



California Peer Support Association

Sample Peer Support Policies

Appendix

Sample Policy from San Bernardino Sheriff's Department

3/1400. NO TITLE (NEW)

1400. PEER SUPPORT PROGRAM. Critical incidents often precipitate feelings of anger, guilt, and disillusionment. These feelings are natural and should be expected as part of the psychological and physiological phenomena that occur during such an event.

Unfortunately, these natural reactions are seldom understood or acknowledged. They can, if not immediately addressed, lead to inappropriate behavior and poor performance.

- In an effort to minimize these effects, the San Bernardino County Sheriff's Department has developed a Peer Support Program. This is comprised of individuals who have themselves experienced the consequences of a critical incident.

With the Peer Support Program in existence, all members of the Department are encouraged to contact a member of the program or a supervisor when he becomes aware of an individual who is in need of assistance.

- Effective 02/16/99

Sheriff's Department Manual - Regulations and Procedures Section 3.1400.0 Peer Support Program

1405. CONFIDENTIALITY. The San Bernardino County Sheriff's Department recognizes as "confidential information" all the dialogue between members of the Peer Support Team and those individuals involved in a critical incident.

Exceptions to confidentiality include the following:

- Danger to self.
- Danger to others.
- Suspected child abuse.
- Narcotics offenses.
- Domestic violence.
- Elder abuse.
- In other cases where law or Department policy requires disclosure.
- Where disclosure is requested by the peer.

- Effective 02/16/99

Sheriff's Department Manual - Regulations and Procedures

Section 3.1405.0

Confidentiality

1415. RESPONSIBILITY. The Peer Support Program shall provide immediate and ongoing assistance under the following conditions:

- When employees of the San Bernardino County Sheriff's Department have

been involved in a shooting incident that results in death or injury, whether on or off duty.

- When employees of the San Bernardino County Sheriff's Department have been involved in any incident that results in an emotional impact. This includes any event that falls into the category of a critical incident.

- Effective 02/16/99

Sheriff's Department Manual - Regulations and Procedures

Section 3.1415.0

Responsibility

1420. PROGRAM STRUCTURE. The Peer Support Program is comprised of Department personnel. These individuals have specialized ongoing training in assisting others and their families in dealing with the immediate adverse psychological reactions to critical incidents. These include, but are not limited to, the following:

- Shooting incidents.
- Suicides.
- Serious traffic accidents.
- Homicides.

The Peer Support Program shall consist of an on-call roster of teams that rotate monthly. All members on call shall be available by telephone or beeper twenty-four (24) hours per day during their on-call periods. The team supervisor shall be responsible for maintaining the roster in a continuously updated status.

- Effective 02/16/99

Sheriff's Department Manual - Regulations and Procedures

Section 3.1420.0

Program Structure

1430. PEER SUPPORT TEAM RESPONSIBILITIES. When activated, the responsibilities shall include, but are not limited to, the following:

- Liaison with all other involved investigative personnel as required.
- Assessing the need for additional team members.
- Activation of other resources and liaison with the involved individual's family.
- Consultation with the appropriate counseling agency.

- Effective 02/16/99

Sheriff's Department Manual - Regulations and Procedures

Section 3.1430.0

Peer Support Team Responsibilities

Jefferson County Sheriff policy

784. ASSISTANCE TO EMPLOYEES

Recognizing that employees, by virtue of their profession, encounter situations that require them to take action which may result in their suffering emotional or psychological trauma, the Sheriff's Office shall assist its members to understand the impact of such incidents by providing non-professional peer support services and/or referral information for professional counseling.

DEFINITIONS

Traumatic Event - Any incident which could cause severe physical or mental injury, usually due to an external agent. Traumatic events may include, but are not limited to:

- a. Employee involved in the use of deadly force
- b. Assault on an employee involving a deadly weapon
- c. Hostage situation where an employee is victim
- d. Injury, illness or death of an employee or family member of an employee
- e. Assisting family members with an employee's death
- f. Catastrophic incidents such as an airplane crash, flood or fatal accident
- g. Investigations involving death, such as S.I.D.S.
- h. Substance abuse
- i. Marital, relationship, health, family, financial, employment, or other personal problems
- j.

Peer Support Program - A voluntary employment assistance program, which is designed to assist in the identification and resolution of employee concerns, and offers assistance and appropriate resource information to employees during times of personal and professional problems, which may adversely affect an employee's personal or professional well-being or job performance.

Peer Support Program Advisor - The Support Services Division Chief shall provide program guidance and administrative assistance as may be necessary in support of the Peer Support Program.

Peer Support Program Coordinator - The employee designated to coordinate the Peer Support Program and responsible for administering the program to include assigning and supervising Peer Supporters in the performance of their duties associated with the support and referral program.

Peer Supporter - An employee who, by virtue of prior experience, training or interest, has expressed a desire and has been selected to provide support for peers.

Monthly Peer Support Contact Summary - The statistical form submitted by Peer Supporters to the Peer Support Coordinator listing the amount and type of peer contacts made each month.

PEER SUPPORT PROGRAM

The Peer Support Program is designed to:

- a. Provide emotional support during and after times of personal or professional crisis to employees who express a need for assistance, or for whom supervisory staff feel could benefit from program involvement.
- b. Promote trust, allow anonymity and preserve confidentiality for employees utilizing the program.
- c. Develop Peer Support personnel who can identify personal conflicts and provide guidance or referral to professional or alternate resources as required.
- d. Provide personnel to **listen, assess,** and whenever necessary, **refer** for professional assistance to employees and their families during times of trauma, grief, or other personal and professional problems.

PEER SUPPORT PROGRAM COORDINATOR

The Peer Support Program Coordinator shall function as the primary liaison between the Peer Supporters, the Program Advisor and the Sheriff.

Peer Support Coordinator Responsibilities

The Peer Support Coordinator shall be responsible for:

- a. General supervision of the program.
- b. Recruiting and coordinating the screening of Peer Support applicants.
- c. Ensure all employees are aware of the program through watch briefing presentations, written memorandums or other literature about the program as may be developed.
- d. Preparing and disseminating to all employees a current referral list of professional counseling services approved by the Sheriff's Office.
- e. Identifying and coordinating the appropriate training for the selected Peer Supporters, and documenting and maintaining all records pertinent to such training. <22.2.10>
- f. Maintaining monthly statistical data of reported contacts by Peer Support staff for program evaluation purposes and forwarding it to the Program Advisor.
- g. Acting as the liaison for peer support referrals, and being responsible for assigning Peer Supporters to assist employees consistent with the particular need.
- h. Providing guidance and assistance to Peer Supporter personnel when problems or questions arise.
- i. Ensuring that in situations where an employee needs protection under the Privileged Communication Statute, referrals are made only to the Sheriff's Office psychologist.
- j. Developing resources to assist employees when problems are identified.
- k. Perform the tasks associated with the referral program in conjunction with his normal assigned duties.

