CHAPTER ONE

PRINCIPLES OF LAND SEARCH

GENERAL

1.01 **AIM**

To locate and save the lives of missing persons and to locate missing objects.

1.02 **OPERATIONS**

Regardless of the type of search to be conducted, there are standard principles which must be applied in order to achieve maximum results. Reports on search and rescue operations prove conclusively that the degree of efficiency achieved is directly related to adequate planning, effective liaison and adherence to sound and proven principles. These principles are covered in the following paragraphs.

CONTROL

1.03 In all States and Territories of Australia, Police are responsible for the conduct of land search operations; the responsibility for organising and controlling searches is usually vested with the officer-in-charge of the Police region concerned.

1.04 A most important point regarding control, is that everyone taking part in a search must be made fully aware of who is controlling the operation.

INFORMATION

1.05 **INFORMATION CLASSIFICATIONS**

Information is an essential requirement in any operation. For search operations, information may be broadly classified as follows:

a. **Pre-search Information** - As much information as possible must be obtained prior to initiating a search operation. This should include:

(1) Relevant information regarding the missing person(s) or object.

(2) Weather conditions:

(a) at the time the person was reported missing;

(b) present weather conditions, and

(c) forecast weather conditions.

(3) Information regarding the area to be searched including the relevant maps

(4) Manpower and resources available.

b. **Search Operational Information** - Based on the pre-search information, a preliminary assessment of the search task can be made. Once the search operation has commenced, reliable and accurate information is required from the search teams. Various methods may be used to obtain this information; search teams may be instructed to send reports at specified times or they may be required to report only when they have significant information to pass on. Regardless of the method decided upon by the Field Search Controller, it is vital that all search Team Leaders are briefed in detail on the particular method and their responsibility for providing search operational information

1.06 COMMUNICATIONS

An efficient communications system is essential for control and for the passage of information. Wherever possible, radio communications should be used. however, depending on the type of radio sets available, their capability may be seriously affected by terrain and poor weather conditions. Therefore, alternative means of communication should always be considered.

1.07 MOBILITY

Mobility is an important principle with search operations. Field Search Headquarters must have the capability to move quickly to the search area and commence operations. Mobility is also essential in conducting reconnaissance searches.

1.08 FLEXIBILITY

The Search Commander's plan must be flexible. As new information is obtained, it may be necessary to concentrate the search operations in a different part of the search area.

1.09 TRAINED AND DISCIPLINED PERSONNEL

Ideally, the best personnel to use in search operations are those who have bushcraft, search technique skills and knowledge. Unfortunately, the number of persons with these skills is limited, therefore it may be necessary to supplement search teams with inexperienced personnel.

1.10 SUMMARY

The principles detailed above apply equally to all types of searches. They do not in any way reduce the importance and need for a carefully produced plan. However, past experiences have proven that these principles are sound and are essential in achieving the aim of any search operation.

2.13 FIELD SEARCH HEADQUARTERS

This should be established by the Field Search Controller in or near the search area, as it is from here that search Team Leaders will be briefed and controlled during the operation. Factors to be considered in the choice of location are access and communications.

2.14 SUPPORT BASE

This is not part of, but an essential adjunct to Field Search Headquarters, to ensure that operations in the field receive adequate personnel, administrative and logistic support. It is an area where all resources can be marshalled, organised and brought to a state of readiness against the field search requirements. As there will be considerable movement of personnel, vehicles and equipment, it should not be located in the search area, but should be as close as possible to Field Search Headquarters.

2.15 COMMUNICATIONS

Sound communications, involving not only the use of telephones and radio, but as many alternative systems as possible, must be pre-planned and implemented. Basic requirements are:

a. between Search Headquarters, Field Search Headquarters and Support Base;

b. between Search Headquarters and Assembly Area (if set up);

c. between Field Search Headquarters, Search Teams and Sub-Headquarters if necessary; and

d. between Field Search Headquarters and Support Base.

2.16 OPERATIONS - REQUIREMENTS, STAFF AND DUTIES

During operations, all headquarters must be run on methodical and systematic lines. In principle, staff should be kept to a minimum and procedures kept simple and easily understood. The following paragraphs deal only with the main requirements, the responsibilities and the staff duties which have to be carried out at the various areas.

SEARCH HEADQUARTERS

2.17 LOCATION AND COMMAND

Search Headquarters will be located in an existing Police Station or Headquarters and the senior Police Officer will be the Search Commander.

2.18 COMMANDER'S RESPONSIBILITIES

Responsibilities include overall planning, organising, assembling resources, directions and controlling personnel and equipment. The Commander shall:

a. command the overall search;

b. deploy the Field Search Headquarters and Support Base and appoint the Field Search Controller;

c. alert all organisations who may be required to assist;

d. undertake forward planning to obtain, at short notice, useful aids and equipment which may be needed in the search;

e. organise transport as necessary;

f. alert Medical, First Aid and Ambulance Services;

g. prepare a comprehensive communications plan to cover the whole operation;

h. deploy manpower and equipment to the Support Base, upon the request of the Field Search Controller;

i. appoint a Media Liaison Officer and set up an Information Centre; and

j. set up an Assembly Area (if necessary).

2.19 To enable the Search Commander to meet these responsibilities and to consult with representatives of other organisations, Search Headquarters could be organised as follows:

a. **Operations Room** - In this room, information of an operational nature is received, collated and displayed, and orders issued for the deployment of Services, and consequently, a room of adequate size should be provided to accommodate the Operations Staff. An Operations Room should have a large scale map covering the whole of its area as well as smaller maps of the search area. On the maps will be plotted information as it arrives. It will also require a resources board and message files and log.

b. **Communications Centre** - To accommodate communications equipment and to provide facilities for the reception, despatch, filing and logging of messages, it is desirable there should be separate rooms or divisions for radio, telephone and maintenance. The master register for incoming and outgoing messages is maintained in this section.

c. **Information Centre** - Wherever a Search Headquarters is established, there will be numerous people seeking information and making enquiries. To cope with this, it will be expedient to establish an Information Centre, clearly marked but some distance from the Headquarters to which such enquiries would be directed. The Information Centre will be run by the Media Liaison Officer who is also responsible for briefing the media.

FIELD SEARCH HEADQUARTERS

2.20 Wherever practicable, a house or hut should be used. The convenience achieved by using a building, warrants going a short distance out of the way. The briefing of search teams, communications arrangements, necessary stores and equipment, all make working space important. Suitable lighting for night operations work is essential.

2.21 The responsibilities, duties and procedures of the staff are detailed in the following paragraphs

CHAPTER TWO

SEARCH ORGANISATION

GENERAL

2.01 ORGANISATION

In conducting a search, it is important that it be properly organised and well controlled. Time spent in assessing the situation (pre-search information) and organising the search will never be wasted. In fact, a search should not be launched before all the information has been assessed. A hastily mounted and poorly organised operation may not only fail, but may also unnecessarily endanger the searchers.

2.02 LAND SEARCH

A land search and rescue incident is considered imminent or actual when:

a. notification is received that a person(s) is reported overdue in rugged or isolated terrain and apprehension exists regarding their safety;

b. incidents and or accidents occur where safety of life is involved; and

c. requests for land search assistance are received from other authorities, eg. missing aircraft, marine craft or other objects.

RESPONSIBILITY

2.03 All organisations which may be involved in a search operation must recognise that the overall authority and control rests with the police.

2.04 The senior Police officer (Search Commander), whilst retaining control over the whole operation, may delegate authority for field search operations to another person; however this would depend on local circumstances. If a Field Search Controller is appointed, it must be clearly understood by everyone that the appointee is responsible for the conduct of the search.

2.05 Each organisation involved in the search retains its own command function after being tasked by the Field Search Controller.

2.06 PHASES

The following response phases apply to land search and rescue operations:

a. **Alert** - Is the period when it is believed a search is pending and requires an increased level of preparedness.

b. **Standby** - Is the period normally following alert when the Search Commander believes that deployment for the search is imminent. Personnel are placed on standby being ready to respond immediately.

c **Call-Out** - The executive command to mount an operation whereby all personnel are required to deploy.

d. **Action** - That period during which the search is conducted.

e. **Stand-Down** - That period when the Search Commander declares that the search is terminated, personnel are recalled, debriefed and released

ORGANISATION

2.07 In order to achieve effective control, it may be necessary to set up all, or some of the operational areas listed below. The number will depend on the location, size and scale of the search and other local conditions. A complete organisational chart is shown as Annex A to this Chapter.

2.08 **SEARCH HEADQUARTERS**

This is set up by the Search Commander who is responsible for co-ordinating the overall search effort. It will normally be at an existing Police Station or Police Headquarters, whichever is appropriate.

2.09 Search headquarters provides effective support to the Field Search Headquarters.

2.10 All pre-search information is evaluated at the Search Headquarters prior to instituting a search. During this stage, there is a danger that rumors and false information may produce an over-reaction and cause organisations and individual volunteers to enter the search area and disturb clues It is suggested that the minimum number of searchers, consistent with effectiveness and safety, is most likely to lead to success in a land search and rescue operation.

