



Defense Health Agency **ADMINISTRATIVE INSTRUCTION**

NUMBER 096
January 19, 2018

J-3

SUBJECT: Crisis Action Team (CAT)

References: See Enclosure 1.

1. **PURPOSE.** This Defense Health Agency-Administrative Instruction (DHA-AI), based on the authority of References (a) and (b), and in accordance with the guidance of References (c) through (n), establishes the Defense Health Agency's (DHA) procedures to provide the Director, DHA, and the Military Health System Leadership, with situational awareness, planning capability, and expert advice/support during periods of increased operational tempo. When activated, the CAT becomes the crisis action planning and execution focal point for the DHA, and is staffed by dedicated subject matter experts (SMEs) throughout the DHA.

2. **APPLICABILITY.** This DHA-AI applies to all DHA personnel to include: assigned, attached, or detailed Service members, federal civilians, contractors (when required by the terms of the applicable contract), and other personnel assigned temporary or permanent duties at DHA, to include regional and field activities (remote locations) and the National Capital Region Medical Directorate/J-11 activities (centers, clinics, and Medical Treatment Facilities).

3. **POLICY IMPLEMENTATION.** It is DHA's policy, pursuant to References (a) through (h), that each Directorate and Special Staff use this DHA-AI to provide support and SMEs to mitigate a major incident(s)/event(s) that affects DHA and its interests.

4. **RESPONSIBILITIES.** See Enclosure 2.

Note: Directorates are responsible for ensuring primary and alternate CAT members are identified in accordance with this DHA-AI.

5. **PROCEDURES.** See Enclosure 3.

6. **RELEASABILITY. Not cleared for public release.** This DHA-AI is available to users with Common Access Card authorization on the DHA SharePoint site at: <http://www.health.mil/dhapublications>.

7. **EFFECTIVE DATE.** This DHA-AI:

- a. Is effective upon signature.
- b. Will expire 10 years from the date of signature if it has not been reissued or cancelled before this date in accordance with DHA-Procedural Instruction 5025.01 (Reference (c)).



R.C. BONO
VADM, MC, USN
Director

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REFERENCES

- (a) DoD Directive 5136.01, “Assistant Secretary of Defense for Health Affairs (ASD(HA)),” September 30, 2013, as amended.
- (b) DoD Directive 5136.13, “Defense Health Agency (DHA),” September 30, 2013
- (c) DHA-Procedural Instruction 5025.01, “Publication System,” August 21, 2015
- (d) United States Code, Title 42, Section 5121, as amended¹
- (e) National Incident Management System, December 18, 2008
- (f) National Response Framework, Third Edition, June 2016
- (g) CJCS Standing EXORD for Emergency Preparedness in the National Capital Region, October 29, 2012²
- (h) CJCS Standing Defense Support of Civilian Authorities (DSCA) EXORD, June 7, 2013³
- (i) JFHQ NCR OPLAN 3600-12, “Emergency Preparedness in the National Capital Region,” June 7, 2012⁴
- (j) DoD Directive 3020.44, “Defense Crisis Management,” June 4, 2007, as amended.
- (k) DoD Instruction 6200.03, “Public Health Emergency Management within the Department of Defense,” October 2, 2013, as amended
- (l) DoD Manual 3020.44-M, “OSD Defense Crisis Management (CrM) Procedures,” November 19, 2010, as amended
- (m) DoD Instruction 6055.17, “DoD Emergency Management (EM) Program,” February 13, 2017
- (n) DHA-Administrative Instruction 066, “Director’s Critical Information Requirements (DCIRs) Situation Report (SITREP)” July 21, 2017

¹ This reference can be found at https://www.doi.gov/sites/doi.gov/files/uploads/Stafford_Act_pdf.pdf

² This reference is maintained by J-35 in room 1M700

³ This reference can be found at <https://portal.noradnorthcom.mil/SitePages/Home.aspx>

⁴ This reference can be found at <https://portal.noradnorthcom.mil/SitePages/Home.aspx>

ENCLOSURE 2

RESPONSIBILITIES

1. CONCEPT. The CAT is the most extensive unit of crisis action management in DHA headquarters. If an event grows beyond the capability of J-35, the CAT provides tailored additional resources for the crisis/event. As required, designated staff will contribute qualified personnel to fill key duties within the CAT. The CAT will closely monitor, consolidate, collate, and organize information from all sources concerning the situation of interest, keep the Director, DHA, and staff apprised of evolving crisis and related/emerging activities, conduct planning, and issue directives. Once the CAT is activated, the designated CAT members will be released from their normal duties to concentrate completely on the emergency at hand.

2. COMPOSITION. Key positions within the CAT are designated as follows. Note that the actual crisis may not require all positions or may require additional personnel/SMEs. Standing CAT members include:

- a. J-1/8
- b. J-3
 - (1) CAT Chief (J-35)
 - (2) CAT Deputy Chief (J-35)
 - (3) Medical Logistics (MEDLOG)
 - (4) Public Health Division (PHD)
- c. J-4
- d. J-5
- e. J-6
- f. J-7
- g. J-9
- h. J-10
- i. J-11
- j. DHA Communications Division

k. Office of General Counsel (OGC)

3. ALL CAT REPRESENTATIVES. All CAT Representatives will:

- a. Represent and coordinate support with their respective Directorate.
- b. Demonstrate subject matter expertise in the development of briefing materials and presentations, as required.
- c. Assist in the development of plans, orders, and policies pertinent to the crisis.
- d. Maintain situational awareness and keep the other members informed.
- e. Brief significant items of interest within assigned areas of expertise on short notice.
- f. Maintain a library of references and policy documents required to accomplish responsibilities.
- g. Maintain assigned reports.
- h. Provide J-35 with pertinent information to compile for lessons learned.
- i. Attend CAT shift change briefings.

