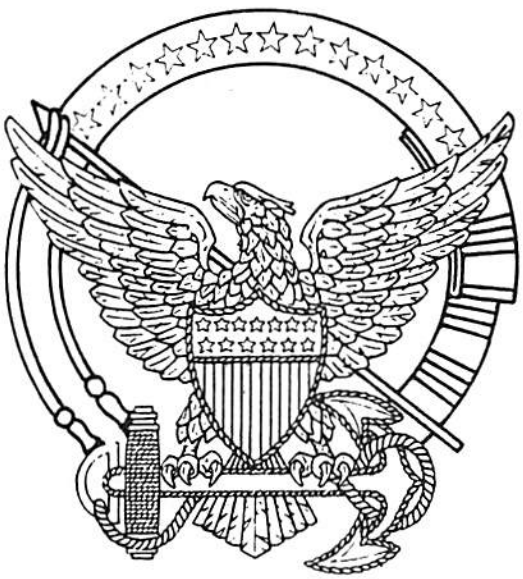
U.S. Department
of Transportation

**United States
Coast Guard**



Command at Sea

ORIENTATION PUBLICATION

COMDTPUB P1500.17

(old CG-359)

U.S. Department of Transportation
United States Coast Guard

MAILING ADDRESS:
Commandant (G-OCU)
U.S. Coast Guard
Washington, DC 20593-0001
Phone: (202) 267-1783

COMDTPUB P1500.17

5 APR 1988

COMMANDANT PUBLICATION P1500.17

Subj: Command At Sea Orientation Publication

1. PURPOSE. This publication is intended to provide prospective commanding officers and officers-in-charge with a guide in preparing for command at sea.

2. DIRECTIVES AFFECTED. Command at Sea Orientation Manual, CG-359 of 25 January 1978 is cancelled. Where this publication conflicts with other directives, the other directives will take precedence, and the conflict will be brought to the attention of Commandant (G-OCU).

3. DISCUSSION.

   a. As used in this publication, the term "commanding officer" includes officers-in-charge unless otherwise dictated by law, regulation, or current policy.

   b. Since command at sea encompasses a variety of knowledge areas, this publication simply attempts to consolidate information and experience personnel may have, or need, to fulfill command responsibilities. Seamanship, and command at sea, is both an art and a science, dependent upon the creativity and expertise of the individual, the capabilities and limitations of the equipment and material available or involved. Because of the many diverse situations that will be encountered, frequently in a hostile environment, the information herein is intended purely as guidance, and must be tempered with sound judgment, having due regard for the circumstances at hand.

DISTRIBUTION - SDL No. 126

	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y	z
A	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		1	1				
B		4	20		12			1		1				5												
C																		1								
D				1									1						1							
E																										
F																										
G																										
H																										

NON-STANDARD DISTRIBUTION:

3. c. This publication is in no way to be construed as relieving personnel affected of the need to exercise initiative, leadership and sound judgment. Nothing herein, regardless of phraseology, is intended to fix, or be used to fix, a standard of care to determine "civil" or "criminal" liability; such determinations are made through other means.

4. CHANGES. Commandant (G-OCU) will publish, as necessary, serially numbered changes to this publication. Recommended changes are solicited and should be forwarded via the chain of command to Commandant (G-OCU-3) using CG Form 4394 (Rev 10-84) at the end of this publication.

CLYDE E. ROBBINS
Chief, Office of Operations

RECORD OF CHANGES			
CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	BY WHOM ENTERED

TABLE OF CONTENTS

CHAPTER 1 THE PROSPECTIVE COMMANDING OFFICER

A. Command At Sea. No assignment demands more responsibility, requires a greater diversity of skills, or gives greater satisfaction for a job well done than a Command afloat. The leadership, ideals, energy, commitment to excellence, and enthusiasm you impart on your command will mark you and your command indelibly. That you have been selected to command a Coast Guard cutter identifies you as one in whom special trust may be placed and of whom higher things are expected. Our duties are many; the contributions of each cutter in the accomplishment of those duties are directly proportional to the ability of its commanding officer. As with all things of worth, the ability to command and to lead is a result of a personal dedication to duty and country; practical experience; observation and study.

B. Command Responsibility. Much has been written on the authority, responsibility, and accountability of a commanding officer. To those unfamiliar with the ways of life at sea, these principles may seem severe; to us, it is a recognized necessity if the challenges of the sea and the assigned missions are to be met successfully. You, as commanding officer of a U.S. Coast Guard cutter, as an officer in the United States Armed Forces, and as a professional mariner are the embodiment of the customs, traditions, courage and skills that have been passed down from generation to generation of seafaring Coast Guardsmen. The responsibility and accountability of command should be a welcomed burden. Your authority is predicated on them. Your new duties as commanding officer are simple to explain; however, only those truly committed to the task can succeed. Coast Guard Regulations, which you are encouraged to be conversant in, delineate many specific duties you and your crew are expected to perform. To generalize, as commanding officer, you are expected to:

1. Seamanship. Navigate your vessel safely, responsibly, and competently in any environment within the capability of the vessel and as required by the mission.

2. Personal Preparedness. Be prepared to execute the assigned mission to the maximum capabilities of the vessel and crew.

3. Personal Example. Display the physical and moral courage, tenacity, and skill, tempered by responsible leadership and judgment, needed to "sail into harm's way".

4. Mission. Understand and promote Coast Guard and U.S. national strategic objectives.

5. Crew and Cutter Preparedness. Ensure that the crew is prepared to serve the ship in full measure by encouraging good morale, maximizing readiness, ensuring health and physical fitness, cultivating family support, ensuring fair and equitable treatment, and maintaining discipline.

6. Administration. Provide for the smooth, efficient and productive administration of your vessel.

1.B.7. Military Spirit. Represent those qualities expected of all Coast Guards personnel: loyalty to nation, service, and ship; belief in and practice of military traditions; unswerving integrity; and, commitment to excellence.

C. Recurring Themes. There are many principles contained in the readings of this publication, however, three are recurring themes:

1. Know Your Job. Commit yourself to learning as much as possible about your ship, your crew, your duties, your assigned missions, the latest developments in technology, and the Coast Guard's contribution to accomplishing U.S. national strategic objectives. Learn other mission areas in the Coast Guard and other Armed Services and understand how they can work together. Learn and keep abreast of developments in maritime strategies and naval tactics. Never stop learning, self-testing, refreshing your mind. Make preparation for command a part of your continuing professional development.

2. Practice Your Craft. Put into practice those principles, doctrines and procedures you have learned. These principles are the result of many experiences over a number of years from many of our most notable predecessors. Most lessons learned were hard won; many cost us dearly to learn. There is no shortcut to success. It is a demanding task and cannot be accomplished by expedience. There will be many occasions when new ideas and procedures must be developed to meet the challenges you will face. Let's not forget that much of what is a new idea is fundamentally based on sound principles previously learned. The mark of the real professional is having faith in the underlying principles of our profession. A professional mariner practices the craft faithfully.

3. Pass On What You Have Learned. Prepare to pass on to others what you have learned. New generations of Coast Guard personnel look to you to teach them their duties, but more importantly, the character, commitment to excellence, and professional enthusiasm required of all Coast Guardsmen. Your actions and the actions you require of others will have a lasting impact on many people. You will be teaching others in your capacity as a role model. Be conscious of this and ensure that you pass on the best qualities expected of Coast Guard personnel: professional expertise, loyalty, integrity, commitment to excellence, and unselfish duty.

D. Using this Guide. This guide has been published in order to assist you in the process of assuming command. It is not an attempt to "prepare" you for command; you have been preparing for command for many years. Additionally, it is neither a policy statement nor regulation; rather, it is a compendium of information and reference to existing directives acquired by your predecessors over the years. No attempt was made to include all the knowledge or skills that a commanding officer must possess to successfully command. The intent is to present some general doctrines, lessons learned, suggestions, and a listing of the more important material you should be familiar with in assuming command. This guide is meant as an aid to the process, not a complete plan. Your experience, expertise, and judgment are the best guides to a successful relief, and a successful tour.

CHAPTER 2 PREPARING TO ASSUME COMMAND

A. General. Your preparation for assuming command has been going on for your entire career. Now, a more intensive preparation is necessary. This should begin as far in advance as possible, but at least as soon as you are notified of your new assignment. This chapter presents some comments and suggestions on your preparation for assuming command.

B. Self-Preparation. Upon notification of assignment to command, you will be required to coordinate a number of events with Commandant (G-PTE),(G-PO), (G-OCU) and your new command. These are generally pre-arrival training and familiarization, and a schedule for the relief process, which will be discussed later. You must be prepared to participate in these events without conflict or concern about your present assignment or personal affairs in order to get the maximum benefit from these preparations. The recommended initial actions upon notification are as follows:

1. Read this chapter, Chapter 6 of COMDTINST M3502.4 (Series), and the applicable parts of Section A, Chapter 4 of the Personnel Manual, COMDTINST M1000 (Series). This will give you an excellent idea of the events that will take place prior to assuming command and how to coordinate your present duty assignment with personal affairs and required preparations.

2. Closely read and understand the pipeline/pre-arrival process for Prospective Commanding officers (PCO), and evaluate your present training in light of training that will be required. Contact Ship Indoctrination Unit, Portsmouth, VA. and discuss what pre-arrival training you are intended to undergo, in what order, and if already scheduled. Advise them of your present work and personal schedule so that conflicts can be avoided. You should take note here that the schedule of requirements preceding the assumption of command is to be given top priority; therefore, scheduled operations or personal business normally encountered during a PCS move will not be considered sufficient reason for an automatic waiver of the requirements. Let all concerned know of your desired personal schedule, but be prepared to readjust it to complete the pre-arrival requirements.

3. Brief your supervisor, executive officer, or commanding officer of the events that will take place so that there will be no misunderstanding as to the demands that will be put on your time.

4. Plan and get things done early! Those things that you control should be accomplished as early as possible to avoid any last-minute snags.

5. Contact your new command and introduce yourself. Ask the incumbent if there is any training, personal items, or special readings beyond that contained in this manual that will ease the relief process and assist you in your new duties. Discuss the incumbent's personal schedule for relief and advise him/her of any pre-arrival events to which you are already scheduled or committed. Note any conflicts, but do not be rushed to resolve them haphazardly over the telephone. "There is more than one way to skin a cat" and rescheduling to resolve true conflicts is possible in many cases.

2.B.6. Develop a schedule of self-study. You will be undergoing training, testing, familiarization, and refresher training in the intervening months, so maximize the benefits of these events. Enclosure (1) contains a suggested reading list to get you started. Review and discuss this with the incumbent to get a better idea of where emphasis should be placed. Take advantage of the excellent correspondence courses available. This is a relatively fast, easy method of refreshing your skills that can fit into just about any schedule.

7. Keep in contact with the incumbent, Commandant (G-PTE) and (G-PO) to finalize the scheduled process and keep abreast of any last-minute changes.

8. Discuss the schedule of events with your family. Family support is very important during this hectic period. There may be times you will not be there to help out during the PCS process, so these occasions should be discussed. Arrange for and assure your family that help will be available, if needed. Share your enthusiasm for your new assignment, but don't forget your family may see the move differently than you.

C. Deck Watch Officer Examination. COMDTINST M3502.4 (Series) contains the mandatory requirements for the Rules of the Road testing. You will be required to pass the appropriate Deck Watch Officer Examination, or renewal examination, prior to executing your orders. Don't be overconfident about your present knowledge of the subject matter, or underestimate the difficulty of the examination. It is a comprehensive and rigorous test. Use the Rules of the Road correspondence course to prepare for the examination. Devote plenty of time in preparation.

D. Pipeline/Pre-arrival Training.

1. General. Between the time you receive your orders and the time you report for duty, you will be required to undergo pipeline or pre-arrival training in one or more of the excellent Navy or Coast Guard training courses. This training will include attendance at the PCO/PXO Course presently being conducted at the Coast Guard Academy, as well as a selected series of courses to prepare you for command in your particular class vessel. Tables 6-1 and 6-2, COMDTINST M3502.4 (Series), list those courses you can expect to attend prior to reporting for duty, information concerning your responsibilities in arranging for pipeline/pre-arrival training, and procedures for waiving certain requirements.

2. Purpose. The purpose of pipeline/pre-arrival training is twofold:

a. To Teach New Skills. For some, new skills will be needed in order to successfully serve in their new command. There have been many technological advances over the past few years; thus, you will need to know how the new equipment works, what it will take to keep it operational, and how to use the product of this equipment to its best advantage. The same is true for individuals destined for a class cutter in which they have never served. For some, this will be the first assignment as commanding officer without prior experience as an executive officer. There is much to learn

2.D.2.a. (cont'd) about the procedures, guidelines, and doctrines that a commanding officer must know if one has not served in that capacity before.

b. To Refresh Skills. For those who have served as executive officer or commanding officer in the past, some skills need to be refreshed after sometimes years of not using them. The PCO/PXO Course is designed to be an easy, succinct period of refresher training in skills such as shiphandling. seamanship, stability, military justice, maritime law enforcement, search and rescue, and helicopter operations. Your participation will not only refresh these skills and bring you up to date on the latest developments, but afford the opportunity for those less experienced to benefit from your experiences.

3. Waivers. Waivers of training requirements are possible. Chapter 6, COMDTINST M3502.4 (Series) discusses the criteria. You should not be too anxious to seek a waiver of training, particularly refresher training. In the past, many who considered requesting waivers later reported that they were grateful that they did not. They tended to overestimate their knowledge of the subject matter, and were quickly made aware of just how much they had forgotten.

E. Underway Familiarization. You may be required to participate in a period of underway familiarization in a cutter of the same class/generation of class, or a similar class cutter as the one on which you will assume command. If practicable, it will not be your new command. This familiarization period is meant for different reasons and should be kept separate from the relief process. The period will be 2-5 days long, and will afford you the opportunity to see how the class operates, the demands placed on equipment and personnel, to familiarize you with normal class operations and missions, and to give you an idea of handling characteristics. This is particularly beneficial to those who have never served in the class cutter of their new command. Chapter 6, COMDTINST M3502.4 (Series) gives more detailed information on this underway period.

CHAPTER 3 THE RELIEF PROCESS

A. Timing.

1. Schedule of Events. At an early date, decide which things you wish to emphasize during the relief process. Once you have an idea of these items, discuss this with the incumbent in order that he may be prepared for underway time and schedule work accordingly. The schedule for inspection of the ship and personnel, and the exercising of the crew at general quarters and at drills should be set as early as possible.

2. Duration of Relief. No hard and fast rule can be set for the length of time required to relieve, but it is obviously unwise for a ship to have both a CO and a PCO for an extended period. Hence, your underway familiarization should have been conducted in a different cutter. A "target date" mutually agreeable to you and the incumbent for the change of command ceremony should have been discussed between the two of you before your arrival. Confirm this date upon arrival. The paperwork involved can then be processed in an orderly manner to meet the completion date. Remember, this is a target date, not an absolute deadline. You should schedule your inspection and relief so that you can make the date, but you should not be pressured into relieving in ignorance because invitations have already been printed. In spite of your best efforts, there will always be some matters appearing at a later date which you did not inquire about prior to relief, however, sufficient time should be allowed for a substantially complete review and inspection of all phases of the command.

3. Streamlining the Relief. To minimize the time involved, it is suggested that all papers requiring signature be consolidated in a central location the day prior to relieving to avoid last-minute misunderstandings. This includes the relieving letter. The relieving letter serves two purposes: (1) it is your statement that you are accepting command, with all authority, responsibility, and accountability attending it, and (2) it is your report on the condition of the ship at the time of the relief. Using the most recent reports of Unit Inspection and Refresher Training as baselines, variations from these baselines should be noted.

B. References for Relief.

1. Coast Guard Regulations. Chapter 4, Coast Guard Regulations, COMDTINST M5000.3A outlines general procedures to be followed, items to be reviewed, inspections to be made, and contents to be included in the relieving letter. It is, in general, a directive and, as written, cannot be used as a truly effective check-list. Other forms of check-lists exist which can more readily be adopted for a step-by-step relief process. Whatever method you use, ensure you are in compliance with Coast Guard Regulations.

2. Checklists. The two most comprehensive references for relief should be the most recent Unit Inspection Check-Off List, and Training

3.B.2. (cont'd) Readiness Evaluation (TRE) Check Lists. Both are lengthy documents, but reflect the standards of operations and performance expected of cutters. You should obtain the most up-to-date versions of each of these documents. They should be on board as virtually all cutters are on standard distribution. Ensure that the most recent changes are incorporated. Obtain the most recent Inspector's Report and the Report of Refresher Training (including the Training Readiness Evaluation). Compare the two editions for any changes or new items, and use the latest report for a baseline of conditions. Although more general in nature, Enclosure (2) may prove helpful in obtaining information on matters of immediate interest.

C. Priority of Items for Relief. Ideally, the turnover period should be long enough to permit you to evaluate the cutter against service standards (Unit Inspection and TRE Check Lists), and determine the mission readiness of the crew, primarily by observing general drills. You will by now have certain areas of prime interest to you during the relief process. Your expertise and judgment will be depended upon to ensure that you are made aware of the condition of the vessel, crew, and administration in order to make a knowledgeable relief. There is never enough time to review every aspect of the command, therefore, you should concern yourself with those items of greatest importance first. To assist you in prioritizing areas of interest to all commanding officers, the following is offered.

1. Navigation, Safety and Security. This should be of paramount concern. You should determine if the cutter can navigate safely without fear of fire, flooding, explosion, or personnel injury. Title 33 CFR- Navigation and Navigable Waters, although not required for cutters, is an extremely helpful listing of navigation considerations you may want to apply to your cutter. Information of national strategic importance should be kept secure to prevent unauthorized distribution. More specifically, you should determine:

   a. That the ship has the charts, equipment, personnel and training to navigate safely.

   b. That the general quarters, fire, and collision bills are adequate; that qualified fire fighting and damage control personnel are on board and assigned properly; that sufficient equipment for preventing and controlling damage is available and in good condition; and that potential dangers such as ammunition, fuel, and hazardous materials are properly handled, stored, accounted for and used safely.

   c. The handling characteristics of the vessel in various sea states.

   d. Any limitations to the main propulsion and steering of the vessel.

   e. The security of classified material.

2. Mission, Vessel and Personnel Readiness. Now that you have determined the ability of the cutter to navigate safely and survive the rigors of operations at sea, you should turn your attention to the ability of the cutter to perform its missions. Specifically, you should determine:

3.C.2. a. The availability, adequacy, and condition of required operational bills in the Ship's Organization and Regulations Manual. Here you should check for the basis of the bill, that is, what doctrine is used to arrive at the procedures in the bill.

b. The adequacy of crew size, specialty, and assignments.

c. The adequacy and readiness of armament and equipment.

d. The adequacy of training (exercises, formal schools, PQS, etc.) in general and specialized training. The latest series of UNITREP reports should give an excellent idea of the condition of training. Remember, you must check both the training category and the personnel category in order to get the full picture.

e. The logistics and supply status to support your missions.

f. Availability of ammunition, fuel, spare parts and consumable supplies.

g. Adequacy of operational security.

h. Adequacy of material condition, maintenance, and available repair periods.

3. Administration. If you make yourself fully aware of the conditions of the foregoing, you should have a good idea of how well the command is being administered in most other areas. Here, the Unit Inspection Check-Off List will be most useful in outlining specific items with which you should concern yourself.

D. Methods of Relieving. There are many methods used during the relief process that have proven successful over the years. Again, your judgment and expertise, and the available time and personnel should dictate the best method for relieving command. A combination of the following methods has proven to be the most expeditious, balanced, and accurate means of fully understanding conditions of a new command.

1. Personal Research. The method of personal review of information is best used in understanding SOPs from operational commanders; reviewing the adequacy of written directives such as the Ship's Organization and Regulations Manual; understanding background information on ship's capabilities and characteristics; reviewing service records; and understanding how equipment and systems are designed to work. Much of this personal research is not dependent upon you actually being aboard the cutter or having access to other personnel. In short, it can be accomplished prior to your arrival if you can avail yourself of the reference material.

3.D.2. Briefings. This method is the most expeditious means of understanding current conditions, projects, and operations. It is also an excellent method of getting to know your crew; and evaluating the individual giving the briefing for his/her scope of knowledge, attention to detail, and ability to articulate ideas.

3. Observation of Performance. This is a method of relief required by Coast Guard Regulations in certain instances. It is an excellent method of evaluating the command's capacity to perform tasks in accordance with current doctrines and directives; utilizing the vessel and equipment to their fullest capabilities. It is the demonstration of crew knowledge, ability, teamwork, and vessel design capability. It should be used for drills, exercises, equipment run-up, and ship-handling.

4. Interviewing the Incumbent. This method is best used for discussions of all unexecuted orders, detailed discussions of the policies of the operational commander that are not fully covered by SOP, and sensitive personnel information. This forum can provide an excellent balance to the other methods used in the relief process.

E. Your Position During the Relief.

1. Unfinished Items. You will hold no official position during the relief process other than an officer attached to the cutter. There may be a number of times, particularly during the briefings and interview with the incumbent, that final determinations on ongoing projects will be deferred until you have assumed command. If timeliness is essential, you should not feel compelled to make a "snap decision", particularly if you are not fully aware of all existing conditions or the background to the situation. You should advise the incumbent that you trust his/her judgment, and that he/she should not delay a decision on your account. Advise the incumbent of your impressions of the situation, and that if readjustment is necessary at a later date, you will be able to make a more knowledgable decision at that time.

2. Existing Opinions. Your expertise is your best asset. Those who are presently serving in the cutter are your best channels for rapidly becoming familiar with ongoing conditions and business. Rely on your experiences and listen to your crew, but keep an open mind! There are times and circumstances where personal opinion and prejudices may shade an otherwise objective evaluation of conditions. Understand the situation behind these opinions; don't be swept along unknowingly. Form your own opinions about the ship and the crew.

3. Changes. You will have plenty of time to stress your likes and dislikes after you assume command. During the relief process, you are assuming the role of an observer and learner. Professional behavior, leadership principles, and plain good manners stress the importance of not commenting on the correctness of any particular policy or decision of the incumbent while still in command. If something needs changing, there will be time to do it after you have assumed command.

CHAPTER 4 CHANGE OF COMMAND AND COMMISSIONING CEREMONIES

A. General. Change of command, ship commissioning, and other military ceremonies are marks that make the naval services unique. The purpose is not only to complete the immediate task at hand, i.e. changing commanding officers, but to perpetuate our naval heritage. New generations of Coast Guard personnel are initiated into time-honored traditions of our service. As such, these ceremonies must be conducted with dignity and precision, and must adhere as closely as possible to prescribed military procedures. These are formal and impressive occasions, so there should be no need for embellishment. The formality of the ceremony should be balanced with local conditions. The use of promotional stunts and non-military proceedings inappropriate to such occasions must be scrupulously avoided. Additionally, these ceremonies are not to be used as a demonstration or forum to express strictly personal opinions. The following are some standards applicable to all military ceremonies:

1. The National Anthem. At any military ceremony where the National Anthem is played, it must be played using only the official arrangement, without a vocalist or attending demonstration. Normally, the district Public Affairs Officer has prerecorded copies of the National Anthem. If a band is to provide the music, the command should ensure that the official arrangement is to be used.

2. Music. During military evolutions such as inspections, parades, drills, changes of command, and ship commissionings, only martial music should be played. Popular or symphonic instrumental music, or music accompanied by a vocalist, is foreign to the nature of the evolution and is considered to be in poor taste.

3. Uniforms. Full dress uniforms shall be worn by all military personnel who are participating in the ceremony. (See CG Uniform Regulations, COMDTINST M1020.6 (Series), for exceptions.) Service dress uniforms may be worn by those attending, but not participating. During the appropriate season, Tropical Blue Long uniforms are authorized for nonparticipants.

4. Headgear at the Ceremony. The combination cap is the prescribed headgear for official ceremonies. Military personnel should remain covered during the entire ceremony, including the religious portions of changes of command and ship commissionings. If considered necessary to ensure observance of this precept, the master of ceremonies should request military guests to remain covered, except that chaplains may uncover.

5. Seating. Guests, civilian chaplains, official guests, and senior officials may sit during ceremonies. The ship's company should remain standing throughout the ceremony.

6. Parading Sideboys and Piping the Side. Military honors will be rendered. Where practical, sideboys should be paraded. The parading of sideboys and the use of a boatswain's pipe at honors or ceremonies at any place except the ship's side is not appropriate.

4.A.7. Stationing of Personnel. The principal participants in a change of command ceremony are the outgoing and relieving commanding officers, and the ship's company. For a ship commissioning, the principal participants are the prospective commanding officer, the operational commander or a representative, and the ship's company. As such, the ship's company should be stationed as near as possible to the principal part of the ceremonial area. Guests should be seated farther away. If possible, the ship's company should be stationed so as to face the commanding officer, or the PCO and the operational commander. As official orders are to be read to the crew during both ceremonies, there should be no others seated or standing between the crew and the commanding officer.

8. Remarks. Remarks given at these ceremonies should be addressed to the ship's company, not invited guests, and the subject of the remarks should be one that concerns the command.

B. Change of Command Ceremonies.

1. General. A dignified and colorful ceremony is important to the transfer of command. The incumbent, with the assistance of the PCO, should try to conduct the change of command in such a manner as to create a favorable and lasting impression upon those attending. The inclusion of undignified procedures or deviations from the traditional formality of the change of command ceremony must be scrupulously avoided. The presentation of personal decorations to the incumbent during the ceremony is customary. However, the addition of other events, such as presentation of awards to other personnel, is not appropriate. The descriptions and sequence of events for change of command of a cutter are listed below. These are basic, and in many instances, will have to be altered to suit limitations of resources, location, class of cutter, or other circumstances.

2. Preparation. Advance planning and preparation, including a rehearsal, will ensure that the ceremony is executed smoothly and at a dignified pace. An alternative site should be arranged for, in case of foul weather. The Master of Ceremonies (MC), who is usually the executive officer, should have a prepared script, following the procedures in Enclosure (3). The ceremony should be conducted at a smooth measured pace. Personnel should be carefully instructed in the details of their functions. The public address system should be tested and adjusted for volume and clarity. Paint, brightwork and bunting should be clean. If civilians are invited, chairs should be provided for them. In small cutters, especially when others are moored outboard, it is desirable to rig a separate brow and ceremonial quarterdeck for the change of command. Escort officers and ushers should be provided to facilitate the movement of guests from the quarterdeck to their seats near the ceremonial area.

