



BJA

Bureau of Justice Assistance
U.S. Department of Justice



TRAINING PROCEDURES

Revised June 2, 2010

This project was supported by Award Number 2009-JV-FX-K047 awarded by the Bureau of Justice Assistance, Office of Justice Programs. The opinions, findings, and conclusions or recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Justice.

MEMORANDUM

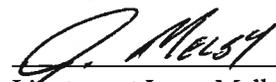
TO: Gang Resistance Education And Training (G.R.E.A.T.)
Participating Agencies

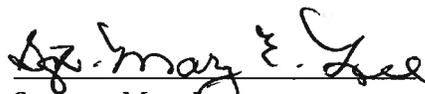
FROM: National Training Committee

SUBJECT: G.R.E.A.T. Training Procedures Distribution

DATE: June 2, 2010

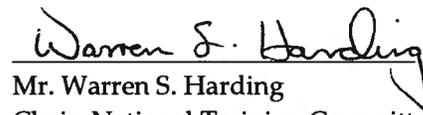
These Training Procedures provide guidance for all personnel involved in the delivery of the Gang Resistance Education And Training (G.R.E.A.T.) Program. Nothing in these Training Procedures is intended to abrogate in part or in whole the Memorandum of Agreement (MOA) or the G.R.E.A.T. Policy Manual signed by the agencies represented on the G.R.E.A.T. National Policy Board (NPB). The NPB, as the governing body of the G.R.E.A.T. Program, delegated the authority to establish standard operating procedures to the National Training Committee (NTC). These Training Procedures expound on and clarify the provisions of the MOA and the G.R.E.A.T. Policy Manual. They will remain in effect until amended, superseded, or canceled by the NTC.


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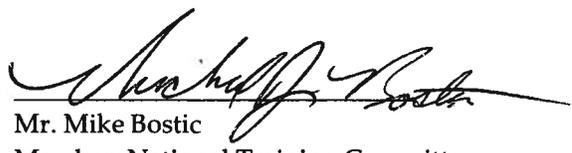

Mr. Mike Bostic
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A. PURPOSE

This procedure authorizes the National Training Team Coordinator (NTTC), while working with a Regional Administrator (RA), to deviate from Gang Resistance Education And Training (G.R.E.A.T.) Program training procedures when special situations arise.

B. SCOPE

This procedure applies to the NTTC and the RAs.

C. GENERAL DIRECTION

It is the policy of the G.R.E.A.T. Program that procedures governing the program are the standard procedures for normal operations. On occasion, situations may arise which may necessitate a divergence from standard procedures. This procedure gives the NTTC and the RA authority to deviate from set procedures in these situations.

D. DETAILED PROCEDURES

1. In normal operations, established G.R.E.A.T. procedures will be followed.
2. In unusual circumstances or situations, the NTTC, while working with an RA, may deviate from set procedures, as the situation requires.
3. Every time the NTTC and an RA deviate from established procedures, the RA will notify the National Training Committee (NTC) Chair.
4. In the event that the NTTC and an RA deviate from the same procedure twice within one calendar year, the NTC will review that procedure.

A. PURPOSE

This procedure ensures continuity of the G.R.E.A.T. curricula and training procedures through the establishment of training standards.

B. SCOPE

This procedure applies to all personnel involved in G.R.E.A.T. training sessions.

C. GENERAL DIRECTION

It is the policy of the G.R.E.A.T. Program that training standards and procedures are established to ensure that all G.R.E.A.T. training is consistent and of high quality.

D. DETAILED PROCEDURES

1. The National Training Committee (NTC) was established to provide guidance and operational procedures for all G.R.E.A.T. national training initiatives.
2. The NTC has developed standards to evaluate training procedures in order to ensure that all training offered will effectively prepare G.R.E.A.T. officers to deliver the program and to preserve program integrity and continuity.
3. The NTC established the following standards to provide the foundation for the successful training of G.R.E.A.T. officers and to ensure faithful replication of the G.R.E.A.T. training models, including the 40-hour or 80-hour G.R.E.A.T. Officer Training (GOT), G.R.E.A.T. Management Training, and G.R.E.A.T. Families Training.

- a. Organization: The Bureau of Justice Assistance (BJA) or its designee will assign a National Training Team Coordinator (NTTC). The NTTC will manage the National Training Team. The NTTC will maintain a roster of training staff personnel. BJA or its designee, through the NTTC, will be responsible for scheduling all trainings and contacting hotels and similar entities to arrange meeting space and lodging for each training. BJA or its designee will negotiate, draft, and sign all hotel contracts associated with training. All requests made for trainings must be forwarded to the NTTC for consideration. If a regional staff is required to conduct training in a different region, then budgetary considerations should be coordinated through BJA.
 - b. Training Team: The quality and commitment of the training team members, as well as the administrative and support staff, should exemplify the philosophy of working cooperatively to create an environment for effective learning. A training team will consist of a Regional Administrator (RA), a Seminar Supervisor, Team Leaders, an Educational Advisor, a Gang Specialist, and a Regional Administrative Assistant (RAA).
 - (1) The RA and the RAA will be responsible for ensuring that the training needs of the training team and seminar participants are met. Since training needs change, the regional staff will be readily available in order to administer to these needs.
 - (2) Seminar Supervisors are responsible for ensuring that the continuity of the training model is preserved, that the instruction adheres to the curriculum, that quality instruction is provided, and that the training needs are met.
 - (3) The Educational Advisor will teach and model classroom management and childhood development competencies during the GOT.
4. The regional staff will ensure that the training environment is conducive to effective learning. This would include, but is not limited to, ensuring that there is adequate space, proper lighting, and a climate that has a comfortable temperature and humidity.