4. J-1/8. J-1/8 will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Determine implications of the crisis or operation in the staff sections' area of interest.
- c. Ensure physical security measures are in place and adhered to.
- d. Ensure that each CAT member possesses at least an interim secret clearance before assuming the duties.
- e. Provide accountability and Personnel Status (PERSTAT) reporting to the Director, DHA.
- f. Report significant events or incidents as it relates to personnel strength and accountability.
- g. Provide personnel support estimates for courses of action (COAs) developed within the CAT.

h. Monitor and account for the status of DHA properties and physical security concerns, and expeditiously report significant events.

i. Monitor any emergency repairs or degradation of the facility that impacts response capability.

j. Coordinate requirements concerning mission assurance issues within the CAT.

k. Ensure that all significant Antiterrorism/Force Protection alerts, critical infrastructure vulnerabilities, and actions by governmental and non-governmental organizations are briefed to the Crisis Action Team Officer-In-Charge (CAT OIC).

l. Monitor and account for DHA's properties and physical security concerns, and expeditiously report significant events or incidents to the CAT OIC.

m. Provide support estimates for COAs developed within the CAT.

n. Provide input during rapid planning.

o. Ensure that the J-1/8 Facilities Officer remains abreast of the current situation.

5. J-3. J-3 will exercise staff cognizance over the CAT and recommend activation of the CAT to the Director, DHA.

a. CAT Chief (J-35). The CAT Chief (J-35) is directly responsible to J-3, in CAT operational employment. Specifically, the CAT OIC (J-35) supervises the planning and operational execution of the team, including administration, manpower, internal organization, training, and personnel management. CAT OIC (J-35) will:

(1) Maintain complete familiarity with and provide direct leadership of the CAT to include activation, operational employment, planning, and training.

(2) Approve and release message traffic (e-mail and/or Automated Message Handling System (AMHS)) announcing CAT activation and termination.

(3) Maintain cognizance over all CAT information, personnel, and security functions.

(4) Establish and maintain a CAT Battle Rhythm.

(5) Perform other duties as directed by the Director, DHA, and J-3.

(6) Review and submit orders and plans to the J-3 for approval.

b. CAT Deputy Chief (J-35). The CAT Deputy Chief (J-35) will:

- (1) Ensure that the Operations Center (OC) is prepared to receive the CAT upon activation.
- (2) Provide technical and administrative support to the CAT.
- (3) Ensure physical security measures are in place and adhered to, in coordination with J-1/8.
- (4) Develop and distribute the Battle Roster.
- (5) Ensure personnel receive the proper training before assuming CAT Team responsibilities.
- (6) Ensure that each CAT member possesses at least an interim secret clearance before assuming the duties, in coordination with J-1/8.
- (7) Coordinate equipment and workspace requirements.
- (8) Ensure sufficient office supplies are maintained to support operations.
- (9) Monitor, coordinate, and supervise the execution of any active operation order.
- (10) Develop and submit approval, orders, and plans written by the CAT to the J-3.
- (11) Review, analyze, and direct the flow of information coming into the CAT to ensure that CAT personnel have all available information needed to accomplish their tasks.
- (12) Receive and record operational reports from higher, adjacent, and supporting commands.
- (13) Serve as the principal point of contact (in conjunction with the J-3, and CAT Chief for liaison with higher, adjacent, and supporting commands).
- (14) Inform higher, adjacent, and supporting commands of significant events occurring within DHA's area of responsibility, including transmitting orders, plans, and decisions of DHA.
- (15) Brief the Director, DHA; Chief of Staff (CoS), DHA; Deputy Director, DHA; J-3; and CAT Chief on the current situation.
- (16) Ensure the Directorates not represented in the CAT are notified of and take the appropriate action on situations affecting their purview.
- (17) Coordinate with the CAT Chief regarding manning and activation timeline, work space, and briefing requirements, upon notification of an impending CAT activation.
- (18) Supervise the CAT activation brief.

(19) Serve as a conduit between the CAT and decision-makers.

(20) Supervise the preparation of documents, information papers, on-call situation briefs, and other briefs and documents the CAT originates.

(21) Assign staff actions to appropriate CAT members.

(22) Coordinate all Requests for Information and Requests for Forces.

(23) Supervise the execution of the Battle Rhythm and schedules for meetings, briefings, video conferences, and other activities.

(24) Coordinate and supervise the preparation and presentation of the shift change brief.

(25) Prepare CAT activation and deactivation brief.

(26) Perform other duties as directed by the CAT OIC and J-3.

(27) Act as the repository for all information for archiving.

c. MEDLOG. MEDLOG will:

(1) Identify a primary and secondary SME to support the CAT.

(2) Monitor the progress of logistics and supply support operations, and expeditiously report significant events or incidents to the CAT OIC and CAT Representatives as necessary.

(3) Assist in the preparation of the logistics portion of operational reports.

(4) Coordinate, when appropriate, the rapid processing of supply requests critical to the success of the ongoing crisis/event.

(5) Maintain situational awareness of the locations and status of supplies.

d. PHD. PHD will:

(1) Determine the extent of population exposure and whether the event is a public health threat.

