

Standard Operating Procedure
For
Officer Involved Critical Incidents
(November 6, 2013 – Revised April 23, 2014)

Officer Involved Critical Incident: An event in which an officer is involved as a principal, a victim, or is the custodial officer, where death or injury likely to cause death occurs or when an officer intentionally discharges his/her firearm at another person. This includes all in-custody deaths, use of deadly force, or serious motor vehicle crash involving a squad car.

Criminal Investigation: An investigation of a critical incident to ascertain all the relevant evidence as to whether or not anyone committed a crime during the course of the event which led up to and included the critical incident. The criminal investigation is separate and takes precedence over the internal and civil investigation.

Involved Officer: An officer who is directly involved in the critical incident as a principal, a victim, a witness, or is the custodial officer.

A. Duties of Involved Officer(s)

1. Immediately notify dispatch of incident and location.
2. Render first aid and request response by emergency medical services.
3. Officer(s) shall inform a supervisor or the Officer-in-Charge of the incident as soon as possible.
4. Protect and secure the scene until relieved.
5. Identify witnesses for subsequent interviews. Involved officer(s) shall not participate in the interviews of witnesses.
6. Brief first arriving supervisor of the nature of the incident and actions taken and identify involved officers, assisting officer (s) and witnesses. Advise need for any further law enforcement action or activity.
7. When relieved of duties at the scene by a supervisor, remain with assigned uninvolved officer.
8. Upon request, surrender all weapons and equipment used in the incident in the officer's possession at the time of the incident. Replacement of weapons and equipment will occur as soon as possible.

9. Avoid discussion of the incident with anyone until interviewed by, except: clergy, legal counsel, physician, psychologist, professional counselor, spouse, and domestic partner. Please familiarize yourself with Chapter 905 of Wisconsin State Statute, which covers privileged communication and consult with your legal counsel with any questions.
10. The Involved Officer (s) will be required to provide a blood sample. The blood draw and subsequent testing will be in accordance with Attachment B.
11. Reporting requirements for involved officer(s) will be covered by contact with and cooperation with investigators assigned to the incident
12. Review completed OICI reports of their statement (s) for content and accuracy.

B. Duties of On-Scene Supervisor

1. Assume responsibility for the security and preservation of the scene.
2. Contact officer(s) involved to receive a short briefing on the nature of the incident and actions taken, identify the potential crime scene(s), evidence, and identify potential witnesses. If possible, this should be done with an Investigator present, otherwise a second short briefing should occur when an Investigator arrives.
3. The on-scene supervisor shall immediately notify the dispatcher to broadcast a message if no officer(s) have been injured.
4. In the event an officer is injured, immediately notify the Officer-in-Charge.
5. The on-scene supervisor shall ensure that a non-involved supervisor, if not already at the scene, responds immediately to the scene of the incident. (A non-involved supervisor is defined as one who has not been involved specifically at the scene, or involved in any tangential fashion, e.g., raid planning, drafting of search warrants, surveillance officers, intelligence gathering, etc.)
6. Establish a scene command post and give location to the Dane County Public Safety Communications (911 Center).
7. Temporarily move the involved officer(s) a short distance away from but accessible to the scene. A non-involved fellow officer shall be assigned to

accompany the involved officer(s), unless the involved officer prefers to be alone (if the involved officer prefers to be alone, the non-involved officer must remain with them until the appropriate evidence collection has occurred). If the involved officer elects to speak about the incident with the non-involved officer, those conversations are not privileged and may become part of the investigation.

8. Provide an opportunity for the involved officer to contact Union officials or legal counsel as soon as practical. Provide phones and numbers as needed.
9. Upon arrival of the OICI Investigation Team, brief the lead investigator on the incident and relinquish the investigative responsibility to its commander.
10. Assist at the scene as needed.
11. Complete a report unless otherwise directed by the OICI commander.

