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

National Response Department

2011 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 the Risk Management forms (GAR Model) used in your AOR (Area of Responsibility)
- ✓ Review them with crew
- ✓ Update the GAR number if anything changes on the mission

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/_documents/GAR%20Model%20Surface%20Ops.pdf

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 <u>do</u> 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 materials

Sea Story

Mission: Assisting Coast Guard and Virginia Marine Police vessels, provide a safe perimeter and exclusion zone during the annual fireworks display in Chincoteague Bay between mainland Virginia and Assateague Island during the week of the festival held on the last Wednesday of July each year.

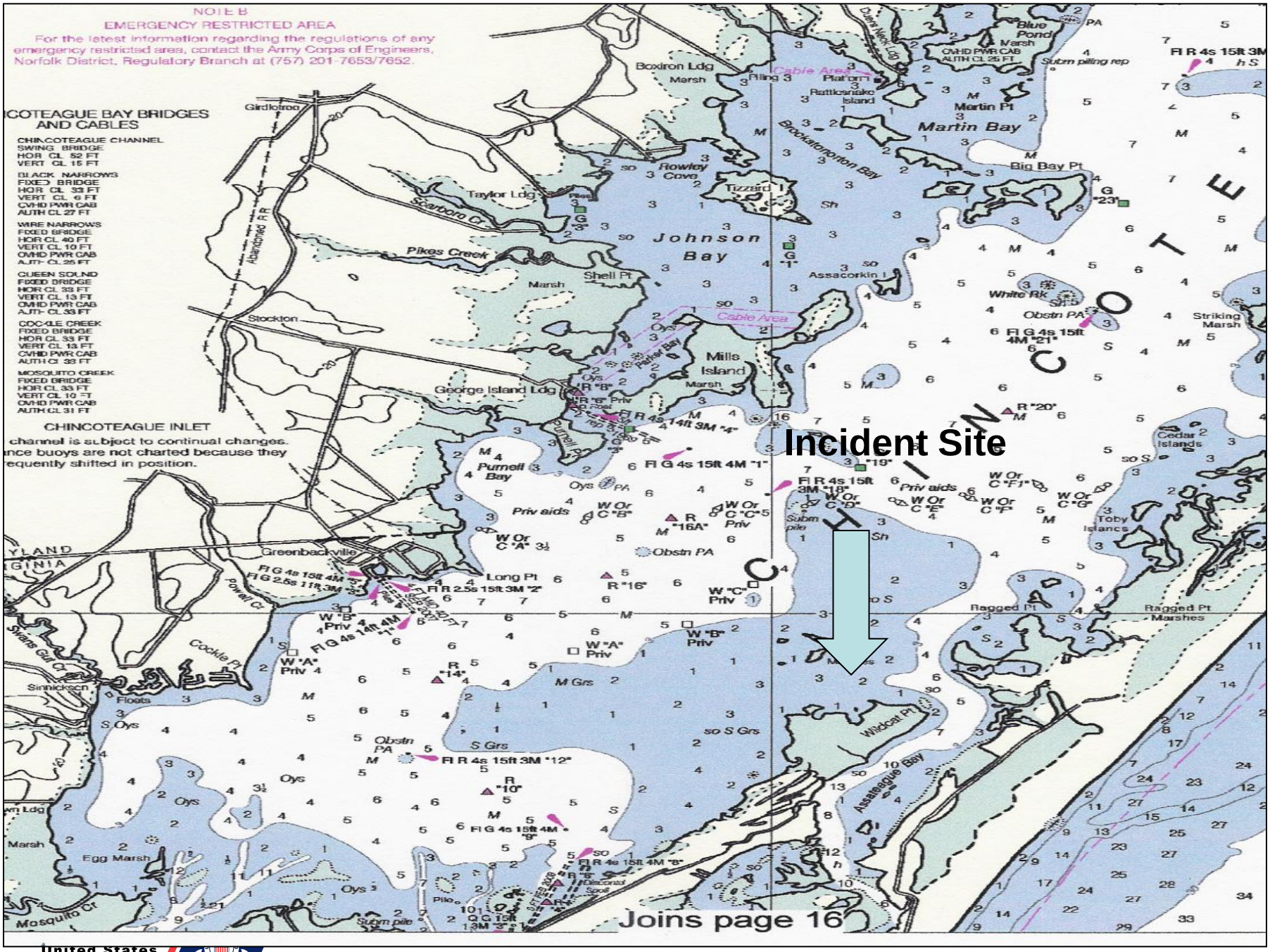
- **Facility:** 24-foot center console with a single 175 HP outboard, radar equipped, depth finder equipped.
- **Weather:**
    - 88°F and hazy …wind: W at 16 mph…Humidity: 82%...Low tide 8:23PM

Sea Story

Venue: Each July, the annual pony swim (wild horses moved from island to mainland each year) from Assateague Island to the mainland includes a fireworks display that originates on a small island just west of Latitude 38 degrees, 40', 38" and Longitude 75 degrees, 18', 45" in Chincoteague Bay.

