



**DEPARTMENT OF CORRECTIONS
Human Resources**



Title:	Emergency Staff Services and Critical Incident Trauma Management	DOC Policy: 20.5.2
Effective:	1/4/10	Supersedes: 5/1/02
Applicability: DOC employees, contractors, volunteers and OCE employees		
Directives Cross-Reference: Rules: Emergency Preparedness – Div 053 Policies: Code of Conduct, #20.1.3 Code of Ethics, #20.1.2		
Attachments: None		

I. PURPOSE

To provide timely, comprehensive, and confidential peer to peer assistance to Department of Corrections employees and their families, as well as contractors, volunteers, and OCE employees; while establishing criteria for selection, qualification, training, duties and deployment of the ESS team.

II. DEFINITIONS

- A. Contractor: Any person under contractual arrangement to provide services to the Department of Corrections, any person employed by private or public sector agencies who is serving under Department sanctioned assignment to provide services or support to Department programs.
- B. Crisis Event: An event in the life of an employee or his/her immediate family. Crisis events may include, but are not limited to, moderate injury or accident; medical emergency; assault; molestation; escape or attempted escape; use of force, extraction; provocation (sit down); fire; HazMat response; suicide attempt; minor disturbance; serious injury off the job; terminal illness; or psychotic offender.
- C. 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.
- D. Critical Incident Stress Debriefings: Specially structured group meetings involving individuals directly involved in a critical incident, and peer supporters trained and certified in Critical Incident Stress Debriefing. These debriefings are concerned with the physical, emotional, and psychological reactions of individuals and the ability for those involved to process the event, not the effectiveness of the systems response to

the incident; and they shall occur prior to critique of the incident.

- E. Critical Incident Trauma: Any physical, psychological or emotional reaction to a critical or crisis incident that hampers one's ability to function.
- F. Critique of Incidents: A report that will identify causes, assess the effectiveness of the system and make recommendations for improvements in emergency response systems.
- G. Defusing: An informal meeting between a peer and the affected employee(s) within hours of a critical incident. The purpose of defusing is to immediately, or within 48 hours, assess the affected employee(s), provide tips on managing critical incident trauma, and allow them to talk about the incident.
- H. Demobilization: Relieving affected employees of their duties, either temporarily or completely.
- I. Emergency Staff Services (ESS) Coordinator: An employee designated by the functional unit manager to facilitate emergency staff services within the assigned functional unit.
- J. Employee: Any person employed full-time, part-time, or by temporary appointment to provide services or support to the Department of Corrections.
- K. Employee Benefits: Health care, life insurance, deferred compensation, PERS, Social Security, Police and Fire, and other benefits as appropriate.
- L. Family Support Resource Coordinator: A manager designated as a liaison between Central Office administrators and the ESS coordinator at the affected work site. (Any location that houses DOC employees including contractors, volunteers, or OCE).
- M. Functional Unit Manager: Any person within the Department of Corrections who reports to either the Director, an Assistant Director or administrator and has responsibility for delivery or program services or coordination of program operations.
- N. 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 has an understanding of, and experience with, both the role of a corrections employee and the Department.
- O. Oregon Corrections Enterprises (OCE) Employee: Any person employed full time, part time, or under temporary appointment by the OCE. For the purposes of this policy only, employee shall also include any person under contractual arrangement to provide services to the agency; any person employed by private or public sector agencies who is serving under agency-sanctioned special assignment to provide services or support to agency programs.
- P. Peer Supporter: An employee trained to provide peer support in the form of one-on-one discussions and defusing. Peer supporters may conduct critical incident stress debriefings if certified.

- Q. Volunteer: An approved person who donates time, knowledge, skills and effort to enhance the mission, activities, and programs of 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 Emergency Staff Services (ESS) program. The ESS program provides for staff welfare during and after major emergencies and is to assist employees with their ability to process and cope with the effects of crisis, critical incidents or catastrophe.

Services available to staff may include, but are not limited to, support for staff victims and first responders; support for staff families; critical incident trauma response; ongoing staff-victimization and emergency staff services training.

A. Peer Supporter Services:

1. Any employee in the workplace may utilize the services of this program.
2. Emergency response during working hours requires the approval of the functional unit manager, division administrator, commander, or designee.
3. All communication between a peer supporter and a peer in a peer support counseling session is confidential, except for those matters which involve a life threatening or dangerous violation of the law. (Reference ORS 181.860)
4. An employee's decision to seek peer support services shall be voluntary, except for mandatory critical incident debriefings.
5. Peer supporter's names and business numbers are available on posted lists at each unit of assignment.

