Subject: Critical Incident Stress Management (CISM) Program

Responsible Office: Safety & Mission Assurance Office

TABLE OF CONTENTS

PREFACE .................................................................................................................................................. 3

P.1 Purpose ............................................................................................................................................... 3

P.2 Applicability ....................................................................................................................................... 3

P.3 Authority ............................................................................................................................................ 3

P.4 Applicable Documents and Forms .................................................................................................... 3

P.5 Measurement/Verification .................................................................................................................. 3

P.6 Cancellation ....................................................................................................................................... 3

CHAPTER 1. INTRODUCTION .............................................................................................................. 4

CHAPTER 2. CORE COMPONENTS ......................................................................................................... 4

2.1 Pre-Incident preparation .................................................................................................................... 4

2.2 Disaster, terrorist, or other large scale incident interventions ............................................................ 5

2.3 Defusing ............................................................................................................................................ 5

2.4 Critical Incident Stress Debriefing (CISD) ........................................................................................ 5

2.5 One-on-one Crisis Intervention/Counseling ..................................................................................... 5

2.6 Referral mechanisms for assessment and follow on treatment .......................................................... 6

CHAPTER 3 RESPONSIBILITY .............................................................................................................. 6

3.1 Critical Incident Stress Management (CISM) Team ........................................................................... 6

3.2 Responsibilities .................................................................................................................................. 7
CHAPTER 4 RECORDS

APPENDIX A – DEFINITIONS

APPENDIX B - ACRONYMS
PREFACE

P.1 PURPOSE

The purpose of the Critical Incident Stress Management (CISM) program is to provide employees at NASA Langley Research Center with support when there is an occurrence that causes a significant stress reaction that overwhelms the employees’ ability to adjust emotionally.

P.2 APPLICABILITY

This LPR is applicable to all NASA personnel involved in a critical incident.

P.3 AUTHORITY


P.4 APPLICABLE DOCUMENTS AND FORMS


P.5 MEASUREMENT/VERIFICATION

The Agency Office of the Chief Health and Medical Officer conducts an audit every 3 years and LaRC develops a self-assessment report annually.

P.6 CANCELLATION


Clayton P. Turner
Deputy Director

DISTRIBUTION

Approved for public release via the Langley Management System; distribution is unlimited.
CHAPTER 1. INTRODUCTION

1.1 This LPR establishes a procedure for delivery of stress management services through a team coordinated by the LaRC’s Occupational Health Officer (OHO), the Center Medical Officer (CMO) and Center Health Clinic Administrator and outlines the responsibilities of Center Management, the Employee Assistance Program (EAP) Coordinator, CISM team members, Office of Human Capital personnel, and supervisors. This plan describes the procedures to be followed in providing CISM services immediately following an emergency situation, delegates specific responsibilities, outlines preparatory measures to be taken in advance, provides for the psychological care and support of victims and their families, and measures to assist with bringing about the orderly return of the workplace to a normal mode of operation.

1.2 These critical incidents that could occur at home or within the workplace include, but are not limited to:

a. suicides,
b. assaults and threats,
c. homicide in the workplace,
d. situations attracting undue and/or critical media attention,
e. serious workplace accidents,
f. vehicle accidents,
g. natural or man-made disasters,
h. terrorism,
i. major mission failure,
j. domestic violence, and
k. loss or death in workplace.

CHAPTER 2. CORE COMPONENTS

CISM includes six core components that are comprehensive in scope and span the entire temporal spectrum of a crisis.

2.1 Pre-Incident preparation

2.1.1 Pre-incident training helps employees prepare to cope with traumatic events and incidents. People who are forewarned about traumatic stress are better able to manage it and recognize its signs earlier.

