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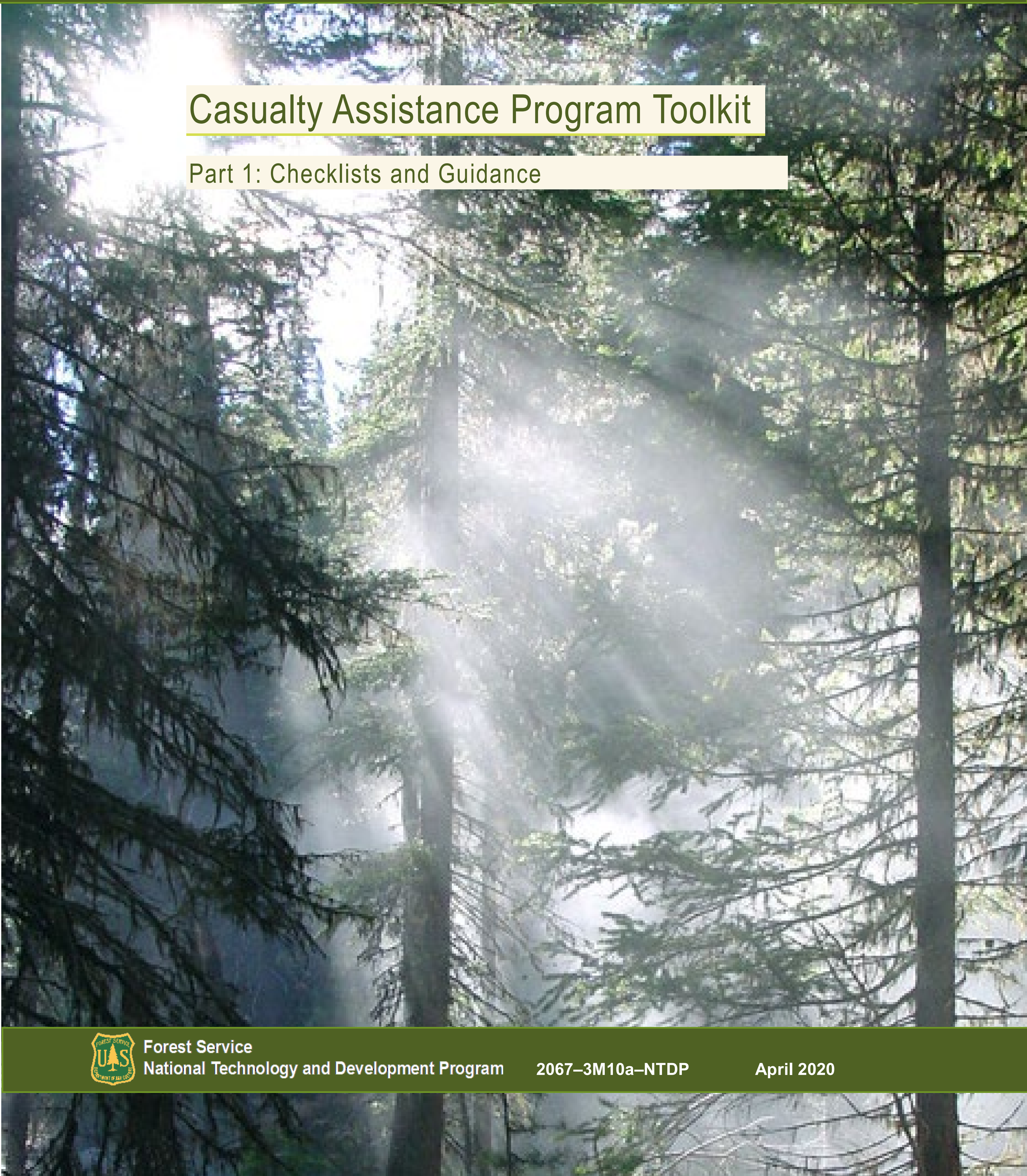

Casualty Assistance Program Toolkit

Part 1: Checklists and Guidance

Forest Service
National Technology and Development Program

2067–3M10a–NTDP

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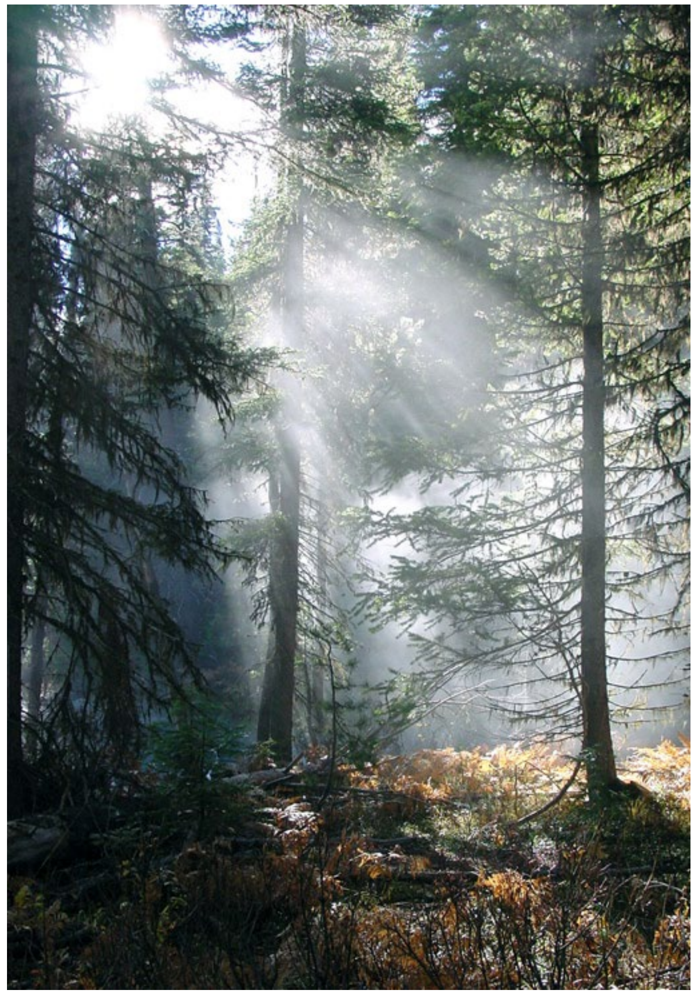

Interagency You Will Not Stand Alone Cadre

Forest Service Casualty Assistance Program

USDA Forest Service
National Technology and Development Program
Missoula, MT

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Preface

The “Casualty Assistance Program Toolkit” is intended to provide guidelines for agency administrators, employees, family members, and others who have been impacted by a critical incident. Line-of-duty deaths, off-duty deaths, serious accidents, and serious injuries are extraordinarily traumatic events for both the surviving family members and the Forest Service.

These tragedies generally occur suddenly and without warning. For that reason, pre-incident planning and training are invaluable. Preparing “our best for the worst” can help to stabilize an otherwise intense situation.

This guide is a living testimonial to the service of our friends and colleagues who have made the ultimate sacrifice. They are not forgotten.

—You Will Not Stand Alone Cadre

Contents

Introduction

Employee safety and well-being are the highest priorities of the U.S. Department of Agriculture, Forest Service. The Forest Service works to maximize the safety, health, and vitality of its employees by acting on the Chief of the Forest Service's "Codes and Commitments" and the core belief that every individual is entitled to physical, psychological, and social safety. While the Forest Service makes every effort to mitigate safety hazards for its employees, the potential for employee injury or death is very real because the work many employees do is inherently dangerous.

As part of the larger effort to improve the Forest Service work environment, its leadership recognized the need to create a Casualty Assistance Program to standardize the agency's response to deaths and serious injuries. This meant taking a coordinated approach throughout the agency to assist employees, their families, and the larger interagency community following a critical incident. Supporting employees, working with interagency partners in a positive and constructive way, and using outside resources are vital to a successful program.

General Guidance

The Forest Service designed this toolkit to help managers, supervisors, and employees in the event of a death or serious injury. It provides helpful checklists, step-by-step procedures, and miscellaneous guidance to assist anyone who responds to and supports critical incidents.

The Casualty Assistance Program manager reviews the toolkit annually to identify improvement opportunities. The Forest Service recommends that all supervisors be familiar with the toolkit contents and share them with their employees to increase awareness of how to respond in the event of a critical incident.

Critical incidents are complex, and this toolkit is not all-inclusive. Additional employee needs will require the Forest Service to be flexible.

Policy

Forest Service Handbook (FSH) 1309.19 <https://www.fs.fed.us/cgi-bin/Directives/get_dirs/fsh?1309.19!..> contains policy for responding to deaths and serious injuries. The Forest Service Manual (FSM) <https://www.fs.fed.us/im/directives/dughtml/fsm.html>, other FSH policies, and other Federal policy direction and guidance related to death and serious injury provide the foundation for this toolkit. These policies include:

- The National Wildland Coordinating Group (NWCG) "Agency Administrator's Guide to Critical Incident Management" (PMS 926) <https://www.nwcg.gov/term/pms-number/agency-administrator's-guide-critical-incident-management>
- Federal Acquisition Regulation <https://www.acquisition.gov/browse/index/far>
- FSH 1309.13—Forest Service Honor Guard Handbook
- FSH 5109.34—Interagency Incident Business Management Handbook
- FSH 6109.11—Pay Administration, Attendance and Leave Handbook
- FSH 6109.12—Employment and Benefits Handbook, Chapter 30—Injury/Illness Compensation
- FSH 6509.11k—Service-Wide Finance and Accounting Handbook, Chapter 48—Uniform Program
- FSH 6509.33—Federal Travel Regulation, chapters 300 to 304
- FSH 6709.11—Health and Safety Code Handbook
- FSH 6709.12—Safety and Health Program Handbook, Chapter 30—Accident Investigation and Reporting
- FSM 1600—Information Services, Chapter 1650—Media Relations Program
- FSM 5300—Law Enforcement, Chapter 5350—Procedures
- FSM 5700—Aviation Management, Chapter 5710—Administration

Key Employees and Response Activities

When faced with a critical incident, manager, supervisor, and employee responses are likely to be more resilient if they are prepared ahead of time through pre-incident education, planning, and training.

This toolkit includes unofficial forms, checklists, and supplemental information for key positions and response activities.

