

Line-of-Duty Death (LODD)



Response Guide
June 2012

BLM
Office of Law Enforcement and Security • Fire and Aviation Directorate



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June 1, 2012

To: Bureau of Land Management Personnel

From: Assistant Director, Fire and Aviation Directorate
Director, Office of Law Enforcement and Security

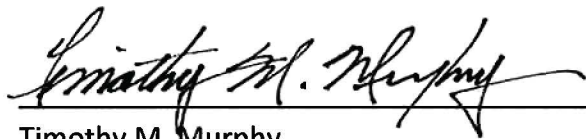
Subject: Bureau of Land Management Firefighter and Law Enforcement Line-of-Duty Death Response Guide

This guide is intended to provide BLM Fire and Aviation Directorate (FAD) and Office of Law Enforcement and Security (OLES) managers a single, comprehensive, reference guide for preparing for and responding to firefighter and law enforcement line-of-duty deaths (LODD). Managers are encouraged to familiarize themselves with this guide, supplement it with pertinent local information, and take appropriate actions to prepare for a professional and competent response to line-of-duty death.

This guide was developed by fire, aviation, safety, law enforcement, and human resources personnel working under the auspices of the Assistant Director, FAD, and the Director, OLES. The guide will be posted on the BLM Fire Operations and OLES websites and updated annually. Please send improvement or modification suggestions to:

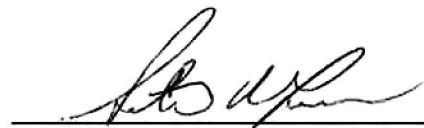
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INTRODUCTION

Many fire and law enforcement duties are inherently dangerous. A fire or law enforcement employee utilizing the best available science, equipment, training, and working within the scope of agency doctrine and policy, can still suffer serious injury or death. Line-of-duty death (LODD) has a profound and devastating impact on families, friends, and coworkers. The BLM Fire and Aviation Directorate (FAD) and the BLM Office of Law Enforcement and Security (OLES) are committed to providing professional, informative, sincere and honorable support to families and the extended community when a service employee dies in the line of duty.



Fatality site, South Canyon fire, 1996

The purpose of this guide is to provide BLM FAD and law enforcement managers a single, comprehensive reference guide for preparing for and responding to firefighter and law enforcement line-of-duty deaths (LODDs). Ensuring that each aspect of the LODD response is handled completely and professionally is an integral part of this guide. The guide establishes procedures that will ensure technical and emotional support for the family and coworkers of a BLM employee killed in the line of duty.

Deaths other than line-of-duty deaths and serious injuries do not fall under this guide. However, BLM management has the discretion to use components of this guide as appropriate for those incidents. Information found within this guide may not apply to individuals hired under the Administratively Determined (AD) pay plan. In the event of an AD-hire LODD, contact the BLM National Incident Business Lead at the National Interagency Fire Center (NIFC) for guidance.

This guide serves to supplement, not replace, local emergency plans or other specific guidance that may be available.

OBJECTIVES

This guide provides Agency Administrators (also referred to as line officers and managers) with technical references and guidance based on model policies from public service agencies.

It is the intent of the BLM to:

- Facilitate consistent and coordinated management of critical incidents.
- Manage the LODD Response Team, utilizing the Incident Command System (ICS) structure, scaled to match the needs of the event.

- Provide Critical Incident Stress Management (CISM) services to survivors and coworkers following an LODD.
 - Provide a support structure for BLM personnel, their families, and ancillary communities that may be severely impacted.
 - Assist BLM personnel involved with the incident in returning to normal duty.
 - Educate BLM personnel in CISM issues and anticipated grief responses.
- Provide liaison assistance to the immediate survivors of any employee who dies in the line of duty.
- Offer a support structure for the survivors by assisting with economic, legal, and professional concerns.
- Offer post-incident support and follow-up action with the family.

PRE-INCIDENT PLANNING

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PRE-INCIDENT PLANNING

Preparation for a line-of-duty death begins long before loss of life. Pre-incident planning for an LODD response includes development of standard operating procedures, gathering information about personnel, and identification of resources. Managers and employees should view pre-incident planning as a continual process.

TRAINING

Managers and employees should consider offering a training program to help firefighters prepare for a line-of-duty death or serious injury. Units may develop their own training or host



a *Taking Care of Our Own*[®] training session available through the National Fallen Firefighters Foundation (NFFF). *Taking Care of Our Own*[®] covers pre-incident planning, survivor notification, family and coworker support, and benefits and resources available to the families. Visit the NFFF's website at <http://www.firehero.org> for complete information as well as downloadable course materials that can be customized for local use.



Concerns of Police Survivors (C.O.P.S.), Inc. provides resources to assist in the rebuilding of the lives of surviving families and affected co-workers of law enforcement officers killed in the line of duty as determined by Federal criteria. Furthermore, C.O.P.S. provides training to law enforcement agencies on survivor victimization issues and educates the public of the need to support the law enforcement profession and its survivors. Visit the

C.O.P.S. website at <http://www.nationalcops.org/> for complete information as well as training opportunities.

STANDARD OPERATING PROCEDURES

Managers should ensure that standard operating procedures (SOPs) are in place and reviewed annually within the unit as well as with interagency cooperators. Premortem exercises emphasizing pre-identified LODD actions should be conducted.

LAW ENFORCEMENT GENERAL ORDERS

BLM law enforcement personnel should refer to policies and procedures found within the BLM Manual, 9260 – Law Enforcement General Orders located online at <http://web.blm.gov/oles/policy/index.htm>.

AGENCY ADMINISTRATOR'S GUIDE TO CRITICAL INCIDENT MANAGEMENT

The [Agency Administrator's Guide to Critical Incident Management](#), PMS 926, is designed as a working tool to assist Agency Administrators with the chronological steps in managing a critical incident. This document, available online at <http://www.nwcg.gov/pms/pubs/pubs.htm> and

referenced throughout this document, includes a series of checklists regarding the Agency Administrator's and other functional area's oversight and responsibilities. The guide is not intended to replace local emergency plans or other specific guidance that may be available, but should be used in conjunction with existing SOPs. At a minimum, local units should complete the guide and review and update at least annually.

The "Before the Incident" (Appendix B) is a valuable part of the pre-incident planning process.

PERSONAL EMERGENCY INFORMATION CARD

The *Personal Emergency Information Card*, BLM form 1400-71, is undoubtedly one of the most important documents employees maintain throughout their career. In the unlikely event of a serious incident, employees should ensure that the information on file is current as out-of-date information can delay notification of next of kin.

At a minimum, Agency Administrators must ensure that personal emergency information is updated annually for all personnel and stored in accordance with records management and security policies. Completion of the *Personal Emergency Information Card* (Appendix C and available online at <https://web.eforms.blm.doi.net:8201/FormsCentral/show-form.do?nodeId=2006>) is required of all BLM employees. Employees are highly recommended to provide updated emergency contact information online via Employee Express at <https://www.employeeexpress.gov/>. Use "comment" sections to provide as much information as possible related to personal requests in the event of an accident.

Neither method above specifically solicits information about children and family members or religious preference. Employees should provide additional information such as child care and survivor medical concerns in the comment portions of the forms to assist the First-Visit Notification Team in the event of an LODD.

RESOURCES

A list of outside resources, including local, state, national and related fire and law enforcement support organizations should be prepared.

ROLES AND RESPONSIBILITIES

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ROLES AND RESPONSIBILITIES FOLLOWING A LINE-OF-DUTY DEATH

Many of the roles and responsibilities following a line-of-duty death are similar for both fire and law enforcement. Since the response for the Agency Administrator and his/her team is relatively the same with regard to family notification and support, this section of the guide is written from a fire LODD perspective with some law enforcement information interspersed. Information specific to on-scene coordination and official notification for a law enforcement LODD is found on pages 29 through 34.

ON-SCENE COORDINATOR

The on-scene supervisor or other capable employee becomes the On-Scene Coordinator at the time of the incident. Agency Administrators may select a new On-Scene Coordinator as desired.

This individual is responsible for meeting the immediate medical needs of the affected employee(s), ensuring appropriate measures related to safety or criminal investigations are taken at the scene (e.g., site security), and notifying the appropriate supervisor.

Responsibilities of the On-Scene Coordinator include:

1. Activate emergency response services and provide basic first aid, if trained and necessary. **If deceased, do not move the body.**
2. Account for all employees in the group and provide for their safety.
3. Obtain accurate information regarding the incident.
4. Notify appropriate supervisor and appropriate law enforcement agencies.
5. Restrict the communication of information concerning the employee and the incident to minimize the release of information prior to appropriate family notification. Use telephone communication, whenever possible.
6. Secure the fatality site so that evidence is not disturbed and government and/or personal property are not unlawfully removed and are not within plain view of the public, employees, and/or family members.
7. Ensure that employees who were involved or witnessed the incident are identified.
 - Obtain witness contact information.
 - Have witnesses and crew members write down their account or statements of the events as soon as possible. Collect and secure the statements for use by the serious accident investigation team (SAIT) or other investigations.
 - Provide employees a safe place to rest.
 - Ensure employees remain available for interviewing by law enforcement and investigation teams.
 - Arrange for a driver to provide transportation of affected employees.



Emergency response on the Deer Park fire, 2010

8. Ensure witness availability for law enforcement and accident investigation interviews.
9. Request additional personnel for scene protection and/or administration, if needed.
10. If another On-Scene Coordinator is assigned, transition with that individual.

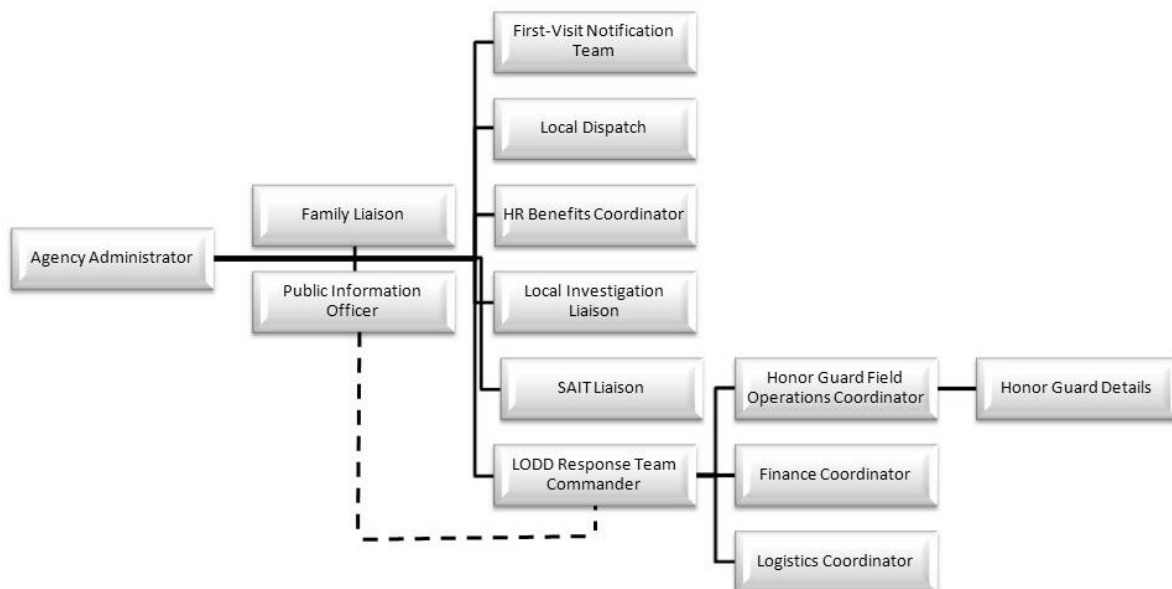
LOCAL DISPATCH RESPONSIBILITIES

Dispatch will often be the first notified that a critical incident has occurred. Dispatch personnel will:

- Provide the On-Scene Coordinator with requested information and support personnel.
- Maintain proper radio etiquette.
 - Ensure that personnel know not to use the employee’s name over the radio to avoid interception by the media and others before appropriate survivor notification.
 - If the family is transported in a government vehicle (with Agency Administrator approval), do not allow discussion of the employee’s condition over the radio while the family is in the government vehicle and may hear the radio traffic.
- At the direction of the Agency Administrator, request CISM response services. (See page 35 for more information about CISM.)

AGENCY ADMINISTRATOR

The Agency Administrator of the unit where the incident occurred is responsible determining the scope of the accident, the jurisdictions involved and other affected agencies, and implementing the unit’s Emergency Response Plan. The Agency Administrator is the highest ranking line officer, regardless of agency, having direct line authority over employee activities when and where a serious accident occurs.



Through effective, efficient, and timely leadership, Agency Administrators are able to provide overall management of critical incidents within their jurisdiction. The actions and decisions made during the first critical hours and days will make lasting impressions on survivors, employees, and community members. The Agency Administrator, working with the Fire Management Officer (FMO), State Office, and Fire and Aviation Directorate (FAD) will ensure the following duties are accomplished:

IMMEDIATE RESPONSE

1. Immediately obtain the specific information regarding the fatality (who, what, when, where, and how) and record it in the *Casualty Log* (BLM Form 1400-113, (Appendix E).
2. Determine if appropriate response and assistance is being provided at the scene and ensure any additional needs are met and coordinated with dispatch.
3. As needed, designate and/or contact:
 - On-Scene Coordinator
 - Local Dispatch Center Manager
 - Human Resources (HR) Benefits Coordinator
 - Obtain from the HR Benefits Coordinator the *Personal Emergency Information Card* (BLM Form 1400-113, Appendix C), identify the names of individuals who must be notified and record on the *Casualty Log*. If a *Personal Emergency Information Card* is not available or out-of-date, coworkers, neighbors, or close friends may provide names and/or location of individuals who should be contacted. The name, telephone number, home address, and relationship to the deceased should be recorded in the *Casualty Log*.
 - **If the employee is Native American, immediately contact home tribe officials to determine specific cultural considerations regarding treatment and movement of the victim and appropriate notification procedures.**
 - Local Public Information Officer (PIO)/External Affairs
 - First-Visit Notification Chief of Party and Team (Appendix G)
 - Share the *Personal Emergency Information Card* and any other pertinent information with the Chief of Party, if other than the Agency Administrator.
 - Family Liaison, if possible
 - National Honor Guard Liaison
 - LODD Response Team Commander
4. Initiate the death notification process.(Appendices F and G)
 - If possible, accompany the First-Visit Notification Team to notify the family. If you are unable to be present for the first-visit notification, go to the residence or hospital to meet with the family as quickly as possible.
5. As soon as possible, the local unit Agency Administrator will have a conference call (see Appendix H for sample agenda) with the local unit, State Office, and FAD. The purpose of the call is to establish a coordinated response and identify specific roles and responsibilities for the incident. Members on the call include:
 - Local – District Manager, Fire Management Officer, Public Information Officer
 - State – State Director, Fire Management Officer, Public Affairs Officer

- FAD – Assistant Director, Fire Operations Division Chief, National Fire Safety Program Manager, External Affairs, National Fire Honor Guard Liaison, and others as assigned
6. Secure the employee's personal items that may be at work or at government quarters.
 7. If the affected employee is off their home unit, contact the home unit Agency Administrator and coordinate these tasks.

WITHIN 24 HOURS

1. Request/Mobilize an LODD Response Team.
2. Identify a Family Liaison(s) if not identified above. (Appendix L)
3. Classify the incident as a critical incident and direct the local dispatch to request CISM response services.
4. Complete and release a 24-hour report.
5. Coordinate and provide for the needs of Serious Accident Investigation Team (SAIT) and/or criminal investigation team.
6. Ensure that family and coworkers are informed of the Family Liaison designated and his/her responsibilities.
7. Contact the local HR Benefits Coordinator or financial manager concerning allowable expenses and budget codes.
8. Provide the CISM Coordinator with information about the incident and provide him/her with a budget code for expenses associated with CISM response.
9. Meet with immediate coworkers to introduce the SAIT and others who will be on site throughout the investigation. Discuss available information regarding the incident in order to ensure that only correct information is provided, dispel rumors, and help coworkers deal with the emotional aspects of the situation. Provide access to Employee Assistance Program (EAP) services.
10. Work with the Family Liaison to determine the desires of the family for in-house or on-site security and coordinate requests with BLM law enforcement and local law enforcement agencies.

NEXT 24 HOURS AND BEYOND

1. Provide for continued support and follow-up to meet the needs of the family and coworkers.
2. Determine the wishes of the family to ensure the remains are transported in an appropriate manner. This may include coordinating the casket detail with the BLM Fire Honor Guard. If there is a need for transportation of the remains via air, contact FA-300 for guidance.



Iron 44 Memorial Service, 2008

3. Coordinate with the Family Liaison to determine attendance at the funeral (or memorial). Attend funeral services unless the family wishes otherwise.
4. Coordinate with the Family Liaison, Human Resources Benefits Coordinator, and State Liaison to determine and arrange for agency participation at memorials.
5. Meet with the LODD Response Team Commander and other liaisons to ensure tasks are being met and determine what assistance they may need to complete these tasks.
6. Maintain frequent communication with the State Director.
7. Meet with the investigation or CISM teams for introductions and to deliver commander's intent and answer questions.
8. Coordinate with the Family Liaison regarding the family's wishes concerning communication with Bureau employees, managers, local line officers, and other dignitaries. Personally encourage communication from Washington Office (WO)/State Office (SO) managers and dignitaries if the family is receptive.
9. Acknowledge visiting and assisting departments or dignitaries.
10. Coordinate Bureau response to support the assistance of visiting and assisting agencies. Ensure that supportive agencies are treated with respect and consideration by the Bureau and that offers of assistance are used and recognized to the greatest extent possible.
11. Prepare an *Official Superior's Report of Employee's Death*, (CA-6, <http://www.dol.gov/owcp/regs/compliance/ca-6.pdf>).
 - A CA-6 should only be completed when the employee dies as a result of injury in the performance of his/her duties or because of an employment-related disease, not as a result of illness or natural causes.
12. Prepare a *Request for Personnel Action* (Standard Form 52, <http://www.opm.gov/forms/html/sf.asp>) showing date of death.
13. Using the automated time and attendance system, annotate the employee's death.
14. Ensure that the *Final Salary Clearance Report* (BLM Form 1340-2) is completed.
15. Conduct an after action review of the support process and document the findings to FAD, Division of Fire Operations or OLES.
16. Follow up frequently in the months and year ahead with appropriate coordinators and liaisons to determine if needs of the employee, family and coworkers are being met and assign tasks as appropriate.

STATE DIRECTOR RESPONSIBILITIES

Leadership provided by the State Director and the care demonstrated by them will have a long-term effect on the employee, family, and coworkers. A State Director must demonstrate that this incident and the condition of the employee, family, and coworkers is a priority.

The State Director is responsible for ensuring that all upward reporting requirements are met. The State Director will coordinate with the Washington Office (WO) and the WO Safety Officer regarding the accident investigation/review (FAD see [Interagency Standards for Fire and Fire Aviation Operations; Chapter 18](#)). The State Director will ensure State Office staff and personnel are available to assist the unit and respond to their needs and requests. Assistance may be

needed not only to manage the incident but also to support the local unit with day-to-day operations.

- Develop and implement a communication plan to share the Factual Report with internal and external audiences, including employees, the media, and face-to-face delivery to the family.
- Maintain contact with the Agency Administrator where the incident occurred to ensure all necessary assistance and policy is being followed.
- Determine if personal attendance or contact by phone is desired and appropriate to the employees, family, or coworkers.
- Coordinate with the Family Liaison, Honor Guard Field Operations Coordinator, and Agency Administrator for body transportation. (Appendix M)
- Coordinate attendance at the funeral with the local line officer. If approved by the family, the State Director should make every attempt to attend funeral services and meetings as requested.
- Ensure the WO Safety and Health Director is notified. This is usually handled through the State Safety Manager.
- Notify the Bureau Chief or Deputy Chief for Business Operations.
- Coordinate with the BLM Fire Safety Manager, (208) 387-5175, to provide for SAIT needs and ensure the State Safety Manager serves as the liaison to the investigation team.
- Determine whether WO personnel should meet with employees.
- If the injured employee is from another state, determine if assistance is needed in coordinating with employee's home State Director.
- Determine whether the local unit needs assistance with media.
- Coordinate with local line officer regarding visits from Bureau and United States Department of Interior (DOI) officials and other dignitaries. Meet, greet, and accompany as necessary.
- Continue required updates to WO Safety and Health staff and Director's Office.
- Ensure State Office staff members remain available to assist as requested.
- Determine what, if any, public speeches or statements are needed for such items as funeral or memorial services, and press briefings.
- Ensure a member of the State Office staff attends all investigation briefings.
- As appropriate, write a personal letter of condolence to the family.
- Ensure that the HR Benefits Coordinator is working with the family and the family feels they are receiving the appropriate attention.
- If requested, send an off-unit employee(s) and/or line officer immediately to the area to assist with normal tasks, supervisory responsibilities. These employees can assist or replace employees who are close to the affected employee and may be in emotional distress.

- For example, a District Manager may benefit from having another District Manager to assist them with handling the incident and managing their District or a front desk receptionist may not be up to answering phone inquiries regarding the affected employee's condition.
- Ask if there are other needs which can be filled by the WO/State Director.

ASSISTANT DIRECTOR, FAD/OLES DIRECTOR

- The Assistant Director, FAD/OLES Director is responsible for notifying the BLM Director and providing guidance on funeral/memorial service attendance by agency personnel.

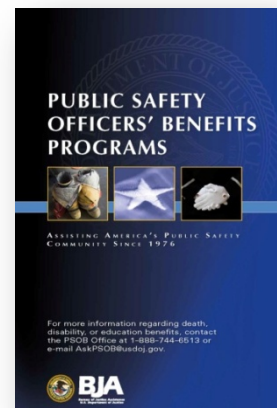
HUMAN RESOURCES BENEFITS COORDINATOR

The Human Resources (HR) Benefits Coordinator is assigned by the State or District/Field Office to assist both the family and Bureau management with information and administrative support regarding benefits available to the deceased and their survivors.

The HR Benefits Coordinator works with the Family Liaison to gather information on benefits and funeral payments that survivors *may* be eligible to receive. The Benefits Coordinator is responsible for assisting the family in filing the benefits paperwork and stays in touch with the family until benefit issues are resolved.

Duties of the HR Benefits Coordinator include the following:

- Ensure required authorization for any medical treatment that was provided is approved.
- Compile and file the necessary BLM paperwork in securing benefits for the family.
- Through EAP, offer financial planning assistance for the survivors.
- Notify the family of procedures for continuation of health benefits.
- Provide Bureau management and Family Liaison information regarding benefits available, the process to obtain these benefits and assist them with all the necessary benefits documentation. Include the nature and amount of benefits to be received by each beneficiary, the schedule of payments, and the name of the contact person or facilitator at each benefit or payment office. (Appendices M and N)
- Coordinate the Public Safety Officers Benefit (PSOB) notification with the WO Human Resources staff (i.e., OWCP Manager and other appropriate agencies or organizations) to determine current benefits and procedures.
- Meet with the Family Liaison and family when they are willing and able to discuss the benefits they will receive. Consider having the CISM Leader present at this meeting.



- Keep the local line officer informed as to progress and the families' attitude towards the agency's efforts.
- Monitor the claims for benefits to ensure all appropriate benefits are provided and the employee and/or family receives them.
- Contact the family after six (6) months to determine if benefits are being received.

FIRST-VISIT NOTIFICATION TEAM

Each notification is unique as a result of the individuals and circumstances surrounding the death and will garner different reactions. The First-Visit Notification Team's alertness to the needs of the family will assist in maintaining a rapport with next of kin at the time of their greatest need.

Whenever practicable, notification to the survivors shall be made in-person, preferably by at least two BLM representatives. This team, led by the Chief of Party, should consist of pre-identified individuals as noted on the *Personal Emergency Information Card*, one member of the deceased employee's division, a member of the management staff, and the Family Liaison if identified.

- Only agency (BLM) personnel/official(s) should be involved in family notification. The use of non-agency personnel should be avoided whenever possible, and other agency assigned officials (e.g., local fire department/law enforcement official, other fed agency official) should only be used when BLM officials cannot make face-to-face notification.
- Agency officials making notification to family should not speculate as to how employee/family member perished or the circumstances around the event. Only state the facts as known at the time and avoid conjecture. What is said in those first few critical moments will have lasting effects/impacts on the family members and any inaccurate information provided will continue to be questioned.
- Notification should never be delayed because a pre-identified individual or Family Liaison is unavailable.

CHIEF OF PARTY

The Chief of Party, who is encouraged to wear official uniform, may be the Agency Administrator. Responsibilities of the Chief of Party include:

- Obtain a verified copy of *Personal Emergency Information Card* and the *Casualty Log* from the Agency Administrator, if Chief of Party is not the Agency Administrator.
- Notify the next of kin as soon as possible, and if possible, concurrently with required BLM internal notifications. (Appendix G)
 - In case of serious injury or death to a Native American, immediately contact home tribe leadership for cultural considerations and inquire how they want the notification to occur. Complete the *Next of Kin Follow-up Worksheet*. (Appendix I)
- Conduct family support visits as needed.

HOSPITAL/MORTUARY LIAISON

- Meet with designated hospital/mortuary personnel to arrange appropriate waiting facilities for the family that are separate, but not isolated, from coworkers.
- Ensure that medical personnel make the family aware of hospital policy about visitation with the deceased, and explain why an autopsy is needed.
 - If it is possible for the family to visit the deceased prior to the death, they most certainly should be afforded that opportunity:
 - “Prepare” the family for what they might see and accompany the family into the room for the visit if the family requests it.
- In cooperation with the Chief of Party or other official, be present the entire time the family is at the hospital and arrange whatever assistance the family may need at that time.
- Coordinate with the Honor Guard Field Operations Coordinator.
- Provide incident updates to the family as they become available.
- Arrange for transportation of the family back to their residence if needed.
- Make arrangements for all medical bills relating to the services rendered to the deceased to be sent to the appropriate governmental agency for payment.
 - The family should not receive any of these bills at their residence address.

FAMILY LIAISON

The Family Liaison is a critical assignment. Assign a person(s) who has the ability to develop a close relationship with the family, demonstrate empathy, provide emotional support, and be able to communicate and coordinate with the Bureau. This person must also be able to balance the needs of the Bureau with those of the family. The liaison does not make decisions for the family or the Bureau but acts as a facilitator between the family and the Bureau.

- The line officer, in coordination with the FMO and LE, should identify staff members that could fill the role of Family Liaison before they are needed on an incident. These selections should be reviewed on a yearly basis, and the duties of the Family Liaison discussed with the identified staff members to ensure they are comfortable with the potential assignment.
- If at all possible, the line officer should provide the name and phone number of the Family Liaison(s) to Chief of Party who will present the contact information or introduce the person to the family during the first-visit notification.
- Line officers should consider assigning two people to this role to ensure continuity.
- If the family is located at a distance from the local unit where the person worked (e.g., in another state), consider having one of the Family Liaisons come from a unit geographically close to the family.

The Family Liaison shall have direct access (outside the chain of command) to Bureau officials needed to accomplish their role. Contacts between the family and the Bureau should take place through the Family Liaison, repeated contacts with various Bureaus or other agency personnel

should be avoided. The exception to this is may be the Benefits Coordinator. The Family Liaison and the Benefits Coordinator must work closely together. Often times, the Benefits Coordinator role becomes the primary contact with the family until the benefits process is complete.

Liaison duties may include the following:

Family Support:

- Ensure the needs and desires of the family are respected.
- Determine cultural or religious background of the family. If the employee is a Native American, determine if contact with the family is to be made through tribal officials only.
- Pay particular attention to unique family dynamics.
- Request the family designate a representative who can act/speak on behalf of the family.
- Be available to the family.
- Maintain a log of all contacts with the next of kin.
- Do not make assumptions about what the family wants, ask them.
- Act as a long-term liaison to the family to ensure that contact is maintained between the Bureau and the family for as long as they feel the need for support.
- With the concurrence of the involved officials, relay details of the incident to the family at the earliest opportunity.
- Advise the family of the other coordinator and liaison positions and their roles and responsibilities.
- Reassure the family that you have accepted this position of liaison by choice and care about their concerns.
- Communicate and coordinate family needs with other Bureau personnel.
- Act as the intermediary between the family and Bureau personnel. The family may choose to communicate directly with Bureau personnel or they may wish to only communicate with the Family Liaison. Ensure they understand that they may choose with whom to communicate with. Relay their choice and ensure Bureau personnel are informed.
- Determine and relay to the family such things as:
 - Family arrival information.
 - When the family can view the body.
 - When the body will be released for transport and interment.
 - When the family may go to the scene of the incident.
- Advise the family that they need to request a copy of the autopsy report directly from the respective coroner's/medical examiner's office.
- Work with the CISM Team to facilitate services for family members.
- If appropriate, facilitate a meeting between other incident-affected families, witnesses and survivors.
- Do not burden the family with unnecessary demands.

