U.S. Department of Homeland Security
United States Coast Guard Auxiliary

National Response Department

2010 TCT Refresher Session

TCT Elements In Review

Operational Risk Management (ORM)

- Accept No Unnecessary Risk
- Accept Necessary Risk Only When Benefits Outweigh Costs
- Make Risk Decisions at the Appropriate Level
- ORM is Just as Critical in Executing as in Planning All Activities

TCT Elements In Review

Operational Risk Management (ORM)

- ✓ **ALWAYS CONDUCT RISK ASSESSMENT PRIOR TO A PATROL.**
- ✓ **UPDATE YOUR RISK ASSESSMENT THROUGHOUT THE MISSION**

TCT Elements In Review

Green – Amber – Red

- ✓ Understand Risk Management forms (GAR Model) used in your AOR (Area of Responsibility)
- ✓ Review them with crew

TCT Elements In Review

– Green – Amber – Red

- If your local OIA (Order Issuing Authority) does not have a GAR form requirement use the one on the National Response Department Web site at

  http://www.cgaux.org/response/SurfaceOps/SurfaceOpsNews.htm

(See September 2009 news item)

TCT Elements In Review

- Risk Assessment / Contingency Planning must include:
  - Complexity of mission
  - Environmental factors
  - Crew fitness / selection
  - Anything else that could impact
    - Safety of the crew
    - The mission

TCT Elements In Review

Operational Risk Management (OMR)

Good News/Bad News

- The good news - problems and mishaps always happen to ‘the other guy’

- The bad news - to everyone else, **YOU** are ‘the other guy’

Refer to COMDTINST 3500.3 for full details on Operational Risk Management – http://www.uscg.mil/directives/ci/3000-3999/CI_3500_3.pdf

TCT Elements In Review

Situational Awareness

- We must know what is going on around us to make good decisions.
- Plans are critical to success, that is for sure…but we must be ready to change.
  - This will decrease the likelihood of poor decision making.

TCT Elements In Review

Adaptability

- The ability to react to changes in conditions, crew fitness, equipment failures, etc.
  - Based on “situational awareness”.
  - Leaders do not necessarily have “all the answers”.
  - Leaders do take advantage of everyone’s ideas and experience and remain adaptable to new conditions and challenges.

TCT Elements In Review

Communication

- Verbal and non-verbal (facial expressions, etc.)
  - Must ensure that the person or persons we communicate with have a clear understanding of what we wish to convey.
  - Closing the “feedback” loop. Ask for feedback / observe behavior to be sure the message was received.
  - The key is a two way expression, either verbally or non-verbally, that confirms the communication process was completed.

TCT Elements In Review

Leadership

- Leadership is not about giving orders.
  - Leaders do find ways to obtain the willing participation of others towards accomplishing a goal.
  - Goal must be consistent with the Coast Guard's core values as well as consistent with the mission at hand.
  - Since we cannot "order" anyone to do anything, we must strive to achieve the respect, confidence and loyalty of those entrusted to our care, regardless of position.

TCT Elements In Review

Assertiveness

- Be assertive, but not aggressive.
  - The aggressive person seeks to bully his/her way though situations for their own ego or self image.
  - An assertive person cares about the “mission” more than themselves and their ego.
  - Communicate your concerns, but try to get resolution without stepping on those who disagree.

TCT Elements In Review

Decision Making

- Making good decisions is really the heart of TCT.
  - We must act or perform in a manner that maximizes mission success and minimizes risk .
  - The other elements of TCT all play a role in improving those decisions.

TCT Elements In Review

Decision Making

- We define a problem or condition,
  - seek information about that problem,
  - analyze that information,
  - identify alternatives and
  - select alternatives.

- Then we measure our success or failure in order to adjust our course of action.