3. Speakers. A guest speaker at a change of command ceremony is not necessary. The principal participant is the officer being relieved, and the principal remarks should properly be made by him/her. The relieving officer customarily limits his remarks to the reading of orders. However, it is appropriate that the new commanding officer wish the officer being relieved and his family success in their new

4.B.3. (cont'd) assignment, and that the new commanding officer is proud and pleased to assume command. The inclusion of a guest speaker who bears some significant relation to the command, normally the immediate superior in the chain of command, is considered appropriate. The guest speaker should be scheduled prior to the relieving of the commanding officer.

4. Invitations. Invitations to changes of command are issued by message to other units present, and to appropriate seniors in the chain of command. The use of printed invitations is not required, but if used, are issued by the incumbent. The PCO should forward to the incumbent, in advance of arrival, a list of guests he/she desires to invite to the ceremony. The Social Usage and Protocol Handbook, OPNAVINST 1710.7 contains a variety of formats for printed invitations and reply cards. Service Etiquette, Naval Institute Press, describes the proper procedure for addressing and mailing formal invitations. Sample formats can be found in Enclosure (4). The cost of printed invitations will be borne by the command.

5. Programs. Programs should be provided. Printing costs of the programs will be borne by the command. If funds are inadequate, the operational commander should be requested to provide such additional funding as required. Voluminous multi-color programs should not be used because of their prohibitive cost. Programs should be conservative in size, in good taste, and the printing should be of high quality. Ranks and titles are not abbreviated. Though the change of command is not a social affair, civilians are now frequently invited to attend. To ensure that they understand the proceedings and the significance of what they are witnessing, a program similar to that outlined in Enclosure (4) should be used.

6. Invocation. Change of command ceremonies are properly opened with an invocation of God's presence of the occasion. Military chaplains should be used, if available. The chaplain should understand that the invocation is to request God's presence at the ceremony and with the ship and her company in the fulfillment of their missions. Eulogies of the departing commanding officer, instructions to the new commanding officer, and excessive reference to the families of either, are inappropriate. Benedictions are superfluous in a change of command ceremony. By its nature, a change of command ceremony implies returning to ship's routine at its close, under a new Commanding Officer,and therefore the ceremony should be closed by the command rather than by a Chaplain.

7. Receptions. It is common practice to hold a reception after the change of command ceremony. Invitations to the reception are made separately from those for the ceremony. The reception for officers should be held in the wardroom, for CPOs in the CPO Mess, and for the crew on the messdeck. Both commanding officers should make every effort to visit all areas where guests are being entertained. There are a variety of funding methods for receptions, however, it is stressed that the total cost of the reception will not be borne by the command. If enlisted personnel are invited, appropriated funds may be used to cover that portion of the cost of food and beverages, except

4.B.7 (cont'd) alcohol, that would normally be used to provide a regular meal for the crew. Costs above and beyond this funding are borne by non-appropriated funding. Unit morale funds may be used, as the reception can be considered a party; however, this supplemental funding is to cover any extra cost for crewmembers only. The cost for official guests is borne by the individual extending the invitation, that is, the incumbent. Unofficial guests, or guests of individuals other than the commanding officers, will be borne by the officer or crewmember extending the invitation. A note here about alcohol; if alcohol is served at the reception, it must be strictly in accordance with Article 9-2-14, Coast Guard Regulations. This regulation is strictly enforced, as some commanding officers have found out in the past. No alcohol is to be consumed at receptions, or on any occasion, aboard cutters unless specifically authorized in accordance with Coast Guard Regulations.

8. Funding. Operational commanders may assist with the cost of change of command receptions using funds from the Extraordinary Expense Fund provided for Coast Guard promotional events. The fund itself is usually quite small, and any assistance received will likewise be small. The comptroller should be contacted and area/district instructions should be consulted concerning the use of these funds for change of command. In making preparations for change of command, do not assume that there will be supplemental funds forthcoming for the event. If this funding is unavailable, costs will be borne by the individuals.

C. Commissioning Ceremonies.

1. General. One of the most significant events in the life of a cutter is its commissioning. A large body of custom and usage has grown up around the commissioning ceremony of ships, and much of it has been reduced to regulation. Additional information is available in Lovett's Naval Customs, Traditions and Usage, Social Usage and Protocol Handbook, OPNAVINST 1710.7, and Service Etiquette, Naval Institute Press. The commissioning ceremony is the responsibility of the Area/District Commander who is required to coordinate with the Prospective Commanding Officer. The PCO and the ship's company are key personages in this important ceremony and must perform their roles in the dignified and traditional manner befitting the occasion.

2. Responsibilities.

a. Commandant. Commandant selects the guest speakers, and issues invitations to guest speakers in the name of the Secretary of the Department of Transportation.

b. Area/District Commander. Until the moment of commissioning, the operational commander is the custodian of the vessel and is responsible for commissioning cutters, which will be assigned to their control. As such, they will:

4.C.2.b. (1) Issue commissioning directives, designate the commissioning date, and coordinate all arrangements for the ceremony with the PCO.

(2) Assist the PCO in preparing the invitation list and provide final approval.

(3) Prepare the program booklet for the commissioning. Printing costs of the programs will be borne by the command. Voluminous multi-color programs should not be used because of their prohibitive cost. Programs should be conservative in size, in good taste, and the printing should be of high quality. Ranks and titles are not abbreviated. Though the commissioning ceremony is not a social affair, civilians are now frequently invited to attend. To ensure that they understand the proceedings and the significance of what they are witnessing, a program similar to that outlined in Enclosure (4) should be used.

(4) Coordinate publicity surrounding the events, less Fleet Hometown News releases.

c. Prospective Commanding Officer. By virtue of the assignment alone, the PCO generally has no independent authority over the preparations of the ship for service, or the commissioning ceremony, until the ship is commissioned. PCOs are, however, the key figures in making preparations for the commissioning ceremony. As such, they will:

(1) Prepare a proposed invitation list for review and approval by the operational commander.

(2) Issue invitations in the name of the Area/District Commander, the Prospective Commanding Officer, and the ship's company. Admission to reserved areas of the commissioning ceremony, to the pre-commissioning gathering for participants, and to the reception should be coordinated with the operational commander. These restricted invitations should be accomplished with separate small cards included with the formal invitation. Information about restrictions on cameras and the like should be provided on separate small cards. Personal cards of the PCO or other ship's officers may be included in the invitations to their personal guests. The cost of the invitations will be borne by the command's appropriated funds. See Enclosure (4) for recommended invitation format.

(3) Make arrangements for the equipment that will be utilized during the commissioning ceremony.

(4) Review all procedures and steps in the ceremony; and rehearse the crew in their duties.

4.C.2.c. (5) Host the reception for the official party and officers in the Wardroom, CPO Mess, or General Mess, as appropriate. Costs for the reception will be borne by the command's appropriated funds.

(6) Provide photographs, biographies, and crew roster as requested for the commissioning program.

(7) Develop a ship's insignia, as approved by the operational commander, for inclusion in the commissioning program. Ensure that an approved copy is provided to the Commandant.

(8) Forward Fleet Hometowns News releases for each member of the crew.

3. The Ceremony. The procedures described in Enclosure (3) detail the sequence of steps in the ceremony. They will suit the majority of situations, but minor modifications may be made if some unusual circumstances dictate. The honors prescribed in U.S. Coast Guard Regulations, COMDTINST M5000.3A, must be scrupulously rendered.

CHAPTER 5 AFTER ASSUMING COMMAND

A. Your New Command. The first few days, perhaps weeks, of your assignment as commanding officer will likely be a continuation of the procedures you have been following during the relief process, coupled with your new responsibilities as commanding officer. It is unlikely that you would have had time to perform an in-depth inspection of all aspects of the command prior to the change of command. Therefore, you should continue to look into all aspects of the command until there is little of which you are not aware. Continue to use the Unit Inspection and Training Readiness Evaluation Check Lists as your references. The execution of assigned missions, and carrying out unexecuted orders will, of course, take precedence over this in-depth inspection.

B. Official Calls. During the relief process, you should have ascertained a convenient date for an official call on your immediate superior and, in some cases, the District Commander. Service Etiquette, Naval Institute Press, outlines the procedures for official calls.

C. Command Philosophy. At the earliest possible date after the departure of your predecessor, you should discuss your command philosophies, vision of duties and responsibilities, and standards of performance with the officers, Chief Petty Officers, and enlisted personnel. This is an excellent time to advise your officers whether you expect an official call from them.

D. You Representing Change. Your arrival as the new commanding officer will create a multitude of feelings, expectations and perceptions among your officers and crew. Many of the crew could be quite satisfied with the procedures and policies of your predecessor and view your arrival with apprehension. Others may look forward to your assuming command with anticipation of sweeping changes, hopefully inclining towards their point of view. Unless there is a need to make changes immediately to ensure safety or to ensure the maintenance of discipline, it is recommended you first study, in detail, the present policies in force, the reasons behind these policies, and the reaction of the crew to these policies. Your goal is to fully understand existing conditions, not to create skepticism of your predecessor's policies. If, after an in-depth review of policies and procedures, you find a need to change something, you will be able to make a knowledgeable decision that is least disruptive to the command routine.

E. The Executive Officer. The executive officer is probably your most valuable tool in commanding a cutter, second only to your own judgment and expertise. The executive officer has been so assigned because of his/her proven abilities in prior assignments, and because of the potential for future assignment of greater responsibilities. In this respect, the executive officer is in "CO School". It is likely that the executive officer has served in your cutter for some time, and you can be relatively assured that he/she is aware of just about all that goes on. You should utilize this knowledge, position, and expertise to implement your command policies. You will be the one to establish standards; your executive officer will implement and enforce them. You should cultivate an excellent rapport with your executive officer. You may have to tailor his/her

5.E.(cont'd) working methods to suit your needs, but allow sufficient leeway for him/her to operate and use initiative. Command at Sea, Naval Institute Press, contains an excellent discussion of the most effective use of your executive officer. That publication also includes valuable information in the effective use of other officers and senior enlisted personnel. You should provide time to read these discussions.

F. Duty Assignments. Unless there are new officers or senior petty officers assigned to the cutter, most duty assignments will have already been made. It is common knowledge that most duties assigned to shipboard personnel are accompanied by large amounts of paperwork. After you have had time to analyze the individual workloads of your personnel, you may want to consider reassigning some collateral duties from overworked officers and senior petty officers to others in the crew. Many collateral duties do not require an officer to hold the position; and many enlisted are capable, have time available, and would be quite willing to perform some of these collateral duties (i.e. Movie Petty Officer, Energy Conservation Officer, Fire Marshal, Investigation Officer, etc.). Spreading the paperwork will allow the entire crew to give more attention to their primary duties. You should be careful in selecting to whom the duties are assigned, recognizing knowledge, expertise and professional development.

G. Managing Your Command.

1. General. There are a number of means available which collectively reveal "the big picture" of the unit. These are practices generally required by regulations and other directives. At times they have fallen into disuse due to inexperience and a lack of understanding. Some of these practices are discussed in the following paragraphs. They are basic items that are essential for a well-managed command.

2. Command Interest. There is no substitute for command interest. You may have the best executive officer, wardroom and crew in the fleet, but if you are absent from your ship several hours each day on personal business, or arrive late and leave one to two hours before crew's liberty, your command will never attain peak performance. Your subordinates need access to you, particularly your executive officer and your command enlisted advisor. If you are unavailable, you limit their effectiveness. On the other hand, subordinates should be allowed to perform their duties without unnecessary interruptions. Too much command interest can result in inaction on the part of otherwise energetic and enthusiastic subordinates. If you as commanding officer become too involved in the details of running the individual departments, if you overdirect, your subordinates will be less inclined to act on their own initiative. Command interest is a delicate balance. There is an unspoken sense of well-being and contentment in knowing of the Captain's continuing presence and availability.

5.G.3. Basic Practices. Many commonly performed practices are designed to answer those questions which are always on the commanding officer's mind. For example:

a. WHAT IS THE MATERIAL CONDITION OF MY COMMAND? The weekly formal Material Inspection is very valuable in providing first-hand information. You will receive reports from your officers and enlisted personnel and will see parts of the vessel at various times; however, to have an accurate idea of the material condition of the command, there is no substitute for a personal look at the entire vessel, including the bilges, each week. Once again, the standard against which you should measure your vessel will be the Unit Inspection and the Training Readiness Evaluation Check Lists. If there is a problem, it should be documented in the report of the Commanding Officer's Material Inspection. The minimum frequency of material inspection is normally specified in the area/district SOP. If it is not, experience has shown that material inspections should be conducted at least weekly.

b. HOW DO I CORRECT MATERIAL DISCREPANCIES I FIND WRONG? Two documents are vital in correcting material discrepancies: the report of the Commanding Officer's Material Inspection (RMI), and the list of Current Ship's Maintenance Projects (CSMPs). They are of such importance that you should direct your executive officer to manage both report systems through other officers. The XO should be the individual to determine what type discrepancy it is, and direct the appropriate action as indicated below. The XO should also be continuously monitoring the RMI, and other record systems for progress. The RMI should be an all-inclusive document which lists all discrepancies noted during the inspection, the compartment or frame number, the cognizant department, and the action desired. The report should then be reviewed to determine if it is a recurring item. If so, it should be annotated as such. If a reference is available to assist the action officer in correcting the discrepancy (i.e. TRE Check List item, PMS card), it should also be included. The final result will not only be an information document, but an action document which you can use to monitor the progress of corrections. Discrepancies will generally fall into four categories:

(1) Minor housekeeping items. Operative words for these items are: CLEAN, RESTOW, REMOVE DIRT/RUST/GREASE/OIL. When these actions are indicated, it is likely that the item is a minor housekeeping discrepancy. The RMI is the proper document to keep track of these items.

(2) Maintenance Items. These are discrepancies that should already be covered by PMS. If you notice a discrepancy that is a result of a failure to perform scheduled PMS, it should be noted as such. Although the RMI may cite the discrepancy, the PMS schedule should also indicate that the PMS schedule was missed. You do not necessarily need to duplicate the PMS

5.G.3.b.(2) (cont'd) discrepancy record on the RMI unless you desire the discrepancy to be put ahead of other PMS items. If you find numerous or recurring PMS discrepancies, you should direct your executive officer and the cognizant department head to review the schedule in its entirety, analyze the reasons for so many missed PMS, and formulate a plan for corrective action. This analysis is vital if the PMS time requirements are to match available maintenance hours. The information may result in long-term solutions to maintenance hours shortages. For further information on PMS, read COMDTINST 4790.1 (series), Naval Engineering Preventative Maintenance Systems.

(3) Repair/Refurbishing Items. The operative words are: REPAIR, REPLACE, REFURBISH, REPAINT, RECONSTRUCT. These items should be reproduced on Current Ship's Maintenance Projects (CSMP) Cards for use and filing. The form is quite complete in scope and includes all the planning, equipment, and funding information to adequately perform the task. The system is very broad in scope, and, although it is theoretically possible to put every material discrepancy on a CSMP, only those items not covered by PMS or considered minor housekeeping items should be put on CSMP. In actuality, CSMP items and minor housekeeping items should be the most numerous type discrepancies. Normally the engineer officer, under the direction of the XO, is responsible for maintaining the entire file of CSMPs. However, you should emphasize that it is each department's responsibility to draft CSMPs as needed. The RMI should direct CSMPs to be drafted, and by whom. The Naval Engineering Manual, COMDTINST M9000.6 (series), supplemented by the area/district SOP, specifies the proper methods and procedures for preparing and submitting CSMPs.

(4) SHIPALTs. There may be occasions when the only way to correct a material discrepancy is to alter the vessel's structure. The two most common sources of SHIPALTs are (1) class-wide SHIPALTs directed by the Commandant, and (2) CSMPs that can only be corrected by an approved SHIPALT. In either case, a CSMP must be drafted to get the work completed. Therefore, refer to the Naval Engineering Manual and area/district SOP for CSMP instructions. Considerable thought should be given before proposing SHIPALTs, and advice should be sought from the area/district staff. SHIPALTs can only be approved by the Commandant, and may require considerable study and coordination with other projects intended for your cutter. Do <u>not</u> make alterations to the ship's structure without authority.

c. WHAT IS THE CONDITION OF MY PEOPLE? An easy way to see all your people and to help you judge how they are doing is to require them to be at their cleaning stations or in their work areas during weekly Material Inspections. A brief discussion with as many

5.G.3.c. (cont'd) personnel as possible will give an excellent "feel" for the condition of your people. It will also give you a direct opportunity to encourage them in their efforts. Other events, such as personnel inspection, will demonstrate how well they present the appearance expected of Coast Guard personnel. The normal appearance and standard of work performance of the crew will be an excellent indicator of the overall condition of your people.

d. HOW SHALL I CONTROL MY UNIT FUNDS (OG-30), AND OTHER ACTIVITIES INVOLVING FUNDS? Effective management of unit funds is critical to the material condition and welfare of the command. Become familiar with the budgeting and funds management portions of the area/district SOP, and the Comptroller Manual, Vol. VI, COMDTINST M4423.1 (series). Require a financial plan for the command, and require your department heads to maintain updated department financial plans, including backlog list items with accompanying "skeleton" purchase orders. Allocate the funds to department heads on a quarterly basis, based on the needs of the department as described in the financial plan. If each department is continually getting the same amount or percentage each quarter, chances are you are not allocating funds to your best advantage. Once the plan has been established, STICK TO IT! There will be obvious cases where priorities will change and funding will have to be readjusted; however, these cases should be exceptions, rather than a common practice. For other cash funds aboard, the required audits and inventories are designed to maintain control. They should be conducted on time, without exception. They should be conducted by individuals with a complete understanding of the fund they are auditing, and with mature judgment and insight to anticipate if funds are getting into trouble. More officer careers have gone down the tubes from bungled exchanges and commissaries than from collisions or groundings! Most of these instances could have been avoided if the required audits were conducted on time and accurately; if the command had recognized the telltale signs of pending disaster; and if corrective action was taken immediately.

e. WHAT GOES INTO A GOOD FINANCIAL PLAN? Your financial plan should directly reflect the material condition of your vessel, and your anticipated needs for the upcoming period. In order to put the funding you will need on paper, it is absolutely vital that you understand the different systems and inventories that make up your vessel. You will have to ask yourself: What operations am I expected to conduct? What will it take to conduct these operations? Do I have these things on board? What do I need to get? How much will it cost? As you can see, before stating how much money you will need, you must know what consumables, equipment, and repair and maintenance parts you will need. Area/District SOPs normally cover the format for funding requests, records requirements, and items to be included in budgets. Be conversant in these provisions of the SOP.

5.G.3.e. (1) Upcoming Operations. This is your reason for existence: to perform the mission. The area and district commanders will publish a schedule of anticipated operations for the upcoming period. Analyze the nature of the operations and anticipate, as a minimum, the following needs:

(a) Fuel. How much fuel, oil, and lubricants will I need? Knowledge of your ship's characteristics and utilization of these commodities is necessary. Your engineering officer should be able to advise you of consumption rates under different operational conditions, tactical situations, and engine configurations. Additionally, After Action Reports from previous operations normally contain information on consumptions rates as a result of those operations. With this information matched to your operations schedule, you should be able to determine the amount of fuel you will require for scheduled operations. You can also determine the approximate amount of fuel needed for normal run-up of equipment and equipment testing. The difficulty is in determining the amount of fuel needed for unanticipated operations. In order to judge the amount needed, you should consider the past use of the cutter for unscheduled operations and movements, the influence that the availability of other cutters in the area may have on increased operations, and apply a reasonable margin of safety to the total. The results of all these considerations should be not only the optimum amount of fuel you require, but the absolute minimum required. Cost of fuel will likely vary throughout your operating area, thus, you should apply the cost most likely to be paid.

(b) Mooring, Tug, and Piloting Fees. Some of the most often overlooked expenses are mooring, tug, and piloting fees. Your operations schedule should be studied closely to determine the number of times you anticipate putting in for replenishment during these operations. Nothing is more embarrassing than to be unable to pay your bills when visiting a port of call.

(c) Training Requirements. For many training missions, particularly Refresher Training, you will be required to provide extra equipment which will be actually consumed during the training (i.e. OBA canisters, training ammunition, etc.). Refer to the controlling OPORDER for specific extra training requirements (e.g. COMTRALANT OPORDER 2000).

(d) Hotel Services. You should plan for the costs of hotel services in ports of call. Normally, you will be charged for water, electricity, telephone services, vehicle rental, refuse removal, and barges. Although your final operating guide might provide funding for

5.G.3.e.(1)(d) (cont'd) these items together with your utilities in your homeport, you should consider these items separate from other utilities for planning purposes. Area/District SOPs normally give special discussion on these items.

(e) Special Items. The nature of your operations may require that you have special equipment that you are not normally authorized to hold. You may be required to provide funding for these items.

(2) CALMS/ERPAL. You should make every effort to have up-to-date and complete CALMS and ERPAL lists. Additionally, your Personal Property Accounting (PPA) records should be as accurate as possible. From these records, you will be aware of what equipment and spare parts you should have, and what you actually have. You should plan for funding of shortfall items. Don't count on receiving supplemental funds for initial issue of CALMS or ERPAL items. You will possibly be required to fund the purchase out of your own operating guide. You will certainly be required to fund replacement items. The most commonly purchased CALMS items are tools and spare parts. The most common problems with these systems are: (1) Loss or theft due to lack of inventory control, and (2) Failure to update the systems with a Configuration Change. An accurate picture of your inventory shortfall is only as good as the systems accounting for them. The first chapter of Volume I of the CALMS Manual contains the definitive discussion on procedures for maintaining and updating the CALMS. Refer to the Comptroller Manual, Part VIII, COMDTINST M4400.15 (series) and the area/district SOP for procedures on the PPA. Just as with CSMPs, all departments are equally responsible for maintaining the PPA and CALMS.

(3) Housekeeping and Consumables. Cleaning items, linens, messing gear, PMS consumables, morale gear, thinners, consumable gases, stationery stores, paper items, and medical items with a shelf life are all consumable-type items. Some tools and equipment, such as paint brushes, brooms, swabs, and minor scraping tools are also considered consumables. Some commands consider paints as consumable, however, care should be taken here. Because of the safety factors involved, as well as storage considerations, paints and other combustible materials should properly be bought for a specific painting project (a CSMP project). A sufficient amount of variously colored paints should be maintained for touch-up efforts, but paints, as a whole, should not be haphazardly purchased.

(4) CSMP and SHIPALTs. As stated earlier, CSMPs contain quite detailed information. Many CSMPs will be assigned to the command to accomplish, while others will be accomplished by others outside the command. Included on the CSMPs are a

5.G.3.e.(4) (cont'd) listing of parts and equipment, a description of work to be performed and the approximate cost involved. These items should be included on your funding request. Some SHIPALTs may be the responsibility of the command to accomplish. If so, the cost should be included in your funding request.

(5) Overhaul/Availability. You may be required to provide government furnished equipment (GFE) for overhaul projects or dockside availability projects. Virtually all of these repairs should be already covered by CSMPs or SHIPALTs; however, you may be required to provide the GFE even though someone else is doing the job. Additionally, if you are able to acquire the parts for a particular job, you will likely enhance the probability of it being accomplished during overhaul or availability.

(6) Emergency Repairs/Contingency Fund. Some funds should be kept aside for unanticipated events or emergency repairs. The size of this fund will usually depend upon the reliability of your equipment. Your judgment will be crucial as you do not want to "starve" your departments in order to have a large fund that you may not need. It is a delicate balance. Holding back too much, or chronic deficit spending, is the sign of inefficient financial practices. Check the area/district SOP and Comptroller Manual for specific guidance on the authorized/suggested percentage of total funding that can be "set aside" for contingencies.

f. HOW DO I KEEP UP ON THE HAPPENINGS IN THE COMMAND? The ship's log is designed to help keep you informed. Present instructions for log preparation are based on the experiences of a multitude of those who preceded you in command. Thus, a properly kept log should give you an excellent picture of what has happened. Additionally, reports of the various boards and committees will keep you apprised of happenings in various areas. Ensure that reports are detailed, and if it appears that the board or committee is not making their best effort to discuss the subjects at hand, counsel the chairman. You should see every report, and you should endorse them with your own comments, even if your endorsement is handwritten. This will let everyone know that you are interested in the matters placed before them, and that you expect them to be interested, too. Finally, you should spend time with the executive officer discussing the business of the ship at least once a day. Many commanding officers also require this of the engineer officer. While these reports and meetings provide official and semi-official feedback, it is also a good practice to "tour" the cutter at least once a day. Not only will you see what work is in progress, you will be able to get a "feel" for the level of morale and teamwork within the crew. Once again, command interest is very important to the effective management of the command.

5.G.3. g. HOW DO I KEEP A "HANDLE" ON MY ENGINEERING DEPARTMENT? This is a tough job for a deck-oriented officer. One way is to require the engineering officer (EO) to report to you personally at least once a day and brief you on his department. You may require the EO to personally submit the Engineering Logs to you for signature. It is an excellent idea to include the executive officer in the daily briefings by the EO. Be sure the EO knows that he has immediate access to you at all times. Personally inquire about the status of machinery, spare parts, and logistical support.

h. HOW DO I ENSURE THAT THE COMMAND DOES NOT MISS ANY REPORTING REQUIREMENTS? Tickler files are designed to do this for you. Require tickler files for correspondence, standard reports, and message traffic. Require a standard check-off list for report submission. Finally, periodically review the tickler files. The Directives, Publications, Reports Index, COMDTNOTE 5600, lists standard reports required. Additionally, area and district SOPs normally list other reports required of your command.

i. HOW SHALL I PASS THE WORD TO MY PEOPLE ABOUT MY PLANS AND THE COMMAND'S OPERATIONS. Daily quarters gives you the opportunity to see and talk to all personnel. Make this an effective time for communicating with your people, either directly or through your officers. You may or may not want to attend on a regular basis, or even often; However, you should make an effort to appear on occasion to talk directly with the crew. A daily Officer's Call just prior to quarters is used by many commanding officers to talk directly with the officers. Morning muster is another excellent opportunity for the Command Enlisted Advisor and senior enlisted personnel to talk to the crew. The Plan of the Day should be a substantive document which will be useful to each crewmember. Ensure that scheduled events and advice on future plans are posted there. Care should be taken here on what is put into the Plan of the Day, and the distribution of the POD. Many of our operations are "For Official Use Only" or classified and, therefore, this information must be handled carefully.

