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Coast Guard



# Command at Sea

ORIENTATION PUBLICATION

**COMDTPUB P1500.17B**





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COMMANDANT PUBLICATION P1500.17B

Subj: COMMAND AT SEA ORIENTATION PUBLICATION

1. PURPOSE. This Publication provides prospective commanding officers and officers-in-charge with a guide to prepare them for command at sea.
2. ACTION. This is Publication is intended to be a guide and does not replace sound judgment and regard for the circumstances at hand. Where this Publication conflicts with other directives, those directives will take precedence. Internet Release Not Authorized
3. DIRECTIVES AFFECTED. Command at Sea Orientation Publication, COMDTPUB P1500.17A of 21 June 1995 is cancelled.
4. DISCUSSION.
  - a. Use of the term "commanding officer" includes officers-in-charge in the Publication, unless specifically limited.
  - b. No originality is claimed for the material contained in this publication. "Command At Sea" includes a variety of knowledge areas; this publication attempts to consolidate that information.
  - c. This internal guidance for Coast Guard personnel is solely intended to promote efficiency and consistency in public service above and beyond the requirements of law or regulation. Any obligations discussed flow only to the Coast Guard and Coast Guard personnel are expected to exercise broad discretion in performing the functions discussed. The Coast Guard retains the discretion to deviate from or change this guidance without notice. This document creates no duties, standard of care, or obligations to the public and should not be relied upon as a representation by the Coast Guard as to the manner of proper performance in any particular case.

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NON-STANDARD DISTRIBUTION:

5. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. Environmental considerations were examined in the development of this Manual and have been determined to be not applicable.
6. CHANGES. Commandant will publish, as necessary, serially numbered changes to this publication. Address comments, suggestions, and notification of errors to Commandant (G-OCU).
7. FORMS/ REPORTS. None

A handwritten signature in black ink, appearing to read 'D. Belz', with a horizontal line extending to the right from the end of the signature.

David S. Belz  
Assistant Commandant for Operations





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SEND ALL CHANGE RECOMMENDATIONS TO COMMANDANT (G-OCU-3)

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## CHAPTER 1 THE PROSPECTIVE COMMANDING OFFICER

- A. Command At Sea. This is the most difficult and demanding job in the Coast Guard. Considering your obligations, the privileges of command are small. However, the experience is unforgettable and its rewards, priceless. The success of the cutter depends on you. By selecting you to command, the Coast Guard places high expectations and trust in you. As with all things of worth, the ability to command and to lead is a result of dedication to duty and country, practical experience, observation and study.
- B. Command Responsibility. Your responsibility for the cutter you command is absolute. With this responsibility comes accountability. Your crew will not trust or place confidence in a leader who does not accept accountability for ones actions. Success or failure of the cutter rests with you. You represent the customs, traditions, courage and skills that have been passed down from generation to generation of seafaring Coast Guardsmen. You must work through those you lead to assure the safety of the cutter and completions of its missions. United States Coast Guard Regulations describe many duties you and your crew are expected to perform. As commanding officer, you are expected to:
1. Safely navigate your vessel.
  2. Ensure your vessel is operationally ready to perform all assigned missions.
  3. Lead by example.
  4. Understand and promote Coast Guard and U.S. national strategic objectives.
  5. Ensure that the crew is prepared to serve the ship in full measure by encouraging good morale, maximizing readiness and training, ensuring health and physical fitness, cultivating family support, ensuring fair and equitable treatment, and maintaining good order and discipline.
  6. Provide for the smooth, efficient and productive administration of your vessel.
  7. Represent those qualities expected of all Coast Guard personnel as stated in the U.S. Coast Guard Core Values. These are:
    - a. Honor. Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal actions. We are loyal and accountable to the public trust.
    - b. Respect. We value our diverse work force. We treat each other with fairness, dignity, and compassion. We encourage individual opportunity and growth. We encourage creativity through empowerment. We work as a team.
    - c. Devotion to Duty. We are professionals, military and civilian, who seek responsibility, accept accountability, and are committed to the successful achievement of our organizational goals. We exist to serve. We serve with pride.
- C. Recurring Themes. This publication contains many principles, 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.
  2. Practice Your Craft. Put into practice those principles, doctrines and procedures you have learned. 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 constitutes a new idea is fundamentally based on sound principles previously learned. 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, to instill in them 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 mentoring 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. Use this guide to assist you in assuming command. It is not an attempt to "prepare" you for command; you have been preparing for many years. It is neither a policy statement nor regulation; rather, it is a collection of information and references to existing directives. It does not include all the knowledge or skills that a commanding officer must have to successfully command. The intent is to present general doctrines, lessons learned, suggestions, and a listing of helpful material for you to become familiar with.

## CHAPTER 2 PREPARING TO ASSUME COMMAND

- A. General. You prepare to assume command your entire career. Now, the preparation becomes more intense. It begins when you are notified of your new assignment. This chapter gives some comments and suggestions for preparing to assume command.
- B. Self-Preparation. Upon notification of assignment to command, you will be required to coordinate a number of events with Military Personnel Command, Training Quota Management Center (TQC), Area or District (o) and your new command. These events generally include pre-arrival training, familiarization, and a schedule for the relief process. The recommended initial actions upon notification are as follows:
1. Read Chapters 3 and 6 of the Cutter Training and Qualification Manual, COMDTINST M3502.4 (series), and the applicable parts of Chapter 4 of the Personnel Manual, COMDTINST M1000.6 (series). These manuals discuss pre-arrival training, deck watch officer examination requirements, underway familiarization, and the personnel assignment and critical personnel admin issues with transfers. Review United States Coast Guard Regulations, COMDTINST M5000.3 (series), particularly the chapters regarding responsibilities of the Command Cadre.
  2. Contact Training Quota Management Center (TQC) and discuss your pre-arrival training needs. To avoid conflicts, advise them of your present work and personal schedule. Training requirements are not waivable for scheduled operations or personal business normally encountered during a PCS move. Make your personal schedule known, but keep it flexible.
  3. Keep your present command informed.
  4. Accomplish those things that you control as early as possible.
  5. Contact your new command. Ask the incumbent if there is any training, personal items, or special readings 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 your schedule and commitments. Note any conflicts and work together to resolve them.
  6. You will be undergoing pre-arrival training, testing, underway familiarization, and refresher training in the coming months. Develop a study schedule. Enclosure (1) contains a suggested reading list. Discuss this with the incumbent to get a better idea of where to place emphasis. Consider using correspondence courses for refreshing your skills.
  7. Keep in contact with everyone involved in the transfer and change of command process.
  8. Involve your family in the schedule of events. Family support is important during this hectic period. There may be times you will not be there to help out during the PCS process. Discuss this and arrange for help, if needed. Share your enthusiasm for the new assignment, but don't forget your family may see the move differently.
- C. Deck Watch Officer Examination. The Coast Guard Deck Watch Officer Examination Program, COMDTINST 16672.5 (series), contains the mandatory requirements for the Rules of the Road testing. The Deck Watch Officer Program requires you to pass the appropriate Deck Watch Officer Examination, or renewal examination, prior to executing your orders. Devote plenty of time to preparation. **Failure of this exam after two attempts will result in your orders being cancelled.**

D. Pipeline/pre-arrival Training.

1. General. Before reporting for duty, you will attend pipeline or pre-arrival training in one or more of the Navy or Coast Guard training courses. This training includes attendance at the PCO/POinC/PXO/PXPO Course at the Coast Guard Academy, Command and Operations School, as well as other courses for your particular class vessel. The list of courses you can expect to attend prior to reporting for duty is found in the Master Training List (MTL) for your class of cutter in the Cutter Training and Qualification Manual, COMDTINST M3502.4 (series).
2. Purpose. The purpose of pipeline/pre-arrival training is twofold:
  - a. To Teach New Skills. There have been many technological advances in equipment and procedures over the years. Some members will need new skills to be successful. The same is true for individuals destined for a class cutter they have never served aboard. For some, this will be the first assignment as commanding officer without prior experience as an executive officer. There is much to learn.
  - b. To Refresh Skills. Many individuals just need a refresher course for skills not practiced lately. The PCO/PXO Course fits this need. It provides refresher training in skills such as shiphandling, seamanship, stability, and military justice. Your participation will refresh these skills and bring you up to date on the latest developments. It also affords the opportunity for those less experienced to benefit from your experiences.
3. Waivers. Waivers of training requirements are possible but rare. The Cutter Training and Qualification Manual, COMDTINST M3502.4 (series) discusses the criteria. You should not be too anxious to seek a waiver of training, particularly refresher training. You may be surprised with how much you have forgotten and how much has changed.

- E. Underway Familiarization. Your new assignment may require you to spend an underway familiarization period aboard a cutter of the same or similar class as the one which you will command. The period will be 2-5 days and gives you the opportunity to see how the class operates, equipment and personnel demands, mission familiarization and handling characteristics. The Cutter Training and Qualification Manual, COMDTINST M3502.4 (series) provides more details. If you require familiarization training, contact TQC for quota assignment.

## CHAPTER 3 THE RELIEF PROCESS

### A. Timing.

1. Schedule of Events. Decide what things you want to emphasize early during the relief process. Discuss these items with the incumbent in order that he/she may prepare for underway time and schedule work accordingly. Scheduling an inspection of the cutter and a demonstration of the crew's proficiency at general quarters and drills should be done early in the relief process. Early communication with the incumbent about what you want to see and do during the relief period is paramount. The incumbent and their department heads will have been planning for your arrival for some time. Let them know well ahead of time what and who you want to see upon arrival. No surprises, is the watchword here, both on your part and the incumbent's.
2. Duration of Relief. Ideally, the turnover period needs to be long enough for you to determine the readiness of the cutter. Generally three to five days is sufficient time to meet relief requirements although there is no set duration. Your underway familiarization covered in chapter 2 may further reduce this time. There will always be some matters appearing at a later date, however, attempt to allow sufficient time for review and inspection of all phases of the command. Discuss a mutually agreeable date with the incumbent for the change of command ceremony before your arrival. OPCON calendar should also be checked for an agreeable date. As it is customary to invite numerous civilian guests, family members, the chain of command, and the commanding officers of all ships present, this date must be set as soon as possible. The arrangements are entirely the prerogative of the incumbent commanding officer. He/she schedules the ceremony, sends the invitations and announces the time and place of the change of command. The incoming commanding officer sends an invitation list to the incumbent.
3. Report of Transfer of Command. The officer being relieved must prepare and sign a report of transfer of command. Your endorsement of this report should include whether conditions aboard the unit are unsatisfactory, if essential equipment is not present and if important items and equipment are not functioning properly. The report 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.

### B. References for Relief.

1. United States Coast Guard Regulations. Chapter 4, United States Coast Guard Regulations, COMDTINST M5000.3 (series) outlines relief process general procedures, items to review and inspections. It also lists contents to include in the relieving letter. Ensure you are in compliance with these regulations.
2. Checklists. Comprehensive references for relief should be the various compliance inspections/assessments, technical assessments, Command Assessment of Readiness and Training (CART)/Training Readiness Evaluation (TRE), Operational Readiness Inspection (ORI)/ Ready For Operations (RFO), Special and Emergency Operations and Procedures (SEOPS), Tailored Annual Cutter Training (TACT) and Tailored Ship Training Availability (TSTA). These inspections/assessments cover training, administration, security, subsistence, engineering, safety, etc. and are administered by the MLC's, Areas, Districts, and Groups. These documents reflect the standards of operations and performance expected of cutters. Obtain the most up-to-date versions of each of these documents. Although more general in nature, enclosure (2) may prove helpful in obtaining information on matters of immediate interest.

- C. Priority of Items for Relief. Evaluate the cutter against service standards (paragraph 2 checklists), and determine the mission readiness of the crew, primarily by observing general drills. Become aware of the condition of the vessel, crew and administration and develop areas of prime interest to you based on this during the relief process. You should concern yourself with those items of greatest importance. To assist you in prioritizing areas of interest, the following is offered.

