



# Coordinated Response Protocol Guide

US Forest Service

*Revised August 2020*



## Table of Contents

1.0 Introduction .....	1
1.1 Using this Guide.....	1
2.0 Overview .....	2
2.1 Purpose .....	2
2.2 Objectives.....	2
2.3 Principles.....	3
3.0 Chief's-level Activation .....	4
3.1 Introduction.....	4
3.2 Incident Classification .....	4
3.2.1 Standing Pool of Qualified Personnel.....	6
3.2.2 Coordinated Response Protocol Team Scalability .....	6
4.0 Roles and Responsibilities.....	7
4.1 Coordinated Response Protocol Response Leader.....	7
4.2 Learning Review Team .....	8
4.2.1 Learning Review Team Leader .....	9
4.2.2 Learning Review Process Coach .....	10
4.2.3 The Learning Review Board .....	10
4.2.4 Director of Human Performance & Innovation and Organizational Learning..	11
4.3 Law Enforcement and Investigations Team .....	11
4.3.1 Law Enforcement and Investigations Team Leader .....	12
4.4 Critical Incident Stress Management/Critical Incident Peer Support Team.....	12
4.4.1 Critical Incident Stress Management Coordinator .....	13
4.4.2 Critical Incident Peer Support Team Leader.....	14
4.4.3 Critical Incident Peer Support Team Member.....	15
4.4.4 Trauma Certified Clinician/Mental Health Professional .....	15
5.0 Interagency Responses .....	16
5.1 Collateral Investigations.....	17
5.2 Other Potential Collateral Investigations.....	18
5.2.1 Aviation Accidents.....	19

---

6.0 Authority.....	19
7.0 Appendices.....	20
7.1 Appendix 1: Employees Rights and Responsibilities in Safety Reviews.....	21
7.2 Appendix 2: Initial Actions Following an Incident.....	24
7.2.1 Initiate Unit Emergency Response Plan Procedures.....	24
7.2.2 Ensure Injured Firefighters Receive Medical Treatment (Burn Protocol) .....	25
7.2.3 Secure Accident Scene.....	25
7.2.4 Accounting of Incident Personnel .....	25
7.2.5 Notification of Serious Injury or Fatalities .....	25
7.2.6 Assign Unit Point of Contact to Coordinated Response Protocol Team.....	26
7.2.7 Information and Media Releases.....	26
7.2.8 Collect Documentation for Incoming CRP Team .....	27
7.2.9 Assess Traumatic Impact to Survivors .....	27
7.2.10 Presentation of Relevant information to Coordinated Response Protocol (CRP) Team .....	27
7.3 Appendix 3: Local Unit Initial Actions to Support Agency Learning Reviews.....	28
7.3.1 Prior to Learning Review Team Arrival.....	28
7.4 Appendix 4: Team Leader and Review Protocol Selection Criteria.....	30
7.4.1 Team Leader Selection Criteria .....	30
7.5 Appendix 5: Team Considerations for Accident Scene Evaluation .....	31
7.5.1 Objective.....	31
7.5.2 Site Safety Consideration and Operational Control .....	31
7.5.3 Planning the Accident/Incident Evaluation .....	31
7.5.4 Required Field Attire and Fireline Personal Protective Equipment .....	32
7.5.5 Helicopter Transportation and Over-Flights (Fire and Non-Fire).....	33
7.5.6 Approaching the Accident Site .....	33
7.5.7 Accident Site Initial Description .....	33
7.5.8 Accident Site Integrity .....	34
7.6 Appendix 6: Facilitating Treatment of Traumatic Injuries .....	35
7.7 Appendix 7: Learning Review Board Organization .....	37
7.8 Appendix 8: Critical Incident Peer Support (CIPS).....	38

---

7.8.1 Objective.....	38
7.8.2 Intent of Critical Incident Stress Response within Coordinated Response Protocol (CRP) Guidance .....	38
7.8.3 Critical Incident Peer Support (CIPS) within the Context of a Critical Incident Stress Management (CISM) Program .....	38
7.8.4 Critical Incident Peer Support (CIPS) Organization and Ordering .....	39
7.8.5 Casualty Assistance Program Manager Role and Responsibilities .....	41
7.5.6 Regional/GA Critical Incident Peer Support (CIPS) Coordinator .....	42
7.5.7 Critical Incident Peer Support (CIPS) Interventions and Process Coordination with the CRP Process .....	43
7.9 Appendix 9: Learning Review Team Additional Roles and Responsibilities .....	46
7.9.1 Team Safety Representative .....	46
7.9.2 Union Representative(s) .....	46
7.9.3 Logistics Coordinator (optional position) .....	47
7.9.4 Information Coordinator (optional position) .....	48
7.9.5 Family Liaison (optional position) .....	48
7.10 Appendix 10: Sample Delegation Letter .....	49
7.11 Appendix 11: Document Sharing with External Collaborators for Interagency CRP Teams.....	53

## 1.0 Introduction

When a work-related fatality or serious accident occurs, the ensuing reviews and investigations can be a significant undertaking involving multiple parties, both within and outside of the USDA Forest Service (Forest Service). These efforts can result in additional impact to the health and wellbeing of the employees and families already distressed by the accident. In 2013, as an effort to reduce further harm to primary and secondary victims, the Coordinated Response Protocol (CRP) became the Forest Service's response to serious accidents. The purpose of the CRP is to facilitate understanding through the collection of information in a coordinated and professional manner while minimizing additional impact to those involved in the incident to the extent possible.

The CRP is tiered to the direction given in Forest Service Manual 6730 (FSM 6730) which states that “on behalf of the Chief, the Designated Agency Safety and Health Official (DASHO) will consider the circumstances and may appoint a Chief's-level investigation team for work-related accidents involving employee fatalities and for other serious accidents. Reviews of fatalities, other serious accidents, or near misses may be delegated to Regional Foresters and Station, Area, and Institute Directors at the DASHO's discretion.

The Coordinated Response Protocol (CRP) is a Chief's-level review process and has the full authority of the Chief to conduct a thorough review and develop a Safety Action Plan to reduce the likelihood of accident recurrence.”

### 1.1 Using this Guide

This guide provides a comprehensive description of the Coordinated Response Protocol including an overview of the Response Leader's role, and an explanation of the composition and roles of the three primary teams the Response Leader coordinates: the Learning Review (LR), Law Enforcement and Investigations (LEI), and Critical Incident Peer Support (CIPS) teams. Additionally, this guide highlights some of the key positions within these teams and their responsibilities. Each team provides unique expertise that is further supported through specific training and supplemental guidance. The intent of this guide is to define how they coordinate their efforts.

The appendices bring together a variety of resources that are valuable for team members and agency administrators such as initial actions to be taken by the home unit, Learning Review Board organization, and a sample delegation letter to have readily available during the accident response.

## 2.0 Overview

### 2.1 Purpose

The purpose of the CRP is to manage and coordinate the response to a serious accident in a professional, deliberate, thorough, and transparent manner that minimizes, to the extent possible, additional effects to incident-involved employees and builds the trust of all those involved with the incident.

### 2.2 Objectives

- Assure the appointment of an experienced CRP Response Leader with authority from the Chief to make decisions, authorize procurement needs, and provide centralized coordination among all the moving parts of an incident response.
- Coordinate interaction with incident-involved employees among the serious accident response entities such as the Learning Review (LR), Law Enforcement and Investigations (LEI), Critical Incident Peer Support (CIPS), information/press releases, the local unit, and external units.
- Facilitate the organization's multiple needs (learning, claims protection, and employee health and well-being) with an emphasis on organizational learning.
- Further a Just Culture in the Forest Service.
- Facilitate opportunities for Restorative Justice to those harmed by the accident.

<b>CRP Response Leader</b>		
<b>Learning Review</b>	<b>Law Enforcement and Investigations</b>	<b>Critical Incident Peer Support</b>
<p><b>Role:</b> Learn from the event to improve the system and prevent future negative outcome events. At an individual level, the products of the process should be designed to foster prevention through learning.</p> <p><b>Responsibilities:</b> Conduct a Learning Review under the guidance of the Learning From Unintended Outcomes Guide to extract maximal organizational and employee learning from the event</p>	<p><b>Role:</b> To protect employees operating within the scope of their employment from being punished, prosecuted, or being held personally liable for performance of job duties as well as manage potential liability claims for the agency.</p> <p><b>Responsibilities:</b> Be consistent with applicable law.  Manage agency interests regarding potential future claims resulting from the incident through the Claims Report.</p>	<p><b>Role:</b> To support employees affected by traumatic stress associated with critical incidents by providing information on common reactions to traumatic stress from credible peers trained in listening and leading employees toward self-coping and long-term support.</p> <p><b>Responsibilities:</b> Facilitate opportunities for employee and agency resilience.</p>

Figure 1: This table includes roles and responsibilities for separate but coordinated Forest Service entities.

## 2.3 Principles

**Transparency:** To be as transparent as possible during the process, employees who are involved in any of the CRP components should be informed of the CRP’s organizational structure. All involved, including CRP Team members, Agency Administrators, and incident-involved employees, need to understand that organizational relationships and interactions are strictly coordination links in place to reduce further impacts on employees. For example, the LE&I team will still have its regular chain of command in place, but will be expected to coordinate with the CRP Response Leader in all things related to the current incident. Assurances must be made with regard to the policy statements below to encourage an environment of trust around the CRP process.

**Peer Support Communication Will be Private:** Any dialogue within peer support activities will remain private and not be shared with any other entity for any reason. CIPS interactions and dialogue are focused on individuals’ experiences and potential symptoms of traumatic stress, not the facts of the accident/incident. No discussion from CIPS interactions will be shared beyond the individual employee and the peer supporter. CIPS program and personnel credibility is important but secondary to employee privacy.

**The Forest Service will not use products and information resulting from the Learning Review<sup>1</sup> for administrative, disciplinary, or legal purposes:** At no time will the Learning Review, or information gleaned through the Learning Review process, be used for administrative punitive action by the Forest Service. Gathering perspectives of individuals involved with the incident must be of paramount importance; therefore, the agency will only use information derived from the Learning Review for accident-prevention purposes. While organizational or government liability may be vetted through a process outside of the CRP process (which many include agency legal counsel), the agency's document for protection from lawsuits is the Claims Investigation report, which the CRP Response Leader will also coordinate outside of the Learning Review process.

## 3.0 Chief's-level Activation

### 3.1 Introduction

This chapter clarifies the activation process for a Chief's-level CRP, including a Learning Review (LR) Team, a Law Enforcement (LEI) Team, and a Critical Incident Peer Support (CIPS) Team.

### 3.2 Incident Classification

The investigation and review process for any safety related accident is ultimately the responsibility of the Forest Service Designated Agency Safety and Health Official (DASHO). Following an on-duty accident that results in an employee fatality or serious accident, the DASHO should consult with the Director of the Office of Safety and Occupational Health (OSOH), the Agency Administrator responsible for the unit involved in the incident, the Fire and Aviation Management (FAM) Assistant Director for Risk, Doctrine, and Learning, the Rocky Mountain Research Station Human Performance & Innovation and Organizational Learning Research, Development, and Application unit (HP&IOL), and subject-matter experts as needed to determine whether a CRP should be initiated.

The following conditions may result in the dispatch of a CRP Team:

**Serious Accident:** A serious accident is an unplanned event or series of events that resulted in human death, injury, or occupational illness or property or equipment damage or loss. A serious accident involves any of the following:

- One or more work-related fatalities (best practices indicate the need for a Learning Review).

---

<sup>1</sup> The CRP is a tool to ensure that we learn everything possible from serious incidents to reduce the chances of recurrence while lessening accidents' painful effects on others. The Learning Review, which replaced the Serious Accident Investigation Guide, is an approach designed to help us study an incident as thoroughly as possible ([LFUO Guide](#)).



- Any accident or incident the DASHO judges to warrant a CRP or Learning Review.

Because the complexity of an event may not be well understood at the beginning of the incident review, the CRP is a scalable process much like the Incident Command System. Altering the response to meet emerging needs may be necessary.

The following are conditions that may be considered for the activation of a CRP based on the DASHO's discretion. However, these will likely result in a response delegated from a lower level in the organization (e.g. Regional Forester, Forest Supervisor, District Ranger), such as a Learning Review (not associated with a CRP) or a Facilitated Learning Analysis (FLA):

- **Incident:** An unplanned event or series of events that result in human injury or occupational illness or property damage/loss of equipment to a lesser degree than a serious accident.
- **Incident with Potential:** An unplanned event or series of events that could have resulted in human death, injury, or occupational illness or property damage/loss of equipment but did not.
- **Critical Incident:** From the perspective of traumatic stress caused by a serious accident (as defined above), a critical incident is defined by employee reactions to an event, not necessarily the mechanisms of the accident nor the event itself.
- **Entrapment:** A situation where personnel are unexpectedly caught in an advancing fire that may have resulted in a life-threatening position, where planned escape routes or safety zones were absent, inadequate, or compromised. Entrapment may or may not include fire shelter deployment for its intended purpose (NWCG Glossary of Fire Terminology).