4. Computers. You should make the best use of the automatic data processing (ADP) equipment presently available at your command, or at a nearby shore facility. You may have some apprehensions or dislikes for computers, however, the inescapable fact is that they are here to stay. Make the best use of them. Many of the records and reports you must keep can be easily stored/processed on the Standard Terminal (C3). You should inquire about the variety of uses and programs presently available in the field, and also inquire about training classes for ship personnel in the use of the Standard Terminal. If you do not have computer equipment aboard, you should coordinate with the nearest Coast Guard command having one to arrange for a convenient time when your personnel may use their equipment.

5.G.5. Results. Regardless of the methods you use to manage your command, you should never lose sight of your primary duty: To ensure your command can accomplish the assigned missions in accordance with current doctrines and directives. These doctrines and directives have proven to be, overall, the best methods for successfully completing your missions. There is plenty of latitude for flexibility, but STICK TO THE PLAN when you can.

CHAPTER 6 PERSONNEL

A. General. In spite of all the new, modern equipment installed in many cutters, the most complicated and sophisticated components of your vessel are still the individuals who comprise your crew. While it is possible to drive individuals to perform work, the results are never as good as the work performed by people who are led. Preserving and raising the morale of your crew will be one of your greatest challenges. The morale of the individual crew members will be reflected in the overall morale of the cutter, and conversely, the overall morale of the cutter will set the pattern for the many new personnel who will be reporting to your ship. Fair and equitable treatment for all hands in matters of authority, responsibility, discipline and privileges will pay rich dividends in those times of stress when mission performance depends on every individual's contribution to the team effort.

B. Officer Personnel. If you are to command a large cutter, you will immediately notice that you will not have a shortage of officers. In some cases, you may be overcomplemented. You will also notice that the majority of your officers will be serving their initial or only their second assignment at sea. Your most experienced officers will likely be the XO, EO, and, perhaps, any warrant officers that are assigned. These facts should indicate to you that your responsibility to train your officers takes on even greater importance than you may think. History has proven that our officers, if properly trained and motivated, can perform professionally, competently, courageously, and aggressively. As commanding officer, you will make the difference in what type officers will lead our service in the future.

1. Junior Officers/Officers Serving Initial Tours.

   a. The fundamental training officers receive prepare them to learn and become knowledgable of life and work at sea. This training does not prepare them in all respects for immediate assumption of deck watch officer, division officer, or department head duties, although it is necessary for them to do so in many cases. Normally, their fundamental training will include basic shiphandling, seamanship, navigation, military customs, and leadership. Although Cadet Cruise or OCS Cruise may introduce them to life at sea, these cruises are not long enough to provide the in-depth training needed to qualify at watchstations. As you likely know, substantial additional training is necessary in order for them to qualify in their watchstations and in their duties. You cannot expect them to bring much practical knowledge and experience with them to their initial assignment. The ship will be the primary "schoolhouse" where these officers learn how to safely handle and navigate vessels; how to perform their division officer and department head duties; and how to perform the necessary paperwork administration of their primary and collateral duties. In short, these officers are serving an apprenticeship. This is not to say that inexperience is a justification for inattention to duty, or for failure to progress at the expected rate. It simply states that you will need to ensure that these officers are trained and motivated if you expect them to perform as their duties require.

6.B.1.a. (cont'd) Your role, and those of your senior officers and enlisted personnel, will be teacher, mentor, counselor, and role model. You should impress upon your more experienced officers and your senior enlisted personnel the importance of their individual and collective roles in shaping the careers of these officers, and in providing the cutter with competent, professional officer leadership. However, keep in mind the priorities of your cutter: the cutter is an operational unit first and foremost, and a training platform for new personnel second.

b. There are a number of philosophies covering the assignment of primary and collateral duties to junior officers. Some commanding officers rotate them among the departments, while others do not. Both methods have proven successful, and it will be a matter of your judgment which method suits your command best. Once again, your emphasis should be on the most effective operation of your cutter in performing the assigned missions. Do not assign inexperienced officers to exceedingly demanding billets under the assumption that it is "good training". The results are normally less effective operations fraught with confusion and mistakes. Regardless how officers have been assigned, there have been a number of general pitfalls junior officers encounter. Just as you must teach them to safely and competently CONN the vessel, you must also teach them successful working habits.

(1) "Failing to fully understand tasks assigned." Due to either overzealousness to complete the tasks assigned, or inattention to the assignment, many junior officers tend to rush off "half-cocked" to complete tasks. In the process, they fail to ascertain exactly what results are expected from the work they are about to perform. Most "assume" the assignment means one thing, when you really intended them to do something else. Junior officers can be assisted in overcoming this problem by being required to produce an outline of a "plan of action" for presentation to you. If the proposed actions are correct, the officer will understand the assignment.

(2) "Failing to properly prioritize work." As junior officers become more knowledgable of the details of their duty assignments, they will acquire the ability to quickly prioritize tasks, and work on the most important things first. For more experienced officers, this process has become an indistinguishable part of our working processes; it is done quickly, correctly, and sometimes without our even noticing. For your inexperienced officers, it is a function that they must learn. When assigning tasks, express your feelings on the importance of the job, and encourage them to continually consider the priority of the task as compared to their other duties. Don't forget that these officers are assigned as deck watch officers first and foremost, so you should not allow other duties to detract too much from their primary function.

6.B.1.b (3) "Failure to use available time to the best advantage." Many officers rush their work, while others are chronically late. This is symptomatic of an individual who does not budget time most advantageously. Help them along by setting milestones for reporting on the progress of the assignment. Additionally, you should continually review the number of duties you have assigned the officer. The officer may be overburdened beyond any hope of catching up.

(4) "Failure to use acceptable work habits in researching and arriving at conclusions." This is a problem of transition from OC/Cadet to officer. For the most part, the method used for professional studies at the Academy and OCS is programmed instruction: the cadet/OC will be told or shown everything they need to know and how to do it. Although highly successful at these institutions, this method is impractical in the fleet. The individual will be expected to research the problem, anticipate problem areas, determine alternatives, arrive at a course of action, and execute the action. Even though supervised by a superior, individuals will be expected to act on their own initiative, carrying their share of the workload. The three weakest areas are researching the problem, anticipating problem areas, and developing alternatives. Most inexperienced officers are not familiar with the publications and doctrines that are available to research problems, and they should be introduced to them as soon as possible. A proven method to guide junior officers in researching problems is to provide them a list of, or specify, the references they are expected to use for the task. Lack of experience is the main handicap in anticipating problem areas and developing alternatives. This can be somewhat modified by cultivating a habit in these individuals of utilizing the training and experience of their senior enlisted personnel, and framing the questions asked of these personnel properly. The supervisor should be as concerned with the working method junior officers use in problem solving as with the actual solution of the problem.

(5) "Failure to most effectively use assigned personnel." One who has difficulties with budgeting their own time, understanding the scope of tasks assigned, and getting the job done themselves will also have problems utilizing the talents and time of subordinates. Additionally, there may be a problem with the maintenance of the proper officer-enlisted relationship.

(6) "Relaxing too often." Some junior officers tend to be less attentive to their duties than the circumstances require. We all can remember incidents of OODs skylarking, or individuals reading magazines when they should have been making rounds of their spaces. Presuming that the individual is not just lazy, these symptoms indicate that the individual is either unaware of the importance of his/her full attention to the job at hand, or the individual is overconfident in

6.B.1.b.(6) (cont'd) their ability to quickly and properly respond to some fast arising problem. Either case has the potential for disaster, and immediate counseling and direction is required. With more experience, and a few "There but for the grace of God..." situations under their belt, these officers will readily recognize the need for full attention to duty.

2. Officers Serving in Subsequent Sea Assignments. As stated earlier, you will likely have officers serving in subsequent sea assignments aboard who may not be as experienced as you would wish. These officers have overcome the pitfalls of more junior officers and, as such, will more readily gain the necessary knowledge and expertise. Although the administrative aspects of department head duties cannot be avoided entirely, what these officers require most is time to study their primary duties in detail. Complex duties such as operations officer require long hours of research and study in order to fully comprehend and perform the duty assignment. This is particularly true in cases of officers without prior experience in the duty assignment. There is no easy solution to this problem; however, it is clear that the role of the more junior officers in the department, and particularly the senior enlisted personnel in the department, must be expanded to afford the department head the time necessary to fully "come up to speed and stay up to speed".

C. Enlisted Personnel.

1. Crewing Levels. With the advent of Central Assignment Control (CAC) of petty officers, you can anticipate having the authorized number of personnel in each rating as set down in the cutter's Personnel Allowance List (PAL). Chapter 4, Section C of the Personnel Manual, COMDTINST M1000.6, discusses the functions of the CAC. In fact, in many of the ratings, you will be overcomplemented as the Rating Managers attempt to provide seagoing experience to those at the apprentice level. What you will frequently experience is a shortage at the E-5 level and sometimes, depending on the health of the rating, at the E-6 level. Most of our seagoing ratings are 40 to 50 percent short at the E-5 level. What you can expect is to receive recent Class "A" school graduates in those ratings where you have an E-6 or E-7 who is capable of providing supervision and training, thereby training your own E-5s.

2. Assignment Data Forms. A major benefit of the CAC of petty officers is the ability of enlisted personnel in the field to communicate with Assignment Officers and, hopefully, arrive at a mutually beneficial transfer when their present tour is completed. In no way is this meant to subvert or bypass the chain of command. Assignment Officers are instructed to take no action on verbal communications, but to wait until an Assignment Data Form (CG-3698A) is submitted. The endorsement section of this form provides the opportunity for command input. Your endorsement as to the quality of the individual's performance, and your recommendation on their ability to perform the assignments for which they are asking, is of prime value to the assignment process. Assignment Officers depend heavily on your endorsement in making assignment decisions. If you fail to make a

6.C.2. (cont'd) meaningful endorsement, or to specify any particular need, training, or pipeline training, don't expect replacements to arrive with the required training or qualification codes. Don't forget that should an individual decide not to reenlist, or should you approve a request for early transfer, an Assignment Data Form should be submitted stating so. This will start the process of assigning a replacement; however, such an unanticipated turnover will likely result in a vacancy for some time.

3. Retention. Retention of quality personnel will enhance your command, and ultimately the Coast Guard's performance by contributing to personnel stability and experience. The most important, effective, and direct method of retaining excellent performers is through a concerned, imaginative, informative and resourceful command career counseling program. The importance of personal attention to each individual's career goals by the division officer, leading CPO, and career counselor cannot be overstressed. The keystone of the retention program should be the reenlistment interview. Article 12-B-4, Personnel Manual, outlines the purpose and requirements of the interview process. This is an often overlooked requirement that could provide great dividends. This objective, informative session between the counselor and the individual may be one of the last opportunities to provide proper unbiased information on advancement, education and pay opportunities, reenlistment incentives, and family benefits which are available exclusively to service personnel. The career counselor should try to be as informed about the individual as possible, therefore, the counselor should confer with the division officer and/or the department head before the interview with the individual. While we need a good retention rate to provide a suitable career force on which to build, the Coast Guard should retain only the best people possible. Clearly, those personnel who obviously fall into categories that would be considered unsuitable for retention in service, such as the chronic debtor, should not be recommended for reenlistment. Other categories not so obvious, such as marginal performance, frequent involvement with civilian and military authorities, or failure to demonstrate a desire to advance, should be considered reasons for not recommending reenlistment. Personnel reenlistment is a serious business with long range consequences, therefore, you should stress its importance to your entire command.

4. Advancements. Enlisted advancements are wide open in most ratings below E-7. Your encouragement of personnel to complete correspondence courses and participate in the Servicewide Examinations for advancement will not only help your command, but the service as a whole. Chapter 5-C, Personnel Manual, specifies advancement policies, requirements and procedures. In this age of advancing technology, it is natural to concentrate on the technical ability of our people. Let's not forget, however, that your crew are petty officers or potential petty officers, first and foremost. The characteristics of leadership, dedication to duty, commitment to excellence, and loyalty are vital in our petty officers, and cannot be compensated for in other abilities. Regardless of technical ability, an individual will

(cont'd) not succeed as a petty officer without these attributes. Those individuals weak in these areas should be guided and counseled to assist them in improving. The Servicewide Examination is a pass/fail test. Your recommendation to sit for the examination determines if an individual competes for advancement. In this light, do not recommend someone to sit for the examination if they are not ready in all respects to fill the duties of the next higher pay grade. If you are not willing to have the individual fill the next higher grade at your own command, the individual should not be recommended to sit for the examination. Remember, it is OK to say no to those who are not ready, in all respects, to advance.

5. Expanding the Role of Senior Enlisted Personnel. Senior enlisted personnel, as well as other reliable personnel, may and should be used to assume some of the more routine collateral duties normally assigned to officers. These duties are well within the ability of the personnel to perform, will allow your officers to be more attentive to their primary functions, and give these personnel a fuller sense of participation in the decision making process of the command. As with the assignment of any collateral duty, care should be exercised so that it does not detract from the individual's primary function.

D. Human Relations. It will be altogether too easy to become totally enmeshed in the paperwork and hardware aspects of your new command, but do not neglect your most important asset - the crew. One of the greatest challenges you will face as commanding officer is that of developing and maintaining a high degree of esprit de corps and mutual trust among your personnel. You will be faced with racial, age, sex, and cultural differences which must be bridged in order to reduce or prevent friction and lack of understanding. This is a responsibility which cannot be delegated, but must be shared by the entire crew. Your personnel must realize that you are concerned about their welfare and that you respect them as individuals. You must establish yourself as a firm, fair, and concerned leader. There are many publications and instructions which relate to human relations, but written regulation will not substitute for the concerned, involved leadership which is essential to good relationships among all your personnel.

1. Military Civil Rights. The fair and just treatment of all personnel is a well-established principle of effective management. Such treatment is essential to attaining and maintaining a high state of morale, discipline, and military readiness. The Military Civil Rights Manual, COMDTINST M5350.11 (series), and the Commandant's Human Relations Policy Statement, COMDTINST 5350.17 are the guiding instructions on human relations/civil rights matters. You must exercise personal leadership in establishing, maintaining and carrying out a positive program designed to promote equal opportunity for all persons without regard to race, color, religion, age, sex, or national origin. Your personnel must know that you are sincere in whatever you do and say. This can only be accomplished by following through on your policies. If you say, as you should, "I will not tolerate unfair or unjust treatment of personnel in any form at this command", you must be prepared to enforce this policy. You cannot make statements such as

6.D.1. (cont'd)this at quarters, and subsequently tell or condone jokes about race, sex, religion, color, or national origin in your cabin. You could not expect to maintain your credibility with the crew.

2. Substance Abuse. Chapter 20, Personnel Manual, contains present policies and procedures for substance abuse matters. The Coast Guard practices a policy of zero tolerance towards drug abuse. No drug abuse is condoned or justified. You will be part of an energetic program of education and testing to ensure that your command is a drug free workplace. The use of alcohol is legal; it is not only condoned, but often encouraged by society. Even though most individuals who choose to drink are able to do so responsibly, and without adversely affecting their health or detracting from their performance of duty, alcohol is a drug and its abuse can be more costly and dangerous than that of any other drug. Alcoholism is recognized by the Coast Guard as an illness that is subject to treatment. While commanding officers are not expected to make actual diagnoses of alcoholism, neither can they condone any substandard performance due to alcohol abuse. Instead, they have a responsibility to see that appropriate treatment and rehabilitation measures are made available to those individuals medically diagnosed as alcohol dependent. Chapter 20 of the Coast Guard Personnel Manual, COMDTINST M1000.6 (series) gives complete guidance on these matters.

3. Communications. Most commanding officers advertise open door policies. However, if no one passes through the door, such a policy is ineffective. It is easy to rationalize that no one passes through the door because no grievances exist, but this is a naive and rarely valid rationale. Personnel of your command want to communicate and make their problems and accomplishments known to you. However, there must be open and viable channels of communications. You, as commanding officer, must establish and maintain these channels. The most reliable means to do this is to establish and reinforce the chain of command. The chain of command should be a rapid, reliable and unbiased means of communications and action to meet and overcome problem areas. It should mirror your policies and advocate an attitude of fair, firm, and equitable treatment. Each member of the crew is a part of this chain and has the inherent responsibility to communicate and correct deficiencies. Their position in the chain of command should be emphasized and reinforced. Your policies of fair, equitable and understanding treatment should be impressed and practiced at all levels. By ensuring that the chain of command responds actively and properly to problems, and by your faith and use of the chain of command, you will build and encourage the crew's faith in the entire command structure. This is not to say that you should remain in the cabin. You must get out among your personnel at their job sites and show them that you are available and interested in what they are doing, what they have accomplished well, and in their problems. You must bridge any communication gaps while also keeping the chain of command intact. Current instructions have established the requirement for a Human Relations Council. Among other things, its function is to facilitate the communications among the diverse individuals that comprise the crew. Ensure that the council is fulfilling its purpose effectively, and take a personal interest in its proceedings.

6.D.4. Common Bonds. It may not be easy for you to understand the psyche of your personnel who may be of a different generation, race, sex, socio-economic background or, in most instances, a combination of all these. Despite such differences, there is common ground: the Coast Guard. Each member should be made to feel a vested interest in making "their" service the best possible. The Coast Guard, the command, and the crew should be stressed as common bonds among individuals. These bonds should be strengthened whenever possible through the day-to-day process of leadership, without sacrificing the concerns and attitudes of the individual. Your effectiveness as a leader will be greatly influenced by this balance. Regardless, you can influence what motivates these individuals by stressing common bonds; you can, by your actions, make these bonds prime motivators.

5. Command Interest. Your effectiveness as a leader will be greatly influenced by the degree to which you are aware of the concerns and attitudes of your crew. Regardless of whether or not you agree with them, the fact that you understand the things that motivate them to act and think as they do will greatly enhance their respect for you. Your demonstrated interest and concern for the welfare of your personnel and their families will contribute towards developing the mutual respect necessary for a good human relations climate. The fact that you as commanding officer might ask individuals in your crew about how things are going, or how their families are will have a great impact on the attitudes of the entire crew. Often, even though a person's problems might be unsolvable, it is heartening for them to know that the "Old Man" knows and cares. Concern for the welfare of your personnel and their problems will, in turn, reward you with a better and more responsible crew. It will instill a feeling of pride in their ship and commanding officer.

E. Military Law.

1. Congress has enacted the Uniform Code of Military Justice (UCMJ), and the Commander-in-Chief has issued the Manual for Courts-Martial (MCM 1984) as tools for military leadership and discipline. Stemming from these laws and regulations, you exercise the inherent authority of a commander over all members of your command. Your exercise of NJP authority is governed by Part V, MCM 1984, as amplified by COMDTINST M5810.1A, Coast Guard Military Justice Manual. You, as commanding officer, are charged with the duty to maintain discipline by both the Manual for Courts-Martial and Coast Guard Regulations, Article 4-12-1.

2. Should situations arise which are more serious than are appropriate for dispostion at NJP, you, as a commanding officer, are empowered to convene summary and special courts-martial. In exercising this authority, consultation with a legal advisor is not only necessary, but your affirmative duty. See Article 6(b), UCMJ.

3. You should be thoroughly familiar with the limitations placed upon your authority to impose punishment at NJP. While the specific circumstances of each UCMJ offense will differ, and given the differences in the past conduct records or bias of individuals, you should be as consistent as possible when dispensing judgement and punishment.

CHAPTER 7 INDIVIDUAL AND CREW TRAINING

A. General.

1. Primary Objective. The primary objective of all training is to attain and maintain operational readiness. As such, training is an integral and inseparable part of operations, administration, and maintenance functions. Operations, administration, and maintenance cannot be performed accurately and reliably if personnel are not properly trained. Every officer, chief petty officer, and enlisted person is constantly in training to properly execute assigned duties at watch-stations, and to assume positions of greater responsibility in the future. In order to be of any value, training must be organized, standardized, supervised, and scheduled to mesh with ongoing operations and maintenance. Training should not be considered a competitor for scarce resource time, but, rather, an inseparable element of operations, administration, and maintenance. It should be given equal importance in your schedule of events.

2. Responsibility.

a. The commanding officer has overall responsibility for ensuring the ship's training program is meaningful and effective. Normally, in larger cutters, the executive officer is the individual charged with implement of the training program. In smaller vessels, this responsibility rests with the commanding officer. Normally, a training assistant is assigned, and a Planning Board for Training is established. The more senior in the organization the training officer is, the better the training program. Whenever possible, the executive officer should be assigned as training officer, with a training assistant also assigned. However your training system is organized, you should attempt to insure continual command supervision of the training program.

b. If you are the Senior Officer Present Afloat (SOPA), you should also be aggressive in coordinating and executing required multi-unit exercises for cutters under your authority. As SOPA, you can schedule multi-unit exercises such as rescue and assistance, flashing light, etc. You can also coordinate the use of outside observers for command drills and exercises. Not only will the overall completion rate of the cutters increase, but a coordinated training effort using all talent available will result.

B. References. The Cutter Training and Qualification Manual, COMDTINST M3502.4 (series), is the controlling publication for cutter training. It is nearly a complete compendium of all required drills, exercises, formal schools, watchstation qualifications, and engineering training. You will be referred to any supporting fleet-wide instructions or directives by the manual. Your operational commander may require additional training requirements to reflect local conditions.

7.C. How the Training System Works.

1. Assumptions. There are two basic assumptions made by COMDTINST M3502.4 (series):

   a. That your command has all the proper rates/ratings to perform the assigned missions. This is a function of the Personnel Allowance List, and the assignment process. It is understood that most ships do not have all personnel at the required paygrade in all ratings. This does not greatly impact the training plan, certainly not as much as not having sufficient numbers of personnel in the required ratings.

   b. That the minimum training to date expected of your personnel is recruit training and, for rated personnel, Class "A" School or equivalent training. Training above and beyond this will certainly be advantageous to your command in meeting the training requirements.

2. Training Methodology. In the past, cutter crews were trained through a combination of all hands instruction, drills and exercises, and formal schools. Qualification for particular watchstations were locally prepared, informal, non-standard, and not mandatory. The relative worth of the training was completely dependent upon the emphasis given to training by the command. With the advent of COMDTINST M3502.4 (series), training methods have been standardized and made mandatory for watchstation qualification. The emphasis has shifted from all hands instruction, which proved to be of dubious benefit, to a structured individual qualification system which builds team and shipwide qualifications. This methodology is proving to be more effective in providing crews with necessary skills, more cost effective, and more reliable in providing training that will last a career.

3. Elements. Cutter training is broken down into three elements:

   a. Personnel Qualification System (PQS). This is the primary means of qualifying personnel at their watchstations, and is the cornerstone of training for the individual. All personnel must qualify through PQS at their watchstations. Other forms of training (i.e. formal schools, correspondence courses, commercial schools, TRATEAMs, etc.) are used to support the PQS, but will not substitute for PQS qualification. PQS may satisfy some formal school attendance, however, school attendance does not satisfy all PQS requirements. As can be seen, PQS is the stricter standard, and your emphasis should be towards 100% PQS completion at your command. PQS is not conducive to and, therefore, does not cover most maintenance and administrative training.

   b. Drills and Exercises. Drills and exercises are to the ship as a whole, as PQS is to the individual. It is a rigorous program of instruction and qualification using the team concept in response to particular conditions, and is the cornerstone of your command's

7.C.3.b. (cont'd) mission training. It is the ultimate measure of your command's ability to perform its assigned missions, as reflected by Refresher Training's emphasis on drills, exercises, and team training. In order to acquire the most benefit from these exercises, and in order to perform these drills and exercises successfully, a level of individual PQS qualification must be maintained. Your emphasis should be towards 100% completion of the required drills and exercises. Remember, the frequency listed in COMDTINST M3502.4 (series) is a minimum frequency. Your command may require more training in a particular area.

c. Formal School Requirements. These are the Class "C" Schools, maintenance training, and administrative training considered necessary for your command to function properly. Although attendance at the schools listed in COMDTINST M3502.4 (series) is, in most cases, required, in certain circumstances PQS completion satisfies the attendance requirement. These schools are predominately concerned with maintenance and administrative/leadership training; training to which PQS is not conducive. In some cases, team training is also covered by formal schools. Although we attempt to cover team training as part of drills and exercises, many times the technology involved or the small population of personnel who need the training necessitates the use of formal schools to properly train our personnel.

4. Priority Among Training Elements. All three elements of training are of equal importance; however, here are some thoughts for your consideration:

a. Commands with a high level of PQS qualification normally perform the drills and exercises significantly better than those with lower PQS completion rates.

b. The material condition of commands with a high rate of completion of PQS and drills and exercises is consistently better.

c. The shortfall in formal school graduates is reduced at commands with a high level of PQS completion. Also, personnel absences due to school attendance are fewer. This is due to the equivalence of PQS completion to some formal school attendance.

d. Commands with a high rate of PQS and drill completion consistently perform better at REFTRA than commands with lower completion rates.

e. Commands with a high rate of PQS and drill completion are less likely to have accidents. Most, if not all, accident reports point out some deficiency in training, or lack of drills and exercises.

D. Planning. A well planned and vigorously executed training program is the key to effective operations, administration and maintenance. The shortage of trained personnel, both in numbers and experience, as well as the

7.D. (cont'd) continuous loss of trained personnel through transfer and discharge make it mandatory that the command formulate and carry out an aggressive program to ensure the readiness of the ship.

