

 <p>ARIZONA DEPARTMENT OF CORRECTIONS</p> <p>DEPARTMENT ORDER MANUAL</p>	<p>CHAPTER: 500</p> <p>PERSONNEL/HUMAN RESOURCES</p>	<p>OPR:</p> <p>DIR SS OPS</p>
	<p>DEPARTMENT ORDER: 521</p> <p><i>EMPLOYEE ASSISTANCE PROGRAM</i></p>	<p>SUPERSEDES:</p> <p>DO 521 (08/21/09) DI 264 (3/10/09)</p>
		<p>EFFECTIVE DATE:</p> <p>APRIL 23, 2010</p>
		<p>REPLACEMENT PAGE REVISION DATE:</p> <p>MAY 17 ,2010</p>

TABLE OF CONTENTS

PURPOSE	PAGE
PROCEDURES	
521.01 PROGRAM OVERVIEW	1
521.02 GENERAL RESPONSIBILITY	2
521.03 CRITICAL INCIDENT RESPONSE TEAM MEMBER SELECTION	2
521.04 CRITICAL INCIDENT RESPONSE TEAM ACTIVITIES	3
521.05 PSYCHOLOGICAL COUNSELING	7
521.06 EMPLOYEE DEATH/SURVIVOR SUPPORT	8
521.07 OTHER AGENCY EMPLOYEE DEATH	13
521.08 HALF-STAFF NOTIFICATION	14
IMPLEMENTATION	16
DEFINITIONS	17
AUTHORITY	18
ATTACHMENTS	

PURPOSE

This Department Order establishes uniform procedures for providing immediate support to employees who are traumatized emotionally or physically in a critical incident in an effort to mitigate the effects of the incident. This Department Order further provides support and assistance to family members of staff who have died in the line of duty, and formal recognition of those deceased staff members and for recognizing members of other law enforcement agencies who have died in the line of duty.

PROCEDURES

- 521.01 PROGRAM OVERVIEW** - In recognition of the unique environment presented in a correctional setting, the Employee Assistance Program provides essential tools for Department employees and their families to cope with unusual circumstances and/or the stress associated with this environment.
- 1.1 Use of Services
- 1.1.1 Except where noted, employee participation is voluntary.
- 1.1.2 Employees or their immediate family members where appropriate, may request services from any portion of the program or from a number of sources.
- 1.1.3 If necessary or desired by the employee, staff who participate in providing services may advise employees and their families regarding non-Department services available in addition to those provided by the Department.
- 1.2 Critical Incident Response Team (CIRT) members report to the Deputy Warden of Operations assigned to their respective complex. If this position is vacant, CIRT members shall report to the Warden. CIRT members provide intervention and peer support services for employees involved in or adversely affected by catastrophic situations encountered in the course of their work duties.
- 1.2.1 In addition to team activities involving a critical incident, team members may act as peer support and a referral source for employees who are encountering stressful situations and who may need professional assistance.
- 1.2.2 The Team leader shall call meetings as needed.
- 1.3 Employee Death or Incapacitating Injury In the Line of Duty - The Department shall, as humanely and as rapidly as possible, notify the appropriate family member/emergency contact in the event of an employee death or the employee sustains an incapacitating injury in the line of duty. To the extent desired by the family, the Department shall provide support, and if deemed appropriate, shall assist the family with funeral arrangements. In addition, the Office of Media and Public Relations shall serve as the initial contact with the media and, if desired by the family, serve as the on-going contact with the media.
- 1.4 Employee Death or Incapacitating Injury Off Duty - While the Department may not be directly involved, the Department may be tasked with notifying a family member/emergency contact of an incident. In addition, while not to the degree of an in the line of duty incident, support for the family may be appropriate and thus offered by the appropriate Warden or Bureau Administrator.

- 1.5 Recognition of the Death of an Officer From Another Law Enforcement Agency - The Department may, as determined by the Director, provide representation at the funeral services for individuals who have died in the line of duty.
- 1.6 Any deviation to the guidelines set herein shall require approval of the CIRT Program Coordinator.

521.02 GENERAL RESPONSIBILITY - The Employee Assistance Program relies on a variety of intervention and family support services.

- 1.1 Under the direction of the CIRT Program Coordinator, employees may volunteer to serve as CIRT leaders and members. The CIRT Program Coordinator shall maintain oversight of the CIRT program, as well as evaluate the tenure of each member and rotate members in and out of the CIRT team to prevent burnout.
 - 1.1.1 CIRT members, trained in crisis intervention skills, shall respond to employees in crisis using appropriate techniques. Team members may assist employees by offering appropriate referral services. CIRT members shall successfully complete CIRT training prior to activation/response.
 - 1.1.2 Assignment to CIRT duty is voluntary and involves no reclassification activity or salary adjustment. All activities of team leaders and/or members are considered supplemental to regular job responsibilities.
 - 1.1.3 Assignment to CIRT duty shall be approved through the applicant’s chain of command prior to the assignment occurring.
- 1.2 The CIRT Program Coordinator shall activate the Crisis Response Notification Team, to provide timely notification to a staff member’s family/emergency contact in the event of a staff member’s death, is taken hostage or sustains an incapacitating injury in the line of duty, as outlined in section 521.06 of this Department Order. CIRT leaders and/or the CIRT Program Coordinator, in consultation with the appropriate Executive Staff, shall provide oversight of the notification and family assistance process.
- 1.3 The Family Assistance Team in conjunction with CIRT, shall be available to offer assistance as required by the provisions of this Department Order.
- 1.4 The Media and Public Relations Office is primarily responsible for media contacts involving any critical incident resulting in the death, hostage taking, or incapacitating injury of an employee. The Public Information Officer may, at the employee or family's request, maintain appropriate contact with the media in a support role after the initial incident has ended. The Department shall not release any personal identifying information until the employee’s next-of-kin has been notified.