1. Navigation, Safety and Security. Determine that the crew uses all available information to safely navigate the cutter. Determine that the crew observes all measures to prevent fire, flooding, explosion, or personnel injury. The Coast Guard Navigation Standards, COMDTINST M3530.2 (series) is extremely helpful when determining navigation considerations. Information of national strategic importance should be kept secure to prevent unauthorized distribution. Specifically, determine:
  - a. That the charts, equipment, personnel and training standards enhance safe navigation.
  - b. That all 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 circumstances.
  - d. Any limitations to the main propulsion and steering of the vessel.
  - e. The security of classified material, credit cards, EOCT testing materials, accountable drugs, ammunition/pyrotechnics and imprest funds.
2. Mission, Vessel and Personnel Readiness. Next turn your attention to the ability of the cutter to perform its missions. Specifically, determine:
  - a. The adequacy of required operational bills in the Cutter Organization Manual, COMDTINST M5400.16 (series).
  - b. Determine any skill set shortfalls of current personnel or newly arriving personnel. If personnel have been administratively assigned ashore for medical or administrative reasons, determine the status of their respective situations to ensure expeditious closure of their cases after your relief.
  - c. The adequacy and readiness of armament and equipment.
  - d. The adequacy of training (exercises, formal schools, PQS, etc.). Note any pipeline training shortfalls.
  - e. The logistics and supply status to support your missions. Review the cutter budget.
  - 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. Making yourself aware of the foregoing conditions will give you a good idea of command administration in most other areas. Previous MLC compliance inspection results will be useful in spotting areas of concern.

D. Your Position during the Relief.

1. You will hold no official position during the relief process other than an officer attached to the cutter. You are essentially an observer until relief is executed. Final determinations of ongoing projects can often be deferred until you have assumed command. If timeliness is essential, you should trust the judgment of the incumbent and he/she should not delay a decision on your account.

2. Existing Opinions. Those who are presently serving in the cutter are your best channels for rapidly becoming familiar with ongoing conditions, procedures, 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. If something needs changing, there will be time to do it after you have assumed command.

E. Pre-commissioning.

1. An officer assigned as a prospective commanding officer of a vessel not yet in commission should review the requirements in United States Coast Guard Regulations, Manual, COMDTINST M5000.3 (series).



## CHAPTER 4 CHANGE OF COMMAND AND COMMISSIONING

- A. General. Change of command and ship commissioning ceremonies should be formal and impressive, with close attention to detail designed to strengthen that respect for authority, which is vital to a military organization. These ceremonies must be conducted with dignity and precision. They must adhere as closely as possible to prescribed military procedures regardless of the size of the cutter. Avoid the use of promotional stunts and nonmilitary proceedings inappropriate to such occasions. Do not use these ceremonies as a demonstration or forum to express personal opinions. The following are some standards applicable to all military ceremonies:
1. The National Anthem. Play the National Anthem 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 provides the music, ensure that the official arrangement is used.
  2. Music. Play only martial music during military evolutions such as inspections, parades, drills, changes of command, and ship commissioning. Popular or symphonic instrumental music, or music accompanied by a vocalist, is foreign to the nature of the evolution and is in poor taste.
  3. Uniforms. In keeping with the dignity of the occasion military personnel participating in the ceremony shall wear Full Dress uniforms. The Service Dress Blue Bravo uniform is the prescribed one for those not participating in the ceremony. The Tropical Blue uniform can be prescribed if temperatures could cause undue discomfort or if Full Dress White is worn by the official party. The incumbent should coordinate with OPCON to determine the prescribed uniform.
  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. If considered necessary to ensure observance, the master of ceremonies can request military guests remain covered, except that chaplains may uncover.
  5. Seating. Guests may sit during the ceremony. The ship's company should remain standing throughout.
  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 any place except the ship's side is not appropriate.
  7. Stationing of Personnel. The principal participants in a change of command ceremony are the operational commander, 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 and the ship's company. Station the ship's company as near as possible to the ceremonial area. If possible, the ship's company should be stationed facing the commanding officer, PCO and the operational commander. During the reading of the official orders to the crew 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. 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 conduct the change of command in a manner that creates a favorable and lasting impression upon those attending. The inclusion of undignified procedures or deviations from traditional formality must be 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 are in enclosure (3). These are basic, and may 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. Prepare a detailed plan and provide a sketch if necessary. Ensure that all publicity media that may be interested are given advance notice. Always arrange an alternative site in case of foul weather. Have the Master of Ceremonies (MC), who is usually the executive officer, prepare a script, following the procedures in enclosure (3). The public address system should be tested and adjusted for volume and clarity. Paint, brightwork and bunting should be clean. If civilians are invited, provide chairs for them. Provide ushers to escort guests from the quarterdeck to their seats.
3. Speakers. A guest speaker at a change of command ceremony normally bears some significant relationship to the command. The guest speaker should be scheduled prior to the relief. The principal participant is the officer being relieved, and the principal remarks should be made by him/her. The relieving officer customarily limits his/her remarks to the reading of orders. However, it is appropriate that the new commanding officer wish the officer being relieved and his/her family success in their new assignment, and that the new commanding officer is proud and pleased to assume command.
4. Invitations. Invitations can be issued by message. However, since it has become customary to invite the chain of command, numerous military and civilian guests and family members, printed invitations are widely used. Printed invitations are not mandatory, but if used, are issued by the incumbent. The PCO should forward to the incumbent a list of guests he/she desires to invite to the ceremony. Sample formats can be found in enclosure (6). The printing of invitations is regulated by Policy & Procedures for Printing, Duplicating, & Copying, COMDTINST M5600.6 (series), and by Printed Matter for Official Ceremonies, COMDTINST 5603.1 (series). The United States Coast Guard Postal Manual, COMDTINST M5110.1 (series) provides guidance on use of Official Mail for invitations to a change of command.
5. Programs. Programs should be provided by the command. The operational commander can be requested to assist with funding if required. Programs shall be printed in accordance with COMDTINST 5603.1, Printed Matter for Official Ceremonies. Ranks and titles are not abbreviated. To ensure that everyone understands the proceedings and the significance of what they are witnessing, a program similar to that outlined in enclosure (6) should be used.
6. Invocation. Change of command ceremonies are properly opened with an invocation. Military chaplains should be used, if available. 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. Therefore the command rather than the chaplain should close the ceremony.

7. Receptions. It is common practice to hold a reception after the change of command ceremony. Invitations to the reception can be made separately from those for the ceremony. If the reception is aboard the cutter, the wardroom, CPO mess and messdeck are normal areas for entertaining guests. 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 command will not bear the total cost of the reception. Appropriated funds, normally used to provide a regular meal for the crew, may be used to cover the cost of food and beverages for enlisted personnel only, as outlined in the Coast Guard Food Service Manual, COMDTINST M4061.5 (series). Use non-appropriated funds for costs above and beyond this. Unit morale funds may be used as authorized by the Coast Guard Morale, Well Being, and Recreation Manual, COMDTINST M1710.13 (series) as the reception can be considered a party for all hands; however, this supplemental funding is to cover any extra cost for crewmembers only. The incumbent bears the cost for official guests. Unofficial guests, or guests of individuals other than the commanding officers', will be borne by the officer or crewmember extending the invitation. Refer to the Financial Resource Management Manual, COMDTINST M7100.3 (series) for further guidance on impersonal costs and funding. If alcoholic beverages are served at the reception, it must be in accordance with United States Coast Guard Regulations.
8. Funding. Operational commanders may assist with the cost of change of command receptions using funds from the Extraordinary Expense Fund (XXF) which will result in furthering the general interest of and goodwill towards the Coast Guard. The fund itself is usually quite small, and any assistance received will likewise be small. The Area/District Commander's aide 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 and Recommissioning 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 players 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 Homeland Security.
  - 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:
    - (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. Programs shall be printed in accordance with Printed Matter for Official Ceremonies, COMDTINST 5603.1. 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.

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. PCO's 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 as long as the items are small and would amount to no increase in the cost of postage. The costs of the personal cards must be borne by the individual. The cost of the invitations will be borne by the command's appropriated funds as discussed earlier in this section. See enclosure (4) for recommended invitation format.

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

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

(5) Host the reception for the official party and officers in the wardroom, CPO mess, or general mess, as appropriate.

(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. The government agency Institute of Heraldry (located within the Washington DC area), is the authorized institution for assisting units in the development of an appropriate ship's crest/coat of arms. Operational commanders may assist in the funding of this project.

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

3. The Ceremony. The procedures described in enclosure (4) 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 United States Coast Guard Regulations, COMDTINST M5000.3 (series), must be scrupulously rendered.

#### D. Decommissioning Ceremonies.

1. When a cutter is taken out of service the ceremony can be smaller and simpler. Enclosure (5) contains a sequence of steps in the ceremony.

## 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. Continue to look into all aspects of the command until there is little of which you are not aware. During this period, ensure the safety and security of the ship and crew, prepare for assigned missions, and meet scheduled commitments.
- 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 command viewpoints, duties and responsibilities, and performance standards with the crew. Let the crew know where they fit into the "big picture." Meetings like this will be necessary but keep them brief. Below is a list of items you may want to cover.
1. Introduce yourself. Tell who you are and where you have been, briefly and factually.
  2. Briefly but firmly state your basic operating policies concerning Coast Guard standards of courtesy, appearance, and discipline; general administration of the unit; management of resources; training; and safety.
  3. Make clear your feelings about performance reports, promotions, personal education efforts, off-duty activities, time off, leave and liberty, and similar policies.
  4. Solicit your crew's help in making the unit and you better. Indicate you are willing to listen to constructive criticism.
  5. Never speak ill of your predecessor!
  6. Always end on a bright note. Indicate your awareness of the importance of the cutter's mission and the importance of each crewmember toward successful accomplishment of that mission.
  7. In addition to this discussion it is recommended that the commanding officer promulgate a formal written command philosophy, expressing what he or she wants and expects in the performance of the command. Some operational commanders actually require that this command philosophy be written and a copy be provided to them. Check with OPCON for specific requirements.
- D. You Representing Change. Your arrival will create many expectations and perceptions among your officers and crew. Many crewmembers could be satisfied with the existing procedures and policies and view your arrival with apprehension. Others may look forward to sweeping changes, hopefully agreeable to their viewpoints. Study the present policies and learn the reasons behind them. Learn the reaction of the crew to these policies. Make immediate change only to ensure safety or discipline. Your goal is to understand existing conditions, not to create skepticism of your predecessor's policies. Decisions for changes should be based on a review of existing policies and procedures. Accept suggestions for improvement.
- E. The Executive Officer. The executive officer's assignment was based on past abilities and the potential for assignments of greater responsibility. In this respect, the XO is in "CO School." Most likely the XO has served aboard your cutter for some time and is aware of just about all that goes on. Use this knowledge, position, and expertise to help implement your command policies. You establish the standards; your XO will implement and enforce them. Form an excellent rapport with your executive officer and allow sufficient leeway for the XO to operate and use initiative. Second only to your own judgment and expertise, the XO will hopefully be your most valuable aide in the success of your command. If so, see that he/she shares in it. Command at Sea, Naval

Institute Press contains an excellent discussion of the most effective use of your XO. That publication also includes valuable information in the effective use of other officers and senior enlisted personnel.