2.11 **INITIAL ACTIONS**

When the Search Commander has made the decision to mount a search, and a Field Search Headquarters and Support Base have been deployed to the search area, there are positive actions that should be initiated, including:

a Set up road blocks to restrict unauthorised movement into the search area.

b. Set up an Information Centre to answer enquiries; and keep the public informed through regular media releases.

c. Alert the organisations and individuals whose assistance may be required in the search. A pre-planned call-out procedure should achieve this. As a management technique, it is recommended that organisations who form part of the search and rescue resource and who are identified as unlikely to be called-out, be informed of the operation to maintain the enthusiasm of that organisation.

d Despatch personnel and equipment resources to the Support Base, as and when the Field Search Controller requests them.

2.12 **ASSEMBLY AREA**

If the distance between the search area and Search Headquarters is considerable, the Search Commander may set up an Assembly Area nearby, to ensure that those resources going forward to the Support Base are properly equipped.

2.22 FIELD SEARCH CONTROLLER'S DUTIES

a. The Field Search Controller is appointed by the Search Commander and should be experienced in search and rescue techniques, knowledgeable in regard to the terrain involved, and skilled in controlling the activities of search teams and field personnel. The Controller will normally be a member of the Police, however other suitable persons may be appointed to this position.

b. The Field Search Controller shall:

(1) establish the Field Search Headquarters and Support Base as nominated by the Search Commander and control all field search operations;

(2) remain at Field Search Headquarters, throughout the operation unless otherwise directed by the Search Commander;

(3) define the search areas;

(4) determine the search techniques and method; set up the communications net;

(6) determine the number of search teams and personnel required and organise, brief and despatch them;

(7) ensure the safety of all field personnel;

(8) appoint a Rescue Controller at the scene if necessary.

(9) organise reserves and welfare through the Support Base;

(10) keep the Search Commander informed by regular situation reports (SITREPS) of the progress and planning of the operation;

(11) check the return of all search teams and equipment and de-registration; and

(12) conduct a debriefing of field personnel at the conclusion of the operation.

c. The role of a Field Search Controller is not a continuing appointment and terminates on completion of the operation or incident.

2.23 SEARCH LIAISON OFFICER

The Search Liaison Officer is usually a senior official from an organisation, assigned for the duration of a particular search operation, to assist in liaison between the various services involved

2.24 MEDIA LIAISON OFFICER

The Search Commander may appoint a Media Liaison Officer to ensure that all statements to the media are factual, avoid speculation on the outcome of the search, and do not reflect on the performance of organisations involved in the search. Where possible, the appointee should be a trained Police Media Liaison Officer. Should an

officer-in-charge of an organisation be approached by the media for information, comment may only be made in respect of THAT organisation's involvement and should be cleared by the Search Commander prior to release.

SUPPORT BASE

2.25 This should be sited close to, or may even be alongside Field Search Headquarters, if the latter is located outside the search area. Ideally it should have buildings to accommodate Headquarters, stores and welfare facilities, hard standing for vehicles and working space. It is the point of entry into and exit from the search area, and as such has a vital role to play.

2.26 It should be clearly understood that it is NOT a rallying point for all those who may wish to help, this can only lead to chaos. Its role is entirely operational, and should only involve such personnel and equipment resources as the Field Search Controller requires.

2.27 CONTROL RESPONSIBILITIES AND STAFF DUTIES

a. **Support Base Supervisor** - Responsible for:

(1) maintaining close contact with Field Search Headquarters and Search Headquarters at all times;

(2) controlling movement in and out of the search area.

(3) recording the names and addresses of all those taking part in the search, as well as details of search teams;

(4) recording the issue and return of all equipment;

(5) welfare, including food and water, clothing, rest areas etc., for all personnel in the field;

(6) first aid and sick bay facilities; and

(7) despatching fully equipped Search Teams and resources to the Field Search Controller when requested;

b. **Procedures and Aids** - Operations at the Support Base will be complex, and to ensure its smooth and efficient running, the following will be necessary:

(1) Support base procedures will require maintenance of the same sort of logs, maps and message filing systems as at Field Search Headquarters. A copying machine could be useful for extra copies of maps etc

(2) The maintenance of a resources recording system is of particular importance.

(3) Records of issues and return of stores and equipment.

(4) Records of all personnel taking part in the search as directed by Field Search Controller.

(5) Reliable communications between the Field Search Headquarters and Search Headquarters.

c. **Staff** - The Support Base Supervisor needs to be an experienced organiser and requires sufficient trained staff to undertake the functions of this area.

SUMMARY

2.28 The success of a search will largely depend on good planning and adequate control in the field. This is based on the Field Search Controller having a free hand to deal with field operations, at the same time receiving maximum support from the Search Commander

2.29 Under no circumstances should unofficial searchers be allowed in the search area, and any person disobeying instructions should be withdrawn immediately.

CHAPTER THREE

INFORMATION GATHERING

GENERAL

3.01 Success or failure of any operation will depend on the availability and employment of information. This information needs to be:

a. accurate;

b. current; and

c. relevant.

3.02 In many search operations, the time factor is critical, so there is a need to commence the search as soon as the situation allows.

3.03 All search operations present special problems in that there will be an essential conflict between the urgency imposed by the situation, and the initial delay caused by the need to gather and evaluate as much information as possible.

3.04 An understanding of the information gathering process must be a primary qualification for the Search Commander and Field Search Controller

THE INFORMATION PROCESS

3.05 STAGES

The information process is divided into four stages.

a. **Collection** - The collection of information regarding the person or object that the search is required to locate. This information often comes from unlikely sources. As much relevant information as is available should be collected in the shortest possible time

b. **Collation** - Once the information has been obtained, it needs to be sorted into categories which relate to the problem. Where possible, this information should be displayed so it is readily available to the search command control elements. In this way, the task of evaluating the information is made easier and will make decision-making simpler.

c. **Evaluation** - Within this mass of information, there will be sections that are irrelevant, unreliable or dated It becomes necessary to evaluate all information and discard all that is inappropriate, and make decisions accordingly.

d **Dissemination** - The command control elements need to pass on specific information to searchers in the field to relay information back to senior authorities, and to pass information to the family of the person and to the media. This information needs to be current, accurate and relevant so that confidence is maintained. A sample of a Search Operations Report is shown as Annex A to this Chapter.

SEARCH INFORMATION PHASES

3.06 The phases for gathering search information include:

a. **Pre-search Phase** (Collection, collation, evaluation) - In the period between raising the alarm and the actual beginning of the search, as much relevant information as possible needs to be acquired and evaluated. This information may well reinforce the sense of urgency due to such factors as.

(1) missing person's physical or mental condition;

(2) weather conditions; or

(3) terrain in the area; (or it may become evident that an alarm has been raised prematurely, and that the search should be at least delayed or cancelled).

b. **Briefing Phase** (Dissemination) - The decision to mount a search has been made and search teams are being prepared to commence the operation. Team Leaders now must be given sufficient information to carry out their allocated tasks. This information must be complete and given in an orderly and logical fashion. Details that need to be covered are:

(1) information relevant to the missing person;

(2) area to be searched;

(3) recommended search pattern;

(4) command and communications system; and

(5) any special instructions.

All this information must be clearly and fully understood by the participants. The omission of a single item of information may lead to an unsuccessful search conclusion. This information is passed onto the participants in a form of briefing.

c. **Search Operations Phase** - In the conduct of the operation, the search teams must constantly seek and provide further relevant information. This may be provided in the form of:

(1) location of physical clues;

(2) information from persons in the area;

