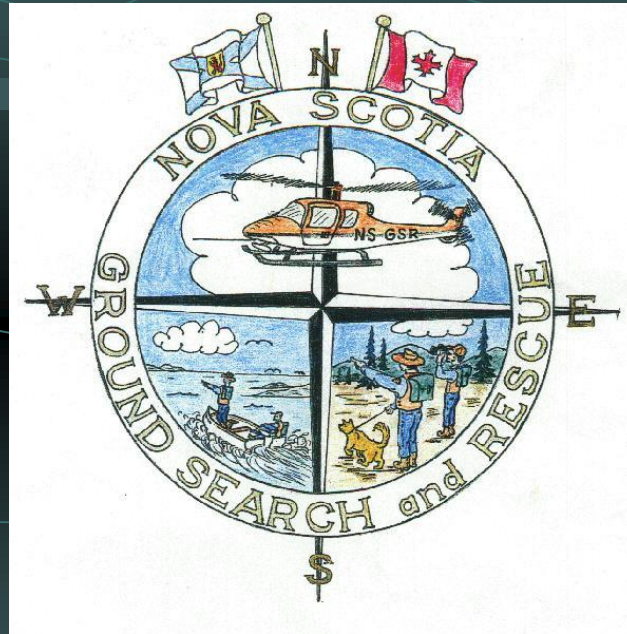


# NOVA SCOTIA GROUND SEARCH AND RESCUE ASSOCIATION

TEAM LEADER



# Search Teams

- Most valuable component of Search
- Success - desire, ability and knowledge
- Team Leadership key



# Team Leader considerations

- Responsibilities and Expectations
- Search Management
- Deal with situations
- Team's contribution
- Ability to motivate and control team



# Role of the Team Leader

- To ensure the safety of searchers under their authority
- To manage the tactical operation of the Team
- To inspire the team
- To deal effectively with emerging problems
- To report accurately on the Teams accomplishments



# Searchers and Leaders

## What is the job of the Searcher?

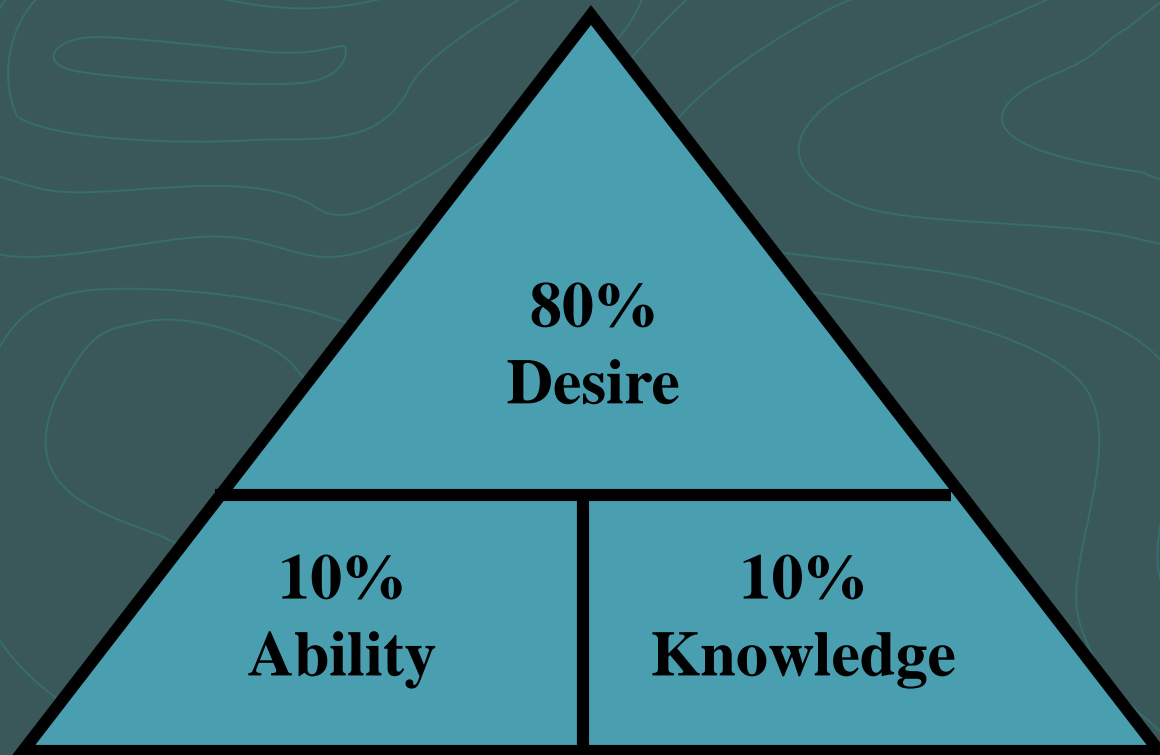
- To search for clues - not necessarily to find any
- Probability of Detection (POD) is the measurement of Search Thoroughness

