

Incident in the Gulf

KUWAIT

GARNET

UNIDENTIFIED ISLAND, GARNET

SAUDI ARABIA

BAHRAIN

Constitution

Mission

Ship

Shipmate

Self

Planned refueling

1 2 3 10 11

U.S. NAVY 402

CODE OF CONDUCT

For Members of the Armed Forces of the United States

- 1 I am an American fighting man. I serve in the forces which guard my country and our way of life. I am prepared to give my life in their defense.
- 2 I will never surrender of my own free will. If in command I will never surrender my men while they still have the means to resist.
- 3 If I am captured I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.
- 4 If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.
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Riverine Command Structure 101

- Commander, U.S. Naval Forces Central Command 
- *Supports U.S. interests in AOR encompassing 2.5 million square miles of water area*

- Commander, Task Force 56 
- *Controls seven different Task Groups*

- Commander, Task Group 56.7 
- *Commands four Coastal Riverine Units*

- Commander, Task Unit 
- *Coastal Riverine Squadron 3*

- Boat Leader 
- *Patrol Boat 504*
- *Patrol Boat 509*

Manning of Riverine Units

- Riverine Units are typically manned with personnel from a variety of warfare specialties
 - Pilots
 - SWOS (second tour JOs coming from DDGs, CGs, or Amphibs)
 - Individual Augmentees (IA)
 - Various enlisted ratings

THIS COULD BE YOU!



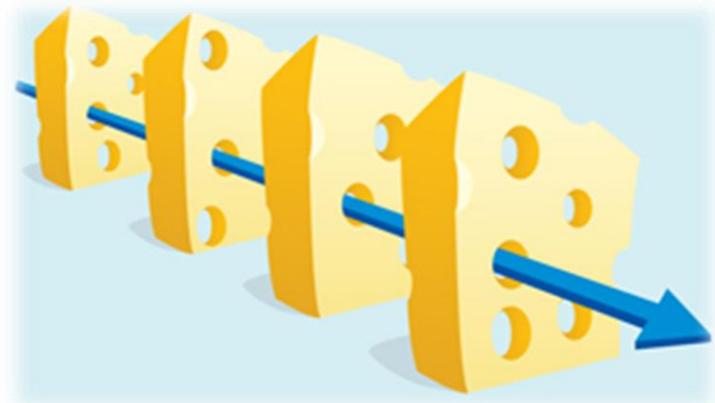
Main Mission of Riverine Units

- Operate in harbors, rivers, bays, and littorals
- Not intended to be a blue water force
- Conduct maritime security operations
- Defend:
 - High value assets
 - Maritime infrastructure

