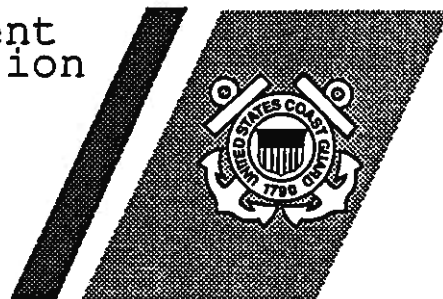


U. S. Department  
of Transportation

United States  
Coast Guard



# LORAN COMMAND

ORIENTATION PUBLICATION

COMDTPUB

## INTRODUCTION

The most challenging assignment the Service can offer an individual is command. Due to its unique nature, command of a Loran station can be extremely demanding. As a new Commanding Officer you will, more likely than not, be in an isolated or foreign location, thousands of miles from your superior, at the end of the logistic lines, and responsible to produce a twenty-four hour a day Loran signal within exacting specifications. On top of that, from the moment you report aboard until you are relieved, your entire crew will be looking to you to provide leadership.

This orientation manual was developed to help you get on the right track as you take command of your Loran station. It was written by individuals who "have been there" and successfully commanded USCG Loran stations in foreign countries (both isolated and accompanied).

Not every LORAN C station is the same, therefore some parts of this manual may not apply to your station. For example, some stations generate their own power while others are on commercial power, and some stations are isolated while others have dependents. However, the manual is written in such a way that all prospective COs and OINCs can benefit from its use.

Finally, despite the awesome responsibility that comes with the job as Commanding Officer of a LORAN station, no other job in the Service offers a greater satisfaction for a job well done or a better opportunity to use and develop your leadership. Many former COs and crew members reflect back on their LORAN tour as one of the best they've ever had. Your LORAN command is a unique opportunity - make the most of it!

## THE MISSION

The mission of a Coast Guard LORAN-C station is to transmit continuous reliable signals that meet signal specifications and timing criteria.

The principal duty and responsibility of the Commanding Officer is to ensure that the mission of the station is met. The Commanding Officer is expected to use positive leadership to achieve the station's mission.

The performance goal for a Coast Guard LORAN-C station is 99.9% signal availability including authorized off-air time. The unique and challenging nature of LORAN-C operations requires a team effort by all hands to achieve the desired signal availability.

### THREE KEYS TO OUTSTANDING OPERATIONAL PERFORMANCE

High performing LORAN stations that meet the desired 99.9% signal availability goal have three things in common. First and foremost, there is good leadership which inspires all hands to give their best. Secondly, there is a well run preventative maintenance program in place in both Engineering and Electronics to keep equipment up and running to specifications. Third, there is an ongoing and meaningful training program. Crewmembers know their jobs and casualty recovery drills are routinely practiced so when an off air does occur, the station can quickly recover.

As the Commanding Officer, you have a direct impact on the three key elements that contribute to outstanding performance. In addition, LORAN performance is easily measurable so you can determine your station's progress. Regional Managers (COMLANTAREA, COMPACAREA or ACTEUR) publish monthly reports on the LORAN performance of all stations in their region.

Finally, outstanding LORAN performance is not achievable without constantly remembering that your people are your most important asset. Despite all the modern equipment installed on your LORAN station, the most complicated and sophisticated components of your station are the members of your crew. While it may be possible to drive individuals to work, the results are never as good as the superior performance of those who are well led. Maintaining and raising the morale of your crew will be one of your biggest challenges.

## PREVENTIVE MAINTENANCE SYSTEM

A well run preventive maintenance system is essential if you desire your LORAN station to achieve its best operational performance. Failure to keep up with a preventative maintenance system will cause vital equipment to fail or breakdown, which in turn can seriously affect operational performance.

Preventative maintenance consists of a schedule of tests, adjustments, inspections, cleaning, lubrication, and preservation to maintain equipment performance at design standards. This maintenance may be performed on a daily, weekly, monthly, quarterly, semiannual or annual basis. The unit performs preventative maintenance on the majority of equipment located at the station. However some equipment may require technical assistance from the Regional Manager and other equipment must be sent off the unit to have preventative maintenance performed. Procedures stating who, how, and when to perform preventative maintenance are described in detail in the appropriate technical manuals in both Engineering and Electronics.