PEER SUPPORTER SELECTION PROCESS

Through a competitive process, a sufficient number of interested employees, shall be selected to perform the duties as Peer Supporters.

- a. Peer Supporters shall be employees with three or more continuous years of service, and not currently on disciplinary probation.
- b. Eligible, interested employees shall submit a letter of interest to the Peer Support Coordinator through their chain-of-command detailing their reason for wanting to become a Peer Supporter, qualifications, training, and experience which they feel would be beneficial to the program.
- c. The Peer Support Coordinator shall forward the letters of interest to the Peer Support Advisor who will make recommendations for selection as Peer Supporters.
- d. Following an interview, employees shall be eligible for appointment as a Peer Supporter upon recommendation of an oral board.
- e. Peer Supporters shall successfully complete training as determined by the Peer Support Coordinator.

PEER SUPPORT APPLICANT CRITERIA

Peer Support applicants must be willing to meet the following criteria:

- a. Agree to maintain confidentiality within the guidelines provided in this policy.
- b. Be empathetic and possess interpersonal and communication skills.
- c. Be motivated and willing to manage time effectively in order to have minimal impact on their normal duties.
- d. Be willing to attend any required initial and on-going training, as well as scheduled meetings.

PEER SUPPORTER RESPONSIBILITIES

Peer Supporters responsibilities shall include:

- a. Advising peers seeking assistance that a Peer Supporter is not exempt from laws, rules, regulations, directives, or orders; but that any exchange of information not in violation will be confidential.
- b. **Advising a peer that any acts of self-injury or injury to others cannot go unreported.**
- c. **Advising other parties seeking information about discussions shared between a peer and peer supporter that that information is confidential.**
- d. Providing short-term supportive assistance and or referral, for employees involved in the Peer Support Program, within the scope of their ability, knowledge and training.
- e. Making additional referral for assistance when deemed appropriate.
- f. Maintaining contact with the Program Coordinator regarding program activities and statistical data on program contacts for purposes of program evaluation, including the submission of a **Monthly Peer Support Contact Summary** regarding support contacts made with employees.
- g. Establishing contact with, and offering assistance to, those employees who self-refer, or are referred by supervisory personnel.

- h. Responding at any hour if necessary, when contacted by the Program Coordinator, and intervention is requested or needed.
- i. Responding to the scene of a critical incident if requested by the Incident Commander, **Watch Commander**, Peer Support Program Coordinator, **Peer support Advisor**, or Sheriff.
- j. Notifying the Program Coordinator should the Peer Supporter voluntarily withdraw from participation.
- k. Abiding by the program policies and objectives or be removed from program participation.
- l. Notifying the Program Coordinator should a conflict of interest arise.

REFERRAL PROGRAM

The Referral Program is established to assist employees in dealing with problems which are the result of domestic, financial, health, other personal problems, or job related difficulties, and to enable the employee to recognize and resolve the unfavorable reactions to that emotion or stress.

Referrals may occur as follow:

- a. An employee may personally contact any Peer Supporter, or the Peer Support Coordinator for referral to either professional counseling or a Peer Supporter.
- b. Any employee aware of another employee who may need assistance can initiate a referral by contacting any Peer Supporter, Program Coordinator or Supervisor. The referred employee will be contacted to assess their receptiveness to Peer Support intervention.
- c. Supervisory personnel have the authority and responsibility to recommend a Peer Supporter to employees when appropriate. It must be understood that this support is voluntary and that an employee cannot be ordered to participate. The employee shall be assured that the consultation has been arranged solely for his benefit and will be confidential.
- d. Referrals shall not be used a disciplinary sanction.
- e. A family member or associate of the employee may make a referral, in which case, also, the employee's participation is voluntary.

PROFESSIONAL COUNSELING

Under certain circumstances, a Division Chief may direct an employee to contact the Sheriff's Office psychologist for professional counseling.

- a. The psychologist will make a recommendation to the Division Chief as to the length of time the employee should remain in consultation.
- b. If the determination of the need for professional intervention is precipitated by a specific incident, the employee will normally be relieved of his regularly assigned duties for at least twenty-four hours following the incident.
- c. Recognizing the sensitivity and confidential nature of this service, the employee's records relative to it shall be under the strict control of the Sheriff's Office psychologist.

CORONA POLICE DEPARTMENT
PEER SUPPORT COUNSELING GUIDELINES

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Corona Police Department Peer Support Program

Introduction

Almost everyone has experienced, or will experience, a stressful situation in his/her lifetime. It is during these times that family and friends come to the rescue. They are able to provide needed support and understanding that help overcome life's problems. The Peer Support Program is one of those "friends" who is available to every Corona Police Department employee.

This handbook has three specific objectives:

1. It provides a background for understanding the department's Peer Support Program;
2. It provides practical guidelines for management of the program:
3. It provides the Peer Supporters with guidelines for assisting their peers.

This handbook is divided into two sections. Section One contains a description of the program, including the roles of the organizational components. In addition, it contains an outline of the information and a listing of procedures for practical administrations of the program.

Section Two describes the skills and techniques that may be used by a Peer Supporter to assist persons who are faced with stressful situations. Each Peer Supporter must comply with the policies and procedures outlined in this handbook.

As the Peer Support Program matures, policy and procedure changes are inevitable. The program coordinator, advisory board and the peer supporters shall be required to keep open lines of communication to facilitate this maturation process. Effective, honest communication in a caring environment, balanced by the program protocol, with greatly enhance the opportunity for a successful program.

Corona Police Department's Peer Support Program

Section I

Unit 1 - Definition

The Peer Support Program is a program that offers assistance and appropriate support resources to employees when personal or professional problems negatively affect their work performance, family unit or self. This assistance is confidential, providing it does not violate any law or department regulation.