5. The training classroom should be large enough to comfortably seat the participants, training staff, and any approved observers. Adequate work space to permit interactive group learning is critical to the training process.

a. Classrooms:

Classrooms should have the following:

- (1) Minimum measurements of 1,800 square feet. This room will be of sufficient size to seat all of the training staff, participants, guests, and visitors for the seminar graduation in classroom-style seating.
- (2) Accommodations for 36 participants and 15 staff members and observers.
- (3) Classroom-style seating with suitable tables and chairs for participants.
- (4) A podium and an instructor table in front.
- (5) Classroom-style seating in the rear of the classroom for all staff, agency representatives, and observers.
- (6) One whiteboard or chalkboard of adequate size with markers or chalk.
- (7) A G.R.E.A.T. banner for classroom use and for photo/graduation room use.

b. Breakout Rooms: The availability of breakout rooms for each training team is a necessity. Each of the breakout rooms should have the following:

- (1) Minimum measurements of 280 square feet.
- (2) Classroom-style seating for ten.
- (3) One whiteboard or chalkboard of adequate size for comfortable viewing with markers or chalk for each room.
- (4) One flipchart stand with paper and markers for each room.

- c. Presentation Rooms: Presentation rooms are used in the 80-hour GOT only. Due to the nature of the 80-hour seminar, two teams are combined during the second week for meetings and presentations. Each of the three presentation rooms should have the following:
- (1) Minimum measurements of 560 square feet.
 - (2) Classroom-style seating for 20.
 - (3) One whiteboard or chalkboard of adequate size for comfortable viewing with markers or chalk in each room.
 - (4) One flipchart stand with paper and markers in each room.
- d. Sleeping Rooms: Sleeping quarters for the participants should be available and located close to the training site.
- e. Teaching Aids: Audiovisual equipment to show videotapes, slides, overheads, and films should be readily available and functional. Equipment necessary for the successful completion of a GOT seminar will include, but is not limited to, the following items:
- (1) A television or video monitor.
 - (2) A videocassette recorder.
 - (3) One overhead projector.
 - (4) A projection screen (6-foot-wide minimum).
 - (5) Side tables for instructor materials in the front and the rear of the classroom.
 - (6) Six flipchart stands with paper and markers.
- f. Staff Administrative/Storage Room: A secure room of adequate size to comfortably seat the entire training staff and store necessary supplies and equipment will be provided.
- g. RA Responsibilities: In addition to ensuring that the classrooms are of adequate size and functionality, the RA shall:

- (1) Order all supplies and training materials required for the GOT.
 - (2) Contact all guest speakers to verify the availability of each speaker.
 - (3) Locate all needed electronic and rental equipment two weeks before the training sessions begin.
 - (4) Arrange for a photographer and complete necessary arrangements for replication of the class photograph.
 - (5) Ensure that all GOT required supplies are available on the Sunday prior to the first day of training.
 - (6) Open the Sunday staff meeting to welcome the team and review professional expectations of staff.
 - (7) Welcome the class at the beginning session of the GOT, in coordination with the Seminar Supervisor.
 - (8) Present the "Issues of G.R.E.A.T. Concern" on the final day of the GOT.
6. The NTTC, while working with the RA, may develop and employ methods to ensure and enhance consistency between trainers and training sessions. Examples of such methods include videotaping the training staff's presentations for evaluation and requiring that presenters in G.R.E.A.T. training sessions supply a copy of the outline they use in their presentations.
7. Training Seminar Evaluation: An evaluation will be provided to all participants so that they may evaluate the course content, instructors, Team Leaders, and facilities. The RA will forward these evaluations to the NTTC.

NONCERTIFICATION OF TRAINING PARTICIPANT **G.R.E.A.T.**

Training Procedure TP103

Date: 8/28/01
Revised: 5/19/05

A. PURPOSE

This procedure establishes guidelines to be followed when a training participant cannot, for any reason, be certified as a G.R.E.A.T. officer or Team Leader.

B. SCOPE

This policy applies to all G.R.E.A.T. Seminar Supervisors, Team Leaders, and administrative support staff.

C. GENERAL DIRECTION

The integrity of the G.R.E.A.T. Program rests largely on an instructor's ability to effectively deliver the curriculum. Occasionally, a training participant is unable to demonstrate the minimum knowledge, skills, or positive attitude necessary to carry out the responsibilities of a G.R.E.A.T. officer or Team Leader. Certifying such a person as a G.R.E.A.T. officer or Team Leader would damage the integrity of the G.R.E.A.T. Program. Therefore, it is the policy of the G.R.E.A.T. Program that such individuals will not be certified.

D. DETAILED PROCEDURES

1. Attributes or actions that may result in the noncertification of a G.R.E.A.T. training participant include:
 - a. The inability to demonstrate the minimum teaching skills required.
 - b. Attitudes that would adversely impact the program.
 - c. Severe disciplinary infractions.
 - d. The inability to attend all the required training sessions.
 - e. Conduct unbecoming an officer.