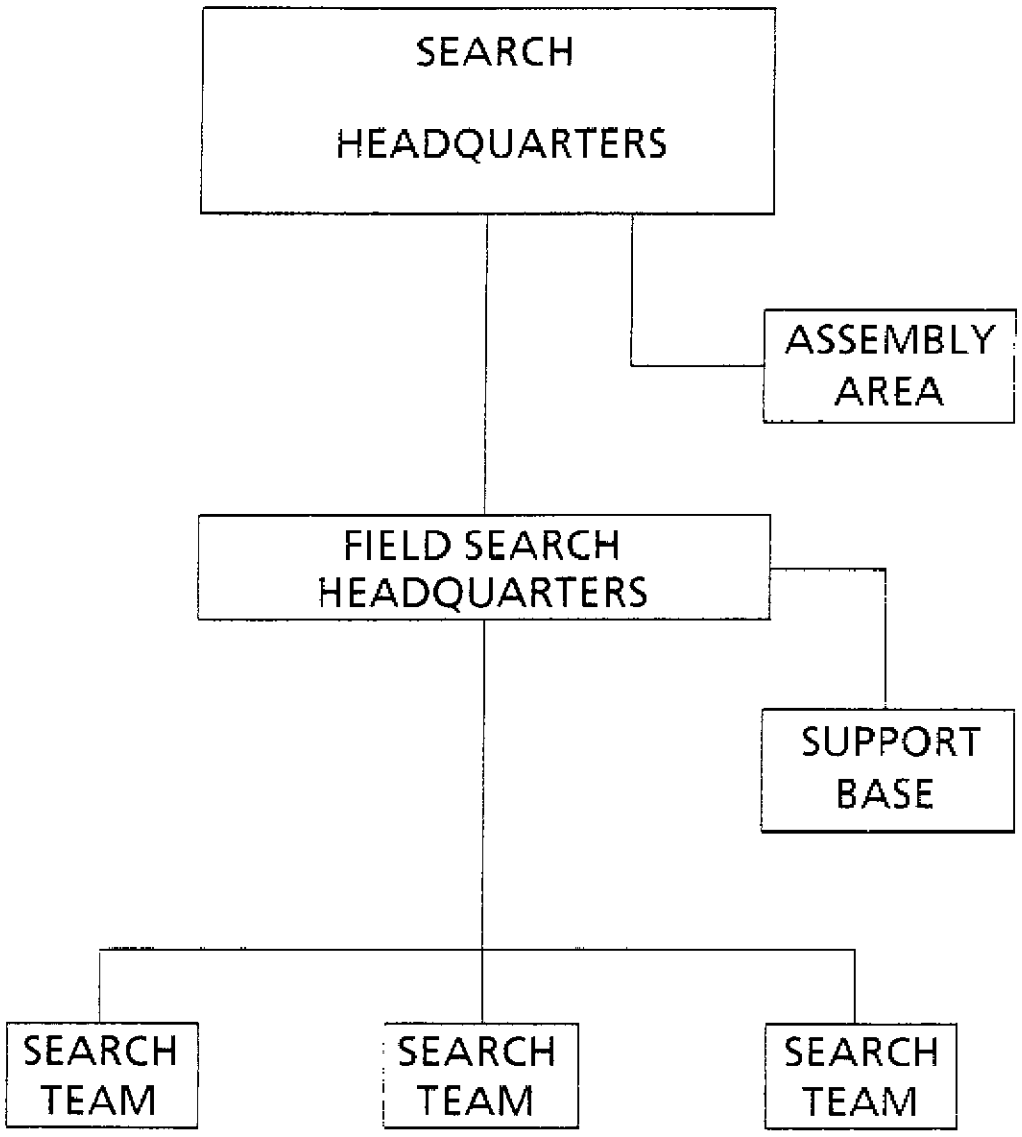
(3) interpretation of topographical factors, and

(4) general experience.

All such information needs to be evaluated and passed to the Field Search Headquarters. Field information acquired by this means may dictate the future course of the search. A sample Team Situation Report is shown as Annex B to this Chapter

ANNEX A TO
CHAPTER TWO

SEARCH ORGANISATION



d. **Debriefing Phase** (Collection, collation, evaluation, dissemination) - As search teams return to the Field Search Headquarters, Team Leaders/teams need to be debriefed. Care needs to be taken that all relevant information is gathered and then re-evaluated as the situation develops. This information will then be distributed to teams still in the field or before new teams are deployed.

3.07 EXTENDED SEARCHES

When a search extends over a long period, the briefing, search operations and debriefing phases will operate as a cycle. As search teams return and have been debriefed, the information obtained will be evaluated and become part of the briefing of the next teams to be deployed. This cycle will continue until the end of the search.

INFORMATION-GATHERING ASPECTS

3.08 The three main aspects of information gathering are:

a. type of information required;

b. availability of information; and

c. evaluation of information acquired.

3.09 THE TYPE OF INFORMATION

a. **Missing person** - As much information as possible regarding the person(s) needs to be obtained. This should include:

(1) personal details;

(2) physical features;

(3) state of health (physical and mental);

(4) medication;

(5) dress,

(6) any means of transport,

(7) time last seen; and

(8) any other information considered relevant.

b. Such information may well dictate the urgency of the search. If, for example, the person has a history of going missing, it may suggest a policy of wait and see

c. Sample forms which may assist in obtaining relevant information are included as Annexes C and D to this Chapter.

d. **Objects**

(1) When conducting a search for an object such as aircraft, boat, vehicle, or any other article, it will be necessary to gain a complete description of the object. This should include:

(a) description;

(b) make;

(c) model;

(d) colour;

(e) size;

(f) weight;

(g) registration number;

(h) markings; and

(i) safety aspects.danger.

(2) Where an object is unlikely to be readily identifiable, the requirement for detail is increased. If possible, a model, photograph, or drawing should be obtained

(3) Particular emphasis should be on safety factors if the object is likely to offer a hazard to the finder. An example would be the remnants of a nuclear powered satellite.

(4) A sample Object Questionnaire is included as Annex E to this Chapter.

e. **Weather -** It is of vital importance to gain knowledge of weather conditions which have or are likely to prevail in the area of search prior to, during and in the immediate future. In extremes, this will indicate the possible time frame for the missing person's survival.

f **Area of Search -** The success of an operation will depend to a large extent upon accurate prior knowledge of the area.locality to be covered. It will be necessary to have a knowledge of:

(1) general topography;

(2) known problem areas;

(3) terrain;

(4) foliage ground cover; and

(5) check rendezvous points.

g. It is desirable that a field reconnaissance be carried out as early as possible.

h. **Resources -** The resources for the search operation will be those made immediately available by the responding organisations and may be supplemented by those obtained by the Commander. These resources are basically in two groups:

(1) Personnel:

(a) number available.

(b) experienced inexperienced;

(c) time available: and

(d) special requirements eg mountain rescue

(2) Equipment:

(a) vehicles,

(b) aircraft:

(c) radios;

(d) maps. and

(e) special equipment.

With regard to resources. the appropriate allocation may determine the success of the operation, whilst it should be recognised that the quality of resources, both personnel and equipment. may decrease with time.

AVAILABILITY OF INFORMATION

3.10 Having detailed the type of information required. there are two factors to consider:

a. Where may the information be obtained?

b How much is enough?

3.11 SOURCES

The source of quality information may include·

a. **Missing person(s):**

(1) family;

(2) friends:

(3) school.

(4) employer:

(5) family doctor; and

(6) last known contact.

b. **Object:**

(1) owner;

(2) operator;

(3) manufacturer; and

(4) industry.

c. **Weather:**

(1) Bureau of Meteorology;

(2) local knowledge;

(3) local records; and

(4) experience.

d. **Area:**

(1) maps (topographic, parish, forestry);

(2) sketches;

(3) local knowledge;

(4) aerial photographs; and

(5) reconnaissance.

e. **Resources:**

(1) police;

(2) emergency services;

(3) bushwalking club;

(4) armed services;

(5) private aviation; and

(6) community organisations

CONCLUSION

3.12 The Search Commander/Field Search Controller will always be faced with the problem of deciding when enough information has been acquired on which to base decisions.

3.13 If the availability of information is slow to be forthcoming, there is a possibility of a sense of urgency overriding good judgement.

3.14 There will never be total information and an extended delay in commencing the search may cost the life of the missing person.

SEARCH OPERATION REPORT

SEARCH OPERATIONS REPORT TO . . . . . .
FROM . . . . . .

1. UNIT S ACTIVATED . . . . . .

2. REPORT NO. . . . . .

3. SITUATION AS AT . . . HRS, ON . . . . . .

4. SEARCH TYPE . . . . . .

5. LOCATION OF SEARCH AREA

(a) Map Title . . . . . .
(b) Approx. area defined by Grid . . . . . .
(c) Field Search HQ located at GR. . . . . .

6. PERSONAL PARTICULARS OF MISSING PERSON(S) . . . . . .

7. BRIEF DETAIL OF CIRCUMSTANCES LEADING TO ACTIVATION

8. NUMBERS OF PERSONNEL ON LOCATION

(a) Police . . . . . .
(b) SES. . . . . .
(c) Volunteers . . . . . .
(d) Other Services (eg Ambulance, Defence Force) . . . . . .

9. CONTACT PHONE NO RADIO FREQUENCY

(a) Police Station. . . . . .
(b) Nearest Available Phone (if any) . . . . . .
(c) Radio Frequency (if available). . . . . .

