



COMDTINST 1541.1

June 1 1998

COMMANDANT INSTRUCTION 1541.1

Subj: TEAM COORDINATION TRAINING

- Ref: (a)Cutter Training and Qualification Manual, COMDTINST M3502.4(Series)  
(b)Boat Crew Training Manual, COMDTINST M16114.9 (Series)  
(c)Auxiliary Boat Crew Training and Qualification Guide – Crewman and Coxswain,  
COMDTINST M16798.28 (Series)  
(d)Command-at-Sea Orientation Guide, COMDTPUB P1500.17 (NOTAL)
1. PURPOSE. This Instruction establishes requirements and the delivery system to support a training program to increase team effectiveness and minimize human error in cutter, boat and command/control operations and activities. This program is titled Team Coordination Training (TCT) and serves the operational active duty, reserve and Auxiliary forces.
  2. ACTION. Area and district commanders, section/activity/group commanders, cutter and station commanding officers/officers-in-charge, and Auxiliary unit commanders shall ensure compliance with the provisions of this Instruction.
  3. DIRECTIVES AFFECTED. The requirements outlined in this Instruction have already been approved for inclusion in upcoming changes to references (a), (b) and (c).
  4. BACKGROUND. This paragraph defines TCT and provides a historical overview of the TCT implementation process over the past several years.
    - a. **Definition**. Prudent sailors have exhibited and factors researchers have described seven critical skills that reduce the potential for human error-induced mishaps. These skills are leadership, mission analysis, adaptability and flexibility, situational awareness, decision making, communication and assertiveness. Collectively, they are titled "Team Coordination." Within these skills are important processes that serve to control safety risks and improve team performance. The processes are risk management, crew briefing and crew debriefing. TCT reinforces these processes and makes the student aware of both

effective and ineffective behaviors. Diagnostic tools and corrective strategies are taught. Through discussion, case study, class exercise and/or role-play, students gain an Understanding of these skills and how best to apply them.

- b. **History.** Human error has been and continues to be a significant cause of operational mishaps. These errors have resulted in the loss of personnel, cutters, boats, and equipment. As an example, navigation mishaps between FY87 and FY92 exceeded \$400,000 annually, excluding the loss of USCGC MESQUITE in December 1989. Ineffective risk decisions many times have placed our personnel at greater risk than necessary. Technical knowledge and skill alone cannot prevent mishaps. It also takes teamwork that minimizes, recognizes, and corrects human errors and a systematic process to continuously assess and manage safety risks. A boat consisting of a coxswain and crew is one team, but seldom performs its mission without interacting with members of a larger team. The larger team includes mission coordinators (the officer-in-charge or duty officer), other Coast Guard assets, other government, commercial, and private parties, and the "customer," who is usually the person or vessel which is the focus of the mission. Because the majority of missions have inherent safety risks, effective communication between the boat and the larger team is a cornerstone for mishap prevention.

Analysis of operational teams by several government sources identified the critical skills that enhance productivity and minimize errors. A FY93 needs assessment of Coast Guard navigation mishaps identified a need for training cutter personnel in these skills as well as policy changes to reinforce effective team behavior. That assessment has been validated by a recent Chief of Staff action item resulting from a Class "A" mishap and substantiating the training need for ashore personnel. Between FY94 and FY95, training material and policy were developed, resident courses were offered, and integration of TCT into existing curricula began.

- (1) During FY95, exportable team training was implemented and comprehensive training packages were developed.
  - (a) The Ninth Coast Guard District successfully prototyped a district-wide exportable training program, utilizing facilitators whose training and travel funds were supported by Coast Guard Headquarters. This prototype became the benchmark for service-wide unit-level training programs using a cadre of trained facilitators with continued support from Commandant (G-WKS).
  - (b) Commandant (G-WKS) designed a comprehensive training package for facilitators during exportable training, as well as for unit supervisory personnel to conduct their own departmental training as needed. This training material is further described in paragraph 7.d. below.
- (2) The following resident courses now contain training on some, if not all, TCT skills:
  - (a) Cutter Prospective Commanding Officer/Executive Officer (PCO/PXO) Course

