Critical Incident Stress Management (C.I.S.M.)

Interim Operations Manual

UNITED STATES ARMY CORPS OF ENGINEERS

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Mission Statement

T he mission of the 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 military contingencies.

Introduction

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 or war-fighting, employees may experience unusually strong physical or emotional reactions to events that may interfere with his or her ability to function after the occurrence. Such incidents are called critical incidents. The U.S. Army Corps of Engineers Critical Incident Stress Management (CISM) program is a comprehensive program being developed to help employees minimize the adverse impacts of stress and to assist those who are adversely affected by critical incidents recover more quickly from their normal reactions to abnormal events.

Commanders are responsible for the well being of their personnel and operational readiness of the command. Missions may require personnel to perform duties in harsh environments and in the face of great human tragedy and suffering. Personnel may experience stress, frustration, and empathy with those involved in a traumatic incident. Individual responses to these incidents should not be discounted or repressed. The strategy implying "you'll get used to it" or "it comes with the job" is ineffective to help personnel cope or to optimize employee job performance. Unmitigated stress can lead to burn out, post-traumatic stress disorder (PTSD), substance abuse or other personal and mental health problems. These disorders adversely affect the ability of personnel to perform their jobs and may cause domestic difficulties.

Responses to stress may be immediate and incident specific, or they may be delayed for a period of time after an incident. Additionally, they may be cumulative, building up over a long period of time and be the result of exposure to many individual incidents. A large range and combination of factors can affect an individual's response to stress. Such factors include individual personal qualities, past experiences, and the availability of resources for intervention. CISM can proactively educate members about stress and stress management prior to their exposure to traumatic or catastrophic events. The program is also

reactive in that it activates CISM team members during and after critical incidents in order to provide emotional support and professional referrals for those impacted by the events.

This is the Operations Manual for strategic and proactive deployment of the U.S. Army Corps of Engineers CISM program. It should be used to guide Commanders in fully implementing and utilizing all CISM and Peer Support Programs. This document provides commanders with a tool to help build a team skilled in helping personnel to cope with the stresses that are often associated with critical incidents.

Background

A critical incident has been defined by Jeffery Mitchell, Ph.D., as, "Any situation faced by personnel that causes them to experience unusually strong emotional reactions which have the potential to interfere with their ability to function either at the scene or later... All that is necessary is that the incident, regardless of the type, generates unusually strong feelings in the personnel".[1] A critical incident has also been described as any event that overwhelms the capacities of a person to psychologically cope with the incident. USACE CISM 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.. All references herein, to relevant terms or procedures, shall conform to this model unless otherwise stated.

Southwestern Division (SWD) successfully implemented this model in an inter-district CISM program beginning March 2002. Several types of interventions, debriefings and defusings, have taken place due to a dedicated field driven effort. In May 2003 the Chief of Engineers, General Flowers was briefed on lessons learned from the SWD program. A memo, signed in Sept. 2003 (see **Appendix A**) by General Flowers authorized the establishment of a National Project Delivery Team (PDT), subsequently to be under the direction of SWD. In August 2005 the PDT briefed the Chief of Staff and recommended the CISM program be implemented within USACE agency-wide. In May 2006 the Chief of Engineers, General Strock, signed a memo (see Appendix _____) that authorized the CISM program to be implemented nationwide on an MSC basis. In response to this memo, all MSCs except SAD and NWD elected to provide personnel to the program.

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[1]   Mitchell, Jeffery, T.' When Disaster Strikes...The Critical Incident Stress Debriefing Process; <u>JEMS</u>, January, 1983,; pp. 36-39

Definitions

Terms and acronyms used in this Operations Manual are defined in [Appendix F](#) and [Appendix G](#) respectively.

Program Description

An effective CISM Program is designed to educate personnel about the effects of stress, to support the physical and mental health of employees, to facilitate employee's in selecting healthy life choices and options, and to assure that all employees are treated with dignity and respect during crisis situations. This may be accomplished through CISM training, education, interventions, selection of peer supporters, deployment, diffusing, formal debriefing, follow up services, individual consultations, and if necessary, referral to the Employee Assistance Program (EAP).

Education: An aggressive CISM orientation/information effort will be essential in order to successfully introduce and maintain program visibility within the U.S. Army Corps of Engineers. Information may be distributed through manager/supervisor briefings, the Division and District intranet sites, EAP presentations and employee briefings, ranger conferences, and produced media resources. Educational program topic areas should minimally include the following:

> The nature of stress
> Specific job stressors
> Causes of critical incident stress
> Signs and symptoms of stress
> Survival strategies of stress
> The Critical Incident Stress Management Program
> Access to the CISM Program

Core Elements of CISM Interventions: CISM interventions are multifaceted and can be applied to individual, group, or organizational needs.

The following chart describes the versatility of the potential support interventions.

Intervention	Timing	Activation	Target/Focus	Format
Critical Incident Stress Defusing (Defusing)	Post-crises 8-12 hours	Symptom or Event Driven	Mitigation of symptoms. Possible closure. Triage.	Small groups
Critical Incident Stress Debriefing (CISD)	Post-crises 1-2 days 3-4 weeks post-mass disaster	Symptom or event driven.	Symptom mitigation. Facilitate psychological closure. Triage	Small groups
Individual crises intervention 1:1	Anytime	Usually symptom driven.	Symptom mitigation. Return to functioning, if possible or referral if needed.	Individuals
Pre-crises preparation and education	Pre-crises	Anticipation of a crises response.	Target expectations. Improve coping skills and stress management	Groups dealing with emergency operations and mass disasters.
Demobilizations & staff consultations.	Shift disengagement/ Return to normal duty	Event driven	To educate and inform, allow for psychological decompression	Groups dealing with emergency operations and mass disasters
Crises Management Briefing	Post-crises			
Follow-up	Approximately 30 days post intervention for CISD and 1:1	Symptom driven	Access to higher level of care/ Employee Assistance Program	Individuals
Referral Assistance	Anytime	Symptom driven	Enable access to higher level of care/ Employee Assistance Program	Individuals

Program Organization

National Operations Center Assignment - The **Southwestern Division**, because of its extensive experience and expertise, will implement and manage the US 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 Management Team.

CISM Program Management Team –Overall program oversight will be under a Program Management Team comprised of subject matter experts representing all participating major subordinate commands and headquarters proponent advocates. The role of the PMT is to establish the strategic direction and operational goals of the National Operations Center. The PMT is also charged with program budget development and monitoring of program performance and accomplishments. In addition, it will provide and maintain a specific program standard of care.   The PMT has the authority to recommend amendments to the charter and SOP as required. The program will also retain and receive contractual consultation from professional member(s) of the ICISF to maintain "standard of care" integrity.

Headquarters' Proponent Advocates

1) **Headquarters Operations:**
   a) Ascertains funding needs from the Program Management Team (PMT) and secures annual centralized funding for the National Operations Center functions.
   b) Coordinates and facilitates information flow between headquarters and the National Operations Center.
   c) Provide Subject Matter Expert for the CISM PMT.
   d) 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.

2) **Headquarters Human Resources:**
   a) Provide endorsement of the program as a dual proponent at HQUSACE
   b) Provide a Human Resources subject matter expert for membership to the CISM PMT.
   c) Facilitate coordination between the Corps Employee Assistance Programs and the Corps CISM program.
   d) 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.

3) **Program Management Team Composition-**

   a) Co-Program Managers (2)
   b) MSC Subject Matter Experts(per participating MSC)
   c) Corps Chaplain (1)
   d) HQ ESF#3 Subject Matter Expert (1)
   e) HQ HR Subject Matter Expert (1)
   f) HQ Ops Subject Matter Expert (1)
   g) ICISF Contract Consultant (1)
   h) Corps Legal Subject Matter Expert (1)

4) <u>**Program Management Team Roles and Responsibilities:**</u>

   i) Co-Program Managers
      a. Directs daily operations of the National Operations Center
      b. Serves as subject matter experts for all MSCs and headquarters
      c. Coordinates deployments of Critical Incident Response Teams (CIRT) response teams at the request of the UOC for FEMA missions assigned to the Corps.

d. Formulates annual budget and program requirements for upward submission.
e. Oversees record maintenance for training, peer supporters, and deployments.
f. Oversees periodic upward reporting of program performance and effectiveness as needed.
g. Produce an annual report outlining the program's activities and performance to the HQ program proponents.
h. Oversees selection process for peer supporters.
i. Oversees the need for periodic training and program maintenance.
j. 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.

j) MSC Subject Matter Experts (One per MSC)
a. Serves as subject matter expert to MSC commanders.
b. Evaluate and constitute CIRT response teams for local level critical incident deployment.
c. Provide reports to program manager regarding local CIRT deployments.
d. Assists program managers(s) with the peer supporter selection process.
e. Assists the program manager(s) with record maintenance for training, peer supporters, program budget needs and deployments.
f. Assist with the centralized development of CISM informational and educational products and distributed out through various employee intranet sites, publications, and media.
g. Assist the program managers with the compilation of program data for purposes of annual reporting.

k) Corps Chaplain
a. Provide consultation to PMT members and command staff HQ as a subject matter expert.
b. Support response teams.

      c. Provide spiritual support for requested one-on-one interventions.

      d. Participate in defusing, debriefings, and other interventions as outlined in the ICISF "standard of care."

l) HQ ESF#3 Subject Matter Expert

      a. Serves as an ESF#3 subject matter expert regarding FEMA mission assignments and incident command issues for related CISM deployments.

      b. Serve as a liaison between the CISM PMT and Homeland Security.

m) HQ HR Subject Matter Expert

      a. Serves as a liaison between the CISM PMT and HQ HR.

      b. Participates as HR subject matter expert for the CISM PMT

      c. Assists the CISM PMT with "standard of care" maintenance and integrity.

n) HQ Operations Subject Matter Expert

      a. Serves as a liaison between the CISM PMT and HQ Operations.

      b. Participates as Operations subject matter expert for the CISM PMT

      c. Assists the CISM PMT with "standard of care" maintenance and integrity.

o) ICISF Contract Consultant

      a. Provide oversight and consultation as a contract mental health professional regarding ICISF CISM "standard of care" and quality assurance issues.

      b. Provide training recommendations to the CISM PMT.

      c. Provide periodic training.

      d. Provide an annual program evaluation.

      e. Provide additional team support references.

p) Corps Legal Support
    a. Review of program documents for legal sufficiency
    b. Review of program for liability concerns
    c. Support evolution of the CISM program
    d. Maintain legal integrity of the program

Peer Supporter Cadre (PSC) is a select group of individuals who would handle most of the one-on-one contacts as well as other CISM interventions and follow up contacts. Another important duty is to provide stress education to their peers.

Selection of Peer Supporters

Employees interested in serving as peer supporters may apply to the MSC Subject Matter Experts, which is charged with making recommendations to the CISM National Program Management Team. The selection process begins with completion and submission of an application form, which must be signed by the applicant's supervisor and a letter of recommendation from a co-worker in good standing. Peer supporters are to be replaced through attrition. The CISM National Program Management Team which include the MSC Subject Matter Experts will select individuals that are qualified and suited to a highly skilled level of interpersonal communication. Following selection, the peer supporter will serve a minimum one-year probationary period as a trainee/intern. During this probationary period, the trainee/intern will be evaluated by the CISM National Program Management Team and either approved or disapproved for continuance in the program. The trainee will be evaluated on the basis of successful implementation of procedures and practices outlined in this manual and the absence of failure in carrying out the accepted Standard-of-Care outlined in their training.

Due to the need for continuous training and practice, to develop the skills necessary to become an effective peer supporter, length of assignment and service to this program is indefinite, subject to the SOP, team member's

availability, and the mission requirements of his/her job duties. Peer supporters are encouraged to stay active members of the cadre upon job relocation or reassignment within USACE, subject to the approval of the new supervisor.

Revocation or Suspension of Peer Supporter
Membership from the PSC may be revoked by the CISM National Program Management Team, or on advice and recommendation from the program CISM Consultant or trainer. Typically, a decision is rendered after a review of the facts of the event. The following may be considered grounds for revocation or suspension as a peer supporter:
(1)   Breach of confidentiality as outlined in formal training and the standard of care.
(2)   Failure to follow SOP, policies and procedures.
(3)   Providing a CISM response without notification of the MSC Subject Matter Expert.
(4)   Not conforming to the "standard of care" as required in approved training.
(5)   Using one's membership to take advantage of CISM participants (e.g., enhance one's personal social life).
(6)   Failure to be present at an assigned intervention unless an exception is approved.
(7)   Consistent unexcused absences from training/meetings.
(8)   Acting against the direction of the MSC Subject Matter Expert or the National CISM Program Management Team.
(9)   Misrepresenting one's level of training or stated policies and procedures.
(10)   Failure to complete required team paperwork.