The best way to manage a preventative maintenance system consists of three steps: (1) DO IT, (2) DOCUMENT IT, and (3) REVIEW IT. The individuals who perform the maintenance should also document it in the appropriate log immediately after working on the equipment. This documentation serves as a record of the preventative maintenance and also helps to track the performance of equipment. The review phase is best done by a senior member. This consists of spot checks of the preventative maintenance documentation to ensure the maintenance is being performed and documented. Gundecking of the PMS can be avoided by (1) ensuring all personnel realize the important connection between preventative maintenance and operational performance, (2) allowing sufficient time during the work day or after hours for personnel to perform the required maintenance, and (3) an active command interest in Preventative Maintenance.

Despite your best efforts at preventative maintenance, there will be equipment malfunction or breakdown. This is when the time and effort invested in your training program kicks in to keep "down time" to a minimum.

## TRAINING

Your station's operational performance will be at its best only if your crew is properly trained. The purpose of training is to ensure your unit can meet its operational mission. Proper training will increase your on air time and help your people develop more expertise in their jobs and their rate. Failure to consistently conduct meaningful training will hurt your performance record and can only lead to trouble.

On your unit, both all hands and departmental training should be emphasized. All hands training consists of emergency drills, such as fire and general assistance, and required lectures. Department training in both Engineering and Electronics consists of training personnel in the maintenance, safety, theory, and actual operation of all equipment onboard. The best policy is to rotate all department personnel through the instructor role. This allows everyone to lead training sessions and creates more commitment to quality training. Casualty recovery drills (loss of power, out of tolerance, blink, etc.) should be practiced frequently in each department. This will enable your people to react quickly and professionally when the real casualty event happens.

Normally the Regional Manager will provide guidance on what training should be conducted and the frequency. Past high performing units have conducted departmental training twice a week, with an hour set aside for each session. All hands training was conducted for an hour a week on a different day. All hands and departmental training should both have a long-range training plan (six-months), a monthly training schedule listing topics and instructors, and up-to-date correct lesson plans approved by the appropriate Department head. After each training session the training should be documented in each individual's training folder. Attendance at training sessions should be mandatory, except for operational emergencies.

As the Commanding Officer, you are responsible to ensure a meaningful training program is established at your unit. In order to be of any value, training must be organized, supervised and, most importantly, have strong command attendance and support. Training must be of equal importance and scheduled to mesh - not compete, with operations and preventative maintenance.

## LEADERSHIP

More than anything else, the greatest impact you will have on your station is with your leadership. To achieve superior LORAN performance, your crew must be well led. Leadership, or the lack thereof, is the sole difference between a well performing LORAN station and a poor one. A well led unit, over the long term, is characterized by commitment to the leader's vision, teamwork, pride, high morale, and a motivated crew. There are no "cookbooks" on how to be a good leader, but some of the following ideas about leadership may be of some benefit to you.

### LEADERSHIP AND LEARNING

Studies have shown that you learn the most about leadership from your own experiences (both as a follower and a leader), secondly by observing role models, and lastly from formal classroom leadership such as the Coast Guard's Leadership & Management School. Leadership and learning go hand-in-hand. Good leaders are always trying to learn how to become better leaders. Leadership is a never ending journey. You can always improve your leadership. It is a continual process of self-development.

### VISION

The best leaders have a clear vision or end goal of what they want to accomplish in their tour. Your vision/goal is the most important thing you are trying to accomplish. Generally this represents some difficult, but attainable, challenge. On your LORAN station, your vision might be to have the best station in terms of LORAN performance in your chain or Regional Manager area. Goals are best if they can be easily measured. This enables everyone to see the progress. For instance, achieving a perfect 100% month would be a good first step in reaching your vision of achieving and maintaining the best operational record in your chain. You must communicate your vision to your crew. When your crew believes in the end goal and sees you are taking actions to achieve it; such as increasing quality of training and preventative maintenance, they will be committed. Your crew will provide superior performance only if they are committed, not coerced. Good leaders constantly monitor and communicate progress toward the vision. Your crew will be motivated to give their best effort only if they believe in it, have ownership in it and are allowed to fully use their talents to achieve it.