10. CONTROL AUTHORITY
Search Commander. . . . . .
Field Search Controller . . . . . .

11 PROJECTED OPERATIONS. . . . . .

12. COMMENT . . . . . .

ANNEX B TO
CHAPTER THREE

TEAM SITUATION REPORT (SITREP)

FROM . . . . . (Call Sign)

TO . . . . . (Call Sign)

TEXT

ALPHA	(Present 6 figure grid reference of team)
BRAVO	(Direction of travel on last sweep in degrees)
CHARLIE	(Width of area swept given as either: a. width in metres from an obvious datum line (road, fence or river) shown on a map; or b. 6 figure grid references of the corners of the sweep.)
DELTA	(Direction of next proposed sweep in degrees)
ECHO	(Any information on clues or any other message related to the search)

An example of a SEARCH SITREP MESSAGE is shown below:

FROM	23
TO	25
SITREP	
ALPHA	GR 357823
BRAVO	185 DEGREES
CHARLIE	150 METRES WEST OF NORTH ROAD
DELTA	005 DEGREES
ECHO	NOTHING TO REPORT

OBJECT - QUESTIONNAIRE

RESCUE JOB NO		DATE/TIME
DESCRIPTION OF OBJECT (if photo/drawing is available - attch)		
MAKE	MODEL	REG/SERIAL NO
COLOUR	DIMENSIONS	WEIGHT
SPECIAL MARKINGS/IDENTIFIERS		
DOES THIS OBJECT POSE ANY DANGERS TO HUMANS, ANIMALS OR THE ENVIRONMENT? IF SO, DESCRIBE IN DETAIL		

WHO CAN BE CONTACTED TO PROVIDE EXPERT ADVICE?			
NAME	ORGANISATION	TEL NO	FAX NO

WHAT ACTION IS TO BE TAKEN BY SEARCHERS IF OBJECT FOUND?

INFORMATION PROVIDED BY			
NAME	ORGANISATION	TEL NO	FAX NO

REMARKS		
NAME	RANK	DIV/BRANCH

ANNEX E TO
CHAPTER THREE

MISSING PERSON - HIKE DETAILS

RESCUE JOB No				DATE/TIME
MISSING PERSON - GROUP				
INFO FROM	ADDRESS			TEL NO
HIKE PLANS				REFERENCE
MAP name	scale			number
DEPARTURE POINT				GRID REF
ROUTE INTENDED	FROM/TO			
	FROM/TO			
	FROM/TO			
ANTICIPATED TIME OF RETURN	PICK UP POINT			GRID REF
VEHICLE make	year	col	rego	WHERE LEFT
CONTACT PERSON NOMINATED ON RETURN name	address			TEL NO
EXPERIENCED LEADER OR PERSON				
LOCATION LAST SIGHTED	GRID REF			date/time
BY WHOM (name)	ADDRESS			TEL NO
DIRECTION TRAVELLING				WEATHER CONDITIONS
TERRAIN				ROAD/TRAILS
ADDITIONAL INFO				
ACTION TAKEN TO DATE BY	GROUP/FAMILY			RANGERS/OTHERS
REMARKS				
NAME	RANK			DIV/BRANCH

ANNEX D TO
CHAPTER THREE

MISSING PERSON QUESTIONNAIRE

RESCUE JOB No						DATE/TIME		
SURNAME			GIVEN NAMES					
ADDRESS						TEL No.		
DOB						RACE	SEX	
NOK						TEL No		
HGT	WGT	BLD	EYES	COMPL	BEARD	SCARS	HAIR	LENGTH
HIKE EXP			CLIMBER EXP			SWIM EXP		
SNOW EXP			MILITARY EXP			CAMPING EXP		
FIRST AID TRNG			MAP/COMPASS TRNG			KNOWLEDGE OF AREA		
SMOKE	DRINK		FEARS	LOST BEFORE		ACTION THEN		
SHIRT	JUMPER		TROUSERS	JACKET		RAIN GEAR	HAT	
SHOES	SOLE PATTERN		SCARF	GLASSES		WATCH	JEWELLERY	
OTHER CLOTHING						CLOTHES FOR DOG SCENT		
PACK	COLOUR		TENT	COLOUR		SLP BAG	COLOUR	
WATER CANTEEN	COLOUR		TORCH	COLOUR		SLP MAT	COLOUR	
KNIFE	MATCHES		COMPASS	FIREARM		FISHING GEAR	CAMERA	
ROPES	CLIMB EQ		KAYAK	RADIO AM		RADIO CB-FREQ	ELB	
MAP name scale number				FOOD CARRIED				
MEDICAL HISTORY			PHYSICAL PROBLEMS			PSYCH PROBLEMS		
MEDICATION			AMOUNT CARRIED			CONSEQUENCE loss of medication		
DOCTOR			ADDRESS				TEL No	
FAMILY PROBLEMS ie parents financial				REQUEST FOR AID ie welfare				
person notify if found ALIVE			ADDRESS				TEL No	
person notify if found DEAD			ADDRESS				TEL No	
REMARKS								
NAME			RANK			DIV/BRANCH		

ANNEX C TO
CHAPTER THREE

CHAPTER FOUR

SEARCH APPRECIATIONS

GENERAL

4.01 While there will be many similarities in individual searches, each search will present its own peculiar problems.

4.02 Unless each search is considered in detail and likely problems identified, the result could be:

a. an ineffective search;

b. an aggravation of the situation;

c. bad publicity;

d. a loss of community credibility for the searchers;

e. a loss of organisation or individual morale; and

f. any combination of the above.

4.03 Before any search is conducted, the situation must be examined to determine:

a. what has happened;

b. what has to be done;

c what problems might be present or occur as the search develops;

d. how these problems might be overcome; and

e. how the operation is going to be conducted.

4.04 This process is called 'conducting an appreciation' and can range from 'a quick think' of a few seconds to a deliberate consideration taking hours of work

4.05 DEFINITION

An appreciation is an examination of all factors present in any situation which, in turn, will suggest possible courses of action.

SEQUENCE

4.06 No matter what the situation, the sequence of conducting an appreciation for any search should always be the same. This will ensure no point is overlooked.

4.07 PHASES

The phases in conducting an appreciation are:

a. determine the aim;

b. examine the relevant factors;

c. determine the courses open;

d. select the best course of action; and

e. formulate the plan.

AIM

4.08 By correctly defining the aim, the problem will be identified and what is to be achieved will be stated.

4.09 The aim must be:

a. clear;

b. concise; and

c. achievable.

4.10 The aim should be one short concise sentence and should start with a positive action statement, eg. 'To locate the missing person'.

4.11 Sometimes there may be problems that will place limitations on the aim. If the missing person is a child or has a medical problem requiring urgent attention, the search will have to be an immediate continuous search until found or called off. In a case such as this, the aim will have to be modified to take account of the limitation, eg. 'To locate the missing person within a specified time'.

4.12 The aim should be written down and constantly referred to as the appreciation is developed.

FACTORS

4.13 Factors are pieces of information which can effect the plan and can dictate the urgency of response.

4.14 Not all factors will be relevant and some will have a greater effect on the plan than others.

4.15 Only a careful examination of each factor will decide which is relevant, and establish the importance of the relevant factors to the plan.

4.16 In examining each factor, it will be possible to make deductions which may have a bearing on the search. To do this, ask the question 'so what?' of each factor and answer until a logical conclusion is reached.

EXAMPLE: To determine the timetable necessary to enable the Field Search Headquarters to be operational by 0600 hours.

Factor: It takes 90 minutes to get the headquarters operational once on site.

So what?

Will have to be on site not later than 0430 hours.

Factor: It will take 45 minutes to travel to the headquarters site.

So what?

Will have to depart base area not later than 0345 hours.

Factor: It will take 15 minutes to load stores prior to departure from base.

So what?

Loading must commence not later than 0330 hours.

Factor: The Equipment Officer will require 30 minutes to prepare and check equipment prior to loading.

So what?

The Equipment Officer is to commence task not later than 0300 hours.

4.17 Using this process to examine each factor, it is possible to determine the course of action necessary to achieve the goal.

COURSES OPEN

4.18 The courses open are all the possible solutions to the problem which have been found through an analysis of the factors.

4.19 Whilst all of them might work, an analysis of each course will show their advantages and disadvantages

EXAMPLE: In a search for a missing child from the point where the child was last seen:

Course One - Using people already there as searchers:

Advantages.

a. The child may be found quickly

b. May not need to organise other searchers.

Disadvantages:

a. The people on site are unlikely to have previous search experience which means they will be unable to start without basic instruction in search techniques.

b. Instructing these people will take time.

c. Because of inexperience, they may become lost or injured.

d They may also destroy clues of value to trained searchers.

Course Two - Await the arrival of trained searchers:

Advantages:

a. They require no training before commencing the search.

b. They are less likely to become lost or injured.

c. The likelihood of finding clues of value is greater.

Disadvantages:

a. It will take time to organise the call-out.

b. They will take time to travel to the site.

PLAN

4.20 From the examination of the courses open, it can be determined that while both courses have advantages and disadvantages, it may be more appropriate to await the arrival of trained searchers.

4.21 From this selection, a plan to allow for the use of trained searchers can be formulated.

PLANNING PRINCIPLES

4.22 The principles which should be observed when formulating any plan are.

a. keep it simple;

b. ensure it relates directly to the aim; and

c. ensure it is based on logical deductions.

4.23 KEEP IT SIMPLE

The best plans are simple, easy to prepare and are usually flexible enough to adapt. Complicated plans are not only more difficult to prepare, but they may be difficult to change once activated.

4.24 RELATE TO THE AIM

If the plan does not relate to the aim, the aim will not be achieved and the operation may be a failure.

4.25 LOGICAL DEDUCTIONS

If the plan is based on logical deductions, the plan will generally work.