2. The participant's Team Leader will document evidence concerning any of the items in paragraph D.1 of this Training Procedure.
 - a. Throughout the training, Team Leaders will keep the Seminar Supervisor apprised of any potential problems that may lead to noncertification. The Seminar Supervisor and/or Regional Administrator (RA) will have the option to personally observe the participant's performance for evaluation purposes.
 - b. The Team Leader must complete and submit the Final Performance Evaluation Form, along with supporting documentation, to the Seminar Supervisor.
 - c. The Seminar Supervisor will brief the RA on decisions to withhold certification and pass on the Final Performance Evaluation Form and its supporting documentation.
 - d. The final determination to withhold certification will be the responsibility of the Seminar Supervisor and the RA, with a recommendation from the participant's Team Leader.
 - e. The RA will notify the National Training Team Coordinator of the officer's noncertification.
3. Upon determination to withhold certification, the RA, Seminar Supervisor, and the participant's Team Leader will meet with the participant to explain the reason(s) for withholding certification, making every effort to respect the feelings of the participant. The RA, the Team Leader, and the Seminar Supervisor will ensure that the participant understands that he or she will not be certified as a G.R.E.A.T. officer and is not eligible to teach the G.R.E.A.T. curriculum.
 - a. To preserve program credibility, it is essential that the individual be immediately removed from active participant status.
 - b. The Seminar Supervisor will ensure that the participant returns his or her copy of the Instructor's Manual.
4. The RA will use the information from the Final Performance Evaluation Form to provide immediate notification to the participant's agency administrator of the decision to withhold certification. The RA will provide the agency administrator with a copy of the Final Performance

Evaluation Form, and upon receiving a written request from the administrator, will provide additional detailed documentation supporting the noncertification.

5. A qualified officer who has failed to meet the standards necessary for certification as a G.R.E.A.T. instructor because of his or her inability to demonstrate the minimum teaching skills required may reapply for another G.R.E.A.T. seminar. This would include removal from training by the officer's agency due to its internal issues.

SELECTION AND ASSIGNMENT OF SPECIALTY INSTRUCTORS

G.R.E.A.T.

Training Procedure TP104

Date: 8/28/01
Revised: 6/2/2010

A. PURPOSE

This procedure establishes guidelines for the selection and assignment of specialty instructors for G.R.E.A.T. Officer Training (GOT) and G.R.E.A.T. Management Training (GMT) sessions.

B. SCOPE

This procedure applies to all involved in G.R.E.A.T. training.

C. GENERAL DIRECTION

It will be the procedure of the G.R.E.A.T. Program that quality specialty instructors be used for classes involving highly technical subjects.

D. DETAILED PROCEDURES FOR SELECTION OF EDUCATORS

1. Educators will be contracted by the National Training Team Coordinator (NTTC) to teach the educational components of GOT. An applicant seeking to become a G.R.E.A.T. educator must submit a résumé to the NTTC.
2. The minimum requirements for a G.R.E.A.T. educator shall include, but not be limited to, the following:
 - a. A bachelor's degree in education.
 - b. Five years of contemporary experience working within a junior high school or middle school system.
 - c. Experience in multicultural environments.

- d. Knowledge of the adult learning process.
 - e. Experience with special-needs students and situations.
3. Approval process for applicants wishing to become G.R.E.A.T. educators.
- a. The agency of the Regional Administrator (RA) in the region in which the applicant is located will conduct a thorough background check on each applicant who is selected for an interview.
 - b. An RA or designee will observe a potential applicant in the classroom and interview the applicant, providing a written recommendation for those applicants who are approved for continuation in the approval process.
 - c. The applicant will shadow a senior educator instructing the educator's block of an 80-hour GOT.
 - d. For the solo phase, the applicant will then teach the educator's block of an 80-hour GOT under the guidance of a senior educator and will be evaluated by the senior educator, RA, and Seminar Supervisor. An applicant may be allowed to teach the educator's block of a 40-hour GOT for the solo phase at the discretion of the NTTC and the RA. If the applicant does not receive a unanimous endorsement, the NTTC may schedule another solo phase.
 - e. All endorsed applications for this position, along with the written recommendations of the RA, Seminar Supervisor, and educator, will be submitted to the NTTC, who will forward them to the National Training Committee (NTC) for review and approval.
 - f. The NTC will forward a list of approved educators to the NTTC.

E. DETAILED PROCEDURES FOR SELECTION OF GANG SPECIALISTS

1. National Gang Specialists will be contracted by the National Training Team Coordinator (NTTC) to teach the National Gang Trends component of the GOT. An applicant seeking to become a G.R.E.A.T. National Gang Specialist must submit a résumé and accompanying documentation as stipulated in E.2. of this procedure to the NTTC.

2. The minimum requirements for a G.R.E.A.T. National Gang Specialist shall include, but not be limited to, the following:
 - a. A minimum of eight (8) years of experience as a sworn law enforcement officer within a federal, state, county, or municipal law enforcement agency.
 - b. A minimum of three (3) years of experience working within a specialized gang unit, intelligence unit, or investigation unit.
 - c. A minimum of eighty (80) hours of specialized gang training (documentation required).
 - d. Certification as a law enforcement instructor or documented experience instructing law enforcement and/or criminal justice topics.
 - e. Three (3) letters of reference from professional sources attesting to the applicant's knowledge of national gang trends, experience working with gang issues, and public-speaking ability.
 - f. If currently active in law enforcement, submission of a letter of confirmation from the applicant's agency director (i.e., chief of police, sheriff) attesting to the agency's support for the applicant to engage in providing National Gang Trends training for the G.R.E.A.T. Program.
3. Approval process for applicants wishing to become G.R.E.A.T. National Gang Specialists.
 - a. The NTTC will receive the application, review it for completeness, and forward it to the RA of the region in which the applicant is located.
 - b. The RA of the region in which the applicant is located or the RA's designee will review the résumé and related documents and set the date and time for the applicant interview to occur. One of the current G.R.E.A.T. National Gang Specialists will be part of the interview process.
 - c. The RA or designee will provide a written recommendation to the NTTC for those applicants who are approved for continuation in the approval process.

