



APPENDIX C

PENTAGON FAMILY ASSISTANCE CENTER (PFAC) OPERATIONS COMPONENT SOURCE DOCUMENTS

- C-1. Pentagon Family Assistance Center (PFAC) Call Center Standard Operating Procedures
- C-2. Pentagon Family Assistance Center (PFAC) Kids' Place (Child Care) Standard Operating Procedures
- C-3. Pentagon Family Assistance Center (PFAC) Casualty Affairs Liaison Cell Standard Operating Procedures
- C-4. Results from the Casualty Assistance Officers (CAOs) Survey Pentagon Family Assistance Center, February 2002

APPENDIX C-1

CALL CENTER STANDARD OPERATING PROCEDURES

The following information describes Standard Operating Procedures developed in Phase I and incorporates additional information that may be used as a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

SECTION 1. CELL OPERATIONS

A. Purpose of the Cell

The Call Center is an important communications link to victims' families and is a significant source of contact for families and friends requesting information on missing persons and family support services, and the primary contact point for responding to public and media inquiries. The Call Center centrally manages all calls coming into the PFAC via a dedicated DoD toll-free hotline telephone number.

B. Description of Cell Operation

- Work shifts of 8 hours
- 24 hours a day operation
- Assist management in collecting sensitive victim and family information from family members
- Serve as an initial PFAC call-in contact point for families, the public, and media seeking information and assistance
- Provide immediate responses to telephone inquiries, information and referral, and link families to services
- Receive and distribute messages to PFAC staff and service providers

C. Organizational Structure

- Lead supervisor
- Shift supervisor
- Volunteer phone operators
- Data entry volunteers

- Three shifts of operation:
 - 8:00 a.m. – 4:00 p.m.
 - 4:00 p.m. – Midnight
 - Midnight – 8:00 a.m.

D. Job Descriptions

- Lead Supervisor:
 - Oversee the operation of the Call Center
 - Establish procedures and be responsible for managing sensitive victim and family member information, responding to hotline calls coming into the PFAC, coordinating technical support with the contract telephone company, and conducting staff orientation and training
 - Ensure appropriate information is provided to callers and follow-up is conducted as required
 - Ensure pertinent information on PFAC operation is updated and disseminated to Call Center staff
 - Review telephone company reports of Call Center activity to determine staffing requirements, assess training needs, identify technical problems with equipment, and to make appropriate adjustments in the cell operation
 - Coordinate closely with casualty liaison cell, family intake and information desk, staff/volunteer coordination and scheduling, and public affairs to support casualty assistance and PFAC management activities
 - Primary liaison with PFAC leadership (provide information on issues and concerns) and attend staff meetings
- Shift Supervisor:
 - Oversee the operation for the assigned shift and report to the lead supervisor
 - Monitor the collection of call record and family member contact information and ensure control and confidentiality of the information
 - Coordinate data entry functions to maintain sensitive personal victim/family information—provide computer generated reports to key PFAC cell supervisors
 - Alert lead supervisor to any special concerns of families or media issues
 - Function as a phone operator as needed

- Volunteer Phone Operators:
 - Respond to incoming calls
 - Complete call record and family member contact form or staff/volunteer intake form
 - Conduct necessary follow-up on incoming call inquiries
 - Receive and distribute messages to PFAC staff and service providers
- Data Entry Volunteers:
 - Collect call record and family member contact forms
 - Conduct data entry of collected information
 - Maintain database files
 - Provide reports to lead and shift supervisors

E. Personnel Requirements

- 8:00 a.m. – 4:00 p.m. One lead supervisor who has management oversight of the cell operation, one shift supervisor who has primary responsibility for managing the activity of the cell during the shift (*should be consistently staffed with the same people if possible*), 10 to 15 volunteer phone operators, and 1 to 2 data entry volunteers
- 4:00 p.m. – Midnight. One lead supervisor, one shift supervisor, 3 to 6 volunteer phone operators, and one data entry volunteer
- Midnight – 8:00 a.m. One shift supervisor, 3 to 6 volunteer phone operators, and one data entry volunteer

F. Logistical Requirements (based on PFAC operation requirements)

- Locate in a quiet area where access can be controlled
- Dedicated telephone lines (toll-free number)—telephone contract support services should be established and services should include the capacity to roll calls over and expand telephone lines during peak hours, ability to monitor calls, and the capability of producing reports of call activity
- Arrange work center in classroom style with (requirements will be based on the scope of the operation and type of incident):
 - Five rows of long tables on each side of the room
 - Front of the room should have one long table with information materials pertinent to the operation

- A television
- Two 27” x 34” butcher-block paper easels
- 15 telephones with headphones
- Call Center resource information binders that contain the Call Center staff training manual and other pertinent information
- Call record and family member contact and staff/volunteer intake forms
- Dedicated computer/printer hardware, software and peripherals
- Office supplies (e.g., binders, pencils, paper, burn bags or shredders)

G. Statistical Information

- Daily totals of staff and volunteers working in the Call Center
- Number of incoming calls, quantity of calls answered, number of calls not answered, the length of time of calls, and the total number of calls per hour

Call record and family member contact forms provide comprehensive data about trends in types of calls, types of inquiries, concerns of family members and the public, and critical victim/family member information to support casualty assistance and notification activities.

H. Forms Used

See attached Pentagon Family Assistance Center (PFAC) Call Center Staff Resource Information and Training Manual (enclosure).

SECTION 2. OPERATING PROCEDURES

A. Call Center Caller Intake Process

- Ensure callers are treated with respect, consideration and sensitivity
- Take time with each caller as needed—staff is dedicated to meeting the needs and understanding the concerns of each caller and requires taking the time to listen
- Thoroughly explain to family members the process and purpose for requesting personal information
- Volunteer phone operator fills out the call record and family member contact form (form is scripted for standard call processing and data collection)—basic information includes:
 - Name of caller, telephone or contact information if follow-up is required

- Family member/victim information, including primary next-of-kin, addresses, telephone numbers
- Reason for the call
- Type of information provided
- Follow-up needed and Call Center or PFAC staff who has responsibility for follow-up
- Volunteer phone operator assesses emergency and non-emergency needs of callers— PFAC services are discussed and family members are immediately provided information and referral for the appropriate PFAC on-site service provider
- Volunteer phone operators turn in collected form information to shift supervisor at the end of each shift
- Shift supervisor reviews form information and coordinates necessary follow-on actions— provides lead supervisor account of types of calls, follow-on actions, and special cases
- Shift supervisor turns in forms to data entry for processing
- Data entry personnel process and generate management reports—provide reports to lead supervisor for distribution to key PFAC cell supervisors
- See attached Pentagon Family Assistance Center (PFAC) Call Center Staff Resource Information and Training Manual for more detailed information

B. Call Center Orientation and Training

- Provide resource information binders that contain the Call Center Staff Training Manual and pertinent information on the PFAC operation
- Provide information on meals, parking, sign-in/check-out procedures, and behavioral DO's and DON'Ts
- Conduct briefing on how to provide sympathetic help, protect confidentiality of family information, the most effective support techniques, and warnings NOT to talk to media other than to take questions
- Provide tour of PFAC
- See attached Pentagon Family Assistance Center (PFAC) Call Center Staff Resource Information and Training Manual for more detailed information

C. Management Procedures

- Lead supervisor manages and monitors cell operation, including staffing and scheduling requirements, information and communications processes and procedures, resources

(equipment, telephone support services, materials, etc.) and logistics, security of sensitive information, and reporting requirements

- Lead supervisor and shift supervisors coordinate cell operation with PFAC leadership and other cell supervisors

Enclosure: Pentagon Family Assistance Center (PFAC) Call Center Staff Resource Information and Training Manual

The PFAC Call Center developed a staff resource information and training manual to use as a reference and resource tool. Every phone station had a resource notebook that contained the Call Center Staff Resource Information and Training Manual as well as other pertinent information such as: bomb threat checklist; persons admitted to local hospitals; casualties and missing personnel; standard responses to frequently asked questions; press releases; daily updates; services that were available in the PFAC; donation information; volunteer information; local area lodging information; and transportation information (much of this information was operation-specific and was updated daily so staff could stay current with PFAC and Pentagon operations).