C. Duties of the Officer-In Charge (OIC).

1. Notify the OICI team commander or designee and the Forensic Services Lieutenant.
2. Contact the District Commanders of the District where the incident occurred. If the incident occurred outside of the employee's assigned district, the District Commanders of the involved employees should also be notified.
3. Notify the Chief, Assistant Chief of Operations, and Assistant Chief of Support Services.
4. Contact Dane County Public Safety Communications (911 Center) and direct them to inform officers of the status of the incident (e.g., injuries to officers and citizens, important information). This should be done in a discreet manner, MDT, phone, etc.
5. In the event of an injury or death of an employee, notify the immediate family per the Line of Duty, Life Threatening Injury or Death of an Employee policy.
6. Notify the Professional Standards and Internal Affairs Unit (PSIA), and the Public Information Officer (PIO).

7. Notify the Peer Support Team Coordinator and deploy any on-duty Peer Support Officers to the scene to initiate the Critical Incident Stress Management protocol (policy 5-200)
8. Follow the Aftercare Protocol and deploy Critical Incident Partner officers to the scene.
9. All media releases shall be cleared through the OICI Commander and the Office of the Chief of Police.

D. Duties of the OICI Commander

1. Ensure that services regarding the involved personnel have been provided.
2. Set up Command Post per Major Case SOP.
3. Responsibilities per Major Case SOP.
 - Overall management of the case
 - Identify Case and Scene Detectives
 - Make investigative assignments:
 - Designate two detectives from outside agency, one of whom is the case lead investigator assigned to the incident. (if appropriate)
 - Assign detectives from MPD OICIT to assist case lead investigator from outside agency.
 - In fatality accidents an outside agency will be called in to do the accident reconstruction.
 - Designate lieutenant and detective to oversee each scene
 - Coordinate investigative response to hospitals (if appropriate)
 - Designate detective to serve as liaison to victims families
 - Coordinate lead investigator and MPD detectives presence at autopsy (if appropriate)
 - Identify and coordinate other investigative tasks as needed
 - Communicate and coordinate efforts with the Scene Lieutenant
 - Communicate and coordinate efforts with CIS Supervisor
 - Communicate and coordinate efforts with Case Lead Detective
 - Communicate and coordinate with FSU Lieutenant
 - Communicate with the OIC
 - Communicate with Command Staff
 - Make appropriate notifications as needed:
 - Chiefs
 - District Command
 - DA's office (if appropriate and in all homicide cases)
 - Communicate with budget office staff for case number cost accounting

- Designate case as “Extraordinary” for Telestaff/payroll purposes, if appropriate
 - Facilitate the release of information to MPD personnel through briefing and other police agencies
 - Collaborate with the PIO, case detectives and District Captain on case press releases
 - Establish communication process between DA and case detectives
 - Review reports for investigative leads
 - Management of personnel (assignments, monitoring hours worked, etc)
 - Managing overtime and arranging relief for staff
 - Evaluate need for support staff
 - Notify Property Room staff and evaluate needs if applicable
 - Create and prioritize a task list of work to be done
 - Organize and lead briefings and debriefings of case investigators
 - Organize and coordinate case information
 - Ensure phone calls made to the command post are answered and information recorded
 - Evaluate need for a detective to be assigned to family members (victim, suspect, witness, etc.)
 - Arrange for special equipment or needs of the investigation
 - Ensure that a timeline is started and kept up to date
 - Oversee report completion and process (see below)
 - Brief incoming commander when being relieved
 - Keep Chief and Assistant Chiefs apprised of investigation
 - Make sure log is maintained
 - Manage the “to do list”
4. Will ensure that District Attorney is notified of the incident and of any relevant investigative steps.
 5. Will coordinate an after-action review of the investigation.

