4. HOC Communications and Support Tools

Host Nation Information Sharing and Communication: The GORTT through the NEOC is to provide relevant information to the HOC staff relating to the nature/extent of the incident.

Initially, this information will be provided by the HOC Situation Estimate (HSE), developed by the NEOC Planning Chief during the first stage of planning for an incident. It is the result of assessing and breaking down information collected for the HOC Operational Command Group into more manageable bits of information. It is the basis for issuing HOC guidance and making recommendations to the NEOC Operations Chief. The HSE (or parts of) can be used as a guide in sending information to the HOC as the incident progresses.

WebEOC: Information, missions, and resources are coordinated and tracked in the NEOC using the WebEOC Crisis Information Mgmt Software (CIMS). WebEOC is a web-enabled collaborative information communications system that provides real time information sharing to facilitate decision making during a crisis or day-to-day operations. The system is available to municipalities and other partner organizations through the internet and is password protected.

Central to WebEOC are electronic status boards. Status boards are the electronic equivalent of large, chronological or topical paper-based boards. Within WebEOC, a status board is a display that provides the ability to generate, post, transmit, and share information real-time among other WebEOC users.

Other modules include — significant event tracking, EOC position log, mission and resource assignment/ tracking, contact manager, situation reporting and Incident Action Plan (IAP) development/distribution and a host of other capabilities.

WebEOC may also facilitate communications via electronic chats and messages between members of the HOC and NEOC. WebEOC can be accessed at:

http://190.213.2.110:8081/eoc7/

HOC Information Sharing and Communication: All administrative instructions for humanitarian assistance from the HOC are strictly communicated through the External Liaison to the NEOC. Communication may take place between IHAO and ESF agencies directly for the purpose of sharing information only.

Information (usually collected within the HOC Cluster Groups) which has a direct bearing on the overall operations during an emergency/disaster becomes the basis on which decisions affecting the overall operation are made — it must be reliable, accurate and classed as confidential. All information relating to incidents will be passed to the relevant Branch Commander to facilitate future decision making by the NEOC.

Branch Commanders are responsible for ensuring that all required reports are properly tagged to be distributed to the relevant ESF agencies in a timely manner and is also responsible for preparing and sending these reports and other special reports on damages, threats or assistance needed to the HOC Directorate.

The HOC Directorate, through the External Liaison, is responsible for channelling and prioritizing all information to the relevant NEOC Sections and ESF agencies on the HOC resources in possession by IHAO personnel in the field in order to respond to operational missions. Location and services offered at temporary medical, feeding, or shelter facilities in particular, should be rapidly disseminated to all workers in the field.

Testing and Exercises: To determine the effectiveness of the HOC SOP and the interaction with the NEOC, real-time tests and exercises will be conducted. HOC initiation, activation and deactivation will be the framework of the scope of test and exercises. Annual full-scale activation exercises will be designed to test the activation and deactivation of the HOC.

Performance Assessment Tool: During the training, exercising, or real-time engagement of the procedural guidelines outlined in the NEOC SOP, performance assessments of NEOC personnel (internal and external), in addition to NEOC operations will be monitored. Performance monitoring is to enhance the inter-organizational operations between stakeholders to provide an effective response and relief mechanism during times of emergency/disaster.

A "peer review" of the HOC SOP will facilitate the performance assessment. Copies of the Plan will be dispatched to the ODPM CEO, DCEO, NEOC Director, Admin. Section Chief, Operational Section Chief and the relevant external personnel (ESF primaries and alternates) for editing.

Comments received will be brought to the attention of the NEOC director, who will consider and analyse the suggestions, with the intent to determine where modification shall be made. NEOC Director will make recommendations to the ODPM CEO who will decide on approval. If approved, the SOP will be updated.

TOBAGO

HOC Situation Estimate (HSE)

Field Situation Report

Link

TRINIDAD

PORT OF SPAIN

Government of the Republic of Trinidad and Tobago

Office of Disaster Preparedness and Management

SNAPSHOT: HOC (SOP)

July 15, 2014

Humanitarian Operations Centre (HOC)

Standard Operating Procedure (SOP)

1. Introduction

The civil environment involves a myriad of ethnic, religious, ideological and capability drivers, which require sustainable solutions in societies ravaged by conflicts, disasters or humanitarian catastrophes. Solutions to these calamitous events may be impossible to achieve by the resources within the Government of the Republic of Trinidad and Tobago (GORTT). Therefore, the HOC aims to provide a comprehensive approach to link the local responders within the nation with International Humanitarian Agencies and Organizations (IHAO) (both civilian and military) to assist the GORTT to achieve a desired end state through coordination and synchronization. The essential dialogue and interaction between civilian and military actors in humanitarian emergencies is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals. Basic strategies range from coexistence to cooperation. Coordination is a shared responsibility facilitated by liaison and common training.

In order to maximize success for all parties, it is crucial that all stakeholders fully understand how each partner operates. HOC personnel at the tactical level will carry out National Emergency Operations Centre (NEOC) tasks and directly contribute to the humanitarian effort as "boots on the ground". The planning of NEOC action demands HOC input, as does all other humanitarian work within and outside of the mission area. The multiple dimensions of the humanitarian effort are all influenced by the HOC, as their focus is on the civil environment.

Guiding Principles

a) GORTT through its Local Humanitarian Agency/ Organizations (LHAO) has the primary responsibility for providing humanitarian assistance to persons within its borders. GORTT reserves the right to decline the use of International Humanitarian Assistance (IHA) or the use of other military and civil defence resources by IPAO on a case-by-case basis

b) Consideration must be given to finding the right balance between a pragmatic and a principled response, so that coordination with IPAO will not compromise the local humanitarian imperatives

c) Coordination with the IPAO should be considered to the extent that it facilitates, secures and sustains, not hinders, humanitarian access

d) IPAO and LHAO assistance must be given without adverse discrimination of any kind, regardless of race, ethnicity, sex/gender, religion, social status, nationality or political affiliation of the recipients; must be provided in an equitable manner to all populations in need

e) Humanitarian workers must never present themselves or their work as part of a military operation; military personnel must refrain from presenting themselves as civilian humanitarian workers

f) LHAO must retain the lead role in undertaking and directing their respective national operational activities.

g) Humanitarian organizations must not implement tasks on behalf of the military nor represent or implement their policies

h) IPAO must ensure that civil-military coordination will not contribute to further conflict, or harm or endanger the beneficiaries of humanitarian assistance

i) All members of the IPAO must respect international humanitarian law as well international regulations, including human rights instruments such as the Principles of the Charter of the United Nations

j) Respect and sensitivities must be maintained for the culture, structures and customs of the communities where humanitarian activities are conducted within the GORTT.