Key personnel include the:

- On-scene supervisor or Incident Commander (IC)
- Immediate supervisor
- Agency administrator
- Notification officer
- Public affairs officer (PAO)
- Unit safety manager
- Hospital liaison
- Family liaison
- Care team
- Critical Incident Stress Management (CISM) coordinator
- Funeral or memorial ceremony liaison

Key response activities include:

- Serious injury and medical emergency administration
- Loss of human life response and support

Refer to FSH 1309.19, Chapter 10 for further information.

On-Scene Personnel Checklist

The on-scene supervisor, IC, or another capable employee assesses the situation and attends to the immediate medical needs of the injured employee. He or she also secures the scene for safety and for potential criminal investigations (FSH 1309.19, Chapter 10).

Pre-Incident Planning

The on-scene supervisor or IC:

- ☐ Is familiar with the unit's medivac plan and medical incident reporting. In the absence of unit direction, the NWCG "Incident Response Pocket Guide" (IRPG) (PMS 461) <https://www.nwcg.gov/sites/default/files/publications/pms461.pdf> provides good examples of a medivac plan and a medical incident report (9 line).
- ☐ Participates in an emergency incident simulation exercise.
- ☐ Discusses the impacts of social media use with coworkers. Refer to appendix I for the "Director of Fire and Aviation Management Letter Regarding Social Media" for more direction on the use of social media.
- ☐ Refers all media calls to the PAO.

Immediate Actions

The on-scene supervisor or IC:

- ☐ Assesses the scene, mitigates risks, and safely secures the site.
- ☐ Applies traffic-control procedures if the incident occurs on a highway.
- ☐ Ensures personnel safety.
- ☐ Contacts 911, if appropriate.
- ☐ Contacts dispatch to report the incident and to initiate the Critical Incident Response Plan (CIRP), an extension of the Continuity of Operations Plan (COOP).
- ☐ Notifies the agency administrator and ensures the agency administrator has designated an IC.
- ☐ Relays the medical incident to dispatch following the unit's medivac plan or the IRPG's medical incident report (9 line). Includes the nature of the incident, number injured, location (geographic and Global Positioning System coordinates), and patient assessment.
- ☐ Uses personal protective equipment (PPE)—pocket mask, waterproof gloves, and goggles—to eliminate potential exposure to body fluids.
- ☐ Administers first aid or seeks assistance from a qualified emergency medical technician. Completes a rapid assessment: **A**irway, **B**reathing, **C**irculation, and life-threatening injuries.
- ☐ Stabilizes the patient and determines a transport plan.
- ☐ Blocks the view or covers the victim with a blanket in fatality incidents. Maintains the victim's anonymity and ensures identifying articles are out of sight, except to the investigating personnel.
- ☐ Does not let anyone disrupt the scene, except in the event of a rescue attempt. Does not move the body until the coroner arrives, and does not move materials or property associated with the incident.
- ☐ Ensures the collection and safekeeping of personal items. Gives these items to the agency administrator.
- ☐ Assesses the need for contingency resources and orders backup personnel (as needed) if the event creates an "incident within an incident."
- ☐ **Does not leave** the scene until checking with law enforcement or the agency administrator.

Followup

The on-scene supervisor or IC:

☐ Reaches out to those who may be experiencing a stress response and ensures information is provided about the Employee Assistance Program (EAP) and CISM peer support. People commonly experience emotional stress reactions after a critical event.

- The EAP is a voluntary, confidential program that helps employees (including management) work through various life challenges that may adversely affect job performance, health, and personal well-being. The EAP is designed to optimize an organization's success.

  EAP services include assessments, counseling, and referrals for additional services to employees with personal or work-related concerns, such as stress, financial issues, legal issues, family problems, office conflicts, and alcohol or substance abuse disorders.

  The EAP also works with managers and supervisors to provide advanced planning for situations, such as organizational changes, legal considerations, emergency planning, and responses to unique traumatic events. The World of Safety SharePoint site <https://usdagcc.sharepoint.com/sites/fs-osoh/Pages/EAP.aspx> provides information about the EAP.

- CISM is a process for helping first responders and others who have been involved in critical incidents that leave them emotionally and/or physically affected by those incidents. CISM enables peers to help their peers understand problems that might occur after an event. It is a formal, highly structured and professionally recognized process for helping those involved in a critical incident to share their experiences, vent emotions, and learn about stress reactions and symptoms. It also provides resources for further help, if required. CISM is a confidential, voluntary, and educational process.

Immediate Supervisor Checklist

The immediate supervisor provides direct support to the affected person or crew, obtains incident details for upward reporting, ensures incident documentation is complete, and requests support services as needed.

Pre-Incident Planning

The immediate supervisor:

☐ Ensures employees are familiar with the unit's COOP and medical incident report or the NWCG IRPG medical incident report (9 line).

☐ Ensures the employee "Emergency Contact Notification Form" (appendix A) is complete and current.

☐ Participates in an emergency incident simulation exercise.

☐ Is familiar with laws and regulations pertaining to local, county, State, or tribal jurisdictions. Knows the roles and responsibilities of these entities for investigating critical incidents.

☐ Discusses the impacts of social media use with employees.

Immediate Actions

The immediate supervisor:

☐ Communicates with the PAO and on-scene supervisor or personnel. Helps (where possible) with phone calls or reports.

☐ Shares accurate information with affected individuals and coworkers, but emphasizes to them that they must keep incident details confidential.

☐ Designates a hospital liaison if the injured employee is transported to the hospital.

☐ Coordinates with dispatch to ensure notification of appropriate agency personnel (e.g., regional office, station, or area).

☐ Refers to the "Notification Guidelines" (appendix G) for information about notifying the next of kin. The agency administrator is responsible for determining who will notify the next of kin.

First 24 Hours

The immediate supervisor:

☐ Contacts Human Resources Management-Workers' Compensation (HRM-WC) at 877–372–7248, option 2, then option 1, to request a CA-16—Authorization for Examination and/or Treatment for the injured employee(s) requiring medical treatment. If the office is closed, contacts HRM-WC on the next business day.

☐ Completes all required agency forms for reporting a serious injury. Coordinates with the hospital liaison to ensure the forms are completed promptly.

☐ Collects all related incident information and contacts dispatch for appropriate local notifications and to track followup action items.

☐ Arranges for drivers to transport on-scene personnel from the scene, if needed. On-scene personnel may be distracted or in shock and should not drive vehicles or operate machinery.

☐ Creates a manifest of employees involved in the incident and includes their proximity to the event (this will help prioritize support resources and interviews, if necessary):

- Directly involved (witness, participant)
- Secondarily involved (coworkers, lookouts, dispatch)

- ☐ Does not let anyone disrupt the scene, except in the event of a rescue attempt. Does not move the body until the coroner arrives, and does not move materials or property associated with the incident.
- ☐ Provides a safe, private, comfortable meeting place for those directly involved in the incident and removes unnecessary distractions.
- ☐ Monitors employees. If an employee is not fit for duty, he or she may need time off or followup treatment.
- ☐ Confirms that the agency administrator or union representative discusses voluntary and mandatory rights with each employee involved in an investigation.
- ☐ Develops an incident plan, including:
  - A contact list of key personnel and employees associated with the incident
  - A schedule and location for morning or evening briefings with a list of who should attend
  - An interview schedule

Followup

The immediate supervisor:

- ☐ Coordinates site visits (appendix B) with the appropriate authorities, including investigation teams, law enforcement, and the Occupational Safety and Health Administration (OSHA). Timing is crucial. To keep visits professional and respectful, discusses expectations ahead of time and adheres to them. Is mindful of stress responses and has medical and CISM peer support available on-scene, carefully considering the need for a mental health professional.
- ☐ Enters the incident report(s) into eSafety and completes followup documentation, as required.
- ☐ Determines the need for employee CISM or the EAP.
- ☐ Updates the affected employee's email, voicemail, check-in/-out board, etc.
- ☐ Completes administrative functions for affected employees, such as timesheets and travel vouchers.
- ☐ Secures the employee's personal belongings. Works with the hospital or family liaison to determine a time and method of delivery.
- ☐ Works with the hospital or family liaison to retrieve keys, badges, computer hardware and software, and other Government property.
- ☐ Works with the family liaison to complete a death benefits form in the event of a fatality.
- ☐ Pays close attention to employees, discusses the incident, acknowledges stress reactions, and gets employees help if needed (refer to the "Long-Term Reactions to Crisis and Trauma" section under "Notification Guidelines" in appendix G for further information). Appendix H contains a "Personal Action Plan" that addresses resistance and resilience.
- ☐ Communicates with the hospital liaison and management to meet the injured employee's needs and to discuss reintegration into the workforce.
- ☐ Provides a seamless transition into pay status for interviews and agency-required duties when investigative inquiries continue into the off-season (refer to the NWCG "Interagency Standards for Fire and Fire Aviation Operations" [Red Book] <https://www.nifc.gov/PUBLICATIONS/redbook/2019/RedBookAll.pdf> for further information about investigative inquiries). Also, provides investigators with the chain-of-command contact list.
- ☐ Provides a safe environment for employees involved in an incident and is aware that emotions may run high and that tensions can arise. Employees may relive the incident throughout reviews and the dissemination of official reports.
- ☐ Checks in with affected employees frequently; it is vital for these employees to have ongoing support from all levels.

Agency Administrator Checklist

The agency administrator provides direct support to the affected person, obtains incident details for upward reporting, assigns key employees to serve as agency coordinators or liaisons, and ensures that documentation is completed as appropriate. Refer to appendix C for the “Agency Administrator Quick Reference Guide.”

