



bushfire&natural
HAZARDSCRC

ENHANCING TEAMWORK

© BUSHFIRE AND NATURAL HAZARDS CRC 2015



Australian Government
Department of Industry,
Innovation and Science

Business
Cooperative Research
Centres Programme



RESEARCH DEVELOPMENT TEAM

- Heather Stuart – NSW State Emergency Service
- Dr Chris Bearman – CQ University
- Mark Thomason – SA Country Fire Service
- Sandra Whight – Tasmanian Fire Service
- Dr Benjamin Brooks – University of Tasmania
- Dr Christine Owen – University of Tasmania



bushfire&natural
HAZARDSCRC

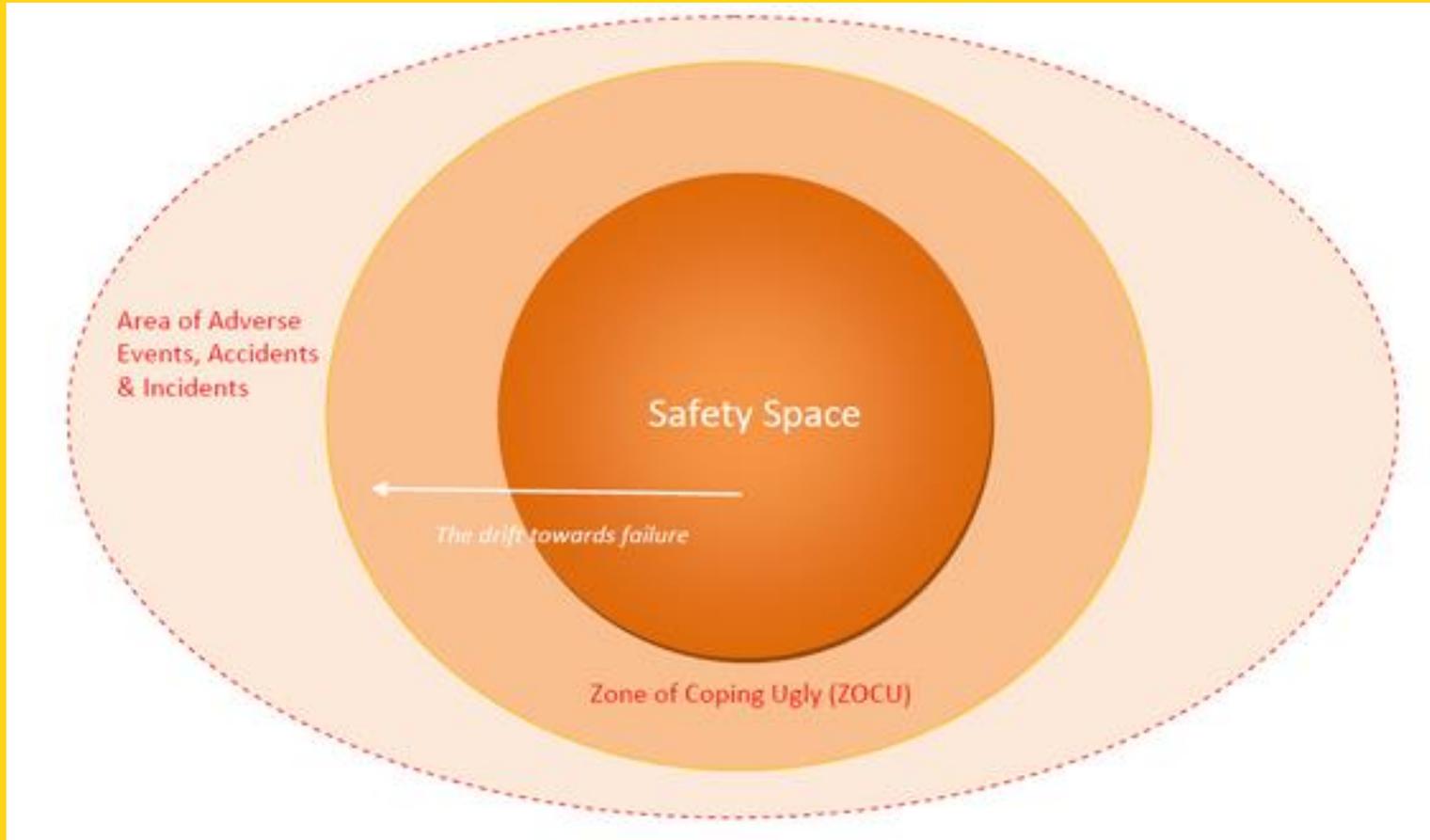






bushfire&natural
HAZARDSCRC





From Brooks (2014)



TEAM MONITORING TOOLS

- Emergency Management Aide Memoire (EMBAM)
- Team Process Checklist (TPC)





EMBAM - IDENTIFICATION

- Networks
- Missing Information
- Conflicting Expectations
- Intuition
- Familiarity





TPC - COOPERATION

Cooperation

Are team members showing a willingness to work as a team?

Do team members exhibit confidence and trust in fellow team members?

Are team members following team objectives without opting for independence?

Are any team members creating unnecessary conflict?

Are team members resolving any conflict effectively?



EMBAM - RESOLUTION

- Delegate
- Resource
- Mentor
- Assert
- Replace





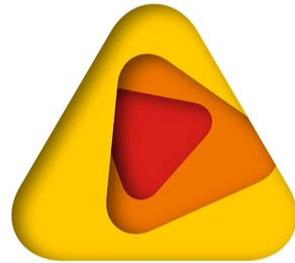
HOW AND WHEN CAN IT BE USED?

- Jeremy Smith (TFS)
- Mark Thomason (SA CFS)





bushfire&natural
HAZARDSCRC



bushfire&natural
HAZARDSCRC

Case Study - Tasmania Fire Service on using the Emergency Management Breakdown Aide Memoire and Team Process Checklist



SUMMARY: HOW CAN IT BE USED?



- As a Health Check
- To Identify Problems
- As a Debrief Tool
- As a Way To Build Better Teamwork



SUMMARY: WHEN CAN IT BE USED?

- Real Time Performance Monitoring
- Reflection During Quieter Times
- After the Incident





SUMMARY: WHO CAN USE IT?



- People in a team
- Team Leaders
- Team Supervisors
- Independent Observers



bushfire&natural
HAZARDSCRC

BARRIERS TO ADOPTING RESEARCH



BARRIERS TO ADOPTING RESEARCH

- Too busy
- Lessons identified are perishable
- Focus is on immediate and tangible
- Bias for action in 'can-do' cultures
- Blaming individuals
- People don't speak up
- Time to embed new practice is too short
- Jumping onto the next most pressing problem too fast





MAKING LEARNING STICK

- Embedding roles and responsibilities for learning, review and follow-up
- Developing measure to monitor and measure change
- Making best use of crises when political attention is focussed
- Pay attention to linking learning and practice
- Embed looking for lessons in low complexity low risk events
- Focus also on what needs to be sustained as well as what might have been
- Invest in BETTER training and exercising – FEWER exercises with narrower and sharper objectives



bushfire&natural
HAZARDSCRC

QUESTIONS?

