



## Work Instruction (WI)

**DIRECTIVE NO.** 250-WI-1800.6.3B  
**EFFECTIVE DATE:** January 16, 2020  
**EXPIRATION DATE:** January 16, 2025

**APPROVED BY Signature:** Original Signed By  
**NAME:** Kimberly Finch  
**TITLE:** Chief, Medical and Environmental Management  
Division

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### COMPLIANCE IS MANDATORY

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**Responsible Office:** 250/Medical and Environmental Management Division (MEMD)

**Title:** Critical Incident Stress Management (CISM) Program

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### PREFACE

#### P.1 PURPOSE

A Critical Incident Stress Management (CISM) Program addresses the immediate and subsequent impact of catastrophic events on individuals or groups. The purpose of a CISM Program intervention is to minimize the occurrence of post-trauma resulting from any critical incident and to augment recovery activities for populations having normal reactions to abnormal events.

#### P.2 APPLICABILITY

This work instruction applies to all workers, contract and civil servant, at the Goddard Space Flight Center (GSFC) at Columbia Scientific Balloon Facility (CSBF) in Palestine, Texas; Goddard Space Flight Center (GSFC) in Greenbelt, Maryland; Goddard Institute for Space Studies (GISS) in New York, New York; Katherine Johnson Independent Verification and Validation Facility (IV&V) in Fairmont, West Virginia; White Sands Test Facility in Las Cruces, New Mexico; and the Wallops Flight Facility (WFF) in Wallops Island, Virginia.

- a. In this document, all document citations are assumed to be the latest version unless otherwise noted.
- b. In this document, all mandatory actions (i.e., requirements) are denoted by statements containing the term “shall.” The terms “may” or “can” denote discretionary privilege or permission; “should” denotes a good practice and is recommended but not required; “will” denotes expected outcome; and “are/is” denotes descriptive material.

#### P.3 APPLICABLE DOCUMENTS AND FORMS

NPR 1800.1, NASA Occupational Health Program Procedures

#### P.4 CANCELLATION

250-WI-1800.6.3A

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**P.5 TOOLS, EQUIPMENT, AND MATERIALS**

A CISM field guide (Work Instruction) outlines requirements for internal CISM requirements.

**P.6 SAFETY PRECAUTIONS AND WARNINGS**

CISM team members which consist of the Medical Director (CISM Program Director) and or Employee Assistance Program (EAP) Clinician/Program Manager (CISM Program Coordinator), WFF Health Unit Physician, the Associate Chief of the Medical and Environmental Management Division (MEMD), and Contractor CISM Team Members should maintain an awareness of symptoms of traumatic experiences among Goddard employees, and assure participation in therapeutic processes such as debriefings, psychological counseling, and other post-trauma recovery activities.

**P.7 TRAINING**

Upon request by NASA, Contractor team members shall be available to attend training or tabletop exercise(s), provided either by NASA or by any NASA contractor upon request. All CISM team members may be required to participate either in person or via phone and/or ViTs in training or tabletop exercises. Processes and protocols are applicable to all GSFC locations.

**P.8 RECORDS**

<b>Record Title</b>	<b>Record Custodian</b>	<b>Retention</b>
Records of training of team members	CISM Program Director or Coordinator	*Duration of membership
Summary report of team activation	CISM Program Director or Coordinator	*Consistent with EAP records.

*\* NRRS 1441.1 – NASA Records Retention Schedule*

**P.9 MEASUREMENT/VERIFICATION**

- a. Number of team meetings and training sessions, and numbers in attendance.
- b. Number of team activations. Number of affected participants in each activation.

**INTRODUCTION AND GOALS**

A critical incident is defined as any event outside of the realm of daily human experience that is markedly distressing and has the potential to interfere with the ability to function, either at the scene or at a later time. A CISM Program addresses the immediate and subsequent psychological impact of a critical incident on individuals or groups. The goal of a CISM Program intervention is to minimize the occurrence of post-trauma and to augment recovery activities. A Center CISM Program shall be made a part of the Center Emergency Response Plan.

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## **1. CISM PROGRAM DEVELOPMENT AND PROGRAM RESPONSIBILITIES**

### **1.1 MEMD Shall:**

- a. Provide support to GSFC's Senior Management to create and maintain an EAP program in accordance with NASA Procedural Requirements (NPR) 1800.1.

### **1.2 A CISM Advisory Committee shall be formed in accordance with NPR1800.1.**

### **1.3 The CISM Advisory Committee consist of the GSFC Medical Director, EAP Clinician/Program Manager and representatives from the Office of Protective Services, Office of Human Capital Management, Occupational Safety and Health Division, and the Safety Office.**

### **1.4 The Committee Shall:**

- a. Maintain an advisory relationship with the EAP Clinician/Program Manager;
- b. Notify Center Senior Management of a traumatic event;
- c. Notify Center employees of a traumatic event;
- d. Request activation of the CISM Team; and
- e. Contribute diverse experience and planning to assist the Center in the event of a traumatic event.