Procedures for Disciplinary Action or Grievances
The National CISM Program Management Team shall evaluate any complaint, grievance or other action alleging possible violation of CISM procedures or policies by a CISM team member(s). A complaint should be submitted in writing to the National CISM Program Management

Team or the MSC Subject Matter Expert. The MSC Subject Matter Expert will provide a copy of the complaint or grievance to the member(s) since disciplinary action may be necessary if allegations are confirmed. The member will have the opportunity to respond in writing within five (5) days. The MSC Subject Matter Expert shall file a written report and recommendations to the National CISM Program Management Team within ten (10) days of notification.

Designated members of the National CISM Program Management Team shall meet to discuss the complaint or grievance by phone with the member(s) within seventy-two (72) hours of receipt of the report. The National CISM Program Management Team or the MSC Subject Matter Expert may contact the person or person(s) making the complaint or grievance to obtain further information or clarification. In the event the complaint or grievance alleges that a MSC Subject Matter Expert violated CISM procedures or policies, the MSC Subject Matter Expert will not participate in the disciplinary investigation or evaluation under this section. Other members of the National CISM Program Management Team will write the report, make recommendations and render a decision.

The National CISM Program Management Team will consider the recommendation of the MSC Subject Matter Expert and the statement of the member in their decision within five (5) days of the meeting.

It is very important that the ICISF protocol be strictly followed at all times. Report of a team member's failure to do so will result in an evaluation of the team member's skills with the National CISM Program Management Team and the CIRT team leader. Depending on the outcome of that evaluation, additional training and/or removal from the team may be recommended. Disciplinary actions for this and other actions outside a member's scope of work and/or program procedures

and polices can include probation, suspension, limited duty, or removal from the CISM program.

Peer Supporter Training
Peer supporter personnel must attend ICISF training courses:
> Critical Incident Stress Management: Group Crisis Intervention
> Critical Incident Stress Management: Individual Crisis Intervention & Peer Support

After no more than two years, peer support personnel will attend an ICISF advanced training course to enhance effectiveness in CISM. Following Advanced Training, other pertinent or applicable CISM training topics may be selected/recommended by the MSC Subject Matter Expert or National CISM Program Management Team in order to advance team skill levels. Individual self-development opportunities and in-service training for peer support personnel are encouraged. In service training may include mentoring and shadowing experience and providing educational CISM presentations within USACE.

Peer Supporter List
The National CISM Program Management Team will develop and maintain a peer supporter list that will be utilized for deployment to critical incidents. Once assigned to deploy to a specific incident, the responders will be referred to as the incident's Critical Incident Response Team (CIRT).

A 24-hour notification list shall be maintained by the National CISM Program Management Team to minimize response time. The National CISM Program Management Team will evaluate and verify that a response is appropriate. Responding CIRT member or members will be selected from persons not involved in the incident or with the affected employees. Again, the response may range in scope from a single individual as

in the case of a "one-to-one" intervention or several peer supporters for group interventions.

Individual peer supporters must excuse themselves or the National CISM Program Management Team shall not designate or assign any peer supporter if any of the following conditions exist:

(1)   The peer supporter has played a significant role in the event.
(2)   The peer supporter has direct command or supervisory authority over any employee involved in the event.
(3)   The peer supporter and the affected employees are close friends.
(4)   The peer supporter works with the affected group on a regular basis.
(5)   The peer supporter may become involved as a part of an internal investigative body that may be given potential responsibility connected with the investigation of the event.
(6)   The peer supporter is a close relative of any affected employee.

Critical Incident Response Team (CIRT)
There are four types of teams.

Local CIRT: A team assembled by the MSC Subject Matter Expert, from available peer support members, will be deployed to carry out specific critical stress interventions. The team should consist of a team leader and one or more assistant peer supporters as circumstances warrant. To assure the quality of the process, the CIRT should consider contacting a Mental Health Professional on staff with the Employee Assistance Program (EAP). Based on their experience and training, the team leader will determine the necessity of an EAP provider. The criteria for this determination will include, but is not limited to, the magnitude of the

incident, number of people involved, and perceived experience of the affected employees.

National Emergency CIRT: A CISM response team deployed in support of national emergencies, such as hurricanes, earthquakes and terrorist attacks.

Civilian Deployment to War Zones CIRT: A CISM response team dedicated to responding to the special requirements of civilian deployments to war zones in support of USACE missions.

Virtual Incident Support Team: A virtual CISM team that provides follow-up and reach-back CISM services to personnel returning from deployment to national emergencies and virtual support to CIRTs deployed to the area of operation of the national emergency.

Deployment and Other Program Areas

Deployment of the CIRT: Request for a CIRT can be made to the Division or District Command. Supervisors, Division/District Emergency Operations Team Leaders, or employees involved in the incident may submit written requests (facsimile and email are acceptable) to the Division or District command and copy furnished to the MSC Subject Matter Expert, immediate supervisor and directorate (see Appendix H). Activation is achieved by directive from the Division/District Command or in the event of National Emergency, the USACE Operations Center (UOC).

The MSC Subject Matter Expert will notify the onsite manager that a team is being deployed, then "right-size" a deployment of qualified peer supporter(s) to onsite locations. However, deployment of the CIRT is typically automatic under the following critical incidents:

(1)   Line of duty death or serious injury
(2)   Employee suicide or unexpected death
(3)   Extended disaster response/mass disasters
(4)   Act of terrorism

Highly recommended for immediate deployment:
(1)   Difficult body recoveries
(2)   Difficult traumatic events, including CPR and critical emergency medical treatment
(3)   High-impact recovery operations, exposure to grieving public
(4)   Extended negative media exposure

It is highly recommended that CIRT members who deploy in support of National Emergencies complete the following on-line FEMA courses:

(1)   IS-100, Introduction to the Incident Command System
(2)   IS-200 ICS for Single Resources and Initial Action Incidents

(3)   IS-700 National Incident Management System (NIMS) an
        Introduction

Confidentiality/Ethics: Strict confidentiality must be
maintained. All information regarding a situation debriefed and issues
discussed shall not be divulged before or after a debriefing, except
with team members or a part of the CISM team continuing
education/quality improvement process. This exception includes
information needed to investigate a possible disciplinary action or
grievance concerning a CISM team member(s).

A team leader is to collect only statistical information on the
intervention, its location, and/or recommendations. All personal
information and responses volunteered by participants regarding the
incident shall be held in strict confidence. Except where required by
law, National CISM Program Management Team and CIRT members
will not divulge such information or responses outside the context of
the CISM function. Session participants will be asked to adhere to the
same guidelines. As required by intervention specific protocol, no
written notes or mechanical recordings shall be kept. This constraint
will be enforced by the CIRT.

The CISM team members are governed by the standards set forth by
the Office of Government Ethics. Although all OGE rules are
mandatory, some are particularly relevant. For example, employees
shall not use public office for private gain or solicit or accept any gift
or other item of monetary value from any person or entity whose
interests may be substantially affected by the performance or
nonperformance of the employee's duties.

Types of Interventions

Several types of interventions may be conducted depending upon the circumstances of a particular incident. See (Appendix N) for details and procedures for conducting interventions. They may be conducted on an individual one-on-one basis or ideally in small groups. The following types of interventions are most commonly utilized:

Initial Defusing: Initial informal defusing sessions should be held within 8-12 hours after the incident. A defusing session is a brief, spontaneous, non-evaluative discussion coordinated and conducted by a minimum of two peer supporters and held immediately following a critical incident. The defusing may be considered an emotional "triage", in which a person can begin to talk about and explore their thoughts concerning the incident – a chance to "vent" feelings - in an informal, positive and supportive atmosphere. **It is NOT a critique of the situation.** Stress education and coping strategies will be emphasized. All personnel connected or directly involved in the event are encouraged to attend as a means of supporting fellow employees. Participation in the defusing is entirely voluntary. If an employee feels strongly about not attending, the employee may select to opt out. The defusing is entirely confidential and non-investigative. Personnel not connected with the event will not attend.

Formal Debriefing Session: The MSC Subject Matter Expert and the onsite CIRT will determine the need for a formal debriefing session, typically after the initial defusing session has been held. If determined to be necessary, a formal CISD session will be typically conducted within 72 hours of the critical incident. In cases where severe stress or impact may be indicated, MSC Subject Matter Expert and CIRT may request that a representative from the EAP attend the debriefing. Any request for on-site assistance from an EAP contract provider must go through the Corps' EAP contract representative. CISD sessions are confidential, non-evaluative discussions about the

persons' involvement in the incident, their thoughts and feelings, and their stress reactions. All personnel involved in the incident are encouraged to attend to support their fellow employees although active participation is not mandatory. If an employee feels strongly about not attending, the employees may select to opt out. Individuals not involved in the incident will not be included in the debriefings. CISDs should be conducted at a location that provides space, privacy, and freedom from distractions. The selection of the debriefing site will be approved by the CIRT. The briefings may need to be delayed if a child is present at the debriefing, the press will not leave, spouses/family of employees are present, or survivors, victims, or non-Corps witnesses are present. Please note that CISDs related to long term disaster or deployment to a war zone may be conducted several weeks pre-deployment.

One-on-One Intervention: One-on-One interventions are voluntary and typically follow defusings or debriefings. One-on-One discussions are held entirely at the request of the employee. These are opportunities for individuals to raise issues not discussed within a group format. However, one-on-one interventions may be requested by an individual as a stand-alone intervention and not part of a previous defusing or debriefing. One-on-one sessions are confidential in nature and serve to stabilize the situation, acknowledge the personal crises, facilitate problem solving, encourage acceptance and the utilization of resources and coping skills, and hand-off to the EAP if needed.

Crises/Disaster Intervention: Several crises/disaster interventions are available to offer assistance to deal with the often stressful and demanding duties of emergency operations workers. They include **pre-crises preparation, demobilizations, and crises management briefings.** These interventions are not based on any self-disclosure. The intent here is entirely informational and for the purpose of helping the employee. Valuable information if offered to mitigate the effects of stressful situations that they may encounter. Each

intervention has a role either before, during, or following a large-scale event related to emergency operations. Typically, activation of disaster interventions is accomplished at the command level or through the Emergency Operations Center (EOC). Pre-crises preparation, demobilizations, and crises management briefings are described as follows:

Pre-Crisis Preparation: This preparation involves a proactive educative program that addresses the setting of expectations for the high intensity stressors of emergency work. The setting of expectations serves as "psychological immunization." In addition, pre-crisis preparation includes stress coping skills and also discusses the direct correlation between stress, trauma, and safety.

On-Scene Services: Three types of services may be provided. They are one-on-one interventions with rescuers who show obvious signs of distress, assistance to victims of the incident and consultation with the on scene site commander or command officers.

Demobilization – is a group intervention conducted following large-scale events. It is provided one time after the first exposure to the incident and/or after a mission is complete. It is designed to give information about the event and stress survival instructions.

Crisis Management Briefing (CMB): An intervention designed for large groups. It works well when addressing an intervention needed as a result of an act of terrorism, business/industrial crises and mass disasters. A CMB consists of credible representation of the facts, a brief period of questions and answers, and stress survival skills.

Follow-up: A follow-up is a very important step, which is accomplished approximately 30 days with post-CISD

and one-on-one interventions. If required, this facilitates access to the EAP for an employee who may still be experiencing distress or has not had a lessening of symptoms. Session participants will be advised that they may expect a call at a later date to inform the employees of the availability of additional peer supporter or EAP resources if they might be interested in availing themselves of them.

Referral: A referral can be recommended to an employee for EAP assistance at anytime it is obvious an employee's needs are beyond the scope of the CISM program. The referral action of the CISM program is considered an essential component that supports and enhances the EAP.

Additional Program Guidelines

Standard of Care: Peer support personnel shall be generally trained to utilize the critical incident stress management model and protocols as advocated by the International Critical Incident Stress Foundation (ICISF), and developed by Jeffery Mitchell, Ph.D. and George S. Everly, Ph.D.

Media Inquiries: Inquiries from the media will be directed to the appropriate Public Affairs Office.

