

# NORTH CENTRAL REGION HAWK

Vol.2, Issue 2

Civil Air Patrol

April 2003

To Be Ready, Responsive, and Relevant

## UPCOMING EVENTS:

### AFRCC SAR Management Course

The IAWG will be hosting an AFRCC SAR Management Course the weekend of 21-22 June 2003 at Camp Dodge, Iowa (near Des Moines). The billeting costs will be minimal and the primary contact person for information and registration will be LTC Ralph Tomlinson (do@iawg.cap.gov).

## SEMPER VI

### Problem Solving

Often in emergency services there are problems that will bring the best of efforts and plans to a sudden halt. To experienced emergency responders there are no problems, just solutions not yet discovered. The scientific method of identifying solutions is universal to all fields of science...even Search Science. But, this will not require a palm pilot or an extensive web search. So grab a cool one from the fridge, relax and learn the 'Simple Seven' rules in Problem Solving in the field:

#### Identify the problem

The first step is to recognize that there is a problem. Then focus in and identify the source(s) of the problem as soon as possible.

### **Analyze the Problem**

Try to logically isolate all possible causes. Break the problem down into its basic elements. You must determine what parts of the problem you will be able to control. It is even more important that you understand those parts of the problem you will not be able to control.

### **Evaluate Your Options**

When the problem is broken down into its basic elements, develop options on those elements you will have control over. Develop multiple, realistic options. Evaluate your options so that the solutions will have a high probability of success.

### **Select Your Plan of Action**

Using the options that will lead to the greatest probability of success, develop your 'plan of action'. Your plan of action must include your most probable solution to the problem, keeping at least one other option open.

### **Implement Your Plan of Action**

Implement your plan of action with resolve. Rely on your selected options and focus on the causes of the problem. Always remember to work the problem, not the worry.

### **Adapt to the Circumstances You Must Face**

High probability options should always work in your favor, but probability is not absolute. You must adjust to changing conditions. Every condition that has changed will offer new insights to possible solutions.

### **Overcome the Obstacles in Your Way**

In emergency services due to an ever-changing situation, any problem and potential solutions can run into obstacles. With a logical plan for solving problems that considers options, it is easy to adapt and overcome.

Problems can be dealt with in a quick, logical manner, beat into submission, and solved. There is one certainty you can always count on; problems can never be ignored for long. All you have to do is Identify, Analyze, Evaluate, Plan, Implement, Adapt, and Overcome.

## **ALCYONEUS NOW**

# **Emergency Drug Distribution**

According to federal government doctrine, massive quantities of drugs and medical supplies will be moved nation-wide in the event of a terrorist attack. These supplies will be delivered to the states in what is called a “12-hour push pack” that will include 50 tons of material and equipment in 130 containers. This program is called the ‘National Pharmaceutical Stockpile Program’, jointly managed by the Centers for Disease Control and Prevention (CDC) and the Department of Homeland Security. This program is working closely with the National Governors Association to develop and rehearse distribution plans for these materials.

Under this program the prepackaged shipments of pharmaceuticals, medical supplies and equipment are already pre-positioned in key areas across the United States for immediate deployment should a terrorist attack occur. These shipments are required to be on location within 12 hours of the request, to provide the necessary support for the initial hours of an emergency response. The supplies contain various vaccines and drugs to counter any threat that may not be clearly understood in the early response period following a terrorist attack.

According to the CDC, the problem will be the infrastructure within the states to get the necessary support and materials out to the affected communities. The states must be prepared with appropriate response professionals that can break down the ‘shipment’ and then distribute the pharmaceuticals, supplies and equipment. Although the CDC will provide a support team to advise state officials and manage the shipment, it will be up to the states to dispense the materials once the shipment is broken down.

Although the National Governors Association has recommended the use of National Guard for redistribution, it is felt by the CDC that such use by the National Guard is a “dangerous assumption” because in such an emergency the National Guard may have its attention focused elsewhere. The CDC prefers that the National Guard be considered only as a secondary capability. It is important that the United States Air Force Auxiliary (Civil Air Patrol) step forward to help coordinate this with state officials to become a part of this redistribution plan. If your Wing has not yet talked with state officials about this program, it is in everyone’s best interest to talk to them about what the CAP can do in the “12-hour Push Pack Program”. Think combined force operations of Communications, Ground, and Air.