- Keep accurate records.
- Keep the family advised of legal proceedings.

Benefits and Support Resources:

- Assist the family in obtaining and providing records to the HR Benefits Coordinator.
- In cooperation with the HR Benefits Coordinator, agency administrator, and State Office contact, advise the family regarding honor and/or award ceremonies and assist them with the necessary paperwork.
- Meet with the family to discuss the funeral arrangements, including the entitlement of agency honors.
- Advise the survivors of the groups that may be associated with the deceased's profession.
- Work with the HR Benefits Coordinator to advise the employee and/or family of the role of external organizations and the nature of the support programs they sponsor.
 - Provide lists of known organizations.
 - *FAD: Wildland Firefighters Foundation* (<http://www.wffoundation.org>) and *National Fallen Firefighters Foundation*
 - *OLES: Officer Down Memorial Page* (<http://www.odmp.org/>) or *Concerns of Police Survivors* at <http://www.nationalcops.org/>.
 - If desired by the family, work with the Benefits Coordinator to assist them in contacting organizations to advise them of the employee's serious injury or death.
 - Determine, with the family and the HR Benefits Coordinator, the type of assistance needed and how to obtain it.
 - Assist the family in determining the employee's membership in organizations that can provide assistance.
 - Introduce the family to court-provided victim's assistance personnel.
- Coordinate with the CISM Team to provide information regarding Employee Assistance Program (EAP), grief and critical incident stress issues and provide additional resource information to the family.
- Document inquiries and interest in public donations to the family and assist the family in establishing a mechanism for receiving such contributions, as appropriate.

Media:

- In coordination with the Information Officer, advise the family regarding media contacts and determine how they would like those inquiries handled.

Investigations:

- In collaboration with the Investigation Liaison, advise the survivors of agency investigations including:
 - Internal investigations
 - Serious Accident Investigation Team (SAIT)
 - Technical boards of investigation
 - Occupational Safety and Health Administration (OSHA)
 - National Transportation Safety Board (NTSB)
- Serve, upon approval of and/or accompanied by the Investigation Liaison as a facilitator between the family and the SAIT.
- Inform the family of the details of the incident and the ongoing investigation. The supervisor under which the deceased was employed may be appropriately involved in at least one briefing to the family on incident details.
- Prior to being released to Bureau employees or the media, notify survivors of report details and have subject matter experts available to answer survivor's questions and concerns.

Employee Personal Property:

- Ensure that any equipment or personal property returned to the employee or given to the family is cleaned and repaired at government expense.
- Arrange for delivery of the employee's personal belongings to the family. The belongings should be packaged in a dignified manner (e.g., not a garbage bag), be clear of any blood or other effects of the incident. The property should be given to the family at an appropriate time, in a caring manner.
- Assist, under the direction of the Investigation Liaison, with the return of the deceased's agency-issued equipment. Except where safety is a concern, this should be accomplished well after the funeral in an appropriate and caring way.

Funeral/Memorial Services:



- Document inquiries and interest in public donations to the family and assist the family in establishing a mechanism for receiving such contributions, as appropriate.
- Determine if Bureau Honor Guard's presence or special honors are desired at the funeral. Make necessary contacts to ensure the possibility of their presence.
- In the event of a death, assist the family in their contacts with making funeral arrangements.
- If the family so desires and it is appropriate, accompany the family, to memorial services, award ceremonies, etc.

PUBLIC INFORMATION OFFICER

A Public Information Officer (PIO) will be designated early in the incident. Depending on the complexity of the situation, local unit Public Information Officer (PIO) may be to fulfill these duties. The unit may, however, need their full-time PIO for support as it grieves. The PIO will facilitate any contact the family wishes to have with the media.

The Bureau may not be the lead agency in the investigation of an incident, and therefore, may not be the lead agency for contact with the media. The local line officer should coordinate with the investigation team members to determine PAO/PIO/External Affairs responsibilities.

General PIO duties may include the following:

- Work with the responsible BLM officials.
- Ensure that all information released about the incident is accurate.
- Be aware of and sensitive to cultural norms.
 - If the affected employee is Native American, coordinate with the tribe and release information in accordance to their beliefs and traditions.
- Keep the affected employee, their family, Bureau managers, and all incident response personnel informed of any released information or talking points.
- Because the duties may extend for months or years due to trial continuances, etc., ensure a smooth transition to a local public affairs office if appropriate.
- Provide a liaison to legislative inquiries.
- Coordinate with law enforcement, SAIT, line officers, response team members and other agencies involved regarding release of information to the media.
- Coordinate with the above to determine the appropriate information for release internally within the Bureau and provide the information to the WO/SO public information staff, as appropriate, prior to external release.
- Establish a primary spokesperson for external release of information.
- Brief receptionists, dispatchers and others on routing/handling of incoming calls and visitors.
- If requested, provide public affairs personnel to assist at dispatch centers and reception areas.
- If requested, set up communication center and assign employees to assist in answering phone calls or place orders for communication personnel.
- If requested, coordinate with the Family Liaison and assist the employee and/or family with media inquiries.
- Coordinate information regarding funeral arrangements, memorial services, etc., with team members and release information to Bureau employees, and other external agencies.
- Coordinate with local Bureau personnel to determine which agencies would most likely want to send representatives to the funeral.
- Assist the Family Liaison with services, program announcements, etc., as desired by the family.

- Coordinate with the Family Liaison to provide media whatever access is possible at funerals and other services and still maintain the dignity of the ceremony and the privacy of the family.
- If desired by the family, provide an official person(s) to record services via photos and/or video. Such records can be valuable to a family who may not remember the services or who attended, and may be of particular value to children in later years so they can see the honors provided to their parent.
- Keep the community informed. Arrange community briefings by the Agency Administrator or CISM Team Leader, as appropriate.
- Recognize that impacts to local communities and others may be significant. Consider establishing networks to facilitate information flow to those groups and advise them of Bureau sponsored events if appropriate.
- Follow up and coordinate with the Agency Administrator, State Office contact, and CISM Team Leader regarding external requests for media, movie companies, special flights or permit requests.

PIO duties specific to the media may include:

- Schedule regular press briefings/updates to release information both internally and externally as changes in status of the incident and/or employee occur. Information releases should be coordinated with the investigators, Bureau, and survivors.
- Ensure technical experts (safety, fire, law enforcement, etc.) are available and prepared for media interviews.
- Provide and coordinate media access to the incident site in coordination with lead agency, criminal investigation team and accident investigation team, etc.
- Use the media to get secondary message to public; e.g., road closures.
- Brief media on incident-site and airspace restrictions. Consider media pool arrangements.
- Anticipate media's needs such as photos/biographies, deadlines, protective gear, photo and video opportunities, interviews, etc.
- Ensure the employee, family and response team members have information regarding proper media contact referrals.
- Publicize telephone number, website, or other location for more information.
- Obtain maps and graphics as necessary.
- Protect the rights of those who do not want media contact.
Ask survivors of their desire regarding media contact. If the survivors wish to speak with the media, advise the designated family spokesperson of their rights and anticipated questions. Coordinate request to minimize the impact to the survivors. Protect the rights of those who do not want media contact.
- If requested by the survivors, the PIO should accompany the family during media contacts.
- Provide the media with whatever access is appropriate at memorial services and still maintain the dignity of the ceremony and the privacy of the survivors.

LODD RESPONSE TEAM

Past experience has consistently and repeatedly demonstrated the critical need to bring in an LODD Response Team (LRT) as early in response as possible. The LRT can provide experienced logistics during a stressful situation in support of family and unit decision making. Depending on the scope of the incident, the LRT can be scaled and positions combined to meet the needs of the response. Some positions may be filled by qualified BLM personnel not directly affected by the LODD. Honor Guard personnel have experience and training with LODD response and are often used to fill these positions.

LODD RESPONSE TEAM COMMANDER

In consultation with the Agency Administrator or his/her designee, the LODD Response Team Commander is the overall coordinator for the agencies involvement and participation in the funeral and the after care for the family. This person needs to be able to effectively communicate with the Agency Administrator, funeral team members, Bureau employees, and the public.

Responsibilities of the LODD Response Team Commander may include:

- Conduct coordination meetings with key personnel as needed.
- Assure notifications of all off-duty and vacationing personnel.
- Follow state protocol for requesting flags be lowered to half-staff (Departmental Manual Part 310, Chapter 5).
- Remain a contact person for outside agencies.
- Manage the memorial service.
- Support ongoing operations during the incident
- Ensure that processes (to include benefits) are in place for survivors, and that a short- and long-term CISM program is provided for affected employees.

Honor Guard Field Operations Coordinator

BLM Honor Guards are groups of highly-trained Bureau employees whose top priority is to honor the deceased with dignity and honor and to represent the BLM in a professional and dignified manner.

The Honor Guard (HG) Field Operations Coordinator is responsible for overall coordination of the funeral/memorial service. The HG Field Operations Coordinator works closely with the Family Liaison and the Funeral Director to ensure that the survivors' wishes are acknowledged and carried out within agency means.

FAD – In the case of a BLM firefighter line-of-duty death, Honor Guard services require no pre-approval prior to beginning planning, coordination with requesting unit, and activation or call

out of the entire BLM Fire Honor Guard once a request is received.

In the event of a line-of-duty death within the BLM, the HG Field Operations Coordinator will contact either the State Director or the State FMO to offer Honor Guard services for an agency memorial and/or family memorial service.

Refer to the *BLM Fire and Aviation Honor Guard SOPs (Appendix O)* for complete information.

OLES – In the case of a BLM law enforcement line-of-duty death, Honor Guard services require no pre-approval prior to beginning planning, coordination with LEO Honor Guard and activation or call out of the number of members requested once a request for assistance is received from the LEO Honor Guard.

Whenever a law enforcement line-of-duty death occurs, the Officer in Charge or other designated BLM LEO (such as CISM or peer support) will contact the family or employing agency to offer the services of the Honor Guard.

Refer to the *BLM Law Enforcement Honor Guard SOPs (Appendix P)* for complete information.

Duties of the HG Field Operations Coordinator may include the following:

- Collect and secure deceased member's personal items and forward to the Family Liaison.
- Coordinate all service and post-service meal/reception arrangements with mortuary staff, family, and agency.
- Make appropriate follow-up contacts when the service arrangements have been made.
- Develop the BLM portion of the service with the approval of the family.
- Provide privacy for family members, if needed.
- Obtaining and delivering to the Funeral Home Director burial clothing from the family or from the Department.
- Coordinate services with church/venue staff, Funeral Home Director, Family Liaison, and agency personnel.
- Coordinate viewing/vigil with Funeral Home Director, Family Liaison, and Bureau.
- Coordinate any formal walk-through of uniformed personnel during the period of viewing.
- Coordinate Honor Guard participation.
- Coordinate pallbearers as requested by the family.
- Work with the Parking/Processional Coordinator to determine whether department vehicles will be used as a funeral coach, family transportation, and for the processional.



Personal effects, Mann Gulch fire, 1949

- Assists with arrival and seating of unit employees, visiting departments, dignitaries, friends, and family.
- Coordinate honor presentations and Honor Guard details.
- Assist with coordination of post-service gatherings.

Escort Detail

An escort may be provided to accompany the remains to its final resting place. The escort is responsible for the dignified handling and safe delivery of the remains to the next of kin or his authorized representative (usually the Funeral Director), or to the custody of the superintendent of the designated cemetery.

Casket Detail

Pallbearers, which may be the BLM Honor Guard, are chosen by the family (usually 6-8 individuals) to “bear the body of the deceased.” Their duties may include passing the casket from the chapel to the funeral coach or apparatus and then from the vehicle to the grave site. If the unit apparatus is used as a caisson to carry the casket, the Pallbearers from the unit may be assigned to drive the apparatus from the beginning to the end of the funeral procession.

United States Flag Presentation Detail

The BLM Honor Guard or designated representative will present the family a United States Flag on behalf of the agency.

The Civilian Service Recognition Act of 2011 allows for presentation of United States flag on behalf of Federal civilian employees who die of injuries incurred in connection with their employment.

(a) Presentation Authorized.—Upon receipt of a request under subsection (b), the head of an executive agency may give a flag of the United States for an individual who—

(1) was an employee of the agency; and

(2) dies of injuries incurred in connection with such individual’s employment with the Federal Government, suffered as a result of a criminal act, an act of terrorism, a natural disaster, or other circumstance as determined by the President.

(b) Request for Flag.—The head of an executive agency may furnish a flag for a deceased employee described in subsection (a) upon the request of—

(1) the employee’s widow or widower, child, sibling, or parent; or

(2) if no request is received from an individual described in paragraph (1), an individual other than the next of kin as determined by the Director of the Office of Personnel Management.

Parking/Procession Detail

Duties for the parking/procession may include:

- Coordinate with the Logistics Coordinator and other agencies that will be involved with the procession.
- Clean and prepare agency vehicles.
- Establish staging area for vehicles and apparatus at both the service and at the cemetery.
- Determine if crossed ladders will be used and obtaining the apparatus.
- Contact and work with agency and local law enforcement in setting up traffic control, directing traffic, and assisting in the staging areas.
- Determine and place the procession vehicles in order.
- Determine the route of the procession, how long the procession will be and if the procession will pass in front of the duty station or other special location.
- Provide maps and directions to the service.
- Assign personnel to assist in parking cars as well as setting up personal vehicles for the procession.
- During a walking procession, direct individuals into proper placement.



Colorado Fallen Firefighters Memorial, 2010

FINANCE COORDINATOR

The Finance Coordinator is an optional position that may be helpful when managing complex incidents; otherwise, the HR Benefits Coordinator typically assumes these duties. Finance Coordinator duties may include the following:

- Work closely with the HR Benefits Coordinator.
- Document inquiries and interest in public donations and assist the family in establishing a mechanism for receiving such contributions.

Limited agency funds may be used within strict guidelines for certain expenditures. (See Appendix M.)

Funeral and Burial Expenses and Transportation of the Body

The Federal Employees' Compensation Act (§8134) holds that:

(a) Funeral and burial expenses not to exceed \$800, in the discretion of the Secretary of Labor.

(b) The body of an employee whose home is in the United States, in the discretion of the Secretary, may be embalmed and transported in a hermetically sealed casket to his home or last place of residence at the expense of the Employees' Compensation Fund if—

(1) the employee dies from—

(A) the injury while away from his home or official station or outside the United States; or

(B) from other causes while away from his home or official station for the purpose of receiving medical or other services, appliances, supplies, or examination under this subchapter; and

(2) the relatives of the employee request the return of his body.

If the relatives do not request the return of the body of the employee, the Secretary may provide for its disposition and incur and pay from the Employees' Compensation Fund the necessary and reasonable transportation, funeral, and burial expenses.

External Financial Assistance

FAD – In the event of a BLM firefighter line-of-duty death, contact the Wildland Firefighter's Foundation (<http://www.wffoundation.org/>) for financial assistance.

LOGISTICS COORDINATOR

Logistics personnel may assist the LODD Response Team with the following:

- Secure the facilities and event sites.
- Assist with memorial service programs printing.
- Facilitate the acquisition of memorial service needs.
- Assist with post-memorial social gathering of coworkers.
- Coordinate with the funeral home for the transportation of the deceased.
- Maintain resource status information on all personnel assigned to the incident.
- Maintain incident documentation, including photographic and videotape documentation. Coordinate viewing of such with family if required.

INVESTIGATION LIAISON

BLM line-of-duty death investigations will be conducted by the responsible law enforcement agency (e.g., county, state, or federal agency) where the death occurred. A BLM Special Agent will be assigned by Office of Law Enforcement and Security (OLES), if possible, to help assist with the investigation. Once the scene has been released from the responsible law enforcement agency, the BLM will lead a non-criminal, serious accident investigations and reviews. (See pages 41 through 48.)

Duties of the Investigation Liaison may include the following:

- Interface with the Family Liaison to provide survivor information concerning the circumstances of the death. Facilitate fatality site visit(s) of appropriate parties such as survivors, media and management.
- Interface with the agency investigation team.
- Interface with the PIO on release of internal and external information.
- Coordinate a victim-witness services meeting with the survivors.

LAW ENFORCEMENT OFFICER LINE-OF-DUTY DEATH VARIATION

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LAW ENFORCEMENT OFFICER LINE-OF-DUTY DEATH VARIATION

GENERAL ORDER 13 CRITICAL INCIDENT

ROLES AND RESPONSIBILITIES

To facilitate consistent and coordinated management of critical incidents, five primary roles have been established to perform essential functions during a critical incident response. These roles are designated the “Involved LEO,” “Senior On-Scene LEO,” “Support LEO,” “Special Agent-in-Charge (SAC),” and “OLES Duty Officer.” Each of these roles has a corresponding set of prescribed responsibilities. Because a variety of factors (e.g., multi-agency operations, jurisdictional concerns) can influence how a critical incident is managed, the prescribed roles and responsibilities may require adjustment on a case-by-case basis. (Please see General Order 13 Critical Incidents for complete details online at <http://web.blm.gov/oles/policy/index.htm>.)

Involved Law Enforcement Officer

An Involved Law Enforcement Officer (LEO) is a BLM officer who has been directly involved in a critical incident. Involved LEOs, unless incapacitated, will:

- Ensure that the scene is safe
 - Secure all suspect weapons.
 - Secure all suspects.
- Render first aid and/or request medical assistance as appropriate.
- Control the scene.
 - Secure the scene and preserve all evidence (e.g., weapons, vehicles) until the arrival of the lead investigating unit.
 - Identify and detain potential witnesses.
- Notify dispatch.
 - Provide responding law enforcement personnel with any information necessary to apprehend fleeing suspects and/or to ensure the safety of the public.
- Notify the Special Agent-in-Charge (SAC) or OLES Duty Officer.
- When it is safe to do so, weapon(s) used by the Involved LEO(s) during the incident must be turned over to the BLM’s Senior On-Scene LEO or to other law enforcement agency personnel designated by the SAC or OLES Duty Officer.
 - Weapons used in the incident must be treated as evidence. To the extent possible, maintain all firearms, magazines, and ammunition in exactly the same condition they were in immediately after being discharged.



Senior On-Scene Law Enforcement Officer

The Senior On-Scene LEO is the highest graded or longest tenured BLM LEO at or specifically dispatched to the scene. The Senior On-Scene LEO cannot have been directly involved in the critical incident.

The Senior On-Scene LEO will:

- Ensure that the responsibilities of the Involved LEO(s) have been carried out.
- Ensure that the essential responsibilities of the Support LEO are carried out until such time as the Support LEO arrives on-scene.
- Assume custody of any weapon(s) used by the Involved LEO(s) during the incident.
 - Firearms and ammunition magazines should be maintained in exactly the same condition they were in immediately after being discharged.
- Assume custody of or safeguard all evidence until the arrival of the lead investigating unit.
- Ensure government property and the personal belongings of the Involved LEO(s) are safeguarded.
- Remove the Involved LEO(s) from the immediate scene of the incident as quickly as possible.
- Establish liaison with other involved agencies and serve as the on-scene BLM representative.
- Serve as the primary on-scene point-of-contact for the SAC and the BLM Internal Affairs Investigator.

Support Law Enforcement Officer

The Support LEO is a BLM LEO (or an officer of an allied law enforcement agency) responsible for providing for the welfare of the involved LEO(s). The Support LEO cannot have been directly involved in the critical incident.

The Support LEO will:

- Ensure that the Involved LEO(s) is not isolated or left alone for any extended period of time.
- Provide for the essential needs of the Involved LEO(s) such as food, water, and shelter.
- Provide for the safekeeping of any personal effects (e.g., badge and credentials, uniform, duty belt, wallet) separated from the Involved LEO(s) as a result of medical treatment, emergency transport, etc.
- Transport the Involved LEO(s) to the office or other locations as necessary and ultimately home.
- Serve as the primary point-of-contact for the Involved LEO(s).
 - This will remain in effect through the duration of the Administrative Leave period or until relieved of this responsibility by the Involved LEO(s).

- Ensure that any statements required of the Involved LEO(s) are only given after the Involved LEO(s) has been afforded reasonable time to regain composure and is capable of understanding his or her rights.
 - The Involved LEO(s) should be advised to consider retaining an attorney prior to making any statements to best safeguard his/her personal interests.
- Interface with the Critical Incident Stress Management (CISM) response.

Special Agent-in-Charge

The Special Agent-in-Charge (SAC) of the state in which the critical incident occurred is responsible for overall management of the incident.

The SAC will:

- Ensure that a senior BLM LEO, not directly involved in the incident, is immediately dispatched to the incident to fulfill the role and responsibilities of the Senior On-Scene LEO.
- Ensure that a Support LEO(s) is immediately dispatched to the incident.
 - If possible, seek the input of the Involved LEO(s) in selecting the Support LEO.
- Ensure that responding LEOs are made aware of all other responding LEOs and their assignments.
- Immediately notify the OLES Duty Officer and the State Director regardless of the time of day.
- Ensure the family of the Involved LEO(s) is notified of the incident/status of the Involved LEO.
 - If the Involved LEO is injured, ensure that BLM representative(s) provide any necessary assistance to the family (e.g., transportation to the hospital, arranging for clergy, etc.).
 - Ensure security is provided for the family if needed or requested.
- Coordinate with associated agencies including the lead investigative agency where applicable.
- Ensure that the appropriate District/Field Manager are notified.
- Notify the Federal Bureau of Investigation and the appropriate U.S. Attorney's Office.
- Notify the BLM External Affairs and establish a media point-of-contact.
 - Coordinate to ensure that only appropriate information is released to the media.
- Make arrangements for the immediate replacement of weapons surrendered by the Involved LEO unless the Involved LEO is exhibiting aberrant behavior or there is probable cause to believe the Involved LEO has committed a crime.
- Identify all BLM support personnel (dispatchers, etc.) involved in the incident to facilitate CISM response.
- Ensure that other affected employees (e.g., Field or State Office staff) are kept apprised of pertinent details concerning the incident.

Office of Law Enforcement and Security Duty Officer

The OLES Duty Officer is responsible for serving as the primary critical incident point-of-contact outside the state in which the incident occurred. All incident-related communication outside the state in which the incident occurred should be handled by the OLES Duty Officer. The OLES Duty Officer is also responsible for providing the SAC with any advice and assistance necessary.

The OLES Duty Officer will:

- Maintain an incident log of phone conversations, actions taken or requested, notifications, etc.
- Obtain the following information:
 - Description of incident
 - Date, time, and place of the incident
 - Name(s), condition, and location of all Involved LEO(s)
 - Injuries caused and/or received and to whom
 - Description of any weapon(s) involved, including any used by the suspect(s)
 - Description of any property damage
 - Description of the Involved LEO(s) activity prior to the incident (e.g., patrol, investigation, search, arrest)
 - Name of any persons arrested, current custodian of arrestee(s), and list of possible offenses to be charged
 - Identification of other persons witnessing and/or involved in the incident
 - Involvement of other agencies either in the incident itself or the investigation of the incident
 - Special or extenuating circumstances
 - Anything else that may be necessary to answer the initial questions regarding who, what, when, and where
- Notify the OLES Director, OLES Deputy Director, and the Chief of Internal Affairs.
- Notify the Department of the Interior Operations Center (IOC).
- Ensure the following notifications have been completed:
 - State Director
 - District/Field Manager
 - External Affairs
 - Federal Bureau of Investigation (FBI)
 - U.S. Attorney's Office
 - Additional notifications as required (e.g., family, clergy, state/local agencies)
- Arrange for CISM services.
- Telephonically notify the other SACs about the incident.
- Complete the Serious Incident Report (Appendix J) for distribution to the Director, the IOC, affected State Director, and all BLM LEOs.

CRITICAL INCIDENT STRESS MANAGEMENT

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CRITICAL INCIDENT STRESS MANAGEMENT TEAM

Critical Incident Stress Management (CISM) provides an organized approach to the management of stress responses for personnel having been exposed to a traumatic event in the line of duty.

The use of CISM may decrease post-traumatic stress disorder, acute stress disorder, workman's compensation claims, fatalities, injuries, and suicide. The use of CISM does not prevent an employee from seeking individual consultation through the Employee Assistance Program (EAP) or a trained peer supporter. Under no circumstances should CISM or any of its components be considered psychotherapy or a substitute for psychotherapy.

CISM services should be available and provided for the affected employee, employees involved in the incident or witness to the incident, coworkers, and personnel from external agencies who were involved in the incident or response to the incident, and the affected employee's family.

LOCAL DISPATCH

- At the direction of the Agency Administrator fill CISM response resources locally.
 - In the event the local resources are not available within one hour of Agency Administrator direction, order a CISM Coordinator (Technical Specialist) through the appropriate GACC.
- Identify a person to work with the CISM Coordinator to provide logistical support such as rooms, office space, etc.

GEOGRAPHIC AREA COORDINATION CENTER

During a CISM response, the geographic area coordination center (GACC) may be responsible for

- Fill the order for a CISM Coordinator within one hour of receiving the order from the local dispatch.
- In the event, the CISM Coordinator or qualified CISM Leader from that area is unavailable, the GACC will pass the request on to the National Interagency Coordinator Center (NICC).

NATIONAL INTERAGENCY COORDINATION CENTER

- Fill the order for a CISM Coordinator within one hour of receiving an order from the GACC.

CISM COORDINATOR

CISM Coordinator responsibilities include:

- Coordinate immediate needs with the on-scene supervisor, dispatch, second-line supervisor, or the line officer to determine the extent of the situation.
 - Number of Bureau employee affected and how affected.
 - Names of employees involved in the incident.
 - Names of employees witnessing the incident.
 - Names of employees working with the affected employee but not involved in the incident.
 - Home unit of the employees listed above.
 - Other agencies involved and names of their personnel.
 - Current location of all the above.
 - Location of all the above within the next week.
- Determine if CISM services are appropriate at the scene or the hospital and contact the local CISM team or EAP as appropriate.
- Coordinate with the line officer to meet with employees who were involved with the incident or witnessed the incident and explain CISM and assistance available.
- Coordinate with the local line officer to meet with coworkers who were not at the scene. Because their experience was different than those employees who were at the scene, a separate group debriefing or other services should be offered to them.
- Determine the appropriate services needed. Group defusing, one-on-one intervention, debriefing, etc.
- Contact the EAP Coordinator to contact CISM Team, peer counselors or EAP, determine their capabilities, and coordinate to make the necessary arrangements.
- Determine the size and make-up of the CISM Team.
- Arrange the date, time, place for the CISM services.
- Sets time frames for CISM activities with the CISM Leader.
- Ensure that all affected personnel are personally notified of the CISM services and provide the details of where and when to meet.
- Ensure employees that no records will be kept regarding attendance and content.
- Offer one-on-one follow-up for those who did not choose to or were unable to attend group debriefing services, etc., and make the arrangements for the one-on-one services.
- Coordinate with the Family Liaison to ensure the employee and their family is aware of CISM and counseling services available and how to contact them. Assist them in making the contacts and arrangements if they so choose.
- Ensure all coworkers are aware of and have the information for EAP and other follow-up CISM services. Offer to assist them in making appropriate contacts and arrangements.
- Provide statistics and CISM-associated costs to the Finance Section Chief (FSC).
- Provides follow-up to the CISM Leader throughout the CISM activities.
- Conduct an after action review with the CISM Leader at the close of CISM activities.



- Follow-up in the following months with the line officer and Family Liaison to determine if additional one-on-one or group CISM or counseling services are needed. Be mindful that such a need may arise a year or more after the incident occurred.

CISM TEAM MEMBERS

The CISM Team reports to the IC. All contacts between the CISM Team and survivors/employees are confidential, and no written reports will be made. Administrative support (rooms to meet, notification sent to crews, etc.) is coordinated by the National Office Operations Coordinator.

The CISM Team will conduct the following:

- Initial Incident Stress Defusing: This is a shorter and less structured version of a Critical Incident Stress Debriefing (CISD) that usually occurs within a few hours of a critical incident. The main purpose of a defusing is to stabilize the affected personnel so that they can return to work if necessary or go home without unusual stress. Defusings allow for initial venting of reactions to the incident and provide stress coping information to affected personnel. A defusing may eliminate the need for a formal CISD or enhance a subsequent CISD.
- Critical Incident Stress Debriefing (CISD): A structured group meeting that emphasizes venting or show of emotions and other reactions to a critical incident. It also emphasizes educational and informational elements which are of assistance to employees in understanding and dealing with the stress generated by the event. Debriefings generally occur within 24 – 72 hours of the critical incident.
- Individual Crisis Debriefing: One-on-one confidential assistance with any issue by trained peer supporter or mental health professional.