SUMMARY

4.26 It is essential that prior to taking any action and committing searchers to an operation, an appreciation is conducted identifying the most appropriate plan for the conduct of the operation.

CHAPTER FIVE

SEARCH PLANNING AND ASSESSMENTS ASSESSMENTS

GENERAL

5.01 It is important for the Search Commander to make assessments of the situation relating to the missing person, as soon as possible after receiving significant information. These assessments will prevent any of the following errors being made:

a. a search operation being too slowly implemented due to lack of appreciation of the missing person's life and death situation;

b. a search operation which is terminated prematurely because it is falsely assumed that the missing person could not have survived; or

c. a search operation which is conducted in too small a search area because of a lack of knowledge related to the missing person's mobility.

ASSESSMENTS

5 02 Search assessments relate to.

a. missing person's Time Frame for Survival (TFFS),

b. period of that person's mobility;

c. search area; and

d. search area time.

TIME FRAME FOR SURVIVAL

5.03 The Time Frame for Survival (TFFS) is an assessment of the minimum and maximum period the missing person is likely to live whilst lost. To make an accurate assessment, the following factors must be considered:

a. **Wind Chill** - Figure 5:1 shows the method for assessing the relative temperature based upon the wind velocity on the chart. This relative temperature can then be used directly with the hypothermia survivability graph.

WIND SPEED (k/hr)	ACTUAL THERMOMETER READING °C										
	10	4	-1	-7	-12	-18	-23	-29	-34	-39	-44
	EQUIVALENT TEMPERATURE °C										
CALM	10	4	-1	-7	-12	-18	-23	-29	-34	-39	-44
8	9	3	-3	-9	-14	-21	-26	-32	-37	-43	-48
16	4	-2	-9	-16	-23	-29	-35	-43	-49	-55	-62
24	2	-6	-13	-21	-27	-37	-42	-49	-56	-63	-71
32	0	-8	-16	-23	-31	-39	-46	-53	-61	-69	-76
40	-1	-9	-18	-26	-33	-41	-49	-57	-65	-73	-81
48	-2	-11	-19	-27	-35	-43	-51	-60	-68	-76	-85
56	-3	-12	-20	-28	-36	-44	-53	-62	-70	-78	-87
64	-4	-13	-21	-29	-38	-46	-54	-63	-71	-80	-88

LITTLE DANGER TO PROPERLY CLOTHED PERSON

INCREASING DANGER

GREAT DANGER

DANGER FROM FREEZING OF EXPOSED FLESH

Figure 5:1

b. **Hypothermia** - Figure 5:2 shows the range of days for fatal exposure or hypothermia survivability in days for a given temperature. The information is based on a 25 year old male wearing the equivalent of a suit.

HYPOTHERMIA SURVIVABILITY

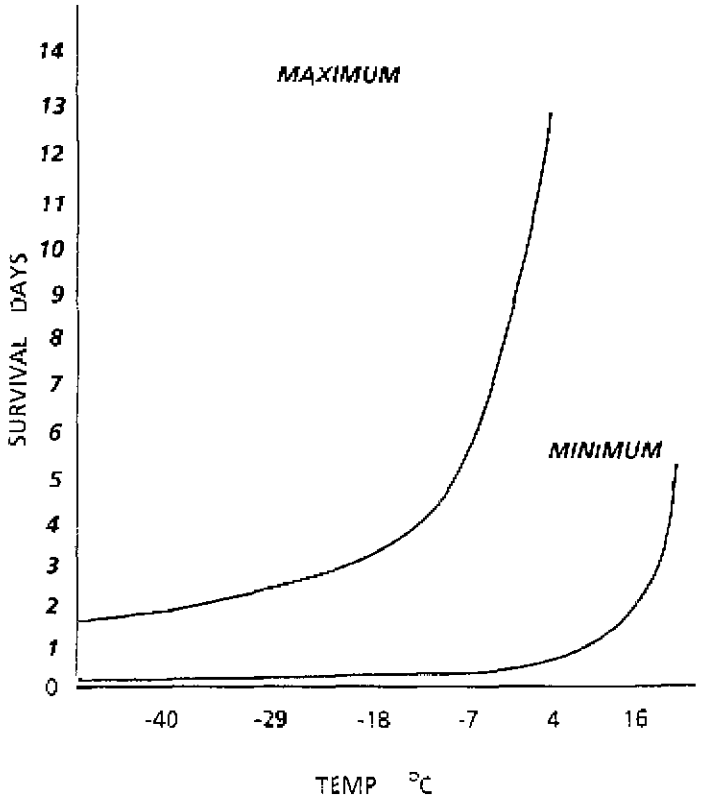


Figure 5:2

c. **Wet Chill** - Figure 5:3 shows wet chill survivability. Accidental hypothermia resulting from wet chill is the most dangerous and commonly fatal weather hazard. Essentially, wet chill is the wetting of the missing person in cold and windy weather. The result is a significant decrease in that person's ability to survive.

WET CHILL SURVIVABILITY

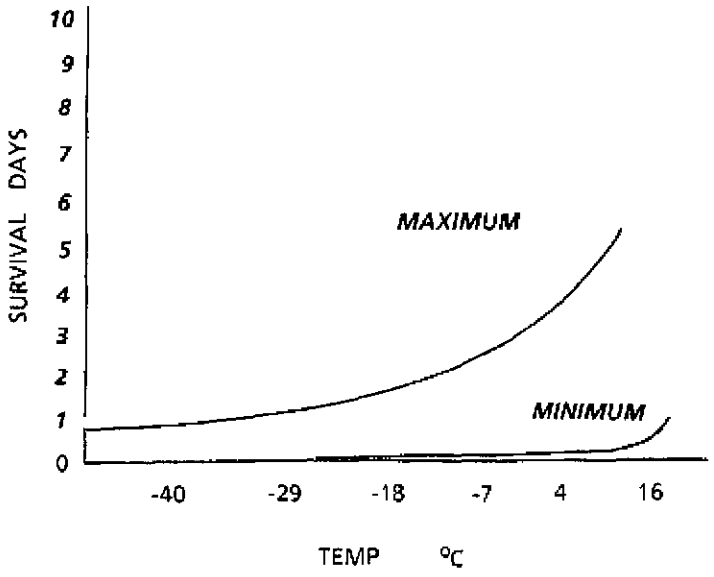


Figure 5.3

d. **Water Immersion** - Figure 5:4 shows water immersion survivability. The possibility of water immersion can bring rapid, fatal results if the water temperature is low or the immersion duration long. For this reason, searchers must treat cold water areas such as streams, lakes, dams as significant danger to the missing person.

WATER IMMERSION CHART

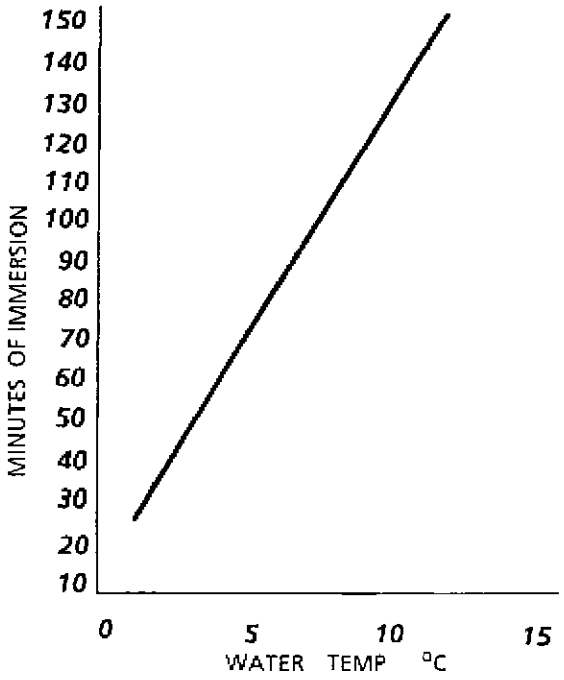


Figure 5:4

e. **Hyperthermia** - Figure 5:5 and 5:5A show expected desert survivability. If the missing person's body temperature rises above 42°C, the average person will die.