- (b) Ashore PCO/PXO Course
  - (c) Officer-in-Charge/Executive Petty Officer (OINC/XPO) School
  - (d) Coxswain "C" Course
  - (e) Heavy Weather Coxswain Course
  - (f) Cadet and Officer Candidate Training
  - (g) National Search and Rescue School
  - (h) Maritime Law Enforcement School
  - (i) National Aids to Navigation School
  - (j) TCT Cutter Operations Course
  - (k) TCT Group Operations Course
  - (l) TCT Facilitator Course
  - (m) Cutter Prospective Operations Officer Course (POPS)
- (3) Commencing third quarter FY96, the Coast Guard Institute began offering a TCT correspondence course. Entitled " Introduction to Team Coordination Training" (course code 0648), this course provides an overview of TCT for command afloat and other interested personnel. At that time, Atlantic Area (Aot) integrated TCT into its exportable navigation/mobility courses and into its Special Emergency Operations Procedures training. Later that year, the Leadership and Management School incorporated elements of TCT into its curriculum.
5. DISCUSSION. Currently, all cutters, groups, and districts have had some exposure to TCT. Over 150 district-controlled facilitators have been trained to support the exportable TCT program, and dozens more have been trained to support the resident courses. However, to be an effective program, all members within operational teams must understand and apply these skills. Based on the requirements outlined below, the annual training target is approximately 7,100 personnel, which would include 2,325 active duty, 575 reserve and 4,200 Auxiliary personnel. The majority of these personnel will receive exportable, unit-level training at their individual units. More important than the number of people trained, however, is the goal to have teams trained together to emphasize teamwork through this exportable training concept.
6. TRAINING REQUIREMENTS. The following requirements apply for active duty, Auxiliarists and integrated reserve personnel:

- a. **Cutters 180 feet in length or greater.** All cutter personnel assigned to team billets during an underway watch, a restrimaneuvering evolution, or special sea detail, as determined by the commanding officer, shall receive TCT.
  - (1) Unit training shall include TCT as a biennial requirement for the personnel described above, per an approved pending change to chapter four of reference (a). Commands (including area units) shall request biennial exportable training through the parent district TCT administrator and shall be part of a district-wide training plan. Unit-level team training requires the attendance of senior supervisory personnel (e.g., cutter Cos and XOs) to advocate TCT principles and to empower junior personnel to use them. Senior member attendance also permits open communications between leaders amongst the "larger team" that assists in Coast Guard mission prosecution and the "smaller team" members at the worker level. As needed, based on periodic self-assessment, cutters shall conduct departmental training to reinforce selected skills using unit supervisory personnel as facilitators. Training materials for this purpose have already been delivered and are discussed in more detail in paragraph 7.d. below.
  - (2) Commanding officers and executive officers receive TCT as part of Command and Operations School pipeline training.
  - (3) Operations officers receive TCT either as part of the Command and Operations School training under the POPS (major cutter) course curriculum, the POPS non-flight deck cutter course curriculum (pending development), or by attending the TCT Cutter Operations course as billet-specific required training per an approved pending change to reference (a). This training provides the graduate with adequate knowledge to conduct departmental training as needed to reinforce the biennial exportable unit-level training required in subparagraph (1) above and conducted by a trained TCT facilitator.
- b. **Cutters less than 180 feet in length.** All cutter personnel assigned to team billets during an underway watch, a restricted maneuvering evolution, or special sea detail, as determined by the commanding officer/officer-in-charge, shall receive TCT.
  - (1) Unit training shall include TCT as a biennial requirement for the personnel described above, per an approved pending change to chapter four of reference (a). Commands shall request biennial exportable training through the parent district TCT administrator and shall be part of a district-wide training plan. Unit-level team training requires the attendance of senior supervisory personnel (e.g., cutter COs and XOs) to advocate TCT principles and to empower junior personnel to use them. Senior member attendance also permits open communications between leaders amongst the "larger team" that assists in Coast Guard mission prosecution and the "smaller team" members at the worker level. As needed, based on periodic self-assessment, ready for operations inspections, standardization team visits, or training team visits, cutters shall conduct departmental training to reinforce selected skills

using unit supervisory personnel as facilitators. Training materials for this purpose have already been delivered and are discussed in more detail in paragraph 7. d. below.