**Note:** In the event of an entrapment, contact the Washington Office (WO) Office of Safety and Occupational Health Director and Fire Operations Risk Management as soon as possible.

- **Fire Shelter Deployment:** The removing of a fire shelter from its case and using it as protection against fire (NWCG Glossary of Fire Terminology). Fire shelter deployment may or may not be associated with entrapment. Fire shelter deployment may result in a serious wildland fire accident, a non-serious wildland fire accident, or a near-miss (incident with potential). Anytime a fire shelter is deployed other than for training purposes, notification of the National Fire and Aviation Safety Office is required.

**Note:** A Forest Service firefighter fatality as a result of a burn-over or entrapment requires the USDA Office of Inspector General to conduct an independent investigation. That investigation shall be independent of the Forest Service Learning Review (Public Law

107–203) but will be coordinated by the CRP Response Leader. All entrapment (burn over) fire fatalities must be reported to the USDA Office of the Inspector General (OIG) immediately.

**Note:** Where specific criteria are established for initiating the Coordinated Response Protocol, it is possible and encouraged to mobilize Critical Incident Peer Support (CIPS) or similar crisis intervention based on the scope of the reactions and traumatic-stress impacts. The local Agency Administrator is responsible for assessing the need for and ordering CIPS. Should the response needed be deemed a CRP, coordination and oversight will transition to the CRP Response Leader from the Agency Administrator. Coordination and implementation will occur as described in Appendix 9 (topic 9.9).

### 3.2.1 Standing Pool of Qualified Personnel

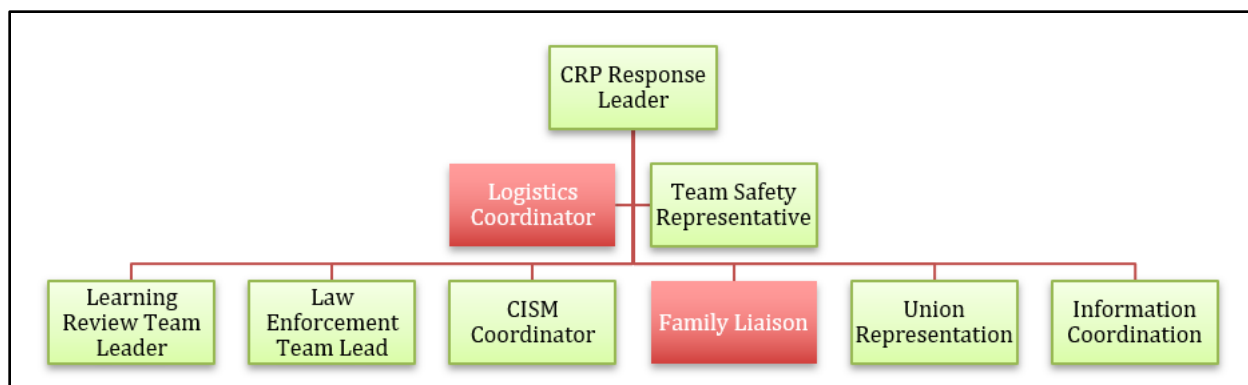
The Forest Service has established a pool of qualified personnel who receive common training in the CRP process and can. They train together annually and understand the expertise each employee brings. During a CRP assignment, members from this standing pool will serve in essential response team leadership positions and will coordinate the efforts of the entire CRP Team (including subject matter experts in a wide variety of fields) in accordance with the CRP Guide.

To ensure this process is sustainable, personnel interested in becoming qualified will receive all necessary training and be expected to shadow qualified personnel as they perform the duties before being assigned to lead a specialty area during a CRP.

Composing a CRP team is a challenging and complex endeavor. Matching skillsets of subject matter experts with the needs of an event deserves careful consideration. The Director of OSOH should consult with the Director of LE&I, the Director of HP&IOL, and the Chair of the Response Protocol Steering Committee (the committee with oversight responsibility for the FLA, LR, and CRP processes) to first recommend a Response Team Lead to the DASHO. Once the Response Leader is agreed upon, the Response Leader will coordinate with OSOH, LE&I, HP&IOL and the Steering Committee Chair to make recommendations for CRP Team composition.

### 3.2.2 Coordinated Response Protocol Team Scalability

The Forest Service Chief delegates the CRP Response Leader through the Designated Agency Safety and Health Official (DASHO) by a Letter of Delegation (see sample letter in Appendix 11). For all Chief's-level reviews, the DASHO will act as the Agency Administrator.



**Figure 2: The Coordinated Response Protocol (CRP) Team organizational chart includes essential positions noted in green and optional positions noted in red.**

The CRP Team positions depicted above in green meet the minimum requirements for a Chief's-level response. The Logistics Coordinator and Family Liaison functions depicted in red may be mobilized if there is an indication that they will be needed. The Casualty Assistance Program<sup>2</sup> or the Forest Supervisor on the local unit receiving the CRP may fill these roles, in which case the CRP Response Leader would coordinate with the local Forest Supervisor to accomplish the duties associated with those functions. In addition, most CRP teams will require a Documentation Specialist and subject-matter expert participation. The personnel filling these roles are not required to attend the annual CRP standing pool training.

## 4.0 Roles and Responsibilities

### 4.1 Coordinated Response Protocol Response Leader

As the person with authority delegated from the Chief, the Coordinated Response Protocol (CRP) Response Leader receives a signed letter of delegation; coordinates the CRP Team selection process as needed; organizes and coordinates deployment of the required teams; and coordinates the overall information flow. This individual provides oversight and coordination of the Learning Review Team, Law Enforcement and Investigations Team, and Critical Incident Peer Support Team as well as other CRP staff. The CRP Response Leader also coordinates with outside entities (see final bullet below for examples).

Roles and responsibilities include the following:

- Participate in/recommend selection of CRP team members from established CRP Standing Team roster.

<sup>2</sup> The Casualty Assistance Program (CAP) has oversight responsibility for the Forest Service CISM/CIPS program.

- Assure employees experiencing or potentially affected by traumatic stress resulting from a critical incident and/or subsequent interviews are provided opportunities for critical stress management interventions such as peer support.
- Ensure coordination of CIPS activities are appropriately timed to facilitate employee understanding, coping, and resiliency as soon as possible, and to aid the interview process.
- Inform and educate employees who are likely to be involved in any part of the CRP process as to organizational relationships and interactions. Ensure transparency in coordination while maintaining the privacy policy stated within this guide (see chapter 2 [under topic 2.2]).
- Ensure that the CRP process and assigned personnel adhere to policy and guidance regarding the inappropriate sharing of information among Learning Review, LE&I, and CIPS teams.
- Provide a means of checks and balances among the branches of the CRP process to maintain the CRP's integrity and intent.
- Take deliberate measures to assure privacy for employees choosing to participate in CIPS.
- Coordinate with outside entities such as: National Institute for Occupational Safety and Health (NIOSH), the National Transportation Safety Board (NTSB), Federal Aviation Administration (FAA), interagency partners, state partners and cooperators, USDA Office of General Counsel (OGC), Office of Inspector General (OIG), state and local law enforcement, and the media.

## 4.2 Learning Review Team

The Learning Review (LR) Team operates under the guidance of the current [Learning from Unintended Outcomes Implementation Guide](#). The Learning Review is a relatively new process that is founded on the principles of a Just Culture and incorporates recent advancements in understanding human performance and decision-making. The Learning Review is explicitly focused on accountability (giving truthful accounts of what happened from individual perspectives) but rejects blaming any employee for outcomes. The goal is to understand why an action or decision made sense to those involved at the time.

A Learning Review builds upon the FLA learning product to explore how the agency needs to change in response to the event. The Learning Review follows the Complex FLA process and incorporates additional agency efforts such as the community of practice who provide input through focus groups, outside academics, or other subject-matter experts. The key difference between a Complex FLA and an LR is that the delegating authority for a LR has requested recommendations as an output of the review process.

The Learning Review team digs deeply into the conditions surrounding the event. This process utilizes focus groups comprised of people with varying areas of expertise to propose recommendations that will be submitted to a Learning Review Board chaired by the delegating authority (or designee). The focus groups (and where appropriate, academic specialists) effectively vet the recommendations and conduct a change analysis to ensure the recommendation will have a positive impact on the agency but until accepted by the LRB these recommendations are not official decisions of the USFS.

#### 4.2.1 Learning Review Team Leader

The LR Team Leader coordinates with the Response Team Leader to decide how and when the Learning Review Team is able to gather information from the scene and the participants.

**Note:** Any information gathered by Learning Review (LR) personnel will not be used as the basis for disciplinary or punitive actions. No attempts to gather information resulting from CIPS functions or activities will be made. This is in accordance with Executive Order 12196 paragraph 1-201[f] and CFR 1904.36 and CFR 1960. These laws apply specifically to federal employees (States may refer to specific state regulations).

The LR Team Leader ensures the team stays on task, meets deadlines, and is ultimately responsible for the quality and content of the learning review products. The LR Team Leader plays a big role in following the learning review process through information gathering, narrative creation, analysis, and learning review board. The Learning Review Team Leader's responsibilities include:

- Leading the Initial Inquiry/Data Collection (Complex FLA phase) and participating in the Analysis and Sensemaking phase as a Co-Lead with the Learning Review Process Coach.
- Liaising with Rocky Mountain Research Station Human Performance & Innovation and Organizational Learning Research, Development, and Application unit (HP&IOL) throughout the process.
- Augmenting the team with one or more of the following:
  - Human Factors/Performance subject-matter experts
  - Technical and Community of Practice subject-matter experts
  - Subject-matter experts from the academic community
  - Documentation Specialist
- Encouraging the team to suspend judgment and remain objective during data collection and determining when analysis and sensemaking should begin.

- Collaborating with the community of practice (the group of practitioners the recommendations will most affect) in developing recommendations.
- Coordinating technical- or subject-matter-expert reports.
- Participating in developing learning products.

### 4.2.2 Learning Review Process Coach

The LR Process Coach is someone who is well-versed in the LR process and has extensive experience with FLA Teams. The Process Coach is available as a sounding board and second opinion on controversial or complex issues and serves as a resource concerning procedure. This person may also help the team locate appropriate subject-matter experts or other team members as needed. They are usually not on site during the Complex FLA phase of the Learning Review, but may physically join the team later during the Sensemaking and Analysis phase of the Learning Review.

- The process coach is generally appointed by HP&IOL and is included in all LR process phases. They also serve as an analysis and sensemaking expert with the Learning Review Team Leader.

### 4.2.3 The Learning Review Board

After completing the Learning Review reports and related products the CRP Response Leader will notify the Director of OSOH and the DASHO. The DASHO will then form a Learning Review Board. Voting members of this board are restricted to members of the Executive Leadership Team. Additional (nonvoting) board members may include whomever the DASHO decides is appropriate (See Appendix 8 for further information). The Purpose of the Learning Review Board is to review the products of the CRP and approve them, reject them, or remand a product back to the Response Leader for further work. Typically, a Learning Review will develop recommended actions for the agency to take in light of what the agency has just learned from the review (which is called a *Safety Action Plan*). Recommendations will also be accepted, rejected or remanded back to the Response Leader for further work.

Approved recommendations will be forwarded to the appropriate director of the functional area best suited to implement the recommendation. The recommendation will be accompanied by letter from the appropriate ELT member giving the director charge to implement the recommendation. For example, a Learning Review Board approves a recommendation to use unmanned aircraft for ignition operations in fire management. This recommendation would then be forwarded to the Director of Fire & Aviation by the Deputy Chief for State and Private with a letter instructing the Director to implement the recommendation within certain timelines. A copy of this letter shall be sent to the Director the Office of Human Performance & Innovation and Organizational Learning (HP&IOL).

#### 4.2.4 Director of Human Performance & Innovation and Organizational Learning

The Director of HP&IOL shall track progress on all recommendations emerging from all Learning Review Boards and produce a twice-annual report to the DASHO on the status of completion.

### 4.3 Law Enforcement and Investigations Team

The Law Enforcement and Investigations (LEI) Team assumes initial control of the accident scene. Forest Service LEI will release the accident scene to the Learning Review Team as soon as possible, once the LEI Team Leader determines it is unlikely an employee will be criminally charged. Forest Service LEI may confer with local law enforcement to make this determination. This release commonly occurs within 72 hours after the incident transpired. However, if the LEI Team Leader decides there are potential charges against an employee, *directly related to the fatality*, that will be referred to local Law Enforcement or to a US District Attorney, then LEI shall confer with the Response Leader who will then recommend canceling the Learning Review portion of the CRP to the DASHO. The Learning Review is a critical and fundamental component of the CRP process and a Learning Review cannot be undertaken without “the assurance of no punitive actions” (see the LUFO Guide). The CRP Response Leader will consult with the Designated Agency Safety and Health Official (DASHO), the director of LEI, the Director of the Office of Safety and Occupational Health (OSOH), and the Director of Human Performance & Innovation and Organizational Learning to determine whether to continue the Learning Review process or transition to an Administrative Review through Employee Relations.