The CISM Team will provide recommendations to the Agency Administrator regarding the need for further mental health services, and provide employees with contact information for the EAP.

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FIRE AND AVIATION SERIOUS ACCIDENT INVESTIGATIONS

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FIRE AND AVIATION SERIOUS ACCIDENT INVESTIGATION TEAM

A Serious Accident Investigation (SAI) is a detailed and methodical effort to collect and interpret facts related to an accident, identify causes (organizational factors, local workplace factors, unsafe acts), and develop control measures to prevent recurrence. An SAI will be conducted and final report issued for all LODDs within 45 days of the incident. An SAI is conducted independently from any criminal investigation(s).

FIRE DIRECTOR/CHIEF

The Fire Director(s)/Chief or designee(s) of the lead agency, or agency responsible for the land upon which the accident occurred, will:

- Notify the agency Safety Manager and Designated Agency Safety and Health Official (DASHO).
- Immediately appoint, authorize, and deploy a SAIT and lead(s).
- Provide resources and procedures adequate to meet the team's needs.
- Receive the factual and management evaluation reports and take action to accept or reject recommendations.
- Forward investigation findings, recommendations, and corrective action plan to the DASHO (the agency safety office is the "office of record" for reports).
- Convene an accident review board/board of review (if deemed necessary) to evaluate the adequacy of the factual and management reports and suggest corrective actions.
- Ensure a corrective action plan is developed, incorporating management initiatives established to address accident causal factors.
- Ensure Serious Accident Investigations (SAIs) remain independent of other investigations.

Members of the IMT, specifically the Investigation Liaison, will be expected to coordinate and support the activities of the SAIT.

TEAM LEADER (CORE TEAM MEMBER)

The Team Leader is a senior agency management official, at the equivalent associate/assistant regional/state/area/division director level. The team leader will direct the investigation and serve as the point of contact to the Designated Agency Safety and Health Official (DASHO).

CHIEF INVESTIGATOR (CORE TEAM MEMBER)

The Chief Investigator is a qualified accident investigation specialist is responsible for the direct management of all investigation activities. The Chief Investigator reports to the Team Leader.

ACCIDENT INVESTIGATION ADVISOR/SAFETY MANAGER (CORE TEAM MEMBER)

The Accident Investigation Advisor/Safety Manager is an experienced safety and occupational health specialist or manager who acts as an advisor to the Team Leader to ensure that the investigation focus remains on safety and health issues. The Accident Investigation Advisor/Safety Manager also works to ensure strategic management issues are examined.

INTERAGENCY REPRESENTATIVE

An interagency representative will be assigned to every fire-related SAIT. They will assist as designated by the Team Leader and will provide outside agency perspective.

TECHNICAL SPECIALISTS

Personnel who are qualified and experienced in specialized occupations, activities, skills, and equipment, addressing specific technical issues such as specialized fire equipment, weather, and fire behavior.

PUBLIC AFFAIRS OFFICER

For investigations with high public visibility and significant news media interest, a Public Affairs Officer (PAO) should be considered to be part of the team. The PAO generally should not be affiliated with the home unit. The PAO should develop a communications plan for the team, be a designated point of contact for news media, and oversee all aspects of internal and external communications. Ideally, the PAO should be qualified as a Type 1 or Type 2 Public Information Officer and be familiar with SAIT organization and function.

SCRIBE

A scribe can be used to document team findings and actions during the incident. The scribe will also handle the administrative needs of the team so as to not impact the local unit.

A scribe, brought in from outside the local unit, adds an assurance of confidentiality to the team's actions and discussions which may not be as assured if using local administrative support.

- Documentation of team actions.
- Evidence catalog.
- Liaison with local dispatch to track ROSS orders for team members.
- Administrative support of the team members.
 - Motel rooms
 - Meeting rooms
 - Rental cars
 - Purchasing supplies

LAW ENFORCEMENT SERIOUS INCIDENT REVIEWS

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LAW ENFORCEMENT SERIOUS INCIDENT REVIEW TEAM

The death or serious injury of a BLM LEO while in the performance of or on account of official duties is considered a Category 1 – Serious Incident and require investigation. Please see General Order 29 Serious Incident Reporting and Review for complete details at <http://web.blm.gov/oles/policy/index.htm>.

CHIEF, INTERNAL AFFAIRS

Upon notification of the occurrence of any such incident, the Chief, Internal Affairs (IA) will immediately assign an officer to conduct an investigation of the incident or to liaise with the lead investigative agency. The investigating officer will operate under the direction of the Chief, IA.

BOARD OF REVIEW

Line-of-duty deaths require examination by a Board of Review (Board). The purpose of a Board is to provide a thorough, objective, and timely analysis of an incident to determine if the BLM LEOs and officials involved acted in accordance with agency policy and procedure; and to assess the adequacy of agency policy, procedure, standards, and training as they relate to the incident. The purpose of a board is not disciplinary in nature. A Board will not make recommendations for administrative or corrective actions that are specific to the employee involved.



Mann Gulch Board of Review, 1949

Membership

The OLES Director has overall responsibility for appointing Board members and designating a chairperson to administer Board functions. A Board will have a minimum of three members. The composition of a Board will vary according to the nature of the serious incident under review and may include representatives from the categories listed below or any subject matter experts deemed relevant to the review. A Board will always include a BLM peer LEO selected by the LEO(s) involved in the incident under review. If the LEO(s) declines to select a peer LEO, the OLES Director will appoint one with similar duties and grade. A board will not include any individual involved in the incident, their supervisors, or witnesses to the incident.

- An LEO assigned to the OLES National Office.
- A SAC or State Chief Ranger from outside the state in which the incident occurred.
- An LEO from another Federal land management agency.
- A BLM manager who has supervised LEOs, attended the Law Enforcement for Managers course, and is assigned to a management unit outside the state in which the incident occurred.

Review Procedures

A Board will be convened, in person and/or telephonically, within 30 days of completing the investigation of a serious incident. Using all available information, a Board will at a minimum: 1) review the facts of the incident; 2) identify applicable requirements of law, policy, and procedure; 3) assess overall compliance with those requirements by all individuals involved in the incident; 4) assess the adequacy of existing policy, procedure, standards, and training as they relate to the incident; and, 5) formulate non-disciplinary recommendations as necessary.

Documentation

A report documenting the review will be completed within 60 days of the conclusion of the Board. The report is subject to the review and approval of the OLES Director and will address each of the following topical areas separately:

- Identification of Board members.
- A brief summary of the serious incident.
- Scope of employment.
- Authority and jurisdiction.
- An incident analysis (i.e., a presentation of facts)
- Conclusions (e.g., observations regarding policy, procedure, standards, and training as they relate to the incident).
- Recommendations and corrective actions (e.g., prescriptive actions to: prevent the recurrence of similar incidents; improve the handling of future incidents; modify existing policy, procedure, or training practices, etc.)
 - As necessary, the OLES Director, in consultation with the BLM Director and the appropriate State Director and SAC, will ensure target completion dates and responsible parties are established for each action being taken in response to the recommendations of the Board.
- Attachments (e.g., copies of relevant investigative reports, witness statements, training records, etc.).

DEPARTMENTAL SERIOUS INCIDENT REVIEW GROUP

In accordance with DOI policy, all Board reports will be forwarded to the DOI OLES for possible review by a Serious Incident Review Group (SIRG). The SIRG process is designed to utilize the collective expertise of all the DOI law enforcement programs to identify and address policy, procedure, or training issues that may have departmental implications. The purpose of a SIRG is no disciplinary in action. A SIRG will not make recommendations for administrative or corrective actions that are specific to the BLM employees involved.

OTHER CONSIDERATIONS AND FUNERAL/MEMORIAL SERVICE OVERVIEW

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AGENCY PERSONNEL CONSIDERATIONS

ADMINISTRATIVE LEAVE

The core group of an employee fatality may be placed on administrative leave for a period of time, to be determined by the supervisor/manager, after consulting with the IC and the CISM team leader. On a short-term basis, outside resources may be requested to backfill the roles of affected personnel. Forced association with the scene of a tragedy can adversely impact local personnel and providing relief will allow the staff valuable time to cope with the personal and professional issues associated with a coworker death.

POST-TRAUMATIC STRESS DISORDER

Post-traumatic stress disorder (PTSD) may occur with employees associated with an LODD. The diagnosis of PTSD may occur months after an LODD; therefore, it is important for a supervisor to file the necessary paperwork immediately for potentially affected employees as a precautionary action. (See the HR Benefits Coordinator for more information.)

FUNERAL/MEMORIAL SERVICE OVERVIEW

The following are recommendations for memorial and funeral procedures based on model policies. It should be understood, however, that the desires of the survivors are paramount to those of the unit/agency. If the family wants a private or less formal funeral, the BLM can still hold a memorial service for employees to honor the deceased.

The procedures outlined should be considered and have been successfully used in past incidents. Flexibility during this stressful time needs to be accepted. Each incident is different; therefore, changes may be necessary due to shortage of manpower, the unusual size of the funeral, type of service, and the physical arrangement of service location, or for any other reason shall be made by the manager or IRC.

OFFICIAL ATTENDANCE AT SERVICES

A Federal law enforcement officer or firefighter may be excused from duty without loss of pay or charge to leave to attend the funeral of a fellow Federal law enforcement officer or firefighter who was killed in the line of duty. (5 U.S.C. 6328)

“Agency heads have broad authority to grant excused absence (without charge to pay or leave) for various reasons. Under certain circumstances, one or more employees—while on official business and without loss of pay or leave—may attend the funeral of a fellow Federal employee who is killed in the line of duty. . . an employee so designated may be reimbursed for his or her travel expenses from agency funds.” (OPM July 29, 1994)

On a case-by-case basis, the FAD Assistant Director and the OLES Director are responsible for providing guidance regarding those individuals granted excused absence to attend memorial services well in advance (recommend at least 72 hours prior to) of the service.

Employees experiencing difficulty returning to regular duties may apply for sick leave.

ATTENDANCE BY OUT-OF-AREA PERSONNEL

State offices may designate employee representative(s) to attend memorial services for the death of out-of-area personnel. Official travel and regular time is permitted for designated personnel. Overtime is not authorized for this travel.

GENERAL FUNERAL ATTIRE

All BLM employees should honor the deceased and survivors by dressing as professionally as possible--business attire or official uniform are recommended.

UNIFORMS

- Full Service Uniform – Employees should wear their official uniform.

FAD – Full service uniform includes official BLM uniform or crew shirt and attire.

OLES – If the family wishes for a full law enforcement service, the law enforcement dress uniform will be worn. Every consideration should be given honoring the profession and the fallen officer by presenting a clean, neat appearance. Leather gear should be in a good, polished condition. Additionally,

- BLM Rangers will wear dress law enforcement uniform of the day as directed by the LEO in charge.
- Special Agents will wear suits.

- Badges – Employees should follow the procedures with regard to mourning bands on badges

FAD - A black elastic banding or black tape 3/4"-wide placed horizontally across the middle of the badge will be used. Employees not issued badges may wear a 3/8" black satin ribbon, folded in a 1" loop pinned above the nametag. These signs of mourning will be typically worn from the time of notification until sundown on the day of interment.

OLES – Instruction Memorandum 2012-112 sets policy for the wearing of mourning bands by BLM LEOs. See Appendix Q.

- Burial in Uniform - Employees may be buried in uniform when requested by the employee or family. In the case of LODD, the BLM encourages the family to consider this method of burial. The employee should be buried in the most formal uniform that they were entitled to wear during their service. For employees entitled to wear badges, the BLM will excess the badge to allow burial with full collar brass and badge compliment. For BLM law enforcement officer, this uniform option may include duty belt with empty holster and cases.

UNIFORM HATS



- Upon entering the building, employees will remove their uniform hats, place them under their left arm, hat brim forward, and move in an orderly manner to the place reserved for them. Employees will sit with their hats upright in their laps.
- At the end of the service, employees will rise in unison and place their hats under their left arm preparatory to filing past the casket or exiting the facility. They will hold their hats in this position until they have passed the casket and arrived outside.
- When outside, hats will be worn.

AGENCY HONORS TO BE CONSIDERED

Any employee who dies honorably in the line of duty will be accorded the following honors if requested by the survivors and within agency fiscal and personnel constraints. This may include the Honor Watch during viewing, pallbearers, firing squad/taps, military flag fold and presentation, and motor escort.

HONOR WATCH

The family may desire to have a time for a viewing or vigil. The agency should coordinate its participation with the Family Liaison. Often the family will request Honor Guards be posted at each end of the casket. It would be acceptable for immediate family members to be escorted by agency personnel to and from the viewing. It may be helpful to have members of the Critical Incident Stress Management (CISM) Team available for counseling.

Examples of Honor Watch situations include the following:

- A viewing is held at a funeral home preceding the funeral service. A closed casket, with the flag draped on top, is then carried into the funeral service by pallbearers or transported via funeral home personnel, or
- A viewing is held at a funeral home preceding the funeral service and an open casket is already in position in the chapel, preceding any entry of guests. Either no flag is placed on the casket at this time or a folded flag may be in place.

The Honor Watch may be posted during viewing and preceding the actual funeral service. The Honor Watch is a formation whereby uniformed employees are posted, relieved, and removed at the head and foot of the casket. The uniformed employees are posted by the Honor Guard Coordinator when the body is ready for viewing. The rotation of the Honor Watch is made at a predetermined interval and continues until the funeral service begins.

The Honor Watch is the most visible and inspected detail of any funeral. It is during the Honor Watch that the chapel begins to fill with visiting dignitaries, news media, employees, community members, and, most importantly, the deceased employee's family.

HONOR DETAIL AT GRAVESITE SERVICES

- When the funeral procession is halted at the committal site, an Honor Detail will be formed by uniformed personnel, so that it is in view of the survivor's family.
- If staffing allows, the Honor Detail will be formed in two ranks, creating an aisle extending from the funeral coach toward the committal site.
- When all is in readiness to move the casket from the funeral coach, the Honor Guard Coordinator will instruct "Detail, Attention and Present Arms." The pallbearers will then remove the casket from the funeral coach.
- The Chaplain/Funeral Director will precede the pallbearers carrying the casket toward the committal site and between the ranks of the Honor Detail.
- As soon as the casket has passed, the Honor Detail will face towards the grave.
- An optional ceremony may occur whereby the designated BLM representative presents the deceased's hat (flathat or fire hardhat) to the survivors. This would occur after the presentation of the flag at interment.

OTHER HONORS AND ASSISTANCE ASSOCIATED WITH FIREFIGHTER OR LAW ENFORCEMENT FUNERALS

A firefighter or law enforcement funeral has a long history of quasi-military honors. From beginning to end, the funeral is a ceremony saturated with symbolism and purpose. If the deceased employee was a firefighter or law enforcement officer, the survivors should be informed of options that may be available that differ from a traditional civilian funeral.

- Presentation of the United States flag
 - The BLM Honor Guard or designated representative will present the family a United States Flag on behalf of the agency.
 - On occasion, organizations to which the deceased belonged such as Veteran organizations may request participation by their Honor Guard.



- Last call
 - A radio equipped patrol vehicle, fire truck, or other vehicle will be staged outside of the memorial location. Upon exit of the mourners, the dispatch office will radio the deceased employee's call number two times with no response. On the third occasion, the dispatcher will radio the employee's number, followed by "out of service."
- Bugler and bagpipes
- Funeral caisson
 - The casket may be carried on equipment or vehicles pertinent to the deceased employee's occupation.

FAD – The following potential honors may be specific to a firefighter line-of-duty death:

- Last call bell service
(See Appendix B, page 39, of the *BLM Fire and Aviation Honor Guard Standard Operating Procedures, LODD Response Handbook, Appendix O.*)
- Fireman's crossed water cannons

OLES – The following potential honor and assistance may be specific to a law enforcement officer line-of-duty death:

- Assistance with dress and preparation of body viewing if viewed in uniform
- 21-gun salute by the Rifle Team

(See *BLM Law Enforcement Honor Guard Standard Operating Procedures (SOPs), Appendix P*, for complete information.)

U.S. FLAG

FUNERAL

The United States flag is the only flag permitted to drape the casket. Nothing may be placed on top of the flag. The burial flag must be 5'x 9' 1/2" in dimension. It is recommended that the flag be made of cotton to prevent accidental slippage. Some churches may use a pall over the casket. The flag must be removed before the casket is covered with a pall.

FAD – See the "BLM Honor Guard Standard Operating Procedures" for specific casket bearing procedures. (Appendix O)

INTERMENT

The Honor Guard Commander presents the flag to the highest-ranking official(s) and renders the slow hand salute to the flag. The designated official presents the flag to the survivors (usually the mother or spouse of the deceased), makes a few appropriate remarks on behalf of the BLM, and renders the final slow hand salute to the flag.

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Appendix

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APPENDIX A – DEFINITIONS

Agency Administrator: The highest ranking line officer, regardless of agency, having direct line authority over employee activities when and where a serious accident occurs.

Beneficiary: Those designated by the employee as recipients of specific death benefits.

Benefits: Financial payments, scholarships, tax benefits, and special programs available to the immediate next-of-kin of the fallen firefighter.

Casket: Any receptacle containing the remains of the deceased, including cremated remains.

Chapel: The church, funeral home, or other inside location where a memorial or funeral service is held.

Critical Incident: Any event which has a stressful impact sufficient enough to overwhelm the usually effective coping skills of either an individual or group. Critical incidents are typically sudden, powerful events which are outside the range of ordinary human experiences.

Critical Incident Stress Debriefing (CISD): A structured group meeting that emphasizes venting or show of emotions and other reactions to a critical incident. It also emphasizes educational and informational elements which are of assistance to employees in understanding and dealing with the stress generated by the event. Debriefings generally occur within 24 – 72 hours of the critical incident.

Critical Incident Stress Management (CISM): A wide range of programs and services designed to prevent and mitigate the effects of traumatic stress.

Core Group: Includes EMS personnel, dispatchers and other employees at the scene of the fatality.

Covered: When the service hat is worn, typically whenever outdoors. Certain formal circumstances may allow a uniformed employee to remain “covered” during inside operations.

DASHO. Designated Agency Safety and Health Official (see [29 CFR 1960.6](#)).

Debriefing: Group session led by a trained CISM peer and/or mental health professional usually held within 24-72 hours after the incident. Follows a structured format and discussions are confidential within the group.

Emergency Medical Service (EMS): A branch of medicine that is performed in the field by paramedics and emergency medical technicians (EMTs).

Full Service Uniform: The official BLM uniform worn by employees in public contact positions and other persons stipulated by directors and managers.

Honor Detail: Formation of uniformed personnel at the committal site of a graveside service.

Honor Watch: Formation whereby uniformed employees or the Honor Guard is posted, relieved, and removed at the head and foot of the casket. The Honor Watch is usually posted by the Operations Section Chief when the body is ready for viewing or in cases of a closed casket, when survivors host calling hours preceding a funeral.

Incident Commander (IC): Individual responsible for the overall management of an Incident as delegated by the Delegation of Authority.

Incident Command System (ICS): Service-wide management tool to oversee complex events.

Incident Management Team (IMT): Designated regional and national overhead groups incorporating ICS.

Individual Crisis Debriefing: One-on-one confidential assistance with any issue by trained peer supporter or mental health professional.

Initial Incident Stress Defusing: Shorter and less structured version of a Critical Incident Stress Debriefing (CISD) that usually occurs within a few hours of a critical incident. The main purpose of a defusing is to stabilize the affected personnel so that they can return to work if necessary or go home without unusual stress. Defusings allow for initial venting of reactions to the incident, and provides stress coping information to affected personnel. A Defusing may eliminate the need for a formal CISD or enhance a subsequent CISD.

Interment/commitment: To deposit (a dead body) in the earth or in a tomb. For this document, these terms will also be used when a body is in a cremated state.

Law Enforcement Officer (LEO): Employees of the BLM who have been individually delegated law enforcement authority by the Director to enforce all Federal laws and regulations pertaining to the use, management, and development of the public lands and their resources.

Line of duty: Any action that an employee is obligated or authorized by law, rule, regulations or written condition of employment to perform, or for which the employee is compensated by the Bureau of Land Management.

Line-of-Duty Death (LODD): A death which is the direct and proximate result of a personal injury sustained in the performance of official duties.

Memorial Service: An organized event to honor and memorialize a fallen employee, which may or may not include worship or a religious ceremony. A memorial service may be an organized gathering of employees, independent of a private family service or other funeral service.

Mental Health Professional: Certified or licensed by a state to provide mental health services.

Pall: A cover for a coffin.

Peer Support: Personnel trained to assist their fellow employees by listening without judgment and maintaining confidentiality. They are also trained in positive coping strategies for stress, and to help others validate their thoughts and emotions about an overwhelming trauma or loss.

Public Affairs Officer (PAO): Responsible for the formulation and release of information about the incident to the news media, local communities, incident personnel, the LODD Response Team and other agencies and organizations.

Public Safety Officer: A person servicing a public agency in an official capacity, with or without compensation, as a law enforcement officer, firefighter or member of a public rescue squad or ambulance crew. Volunteer firefighters and members of volunteer rescue squads and ambulance crews are covered if they are officially recognized or designated members of legally organized volunteer fire, rescue or ambulance departments.

Public Safety Officers' Benefit (PSOB) Act: Provides a one-time, tax-free benefit to eligible survivors of a public safety officer whose death is a direct result of traumatic injuries sustained in the line of duty.

Serious Accident: Department-related activities which result in:

- (1) One or more job-related fatalities or imminently fatal injuries or illnesses to employees, volunteers, contractors, emergency, or the public.
- (2) Three or more employees, volunteers, contractors, emergency firefighters, or public individuals hospitalized.
- (3) Property damage (including site mitigation or cleanup) and/or an operating loss of \$250,000 or more.
- (4) Consequences that a DASHO judges to warrant further investigation using these serious accident investigation procedures.

Serious Accident Investigation Team (SAIT): a team assigned to investigate a serious accident and to report the accident facts and corresponding conclusions and recommendations.

Serious Wildland Fire-Related Accident: A serious accident that occurs during any wildland fire-related activity, or to personnel working in direct support of these activities.

Servicing Human Resources Office/Servicing Personnel Office (SHRO/SPO): Responsible for personnel actions of the deceased's unit.

Survivors: Immediate family members including spouse; all children, including stepchildren and legally-adopted children; parents; siblings; and significant others (as recognized by state law).

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APPENDIX B – BEFORE THE INCIDENT CHECKLIST FOR MANAGERS

(Adapted from PMS 926, *Agency Administrator’s Guide to Critical Incident Management*)

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Agency Administrator Roles and Responsibilities				
1	Determine what types of incidents are likely to occur on lands for which you are responsible. Type: <ul style="list-style-type: none"> • Fire • Law Enforcement • Aviation • Vehicle Accident • • • • 			
2	Identify those agencies that have statutory/ jurisdictional responsibilities for those incidents.			
3	Pre-plan incident response and develop criteria on when and how to implement ICS organizational structure for the critical incident (e.g., not all critical incidents require an ICS organization).			
4	Prepare a Delegation of Authority for the critical incident management team. The delegation can be edited at the time of the incident to reflect specific complexity and scope.			
5	Ensure ALL employees have <u>current</u> emergency notification information on file (secured yet accessible). Update information as seasonal employees are hired. (See Emergency Notification Information, Appendix C).			
6	Identify Family Liaison(s) for when serious injuries or fatalities occur. (See Family Liaison, Appendix L).			
7	Develop local emergency operating plan which includes initial response and notification procedures.			
8	Provide training and conduct exercises focusing on interagency cooperation, coordination, and incident management.			
9	Ensure key personnel designated to manage the critical incident are capable, organized, and clearly understand their roles and responsibilities.			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Agency Notification and Reporting				
1	Develop contact list for reporting process (See Agency Reporting Log, Appendices J and K.).			
2	Identify your agency’s process for reporting and investigating serious injury or deaths including procedures for reporting shelter deployments and entrapments.			
3	For wildland fire fatalities, entrapments and burnovers, notify the National Interagency Coordination Center (208-387-5400) within 24 hours. Use NWCG Form PMS 405-1 found at: http://www.nwcg.gov/pms/forms_otr/forms_otr.htm – Individual agency follow-up is still required by Agency Administrator.			
4	Ensure notification of Occupational Safety and Health Administration (OSHA) area office (800-321-OSHA or 6742) within eight hours for: <ul style="list-style-type: none"> • Death of any employee from work-related incident. • Inpatient hospitalization of three or more employees as a result of a work-related incident. 			
5	Establish process/protocol for notification of next of kin in case of serious injury or death; coordinate with local authorities. (See Appendix G & I.)			
Family Liaison				
1	Identify resources that are available to assist the designated Family Liaison(s) (see Family Liaison, Appendix L): <ul style="list-style-type: none"> • Grief counselors • Peer supporters • Administrative support 			
2	Identify internal policies that may apply when assisting the family. For example: <ul style="list-style-type: none"> • A work-related death autopsy may be necessary to ensure family death benefit • Determine what death benefits (funeral and burial costs) would be covered by the agency. • Procedures for processing personnel papers • Determine what advice should be given for filing claims 			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Critical Incident Stress Management (CISM)				
1	Ensure that CISM protocols and resources are identified prior to the occurrence of a critical incident. <ul style="list-style-type: none"> • Identify local/regional/area CISM resources (e.g., peer support, defusing, debriefing). • Contact CISM resources to discuss activation/capabilities/costs. 			
2	Identify Employee Assistance Program (EAP) and its capabilities in: <ul style="list-style-type: none"> • Grief counseling • Family support • Critical incident stress support 			
Information and Communications				
1	Develop critical incident communication procedures as part of a local emergency operating plan. Include: <ul style="list-style-type: none"> • Agency jurisdictions • Directory of local/regional/national support • Directory of agency experts <ul style="list-style-type: none"> – Qualified Public Information Officer or equivalent – Some agencies may have designated crisis communication teams – Experienced crisis communicators may be available under contract or through special hiring authorities • Key spokespersons • List of communication tools and resources needed • Process for setting up communication center • Coordination of information dissemination • Coordinate communication process with accident investigation team 			
2	Create fact sheets and bio-sketches: <ul style="list-style-type: none"> • Agency • Community • Generic format for additional fact sheets/bio-sketches • Glossary of terms 			
3	Create media contact lists; include phone and fax numbers.			
4	Identify technical expertise to produce maps and graphics (e.g., directions for family visits to fatality site, directions to memorial service).			
5	Ensure Public Information Officers receive appropriate formal training (including trainee assignments) and participate in simulation exercises.			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Administration				
1	Create draft Delegation(s) of Authority to manage critical incident.			
2	Create, review, update, and/or renegotiate Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs), Blanket Purchase Agreements (BPAs), contracts, and other procurement documents that support the management of serious injuries or fatalities. These may include: <ul style="list-style-type: none"> • Local law enforcement agencies • Medical facilities • Counseling/CISM services • Lodging facilities 			
3	Establish a resource list of experts: <ul style="list-style-type: none"> • Personal claims • Tort claims • Workers' compensation • Death benefits (e.g., Department of Justice's Public Safety Officer's Benefit) 			
4	Establish a list of the nearest medical facilities, burn/trauma centers, hours of operation and transport capabilities.			
5	Ensure that emergency notification information is periodically reviewed and updated (must have street addresses; no P.O. boxes) and that this information is easily accessible in an emergency.			
6	Casual hires/ADs/EFFs are agency employees and are the responsibility of the hiring unit. <ul style="list-style-type: none"> • Refer to NWCG Interagency Incident Business Management Handbook (IIBMH). • Ensure accurate emergency contact information is recorded on all Fire Time Reports (OF-288). 			
7	Reference respective agency guides (e.g., employee casualty guide) that contain: <ul style="list-style-type: none"> • Benefits available for type of employment. • How to file a claim. • When the Social Security Administration (SSA) should be contacted. 			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Investigations				
1	Become familiar with laws/regulations pertaining to local/county/state/tribal jurisdictions and their roles/responsibilities for investigating critical incidents.			
2	Review agency/interdepartmental (e.g., DOI and USFS) accident investigation guidelines/procedures found in agency manuals and wildland fire entrapment reporting/investigation procedures.			
3	Meet/develop rapport with key local law enforcement administrators (e.g., sheriff, police chief).			
4	Conduct joint training and simulation exercises, where possible, with cooperators.			
5	Participate in local emergency response and/or public safety council meetings on a regular basis.			