PENTAGON FAMILY ASSISTANCE CENTER (PFAC) CALL CENTER STAFF RESOURCE INFORMATION AND TRAINING MANUAL

- I. Introduction**
- II. Pentagon Family Assistance Center Call Center Operation**
 - A. Purpose
 - B. Primary Functions
 - C. PFAC Services and Providers
- III. Crisis Intervention Training Basics**
 - A. Emotional Reactions to Crisis
 - B. Hints for Helping
 - C. Talking About Death
- IV. Ground Rules for Staff**
- V. Confidentiality**
- VI. Media Requests**
- VII. Values Clarification**
- VIII. Taking Care of Yourself**
- IX. Volunteer Information**
- X. Call Record and Family Member Contact Information**
- XI. Questions and Concerns**
- XII. Call Center Forms and Additional Information**

Enclosure

I. INTRODUCTION

Introduce yourself. Provide details relevant to experience you have that brings you to this position.

Ask trainees to introduce themselves by first name and by telling if they have any experience in counseling or working in a crisis response setting.

Recognize that working in the call center does not require prior experience, rather a desire to serve the needs of our callers. Note that unless they came in here with a counseling degree, they will not leave here as counselors, but as information and referral specialists.

Thank trainees for volunteering to staff the call center. Let them know that no matter how busy their shift will be, they will have the opportunity to touch someone's life...that their contribution will have far-reaching effects that they themselves may never know.

II. PENTAGON FAMILY ASSISTANCE CENTER (PFAC) CALL CENTER OPERATION

A. Purpose

- To provide important communications link to victims' families and a significant source of contact for families and friends requesting information on missing persons and family support services
- To act as primary contact point for responding to public and media inquiries-- centrally manage all calls coming in to the PFAC via a dedicated DoD toll-free hotline telephone number.

B. Primary Functions

- Provide immediate responses to telephone inquiries and information on PFAC services
- Collect sensitive victim and family information
- Receive and distributes messages to PFAC staff and service providers
- Information and Referral
- Empathetic Listening

Each phone station has a resource information binder. Please familiarize yourself with the sections and content before you begin answering calls. The binder contains a Pentagon Family Assistance Center (PFAC) call center staff resource information and training manual as well as other pertinent PFAC operation information (updated daily as required) such as: points of contact phone numbers; scripts for frequently asked questions; daily family briefing updates; sample forms; lists of injured, unaccounted for, and casualties; press releases; services that

are available in the PFAC; donation information; volunteer information; local area lodging information; transportation information; and a bomb threat checklist.

You may be speaking with members of the immediate family, extended family, friends, co-workers, the public, media representatives, and staff from other government and civilian agencies. Inquiries may be as simple as a request for a phone number to make a donation or a referral to another agency. You may be asked to get a staff member to the phone or to take a message for them. If the caller or you determine that the need to speak to the staff member is urgent, ask the call center shift supervisor to get that person to the phone.

You may receive a request to verify the status of a “missing” person. Using the lists in your resource information binder, you may verify that status. If the name does appear on the list, remind the caller that the primary next-of-kin have all been notified of the status of the people on the list. For further information, they should contact an immediate family member.

Some people call because they need to have someone listen to them. They need to express their feelings, concerns, or ideas. We are that listening ear, the shoulder to lean on...the nurturer.

There are calls that are suggestions for how to “save the world.” Those callers may have less than helpful suggestions or they may have detailed plans which they want brought to the attention of our military leaders (e.g., The Pentagon, The President). Treat them with the respect and same level of seriousness as any other caller. Thank them for calling, but do not promise that someone will be in touch with them.

If you need to vent after receiving an unusual or stressful call, please do so appropriately with a co-worker or the supervisor. It is important that you take these opportunities, as you need them. Be sure that callers and visitors cannot hear any “processing” conversations.

Take as much time with each caller as is needed. The phones are single lines, so you will not have another call ringing on your phone while you are assisting a caller. We are not trying to set statistical records in the number of calls answered. We are dedicated to meeting the needs of each caller, and sometimes that involves taking time to listen.

Record calls on the call record and family member contact form. At the end of each shift data entry personnel will collect the forms for data processing. Collected data will be used to generate management reports and to conduct appropriate follow-up actions to calls.

C. PFAC Services and Providers

- Counseling

Military and civilian mental health professionals and chaplains are present to provide counseling and pastoral care services for family, friends, and co-workers. Their services are available in person or by phone.

If you have a caller who is in immediate need of speaking with a counselor/chaplain, have the supervisor bring one to the call center. If the caller is stable enough, you may take a name and number to pass to the chaplain/counselor for follow-up.

The mental health/counselors and chaplain tables are located in the lobby on the 2nd floor.

- Survivor Benefits

When families reach the point of being ready to discuss possible compensation/benefits as survivors, they may meet with survivor benefits advisors here. Advisors are prepared to develop estimates of benefits for eligible family members.

Survivor benefits advisors are located on the 3rd floor, Room _____.

- American Red Cross

The American Red Cross (ARC) is the premier disaster relief organization and has a major presence at the PFAC. They can provide a variety of services. Of particular importance is that they can pay for the travel and transportation of immediate family members to the PFAC. They also have counselors available. ARC is the conduit for several types of donations (e.g., money, blood, and food); these referrals will be made by phone.

ARC is located in the lobby on the 2nd floor.

- Casualty Assistance

At this point in the operation, we are hearing from casualty assistance officers (CAOs) as they work with families who anticipate identification of their loved one and anticipate notification. CAOs help navigate the families through the details of arranging for funeral, burial, benefits, and other details.

Casualty assistance is located in the office opposite the main Ballroom.

- Family Briefings

The PFAC officer in charge (OIC) conducts daily Family Briefings at (give times) in the main ballroom, “Family Briefing Room.” Family members may attend as often as they like and may bring as many people as they like. Each briefing consists of an update of the search and recovery efforts and progress, the identification process, on-site support services, and other topics of interest to families or that they need to know about. The OIC will answer questions from the floor as well as provide time to answer questions from individual families in private.

Notes from each briefing session are available to families and are provided to the PFAC staff following the briefings. Details may be shared with callers as requested.

Family Briefings are in the main ballroom (“Family Briefing Room”).

- Child Care (Kids' Place)

While families avail themselves of services in the PFAC, childcare is available on the 3rd floor, Room _____.

- Other Service Providers
- Legal Assistance (3rd floor, Room _____)
- Department of Veterans Affairs (main Ballroom)
- Social Security Administration (main Ballroom)
- Federal Bureau of Investigations Victim and Witness Assistance Program (main Ballroom)
- Navy-Marine Corps Relief Society (main Ballroom)
- Army Emergency Relief (main Ballroom)
- USAA (main Ballroom)
- Federal Employee Education & Assistance Fund (3rd floor, Room _____)
- Others—Refer to PFAC On-site Service Provider Locator List (updated daily and distributed to supervisors and visitors)

III. CRISIS INTERVENTION TRAINING BASICS

A. Emotional Reactions to Crisis

At this point in time, families are in either stage one or stage two of the emotional reaction to the crisis.