If a transition of this type occurs, the decision will be communicated to the employees involved and the Learning Review (LR) Team will likely discontinue its review. The Critical Incident Peer Support (CIPS) Team’s and the LEI Team’s work is likely to continue regardless. Circumstances such as discontinuing a Learning Review or the entire CRP process might dictate that CIPS oversight be transferred to the local Agency Administrator and the Casualty Assistance Program Leader.

The LEI Team also provides technical expertise such as, determining the cause and origin of a fire or tracking the chain of custody for physical evidence retrieved from the accident scene. LEI is also responsible for conducting a Claims Investigation. This investigation serves as the basis from which the agency will view any claims filed in connection with the accident. The Death Report is the part of the Claims Investigation that provides the Department of Labor and Department of Justice with information needed to process survivor benefits.



### 4.3.1 Law Enforcement and Investigations Team Leader

The Law Enforcement and Investigations (LEI) Team Leader is responsible for ensuring the accident scene is secured and determining whether criminal charges are likely to be pursued in connection with the accident. Once the LEI Team determines there is likely no substantiated criminal activity, the LEI Team Leader opens up the scene to the Learning Review Team.

The LEI Team Leader also coordinates with the CRP Response Leader and the Learning Review Team Leader to determine the level of overlap between the two teams. The LEI Team Leader will:

- Represent the national LEI Director.
- Serve as the LEI subject-matter expert for the CRP Team.
- Coordinate with on-scene LEI staff for accident-scene access.
- Coordinate with LEI staff to ensure mutual understanding and acceptance of CRP diverse roles and processes.
- Coordinate sharing of information between LEI and the rest of the CRP entities when practical.
- Coordinate with local law enforcement as needed.
- Coordinate with other law enforcement collateral investigations as needed.
- Coordinate Claims and Death Report with assigned LEI staff.
- Provide advice to the CRP Response Leader if there are indications of criminal activity.
- Coordinate with the CRP Response Leader to appoint a Fire and Aviation (FAM) Medical Program Manager as the point-of-contact (POC) for coordination with the Coroner as needed.
- Provide expertise in evidence collection, safe handling, storage, and record keeping to maintain chain of custody.

## 4.4 Critical Incident Stress Management/Critical Incident Peer Support Team

Critical Incident Stress Management (CISM) is a comprehensive and programmatic approach to impacts and potential impacts to employees that survive or have a significant relationship to a critical or traumatic incident. Along the spectrum of components within CISM, the most common and appropriate component needed immediately following a critical incident is Critical Incident Peer Support (CIPS). Clinical research as well as current practices by the wildland fire community, military, and other first responder agencies support CIPS as an appropriate and effective response to a



critical incident. CIPS can play a vital role in affected employees' initial intervention, such as helping with healthy coping by providing tools and techniques that may lead to a more favorable response to traumatic stress. Further context of CIPS within the spectrum of CISM is explained in Appendix 9. Those aspects of CISM other than CIPS are not within the scope of the CRP.

The roles and responsibilities described below are general guidelines important to the success of both the CRP process and of delivering basic intervention to those affected by traumatic stress. These roles and responsibilities, which are specific to CIPS personnel and their response within a CRP assignment, are not a comprehensive description of the Forest Service's National CISM program.

#### **4.4.1 Critical Incident Stress Management Coordinator**

The CISM Coordinator's primary responsibility is to act as a liaison between the Critical Incident Peer Support (CIPS) Team Leader and the CRP Response Leader. This role is usually filled by a Regional CISM Coordinator as designated by the National Casualty Assistance Program Manager (which is the entity that has CISM program oversight). The use of this position places emphasis on the separation between the other Coordinated Response Protocol (CRP) Teams (i.e. Learning Review and Law Enforcement and Investigations) and the CIPS Team Leader and serves affected employees' best interests and the integrity of the CRP process. The CIPS Team Leader should not fill this position when other resources are available (see Appendix 9 for options to fill this position). The CISM Coordinator will:

- Assure employees experiencing or potentially affected by traumatic stress resulting from a critical incident and/or subsequent interviews are provided opportunities for critical stress management interventions such as peer support.
- Report to and operate under the CRP Response Leader's oversight.
- Coordinate capacity between the CIPS Team Leader and other CRP functions and/or the CRP Response Leader.
- Ensure the CIPS Team Leader is afforded the time and resources necessary to adequately and appropriately oversee and provide leadership to the CIPS group.
- Stay current with the CRP process; interview schedules and timelines; and affected employee locations and communicate that information in a timely manner to the CIPS Team Leader.
- Provide direct support and guidance as necessary to the CIPS Team Leader and team members.
- Do not participate in CIPS interventions with the mobilized CIPS Team in order to maintain separation between CIPS interventions and other CRP functions (if possible).
- Function as the liaison between the local unit Agency Administrator (or designated representative) and the CIPS Team if necessary.

- Represent the CRP Response Leader in business relative to CIPS as requested.
- Coordinate with the CIPS Team Leader and the CRP Response Leader or other CRP Team Leaders in locations and meeting times with affected employees.
- Ensure privacy and the appearance of privacy for employees choosing to participate in CIPS.
- Ensure logistical support is in place for the CIPS Team.
- Address LR Team members' stress reactions resulting from exposure to the traumatic events under review.
- In the absence of a dedicated CRP CISM Coordinator within the CRP organization, the CIPS Team Leader may act dually as the CISM Coordinator. Refer to cautions and challenges in Appendix 9 if this situation becomes necessary. In this scenario, the following additional expectations apply:
  - Consider alternate communication methods and/or locations or utilize a local unit employee to facilitate such coordination to minimize appearance of breach of employee privacy.
  - Consider and discuss communication and coordination options with the CRP Response Leader to avoid appearing to have a conflict of interest between CIPS and CRP leadership responsibilities.

#### **4.4.2 Critical Incident Peer Support Team Leader**

The Peer Support Team Leader's priority is to oversee the implementation of crisis intervention options within the established International Critical Incident Stress Foundation (ICISF)-guided CIPS program. All efforts should be made to fill this as a stand-alone position. If possible, the CIPS Team Leader should not serve concurrently as the CISM Coordinator to avoid conflicts of interest in protecting privacy (see Appendix 9 for options to fill this position). The Peer Support Team Leader is responsible for all coordination and assignment protocols internal to the CIPS Team. Roles relative to a CRP response include the following:

- Provide direction and oversight to CIPS Team members and Clinician(s) for the duration of the assignment.
- Ensure affected or potentially affected employees are provided with appropriate critical incident stress intervention (e.g., CIPS crisis management briefing, one-on-one interventions, debriefing, or defusing).
- Ensure that "tactical" and administrative needs of CIPS interventions and activities are met.
- Inform employees who will be involved in any or all of the CRP processes as to organizational relationships and interactions within CRP. Ensure transparency in needed coordination while maintaining the privacy policy stated within this guide (see chapter 2 [under topic 2.2]).

- Ensure absolute privacy and the appearance of privacy is secured and apparent to the affected employees served by CIPS. Ensure CIPS Team members (including oneself) do not share personal information resulting from any CIPS intervention activities.
  - Establish routines, protocols, and caution in self and CIPS Team members that consult or share information with others.
- Ensure and provide for CIPS Team logistical support needs.
- Manage schedules, time keeping, work-rest guidelines, and administrative requirements of the CIPS Team including mobilization and demobilization.
- Provide the Forest Service National Casualty Assistance Program Manager and Regional CISM Coordinator with daily progress reports and/or need for support and troubleshooting. Discuss only reporting and support needs to ensure employee privacy.
- Seek opportunities to attend CRP training, workshops, or meetings as well as Learning Review training (e.g., Learning from Unintended Outcomes workshop).

#### **4.4.3 Critical Incident Peer Support Team Member**

Each CIPS Team member will, at a minimum, be trained in the basic International Critical Incident Stress Foundation (ICISF) crisis intervention course. All attempts will be made to mobilize a team that best fits the affected employees' peer group.

The CIPS Team Leader will determine the need to assign various peer supporters to multiple locations; therefore, peer supporters may be in smaller groups with coordination needs relative to time and location to meet with affected employees. It is also possible that some peer supporters may arrive ahead of the Team Leader and may be requested to begin assessment and meet with local unit leadership. These activities will only occur with approval of the CIPS Team Leader or the appointed CISM Coordinator. In the event that multiple regions are impacted by an event, the CRP Response Leader may work with the National Casualty Assistance Program Manager to appoint a CISM Coordinator.

CIPS Teams are self-sufficient and trained to operate independently once initial direction and assessment has occurred with the Agency Administrator. The individual CIPS Team members are not likely to interact with CRP Team members and therefore no roles or responsibilities relative to the CRP are listed here.

#### **4.4.4 Trauma Certified Clinician/Mental Health Professional**

The Forest Service CIPS program is fundamentally a "peer-driven" support system. It is not designed nor intended to be a clinical or professional therapy service. However, Clinicians certified in the treatment of critical incident stress and mental health impacts that result from witnessing trauma will be ordered and sent as part of CIPS Teams to serious incidents such as line-of-duty deaths. The impacts of trauma and the wide range

of individual experiences, histories, and reactions dictates taking crisis intervention preparedness seriously. It is imperative to the well-being of our employees and to the integrity of the CIPS program to immediately recognize when a situation is outside the scope of peer support training and peer support interventions. The Clinician provides that 'trained eye' and the ability to intervene immediately. Longer-term care options are typically provided through Agency/Regional employee assistance programs (EAP). CIPS interventions typically inform employees of options beyond the initial peer support. The Clinician is not likely to interact with CRP Team members and therefore no roles or responsibilities relative to a CRP response are listed here.

## 5.0 Interagency Responses

Each agency (federal, state, and local) has a jurisdictional representative that is responsible for ensuring that accidents and incidents are fully reviewed or investigated for his or her agency. This official is the Designated Agency Safety and Health Official (DASHO).

With the advent of All-Hazards Incident Management Teams (All-Risk Teams), Forest Service employees, equipment, and contract resources are now working in unfamiliar environments, such as hurricanes, floods, and biological hazard areas, in addition to interagency wildland firefighting missions. National emergencies may be long lasting events that may require rotation of personnel and other resources. Many of these incidents also involve other federal, state, county, and municipal agencies. The DASHO of the agency whose employee(s) were injured or killed, in collaboration with other involved agency(s) jurisdictional representative will determine the type of review or investigation.

In the event that the CRP method is selected, the Forest Service will provide the CRP Response Leader. The CRP Response Leader should establish cooperative relationships with other agencies involved in order to address the concerns and meet each responding agency's responsibilities.

Incidents involving more than one agency will require the Delegating Official(s) or designee(s) to collaboratively develop a Delegation of Authority for each of the agencies involved to sign. The CRP Response Leader should ask for and review any multi-agency agreements that may affect the review's conduct. This may involve negotiations, cooperative agreements, and coordination with the agency official(s) signing the Delegation of Authority. For example, a Memorandum of Understanding between the U.S. Department of the Interior (USDOI) and the U.S. Department of Agriculture (USDA) establishes the basis for interagency Learning Reviews of serious fire-related accidents (see Appendix 4).

The DASHO will negotiate the process to be used on cooperative reviews. The DASHO will consider the following:

- **Procedures.** Interagency teams should include personnel from both USDA and the cooperating agency(s).
- **Co-Team Leaders** will be assigned whenever the incident involves multiple agencies (either employees and/or jurisdictions). Team leaders and members from both agencies will then be assigned based on the situation's complexity and team member skills and experience.

## 5.1 Collateral Investigations

Other agencies may have a jurisdictional responsibility to conduct their own investigation. These collateral investigations are conducted independently of CRP reviews and investigations but may run concurrently. In such cases, CRP Team Leaders should continue their inquiries and establish a coordinated and cooperative relationship with these other agencies to the extent possible. Some specific examples of other agency investigations follow:

**The Occupational Safety and Health Administration (OSHA)** determines whether an employer violated occupational safety and health standards leading to a death or hospitalization of three or more employees.

Federal OSHA offices have jurisdiction over federal employees and will have been notified of the serious incident by the agency safety manager prior to CRP Team arrival. State OSHA offices do not have jurisdiction over federal employees, federal volunteers, or federal agencies. The local OSHA Area Director will have knowledge of any local jurisdictional issues. State OSHA offices may get involved if victims are not federal employees (e.g. state personnel, contractors, or municipal employees). They may also be involved if the accident is on state land. **Federal employees are prohibited from providing interviews to state OSHA.**

When an OSHA Compliance Officer responds to conduct an accident investigation, the result may be that OSHA issues the responsible unit one or more Notices of Violation. Factual information (objective information that does not require/include any human interpretation such as photographs, dispatch logs, etc.) shared with OSHA in the course of a CRP may be used to issue these notices. The Team Safety Representative should coordinate with OSHA and help to minimize the impacts on FS employees (such as being interviewed multiple times). It may be appropriate for the OSHA investigator to be present during interviews so long as they do not speak or record the interview

**National Institute for Occupational Safety and Health (NIOSH):** In 1998, Congress allocated funds to NIOSH to address the continuing national problem of occupational firefighter fatalities and injuries. NIOSH has the authority to conduct independent investigations.

