



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
WASHINGTON, D.C. 20314-1000

CECW-CO/CEHR-Z

MAY 15 2006

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS AND
DISTRICT COMMANDS

SUBJECT: Critical Incident Stress Management in the U.S. Army Corps of Engineers

1. I am pleased to announce that I have authorized the Critical Incident Stress Management (CISM) Program to be implemented nationwide, on an optional MSC basis, within the U.S. Army Corps of Engineers. I have personally seen the benefits of this program during the recent Katrina and Rita relief efforts, and I want to expand this program Corps-wide for the benefit of all team members.
2. Human Resources and Operations have been designated co-proponents for this program in Headquarters, and Southwestern Division has been designated as the National Operating Center (NOC). Under separate memorandums, the NOC will be providing additional participation information, requesting subject matter experts for the program management team and nominations for peer supporters from each participating MSC. Critical Incident Stress Management training and certification will be funded by the NOC during the implementation to help ensure the highest standard of care for our employees.
3. Critical Incident Stress Management is a peer-driven stress management program that combines pre-crisis preparation, stress education and post-event response to help people recover more quickly from abnormally stressful job-related incidents and trauma, collectively known as "critical incidents." Many of our team members respond to critical incidents such as public drownings, boating accidents and civil disasters. More information on CISM can be found on the enclosed CISM NOC Charter on the Natural Resource Management Gateway <http://corpsslakes.usace.army.mil/employees/cism/cism.html>.
4. Critical Incident Stress Management has been used very successfully since 2002 in the Southwestern Division in response to many local incidents and was instrumental in providing mission support during the recent hurricane relief efforts. A Project Delivery Team (PDT) was chartered in 2003 to establish a national model CISM program. The PDT developed Standard Operating Procedures and Policies, which were sent to all MSC commanders last May for review and comment. After careful consideration, many of the comments were included to further improve and modify the program so that it may better meet the needs of all our Corps employees.
5. I fully support making the CISM program available to all of our Corps team members. It is an excellent example of how we, the Corps Family, can help take care of our own people.

Encl

A handwritten signature in black ink, appearing to read "Carl A. Strock".

CARL A. STROCK
Lieutenant General, USA
Commanding

CHARTER
CRITICAL INCIDENT STRESS MANAGEMENT PROGRAM
NATIONAL OPERATIONS CENTER

1. **Background** - The U.S. Army Corps of Engineer's Strategic Vision addresses the full spectrum of missions essential to serving the Nation. Many of these missions require that employees be exposed to incidents, accidents, fatalities and large-scale disasters. Whether under conditions or events of peace, natural disaster, or war-fighting, employees may experience unusually strong physical or emotional reactions to events that may interfere with their ability to function after the occurrence. Such incidents are called critical incidents. The U.S. Army Corps of Engineers (USACE) Critical Incident Stress Management (CISM) Program is a comprehensive program developed to help employees minimize the impacts of stress and to assist those who are adversely affected by critical incidents recover more quickly from their normal reactions to abnormal events.
2. **Mission** - The mission of the National CISM Program is to provide education, support, and assistance to USACE employees for incidental or cumulative critical incident stress experienced in the performance of their jobs and/or in the event of major civil emergencies, natural disasters, or civilian deployment to war zones. The program will utilize the critical incident stress management model as advocated by the International Critical Incident Stress Foundation (ICISF), and developed by Jeffery Mitchell, Ph.D. and George S. Everly, Ph.D.
3. **National Operations Center Assignment** - The **Southwestern Division**, due to its extensive experience and expertise, will implement and manage the U.S. Army Corps of Engineers CISM Program as outlined in the CISM Standard Operating Procedures and Policies and function as the CISM National Operations Center (NOC). The Southwestern Division will house the day to day operations of the National CISM Program and also support the CISM Program Board of Directors (BOD).
4. **Headquarters' Proponent Advocates**
 - 4.1. Headquarters Operations
 - 4.1.1. Ascertains funding needs from the program Board of Directors and secures annual centralized funding for the National Operations Center functions.
 - 4.1.2 Coordinates and facilitates information flow between Headquarters and the NOC.
 - 4.1.3 Provide a Subject Matter Expert for the CISM BOD.

4.1.4 Acts as a Headquarters proponent to provide subject matter expertise and recommendations for other members of Corps leadership that are involved in the activation of CISM services for civil disasters under Federal Emergency Management Agency (FEMA) mission assignments.

