

Training Your Staff to Be Risk Managers
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Formal Staff Training

If you could only choose two, what are the two things you want your staff to remember from their staff training?

Study questions for later:

- Do you have written position descriptions?
- How do your staff know what criteria determines successful performance?
- If a staff member has to leave the field, do you have a replacement plan?
- If a staff member calls from the field to initiate an evacuation, who is in the ultimate decision-making role, you or them?

Staff Training Key Components:

- Area-specific objective hazard management.
- Communication training.
- Judgment and decision-making training.
- Evacuation procedures/protocols.
- Position responsibilities.
- Organizational mission and values.
- Culture of staying calm, prepared and focused throughout the job.

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Risk Management Framework

1. Write down 3 – 5 objective hazards in your program that could cause a fatality or disabling injury.

2. Identify one way that you can make an organizational distinction between the hazards listed above, and hazards that do not have as severe a consequence.

Study questions for later:

- Do you have organizational expectations for managing the significant objective hazards?
- Are you confident in your staff's ability to assess and manage significant hazards in their course areas?
- Does your staff have a common language for decision making?
- Does your staff reflect back on their decisions?
- What distracts your staff from the primary goals of risk management?
- How can you support focused prioritization by your field staff?

Framework Key Points:

You want your staff to make good decisions around potentially life-threatening hazards. Ideally they:

1. Recognize a hazard is life threatening.
2. Stop to calmly assess and make a good plan for managing that hazard that takes into considerations both the objective hazard and subjective factors.
3. Communicate that plan to everyone involved.

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System-Based Evaluation

Identify where your organization falls in each of the following continuums:

Continuum 1

I think I know what
my staff do in the field

I think the staff make decisions
that admin never hears about.

Continuum 2

I think that in the field, my staff act in
full accord with organizational expectations.

I think that my staff do not always act
according to organizational expectations.

Continuum 3

As an administrator I can give you data that
explains what risks our program encounters
regularly and how we manage them.

I'm not sure what incidents occurred
last summer, other than the "big one".

Continuum 4

My staff have training that prepares
them for their specific program.

Most staff go straight from a generic training
to a program that has specific needs
unaddressed in their pre-season training.

Continuum 5

In the field, my staff remain calm, prepared and
focused so that they are able to make good decisions.

My staff are overwhelmed in the field with all the
things that they have to remember and manage,
and they make decisions in a state of chaos.

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System-Based Evaluation Key Components:

- Regular debriefs.
- Effective and positive supervision.
- Incident/near-miss collection and analysis.
- Program-specific preparation.
- Coaching and mentorship.
- A culture of staying calm, prepared and focused in all situations.
- A culture of open reporting and learning from mistakes.

Action Plan

Please take 5 minutes to outline three measurable staff training steps that you plan to implement in the next 6-12 months.

1.

2.

3.

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