- d. The applicant will attend a 40-hour GOT as a participant, unless the applicant has already done so.
- e. For the solo phase, the applicant will then teach the gang specialist's block of the GOT under the guidance of a current gang specialist and be evaluated by the RA, Seminar Supervisor, and one of the current gang specialists. If the applicant does not receive a unanimous endorsement, the NTTC may schedule another solo phase.

F. DETAILED PROCEDURES FOR SELECTION OF G.R.E.A.T. FAMILIES TRAINING FACILITATORS

1. Facilitators for G.R.E.A.T. Families Training (GFT) will be contracted by the NTTC to facilitate this two-day training for certified G.R.E.A.T. instructors. Applicants seeking to become GFT Facilitators must submit a request in writing to the NTTC, along with documentation confirming the minimum levels of experience stipulated in paragraph F.2 of this procedure.
2. The minimum requirements for a GFT Facilitator shall include, but not be limited to, the following:
 - a. Must be an actively certified National Training Team (NTT) Team Leader or Seminar Supervisor.
 - b. Must have an expressed desire to train this curriculum.
 - c. Must have positive evaluations in previous NTT service.
 - d. Must have strong presentation/facilitation skills.
 - e. Must have participated in at least five GOTs as a training team member.
 - f. Must have taught at least four full six-session cycles of the G.R.E.A.T. Families curriculum.
 - g. Must have taught at least one cycle of G.R.E.A.T. Families in the last 12 months.

3. The approval process for applicants wishing to become GFT Facilitators is as follows:
 - a. The NTTC will receive the written request for consideration and supporting documentation, review it for completeness, and forward it to the NTC for approval as a candidate for GFT Facilitator.
 - b. Candidates approved by the NTC will be scheduled by the NTTC to attend a GFT and shadow the Lead Facilitator.
 - c. The NTTC will then schedule the candidate for a solo phase as a cofacilitator at a second GFT. The candidate's performance will be evaluated by the Lead Facilitator and the RA for the GFT, who will forward their evaluations to the NTTC within a week following the conclusion of the GFT. If both evaluators recommend the candidate, the NTTC will present the recommendations to the NTC for confirmation of the candidate as a GFT Facilitator. If the candidate does not receive a unanimous endorsement, the candidate may request to be scheduled for a second solo phase.

G. DETAILED PROCEDURES FOR SELECTION OF TRANSITIONS TRAINERS

1. Each 80-hour GOT training team shall include at least one trainer who has been approved to lead the specialty module "Transitions: Moving From Enforcement to Education." Applicants seeking to become Transitions trainers must submit a request in writing to the NTTC, along with documentation confirming the minimum levels of experience stipulated in paragraph G.2 of this procedure.
2. The minimum requirements for a Transitions trainer shall include, but not be limited to, the following:
 - a. Must be an actively certified NTT Team Leader or Seminar Supervisor.
 - b. Must have an expressed desire to train this particular module.
 - c. Must have positive evaluations in previous NTT service. This will be determined by reviewing the 360 Process feedback forms from the applicant's three most recent GOTs, giving specific attention to the following domains/competencies:
 - 1) Leadership/Respecting Differences

- 2) Instructional Effectiveness/Facilitation
 - 3) Instructional Effectiveness/Preparation and Knowledge of Content
 - 4) Instructional Effectiveness/Presentation Skills
- d. Must have participated in at least five GOTs as a training team member and observed the Transitions presentation at least three times.
3. The approval process for applicants wishing to become Transitions trainers is as follows:
 - a. The NTTC will receive the written request for consideration and supporting documentation, review it for completeness, and forward it to the NTC for approval as a candidate for Transitions trainer.
 - b. The NTTC will then coordinate with the RA for the candidate to present blocks three and four of the Transitions module at the candidate's next scheduled GOT. The candidate's performance will be evaluated by the RA and the Seminar Supervisor using the appropriate 360 Process forms. The RA will forward both evaluations to the NTTC within a week following the conclusion of the GOT. If both evaluators recommend the candidate, the NTTC will present the recommendations to the NTC for confirmation of the candidate as a Transitions trainer. If the candidate does not receive a unanimous endorsement, he or she may request to be scheduled for a second solo phase.
 4. Once a candidate has been confirmed by the NTC as an approved Transitions trainer, the NTTC will place him or her on the list of approved Transitions trainers and will make every reasonable effort to ensure that each trainer on the list has an opportunity to present the module at least once in every calendar year.

H. DETAILED PROCEDURES FOR SELECTION OF G.R.E.A.T. OFFICER IN-SERVICE TRAINING FACILITATORS

1. Facilitators for G.R.E.A.T. Officer In-Service Training (GOI) will be contracted by the Federal Law Enforcement Training Center to facilitate this training for experienced certified G.R.E.A.T. instructors. Applicants seeking to become GOI Facilitators must submit a request in writing to the

NTTC, along with documentation confirming the minimum qualifications stipulated in paragraph H.2 of this procedure.

