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



# National Response Directorate 2018 TCT Refresher Session

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**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)

- Risk is ALWAYS present
- Find and discuss the risks in your planning
- What can you do to reduce or eliminate each risk
- Make Risk Decisions at the Appropriate Level



# TCT Elements In Review

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## Operational Risk Management (ORM)

- ORM Rule 1 – Accept no unnecessary risk
  - Cancel or do not start the patrol if risk outweighs the value of the mission/activity
- Accept Necessary Risk **Only** When Benefits Outweigh Costs
- ORM is Just as Critical in Executing as in Planning All Activities





# TCT Elements In Review

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## Operational Risk Management (ORM)

- ✓ **ALWAYS CONDUCT A RISK ASSESSMENT PRIOR TO A PATROL and WHEN CONDITIONS OR MISSION CHANGES**
- ✓ **UPDATE YOUR RISK ASSESSMENT THROUGHOUT THE MISSION**





# TCT Elements In Review – GAR Scoring

Green – Amber – Red

- Understand the Risk Management forms (GAR Model) used in your AOR (Area of Responsibility)
- **CRITICAL** - GAR is done before **AND** updated throughout the mission when **ANY** condition changes
  - Weather, sea conditions, crew conditions, equipment, etc.





# TCT Elements In Review– GAR Scoring

## Green – Amber – Red

- Any single item 4 or 5 should raise a concern even if the total score is in the Green
- The first “extra” point (above 1) should be easy to achieve on any individual item
- Scoring is a collective effort of the entire crew not just the Coxswain





# TCT Elements In Review– GAR Scoring

– 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](http://www.cgaux.org/response/_documents/GAR%20Model%20Surface%20Ops.pdf)





**Surface Operations Risk Calculation Worksheet**  
Calculating Risk Using the **GAR Model**  
(**GREEN-AMBER-RED**)

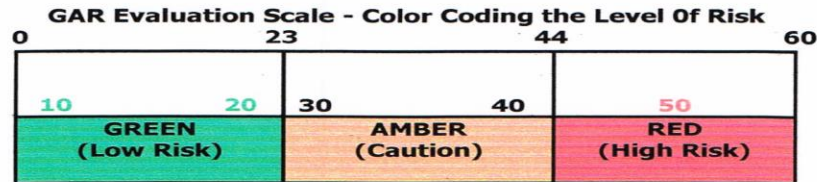
This Worksheet should be used for all surface operations unless other GAR forms have been mandated by local OIAs.

**GAR IS BASED ON A TEAM DISCUSSION TO UNDERSTAND AND EVALUATE THE RISKS ATTENDANT TO A MISSION AND HOW THEY WILL BE MANAGED.**  
**RISK MANAGEMENT IS WHAT IS IMPORTANT; NOT THE ABILITY TO ASSIGN NUMERICAL VALUES OR COLORS TO RISK ELEMENTS.**

Assign a risk code of 0 (For No Risk) through 10 (For Maximum Risk) to each of the six elements below. The discussion should start with the junior (least experienced) members first on each category.

<b>Supervision</b> -qualifications / experience / communications	
<b>Planning</b> – details / clarity / vessel selection and condition	
<b>Team Selection</b> – qualifications / experience	
<b>Team Fitness</b> – physical / mental state	
<b>Environment</b> - seas / visibility / wind / current / temperatures	
<b>Event/Evolution Complexity</b> –details / tasks	

<b>Total Risk Score</b>	
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If the total falls in the green zone, risk is at a minimum. If the total falls in the amber zone, risk is moderate and you should consider adopting procedures to minimize risk.

**IF THE TOTAL FALLS IN THE RED ZONE, YOU NEED TO IMPLEMENT MEASURES TO REDUCE THE RISK PRIOR TO STARTING THE EVENT/EVOLUTION**

**THE GAR MODEL SHOULD BE USED AS PART OF PLANNING OPERATIONS, AND SHOULD BE CONTINUALLY REASSESSED AS WE REACH MILESTONES WITHIN OUR PLANS, OR AS ELEMENTS CHANGE.**





# GAR Score Elements

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## ➤ SUPERVISION

Supervisory Control considers how qualified the supervisor is and whether effective supervision is taking place. Even if a person is qualified to perform a task, supervision acts as a control to minimize risk. This may simply be someone checking what is being done to ensure it is being done correctly. The higher the risk, the more the supervisor needs to be focused on observing and checking. A supervisor who is actively involved in a task (doing something) is easily distracted and should not be considered an effective safety observer in moderate to high-risk conditions

## ➤ PLANNING

Planning and preparation should consider how much information you have, how clear it is, and how much time you have to plan the evolution or evaluate the situation



# GAR Score Elements

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## ➤ **TEAM SELECTION**

Team selection should consider the qualifications and experience level of the individuals used for the specific event/evolution. Individuals may need to be replaced during the event/evolution and the experience level of the new team members should be assessed

## ➤ **TEAM FITNESS**

Team fitness should consider the physical and mental state of the crew. This is a function of the amount and quality of rest a crewmember has had. Quality of rest should consider how the ship rides, its habitability, potential sleep length, and any interruptions. Fatigue normally becomes a factor after 18 hours without rest; however, lack of quality sleep builds a deficit that worsens the effects of fatigue





