



GUIDELINES FOR MANAGERS PROVIDING SUPPORT TO EMPLOYEES FOLLOWING A CRITICAL INCIDENT

1. Be aware of your own thoughts, feelings and concerns. Acknowledge your own feelings.
2. Do not expect too much of yourself as a manager. You do not have to have all the answers. When talking with employees and colleagues, it is important to stay in your role as a manager (i.e. do not put yourself in the role of a therapist).
3. Ask the person questions:
 - “What do you need?”
 - “Can you tell me more about that?”
 - “How do you feel right now?”
 - “Am I intruding?”
4. Stay in the present and be open to the answers you receive. Be nonjudgmental, empathetic and genuine.
5. Offer any practical assistance that you feel comfortable giving.
6. Give the person the opportunity to express their thoughts, feelings and concerns. Encourage but do not pressure the person to talk about the incident and his/her reaction to it. Talk is the best medicine. Your primary “job” is to listen and reassure. Just *listening* is helpful.
7. Encourage the person to talk to others who will listen. Tell them it is okay to express their feelings to others they trust. Common-sense advice like, “Don’t try to bottle up your feelings since they will only come out when you least expect it,” is helpful.
8. Do not make their experience your own.
9. Fear is always balanced by hope. Never take that hope away or offer false hope.
10. Guide employees to other appropriate resources such as their health provider, employee assistance program, or the Oregon Attorney Assistance Program.