This program is designed to:

- * Provide emotional support during and after times of personal or professional crisis to other employees who express a need for assistance.
- * Promote trust, allow appropriate anonymity, and preserve confidentiality for persons using Peer Support Advisors within the guidelines of the program.
- * Develop advisors who can identify personal conflicts and provide guidance or referral to professional\alternate resources as required.
- * Maintain an effective peer supporter training and response program.
- * Support those who have had family tragedies.
- * Check on status of illnesses and IOD's and provide support where desired and needed.

Mission Statement

The Corona Police Department has recognized the value of providing a way for their employees and their family members to deal with personal and/or professional problems. A successful approach to this problem has been to provide a program which offers a non-professional (peer) support program in addition to the current professional Employee Assistance Program (EAP). The peer support program is composed of a group of peers who have volunteered to make themselves available to any member of the department. This will provide a way for the Corona Police Department employees to

talk out personal and/or professional problems confidentially with someone who understands and cares.

The Corona Police Department's most valuable resource is its employees. The peer support program's goal is to assist peers with stresses caused by personal and/or professional problems and help them continue to be a productive member of the Corona Police Department.

Unit 2 - Duties and Responsibilities

Role of Peer Support Advisors

The peer supporter provides support and assistance to employees in time of stress and crisis. Peer supporter responsibilities are as follows:

- * Convey trust, anonymity and assure confidentiality within guidelines to employees who seek assistance from the Peer Support Program.
- * Attend the Peer Support Training Seminar: "Listening and Helping Techniques." Additional training will be required during the maturation of this program.
- * Provide assistance and support on a voluntary basis.
- * Assist the employee by referring him/her to the appropriate outside resource when necessary.
- * Be available to the individual for additional follow-up support.
- * Maintain contact with the Program Coordinator regarding program activities.
- * Peer Support Advisor will agree to be contacted and, if practical, respond at any hour.

The peer supporter is not exempt from federal, state, local laws, or the rules and regulations of the Department. When necessary, contact the Peer Support Program Coordinator for assistance and guidance.

Role of the Peer Support Advisory Committee

The Peer Support Advisory Committee acts as the policy setting board for the program's operation and future direction, subject to review and approval by the Chief of Police. The committee also participates in the selection process of peer supporters.

Members are selected by current peer supporters, except for the counseling team. A Peer Support Advisory Committee chairman will be selected by the Peer Support Advisory Committee. The

program chairman will be a peer supporter who will answer directly to the Captain who is appointed by the Chief of Police.

Membership consists of representatives from:

- * Counseling Team
- * Peer Supporters
- * A coordinator who is a Captain appointed by the Chief of Police

Role of Program Chairperson

The Peer Support Program Chairman acts as the primary liaison between the peer supporters, Peer Support Advisory Committee, resource persons, and the department. The Program Chairman serves as the link to ensure that the Peer Support Program is being managed by the peer supporters in accordance with the goals and objectives established for the program.

Major duties of the chairman include:

- * Supervising the Program on a daily basis.
- * Serving as a member of the Peer Support Advisory Committee.
- * Recruiting and coordinating the screening of the Peer Support applicants.
- * Coordinating training of peer advisors.
- * Developing resources to assist individuals when problem areas are identified.
- * Maintaining only statistical data of reported contacts by peers and peer supporters.
- * Maintaining an accounting of resources used by the program.
- * Offering guidance to peer supporters when problems occur.
- * Coordinating follow-up response of peer supporters when referrals are made for outside services.

Role of Corona Police Department Psychological Services in the Peer Support Program

The Counseling Team shall:

- * Provide a permanent member on the Peer Support Advisory Committee
- * Design peer support training curriculum and teach peer supporters basic and continuing (updated) curriculum.
- * Serve as a primary peer supporter referral resource.

Unit 3 - Peer Support Selection Process

All interested employees who choose to volunteer as a peer supporter must submit their request on an Employee Report Form #12.012 through their chain-of-command to the Peer Support Program Coordinator.

Any member of the Corona Police Department may also submit the name of a peer on an Employee Report Form #12.012 through their chain-of-command to the Peer Support Program Coordinator for consideration as a peer supporter.

Prospective peer supporters must be willing to meet the following criteria:

- * Agree to maintain confidentiality within the guidelines provided in this handbook.
- * Be empathetic and possess interpersonal and communication skills.
- * Be motivated and willing to manage time effectively. This will allow minimal impact on their normal duties.
- * Must successfully complete the selection process.
- * Must attend and successfully complete the training program.

The Peer Support Advisory Committee will recommend candidates suited for appointment as a peer supporter to the Chief of Police for final approval.

Any peer may seek support from any of the named supporters and do not have to stay within their work groups.

Peer Support Training Program

The PSA training program will be coordinated by the department's Counseling Team. The major emphasis will focus on skill development for conducting peer assistance. The main areas covered include:

- * Effective listening
- * Problem-solving skills
- * Referral and follow-up.
- * General assessment skills
- * Relationship termination (death, divorce, etc.)

Follow-up training and workshops will be scheduled to enhance problem solving skills, provide group sharing, and allow an exchange of experiences.

Rules and Regulations

Service Assignment

- * Peer supporters may voluntarily withdraw from participation at any time. They are, however, required to notify the peer supporter chairman.
- * Peer supporters will be removed from participation in the program for conduct inconsistent with program policy and objectives.
- * Negative job performance caused by peer supporter duties must be reported by the peer supporter's commander to the program chairman for discussion and resolution.

Organization Resources

The following guidelines provide the peer supporter's formal authority to obtain certain organizational resources and support he/she needs to assist peer employees:

- * Lodging and per diem expenses may be provided for training, workshop attendance and assignment referrals to a work location outside the peer supporter's currently assigned location. All such activity is subject to prior authorization by the commander.
- * The peer supporter is authorized to use department facilities to meet with employee, with appropriate prior approval as necessary.
- * The peer supporter is permitted to consult with employees on duty with advance notice to the Program Chairman and approval from the peer supporter's immediate supervisor. No names or personal identifiers will be given to the supervisor.

- * Participation in the program is voluntary and no overtime or compensatory time will be authorized for time expended performing peer supporter duties.

Unit 4 - Confidentiality

The acceptance and success of the Corona P.D.'s Peer Support Program will be determined, in part, by observance of confidentiality. It is imperative that each peer supporter maintain strict confidentiality of all information learned about an individual within the guidelines of this program.

The policy of the Corona P.D.'s Peer Support Program is to maintain the confidentiality. Communication between the peer supporter and a person is considered confidential except for matters which involve the following:

- * Danger to self.
- * Danger to others.
- * Suspected child abuse.
- * Narcotic offenses (sales or transportation).
- * Domestic violence.
- * Factual elderly abuse.
- * In cases where law requires divulgence.
- * Where divulgence is requested by the peer.