521.03 CRITICAL INCIDENT RESPONSE TEAM MEMBER SELECTION

- 1.1 Each prison complex shall have one Team Leader, and shall have no more than a total of 20 CIRT members.
- 1.2 The CIRT Program Coordinator, in consultation with Division Directors, shall determine the number of CIRT leaders and members for non-institutional areas of operation.
- 1.3 A staff member who wishes to serve as a CIRT leader or member shall complete a 24 hour training course and a Critical Incident Response Team Application, Form 521-1.

- 1.3.1 The application shall be submitted to the CIRT leader at the staff member's duty post. The CIRT leader shall conduct an interview and forward recommended applications to the Deputy Warden of Operations, or Warden if the Deputy Warden of Operations position is vacant. For non-institutional staff, the recommended applications shall be forwarded to the appropriate Administrator.
- 1.4 The Warden, Bureau Administrator or Division Director, as appropriate, shall forward approved applications to the CIRT Program Coordinator who shall notify, in writing, the applicants who are selected and add them to the master roster.
- 1.5 Past or pending disciplinary action may be considered in the final selection process and may preclude an individual from selection based on the criteria for promotional ineligibility.
- 1.6 To avoid conflict with professional standards or other conflicts of interest, employees in the following categories may be precluded from becoming a CIRT leader or member:
 - 1.6.1 Psychologists.
 - 1.6.2 Psychology Associates.
 - 1.6.3 Investigators.
 - 1.6.4 Chaplains.
 - 1.6.5 Hostage Negotiators.
 - 1.6.6 Others as determined by the Warden, Deputy Warden of Operations and/or CIRT Program Coordinator, in consultation with the Employee Relations Administrator and Division Director for Support Services.
- 1.7 Applications that are disapproved at any level shall be returned to the applicant with a brief explanation of the denial.

521.04 CRITICAL INCIDENT RESPONSE TEAM ACTIVITIES

- 1.1 CIRT Assignments - The CIRT leaders shall provide written team rosters to the Deputy Warden of Operations; non-institutional Administrators; and to the CIRT Program Coordinator. The CIRT Program Coordinator shall maintain a Department-wide master CIRT roster.
- 1.2 CIRT Activation
 - 1.2.1 Each Critical Incident Response Team shall have a written activation plan in place that has been approved by the CIRT Program Coordinator; Deputy Warden of Operations; or the non-institutional Administrator.
 - 1.2.1.1 Activation shall occur as soon as possible during or after a critical incident. The activating staff member shall provide the Deputy Warden of Operations and the CIRT Team Leader with as much information as possible.
 - 1.2.1.2 Activation of all or part of CIRT may be made dependent upon the type and scope of the incident and the number of employees involved. The Deputy Warden of Operations shall make the final determination.

- 1.2.1.3 Activated CIRT members shall be issued a two-way radio as needed to ensure regular communications and safety.
 - 1.2.2 After a critical incident, the Director, Deputy Director, Division Director, Warden, Deputy Warden of Operations or Incident Commander shall request a CIRT response for employees who were directly or indirectly involved in the incident. Interventions shall be held as soon as practical. The CIRT member shall make direct contact with involved staff and allow the staff member to accept or decline assistance.
 - 1.2.3 The Director, Deputy Director, Division Director, Warden or Deputy Warden of Operations, shall activate CIRT for an appropriate incident or series of incidents. This may include any situation involving staff victimization such as threats of violence by inmates or a security threat group. The CIRT member shall make direct contact with involved staff and allow the staff member to accept or decline assistance.
 - 1.2.4 A CIRT member shall be part of an in person notification to family/emergency contact, and shall provide immediate assistance/support to the family, provided the family makes such a request. Approval from the Deputy Warden of Operations and/or CIRT Program Coordinator for such assistance shall be obtained in advance.
- 1.3 Critical Incident Functions
- 1.3.1 Upon activation, the CIRT leader shall:
 - 1.3.1.1 Evaluate the situation.
 - 1.3.1.2 Determine the action to be taken and set-up CIRT Command.
 - 1.3.1.3 Advise and consult with the Deputy Warden of Operations.
 - 1.3.1.4 Contact and activate team members.
 - 1.3.1.5 In consultation with the Incident Commander or the senior on-site management official, coordinate on-scene intervention and assistance.
 - 1.3.1.6 Advise and consult with the CIRT Program Coordinator as needed.
 - 1.3.2 CIRT members shall advise employees that, prior to conversing with the CIRT members, confidentiality does not apply when disclosure is required by statute or Department Written Instruction such as criminal conduct and/or serious violations of Department Written Instruction or when circumstances indicate employees are likely to be a danger to themselves or others. For CIRT confidentiality guidelines see Attachment C.
 - 1.3.2.1 If there is uncertainty about confidentiality, the CIRT member shall contact the Deputy Warden of Operations and/or the CIRT Program Coordinator through the Team leader.
 - 1.3.2.2 If disclosure of information is necessary, the team member shall inform the team leader who shall disclose the information to the Deputy Warden of Operations and/or CIRT Program Coordinator of the circumstances, as soon as possible.

1.3.2.3 If, in the judgment of the Deputy Warden of Operations or CIRT Program Coordinator, immediate attention is required, the team member shall disclose all information about the situation, including the identity of the employee involved. Necessary steps shall then be initiated to address the matter appropriately.