**Note:** Agencies should notify NIOSH of all on-duty firefighter fatality incidents, including deaths likely due to preexisting medical

conditions (heart attacks, etc.). This notification is enacted through the respective agency's wildland fire safety managers or Office of Safety and Occupational Health (OSOH) Safety Manager. Based upon its investigations, NIOSH will develop narrative reports of events surrounding firefighter deaths. These reports are distributed throughout the United States' fire community.

**The United States Department of Agriculture (USDA) Office of Inspector General (OIG)** has been mandated by Congress (Public Law 107-203) to conduct independent investigations of all fire-related entrapments or burn overs that result in a fatality involving Forest Service personnel. Upon completing the investigation, the Inspector General of the Department of Agriculture shall submit to Congress and the Secretary of Agriculture a report containing the OIG investigation's results.

**National Transportation Safety Board (NTSB):** Congress permits investigations by other governmental entities to run simultaneously or parallel with the NTSB safety investigation. Specifically, Congress expressly instructed that the statutory powers of the NTSB "do not affect the authority of another department, agency, or instrumentality of the Government to investigate an accident under applicable law or to obtain information directly from the parties involved in, and witnesses to, the accident. Additionally, it is stipulated that, "the Board and other departments, agencies, and instrumentalities shall ensure that appropriate information developed about the accident is exchanged in a timely manner (49 C.F.R. § 1131(a)(3)).

## 5.2 Other Potential Collateral Investigations

Other investigations could include state or local law enforcement, and/or fire marshals.

The Law Enforcement and Investigations (LEI) Team Leader or Team Safety Representative will assess and coordinate the involvement of these collateral investigations under the guidance of the CRP Response Leader. Coordination with these organizations usually occurs when they have resources involved in the accident or have jurisdictional responsibilities.

**Note:** Criminal activity: If there is substantiated criminal activity (e.g. an arson started wildfire) the CRP Response Leader and Directors of LEI, OSOH, and HP&IOL will confer with the DASHO to determine the appropriate agency response. This may result in the delay or cessation of the Learning Review Process if it is determined that the CRP cannot run concurrently with the ongoing LEI or other criminal investigation.

### 5.2.1 Aviation Accidents

The Forest Service currently has the option make qualified employees available to sign on as “parties” to an NTSB investigation involving Forest Service aircraft. Party participation is restricted to FS personnel with the experience and training to enhance the NTSB investigation. FS personnel with the requisite skills are designated by the agency as Air Safety Investigators (ASI) and Qualified Technical Investigators (QTI). The ASI/QTI difference is one of experience and formal training, where the ASI designation is reserved for those individuals trained for the highest complexity of investigation under the party status. These individuals sign onto the “party agreement” and are held to the standards therein. See the [“NTSB Certification of Party Representative” form](https://www.nts.gov/legal/Documents/NTSB_Investigation_Party_Form.pdf) ([https://www.nts.gov/legal/Documents/NTSB\\_Investigation\\_Party\\_Form.pdf](https://www.nts.gov/legal/Documents/NTSB_Investigation_Party_Form.pdf))

Party participants work directly for the NTSB and rules designated therein formalize the restriction of information without NTSB authorization. When a CRP is activated, the DASHO will decide whether to assign the ASI with NTSB Party Status to the CRP team or whether to assign a separate ASI or QTI investigator to the CRP team to act as an aviation SME.

## 6.0 Authority

The CRP/Learning Review authority concerning accidents is established in the following:

- Title 5, USC 7902
- 29 CFR 1960
- 41 CFR 101-37
- 49 CFR 830 NTSB
- 49 CFR 1131(a)(3)
- Executive Order 12196
- FSM 5700, Aviation Chapter 5720.
- FSM 6700, Safety and Health Program, Chapter 6730
- FSM 5700, Aviation



## 7.0 Appendices

Appendix Title	Appendix Number
Employees Rights and Responsibilities in Administrative Investigative Interviews	1
Initial Actions to Be Taken by Unit	2
Local Unit Initial Actions to Support Agency Learning Reviews	3
Team Leader and Review Protocol Selection Criteria	4
Team Considerations for Accident Scene Evaluation	5
Facilitating Treatment of Traumatic Injuries	6
Learning Review Board Organization	7
Critical Incident Peer Support	8
Learning Review Team Additional Roles and Responsibilities	9
Sample Delegation Letter	10
Document Sharing with External Collaborators for Interagency CRP Teams	11



## 7.1 Appendix 1: Employees Rights and Responsibilities in Safety Reviews

CRP Teams do not usually compel employees to be interviewed. In most cases employees are strongly encouraged to participate in the CRP process, but are not forced. The CRP process is fully supported by National Federation of Federal Employees (NFFE). See below for key excerpts from the NFFE Master Agreement.

**September 13, 2019**

**(Reference: Master Agreement between NF and NFFE, Article 4, Section 3 and Article 27, Section 25)**

### Article 4

#### Section 3 Employee Rights during Examinations

##### a. Employee Weingarten Right:

(1) An employee has the right (commonly known as the Weingarten Right) to be represented by the Union during any examination of the employee by a representative of the agency in connection to an investigation, if he or she reasonably believes that the examination may result in disciplinary action against him or her, and he or she requests representation.

(2) During the month of June, Management will notify employees of their Weingarten Right. This notice shall be distributed to all employees simultaneously and Management will permanently post the notification on employee information bulletin boards and the Human Resource Management (HRM) Web site.

(3) Management will also provide the annual Weingarten notice to new employees within 30 days of their reporting date. (4) Annually, Management will specifically advise, in writing, all special agents and employees empowered to conduct investigative interviews of the current list of Organized Units, the employees' right to request Union representation, and Management's subsequent obligations prior to continuing.

b. Employees have the right to reasonable confidentiality when they are involved in a management inquiry or investigation. Management will share associated information, including that an examination will occur or has occurred, only with those who have a specific need to know. However, the Union may be informed where and when a representative may be requested in a potential Weingarten situation, for the purpose of allowing a union representative to be readily available.

c. If, at any point during an examination, an employee requests representation under the Weingarten provision, the examination shall be either postponed for a reasonable

amount of time (no more than 3 days unless both parties mutually agree to an extension in writing) to allow the employee to obtain a Union representative, or it may be canceled.

d. The employee has a right to meet with the Union Representative in advance of the interview, and during the examination, the Union Representative may assist the employee.

e. Examinations that continue beyond the employee's regular duty hours shall constitute hours of work, and the employee shall be compensated appropriately.

f. Absent extenuating circumstances, examinations will be conducted in a setting that is not intended to be intimidating and provides reasonable confidentiality.

g. Examinations shall only be audio- or video -recorded in accordance with U.S. Department of Agriculture (USDA) Departmental Regulation (DR) 4070-735-001 (dated October 4, 2007). Before any examination in a noncriminal investigation, the employee will receive timely notification if the examination will be audio- or video -recorded. In the event the Agency records the examination, the employee or the representative may also record the examination.

i. Employee Notice of an Examination

(3) Safety Reviews conducted by the Forest Service are addressed in Article 27.24. The employee will be notified that examinations in connection with Safety Reviews are voluntary.

(4) Upon request the investigator will provide the employee with a copy of the letter authorizing the investigation and delegation of authority, if one exists.

## **Article 27 Safety and Health**

### **25. Safety Reviews**

Methods that result in organizational learning without employee blame, such as the Coordinated Response Protocol (CRP) and Facilitated Learning Analysis (FLA), shall be used when safety incidents are reported or accidents occur. However, this does not preclude any other investigation by civil authorities or other agencies.

a. Employee Participation in Safety Reviews Conducted by the Forest Service  
Employee rights in examinations are described in Article 4. All examinations associated with safety reviews (that are intended for organizational learning without employee blame) are voluntary examinations. Employees shall not be disciplined for declining to participate in a safety review or to answer any questions in a safety review.

b. Union Participation in Safety Review Teams.

(1) The Union at the national level will be invited to participate as a team member in all Chief's level safety reviews, including interagency serious accident

investigations and Chief's delegated FLAs or Learning Reviews. Up to two Union members will be available to deploy with Coordinated Response Protocol Teams for fatality reviews.

(a) The representative serving on such teams will be expected to keep all the confidences that all team members must keep.

(b) The Union will be invited to designate one observer for the accident review board. Travel for the Union observer will not be funded by the agency.

(c) The Union will be provided copies of all reports related to serious accidents or fatalities upon request after the Management review process is complete, which is normally within 60 days of the incident.

(2) At the discretion of the delegating authority, the Union at the appropriate level may be invited to participate as a team member in FLAs, Learning Reviews, or equivalent investigations conducted at intermediate and local levels. At a minimum, the union will be invited to participate in bargaining unit employee interviews and will be provided a copy of the unredacted final report within 2 days of completion.

(3) Union representatives may not participate on teams formed for the purpose of criminal or disciplinary investigations. However, this does not preclude Union representation in Weingarten situations (see Article 4).

c. The Union, at the Local level, shall be given the opportunity to review and make recommendations on all reports of unsafe conditions, minor safety incidents, or near misses and will be provided a copy of management's actions, if any, to abate the conditions

## 7.2 Appendix 2: Initial Actions Following an Incident

The Agency Administrator is responsible to immediately initiate actions, which provide effective, efficient, and timely leadership in critical incidents within his or her jurisdiction. Appendix 3, *Local Unit Initial Actions for Agency Learning Reviews*, serves as a general guide for actions the Agency Administrator should initiate. Additional actions may also be found in the unit Emergency Response Plan. **Appendix 3 should be faxed or emailed to the local unit upon notification of the accident by the respective agency(s) office responsible for delegating the Coordinated Response Protocol Team.**

### 7.2.1 Initiate Unit Emergency Response Plan Procedures

The Agency Administrator should determine the scope of the accident, the jurisdictions involved, and other affected agencies and implement the unit's Emergency Response Plan.

The National Wildfire Coordinating Group publication *PMS 926 Agency Administrator's Guide to Critical Incident Management* is a resource available to Agency Administrators for the overall management of critical incidents within their jurisdictions. This publication is available for download at [National Wildfire Coordination Group Publications](http://www.nwccg.gov/pms/pubs/pubs.htm) page. (<http://www.nwccg.gov/pms/pubs/pubs.htm>.)

As soon as practical following the initial response, notification of the accident/incident should proceed to the following groups or individuals:

- Agency Headquarters: Designated Agency Safety and Health Official (DASHO) and Occupational Safety and Health (OSOH) and Law Enforcement and Investigations (LEI) directors.
- County Sheriff or local law enforcement as appropriate to jurisdiction.
- Agency Law Enforcement.
- Responsible Safety Manager.
- Occupational Safety and Health Administration (OSHA) (within eight hours if the accident resulted in one or more fatalities; within 24 hours for an in-patient hospitalization, amputation, or eye loss).<sup>3</sup>
- National Institute for Occupational Safety and Health (NIOSH) for all firefighter fatalities.
- National Interagency Coordination Center (NICC) for all wildland fire accidents.
- Public Affairs

---

<sup>3</sup> OSHA CONTACT NUMBER: 1-800-321-OSHA.

The Agency Administrator, where the accident occurred, should submit a Preliminary Information Report that to the DASHO that includes what is known about the accident and can be released to the agency and the public. Generally, this Preliminary Information Report (previously titled 24-Hour Report) should be submitted within 24 hours of the accident.

The CRP Response Team Lead should coordinate with the local Agency Administrator to submit a Supplemental Information Report to the DASHO that contains additional information learned that should be shared with employees and the public. The initial Supplemental Information Report (previously titled 72-hour report) should be submitted as soon as practical, generally within 3 or 4 days of the accident.

Throughout the course of the Learning Review, the Response Team Lead should submit additional Supplemental Information Reports to the DASHO when important information is learned and confirmed that should be shared with employees and the public.

### 7.2.2 Ensure Injured Firefighters Receive Medical Treatment (Burn Protocol)

Treatment, transport, and follow-up care must immediately be arranged for injured and involved personnel.

### 7.2.3 Secure Accident Scene

The incident site should be secured immediately by agency personnel and/or law enforcement and nothing moved or disturbed until the area is photographed and visually reviewed.

If the accident occurred on a wildland fire, there may be a standard temporary flight restriction (TFR) (reference: FAA-TFR 91.137a[2]) in place, but verification of such restriction should occur.

**Note:** A TFR cannot be established to prevent media access. Should multiple aircraft be in the area, aerial supervision should be ordered to coordinate air-space congestion.

### 7.2.4 Accounting of Incident Personnel

The responsible Agency Administrator will account for all agency personnel and non-agency personnel involved in the incident and identify any issues or concerns that may lead to additional trauma or injury (including psychological trauma) to the best of the Agency Administrator's ability.

### 7.2.5 Notification of Serious Injury or Fatalities

When a serious accident occurs, the responsible manager will ensure that local notifications are made (e.g., dispatch, front office, and law enforcement). Names of personnel involved will not be communicated over the radio.