## INTEGRITY AND TRUST

Survey after survey has shown that what followers want more than anything else from their leaders is integrity. In other words, be a straight shooter. Your actions will speak louder than your words. Make sure they are both saying the same thing. In the trust arena it is important for you as the leader to "ante up first" and trust your people without waiting for them to trust you. Leaders who selectively remember orders or pass blame to escape responsibility, create a climate of distrust and fear. By your personal example you will inspire commitment to integrity throughout your station.

## RECOGNITION

Good leaders understand and use recognition as a powerful tool to enhance subordinate performance and develop them as leaders. There are few, if any, more basic needs than to be noticed, recognized and appreciated for our efforts. Good leaders have high expectations of performance, both of themselves and of their followers. Make sure you recognize, both individually and as a crew, your subordinate's efforts towards achieving the goals. Positive recognition can be as simple as saying "thank you" or "well done". In addition, if something is performed incorrectly you have a responsibility to point out the improper performance, tell them the proper way and let them try again. Recognition is most meaningful when it is timely, specific, and sincere.

## CHANGE

Leaders bring about change. Think back to the people in your life whom you looked up to as leaders. They were leaders because they were not content to maintain the status quo. Good leaders are always trying to do things better, seeking to be the best in what they do, and bringing out the best in their people. Your personal behavior is the major influence in convincing others to accept change.

## INFLUENCE

You can't really put your ideas into action unless you have influence. On your LORAN station there are two ways to influence your crewmembers to do the things you want. One way is by using your rank. There may be a few times for using it, but if you use it all the time soon your crew will resent it and do only what they have to. Another way to influence your crew is by your personal influence. Your crew will do things for you because they respect you and the person you are. Generally, people respond better to this method because they are following not because they have to, but because they want to. Bottom line-your rank can influence your crew to comply, but your personal leadership will inspire superior performance.



## DEVELOPING YOUR PEOPLE

Besides getting the job done, effective leaders develop their subordinates into leaders by allowing them to contribute, grow, and be involved. In other words, they recognize that people are their most valuable asset and allow them to develop to their full potential. You can't really lead or develop your people if you don't know them and what motivates them. The only way you can get to know them is by proactively spending some time with them. It can't be done by sitting in your office by yourself all day. Since people learn the most about leadership from actually leading, you can develop your crew by letting them lead people, make decisions, and learn from their mistakes while you coach them. Coaching involves spending time with your people daily, LISTENING to their ideas, and providing them with feedback on their efforts and performance. Look out and care for your people and they will look out for you.

## LIVING LEADERSHIP

The most difficult part about leadership is living it. Your crew will be watching you closely to see what you do, much like you have watched your leaders in the past. The following time tested personal leadership principles are good ones to adhere to:

LEAD BY EXAMPLE - Your personal example will have the greatest influence on the station. Actions speak louder than words. Through your personal actions you communicate to your followers what you think is important.

TREAT OTHERS THE WAY YOU WOULD LIKE TO BE TREATED - The golden rule has withstood the test of time. Good leaders still use it today.

CARE ABOUT YOUR PEOPLE - Good leadership requires that you truly care about the people placed in your charge. True leadership is really about service to our people more than anything else.

Being a good leader is a constant and difficult challenge. However, when you have established that mutual flow of respect with your crew that only good leadership brings out, it is one of the best feelings in the world.

## LESSONS OF EXPERIENCE

The following situations are true life stories of events that actually occurred on Coast Guard LORAN stations. Each of the incidents required the Commanding Officer to make a decision and take some kind of action. The scenarios are presented to give you an idea of some situations you may encounter and perhaps learn from others who have preceded you.

Making decisions under pressure has to be learned on the job. In other words, you have to get into the water to learn to swim. Your LORAN station tour will provide you an excellent opportunity for using and developing your problem solving and decision making skills.

**REPRESENTING THE UNITED STATES & THE U. S. COAST GUARD**

SITUATION - A Commanding Officer, overseas in a predominantly Catholic country, took his landlord, a Catholic priest, to court. The dispute was over a utility bill that could have been easily resolved without going to court. He lost the case. Additionally upon his PCS departure from the station he ran up a large bill at the resort hotel next to the station. The CO left the country without paying the bill. His actions, combined with the station's spotty record of paying vendors on time, resulted in all foreign vendors refusal to deliver necessary supplies unless they were paid cash at the time of delivery.