A general principle for peer supporters to follow is to inform the person, prior to discussion, what the limitations and exceptions are regarding the information revealed. In those cases where a concern or a question regarding confidentiality arises, the peer supporter must immediately contact the Program Chairman or Counseling Team who will take appropriate action or contact the Program Coordinator.

Field Management of the Peer Support Program

Section II

Unit 5 - Discipline

Internal Investigations

It may occur that a peer supporter is assisting an individual who is or becomes the subject of a disciplinary investigation. The peer supporter should be guided by the confidentiality policy of the Peer Support Program. He should not volunteer any information received in confidence, however, advisors may not hamper or impede the actual investigation, nor may they attempt to shelter the individual from the department's investigation.

The peer supporter's role in disciplinary situations should be one of support and assisting individuals through the stress they may face during the disciplinary process. If peer supporters have any questions or concerns regarding these situations, they should consult with the Program Coordinator for guidelines and assistance.

Unit 6 - Peer Support Program Skills and Techniques

The purpose of this section is to provide the peer supporter with a summary of the guidelines to be followed when dealing with situations under field conditions. These guidelines are the basic tools for providing assistance. Used properly, they will help boost peer supporter confidence and will reduce the risks of mismanaging emotional problems. For more detailed guidelines, the peer supporter should refer to the material contained in the Peer Support Training Manual.

1. Listening - Listening techniques are fundamental to the use of all other interviewing skills. The purpose of effective listening include:
 - * Encouraging self-expression.
 - * Allowing individual opportunity to direct the interview.
 - * Giving individuals a sense of responsibility for what happens.

- * Helping individuals relax and be comfortable in the interview.
 - * Fostering trust of the peer supporter and a sense of security.
 - * Enabling the peer supporter to draw more accurate inferences about the individual.
2. Assessment - The process of making a judgment about the information gathered during the interview. Several factors must be considered. The are:
 - * Assess whether the problem is one with which you can assist the person or one that should be referred to professional resources.
 - * Assess whether the problem needs urgent attention.
 3. Referral - The process of directing the peer to the appropriate professional service(s) available.
 4. Follow-up – Once assessment and referrals have been made, the Peer Supporter should monitor the individual’s process, and provide follow-up assistance as needed.

Corona Police Department

New Policy Regarding Peer Support Counseling

The following is a proposed Department Manual change regarding Peer Support Counseling.

Peer Support Counseling:

The Department recognizes the need for Peer Support Counseling. This is a self-help program to assist employees who desire advice or support from a peer. It is designed to assist employees during times of grief, stress or other personal problems.

Scope of Peer Support Counseling:

Members seeking peer support and peer supporters are not exempt from laws, rules, regulations, directives or orders that govern them. Peer counseling is, however, intended to be a support system for department personnel and family members seeking their help. The assistance provided and the dialogue between supporter and peer is deemed confidential providing it meets the requirements of this section.

Duties/Responsibilities of the Supporter:

1. Advise peers seeking assistance that peer supporting is not exempt from laws, rules, regulations, directives or orders; but any exchange of information not in violation of this statement will be confidential.
2. Provide all assistance and support on a volunteer basis.

3. Convey trust, anonymity and assure confidentiality to peers who seek assistance from the Peer Support Program.
4. Assist peers by referring them to appropriate and viable referral resources when necessary; i.e., Alcoholics Anonymous, family counseling teams, the city's Counseling Team, etc.
5. Be available for follow-up support.
6. Maintain contact with the program coordinator (captain assigned by the Chief of Police) regarding the program and report statistical information.

Duties of the Program Coordinator and Peer Support Advisory Committee:

The Peer Support Advisory Committee acts as the policy setting board for the program. It directs the program's operation and provides direction for the future. The coordinator is responsible for the policy and direction offered by the committee. The coordinator and committee membership shall be appointed by the Chief of Police from volunteers within the Department

PALM SPRINGS POLICE DEPARTMENT

PEER SUPPORT GUIDELINES

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Introduction

Almost everyone has experienced, or will experience, a stressful situation in his/her lifetime. It is during these times that family and friends come to the rescue. They are able to provide needed support and understanding that help overcome life's problems. The Peer Support Program is one of those "friends" who is available to every Palm Springs Police Department employee.

This handbook has three specific objectives:

1. It provides a background for understanding the department's Peer Support Program;
2. It provides practical guidelines for management of the program;
3. It provides the Peer Support Advisors with guidelines for assisting their peers.

This handbook is divided into two sections. Section One contains a description of the program, including the roles of the organizational components. In addition, it contains an outline of the information and a listing of procedures for practical administrations of the program.

Section Two describes the skills and techniques that may be used by a Peer Support Advisor to assist persons who are faced with stressful situations. Each Peer Support Advisor must comply with the policies and procedures outlined in this handbook.

As the Peer Support Program matures, policy and procedure changes are inevitable. The Program Coordinator and Peer Support Advisors shall be required to keep open lines of communication to facilitate this maturation process. Effective, honest communication in a caring environment, balanced by the program protocol, will greatly enhance the opportunity for a successful program.

Palm Springs Police Department's Peer Support Program

Section I

Unit 1

Definition

The Peer Support Program is a program that offers assistance and appropriate support resources to employees when personal or professional problems negatively affect their work performance, family unit or self. This assistance is confidential, providing it does not violate any law or department regulation.

This program is designed to:

- * Provide emotional support during and after times of personal or professional crisis to employees who express a need for assistance.
- * Promote trust, allow appropriate anonymity, and preserve confidentiality for persons using Peer Support Advisors within the guidelines of the program.
- * Develop Advisors who can identify personal conflicts and provide guidance or referral to professional\alternate resources as required.
- * Maintain an effective peer support training and response program.
- * Support those who have had family tragedies.
- * Check on status of illnesses and IOD's and provide support where desired and needed.

PURPOSE

The Palm Springs Police Department's most valuable resource is its employees. The Palm Springs Police Department has recognized the value of providing a way for their employees and their family members to deal with personal and/or professional problems. A successful approach to this problem has been to provide a program which offers a non-professional (peer) support program in addition to the current professional Employee Assistance Program (EAP). The peer support program is composed of a group of peers who have been nominated by their peers and have volunteered to make themselves available to any member of the department. This program will provide a way for the Palm Springs Police Department employees to talk out personal and/or professional problems confidentially with someone who understands and cares.

