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Crisis Intervention Program Policy Guide

Crisis Intervention Program Policy Guide



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General Information

Questions or comments pertaining to this policy guide can be directed to:

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Supersession Information

This document supersedes the *Crisis Intervention Program (CIP) Manual* (POL07-0003-HRD),
dated February 2, 2009.

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1. Introduction

The Employee Assistance Program (EAP) provides free, confidential and voluntary services, including referrals to professional resources, to assist Federal Bureau of Investigation (FBI) employees and their family members with any concerns or issues that might arise during the course of an individual's FBI career. In addition to common workplace issues, the work of enforcing the law and protecting national security is often accompanied by exposure to critical incidents (as defined in [Appendix A](#) of this policy guide [PG]) that can be traumatic in nature. The mission of the Crisis Intervention Program (CIP) is to provide an employee assistance mental health response to those critical incidents ascertained to have potentially traumatic effects on FBI personnel or their families. The goal is to minimize the adverse effects of any critical incident.

After any Federal Bureau of Investigation Headquarters (FBIHQ) division or field office (FO) has experienced a critical incident, a CIP response should be activated immediately by the FBIHQ division or FO head (i.e., assistant director [AD], assistant director in charge [ADIC], or special agent in charge [SAC]) or suggested to management by EAP personnel. The CIP response to a critical incident includes providing services in education, support, and counseling, and referrals to external resources for support or treatment. The CIP provides support and services to non-FBI organizations and agencies when authorized and as resources allow.

The CIP utilizes a team of EAP personnel who are experienced in traumatic response and have received specialized training and education in responding to FBI critical incidents. This includes EAP peers, FBI chaplains, employee assistance counselors (EAC), HRD medical officers (MO), and regional program managers (RPM).

1.1. Purpose

The purpose of this policy is to provide written guidance on the development, implementation, and administration of services provided in times of crises.

1.2. Scope

This policy applies to, and should be followed by, all EAP personnel, including all CIP team members; all FBI managers having authority to request CIP services; and FBI personnel involved in any type of critical incident.

1.3. Exemptions

There are no exemptions to this policy.

2. Roles and Responsibilities

2.1. All Federal Bureau of Investigation Employees with an Employee Assistance Program Role

All FBI employees with an EAP role must:

- Keep abreast of new EAP policies and procedures and adhere to them.
- Complete continuing education requirements sponsored or endorsed by the Employee Assistance Unit (EAU) in order to perform EAP- and CIP-related duties.

2.2. Federal Bureau of Investigation Headquarters Division or Field Office Heads

All FBIHQ division and FO heads must:

- Designate qualified individuals to serve as EAP coordinators (EAPC) (on a full-time or part-time basis) and designate sufficient numbers of qualified individuals to serve as EAP peers to meet the needs of employees in FBIHQ divisions and FOs. The appropriate selection process is described in the FBI Employee Assistance Unit (EAU) Policy Guide (PG) on Employee Assistance Program (EAP) Coordinator and Peer Position Selection, Training, and Retention (0160PG-2).
- Ensure that EAP personnel in their FBIHQ divisions or FOs comply with the guidelines and requirements set by the EAU unit chief (UC) for the discharge of their EAP duties and obligations.
- Ensure that the appropriate entity (i.e., EAU RPM, EAU UC, or Human Resources Division [HRD] executive management [EM]) is notified that a crisis response plan has been activated.
- Allow EAP coordinators, peers, and counselors to participate in the EAP CIP training required by the EAU UC, as well as other continuing CIP education and training opportunities.
- Designate a sufficient number of qualified FBI chaplains from their jurisdictions to meet the needs of the employees in their FBIHQ divisions and FOs and to respond in times of crisis to CIP activations.
- Ensure that FBIHQ and FO EAP personnel have designated space to display educational materials concerning suicide awareness, resiliency and the prevention of excessive stress.

2.2.1. FBIHQ Division and Field Office Head Responsibilities During and After Employee Assistance Program and Crisis Intervention Program Responses

During and after critical incidents in which FBIHQ division or FO crisis response plans are activated, FBIHQ division and FO heads must:

- Ensure that the appropriate entity (i.e., EAU RPM or EAU UC) participates in the operational support group in their FBIHQ division or FO crisis response plans.
- Consult with FBIHQ division or FO EAPCs and RPMs on services necessary to address the impact of traumatic events.
- Initiate requests to EAU or HRD EM for the activation of CIP services.

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- Refer FBI employees exposed to a critical incident to EAP for consultation and services.
- Communicate daily with the RPM or the CIP team leader when EAP CIP services are rendered.
- Refer special agents (SA) who are involved in shooting incidents to EAP as outlined in subsection 4.3.1.
- Ensure that SAs who are involved in shooting incidents participate in post critical incident seminars (PCIS) within a year of an incident (see subsection 4.3.1).

FBIHQ division and FO heads may authorize up to five days of optional administrative leave for employees directly involved in responding to traumatic incidents or critical events as part of their official job duties, consistent with the *Leave Policy Guide*, 0341PG. For more information about how to coordinate administrative leave, see subsection 4.3.2.