ACTION TAKEN - The new CO had to write a letter to the District Commander where the previous CO was now stationed to get the hotel bill paid. It took six months and a lot of community relations work by the new CO to build up the trust that was wrecked by the old CO.

- LESSON - (1) As CO, both abroad and in the U. S., your actions have a far reaching impact.
- (2) Conduct yourself in such a way that your conduct is beyond reproach and reflects favorably on your station and your country.

## CRISIS

**SITUATION** - In the middle of the night at an overseas LORAN station, a crewmember "tripped off the line." Before he could be restrained by the duty section he put a chair through twenty-four different windows on the station.

**ACTION TAKEN** - The next day the CO sent the member, with an escort, to the nearest U. S. military medical facility for a psychiatric evaluation. The member was discharged shortly thereafter.

**SITUATION** - Two weeks after reporting aboard to an overseas LORAN station, a new CO was confronted with an attempted suicide by a female dependent who overdosed on some pills. Despite the language barrier, the young woman was taken to a local foreign hospital where her stomach was pumped and her life was saved.

**ACTION TAKEN** - Due to lack of availability for support treatment she needed, the CO arranged to have her flown home to relatives the next day. This was despite her protests that she was perfectly fine and her attempted suicide was "no big thing" to get worried about.

**LESSON** - (1) Learn to expect the unexpected  
(2) Realize there may be problems at your station that you don't have the resources to handle or solve.

## COUNSELING

SITUATION - The CO of an isolated LORAN station was approached by a crewmember for advice with his marital difficulties. The CO, showing a genuine concern for his people, lent an ear. Soon he became heavily involved in counseling the crewmember on his marriage. It became a serious problem and the never married CO realized he was advising his crewmember in a situation he had no experience with.

ACTION TAKEN - The CO rightfully referred the crewmember to a Chaplain at the nearest U. S. military facility. The Chaplain was skilled in marital counseling.

LESSON - (1) Know your limits in providing counseling  
(2) When possible, refer them to the professional counselors (marital/financial/mental health).

## OPERATIONAL PERFORMANCE

SITUATION - A new CO arrived at an overseas unit whose operating record was the worst of all the stations in three chains and had been for some time. One week after his arrival, the regional manager's semi-annual inspection awarded the station a "marginal" rating. For over two years the station had been working tropical hours.

ACTION TAKEN - The new CO interviewed crewmembers and determined pride in the unit was non-existent, training and preventative maintenance was poor, and crewmembers were more interested in liberty than doing their jobs. He stated his goal was to have the best operating record of any station in the three chains. However, since it would take a lot of work to get there, the station was returning to a normal work day effective immediately. It was not a popular decision with the crew at the time.

- LESSONS -
- (1) Diagnose where your station is and what it needs from you as the leader.
  - (2) As a CO you can't always make popular decisions, particularly if you are striving for a long term goal.

Footnote - A year and one-half and a lot of hard work later the station reached its goal of being number one. Morale and pride in the unit improved dramatically.

## WATCH STANDING

SITUATION - There was conflict between the Engineering and the Electronics Department of the LORAN station that was having an adverse impact on all hands working together. The conflict centered mainly around inequity in watchstanding policy at the command. Despite the same number of duty standing petty officers in each department, Engineer watchstanders stood less duty than their counterparts in Operations. This was because the MKC had made all non-rates on the station stand engineering watches.

ACTION TAKEN - The CO split the non-rates evenly between the two departments so some became LORAN watchstanders. This resulted in both departments standing the same amount of duty each month.

- LESSON -
- (1) Ensure that duty is as fair and equitable as possible.
  - (2) Team unity is enhanced if all crewmembers feel everyone is pulling their fair share of the load.

## MANAGING YOUR COMMAND

High performing LORAN stations are generally well managed. To manage your command you must be able to see the "big picture" while at the same time pay attention to the details. The following management tips have worked well for people who have preceded you.

### WEEKLY MATERIAL INSPECTION

The purpose of the weekly material inspection is so that you as the CO can get a first hand look at the material condition and cleanliness of your unit. You should inspect the entire station personally each week. An inspection correction report generated right after the inspection with a due date before next week's inspection helps ensure discrepancies are corrected. The weekly material inspection also allows you to see your crew in their work areas and enables you to talk with them and get a good handle on what is going on and what their interest and concerns are.