# GAR Score Elements

## ➤ ENVIRONMENT

Environment should consider factors affecting personnel performance as well as the performance of the asset or resource. This includes, but is not limited to, time of day, temperature, humidity, precipitation, wind and sea conditions, proximity of aerial/navigational hazards and other exposures (e.g., oxygen deficiency, toxic chemicals, and/or injury from falls and sharp objects)





# GAR Score Elements

## ➤ **EVENT or EVOLUTION COMPLEXITY**

Event/Evolution complexity should consider both the required time and the situation. Generally, the longer one is exposed to a hazard, the greater are the risks. However, each circumstance is unique. For example, more iterations of an evolution can increase the opportunity for a loss to occur, but may have the positive effect of improving the proficiency of the team, thus possibly decreasing the chance of error. This would depend upon the experience level of the team. The situation includes considering how long the environmental conditions will remain stable and the complexity of the work





# TCT Elements In Review

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- 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’
- Recognizing and managing risk, operational awareness, focus on safety will keep you from becoming that “Other Guy”

Refer to COMDTINST 3500.3 for full details on Operational Risk Management





# 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

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## 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

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## 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 (Honor, Respect, Devotion to Duty) 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

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## 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

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## 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

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## 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 not all details of the scenario are on these slides

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





# Sea Story

**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:

- Skies overcast
- Air temperature high 60s dropping at night
- Winds 10 knots, seas 1-2 foot swells
- Sunset 1844, high tide 1926





# Sea Story

## 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.**



# Sea Story

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See Participant guide for details





# Your Task

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## ASSIGNMENT

- Break up into ‘crews’ of 3-5 -  
Assign a note taker
- Review the details of the sea story  
you have just been given (page 6 of  
participant guide)

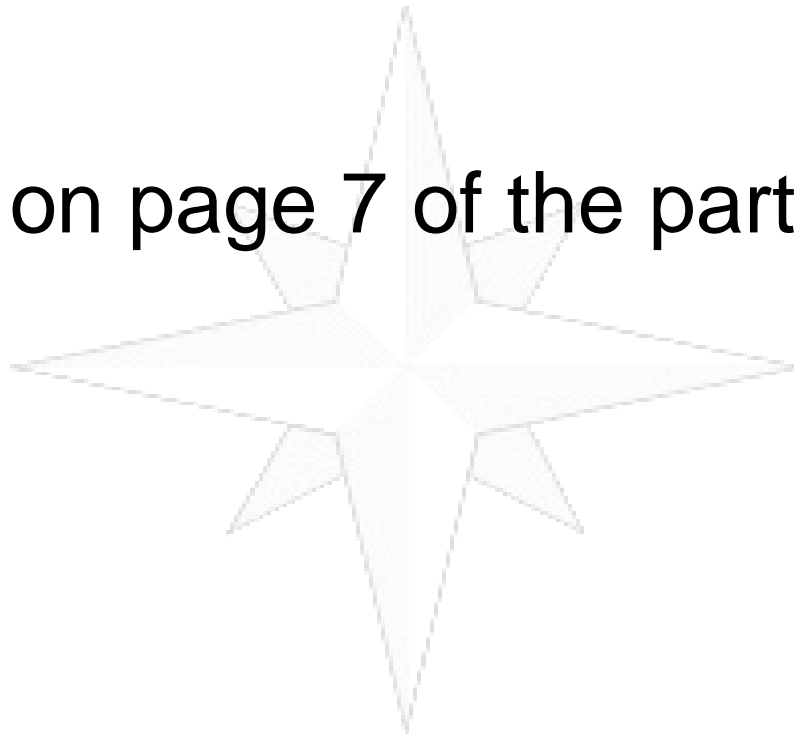
**Complete First GAR**



# Sea Story continues

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Pick up on page 7 of the participant guide





# Your Task

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## ASSIGNMENT

- 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

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## 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?  
Here are some but not all of the good things***

- Initial GAR calculated – input accepted from all crew***
- Briefing done even though this was the regular crew***
- Coxswain at the shoulder of crew helmsman as is expected***
- Crew/coxswain were all qualified and current with TCT and Ops Workshop***
- Rescued kayakers were given something warm and kept out of the wind on the return***







# Samples of Bad News

## Did your teams find all these?

***What did this crew do incorrectly during this mission?  
Here are some, but not all, not so good things.***

***Remember the scenario is designed to make the missteps  
easier to find and worse than they might be in a well run  
patrol***

- ***No second GAR even after injury***
- ***Mustang suits & float coats for 3 on a 21 ft boat does  
this leave room to maneuver even if they were  
stowed in the cuddy cabin? GAR impact on crew  
maneuverability if they were needed***
- ***Situational awareness in rush to get under way  
probably caused the pinched finger***



# Samples of Bad News

## Did your teams find all these?

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***What did this crew do not so well during this mission?***

- ***Equipment familiarization was not part of the briefing***
- ***No lookout posted on SAR and it was at night***
- ***Injury incident not reported even though they were on way to hospital after the patrol***
- ***Grounding incident not reported***





# Thank You

Thank you for your participation in the 2018 Team Coordination Training Refresher.

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

Send your comments to:

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