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APPENDIX C – PERSONAL EMERGENCY INFORMATION CARD

(Available for download at <https://web.eforms.blm.doi.net:8201/FormsCentral/show-form.do?nodeId=2006>)

Form 1400-71(296) (June 1988)	U S DEPARTMENT OF THE INTERIOR BUREAU OF LAND MANAGEMENT PERSONAL EMERGENCY INFORMATION CARD	Date of the card
Employee Name <i>(last, first, middle initial)</i>	Home Address <i>(include zip code)</i>	Home Phone*

NOTIFY IN CASE OF EMERGENCY

NAME	RELATION	ADDRESS (include zip code)	PHONE*
1.			
2.			
3.			

FAMILY DOCTOR(S)

NAME	ADDRESS (include zip code)	OFFICE PHONE*
1.		
2.		
3.		

* Include area code

Are you covered under a health benefit plan? Yes No If yes, name of the plan:

Enrollment code:	Hospital preference:
Blood type:	Allergies:
Handicap(s):	

Medication(s) you are required to take daily:

Medical Alert Condition which should be known in an emergency:

Special Instructions:

NOTICE

This information is being collected pursuant to Title 5 U.S.C. Section 7901, which provides for the establishment of procedures to deal with emergency situations. The information in this record card will be used only in an emergency to speed the provision of medical care and/or to notify a relative(s) or other person(s) specified of an accident or injury. This record card will not be used for any other purposes. The disclosure of this information is strictly voluntary and there will not be any adverse effects on your employment status if you do not complete this record card.

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APPENDIX D – (RESERVED FOR FUTURE USE)

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APPENDIX E – BUREAU OF LAND MANAGEMENT CASUALTY LOG

Form 1400-113 (June 2000)

UNITED STATES
DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
CASUALTY LOG

Record all information/action taken in relation to this casualty.

Personal Information:

Full Name: _____ Date/Time occurred: ___/___/___ __:___ am pm

Age: _____ Home address: _____

Duty location: _____

Next-of-kin: _____ Relationship: _____

Contact number: () _____ - _____

Incident/Accident Information:

What happened:

Where:

Site secured: Yes ___ No ___ Date ___/___/___ Responsible Party _____

List of personnel contacted: - Do not call employee's spouse or next-of-kin - this done by RMO					
	Name	Yes	No	Date	Responsible Party
Field Manager					
Safety					
LE					
Fire					
Public Affairs Office					
SPO					

Was next-of-kin notified: Yes ___ No ___ Date/Time ___/___/___ __:___ am pm

Responsible Party _____

Family Liaison appointed: _____

(Continued on reverse)

Additional contacts/actions:

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APPENDIX F – DURING THE INCIDENT CHECKLIST FOR MANAGERS

(Adapted from PMS 926, *Agency Administrator’s Guide to Critical Incident Management*)

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
During (This section builds on the previous <i>[BEFORE]</i> section by implementing the previous identified actions).				
Agency Administrator Roles and Responsibilities				
1	Provide for and emphasize the treatment and care of survivors, coworkers, and their families.			
2	Determine the scope of the incident, identify the involved jurisdictions, and implement initial actions.			
3	Determine the capabilities and limitations of your organization and request assistance (e.g., neighboring unit, State or Regional offices, National).			
4	As warranted, provide a Delegation of Authority and objectives for the management of the critical incident.			
5	Determine the level of management required by using pre-identified criteria for implementation of ICS organizational structure (e.g., not all critical incidents require an ICS organization).			
6	Implement reporting/notification procedures (see Agency Reporting Logs, Appendices J and K). Participate personally whenever possible.			
7	Identify key contacts during the critical incident.			
8	When off-unit employees are involved, personally contact Agency Administrator for victim’s home duty station with as much information as possible, including names and telephone numbers of contacts.			
9	Prepare for accident investigation. (See pages 41 through 48).			
10	Determine need for, and level of, Critical Incident Stress Management (CISM) and implement accordingly. Advise SAIT of CISM actions taken.			
11	Monitor the management of the critical incident. Be readily available to provide direction, guidance and support as needed.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Agency Notification and Reporting				
1	Implement agency notification procedures. (See Appendix G.)			
2	Prior to official notification to next of kin, do not release victims' names.			
3	Coordinate with law enforcement, coroner or medical examiner.			
4	<p>Immediately notify critical incident Public Information Officer when family and other internal notification is complete so public release of information may proceed in a timely manner (refer to page 14).</p> <ul style="list-style-type: none"> Initial agency press release will be made by the designated Public Information Officer to preserve integrity of notification process. Recognize that impacts to local communities and others may be significant, depending on the nature of the incident. State only facts; DO NOT SPECULATE! Keep employees (including injured survivors) informed about details of the incident as well as schedule of events to follow. 			
Family Liaison				
1	<p>Designate Family Liaison(s). (Refer to Family Liaison, Appendix L.)</p> <ul style="list-style-type: none"> Consideration should be given to unique circumstances (e.g., non-traditional family situations) and need for multiple Family Liaisons. Assign one person per family, but consider the need for other individuals to assist. Allow the designated Family Liaison the opportunity to decline the assignment. 			
2	Coordinate communication among liaisons.			
3	<p>The Family Liaison should be available to the family within the first 24 hours.</p> <ul style="list-style-type: none"> Consider need for appropriate representative(s) at locations where family members may be present (e.g., hospitals, helicopter/ambulance shuttle points) to assist with their needs. 			
4	Facilitate family attendance at agency sponsored events (e.g., memorials).			
5	Consider facilitating networking between families, survivors, and coworkers.			
6	Provide family members access to the Employee Assistance Program (EAP).			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Critical Incident Stress Management (CISM)				
1	As needed, activate CISM resources.			
2	For critical incidents that occur during incidents managed by an Incident Management Team (IMT), the Human Resource Specialist (HRSP), if assigned, may be able to assist the local unit with identifying CISM needs.			
3	Coordinate CISM logistics: <ul style="list-style-type: none"> • Location away from incident and media • Transportation • Refreshments • Lodging 			
4	Ensure that CISM resources can handle the magnitude of debriefing requirements. <ul style="list-style-type: none"> • Identify approximate number of employees that have a need for CISM services. • Contact CISM resources and discuss approximate numbers of participating employees, timeframes for mobilization and conducting CISM sessions, and participant limits per session. 			
5	CISM is generally implemented within 48-72 hours of the critical event. Consideration the following: <ul style="list-style-type: none"> • Initial CISM provided to personnel directly involved in the incident (e.g., survivors, rescue workers, Incident Management Team members, dispatchers). • Relieving involved personnel from external responsibilities. • Keep crews together, if possible. • Hold separate sessions for personnel involved in the immediate critical incident and outside peers/coworkers. 			
6	Ensure confidentiality throughout the CISM process.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Information and Communications				
1	<p>Implement critical incident communication procedures. Needs may vary based on complexity of the critical incident.</p> <ul style="list-style-type: none"> • Develop communication strategy. • Set up communication center facilities. • Publicize information hotline telephone number and location. • Consider establishing an “800” phone number to facilitate information flow. • Consider establishing a website to provide current critical incident information. • Use internal bulletin boards to communicate with employees. 			
2	<p>Place order(s) for qualified incident information officer(s) or equivalent.</p> <ul style="list-style-type: none"> • Designate a lead Public Information Officer. 			
3	<p>Confirm roles and responsibilities, and ensure that appropriate coordination occurs.</p> <ul style="list-style-type: none"> • Local unit Public Information Officer • Incident Management Team Public Information Officer (if IMT is assigned) • Cooperator Information Officer(s) • Incoming critical incident information resources • Serious Accident Investigation Team’s Information Officer(s) 			
4	<p>Establish approval process for release of information.</p> <ul style="list-style-type: none"> • Designate primary spokesperson for external release of information. • Provide information to victim/family first. <ul style="list-style-type: none"> – Respond quickly and compassionately. • Names of fatality victims can be released as soon as next of kin have been notified. • Never release names of injured or missing victims. 			
5	<p>Brief receptionists, dispatchers, and others on routing/handling of incoming calls and visitors.</p> <ul style="list-style-type: none"> • Provide Public Information Officer assistance at dispatch centers and reception areas, if appropriate. 			
6	<p>Make immediate contact with local media and develop positive relationships with them.</p>			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
7	<p>Be prepared to respond to media inquiries within minutes. Use the media to deliver important messages to the public.</p> <ul style="list-style-type: none"> • Develop an initial prepared statement. • Show concern. • Say what is being done and how quickly the agency responded. • Tell what resources responded. • Give any verified, releasable facts that are available. • Report current status. • Do not speculate or talk off the record; <i>state only facts</i>. • Confirm the obvious. • Discuss initiation of investigation/review, if appropriate. • Stress that safety of rescue crews, Serious Accident Investigation Team, community, and others is paramount. • Mention environmental impacts, if appropriate. • Thank cooperators. • Inform the public what they can do to help. 			
8	<p>Ensure appropriate communications with (may require designated leads):</p> <ul style="list-style-type: none"> • Internal – within local unit • Interagency – agency cooperators • External – general public, media, public officials 			
9	<p>Document all events, contacts, etc.</p> <ul style="list-style-type: none"> • Chronology • Contact log • Photos 			
10	<p>Have maps and graphics available.</p>			
11	<p>Use media to get messages to the public. Develop an initial prepared statement.</p> <ul style="list-style-type: none"> • Need for volunteers, along with contact point, if appropriate • Safety messages • Need for cooperation, road closures, etc. • Fire restrictions • Wildland/urban interface issues 			
12	<p>Ensure technical experts (e.g., safety, aviation, fire behavior) are available and prepared for media interviews.</p>			
13	<p>Provide and coordinate media access to incident site in cooperation with the Incident Management Team and Serious Accident Investigation Team.</p> <ul style="list-style-type: none"> • Brief media on incident site and air restrictions. • Consider media pool arrangements. 			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
14	Anticipate media’s needs. <ul style="list-style-type: none"> • Logistical (e.g., phones, work areas) • Photos/biography(s) of victim(s) • Deadlines • Protective gear • Photo and video opportunities • Interviews 			
15	Take advantage of existing newsletters and other established communication tools.			
16	Keep the community and affected landowners/users informed and involved; establish a community liaison position, as necessary.			
17	Provide Public Information Officer support through Family Liaison, for victims, families, and survivors; local/distant/hospitals.			
18	Protect the rights of those employees who do not want media contact.			
19	Coordinate media access at funerals, memorial services, etc., with Family Liaison(s).			
20	Prepare agency condolence letters within 24 hours, if possible. Coordinate at all levels within the agency.			
21	Prepare for official visits (e.g., top agency management, governor, mayor, members of congress). <ul style="list-style-type: none"> • Briefing material, facts/statistics about area, talking point, or speeches, if appropriate. • Assign liaisons/escorts. • Arrange for transportation. • Schedule and facilitate press conference(s), if desired. • Provide mechanism for keeping them involved/informed. 			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Administration				
1	Develop additional Delegation(s) of Authority, MOUs, MOAs, BPAs and other agreements as required.			
2	Evaluate local unit's added workload and request assistance as needed. <ul style="list-style-type: none"> Request help from people (coaches) who have experience in this type of incident. Request additional personnel to maintain daily operations. Consider requesting relief from identified work targets for affected personnel. 			
3	Designate individual(s) to take lead in preparing/processing required paperwork. <ul style="list-style-type: none"> Worker's compensation Death benefits (Provide a benefits package to families so they are aware of all entitlements.) Department of Justice's Public Safety Officer's Benefit 			
4	Designate a records person familiar with documentation needs and Freedom of Information Act (FOIA) regulations.			
5	Designate a single source for administrative record keeping and tracking throughout the critical incident.			
6	Designate individual(s) to coordinate and be responsible for securing, gathering, and returning personal items, including vehicles and items from lockers or desks.			
7	Identify a fiscal representative to give advice on administrative questions associated with: <ul style="list-style-type: none"> Paying travel costs of family members Transportation costs for the deceased Funerals and memorials Other funding questions that may arise 			
8	Assist Serious Accident Investigation Team as needed.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Investigations				
1	Ensure the investigation team(s) receives a thorough briefing about: <ul style="list-style-type: none"> • What happened <ul style="list-style-type: none"> - Review initial report. • Jurisdictions involved • Current activities <ul style="list-style-type: none"> - Search and rescue - Other investigations • Lists of personnel involved (injuries, fatalities, etc.) <ul style="list-style-type: none"> - Status - Location - How to contact - Agency • Key officials • Cooperators • Safety Officers • Criminal/civil implications 			
2	If a fatality or serious injuries have occurred, a Serious Accident Investigation Team will likely be appointed by a higher-level. The local Agency Administrator should be prepared to host and cooperate with the Serious Accident Investigation Team.			
3	Clarify and agree upon roles, responsibilities, authorities, and objectives. <ul style="list-style-type: none"> • Determine who provides Delegation(s) of Authority (at what level of organization). • Determine how public information will be handled and designate a spokesperson (refer to the Public Information Officer section on page 20). 			
4	Coordinate with Serious Accident Investigation Team in forwarding pertinent safety information through agency channels (e.g., preliminary reports, safety alerts).			
5	Make local unit agency law enforcement available to serve as a liaison between the investigation team(s) and local law enforcement entities.			

APPENDIX G – LINE-OF-DUTY DEATH NOTIFICATION PROCESS

(Adapted from the Line-of-Duty Death Notification Guide, Appendix E of the Agency Administrator’s Guide to Critical Incident Management)

The following information will provide some guidelines for preparing and completing line-of-duty death (LODD) notifications. The notification process needs to be done quickly and with the utmost sensitivity when an employee fatality occurs. As the agency representative you are expected to be sensitive, courteous, sympathetic and helpful toward the next of kin during the notification. Your presence is designed to demonstrate that the agency is genuinely concerned with its personnel and their families.

Each notification is unique as a result of the individuals and circumstances surrounding the death, and will garner different reactions. Your alertness to the needs of the family will assist in maintaining a rapport with next of kin at the time of their greatest need. Your personal action and words in this sensitive task will reflect on the agency’s image as well as instill confidence in the agency with the survivors. Line officers are usually responsible to make the notification; however, other personnel may be called to assist in this task.

No guide can cover all situations that could arise during a notification. This guide is intended to highlight the key duties and responsibilities of the First-Visit Notification Team members and ease some of the anxiety often experienced when an individual is called upon to personally notify the deceased member’s family. Since no two situations are ever the same, remember that nothing can substitute for common sense, good judgment and sensitivity when making LODD notifications.

PREPARING FOR THE NOTIFICATION

Key information will need to be gathered prior to making a fatality/serious injury notification such as:

- The circumstances surrounding the death or injury (be clear what is fact and what is not verified), information on the survivors, medical status if the employee is injured, location of the injured/deceased person(s).
- Verify the address of the next of kin.
- Determine who will act as the Responsible Management Official (RMO) and make the actual notification.
- Before contacting the survivors, take into consideration any serious health conditions, language barriers, cultural barriers, logistical concerns, and whether children will be present. If religious affiliation of family is known, consider having a clergy present.
 - If there is knowledge of a medical problem with an immediate survivor, medical personnel should be dispatched to the residence to coincide with the death notification.
- Consider taking separate cars in case one person needs to pick up a family member who is not home, watch children, or perhaps accompany a family member to the hospital.

- If notification must be made at the next of kin's workplace, ask for a supervisor and a quiet, private room to talk with the next of kin.
- If notification is made at the hospital, the same rules apply. Find a quiet private place for the notification and next of kin's questions and reactions.
- If immediate survivors are out of the area, request personal death notification from the nearest BLM office.
- If a BLM notification team is not available, the nearest law enforcement agency or fire department should be notified and a request made for an in-person death notification. Frequently, these emergency departments have a chaplain available to assist with these types of notifications. The BLM should provide the outside notifying agency with a manager's name and telephone number for the family to call upon notification.
- If utilizing outside agency notification, the affected field/district office should request the BLM area nearest the survivors meet personally to provide agency condolences.
- Complete the *Next of Kin Follow-up Worksheet* (Appendix I).

SELECTION OF THE FIRST-VISIT NOTIFICATION TEAM

The Agency Administrator or a person designated by agency leadership, referred to as the Chief of Party, is the appropriate individual to make a notification and must be accompanied by at least one other person. Depending upon the situation, a coworker, close friend of the deceased or injured, a chaplain or other member of the clergy, or a law enforcement officer may be appropriate.

Notification to the survivors shall be made in-person, preferably by at least two BLM representatives. This team should consist of one member of the deceased employee's division and a member of the management staff. At least one employee should be in service uniform. CISM personnel can be a part of this team or standing by to respond. If the employee previously had identified someone to do this through the *Personal Emergency Information Card* or confidential diary form, those wishes should be followed whenever possible.

LAW ENFORCEMENT INCIDENT NOTIFICATION

Notification requirements for incidents involving law enforcement personnel will be followed. As soon as an LODD is verified, notifications will be made to the following:

- Special Agent-in-Charge (SAC)
- OLES Duty Officer
- State Director
- Federal Bureau of Investigation
- Appropriate U.S. Attorney's Office
- BLM External Affairs
- Director OLES
- Deputy Director OLES
- Chief of Internal Affairs

- Interior Operations Centers (IOC)
- District/Field Manager
- External Affairs
- Other SACs

Other contacts may include:

- Professional organizations
 - Concerns of Police Survivors, Inc.
- Chaplain/Clergy

FIRE AND AVIATION INCIDENT NOTIFICATION

Notification requirements for incidents involving fire and aviation personnel will be followed. As soon as an LODD is verified, the Agency Administrator will notify the following individuals:

- BLM Director
- Designated Agency Safety and Health Official (DASHO)
- National Fire Safety Manager
- Public Information Officer/External Affairs
- Agency Administrators of all affected employees
- National Interagency Coordination Center (NICC) – complete “Wildland Fire Fatality and Entrapment Initial Report,” NWCG Form PMS 405-1 (Appendix K)
- Servicing Personnel Officer
- Serious Accident Investigation Team
- Fire Management Officer
- Law Enforcement Staff
- Aviation Management
- Office of Inspector General (if waste, fraud or abuse is indicated)
- Regional/Field Solicitor of Office of the General Counsel
- Tort Claims Officer
- OSHA within 8 hours if the accident resulted in one or more fatalities or if three or more personnel are inpatient hospitalized (1-800-321-OSHA [6742])
- County sheriff or local law enforcement as appropriate to jurisdiction
- Coroner/Morgue (provide a copy of FA-156, Firefighter Autopsy Protocol form, http://www.usfa.fema.gov/downloads/pdf/publications/firefighter_autopsy_protocol.pdf)
- CISM resources
- Employee Assistance Program (EAP) representative
- BLM staff in the current district/field office
- Victim’s previous employers, if applicable and practicable

Other contacts may include:

- Professional organizations
 - Wildland Firefighter Foundation
 - National Fallen Firefighters Foundation
- Chaplain/Clergy

IMMEDIATE FAMILY NOTIFICATION

Notification should be done in person, in a timely manner, with compassion, using plain language. Prompt notification of survivors can be a challenging endeavor for Agency Administrators. Speed of communication due to mobile devices can hinder the notification process. Every effort should be made to notify the survivors as quickly as possible.

DETERMINING PRIMARY NEXT OF KIN

Refer to the *Personal Emergency Information Card* (Appendix C) that should have been completed by the employee. If not available, determine the primary next of kin. The following order is usually the order to use in notifying the primary next of kin.

- Spouse
- Parents
- Adult children
- Brothers and sisters, to include step-siblings and those acquainted through adoption
- Grandparents
- Persons granted legal custody of the individual by a court decree or statutory provision
- Other relatives in order of relationship to the individual according to civil laws
- If not other persons are available, the county coroner or medical examiner will provide information on who can officially act on the behalf of the deceased.
- The most important issue here is to make absolutely sure that the correct persons are notified.

IMMEDIATE FAMILY NOTIFICATION

The name of an employee killed in the line of duty should not be released to the media prior to the notification of the immediate family.

- Notification to family members must never be delayed pending coworker notification.
- Whenever practical, notification to the survivors shall be made in-person, preferably by at least two BLM representatives. This team should consist of one member of the deceased employee's division and a member of the management staff. At least one employee should be in service uniform. CISM personnel can be a part of this team or standing by to respond. If the employee previously had identified someone to do this through a confidential diary form, those wishes should be followed whenever possible.

- Before contacting the survivors, take into consideration any serious health conditions, language barriers, cultural barriers, logistical concerns, and whether children will be present. If religious affiliation of family is known, consider having a clergy present.
- If immediate survivors are out of the area, request personal death notification from the nearest BLM office.
- If a BLM Notification Team is not available, the nearest law enforcement agency or fire department should be notified and a request made for an in-person death notification. Frequently, these emergency departments have a chaplain available to assist with these types of notifications. The BLM should provide the outside notifying agency with a manager's name and telephone number for the family to call upon notification.
- If utilizing outside agency notification, the affected district/field office should request the BLM area nearest the survivors meet personally to provide agency condolences.

REMEMBER: Family relationships can be very complicated. Fiancés and significant others, whether or not they live with the injured or deceased person, are not legal next of kin. If you are aware of such an individual, ask the primary next of kin if they want to call/visit the significant other.

INABILITY TO LOCATE THE PRIMARY NEXT OF KIN

If the next of kin is not home, contact neighbors, the police department or local postmaster for information on the next of kin's location (work, out of town, etc.). Take care not to disclose (other than a family-related emergency) the purpose of your contact except to the next of kin. If the next of kin's absence is temporary, you may await their return or go in search of them as appropriate. If the next of kin is out of town and not expected to return shortly, determine their exact location. If it is within reasonable distance, attempt to contact them in person. If not, immediately contact the nearest Agency Administrator to the next of kin's physical location, brief him/her and request notification actions.

SECONDARY NEXT OF KIN

If primary next of kin is not available, contact the secondary next of kin as identified on the *Personal Emergency Information Card*.

NEXT-OF-KIN NOTIFICATION PROTOCOLS

The first visit will be very difficult and may present new uncomfortable feelings with many varied reactions from each surviving family member/survivor. Remember to be professional, demonstrate empathy and listen carefully. When notifying the next of kin, be yourself. This is not easy; be as natural as possible in speech, manner, and method of delivery. The following are suggested approaches with the family in this first visit:

- As soon as most public service families see you, they will know something is wrong.
 - Identify yourself to the next of kin.
 - *Example: "I am [AA title] and this is [name]."*
 - Confirm the identity of the next of kin.
 - *For example, "Are you Mr. Sam Brown?"*
 - Ask to be admitted to the house. Never make a death notification on the doorstep.
 - Gather everyone in the home and ask them to sit down. If young children are in the home, ask the person being notified if they wish to have the children present.
 - Using the victim's name, inform next of kin slowly and clearly of the information you have regarding the incident. If specifics of the incident are known, relay as much information as possible. Never give the family a false sense of hope. Use words like "died" and "dead" rather than "gone away" or passed away."
 - *For example: "The Chief/Director of the [Agency] has asked me to express his/her regret that your [relationship; husband/wife/son/daughter (name)] died/was killed in [city/state] on [date]. [State the circumstances]. Our deepest sympathy to you and your family in your tragic loss."*

COMMUNICATION TIPS

- Make sure your first visit is as inconspicuous as possible without calling undue attention to your visit by neighbors.
- The first visit should be brief and in private. The main concern is to answer questions and meet the demands and requests from the next of kin. A private meeting will cut down on the confusion that can occur with too many people in the room.
- Listen. Your alertness to the needs of the next of kin at this time will help maintain a good rapport with the next of kin. Keep notes for later visits with the next of kin. They will be invaluable when reviewing what was said or done and to ensure all requests and commitments have been fulfilled.
- Inform next of kin that they will be contacted by an agency Family Liaison within 24 hours to assist them with benefits paperwork and other arrangements.
- Offer to call immediate family members, friends or clergy who are available to come and support the family.
- Assist the family in making arrangements for baby-sitting or other needs.
- Ask the family if they would like you to stay with them for a while, and do so if they desire. Provide support and assistance as possible.
- Leave names and phone numbers for the family to reach you, the chaplain or the Family Liaison. Make sure they can find you.
- Inform the Hospital Liaison when the family is on its way to the hospital.
- Go to the hospital and provide additional support to the family and support the Hospital Liaison with coordination needs as needed.

DON'T IN THE NOTIFICATION PROCESS

- Do not notify the primary next of kin by telephone.
- Do not call for a prior appointment to making the first-visit notification.
- Do not take the victim's personal effects on the first-visit notification.
- Do not hold your notes or a prepared speech in hand when making notification.
- Do not drag on with the process.
- Do not disclose your message to neighbors or other persons to have the next of kin to call you.
- Do not use code words or acronyms which may have been used in the incident.
- Do not hurry words, speak as naturally as possible.
- Do not make statements like, "I know how you feel." or "I know what you're going through."
- Do not physically touch the next of kin in any manner unless there is shock or fainting. Summon medical assistance immediately, if necessary. Limit your discussion to information provided for the notification.
- Do not use your prior experiences or personal conjecture.
- Do not discuss matters that you are not qualified to discuss.
- Do not speculate on specific questions relating to the victim's activity when they were killed or injured.
- Do not promise anything that cannot be delivered.
- Do not make a promise that is not in your power to keep.
- Do not make a statement or relay information to the next of kin unless you have verified the facts.

REACTION

Upon learning of the death or serious injury of a loved one, individuals may experience symptoms of shock such as tremors and a sudden decrease in blood pressure. Shock is a medical emergency and help should be requested immediately.

The family may want to lash out at the agency or person representing the agency that brings the bad news. Later they may feel that the bearer of bad news did not provide enough assistance or that the person was callous and non-caring. If this problem is encountered, remember it is not personal and it is important to call on the family again.

Before leaving, arrange for a time and location to contact the family the next day. Allow the next of kin time to react and offer your support; and if needed, take them to the hospital, or mortuary. Let them determine if they want to see the deceased.

Grieving family members go through different phases of grief and each react in their own unique way. Some factors that affect stress reactions are the intensity of the event (e.g., violent death vs. heart attack), the next of kin's ability to understand what is happening, and their equilibrium.

Below are some examples of reactions:

- Shock, followed closely by denial
- Numbness, inability to follow through or focus
- Panic, emotional release, mostly irrational
- Physical/somatic distress: sleepless, sighing
- Overwhelming loneliness
- Depression
- Guilt, recollection of things done and not done for the deceased
- Hostility/resentment toward the agency, or even God who "allowed" it
- Confusion, brought on by disruption of established routines
- Denial: Next of kin continually denying the death. They might repeat "there must be a mistake."
- Anger: Next of kin lashes out at the notifying official or the agency, the decedent, or themselves.
- Negotiation: One normally sees this reaction when a family member is dying. Either the injured person or next of kin negotiates with God for extra time.
- Depression: Next of kin does not care about anything or anybody.
- Acceptance: Next of kin accepts the death and starts to rebuild their lives.

Grief recovery is a long-term process. It takes continued contact and understanding by supporters to get through this period.

INJURED PERSON

One of the first questions the next of kin will ask is where their loved one is located and how does the family arrange to see him/her. It is important to verify the location treating the injured individual or the status of the remains before arriving for the first visit. In cases of serious injury, immediately arrange for transportation of next of kin to the medical facility.

REMAINS OF THE DECEASED

Often, remains of the deceased are not immediately recoverable or not readily accessible. Be alert to this concern, and answer the questions with care. Also be prepared to answer questions about the possibility of viewing the remains. Remember to use the victim's name.

Normally, remains of the deceased are not available until 24 to 36 hours after an autopsy. This needs to be well communicated to the family. Remains may be delayed for medical reasons, criminal investigations or for proper travel documentation.

The family may want to travel to the site to come home with the remains of the deceased.

Follow-up on the status of the remains and keep the next of kin informed. Do not wait for the next of kin to ask the status.

PERSONAL EFFECTS

Personal effects should be gathered from the incident site and/or the home unit immediately. Items should not be delivered until later, perhaps days later when the family can deal with it. The items should be delivered in a clean unmarked box. All clothes should be cleaned, made presentable or disposed of at a later date. Anticipate delays due to accident or criminal investigations.

