



USAID
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ADS Chapter 108

USAID Policy in Response to Fallen Colleagues

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This is a new ADS chapter.

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ADS 108 - USAID Policy in Response to Fallen Colleagues

108.1 OVERVIEW

Effective Date: 06/30/2017

This chapter provides guidance on how the Agency responds to incidents where staff have died or been killed while on assignment and/or working on behalf of USAID. The term “staff” includes all categories of direct-hire employees and Personal Services Contractors (PSCs) of USAID and the Office of Inspector General (OIG) including Cooperating Country Nationals (CCNs), Third Country Nationals (TCNs), and U.S. PSCs whether locally engaged or offshore. It applies to staff overseas as well as those working on behalf of USAID in the United States or in travel/transit. Portions of these policies may also apply to implementing partner (contractor or recipient) staff on a case-by-case basis, as determined by circumstances.

108.2 PRIMARY RESPONSIBILITIES

Effective Date: 06/30/2017

- a. The **Administrator (A/AID)** and **Deputy Administrator or their designee** are responsible for establishing a whole-of-Agency response to the death of USAID staff and communicating effectively during a response to all internal and external stakeholders, support staff, and the family of the deceased.
- b. The **Executive Secretariat (ES)** is responsible for coordinating the flow of information to/from the Office of the Administrator and assisting in the tasking of key requirements.
- c. **Regional Bureaus** are responsible for coordinating the flow of information to/from USAID Missions (if in presence country). **Pillar Bureaus** are responsible for assisting and responding to the event when the deceased includes staff assigned to them.
- d. The **Bureau for Management (M)** is responsible for coordinating logistical support, tasking response measures within the Bureau in USAID/Washington (USAID/W) and the Missions, engaging with interagency contacts on logistical arrangements, and assisting with casualty response training initiatives.
- e. The **Bureau for Legislative and Public Affairs (LPA)** coordinates closely with the Missions and Bureaus to communicate clear, accurate, and appropriate messaging surrounding the circumstances of the event, and to address congressional and media inquiries. LPA also plays a key role in coordinating the fallen colleagues ceremonies, remembrance activities, and additions to the memorial wall.
- f. The **Office of Human Capital and Talent Management (HCTM)** coordinates alongside the Mission and Bureau to identify a single point of contact for the next of kin and to identify and review the benefits and services afforded to the next of kin.

g. The **Office of Human Capital and Talent Management (HCTM), Staff Care Center (HCTM/SCC)** provides critical psychosocial assistance, counseling, and other key services to the victim's family, co-workers, and staff across the Agency.

h. The **Casualty Response Task Force (CRTF)** is a dedicated group of USAID employees from key Bureaus and Offices assigned to support and coordinate the Agency response and communicate with the family of the deceased.

i. **Missions** are responsible for establishing and implementing a Standard Operating Procedure (SOP) to respond to fallen colleague incidents. Missions will use this ADS chapter and other resources (as available) to develop and implement their SOP.

108.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

108.3.1 Establishing a Casualty Response Task Force

Effective Date: 06/30/2017

Upon notification that a USAID staff member has died, the Office of the Administrator will establish a Casualty Response Task Force (CRTF) in Washington D.C. Upon receiving authorization, the Executive Secretariat or lead Bureau (CRTF Lead) is responsible for convening the task force. The CRTF Lead will designate roles and responsibilities across the task force and coordinate with the Mission and the interagency to ensure a complete and effective response. The CRTF will take appropriate actions to:

- Support the family of the fallen colleague(s);
- Support staff at Post and in USAID/Washington (USAID/W); and
- Communicate critical information up/down the chain and coordinate the necessary actions to ensure a complete and effective response.

108.3.1.1 Composition

Effective Date: 06/30/2017

The CRTF accounts for all critical stakeholders while maintaining a size that ensures discretion, speed, and effective communication. Depending on the impact and scope of the incident, the size and duration of the CRTF will vary at the discretion of the Office of the Administrator and multiple Points of Contact (POCs) will coordinate on different issues and actions.