The Agency Administrator/Incident Commander shall prepare and submit Exhibit 2-2 NWCG Wildland Fire Fatality and Entrapment Initial Report Form PMS 405-1, download from the [National Wildfire Coordinating Group Website](#).<sup>4</sup>

### 7.2.6 Assign Unit Point of Contact to Coordinated Response Protocol Team

The Agency Administrator shall assign a unit Point of Contact (POC) for the Coordinated Response Protocol (CRP) Team (ensure the individual assigned was not directly involved in the accident). This person should have local area knowledge and should support the CRP Team's logistical and administrative needs during the review. The POC is not considered a CRP Team member and should not be involved in any CRP Team discussions.

### 7.2.7 Information and Media Releases

Release of information to the news media (e.g., news releases and talking points) should be organized with the CRP Information Coordinator.

For federal wildland fire-related CRPs, the National Interagency Fire Center (NIFC) Public Information Officer may coordinate the release of information.

Information can include the following:

- Number of victims (never release names of injured victims)
- Name of fatality victim(s) if next of kin has been notified
- Severity of injuries or property damages (do not release names of injured employees)
- Synopsis of known information
- Cause of death from autopsy results
- Release of Learning Review Reports

#### A2.9 Autopsy Coordination and Toxicology Request

Autopsy coordination and toxicology requests should be standardized and coordinated through the Fire and Aviation Management Medical Doctor (Jennifer Symonds, [jmsymonds@fs.fed.us](mailto:jmsymonds@fs.fed.us), (208)387-5970) for Forest Service incidents. Law Enforcement and Investigations (LEI) can assist in obtaining autopsy reports from the local coroner.

---

<sup>4</sup> [National Wildfire Coordinating Group Website:](https://www.nwcg.gov/sites/default/files/publications/PMS%20405-1.pdf)  
<https://www.nwcg.gov/sites/default/files/publications/PMS%20405-1.pdf>

The U.S. Fire Administration developed the Firefighter Autopsy Protocol for the purpose of providing medical examiners, coroners, and pathologists a uniform, recommended procedure for investigating the causes and contributing factors related to firefighter deaths. The [Firefighter Autopsy Protocol](#)<sup>5</sup> is available on the U.S. Fire Administration Website.

Every attempt will be made to provide this protocol to the medical examiner/coroner. The Learning Review Team Leader should follow up with the medical examiner/coroner to ensure it was provided.

### **7.2.8 Collect Documentation for Incoming CRP Team**

Refer to appendix 3 for types of information that should be collected for investigations.

### **7.2.9 Assess Traumatic Impact to Survivors**

It is the Agency Administrator's responsibility, with the help of main Staff Officers and managers, to assess and estimate the scale of impacts to employees on the unit resulting from a critical incident and order the necessary support. This can be done with the help of the Casualty Assistance Program (CAP) Coordinator or Regional Geographic Area Critical Incident Stress Management (CISM)/Critical Incident Peer Support (CIPS) Coordinators. Each unit is encouraged to determine the CIPS capacity and expertise within the unit's Region. Most Geographic Area Coordination Centers (GACCs), Regional CAP Coordinators, or Regional Fire Operations Risk Management Officers can help provide area or Regional/Geographic Area CIPS contacts. Further explanation is provided in Appendix 9 (topic 9.9). Regional CAP and CISM Coordinator contact information can be found on the CAP [website](#).

### **7.2.10 Presentation of Relevant information to Coordinated Response Protocol (CRP) Team**

Once the CRP Team is formed and on scene, the sponsoring unit should provide an in-brief. This briefing should include the information collected to this point; any known hazards or issues of community or local concern; a Point of Contact (POC) for the sponsoring unit; location of witnesses and their availability to the CRP Team; and any other relevant information.

It is human nature to begin to draw conclusions about incidents. However, the sponsoring unit should avoid providing direction or asking the CRP Team to answer specific questions, as this may introduce bias. If the sponsoring unit has some specific goals or desires, they should be shared with the Learning Review Team Leader only.

---

<sup>5</sup> [Firefighter Autopsy Protocol](#):

[https://www.usfa.fema.gov/downloads/pdf/publications/firefighter\\_autopsy\\_protocol.pdf](https://www.usfa.fema.gov/downloads/pdf/publications/firefighter_autopsy_protocol.pdf).

## 7.3 Appendix 3: Local Unit Initial Actions to Support Agency Learning Reviews

### 7.3.1 Prior to Learning Review Team Arrival

**Secure the Site.** Upon completion of the initial rescue and medical assistance, the scene must be secured by Forest Service law enforcement officers until released by the Learning Review Team Leader. Methods to secure the site follow:

- Ropes
- Signs
- Barrier tape
- Flashing lights
- Cones
- Posted guards

Do not move equipment, shelters, or any other items at the scene. Do not walk around the scene unless it is necessary for rescue or medical assistance. Nothing should be removed from the scene without permission from the Learning Review Team Leader or Qualified Technical Investigator (QTI). Material relevant to the incident and scene must be preserved at the scene. Photographs of the scene (video or stills) must be obtained before the Learning Review Team arrives to prevent loss, tampering, vandalism, or degradation due to environmental events such as rain, snow, wind, etc.

**Autopsies.** Request an autopsy for all fatalities. Offer to pay for the autopsy if private funding is an issue. Ask the Law Enforcement and Investigations (LEI) Team Leader to provide a liaison to the county medical examiner or coroner if the Fire and Aviation Management medical officer is not available. Access to emergency (911) logs and police reports may be needed. In case of a fire-related fatality, immediately provide the county medical examiner or coroner with a copy of the FA-156 Firefighter Autopsy Protocol.

**Employee Well-Being.** The Coordinated Response Protocol (CRP) Response Leader will coordinate with the CRP Regional Critical Incident Stress Management (CISM) Coordinator or Casualty Assistance Program Manager to provide Critical Incident Peer Support (CIPS) for affected employees before the arrival of the Learning Review Team (see appendix 9 [topic 9.9]).

**Learning Review Team Administrative Support.** The Learning Review Team, in coordination with the CRP Logistics Coordinator, will require the following:

- Wireless and/or wired internet and Forest Service intranet access
- Local unit employee that can serve as liaison to provide local information, including phone numbers and fax numbers
- Lodging/meeting place for the Learning Review Team (including private deliberation dialogue room); coordinate with the Learning Review Team Leader



- Office supplies (including flip charts, markers, etc.)
- Documentation support (at the discretion of Learning Review Team Leader)
- Printer and shredder
- Vehicles
- Fax Machine, printer, copier (preferably all-in-one type)
- Speaker phones
- Access to a purchase card

**Material Relevant to Incident Collection.** The following items should be collected in advance, secured if possible, and provided to the Learning Review Team Leader on arrival:

- Radio logs (written and recorded)
- Dispatch logs
- Occupant emergency plans
- Maps
- Applicable job hazard analyses (JHA) or other risk assessment
- Employee safety briefings to include tailgate briefings as applicable
- Team briefings
- Employee training records
- Medical examination records (may require coordination with FAM Medical Officer)
- Work capacity test results
- Qualifications/certifications (including red cards)
- Work/rest (timesheets) for at least two pay periods (current and before the incident)
- Recent fire assignments
- Equipment maintenance records
- Equipment performance tests
- Inspection documents
- Fire management plan
- Remote automated weather system information (RAWS)
- Weather (forecast/conditions)
- Fire behavior analyses
- Incident action plans/personnel lists
- Delegation of authority letters or memos
- Memorandum of understanding (MOUs)/agreements
- Specifications/drawings
- Press releases
- Autopsy/toxicology reports (may require coordination with FAM Medical Officer)
- Death certificate(s)
- 911 Log
- Internal policies/guidelines
- Unit's safety plan

## 7.4 Appendix 4: Team Leader and Review Protocol Selection Criteria

The template below identifies the appropriate Learning Review Team Leader designation and Review Protocol selection in the case of a serious fire-related accident involving USDA Forest Service (Forest Service) and Department of Interior (DOI) personnel that results in one or more fatalities or the hospitalization of three or more employees.

### 7.4.1 Team Leader Selection Criteria

Victim's Location and Employment	Designated Leader
Forest Service employee on interagency DOI-led fire	Forest Service Leader DOI Deputy Forest Service Protocol
DOI employee on interagency DOI-led fire	DOI Leader Forest Service Deputy DOI Protocol
Forest Service employee on interagency Forest Service-led fire	Forest Service Leader DOI Deputy Forest Service Protocol
DOI employee on interagency Forest Service-led fire	DOI Leader Forest Service Deputy DOI Protocol
DOI and Forest Service employees on interagency Forest Service-led fire	Forest Service Leader DOI Deputy Forest Service Protocol
DOI and Forest Service employees on interagency DOI-led fire	DOI Leader Forest Service Deputy DOI Protocol
Forest Service employee on Forest Service fire (Not an interagency fire)	Forest Service Leader Forest Service Protocol
DOI employee on DOI fire (Not an interagency fire)	DOI Leader DOI Protocol
Forest Service and DOI employees on unified command or cooperator fires	Team Leadership and Protocol to be coordinated by Forest Service DASHO and DOI Agency Administrator

Appendix 4, Figure 1: Team Leader Selection Criteria Table

## 7.5 Appendix 5: Team Considerations for Accident Scene Evaluation

### 7.5.1 Objective

To describe the safety, site security, and coordination requirements that precede on-scene evaluation of accident and incident sites.

### 7.5.2 Site Safety Consideration and Operational Control

Any site security procedures that had been established prior to the Coordinated Response Protocol Team's arrival should be documented and communicated to the Team Safety Representative and the CRP Response Leader. The CRP Response Leader should coordinate with the Agency Administrator and on-scene authority or Incident Commander for information regarding site security and access as necessary.

**Note:** The accident site must be secured, and hazards identified and mitigated to an acceptable level prior to entering or visiting the site.

The CRP Response Leader should work through the Law Enforcement and Investigations (LEI) Team Leader to coordinate with local law enforcement to ensure that any available preliminary investigation information and/or special interest in the incident are known.

- If objective information that may be easily disturbed is contained within the incident site, the Learning Review and Law Enforcement Team Leaders should consider controlling access. The accident scene should be controlled.
- People not assigned to the CRP Team or not authorized (as determined by the CRP Response Leader) to the site should be prohibited from entering.
- The entire accident site needs to be controlled and the objective information protected until the CRP Response Leader releases it.

### 7.5.3 Planning the Accident/Incident Evaluation

Once the Team arrives at the local area and completes in-briefings, assessment of the accident site is generally the next step. The Learning Review Team Leader and/or the Team Safety Representative should coordinate all accident-site visits with any other agencies assigned to investigate the accident and/or those who have jurisdictional responsibilities for the accident.

For wildland fires, the following steps are to be taken:

- Receive advanced approval from the Incident Management Team (i.e. Incident Commander (IC) or delegated representative) for visiting the fireline.

- The IC will likely assign a liaison to the CRP Team to ensure this coordination takes place for each visit.
- Visitors must maintain communications with the Division/Group Supervisor or the appropriate fireline supervisor of the area they are visiting.
- Team members visiting the fireline will need specific personal protective equipment (PPE) and meet basic requirements for visiting the fireline (see non-escorted and escorted sections below.)

## 7.5.4 Required Field Attire and Fireline Personal Protective Equipment

### Field Attire

- Appropriate field attire in accordance with agency policy.
- PPE as identified in the Job Hazard Analysis (JHA)/Risk Assessment (RA).

### Wildland Fire

- Boots – a minimum of 8-inch high, lace-type, leather exterior work boots, with Vibram-type or other melt resistant soles (the 8-inch height requirement is measured from the bottom of the heel to the top of the boot); Alaska is exempt from the Vibram-type sole requirement
- Fire Shelter (M-2002)
- Hard hat with chin strap
- Yellow long-sleeve flame-resistant shirt
- Flame-resistant trousers
- Leather or leather/flame-resistant gloves
- Hand tool
- Water canteen
- Ear plugs/hearing protection if exposed to high-noise-level equipment
- Other equipment or PPE as identified by local conditions, safety data sheet (SDS) or Job hazard Analysis/Risk Assessment

Team members who visit the fireline should have these items or make arrangements to obtain these items upon arrival and before traveling to the site.

Visits to the fireline may be “escorted” or “non-escorted” depending on the following requirements:

**Non-Escorted:** Visitors must have successfully completed the Work Capacity Test (WCT) at the “light” fitness level. Non-escorted visitors (1) must have adequate communications and radio training; and (2) must have completed the following training: Introduction to Fire Behavior (S190); Firefighter training (S-130); and Annual Fire Safety Refresher Training. Deviation from this requirement must be approved by the IC for other non-escorted support personnel involved in vehicle operations or other support

functions or established roadways and working in areas that pose no fire behavior threat.

**Escorted personnel:** All personnel lacking the above training and physical requirements must be escorted while on the fireline. Visitors must receive training in the proper use of PPE.

The requirement for carrying hand tools and water is to be determined by escort. Visitors must be able to walk in mountainous terrain and be in good physical condition with no known limiting conditions. Escorts must be minimally qualified at the Single Resource Boss. The Incident Commander must approve any deviation from this requirement.