FOLLOW-UP CONTACT

The manager should make contact as previously agreed upon to check on next of kin's welfare. Key points include the following:

- Expressing concern
- Offering assistance
- Answering questions, particularly unresolved questions from first visit (e.g., visiting the site, travel arrangements to hospital (if a distant location), when remains may be returned)
- Allowing next of kin time to talk
- Follow up on promises and obligations

Staying in touch with next of kin is an important manager responsibility. Sometimes this can last years and span multiple managers.

MANAGER NOTIFICATION TO COWORKERS

Take care of family first but do not neglect the notification of coworkers who may have had close relationships with deceased or seriously injured employee(s). The same guidance and sensitivities apply as with notifying the family. It is essential that this be done in person and not by voice mail or e-mail.

- Efforts will be made to notify employees at the current workstation and prior workstation, if applicable.
- Notification of family members must never be delayed pending coworker notification.
- Consideration should be given to temporarily relieving affected coworkers from duty.
- Ensure employees are afforded access to CISM, EAP, or other counseling as appropriate.
- Continue to monitor employees' wellbeing and provide appropriate follow-up.
- Provide opportunity for employees to attend funeral(s)/memorial(s). Many agencies provide administrative leave for this purpose.

NOTIFICATION FOR MEMBERS OF THE PUBLIC OR CONTRACTORS

When victim is a member of the public, notification should be made by law enforcement. If the victim is an employee of a contractor, notification should be made directly to the contractor's home office (refer to contract specifications).

APPENDIX H – SAMPLE SERIOUS INCIDENT INITIAL CALL AGENDA

Incident Name: _____ Date: _____

Time: _____

- **Greeting** **Call Facilitator/Agency Administrator**

- **Roll Call** **Call Facilitator/Agency Administrator**
 - Staff members of field unit where incident occurred
 - FAD (NIFC) or OLES (NIFC)
 - Washington Office – Safety, Fire, Law Enforcement, Other
 - Other agency offices and cooperators
 - BLM State Office

- **Meeting Agenda Review** **Call Facilitator/Agency Administrator**

- **State Serious Accident SOP Mission Statement Review** **Call Facilitator/Agency Administrator**

- **Situation updates**
 - Local unit
 - BLM State Office
 - Other agency regional/state offices
 - BLM National Office(s) (NIFC, BLM-Safety, OLES, SAIT Lead)
 - Other agency national offices
 - Cooperators

- **Questions**
 - Line officers or agency representatives
 - RMACC
 - Information
 - Safety
 - BLM Law Enforcement
 - SAIT or NTSB Lead(s)
 - Others

- **Identify “Next Steps” in Support of the Local Unit**
 - Briefly identify issues needing immediate resolution and delegate tasks to be accomplished “off line.”

- **Recap on “Next Steps” and Agreement on Conference Call Discussions and Decisions**

- **Schedule Next Briefing**

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APPENDIX I – NEXT OF KIN FOLLOW-UP WORKSHEET

This form is to be filled out at the time of notification and retained by the Responsible Management Officer (RMO) to provide information about the surviving family members and their wishes.

Name of next of kin:

Person providing information (if different):

Address of next of kin:

Community: Zip Code:

Telephone: Home Work Cell

Relation to the deceased:

Name of funeral home to which the body of the deceased should be sent:

If the next of kin has no preference in funeral homes, would he or she like the medical examiner to choose one? Yes No

Do any next of kin wish to see the body of the person who has died?
 Yes No Will decide later

Are there any special items that might have been in the possession of the person who died (such as jewelry or a donor card)? (Identify as best possible.)
List:

Others to be contacted by RMO (other kin, unmarried partners, roommates, etc.):

Name: _____ Phone: _____

Name: _____ Phone: _____

Persons contacted by RMO to provide support to the next of kin:

Name: _____ Phone: _____ Date/Time: _____

Name: _____ Phone: _____ Date/Time: _____

Signature of the RMO: _____ Date _____

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APPENDIX J – OLES SERIOUS INCIDENT REPORT

UNITED STATES DEPARTMENT OF THE INTERIOR BUREAU OF LAND MANAGEMENT	
DATE:	
** SERIOUS INCIDENT REPORT **	
SUBJECT:	
CASE NUMBER:	
DATE AND TIME OF INCIDENT:	
DATE STATE DIRECTOR NOTIFIED:	
DATE STATE EXTERNAL AFFAIRS NOTIFIED:	
OTHER AGENCIES NOTIFIED:	
LOCATION:	
SYNOPSIS OF INCIDENT:	
PLANNED OR RECOMMENDED ACTIONS:	
OFFICE CONTACT #:	
REFER NEWS MEDIA REQUESTS TO:	
RELEASE IN OLES WEEKLY ACTIVITY REPORT:	Yes _____ No _____
Cc:	
NOTE: This document may be subject to public disclosure.	

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APPENDIX K – WILDLAND FIRE FATALITY AND ENTRAPMENT REPORTING LOG

The following form is downloadable at http://www.nwcg.gov/pms/forms_otr/pms405-1.pdf.



Wildland Fire Fatality and Entrapment INITIAL REPORT

Complete this report for fire-related entrapment and/or fatalities. Timely reporting of wildland-related entrapments or fatalities is necessary for the rapid dissemination of accurate information to the fire management community. It will also allow fire safety and equipment specialists to quickly respond to these events as appropriate. This initial report does not replace agency reporting or investigative responsibilities, policies, or procedures. Immediately notify the National Interagency Coordination Center (NICC). Submit this written report within 24 hours—~~even if some data are missing~~—to the address given below.

NICC—National Interagency Fire Center
3833 South Development Ave.
Boise, ID 83705-5354

Phone: 208-387-5400
Fax: 208-387-5414

NICC Intelligence Section
E-mail: nicc_intel@nifc.blm.gov

Submitted by: _____ Position: _____
 Agency: _____ Location: _____
 Phone: _____ E-mail: _____

1. General Information

- Date of event _____ Time _____
- Number of personnel involved _____
- Number of: Injuries _____ Fatalities _____
- Fire name, location, agency, etc. _____

2. Fatalities

- Type of accident:
 - Aircraft Vehicle
 - Natural (lightning, drowning, etc.) Smoke
 - Medical (heart, stroke, heat, etc.) Entrapment
 - Struck by falling object Other
- Where fatality/entrapment occurred:
 - Fire site In transit
 - Incident base Other
- Employing agency _____
- Unit name _____
- Address _____
- For further information, contact _____
- Home unit address _____
- Phone _____

Note: In the event of fatality(s), do not release name(s) until next of kin are notified.

(Continued) ↗

3. Fire-Related Information

- Fuel model _____
- Temperature _____ RH _____ Wind _____ mph
- Topography _____
_____ Slope _____%
- Fire size at the time of the incident/accident _____ acres
- Incident management type at the time of the incident/
accident (circle one): 1 2 3 4 5
- Urban/wildland intermix? Yes No
- Cause of fire: Natural Incendiary
 Accidental Unknown

4. Entrapment Information

A situation where personnel are unexpectedly caught in a fire-behavior-related, life-threatening position where escape routes or safety zones are absent, inadequate, or have been compromised. An entrapment may or may not include deployment of a fire shelter. Note: Engine and dozer burnovers also constitute entrapments.

- Brief description of the accident _____

Entrapment Description

- Person trapped With fire shelter Without fire shelter
- Burns/smoke injuries incurred while
in fire shelter Yes No
- Burns/smoke injuries incurred while
escaping entrapment Yes No
- Burns/smoke injuries incurred while
fighting fire Yes No
- Fire shelter was available, but not used Yes No

Personal Protective Equipment Used

- Fire shelter..... Yes No Gloves Yes No
- Protective pants..... Yes No Boots Yes No
- Protective shirt..... Yes No Goggles... Yes No
- Face/neck protection . Yes No Hardhat... Yes No

APPENDIX L – FAMILY LIAISON

(Adapted from the Agency Administrator’s Guide to Critical Incident Management, Appendix B)

The Family Liaison is critical in facilitating communication between the agency and the family. The Family Liaison must be capable of ensuring that agency needs are met while providing assistance to families. This balancing act occurs in an emotionally charged atmosphere that can be stressful to the liaison. Agencies should be mindful of selecting the appropriate person to act as Family Liaison. Select one Family Liaison per family but consider the need for other individuals to assist.

CONSIDERATION FOR SELECTING FAMILY LIAISON(S)

- Try to have local liaisons, if possible.
- The Family Liaison should be available to the family within the first 24 hours.
- Being a Family Liaison is a long-term commitment that will often impact their life and their work. Family Liaisons can work with families for years.
- If the family lives some distance from the local unit, consider having the Family Liaison come from a unit located closer to the family.
- Give consideration to identifying a pair of employees to serve as Family Liaisons. This will provide a backup contact and allow Family Liaisons to brief each other.
- Carefully weigh the pros (immediate rapport/trust) and cons (emotional involvement lack of objectivity) of assigning a Family Liaison who is a friend of the family.
- Select a steady, level-headed individual who is a good listener and communicator and will likely maintain their objectivity.
- A Family Liaison must be willing to take on the job, with an understanding of the emotional and time demands involved. Allow the selected liaison the opportunity to decline the assignment.

PREPARATIONS FOR THE FAMILY LIAISON

- Prepare yourself physically, mentally and emotionally before visiting the family.
- Wearing a uniform or professional attire may be appropriate for the initial visit.
- Have another person accompany you on your first visit; establish his/her role.
- Anticipate questions and be prepared. Keep an ongoing record of activities so you can remember to follow up on all requests.
- Do not assume you know what the families and survivors want...ask. Do not burden the family with unnecessary requests or demands. Try to ask “yes” or “no” questions when decisions are required.
- Be prepared to meet the family at other locations such as hospitals, helicopter/ambulance shuttle points and other public areas.
- Coordinate with other Family Liaisons in the event of multiple fatalities or serious injuries. Consider scheduling daily conference calls or meetings

COMMUNICATING WITH FAMILIES

This section is a summary of key principles that are useful for communicating effectively with next of kin and other family members.

The first principles are for responding to emotion. Strong emotional responses by the next of kin can be expected and may be very helpful to long-term acceptance and readjustment.

Important points are listen and do not argue. “Listening” is different from “hearing”—people hear with their ears, but listen with their minds. No matter what the family says, do not argue. It will not help and usually makes the situation worse.

Negative information and high-stress situations tend to make people defensive. Almost any information can be presented either negatively or positively.

Telling people what to do and starting sentences with the word “you” are common triggers for defensiveness. Defensiveness can also be reduced by avoiding general statements and dealing instead with specific needs.

The key factor to giving complicated information is breaking it into small pieces. Do not assume that the information has registered or has been understood. The guideline in this section can save a lot of misunderstanding and future problems.

Assist the family in establishing achievable goals. Some examples may be arrangements for funerals, memorials, meeting with Benefits Coordinator, etc. Goal setting is a valuable tool for avoiding problems and keeping communication open. A long-term family representative assignment can lead to over dependence on the part of the next of kin and a dread of letting go of a relationship. Goal setting helps to keep the process focused on the end point of the assignment. A final meeting to officially end the assignment is usually helpful for both the family representative and the next of kin.

FOLLOW-UP CONTACTS

The Family Liaison should encourage the next of kin to begin funeral arrangements, with consideration given to the return of the remains, desires of the family, when travel arrangements can be made for family members, and agency logistics.

The Family Liaison in coordination with human resource specialists may need to help the family complete the forms and processing for:

- Office of Workers’ Compensation Programs (OWCP)
- Social Security Administration
- Veteran’s Administration (if applicable)
- Public Safety Officers Benefit (PSOB) Program (if applicable)

- Agency benefit claims (e.g., 401K, life insurance)

Stay in touch with family. Many times family and friends will care for the immediate needs of the bereaved well, but after a few days this support often disappears especially days after services are held. Would-be supporters might feel that a grieving person would rather face their loss alone. This is the time when the Family Liaison and supporters are needed the most and must stay in touch more than ever before. Provide families with access to support programs and resources such as the Employee Assistance Program (EAP), Wildland Firefighter Foundation, and encourage networking with other affected families and coworkers.

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APPENDIX M – COMPENSATION AUTHORITY AND BENEFITS

EXCERPTS FROM FEDERAL EMPLOYEES' COMPENSATION ACT

§8102. COMPENSATION FOR DISABILITY OR DEATH OF EMPLOYEE

(<http://www.dol.gov/owcp/dfec/regs/statutes/8102.htm>)

(a) The United States shall pay compensation as specified by this subchapter for the disability or death of an employee resulting from personal injury sustained while in the performance of his duty, unless the injury or death is--

- (1) caused by willful misconduct of the employee;
- (2) caused by the employee's intention to bring about the injury or death of himself or of another; or
- (3) proximately caused by the intoxication of the injured employee.

§8133. COMPENSATION IN CASE OF DEATH

(<http://www.dol.gov/owcp/dfec/regs/statutes/8133.htm>)

(a) If death results from an injury sustained in the performance of duty, the United States shall pay a monthly compensation equal to a percentage of the monthly pay of the deceased employee...(See regulations for specifics.)

(f) Notwithstanding any funeral and burial expenses paid under section 8134, there shall be paid a sum of \$200 to the personal representative of a deceased employee within the meaning of section 8101(1) of this title for reimbursement of the costs of termination of the decedent's status as an employee of the United States.

§8134. FUNERAL EXPENSES; TRANSPORTATION OF BODY

(<http://www.dol.gov/owcp/dfec/regs/statutes/8134.htm>)

(a) If death results from an injury sustained in the performance of duty, the United States shall pay, to the personal representative of the deceased or otherwise, funeral and burial expenses not to exceed \$800, in the discretion of the Secretary of Labor.

(b) The body of an employee whose home is in the United States, in the discretion of the Secretary, may be embalmed and transported in a hermetically sealed casket to his home or last place of residence at the expense of the Employees' Compensation Fund if--

(1) the employee dies from--

(A) the injury while away from his home or official station or outside the United States; or

(B) from other causes while away from his home or official station for the purpose of receiving medical or other services, appliances, supplies, or examination under this subchapter; and

(2) the relatives of the employee request the return of his body.

If the relatives do not request the return of the body of the employee, the Secretary may provide for its disposition and incur and pay from the Employees' Compensation Fund the necessary and reasonable transportation, funeral, and burial expenses.

PUBLIC LAW 112-73 (CIVILIAN SERVICE RECOGNITION ACT OF 2011)

<http://www.gpo.gov/fdsys/pkg/PLAW-112publ73/pdf/PLAW-112publ73.pdf>

The Civilian Service Recognition Act of 2011 allows for presentation of United States flag on behalf of Federal civilian employees who die of injuries incurred in connection with their employment.

(a) Presentation Authorized.—Upon receipt of a request under subsection (b), the head of an executive agency may give a flag of the United States for an individual who—

(1) was an employee of the agency; and

(2) dies of injuries incurred in connection with such individual's employment with the Federal Government, suffered as a result of a criminal act, an act of terrorism, a natural disaster, or other circumstance as determined by the President.

(b) Request for Flag.—The head of an executive agency may furnish a flag for a deceased employee described in subsection (a) upon the request of—

(1) the employee's widow or widower, child, sibling, or parent; or

(2) if no request is received from an individual described in paragraph (1), an individual other than the next of kin as determined by the Director of the Office of Personnel Management.

PUBLIC LAW 104-208 SECTION 651***DEATH GRATUITY POLICY***

(http://hr.commerce.gov/Practitioners/BenefitsPolicies/PROD01_007871)

The following outlines the procedures for the administration, management and processing of Death Gratuity payments as authorized under Section 651 of Public Law 104-208, the Omnibus Consolidated Appropriations Act effective September 30, 1996.

The Department will pay a death gratuity of up to \$10,000 to the personal representative of an employee, when there is clear and convincing evidence that the employee died from an injury or illness sustained in the line of duty, which occurred on or after August 2, 1990. This includes employees who die after separation from the Department, if the death is the result of an injury or illness sustained while in the line of duty. It does not include employees whose death is determined to have resulted from willful misconduct.

The payment of the death gratuity, as provided in statute, will be made from appropriated funds.

The Director, Office of Human Resources Management (or designated staff member) serves as the Department's administrator of the Death Gratuity program, and is responsible for program administration, management, and operations, as follows:

A. Establishing policies, procedures, and guidelines that ensure effective and equitable disbursement of death gratuity payments, including:

1. Determining whether an employee sustained a fatal injury or illness while in the line of duty. The injury or illness must arise out of, or in the course of employment. A determination made by the Department of Labor Office of Workers' Compensation Programs (OWCP) may be used to establish whether an employee sustained an injury or illness while in the line of duty.

2. Ensuring that the death gratuity will be offset by statutorily mandated amounts paid under:

a. 5 U.S.C. 8133(f), which provides for the payment of up to \$200 for reimbursement of the administrative costs of terminating the deceased employee's status as an employee of the United States government. This payment is made by OWCP.

b. 5 U.S.C. 8134(a), which provides for a payment of up to \$800 for reimbursement of funeral and burial expenses. This payment is made by OWCP; and/or

c. Section 312 of Public Law 103-332, the Department of Interior and Related Agencies Appropriation Act, 1995, which provides for the payment of up to \$10,000 in reimbursement for burial costs and related out-of-pocket expenses for employees killed in the line of duty in agencies that receive appropriations, under a Department of Interior and Related Agencies Appropriations Act for fiscal year 1995 and thereafter.

3. Determining who shall be deemed the personal representative of the deceased employee, for the purposes of releasing a death gratuity payment. The personal representative will be:

a. A legally appointed executor/executrix of the estate;

b. If there is no legally appointed representative, consideration will be given to the order of precedence governing the payment of a Federal employee's unpaid compensation, as set forth in 5 U.S.C. 5582; or

c. If other complex issues exist regarding the determination, the issue will be referred to General Counsel for opinion.

4. Ensuring that death gratuity payments are not made if it is determined that the employee's death resulted from willful misconduct.

B. Ensuring that procedures are followed to effect prompt and accurate payments.

1. Coordinating with budget offices to ensure that the proper appropriations code is used for the disbursement of funds.

2. Preparing and transmitting the necessary data to the National Finance Center to facilitate payment, and ensuring that there is no Federal tax withholding, but that an IRS Form 1099-R is generated to the gratuity recipient.

3. Advising recipients of the nature of the payment, the offset provisions, and that they may be obligated to pay taxes on the death gratuity payments.

4. Providing budget offices with background material, and verification of payment.

APPENDIX N – SURVIVORS BENEFITS

The death of a firefighter or law enforcement officer is often a difficult time for the entire agency. Many details and arrangements need to be addressed in a short period of time. One major item which is often overlooked is the identification and completion of the various claim forms that are required to assure the deceased member's family receives the benefits available to them. The agency should take the responsibility for seeing that this is addressed. The benefits available can vary as a result of the circumstances surrounding the cause of death, and prior affiliations and places of employment. The agency should research and prepare a listing of the potential benefits available to its employees.

FEDERAL BENEFITS

PUBLIC SAFETY OFFICERS' BENEFIT PROGRAM

The Public Safety Officers' Benefit (PSOB) program provides a one-time benefit to the eligible survivors of public safety officers whose deaths were the direct and proximate result of an injury sustained in the line of duty on or after September 20, 1976.

Following the death of a firefighter, the agency should identify a liaison with the PSOB program who will assist the family in filing a death benefits claim. Information regarding the program and filing instructions, visit http://www.ojp.usdoj.gov/BJA/grant/psob/psob_main.html.

RETIREMENT/THRIFT SAVINGS PLAN

If the deceased is or has been a participant in the Thrift Savings Plan (TSP), his/her beneficiary(ies) are entitled to money in the deceased account. Visit the TSP website at <https://www.tsp.gov/lifeevents/death/notifying.shtml> to report a participant's death, submit the proper paperwork, and review death benefit information.

DEPARTMENT OF VETERANS AFFAIRS

The Department of Veterans Affairs (VA) may be able to provide family assistance for veterans in obtaining a burial site, marker and flag. Contact the VA at 1-800-827-1000.

SOCIAL SECURITY ADMINISTRATION

Depending on the work history of the deceased firefighter, and their participation in the Social Security program, his/her family may be eligible for benefits provided by the Social Security Administration (SSA). Assistance can be obtained from regional SSA offices or at <http://www.ssa.gov>.

If eligible, survivor benefits may include:

- A one-time lump-sum payment of \$255 is payable to the surviving spouse provided the deceased employee and the spouse were living together at the time of death, or the

surviving spouse is entitled to survivor benefits. If there is no surviving spouse, the lump sum is paid to children who are eligible for benefits. Otherwise, the lump sum is not payable.

- Social Security will pay survivor benefits to a surviving spouse and dependent children. For the spouse to qualify, he/she must be at least age 60, or between the ages of 50 and 59 and disabled, or any age and caring for a child under the age of 16 or a disabled child. Children may qualify for benefits if they are under age 18 (or under age 19, if in high school) or disabled. Dependent parents and former spouses may also qualify for survivor benefits. The amount of the benefit depends on the deceased employee's Social Security earnings and the number of survivors eligible for benefits.

WORKERS' COMPENSATION

Spousal benefit is 66 2/3% of employee's average weekly wages for 312 weeks. After 312 weeks, benefit to spouse becomes subject to Social Security benefit offset. Minimum and maximum amounts apply and are adjusted annually. Upon remarriage, spouse receives 52-week lump sum distribution or remainder of award, whichever is less, and benefits terminate. If there are other dependents remaining at the time of remarriage, benefits shall be paid to such person as an administrative law judge may determine, for the use and benefit of the other dependents. Children are considered dependent until age 18 or longer if disabled. No continuation for full-time student status. All medical expenses associated with death are paid.

EDUCATION

SCHOLARSHIP AND EDUCATIONAL PROGRAMS

- National Fallen Firefighter Foundation
 - Offers annual financial assistance for post-secondary education and training to spouses, children, and stepchildren of firefighters honored at the National Memorial in Emmitsburg, Maryland. Children and stepchildren must be under age 30 and have been under age 22 at the time of the firefighter's death.
 - Survivors who apply for the Foundation's Sarbanes Scholarship Program will also be considered for several partner programs. You only need to submit the Foundation scholarship application and materials to be considered for the partner programs.
- International Association of Fire Fighters (IAFF)
 - The IAFF, through the W.H. "Howie" McClennan Scholarship, makes annual scholarship awards available to children of firefighters who died in the line of duty. The applicant's parent must have been a member in good standing of the IAFF at the time of death (202-737-8484).
- Public Safety Officers' Educational Assistance Program, Department of Justice
 - Provides support for higher education expenses through an established monthly allowance for eligible survivors. It may be used to defray expenses such as tuition and fees, room and board, books, supplies, and other education-related costs. For classes taken after October 1, 2005, the program offers up to \$827 per month for full-time students and lesser amounts for part-time students. This educational

assistance program is limited to survivors who qualified for Public Safety Officers' Benefits. Spouses are eligible for benefits at any time. Children are only eligible for expenses that occur prior to their 27th birthday. All awards are reduced by the amount of other governmental assistance that a student is eligible to receive.

- Robert D. May Scholarship Fund
 - A scholarship of up to \$10,000 is available to qualified dependents of federal law enforcement officers killed or permanently disabled in the line of duty. The number available is dependent upon the amount of interest generated from the principle of the May estate. The scholarship may be used to pursue any academic higher education (as defined by the Department of Labor).
 - This program is administered by the Federal Bureau of Investigation (FBI), with specific qualification and application requirements. Applications are due in the spring for the following school year. Inquiries should be directed to the FBI either by writing: FBI, Employee Benefits Unit, PA 570, 1001 Pennsylvania Avenue NW, Washington, D.C. 20535-0001, or by calling (202) 220-9027.
 - See <http://www.nationalcops.org/benefits/us.pdf> for more information.

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APPENDIX O – BLM FIRE AND AVIATION HONOR GUARD STANDARD OPERATING PROCEDURES

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BLM Fire and Aviation Honor Guard



Standard Operating Procedures (SOPs)

May 2012



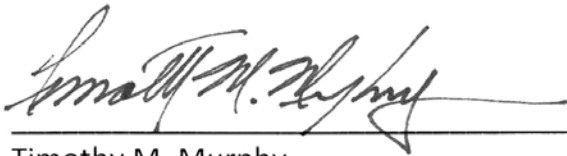
To: Bureau of Land Management Personnel

From: Assistant Director, Fire and Aviation
National Honor Guard Liaison

Subject: Fire and Aviation Honor Guard Standard Operating Procedures

This collection of Standard Operating Procedures serves to define the use, formation and role of the BLM Fire and Aviation Honor Guard. This document is intended to give BLM Fire and Aviation personnel a basic understanding of the Honor Guard inner-workings. It is not intended to be all inclusive, nor does it provide guidance for all situations that may occur.

Questions regarding this guide should be referred to the National Honor Guard Liaison or the Honor Guard Coordinator.



Timothy M. Murphy
Assistant Director, Fire and Aviation, Bureau of Land Management



Randy Eardley
National Honor Guard Liaison, Fire and Aviation, Bureau of Land Management

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Introduction

Purpose

The BLM Fire and Aviation Honor Guard represents the highest ideals of honor, dignity, professionalism and respect in serving the agency, the fire community, and the families, friends and co-workers of those who have lost their lives in the line of duty.

The Honor Guard was created after 14 firefighters perished in the line of duty at the 1994 South Canyon Fire on Colorado's Storm King Mountain. The purpose of this highly trained unit is first and foremost to appropriately pay tribute to and honor the memory of employees who have given the ultimate sacrifice in the line of duty protecting others and our natural resources from wildfire. The Honor Guard also provides leadership in difficult times and comfort to fallen firefighters' families and colleagues. The unit may also provide services at other events of national importance.

BLM Honor Guard Creed

Handpicked to serve as a member of the Bureau of Land Management Honor Guard, my standards of conduct and level of professionalism must be above reproach, for I represent all others in my service.

Others earned the right for me to wear the ceremonial uniform. I will honor their memory by wearing it properly and proudly.

Never will I allow my performance to be dictated by the type of ceremony, severity of the temperature, or size of the crowd. I will remain superbly conditioned to perfect all movement throughout every drill and ceremony.

Obligated by my oath I am constantly driven to excel by a deep devotion to duty and a strong sense of dedication.

Representing every member, past and present, of the BLM, I vow to stand sharp, crisp, and motionless, for I am a ceremonial guardsman.

Event Criteria

The priority of the Honor Guard is to appear at funeral and memorial services for fire and aviation employees who die in the line of duty. Other special event requests for Honor Guard participation may be submitted to the National Honor Guard Liaison for consideration. Requests should include an event where the presence of the Honor Guard would benefit the agency and improve its relations.

Honor Guard Member Death

In the case of a **Prior or Current Member of the Honor Guard** death, regardless of line of duty death or not, the Honor Guard would require no pre-approval prior to beginning planning, coordination and activation of the entire Honor Guard. Outside of pre-approval to mobilize the Honor Guard, standard protocol will be adhered to.

Activation and Mobilization

- When a request is made, the National Honor Guard Liaison will gather point-of-contact and other pertinent information, and then contact the Honor Guard Coordinator.
- The Honor Guard Coordinator will contact either the State Director, or the State FMO to offer Honor Guard services for an agency memorial and/or family memorial services.
- The Honor Guard Coordinator will designate a Field Operations Coordinator for the mission. This position may be filled by the Honor Guard Coordinator.
- The Field Operations Coordinator will immediately be dispatched to the location where the agency memorial and/or family memorial services will be held.
- The Field Operations Coordinator will determine the appropriate response, assign details and dispatch Honor Guard members.
- The Field Operations Coordinator will then begin working with the event point of contact/LODD Response Team Commander to gather intelligence on the services planned and what the Honor Guard can provide.
- The Field Operations Coordinator will be the main point of contact with the family and/or event organizer throughout this event process.
- Members need to make individual travel plans immediately after receiving notice of Honor Guard activation. Members are required to have a government credit card with purchase authority.
- It is required that team members have the uniform, (with all accessories,) set aside and ready to travel.
- The "Travel Bag" should encompass all uniform components and contain enough items for a five-day period (See Appendix E). Team members will be required to have appropriate attire for the mission.
- Activation and mobilization may necessitate traveling to areas that do not provide air service. A staging area will be identified so that full team mobilization can occur from that point. It is suggested that members arrive 24 to 48 hours before the services to practice, etc.

- At the completion of every mission it will be the Field Operations Coordinator's responsibility to ensure that the Honor Guard Cost Tracking Sheets (see attachment B) have been filled out completely and gathered. Once home the Field Operations Coordinator's responsibility is to calculate costs and then forward them to the Honor Guard Coordinator who will in turn review them, keep a copy on file for annual reports and then forward them to the National Honor Guard Liaison.

