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

Effective communication
Information is passed on in a timely manner
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

The EMNoTS can be used in several ways:
- as a simple checklist, by completing the unshaded columns to quickly capture which non-technical skills are in play for a team
- to facilitate an after-action review at the end of a shift or training exercise
- to collect more detailed data to ascertain how well non-technical skills are being used, by completing the shaded columns.

COORDINATION

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

COOPERATION

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

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

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
## Emergency Management Non-Technical Skills

<table>
<thead>
<tr>
<th>SITUATION AWARENESS</th>
<th>DECISION-MAKING</th>
<th>COPING, STRESS AND FATIGUE MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gathering and analysing information</td>
<td>Sound, timely decisions</td>
<td>Manages pressure</td>
</tr>
<tr>
<td>Team members ask others about the situation to improve their situational awareness</td>
<td>Decisions are being appropriately prioritised</td>
<td>A suitable level of focus is maintained when under pressure</td>
</tr>
<tr>
<td>Patterns and trends are identified in a timely manner</td>
<td>Decisions are not being made on a timely basis</td>
<td>Team members remain flexible when faced with sub-optimal or novel conditions</td>
</tr>
<tr>
<td>The consequences of the options available are not identified</td>
<td>Appropriate decision-making approach</td>
<td>Team members do not remain composed when under pressure</td>
</tr>
<tr>
<td>Identifies contingencies, problems and expectations</td>
<td>Engaging others in decision-making</td>
<td>Employs effective coping strategies</td>
</tr>
<tr>
<td>Contingencies are discussed and potential future problems identified</td>
<td>Others’ ideas and inputs are incorporated into decisions when practicable</td>
<td>The effects of fatigue on oneself and others are recognised and appropriate actions taken to manage this</td>
</tr>
<tr>
<td>Expectations are not articulated (for example, goals and potential event evolution)</td>
<td>There is flexible matching of communication style to the audience</td>
<td>Coping strategies are used to manage under sub-optimal conditions (for example, taking notes, prioritising tasks, delegating)</td>
</tr>
<tr>
<td>Sharing information and insights</td>
<td>Decisions (and intent) are not clearly communicated</td>
<td>Team members do not request (and offer) assistance from (and to) others, when necessary</td>
</tr>
<tr>
<td>Views are shared of the current situation with others</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team members do not effectively participate in team briefings to build and share situational awareness</td>
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<td></td>
</tr>
</tbody>
</table>

### 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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