- F. Duty Assignments. Most duties assigned to shipboard personnel take large amounts of time and paperwork. After analyzing individual workloads consider reassigning some collateral duties to lower levels. Spreading collateral duties will allow the entire crew to give more attention to their primary duties. Make the assignments wisely and hold those persons accountable.
- G. Managing Your Command.
1. General. In order to accomplish assigned missions and meet all scheduled commitments you must effectively manage your command. Manage with a plan in mind; know what you want, set priorities and monitor progress. Foster a "can do" attitude. Remember you can't do everything. Delegate tasks. Place responsibility down at the lowest level possible and hold these people accountable. Be fair, accept suggestions and treat others with dignity. You will be surprised at the results.
  2. Command Interest. Don't act interested, be interested. Your subordinates need access to you. If you are needlessly unavailable, you show a lack of interest. However, let subordinates perform their duties without unnecessary interruptions. Too much interest or over direction can destroy initiative of otherwise energetic and enthusiastic subordinates.
  3. Material Condition. What's the condition of your cutter? The Material Inspection is valuable in providing this information. There is no substitute for a good look at the entire vessel. A characteristic of a good commanding officer is the ability to inspect. If you have this ability and discrepancies are monitored until completion, material condition will improve. Discrepancies generally fall into five categories:
    - a. Housekeeping items. The terms clean, restow, remove dirt/grease/oil, is included in this category. The best cutters are the cleanest and best maintained ones. Many will judge your entire operation on what they see here. More than likely, they will be right.
    - b. Maintenance Items. These discrepancies should be covered by the Preventative Maintenance System (PMS). If you find numerous or recurring PMS discrepancies, direct your executive officer and the responsible department head to review the schedule, figure out the reasons for so many missed PMS items, and correct the problem. PMS works; emphasize it!
    - c. Repair/Refurbishing Items. The operative words include repair, replace, renew, refurbish, repaint, and reconstruct. These items exceed routine housekeeping requirements. Most upon completion will require recording in the cutter's Hull History or Machinery History for future planning and reference. Many requiring additional manpower, funding, or time availability will be submitted as Current Ship Maintenance Projects (CSMP). The CSMP file is an administrative way of tabulating all outstanding repairs and alterations. Each MLC has developed detailed guidance for the submission and tracking of CSMP's. The engineer officer is responsible for maintaining the CSMP file and department heads should be familiar with their preparation.
    - d. Engineering Changes. 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 Engineering Changes are (1) class-wide Engineering Changes directed by the Commandant, and (2) CSMP's that can only be corrected by an approved Engineering Change. In either case, an Engineering Change Request must be drafted to get the work done. Give considerable thought before proposing an Engineering Change Request, and seek advice from the area/district staff. Only Engineering Changes that are based on Configuration Control Board recommendations can be approved by the Commandant and may require considerable study and coordination with other projects intended for your cutter. Do not make alterations to the ship's structure or remove equipment without authority.

- e. **Safety Items.** These discrepancies describe safety and health hazards of varying severities. Serious safety discrepancies can limit unit readiness and must be abated quickly. Hazards which cannot be readily corrected should be documented and tracked in the unit USCG Hazardous Conditions Log, Coast Guard Form CG-4905, per the Safety and Environmental Health Manual COMDTINST M5100.47 (series).
4. **Unit Funds.** The material condition and welfare of the command depends on effective management of unit funds. Become familiar with the budgeting and funds management portions of the area/district SOP. Require a financial plan for the command, and require your department heads to maintain updated department financial plans, including backlog list items with relevant purchase requests. 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. Stick to the plan once it is established. 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. Conduct them on time, without exception. Individuals should conduct them 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.
5. **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 will I be 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 SOP's normally cover the format for funding requests, record requirements, and items to be included in budgets. Be conversant in these provisions of the SOP.
- a. **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:
    - (1) **Fuel.** How much fuel, oil, and lubricants will I need? Knowledge of your ship's characteristics and use of these commodities is necessary. Your engineer officer must 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 consumption 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. 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 also 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. Fuels are funded through central fuel accounts held at the district and MLC level. All procurements are made with standard documents, from required local or DOD fuel distributors and costs are transparent to the Cutter's Command. The exception to this is fueling in foreign ports. The cognizant district or MLC finance division should be consulted to determine acceptable terms of payment in each foreign port. Many foreign

ports require cash payment. Special increases to unit cash funds may be needed to fuel at some ports.

- (2) Mooring, Tug, and Pilotage Fees. Some of the most often overlooked expenses are mooring, tug, and pilotage 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.
  - (3) Training Requirements. For many training missions, particularly TSTA, 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).
  - (4) 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. Consult other cutter's After Action Reports, Port Visit Messages, or patrol summaries for information on services within foreign ports. Although your final budget might provide funding for these items together with your utilities in your homeport, you should consider these items separate from other utilities for planning purposes. Area/District SOP'S normally give special discussion on these items.
  - (5) 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. Use of Extraordinary Expense Funds (XXF) for representational needs may be available. The State Department may request the use of a cutter to hold special receptions at their expense. Info messages to SECSTATE offices concerning foreign port calls are encouraged as operations permit.
- b. 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. Just as with CSMP's, all departments are equally responsible for maintaining the PPA and CALMS.
- c. 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). Various colored paints should be maintained for touch-up efforts.

- d. **CSMP and Engineering Changes.** Many CSMPs will be assigned to your command to accomplish. Included on the CSMPs are a listing of parts and equipment, a description of work to be performed, and the approximate cost involved. Before completing a CSMP, you must ensure that an environmental assessment is conducted on the work to be performed. This may include samplings and lab analysis of any potential hazardous materials or toxic substances. These items should be included on your funding request. Also, some Engineering Changes may be assigned to your command. If so, the cost should be included in your funding request. The engineer officer should maintain a complete file of all class Engineering Changes. The numbering should be in uninterrupted sequence.
  - e. **Overhaul/Availability.** You may be required to provide government furnished equipment (GFE) for overhaul projects or dockside availability projects. Virtually all CSMP's or Engineering Changes should already cover all of these repairs; 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.
  - f. **Emergency Repair Funding.** These funds focus on emergency repairs, which fall below MLC repair funding. MLC (vr) AFC-45 funds cover all repairs above standard class dollar value funding limits. Ships are funded for maintenance, MLCs for repair. Creation of repair funding should be limited and be in terms of replacement/maintenance for consumables or PMS items; e.g., valve overhauls.
6. **Command Daily Routine.** Establishment of a formal routine is essential to smooth operation (your daily routine should be listed in the Cutter Organization Manual). If a daily routine is lacking, vital functions such as training and qualification, maintenance, and even watchstanding will suffer. 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 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. 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 semiofficial 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. As soon as you stop showing interest in the command's management it will become of less interest to the crew. Show an appropriate interest and the crew will do the rest. Take every possible opportunity to recognize each crewmember.
7. **Engineering Department.** One way to keep a "handle" on engineering is to require the engineer officer (EO) to report to you personally at least once a day and brief you on the 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 immediate access to you is available at all times. Personally inquire about the status of machinery, spare parts, and logistical support. Ensure the EO is documenting the material condition and taking the necessary steps to improve the equipment and systems. The EO should be actively involved in his/her departments Training Program. The EO must be aware of Federal, State, and local air and water pollution laws and regulations that are applicable to the cutter. Areas of concern include:
- a. Engine emissions.
  - b. Volatile organic compounds.
  - c. Sewage and Grey water discharge.

- d. Disposal of plastics and oily rags.
  - e. Disposal of batteries.
  - f. Oily water separator discharge.
  - g. Areas known to contain significant quantities of lead, asbestos, or PCB material.
  - h. As part of your relief process review with the EO his/her letter of relief, outstanding CASREP's and CSMP'S, the most recent cutter engineering report, and the next maintenance availability package.
8. Environmental Responsibility. Environmental awareness is a critical factor for successful command. The number of environmental laws and treaties that need to be considered is growing, along with the public awareness that the Coast Guard has a very proactive, all mission encompassing ENVIRONMENTAL POLICY STATEMENT. You need to become familiar with the basic provisions of the MARPOL treaty. It currently has five annexes, the most publicized is Annex V which prohibits the discharge of any type of plastic. The following is mandatory reading:
- a. Maritime Law Enforcement Manual (MLEM) COMDTINST M16247.1 (series) contains an expanded discussion of environmental laws and regulations.
  - b. Coast Guard Environmental Policy Statement (CG 5881) Commandant's view on environmental commitment.
  - c. Administrative Investigations are required for some environmental incidents. Policy on when and why such investigations are required can be found in the Administrative Investigations Manual, COMDTINST M5830.1 (series).
  - d. Commanding Officer's Environmental Guide COMDTPUB 5090.1(series). This is a desktop manual or "primer" on your environmental duties, responsibilities and potential liabilities.
9. Reporting Requirements. Tickler files are an aid to help track reporting requirements. Require tickler files for correspondence, standard reports, personnel evaluations, 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 SOP's normally list other reports required of your command.
10. Communication/Passing the Word. Communication is the most important part of teamwork. Because every crewmember is an important part of the team, each crewmember needs to know what's happening. Communication can start with morning muster. The Plan of the Day can be discussed and questions answered. Daily quarters give 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 division and department heads. The opportunity for questions and comments at all gatherings is essential for team building. Two-way communication assures the crew they are important members of the team. It also assures the crew they are getting all the information possible. Communication should go beyond explaining schedules and tasking. Because each member is expected to contribute to the success of the cutter, everyone is expected to come forward with ideas about doing the job better.
- H. Results. 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. Commanding officers have the flexibility necessary to carry out these duties.

## CHAPTER 6 LEADERSHIP AND HUMAN RELATIONS

- A. General. The most important resource you have for mission accomplishment is people. Never forget that. Spend time with your crew and deal with their problems. You need your crew's support and can best secure it through respect and motivation, not order and demand. The atmosphere you create and your relations with your crew must be two of your major concerns.
- B. Leadership Qualities. There is no single list of leadership qualities that guarantees success. Leadership is not a science. We can't develop effective leaders by setting down rules and telling people to apply them. But there are basic qualities of good leadership.
1. Integrity. Integrity is a must. It's the most important quality a leader can have. Simply stated, integrity is being honest with your people, your superiors, and yourself. There is a very predictable phenomenon that occurs without honesty, that is, dishonesty breeds dishonesty. Tell it like it is. Insist your people do likewise. They set their patterns based on your example. You must create an atmosphere of trust and confidence.
  2. Job Knowledge. Good leadership requires that we know our jobs, have a broad view, and completely understand the mission. A commanding officer that doesn't have a firm grip on the mission will quickly lose the confidence of his or her people.
  3. Sensitivity. Good leaders are sensitive and sincerely care about their crew. Leaders are in a position to impact the lives of every person under their command. Being sensitive also means being approachable by providing a clear channel to get the straight word. Whether it's a recognized and used "open door" policy or other means, the crew must have an avenue to provide the information a leader needs to make the command a success. A CO who has an "open door" policy must be cautious of not violating the chain of command with such a policy. Once a successful channel has been opened, a good leader LISTENS.
  4. Additional Leadership Qualities.
    - a. Don't take things for granted. Don't assume problems have been fixed. Look for yourself. Never assume they will stay fixed. The probability is high that "fixed " problems will recur. Recheck the fix.
    - b. Don't alibi, just fix it. Remember you and your crew can never be perfect. People will make mistakes. Don't be defensive about things that are wrong.
    - c. Confer with your senior people before making important decisions. More than one opinion usually makes for more effective decisions. Listen especially to opposing viewpoints. If no one opposes an idea, chances are it is not understood or you have squelched the opposition. Do not assume your way is always the best way. Foster loyal dissent.
    - d. Be loyal to your crew. Support your crew honestly and don't ever let them down. Do not assume they are at fault when problems arise. Be fair.
    - e. Approach problems positively. Do not accentuate the negative. Negativism creates a bad image when you're in a position to influence others.
    - f. Your example will reflect how the crew will support command and Coast Guard policies.
    - g. Be humble and remember the humility of command. Avoid arrogance.