(2) Monitor the health status and impact on the population involved, both military and civilian.

(3) Function as the liaison between Military Services, Joint Staff, and any civilian agency/authority.

(4) Identify a primary and secondary SME to support the CAT.

(5) Monitor the progress of the event, or public health emergency, and medical response to mitigate the threat.

(6) Report significant events or incidents to the CAT Chief and CAT Representatives as necessary.

(7) Assist in the preparation of the public health and medical portion of operational reports.

(8) Maintain, through the Joint Staff, the Director, DHA, and the Assistant Secretary of Defense for Health Affairs communications and coordination with the Department of Health and Human Services and other state, local, tribal, and territorial; public health authorities, as required.

(9) Maintain situational awareness of the locations and status of events.

6. J-4. J-4 will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Provide expertise and advice on fiscal policy and law.
- c. Determine implications of the crisis or operation in the staff sections area of interest.
- d. Coordinate Comptroller support to crisis/event requirements.
- e. Coordinate with the Contracting Office for Contingency Contract Support in support of crisis/event.

7. J-5. J-5 will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Determine implications of the crisis or operation in the staff sections area of interest.

8. J-6. J-6 will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Determine implications of the crisis or operation in the staff sections area of interest.
- c. Provide technical support to the CAT.

- d. Coordinate Information Technology equipment requirements for the CAT.
- e. Serve as the direct linkage between CAT members to ensure network connectivity is maintained.
- f. Manage CAT Information Technology-related projects.
- g. Serve as the CAT point of contact for all Information Security matters related to information systems and networks maintained by or used by the CAT.
- h. Support the Audio/Video Engineers, as required.

9. J-7. J-7 will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Determine implications of the crisis or operation in the staff sections area of interest.

10. J-9. J-9 will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Determine implications of the crisis or operation in the staff sections area of interest.

11. J-10. J-10 will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Determine implications of the crisis or operation in the staff sections area of interest.

12. J-11. J-11 will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Determine implications of the crisis or operation in the staff sections area of interest.

13. DHA COMMUNICATIONS DIVISION. The DHA Communications Division will:

- a. Identify a primary and secondary SME to support the CAT.
- b. Determine implications of the crisis or operation in the staff sections area of interest.

c. Monitor public affairs issues and possible effects on current operations.

14. OGC. OGC will:

a. Identify a primary and secondary SME to support the CAT.

b. Monitor and advise the CAT OIC on the status of legal requirements when operating within the civilian environment and issues dealing with the national, state, and local laws.

c. Maintain and coordinate requirements concerning legal issues within the CAT.

d. Provide legal support estimates for COAs developed within the CAT.

ENCLOSURE 3

PROCEDURES

1. CONCEPT OF OPERATIONS

a. During contingency/crisis action operations, DHA may require enhanced staff integration and planning to achieve the Director's, DHA, intent. One tool at the Director's disposal to accomplish this task is the activation of the CAT. While this organization is not intended to replace the responsibilities of the staff, it provides an essential collection and information dissemination hub that increases the effectiveness of the staff. While there are numerous situations that would necessitate activation of the CAT, the most likely scenarios include:

(1) National Special Security Events within the National Capital Region requiring support, as per Reference (g).

(2) Responding to a catastrophic event involving DHA assets and/or personnel or requiring support to civilian authorities.

(3) Support to an exercise (e.g., Northern Command Exercise Vibrant Response).

(4) Combat Support Agency's support to the Combatant Commanders (CCMDs).

b. The CAT assembles at the direction of the Director, DHA. It reports to and is directed by the J-3, in the early stages of an emerging situation to facilitate the rapid exchange of information and maintain situational awareness.

c. The composition of the CAT is built around its core members and will likely be tailored to the particular crisis, thus necessitating the inclusion of additional augmentation from pre-qualified "on call" SMEs from DHA staff.

d. CAT operations are managed by the CAT OIC and this DHA-AI. The CAT is composed of representatives from all DHA Directorates along with representatives from OGC, DHA Communications Division, and administrative and support personnel. To operate continuously, the CAT is organized into two 12-hour watch sections or, at the discretion of the J-3, may execute a reduced watch rotation that is aligned to the operational conditions.

e. Once activated, the CAT becomes the focal point for all actions related to the crisis or event that necessitated the establishment of the CAT. It is responsible for monitoring and supervising the event and, if directed, to develop plans for future.

f. When the CAT is activated, designated staff representatives will be notified via "Send Word Now" to report to DHA OC.

g. The CAT will be continuously manned and operated, capable of responding to the operational needs of the Director, DHA. CAT requirements include but are not limited to:

(1) Communicating information to the Director, DHA, key staff decision-makers, higher authority, and subordinate commands in a timely manner.

(2) Developing, maintaining, and sustaining the capability to process and respond to the information flow and/or taskings generated by the crisis/event, by any requirement to support civil authorities executing a disaster relief operation, or by any general increase in operational temp.

(3) Continuously ensure situational awareness of Director, DHA, and staff for DHA forces, deployed forces and installations and facilities to enhance the decision-making process, and enable force provision capabilities and answer Director's Critical Information Requirements (DCIRs).

(4) Prepare to deploy Liaison Officers (LNOs) to designated external organizations.

(5) Prepare to support DHA's Continuity of Operations Plan.