Non-investigative Function: The CISM program, including debriefings, will not be used to critique the incident. The CIRT has no evaluative or investigative function, and will not become a review of tactical or operational processes. The CISM protocol is specifically constructed to help personnel discuss their feelings and reactions to an event, and to thereby reduce stress resulting from exposure to a critical incident. The goal of the CISD is to encourage ventilation of feelings in a supportive environment and to help those affected to make healthy life choices.

Compensation: Compensation shall follow Corps regulations with regard to compensation and pay (regular, overtime, comp time, credit hours, etc.).

Multiple Sessions: If a group requiring a debriefing/defusing session is too large (more than twenty persons), additional sessions will be held to accommodate smaller groups.

Proper Dress: Consideration of proper dress for peer supporters is important. Dress should be casual but not highly colorful. It could detract from the intervention. The wearing of uniforms is recommended only in appropriate circumstances, as might be the case for Park Rangers.

Peer Supporter Health: Just as it is the responsibility of the team to meet the needs of the responders in the field, it is also the

responsibility of the team to take care of its own members after responding to a major event. This is called "debriefing the debriefers". Peer supporters are certainly not immune from the affects of direct contact with highly stressful events or from dealing with people with raw human emotions. Peer supporters should be aware of the potential toll that their role as peer supporters can have on their lives. Proper breaks, food and rest are essential. Peers supporters should practice the same techniques that they teach with regard to handling stress. It is also true that team members should temporarily remove themselves from availability when their personal health and home life issues need more attention. An extremely important practice is to encourage team members to meet immediately after an intervention. At minimum the following should be accomplished: quick review of the debriefing; attempt to understand what took place; MSC SUBJECT MATTER EXPERT follow-up on involved CIRT members; and allow debriefers enough time to describe their own reactions. Teams should do a self-check before the team is released.

Program SOP Revision: This SOP is a living document and subject to revision based upon program adjustments related to intervention "standard of care" revisions, program demographics, program protocol, or program procedures. Any changes must be considered and evaluated by the NATIONAL CISM PROGRAM MANAGEMENT TEAM and in turn sent forward to the appropriate level for approval and release. However, the same revision protocol shall not apply to the Incident Reporting Form. This is due to the need to constantly fine-tune the reporting form as the program is implemented.

Local MSC SOPs: MSCs may develop and maintain MSC standard operating procedures that pertain to MSC specific operations such as local funding, training, tracking, local deployment etc. However, any procedure outlined within said local SOPs may not conflict with the standard of care set out in this document or appendices.

Data Reporting: The CIRT team shall submit a post-deployment report to the MSC SUBJECT MATTER EXPERT following each response. The final deployment report shall include a

statement of travel and expenses referencing any applicable TDY or local travel orders. This report shall be completed and forwarded as soon as practical after the incident. Other summary reports detailed from after-action-reports may also be made to MSC SUBJECT MATTER EXPERT and NATIONAL CISM PROGRAM MANAGEMENT TEAM for the purpose of program administration, evaluation, and oversight. Again, no personal or confidential information shall be conveyed in any report.   A CIRT After Action Report (AAR) is provided in Appendix I (After Action Report Form). Also, to assess the qualitative performance of the program an evaluation form may be offered to employees receiving assistance from the program. Completion of this form will be entirely voluntary and will not contain any question that would require the identity of the employee or any confidential information such as duty station or identification of any other individual.

Reduction of Liability and Risks: Liability and risks exist with the establishment of a Critical Incident Stress Management Program - not only to the Corps but also to the Corps employees who participate as team members in this program. However, the liability or risk can be reduced. The SOP includes procedures and policies for the establishment of the CISM program and contains many safeguards, which should be followed. In addition and to further emphasize, the following recommendations are provided to assist in the reduction of liability and/or the risks associated with the implementation of this program:

▪ All Corps CISM team members receive adequate training concerning the established standards of care and act accordingly.

▪ All Corps CISM team members receive adequate training concerning scope of employment and act accordingly.

▪ Establish a procedure for keeping the standards of care current (e.g. mental health professional with duties of oversight of the standards of care).

▪ Establish and maintain a CISM program quality control and assessment mechanism.

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▪   Clearly defined roles and responsibilities of all involved, including Supervisors.

▪   Clearly define procedures and restrictions regarding services to Corps employees and non-Corps employees (disaster relief workers, contractors, etc.).

▪   Further explore and determine the need for District/Division Labor Counselors to be involved in grievances and disciplinary actions against CISM team members.

▪   Provide CISM services to all employees.

▪   Establish a Corps-wide standard for activation of a CISM team in order to provide consistency of services or benefits to all employees.

▪   Incorporate all Corps requirements and restrictions into the management and operation of the program (Reminder: standard rules apply with regard to training contracts, overtime pay, travel, gifts, food for CISM activities, etc.)

▪   Inform CISM team members that risks do exist to them personally (e.g. found outside the scope of employment or when claims are based on the constitution or upon a federal statute (e.g., the Civil Rights Act)).

▪   CISM program should be compatible and consistent with the current health and well-being program guidance (e.g. EAP and Army Fit to Win-Stress Management)

▪   This program focuses on employee health and well-being, an area in which the Corps has authority to provide assistance. Based on the current information (9/30/04 version of the SOP), if the CISM program is operated in a manner consistent with current laws and regulations, within a reasonable and established standard of care and the CISM workers stay within their scope of employment, the risk and liability are greatly reduced.   These recommendations may be revised or supplemented as the program evolves and solidifies.   Since the manner in which the program is implemented and later managed can

reduce or increase the legal risks associated with the program, it is recommended that ongoing coordination with Office of Counsel extend throughout the implementation and management of this program.

APPENDIX A CISM Authorization Memo dated Sept. 2003

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

REPLY TO
ATTENTION OF:

CECW-ON   5 September 2003

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Critical Incident Stress Management in the US Army Corps of Engineers

1. As many of you are aware, our Southwestern Division (SWD) has established a Critical Incident Stress Management (CISM) program for team members within their division. CISM 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." CISM does not replace professional counseling and other services available to employees through the U.S. Army Corps of Engineers Employee Assistance Programs (EAP), but rather compliments that program.

2. CISM concepts were first developed during the 1970s and then widely applied in the 1980s for police, firemen, and other emergency personnel. The success of the program grew across the nation as other agencies sought help for their employees that were dealing with life changing stressful events. Today, CISM is accepted and used worldwide. The National Park Service, Bureau of Land Management, American Airlines, U.S. Air Force, Federal Emergency Management Agency (FEMA), American Red Cross, and many other private, county, State, and Federal agencies have successfully implemented the program.

3. The job duties of many Corps employees can expose them to many critical incidents. Some specific examples might include a park ranger performing cardiopulmonary resuscitation (CPR) on a drowning victim, an emergency operations response team member working long hours with disaster victims who have lost everything, a closely-knit work unit which has lost a team member due to suicide, or a tragic event such as the I-40 bridge collapse. A new and unexpected type of job-related critical incident that some of our Corps team members may experience is the sound of hostile gunfire or SCUD missiles while deployed overseas.

4. In its first year of activity, the SWD CISM program has met with considerable success, providing over 50 team members with services to mitigate the effects of job-related critical incidents. Word of the program has spread, and team members from other MSCs have been inquiring about how to bring this program to their areas.

5. Rather than have other divisions and districts re-invent the same wheel, I have decided to form a Project Delivery Team (PDT) to determine and propose the best
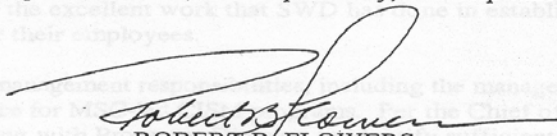
CECW-ON
SUBJECT: Critical Incident Stress Management in the US Army Corps of Engineers

way to establish a model national CISM program, suitable for adoption at the MSC Commander's option. The PDT will be comprised of elements from all MSCs and representative Corps functions - a separate letter will arrive shortly requesting nominations from your MSCs for participation on the PDT. Part of the PDT's task will be to assure that the model that they recommend will provide a uniform program and a recognized standard of care to all team members. I have tasked the Operations Division (CECW-O) at HQUSACE with establishing and coordinating the PDT.

6. A CISM webpage has been added to the Natural Resources Management (NRM) Gateway at http://corpslakes.usace.army.mil/employees/cism/cism.html where some information is already posted.

7. 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.

ROBERT B. FLOWERS
Lieutenant General, USA
Commanding

APPENDIX B CISM Authorization Memo dated May 2006

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

CECW-CO/CEHR-Z

MAY 1 5 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://corpslakes.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

CARL A. STROCK
Lieutenant General, USA
Commanding

APPENDIX B CISM Charter

CECW/CEHR   27 January 2006

NATIONAL CRITICAL INCIDENT STRESS MANAGEMENT
PROGRAM
NATIONAL OPERATIONS CENTER
CHARTER

1. **<u>Background</u>** - 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 ability to function after the occurrence. Such incidents
   are called critical incidents. The U.S. Army Corps of Engineers 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. **<u>Mission</u>** - The mission of the National CISM Program Model 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. USACE CISM 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. **<u>National Operations Center Assignment</u>** - The **Southwestern Division**,
   because of its extensive experience and expertise, will implement and
   manage the US Army Corps of Engineers CISM Program as outlined in the
   CISM Standard Operating Procedures and Policies and function as the
   CISM National Operations Center. The Southwestern Division will house
   the day to day operations of the National CISM Program and also support
   the CISM Program Management Team.

4. **<u>Headquarters' Proponent Advocates</u>**

   4.1. Headquarters Operations

4.1.1. Ascertains funding needs from the Program Management Team (PMT) and secures annual centralized funding for the National Operations Center functions.

4.1.2. Coordinates and facilitates information flow between headquarters and the National Operations Center.

4.1.3. Provide Subject Matter Expert for the CISM PMT.

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 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 PMT.

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 Program Management Team** –Overall program oversight will be under a Program Management Team comprised of subject matter experts representing all participating major subordinate commands and headquarters. The role of the PMT is to establish the strategic direction and operational goals of the National Operations Center. The PMT is also charged with program budget development and monitoring of program performance and accomplishments. In addition, it will provide and maintain a specific program standard of care. The PMT 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. Program Management Team Composition-
5.1.1. Co-Program Managers (2)
5.1.2. MSC Subject Matter Experts(?)
5.1.3. Corps Chaplain (1)
5.1.4. HQ 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. **Program Management Team Roles and Responsibilities**

6.1. Co-Program Managers
6.1.1. Directs daily operations of the National Operations Center
6.1.2. Serves as subject matter experts for all MSCs and headquarters
6.1.3. Coordinates deployments of Critical Incident Response Teams (CIRT) response teams at the request of the UOC for FEMA missions assigned to the Corps.
6.1.4. Formulates annual budget and program requirements for upward submission.
6.1.5. Oversees record maintenance for training, peer supporters, and deployments.
6.1.6. Oversees 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. Oversees 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.
6.1.10. Support evolution of the CISM program.

6.2. MSC Subject Matter Experts (One per MSC)
6.2.1. Serves 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. Assists 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.
6.2.7. Support evolution of the CISM program.

6.3. Corps Chaplain
6.3.1. Provide consultation to PMT members and command staff HQ as a subject matter expert.
6.3.2. Support response teams.

6.3.3. Provide spiritual support for requested one-on-one interventions.
6.3.4. Participate 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. Serve as a liaison between the CISM PMT and Homeland Security.

6.5. HQ HR Subject Matter Expert
6.5.1. Serves as a liaison between the CISM PMT and HQ HR.
6.5.2. Participates as HR subject matter expert for the CISM PMT
6.5.3. Assists the CISM PMT with "standard of care" maintenance and integrity.

6.6. HQ Operations Subject Matter Expert
6.6.1. Serves as a liaison between the CISM PMT and HQ Operations.
6.6.2. Participates as Operations subject matter expert for the CISM PMT
6.6.3. Assists the CISM PMT with "standard of care" maintenance and integrity.

6.7. ICISF Contract Consultant
6.7.1. Provide oversight and consultation as a contract mental health professional regarding ICISF CISM "standard of care" and quality assurance issues.
6.7.2. Provide training recommendations to the CISM PMT.
6.7.3. Provide periodic training.
6.7.4. Provide an annual program evaluation and support evolution of the CISM program.
6.7.5. Provide additional team support references.