- (2) Commanding officers and executive officers receive TCT as part of pipeline training.
  - (3) Operations officers and operations petty officers shall receive TCT either as part of the Command and Operations School training under the POPS non-flight deck cutter course curriculum (pending development), or by attending the TCT Cutter Operations course as billet-specific required training per an approved pending change to reference (a). This training provides the graduate with adequate knowledge to conduct departmental training as needed to reinforce the biennial exportable unit-level training required in subparagraph (1) above and conducted by a trained TCT facilitator.
- c. **Sections/activities/groups, area and district command centers, and all shore units that have small boats attached.** All personnel, including Auxiliarists, assigned as boat coxswains/crew/engineers, communications/operations center watchstanders and controllers, command and control positions (including commanders, deputy commanders and executive officers) and group operations/assistant operations officer billets shall receive TCT.
- (1) Unit training shall include TCT as a biennial requirement for the personnel described above. The requirement that boat coxswains, crew, engineers, and surfmen receive TCT is also supported by reference (b). Stations to which surfmen are attached require TCT at least biennially. Commands shall request biennial exportable training through the district TCT administrator and shall be part of a district-wide training plan. Unit-level team training requires the attendance of senior supervisory personnel (e.g., station CO/OINCs or XO/XPOs, and section/activity/group commanders and deputies) to advocate TCT principles and to empower junior personnel to use them. Senior member attendance also permits open communications between leaders amongst the "larger team" that assists in Coast Guard mission prosecution and the "smaller team" members at the worker level. As needed, based on periodic self-assessment, ready for operations inspections, standardization team visits, or training team visits, supervisory personnel shall facilitate departmental training to reinforce selected skills. Training materials for this purpose have already been delivered and are discussed in more detail in paragraph 7. d. below.
  - (2) Station officers-in-charge and executive petty officers who attend OINC/XPO training also receive TCT as part of the school curriculum.
  - (3) Group operations/assistant operations officers shall attend a TCT Group Operations course within one year of reporting aboard their respective units. This training provides the graduate with adequate knowledge to effect departmental training within the group operations center as needed.

- (4) Area and district command center controllers shall attend either the unit-level exportable training or the TCT Group Operations resident course.

d. **Auxiliarists.**

- (1) Qualified Auxiliary members serving in boat crew positions on Coast Guard boats and standing watch in Coast Guard operations and communications centers must meet the same biennial TCT requirements as their active duty counterparts. Commands shall include Auxiliarists working at their units in their request for biennial exportable training through the district TCT administrator, which shall be part of a district-wide training plan. Unit-level team training requires the attendance of senior supervisory personnel (e.g., Auxiliary unit commanders) to advocate TCT principles and to empower junior personnel to use them. Senior member attendance also permits open communications between leaders amongst the "larger team" that assists in Coast Guard mission prosecution and the "smaller team" members at the worker level. As needed, based on periodic self-assessment or other examinations, Auxiliary supervisory personnel may facilitate their own training to reinforce selected skills. Training materials for this purpose have already been delivered to division captains and are discussed in more detail in paragraph 7.d. below.
- (2) Auxiliarists serving in coxswain, boat crew, and communications watchstander positions on Auxiliary vessel and radio facilities, including Auxiliary unit vessels and special purpose facilities, shall receive TCT as indicated below. This requirement may be fulfilled by completing the eight-hour TCT curriculum approved for Auxiliary use, which has been distributed to district TCT administrators for use by all TCT facilitators, and has been officially incorporated into the standard TCT facilitator package. Auxiliarists are encouraged to attend the eight-hour sessions specifically designed for them, and should request this exportable training through the district TCT administrator. However, documented attendance at either a 16-hour unit-level or resident TCT course will satisfy the Auxiliary TCT requirement.
  - (a) Currently qualified coxswains and boat crew: Each year, attend a district Auxiliary operations workshop that includes TCT review and discussion, when such workshops are required by a district. Additionally, complete an eight-hour exportable TCT course prior to 01 January 2003, and once every five years after initial course completion.
  - (b) Candidates for coxswain and boat crew qualification: Demonstrate to a Qualification Examiner (QE) an understanding of TCT and risk management principles and skills. It is also recommended that candidates attend an eight-hour exportable TCT course.
  - (c) QEs: All QE's are encouraged to complete an eight-hour exportable TCT course prior to 01 October 1998 so that they will be prepared to certify coxswain and

