

**Team Coordination Training
2014 Refresher
Participant Reference**

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

Learning Objectives

- Participants will understand the importance of the pre-underway checklist of all equipment as a standard part of mission analysis.
- Participants will understand that specific watches must be assigned prior to getting underway, and that watches should be rotated as is practical. (leadership)
- Participants will understand the need to remain alert to environmental conditions and operational/crew related conditions at all times to ensure good communication and situational awareness.
- Participants will understand that the Coxswain must ensure that all crew members are aware of any changes in speed, maneuvering or direction, (assertiveness and communication).
- Participants will understand that all mishaps and injuries must be reported to their OIA and chain of leadership. Leadership
- Participants must understand that when conditions change, especially due to injury or illness, the GAR must be quickly re-examined and a safe decision to abort a patrol safely should be strongly considered. (Assertiveness and adaptability)

Participants will identify at least three examples of good decision making by this crew and others.

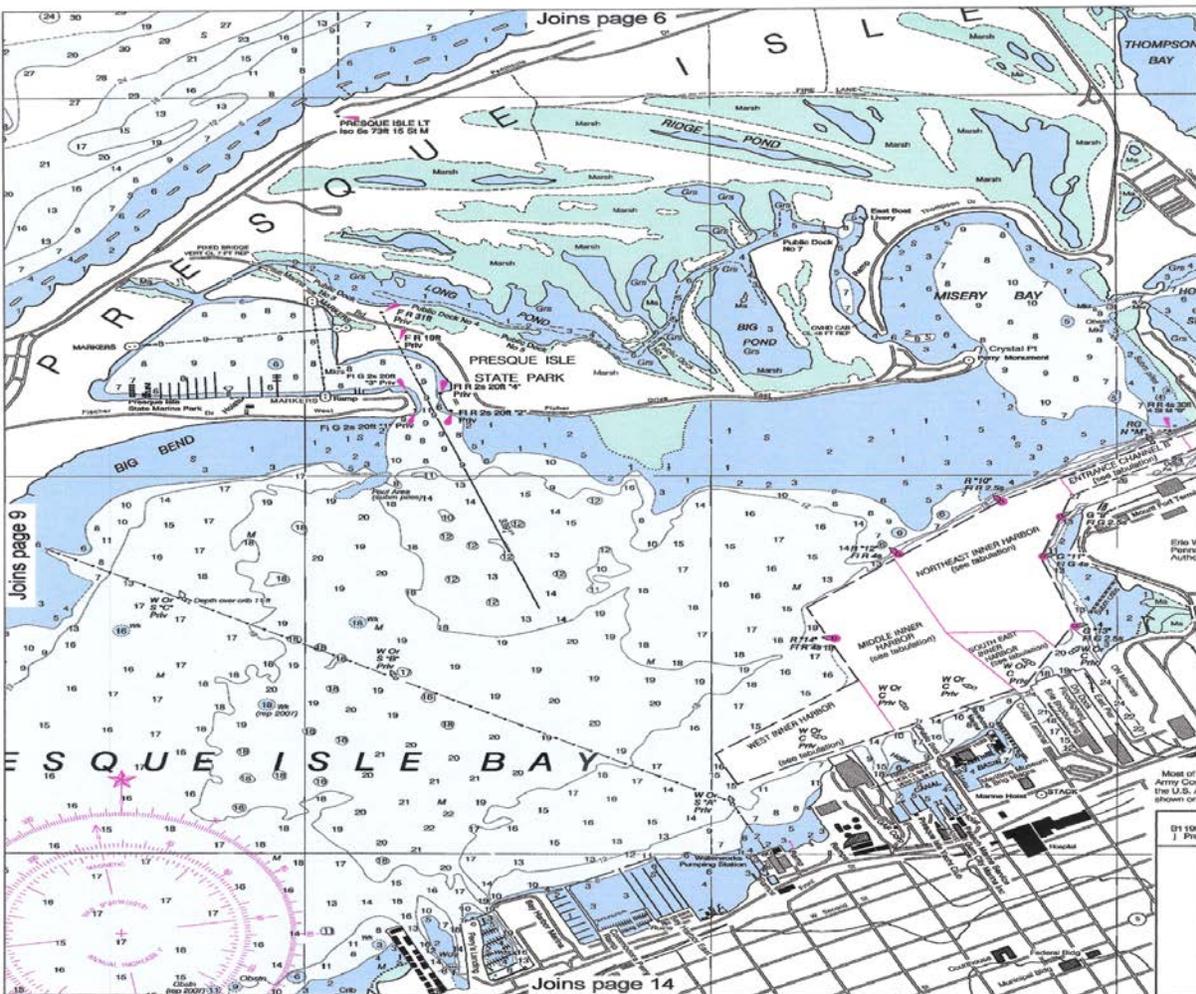
Participants will identify at least three examples of poor decision making by this crew & others.

