

Emergency Management Non-Technical Skills

PURPOSE

This tool helps emergency and incident management teams enhance non-technical skills (such as communication or leadership skills) to develop more effective teamwork capabilities.

There are seven core non-technical skill categories, divided into elements and behavioural markers.

To help ensure that both positive (helpful) and negative (unhelpful) behaviours are considered, there are negative behavioural markers included in the checklist – these are marked *in italics*.

COMMUNICATION

NOT APPLICABLE
NOT OBSERVED
OBSERVED
SOMETIMES
MOSTLY
CONSISTENTLY

Effective communication

Information is passed on in a timely manner

OBSERVED		
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Information is passed on accurately

Team members ensure that information has been received and understood by others

Inappropriate communication procedures are used

Proactive communication

Situation updates are provided

Team members are not providing constructive comments to one another

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COORDINATION

NOT APPLICABLE
NOT OBSERVED
OBSERVED
SOMETIMES
MOSTLY
CONSISTENTLY

Clear roles, responsibilities and expectations

Actions are always carried out as expected

There is a clear and common purpose

Everyone has a common understanding relating to the operation

The roles and responsibilities of team members are unclear

Adjusting to demands

Everyone is adjusting to meet the demands of the situation

Team members are not correcting any mistakes made by others

OBSERVED		
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COOPERATION

NOT APPLICABLE
NOT OBSERVED
OBSERVED
SOMETIMES
MOSTLY
CONSISTENTLY

Contributes to a positive team environment

Everyone shows willingness to work as a team

Team members are open and approachable

Team members do not exhibit confidence and trust in each other

OBSERVED		
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Alignment of efforts and management of conflict

Everyone is following team objectives without opting for independence

Differences of opinion are resolved effectively

Individuals are creating unnecessary conflict

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LEADERSHIP

Creates a suitable team environment

Good behaviour is consistently modelled

Inclusive behaviours are modelled that enables others to speak up and offer suggestions and constructive comment

Others are not treated with respect

Provides focus, direction and coordination

There is a focus on the important tasks at hand

Appropriate direction and guidance are provided

Activities are not well-coordinated within the team

OBSERVED		
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SITUATION AWARENESS

NOT APPLICABLE
NOT OBSERVED
OBSERVED
SOMETIMES
MOSTLY
CONSISTENTLY

Gathering and analysing information

Team members ask others about the situation to improve their situational awareness

Patterns and trends are identified in a timely manner

The consequences of the options available are not identified

OBSERVED		
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Identifies contingencies, problems and expectations

Contingencies are discussed and potential future problems identified

Expectations are not articulated (for example, goals and potential event evolution)

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Sharing information and insights

Views are shared of the current situation with others

Team members do not effectively participate in team briefings to build and share situational awareness

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DECISION-MAKING

NOT APPLICABLE
NOT OBSERVED
OBSERVED
SOMETIMES
MOSTLY
CONSISTENTLY

Sound, timely decisions

Decisions are being appropriately prioritised

Decisions are not being made on a timely basis

OBSERVED		
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Appropriate decision-making approach

Appropriate decision-making approaches are applied to the situation at hand (for example, speed vs. thoroughness)

Plans are not readily adjusted as the situation changes

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Engaging others in decision-making

Others' ideas and inputs are incorporated into decisions when practicable

There is flexible matching of communication style to the audience

Decisions (and intent) are not clearly communicated

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COPING, STRESS AND FATIGUE MANAGEMENT

NOT APPLICABLE
NOT OBSERVED
OBSERVED
SOMETIMES
MOSTLY
CONSISTENTLY

Manages pressure

A suitable level of focus is maintained when under pressure

Team members remain flexible when faced with sub-optimal or novel conditions

Team members do not remain composed when under pressure

OBSERVED		
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Employs effective coping strategies

The effects of fatigue on oneself and others are recognised and appropriate actions taken to manage this

Coping strategies are used to manage under sub-optimal conditions (for example, taking notes, prioritising tasks, delegating)

Team members do not request (and offer) assistance from (and to) others, when necessary

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Using the EMNoTS ratings:

Not applicable: this behaviour is not relevant to the task or situation being observed.

Not observed: this behaviour is relevant to the task or situation, but is not observed.

Observed: this behaviour is relevant to the task or situation and is observed. If selected, a prompt will appear to determine the extent to which this behaviour is observed.

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