The purpose of this program is as follows:

- Develop Peer Advisor volunteers who can identify personal conflicts and provide guidance or referrals to professional resources as required.
- Provide emotional support during and after times of personal and/or professional crisis to employees who express a need for assistance.
- Support employees and their families during tragedies or critical incidents and make proper referrals to professional resources.
- Check on employees who are off work due to extended illness or injury and provide support for those who express the need.

Unit 2 - Duties and Responsibilities

Duties of Peer Support Program Coordinator

The Peer Support Program Coordinator acts as the primary liaison between the Peer Support Advisors, resource persons, Chief of Police and the department. The Program Coordinator serves as the link to ensure that the Peer Support Program is being managed by the Peer Support Advisors in accordance with the goals and objectives established for the program.

The duties of the Peer Support Program Coordinator are as follows:

- * Be responsible for supervising the program on a daily basis.
- * Recommend Peer Support Advisors to the Chief of Police.
- * Conduct training meetings to ensure competency of Peer Support Advisors.
- * Authorize compensation of Peer Support Advisors, if warranted.
- * Assign Peer Support Advisors to critical incidents.
- * Ensure compliance with department policy and direct the program's operation.
- * Recruit and coordinate the screening of the Peer Support applicants.
- * Ensure resources are met and Peer Support Advisors are following up on any outside referrals that have been made.
- * Offering guidance and developing resources to Peer Support Advisors when problems occur.

Duties of Peer Support Advisors

The Peer Support Advisor provides support and assistance to employees in time of stress and crisis. The Peer Support Advisor's responsibilities are as follows:

- * Convey trust, anonymity and assure confidentiality within policy guidelines to employees who seek assistance from the Peer Support Program.
- * Provide assistance and support to peers on a voluntary basis.
- * Assist the employee(s) by referring him\her to the appropriate and viable referral resource when necessary.
- * Be available to the individual for follow-up support.
- * Maintain contact with the Program Coordinator and submit monthly statistical information.
- * Peer Support Advisor will agree to be contacted and, if practical,

- respond at any hour.
- * Contacting of IOD=s on a weekly basis.
- * Contacting retiree=s within their first year of retirement on a bi-monthly basis.

The Peer Support Advisor is not exempt from federal, state, local laws, or the rules and regulations of the Department. When necessary, contact the Peer Support Program Coordinator for assistance and guidance.

Duties of Peer Support Secretary

The appointed Peer Support Secretary shall be responsible for:

- * Maintaining only statistical data of reported contacts by peers and peer supporters.
- * Maintaining an accounting of resources used by the program.

Duties of Peer Support Training Coordinator

The appointed Peer Support Training Coordinator shall be responsible for :

- * Meeting with the Peer Support Coordinator for the ongoing training of Peer Support Advisors.

Unit 3

Peer Support Selection Process

When the department determines a need for new advisors, the Peer Support Coordinator will be responsible for distributing a survey to all employees. Any member of the Palm Springs Police Department may submit the name of a peer on an Employee Report Form #PSC001 through any Peer Support Advisor or the Peer Support Coordinator for consideration as a peer supporter. The form will ask employees to list peers with whom they would feel comfortable talking about personal or family difficulties.

The Peer Support Coordinator and Peer Support Advisors will review the list, interview and explain the program to the top candidates. At the conclusion of the interview, qualified candidates names are submitted to the Chief of Police for final

approval.

Prospective Peer Support Advisors must be willing to meet the following criteria:

- * Agree to maintain confidentiality within the guidelines provided in this handbook.
- * Be empathetic and possess interpersonal and communication skills.
- * Be motivated and willing to manage time effectively. This will allow minimal impact on their normal duties.
- * Must successfully complete the selection process.
- * Must attend and successfully complete the training program.

Any peer may seek support from any of the named advisors and do not have to stay within their work groups.

Confidentiality: The goal is to maintain confidentiality between Peer Support Advisors and peers. The acceptance and success of the program is in part based on maintaining strict confidentiality of all information learned by a Peer Support Advisor that falls within the guidelines of the program.

Communication between a Peer Support Advisor and peer employee is considered confidential except in the following circumstances:

- * Peer is a danger to self or others.
- * Suspected child abuse.
- * Factual information supporting elder abuse.
- * Domestic violence.
- * Sales or transportation of narcotics/dangerous drugs.
- * Cases in which the law requires divulgence.
- * Peer gives consent for divulgence.

Internal Affairs Investigations: The Peer Support Advisor=s role in disciplinary situations is one of support and assistance to the peer during the disciplinary process. The Advisor is guided by the confidentiality policy and will not volunteer any information. Advisors may not hamper, impede or shelter the peer from the actual investigation. The Department investigators and supervisors shall respect the confidential conversations between Advisors and peers. The Chief of Police shall have the authority to deviate from the confidentiality policy during an internal affairs investigation.

Peer Support Advisor Assignment and Removal: Peer Support Advisors are appointed by the Chief of Police upon recommendation from the Peer Support Coordinator. Peer Support

Advisors agree to volunteer their time and if practical, respond at any hour. There may be overtime authorized for support duties with the Coordinator=s approval.

Peer Support Advisors may withdraw from participation at any time after notifying the Coordinator. Advisors will be removed from the program for conduct inconsistent with policy and procedure. Negative job performance caused by Peer Support Advisor duties must be reported by the Peer Support Advisor's supervisor to the Peer Support Coordinator for discussion and resolution.

Critical Incident Call Outs: A critical incident is a sudden event, such as a shooting, mass casualty event, injuries or death to co-workers or civilians, that generates profound emotions. The watch commander will assess, if a debriefing is necessary, and contact the Peer Support Program Coordinator. The Coordinator will assign a Peer Support Advisor. If the Peer Support Advisor determines that the Counseling Team should be involved, the Advisor will inform the Watch Commander or Coordinator who will contact the Counseling Team.

Peer Support Advisors called out by the department for critical incidents shall be compensated according the Memorandum of Understanding.

Peer Support Training Program

The training program will be coordinated by the Peer Support Training Coordinator. The major emphasis will focus on skill development for conducting peer assistance.