2.3. Chief Medical Officer (CMO), Employee and Medical Services Section (EMSS), Human Resources Division

The CMO, who is a licensed and board-certified physician, must provide program oversight for matters related to medical services, operational safety, and occupational health.

2.4. Employee Assistance Unit

2.4.1. Unit Chief, Employee Assistance Unit

In compliance with Department of Justice (DOJ) Order 1200.1, the EAU UC is the employee assistance administrator (EAA) of the FBI EAP. The EAU UC (or his or her designee) must:

- Oversee policy development and application, resource planning, and the accrual and allocation of resources.
- Serve as the authority on questions of CIP clinical care, ethical guidelines, and current standards of care.
- Supervise licensed EACs, RPMs, MOs, and all other EAU staff.
- Assess the specifics of requests for CIP services and EAU's ability to respond to the specific incident.
- Assess the particulars of requests for CIP activation and, based on the nature of the incidents, ensure that event-specific CIP team leaders (TL) and CIP team members are identified and activated.
- Ensure that CIP services are delivered under proper clinical standards of care, including adherence to confidentiality requirements and other standards of ethical practice, during CIP activations.
- Assess CIP effectiveness through post-incident reviews, evaluation, and research.
- Serve as the authority on traumatic incident management and crisis response best practices.
- Review and make recommendations on program documentation.

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- Provide recommendations to RPMs to identify trained and experienced mental health professionals for referrals and follow-ups.
- Consult with, and advise CIP team members on, the clinical aspects of any given CIP response.
- Provide direct CIP response and assistance when necessary.
- Recommend leave status for affected employees, if considered clinically appropriate for improved recovery.
- Provide final authority for oversight of EAP and CIP services provided.

2.4.2. Medical Officer, Employee and Medical Services Section

The EMSS MO is a licensed and board-certified physician in the specialty of psychiatry and serves as an advisor to the EAU UC. The EMSS MO must:

- Consult with the EAU UC to review incidents involving complicated exposures.
- Participate in after-action meetings with CIP participants.
- Provide training to CIP team members to ensure that they are current on clinical practices for managing the impact of traumatic exposure.
- Provide medical recommendations based on degree-of-impact assessments and recovery goals for both individuals and groups.

2.4.3. Regional Program Managers

EAP RPMs are responsible for all EAP activities within their regions, including CIP activations. RPMs must:

- Ensure team readiness and select CIP TLs and team members based upon the nature of the incident and in consultation with the EAU UC and the MO.
- Ensure that CIP activations, reports, and training meet or exceed current standards of clinical practice.
- Consult with the EAU UC on the selection of event TLs and team members.
- Direct, manage, and facilitate CIP team activations.
- Provide supervision and support to EAP personnel involved in CIP activations.
- Monitor CIP operational quality standards.
- Provide daily activity updates to the EAU UC and the MO during CIP activations.
- Participate in after-action meetings with CIP participants.
- Complete all CIP documentation requirements.
- Ensure that FBIHQ division or FO EAP personnel provide employees with effective education concerning suicide awareness, resiliency, and the prevention of excessive stress.

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- Ensure that managers and supervisors are trained in the recognition of stress and how to assist employees through EAP processes.
- Ensure that the appropriate entity (i.e., EAU RPM or EAU UC) is part of the operational support group in its respective FBIHQ division or FO crisis response plan.
- Provide direct CIP response and assistance.
- Recommend leave status for affected employees, in consultation with the EAU UC, if considered clinically appropriate for improved recovery.

2.4.4. Employee Assistance Counselors

EACs are mental health clinicians who are licensed at the independent practice level and who have the requisite training and experience to provide direct, short-term counseling services. In several FBIHQ divisions or FOs around the country, there are EACs who are full-time mental health professionals. During CIP activations, EACs often serve as part of the CIP team and must:

- Report to CIP TLs and the MO.
- Participate in CIP trainings and activations, as assigned.
- Provide counseling and case management services, management consultation on CIP-related matters, and educational presentations in support of CIP activations to which they are assigned.
- Ensure the confidentiality of EAP information.

2.4.5. Employee Assistance Program Coordinator

An FBIHQ division or an FO EAPC is a senior EAP peer who directs his or her FBIHQ division's or FO's EAP activities. The position of EAPC demands the highest level of personal and professional integrity, compassion for others, emotional maturity, sound judgment, ability to work independently, excellent interpersonal skills, respect for peers, and dedication to the best interests of the FBI and its employees. An EAPC will sometimes be designated as the CIP TL.

During a critical incident, the division EAPC must:

- Begin fact gathering, suggest the need for enhanced EAP assistance, and coordinate the CIP activation through his or her FBIHQ division or FO EM and the RPM.
- Alert the EAP peer team and chaplain(s) in his or her FBIHQ division or FO to the possibility of a CIP.
- Report to the RPM for CIP direction and guidance.

For more information about EAPC selection, training, and retention see the *FBI Employee Assistance Unit (EAU) Policy Guide (PG) on Employee Assistance Program (EAP) Coordinator and Peer Position Selection, Training, and Retention (0160PG-2)*.