Pre-Incident Planning

The agency administrator:

- ☐ Prepares an editable delegation of authority template (refer to appendix D for a sample delegation of authority letter) based on the incident complexity.
- ☐ Ensures that all employees have an up-to-date “Emergency Contact Notification Form” (appendix A) that the agency administrator has access to.
- ☐ Encourages all employees to update designation of beneficiary forms.
- ☐ Develops a local critical support plan that includes initial response and notification procedures in conjunction with the COOP.
- ☐ Prepares a field medivac plan, which includes a Medical Plan (ICS 206 WF) <http://fsweb.inyo.r5.fs.fed.us/inyonf/staffs/dispatch/references/plans/medical_plans/ics_206_wf.pdf>.
- ☐ Pre-identifies and prepares individuals for hospital and family liaison roles or other key roles. Agency administrators should select individuals who have prior training and excellent interpersonal communication skills.
- ☐ Prepares a “Hospital Liaison Plan” (appendix H).
- ☐ Identifies agencies that may have jurisdictional responsibilities and determines the types of incidents that may occur. Appendix E contains an “Organization Tracker—External” worksheet for tracking the local organizations that may help coordinate or have direct responsibility for a critical incident.
- ☐ Performs annual emergency incident simulations and training exercises.
- ☐ Is familiar with CISM and EAP protocols.
- ☐ Creates, updates, reviews, or negotiates memorandums of understanding (MOUs) with cooperators.
- ☐ Ensures those designated to manage critical incidents are capable, organized, and clearly understand their roles.
- ☐ Is familiar with laws and regulations pertaining to local, county, State, and tribal jurisdictions, and the roles and responsibilities these entities have in investigating critical incidents.
- ☐ Determines what types of incidents are likely to occur within his or her jurisdiction: fire, law enforcement, aviation, or vehicle accidents.

Immediate Actions

The agency administrator:

- ☐ Obtains accurate information about the incident: the victim’s full name, condition, nature of the injury or cause of death, name and location of the incident, and jurisdiction.
- ☐ Requests additional resources to provide the appropriate response and support to all personnel. Appendix E contains an “Employee Tracker—Internal” worksheet for tracking local employees that the agency administrator may assign during a critical incident.
- ☐ Notifies the regional forester or station/area director, the Washington Office (WO), other agencies, and officials. Coordination is imperative. Regional staff will assist and coordinate, as requested by the WO. The WO may assign an accident investigation or learning review team.

- ☐ Assigns liaisons.
- ☐ Assigns a public information officer (PIO) or PAO.
- ☐ Assigns any remaining checklist tasks.
- ☐ Ensures affected employees' immediate needs, such as food, water, and a private space away from the incident, are met.
- ☐ Notifies the National Interagency Coordination Center (NICC) coordinator by phone (208–387–5400) for wildland fire fatalities, entrapments, and burnovers. Submits a written report using the NWCG "Wildland Fire Fatality and Entrapment Initial Report" (Form PMS 405-1) <https://www.nifc.gov/nicc/logistics/coord_forms/PMS405-1_Entrapment_201408.pdf>.
- ☐ Identifies an agency law enforcement officer to serve as local law enforcement liaison and ensures ongoing coordination. On-scene law enforcement agencies, agency law enforcement, and aviation authorities with jurisdictional or statutory responsibilities for the incident will begin the initial accident investigation and fact finding.
- ☐ Determines the capabilities and limitations of his or her organization and requests assistance as needed.
- ☐ Records all information and retains documentation. Restricts access to documents containing personally identifiable information (PII).

First 24 Hours

The agency administrator:

- ☐ Strategizes with the employee's immediate supervisor, the unit liaison officer, and law enforcement to notify the next of kin. If the incident affects multiple agencies, considers synchronizing notifications (refer to appendix G for further information).
- ☐ Helps meet the family's immediate needs.
- ☐ Makes personnel available to assist with tasks, such as answering the phone, running errands, or driving family members to the funeral home.
- ☐ Contacts tribal leadership immediately for cultural considerations if the injured or deceased is Native American.
- ☐ Exchanges accurate information about the incident with leadership at appropriate levels and with law enforcement. Information includes such things as the time, location, jurisdiction, names and conditions of affected employees, and on-scene witnesses.
- ☐ Contacts the home unit leadership to coordinate notification and followup if the affected employee is hosted, on detail, or from another unit. If the affected person is a contractor, coordinates with the employer and notifies the contracting officer (CO).
- ☐ Works with the PAO to develop an appropriate message for the public. Always provides information to the victim and family first.
- ☐ Provides objectives and a delegation of authority letter (appendix D) to incident management.
- ☐ Collects all the incident information available.
- ☐ Continues to make notifications and contacts at all levels. Includes on- and off-unit employees, agency administrators, program leaders, the contractor company, CO, contracting officer's representative (COR), etc.
- ☐ Provides transportation for on-scene personnel involved in the incident. Does not allow employees directly involved to operate vehicles or equipment immediately following the incident.
- ☐ Considers the complexity of the event and the local unit's capacity to manage the response. Grief, loss, and numerous responsibilities can overwhelm people. Considers care team assistance.
- ☐ Supports the affected unit as needed. Provides basic facts about the event to the union, coworkers, and unit employees. Keeps employees updated and monitors their well-being.

- ☐ Coordinates followup actions and investigations with agencies and law enforcement that have statutory or jurisdictional responsibilities.
- ☐ Understands the Coordinated Response Protocol (CRP). Refer to the OSOH SharePoint Site <https://usdagcc.sharepoint.com/sites/fs-osoh/Pages/FatalityInvestigations.aspx> for information on CRP and the Chief of the Forest Service letter introducing CRP.
- ☐ Works with Human Resources Management (HRM) to ensure the coroner follows the Public Safety Officers' Benefits (PSOB) Program autopsy protocol for any public safety officer fatalities. The U.S. Department of Justice (DOJ), Public Safety Officers' Benefits Program website <https://psob.bja.ojp.gov/> provides information about public safety officer benefits.
- ☐ Secures any Government or personal property directly involved in the event. The storage location should not be in plain view. Helps to complete the "Inventory of Personal Items" form (appendix F) with a law enforcement officer to ensure an accurate listing of personal property.
- ☐ Confirms that notifications and contact procedures are complete or in progress. Initiates communication with the public and media after notifications are complete.
- ☐ Considers miscellaneous tasks or administrative actions to implement, such as:
    - Issuing a temporary flight restriction
    - Reviewing proper use of social media
    - Considering the impacts of a safety stand down
    - Developing authorizations to expend funds following the CRP
- ☐ Determines all employees who were involved in some capacity or witnessed the incident and makes them available to provide statements to agency law enforcement.

Followup

The agency administrator:

- ☐ Assesses the emotional and physical condition of employees affected by the incident, identifies and supports their needs, meets with them personally, and requests assistance as needed.
- ☐ Gives the needs of the family top priority. Coordinates family wishes concerning site and home visits, communications, claims and legal procedures, workers' compensation or death benefits, and the memorial ceremony and attendees.
- ☐ Supervises the preparation of briefing packets for incident teams and visiting officials. Provides delegations of authority, as warranted.
- ☐ Assesses response demands based on the scope of the incident. Monitors employee physical and emotional needs and obtains support. Monitors the status of routine and increased workloads. Requests assistance from other units to continue the program of work.
- ☐ Determines if Forest Service leadership or other dignitaries will travel to the unit where the incident occurred.
- ☐ Ensures that family members and survivors are briefed on any reports before the reports are released publicly.
- ☐ Meets with all people assigned a role in the response. Ensures that they clearly understand their roles and complete their tasks. Follows up with them for the duration of the incident.
- ☐ Creates a contact list for all teams, overhead, and other personnel assigned to the response.
- ☐ Discusses response actions required for miscellaneous tasks, such as media or very important person (VIP) visits.
- ☐ Interacts frequently with injured or involved personnel to stay informed. Shares updates with staff, liaisons, and leadership.
- ☐ Provides continual incident updates to national and regional offices and makes them aware of existing needs.
- ☐ Follows up frequently with supervisors and liaisons in the months and year after the incident to determine if the needs of the employee, family, and coworkers are met.

- ☐ Follows up with leadership for out-of-region employees to ensure their needs are met.
- ☐ Conducts an After Action Review (AAR) to determine the overall effectiveness of this plan. How are employees doing? Have they taken time to grieve? Have they shared lessons learned? Is there a need for stress management support through the EAP at the forest or individual level?

Notification Officer Checklist

The notification officer completes next of kin notifications for fatalities, serious injuries, or missing personnel. Refer to the "Notification Guidelines" and "Death and Bad News Notifications" (appendix G) for further information.

Pre-Incident Planning

The notification officer:

- ☐ Refers to the employee's "Emergency Contact Notification Form" (appendix A) and ensures the form is current before making notifications.
- ☐ Selects the notification team and has everyone read the "Notification Guidelines" (appendix G).
- ☐ Determines the employee's cultural or religious background and whether a non-traditional family situation exists. Is respectful of the family's cultural or religious background and mindful that many nontraditional families exist. Contacts tribal leadership immediately for cultural considerations in the event of the serious injury or death of a Native American. Asks tribal leadership their preferred method for making notifications.
- ☐ Clearly determines the facts and the information that hasn't been verified before making the notification.
- ☐ Works in pairs.
- ☐ Establishes the lead notification person and decides who will talk first.
- ☐ Verifies the next of kin's address.
- ☐ Arranges for emergency medical services personnel to be immediately available if he or she determines that the person being notified has a medical condition that may require attention.

Immediate Actions

The notification officer:

- ☐ Notifies the immediate family in person as quickly as possible and, preferably, concurrently with Forest Service internal notifications. Wears a uniform or professional attire and is accompanied by another individual. Obtains assistance from agency law enforcement or local law enforcement.
- ☐ Never makes a notification on the doorstep: asks to enter the home.
- ☐ Requests that agency law enforcement or local law enforcement in that area notify the family in person if the immediate family is at a distant location.
- ☐ Asks for a supervisor when notifying someone at a workplace. Does not divulge details. Requests a quiet room to talk with the next of kin.
- ☐ Asks the person being notified if he or she wishes to have the children present if young children are in the home.
- ☐ Informs family members slowly and clearly and relays as much information as possible.
- ☐ Notifies family members in as forthright and empathetic a manner as possible.
- ☐ Uses the employee's name during notification, being careful to pronounce it correctly. Uses the employee's common name, such as "Bob" rather than "Robert."
- ☐ Does not give the family false hope. If the employee has died, relays that information gently, using words such as "died" or "dead," rather than "gone away" or "passed away."
- ☐ Is prepared for a wide range of responses, from no emotions, to physical or verbal interaction, to a physical collapse.
- ☐ Does not comment on matters he or she is not informed about or qualified to discuss.
- ☐ Offers to contact a friend or family member who can provide support.
- ☐ Obtains information from the "Next of Kin Followup Worksheet" (appendix J).

