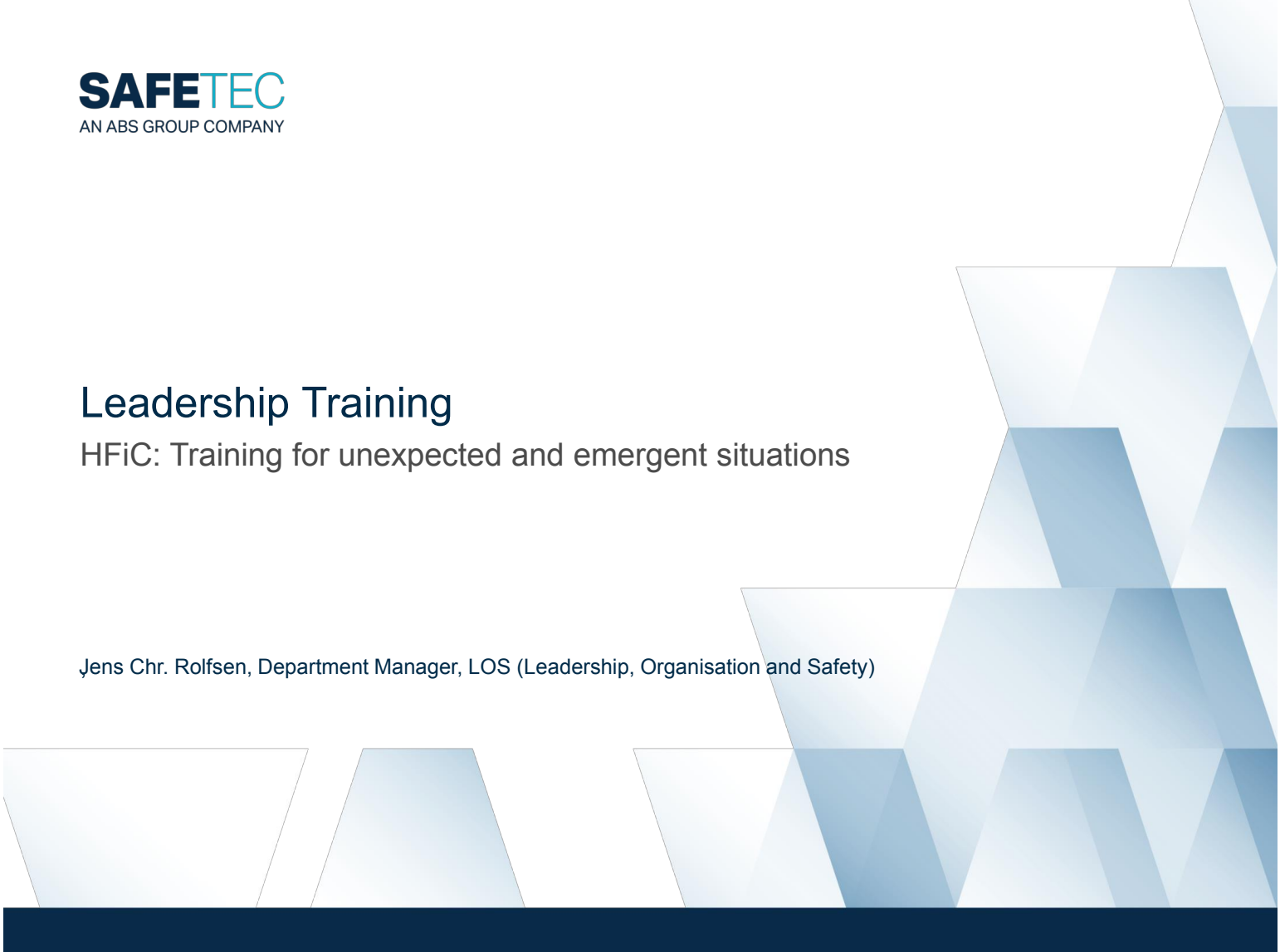


Leadership Training

HFIC: Training for unexpected and emergent situations

Jens Chr. Rolfsen, Department Manager, LOS (Leadership, Organisation and Safety)

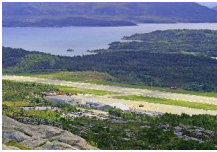


Contents

- Emergent situations – a real life example
- Traditional approaches towards leadership training
- Using the simulator
- A practical example
 - The scenario
 - The simulation
 - The debrief



A real life example



Snow-showers

Landing-squall

Alternates closes

Degraded NAV eqp.