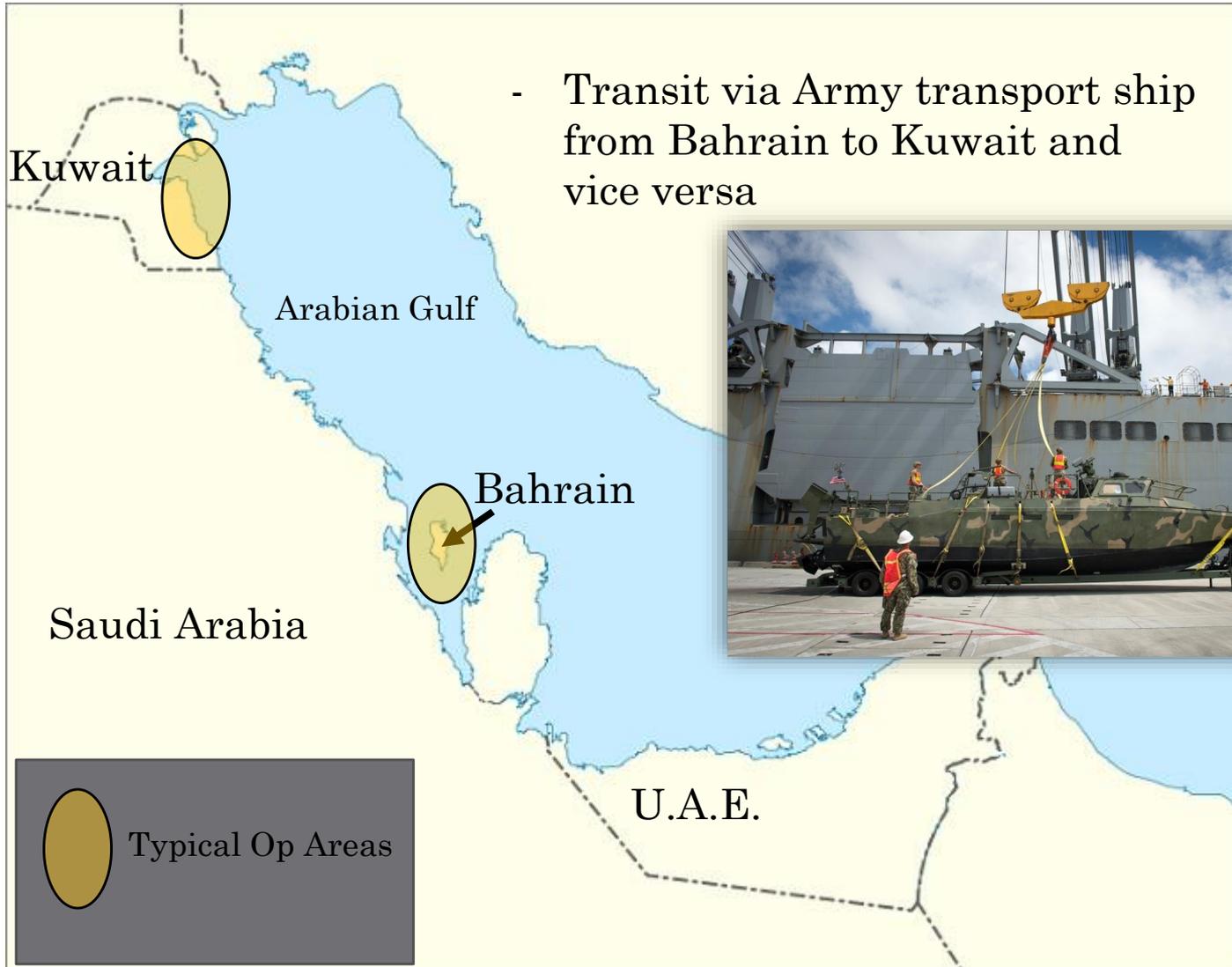


Evolving Mission of Units

- Riverine Units historically operated out of Bahrain
- Task Force Commander proposes operating Patrol Boats from Kuwait
 - Purpose: increase presence in Northern Arabian Gulf
- Subordinates raise concerns regarding “Blue Water Ops”
- Concept of Operations (CONOPS) lacked specificity
 - *Did not clearly address Pre-Planned Responses (PPRs) if interaction with foreign forces occur*
- Patrol Briefs rarely created or required by COC.
 - *Typically discusses safety considerations and PPRs*
- Pre-mission briefs informally conducted, not uncommon if skipped.



Employment of Riverine Units



Pre-Deployment Preparations

- Pre-Deployment Basic Training
 - Demonstrate understanding of operations and employment of equipment.
- Advanced/Integrated Training
 - Demonstrate ability to effectively conduct operations. Final check prior to deployment.
- Relief-in-Place/Transfer-of-Authority (RIP/TOA)
 - Turnover with current unit
 - Area familiarization
 - Gain specific operational knowledge lessons learned from unit you are relieving.



Background of Coastal Riverine Squadron 3 (CTS-3)



- MAY – Completed Pre-Deployment Basic Training, SAT.
- JUL – Completed Advanced/Integrated Training, SAT.
- AUG – Completed RIP/TOA, SAT.
 - *Crews of Patrol Boat 504 and 509 did not participate due to initially deploying to Indonesia.*
 - *Rejoin CTS-3 in Bahrain Mid-August.*



Climate Within Riverine Unit

- Commander's Intent
 - Broad interpretation and direction
- Guidelines, SOPs, Escalation Procedures vague
 - Boat leaders must interpret meaning and intent
- “Always Can Do” attitude within unit
- Undermanned and underequipped



Low Manning
Can Do Attitude
+ Mission Creep

Reduced safety margin and/or
operational complacency

Incident in the Gulf

The graphic consists of three main parts:

