



DEPARTMENT OF THE NAVY
NAVAL AIR STATION
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NAS PATUXENT RIVER INSTRUCTION 5354.1

From: Commanding Officer, Naval Air Station Patuxent River

Subj: COMMAND RESILIENCE TEAM HUMAN FACTORS COUNCIL

Ref: (a) Cultural Champion Network Quick Reference Guide
(b) DoD 6025.18-R, DOD Health Information Privacy, 24 Jan 03
(c) Privacy Act of 1974
(d) Health Insurance Portability and Accountability Act of 1996, 21 Aug 96
(e) OPNAVINST 6520.1A Operational Stress Control Program

Encl: (1) Resilience Toolkit Example

1. Purpose. This instruction establishes policy and procedures for standardizing the organization and conduct of the Command Resilience Team Human Factors Council (CRTHFC) for Naval Air Station (NAS) Patuxent River. This policy provides a formalized mechanism of human factors feedback to command leadership who can use the information to assess the risk to assigned personnel.

2. Mission. The command shall conduct a CRTHFC meeting in order to facilitate the early identification of "at risk" Sailors and create effective, holistic risk management plans to mitigate adverse outcomes and improve individual and force readiness. This shall happen as soon as possible when an "at risk" Sailor is identified, or at a minimum, monthly to follow up on actions taken on recommendations from previous meetings.

3. Execution.

a. Commander's Intent and Concept of Operations.

(1) Commander's Intent.

(a) The command shall establish a CRTHFC to review the human factors known about Sailors that may affect their performance. These factors may be physiological, psychological, social and/or professional. Examples include medical conditions and qualifications, psychological and emotional stressors, interpersonal relationships, financial challenges, performance trends, training, and motivational factors. CRTHFCs are convened to provide the Commanding Officer (CO) with a better understanding of the overall well-being of personnel and to recommend individualized risk mitigation plans when appropriate.

(b) In accordance with reference (a), continuous, proactive involvement by Engaged Deckplate Leaders (EDLs) at all levels is essential to identifying and mitigating the stressors that impact the daily lives and performance of Sailors aboard NAS Patuxent River. All too

frequently, human factors are found to have played a significant part in a mishap or adverse event. Supervisors and peers are often aware of isolated events, but may not have the whole picture. A command CRTHFC is organized for the purpose of providing the CO with the most complete picture possible of at-risk personnel to prevent adverse events.

(2) Concept of Operations.

(a) Prior to a regularly scheduled CRTHFC, leaders shall use the Resilience Toolkit (Example found in Enclosure 1). Although not all inclusive, the Toolkit focuses on awareness of resilience indicators and potential at-risk behaviors by unit personnel. There is no exact formula to determine an "at risk" Sailor, but Enclosure (1) is our primary guide and incorporates input from the chain of command. The key intent is that EDLs recognize and intervene early when stressors and risky behaviors first develop in order to interrupt the chain of events that can lead to an adverse outcome. Those Sailors who are identified as "at risk" may be referred to the CRTHFC.

(b) Many leaders at the CRTHFC will already have in-depth knowledge of the Sailor under review. It is at the CRTHFC where leaders can collectively assess individuals and thereby gain a more thorough understanding of their overall well-being and needs.

(c) EDLs and CRTHFC members will be held accountable under references (a) through (e) to ensure the continued privacy and confidentiality of information discussed at the CRTHFC. Detailed examination of sensitive personal or professional matters in a large group is neither intended nor appropriate. When such matters arise, the CO may defer detailed discussion to a more appropriate forum.

(d) Sailors being discussed will not normally be present at a CRTHFC. If a CRTHFC member is to be highlighted, they must excuse themselves to encourage a free and effective discussion.

(e) Sexual Assault victims and their cases will not be discussed via the CRTHFC process. These cases are managed in a different forum.

(3) Requirements.

(a) CO will chair the CRTHFC.

(b) Executive Officer (XO) will:

1. Establish a CRTHFC in accordance with reference (a), that meets the requirements of this instruction and ensure timely and adequate resources are available to assist the CRTHFC.

2. CRTHFC members are assigned per reference (a). Ensure CRTHFC members are aware of the Privacy Act and confidentiality requirements, per references (a) through (d),

- a. The XO, one senior Department Head (DH) and the CMC will evaluate all DHs.
- b. The XO and CMC will evaluate all Department Leading Chief Petty Officers (DLCPOs).