The Patrol

Mission:

- **Facility: 24 foot cabin cruiser with twin 150 HP outboards.**
- **Weather: clear skies, temperature 85 degrees. Seas 2-3 foot swells, winds 12 to 15 mph with gusts to 25mph.**
- **CREW**
Coxswain - Roy with 15 years experiences as coxswain, 20 years overall. Roy is also a QE.
Crew #1, Lon 7 years total experience, 2 years as a Coxswain
Crew #2, Tom 6 months experience, this is his 3rd patrol
Crew #3, Brenda 5 years experience as crew

Venue: Lake Erie, off Presque Island State Park, Erie, Pennsylvania.



Scenario:

This crew begins a MOM patrol in Lake Erie at 0900, near Presque Island State Park just off the City of Erie Pennsylvania. The weather seems pleasant; these excellent sailing conditions usually draw numerous sail boats of various sizes and diverse classes to this area. Today, a local advisory by the yacht club advised smaller sail boats to use extreme caution due to gusting winds. Roy gathers his crew and they jointly complete the GAR; Roy involves his newest crewmember, Tom, in a discussion of the winds and their effects on sailors in the area & on their mission. After a good discussion, Roy assigns a score of 22 and all agree that this is a reasonable assessment. As Roy begins to conduct his pre-underway checklist, he is interrupted by a phone call that lasts a good ten minutes and seems to distract Roy; he seemed quiet until he issued his instructions.

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Roy then tells Tom and Lon to free up all lines, saying “We should get to our patrol area in Misery Bay by 1000.” At 1020 hrs, Roy points to a group of small day sailors about 1 mile from Presque Island and says “a little windy for those little guys”. At 1050 hrs., Lon calls out in a loud voice “Sail boat over...sail boat over... at 150 degrees relative !”, as he begins pointing to the starboard area aft until Roy acknowledges the sighting and position of the problem.

Roy closes to within 50 yards as the 2 person crew of the sail boat manages to right the hull & climb in, but the main mast was clearly badly damaged and the small day sailor was unable to make way or maneuver in the now gusting winds. The sailors request assistance and Roy immediately contacts his OIA to advise them that they were taking the vessel in tow for safety reasons and that he would report their destination shortly.

Roy begins giving instructions regarding the stern tow procedure and remains at the helm to maintain station relative to the sailboat. He is kept busy dealing with the increasingly gusty winds. Lon hooks up the towline to the facility aft cleats. Because other sailboats are now converging on the scene to help, Lon goes forward to help Roy at the helm. Tom remains aft. As the sailor tries to attach his end of the towline on the sailboat, Tom sees that the towline is fouled in the damaged sailboat mast. The line at the stern of the facility is tangled in the twin outboards and Tom immediately grabs the line to un-foul it. While he was doing that, Roy, without any warning, or even a glance backward, powers up to keep into the wind, putting tension on the line.

