

CALIFORNIA Sheriff

CALIFORNIA STATE SHERIFFS' ASSOCIATION

Volume 26 • Number 3 • July 2011



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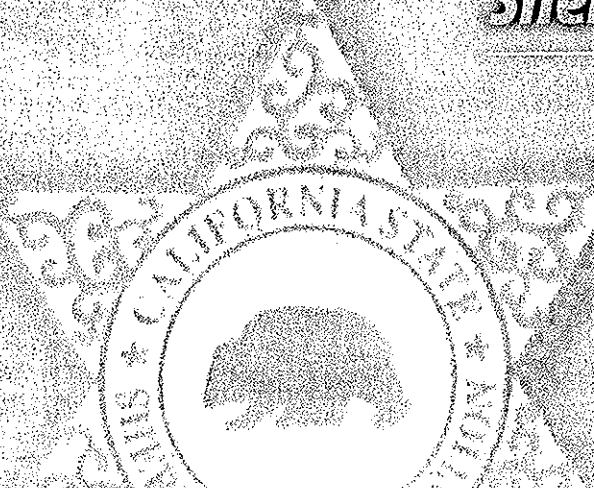
Gary Penrod
36442 Wildwood Canyon Rd
Yucaipa, CA 92399-5274



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117th Annual California State Sheriffs' Conference

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Debriefings for Supervisors

• BY SARA HIBBS, PSY.D.
• THE COUNSELING TEAM INTERNATIONAL (CTI)

When contacted to conduct a critical incident stress debriefing, mental health professionals (MHP's) are faced with several various issues, one of which is to determine who should take part in the debriefing. While this is often determined by the personnel involved and the scale of the incident, it is important to not overlook those at the top of the food chain; the command staff.

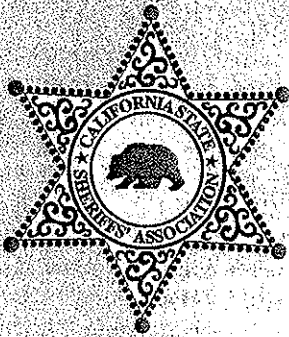
Command staff is often an integral part of critical incidents, whether it is as decision mak-

ers, organizers, or delegators. Attention is often directed at the first responders, dispatchers, and forensic personnel involved. Debriefings are organized to allow a safe place to ventilate feelings, normalize experiences, and address the impact a trauma may have on the law enforcement community. Most of the time, MHP's will hesitate to include commanders in a debriefing with line staff due to the power differential. If participants perceive that they may be judged or evaluated they will shut down which hinders the debriefing process, thus commanders are excluded.

However, commanders are not immune to

the effects of trauma or critical incidents. If anything, they may be more susceptible given their level of responsibility. Second-guessing is common for all in law enforcement and it would seem the degree of second-guessing increases as the duties and responsibility increases. Many commanders find themselves quarterbacking decisions and mulling over whether their choices created more distress or exacerbated an already intense situation for their troops.

In addition, commanders are sidelined from the action when involved in an incident. One of the most salient features of trauma >>



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California State Sheriffs' Association 2011 Calendar

Month	Date	Event	Location
August	17-18	Court Security Committee Roundtable	San Luis Obispo County
September	13-16	Administrative Assistants Seminar	San Diego County
	13-16	Financial Managers Forum	San Diego County
	26-29	Correctional Facilities Seminar	Sacramento County
October	18-21	Civil Procedures Seminar	Orange County
November	1-4	2nds in Command Workshop	San Diego County
	14-18	Basic Civil School	Sacramento County
	16-17	Court Security Roundtable	San Luis Obispo County

PLEASE NOTE: Calendar items listed above are not open to the general public and trainings are for Law Enforcement Personnel Only. For registration forms go to the "Trainings" tab of our website: www.calsheriffs.org. Dates are subject to change.

is the feeling of helplessness, one that most commanders have experienced during their career. Commanders may experience significant reactions during an incident because they are not distracted with situational tasks but are instead in an observer position. Commanders are stuck observing events unfold and unable to take action given their duties and responsibilities.

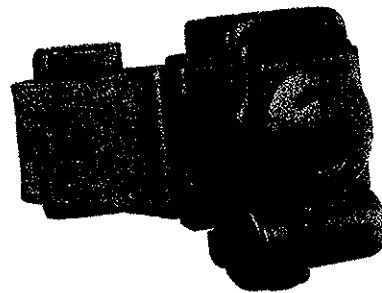
Commanders, unlike line staff, often do not have the opportunity to vent to their peers. In order to keep morale and confidence high, commanders often minimize their feelings and doubts to make dealing with everything more tolerable. Though they may be quick to encourage their own staff to utilize resources around them, commanders may hesitate to take advantage for themselves, fearing that they will be perceived as weak or incompetent.

The importance of including command staff was made apparent after a recent critical incident. Commanders initiated contact with MHP's to schedule debriefings for first responders and their spouses after the suicide of an adolescent female. Organizing debriefings for line staff and spouses were a no-brainer. However, then came the delicate matter of addressing the reactions of commanders present during the incident. This took several commanders by surprise as they had not considered themselves affected by the incident. The commanders were debriefed individually which gave them an opportunity to gauge the effect the incident had had on them in a safe place.

While the purpose for MHP's is to provide a safe and structured environment for a critical incident to be debriefed, it is imperative to adopt an inclusive approach when formulating a game plan. Exclusion of command staff reinforces the stereotype that commanders are immune to the effects of trauma and stress. Individual debriefings or group debriefings of commanders helps normalize the process and reactions for line staff, as well as provide commanders the opportunity to process their own reactions. ☆

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The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In addition, it is crucial to review the records regularly to identify any discrepancies or errors. This proactive approach helps in resolving issues before they become significant problems. The document also mentions the need for secure storage of these records to prevent unauthorized access or loss.

Furthermore, the document highlights the role of technology in streamlining record-keeping processes. Modern accounting software can automate many tasks, reducing the risk of human error and saving valuable time. It is recommended to choose a reliable and user-friendly system that meets the specific needs of the organization.

Finally, the document stresses the importance of training staff on the correct use of record-keeping systems. Well-informed employees are more likely to follow the established protocols and maintain the accuracy of the records. Regular training sessions and updates are essential to keep the team's skills current.

By following these guidelines, organizations can ensure that their financial records are accurate, secure, and easy to manage. This not only improves internal control but also enhances the organization's overall financial health and compliance with regulatory requirements.

The second part of the document provides a detailed overview of the company's current financial status. It includes a summary of revenue, expenses, and profit for the reporting period. The data shows a steady increase in revenue, which is a positive indicator of the company's growth.

However, there are some areas where expenses have increased, particularly in the marketing and research & development departments. The document suggests that a more targeted marketing strategy could be implemented to improve the efficiency of these departments.