

# Team Coordination Training 2018 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 crew orientation of facility equipment as it relates to mission activities (Mission analysis).**
- **Participants will understand the importance of understanding your AOR and local hazards and plotting a safe course. (Situational Awareness, Mission Analysis)**
- **Participants will understand the need to maintain a lookout and remain alert to all conditions during the mission both operational and crew related. (Communication and situational awareness).**
- **Participants must understand the effects an incident, even a minor injury/accident, has on the mission and reporting responsibilities (Situational Awareness, Mission Analysis, Decision Making)**
- **Participants must understand the importance of assigned roles for all crew during the entire mission. (Mission Analysis, Situational Awareness, Communication, Decision Making)**

**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.**



## **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.

## **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, 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 2017 Team Coordination Training Refresher. Please share your thoughts about this training and the format with us!

## The Patrol

**Mission:** Routine MOM/Training patrol for a recently qualified crewman and night patrol training in prep for a Coxswain check ride.

**Facility:** 21 ft. cuddy cabin Grady White with 90hp Yamaha outboard engine, and newly upgraded GPS, split screen chart plotter, and radar equipment.

**Weather:** Visibility at start of patrol was 3 nm, skies overcast.

Winds 10KT from E

Seas 1-2 ft.

Air temp high 60sF to low 70F during the day, predicted to drop into the low 60s after dark.

Water temp in the high 50sF.

High tide of 0.8 ft. expected at 1926.

Sunset at 1844.

Last quarter crescent moon, visibility lowering.

### CREW

Coxswain, Ralph      7 years as a Coxswain, also the owner of the vessel.

Crew #1, Marty      5 years as certified Crew and training for upcoming Coxswain check ride.

Crew #2, Calvin      5 years as Crew, on requalification check ride.

All crew members were qualified and maintained currency, including required TCT refresher and Ops workshop.

**Venue:** Stonington ME area of Penobscot Bay, Maine

**Scenario:** - At 1500 on 15 SEP 2017, 3 CGAUX members met at the town dock in Stonington ME for briefing before commencing a training mission, the first half of which was to be a requalification check ride for a crewman, and the second half was to be night ops for a coxswain in training for his check ride. The crew consisted of: Ralph, a coxswain of seven year's standing and owner of the facility, a 21ft cuddy cabin Grady-White; Marty a prospective coxswain who was preparing for his check-ride; and Calvin, a requalifying crewman of 5 years. All had crewed aboard the facility together before and were used to working together in it, knew where everything was on board the boat and how she handled, and were familiar with the AOR, so the briefing was short. Even so, Ralph took the time for questions and comments from his crew.

*(What should have been covered in this briefing.)*

Winds were 10K from the E, visibility was 3nm, and skies were overcast when they left the dock at 1406. Temperatures were predicted to be in the high 60s to low 70s during the day,

dropping into the low 60s at night, water temperature was in the high 50s. Calvin was asked for his estimation of GAR first, then Marty. Although Ralph thought their score could be a point or two lower because of crew experience and cohesiveness, he listened to their concerns. These were that skies would still be overcast and air temperature dropping with night coming on in the latter part of the patrol, so they would have to suit up in Mustangs with hoods up. This, they felt, would slow their movements and obscure their peripheral vision during the more challenging part of the patrol. Ralph took these into consideration, and the recalculated and agreed upon GAR was reported to the controlling Station. All crew members were in CGAUX issued life vests at commencement of patrol, but had both float coats and mustang suits with them on board in anticipation of the night portion of their patrol.

## Complete the first GAR

The GAR score the crew in this scenario came up with was 18, having given a score of 2 each for supervision, planning, and team selection, and 4 each for environment, event complexity and team fitness, partly because half of the patrol would be under conditions of darkness in low light with a crew of only 3 on board. This score was well in the Green.