- ☐ Asks the family if they would like the notification officer to stay for a while. Does so if the family replies "yes."
- ☐ Requests other assistance, such as the family clergy, counselor, friends, or coworkers who can provide emotional support.
- ☐ Informs the family that the Forest Service will provide a family liaison and shares the family liaison's name, if available. The family liaison should respond within 24 hours to provide support to the family and to relay information to the agency.
- ☐ Informs the forest supervisor or district ranger after completing the notification.

For an injured employee, the notification officer:

- ☐ Helps arrange for babysitting or other needs so appropriate family members may go to the hospital as quickly as possible.
- ☐ Arranges transportation to the medical facility in cases of serious injury.
- ☐ Goes to the hospital with the family. Is unobtrusive, but follows the family's lead about how much and what type of support they want.
- ☐ Informs the hospital liaison when family members are on their way to the hospital and supports the hospital liaison, as needed.

Public Affairs Officer Checklist

The PAO identifies and coordinates communications to support the incident. He or she determines the family's wishes for releasing information, responds to inquiries, and works with the media to release accurate and timely information.

Pre-Incident Planning

The PAO:

- ☐ Develops a critical incident communications plan. Refer to appendix H for the "Elements of a Critical Incident Communications Plan" and appendix D for the sample memo "Communicating a Serious Injury or Loss of Human Life."
- ☐ Creates fact sheets and a bio-sketch of the unit and community.
- ☐ Develops a list of local, regional, and national media contacts.
- ☐ Identifies technical experts.
- ☐ Attends critical incident training.
- ☐ Is familiar with the laws and regulations pertaining to local, county, State, and tribal jurisdictions, and the roles and responsibilities these entities have in investigating critical incidents.

Immediate Actions

The PAO:

- ☐ Notifies the PAO at the region, station, or area.
- ☐ Determines what additional resources are required to manage the scene. If multiple agencies are involved, contacts their PAOs to coordinate efforts.
- ☐ Implements the critical incident communications plan.
- ☐ Considers creating a hotline to assist with the flow of information.
- ☐ Coordinates with the hospital and family liaisons to determine support needs.

First 24 Hours

The PAO:

- ☐ Gathers information about the employee, such as age, position, hire date, length of service, and current work assignment. Creates a short statement to share with the public after the family and lead law enforcement agency approve its release.
- ☐ Helps law enforcement prepare a news release.
- ☐ Confirms that the family or hospital liaison has notified family members before releasing new information.
- ☐ Protects the rights of employees and families who do not want media contact.
- ☐ Confirms roles and responsibilities for all assigned information officers.
- ☐ Establishes an approval process for the release of information.
- ☐ Briefs frontliners and those who will accept incoming calls.
- ☐ Uses the CRP to coordinate media access to the incident site in cooperation with the family, care team, and Incident Management Team (IMT).

Followup

The PAO:

- ☐ Coordinates media access to funerals and memorial ceremonies.
- ☐ Prepares for official visits from dignitaries and agency leadership.
- ☐ Keeps a list of individuals and organizations who were helpful during the incident and sends “Thank You” cards when feasible.

Unit Safety Manager Checklist

The unit safety manager works closely on safety-related matters with the agency administrator; law enforcement; the U.S. Department of Agriculture, Office of the General Counsel (OGC); the CRP lead; and cooperating agencies.

OSHA requires notification of all work-related fatalities within 8 hours and all work-related inpatient hospitalizations, amputations, and eye losses within 24 hours. Call 1–800–321–6742 to report.

Pre-Incident Planning

The unit safety manager:

- ☐ Develops and schedules a simulation exercise.

Immediate Actions

The unit safety manager:

- ☐ Notifies the regional safety manager. Coordinates OSHA notifications.
- ☐ Responds to the fatality site or the hospital. Gathers information for initial reports.
- ☐ Participates in care team meetings, as needed.
- ☐ Attends management briefings and shares information about the EAP, CISM, and safety review or inspection processes.

First 24 Hours

The unit safety manager:

- ☐ Assists with the 24- and 72-hour preliminary reports.
- ☐ Requests assistance from the regional safety manager.
- ☐ Works with OSHA and assigned safety teams to coordinate meetings, site visits (appendix B), interviews, and information requests.
- ☐ Contacts Budget and Finance-Claims if the employee or a family member intends to file a claim. Provides information about the incident.
- ☐ Connects with the CISM coordinator or lead to assist with logistical and other support needs.
- ☐ Identifies employees directly affected by the incident and identifies their CISM needs.

Followup

The unit safety manager:

- ☐ Checks eSafety and confirms the incident reporting process is complete.
- ☐ Collects and secures all information related to the incident (name of employee, location, date, etc.).
- ☐ Participates in the AAR to determine the overall effectiveness of the plan.
- ☐ Updates local plans based on lessons learned or new information. Distributes the revised plans.
- ☐ Provides annual training to managers and supervisors.
- ☐ Works with affected employees and supervisors to determine followup needs.

Hospital Liaison Checklist

The hospital liaison coordinates the arrival of family members, Forest Service personnel, the media, and others at the hospital. The liaison works with the agency administrator to ensure notification of HRM-WC and HRM-Benefits. The Forest Service recommends two hospital liaisons for emotional and practical support, especially when individuals require a prolonged hospital stay.

Human Resources Management Incident Notification

During normal business hours, the Human Resources Management (HRM) call center receives calls for treatment authorizations from Monday to Friday (except holidays), 7:00 a.m. to 6:00 p.m. Mountain Standard Time (MST). The hospital liaison provides the employee's name, date of injury, type of injury, hospital name, and telephone and fax numbers. HRM will contact the hospital and fax the authorization.

During weekends and after business hours, on-scene personnel representing the agency have the authority to give verbal authorization for a medical examination and initial treatment. The hospital liaison must notify HRM within 48 hours of the incident or by the next business day to begin processing the workers' compensation claim.

HRM website <http://fsweb.wo.fs.fed.us/hrm/>

HRM-WC contact information
877–372–7248, option 2 (workers' compensation)
Fax: 866–339–8583

HRM mailing information
USDA Forest Service
ASC-Human Resources Management
3900 Masthead St., NE-WC Annex
Albuquerque, NM 87109

U.S. Department of Labor-Office of Workers' Compensation Program Billing Address
U.S. Department of Labor
DFEC Central Mailroom
P.O. Box 8300
London, KY 40742-8300

Pre-Incident Planning

The hospital liaison:

☐ Attends hospital liaison training and is familiar with the roles and responsibilities of the position.

☐ Identifies local and regional trauma hospitals and accredited burn centers. Appendix I and the following links provide further information about traumatic injury treatment and the HRM process.

- Revised Addendum to Facilitating Treatment of Traumatic Injuries <https://gcc02.safelinks.protection.outlook.com/?url=http%3A%2F%2Ffsweb.wo.fs.fed.us%2Fhrm%2Fworkers-compensation%2Fdocuments%2FFacilitatingTreatmentTraumaticInjuries.docx&data=02%7C01%7C%7Cc87cc8081e2f40c26a4508d746b8661b%7Ced5b36e701ee4ebc867ee03cfa0d46>
- Incident Processing of Injuries or Illnesses for U.S. Forest Service Employees Only <http://fsweb.wo.fs.fed.us/hrm/workers-compensation/documents/ProcessTraumaticInjuries.pdf>

☐ Is familiar with the forms required for employees to receive medical treatment.

☐ Creates a contact list that includes HRM, HRM-WC, and the Department of Labor-Office of Workers' Compensation Program (DOL-OWCP).

Immediate Actions

The hospital liaison:

☐ Gathers information about the injured person(s) and responds to the medical facility.

☐ Reports to the hospital in uniform, if possible. Introduces himself or herself to the hospital staff as the agency hospital liaison.

☐ Notifies hospital staff when the family arrives and ensures the family receives updates on the patient's condition before anyone else.

☐ Determines the need for a PIO to report to the hospital and to engage the media. Requests support through the agency administrator and coordinates with the hospital's PAO and Forest Service PAO.

☐ Works with the medical staff or social services to:

- Secure a private room where family can gather
- Assist the family as they interact with hospital and/or morgue staff
- Encourage the family to spend time with the injured person
- Help prepare the family for what to expect if the injured person is disfigured

☐ Considers requesting support from agency resources if the hospital is at a distant location.

First 24 Hours

The hospital liaison:

- ☐ Communicates with the agency administrator to confirm HRM-WC was notified and the medical treatment facility received the CA-16. The home unit is responsible for completing agency medical forms and faxing them to the hospital liaison. If the employee is being air lifted or transported by ambulance and the agency medical forms are not complete, facilitates completion of the CA-16 by contacting the employee's home unit or a Forest Service representative at the location to which the employee is being transported.
- ☐ Works with HRM-WC to request a U.S. Department of Labor (DOL) nurse to help with the DOL-OWCP process in cases of a traumatic injury.
- ☐ Instructs medical billing offices to send medical and transportation bills directly to the DOL and notes the 9-digit DOL-OWCP claim number on each document.
- ☐ Works with the agency administrator to ensure adequate hospital liaisons are assigned in the event of a prolonged stay.
- ☐ Facilitates information flow with agency officials and employees.
- ☐ Secures the patient's personal belongings.
- ☐ Schedules visitors, such as agency personnel and elected officials, with respect to the family's privacy. Does not overwhelm the patient or family with too many visitors.
- ☐ Transports the family home (for their safety) with the agency administrator's approval. If the family does not want transportation, follows up to ensure they arrived home safely.

Followup

The hospital liaison:

- ☐ Relays checklist accomplishments to the employee's agency administrator and immediate supervisor.
- ☐ Maintains contact with the employee and continues to provide support after the employee is released from the hospital (can transfer this responsibility to someone designated by the agency administrator).
- ☐ Ensures that paperwork is complete and the medical facility has patient and agency contact information for followup patient care and billing.
- ☐ Works with HRM to confirm DOL-OWCP forms are complete.
- ☐ Works with HRM to ensure the coroner is aware of PSOB Program requirements. The DOJ Public Safety Officers' Benefits Program website <https://psob.bja.ojp.gov/> provides information about public safety officers' benefits. Requests a copy of the autopsy report for the agency as soon as possible if the fatality is a public safety officer. If the employee dies while in the hospital, the hospital liaison may become the family liaison.