1. Long-range Planning.

a. COMDTINST M3502.4 (series) is, in essence, a long-range training plan. It contains the types of training needed by individuals and the ship, and the type and frequency for drills and exercises. From this overall plan, your command can request needed formal schools, measure the shortfall in PQS completions, and schedule required drills and exercises. It is a continuously operating plan. Refresher Training (REFTRA) may be considered the "final exam" for the command's training plan. It is not a substitute for an ongoing cutter training program because the REFTRA curriculum assumes a high completion rate of training and watchstation qualification. You should strive for 100% completion of drills and exercises, PQS, and formal school requirements before beginning REFTRA. For those cutters not participating in REFTRA, Unit Inspection should be considered the "final exam."

b. However, COMDTINST M3502.4 (series) is not a complete long-range plan. It does not take into consideration the cutter's schedule, crew turnover, or satisfying requirements through alternative methods. You must consider these outside influences and adjust the long-range plan accordingly. For example, if one of your trained crewmembers is anticipating reassignment, you should ascertain and, if necessary, request the required training for the replacement. A large-scale crew turnover may mean that certain drills are performed more often.

c. Using the requirements of COMDTINST M3502.4 (series) as a guide you should have a unit directive implementing your command's long-range training plan. You should specify your training goals, conditions to be taken into consideration, methods to be used in qualifying and scoring, personnel authorized to approve training and training results, and general time periods for completion. Additionally, you should specify what will be considered by the Training Board when establishing a training schedule. COMDTINST M3502.4 (series) gives an example of a shipboard instruction.

2. Training Scheduling.

a. Your Training Board should produce a training schedule for the upcoming period, normally covering 6 months. This schedule should reflect the requirements of the long-range training plan and be tailored to optimize training within the limitations of the unit's operating schedule. As an example, if you are scheduled to go to REFTRA in approximately 9 months, and your long-range training plan states that you desire to have 100% completion of drills and PQS prior to beginning REFTRA, the schedule

7.D.2. (cont'd) should be directed towards that goal. Other elements to be considered in scheduling:

(1) Operating schedule, including:
   (a) Training Availabilities
   (b) Maintenance/Yard Availabilities
   (c) Fleet or Special exercises
   (d) Missions not recently performed (i.e. the first ALPAT/LEPAT scheduled in a year)

(2) Port visits to areas with training facilities.

(3) Turnover of key personnel and/or Turnover of a large percent of the crew within a relatively short time frame.

b. Your Training Board must be very aware of the strengths and weaknesses in the skill level of the crew. A certain number of drills and exercises are required by COMDTINST M3502.4 (series), however, they are not required to be performed in any particular sequence. As you are probably aware, the order in which these drills are performed can have a great impact on the productivity of the exercises. The board should schedule drills to build on basic skills and move up to more advanced evolutions. Additionally, the board should schedule PQS days to precede a particular series of drills, since the drills are more successful and productive when executed by PQS qualified personnel.

3. Other Training Considerations. Here is a list of other items that should be considered when establishing a training plan and a training schedule:

a. Does your plan cover all personnel?

b. Does it provide for orientation training of new personnel?

c. Are supervisors specifically charged with the responsibility for training personnel assigned to them?

d. Are personnel with special training being utilized to the best possible advantage in training others?

e. Has the Training Board reviewed the qualifications of personnel to ensure they are suitable for qualifying others? Although the knowledge and experience of personnel is normally a valuable asset, their qualifications should not be taken for granted, (bad information is generally far worse than no information at all.)

f. Does the plan and schedule provide for the maximum use of routine operational and maintenance evolutions for training purposes? Does it provide for maximum use of all training opportunities?

g. Are drills and exercises performed as required by COMDTINST M3502.4 (series), and any others required by the operational commander? Are they being performed at the proper frequency?

7.D.3. h. Are provisions made for most effective use of "lulls" in activities during drills and exercises?

E. Training Execution.

1. General. Once the schedule has been established, STICK TO IT unless there is justification not to. The training schedule is not a "time filler", and it should be of equal importance to operations and maintenance. When training must be canceled, it should be done so with the same consideration that you would cancel an operation, or delay planned maintenance.

2. Manner of Conducting Drills.

a. Drills, exercises and PQS should be conducted with precision and in accordance with written requirements (i.e. FXP-3 (series)). "Walk-thru" drills should not be considered as meeting training requirements. Although productive as a training aid, a "walk-thru" drill does not exercise the crew under the conditions that they will be expected to perform for REFTRA or in a real emergency. Your drills should be as realistic as possible, and they should exercise every aspect of the evolution. Your onboard training teams should produce a series of appropriate, meaningful scenarios for various evolutions. Sufficient time should be given to complete the drill in full, and a debriefing of key personnel and the crew as a whole should be conducted afterwards. The Plan of the Day is an excellent way to emphasize lessons learned, and to remind personnel of things to consider during upcoming drills.

b. The role of the command training teams is crucial in the proper execution of the cutter training program. Their role is to organize the conduct of the drill (not to organize the response), impose drill conditions, develop drill scenarios, observe the conduct of the drill, observe training conducted by the team leaders, evaluate the response in comparison to exercise standards and standard doctrines, debrief the participants, and to report and record the results of the drills to the training officer and department head. They do not participate in the drill or direct response personnel. They do not instruct personnel at their watchstation, but rather observe and evaluate the training conducted by team leaders for consistency with standard doctrine. Based on the tasks performed by the training teams, it is clear that your most knowledgeable and professional personnel should be assigned to training teams. For virtually all cutters, it is impossible to conduct all-hands drills and still provide a training team. It may therefore be necessary to break up all-hands exercises to provide personnel for the training teams and concentrate upon one aspect of the drill. For example, during a Fire at Sea drill concentrate on repair party response, impose personnel casualties on your DCA so that he can be a member of the training team. Another solution would be to coordinate outside observers for your drills; possibly from another cutter moored nearby. You can get some assistance in coordinating observers through SOPA.

7.E.3. Observing Drills. You should make an effort to visit different stations during different drills. Look at the performance of your crew from the perspective of an outside (i.e. REFTRA) observer.

F. Taking Advantage of Training Opportunities. The skills required by your crew are many and varied. Many training opportunities not specifically covered by COMDTINST M3502.4 (series) exist, and can be of immense value in accomplishing all of your training requirements. Some thoughts are presented here for your consideration:

1. PQS Completion. PQS can be signed off by anyone whom the command feels is qualified to do so. This does not particularly mean that it must be another member of the crew, although this is the traditional manner. At many commands, there are a variety of personnel who are quite capable, and willing, to assist your command in PQS completion if only asked. Fleet Training Units/Groups, Mobile Training Units, Fleet Training Centers, Coast Guard and Navy Reserve units, and major bases and repair facilities, both Coast Guard and Navy, have a wealth of expertise available to assist. When visiting such places, even if not there for a training availability, you should pursue getting qualified, expert personnel to your ship to provide training. These personnel should be certified by the command, in writing, that they are authorized to sign off PQS items.

2. PQS Qualification by Training Teams. When individuals or shipboard teams attend individual training or team training at a training facility, they should have their PQS booklets and practical factors sheet with them. To say the PQS booklets should become part of the uniform would not be overstating the case. You may want to consider any instructor in resident courses as qualified to sign off PQS items. If this is so, annotate it in the orders.

3. Drills and Exercises Observers. Just as with PQS, personnel from a variety of other commands can be made available to assist and observe your crew while performing drills and exercises. Not only will you be performing a drill requirement, but you will likely get a fresh insight into your crew's capabilities.

4. Required Drills As Part of Team Trainers. Most team trainers use the drills and exercises from FXP-3 (series) as final problems for their course of instruction. Should your people attend team trainers, find out what drills and exercises they performed. You may have already earned credit for your periodic drill. Similarly, if Training Teams (TRATEAMS) visit your command, find out what drills they will be conducting as part of their training curriculum. If it is possible for them to use a required exercise as a problem during the training session, ask them to do so.

5. Fulfilling Training Requirements At Commercial Schools. Be aware of the content and requirements of required schools. Some commercial versions of the course may be acceptable alternatives to the service schools. As an example, EMT training conducted in accordance with state licensing requirements may be a satisfactory substitute for the service EMT course. The local version would be less costly, and

7.F.5. (cont'd) would provide easier access for your crew. To find out if it is a suitable substitute, you should get a copy of the curriculum, and forward it in accordance with COMDTINST M3502.4 (series) for approval by the Area.

7.G. Expanded Training Opportunities.

1. Personnel Assignments. It is a general practice that once individuals have qualified in a particular watchstation, they are allowed to train in a position of greater responsibility. This practice can be considered to not only expand the capabilities of individuals, but also to boost morale. However, there are a number of pitfalls and care should be taken when authorizing more advanced training.

   a. If this practice is widespread throughout the command, your best trained personnel are not performing the job for which they were assigned. Your command will be faced with large numbers of personnel performing watchstation duties "under training." You will have effectively counteracted the benefits of already completed watchstation qualification.

   b. Individuals' skills in the original watchstations may be degraded because they are involved in more advanced training and are out of practice.

   c. While individuals are involved in advanced training, there may not be a suitable replacement to fill the vacancy created in the original billet. Watch rotation imbalances may result.

   d. Assignment to a more senior billet is based not only upon possessing required skills, but also possessing maturity and sound judgment. When more inexperienced personnel are assigned to these billets "under training," the elements of maturity and experience are sacrificed.

   e. As stated earlier, the majority of your crew will not be as experienced in their originally assigned billets as you may desire. It would seem then that the command can ill-afford to advance personnel too rapidly in duty assignments.

2. Shiphandling Opportunities.

   a. COMDTINST 1520.22 (series) addresses expanded shiphandling opportunities for junior officers. These officers are assigned to your vessel as deck watch officers first and foremost. As such, you should make every effort to afford them the opportunity to handle the ship under a variety of conditions. The Commandant recognizes the risks involved in such a policy, but feels that the benefits to be derived far outweigh the risks. A productive program of instruction in shiphandling will minimize these risks.

   b. This policy of affording new conning personnel with the opportunity to handle the ship under a variety of conditions must

7.G.2.b. (cont'd) be balanced with mission needs and current conditions. In many operational circumstances, and under more severe conning conditions, your best qualified personnel should be conning the ship. Again, your ship is an operational unit, first and foremost; and a training platform second. When the conditions are poor or operations require precision shiphandling, you do not want an "apprentice" conning the ship. There is little training benefit gained from intricate conning evolutions unless the individual has progressed to that point, where he/she, has an excellent working knowledge of basic shiphandling.

c. PQS has been established for qualification as underway OOD and for conning officer. It should be used scrupulously for qualification of shiphandling personnel. One of the most common pitfalls in the qualification process is to rush the qualification of an individual. Consideration such as morale of the individual, watchstanding rotation, etc. should not be driving forces for qualifying an individual in marginal cases. There must be no doubt that the individual can safely and competently handle the ship in the foreseen circumstances. The process of PQS, including the qualification board action, has been established to ensure that only truly qualified personnel are conning cutters. You should not allow the results of this rigorous qualification process to be negated by shortcuts or rushing the process. PQS items must be thoroughly and accurately completed in order to get the most benefit from the process. Additionally, the qualification board should demand precise and accurate answers to probing questions to ensure that the individual is highly knowledgeable in the watchstation. Just as with other forms of qualification, you should not hesitate to say no to an underway OOD qualification if you are not convinced the individual is truly qualified in all respects.

d. It is suggested that you establish a priority among your conning officers specifying who is to handle the ship. This will allow more frequent shiphandling opportunities for those who need the experience and practice. As an example, the XO, who is normally the conning officer during the most intricate maneuvering situations, should have ample opportunity, rather than less opportunity, to practice shiphandling. Following the same rationale, junior officers desiring follow-on assignments at sea should be given preference over others who are intending to attend flight school. However you prioritize your conning officers, you should consider the operational needs of the ship first, leaving training opportunities for less demanding circumstances.

Chapter 8 SEAMANSHIP AND SHIPHANDLING

A. References. Many books have been written on the subjects of shiphandling and seamanship. They are based on well established fundamental precepts, each stressing the views of the author. The value of these books lies in their depiction for the reader of many varied situations and circumstances which the reader would normally experience only after years of command. These situations, and their recommended solutions, provide the new commanding officer with insight into most seamanship and shiphandling problems. Some of the current books which are recommended are listed in Enclosure (5). Needless to say, the commanding officer must be conversant in the theoretical principles of seamanship and shiphandling, and the practical application of these principles.

B. Understanding Ship Construction. It is essential that new commanding officers become familiar with the general dynamic, stability, and seakeeping characteristics of their vessels. The major classes of Coast Guard cutters can be divided into two general groups: those having a slightly raked or meierform stem, and a cruiser-spoon or full cruiser stern (WAGBs, 327s, 311s, 213s, 205s, 180s, 157s, 140s, 133s, and 65s); and those having a highly raked stem and transom stern (378s, 270s, 210s, 110s, 95s, and 82s). Both general groups of designs have distinct characteristics. In order to understand how your vessel will react to different external influences, you must understand how the general designs composing your ship are affected by the elements. Modern Ships, Elements of Their Design, Construction, and Operation, and Stability and Trim for the Ship's Officer both contain considerable information on the effect of hull design and seakeeping.

1. First Case. In general, ships constructed with a slightly raked or meierform stem, and a cruiser-spoon or full cruiser stern are designed to operate at slower speeds and to have greater cargo carrying capacity. The elements of the designs result in vessels which have moderate-to-slow, even periods of roll, moderately good to excellent seakeeping ability in most conditions, excellent stability, and a minimum of radical deck movement in most sea conditions (with the exception of beam winds/seas). Vessels of these types are deeper in draft and displace more for their length than other vessels. Comfortable rides in a heavy seaway can be accomplished by taking the best advantage of the ships' designs, adjusting speed and course to minimize radical deck motion. Higher speeds in a heavy seaway normally results in pounding and deck wetness.

2. Second Case. Vessels constructed with highly raked bows and transom sterns are designed to operate at higher speeds. They normally displace less for their length than the first group, and are of narrower beams. The transom stern design results in heavy rolling and laboring in following or quartering seas of any significant size. The period of roll is much less than the first group, and in some conditions, is not even. Their higher profile makes them very susceptible to beam winds/seas, and results in heavy heeling and significant leeway. They are not as capable as the first group in finding a comfortable ride in a heavy seaway. They can operate better at higher speeds in a heavier seaway than the first group, however, they will

8.B.2. (cont'd) experience pounding and deck wetness. Their greatest advantages are maneuverability and speed.

3. Design Familiarity. You should become thoroughly familiar with the design of your vessel, and the effects that external elements have on it. Maximizing the advantages of the design, and minimizing the shortcomings is crucial, particularly in marginal conditions. You should be thoroughly familiar with the information contained in the Naval Engineering Manual, Damage Control Book, and/or the Stability and Loading Data Booklet on effects, conditions and limitations of your vessel. Particular attention must be paid to maximum beam wind velocity, maximum draft limits, loading limits, and stability limits. These limits must not be exceeded for safe cutter operations. It is strongly suggested that you require this information to be posted prominently for all OODs to read and refer to.

4. Professional Exchange. In addition to being knowledgeable of the contents of the above publications, the prospective commanding officer can acquire excellent information on seakeeping predictions through discussions with the incumbent and other officers who have handled similar type vessels. Knowing this, the Coast Guard has established the PCO/PXO Course, a forum where this knowledge can be shared among professionals and practiced using a simulator. COMDTINST M3502.4 (series) also requires that a period of vessel familiarization be performed in a cutter of the same class, in addition to the familiarization required during the relief process.

C. Basic Factors Of Coast Guard Marine Disasters. Much has been written on the "do's" and "don'ts" of seamanship and shiphandling. Your professional reading and training have stressed these. How well others have been able to apply these "do's" and "don'ts" can be instructive in measuring your own understanding of the basic principles of seamanship, and how instinctively you comply with proper, prudent procedures. What follows is a summary of basic factors that have contributed to various disasters involving cutters. Enclosure (6) is an example of Standing Orders /Navigation involving cutters; Enclosure (7) are summaries of actual incidents happening to Coast Guard cutters. You should read through them after reading this paragraph.

1. Groundings. The basic factors contributing to groundings include:

   a. Lack of a plotted track, or laying down a proposed track too close to known shoal water.

   b. Failure to use danger bearings, danger ranges, danger angles, and turn bearings.

   c. Excessive reliance on radar navigation alone.

   d. Failure of the OOD to notify the commanding officer and the navigator immediately when in doubt as to the ship's position.

   e. Improper application of known gyro error.

8.C.1. f. Failure to use visible navigation aids.

g. Failure to use accurate and updated charts.

h. Failure to use, where practical, a smallboat transit of unfamiliar or poorly charted channels.

j. Failure to take and plot fixes with reasonable or increased frequency while operating near shoal waters.

2. Collisions With Other Vessels. The following departures from standard practices of good seamanship have been contributing causes in collisions:

a. Failure to adhere to the Rules of the Road.

b. Failure to maintain a surface shipping plot.

c. Failure to take timely and substantial action.

d. Failure of the OOD to immediately notify the commanding officer of a potentially dangerous situation.

e. Failure to continually check the change of bearing until well clear.

f. Failure to have a proper and effective lookout at all times.

g. Failure to ensure that radar solutions to maneuvering situations concur with visual sightings.

3. Storm Damage. Even in this era of sophisticated communications and weather predictions, ships continue to suffer major storm damage. Had the ordinary dictates of prudent seamanship prevailed, much of this damage could have either been avoided or at least drastically reduced. Common causes are:

a. Failure to effectively secure the ship for sea as a normal measure prior to getting underway, and ensuring security throughout the transit.

b. Blind reliance upon weather reports from shore-based weather stations.

c. Failure to understand the principles of weather forecasting, and independently forecasting conditions based on all conditions that are directly observed and provided by other sources.

d. Failure to have an updated, realistic, and responsive heavy weather bill.

e. Failure to activate the heavy weather bill sufficiently in advance of approaching heavy weather.

8.C.3. f. Doggedly maintaining course and speed unnecessarily in heavy weather, even to the point of destructive operation.

g. Failure to fully utilize weather information sent by Urgent Marine Information Broadcasts.

4. Boat Accidents. These are unfortunate and usually unnecessary since boat seamanship is basic to training at sea. Common causes are:

a. Lack of knowledge and appreciation on the part of officers and petty officers of their responsibilities concerning small boats contained in Coast Guard Regulations, Standard Organization and Regulations Manuals, Commandant, Area, District, and SOPA instructions.

b. Failure to comply with existing directives regarding loading of boats, wearing of lifejackets, safe limits of boats, and instructions to the coxswains.

c. Failure of the OOD to stringently regulate boat operations in light of existing or expected weather conditions.

d. Failure to have trained and qualified personnel assigned to launch, operate, recover, and maintain boats.

e. Failure to follow the Rules of the Road, particularly maintaining a safe speed.

f. Failure of the boat officer or coxswain to adhere to the highest levels of safety while the boat is in operation.

5. Collisions With Piers. Even at familiar moorings under ideal conditions, risk of damage from collisions with piers, pilings, and dolphins exists. Common causes are:

a. Excessive speed when approaching the pier. Failing to appreciate the momentum developed by the ship, even at slow speeds.

b. Failure to anticipate the reaction of the vessel due to wind and current near the piers.

c. Overestimating the responsiveness of the vessel to changes in course and speed, particularly at slow speeds.

d. Failure to use assistance (tugs) in mooring alongside, especially when mooring slow responding or deep draft vessels.

e. Failure to know or understand tactical data and turning radius.

f. Poor linehandling or linehandling procedures.

g. Poor communications with control stations.

h. Improper use of or improperly rigged fenders.

8.C.5. i. Failure to be completely manned and ready, with all equipment on station and all propulsion equipment on the line.

j. Pressing ahead and trying to salvage a missed approach, when backing out and trying again is the prudent action.

D. Leadership And Seamanship. The above analysis would be incomplete if we did not mention the importance of good leadership in preventing accidents. An examination of each link in the various chains of events which lead to groundings, collisions, and boat disasters brings to light certain weaknesses in leadership of the officers and petty officers who were responsible at the time. In each case, the chain of events would have been broken and the casualty would not have occurred if only one member in the chain had exercised proper leadership. It is apparent that many young officers and petty officers display some of the qualities listed below:

1. Reluctance. Reluctant to make or enforce decisions which they feel might make them unpopular or subject to command criticism.

2. Indecision. Indecisive in taking timely action, either through lack of experience, lack of judgment, or fear of being wrong.

3. Hesitant To Command. Hesitant to take command (in a military sense) when they are senior, and the situation dictates the need for proper leadership and discipline to avoid possible casualty or disaster.

4. Poor Delegation. Prone to delegate authority without thoughtful consideration of the qualifications of subordinates. Authority must be appreciated, and cannot be transmitted merely by designation.

5. Failure To Change. Do not recognize the need to change when change is necessary. Blindly continue on a course of action because "that's the way it's always been done." Continue on such a course simply because they do not see and understand the potential for danger. They do not adequately plan alternative courses of action to be used at any time should the primary plan fail to meet operational goals or is dangerous. Do not plan "escape routes" to get out of tight situations. If so planned, many do not consistently review and update these alternatives, and commit them to memory so that reaction is instantaneous.

6. Overconfidence. Overconfident in their own abilities, thereby becoming lax in standard procedures and prone to take "short cuts". They fail to practice what they have learned in such circumstances, making up their own procedures rather than sticking to proven, successful methods.

7. Lack of Continuing Professional Education. Fail to continue their professional education and growth through self-study beyond what is necessary for their immediate assignment, or for the next advancement. As professional mariners, we should instill in subordinates the need and desire to practice their craft, that is, to continue professional development through independent research and study.

8.E. Considerations For Commanding Officers. Commanding Officers, too, are susceptible to some of these pitfalls. As you can understand, the consequences of these "mistakes" by a CO are much more severe. These thoughts are provided for your consideration.

1. Adherence To Accepted Methods. You will be confronted with what seems to be a never-ending library of rules, regulations, directives, etc. Every one has a reason for existence and are usually rooted in deficiencies, accidents, or preventable deaths or injuries. You will be expected to be accountable for complying with directives and regulations: expect the same of your department heads and crew for their particular areas.

2. "Can do-itis". Our fellow officers in the aviation community recognize a human weakness they call "press on-itis", or "can do-itis". A succinct definition is to take risks, or refuse to fully consider all risks, in order to complete a mission, where the risks outweigh the need to complete the assignment. The traditional example is the pilot who unreasonably risks the aircraft and crew in order to get back to home base. This condition is not restricted to the aviation community, nor is it restricted to such obvious cases of risk far outweighing benefits. Operations at sea are inherently risky, even dangerous; however, risks are minimized by having a skilled and aware crew, solid plans based on sound principles, and equipment which is properly maintained and operating as designed. You as commanding officer must objectively look at all aspects of your command, and identify weakpoints. You must determine what types of risks these weakness represent, and honestly describe your limitations to your superiors. Make sure they are continuously aware of your condition. If you feel that an assigned mission is beyond the capabilities of your command to safely perform, if you feel that the risks involved may outweigh the requirement for your command to perform the task, you should immediately discuss this with your operational commander. The "can do" spirit must be tempered with responsible, mature judgment. Many groundings, collisions, accidents, injuries and deaths have been due to taking unreasonable risks in order to complete a mission that could have been completed under better circumstances. This is not to say that you will not, at one time or another, be directed or decide to undertake missions where the risks are great and the margin of safety is thin. Even after a full explanation of your concerns with the operational commander, you may still be required to perform the mission. This is the nature of our profession. There are times when the mission must be completed, even if at great risk. You are not challenging the judgment of operational commanders by voicing your concerns, but rather ensuring that they have all available information when making decisions.

IF FOR ANY REASON YOU CANNOT COMPLY WITH THE INSTRUCTIONS, RULES, REGULATIONS, DIRECTIVES, OR ORDERS OF YOUR SUPERIORS, ADVISE THEM

F. Summary. In summary, the highest professional standards of seamanship and shiphandling must become a part of the everyday workings of your command. You must ensure that every individual learns, practices, and promotes the highest standards of professional performance and leadership.

CHAPTER 9 PERSONAL ITEMS FOR THE COMMANDING OFFICER

A. Command at Sea Insignia. Article 2-C-5 c., Uniform Regulations, COMDTINST M1020.6A describes the proper wearing of the Command at Sea Insignia. When in full dress uniform if ribbons are worn on the right breast (ribbons that don't have accompanying medals), the Command at Sea Insignia should be worn above the ribbons, rather than below.

B. Entertaining Onboard.

1. Official Guests.

a. Whenever possible and appropriate, official guests of the command should be entertained onboard. Entertainment of official guests is sometimes held in conjunction with an official visit, such as an inspection or call. Therefore, preparations for entertainment should not interfere with the purpose of the call or visit. In the vast majority of cases, this will likely mean inviting the guest to luncheon or dinner.

b. The style of the entertainment should be informal. You should ensure that all members of the mess are in attendance (i.e. all officers, or all CPOs in the case of an official visit by the district Senior Enlisted Advisor (SEA). The uniform should be the service dress or the tropical blue long uniform. The cost of the entertainment will be borne by the mess in which the event takes place. Personal guests may also attend, but with the permission of the commanding officer. No alcoholic beverages are authorized to be served at such occasions, unless specifically approved by the Commandant. This regulation, Article 9-2-14, Coast Guard Regulations, is strictly enforced. There have been a number of incidents where commanding officers have been disciplined for "bending" the rules. Don't flirt with disaster!

c. There are many occasions for casual entertainment of official guests. This appears to be the case in the majority of visits. Entertainment such as tours and meals are done in such a manner so as not to disrupt the normal daily routine. Meal service is conducted as usual, the menu being as planned. The uniform is the normal uniform of the day. All members of the mess should attend, but not to interfere with their assigned duties. If the guests are military personnel, they will normally pay for their own meals; costs of civilian guests are borne by the mess. This is the normal style of entertainment for smaller cutters where formal entertainment is not practical (i.e., WPBs, WYTLs, etc.)

2. Personal Guests. Personal guests may be entertained onboard consistent with command policies. The style of entertainment is casual. Personnel of the mess are not required to attend, unless they are expressly invited and duties allow. The cost of personal entertainment of personal guests are borne by the individual extending the invitation. Entertainment is limited to those areas of the ship authorized by the command.

9.C. Community and Media Relations.

1. Reference. Chapters 1, 2, and 3 of the Public Affairs Manual, COMDTINST M5728.2 (series) contain an in-depth discussion of public affairs and media relations. As commanding officer, you are responsible for cultivating good community and media relations for your command. In many locales, the cutter will likely be the major military installation in the area. Thus, your command will be highly visible to local residents and media. Your goal should be to strengthen ties and good relations with the local community.