1.4 Mandatory Interventions - A CIRT response, to include appropriate referrals, is required for the following critical incidents; however, employees/family members may refuse CIRT services. If services are refused, there shall be no repeated attempts:

1.4.1 In the line of duty death.

1.4.2 Correctional staff involved shooting.

1.4.3 Hostage situation.

1.4.4 Incapacitating injury in the line of duty.

1.4.5 Staff assault.

1.4.6 Inmate execution, which shall include members of the Special Operations Team, the Restraint Team and other staff identified by the ASPC-Florence, ASPC-Eyman and ASPC-Perryville Wardens.

1.4.7 Any situation where staff are involved in life saving measures, such as a CPR response to an inmate, employee or other persons on site.

1.4.8 Upon discovery of an inmate suicide, serious suicide attempt or serious physical injury resulting from an attempt.

1.5 Employee Referral Services

1.5.1 In addition to duties associated with critical incidents, and other official CIRT activities, and after confirming with the Warden or Bureau Administrator, team leaders and members may provide peer support and referral services for employees who may be under stress from a temporary crisis such as:

1.5.1.1 Addictive behavior or relapse.

1.5.1.2 Family crisis.

1.5.1.3 Post-traumatic stress.

1.5.1.4 Job-related stress.

1.5.1.5 Financial difficulties.

1.5.1.6 Military activation.

1.5.1.7 Return from military active duty.

- 1.5.2 This service may be limited to referring the employee to the appropriate contract service or other outside services. Any employee may consult with a team leader or member for appropriate referral service. CIRT members shall follow up, at least once after the initial contact, to ensure the employee has made appropriate connections for assistance.

1.6 Record Keeping and Documentation

- 1.6.1 Team leaders and members shall only record numbers of interventions and contacts.
- 1.6.2 The CIRT leaders shall provide a written report to the Deputy Warden of Operations and CIRT Program Coordinator, with a copy to the Warden, by the tenth day of each month summarizing services provided during the preceding month. This report shall include only the following information:
 - 1.6.2.1 Type of service provided (i.e., crisis intervention, group intervention, contacts or referral service).
 - 1.6.2.2 Critical Incident Response Team members assigned to each incident.
 - 1.6.2.3 Total number of employees assisted.
 - 1.6.2.4 Total number of occurrences a team was activated during the month.
 - 1.6.2.5 Total number of Critical Incident Response Team staff hours used.
 - 1.6.2.6 Other non-identifying data determined to be relevant by the Deputy Warden of Operations and/or CIRT Program Coordinator.

1.7 Use of Overtime

- 1.7.1 In order to limit overtime, every effort shall be made to use on-duty CIRT personnel to provide intervention services.
- 1.7.2 With explicit prior approval from the affected Division Director, through the Warden, or Administrator, reasonable overtime and/or compensatory time within pre-approved limits shall be authorized, in accordance with Department Order #512, Employee Pay, Work Hours, Compensation and Leave, for intervention services or scheduled training.
- 1.7.3 Team Members shall use flex time whenever possible.

- 1.8 Team Activation Outside of Assigned Area - During large scale critical incidents, the Deputy Warden of Operations and the CIRT Program Coordinator or designee shall coordinate team activation for institutions, units or other agencies outside of the team's assigned area. Pre-trained and CIRT Program Coordinator approved teams from other agencies may be used to supplement Department teams.

- 1.9 Training - The CIRT Program Coordinator shall ensure compliance with applicable training standards. Team leaders and members shall:

- 1.9.1 Complete 24 hours of initial training prior to selection for team membership.
- 1.9.2 Attend In-Service Training as required by the CIRT Program Coordinator and/or the Deputy Warden of Operations.

1.10 Removal From the Team - The CIRT Program Coordinator or Deputy Warden of Operations, in consultation with the Warden for institutional staff or the Division Director for non-institutional staff, may remove a team member or leader from the program.

1.10.1 Justification for the removal shall be documented in the CIRT file.

1.10.2 Dispute Resolution – Employees may utilize the employee grievance procedure to address any such removal as outlined in Department Order #517, Employee Grievances.

521.05 PSYCHOLOGICAL COUNSELING - In addition to CIRT or other services, employees may voluntarily seek psychological counseling.

1.1 As specified by Department contract, the Department may pay for voluntary counseling sessions provided funding is available and the employee uses one of the psychologists under contract with the Department. For more information, contact the Employee Relations Unit or refer to the psychological listing via the Department’s intranet site.

1.2 Employees shall be financially responsible for:

1.2.1 Any sessions over the contracted limits. Contact the Employee Relations Unit for more information regarding voluntary counseling sessions.

1.2.2 All counseling sessions when funds are not available.

1.3 Employees may, at their own expense, obtain alternative forms of counseling and assistance.

1.4 Employees may use sick leave for voluntary psychological counseling sessions.

1.5 Voluntary Substance Abuse/Addictions Counseling

1.5.1 Employees who are concerned about their use of substances and/or other addictive behaviors are strongly encouraged to voluntarily seek assistance to resolve those concerns.

1.5.2 Voluntary admittance to addictions counseling does not relieve the employee of the responsibility to uphold the laws of this State and to maintain an acceptable job performance level. Employees administratively determined to be in violation of statutes, rules or Department written instructions, or who continue to display patterns of deteriorating job performance shall be subject to disciplinary action, up to and including dismissal.

1.5.3 Employees may use sick leave for voluntary addictions counseling sessions.

1.5.4 Supervisors shall take a proactive role in recognizing employees who have an addiction problem. Every effort shall be made to encourage and assist employees to seek addiction counseling.

1.6 Critical Incident or Post-Trauma Counseling - In addition to CIRT activities outlined in section 521.04 of this Department Order, and in an effort to counter any immediate or delayed adverse psychological reaction to an incident:

1.6.1 Employees who are direct participants in a shooting incident shall undergo psychological counseling as soon as practical following the incident.