- C. Developing Tomorrow's Leaders. One of the most important functions of a commanding officer is preparing subordinates to grow to the extent they can assume command or supervisory responsibilities. Each of us must do all we can to develop our future leaders. We must encourage our future leaders to develop their initiative and their willingness to take some risks and to challenge themselves. Obviously we can't lower our standards and allow mediocrity to reign or throw due caution to the wind in these endeavors. But, we must eliminate the mindset that says: "I'm not willing to take that chance because, if we screw up and fail, it's my head that's on the chopping block. Let's just do it the way we've always done it-we know that will work." Eliminating this mindset will help eliminate the "zero defect" mentality.
1. There are many things you can do to help develop your subordinates. The most important follow:
  2. Assess capabilities. Look carefully and objectively at your subordinates' capabilities. Provide tasks that are challenging, yet within their existing limits.
  3. Don't be afraid to delegate. Supervisors sometimes fail because they try to do all the work themselves. Delegation can be good for both the supervisor and subordinate.
  4. Be clear about what is expected. The old adage, "You get what you expect," is true.
  5. Give feedback. Remember that feedback must be timely and constructive.
  6. Don't expect immediate perfection. Be patient. Don't place subordinates in a "make or break" position the first time out.
- D. Human Relations. It will be altogether too easy to become totally enmeshed in the paperwork and hardware aspects of your new command, but again, 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, religious, experiential, and cultural differences that must be bridged in order to reduce or prevent friction and lack of understanding. You must not only practice nondiscriminatory behavior, but also educate others in the benefits of a nondiscriminatory environment. 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 that relate to human relations, but written regulation will not substitute for the concerned, involved leadership that 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 Coast Guard Equal Opportunity Program Manual, COMDTINST M5350.4 (series) is the guiding instruction 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 this at quarters, and subsequently tell or condone jokes about race, sex, religion, color, or national origin in your cabin. Maintaining credibility with the crew will be undermined.
  2. Sexual Harassment. Sexual harassment is a form of prohibited discrimination based on gender. Gender or sex discrimination exists when a person is treated differently and less favorably solely because of the person's gender. The key to preventing sexual harassment is personal leadership and commitment and it is the responsibility of every commanding officer to eliminate sexual harassment in the Coast Guard. Commandant's Human Relations and Sexual Harassment Policy Statements, COMDTINST 5350.21(series) establishes the sexual harassment prevention system for the Coast Guard. All Coast Guard personnel in

supervisory positions must take steps to prevent sexual harassment, in the areas over which they have control. These actions include:

- a. Addressing the inappropriateness of sexual harassment that it is a violation of Commandant's policy, and firmly stating that it will not be tolerated.
  - b. Always expressing strong disapproval of sexual harassment.
  - c. Informing members of the methods to seek redress and the actions that will be taken against personnel violating sexual harassment policies.
  - d. Taking prompt and decisive administrative or disciplinary action when sexual harassment occurs.
  - e. Developing methods to sensitize members to the issue of sexual harassment such as circulating literature and addressing it in the unit-training program.
3. Personal Relationships. Inappropriate personal relationships adversely affect good order, discipline and morale aboard cutters and negatively impact mission performance. The thing to remember about any relationship with subordinates is, if it's undignified or clouds your judgment, get out of it, fast. Generally what people perceive is what they believe. If you give anyone any reason to doubt your intentions, no matter how innocent you may be, they will think the worst of you. Below is a listing of some examples of relationships that are inappropriate.
- a. The most easily identified example of an inappropriate personal relationship is a sexual one. Commanding officers or anyone in authority simply must not have sexual affairs with crewmembers, or condone affairs between crewmembers, period.
  - b. Another example is having the crew become unduly familiar with personnel in authority through off duty activities and losing respect for the differences in rank and grade.
  - c. Still another example, the supervisor who, for whatever reason, extends to a subordinate privileges that are excluded from others.
  - d. One last example is the supervisor who runs a part-time business ashore and uses his/her position to solicit customers or partners among the crew.
4. Hazing. Hazing typically occurs in connection with unprepared and unsupervised "initiations." The result is a mistaken perception that the event gives a license to subject an individual to personal abuse. Hazing constitutes military misconduct and preventing it is your responsibility. We are expected to be above reproach in our actions. Therefore, our actions must be able to stand up to any type of scrutiny.
5. 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. Become familiar with the testing requirements for urinalysis. The use of alcohol is legal; it is not only condoned, but also 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. The Coast Guard recognizes alcoholism 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 Personnel Manual, COMDTINST M1000.6 (series) and the Coast Guard Wellness Manual, COMDTINST M6200.1 (series) provide guidance on these matters.

6. 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 rarely a 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.
7. 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, socioeconomic 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 "his or her" 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.
8. 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 relation's 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 captain 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) 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 VI MCM, as amplified by the Coast Guard Military Justice Manual, COMDTINST M5810.1 (series). You, as commanding officer, are charged

with the duty to maintain discipline by both the Manuals for Courts-Martial and United States Coast Guard Regulations.

2. Should situations arise which are more serious than are appropriate for disposition 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 also 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 judgment 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. Training should be an integral and inseparable part of operations, administration, and maintenance functions. Every officer, chief petty officer, and enlisted person should be constantly "in training" in order to properly execute assigned duties at watchstations, 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. 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 implementing the training program and assigning a training officer. In smaller vessels, this responsibility rests with the commanding officer and he/she assigns a training officer. The commanding officer also designates a training board and its membership. 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 ensure 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, towing, flashing light, etc. You can also coordinate the use of outside observers for command drills and exercises. Not only will the overall drill 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 a summary of all required drills, exercises, formal schools, watchstation qualifications and engineering training mandated by Commandant. In the CUTTER TRAINING AND QUALIFICATION MANUAL, you will be referred, where appropriate, to other supporting USCG and Navy directives.

### C. How the Training System Works.

1. Assumptions. The training detailed in Cutter Training and Qualification Manual is based on a few basic assumptions:
  - a. That the training, education and development of your crew are an investment, not merely the cost of doing business. See the U.S. Coast Guard Philosophy on Training, Education, and Development, COMDTINST 1500.23 (series) for further details.
  - b. That Cutter Training and Qualification Manual contains minimum requirements (formal schools, drills, and exercises) mandated by Headquarters program managers. Operational commanders at the area or district level may require additional training requirements to reflect local conditions.

- c. Training Allowance Billets (TABs) exist to ensure that all personnel arrive "fully trained" and ready to qualify at their assigned watchstation or duty. However, without going into detail, a number of things prevent our "pipeline" training system from providing "fully trained" individuals. It is imperative that your training officer/executive officer interact with CGPC and TQC Chesapeake at the earliest possible moment after relief personnel are identified to ensure that the maximum amount of "pipeline" training is accomplished.

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

- a. Personnel Qualification Standard (PQS). PQS is a system for qualifying officer and enlisted personnel to perform certain duties. It is a compilation of the knowledge and skills required qualifying for a specific watchstation, maintaining specific equipment or performing as a team member within your unit. The existing Coast Guard program requires that COs tailor existing Navy PQS booklets to satisfy local conditions. Based on demand, some specific Coast Guard PQS have been developed. PQS satisfies some formal school attendance; however, school attendance does not satisfy all PQS requirements. PQS is the stricter standard. Your emphasis should be towards 100% PQS completion at your command.
- b. Drills and Exercises. Drills and exercises are the ship's equivalent to individual PQS. It is a program of instruction and qualification using the team concept in response to particular conditions, and is the basis of your command's mission training. It is the measure of your command's ability to perform its assigned missions, as reflected by TSTA emphasis on drills, exercises, and team training. Your emphasis should be towards 100% completion of the required drills and exercises. Remember that the frequency listed in the Cutter Training and Qualification Manual 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 the Cutter Training and Qualification Manual 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 to which PQS is not conducive. In some cases, formal schools also cover team training. 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.

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 continuous loss of trained personnel through attrition 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. The Cutter Training and Qualification Manual, 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. Tailored Ships Training Availability (TSTA) may be considered the "final exam" for the command's training plan. It is not a substitute for an ongoing cutter-training program because TACT/TSTA 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 TACT/TSTA. For those cutters not participating in TSTA, Special and Emergency Operations and Procedures (SEOPS) and Operational Readiness Inspection (ORI)/ Ready For Operations (RFO) should be considered the "final exam".

- b. However, the Cutter Training and Qualification Manual 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 the Cutter Training and Qualification Manual 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 the Training Board would consider when establishing a training schedule. The Cutter Training and Qualification Manual 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 TSTA 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 TSTA, the schedule should be directed towards that goal. Other elements to be considered in scheduling:
  - (1) Operating schedule, including:
    - (a) Training Availability's
    - (b) Maintenance/Yard Availability's
    - (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.

## 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. Does the operational commander require drills and exercises to be performed as required by the Cutter Training and Qualification Manual, and any others? Are they being performed at the proper frequency?
- h. Are provisions made for the 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-4 (series). "Walk-through" drills should not be considered as meeting training requirements. Although productive as a training aid, a "walk-through" drill does not exercise the crew under the conditions that they will be expected to perform for TSTA 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 on board 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, trained to the level they are observing, critiquing, and grading 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/she 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.
3. Observing Drills. You should visit different stations during different drills. You are the best judge of the readiness of your ship. Look at the performance of your crew from the perspective of an outside (i.e. TSTA) observer.

## CHAPTER 8 SEAMANSHIP AND SHIPHANDLING

- A. References. Many books have been written on the subjects of shiphandling and seamanship. The value of these books lies in their description for the reader of the 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). The commanding officer must be conversant in the theoretical principles of seamanship and shiphandling, and the practical application of these principles.
1. Professional Exchange. In addition to being knowledgeable of the contents of the above publications, the prospective commanding officer can acquire excellent information on sea-keeping 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. Cutter Training and Qualification Manual, COMDTINST M3502.4 (series) also sets requirements for a period of vessel familiarization to be performed on a cutter of the same class, in addition to the familiarization required during the relief process.
- B. Basic Factors of Coast Guard Marine Disasters. Much has been written on the "do" 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" 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. 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 crewmembers to immediately notify the OOD or other authority of critical safety information which they hold.
    - e. Failure of the OOD to notify the commanding officer and the navigator immediately when in doubt as to the ship's position.
    - f. Improper application of known gyro error.
    - g. Failure to use visible navigation aids.
    - h. Failure to use accurate and updated charts.
    - i. Failure to use, where practical, a small boat transit of unfamiliar or poorly charted channels.
    - j. Failure to set a proper navigation detail 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 crewmembers to immediately notify the OOD or other authority of critical safety information which they hold.
  - e. Failure of the OOD to immediately notify the commanding officer of a potentially dangerous situation.
  - f. Failure to continually check the change of bearing until well clear.
  - g. Failure to have a proper and effective lookout at all times.
  - h. Failure to ensure those radar solutions to maneuvering situations concurs with visual sightings.
3. Storm Damage. Even in this era of sophisticated communications and weather predictions, ships continue to suffer major storm damage. If the ordinary dictates of prudent seamanship prevail, much of this damage could be avoided or at least drastically reduced. Common causes of damage 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 failure to independently forecast weather 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.
  - f. Doggedly maintaining course and speed unnecessarily in heavy weather, even to the point of destructive operation.
  - g. Failure to fully use 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 United States Coast Guard Regulations, Shipboard Regulations Manual, Commandant, Area, District, and SOPA instructions.
  - b. Failure to comply with existing directives regarding loading of boats, wearing of life jackets and other personal protective equipment (PPE), 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.
  - g. Lack of control or communication between the bridge and boat deck.
5. Allisions with Piers. Even at familiar moorings under ideal conditions, risk of damage from allisions 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.
  - 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.
- C. 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 that 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 that 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. Failure to 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. 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.
- D. 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 is 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.

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

- E. 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 TEAM COORDINATION

- A. Loss. The cutter fleet has sustained recurring catastrophic losses. Multi million dollar property losses and hundreds of thousands of dollars associated with personnel injuries have occurred. Human factors contributed to over sixty percent of cutter navigable mishaps (collisions, groundings, and sinkings). They also accounted for nearly eighty percent of all other mishaps. Consequently the role of safety observer is paramount in the performance of your command duties.
- B. Lessons Learned. Analysis of Coast Guard mishaps found that a chain of errors existed before most mishaps occurred. These chains often began with undetected mistakes in mission planning. During execution these mistakes sometimes lead to erroneous decisions. The mindset of or the stress on decision-makers sometimes limited either the consideration of safer objectives or less hazardous alternatives to meet a fixed objective. Awareness to what was happening may have been temporarily lost. Some individuals may have become fixated on one hazard, failing to see another. The error chain grew until the mishap was inevitable. Many commanding officers, including superior performers with extensive cutter experience, have suffered mishaps. It can happen to you!
- C. Risk Management. The commanding officer must ensure that unacceptable safety risks, those that endanger people and equipment, are effectively controlled. The Coast Guard prescribes a systematic approach to ensure that safety risks are kept in balance. The steps to effective risk management, which are enumerated below, require discussion among experts (officer and enlisted) so that hazards are neither overlooked nor inadequately addressed. Since our missions are complex and our environment is dynamic, risk management must be a continuous process.
1. Detect all hazards or potential failures for any consequences to people or equipment.
  2. Evaluate the level of risk.
  3. Define the impact on the mission and select control(s) that are within operational constraints.
  4. Implement the risk control(s).
  5. Monitor control effectiveness and address changes in level of risk as it occurs.
- D. Decision-Making. Operational leaders must have an effective strategy for making decisions regardless of the amount of stress. Vigilance prepares the decision-maker for success by providing the time necessary to make optimal decisions. Again the Coast Guard prescribes a systematic approach to decision-making. It is similar to the risk management process, and it works best when it serves as a dialogue between experts.
1. Detect change between what you expected/planned to happen and what actually is happening. This requires crewmembers to understand the plan and be situationally aware.
  2. Estimate the significance of the change. Verify that there is a change and whether it is relevant to the safety of the operation, people, or cutter.
  3. Validate your objective. If the change is both real and relevant, is the planned objective still appropriate? The objective constrains the alternatives available to you.
  4. Identify all the alternatives that can meet your objective.
  5. Implement the alternative that conforms to standards and best addresses the situation.
  6. Evaluate the outcome of your actions.