Patrol commenced at 1515 with Marty at the helm, Ralph positioned at his shoulder, and Calvin designated lookout. Once they had gotten well away from the pier and out of the Deer Isle thoroughfare, Marty took over lookout while Ralph put Calvin through steering, turning, making Comms with controlling Station, MOB drill, and approach to the pier when they returned to the town dock at 1700 for a 1hr dinner break.

Ralph radioed in that they were breaking for dinner and that he would have a handheld radio and cell phone with him so Station could contact him if necessary while they were ashore. At 1756, a call came in from Station that 2 kayakers ‘from away’ and unfamiliar with the area were reported stranded on a sandbar off of Pickering Island. They were lightly dressed and facing sunset at 1844 with high tide expected at 1926, when the bar would become submerged. Since Ralph and crew were closer to the kayakers than Station Southwest Harbor, which would need over an hour to launch and send a boat out to them, Ralph was requested to take his facility around to take the stranded paddlers on board. Ralph told their waitress to put his crew’s dinner on his tab, and leaving dessert uneaten, they ran out of the restaurant and down the pier to the boat. By this time, the wind had picked up to 15 K, was now blowing W, and was blowing the boat back on the dock. Ralph had Calvin tend the lines so they could spring the boat off the dock during which Calvin’s right pinkie was momentarily caught between the boat and the pier while Marty was at the helm and Calvin was calling into Station that they were resuming patrol and getting underway for Pickering I. When he saw Calvin sucking on his finger, Ralph asked him if he was OK. Calvin was in considerable pain, but didn’t want to have the SAR called off on his account, especially considering the plight of the paddlers, so he said he was fine even though his finger was swelling up and turning purple.

## Complete a second GAR



## USCG Auxiliary National Response Directorate

Meanwhile night was falling. A crescent moon had already risen at 1603, but was little help with fog rolling in, and the temperature was dropping. Ralph had everyone get into his Mustang. Since Calvin had what he thought was a 'pinched' finger, Ralph then called him over to the new electronics he'd just had installed, explained that he had entered a waypoint for the Island and told him to just follow the GPS course to it while Marty and he got lines, PFDs and other gear out on deck preparatory to taking the kayakers off the bar.

Calvin was unfamiliar with the new electronics with its split screen chart plotter and other bells and whistles, and knowing that Ralph had no time to waste filling him in on it, held on to the wheel with a death grip and followed the GPS course. What Ralph had forgotten to tell him is that there are rocks at the approach to the bar that are unmarked by a buoy which the GPS course would put him on, and there was no one on lookout. The boat had just scraped one of these rocks when Ralph grabbed the helm from Calvin's hands, backed the boat off the rock and maneuvered the boat in to the rapidly submerging bar and had Marty do a quick damage assessment of the facility. Ralph and Marty changed into their float coats, threw their Mustangs to the shivering kayakers and gave them a hand getting on board. Then Ralph sent them below to the cuddy cabin to keep them out of the wind while he steered past the rocks and took the boat back to the town dock in Stonington where he had Calvin call to arrange to have the kayakers picked up and taken by ambulance to Blue Hill hospital for evaluation. Marty was placed on lookout for the return trip to the mooring.

Ralph terminated the patrol at his nearby mooring with no debrief because by now Calvin was in intense pain from his probably broken finger. He and Marty got him off the boat and into a Ralph's car for a separate trip to the hospital. While they were driving, the three agreed that a scraped bottom and a pinched pinky were not important enough to report as a mishap.



## 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.

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.**

### To all participating crews, some final questions:

- We often operate on the same vessel with the same crew mates. Don't rush the basics like equipment operation review, facility condition, location of equipment and be by passed during the initial mission briefing.
- On night patrols do you even think to ask if any of the crew have night vision issues, do you take the possibility of moonlight (or not) into your GAR score?
- If your facility is equipped with radar, GPS, etc., do you remember to brief the crew on how to use your equipment?
- When using waypoints to navigate (especially in poor visibility) do you remember to review the chart for hazards between you and your target destination.

Send your comments to:

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