2.4.6. Employee Assistance Program Peer

An FBIHQ division or an FO EAP peer is a member of the FBIHQ division or FO EAP team and takes his or her lead from the FBIHQ division or FO EAP coordinator on day-to-day EAP matters. The position of EAP peer demands the highest level of personal and professional integrity, compassion for others, emotional maturity, sound judgment, ability to work

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independently, excellent interpersonal skills, respect for other peers, and dedication to the best interests of the FBI and its employees. During CIP activations, peers who are selected as CIP team members must:

- Take their lead from CIP TLs.
- Assist in coordinating the information and logistics necessary to support and fulfill division and FO requests for CIP activations.

For more information about EAP peer selection, training, and retention, see the *FBI Employee Assistance Unit (EAU) Policy Guide (PG) on Employee Assistance Program (EAP) Coordinator and Peer Position Selection, Training, and Retention (0160PG-2)*.

2.4.7. Chaplain

Chaplains are ordained clergy who are experienced law enforcement chaplains and hold TOP SECRET security clearances. Chaplains are an integral part of EAP CIP response teams and will be utilized as CIP team members during CIP activations. During CIP activations, chaplains must follow the directions of CIP TLs. For more information about chaplains, see the *Chaplain Program Policy Guide (0983PG)*.

2.4.8. Crisis Intervention Program Team

2.4.8.1. Crisis Intervention Program Team Leader

The CIP TL is most often the RPM, unless circumstances indicate that the assignment is best designated to other qualified EAP personnel such as the EAPC of the impacted FBIHQ division or FO. (For additional CIP TL guidance, see subsection 4.2, "CIP Event Management.")

The designated CIP TL must:

- Coordinate all on-site aspects of the CIP response.
- Gather information from EM, the EAPC, peers, chaplains, and impacted personnel to determine the type of CIP response needed.
- Make ongoing recommendations for services during the activation.
- Designate the roles and responsibilities of CIP team members.
- Ensure that the CIP response is in compliance with CIP practices, protocols, and policies.
- Provide frequent situational reports to the EAU UC, the MO, and the RPM.
- Provide direct CIP services.
- Monitor the welfare of CIP team members.
- Maintain communication with the RPM, the EAUC, and the MO while supporting the CIP response.
- Ensure that follow-up services and support are provided.
- Assure the timely completion of required CIP documents and reports.

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2.4.8.2. Crisis Intervention Program Team Members

CIP team members are officially activated to respond to a particular crisis by the RPM. CIP team members can be EACs, EAP peers, and FBI chaplains.

CIP team members must:

- Maintain the highest program standards and comply with all CIP protocols and policies.
- Report to the CIP TL during the CIP activation.

3. Policy Statement

The goal of each CIP response is to provide for the care and well-being of impacted FBI employees and their immediate family members in the aftermath of critical incidents and other significant events, as needed. In addition, the CIP provides care for task force officers (TFO) and others in the aftermath of critical incidents, as resources allow. Each traumatic event is unique and will impact individuals differently. CIP responses must provide a range of clinically sound services in a manner that affords personal privacy, dignity, and confidentiality. All CIP team members must comply with selection criteria and guidelines and must adhere to the ethical standards, regulations, and established policies of the CIP. The effectiveness of CIP operations depends on a number of factors, including the skill levels of individual team members; their ability to interact with others; their ability to make appropriate decisions under stressful circumstances and adhere to the ethical standards, regulations, and established policies of the CIP; and the willingness of those impacted to participate in the CIP services being provided.

4. Processes and Procedures

4.1. Crisis Intervention Program Response Activation Protocol

Upon learning that a critical incident has occurred, an FBIHQ division or an FO head (i.e., AD, ADIC, or SAC) (or designee) must initiate the request for a CIP response activation by directly contacting the respective RPM, the EAU UC, or HRD EM. This initial request, if made verbally, must be followed up in writing (via a brief e-mail) to the EAU UC or HRD EM. The written request may be sent to the EAU UC or HRD EM via the RPM. FBIHQ division and FO EM may also authorize their EAPCs or RPMs to request CIP services on their behalf, but FBIHQ division or FO EM must follow up with a request in writing.

CIP responses must be activated through the following steps:

1. The EAPC or designated EAP peer of the impacted FBIHQ division or FO must:
 - Coordinate CIP activation through FBIHQ division or FO EM and the respective RPM.
 - Begin and carry out the fact-gathering phase of the CIP activation by gathering details of the event to assist in CIP response development.
 - Make contact with key FBIHQ division or FO personnel to review concerns related to safety, exposure, and support for individuals (e.g., EM of impacted personnel or EAP peers).
 - Sustain supportive contact with impacted individuals, pending the CIP activation.
 - Maintain contact with the RPM, communicate current pertinent information, and effect the transfer of the CIP response to the RPM or the designated CIP TL.
 - Maintain full responsibility for EAP support until relieved of that duty by the RPM or the designated CIP TL.

The initial CIP response will be informed by consultation with EAU to determine the deployment of resources. The response will be based on the circumstances of the event and the authorization of resources approved by HRD EM.