E. Duties of OICI Investigation Team

1. Review the Officer Involved Critical Incident Investigation Conflict of Interest Checklist and report to OICI commander if there is or a potential conflict of interest. See attachment “A” for the checklist.
2. Assist with the criminal investigation of incidents within the city of Madison and conduct OICI investigations outside the city of Madison as directed by the City of Madison Chief of Police.
3. When needed, ensure that an Investigator retrieves and takes custody of the weapon(s) used by the officer(s). The supervisor of the OICI team

shall determine whether the circumstances of the incident require that the officer's duty weapon be taken for laboratory analysis. Where the duty weapon is taken, the Investigator shall take custody of the officer's weapon in a discrete manner and should be replaced with another weapon, or advise the officer that it will be returned or replaced at a later time as appropriate. (When processing an officer's personal weapon as evidence, consideration shall be given to marking the weapon with the necessary information as inconspicuously as possible.) Investigators will also take needed photographs and collect evidence from the officer (s) involved.

4. If necessary, request the officer(s) returned to the scene to respond to the needs of the investigation.
5. OICI team is responsible for ensuring the canvass is completed.
6. Assist with interview of principal officer(s)
 - a. Contact with the involved officer(s) will be coordinated after consulting with the OICI Commander. Whenever practical, the involved officer(s) should give one formal statement with all needed parties present. Detailed interviews should be delayed to allow the involved officer time to overcome the initial stress of the incident.
 - b. If audio and/or visual records of the incident are available, the involved officer(s) should be allowed to review these recordings prior to their formal statement with members of the investigative team. This review should be done in the presence of a member of the investigative team and OICI team member.
 - c. The involved officer(s) will be given the opportunity to provide voluntary statements. The OICI Commander or Lead Detective will communicate with the officer(s)' Union Representative or legal counsel on this issue. No officer will be disciplined for declining to make a voluntary statement. Involved officer (s) is not to file any reports. If the officer (s) decline to provide voluntary statements, the criminal investigation will proceed without the officer (s)'s statements.
 - d. If the officer(s) elect to provide voluntary statements, the OICI commander will assign personnel to conduct the interviews. Officer(s) will be interviewed as victims and/or witnesses unless directed by OICI commander or higher authority. The case lead investigator interviewing the involved officer shall prepare a report detailing the officer's statement of the incident. The involved officer will have an opportunity to review the report detailing their statement for accuracy before it is submitted. The Chief of Police

is the sole authority as to when an officer is arrested unless exigent circumstances exist.

If the interview is to be observed by personnel other than those directly involved, the officer and any representatives will be notified.

- e. The Assistant Chief of Support or (designee), after consulting with the Assistant Chief of Operations (or designee), PSIA and the OICI Commander, will determine whether the officer(s) will be ordered to provide statements. If the officer(s) are ordered to provide statements, the following procedure will be adhered to:
 - PSIA will order the officer(s) to provide a statement, and the order will be documented in writing.
 - The compelled interview will be audio recorded and transcribed, and will be documented under the PSIA case number for the critical incident review.
 - PSIA will coordinate the compelled interview of the involved officer(s) with the goal of obtaining a complete and accurate statement from the officer(s). This may involve the utilization of Detectives as primary interviewers. If Detectives are utilized, the OICI Commander, after consultation with PSIA, will assign detectives that have not been involved in the criminal investigation to be the primary interviewers.
 - Detectives conducting the compelled interviews will report directly to PSIA, and the original reports will be maintained by PSIA. Content of the compelled interview (and reports documenting the compelled interview) will only be used for internal investigation/review of the incident, and will not be released to the District Attorney's Office (or other prosecuting entity), the OICI Investigation Team, or to any member of the public. Compelled statements will only be subject to release when no possibility for criminal prosecution (of the subject of the compelled interview) remains.
 - f. Deviations from this procedure may only occur with the approval of the Chief (or designee).
5. All statements/interviews of involved employees will be electronically recorded (audio only) unless impractical. Interviews of witnesses will be recorded when possible and appropriate.

6. OICI Detective Responsibilities:

- Follow Major Case SOP
- Review all MDC traffic (messages, TIME transactions, etc.) for involved officers for the entirety of the shift on which the incident occurred.

