

DECISION MAKING, TEAM MONITORING & ORGANIZATIONAL LEARNING: 2017 UPDATE



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HAZARDSCRC

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This project has three main research streams that are

- Providing enhanced methods of making decisions;
- Developing methods to better monitor and modify the behavior of teams
- Identifying the enablers and barriers to organizational learning

WHY ARE WE DOING THE RESEARCH?

- Incidents associated with natural hazards are becoming more complex
- Strategic level emergency management is becoming an ever more sophisticated workplace
- If we are going to expect people to operate in this environment we need to ensure that their skills and tools effectively support them.
- We need to develop the capability of our people to function in these increasingly complex environments now and into the future.
- This project is developing practical tools that can help people to function more effectively in these complex emergency management environments.

WHAT HAVE WE DONE?

- Two tools (EMBAM & TBM) that can enhance operational oversight of teams have been developed (see Ref 1, Ref 2)
- Strategies that regional coordinators use to identify and recover from teamwork breakdowns have been identified (see Ref 3).
- Key areas of opportunity to improve emergency management decision making have been proposed (see Ref 4)
- Training interventions for emergency management decision making have been developed (see Ref 4)
- Key barriers to research utilization have been identified (see Ref 5)
- A preliminary theory of research utilization maturity has been developed (see Ref 5)
- Trade-offs and complexities in assessing organizational learning have been identified (see Ref 6)

WHAT ARE WE DOING NEXT?

- We will be further evaluating the use of team monitoring tools by observers during a simulated regional level response.
- We are evaluating whether the team monitoring tools provide useful information in after action reviews
- Further data on emergency management decision making will be collected.
- Evaluation of training interventions will be conducted
- Further investigation of the barriers to organizational learning and research utilization will be conducted.
- The preliminary theory of research utilization maturity will be developed and evaluated.

END USER STATEMENT

- The project is providing practical techniques and strategies to help people function in more complex EM environments now and into the future.
- Throughout the project, there has been significant consultation with end users
- End Users have trialed the tools being developed and found them to be useful.
- A number of agencies are implementing the tools in preparation for the upcoming severe weather season.

WHERE CAN I FIND MORE INFORMATION?

- **Ref 1.** Bearman, C., Rainbird, S., Brooks, B.P, Owen, C., & Curnin, S. (2017). Enhancing Team Monitoring. *AFAC Non-Peer Reviewed Conference Paper*. [Come see our talk at AFAC17!](#)
- **Ref 2.** Bearman, C., Rainbird, S., Brooks, B.P, Owen, C., & Curnin, S. (2017). Tools for monitoring teams in emergency management: EMBAM and TBM. *Australian Journal of Emergency Management*, 32 (1), 40-43.
- **Ref 3.** Grunwald, J. & Bearman, C. (2017). Identifying and Resolving Coordinated Decision Making Breakdowns at the Regional Coordination Level of Wildfire Management. *International Journal of Emergency Management*, 13 (1), 68-86.
- **Ref 4.** Brooks, B., Curnin, S., Bearman, C., Owen, C., & Rainbird, S. (2017). Identifying Lessons From Exercising and Training For Strategic EM Decision Making. *AFAC Peer Reviewed Conference Paper* [Come see our talk at AFAC17!](#)
- **Ref 5.** Owen, C., Krusel, N., Bearman, C., & Brooks, B. (2017). From research outcome to agency change – mapping a learning trajectory of opportunities and challenges. *AFAC Peer Reviewed Conference Paper* [Come see our talk at AFAC17!](#)
- **Ref 6.** Owen, C., Brooks, B.P., & Bearman, C., & Curnin, S. (in press). Values and complexities in assessing emergency management response effectiveness. *Journal of Contingencies and Crisis Management*. DOI: 10.1111/1468-5973.12115.