Generally, the CRTF is composed of the following representatives, or their designate:

Agency:

- Counselor to the Agency;
- Executive Secretariat (ES);
- Front Office Representative (A/AID);
- Bureau for Management, Office of Management Services (M/MS) Representative;
- Office of Human Capital and Talent Management Representative (HCTM Lead);
- Staff Care Representative (HCTM);
- Benefits Representative (HCTM);
- Office of the General Counsel (GC) Representative;
- Director of the Office of Security (SEC);
- Bureau for Legislative and Public Affairs, Legislative Affairs (LPA/Leg) Representative;
- Bureau for Legislative and Public Affairs, Public Affairs Representative (LPA); and
- Internal Communications Team Representative (LPA).

Bureau:

- Bureau Assistant Administrator (AA) or designee (Regional and/or Pillar);
- Regional Bureau AMS Office Director;
- Mission Director;
- Bureau sub-Regional Office Director;
- Regional Legal Officer; and
- Mission Representative (likely Executive Officer).

The CRTF members may also include:

- Front Office Speechwriter (A/AID);
- Press Officer (LPA); and
- Contracting/Agreement Officer (M Bureau), in instances involving a PSC or contractor/recipient staff.

108.3.1.2 Roles, Responsibilities, and Checklists

Effective Date: 06/30/2017

The first order of business for the CRTF Lead is to assign roles and responsibilities for respective members. CRTF activities are governed by a set of checklists guiding the appropriate timing and inputs to respond to an incident. The checklists correspond to the respective members who make up the CRTF and will be updated to reflect changes in approach, needs, and trainings. The checklists are a guide—not an exhaustive list—of actions that should be taken and of requirements that must be met when addressing each incident (see [ADS 108maa, Casualty Response Checklists and Resources](#)).

The CRTF Lead will guide the respective members through the checklists to assign responsibilities. While it is recognized that CRTF members will utilize their respective staff to take on some of these actions, clear accountability is a critical component to the CRTF's success.

The CRTF members, or their designees, must complete USAID casualty response training (see **108.3.2.1**). When and if applicable, the CRTF respective members, or their designees, will be called on to represent their unit in this capacity.

108.3.1.3 Point of Contact (POC) with Family

Effective Date: 06/30/2017

It is critical to identify a sole point of contact for the fallen colleague's family. Given the emotional trauma involved, it is important that only one individual in the Agency engages with the victim's family. This will protect the family from being overwhelmed and mitigate mixed messaging. The CRTF Lead in coordination with the Mission and HCTM will identify a POC for the family during this period.

At the request of the next of kin and/or the family, the CRTF will determine who will accompany the family at different phases of the response (i.e. travelling with the family to the airport where the remains will be repatriated, accompanying the family to the memorial service, etc.).

108.3.2 Managing the Casualty Response Task Force

108.3.2.1 Standby Response and Annual Training

Effective Date: 06/30/2017

In order to effectively prepare the Agency to respond in the event of a staff member's death, the standing CRTF members (see **108.3.1.1**) will identify a POC and alternate to complete USAID Casualty Response Training. M/MS and HCTM will coordinate to provide USAID Casualty Response Training on a bi-annual basis.

In the event that a task force is mobilized, this training will help POCs complete the required tasks and coordinate effectively with the interagency. While it is desirable to have all elements of a task force fully trained, representatives from ES, the Regional Bureaus, M, and HCTM (Benefits and Staff Care) will be given priority to take the training.

Depending on the circumstances of the event, some or all members on standby will be required to serve on the CRTF for an undetermined period of time. M/MS will update and maintain the standby list on an annual basis.

108.3.2.2 Coordination with the Department of State's Office of Casualty Assistance

Effective Date: 06/30/2017

Following an incident, the CRTF will immediately contact the State Department's Office of Casualty Assistance. The Office of Casualty Assistance serves as a conduit to the State Department's resources and as an advisor to USAID on all matters related to responding to a fallen colleague.