TCT Elements In Review

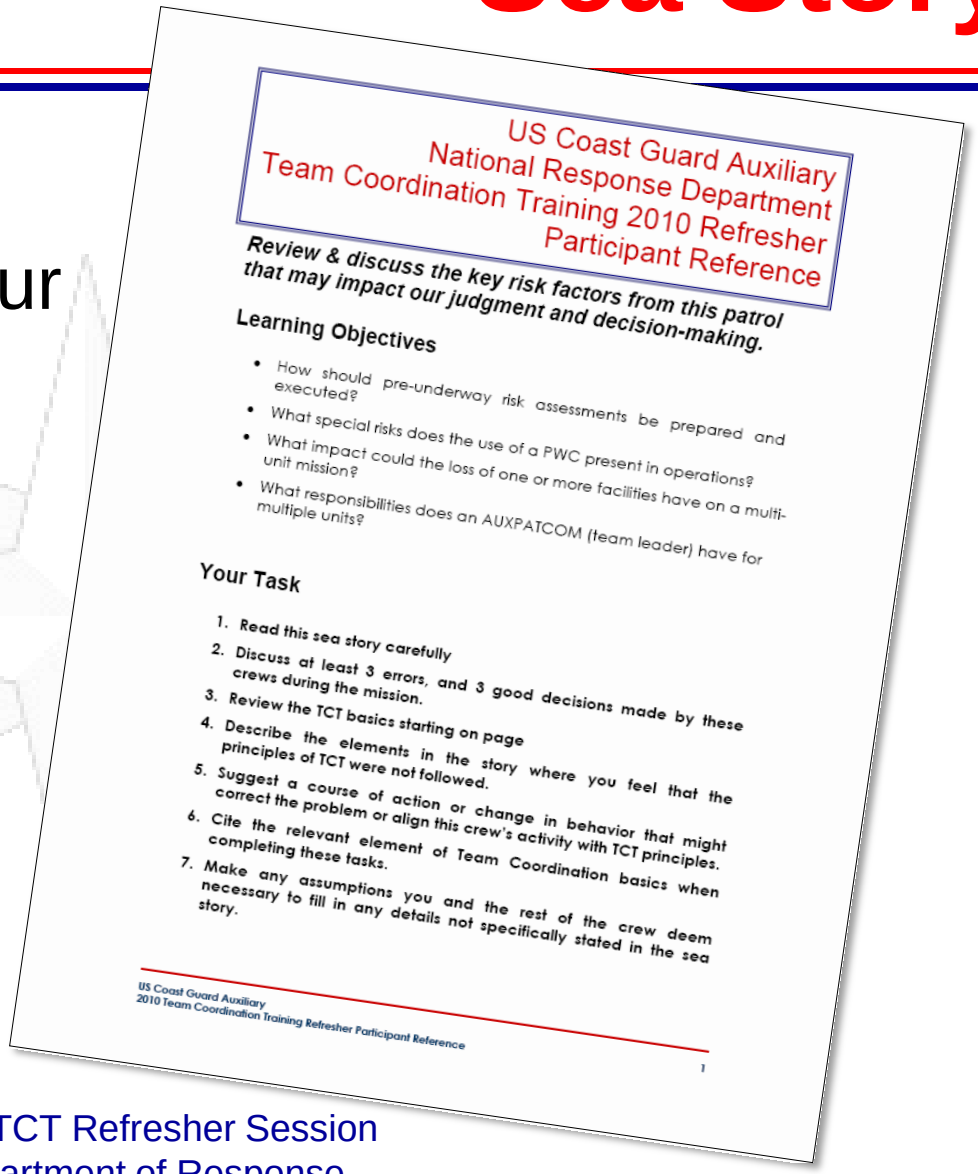
Decision Making

- This process can take us 20 seconds in the case of routine decisions, or 20 months in the case of large complex problems.

- The process is the same, …the depth of analysis and level of importance is always changing.

Sea Story

- Follow along in your TCT Participant Reference



US Coast Guard Auxiliary
National Response Department
Team Coordination Training 2010 Refresher
Participant Reference

Review & discuss the key risk factors from this patrol that may impact our judgment and decision-making.

Learning Objectives

- How should pre-underway risk assessments be prepared and executed?
- What special risks does the use of a PWC present in operations?
- What impact could the loss of one or more facilities have on a multi-unit mission?
- What responsibilities does an AUXPATCOM (team leader) have for multiple units?

Your Task

1. Read this sea story carefully
2. Discuss at least 3 errors, and 3 good decisions made by these crews during the mission.
3. Review the TCT basics starting on page
4. Describe the elements in the story where you feel that the principles of TCT were not followed.
5. Suggest a course of action or change in behavior that might correct the problem or align this crew's activity with TCT principles.
6. Cite the relevant element of Team Coordination basics when completing these tasks.
7. Make any assumptions you and the rest of the crew deem necessary to fill in any details not specifically stated in the sea story.

US Coast Guard Auxiliary
2010 Team Coordination Training Refresher Participant Reference
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Sea Story

Mission: Survey and photograph ATONS used to mark the northern areas of the Mendenhall Bar including those at Spuhn Island . Check for damage and assist in replacement ops as requested by US Coast Guard.