4.2. Headquarters Human Resources

4.2.1. Provide endorsement of the program as a dual proponent at HQUSACE.

4.2.2. Provide a Human Resources subject matter expert for membership to the CISM BOD.

4.2.3. Facilitate coordination between the Corps Employee Assistance Programs and the Corps CISM program.

4.2.4. Acts as a Headquarters proponent to provide subject matter expertise and recommendations for other members of Corps leadership that are involved in the activation of CISM services for civil disasters under FEMA mission assignments.

5. **CISM Board of Directors** – Overall program oversight will be under a Board of Directors comprised of subject matter experts representing all participating major subordinate commands and Headquarters. The role of the BOD is to establish the strategic direction and operational goals of the National Operations Center. The BOD is also charged with program budget development and monitoring of program performance and accomplishments and will provide and maintain a specific program standard of care. The BOD has the authority to recommend amendments to the Charter as required. The program will also retain and receive contractual consultation from professional member(s) of the ICISF to maintain “standard of care” integrity.

5.1. Board of Directors Composition

5.1.1. Co-Program Managers (2)

5.1.2. MSC Subject Matter Experts (8)

5.1.3. Corps Chaplain (1)

5.1.4. HQ Emergency Support Function (ESF) #3 Subject Matter Expert (1)

5.1.5. HQ HR Subject Matter Expert (1)

5.1.6. HQ Ops Subject Matter Expert (1)

5.1.7. ICISF Contract Consultant

6. **Board of Directors Roles and Responsibilities**

6.1. Co-Program Managers

6.1.1. Direct daily operations of the National Operations Center.

6.1.2. Serve as subject matter experts for all MSCs and Headquarters.

6.1.3. Coordinate deployments of Critical Incident Response Teams (CIRT) at the request of the USACE Operations Center (UOC) for FEMA missions assigned to the Corps.

6.1.4. Formulate annual budget and program requirements for upward submission.

- 6.1.5. Oversee record maintenance for training, peer supporters, and deployments.
- 6.1.6. Oversee periodic upward reporting of program performance and effectiveness as needed.
- 6.1.7. Produce an annual report outlining the program's activities and performance to the HQ program proponents.
- 6.1.8. Oversee the need for periodic training and program maintenance.
- 6.1.9. Provide oversight for the development of centralized informational and educational turnkey products that may be distributed to various MSC's employee intranet sites, publications and media.

6.2. MSC Subject Matter Experts (One per MSC)

- 6.2.1. Serve as subject matter expert to MSC commanders.
- 6.2.2. Evaluate and constitute CIRT response teams for local level critical incident deployment.
- 6.2.3. Provide reports to program manager regarding local CIRT deployments.
- 6.2.4. Assist the program manager(s) with record maintenance for training, peer supporters, program budget needs and deployments.
- 6.2.5. Assist with the centralized development of CISM informational and educational products and distributed out through various employee intranet sites, publications, and media.
- 6.2.6. Assist the program managers with the compilation of program data for purposes of annual reporting.

6.3. Corps Chaplain

- 6.3.1. Provides consultation to BOD members and HQ command staff as a subject matter expert.
- 6.3.2. Supports response teams.
- 6.3.3. Provides spiritual support for requested one-on-one interventions.
- 6.3.4. Participates in defusing, debriefings, and other interventions as outlined in the ICISF "standard of care."

6.4. HQ ESF#3 Subject Matter Expert

- 6.4.1 Serves as an ESF#3 subject matter expert regarding FEMA mission assignments and incident command issues for related CISM deployments.
- 6.4.2 Serves as a liaison between the CISM BOD and Homeland Security.

6.5. HQ HR Subject Matter Expert

- 6.5.1. Serves as a liaison between the CISM BOD and HQ HR.
- 6.5.2. Participates as HR subject matter expert for the CISM BOD.
- 6.5.3. Assists the CISM BOD with "standard of care" maintenance and integrity.

6.6. ICISF Contract Consultant

- 6.6.1. Provides oversight and consultation as a contract mental health professional regarding ICISF CISM “standard of care” and quality assurance issues.
- 6.6.2. Provides training recommendations to the CISM BOD.
- 6.6.3. Provides periodic training.
- 6.6.4. Provides an annual program evaluation.
- 6.6.5. Provides additional team support references.

7. Summary - All aspects of the CISM program support the Corps to be one team “Relevant, Ready, Responsive, and Reliable”. As LTG Carl A. Strock stated, “As we move forward, we will be one team focused on taking care of our people. This includes leaders ensuring employees have the right tools and meaningful work in a safe environment. It also includes teammates taking care of each other and employees living a healthy and balanced lifestyle”.

8. CISM Program Contacts:

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