6.8 Corps Legal Support
6.8.1 Review of program documents for legal sufficiency.
6.8.2 Review of program for liability concerns.
6.8.3 Support evolution of the CISM program.
6.8.4 Maintain legal integrity of the program.

7. **<u>Summary</u>** - All aspects of the CISM program support the Corps to be one team "Relevant, Ready, Responsive, and Reliable. As LTG Strock states " 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. **<u>CISM Program Contacts:</u>**

Steve Austin, CEMP-SWD, 202-761-0414
Terry Holt, CESWT-OD-KC-M, 620-382-2101
Larry Bogue, CESWD-PDS-O, 469-487-7062
(Unfilled at this time) CEHR-D, 202-761-0400

APPENDIX D Internal Teams

INTERNAL TEAMS – Constituted by the CISM Program Management Team (PMT) and designated to carry out essential internal ongoing CISM program tasks. These teams are comprised of MSC subject matter experts and CISM peer supporters. Within certain teams it will be appropriate for the contract CISM consultant to fully participate or serve as an important resource. This includes but is not limited to the CISM Program Evaluation Team and the Education Team.

MARKETING TEAM - The purpose of the U.S. Army Corps of Engineers (USACE) Critical Incident Stress Management (CISM) Program Marketing Plan is to promote and support the CISM program by providing quality products.

DOCUMENTATION TEAM – This team has the responsibility to review final documents such as the program's charter, SOP, marketing plan etc. for accuracy and consistency in terminology, legality and finally furnish to the marketing team for posting on the NRM gateway.

CISM PROGRAM EVALUATION TEAM – This team will receive and maintain all after action reports including critical incident response team reports and statistics and any pertinent information necessary to evaluate and later assist with provision of reports to the PMT concerning the performance of the CISM program.

EDUCATION TEAM – Responsible for assuring ongoing formal peer supporter training, training recommendations and priorities, continuing CISM education opportunities either on-line or from local sources. Furthermore, this team is responsible for making sure that any CISM training is in concurrence with the International Critical Incident Stress Foundation (ICISF) standard of care and the Corps CISM SOP manual.

DEPLOYMENT TEAM – Made up of mostly MSC subject matter experts and CISM program managers, receives initial requests

for peer supporter deployments for local, major natural disasters, terrorist events, and potential oconus deployments. The deployment team also determines necessity of a response and if concluded that a response is required then it right-sizes the response with appropriate personnel.

VIRTUAL INCIDENT RESPONSE TEAM (**REACH-BACK TEAM)** – Acquires employee deployment data from ENGLink data sources and then utilizes various levels communication to support these employees that are returning from long-term deployment with CISM educational materials and EAP resources.

NEWS/CURRENT EVENTS TEAM – Responsible for generating articles for local district and division newsletters and the *Engineer Update* and provides news links to the Marketing Team for posting on the NRM Gateway.

PARTNERING COMMITTEE – Works with other agencies such as the EPA, USCG, and the DOI to establish and maintain formal and informal partnerships related to CISM.

APPENDIX E CISM Program Marketing Plan

1. PROJECT SCOPE.

1.1 PROJECT DEFINITION. The purpose of the U.S. Army Corps of Engineers (USACE) Critical Incident Stress Management (CISM) Program Marketing Plan is to promote and support the CISM program by providing quality products.

1.1.1 TARGET AUDIENCE. It is important that all Corps employees be aware that the CISM program exists. In order to accomplish this task, the team intends to identify potential Corps groups and capitalize on communication opportunities already in place. Sample target audiences and communication opportunities are suggested below:

- Divisions
  - Positive response: TAC, LRD, NAD , POD, SPD, MVD, SWD
  - Non-positive response: SAD, NWD,
- Divisions with CISM
- Command Leadership
- Civilian Senior Leaders – Senior Leader Conferences
- Peer Supporters
- All Employees – Engineer Update, websites, e-mail, town halls, ranger conferences
- New Employees – Orientation packets and programs
- Disaster Responders – Pre-briefs, orientation packets & programs on site

1.2 OBJECTIVE. This project will develop a marketing and advertising plan to assist in promoting the U.S. Army Corps of Engineers Critical Incident Stress Management program and management team. The plan is designed to create and communicate a systemic process in developing CISM services and products to sustain the USACE CISM program now and into the future. It intends to incorporate a process that provides and supports easily accessible quality service and products necessary to drive the USACE CISM program in the right direction. This requires adhering to a strict standard of care, ICISF guidelines adopted by USACE, to help ensure organizational service and product delivery that is consistent and credible nationwide. Goals include selecting and establishing a marketing and advertising project delivery team (PDT). They will evaluate and provide ICISF CISM educational resources and develop new Corps-related CISM products.

1.3 SERVICES TO BE PROVIDED.
- Select and establish a Marketing Team to develop a USACE CISM Program Marketing Plan.
- Establish a marketing plan that provides current USACE CISM program

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product.

- Update and reorganize existing USACE CISM website on the NRM Gateway.
- Provide new products for the USACE CISM NRM Gateway.

1.4 **KEY PRODUCTS.** The USACE CISM comprehensive marketing program will provide the following:

- USACE CISM graphic elements
- USACE CISM educational materials and programs
- USACE CISM gear
- USACE CISM website on the NRM Gateway

1.5 **AUTHORITY.** The authority for this project comes from Lieutenant General Robert Strock, U.S.A. Commanding, who directed the initiative in a memo dated: 15 May 2006.

1.6 **LOCATION.** This project is national in scope.

2. **MARKETING TEAM**

2.1.1 **TEAM INFORMATION.** The Project Manager (PM) is Melissa Salsgiver CELRD-OP-SC. The following table provides contact information of PDT members:

Name	Position	Organization	Phone/Fax/Cell	e-mail
Melissa Salsgiver	Project Manager	CELRD-OP-SC	724-763-3161	melissa.l.salsgiver@.usace.army.mil
Kristine Brown	Member	CESWG-OD-OH	281-752-2602	kristine.n.brown@usace.army.mil
Chris Smith	Member	CESWL-OP-O	501-324-5674	chris.l.smith@swl02.usace.army.mil
Mary Beth Hudson	Member	CESWT-PA	918-669-7361	mary.b.hudson@usace.army.mil
Brenda Gartman	Member	CENAO-RE-D	757-201-7738	brenda.p.gartman@usace.army.mil

3. **CRITICAL ASSUMPTIONS AND CONSTRAINTS.** It is important to note that the USACE CISM program is optional. Although, all tasks performed by any members of the USACE CISM program including the management (CIPMT) and project delivery teams are conducted during duty hours, these are volunteer activities.

- The Natural Resource Management Gateway, an online information center and an established method of communication for USACE employees, is currently supporting the development of the USACE CISM program.
- Several of the marketing service initiatives specified to be undertaken are being executed by the SWD CISM program management team. For

example, SWD CISM has an online ordering site set up for CISM gear. A nationwide initiative could be planned but not immediately undertaken for CISM apparel.

4.   SCHEDULE.

SCHEDULE	ORIGINAL/TARGET DATE	STATUS	COMPLETE
Form Marketing Team	July 2006		27 Sept 06
Draft Marketing PMP	August 06	In Progress	
Marketing PMP Approval	20 October 2006		
Update NRM Gateway site existing data (list)	21 November 2006		
Overview	21 November 2006		
At A Glance	21 November 2006		
Policy and Procedures	21 November 2006		
Program Summary	21 November 2006		
Brochures	21 November 2006	In Progress	
Charter	21 November 2006	In Progress	
Committee Members	21 November 2006	In Progress	
CISM Marketing Plan	21 November 2006	In Progress	
CISM Partnering Strategic Plan	21 November 2006		
Catalog of Current Products	21 November 2006		
CISM Program Statistics	21 November 2006	In Progress	
News and Current Issues	21 November 2006		
Frequently Asked Questions	21 November 2006	In Progress	
Good Enough to Share	21 November 2006	In Progress	
Related Sites	21 November 2006	In Progress	
References	21 November 2006	In Progress	
Training	21 November 2006	In Progress	
Headquarter's Perspective	21 November 2006		
Division and District POCs	21 November 2006		
Prioritize new products to be added to NRM Gateway	21 November 2006		
Provide CISM 101 PPT	31 January, 2007	In Progress	
Coping Brochure Doc	31 January, 2007	In Progress	
RIF Brochure Doc	31 January, 2007	In Progress	
CISM Posters Doc	31 January, 2007	In Progress	
Initial Key Messages	31 January, 2007		
New Employee Orientation Program Products	30 March, 2007		

5.   **SUGGESTED STRATEGIES.**

Action	Action Officer	Notes
Prepare "key messages"		These messages should be used whenever communicating on this project. They are 5- to 10-second snapshots that articulate command and leadership positions. Final version will become a section of this Communication Plan.
Prepare Q&As		Final version will become a section of this Communication Plan. They will be added to the FAQs at the CISM site on the NRM gateway.
Create and advertise an internal CISM Speakers Bureau		Prepare short PPT or video and seek opportunities to present it and answer questions. Ranger conferences, LDP classes, group orientations, senior leader conferences, town halls, etc.
Produce educational materials		Videos, DVDs, posters, brochures, classes, newsletter, PowerPoint programs, stress information literature, contact lists, etc. Match products with appropriate target audience.
Develop CISM products		business cards, gear, emergency disaster kit, etc.
Seek or create effective, cost efficient employee training initiatives.		
Update the CISM NRM Gateway site.		
Create a National CISM web site.		Use NRM National Water Safety Program as template. It should be stand-alone site that can be referenced from the CISM NRM Gateway site. Establish site management (SWD, ERDC, etc.) along with maintenance/operating procedures.
Create product catalog and database		Capture all existing and new products. Prioritize format, then list types (video: interventions, testimonials, statistics, etc.). Tie-in to appropriate target audience should be noted.
Create desktop logo icon		Will automatically take employees to CISM website.
Distribute desktop logo icon to all employees		When website is deemed ready for visitors, send to all employees via e-mail from program managers. Encourage them to visit the FAQ section.
Create graphic element for websites	Who has access to a graphics department?	
Create CISM "fillers" for district and division newsletters	Who has access to a graphics department?	
Market and track "fillers"	Mary Beth	Let editors know where/how to access them for easy download. Track their use in publications.

Critical Incident Stress Management Operations Manual v1.0

Market and track website graphic element	Mary Beth	Distribute to webmasters throughout Corps and encourage them to place it on their home pages. Track its use.

6.   ATTACHMENTS.

7.   REFERENCES.

- *CRITICAL INCIDENT STRESS DEBRIEFING: An Operations Manual for CISD, Defusing and other Group Crises Intervention Services , Third Edition,* Jeffrey T. Mitchel, Ph.D., CTS University of Maryland and George S. Everly, Jr., Ph.D., CTS Johns Hopkins University, Loyola College of Maryland, Chevron Publishing Corporation.
- International Critical Incident Stress Foundation – CISM Articles and Resources http://www.icisf.org/articles/
- US Army Corps of Engineers Natural Resource Management Gateway – CISM web site http://corpslakes.usace.army.mil/employees/cism/cism.html

APPENDIX F Terms

Crisis Intervention – Designed to prevent or mitigate Post Traumatic Stress Disorder (PTSD) and other stress related syndromes.

Crisis Management Briefing (CMB) – A large group crisis intervention (up to 300 people at a time). It is designed to last 45-75 minutes. The CMB may be thought of as a form of town hall meeting for the express purpose of crisis intervention.

Critical Incident – Any type of situation faced by employees which has the potential to cause unusually strong emotions and/or reactions which may interfere with employees' ability to function effectively either at the time or later. This incident may be the foundation for PTSD if it is not resolved effectively and quickly.

Critical Incident Stress – The emotional, physical, behavioral and cognitive reactions to a critical incident.

Critical Incident Stress Management (CISM) – An organized comprehensive approach to preventing the development of stress symptoms in persons exposed to the event and managing the recovery from stress symptoms if they occur.

Critical Incident Response Team (CIRT) – A group of peer supporters and a team leader assembled to carry out specific crisis interventions.

Debriefing – A structured group process that combines crisis intervention techniques with educational tools to mitigate the impact of exposure to a critical incident or trauma. Ideally it should be conducted within 24-72 hours of the event and lasting 1-3 hours. If possible it should be conducted at a neutral site.

Defusing – A shortened version of the critical incident stress debriefing. It is primarily educational in nature, provided in response to potentially traumatic events and accomplished as soon as possible

but within 8-12 hours of exposure to an event and lasting 30-40 minutes.