2.1.2 Training designed to: (1) teach effective approaches to dealing with traumatic stress; (2) avoid ineffective approaches; and (3) emphasize that it is normal to feel stress in abnormal situations, shall be included as part of new supervisor orientation and organizational briefings provided by the EAP Coordinator at staff meetings, all-hands meetings, lunch/learns and other appropriate venues. Trainings shall include best practices and procedures in dealing with critical incidents identified in 1.2.
2.2 **Disaster, terrorist, or other large scale incident interventions**

2.2.1 Employee Assistance Program (EAP) services shall be offered by NASA LaRC management at the 24 Hour EAP Call Center.

2.2.2 EAP Call Center employees shall assist in contacting EAP providers who shall in turn assist local leadership in Critical Incident Stress Debriefing (CISD) activities.

2.2.3 Once notified of a critical incident, the EAP Coordinator shall:

a. Assemble and notify the CISD team and any appropriate community partners when there is a need for intervention/support.

b. Lead the CISD team in providing defusing and debriefings and, as needed, provide one-on-one interventions, referral, and follow-up services.

2.3 **Defusing**

2.3.1 EAP providers shall offer one-on-one or small group discussions in the immediate post-event phase.

2.3.2 Based on an employee(s) desire for discussion, the employee(s) shall receive education about recognition of stress symptoms and management strategies for coping with stress. These techniques are used for limited-scope events or when only a small number of employees are affected.

2.4 **Critical Incident Stress Debriefing (CISD)**

2.4.1 CISD team members participate in initial assessments and post-incident intervention planning.

2.4.2 Team members provide defusing and debriefing services under the direction of the EAP Coordinator and assist in identifying individuals in need of additional EAP services. Upon completion of CISD services, those team members who provided the services shall be debriefed themselves by other team members.

2.4.3 Team members or the EAP Coordinator assist in follow up monitoring of adversely affected employees as requested or appropriate. The EAP Coordinator provides guidance with all follow-up activities.

2.5 **One-on-one Crisis Intervention/Counseling**

2.5.1 Psychological support for employees and family members shall be offered throughout the crisis spectrum.

2.5.2 The EAP provider shall be informed by the Occupational Health Officer of personnel who are assisting in major Center or agency-wide incident mitigation or recovery efforts.
2.5.3 Supervisors are responsible for encouraging and granting time for employees to participate in officially sanctioned CISM services. The supervisor should contact EAP directly if he/she is concerned that an employee is in need of additional assistance.

**2.6 Referral mechanisms for assessment and follow on treatment**

2.6.1 EAP shall maintain a list of resources for referral and 24-hour support shall be available throughout the incident and aftercare.

2.6.2 A general after action report on critical incident services shall be prepared by the EAP provider for review by the LaRC Medical Director and/or Center Health Clinic Administrator for review by the CISM team’s review for lessons learned and process improvement at the next CISM team meeting.

**CHAPTER 3. RESPONSIBILITY**

**3.1 Critical Incident Stress Management (CISM) Team**

3.1.1 The CISM team shall include the following:

a. Center Medical Officer or his/her designee,
b. Occupational Health Officer,
c. Center Health Clinic Administrator,
d. Employee/Labor relations representative,
e. Office of Chief Counsel legal advisor,
f. Employee Assistance Program (EAP) mental health professionals,
g. Security and Program Protection Branch representative,
h. Office of Safety and Mission Assurance representative – Emergency Manager, and
i. Managers or supervisors as appropriate for review of critical incidents and to help determine appropriate members for the Critical Incident Stress Debriefing Team.

3.1.2 The CISM team shall determine what services are needed, when the support shall be provided, and how the services are to be delivered.

3.1.3 The CISM team shall review this LPR against the NPR every two years for any required updates. If no changes are required, it shall be noted in CISM meeting minutes.

3.1.4 Critical Incident Stress Debriefing Team:

3.1.4.1 The EAP, in coordination with CISM, determines needed CISD team members, who are expected to:

a. respect confidentiality,
b. have good interpersonal skills, and
c. react quickly when called.