- Funnel Diagram:** A black funnel-shaped diagram with five horizontal white sections. From top to bottom, the sections are labeled: "Constitution", "Mission", "Ship", "Shipmate", and "Self".
- Map:** A map of the Gulf region showing the coastlines of Kuwait, Saudi Arabia, and Bahrain. A central area is labeled "UNIDENTIFIED ISLAND, GARNET". A red dashed circle is drawn around this island. A green dashed line starts at point 1 (off the Kuwait coast), goes to point 2 (off the Saudi coast), then to point 3 (off the Bahrain coast), and finally to point 10 (near the island). A blue dashed line starts at point 1 and goes to point 11 (off the Bahrain coast). A yellow dashed box around point 10 is labeled "Planned refueling".
- Photograph:** A photograph of a U.S. Navy boat, marked "U.S. NAVY" and "402", moving through the water.

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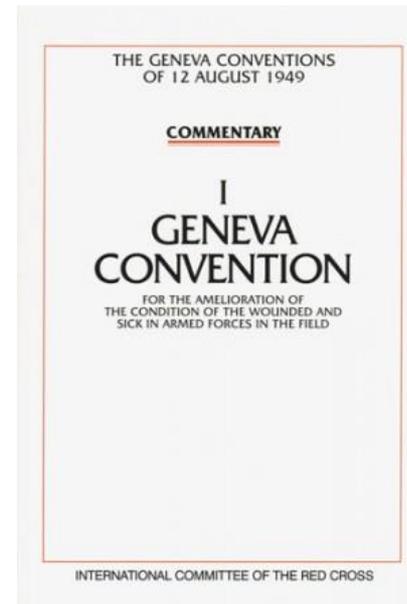
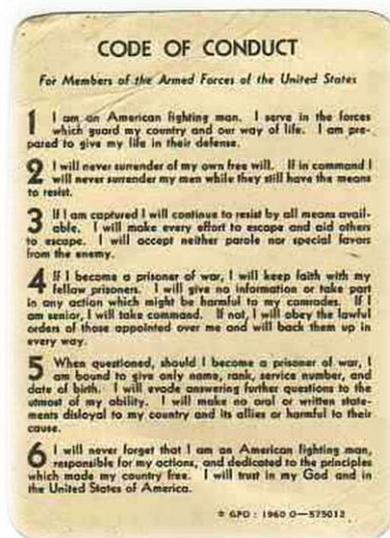
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Articles of the Code of Conduct

When do the Articles of the Code of Conduct apply to you as a service member?

Always.



All members of the Armed Forces of the United States are expected to measure up to the standards embodied in this Code of Conduct while in combat or in captivity. — *Executive Order 10631*

Constitutional Paradigm

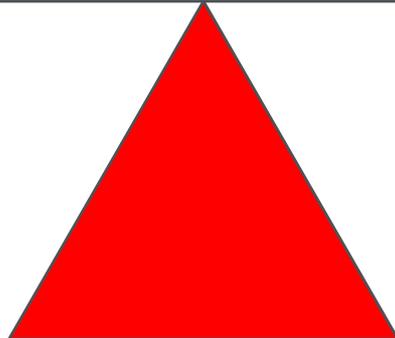
- How, if at all, did your decisions act counter to the Constitutional Paradigm?
- What are your options when given an order that you consider flawed yet it is legal, ethical, and moral?
- How may your decision to refuse an order fit into the Constitutional Paradigm?
- What effect does refusing an order have on your professional reputation, your sailors, unit, or command?

Know the Tipping Point

- ✓ Personnel Readiness
- Operational Tempo X
- ✓ Legal, Ethical, Moral
- Unit Readiness X
- Mission Clarity X

EXECUTE MISSION

DELAY EXECUTION



Remember the Equation...

Low Manning
+ Can Do Attitude
+ Mission Creep

Reduced safety margin and/or
operational complacency

When operational complacency occurs, typically the on-scene junior officers assume the additional risk. Similarly, the on-scene junior officers are charged with recognizing and mitigating this risk through vigilant leadership in cooperation with the senior enlisted.

Your Professional Obligation

Understand the battlefield and know the range of consequences your actions/mission may have.

Have a deep understanding of your:

- Equipment
- Environment
- Geo-Political Situation
- Sailors/Marines