The main areas covered include:

- | | |
|---------------------------|---|
| * Effective listening | * General assessment skills |
| * Problem-solving skills | * Relationship termination (death, divorce, etc.) |
| * Referral and follow-up. | |

RULES AND REGULATIONS

Organization Resources

The following guidelines provide the Peer Support Advisor=s formal authority to obtain certain organizational resources and support he\she needs to assist peer employees:

- * The Peer Support Advisor is authorized to use department facilities to meet with employee, with appropriate prior approval as necessary.

- * The Peer Support Advisor is permitted to consult with employees on duty with approval from the peer supporter's immediate supervisor. No names or personal identifiers will be given to the supervisor.
- * Participation in the program is voluntary; however, Peer Support Advisors called out by the department for critical incidents shall be compensated according to the Memorandum of Understanding. (Further, if a Peer Support Advisor is called out and is held over to their next scheduled shift, the Peer Support Advisor's immediate supervisor may approve the time spent advising/supporting, in lieu of their next regularly scheduled work shift.)

Unit 4 - Confidentiality

The acceptance and success of the Palm Springs Police Department's Peer Support Program will be determined, in part, by observance of confidentiality. It is imperative that each Peer Support Advisor maintain strict confidentiality of all information learned about an individual within the guidelines of this program.

The policy of the Palm Springs Police Department's Peer Support Program is to maintain the confidentiality. Communication between the Peer Support Advisor and a person is considered confidential except for matters which involve the following:

- * Danger to self.
- * Danger to others.
- * Suspected child abuse.
- * Narcotic offenses (sales or transportation).
- * Domestic violence.
- * Factual elderly abuse.
- * In cases where law requires divulgence.
- * Where divulgence is requested by the peer.

A general principle for Peer Support Advisors to follow is to inform the person, prior to discussion, what the limitations and exceptions are regarding the information revealed. In those cases where a concern or a question regarding confidentiality arises, the Peer Support Advisor must immediately contact the Program Coordinator, who will take appropriate action.

Field Management of the Peer Support Program

Section II

Unit 5 - Discipline

Internal Investigations

It may occur that a Peer Support Advisor is assisting an individual who is or becomes the subject of a disciplinary investigation. The Peer Support Advisor should be guided by the confidentiality policy of the Peer Support Program. He/She should not volunteer any information received in confidence; however, Advisors may not hamper or impede the actual investigation, nor may they attempt to shelter the individual from the department's investigation.

The Peer Support Advisor=s role in disciplinary situations is one of support and assistance to the peer during the stress they may face during the disciplinary process. If Peer Support Advisors have any questions or concerns regarding these situations, they should consult with the Program Coordinator for guidance and assistance.

The Peer Support Advisor is guided by the confidentiality policy and will not volunteer any information. The Department investigators and supervisors shall respect the confidential conversations between Advisors and peers. The Chief of Police shall have the authority to deviate from the confidentiality policy during an internal affairs investigation.

Unit 6

Peer Support Program Skills and Techniques

The purpose of this section is to provide the Peer Support Advisor with a summary of the guidelines to be followed when dealing with situations under field conditions. These guidelines are the basic tools for providing assistance. Used properly, they will help boost

Peer Support Advisor confidence and will reduce the risks of mismanaging emotional problems. For more detailed guidelines, the Peer Support Advisor should refer to the material contained in the Peer Support Training Manual provided to you by the ACounseling Team.

1. Listening - Listening techniques are fundamental to the use of all other interviewing skills. The purpose of effective listening include:
 - * Encouraging self-expression.
 - * Allowing individual opportunity to direct the interview.
 - * Giving individuals a sense of responsibility for what happens.
 - * Helping individuals relax and be comfortable in the interview.
 - * Fostering trust of the peer supporter and a sense of security.
 - * Enabling the Peer Support Advisor to draw more accurate inferences about the individual.

2. Assessment - The process of making a judgment about the information gathered during the interview. Several factors must be considered. They are:
 - * Assess whether the problem is one with which you can assist the person or one that should be referred to professional resources.
 - * Assess whether the problem needs urgent attention.

3. Referral - The process of directing the peer to the appropriate professional service(s) available.

4. Follow-up **B** Once assessment and referrals have been made, the Peer Support Advisor should monitor the individual's process, and provide follow-up assistance as needed.

**SAN DIEGO COUNTY SHERIFF'S DEPARTMENT
PEER SUPPORT
ORAL INTERVIEW QUESTIONNAIRE**

Interviewer _____ **Candidate** _____

Why do you want to help people?

In your opinion, why do you think someone would nominate you for this program?

What reservations would you have about your ability to carry out this responsibility if you are selected?

Please tell us about your ability to set limits for yourself; or, your ability to say:
"I'm sorry, I'm not available at this time."

In a support session, how will you know when you are "in over your head" and you need to refer the person for professional help?

In your opinion, how will the Peer Support Program effect the Sheriff's Department?

Briefly, describe a time when someone reached out for your help during a personal problem. What was the result?

Comments:

Decision: Recommend Not Recommend Questionable

LA MESA POLICE DEPARTMENT INSTRUCTION

ADMINISTRATION: PEER SUPPORT

Adopted: March 6, 1997 / Last Revised: Aug. 1998

No: 116

Page: 1 of 6

Alan Lanning, Chief of Police:

I. PURPOSE

The La Mesa Police Department recognizes the value of providing an “in house” resource for employees and their family members to support them in managing both professional and personal crisis. The purpose of this instruction is to establish policy related to an in-house peer support program and a Critical Incident Stress Management Team.

The Peer Support Team may be utilized to support the community in situations of critical incidents, such as school shootings, natural disasters, etc. The Peer Support Team may also be utilized to support other City departments and personnel, and should work in cooperation with peer support teams of other agencies and/or City departments in multi-agency and/or multi-department incidents.

II. COMPOSITION

The Chief of Police may appoint any qualified department employee to the Peer Support Team. Peer Support personnel will serve at the discretion of the Chief of Police. The Peer Support Team will be supervised by a Coordinator appointed by the Chief of Police. The Program Coordinator will appoint a Peer Support Team Leader. The Team Leader will oversee the operations of the Peer Support Team. The Peer Support Team leader will report to the Program Coordinator who will report directly to the Chief of Police.

Peer Support Team Members will receive training in Peer Support for emergency responders, Critical Incidents and Post Trauma Stress and Basic Critical Incident Stress Management.