Purpose:

the immediate purpose of the HOC is to coordinate interaction between IPAO (either civil or military) with the civilian and military staff of the NEOC on humanitarian emergency issues at the appropriate level within the area of operations in order to accomplish the mission. The overall purpose of the HOC is to create and sustain conditions that will contribute to the achievement of objectives within the overall mission and implement the successful IPAO exit strategy. Staff are to:

1. Liaise with NEOC and de-conflict when necessary in overlap situations
2. Identify and share common goals with NEOC staff
3. Engage in planning with appropriate civil participants before/during an operation, evaluate findings afterwards, and develop lessons learned and best practises
4. Work in an integrated manner with other staff branches on all operations
5. Continually assess the civil environment, including local needs and capability gaps; identify how gaps may be accommodated
6. Work towards a timely/smooth handover of civil responsibilities being carried out by the military to the proper authorities as early as possible
7. Advise the NEOC Director on all of the above.

Scope:

HOC staff must be prepared to function in a wide range of operational situations. This HOC reflects the requirement for HOC flexibility and adaptability, particularly in dealing with multiagency operations for major and critical incidents.

These are some of the major hazards that may need the central information gathering and decision-making processes/resources associated with the HOC:

The nature of an emergency incident will determine the functionality and operation of the HOC as well as the human and tangible resources required to provide response and relief.

Major Hazards

Natural Hazards
- Drought
- Earthquake, Tsunamis
- Floods
- Geological
- Hurricane
- Landslide
- Meteorological
- Severe weather
- Volcanic Eruption

Biological Hazards
- Epizootics (animal)
- Health (Epidemics)
- Other agricultural

Man-Made: Accidental
- Air/Water Noise Pollution
- Aircraft crash
- Building failure
- Chemical spill
- Dam break
- Forest fire
- Gas leak, Explosion
- Hazardous material
- Industrial accident
- Marine emergency
- Mass casualty event
- Multi-unit house fire
- Poisoning, intoxication
- Radioactive emission
- Traffic accident

Man-Made: Intentional
- Central computer
- Civil disturbance
- Energy/power/utility
- Info. security breach
- Physical security breach
- Technological Hazard
- Terrorism, Sabotage

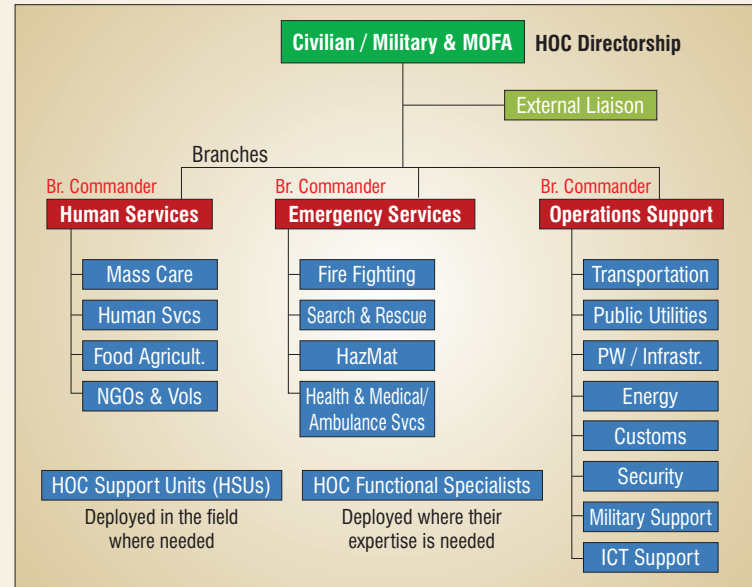# Humanitarian Operations Centre (HOC) *Plan Link*

dpm Office of Disaster Preparedness and Management

2. HOC Organization

The HOC is to provide humanitarian operational support to the GORTT. The HOC organizational structure replicates the Operations Organization Structure of the NEOC.

HOC Directorship: Civilian / Military & MOFA
External Liaison

Branches — Br. Commander

Human Services	Emergency Services	Operations Support
Mass Care	Fire Fighting	Transportation
Human Svcs	Search & Rescue	Public Utilities
Food Agricult.	HazMat	PW / Infrastr.
NGOs & Vols	Health & Medical/ Ambulance Svcs	Energy
		Customs
		Security
		Military Support
		ICT Support

HOC Support Units (HSUs) — Deployed in the field where needed
HOC Functional Specialists — Deployed where their expertise is needed

Staff Elements

Depending on the humanitarian requirements, the strengths of the HOC will differ considerably but will in general, consist of a HOC Directorship, Civil/Military Liaison, HOC Operational Command Group, HOC Cluster Groups, HOC Support Units and Functional Specialists. HOC Directorship, Civil/Military Liaison and the HOC Operational Command Group are staffed by Nationals of the GORTT.

Directorship

The HOC Directorship is shared between a civil/military official of the GORTT and a designate from the Ministry of Foreign Affairs. Both staff members have the authority and responsibility to direct all HOC activity. The responsibilities of the HOC Directorship include:

a) Establishing the appropriate staffing level for the HOC and continuously monitoring organizational effectiveness, ensuring that appropriate modifications occur as required
b) Exercising overall management responsibility for NEOC and HOC coordination
c) In conjunction with the HOC Operational Command Group, setting jurisdictional priorities for response efforts. Ensure that all HOC actions are accomplished within the priorities established at the NEOC
d) Ensuring that inter-agency coordination within the HOC is accomplished effectively when responding to NEOC requests

Civil/Military Liaison

a) Maintain liaison between the NEOC Operations Chief and HOC Directorate
b) Maintain close liaison with relevant non-governmental organisations and international organisations in the HOC
c) Seek information to enhance situational awareness in an open and transparent manner
d) Establish and maintain liaison with civil actors at the appropriate levels
e) Facilitate cooperation, harmonisation, information sharing, integrated planning and conduct of operations/activities.

Operational Command Group

The main task of the HOC Operational Command Group is to support the HOC Directorship with accurate and timely advice and assessments, and to plan humanitarian activities in order to support and achieve mission goals. It is extremely important that the Civil-Military Branch of the Trinidad and Tobago Defence Force are involved in the Operational Planning Process and are in constant dialogue with all branches in order to avoid redundancies. In order to mitigate the impact and maximise the effect, close liaison

between all branches involved in the civil environment will be necessary. It is important that HOC staff remain the focal point for civil military matters. Each Branch Commander has to have a clear common operating picture on which to base decision making for operational tasks. However, one of the Group's most timeconsuming jobs will be the validation of NEOC requests for support and the prioritisation of assistance efforts based on the available resources. The information that will be transmitted is important to the overall common operating picture.

HOC Cluster Groups: consists of an operational group within a branch of the HOC Operational Command Group and is under the direction of the respective Branch Commander.

Cluster Group may consist of various advisers and staff representing a discipline which are present in a joint command. In addition, a pool of functional specialists (military or civilian) may be present to lend technical assistance.

Deployment of a full HOC Cluster Group will not be sustainable over extended periods of time and not achieve an optimum balance between elements capable of deploying rapidly and maintaining the capability to act in the full spectrum of operations. Therefore proper human resource distribution and allocation is eminent for effective an effective humanitarian response.