108.3.2.3 Internal Communications

Effective Date: 06/30/2017

To ensure effective and rapid lines of communication, the CRTF will establish:

- **A Casualty Response Task Force Listserv:** With assistance from the Bureau for Management, Office of the Chief Information Officer (M/CIO), the CRTF Lead will establish a listserv. CRTF members must copy this distribution list on all correspondence to maintain communications.
- **Daily Check-In Meetings:** The CRTF will schedule and designate a space for daily CRTF meetings. These meetings serve as an opportunity for CRTF members to review progress, identify new action items, and pool resources to resolve outstanding challenges.
- **Action Log:** The CRTF will maintain an action log that tracks responses to the incident since notification of death through the point when the task force is disbanded. All CRTF members will update the action log on a daily basis.

108.3.2.4 Designated CRTF Space

Effective Date: 06/30/2017

The CRTF will establish a dedicated and appropriate workspace to conduct business and coordinate actions and issues during an incident. Missions may also decide to establish a similar workspace and will coordinate with the CRTF as necessary.

108.3.2.5 Liaising with the Front Office

Effective Date: 06/30/2017

The CRTF will provide daily/recurring updates to the Administrator unless otherwise directed. Major obstacles or areas where the Agency's senior leadership can assist the CRTF should be highlighted. The CRTF Executive Secretariat (ES) representative will facilitate the delivery of information to the Administrator.

108.3.3 Initial Engagement and Coordination with Key Stakeholders

108.3.3.1 Engaging the Family of the Fallen Colleague

Effective Date: 06/30/2017

The Agency's highest priority is supporting the family of the deceased. The CRTF in coordination with State will facilitate next of kin outreach by the Secretary of State, Administrator, and/or their designee. The CRTF will consider all factors prior to outreach and coordinate with Post to determine the best approach.

108.3.3.2 Initial Phone Calls with Family

Effective Date: 06/30/2017

Upon notification that an Agency staff member has died, the CRTF will coordinate with Post, HCTM, and the Front Office to place an initial call from the Counselor to the Agency or other designated official to the family. At a later and appropriate time, the CRTF will coordinate with the Administrator's Office a call from the Administrator to the family. The Front Office staff, with support from ES, will reach out to the Secretary of State's office to notify them of the loss and coordinate a call with/from the Secretary, if necessary.

108.3.3.3 Establishing and Managing Contact with the Family

Effective Date: 06/30/2017

The Agency Point of Contact with the family will consider the following (this list includes common themes and is not exhaustive):

Information To Convey

- Explain the role of the POC to the family;
- Provide contact information to the family and agree on communication modes/times;
- Determine if next of kin wishes for any other family members/friends to be included in informational and decision-making conversations; and
- Communicate to the family that the Agency has established guidelines and protocol in place to respond to deaths of staff members in the line of duty; however, consideration will be given to the wishes of the family if they differ from protocol.

Common Questions/Issues To Address

- Process for transport of remains;
- Family wishes for a Memorial Ceremony;
- Brief on Memorial Ceremony;
- Seek permission for and schedule condolence calls;

- Family wishes on media inquiries (family to field or USAID to field);
- Logistics and financial responsibilities for travel to Memorial Ceremony;
- Family wishes on Agency representation/attendance at family services;
- Need for a meeting/teleconference on benefits; and
- What the family should do if they have questions.

Information That May Be Requested By The Family

- Pictures;
- Collection of personal belongings of the fallen colleague;
- Contribution to/review of Agency Notice regarding the incident;
- Details of family funeral, memorial, and/or burial services to share with Agency staff; and
- Details of any charitable contributions that Agency staff may wish to make in memory of the fallen colleague.