### **1.3 CISM Team Shall:**

- a. Consist of the GSFC Medical Director as CISM Program Director, the EAP Clinician/Program Manager as CISM Program Coordinator, the GSFC Health Program Manager, WFF Health Unit Physician, the Division Chief of MEMD, the Associate Chief of MEMD, GSFC medical services, and the EAP Contract team members, and ancillary team members or liaisons at NY, WV, NM and TX;
- b. Provide empathy; have good listening skills; exhibit calm in crisis situations; show respect and maintain confidentiality; be able to follow procedural guidelines; and collaborate with other disciplines/professions and Center organizations; and
- c. The CISM Program Coordinator and/or Contract team members will provide:
  1. Certified clinician team members;
  2. Pre-incident training upon request from GSFC;
  3. Defusings (Rapid Response) within 8 hours of an incident; This brief session (no more than 30 minutes), will be led by CISM Coordinator for affected employees and affected employees;
  4. Demobilization (large-scale incident); and
  5. Family and significant other support.

### **1.4 GSFC Medical Director (CISM Program Director) Shall:**

- a. Develop and maintain the written GSFC CISM Program and conduct an annual review of the program.

### **1.5 EAP Clinician/Program Manager (CISM Program Coordinator) Shall:**

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- a. Educate and coordinate methods to be used with Center Management, emergency preparedness and response personnel, medical first responders, occupational medical personnel, Office of Human Capital representatives, and supervisors to ensure methods are in place for utilizing CISM services;
- b. Provide information as needed for management briefings and crisis communication from all GSFC sites in the event of a traumatic event; and
- c. Establish and maintain links with community partners/supporting organizations.

## **2. CISM TEAM MAINTENANCE**

- 2.1 EAP Clinician/Program Manager (Program Coordinator) and Office of Protective Services Shall:
- a. Conduct table-top activation practices, Center emergency response practices, and other activities when necessary;
  - b. Maintain community support links; and
  - c. Report team status and readiness to the MEMD Division Chief and Associate Division Chief, CISM Program Director, and Center Management when applicable.

## **3. CISM TEAM ACTIVATION**

3.1 The CISM Team is activated when the MEMD Division Chief and/or Associate Division Chief, Program Director and/or CISM Program Coordinator are notified of a potential critical incident as soon as possible by Protective Services, or emergency personnel, supervisors, or management. Any or all of the above, in addition to Office of Human Capital Management (OHCM) staff, will assist the Program Coordinator in identifying impacted employees. Any employee experiencing significant impact can self-identify to seek assistance.

3.2 The MEMD Division Chief or Associate Division Chief formally activates the CISM response, based on recommendation from the EAP Clinician/Program Manager or Medical Director.

3.3 OHCM Officer and/or Protective Services arranges meeting facilities and supplies as needed.

3.4 The CISM Program Coordinator, Medical Director, WFF Medical Physician, and any other required persons, Shall:

- a. Meet with OHCM and supervisors of affected employees;
- b. Determine what services are needed;
- c. Provide guidance to supervisors regarding management briefings and crisis communication as needed;
- d. Coordinate with the MEMD Chief and Associate Division Chief;
- e. Contact EAP Contract CISM team members and brief them on the situation;
- f. Deploy Contract CISM team members as needed;
- g. Oversee and coordinate all team activities;
- h. Provide additional assessment to individuals deemed to be in acute psychological distress to determine the need for additional services;
- i. Provide support and debriefing to team members; and

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j. Provide follow-up services as necessary.

#### **4. POST ACTIVATION**

4.1 The CISM Program Director, with support of the Program Coordinator Shall:

- a. Evaluate team response and outcomes, write a response report; and
- b. Enact program improvements based on findings and lessons learned.

4.2 The CISM Program Coordinator Shall:

- a. Continue CISM support, including post-trauma counseling for members as needed;
- b. Ensure victims receive follow-up counseling as needed for as long as needed; and
- c. Follow up with victims referred to next-level care.

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### **Appendix A – Definitions**

CISM Program Director - the GSFC Medical Director  
CISM Program Coordinator - the GSFC EAP Clinician/ Program Manager  
Contractor CISM Team Members – GSFC EAP Contractor

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## **Appendix B – Acronyms**

CISM - Critical Incident Stress Management  
CSBF - Columbia Scientific Balloon Facility  
EAP - Employee Assistance Program  
GISS - Goddard Institute for Space Studies  
GSFC - Goddard Space Flight Center  
IV&V - Katherine Johnson Independent Verification and Validation Facility  
MEMD - Medical and Environmental Management Division  
NPR - NASA Procedural Requirements  
NRRS – NASA Records Retention Schedule  
OHCM - Office of Human Capital Management  
WSTF - White Sands Test Facility  
WFF - Wallops Flight Facility  
WI- Work Instruction

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**CHANGE HISTORY LOG**

<b>Revision</b>	<b>Effective Date</b>	<b>Description of Changes</b>
Baseline	10/12/2012	Initial Release
A	01/20/2015	Amended Work Instruction to include contractor CISM team members instead of volunteer peer team members.  Removed Appendix C – Incorporation of WFF CISM team because document is applicable to all GSFC locations, therefore WFF did not need to be singled out.
B	01/16/2020	Amended Work Instruction to include Program Manager in addition to EAP Clinician.  Added to P.2 Applicability Section – All GSFC locations  Updated reference to NPR 1800.1D to show as NPR 1800.1. Removed the D  Added to P.7 Records Section – Program Director as part of the Record Custodian  Section 2.1 – Removed reference to Program Manager and replaced with Office of Protective Services.  Section 3.1 Added Associate Division Chief

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