F. Duties of the District

1. Ensure adequate supervision at all scenes.
2. Ensure that involved personnel have had appropriate opportunities to contact family members, Union officials, and/or attorneys.
3. Ensure that EAP services have been offered.
4. Officers directly involved in the incident shall be placed on administrative leave with pay. This leave is not a suspension and is no way to be construed as disciplinary action or any indication of wrongdoing on the part of the officer(s).
5. Ensure that within 72 hours of the incident, the involved officer(s) are contacted by a department approved traumatic stress professional.
6. Ensure that regular command briefings are given to the Chief and Assistant Chief of Operations.
7. If applicable, ensure that Policy 5-300 Significant Exposure to Blood Borne Pathogens is followed.
8. Responsible for Community Care tasks.

G. Duties of Assistant Chief of Operations

1. Oversight of the criminal investigation.
2. Coordinate media releases until such time that this responsibility is delegated back to the District.

H. District Attorney

1. Will have the option to view the scene (walk through).

2. Observe the investigation from the Command Post.
 3. All reports, attachments, videos, etc. involving the critical incident shall be submitted to the District Attorney's Office for review.
- I. Outside Law Enforcement Observer
1. Will view the scene.
 2. Will be partnered with the OICI commander.
 3. Will observe the investigation with the OICI commander.
 4. Will report to their Executive Commanding Officer or designee.
 5. Will do a summary memo to their Executive Commanding Officer or designee on the integrity of the investigation. This should not be a summary of facts of the case but should provide an overview as to whether the investigation was thorough, objective, impartial and consistent with best practices relating to the investigation of law enforcement critical incidents involving death or great bodily harm.
 6. Executive Commanding Officer or designee of the observer's agency will share the memo with the Chief of the Madison Police Department.
 7. The memo will become part of the MPD case file.
- J. The following areas will follow the Major Case SOP
1. CIS Personnel Responsibilities
 2. Crime Scene Lieutenant Responsibilities
 3. FSU Lieutenant Responsibilities
 4. Crime Scene Detective Responsibilities
 5. Investigators Responsibilities
 6. Canvass Personnel Responsibilities
 7. Hospital Personnel Responsibilities
 8. Logistics Officer
 9. Command Post Assistance
 10. CV-1
 11. Telestaff/Payroll/Personnel Management
 12. Autopsy Protocol
 13. Lead/Tip Management
 14. Reporting Procedure
 15. Deviation from SOP
- K. MPD Policy Compliance Review

All Officer Involved Critical Incidents shall be reviewed for compliance with MPD Policy.

1. Professional Standards and Internal Affairs Unit (PSIA)

- a. PSIA has the primary responsibility for conducting the internal investigation to ensure compliance with the MPD Policy, Procedures, Regulations, Work Rules, and Training and Standards.
- b. PSIA may be present in the command post and at key steps in the investigation (scene walk through, interviews, etc.) as appropriate. The OICI commander retains responsibility for directing the investigation.
- c. PSIA may observe the interviews of involved officers conducted by OICI personnel.
- d. PSIA shall have access to all reports and interview transcripts.
- e. Additional supervisory personnel may be assigned to PSIA as needed.
- f. The PSIA internal review/investigation of the incident shall be concluded as soon as practical.
- g. The PSIA findings of the incident may be utilized as the basis for future training.
- h. PSIA will report the findings of the internal investigation directly to the Assistant Chief of Support Services.

2. Assistant Chief of Support Services

- a. Oversee all internal investigations resulting from the Officer Involved Critical Incident which results in death or serious injury.
- b. Review administrative command decisions of the internal investigation.

Officer Involved Critical Incident

Investigation Conflict of Interest Checklist

Please review if any of the below possible conflict of interest situations apply to you investigating the following employees involved in a critical incident.

