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
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)
TEAM MONITORING TOOLS

• Emergency Management Aide Memoire (EMBAM)
• Team Process Checklist (TPC)
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?
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 Workshop
15 Participants
Using the TPC Participants Identified
– Things that worked well
– Things that didn’t work so well
Thematic Analysis
TPC Ratings
RESULTS

- Useability = 4
- Clarity of questions = 4.09
- Comprehensiveness = 4.09
Case Study - Tasmania Fire Service on using the 
Emergency Management Breakdown Aide Memoire 
and Team Process Checklist
HOW CAN IT BE USED?

- As a Health Check
- To Identify Problems
- As a Debrief Tool
- As a Way To Build Better Teamwork
WHEN CAN IT BE USED?

- Real Time Performance Monitoring
- Reflection During Quieter Times
- After the Incident
WHO CAN USE IT?

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