III. CRITICAL INCIDENTS

Critical incidents that require a peer support response shall include, but are not limited to:

- A. All shootings where a suspect is killed or wounded;
- B. Where an employee witnesses another employee’s death or serious injury;
- C. Where an employee is taken hostage;
- D. Where an employee is witness to a suicide;
- E. Where an employee is witness to a violent death or serious injury;
- F. Infant/child death;
- G. Where an employee is a witness or a participant to an incident involving multiple deaths;
- H. Any incident that is likely to affect the employee’s ability to interact with the public and carry out their job functions;
- I. Any other incident deemed appropriate by the Police Department Watch Commander.

Defusings and debriefings will be conducted as soon as practical after a critical incident. Supervisors will conduct a defusing as soon as practical after an incident. Debriefings should occur within 24 – 72 hours after the critical incident and will be conducted by CISM qualified personnel. Attendance at debriefings shall be mandatory for all employees involved in the critical incident.

A defusing immediately follows the critical event and generally lasts no more than an hour. It gives all parties involved in the incident the “Big Picture” of what occurred. It gives involved personnel a reminder about exercise, what foods to eat, to drink plenty of water, and to know their thoughts are normal. Staff may be present and give support. A defusing may eliminate the need for a formal debriefing or it may enhance the formal debriefing process. The Peer Support Team Leader will decide on the need for a formal debriefing.

A debriefing happens 24-72 hours after the critical event. It is mandatory for all personnel involved. One certified CISM mental health professional and 2-3 peer support members are required to conduct a debriefing. A chaplain is optional but is highly recommended. The debriefing will be conducted following the nine step “Mitchell Model”. The debriefing may last 2-4 hours.

IV. POLICY

Peer support personnel are intended to be a resource available to the Department in the event of a critical incident. Peer support personnel will be available to:

- A. Listen to another employee’s feelings after a critical incident or crisis situation;
- B. Provide information on other resources available, ie, Employee Assistance Program, Alcohol Anonymous, credit counseling, etc.
- C. Conduct or assist supervisors in diffusing;
- D. Conduct CISM debriefings;
- E. Respond to an employee’s request for peer support;
- F. Provide peer support information to new employees;
- G. Coordinate the new employee orientation / family orientation program.

Personnel who may possibly be involved in conducting any criminal prosecution or administrative discipline shall avoid any conflict of interest which may arise by placing themselves in both a peer support and investigative role on the same incident.

Peer Support personnel shall also be available for support on any other incident at the discretion of the Chief of Police.

In addition, the Peer Support Team may be utilized to support the community in situations of critical incidents. Examples would be school shootings, natural disaster, etc.

V. CONFIDENTIALITY

All conversations between peer support personnel and employees are not privileged under the Evidence Code. The Department will respect the confidentiality of conversations between peer support personnel and employees, with the following exceptions:

1. Information concerning the commission of a crime;
2. The employee is a danger to themselves or an immediate danger to others.

Disclosures under this exception will be made directly to the Chief of Police where any Department member is involved.

VI. SELECTION PROCESS

Peer support team members are recruited from department personnel at large. The recruiting process shall consist of identifying those individuals who meet the following criteria.

- ❖ Are not on probation at the time of appointment
- ❖ Agree to maintain confidentiality as provided in this Peer Support SOP
- ❖ Be empathetic and possess interpersonal and communication skills
- ❖ Be motivated
- ❖ Successful review of the individual's background and department personnel file
- ❖ Must successfully complete the selection process
- ❖ Must be willing to attend and successfully complete training programs
- ❖ Must attend quarterly meetings
- ❖ May be called out after hours to respond to a critical event

To be considered for the position candidates will submit a memorandum and "Employee Data Sheet" through their chain of command to be submitted to the Chief of Police.

Candidates will be scheduled for an interview. The interview board will be convened by the Chief of Police and shall include but not be limited to the Program Coordinator, Team Leader and a Peer Support Team Member. The interview will consist of questions and situations dealing with:

- Confidentiality
- Motivation
- Communication skills
- Listening skills
- Review of the candidate's background and department personnel file

The interview board recommendations will be submitted to the Chief of Police for consideration.

DEFINITION

The La Mesa Police Department recognizes the value of providing an "in house" resource for their employees and family members to deal with personal and/or professional problems that arise. Peer Support is an added resource available to employees or family members of employees, during periods of stressful points in their lives. Examples of stressful events could be work related, such as a critical incident, shooting, or SIDS death, or a stressful event could be personal, such as a divorce or family member death or illness.

Peer Supporters receive training in areas of effective listening, problem solving skills, reading body language, and referral and follow up assistance. Peer Supporters are trained in conducting formal and informal debriefings and defusings. In addition, the Peer Support Team may be utilized to support the community in situations of critical incidents. Examples would be school shootings, natural disaster, etc.

MISSION STATEMENT

The role of La Mesa Police Peer Support Team is to be available to listen, support, or assist employees and family members of employees during professional or personal, stressful or difficult periods in their life.

PEER SUPPORT SELECTION PROCESS

Peer support team members are recruited from Department personnel at large. The recruiting process shall consist of identifying those individuals who meet the following criteria.

- ❖ Are not on probation at the time of appointment
- ❖ Agree to maintain confidentiality as provided in this Peer Support SOP
- ❖ Be empathetic and possess interpersonal and communication skills
- ❖ Be motivated
- ❖ Successful review of the individual's background and department personnel file
- ❖ Must successfully complete the selection process
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Candidates will be scheduled for an interview. The interview board will be convened by the Chief of Police and shall include but not be limited to the Program Coordinator, Team Leader and a Peer Support Team Member. The interview will consist of questions and situations dealing with:

- Confidentiality
- Motivation
- Communication skills
- Listening skills
- Review of the candidates background and department personnel file

The interview board recommendations will be submitted to the Chief of Police.

PEER SUPPORT STRUCTURE

The leadership structure of the Peer Support team shall be as follows:

Program Coordinator – The Program Coordinator shall be the rank of Police Lieutenant. The Program Coordinator shall be responsible for the peer support budget and coordination of the peer support team. The Program Coordinator reports directly to the Chief of Police.

Peer Support Team Leader – The Program Coordinator will appoint a Peer Support Team Leader. The Team Leader will oversee the operations of the Peer Support Team. The Peer Support Team leader will report to the Program Coordinator who will report directly to the Chief of Police.

Team members – Peer support team members are selected from department personnel at large.