2. PHASES. DHA's enhanced responses to a contingency or crisis are defined in four phases of employment:

a. Phase I: Situational Development. Phase I begins with the occurrence of an event and ends with the J-3's decision to form a CAT to evaluate and react to the situation. Key activities include but are not limited to:

(1) Monitoring the developing crisis and evaluating incoming reports.

(2) Apprising DHA Directorates about ongoing situations and initiate appropriate planning.

(3) Notifying CAT DHA staff when operations initiate.

(4) Reacting to actions taken by higher headquarters with emphasis on implications to DHA contingency requirements evaluated to determine the ability to react to situation(s).

b. Phase II: Crisis Assessment. Phase II begins when the J-3 forms the CAT and ends with the decision to develop COAs. Key activities include but are not limited to:

(1) Activating the CAT, per the direction of the J-3.

(2) Notifying higher and adjacent commands that the CAT is operational (J-35).

(3) Monitoring and evaluating CAT crisis event(s).

(4) Reviewing collected information to determine if external support is required to fulfill a contingency requirement or to accomplish a specific mission for CAT.

(5) Determining LNO requirements.

c. Phase III: Planning. Phase III begins when the CAT has initiated COA development and ends when COAs have been initiated. Key activities include but are not limited to:

(1) Monitoring the situation and publishing Situation Reports (SITREPs).

(2) Developing, reviewing, evaluating, and refining COAs.

(3) Releasing information published by DHA Communications Division.

d. Phase IV: Execution. Phase IV begins upon the initiation of COAs and continues until the crisis has been resolved and the CAT has been terminated. Key activities include but are not limited to:

(1) Publishing updates to the COAs as required.

(2) CAT monitoring, assessing, and reporting the accomplishment of objectives.

(3) Deactivating the CAT. As the CAT stands down, DHA staff assumes full functional area responsibilities.

(4) Notifying appropriate higher and adjacent commands of the deactivation of the CAT (J-35).

(5) Redeploying back to home station for LNOs.

3. MANNING SOURCES

a. The CAT is activated whenever an event occurs, a situation develops, or other circumstances dictate that the Director, DHA, requires a larger OC staff to fulfill the Director's requirements.

b. CAT activation may be actively planned as part of an exercise, recommended by the J-3, or directed by the Director, DHA. The composition of the CAT is delineated in Enclosure 2 of this DHA-AI; however, the composition may be adjusted to meet the specific requirements for which it is activated.

c. For scheduled exercises, J-35 will establish personnel requirements in advance of activation to permit for a smooth operational transition, and allow the staff sufficient time to ensure full participation of required personnel.

ENCLOSURE 4

CRISIS ACTION TEAM ACTIVATION

1. CAT PREPARATION. A current recall roster of all CAT members will be maintained by J-35. The roster will have the primary (each watch shift) and an alternate representative with all contact information. At a minimum, the roster will include:

- a. Name, grade, and Directorate;
- b. Work phone number, home phone number, and cell phone number;
- c. Current security clearance;
- d. Watch title/billet; and
- e. J-35 will conduct a recall of the CAT Recall Roster to verify and update as needed, at least once a quarter.

2. ACTIVATION DECISION PROCESS

a. Upon determination that a potential crisis/event does exist, an evaluation will be conducted by the J-3, in close coordination with other DHA Directorates to determine the potential impact.

b. If the evolving crisis/event meets the criteria for activation of the CAT, the J-3 will advise the Director, DHA, and recommend that a partially or fully manned CAT be activated.

c. While not a fully comprehensive list, the following criteria will be utilized in the determination to activate the CAT:

(1) DHA's response to a large scale or rapidly evolving contingency/crisis requires enhanced staff collaboration and planning.

(2) DHA's operations are threatened by a hazard or destructive weather condition.

(3) Enhanced monitoring, reporting, and staff collaboration is required to respond to a significant catastrophic event impacting one or more DHA facilities and associated personnel.

(4) As otherwise directed by Director, DHA, to ensure mission accomplishment.

3. NOTIFICATION

- a. Once a decision is made to activate the CAT, all Directorates will be notified immediately.
- b. Assuming indicators and warnings support a decision and timeline, J-35 will attempt to notify standing CAT members of recall up to 24-hours before the CAT is to be stood up. Once notified of an activation of the CAT, these standing CAT members (or their designated replacements/alternates) will be prepared to report to the DHA OC within 2 hours to confirm recall and receive additional instructions and situation updates.
- c. If required, recall of the CAT personnel will be conducted utilizing Send Word Now.

4. PRE-ACTIVATION ACTIONS. Prior to the CAT reporting to the OC, several preparatory actions are required to be conducted.

- a. Appropriate higher headquarters and Service OCs are notified of the intent to activate the CAT by the most expeditious means available.
- b. An initial CAT Battle Rhythm is drafted.
- c. CAT Augmentation and LNOs are assessed and then identified to the CAT OIC for sourcing.
- d. J-35, will identify phone, computer, and peripheral (e.g., printers, facsimile, etc.) shortfalls to J-6, for sourcing.
- e. As necessary, Operation Plans (OPLANs)/Communication Plans, and Standard Operating Procedures will be placed in the OC for use by the CAT.
- f. Available office supplies will be inventoried and shortfall acquired.
- g. As required, J-35, will acquire a sufficient number of maps of the geographical area involved in the crisis.

5. INITIAL STAFF ACTIONS

- a. At the direction of the CAT OIC, the CAT activation message is released to appropriate higher, adjacent, and subordinate headquarters.
- b. CAT OIC approves and distributes the initial CAT duty roster.
- c. J-6 will ensure sufficient qualified personnel is available for assisting CAT representatives in establishing necessary voice, data, and video teleconferencing systems.