HOC Support Unit (HSU): an element that is deployed in the field and is responsible for carrying out all HOC-related tasks. Its operators must not only be dedicated and skilled for work in complex and volatile environments, but also be able to handle non-HOC problems, such as combat situations, accidents or just a flat tyre. Appropriate resources/equipment are important, especially when teams are deployed to high-risk areas or patrol together with other units.

The HSU itself must be self-sustaining for a certain period of time; must be able to set up and run its own command post and support itself, at least to a certain degree, with petrol, oil and lubricants (POL), food and water, and force protection.

HOC Functional Specialists: to be employed wherever their expertise is needed in support of the mission. They are employed to carry out specific tasks that have been identified through the assessment process. Their number and area of expertise will vary according to both need and availability. Functional Specialists (military or civilian) will only be employed for duration of specified task.

Expertise includes:

• Civil Administration – Gov't Action, Legal, Education, Medical Affairs, Safety, Environment
• Civil Infrastructure – Communications, Transport, Emergency Services and Public Works
• Humanitarian Affairs – Refugees, Medical and Humanitarian Affairs
• Economy & Employment – Economic Development, Food & Agriculture, Industry & Trade
• Cultural Affairs & Education – Archives, Monuments, Arts, Religions and Language

Specialists to be oriented to the role of the HOC to prepare for necessary humanitarian field work

HOC Staff Competencies

Project Management: able to manage projects/programmes; may include financial mgmt according to the invited country's national or other additional multinational mission procedures/constraints/requirements

Reporting Skills: able to prepare comprehensive reports in accordance with the Branch Commander and HOC Directorate; may be required to report via your national channel(s). Be aware that huge amounts of data will be collected – must have concise reporting skills to communicate the essential message

Language Skills: must be proficient in English to operate in T&T; local language skills are desirable

Media: able to deal with the media – local/international. Guidelines are in Crisis Communication Guidelines and Response Plan

Cooperation with Civil Participants: to be familiar with the national and international organisations deployed and working in the mission area

Mindset: will deal with civilians from many different cultures working together in one mission area. To cooperate with them, you need not only common sense but also the ability to adapt quickly to their way of thinking and working

3. Concept of Operations

Operating Principles

Depending on the emergency situation, the HOC can vary as can the specific tasks of the IPAO contributing to the HOC without any specific HOC training and education. Most international humanitarian and military organisations follow similar SOP rules and principles when humanitarian assistance is requested:

1. Military Assets should be requested only when there is no comparable civilian alternative and only the use of military assets can meet a critical humanitarian need. The military asset must therefore be unique in nature or timeliness of deployment, and its use should be last resort.
2. A humanitarian operation involving HOC personnel and military assets must retain its civilian nature and character. The operation must remain under the overall authority and control of the organization within the GORTT responsible for that operation, whatever the specific command arrangements for the military asset itself. To the extent possible, the military asset should operate unarmed and be civilian in appearance.
3. Countries providing military personnel to support humanitarian operations should ensure that they respect the code of conduct and principles of the organization within the GORTT responsible for that deployment.
4. Any use of military assets should ensure that the humanitarian operation retains its international and multilateral character.

HOC: Core Operational Functions

1. Provide Civil-Military Liaison: establish/maintain liaison with the NEOC at the appropriate levels, in order to facilitate coordination, cooperation, information sharing, integrated planning and conduct of operations. Includes:
• Timely identification of relevant participants
• Developing liaison structure (standardised and frequently updated)
• Organising information flow

2. Provide Support to NEOC
Support to civil participants can involve a wide range of military resources: information, personnel, material, equipment, communications facilities, specialist expertise or training. It will generally only take place where and when it is required to create conditions necessary for the fulfilment of the military mission and/or because the appropriate civil authorities/agencies are unable to carry out the task.

A staggered approach to support to civil participants could be:
• Enabling support by means of capacity building
• Support by means of capacity sharing.
• Support of the civil environment with military assets (last resort)

3. Provide Support to the Humanitarian Force
IPAO of the HOC plays a pro-active role by contributing to planning and by participating in operations. Activities could include:
• Providing an assessment of the Common Operating Picture (COP)
• Promoting humanitarian force acceptance
• Facilitating access to civilian resources, when needed

Tasks related to HOC Core Functions are applicable throughout the full spectrum of operations, and their priority will be determined by the Branch Commander. HOC tasks can be carried out in isolation, such as a single support to the civil environment activity, or simultaneously with other operational tasks.

HOC Activation

The HOC will be activated when a formal request by the GORTT, through the Ministry of Foreign Affairs, is issued to any IHAO. The HOC activation will usually take place when the NEOC is activated at a Level 3 and national resources are overwhelmed to administer the disaster/emergency situation.

All HOC staff reporting to the HOC are to check in with:
1. Security; present IHAO ID and National ID
2. Receptionist and sign in the HOC Attendance Register
3. HOC Directorate, and,
4. Obtain initial orientation/situation briefing
5. Set up workstation; check equipment; review agency specific plans/resource list
6. Establish communications link with IHAO headquarters
7. Establish/maintain a chronological log of actions taken during shift

HOC General Tasks: May typically be assigned to:
1. Provide humanitarian support elements to subordinate commands

2. Establish humanitarian centres
3. Execute the Operation Command Group plan through the conduct of humanitarian activities

HOC: Pre-operational Tasks May typically be assigned to:
a) Assist in the assessment and planning of contingency plans and exercises
b) Advise on civil conditions; effect of military ops on the civilian population/ organisations; effect of civilian population/ organisations on military operations
c) Prepare educational material for the force on the anticipated civil conditions and briefing of staff augmentees.
d) Carry out reconnaissance

HOC: Operational Tasks May typically be assigned to:
a) Continue pre-operational stage tasks
b) Facilitate exchange of information with the NEOC
c) Assess civilian needs
d) Conduct humanitarian activities requested by the NEOC
e) Support other IHAO of the HOC to achieve operational mission goals
f) Set-up/operate humanitarian centres (medical posts, shelters, etc.)

HOC: Transition Tasks May typically be assigned to:
a) Continue operational tasks
b) Coordinate plans for transfer of functions to civil authorities/ agencies
c) Coordinate military activities for termination
d) Support staff in the termination of civil-military agreements
e) Analyze/assess remaining unfulfilled civilian needs
f) Handover of tasks to national authorities and organisations

Deactivation Departing IHAO at the HOC is to:
a) Submit an IHAO incident activity log to relevant Branch Commander
b) Review overall responsibilities and ensure all actions are completed
c) Complete all forms and reports; submit to relevant Br. Commander
d) Clean up the work area before leaving
e) Return borrowed/provided equipment to the lending agency
f) Ensure most current contact info. is logged with relevant Br. Commander
g) Inform the relevant IHAO Headquarters of the deactivation status
h) Sign out the Attendance Register

Branch Commanders
a) Coordinate with the HOC Directorate on deactivation instructions
b) Collect all IHAO agencies activity logs and forms
c) Ensure all IHAO forms/reports/documentation are complete for Ops Section
d) Coordinate any issues/assistance needed with Ops Chief before deactivation
e) Keep the HOC Directorate informed of deactivation status and mission status
f) Develop After Action Review items for Operations Section for future discussion
g) Conduct a deactivation brief will all IHAO agencies
h) Brief the HOC Directorate of the Full deactivation status

HOC Directorate:
a) Produce a status report on deactivation process; include incident status
b) Brief Ops Section Chief on Incident status and deactivation process

Hot Debrief: After deactivation (stand-down), all HOC personnel should gather at a designated location for a hot debrief assigned by the HOC Directorate. This will ensure that emergency workers are not traumatized, and if so, that appropriate action is taken to attend to the affected individual(s).

