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ENHANCING TEAMWORK

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RESEARCH DEVELOPMENT TEAM

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



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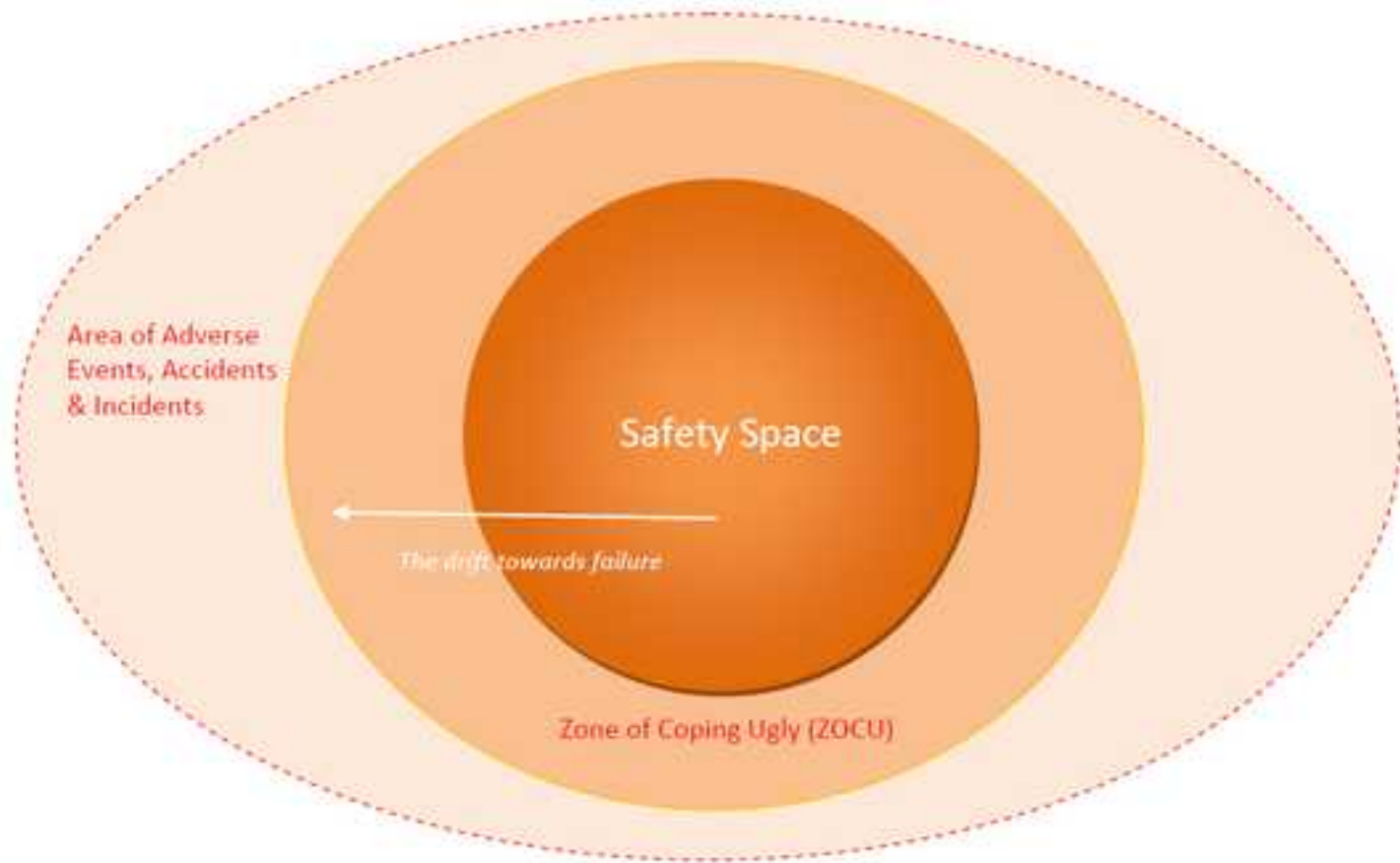




TEAMWORK



- What a team is
(Kozlowski & Ilgen, 2006)
- High performing teams
(Salas et al., 2005)
- Processes in teams
(Burke et al., 2006; Marks et al., 2001)
- Pre-formed teams
(Hayes, 2014)



From Brooks (2014)



TEAM MONITORING TOOLS

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





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TEAM PROCESS CHECKLIST

- Cooperation
- Coordination
- Communication



COOPERATION

- Does everyone show a willingness to work as a team?
- Do team members exhibit confidence and trust in each other?
- Is everyone following team objectives without opting for independence?
- Are any differences of opinion being resolved effectively?
- Is anyone creating unnecessary conflict?



COORDINATION

- Are the roles and responsibilities of team members clear?
- Are actions always carried out as expected?
- Does everyone have a common understanding of information relating to the operation?
- Is there a clear and common purpose?
- Is everyone adjusting to meet the demands of the situation?
- Are team members requesting assistance from others, where necessary?
- Are team members correcting any mistakes made by others?