- d. CAT personnel provided a situation update.
- e. A significant events journal is established and maintained.
- f. A mission organization chart is developed identifying participating elements.

6. TERMINATION

- a. J-3 will stand down the CAT when the crisis/event has been resolved or if the CAT is no longer required to manage the situation. The time and level of the CAT stand down will be determined with coordination from the staff principals.
- b. When notified by the J-3, that the CAT will stand down, the OIC will review the stand down procedures and establish a Termination Order. After briefing the J-3 on the stand down plan, the order will be released by the OIC.
- c. Once the Termination Order has been approved, it will be released by the OIC and forwarded to the affected personnel and Directorates.
- d. Upon the completion of the final shift, the OIC will prepare and release a CAT Termination Message.
- e. J-35 will notify all Agencies, components, and working groups of the CAT termination and return communication links to normal day-to-day conditions.
- f. All open CAT taskers will be cleared by the OIC before any individual CAT members are released.
- g. Classified materials and work areas will be returned to pre-crisis/event condition prior to termination of the CAT.
- h. Remaining inventory will be returned to the CAT Chief for storage and replenishment of those supplies.
- i. An After-Action Report will be prepared to capture CAT actions during the crisis and recommendations for process improvements. J-35 will collect, consolidate, and distribute After-Action Reports after each event.
- j. CAT recall rosters will be re-formulated to allow for immediate recall.

ENCLOSURE 5CRISIS ACTION TEAM OPERATIONS1. DAILY SCHEDULE

- a. The daily CAT schedule is a dynamic document that reflects the operational pace of DHA.
- b. A schedule or “Battle Rhythm” will be published and revised as required. It will reflect shift changes, meetings, briefs, rehearsals, required reports, and all other items relevant to the functioning of the CAT.

Table: Battle Rhythm Example

Time	Day	Event	Location	Involves
0600	7-Days	CAT Shift Change Briefing	OC	CAT
0830	W	Operations Secure Video Teleconferencing	Open Secure Storage (OSS) Conf Room	J-3, CAT OIC, CAT Chief, OPT Leaders
0830	M, T, TH, F	J-3 Huddle	OSS Conf Room	J-3, CAT OIC, Directorate Leads, J-35
1800	7-Days	CAT Shift Change Briefing	OC	CAT, OPT
2200	7-Days	LNO SITREPs Due	OC	LNOs
2400	7-Days	SITREP Submitted	OC	CAT Chief, J-35

2. BRIEFING REQUIREMENTS/PROCEDURES

a. Briefs will be prepared, as required, to meet the needs of the Director, DHA. The principal product to be presented is the Daily Operational Update Brief. Special briefings, or on-the-spot updates, may also be required at any time when special situations arise, proposed operational plans or orders are presented, or at the call of the Director of key staff members of DHA.

b. The CAT will be prepared to conduct at least two Daily Operational Update Briefs to the Director, DHA. Normally, these Daily Operational Update Briefs will be held in conjunction with a shift change brief. The CAT must also be prepared to present to Director, DHA, or other senior leaders and guests, additional update briefings as required. These may require presentations by the full CAT watch within the OC or by the CAT Chief in other locations of DHA.

c. The CAT Chiefs are usually responsible for update briefs. The product will be developed by the CAT staff and then presented in a PowerPoint format with individual CAT Representatives presenting the slides they were responsible for preparing. The following format should be used as a guide:

- (1) Briefing Sequence
- (2) Weather (Effects on Operation)
- (3) Review Higher Headquarters Mission and Intent
- (4) Review DHA Mission and Intent
- (5) Review Command Relationships and Task Organizations
- (6) Request for Information/Forces
- (7) Significant Activities (by Directorate) (last 12 hours/next 24 hours)
- (8) Fragmentary Orders released/received
- (9) Personnel Summary
- (10) DHA Communication Summary
- (11) Critical Systems Readiness
- (12) Operational Planning Status
- (13) Closing Remarks

d. Briefings will be conducted in the DHA OC.

e. Briefings for Director, DHA. There will be special briefings from the CAT prepared for the Director, DHA, on an as required basis. When conducted, briefing slides will be reviewed by the J-3, and provided to the Director, DHA, prior to the brief.

3. SHIFT CHANGE. Two 12-hour shifts are prescribed for the CAT when a continuous 24-hour schedule is prescribed. The CAT Chiefs will ensure a seamless turn-over by supervising the hand-off from one shift to another, and assist in maintaining the momentum originally developed by the previous watch. Shift Relief and Assumption of Duties Procedures are as follows:

a. Shift Relief Procedures

(1) The off-going shift will ensure that all briefing slides and significant event journals are correct before the arrival of the oncoming shift.

(2) Each CAT Representative will ensure that their relief counterparts are provided a detailed update on the; who, what, where, when, why, and how during their shift. Special

attention to ongoing and future significant events and items of commander interest will be highlighted.

(3) Members of the off-going shift must ensure that their counterparts on the oncoming shift know how to contact them in case of an emergency or question.

(4) Each shift will present, as a group, a formal CAT shift change brief prior to being relieved.

b. Assumption of Duties Procedures. The on-coming shifts will take the following steps when assuming duties in the CAT:

(1) Arrive no later than 30 minutes prior to the change.

(2) Receive a detailed turnover update from off-going counterparts.