1.6.2 Employees who deal with, or are victims of, critical incidents such as a major disturbance/assault, hostage situation or inmate execution, shall be encouraged to receive psychological counseling as soon as practical following the incident.

1.7 Confidentiality

1.7.1 The results of any post-trauma evaluation/counseling ordered by the Department shall be shared only with the Department Employee Relations Unit, who shall provide the results to the employee's Division Director, and/or Warden, who in turn shall make the decision concerning further distribution, based on the need to know.

1.7.2 The fact that the employee is receiving counseling, as well as the content of the counseling, shall be kept in strict confidence between the employee and the provider.

1.8 To receive psychological counseling under the provisions of the Department contract, an employee shall present their Department identification card at the psychologist's office.

1.9 The Employee Relations Administrator or designee shall maintain a file of the names, addresses and telephone numbers of psychologists and addictions counselors under Department contract. This file shall be forwarded to Information Technology (IT) to be placed on the intranet website.

521.06 EMPLOYEE DEATH/SURVIVOR SUPPORT - The Department acknowledges a need to consistently provide a timely response to an employee's death or incapacitating injury that occurs either while the employee is off duty or in the line of duty.

1.1 The Crisis Response Notification Team (CRNT) - A team consisting of a Division Director, Warden, Deputy Warden or Bureau Administrator, and a CIRT member. This team may be augmented by additional members as determined by the ranking member of the team.

1.2 In the Line of Duty Notification Process - Upon receipt of information that an employee has died or has sustained incapacitating injuries, the appropriate Division Director, Warden, Deputy Warden, Bureau Administrator or CIRT member shall immediately notify the CIRT Program Coordinator of the incident.

1.2.1 The CIRT Program Coordinator shall ensure a CRNT responds to the immediate family/emergency contact and the appropriate Department staff shall be notified of the employee's death or injury.

1.2.2 When making notifications within the State of Arizona, the CRNT member shall notify, in person, the family member/emergency contact identified on the involved staff member's Employee Information, Form 507-1.

1.2.2.1 After the immediate family/emergency contact has been notified, the team members may make other notifications as requested or necessary and offer to arrange for someone to stay with the immediate family as appropriate. Confidentiality of records shall be maintained in accordance with Attachment C and Department Order #507, Employee Records.

1.2.2.2 Follow up contact with the involved employee's family/emergency contact may be made by a Family Assistance Team member or an individual as designated by the Director.

- 1.2.3 In cases where the family/emergency contact of the employee is out of state, the team shall:
 - 1.2.3.1 Attempt to coordinate notification of the family/emergency contact through the appropriate law enforcement agency or Red Cross where the family is located.
 - 1.2.3.2 Make notification by personal telephone call if notification through a law enforcement agency or Red Cross in the other state is unable to locate the family.
- 1.2.4 In the event that the primary family member/emergency contact cannot be located in a timely fashion, the team shall make notification to the alternate family member identified on the Employee Information Form.
- 1.2.5 If at any time the family wishes for the Department to have no further involvement, CIRT members shall end contact.
- 1.3 Off Duty Employee Notification Process - Any staff member who becomes aware that an off-duty employee has died or has sustained an incapacitating injury shall notify their supervisor and the Human Resource (HR) Liaison. The HR Liaison shall notify the employee's Division Director, Warden, Deputy Warden of Operations, or Bureau Administrator who shall:
 - 1.3.1 Confirm the employee's death or injury and if the family/emergency contact is not aware of the incident, convene a CRNT for notification in accordance with section 521.06, 1.1 through 1.2.5.
 - 1.3.2 Immediately notify the CIRT Program Coordinator who shall notify the Employee Relations Administrator and the Media and Public Relations Office.
- 1.4 Notification Coordination - If other Agencies/Law Enforcement Officials are involved, appropriate communication and/or coordination shall take place to ensure that family members are not notified prior to clearance by the investigating agency.
- 1.5 Report Requirements - An employee death or incapacitating injury while in the line of duty requires a significant incident report in accordance with Department Order #105, Information Reporting. An off-duty incident may require a significant incident report. Reporting staff shall ensure that such reports are completed as required.
- 1.6 Media Contact - The Media and Public Relations Office shall:
 - 1.6.1 Interact with the media concerning an in the line of duty incident. The names of involved employees shall not be released before the family has been notified.
 - 1.6.1.1 In consultation with the Director and the employee or surviving family, the Media and Public Relations Office shall prepare and disseminate appropriate press releases.
 - 1.6.1.2 A designated staff member may act as the "on-camera" representative.
 - 1.6.2 As appropriate, disseminate information regarding any activities recognizing the employee.

- 1.6.3 Inform the media of any memorial accounts/fund(s) established to assist survivors.
- 1.6.4 To the extent desired by the family or the employee, act as a family representative for media contact. Continuing representation may be appropriate, dependent upon the circumstances of the incident.
- 1.7 In the Line of Duty Death - Response and Support - The appropriate Administrator shall appoint a Department representative to assist the family and act as the Family Support Liaison.
 - 1.7.1 The CIRT Program Coordinator shall prepare a letter to the appropriate survivor for the Division Director for Support Services or designee's signature notifying them of the appointment using Attachment A, Sample Letter of Condolence/Family Support Liaison Appointment. The letter shall be delivered in person as soon as practical.
 - 1.7.1.1 The family is not required to accept the services of the Family Support Liaison or may request the services of a different individual. The family's wishes shall be respected unless the Division Director for Support Services or designee determines that the requested staff member is not feasible.
 - 1.7.2 The Family Support Liaison shall serve as a critical link between the Department and the deceased employee's family and shall be permitted to continue support to the family as long as it is needed. The Liaison shall:
 - 1.7.2.1 Be trained in crisis intervention and advocacy services or demonstrate the ability to provide the same.
 - 1.7.2.2 Have knowledge of community services to which the family may be referred for professional help.
 - 1.7.3 The Family Support Liaison shall:
 - 1.7.3.1 In consultation with the Department's Benefit Liaison, determine the appropriate assistance to be provided to the deceased employee's family.
 - 1.7.3.2 In consultation with the Warden, Deputy Warden of Operations and CIRT Program Coordinator, designate other staff to aid in providing support and assistance to the family giving consideration to the designee's:
 - 1.7.3.2.1 Personal relationship with the deceased employee and/or the employee's family.
 - 1.7.3.2.2 Ability to communicate well with others.
 - 1.7.3.2.3 Knowledge of Department Written Instructions and procedures.
 - 1.7.3.2.4 Ability to be objective and work with factual information.