PEER SUPPORT TRAINING PROGRAM

Peer supporters should receive training in the following areas:

- Effective listening
- Critical incident stress
- Debriefing and diffusing techniques
- Post traumatic stress
- Problem-solving skills
- Relationship termination
- General assessment skills
- Referral and follow-up

The suggested minimum training schedule is:

1. Two - Three day course in Basic Peer Support, such as offered by The Counseling Team
2. Basic Critical Incident Stress (CISM) Management class
3. Advanced Critical Incident Stress (CISM) Management class

In addition, The California Peer Support Association offers a training conference each year. A selected number of members may be budgeted to attend each year. Those in attendance shall provide training for team members unable to attend.

Peer supporters should attend on-going training to remain up to date on latest procedures and knowledge on available assistance for peers.

ROLE OF PEER SUPPORTERS

Peer Supporters provide support and assistance to employees in times of stress and crisis. The responsibilities of a peer supporter are as follows:

- Convey trust and anonymity, and assure confidentiality within the guidelines to employees who seek assistance from the Peer Support Program.
- Attend assigned peer support training seminars
- Provide assistance and support
- Assist the employee by referring him/her to the appropriate outside resource when necessary
- Be available to employees for additional follow-up support
- Maintain contact with the Program Coordinator regarding program activities
- Attend quarterly meetings
- Agree to be contacted and, if necessary, respond at any hour to assist an employee in need
- Coordinate employee & family events, picnics, etc. to build a well-rounded family support system for the Department's employees.

Generally, when an employee is on duty, meetings and follow up contacts by a Peer Support Team member, will be coordinated with that employee's immediate supervisor. Consideration should be given to the employee's position, minimum-staffing levels, calls for service, and availability of the individual attend meetings.

CONFIDENTIALITY

The acceptance and success of the La Mesa Police Department Peer Support program will be determined, in part, by observance of confidentiality. It is imperative that each Peer Supporter maintain strict confidentiality of all information learned about an individual within the guidelines of this program.

All conversations between peer support personnel and employees are not privileged under the Evidence Code. The Department will respect the confidentiality of conversations between peer support personnel and employees, with the following exceptions:

- Information concerning the commission of a crime;
- The employee or a third party is a danger to themselves or another.

Disclosures under this exception will be made directly to the Chief of Police.

A general principle for Peer Supporters to follow is to inform the person, prior to discussion, what the limitations and exceptions are regarding the information revealed. In those cases where a question regarding confidentiality arises, the Peer Supporter should consult with the Team Leader.

WHEN PEER SUPPORT SHOULD BE CALLED

There are a number of situations when peer supporters should be called out. Additionally, different people respond differently to critical incidents or stressful calls, depending on life experiences and current situations in their own life. Typical situations which may warrant Peer Support being called out, are:

- All shootings where a suspect is killed or wounded;
- Where an employee witnesses another employee's death or serious injury
- Where an employee is taken hostage
- Where an employee is witness to a suicide
- Where an employee is witness to a violent death or serious injury
- Where an employee is a witness or a participant to an incident involving multiple deaths
- Infant/child death
- Any situation where the employee asks for peer support
- Any incident that is likely to affect the employees ability to interact with the public and carry out their job functions
- Any other incident deemed appropriate by the Police Department Watch Commander or Fire Department Duty Chief

PEER SUPPORT ATTIRE

At all Peer Support "call-outs", functions, and events, casual business attire (dockers/polo shirt) will be worn. Exceptions can be made by the team leader. The optional Peer Support polo shirt may be worn at functions, events, and "call-outs". The Peer Support "call-out" jacket will be required at all "call-outs".

MONTHLY LOG

All Peer Support members will be required to complete a monthly time sheet on all Peer Support activities or events. The time sheet will not reflect any names or confidential issues.

NEW EMPLOYEE ORIENTATION PROGRAM

All new employees will be given a Peer Support introduction and a Peer Support informational packet. All new employees will participate in the Department's family orientation program. Depending on the number of new employees, the orientation will be give as a group, or one-on-one presentation.

CHAPLAIN PROGRAM

La Mesa Police Department recognizes that in times of trauma it is often important to be able to offer a spiritual component to the peer support response. Accordingly, the Department may include qualified members of the clergy in the Peer Support Program as Police Chaplains. The Chaplains will be a volunteer member of the Peer Support Team and will follow the same chain of command as Peer Support Team members.

The Chaplain program is intended to be a resource to the Department and Peer Support Team members. Chaplains will be available to:

- A. Officiate at Department events;
- B. Officiate at Department funerals;
- C. Conduct or participate in CISM debriefings;
- D. Attend line-ups and ride-along with personnel;
- E. Provide pastoral support to Department employees when needed
- F. Respond to an employee's request for peer support or spiritual support
- G. Assist with annual new employee orientation

Chaplain personnel shall also be available for support on any other incident at the discretion of the Chief of Police.

SELECTION PROCESS

Potential Chaplain candidates shall be residents of San Diego County and have an interest in volunteering for La Mesa Police Department. Prospective candidates will be interviewed by two members of the Peer Support Team and a recommendation will be made to the Chief of Police. The Chief of Police will approve and appoint all Chaplains. Chaplains will be chosen based on their ability to:

- Complete and pass a background check

- Maintain confidentiality
- Be empathetic and possess interpersonal and communication skills
- Be motivated to support employees in stressful situations
- Appropriately serve a diverse employee and community population
- Willingness to be called out after hours to respond to a critical incident

TRAINING

Chaplains shall possess training and credentials certifying their position and training as a member of the clergy. Further education in critical incident stress management is helpful. The following course work is recommended for chaplains. These classes are offered through the International Critical Incident Stress Foundation.

- Individual Intervention and Peer Support
- Pastoral Crisis Intervention
- Group Crisis Intervention
- Pastoral Intervention II
- Advanced Group Crisis Intervention

UNIFORM

The chaplain uniform will consist of the following two options.

A Class A uniform as outlined in Chapter 6.0 of the Rules and Regulations, will be worn while officiating at formal ceremonies.

6.06.01 CLASS A UNIFORM

- A. LONG SLEEVE UNIFORM SHIRT - As specified in Section 6.14.
- B. TIE - As specified in Section 6.13.
- C. UNIFORM TROUSERS - As specified in Section 6.15.
- D. BELT - As specified in Section 6.16.
- E. SHOES - As specified in Section 6.18A-B
- F. SOCKS - As specified in Section 6.19.
- G. The Chaplain will be issued a regular Department police badge with "Chaplain" lettering on it.
- H. Collar Insignia – a gold "Chaplain cross" shall be worn on the collar.

At all other occasions the Peer Support Attire will be worn.