### QUARTERS

Daily quarters is the best time to pass the word to your people. It's an excellent time to see and communicate with all your crew. Quarters is a good time to review the station's progress towards the goal of a 100% month (no unauthorized off air time).

### UNIT ORGANIZATION

In accordance with COMDTINST M16500.13, Senior Technical Officers are assigned to LORAN-C stations for the specific purpose of providing high level technical expertise and shall not be assigned duties as executive officers. However, in accordance with Coast Guard regulations the STO may temporarily succeed to command in the absence of the CO. Bottom line is you are both the CO and the XO. This should make it alot easier to get the XO to agree with your policies.



## TICKLER FILES

Tickler files are reminders on message traffic or correspondence that requires a reply. A simple checkoff list of required reports, responsible department and due date can greatly assist you in report submission. Personally reviewing the tickler file can ensure the unit submits reports and correspondence on time.

## UNIT LOGS

There are generally three logs on a LORAN station that you as the Commanding Officer need to see and sign daily. The purpose of the logs is to help you keep informed about what is going on at your unit. The unit log written by your OOD documents the duty day and logs important items such as a fire drill, personal injury or unusual events. Ensure you have a good set of standing orders to the OOD elaborating what you expect logged and a sample log. The daily LORAN operations report tells you how well your station performed its operational mission (on-air time) from the previous day. It is recommended the Senior Technical Officer present it in person to you first thing in the morning for your signature. Learn to read the report so you can tell what is going on. The machinery log prepared by the Engineering watchstander tells you how the engineering department ran over the past day. The Engineer should also bring it by for your approval first thing in the morning. Reviewing the logs also allows time for you to be briefed about ongoing work projects in each department.

## UNIT FUNDS

Effective management of unit funds is crucial to the material condition and operational performance of the station. Maintain a financial spending plan for the unit and require your department heads to do the same. Stick to the unit OG-30 budget. However it is not a bad idea to keep some money under your control for unforeseen contingencies that sometimes crop up. Audits and reports are designed to give you feedback on activities involving funds. If a report doesn't balance or if you have questions, get a hold of your support unit promptly. More Officer's careers have gone down the tubes from bungled exchange and commissary reports than from collisions or groundings.

## STANDING ORDERS AND THE NIGHT ORDER BOOK

The Standing Orders and Night Order Book is one of your LORAN station's most important documents. The Standing Orders provide your after hours representative, the OOD, explicit instructions on how your command will run. The night orders are supplemental orders written for each evening. The Standing Orders should contain your policies on when, and under what circumstance, the OOD should notify you. These should include, but not be limited to, such events as off-air, personal injury and accidents. THE WATCH OFFICER'S GUIDE, Appendix A, has samples of Standing Orders that will be a valuable guide in preparing the Standing Orders for your LORAN station.

### AFTER ASSUMING COMMAND

As the new Commanding Officer, expect your arrival on the station to create many different feelings, expectations, and perceptions among your crew. Some of the crew may have been very satisfied with the policies and leadership of your predecessor and view your arrival with apprehension. Others may look to you to provide sweeping changes from how the station was run before your arrival. Unless there is a need to make changes immediately, it is recommended you first understand the current policies and the reasons behind them and crew's reaction to the policies. Only after you understand and properly diagnose the situation, will you be able to make changes that will improve your station's performance.

At the earliest possible date after the old CO departs, it is recommended you get your crew together to discuss your vision, command philosophy and standards of performance you expect.

The first few days, and even weeks, after you assume command will likely be a continuation of the procedures followed during the relief week, coupled with your new responsibilities as CO. This in-depth inspection of all aspects of the command coupled with reading directives and manuals should continue until you are thoroughly aware of all aspects of the command.

## SUGGESTED READING LIST

The following reading list provides the publications you should be familiar with as the Commanding Officer. Appropriate sections are pointed out where possible. In addition, it is strongly recommended you review all of your Regional Manager (ACTEUR, COMLANTAREA or COMPACAREA) directives. It is unlikely you will review all of this material before the change of command. However, you should continue digging into the books until you are well aware of how your command is supposed to function.

### RESPONSIBILITIES & RELIEF OF COMMAND

COMDTINST M5000.3A (U. S. Coast Guard Regulations) - Article 4-1-1 through 4-1-33 lists responsibilities of the Commanding Officer. Article 4-1-25 contains relief of command requirements.