- 1.7.3.3 Contact the family regarding funeral arrangements and clearly define the options available to them including a traditional law enforcement funeral, if appropriate. If the family desires assistance, the liaison shall be familiar with the practices and protocol of a law enforcement funeral and may:
 - 1.7.3.3.1 Coordinate funeral services with the Funeral Director, as appropriate and/or necessary, respecting the wishes of the family.
 - 1.7.3.3.2 In the event the family desires Department involvement in the form of a traditional law enforcement funeral, coordinate the event with the funeral home or house of worship. The funeral shall not interfere with or override the practices of the facility chosen.
 - 1.7.3.4 Relay funeral arrangements/information to other Department staff as appropriate.
 - 1.7.3.5 Assist the family in coping with the emotional impact and related life changes in the form of referrals to professional assistance.
 - 1.7.3.6 If the employee's death was the result of a crime, coordinate with the Victim Services Office and remain informed of the progress of any investigation, proceedings, conviction of defendants or other related matters until criminal proceedings are completed.
 - 1.7.3.6.1 Information shall be shared with the family in the event they are interested in attending or making statements at these proceedings.
 - 1.7.3.6.2 If information of a sensitive nature cannot be released due to court proceedings or for internal investigative reasons, an explanation shall be provided to the surviving family.
 - 1.7.3.7 Be aware of significant dates (i.e., the employee's birthday, holidays and other significant events) and let the family know they and the deceased employee are remembered by the Department.
 - 1.7.3.8 Prepare and submit reports to the Deputy Warden of Operations and CIRT Program Coordinator, to include completing the Employee Death/Injury Notification, indicating the services provided to the family, an assessment of the family's continuing needs and the family's response to the services rendered by the Department.
- 1.7.4 The Family Assistance Team shall:
- 1.7.4.1 Clearly and specifically delineate the benefits and entitlements due to the family, at the appropriate time. This may include assisting the family member(s) to ensure the appropriate procedures are followed and the necessary paperwork completed to initiate benefit payments and services.

- 1.7.4.2 Provide the family with a copy of the Benefits and Assistance Information for Surviving Family, Attachment B.
- 1.7.4.3 As appropriate, contact the deceased employee's family member(s) and coordinate health, welfare and death benefits and maintain close contact with family members to confirm applicable benefits are applied for and received in a timely manner.
- 1.7.4.4 Immediately notify the applicable Retirement Board, in writing, of the death of the employee.
- 1.7.4.5 Continue to maintain contact with the deceased employee's family to ensure their needs are met.

1.7.5 The CIRT Program Coordinator shall:

- 1.7.5.1 Ensure that Department acknowledgment such as follow-up letters or phone calls from the appropriate staff are made to the surviving family.
- 1.7.5.2 Facilitate obtaining the Director's approval for individuals who are seeking Department recognition of the deceased employee such as plaques, awards or monuments.
- 1.7.5.3 If the employee's death is in the line of duty, prepare a letter to the survivors for the Director's signature, recognizing the employee's service to the State and Department.
- 1.7.5.4 Inform the Media and Public Relations Office of any memorial accounts/funds to assist the family.

1.8 Funerals/Ceremonies/Tributes

- 1.8.1 At the discretion of the Director, and in accordance with the wishes of the surviving family, a deceased employee may be honored with special funeral protocols including traditional Law Enforcement ceremonies and functions.
 - 1.8.1.1 Events of this type shall be conducted in accordance with the Funeral Protocol Technical Manual.
 - 1.8.1.2 Department staff shall respect the practices of the facility in which the funeral takes place.
- 1.8.2 With Director approval, employees throughout the Department are authorized to shroud their badges/identification cards in memory of a deceased employee who died in the line of duty, using a black, 1/2 inch wide elastic band. The shroud shall be worn horizontally across the badge or identification card.
 - 1.8.2.1 The period for shrouding of badges shall be for seven days from the time of the employee's death or until interment (whichever time period is greater). In the event a funeral/memorial service does not take place, the shroud may be worn for seven days following the time of death.

- 1.8.2.2 Department employees are authorized to shroud their badges/ identification cards as a show of respect for law enforcement officers from other agencies who are killed in the line of duty.
- 1.8.3 At the discretion of the Governor, flags at Department facilities may be ordered to half-staff.
 - 1.8.3.1 If appropriate, the Director may request permission for the lowering of the flags through the appropriate staff in the Governor's Office.
 - 1.8.3.2 The Director may further request that the Governor approve the lowering of flags at other state facilities or buildings.
- 1.8.4 Staff may request other types of memorials or tributes through their chain-of-command to the Director. Most requests may be approved at the sole discretion of the Director. Renaming a building and lowering of flags require the Governor's approval.
- 1.9 The 100 Club - In the event that a Correctional Officer is seriously injured or killed in the line of duty, the Division Director for Offender Operations or designee shall notify the 100 Club Liaison who shall notify the 100 Club of the situation. The Division Director shall also notify the appropriate labor group liaison.
 - 1.9.1 Benefits for seriously injured Officers shall be determined by the 100 Club on an individual basis of need; in some cases the employee or dependents may not qualify for a monetary payment.
 - 1.9.2 Benefits for deceased employees may include a monetary payment to dependent widows/widowers and/or financial assistance to dependent children for education and/or training after high school.
- 1.10 Catastrophic Events – Other catastrophic events such as a hostage situation may occur in a correctional setting and require notification and/or employee or family support. These situations shall be addressed on a case-by-case basis at the discretion of the Director.