This debrief is to allow an open discussion of the feelings, frustrations and anxieties experienced by HOC personnel. Failure to do this can result in forms of aftershock, with stress and depression being present shortly after deactivation. The hot debrief should be performed by qualified counsellors.

RETURN

The Ministry of National Security

OFFICE OF DISASTER PREPAREDNESS AND MANAGEMENT

HUMANITARIAN OPERATIONS CENTRE

(HOC)

STANDARD OPERATING PROCEDURE

(SOP)

March, 2011

Caribbean Sea

Man 'o War Bay

Englishman's Bay

Castara Bay

Speyside

King's Bay

Turtle Beach

Pigeon Point

Mt. Irvine Bay

Store Bay

Canoe Bay

Scarborough

Atlantic Ocean

Caribbean Sea

Paria

Toco

Maracas

Chaguaramas

Salibea

Curepe

Port-of-Spain

Arima

Piarco International Airport

Sangre Grande

Chaguanas

Caroni Plains

Gulf of Paria

Atlantic Ocean

Biche

San Fernando

Princes Town

La Brea

Mayaro

Point Fortin

Siparia

Guayaguayara

Moruga

Icacos

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INTRODUCTION

1.1 Background

The civil environment involves a myriad of ethnic, religious, ideological and capability drivers, which require sustainable solutions in societies ravaged by conflicts, disasters or humanitarian catastrophes. Solutions to these calamitous events may be impossible to achieve by the resources within the Government of the Republic of Trinidad and Tobago (GORTT). Therefore, the HOC aims to provide a comprehensive approach to link the local responders within the nation with International Humanitarian Agencies and Organizations (IHAO) (both civilian and military) to assist the GORTT to achieve a desired end state through coordination and synchronization. The essential dialogue and interaction between civilian and military actors in humanitarian emergencies is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals. Basic strategies range from coexistence to cooperation. Coordination is a shared responsibility facilitated by liaison and common training.

In order to maximize success for all parties, it is crucial that all stakeholders fully understand how each partner operates. HOC personnel at the tactical level will carry out National Emergency Operations Centre (NEOC) tasks and directly contribute to the humanitarian effort as "boots on the ground". The planning of NEOC action demands HOC input, as does all other humanitarian work within and outside of the mission area. The multiple dimensions of the humanitarian effort are all influenced by the HOC, as their focus is on the civil environment.

1.2 Statement of Authority

This Humanitarian Operations Centre of Trinidad and Tobago (HOC) Standard Operating Procedure has been developed by the Office of Disaster Preparedness and Management (ODPM), a Division of the Ministry of National Security mandated to coordinate the National effort in disaster risk management, restoring essential government services and critical facilities, and providing emergency relief to those affected severely by hazards.

Various Acts in the Laws of the Republic of Trinidad and Tobago define mandates for Government Agencies to perform disaster/emergency duties which influence the national response effort. The ODPM coordinates these Agencies which possess the necessary legal instruments to provide humanitarian assistance. Consequently, this SOP utilizes these instruments to provide a framework for operational procedures in the HOC.

1.3 Guiding Principles

The following are the guiding principles of the HOC.

- The GORTT through its Local Humanitarian Agency/Organizations (LHAO) has the primary responsibility for providing humanitarian assistance to persons within its borders. The GORTT reserves the right to decline the use of International Humanitarian Assistance (IHA) or the use of other military and civil defence resources by IPAO on a case-by-case basis.

- Consideration must be given to finding the right balance between a pragmatic and a principled response, so that coordination with IPAO will not compromise the local humanitarian imperatives.

- Coordination with the IPAO should be considered to the extent that it facilitates, secures and sustains, not hinders, humanitarian access.

- Assistance by the IPAO and LHAO must be given without adverse discrimination of any kind, regardless of race, ethnicity, sex/gender, religion, social status, nationality or political affiliation of the recipients. It must be provided in an equitable manner to all populations in need.

- Humanitarian workers must never present themselves or their work as part of a military operation, and military personnel must refrain from presenting themselves as civilian humanitarian workers.

- The LHAO must retain the lead role in undertaking and directing their respective national operational activities.

- Humanitarian organizations must not implement tasks on behalf of the military nor represent or implement their policies.

- IPAO must ensure that civil-military coordination will not contribute to either further conflict or harm or endanger the beneficiaries of humanitarian assistance.

- All members of the IPAO must respect international humanitarian law as well international regulations, including human rights instruments such as the Principles of the Charter of the United Nations.

- Respect and sensitivities must be maintained for the culture, structures and customs of the communities where humanitarian activities are conducted within the GORTT.

1.4 Purpose of the HOC

The immediate purpose of HOC is to coordinate interaction between IPAO (either civil or military) with the civilian and military staff of the NEOC on humanitarian emergency issues at the appropriate level within the area of operations in order to accomplish the mission. The overall purpose of the HOC is to create and sustain conditions that will contribute to the achievement of objectives within the overall mission and implement a successful IPAO exit strategy.

In meeting this purpose, HOC staff will:
- Liaise with NEOC staff at the appropriate level and de-conflict when necessary in overlap situations.
- Identify and share common goals with NEOC staff.
- Engage in planning with appropriate civil actors before and during an operation, evaluate their findings afterwards and develop lessons learned and best practises.
- Work in an integrated manner with other staff branches on all aspects of operations.
- Carry out continuous assessments of the civil environment, including local needs and capability gaps in order to identify the extent of any vacuum and how that vacuum might be filled.

- Work towards a timely and smooth handover of civil responsibilities being carried out by the military to the proper authorities as early as possible.
- Advise the NEOC Director on all of the above.

1.5 Scope

The HOC staff must be prepared to function in a wide range of operational situations. This HOC reflects the requirement for HOC flexibility and adaptability, particularly in dealing with multi-agency operations for major and critical incidents.

The following list states some of the major hazards that Trinidad and Tobago is exposed to that may require the central information gathering and decision-making processes and resources associated with the HOC.

Natural Hazards

Geological - Earthquakes, Volcanic Eruptions, Tsunamis.

Meteorological - Severe weather, Thunderstorms, Hurricanes, Floods, Drought, Landslides.

Biological - Epizootics (Animal related), Health (Pandemics/Epidemics), other agricultural hazards.

Man Made Hazards (inclusive of technological activity)

Accidental - Aircraft crashes, Marine emergencies, Forest fires, Multi-unit house fires, Industrial accidents, Explosions, chemical spills, fires, Gas leaks, Radioactive emissions, Hazardous materials, Building failure, Dam breaks, Mass casualty events, Poisonings, intoxication, Air/Water Noise Pollution.