Demobilization – A brief intervention that is used immediately upon disengagement from the scene of a disaster (e.g., at the end of a shift) to help provide a transition between the world of the event and the world of routine. The focus is on symptoms workers might experience and useful self care suggestions.

Employee Assistance Program (EAP) – A contracted program that provides confidential and professional assistance to help resolve problems that are affecting employees and their families.

ENGLink- A Corps-wide multi-purpose database used primarily by the Readiness community.

International Critical Incident Stress Foundation (ICISF) – A Foundation that developed the critical incident stress model used by the US Army Corps of Engineers. Peer supporters are certified through training sponsored by this foundation.

Mental Health Professionals (MHP) – People that hold advanced degrees in mental health field and work as a mental health provider. They may share the leadership with the 2-4 member CISM team assigned to provide a formal debriefing. The mental health professionals on the team have the final decision on matters of significant psychological importance.

MSC SME (MSC SUBJECT MATTER EXPERT) – A MACOM/Division representative and a member of the NATIONAL CISM PROGRAM MANAGEMENT TEAM. Responsibilities include recruiting peer supporters, regional education, evaluation of local incidents, formation of CIRTs, regional training, incident support and reporting, awards and recognition recommendations.

NCPMT (NATIONAL CISM PROGRAM MANAGEMENT TEAM) – A team comprised of a Program Manager, Subject Matter Experts (SMEs), Disaster Program Manager, Military Contingency

SME and a Mental Health Professional. Duties include program management, credentialing CISM personnel, National training program, awards and recognition.

Peer Supporter – Handle most of the one-on-one contacts as well as defusings and follow up contacts. They provide stress education to their peers.

Post Traumatic Stress (PTS) – Stress response produced when a person is exposed to a disturbing traumatic event. Synonymous with critical incident stress.

Post Traumatic Stress Disorder (PTSD) – Formally recognized psychiatric disorder that can result from exposure to a critical incident or trauma and occurs at a minimum of 30 days after an event.

Regional Subject Matter Expert (RSME) – A MACOM/Division representative and a member of the NCIPMT. Responsibilities include recruiting peer supporters, regional education, evaluation of local incidents, formation of CIRTs, regional training, incident support and reporting, awards and recognition recommendations.

Stress – The physical and psychological process within the individual that results from perceiving an event as a threat and perceiving limited choices in dealing with the threat. It can put people at risk for various health related issues.

Trauma – An event that attacks the psyche and breaks through the defense system with the potential to significantly disrupt a person's life possibly causing a personality change or physical illness if not managed quickly or effectively.

Virtual Incident Support Team (VIST) - A virtual CISM team that provides follow-up and reach-back CISM services to personnel returning from deployment to national emergencies and virtual support to CIRTs deployed to the area of operation of the national emergency.

APPENDIX G Acronyms

AAR - After Action Report

CISD - Critical Incident Stress Debriefing

CISM - Critical Incident Stress Management

CMB - Crisis Management Briefing

CONUS - Continental United States

CIRT - Critical Incident Response Team

EAP - Employee Assistance Program

ICISF - International Critical Incident Stress Foundation

MHP - Mental Health Professionals

MSC - Major Subordinate Command

MSC SME – Major Subordinate Command Subject Matter Expert

NCPMT – National Critical Incident Program Management Team

OCONUS – Outside Continental United States

PMT- Program Management Team

PS – Peer Supporter

PSC-Peer Supporter Cadre

PTS - Post Traumatic Stress

PTSD - Post Traumatic Stress Disorder

RSME – Regional Subject Matter Expert

SME – Subject Matter Expert

SOP – Standard Operating Procedures

UOC- USACE Emergency Operation Center

USACE- United States Army Corps of Engineers

VIRT – Virtual Incident Response Team

WMD- Weapons of Mass Destruction

Appendix H Incident Request Form

Basic Incident Information and Contacts to help formulate CIRT team

Incident location (please be specific): _____

Requester name:_____ **Work number:**_____

 Cell number: _____

Requester email address:_____

On Site POC or CISM Liaison _____

 Work number: _____

 Cell number: _____

CISM Liaison email address: _____

Briefly describe incident:

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Date and time of incident: _____

Occupations and numbers of potential debriefing participants:

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

What else do you feel the CISM Team should know?

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

CC: Division/District Commander
    RSME
    Supervisors
    Directorate/Division Chief

APPENDIX I After Action Report (AAR)

Location of Incident: _____

Incident Name: _____

CISM Team Leader_____

How was Team Leader Contacted:_____

Date (s): _____ **Number** of Employees Contacted:_____

Number of Other Contacts:_____

Type of Incident:_____

Brief Description of Incident: _____
_____
_____
_____
_____
_____
_____
_____
_____

Type and Number of Actions taken (debriefing, one-on-one, defusing, etc.)
_____
_____
_____
_____
_____
_____

Mental Health Professional (if applicable):
_____
_____
_____
_____
_____
_____
_____

EAP Involvement:

_____
_____
_____
_____
_____
_____

Lessons Learned:

_____
_____
_____
_____
_____
_____
_____
_____
_____

TDY Costs _____
Labor Costs _____
Other Costs_____

Total Costs _____

APPENDIX J CISM Peer Supporter Application Form

PEER SUPPORTER APPLICATION INFORMATION

Important Applicant and Supervisor Information:

1.   Completed self-nomination forms are to be provided to your CISM MSC subject Matter Expert by (Date).

2.   The peer supporter must have supervisory approval to participate in the CISM program. Your supervisor's signature must appear on the form.

3.   Per Diem, travel, and training expenses are paid for by the CISM program.

4.   The peer supporter's organization must be responsible for all labors costs except when deployed to a FEMA assigned natural disaster in which case labor costs are provided by FEMA.

5.   The peer supporter may expect annual 2-4 day training.

6.   Peer supporters may expect to be in the program for an extended duration to build upon knowledge, skills, and abilities.

7.   Peer supporters may from time to time choose to be inactive due to work and family related commitments.

8.   The peer supporter must receive supervisory approval before being deployed for a period of time away from their regular job responsibilities.

9.   A local deployment period of 3 days within the region is typical when called to respond.

10.   The peer supporter may be asked to deploy for up to 30 days in support of co-workers at large scale disasters. If unable to deploy for 30 days, the applicant may still be selected to support the region with local and shorter deployments. Since deployments can be very strenuous, mentally and physically, on the peer supporter the 30 day guidelines are strictly enforced except in a rare situation where the peer supporter and the CISM board agree that an extended period is manageable

11.   The peer supporter must conduct themselves according a standard of care as specified in the Corps of Engineers National CISM Standard Operation Procedures Manual. (Please refer to attached excerpt from the National CISM Operations Procedures Manual.) Additional CISM information may be found at the NRM Gateway: http://corpslakes.usace.army.mil/employees/cism/cism.html

12.   Following selection, the peer supporter will serve a minimum one-year probationary period as an intern/trainee. During this probationary period, the intern/trainee will be evaluated by the program management team and either approved or disapproved for continuance in the program. Also, in the event of a violation of the Corps of Engineers National CISM Standard Operation Procedures Manual the peer supporter may be dismissed from the program by the CISM Program Management Team. For example, dismissal can result from CISM team observations, customer feedback, or on the advice of the CISM Trainer or the CISM Contract Consultant.

13.   Peer supporters must be entered in ENGLink as a CISM peer supporter for potential deployment reasons.

14.   The applicant's response to each question will be rated as "Very Good, Good, Satisfactory, Marginal, or Unsatisfactory." The applicant will then receive an aggregate rating.

15.   Not all qualified applicants may be chosen due to limited program funding. Qualified candidate applications will be kept on file for possible future consideration as funding allows. All applications are held on file and kept confidential, with need to know access by members of the CISM group (selecting officials, trainers, etc.).

16.   Although confidentiality is a major component of this program, the CISM PMT *cannot* guarantee confidentiality in all circumstances (i.e. preclude disclosure of information if requested in response to a specific court order or when requested in accordance with applicable laws and regulations).

PEER SUPPORTER APPLICATION

(Please Print or Type)

Name: _____   Date of application:_____

Job Title:_____

Division/District: _____   Duty Station: _____

Work Phone: _____   Home Phone: _____

Work Cell: _____   Personal Cell: _____

E-mail Address: _____

Emergency Contact Information:

Name: _____

Phone: _____

List any Critical Incident Stress Management and Crisis Intervention Training received to date. (Please attach certificates for any CISM related training.):

Type of Training   Organization   Date   Training Credit Hours

_____   _____   _____   _____

_____   _____   _____   _____

_____   _____   _____   _____

Why do you want to become a Peer Supporter in the Critical Stress Management Program?
_____
_____

_____
_____
_____

Describe how you handle stress in your own life.

_____
_____
_____
_____
_____

What personal strengths do you have that you think will contribute to your
effectiveness as a team member?

_____
_____
_____
_____
_____

Have you even been involved in a formal group intervention following a critical
incident? If so, did you find it helpful and why? What were the weaknesses?

_____
_____
_____
_____
_____

Will your personal and work commitments allow you to respond to a Critical
Incident within 12 to 24 hours of notification?

_____
_____
_____

Will your personal and work commitments allow you to be away from home and
office for up to 3 to 4 days on an emergency CISM deployment?

_____
_____
_____

Will your personal and work commitments allow you to be away from home and
office for up to 30 days on an emergency CISM deployment to a large scale
disaster?

_____
_____
_____

Do you have any related experiences that could assist you in being a peer supporter?
_____
_____

_____
_____
_____
_____

Please list any previous experience where interpersonal skills were important.
_____
_____
_____
_____

Please attach a written recommendation from a co-worker with contact information.

Please provide 2 references that are not relatives or related to work:

Name: _____
Phone number: _____

Name: _____
Phone number: _____

Applicant's Signature: _____ Date:_____

PEER SUPPORTER APPLICATION
Supervisor Section

I do _____   I do not _____ recommend this applicant as volunteer in the US Army Corps of Engineers Critical Incident Stress Management Program.

(If as the applicant's supervisor, you check "do not recommend", please do not send to the MSC CISM Subject Matter Expert but notify the applicant that the application will not be forwarded for consideration based on your decision not to recommend or approve their participation.)

Supervisor's Comments:
_____
_____
_____
_____
_____

Supervisor's Signature _____   Date: _____

NOTE - All supervisory approved self nomination forms should be submitted in a sealed envelop marked "Confidential-CISM Peer Supporter Application" and sent to your respective the MSC CISM subject matter expert listed below. The self-nomination application must be received by the date of (date) for consideration by the CISM Program Management Team and your MSC subject matter expert.

Participating MSC subject matter experts (SME) are:

Trans-Atlantic Command – Tom Waters	Pacific Ocean Division – Bruce Barrett
North Atlantic Division – Carmine Leone	Great Lakes & Ohio River Division – Melissa
South Pacific Division – Phillip Turner	Salsgiver
Mississippi Valley Division – Mark	*SAD – non-participating MCS
Roderick	*NWD – non-participating MCS

APPENDIX K CISM Peer Supporter Application Acceptance Sample Letter

Thank you for your interest in the US Army Corps of Engineers Critical Incident Stress Management (CISM) program and submittal of your Volunteer Peer Supporter Application. Your qualifications and experience best match the program criteria.

Congratulations on being accepted as a CISM Peer Supporter. We appreciate your interest and look forward to working with you. Additional information regarding mandatory training will follow later. Please feel free to contact, *(type name of individual MSC SUBJECT MATTER EXPERT),* who is your Regional Subject Matter Expert with any questions or comments.

Thank you again for your interest and support of the Critical Incident Stress Management program. A copy of this letter will be sent to your immediate supervisor and your Regional Subject Matter Expert.

Name

NATIONAL CISM PROGRAM MANAGEMENT TEAM
Cc: Supervisor
     MSC SUBJECT MATTER EXPERT

APPENDIX L CISM Peer Supporter Application Rejection Sample Letter

DATE
NAME
ADDRESS

Thank you for your interest in the US Army Corps of Engineers Critical Incident Stress Management (CISM) program and submittal of your Volunteer Peer Supporter Application. We were fortunate to have several qualified individuals complete the application questions. While your credentials are impressive, we have selected another applicant whose experience and qualifications best meet the program criteria.

We appreciate your interest and for giving us the opportunity to review your application. Also, we will keep your application on file for future reference, unless you request differently.

Thank you again for your interest and support of the Critical Incident Stress Management program.