Organizational Structure

The **National Honor Guard Liaison** is located in Boise, Idaho, at the headquarters for the BLM Fire and Aviation Directorate. This position provides Honor Guard programmatic oversight and administrative support; and communication to the Assistant Director, Fire and Aviation. This will include, but is not limited to:

- Serves as a central point of contact for all inquiries about the Honor Guard program.
- Makes final decisions on appropriate events, other than line-of-duty death funerals, at which the honor guard will participate.
- Keeps Fire and Aviation Directorate informed about honor guard activities and providing program updates.
- Communicates with local agency personnel when honor guard members will be participating in a memorial or other level event as requested.
- Works with the Honor Guard Coordinator to develop the assignment details and distribute as appropriate. Copies should be sent to the following individuals: all participating honor guard members; Assistant Director, Fire and Aviation Directorate; State Director; State FMO; Unit FMO; Event Organizer; and other contacts as appropriate.
- Ships Honor Guard implements and flags to location where events are occurring.
- Develops communication products and maintaining the web site.
- Oversees the budget.
- Creates and distributes recruitment notices Bureau wide.

The **Honor Guard Coordinator** is an active member of the honor guard. The roles and responsibilities of the coordinator are to provide logistical support to the Field Operations Coordinator assigned to an event, as well as facilitate training sessions. This will include, but is not limited to:

- Coordinates with the requesting event coordinator to determine scope, event details, number of appropriate honor guard members to participate and any ceremonial props needed, i.e., flags to post, pulaskis, internment flags, etc.
- Communicates with honor guard members to determine who will participate with the event.
- Coordinates annual spring training and annual National Fallen Firefighter Memorial participation.
- Works with the National Honor Guard Liaison to update and distribute the Standard Operating Procedures as necessary.

- Ensures Honor Guard uniforms are provided to team members.
- Maintains appropriate supply of ceremonial props.
- Tracks expenses incurred by the Honor Guard.

The **Field Operations Coordinator** is responsible for the overall on-site coordination of the funeral/memorial service. This position is designated on a case by case basis by the Honor Guard Coordinator. The Field Operations Coordinator works closely with the Family Liaison and the Funeral Director to ensure that the survivors' wishes are acknowledged and carried out within agency means.

Duties of the Field Operations Coordinator may include, but are not limited to the following:

- Coordinate honor presentations and Honor Guard Details.
- Coordinate services with church/venue staff, Funeral Home Director, Family Liaison, and agency personnel.
- Collect and secure deceased member's personal items and forward to the Family Liaison.
- Coordinate all service and post-service meal/reception arrangements with mortuary staff, family, and agency.
- Make appropriate follow-up contacts when the service arrangements have been made.
- Develop the BLM portion of the service with the approval of the family.
- Provide privacy for family members, if needed.
- Obtains and delivers to the Funeral Home Director burial clothing from the family or from the Department.
- Coordinate viewing/vigil with Funeral Home Director, Family Liaison, and Bureau.
- Coordinate any formal walk-through of uniformed personnel during the period of viewing.
- Coordinate Honor Guard participation.
- Assigns duty hours for Honor Guard members.
- Coordinate pallbearers as requested by the family.
- Assists with arrival and seating of unit employees, visiting departments, dignitaries, friends, and family.
- Assist with coordination of post-service gatherings.

The **Honor Guard Members** are from the ranks of the BLM Fire and Aviation Program. The roles and responsibilities of the members are to maintain the honor guard standards, participate in mandatory training sessions and participate in memorials and other events. This will include, but is not limited to:

- Keep the Honor Guard Coordinator informed of current office, mobile and home phone numbers.
- Maintain good condition of all assigned uniform and accessory equipment. Request additional items as needed.
- Serve as Field Operations Coordinator when requested.
- Advise Honor Guard Coordinator of availability status.

- Act as ambassadors for the honor guard program.

Membership Criteria

The Honor Guard is comprised of a cross-section of the BLM workforce from within the fire and aviation program.

A commitment to the program directly impacts fellow members and the ability of the team to function at the highest-level possible. Members will be expected to commit for no less than a two-year period, and may remain an Honor Guard member until they can no longer fulfill the commitment or wish to retire from the Honor Guard. Members must stay in good standing in the Bureau.

Appearance

Members must be physically fit, clean-cut and have a neat appearance that does not detract from the uniform or the situation.

Honor Guard Appearance Standards include:

- Hair must not touch the collar.
- No facial hair is accepted, other than a neatly-trimmed mustache that ends at the corners of the mouth.
- Side burns must be cut to the middle of the ear.
- Jewelry, body art and make-up should not detract from the uniform or the situation.
- Watches, cell phones and other personal accessories shall not be used unless deemed vital to mission completion.

Recruitment Process

All candidates must complete an application package to include an application, references and a recommendation from supervisors. An application package may be submitted via fax, mail or internet sent to the National Honor Guard Liaison at the National Interagency Fire Center. The open recruitment will be communicated throughout the Bureau with the goal to target fire and aviation employees at various levels of the organization. Open recruitment will only be announced when openings exist on the Honor Guard. When vacancies occur it is the responsibility of the National Honor Guard Liaison to create the outreach. Distribution will occur through electronic and paper means Bureau wide within one month of the vacancy occurring.

The National Honor Guard Liaison will receive and collect all applications until the close period and then forward them onto the Honor Guard Coordinator, who will then distribute them out to the Honor Guard members for review. The National Honor Guard Liaison will then set up interviews with candidates and Honor Guard members. Selections will be determined by Honor Guard members.

Uniforms

Due to the ceremonial nature and mission of the Honor Guard, specific uniforms must be utilized. Each member of the Honor Guard will be issued a Class A (ceremonial uniform) and a Class B uniform. Class A uniforms are required during the ceremonial portions of the mission. Class B uniform components are required when the Honor Guard member is representing the Guard, but is not engaged in a ceremonial aspect. Each member will be responsible for the cleaning and maintenance of those items. If any portion of the uniform becomes damaged, unserviceable or misplaced, it is the responsibility of the Honor Guard member to inform the Honor Guard Uniform Manager and make arrangements to get it fixed or replaced. Each member will be responsible for reporting to each event in a complete, clean and pressed uniform. Class A uniform configuration photos are located in Appendix G of this guide.

Class A Components

- Garment bag
- Trousers
- Jacket
- Footwear
- Shoulder braid
- Gloves
- Ascot
- Cover with case
- Inclement weather overcoat
- Badge
- Shroud
- Name plates
- Lapel pins

Class B Components

- Shoulder pack
- Ball cap
- Gear bags
- Inclement weather jacket
- Polo Shirts
- Long Sleeve Shirts
- Footwear
- Belt
- Technical under garments
- Cold weather under garments
- Khaki pants

Authorization to procure all uniform components is bestowed upon all members upon joining the Guard.

Appropriate attire will be assigned at the mission. Badge bands are to be removed during missions not involving a death or otherwise directed by the Field Operations Coordinator. Covers are an official component of the uniform. They shall be worn at all times when in ceremonial uniform, unless directed by the Field Operations Coordinator. If the cover is removed, they shall be held brim down on the left forearm, close to your person. Ball caps are to be removed while indoors.

Once an Honor Guard member can no longer fulfill the requirements of the Honor Guard and retires, they are allowed to keep their uniform and remain an Honor Guard Reserve member. Once an Honor Guard member or Honor Guard Reserve member no longer wants to be associated with the Honor Guard or moves agencies, the uniform and all components must be returned to Honor Guard Coordinator or designee at NIFC.

Time Coding and Travel

It is expected that all Honor Guard members charge their base hours to their home unit while on an Honor Guard mission. During instances when an Honor Guard member is in non-pay status and the home unit cannot fund the member during the mission, it would be appropriate to charge base funding to the National Honor Guard Charge Code or the charge code that is assigned for the mission. Any overtime, per diem and travel accrued is covered by the National Honor Guard Charge Code or the charge code assigned for the mission. This is supported by the documentation in Appendix F of this SOP Guide.

When charges for travel, rental cars and miscellaneous expenses are accrued there will be no supply numbers or resource orders produced for supporting documentation. This is also supported by documentation in Appendix F of this document. Charges will be reconciled against the Honor Guard National Charge Code or the charge code assigned for the mission. If any home unit is not satisfied by the supporting documentation in Appendix F, then it will be the National Honor Guard Liaison's responsibility to produce documentation that meets the home unit's wishes. Honor Guard members will be fiscally responsible and try to save money whenever possible whether making flight arrangements, hotel arrangements and rental car reservations.

Ceremony Drill and Procedures

Formation, Facing and Marching Movements

This section explains the basic movements which must be mastered before attempting to accomplish drill and ceremony procedures.

A preparatory command is generally given prior to the command of execution. The preparatory command alerts the honor guard detail that a command of execution is about to be given, at which point all members will execute the given command in unison. "Honor Guard" will be the first preparatory command when calling the detail to assembly, after which traditional preparatory commands will be given, i.e. "Ready." In some cases the preparatory and execution may be the same word, distinguished only by syllables or annunciation style, i.e. "Atten-tion."

A command of execution will follow the preparatory command. This is the action that is to be carried out, i.e. "Face."

Attention

The command is ATTEN (prep), TION(exec). To come to attention, bring the heels together with an approximately 30 degree angle between the toes and mid-line. This is commonly referred to as 45 degrees. Keep the legs straight without stiffening or locking the knees. The body is erect with hips level, chest lifted, and shoulders square and even. Arms hang straight down along side the body in a relaxed manner with a slight bend at the elbow and wrists are not bent. Place thumbs, which are resting along the first joint of the forefinger, along the seams of the trousers, as if pinching the seam between the thumb and forefinger. Hands are cupped (but not clenched as a fist) with palms facing the leg. Head is erect, neck is vertical with the body, and eyes are facing forward with the line of sight parallel to the ground. The weight of the body rests equally on the heels and balls of both feet, and silence and immobility are requirements.

Ceremonial Pulaski Position of Attention: See section on Pulaski use

Flag Bearer Position of Attention: See section on Flag bearing

Positions of Rest

Parade Rest

The command is PARADE (prep), REST (exec). On the command REST, lift up the left foot and smartly move it to the left six to eight inches. Feet remain at a 45 position, legs are straight but not stiff, and the heels are on line.

As the left foot moves, bring your arms back behind you, bend your elbows, uncup your hands and smartly place your hands into the small of your back, palms facing out, right hand inside of the left hand with fingers in the blade formation.

Ceremonial Parade Rest

The command is CEREMONIAL PARADE (prep), REST (exec), is to bring the hands in front of the body with hands interlocked at the thumbs, left over right with the fingers in a blade formation. The arms are straight, but held at a comfortable angle. This may be a more comfortable position to hold for extended periods of time. You may also alternate between the two positions if the detail is required to stand in formation for a long time.

At Ease

At the command of AT (prep), EASE (exec), members of the detail may assume a relaxed position, with the right foot remaining in place and remaining in formation. This is a temporary position when awaiting further instructions.

Fall Out

The command is FALL (prep), OUT (exec). From the position of attention, take one step back leading with the right foot, bring feet together, execute an about face, step off with the left foot, and leave the formation. Unless told otherwise, remain in the immediate area.

Facing Movements

Two-Count About Face

The command for the movement is ABOUT (prep), FACE (exec). This is a two-count movement. At the command FACE, lift up the right foot just enough to clear the ground and in a fashion like drawing a "C" on the ground, place the toe of the right foot behind and two inches to the left of the left foot. This is the first count of the movement. The position of the left foot is not changed. The weight of the body is resting evenly on the toe of the right foot and the heel of the left. On the second count, pivot 180 degrees to the right on the toe of the right foot and the heel of the left foot while lifting the toe of left foot just enough to clear the ground to meet the right, resuming the position of attention. Keep the arms suspended at the side for the entire movement.

Left Face

The command for the movement is LEFT (prep), FACE (exec). This is a two-count movement. To complete count one of the movement, from the position of attention, lift up the toe of the left foot and the heel of the right foot and rotate 90 degrees to the left. To complete count two of the movement, distribute the weight of the body to the left foot. Lift up the right foot and, with snap, bring it along side the left foot. The rest of the body remains at the position of attention.

Right Face

The command for the movement is RIGHT (prep), FACE (exec). This is a two-count movement. To complete count one of the movement, from the position of attention, lift up the toe of the right foot and the heel of the left foot and rotate 90 degrees to the right. To complete count two of the movement, distribute the weight of the body to the right foot. Lift up the left foot and, with snap, bring it alongside the right foot. The rest of the body remains at the position of attention.

Formation of the Flight

The command for the movement is HONOR GUARD (prep), FALL IN (exec).

Upon the command: The designated right guide moves to a position so that the formation is three paces away and centered on the Honor Guard Commander (to do this he or she must take the size of the formation into consideration).

Each succeeding member of the formation falls into a position to the left of the right guide member. Once in position, they will assume the position of attention. It's important to square off the back of the formation. When there is an odd number, fill the formation in from the third member forward.

To Align the Flight in Line

The commands for this movement are DRESS RIGHT (prep), DRESS (exec). Upon the command of execution everyone except the right column will turn their head to the right looking down line to align themselves to the right. Simultaneously everyone, except the furthest left column, will bring their left arm up and parallel to the ground, fingers extended and together, palm facing down. The rest of the body remains at the position of attention. To adjust yourself within the formation, take short choppy steps. Silence is maintained. At the completion of this movement each member should be aligned from the right column of the formation.

To return to the position of attention the command is READY (prep), FRONT (exec). Upon the command of execution bring the head back to the front and the arm down to the side and align yourself with the person in front of you.

This movement can also be executed at close interval. The commands are AT CLOSE INTERVAL, DRESS RIGHT (prep), DRESS (exec).

To execute the movement, everything is the same as a standard Dress Right except: the left hand slides up to the hip with the palm resting on the hip, fingers extended and together pointing down. The elbow is bent and flared out 45 degrees.

Present Arms/Order Arms

The command is PRESENT (prep), ARMS (exec). Upon the command of execution, from the position of attention, raise the right hand up the center of the body, uncupping the hand and extending the fingers and thumb at belt level. Continue to raise the right hand until the upper arm is parallel with the ground and slightly forward of the body. The line between the middle finger and elbow should be straight (do not bend your wrist or cup your hand). Touch the middle finger to the right front corner of the brim of the hat, the outer right point of the eyebrow, or the right outer point on the eyeglasses, depending on what is worn. Thumb and fingers are extended and together.

To return to the position of attention, the command is ORDER (prep), ARMS (exec). Upon the command of execution simply retrace your steps backward from present arms recupping your hand at belt level.

Timing and speed of this movement is mission specific. "Slow" movements consist of a three count from initiation to completion; whereas a "fast" movement consists of completing the movement smartly.

Present Arms with Ceremonial Pulaski: See section on Pulaski use

Present Arms for Flag Bearer: See section on Flag bearing

Marching Movements

Forward March

FORWARD (prep), MARCH (command of execution), step off smartly, left foot first, and walk straight ahead. Swing your arms easily in their natural arcs, 6 inches straight to the front and 3 inches to the rear. Do not overdo movements and do not march stiffly, keeping head and shoulders stationary.

Guide Right

Upon the command "GUIDE (prep), RIGHT (exec)" alignment is maintained toward the left until corrected by the command "GUIDE (prep), LEFT (exec)." The intent of this movement is to provide fluid adjustment to the path of travel of the formation.

Guide Left

Upon the command "GUIDE (prep), LEFT (exec)" alignment is maintained toward the left until corrected by the command "GUIDE (prep), RIGHT (exec)." The intent of this movement is to provide fluid adjustment to the path of travel of the formation.

Wheel Right

WHEEL (prep), RIGHT (exec) command is given to pivot the formation to the right. The right guard of the formation will take smaller steps, maintaining cadence while rotating their person to the right to match the movement of the row. Those in positions to the left will take steps in a fashion to keep the row aligned off the right guard. This will necessitate those further from the right guard to take larger steps than those closer to the right guard. At the completion of the movement the row should be aligned in the same fashion prior to commencement of the movement.

Wheel Left

WHEEL (prep), LEFT (exec) command is given to pivot the formation to the left. The left guard of the formation will take smaller steps, maintaining cadence while rotating their person to the left to match the movement of the row. Those in positions to the right will take steps in a fashion to keep the row aligned off the left guard. This will necessitate those further from the left guard to take larger steps than those closer to the left guard. At the completion of the movement the row should be aligned in the same fashion prior to commencement of the movement.

Halt

The command of READY (prep), HALT (exec) to stop the formation. It is a two-count movement, for marching and marking time, the command of execution shall be given as the left foot strikes the ground. Take one more step after HALT. Bring the rear heel forward against the other.

Marking Time

To begin marking time while halted, MARK TIME (prep), MARCH (exec) begins the movement starting with the left foot alternating and raising each foot so that the ball of the foot is approximately 2 inches and the heel approximately 4 inches from the ground. At the same time, swing your arms naturally as in the marching movements. While marching, on the command MARCH, take one more step as if coming to a halt. This command shall be called as the left foot strikes the ground. Bring your heels together. Begin marking time without loss of cadence with the opposite foot. To

resume the march the command is FORWARD (prep), MARCH (exec). This command shall be called as the left foot strikes the ground. On the command MARCH, take one more step in place. Step off with your left foot.

Side Step, Right

The command RIGHT STEP (prep), STEP (exec) is given only when you are at a halt. At the command STEP, move your right foot 12 inches to the right, then place your left foot beside your right. Keep your legs straight, but not stiff. Hold your arms at attention.

Side Step, Left

The command LEFT STEP (prep), STEP (exec) is given only when you are at a halt. At the command STEP, move your left foot 12 inches to the left, then place your right foot beside your left. Keep your legs straight, but not stiff. Hold your arms at attention.

Back Step

The command BACKWARD (prep), STEP (exec) is given only when you are at a halt. At the command STEP, step off to the rear with your left foot. Hold your arms at attention.

Ceremonial Pulaski Use

Attention

From a position of Parade/Ceremonial Rest, the command is ATTEN (prep), TION (exec). The aforementioned movement of Attention is followed with the addition of bringing the pulaski to the side of your person. The pulaski should rest with the tool handle touching the ground next to the little toe of the right foot. The head of the pulaski should be grasped by the right hand on the neck of the hoe portion of the tool. The right hand thumb shall be aligned with the seam of the trousers.

Port Arms

From a position of Attention, at the command of PORT (prep), ARMS (exec) the pulaski is raised in front of the body with a two-count movement: 1) The pulaski is raised by the right hand across the body and the left hand grasps the handle where the handle narrows below the head, 2) The right hand then grasps the bottom of the handle about belt level.

Present Arms

This is a one-count movement. The command is PRESENT (prep), ARMS (exec). From the position of Port Arms, the pulaski is presented with the blade portion away from your person. The top of the tool should be level with the mouth of the presenter. Arms should be close to the body, slightly resting against your torso. Reverse this order at the command of ORDER, ARMS, and return to a position of Port Arms. If the intent is to

return to a position of attention, then the command of Attention is issued and carried out using the reverse of the method described in Port Arms.

Parade Rest

From a position of Attention, the command is PARADE (prep), REST (exec). The pulaski is then tilted forward away from your person while the pulaski handle end remains stationary. The hand placement on the pulaski remains the same as Attention. The free hand and foot movement remains the same as normal Parade Rest.

Ceremonial Parade Rest

From a position of Attention, the command is CEREMONIAL PARADE (prep), REST (exec). The pulaski is then tilted forward away from your person while the pulaski handle end remains stationary. The hand placement on the pulaski remains the same as Attention. The free hand and foot movement remains the same as normal Ceremonial Parade Rest.

Flag Posting Procedures

Honor Guard flag posting formations will be predetermined based on the type and needs of the ceremony. There could be a number of combinations for flag presentations, and could include any combination of the following:

- American Flag
- BLM Flag
- DOI Flag
- Other participating agency/organization flags
- Chromed pulaskis as flag guards

Care must be taken in regard to respectful display of all flags. While carrying and posting the US Flag, if a pole top eagle is present, it must be presented facing forward at all times. All flags must not touch the ground. For additional aspects on flag use and etiquette see App. A.

Attention

The aforementioned movement of Attention is followed with the addition of bringing the flag pole to the side of your person. Flag poles should be resting on the ground next to the carriers right foot with the pole aligned with the seam of the trousers. The right hand should be grasping the pole with the fingers wrapped and the thumb pointing to the ground. The flag should be tucked inside the arm as to give access to the pole. At times the flag will be draped outside the arm. The Field Operations Coordinator will provide guidance.

No Harness Carry Procedures:

The command to carry the flags is CARRY COLORS (prep), CARRY (exec). The movement on this command is to bring the left arm across the body and grasp the flag at the level of your navel. Raise the pole with the left hand, about six inches off the ground, and let it slide through the right hand, which remains straight and in place.

With Harness Carry Procedures:

The command to carry the flags is CARRY COLORS (prep), CARRY (exec). The movement on this command is to 1) bring the left arm across the body grasping the pole at the level of your navel. 2) Lift the flag with the left hand above the right hand allowing the pole to slide in the right hand. The right hand will then grasp the pole along the lower portion of the pole, 3) lowering the flag into the harness cup while sliding your left hand to your chin level. The flag is then carried with the left hand grasping the pole at about chin level and the right hand grasping the pole just above the cup. The elbows shall be close to the body.

Marching with the Flags

Marching and facing commands may be called depending on the details of the ceremony. Once the carrier has approached the location for posting the colors, he/she will Mark Time until Halt is called. The command for posting the colors is PREPARE TO POST (prep). At the command the carrier will move their left foot forward onto the stand, while positioning the flag pole over the stand. The carrier will remain in this position for the command to POST (exec). At the command of POST the flag is firmly placed into position.

Upon posting the flag, and without an order, the carrier will dress the flag. Dressing consists of grasping the flag on both sides and creating a diamond shape with the center of the flag facing the audience and the tassels, if attached, will drape down the center. When Dressing is complete, the command of RECOVER (prep and exec) is given for the carrier to assume the position of attention. Carriers of flags other than the American flag will then perform a facing movement, without a command to face the American flag.

The PRESENT (prep), ARMS (exec) and ORDER (prep), ARMS (exec) commands are given as appropriate for all Honor Guard members to salute the American flag. If the flags are not posted in stands, but held by the carriers, on the PRESENT ARMS command, all but the American flag will dip. On the order of ORDER ARMS, all flags will be straightened to original carry position.

Flag Guard Procedures (carrying chromed pulaskis)

Flag guards will be positioned on a designated side(s) of the flag(s) and carried on the outside of the body, but should only be used when the American flag is being presented. See the section regarding Pulaski use standards for more information.

Flag Folding Procedures

Procedures and Responsibilities

- Honor guard members holding the national colors ensure it stays lower than chest level while the flag is being folded.
- Honor guard members holding the national flag when flag is completely folded presents the flag to the next of kin and recites the message of condolence, followed by a slow salute to the flag and departure.
- The message of condolence is; *On behalf of the President of the United States, the Department of the Interior, and a grateful nation, we offer this flag for the faithful and dedicated service of (state deceased's name).*

Two-Person Flag Folding Sequence

- One Honor Guardsman is positioned at each end of the flag.
- The primary folder of the flag is called Fold, located at the foot of the casket.
- Each movement is initiated by the member holding the union, called the Command, located at the head of the casket.
- Each member grasps the corners of the flag nearest them.
- Command signals to begin the movement to lift the flag straight up off the casket, raising the flag no higher than the chest. The flag must not touch the casket once the movement is initiated. During the entire process, care must be taken to keep the flag from developing sag.
- Command signals two side steps to be taken to clear the flag from the casket ensuring enough room is provided to enable Fold to step toward Command during the flag folding.
- Command signals to "present the flag." This is accomplished by both members simultaneously tilting the flag towards the audience of honor. Once a pause of

three seconds at 45 degrees has been obtained, the flag will resume its horizontal position.

- Bring the two open ends of the flag together, leaving approximately three inches of border from the top of the flag and the bottom. This is known as establishing the "cheat."
- While keeping a hand secured to the portion of the flag where the cheat was established, bring the other, in a blade fashion, down the edge of the flag to the folded edge. The flag is then rotated back to a horizontal position.
- Fold the flag again similar to the previous action, bringing the fold to the cheat, not the top of the flag.
- While keeping a hand secured to the portion of the flag where the cheat was established, bring the other, in a blade fashion, down the edge of the flag to the folded edge. The flag is then rotated back to a horizontal position.
- Fold begins by making a triangular fold bringing the striped corner of the folded edge to the open edge. Ensure the outside edge of the fold forms a 45-degree angle.
- Fold the outer point inward, parallel with the open edge, to form a second triangle. FOLD takes a step leading with their left foot and following with their right, bringing the feet together whenever a square edge faces Fold.
- Continue folding the flag until the flag reaches the end (approximately 6-10 inches will remain, but may vary).
- Fold reaches underneath the flag, cradling it with the right arm.
- Command makes a 45-degree fold with the right side of the flag.
- Crease the excess portion of the flag and neatly tuck it in the pocket formed by the folded flag.

Flag Dressing Sequence

- Command takes the flag, by grasping on each side of the tip and brings it to their chest. Face the audience of honor. Commence with the final inspection and dressing of the flag.
 - Inspection methods may vary according to audience, situation and presenter. Various aspects of flair and dramatic show may be inserted as appropriate. Key points to be followed include:

- No red is showing
 - Creases are sharp and crisp
 - Flag is flat, absent of bulges resulting from the folding process
- Slowly slide the left hand down and flare out and cut underneath. Repeat this flaring process with the right hand; however the right hand sweeps across the front of the flag to the left corner. The right hand slowly slides up to the top point of the flag. Remember to keep the head still.
 - Rotate the flag in a clockwise motion with the right hand while simultaneously lifting the flag up. Rotation is complete once the top tip of the flag is directly in front of the nose and the bottom of the flag, is parallel to the ground. The left hand rests to the side of Command.
 - Command then faces Fold.
 - Lower the flag until the upper portion of the flag is at eye level while extending the flag towards Fold. When the flag reaches the eye level, Fold brings their hands up to their navel to receive the flag, right under, left on top. Command resumes a position of attention. The flag should now be horizontal with the tip pointing towards Command being held by Fold.
 - Command lowers their chin and performs a three count salute to the flag.
 - The flag is then horizontally rotated counter-clockwise so that the point is towards Fold.
 - The dressing sequence is now complete; Fold now lowers the flag into the hands of the presenter, lowers their chin, renders a three count salute to the flag and assumes an appropriate position with the rest of the detail.

Folded Flag Presentation

- Presenter receives the flag from Fold. Hands should be placed left on top, right underneath. Flag is rotated counterclockwise so the point is towards the presenter. Flag is held at the level of the navel and a natural distance from the torso.
- Presenter travels to the pre-arranged recipient in a fashion to facilitate efficient and respectful arrival of the flag. The exact movements during travel will be situation dependent requiring the presenter to adapt as needed.
- Upon arrival at the Recipient the Presenter will kneel on the right knee with the left foot forward. The flag is to be extended to the Recipient without release

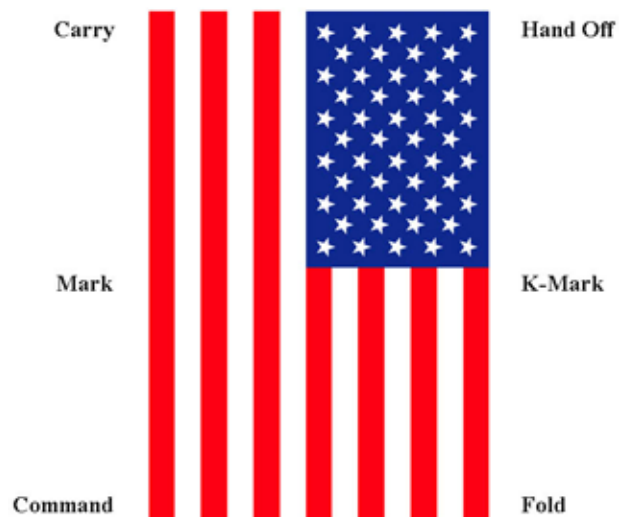
from the Presenter. The Presenter then recites the remarks of condolence as follows: *On behalf of the President of the United States, the Department of the Interior, and a grateful nation, we offer this flag for the faithful and dedicated service of (state deceased's name).*

- After the address is complete the Presenter releases the flag to the Recipient.
- The presenter then stands at attention, performs the final salute by lowering the chin and performing a three count salute to the flag.
- The presenter then turns and departs the area, with exact movements dependent upon the situation.
- (If the flag is not accepted by the Recipient, the Presenter withdraws the flag and does not perform the final salute.)