108.3.3.4 Providing Support Services

Effective Date: 06/30/2017

The CRTF will immediately convey to the family the availability of applicable support services through USAID's Staff Care Program. The Staff Care representative (one of USAID's direct-hire clinical social workers) on the CRTF will work with the Staff Care Program to mobilize support for the family by:

- Ensuring family members know what services Staff Care will provide in the immediate, short-term, and long-term; examples include support for children, surviving partners, parents, siblings, etc.;
- Communicating the availability of individual consultations, if requested by family members; and
- Being present for memorials, gatherings, etc., as requested.

108.3.3.5 Expediting Logistics for Transport of the Remains

Effective Date: 06/30/2017

The nature of the incident and hiring mechanism will influence/determine the scope of logistical operations.

In cases where the remains are to be repatriated to the U.S., the ES representative will work with M/MS leadership on communicating with relevant interagency stakeholders to expedite the evacuation or return. M/MS will engage with the Executive Officer (EXO) at Post and involved parties regarding the logistical aspects of the repatriation at origin and destination. Commercial air is the most prevalent method to transport remains. Initial outreach will expedite arrangements related to specifications and/or requests from the family regarding the preparation of the remains for burial.

Should the incident occur in theater of war, or when commercial air is not a viable option, use of Military Air (MILAIR) support is facilitated. In instances where DOD transport is used, the [Department of Defense Instruction \(DoDI\) 4515.13](#), regarding civilian transport on a military aircraft, is available for guidance purposes.

108.3.3.6 Collecting and Presenting Benefit Options

Effective Date: 06/30/2017

Upon mobilization of the CRTF, the HCTM representative will immediately activate staff members to begin gathering all information related to the applicable benefits afforded to the family and next of kin. HCTM will ensure that the applicable benefits are reviewed and prepare a presentation for the family at the appropriate time, which will be determined by the CRTF next of kin POC and the family.

108.3.4 Engaging Agency Staff

108.3.4.1 Providing Support and Counseling Services

Effective Date: 06/30/2017

In recognition of the trauma and grief that may be experienced by members of the Agency's workforce and their Affected Family Members (AFM), the Staff Care Center should immediately communicate the Agency's support for their well-being, advise them of the wealth of services available through the Staff Care Program, and provide them immediate counseling services, if requested.

The Staff Care representative(s) should be prepared to mobilize this support through:

- Providing Agency, Mission, and Bureau leadership with assistance in crafting communications with surviving family members, at internal and external Agency gatherings, or in other interactions;
- Providing materials and/or telephone/on-line support to promote healthy coping after this sudden loss;
- Developing and providing written educational materials for distribution to staff;

- Providing emotional support and short-term individual and group counseling;
- Providing customized referrals to service providers for all members of our workforce, regardless of hiring category, and their AFMs on a range of life event matters to include legal services, estate planning, etc.;
- Providing help navigating the [Staff Care Program Web site](#), as it offers a wealth of helpful information; and
- Ensuring appropriate Staff Care support is available to all CRTF members.

108.3.4.2 Communicating with Mission Staff

Effective Date: 06/30/2017

HCTM Staff Care and the relevant Bureau Assistant Administrators (AAs) will coordinate Staff Care services for the field.

108.3.4.3 Agency Notice

Effective Date: 06/30/2017

Bureau and HCTM representatives will work with the Administrator's Speechwriter to draft an Agency Notice recognizing the loss of the fallen colleague. The ES representative will process the action memo and the Agency Notice for distribution to the entire Agency.

108.3.4.4 Preparation of Administrator Message or Video to Mission Staff

Effective Date: 06/30/2017

If appropriate, Bureau and HCTM representatives will work with the Administrator's Speechwriter to draft a video message that can be recorded and sent to staff at Post who have lost a colleague. The ES representative will process the remarks for the video message that will be delivered to the Administrator. The LPA representative will format the video message and send it to the Mission Director to disseminate to field staff.

108.3.4.5 Capturing Ceremonies or Memorials at Post

Effective Date: 06/30/2017

To the extent possible, the Mission/Bureau should capture memorial ceremonies via video, photography, and/or audio recordings. The stories, statements, and reflections offered during these services will be compiled by the Mission, Bureau, and LPA and passed on to the family and next of kin.

