



**DEPARTMENT OF CORRECTIONS
Human Resources**



Title:	Critical Incident Stress Management	DOC Policy: 20.5.2
Effective:	10/14/20	Supersedes: 01/14/10
Applicability:	DOC employees and OCE employees	
Directives Cross-Reference:	ORS 181A.835 Peer Support Counseling Sessions Policies: 10.3.1 Emergency Management 20.1.2 Code of Ethics 20.1.3 Code of Conduct 40.1.8 Critical Incident	
Attachments:	None	

I. PURPOSE

To provide timely, comprehensive, and confidential peer to peer assistance to Department of Corrections (DOC) and Oregon Corrections Enterprises (OCE) employees in accordance with training and guidelines of the International Critical Incident Stress Foundation (ICISF). This policy establishes criteria for selection, qualification, training, duties and deployment of the Critical Incident Stress Management (CISM) teams.

II. DEFINITIONS

- A. Critical Incident Stress Management (CISM) Administrator: A DOC Central Office manager assigned to oversee the CISM program, deploy resources, train CISM team members and ensure policy compliance.
- B. CISM Family Liaison: A DOC employee and CISM team member in good standing designated by the CISM Administrator to be the primary contact and coordinator for DOC or OCE employee family members when the employee has suffered overwhelming trauma, great bodily injury or death. This employee will oversee the Family Liaison Team.
- C. CISM Family Liaison Team: A team made of DOC and/or OCE employees to assist employees and family members in managing critical incident stress and gathering and coordinating resources in a time of need.
- D. CISM Team: A team responsible for the prevention and mitigation of disabling stress among emergency responders in accordance with the standards of the ICISF.
- E. CISM Team Coordinator: Represented employee designated by the functional unit manager as

the supervisor of a CISM team for their respective functional unit. Has experience in team administration and knowledge of ICISF standards.

- F. CISM Team Manager: Management series employee designated by the functional unit manager as oversight and support of the CISM team coordinator and CISM team for their functional unit. Has experience in team administration and knowledge of ICISF standards.
- G. CISM Team Member: An employee trained to provide peer support in the form of one-on-one peer support and group interventions. CISM team members may conduct defusing and critical incident stress debriefings if certified.
- H. Critical Incident: Any situation which may cause participants or witnesses to experience unusually strong physical, psychological or emotional responses which have the potential to impair ability to function, either at the time of the incident or later. Critical incidents may include, but are not limited to: death, serious injury or accident; discharge of a firearm; shooting; hostage taking; major disturbance; riot; inmate provocation; escape; attempted suicide; sexual assault; rape; natural disasters; blood or body fluid exposure; outside assault; epidemic or poisoning; use of serious or deadly force.
- I. Critical Incident Stress Debriefing: An interactive group support process designed specifically for application with small, homogeneous groups that have experienced roughly the same level of exposure to the same critical incident. Ideally debriefings happen within 72 hours of an incident but can be adjusted as operationally necessary.
- J. Critical Incident Stress Management (CISM) Administrator: A DOC Central Office manager assigned to oversee the CISM program, deploy resources, train CISM team members and ensure policy compliance.
- K. Critical Incident Trauma: Any physical, psychological or emotional reaction to a crisis event or critical incident that hampers one's ability to function.
- L. Defusing: An interactive group process conducted a short time after a homogeneous group has been exposed to a critical incident. The purpose of defusing is to immediately, or within 12 hours, assess and stabilize the affected employee(s) and provide tips on managing critical incident trauma to increase resilience.
- M. Employee: Any person employed full-time, part-time, or by temporary appointment to provide services or support to the Department of Corrections. For the purposes of this policy, employee also includes any person employed full-time, part-time, or by temporary appointment to provide services or support to the Oregon Corrections Enterprises.
- N. Functional Unit Manager: Any person within the Department of Corrections who reports to either the Director, Deputy Director, an Assistant Director or administrator and has responsibility for delivery or program services or coordination of program operations. In a facility, the superintendent is the functional unit manager.
- O. Incident Reaction Report: An after-action report that will identify incident causes, assess the effectiveness of the response and make recommendations to improve future emergency

response. The report will not include peer support employee to employee conversations unless necessary to ensure the safety and security of the facility or persons.

- P. **Mental Health Professional:** A licensed clinical social worker, licensed psychologist or other licensed professional counselor who is trained in the critical incident trauma debriefing model, and who understands and has experience with, both the role of a corrections employee and the Department.