- **Facilities:** 23 foot center console with a single 175 HP outboard

  11 foot Yamaha FX Cruiser, 3 passenger PWC, 1812 cc engine displacement, 1 crewmember

- **Weather:**

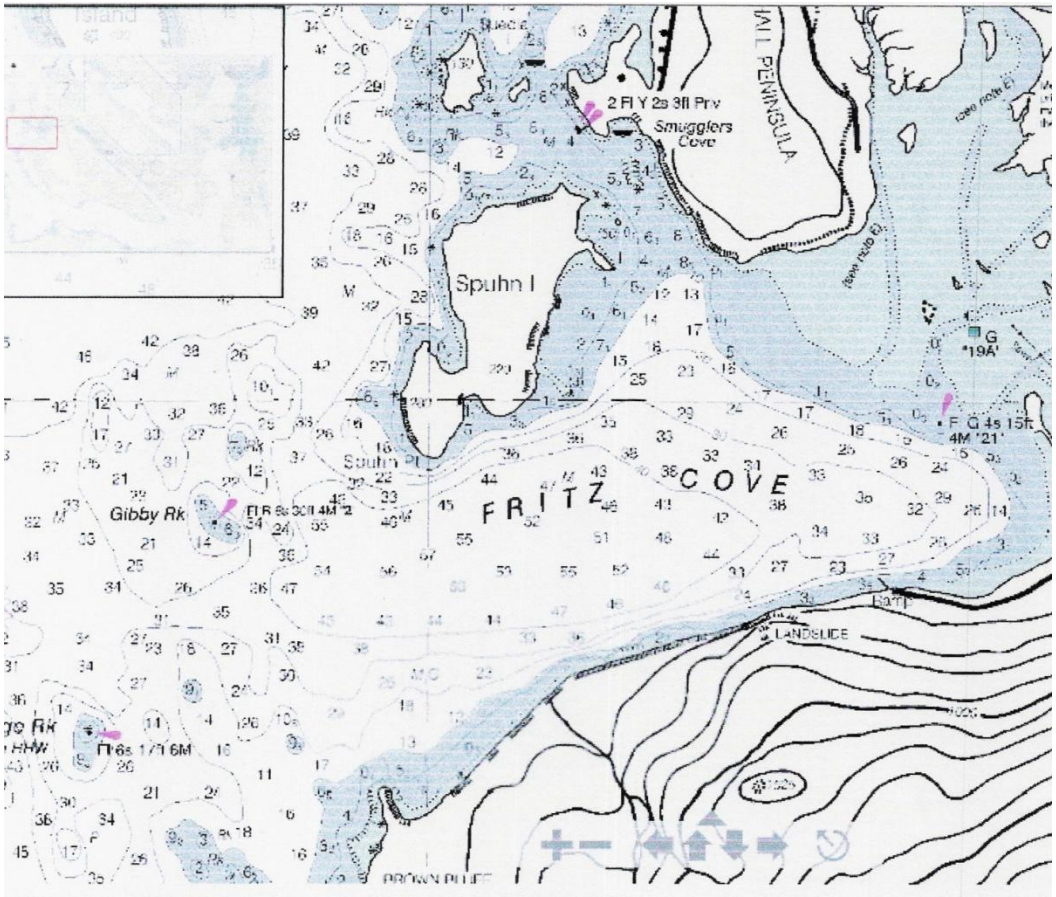
  - 55°F Overcast
    Wind: NW at 6 mph
    Humidity: 82%

Sea Story

Venue: The shallow waters of Gastineau Channel, north of Juneau, AK. between Spuhn Island and Mendenhall Bar.

- The Mendenhall Bar area is shallow and hazardous.
- The water deepens as you enter Fritz Cove and the Spuhn Island area to the north and west.
- Each Spring, the USCG AUX Flotilla is requested to assist CG personnel with preparations for the Summer.
- Recreational and fishing boat traffic will increase.
- Cruise liners will begin arriving at Juneau within a few weeks.

Sea Story



Close up view, Area of Operations

Sea Story

Many ATONS at the Mendenhall Bar are damaged, or relocated by the severe weather and extreme tidal flows that reach 19 feet in this area.

The Coast Guard Station has asked that Auxiliary facilities assist in this mission.

Sea Story

Flotilla Ops officer requests:

His 23’ standard center consol boat, and -

An AUX PWC –

- Shallow draft capability for close inspection of ATONS
- Ability to tow ATONS to their correct location.

The CG agrees and also assigned a 15 foot Rigid Inflatable Boat, light to this operation.

Sea Story

At 0730 hours, AUXFAC # 231076 and #112212 conducted a pre-underway checklist, and participated in a mission brief with Coast Guard personnel at Station Juneau.

All vessels would meet at Fritz Cove just off the boat ramp located on the northwest side of Douglas Island west of Entrance Point at 0900 to launch the PWC and the CG 15 foot inflatable.

Sea Story

At 0900 the 23 foot OPFAC drifted just offshore while the inflatable and PWC were launched in Fritz cove.

The 23 footer stayed off shore approximately 100 yards while all three vessels proceeded towards the Mendenhall Bar that begins about a one mile southeast of their position at the ramp.