Intentional Hazards - Physical or information security breach, Insurrection, Civil disturbance, Mass Hysteria, Terrorism, Sabotage.

Technological Hazards

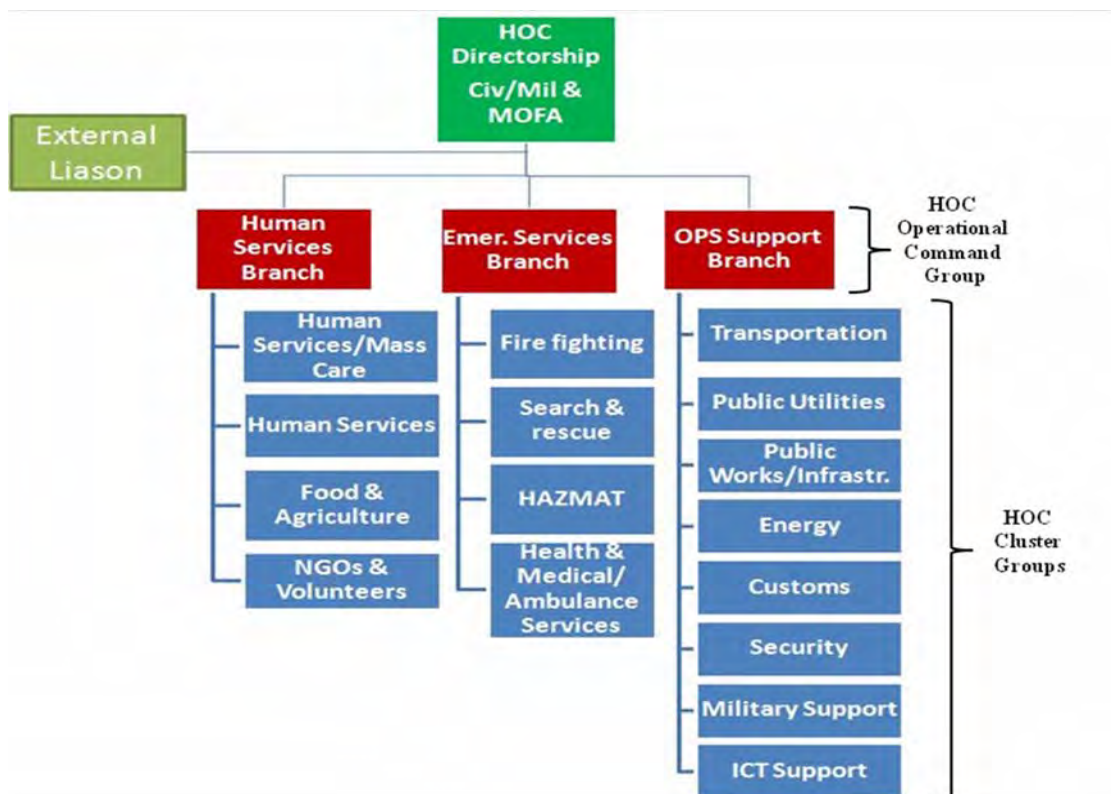Energy/power/utility hazards, Central computer/server hazards.

The list is not exhaustive of all possible hazards. In addition, many of the incidents/disasters listed can be compounded by ensuing threats.

The nature of an emergency incident will determine the functionality and operation of the HOC as well as the human and tangible resources required to provide response and relief.

HOC ORGANIZATION

2.1 Organizational Structure

The HOC will provide humanitarian operational support to the GORTT, as such, the organizational structure of the HOC will replicates the Operations Organization Structure of the NEOC.

2.2 HOC Staff Elements

Depending on the humanitarian requirements, the strengths of the HOC will differ considerably but will; in general, consist of a HOC Directorship, Civil/Military Liaison, HOC Operational Command Group, HOC Cluster Groups, HOC Support Units and Functional Specialists. HOC Directorship, Civil/Military Liaison and the HOC Operational Command Group are staffed by Nationals of the GORTT.

2.2.1 HOC Directorship

The HOC Directorship is shared between a civil/military official of the GORTT and a designate from the Ministry of Foreign Affairs. Both staff members have the authority and responsibility to direct all HOC activity. The responsibilities of the HOC Directorship include:

- Establishing the appropriate staffing level for the HOC and continuously monitoring organizational effectiveness, ensuring that appropriate modifications occur as required.

- Exercising overall management responsibility for the coordination between the NEOC and the HOC.

- In conjunction with the HOC Operational Command Group, setting jurisdictional priorities for response efforts. Ensure that all HOC actions are accomplished within the priorities established at the NEOC.

- Ensuring that inter-agency coordination within the HOC is accomplished effectively when responding to NEOC requests.

2.2.2 Civil/Military Liaison

The Civil/Military Liaison is needed to establish and maintain two-way communication between the HOC and the NEOC. This role is critical for efficient operations of the HOC as the following functions will be performed:

- Maintain liaison between the NEOC Operations Chief and the HOC Directorate as the primary core function.

- Maintain close liaison with relevant non-governmental organisations and international organisations in the HOC.

- Seek information to enhance situational awareness in an open and transparent manner.

- Establish and maintain liaison with civil actors at the appropriate levels,

- Facilitate cooperation, harmonisation, information sharing, integrated planning and conduct of operations/activities.

2.2.3 HOC Operational Command Group

The HOC Operational Command Group is broken up into three branches, the Emergency Services Branch, Human Service Branch, and the Operations Support Branch. Each branch is headed by the respective Branch Commander.

The main task of the HOC Operational Command Group is to support the HOC Directorship with accurate and timely advice and assessments, and to plan humanitarian activities in order to support and achieve mission goals. It is extremely important that the Civil-Military Branch of the Trinidad and Tobago Defence Force are involved in the Operational Planning Process and are in constant dialogue with all branches in order to avoid redundancies. In order to mitigate the impact and maximise the effect, close liaison between all branches involved in the civil environment will be necessary. It is important that HOC staff remain the focal point for civil-military matters. Each Branch Commander has to have a clear common operating picture on which to base decision making for operational tasks. However, one of the Group's most time-consuming jobs will be the validation of NEOC requests for support and the prioritisation of assistance efforts based on the available resources. The information that will be transmitted is important to the overall common operating picture.

2.2.3.1 Emergency Services Branch

The Emergency Services Branch is responsible for liaising with the following cluster groups: Search and Rescue, Fire-fighting, Hazardous Materials, and Health and Medical/Ambulance Services.

2.2.3.2 Human Services Branch

The Human Services Branch is responsible for liaising with the following cluster groups: Mass Care, Human Services, Food and Agriculture, NGOs and Volunteers.

2.2.3.3 Operations Support Branch

The Operations Services Branch is responsible for liaising with the following Cluster Groups: Transportation, Public Utilities, Public Works/Infrastructure, Energy, Customs, Security, Military Support, ICT Support.