boat crew understanding of TCT and risk management principles and skills. Each year, QE's must attend a district Auxiliary operations workshop which includes TCT review and discussion, when such workshops are required by a district. Once the eight-hour TCT course is completed, it must be repeated every two years thereafter in order to retain the QE qualification. This requirement will be satisfied if the QE is a qualified TCT facilitator and has taught at least onecourse (eight or 16 hours) in the last two years

- (d) QE Candidates: Effective 01 October 1998, QE candidates must complete an eight-hour exportable TCT course prior to being designated as a QE. Additionally, QE candidates must demonstrate to the QE Review Board an understanding of TCT and risk management principles and skills.
- (e) Communications watchstanders are encouraged to attend an eight-hour exportable TCT course.
- (f) Directors of Auxiliary may add to these requirements as appropriate for operations in their district/region. Directors may grant waivers of TCT requirements if a lack of training availability will prevent a member's qualification. However, in such cases, TCT must be completed as soon as possible.
- (g) Guidance for the entry of TCT into the Auxiliary Member Information System will be provided separately.

7. TRAINING DELIVERY SYSTEM. The core elements of the TCT delivery system are as follows:

a. **Resident Training.**

- (1) **TCT Group Operations Course.** A three-day course intended for group operations officers and assistant operations officers. It is also open to area and district command center controllers. Its scope is to improve multi-team coordination. Students receive a total of 22 hours of instruction, which includes facilitated discussions with video, case studies and group exercises. Applicants must have at least one year remaining at their unit after graduation. Short-term Resident Training Requests (CG-5223) are to be submitted through the chain of command, endorsed by the appropriate district TCT administrator, and forwarded directly to the Training Quota Management Center (TQC).
- (2) **TCT Cutter Operations Course.** A three-day course intended for operations officers and operations petty officers of most cutters 65 feet in length or greater (see reference (a)). Its scope is to improve shipboard team coordination. Students receive 18 hours of classroom instruction and four hours of simulator training. Classroom instruction includes facilitated discussions with video, case studies and group

exercises. This course has been integrated into the Command Operations School under the POPS (major cutter) and PCO/PXO course curricula, and may be incorporated into a future POPS non-flight deck course generally for buoy tenders and patrol boats. Applicants must have at least six months career sea time and at least one year remaining onboard after graduation. Cutters which typically rotate the Operations Officer position to the most experienced junior officers.(i.e., buoy tenders) should coordinate their training requests so that no more than one junior officer will be trained every two years. Ideally, that individual trained should be slated for the Operations Officer position, but is not required. Prospective operations officers of major cutters will be scheduled by TQC as their pipeline training schedule allows. CG-5223's are to be submitted through the chain of command, endorsed by the appropriate district TCT administrator, and forwarded directly to TQC.

- (3) **TCT Facilitator Course.** A five-day course for personnel recommended by higher authority to deliver TCT to the field as facilitators. Its scope is to train personnel in the effective presentation skills and experiential learning methodology with specific focus on TCT skill development. Students receive 14 hours of TCT overview and 24 hours of facilitator training, which includes lesson development and role-play. Graduates of this course are also given the course materials to provide unit-level exportable training to groups, stations, flotillas and cutters within their district area of responsibility. Auxiliarists are preferred due to geographic stability which maximizes the return on investment, although active duty and integrated reservists can apply. Active duty applicants must have at least two years remaining at their unit after graduation. Applicants having successfully completed a TCT course (cutter/group operations or unit-level) are given priority for selection. CG-5223's are to be submitted through the chain of command, approved by the appropriate district TCT administrator, and forwarded directly to TQC. Block 22 of the CG-5223's must contain the following statement: "Applicant has been informed that upon graduation, he/she should expect to facilitate at least five classes per year, as directed by the district TCT administrator. This command will permit the student time to perform this collateral duty." Other selection criteria include:

- (a) practical operational experience on either a boat or cutter,
- (b) strong presentation and people-motivational skills,
- (c) strong leadership, interpersonal and listening/feedback skills, and
- (d) willingness to commit between 20-40 hours of time to customize lesson plans.

