

11 - Leadership

Competence (Skills)	Knowledge, Understanding and Proficiency	Level Required		Methods for Demonstrating Competence (Qualification Standard)	Criteria for Evaluating Competence (Performance Standard)
		Coxswain Captain	Crew		
Function as a professional	<p>Reflect professionalism through the use of appropriate language</p> <p>Dress appropriately and maintain personal hygiene</p> <p>Behave ethically</p>	X	X	<ul style="list-style-type: none"> • Identify language appropriate for clients, peers and other professionals • Choose language appropriate to the situation • Describe appropriate personal interaction with the public • Identify options for dealing with language barriers • Acknowledge cultural differences • Discuss methods to promote awareness of the CCGA and its services • Demonstrate appropriate uniform dress for situation and environment • Identify characteristics of personal hygiene • Define the notion of professional ethics 	

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	<p>Relevant legislation, policies and procedures</p> <p>Maintain personal proficiency</p> <p>Participate in a professional association</p>			<ul style="list-style-type: none"> • Discuss professional ethics as it applies to specific duties • Apply the departmental code of values and ethics • Identify relevant legislation, policies and procedures • Acknowledge the rationale for policies and procedures • Apply relevant legislation, policies and procedures • Acknowledge the need for continued proficiency • Apply strategies for personal proficiency and professional improvement associations • Identify professional associations for Ships Officers in Canada • Acknowledge the benefits of participation in a professional association 	
Manage team resources	Serve as coxswain	X		<ul style="list-style-type: none"> • Describe the roles of the Coxswain as a supervisor-manager 	

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	Function effectively in a team environment			<ul style="list-style-type: none"> • Describe the responsibilities of the Coxswain as the master of the vessel • Describe the responsibilities of the Coxswain as a supervisor • Describe the roles of the Coxswain as a representative and spokesperson for the CCGA • Apply the change of command process • Discuss the effects of team size on effectiveness • Identify team building strategies • Demonstrate working collaboratively with crewmembers • Value collaborative work with other response agencies • Discuss constructive feedback • Communicate with the intent to receive and provide constructive feedback 	

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				<ul style="list-style-type: none"> • Discuss different social & professional behaviors in close quarters and/or an isolated environment • Value effective interpersonal relations • Communicate with authority & assertiveness 	
	<p>Manage risk</p> <p>Make decisions effectively</p>	X		<ul style="list-style-type: none"> • Explain the general principles of risk management • Define the concept of situational awareness • Apply the principles of risk management • Discuss reasonable and prudent judgment • Operate with reasonable & prudent judgment • Apply effective problem solving skills • Value the importance of 	

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		Coxswain Captain	Crew		
				leadership <ul style="list-style-type: none"> Demonstrate ability to delegate tasks appropriately 	
Team Coordination	<ul style="list-style-type: none"> Establish an environment of health, safety, security, and encouragement for the purposes of individual and team performance and development. Identify and eliminate barriers to team performance. Facilitate routine training and evaluation sessions focusing on individual skills followed by overall team skills. 	X		Understand the importance of team building and camaraderie, and be aware of the needs of crewmembers as individuals and as a team.	<ul style="list-style-type: none"> Establish credibility and integrity through a consistent fair, firm, and factual approach to problem solving and team management. Maintain crew focus on the important tasks.
Take charge of a survival craft or rescue boat during and after launch.	Knowledge of: <ul style="list-style-type: none"> Construction and outfit of survival craft and rescue boats and individual items of their equipment Particular characteristics and facilities of survival craft and rescue boats Various types of device used for launching survival craft and rescue boats Methods of launching survival craft into a rough sea 	X			<ul style="list-style-type: none"> Preparation, boarding and launching of survival craft are within equipment limitations and enable survival craft to clear the ship safely. Initial actions on leaving the ship must minimise threat to survival Recovery of survival craft and rescue boats is within equipment limitations

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	<ul style="list-style-type: none"> • Methods of recovering survival craft • Action to be taken after leaving the ship • Methods of launching and recovering rescue boats in a rough sea. 				
Plan and supervise work	<p>Knowledge of:</p> <ul style="list-style-type: none"> • organisational structure; • discipline and grievance procedures; • harassment policies. <p>Ability to:</p> <ul style="list-style-type: none"> • plan work; • organize tasks; • direct tasks; • keep work records; • create effective working relationships; • evaluate work and generate performance appraisals 	X			Assigned tasks are completed safely and on time.
Take charge of a FRC during and after launch	<p>Knowledge of:</p> <ul style="list-style-type: none"> • Construction and outfit of FRC and individual items of their equipment; • Particular characteristics and facilities of FRC; • Safety precautions during launch and 	X			Preparation, boarding, launching and operation of fast rescue boats are within equipment limitations and in accordance SAR Skills Standard.

