


Atlanta Police Department Policy Manual		Standard Operating Procedure
Effective Date: September 25, 2019		APD.SOP.2160 Employee Assistance
Applicable To: All employees		Review Due: 2023
Approval Authority: Chief Erika Shields		
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1. PURPOSE

This directive establishes procedures for the Atlanta Police Department's response to an employee's serious injury, illness, or death, or to the death of retired employees of the Department. Any procedures not covered in this, or any other applicable Department written directive will be performed at the discretion of the Chief of Police.

2. POLICY

2.1 The Atlanta Police Department shall offer appropriate assistance and funeral honors following the death of current or retired employees of the Atlanta Police Department, sworn or civilian. The wishes and desires of the family shall receive primary consideration when providing family assistance or while planning for the interment of the deceased. Any participation in the service by the Chaplain and the Department is always at the approval of the family.

2.2 The Department shall commit appropriate resources and assistance to bring aid and comfort to employees and their families during a period of incapacitation due to serious injury, or illness or in the case of death.

3. RESPONSIBILITIES

3.1 The Department's Director of Chaplains shall:

1. Serve as the primary point of contact following the death of employees of the Atlanta Police Department or members of the Atlanta Retired Police Reserve (ARPR). The Chaplain shall monitor policies and procedures outlined in this directive. The Chaplain will keep the Chief of Police, the Assistant Chief of Police, and the deceased employee's chain of command informed of the progress of the funeral and interment arrangements and of any significant issues or concerns raised before, during, or after interment.



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2. In conjunction with the medical facility, establish a triage at or near the emergency room of the facility where the deceased employee was transported. The Chaplain shall staff the triage with assistant chaplains and other support personnel deemed appropriate. The Chaplain shall serve as a liaison with the hospital chaplain.
  3. Ensure that next-of-kin notification is being made expeditiously and appropriately. The Chaplain or his or her designee will accompany a representative of the chain of command when making the next-of-kin notification, in person whenever possible.
  4. Coordinate with the appropriate law enforcement agency to notify the next of kin if it is not practical for the Atlanta Police Department to make the notification in person.
  5. After the notification is made, the Chaplain or a member of command staff or their designee, shall contact the next-of-kin to offer assistance to the family in coordinating the funeral and interment arrangements.
  6. Submit a bulletin item to the Chief's Office for a departmental announcement.
  7. Assign a Chaplain to perform the duties of the Employee Assistance Services Coordinator (EASC).
- 3.2 Division and section commanders shall:
1. Coordinate logistical and operational support during the Departmental response to a death.
  2. Coordinate with the Chaplain on the notification of next of kin in line-of-duty deaths.
  3. Appoint Family Support Officer(s) to assist the employee's family, if wanted by the family.
  4. Contact the Chaplain when notified of the death of a Department employee.
- 3.3 The Special Operations Commander (SOS) Commander shall coordinate the deployment of motorcycles, helicopters, mounted, traffic control, and Honor Guards.
- 3.4 The Communications supervisor on duty shall ensure that notifications are made in accordance with this directive.
- 3.5 The Personnel Unit Commander or their designee shall provide the next of kin of a deceased employee with a list of benefit counselors. In addition, the Personnel Unit Commander or their designee shall serve as the Department's liaison and may coordinate the benefits meetings with other city agencies and the next of kin.
- 3.6 The city's Psychological Services and Employee Assistance Program (PSEAP) shall provide counseling and psychological support in accordance with their standard operating procedures (including defusing, debriefing, post-traumatic stress disorder and grief counseling). (CALEA 6th ed. Standard 22.1.7)
- 3.7 Family Support Officers will notify the Chaplain of the family's requests.
- 3.8 Supervisors shall ensure that a subordinate injured on duty receives proper medical treatment; ensure that necessary medical and relevant reports are completed; contact the chaplain's office to secure the services of an Employee Assistance Services Coordinator (EASC).



