



DEPARTMENT OF THE NAVY  
NAVY PERSONNEL COMMAND  
5720 INTEGRITY DRIVE  
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NAVPERSCOMINST 3140.1A  
PERS-4  
19 OCT 2006

NAVPERSCOM INSTRUCTION 3140.1A

Subj: NAVY PERSONNEL COMMAND (NAVPERSCOM) CRISIS ACTION  
MANAGEMENT PROCEDURES AND ORGANIZATION

Ref: (a) COMNAVPERSCOMINST 5000.1

Encl: (1) Navy Personnel Command (NAVPERSCOM) Crisis Management  
Procedures and Organization for Natural or Man-made  
Catastrophic events  
(2) NAVPERSCOM Crisis Action Organization Response  
Diagram  
(3) NAVPERSCOM Crisis Action Organization Chart

1. Purpose. To prescribe the crisis management organization, responsibilities, duties, and staffing requirements to allow the Navy Personnel Command (NAVPERSCOM) to support Navy leadership during crisis situations. This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. NAVPERSCOMINST 3140.1.

3. Background. The NAVPERSCOM Crisis Action Organization provides the Chief of Naval Personnel (CHNAVPERS) and Commander, Navy Personnel Command (COMNAVPERSCOM) with rapid and decisive command and control capability and coordinated recommendations during rapidly changing situations and incidents. Manned from the directorates within NAVPERSCOM and augmented by Navy Reserve personnel, the Crisis Management Organization provides a flexible and scalable graduated response capability that provides coordinated actions and recommendations in response to crisis situations while allowing the core NAVPERSCOM organization to focus on routine operations. The NAVPERSCOM Crisis Action Organization has been structured to provide support to emergent incidents on a 24/7/365 construct. A primary goal is to have qualified Crisis Action Watch Standers on duty within 60 minutes of notification. The NAVPERSCOM crisis management procedures and organization for natural and man-made catastrophic events are set forth in enclosures (1) and (2).

4. Action. Assistant Commander, Navy Personnel Command (ACNPC) for Career Management (PERS-4) is designated the NAVPERSCOM Crisis Action Team (CAT) Commander and will establish a rotating watch organization structure that includes augmentation from Navy Reserve personnel, to ensure a rapid and coordinated response to any crisis designated by COMNAVPERSCOM. As a crisis situation dictates, NAVPERSCOM (PERS-4) will direct NAVPERSCOM staff to participate in the activation of the Emergency Coordination Center (ECC) and/or the NAVPERSCOM CAT. Reference (a) details supplemental guidance on the NAVPERSCOM Watch Organization and specific procedures in the event of a command activated recall or post-incident, all-hands accounting of NAVPERSCOM military and civilian personnel.

5. Organization and Manning. Crisis action management organization and the level of manning, once activated, will be at the discretion of NAVPERSCOM (PERS-4). Enclosure (3) graphically depicts the NAVPERSCOM Crisis Action Organization. There are two major components to the NAVPERSCOM Crisis Action Organization - the NAVPERSCOM CAT and the ECC. All military personnel assigned to NAVPERSCOM have a watch obligation. All personnel in billets assigned to NAVPERSCOM in paygrades of O4 through O6 (less two digit code Division Directors) will normally be assigned to one of three (BLUE/GOLD/WHITE) NAVPERSCOM CAT Watch Teams with responsibilities as follows:

January	BLUE
February	GOLD
March	WHITE
April	BLUE
May	GOLD
June	WHITE
July	BLUE
August	GOLD
September	WHITE
October	BLUE
November	GOLD
December	WHITE

a. Each NAVPERSCOM CAT Watch Team will be further organized into four watch sections as follows:

<b>Position</b>	<b>Rank</b>
Watch Captain	O6/O6 (Sel)
Watch Deputy	O5
Action Officer/ Pit Boss	O4/O5
Action Officer/ Briefs Officer	O4
Action Officer/ Operations Officer	O4
Action Officer/ Information Technology	O3/O4
Action Officer/ Reserve Accountability	O3/O4
METOC Officer (As needed)	Officer (Any paygrade)
Admin Assistant (As needed)	Any rank (officer or enlisted)