2. Media. You should closely read the Public Affairs Manual, and continually strive to educate yourself on the latest developments in media relations. You or your command Public Affairs Officer should make the first moves to contact the local newspapers, TV, and radio stations and educate them on the Coast Guard, your ship, and key personnel assigned. Many times, media reporters are just unaware of the missions performed by the Coast Guard, or the interesting experiences that have occurred to the ship and to the crew. As such, there are times when these misconceptions creep into the reporting. Your goal is neither to cultivate a sympathetic ear nor to shut out the media. Your goal is to establish your command as a creditable source of information, ready and willing to tell "the Coast Guard story." Deal honestly and openly with the media, and expect the same in return.

3. Local Officials. You should plan to call on, and set up lines of communications with, local government and law enforcement officials. Your command, in addition to being a representative of the Coast Guard and the Federal Government, is a member of the local community. You represent a respected segment of the community, capable of influencing events and conditions to improve the public welfare. As such, you should not hesitate to work closely with local government and law enforcement officials to promote the public welfare. The role of the command should be one of a "concerned citizen." Care should be taken not to get involved in partisan politics, or to involve the command in circumstances which may conflict with the official jurisdiction of the Coast Guard. However, your efforts to coordinate and support local government in many activities of a public nature can go a long way to enhance the Coast Guard image, and to make life in the community a pleasant and fulfilling experience. A good working relationship with local government also eases conflicts in adversarial situations (i.e. the arrest of a crewmember).

4. Local Public Service Groups. In addition to establishing contacts with local government and the media, it is strongly recommended that you make contact with local public service groups and organizations. Chapters 2 and 3 of the Public Affairs Manual discusses this type of participation in detail. Coast Guard representation in local public service events consistently receive media coverage, reflect well on the Coast Guard, and establish the command as concerned and involved citizens of the community. No one organization should be singled out for contact; your time should be equally distributed among all the groups contacted. Additionally, you should avoid command

9.C.4. (cont'd) representation at organizations with aims that are self-promoting (profit-making organizations); or represent views and political positions of a single political party; or that conflict with Coast Guard or Federal Government policies.

5. Whom To Call On. Your predecessor, the district public affairs officer, or the district chief of operations can give you an excellent idea of whom to call on in your local area. During your pre-relief visit to the district office, make it a point to ask their opinion on whom to make contact with in the area of your new command.

D. Memento Exchange.

1. Funding. One of the more difficult occasions to face is the exchange of mementos with other military commands, or with local government or community service organizations. There is rarely funding for such memento exchanges (i.e. ship's plaque, ballcaps, etc.) in the unit funds, and other non-appropriated funds cannot be used for such an occasion. As such, you should judiciously engage in memento exchanges. Ascertain from your predecessor the occasions he encountered to get an idea for who normally expects memento exchanges. The three most common means of funding such exchanges are:

   a. The commanding officer may pay for the memento out of his own funds. This is particularly appropriate when the recipient is a personal contact, or when the recipient has acted as a personal host (as opposed to being the representative of the hosting command) for the commanding officer.

   b. The memento may be funded by the crew, or a portion of the crew; essentially, "passing the hat." This is the most frequently used method of funding memento exchanges, and it is particularly appropriate for exchanges with other commands. As an example, wardrooms who act as hosts for cutter wardrooms normally exchange ships' plaques. In such cases, the cutter wardroom, as a whole, funds the presentation memento to their hosts.

   c. The district command's Extraordinary Expense Fund can authorize assisting funds. Requesting such funding would be appropriate in cases of repeated foreign port visits where the commanding officer would be expected to entertain and exchange mementos with the host. There is no guarantee that these funds will be available, so plan on an alternative. If you arrive at a foreign port, you will normally be met by a liaison officer, from the host country or from the U.S. Embassy. Ascertain from this officer who expects a memento exchange. If you are limited in the number of mementos available, advise the liaison officer at that time.

2. Personal Gifts.

   a. COMDTINST 5370.6 (series) and Chapter 12-C, Comptroller Manual Volume I, specify the procedures to be followed and limitations imposed if you are presented a personal gift from an outside organization or service.

9.D.2. b. Basic guidance is that personal gifts may be accepted from domestic organizations if the acceptance is not from an organization which deals for profit with the government; in short, gifts from entities that would not create a conflict, or a perception of conflict of interest or favoritism.

c. Personal gifts to Coast Guard personnel from a foreign government or government agency shall be handled in accordance with Chapter 12 C, Comptroller Manual Volume I.

3. Gifts Presented to the Command or U.S. Government.

a. Chapter 12-C, Comptroller Manual Volume I, specifies the procedures and policies for accepting gifts from foreign governments or government agencies on behalf of the U.S. Government. Plaque and memento exchanges fall under these guidelines. Mementos presented to the command of less than a "minimal value", presently $165, may be accepted by the command. Those in excess of this amount should be accepted in the name of the U.S. Government, and disposed of in accordance with the Comptroller Manual.

b. Gifts presented to the command by domestic organizations or agencies shall be handled in the same manner as personal gifts. COMDTINST 5370.6 (series) specifies the policy and procedures.

E. Military Social Events.

1. General. Social events and entertainment within the naval services have long-established traditions. The larger armed services still energetically practice a variety of military social events, however, in recent years the Coast Guard has tended to be very informal in social obligations. Most social entertainment is done on a personal basis (i.e., an invitation to dinner from another officer on the basis of personal friendship, rather than on the basis of military social obligation). Many use casual entertaining as a method of extending social courtesies (i.e., barbecue). There are many good reasons for this tendency, such as the wide distribution of personnel worldwide, the small number of personnel in the immediate locale, the junior ranks of commanding officers, etc. However, whenever possible, you should attempt to practice the traditional social graces. This must, of course, be balanced against practicality and operations. Traditions, including social traditions, should be an integral part of your command affairs. There are many good ideas contained in Service Etiquette, and you may be surprised how many of your command will look forward to such events.

2. Active Duty Military Organizations. Participation in active duty military organizations such as Officers' Associations, Warrant Officers' Associations, and CPO organizations is highly encouraged. You may very well be approached by a representative of these organizations inviting you to participate. If not, you should seek out the local chapter or organization and announce your interest in participating. The benefits of interaction with counterparts from other armed services should be obvious. Encourage your subordinates to participate, too.

9.F. Professional Writing. As commanding officer, you will have a unique view of events and operations that are encountered by cutters. Your experience and training may well prove invaluable in meeting the challenges of your new assignment. Conversely, you may face many new problems that require you to devise new procedures and concepts. As with any bit of professional information, you should follow the dictum "pass the word." You will normally do this through required after-action reports, post-operations summaries, SITREPs, and a variety of other reports. Often overlooked are analytical narratives for professional naval publications, such as "Naval Institute Proceedings", and the "Naval War College Review." You are strongly encouraged to commit your ideas to paper and share them with other professionals through publication in such periodicals. Encourage your subordinates to do so. They, too, have much to contribute to the advancement of seagoing professionalism.

SUGGESTED READING LIST

A. The following listing includes the more important directives, instructions and publication with which all commanding officers should be familiar. Listings are not necessarily in the order of importance, although it has been separated into two halves: those readings to be done before reporting, and those to be done before relief or as soon thereafter as practical. Some readings may not apply to your class vessel; however, you should still try to be familiar with the contents of these publications. You may already be familiar with many on the list, however, another review is suggested as many changes may have been incorporated. Although it would be beneficial to have a thorough working knowledge of all of the readings, it may not be practical. You may note that many of these topics will be covered in the PCO/PXO Course. Although there will be plenty of opportunity to read these documents at the course, you should try to read them before attendance.

READ BEFORE REPORTING:

1. **COAST GUARD REGULATIONS, COMDTINST M5000.3 (Series).** Study the portions pertaining to shipboard organization, relief, command, and navigation. Review remainder later.

2. **STANDARD ORGANIZATION AND REGULATIONS MANUAL, CG-260 (Series).** Study the portions pertaining to emergencies and operational procedures. Review the remainder later.

3. **SHIPBOARD REGULATIONS MANUAL, CG-300-1 (Series).** Read to gain a thorough working knowledge.

4. **DISTRICT STANDARD OPERATING PROCEDURES.** Scan and give emphasis to operations and communications. Review remainder later.

5. **COMMANDANT, AREA, AND DISTRICT COMMANDER'S DIRECTIVES.** Scan index and read directives pertaining to operational matters. Read remainder later.

6. **AREA, DISTRICT WAR PLANS; AND LOGISTICS PLANS.** Learn mobilization operational duties including alerts, dispersal plans, exercises, etc. Read remainder later.

7. **NATIONAL SEARCH AND RESCUE MANUAL, COMDTINST M16130.2 (Series).** Review contents paying particular attention to the duty and responsibilities of the On-Scene Commander and search units. Study in more detail later.

8. **NAVAL SHIP'S TECHNICAL MANUAL.** Review chapters on damage control, stability, and firefighting.

9. **NAVIGATION RULES, INTERNATIONAL-INLAND, COMDTINST M16672.2 (Series).** Study and know all aspects. You will be required to pass an examination in the Rules of the Road prior to executing your orders.

10. **AIDS TO NAVIGATION MANUAL, CG-222/COMDTINST M16500 (Series).** All commanding officers should have a basic familiarity with the contents. Those being assigned to ATON vessels should have a working knowledge of this manual.

11. **33 CFR, PART 207.** Read and be familiar with the regulations applicable to the operating area of your new command.

12. **SECURITY MANUAL, COMDTINST M5500.11 (Series).** Be familiar with inventory and clearance procedures, particularly for change of command.

13. **COMMUNICATIONS SECURITY MATERIAL SYSTEM MANUAL, CMS-4.** Be familiar with inventory and reporting procedures, particularly the procedures for change of command.

14. **NAVAL ENGINEERING MANUAL, COMDTINST M9000.6 (Series).** Review to note contents. Particular attention should be paid to those chapters dealing with Stability and Loading Data Booklets and Damage Control Books.

15. **MANUAL FOR NON-APPROPRIATED FUND ACTIVITIES, COMPTROLLER MANUAL, VOL VII, COMDTINST M7010.5 (Series).** Determine the requirements for inventories, audits, and reports required upon change of command.

16. **MILITARY JUSTICE MANUAL, COMDTINST M5810.1 (Series).** Be thoroughly familiar with Chapter 1, Non-Judicial Punishment. Read remainder of the Military Justice Manual, and review the Manual for Courts-Martial and the Coast Guard Supplement to the Manual for Courts-Martial (CG-241) at your first opportunity.

17. **NAVIGATION STANDARDS AND PROCEDURES, COMDTINST 3530.1 (Series).** Review for an understanding of present guidance.

18. **MARITIME LAW ENFORCEMENT MANUAL, COMDTINST M16247.1 (Series).** Study chapter dealing with boardings.

19. **SHIPBOARD HELICOPTER OPERATIONAL PROCEDURES MANUAL, COMDTINST M3710.2 (Series).** This publication contains guidelines for all aspects of ship/helicopter operations.

20. **COMPTROLLER MANUAL, VOLS IV and VII, COMDTINST M4061.3 (Series) and M7010.5 (Series).** Familiarize yourself with the requirements for relief inventories and audits.

READ BEFORE RELIEF OR AS SOON THEREAFTER AS PRACTICAL:

21. **AMERICAN PRACTICAL NAVIGATOR (BOWDITCH), AND NAUTICAL ASTRONOMY AND MARINE NAVIGATION (DUTTON).** Study and know the portions concerning piloting and offshore navigation procedures.

22. **PERSONNEL MANUAL, COMDTINST M1000.6 (Series).** Review to note contents. Scan Chapters 4, 5C, 7, 8, 10, and 20. Schedule a careful reading of Chapter 10, "Evaluation of Personnel", and Chapter 20 on the present guidance on substance abuse.

23. **PROCEDURE FOR HANDLING REQUESTS FOR ASYLUM MADE BY FOREIGN NATIONALS, COMDTINST M5802.1 (Series).** Scan for guidance, particularly on initial actions to be taken.

24. **SAFETY MANUAL, COMDTINST M5100.29 (Series).** Review for general concepts, reporting requirements, and safety organization requirements.

25. **ORDNANCE MANUAL, COMDTINST M8000.2 (Series).** Review for required reports, weapons security, and small arms programs.

26. **VISIT BY U.S. COAST GUARD VESSELS TO FOREIGN COUNTRIES, COMDTINST 3128.1 (Series).** Review current policy on visits of cutters to foreign countries. Note the time parameters for submission of requests.

27. **BOAT CREW TRAINING MANUAL, COMDTINST M16114.9 (Series), BOAT CREW QUALIFICATION GUIDE CREWMAN, COMDTINST M16114.10 (Series), BOAT CREW QUALIFICATION GUIDE COXSWAIN, COMDTINST M16114.11 (Series), and BOAT CREW QUALIFICATION AND CERTIFICATION MANUAL, VOL IV, BOAT ENGINEER, COMDTINST M16114.6 (Series).** Study the chapter on boat crew qualifications, and the chapter on towing.

28. **PRIMER OF TOWING, George H. REID, CORNELL MARITIME PRESS, 1975.** Excellent short work on offshore and inshore towing procedures.

29. **MEDICAL MANUAL, COMDTINST M6000.1 (Series).** Scan briefly to note contents for future reference, particularly Chapters 1, 2, and Section 8-F.

30. **PUBLIC AFFAIRS MANUAL, COMDTINST 5728.2 (Series).** Review and become familiar with command responsibilities.

31. **ELECTRONICS MAINTENANCE MANUAL, COMDTINST M10550.13-15 (Series).** Review contents and be familiar with command responsibilities for electronics maintenance and calibration.

32. **COMPTROLLER MANUAL, VOL VI, PROVISIONING, COMDTINST M4423.1 (Series).** Scan for familiarization with contents.

33. **COMPTROLLER MANUAL, VOL VIII, CG ACQUISITION PROCEDURES, COMDTINST 4200.19 (Series).** Scan for familiarization with contents.

34. **SMALL PURCHASE HANDBOOK, COMDTINST M4200.13 (Series).** Review sections on new and ever increasing responsibilities and authority of the command supply officer.

35. **NAVAL OCEANOGRAPHIC OFFICE PUBLICATION NO. 607.** Instruction manual for obtaining oceanographic data.

36. **ATP 1, VOLUMES I AND II.** This is an important tactical publication dealing with tactical maneuvering. Scan it for format and contents for future reference.

37. **FXP-1, FXP-2, FXP-3, AND FXP-5.** These publications deal with ship exercises, including readiness, weapons, ASW, and AAW excercises. Become familiar with the types of exercises.

38. **CUTTER TRAINING AND QUALIFICATION MANUAL, COMDTINST M3502.4 (Series).** This is the controlling document for shipboard training. Review with particular attention to PQS, required formal schools, and required exercises.

39. **NWP 24 AND NWP 24-1.** Become familiar with the outlined ASW procedures as applicable to your command.

40. **NWIP 10-1.** This publication deals with operational reports.

41. **NWP 14.** UNREP procedures and doctrines. Review for contents as applicable to your command.

42. **"How to Speak TV"** This is a brief manual written by Clarence Jones of Video Consultants, Inc. on how the media operates and how to work with it successfully.

INSPECTION AND FAMILIARIZATION PRIOR TO RELIEF

A. In spite of your best efforts, there will always be some minor matters appearing at a later date which you did not inquire about prior to relief. This possibility can be reduced to a minimum if you formulate a plan for obtaining the required information upon reporting without unduly prolonging the period required for change of command.

B. The use of the Unit Inspection and Training Readiness Evaluation Check-off Lists provide an excellent means of determining the administrative and operational condition of the cutter. They should be used during the relief process. You should review the lists at your earliest convenience, prior to arrival if possible. They will provide you with the detailed information necessary to perform a thorough inspection of areas in which you have particular interests or concerns. The following outline highlights matters of interest for all commanding officers. You should use the check-off lists for more detailed information in the following areas. The items are listed in general subject areas, and are <u>not</u> listed in order of importance.

GENERAL

_____ 1. Read Article 4-1-25, Relief of Command, in Coast Guard Regulations, which contains letter of relief of command requirements.

_____ 2. Obtain authenticated copies, or the originals of all unexecuted orders.

_____ 3. Become familiar with the ship's business. A suggested approach is to parallel the incumbent in reading all correspondence, both letters and messages, from the time of reporting aboard. You may want to spend one day with the XO observing the vessel's routine.

_____ 4. Examine general files, vessel's orders, inventories of publications, charts and navigation publications, locations of keys, discharge certificates and buttons.

_____ 5. Make a thorough inspection of all spaces above and below decks with the incumbent. Ask questions concerning peculiarities or defects of spaces or equipment. Note the general cleanliness standards.

_____ 6. Become thoroughly familiar with the shiphandling, stability and seakeeping characteristics of the vessel, especially during heavy weather operations.

_____ 7. Observe the exercise of the crew at general quarters and general emergency drills (vessel underway if possible). Flightdeck equipped cutters should conduct helo operations if possible.

_____ 8. Review PQS qualification letters. Determine what drills and exercises, PQS, and resident school training have not been completed and the reasons.

_____ 9. If the vessel is in the shipyard, check the status of all work requests, alterations, quality and progress of work, and the list of assigned work inspectors. Examine underwater hull if in drydock. Note particularly all uncorrected deficiencies and actions being taken to correct them.

_____ 10. Examine laundry arrangements, reliability of VCRs, and ship's store operations and stocks.

ADMINISTRATION

_____ 11. Determine which officers have "By direction" authority, and any limitations placed on this authority.

_____ 12. Request that the incumbent dispose of all pending disciplinary actions prior to relieving. Inquire about any suspensions in effect.

_____ 13. Examine the command's Organization and Regulations Manual, and the Battle Organization Manual.

_____ 14. Examine the command's regulations, particularly those pertaining to narcotics, tax-free cigarettes, and alcoholic beverages.

_____ 15. Ascertain the procedures for publishing unit orders and instructions.

_____ 16. Examine the tickler system on reports and replies required; and methods of correcting manuals and publications.

_____ 17. Ascertain the procedure for handling and routing official mail, and for assuring that routine reports are submitted on time.

_____ 18. Examine the posted Watch, Quarter and Station Bill for all departments, and ascertain whether they are up to date.

_____ 19. Examine personnel staffing levels, paying particular attention to shortages in key ratings, those nearing the end of enlistment, and the status of reliefs.

_____ 20. Sight the following designation/qualification letters:

a. "Succession to Command"
b. "By direction" Authority
c. OODs
d. Boarding Officers
e. ESO
f. EO/EWO
g. Engineering Watchstanders
h. UNREP Helmsman
i. Lee helmsman
j. Aftersteering Helmsman
k. Bridge Watchstanders
l. Boat Coxswain
m. Mail orderlies
n. Watchstation PQS completion

_____ 21. Review the latest report and check for assignment of auditing boards for the following accounts: ship's exchange, wardroom mess, Mutual Assistance Fund, morale fund, alcohol and narcotics, agent cashier's cash account (Imprest Fund), ID cards, and commissary inventory. Check bonding of personnel handling funds.

_____ 22. Sight existing letters to banks containing authority to sign exchange, Mutual Assistance Fund, and morale fund checks. Arrange for new letters to be forwarded.

_____ 23. Examine the general mess, control records, inventories, menus, daily ration accounting and status of over-and-under issue.

_____ 24. Note standards of uniforms, on and off watch, and the standard of military etiquette.

_____ 25. Ascertain how watch rotation and duty assignments are made for the OOD, both inport and at sea; and arrangements for exchanging duty.

_____ 26. Ascertain the method of publishing duty/liberty lists.

_____ 27. Ascertain how daily reports of absentees are handled.

_____ 28. Examine the Unit Punishment Log and ascertain procedures used to ensure entries are made in service records.

_____ 29. Obtain information on the duties of the master-at-arms, method of notifying and mustering restricted personnel, holding reveille and taps, method of conducting daily cleanups and extra duty procedures.

_____ 30. Ascertain procedures for compliance with Article 137 of the UCMJ.

_____ 31. Examine the personnel accounting system.

_____ 32. Determine the status of requests for school, transfer, leave, etc., for both officer and enlisted personnel; review procedures for request mast.

_____ 33. Examine the reenlistment program and determine if the required interviews are being conducted properly and are being recorded in the individual's service record.

_____ 34. Review the procedures for reception and detachment of personnel.

_____ 35. Examine the command's indoctrination program for newly reported personnel.

_____ 36. Examine the ship's Log, quality of preparation, and when presented to the commanding officer for signature.

_____ 37. Review the procedures for general and limited visiting; and procedures for handling vendors and agents.

_____ 38. Examine the present status of magazine subscriptions.

OPERATIONS AND NAVIGATION

_____ 39. Examine CO's Standing Orders, the Night Order Book, Standing Orders for CIC and the CO's Navigation Standards and Procedures Instruction. Note required reports to the commanding officer on shipping and navigation aids sighted, weather changes, barometric changes, visibility, etc. Read the Rules of Engagement for your ship.

_____ 40. Note the adequacy of existing charts and documents delineating the coastline of the ship's area of responsibility. Are corrections up to date?

_____ 41. Examine vessel's tactical data. Review booklet of plans, last docking report, last inspector's report, last training team report, and become familiar with the vessel's characteristics.

_____ 42. Examine the instructions to the OOD at anchor and inport, particularly on the use of boats and actions in the case of emergencies.

_____ 43. Examine the orders to the OOD concerning conditions warranting preparing the vessel to get underway.

_____ 44. Examine the Heavy Weather Bill, and orders to the OOD for vessel preparation in event of heavy weather.

_____ 45. Check for compliance with Article 7-5-8 of Coast Guard Regulations concerning the assignment of officer and petty officers to stand duty.

_____ 46. Note the standard of watchstanding and piloting.

_____ 47. Ascertain the capabilities of the bridge special sea detail helmsman, and the lee helmsman.

_____ 48. Determine the proficiency of the CIC in radar navigation and piloting. Determine if the CIC is manned in accordance with the Watch, Quarter and Station Bill during the required evolutions.

_____ 49. Inspect all navigation equipment for material readiness.

_____ 50. Check the operation of signaling equipment, lights, and loudhailing systems.

_____ 51. Check the operation of the engine order telegraph/pilothouse controls.

_____ 52. Examine the gyro and standard compasses errors, and when last adjusted.

_____ 53. Examine the compass record book. Determine if the peloruses are aligned properly. Examine alignment benchmarks and ensure they are properly labeled.

_____ 54. Examine the bearing book.

_____ 55. Determine when the last RDF calibration was conducted. Examine the standard RDF error table.

_____ 56. Examine the CIC contact log.

_____ 57. Examine pit log calibration data (DRT included).

_____ 58. Note the last time the measured mile was run.

_____ 59. Check the status of degaussing equipment and records; determine when the degaussing range was last run.

_____ 60. Note procedures for making MOVREPs, SITREPs, SORTSs, CASREPs and other message reports.

_____ 61. Note the SORTS ratings in the various mission areas. Ask the incumbent to explain the basis for the assigned ratings.

_____ 62. Examine the ASW, Weapons, and the CIC Doctrines.

_____ 63. Review Helicopter Operations Procedures.

ELECTRONICS

_____ 64. Examine Electronics Installation Records and Electronic Casualty Control Doctrine.

_____ 65. Ascertain if the electronics division is being administered by an EMO. Check on the individual's background and training.

_____ 66. Determine the capabilities and limitations of all installed radars, sonars, direction finders, LORAN, NAVSAT, computers, electronic controls, and communications equipment.

_____ 67. Examine the present condition and records of efficiency of operation of all electronic equipment.

_____ 68. Check the status of uncompleted field changes.

_____ 69. Ascertain the status of CALMS, EICAMS, SAIL, and ERPAL.

_____ 70. Examine the electronic maintenance parts inventory system and determine the existence of an adequate supply of maintenance parts onboard.

_____ 71. Ascertain the effectiveness of routine preventative maintenance check lists and other records of past work performed.

_____ 72. Determine under what conditions mutual interference between the various types of equipment is evident. Ascertain the existence of a program for renewing the bonding of antennas and rigging on the ship to solve existing interference.

ENGINEERING

_____ 73. Examine the Engineering Department Standing Orders, the posting of instructions, and warning signs.

_____ 74. Examine the Damage Control Book and inspect the vessel for proper posting of compartment checkoff lists.

_____ 75. Read and be familiar with the Casualty Control Manual and Main Space Fire Doctrine.

_____ 76. Determine the status of all propulsion, generating and auxiliary machinery; and any limitations imposed.

_____ 77. Examine the machinery index, machinery history, last monthly reports, engineer's log, engine lubrication oil history, resistance test schedule, Megger cards, battery log, fuel logs, daily fuel and water reports, and PMS records.

_____ 78. Check the status of CSMPs, uncompleted SHIPALTs, BOATALTs, and field changes.

_____ 79. Obtain information on the following: When last drydocked, last yard overhaul, gallons per mile on fuel tables at various speeds, daily water consumption, fuel capacities, potable water capacity, and evaporator capacity.

_____ 80. Examine the last full power trial data.

_____ 81. Examine aviation fuel handling and maintenance procedures and standards, and the helo fuel log.

_____ 82. Ascertain the procedure for making daily fuel and water reports.

_____ 83. Examine the schedule for air testing of compartments.

_____ 84. Check the PQS qualification of all engineering watchstanders and DCPOs. Check the progress of student engineers. Ascertain how watch rotation and duty assignments are made.

_____ 85. Check the location where the EWO stands the watch.

SUPPLY

_____ 86. Check the status of operating funds for which the ship is accountable. Check the backlog list of items needed. Compare this to available funds.

_____ 87. Examine the current budget and the spending program. Are funds sufficient? Are funds being distributed properly? Is the spending plan being followed?

_____ 88. Ascertain the system of internal/external requisitioning and onboard management of inventories and funds.

_____ 89. Examine the status of configuration changes, and changes to the CALMS. Determine if the CALMS is being properly maintained and is complete.

_____ 90. Examine the CALMS/allowance list for the amount of surplus or shortfall. Are funds being requested to eliminate the shortfall?

_____ 91. Examine property records for completeness. Determine when the last property inventory was conducted.

_____ 92. Examine the status of property surveys.

_____ 93. Examine all commissary records and ensure that the proper inventory and audit have been performed.

_____ 94. Ascertain the method for survey of stores, sampling rations, posting and approval of general mess menus.

_____ 95. Ascertain whether daily sales to the wardroom mess are accurate, and are presented to the mess treasurer daily.