E. Error Trapping. No one is perfect. Anyone can make a mistake, be susceptible to a momentary lapse in situational awareness, or make a poor judgment. Fortunately all team members are not prone to making such errors at the same time. Anyone can break the error chain, thus preventing a mishap. Since teams perform our operations, it is beneficial to make all team members responsible for trapping errors. To achieve this, the commanding officer must: (1) promote assertive communications within and between shipboard teams; and (2) ensure that personnel understand how and why errors and poor judgments occur so that they will be alert to them. Success lies within the style of your command leadership. Success can also be fostered through the training of your operations officer and your operational teams (bridge and engineering watchstanders, deck teams, boarding parties and boat crews) in "Team Coordination Training."

1. Planning must assure that information is verified.
2. Crewmembers need to fully understand your objectives. Clearly specify desired results. Specify what you view the correct process to be (your vision of right things right). Clarify what responsibilities you place on select positions, when you expect action to take place, in other words, when you might see it necessary to take an active role.
3. Everyone must see all evolutions as opportunities to learn that their input is expected and valued. This nurtures open communications and can serve to regulate stress. All must be aware that they have the responsibility to speak up when:
  - a. unsure of the situation,
  - b. clearly believe they have the answer to a current problem,
  - c. believe that they or the cutter/boat are in danger.
4. Everyone must be able to recognize and compose assertive messages.
5. Everyone must be able to recognize slips, mistakes, and ineffective decisions and be prepared to confront these errors within the limits set above.

F. Team Coordination Training. A prerequisite for cutter commanding officers and executive officers is training in effective "team coordination." This training is available in two parts: (1) an Introductory Course Book is available through the Coast Guard Institute with an end-of-course test; and (2) PCO/PXO Course facilitated classroom discussions and case studies, which are reinforced by visual simulations. This matches requirements for commercial shipmasters. Likewise a unit-level training program will be available to you to aid in honing your team's skills. To facilitate training, your operations officer should receive formal resident training through courses offered at the Command & Operations School. The training addresses seven skill areas:

1. Operational leadership.
2. Mission analysis, briefing techniques, and risk management.
3. Stress management, adaptability/flexibility, and recognizing hazardous attitudes.
4. Error trapping, identifying loss of situational awareness.
5. Decision-making and coping with stress.
6. Effective communications.
7. Promoting assertiveness.

## CHAPTER 10 PERSONAL INFORMATION

- A. Command at Sea Insignia. Chapter 3, Uniform Regulations, COMDTINST M1020.6 (series) describes the proper wearing of the Command at Sea Insignia.
- 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 CPO's in the case of an official visit by the District or Area Command Master Chief (CMC). 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, United States 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 and charged to the mess's private funds. This is the normal style of entertainment for smaller cutters where formal entertainment is not practical (i.e., WPB's, WYTTL'S, 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 entertainment of personal guests is borne by the individual extending the invitation. Entertainment is limited to those areas of the ship authorized by the command.
  3. Guest Safety. You are responsible to look out for the safety and welfare of all embarked visitors. Sailing with civilians requires special instruction in shipboard hazards and contingencies for shipboard emergencies such as fire or flooding.
- 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, media relations and community 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. Maintain a close relationship with your district public affairs office. This will keep you apprised of how to deal at your level with news media issues of Coast Guard-wide scope. 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 adverse situations (e.g. 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 discuss 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 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, the district chief of operations and other local Armed Forces commands 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. Recognition or Exchange. One area of confusion and contention with many CO's is the presentation of mementos or gifts to individuals in the course of their duties, especially in foreign ports. There are two very distinct types of exchanges that occur. One is recognition of an individual or country for supporting Coast Guard missions and operations. This is formally referred to as External Recognition. The other is a diplomatic or traditional exchange that is usually less formal and is the most common. The first thing you must do is to determine which type of exchange is to occur in order to determine the rules and allowances for the particular situation.
  - a. External Recognition – As stated in the Financial Resource Management Manual, COMDTINST M7100.3(series), paragraph 5.K.1.c, the Coast Guard has limited authority to use unit funds to recognize individuals and organizations that significantly contribute to Coast Guard programs, missions, or operations. There are strict procedures and accounting that must be adhered to when using this authority. You must ensure that the required documentation and justification is in place prior to using

any unit funds. The use of this authority is closely audited and many individuals have had to use personal funds to pay for items they thought would be authorized. If there is any doubt whether unit funds should be used, you should have your supply department consult with the Chief of Contracting Office or MLC procurement analyst for advice.

- b. Diplomatic or traditional exchanges. This is the most common type of exchange. These include hat exchanges with local military personnel, plaque exchanges with local governments or personnel, etc. Funding for such memento exchanges (i.e. ship's plaque, ballcaps, etc.) cannot be provided from unit appropriated funds. With few exceptions, non-appropriated funds are the only funds available for such occasions (i.e. Area/District Commanders' Extraordinary Expense Fund (XXF) and personal funds). As such, you should judiciously engage in memento exchanges. **NOTE:** It is our understanding that there may also be funds, known as Evergreen funds, available for this purpose. We recommend you contact Commandant (G-CV) for availability and procedures to request this type of funding and support. Ascertain from your predecessor the occasions that he/she encountered to get an idea for who normally expects memento exchanges. The three most common means of funding such exchanges are:
  - (1) The commanding officer may pay for the memento out of their own personal 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.
  - (2) 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 that 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.
  - (3) The Area/District Command's Extraordinary Expense Fund can authorize assisting funds. Requesting such funding in advance would be appropriate in cases of directed 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, a liaison officer, from the host country or from the U.S. Embassy will normally meet you. 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. These Extraordinary Expense Funds are limited. Often, the Commanding Officer must use personal funds.

## 2. Personal Gifts.

- a. The Standards of Ethical Conduct, COMDTINST M5370.8 (series), specifies the procedures to be followed and limitations imposed if you are presented a personal gift from an outside organization or service.
- b. Basic guidance is that personal gifts may be accepted from domestic organizations if the acceptance is not from an organization that deals 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 the Standards of Ethical Conduct, COMDTINST M5370.8 (series).

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

- a. All gifts accepted from foreign governments or foreign government agencies on behalf of the U.S. Government, regardless of value, must be reported to Commandant (CG-843) for disposition.

- b. Acceptance of Gifts on behalf of the Coast Guard is governed by Relations with the Coast guard Foundation, COMDTINST 5760.12(series), Relations with the Coast Guard Academy Alumni Association (CGAAA), the Coast Guard Foundation (CGF) and the Coast Guard Academy Parents Association (CGAPA), COMDTINST 5760.13(series), and Acceptance and Accounting for Special Projects and Other Gifts to The Coast Guard From Non-federal Sources, COMDTINST 5760.14(series).

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 (e.g., 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 (e.g., 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, Chief Petty Officers Associations, and Enlisted Associations is highly encouraged. A representative of these organizations inviting you to participate may very well approach you. 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.

- 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, SITREP's, 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

The following listing includes the more important directives, instructions and publications 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 some opportunity to read these documents at the course, you should try to read them before attendance.

## READ BEFORE REPORTING:

1. UNITED STATES COAST GUARD REGULATIONS, COMDTINST M5000.3 (series). Study the portions pertaining to shipboard organization, relief, command, navigation and honors and ceremonies. Review remainder later.
2. CUTTER ORGANIZATION MANUAL, COMDTINST M5400.16 (series). Study the portions pertaining to emergencies and operational procedures. Review the remainder later.
3. SHIPBOARD REGULATIONS MANUAL, COMDTINST M5000.7 (series). Read to gain a thorough working knowledge.
4. DISTRICT STANDARD OPERATING PROCEDURES. Examine and give emphasis to operations and communications. Review remainder later.
5. COMMANDANT, AREA, AND DISTRICT COMMANDER'S DIRECTIVES. Examine 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. U.S. COAST GUARD ADDENDUM TO THE UNITED STATES NATIONAL SEARCH AND RESCUE SUPPLEMENT (NSS) TO THE INTERNATIONAL AERONAUTICAL AND MARITIME SEARCH AND RESCUE MANUAL (IAMSAR), 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. See Coast Guard Deck Watch Officer Examination Program ,COMDTINST 16672.5.
10. AIDS TO NAVIGATION MANUAL-ADMINISTRATION, COMDTINST M16500.7 (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.

Encl. (1) to COMDTPUB P1500.17B

12. MILITARY PERSONNEL SECURITY PROGRAM, COMDTINST 5520.12 (series) and CLASSIFIED INFORMATION MANAGEMENT PROGRAM, COMDTINST 5510.23 (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. COAST GUARD NONAPPROPRIATED FUND INSTRUMENTALITIES MANUAL, 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 at your first opportunity.
17. COAST GUARD NAVIGATION STANDARDS MANUAL, COMDTINST M3530.2 (series). Review for an understanding of present guidance.
18. MARITIME LAW ENFORCEMENT MANUAL (MLEM), COMDTINST M16247.1 (series). Study chapters dealing with boardings, authority, and jurisdiction.
19. MARITIME COUNTER DRUG AND ALIEN MIGRANT INTERDICTION OPERATIONS, COMDTINST M16247.4 (series). Review the procedures and safety issues related to AMIO Operations.
20. SHIPBOARD-HELICOPTER OPERATIONAL PROCEDURES MANUAL, COMDTINST M3710.2 (series). This publication contains guidelines for all aspects of ship/helicopter operations.
21. COAST GUARD FOOD SERVICE MANUAL, COMDTINST M4061.5 (series). Familiarize yourself with the requirements for relief inventories and audits.
22. CERTIFYING AND DISBURSING MANUAL, COMDTINST M7210.1 (series). Review the audit and program requirements for units with Imprest Funds onboard.

READ BEFORE RELIEF OR AS SOON THEREAFTER AS PRACTICAL:

1. PROPERTY MANAGEMENT MANUAL, COMDTINST M4500.5 (series). Review and become familiar with command responsibilities.
2. PERSONNEL MANUAL, COMDTINST M1000.6 (series). Review to note contents. Scan Chapters 4, 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.
3. SAFETY AND ENVIRONMENTAL HEALTH MANUAL, COMDTINST M5100.47 (series). Review for general concepts, reporting requirements, and safety organization requirements.
4. ORDNANCE MANUAL, COMDTINST M8000.2 (series). Review for required reports, weapons security, and small arms programs.