108.3.5 Engaging Interagency, Congressional, and Media Stakeholders

108.3.5.1 Outreach to the Interagency

Effective Date: 06/30/2017

There are a number of critical interagency stakeholders that may be engaged early on:

- **Department of Defense:** To assist with the transport, tracking, and processing of the fallen colleagues' remains. M/MS and the Bureau for Democracy, Conflict, and Humanitarian Assistance, Office of Civilian-Military Cooperation (DCHA/CMC) will coordinate outreach.
- **Department of Justice and/or the Federal Bureau of Investigation:** To assist in cases involving acts of terrorism, violence, or other criminal acts. M/MS, as a member of the CRTF, will coordinate outreach.
- **Department of State:** In addition to the Office of Casualty Assistance, updating individuals on security and Staff Care issues in the relevant regional and/or technical Bureau(s).
- **National Security Council:** To ensure clear communication with relevant regional directors and to facilitate a submission of request for a POTUS condolence letter.

Depending upon the specifics of the fallen colleague's country and portfolio of work, the CRTF should conduct outreach accordingly to other agencies where the fallen colleague worked to offer them opportunities to sign the condolence books and attend memorial services. Additionally, the CRTF should include USAID SEC and M/MS/OMD for coordination efforts with DoJ and FBI.

108.3.5.2 Briefing Congressional Staff

Effective Date: 06/30/2017

The CRTF/LPA representative is responsible for working with the Bureau to gather all the necessary information for congressional outreach. This may include proactively reaching out to congressional offices with constituent or regional interest where the incident occurred and/or fielding congressional inquiries on the incident. These duties include, but are not limited to, briefings on the incident and Agency response, facilitation of condolence letters to the family, and any required follow-up.

108.3.5.3 Press Release

Effective Date: 06/30/2017

The CRTF/Press Affairs representative is responsible for working with the Bureau and HCTM to draft a press release that will coincide with any statements from the White House and State Department. The ES, SEC, and the Front Office Speechwriter will clear the press release before issuance.

108.3.6 Coordinating and Tracking the Return and Burial of Remains

108.3.6.1 Initiating Contact with Relevant Interagency Contacts

Effective Date: 06/30/2017

One of the most important functions of the CRTF is to actively track the transportation of the fallen colleague's remains and provide advanced notice to the family and USAID senior leadership regarding arrival times to ensure timely attendance for the fallen colleague's return. To effectively track transportation movements, the M/MS representative must engage contacts at both the headquarters and field levels. Generally, commercial air is the preferred means to manage transportation of the body. Military air transportation (MilAir) is a secondary option.

At the headquarters level, the following contacts can be made to facilitate the transportation and arrival of the fallen colleague's remains:

- **U.S. Transportation Command:** USTRANSCOM can assist by tracking the scheduled flight departure and arrival times, as well as providing real-time updates on delays or changes. M/MS will coordinate with DCHA/CMC if MILAIR is used.
- **Air Force Mortuary Affairs Operations:** The key team to contact at the receiving Air Force Base is the Mortuary Affairs Operations. They will be able to provide details on mortuary services and assist with any specific preferences or requests from the family and next of kin. In addition, they will be able to confirm flight arrival times.
- **State Department Operations Center:** The Senior Watch Officer at the State Department is available to track flight details.

At the field level, staff at Post will handle the logistics of transporting the remains. The following contacts can be helpful in confirming the flight details and departure of the fallen colleague's remains:

- **Theater Mortuary Affairs Officer:** In the case that the fallen colleague is killed in an active military theater, the Theater Mortuary Affairs Officer will be responsible for handling the preparation of the remains for transportation and will be able to provide confirmation on departure details.
- **Embassy and Mission Staff:** As the individuals responsible for facilitating the departure of the fallen colleague's remains, Embassy and Mission staff must coordinate with the CRTF to ensure clear communication on the transportation logistics.