### 7.5.5 Helicopter Transportation and Over-Flights (Fire and Non-Fire)

Personnel who take helicopter flights must meet requirements as identified in the Interagency Helicopter Operations Guide (IHOG) and receive a passenger briefing and have the following required PPE: A flight helmet, leather boots, flame-resistant clothing, and all leather or leather and Aramid gloves. Occasional passengers have no training requirement, but a qualified flight manager must supervise loading and unloading of passengers. Check IHOG requirements prior to embarking.

### 7.5.6 Approaching the Accident Site

The Learning Review Team Leader has control of the accident site and should approach the site methodically, obtaining the overall picture to identify and preserve perishable information upon arrival at the site. Prior to arrival on-site, the Learning Review Team Leader will address or delegate the following:

- Identify accident-site attendees
- Determine extent of the site to be surveyed
- Identify necessary tasks, their completion order, and person(s) responsible
- Note site security and entry requirements (if any)
- Conduct initial site description and mapping
- Take photographs detailing the entire site and objective information before moving items
- Collect objective information
- Log objective information; items removed from the accident site must be recorded in the objective information log to establish the chain of custody

### 7.5.7 Accident Site Initial Description

The site description needs to be carefully prepared to ensure it is accurate and clear. Drawings, photographs, maps, and historical records can all be useful.

### **7.5.8 Accident Site Integrity**

In most cases the accident site has been disturbed (e.g., EMS response). If needed, site reconstruction or imagery can be developed using witness statements, photographs, digital film, or any other means available to the CRP Team.

## 7.6 Appendix 6: Facilitating Treatment of Traumatic Injuries

**File Code:** 6180

**Date:** August 19, 2020

**Route To:**

**Subject:** Revised Addendum to Facilitating Treatment of Traumatic Injuries

**To:** All Employees

This letter provides additional guidance to assist employees, supervisors, and units in addressing traumatic injuries, including those that are incident (wildfire) related. The first priority in a work-related traumatic injury is to ensure the employee receives expedient medical treatment.

We recognize the nature of an injury can complicate field treatment, stabilization, and transport of traumatically injured employees. The seriousness of an injury may be difficult to determine; therefore, all work-related traumatic injuries will be assessed by the on-site individual with the highest level of medical certification. This person will direct patient care, transport, and provide treatment until the employee is released to the care of a senior medical professional (e.g., life-flight nurse/paramedic, ambulance paramedic, emergency room physician, etc.). A seriously injured employee will be transported to the nearest emergency room or trauma center, unless otherwise directed by a physician. The local unit shall immediately assign a liaison to provide assistance to the injured employee. The liaison will communicate on behalf of an incapacitated employee to his/her family, coworkers, and supervisor as well as direct media inquiries to the appropriate Public Affairs/Information Officer and Line Officer. In addition, the liaison will assist the Human Resources Management, Workers' Compensation (HRM WC) case manager in obtaining information required to expedite the claim process.

General guidance in dealing with traumatic injuries sustained in an emergency incident is found in the Interagency Incident Business Management Handbook, Chapter 10, and the Interagency Standards for Fire and Aviation Operations, Chapter 7. As these publications provide interagency direction, please refer to the steps below and the enclosed document for Forest Service-specific guidance on traumatic injuries involving burns.

- After on-site medical response, initial medical stabilization, and evaluation are completed, the decision to refer the employee to a specialty care physician/facility is made only by the attending physician. Workers' Compensation (WC) benefits may be denied in the event the employee is transported to a specialty care physician/facility without a referral from the attending physician.

- The Agency Administrator or designee for the incident will coordinate with the employee's home unit to identify a patient liaison. This liaison will help the injured employee file the WC claim and coordinate with Human Resources Management (HRM) WC.

Our goal is to ensure our injured employees are afforded quality medical care in accordance with the Federal Employees Compensation Act. If you have questions regarding this letter, please contact Kirk Powell, WC Program Manager, at (505) 944-8116, or [kdpowell@fs.fed.us](mailto:kdpowell@fs.fed.us).

CLAUDETTE FERNANDEZ

Deputy Chief for Business Operations

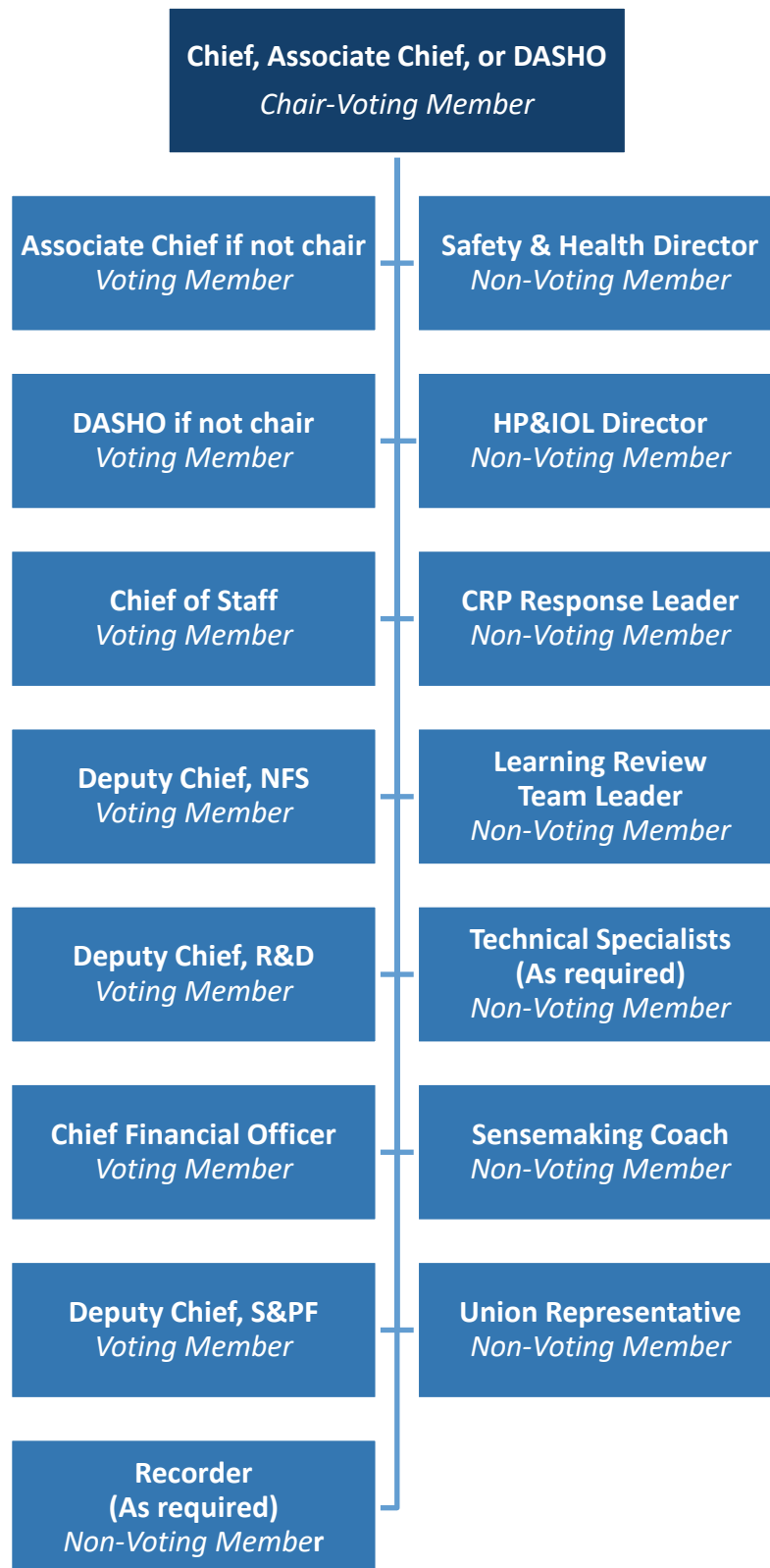
Enclosure

cc: pdl wo ops asc hrm hros

*Appendix 6, Figure 1*



## 7.7 Appendix 7: Learning Review Board Organization



## **7.8 Appendix 8: Critical Incident Peer Support (CIPS)**

### **7.8.1 Objective**

This appendix describes the role, purpose, and coordination of Critical Incident Peer Support (CIPS) specific and relative to the Coordinated Response Protocol (CRP) process.

### **7.8.2 Intent of Critical Incident Stress Response within Coordinated Response Protocol (CRP) Guidance**

As noted previously in this CRP Guide (chapter 4 [under topic 4.4]), the most likely and appropriate immediate response to traumatic stress within the scope of Critical Incident Stress Management (CISM) is Critical Incident Peer Support (CIPS). It is recognized that individuals and groups that have participated in appropriate crisis interventions such as CIPS are better able to identify and cope with critical incident traumatic stress, which can often be exacerbated by interviews and investigations. It has also been found that those who participate in CIPS prior to interviews are better prepared for the interview process and its possible impacts and are better able to recall and relay accurate accounts of events. Appropriately conducted and timed CIPS within the CRP process is in the best interest of our personnel and supports CRP desired outcomes.

The information contained within Appendix 9 provides guidance, recommendations, and insight into how Critical Incident Peer Support should be delivered and coordinated within the CRP process. The CRP Guide does not contain national, regional, or local peer support program direction. Details such as CISM/CIPS roles and responsibilities, ordering and response guidance, and other components of the larger, more comprehensive Critical Incident Stress Management program will be found within the Forest Service CISM Program once it is made available (currently under construction/consideration for Forest Service-wide adoption). The following guidance is a placeholder until the CISM Program Guide is approved.

### **7.8.3 Critical Incident Peer Support (CIPS) within the Context of a Critical Incident Stress Management (CISM) Program**

Critical Incident Stress Management (CISM) is a multi-phase, programmatic approach to employee well-being relative to exposure to psychological trauma and stress associated with critical incidents such as serious accidents or fatalities. Future Forest Service development of a CISM program may include phases such as formal agency acknowledgement; traumatic stress and critical incident preparedness and training; immediate post-incident crisis intervention (i.e., Critical Incident Peer Support); near-term employee care and resiliency toward long-term coping/recovery support and/or intervention for care-givers and critical incident responders, (e.g., peer supporters, Honor Guard, CRP Team members, or NIMO/memorial IMT responders); and agency research of impacts to human performance and techniques to respond to critical

incidents and traumatic stress. Clinical programs also identify multi-phased approaches to crisis intervention as a comprehensive CISM discipline. Peer support is a phase within both the potential future Forest Service CISM program and within clinical CISM disciplines.

#### **7.8.4 Critical Incident Peer Support (CIPS) Organization and Ordering**

The Forest Service is currently exploring and making efforts to establish an agency-wide program. The organizational structure and protocols described below are yet to be standardized. At this time, in the absence of a standard and sanctioned Forest Service National CISM program, this guide attempts to capture all likely scenarios and options relative to Forest Service CIPS organization and ordering.

CIPS programs are typically organized within each Forest Service Region or Geographic Area (GA). Some GA Peer Support programs are interagency by design to include Forest Service participation or coordination. Some Forest Service regions are currently developing capacity. Historically, CIPS response groups have been interagency (including non-federal partners) as programs have developed organically from interest and identified need at the ground or local unit level. Current trends and program development are likely moving toward an interagency program at multiple levels of the organization. Capacity issues in providing peer support has necessitated an interagency approach. Future CIPS responses within a CRP response will likely include non-Forest Service CIPS Team members or CIPS Team leadership. Some regions and/or geographic area (GA) CIPS programs have been or intend to be chartered under their respective Geographic Area Coordination groups while other regional CIPS programs operate under the direction of Regional Forest Service Fire and Aviation Management (FAM) leadership. Some regional programs have an annual application process; conduct annual meetings and after-action reviews; and have a continuing evaluation process of their programs and participants.

All CIPS Team members will have common training and course completion certification under the curriculum of the International Critical Incident Stress Foundation (ICISF). Peer supporters will have at a minimum completed “Assisting Individuals in Crisis” (basic course). More experienced peer supporters and CIPS Team leadership will have completed “Advanced Group Crisis Intervention,” and/or “Strategic Response to Crisis,” and/or “Suicide Prevention, Intervention, and Post-intervention.”

Ordering CIPS is the responsibility of the Agency Administrator of the unit in need (reference NWCG PMS 926 – Agency Administrator’s Guide to Critical Incident Management). Most regions/GAs have supplemental orientation and guiding information available to agency administrators and leadership. A unit will order CIPS through the formal interagency resource ordering capability (IROC). Until a formally recognized qualification acronym is approved by the Incident Qualifications and Certification System (IQCS) Change Management Board, CIPS members’ status should be Technical Specialists (THSP). CIPS Teams are generally mobilized and “rostered” in self-sufficient groups, the size of which is determined by the scope of impact of the

critical incident. It is not uncommon for multiple CIPS Teams to be mobilized to multiple locations if more than one affected homogenous group is identified. This may extend across multiple GAs. These CIPS Teams are typically organized with a more experienced and locally (regional/GA program) identified CIPS Team Leader, several Peer Support Team members, and a Clinician (see roles and responsibilities below).