(3) Review the significant events journal, designated SharePoint collaboration site, and any other pertinent information.

(4) Attend and receive a CAT Shift Change Turnover Brief.

c. Change Over Brief

(1) The shift change brief is not a private conversation between the on-coming and the off-going watch but rather an update of issues and events that may affect the whole CAT. Issues that need to be addressed solely between the CAT Representatives will be worked off-line or passed to the OIC before the brief.

(2) Following the brief, unresolved issues will be reviewed by each watch section. When the oncoming shift accepts responsibility for the unresolved issues and taskers, the off-going watch will checkout with the CAT Chief.

4. SIGNIFICANT EVENT LOG

a. Each watch section will maintain a computerized log of the significant events. The log, Daily Staff Journal or Duty Officer's Log (DA FORM 1594, NOV 62), will be maintained in chronological order and will be opened and closed with each shift change.

b. Special care will be used in the preparation of the staff logs so that they can be used as a stand-alone document to show a record of past actions. Logs should be indexed for easy reference and maintained in the CAT Center throughout the crisis. J-35 will maintain and archive all logs used during the crisis.

5. TASKERS. All taskers to the CAT will first be reviewed by the CAT OIC.

- a. CAT OIC will identify those taskers that require action and assign a project action officer responsible for completing the task.
- b. Every effort possible will be made to complete assigned taskers during the shift they were received and not held over to the next shift.
- c. Each watch section will maintain a tasker log indicating the status of completion.

6. SECURITY

a. Classification Management

(1) Classified material must be afforded a level of accounting and control commensurate with its assigned security classification level.

(2) Documents printed from the Secure Internet Protocol Router (SIPR) Network will be reviewed to ensure they are properly marked, contacting the originator for determination if no markings exist.

(3) Secret working papers such as Classified notes from a meeting that contain secret information will be dated, and conspicuously marked at the center top and bottom of each page with the highest overall classification level of any information they contain, along with the words "Working Papers."

(4) Sensitive, but Unclassified material, will be handled in the same manner as For Official Use Only. For Official Use Only material may be disseminated within DoD Unclassified channels.

(5) The Open Secure Storage (located in room 1M700 at the Defense Health Headquarters) is the only space approved for open storage. Under no circumstances will personnel remove Classified material from designated areas without the consent of the OSS Front Desk personnel and CAT OIC.

(6) Classified material that needs to be transported inside or outside DHA headquarters building will have a Classified material folder corresponding to the appropriate level of classification and must be taken by a designated or assigned courier. A designated courier must hold a courier card authorizing the conveyance of Classified material.

(7) No working papers, regardless of classification, will be thrown in trash receptacles. Burn bags will be used for the disposal of all working papers.

b. Security Clearance Requirements. All CAT personnel must have a minimum of an interim secret clearance.

c. Physical Security

(1) The OC is a Level Two restricted area containing secret Classified information.

(2) Electronic devices are not allowed in the OC under any circumstances. These devices include but are not limited to: cell phones (e.g., government-issued Blackberry phones), cameras, iPods, wireless data storage devices, and universal serial bus flash drives.

d. Security Education. Shortly after activation and during pre-activation training events, a security education program will be provided to CAT members to reinforce DHA's security policies and procedures.

7. DAILY SITREP

a. The daily SITREP will be prepared in Quad Slide format (identified below). The reporting period begins at 2400 Eastern Standard Time (EST) and ends the following day at 2359 EST.

The diagram illustrates the 'Daily SITREP Format' as a quad slide. It features a central cross formed by two red lines. The top-left quadrant is labeled 'DHA :'. The top-right quadrant is labeled 'Services:'. The bottom-left quadrant is labeled 'CCMDs:'. The bottom-right quadrant is labeled 'Amplifying Information:'. In the top right corner of the slide, there is the DHA logo (Defense Health Agency) with a stylized American flag. At the bottom center, there is a small label 'As of:'.

b. At a minimum, the SITREP will be distributed to CCMD(s) being supported, the Services, and Director, DHA.

c. The Daily SITREP will be disseminated to the designated commands involved in the crisis/event response and posted to the DHA SharePoint Site. The report will focus on events of the previous 24-hours and the next issues facing DHA in the next 24-hours.

8. PERSTAT REPORT

a. The PERSTAT Report is meant to satisfy the Directors' information needs and to authenticate the total number of personnel physically deployed during the crisis/event. Personnel visibility information receives a high-level of attention, not just by the Director, DHA, but also by the Services and CCMD. Accurate and timely information is essential.

b. Directorates will submit daily PERSTAT Reports to the J-1/8 accountability representative no later than 0800 EST each day reflecting data as of 0600 EST. The J-1/8 accountability

representative will then consolidate the report and submit to the personnel with responsibility in the OC for dissemination. This report will include all personnel either assigned to the specific operation being conducted or all personnel assigned to designated units that are impacted by the destructive weather condition or crisis/event situation.

9. INFORMATION CONTROL AND DISTRIBUTION. SharePoint sites, electronic mail, message traffic, and voice communications are all methods used by the CAT to keep higher, adjacent, and subordinate headquarters informed of the current situation, coordinate actions, and to disseminate orders and guidance. These tools are also utilized to receive pertinent information. CAT Chiefs will be responsible for transposing information from the aforementioned sources to their significant events logs during their shifts.

a. Message Preparation and Release

(1) The CAT Chief will approve the release of all messages from the CAT.

