

Courses delivered in a Mobile Training Team (MTT) format vary based on number of students, location, and training dates.

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Functional Solutions for Tactical Teams (TC5)

Upon testing a team's capabilities against the conditions and standards, every agency will find performance gaps. All agencies work with limited time, manpower and financial resources. How do you prioritize gap filling measures against other conflicting priorities? How do we measure the potential impact to the agency if the gaps go without being filled? How do we pick the most cost effective or efficient solutions to improve capabilities?

Collectively, U.S. law enforcement agencies spend hundreds of millions of dollars annually on "solutions" that aren't well-suited to fill their performance gaps. Equipment has gained attention as of late but training is another one of the more visible examples. Industry-wide we waste millions every year on training that is redundant, not current, not timely, not accurate, and neither meets the real needs of the students nor the agency. Training is not the end all - be all solution to performance issues even though it is typically thought of as such. Not all problems are a result of a lack of training and training cannot solve all problems.

Doctrine and policy, organizational design and culture, training programs and allocations, equipment selection and employment, leadership, individual operators, and facilities all need to be examined when considering the best solutions.

The Functional Solutions for Tactical Teams course is the final class of the Team Capabilities Development Series and utilizes all of the material developed in the previous courses to clearly define the most cost effective and efficient solutions to performance gaps based on identified priorities.

The course covers:

The DOTM(m)LPF Analysis
A. Developing a Non Materials Approaches Table
B. Utilizing a Recommended Solutions Approaches Worksheet
C. Identifying Gap Types and Timeframes

Solutions Analysis
A. Evaluating Supportability Aspects of Solutions
B. Feasibility Analysis
C. Cost and Affordability Analysis
D. Evaluating the Priority of Approach
E. Estimating Degree of Impact on Gaps
F. Narrowing Alternatives

The Multi-Attribute Decision-Making Process
A. Identifying Fundamental Objectives
B. Developing Qualitative Representations
C. Developing and Applying Qualitative Models
D. Analyzing Residual Risk
E. Utilizing Attribute Scales
F. Determining Weighted Factors for Attributes
G. Making Final Decisions

Target Audience
Agency Heads, Tactical Commanders, Team Leaders, Assistant Team Leaders, Agency Risk Managers, and Legal Advisors.

Though this course centers specifically around tactical operations, other divisions such as CID, patrol, special units and jail personnel can apply the same techniques learned in the course to their divisions within the agency.

Course Length
5 Days. Course includes frequent evening assignments

Prerequisites
Managing Risks and Developing COA in Tactical Operations (TC2)

Establishing Team Capability Requirements (TC3)

Team Capability Evaluation, Analysis and Testing (TC4)

Cost
The cost for the course is dependent upon the course delivery options.

For courses delivered at GTI's training centers in South Carolina or Idaho, the course fee is $950 per student.

Courses delivered in a Mobile Training Team (MTT) format vary based on number of students, location, and training dates.

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