- Stage One. Those in stage one are experiencing shock, disbelief, or denial. If you've had the opportunity to hear any of the families during the briefings, you will know that some are still hopeful that their loved one will be found alive.
- Stage Two. Many people have moved into stage two: a highly emotional stage. You may encounter callers who are angry, appearing to focus their anger at you. It's a normal coping mechanism. Use the technique of not escalating their anger. Remain calm. In fact, lower the volume of your voice so the caller has to work harder to hear you. As they focus on listening to you, they can put less effort toward their anger.

You may find callers who are so overcome with emotion that they can't begin to articulate their needs. To jump-start the conversation, ask a question such as: "Tell me about the person you're calling about." That's an open-ended statement that should elicit some remarks from the caller to enable them to open up.

B. Hints for Helping

Keep in mind that the survivors are themselves victims of the circumstances. Our role, besides providing information and referral, is to nurture them by giving them the “tools” they need to help themselves. In this case, the tools are small bits of information and referrals that help them regain control of their lives, a little bit at a time.

As you work with someone in crisis, helping them to gain that control of their lives, it will be useful if you can help put things in perspective and prioritize steps for them, without actually doing the work.

For instance, the caller may not see all the options available to them because their judgment is currently clouded by the crisis. Provide those options to them.

If you give someone three referrals, be sure to suggest which number they should call first. Prioritizing the referrals lends some order to the chaos they feel. As they then make the calls, some control is returned to their life.

C. Talking About Death

When dealing with casualties, you will need to develop a level of comfort with speaking of death. This may feel as awkward for you as it is for the families experiencing the loss. Be sensitive to this as you speak with families.

- One phrase you should not use when speaking with families of the missing/casualties is “I understand.” While you may have had a similar crisis in your life, you are not the person experiencing it now. Hearing “I understand” may serve to infuriate that person who may say: “How could you possibly understand? Your husband hasn’t been taken from you. Your children aren’t without a father. I don’t even know how we will manage living here....”
- Instead, use an empathetic statement, such as: “I can’t imagine how difficult this must be for you.” That statement acknowledges the person’s feelings. They will recognize that you do understand, and may even say that.

IV. GROUND RULES FOR STAFF

Be sure to receive some sort of pass down as you relieve the previous shift. Information and procedures can change rapidly in even an eight-hour period. Review the resource information binder materials for the latest updates.

Don’t work beyond your designated shift without supervisory approval.

Notify the volunteer office if you are unable to meet your scheduled commitment. That number is ()_____.

Please take breaks as necessary, but be sure to let someone know that you are leaving so your phone can be covered. Also, in the event of an evacuation, we want to be able to account for you.

V. CONFIDENTIALITY

In a nutshell, what you see here and what you hear here... stays here! Don't discuss situations outside of the PFAC. There is always a possibility that someone could recognize a situation and identify the person(s) involved.

VI. MEDIA REQUESTS

You will receive calls from media representatives. They may call and ask to speak directly with our public affairs officer. If it is urgent, get the public affairs officer to the phone. Otherwise, take a message and get the message to the public affairs officer.

Be careful not to provide a media representative with any information/opinions that could constitute an interview. As soon as you recognize that you are speaking with a media representative, refer them to the public affairs officer or a public affairs office listed in your resource information binder.

VII. VALUES CLARIFICATION

What constitutes a crisis for one person does not necessarily constitute a crisis for another. So, a crisis is defined not by the situation, but by the individual experiencing it. This awareness is important as a reminder not to judge someone whose coping skills may not be as well developed as ours. Judgmental listeners are ineffective listeners!

VIII. TAKING CARE OF YOURSELF

In addition to not working beyond your designated shift, do not work more than one shift per day. Most volunteers are already working a full time job, so it becomes important that you take care of yourself.

If you usually need seven hours sleep, please be sure to get seven hours sleep, even if your nights and days have flip flopped because you are working at night. If you ordinarily eat three meals a day, be sure to continue to eat three meals a day.

While you're volunteering AND keeping your usual schedule, you can't continue to do it all. Enlist the help of your family and friends. Chances are they too want to do something to help. Perhaps they can assist with the kids, the pets, the chores, or shopping.

Working in a crisis response center can be stressful, and burnout can easily occur. Signs of burnout are:

- Physical exhaustion
- Mental fatigue

- Irritability
- Emotional peaks

If you recognize any of these signs in yourself, that's the time to take a break. Go for a walk, stretch, get some fresh air. If when you return, you continue to experience the signs, don't hesitate to tell the supervisor that you need to be relieved.

Because people in helping positions tend to be dedicated, and not so willing to call it quits, it's possible you may overlook these signs. So help take care of each other. If you see someone else experiencing any stress, let the supervisor know so they can get that person to take a break and take care of himself or herself. The bottom line is that we are far more effective as helpers when we ourselves are in good physical and emotional shape.

IX. VOLUNTEER INFORMATION

We are currently taking applications from all callers who wish to volunteer. The attached staff/volunteer information intake form is self-explanatory.

When asking if the caller has language skills, please list the specific language(s) they speak. We are in need of people who can sign as well.

The volunteer schedule indicates three 8-hour shifts. However, they may work fewer than 8 hours and time frames other than those listed.

Be sure to remind the caller that we will get back to them. We have received an overwhelming response from volunteers, so it could take a while.

Ask how late in the day we may call them back.

Remind trainees to provide scheduled volunteers the number to call if they have questions or can not meet their volunteer commitment for any reason. Give us as much lead time as possible so we can find a replacement.

Place completed forms in the designated box on the table in the back of the room.

X. CALL RECORD AND FAMILY MEMBER CONTACT INFORMATION

The call record and family member contact information form is used to record calls and important victim/family member information. Because this is a data collection form, it is important to write legibly, verify phone numbers, and spell back names to ensure accuracy.

Some callers have called numerous "hotlines" or have called us previously. For that reason, please do not stress out callers by insisting they provide any information for this form. If you sense that this is the case, immediately ask the caller, "How may I help you today?" Then fill in any information they may offer.

The form is scripted, so if you're not accustomed to this type of contact, just follow the script as written. Collect as much information as you can on the caller's questions, concerns, and personal family data. This form is used to collect statistics as well as data for our database. Important fields to complete are:

- Date/time/call taken by
- Relationship
- Organization/military service affiliation
- Reason for call
- Follow-up needed

Remember that some family members, although local residents, may be staying with a friend or family for support. Be sure to ask for both the address they are currently staying at as well as their home address and phone numbers. Obtain any other means of contacting them, such as work or cell phones, pager, or e-mail address.

Close the call using statements similar to that at the bottom of the form, letting callers know that we are here 24 hours a day if they need additional information or want to talk. Remind them also of the family briefings times.

Place completed forms in the designated box on the table in the back of the room for data processing.

XI. QUESTIONS AND CONCERNS

Ask trainees if they have any questions or concerns about working in the call center. Remind them that as they go to their station, they should review the resource information binder to familiarize themselves with its content. Tell them also that as they take their first few calls, they will often need to ask for assistance in handling them. Calls can be so unique that you may frequently need to consult with experienced staff/volunteers until you become experienced.