(4) Coordinating Instructions

(a) The CO or other persons designated in writing may receive protected Health Insurance Portability and Accountability Act (HIPAA), information in accordance with reference (d), for the purposes of determining the impact of the Sailor’s health status on the command's readiness and military mission.

(b) Subject matter expert (SME) support on the CRTHFC process is available from the Safety Officer, Command Drug and Alcohol Program Advisor (DAPA), Deployed Resilience Counselor (DRC), Sexual Assault Response Coordinator (SARC), Suicide Prevention Coordinator (SPC) and the local Fleet and Family Support Center (FFSC) representative or others designated by the CO who may have knowledge pertinent to a Sailor’s case.

Mandatory CRTHFC Members (if assigned)	SME Support (as required)
<ul style="list-style-type: none"> CO or Officer in Charge (OIC) XO or equivalent Command Master Chief (CMC) or SEL Legal Officer Medical Officer or Independent Duty Corpsman (IDC) Command Climate Specialist (CCS) Chaplain Individual Sailor’s respective DH 	<ul style="list-style-type: none"> DAPA SAPR VA DRC FFSC SPC Command Individual Augmentee Coordinator (CIAC) Additional Departmental Leadership <p><i>This list is not all inclusive; Commanders will add members at their discretion as the situation requires.</i></p>

4. Administration and Logistics.

- a. Information generated from the CRTHFC is for the CO's use and for the purpose of force preservation and risk mitigation.
- b. Records created as a result of this instruction shall be kept in confidence and shall not be used for disciplinary action.
- c. Any hard-copy records generated as a result of this instruction will be serialized and destroyed by the DH. Absolutely no hard copies will be placed in EDL/Division Officer Notebooks.

5. Records Management.

- a. Records created as a result of this notice, regardless of format or media, must be maintained and dispositioned for the standard subject identification codes (SSIC) 1000, 2000, and 4000 through 13000 series per the records disposition schedules located on the Department

of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. For SSIC 3000 series dispositions, please refer to part III, chapter 3, of Secretary of the Navy Manual 5210.1 of January 2012.

b. For questions concerning the management of records related to this notice or the records disposition schedules, please contact your local records manager or the DON/AA DRMD program office.

6. Review. Per OPNAVINST 5215.17A, the Command Climate Specialist (CCS) will review this instruction annually on the anniversary of its effective date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will automatically expire 10 years after effective date unless reissued or canceled prior to the 10-year anniversary date, or an extension has been granted.



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Distribution:

This instruction is cleared for public release and is available electronically only online at <https://g2.cnice.navy.mil/Directives/default.aspx>

RESILIENCE TOOL KIT EXAMPLE (See reference (a) for link)

How to Use the Resilience Toolkit
 The Resilience Toolkit should be understood as a tool for Engaged Deckplate Leaders (EDLs) to track potential risk factors of Sailors across their command. This Resilience Toolkit may be used in conjunction with the Human Factors Process to help identify risk factors and promote positive Sailor growth. This tool can also help EDLs locate Command Resilience Team (CRT) members and resources that may be able to provide additional assistance. The Resilience Toolkit is not a replacement for good leadership, but rather a supplement to it.

Basic How-To: A drop-down menu is located next to each list of potential resilience indicators. Selecting Yes will display potential command and installation resources. EDLs may also insert notes and save the sheet for use during a future assessment. Commands may wish to add contact information for resources and should do so at their own discretion.

Resilience Indicators
 Information is obtained through either organic conversation with the Sailor or via a collateral resource. This Resilience Toolkit should not be used to diagnose or report on a Sailor. Its purpose is to help leaders in guiding their Sailors toward appropriate CRT Human Factors Council (CRTHFC) resources.