## What is the job of the Team Leader?

- To manage the process of searching and to judge the quality of the search effort
- Obtain highest POD possible
- Accurately report POD



# Qualities of Leadership



# Principals of Leadership

- Know your job
- Seek self Improvement
- Know your team
- Keep them informed
- Set the example
- Ensure task is understood
- Make sound and timely decisions
- Keep expectations within reason
- When you run out of ideas use your team!



# Leadership styles

- Directive
- Supportive
- Participative
- Achievement Oriented





# Be Decisive

- Base decisions on task success
- A wrong decision is often better than no decision
- If unsure, seek an opinion, but YOU decide
- Don't abdicate: a committee is less effective than a team



# Traits of Leadership

Alertness

Decisiveness

Enthusiasm

Humility

Judgement

Sympathy

Bearing

Dependability

Force

Initiative

Justice

Tact

Courage

Endurance

Humor

Integrity

Loyalty

Unselfishness



# Results of Leadership

- Discipline

- Morale

- Efficiency



# Team Leader Knowledge

- Search Urgency
- Teams Goal
- Team Members skills
- HRSAR Equipment
- HRSAR Process & Procedures



# Passive Search Techniques

- Stringlines
- Observation Posts
- Confinement sites

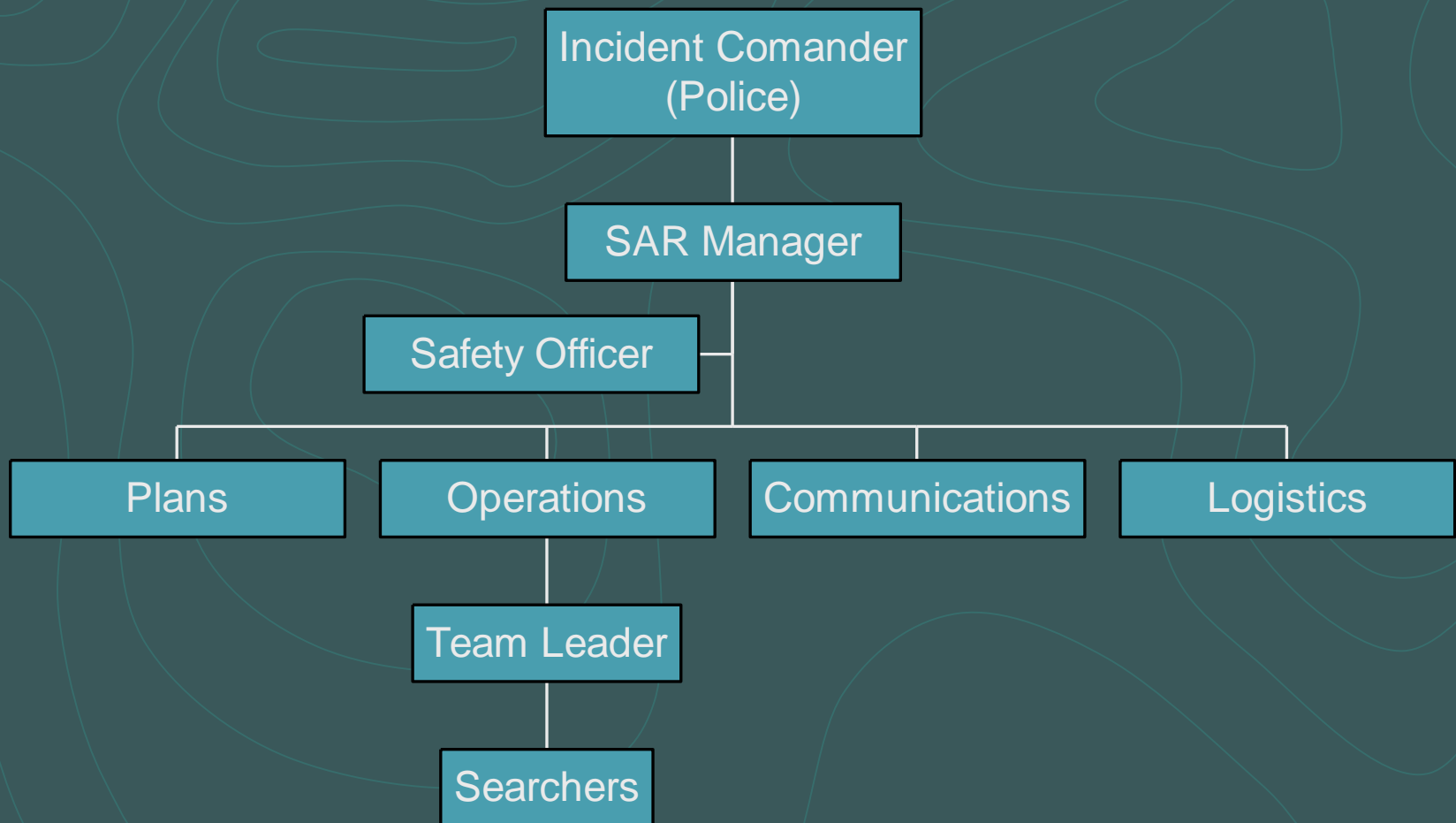


# Note Taking

- Why
- How
- Importance