3.1.4.2 CISD team members shall be responsible for:
a. maintaining familiarity with CISD components,
b. maintaining intervention skills through participation in team building and planning meetings once initial training is completed,
c. knowing and adhering to CISD procedures and protocol,
d. providing CISM support following a critical incident whenever possible, and
e. taking guidance and direction from the EAP.

3.1.4.3 Mental health providers from the outside community shall also be included as needed for support of non-NASA individuals.

3.1.4.4 The EAP Coordinator shall serve as CISM team lead. Team members are expected to make a two-year commitment to the team once trained.

3.2 **Responsibilities**

3.2.1 The Critical Incident Stress Management Program at Langley Research Center will be responsible for:

a. developing and coordinating the Center response plan,
b. conducting and coordinating debriefing,
c. conducting training,
d. consulting with management,
e. mobilizing support services both within the Center and in the community at large, assessing the Center’s response to the crisis, and
f. adjusting the response as warranted and being flexible, available, and accessible.

3.2.3 The EAP Provider shall:

a. develop CISM procedures,
b. train and maintain a CISD team,
c. provide direction and coordination of that team,
d. ensure proper assessment, triage, treatment, referral, and follow up for employees adversely affected for up to one year post-incident, and
e. provide promotion and education about the plan to Center management, supervisors, and employees.

3.2.4 Center managers and supervisors are responsible for:

a. notifying the EAP Provider of any critical incidents,
b. assisting in identification of individuals and groups adversely affected by the event,
c. providing incident information that will facilitate the debriefing process, and
d. allowing and encouraging employees to participate in post-incident defusing and debriefings.

3.2.6 The Office of Human Capital Management is responsible for providing guidance and assistance on how to handle employee problems.
3.2.6.1 Members of the CISM shall notify the EAP Provider, by phone, of critical incidents, assist in identifying individuals and groups adversely affected by the event and inform supervisors of availability of CISM services.

3.2.7 The NASA Shared Services Center shall provide services to victims following an incident (insurance, death benefits, workers compensation claims, etc.).

Chapter 4. RECORDS

4.1 Critical incident stress debriefings are considered confidential discussions under EAP. All records must be kept in compliance with NPR 1800.1, paragraph 5.7.9. Team members shall not make personal notes or records outside of required EAP records.

4.2 The EAP Provider shall maintain an up-to-date list of trained CISD team members and contact information.

4.3 The Center Health Clinic Administrator will maintain minutes of the CISM meetings to maintain a record of collaboration among center offices in CISM process improvements and lessons learned.
APPENDIX A – DEFINITIONS

A.1 **Critical Incident**: The recognized definition of a critical incident is quite broad. A critical incident is defined as any event outside of the usual realm of daily human experience that is markedly distressing and has the potential to interfere with an individual’s ability to function, either at the scene or at a later time.

A.2 **Critical Incident Stress Debriefing**: Critical Incident Stress Debriefing is a structured group discussion, conducted soon after a traumatic event, (24 hours or less after an event) led by trained personnel intended to assist employees who have experienced a critical incident. Its purpose is to mitigate the adverse psychological reaction resulting from a traumatic experience. The process supports recovery by providing group support and linking participants to counseling and treatment services if they become necessary.

A.3 **Critical Incident Stress Defusing**: Critical Incident Stress Defusing is a small group process that typically takes no more than 30 minutes. The purpose is to try to rapidly reduce the intense reaction to a traumatic event, “normalize” the experience so that employees can return to routine duties as quickly as possible, provide information on acute stress and how to reduce it, and to determine if a full debriefing should be scheduled.

A.4 **Critical Incident Stress Management**: Critical Incident Stress Management is a process that includes pre-crisis preparation, stress education, and intervention designed to help employees recover more quickly from abnormally stressful events.
APPENDIX B - ACRONYMS

CISD    Critical Incident Stress Debriefing
CISM    Critical Incident Stress Management
CMO     Center Medical Officer
EAP     Employee Assistance Program
OHO     Occupational Health Officer