COMDTINST M16500.13 (Aids To Navigation Manual - Radio Navigation) - Page 2-14 through 2-16 lists responsibilities of a LORAN station Commanding Officer.

COMDTINST M5060.12 (Military Ceremonies Planning Guide for Shore Stations) - Chapter 8 explains in detail how a change of command ceremony should be conducted.

### ELECTRONICS

COMDTINST M16500.13 (Aids To Navigation Manual - Radio Navigation) - Chapter 2 provides everything you need to know about LORAN-C operations; including duties and responsibilities of your STO and ET watchstanders (page 2-17).

COMDTINST M10550.25 (Electronics Manual) - The reference book for administration of the Electronics Department.

COMDTINST M16562.3 (LORAN-C User Handbook) - Small handbook that provides information to your "customer", the LORAN C user.

COMDTINST M16562.4 (Specification Of The Transmitted LORAN-Signal) - Explains in technical detail the LORAN signal transmitted from your station.

### ENGINEERING

COMDTINST M9000.6A (Naval Engineering Manual) - Chapter 090 is the reference for administering the Engineering Department.

## GALLEY

COMDTINST M4061.3C (Subsistence Manual) - The reference book for galley administration.

COMDTINST M6240.4 (Food Service Sanitation Manual) - Provides procedures for Galley Inspections.

COMDTINST M4061.4 (Food Service Practical Handbook)

## ADMINISTRATION

COMDTINST M1000.6A (Personnel Manual)

COMDTINST M5810.1B (Military Justice Manual) - Chapter 1 explains in detail the procedure for nonjudicial punishment.

COMDTINST M1020.6A (Uniform Regulations)

COMDTINST M1500.1B (Training and Education Manual)

COMDTINST M5216.4B (Correspondence Manual)- Reference book for preparing station correspondence.

## MEDICAL

COMDTINST M6000 (Medical Manual)- The reference book for administration of medical. Chapter 1 page 22 list HS responsibilities.

COMDTINST M11300.2 (Water Supply and Waste Water Disposal) - Reference book for water testing.

## FINANCE

COMDTINST M4400.13 (Supply and Property Manual) - The reference book for finance.

COMDTINST M4200.13B ( Small Purchases Manual)

DOT 2770.7A (Imprest Fund Manual) - The reference book for handling your imprest fund.

LUFS Accounting User Manual (EECEN) - Explains how LUFS works.

## CHECKLISTS

The following checklists will help you get a better idea of what is going on in each and every area of your new command. In addition to the checklist, you should read the publications listed in the suggested reading list contained in this manual. The latest Regional Manager Inspection Report is another source of information that will provide you a picture of the current strengths and areas for improvement in the operations of your station.

## RELIEF OF COMMAND

1. Read Chapter 4 Part I (Articles 4-1-1 through 4-1-33) U. S. Coast Guard Regulations (COMDTINST M5000.3A) to become familiar with the responsibilities of command.
2. Read Article 4-1-25 U. S. Coast Guard Regulations which contains relief of command requirements.
3. Stick with the current CO during the relief overlap time frame. It is an excellent opportunity to become familiar with the station's routine and to ask questions why things are done in a particular way.
4. Make a thorough material inspection of all spaces with the outgoing CO. Ask questions concerning peculiarities or defects of spaces or equipment. Note the uncorrected deficiencies and actions being taken to correct them.
5. Observe with the outgoing CO, the proficiency of the crew at general emergency drills and LORAN & Engineering casualty recovery drills.
6. Ensure the outgoing CO briefs you on foreign customs and courtesies and introduces you to local foreign officials that interact with the station.
7. Review the last Regional Manager (ACTEUR, COMLANTAREA, or COMPACAREA) Inspection report. This is a good way to gauge the operational performance of your LORAN station.
8. Request that the incumbent dispose of all pending disciplinary action prior to relieving.
9. Conduct a relief of command inventory of CMS publications.
10. Read chapter 8 of COMDTINST M5060.12 (Military Ceremonies Planning Guide for Shore Stations) which explains in detail the change of command ceremony.
11. At overseas stations make contact/visit the nearest U. S. CONSUL or embassy. Understand who is responsible for the security of your station and be aware of local issues.
12. After relief, briefly interview each member of the crew. The purpose is to start to get to know your people.