6-Person Flag Folding Sequence

- The detail arrives at the casket in their assigned position.
- Upon Command's signal, the detail bends down while keeping eye contact with the detail member across from them and grasps their assigned portion of the flag.
- Upon Command's signal the detail will rise while maintaining their grasp on the flag.

- Command tugs the flag to initiate the folding of the flag.
- Command, Fold, Carry, and Hand Off slide their inside hand toward the hand holding the outside of the flag. Mark and K-Mark slide their furthest hand (Command being the point of reference) toward the blue field.



- Upon Command's signal, Command and Carry replace their outside hand with the inside while placing, then sliding two fingers toward the middle of the flag,

cutting the flag in half. Mark pinches the underside of the flag approximately in the middle. Fold and Handoff place their inside hand underneath for support.

- Upon Command's signal, the bearers on the Command side throw the flag over toward the blue field with hands flared. Bearers on the Command side place their throw-over hand underneath the flag for support while the bearers on the Fold side set the borders.
- Once all hands have been placed back in original positions, the flag is centered over the casket. The flag is now at a half fold. This sequence of events is repeated to bring the flag to the quarter fold.
- If room is available, all detail members take one step toward the flag.
- The Command and Fold start a triangular fold by bringing the striped corner of the folded edge to the open edge. Ensure the outside edge of the fold forms a 45-degree angle.
- Next, fold the outer point inward, parallel with the open edge, to form a second triangle. Continue to fold the flag in this manner. Throughout the flag folding sequence, Mark, Cross-Mark, Carry and Hand Off, feed the flag toward Command and Fold while keeping it taut and level. Command pulls, and every two folds (with a straight edge), the team slides their hands toward the other, thus feeding the flag.
- Once bearers' hands leave the flag, they resume the position of Attention.
- When the first fold enters the blue field, the two center bearers step toward the Command and Fold. This is accomplished when Command and Fold pull the flag toward themselves.
- NOTE: The tip of the flag enters the blue union without exceeding the second star. This is a rule of thumb to prevent the flag from being folded long, thus not allowing the flag to be tucked at the end.
- The fold will continue through the union.
- K-Mark ensures all red on the cheat is properly tucked by pulling out the union and rolling under any red material showing on the flag.
- At the last fold, the flag tip is approximately six inches from the white edge-band. Mark and K-Mark tuck the remaining excess flag into the folded flag. They look for any red or white parts of the flag sticking out of the blue union and tuck them in.

Flag Dressing Sequence

- Command takes the flag, by grasping on each side of the tip and brings it to their chest. Face the audience of honor. Commence with the final inspection and dressing of the flag.
- Inspection methods may vary according to audience, situation and presenter. Various aspects of flair and dramatic show may be inserted as appropriate. Key points to be followed include:
 - No red is showing
 - Creases are sharp and crisp
 - Flag is flat, absent of bulges resulting from the folding process
- Slowly slide the left hand down and flare out and cut underneath. Repeat this flaring process with the right hand; however the right hand sweeps across the front of the flag to the left corner. The right hand slowly slides up to the top point of the flag. Remember to keep the head still.
- Rotate the flag in a clockwise motion with the right hand while simultaneously lifting the flag up. Rotation is complete once the top tip of the flag is directly in front of the nose and the bottom of the flag, is parallel to the ground. The left hand rests to the side of Command.
- Command then faces Fold.
- Lower the flag until the upper portion of the flag is at eye level while extending the flag towards Fold. When the flag reaches the eye level, Fold brings their hands up to their navel to receive the flag, right under, left on top. Command resumes a position of attention. The flag should now be horizontal with the tip pointing towards Command being held by Fold.
- Command lowers their chin and performs a three count salute to the flag.
- The flag is then horizontally rotated counter-clockwise so that the point is towards Fold.
- The dressing sequence is now complete; Fold now lowers the flag into the hands of the presenter, lowers their chin, renders a three count salute to the flag and assumes an appropriate position with the rest of the detail.

Folded Flag Presentation

- Presenter receives the flag from Fold. Hands should be placed left on top, right underneath. Flag is rotated counterclockwise so the point is towards the presenter. Flag is held at the level of the navel and a natural distance from the torso.
- Presenter travels to the pre-arranged recipient in a fashion to facilitate efficient and respectful arrival of the flag. The exact movements during travel will be situation dependent requiring the presenter to adapt as needed.
- Upon arrival at the Recipient the Presenter will kneel on the right knee with the left foot forward. The flag is to be extended to the Recipient without release from the Presenter. The Presenter then recites the remarks of condolence as follows: *On behalf of the President of the United States, the Department of the Interior, and a grateful nation, we offer this flag for the faithful and dedicated service of (state deceased's name).*
- After the address is complete the Presenter releases the flag to the Recipient.
- The presenter then stands at attention, performs the final salute by lowering the chin and performing a three count salute to the flag.
- The presenter then turns and departs the area, with exact movements dependent upon the situation.
- (If the flag is not accepted by the Recipient, the Presenter withdraws the flag and does not perform the final salute.)

Casket Bearing

Receiving the Hearse

- Command pre-marks location where hearse comes to a stop.
- Command predetermines locations of Honor Guard and/or pallbearers.
- When the predetermined trigger point is met, the Honor Guard will be brought to attention by Command.
- Upon arrival of the hearse, Command will order Present ARMS.

- Command will signal with the forearm and fist raised parallel with the ground, and in coordination with the hearse driver, halts the movement of the hearse.
- Command will then call Order ARMS and lower the forearm.

Two-Person Casket Escort Detail

- The family designated casket bearers secure the casket and proceed to graveside.
- Honor Guard members may lead and/or follow the pallbearers to graveside and position themselves at each end of the casket once it has been placed.
- Further actions will be dependent on the situation. See additional sections for further guidance on Flag Folding and/or Casket Guarding.

Casket Retrieval Detail

- Detail will be organized at their position. Number of steps, path of travel and member assignment will be determined prior to the arrival of the hearse.
- Command will call out number of steps to detail while in formation. Detail will echo order.
- Hearse will arrive. See section on receiving the hearse.
- Command is positioned at rear of hearse. Opening of door will be coordinated with funeral director.
- Command orders detail Forward March.
- Detail advances into position at the rear of the hearse, marking time upon arrival.
- Command will call Halt. Command will call Ready Face.
- Command will proceed through the detail corridor arriving at the rear of the hearse.
- Command will ensure that locks, rollers and flag band have been attended to. The head of the flag will be bloused. This is to ensure the flag will not become

caught in the hearse mechanisms and casket handles are exposed for detail members to grasp.

- Command will begin to pull the casket out. Detail members will grasp casket handles as they become available to them with palms down. Detail will ensure that the casket remains level at all times, this may be facilitated by soft orders given by Command.
- Once the casket is clear and stable, Command un-blouses the flag.
- Command orders Side Steps as needed to clear the detail from hearse.
- Once casket is secure and stable Command will order Ready Face. Detail will execute order and change grip to an over/under orientation.

Six-Person Casket Bearing

- Detail should be in formation as described at the end of section entitled Casket Retrieval Detail.
- Casket must be oriented to ensure feet first travel, unless the deceased is a Head of State or Clergy.
- March is executed by performing Half Steps, which in nature are quick and choppy.
- While marching, the team keeps the appropriate dress, cover, interval, and distance. It is important for everyone to carry their weight evenly while keeping their backs as straight as possible.
- During Marching, Command is strategically located to accomplish the mission and assist in keeping the casket level.
- Prior to arrival and placement of the casket, orientation of the casket must provide for the flag to address the audience of honor in the proper manner (union to the left). To ensure this orientation occurs, preplanned movements and commands will be designed to facilitate efficient and effective placement of detail and casket.
- Due to the multiple possibilities in arrangements and configurations of casket placement inside a building, thought must be taken to preplan the most appropriate actions. Key points to keep in mind include:

- Detail access and egress
- Blousing of the flag prior to placement
- Location on which the casket will be placed, i.e. cart, table, etc.

Gravesite Placement of the Casket

- When the detail arrives at the foot of the gravesite, detail will mark time.
- Command gives the order HALT.
- On the command of FACE, all the members face toward the casket and return their hands to palms down orientation.
- The flag is then bloused.
- Command then calls Side Steps to locate the detail along the sides of the grave centered over the mock-up. Each set of bearers across from one another should step upon the mock-up at the same time.
- Upon the order, Ready Down, detail will lower the casket evenly while keeping eye contact with detail member across from them. Detail members must not squat while lowering the casket.
- Flag is un-bloused.
- Command call Recover. All detail members stand in unison to the position of attention.
- Command calls Ready, Face.
- Detail will exit or stay as assigned in predetermined plan. Options may include a two or six person flag fold, bell ringing or other requested actions.

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Appendix A: Flag Rules and Regulations

Flag Rules and Regulations

How to Display the Flag



1. When the flag is displayed over the middle of the street, it should be suspended vertically with the union to the north in an east and west street or to the east in a north and south street.



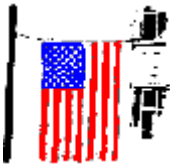
2. The flag of the United States of America, when it is displayed with another flag against a wall from crossed staffs, should be on the right, the flag's own right [*that means the viewer's left --Webmaster*], and its staff should be in front of the staff of the other flag.



3. The flag, when flown at half-staff, should be first hoisted to the peak for an instant and then lowered to the half-staff position. The flag should be again raised to the peak before it is lowered for the day. By "half-staff" is meant lowering the flag to one-half the distance between the top and bottom of the staff. Crepe streamers may be affixed to spear heads or flagstaves in a parade only by order of the President of the United States.



4. When flags of States, cities, or localities, or pennants of societies are flown on the same halyard with the flag of the United States, the latter should always be at the peak. When the flags are flown from adjacent staffs, the flag of the United States should be hoisted first and lowered last. No such flag or pennant may be placed above the flag of the United States or to the right of the flag of the United States.



5. When the flag is suspended over a sidewalk from a rope extending from a house to a pole at the edge of the sidewalk, the flag should be hoisted out, union first, from the building.



6. When the flag of the United States is displayed from a staff projecting horizontally or at an angle from the window sill, balcony, or front of a building, the union of the flag should be placed at the peak of the staff unless the flag is at half-staff.



7. When the flag is used to cover a casket, it should be so placed that the union is at the head and over the left shoulder. The flag should not be lowered into the grave or allowed to touch the ground.



8. When the flag is displayed in a manner other than by being flown from a staff, it should be displayed flat, whether indoors or out. When displayed either horizontally or vertically against a wall, the union should be uppermost and to the flag's own right, that is, to the observer's left. When displayed in a window it should be displayed in the same way, that is with the union or blue field to the left of the observer in the street. When festoons, rosettes or drapings are desired, bunting of blue, white and red should be used, but never the flag.



9. That the flag, when carried in a procession with another flag, or flags, should be either on the marching right; that is, the flag's own right, or, if there is a line of other flags, in front of the center of that line.



10. The flag of the United States of America should be at the center and at the highest point of the group when a number of flags of States or localities or pennants of societies are grouped and displayed from staffs.



11. When flags of two or more nations are displayed, they are to be flown from separate staffs of the same height. The flags should be of approximately equal size. International usage forbids the display of the flag of one nation above that of another nation in time of peace.



12. When displayed from a staff in a church or public auditorium on or off a podium, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the clergyman's or speaker's right as he faces the audience. Any other flag so displayed should be placed on the left of the clergyman or speaker (to the right of the audience).

Flag Rules and Regulations

Position and manner of display

- a. The flag should not be displayed on a float in a parade except from a staff, or as provided in subsection (i) of this section.
- b. The flag should not be draped over the hood, top, sides, or back of a vehicle or of a railroad train or a boat. When the flag is displayed on a motorcar, the staff shall be fixed firmly to the chassis or clamped to the right fender.
- c. No other flag or pennant should be placed above or, if on the same level, to the right of the flag of the United States of America, except during church services conducted by naval chaplains at sea, when the church pennant may be flown above the flag during church services for the personnel of the Navy. No person shall display the flag of the United Nations or any other national or international flag equal, above, or in a position of superior prominence or honor to, or in place of, the flag of the United States at any place within the United States or any Territory or possession thereof: Provided, That nothing in this section shall make unlawful the continuance of the practice heretofore followed of displaying the flag of the United Nations in a position of superior prominence or honor, and other national flags in positions of equal prominence or honor, with that of the flag of the United States at the headquarters of the United Nations.
- d. The flag of the United States of America, when it is displayed with another flag against a wall from crossed staffs, should be on the right, the flag's own right, and its staff should be in front of the staff of the other flag.
- e. The flag of the United States of America should be at the center and at the highest point of the group when a number of flags of States or localities or pennants of societies are grouped and displayed from staffs.
- f. When flags of States, cities, or localities, or pennants of societies are flown on the same halyard with the flag of the United States, the latter should always be at the peak. When the flags are flown from adjacent staffs, the flag of the United States should be hoisted first and lowered last. No such flag or pennant may be placed above the flag of the United States or to the United States flag's right.

- g. When flags of two or more nations are displayed, they are to be flown from separate staffs of the same height. The flags should be of approximately equal size. International usage forbids the display of the flag of one nation above that of another nation in time of peace.
- h. When the flag of the United States is displayed from a staff projecting horizontally or at an angle from the window sill, balcony, or front of a building, the union of the flag should be placed at the peak of the staff unless the flag is at half-staff. When the flag is suspended over a sidewalk from a rope extending from a house to a pole at the edge of the sidewalk, the flag should be hoisted out, union first, from the building.
- i. When displayed either horizontally or vertically against a wall, the union should be uppermost and to the flag's own right, that is, to the observer's left. When displayed in a window, the flag should be displayed in the same way, with the union or blue field to the left of the observer in the street.
- j. When the flag is displayed over the middle of the street, it should be suspended vertically with the union to the north in an east and west street or to the east in a north and south street.
- k. When used on a speaker's platform, the flag, if displayed flat, should be displayed above and behind the speaker. When displayed from a staff in a church or public auditorium, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the clergyman's or speaker's right as he faces the audience. Any other flag so displayed should be placed on the left of the clergyman or speaker or to the right of the audience.
- l. The flag should form a distinctive feature of the ceremony of unveiling a statue or monument, but it should never be used as the covering for the statue or monument.
- m. The flag, when flown at half-staff, should be first hoisted to the peak for an instant and then lowered to the half-staff position. The flag should be again raised to the peak before it is lowered for the day. On Memorial Day the flag should be displayed at half-staff until noon only, then raised to the top of the staff. By order of the President, the flag shall be flown at half-staff upon the death of principal figures of the United States Government and the Governor of a State, territory, or possession, as a mark of respect to their memory. In the event of the death of other officials or foreign dignitaries, the flag is to be displayed at half-staff according to Presidential instructions or orders, or in accordance with recognized customs or practices not inconsistent with law. In the event of the death of a present or former official of the government of any State, territory, or possession of the United States, the Governor of that State, territory, or possession may proclaim that the National flag shall be flown at half-staff. The flag shall be flown at half-staff 30 days from the death of the President or a former President; 10 days from the day of death of the Vice President, the Chief Justice or a retired Chief Justice of the United States, or the Speaker of the House of Representatives; from the day of death until interment of an Associate Justice of the Supreme Court, a Secretary of an executive or military department, a former Vice President, or the Governor of a State, territory, or possession; and on the day of death and the following day for a Member of Congress. The flag shall be flown at half-staff on Peace Officers Memorial Day, unless that day is also Armed Forces Day. As used in this subsection -

1. the term "half-staff" means the position of the flag when it is one-half the distance between the top and bottom of the staff;
 2. the term "executive or military department" means any agency listed under sections 101 and 102 of title 5, United States Code; and
 3. the term "Member of Congress" means a Senator, a Representative, a Delegate, or the Resident Commissioner from Puerto Rico.
- n. When the flag is used to cover a casket, it should be so placed that the union is at the head and over the left shoulder. The flag should not be lowered into the grave or allowed to touch the ground.
 - o. When the flag is suspended across a corridor or lobby in a building with only one main entrance, it should be suspended vertically with the union of the flag to the observer's left upon entering. If the building has more than one main entrance, the flag should be suspended vertically near the center of the corridor or lobby with the union to the north, when entrances are to the east and west or to the east when entrances are to the north and south. If there are entrances in more than two directions, the union should be to the east

Respect for flag

No disrespect should be shown to the flag of the United States of America; the flag should not be dipped to any person or thing. Regimental colors, State flags, and organization or institutional flags are to be dipped as a mark of honor.

- a. The flag should never be displayed with the union down, except as a signal of dire distress in instances of extreme danger to life or property.
- b. The flag should never touch anything beneath it, such as the ground, the floor, water, or merchandise.
- c. The flag should never be carried flat or horizontally, but always aloft and free.
- d. The flag should never be used as wearing apparel, bedding, or drapery. It should never be festooned, drawn back, nor up, in folds, but always allowed to fall free. Bunting of blue, white, and red, always arranged with the blue above, the white in the middle, and the red below, should be used for covering a speaker's desk, draping the front of the platform, and for decoration in general.
- e. The flag should never be fastened, displayed, used, or stored in such a manner as to permit it to be easily torn, soiled, or damaged in any way.
- f. The flag should never be used as a covering for a ceiling.
- g. The flag should never have placed upon it, nor on any part of it, nor attached to it any mark, insignia, letter, word, figure, design, picture, or drawing of any nature.
- h. The flag should never be used as a receptacle for receiving, holding, carrying, or delivering anything.

- i. The flag should never be used for advertising purposes in any manner whatsoever. It should not be embroidered on such articles as cushions or handkerchiefs and the like, printed or otherwise impressed on paper napkins or boxes or anything that is designed for temporary use and discard. Advertising signs should not be fastened to a staff or halyard from which the flag is flown.
- j. No part of the flag should ever be used as a costume or athletic uniform. However, a flag patch may be affixed to the uniform of military personnel, firemen, policemen, and members of patriotic organizations. The flag represents a living country and is itself considered a living thing. Therefore, the lapel flag pin being a replica, should be worn on the left lapel near the heart.
- k. The flag, when it is in such condition that it is no longer a fitting emblem for display, should be destroyed in a dignified way, preferably by burning

Conduct during hoisting, lowering or passing of flag

During the ceremony of hoisting or lowering the flag or when the flag is passing in a parade or in review, all persons present except those in uniform should face the flag and stand at attention with the right hand over the heart. Those present in uniform should render the military salute. When not in uniform, men should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Aliens should stand at attention. The salute to the flag in a moving column should be rendered at the moment the flag passes

Modification of rules and customs by President

Any rule or custom pertaining to the display of the flag of the United States of America, set forth herein, may be altered, modified, or repealed, or additional rules with respect thereto may be prescribed, by the Commander in Chief of the Armed Forces of the United States, whenever he deems it to be appropriate or desirable; and any such alteration or additional rule shall be set forth in a proclamation.

Appendix B: Last Call Bell Service

The last call bell service is a tradition of the structural fire departments. As partners in the fire service the last call tradition is also being done in wildland fire memorial services.

Here are some samples of Last Call Suggested Readings

Bell Service Suggested Reading #1

During times like these we seek strong symbols to give us a better understanding of our feelings of sadness and as a reflection of the devotion of our comrade had for his/her duty. The sounding of "Taps" is a strong symbol which gives honor and respect to those who have served so well. So also is the sounding of a bell. A special signal of three rings, three times each represents the end of his duties and that he will be returning to quarters. For our comrade his/her last alarm, he is coming home.

Bell Service Suggested Reading #2 (this may be shortened and/or excerpts used)

***** (Sound bell one time) *****

The men and women of today's fire service are confronted with a more dangerous work environment than ever before. We are forced to continually change our strategies and tactics to accomplish our tasks. Our methods may change, but our goals remain the same as they were in the past. TO SAVE LIVES AND TO PROTECT PROPERTY.

Sometimes at a terrible cost.

This is what we do.

This is our chosen profession.

This is the tradition of a firefighter.

The fire service of today is ever changing, but is steeped in traditions 200 years old. One such tradition is the sounding of the bell.

***** (Sound bell one time) *****

In the past, as firefighters began their tour of duty, it was the bell that signaled the beginning of that days' shift. Through the day and night, each alarm was sounded by a bell, which summoned these brave souls to fight fires and to place their lives in jeopardy for the good of their fellow man. And when the fire was out and the alarm had come to an end, it was the bell that signaled to all, the completion of that call.

When a firefighter had died, it was the mournful toll of the bell that solemnly announced a comrade passing.....

*****(sound bell one time)*****

We utilize these traditions as symbols which reflect honor and respect on those who have given so much and who have served so well. To symbolize the devotion that these brave souls had for their duty, a special signal of three rings three times each, represents the end of our comrades duties, and that they will be returning to quarters.

**** *(sound bell one time)*****

And so to he/she who has selflessly devoted his/her life for the good of her fellow human, his task complete, his duties well done. To our comrade, his/her last alarm, he's/she's going home.

*****(sound bell three times. Repeat three times. Total of nine rings)*****

Appendix C: Assignment Detail Sample

BLM Honor Guard Assignment Details

Full Name of Event and Details:

- ◆ July 6, 2004 – South Canyon 10-Year Anniversary Remembrance Ceremony
- ◆ The Storm King Memorial Committee is planning a low-key, upbeat remembrance event for the 10-year anniversary of the July 6, 1994 fire.
- ◆ The family of those lost in that fire, and those in the Glenwood Springs community do not want an overly emotional and somber occasion; nor do they want a large political or media event.
- ◆ The BLM and FS Honor Guards (2 members each) will perform a simple flag-posting ceremony to kick off the event at 7:00 p.m. in Two Rivers Park.
- ◆ The flags to be posted are: US, Colorado State, BLM and FS

Event Contacts:

- ◆ Greg Little, Event Coordinator, Storm King Memorial Committee, 970-379-1548 (cell)
- ◆ Kristi Ponzoso, White River NF, 970-945-3206 (office), 970-948-8950 (cell)

BLM Honor Guard Members Involved:

- ◆ Todd Richardson, 970-596-5242
- ◆ Pete Briant, 530-604-2000
- ◆ Janelle Smith, 208-866-9079

Location: Two Rivers Park, Glenwood Springs, Colorado

Motel: Colorado Hotel, 800-544-3998, 526 Pine Street (across the street from hot springs)
Confirmation numbers for three rooms: P28969-00, -01, -02

Schedule:

Monday, July 5

- ◆ 1645: Pete and Janelle -- Delta flight from Boise arrives Grand Junction at 1945, rent car and drive to Glenwood Springs, meet Todd in Glenwood Springs

Tuesday, July 6

- ◆ 1300: Meet with Greg Little and rehearse
- ◆ 1900: Event begins with Honor Guard flag posting ceremony

Wednesday, July 7 – travel back

0942: Pete and Janelle -- Delta flight from Grand Junction arrives Boise at

Appendix D: Honor Guard Cost Tracking Sheet

BLM FIRE HONOR GUARD COST TRACKING SHEET

NAME:	ASSIGNMENT LOCATION:
FIELD COORDINATOR:	
START/END DATES:	
AIRFARE COST:	Total:
HOTEL (Include Tax):	Total:
PER DIEM:	Total:
RENTAL CAR:	Total:
MISC (List):	Total:

DATE							
Base Hours							
Additional Hours							
TOTAL COST							

DATE							
Base Hours							
Additional Hours							
TOTAL COST							

TOTAL COST INCLUDING OVERTIME	
--------------------------------------	--

Appendix E: Honor Guard Inventory Checklist

Honor Guard Inventory Checklist:

These items are part of your official uniform and should always be in your bag. We usually travel with extras for any mishaps, but don't always count on that.

They are as follows:

- Class A Jacket and Pants
- Ascot
- Hat and carrying case
- Hat cover and strap
- Gloves (Hopefully 2 pair)
- American flag pin
- WFFF purple ribbon
- Name Badge
- H.G. Badge and 2 black elastic covers
- Shoulder cord
- Shoes (Shiny / Non-shiny) 2 pair
- Black H.G. shirt (polo and long sleeve)
- Black under shirt
- Khaki slacks
- Black dress socks
- Sewing kit
- Black Marmot H.G. jacket
- Iron optional (usually in suitcase with extra gear)
- H.G. ops. guide

As an H.G. member you are expected to be on the road for several days. With that being said, to save taxpayers money we usually only travel with one check in bag; your H.G. bag. Some personal items that you may want to think about packing in your H.G. bag are:

- Pair of jeans or pants
- Shorts
- Nice dress shirt for going out
- Extra T-shirts
- Extra undergarments
- Toiletries
- Sandals and/or shoes
- P.T. clothes
- Etc.

Appendix F: Overtime / Time / Purchase Coding



United States Department of the Interior

BUREAU OF LAND MANAGEMENT
Fire and Aviation
3833 South Development Avenue
Boise, Idaho 83705-5354
<http://www.nifc.gov>



In Reply, Refer To:
1120 (FA-106)

To: Bureau of Land Management Honor Guard Members, Honor Guard Timekeepers

From: Timothy M. Murphy
Deputy Assistant Director (NIFC), Fire and Aviation

Subject: Coding Honor Guard Duty

When requested to code your Honor Guard duty and overtime to the incident where one or more fatalities occurred, and for which you provided services as a member of the BLM Honor Guard, you have my authorization to do so based on paragraph number 4 of the attached memo.

For additional information, contact Randy Eardley, Bureau of Land Management Honor Guard Coordinator, at the National Interagency Fire Center by email at Randy_Eardley@blm.gov; or by phone, 208-387-5895.

Attachment

Memorandum

To: Personnel Officer, Bureau of Land Management
Personnel Officer, U.S. Fish and Wildlife Service
Personnel Officer, National Parks Service
Personnel Officer, Bureau of Indian Affairs
Personnel Officer, Office of Aircraft Services

From: Carolyn Cohen//original signed//
Director, Office of Personnel Policy

Subject: Overtime Pay and Maximum Earnings Limitation for Employees Engaged in Fire
Suppression Activities

This memorandum provides guidance regarding recent overtime pay legislation applicable to wildland firefighters. This guidance has been coordinated with your bureau's fire director, the Department's Office of the Wildland Fire Coordinator and the United States Forest Service.

Public Law 106-558, signed December 21, 2000, requires employees of the Department of the Interior and the United States Forest Service, whose overtime pay is calculated under rules established in title 5, United States Code, section 5542(a), to be paid at a rate equal to one and one-half times their hourly rate of basic pay when they are engaged in "emergency wildland fire suppression activities." Prior to this law the overtime pay rate was restricted to that calculated at the GS-10, step 1 level. Originally, the new law was to become effective with appropriations authorized on or after January 28, 2001. However, Public Law 107-20, signed July 24, 2001, made the new law retroactively effective to December 21, 2000. Neither of these laws, however, changed the maximum earnings limitation rule that limits an employee's basic and premium pay to the annual salary of the maximum step of the GS-15 grade level, including locality and/or special salary rate pay. However, the conditions under which this overtime rate of pay is authorized does meet the emergency situation described in title 5, Code of Federal Regulations (CFR), section 550.106(a), and for that reason, employees authorized overtime pay under pay code 113, discussed later in this memorandum, will be paid under the annual maximum earnings limitation described in 5 CFR 550.106 (c) instead of under the bi-weekly limitation described in section 550.105(a).

In interpreting and applying the new law, the agencies are guided by discussions between the fire program directors, the Administration, and Congress. Accordingly, the new overtime pay provision will apply only under the following circumstances:

1. Those assigned to emergency wildland fire activities (including wildland fire use) whose overtime work is exempt from coverage under the Fair Labor Standards Act (FLSA).
2. Those involved in the preparation and approval of a Burned Area Emergency Stabilization and Rehabilitation Plan (ESR) whose overtime hours worked are exempt from coverage under the FLSA. The new overtime provision will apply only until the initial ESR plan is submitted for approval.

3. Those required to augment planned preparedness staffing levels to enhance short suppression response capability, severity activities, accident or after action reviews emergency wildland fire funded prevention activities, whose overtime hours worked are exempt from coverage under FLSA.

4. Those involved in similar wildland fire activities that are approved for coverage on a case-by-case basis by an agency fire director.

5. In order to qualify for the new pay provision, an employee's overtime work must be charged to wildland fire, ESR, severity, or wildland fire suppression funds tied to the support of suppression operations and that overtime work must be recorded on a time sheet approved by an appropriate supervisor.

The new overtime pay provision does not apply to personnel involved in prescribed fire, other fuels management activities, implementation of fire rehabilitation plans, or to overtime incurred in conjunction with any other activity not specified above.