XII. CALL CENTER FORMS AND ADDITIONAL INFORMATION

Attachments:

1. Pentagon Family Assistance Center (PFAC) Call Center Data Entry Flow Chart & Process
2. Call Record and Family Member Contact Form
3. Staff/Volunteer Intake Form

Pentagon Family Assistance Center (PFAC) Call Center Data Entry Flow Chart & Process

Retrieve Call Record & Family Member Contact Forms from
Call Center
(Designated "in"-box)

Enter caller information into
the master database at the
"Data Entry" station in the Operation Center
and back-up data
*Initial and date the sheet in the
upper right hand corner!*

IF

Check caller information
against the "Unaccounted For" lists
from the Military Services and the hospitals

IF

ON "Unaccounted List"

Make two additional copies of the Call Record and Family Member Contact Form (copies not required if computer system/database is networked)

- Place one copy in the central log book
- Place one copy in the Casualty Liaison Cell binder
- Place one copy in Mental Health Counselor Officer in Charge binder

NOT on "Unaccounted List"

Return original to Call Center Lead or Shift Supervisor:

- Reviews sheet for prioritization
- Call back made as needed
- Follow-up action documented on form
- Place original call-in information sheet into the central log book

CALL RECORD AND FAMILY MEMBER CONTACT FORM

Please Print clearly and verify all information recorded.

General Call/Inquiry:		
Date of Call	Time	Call Taken By
<i>Hello. This is the Pentagon Family Assistance Center. May I please have your name?</i>		
<i>Thank you. I want you to know we are here to try to answer any questions you have, but unfortunately we may not have all the answers.</i>		
Family Member Inquiry and Information:		
<i>May I have your telephone number?</i>		
<i>May I have the name of the person that you are calling about?</i>		
<i>What is your relationship to that person?</i>		
<i>Are you the Primary Next-of-Kin?</i>		
<i>What is the individual's Organization/Military Service Affiliation?</i>		
<input type="checkbox"/> Army <input type="checkbox"/> Air Force <input type="checkbox"/> Marine Corps <input type="checkbox"/> Navy <input type="checkbox"/> Civilian Personnel <input type="checkbox"/> OSD <input type="checkbox"/> American Airlines		
<i>Where does he/she work?</i>		
<i>Do you know the office?</i>		
<i>By any chance, do you have their social security number?</i>		
Reason for Call (Questions/Concerns):		
<i>When is the best time to reach you?</i>		
<i>At what address can we reach you during the next 24 hours?</i>		
Street Address		City, State, Zip
<i>What is the telephone number at this address?</i>		
<i>Is this your normal home address? (If NO, complete below)</i>		
Street Address		City, State, Zip
		Telephone Number
<i>Are there any other ways that we can reach you, such as a cell phone, pager, or e-mail?</i>		
Work Phone		Cell Phone
		Pager
E-mail Address		
<i>Thank you for calling. We will be here 24 hours, if you want additional information. Family Briefings will be conducted at the Pentagon Family Assistance Center, Sheraton Crystal City Hotel, (address) at (times) daily.</i>		
Follow-up Needed/PFAC Staff Responsible:		

STAFF/VOLUNTEER INTAKE FORM

Name	Date
Home Phone	Work Phone
Cell Phone	
Skills/Professional Qualifications:	
Foreign Languages	Sign Language
Counseling	
Experience	
Organization Affiliated With/Military Associated	
Experience	

AVAILABILITY:

Week Days	Weekends
Provide specific dates of availability if known:	

DAY	DATE	Midnight-8:00 a.m.	8:00 a.m.-4:00 p.m.	4:00 p.m.-Midnight
Sunday				
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				

You will be notified of a specifically scheduled time period if you are needed.

How late in the evening may we call you, if we need to schedule you?

If you cannot make your assigned shift please call (number here)

For Scheduling Staff Only

DAY	DATE	Midnight-8:00 a.m.	8:00 a.m.-4:00 p.m.	4:00 p.m.-Midnight
Sunday				
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				

SCHEDULED BY _____

Name of Staff Person Who Scheduled This Individual

APPENDIX C-2

KIDS' PLACE (CHILDCARE) STANDARD OPERATING PROCEDURES

The following information describes standard operating procedures developed in Phase I and incorporates additional information that may be used as a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

SECTION 1. CELL OPERATIONS

A. Purpose of the Cell

Provide a safe and secure environment for children. Primary goal of Kids' Place is to establish a friendly and healthy setting for short-term care of children while parents/guardian and relatives are in the PFAC.

B. Description of Cell Operation

- Work shifts of 9 to 12 hours
- Provide care during main PFAC operating hours and during special events such as Pentagon site visits
- Provide activities and caring support to children and some respite for parents from the situation
- Manage the operation by coordinating activities with local military installations and DoD and child development experts
- Provide information and referral for families who need more extensive childcare or care after PFAC hours

C. Organizational Structure

- Lead supervisor
- Staff caregivers
- Hours of operation:
 - 8:00 a.m. – 8:00 p.m. daily (initial phase of the PFAC operation)
 - 8:00 a.m. – 5:00 p.m. daily (later when the intensity of the operation decreases)
 - Hours adjusted or expanded for special events

D. Job Descriptions

- Lead Supervisor
 - Oversee the operation of Kids' Place
 - Establish operation procedures for managing staff, work schedules, resource requirements, and activities
 - Coordinate with local military installation childcare centers and Military Service Headquarters' offices to staff Kids' Place and support resource requirements
 - Primary liaison with PFAC leadership on child care matters
- Staff Caregivers
 - Professional DoD certified military child development staff who are the primary caregivers
 - Report to the lead supervisor
 - Maintain parent or guardian check-in/check-out and recall lists to locate in case of emergency

E. Personnel Requirements

- Minimum staff of one lead supervisor and two caregivers per shift
- Staffing based on established DoD childcare ratios of number of staff to children
- Caregivers must have childcare and education experience as well as emergency response training (i.e., CPR)

F. Logistical Requirements

- Locate in secluded area of the facility away from high traffic areas
- Controlled entrance
- Easily accessible bathroom facilities
- Running water
- Location for diaper changing
- Trash storage
- Sufficient space to support children's play and movement, but limit running opportunities
- Telephone

- Secondary space should be available to support overflow or separate ages
- Safety features
 - Ground level (if possible)
 - Protect children against sharp corners
 - Cover electrical outlets
 - Control hot water temperature to prevent scalding
 - Ensure toys are age-appropriate
 - Eliminate choking hazards
 - Include evacuation directions in plan (parents have responsibility—designate a central meeting point outside)
- Provide supplies and equipment. Tap into local resource and referral or childcare lending closets for necessary supplies such as:

Adult

- First aid kit, evacuation plan
- Sign-in book, phone rosters, pens, nametags (adult and children)
- Snacks, drinking water
- Paper towels, liquid soap, bleach solution, bleach, diapers, wipes, pads/paper for changing mat, small plastic bags for diaper disposal
- Trash bags
- Sign for the door, message instruction board
- Portable crib
- Clean bedding, towels

Children

Age-appropriate materials and supplies to support the age groups you will be serving

- Toys
- Games
- Art materials

- Children’s literature
- Table toys, manipulatives, blocks
- Dramatic play toys

G. Statistical Information

Provide PFAC leadership daily totals of the number and ages of children and families using Kids’ Place services

H. Forms Used

Daily PFAC Shift Supervisor Report Form (refer to Pentagon Family Assistance Center Administration Standard Operating Procedures for form)

SECTION 2. OPERATING PROCEDURES

A. Kids’ Place Management

- Lead supervisor:
 - Manage and monitor daily cell operation and submit daily shift report to Administration cell
 - Communicate with parents/guardian and PFAC leadership to pass on appropriate information on childcare activities and issues
 - Manage meals, snacks, and beverages
 - Coordinate/monitor the special needs of children and coordinate activities to meet those needs (e.g., art therapists, trained therapy dogs, child psychiatrists, social workers)