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	<p>recovery of a FRC;</p> <ul style="list-style-type: none"> • Procedures for righting a capsized FRC; • How to handle a FRC in prevailing and adverse weather and sea conditions; • Navigational and safety equipment available in a FRC; and • Search patterns and environmental factors affecting their execution. <p>Ability to:</p> <ul style="list-style-type: none"> • manoeuvre the FRC as necessary for all its intended operations; • dock and undock the FRC; • manoeuvre the FRC on one engine; • keep the FRC on station as required; • approach and land on various shorelines. 				
Integrity and Ethics	Maintain commitment, diligence, integrity, and compassion	X	X	<ul style="list-style-type: none"> • Be aware of the CCGA Mission Statement and the Ethical Standards and Code of Conduct. • Understand the importance of honest and direct communication with crew regarding eliminating barriers and resolving conflict. 	<ul style="list-style-type: none"> • Clearly state intentions to all involved and then carry through on those intentions. • Maintain confidentiality and practice discretion with the public in regard to crew and operations.

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Primary Leadership and Team Building	Advanced crew will demonstrate positive control of team and vessel by demonstrating proficiency in all skills. The safety and development will be maintained through attention of each crew member's needs followed by the needs of the group.	X		Understand the importance or the four aspects or maintaining the team's ability to grow and perform: Recruitment, training, reinforcement and Realization.	<ul style="list-style-type: none"> • Calmly approach the assessment and planning process with confidence and clarity. • Do not raise your voice unless an immediate danger or higher risk is perceived. • Use an ethical as well as experienced based decision making process to generate effective solutions.
Manage emergency/crisis situation	<ul style="list-style-type: none"> • Understand emergency/crisis management • Plan crisis management • Execute crisis management plan • Assess strategies and tactics • Assess strategies and tactics 	X			
Problem Solving	Conduct a proper SAP. and upon careful consideration of the crew's input, formulate an appropriate plan and clearly explain that action plan, assigning specific roles to crew members according to their strengths and skill levels. Continually assess situations.	X		Understand the SAP process <ul style="list-style-type: none"> • Have a detailed knowledge of individual crew members' strengths and skill levels. • Rapidly identify the most important aspects and/or 	<ul style="list-style-type: none"> • Display confidence and clarity in the assessment and planning process. • Use the team's input to generate effective solutions and make decisions.

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				<p>dangers of an incident scene or problem.</p> <ul style="list-style-type: none"> Understand the need to lead the team through the analysis and problem solving process. 	
Major Rescue Operations	Communicate and cooperate with other resources to carry out tasks as directed in a multi-resource operation.	X		Be aware of the on-scene command structure and procedures and resource allocation.	<ul style="list-style-type: none"> Demonstrate the ability to communicate in a brief, concise and effective manner. Carry out tasks as directed by SAR Command.
Serve as on scene co-ordinator in maritime SAR	<ul style="list-style-type: none"> Act as on scene coordinator during search operations Act as on scene coordinator during rescue operations 	X		<ul style="list-style-type: none"> Communicate a search plan to other units using a marine radio Define Major Marine Disaster in the context of a marine incident Discuss working relationships and communications with other responsible agencies Describe the role of On Scene Coordinator in a major marine disaster Describe the role of Transport Officer and Triage Officer in a major marine disaster 	

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				<ul style="list-style-type: none"> Understand the role of OSC during a major rescue operation 	
Coordination of Multiple Surface Units	<ul style="list-style-type: none"> Coordinate a surface search, act as Coordinator Surface Search with the other vessels-resources involved, and be able to brief those resources on the search plan and assign their areas Coordinate and command multiple vessel search patterns (e.g. parallel track). Monitor and log search progress and report to JRCC through timely and appropriate SITREPS. 	X		<ul style="list-style-type: none"> Understand the local resources available and how to mobilize and communicate with them. Understand the limitations placed on own vessel and crew if vessel is tasked to act as Coordinator Surface Search. Understand "critical information" and the parts of an effective situation report, how to extract information from it, and how to submit consolidated SITREP to JRCC. 	Maintain a clear and concise flow of communication. Take measures to ensure all radio communication are concise.
Multiple Casualties and Major Incidents	<ul style="list-style-type: none"> Communicate in a brief, concise, and effective manner. Carry out tasks assigned to own vessel. Take on the role of Coordinator Surface Search and direct other SAR resources. 	X		<ul style="list-style-type: none"> Understand the local resources available, their mobilization and communications, Understand the limitations placed on the vessel and crew if tasked as coordinator Surface Search. Understand the incident command structure and 	Maintain a calm and professional demeanour.

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		Coxswain	Crew	procedures.	
		Captain			