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- 3.9 Section commanders shall be responsible for notifying the next of kin when a subordinate sustains a serious injury and to arrange transportation to the medical facility, when necessary.
- 3.10 The Chief of Police, or their designee, shall be responsible for notifying the next of kin in cases where an employee is killed while performing a police-related duty.
- 3.11 It shall be the responsibility of the EASC to assist all employees and their families who are seriously injured or killed while performing a police-related duty or incur a long-term illness, in matters pertaining to payroll, benefits, transportation, as appropriate.
4. ACTION
- 4.1 Serious Injury of an Employee  
CALEA 6<sup>th</sup> ed. Standard 22.1.4, 22.1.5
- 4.1.1 An employee receiving a serious injury while performing a police service on duty shall be taken to a city-approved treatment facility. The injured employee's supervisor, or if off duty, the section commander, shall go to the facility and complete the authorization for treatment form and incident report, workers compensation forms, and notify the employee's chain of command.
- 4.1.2 The injured employee's section commander shall notify the next of kin and arrange for their transportation to the treatment facility, as appropriate. The commander shall also notify a Department Chaplain or the family's minister in addition to PSEAP.
- 4.1.3 The Employee Assistance Services Coordinator (EASC) shall contact the Law Department, Personnel Unit, Employee Benefits, the employee's family and any other person or agency to ensure that pressing family affairs and personal needs of the employee and the family are met. The EASC's duties shall be continual during the need for services. The EASC shall also make reports to the Chief of Police, Psychological Services and Chaplain's Office on significant changes in the employee's condition or needs. (CALEA 6th ed. Standard 22.1.7)
- 4.2 Illness Involving an Employee
- In the event of a serious or long-term illness, the employee's supervisor shall notify the Chaplain's Office of the circumstances. The EASC will contact the employee or next of kin to provide assistance as needed. A departmental announcement may be prepared.
- 4.3 Line of Duty Death of a Sworn Employee  
CALEA 6<sup>th</sup> ed. Standard 22.1.5
- 4.3.1 Notification
1. The Communications supervisor shall make notification in accordance with the Communications standard operating procedures. Notifications shall include other law enforcement agencies of metro Atlanta.
  2. The Chaplain and EASC, when notified shall report to the scene of the incident, if practical or to the hospital as soon as possible in order to gather sufficient information to notify the next-of-kin.
  3. The Chaplain, accompanied by a sworn supervisor, shall make the death notification to the employee's primary next-of-kin in person when practical. The Chaplain shall inform the



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Communications supervisor as soon as possible that the notification has been made. The Chaplain may notify other family members if specifically requested by the primary next-of-kin.

4. If notification is made by someone other than the Chaplain, the person responsible for the death notification shall have knowledge of the circumstances leading to the death. Once notification is made, the person making the notification shall immediately confirm the notification with the Chaplain and the Communications supervisor. The Chaplain shall contact the primary next-of-kin to offer assistance as needed.
5. If, due to distance or other circumstances, the Department cannot make the notification in person, the Chaplain shall ask the Communications supervisor to request another police department to make the immediate notification to prevent potential premature media releases, as well as request immediate confirmation when the notification has been made. Once notification is confirmed, the Chaplain shall contact the primary next-of-kin to provide assistance and to begin making funeral arrangements.
6. When the next-of-kin has been notified, the Chaplain, or a designee, shall offer to assist in attending to the immediate needs of the family.
7. The division commander shall assign an employee, if possible, a friend of the family, as the family support officer to assist with the needs of the family, if the family desires such assistance. If the residence is in the City, the division commander may assign an officer and marked unit outside of the primary residence following the death and until after interment.

#### 4.3.2 Pre-interment Action

1. The Chaplain shall inform the Chief's Office and Communications of the funeral arrangements for a departmental announcement. Communications shall notify other metropolitan Atlanta law enforcement agencies of the funeral arrangements.
2. The Chaplain shall offer to assist the family in making funeral arrangements.
3. The Department's role in the funeral and burial ceremonies shall depend on the family's request and the approval of the Chief of Police. The Chaplain shall coordinate the Department's involvement in funeral proceedings with the deceased's chain of command, SOS, the Honor Guard, etc.
4. All flags at Atlanta Police facilities shall be flown at half-mast from the time of death of the employee until burial/interment.
5. Ceremonial protocol shall be in accordance with the APD.SOP. 2170 "Honor Guard" and APD.SOP.4040 "Special Operations Section" and the desires of the deceased employee's family.
6. Full Departmental honors will be offered to the family as follows:
  - a. A flag folding ceremony
  - b. Bagpiper (upon request)



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- c. "Taps" will be played at the committal services
- d. A twenty-one (21) gun salute will be performed by the firing party
- e. A rider-less horse will be stationed in a place of prominence (optional)
- f. Pall bearers
- g. Honor Guard Ceremonial Unit
- h. Helicopter fly over
- i. Motorcade
- j. Death watch
- k. The Chief of Police or his/her designee will present the flag to the family

#### 4.3.3 The SOS Commander or their designee shall:

1. Coordinate the motorcade to include establishing the schedule and staging area.
2. Develop the motorcade and funeral routes and disseminate that information throughout the Department and to other affected agencies.
3. Lead the motorcade from the staging area to the location of the religious service and/or burial.
4. Have the Aviation Unit arrange the fly over, if appropriate.