A new pay code, 113 - Fire Fighter Overtime - Regular Unscheduled, was established to record hours that are to be paid under the new overtime pay rules. Earlier guidance on this pay code was disseminated to timekeepers by the National Business Center's Payroll Operations Division. We ask that you disseminate this guidance within your bureau and re-emphasize that pay code 113 may only be used to record overtime hours as provided for in this memorandum. As stated above, use of pay code 113 authorizes employees to be paid under the annual rather than the bi-weekly maximum earnings limitation. We will work with the Payroll Operations Division and the Federal Personnel and Payroll System (FPPS) to create a system change that will automatically effect that change whenever pay code 113 is used. However, until such a system change can be effected, timekeepers must continue to input the code that allows employees to be paid under the annual rather than the bi-weekly maximum earnings limitation.

We are currently working with representatives from the bureaus, the National Interagency Fire Center, the Federal Personnel and Payroll System (FPPS) and the Payroll Operations Division to determine the most efficient and effective means to calculate and disburse the retroactive overtime pay. Those discussions are ongoing. More information will be provided once the process is determined.

The Office of Personnel Policy point of contact for this action is Jim Tingwald. He can be reached by telephone at (202) 208-6755 or by email at Jim_Tingwald@ios.doi.gov.

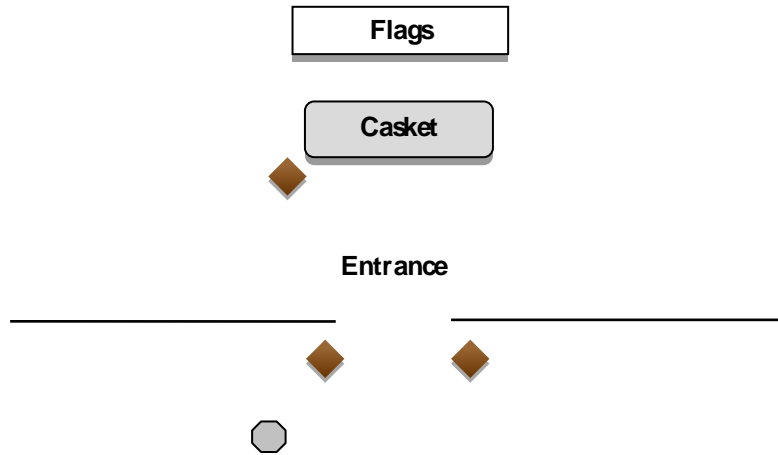
cc: Bureau Directors
Office of the Wildland Fire Coordinator
Chief, Payroll Operations Division

Appendix G: Uniform Configuration



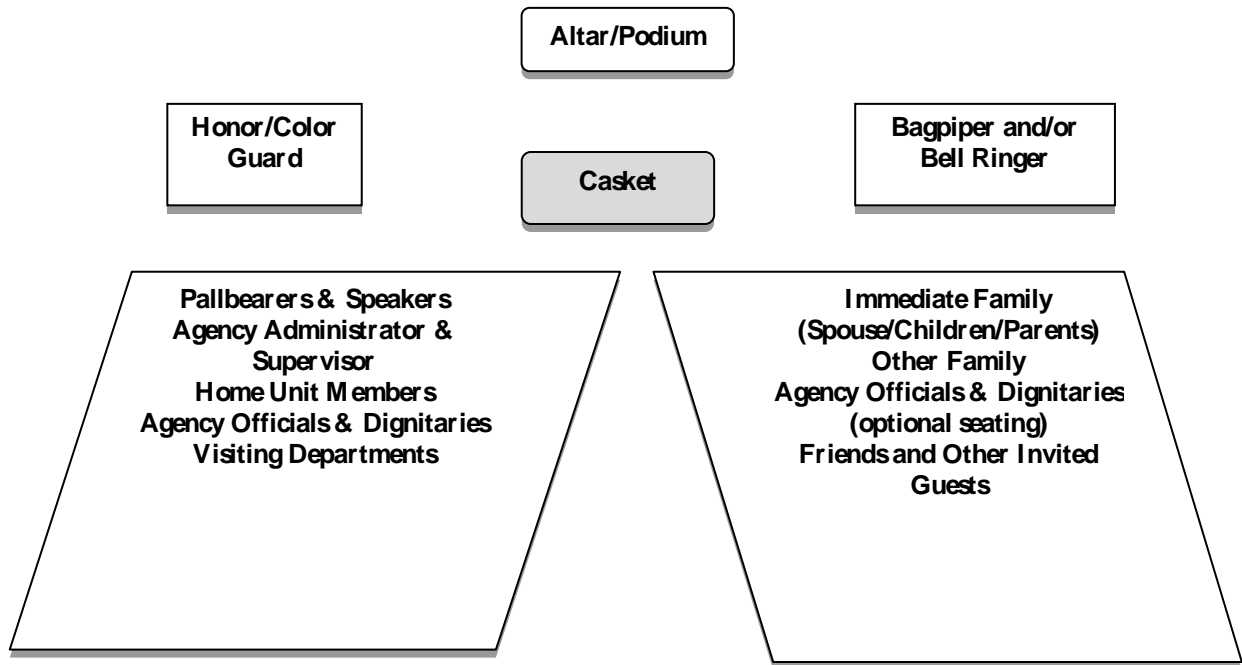
Appendix H: Possible Event Layouts

Funeral Service Diagrams *Honor Watch*



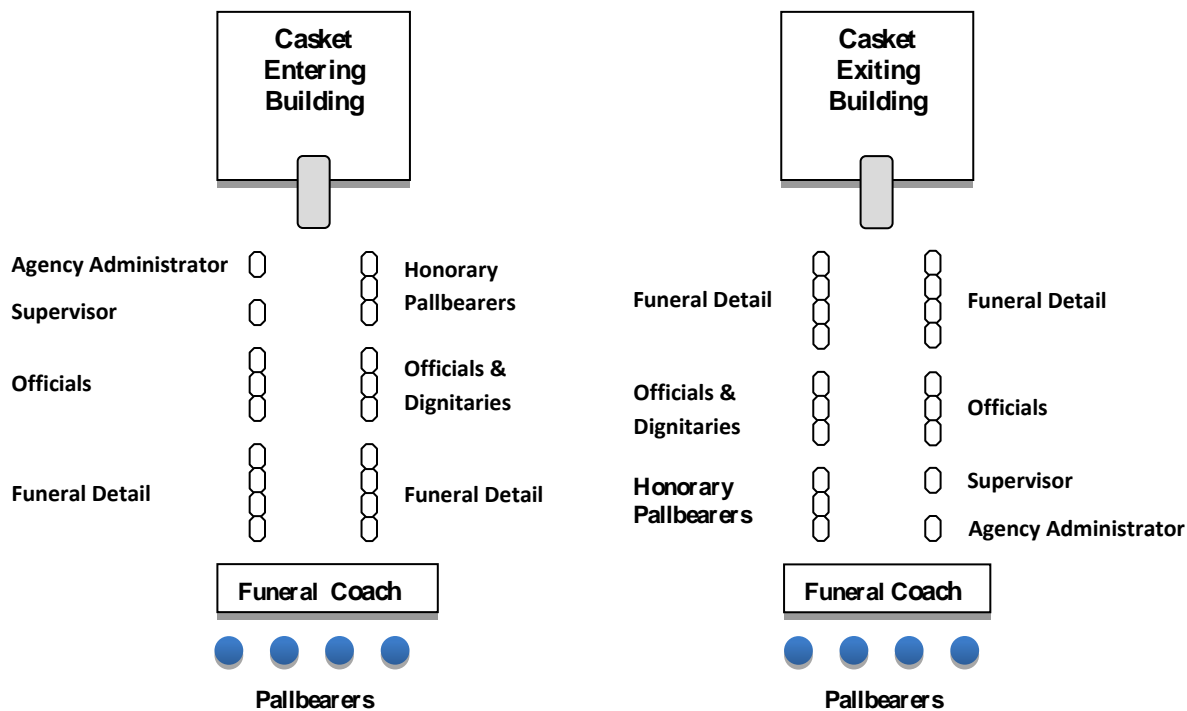
- ◆ Honor Guard member – One member to stand at attention by the foot of the casket during the entire time of visitation and one on each side of the entrance. Rotate individuals every 30-60 minutes.
- ⬡ Agency Administrator or other home unit official

Inside the Church

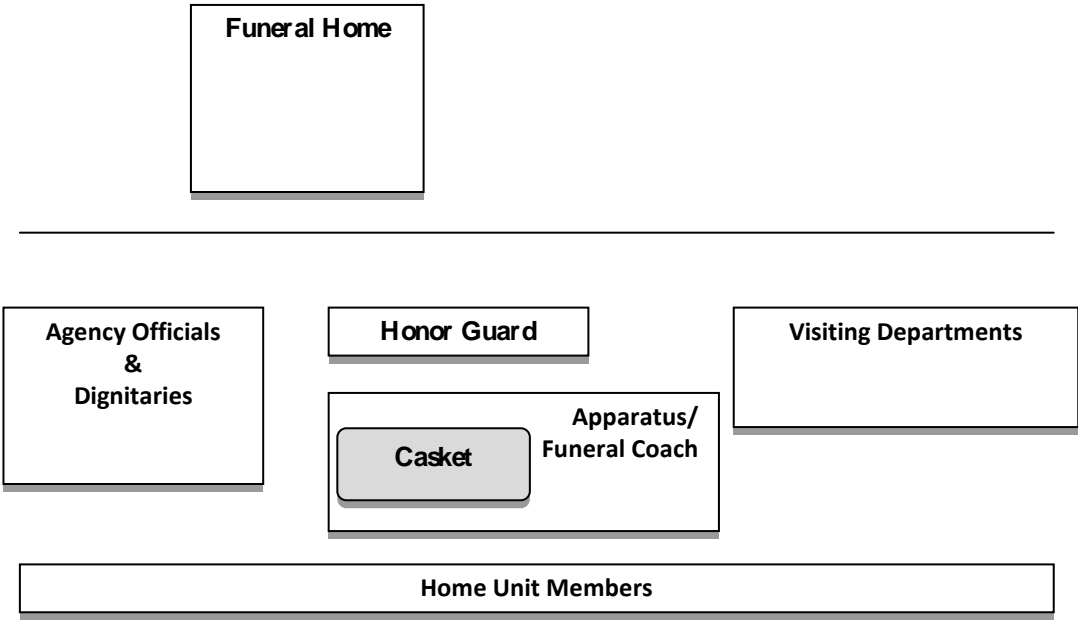


Outside the Church

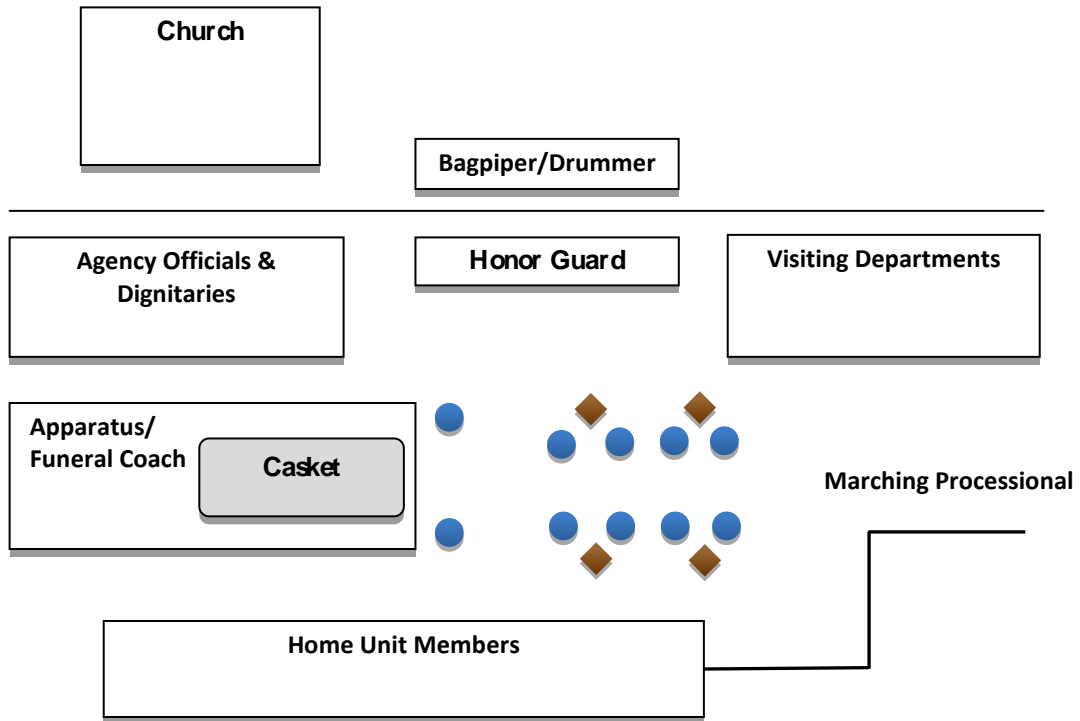
The funeral formation is formed before the casket is moved and the casket is then carried through the formation followed by the family and friends.





Staging Outside the Funeral Home



Outside of Church – Marching

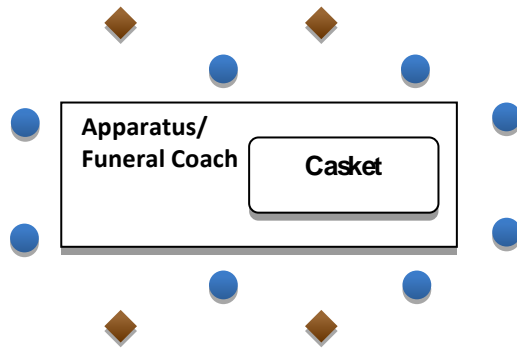


Legend:



-  Pallbearer
-  Honor Guard

Funeral Procession Diagrams

Marching Arrangement

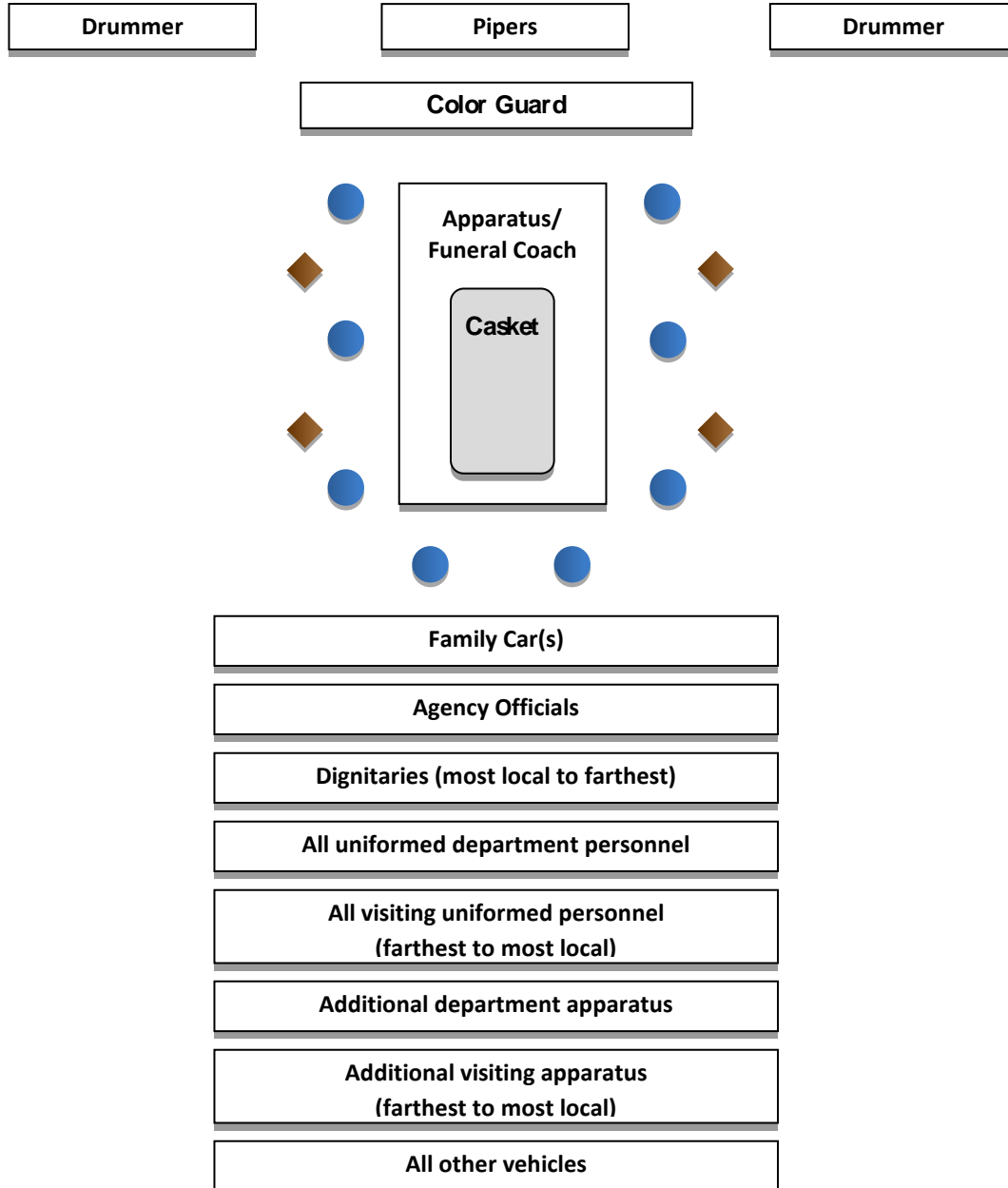


Legend:

-  Pallbearer
-  Honor Guard

Vehicle Processional – Marching

(Conducive to short distance)



Cemetery Service

 Bugler/Bagpipe

Friends of the Family

 Funeral Director

Family Seating

Caske

 Officiating Clergy

 Associate Director/Chief

Color/Honor

Pallbearer

Agency Officials &

Home Unit Members

Friends of Family & Visitors

Visiting Departments

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APPENDIX P – BLM LAW ENFORCEMENT HONOR GUARD STANDARD OPERATING PROCEDURES

PURPOSE

To establish policy and procedures for the Bureau of Land Management's Law Enforcement (LE) Honor Guard.

OBJECTIVE

To develop an honor guard as a display of appreciation for the ultimate sacrifice of the employees made in the line of duty.

POLICY

The Honor Guard members are from the ranks of the BLM Law Enforcement Program and will be available for funerals and approved special events. The priority of the Honor Guard is to appear at funeral and memorial services for BLM law enforcement officers (LEOs) who die in the line of duty. Other special event requests for Honor Guard participation may be submitted to the National Coordinator for consideration. Requests can include funerals of non-BLM LEOs and national-level events where the presence of the Honor Guard would benefit the agency.

A. Roles and Responsibilities

1. National Coordinator

The National Coordinator is responsible for the oversight, administrative support, and coordination of the Honor Guard. The National Coordinator is a collateral duty of either a Ranger or Special Agent position in the Office of Law Enforcement and Security (OLES). The National Coordinator position will be a rotating position with a five-year term. Duties include, but are not limited to, serving as the central point of contact for inquiries regarding the Honor Guard Program, determining the events and type of response the Honor Guard will attend in accordance with this General Order and other applicable policy, coordinating training, or practice drills, making necessary logistical arrangements for meetings, funeral services, and other approved special events.

2. Officer-in-Charge (OIC)

A member of the Honor Guard appointed on an event-by-event basis by the National Coordinator to coordinate the Honor Guard's attendance at a funeral, memorial, or other special event. It will be the duty of the OIC

to coordinate all actions during funerals and memorial services with the funeral director. The funeral director is in charge of the timing and logistics of the event and must be kept briefed to ensure smooth operations.

B. Functions

The Honor Guard will perform ceremonial duties at funerals or memorial services as requested and/or approved by family members. The Honor Guard will ensure that proper respect is shown at all times and that procedures commonly performed to honor fallen LEOs are provided or available.

Whenever a death occurs that fits the criteria for an Honor Guard deployment, the OIC or other designated BLM LEO (such as CISM or PEER Support) will contact the family or employing agency to offer the services of the Honor Guard. Any such contact, especially with family members will be handled with extreme respect. The officer contacting the family will describe what honors are typically given and the reasoning behind them. The wishes of the family will take precedence over the normal procedures in similar events. For example, if the family of an officer killed in the line of duty does not wish to have the Honor Guard at the funeral, an offer will be made for an officer to attend in plain clothes to support the family and assist with necessary arrangements.

1. Tasks Performed by Honor Guard during Funerals and Graveside Services

- Pall Bearing
- Casket Escort
- Posting Colors (Flag and Rifle Team)
- Assistance with Dress and Preparation of Body for Viewing (if viewed in uniform)
 - This task generally consists of advising the mortuary of the proper wear of the uniform and retrieval of badges afterward unless arrangements are made with OLES for the officer to be buried with all such items.

2. Other Tasks

The Honor Guard may coordinate the following tasks for funerals and graveside services:

- Rifle Team (21-gun salute)
- Bag Piper
- Taps

The Coordinator or OIC will be responsible for securing other sources to provide honors that the BLM Law Enforcement Honor Guard cannot perform. Other agencies such as the Border Patrol and the National Park Service have Honor Guards, as well as most National Guard units and BLM's own Fire Honor Guard.

C. Events

1. Line of Duty Death of BLM Law Enforcement Officer (Felonious or Accidental Cause)

In the event that a BLM Ranger or Special Agent is killed in the line of duty full honors will be provided for the officer. Line of duty deaths are to be honored at the highest level which will not be eclipsed by other situations. All line of duty deaths of BLM LEO's will result in a deployment of the entire Honor Guard.

2. Off Duty Death of Current BLM Law Enforcement Officer

If a BLM LEO dies while off duty, the services of the Honor Guard will be available to the family at their request. The Honor Guard will be available in such situations for a deployment of up to six members. The Honor Guard will be available for posting of colors and/or a two person flag presentation team.

3. Death of Retired BLM Law Enforcement Officer

If a retired BLM LEO, in good standing, dies the services of the Honor Guard will be available to the family at their request. The Honor Guard will be available in such situations for a deployment of a two member team. This contingent will be available for casket escort and guard and/or a two person flag presentation team.

4. Death of a Law Enforcement Officer from another Agency

If the Honor Guard is requested to assist in the honoring of a fallen officer of another agency, it will participate as needed by the agency and/or family of the deceased officer. If the agency is one that has its own honor guard, the BLM Honor Guard may simply send a contingent to represent the agency. The Coordinator will determine the level of participation requested and assigned the appropriate personnel. This participation will typically be limited to a two person deployment.

5. Award Ceremonies and National Events

When the Honor Guard is requested to participate or attend events other than funerals, the level of participation will be determined by the role requested. Generally, once a deployment assignment has been accepted, the Honor Guard will perform as needed.

D. Membership

The Honor Guard will be composed of BLM Rangers and Special Agents.

1. Criteria

- Members must attend scheduled drill sessions and serve in positions on a rotational schedule to allow them to function in all capacities of the Honor Guard team.
- A commitment to the program directly impacts fellow members and the ability of the team to function at the highest-level possible. Members will be expected to commit for no less than a two-year period.
- Members must not miss more than one drill session or deployment. If a second event is missed, the officer may be removed from the Honor Guard.
- Members must be in suitable physical condition for representing the BLM Law Enforcement program. Members must be able to stand for long periods of time, possibly in inclement weather conditions during ceremonies.

2. Grooming Standards

- Members must be physically fit, clean-cut, and have a neat appearance that does not detract from the uniform or the situation.
- Hair on males must not touch the top of the collar or extend over the top of the ear.
- Sideburns shall be neatly trimmed: no wider than one inch and shall not extend below the middle of the ear.
- Mustaches will not extend more than one-quarter inch below a horizontal line through the corners of the mouth, nor below the vermilion border of the upper lip. Mustaches will not be heavily waxed or twisted and must be neatly trimmed.

- Beards are not permitted.
- Hair on females must be no longer than the top of the shoulders when standing with the head in a normal posture or worn up. Items used to hold the hair in place must be concealed as much as possible and blend with the hair color.
- Cosmetic products should be applied conservatively. Eye shadow should be subdued and blend with the natural eye color. Lipstick and lip gloss must be subdued and match skin tones as closely as possible. Only colorless nail polish is authorized.
- Honor Guard members with religious or cultural practices that preclude adherence to the grooming standards may be granted a waiver on a case-by-case basis.

E. Uniform

Each member will be issued a complete Honor Guard uniform. All Honor Guard uniform components are considered government property and must be turned in upon leaving the Honor Guard. The Honor Guard uniform consists of the following:

- Dress coat (1)
- Dress trousers (1)
- Felt campaign hat with hat band and head strap (1)
- Justin Roper Boot, Black Cherry Corona in color (1)
- Cordovan Brown Basket Weave leather trouser belt (1)
- Cordovan Brown Basket Weave Sam Browne belt with shoulder strap (1)
- Cordovan Brown Basket Weave brass double snap belt keepers (4)
- Cordovan Brown Basket Weave double magazine carrier with brass snaps (1)
- Cordovan Brown Basket Weave handcuff case (1)
- Rain coat (1)
- Campaign hat cover (1)
- White ceremonial gloves (1)
- Honor Guard badge with mourning band (1)
- Nameplate (1)
- Authorized insignia (1)
- Campaign hat trap or case
- Garment bag

F. Uniform Wear Guidelines

1. Each Honor Guard member is responsible for the cleaning and maintenance of all uniform items. Each member must report to an assigned event in a complete, clean, and pressed uniform. The OIC will perform inspections and make the final decision on event participation.
2. Pagers, cell phones, radios or sunglasses will not be worn with the Honor Guard uniform during events.
3. The Campaign hatband shall have the brass buckle (polished) worn on the left side with the tongue facing to the rear.
4. White ceremonial gloves may be worn for duties such as casket escort, casket guard, and flag folding.
5. If visible, only black socks will be worn with the Honor Guard uniform.
6. Duty belts will be set up as follows:
 - Handgun on the strong-side hip with the handcuff case on the opposite hip.
 - Dual magazine pouch on the front non-gun side, vertical orientation.
 - Four keepers at even intervals along the belt.

G. Team Equipment

Equipment that the Honor Guard may use includes:

- United States flag and pole
- BLM flag and pole
- Flag carrying harness (2)
- Wooden stocked, chromed rifles for Color Guard (2)

APPENDIX Q – BLM LAW ENFORCEMENT MOURNING BAND POLICY

The mourning band will be a solid black band or black with a thin blue line that will fit tightly around your badge. The width of the black band should be between $\frac{1}{2}$ inch and $\frac{3}{4}$ inch. The mourning band should be worn straight across the center of the badge.



Black mourning bands are appropriate and approved to be worn on a law enforcement badge only in the following circumstances:

1. The mourning band should be worn on National Peace Officers Memorial Day (May 15th) and may be worn throughout all of Police Week.
2. Upon the line of duty death of an active law enforcement officer (LEO) within the Bureau of Land Management. The mourning band will be worn for a period of thirty days from the date of death.
3. Upon the line of duty death of a LEO from a sister agency of the Department of the Interior. The mourning band will be worn from the date of death and removed at the conclusion of the day of interment.
4. Upon the line of duty death of a LEO from a neighboring jurisdiction; other federal, state or local agencies. The mourning band will be worn by those officers in the state where the officer was stationed from the date of death and removed at the conclusion of the day of interment.
5. LEOs may wear a mourning band upon the line of duty death of a LEO with whom they have a personal relationship, upon notification to the State Chief Ranger or Assistant Special Agent-in-Charge or Special Agent-in-Charge. The mourning band will be worn from the date of death and removed at the conclusion of the day of interment.
6. By all LEOs in uniform or in civilian clothing while displaying a badge when attending the funeral of an active LEO. Upon the completion of the funeral, the mourning band shall be removed.
7. The day of any memorial service honoring a Department of the Interior LEO who has died in the line of duty.
8. At the direction of the State Chief Ranger, Assistant Special Agent-in-Charge, Special Agent-in-Charge, National Chief Ranger, Deputy Director OLES or Director OLES, when special circumstances dictate that the LEO display of official mourning is appropriate.

It is also appropriate to stripe the badges on marked patrol vehicles for a line of duty death of an active LEO within the Department of the Interior. Black $\frac{1}{2}$ inch electrical tape or black $\frac{1}{2}$ inch magnets could be used. The striping on the vehicle can go horizontal through the middle of the badge or go diagonally from 1100 to 1700 hours using a clock as a reference.

Attachment 1

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