- b. **Exportable Training.** A two-day course (one eight-hour day for Auxiliarists conducting operations independent from active duty participation) designed for unit-level training, conducted at the unit to train teams together. Its scope is to improve team performance by focusing on individual development of TCT skills. Students receive 14 hours of instruction (eight hours for Auxiliarists, as noted above), which includes facilitated



discussions with video, case studies and group exercises. As noted in paragraph 6 above, effective team training requires the attendance of senior supervisory personnel to advocate TCT principles and empower junior personnel to use them. Optimum class size is between 20-25 students. Commands shall request training through their respective district TCT administrators.

- c. **Correspondence Course.** Titled "Introduction to Team Coordination Training" (course code 0648). This course provides an overview of TCT for command afloat and other interested personnel to familiarize the student with its terms and principles.
- d. **Unit Training Material.** During April/May 1996, each cutter, group office, ATON team and station was mailed a package of TCT training material. This package is a self-contained training program with sufficient support material to meet a unit's training needs. The package has eight stand-alone modules (i.e., an introduction and the seven TCT skills). It is designed to be used as a complete program for facilitators or can be broken up into its individual modules to allow command supervisory personnel to conduct their own TCT refresher training, as necessary. The distribution point is the Coast Guard Institute. Units missing copies of this package should contact Commandant (G-WKS-4). The course material is periodically updated to reflect new efforts in human factors and risk management research, and to be responsive to student and 0 facilitator feedback. The package consists of
- (1) an instructor's guide and handbook which outlines lessons and directions to carry out activities. The handbook includes a full library of case studies and exercises to be used as masters for all handouts. ATON units receive instructor's guides and handbooks specifically adapted for buoy operations;
  - (2) an addendum to the instructor's guide. This pamphlet describes adult learning techniques. Its application is necessary to maximize student learning. It also includes the eight-hour TCT curriculum specifically designed to train Auxiliarists conducting operations from separate Auxiliary units; and
  - (3) a set of transparencies and two videos. One video entitled "Who Rescues the Coast Guard?" includes brief descriptions of each skill plus a library of 16 scenarios that can be used to demonstrate behaviors. The second video contains four episodes documenting true Coast Guard SAR/MLE cases for optional use by facilitators. Both videos should be used with process questions in the instructor's guide to maximize student learning. They were intended to complement course facilitators' lesson plan outlines, not replace them.
8. MEASUREMENT TOOL. A specific TCT measurement tool is currently under development and will be promulgated separately.
9. PROGRAM ROLES AND RESPONSIBILITIES.

a. **Commandant:**

(1) Commandant (G-WTL) will:

- (a) continue to support facilitation of the TCT curriculum at appropriate schools and resident courses within the Leadership Development Center; and
- (b) support improvements to the content and quality of the TCT curriculum as needed with Commandant (G-WKS) providing assistance on content issues.

(2) Commandant (G-OCU) will continue to support the Coast Guard Academy Command and Operations School staff's ongoing facilitation of the TCT Cutter Operations resident course.

(3) Commandant (G-WKS) will:

- (a) serve as program administrator, who will fund the TCT delivery system. Funding excludes reserve pay for ADT, IDT or SADT; and
- (b) assist the Leadership Institute Quality Center update the TCT curriculum by providing current case studies and other afloat safety interest information to revise the content of the course, as needed.

