



**International Narcotics &  
Law Enforcement Affairs**  
United States Department of State



# TRAINING PROCEDURES

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## GLOSSARY OF ABBREVIATIONS

Director	G.R.E.A.T. Program Director—the individual authorized to lead the G.R.E.A.T. Program Office
GFI	G.R.E.A.T. Foundation, Inc.
GFT	G.R.E.A.T. Families Training
GFFT	G.R.E.A.T. Families Facilitator Trainer
GOI	G.R.E.A.T. Officer In-Service Training
GOT	G.R.E.A.T. Officer Training
GPO	G.R.E.A.T. Program Office, operated by the organization designated by OJJDP to administer national training and technical assistance for the G.R.E.A.T. Program under the oversight and direction of OJJDP
G.R.E.A.T.	Gang Resistance Education And Training
GTLT	G.R.E.A.T. Team Leader Training
INL	Bureau of International Narcotics and Law Enforcement Affairs, U.S. Department of State
ITT	International Training Team—the group of expert trainers contracted by the GPO to assist in conducting G.R.E.A.T. training events
ITTC	International Training Team Coordinator—the individual designated by the Director to coordinate all activities of the ITT
OJJDP	Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice
SA	Seminar administrator
SS	Seminar supervisor

## GLOSSARY OF ABBREVIATIONS (CONTINUED)

SSiT	Seminar supervisor in training
TL	Team leader
TLiT	Team leader in training
TLT	Team leader trainer



# DEVIATION FROM POLICY

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*G.R.E.A.T. Training Procedure TP101*

Date: 8/28/2001

Revised: 5/21/2013; 11/1/2018; 7/1/2020

## **A. PURPOSE**

This procedure authorizes the SA and the SS, with approval from the Director, to deviate from G.R.E.A.T. Program training procedures when special situations arise.

## **B. GENERAL DIRECTION**

The training procedures specified in this manual are the standard procedures for normal operations. On occasion, situations may arise that may necessitate a divergence from standard procedures. This procedure gives the Director, the SA, and the SS authority to deviate from set procedures in these situations.

## **C. DETAILED PROCEDURES**

1. In normal operations, established G.R.E.A.T. procedures will be followed.
2. In unusual circumstances or situations, the on-site SA and/or SS may propose a deviation from set procedures, as the situation requires.
3. The on-site SA will contact the Director, explain the situation and the proposed alternative procedure, and obtain the Director's approval before proceeding with the proposed alternative. If the Director does not approve the deviation, on-site personnel will follow standard procedure.

# TRAINING STANDARDS

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*G.R.E.A.T. Training Procedure TP102*

Date: 10/28/2001

Revised: 5/21/2013; 11/1/2018; 7/1/2020

## A. PURPOSE

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

## B. GENERAL DIRECTION

The G.R.E.A.T. Program establishes training standards and procedures to ensure that all G.R.E.A.T. training is consistent and of high quality.

## C. DETAILED PROCEDURES

1. The G.R.E.A.T. Program has developed standards to evaluate training procedures in order to ensure that all training offered will effectively prepare G.R.E.A.T. instructors to deliver the Program and to preserve Program integrity and continuity.
2. The Program established the following standards to provide the foundation for the successful training of G.R.E.A.T. instructors and to ensure faithful replication of the G.R.E.A.T. training models, including the GOT, GTLT, GOI, and GFT.
  - a. Organization: The GPO will manage the ITT and will maintain a roster of training staff personnel. The GPO will be responsible for scheduling all trainings and arranging for meeting space and lodging, as needed, and will negotiate, draft, and sign all contracts associated with training. The GPO will locate and secure no-cost meeting space whenever possible and will provide consultation and on-site assistance as needed.
  - 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 an SA, an SS, TLs in the ratio of one for every eight participants, and an educational advisor.