Complete 2nd GAR

The towline loops around the Tom's thumb, snaring it and pulling him by the thumb nearly over the rear transom. Tom shouts, but can't be heard over the sound of the engines and gusting wind. Brenda sees what occurs and yells, "Let go of the line!" It wasn't until he shrieks "I can't! It's got me", that she gets Roy's attention. Roy powers down, just as Tom is about to go into the water. When the tension is released, Tom finally gets his thumb untangled from the line. The skin has been torn all around Tom's thumb and it feels numb. His thumb is now pointed at an odd angle and is throbbing in pain. They use the first aid kit to dress his thumb and he stands by while the crew completes the tow and then finishes the patrol concluding at 1230. After securing the patrol, Tom goes to an urgent care center where he learns that the thumb was dis-located and that he also needs some suturing. No mishap report is filed because Roy had already secured the patrol and was late for an appointment.

Participants

Participants will identify at least three examples of good decision making by this crew and others.

Participants will identify at least 3 examples of poor decision making by this crew & others.

Participants will be able to suggest alternative actions to avoid high-risk situations

Discuss at least 3 errors, and 3 good decisions made by this crew during the mission.

*** A facilitator-led general discussion of what was done well, and what mistakes were made should be conducted at this point. Remember the basic elements of Team Coordination Training and use those elements to guide your analysis.**

Review of TCT Basics

A short summary of the key points of Team Coordination Training is provided to assist with your analysis of the case. This information is accessible to all members on the Coast Guard's TCT website:

<http://www.uscg.mil/hq/cg3/cg3pcx/training/tct/default.asp>.

A Team Coordination Training student guide is available on the Coast Guard site at <http://www.uscg.mil/hq/cg3/cg3pcx/training/tct/intro.pdf>

Mission Analysis

Always conduct a risk assessment prior to a patrol, no matter how routine you believe the mission to be. Every mission is unique: contingency planning based on experience should include complexity of mission, environmental factors, crew fitness factors and any other circumstance that could impact the mission & your safety.

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 those plans, use contingency plans if necessary, based on what we encounter during the mission. Stressful situations, complacency and boredom will inhibit our situational awareness and increase the likelihood of poor decision making.

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Adaptability

Adaptability is the ability to react to changes in conditions, crew fitness, equipment failures, etc. and is based on the "situational awareness" we mentioned above. How flexible are we? How receptive are we to different opinions? 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.

Communication

Communication takes many forms. We have verbal and non-verbal (facial expressions, etc.) communication that everyone uses to convey thoughts and ideas. The key of course is to ensure that the person or persons we communicate with have a clear understanding of what we wish to convey. This involves closing the "feedback" loop. We can ask for feedback, or we can 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.

Leadership

Leadership is not about giving orders. Leaders do find ways to obtain the willing participation of others towards accomplishing a goal. That goal, in this case, 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...all Auxiliarists have this opportunity to lead, regardless of their position.

Assertiveness

The Coast Guard values people who are assertive, but not aggressive. The difference between these two characteristics is sometimes hard to see. The aggressive person seeks to bully his/her way through situations for their own ego or self-image...while an assertive person cares about the "mission" more than themselves and their ego. They always communicate their concerns but they also try to get a reasonable resolution when ideas are in conflict without stepping on top of those who may disagree.

Decision Making

Making good decisions is really at the heart of TCT. How do we ensure that we act or perform in a manner that maximizes mission success and minimizes risk to ourselves, our crew, the public, etc.? The other elements of TCT all play a role in improving those decisions. We define a problem or condition, seek information about that problem, analyze that information,

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identify alternatives and select one or a range of alternatives. Then we measure our success or failure in order to adjust our course of action. 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. Thank you for your participation in the 2009 Team Coordination Training Refresher. Please share your thoughts about this training and the format with us!

To all crews (participants) Final Questions

What GAR risk factors would have been affected by the circumstances of this patrol incident? If any, what scores would you change based on your decision? What decision, if any, would you make regarding the status of this patrol?

Crew Fitness - ?

Event Complexity - ?

Environment - ?

Send your comments to:

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

Thank You

James McCarty, DVC-RS

Bruce Pugh, DVC-RE

Division Chief Operations Projects and Educational Outreach

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DVC_OE@yahoo.com