(4) Commandant (G-OCX) will provide necessary support and coordination to Directors and the Auxiliary national staff to assist them in meeting Auxiliary TCT goals.

b. **Area commanders will:**

- (1) review Standard Operating Procedures (SOP) to ensure that risk management and related TCT processes are applied in mission coordination; and
- (2) incorporate TCT into navigation and mobility courses provided by their training teams.

c. **District commanders will:**

- (1) review SOP's to ensure that risk management and TCT processes are applied in mission coordination;
- (2) assign a TCT administrator, historically from either (osr) or (cc) district offices, who shall be an active duty member permanently assigned to the district staff to ensure unbroken coordination with groups/stations and with Commandant (G-WKS). Administrator functions may be delegated to others within the district as directed by the district commander, but an active duty member from the district staff shall be identified to give final approval on district decisions regarding quota, training plan, and funding issues. A single point of contact with approval authority from each

district staff will ensure effective program administration with Commandant(GWKS).  
The TCT administrator shall

- (a) coordinate all requests for resident and/or exportable TCT within the district (including those area units within the district boundaries), and coordinate the preparation of travel orders through district (oax) offices for all Auxiliarists receiving quotas for resident TCT courses;
- (b) work closely with district Directors of Auxiliary to identify Auxiliarist training needs and funding requirements, and to coordinate the use of Auxiliarists as facilitators. Administrators should also match training needs (such as for QEs) with facilitator availability. Administrators shall provide informational copies of all unit-level training rosters having Auxiliarist graduates to district Directors of Auxiliary;
- (c) separately account for charges against G-KSE-052 (TCT unit-level) funds  
Commandant provides funds for exportable training at units with standard boats, at cutters, and at Auxiliary flotillas;
- (d) submit annual fiscal year reports within 14 days after the end of the fiscal year to Commandant (G-WKS-4) via letter, email, fax or message with the following information:
  - 1 List the current facilitators by name, rank/rate, duty status (i.e., active duty, reservist, Auxiliarist) and how many classes each had facilitated during the
  - 2 For each quarter, and for a fiscal year grand total provide: (1) the total number of personnel trained, broken down by active duty, reservists, and Auxiliarists (of the Auxiliarists, indicate how many were QEs); and (2) amount of funds obligated for TCT.
- (e) submit annual fiscal year training plans within 21 days prior to the start of that fiscal year to Commandant (G-WKS-4) via letter, email or message with the following information:
  - 1 List the total number of personnel needing training within the district, broken down by active duty reserve and Auxiliary status.
  - 2 List the number of QEs expecting to train that fiscal year, in conjunction with the goals of the district Directors of Auxiliary, as a subset of the total number of Auxiliarists needing training as noted in subparagraph 1 above.
  - 3 Estimate the cost for facilitator travel and per diem. Exportable TCT is a two-day course for active duty, reservists and Auxiliarists integrated into regular

Coast Guard operations, and is normally taught by a single facilitator. It is a one-day course for those Auxiliarists conducting operations from separate Auxiliary units.

- 4 Estimate the cost for student travel and per diem. This is normally not authorized unless found to be more advantageous to the government (i.e., may be authorized for Auxiliarist TCT courses, but must be articulated in the district plan).
  - 5 Indicate the anticipated number of additional facilitators needed to meet program goals, given current numbers of active facilitators and their ability to schedule classes.
- (f) review, approve and forward directly to TQC all requests for resident TCT training (Cutter Operations, Group Operations and Facilitator courses) and all requests for substitutions and/or quota cancellations;
  - (g) ensure all facilitators use the standardized student roster form previously distributed so that TQC can accurately credit all graduates for training received. Administrators shall use the rosters to compile information for their annual fiscal year reports and annual training plans to Commandant (G-WKS-4). Do not send copies of unit-level training rosters to Commandant, but send them directly to TQC at the end of each quarter;
  - (h) collect and review unit-level TCT course critiques to evaluate facilitator performance and course effectiveness. Feedback received on TCT program issues should be consolidated by the TCT administrator and forwarded to Commandant (G-WKS-4) as desired by the district but as a minimum with the annual fiscal year report. Do not send copies of unit-level critiques to Commandant;
  - (i) produce and issue certificates of final qualification, using the format provided by Commandant (G-WKS), to all facilitators having successfully conducted at least five classes, thereby formally certifying them as TCT facilitators; and
  - (j) consolidate facilitator requests for student TCT training material in support of unit level exportable training and forward to the Coast Guard Institute;
- (3) fund reserve pay for ADT, IDT or SADT in conjunction with any TCT activities (including training, facilitating, or program administration duties), if unable to coordinate these activities during normally authorized drill time; and
  - (4) ensure that Directors of Auxiliary work closely with regional Auxiliary liaisons and the district TCT administrators to include Auxiliarists in TCT initiatives while the annual district TCT training plan is being developed. They shall also enforce the timely and accurate submission of CG-5223's, through the Auxiliary chain of