- 1) The SA will be responsible for ensuring that the training needs of the training team and seminar participants are met. Since training needs change, the SA will be readily available in order to administer to these needs.
  - 2) The SS is responsible for ensuring that the continuity of the training model is preserved, that the instruction adheres to the curriculum, that quality instruction is provided, that reports and records are properly completed and submitted, and that training needs are met.
  - 3) The educational advisor will teach and model classroom management and childhood development competencies during the GOT.
  - 4) Each TL is responsible for leading a team of up to eight participants, evaluating and maintaining records of those participants' progress, providing guidance and individualized instruction, presenting assigned training modules, and other duties as may be assigned by the SS and/or SA.
3. The SA will ensure that the training environment is conducive to effective learning. This includes, but is not limited to, ensuring that there is adequate space, proper lighting, and a climate that has a comfortable temperature and humidity.
  4. The training classroom should be large enough to comfortably seat the participants, training staff, and any approved observers. Adequate workspace to permit interactive group learning is critical to the training process. The GPO will maintain minimum specifications for each type of training for use in planning and negotiating training space.
    - a. Sleeping Rooms: Sleeping quarters for non-commuting participants should be available and located as close as practicable to the training site. The GPO will arrange lodging for non-commuting training staff, and may notify participants of potential lodging sites, but is not responsible for procuring or arranging lodging for participants.
    - b. Teaching Aids: Audiovisual equipment as specified in the training curriculum should be readily available and functional.

- c. SA Responsibilities: In addition to ensuring that the classrooms are of adequate size and functionality, the SA shall:
- 1) Ensure availability of all supplies and training materials required for the GOT.
  - 2) Contact any guest speakers to verify the availability of each speaker.
  - 3) Set up and test all needed electronic and rental equipment prior to the first training session.
  - 4) Arrange for a photographer and complete necessary arrangements for replication or digital distribution 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 SS.
  - 8) Administer the certification examination and present the "Welcome" and "Issues of G.R.E.A.T. Concern" modules during the GOT.
5. The GPO 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 completion of prescribed feedback and assessment instruments.
6. Training Seminar Evaluation: An evaluation will be provided to all participants so that they may evaluate the course content, instructors, TLs, and facilities. The SA will forward these evaluations to the GPO.

# NONCERTIFICATION OF TRAINING PARTICIPANT

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*Training Procedure TP103*

Date: 8/28/2001

Revised: 5/21/2013; 11/1/2018; 7/1/2020

## 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. instructor or TL.

## B. 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. instructor or TL. Certifying such a person as a G.R.E.A.T. instructor or TL 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.

## C. 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 to an officer.

2. The participant's TL will document evidence concerning any of the items in paragraph C.1. of this Training Procedure.
  - a. Throughout the training, TLs will keep the SS apprised of any potential problems that may lead to noncertification. The SS and/or SA will have the option to personally observe the participant's performance for evaluation purposes.
  - b. The TL must complete and submit the Facilitator Performance Report, along with supporting documentation, to the SS.
  - c. The SS will brief the SA on recommendations to withhold certification and pass on the Facilitator Performance Report and its supporting documentation.
  - d. The final determination to withhold certification will be the responsibility of the SA, with recommendations from the participant's TL and the SS.
  - e. The SA will notify the GPO of the participant's noncertification.
3. Upon determination to withhold certification, the SA, the SS, and the participant's TL will meet with the participant to explain the reason(s) for withholding certification, making every effort to respect the feelings of the participant. The SA, the SS, and the TL will ensure that the participant understands that he or she will not be certified as a G.R.E.A.T. instructor and is not eligible to teach the G.R.E.A.T. Curricula.
  - a. To preserve Program credibility, it is essential that the individual be immediately removed from active participant status.
  - b. The SS will ensure that the participant returns his or her copy of the G.R.E.A.T. Instructor's Curricula.
4. The SA will use the information from the Facilitator Performance Report to provide immediate notification to the participant's agency administrator (or INL post representative in Central America) of the decision to withhold certification.