Appendix J contains the following worksheets to assist the hospital liaison:

- ☐ Injured Employee Information Worksheet
- ☐ Human Resources Management Notification Worksheet
- ☐ Injury on Wildland Fire or All Hazard Incidents Worksheet

Family Liaison Checklist

The family liaison is a critical assignment; it may be appropriate to appoint multiple employees to serve in this role. Those assigned should have the ability to develop a relationship with the family, demonstrate empathy, communicate with tact and respect, and provide emotional support.

Pre-Incident Planning

The family liaison:

- ☐ Attends family liaison training to familiarize himself or herself with the family liaison role and responsibilities.
- ☐ Is familiar with death benefits families may be entitled to claim.
- ☐ Prepares himself or herself physically, mentally, and emotionally for this role. Understands that these assignments will impact his or her home life and can last indefinitely. Assesses the need for two liaisons per family.
- ☐ Creates a list of common contacts, such as HRM and DOL-OWCP.

Immediate Actions

The family liaison:

- ☐ Respects the family's needs and desires.
- ☐ Determines the employee's cultural or religious background. If the family is Native American, contacts tribal officials to determine cultural sensitivities for contacting the family.
- ☐ Asks the family to designate a representative to act on their behalf.
- ☐ Is immediately available to the family.
- ☐ Asks the family what they want. Never makes assumptions. Helps the family complete the "Funeral or Memorial Ceremony Worksheet" (appendix J).
- ☐ Maintains the flow of information with agency officials and employees.
- ☐ Helps arrange Government transportation for family members, if approved by the agency administrator.
- ☐ Assists with making calls to relatives and those who need to be informed of the fatality. Answers incoming calls and relays messages.
- ☐ Is always available by phone to enable an immediate line of communication.
- ☐ Briefs agency officials (forest supervisor, PAO, staff officer, IMT [if assigned], etc.).
- ☐ Determines how the family wants to handle media inquiries and coordinates with the PIO.
- ☐ Is informed of organizations who may want to donate and assist the family to set up a memorial fund, if desired.
- ☐ Serves as a point of contact for incoming correspondence.
- ☐ Coordinates with the agency administrator or law enforcement to ensure the deceased employee's personal belongings are appropriately inventoried.

First 24 to 72 Hours

The family liaison:

- ☐ Maintains accurate records and safeguards personal information.
- ☐ Helps the family to set up a time to discuss possible benefits with an HRM case manager.
- ☐ Schedules visitors, such as agency personnel or elected officials, with respect to the family's need for privacy. Does not overwhelm the family with too many visitors.
- ☐ Works with HRM-WC for assistance with the PSOB Program process if the deceased was a firefighter. The DOJ Public Safety Officers' Benefits Program website <https://psob.bja.ojp.gov/> provides information about public safety officers' benefits.
- ☐ Works with the family to begin funeral or memorial ceremony preparations. The family's wishes should be the primary consideration for any ceremony. Considers creating a special role for children in the ceremony.
- ☐ Helps coordinate household duties and essential services if requested by the family, such as buying groceries, going to the drug store, doing laundry, going to the post office or bank, and scheduling doctor appointments.
- ☐ Notifies the U.S. Department of Veterans Affairs (VA) if the deceased was a veteran.
- ☐ Works with the agency administrator to make personnel available to assist with tasks, such as answering the phone, running errands, or driving family members to the funeral home.
- ☐ Coordinates the transfer of remains from the coroner's office to the funeral home.

Followup

The family liaison:

- ☐ Arranges the return of Government property.
- ☐ Keeps the family informed about ongoing investigations and reports. Shares any new findings with the family first.
- ☐ Arranges to have the employee's personal belongings delivered to the family after law enforcement and claims finish with them. Ensures the complete "Inventory of Personal Items" (appendix F) is with law enforcement. Presents the belongings in a dignified and caring manner. Uses a respectable container and not a garbage bag. Does not return belongings that have blood, scorch marks, or other effects of the incident, unless requested by the family.
- ☐ Coordinates with Budget and Finance-Claims to confirm completion of the appropriate claim forms and required documents. Claims personnel will work through the process with the family and the family liaison.

Appendix J contains the following worksheets to assist the family liaison:

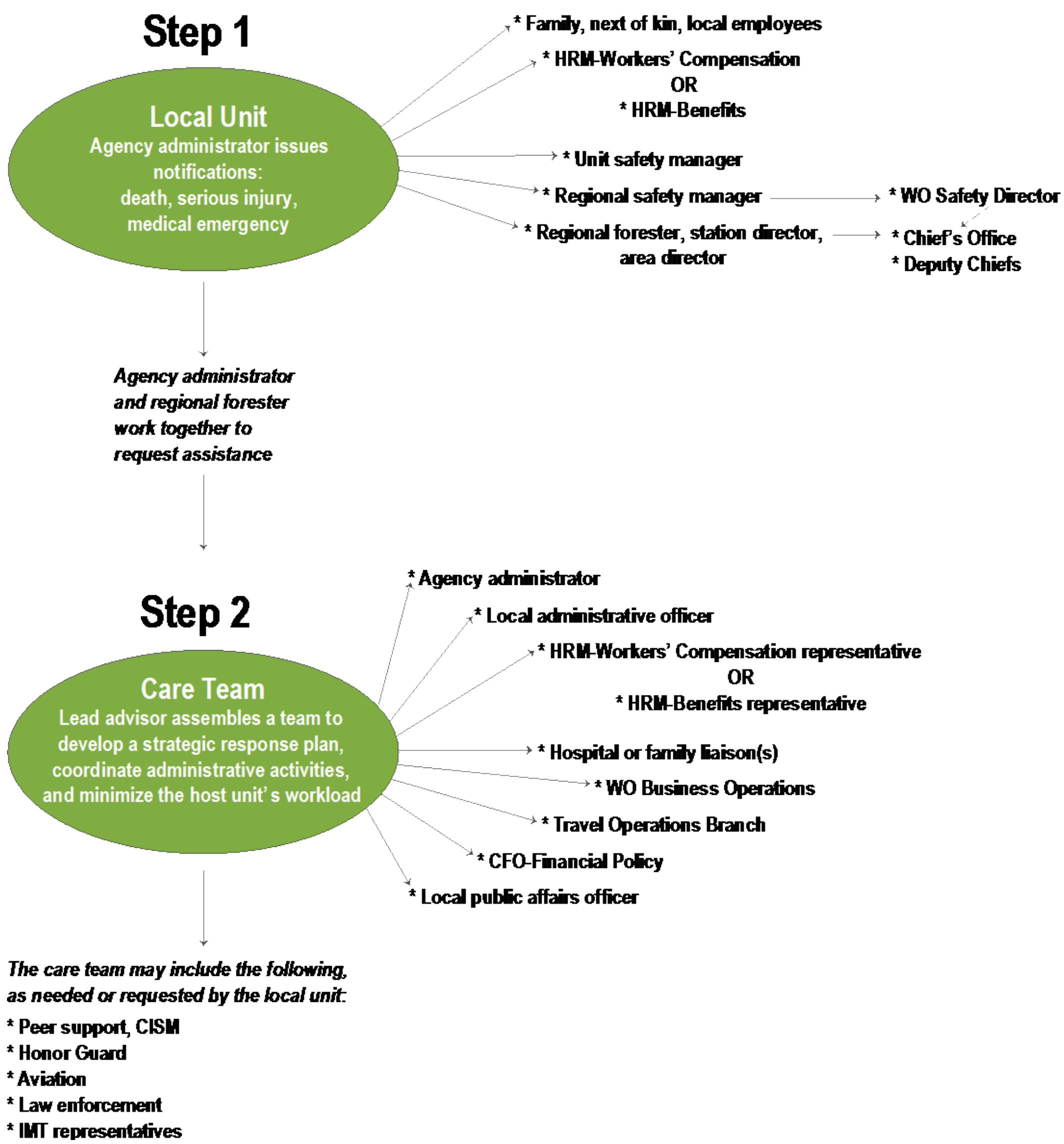
- ☐ Employee Background Information Worksheet
- ☐ Funeral or Memorial Ceremony Worksheet
- ☐ Primary and Secondary Family Contact Information Worksheet

The Care Team Checklist

Subject matter experts (SMEs) serve on a care team and act as advisors to the affected unit (refer to the diagram below). A regional forester requests mobilization of a care team when the complexity of the incident exceeds the unit's capacity to manage it.

Care teams are not decision makers, but rather help the affected unit to develop strategic response plans to deaths and serious injuries, coordinate administrative activities, and minimize the unit's workload.

The severity of the incident and family preferences determine the appropriate agency response.



Care team diagram.

Pre-Incident Planning

A care team member:

- ☐ Understands available resources, relevant policies and benefits, and leadership needs when dealing with traumatic events.
- ☐ Understands how to effectively navigate through the agency bureaucracy.

Immediate Actions

A care team member:

- ☐ Assesses the complexity of the incident with the regional office and determines the need for an IMT.
- ☐ Assists with drafting the delegation of authority for the incoming IMT, if needed.
- ☐ Ensures appropriate leaders at all levels of the agency (including the local unit, the region, and the WO) make appropriate notifications.
- ☐ Works with the agency administrator to assign a hospital or family liaison.
- ☐ Assesses the need for employee support.
- ☐ Schedules and facilitates virtual meetings or conference calls with the care team members.

First 24 Hours

A care team member:

- ☐ Engages the support of helpful resources, such as CISM or the EAP.
- ☐ Assesses the need for an Honor Guard.
- ☐ Coordinates with appropriate resources if the injury or fatality occurred while the employee was in travel status, which may include agency law enforcement, the regional office and WO, and aviation.
- ☐ Works with the regional office and the WO Fire and Aviation Management Program to complete a cost comparison to determine whether to use an agency aircraft or commercial airline carrier for the dignified transport of remains (if the deceased was in travel status).
- ☐ Ensures the CISM coordinator or unit safety officer personally notifies all affected personnel about CISM and the EAP.
- ☐ Tracks assignments and follows up to ensure action items are completed, including:
    - Outstanding travel vouchers.
    - Final time and attendance coding.
    - E-tracker actions.
    - Form CA-6—Official Superior's Report of Employee's Death. HRM-WC works with the local unit to complete this form. HRM-WC requires a certified copy of the death certificate and the coroner's report.
    - Death gratuity payment for a line-of-duty death (refer to appendix D for the sample memo "Requesting a Payment of Death Gratuity"). The local unit works with HRM-WC and Budget and Finance to process the payment. The family completes Form FS-6500-231—Vendor Code Information Worksheet <https://usdagcc.sharepoint.com/sites/fs-orms/orms-forms/Forms/fs_6500_231.doc> through the family liaison if the agency paid for family memorial ceremony expenses and the family agreed to deduct these expenses from the death gratuity payment.
    - Invitational travel. If authorized for family escorts (up to two), works with the family liaison, family, and Budget and Finance-Travel Operations Branch to complete the travel worksheet to initiate a travel authorization and to complete the voucher.
- ☐ Works to develop innovative solutions to address the family's requests.