## ELECTRONICS

1. Read and understand Chapter 2 of COMDTINST M16500.13 (Aids To Navigation Manual, Radionavigation).
2. Read and understand regional manager (ACTEUR, COMLANTAREA or COMPACAREA) directives concerning LORAN-C policies and procedures.
3. Understand how the Electronic Equipment Information System (EEIS) functions.
4. Examine the Electronic Repair Parts Allowance List (ERPAL) and ensure the station has an adequate supply of replacement parts onboard.
5. Review the last Electronic Installation Record (EIR) which is the property record for the unit's electronic equipment.
6. Observe the watchstanders perform the LORAN casualty recovery drills.
7. Know the procedure for carrying out Electronic departmental training and how the training is documented.
8. Ascertain how the preventative maintenance system (PMS) of electronic equipment is conducted at your unit. Examine maintenance check list and logs indicating the maintenance has been performed.
9. Check to ensure that appropriate safety equipment is available for ready use and safety warning signs are posted where required.
10. Check the tickler system for required LORAN reports throughout the year.
11. Know the procedures for testing and calibration of the unit's electronic test equipment.
12. Be familiar with the procedures for storage and disposal of hazardous electronic material.
13. Know the capabilities and limitations of your LORAN and communications equipment.
14. Know the Senior Technical Officer's responsibilities as described on page 2-17 of COMDTINST M16500.13.
15. Know how to read the daily LORAN operations report and what to look for.



16. Check to ensure the appropriate publications including updated technical manuals are onboard.

17. Know the procedure for submitting CASREPS. Know which electronic equipment is CASREPED and the estimated time of repair.

18. Know the procedure for carrying out field changes. Check the status of incomplete field changes.

## ENGINEERING

1. Read and understand Chapter 090 of COMDTINST M9000.6A (Naval Engineering Manual).
2. Read and understand local directives concerning engineering policies and procedures.
3. Know how to read daily the machinery log and what to look for when the engineer presents it for your signature.
4. Examine the latest engineering spare parts inventory to ensure there is an adequate supply of replacement parts onboard.
5. Review the machinery index which lists all engineering property.
6. Observe the engineering watchstanders perform engineering casualty recovery drills.
7. Know the procedure for carrying out engineering training and how the training is documented.
8. Ascertain how the preventative maintenance system (PMS) of engineering equipment is conducted. Examine maintenance check lists and the machinery history cards indicating the maintenance has been performed.
9. Check to see that appropriate safety equipment is available for ready use and safety warning signs are posted where required.
10. Check the tickler system for required engineering reports throughout the year.
11. Understand how the station's water and sewage system operates. Know how the drinking water is tested.
12. Be familiar with the procedures for storage and disposal of hazardous engineering material.
13. Know the capabilities and limitations of your engineering equipment.
14. Know your Engineer's responsibilities as described in chapter 090 of COMDTINST M9000.6A.
15. Ascertain how the station's fuel/oil is ordered and delivered and stored. Know the procedures for checking fuel quality and for handling spills.
16. Know the procedure for submitting CASREPS. Know which engineering equipment is CASREPED and the estimated time of repair.
17. Know the policy for use of the station's vehicles and procedures for repair and servicing of the vehicles.
18. Know the requirements for providing air conditioning to temperature sensitive electronic spaces.

## ADMINISTRATION

1. Prepare a "succession to command" designation letter.
2. Ensure the Senior Technical Officer is designated in writing.
3. Read the unit's Organization Manual.
4. Become familiar with the personnel situation, in particular who's leaving, status of their reliefs, leave requests and requests for school.
5. Review procedures for CO request mast and ensure the crew is aware of the same.
6. Examine how the sponsor program is working once a member receives orders to your station. In addition, know the indoctrination program for newly reported personnel.
7. Know how your unit's personnel records and pay records are handled. Establish a point of contact and a good working relationship.
8. Ensure the watch quarter and station bill for the unit is posted and up to date.
9. Examine the tickler system on required reports and replies.
10. Know procedures for publishing unit instructions and directives.
11. Ascertain procedures for ordering and correcting required manuals and publications.
12. Know the unit's work hours, morning muster, and quarters.
13. Review the procedures and times for visitors onboard the station.
14. Check the status of morale equipment-athletic gear and facilities, VCR, televisions and stereos, and movie and magazine subscriptions.
15. Learn the procedure for mail delivery and pickup both to the station and within the station. Designate mail orderlies as necessary.
16. Ascertain the procedures for use of laundry facilities onboard the unit.