2. The minimum requirements for a GOI Facilitator shall include, but not be limited to, the following:
 - a. Must be an actively certified NTT Team Leader or Seminar Supervisor.
 - b. Must have an expressed desire to train this particular module.
 - c. Must have positive evaluations in previous NTT service.
 - d. Must have strong presentation/facilitation skills.
 - e. Must have participated in at least five GOTs as a training team member.
 - f. Must have scheduling flexibility that will permit scheduling adjustments on short notice.
3. The approval process for applicants wishing to become GOI Facilitators is as follows:
 - a. The NTTC will receive the written request for consideration and supporting documentation, review it for completeness, and forward it to the NTC for approval as a candidate for GOI Facilitator.
 - b. Candidates approved by the NTC will be scheduled by the NTTC to attend a GOI and shadow an experienced Facilitator.
 - c. The NTTC will then schedule the candidate for a solo phase as a cofacilitator at a second GOI. The candidate's performance will be evaluated by the other Facilitator and the RA for the GOI, who will forward their evaluations to the NTTC within a week following the conclusion of the GOI. If both evaluators recommend the candidate, the NTTC will present the recommendations to the NTC for confirmation of the candidate as a GOI Facilitator. If the candidate does not receive a unanimous endorsement, the candidate may request to be scheduled for a second solo phase.

I. ADDITIONAL PROCEDURES

1. Other specialty instructors may be contracted to teach any other course deemed appropriate by the NTC.
2. The NTTC, in coordination with the RAs, will coordinate specialty instructor scheduling and utilization.
3. Specialty instructor pay will be consistent with policy and procedure requirements regarding contracts and purchasing.
 - a. The Bureau of Justice Assistance's (BJA) designee will fund the payment of specialty instructors.
 - b. BJA's designee will be responsible for maintaining accurate files of purchase orders, contracts, and per diem paid to specialty instructors.

A. PURPOSE

This procedure establishes guidelines governing the attendance of observers at any G.R.E.A.T. training session.

B. SCOPE

This procedure applies to training staff, administrative support staff, and individuals requesting observer status.

C. GENERAL DIRECTION

It is the policy of the G.R.E.A.T. Program to prevent distraction in G.R.E.A.T. training sessions by limiting the number of classroom observers. The purpose of allowing the attendance of observers in G.R.E.A.T. training sessions is to benefit from the goals and objectives of the G.R.E.A.T. Program.

D. DETAILED PROCEDURES

1. Any certified G.R.E.A.T. officer or official guest of the G.R.E.A.T. Program may visit sessions of G.R.E.A.T. Officer Training (GOT) with the approval of the Seminar Supervisor or the Regional Administrator (RA).
2. Any other person who is interested in observing a GOT must submit a written request to the National Training Team Coordinator (NTTC), detailing the reasons for wanting to observe the training.
 - a. The NTTC will coordinate the attendance of observers with the RA.
 - b. No more than two observers will be allowed in any training session; exceptions must be approved in advance by the NTTC in conjunction with the RA.
 - c. Observers will be presented a copy of the Guidelines for Seminar Observers governing their presence in the classroom.

- d. The NTTC will make every attempt to accommodate those who request to observe training events, while observing the G.R.E.A.T. Program goal of minimizing disruption to seminar participants.
3. No observers will be allowed to attend the participants' presentations or team meetings without permission from the Seminar Supervisor and the RA.
4. Observers may be provided with a copy of the G.R.E.A.T. Instructor's Manual in the classroom at the discretion of the RA. Observers will not be permitted to leave with a copy of the manual.
5. Any problems with observers will be documented by the Seminar Supervisor and forwarded to the RA for consideration of future requests to observe by the same agency.

OFFICER TRAINING

GUIDELINES FOR SEMINAR OBSERVERS

G.R.E.A.T.

Attachment to Training Procedure TP105

In order to maintain a quality learning environment for our seminar participants, we ask the following of all guests observing our seminar:

- ✓ Please strictly observe break times. Entering the classroom late can be distracting to the participants.
- ✓ Please do not ask questions or participate during formal classroom sessions. If you have questions, please refer them to the Seminar Supervisor during breaks.
- ✓ Please do not make any unnecessary noise during formal classroom sessions (e.g., talking, cell phones or beepers, watch alarms, etc.).
- ✓ No newspapers or magazines are allowed in the classroom during sessions.
- ✓ Smoking and/or chewing tobacco products are not allowed in the classroom or in out-of-classroom sessions.
- ✓ Observers are not allowed to watch participants' presentations or attend team meetings without permission of the Seminar Supervisor or Regional Administrator.
- ✓ If you are a supervisor of any of the seminar participants or staff members, please refrain from evaluating them or discussing department/agency business during the course of the seminar. The chain of command that is observed during the seminar is as follows: Regional Administrator, Seminar Supervisor, Team Leader, Participant/Observer. Our concern is that the staff and participants focus 100 percent of their effort on this training. Outside pressure from their own department and/or supervisor could adversely affect this, which could lead to a participant failing the seminar.

A. PURPOSE

This procedure establishes guidelines for the training staff's conduct and minimum service requirements.

B. SCOPE

This procedure applies to all training staff and administrative support staff.

C. GENERAL DIRECTION

The primary training methodology utilized in G.R.E.A.T. training is role modeling, which is an essential ingredient to Program integrity, credibility, and success. It is the policy of the G.R.E.A.T. Program that every action of a training staff member or administrative support staff member be professional and beyond reproach.