Over 100 pleasure craft gather near the island in the afternoon to get the best viewing site.

The display begins at about 2100 hours, and ends by 2140 hours.



United States Coast Guard Auxiliary

Close up view, Area of Operations

Sea Story

Night Operation with coxswain not experienced in night operations AND not completely familiar with the assigned area especially depth contours.

Total of 3 Auxiliary vessels and 1 CG asset assigned to the patrol area to maintain safety perimeter for fire works display.

Sea Story

Facility posted ¼ mile south of fire works display

Shortly after the show begins an emergency call comes in on 16 from one of the boats watching the display. They ran aground and may have damaged their engine

CG asset is tied up with a possible un-exploded shell from the fireworks

Sea Story

Crew member takes the radio and asks the vessel for location and status, and gets a response.

Coxswain take the radio back and asks about any injuries but gets no response. No other facility responds.

At urging of a crew member coxswain brings boat up on plane to investigate the probably location of the vessel.

Sea Story

Coxswain increases speed to 22 MPH and is directed through the shoals by a crew member. Still no response from the stricken vessel on the radio.

Coxswain is ordered hard to starboard to avoid a shoal, he slows the vessel and complies.

Sea Story

Crew member directing the coxswain through the shoals, yells look out and yanks the helm hard to port.

Too late the Coxswain sees another vessel and collides with it.

Sea Story

Coxswain checks for injuries among his crew and yells to the other boat asking about injuries.

The stricken vessel drifts toward shore and soon runs aground as it is taking on water.

CG vessel arrives to take command. Auxiliary vessel is heavily damaged but not in danger of sinking.

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
- Complete the GAR form where instructed BEFORE reading all of the sea story
- Find and document 3-5 points where the principles of TCT fell apart
- Find and document 3-5 points that were done correctly
- Complete a **new GAR** form based on what you learned

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?

- ✓ **A "GAR" risk assessment was completed before the mission began. – MISSION ANALYSIS**
- ✓ **Planning correctly identified the risks of shallow water operations at night. - MISSION ANALYSIS & SITUATIONAL AWARENESS**
- ✓ **Coxswain correctly identified his own shortcomings, fears and skills prior to the mission. - COMMUNICATION & SITUATIONAL AWARENESS**
- ✓ **The crew did include someone who was knowledgeable about conditions and had experience with this particular type of mission. MISSION ANALYSIS**
- ✓ **5. Crewmembers did take action based on their assessment of the situation and a perceived need to act quickly in a crisis. ASSERTIVENESS, SITUATIONAL AWARENESS, DECISION MAKING**

Samples of Bad News
Did your teams find all these?

What did this crew do incorrectly during this mission ?

- ✓ **Jim underestimated the degree of difficulty he may encounter as an inexperienced coxswain under these circumstances. DECISION MAKING & LEADERSHIP**
- ✓ **Jim failed to fully assess the emergency call to determine if a true emergency existed, and then decide how to respond- if at all. Could another facility have responded more safely? - DECISION MAKING**
- ✓ **3. Mary became too assertive, despite having the most experience- ASSERTIVENESS**

Samples of Bad News
Did your teams find all these?

What did this crew do incorrectly during this mission?

- ✓ **Jim failed to assign watches, and permitted Will to neglect his crewmember responsibilities. LEADERSHIP**
- ✓ **If Mary was the most skilled, then she should have been assigned the helm watch. LEADERSHIP, SITUATIONAL AWARENESS**
- ✓ **Jim failed to communicate his intentions to any other Auxiliary facility, nor to the Coast Guard command vessel prior to taking action; this may have led to more effective response with less risk. COMMUNICATION**
- ✓ **Jim failed to create a new GAR when conditions developed that did not match his initial assessment**

Samples of Bad News
Did your teams find all these?

- *Where was the update of the GAR for this mission?*
- *It should have happened BEFORE they left their assigned station to go to the "rescue" of the other boat in trouble.*
- *The Mission changed from simple crowd control to SAR.*

Remember when any significant conditions of the mission, weather, boat or crew condition, etc. change, a new GAR score should be calculated.

Thank You

Thank you for your participation in the 2011 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-REI
Bruce Pugh, DVC-RE
Gary Taylor, DIR-Rd
Bob Shafer, DIR-R