- 1) You are a direct relative or are related by marriage to the involved employee(s).
- 2) You have been involved in a romantic or sexual relationship with the involved employee(s)
- 3) A former spouse or domestic partner of yours is currently or has been involved in a relationship with the involved employee(s)
- 4) You have been involved in an internal investigation as a complainant or subject of an investigation involving the employee(s)
- 5) Any other possible conflict of interest that would create a potential appearance of unfairness in your ability to conduct an objective investigation.

If any of the above conflict of interest situations apply to you, you will not be eligible to participate as an investigator with this incident. If you have a potential conflict of interest, you should discuss this with the supervisor of the investigation.

Post-Incident Alcohol/Drug Testing

Any employee involved as the principal officer in an officer involved critical incident will be required to submit to chemical testing for alcohol and drugs as provided for in this document. The collection and testing will be in accordance with these guidelines:

- The primary means of testing will be a blood draw, conducted at a medical facility. In the event that a blood draw is not practical, urine may be used as an alternate test. If it is not practical for the sample to be collected at a medical facility, an alternate means of collection – utilizing an appropriately trained professional – may be used.
- The sample will be collected as soon as is reasonably practical after the incident, taking other needed post-incident tasks into account (collecting other evidence, medical treatment, etc.).
- The sample should be collected in the presence of an MPD Investigator. The investigator will ensure that the sample is handled, transported and shipped in accordance with proper evidence handling practices. In the event that an Investigator is not available to monitor the sample collection within a reasonable time frame, the OICI Commander may assign an MPD supervisor or OICI Team Member to do so. The sample will be turned over to an MPD Investigator as soon as possible for further handling.
- A sufficient sample will be collected to allow for additional testing in case of an initial positive test.
- The sample will be sealed and transported to a testing facility using proper evidence handling practices. MPD will not retain any portion of the sample.
- MPD will request a report from the testing facility that shows the presence and concentration of the following substances and derivatives:
 - Alcohol
 - Marijuana/THC
 - Cocaine
 - Opiates
 - Amphetamines
 - LSD
 - PCP
- The test result report will be directed to the OICI commander.
- The OICI commander or designee will share the test results with the involved employee. In case of a positive test result, the employee may request additional

testing with the remaining sample. If the test results are negative, the testing facility will be directed to discard any remaining sample if approved by the involved employee and the Chief of Police (or designee).

- Other testing protocols as permitted by policy, APM or law remain in effect.

Officer Involved Critical Incident Aftercare

Officer Involved Critical Incidents (OICI) are unique. While critical incidents are something to which officers respond many times throughout their career and in the performance of their duties, traumatic incidents that involve the officers as a victim, principal, or custodial officers demand particular and specialized attention. This procedure will address the various needs – individual and departmental – following Officer Involved Critical Incidents and will guide officers, their families, and the department as a whole in the aftermath of these unique and challenging circumstances. Given that it is not possible to predict the many potential circumstances surrounding an officer involved critical incident, deviations from the protocol outlined here may occur with approval from the chief or his/her designee.

Definitions

Officer Involved Critical Incident (OICI): An event in which an officer is involved as a principal, a victim, or is the custodial officer, where death or injury likely to cause death occurs or when an officer intentionally discharges his/her firearm at another person. This includes all in-custody deaths, use of deadly force, or serious motor vehicle crash involving a squad car.

Critical Incident Partner (CIP): A co-worker, of an involved officer's choosing, who is assigned to the officer involved in a critical incident. The CIP will act as a liaison between the officer, their family, and the Department.

Peer Support Officer (PSO): An officer that has been selected by his/her peers to be available as a resource for other officers. The PSO is trained to provide assistance to co-workers through listening, understanding and providing appropriate referrals when necessary. In addition, the PSO will serve as the first point of contact for the OIC when a critical incident has occurred to activate the Department's Critical Incident Stress Management (CISM) process and will work with the CIP to provide relevant information and required aftercare to officers involved in a critical incident.

CISM Provider: A select group of mental health professionals that are contracted through City EAP services to provide Critical Incident Stress Management services in response to critical incidents. These services may include, but not be limited to, assessment, defusing, debriefing, follow up and outreach to affected officers, family members/significant others.