(1) NAVPERSCOM CAT Watch Captain. The Watch Captain is the senior member of the NAVPERSCOM CAT Watch Organization, and is the direct representative of the NAVPERSCOM CAT Commander in his absence. This is a position of great responsibility with broad scope of influence, and, if possible, should be filled by an unrestricted line captain. Personnel selected for captain are authorized to fill the billet if no other qualified candidates exist. This officer interacts with senior level members of other CATs and congressional staffs, and is responsible for the performance of the entire NAVPERSCOM Crisis Action Organization.

(2) NAVPERSCOM CAT Watch Deputy. The Watch Deputy is an experienced officer with a broad understanding of the personnel distribution process, as well as, the operational issues that may arise as a result of a natural disaster or domestic incident. Because of the interaction with senior staffs, this officer should be a command screened commander with extensive fleet/operational experience.

19 OCT 2006

(3) NAVPERSCOM CAT Action Officer - Pit Boss. The Pit Boss is the executive officer to the NAVPERSCOM CAT Watch Captain. This officer must be a commander or lieutenant commander with a significant understanding of the staff process. This officer is responsible to the NAVPERSCOM CAT Watch Captain for developing and executing the Battle Rhythm. As the situation develops, the Battle Rhythm will change. As change recommendations are made, the Pit Boss shall ensure that the NAVPERSCOM CAT Watch Captain and NAVPERSCOM CAT Watch Deputy are both aware of and concur with the change in the Battle Rhythm. Once the change is approved, all members of the NAVPERSCOM CAT shall be made aware of the change. The timely and accurate transmission of all external reports is the responsibility of the Pit Boss.

(4) NAVPERSCOM CAT Action Officer - Briefs Officer. The Briefs Officer is responsible to the NAVPERSCOM CAT Watch Captain for producing products as required to meet the Battle Rhythm. The Briefs Officer is responsible for establishing and maintaining any e-mail distribution lists. This officer must have significant staff skills with a deep understanding of both Power Point and Excel. This officer is usually the lead action officer. This officer shall be at least a lieutenant commander.

(5) NAVPERSCOM CAT Action Officer - Operations Officer. The Operations Officer is responsible to the Watch Captain for analyzing data as it becomes available and for implementing such policy decisions as are made during the conduct of the crisis. The Operations Officer is responsible for developing and maintaining a command point of contact (POC) database for commands located within the Geographic Area of Interest (GAOI). This officer shall be either a lieutenant or lieutenant commander.

(6) NAVPERSCOM CAT Action Officer - Information Technology (IT). The IT Officer is responsible to the NAVPERSCOM CAT Watch Captain for providing interface between NAVPERSCOM (PERS-34) Database Managers and the NAVPERSCOM CAT. This officer must understand the NAVPERSCOM organization in order to maximize utilization of all assets available within the command. This officer must be an expert in office applications, Excel spreadsheet manipulation and capable of developing database queries on a short notice.

19 OCT 2006

(7) NAVPERSCOM CAT Action Officer - Reserve Accountability. This position will normally be assigned to a Selected Reservist lieutenant commander or commander from the Navy Reserve, NAVPERSCOM 4 Component 606. This officer will provide initial contact information for Navy

Reservists known to reside within the GAOI. This officer will provide guidance to the rest of the NAVPERSCOM CAT by providing specific insight and methodology to help account for drilling reservists and their family members residing within the GAOI as well as assisting the other members of the CAT Watch in their duties.

(8) NAVPERSCOM CAT METOC Officer. During hurricanes or other weather related events, the METOC officer will be a meteorological qualified officer who will provide technical expertise and recommendations based on current and forecasted weather conditions. This officer can be of any paygrade.