## **CREW’S CONTROL**

# **Human Personality Traits in Safety Violations**

Often safety violations resulting in poor judgment or decisions occur due to psychosocial human personality traits.

- **Preoccupation-** Sometimes an individual can be preoccupied with issues outside of the operations, causing safety precautions to be over-looked. It is best for all crew and team leaders to leave their problems at home that can take away their focus.
- **Excessive Motivation to Succeed-** Safety violations can occur when there is too much emphasis on success. Success at any cost can make for an unsafe act. A sortie will never be completed or considered successful if it is associated with an accident or injury.
- **Over Confidence-** A person too confident in his or her own abilities and experiences can believe that there is nothing that cannot be handled. Safety concerns are often ignored because the person believes he or she is too smart or good for checklists or established safety procedures.
- **Lack of Confidence-** A person lacking the confidence in his or her abilities or experiences, will often approach a potentially hazardous situation unsure and more than likely worsen the situation. Indecision can be just as damaging as over confidence.

- Judgment Error- Most often, a safety violation occurs because of a lack of judgment. The more experience individuals have, the more likely they will be able to control situations safely. Good judgment often comes with evaluating the options available, keeping the safety aspects in mind, and making the right call.
- Excessive Professional Courtesy- In a small group, safety violations can occur when as a courtesy, all decisions are left to an apparent leader or seemingly knowledgeable person. (Please refer to all of the above). Safety is best maintained by a team and not left to one individual.
- Passenger Syndrome- Safety violations can occur when a person feels that as a passenger they have no rights to voice their concerns about a safety issue. Safety is a team effort.
- Halo Effect- A common problem in a small group, is that an individual can be looked upon as someone who can do no wrong, therefore all safety cautions will assumed to be looked after by that person.
- Fear Factors- Sometimes fear plays a major role in creating potential safety hazards, where none previously existed. The shock and stress of a previously unknown or unpredictable situation will bring out a distortion of reality, with a subsequent lack of focus to safety.

The only way to eliminate potential safety violations within mission operations is to create a safety awareness program.

- Identify the potential problems or violations most often seen in mission operations
- Communicate the human factor elements of safety violations
- Promote safety through discussion, not through slogans
- Break down the barriers to safety built by psychosocial behaviors of individuals or groups
- Enhance human performance in mission operations through education in situational awareness and stress management
- Redefine leadership roles, so that a leader is proactive and not reactive, when dealing with safety concerns

# SURVIVAL SENSE

## How To Avoid Being Lost

Rarely do lost people intend to get lost, or plan to find themselves at a point of 'unknown location' or in 'unfamiliar territory'. In fact, getting lost is the last thing most people will consider for planning. For the most part getting lost can be avoided, but when it happens the situation can be a lot less disastrous if the three phases of planning can be followed.

Before you leave prepare for the possibility of getting lost:

- Whenever you are going to place yourself in a wilderness environment let a responsible person know your plans. Let them know exactly where you are going, what you are going to be doing, and when you will be returning. If you change your plans, make sure you update the person with exact information.
  
- Dress for the weather, with the idea the weather could get worse. Layer the clothing and if foul-weather gear is taken, make sure it is readily available for use when you need it. A hypothermia situation can occur in almost any weather and environment. Staying dry and warm is the key to survival.
  
- Take along the twelve essentials of survival:
  1. Flashlight
  2. Map and Compass
  3. First-Aid Kit
  4. Pocket Knife
  5. Water-proof Matches
  6. Fire Starter
  7. Shelter Material

8. Food and Water
9. Extra Clothing
10. Sunglasses
11. GPS Unit
12. Cell Phone or two-way radio

\* Learn how to use the equipment you are taking with you.

When in the wilderness become aware of your surroundings:

- Orientate yourself with a map before going too far into a wilderness area and routinely as you move along. A GPS Unit or compass is not useful without a map to let you know where you are, where you have to go, and the best way to get there. Do not wait until you are lost to use basic navigation techniques.
- You can avoid getting lost if you pay attention to your surroundings and situational awareness. Keep in sight and mind all prominent landmarks, orienting them with your map of the area.
- Do not be overcome with 'success fever', where completing your objective overwhelms common sense, good judgment and safety. That will be the beginning of bad decision-making, and will compound any problem you will face.