2. The EAU UC must ensure that the assessment and activation include the following elements:
 - Peer, pastoral, and clinical CIP components are activated.
 - The CIP TL and team members are designated in coordination with the RPM, the EAU UC, and the MO.
 - Clinical care needs are reviewed to include the degree of impact, timing of response, type of response, or determination not to respond.
 - Resources are developed for FBIHQ division or FO EAP personnel to provide “psychological first aid” to affected individuals (e.g., office space, conference rooms, and e-mail announcements).
 - Continued communication exists, advising the EAU UC, the MO, and the RPM on the status and progress of the CIP response.

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3. The EAU UC, in consultation with HRD EM, must approve the activation of the CIP response and the authorization of CIP funds and resources.

Except when directly impacted, all FBIHQ division and FO EAP peers, chaplains, and EACs (when assigned to the impacted FBIHQ division or FO) should be prepared to participate as members of the FBIHQ division or FO CIP response team when critical incidents occur in their FBIHQ divisions or FOs. FBIHQ division or FO EAP personnel must follow the directions set by the EAU UC, the MO, RPMs, and on-site CIP TLs in carrying out their CIP duties.

A CIP team member may be called upon to provide CIP services beyond his or her own FBIHQ division or FO only when requested by the RPM, in conjunction with the EAU UC. Any special requests, including directives from FBIHQ or FO EM, for CIP or follow-up services made directly to any EAP personnel must be coordinated with the CIP TL or RPM prior to the EAP personnel rendering those services.

Regional CIP team assignments to specific CIP responses must be determined by the RPM, in coordination with the EAU UC and the MO. CIP team members must carry out CIP response services in accordance with the directions set by the RPM and in coordination with the EAU UC, the MO, and the CIP TL. EAP personnel, including chaplains, who are not assigned to a CIP response team must not—of their own choosing—report to an FBIHQ division or an FO where a CIP response is in progress or in the aftermath of a CIP response. Such reporting at one's own choosing will be considered a "self-launch" and will be grounds for the EAU UC to immediately dismiss the individual from the EAP or, when involving full-time EAP employees, to initiate appropriate disciplinary action. Additionally, EAP personnel are prohibited from initiating a CIP or any crisis response without following the appropriate activation protocol described in this subsection. Such an action will be grounds for the EAU UC to dismiss an individual from the EAP or, when involving full-time EAP employees, to initiate appropriate disciplinary action.

4.2. Crisis Intervention Program Event Management

For those CIP responses that require some or all members of the CIP response team to travel, the CIP TL, the FBIHQ division or FO EAPC, and EAP peers will coordinate logistical arrangements (e.g., lodging and transportation). The CIP TL must work with the FBIHQ division or FO to secure adequate facilities and materials and to arrange for scheduling of services.

For all CIP responses, the CIP TL must coordinate with the FBIHQ division or FO EM, the EAPC, and EAP peers for access to FBIHQ division or FO EM and employees.

When delivering CIP responses at the FBIHQ division or FO, the CIP TL should:

- Schedule meetings at least twice daily, or at the beginning and end of each shift if multiple shifts are used, to review plans, roles, exchange information, and identify needs or cautions.
- Ensure that appropriate CIP services, including assessments and referrals, are provided to all impacted individuals (see [subsection 4.10.](#)).
- Confer with, and follow the recommendations of, the MO for small- and large-scale events.
- Ensure that all team members are advised to remind service recipients of confidentiality issues related to group settings and are advised of the increased protections afforded

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when working privately with EAP personnel, FBI chaplains, or EACs (mental health professionals).

- Ensure EAP personnel record and track follow-up contacts through the Employee Assistance Statistics Engineer (EASE) application within 30 to 60 days after the response.
- Ensure that all CIP team members are briefed on their activation responsibilities and follow-up assignments.
- Conduct final out-briefings with all CIP team members.
- Include reminders of self-care and care of each other, and summarize any recommendations for additional services or referrals for affected employees.
- Review follow-up assignments.
- Complete the CIP Post-Intervention Report form within 30 days of the completion of the response.

The RPM, whether acting as the CIP TL or not, must:

- Conduct a daily review of the CIP response with the CIP TL, consult on recommendations, assess the CIP's progress and any ongoing needs, and monitor follow-up contacts.
- Provide the EAU UC and the MO with daily updates of the activation's progress and any recommendations for additional services.
- Make follow-up contact with FBIHQ division or FO EM within 30 days, regarding the overall CIP process.
- Ensure that the EAU UC, the MO, and RPMs who are not a part of the on-site team are updated.
- Ensure that all reports and expenses are submitted to the EAU within 30 days.

4.3. Service Recipients

During CIP activations, the EAU UC must direct services to meet the needs of FBI employees and their immediate family members, affected TFOs, contractors, and other agencies, as resources allow.

As with any EAP service provision, all EAP personnel must report suspected child abuse, neglect, or sexual exploitation to the state, local, or tribal law enforcement agency or child protective services agency that has jurisdiction to investigate such reports or to protect the child. See the *Domestic Investigations Operations Guide (DIOG) (0667DPG)*, Appendix K, for detailed instructions on the reporting process.

4.3.1. Special Agents Involved in Shooting Incidents

FBIHQ division and FO heads must refer SAs who are directly involved in shooting incidents to EAP for consultations. A "shooting incident" is a situation in which anyone is wounded or killed by a firearm and FBI personnel are involved. "Employees directly involved" refers to those employees who directly participate in the shooting incident or render on-site assistance to the

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wounded party. EAP must discuss with SAs who are directly involved what resources are available within three to seven days from the incident. SAs must also participate in a PCIS within a year of an incident.