The SA will provide the agency administrator or post representative with a copy of the Facilitator Performance Report. If requested by the administrator or post representative, the SA will provide additional detailed documentation supporting the noncertification.

5. A qualified applicant 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 also apply to a participant removed from training by the participant's own agency due to its internal issues.

# SELECTION AND ASSIGNMENT OF SPECIALTY INSTRUCTORS

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*Training Procedure TP104*

Date: 8/28/2001

Revised: 5/21/2013; 11/1/2018; 7/1/2020

## A. PURPOSE

This procedure establishes guidelines for the selection and assignment of specialty instructors for G.R.E.A.T. training programs, including the GOT, GFT, GOI, and GTLT.

## B. GENERAL DIRECTION

The G.R.E.A.T. Program requires that qualified specialty instructors be used for classes involving highly specialized subjects.

## C. DETAILED PROCEDURES FOR SELECTION OF EDUCATIONAL ADVISORS

1. Educational advisors (also known as G.R.E.A.T. Educators) will be contracted by the GPO to teach the educational components of the GOT. An applicant seeking to become a G.R.E.A.T. Educator must submit a résumé to the GPO.
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 or a related field and government certification as a teacher.
  - 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.

- f. Recommendation from a G.R.E.A.T. instructor who has worked with the educator.
3. Approval process for applicants wishing to become G.R.E.A.T. Educators.
- a. The agency of the G.R.E.A.T. instructor recommending the applicant will conduct a thorough background check on each applicant who is selected for an interview.
  - b. A G.R.E.A.T. Educator assigned by the GPO 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 G.R.E.A.T. Educator instructing the educator's block of a GOT.
  - d. For the solo phase, the applicant will then teach the educator's block of a GOT under the guidance of a senior G.R.E.A.T. Educator and will be evaluated by the senior G.R.E.A.T. Educator, the SA, and the SS. If the applicant does not receive a unanimous endorsement, the Director will consider the recommendations of the evaluators and may choose to schedule another solo phase or close the application.
  - e. Final authority for acceptance and contract employment of any applicant will reside with the Director and the Director's agency.

#### **D. DETAILED PROCEDURES FOR SELECTION OF GFFTS**

1. Facilitator trainers for the GFT will be contracted by the GPO to facilitate this two-day training for certified G.R.E.A.T. instructors. Applicants seeking to become GFFTs must submit a request in writing to the GPO, along with documentation confirming the minimum levels of experience stipulated in paragraph D.2. of this procedure.
2. The minimum requirements for a GFFT shall include, but not be limited to, the following:
  - a. Must be an actively certified ITT TL or SS.
  - b. Must have an expressed desire to train this curriculum.

- c. Must have positive evaluations in previous ITT service.
  - d. Must have strong presentation/facilitation skills.
  - e. Must have participated in at least three GOTs as a training team member.
  - f. Must have taught at least three full six-session cycles of the G.R.E.A.T. Families Curriculum.
  - g. Must have taught at least one full six-session cycle of G.R.E.A.T. Families in the last 12 months.
3. The approval process for applicants wishing to become a GFFT is as follows:
- a. The ITTC will receive the written request for consideration and supporting documentation, ensure that the application file is complete, and forward it to the Director for approval as a candidate for GFFT.
  - b. Candidates approved by the Director will be scheduled by the ITTC to attend a GFT and shadow an experienced facilitator-trainer.
  - c. The ITTC will then schedule the candidate for a solo phase as a co-trainer at a second GFT. The candidate's performance will be evaluated by the experienced facilitator-trainer and the SA for the GFT, who will forward their evaluations to the Director within a week following the conclusion of the GFT.
  - d. If the applicant does not receive a unanimous endorsement, the Director will consider the recommendations of the evaluators and may choose to schedule another solo phase or close the application.
  - e. Final authority for acceptance and contract employment of any applicant will reside with the Director and the Director's agency.