EXPECTED DESERT SURVIVAL (SURVIVOR STATIONARY)

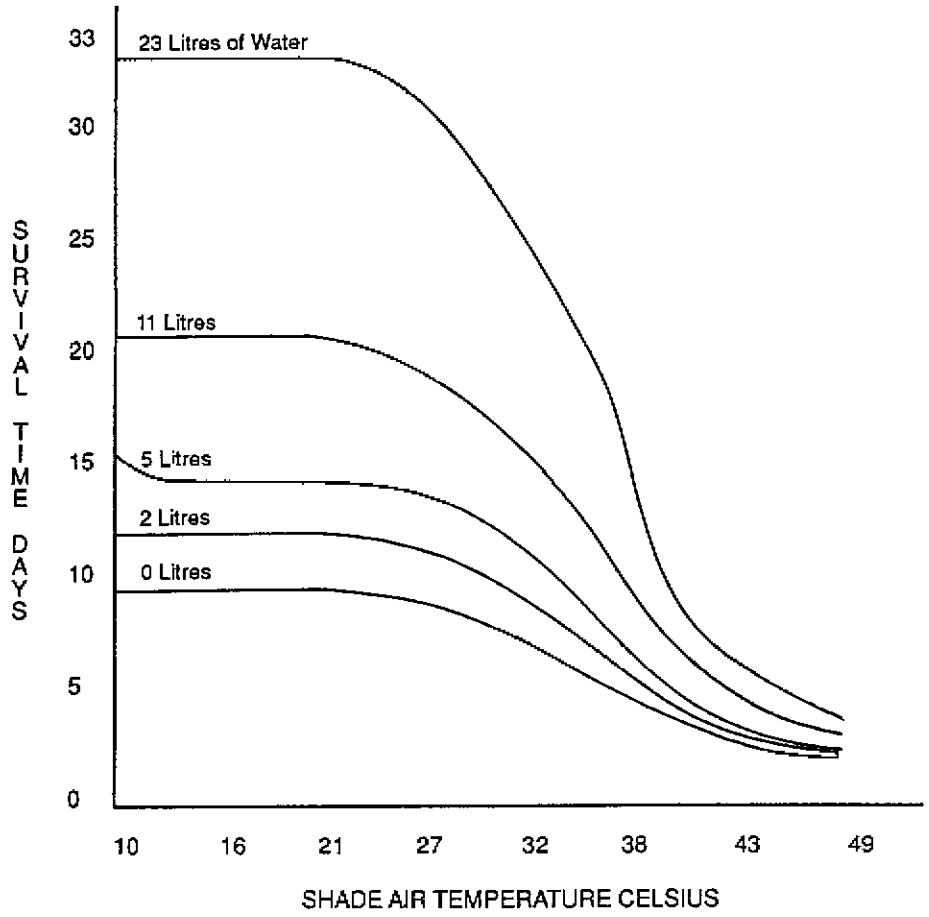


Figure 5:5

EXPECTED DESERT SURVIVAL (SURVIVOR NIGHT WALKING)

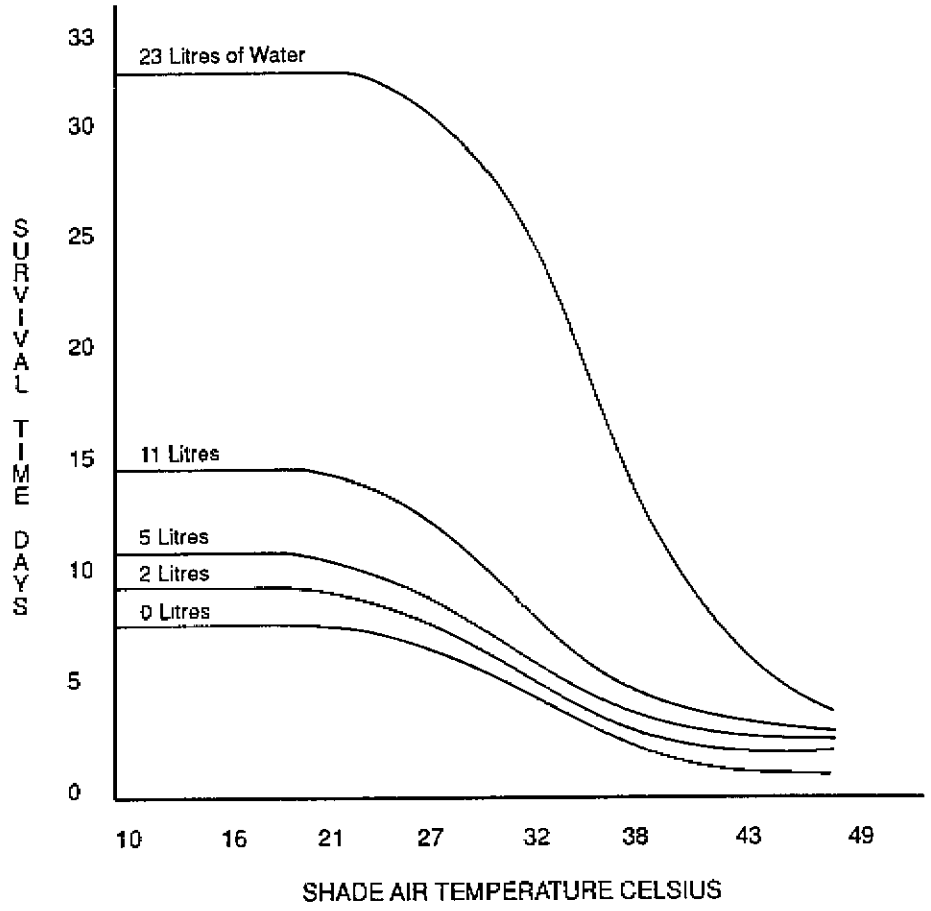


Figure 5:5A

f. **Dehydration** - Figure 5:6 shows water requirements for survival.

MAX TEMP IN SHADE DEGREES C	QUANTITY OF WATER AVAILABLE					
	NO WATER	1L	2L	5L	11L	23L
	EXPECTED DAYS OF SURVIVAL					
50	2	2	2	2.5	3	4.5
43	3	3	3.5	4	5	7
38	5	5.5	6	7	9.5	13.5
32	7	8	9	10.5	15	23
26	9	10	11	13	19	29
21	10	11	12	14	20.5	32
18	10	11	12	14	21	32
10	10	11	12	14.5	21	32

Figure 5:6

PERIOD OF MOBILITY

5.04 Figures 5:7 and 5:8 show the periods of mobility for hypothermia and wet chill The period of mobility or time to confinement since missing are used to assess the maximum distance a missing person could travel which will, in turn, dictate the size of the overall search area. An assessment of the period of mobility can be made from these graphs. or by assuming a mobility period of 2/3 the missing person's TFFS.

HYPOTHERMIA MOBILITY

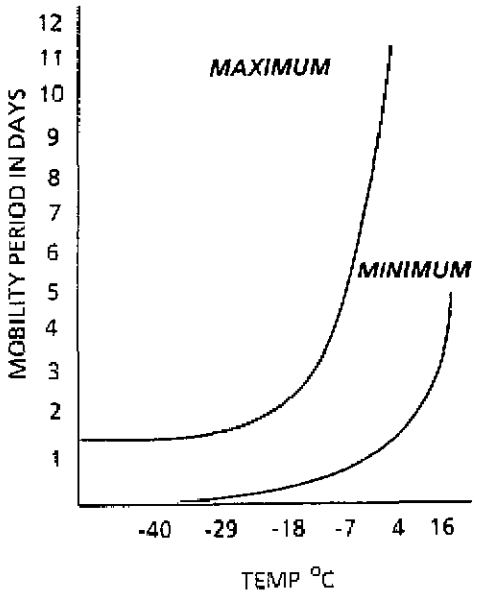


Figure 5:7

WET CHILL MOBILITY

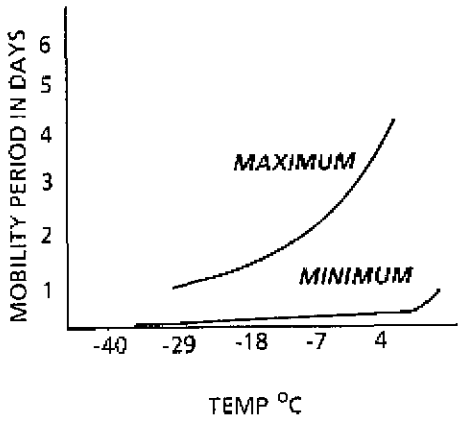


Figure 5:8

SEARCH AREA

5.05 The determination of the search area is calculated by plotting the distance travelled from the last confirmed siting of the missing person (point last seen) in a straight line to the extremity and marking the map accordingly Search areas are regarded in two separate categories:

a. possible search area; and

b. probable search area.

5.06 **POSSIBLE SEARCH AREA**

Possible search area is the simple mathematical calculation of the elapsed time (T) multiplied by the speed of travel (S). This provides the maximum radius of the search area from the last confirmed location.
Possible Search Radius = T x S

Example: 4 hours x 5 km/hr = 20 km
To calculate the possible search area, the area of a circle formula (pi x r2) is used.

In the above case, the possible search area is.

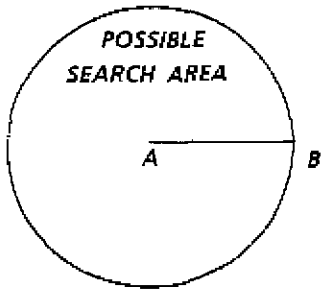
pi (3.14) x r2 (20km x 20km) = 1256 sq km;

clearly, an enormous amount of ground to be covered.