What to do if you find yourself lost:

- Panicking can lead to injuries or worsen your situation. When people get lost, the biggest mistakes are often made within the first 15 minutes.
- The first things you do are STOP (**S**it, **T**hink, **O**bserve, **P**lan) and collect your thoughts.
- Use your radio or cell phone to call proper authorities to let them know where you are located (using basic navigation techniques with the map, compass, and/or GPS Unit).
- If night is approaching, stop where you are and make yourself comfortable to await daylight and/or help to arrive. If it is daylight, do not proceed unless you are sure you know where you are going. You are better off sitting it out and helping the searchers find you, than wandering about making a bad situation worse.

It is easy not getting lost. All it takes is some pre-planning and basic navigation techniques every time you go out into a wilderness area.

## MISSION READY

# Status Codes for Emergency Communications- 'Sierra Codes'

(This particular procedure can trace its lineage back to Texas where it was referred to as 'Tango Codes' many years ago, and it still may be in use. The current procedure comes out of the Nebraska Wing, where it has been modified over the years and is called the 'Sierra Codes'.)

'Sierra Codes' are used to establish a simple status code list to aid an on-site coordinator in relaying sensitive information back to mission base. Sierra Codes will be used in any situation on-site, where vital and sensitive information must be sent back to an operations center over an unsecured radio frequency. The decision for use of the Sierra Codes will be made to convey information such as: location of the site, condition of the victims, and situations requiring assistance. The use of these codes is meant only to assist authorities in maintaining a safe and secure situation, limiting the potential of interference from non-essential personnel. Sierra Codes are to be used to protect the rights of the victims and their families, and should be used only as a last resort for sensitive information that is requested by incident command staff. The use of these codes should never be used as a substitute for good radio operator technique.

It is recommended that copies of these codes be maintained with every air, mobile, or fixed based station involved in mission activity.

<u>Sierra Code</u>	<u>Reported Condition</u>
-	
01	The site has been located, the position/coordinates are to follow
02	All victims have been located

- 03            Some victims have been located, we are proceeding to locate the others
- 04            Victims have left the site, we are proceeding to locate them
- 05            Condition of the victims: no injuries to minor injuries, we request immediate medical assistance
- 06            Condition of the victims: minor to moderate injuries, we request immediate medivac support
- 07            Condition of the victims: moderate to major injuries, we request immediate medivac support
- 08            Condition of the victims: victims have expired/there appears to be no survivors
- 09            We have a hazardous materials situation and require immediate assistance

Example: The site has been located with all victims are accounted for; one victim is dead, two victims are critical and need immediate medical care.

## **Sierra 01, 02, 07, 08**

Editor's Comment: As in all procedures presented in this section, the above represents a point of view as a 'best practice' of many good practices. It is up to the reader to determine if the procedure should or should not be used in their operations. At the very least, an inexperienced crew and/or team can benefit from trying them out.

# Managing the Team Training Cycle

The assignment of an Emergency Services Training Officer is a high priority of a Commander of any unit, at any level or echelon of command. If the Commander assumes a responsible role in training management, the assigned ES Training Officer must truly manage the training cycle with a structured training program.

How do you structure a training program to meet the needs of the United States Air Force Auxiliary? The key is to look at the potential missions that the unit will face, and then build everything to focus on the potential missions. Just saying we are focused on a 'mission' with periodic training sessions, is not managing the program. There are key questions that are involved in a well-managed training program:

- What are the training objectives?
- What must we cover during the training cycle?
- Is there a clear vision of what is expected of the individual, the unit, and leaders?
- How will we conduct the training?
- What resources will we need to complete training?
- How much time will be required to complete the training cycle?
- Where do we get or how will we develop training standards of performance?
- What must the individual, unit or combined force do to be successful in a mission?
- What are the critical tasks the individual, unit or combined force must accomplish?