5. FOREIGN PORT CALLS, COMDTINST 3128.1 (series). Review current policy on visits of cutters to foreign countries. Note the time parameters for submission of requests.
6. U.S. COAST GUARD BOAT OPERATIONS AND TRAINING (BOAT) MANUAL, VOLUME I, COMDTINST M16114.32  
U.S. COAST GUARD BOAT OPERATIONS AND TRAINING (BOAT) MANUAL, VOLUME II, COMDTINST M16114.34  
Study the chapter on boat crew qualifications, and the chapter on towing.
7. PRIMER OF TOWING, George H. REID, CORNELL MARITIME PRESS, 1975. Excellent short work on offshore and inshore towing procedures.
8. MEDICAL MANUAL, COMDTINST M6000.1 (series). Examine briefly to note contents for future reference, particularly Chapters 1 and 2.
9. PUBLIC AFFAIRS MANUAL, COMDTINST 5728.2 (series). Review and become familiar with command responsibilities.
10. ELECTRONICS MANUAL, COMDTINST M10550.25 (series). Review contents and be familiar with command responsibilities for electronics maintenance and calibration.
11. COAST GUARD SIMPLIFIED ACQUISITIONS PROCEDURES HANDBOOK, COMDTINST M4200.13 (series). Review sections on new and ever-increasing responsibilities and authority of the command supply officer.
12. COAST GUARD MORALE, WELL BEING, AND RECREATION MANUAL, COMDTINST M1710.13 (series). Review for contents as applicable to your command.
13. 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.
14. FXP-3, FXP 3-2, FXP-4, AND FXP-5. These publications deal with ship exercises, including readiness, weapons, ASW, and AAW exercises. Become familiar with the types of exercises.
15. 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.
16. NWP 10-1-10. This publication deals with operational reports.
17. NWP 14. UNREP procedures and doctrines. Review for contents as applicable to your command.
18. NWP 10-1-11. Review for contents as applicable to your command.
19. THE COMMANDING OFFICER'S ENVIRONMENTAL GUIDE, COMDTPUB 5090.1 (series). Desktop manual on your environmental duties, responsibilities, and potential liabilities.
20. OMBUDSMAN, COMDTINST 1750.4 (series). Familiarize yourself with the OMBUDSMAN program.



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 provides 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 not listed in order of importance.

GENERAL

- \_\_\_\_\_ 1. Read Article 4-1-25, Relief of Command, in United States Coast Guard Regulations, COMDTINST M5000.3 (series), 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 vessels 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 sea-keeping 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). Flight-deck 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 dry-dock. Note particularly all uncorrected deficiencies and actions being taken to correct them.
- \_\_\_\_\_ 10. Examine laundry arrangements, reliability of the crew's entertainment electronics and ship's store operations and stocks.

ADMINISTRATION

- \_\_\_\_\_ 1. Determine which officers have "By direction" authority, and any limitations placed on this authority.
- \_\_\_\_\_ 2. Request that the incumbent dispose of all pending disciplinary actions prior to relieving. Inquire about any suspensions in effect.
- \_\_\_\_\_ 3. Examine the command's Organization and Regulations Manual, and the Battle Organization Manual.
- \_\_\_\_\_ 4. Examine the command's regulations, particularly those pertaining to narcotics, tax-free cigarettes, and alcoholic beverages.
- \_\_\_\_\_ 5. Ascertain the procedures for publishing unit orders and instructions.
- \_\_\_\_\_ 6. Examine the tickler system on reports and replies required, and methods of correcting manuals and publications.
- \_\_\_\_\_ 7. Ascertain the procedure for handling and routing official mail, and for assuring that routine reports are submitted on time.
- \_\_\_\_\_ 8. Examine the posted Watch, Quarter and Station Bill for all departments, and ascertain whether they are up to date.
- \_\_\_\_\_ 9. Examine personnel staffing levels, paying particular attention to shortages in key ratings, those nearing the end of enlistment, and the status of reliefs.
- \_\_\_\_\_ 10. Sight the following qualification and certification letters:
  - a. "Succession to Command"                      1. After-steering
  - b. "By direction" Authority                      2. Helmsman
  - c. OOD's    m. Bridge
  - d. Boarding Officers                                n. Watchstanders
  - e. ESO    n. Boat Coxswain
  - f. EO/EWO                                         o. Mail orderlies
  - g. Engineering Watchstanders                 p. Watchstation PQS
  - h. UNREP Helmsman                                completion
  - i. Lee helmsman                                    q. Weapons Quals
  - j. Armory access                                   r. CMCO
  - k. CMS custodian
- \_\_\_\_\_ 11. 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.
- \_\_\_\_\_ 12. Sight existing letters to banks containing authority to sign exchange, Mutual Assistance Fund, and morale fund checks. Arrange for new letters to be forwarded.
- \_\_\_\_\_ 13. Examine the general mess, control records, inventories, menus, daily ration accounting and status of over-and-under issue.

- \_\_\_\_\_ 14. Note standards of uniforms, on and off watch, and the standard of military etiquette.
- \_\_\_\_\_ 15. Ascertain how watch rotation and duty assignments are made for the OOD, both inport and at sea; and arrangements for exchanging duty.
- \_\_\_\_\_ 16. Ascertain the method of publishing duty/liberty lists.
- \_\_\_\_\_ 17. Ascertain how daily reports of absentees are handled.
- \_\_\_\_\_ 18. Examine the Unit Punishment Log and ascertain procedures used to ensure entries are made in service records.
- \_\_\_\_\_ 19. 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.
- \_\_\_\_\_ 20. Ascertain procedures for compliance with Article 137 of the UCMJ.
- \_\_\_\_\_ 21. Examine the personnel accounting system.
- \_\_\_\_\_ 22. Determine the status of requests for school, transfer, leave, etc., for both officer and enlisted personnel; review procedures for request mast.
- \_\_\_\_\_ 23. Examine the reenlistment program and determine if the required interviews are being conducted properly and are being recorded in the individual's service record.
- \_\_\_\_\_ 24. Review the procedures for reception and detachment of personnel.
- \_\_\_\_\_ 25. Examine the command's orientation and indoctrination program for newly reported personnel.
- \_\_\_\_\_ 26. Examine the ship's log and its quality of preparation. Determine when it is presented to the commanding officer for signature.
- \_\_\_\_\_ 27. Review the procedures for general and limited visiting; and procedures for handling vendors and agents.
- \_\_\_\_\_ 28. Examine the present status of magazine subscriptions.
- \_\_\_\_\_ 29. Determine if all weights and measurements appearing in unit directives and correspondence have been converted to metric units.
- \_\_\_\_\_ 30. Determine the procedures for accountability of ship's keys.
- \_\_\_\_\_ 31. Check on status of completion of OER's and Enlisted Evaluations (ensure all OERs are completed before relief for change of supervisor)
- \_\_\_\_\_ 32. Check on status of outstanding awards.
- \_\_\_\_\_ 33. Check on status of personnel e-resume's and that a Command Concerns have been submitted or are being prepared.
- \_\_\_\_\_ 34. Consult/meet with the Unit Ombudsman.

OPERATIONS AND NAVIGATION

- \_\_\_\_\_ 1. 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.
- \_\_\_\_\_ 2. Note the adequacy of existing charts and documents delineating the coastline of the ship's area of responsibility. Are corrections up to date?
- \_\_\_\_\_ 3. 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.
- \_\_\_\_\_ 4. Examine the instructions to the OOD at anchor and inport, particularly on the use of boats and actions in the case of emergencies.
- \_\_\_\_\_ 5. Examine the orders to the OOD concerning conditions warranting preparing the vessel to get underway.
- \_\_\_\_\_ 6. Examine the Heavy Weather Bill, and orders to the OOD for vessel preparation in event of heavy weather.
- \_\_\_\_\_ 7. Check for compliance with Article 7-5-8 of United States Coast Guard Regulations, COMDTINST M5000.3 (series), concerning the assignment of officers and petty officers to stand duty.
- \_\_\_\_\_ 8. Note the standard of watchstanding and piloting.
- \_\_\_\_\_ 9. Ascertain the capabilities of the bridge special sea detail helmsman, and the lee helmsman.
- \_\_\_\_\_ 10. 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.
- \_\_\_\_\_ 11. Inspect all navigation equipment for material readiness.
- \_\_\_\_\_ 12. Check the operation of signaling equipment, lights, and loudhailing systems.
- \_\_\_\_\_ 13. Check the operation of the engine order telegraph/pilothouse controls.
- \_\_\_\_\_ 14. Examine the gyro and standard compasses errors, and when they were last adjusted.
- \_\_\_\_\_ 15. Examine the compass record book. Determine if the peloruses are aligned properly. Examine alignment benchmarks and ensure they are properly labeled.
- \_\_\_\_\_ 16. Examine the bearing book.
- \_\_\_\_\_ 17. Determine when the last RDF calibration was conducted. Examine the standard RDF error table.

- \_\_\_\_\_ 18. Examine the CIC contact log.
- \_\_\_\_\_ 19. Examine Doppler Speed Log calibration data.
- \_\_\_\_\_ 20. Note the last time the measured mile was run.
- \_\_\_\_\_ 21. Check the status of degaussing equipment and records; determine when the degaussing range was last run.
- \_\_\_\_\_ 22. Note procedures for making MOVREP's, SITREP's, SORTS's, CASREP's and other message reports.
- \_\_\_\_\_ 23. Note the SORTS ratings in the various mission areas. Ask the incumbent to explain the basis for the assigned ratings.
- \_\_\_\_\_ 24. Examine the Weapons, the CIC Doctrines and/or the Combat Systems Doctrine.
- \_\_\_\_\_ 25. Review Helicopter Operations Procedures.
- \_\_\_\_\_ 26. Review MLE training/PQS program, MLE Training Team and MLE and SAR bridge checklists.

#### ELECTRONICS

- \_\_\_\_\_ 1. Examine Electronics Installation Records and Electronic Casualty Control Doctrine.
- \_\_\_\_\_ 2. Ascertain if the electronics division is being administered by an EMO. Check on the individual's background and training.
- \_\_\_\_\_ 3. Determine the capabilities and limitations of all installed electronic equipment.
- \_\_\_\_\_ 4. Examine the present condition and records of efficiency of operation of all electronic equipment.
- \_\_\_\_\_ 5. Check the status of incomplete field changes.
- \_\_\_\_\_ 6. Ascertain the status of CALMS, EICAMS, SAIL, and ERPAL.
- \_\_\_\_\_ 7. Examine the electronic maintenance parts inventory system and determine the existence of an adequate supply of maintenance parts onboard.
- \_\_\_\_\_ 8. Ascertain the effectiveness of routine preventative maintenance checklists and other records of past work performed, review PMS completion rates and sight records to validate the information.
- \_\_\_\_\_ 9. 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

- \_\_\_\_\_ 1. Examine the Engineering Department Standing Orders, the posting of instructions, and warning signs.

- \_\_\_\_\_ 2. Examine the Damage Control Book and inspect the vessel for proper posting of compartment checkoff lists.
- \_\_\_\_\_ 3. Read and be familiar with the Casualty Control Manual and Main Space Fire Doctrine.
- \_\_\_\_\_ 4. Determine the status of all propulsion, generating and auxiliary machinery; and any limitations imposed.
- \_\_\_\_\_ 5. 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, water jacket and lube oil test results and PMS records.
- \_\_\_\_\_ 6. Check the status of CSMP's, incomplete Engineering Changes, and field changes.
- \_\_\_\_\_ 7. Review the Gas Free Engineering and Hot Work Safety Programs.
- \_\_\_\_\_ 8. Obtain information on the following: When last dry-docked, last yard overhaul, gallons per mile on fuel tables at various speeds, daily water consumption, fuel capacities, potable water capacity, and evaporator capacity.
- \_\_\_\_\_ 9. Examine the last full power trial data.
- \_\_\_\_\_ 10. Examine aviation fuel handling and maintenance procedures and standards, and the helo fuel log.
- \_\_\_\_\_ 11. Ascertain the procedure for making daily fuel and water reports.
- \_\_\_\_\_ 12. Examine the schedule for air testing of compartments and maintenance of water tight fittings.
- \_\_\_\_\_ 13. Check the progress of student engineers. Ascertain how watch rotation and duty assignments are made.
- \_\_\_\_\_ 14. Check the location where the EWO stands the watch.
- \_\_\_\_\_ 15. Review unit Tag out Log(s) and unit tag out instruction.
- \_\_\_\_\_ 16. Review most recent Cutter Engineering Report with Engineer Officer.

SUPPLY

- \_\_\_\_\_ 1. Check the status of operating funds for which the ship is accountable. Check the backlog list of items needed. Compare this to available funds.
- \_\_\_\_\_ 2. Examine the current budget and the spending program. Are funds sufficient? Are funds being distributed properly? Is the spending plan being followed?
- \_\_\_\_\_ 3. Ascertain the system of internal/external requisitioning and onboard management of inventories and funds.