4.3.2. Administrative Leave

FBIHQ division and FO heads may authorize up to five days of optional administrative leave (leave type-“66-Traumatic Injury”) for employees directly involved in responding to traumatic incidents or critical events as part of their official job duties, consistent with the Leave Policy Guide, 0341PG. Leave must be coordinated with an employee’s supervisor, in consultation with the EAU, and granted in close proximity to the event to assist in the employee’s ability to manage the personal effects of the traumatic incident. In no case may the leave be granted more than 14 days after an event. FBIHQ division and FO administrative points of contact (POC) must e-mail a report of the number of hours of “66-Traumatic Injury” leave that was taken by each employee to the UC of the EAU and the AD, HRD.

4.4. Crisis Intervention Program Activation Review

Within 30 days following the conclusion of any CIP activation, the EAU UC (or designee) must facilitate a discussion where the CIP request, activation, and response are reviewed; performance concerns are discussed; lessons learned are articulated; and suggestions for improvement are formulated. The discussion should include all entities responding to the critical incident, including CIP response team members, EAP personnel, the Health Care Programs Unit (HCPU), the Security Division (SecD), the Critical Incident Response Group (CIRG), the Strategic Information and Operations Center (SIOC), the appropriate EM, and the Workplace Injury Liaison Unit (WILU). The review must be documented in the CIP report captured in EASE and in Sentinel [REDACTED]

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4.5. Crisis Intervention Program Member Selection and Retention

Selection and retention of personnel for team membership are based on the demonstrated qualities listed below.

4.5.1. Peer Component

FBI employees who are active as trained EAP peers are eligible to be considered for inclusion on CIP teams. Employees with other collateral duty or full-time assignments that may overlap with CIP participation, such as evidence response teams (ERT) or shooting incident review teams (SIRT), will be considered on a case-by-case basis. Employees who have assignments to security programs will not be eligible for consideration.

4.5.1.1. Required Qualifications

To be eligible for consideration as a CIP team member, a trained EAP peer must:

- Possess active status as a peer in the FBI's EAP.
- Demonstrate strong interpersonal skills and the ability to assume a leadership role in group settings, as well as the ability to function effectively as a team member.
- Be able to maintain and respect confidentiality.
- Possess certification in psychological first aid (obtained within the last three years).

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4.5.1.2. Preferred Qualifications

To be eligible for consideration as a CIP team member, a trained EAP peer will preferably have:

- A minimum of three years' employment with the FBI.
- Experience in crisis intervention/management or emergency health services.
- Training and/or education in human services, crisis intervention/management, behavioral sciences, group process, or other related fields.
- Effective personal coping skills and a demonstrated ability to think and communicate clearly during critical situations.
- The ability to establish effective liaison with other federal, military, state, and local agencies.
- Prior training and/or experience in emergency medical procedures (e.g., paramedic, nurse, medical officer, or emergency medical technician).

4.5.2. Pastoral Care Component

Chaplains who have experience in crisis intervention are eligible to be considered for inclusion in the CIP team. Chaplains should be available to respond quickly and/or to deploy for an extended period of time, if necessary.

4.5.2.1. Required Qualifications

To be eligible, a chaplain must:

- Be in an active status as a chaplain serving the FBI in good standing.
- Have completed FBI CIP training.
- Demonstrate strong interpersonal skills and the ability to assume a leadership role in group settings, as well as the ability to function effectively as a CIP team member.
- Have completed psychological first aid training within the past three years.

4.5.2.2. Preferred qualifications

To be eligible for consideration as a CIP team member, a chaplain will preferably have:

- Specialized training in a recognized program of crisis intervention/management.
- Previous experience in providing crisis intervention/management or emergency health services.
- Effective personal coping skills and a demonstrated ability to think and communicate clearly during critical situations.
- The ability to establish effective liaison with federal, military, state, and local agency components and with leaders and adherents of divergent faith systems.

4.5.3. Mental Health Component

All EAU clinical staff (i.e., EACs) must meet the requirements listed in subsection 4.5.3.1. and are expected to participate in CIP response activities. Non-EAU licensed clinicians who have specialized training and experience in crisis intervention and familiarity with the law

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enforcement culture are eligible for selection to the CIP team. Clinicians should be available to respond quickly and/or to deploy for an extended period of time, if necessary.

4.5.3.1. Required Qualifications

To be eligible for consideration as CIP team members, all EAU clinical staff must:

- Be licensed clinicians (i.e., psychiatrists, psychologists, clinical social workers, or professional counselors) or individuals at a graduate-degree level and under direct clinical supervision for licensure.
- Have specialized training and experience in crisis intervention/management.
- Have demonstrated strong interpersonal skills; the ability to assume leadership roles in group settings; and the ability to function effectively as team members.
- Have completed psychological first aid training within the past three years.

4.5.3.2. Preferred Qualifications

To be eligible for consideration as CIP team members, all EAU clinical staff will preferably:

- Be trained in group process.
- Have effective personal coping skills and a demonstrated ability to think and communicate clearly during critical situations.
- Have prior training and/or experience in emergency medical procedures.