_____ 96. Is a surprise audit of the cashier made each quarter.

ORDNANCE

_____ 97. Examine all logs and records required by Chapter 2, Ordnance Manual.

_____ 98. Examine the latest copies of all annual and special reports.

_____ 99. Ascertain the procedure for handling the magazine keys, and special testing equipment.

_____ 100. Examine the ammunition ledger and the latest ammunition report. Check against service and training allowances.

_____ 101. Inspect all magazines for security and environmental conditions. Inspect condition of the magazine sprinkler system. Are tests being conducted properly and at the required frequency? Are the results being recorded in the ship's log?

_____ 102. Check the security of all small arms, adequacy for accounting for issues, and policy for issuance of small arms for training, recreation, etc.

_____ 103. Inspect all major ordnance equipment for operability. Outstanding repairs should be noted on CSMPs.

_____ 104. Ascertain the status of all uncompleted ORDALTs.

_____ 105. Check small arms qualifications and PQS qualifications.

_____ 106. Check the policy for stowage of personal weapons and ammunition.

_____ 107. Inspect for posting of safety precautions.

DECK SEAMANSHIP

_____ 108. Examine the Hull History Cards.

_____ 109. Inspect the hull and boat records.

_____ 110. Examine the CALMS/allowance list, noting any shortfall or surplus. Examine the records of surveys.

_____ 111. Examine records of PFDs and compare with CALMS/allowance list. Spot check condition and check date of last inspection.

_____ 112. Examine the PMS records for the department, including the lubrication of deck equipment.

_____ 113. Inspect all topside spaces for material condition and compliance with the Color and Coatings Manual.

_____ 114. Inspect the operation of the ground tackle and windlasses (suggest dropping the anchor under foot).

_____ 115. Inspect condition of boats, equipment, and handling gear. Check date and results of last tests.

_____ 116. Examine the stowage, contents, condition and accessibility of life floats, inflatable life rafts, and life rings. Note when last inspected.

_____ 117. Are strobes, lifering lights, and PFD lights operable and dated for battery change?

_____ 118. Are running rigging slushed?

_____ 119. Determine the date of the last weight test of boats and davits. Are they properly stenciled?

_____ 120. Determine the date of the last inspection of the Stokes litter.

_____ 121. Observe the operation of booms, winches, cranes, pile driver, etc.

_____ 122. Examine the log on the anchor chain.

_____ 123. Is the anchor chain properly marked?

_____ 124. Check the labeling of hydraulic hoses.

_____ 125. Check the assignment of watches and watch rotation.

_____ 126. Examine the PQS records for assigned personnel. Are boat crew members being certified in accordance with the Boat Crew Training Manual, COMDTINST M16114 (Series).

_____ 127. Examine the department budget for adequacy.

COMMUNICATIONS

_____ 128. Ensure your security clearance is initiated.

_____ 129. Ascertain the full operational capability of installed communications equipment and systems; and how this interfaces with Coast Guard and Naval communications systems services expected in your operating area.

_____ 130. Ascertain the qualifications and number of radio and signal watchstanders.

_____ 131. Ascertain the ability of communications personnel to rig and operate emergency communications equipment.

_____ 132. Sight all clearances for assigned personnel. Are they in accordance with the Security Manual?

_____ 133. Insure that the custodian reports all discrepancies in the inventory or the list of effective pages for registered publications.

_____ 134. Conduct a relief of command inventory of CMS publications (refer to CMS 4).

_____ 135. Examine the system established to control COMTAC publications. Examine the latest audit/inventory.

_____ 136 Examine the system established to control CMC publications. Examine the latest audit/inventory.

_____ 137. Examine all non-CMS destruction reports.

MISCELLANEOUS

_____ 138. Examine Sick Bay, Battle Dressing and Decontamination Stations for stowage/security of equipment and medicines.

_____ 139. Examine the binnacle log and determine procedures used to notify OOD and CO of personnal injuries.

_____ 140. Review the unit Heat Stress program.

_____ 141. If practical, interview each officer and CPO briefly.

CEREMONIAL PROCEDURES

Change of Command

A. The ship's company is paraded about one-half hour in advance. All personnel who do not have watch or duties in connection with the ceremony must be paraded where they can see and hear the proceedings. As the essence of the ceremony is to notify the crew of the orderly turnover of command, the ship's company should be paraded in a prominent position.

B. The band is paraded about one-half hour in advance. The band should start playing 15 minutes prior to the commencement of the ceremony, for the entertainment of early guests and crew. There are bands available from Training Center Cape May, the Coast Guard Academy, and major naval activities. For larger cutters, the use of a band during the ceremony is encouraged. If the band to be used is not familiar with the tune "Semper Paratus", scores are also available from the USCG Band. Pre-recorded tapes of martial music are available from the District Public Affairs Officer, or from the USCG Band. These tapes should be used at those ceremonies where a band is not utilized. Requests for both the musical scores and pre-recorded tapes should be made sufficiently in advance to ensure their arrival prior to the ceremony. Material furnished should be returned promptly after the completion of the ceremony.

C. Guests should arrive between one-half hour and 10 minutes before the commencement of the ceremony and should be escorted to their seats. They are rendered proper side honors, if appropriate.

D. The relieving officer arrives 15 minutes before the ceremony, and is rendered full honors.

E. The chaplain takes the assigned place in the ceremonial area about 5 minutes before the ceremony.

F. The senior officer arrives immediately prior to the commencement of the ceremony and is rendered full honors. He/she is greeted at the quarterdeck by the incumbent and the relieving officer. If the senior officer is attending in a guest capacity only, he/she should be escorted to the assigned seating. If the senior officer is a member of the official party, the party then proceeds to the ceremonial area. The ceremony commences upon their arrival.

G. As the official party approaches the ceremonial area, the Master of Ceremonies (MC) orders:

> "Ship's company, attention. Will the guests please rise and remain standing through the invocation."

H. When the official party is in place, the MC announces:

> "Ladies and gentlemen, the National Anthem".

Upon commencement of the National Anthem, depending on the location of the ship's ensign and the ceremonial ensign, if used, the official party will face the nearest ensign. Those in uniform will salute.

I. The MC then announces:

> "Chaplain (name), (name of command to which attached) will offer the Invocation. Personnel in uniform remain covered."

J. The chaplain steps to the podium, uncovers if desired, and pronounces the invocation. The chaplain returns to the assigned seat when finished. The MC announces:

> "Guests please be seated. Ship's company, parade rest."

K. The MC then announces the District Commander or the representative who will make remarks. Awards to be presented to the incumbent will be made at this point.

L. The MC then announces the incumbent:

> "(Rank) (name), Commanding Officer, Coast Guard Cutter_____"

M. The incumbent steps to the podium, makes any farewell remarks, and reads his/her orders.

N. The MC announces:

> "Ship's company, attention."

The ship's company is then inspected by the incumbent and the relieving officer, with the Master-at-Arms as recorder.

O. The relieving officer steps to the podium and reads his/her orders. The incumbent rises if seated. The relieving officer turns to the District Commander or representative, and, saluting, asks:

> "Sir, I request permission to relieve (incumbent's name) as Commanding Officer, Coast Guard Cutter_____."

P. When permission is granted, the relieving officer faces the incumbent and, saluting, states:

"I relieve you, Sir."

The incumbent responds:

"Very well, I stand relieved."

Q. The new commanding officer faces the District Commander or representative and states:

"Sir, I have properly relieved (name) as Commanding Officer, Coast Guard Cutter _____."

R. The outgoing commanding officer sits, and the new commanding officer steps to the podium for brief remarks. Normally these remarks are limited to expressing pride in assuming command, and wishing the outgoing commanding officer and his/her family continued success in the new assignment. Most times, the new commanding officer will end the remarks with:

"All standing orders, regulations, and instructions remain in effect. Mr. _____(MC), take charge and dismiss the ship's company."

S. The MC will say:

"Will the guests remain standing as the official party departs. Ship's company, attention. Band (if present) sound off."

The band sounds off with "Semper Paratus." The official party departs the ceremonial area.

T. At the conclusion of the music, or when the official party has departed the ceremonial area when no band is present, the MC says:

"This concludes the ceremony. Guests are cordially invited for refreshments (location). Department heads take charge and dismiss your departments."

U. Light refreshments are served in an area appropriate to the weather. If the number of guests is extremely large, a facility ashore, such as a club, may be used. Refreshments should be prepared, arranged and served with the same high standards required for any meal appropriated to the occasion. Wherever possible, assistance with foodhandling should be sought from other commands in order that as many crewmembers may participate in the ceremony as possible.

V. Departing officers are rendered appropriate side honors. The former commanding officer is rendered the same full honors as when in command. A commission pennant for the former commanding officer, if desired, should be delivered before he/she leaves the ship. This presentation is occasionally made at an appropriate point in the ceremony, usually by the senior enlisted person in the command; and is permissible if particularly desired. Personal gifts or tokens should not be presented during the ceremony. The senior officer present is rendered full honors upon departure. The gun salute is omitted in departing ceremonies.

Commissioning

A. The arrival of the senior officers is not greeted with honors as the ship is not yet commissioned. Appropriate salutes are rendered. The crew is paraded one-half hour before the commencement of the ceremony at quarters, or by departments if held pierside. The official party should assemble in a designated area. Guests should be escorted to their seats. The band should play martial music, commencing 15 minutes prior to the commencement of the ceremony. At the designated time, the official party approaches the ceremonial area. The MC says:

> "Precommissioning Detail, attention. Will guests please rise."

B. Upon arrival and seating of the official party, the MC will say:

> "Will the guests please be seated. Precommissioning Detail, parade rest." The introduction of the commissioning authority here, usually the District Commander, is appropriate.

C. The PCO faces and salutes the commissioning authority and says:

> "_____, we are ready to proceed with the commissioning."

The PCO will retire to the assigned seating.

D. The commissioning authority will greet the guests, and introduce the chaplain:

> "Will the guests please rise. Chaplain (name)(command to which attached), will offer the invocation. Military personnel in uniform remain covered."

E. At the finish of the invocation, the chaplain will retire to the assigned seat, and the commissioning authority will invite the guests to be seated. The commissioning authority introduces the platform party, generally including the sponsor, the PCO's family, and others present in reverse order of seniority. The commissioning authority then says:

> "Attention to orders. (Guests will rise and the ship's detail will come to attention. The commissioning authority will then read the commissioning orders.) In accordance with this authority, I hereby place the United States Coast Guard Cutter _____ in commission."

F. The MC orders:

"Band, sound off."

The Band plays the National Anthem. At the first note, the commission pennant, Ensign, and Union Jack are hoisted together smartly. If in the vicinity of the jackstaff, the crew will be faced towards the Ensign; if not, personnel will face the ceremonial flag, if used. Those under arms will present arms; personnel not in ranks salute. On the last note of the anthem, those under arms will order arms; personnel not in ranks will return to attention.

G. The commissioning authority introduces the commanding officer. The commanding officer reads orders, renders a salute to the commissioning authority, and announces:

"_____, I accept command of the United States Coast Guard Cutter _____."

Then, to the XO, "Mr._____, set the watch."

H. The XO responds:

"Aye, Aye, Sir."(Salute)

To the Navigator, "Set the Watch, Navigator."

The XO then hands the navigator the long glass.

I. The Navigator proceeds to the quarterdeck. The boatswain's mate pipes attention, and passes:

"Set the watch, on deck Section One, Watch One."

Symbolic of setting the watch, radar antennas are rotated.

J. The XO faces the CO, salutes, and says:

"Captain, the watch has been set. (If the crew is assembled on the pier) Request permission to have the ship's company board the ship."

K. The CO responds:

"Permission granted."

At this point, the XO orders the ship boarded. The Band plays "Semper Paratus." The ship's company boards smartly in single file, saluting the ensign as the quarterdeck is crossed, and proceeds to stations for manning the rail. Upon arrival at stations, the crewmembers will halt, and by smart facing movements, face the pier at attention.

L. The CO will face and salute the senior officer present, and say:

> "_____, I request permission to break your flag."

Response:

> "Permission granted."

CO to XO:

> "Mr._____, break the flag of (Rear Admiral) _____."

The flag is broken and the commission pennant is hauled down. As the flag is broken, the band plays the appropriate ruffles, flourishes and march. If a gun salute is rendered, it is rendered after the march. Salutes are held from the first note of the music to the last report of the salute gun. Personnel in ranks or manning the rail will not salute, but remain at attention.

M. Upon completion of honors, the MC will say:

> "Will the guests please be seated. Ship's company, parade rest."

N. The commanding officer will introduce the principal speaker, who delivers the address.

O. Upon completion of the address, the commanding officer makes remarks, then introduces the sponsor or builder. The sponsor or builder presents gifts to the ship with appropriate remarks. The CO makes acceptance remarks, then retires to the assigned seating.

P. The MC will say:

> "This concludes the commissioning ceremony. Visitors are cordially invited to visit the ship after the official party has departed. A reception for the crew and their guests will take place (location). Will the guests please rise. Ship's company, attention. Band (if available), Sound Off."

Q. The new CO's family leaves the ceremonial area first, followed by the sponsor, and then by the members of the official party, being rendered side honors, as appropriate, to each.

SUGGESTED PROGRAM AND INVITATION FORMATS

PROGRAMS:

A. **CHANGE OF COMMAND:**

1. The cover page should have the title of the program and may include an official photograph of the cutter. Titles are simple in nature, and the date of the ceremony is normally included. EXAMPLE:

CHANGE OF COMMAND

USCGC [CUTTER] (W)

23 JUNE 1987

2. The second page normally outlines the program of events, and may include a short explanation of the ceremony. EXAMPLE:

PROGRAM

Official Party Arrives*

The National Anthem*

Invocation*
Lieutenant T. L. NORSWORTHY, CHC, U.S. NAVY

Remarks by Captain J. B. OWENS, U.S. COAST GUARD

Remarks and Reading of Orders
Commander P. L. STARBIRD, U.S. COAST GUARD

Reading of Orders and Remarks
Commander W. P. GOINS, U.S. COAST GUARD

Official Party Departs*

*Guest Please Stand

The change of command ceremony is a time-honored tradition which formally restates to the ship's company that the continuity of the authority of command will be maintained. It is a formal ritual conducted before the assembled company of the command. The change of command of a naval ship is unique in that it is a transfer of total responsibility, authority, and accountability from one individual to another.

3. The third page normally contains a short biography of both the incumbent and the prospective commanding officer. The fourth page (back cover) normally contains a short history of the command.

B. **COMMISSIONING:**

1. The title page is essentially the same as for change of command. EXAMPLE:

COMMISSIONING CEREMONY

USCGC [CUTTER] (W)

23 JUNE 1987

2. The second and third pages includes the schedule of events. EXAMPLE:

Official Party Arrives*

Invocation*
(Chaplain)

Welcoming Remarks and Introduction of the District Commander
(Builder or shipyard commanding officer)

Introduction of Distinguished Guests
(District Commander)

Reading of Commissioning Directive
(District Commander)

Ship Commissioning
(District Commander)

Raising of Colors, Union Jack, and Commissioning Pennant*

National Anthem*

Acceptance of Command, Reading of Orders, and Assumption of Command
(Prospective Commanding Officer)

Setting the Watch
(Commanding Officer and Executive Officer)

Rendering of Honors/Personal Flag of ( ) Broken*
(Commanding Officer)

Introduction of Guest Speaker
(Commanding Officer)

Address
(Guest Speaker)

Remarks
(Commanding Officer)

Presentations
(Sponsor, Local Officials, Shipbuilder)

Official Party Departs*

*Guests Please Stand

The Commissioning Ceremony is the most important ceremony in the history of a Coast Guard cutter. The essence of the ceremony is the acceptance of the ship by the Coast Guard, entitling the ship to thereafter fly the commission pennant and to be designated a U.S. Coast Guard Cutter. There are two major steps in the commissioning process. Initially, the builder (Yard Commanding Officer, if appropriate) turns the ship over to the District Commander. The latter, who is the intermediary between the builder and the prospective commanding officer, receives the ship and executes the commissioning. The District Commander then turns the ship over to the prospective commanding officer who accepts the ship, assumes command, and proceeds to act as host for the remainder of the ceremony.

3. The fourth page (back cover) normally includes a short history of the cutter, usually recounting the basis for the name of the cutter or naming predecessors of the same name.

INVITATIONS:

C. **CHANGE OF COMMAND:**

1. Invitations for changes of command are issued in the name of the incumbent commanding officer. The invitations are normally headed by a replica of the personal flag of the incumbent, or a commission pennant.

2. An appropriate example is:

The Commanding Officer
USCGC [NAME in capital letters] (W)
requests the pleasure of your company at the
Change of Command Ceremony at which
Commander Robert Lewis Stevenson, United States Coast Guard
will be relieved by
Commander John Paul Smith, United States Coast Guard
on Friday, the twenty-second of June
nineteen hundred eighty seven
at ten o'clock
onboard USCGC [NAME](W)
Pier One, United States Coast Guard Base
Portsmouth, Virginia

R.S.V.P
555-1234

Uniform:
Participants: Service Dress Blue A
Guests: Tropical Blue Long

3. An invitation to a reception following the ceremony, if included, is on a smaller card that is enclosed with the basic invitation. It may appear as:

Reception
immediately following the ceremony
Officers' Club, United States Naval Station
Norfolk, Virginia

R.S.V.P
Card Enclosed

D. **COMMISSIONINGS:**

1. Invitations to ship commissionings are extended in the name of the District Commander, the Commanding Officer, and ship's company. Invitations are normally entirely plain, or headed by a replica of a commission pennant.

2. EXAMPLE:

The Commander, Fifth Coast Guard District,
the Commanding Officer, Officers, and Crew
requests the honor of your presence
at the commissioning of
USCGC [NAME] (W)
at the U.S. Coast Guard Yard, Curtis Bay, Maryland
on Friday, the twenty-second of June
nineteen hundred and eighty eight
at ten o'clock

R.S.V.P
555-1234

SUGGESTED PROFESSIONAL LIBRARY

Brady, Edward M., Marine Salvage Operations. Centreville,MD: Cornell Press, 1960.

Brady Edward M., Tugs, Towboats and Towing. Centreville,MD: Cornell Press, 1967.

Bole, A. G. and Jones, K. D., Automatic Radar Plotting Aids. Centreville, MD: Cornell Press, 1982.

Bowditch, Nathaniel., American Practical Navigator, Pub. No. 9. 1984 Edition, Washington,DC: Defense Maping Agency Hydrographic/Topographic Center, 1984.

Brittin, Burdick H., International Law for Seagoing Officers. 4th ed., Naval Institute Press, 1981.

Carpenter, Max H. and Waldo, Wayne M., Real Time Method of Radar Plotting. Centreville,MD: Cornell Press, 1975.

Crenshaw, R. S., Jr., Naval Shiphandling. 4th ed., Annapolis,MD: Naval Institute Press, 1975.

Farnsworth, B. A. and Young, Larry C., Nautical Rules of the Road: International and Unified Inland Rules. 2nd ed., Centreville,MD: Cornell Press, 1983.

Felger, Dan., Engineering for the OOD. Annapolis,MD: Naval Institute Press, 1979.

Hinz, Earl R., The Complete Book of Anchoring and Mooring. Centreville, MD: Cornell Press, 1986.

Hooyer, Henry H., Behavior and Handling of Ships. Centreville,MD: Cornell Press, 1983.

Kotsch, William J. and Henderson, Richard., Heavy Weather Guide. 2nd ed., Annapolis,MD: Naval Institute Press, 1984.

Kotsch, William J., Weather for the Mariner. 3rd ed., Annapolis,MD: Naval Institute Press, 1983.

La Dage, John H., Modern Ships, Elements of Their Design, Construction and Operation. 2nd ed., Centreville,MD: Cornell Maritime Press, 1965.

La Dage, John H. and Van Gemert, Lee., Stability and Trim for the Ship's Officer. 3rd ed., William E. George, Ed., Centreville,MD: Cornell Press, 1983.

MacElrevey, Daniel H., Shiphandling for the Mariner. Centreville,MD: Cornell Press, 1983.

Mack, William P. and Konetzni, Albert H., Command at Sea. 4th ed., Annapolis,MD: Naval Institute Press, 1982.

Osbourne, Alan., Modern Marine Engineers Manual, Volume I. 2nd ed., A. Bayne Neild, Jr., Ed., Centreville,MD: Cornell Press, 1965.

Reid, George H., Primer of Towing. Centreville,MD: Cornell Press, 1975.

Smith, Percy de Willard., Deck Machinery. Centreville,MD: Cornell Press, 1973.

Turpin, Edward A. and MacEwen, William A., Merchant Marine Officers Handbook. 4th ed., Centreville,MD: Cornell Press, 1965.

Van Wyck, Samuel M. and Carpenter, Max H., The Radar Book. Centreville, MD: Cornell Press, 1984.

Wylie, F. J., The Use of Radar at Sea. 5th ed., Annapolis,MD: Naval Institute Press, 1978.

SAMPLE STANDING ORDERS AND NAVIGATION STANDARDS

A. The Standing Orders, Cutter Navigation Standards, the Night Orders Book, and the XO's Morning Orders are some of a cutter's most important documents. These are required by Article 4-2-2A (14), U.S. Coast Guard Regulations, and COMDTINST 3530.1 (series). Night order requirements are normally met through the use of the Standing Orders, with supplemental orders written for each night underway. Navigation Standards may also be made part of the Standing Orders. Samples of Standing Orders and Navigation Standards follow. The format for Standing Orders, Navigation Standards, Night Orders and other inport orders have not been standardized because of past tradition, and in deference to the prerogatives of those in command. They may be explicit or general; however, they should contain the commanding officer's policies in the following areas.

1. **Policy for Awakening the Commanding Officer/Officer-in-Charge.** Specifically when, and under what conditions, the OOD is required to notify the commanding officer of internal and external events. This guidance should also include the information to be passed to the commanding officer under such circumstances. Examples are: surface traffic with closest point of approach less than given standard, receipt of tactical signals or operations directives, vital equipment status changes, significant weather changes and contact with vessels of interest.

2. **Navigation Situations.** The Cutter Navigation Standards may be made part of the Standing Orders. Additionally, the commanding officer may require OODs to notify him/her under certain circumstances such as sightings of aids to navigation, failure to obtain accurate fixes, fixes that indicate the vessel is standing into danger, etc.

3. **Unusual Phenomenon.** Potentially dangerous or important sightings such as breakers, shallow fathometer readings, unlighted derelict vessels, flotsam, visual or audible emergency signals.

4. **Anchor Watch.** Include methods of determining when the anchor is dragging, initial action to be taken, and action to be taken in the event of the absence of the commanding officer.

5. **Low Visibility.** Responsibility of the OOD when low visibility conditions are encountered.

6. **Emergencies.** Actions to be taken during an onboard emergency, or in the event emergency maneuvering actions are required.

B. In many groundings and collisions, commanding officers have been found at fault for various omissions or ambiguities in their Standing Orders. Review the Standing Orders to ensure they contain exactly the policies and actions that you, the commanding officer, want to guide your officers of the deck. If you expect certain things to be done, be specific. Do not leave these items open to interpretation.

C. Sample Standing Orders:

Commanding Officer
USCGC ___(Name)___

STANDING ORDERS FOR DECK WATCH OFFICERS

(Date)

1. GENERAL INSTRUCTIONS

a. The Officer of the Deck in ___(Name)___ is directly responsible to the Commanding Officer for the safety of the ship and, as appropriate, for the accomplishment of all assigned missions. This responsibility is especially important and critical when the ship is underway and when anchored or moored in an exposed location. Standing Orders are generalized and permanent. Supplementary Night Orders will be issued as required, and will be initialed by each officer, quartermaster and boatswains mate standing an underway watch, prior to relieving the watch. Supplemental orders for the routine inport watch will be issued in the Executive Officer's Morning Orders.

b. These orders do not replace instructions or directives published or promulgated by higher authority. If there is a conflict between these Standing Orders and orders promulgated by higher authority, these Standing Orders will govern; however the conflict shall be brought to the Commanding Officer's attention immediately. You are required to understand and comply with applicable portions of:

(1) U.S. Coast Guard Regulations, COMDTINST M5000.3 (Series)

(2) USCG Navigation Rules, COMDTINST M16672.2 (Series)

(3) District SOP

(4) Area SOP

(5) USCGC ___(Name)___ Organization Manual

(6) USCGC ___(Name)___ Navigation Standards

(7) USCGC ___(Name)___ unit instructions

(8) All pertinent District, Area, and Headquarters Instructions.

c. The above list of publications and instructions shall be reviewed as often as required to maintain a good working knowledge of their contents and in any case at least once every quarter. COMDTINST M16672.2 (series), USCG Navigation Rules, shall be reviewed by each underway OOD at least once a month. These Standing Orders and ___(Name)___ Navigation Standards shall be reviewed routinely; normally, prior to relieving the watch or sometime during each and every watch.

d. For your convenience excerpts of COMDTINST M5000.3 (series), U.S. Coast Guard Regulations are attached hereto as enclosure (1). [Sample not enclosed.]

e. Continually rehearse in your mind action to be taken in the event of possible emergency such as a vessel or lights suddenly close aboard, dragging anchor, man overboard, main engine casualty, steering casualty aboard this vessel or any other ship in the vicinity.

2. SPECIFIC INSTRUCTIONS

a. Relieving the Watch Underway.

(1) When at all possible, consistent with normal duties, an officer shall be sufficiently rested before relieving the watch. If events/operations are such that you are too tired to stand a vigilant watch, advise me immediately and request relief. Do not hesitate to call me; it is easier to arrange for a relief than to correct a bad decision made by a tired OOD.

(2) The OOD shall make a round of the ship prior to arriving on the bridge to relieve the watch and determine the material condition setting (status of closures) of the vessel. You should be looking for items such as: small boats properly secured for sea, missile hazards secured in preparation for heavy weather, Dog Zebra (darken ship) is properly set, personnel are not skylarking on the flying bridge, etc.

(3) Before relieving the watch, complete the following items so that you are aware of all standard and unusual requirements that you will face during your watch. You should have a "comfortable" handle on what is going on throughout the ship before you relieve the watch.

(a) Read the Supplemental Night Orders and the smooth log.