# Incident Command System



# Search activities

- Call from Police to Search Director (SD)
- SD contact drivers, overhead, alarm operator
- Overhead develop strategy on-site
- Searchers make site ready
- Plans brief Team Leaders of tasks
- Teams complete taskings
- Teams debriefed by Plans
- Search Complete, site takedown





# Team Leader Briefing

- Big Picture ( Search Mgmt )
- Team Goal ( POD )
  - Get the facts
  - Lost person description
- Team Methods ( tactics )
  - Search area, maps
  - Data recording capability
  - Special Instructions



# Tasking Form

## HALIFAX REGIONAL SEARCH AND RESCUE TEAM

<b>TASK ASSIGNMENT FORM</b>	1. Incident Name		2. Date Prepared		4. Task/Team No.	
			3. Time Prepared			
5. Operational Period	6. Date of Assignment		7. Time Began Assignment		8. Time End Assignment	
9. Instructions						
11. Transportation and Routing Information						
	12. Function	13. Name	14. Special Skill		15. At Briefing	16. Team
	1. Team Leader					
	2.					
	3.					
	4.					
	5.					
	6.					



# Team Briefing

- Know your team
- Motivate - All team members must have the same “mind’s eye view”
- Describe the assignment
- Subject Profile
- Teams capabilities and restrictions
- Equipment checklist



# The clue list:

- Confidential
- Subject physical profile
- Name
- Description
- Clothes
- Medical
- Carrying? > safety concerns?