4.6. Crisis Intervention Program Personnel Professional Conduct and Ethics

All EAP personnel must comply with the Standards of Ethical Conduct for Employees of the Executive Branch (see the *FBI Ethics and Integrity Program Policy Guide (1120PG)*). In addition, the EAU UC, the MO, EAP peers, chaplains, and licensed EACs must comply with the Code of Professional Conduct for their respective disciplines. EAP personnel who are not licensed must comply with the most recent edition of the *Certified Employee Assistance Professional (CEAP) Code of Professional Conduct*, as developed by the Employee Assistance Certification Commission. CIP personnel who are licensed or certified by other private or governmental authorities must also adhere to the standards of their disciplines. For issues where standards conflict, the higher standard must be followed. The EAU UC must be the final determiner of the application of such standards as they pertain to CIP service provision and issues in question.

Any parties who believe that an EAP staff member has violated standards of ethical conduct for employees of the executive branch, the Code of Professional Conduct for their respective disciplines, or the CEAP Code of Professional Conduct, should report their concerns to the EAU UC or the DOJ, Justice Management Division (JMD) EAP administrator to determine what course of action should be taken. Violations of the above standards may result in disciplinary action up to and including removal from federal service.

4.7. Confidentiality

Information and disclosures made to CIP personnel in the course of service provision must be held confidential and must comply with the confidentiality section of the *Employee Assistance Program Policy Guide (0160PG)*. At each CIP response, the CIP TL must advise CIP personnel

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and CIP service recipients of the practical and legal limitations of confidentiality in group settings. Protections to confidentiality can be enhanced by identifying space available to talk privately with employee assistance personnel, chaplains, and mental health professionals.

4.8. Crisis Intervention Program Personnel Retention Review Process

Any questions regarding the suitability of a team member's continued participation in the CIP must be resolved by conference with the EAU UC, the RPM, the CIP TL, and the MO. The principal considerations are to maintain (1) standards of clinical care, (2) program quality, and (3) efficiency. The RPM must verbally notify the team member of the final decision. Options range from a recommendation for further training to permanent removal from CIP.

A CIP team member can be removed from a CIP activation based upon the following concerns: (1) "failure to follow directions" and "insubordination" of the CIP TL, the RPM, the MO or the EAU UC; (2) physical exhaustion; (3) medical illness; or (4) evidence of excessive emotional response.

4.8.1. Reasons for Removal from Crisis Intervention Program Team

A CIP team member may be removed for the following reasons:

- Repeated unavailability for assignment, regardless of cause.
- Noncompliance with program requirements (e.g., reports, training, or updates).
- Failure to abide by EAU policies and procedures.
- Failure to perform assigned EAP functions and duties.
- Personal or professional behavior that reflects poorly on the team and/or the program.
- Behavior and/or demeanor that indicates the team member has been rendered ineffective by his or her reaction to traumatic events while serving as part of a crisis intervention response.
- Failure to obtain a "Successful" or "Consistent Performer" performance appraisal rating on his or her Performance Appraisal Report (PAR) or Year-End Performance Wrap-Up.
- Breach of confidentiality.
- Breach of the code of ethics.
- Participation in an event without authorization or "self-launching."
- Failure to effectively communicate with the EAP chain of command and EAU staff or failure to abide by the directives of the EAP chain of command.

4.9. Crisis Intervention Program Training

The sensitive nature of the work that often surrounds CIP activities requires the highest possible quality of preparation for all CIP personnel.

CIP team members are selected based upon their completion of CIP training requirements (DOJ Order 1200.1, Part 7, Chapter 7-1 and Chapter 7-2). All CIP team members must complete a 6-hour psychological first aid class, in person or online, and receive a certificate of completion.

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All CIP team members must also complete an FBI EAP CIP training to familiarize themselves with the FBI's CIP operations and response services. This includes FBI policies and procedures, roles and responsibilities, ethics, confidentiality, integration of chaplaincy and mental health components, disaster response, and interagency cooperation. An introduction and overview of the function of various operational groups that may require specialized crisis intervention services in the course of their duties is included in the EAP CIP training.

4.9.1. Continuing Education and Training

The MO reviews activation reports, current and related professional literature, and other relevant sources. From these, the MO develops a list of required, recommended, and supplemental skills for CIP team members. Training in varying formats (e.g., video, written, third-party vendor, mentoring, or FBI in-service) is developed to update all team members. Annual continuing education and training in crisis intervention skills and techniques is recommended for all team members.

Several models of critical incident response training exist (e.g., American Red Cross, International Critical Incident Stress Foundation, or the National Organization of Victims Assistance) and are valuable to FBI populations. Training in these models is encouraged.

4.10. Types of Crisis Intervention Program Services

4.10.1. Informal Assessment

The informal assessment is often the first contact by CIP personnel and is the most common service of the CIP. It is a component of psychological first aid that can include comfort, verbal support, provision of nourishment, restoration of safety, encouragement of healthy coping mechanisms, and the development of support systems. This service is available to employees who have been exposed to incidents in an effort to reduce arousal states, numbing, and loss of coping ability. During this assessment, physical and emotional support is offered, as well as an invitation to access additional EAP services.

