



How to Prevent the Next Mishap on USS *George Washington* (CVN 73)—or USS...

The 14 factors shown in bold below represent possible causes of a mishap (personal casualty, collision, grounding, fire, etc.) onboard USS *George Washington* (CVN 73). Below each are potential mitigation tools available to leadership that can minimize the negative effects of the causal factor. *[Feel free to adapt this guide for local use at will.—Ed.]*

❖ **Equipment Failure**

- ☑ Use the 3M system and perform PMS correctly and timely
- ☑ Perform pre-operational checks when required
- ☑ Use equipment according to instruction or good practice
- ☑ Carry inventory of spare parts
- ☑ Complete feedback reports to ensure PMS is accurate
- ☑ Train personnel to identify and correct malfunctions and maintain equipment

❖ **Complacency**

- ☑ Communicate the importance of the mission to motivate personnel
- ☑ Impart creative variance into the routine to keep minds stimulated
- ☑ Brief the event prior to execution
- ☑ Ensure supervisory oversight
- ☑ Instill a sense of ownership in personnel performing tasks
- ☑ Ensure leadership applied at the deckplate level
- ☑ Maintain focus on the task at hand
- ☑ Instill teamwork and watchteam backup
- ☑ Educate on worst-case outcome
- ☑ Rotate personnel through different watch stations
- ☑ Ensure personnel are adequately rested
- ☑ Set goals and push personnel to achieve them

❖ **Personal Fatigue**

- ☑ Get sufficient rest
- ☑ Ensure proper nutrition and hydration
- ☑ Manage changes in circadian rhythm
- ☑ Exercise regularly
- ☑ Manage time wisely
- ☑ Effect long-range planning to minimize competition between tasks
- ☑ Optimize the work climate

❖ **Inexperience or Lack of Training (i.e., has the knowledge, but not the training)**

- ☑ Conduct frequent, effective training
- ☑ Ensure adequate training resources available

- ☑ Ensure proper time for acclimation/adjustment before assigning task
- ☑ Supervisors be aware of experience level of subordinates
- ☑ Ensure proper supervision of inexperienced personnel
- ☑ Maintain rigorous qualification standards and pull qualifications when necessary
- ☑ Have a mentorship program
- ☑ Adhere to established procedures
- ☑ Develop and use checklists
- ☑ Develop good habit patterns by repetition
- ☑ Ensure over-instruction watches are properly trained and standardized
- ☑ Train relief on station (avoid gapping billets)

❖ **Task Saturation**

- ☑ Set and communicate priorities to all personnel
- ☑ Train more personnel to assist with high workloads
- ☑ Recognize non-standard situations and mitigate risks
- ☑ Delegate or share tasks with others
- ☑ Eliminate perceived pressure by the worker
- ☑ Develop a climate where it is OK to say, “Uncle”
- ☑ Obtain experience performing the task
- ☑ Use positive stress-relief tools
- ☑ Allocate the correct amount of time to each task
- ☑ Eliminate tasks that do not add value

❖ **Procedural Violation**

- ☑ Hold people accountable
- ☑ Train to the procedures
- ☑ Ensure workers use the book and checklists when performing procedures
- ☑ Ensure workers are qualified on the procedures
- ☑ Conduct refresher training on the procedures
- ☑ Understand the principles behind the procedures
- ☑ Have adequate supervision and watchteam backup
- ☑ Use standard communications when executing procedures
- ☑ Repeat instructions back to avoid miscommunications
- ☑ Expect what you inspect

❖ **Lack of Supervision**

- ☑ Do not assume your subordinates know what they are doing
- ☑ Do not delegate responsibility to someone unqualified
- ☑ Demand adherence to standard procedures
- ☑ Ensure supervisors understand their responsibilities
- ☑ Visit your watchstations and spaces frequently
- ☑ Review manpower to ensure adequate supervisory manning, ratings, NECs
- ☑ Actively develop new supervisors

❖ **Erroneous/Improper Instructions**

- ☑ Have independent and objective assessment of instructions conducted
- ☑ Submit feedback report to correct instructional errors
- ☑ Review instruction for defects and currency before executing
- ☑ Keep instructions simple and unambiguous
- ☑ Seek resolution before operation
- ☑ Always have a questioning attitude
- ☑ Have the technical expertise to realize an instruction is erroneous

❖ **Lack of Knowledge (i.e., has training, but not the knowledge)**

- ☑ Carefully screen tasks to marry with depth of knowledge
- ☑ Use PQS and conduct OJT
- ☑ Conduct drills regularly
- ☑ Recruit personnel best suited for the job
- ☑ Emphasize quality over quantity in the training pipeline
- ☑ Verify qualifications before personnel report
- ☑ Attend requisite schools for the job
- ☑ Hold personnel accountable for attaining adequate knowledge levels

❖ **Overconfidence**

- ☑ Have proper supervision in place
- ☑ Drive personnel to attain higher levels of qualification
- ☑ Continually challenge personnel to reach higher levels of performance
- ☑ Develop processes and a climate that demands critical self-assessment
- ☑ Request assessments from outside agencies
- ☑ Use occasional stand-downs and performance counseling to keep egos in check
- ☑ Impart humility

❖ **Inattentiveness and Distraction**

- ☑ Recognize signs of inattentiveness and distraction
- ☑ Identify root causes for individual distraction/stress

- ☑ Maximize command support assets to help relieve stress
- ☑ Use Ombudsmen, Family Support Group, Family Service Center to help relieve stresses
- ☑ Emphasize importance of task at hand and need to perform professionally
- ☑ Maintain work environment that promotes attentiveness (e.g., quiet bridge)
- ☑ Minimize fatigue and environmental factors
- ☑ Rotate and inspect watchstanders
- ☑ Compartmentalize when performing tasks
- ☑ Conduct thorough briefs and debriefs

❖ **Alcohol and Drug Use**

- ☑ Teach responsible behavior
- ☑ Deglamorize alcohol use and support “Right Spirit” campaign
- ☑ Support command urinalysis program and “zero tolerance” policy
- ☑ Punish alcohol and drug abusers
- ☑ Provide alternatives to alcohol consumption
- ☑ Insist on using the “Buddy System”
- ☑ Provide treatment for willing and qualified personnel

❖ **Hazardous Environment**

- ☑ Wear personal protective equipment (PPE)
- ☑ Conduct comprehensive briefs, safety walk-through inspections, and mission rehearsals
- ☑ Adhere to standard procedures
- ☑ Ensure exposed personnel are properly trained and qualified
- ☑ Use watchteam backup
- ☑ Establish “yellow lights” and “red lights” (e.g., conditions requiring intervention or abort)
- ☑ Restrict access to hazardous areas
- ☑ Practice “on-the-fly” Operational Risk Management (ORM)

❖ **Lack of Discipline or Lack of Professionalism (i.e., the person who doesn't care)**

- ☑ Lead affirmatively and by example
- ☑ Accurately assess command
- ☑ Establish standards, demand adherence
- ☑ Implement an honest and accurate performance-evaluation system
- ☑ Establish effective rewards and disciplinary programs
- ☑ Insist upon attention to detail
- ☑ Actively develop leaders
- ☑ Inspect regularly
- ☑ Develop a climate that fosters pride in ownership