As you can see, managing a training program is much more involved than setting aside time on a specified date to conduct training. If you look at combined-forces operations, the foundation of the operation is the small unit and how well it performs the tasks assigned to them from mission planning staff. Training for an emergency services operation requires preparation, and all too often we lose sight of how much time, effort, and resources it takes to do so. If we put the correct system in place, we can better use our time and conduct meaningful training. Above all else, our emergency services personnel need and want pertinent, mental challenges that will support their desire to serve. If we provide unimaginative and boring training, we will lose the members and our focus on the mission. Our training program needs to look and feel like we are preparing for the next mission before us. The Emergency Services Training Officer needs to be able to visualize what the missions will be like, and translate that into simple and effective training programs.

## The Unit Training Cycle

The first thing the Emergency Services Training Officer must do is to set the roles of the Leaders, the Instructors, the Cadre of Trained Personnel, and the Trainees.

- The role of the Leader is to facilitate the training program to assure that the training supports the tactical role of the Unit in support of the strategic plan of action for the Wing
- The role of the Instructors is to teach the most comprehensive and up-to-date information possible in support of tactical operations and the unit training objectives
- The role of the Trained Cadre is to act as team leaders for the training program, applying their experience in helping the trainees comprehend the information from the instructors
- The role of the Trainees is to learn, comprehend, and demonstrate competence for all the information they are taught in support of tactical operations

### **The Training Element**

A member joining the unit (senior or cadet) must first be assigned to a 'Training Element'. While in this element, the member must learn the basics in preparation for joining an 'Operational Team' within the Unit. They will remain within the 'Training Team' until they can demonstrate competence with the basic elements and tasking. Once they have demonstrated competence in the basics of the training, as well as taking and passing the CAPT 116 Tests (Part I and II), the trainee will be assigned to an 'Operational Team' for unit training and mission operations.

The 'Training Element' will cover the following basics before they can take and pass the CAPT 116 Emergency Services Tests (Part I and II):

- Basic Communications (preferably earning their CAPF 76 Card for Communications)
- Basic Navigation Techniques (map, compass, GPS, plotting)
- Basic Electronic Detection Techniques (air, ground, mobile, dismounted, airport)
- Basic Incident Command System structure and implementation
- Introduction to Disaster Relief
- Information required for the CAPF 101 Card for General Emergency Services

### **Operational Teams**

The 'Operational Teams' will each be assigned an experienced member (trained cadre) who will act as the Team Leader. This team leader will ensure that the team members are comprehending the unit training and how it applies to the tactical plan of action. Each Team Leader should not have more than 3-4 trainees. Ideally this team is training together and would be working together during an assigned mission.

Following a yearly training cycle, the Team Leaders become Instructors, and the experienced trainees become Team Leaders or Assistant Team Leaders assigned new trainees that must complete the training cycle. The most experienced member becomes the Leader and Instructor of the 'Training Element'.

The 'Unit Training will consist of the training the unit will apply to tactical operations following graduation from the 'Training Element'. The graduated trainee will join the unit and participate in whatever training cycle the unit is currently on.

It is understood that there is considerable training that must be conducted within a Unit that is not related to emergency services. So, if we can assume that one meeting per month could be dedicated to emergency services, the following cycle is recommended: \*

January	Mission Operation Procedures and Application of the Incident Command System
February	First Aid/Medical Response Training
March	Adverse Weather (Tornadoes, Heavy Rains and Floods) and Disaster Relief

April	Navigation Techniques and Air to Ground Navigation/Coordination
May	Missing Person Search
June	Observation, Scanning, and Reconnaissance Techniques
July	On-Scene and Consequence Management Procedures
August	Survival Techniques
September	Electronic Direction Finding
October	Situational Awareness and Critical Incident Stress
November	Search Patterns and Techniques
December	Tactical Communications and Proper Use of the Radio

\* The unit that can only dedicate one hour a month for emergency services training will be lacking in preparation with the knowledge that is required for real mission activity.

As you can see from the above, this can apply to any unit involved in emergency services, and is not specific for air or ground operations, or specific to cadet, senior, or composite squadrons. The scope of training should be left up to the Training Officer, as long as it is consistent, well established, and covers the mission potential.