5.07 The possible search area is usually too large to be considered as the search area but a knowledge of the extent and boundaries may be of use when assessing intelligence on the missing person, particularly sightings or clues. The possible area found must be modified according to the expected speed of travel over the ground by the person. This speed will vary depending on the type of country traversed and the general physical capabilities of the missing person. The following table provides some indication of average travelling speeds of a reasonably fit person carrying a medium weight. (Naismith's Rule)

Speed	Terrain
5km per hour	Easy going over open country.
3km per hour	Easy scrambling over rocky ground.
1 to 1.5 km per hour	Difficult going through thick scrub, heavy sand or snow.

And, for every 500 metres up or 1000 metres down, add one hour; for every five hours travel, add one hour for fatigue.



A LAST CONFIRMED LOCATION

A-B POSSIBLE SEARCH RADIUS

Figure 5:9

5.08 PROBABLE SEARCH AREA

Once the possible search area has been defined, the actual area can be reduced by the evaluation of the factors which may lessen the distance travelled by the missing person. Assuming that the direction of travel is not known, it is possible from information obtained from friends, relatives and others who have recent knowledge of the person(s) to apply certain factors. These are:

a. age and sex of the missing person(s);

b. physical condition of the missing person(s);

c. experience in the area and general outdoor ability of the missing person(s);

d. weather; and

e terrain.

5.09 Bearing the above factors in mind and taking account of the terrain, the actual area which will need to be searched can be reduced to the probable search area. Reliable local knowledge can play an important part in the assessment of the probable search area.

5.10 Certain terrain features may assist in reducing the search area to only a sector of the original circle of the possible search area. For example, features which cannot be crossed or only crossed with difficulty, (fast flowing rivers, gorges, cliffs, shorelines or very dense scrub) can significantly limit the area which must be searched. The probable search area may be only a fraction of the possible search area when map information and local knowledge is applied as illustrated in the diagram (Figure 5:10).

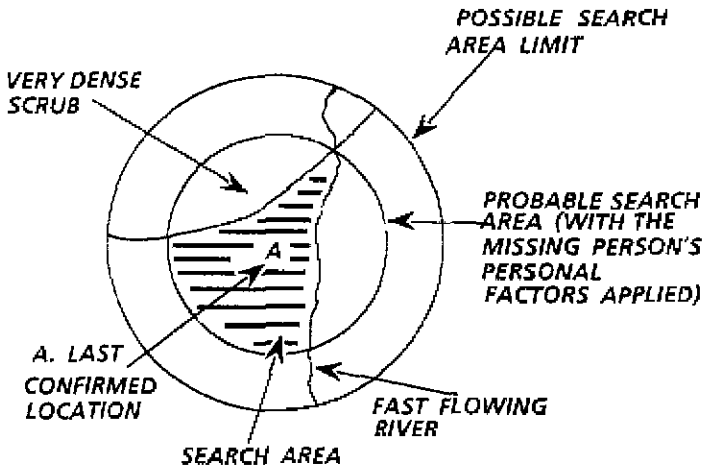


Figure 5:10

5.11 If the direction of travel is known from sighting or known intentions, or possibly as a result of clues found, the problem of deciding on the search area is reduced. This however, cannot always be relied upon as intention may have changed and the ability to maintain constant direction without regularly consulting an outside reference such as the sun or a terrain feature is difficult for the untrained.

SEARCH AREA TIME SCALE

5.12 The total search area time scale may be plotted to give a clear picture of the situation and the time by which the missing person must be found. Figure 5:11 illustrates the search area time scale.

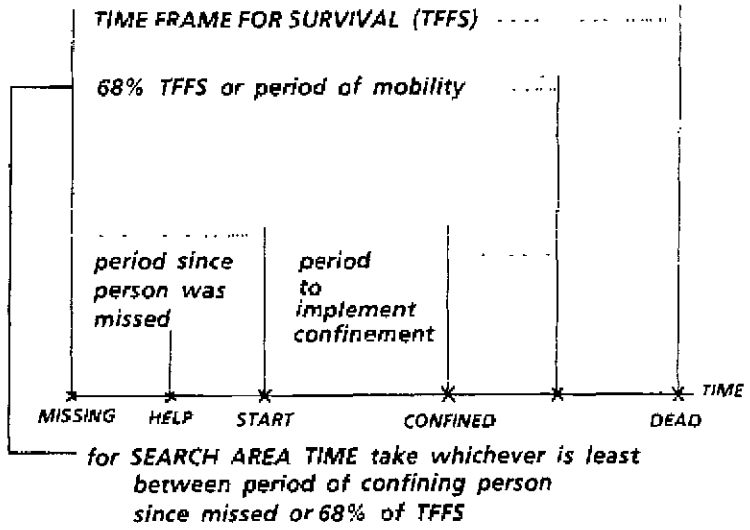


Figure 5:11

Example:

1. Missing - Person missing 1600 hrs day 1.
2. Help - Authorities notified 0700 hrs day 2.
3. Start - Search teams arrive 1300 hrs day 2.
4. Confined - Area confined 0800 hrs day 3.
5. Dead - Person's TFFS is 72 hrs; must find by 1600 hrs day 4.
6. Mobility Period - Approximately 2/3 TFFS.

SUMMARY

5.13 It is important for the Search Commander to consider all the factors described in this Chapter, along with information obtained about the missing person(s) prior to planning the search.

CHAPTER SIX

ORDERS, BRIEFINGS AND DEBRIEFINGS

GENERAL

6.01 No matter how detailed an operation plan may be, the actual operation will have little chance of success unless the orders produced to activate the plan are:

a. correctly prepared;

b. produced as a comprehensive briefing so that those who are to implement the plan understand their task; and

c. re-examined as a result of information gained from a debriefing at the conclusion of the operation to decide if the plan was adequate, and if not, what further training or techniques were required.

ORDERS

6.02 Orders are the method by which the plan is conveyed to those required to carry it out.

6.03 Orders must:

a. be accurate;

b be brief but clear;

c. contain all necessary information;

d be capable of being actioned; and

e be received in time to be acted upon.

6.04 **LAYOUT OF ORDERS.**

Orders need to follow a logical sequence to ensure all aspects of the plan are covered. To achieve this, orders are divided into five main headings:

a. Situation

b. Mission

c Execution

d. Administration and Logistics

e. Command and Communications

By employing the first letter of each heading, the catch word SMEAC is derived.

6.05 SITUATION (WHAT HAS OCCURRED)

This gives the background of events in sequence (what has happened, what is happening) and gives general details on the teams that will be employed. This may include:

a. **Person/Object** - Relevant details regarding the missing person or object.

b. **Topography** - A general description of the search area using maps, sketches, air photographs, sand models etc.

c. **Other Search Teams Operating** - The teams which share search boundaries with your area:

(1) identification; and

(2) other relevant information as applicable;

d. **Additional Resources Available for the Operation:**

(1) aircraft-fixed wing and helicopters (if helicopters are available for support, give locations of known landing points in the search area);

(2) vehicles;

(3) dogs;

(4) horses; and

(5) trackers.

e. **Own Resources** - Particularly important when briefing search teams, from other areas, who are not familiar with your procedure. Should include names of key personnel, layout of headquarters, medical and welfare facilities etc.

6.06 MISSION (WHAT THE TASK IS)

The mission is a clear concise statement of the task. It should begin with: 'Our mission is to .....'. This statement should be only one sentence long and needs to be repeated so that teams are sure of their task.

6.07 EXECUTION (HOW THE TASK IS TO BE ACCOMPLISHED)

This begins with an outline description of how the task is to be conducted, immediately followed by a detailed description of the roles and tasks of each team. To ensure that no relevant points are missed, these sub-headings should be used:

a. **General Outline** - This is a short description of the overall conduct of the operation so all teams involved are aware of the broad picture; eg. 'The search will be conducted in the areas shown and will involve six teams. Four teams will be employed in the initial search and two will be held in reserve. Should there be no result in this area, the search will be expanded.'

b. **Detailed Roles and Tasks** - Each team will be given all the relevant instructions required so that the team may perform the allocated tasks:

(1) Role - A general statement is required, eg. 'Team One will be searching the area marked A on the map.'

(2) Tasks - This should be used only where there is a requirement for a team to perform other tasks not described under its role; eg. 'Team One, in addition to searching your allocated area, you will act as a radio relay between other search teams and this headquarters as required.'

c. **Method** - It may be necessary to explain how the role will be performed; eg. 'Team One, it is suggested that the creeping line ahead search method would prove suitable. Commence at the junction of the road and wire fence at (grid reference, and/or description), search to the north so as to finish at this point (grid reference and/or description). Pay particular attention to any heavy cover or heavily grassed areas, make sure the boundaries of each sweep are clearly marked.'

d. **Boundaries** - If boundaries are to be employed by search teams, they must either:

(1) be clearly defined physical features (roads, fences, power lines); or

(2) be marked by the teams as they progress.

e. **Special Equipment** - This will apply to special items allocated to specific teams, (details of equipment common to all should be detailed under the administration and logistics heading).

f. **Co-ordinating Instructions** - These are the details common to all teams by which the Field Search Controller maintains control of the operation:

(1) All timings should be given in this block. If the operation is to proceed by phases or teams are to commence their tasks at differing times, this is where such timing should be specified.