III. POLICY

It is the policy of the Department of Corrections that all employees exposed to critical incidents or crisis events be offered assistance through the CISM program by deployment of a CISM team member or a CISM team. The CISM program provides for staff welfare during and after major emergencies and assists employees in processing and coping with the effects of crisis events and critical incidents. Services available to staff may include, but are not limited to individual crisis intervention, follow up and resource referrals for impacted staff and families and group crisis interventions of diffusing, debriefing and transitional triage and informational sessions.

Each FUM shall have access to a CISM team manager and CISM team coordinator who shall work closely with the FUM to ensure CISM resources are readily available.

A. CISM Reporting Structure

1. Director/Deputy Director
2. Assistant Director of Human Resources
3. CISM Administrator
4. Functional Unit Manager
5. CISM Team Manager
6. CISM Team Coordinator
7. CISM Team Members

B. Critical Incident Stress Management Services

1. Any employee in the workplace may utilize the services of CISM.
2. All communication between a CISM team member and a peer in a peer support session is confidential, except for those matters which involve a life threatening or dangerous violation of the law (Reference ORS 181A.835). Information may be shared on a need to know basis with other certified CISM trained team members.
3. An employee's decision to seek CISM support services shall be voluntary.

4. CISM team member names and work cellphone numbers, when assigned, are available on posted lists at each unit of assignment.

C. The CISM Team Manager shall:

1. Consult and support the development of critical incident stress operations;
2. Support lesson plan development and CISM team training needs in coordination with the CISM team coordinator and CISM Administrator;
3. Assist in CISM team selection;
4. Be educated in and understand ICISF standards and tools, including defusing and critical incident stress debriefings, and work with the FUM to deploy the use of CISM teams;
5. Support quality assurance and documentation of the CISM program for evaluation;
6. Work with the CISM Administrator and CISM family liaison to coordinate local CISM response and resources; and
7. Make necessary notifications up and down the CISM chain of command.

D. The CISM Team Coordinator shall:

1. Provide consultation and assistance in the development of critical incident stress operations;
2. Assist in determining critical incident response team training needs and coordinate lesson plan development and training modules;
3. Assist in CISM team selection;
4. Be trained in Basic and Advanced CISM trainings;
5. Maintain a list of mental health referral resources;
6. Assist in quality assurance and other documentation useful for CISM program evaluation;
7. Assure integrity of peer confidentiality regarding the CISM program;
8. Work with the CISM Administrator and CISM family liaison to coordinate local CISM response and resources;
9. Make necessary notifications up the chain of command and to CISM team members; and
10. In the event of an employee death, the designated CISM team coordinator will notify and provide regular updates to the CISM family liaison.

E. The CISM Family Liaison shall:

1. Communicate with and assist the designated CISM team coordinator with coordination of benefits for the employee or employees' dependents;
2. Brief the Assistant Director of HR and the CISM Administrator and aid supervisors of affected employees until CISM family support resources are no longer needed; and
3. Establish contact with the Payroll and Benefits Unit to begin processing benefit information for the employee's family and assist the designated CISM team coordinator with delivery of benefit information, as the family wishes to receive it.

F. Initiating Activation and Deployment:

1. The decision to activate and deploy the institution CISM team shall be that of the institution's functional unit manager or higher. In the case of emergency, the decision to activate or deploy will be in accordance with the Department of Corrections policies on **Emergency Management (10.3.1)** and **Critical Incident (40.1.8)**.
2. The FUM or designee shall notify the CISM team manager and CISM team coordinator so they may carry out the activation and deployment.
3. Activation of a CISM team requires notification to the CISM Administrator. The CISM Administrator and the Chief of Security will act in collaboration with one another to support and give oversight to the CISM program and teams in coordination with larger critical incident activities.
4. Pre-approval from the CISM team manager is required for CISM team member responses that initiate overtime pay.
5. Requests for additional CISM teams or equipment from other facilities will be made by the functional unit manager of the affected facility to the CISM Administrator.

G. Activation and Deployment: The CISM Team Manager and CISM Team Coordinator will work with the Officer-in-charge or designee to:

1. Relieve the affected employee(s) from assigned duties and away from the scene of the incident as soon as possible;
2. Assign CISM support for the affected employee(s);
3. Identify all affected employees for group intervention;
4. Determine the level of peer support intervention tactics will be employed including one-on-one peer support or group interventions;
5. If group interventions are used, identify a group intervention site which is free from interference, accessible to amenities and can be made private;
6. Notify the Department's mental health professional as needed; and

7. The CISM team coordinator will complete or assign a CISM team member to complete the Incident Reaction Report.

H. Basic Qualifications of a CISM Team Member:

1. Off initial trial service and a minimum of one year as an employee with DOC or OCE;
2. Be an employee in good standing with no disciplinary actions or work improvement plans;
3. Possess and maintain a valid driver's license;
4. Successfully complete a one-year CISM trial service period before being a permanent member of the CISM team; and
5. Any of these requirements may be waived by the CISM Administrator in circumstances where no other eligible CISM team member candidate exists, and the candidate demonstrates proficiency in the CISM role.