B. Kids’ Place Coordination and Procedures

- Coordinate distribution of donated children’s items to Kids’ Place children and families
- Caregivers responsible for daily room set-up and closing procedures
- Room set-up includes:
 - Organize play areas with toys accessible to children
 - Have bathroom/diaper changing areas set up
 - Ensure continuing arrangements for snacks, juice, and meals—television will not be on when children are present

- Closing procedures include:
 - Ensure all children have been accounted for
 - Prepare daily shift report
 - Disinfect toys—especially those that children can put in mouth; place in sink or tub and spray with bleach solution, rinse, and air dry
 - Organize room and leave any special instruction for opening—sweeping, replacement of towels, etc., return key/folder
- Staffing:
 - Maintain continuing list of volunteers, contributors, to include phone number and location
 - Orientation for each staff/shift
 - ✓ Ensure nametag is worn
 - ✓ Introduce to other staff
 - ✓ Indicate location of toys, snacks, cleaning/diapering supplies
 - ✓ Review sign-in procedures
 - ✓ Review hygiene standards for diapering and toileting
 - ✓ Review safety standards (e.g., protecting children under 3 from choking hazards, watching for pinched fingers in drawers, doors)
 - ✓ Provide information available on dealing with children, grief/disaster, number to call if help is needed, evacuation plan, etc.
- Parents/Guardian:
 - A parent or guardian must sign children in and out, providing name of parent, child's name and age, time in/out
 - Please provide staff with special instructions, such as food allergies, medication, approximate time of return, and planned location(s) in the building in case parents must be notified if their children are experiencing distress and since they have primary responsibility for evacuating their children in case of emergency
 - On the limited occasions when parents are off-site, parents must complete and sign a registration card

APPENDIX C-3

CASUALTY AFFAIRS LIAISON CELL STANDARD OPERATING PROCEDURES

The following information describes standard operating procedures developed in Phase I and incorporates additional information that may be used as a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

SECTION 1. CELL OPERATIONS

A. Purpose of the Cell

An important coordination link between the military services' casualty headquarters and the PFAC. Serves as a central base of operation for distributing information and materials to support victims' families and their casualty assistance officers (CAOs).

B. Description of Cell Operation

- Work shifts of 8 to 10 hours
- 24 hours a day operation
- Serve as central point for coordinating casualty assistance and mortuary affairs matters between the Army, Navy, Marine Corps, Defense Intelligence Agency (DIA), American Airlines, the DoD, and the PFAC
- Centrally manage casualty case files and processing of sensitive victim and family member information

C. Organizational Structure

- Lead supervisor
- Army and Navy shift casualty coordinators
- Call Center data entry volunteers
- Three shifts of operation:
 - 8:00 a.m. – 4:00 p.m.
 - 4:00 p.m. – Midnight
 - Midnight – 8:00 a.m.

D. Job Descriptions

- Lead Supervisor:
 - Oversee the operation of the casualty affairs liaison cell
 - Establish operation procedures for managing and processing casualty case files and sensitive victim and family information
 - Serve as a conduit for communicating with key agencies and organizations—establish communication protocols for sharing/controlling sensitive information
 - Coordinate distribution of official information and materials to families and CAOs
 - Coordinate activities with call center, family intake and information desk, staff/volunteer coordination and scheduling, public affairs, and military service headquarters' casualty assistance offices/CAOs
 - Act as primary liaison with PFAC leadership on casualty and mortuary affairs matters and policies, and attend staff meetings
- Army and Navy Shift Casualty Coordinators:
 - Report to the lead supervisor on all Military Service-specific casualty matters
 - Coordinate casualty operation for respective Military Service and act as a conduit between the Service Casualty Headquarters' offices, the PFAC and DoD
 - Maintain control over casualty case files and lists of victims and family member information and monitor the status of the positive identification of victims and notification of primary and/or secondary next-of-kin
 - Assist in the coordination and distribution of official information and materials to families and CAOs
 - Provide guidance and direction to Military Service CAOs
- Call Center Data Entry Volunteers:
 - Provide casualty affairs liaison with copies of the call record and family member contact forms
 - Process call record and family member contact and casualty information data forms data generated in the call center and casualty affairs liaison cells

E. Personnel Requirements

- 8:00 a.m. – 4:00 p.m. One lead supervisor, one Army and Navy shift supervisor, and Military Service representatives and volunteers to augment the operation as required
- 4:00 p.m. – Midnight. Same as above
- Midnight – 8:00 a.m. One Army and Navy shift supervisor and Military Service representative and volunteers as required

F. Logistical Requirements

- Locate in secluded area away from high traffic areas and families and where access can be controlled
- 5 dedicated computers with Internet/e-mail capability, printer, required hardware/software, and peripherals
- 3 dedicated telephones and 8 telephone lines (support telephone/computer requirements)
- 1 facsimile machine
- Office supplies (binders, pencils, paper, burn bags or shredders)

G. Statistical Information

Provides PFAC and DoD leadership daily totals of the number of victims missing, number of victims recovered and identified and other pertinent casualty data for family briefings and PFAC situation reports. Forms used in the cell provide a large amount of data from which to obtain information.

H. Forms Used

See attached casualty information data form. Refer also to the call center standard operating procedures and staff and resource information manual for the call record and family member contact form used by the cell.

SECTION 2. OPERATING PROCEDURES

A. Casualty Affairs Liaison Management

- Lead supervisor manages and monitors the cell operation, including casualty case file processes and procedures, and communications with the appropriate organizations, agencies and family members

- Lead supervisor and Military Service casualty shift coordinators provide collected victim and family member information and PFAC operation activity updates to the appropriate DoD components
- Lead and Military Service casualty shift coordinators conduct the necessary follow-up actions with organizations, and agencies and families on questions, concerns or issues

B. Casualty Affairs Liaison Information Coordination and Processing

- Victim and family member information is collected from a variety of sources—all information is required to be processed through the cell in order to effectively manage sensitive information and control access
- Only limited PFAC staff will have access to information for purposes of coordinating individual cell operation (e.g., call center, family intake and information desk, public affairs, staff/volunteer coordination and scheduling)
- Call Center will have primary responsibility for collecting, managing, processing, and retrieving victim and family member information
- Casualty information will be documented on the casualty information data form—information includes victim information, primary and secondary next-of-kin information, records collection information, and status of victim identification

Enclosure: Pentagon Family Assistance Center (PFAC) Casualty Information Data Sheet

CASUALTY INFORMATION DATA SHEET

Victim's Name:			
Last	First	MI	SSN
Rank/Rate	GS	Contractor	American Airlines
Military Service		Home of Record	
Primary Next-of-Kin Information:			
Last	First	MI	Relationship
Address		Phone #s	
Secondary Next-of-Kin Information:			
Last	First	MI	Relationship
Address		Phone #s	
CAO/CACO(s) Name:			
Last	First	MI	Rank/Rate/Other
Address		Home Phone	
Business Phone		Cell Phone	
E-mail Address			
Family Contacted:			
<input type="checkbox"/> Yes <input type="checkbox"/> No	Date of Contact		Time of Contact
Records for Missing Victims (Dental/Medical)			
Family	Drop-off	Arrival at Dover	Rank/Rate/Other
Fingerprints		DNA	



APPENDIX C-4

**RESULTS FROM THE CASUALTY
ASSISTANCE OFFICERS (CAOS)
SURVEY PENTAGON
FAMILY ASSISTANCE CENTER
(FEBRUARY 2002)**

**Chief, Department of Social Work
Walter Reed Army Medical Center**

**National Center for PTSD
VA Palo Alto Healthcare System**

INTRODUCTION

At 9:43AM on September 11, 2001, American Airlines Flight 77, commandeered by terrorists, crashed into the Pentagon, headquarters of the United States Department of Defense and the nerve center for the military's command and control. One hundred eighty-four military personnel and civilians were killed in the plane and in the Pentagon.