Critical Incident Stress Management Coordinator Checklist

CISM services should be available for the affected employee, employees involved in the incident or witnesses to the incident, coworkers, and personnel from external agencies involved in the incident or who responded to the incident. The affected employee's family can access the EAP or other mental health professionals. The CISM coordinator contacts the on-scene supervisor, dispatch, second-line supervisor, or the agency administrator to determine the extent of the situation and to assess the needs and level of response for everyone affected.

Pre-Incident Planning

The CISM coordinator:

☐ Is familiar with CISM services and other counseling practices and applications to appropriately determine what types of services are necessary or helpful. The Forest Service recommends the CISM coordinator be trained in CISM response to help provide needed emotional support services.

Immediate Actions

The CISM coordinator:

☐ Coordinates with the critical incident peer support group to prioritize the care of the impacted employee while maintaining the integrity of the investigation.

☐ Coordinates immediate CISM needs with the on-scene supervisor, agency administrator, or unit safety manager to determine the extent of the situation. Identifies the:

- Number of Forest Service employees affected and how they were affected.
- Names of employees involved in the incident.
- Names of employees who witnessed the incident.
- Names of employees working with the affected employee, but who were not involved in the incident.
- Home unit of the employees listed above.
- Other agencies involved and the names of their personnel.
- Current location of everyone listed above.
- Location of everyone listed above within the next week.
- CISM services provided by other involved agencies. Coordinates interagency services with these agencies.

☐ Determines if CISM services or the EAP are appropriate. In addition to CISM, employees may require grief or other counseling services immediately or in the long term after an incident.

☐ Consults with the appropriate official to determine if administrative or criminal investigation procedures will affect CISM services. If so, coordinates the CISM timing, scope, etc., with these procedures.

First 24 Hours

The CISM coordinator:

- ☐ Coordinates with the agency administrator or responsible official to meet with and offer CISM support to coworkers who were not at the scene.
- ☐ Determines the appropriate crisis intervention support: crisis management briefing, defusing, debriefing, or one-on-one intervention.
- ☐ Contacts the regional EAP coordinator to notify him or her of the incident and arranges for immediate or followup support.
- ☐ Arranges the date, time, and place for CISM support.
- ☐ Ensures all affected employees are personally notified about CISM support and the details of where and when the support will occur.
- ☐ Ensures employees that no records are kept regarding CISM support attendance and content.
- ☐ Prepares briefing(s) about CISM support (without compromising confidentiality) for agency officials, such as the forest supervisor, PAO, staff officer, etc.

Followup

The CISM coordinator:

- ☐ Is always available by phone to provide an immediate line of communication.
- ☐ Works with the agency administrator to offer one-on-one followup to those unable to receive CISM support.
- ☐ Coordinates with the family liaison to ensure the family is aware of CISM support, the EAP, and counseling services. Helps the agency administrator make the contacts and arrangements, if requested.
- ☐ Ensures all coworkers are aware of and have CISM and EAP information.
- ☐ Works with the agency administrator and family liaison to determine if additional CISM support is needed. Is aware that the need may arise a week, a month, or a year or more after the incident.

Funeral or Memorial Ceremony Liaison Checklist

The funeral liaison acts as a facilitator between the deceased employee's family and the agency during the wake, funeral, or memorial ceremony(ies). The family liaison assists with communication and coordination.

24 Hours and Beyond

The funeral liaison or family liaison:

- ☐ Meets with family members and explains his or her responsibilities.
- ☐ Ensures that his or her primary consideration is the family's wishes regarding the funeral or ceremonies.
- ☐ Works with the family liaison to determine the family's requests and preferences. Relays this information to the appropriate response team members.
- ☐ Arranges a memorial ceremony at the family's request:
    - Considers the type of ceremony.
    - Determines who will attend and whether the ceremony will be public, private, or semi-private. Also determines if uniformed employees will be present.
    - Determines who will speak at the ceremony.
    - Determines whether agency personnel will serve as greeters or ushers.
    - Determines whether the ceremony will be held in a church, gymnasium, park, or other location.
    - Determines how the procession will be conducted.
    - Determines if there will be a post-service gathering, whether it will be public or private, and where it will be held.
- ☐ Assembles an Incident Action Plan (IAP) and program of events for the memorial ceremony. Refer to appendix H for an example outline of the "Saddleback Memorial Incident Action Plan."
- ☐ Accompanies the family (at their request) to the funeral home to assist with the funeral arrangements.
- ☐ Briefs family members about the procedures involved in an agency-coordinated memorial ceremony and requests their consent for all planned activities. Ensures that the family understands a public ceremony may be large in size and scope.
- ☐ Determines if the family wishes to bury the employee in his or her uniform. If so, coordinates with the family liaison to obtain a uniform (along with all accoutrements) and delivers it to the funeral home.
- ☐ Ensures the employee's immediate family, including the spouse, children, parents, and siblings, receive recognition and proper placement at all ceremonies.
- ☐ Assigns employees as ushers (at the family's request) for the memorial ceremony.
- ☐ Coordinates with the regional office or station/area to plan proper seating for dignitaries, speeches, and other arrangements.
- ☐ Facilitates arrangements for memorial ceremonies and coordinates with the designated financial specialist to obtain approvals for flags and other purchases.
- ☐ Coordinates with local law enforcement agencies and lets them know how many emergency vehicles to expect for the funeral procession.
- ☐ Obtains a suitable U.S. flag to drape over the coffin. Secures an Honor Guard for the events. The Forest Service and U.S. Capitol Police have a dress Honor Guard for such occasions.

Serious Injury and Medical Emergency Administration Guidance

This section provides checklists and supplemental information for any employees who respond to serious injuries or medical emergencies. Because various employees in different positions respond to injuries or medical emergencies, the generic term “agency representative(s)” can indicate any of these employees/positions.

For information about funding, refer to appendix K, which contains the tables “Bureau of Land Management (BLM) Funding for Serious Illness, Injury, or Death (2016)” and “Forest Service Funding for Serious Illness, Injury, or Death (2016).”

Agency representatives should ensure an injured or sick employee, contractor, or cooperator (refer to FSH 1309.19, Chapter 30, Section 31.6) working on a Forest Service project receives immediate and appropriate medical treatment. FSH 1309.19, Chapter 30 describes the allowable funding and administrative processes for serious injuries or medical emergencies.

Process for Responding to Serious Injuries or Medical Emergencies

Agency representatives responding to any work-related injuries (including serious burns) or medical emergencies (of any kind) follow the same basic procedures. The following, step-by-step instructions describe the process the Forest Service uses for emergency incidents (this information is also available on the Forest Service Human Resources Management—Workers' Compensation web page <http://fsweb.wo.fs.fed.us/hrm/workers-compensation/index.php>).

An agency representative:

Step 1. Provides emergency medical care, if necessary, by taking the injured employee to the emergency room or an emergency care facility. Completes the paperwork later, but as soon as possible after the incident.

- The HRM-WC compensation for injury specialist or another appropriately trained person will issue Form CA-16—Authorization for Examination and/or Treatment for traumatic injuries, when appropriate, and can call HRM-WC with questions. Emergency rooms will provide treatment, despite delayed forms.
- For any serious injury or burns, the incident compensation for injury specialist or designated person should contact the HRM-WC section immediately. This will facilitate an uninterrupted transition from the incident to the HRM-WC section.

Step 2. Completes Form CA-1—Federal Employee's Notice of Traumatic Injury and Claim for Continuity of Pay/Compensation, as soon as possible after the incident.

- Faxes and mails the original form within 48 hours of the injury (all injuries) to:

  Forest Service (ASC-HRM)
  3900 Masthead Street NE
  MS Annex (WC)
  Albuquerque, NM 87109

- Faxes all the required documents to HRM-WC at 866–339–8583. The more serious the injury, the greater the urgency for the Forest Service to submit the documents quickly to obtain medical authorization for surgery, burn center treatment, etc.

Step 3. Returns the injured employee to the home unit as soon as possible for treatment if the injury requires continuing medical care and the hospital has released the employee. For a fire incident, the agency representative does not keep the employee in camp.

Step 4. Uses Form FS-6100-16—Agency Provided Medical Care (APMC) Authorization and Medical Report only for first aid treatment on fire incidents. First aid does not include medical treatment that requires stitches, x-rays, magnetic resonance imaging (MRI), burn treatment, etc. First aid treatment is for minor injuries that result in no lost time from work. Issues form CA-16 if there is doubt as to whether to issue a CA-16 or an FS-6100-16. The CA-16 is more beneficial for the employee and more cost-effective for the agency.

Step 5. Does not use APMC or WC to pay for non-work-related medical care at the incident. The employee is responsible for paying the medical provider. Calls HRM-WC if he or she is unable to determine if pre-authorization applies.

Step 6. Calls HRM for advice and clarification. Incident personnel are encouraged to call the HRM call center at 877–372–7248 (option 2 for HRM) from 7 a.m. to 6 p.m. Mountain Standard Time (MST), Monday through Friday.

Invitational Family Travel

When an employee suffers a serious injury while in travel status, the agency may pay travel expenses for family members to travel to the location where the employee is receiving medical treatment (FSH 1309.19, Chapter 30, Section 31.3). Appendix J contains the “Invitational Family Travel Worksheet” for employees helping to arrange family travel. The person arranging travel must work with the WO Office of the Chief Financial Officer-Budget and Finance Travel Help Desk-Operations Branch coordinator to arrange family travel.