#### 4.3.4 Procedures at the location of the religious service:

1. The Honor Guard, with the assistance of the Motors Unit, shall coordinate parking of the motorcade once it arrives at the location of the religious service.
2. The Honor Guard shall assemble the official formation prior to the arrival of the funeral party including the arrival of the remains of the deceased employee if not already at the location for the religious service.

#### 4.3.5 Procedures at the cemetery:

1. The Honor Guard Firing Party shall receive the processional.
2. The Honor Guard shall assemble the official formation.
3. The Honor Guard shall carry out folding of the flag and firing salute.
4. The Honor Guard shall coordinate playing of "Taps."
5. The Honor Guard, with the assistance of SOS Aviation Unit, shall coordinate the timing of the fly over.



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- 4.3.6 Benefits counseling: provided upon notification by the Chaplain that the family is ready, Atlanta Services Incorporated will discuss benefits with the family of the deceased officer.
- 4.3.7 Post-interment action: the Chaplain shall stay in contact with the primary next-of-kin and shall provide follow-up assistance as needed. The Chaplain shall periodically notify the primary next-of-kin of the following:
1. Family Grief Support group meetings, as needed
  2. The Department's Retiree Roundup
  3. Other significant events for survivors of deceased police officers
- 4.4 Non-line-of-duty Death of Sworn/Retired Employee  
CALEA 6<sup>th</sup> ed. Standard 22.1.4, 22.1.5
- 4.4.1 Departmental Notification
1. If a sworn employee dies while on duty or working an extra job but not in the line of duty, follow the notification procedure in Section 4.3.1.
  2. If a sworn employee dies while off duty, any employee who becomes aware of the death shall immediately notify the Communications supervisor on duty.
    - a. The Communications supervisor shall make notification in accordance with the Communications standard operating procedures.
    - b. If the family is not aware of the death, the Chaplain or a sworn supervisor shall notify the next of kin in person if practical.
    - c. When the next-of-kin has been notified, the Chaplain shall offer to assist in attending to the immediate needs of the family, including funeral arrangements.
- 4.4.2 Pre-interment Action
1. The Chaplain shall inform the Chief's Office of the funeral arrangements for a Departmental announcement.
  2. The Chaplain shall offer to assist the family in making funeral arrangements.
  3. The Department's role in the funeral and burial ceremonies shall depend on the family's request and the approval of the Chief of Police. The Chaplain shall coordinate the Department's involvement in funeral proceedings with the deceased employee's chain of command, SOS, the Honor Guard, etc.
  4. Ceremonial protocol shall be in accordance with APD.SOP. 2170 "Honor Guard" and APD.SOP.4040 "Special Operations Section" and the desires of the deceased employee's family.
  5. Department honors shall be offered to the family as follows:
    - a. A flag folding ceremony.



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- b. Bagpiper (if available)
- c. "Taps" will be played at the committal service
- d. Pall bearers
- e. Honor Guard Ceremonial Unit
- f. Motorcade

#### 4.4.3 The SOS Commander or designee shall:

1. Coordinate the motorcade, if any, to include establishing the schedule and staging area.
2. Develop the motorcade and funeral routes and disseminate that information throughout the Department and to other affected agencies.
3. Lead the motorcade from the staging area to the location of the funeral and/or burial service.

#### 4.4.4 Procedures at the location of the religious service:

1. The Honor Guard, with the assistance of SOS, shall coordinate parking for the motorcade once it arrives at the location of the religious service.
2. The Honor Guard shall assemble the official formation prior to the arrival of the funeral party including the arrival of the remains of the deceased employee if not already at the location for the religious service.