A major search and rescue/recovery operation immediately followed the airline crash. In addition to the onsite disaster recovery operation, several disaster centers were initiated to assist victims, including survivors, office personnel, and family members. Located nearby the Pentagon, the Department of Defense established a Joint Family Assistance Center (FAC) as the central location for providing information and support to the families of the killed and missing. The FAC also served as the central location and coordination center for Casualty Assistance Officers (CAOs) assigned to support and assist the primary next of kin (PNOK). Multiple federal and state agencies, including American Red Cross, Department of Veterans Affairs, Social Security Administration, Federal Emergency Management Agency, FBI Crime Victims Assistance and other relevant agencies were brought into the FAC to optimize access, interagency coordination and responsiveness to family members.

The primary focus of this report is to present results from a program evaluation survey of CAOs conducted during the FAC operation in September 2001. This mass casualty support operation served to highlight the critical role of the CAO, the intense and sustained exposure to secondary and vicarious stress CAOs experience, and the high expectations placed upon CAOs as the primary information and action conduit to the impacted families. In response to the Attack on the Pentagon, CAOs were assigned to all those killed and missing, including Department of Army and Navy civilian personnel and Defense contract personnel. Assignment of CAOs was through normal Service specific affiliation with the Army CAOs being assigned to active Army and Army civilian families, Navy CAOs being assigned to active Navy and Navy civilian families, and Marine Corps CAOs assigned to families of defense contract personnel. The primary objectives of the CAOs are to 1) assist the PNOK immediately following a soldier¹ being declared missing or deceased; 2) assist in settling claims and paying survivor benefits; 3) assist the PNOK to resolve other personnel-related matters. (Additional services provided by CAOs are listed in Appendix 1). For the Pentagon disaster, these services included assisting the family to receive information about identification and status of the deceased's remains, assist with family travel and accommodations, escort the family to ceremonial visits to the disaster site, complete necessary applications for claims, entitlements and benefits paperwork, coordinate burial arrangements, and escort the family to the funeral. Other services were completed as necessary, including speaking with the media and requesting autopsy reports. Above all, the CAOs should convey the deepest and most sincere respect and appreciation to the families from the Secretary of the Defense, Army and Navy (please see Appendix 2). Top priority is given to the CAOs' duty, including being relieved of all normal duties.

¹ Following the terrorist attack on the Pentagon, CAOs were assigned to assist three types of casualty: active military, and civilian and contract personnel stationed at the Pentagon.

Despite the high priority and importance attributed to CAOs' duty, little has been written about the experiences of CAOs. This report will summarize results of data obtained from 83 of the 125 CAOs who responded to the survey (Appendix 3) during the Pentagon disaster response operation. Specifically, the results from the survey will examine training, perceived self-efficacy, utilization of available resources and services, and global satisfaction with CAO duty.

This report is divided into three sections:

PART I: QUANTITATIVE RESULTS FROM THE CASUALTY ASSISTANCE OFFICER SURVEY

PART II: QUALITATIVE RESULTS FROM THE CASUALTY ASSISTANCE OFFICER SURVEY

PART III: APPENDIX 1-3 AND REFERENCES

PART I: TABLES OF QUANTITATIVE RESULTS

Table 1. CAO Demographic Information (n=83)

Key Variable	Freq.	%	Mean	SD	Min	Max
Years of Service			17.35	5.93	4	36
Branch of Service						
Army	63	76%				
Navy	20	24%				
Number of times CAO duty			1.36	.84	1	5
1x	65	78%				
2x	12	16%				
3x	2	2%				
4x	2	2%				
5x	2	2%				
Service Rank						
O2	1	1.2				
O3	15	18.1				
O4	19	22.9				
O5	17	20.5				
E6	1	1.2				
E7	9	10.8				
E8	8	9.6				
E9	3	3.6				
W1	1	1.2				
W2	4	4.8				
W3	1	1.2				
W4	3	3.6				
W5	1	1.2				

Table 2. Training Experiences of CAOs

Type of Training		
<p>1. After you were first notified of your CAO duty, did you avail yourself of any training pamphlets, videos, or other educational materials?</p> <p>True: 72.3%</p> <p>False: 27.7%</p>		
<p>2. After you were first notified of your CAO duty, did you receive any special training or education to prepare for this task?</p> <p>True: 57.8%</p> <p>False: 42.2%</p>		
<p>3. Since you were notified of your CAO duty, have you sought out assistance or support from anyone who had previously completed a CAO duty assignment?</p> <p>True: 49%</p> <p>False: 51%</p>		
Frequency for total number of different types of trainings (from above 1-3):		
Number of trainings	N	%
0	9	10.8%
1	21	25.3%
2	31	37.3%
3	22	26.5%

How effective do you feel you have been:				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
1. to contact and arrange to meet with the primary next of kin (PNOK)/family? Avg.= 3.5, SD= .61				
2. to meet regularly with the PNOK/family? Avg.= 3.7, SD= .49				
3. to get requested information for PNOK/family? Avg.= 3.6, SD= .51				
4. to discuss benefits and entitlements with NOK and/or person assigned for direct disposition PADD)? Avg.= 3.3, SD= .92				
5. to help complete insurance/compensation paperwork with PNOK and/or person assigned for direct disposition (PADD)? Avg.= 3.0, SD= 1.0				
6. to discuss burial options, including burial at a National Cemetery? Avg.= 3.2, SD =.72				
7. to discuss identification process? Avg.= 3.2, SD= .71				
8. to coordinate with chaplain services? Avg.= 3.3, SD .78				
9. to provide for military honors for the deceased (when appropriate)? Avg.= 3.5, SD =.55				
10. to establish and maintain transportation needs of the family? Avg.= 3.1, SD=.93				
11. to meet and escort the remains? Avg.= 3.5, SD=1.0				

12. to ensure the flag and flag case were available for presentation? Avg.= 3.6, SD=.68	
13. to provide requested reports of investigation/autopsy? Avg.= 2.7, SD= 1.1	

How satisfied have you been with the following resources and services:				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
Armed Forces Service Corporation? Avg. = 3.7, SD = .56				
Department of Veterans Affairs? Avg. = 3.6, SD = .54				
Social Security Administration? Avg. = 3.4, SD = .85				
FBI Crime Victims Services? Avg. = 3.4, SD = .67				
USAA? Avg. = 3.5, SD = .65				
American Red Cross? Avg. = 3.7, SD = .69				
USO? Avg. = 3.4, SD = .88				
Salvation Army? Avg. = 3.4, SD = .62				
FEMA? Avg. = 3.1, SD = .89				
Chaplain Services? Avg. = 3.6, SD = .74				
Tragedy Assistance Program for Survivors, Inc. (TAPS)? Avg. = 3.3, SD = .66				
Army Emergency Relief (AER)/Navy-Marine Corps Relief? Avg. = 3.2, SD = .72				

Legal Assistance? Avg. = 3.4, SD = .91	
Commonwealth of Virginia Criminal Injuries Compensation Fund? Avg. = 3.4, SD = .56	
US Department of Justice Office of Victims of Crime? Avg. = 3.3, SD = .48	

Most utilized services at PFAC:	
Number of CAO respondents using service	Type of Service
77	Social Security Administration
77	American Red Cross
71	Legal Assistance
69	Chaplain Services
65	FBI Crime Victims Services
59	Commonwealth of Virginia Criminal Injuries Compensation Fund
53	USO
50	Armed Forces Service Corporation
50	USAA
49	Department of Veterans Affairs
47	FEMA
41	US Department of Justice Office of Victims of Crime
30	Tragedy Assistance Program for Survivors, Inc. (TAPS)
29	Salvation Army
28	Army Emergency Relief (AER)/Navy-Marine Corps Relief