Regional/GA CIPS and/or CISM Coordinators are the best source for immediate assistance in identifying capacity and expertise when fulfilling a CIPS request for a critical incident. If/when the Forest Service National CISM Coordinator position is occupied, this person may also help fill a CIPS request for coordinating team membership, clinical support, or logistics where regional/GA program development is insufficient or CIPS capacity limitations have been reached.

Immediate communication and coordination must occur between the CRP Response Leader and the identified CIPS contact (Forest Service National CISM Coordinator, Regional/GA CIPS Coordinator, or local Agency Administrator) due to the separation in ordering responsibility and mobilization. Current practices do not include a single ordering point for both CIPS and CRP resources.

All efforts should be made among the options to fulfill a dedicated liaison to the CIPS Team within the CRP Team. Among the options to fill the need of the CRP CISM Coordinator, the first is developing a national CRP CISM Coordinator roster of experienced CIPS individuals much like the existing roster of CRP Response Leaders and CRP Learning Review Team Leaders. This roster ideally would include those individuals who have prior experience in leading CIPS groups and if possible, experience with the CRP process. This roster would provide continuity across multiple CRP assignments and aid in establishing rapport and continuity among CIPS and other CRP Team Leaders. It should be noted that the CRP CISM Coordinator roster would not be utilized to fill the role of the CIPS Team Leader. Rather, CIPS Team Leaders will be determined at a Regional or Geographic Area (GA) level (see Appendix 9).

If selecting from a CRP CISM Coordinator roster is not an option for a particular CRP response, the next logical step would be to look to each regional or GA CIPS Coordinator with jurisdiction of the incident to fill the role of CRP CISM Coordinator. Caution, however, should be exercised here due to the various stages of capacity and experience that exists across all regions/GAs. Not all regions have the same depth of experience or capacity to fill this role.

It is important to know that CIPS mobilization is capacity-dependent and much like a fire-incident response, CIPS responses draw upon a small population of trained and experienced interagency individuals who carry this skill and desire as a collateral duty to their regular position. Therefore, CIPS Team Leaders are likely to be mobilized and rotated among a small population of available personnel. At times, the assigned CIPS Team Leader mobilized with the CIPS group to support impacted personnel may be asked to coordinate directly with the CRP Response Leader. *This is the least preferable option.* If all other options have been exhausted to fill a dedicated liaison in the CRP

CISM Coordinator position, discrete and deliberate actions must be taken to reduce the impact on the CIPS Team Leader and avoid conflicts of interest (see roles and responsibilities in chapter 4). Coordination with the intent to reduce impacts to affected employees will be challenging if this last resort is implemented.

A CRP CISM Coordinator other than the CIPS Team Leader adds value by overtly demonstrating true separation in the missions of CIPS and the Learning Review (and other components of CRP), respect for employee privacy, and maintaining span-of-control and adequacy to meet the peer support needs of the affected employees. The CIPS Team Leader mobilized with the CIPS group must be able to devote the time, effort, and attention to overseeing the “tactical” needs of CIPS interventions and assessments; respond to the administrative demands of supervising the group of peer supporters; and meet the other CIPS-internal planning and coordination expectations. Utilizing an individual other than the CIPS Team Leader as the CRP CISM Coordinator provides the opportunity and environment necessary to perform the CIPS Team Leader role by a separate and dedicated individual.

### **7.8.5 Casualty Assistance Program Manager Role and Responsibilities**

This responsibility is strategic and does not necessarily reside in the locations where CIPS or CRP processes are conducted. This position becomes involved in high complexity situations such as helping in critical incident situations of greater complexity such as a Line of Duty Death (LODD) involving the CRP process and/or when multiple events occur requiring CIPS and CRP coordination. In that case, the Casualty Assistance Program (CAP) Manager will help facilitate the selection of the CISM Coordinator. CAP Manager roles relative to a CRP response include the following:

- Lead in the development of a national CRP Roster of CISM Coordinators based on the recommendations and experience of Regional/GA CIPS programs.
- Facilitate and/or recommend individual CRP CISM Coordinator assignments from the aforementioned roster.
- Support Agency Administrator or Regional/GA CIPS Coordinator in assessing complexity and determining the type of peer support needed for the incident and the scope of the CIPS response.
- Coordinate with the CRP Response Leader on an initial crisis intervention response until the CIPS Team Leader is established or if the CRP process and mobilization is ahead of CIPS mobilization.
- Provide CIPS-specific information to the Agency Administrator before the CIPS Team Leader arrives on scene or makes initial contact (e.g., timeframes, process, and procedures).

- If necessary, help the Regional CISM Coordinator or Casualty Assistance Program Manager identify a CIPS Team Leader.
- Help as necessary in assembling a group of peers that best represents the known homogenous groups potentially impacted by traumatic stress.
- Support ordering, mobilizing, and payment of an ICISF-certified Clinician as needed.
- As requested by the CRP Response Leader, facilitate additional and separate peer support or crisis intervention resources for the needs of the CRP Team.
- Remain engaged throughout the CRP response to support and troubleshoot issues for CIPS personnel and the CRP Response Leader.
- Seek opportunities to attend CRP training, workshops, or meetings as well as the Learning from Unintended Outcomes workshop.

### **7.5.6 Regional/GA Critical Incident Peer Support (CIPS) Coordinator**

The Regional/Geographic Area (GA) Critical Incident Peer Support (CIPS) Coordinator position exists in many forms across Forest Service regions and Interagency Geographic Areas (GAs). Some GAs have deliberate interagency programs, and in some cases, the CIPS Coordinator is someone other than a Forest Service employee (e.g., Department of the Interior). Some regions are in the development stages of a CIPS program and the coordination may simply be a point-of-contact. Lastly, some Forest Service regions have established Forest Service Critical Incident Stress Management (CISM) or CIPS Coordinators. Local unit and CRP Leadership should attempt to ascertain the CIPS coordination situation in the region where the incident has occurred and the area(s) where the impacts may carry. The Forest Service CAP Manager may assist in assessing regional/GA CIPS coordination capacity. Regional/GA CIPS Coordinators are likely to have little interaction with the CRP process. However, it is possible that the Regional/GA CIPS Coordinator may be the dedicated CRP CISM Coordinator among the options recommended. Should this occur, the roles and responsibilities will adjust as noted in chapter 4 (under topic 4.4) and the position will mobilize with the CRP Team and reside in the location where CIPS and CRP processes are conducted. Roles relative to a CRP response include the following:

- Assist in the development of a National CRP Roster of CISM Coordinators based on the recommendations and experience of Regional/GA CIPS programs. Facilitate individual CRP CISM Coordinator assignments from this roster.
- Receive initial unit request for crisis intervention (CIPS) and aid the local Agency Administrator in assessing needs. Determine initial needs and logistic information (e.g., number of peer supporters, date/time needed, and travel locations).
- Inform the Forest Service National CISM Coordinator of the initial CIPS request.

- Assemble a CIPS Team of peers that best represents the known homogenous groups potentially affected by traumatic stress.
- Coordinate with the Casualty Assistance Program Manager to request additional help in needs assessment and ordering of additional CIPS personnel from other GAs if necessary.
- Maintain a program of trained peer supporters and peer support team leaders and ensure personnel have the correct status in the ordering system.
- Ensure CIPS Team members are “rostered” within the ordering system (IROC) for efficient mobilization.
- Facilitate the ordering and mobilization of a Clinician. Seek help if needed.
- If this position fills the role of CRP Regional CISM Coordinator the expectations outlined in chapter 4 (under topic 4.4) apply.

### **7.5.7 Critical Incident Peer Support (CIPS) Interventions and Process Coordination with the CRP Process**

CIPS, Law Enforcement, and Learning Review interview schedules will be coordinated by the CRP Response Leader. Peer support intervention ahead of recall or interview can provide affected employees with information, but it also allows them the opportunity to begin to recognize, understand, and expect traumatic stress symptoms and to be better prepared for the interview process. Providing peer support interactions and associated information on the effects of trauma is known to begin the coping process and is often found to be the only needed intervention for affected individuals. It is therefore in the best interest of our employees' well-being, the agency, and the integrity of the CRP process to put great effort into providing CIPS ahead of the Learning Review or other interviewing processes. Circumstances such as demobilization from an incident, efforts to return impacted employees to their home unit, and/or availability constraints may dictate continued CIPS during the CRP process or following interviews. Such needs should be assessed and coordinated between the Regional CISM Coordinator or CIPS Team Leader and CRP Response Leader. See above roles and responsibilities and those listed in chapter 4 (under topic 4.4) for options in communication and coordination between CIPS and CRP.

Due diligence to respect the absolute privacy and appearance of privacy of the affected employees is essential throughout the CRP–CIPS interaction. The reason for privacy is simple: the impacts and reactions to traumatic events are very personal and unique to the affected individual. Many symptoms are often initially misunderstood and may cause embarrassment or fear for the individual. In the Critical Incident Stress Management profession, the criticalness is defined by the gravity or degree of reactions to the event rather than the specific critical incident itself. The effectiveness of peer support hinges on trust and an environment where employees can speak honestly and freely about their experiences and reactions to what they survived and/or witnessed. Compromising



or appearing to compromise this trust environment will prevent an effective crisis intervention and ultimately decrease the effectiveness of aiding the employee's well-being. Subsequently, ineffective crisis intervention is likely to affect the individual's ability and desire to participate effectively in interviews or requests to recall events and facts of the accident/incident. Additionally, such compromise of trust will affect the CRP Learning Review process effectiveness by eroding the trust in that environment through the mere connection or appearance of connecting employee conversations. No efforts to assure privacy and well-being of employees should be discounted.

When both CIPS and CRP personnel are on-scene together or working in close proximity, deliberate attempts to secure separate logistic needs should be made: e.g., separate lodging and rental vehicles; physically separated meeting facilities; and staggered or separated timing in employee interactions. Additionally, when/if meetings are necessary (initial, periodic, or closeout) and/or requested of both the CIPS Team and the CRP Team by the local Agency Administrator or other Leadership, they must be independent of one another.

The CRP Response Leader should consider the well-being and impacts of participating in the review of critical incidents among the CRP Team members. Individual or isolated events can have tremendous impacts on those close to the incident. The CRP Response Leader should consider cumulative impacts on CRP Team members who may have prior experience with traumatic events. This is especially important for those dedicated CRP Team members who have repeatedly been expected to become close to multiple critical incidents. Should the CRP Response Leader determine or suspect a need for CIPS for an assigned team member, a request should be made for a separate and distinct CIPS Team and Clinician to be assigned to the CRP Team, which is essential for maintaining privacy; the appearance of privacy; avoiding conflicts of interest; and to provide adequate support within the span of control of a CIPS Team. Using the CIPS Team assigned to the affected employees would likely stretch the peer supporters beyond capacity/adequacy. The CRP Regional CISM Coordinator, local Regional/GA CIPS Coordinator, or the Forest Service National Casualty Assistance Program Manager can facilitate ordering and mobilizing a CRP-dedicated CIPS Team.

Additional Critical Incident Stress Management and Peer Support information can be found in the following locations:

- <http://fsweb.wo.fs.fed.us/cap/contacts.shtml><sup>6</sup>
- [International Critical Incident Stress Foundation](https://www.icisf.org/)<sup>7</sup>
- [National Fire and Aviation Critical Incident Stress Management](https://gacc.nifc.gov/cism/)<sup>8</sup>

---

<sup>6</sup> <http://fsweb.wo.fs.fed.us/cap/contacts.shtml>

<sup>7</sup> [International Critical Incident Stress Foundation](https://www.icisf.org/): <https://www.icisf.org/>.

<sup>8</sup> [National Fire and Aviation Critical Incident Stress Management](https://gacc.nifc.gov/cism/): <https://gacc.nifc.gov/cism/>.



- [Southwest Coordination Center CISM Website](#)<sup>9</sup>
- [The Counseling Team International](#)<sup>10</sup>

---

<sup>9</sup> [Southwest Coordination Center CISM Website](http://gacc.nifc.gov/swcc/management_admin/cism/cism.htm): [http://gacc.nifc.gov/swcc/management\\_admin/cism/cism.htm](http://gacc.nifc.gov/swcc/management_admin/cism/cism.htm).

<sup>10</sup> [The Counseling Team International](http://thecounselingteam.com/): <http://thecounselingteam.com/>.