(2) Movement Navigation Details:

(a) to and from start/finish point;

(b) what routes will be employed,

(c) what method of transport will be employed (by foot, vehicle, aircraft, etc.), and

(d) any specialised transport arrangements such as helicopter, to include landing and pick up zones.

g. **Action if . . . .**

(1) the operation is terminated before the planned finish time;

(2) the person is found uninjured;

(3) the person is found injured;

(4) the person is found dead;

(5) a team member becomes injured; or

(6) a team member becomes lost.

h. **Medical Casualty Evacuation** - This details the procedure to be adopted for both team members and the missing person(s).

6.08 ADMINISTRATION AND LOGISTICS (WHAT SUPPORT WILL BE PROVIDED AND HOW?)

a. **Food and Water** - If a meal will be provided before commencement (where and when). If water is to be carried by participants, how long it will be required to last.)

b. **Re-supply** - If re-supply of food, water or equipment in the field is planned, what the arrangements will be.

c. **Dress and Equipment** - Directed initially at the individual member, then for the team (team items include first aid kits, stretchers, maps, compasses or any other equipment to be carried within the team).

6.09 COMMAND AND COMMUNICATIONS (WHO WILL BE IN CONTROL AND HOW THE COMMUNICATIONS SYSTEM WILL FUNCTION?)

a. Where the headquarters is located.

b. Who is in charge of specific tasks and command structure.

c. **Communications:**

(1) radio net diagram;

(2) type of radio to be employed:

(3) primary and secondary frequencies,

(4) call signs;

(5) radio net establishment times;

(6) situation reports/radio schedule times;

(7) code words (if situation requires):

(8) method of notifying the conclusion of, or change to operation; and

(9) synchronisation of watches.

Other methods of communicating in the field apart from radios may be employed. No matter what system is selected, all details must be given to ensure the effective functioning of the system.

BRIEFING

6.10 The presentation of the briefing is of vital importance to the success of the proposed operation. A perfectly sound, well thought out and workable plan can be destroyed as a result of a poor briefing.

6.11 The briefing is the vehicle by which the orders are conveyed to the participants.

6.12 There are two distinct parts to a briefing:

a. the preparation; and

b. the conduct

PREPARATION

6.13 Experience has proven that the selection of the best possible venue, and the use of suitable aids will enhance the value of the briefing.

6.14 PRESENTATION

The credibility of the briefing officer and the orders can be diminished if the briefing officer fails to project a professional approach.

6.15 VENUE

The selection and preparation of the best venue available is vital for the delivering of information and retaining attention.

6.16 LOCATION

a. Large enough to accommodate all attendees comfortably.

b. Open to authorised personnel only.

c Identified as a briefing area so that seating and display arrangements may be laid out in advance. This area may also function for media,public relations briefings.

d. Situated so there is minimum distraction by outside activities.

6.17 LIGHTING

Adequate lighting needs to be provided so that all present can see displays clearly and can take notes.

6.18 WEATHER PROTECTION

Where possible, the briefing should be held in a covered location where protection from wind, rain or sun is provided. In field conditions, efforts should be made to ensure that the area is as protected as the circumstances allow.

6.19 SEATING ARRANGEMENTS

Attendees should be seated in the same numerical order as they will be mentioned in the briefing, thereby enabling the briefing officer to address specific individuals as required.

6.20 BRIEFING AIDS (AVAILABILITY/USE)

a. **Maps** - A map will be required to show Team Leaders their areas of responsibilities and their relationship to other teams and activities. These may range from a topographical map to a map scratched on the ground. In any case, do not clutter the map with unnecessary detail. If possible, copies of the map should be provided to Team Leaders for their own reference and their subsequent briefings of their teams. If maps are not provided, time needs to be allowed at the end of the briefing for Team Leaders to make copies of their relevant sections.

b. **Models**

(1) Map models take a long time to prepare and are generally of little use.

(2) A model figure similar in stature and dress to the missing person may be useful in some circumstances.

c. **Photographs** - Attempt to obtain a recent photograph and circulate copies to searchers. If employing aerial photographs, ensure that those interpreting them are competent in their use. This style of photography may be very confusing to the uninitiated.

d. **Display boards/chalk boards** - One of the most useful aids is the display/chalk board. If information is to be displayed using this system, ensure that it is kept out of sight until required. When the board is produced, ensure that it can be seen by everybody. To gain the most advantage from this medium, coloured chalks or pens should be used to highlight the display so as to make it as clear as possible. The briefing officer should explain clearly the information displayed.

CONDUCT

6.21 Once having prepared the venue and aids, the briefing must be conducted in such a manner that the briefing officer controls the activity.

6.22 SEQUENCE

To ensure the briefing flows smoothly, observe this sequence:

a. **Introduction** - The briefing officer should thank all for attending, and introduce him/herself. State his/her position and operational role. State the content of the briefing.

b. **Visibility** - Ensure that all present can see the briefing officer, and any aids used.

c. **Notes** - Ensure that everybody present has writing materials, and is prepared to take notes (writing materials should be on hand).

d. **Maps** - Maps should be issued before the start of the briefing so that they may be marked or referred to as the briefing proceeds.

e. **Questions** - Stipulate that there will be no questions or interruptions during the conduct of the briefing and that time will be made at the end for any questions. Regardless of circumstances, time must be allowed at the end for questions and answers.

f. **Topography** - Before the briefing, it is necessary to describe the area where the teams will be operating. Ensure that all present can identify this location and can orientate themselves to the ground. The briefing officer should then explain all features relevant to or likely to effect the plan, including:

(1) the terrain in the area;

(2) difficulties in travel;

(3) possible hazards; and

(4) any other similar related information. Control features, such as start and finish points and boundaries, should be highlighted.

6.23 ISSUING ORDERS

To ensure that orders are presented in a logical, detailed manner;

a. utilise the SMEAC system;

b. read from prepared, sequentially numbered pages;

c. present the orders at a speed which enables attendees to write down pertinent information; and

d. repeat the mission and all grid references to ensure clarity.

6.24 SYNCHRONISATION OF WATCHES

This should occur before taking questions

6.25 QUESTIONS (FROM THOSE BRIEFED)

To maintain control, it should be indicated that questions will be taken after a nominated period, eg. 5 minutes. Then, the briefing officer should ask each Team Leader in turn, if there are any questions and then provide the answers.

6.26 QUESTIONS (TO THOSE BRIEFED)

Check that the briefing has been assimilated by directing questions to the Team Leaders about roles, tasks, boundaries, timings, call signs and other relevant information. The briefing officer should then indicate that the briefing has concluded and all participants may carry out their allotted tasks. Time should be allowed for Team Leaders to conduct a briefing of their team prior to commencing the search.

DEBRIEFING

6.27 No matter how simple or complex the operation may be, it cannot be concluded until a debrief has been conducted

6.28 This is the primary method employed to assess the effectiveness of the plan, and for Team Leaders to assess their own conduct.

6.29 Depending on the size of the activity and or the number of participants, there may be different types of debriefings:

a. At the end of each phase of the operation. This is to update information and revise plans for subsequent phases.

b. By the leaders of individual teams to determine the effectiveness of their training and or operating procedure and the conduct of their allotted tasks.

c. A debrief by the Controller of everyone involved in the conduct of the operation prior to the conclusion.

d. After the initial information has been analysed and the control element has had time to study all the records and data relevant to the activity.

6.30 Provided the debrief is conducted correctly, many valuable lessons may be learnt which may be applied to the conduct of the immediate operation and may be incorporated into future plans and procedures. A poorly conducted debrief may not only fail to achieve its aim, but also have negative effect on those participating.

6.31 **CONDUCTING THE DEBRIEF**

The points discussed in briefing are just as relevant in debriefing. However, the debriefing officer needs to do the following:

a Control the debrief and not allow it to degenerate into a witch hunt.

b. Stress that the aim of the debrief is to examine the operation to determine what went right, what went wrong, and why?

c. Address specific questions, such as:

(1) accuracy of maps:

(2) terrain;

(3) suitability of search method:

(4) effectiveness of communication system:

(5) resupply; and

(6) any other related subjects;

d. Identify good points and make special mention of them. People prefer to be praised rather than criticised. No matter how often it is stressed that the debrief is not a witch hunt, somebody will believe that they are being criticised, either personally or on behalf of the organisation they represent. Be aware that this will occur.

e. Seek comments from the those being debriefed. Once the major points have been identified, ask for any comments. Maintain control by employing the same system as that used during the briefing. Stress that the information being sought is constructive criticism that will be employed to improve the conduct of operation in the future.

f Take written notes. Not only does this ensure that all points are recorded for future use, it will also allow those being debriefed to observe that a genuine effort has been made. Further comments may not be forthcoming unless it is noted that relevant points are recorded

g. Read out a summary of the points discussed to confirm that they have all been addressed.

h. Issue confirmatory notes to all organisations detailing all points discussed and what actions need to be taken.