(b) Determine the status of any unexecuted orders; i.e., actions required by the Night Orders, Plan of the Day, verbal instructions from the CO/XO, etc.

2.a.(3) (c) Determine the ship's position, course and speed. The relieving OOD shall obtain his/her own fixes and compare them to the last fixes obtained by the OODs being relieved. Check the trackline on the chart for proper labeling. Determine if there is a course/speed change scheduled during your watch. If so, ensure that turn bearings are labeled, that the ETA is correct and that the engineroom has been advised.

(d) Ascertain which navigation aids are in sight or expected to be sighted during your watch. Determine if land is in sight/on radar or if you will make landfall during your watch.

(e) Ascertain wind and sea conditions. Check weather forecasts. Review the Nav Data sheet for past weather observations.

(f) Determine the condition and status of all equipment and machinery.

(g) Confirm what radio frequencies are guarded on the bridge and if any message traffic pends. Read the message board.

(h) Determine who is assigned to each duty watchstation on your watch, and if they have relieved.

(i) Check the contact log/board and verify all targets both visually and on radar. Confirm that their CPA is accurate.

(j) If standing a daytime watch in the bright sunlight wear dark glasses, especially if you are also assigned to stand a night watch. Do not relieve the watch at night until your eyes have properly adapted to the darkness. While on watch, subject your eyes to light as little as possible. Allow only red lights in the vicinity of the bridge at night. Remember, OODs are their own best lookouts.

(4) Officers and petty officers reporting to relieve the watch shall never relieve until they are thoroughly familiar with all circumstances and the vessel's mission. In any case where an oncoming OOD feels that circumstances are such that the watch cannot be relieved, that individual shall immediately notify the Commanding Officer.

(5) If you are in doubt about any part of these Standing Orders, or the Supplementary Night Orders, or if you believe you cannot comply with any part of these orders or Coast Guard regulations, or for any reason circumstances are such that you cannot willingly assume full responsibility for the watch, you shall notify the Commanding Officer before you relieve the watch and request instructions.

b. Standing the Watch at Sea.

(1) The Officer of the Deck shall require that all members of the watch contribute the maximum help consistent with their ability and experience. Any officer or petty officer on the bridge shall not hesitate to call to the attention of the OOD or conning officer any situation which appears to be unusual or hazardous or contrary to prescribed procedure.

(2) The OOD shall run a taut watch. Keep the bridge dark at night and quiet at all times. Insure strict attention to duty by all watchstanders. Do not allow visiting, loitering, or idle conversation on the bridge. All personnel shall be in the complete uniform of the day, clean and neat. The bridge shall be kept clean and uncluttered, bright work shined.

(3) The use of standard and complete phraseology is an absolute requirement for clear understanding. Use it and require the same of all members of your watch. There are no permissible short cuts for standard commands.

(4) The ship's log is the legal record of this command's activities and, as such, must be handled in a most precise manner. An accurate log with proper terminology is a reflection of good seamanly practices and attention to detail. All OODs will supervise and review log entries, and will promptly sign the log upon being relieved.

(5) The OOD shall remain standing, as shall all members of the watch, and shall not leave the bridge at any time. Avoid spending excessive time at the chart table. The OOD shall consistently remain in a position that is the best vantage point for both visibility and audibility. Quartermasters shall be proficient in obtaining fixes, azimuth and amplitudes.

(6) The OOD is responsible for the continual instruction of the members of the watch. Require that each member of the watch understand the requirement for continued training. Such instruction, however, shall not distract watchstanders' attention from properly standing the watch.

(7) Lookouts must be assigned no other duties other than looking out. They must never be required to wear a sound-powered phone headset. However, they must be able to communicate with the OOD. The lookout must not have any language barrier, they must be fully trained, well rested, efficient and effective; and must be located as far forward and low as possible during restricted visibility.

2.b. (8) The OOD shall utilize all available means to accurately maintain the ship's position and a record of the ship's track. The OOD shall fix the ship's position at least every fifteen (15) minutes in Piloting Waters, every twenty (20) minutes in coastal waters, every thirty (30) minutes at sea and one half the time to reach the nearest hazard to navigation in all cases. Compare and log a depth sounding with every fix. Remember that the ship does not follow the trackline drawn on the chart as if it were a groove. Do not erase the fixes from the chart for at least the last eight (08) hours. Consult the Navigation Standards for more explicit instructions.

(9) When in piloting waters plot danger bearings, danger angles, or natural ranges which will give you continuous assurance of the safety of your position. If practicable, determine danger soundings and danger radar ranges which will serve the same purpose.

(10) The OOD shall have an anchor ready for letting go when operating within one mile of shoal water. The anchor need not be manned unless directed by me.

(11) Check every aid to navigation sighted to verify its operating characteristic and station watching performance. Light characteristics and fog signals characteristics shall be checked with a stop watch. Notify me immediately of any discrepancy.

(12) Notify the Commanding Officer of all changes in base course and speed. Request permission from the Commanding Officer prior to making course changes except in emergency cases or as directed in the Night Orders. When the navigator has a DR track laid down on charts, and piloting leads you to believe that the ship is 15 minutes ahead or behind the DR position, notify me. You need not notify me of minor course changes, up to a total of three (03) degrees, required to maintain track. When following a marked trackline on the chart, report any position which is one (01) mile either side of such trackline unless contrary instructions are in the night orders. If you are unable to fix the position of the ship and you do not know where you are, <u>do something</u>. Call me; then call the navigator, XO, or OPS and, if necessary and prudent, stop the engines. If needed, back the engines to take all way off the ship. A ship that is dead in the water has less chance of grounding than one which plows ahead while the OOD hopes that it could never happen to him.

(13) Verify the course frequently. Insure that your quartermaster records compass comparisons every 15 minutes and after each course change. Whenever possible, the gyro shall be checked at least once each watch by visual range, azimuths, or amplitude. Notify me and the Navigator at once of any discrepancies.

2.b. (14) Be thoroughly familiar with all instruments and communications facilities on the bridge, both internal and external. Be able to find and operate them in the dark. Insure that required frequencies are guarded on the bridge. Don't allow the volume of external speakers to be turned down all the way just because the static bothers someone.

(15) Insure that an efficient listening watch is kept on voice radio frequencies guarded on the bridge. Answer any call for assistance that is not answered by another Coast Guard unit. Copy all traffic relating to a distress. Maintain the Radio Telephone Log for all traffic. Advise me immediately of any distress or potential distress information.

(16) During the hours of 2200-0800 local time, the OOD shall carefully check and release the required position and weather messages.

(17) Insure that proper navigation lights are displayed and checked by the BMOW and reported at least every 30 minutes. Have lookouts make reports at 30 minute intervals, not coinciding with the reports of the BMOW, for those navigation lights which they can observe.

(18) Use the following guidelines with regards to all contacts:

(a) Maintain an accurate radar and maneuvering board plot of all contacts. Ensure that necessary information (course, speed, Closest Point of Approach(CPA), etc) is entered on the contact status board and log, and that this information is continually updated. Use visual bearings and radar ranges whenever possible.

(b) Advise me promptly of sightings and radar contacts with a CPA of less than 2 nautical miles (NM). When you first advise me of a contact include the following:

1. what type of contact (large tanker, s/v)

2. relative bearing (090 relative or "on the starboard beam")

3. distance (range)

4. speed and direction of bearing drift (slow left bearing drift) (Note: the use of visual bearings will give the quickest indication of bearing drift.)

5. relative bearing and range at CPA (030 relative at 2000 yards)

6. aspect (target angle)

2.b.(18)(b)

7. contact's course and speed; will he cross our bow

8. a "Rules of the Road" determination (we are the give way vessel)

9. a recommended course of action (recommend that we alter course 30 degrees to starboard to cross the contact's stern at 2000 yards; there are no other contacts or hazards to navigation that will effect this maneuver; we should be able to regain track in 1 hour)

(c) If the contact changes it's course/speed so that the CPA will decrease, advise me and recommend a new course of action.

(d) Maintain the plot until the contact is past CPA and opening; then "scrub and watch."

(e) Remember that as you are developing the plot both vessels may still be approaching each other. If a risk of collision exists (i.e., constant bearing, decreasing range) or if the CPA is less than 2 NM, the more time you take to determine the information required above, including your recommended course of action, the less time there will be to take positive action in sufficient time. If action is required, do not hesitate to advise me of the situation even though you may still be developing your recommendation.

(f) When necessary to change course to avoid a stand-on vessel, do so early enough and with a clearly recognizable change of course so as to leave no doubt as to your action. Small course changes should be avoided as they may not be detected by the other vessel. Make a large change so as to clearly show the target the action you have taken. (Inexperienced officers commonly underestimate the magnitude of the course changes required to clear another vessel by a given distance.) Obey this instruction and the spirit of the "Rules of the Road". Avoid situations where a risk of collision may result if the other vessel does not take proper action. Do not cross ahead of such vessels. Use proper whistle signals as directed by the "Rules" and use the Bridge to Bridge voice radio as required by the Vessel Bridge to Bridge Radiotelephone Act.

(19) Notify me immediately of significant changes in the weather, including reduction of visibility, receipt of small craft or storm warnings, drop in barometer reading, etc. Use the following guidelines to determine when to call me.

(a) In the event visibility is reduced to less than three (03) miles or when steering within three miles of a fog bank:

2.b.(19)(a)

1. commence sounding the proper fog signal

2. station the lookout in the eyes of the ship and an additional man on each bridge wing; set a stern lookout with sound powered phone communications with the bridge (the lookout must never wear the phones)

3. the OOD shall be stationed either outside the pilot house near one of the engine controls or inside the bridge behind an open window and will maintain an alert watch

4. make frequent checks of the radar to determine contacts

5. energize the navigation lights (check same)

6. energize sound signal as necessary or directed

(b) If the visibility is reduced to less than 500 yards:

1. a Command Duty Officer (CDO), either the XO or OPS Officer, will be required on watch, in addition to the assigned OOD.

2. make frequent checks of the radar to determine contacts

3. ensure that the navigation lights are energized and burning brightly

4. ensure that the proper fog signal is sounded (time the duration between blasts)

5. reduce speed to a safe speed (able to stop in half the visibility but no more than 7 knots). Factors to consider in determining safe speed are: state of visibility; traffic density and proximity of known contacts; maneuverability of the ship; state of wind, sea, and current; proximity of navigation hazards; draft in relation to water depth; and background lighting.

6. except where it has already been determined that a risk of collision does not exist, if a fog signal is heard forward of beam or if a close-quarter situation with another vessel forward of the beam cannot be avoided, reduce speed to a bare minimum necessary to maintain course; if necessary take all way off. Navigate with extreme caution until the danger of collision is over.

7. set material condition Zebra when visibility reduces to less than one (01) mile.

(c) When the barometer drops 0.05 in one hour or 0.1 during a 4 hour period.

2.b. (20) In the event heavy weather is expected make all preparations to insure against damage or loss of equipment. Have additional inboard lifelines rigged. In heavy weather take all precautions necessary, including securing all topside spaces, to ensure safety of personnel. Permit no one topside without your express permission and then only with a life jacket properly worn. In heavy weather, do not station lookouts on the flying bridge. Have them stand their watch on the bridge wings or inside the bridge. Comply with the ship's Heavy Weather Bill.

(21) Keep required publications at hand and know how to use them.

(a) The Damage Control Closure Log is to be kept on the bridge at all times unless DC Central is manned. While on his rounds, the BMOW will make note of closures that are open and check to see that they are properly logged or secured, as the case may be. The OOD is to be notified of any closures found open and not logged or secured.

(22) Complete and timely use of all aids and facilities such as radar, fathometer, and lead line is axiomatic and expected. On the other hand, blind dependency upon such aids cannot be accepted. The eye is still the most reliable piece of equipment.

(a) Remember, radar has its limitations. Small vessels, particularly wocden vessels, and low freeboard vessels often will not show up on the radarscope. When operating in areas where icebergs or growlers exist remember even small ones which will not show up on radar are big enough to sink the ship. Do not rely entirely on radar for the safety of this ship.

(23) Do not run down floating objects. Maneuver to avoid them without waiting to identify them.

(24) The OOD shall keep all hands advised as much as possible as to the current situation and deployment of this unit and pertinent future plans.

(25) Should any situation develop which you in your opinion requires prompt action, you are authorized and directed to use your initiative and take prompt action to the best of your judgment without awaiting my arrival on the bridge. Inform me of the situation and action taken as soon thereafter as possible.

c. Standing the Watch at Anchor.

(1) When the ship is anchored or moored to a buoy, the OOD will be underway qualified and shall comply with those orders to the underway watch as are applicable. While not required to be on the bridge at all times, the OOD will be "up and about." Ensure that the QMOW is aware of your whereabouts, even when making a tour of the ship.

(2) Know all conditions related to the anchoring - depth of water, scope of chain, tides and currents, weather, status of the engineering plant, readiness of the boats, etc.

(3) When riding a buoy, one anchor shall be ready for letting go. When riding at anchor, the other anchor shall be ready for letting go.

(4) When anchored with our own ground tackle, always ride on the chain stopper (pelican hook), with pawl down, wildcat disengaged from windlass and break set up. The stand-by anchor shall be set up similarly, ready for letting go immediately. If the ship tails toward the beach, take soundings over the stern with lead line.

(5) All possible means shall be utilized to detect dragging, particularly anchor bearings. The OOD will ensure that the ship's position is accurately fixed every 15 minutes. Bearings to objects, range to objects/points ashore and fathometer readings will be entered into the Bearing Log and checked against the bearings, ranges, and depth entered in the smooth log. Plotting of swing circle, danger bearings/ranges on the navigational chart is imperative.

(6) Place a drift lead well forward and have a hand lead ready for immediate use. If the anchor is dragging, the anchor chain and the vessel will vibrate to a greater or lesser extent depending on the rate of drag. Check chain every half hour.

(7) In the event dragging is detected veer chain on the dragging anchor if practicable and if this does not control the dragging, drop the standby anchor underfoot. The engines shall be placed on the line immediately. The Captain or senior officer on board shall be notified immediately. The OOD and all QM's shall see that they are fully checked out on how to veer chain and also to let go the standby anchor. BM's and other (including non-rated) BMOWs should already be trained in letting go of the anchor.

(8) Determine the best course to steer to clear the anchorage in case of emergency departure at night or in reduced visibility.

(9) See that anchor lights are burning properly when required.

(10) Keep anchorage area under surveillance in order that casualties to other vessels and small craft will not go unnoticed.

2.c. (11) Require that an alert watch be maintained for signals, unusual noises, approaching vessels.

(12) Be particularly attentive of the vessel's boats when waterborne. Make frequent inspections of the boats to ensure their security. If a boat is underway, know where it is; when it is due back; and from which direction it will approach. Ensure that the vessel's boat present a neat, trim, and seamanship appearance at all times. Require the boat coxswain to maintain silence in the boat. Be prepared to dispatch the boat, properly equipped and manned, should the need arise. Do not permit the boat to be overloaded. The OOD shall be on deck whenever boats arrive or depart the side.

(13) Do not permit unauthorized boats to come alongside. See that all boats coming alongside are handled courteously and make sure that adequate and properly rigged lines are ready for use and are handled quietly and in a seamanlike manner.

(14) In fog, sound the proper fog signal. Refer to NAVRULE 35 International/Inland for proper whistle signal if another vessel is approaching ___(Name)___ when anchored in restricted visibility.

(15) Report to me or in my absence the senior officer aboard:

(a) Significant changes in the weather; such as a reduction in visibility, change in barometric pressure of 0.05 inches during an hour's time, and material change in the wind direction or velocity.

(b) Material change in anchor bearings or any other indication that the vessel is dragging.

(c) Information on potential assistance cases.

(d) Strange or unusual phenomena.

(e) Vessels coming to anchor or getting underway from anchor.

(f) Other vessels that appear to be dragging.

d. Emergencies.

(1) Proper handling of the various emergency situations that will arise while you are the OOD requires thorough familiarization of the ship's organization book, intimate knowledge of the vessel's safety equipment, and the capabilities of personnel aboard.

(2) Prevent emergencies before they occur. Do this by complying with safety precautions and requiring those under your supervision to do likewise. Thus, a man engaging in dangerous horseplay on the forecastle won't become a man overboard if he is promptly piped down. Welding against a bulkhead won't start a fire if flammable material is first removed from the opposite side.

2.d. (3) Nip emergencies in the bud by early discovery and prompt action. This is the chief duty of your security watch. A rag smoldering in a trash can could be extinguished with a cup of water, but if the fire is permitted to spread, you may not be able to put it out with all the hoses on the ship. A few inches of water in a bilge may indicate a leaking valve which can easily be repaired. If not discovered, it may result in a flooded compartment which could cause the unnecessary destruction of vital machinery.

(4) Rehearse in your mind what you should do if various emergencies occur. Emergency bills are written in general words and cannot possibly cover all the exigencies that can arise. As you stand your watch for instance, run over in your mind what action you would take if a man fell overboard. You might back down or turn. Your turn could be either to port or starboard. It might be a full turn or a Williamson Turn. You might pick the man from the ship or use the ready boat. The action taken will be dictated by the situation. If you have prepared yourself in advance by thinking out what to do in a particular set of circumstances, much of the confusion normally attendant to an emergency may be avoided.

e. Helicopter Operations.

(1) The OOD during helicopter operations must be thoroughly familiar with the entire contents of COMDTINST M3710.2 (series). There is no substitute for this requirement. OOD's during periods when a helicopter is embarked but not actually flying should be conversant with the general requirements of COMDTINST M3710.2 (series). I will not attempt to paraphrase any of the requirements in this instruction. Comply with the letter and spirit of the aforementioned instruction.

f. Underway Replenishment at SEA (RAS).

(1) The OOD and Conning Officer for RAS will normally not be relieved during the alongside portion of that operation. The following information is critical to the successful completion of the RAS evolution:

(a) Stationing Course and Speed

(b) Stationing Side

(c) Gyro error

(d) Engineering plant status

(e) Type of UNREP

(f) Communication circuits (SPP and RHS)

2.f.(1) (g) Weather Conditions

(h) Desired rudder angle to stay on course

(i) Guard ship

(j) Estimated time of breakaway

g. Standing the Watch Inport

(1) With the ship moored to the pier, the OODs shall stand a days duty. They shall be up and about from reveille until taps. During the working day the OOD shall be stationed on the quarterdeck and be in the Uniform of the Day. It is proper for the OOD to be relieved of this station by the JOOD during meal periods and/or if the JOOD is sufficiently trained to accomplish the necessary quarterdeck tasks as prescribed by these Standing Orders and Coast Guard Regulations.

(2) The OOD shall comply with these Standing Orders and supplemental Morning Orders issued by the Executive Officer.

(3) The OOD shall comply with such portions of the orders to the underway watch as are applicable to the situation.

(4) The OOD shall ensure conformance to the daily routine, that appropriate standing lights are shown and that the brow is in a safe condition at all times.

(5) Determine the status of the inport duty section watch, quarter, fire/collision, and rescue/assistance bills; ensure that all members of the duty section have initialed the billet board prior to relieving the previous duty section.

(6) Determine the status of SOPA and if SOPA Instructions are being complied with.

(7) Review the status of the firefighting facilities on the pier and the means of summoning external assistance if necessary. The inport OOD shall be totally familiar with the Fire Fighting Response Plan.

(8) The quarterdeck, brow and immediate dockside area shall be kept clean and present a smart appearance at all time. Render proper honors, check flags and pennant and escort official guests on and off the ship in a courteous manner.

(9) The OOD shall notify the EWO of the time of getting underway as soon as it is known. The OOD is responsible for making all preparations for getting underway, in accordance with the ship's organization manual.

2.g. (10) The OOD shall ensure that adequate arrangements are made for recall of ship's personnel.

(11) Discuss the status of the above items with the JOOD.

(12) Relieve on time. Inform the CO and XO of relief if they are onboard.

h. Calling the Commanding Officer

(1) As Commanding Officer, I am completely and inescapably responsible for this ship, its equipment, and the lives of all personnel onboard. I depend upon and trust you to assist me in this function by informing me promptly and fully of any event or occurrence which bears on the safety and operability of the ship.

(2) I am always on duty. Never hesitate to call me when in doubt. In the event I am awakened, make sure that I understand the reports which are made to me. Never hesitate to be forthright, positive, or even insistent. If you are in doubt as to whether you should call me, the fact that you are wondering whether you should call the CO is usually sufficient reason for doing so. You need never apologize for calling the CO onboard (Name). It is not a reflection on your competence but rather an indication of your reliability. I want to know what is going on. I am interested in the same things which concern you as OOD; even more so, as I am ultimately responsible for the ship.

(3) Call me in all of the following conditions:

(a) When CPA of any vessel will be less than 2 miles or when a vessel is initially sighted at a range of less than 5 miles or closes to 5 miles before the CPA is determined. Advise me when contacts have passed CPA.

(b) For permission to change course except in cases of emergency. Minor course changes of 2 or 3 degrees may be made without prior permission in order to maintain a prescribed trackline, provided the ship's position is accurately known.

(c) When visibility is reduced to less than 5 miles and again when it is reduced to 4 miles, again at 3 miles, again at 2 miles and again at 1 mile.

(d) To report a casualty to any piece of operational equipment.

(e) In the event of a serious accident to personnel or involving equipment.

2.h.(3) (f) Any significant change in the weather. (Note: It is much better if you specify what weather changes you want to be informed of.)

(g) Whenever, for any reason, you are unable to comply with these Standing Orders or Rules of the Road.

(h) Vital intelligence sightings.

(i) When in doubt as to the vessel's safety or our missions.

(j) Whenever the number of tasks required of the OOD become so numerous that you are unable to devote proper attention to them all.

(k) At anytime if in doubt as to the proper course of action to take.

(4) For routine calls while underway use the 1JA as the primary means of calling me. For emergencies use several different methods simultaneously, i.e. 1JA, Ship's Telephone, messenger, 1MC, etc. Talk to me yourself if you can do so without losing touch with the situation.

(5) If you cannot reach me on normal circuits and/or when time is of the essence and circumstances demand, use any and all means available. Pass the word on the PA system "CAPTAIN TO THE BRIDGE". If you want me on the bridge say so.

3. Statement of Knowledge

a. A copy of this instruction shall be placed in front of Captain's Night Order Book and a copy furnished to all OOD's. A statement that they have been read and understood will be signed by all OODs.

4. ETERNAL VIGILANCE IS THE ONLY GUARANTEE FOR SAFETY AT SEA.

D. Sample Navigation Standards:

Commanding Officer
USCGC ___(Name)___

NAVIGATION STANDARDS AND PROCEDURES

(Date)

Ref: (a) Dutton's Navigation and Piloting
(b) American Practical Navigation, Bowditch, Volume I
(c) Cutter Navigation Standards and Procedures, COMDTINST M3530.1 (Series)
(d) USCGC ___(Name)___ Standing Orders for Deck Watch Officers

1. GENERAL INSTRUCTIONS.

a. The above references contain general guidelines for cutter navigation. Certain definitions, policies, and standards must be uniformly utilized for the safe navigation of ___(Name)___. The Officer of the Deck must have guidelines available, which measure the effectiveness of navigation under any conditions. These guidelines will also assist in determining when situations exist, as set forth in the Standing Orders, which require the notification of the CO and Navigator.

b. The guidelines provided herein require specific actions to be taken by the OOD to ensure the safe navigation of the ship. Complete preparation is necessary prior to and after assuming the watch. Proper supervision of all other watchstanders, especially the QMOW, will ensure that these requirements are complied with.

2. NAVIGATOR.

a. The Navigator is a specifically assigned billet in ___(Name)___. The officer assigned to this billet need not be the Operations Officer but will be a qualified underway OOD, normally with at least 12 months experience, and will have completed the training required by reference (c).

b. If no personnel meet the necessary standards for qualification, the Executive Officer will normally be the assigned Navigator.

c. Designation as Navigator will be in writing.

3. OFFICER OF THE DECK (OOD).

a. The OOD PQS will be used to qualify all personnel assigned to such duties, either inport or underway. Successful completion of the PQS and designation as a qualified OOD will be in writing.

b. During the qualification process, the "break-in" will normally assume the CONN under the supervision of a qualified OOD, who retains the DECK. In the event of emergency, the qualified OOD will assume the CONN and take necessary actions in accordance with reference (d) and these standards.

3. DEFINITIONS.

a. Piloting Waters.

(1) Navigation within the confines of a harbor, canal, or other restrictive body of water.

(2) When within a distance of five (05) nautical miles from the nearest land, shoal water, or navigation hazard.

(3) When the available water depth is less than 5 fathoms (30 feet) beneath the keel.

(3) At anytime the Commanding Officer may so direct.

b. Coastal Waters.

(1) When within 25 miles from the nearest land, shoal water, or navigation danger.

(2) When within the 100 fathom curve.

(3) At anytime the Commanding Officer may so direct.

c. Open Ocean.

(1) When beyond the limits of Coastal Waters.

d. Navigational draft.

(1) Is considered to be twenty-four (24) feet. Maximum draft is 18' 7 1/4' forward, and 18' 7 1/2" aft, this includes the sonar dome and propellers.

e. Shoal water.

(1) Any water depth less than 5 fathoms (30 feet) beneath the keel.

4. NAVIGATIONAL FIXES.

a. Piloting Waters:

(1) Frequency.

(a) At least every 15 minutes or one half the time to reach the nearest navigational hazard which ever period is shorter. DRs will be laid out at fifteen (15) minute intervals for one (01) hour in advance.

(b) In piloting waters which restrict the ability to maneuver freely, the frequency of fixing the ships position will be reduced to a fix every two (02) minutes, except in fog where a one (01) minute standard will be maintained. DRs will be laid out at the same fix interval four (04) minutes in advance.

(2) Accuracy.

(a) All lines of position/ranges should be within 50 yards of the final plotted fix.

(b) A minimum of three (3) LOPs or ranges, or combination thereof will constitute a fix. Two (2) LOPs/ranges will be classified as an Estimated Position (EP).

(3) Methods of obtaining fixes (in order of preference):

(a) Visual lines of position.

(b) Radar range arcs.

(c) A combination of visual lines of position and radar range arcs (if unable to obtain a fix by one of the other methods alone.) Note: Use radar range arcs to check your visual LOP's and vice versa.