## 7.9 Appendix 9: Learning Review Team Additional Roles and Responsibilities

### 7.9.1 Team Safety Representative

- Act as a full member of the Coordinated Response Protocol (CRP) Team as needed.
- Serve as lead Occupational Safety and Health Administration (OSHA) contact and coordinates all OSHA logistical needs.
- Review agency and federal OSHA policies and standards related to the event.
- Can request an additional qualified Safety Representative if the initially assigned team Safety Representative is dedicated as OSHA liaison or if OSHA liaison duties conflict with Learning Review process confidentiality in any way.
- Work with the Learning Review (LR) Team Documentation Specialist to collect safety training records of employees involved to ensure they meet assignment qualifications.
- Work with LR Team Documentation Specialist to collect and evaluate all relevant maintenance logs, including equipment, vehicle, or tool safety inspection records.
- Work with the Documentation Specialist to collect all job-hazard analyses (JHAs) and risk assessments that may have been completed in relation to the event.
- When the CRP Team requires field or site visits, coordinate with the local unit to identify local hazard information and gather appropriate personal protective equipment (e.g., hardhats) or resources (e.g., radios, insect repellent, sunscreen, and water) team members may need prior to their visit.
- Complete a JHA and/or safety tailgate session prior to any field visits to identify and address known hazards.
- Pay attention to the overall CRP Team wellbeing as they work long hours under stressful conditions.

### 7.9.2 Union Representative(s)

- Provide guidance to the Coordinated Response Protocol (CRP) Response Leader regarding union issues and representation.
- Serve as a full member of the CRP Team; may be assigned additional support roles/positions.
- Will be invited to participate or observe all aspects of the Learning Review development, including deliberations.

- Will be invited to attend the in-brief with Occupational Safety and Health Administration (OSHA).
- Liaise with local Union Representatives and ensures union representation is available to all bargaining unit (BU) employees involved in the review. Upon request, a Union Representative will sit with employees during all Learning Review interviews and any Law Enforcement and Investigations (LEI) Claims Investigation interviews.
- Will be invited to attend the in-brief with all unit employees and will present the union overview briefing to describe the union roles/responsibilities within the CRP Team and an overview of Bargaining Unit Employee “Weingarten Rights,” such as the following:

The Learning Review is a post-accident incident review focused on preventing future similar mishaps. The Chief has assured all employees that no adverse action will occur as a result of an employee’s participation with the incident review team with the exception that criminal activity is not included in the assurance.

If you request union representation before or during your interview, questioning will be suspended until your request is granted.

- For more information, visit the [HRM Labor Relations Website](#).<sup>11</sup> Also see appendix 1 in this document, “Employee Rights and Responsibilities in Administrative Investigative Interviews.”
- One National Federation of Federal Employees (NFFE) National Representative will be invited to observe the Learning Review Board.
- Union Representatives will not participate in interviews of management personnel.
- If not posted publicly, the Union will be provided copies of all reports related to serious accidents or fatalities upon request after the Learning Review process is complete.

### 7.9.3 Logistics Coordinator (optional position)

- Coordinate travel plans and track team members’ travel.
- Identify potential lodging accommodations and ensure all team members have lodging.
- Ensure the team has a place to hold team meetings.
- Ensure easels, large writing pads, notepads, copier/printers, etc. are available as necessary.

---

<sup>11</sup> [HRM Labor Relations Website](http://fsweb.asc.fs.fed.us/HRM/labor_relations/index.php): Go to [http://fsweb.asc.fs.fed.us/HRM/labor\\_relations/index.php](http://fsweb.asc.fs.fed.us/HRM/labor_relations/index.php).

- Arrange for interview location(s).
- Ensure the team has access to drinking water and food as necessary.
- Coordinate lunches on site-visit days for the team and participants, if necessary.
- Work with the team Safety Representative to ensure all team members have access to required personal protective equipment.

#### **7.9.4 Information Coordinator (optional position)**

- Develop a communications plan as needed.
- When needed, communicate with local Public Affairs Officer and the Coordinated Response Protocol (CRP) Team OSHA Liaison to facilitate information access.
- Coordinate with the Washington Office (WO) Office of Communication.

#### **7.9.5 Family Liaison (optional position)**

- Coordinate with the Office of Workers Compensation Programs (OWCP) and inform the Coordinated Response Protocol (CRP) Response Leader of any family-sensitive areas of concern.
- Liaise with local personnel support as needed.
- Ensure the victim's family is aware of all benefits and processes to obtain them.
- Follow up with the Law Enforcement and Investigations Team Leader to ensure the victim's survivors have access to needed information from the Death Report and Claims Investigation.

## 7.10 Appendix 10: Sample Delegation Letter

Forest  
Service

Washington Office

1400 Independence Avenue, SW  
Washington, DC 20250File Code: 6730  
Route To:

Date: |

Subject: Delegation of Authority to Conduct a Coordinated Response Protocol – SUMMARY DESCRIPTION OF INCIDENT

To: RESPONSE LEADER, POSITION, UNIT

This letter appoints you as Response Leader and formalizes the delegation of authority for you to complete a Chief's-level Coordinated Response Protocol (CRP) safety review of the circumstances surrounding the events leading to the DATE, YEAR NUMBER OF FATALITIES AND INJURIES AND LOCATION OF INCIDENT. You have the Chief's full authority to execute and complete a thorough Learning Review as well as a technical analysis of this tragic accident if applicable. I expect you to utilize the CRP and Learning Review (LR) guides as the process references for executing this Learning Review. The CRP and Learning Review guides and other CRP-related information are posted on the [World of Safety Sharepoint](https://usdagcc.sharepoint.com/sites/fs-osoh/Pages/FatalityInvestigations.aspx) page; <https://usdagcc.sharepoint.com/sites/fs-osoh/Pages/FatalityInvestigations.aspx>.<sup>12</sup> IF APPLICABLE, since this is an Aviation Accident, comply with the Aviation Investigation Procedures Addendum to the Learning Review Guide posted at the link above.

IF APPLICABLE, you will additionally need to coordinate your investigation with XXX investigation of XXX injuries sustained on the same fire.

Your authority includes but is not limited to the following:

- Controlling, organizing, managing, and directing the CRP and related reports and learning products, including briefing all team leaders and members with regard to roles and responsibilities during the early stages of the response.
- Authorizing and requesting additional personnel, including technical specialists to support the CRP Team, and releasing them upon completion of assigned duties.
- Authorizing and coordinating the expenditure of appropriated funds.
- Coordinating all media releases about the investigation with Region X.

---

<sup>12</sup> [World of Safety \(OSOH\)](https://usdagcc.sharepoint.com/sites/fs-osoh/Pages/FatalityInvestigations.aspx): Go to <https://usdagcc.sharepoint.com/sites/fs-osoh/Pages/FatalityInvestigations.aspx>.

- OR FOR AVIATION ACCIDENTS, Coordinating all media releases about the investigation through National Transportation Safety Board (NTSB) and Region X.

Team member reporting relationships are depicted in section one of the CRP guidebook. You are the Agency Administrator for the execution of the CRP, and the following individuals assigned to the response will report/coordinate directly to you:

- NAME – Shadow Response Leader
- NAME – Learning Review Team Leader
- NAME – Human Performance Specialist
- NAME – Air Safety Investigator/NTSB Liaison
- NAME – Aviation Technical Team (ATT) SMEs
- NAME - TYPE SME
- NAME – TYPE SME
- NAME – TYPE Technical Specialist
- NAME – Equipment Specialist
- NAME – NFFE Union Representative
- NAME – NFFE Union Representative Shadow
- NAME – Law Enforcement Team Leader
- NAME– Learning Review Team Leader Shadow/Team Safety Representative
- NAME – OSHA Coordination/OSHA Escort (Regional Representative to liaise with CRP Team)
- NAME – Information Coordination Lead
- NAME – Writer/Editor
- NAME – Documentation Specialist
- NAME – INTERAGENCY PARTNER/COOPERATOR will provide two representatives for coordination
- NAME – Safety Chief, Department of Interior, will observe the CRP and participate in the Learning Review development as DOI is interested in learning about the Forest Service CRP process.
- Please contact the following individuals for required support/liaison:
- NAMES will coordinate support from Region X as needed.

- NAME is the XXX District Ranger and can be contacted for support/review coordination as required.
- NAME – will provide local logistical support from XXX Ranger District.
- NAME, UNIT, is leading the Critical Incident Peer Support Team and will coordinate employee interview availability with the Response Leader.
- TBD will serve as your liaison to NAME, Forest Supervisor XXX NF, and will provide you with local logistical support and assist in coordination of office space, hotel recommendations, supplies, etc.
- Family liaisons will be identified by the XXX Ranger or XXX Forest Supervisor and names will be provided to the Response leader when available.
- NAME, POSITION, will serve as your liaison to NAME, Regional Forester XXX REGION
- NAME will support all HRM Benefits/OWCP issues (initially remote).
- NAME is the INTERAGENCY PARTNER/COOPERATOR POC and can be contacted at PHONE AND EMAIL for any INTERAGENCY/COOPERATOR issue.
- NAME will be the Learning Review Process Coach (remote).
- Steve Schlientz, Director Office of Safety and Occupational Health, Washington Office, will serve as your liaison to the Chief and me.

Please provide periodic incident review status updates to NAME, Regional Forester REGION, and NAME, XXX Forest Supervisor.

You and your team leads will coordinate an in-brief with Region X on DAY AND DATE at TIME TIMEZONE. Consider using the list of in-briefing items found in the Learning Review Guide, which has been very helpful in aligning expectations for similar responses.

NAME is assigned as your CRP and Learning Review Process Coach. Please contact him early and often for consultation and advice throughout this review.

IF APPLICABLE, There is an Incident Management Team on site coordinating the funeral support and wildland fire response. They may be able to provide you with some support as well and there will be needs for you to share information. Your contact to the team is \_\_\_\_\_.

I agree that no punitive actions will be taken by the Forest Service against any employee as a result of information provided to any member of your team. However, in the event of confirmed criminal activity (e.g., an arson-started wildfire, evidence of a reckless and willful disregard for human safety, etc.) the Directors of LEI and OSOH and the Response Leader will confer with the DASHO for determination of the path forward. This may result in cessation of the LR process if it is determined that the CRP cannot run concurrently with the ongoing LEI investigation. Please ensure participants understand that actions taken by civil authorities or other agencies are outside of my authority.

All travel and associated costs related to this investigation should be charged to Job Code XXXXXX with an Override Code of XXXX. Overtime is authorized.

Upon completion of the Learning Review, a Learning Review Board will be convened to review and approve all learning products and to develop a safety action plan based upon the recommendations. The reports and safety action plan will be forwarded to the Chief for approval.

For any questions, please contact Douglas Parrish, Director, Office of Safety and Occupational Health, at (703) 605-4482 office, (703) 254-9238 cell, or [douglas.parrish@usda.gov](mailto:douglas.parrish@usda.gov)<sup>14</sup>.

CLAUDETTE FERNANDEZ

Deputy Chief for Business Operations/Designated Agency Safety and Health Official (DASHO)

cc: Douglas Parrish

REGIONAL FORESTER

INTERAGENCY/COOPERATOR POC

FOREST SUPERVISOR

DISTRICT RANGER

LEARNING REVIEW TEAM LEADER

CRP PROCESS COACH

---

<sup>13</sup> [douglas.parrish@usda.gov](mailto:douglas.parrish@usda.gov).

<sup>14</sup> [douglas.parrish@usda.gov](mailto:douglas.parrish@usda.gov)[douglas.parrish@usda.gov](mailto:douglas.parrish@usda.gov)



## 7.11 Appendix 11: Document Sharing with External Collaborators for Interagency CRP Teams

### Pinyon External Collaboration Folder Approval<sup>15</sup>

Content Custodians (co-owners) are able to obtain approval to develop externally shared folders if they complete the *Pinyon External Collaboration Agreement* and receive approval from their leadership. The process below diagrams the steps that a Content Custodian will need to go through to get provisioned for external collaboration. Here is a summary of key steps in the process and other important information:

- To begin the process, click here to access the [Pinyon External Collaboration Agreement<sup>16</sup>](#). Submit a ticket with CHD to create a Pinyon External Collaboration folder and attach the completed form.
- Once the process is followed and permission is granted, system administrators will create specific workspaces/folders outside of the internal workspaces so custodians can invite the approved partners into the workspace.
- Non-organizational users do not authenticate in Pinyon. They are only authorized to access content in Pinyon based on permissions given. Non-organizational users must have an account in Box to be authorized to access content in Pinyon.
- The owners of the content have the capability to set an end date when content access to an external user expires. In addition, the content can be blocked from being downloaded on an external user's device as well as from being shared further.
- Non-organizational users will be invited to collaborate on content stored in PINYON by Forest Service folder co-owners (content custodians) and managed as external users in PINYON using the inherent Box authentication mechanisms.
  1. Non-organization users authorized to access content in PINYON must agree to the Forest Service "Third-Party Access Terms of Service and Rules of Behavior" and Forest Service security requirements.
  2. Non-organizational users authorized to access content in PINYON are required to use a strong password.
  3. All transactions are logged – all uploads, downloads, moves, copies, etc. All transactions are available through Admin reports.

---

<sup>15</sup> All information, quick guides, and forms needed to set up an external collaboration folder can be found in the Pinyon External Collaboration Folder Approval:

<https://usfs.app.box.com/folder/45384232376>

<sup>16</sup>[Pinyon External Collaboration Agreement](#):

<https://usfs.app.box.com/s/wpt2w0ru0pptrqynsregkmaq55xdwxqip>

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program. (Not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.