## **E. DETAILED PROCEDURES FOR SELECTION OF GOI TRAINING FACILITATORS**

1. Facilitators for the GOI will be contracted by the GPO 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 GPO, along with documentation confirming the minimum qualifications stipulated in paragraph E.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 ITT TL or SS.
  - b. Must have an expressed desire to train this curriculum.
  - c. Must have positive evaluations in previous ITT 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 ITTC will receive the written request for consideration and supporting documentation, ensure that the application file is complete, and forward it to the Director for approval as a candidate for GOI facilitator.
  - b. Candidates approved by the Director will be scheduled by the ITTC to attend a GOI and shadow an experienced facilitator.

- c. The ITTC will then schedule the candidate for a solo phase as a cofacilitator at a second GOI with an experienced GOI facilitator. The candidate's performance will be evaluated by the experienced facilitator and the SA for the GOI, who will forward their evaluations to the Director within a week following the conclusion of the GOI.
- d. If the applicant does not receive a unanimous endorsement, the Director will consider the recommendations of the evaluators and may choose to schedule another solo phase or close the application.
- e. Final authority for acceptance and contract employment of any applicant will reside with the Director and the Director's agency.

## **F. DETAILED PROCEDURES FOR SELECTION OF TLTS**

1. Experienced ITT TLs will be selected by the GPO to assist in the on-the-job training of new TL candidates, or TLiTs. To be considered for the position of TLT, a TL must submit a written request to the GPO expressing interest in being considered for the position.
2. In conjunction with the written application, the TL will request written recommendations from at least three SSs under whose supervision he or she has worked.
3. The minimum requirements for a TLT shall include, but not be limited to, the following:
  - a. Must be an actively certified ITT TL.
  - b. Must have completed a minimum of six GOTs as a TL.
  - c. Contribute consistently and positively to the training process, as determined by 360 Feedback records from the previous three years and SS testimony.
4. The approval process for applicants wishing to become TLTs is as follows:

- a. The ITTC will receive the written request for consideration and SS recommendations, add the applicable 360 Feedback records, ensure that the application file is complete, and forward it to the Director for review and approval.
- b. The ITTC will provide TLs approved by the Director to serve as TLTs with all applicable instructions, forms, and procedures needed to mentor a TLiT during a GOT.
- c. The GPO will assign TLT candidates to a GOT at the earliest opportunity. Upon assignment, the SS will review the procedures and responsibilities with the TLT candidate prior to beginning the training and will monitor and guide the TLT candidate throughout the process. The candidate's performance will be evaluated by the SS and the SA, who will forward their evaluations to the Director within a week following the conclusion of the GOT.
- d. If the candidate does not receive a unanimous endorsement, the Director will consider the recommendations of the evaluators and may choose to schedule another assignment or close the application.
- e. The ITTC will schedule TLs who have been approved as TLTs to mentor TLiTs at GOTs based on need and availability.

## **G. ADDITIONAL PROCEDURES**

1. Other specialty instructors may be contracted to teach any other course deemed appropriate by the GPO in consultation with OJJDP and/or INL.
2. The ITTC will coordinate specialty instructor scheduling and utilization.
3. The GPO will be responsible for maintaining accurate files of contracts with and utilization of specialty instructors.

# ATTENDANCE OF OBSERVERS AT G.R.E.A.T. TRAINING

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*Training Procedure TP105*

Date: 10/28/2001

Revised: 5/21/2013; 11/1/2018; 7/1/2020

## A. PURPOSE

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

## B. 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 enable appropriate administrative and supervisory personnel to understand the goals and objectives of the G.R.E.A.T. Program.