Name

NATIONAL CISM PROGRAM MANAGEMENT TEAM

APPENDIX M CISM Jump Kit Tool Box

The items in this kit are peer supporter intervention tools that can be assembled ahead of deployment.

Personal Items:

1. Toiletries
2. Hard hat
3. Steel toes and comfortable shoes
4. Appropriate dress including CISM gear
5. Rain gear
6. Sun screen
7. First aid items
8. Sunglasses
9. Identification name tag
10. Medications
11. Bottle water and snacks
12. Alarm clock
13. Money
14. Driver's License/Photo Identification

Miscellaneous:

1. Cell phone with charger
2. Laptop with email capabilities include electrical outlet and modem line
3. Maps of area
4. Local EAP resources info
5. Notepad
6. Travel references
7. Hotel information

CISM Materials:

1. "Critical Incident Stress Debriefing: An Operations Manual for CISD, Defusing and other Group Crisis Intervention Services" by Mitchell and Everly (the CISM bible).

2. "Critical Incident Stress Management (CISM): Individual Crisis Intervention and Peer support" by Mitchell and Everly   (a CISM hymnal).

3. "Critical Incident Stress Management (CISM): Basic group Crisis Intervention" by Mitchell and Everly (a CISM hymnal)

4. Business cards

5. Quick reference cards

6. Educational handouts

7. CISM Standard Operating Procedures

8. Accident report forms

9. Team leader forms

10. Peer supporter and work phone lists

11. Signs for door: DO NOT ENTER; BRIEFING UNDERWAY; PLEASE DO NOT DISTURB (helpful if printed and laminated – professional appearance)

12. CIRT After Action Report

13. Hotel information for the area

APPENDIX N CISM Intervention Quick Reference Guide

The following intervention procedures are steps to follow utilizing the Mitchell Critical Incident Stress Debriefing (CISD) model (Mitchell, 1983, 1988) relating to the seven (7) Stages of a CISD.

Intervention Type: Formal Debriefing Intervention

- **Introductory Phase**

  Purpose: To introduce the Crisis Intervention Response Team and explain the process.

  The Leader, explains the grounds rules:

  Note: Personal information or feelings shared in the group during CISD are not to be shared outside the group

  - No notes or recordings.
  - No breaks are scheduled, but anyone may leave as needed, returning as soon as possible.
  - No one is expected to speak after the Fact Phase.
  - Each participant speaks for self, not others.
  - Everyone is equal during CISD. All ranks speak frankly, with proper courtesy.
  - CISD is not an AAR, but a discussion to clarify what happened and to restore sense of well-being.
  - Fact-finding, not Fault finding.
  - "Facts" include personal reactions the event.
  - The Team is available following the CISD.

- **Fact Phase**

  Purpose: Reconstruct the event in detail, in chronological order, as an unbroken "historical time line" viewed from all sides and perspectives.

  The Leader encourages all participants to start their stories before the event occurred and to work up to it.

_____

Participants—

- The first person involved in the event is asked to tell his version of the story- how it started, his role (duty position), and what he saw, heard, smelled, and did-step by step. One by one, participants are drawn into the first person's story and then asked to describe their observations and actions.
- The Chaplain/Leader encourages participation. Everyone is asked to speak.
- When disagreements over what occurred arise, the Chaplain/leader elicits group observations to clarify memories.

- **Thought Phase**

  Purpose: To personalize the event.

  The Leader facilitates transition from facts to the personal.

  Participants are asked to share—

  - "What were you thinking as the event started?"
  - "What went through your mind when you saw, smelled, or did…?"
  - "What was your first thought when you came off 'automatic' or 'autopilot'?"

- **Reaction Phase**

  Purpose: Identify and ventilates feelings (emotions) raised by the event.

  The Leader emphasizes that all emotional reactions deserve to be expressed, respected, and listened to.

  Participants are encouraged to share "reactions":

  - "What was the worst thing about the event?"
  - "How did you react when it happened?"
  - "How are you feeling about that now?"
  - "If you could change one thing about the event, what would it be?"

  Leader listens for common themes, feelings, and misperceptions—

  - Feelings of anger at others for not helping.

- Blaming self or others for things be yond one's control.
- Feeling changed, different, worse than everyone else, cut off from others.

- **Symptom Phase**

  Purpose: To identify personal symptoms of distress and transition back to cognitive level.

  The Leader asks the participants to describe any physical or cognitive reactions to the event..

  Participants are asked to talk about various ways in which they experienced symptoms of distress. If the group is reluctant to respond, the leader may want to ask the entire group to answer by a show of hands how many had one type of symptom or another.

  Common symptoms include—

  - Gastro-intestinal distress
  - Frequent urination
  - Loss of bowel and bladder control
  - Loss of sexual interest
  - Heart pounding
  - Shortness of breath
  - Muscle, back, neck, and head ache
  - Trembling, jumpiness, and startle reactions

  This phase is typically five to tem minutes long.

- **Teaching Phase**

  Purpose: To reassure by teaching the participants that feelings and stress symptoms are normal reactions to abnormal conditions. Symptoms may last a while, but can be expected to resolve in time. If they don't resolve in time, seeking professional help is advised.

  Leader summarizes the thoughts, feeling, and symptoms expressed by the group, reemphasize normality; and reduce feelings of uniqueness, weakness, or injury.

  No predictions or glamorization of long-term disability should be given.

The Team may suggest additional training in stress management, coping strategies, grief process, and anger management at later dates.

- **Reentry Phase**

  Purpose: Complete and close the CISD.

  The Leader gives final invitation for comments and makes a summary statement. Follow-up resources are discussed.

  - It is important for the CIRT Team personnel to make themselves available for follow-on conversations with individual participants following the CISD.

The next set of intervention procedures follow the Everly and Mitchell **Mass Disaster Critical Incident Stress Debriefing (CISD)** model (Everly and Mitchell, 1993) relating to the seven (7) Stages of CISD.

Intervention Type: Crises/Disaster Intervention

- **Introductory Phase**

  Purpose: To introduce the Crisis Intervention Response Team and explain the process.

  The Leader, explains the grounds rules:

  Note: Personal information or feelings shared in the group during CED are not to be shared outside the group

  - No notes or recordings.
  - No breaks are scheduled, but anyone may leave as needed, returning as soon as possible.
  - No one is expected to speak after the Fact Phase.
  - Each participant speaks for self, not others.
  - Everyone is equal during CISD. All ranks speak frankly, with proper courtesy.

- CISD is not an AAR, but a discussion to clarify what happened and to restore sense of well-being.
- Fact-finding, not Fault finding.
- "Facts" include personal reactions the event.
- The Team is available following the CISD.

- **Fact Phase**

  Purpose: Reconstruct the event in detail, in chronological order, as an unbroken "historical time line" viewed from all sides and perspectives.

  The Leader encourages all participants to start their stories before the event occurred and to work up to it.

  Participants—

  - The first person involved in the event is asked to tell his version of the story- how it started, his role (duty position), and what he saw, heard, smelled, and did-step by step. One by one, participants are drawn into the first person's story and then asked to describe their observations and actions.
  - The Chaplain/Leader encourages participation. Everyone is asked to speak.
  - When disagreements over what occurred arise, the Chaplain/leader elicits group observations to clarify memories.

- **Thought Phase**

  Purpose: To personalize the event.

  The Leader facilitates transition from facts to the personal.

  Participants are asked to share—

  - "What were you thinking as the event started?"
  - "What went through your mind when you saw, smelled, or did…?"
  - "What was your first thought when you came off 'automatic' or 'autopilot'?"

- **Reaction Phase**

  Purpose: Identify and ventilates feelings (emotions) raised by the event.

The Leader emphasizes that all emotional reactions deserve to be expressed, respected, and listened to.

Participants are encouraged to share "reactions":

- "What was the worst thing about the event?"
- "How did you react when it happened?"
- "How are you feeling about that now?"
- "If you could change one thing about the event, what would it be?"

Leader listens for common themes, feelings, and misperceptions—

- Feelings of anger at others for not helping.
- Blaming self or others for things be yond one's control.
- Feeling changed, different, worse than everyone else, cut off from others.

Participants are asked to describe physical reactions to the event.

Common symptoms include—

- Gastro-intestinal distress
- Frequent urination
- Loss of bowel and bladder control
- Loss of sexual interest
- Heart pounding
- Shortness of breath
- Muscle, back, neck, and head ache
- Trembling, jumpiness, and startle reactions

- **Reframe Phase**

Purpose: To transition from emotional reaction to the cognitive.

The Leader facilitates the search for meaning in the event.

Participants are encouraged to derive personal meaning in the event.

- "What lessons could be learned from this event?"
- "What is something positive that you will take away from this experience?"
- "What good can be found in this tragic situation?
- "What are you proud of in this event?"

- **Teaching Phase**

  Purpose: To reassure by teaching the participants that feelings and stress symptoms are normal reactions to abnormal conditions. Symptoms may last a while, but can be expected to resolve in time. If they don't resolve in time, seeking professional help is advised.

  Leader summarizes the thoughts, feeling, and symptoms expressed by the group, reemphasize normality; and reduce feelings of uniqueness, weakness, or injury.

  No predictions or glamorization of long-term disability should be given.

  The Team may suggest additional training in stress management, coping strategies, grief process, and anger management at later dates.

- **Reentry Phase**

  Purpose: Complete and close the CISD.

  The Leader gives final invitation for comments and makes a summary statement. Follow-up resources are discussed.

  - It is important for the CIRT Team personnel to make themselves available for follow-on conversations with individual participants following the CISD.

APPENDIX O CISM Program Costs

Typical Annual **Program Maintenance Costs**

- PMT Travel & Per Diem $20K

- Marketing & Education   10K

- Annual Training   70K

- Support for response to local emergencies   16K

- ICISF MHP Contract $15K

                              Total $131K

- **Typical Local Deployment Cost**

Critical Incident Response Team (CIRT), three day deployment (e.g. death of employee other traumatic event):

- Per diem & travel for three person team - $1.6K

- Estimated 10 annual deployments   - $16.K

Funding Sources:

- Line item at HQ

- Local Responses - MSC or Centralized Funding

- Civil Emergency Responses - FEMA

- Civilian Deployment to War Zone – TBD

APPENDIX P CIRT Checklist

1.____ Review "ASSESSING THE NEED FOR CISD" in the CISM Operational

Manual, pages 144-146.

2.____ Review CISM TIMELINE pages 200-201 in CISM Operational Manual.

3.____ Confirm in writing, with appropriate authority, that a CIRT team is requested.

Also confirm if the response is outside SWD so that funds for travel and per diem are secure.

4.____ Selection of CIRT team.

5.____ Initiate CIRT deployment record. Provide to CIRT team leader.

6.____ Confirm selection of CIRT team composition and team leader.

7.____ Confirm and coordinate travel arrangements within the CIRT team.

8.____ Exchange CIRT personal cell phone numbers prior to departure.

9.____ Upon arrival, integrate into local command structure. Discuss the need for a case review, privacy issues, and the functionality of the CIRT team.

10.____ Onsite, perform detailed case review. Are there adequate CISM resources for the job at hand? ____ Determine access to EAP/MHP trained in CISM. ____

11.____ Secure suitable meeting room for CISD and one-on-ones.

12.____ Perform CISD team strategy meeting that must include MHP.
          a.   Review the following pages in the CISM Operational Manual: 23, 94-96, 141-164, 194-196,

          b.   Determine homogeneous target group(s) for CISD.

          c.   Review peer supporter and MHP roles and rules for introduction.

---

        d.   Can this event be considered a "complicated CISM intervention?

13.___ Schedule and conduct CISD, mentally note potential post-CISD contacts if warranted.

14.___ Conduct post-CISD CIRT meeting.

15.___ Arrange for follow-up strategy and assignments.

16.___ Arrange departure disengagement strategy.

17.___ Complete a review draft of CIRT deployment record.