Slippery RWY

G/A

Diverting to TRD

Weather at TRD

Amount of fuel

Frozen MCP

No ILS

Fatigue



Technical base

Non-standard situation



Traditional approaches towards leadership training in safety critical industries

- Emphasis on crisis management
 - «Crash and burn» exercises



- Emphasis on individual skills
 - Finding «the right stuff»



- Emphasis on technical skills
 - «Stick- and rudder»

- This is important, but not sufficient

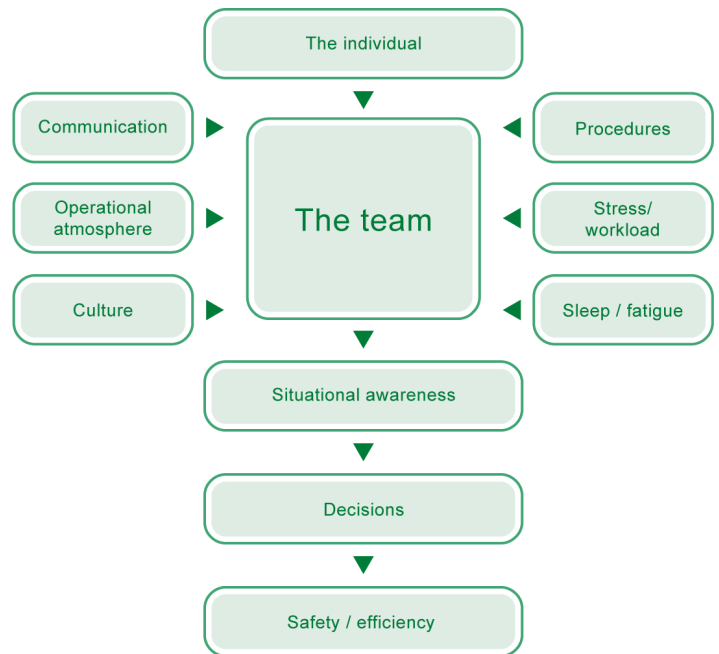


Using the simulator

- The simulator is an excellent tool for leadership training:
 - How to avoid ending up in a «crash-and burn» scenario
 - How to lead a team
 - Practical skills in crew resource management
- The rest of this presentation is based on hands-on experience from using the simulator in order to train team-leaders in the shipping environment in the context of CRM / BRM / MRM

Necessary Prerequisites – Awareness Training

- All the participants had attended a two-day classroom based CRM course



Necessary Prerequisites – The Simulator and the Scenario

- The simulator should have adequate fidelity
- The simulator must have equipment for high quality video / sound recording
- The playing staff / support staff should have video / sound of the exercise in real-time
- Checklists, procedures, charts etc should be the same as in a real life situation
- The scenario must be realistic
 - No "crash and burn"
- The scenario should contain both high and low workload periods
- The scenario should give opportunities to train all major CRM elements