#### 4.4.5 Procedures at the cemetery:

1. The Honor Guard with the assistance of SOS shall receive the processional.
2. The Honor Guard shall assemble the official formation.
3. The Honor Guard shall carry out folding of the flag.
4. The Honor Guard shall coordinate playing of "Taps".

#### 4.4.6 The EASC shall contact the family on the first business day after the funeral to begin discussion of benefits. If the family wants more time, wait a reasonable time, and contact them again. (CALEA 6th ed. Standard 22.1.4, 22.1.7)

#### 4.4.7 Post-interment action: The Chaplain shall stay in contact with the primary next-of-kin and shall provide follow-up assistance as needed. The Chaplain shall periodically notify the primary next-of-kin of the following:

1. Family Grief Support group meetings, as needed.
2. The Department's Retiree Roundup; and
3. Other significant events for survivors of deceased police officers.



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- 4.5 Death of Retired Sworn Employee not in ARPR
  - 4.5.1 In the event of a death of a retired sworn employee of the Atlanta Police Department who is not a member of the Atlanta Retired Police Reserve Program (ARPR), the employee who first becomes aware of the death shall immediately notify the Chaplain.
  - 4.5.2 The Chaplain shall contact the Communications supervisor to effect notification to the command staff.
  - 4.5.3 The Chaplain shall contact the family of the deceased to offer assistance.
  - 4.5.4 The following may be available to the families of retired sworn employees if approved by the Chief of Police:
    - 1. Pallbearers
    - 2. Honor Guard
    - 3. While not normally provided, a motorcade may be appropriate if a large number of police employees are expected.
- 4.6 Death of a Civilian Employee
  - 4.6.1 For notification on procedures for the death of a civilian employee, refer to Section 4.3.1.
  - 4.6.2 The Personnel Services Unit Commander or their designee shall contact the family on the first business day after the funeral to begin discussion of benefits. If the family wants more time, wait a reasonable amount of time, and contact them again.
  - 4.6.3 Funeral assistance for civilian employees shall be assessed by the Chaplain at the family's request and approved by the Chief of Police.
- 4.7 General Procedures
  - 4.7.1 Uniforms worn by sworn employees during funerals are specified in APD.SOP.2130 "Dress Code."
  - 4.7.2 Persons in uniform attending a funeral service will face the casket (or the receptacle containing the cremated remains of the deceased) and execute the hand salute at the following times:
    - 1. When the casket is being moved (the exception being when the officers themselves are moving).
    - 2. During rifle salutes, and
    - 3. While "Taps" is being played.
  - 4.7.3 If a funeral or interment will occur outside the metropolitan Atlanta area, the Chief of Police shall determine what, if any, Departmental representatives will attend.
- 5. DEFINITIONS





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- 5.1 Death: Refers to the death of an active employee either on or off duty, or the death of a retired employee.
- 5.2 Employee Assistance Services Coordinator (EASC): An employee assigned to the Chaplain's Office, regardless of rank, designated to serve as the Employee Assistance Services Coordinator.
- 5.3 Family Support Officer: An employee of the Atlanta Police Department who is appointed by the division commander. The Family Support Officer should be a member of the deceased employee's unit and should be a close friend of the deceased. Other employees of the Department may be assigned this duty if the commander deems it appropriate.
- 5.4 Immediate Family Members: For the purpose of this directive, the immediate family members are identified as the spouse, mother, father, siblings, and children of the employee and those of his or her spouse.
- 5.5 Illness: An illness that requires hospitalization for a period of five (5) days or more or an illness that incapacitates for more than ten (10) days.
- 5.6 Pre-interment: The time period from the death of an employee until the deceased is interred, including the funeral proceedings.
- 5.7 Primary next-of-kin: A person (or persons) that a Department employee designates in writing to be notified in the event of an emergency.
- 5.8 Post-interment: The time period after the interment of a deceased employee.
- 5.9 Serious Injury: An injury sustained on or off duty, while performing police services or at an approved extra job, that requires admittance to a hospital for treatment.
6. CANCELLATIONS  
  
APD.SOP.2160 "Employee Assistance", effective May 26, 2015
7. REFERENCES  
  
APD.SOP.2170 "Honor Guard"  
APD.SOP.2130 "Dress Code"  
Commission on Accreditation for Law Enforcement Agencies (CALEA) 6<sup>th</sup> Edition Standard 22.1.4, 22.1.5, 22.1.7
8. SIGNIFICANT CHANGES  
  
No significant changes