# Four Stages of a Tasking

- Locate the subject
- Reach the subject
- Stabilize the subject
- Rescue/recovery



# Taskings

Plan positions in advance for Type 1, 2 & 3

- Know team members strengths
- Compass person, radio person, flagging person

Explain assignments, be clear and specific

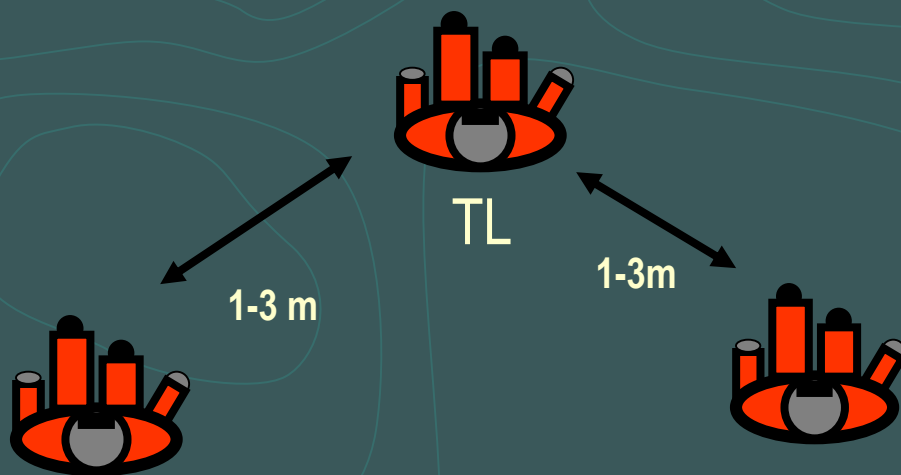
- Delegate by name
- Ask, and expect, to be informed

Monitor progress

- Document events and clues



# Hasty Team - Type 1



## Open Grid - Type 2



## Closed Grid - Type 3





# Manage Don't Search

- Keep hands off
- Take in the big picture
- Let the team do the work
- You steer the team
- Delegate and/or appoint Assistant Team Leaders



# Communications

- Radio's dispatched by Communications Officer
- Communications Do's & Don'ts
- Communication Etiquette
- Intersquad Communications



# Being Lost

- Has it happened to you?
- Prevention - map & compass knowledge, safety bearing
- Compass person leads on bearing
- All searchers have safety bearing



# Team Safety

- Top priority
- Always on
- Safety Practices
- Safety Equipment
- Rest Breaks
- Nourishment





# Finding A Clue

- Clue evaluation
  - age, relevance to lost subject
- Clue protection
  - weather, people
- Documentation
  - location, date and time, weather
- Command Notification



# Control the Team

- Keep them on the task
- Keep them all heading in the same direction
- Control unprofessionalism: horseplay, humor, anti-subject talk, behavior, etc
- Appear professional and efficient
- Watch and maintain morale



# Common Problems of team unrest

- Moving too fast
- Loss of desire
- Team Leaders uncertainty or failure to assert authority.
- Team Leader not properly equipped



# Maintain Morale

- Allow some latitude in trying circumstances
- Watch for fatigue, stress, etc
- Your job is to look after your team!





A vertical strip on the left side of the slide shows a portion of a topographic map with contour lines and a yellow path.

# Emergency Situations

- Finding the lost person
- Finding a deceased person
- Searcher injury
- Unwilling lost subject



# Debriefing Process:

Phase 1 - Team Leader and Team complete Tasking Form

- Explicit description of area searched
- POD of search
- Location and description of clues
- Gaps in coverage
- Description of hazards
- Communication problems
- Suggestions and recommendations



# Debriefing Process:

## Phase 2 - Team Leader and Plans Chief

- all items covered off in Phase 1 with team members
- any praises or issues with Team members



# Debriefing - 3 Steps to Success

What went right?

- be constructive
- praise where praise is due

What went wrong?

- accept criticism but don't take personally
- if you must get critical, don't get personal

What can be done better?

- look for improvements
- plan for next time



# Critical Incident Stress Debriefing

## Critical Incident Stress

- caused by various situations
- affects everyone to different degrees
- know how to recognize it
- ask for assistance in handling it

Separate course to address subject in detail, all Searchers should attend.



# Other Situations

## Spontaneous volunteers

- skill level
- reason for joining
- special knowledge of area

## Relatives

- state of mind
- feelings magnified



# Other Situations

## Media

- Direct questions to IC.
- When Ok to talk to?
- Speak positive and professionally



# Other Situations

## Multi-team protocol

- Who is in control?
- Can control shift between teams?
- Are mixed teams possible? Yes





# KNOTS

Time to get you moving around, let's make some knots.