Preparation and briefing

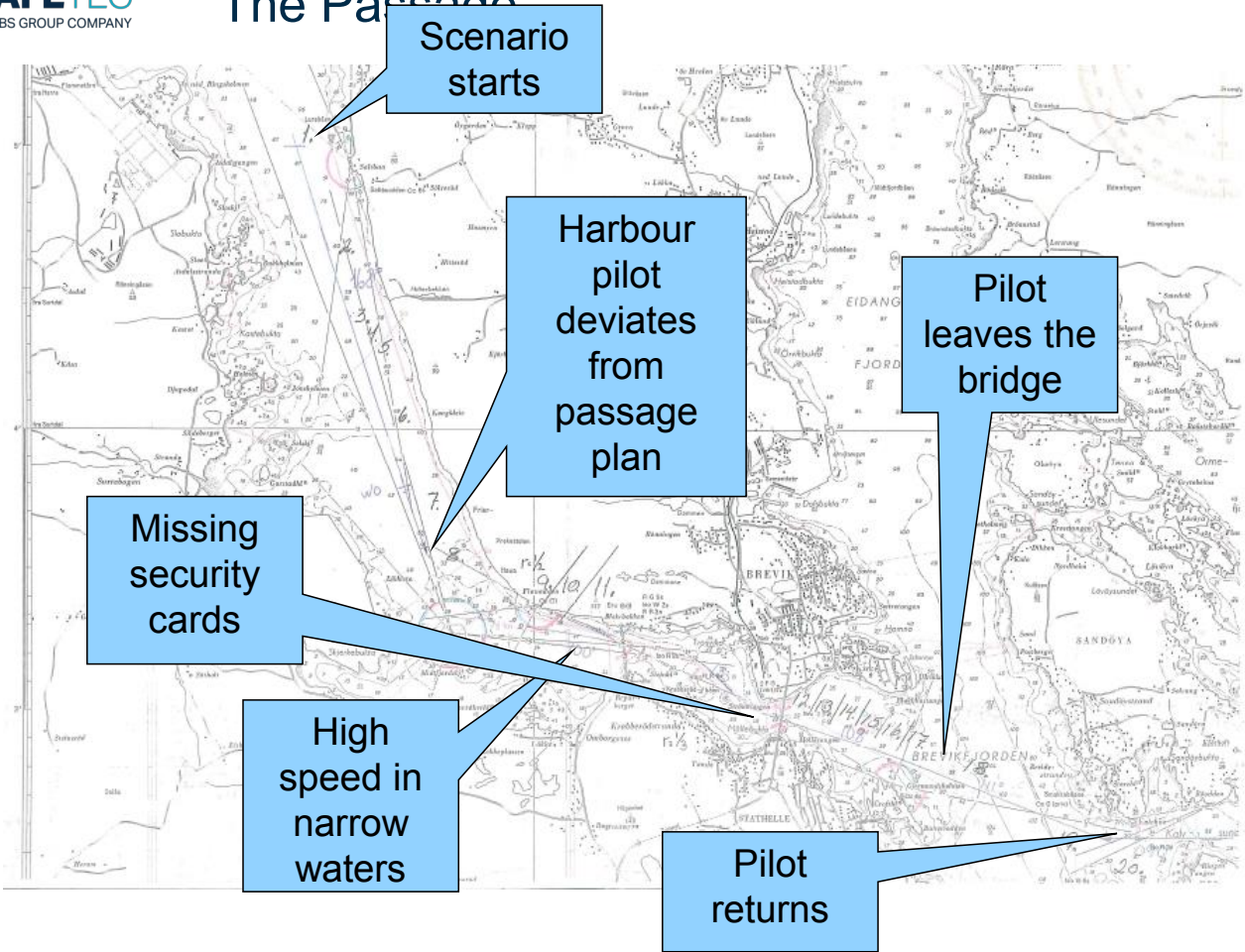
- Captain, crew, playing staff and facilitators meets for a briefing 30 minutes before exercise
- The briefing emphasises:
 - The purpose of the exercise; to train CRM – not to check individuals
 - Roles and responsibilities
 - The realism built into the scenario
 - All situations experienced by the crew should be handled as in real life
 - The role of the facilitator during the exercise
 - “Ground rules” related to the recording of the exercise
 - The purpose of the debrief
- After the brief, the crew will have 15 minutes to prepare the voyage and passage plan