18.___ Submit final CIRT deployment record to program management team

APPENDIX Q Deployment in Support of National Emergencies

1. **Deployment Authorization**
   a. A CIRT Team will deploy in support of a national emergency when a CISM mission is authorized by:
      i. The Commander or authorized representative of a Recovery Field Office, or
      ii. The ESF-3 team leader responsible for supporting the emergency response, or
      iii. HQUSACE Command, or
      iv. Any USACE Command structure supporting the emergency response mission
2. **CIRT Team Development**
   a. Upon receipt of an authorized mission, the CISM Program Managers will contact the MSC SMEs and provided notification of mission receipt
   b. SMEs will then contact Peer Supporters within their MSC and determine availability for deployment
   c. SMEs will then provide the Program Managers with a list of Peer Supporters available to deploy in support of the mission.
   d. The Program Managers will then compile the MSC lists into a national roster of personnel available for deployment
3. **Recon Team Deployment**
   a. The Program Managers will development a CISM Recon Team from the national roster to make the initial deployment into the national emergency area of operations. The Recon Team will normally be composed of SMEs or a combination of SMEs and experienced Peer Supporters
   b. Recon Team Composition
      i. Recon Team Leader
      ii. Team Member(s)
   c. Recon Team Mission
      i. The mission of the Recon Team is to:

---

1. Provide immediate CISM support to on-site command and personnel
2. Determine the scope of the CISM mission in the area of operations
3. Provide information to the Program Managers to "right size" the CISM response
4. Coordinate local logistics to prepare for the arrival of the CIRT Teams.
5. Provide information on the area of operations to the initial CIRT Teams prior to their deployment, including
   a. Transportation availability
   b. Lodging availability
   c. Supply availability
   d. Current Logistics situation
   e. Special conditions that may exist in the area of operation

ii. Following arrival of the first CIRT Teams, the Recon Team will:

1. In-brief the incoming team(s) which will include all intelligence gathered to date as to the scope of the mission, logistics issues, safety issues, etc.
2. Provide a field orientation to the team(s) to familiarize them to the area of operation
3. In-brief the initial CISM Mission Manager with the current situation, command issues and other pertinent information
4. Assist the initial CISM Mission Manager with developing the exit strategy for the CISM Mission
5. The Recon Team will typically deploy to the area of operations one to two weeks prior to the arrival of the first CIRT Teams and remain for one to two weeks after their arrival to provide assistance to the CIRT Teams during the transition from the Recon Mission to the CISM Mission

    iii. Recon Team Logistics

        1. Transportation requirements for the Recon Team will include:

            a. Commercial air transportation into an available, working airport for team members outside normal driving distances

            b. Transportation inside the area of operation will require the Recon Teams to have 4x4 vehicles

        2. Lodging availability for the Recon Team will be dependant on the time difference between the occurrence of the event and when the team actually arrives in the area of operation. Lodging options include:

            a. Early in the initial deployment, it may be necessary to sleep in vehicles do to the lack of lodging facilities. While vehicles do not always provide ideal sleeping accommodations, the do provide shelter from adverse weather conditions.

            b. Self contained RV units provide a combination of lodging, office space and mobility for the team, especially during the period immediately after the event when commercial facilities are unavailable and camps have not been established. A small motor-home utilized with 4x4 vehicles provides the team optimum mobility and self sufficiency.

            c. Tents may be used when other forms of lodging are not available. While tents do not provide all of the support of an RV, they do provide basic shelter from adverse weather conditions.

---

    d. FEMA Camps are typically established in areas of national emergencies during the opening phases of the federal response. The camps typically provide basic lodging, as well as food and supplies for authorized deployed personnel.

    e. Military Bases near the areas of national emergencies are typically utilized to provide lodging for authorized deployed personnel as well as access to food and supplies.

    f. As the federal response develops, contracts with commercial hotel facilities as usually awarded to provide transient lodging while in-processing and out-processing and for authorized deployed personnel. Depending on the nature and extent of the national emergency, the availability of commercial hotel facilities in or near the area of operations may be limited or non-existent during the first phases of the federal response.

iv. Supplies

  1. Deployment of the Recon Team during the initial phases of the federal response will require the team to be as self sufficient as possible. As such team members will be expected to bring the following recommended supplies with them when they deploy to the area of operations:

    a. Personal supplies

      i. Sufficient, appropriate clothing

      ii. CISM apparel

      iii. Comfortable pair of walking shoes

iv. Seasonal outwear, appropriate for the area
v. Foul weather gear
vi. Insect repellant
vii. Sunscreen
viii. Hand sanitizer
ix. Personal first aid kit
x. OTC anti-diarrhea, cold, antacids, etc.
xi. Personal prescriptions (two month supply)
xii. Small plastic box of baby wipes
xiii. Sun glasses
xiv. Extra pair of prescription glasses
xv. Gum, candy, etc.
xvi. Bottled water (7 day supply)
xvii. Non-perishable food (7 day supply)
xviii. Cash money
xix. Government travel credit card
xx. Personal credit card
xxi. Cell phone (exchange numbers with team members prior to deployment)
xxii. Personal call lists
xxiii. Copy of Tetanus and HEP vaccines
xxiv. Copy of travel orders
xxv. Misc. personal comfort items
xxvi. Personal Protective Equipment
1. Safety boots (steel toed)
2. Hard Hat
3. Hearing protection
4. Dust Mask
5. Safety glasses/goggles

  b. Field supplies
    i. Copy of CISM Ops manual
    ii. Copy of CISM Resource CD
    iii. Road atlas or maps of the area
    iv. GPS unit or compass
    v. Small flashlight
    vi. Small supply of office items
    vii. Lap top computer
    viii. CISM reference materials
    ix. CIRT forms
    x. CISM call lists
    xi. Pertinent electronic files
    xii. Flash drive & blank CDs
    xiii. Cables and peripherals for lap top
    xiv. Multiple cans of Fix-a-Flat
    xv. Field duffle bag to carry field items

2. Field Supply Sources
  a. After initial deployment of the Recon Team, it will become necessary for the team to replenish their supplies after the first week. Potential sources for additional supplies include:
    i. Emergency replenishment of essential supplies may be possible from regional resources, such as emergency management agencies, law enforcement agencies, fire departments, National Guard Armories, local Emergency Operations Centers, etc.
    ii. Military bases near the area of operation are typically utilized as a source of essential supplies for authorized

                       personnel deployed for a national emergency.

        iii. FEMA Bases and Camps, once established will provide supplies, including food and water, to authorized personnel. Offices supplies and support for ground transportation will also be available.

        iv. Recovery Field Offices and Emergency Field Offices, once established can be used as a source for many types of supplies necessary in the area of operation.

        v. Sector Office, once established, can be used as a source for some of the basic supplies necessary in the area of operation.

        vi. In the event that necessary supplies are not available in the immediate area of operation, it may be necessary for Recon Team members to travel to areas not affected by the national emergency and purchase new supplies from commercial sources.

v. In-processing

    1. Upon arrival at the designated in-processing center, all members of the Recon Team will complete all required in-processing, including but not limited to:

        a. HR

        b. Safety

        c. Security

        d. Medical

  e. Logistics
  f. IM
 2. Equipment
  a. During in-processing, the Recon Team will coordinate with Logistics to obtain and additional equipment required for the Mission.
  b. Such equipment may include:
   i. Flashlights
   ii. Batteries
   iii. Personal Protective Equipment
   iv. Office Supplies
   v. Vehicle Supplies
   vi. Drinking Water
   vii. Communications Equipment
   viii. Misc. Supplies
 3. Time and Attendance
  a. During in-processing, the Recon Team Members will assure that all steps necessary to establish their time and attendance reporting are completed within the local policies and procedures
  b. The Recon Team Leader will ensure time and attendance are reported correctly and on time
vi. Communications
 1. The availability and effectiveness of communications will be dependant on the nature and extent of the event that resulted in the national emergency. The various means of communications which could be utilized include:
  a. Cell Phones, either personal or government issued, may be of limited use during the initial phases of the federal response. While temporary

cell towers may be placed in strategic locations, their effectiveness will be dependant on the extent of the event.

b. Satellite Phones may be effective during the recon mission as they are not totally dependant on land based infrastructure. It should be noted that heavy cloud cover may interfere with the link between the phone and the communications satellite and make the phone inoperable until weather conditions improve.

c. Blackberry wireless devices may be of limited use during the recon mission depending on the extent of damage to the wireless infrastructure in the area of operation. To use the e-mail function of the Blackberry, the user must be listed in their home district's Blackberry server. This needs to be coordinated with the district's IM office.

d. RRV units are equipped to provide both voice and data satellite communications. They can be utilized when other means are not available. They are typically located at FEMA camps or near a local EOC.

e. DTOS units are equipped to provide both voice and data satellite communications. They can be utilized when other means are not available. They are typically located at FEMA camps or near a local EOC.

f. Sprint/Nextel telephones and pagers may be useful to communicate

between team members. However they are dependent on the local infrastructure and may not function during the initial phases of the response.

    g. Other communications equipment such as regular cell phones, two-way radios, etc. may be utilized depending on the condition of the local infrastructure, distances between team members and other factors.

    vii. Local Coordination

        1. The Recon Team must coordinate and maintain close communications with the local command structure in order to "right size" the follow on response.

        2. Additionally, the Recon Team should coordinate operations with:

            a. Mission Managers
            b. Area Engineers
            c. Department Managers
            d. Local agencies involved with security missions

    viii. End of Recon Mission

        1. Debriefing
        2. AAR
        3. Out-processing

4. CIRT Deployment

  a. The Program Managers will development a CIRT from the national roster to make the deployment into the national emergency area of operations. The CIRT will normally be composed of a combination of SMEs and Peer Supporters

  b. CIRT Composition

    i. CISM Mission Manager

        1. The Mission Manager is normally a SME or experienced Peer Supporter.

        2. The duties of the Mission Manager include:

    a. Coordinate with and brief Command
    b. Acts as CIRT supervisor
    c. Coordinates support from mental health professionals
    d. Office Resources
    e. Local Coordination with:
        i. PAO
        ii. Security
        iii. Logistics
        iv. Safety
        v. IM
        vi. HR
        vii. Mission Managers
        viii. GIS Team
    f. Scheduling
    g. Consolidate Time & Attendance
    h. Schedule Team Meetings
    i. Coordinate with VIST Leader
    j. Program Visibility
        i. Signage
        ii. Good News Stories
    k. Establish Transition Plans for follow on CIRT Teams
    l. Ensure compliance with R&R requirements (if necessary)
    m. Draft Exit Strategy
    n.

ii. Team Leaders
    1. Team Leaders are normally SMEs or experienced Peer Supporters
    2. A Team Leader is responsible for an individual CIRT comprised of one or more Team Members
    3. The duties of the Team Leader include:
        a. Coordinating team operations with the CISM Mission Manager.

                      b. Responsible for observation of the team and team debriefings as required.

        iii. Team Members

              1. Team Members can be any trained and qualified Peer Supporter.

c. CIRT Mission

d. Logistics

    i. Transportation

        1. Transportation requirements for the CIRT Teams will include:

              a. Commercial air transportation into an available, working airport for team members outside normal driving distances

              b. Transportation inside the area of operation will require the CIRT Teams to have 4x4 vehicles. If a sufficient number of 4x4 vehicles are not available, other types of vehicles used by the team must have sufficient ground clearance to operate on rough terrain.

        2. Lodging availability for the CIRT Team will be dependant on the time difference between the occurrence of the event and when the team actually arrives in the area of operation. Lodging options include:

              a. Early in the initial deployment, it may be necessary to sleep in vehicles do to the lack of lodging facilities. While vehicles do not always provide ideal sleeping accommodations, the do provide shelter from adverse weather conditions.

              b. Self contained RV units provide a combination of lodging, office space and mobility for the team, especially

during the period immediately after the event when commercial facilities are unavailable and camps have not been established. A small motor-home utilized with 4x4 vehicles provides the team optimum mobility and self sufficiency.

c. Tents may be used when other forms of lodging are not available. While tents do not provide all of the support of an RV, they do provide basic shelter from adverse weather conditions.

d. FEMA Camps are typically established in areas of national emergencies during the opening phases of the federal response. The camps typically provide basic lodging, as well as food and supplies for authorized deployed personnel.

e. Military Bases near the areas of national emergencies are typically utilized to provide lodging for authorized deployed personnel as well as access to food and supplies.

f. As the federal response develops, contracts with commercial hotel facilities as usually awarded to provide transient lodging while in-processing and out-processing and for authorized deployed personnel. Depending on the nature and extent of the national emergency, the availability of commercial hotel facilities in or near the area of operations may be limited or non-existent during the first phases of the federal response.