How satisfied were you with the following information dissemination methods?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
Daily Briefings- Update Session? Avg. = 3.6, SD = .73				

Daily Briefings- Question and Answer Session? Avg. = 3.5, SD = .77	
Meetings with CAO Liaisons? Avg. = 3.0, SD = 1.1	
CAO Staff Meetings? Avg. = 2.5, SD = 1.2	

Behavioral Health:				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
How effective have you been to discuss emotional loss/grief with the family? Avg. = 3.1, SD = .89				

Have you referred any family members for mental health counseling? True = 21% False = 80%	
If yes, how satisfied were you with this referral? Avg. = 3.2, SD = .81	
If yes, in your opinion, how satisfied was your assigned family with this referral? Avg. = 3.1, SD = .92	
Did you yourself make use of the counseling services or participate in the staff debriefings as you worked with your assigned family? True = 40% False = 60%	
If yes, how satisfied were you with the assistance you received? Avg. = 3.5, SD = .50	

0 Very Relaxed	1 A little Relaxed	2 Somewhat Stressed	3 Stressed	4 Very Stressed
How would you rate your present level of stress as a CACO? Avg. 2.2, SD = 1.2				

Overall Satisfaction with the operation and CAO duty:				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
Overall, how satisfied have you been with this current assignment? Avg. = 3.5, SD= .67				

0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
Overall, how effective do you think you have been to help your family? Avg. = 3.7, SD= .54				
Overall, how effective do you feel you have been to convey to the PNOK/family the most sincere concern of the US Department of Defense for the loss of their loved ones? Avg. = 3.7, SD= .55				

During this task, were you released from all other duties and responsibilities in order for you to completely concentrate on your CACO tasks? True = 77% False = 23%	
--	--

In addition, those CAOs who were released from all other duties and responsibilities rated themselves as significantly more effective as CAOs:

Released from all other duties:	
Yes	Avg. 3.7 N= 63 SD= .47
No	Avg.= 3.4 N= 19 SD= .69

ANOVA Table					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	1.1	1	1.083	3.82	.054
Within Groups	22.7	80	.283		
Total	23.8	81			

PART II: SELECTED QUALITATIVE RESPONSES FROM THE CASUALTY ASSISTANCE OFFICERS

The following statements were provided by CAOs in response to the bolded questions. All statements are verbatim. Statements were selected because they offered more specific suggestions or comments regarding the CAO's duty or experience.

HOW COULD THESE SERVICES/AGENCIES HAVE BEEN MORE HELPFUL IN HELPING YOU COMPLETE YOUR CAO TASK?

By being able to process cases on the premises.

Have FAQ sheets.

Early on, brief us on the assistance they all provide.

Clearly define early which were not applicable for DA civilians.

A central briefing by each represented agency would have been helped to educate CAO's in preparation for presenting benefits/help to the family.

Having an understanding of what each service could provide would have saved my family time. Recommend CAO's be provided a fact sheet for each agency.

A description of who these services were applicable for before sitting at each station.

Support was fine, maybe folders containing all information that the agency presented.

With many overlapping responsibilities, it was difficult to identify which agency was primarily responsible or what roles were.

Very helpful. Need to capture the operation and plan for the future.

More coordination between agencies. Too much redundancy and confusion of benefits.

As CACO we need to be briefed on these services, I did not know they existed.

Provide a list of what the agencies could do for the families. What expenses they could cover. A comprehensive list of what these services could have been providing to the CACO's to use as a V-list to ensure they explored each of these services. This is the first comprehensive list I have seen. Provide information on how they would be willing to assist personnel by category (Active duty military, retired military).

HOW COULD THESE INFORMATIONAL RESOURCES HAVE BEEN MORE HELPFUL IN HELPING YOU COMPLETE YOUR CAO TASK?

By having a better line of communication and less duplication of same requests, and better coordination between liaisons.

CAO staff meetings should have had a debriefing period in them.

Meetings are sometimes out of sync with PFAC Officer In Charge's family briefings. We attend CAO meetings here and at the CAC and get the same thing.

Less redundancy at times (although it is understandable) and early ID of a central POC, rather than between CAC and assistance center.

Daily briefings could have been put on e-mail everyday.

Meetings should have separated meetings for DAC and contractors CAO's from military CAO's. The DAC and contractor issues are/were totally unrelated from traditional military CAO issues.

It's difficult enough to provide assistance to the families without all the admin requirement placed upon us by the Army CAC.

Rarely could the liaison office answer my questions. Need to establish who are responsible to, Liaison office, DA casualty affairs, Ft. Myers, CA office?

Better organization and planning, disseminate all info by e-mail.

CAO meetings should be conducted early in the morning or later in the evening to give CAO's time to attend to their assigned family.

An organization chart showing relationship between the cells (CAO, CMAOC) and the information required by each cell. Also a glossary for those of us who don't speak acronym.

Could have established a mail group to push info and briefings, or a Web page where we have to pull info, besides page not updated with PFAC briefs.

Better use of e-mail. Difficult to get to the Sheraton on a daily basis. A lot could have been accomplished using e-mail.

We needed one source of information. We tended to receive conflicting guidance (i.e, Ft. Meyer, FSC, Army Liaison).

IN YOUR OPINION, WHAT SINGLE CHALLENGE HAS BEEN THE MOST DIFFICULT, SO FAR, IN YOUR WORK WITH YOUR ASSIGNED FAMILY?

Decision to leave deceased on forensic hold.

Outside family members other than NOK becoming overly involved with conducting family's business.

The biggest problem is the emotional state of the PNOK. Every time the number of PID's goes up without his wife being identified, he becomes more depressed.

Large family, 2) required to report to my job (protocol/special/events & ceremony) each day. I have stress from dealing with this large family/loss of my personal family time and added stress of reporting status to my job each day.

Tracking down the PNOK when I needed to pass on information.

Decision process for interment.

Formal notification that family member was deceased.

Toughest aspect was negotiating funeral arrangements between two families with differing religious preferences.

Handling my own personal emotions from the event. I lost a cousin in the WTC.

The physical distance of the family's home from the Sheraton. As CAO, I could not complete forms at Sheraton without family. Thus, collecting info, attending meetings, then getting to Manassas to disseminate info and complete forms has been challenging.

Telling them their loved one was PID. I imagine the look on my face at the door said this is not a normal visit.

The victim was a passenger on American Flight 77. Coordination of information/information gathering between the Navy and American Airlines was sorely lacking.

Forensic hold, passing info relayed by Navy CACO center only to relay later that the info was not correct.

Awaiting the ID process at Dover to conclude so that the PNOK can be assured that all remains that could be recognized were transported and nothing was knowingly left behind. Finding funeral home and cemetery contacts. This must await the release of remains from Dover.

IN YOUR OPINION, WHAT HAS BEEN THE MOST REWARDING ASPECT, SO FAR, IN YOUR WORK WITH YOUR ASSIGNED FAMILY?

Establishing and continuing contact between the family and agencies set up to assist, including all benefits/insurance paperwork through the funeral and interment service.

The feeling that I am able to help a family in distress and lift the details off their shoulders.

Seeing the family's grief begin to subside and their desire to gain closure and regain normalcy in their lives.

To comfort the family.

The family's gratitude. I was called a hero.

Representing the US Army proudly and being looked upon as a professional.

Getting to know a wonderful family (and the lost loved one) and helping them through this trying time.