Trauma Specialist: A person trained to deal with the stresses often induced by critical incidents. This may include counselors, specially trained peers and others including mental health professionals whose practice includes dealing with the traumatic effects of critical incidents.

A. Initial Aftercare Response

1. Peer Support – MPD Policy 5-200 outlines the role of the Peer Support Officers in facilitating our CISM response, to include providing information about the stresses often induced by critical incidents, coordinating the defusing immediately following the incident and prior to involved officers going home, and finally scheduling and facilitating any subsequent Critical Incident Debriefing. The role of the PSO in an OICI is to assure that MPD Policy 5-200 is observed and to facilitate our CISM protocol.
2. Critical Incident Partner – The CIP is an officer pre-designated by the involved officer to be deployed to focus exclusively on the emotional welfare of the involved officer. Each officer will designate 1-3 officers in order of preference in advance of any involvement in a critical incident. Officers' pre-designated list of CIP officers will be housed confidentially in the OIC's office to be consulted and activated upon and officer's involvement in a critical incident. The CIP will be pulled from their regular assignment and/or called in to work to support the involved officer. Guidelines for the role of the CIP are as follows:
 - The CIP will serve as a liaison for the involved officer and other MPD personnel throughout the investigative process.
 - The CIP may be put on paid Administrative Leave with the involved officer to whom they are assigned as support. The length of time that a CIP will be placed on paid Administrative Leave will be evaluated on a case-by-case basis and approved through chain of command (see section 4 below).
 - The CIP will review the "OICI Aftercare Information" packet outlining department expectations and procedures with the involved officer following the incident.
 - The CIP will coordinate continued support and CISM care with the assigned PSO.
 - Communications between the CIP and the involved officer regarding the critical incident are not privileged and therefore not confidential. Involved officers will be advised not to discuss the incident with anyone except an attorney or mental health professional until the conclusion of the preliminary investigation as discussions with investigators, supervisors, union representatives, and co-workers are not privileged.
3. Critical Incident Stress Management – Recognizing that officers involved in a critical incident are likely to experience compounded stress related to the incident and any ongoing investigation(s) into their actions, the department CISM

response to officers involved in a critical incident will include additional formalized support as outlined in this SOP beyond that which is covered in MPD Policy 5-200. Support systems already in place under MPD 5-200 include a mandatory Defusing and optional attendance at any subsequent Critical Incident Debriefings. In addition to these, officers involved in a critical incident will be required to attend mandatory consultations with a Trauma Specialist. The first of these consultations will occur within 24-72 hours following the incident. Subsequent required sessions will be scheduled prior to the officer's return to work (approximately 3 months), at 6 months post-incident; at 1 year post-incident; and annually thereafter up to 5 years post-incident. The lieutenant or captain of Personnel & Training will work with the involved officer(s) to schedule these mandatory consultations.

The only feedback provided to the Department regarding the mandatory consultations is an acknowledgement from the Trauma Specialist that a meeting with the officer took place. No substantive information regarding the officer's mental health condition will be shared with the Department.

4. Administrative Leave w/Pay – Officers involved in a critical incident shall be placed on administrative leave with pay for a minimum equivalent of one and a half work rotations beginning with the first work day following the incident. This leave is not a suspension and is in no way to be construed and disciplinary action or any indication of wrongdoing on the part of the officer.

The involved officer shall remain on paid administrative leave until all of the following occurs:

- The case has been submitted for review by the District Attorney
- The officer has received the mandatory Defusing and has had the opportunity to attend any scheduled Debriefings related to the incident
- An initial consultation with a Trauma Specialist has occurred
- The officer has met with their chain of command to establish a Return to Duty Plan
- The officer has had the opportunity to participate in a relevant re-familiarization training scenario as appropriate depending on the circumstances surrounding the critical incident in which they were involved. For example, if an officer was involved in a critical incident that included the use of deadly force by use of a firearm, the officer would participate in a firearms course of fire facilitated by Personnel & Training staff. The purpose in this case is not to qualify the officer, rather it is intended only to provide the officer with the opportunity to assess their own readiness and comfort level with respect to deadly

force decision-making and weapons handling. These re-familiarization training scenarios will be coordinated by Personnel & Training staff as needed and will be tailored to provide the officer with a useful opportunity for self-assessment based on their specific incident.