521.07 OTHER AGENCY EMPLOYEE DEATH - When the Department is notified by another law enforcement or criminal justice agency of the death of an officer or criminal justice employee who died in the line of duty from that agency in Arizona, the Department shall provide representation at official activities recognizing the death. The Warden, Deputy Warden of Operations, Administrator, Bureau Administrator, or designee of the facility closest to the location of the designated memorial activities shall:

- 1.1 Coordinate response activities through the Family Assistance Team and CIRT to avoid conflict or duplication of efforts. The Director or designee shall inform staff when it is appropriate to shroud their badges and provide notification on funeral services.
- 1.2 Appoint a uniformed/non-uniformed supervisor and other staff, as appropriate, to represent the Department. The staff members shall be considered in an on-duty status while representing the Department and shall be provided a state vehicle.

521.08 HALF-STAFF NOTIFICATION – Half-staff notification of the Central Office Communication Center (COCC) and Executive Notification Group shall be completed within the timelines provided.

- 1.1 The flag shall be flown at half-staff by order of the President of the United States or the Governor of the State of Arizona. The following dates have been designated, by Federal guideline, to have the flag flown at half-staff;
 - 1.1.1 May 15 (Peace Officers Memorial Day).
 - 1.1.2 Last Monday in May (Memorial Day only until noon).
 - 1.1.3 July 27 (Korean War Veterans Day).
 - 1.1.4 September 11 (Patriots Day).
 - 1.1.5 December 7 (Pearl Harbor Remembrance Day).
 - 1.1.6 For 30 days – Death of a President or former President.
 - 1.1.7 For 10 days – Death of a Vice President, Supreme Court chief justice/retired Chief Justice, or speaker of the House of Representatives.
 - 1.1.8 From death until the day of interment for the following:
 - 1.1.8.1 Supreme Court associate justice.
 - 1.1.8.2 Member of the Cabinet.
 - 1.1.8.3 Former Vice President.
 - 1.1.8.4 President pro-tempore of the Senate.
 - 1.1.8.5 Majority and minority leaders of the Senate and House of Representatives.
 - 1.1.9 On the day after the death of:
 - 1.1.9.1 State Governor.
 - 1.1.9.2 Senators.
 - 1.1.9.3 Members of Congress.
 - 1.1.9.4 Territorial delegates.
 - 1.1.9.5 The resident commissioner of the commonwealth of Puerto Rico.
- 1.2 Notification from the Governor will be directed to the Department of Administration (ADOA), Facilities, Operations and Maintenance Division for distribution to state agencies, other government offices and private sector organizations.
 - 1.2.1 The Governor’s Press Office will issue a News Release that flags at state buildings will be flown at half-staff.

- 1.2.2 The COCC shall receive Half-Staff Notification email from ADOA.
- 1.2.3 When the Department requests an order from the Governor for flying flags at half-staff, the COCC shall receive email confirmation from ADOA.
- 1.2.4 COCC staff shall email half-staff notification to the Executive Notification Group:
 - 1.2.4.1 Director.
 - 1.2.4.2 Deputy Director.
 - 1.2.4.3 Division Directors.
 - 1.2.4.4 Regional Operations Directors.
 - 1.2.4.5 Wardens.
 - 1.2.4.6 Constituent Services Administrator.
 - 1.2.4.7 Victim Services Administrator.
 - 1.2.4.8 Regional Medical Directors.
 - 1.2.4.9 Inspector General.
 - 1.2.4.10 Public Information Office.
 - 1.2.4.11 Legislative Liaison.
 - 1.2.4.12 CIRT Program Coordinator.
- 1.3 Half-Staff Notification of Central Office Command Center, Executive Notification Group, and additional Bureaus shall be completed within the timelines provided:
 - 1.3.1 COCC by ADOA, by email immediately.
 - 1.3.2 Executive Notification Group by COCC, by email immediately.
 - 1.3.3 Correctional Officer Training Academy (COTA) and Human Services Bureau by Division Director for Support Services or designee, by email immediately.
 - 1.3.4 Contract Beds Bureau by Division Director for Offender Operations or designee, by email immediately.
- 1.4 Upon receipt of half-staff notification, flags displayed on buildings and stationary flagstuffs shall be lowered to half-staff by staff assigned to hoisting and lowering flags.
 - 1.4.1 It shall be the responsibility of the senior ranking staff member on duty at the time of the notification, to ensure all flag(s) are immediately lowered to half-staff, at each respective ADC location. The following Federal regulations shall be used when posting the flag(s) to half-staff;
 - 1.4.1.1 If the flag is at full staff, the flag shall then be slowly lowered to half-staff and secured upon the standard/pole.