(9) NAVPERSCOM CAT Admin Assistant. When assigned, the Admin Assistant will provide administrative assistance to the NAVPERSCOM CAT Watch Captain and other Watch Standers. This position requires a superior understanding of word processing, Microsoft Outlook management, and excellent typing skills. This position can be filled by any rank, rate or designator and is not required to be an officer.

b. The ECC is located adjacent to the NAVPERSCOM Customer Service Center (CSC) on the 3<sup>rd</sup> deck of Goetsch Bldg. 768. When a crisis requires the use of the Navy Recall/Information Line or the need arises to man-up a phone bank for either incoming or outgoing calls, NAVPERSCOM (PERS-4) shall activate the ECC. The ECC initial and primary manning will consist of the NAVPERSCOM CSC staff. The CSC's goal will be to conduct normal CSC functions concurrently with ECC functions. As dictated by the crisis situation, supplemental support may be required. The CSC Director, ECC Watch Commander or NAVPERSCOM CAT Captain can request additional manning to meet the demands or provide additional support to the ECC. Supplemental manning for ECC shall come from the remainder of the NAVPERSCOM staff and from the NAVPERSCOM Duty Section. Each ECC Team shall be organized and manned as follows:

19 OCT 2006

Position	Rank
ECC Watch Commander	Normally O3
Senior Enlisted	E8/9
Watchstander x 8	E5 to O3

(1) ECC Watch Commander. This officer is the primary interface between the ECC and the NAVPERSCOM CAT, and reports directly to the NAVPERSCOM CAT Watch Captain. They are responsible for executing guidance and direction provided to the ECC for implementation. These officers will normally be a lieutenant, and must be familiar with all activity being conducted by the NAVPERSCOM CAT. These officers are to attend all NAVPERSCOM CAT Watch Turnover Briefs and must provide for an ECC Watch Turnover Brief to ensure continuity between ECC Watch Teams.

(2) Senior Enlisted. This master chief petty officer (MCPO) or senior chief petty officer (SCPO) is the senior enlisted member of the ECC Watch Team. This position is responsible for executing tasking as directed by the ECC Watch Commander. It is imperative that the senior enlisted person be familiar with current activity and requirements of the NAVPERSCOM CAT. The senior enlisted member of the ECC shall ensure that all telephone operators are familiar with this information prior to assuming their watch.

(3) Telephone Watch Standers. Because the CSC/ECC is manned by contractor personnel from 0700-1900, Monday-Friday with contractor staffing reduced to two at 1700, these watch standers will be required to man the ECC when the contractor personnel are not available or when watch standers are needed to augment the normal call center contingent. They may also be required as directed by the NAVPERSCOM CAT Commander or NAVPERSCOM CAT Captain.

c. When directed by Chief of Naval Operations (CNO), Director, Casualty Assistance Division (N1352), the NAVPERSCOM CAT Watch Team shall be augmented by a Casualty Assistance Watch Officer (CAWO). This officer is the watch team's primary resource for all matters relating to a Navy casualty and shall act in an advisory capacity to the NAVPERSCOM CAT Watch Captain. The CAWO will normally be a lieutenant commander or commander familiar with Navy casualty procedures. The CAWO will advise and train NAVPERSCOM CAT watch standers to recognize conditions

19 OCT 2006

that require action by CNO (N1352). This officer will also ensure that watch standers enter next-of-kin information from callers asking about known casualties and other information provided by callers that may help identify casualties (e.g., names, social security numbers, etc., of Navy members and families) into the ECC Contact Page on BUPERS Online.

6. Responsibilities. The NAVPERSCOM CAT and ECC report directly to ACNPC (PERS-4) on all operational matters and to NAVPERSCOM (PERS-33) for administrative support.

a. NAVPERSCOM (PERS-4) shall:

(1) Direct activation/deactivation of the NAVPERSCOM Crisis Action Organization in response to all crisis situations. The level of response is scalable and will be based on an assessment of the current situation. Enclosure (2) is a graphical depiction of the NAVPERSCOM Crisis Action Organization response chart.