All employees who support the investigative operations of significant events are strongly encouraged to complete informal assessments to determine what types of services or referral resources are appropriate. Although participation in EAP services is voluntary, management may refer an employee to EAP if it recognizes that there is a concern influenced by the employee's involvement in a high-stress investigative operation.

4.10.2. Post-Incident Education

Educational materials and brief educational presentations discussing common symptoms and reactions of the mind and body following exposure to a traumatic event are integral parts of most, if not all, CIP services. The information facilitates normalization of the new or distressing thoughts and/or feelings that often follow such exposures. Post-incident education is appropriate for affected individuals or groups when circumstances such as logistics, size of the impacted group, personal resistance, or privacy issues will not allow for more in-depth and interactive forms of CIP services.

4.10.3. One-to-One Consultation

This is a supportive, interpersonal exchange between CIP team members and an impacted individual. This service is best provided in person; however, when necessary and with proper safeguards, it may be performed by telephone. One-to-one consultation focuses on reinforcing

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safety, comfort, and support. As appropriate, it will facilitate the normalizing of feelings and perceptions by providing an awareness of expected physical or psychological reactions to critical incident exposure. One-to-one consultation establishes rapport for future follow-up. This process is helpful in identifying the personal impact of the event on the individual.

4.10.4. Grief Response

This is an intervention crafted to address the grief of one individual, a group of individuals experiencing the same loss, and/or an FBIHQ division or an FO responding to the same loss. Usually, this will entail one-to-one discussion and support, with appropriate referrals provided for an impacted employee or a group of impacted employees. When a larger number of employees is involved, supportive discussion of the loss will be encouraged. Education about grief response is provided and referrals to grief support groups and counselors are made available.

4.10.5. Group Debriefing

This is a formal intervention process targeted to first responders. Group debriefing is designed to mitigate the psychological impact of a critical incident and to serve as an early identification mechanism for individuals who may require professional mental health follow-ups. The debriefing group model is never considered or described as a form of therapy. Strict guidelines should be followed when debriefing groups of impacted individuals. The group number should not exceed 20. Only persons operating as part of a first responder team and experiencing the same event should be debriefed together. Individuals with different levels of exposure should not debrief in the same group. Group debriefings should occur in a single setting within 72 hours of the critical incident and no later than seven days after the critical incident. Only those trained in up-to-date group debriefing processes may conduct group debriefings. A group should be facilitated by a sufficient number of CIP personnel to conduct the group debriefing, but not overwhelm the attendees.

4.10.6. Small Group Intervention or Discussion

Small group intervention or discussion may be an optimal way of bringing together individuals who have involvement in the same crisis scenario or critical event but who did not perform as part of a first responder team. An EAC (i.e., a licensed EAP mental health professional), in conjunction with an EAP peer or an FBI chaplain, should lead the group. The size of the group must allow all participants to have time to ask questions and relay concerns (avoid groups larger than ten participants). The group leaders can provide educational information on self-care, warning signs of significant stress responses, and referral resources. The goal of the small group is to facilitate a global discussion about a significant event and its impact upon the FBIHQ division or FO, responders, and family members. Not only does this process provide an outlet for affected individuals, but it may also help reduce stigma and alert them to additional resources.

4.10.7. Individual Counseling

Individual counseling with impacted individuals will only be provided by licensed mental health professionals versed in traumatic exposure and recovery processes. Individual counseling may be recommended for cases of high intensity or those with complicating factors (e.g., prior exposure history, confidentiality concerns, or personal preferences). This may be used as an alternative or an adjunct to other CIP services. Individual counseling may include appropriate cognitive behavioral therapeutic (CBT) approaches. CBT can reduce the risk of irrational cognitions,

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depression, and acute stress reactions. Only therapists trained in CBT are allowed to conduct such interventions.

4.10.8. Follow-Up Contact

In all cases, EAP personnel will make follow-up contact with those who received CIP services and with those who were impacted but could not (or would not) participate in CIP interventions. The timing and frequency of follow-up contacts will be determined by the specific circumstances of the event and the needs of the exposed individual. If at all possible, these contacts will be made by CIP personnel who have developed a rapport with the individual and generally will follow the format of the informal assessment. EAP personnel will refer individuals who require additional clinical treatment to appropriately trained mental health providers in the community. If longer-term clinical EAP services are to be offered to CIP clients by FBI EACs (mental health professionals), those services must be approved, in advance, by the EAU UC, the RPM, and the MO. The RPM must be advised and aware of the details of prolonged services.

4.10.9. Resource Identification and Referral

A salient part of the CIP is the identification of community mental health and support resources by EAPCs and EAP peers. Neither the FBI nor the EAP has the capacity to provide for the long-term needs of an FBIHQ division's or an FO's population impacted by a critical incident. It is a best practice for CIP team members to encourage and facilitate impacted individuals' use of community resources and community counseling professionals to address ongoing issues and continuing follow-up. This is especially true when heightened trauma recovery expertise and support is available in the community of impacted personnel.