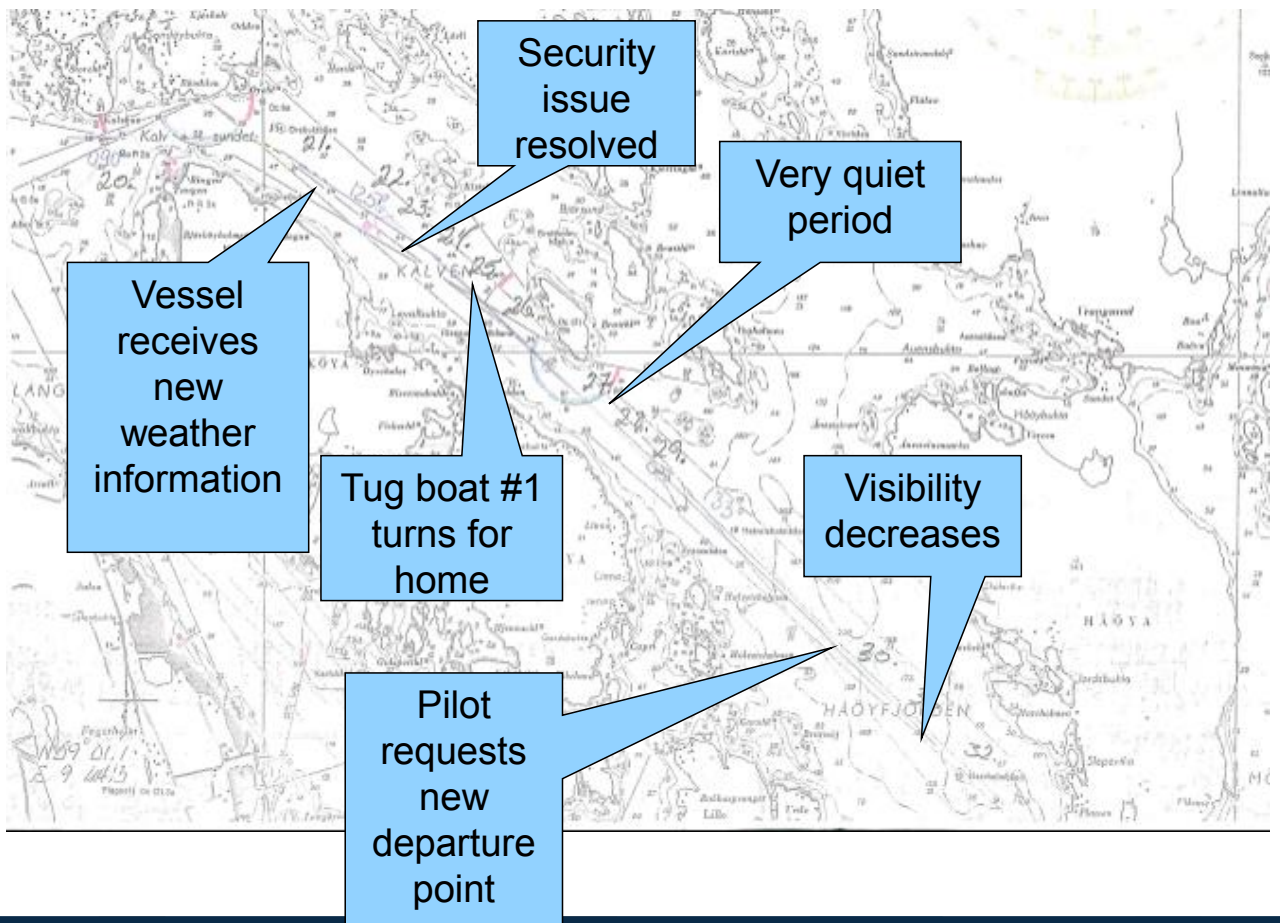
The Simulator Session

- Captain, helmsman and 2.nd officer on bridge. Engineer in the control-room
- Harbour pilot (playing staff) also on bridge
- Realism!
- Any situation should be handled as in a real life situation
 - The crew uses all available resources to deal with challenges
- The instructors does not intervene
- The facilitator is present on bridge, but “is invisible”
 - Observes
 - Takes notes
 - Coordinates video recording
 - Plans the debrief