D. DETAILED PROCEDURES**1. Conduct**

- a. Each training staff member and administrative support member will conduct himself or herself in an ethical manner that reflects the highest standards of professionalism at all times. He or she will be cognizant of and guided by the National Training Committee (NTC) standards of member conduct as established in these policies and procedures.
- b. Training staff members and administrative support members will present themselves as exemplary role models in both formal and informal situations. All staff members must refrain from sexual, racial, gender, ethnic, or other remarks that could be considered stereotypical or insensitive.
- c. Any violations of this procedure will be documented by the Seminar Supervisor and forwarded to the Regional Administrator (RA) for review as outlined in Training Procedure TP108.

d. If the RA, in conjunction with the National Training Team Coordinator (NTTC), finds sufficient cause, he or she may initiate the following sanctions, subject to final action by the NTTC:

(1) Revocation of Team Leader or Team Leader Candidate status and/or

(2) Decertification.

2. National Training Team (NTT) minimum service requirement

a. Attendance at the annual NTT In-Service Training is mandatory for all NTT members. If a member is unable to attend because of extenuating circumstances, he or she may notify the NTTC and request to be excused. If a member misses the In-Service Training without having been excused or misses in consecutive years, he or she will be automatically placed on inactive status pending review by the NTC. The NTC may restore active status upon request of the inactive member after review of the circumstances and attendance at the next scheduled In-Service Training.

b. Team Leaders and Seminar Supervisors receive special skills training in order to serve in those capacities. If these skills are not utilized on a regular basis, they will deteriorate. For this reason, Team Leaders and Seminar Supervisors shall be required to participate as members of the NTT in at least one G.R.E.A.T. Officer Training (GOT) within each consecutive 12-month period. The NTTC will monitor compliance with this requirement.

c. If a Team Leader or Seminar Supervisor fails to comply with the requirement to participate in at least one GOT during a consecutive 12-month period and is placed on inactive status as a result thereof, the Team Leader or Seminar Supervisor can be reactivated by petitioning the NTTC for reinstatement and participating in a GOT as a solo Team Leader.

d. Team Leaders and Seminar Supervisors must display the ability to effectively train and develop future G.R.E.A.T. officers. The Seminar Supervisor will document strengths and areas for improvement in a Team Leader's performance during any GOT and bring them to the attention of the RA assigned to the training. The RA will document strengths and areas for improvement in a Seminar Supervisor's

performance during any GOT and bring them to the attention of the NTTC.

- e. All Team Leaders and Seminar Supervisors shall teach the 13-lesson middle school curriculum as the primary instructor at least once within each school year. Failure to maintain this standard will result in being placed on inactive status. Any exceptions to this requirement must be requested in writing to the NTTC with full explanation of the reasons for the request. The NTTC will submit all requests received to the NTC for review and a decision on approval.

- f. In addition to the requirements in D.2.e, any Team Leader or Seminar Supervisor who anticipates retiring from an active-duty criminal justice employment position must notify the NTTC prior to the retirement date and shall provide to the NTTC documentation from his or her sponsoring agency verifying the agency's continuing sponsorship of the NTT member following the member's retirement and acceptance of liability on the member's behalf when engaged in G.R.E.A.T.-related activities. All retired Team Leaders and Seminar Supervisors shall submit the sponsorship and liability documentation to the NTTC annually.

SELECTION AND APPROVAL OF TEAM LEADER CANDIDATES

G.R.E.A.T.

Training Procedure TP107

Date: 8/28/01
Revised: 02/20/08

A. PURPOSE

This procedure establishes guidelines for the selection and approval of Team Leader candidates.

B. SCOPE

This procedure applies to all certified G.R.E.A.T. officers.

C. GENERAL DIRECTION

It is the policy of the G.R.E.A.T. Program that Team Leader candidates meet the qualifying standards set forth in this procedure to become a Team Leader.

D. DETAILED PROCEDURES

1. To be considered for the position of Team Leader, candidates must:
 - a. Demonstrate strong responsiveness to instruction.
 - b. Show strong personal initiative.
 - c. Have the strong ability to develop interpersonal relationships.
 - d. Have the strong ability to communicate effectively with adult learners.
 - e. Exhibit promptness and good time-management skills.
 - f. Be exemplary role models in both formal and informal situations.
 - g. Refrain from sexual, racial, gender, ethnic, and other remarks that could be considered stereotypical or insensitive.

- h. Be flexible and able to handle the unexpected.
 - i. Be committed to the careful replication of the G.R.E.A.T. Program.
2. To be considered as a possible Team Leader Candidate, an applicant must:
- a. Possess a certificate of completion for the 40- or 80-hour G.R.E.A.T. Officer Training (GOT).
 - b. Have taught the G.R.E.A.T. Program middle school curriculum for a minimum of one school year and have instructed six 13-week middle school classes, as confirmed by the applicant's teaching schedule.
 - c. Submit a written application to the National Training Team Coordinator (NTTC) to become a Team Leader and successfully complete the application and interview process as established by the NTTC. The application must be accompanied by written references from a member of the command staff in the applicant's agency and an official of the school system or teaching environment in which the applicant teaches. The references must address the applicant's demonstration of the abilities and qualities listed in D.1.(a)–(i) of this section. Additionally, the applicant must submit a video of the applicant delivering a full lesson from the G.R.E.A.T. curriculum in an actual classroom setting. The RA for the applicant's region or his or her designee will review the video using standard evaluation instruments approved by the NTC. The candidate must be approved by the NTTC, the respective RA, and the NTC.
3. Successful Team Leader candidates must complete the following phases to become a Team Leader:
- a. Successful completion of a G.R.E.A.T. Team Leader Training (GTLT).
 - b. Successful completion of a mentoring phase in which the Team Leader Candidate works with an NTTC-approved Team Leader Trainer. The mentoring phase must be completed within six months of the date of graduation from the GTLT, as training schedules permit.
 - c. Successful completion of a solo phase in which the Seminar Supervisor evaluates the candidate's progress. The solo phase must be completed within 12 months of the completion of the mentoring phase. Either the mentoring phase or the solo phase must take place during an 80-hour

GOT. For the candidate to be considered for appointment as a Team Leader, all phases must be satisfactorily completed within 18 months of graduation from the GTLT.

