

As managers and supervisors, there are unique things you can do to support people in the first 24–48 hours following a crisis.

- 1. Assume that different individuals will have different reactions to the events**  
In the first few hours and days, be as flexible as possible. For example, some people will want to continue with their routines while others will not be able to. Try to create a climate that appreciates and respects these differences, and that encourages support of one another in different ways.
- 2. Be visible and available to people**  
Walk around and check in with the staff or students.
- 3. Allow people to talk**  
Model that it's normal to share feelings and reactions.
- 4. Stay informed**  
People need to stay current with events, and to stay in touch with family and friends. If the events are significantly impacting your group's regular routines, establish additional vehicles for communicating updates.
- 5. Initially communicate in person (if possible)**  
Thereafter use email and other tools after you've had the chance to discuss the need to use them.
- 6. Consider organizing informal group activities**  
Coordinate a brown bag lunch, for example, and invite people to come together without a formal agenda. These activities should be voluntary, as some people will want to come and others will not.
- 7. Allow for emotions – crying, frustration, verbal expressions of anger**  
Avoid potentially trite remarks like “everything will be OK.” Make room for people to have their feelings, even as you try to reassure them. Simply acknowledging feelings is important, as is being together.
- 8. Allow for mistakes, emotional upset, etc.**  
In the midst of a traumatic event, it is normal for people to experience difficulty concentrating, or to feel irritable and edgy. Try to normalize these reactions and frame potential conflicts in the context of normal reactions to abnormal events.
- 9. If people need to leave work or miss a class or class assignment, support them if possible**  
If you hesitate due to the understandable pressures of unit demands, deadlines, etc., there is a risk for “secondary injury” – people feeling primarily injured by the traumatic events, and then injured again if feeling neglected or unappreciated. Remember that you may not know everything about someone's past, and how these events may be triggering memories of past traumas and losses. Trust people to know what they need most.

**10. Consult University Health Services if you are especially concerned about an individual or workgroup** Counseling and Psychological Services (for students) is available for assistance with students and students groups (642-9494), and Employee Assistance for Faculty and Staff is available for employees and work groups (643-7754).

**11. Take care of yourself!**

Recognize that good leaders do not deny or minimize the potential impact on themselves. Give yourself permission to carve out support for yourself. Remember that there will be pulls to operate in crisis mode, but that you have to manage for the longer-term. This tragedy will have impacts for weeks, months, and years to come, and it is important that you pace yourself.

Employee Assistance provides confidential, no cost, short-term counseling, assessment, and referrals for employees and their immediate family members, for any personal and work-related concern. Employee Assistance also offers manager and supervisor consultations. To schedule an in-person or telephone appointment, please call 510-643-7754.



**Be Well at Work**

*Faculty/Staff Health Programs*

Disability Management · Elder Care · Employee Assistance  
Ergonomics · Occupational Health · Wellness · Work/Life

[uhs.berkeley.edu/bewellatwork](https://uhs.berkeley.edu/bewellatwork)

Email: [employeeassistance@berkeley.edu](mailto:employeeassistance@berkeley.edu)