5. Authorities

- Title 5 United States Code (U.S.C.) Section (§) 552a (The Privacy Act of 1974, as amended)
- 5 U.S.C. §§ 7361 and 7362
- 5 U.S.C. §§ 7901 and 7904
- 42 U.S.C. § 290dd, et seq.
- 44 U.S.C. § 3101
- Title 42 Code of Federal Regulations (CFR) Part 2
- 5 CFR Part 792, Subpart A
- Executive Order (EO) 12564
- DOJ Order 1200.1, Chapters 7-1 and 7-2

6. Recordkeeping Requirements

6.1. Administrative Records

Records related to the administration of the EAP Crisis Intervention Program are maintained in accordance with the General Records Schedule (GRS) [REDACTED]

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6.2. Electronic Records

Electronic records are maintained in compliance with the privacy requirement of The Privacy Act, the E-Government Act, and the Federal Information Security Management Act.

6.3. Reports and Evaluations

6.3.1. Team Rosters

A current team roster, consisting of CIP-trained chaplains, coordinators, peers, and EACs must be maintained by each RPM. RPMs will regularly update the roster of EAP personnel available to respond to CIP activations.

6.3.2. Activation History

Each CIP activation must be recorded in a similar fashion.

6.3.3. Report Retention

Activation reports must be completed by the RPM or CIP TL and maintained in a CIP activation control file. A copy of the CIP Post-Intervention Report should also be sent to the MO. RPMs will maintain a list of CIP activations in their regions for each fiscal year.

6.4. Records of Individual Counseling by Employee Assistance Program Employee Assistance Counselors

See the guidance provided in the *Employee Assistance Policy Guide (0160PG)*.

Appendix A: Definitions and Acronyms

(U) Definitions

Immediate family member: an employee's spouse or significant other; a father; a mother; a father-in-law; a mother-in-law; an unmarried, dependent child under the age of 22 years, including an adopted child, a recognized natural child, a step-child, or a foster child who lives with the employee in a parent-child relationship; or an unmarried dependent child who, regardless of age, is incapable of self-support because of a mental or physical incapacity.

Task force officer: an employee of a federal, state, or local government who has been detailed to the FBI pursuant to a written agreement between the FBI and the employing agency.

Crisis Intervention Program: the FBI traumatic incident management or crisis response program designed to minimize the adverse effects of exposure to traumatic events that accompany the work of enforcing the law and protecting national security.

CIP activation: a formal, planned response to a critical incident or traumatic event. The EM of an FBIHQ division or an FO initiates a formal request to HRD EAU or HRD EM for EAU CIP services. The EAU UC's agreement to the request will initiate the CIP activation.

Crisis intervention: a host of activities and services of education, support, and group and individual counseling designed to minimize the negative effects of exposure to events that may be traumatic and that are likely to create strong reactions in individuals exposed to those events.

Traumatic events or critical incidents: those events or incidents that have a powerful impact on employees who have been exposed to the events or incidents and that are likely to produce significant physical or acute psychological or long-term traumatic symptoms. Examples of critical incidents include any shooting incident (with or without a fatality); line-of-duty injuries or deaths; serious bodily injuries, suicides, or unexpected fatalities (e.g., homicides or accidents) of employees or family members; significant incidents attracting excessive media interest or scrutiny; traumatic deaths; natural disasters or terrorist acts leading to mass casualties; horrific crime scenes; violence against children; or events that could reasonably be expected to have an unusually powerful impact upon FBI personnel.

Significant event: An event where employees might experience grief or distress but with less of a likelihood of traumatic reactions. Examples of significant events might be the sudden or unexpected death of an employee or a family member by natural causes or the removal of an employee from the work environment due to misconduct, espionage, or criminal behavior. EAP personnel offer assistance in the aftermath of significant events; however, this response usually will not rise to the level of a CIP activation process or a request.

(U) Acronyms

AD	assistant director
ADIC	assistant director in charge
CBT	cognitive behavioral therapeutic

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CEAP	certified employee assistance professional
CFR	Code of Federal Regulations
CIP	Crisis Intervention Program
CIRG	Crisis Incident Response Group
CMO	chief medical officer
CSO	chief security officer
DIOG	<i>Domestic Investigations Operations Guide</i>
DOJ	Department of Justice
EAA	employee assistance administrator
EAC	employee assistance counselor
EAP	Employee Assistance Program
EAPC	Employee Assistance Program coordinator
EASE	Employee Assistance Statistics Engineer
EAU	Employee Assistance Unit
EM	executive management
EMSS	Employee and Medical Services Section
EO	executive order
ERT	evidence response team
FBI	Federal Bureau of Investigation
FBIHQ	Federal Bureau of Investigation Headquarters
FO	field office
GRS	General Records Schedule
HCPU	Health Care Programs Unit
HRD	Human Resources Division
JMD	Justice Management Division

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MO	medical officer
PCIS	post critical incident seminar
PG	policy guide
POC	point of contact
RPM	regional program manager
SA	special agent
SAC	special agent in charge
SecD	Security Division
SIOC	Strategic Information and Operations Center
SIRT	shooting incident response team
TFO	task force officer
TL	team leader
UC	unit chief
U.S.C.	United States Code
WILU	Workplace Injury Liaison Unit
