

THE HCD PROGRAM A GUIDE

HCD's OBJECTIVE

HCD is a management program with a single purpose –

**MINIMISING THE RISK OF
CATASTROPHIC ERROR**

HCD's SCOPE

HCD applies to **'SHOOT, DON'T SHOOT'** decisions

HCD is a program of **ORGANISATIONAL DECISION MAKING**. It seeks to set up 'shoot, don't shoot' decisions for success rather than failure.

HCD is applied in real time, during the planning and execution of operations, as well as pre and post-deployment.

HCD includes initiatives that relate to -

- **DECISION MAKING PROCESSES**
- **DOCTRINE AND PROCEDURES**
- **SCENARIO BASED TRAINING**
- **TEAM FUNCTIONING**
- **ORGANISATIONAL CULTURE**
- **MANAGEMENT OF RISK**
- **SPECIFIC ROLES IN OPS**
- **INFORMATION MANAGEMENT**

HCD RESEARCH

HCD is grounded in extensive research into best practice literature across a range of relevant disciplines.

Inputs into the HCD management program include –

- **TADMUS RESEARCH**
(The US Navy's 'Tactical Decision Making Under Stress' Program)

- **INCIDENT MANAGEMENT**
- **EMERGENCY & CRISIS RESPONSE**
- **HIGH RELIABILITY ORGANISATIONS**
- **ACCIDENT INVESTIGATION**
- **CREW RESOURCE MANAGEMENT**
- **SAFETY MANAGEMENT**
- **RAPID MILITARY DECISION MAKING**
- **SYSTEMS ENGINEERING**
- **ORGANISATIONAL BEHAVIOUR**

THE HCD FRAMEWORK

The HCD research uncovered the key elements that determine the possibility of a catastrophic error in SHOOT, DON'T SHOOT' decisions.

This allows the **RISK STATUS** of an organisation to be monitored in real time and preventative steps taken BEFORE an irreversible error occurs.

The HCD Framework addresses the problems and difficulties that surround each of these factors -

- **SITUATIONAL AWARENESS**
- **SITUATION UNDERSTANDING**
- **OWN SITUATION**
- **THE DECISION**
- **CONSEQUENCES**

HCD THE BOOK

'SHOOT, DON'T SHOOT' contains a series of in-depth case studies that reveal how catastrophic error occurs, and what steps can be taken to minimise its risk.

- **THE SHOOTING DOWN OF IRAN AIR FLIGHT IR 655 BY THE USS VINCENNES**
- **THE US MARINES' EXPERIENCE IN BEIRUT 1982/3, LEADING UP TO THE BARRACKS BOMBING**

Each study highlights a particular aspect of the HCD program and points to the specific lessons that can be applied under operational conditions.

- THE **BLACK HAWK FRIENDLY FIRE** INCIDENT IN NORTHERN IRAQ, 1994
- THE AIRSTRIKE ON THE **MSF TRAUMA CENTRE**, KUNDUZ, OCT 2015

SCENARIO BASED TRAINING

The HCD book also serves as a foundation text for a scenario based training program that has been successfully trialed and implemented.

The training is suitable for all services and any rank levels. No professional or technical expertise is assumed.

Participants are placed in a number of decision making environments, which include -

- AN **AIR OPERATIONS** CENTRE IN OPERATION ANACONDA
- AN **F-15** COCKPIT DURING OPERATION PROVIDE COMFORT
- THE **COMBAT INFORMATION CENTRE** OF A WARSHIP
- A MULTINATIONAL **PEACEKEEPING** MISSION IN THE MIDDLE EAST
- AN ISAF **GROUND** OPERATION IN **HELMAND**, REQUESTING AIR SUPPORT

MANAGING THE RISK OF ERROR

HCD has developed a risk management methodology that specifically targets the potential for catastrophic error.

Standard risk management does not include the risk of **error** within its scope. Nor is it designed to be applied in real time during missions, **without** adding to the burden of decision makers or slowing the process down.

HCD fills an important gap in current doctrine and procedures, and has several distinct features -

- FUNCTIONS IN **REAL TIME** DURING A MISSION OR OPERATION
- TRACKS WHETHER RISK **CONTROLS** ARE WORKING AS INTENDED
- TAKES A SYSTEMS APPROACH TO **OVERALL** RISK STATUS
- APPLIES **ADDITIONAL** CONTROLS IF RISK IS ESCALATING
- COVERS **BOTH** 'SHOOT' & 'DON'T SHOOT' SCENARIOS
- MONITORS ALL THE ELEMENTS WITHIN THE **HCD FRAMEWORK**

IN DEVELOPMENT

HCD has identified a whole series of opportunities for minimising the risk of catastrophic error from 'shoot, don't shoot' decisions.

These range from the description of a specialist role within operations, the performance indicators of well-

functioning teams, to the desired organisational culture and most effective leadership style in this context.

These inform a number of initiatives that are still under development. HCD is an ongoing project that has many years to run.