(2) Select and approve NAVPERSCOM CAT Watch Captains assignments from throughout the NAVPERSCOM organization. NAVPERSCOM CAT Watch Captains assigned to each team will ensure an equitable division of military billets between the rotating watch teams.

(3) Ensure that NAVPERSCOM CAT and ECC watchstanders receive proper indoctrination and training prior to being assigned to watch in the NAVPERSCOM Crisis Action Organization. All NAVPERSCOM CAT and ECC Watchstanders shall receive frequent and periodic training to ensure awareness and compliance with the most current guidance and standard operating procedures.

(4) Compile post crisis lessons learned and make appropriate recommendations for changes to this instruction as necessary, as well as ensure that all material related to the crisis is archived accordingly.

b. NAVPERSCOM (PERS-33) shall:

(1) Maintain adequate Crisis Management spaces and supporting tools/supplies that are ready for execution 24 hours a day, 7 days a week, 365 days a year. This includes NMCI accounts

19 OCT 2006

for each watch position, accurate phone directories and any other administrative aids necessary for efficient operations.

(2) Ensure all military billets within NAVPERSCOM are assigned a responsibility to the NAVPERSCOM Crisis Action Organization. This includes the NAVPERSCOM CAT and ECC. The NAVPERSCOM Senior Watch Officer (SWO) will maintain a listing of all military personnel in the paygrades of O4 through O6 that will comprise the NAVPERSCOM CAT Watch Standers. Additionally, the NAVPERSCOM SWO will develop and promulgate ECC Team assignments based on the NAVPERSCOM Duty Section Watch Bill. Once the watch bill is approved, any changes to the watch bill must be approved in writing to the SWO.

c. NAVPERSCOM (PERS-34) shall coordinate all Information Technology (IT) and Information Assurance (IA) issues for the NAVPERSCOM Crisis Action Organization.

d. Director, Center for Career Development shall ensure:

(1) Director, NAVPERSCOM Communications/Public Affairs Office (PAO) reviews for validity, and is kept abreast of, all general information or scripted information being passed to the public.

(2) The CSC Program Manager carries out the following functions:

(a) Upon receipt of the order to activate the ECC, contact the Telecommunications Office to have the ECC phone number routed to the ECC/CSC.

(b) Ensure the ECC phone number is switched or routed appropriately between the NAVPERSCOM Duty Office and the CSC/ECC. The ECC phone number is routed to the CSC during the hours of 0700 and 1700, Monday - Friday and is routed to the NAVPERSCOM Duty Office from 1701 - 0659 Monday - Friday and 24 hours on weekends and holidays. When the ECC is activated, the ECC phone number will be routed to the CSC/ECC on a 24-hour basis or as directed by the NAVPERSCOM CAT Commander.

(c) Ensure the CSC staff is properly trained on the use of the designated ECC mustering, accountability, and

19 OCT 2006

assessment tools. Additionally, the CSC staff shall provide training to the ECC Watch Team.

(d) Provide standard operating procedures for ECC/CSC operation (including standardized scripts).

(e) Coordinate with the Director, Communications/Public Affairs Office (PAO), to prepare and provide current frequently asked questions to CSC personnel and ECC Watch Teams.

(f) Ensure subject matter experts from the CSC are available during all hours of ECC operations or as required.

(g) Provide Customer Relationship Management metrics and situational reports on ECC/CSC operations as required.

e. CNO (N135) will be responsible for validating the data entry fields of the Emergency Coordination Center Contact page on the BOL DMT to ensure the NAVPERSCOM CAT is prompted to request information pertinent to Navy Casualty Response.

f. Oncoming NAVPERSCOM CAT Watch Captains will ensure that appropriate team information is submitted to NAVPERSCOM (PERS-4) ISSO 1 week prior to assuming the watch so that required accesses may be granted.