COMMUNICATION

- Is information being passed on in a timely manner?
- Is information being passed on accurately?
- Is communication between people clear?
- Are appropriate communication procedures used?
- Are situation updates being provided?



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DEVELOPMENT OF THE TOOLS

- Iterative Design Cycle
- 5 Research Studies
 - Simulated Aircraft Accident
 - Regional Coordination Centre Exercises
 - Severe Weather Events
 - Multiple Significant Bushfires
 - After Action Review





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 - **After Action Review**





AFTER ACTION REVIEW

- After Action Review Workshop
- 15 Participants
- Using the TPC Participants Identified
 - Things that worked well
 - Things that didn't work so well
- Thematic Analysis
- TPC Ratings





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RESULTS



- Useability = 4
- Clarity of questions = 4.09
- Comprehensiveness = 4.09



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



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HOW CAN IT BE USED?



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



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WHEN CAN IT BE USED?

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



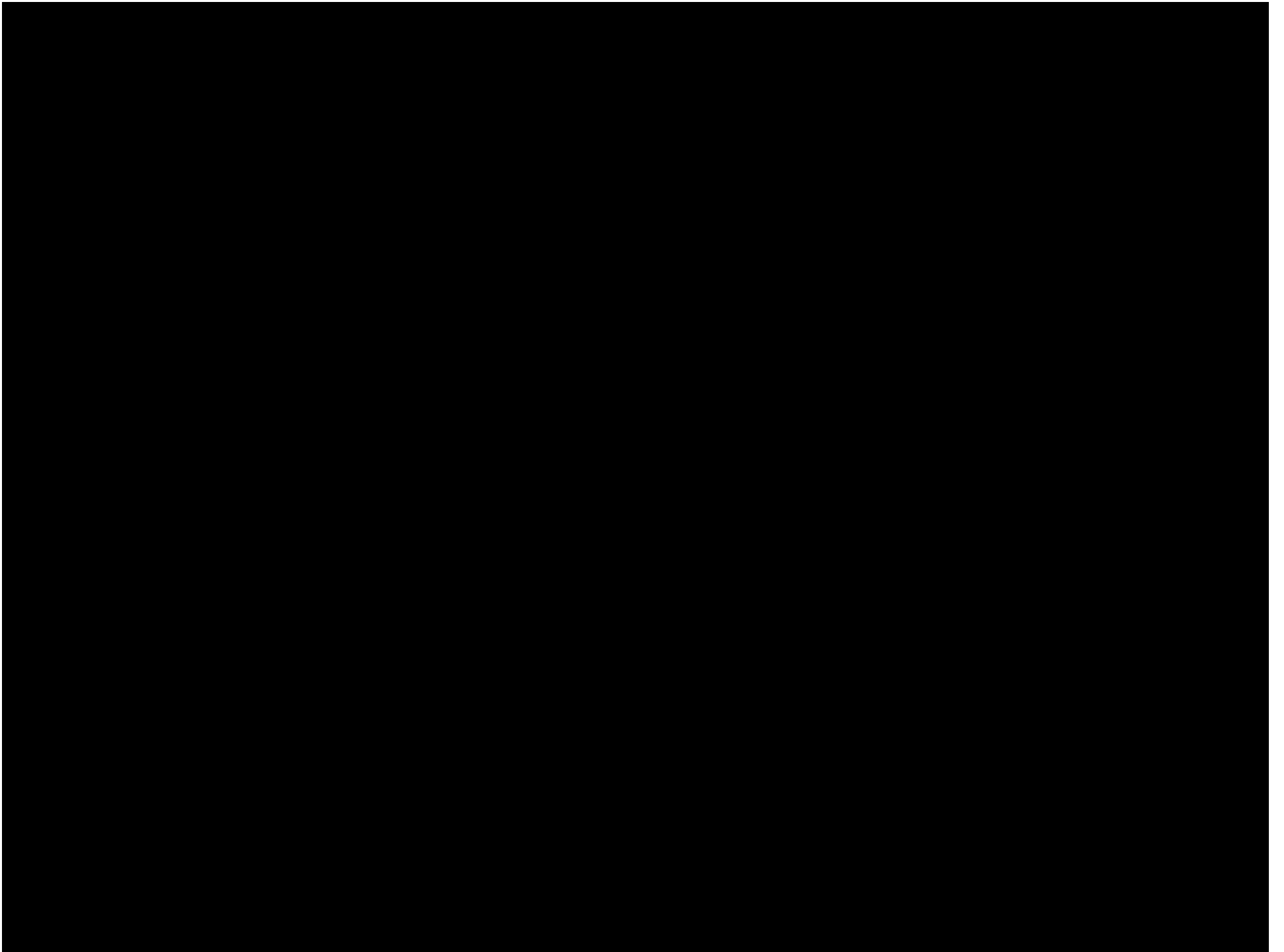


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WHO CAN USE IT?



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





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QUESTIONS?