Assisting them through this horrific ordeal.

The feeling that I am taking their minds off of bills, paperwork, etc. and allowing them to spend more time reflecting on their loss.

Seeing the grief lessen, the family starting to heal, and being able to secure a good financial environment for widow. I believe I have been “adopted” into a very big family.

Feeling more like directly contributing to the effort after the tragedy of Sept. 11.

Helping an American family in time of need.

PART III

Appendix 1.

Primary Responsibilities of Casualty Assistance Officers (CAOs)

- to contact and arrange to meet with the primary next of kin (PNOK)/family.
- to meet regularly with the PNOK/family.
- to get requested information for PNOK/family.
- to discuss benefits and entitlements with NOK and/or person assigned for direct disposition (PADD).
- to help complete insurance/compensation paperwork with PNOK and/or person assigned for direct disposition (PADD).
- to discuss burial options, including burial at a National Cemetery.
- to discuss identification process.
- to coordinate with chaplain services.
- to provide for military honors for the deceased (when appropriate).
- to establish and maintain transportation needs of the family.
- to meet and escort the remains.
- to ensure the flag and flag case were available for presentation.
- to provide requested reports of investigation/autopsy.

Appendix 2.

Charge of the Casualty Assistance Officer (CAO)

“You are charged by the Secretary of the Army to render all reasonable assistance needed to settle the personal affairs of a deceased soldier. The quality of your service must reflect your full attention to duty and to the NOK. It will lessen the emotional and financial strain borne by the next-of-kin during a period of great trauma” (Department of the Army, Casualty Assistance Handbook, 1987, p.5).

Stressors related to CAO Duty (from Bartone, 1996)

- Extended exposure to death-related emotions, grief, anger of family members
- Sense of inadequate training preparation
- Slow communication of information through official Army channels
- Belief that senior leaders are “micromanaging” (redundant phone calls)
- Perception that awards and other recognition to soldier and his or her family are not forthcoming from military
- Slow return of remains to family, especially when body was severely damaged
- Exposure to remains
- Family conflicts surrounding funeral arrangements, apportioning of benefits, etc.
- Unwelcome attention of media and politicians
- Return of personal effects to family
- Personal identification with deceased and his or her family
- Competing work demands; trying to do two jobs at once.

Appendix 3.

Casualty Assistance Calls Officer Survey (CAOS) September, 2001

Please take a few minutes to answer some brief questions about your experiences as a CACO. This survey is designed to be completely anonymous to insure your completely honest and direct response. By providing this information, our staff will have a better understanding of your experiences.

Your Rank				
Years of Military Service				
Primary MOS				
Have you ever served as a CACO before this task?		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Number of times you have served as a CACO?				
1. After you were first notified of your CAO duty, did you avail yourself to any training pamphlets, videos, or other educational materials?		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
2. After you were first notified of your CAO duty, did you receive any special training or education to prepare for this task?		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
3. Since you were notified of your CAO duty, have you sought out assistance or support from anyone who had previously completed a CAO duty assignment?		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
4. How effective do you feel you have been:				
A. to contact and arrange to meet with the primary next of kin (PNOK)/family?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
B. to meet regularly with the PNOK/family?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
C. to get requested information for PNOK/family?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective

D. to discuss benefits and entitlements with PNOK and/or person assigned for direct disposition (PADD)?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
E. to help complete insurance/compensation paperwork with PNOK and/or person assigned for direct disposition (PADD)?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
F. to discuss burial options, including burial at a National Cemetery?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
G. to discuss identification process?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
H. to coordinate with chaplain services?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
I. to provide for military honors for the deceased (when appropriate)?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
J. to establish and maintain transportation needs of the family?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
K. to meet and escort the remains?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
L. to ensure the flag and flag case were available for presentation?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective

M. to provide requested reports of investigation/autopsy?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
5. How satisfied have you been with the following resources and services:				
A. State Benefits? (Please check here if you did not contact this agency <input type="checkbox"/>)				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
B. Department of Veterans Affairs Benefits? (Please check here if you did not contact this agency <input type="checkbox"/>)				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
C. Social Security? (Please check here if you did not contact this agency <input type="checkbox"/>)				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
D. FBI Crime Victims Services? (Please check here if you did not contact this agency <input type="checkbox"/>)				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
E. USAA? (Please check here if you did not contact this agency <input type="checkbox"/>)				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
F. American Red Cross? (Please check here if you did not contact this agency <input type="checkbox"/>)				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
G. Salvation Army? (Please check here if you did not contact this agency <input type="checkbox"/>)				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
H. TAPS?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied

I. Army Emergency Relief (AER)?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
J. How could these services have been more helpful for you to complete your CACO task?				
6. How satisfied were you with the following information dissemination methods?				
A. Daily Briefings- Update Session?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
B. Daily Briefings- Question and Answer Session?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
C. Meetings with CACO Liaisons?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
D. CACO Website?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
E. CACO Staff Meetings				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
F. How could these informational resources been more helpful for you to complete your CACO task?				

7. How effective have you been to discuss emotional loss/grief with the family?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
8. Have you referred any family members for mental health counseling?		<input type="checkbox"/> Yes		<input type="checkbox"/> No
A. If yes, how satisfied were you with this referral?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
B. If yes, in your opinion, how satisfied was your assigned family with this referral?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied
9. In your opinion, what single challenge has been most difficult, so far, in your work with your assigned family?				
10. In your opinion, what has been the single most rewarding aspect, so far in your work with your assigned family?				
11. How would you rate your present level of stress as a CACO?				
0 Very Relaxed	1 A little Stressed	2 Somewhat Stressed	3 Stressed	4 Very Stressed
12. Overall, how satisfied have you been with this current assignment?				
0 Very Unsatisfied	1 A little Satisfied	2 Somewhat Satisfied	3 Satisfied	4 Very Satisfied

13. Overall, how effective do you think you have been to help your family?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
14. Overall, how effective do you feel you have been to convey to the PNOK/family the most sincere concern of the US Department of Defense for loss of their loved ones?				
0 Very Ineffective	1 A little Effective	2 Somewhat Effective	3 Effective	4 Very Effective
15. During this task, were you released from all other duties and responsibilities in order for you to completely concentrate on your CACO tasks?		<input type="checkbox"/> Yes		<input type="checkbox"/> No

Please return this survey to the CACO Command Office.

REFERENCES

For further study regarding Casualty Assistance Officers:

Bartone, P.T. (1994). Family Notification and Survivor Assistance: Thinking the unthinkable. In Ursano, R.J., Norwood, A.E. (Eds.). *Emotional Aftermath of the Persian Gulf War: Veterans, Families, Communities, Nations*. American Psychiatric Press: Washington, DC.

Bartone, P.T., & Ender, M.G. (1994). Organizational responses to death in the military. *Death Studies, 18*, 25-39.

Bartone, P.T., & Wright, K.M. (1990). Grief and group recovery following a military air disaster. *Journal of Traumatic Stress, 3*, 523-539.

Bartone, P.T., Ursano, R.J., Wright, K.M. et al. (1989). The impact of a military air disaster on the health of assistance workers: A prospective study. *Journal of Nervous and Mental Disorders, 177*, 317-328.

Department of the Army: *Casualty Assistance Handbook* (Pamphlet No 608-33). Washington, DC. Headquarters, Department of the Army, 1987.

For further technical information, please contact:

Chief, Department of Social Work
Walter Reed Army Medical Center
6900 Georgia Ave. NW
Washington, DC 20307

Director, National Center for PTSD
VA Palo Alto Healthcare System
795 Willow Road
Menlo Park, CA 94025