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19 OCT 2006

**NAVY PERSONNEL COMMAND (NAVPERSCOM) CRISIS MANAGEMENT PROCEDURES  
AND ORGANIZATION FOR NATURAL OR MAN-MADE CATASTROPHIC EVENTS**

Ref: (a) NAVADMIN 177/06, Navy Personnel Accountability Policy  
(b) BUPERS ONLINE (BOL) Disaster Muster Tool Users Guide

1. General. This enclosure provides specific direction and guidance designed to effectively and efficiently activate the NAVPERSCOM CAT and/or Navy ECC in preparation for or in response to a man-made or natural catastrophic event.

2. Discussion. COMNAVPERSCOM is designated lead agency for Department of the Navy (DON) personnel accounting, supporting Commander, Navy Installations Command (CNIC). COMNAVPERSCOM will provide accurate personnel accounting for military members, their family members and civilian employees following a natural or man-made catastrophic event. This will support development of a response plan to provide needed disaster relief to personnel and assist in restoring personnel and mission readiness to affected commands. The NAVPERSCOM Crisis Action Organization must remain ready to respond to other emerging incidents involving members of the Navy family.

3. Concept of Operations. Reference (a) provides Navy-wide policy for personnel accountability following a man-made or natural catastrophic event. Standard disaster response planning includes actions that need to be taken during the lifecycle of a disaster which includes the phases noted below. Scenarios range from disasters that occur without warning ("no notice" events) to disasters with advance warning and preparation lead-time. Because there will be "no notice" events and conditions of an impending disaster can change radically despite advance warning, operational execution may include all or some of the following four phases:

a. Preparatory Phase. Ongoing phase in which plans and preparations are made to facilitate response operations in the event of a disaster.

b. Evacuation Phase. Phase in which, when directed, personnel assigned within identified areas affected by a disaster will move to designated alternative command sites and/or safe havens.

**19 OCT 2006**

c. Recovery Phase. Phase in which actions are taken to provide emergency assistance, minimize property damage, and speed recovery immediately following a disaster. Muster and accounting begins during this phase.

d. Reconstitution Phase. Phase in which actions are taken to return to a normal or improved operating condition following a disaster. Commands will complete an initial "Command Status Assessment" during this phase.

4. Action. When directed by COMNAVPERSCOM, NAVPERSCOM (PERS-4) shall activate the NAVPERSCOM Crisis Action Organization. This could include activating either or both of the major components of the NAVPERSCOM Crisis Action Organization - the NAVPERSCOM CAT and ECC.

a. NAVPERSCOM CAT Actions. The NAVPERSCOM CAT shall keep COMNAVPERSCOM informed of developing crisis situations and actions taken to account for members of the Navy family located in the GAOI.

(1) The NAVPERSCOM CAT shall closely monitor the emergent situation as it develops and pay special interest to the determination of the GAOI. This defined area, promulgated by United States Fleet Forces Command (USFFC) will determine the boundaries in which personnel accountability will take place.

(2) The NAVPERSCOM CAT shall direct NAVPERSCOM (PERS-34) to "load" the BOL DMT database for the different categories identified in reference (a). Reference (b) establishes the process through which the BOL DMT database is developed. Once the BOL DMT is available, the NAVPERSCOM CAT shall notify CNIC of the tool's availability to be employed by commands affected in the GAOI.

(3) The NAVPERSCOM CAT shall compile daily accountability reports from the Navy Regional Commander(s) with responsibilities of the GAOI(s) (or designated representative), and forward to CNO (N1), USFFC, and CNIC, or COMNAVPERSCOM as directed by the specifics of the incident.