(2) CAT Representatives will prepare and route messages for review through their respective Directorate (O-6 level review) before submitting it to the CAT Chief for release. If release of a message is time sensitive and full staffing via a Directorate section cannot be achieved, the CAT Representative will submit the message directly to the CAT OIC for approval and release.

b. Operational Reporting. The CAT has a requirement to submit operation reports to the Director, DHA. When activated, the CAT will meet this requirement by producing a daily SITREP. The SITREP will directly address CAT areas of responsibility.

c. Action/Response Reporting

(1) The primary point of administrative action for response reporting will be the CAT Chief under the supervision of the CAT OIC.

(2) Response messages will be received via CAT SIPR/Non-SIPR, AMHS, voice (telephonic), and facsimile.

(3) The CAT OIC will determine what action items or issues require notification to the chain of command. This determination is a judgment call, based on the details of the subject incident/issue. Examples may include major media event involving DHA personnel, suicide or death of DHA personnel, or mass casualty situation.

d. Defense Conditions (DEFCONs)/Force Protection Conditions (FPCONs). An increase in DEFCON/FPCON brought about by a real-world situation or by indications or warnings of terrorist activity constitutes a DCIR trip, and proper notifications will be made as per Reference (m). Once activated, the CAT Chief assumes notification responsibilities. For DEFCON/FPCON changes, the CAT OIC will immediately notify:

- (1) Director, DHA, and CoS
- (2) J-3 Staff (CoS, CAT OIC)
- (3) J-1/8 (Antiterrorism/Force Protection Officer/Director)
- (4) Higher, adjacent, and subordinate commands
- (5) Internal DHA distribution protocols will be utilized to inform the staff.

e. Information Conditions (INFOCONs). Changes in INFOCON may be brought about by threats to information security (e.g., viruses and worms). Changes are received via AMHS.

- (1) The CAT Representative staff will notify:

- (a) Health Information Management Representative/Command Information Representative

- (b) CAT OIC

- (c) J-3

- (d) J-6

- (2) Notification to DHA locations affected by the INFOCON change will be made. The e-mail notice will provide an executive summary of the following: who, what, when, where, and other details pertinent to the INFOCON change. The notice will provide an executive summary of the following: who, what, when, where, and other details pertinent to the INFOCON change.

10. ADMINISTRATIVE SUPPORT

- a. J-35 will be responsible for providing the necessary office supplies in support of CAT operations. A minimum quantity of high demand items should be readily available in the event a no notice crisis event demands immediate activation of the CAT. Additional office supplies for sustainment will be acquired as necessary.

- b. Additional support, such as reproduction of Classified material and Classified waste disposal, will be identified by the CAT Chief and set in place as soon as the CAT is activated.

- c. Availability of OPLANs, Concept Plans, telephone directories, and other relevant references will be set in place by the CAT Chief upon activation.

11. COLLABORATION. The OC facility provides the Director, DHA, with specific collaborative tools to facilitate decision-making. DHA will continue to utilize emerging

technology to ensure technological upgrades meet present and future capabilities for interoperability of key command, control, communication, and computer systems. Technological upgrades must be met with corresponding adaptations in policies and procedures. The following collaborative tools are available to the CAT:

a. Shared Folders. CAT Representative staff will utilize shared folders via online repositories (e.g., SharePoint document libraries) to standardize CAT personnel access to common data/document/content collection. CAT Representative products and supporting content will be stored in standardized locations.

b. DHA SharePoint. DHA SharePoint is utilized to increase efficiency of processes and improve productivity pertaining to taskers, documentation, and content. DHA SharePoint allows the CAT to organize content and will provide DHA Directorate sections access to DHA's operational, administrative, and functional content. J-35 is responsible for the implementation of DHA's SharePoint within the CAT.

c. Secure Video Teleconferencing. This capability is provided in the OC to provide secure live voice and video connectivity among different units.

d. AMHS. The primary tool used by the chain of command (higher, adjacent, and subordinate) to communicate administrative, operational, and tasking information. The J-3 maintains release authority for message traffic and during CAT operations, and the CAT Chief is responsible for monitoring Non-SIPR and SIPR AMHS message traffic as it pertains to DHA.

ENCLOSURE 6

LIAISON OFFICER ACTIVITIES

1. GENERAL

a. LNOs facilitate the communication maintained between headquarters to ensure mutual understanding and unity of purpose and action. Liaison is the most commonly employed technique for establishing and maintaining close, continuous, physical communication between commands. Additionally, LNOs may be provided from government agencies, non-government organizations, and private voluntary organizations.

b. DHA liaison personnel can expect to perform four primary functions:

(1) Monitor operations of both DHA and the organization to which is the LNO is being assigned.

(2) Facilitate the synchronization of operations and plans between the headquarters.

(3) Advise the receiving commander or organization regarding the optimal use of DHA capabilities.

(4) Assist in the integration and coordination of operations by acting as a conduit for information flow and by participating in meetings and planning sessions as appropriate.

2. STAFF RESPONSIBILITIES

a. Each DHA Directorate must be prepared to identify, provide, and prepare additional LNOs, if the situation requires.

b. J-3 has the overall responsibility for pre-deployment support to LNO operations within DHA.

3. LNO QUALIFICATIONS

a. The LNO is DHA's designated representative assigned based upon maturity, experience, and capability. The rank of the LNO, or senior LNO if part of an LNO Team, will be appropriate to the level of the intended interaction at the supported command.

b. The assigned LNO should be knowledgeable of the processes and procedures outlined in this DHA-AI, crisis action message formats and contents, and the internal operations and capabilities of DHA.