- What are some of the basic knots used in SAR?
- When are they used?



# P.O.D.

The percentage of clues a resource would be expected to find given:

- The quality of the resource (dogs, helicopters, etc)
- The type of search tactic
- Factors affecting visibility – generally lower at night and terrain vs. weather





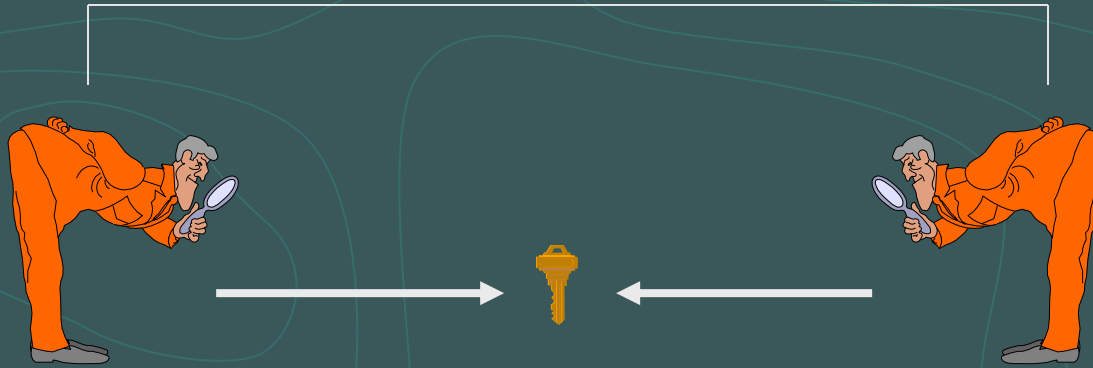
## P.O.D. is:

- A measure of thoroughness of a single resource
- A measure of coverage after multiple searches (Cumulative POD)
- A measure objective for finding the lost person (mission POD)
- An indication of when it is time to expand the area being searched or suspend the search
- A measure of the value or quality of a search resource
- A yardstick by which all incident events are measured



# Critical Separation

1 Critical Separation (CS)



Searchers can barely detect target object (clue).

**1 CS = 50% POD**  
(or better)



# Open Grid

Type 2



$$\begin{aligned}\text{POD} &= 100 - (1/2 \text{ spacing}) \\ &= 100 - (1/2 \times 50) \\ &= 75\%\end{aligned}$$



# Closed Grid

Type 3



$$\begin{aligned}\text{POD} &= 100 - (1/2 \text{ spacing}) \\ &= 100 - (1/2 \times 20) \\ &= 90\%\end{aligned}$$



# Detrimental Effects on POD

- Weather
- Searcher Fatigue
- Searcher Expectations
- Searcher Morale
- Searcher Training
- Ineffective Team Leadership

How many of these are directly linked to the Team Leader's capabilities?



# Time

- Too fast > POD is lower – hasty searching
- Too slow > searcher hours are wasted
  - > Incident Objectives are not met
    - > Subject becomes unresponsive
      - > Higher POD required.....!!!!!!
- Must draw balance – Search Management Planning is a lot of work!





# MAP Time not NAP Time

A short Map exercise to get the brain energized.

- UTM Co-ordinates
- Magnetic declination
- Course plotting on maps
- Triangulation



# Search Tactics Review

- Signcutting
- Binary Search
- Type I, II, III searching
- Efficiency vs. Effectiveness
- Critical Spacing





Why are so many visual clues missed?



Even by trained clue conscious searchers



# Minimize detection difficulties.....

The clue is outside of central vision, so.....

Increase “ Dwell Time” !

- Defined as the length of time a searcher looks at a particular spot
- Affects the searchers expectancy of clue detection
- Terminated by a decision that a clue is not there to be detected.
- Basically “ What you expect to see “





# Remember.....

Not one of us is as good as all of us!

You get more bees with honey than you do vinegar!

Who you are working for.....