2.2.4 HOC Cluster Groups

A HOC Cluster Group consists of an operational group within a branch of the HOC Operational Command Group and is under the direction of the respective Branch Commander. The HOC Cluster Group may consist of various advisers and staff representing a discipline which are present in a joint command. In addition, to a HOC Cluster Group, a pool of functional specialists (which can be from either military or civilian background) may be present to lend technical assistance. The deployment of a full HOC Cluster Group will not be sustainable over extended periods of time and not achieve an optimum balance between elements capable of deploying rapidly and maintaining the capability to act in the full spectrum of operations. Therefore proper human resource distribution and allocation is eminent for effective an effective humanitarian response.

2.2.5 HOC Support Units

A HOC Support Unit (HSU) is an element that is deployed in the field and is responsible for carrying out all HOC-related tasks. Its operators must not only be dedicated and skilled for work in complex and volatile environments, but also be able to handle non-HOC problems, such as combat situations, accidents or just a flat tyre. The appropriate resources and equipment are of paramount importance, especially when teams are deployed to high-risk areas or patrol together with other units.

The HSU itself must be self-sustaining for a certain period of time; must be able to set up and run its own command post and support itself, at least to a certain degree, with petrol, oil and lubricants (POL), food and water, and force protection.

2.2.6 Functional Specialists

Functional Specialists are to be employed wherever their expertise is needed in support of the mission. They are employed to carry out specific tasks that have been identified through the assessment process. Their number and area of expertise will vary according to both need and availability. Functional Specialists can be either military or civilian and will only be employed for the duration of the specified task.

Fields of expertise can be in the following areas:

- Civil Administration (including: Government Action, Legal, Education, Medical Affairs, Safety and the Environment).

- Civil Infrastructure (including: Communications, Transport, Emergency Services and Public Works).

- Humanitarian Affairs (including: Refugees, Medical and Humanitarian Affairs).

- Economy & Employment (including: Economic Development, Food and Agriculture, Industry and Trade).

- Cultural Affairs & Education (including: Archives, Monuments, Arts, Religions and Language).

Functional Specialists should be oriented to understand the roles and responsibilities of the HOC and what it stands for in order to prepare for necessary humanitarian field work.

2.3 Competencies of HOC Staff

The following are the desired competencies are HOC staff:

Project Management Features

HOC staff must have the ability to manage projects and programmes. This may include financial management according to the invited country's national or other additional multinational mission procedures, constraints and requirements.

Reporting Skills

HOC staff must be able to prepare comprehensive reports in accordance with the Branch Commander and HOC Directorate. HOC staff may also be required to report via your national channel(s). Be aware that you are going to collect huge amounts of data. It is the responsibility of all HOC staff to be concise in your reporting skills in order to get the essential message through.

Language Skills

HOC staff must be very proficient in English in order to be able to operate in Trinidad and Tobago. Local language skills are desirable.

Cooperation with the Media

You have to be able to deal with the media, be it local or international. Guidelines will be provided by the Crisis Communication Guidelines and Response Plan of Trinidad and Tobago.

Cooperation with Civil Actors

You have to be familiar with the national and international organisations deployed and working in the same mission area.

Mindset

As a HOC staff member, you will deal with civilians from many different cultures working together in one mission area. To cooperate with them, you need not only common sense but also the ability to adapt quickly to their way of thinking and working. Without this ability, you will never be able to operate effectively.

OPERATIONS

3.1 Operating Principles

Depending on the emergency situation, the HOC can vary as can the specific tasks of the IPAO contributing to the HOC without any specific HOC training and education. However, most international humanitarian and military organisations follow similar SOP rules and principles when humanitarian assistance is requested therefore, the following assumptions can be made:

- Military Assets should be requested only when there is no comparable civilian alternative and only the use of military assets can meet a critical humanitarian need. The military asset must therefore be unique in nature or timeliness of deployment, and its use should be last resort.

- A humanitarian operation involving HOC personnel and military assets must retain its civilian nature and character. The operation must remain under the overall authority and control of the organization within the GORTT responsible for that operation, whatever the specific command arrangements for the military asset itself. To the extent possible, the military asset should operate unarmed and be civilian in appearance.

- Countries providing military personnel to support humanitarian operations should ensure that they respect the code of conduct and principles of the organization within the GORTT responsible for that deployment.

- Any use of military assets should ensure that the humanitarian operation retains its international and multilateral character.

3.2 Core Operational Functions of the HOC

There are three core operational functions of the HOC:

Provide Civil-Military Liaison

Civil-Military Liaison entails establishing and maintaining liaison with the NEOC at the appropriate levels, in order to facilitate coordination, cooperation, information sharing, integrated planning and conduct of operations.

This includes:

- Timely identification of relevant actors.
- Development of a liaison structure (standardised and frequently updated)
- Organisation of the information flow.

Provide Support to the NEOC

Support to civil actors can involve a wide range of military resources: information, personnel, material, equipment, communications facilities, specialist expertise or training. It will generally only take place where and when it is required to create conditions necessary for the fulfilment of the military mission and/or because the appropriate civil authorities and agencies are unable to carry out the task.

A staggered approach to support to civil actors could be as follows:

- Enabling support by means of capacity building.
- Support by means of capacity sharing.
- Support of the civil environment with military assets (as a last resort).

Provide Support to the Humanitarian Force

The IPAO of the HOC plays a pro-active role by contributing to planning and by participating in operations. Activities could include:

- Providing an assessment of the Common Operating Picture (COP).
- Promoting humanitarian force acceptance.
- Facilitating access to civilian resources, when needed.

3.3 Concept of Operations

The three HOC Core Operational Functions encompass a wide range of tasks. The tasks related to the HOC Core Functions are applicable throughout the full spectrum of operations, and their priority will be determined by the Branch Commander.

HOC tasks can be carried out in isolation, such as a single support to the civil environment activity, or simultaneously with other operational tasks.

3.3.1 Activation

The HOC will be activated when a formal request by the GORTT, through the Ministry of Foreign Affairs, is issued to any IHAO. The HOC activation will usually take place when the NEOC is activated at a Level 3 and national resources are overwhelmed to administer the disaster/emergency situation.

Upon activation all personnel (HOC staff) reporting to the HOC are to take the following actions:

- Check in with security presenting two (2) forms of identification – IHAO identification and National identification
- Check in with the receptionist and sign in the HOC Attendance Register
- Check in with the HOC Directorate
- Obtain initial orientation/situation briefing
- Set up workstation, check your equipment and review agency specific plans and resource listing
- Establish communications link with the IHAO headquarters
- Establish and maintain a position log that chronologically describes your actions taken during your shift

3.3.2 General Tasks

The HOC may typically be assigned the following general tasks:
- Provision of humanitarian support elements to subordinate commands
- Establishment of humanitarian centres
- Execution of the Operation Command Group plan through the conduct of humanitarian activities

3.3.3 Pre-operational Stage Tasks

The HOC may typically be assigned the following specific tasks during the pre-operational stage:
- Provision of assistance in the assessment and planning of contingency plans and exercises

- Provision of advice on the civil conditions and the effect of military operations on the civilian population and organisations, and the effect of the civilian population and organisations on military operations

- Preparation of educational material for the force on the anticipated civil conditions and briefing of staff augmentees.