I. Ongoing Expectations of a CISM Team Member:

1. CISM team members may perform peer support within their scope of training and in accordance with ICISF standards and Oregon Revised Statutes. Acting outside of these standards waives CISM protections and warrants removal from a CISM team.
2. CISM team members must be reliable. Existing CISM team members on a work improvement plan or who do not demonstrate reliability in their regular duties will be reviewed for a possible suspension or removal from the CISM team.
3. CISM team members must continue to be an employee in good standing. Any disciplinary action will result in the review for a possible suspension or removal from the CISM team.
4. CISM team members will attend all scheduled training unless on approved accrued leave or approved in advance by the CISM team manager. CISM team members who must miss training should request to be excused from training as soon as possible.
5. CISM team membership demands the highest standards of professionalism due to the nature and confidentiality of the task that members are called upon to perform. CISM team members will comply with all Department of Corrections policies and rules, in particular the policies on Code of Ethics and Code of Conduct.
6. CISM team members who cannot fulfill these ongoing expectations may be removed from the CISM team permanently or suspended until the deficiency can be corrected. The

decision to remove or suspend is that of the CISM Administrator, in coordination with the FUM and CISM Team Manager.

J. Qualifications and expectations for a CISM Team Coordinator:

1. Meet the qualifications listed for a CISM team member and have two years of experience as a CISM team member in a DOC or OCE facility. The length of service requirements may be waived by the CISM Administrator in circumstances where no eligible candidate exists;
2. Must have completed the Advanced CISM training or have the ability to complete it within one year of assignment;
3. Demonstrate the ability to command and lead specialty teams;
4. Possess a thorough knowledge of the facility and staff being served; and
5. Receive appointment by the FUM, CISM team manager and CISM Administrator.

K. Team composition and recruitment:

1. Each DOC facility should maintain a team with a ratio of one CISM team member for every 40 staff employed at that facility. For facilities with less than 40 employees, a minimum of two CISM team members will be maintained.
2. CISM teams are encouraged to have management employees in their membership, though manager membership shall not exceed that of represented staff. This ratio shall include the CISM team manager. CISM teams will be mindful of peers' possible preferences of interacting with a represented or management team member.
3. Membership is encouraged across all categories of diversity and a CISM team should reflect or exceed the diversity of the functional unit workforce.
4. FUM's, CISM coordinators and CISM team managers are encouraged to seek nominations for CISM team membership from the workforce. Trust and relational capital with peers are a critical success factor for CISM teams.
5. FUM's, CISM coordinators and CISM team managers are encouraged to vet and interview new CISM team member applicants to assess for interpersonal skills, emotional intelligence, and confidence of peers.

L. Training of CISM team members:

1. Basic training required of a CISM team members includes both "Group Crisis Intervention" and "Assisting Individuals in Crisis."
2. Each CISM team will meet quarterly to receive a minimum of eight hours of training and team development.
3. The CISM team coordinator, in collaboration with the CISM Administrator and other

team coordinators, is responsible for identifying and acquiring training specific to the roles and functions of CISM team members. Training agendas will be provided to the CISM Administrator. The CISM team manager is responsible for relieving staff for quarterly training.

4. CISM team coordinators will participate in 16 hours of additional training annually. Training subject matter must be related to CISM functions and leadership and can include critical incident debriefing and defusing, emergency management and incident command, leadership development, communication, understanding of employee resources including EAP and other employment benefits. At least 8 hours of that training will be provided in a face-to-face format with other team members. Training is approved by the CISM Administrator.
5. The CISM Administrator, in collaboration with the Agency Chief of Security, will work with team coordinators, regional partner agency CISM teams, and regional and national resources providers to develop a catalogue of curriculum for CISM teams to draw from.

III. IMPLEMENTATION

This policy will be adopted immediately without further modification.

Certified: signature on file _____
Michelle Mooney, Rules Coordinator

Approved: signature on file _____
Heidi Steward, Deputy Director