Sea Story

The PWC moved in close to the bar and began establishing each ATON's current position, checking the GPS coordinates against the list of coordinates provided by the Coast Guard.

The inflatable moved in with the PWC and assisted with the inspection and photography until 1030 hours when the vessel was called away to respond to a report of a disabled fishing vessel in Gastineau Channel, south of Juneau.

Sea Story

At the departure of the inflatable, the PWC operator continued to work at establishing current ATON positions, inspecting for damage and photographing each ATON while the 23 footer remained 100 yards off the bar to avoid running aground.

His role was to maintain contact with the PWC and act as back-up should the operator encounter trouble.

Sea Story

At this point, the PWC operator left the seat and balanced himself on the stern area of his vessel to secure a line to one ATON that was clearly out of position. The coxswain of the 23 footer saw this and…….

Sea Story

Sea Story

The coxswain saw what was occurring and felt that the PWC operator was taking unnecessary risks by standing upright on the stern of the PWC and trying to manage the ATONS without the 15 foot inflatable's crew to assist.

He knew that the tide was still going out and that water depth would worsen the risk of his going aground unless he could immediately maneuver closer in to give a hand with the ATON.

Sea Story

He was focused on getting the job done, despite a warning from his helmsman that they had already positioned themselves too close to the bar.

He told the helmsman to raise his outboard as high as he dared to maintain propulsion and maneuverability, and slowly edged in to approach the ATON and the PWC.

Sea Story

He positioned his crew as far forward as he could to raise the motor a little higher as he closed the distance to within 20 yards of the PWC.

At this point, the PWC operator leaned over the stern a little more to secure a line on the ATON, causing him to slip and fall into the muddy and shallow water on the bar.

Sea Story

The PWC operator tried to stand up but the mud provided no footing as he struggled to extricate himself from the bottom.

Two members of the crew of the 23 footer ran aft to retrieve a “throwable” attached to a line to assist the PWC operator, which caused the stern to settle the prop into the mud, stalling the motor of the facility.

Sea Story

The coxswain raised the motor and all three members used the boat hooks and emergency paddles on board to push the boat away from the bar to an area where the motor could be re-started.

At this time the PWC operator was still attempting to regain his balance to return to the PWC.

Sea Story

The 23 footer gained maneuverability and a line was passed to the PWC operator who was hauled to the boat and helped onboard.

The mission was canceled at this time and plans were made to retrieve the PWC when the tide returned sufficiently to recover it.

All crew and the 23 footer returned to base.

Sea Story

ASSIGNMENT

- Break up into ‘crews’ of 3-5 - Assign a ‘note taker’
- Review the details of the sea story you have just been given
- Find and document 3-5 points where the principles of TCT fell apart
- Find and document 3-5 points that were done correctly
- You have 15-20 minutes

Review of Key Issues

REVIEW

- The note taker from each team should now review the “good news/bad news” about what happened on this mission.
- Do not go to next slide until all reviews are done.
- When all teams have reported back in as a group, select the top 3 good things and top 3 TCT failures of this mission.

STOP

- Do not go to next slide until all reviews are done.
- When you are ready to discuss, proceed.

Samples of good news
Did your teams find these?

What did the crew do correctly during this mission ? Some examples below what others?

- ✓ Appropriate OPFAC resources were used; the 15 foot inflatable was correctly used in tandem with the PWC. – **MISSION ANALYSIS**
- ✓ Planning correctly identified the risks of tidal action and shallow water operations.- **MISSION ANALYSIS & SITUATIONAL AWARENESS**
- ✓ PWC was properly monitored by the 23 foot OPFAC according to policy regarding PWC operations. **DECISION MAKING & SITUATIONAL AWARENESS**
- ✓ The 23 foot OPFAC had adequate equipment onboard for this contingency. **MISSION ANALYSIS**

Samples of Bad News
Did your teams find all these?

What did this crew do incorrectly during this mission ?

- ✓ Poor decision to continue mission after CG inflatable was diverted - **DECISION MAKING & LEADERSHIP**
- ✓ PWC engaged in risky behavior in attempt to complete mission without CG support - **DECISION MAKING**
- ✓ Coxswain disregarded the advice from his helmsman; the helmsman did not press the issue - **ASSERTIVENESS**
- ✓ Coxswain took additional risks by moving in closer towards the PWC operator when he fell - **DECISION MAKING & LEADERSHIP**

Thank You

Thank you for your participation in the 2010 Team Coordination Training Refresher.

Please share your thoughts about this training and the format with us!

Send your comments to:

Chief, Operations Projects and Educational Outreach Division
DVC_OE@yahoo.com

Jim McCarty, BC-OEI
Bruce Pugh, DVC-OE
Gary Taylor, DIR-Od
Bob Shafer, DIR-O