Incident in the Gulf

CODE OF CONDUCT

For Members of the Armed Forces of the United States

1. I am an American fighting man. I swear in the forms which bind my country and her 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 commands. If I am seized, 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.

5. When questioned, should I become a prisoner of war, I am bound to give only name, rank, service number, and date of birth. I will avoid answering further questions to the utmost of my abilities. I will make no words or written statements disloyal to my country and its allies or harmful to their cause.

6. I will never forget that I am an American fighting man, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

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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

- Transit via Army transport ship from Bahrain to Kuwait and vice versa

Typical Op Areas: Kuwait, Bahrain, Arabian Gulf, Saudi Arabia, U.A.E.
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

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pared to give my life in their defense.

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to resist.

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able. 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 executed, I will take command. As long as I obey the lawful
orders of those appointed over me and will back them up in

5. When questioned, should I become a prisoner of war, I

will remain silent. I will never reveal any information which

might be harmful to my country.

6. I will never forget that I am an American fighting man, re-

ponsible for my actions, and dedicated to the principles

which made my country free. I will fight in the Gulf and in

the United States of America.

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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