108.3.6.2 Return of Employee Remains to U.S. Soil

Effective Date: 06/30/2017

When return to the U.S. is necessary, the CRTF must ensure immediate and smooth transport of the fallen colleague's remains. If military transport is warranted, the M/MS representative and DCHA/CMC will engage with the Department of Defense and Mission/Post where the incident occurred to facilitate MILAIR support. The [Department of Defense Instruction \(DoDI\) 4515.13](#) regarding civilian transport on a military aircraft is available for guidance and direction.

Once approvals are received, the M/MS representative will ensure real-time tracking of the remains. The M/MS representative will brief the CRTF on any changes in arrival times, to facilitate participation from the family and USAID senior leadership in the Fallen Colleague Ceremony at the arrival location.

108.3.6.3 Agency Representation at the Fallen Colleague Return Ceremony

Effective Date: 06/30/2017

A combination of USAID senior leadership, bureau leadership, and staff will need to be considered for representation at a Fallen Colleague Ceremony at the identified arrival location. The CRTF and the Administrator's Office will determine the size and composition of the Agency delegation. Recommended representatives include:

- Administrator, Deputy Administrator, or Agency Counselor;
- Bureau Assistant Administrator; and
- CRTF Point of Contact for the family and next of kin.

108.3.6.4 Assisting with Transport of the Remains and/or Family to Final Burial Site

Effective Date: 06/30/2017

The CRTF can further support the family by managing the transportation of the fallen colleague's remains from the arrival location to the final burial site. Interagency partners are also able to assist in the transportation of the remains, dependent upon their role in the particular case.

If the final burial site is overseas, the Agency is also able to provide support to the family through various means. The Agency is able to purchase airfare for the family to travel to the final burial site through the Administrator's discretionary account. The Mission and/or Embassy is available to facilitate the expedition of the fallen colleague's remains through the host country's customs and immigrations process, as well as meet the family upon their arrival in country.

108.3.7 Managing Outreach and Institutional Measures

108.3.7.1 Condolence Letters

Effective Date: 06/30/2017

The CRTF Executive Secretariat (ES) representative is responsible for coordinating the drafting and transmittal of the condolence letter from the Administrator. The ES representative is also responsible for coordinating with colleagues at the State Department and the National Security Staff for letters from the Secretary of State and President of the United States, respectively.

The Bureau, with input from HCTM, must draft the condolence letter from the Administrator and send it to the Speechwriter for final editing and clearance. In the case where the President of the United States and/or Secretary of State are transmitting letters of condolence to the family and next of kin, the ES representative must ensure that the Administrator's letter is delivered after the previous two, in accordance with proper protocol.

108.3.7.2 Submission of Request to Lower Flags

Effective Date: 06/30/2017

As a sign of respect in honoring the fallen colleague, the CRTF will work to organize the lowering of the Agency and U.S. flag.

- **USAID Headquarters at the Ronald Reagan Building:** The Division Chief, M/MS/HMD is tasked with submitting a formal request to the General Services Administration (GSA). Since the Ronald Reagan Building and International Trade Center is a GSA-owned facility, they control the Agency and U.S. flags at these facilities. In addition to the lowering of the flags, M/MS/HMD must request that the flag pole banners on the corresponding flagpoles be removed. The period of time during which the flags will be lowered can be negotiated by M/MS/HMD and GSA.
- **State Department:** The standard procedure at the State Department is to lower the flags at the Main State building on the day of interment. The CRTF will coordinate with the Under Secretary for Management staff to communicate the request and provide updates on the date of interment.
- **Post:** Arrangements can also be made to lower the Mission and/or Embassy flags in country. These requests should be made at the Post level with assistance from the Bureau representative, and raised to USAID's Bureau for Management and the State Department's Under Secretary for Management, if necessary.