B. The on-site emergency staff services coordinator shall:

1. Provide consultation and assistance in the development of critical incident stress operation.
2. Assist in determining critical incident stress team training needs and coordinate lesson plan development and training modules;
3. Assist in critical incident stress team selection;
4. Be trained to participate in defusing and critical incident stress debriefings.
5. Maintain a list of mental health referral resources.
6. Assist in quality assurance and other documentation useful for critical trauma response research and program evaluation; and
7. Assure integrity of patient confidentiality regarding the ESS program.

8. In the event of an employee death, the designated ESS coordinator will notify the Family Support Resource coordinator. Provide regular updates to the Family Support Resource coordinator.
- C. The Family Support Resource coordinator shall:
1. Assist the designated ESS coordinator with coordination of benefits for the employee.
 2. Brief Central Office administrators, provide assistance to supervisors of affected employees, and provide status updates as received from the designated ESS coordinator until DOC ESS family services are no longer needed for the employee's family.
 3. Establish contact with Payroll and Benefits unit to begin processing benefit information for the employee's family, and assist the designated ESS coordinator with delivery of benefit information, as the family wishes to receive it.
- D. In the event of a crisis event or critical incident, the functional unit manager, division administrator, commander, or designee shall:
1. Notify the facility ESS coordinator, or Central ESS coordinator;
 2. Relieve the affected employee(s) from assigned duties and away from the scene of the incident as soon as possible;
 3. Assign peer support for the affected employee(s);
 4. Identify all affected employees for mandatory defusing and debriefing; and
 5. Determine the level of services to be activated. The following intervention techniques may be employed, all or in part:
 - a. One-on-one peer support
 - b. Demobilization
 - c. Defusing
 - d. Critical incident stress debriefing
 6. Obtain a critical incident stress debriefing packet (includes instruction sheet, request for team activation, notification of mandatory defusing and debriefing, participant attendance form, defusing and debriefing team report, and participant evaluation form).
 7. Identify a defusing and debriefing site which is free from interference and is accessible to amenities, and post a "Private Debriefing – Do Not Enter" notice.
 8. Notify the Department's mental health professional.

- E. Each functional unit manager shall designate an ESS coordinator who shall work closely with the functional unit emergency preparedness coordinator. The following duties are the responsibility of the ESS coordinator:
1. Provide advice and counsel to the commander and assist emergency staff services.
 2. Maintain a peer support recall list of staff trained for critical incident stress debriefing. This list shall include a designated mental health professional.
 3. Provide information to the emergency preparedness coordinator for inclusion in the emergency preparedness plan manual such as: telephone communications; child care providers; lodging accommodations; laundry services; restaurants; and other information as needed.
 4. Designate an area for family and staff briefings.
 5. In the event that the ESS coordinator is unavailable, designate an alternate coordinator.
 6. In the event of an emergency, establish contact with the command center for briefing, implement the emergency post order for the ESS coordinator, and arrange for logistical support for families of staff victims and first responders, as follows:
 - a. Activate emergency log;
 - b. Identify and assign a staff member to serve as a family liaison;
 - c. Ensure the family briefing area is supplied with amenities;
 - d. Identify staff involvement;
 - e. Notify families of staff involved;
 - f. Assign staff to assist with transportation, lodging, child care, and any other special services coordination;
 - g. Assign staff to redirect media inquiries to the public information officer; and
 - h. Activate critical incident stress team members.
- F. In the event of a crisis event or critical incident, the on-site supervisor or commander shall:
1. Remove the involved employee(s), if possible, from the area in which the event occurred and assign replacement staff as necessary.
 2. Notify the ESS coordinator.