- \_\_\_\_\_ 4. Audit the Imprest Fund and review Cashier records.
- \_\_\_\_\_ 5. Examine the status of configuration changes, and changes to the CALMS. Determine if the CALMS are being properly maintained and are complete.
- \_\_\_\_\_ 6. Examine the CALMS/allowance list for the amount of surplus or shortfall. Are funds being requested to eliminate the shortfall?
- \_\_\_\_\_ 7. Examine property records for completeness. Determine when the last property inventory was conducted.
- \_\_\_\_\_ 8. Examine the status of property surveys.
- \_\_\_\_\_ 9. Examine all commissary records and ensure that the proper inventory and audit have been performed.
- \_\_\_\_\_ 10. Ascertain the method for survey of stores, sampling rations, posting and approval of general mess menus.
- \_\_\_\_\_ 11. Ascertain whether daily sales to the wardroom mess are accurate, and are presented to the mess treasurer daily.
- \_\_\_\_\_ 12. Is a surprise audit of the cashier made each quarter?

ORDNANCE

- \_\_\_\_\_ 1. Examine all logs and records required by Chapter 2, Ordnance Manual.
- \_\_\_\_\_ 2. Examine the latest copies of all annual and special reports. Also the last Monthly Ammunition and Pyrotechnics inventory.
- \_\_\_\_\_ 3. Ascertain the procedure for handling the magazine keys, and special testing equipment.
- \_\_\_\_\_ 4. Examine the ammunition ledger and the latest ammunition report. Check the ammunition aboard versus the units SHIPFILL and Non-Combat Expenditure Allocation (NCEA) allowance. Review the weapons officer's plan to meet minimum ordnance training with the annual NCEA.
- \_\_\_\_\_ 5. 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?
- \_\_\_\_\_ 6. Check the security of all small arms, adequacy for accounting for issues, and policy for issuance of small arms for training, recreation, etc.
- \_\_\_\_\_ 7. Inspect all major ordnance equipment for operability. Outstanding repairs should be noted on CSMP's.
- \_\_\_\_\_ 8. Ascertain the status of all incomplete ORDALTs.
- \_\_\_\_\_ 9. Check small arms qualifications and PQS qualifications.

- \_\_\_\_\_ 10. Check the policy for stowage of personal weapons and ammunition.
- \_\_\_\_\_ 11. Inspect for posting of safety precautions.

DECK SEAMANSHIP

- \_\_\_\_\_ 1. Examine the Hull History Cards.
- \_\_\_\_\_ 2. Inspect the hull and boat records.
- \_\_\_\_\_ 3. Examine the CALMS/allowance list, noting any shortfall or surplus. Examine the records of surveys.
- \_\_\_\_\_ 4. Examine records of PFD's and compare with CALMS/allowance list. Spot-check condition and check date of last inspection.
- \_\_\_\_\_ 5. Examine the PMS records for the department, including the lubrication of deck equipment.
- \_\_\_\_\_ 6. Inspect all topside spaces for material condition and compliance with the Color and Coatings Manual.
- \_\_\_\_\_ 7. Inspect the operation of the ground tackle and windlasses (suggest dropping the anchor under foot).
- \_\_\_\_\_ 8. Inspect condition of boats, equipment, and handling gear. Check date and results of last tests.
- \_\_\_\_\_ 9. Examine the stowage, contents, condition and accessibility of life floats, inflatable life rafts and life rings. Note when last inspected.
- \_\_\_\_\_ 10. Are strobes, ring buoy lights, and PFD lights operable and dated for battery change?
- \_\_\_\_\_ 11. Are running rigging slushed?
- \_\_\_\_\_ 12. Determine the date of the last weight test of boats and davits. Are they properly stenciled?
- \_\_\_\_\_ 13. Determine the date of the last inspection of the Stokes litter.
- \_\_\_\_\_ 14. Observe the operation of booms, winches, cranes, pile driver, etc.
- \_\_\_\_\_ 15. Examine the log on the anchor chain.
- \_\_\_\_\_ 16. Is the anchor chain properly marked?
- \_\_\_\_\_ 17. Check the labeling of hydraulic hoses.
- \_\_\_\_\_ 18. Check the assignment of watches and watch rotation.
- \_\_\_\_\_ 19. Examine the PQS records for assigned personnel. Are boat crew members being certified in accordance with the Boat Crew Training Manual, COMDTINST M16114.33 (series)?

\_\_\_\_\_ 20. Examine the department budget for adequacy.

COMMUNICATIONS

- \_\_\_\_\_ 1. Ensure your security clearance is initiated.
- \_\_\_\_\_ 2. 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.
- \_\_\_\_\_ 3. Ascertain the qualifications and number of radio and signal watchstanders.
- \_\_\_\_\_ 4. Ascertain the ability of communications personnel to rig and operate emergency communications equipment.
- \_\_\_\_\_ 5. Sight all clearances for assigned personnel. Are they in accordance with the Security Manual?
- \_\_\_\_\_ 6. Insure that the custodian reports all discrepancies in the inventory or the list of effective pages for registered publications.
- \_\_\_\_\_ 7. Conduct a relief of command inventory of CMS publications (refer to CMS 4).
- \_\_\_\_\_ 8. Examine the system established to control COMTAC publications. Examine the latest audit/inventory.
- \_\_\_\_\_ 9. Examine the system established to control CMC publications. Examine the latest audit/inventory.
- \_\_\_\_\_ 10. Examine all non-CMS destruction reports.

SAFETY

- \_\_\_\_\_ 1. Ascertain the status of the annual compliance inspections. These inspections use MLC safety survey checklists.
- \_\_\_\_\_ 2. Review the unit Hazardous Condition Log and ascertain the status of all unabated hazards therein.
- \_\_\_\_\_ 3. Review the unit Heat Stress program.
- \_\_\_\_\_ 4. Review the Hazard Communication program.
- \_\_\_\_\_ 5. Review the most recent MLC Safety and Environmental Health Audit report and ascertain the status of outstanding safety discrepancies.
- \_\_\_\_\_ 6. Review the Hearing Conservation Program.
- \_\_\_\_\_ 7. Review the Respiratory and Eye Protection Programs.

MISCELLANEOUS

- \_\_\_\_\_ 1. Examine Sick Bay, Battle Dressing and Decontamination Stations for stowage/security of equipment and medicines.
- \_\_\_\_\_ 2. Examine the binnacle log and determine procedures used to notify OOD and CO of personal injuries.
- \_\_\_\_\_ 3. If practical, interview each officer and CPO briefly.
- \_\_\_\_\_ 4. Review key provisions of the Federal Facilities Compliance Act (FFCA) and determine the existence of local environmental regulations, which restrict your unit operation.

CHANGE OF COMMAND

- A. The ship's company is paraded no more than one-half hour in advance. However the well being of the crew must be considered before and during the ceremony. Dependent on the weather, it may not be wise to muster the crew on deck much prior to the commencement of the ceremony. 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. Prerecorded 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 used. Requests for both the musical scores and prerecorded 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 upon arrival 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, he/she is entertained in the wardroom or cabin until 1 or 2 minutes before the start of the ceremony. The party then proceeds to the ceremonial area and 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."
- K. The incumbent and the relieving officer then inspect the ship's company, with the Master-at-Arms as recorder. After the inspection the MC announces:

“Ship's company, parade rest.”

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

M. The MC then announces the incumbent:

“(Rank) (name), Commanding Officer, Coast Guard Cutter \_\_\_\_\_.”

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

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/Ma'am, 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/Ma'am.”

Q. The incumbent responds:

“Very well, I stand relieved.”

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

“Sir/Ma'am, I have properly relieved (name) as Commanding Officer, Coast Guard Cutter \_\_\_\_\_.”

S. 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./Ms. (MC), take charge and dismiss the ship's company.”

T. 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.

U. 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.”

V. 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 appropriate to the occasion. Wherever possible, assistance with food

handling should be sought from other commands in order that as many crewmembers may participate in the ceremony as possible.

- W. 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 ship's company is paraded no more than one-half hour in advance. However the well being of the crew must be considered before and during the ceremony. Dependent on the weather, it may not be wise to muster the crew on deck much prior to the commencement of the ceremony. 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. Pre-commissioning 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.”

- G. 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.

- H. 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./Ms.\_\_\_\_\_, set the watch.”

I. The XO responds:

“Aye, Aye, Sir/Ma'am.” (Salute)

To the Navigator, “Set the Watch, Navigator.”

J. The XO then hands the navigator the long glass.

K. The Navigator proceeds to the quarterdeck. The boatswains mate pipes attention, and passes:

“Set the watch, on deck Section One, Watch One.”

Symbolic of setting the watch, radar antennas are rotated.

L. 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.”

M. The CO responds:

“Permission granted.”

N. At this point, the XO orders the ship boarded. The Band plays "Semper Paratus." The Ships 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.

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

“I request permission to break your flag.”

P. Response:

“Permission granted.”

Q. CO to XO:

“Mr./Ms. \_\_\_\_\_, break the flag of (Rear Admiral)”

R. 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.

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

“Will the guests please be seated. Ship's company, parade rest.”

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

U. 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.

V. 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.”

W. 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.



DECOMMISSIONING

- A. The arrival of the senior officers is greeted with honors. The ship's company is paraded no more than one-half hour in advance. However the well being of the crew must be considered before and during the ceremony. Dependent on the weather, it may not be wise to muster the crew on deck much prior to the commencement of the ceremony. 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 XO/MC says:

“Will the guests please rise for the arrival of the official party and remain standing through the invocation.”

- B. When the official party is in place, the XO announces:

“Ladies and gentleman, the National Anthem.”

Upon commencement of the National Anthem, the official party will face the ensign. Those in uniform will salute.

- C. The XO then announces:

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

- D. The chaplain steps to the podium, uncovers if desired, and pronounces the invocation. The chaplain departs the cutter when finished. The XO announces:

“Guests please be seated. Ship's company, parade rest.”

- E. The XO welcomes the guests to the decommissioning ceremony and introduces the official party and distinguished guests in reverse order of seniority.

- F. The XO announces the District Commander or the representative who will make remarks.

- G. The XO then announces:

“Ladies and gentleman, (rank) (name), last commanding officer, Coast Guard Cutter (name).”

- H. The commanding officer gives his/her remarks and then states:

“Attention to orders.”

- I. The commanding officer reads the orders, then the following transpires:

Commanding officer: “XO, make preparations to decommission United States Coast Guard Cutter (name).”

Executive officer: “Aye aye captain.” “Reports.”

First Lieutenant: “Sir All secure about the decks. The running lights have been extinguished, the /cannonballs have been removed and the cannon has been spiked.”

Executive officer: "Very well."

Engineer officer: "Sir - The shafts have been locked, all valves closed and the seachest secured. The tiller has been lashed amidships."

Executive officer: "Very well."

Operations officer: "Sir - All rations have been commuted and the galley fires doused."

Executive officer: "Very well, (turns to CO) Captain (cutter name) is ready for decommissioning."

Commanding officer: "Admiral, request permission to decommission Coast Guard Cutter (name)."

Admiral: "Very well, carry out the decommissioning."

Executive officer: "Side boys, fall out." (When the side boys are in place the QM will strike six bells)

Executive officer: "(Admiral's title) departing." (After admiral departs cutter) "Side boys fall in."

Commanding officer: "XO, have the ship's company lay ashore."

Executive officer: "Aye aye sir - Ship's company lay ashore."

- J. Ship's company departs as planned and forms up by department on the pier. Color detail mans their stations. XO reads name and home state of each crewmember on departure.

Executive officer: "Captain, ship's company ashore."

Commanding officer: "Strike eight bells."

Commanding officer: "Haul down the colors."

Executive officer: "Will the guests please rise."

Executive officer: "Hand salute."

- K. The Union Jack and National ensign will be lowered. Finally, the Coast Guard Ensign and Commissioning Pennant will be lowered together. Taps is played.

Executive officer: "Ready two. Please be seated."

- L. In keeping with tradition, the commissioning pennant is presented to the commanding officer and the National Ensign and Union Jack to the crewmember with the most years of service. After the presentations:

Commanding officer: "Secure the watch."

- M. XO salutes the CO and departs the ship. Commanding officer departs the ship and reports:

"Admiral, (cutter name) is decommissioned."

Admiral: "Very well."

Commanding officer: "XO, charge the crew to carry out their orders."

Executive officer: "Aye aye sir. Please rise for the departure of the official party. Ships company attention. (after departure) This concludes the ceremony. You are invited to the reception (location). Department heads take charge of your personnel and ensure their orders are executed. Dismissed."