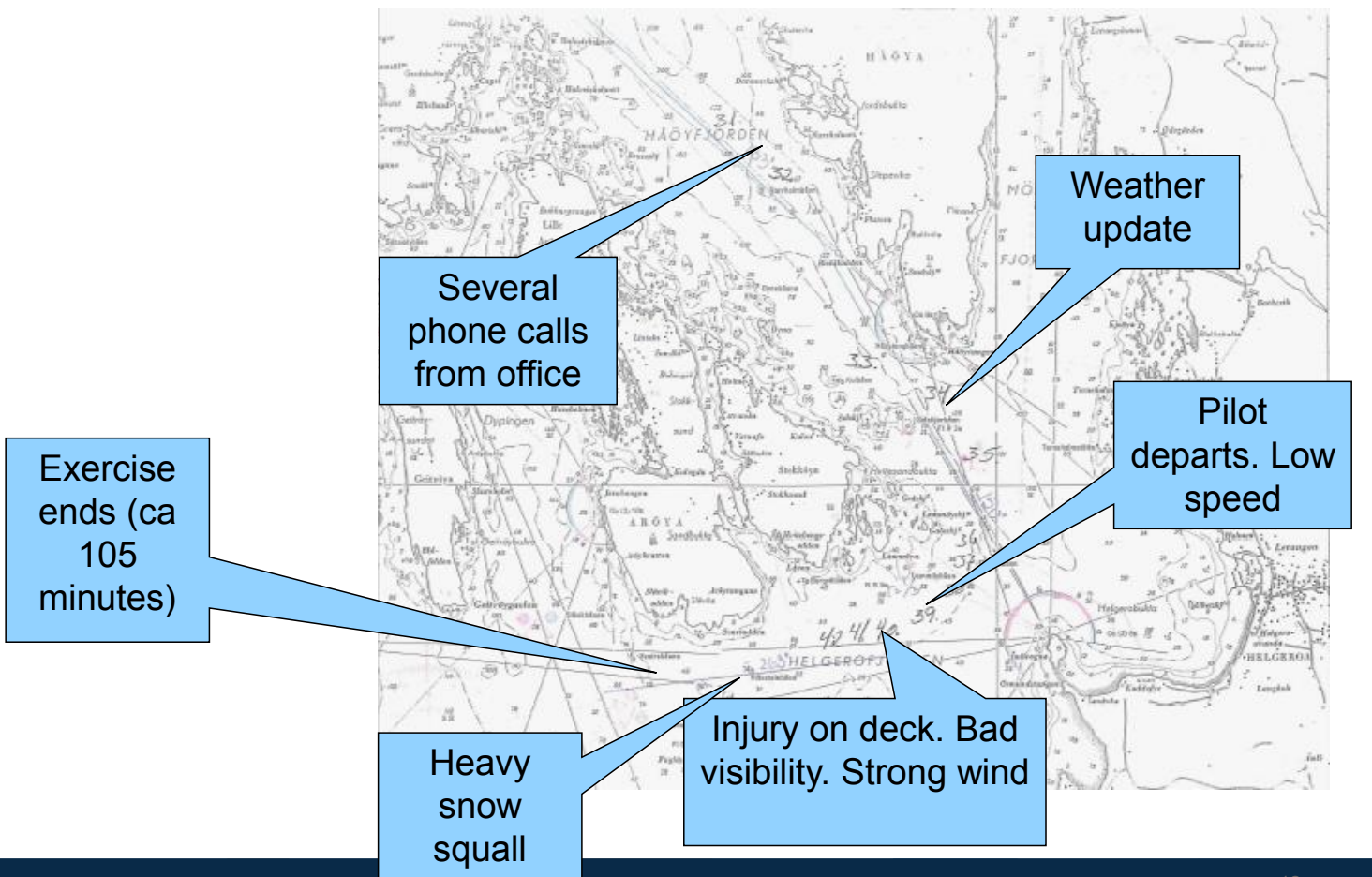
The Passage



The Passage - Continued



The Passage - Continued



Example: High Speed in Narrow Waters

- The context: The vessel is approaching the bridges. Maximum speed here is 5 knots. The harbour pilot maintains 8 knots
- The video clearly shows an uncomfortable captain, phasing up and down, looking at the speed, looking at the pilot.
 - Captain *"Are you happy with the speed Mr. Pilot?"*
 - Pilot: "Yes".
 - Nothing more was mentioned
- The debrief resulted in a very useful discussion about the "hint-and-hope" technique and the need for stepping up this kind of communication if it does not lead to the desired results



Example: Brilliant planning when pilot departs

- The context: Just after second bridge, pilot leaves the bridge. The vessel is rapidly approaching "Kalven" – a tight turn in narrow waters
- The video clearly demonstrates a very well carried out "tool-box meeting" between captain and 2.nd Officer.
- The crew maintains a high level of situational awareness and makes proper decisions until pilot returns
- The debrief resulted in a very useful discussion about what situational awareness really is, and how team performance can assist in establishing and maintaining SA
- The effectiveness of the crews behaviour was illustrated and reinforced



SAFETEC
AN ABS GROUP COMPANY

Thank you

Jens.christen.rolfsen@safetec.no

Tlf. +47 97 01 44 08