17. Learn when cleanups are conducted and who is responsible for which areas of the station.
18. Ensure the unit has a person assigned as Educational Service Officer.
19. Know the regulations concerning tax-free cigarettes and alcoholic beverages.
20. Read and understand the procedure for nonjudicial punishment as described in chapter 1 of the Military Justice Manual (COMDTINST M5810.1B).
20. Examine the Unit Punishment Log.
21. Learn the procedures for reveille and taps, and morning and evening colors.
22. Become familiar with how the urinalysis and weight program is administered at your station.
23. Become familiar with Chapter 20-7 of the Personnel Manual concerning alcohol incidents.

## FINANCE

1. Examine the property records for completeness. Determine who are the property custodians and when the last property inventory was conducted.
2. Ascertain the current status of property surveys and the procedure for conducting surveys.
3. Review the latest report and check for auditing procedures for the following accounts:  
Exchange, Mutual Assistance Fund, Morale Fund, Agent Cashier account (Imprest Fund) and alcohol.
4. Sight existing letter to the bank which contains authority to sign Exchange, Mutual Assistance, and Morale Fund checks. Arrange for new letters containing a sample of your signature.
5. Examine the current budget and spending program to ensure funds are sufficient and that funds are distributed properly according to the spending plan.
6. Check the status of operating funds for which the unit is accountable. Ensure there is a backlog list of items needed in case of fallout money.
7. Learn the system of internal/external requisitioning and the onboard management of inventories.
8. Review onboard stocks of spare parts and consumable materials to determine allowance shortages.
9. Know hours of unit's exchange, how supplies are ordered, pricing policy, and how to conduct monthly inventories and reports.
10. Know your spending limits and signature authority to procure authorized items.
11. Become familiar with how LUFS (Large Unit Financial System) operates.
12. Know the job responsibilities of the SK as described in COMDTINST 4400.13 (Supply and Property Manual).

## MEDICAL

1. Know which medical emergencies the station sick bay can handle and which it can't.
2. Know the procedure for a medical evacuation for both active duty and dependents. Establish a good working relationship with your medical support unit.
3. Know the procedure for conducting health and sanitation inspections; particularly concerning the galley and the unit's drinking water.
4. Ascertain the station's sick call hours and the procedure for informing you of illness and injury of crewmembers.
5. Know the procedure for storage and audit of medical narcotics.
6. Know the procedure for handling pest/insect/rodent problems on the station.
7. Check the tickler system for required medical reports throughout the year.
8. Know the job responsibilities of the HS as described in chapter 1 page 22-27 of the medical manual.

## GALLEY

1. Know how the unit receives the stores required to subsist the unit. Know what restrictions might apply (foreign procurements), and how long the food has been aboard (shelf life). Know how much is stored aboard to meet the units resupply schedule.
2. Examine the operation of the CG Dining Facility. Know how and when monthly inventories are taken including the requirements for verification inventory. Review the survey policy for subsistence items. Ensure that breakouts correspond with the menu.
3. Ascertain how the menu is approved and posted.
4. Review the latest monthly dining facility report and understand how to read.
5. Know the job responsibilities of the subsistence specialist.
6. Understand and ensure that timely receipt of the basic daily food allowance message is forwarded to the subsistence specialist. Verify that the daily rations are being claimed at the right value, as contained in the message.
7. Ensure that all cash sales have been transmitted and that collection receipts have been received. Checks are to be made out to the United States Coast Guard.
8. Ensure that proper sanitation inspections are held.
9. Check the tickler system for required reports and audits for the galley.

### WATCHSTANDING

1. Examine the Standing Orders and the Night Order Book.
2. Examine the unit log, method of preparation and when presented to CO for signature.
3. Find out the break-in and qualification procedure for members to become watchstanders.
4. Sight the following qualification letters: OOD/Engineering watchstander/LORAN watchstander.
5. Ascertain how watch rotation and duty assignments are made and published for all watchstanders.
6. Determine how exchange of duty is handled.
7. Ascertain relief procedures, uniform and times for relieving the watch.