### **Unit Training Files**

To accomplish the above training, each training subject (month) should have its own training file. The file should contain the course training outline/information; including handouts, and power point slides for presentation. This file should be pulled the month before the scheduled presentation and assigned to a qualified instructor. The instructor will have a month to prepare and update the information. It is also recommended that the assigned instructor also have an assistant instructor, whom is in need of instructor experience to co-teach the subject matter on the selected date for the presentation. These files can also be updated throughout the year as needed.

### **In-field Training Opportunities**

To apply the classroom training, it is recommended that the Unit conduct an 'in-field' training exercise about every six weeks to promote team unity and understanding of how the training applies to the tactical plan of action. An 'exercise design team' should be established consisting of the Training Officer, Instructors, and Team Leaders. This 'exercise design team' will set a date, time, and place for a small-scale operational exercise using the information learned in the classroom. This in-field training should be as realistic as possible to the potential missions the Wing could face during the year.

### **Combined Force Operations**

Several times a year, the Wing will sponsor a combined force operational scenario, to involve mission planning, as well as air, ground, and tactical communications exercises. If the Wing-

sponsored activities are too few and far between, it may be important to conduct supplemental activity with other Units who feel the need to go from good to great in their training.

If we do not effectively manage our training opportunities to prepare us for our missions, we will be destined to make mistakes or at best reach mediocrity in operations. Mistakes in operations or being unprepared for the reality of our missions can have a profound effect on our mission objective. That could mean putting a victim's life or the lives of an entire crew at risk. That could mean not being prepared for the aftermath of a devastating tornado and our ability to help those who need our services. Think of those times when you anticipated finding that ELT and were skunked because 'something went wrong' or 'something did not work right' or (fill in the excuse). Could those things have been prevented or anticipated by a better managed training program? A well developed, consistent, and managed emergency services training program can prevent many of the problems we face in the reality of mission operations.

## **DID YOU KNOW?**

### **Tornadoes**

A tornado is a rotating column of air that has the potential to destroy buildings, blow houses off their foundations, toss large vehicles into the air, and lift railroad cars from their tracks. Annually, the United States has the highest number of tornadoes in the world, averaging about 800 per year. Tornadoes can occur in all fifty states, however the midwest stretching from the Texas Gulf to the South Dakota/Canadian Border is known as "tornado alley" where most of the tornadoes in the US occur. The second highest concentration of tornadoes in the US is along the Gulf Coast stretching from Florida to Texas. This is called "Dixie Alley". Tornadoes in the US can occur during any month of the calendar year, but are more prominent during the months of March through September. The conditions are most favorable when the warm, moist Gulf air sweeps into the midwest states and meets the cooler dry air sweeping down from Canada, or over the US mountains from the northwest. The wind speeds from a tornado range from 75 to 300 miles per hour. The forward velocity of a tornado can reach speeds of almost 70 miles per hour. Most large, damaging tornadoes are associated with a thunderstorm known as a "supercell". These large storms are long-lived, reaching 6 to 10 miles in diameter, traveling over several hundreds of miles in distance, with the potential to spawn several tornadoes as it gathers in more moisture. There can be updrafts and downdrafts of air that exceed 100 miles per hour inside these "supercells".

## **CHECK IT OUT!**

If you are interested in learning more about 'Team Building', I encourage you to check out this web site for a self-test evaluation to determine your 'Team Building Style'. It is an excellent and

quick test taken on the Internet. Following this self-test, you will get an evaluation of your style on-screen and your needs to adjust for followers.

<http://www.onlinewbc.gov/Docs/manage/team.html>

Self-test for determining 'Team Building Style'

### **Words of Wisdom- Coffee Cup Advice from the Military Pros**

Assumption is the mother of all screw-ups.

Anyone can get lucky once, but do not count on it a second time.

Never leave base with a problem. Start the mission with all your equipment ready and your team prepared to win.

The coffee tastes best when the water is collected upstream from where the horses are drinking.  
(from an old U.S. Cavalry saying)

### **FAMOUS QUOTES**

If you want to know how to take the hill, ask the soldiers that are going to have to do it.  
(President A. Lincoln)

# **SUBMISSIONS**

Queries, suggestions, and news items are welcome. Please submit to the following addresses:

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The next issue of the 'North Central Region Hawk' will be sent out on or about 15-Jun-2003. Please have information you would like to be considered in that issue to my attention no later than 01-Jun-2003.