108.3.7.3 Moment of Silence on the Day of Interment

Effective Date: 06/30/2017

As an opportunity to recognize the Agency's loss, a moment of silence can be organized for USAID/W and/or the respective Mission and/or Embassy. For a moment of silence at USAID/W, the Bureau and HCTM representatives will work with the ES

representative to provide the Administrator, Deputy Administrator, or Agency Counselor with remarks to be read over the building-wide announcement system.

108.3.7.4 Condolence Books for Family and Mission Staff

Effective Date: 06/30/2017

The CRTF LPA representative is responsible for working with the protocol officers to develop condolence books for the fallen colleague's family and colleagues at Post. The condolence books will be set up below the Memorial Wall in the USAID/Washington lobby along with an appropriate display including, but not limited to, a photograph of the fallen colleague, flower arrangement, and the condolence books.

Interagency Colleagues: Dependent upon the fallen colleague's history and scope of work, colleagues from other agencies may wish to express their thoughts and condolences to the family or employees at Post. The CRTF is responsible for capturing any relevant parties and working with LPA to provide additional copies of the condolence books for distribution to and collection from interagency colleagues.

108.3.7.5 Tracking Related Press Stories

Effective Date: 06/30/2017

The CRTF Press Affairs representative is responsible for tracking media feeds and capturing any press publications regarding the fallen colleague. The collection of stories and other media will serve as a component of the daily information memo to USAID senior leadership, and will be compiled for the family and next of kin, if appropriate.

108.3.7.6 Engaging the State Department Regarding Memorials and Awards

Effective Date: 06/30/2017

Deceased staff are eligible for honors bestowed upon American diplomats. The CRTF should pursue all applicable awards and honors. Additional resources and guidance may be obtained through the State Department's Office of Casualty Assistance.

108.3.7.7 Thomas Jefferson Star Award

Effective Date: 06/30/2017

The Thomas Jefferson Star Award recognizes those individuals who, while traveling or serving abroad on official business, are killed or incur a serious illness or injury that results in death, permanent incapacity, or disability. This is the highest award presented by the State Department and is signed by the President of the United States and Secretary of State. Further guidance on eligibility and award criteria can be found in [3 FAM 4825](#). The Bureau should prepare this request for submission to the State Department's Office of Casualty Assistance.

108.3.7.8 Federal Employee and Education Assistance (FEEA) Fund

Effective Date: 06/30/2017

If a direct-hire fallen employee leaves behind survivors, HCTM will be tasked with immediately establishing a fund for the surviving children. This fund should be highlighted for staff who wish to offer their support to the family. Rapid establishment is critical to ensuring the greatest benefit for the next of kin.

108.3.7.9 Arrangement of an Agency Memorial Service

Effective Date: 06/30/2017

[ADS Chapter 492, The USAID Employee Memorial Program](#) covers the process, eligibility, and criteria to nominate an Agency employee for memorialization on USAID's Memorial Wall. The Agency Counselor will initiate the process while the CRTF is still mobilized to ensure submission, review, and approval ahead of the annual ceremony.

108.3.8 Providing Support for the Family

108.3.8.1 Handling Information Requests

Effective Date: 06/30/2017

LPA is responsible for managing any incoming information requests regarding the fallen colleague. Through the CRTF's Point of Contact with the next of kin, LPA will ensure that any information or messaging is aligned with the preferences of the next of kin.

108.3.8.2 Coordinating Family Travel

Effective Date: 06/30/2017

The CRTF Point of Contact for the family, in coordination with the Staff Care and M/MS representatives, will notify the next of kin regarding any memorial ceremonies organized by USAID and coordinate the family's attendance, should they choose to attend. This may include managing financial costs of travel and accommodations.

108.3.8.3 Managing the Return of Personal Effects to the Family

Effective Date: 06/30/2017

The family's CRTF Point of Contact will confirm the manner in which the family prefers delivery of personal effects. If personal effects of the deceased remain at Post, M/MS will coordinate with the EXO on the return of the belongings. Should export of the effects be necessary through diplomatic channels, the Mission will issue travel orders to authorize the action.