- (1) The Seminar Supervisor will report to the Regional Administrator (RA) on the candidate's progress and will recommend to the RA whether the candidate should or should not become a Team Leader.
 - (2) The NTTC, in conjunction with the RA, will make the final determination of whether to approve the Team Leader Candidate as a Team Leader.
4. BJA's designee will be responsible for the following:
- a. Management of the NTT.
 - b. Assigning the NTTC.
 - c. Developing and managing the NTT database.
 - d. Assigning training teams. The training team should not include more than two Team Leader candidates. The NTTC will consider such factors as experience of team members, grant requirements, regional representation, and diversity in selecting team members.
 - e. Changes in team assignments prior to a GOT will be handled by the NTTC in conjunction with the RA. Emergency changes during a GOT will be handled by the RA and Seminar Supervisor, with notification to the NTTC.
 - f. All NTT staff members will be evaluated during a GOT following the procedures established in the Team Leader Training Manual.

SELECTION AND APPROVAL OF SEMINAR SUPERVISOR CANDIDATES

G.R.E.A.T.

Training Procedure TP108

Date: 5/19/05

Revised: 02/20/08

A. PURPOSE

This procedure establishes guidelines for the selection and approval of Seminar Supervisor candidates.

B. SCOPE

This procedure applies to all approved Team Leaders.

C. GENERAL DIRECTION

It is the policy of the G.R.E.A.T. Program that Seminar Supervisor candidates meet the qualifying standards set forth in this procedure to become a Seminar Supervisor.

D. DETAILED PROCEDURES

To be eligible for the role of Seminar Supervisor, an applicant must:

1. Complete a minimum of eight G.R.E.A.T. Officer Trainings (GOT), including at least three 80-hour GOT, as a Team Leader.
2. Consistently contribute positively to the training process.
3. Submit a written request to the National Training Team Coordinator expressing interest in being considered for the position of a Seminar Supervisor.
4. Be approved by the NTC.
5. Successfully complete the mentoring and solo phases with current Seminar Supervisors.
6. Participate as a member of the training staff at a G.R.E.A.T. Team Leader Training at the next available opportunity.

SEMINAR LINE OF AUTHORITY AND CONFLICT RESOLUTION

G.R.E.A.T.

Training Procedure TP109

Date: 8/28/01
Revised: 5/19/05

A. PURPOSE

This procedure establishes the chain of authority at G.R.E.A.T. training sessions and the steps to be taken to resolve conflicts that may arise.

B. SCOPE

This procedure applies to all G.R.E.A.T. training staff, support staff personnel, seminar participants, and observers.

C. GENERAL DIRECTION

It is the policy of the G.R.E.A.T. Program to ensure consistency in resolving conflicts in G.R.E.A.T. training sessions and to follow an established chain of authority at all training sessions. Procedural steps utilized in resolving conflict will delineate responsibilities, provide direction, and offer viable alternatives.

D. DETAILED PROCEDURES

1. The following chain of authority applies at all G.R.E.A.T. training sessions:
 - a. National Training Committee (NTC)
 - b. Regional NTC Representative
 - c. Regional Administrator (RA)
 - d. Seminar Supervisor
 - e. Team Leader

2. Problems with a participant or inappropriate participant behavior will be addressed in a timely manner as follows:
 - a. The Team Leader and participant will attempt to resolve the conflict together.
 - b. The Team Leader and Seminar Supervisor will meet with the participant to resolve a recurring problem and will notify the RA of that meeting.
 - c. If the participant fails to respond to the corrective measures outlined in paragraphs D.2.a. and D.2.b. of this Training Procedure, the RA may contact the participant's agency supervisor and the National Training Team Coordinator (NTTC) to inform them of actions already taken and of the next steps to be taken in order to resolve the conflict.
3. If the steps in paragraph D.2. fail to resolve the conflict, the RA, Seminar Supervisor, and Team Leader will inform the participant that he or she is no longer a participant in the seminar and ask him or her to leave the training site (see Training Procedure No. TP103).
4. The training staff will keep the Seminar Supervisor well informed of all issues and problems, both potential and real, that occur within or without the classroom of a G.R.E.A.T. training involving participants, training staff, on-site personnel, guest instructors, or observers. The Seminar Supervisor will notify the RA of any conflict and resolve the conflict in accordance with the following procedures in situations involving:
 - a. Participants: See paragraph D.2. of this procedure.
 - b. Staff: Conflicts involving staff will be addressed during staff conferences and in training program documentation.
 - c. On-site personnel: Conflicts involving on-site personnel, which may include, but are not limited to, host site personnel and administrative support staff, will be addressed during staff meetings, if appropriate, in training program documentation, and by contacting his or her immediate supervisor, if deemed necessary.
 - d. Hotel staff: In the event of a conflict with hotel staff, the RA will refer the problem to the Bureau of Justice Assistance (BJA) or BJA's designee for action.