3. Deployment of CIRT Teams during the initial phases of the federal response will require the team to be as self sufficient as possible. As such team members may be required to bring some or all the following recommended supplies with them when they deploy to the area of operations:
   a. Personal supplies
      i. Sufficient, appropriate clothing
      ii. CISM apparel
      iii. Comfortable pair of walking shoes
      iv. Seasonal outwear, appropriate for the area
      v. Foul weather gear
      vi. Insect repellant
      vii. Sunscreen
      viii. Hand sanitizer
      ix. Personal first aid kit
      x. OTC anti-diarrhea, cold, antacids, etc.
      xi. Personal prescriptions (two month supply)
      xii. Small plastic box of baby wipes
      xiii. Sun glasses
      xiv. Extra pair of prescription glasses
      xv. Gum, candy, etc.
      xvi. Bottled water (7 day supply)
      xvii. Non-perishable food (7 day supply)
      xviii. Cash money
      xix. Government travel credit card
      xx. Personal credit card
      xxi. Cell phone (exchange numbers with team members prior to deployment)

xxii. Personal call lists

xxiii. Copy of Tetanus and HEP vaccines

xxiv. Copy of travel orders

xxv. Misc. personal comfort items

xxvi. Personal Protective Equipment

   1. Safety boots (steel toed)
   2. Hard Hat
   3. Hearing protection
   4. Dust Mask
   5. Safety glasses/goggles

b. Field supplies

   i. Copy of CISM Ops manual
   ii. Copy of CISM Resource CD
   iii. Road atlas or maps of the area
   iv. GPS unit or compass
   v. Small flashlight
   vi. Small supply of office items
   vii. Lap top computer
   viii. CISM reference materials
   ix. CIRT forms
   x. CISM call lists
   xi. Pertinent electronic files
   xii. Flash drive & blank CDs
   xiii. Cables and peripherals for lap top
   xiv. Multiple cans of Fix-a-Flat
   xv. Field duffle bag to carry field items

4. Field Supply Sources

   a. After initial deployment of the CIRT Team, it will become necessary for the team to periodically replenish their supplies. The availability of supply sources will depend on the status of the federal response at the time the individual CIRT Teams

deploys. Potential sources for additional supplies include:

    i. Emergency replenishment of essential supplies may be possible from regional resources, such as emergency management agencies, law enforcement agencies, fire departments, National Guard Armories, local Emergency Operations Centers, etc.

    ii. Military bases near the area of operation are typically utilized as a source of essential supplies for authorized personnel deployed for a national emergency.

    iii. FEMA Bases and Camps, once established will provide supplies, including food and water, to authorized personnel. Offices supplies and support for ground transportation will also be available.

    iv. Recovery Field Offices and Emergency Field Offices, once established can be used as a source for many types of supplies necessary in the area of operation.

    v. Sector Office, once established, can be used as a source for some of the basic supplies necessary in the area of operation.

    vi. In the event that necessary supplies are not available in the immediate area of

operation, it may be necessary for CIRT Team members to travel to areas not affected by the national emergency and purchase new supplies from commercial sources.

b. CIRT Teams that deploy during later phases of the federal response will find special support facilities have been established for authorized support personnel and will not need to be as self sufficient as the Recon Team and CIRT Teams that deployed in the initial phases of the federal response. These support facilities provide sufficient supplies, including food, water, office supplies, laundry services and vehicle support to meet the basic needs of the CIRT Team. Also, commercial sources of supplies and services in or near the area of operation begin to recover in the later phases of the federal response and begin to open for business. However, it must be noted that in severe, wide spread events, it may be several months after the event before commercial sources for supplies and services, as well as commercial food operations, are available in the area of operations.

ii. In processing
    1. Equipment
    2. T&A
iii. Communications
    1. The availability and effectiveness of communications will be dependant on the nature and extent of the event that resulted

in the national emergency. The various means of communications which could be utilized include:

    a. Cell Phones, either personal or government issued, may be of limited use during the initial phases of the federal response. While temporary cell towers may be placed in strategic locations, their effectiveness will be dependant on the extent of the event.

    b. Satellite Phones may be effective during the recon mission as they are not totally dependant on land based infrastructure. It should be noted that heavy cloud cover may interfere with the link between the phone and the communications satellite and make the phone inoperable until weather conditions improve.

    c. Blackberry wireless devices may be of limited use during the recon mission depending on the extent of damage to the wireless infrastructure in the area of operation. To use the e-mail function of the Blackberry, the user must be listed in their home district's Blackberry server. This needs to be coordinated with the district's IM office.

    d. RRV units are equipped to provide both voice and data satellite communications. They can be utilized when other means are not available. They are typically located at FEMA camps or near a local EOC.

    e. DTOS units are equipped to provide both voice and data satellite

communications. They can be utilized when other means are not available. They are typically located at FEMA camps or near a local EOC.

f. Sprint/Nextel telephones and pagers may be useful to communicate between team members. However they are dependent on the local infrastructure and may not function during the initial phases of the response.

g. Other communications equipment such as regular cell phones, two-way radios, etc. may be utilized depending on the condition of the local infrastructure, distances between team members and other factors.

2. Operating Procedures & Protocols

a. CIRT Teams will operate within established USACE CSIM policies and the USACE Standard of Care.

b. CIRT Teams will provide daily report information to the CISM Mission Manager

c. CIRT Teams will consist of a minimum of one team leader and one peer supporter. Additional peer supporters may be assigned to a team dependant on mission requirements and local conditions.

d. CIRT Teams should be composed of both male and female peer supporters to be capable of engaging personnel in the field.

e. CIRT Teams shall respond to requests for CISM services.

        f.   When not providing CISM services, CIRT Teams will set up a rotating schedule for site visits to designated sector offices and job sites.

        g.   CIRT Teams should avoid arranged meetings with personnel in hotel rooms or remote locations away from job sites.

    iv. Mission Duration

        1. Duration of the CIRT Mission will be determined by the following factors:

           a.   Extent of the event
           b.   Determination of need for CISM support
           c.   Command requirements
           d.   Availability of resources to maintain the mission

5. Virtual Incident Support Team

    a. The Program Managers will development a Virtual Incident Support Team from the national roster to provide follow-up CISM services to personnel returning from deployment to national emergencies and to provide virtual support to CIRT Teams deployed to the area of operation of the national emergency. The VIST will normally be composed of a combination of SMEs and Peer Supporters and perform their functions from their regular duty station.

    b. VIST Composition

       i. Team Leader

          1. The Team Leader is normally SMEs or an experienced Peer Supporter

      ii. Team Members

          1. Team Members can be any trained and qualified Peer Supporter

    c. Mission

       i. The mission of the VIST is to:

          1. Maintain contact with CIRT mission manager and or the team leader

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2. Assess size and job requirements related to number of team members.
3. Provide follow-up CISM services to personnel returning from deployment to national emergencies
4. Provide Reach-back services to personnel returning from deployment to national emergencies
5. Provide virtual support to CIRT Teams deployed in support of national emergencies

d. Team Operations

i. While the CIRT teams are deployed the Virtual Incident Support (VIST) Team Leader and Team Members remain at the home duty station.

ii. Deployed CIRT Team Leader will need to secure the RFO EngLink Administrator as the POC for the VIST Team Leader. This should be an RFO contact that understands the CISM VIST concept and is willing to pull and furnish a Sent Home report on a regular basis to the VIST Team Leader. Until EngLink permission to pull the Sent Home Reports is acquired for the VIST Team Leader, this is the only means of acquiring names of people returning to their home duty stations.

iii. It is imperative that the RFO EngLink Administrator's assistance is secured by the deployed CIRT. It is extremely difficult to do this from a home duty station. The VIST Team Leader needs to work in concert with the deployed CIRT Team Leader.

iv. VIST Team Leader then makes initial contact with the RFO EngLink POC. They determine the frequency of the Sent Home reports and method of delivery. Emailing the reports in spreadsheet format is efficient and sufficient.

v. VIST Team Leader should reaffirm to the EngLink POC that the information is used solely for the purpose of providing CISM educational

material and will not be used for any other purpose. It is helpful to provide the EngLink POC a sample of what the intended material will contain.

vi. At a minimum Sent Home Reports need to contain the following in order to confirm the correct person is being contacted:
    1. Name of person returning home
    2. District of person (will probably be a 3 letter abbreviation as posted in EngLink)
    3. Date returning home
    4. Duty description
    5. Title

vii. Although the NOC Co-Program Manager's names appear on the cover email, they will normally not be the VIST Team Leader. This does not pose a problem. The recipients will more than likely respond to the sender of the email and not the NOC Co-Program Managers.

viii. The VIST Team Leader works from the EngLink spreadsheet and prepares an email to each of the returning volunteers. The content of the email should include the message from either the NOC Co-Program Managers or the CIRT Team Leader. Attached to the email is a copy of the coping brochure with updated contact information. Multiple addresses can be on one email.

ix. The VIST emails should be sent timely and no more than 30 days after the date the volunteer returned home.

x. Statistical information the VIST Team Leader will need to keep track of consists of:
    1. Number of people contacted
    2. Number of people that responded to the email
    3. Comments/responses of people
    4. Number of people requesting to speak with a peer supporter

5. Any follow up information from those additional interventions

xi. VIST Team Leader will coordinate with NOC Co-Program Managers as to contacting the national cadre of peer supporters to secure a listing of those available for VIST phone interventions.

xii. VIST Team Leader will then maintain the listing of available peer supporters. If a request is made to speak with a peer supporter, the VIST Team Leader first contacts the peer supporter to confirm they are available. They then contact both the peer supporter and the requester as to set up the phone appointment. Once the appointment is confirmed it rests with the peer supporter to follow through with the contact. Results of the phone intervention, duration, generic subject content and outcome are then reported back to the VIST Team Leader for statistical tracking. Complex situations will be referred to the NOC Co-Program Managers for additional guidance.

xiii. A sample of the cover email message is attached. It should be customized for each event and updated as needed.

xiv. VIST ends when the last deployed person returns to their duty station and there are no requests for additional peer supporter contacts.

xv. In addition to serving as the contact for the national emergency volunteers, the VIST Team Leader may also be utilized by the deployed CIRT to provide assistance as needed. The deployed CIRT may find it helpful to have a non deployed contact to perform administrative support, research, make additional contacts, and provide items the CIRT may have overlooked in taking. The VIST Team Leader serves as the support link "back home" for the deployed CIRT.

xvi. Just as the deployed CIRT earns Army recognition for the duties they perform, so should the VIST

Team Leader and team be acknowledged. The VIST Team Leader leads the support network for the CIRT, contacts all deployed volunteers nationwide as they return home and provides statistical data for the NOC. The CIRT Team Leader and NOC program managers should be responsible to recommend appropriate Army recognition commensurate with the workload and value given by the VIST Team Leader and team.

     e. Sample VIST e-mail contact letter:

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A NOTE FROM THE CORPS CRITICAL INCIDENT STRESS MANAGEMENT (CISM)
TEAM:

To All Louisiana Recovery Field Office Response Team Members:

     First of all, we would like to say thank you for your
positive attitude, helpful spirit, and dauntless energy you
expended in the recovery efforts of Hurricanes Katrina and Rita.
We could not do the work we do without folks like you.  You have
given the Corps of Engineers something nobody can take away.
Esprit de corps!  Thank You.

     Secondly, now that you have had time to get back into a
semi-normal routine, we would like to take the opportunity to
remind you of things you may be encountering.  Since you were in
an effort that took long hours and extra energy, it's ok to take
a little longer in getting back to "normal".  You may experience
a genuine desire to return to help out, but you must also
realize that you need to have time to recover; physically,
mentally, emotionally, and even spiritually.   Remember to be
aware of triggers which might remind you of the tragedy and loss
you encountered while working the recovery efforts.  Sights,
Sounds, Smells can all bring back to remembrance those things
that can increase the stressors in our life.  Don't change your
daily routine.  If you had an exercise routine, then by all
means, continue.  Do the things you did before you left for the
disaster scene as long as they are positive in nature.  Take
extra time to be with family, rekindling those relationships.
Go out and have some fun.  We have attached, below, a
"Deployment Coping Tips" brochure that may provide you with some
helpful tips.

     Lastly, we would like to make you aware that CISM peer
supports are available, if you feel that the stressors you
encountered are more than you can handle alone.  You are not
alone, and there are peer supporters throughout the Corps of
Engineers trained to help you understand how to deal with normal
responses to abnormal situations.  Please contact Chris Smith –
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(918) 682-4314 at any time and she will link you to an available
peer supporter.

        Terry Holt
        National Co-Program Manager
        LA RFO CISM Team Leader

APPENDIX R Employee Assistance Program (EAP) Information

This Appendix is currently under development.