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



National Response Directorate 2015 TCT Refresher Session

This mandatory TCT Refresher has been approved by NEXCOM and BSX and no changes of any kind are authorized



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 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 through 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

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 & safety





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
 - 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

- This years refresher course focuses on a more subtle risk to Crew safety and mission effectiveness
- Follow along in your TCT Participant Reference materials





Sea Story

Mission: Routine MOM / Training Patrol

Facility: 35 foot trawler with single inboard diesel engine

Weather:

- Clear skies, scattered clouds
- Winds E at 6-8 knots
- 83 Degrees
- 2-3 foot swells





Sea Story

Crew:

- **Coxswain Winthrop** - 20+ years total boating experience, 15 years as Coxswain, age 78. Winthrop is also a mentor
- **Crew #1, Joyce** - 10 years total experience boating but only 5 patrols as crew age 65
- **Crew #2, Morgan** - 18 years total experience boating, 5 years as crew and now a coxswain in training, age 50





Sea Story

Crew Continued:

Note: All three of them have boated together for years both formally on Auxiliary patrols and privately as friends. All three also knew that each of the others were all on some form of prescription medication. All three for blood pressure, Morgan for cholesterol, and Winthrop a mild heart condition, although nothing that would seriously impair their functioning as competent crew or coxswain on a mission.

- **Crew #3, Bonnie** - 3 years boating, crew trainee, third time on an Auxiliary vessel under orders, first time with this vessel and crew, and first time on a vessel this large with the second deck and upper helm station, age 24.

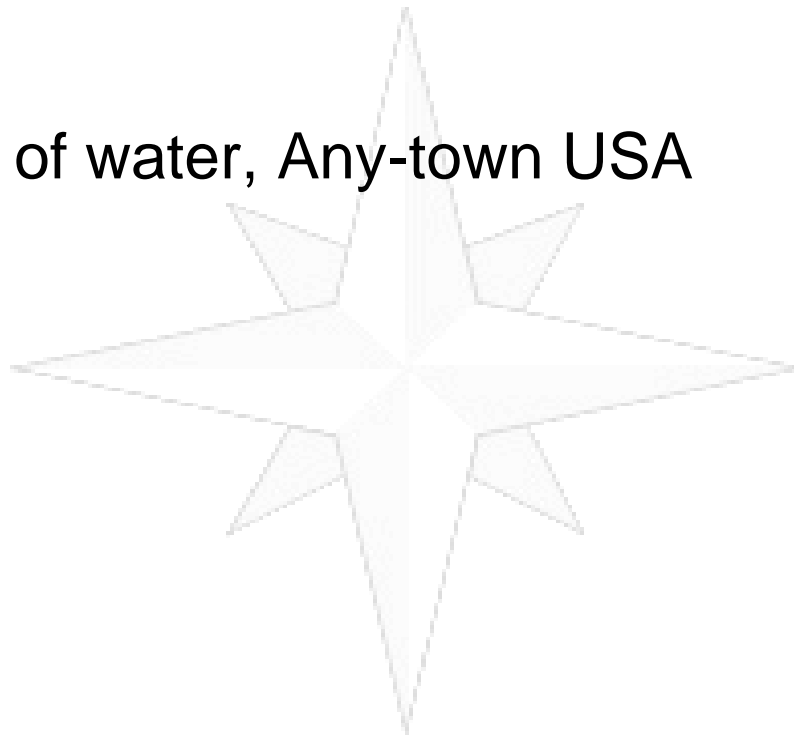




Sea Story

Venue:

Any body of water, Any-town USA





Sea Story

- Routine Training patrol
- Seasoned crew with 1 in training, 1 additional rookie crew also in training.
- Good weather
- GAR completed jointly – score 18
- One experienced crew in training for Coxswain





Sea Story

- One additional Crew trainee, first time on larger facility with multiple decks
- The 3 most senior Crew/coxswain (both in experience and age) were all on prescription medication, none of which would impair their roles as crew or coxswain





Sea Story

- Facility Owner/Coxswain was known to be uneasy about having other Auxiliarists operate his facility
- Coxswain seemed “off his game” much of the day
- When facility went off course multiple challenges went un-answered





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 and/or standard procedures fell apart
- Find and document 3-5 points that were done correctly





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
- When all teams have reported back in as a group, select the top 3 good things and top 3 TCT failures of this mission
- **Do not go to next slide** until all reviews are done





Samples of Good News

Did your teams find these?

What did the crew do correctly during this mission?

- An initial “GAR” risk assessment was completed before the mission began with input from the least experienced crew—**MISSION ANALYSIS, Leadership**
- The Coxswain had a sufficient number of qualified crew for the mission (or did he considering 2 were in training) - **MISSION ANALYSIS & SITUATIONAL AWARENESS**
- Coxswain reviewed the mission and the facility briefing with crew - **COMMUNICATION & SITUATIONAL AWARENESS**
- Crew noticed and quickly reported off course condition when returning to the marina (**Situational Awareness**)





Samples of Bad News

Did your teams find all these?

What did this crew do incorrectly during this mission?

- GAR not updated after Winthrop's unresponsiveness - **DECISION MAKING & LEADERSHIP**
- Everyone noticed something was very off with Winthrop but did not take more aggressive action to see what/why- **DECISION MAKING, ASSERTIVENESS, Situational Awareness, Leadership**
- No de-briefing at the end of mission- **DECISION MAKING, Assertiveness, Communication**





Samples of Bad News

Did your teams find all these?

- Two challenge rule might have been effective here by asking Winthrop 2 specific questions to test his focus/awareness - **Situational Awareness, Communication, Assertiveness**
- Was a “Coxswain Training” mission even appropriate considering Winthrop’s aversion to having others operate his facility. Adding crew training with Winthrop as mentor was even more problematic - **DECISION MAKING, Leadership, Assertiveness**
- Considering the above, was an initial GAR score of 18 appropriate?





Thank You

Thank you for your participation in the 2015
Team Coordination Training Refresher.

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

Send your comments to:

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