- Carrying out reconnaissance

3.3.4 Operational Stage Tasks

During the operational stage, the HOC may typically be assigned the following specific tasks:

- Continuation of the pre-operational stage tasks

- Facilitation of the exchange of information with the NEOC

- Provision of assessments on civilian needs

- Conduct of humanitarian activities requested by the NEOC

- Support other IHAO of the HOC to achieve operational mission goals through the appropriate staffs

- Set-up and running of humanitarian centres (medical posts, shelters, etc) if required

3.3.5 Transition Stage Tasks

The HOC may typically be assigned the following specific tasks during the transition stage:

- Continuation of the operational stage tasks

- Coordination of plans for the transfer of responsibilities and functions to civil authorities and agencies

- Coordination of military activities for termination

- Support of the staff in the termination of civil-military agreements

- Analysis and assessment of remaining unfulfilled civilian needs

- Handover of tasks to national authorities and organisations

3.3.6 Deactivation

Departing IHAO at the HOC shall take - the following actions:

- Submit an IHAO incident chronological activity log to the relevant Branch Commander.

- Review overall responsibilities and ensure all actions are completed.

- Complete all required forms, reports, and other documentation. Submit all forms and documentation to the relevant Branch Commander.

- Clean up the work area before leaving.

- Return all borrowed or provided equipment to the lending agency prior to departure

- Ensure most current contact information is logged with the relevant Branch Commander

- Inform the relevant IHAO Headquarters of the deactivation status

- Sign out the Attendance Register

The Branch Commanders shall take the following deactivation actions.

- Coordinate with the HOC Directorate on deactivation instructions

- Collect all IHAO agencies activity logs and forms

- Ensure that all required forms, reports, and other documentation from the IHAO are complete for the Operations Section staff

- Coordinate with the Operations Section Chief to address any issues or assistance needed from the Operations Section before deactivation.

- Keep the HOC Directorate informed of deactivation status and mission status.

- Develop after action review items for the Operations Section for future discussion.

- Conduct a deactivation brief will all IHAO agencies

- Brief the HOC Directorate of the Full deactivation status

The HOC Directorate shall take the following actions:

- Produce a status report on the deactivation process to include incident status.

- Brief the Operations Section Chief on the present status of the Incident and the deactivation process.

3.3.7 Hot Debrief

After deactivation (stand-down), all HOC personnel should gather at a designated location for a hot debrief assigned by the HOC Directorate. This will ensure that emergency workers are not traumatized, and if so, that appropriate action is taken to attend to the affected individual(s).

This debrief will allow an open discussion of the feelings, frustrations and anxieties experienced by HOC personnel. Failure to do this can result in forms of aftershock, with stress and depression being present shortly after deactivation. The hot debrief should be performed by qualified counsellors.

3.3.8 Additional Tasks (On Order)

Disaster Relief

While emergency services (police, fire, ambulance, search and rescue) are primarily the responsibility of national governments, military support may be required during disaster relief. The HOC coordinates the military planning of disaster relief with the NEOC, and facilitates the conduct of operations.

Humanitarian Assistance

This aspect will generally encompass short term programmes aimed at ending or alleviating human suffering, and are likely to be carried out under the direction of International Humanitarian Lead Agencies. Specific HOC tasks may involve coordinating the unity of effort in the provision of medical assistance, distribution of supplies, reconstruction of infrastructure and interaction with civil actors.

3.4 Host Nation Information Sharing and Communication

The GORTT through the NEOC has the responsibility of providing relevant information to the HOC staff relating to the nature of the incident its environment for internal IHAO planning. Initially, this information will be provided by the HOC Situation Estimate (HSE) base document. The HSE is the product developed by the NEOC Planning Section Chief during the first stage of

planning for an incident. It is the result of assessing and breaking down information collected for the HOC Operational Command Group into more manageable bits of information. It is the basis for issuing HOC guidance and making recommendations to the Operations Section Chief at the NEOC. See **Appendix A** for the HOC Situation Estimate (HSE Format). The HSE Format or parts of it thereof, can be used as a guide in sending information to the HOC as the incident progresses.

3.4.1 Electronic Recording (WebEOC)

Information, missions, and resources are coordinated and tracked in the NEOC using the WebEOC Crisis Information Management Software (CIMS). WebEOC is a web-enabled collaborative information communications system that provides real time information sharing to facilitate decision making during a crisis or day-to-day operations. WebEOC is internet based and thus can be accessed on any computer terminal with access to the internet. The system is available to municipalities and other partner organizations through the internet and is password protected.

Central to WebEOC are electronic status boards. Status boards are the electronic equivalent of large, chronological or topical paper-based boards. Within WebEOC, a status board is a display that provides the ability to generate, post, transmit, and share information real-time among other WebEOC users.

The application also consists of several other modules including: significant event tracking, EOC position log, mission and resource assignment and tracking, contact manager, situation reporting and Incident Action Plan (IAP) development and distribution, file library and a host of other capabilities. For instance, WebEOC may also facilitate communications via electronic chats and messages between members of the HOC and NEOC.

Access to WebEOC can be sourced through: http://190.213.2.110:8081/eoc7/

3.5 HOC Information Sharing and Communication

All administrative instructions for humanitarian assistance from the HOC are strictly communicated through the External Liaison to the NEOC. Communication may take place between IHAO and ESF agencies directly for the purpose of sharing information only.

Information (usually collected within the HOC Cluster Groups) which has a direct bearing on the overall operations during an emergency/disaster becomes the basis on which decisions affecting the overall operation are made therefore, it must be reliable, accurate and classed as confidential. All information relating to incidents will be passed to the relevant Branch Commander to facilitate future decision making by the NEOC.

The Branch Commanders are responsible for ensuring that all required reports are properly tagged to be distributed to the relevant Emergency Support Function agencies in a timely manner and is also responsible for preparing and sending these reports and other special reports on damages, threats or assistance needed to the HOC Directorate.

The HOC Directorate, through the External Liaison, is responsible for channelling and prioritizing all information to the relevant NEOC Sections and ESF agencies on the HOC resources in possession by IHAO personnel in the field in order to respond to operational missions. Location and services offered at temporary medical, feeding, or shelter facilities in particular, should be rapidly disseminated to all workers in the field.

PLAN MAINTENANCE

4.1 Testing and Exercises

To determine the effectiveness of the HOC SOP and the interaction with the NEOC, real-time tests and exercises will be conducted. HOC initiation, activation and deactivation will be the framework of the scope of test and exercises. Annual full-scale activation exercises will be designed to test the activation and deactivation of the HOC.

4.2 Performance Assessment Tool

During the training, exercising, or real-time engagement of the procedural guidelines outlined in the NEOC SOP, performance assessments of NEOC personnel (both internal and external), in addition to NEOC operations will be monitored. The aim of performance monitoring is to enhance the inter-organizational operations between stakeholders to provide an effective response and relief mechanism during times of emergency/disaster.