- Officers involved in a critical incident will be afforded the option of using leave time (vacation, compensatory time or sick time) on the one year anniversary date of the incident, regardless of staffing levels. Officers should work with their chain of command to facilitate this leave if desired.

B. District Command Responsibilities – In addition to the responsibilities discussed in Section F of the investigative portion of this SOP, District Command will assure the following officer aftercare issues are addressed:

1. Coordinate administrative leave with pay as appropriate and make all necessary Telestaff entries for this leave.
2. Establish a plan for regular contact with the officer while they are on administrative leave.
3. Work with the CIP to provide ongoing updates to the officer regarding the status of the investigation, DA and internal administrative reviews.
4. Meet with the officer and their CIP or other chosen support person to develop and document a Return to Duty Plan (see below).
5. Monitor the behavior of officers involved in critical incidents for symptoms of acute or prolonged stress.

C. Return to Duty Plan – It is important for officers involved in critical incidents to participate in developing their individual Return to Duty Plan. While the department will set minimum requirements, the involved officer, the Trauma Specialist, and the officer's chain of command should all work together to create a plan that best meets the needs of the officer and facilitates a successful return to duty transition. Options to consider include:

- Graduated return schedule that allows for a paced reentry.
- Return in a restricted duty capacity or inside assignment for a period of time.
- Temporary change of assignment to a non-patrol work unit such as TEST, CPT, partnering with a NPO, etc.
- Ride with a partner officer for a period of time.

- Return to regular assignment under close supervision

No two officers react the same to involvement in a critical incident and each incident in and of itself brings to bear unique circumstances. For this reason, it is important to allow for flexibility in developing a return to duty plan. The key is that a clear plan should be developed and put in writing with all interested parties participating in its development so that all share the same understanding of the expectations and timeline set forth.

D. Duties of Personnel & Training – Personnel & Training staff will have the following responsibilities related to OICI aftercare:

1. Review incident specifics to identify any possible training concerns and work with the officer to provide any necessary review or clarification.
2. The Personnel Lieutenant will work with the officer to schedule all mandatory consultations with the Trauma Specialist as previously outlined.
3. Training staff will coordinate a re-familiarization scenario for the involved officer based on the specific circumstances of the critical incident. For example, if an officer was involved in a critical incident that included the use of deadly force by use of a firearm, the officer would participate in a firearms course of fire. The purpose in this case is not to qualify the officer, rather it is intended only to provide the officer with the opportunity to assess their own readiness and comfort level with respect to deadly force decision-making and weapons handling. These re-familiarization training scenarios will be tailored to provide the officer with a useful opportunity for self-assessment based on their specific critical incident.

E. Ongoing Care/Post-Traumatic Stress Disorder Prevention – Officers involved in critical incidents are at risk of developing and suffering from post-traumatic stress disorder (PTSD). Symptoms of PTSD may not arise immediately and in some cases, officers may attempt to hide the problem.

Because of the significant impact that these types of incidents can have on an officer's wellbeing over time and in an effort to provide ongoing support to mitigate the cumulative stress that often occurs in the aftermath of a critical incident, all supervisors and co-workers should monitor the behavior of officers involved in a critical incident for symptoms of acute or prolonged stress. All officers should be informed of and trained as appropriate regarding the nature of these incidents, potential symptoms of critical incident stress, as well as how the necessary investigations that often accompany an OICI are conducted. For this reason, ongoing communication with the officer throughout the process and following their return to duty is essential in stemming any long-term stress related to an OICI.