- 1.4.1.2 If the flag is being placed upon the standard/pole, either in the morning, or for the first time during the day, the flag shall be raised briskly to full staff, then lowered slowly to half-staff and secured upon the standard/pole.
 - 1.4.1.3 When a flag is at half-staff, and the time is 30 minutes prior to sunset (dusk), unless the flag standard/pole is illuminated, the flag shall be briskly raised to full staff, then lowered slowly and removed for storage.
 - 1.5 Internal Departmental requests for half-staff recognition
 - 1.5.1 In the event any staff member presents a request for flags to be posted at half-mast, the request shall be submitted in writing, through the requesting staff member’s chain of command, to the Director. The following information shall be included in the request;
 - 1.5.1.1 Name of the person(s) submitting the request.
 - 1.5.1.2 Location where the flag would be posted at half-staff.
 - 1.5.1.3 Rationale to support the request, to include but not limited to the person who is to be honored, a description of their actions warranting such consideration, and all pertinent information related to the circumstances surrounding the request.
 - 1.5.2 The Warden/Bureau Administrator shall review the request, and if the document contains all required information, shall forward the request to the applicable Division Director. The Division Director shall determine if the request is to be submitted to the Director, or returned for additional information/action.
 - 1.5.3 The Director has final authority when reviewing all requests for posting of the flag to half-staff, and upon recommending the request, it will be submitted to the Governor of the State of Arizona for final consideration, and approval.
 - 1.5.3.1 The requesting party shall not place the flag at half-staff until approval from the Governor’s office is received.
 - 1.5.4 Staff do not have the authority to issue direction to post the flag to half-staff, without first receiving notification of a Governor’s proclamation.

IMPLEMENTATION

The Division Director for Support Services, in consultation with the Division Director for Offender Operations, shall maintain a Technical Manual which at a minimum addresses:

- CIRT techniques to include appropriate training, and crisis intervention techniques.
- The content and format of written reports required by this Department Order.
- Family assistance and counseling services, which may include referring employees and/or their surviving family to outside counseling or other assistance programs.

The Division Director for Support Services shall include processing payroll information and death notification for payroll purposes in the appropriate Technical Manual.

The CIRT Program Coordinator or designee shall, in consultation with the Staff Development/Training Bureau Administrator, shall maintain and update the curriculum providing initial and in-service training for CIRT leaders and members. Training shall address, at a minimum, crisis intervention, active listening and assessment/referral techniques. CIRT members shall receive 24 hours of initial training.

DEFINITIONS

100 CLUB - A non-profit organization that provides assistance, from private contributions, to the families of seriously injured/deceased Correctional Officers, Detention Officers and law enforcement personnel. The Director appoints a 100 Club Liaison.

CRITICAL INCIDENTS - A critical incident is distinguished from lesser occurrences by the existence of such potential for extreme emotional impact so as to overwhelm an individual's usual ability to positively cope. A critical incident may include, but is not limited to the following:

- In the line of duty death
- Officer involved shooting
- Incapacitating injury in the line of duty
- Institution disturbance
- Transportation accidents involving serious injury or death
- Inmate suicides and assaults
- Hostage situations
- Instances of significant uses of force
- Major disaster scenes
- Inmate execution
- Other stressful situations dependent upon the needs of the employee

CRITICAL INCIDENT RESPONSE TEAM - Teams responding to requests for critical incident intervention utilizing crisis intervention techniques. The group intervention is a confidential, structured group meeting that is facilitated by team members and, if appropriate, a mental health professional. The meeting allows incident participants to share their reactions to the high-stress situation and to vent their emotions. The team can provide information about possible reactions and symptoms, which are typical in unusual incidents, to help minimize the negative effects of the occurrence.

CRISIS INTERVENTION - Occurs during or immediately after a critical incident and is directed at stabilizing the emergency. This allows for initial venting of reactions and emotions and assists the CIRT member in determining if a formal group intervention is needed.

FLAG - Flag of the United States of America.

HALF-STAFF – Position of the flag when it is one-half the distance between the top and bottom of the staff.

INCAPACITATING INJURY - Any injury that threatens the life of the employee or renders the employee unable to participate in treatment, the notification of the family or other necessary life functions. Media interest is likely to be greater with an incapacitating injury requiring Department support for the employee and/or the family.

IN THE LINE-OF-DUTY - For the purposes of this Department Order, refers to an employee death or incapacitating injury occurring while the employee is on duty or is the result of performing any function in an official Department capacity. The final determination of whether an employee death is in the line of duty shall be made by the Director.

INSTITUTION/CENTRAL OFFICE BENEFITS LIAISON - An institutional/Central Office Personnel employee who is knowledgeable about the processes of application for employee benefits.

FAMILY SUPPORT LIAISON - An employee who is trained in crisis intervention and advocacy services, knowledgeable of the Department’s written system of instructions, procedures and protocol for funeral/memorial services, and provides assistance and support to the family of a deceased employee.

{Original Signature on File}

Charles L. Ryan
Director

ATTACHMENTS

- Attachment A - Sample Letter of Condolence/Family Support Liaison Appointment
- Attachment B - Benefits and Assistance Information for Surviving Family
- Attachment C – Critical Incident Response Team Confidentiality Guidelines

FORMS LIST

- 521-1, Critical Incident Response Team Application

AUTHORITY

United States Code, Title 36, Chapter 10, 173-177

**ATTACHMENT A
DEPARTMENT ORDER 521**

SAMPLE LETTER OF CONDOLENCE/FAMILY SUPPORT LIAISON APPOINTMENT
(Use Department Letterhead)

Dear _____ (NAME) _____:

I would like to offer my sincerest condolences to you and your family in the loss of _____ (NAME) _____. The Arizona Department of Corrections and its staff are saddened by the loss and appreciate the faithful service _____ contributed.

Because the Department would like to offer support to you and your family in this time of loss, I have appointed _____ as a representative of the Department. _____ will be available to assist you in any way possible, including assistance in applying for State survivor benefits that you may be eligible for. In addition, the Department's Benefit Liaison and Insurance Liaison will contact you with information that you will need.

If you prefer, I will assign another individual of your choosing as your representative.