## C. DETAILED PROCEDURES

1. Any certified G.R.E.A.T. instructor or official guest of the G.R.E.A.T. Program may visit sessions of a GOT with the approval of the SA.
2. Any other person who is interested in observing a GOT must submit a written request to the Director, detailing the reasons for wanting to observe the training.
  - a. The Director will coordinate the attendance of observers with the SA.
  - b. No more than two observers will be allowed in any training session; exceptions must be approved in advance by the Director in conjunction with the SA.
  - c. Observers will be presented a copy of the Guidelines for Seminar Observers governing their presence in the classroom.
  - d. The Director and/or SA 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 SS and the SA.
4. Observers may be provided with a copy of the G.R.E.A.T. Instructor's Curricula in the classroom at the discretion of the SA. Observers will not be permitted to leave with a copy of the curricula.
5. Any problems with observers will be documented by the SS and forwarded to the Director for consideration of future requests to observe by the same agency.

# **G.R.E.A.T. TRAINING**

## **GUIDELINES FOR SEMINAR OBSERVERS**

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### *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 (SS) 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 SS or seminar administrator (SA).
- 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: SA, SS, 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.

# TRAINING STAFF REQUIREMENTS

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*Training Procedure TP106*

Date: 8/28/2001  
Revised: 2/6/2015; 7/1/2020

## A. PURPOSE

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

## B. 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.

## C. 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 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 SS and forwarded to the SA for review as outlined in Training Procedures TP109 and TP110.

d. If the SA, in conjunction with the Director, finds sufficient cause, he or she may initiate the following sanctions, subject to final action by the Director:

1) Revocation of TL or TLiT status and/or

2) Decertification.

2. ITT minimum service requirement

a. ITT In-Service Training will be held every other year, if funding permits. On the years in which the ITT In-Service Training is not held, a distance-learning training activity will be offered for ITT members. Either in-person training or distance-learning training will be provided to the ITT each year. Participation in whichever training is offered is mandatory for all ITT members. If a member is unable to attend because of extenuating circumstances, he or she may notify the GPO and request to be excused. If a member misses the In-Service Training without having been excused or misses consecutive years, he or she will be automatically placed on inactive status pending review by the GPO. The GPO 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. All ITT members receive special skills training in order to serve in their respective capacities. If these skills are not utilized on a regular basis, they will deteriorate. For this reason, all ITT members shall be required to participate as members of the training team in at least one GOT within each consecutive 12-month period. The ITTC will monitor compliance with this requirement.

c. If an ITT member 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 ITT member can be reactivated by petitioning the Director for reinstatement and repeating his or her solo phase at a GOT.

- d. All ITT members must display the ability to effectively train and develop future G.R.E.A.T. instructors. The SS will document strengths and areas for improvement in a TL's or educational advisor's performance during any GOT and bring them to the attention of the SA assigned to the training. The SA will document strengths and areas for improvement in an SS's performance during any GOT and bring them to the attention of the Director.
- e. All TLs and SSs shall teach the 13-lesson middle school curriculum as the primary instructor at least once within each school year and provide verification of teaching activity to the GPO annually or as requested. 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 ITTC with full explanation of the reasons for the request. The ITTC will submit all requests received to the Director for review and a decision on approval.
- f. In addition to the requirements in D.2.e., any TL or SS who anticipates retiring from an active-duty criminal justice employment position must notify the ITTC prior to the retirement date and provide the documentation required for all retired officers to teach G.R.E.A.T., as specified in P102 C.1. of the G.R.E.A.T. Policy Manual. All retired TLs and SSs shall submit documentation of continued sponsorship to the ITTC annually, along with their verification of teaching activity.

# SELECTION AND APPROVAL OF TEAM LEADER CANDIDATES

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*Training Procedure TP107*

Date: 8/28/2001  
Revised: 5/21/2013; 7/1/2020

## A. PURPOSE

This procedure establishes guidelines for the selection and approval of TL candidates (TLiTs).

## B. GENERAL DIRECTION

The G.R.E.A.T. Program requires that TLiTs meet the qualifying standards set forth in this procedure to become a TL.