(d) Radar bearings can be utilized; however, they should be used only when no other means of obtaining a fix are available. A considerable amount of uncertainty should be placed on fixes obtained by this method.

b. Coastal Waters:

(1) Frequency.

(a) At least every 20 minutes or one half the time to reach the nearest navigation hazard, whichever period is shorter. DRs will be laid out at twenty (20) minute intervals for one (01) hour in advance.

4.b. (2) Accuracy.

(a) all lines of position (visual, celestial or electronic) should be within 1,000 yards of the final plotted fix point.

(b) When available, a minimum of three (3) LOPs (visual, celestial or electronic) or radar ranges, or combination thereof will constitute a fix. Two (2) LOPs/ranges will be classified as an Estimated Position (EP). (This does not include LORAN navigation when only two (2) LOPs are required for a fix.)

(3) Methods of obtaining fixes (in order of preference):

(a) Visual lines of position.

(b) Radar range arcs.

(c) A combination of radar range arcs and visual lines of position.

(d) Loran "C", Omega, RDF.

(e) Celestial line of position.

c. Open Ocean:

(1) Frequency.

(a) At least every 30 minutes. DR laid out every 30 minutes for four hours in advance.

(2) Accuracy.

(a) All lines of position should be within three miles of the final plotted fix position.

(b) A minimum of three (3) LOPs will constitute a fix. Two (2) LOPs will be classified as an Estimated Position (EP). (This does not include LORAN navigation when only two (2) LOPs are required for a fix.)

(3) Methods of obtaining fixes (in order of preference):

(a) SATNAV.

(b) Loran "C".

(c) OMEGA.

(d) Celestial lines of position.

d. All possible means of navigation shall be used to obtain reliable positions.

4. e. DRs will be laid using the course being steered and speed being turned. A new dead reckoning plot will be laid from the latest available fix or running fix and will be plotted:

(1) At the time interval required for fixes.

(2) At least one (1) hour in advance, normally.

(3) At time intervals given by the OOD.

(4) At the time of every course change.

(5) At the time of every speed change.

(6) For the time when a single line of position is obtained.

f. If the Officer of the Deck is unable to obtain a fix within the parameters of accuracy, time limit or method as explained above, for each circumstance, they will promptly inform the navigator.

g. Where practical, set and drift must be computed and reported to the Conning Officer for each fix while in Piloting and Coastal Waters.

5. SYMBOLOGY/LABELING.

a. The following standard symbology will be used on all charts to plot fix information (the symbol will surround the position point):

(1) A  will designate a fix (label with time of fix) or running fix (label with time and "R FIX").

(2) A  will designate a DR position (label with time).

(3) A  will designate an estimated position (label with time).

(4) A  will designate an electronic fix or to distinguish between two fixes at one time, obtained by separate methods; i.e.. radar and omega.

b. The following labeling of charts is required:

(1) Hazards will be clearly marked.

(2) Shoalwater will be clearly marked using the ship's navigational draft as the guide.

(3) Tracklines will be marked with course and speed.

(4) Course/speed changes will be clearly marked and a DR position plotted to denote ETA.

5.b. (5) There will be a distinct notation when charts are to be shifted.

(6) There will be a distinct notation indicating that charts are corrected and up-to-date.

(7) When in piloting or coastal waters, turn bearings/ranges and danger bearings/ranges will be clearly marked.

(8) When in piloting or coastal waters, objects used for fixing position will be clearly designated.

c. All other symbology not mentioned by this instruction may be found in Appendix C of reference (b).

6. BEARING BOOK.

a. All navigation and fix information will be maintained by the navigation team (QMOW) in a chronological order in a U.S. Standard Bearing Book.

(1) Each entry will include time, identification of object used, bearing/range, ship's head and water depth.

(2) Depths must be recorded for each fix and are taken from beneath the keel; however, you must take into consideration the Sonar dome and the screws. The log recorder must note whether depths recorded are in feet or fathoms. Leadline depth will also be noted. When fathometers are not working, they must be recorded "OOC" with each round of bearings; when not tracking, due to backing down or no bottom, log "Not Tracking".

(3) The gyro error must be recorded at the top of each page and will include how and when obtained.

(4) If a mistake is made, a single line will be drawn through the entry and the correct entry shall be put above the incorrect entry. If the former is impractical (i.e., a complete line is in error), line out as before then place the correct entry immediately following the incorrect entry. The recorder shall initial that line to the left of the margin.

(5) All LOP bearings will be visual by Gyro, unless otherwise labeled as a "True", "Magnetic" or "Relative".

(6) When using relative bearings, the ship's Magnetic, True or Gyro heading must be noted in a separate column titled "Heading".

(7) When sextant angles are used in piloting, they must be logged in the Bearing Book and labeled positively as a sextant angle.

6.a. (8) All objects from which bearings are taken must be positively identified. As an example, "lighthouse" is unacceptable whereas "Cape Henry Lighthouse" is a positive identification. Lat/Long, light list number (LLNR) or ship's label ("A"-if properly identified by noun name and lat/long in the front of the bearing book) may also be utilized.

(9) When not in piloting waters the above guidelines and those contained inside the front cover of the Standard Bearing Book shall be used to record Loran and Omega lines (when installed). The columns containing each entry shall be positively identified as to what electronic means is being used and the corresponding rates for each.

7. STANDARD COMMANDS.

a. Helm commands will follow the below format and are always preceded by the word "Helmsman".

(1) "Left full rudder"

(2) "Right 10 degrees rudder"

(3) "Increase your rudder to Right standard"

(3) "Come right, steer course 090"

(4) "Steady on course 090"

b. Engine order commands will follow the below format and are always preceded by the word "Lee Helm".

(1) "All engines ahead one-third"

(2) "Port engine ahead one-third, starboard engine back one-third"

(3) "Indicate turns for 10 knots"

(4) "Indicate 100 revolutions"

c. Linehandling commands will follow the below format and will normally be issued by sound powered phone (rather than yelling from the bridge).

(1) "All stations, bridge, stand by your lines"

(2) "All stations, bridge, double up all lines"

(3) "Fo'c's'le, bridge, send over line 1"

(4) "Fo'c's'le, bridge, take line 1 to the capstan"

(5) "Fantail, bridge, hold line 4"

CASE STUDIES

1. This enclosure consists of lessons learned from experience. The material has been extracted from official records. These are only a few examples; there are many other types of omissions and commissions that could lead to trouble.

2. **GROUNDINGS.**

a. Case One:

(1) **Situation:** A WLB grounded while decommissioning small harbor entrance buoys. The WLB was being assisted by a 41 foot UTB, which was dragging the buoys from the channel to the tender. During the evolution, the ship was permitted to drift close to the shore and, when the buoy and its mooring chain became entangled in her screw, she grounded on the rock bottom. Total damage was $175,000.

(2) **Causes:** The primary cause of the grounding was the operation of the cutter too close to shallow water for the experienced conditions of set and drift. Additionally there was an over-reliance on "seaman's eye" to the exclusion of maintaining a navigation plot. No one was assigned to maintain a navigation plot; a danger range had been established but was not plotted on the chart. There was a failure to fully communicate all navigation information between the navigation team and the conning officer. The buoy chain contributed in some part to the casualty; however, by the time the buoy was towed alongside, the cutter was already dangerously close to shoal water and was unable to extricate herself when difficulties arose.

(3) **LESSON LEARNED:** Establish and maintain an accurate navigation plot at all times. There are a variety of ways to accurately determine your position, or to quickly determine when you are standing into danger. These include danger ranges, danger bearings and danger angles. Determine them, plot them, use them! If a plotting sheet or, in this case, a positioning grid is used, it should also have the minimum acceptable navigation limits clearly plotted so that the relative position to danger can be immediately determined. An updated chart of the largest scale available should be used whenever possible, however, when a pre-plotted plotting sheet is used because of the time required to plot a position (i.e. setting buoys), it should be annotated with danger bearings, ranges, and angles; and shoals should be outlined. When working within a shiplength of a shoal, danger headings should also be annotated.

b. Case Two:

(1) **Situation:** A WPB grounded while transiting the Bahamas Bank; an area known for many uncharted rocks and coral heads and having a reputation for difficult navigation. The crew was unfamiliar with the operating area. While underway at approximately eight knots, the WPB rode up on a coral head. The POOD immediately stopped both engines. The CO, alerted by the sudden impact and loss of headway, arrived on the bridge and immediately backed down on both engines. The WPB gained sternway and immediately rode up on the coral head stern first. Damage to the vessel was limited to numerous bent propeller blades and damage to one shaft and one rudder.

(2) **Causes:** The primary cause of this accident was imprudent speed and failure to station an additional lookout and leadlinesman in such a hazardous area. Additionally, lax navigation procedures were being followed. Damage was aggravated by the impulsive actions of the commanding officer before fully evaluating his situation to ensure clearance from other obstructions.

(3) **Lessons Learned:** The circumstances dictated that a higher state of navigation precision was necessary; that additional lookouts and a leadlinesman should have been posted; that the commanding officer should have been immediately available on the bridge; and that a slow, safe speed should have been used based on the hazards of the area. These precautions should be outlined in the command's Navigation Standards and Procedures Instruction, and be common knowledge among all deck watch officers. It should be practiced at all times, particularly in times of extreme stress. The additional damage could have been avoided had the commanding officer fully evaluated the vessel's position in relation to other obstructions. Launching the smallboat with a leadlinesman to accurately determine the depth of water around the vessel would have been the appropriate first action.

c. Case Three:

(1) **Situation:** A WHEC in transit to Hog Island Channel, via the Cape Cod Canal, grounded causing damage to both screws. The WHEC was making a night transit of the canal under adverse ice conditions with a sharply reduced number of lighted aids to navigation. Less hazardous alternative routes were available. After exiting the canal, the navigator experienced difficulty in obtaining fixes. Relying on lighted aids to navigation, the commanding officer continued the passage. Upon encountering several uncharted buoys, the commanding officer ordered all stop. After losing steerageway, the current pushed the WHEC onto the bank of Hog Island Channel.

(2) **Causes:** The cause of the grounding was the failure to maintain a proper navigation plot, including DRs, in an effort to get the vessel into port as scheduled. When serious questions as to the position of the vessel finally caused the commanding officer to stop the cutter, they were unaware of their most probable position (DR), and did not compensate for set and drift. Their failure to update the charts with information from the Local Notice to Mariners was a contributing factor, as was the decision to take a more hazardous route to port.

(3) **Lessons Learned:** A classic case of "press on-itis", prompting individuals to take risks and short cuts they would otherwise consider imprudent. Alternative routes were available to the vessel, and better judgment would have dictated taking a less hazardous route, particularly with so many aids to navigation outages along the more hazardous route. Even the decision to take this route did not spell disaster. Had properly updated and prepared charts been used, and had established navigation procedures been followed, the grounding may have been avoided. The failure to maintain a DR was the most critical error. A DR not only serves to tell the navigator where the vessel is in relation to the desired position, it is to be used to project the most probable position of the vessel at a given time. A properly constructed and updated DR, plus information on tides, currents, and winds, will give the navigator and conning officer an excellent idea of the most probable position of the vessel when fixes are unavailable. Corrective action, such as moving offshore or anchoring until a fix can be obtained, can be based on a well-constructed and updated DR with relative faith in the results.

d. Case Four:

(1) **Situation:** A WHEC ran aground while attempting to take station for a NGFS mission in the vicinity of the Bo De River on the east coast of South Vietnam's Ca Mau Peninsula. The vessel was closing the beach at less than 5 knots, utilizing only the the starboard shaft due to a casualty on the port engine. The commanding officer had issued orders to keep at least 15 feet of water beneath the vessel's keel. The OOD had the CONN with the navigator plotting the vessel's position as it closed its intended station. Soundings suddenly dropped from 15 feet to 5 feet beneath the keel, and then became unreadable. The OOD attempted to come about to head for deep water by using hard left rudder and increasing speed on the starboard shaft. The vessel grounded on the shoal in approximately 2 fathoms of water causing extensive damage to the starboard propeller and shaft.

(2) **Causes:** The vessel grounded in a position that, according to the chart being used, had 6 to 10 fathoms of water. A Notice to Mariners received earlier contained an item reporting a shoal of less than 3 fathoms in the vicinity where the WHEC was operating at the time of the grounding. The chart utilized at the time of the grounding did not reflect this warning. The cause of the grounding was failure to use an updated chart.

(3) **Lessons Learned:** The navigator and leading quartermaster must ensure that charts are corrected immediately upon receipt of Notice to Mariners, including Local Notice to Mariners. There should be a system specified in the vessel's Navigation Standards and Procedures instruction to ensure that chart correction procedures are being followed. The commanding officer should specify in this instruction which chart portfolios are to be maintained in a constantly corrected condition, and how these corrections are to be verified.

3. **TOWING.**

a. Case One:

(1) **Situation:** A WPB took two 40 foot commercial vessels in tandem tow despite the CO's reservations about doing so. During the morning dog watch, the OOD made several course and speed changes to avoid other vessels. The CO was below in the cabin. No information concerning these changes was passed to the CO or the vessels being towed. Approximately ten minutes after the last course/speed change, the first vessel in line being towed capsized. Both crewmembers aboard this vessel, neither of whom were wearing PFDs, were successfully rescued.

(2) **Cause:** The proximate cause of this sinking was the tow being unable to respond quickly enough to the radical course and speed changes made by the cutter. An OOD, inexperienced at standing towing watches, was unable to recognize the hazardous conditions created by the maneuvers. Other contributing causes were:

(a) Failure to follow standing orders concerning reporting course and speed changes to the commanding officer.

(b) Failure to communicate the intended maneuvers to the vessels being towed.

(c) The selection of a tandem tow rather than towing on two separate hawsers.

(3) **Lessons Learned:** Consideration should be given to the fact that personnel ordinarily qualified to fill particular watchstations may not be qualified for special or unusual evolutions. In these cases, more experienced personnel should be assigned to the watchstation. In any event, SOP should be reviewed for completeness in covering the special situation, additional instructions should supplement SOP if necessary, and all OODs should be fully aware of their responsibility and required procedures. This includes standing orders and any additional instructions concerning contacting the commanding officer or following requirements for the use of PFDs. Towing, in general, is a difficult evolution requiring an excellent knowledge of external forces acting on the cutter and the tow. Tandem or multiple tows multiply the forces acting on the vessels. Extreme care should be practiced in all cases of course and speed changes. Where possible, tandem tows should be avoided.

4. **MOORING.**

a. Case One:

(1) **Situation:** A WMEC was making an approach to the fueling pier at the Naval Amphibious Base, Little Creek, VA. The approach speed was approximately 7 knots. Visibility was good, wind was on the pier at approximately 6 knots. The seas were calm and the current was negligible. There were no machinery malfunctions during the approach, and all engine orders were answered promptly. The XO had the CONN, and the CO was on the bridge. The special sea detail was set. Both anchors were ready to let go. The approach to the pier was unobstructed, and the conning officer had a final approach run of approximately 700 yards to the pier face. When nearing the pier, backing bell was applied, but the vessel failed to completely stop and struck the pier face. The height of the pier and exposed pilings tore a hole in the hull 10 feet above the waterline approximately 7 feet long.

(2) **Causes:** The cause of the accident was excessive approach speed for the conditions, and over reliance on the backing power of the vessel. Additionally, the approach was intended to lay the ship directly alongside the pier rather than 3 to 7 yards away from the pier face.

(3) **Lessons Learned:** The approach speed should be sufficient to control the vessel, to minimize crabbing, and to overcome the prevailing elements. There are many times when additional power is necessary to lay alongside the pier, however, power translates to speed and momentum. Significant backing power is required to overcome momentum developed, even at slow speeds. In this case, the conning officer approached the pier too fast, counting on the backing power to stop all momentum in time. He miscalculated. Additionally, the intended final position was against the pier face, rather than 3 to 7 yards away form the pier. The majority of our cutters were not constructed to take the stress of such an impact with solid objects. The conning officer should have attempted to position the ship slightly off the pier, then work the ship in with the mooring lines.

b. Case Two:

(1) **Situation:** A WAGB was visiting a port of call during deployment. The commanding officer was unfamiliar with the port in general, and with the conditions in the vicinity of the assigned moorings. No pilot was embarked; however, tugs were used to assist in mooring. Tugs were positioned amidships and on the starboard quarter for a port side to landing. The tug amidships was providing fore and aft propulsion, while the tug on the quarter provided turning power. The tug masters were receiving their instructions from the commanding officer. Upon final approach alongside the pier, a strong eddy current set the port quarter hard against the dolphins at the end of the pier causing extensive dishing and damage. No order to compensate for the current was given to the tug on the opposite quarter.

(2) **Cause:** The cause of this accident was the commanding officer's unfamiliarity with the conditions in the immediate vicinity of the pier, thus, handicapping the commanding officer in effective use of the tugs. Had the CO been aware of the eddy, it could have been anticipated and the tugs used more effectively to compensate for the movement towards the pier.

(3) **Lessons Learned:** The investigation showed that the commanding officer effectively stationed the tugs, and was familiar with the use of tugs in mooring alongside. The CO declined the use of pilots even though he was totally unfamiliar with the conditions existing in the port and alongside the assigned pier. He was not aware of, nor did he anticipate, any unusual conditions; therefore, he declined the use of a pilot. It is clear that this accident was caused solely by the lack of knowledge of the peculiar current pattern in the area of the pier; knowledge that could have been provided by a pilot. Unless there is a reason to the contrary, pilots should be used when entering unfamiliar ports. The pilot fees were a fraction of the cost of repairs.

5. **REPLENISHMENT.**

a. Case One:

(1) **Situation:** A WHEC collided with a Navy AO during underway replenishment causing minor damage to both vessels. The WHEC had taken station approximately 100 feet on the AO's port quarter to align the engaged UNREP stations. The WHEC commanding officer had the conn, and two junior officers were assigned as OOD and JOOD. The WHEC maintained station for the next 20 minutes with minimum difficulty. Some tendency to yaw was noted during this period; approximately 10 to 20 degrees right rudder was carried by the helmsman. No jackstaff was mounted during the evolution. Tension was applied to the UNREP rig as cargo was transferred. Slowly the WHEC closed to approximately 75 feet, then started to close rapidly. The commanding officer made a slight course change, stopped the starboard shaft, and put the port shaft ahead standard. The WHEC's stern closed rapidly and right full rudder was given. By that time, the momentum of the WHEC carried it into the port quarter of the AO.

(2) **Causes:** The primary cause of this accident was the failure of the commanding officer as conning officer to maintain the delicate balance of forces required to maintain a safe position during UNREP. As the UNREP rig was tensioned, the resultant forces became imbalanced and the WHEC veered towards the AO. Rather than recovering the balance of forces, the radical rudder and power changes aggravated the imbalance.

(3) **Lessons Learned:** UNREP is one of the most demanding maneuvers required of a naval vessel. It requires a complete understanding of the balance of external forces acting on each vessel, and corrective actions if these forces become imbalanced. This is particularly true in the UNREP configuration described as stern suction has been the primary cause of most collisions during UNREP. As cargo was being transferred, tension was exerted on the highline which caused the cutter to veer in towards the AO. Although only slight course changes were used to correct this, the commanding officer eventually used radical rudder and engine changes in attempts to compensate for the inward movement. This only aggravated the imbalance. As the ship turned inward towards the AO, it slowed enough to be effected by stern suction, thus causing the collision. The balance of forces must be maintained in order to remain at a safe distance from the replenishment ship. More modern tensioned rigs allow greater horizontal distances, and these distances should be used to their fullest benefits. Course,

speed, and rudder changes should be controlled and slow, allowing the resulting imbalance in forces to move the ship in the desired direction and to the distance desired. You should know what to do to recover a balance of forces in order to maintain station.

6. **COLLISION.**

a. Case One:

(1) **Situation:** A WIX was underway on a training cruise in the Chesapeake Bay. Weather that evening was: Visibility-excellent to at least eight miles; seas-calm; winds-light. The intended track was generally north until off the mouth of the Potomac River, when the course was changed to the left so as to take the cutter into the river for a planned overnight anchorage. A cargo vessel north of the cutter's position was proceeding southbound in the main ship channel. When about one mile from the cargo ship, the WIX changed course 35 degrees to the left, putting it on a collision course with the cargo vessel. The two vessels collided, with the cutter being struck on the starboard side aft of the wheelhouse. It heeled to port and sank in two minutes with the loss of 11 lives.

(2) **Causes:** There were numerous causes of this collision. The first one was the failure to maintain a proper surface summary plot of contacts, either by grease pencil on the radar plotting head or on a maneuvering board. The commanding officer apparently perceived the cargo vessel to be steaming in a westerly direction into the mouth of the Potomac River. This was a gross misinterpretation of the navigation lights of the cargo vessel and the true situation. The commanding officer failed to ensure that visual bearings were taken to verify bearing drift, and visually confirm the information from the radar. He persisted in an erroneous belief that the contact on the radar scope was a small vessel, without regard to factors such as target angle, bearing drift, and radar adjustment. As a result of his interpretation of the situation, the commanding officer turned his vessel onto a collision course with the cargo vessel, crossing the bow of the cargo vessel in what was actually a meeting situation. Contributing to the collision was the failure of either vessel to contact the other on bridge-to-bridge radiotelephone, and the failure of the cargo vessel to sound the danger signal when it failed to understand the intentions of the cutter.

(3) **Lessons Learned:** There are many lessons to be learned from this casualty which are obvious from just reading the text. To generalize, there is no short cut, literally or figuratively, to prudent, professional seamanship. Fundamental principles and practices should be followed as a matter of professional pride and be second nature. In this case, the commanding officer failed to insure that the practice of having an accurate, complete and comprehensive surface plot of contacts was scrupulously followed. This method, confirmed by visual bearings and confirmation of conditions, is the most reliable means of ascertaining exactly what all vessels in the vicinity are doing, including your own. Bridge-to-bridge radiotelephone is required and should be used to the maximum extent practical. It is not, nor was it ever intended to be, a substitute for a properly established surface plot. These two practices would have left little doubt as to the maneuvering situation at hand. At this point, the principles of prudent seamanship that are learned should have been exercised meticulously, and the Rules of the Road followed. If there was doubt as to the intentions of the other vessel, the Rules of the Road are clear as to signaling and maneuvering. The vessel should be slowed, engines stopped, or all way taken off, if necessary. The closest point of approach should be opened to the maximum distance consistent with the area and the Rules of the Road. All action, radio contact, slowing, etc., should be taken early and in such a manner as to leave little doubt as to what the intentions are. These are all basic principles of maneuvering in close quarters. They never go out of style, nor are they made obsolete by new technology.

7. ANCHORING.

a. Case One:

(1) **Situation:** A WHEC was preparing to anchor in 30 fathoms of water. Weather was calm and not considered a factor. The forecastle detail prepared the anchor for letting go from the hawse pipe by releasing the brake and tripping the pelican hook. When the order was given to let go, the pelican hook was tripped and the anchor dropped. Applying the brake failed to slow the speed of the chain until, eventually, the anchor and chain carried away, taking the rode (weak link) with it to the bottom.

(2) **Causes:** A misadjusted brake was a contributing factor, but the primary reason was failing to follow the procedures for a deep water anchoring.

(3) **Lessons Learned:** The investigation eventually showed that the supervisor on deck, the chief boatswain's mate, was under the impression that the proper procedure in all cases of anchoring was the method shown them at Refresher Training, that is, a shallow water anchoring. He, as well as others in the forecastle detail, were unaware that different procedures were warranted. It is presumed that the senior boatswain's mates should have been aware of the differences, as this information is included in the advancement correspondence courses. Care should be taken to ensure that personnel are not misled into believing that Refresher Training demonstrates procedures for all possible conditions.

DEPT. OF TRANSP., U.S. COAST GUARD, CG-4394 (Rev. 10-84)

PUBLICATION REVIEW DATE:

PUBLICATION NUMBER	TITLE

SIRS: I have read the publication and find that it requires the following:

☐ Corrections ☐ Additions ☐ Clarification ☐ Rearranging

SUGGESTOR	ADDRESS (Ship or Station)

PUBLICATION REVIEW DATE:

PUBLICATION NUMBER	TITLE

SIRS: I have read the publication and find that it requires the following.

☐ Corrections ☐ Additions ☐ Clarification ☐ Rearranging

SUGGESTOR	ADDRESS (Ship or Station)

Cut along dotted lines

PUBLICATION REVIEW DATE:

PUBLICATION NUMBER	TITLE

SIRS: I have read the publication and find that it requires the following:

☐ Corrections ☐ Additions ☐ Clarification ☐ Rearranging

SUGGESTOR	ADDRESS (Ship or Station)

PUBLICATION REVIEW DATE:

PUBLICATION NUMBER	TITLE

SIRS: I have read the publication and find that it requires the following:

☐ Corrections ☐ Additions ☐ Clarification ☐ Rearranging

SUGGESTOR	ADDRESS (Ship or Station)

DEPT. OF TRANSP., U.S. COAST GUARD, CG-4394 (Rev. 10-84)

DEPARTMENT OF TRANSPORTATION
U. S. COAST GUARD
WASHINGTON, D. C. 20590
OFFICIAL BUSINESS-
PENALTY FOR PRIVATE USE, $300

POSTAGE AND FEES PAID
U. S. COAST GUARD
DOT 514

COMMANDANT (G-OCU-3)
U. S. COAST GUARD
WASHINGTON, D. C. 20593-0001

DEPARTMENT OF TRANSPORTATION
U. S. COAST GUARD
WASHINGTON, D. C. 20590
OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, $300

POSTAGE AND FEES PAID
U. S. COAST GUARD
DOT 514

COMMANDANT (G-OCU-3)
U. S. COAST GUARD
WASHINGTON, D. C. 20593-0001

Cut along dotted lines

DEPARTMENT OF TRANSPORTATION
U. S. COAST GUARD
WASHINGTON, D. C. 20590
OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, $300

POSTAGE AND FEES PAID
U. S. COAST GUARD
DOT 514

COMMANDANT (G-OCU-3)
U. S. COAST GUARD
WASHINGTON, D. C. 20593-0001

DEPARTMENT OF TRANSPORTATION
U. S. COAST GUARD
WASHINGTON, D. C. 20590
OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, $300

POSTAGE AND FEES PAID
U. S. COAST GUARD
DOT 514

COMMANDANT (G-OCU-3)
U. S. COAST GUARD
WASHINGTON, D. C. 20593-0001