- e. Specialty instructors: Conflicts involving specialty instructors will be addressed during staff meetings and documented, with notification to the NTTC.
 - f. Observers: Conflicts involving observers will be addressed during staff meetings and in training program documentation. If the conflict is not resolved or escalates, the Seminar Supervisor will consult the RA and, if necessary, ask the observer to leave the training site. Any such action will be documented and reported to the NTTC.
5. The RA may, when necessary or appropriate, deviate from this Training Procedure in accordance with Training Procedure TP101 to expedite the resolution of conflict during any G.R.E.A.T. training.

DISCIPLINARY ACTION INVOLVING NTT MEMBERS

G.R.E.A.T.

Training Procedure TP110

Date: 6/3/09

A. PURPOSE

This procedure provides guidance and structure to incidents and disciplinary matters regarding National Training Team (NTT) members.

B. SCOPE

This procedure applies to National Training Team members, specialty instructors, and administrative staff.

C. GENERAL DIRECTION

It is the G.R.E.A.T. Program's policy that violations/infractions by NTT members be documented and addressed. These violations/infractions will be handled in a timely manner, with a level of transparency, and using a fair process that involves National Training Committee (NTC) review with Bureau of Justice Assistance (BJA) oversight prior to final disciplinary disposition being reached.

D. DETAILED PROCEDURE

1. Reportable incident

- a. A *reportable incident* is defined as "any action taken which is inconsistent with standards set forth in TP106 D.1.a. and b. and which has occurred during or as part of any G.R.E.A.T. training event or other official function."
- b. When an incident is observed by or reported to the Seminar Supervisor (SS), Regional Administrator (RA), or NTC member, that person shall take timely action to determine the validity of the incident and whether the actions rise to the level of a "reportable incident." If the initial information is received by the SS, he or she shall immediately report the information to the RA, who will then become the report taker for the incident.

2. Investigation

- a. Once the incident is determined to be a “reportable incident,” the report taker will begin to conduct a complete investigation as to the specifics of the “reportable incident.”
- b. If it is determined that the incident rises to the level of a crime, the report taker shall notify the appropriate law enforcement jurisdiction.
- c. In the event that serious allegations of misconduct may require immediate administrative suspension of the NTT member, the report taker will confer with the National Training Team Coordinator (NTTC) and a member of the BJA policy staff to determine a course of action. If it is determined that immediate administrative suspension from the G.R.E.A.T. training or function is necessary, the RA or the RA’s designee shall inform the NTT member that there is an active investigation and that the NTT member’s services are administratively suspended, pending the completion of the investigation. After review of the investigation by the NTC and the BJA staff member, determination will be made of the final action to be taken.

3. Notification of allegations

- a. The report taker will make every effort to notify the NTT member of the allegations against him or her and may choose to conduct an interview with the NTT member at that time.
- b. If the report taker has a reasonable belief that notification of the allegations to the NTT member may inhibit further investigative efforts or adversely affect the training, the report taker may confer with the NTTC as to an appropriate time for notification.

4. Interim actions taken pending NTC review

- a. The report taker may take interim corrective actions to address the incident in order to bring a timely, but temporary resolution to the incident.
- b. These actions taken and how they affected the incident shall be documented in the incident report (See Section 5 – Documentation).

5. Documentation

- a. The nature of the incident, any actions taken, and details of the complete investigation will be documented on the G.R.E.A.T. Incident Report form. The completion of this form will be done by the report taker and shall be completed within seven (7) days of the completion of the investigation, unless circumstances unique to the incident prevent timely completion.
- b. The report taker may need to attach an extended narrative to this report to ensure complete details are documented.
- c. This report will be forwarded to the NTTC upon completion.

6. Incident report review

- a. Upon receiving the incident report, the NTTC will provide a copy to a BJA representative and, along with the RA, shall jointly review the report within seven (7) days of receipt of the incident report, unless circumstances unique to the incident prevent timely completion.
- b. If upon review, the NTTC, the RA, and BJA determine additional action is needed, the NTTC will notify the NTT member that his or her future service is administratively suspended until a full review is conducted by the NTC and BJA for final action (See 2.c.).
- c. If upon review, the NTTC, the RA, and BJA determine no immediate additional action is needed, the NTTC will arrange for the incident to be added to the next NTC meeting agenda.
- d. The NTC will review all incident reports and will make final decisions on actions in conjunction with a BJA representative.
- e. These actions may include, but are not limited to:
 - 1) No further action needed.
 - 2) Letter of "last chance" or correction.
 - 3) Additional counseling and/or training.

- 4) A period of suspension. Immediate termination of contract and removal from the NTT.
 - 5) Decertification as a G.R.E.A.T. instructor in accordance with Policy P108.
7. Notification of final actions/conclusion
- a. The NTTC shall make all notifications to investigated members with the exception of the notification of allegations discussed in 8.a.-c.
 - b. This shall include notification of “No further actions needed.”
 - c. The NTC Chair shall notify the National Policy Board (NPB) Chair of any action taken.
 - d. Notification of final action shall take place within seven (7) days of the NTC’s decision, unless circumstances prevent it.
8. NTT member appeal
- a. If the NTT member wishes to appeal the NTC’s decision, he or she shall submit the appeal in writing to the NPB requesting a review of the NTC’s decision, including a detailed explanation of the reasons for the appeal. This letter shall be routed to the NTTC, who will have it added to the agenda of the next NPB meeting for their review.
 - b. The actions of the NTC shall remain in place until a review by the NPB is conducted.
 - c. The NPB will review the incident and the NTC actions taken.
 - d. Upon completion of the review, the NPB will advise the NTTC of their findings, and the NTTC shall make notification to both the NTT member and the NTC.