## C. DETAILED PROCEDURES

1. To be considered for the position of TL, 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 TLiT, an applicant must:
  - a. Have been certified as a G.R.E.A.T. instructor through an authorized GOT course.
  - b. Have taught the G.R.E.A.T. Middle School Curriculum for a minimum of one school year and have instructed six 13-lesson middle school classes, as confirmed by the applicant's teaching schedule.
  - c. Submit a written application to the GPO to become a TL and successfully complete the application and interview process as established by the GPO. 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. In addition, the applicant must submit a video of him- or herself delivering a full lesson from the G.R.E.A.T. Curriculum in an actual classroom setting. The Director, the ITTC, and a member of the ITT designated by the Director will review the video using standard evaluation instruments approved by the GPO. The applicant must be approved by consensus of the reviewers.
3. Successful TL applicants must complete the following phases to become a TL:
  - a. Successful completion of a GTLT.
  - b. Successful completion of a mentoring phase in which the TLiT works with a GPO-appointed TLT at a live GOT. The mentoring phase should be completed within six months of the date of graduation from the GTLT, as training schedules permit.

- c. Successful completion of a solo phase fulfilling a TL role at a GOT in which the SS evaluates the candidate's progress. The solo phase must be completed within 12 months of the completion of the mentoring phase. For the candidate to be considered for appointment as a TL, the mentoring and solo phases must be satisfactorily completed within 18 months of graduation from the GTLT. The ITTC will monitor compliance with this requirement.
  - 1) The SS will report to the SA on the TLiT's progress and will recommend to the SA whether the TLiT should or should not become a TL.
  - 2) The Director, in conjunction with the SA, will make the final determination of whether to approve the TLiT as a TL.
4. The GPO will be responsible for the following:
  - a. Management of the ITT.
  - b. Developing and managing the ITT database.
  - c. Assigning training teams. The training team should not include more than two TLiTs. The GPO will consider such factors as experience of team members, travel proximity, regional representation, and diversity in selecting team members.
  - d. Changes in team assignments prior to a GOT will be handled by the GPO with immediate notification to the SS. Emergency changes during a GOT will be handled by the SA and the SS, with immediate notification to the Director.
  - e. All ITT staff members will be evaluated during a GOT following the procedures established in the GTLT Curriculum and the G.R.E.A.T. 360 Feedback Procedures.

# **SELECTION AND APPROVAL OF SEMINAR SUPERVISOR CANDIDATES**

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*Training Procedure TP108*

Date: 5/19/2005  
Revised: 5/21/2013; 7/1/2020

## **A. PURPOSE**

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

## **B. GENERAL DIRECTION**

The G.R.E.A.T. Program requires that SS candidates meet the qualifying standards set forth in this procedure to become a SS.

## **C. DETAILED PROCEDURES**

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

1. Complete a minimum of eight GOTs, including at least three 60-hour GOTs, as a TL.
2. Consistently contribute positively to the training process.
3. Submit a written request to the Director expressing interest in being considered for the position of SS.
4. Be approved by the GPO.
5. Successfully complete the mentoring and solo phases as an SSiT with current SSs.
6. Participate as a member of the training staff at a GTLT at the next available opportunity.

# SEMINAR LINE OF AUTHORITY AND CONFLICT RESOLUTION

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*Training Procedure TP109*

Date: 8/28/2001  
Revised: 5/21/2013; 7/1/2020

## 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. GENERAL DIRECTION

In order to ensure consistency in resolving conflicts in G.R.E.A.T. training sessions, the G.R.E.A.T. Program will 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.

## C. DETAILED PROCEDURES

1. The following chain of authority applies at all G.R.E.A.T. training sessions:
  - a. G.R.E.A.T. Program Director
  - b. Seminar administrator (SA)
  - c. Seminar supervisor (SS)
  - d. Team leader (TL)
2. Problems with a participant or inappropriate participant behavior will be addressed in a timely manner as follows:
  - a. The TL and the participant will attempt to resolve the conflict together.
  - b. The TL and the SS will meet with the participant to resolve a recurring problem and will notify the SA of that meeting.