Request for Medical Transportation Expenses for an Injured or Sick Employee

If DOL-OWCP denies the claim under the Federal Employees’ Compensation Act (FECA), the employee’s Federal Employees Health Benefits (FEHB) Program or private insurance program provides secondary coverage. On a case-by-case basis, in accordance with 16 U.S. Code (U.S.C.) 554(b), the Forest Service Chief Financial Officer (CFO) may consider authorizing payment of specific medical supplies, services, and other immediate relief for employees injured while engaged in hazardous work. Appendix D contains the sample letter “Payment Consideration of Air Ambulance Claims” for local units to use.

Loss of Human Life Guidance

The Forest Service intends to provide immediate assistance and support to survivors, families, and coworkers of those who die. This section describes the allowable funding and administrative processes used when an employee dies.

This section also includes checklists and supplemental information for autopsies, the dignified transportation of remains (DIR), and death benefits. Appendix K contains the "Bureau of Land Management (BLM) Funding for Serious Illness, Injury, or Death (2016)" and the "Forest Service Funding for Serious Illness, Injury, or Death (2016)" tables.

Refer to FSH 1309.19, Chapter 40 for more information.

Autopsy

Appropriated funds may be used to pay for an autopsy if required for an investigation or by the jurisdiction where the fatality occurred.

Coroner Considerations

An agency representative acquires answers to the questions listed below. The coroner's office usually requires an answer to some of these questions within 12 hours.

- ☐ Where did the incident occur? What coroner's office will receive the employee's remains?
- ☐ How long will the body remain with the coroner? **The coroner requires family permission before beginning the autopsy and toxicology test.** The agency representative ensures the coroner receives family permission and performs the autopsy and toxicology test.
- ☐ Is the deceased a firefighter? If so, the agency representative provides the coroner with a copy of the U.S. Department of Homeland Security, Federal Emergency Management Agency, U.S. Fire Administration Firefighter Autopsy Protocol <https://www.usfa.fema.gov/downloads/pdf/publications/firefighter_autopsy_protocol.pdf>.
- ☐ Where will the employee's remains go when the coroner completes the autopsy?
- ☐ How will the employee's remains be transported? Who will be at the funeral home or interment to receive the remains?
- ☐ Can the mortuary or funeral home accommodate a 24-hour Honor Guard watch?
    - If the family has no defined funeral home or interment preference, the agency representative picks one that will accommodate the family's needs and will potentially wait for payment until the family receives death benefits.

The agency representative maintains information about the sheriff's department and responsible coroner's office. The representative will need this information for the responding sheriff deputy's police report, and the coroner's office will be responsible for printing and disseminating death certificates.

Certified Death Certificates

The family places the initial order for certified death certificates through the funeral home. This is a personal expense. The Forest Service recommends ordering at least 10 to 12 certified death certificates. Federal Government programs each require an original death certificate, and the spouse or family may need a certified death certificate for their personal finances.

Federal Government programs also require copies of the autopsy and toxicology report. An agency official will work with the servicing funeral home and the servicing coroner's office to submit copies of the autopsy and toxicology report to HRM.

Regular and Death Benefits Paperwork

The surviving spouse or family members require the following documents and information to fill out the benefits paperwork:

- ☐ Marriage certificate
- ☐ Children's birth certificates
- ☐ Deceased's birth certificate and Social Security number
- ☐ A copy of the divorce decree (if divorced) and relevant alimony papers, if applicable (especially if the beneficiary is an ex-spouse)
- ☐ Most recent pay stubs
- ☐ Bank deposit information

Appendix J contains the "Surviving Spouse Financial Checklist With Sample Letter for Credit Agencies" (refer to HRM-Benefits for further information). Refer to the National Funeral Directors Association (NFDA) document "Death Notification Checklist" <http://www.oprm.va.gov/docs/DeathNotificationChecklist.pdf> for further information.

Health Insurance

The surviving spouse or family members may have to use the deceased employee's personal health insurance while waiting for DOL to approve the claim. If DOL approves the claim, it will reimburse the health insurance company.

Federal Employee Health Benefit

The deceased employee's FEHB is available to his or her spouse and children. The death of the employee is considered a "life changing event," so the spouse can elect to immediately switch coverage following the death.

This paperwork is very simple and goes into effect almost immediately upon submission. The monthly premiums are back-dated until payroll authorizes either the DOL-OWCP annuity or the Federal Employees Retirement System (FERS) annuity.

After one of the annuities takes effect, payroll deducts the monthly premium from the monthly payment, just as they do for permanent seasonal employees.

Federal Employees Dental and Vision Insurance Program

The Federal Employees Dental and Vision Insurance Program (FEDVIP) is the dental and vision insurance administered through BENEFEDS. HRM does not work directly with BENEFEDS. The spouse must contact BENEFEDS, inform them of the death, switch the plan (if desired), and remove the deceased from coverage. BENEFEDS is easy to work with, and this process is usually simple. The monthly premium from BENEFEDS cannot be back-dated. The spouse must pay this premium until the chosen annuity begins, then payroll can automatically deduct it from the monthly payment. This is the same for permanent seasonal employees who are laid off during winter.

Veteran's Administration

If the deceased served in the military, the agency representative calls the VA and verifies any family benefits separate from the ones provided by the agency.

Dignified Transportation of Remains

The DIR process for employees who die while on temporary assignment away from their duty station is a very sensitive matter. The Forest Service will handle the transport of the deceased's remains with the reverence, care, priority, and dignity befitting the deceased and the circumstances. Consistent with applicable laws and regulations, an employee's remains will be recovered, identified, and returned to his or her family as quickly as possible.

The Forest Service may honor deceased employees following DIR procedures. This includes the procession by which the remains of employees are transferred from the aircraft to a waiting vehicle, and then to the funeral, mortuary, or related ceremony. The dignified transfer is not a ceremony, but a solemn movement of the transfer case by a carry team of employees or the Honor Guard.

Common Carrier Arrangements

Major common carriers (refer to the table below) work directly with Federal agencies, funeral homes, and mortuaries to assist with transporting employee remains and agency personnel. The agency representative consults with the Forest Service Honor Guard for information about arranging transportation of an employee's remains from a temporary duty station or official station outside the continental U.S. to the employee's residence, official station, or place of interment.

Carrier	Reservation website	Support	Domestic rates
Delta Airlines	Delta Cargo https://www.deltacargo.com/Cargo/	1–800–352–2737	https://www.deltacargo.com/content/cargo/en/catalog/shipping-tools-information/rates-and-fees.damAsset.20181010T1602597690400.html/content/dam/cargo/images/rate_sheets/HUM%20Human%20Remains.pdfdamAsset.20181010T1602597690400.html/content/dam/cargo/images/
American Airlines	American Airlines TLC https://www.aacargo.com/learn/humanremains.html	1–800–228–7878	https://www.aacargo.com/downloads/products/TLC_rate_sheet_091218.pdf
Frontier Airlines	Frontier (only crematory remains) http://f9prodcdn.azureedge.net/media/3565/specialitems_01_12.pdf	1–801–401–9000	http://f9prodcdn.azureedge.net/media/3565/specialitems_01_12.pdf
United Airlines	United Cargo-Trust UA https://www.unitedcargo.com/shipping/productsAndShipping.jsp?name=TrustUA&type=handling	1–855–822–2737	Contact airline staff.
Alaska Airlines	Alaska https://www.alaskaair.com/content/cargo/human-remains	1–800–225–2752	https://www.alaskaair.com/content/cargo/rate-charts/alaska-skycare-rates
Southwest Airlines	Southwest Cargo https://www.swacargo.com/	1–888–922–9525	https://www.swacargo.com/swacargo_com_ui/ship/rates

Before calling the airline, the agency representative must acquire the correct transportation information listed below:

- ☐ Place of origin
- ☐ Destination
- ☐ Travel date
- ☐ Type of remains (adult/cremated)
- ☐ Air container type (air tray/casket/combo/casket with air tray/cremains)
- ☐ Total weight (pounds/kilograms)
- ☐ Length/width/height (inches/centimeters)
- ☐ Documentation (signed death certificate/burial permit/burial removal permit)

Approval Process for the Administrative Use of Government Aircraft

A Government aircraft may be the most efficient option for transporting an employee's remains under some circumstances. Federal Travel Regulation 303 requires a documented cost analysis to show that the cost for transporting an employee's remains by hearse or by other means (e.g., Government aircraft) does not exceed the cost of a common carrier normally used for transporting remains, or a combination of transportation methods. A documented cost analysis includes:

Step 1. Complete form FS-5700-11—Cost Comparison:

The temporary duty unit or regional Fire and Aviation Program Manager (FAM):

- Completes cost estimates.
- Contacts Budget and Finance-Travel for help with common carrier cost estimates.
- Identifies issues or complications with Form FS-5700-10—Flight/Justification for Administrative Use of Aircraft.
- Sends the form(s) to the Director of WO FAM.

The director of WO FAM reviews and validates the aircraft cost estimates and works with the CFO to validate common carrier cost estimates.

Step 2. Determine the method of dignified transportation:

If the cost of the aircraft does not exceed the cost of the common carrier, the Director of WO FAM approves form FS-5700-11.

If the cost of the aircraft (or other means) exceeds the cost of the common carrier, the Director of WO FAM forwards an exception request to the Chief of the Forest Service or the Secretary of Agriculture for approval.

Step 3. Review by the Chief of the Forest Service, determination, and exceptions:

If the cost of the aircraft (or other means) exceeds the cost of the common carrier and there are issues or complications with using the common carrier, the Chief of the Forest Service may seek an exception to the Federal Travel Regulation from the Secretary of Agriculture through the U.S. Department of Agriculture, Office of the Chief Financial Officer.

Honor Guard and Honor Watch

Forest Service leadership may request the Forest Service Honor Guard, in accordance with FSH 1309.13—Forest Service Honor Guard Handbook. Purchasing the casket flag and Honor Guard folding ceremony are appropriate purchases with Government funds. Government specifications (4 U.S.C. 5 to 9) require casket flags that are 9½ feet by 5 feet.

To officially request the Honor Guard, the hosting unit (requesting unit) submits a written request to the Honor Guard coordinator with the following information:

- Name, title, and signature of requesting official
- Point of contact (if different from the requesting official)
- Job and override codes
- Date, location, nature, and scope of the event
  - The host unit and Honor Guard coordinator negotiate the specific details for the event.

For the Honor Guard brochure, refer to:
<https://usdagcc.sharepoint.com/sites/fs-spf-famhonorguard/Shared%20Documents/HonorGuardFamilyFlyer.pdf>.
Note: you may have to request web access on the page this link opens.