108.3.8.4 Agency Attendance at Final Burial

Effective Date: 06/30/2017

If the family is open to Agency attendance at the interment ceremony, some combination of the following individuals will plan to attend on behalf of the Agency: the Administrator, Deputy Administrator, Agency Counselor, Bureau AA, and the family's CRTF Point of Contact.

108.3.9 Closure

108.3.9.1 Disbanding the Task Force

Effective Date: 06/30/2017

The Administrator makes the determination when to disband the CRTF.

108.3.9.2 Managing Outstanding Tasks

Effective Date: 06/30/2017

The CRTF will coordinate the completion of any outstanding tasks and ensure they are completed in a timely fashion.

108.3.9.3 After Action Review to Capture Lessons Learned

Effective Date: 06/30/2017

After a CRTF is disbanded, the members will have a final meeting primarily focused on lessons learned. The overall purpose is to discuss guidance implementation, overall response, noting where improvements can be made to the guidance and checklist documents to ensure a continued learning process.

ES will place the action log in the Agency Correspondence Tracking System (ACTS) for record keeping. This will be a useful document for the after action review and to capture changes in approaches.

108.3.9.4 De-Briefing Task Force Staff

Effective Date: 06/30/2017

The de-briefing is a separate process from the operational After Action Review. Staff Care can provide these services to reflect on the process and the stress from serving on the CRTF. Given the taxing responsibility of the CRTF, task force members may be affected in different ways. It is good practice to provide both individual and group opportunities to reflect on their experiences during the response and Staff Care can provide these services.

108.3.9.5 Longer-Term Follow-On Care for Family and Agency Staff

Effective Date: 06/30/2017

For the impacted family, Staff Care representative(s) will check back in with the family to ensure their needs are being met. While in most cases, the contact will be frequent and ongoing, at a minimum, the Staff Care Center, and a Staff Care designee, will ensure that communication occurs at the following times:

- One month after the event;
- At the three-month anniversary;

- At the six-month anniversary; and
- At the one-year anniversary.

For our workforce and their AFMs, the Staff Care Center will continue to provide support to all members, regardless of hiring category.

108.4 MANDATORY REFERENCES

108.4.1 External Mandatory References

Effective Date: 06/30/2017

- a. [3 FAM 4825](#)

108.4.2 Internal Mandatory References

Effective Date: 06/30/2017

- a. [ADS 108maa, Casualty Response Checklist and Resources](#)
- b. [ADS 309, Personal Services Contracts with Individuals](#)
- c. [ADS 443, Special Assistance to Employees/Beneficiaries](#)
- d. [ADS 476, Benefits](#)
- e. [ADS 478, Payments to Missing Employees](#)
- f. [ADS 492, The USAID Employee Memorial Program](#)
- g. [ADS 496, FSN Health and Accident Coverage \(HAC\)](#)

108.5 ADDITIONAL HELP

Effective Date: 06/30/2017

There are no Additional Help documents for this chapter.

108.6 DEFINITIONS

Effective Date: 06/30/2017

The terms and definitions listed below have been incorporated into the [ADS Glossary](#).

Casualty Response Task Force (CRTF)

A dedicated group of USAID employees assigned to support the Agency and family when an employee(s) dies or is killed in the line of duty. (**Chapter 108**)

colleague

Includes all categories of direct-hire employees and Personal Services Contractors of USAID and the Office of Inspector General (OIG) including Cooperating Country Nationals (CCNs), Third Country Nationals (TCNs), and U.S. whether locally engaged or offshore. It applies to staff overseas as well as those working on behalf of USAID in the United States or in travel/transit. This may also include implementing partner (contractor or recipient) staff. (**Chapter 108**)

theater of war

Defined by the President, Secretary of Defense, or the geographic combatant commander as the area of air, land, and water that is, or may become, directly involved in the conduct of major operations and campaigns involving combat.

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