Relationship Concerns	Command Level Support	Installation Level Support	Resources Available	Staff Notes
Separation or divorce	Yes <ul style="list-style-type: none"> - Chaplain - JAG / Legal Officer - Sponsor/Mentor - Ombudsman 	<ul style="list-style-type: none"> - Chaplain - Housing Office - JAG or Legal Officer - Fleet and Family Support Center - Child Development Center - Red Cross or AMCROSS - Mental Health Specialist 	<ul style="list-style-type: none"> - Local Community Information - Wellness Education - Marriage Counseling - SAPR Education - Family Employment - Family Activities - CREDO Assistance - Youth Program 	
Duty-related separation from family				
Recent break-up with a significant other				
Engaged in intimate partner abuse incidents as either victim or alleged offender				
Recent loss or serious illness of a loved one				
Legal/Disciplinary Concerns/Waivers	Command Level Support	Installation Level Support	Resources Available	Staff Notes
Legal issues concerning dependents (spouse and/or children)	Yes <ul style="list-style-type: none"> - Master at Arms - Legal Officer 	<ul style="list-style-type: none"> - JAG or Legal Officer - Chaplain - Fleet and Family Support Center - Resiliency Counselor - Mental Health Specialist 	<ul style="list-style-type: none"> - Legal Advice or Representation - Counseling - Legal Ramifications - Military Protection Orders - Wills and Power of Attorney 	
Legal issues / disciplinary problems				
History of legal problems or subject of an investigation				
Performance/Waivers	Command Level Support	Installation Level Support	Resources Available	Staff Notes
Passed over for promotion	Yes <ul style="list-style-type: none"> - Mentor - Fitness Coordinator - Career Counselor - Independent Duty Corpman - Embedded Mental Health Specialist 	<ul style="list-style-type: none"> - Chaplain or Faith Based Leader - Mental Health Specialist - Medical - Resiliency Counselor - Fleet and Family Support Center - Nutritionist 	<ul style="list-style-type: none"> - Safe Haven - Active Listening - Stress Management Techniques - Positive Coping Mechanisms - Nutritional Advice or Dieting Techniques - Workout Regimen 	
Unable to perform to his/her potential				
Out of compliance with Navy body mass index/high risk PHA/PFA Failure				
Financial Difficulties	Command Level Support	Installation Level Support	Resources Available	Staff Notes
Money-related issues that come to command attention (e.g., home foreclosures, car repossession, debt-to-income ratio, gambling, at risk of losing clearance)	Yes <ul style="list-style-type: none"> - Command Financial Specialist 	<ul style="list-style-type: none"> - Navy-Marine Corps Relief Society - JAG or Legal Officer - Fleet and Family Support Center 	<ul style="list-style-type: none"> - Emergency Funds or Loans - Budgeting Information - Financial Education - Debt Relief 	
Behavioral Health Issues	Command Level Support	Installation Level Support	Resources Available	Staff Notes
Witnessed or received reports of abnormal behavior at work or off-duty	Yes <ul style="list-style-type: none"> - Embedded Mental Health Specialist - Suicide Prevention POC - Mentor - SAPR or SARC - CMED or CCS 	<ul style="list-style-type: none"> - Chaplain - Mental Health Specialist - Medical - Resiliency Counselor - Fleet and Family Support Center - CMED or CCS 	<ul style="list-style-type: none"> - SAPR Reporting or Treatment - Wellness Education - Career Progression Advice - Provide Stress Management Techniques - Practice Active Listening or Provide Advice - Workplace Conflict Mediation 	
Expressed lack of belonging/disspair or feeling of hopelessness				
Displays anger, lack of self-control or engages in addictive behavior				
Demonstrates lack of loss of ethical/moral compass (e.g., lack of integrity, loss of command confidence, not demonstrating Navy core values)				
Medical Concerns	Command Level Support	Installation Level Support	Resources Available	Staff Notes
Placed on Medical Hold	Yes <ul style="list-style-type: none"> - Mentor - Medical 	<ul style="list-style-type: none"> - Chaplain - Mental Health Specialist - Medical - Resiliency Counselor - Fleet and Family Support Center 	<ul style="list-style-type: none"> - Safe Haven - Practice Active Listening - Provide Stress Management Techniques - Positive Coping Mechanisms - Career Progression Advice - Private Counseling 	
Pending administrative or medical separation				
Moral injury resulting from traumatic event or killing in combat				
Substance Abuse/Misuse	Command Level Support	Installation Level Support	Resources Available	Staff Notes
Past or current substance abuse	Yes <ul style="list-style-type: none"> - Alcohol and Drug Abuse Officer (ADCO) - Drug and Alcohol Programs Advisor (DAPA) - Legal - Medical 	<ul style="list-style-type: none"> - Medical - JAG or Legal Officer - Chaplain - Resiliency Counselor - Mental Health Specialist - DAPA - Fleet and Family Support Center 	<ul style="list-style-type: none"> - Addiction Cessation Resources - Active Listening - Personal Well-being Education - Private Counseling 	
Abuse or misuse of prescription drugs (e.g., using alcohol while using prescription medication)				
Any alcohol or drug-related offenses or incidents				
Off-Duty Indicators	Command Level Support	Installation Level Support	Resources Available	Staff Notes
Deteriorating relationships with friends or family				
High-risk hobbies				
Ownership of a personal firearm				