If there is anything you need in terms of assistance, please do not hesitate to let me know.

Again, please accept my deepest sympathy during this difficult time.

Sincerely,

[INSERT NAME]
Division Director, Support Services

**Attachment B
Department Order 521**

BENEFITS AND ASSISTANCE INFORMATION FOR SURVIVING FAMILY

The following information is provided as a means of assistance for you. Should you need additional information, please do not hesitate to contact your Department Representative or other Department staff member.

COPIES OF DEATH CERTIFICATE - These will be required for insurance claims, Veteran's Administration, Credit Unions, Banks, Social Security, State Compensation Fund, State Retirement Fund and others.

SOCIAL SECURITY ADMINISTRATION - 1-800-772-1213. An appointment will be made at the appropriate office.

VETERAN'S ADMINISTRATION - (602) 255-4183. 3225 N. Central Avenue Phoenix, Arizona.

STATE RETIREMENT - (602) 240-2000 or 1-800-621-3778. in Tucson (520) 628-5170. 3300 North Central Avenue Phoenix, Arizona

CORRECTIONAL OFFICER RETIREMENT PLAN (CORP) - (602) 255-5575. 1020 E. Missouri Phoenix, Arizona. The CORP Board Secretary may be reached in the ADC Director's Office at (602) 542-5373.

INDUSTRIAL INJURY/ILLNESS OR DEATH - Claims may be filed through the Arizona Department of Administration Risk Management Division. (602) 542-2182. 1818 West Adams, Phoenix. In Tucson (520) 628-6700.

ASSOCIATION OF FEDERAL, STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME) - In Phoenix (620) 252-6501, in Tucson (520) 623-0585, in Flagstaff (520) 779-6151

ARIZONA DEFERRED COMPENSATION PLAN - (602) 266-2733 or in Tucson (520) 770-1076. 4747 N. 7th Street Phoenix, Arizona.

The following information serves as a reminder of who to contact and what benefits may be available.

DEATH CERTIFICATE - Normally seven originals are sufficient

SOCIAL SECURITY - Some benefits for widows with dependent children under the age of 18 may be available. Early retirement may be possible.

VETERAN'S ADMINISTRATION - There are some funeral expenses paid for by the VA for honorably discharged or retired veterans. There are counselors available who can provide additional information about benefits.

STATE RETIREMENT/CORP - Depending upon length of service, benefits may be taken as a lump sum or as monthly payments.

INDUSTRIAL INJURY/ILLNESS OR DEATH - In the event of an accidental job-related death of a state employee, some benefits are available. Claims may be filed through the Arizona Department of Administration, Risk Management Division.

AFSCME - Provides a \$1,000 term life policy on all members with an additional \$1,000 accidental death policy.

DEFERRED COMPENSATION PLAN - This is a private plan usually associated with payroll deduction. You will want to make contact to verify any deposits.

CRITICAL INCIDENT RESPONSE TEAM
CONFIDENTIALITY GUIDELINES

Peer support interventions and conversations are not technically or legally “privileged” communication. In order for peer assistance to be effective, however, a certain degree of privacy and safety must be guaranteed. These guidelines are designed to assist C.I.R.T. members in discerning appropriate, professional action.

- 1) A CIRT member who determines a person is potentially a danger to themselves or others must take action to advise appropriate authorities/parties. This includes, but is not limited to:
 - a) suicidal ideation
 - b) homicidal thoughts/intent
 - c) child abuse
 - d) addictive behavior that compromises the safety of others
- 2) CIRT members may talk to other CIRT members regarding a situation or individual in order to ensure that appropriate assistance is provided. These conversations should be held in person or by phone, away from others who might overhear. Sensitive information should never be sent by e-mail or put in writing. No staff member or their specific situation should be discussed at a team meeting.
- 3) CIRT members are not responsible for providing information about critical incidents to other staff. Decisions about information to be released and the methodology lies with the Wardens or other administrators. CIRT may make suggestions, or be directed to deliver information at briefings or other venues, but should not initiate the dissemination of sensitive information. Never pass on information about a critical incident that has not been confirmed and approved.
- 4) Per HIPAA guidelines, CIRT members may not pass on any medical diagnosis or prognosis without the express written consent of the individual.
- 5) CIRT members are not qualified to render an opinion about a staff member’s mental health or fitness for duty. If asked to provide an opinion, a CIRT member should state they are not qualified to do so.
- 6) CIRT members may provide administration/supervisors a “heads-up” as a result of information received while providing CIRT assistance. This may include concerns expressed by staff, issues that are “brewing”, and staff requests that may improve a situation. Specific sources of information or names of individuals should not be disclosed without permission of the speaker.
- 7) CIRT members should not keep sensitive, written information on any individual. CIRT reports should include only non-identifying demographics, incident types, referrals provided and other statistical information.
- 8) CIRT members must be cognizant of Department policies and reporting requirements. During an intervention, if the person being assisted initiates conversation about a topic that a CIRT member must report i.e. EEO issues, policy violations etc., the CIRT member should stop the conversation. At this point, the CIRT member may make an appropriate referral and/or advise that if the conversation continues, they may have to report the information. If it is an EEO issue, the CIRT member should explain the proper reporting channels and the importance of reporting.
- 9) CIRT members who are supervisors should be aware of potential role conflicts. When practicable, members should not provide CIRT assistance to persons under their direct supervision.
- 10) CIRT members should encourage staff to talk directly with other parties about their sensitive issues, rather than being an intermediary. If for any reason a CIRT member must disclose an individual’s identity and issues to any party other than another CIRT member, they should secure permission or advise the individual.
- 11) CIRT members that are unsure about the appropriate way to handle a confidentiality issue should consult with a Team Leader. Team leaders may consult with the Program Administrator.