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 2004

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\*

\*Guests 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 2004

2. The second and third pages include 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 an 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, which 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 that 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. A replica of the personal flag of the incumbent, or a commission pennant normally heads the invitations.
- 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  
Guests:

Uniform:  
Participants: Service Dress Blue A  
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. 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

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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), United States Coast Guard Regulations, COMDTINST M5000.3 (series) and Coast Guard Navigation Standard Manual, COMDTINST 3530.2 (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 Calling 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 is 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)

A. 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) United States Coast Guard Regulations, COMDTINST M5000.3 (series)
  - (2) Navigation Rules, International – Inland, 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. Navigation Rules, International – Inland, COMDTINST M16672.2 (series), 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 United States Coast Guard Regulations, COMDTINST M5000.3 (series), 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.

## B. SPECIFIC INSTRUCTIONS

- 1. Relieving the Watch Underway.
  - a. 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.
  - b. 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.

- c. 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.
  - (1) Read the Supplemental Night Orders and the smooth log.
  - (2) 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.
  - (3) 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.
  - (4) 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.
  - (5) Ascertain wind and sea conditions. Check weather forecasts. Review the Nay Data sheet for past weather observations.
  - (6) Determine the condition and status of all equipment and machinery.
  - (7) Confirm what radio frequencies are guarded on the bridge and if any message traffic pends. Read the message board.
  - (8) Determine who is assigned to each duty watchstation on your watch, and if they have relieved.
  - (9) Check the contact log/board and verify all targets both visually and on radar. Confirm that their CPA is accurate.
  - (10) 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, OOD's are their own best lookouts.
  - (11) Check the DC closure log for exceptions to the material condition set.
- a. 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.
- b. 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 United States 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.

2. Standing the Watch at Sea.

- a. 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.
- b. 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.
- c. 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.
- d. 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 seaman like practices and attention to detail. All OODs will supervise and review log entries, and will promptly sign the log upon being relieved.
- e. 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.
- f. 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.
- g. 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.
- h. 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.
- i. 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.
- j. 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.

- k. 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 stopwatch. Notify me immediately of any discrepancy.
- l. 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, do something! 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 that plows ahead while the OOD hopes that it could never happen to him.
- m. 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.
- n. 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.
- o. 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 RadioTelephone Log for all traffic. Advise me immediately of any distress or potential distress information.
- p. During the hours of 2200-0800 local time, the OOD shall carefully check and release the required position and weather messages.
- q. 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.
- r. The OOD shall require the watch to get his/her approval for requested exceptions to the DC material condition set. Also the OOD shall require the BMOW to make periodic reports on the status of the DC material condition set.
- s. Use the following guidelines with regards to all contacts:
  - (1) Maintain 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.
  - (2) 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:
    - (a) what type of contact (large tanker, s/v)

- (b) relative bearing (090 relative or "on the starboard beam")
  - (c) distance (range)
  - (d) speed and direction of bearing drift (slow left bearing drift) (Note: the use of visual bearings will give the quickest indication of bearing drift.)
  - (e) relative bearing and range at CPA (030 relative at 1 NM)
  - (f) aspect (target angle)
  - (g) contact's course and speed; will he cross our bow
  - (h) a "Rules of the Road" determination (we are the give way vessel)
  - (i) a recommended course of action (recommend that we alter course 30 degrees to starboard to cross the contact's stern at 1 NM; there are no other contacts or hazards to navigation that will effect this maneuver; we should be able to regain track in 1 hour)
- (3) If the contact changes its course/speed so that the CPA will decrease, advise me and recommend a new course of action.
- (4) Maintain the plot until the contact is past CPA and opening, then "scrub and watch."
- (5) 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.
- (6) 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 the other vessel may not detect them. 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.
- t. 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.
- (1) In the event visibility is reduced to less than three (03) nautical miles or when steering within three nautical miles of a fog bank:
    - (a) commence sounding the proper fog signal

- (b) station the lookout in the eyes of the ship and an additional person on each bridge wing; set a stern lookout with sound powered phone communications with the bridge (the lookout must never wear the phones)
  - (c) 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
  - (d) make frequent checks of the radar to determine contacts
  - (e) energize the navigation lights (check same)
  - (f) energize sound signal as necessary or directed
- (2) If the visibility is reduced to less than 500 yards:
- (a) a Command Duty Officer (CDO), either the XO or OPS Officer, will be required on watch, in addition to the assigned OOD.
  - (b) make frequent checks of the radar to determine contacts
  - (c) ensure that the navigation lights are energized and burning brightly
  - (d) ensure that the proper fog signal is sounded (time the duration between blasts)
  - (e) 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.
  - (f) 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 of f. Navigate with extreme caution until the danger of collision is over.
  - (g) set material condition Zebra when visibility reduces to less than one (01) nautical mile.
- (3) When the barometer drops 0.05 in one hour or 0.1 during a 4-hour period.
- u. 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.
  - v. Keep required publications at hand and know how to use them.
- (1) 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.

Encl. (8) to COMDTPUB P1500.17B

- w. 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.
    - (1) Remember that radar has its limitations. Small vessels, particularly wooden 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.
  - x. Do not run down floating objects. Maneuver to avoid them without waiting to identify them.
  - y. 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.
  - z. 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.
3. Standing the Watch at Anchor.
- a. 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 OMOW is aware of your whereabouts, even when making a tour of the ship.
  - b. 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.
  - c. 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.
  - d. When anchored with our own ground tackle, always ride on the chain stopper (pelican hook), with pawl down, wildcat disengaged from windlass and brake 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.
  - e. 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.
  - f. 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.
  - g. 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 the anchor.

- h. Determine the best course to steer to clear the anchorage in case of emergency departure at night or in reduced visibility.
  - i. See that anchor lights are burning properly when required.
  - j. Keep anchorage area under surveillance in order that casualties to other vessels and small craft will not go unnoticed.
  - k. Require that an alert watch be maintained for signals, unusual noises, approaching vessels.
  - l. 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 presents 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.
  - m. 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.
  - n. 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.
  - o. Report to me or in my absence the senior officer aboard:
    - (1) 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.
    - (2) Material change in anchor bearings or any other indication that the vessel is dragging.
    - (3) Information on potential assistance cases.
    - (4) Strange or unusual phenomena.
    - (5) Vessels coming to anchor or getting underway from anchor.
    - (6) Other vessels that appear to be dragging.
4. Emergencies.
- a. 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.
  - b. Prevent emergencies before they occur. Do this by complying with safety precautions and requiring those under your supervision to do likewise. Thus, a person engaging in dangerous horseplay on the forecastle won't become a man overboard if he/she is promptly piped down. Welding against a bulkhead won't start a fire if flammable material is first removed from the opposite side.
  - c. 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 should 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.

- d. 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 crewmember 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 member 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.

5. Helicopter Operations.

- a. Prior to helicopter operations, the OOD must be thoroughly familiar with the entire contents of Shipboard – Helicopter Operational Procedures Manual, COMDTINST M3710.2 (series). There is no substitute for this requirement. During periods when a helicopter is embarked, but not actually flying, the OOD should be conversant with the general requirements of Shipboard – Helicopter Operational Procedures Manual, 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.

6. Underway Replenishment at SEA (RAS).

- a. 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:

- (1) Stationing Course and Speed
- (2) Stationing Side
- (3) Gyro error
- (4) Engineering plant status
- (5) Type of UNREP
- (6) Communication circuits (SPP and RHS)
- (7) Weather Conditions
- (8) Desired rudder angle to stay on course
- (9) Guard ship
- (10) Estimated time of breakaway

7. Standing the Watch Inport

- a. 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 United States Coast Guard Regulations.

- b. The OOD shall comply with these Standing Orders and supplemental Morning Orders issued by the Executive Officer.
  - c. The OOD shall comply with such portions of the orders to the underway watch as are applicable to the situation.
  - d. 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.
  - e. 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.
  - f. Determine the status of SOPA and if SOPA Instructions are being complied with.
  - g. 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.
  - h. 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.
  - i. 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.
  - j. The OOD shall ensure that adequate arrangements are made for recall of ship's personnel.
  - k. Discuss the status of the above items with the JOOD.
  - l. Relieve on time. Inform the CO and XO of relief if they are onboard.
8. Calling the Commanding Officer
- a. 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.
  - b. 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 that concern you as OOD, even more so, as I am ultimately responsible for the ship.
  - c. Call me in all of the following conditions:

- (1) When CPA of any vessel will be less than 2 nautical miles or when a vessel is initially sighted at a range of less than 5 nautical miles or closes to 5 nautical miles before the CPA is determined. Advise me when contacts have passed CPA.
  - (2) 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.
  - (3) When visibility is reduced to less than 5 NM and again when it is reduced to 4 NM, again at 3 NM, again at 2 NM and again at 1 NM.
  - (4) To report a casualty to any piece of operational equipment.
  - (5) In the event of a serious accident to personnel or involving equipment.
  - (6) Any significant change in the weather. (Note: It is much better if you specify what weather changes you want to be informed of.)
  - (7) Whenever, for any reason, you are unable to comply with these Standing Orders or Rules of the Road.
  - (8) Vital intelligence sightings.
  - (9) When in doubt as to the vessel's safety or our missions.
  - (10) Whenever the number of tasks required of the OOD become so numerous that you are unable to devote proper attention to them all.
  - (11) At anytime if in doubt as to the proper course of action to take.
- d. 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.
  - e. 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.
9. 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. All OODs will sign a statement that they have been read and understood.
10. ETERNAL VIGILANCE IS THE ONLY GUARANTEE FOR SAFETY AT SEA.
11. Sample Navigation Standards:

Commanding Officer  
USCGC \_\_\_\_\_(Name)

NAVIGATION STANDARDS

(Date)

- Ref: (a) Dutton's Navigation and Piloting  
(b) American Practical Navigation, Bowditch, Volume I  
(c) Coast Guard Navigation Standards Manual, COMDTINST M3530.2 (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.

4. DEFINITIONS.

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

Encl. (8) to COMDTPUB P1500.17B

(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 beneath the keel.

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

b. Coastal Waters.

(1) When within 25 nautical 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 7.5 meters (24ft). Maximum draft is 5.8 meters (19ft) forward, and 5.8 meters aft, this includes the sonar dome and propellers.

e. Shoal water.

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

5. NAVIGATIONAL FIXES.

a. Piloting Waters:

(1) Frequency.

(a) At least every 15 minutes or one half the time to reach the nearest navigational hazard whichever 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 46 meters (50yds) 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.

6. Coastal Waters:

a. Frequency.

- (1) 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.

b. Accuracy.

- (1) All lines of position (visual, celestial or electronic) should be within 1/2 nautical mile of the final plotted fix point.
- (2) 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 is required for a fix.)

c. Methods of obtaining fixes (in order of preference):

- (1) Visual lines of position.
- (2) Radar range arcs.
- (3) A combination of radar range arcs and visual lines of position.
- (4) Global Positioning System (GPS) and Differential Global Positioning System (DGPS).
- (5) Loran "C", RDF.
- (6) Celestial line of position.

7. Open Ocean:

a. Frequency.

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

b. Accuracy.

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

Encl. (8) to COMDTPUB P1500.17B

(2) 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 is required for a fix.)

c. Methods of obtaining fixes (in order of preference):

(1) GPS.

(2) Loran "C".

(3) Celestial lines of position.

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

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.

8. 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) 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).

## 9. BEARING BOOK.

- a. The navigation team (QMOW) will maintain all navigation and fix information in a chronological order in an U.S. Standard Bearing Book.
  - (1) Each entry will include time, identification of object used, bearing/range, and 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.
  - (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 GPS and Loran. The columns containing each entry shall be positively identified as to what electronic means is being used and the corresponding rates for each.

10. STANDARD COMMANDS.

- a. Helm commands will follow the below format.
  - (1) "Left full rudder"
  - (2) "Right 10 degrees rudder"
  - (3) "Increase your rudder to Right standard"
  - (4) "Come right, steer course 090"
  - (5) "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) "Focsle, bridge, send over line 1"
  - (4) "Focsle, bridge, take line 1 to the capstan"
  - (5) "Fantail, bridge, hold line 4"