command, for approval by Directors of Auxiliary and district TCT administrators, before final submission to TQC.

**d. Section/activity/group commanders will:**

- (1) review SOP's to ensure that risk management and TCT processes are applied in mission coordination;
- (2) assess team coordination and risk management as part of ready for operations inspections, and for all personnel per. paragraph 6.c. of this Instruction, including all Auxiliarists and integrated reservists under their operational control;
- (3) advocate TCT. Compile exportable TCT needs for units within their command and submit a consolidated request to the district TCT administrator. TCT requests shall delineate the number of students needing to be trained at each unit and the dates training can occur. Training opportunities for Auxiliarists shall be coordinated with Auxiliary division captains and flotilla commanders;
- (4) review and forward to the district TCT administrator all requests for facilitator training. Facilitators must meet the criteria described in paragraph 7 above, and requests shall be submitted via CG-5223. Requests from Auxiliarists shall be coordinated through the appropriate Auxiliary division captains; and
- (5) submit CG-5223 requests for resident TCT training through the chain of command to the appropriate district TCT administrator for approval and forwarding to TQC. The district TCT administrator must also approve all requests for substitutions and/or quota cancellations.

**e. Cutter/station commanding officers/officers-in-charge will:**

- (1) review SOP's to ensure that risk management and TCT processes are applied in cutter and small boat operations. Reference (d), if held, provides further guidance;
- (2) ensure team coordination and risk management training is conducted as required in paragraph 6.c. of this Instruction and documented in each members' training record, including all Auxiliarists and integrated reservists under their operational control; and
- (3) submit CG-5223 requests for resident TCT training through the chain of command to the appropriate district TCT administrator for approval and forwarding to TQC. The district TCT administrator must also approve all requests for substitutions and/or quota cancellations.

**f. TCT facilitators will:**

- (1) carry out exportable team training under the direction of the district TCT administrator, per the district training plan. Facilitator duties are collateral;

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- (2) customize lesson plans to meet the criteria outlined in the TCT instructor's guide. When training Auxiliarists that conduct operations at separate Auxiliary units, use the eight -hour TCT curriculum specifically designed for them by the Auxiliary national staff. This curriculum is available from the district TCT administrators and is part of the facilitator training package;
- (3) keep the district TCT administrator informed of their availability to conduct exportable TCT classes;
- (4) expect to conduct five exportable TCT classes annually;
- (5) complete student rosters with the following standardized information, using forms made available to all TCT administrators: 1) type of TCT course (Cutter Operations, Group Operations, Facilitator, unit-level); 2) date and location of training; 3) name/rank of facilitator; and 4) name, rank, SSN, Auxiliary member number (if applicable), unit/parent district, and status (Auxiliarist/reservist/active duty; if Auxiliarist, indicate whether QE or not) for each student. Review for accuracy and forward original rosters to the district TCT administrator within five days of course completion for documentation and subsequent forwarding to TQC;
- (6) only if facilitating resident courses (held at either the Coast Guard Academy or Training Center Petaluma), send original student rosters directly to TQC, with copies to Commandant (G-WKS-4) after each individual course convening; and
- (7) submit requests for student TCT training material in support of unit-level exportable training to district administrators for consolidation and forwarding to the Coast Guard Institute for further action.

JOYCE M. JOHNSON /s/  
Director of Health and Safety