- c. If the participant fails to respond to the corrective measures outlined in paragraphs C.2.a. and C.2.b. above, the SA may contact the participant's agency supervisor and the Director 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 C.2. fail to resolve the conflict, the SA, the SS, and the TL will inform the participant that he or she is no longer a participant in the seminar and will ask him or her to leave the training site (see Training Procedure TP103).
4. The training staff will keep the SS well informed of all issues and problems, both potential and actual, 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 SS will notify the SA of any conflict and resolve the conflict in accordance with the following procedures in situations involving:
  - a. Participants: See paragraph C.2. of this procedure.
  - b. Staff: Conflicts involving staff will be addressed during staff conferences or in private meetings with the SS and/or SA, as appropriate, and in appropriate training program documentation, as outlined in TP110.
  - 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: Conflicts with hotel staff must be referred to the SA for handling.
  - e. Observers: Conflicts involving observers will be addressed during staff meetings and in training program documentation. If the conflict is not resolved or escalates, the SS will consult the SA and, if necessary, ask the observer to leave the training site. Any such action will be documented and reported to the Director.

5. The SA 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 TRAINING STAFF

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*Training Procedure TP110*

Date: 6/3/2009

Revised: 5/21/2013; 7/1/2020

## A. PURPOSE

This procedure provides guidance and structure to incidents and disciplinary matters regarding ITT members or other training staff.

## B. GENERAL DIRECTION

Violations and infractions by training staff must 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 GPO review with OJJDP or INL oversight, as appropriate, prior to final disciplinary disposition being reached.

## C. DETAILED PROCEDURE

### 1. Reportable incident

- a. *A reportable incident* is defined as “any action taken which is inconsistent with standards set forth in TP106 C.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 SS or SA, 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 SA, 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 OJJDP or INL official(s) and the appropriate law enforcement jurisdiction.
- c. In the event that serious allegations of misconduct may require immediate administrative suspension of the training staff member, the report taker will confer with the Director and a member of the OJJDP or INL 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 SA or the SA’s designee shall inform the training staff member that there is an active investigation and that the staff member’s services are administratively suspended, pending the completion of the investigation. After review of the investigation by the Director and the OJJDP or INL official(s), 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 staff member of the allegations against him or her and may choose to conduct an interview with the staff member at that time.
- b. If the report taker has a reasonable belief that notification of the allegations to the staff member may inhibit further investigative efforts or adversely affect the training, the report taker may confer with the Director and OJJDP or INL official(s) as to an appropriate time for notification.

## 4. Interim actions taken pending 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 paragraph C.5. of this procedure).

## 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 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 the Incident Report to ensure that complete details are documented.
- c. The Incident Report will be forwarded to the Director upon completion.

## 6. Incident report review

- a. Upon receiving the incident report, the Director will provide a copy to an OJJDP or INL representative, as appropriate, and, along with the SA, shall jointly review the report within seven days, unless circumstances unique to the incident prevent timely completion.
- b. If upon review, the Director, the SA, and OJJDP or INL determine additional action is needed, the Director will notify the ITT member that his or her future service is administratively suspended until a full review is conducted by OJJDP or INL for final action (See paragraph C.2.c. of this procedure).
- c. Final decisions on actions will be made by the Director in conjunction with an OJJDP or INL representative.
- d. 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.
  - 5) Immediate termination of contract and removal from the ITT.
  - 6) Decertification as a G.R.E.A.T. instructor in accordance with Policy P108.
7. Notification of final actions/conclusion
- a. The Director shall make all notifications to investigated members.
  - b. This shall include notification of “No further actions needed.”
  - c. Notification of final action shall take place within seven days of the Director’s decision unless circumstances prevent it.

If any users have difficulty accessing this document due to a disability they may have, please contact the Gang Resistance Education And Training (G.R.E.A.T.) Program at [information@great-online.org](mailto:information@great-online.org) or (800) 726-7070 for assistance in receiving an alternative format.