Honor Guard Checklist

The following is an Honor Guard checklist for any Honor Guard member who responds to a critical incident:

- ☐ Works with the mortuary, funeral home, or coroner to determine an appropriate airline for transporting the employee's remains (refer to the table in the "Common Carrier Arrangements" section).
- ☐ Gathers the transportation information listed above. If the employee's remains weigh more than 500 pounds (including the casket and shipping container), determines if an Honor Guard is available to load the remains. The Forest Service might have issues with airline staffing if there is no Honor Guard to load and unload the remains.
- ☐ Determines whether a family member(s) will escort the employee's remains during the flight. Contacts the family liaison or supervisor for this information.
- ☐ Arranges the flight and confirms the booking number.
- ☐ Contacts the airline to determine:
  - Potential layovers
  - If there is a private or quiet waiting room for family escorts at the departure airport
- ☐ Confirms boarding requirements with the U.S. Department of Homeland Security, Transportation Security Administration (TSA). Boarding requirements may be different with a family escort(s).
- ☐ Determines if another Honor Guard aside from the Forest Service Honor Guard (TSA, Homeland Security, Customs and Border Protection) is available.
- ☐ Determines if there will be vehicles on the runway at both the departure and arrival airports.
- ☐ Coordinates with the Honor Guard at the arrival airport. Determines how the procession will look when the remains and escort arrive at the arrival airport.
- ☐ Assigns an Honor Guard member to assist with the procession at both the departure and arrival airports.
- ☐ Plans to arrive at the airport at least 2 hours before boarding time.
- ☐ Checks in for ticketing at the airport. Escorts may not require ticketing if they stay with the employee's remains.

Refer to appendix J for the "Honor Guard Contact Worksheet."

Ceremonies, Monuments, and Donations

Ceremonies honor the contributions of deceased employees, pay tribute to their families, and are an important aspect of Forest Service culture. The agency conducts activities honoring the deceased in a manner that displays an appropriate level of respect. This section includes information about funerals and memorial ceremonies.

Refer to FSH 1309.19, Chapter 60 for more information.

Funerals and Memorial Ceremonies

Agency administrators are expected to be fully aware of and approve the amount of Federal resources devoted to a ceremony as a measure of providing appropriate respect for the deceased. However, agency administrators are also responsible for the wise and efficient use of Government funds, property, and employees' official time.

A **funeral** is an organized event to honor and memorialize a fallen employee. It may or may not include worship or a religious ceremony. The funeral service is for the family; they direct the planning.

A **memorial ceremony** may be independent of the formal funeral and may be a completely different event directed by the Forest Service or another agency. Examples include planting a memorial tree, the solemn entry of mourners into a service, or a procession of vehicles.

Agency Purchasing Consideration

It is improper for the Forest Service to use appropriations to provide monetary support for funeral services. The family or a private party must pay for funeral services. These expenses may be reimbursed and deducted from the death gratuity payment (refer to appendix D for the sample memo “Requesting a Payment of Death Gratuity”). **Agency administrators may not use a Government credit card to pay any funeral home costs and must be careful to perform research before putting anything on a Government credit card.**

Appropriations law and the Federal Acquisition Regulation provide guidance on authorized expenses for goods and services connected to a memorial ceremony. Listing every allowable or prohibited item when planning memorial ceremonies is difficult and requires judgment. The table below identifies who pays for some common requests. Personal expenses or private donations often pay for many types of services and supplies.

The Forest Service pays for some expenses related to planning and providing a memorial ceremony, the family pays for others.

Expenses covered by the agency	Expenses covered by the family or by donation
Staff time associated with planning and providing a memorial ceremony	Memorial venue (non-Federal facility)
Transportation of deceased (if employee dies while on temporary duty)	Programs, posters, and handouts (outside printing)
Family transportation to memorial ceremony	Food and beverages
Non-monetary posthumous award (e.g., flag in case)	Music, floral arrangements, and plants
Employee transportation to memorial ceremony (official representative)	Photographer or videographer
Fleet (fire trucks, buggies, or fire apparatus)	Microphones, screens, projectors, porta potties, or shade covers

Memorial Ceremony Attendance

The Forest Service considers employee attendance at a coworker's funeral or memorial ceremony appropriate for sustaining employee morale, maintaining productivity, and reinforcing the significance of the deceased. FSH 6109.11, Chapter 30 contains current policy regarding employee attendance at a funeral or memorial ceremony. Refer to appendix D for the sample memo "Requesting Employees to Serve as Official Agency Representatives."

The table below explains who has the responsibility for authorizing employee time and attendance at a funeral or memorial ceremony and how that time is coded.

Activity	Approver	Time code	Guidance
Attending a coworker's funeral or memorial ceremony	Agency administrator	TC-66	Grant administrative leave for the time required to attend a deceased employee's **local** funeral or memorial ceremony. Grant a reasonable amount of administrative leave only for the time necessary to attend a funeral or memorial ceremony outside the local commuting area.
Serving as official representative	Deputy chief, regional forester, or station/area director	TC-01	Unless otherwise approved by the Chief of the Forest Service, a deputy chief, regional forester or station/area director: • For a death that occurred while an employee was performing official duties, the number of employees who may be authorized to attend memorial ceremonies on official time and at Government expense is **limited to 25.** • For a death that occurred while an employee was not performing official duties, the number of employees who may be authorized to attend a memorial ceremony on official time and at Government expense is **limited to five.**
Attending a funeral or memorial ceremony for a law enforcement officer or firefighter not killed in the line of duty	Deputy chief, regional forester, or station/area director	TC-01	Unless otherwise approved by the Chief of the Forest Service, a deputy chief, regional forester or station/area director: • The number of employees who may be authorized to attend a memorial ceremony on official time and at Government expense is **limited to five.**
Attending a funeral or memorial ceremony for a non-employee	Agency administrator	TC-66	Only the Chief of the Forest Service may approve resources and designate employees to act in an official capacity to represent the Forest Service for non-employee fatalities. Employees who attend as designated agency representatives shall use TC-01.

Acronyms

AAR—After Action Review

APMC—agency provided medical care

CFO—Chief Financial Officer

CIRP—Critical Incident Response Plan

CISM—Critical Incident Stress Management

CO—contracting officer

COOP—Continuity of Operations Plan

COR—contracting officer's representative

CRP—Coordinated Response Protocol

DIR—Dignified transportation of remains

DOJ—U.S. Department of Justice

DOL—U.S. Department of Labor

DOL-OWCP—U.S. Department of Labor-Workers' Compensation Programs

EAP—Employee Assistance Program

FAM—Fire and Aviation Management

FECA—Federal Employees' Compensation Act

FEDVIP—Federal Employees Dental and Vision Insurance Program

FEHB—Federal Employees Health Benefits

FERS—Federal Employees Retirement System

FSH—Forest Service Handbook

FSM—Forest Service Manual

HRM—Human Resources Management

HRM-WC—Human Resources Management-Workers' Compensation

IAP—Incident Action Plan

IC—Incident Commander

IMT—Incident Management Team

MOU—memorandum of understanding

MRI—magnetic resonance imaging

MST—Mountain Standard Time

NFDA—National Funeral Directors Association

NICC—National Interagency Coordination Center

NWCG—National Wildfire Coordinating Group

OGC—Office of the General Counsel

OSHA—Occupational Safety and Health Administration

PAO—public affairs officer

PII—personally identifiable information

PIO—public information officer

PPE—personal protective equipment

PSOB—Public Safety Officers' Benefits Program

SME—subject matter expert

TSA—Transportation Security Administration

U.S.C.—U.S. Code

VA—U.S. Department of Veterans Affairs

VIP—very important person

WO—Washington Office

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Notes

About the You Will Not Stand Alone Cadre

An employee-led, grassroots initiative—You Will Not Stand Alone (YWNSA)—developed the Casualty Assistance Program, which created a community forum to encourage and empower employees to speak up, drive change, and support one another before, during, and after critical incidents. You Will Not Stand Alone is maintained through training and education, along with meaningful dialogue between employees.

About NTDP

The U.S. Department of Agriculture, Forest Service, National Technology and Development Program provides Forest Service employees and partners with practical, science-based solutions to resource management challenges. We evaluate, design, and develop new technologies, products, and systems to solve problems and deliver solutions.

Library Card

You Will Not Stand Alone Cadre. 2020. Casualty Assistance Program Toolkit, Part 1: Checklists and Guidance. 2067–3M10a–NTDP. Tech. Rep. Missoula, MT: U.S. Department of Agriculture, Forest Service, National Technology and Development Program. 44p.

Employee safety and well-being are the highest priorities of the U.S. Department of Agriculture, Forest Service. The Forest Service works to maximize the safety and health of its employees and believes that every individual is entitled to physical, psychological, and social safety. While the Forest Service makes every effort to mitigate safety hazards for its employees, the potential for employee injury or death is significant because the work they do is inherently dangerous.

As part of the effort to improve the Forest Service work environment, its leadership recognized the need to create the Casualty Assistance Program to standardize the agency's response to deaths and serious injuries. The Forest Service designed the Casualty Assistance Program Toolkit to help managers, supervisors, and employees in the event of a death or serious injury. It provides helpful checklists, step-by-step procedures, and guidance to assist anyone who responds to and supports critical incidents.

Keywords: care team, critical incidents, Critical Incident Stress Management, CISM, emergency medical services, EMS, Employee Assistance Program, EAP, family liaison, fatalities, fatality, funeral, Honor Guard, hospital liaison, illness, medical emergency, memorial ceremony, safety at work, serious injury, wildland fire, workers' compensation, You Will Not Stand Alone, YWNSA

Contact Information

For additional technical information, contact:

USDA Forest Service
National Casualty Assistance Program Manager
1400 Independence Avenue, SW—Mail Stop 1148
Washington, DC 20250
Phone: 800–832–1355

Produced by the National Technology and Development Program (NTDP) :

USDA Forest Service
National Technology & Development Program
Phone: 406–329–3978 or 909–599–1267
Email: wo_mtdc_pubs@usda.gov

Forest Service and Bureau of Land Management employees can search NTDP documents, CDs, DVDs, and videos on their internal computer networks at:

Search MTDC: <http://fsweb.mtdc.wo.fs.fed.us/search/>
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