(4) The NAVPERSCOM CAT shall develop a Stop Movement Message and forward to CNO (N1) for release. Templates for and procedures for coordinating Stop Movement messages are contained

19 OCT 2006

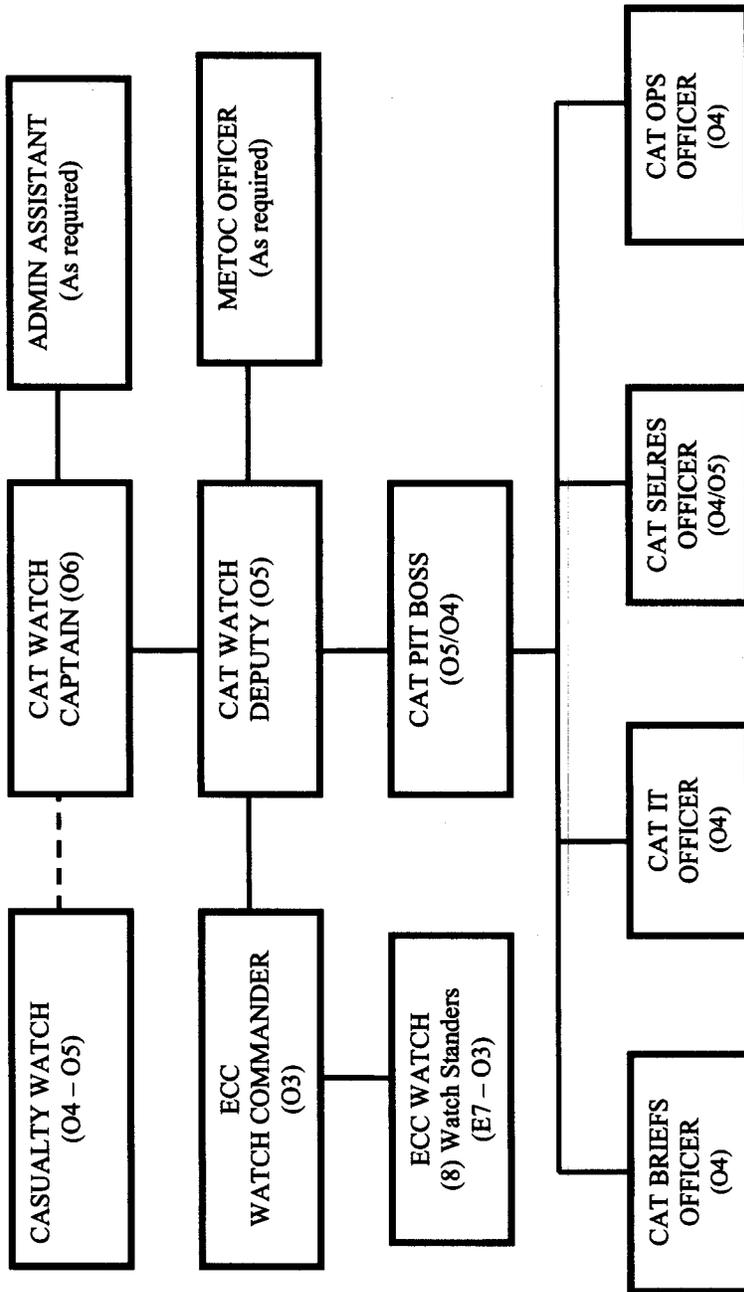
in the NAVPERSCOM CAT Standard Operating Procedures (SOP) located in the NAVPERSCOM CAT spaces.

(5) The BOL DMT automatically generates several types of reports for Accountability and Assessment. The NAVPERSCOM CAT shall ensure that automatically generated reports are available to supported commands until directed to cease reporting. Additionally, NAVPERSCOM CAT personnel should review every automatically generated report to identify any data anomalies and verify casualty reporting.

b. ECC Actions. The ECC will be taking calls from individuals and commands reporting their muster status. This information will be entered into the BOL DMT via CSC or ECC personnel. Be prepared to record and enter disaster victim information into the DMT. Reference (b) provides guidance to ECC watch standers in the performance of this task. Specific guidance for casualty related calls will be contained in NAVPERSCOM CAT/ECC SOP.

19 OCT 2006

# NAVPERSCOM CRISIS ACTION ORGANIZATION



19 OCT 2006

# NAVPERSCOM Crisis Action Organization Chart