A "peer review" of the HOC SOP will facilitate the performance assessment. Copies of the Plan will be dispatched to the ODPM Chief Executive Officer (CEO), Deputy CEO, NEOC Director, Administrative Section Chief, Operational Section Chief and the relevant external personnel (ESF primaries and alternates) for editing.

Comments received will be brought to the attention of the NEOC director, who will consider and analyse the suggestions, with the intent to determine where modification shall be made. The NEOC Director will make suitable recommendations to the ODPM CEO who will be subsequently make the approvals or disapprovals. Subsequent to this, the necessary corrective action will be taken to modify the standard operating procedure.

The HOC Situation Estimate (HSE) Format

Background.
The HSE is the product developed by the Planning Section Chief during the first stage of planning for an incident. It is the result of assessing and breaking down information collected for the HOC Operational Command Group into more manageable bits of information. It is the basis for issuing HOC guidance and making recommendations to the Operations Section Chief at the NEOC.

The HOC Initial Estimate is the base document for all subsequent stages of the Planning Process.
1. Mission.
Analyse the given directive from the commander.

2. Opposition.
- What might the incident or threat do, that could impact on the civilian population?
- What have the current threat been towards the civilian population?
- What are the likely responses of the regime when the proposed operation becomes known to them?
- What limitations can be imposed on HOC operations: monetary, material, time?

3. Time Available. Establish a timeline with critical timings: Theatre Assessment completed, Initial Estimate completed, input to the Initiating Directive due, earliest anticipated initiation of the proposed operation.

4. Troops Available.
- What HOC elements are currently available for deployment?
- What type and number of HOC elements may be required to support this operation?
- Perceived need for reserve HOC elements activation?
- Need to augment the HOC Planning Staff with functional specialists?
- Identify the members of the potential HOC Assessment Team.
- Propose a deployment of the CAT at the earliest opportunity.

5. Terrain.
- **General Geography.**
  - Location/Size of area
  - Neighbouring areas
  - Total land area
  - Politically organised areas (states, cantons,prefectures).
  - Major population areas
  - Local natural resources
  - Level of industrial development

- **Climate.**

  o Seasonal abnormalities

  o Characteristics and statistics

- **Physical Features.**
  o Waterways and ports
  o Topography
  o Road and rail networks
  o Airfields and capabilities

6. Civilian Situation. These questions are designed to stimulate thought about the civil situation in the proposed area of operation. This is a critical area for the HOC planner.
- What is the current political state of the civilian population?
- What is the current social state of the civilian population?
- What recognised elements of the civilian sector could, in all likelihood, assist during the proposed operation?
- Which authority in the host nation would, in all likelihood, be responsible for ensuring successful civil/military co-operation?
- What are the critical cultural attributes which need to be disseminated if troops are introduced into the proposed operational area?
- What is the current attitude towards our presence?

7. Assumptions. Make assumptions throughout the OPP.
During the Initiation stage, these could be some of the critical assumptions:
- Type of Operation
- Need to deploy the HOC Assessment Team.
- Need to augment the existing HOC planning staff with functional experts.
- Need to augment existing HOC elements with reserve forces.
- NGOs are operating in the proposed area of operations and will cooperate with military forces.
- Information from coalition diplomatic sources in the proposed area of operations will be available.
- Need to generate a cultural awareness briefing and/or pamphlet for deployed troops (Country study book or similar)

8. Conclusions and Recommendations.
- Identify potential HOC shortfalls and information gaps.
- Propose methods to eliminate the identified HOC shortfalls and information gaps.
- Recommend other relevant, critical HOC issues for inclusion in the Initiating Directive.

9. Additional recommendations:
The following sources could be important:
- Regional information.

- Reports from previous contingents.
- Operational orders from previous contingents.
- Information from other staff areas.
- Information from civil departments.
- Reconnaissance reports,
- Information through liaison elements (HOC Centre),
- Reports from open sources (e.g. the Internet, media),
- Information from neighbours and civil organisations.
- Other Government Departments (OGD),
- Allied or coalition forces
- Donor organisations such as European Community
- Security Forces.
- National and Local Government.
- Major NGOs/IOs/GOs
- Local population
- Local powerbroker

The situation can be shown by using:
- Situation maps (digitised).
- Network portals.
- Plans.
- Tables.
- Statistics.
- Organisation charts and other surveys (e.g. manpower, resources and time requirements).
- The situation map shows the disposition of forces, boundaries (e.g. political, religious and ethnic), other control and coordination lines of relevant military and civilian stakeholders as well as information of the situation of the civilian population, critical infrastructure and sensitive areas.

Field Situation Report

Humanitarian Operations Center (HOC)   RETURN

UNIT / AGENCY / ORGANIZATION: _____

- Official in Charge: _____

- Telephone: _____

- E-mail: _____

REPORT DATE / TIME: Date: _____   As Of: _____

ARRIVAL DATE: _____ **EXPECTED DEPARTURE:** _____

Sub-Units   # Persons   Location   Function / Activity

 HQs Base: _____ _____ _____

_____ _____ _____ _____

_____ _____ _____ _____

_____ _____ _____ _____

IN COUNTRY RESPONSE:

Operations Conducted – past 24 hours:

_____
_____
_____

Operations Planned – next 24 hours:

_____
_____
_____

Mission-Critical Resources On-site (relief supplies, vehicles, special equipment, etc):

_____
_____
_____

Urgent Constraints & Limitations:

_____
_____
_____

Anticipated Logistical Needs:

_____
_____

_____

Security Incidents or Concerns:

_____

_____

ESTIMATED NEEDS FOR ASSISTANCE:

Describe immediate action required to mitigate effects on the population in the area where you are working, in addition to relief measures already under way:

Search and Rescue: _____

Evacuation: _____

Medical assistance: _____

Shelter: _____

Water and Sanitation: _____

Food: _____

Logistics (transport / storage / handling of relief supplies: _____

_____

Restoration of critical facilities: _____

Other: _____

_____

_____

FUTURE PROSPECT:

Describe trends in the development of the situation:

Signs that life is returning to normal:

_____
_____
_____

Events / actions which may accelerate the reestablishment of self-reliance:

_____
_____
_____

Events / actions which may retard the reestablishment of self-reliance:

_____
_____
_____

Handover/Takeover Form

RETURN

Please Print in Block Letters

SHIFT _____ OUTGOING	SHIFT _____ INCOMING
DATE __ /__ __/__ __ TIME FROM __ __ :__ __ TO __ __ :__ __	DATE __ __/__ __/__ __ TIME FROM __ __ :__ __ TO __ __ :__ __
N EOC REP:	NEOC EOC REP:

SITUATIONAL AWARENESS	

REF#	PAST	STATUS

	CURRENT	STATUS

	FUTURE	STATUS

Signatory	Signatory
Outgoing:	Incoming:

NEOC Reporting Structure