3. Initiate the emergency response plan.
- G. In the event of a crisis event or critical incident, on-site employees shall:
1. Ensure involved employees attend critical incident stress debriefing and defusing session with the critical incident stress team leader and peer supporters; and
 2. Participate in the critical incident stress debriefing and defusing with the mental health professional.
- H. Management staff (as directed by the functional unit manager) will take part in sufficient ESS training drills to establish communication and a thorough knowledge of the capabilities and limitation of the ESS team, while maintaining the confidentiality of ESS issues.
- I. Basic qualifications for selection of an ESS team member:
1. One year as an employee in the Department and have successfully completed trial service, and have had no disciplinary issues within the last year. This requirement may be waived by the Assistant Director of Operations in circumstances where no other eligible ESS team candidate exists.
 2. Must possess and maintain a valid driver's license.
 3. Team members will attend all schedule training, unless on vacation, attending other scheduled training or excused by the special operations captain, institution security manager, or designee. Team members requesting to be excused from training, will do so no later than two weeks prior to the schedule training date, when possible.
 4. Team members must be reliable. Members that are on a work improvement plan or do not demonstrate reliability in their regular duty post and scheduled ESS training, will be reviewed for possible suspension or removal from the ESS team.
 - a. Team members that have been identified as being deficient in any of this procedure will have six months to correct that deficiency, unless the nature of the deficiencies demand immediate removal for the good of the team or the safety and security of the institution. Members may be removed, pending completion of any administrative action. At the conclusion of any administrative review, the functional unit manager may, at his/her discretion, reinstate the member's selection to the team.
 - b. Failure to meet these standards on an annual and ongoing basis will result in the team member's removal from the ESS team. Team coordinators or assistant coordinators are to forward applicable documentation to the assistant superintendent of security or the institution security manager in order to track member deficiencies.
 5. Team members that are on work limitations or restrictions, upon review by the

functional unit manager, or designee, may be suspended from the team until the limitation or restrictions are corrected or completed, at which time, another review will be conducted for reinstatement.

6. Team members who receive disciplinary action(s) will have their selection to the ESS team reviewed for suitability for continued participation by the functional unit manager or designee.
 7. All new team members will serve a one year probationary period. After one year, the ESS coordinator and the functional unit manager will evaluate for permanent team status.
 8. Being on the ESS emergency response team, demands the highest of standards of professionalism and ethics, due to the nature of the tasks that members may be called upon to perform.
 9. Team members will comply with the Department of Corrections policies on **Code of Ethics**, #20.1.2 and **Code of Conduct**, #20.1.3. Team members are expected to be professional at all times.
- J. Basic qualifications for assignment of an ESS coordinator, assistant coordinator:
1. Meeting qualifications listed for ESS team members and has two years experience as an ESS team member in a DOC facility. The length of service requirements may be waived by the functional unit manager in circumstances where no eligible candidate exists.
 2. Demonstrate the ability to command and lead specialty teams
 3. Possess a thorough knowledge of the facility.
 4. Appointment by the functional unit manager or designee.
- K. Team composition and membership:
1. The Institutions Administrator/designee will maintain an established state standard for selecting replacement members
 2. It is recommended that each DOC facility maintain a team with a ratio of one ESS member for every 40 staff employed at that facility. For facilities with less than 40 employees, a minimum of two ESS team members will be maintained. (As supported by the national standard.) To maintain the integrity of peer to peer support recommendation should include no more than one member of management on the ESS team at a time.
- L. Training of ESS team members:
1. 32 hours of basic skills.
 - a. Critical Incident Stress Management (CISM) Basic Course (The first available class). 16 hrs

- b. CISM Peer support Course. 16 hrs
- 2. Each ESS team will meet at least quarterly and complete/provide a minimum of eight hours of meetings/training per quarter. Additional training will be approved on a case by case basis by the functional unit manager.
- 3. Team coordinators and assistant team coordinators will participate in two annual statewide meetings for planning and training in subjects associated with the overall application of the institution emergency plan and develop and test strategies and tactics.
- 4. All Department ESS team members will train to the standardized curriculum recommended by the DOC ESS team leaders and approved by the Department's Professional Development Unit administrator, functional unit manager, Assistant Director of Operations, or designee.

M. Activation and Deployment:

- 1. The decision to activate or deploy the institution ESS team shall be that of the institution's functional unit manager or designee. In the case of emergency, the decision to activate or deploy will be in accordance with the Department of Corrections rule on **Emergency Preparedness** (OAR 291-053)
- 2. Requests for other ESS teams or equipment from other facilities will be made by the commander/administrator of the affected facility/work unit. He/she will be responsible to notify the pre-designated facility to initiate their recall.

IV. IMPLEMENTATION

This policy will be adopted immediately, without further modification.

Certified: signature on file
Birdie Worley, Rules Coordinator

Approved: signature on file
Mitch Morrow, Deputy Director