4. PRE-DEPLOYMENT REQUIREMENTS. The LNO will:
 - a. Remain fully cognizant of the expectations of the Director, DHA.
 - b. Familiarize themselves with the supported unit to which being sent.
 - c. Possess the appropriate clearances, travel documentations, communications equipment, and access to appropriate DHA reporting networks.
 - d. Deploy with the appropriate duty uniforms and equipment.
5. REPORTING. LNOs will submit SITREPs daily by 0600 EST.
6. DUTIES AND RESPONSIBILITIES. The LNO must consider four phases when assigned to LNO duties:
 - a. Phase I: Pre-departure. LNO will:
 - (1) Develop a full understanding of employment considerations, operational procedures, and the capabilities of DHA.
 - (2) Familiarize themselves with the Director, DHA, DCIRs, and any other expectations. The LNO should also be aware, to the extent possible, of the same regarding the supported unit.
 - (3) Cognizant of relevant operational orders and/or OPLANs, the current situation, and activities of DHA, as well as any potential issues.
 - (4) Compile specific information and/or requirements from each DHA Directorate, as well as any known specific requirements of the supported unit prior to departure.
 - (5) Obtain adequate communications capabilities and points of contact within DHA, and be aware of the locations of other LNOs.
 - b. Phase II: Arrival at the Supported Unit. LNO will:
 - (1) Report to the supported commander or designated representative and communicate his/her mission, responsibilities, and authorities, immediately upon arrival.
 - (2) Brief DHA's situation, activities, intentions, and capabilities during his/her initial meeting with the supported unit commander or designated representative.
 - (3) Visit each staff section of the supported unit, provide information as required, and obtain all information required to be transmitted back to DHA at the earliest opportunity.

(4) Establish communications with DHA, provide an initial arrival report and situation, and exchange any updated information.

c. Phase III: LNO mission. LNO will:

(1) Retain situational awareness of DHA activities and provide relevant information to the supported unit commander and staff.

(2) Determine how the supported unit is to be employed (e.g., mission, unit location(s), future locations, and the Commander's Intent).

(3) Report matters within the scope of the LNO mission to DHA.

(4) Promptly transmit any request for information received from DHA or from the supported commander and/or staff.

(5) Advise the supported commander and staff of any significant problems experienced by DHA, and provide recommendations to improve procedures for maximizing effectiveness between commands.

(6) Ensure that the supported command is aware of the LNO's location at all times.

(7) Attend the supported unit's daily situation update briefings, as well as other meetings and briefings affective DHA.

(8) Maintain an appropriate record or journal of LNO actions and reports.

(9) Provide an out brief to the support unit commander prior to completion of the mission and redeployment back to DHA.

d. Phase IV: Return to DHA. LNO will:

(1) Brief the Director, DHA, or designated representative on all pertinent information received during the LNO mission.

(2) Remain abreast of the current situation and mission activities, and be prepared to respond to future LNO duties as required, upon completion of the assigned duties.

ENCLOSURE 7

TRAINING

1. GENERAL. An active training program is required to ensure that highly qualified personnel are prepared to function as an effective team with minimal notice. Each Directorate will formally identify CAT members to ensure that proper pre-activation training is received.

2. RESPONSIBILITIES

a. CAT OIC. CAT OIC will:

- (1) Serve as the primary point of contact for responsible for CAT training.
- (2) Schedule exercise and arrange for formal CAT training as required.

b. DHA Directorates. DHA Directorates will:

(1) Designate sufficient CAT members and alternates to ensure that qualified personnel are available on a “no notice” basis daily.

(2) Ensure that designated CAT members/alternates are available and attend periodic CAT training events.

(3) Ensure that designated CAT members/alternates are familiar with this DHA-AI and the following:

- (a) DHA Continuity of Operations (COOP)/Destructive Weather Order
- (b) Operations Security procedures

3. TRAINING EVENTS. To maintain a highly qualified and responsive CAT, DHA will conduct exercises as a primary training and application vehicle. During the conduct of the exercise, emphasis will be placed on the ability for the CAT to:

a. Maintain and accurate operational understanding of events and be proficient in presenting a common operational picture.

b. Maintain an accurate logistics picture.

c. Conduct operational update briefs to the Director, DHA.

- d. Evaluate a given situation, analyze requirements, and develop and transmit guidance as required.
- e. Produce, monitor, and use information management tools with available technology.
- f. Provide accurate and expeditious processing of priority information.

GLOSSARY

ABBREVIATIONS AND ACRONYMS

AMHS	Automated Message Handling System
CAT	Crisis Action Team
CAT OIC	Crisis Action Team Officer-in-Charge
CCMD	Combatant Commander
COA	course of action
CoS	Chief of Staff
DCIR	Director's Critical Information Requirement
DEFCON	Defense Condition
DHA	Defense Health Agency
DHA-AI	Defense Health Agency-Administrative Instruction
EST	Eastern Standard Time
FPCON	Force Protection Condition
INFOCON	Information Condition
LNO	Liaison Officer
MEDLOG	Medical Logistics
OC	Operations Center
OGC	Office of General Counsel
OIC	Officer-in-Charge
OPLAN	Operation Plan
OSS	Open Secure Storage
PERSTAT	Personnel Status
PHD	Public Health Division
SIPR	Secure Internet Protocol Router
SITREP	Situation Report
SME	subject matter expert