Institutional Risk Tolerance

Welcome & Directions...

Please complete the survey
N.B. Complete side one first without reviewing side two, then complete side two...
<table>
<thead>
<tr>
<th>Scenario for your staff/instructors/leaders with a group of your participants (professional setting)</th>
<th>Circle the <strong>most likely response</strong> of your organizations <strong>staff/instructors/leaders</strong> to the presented scenarios.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traveling at 3pm, 1,000 ft above tree line in the presence of towering cumuli-nimbus clouds with a recent history of afternoon lightning storms with 500 ft more to ascend to a pass on the planned route.</td>
<td>Continue on the route, responding only to a flash-bang count of 30 or less as per protocol</td>
</tr>
<tr>
<td>Setting top rope anchors for a group which requires traversing out on 5.2 terrain with 25+ feet of vertical exposure.</td>
<td>Complete the anchor setting efficiently</td>
</tr>
<tr>
<td>Traveling in a large &amp; loaded vehicle at 55 mph (speed limit) in a busy urban environment with surrounding traffic traveling at 65-80 mph.</td>
<td>Focus on the challenge at hand and continue traveling with diligence</td>
</tr>
<tr>
<td>Winter route crosses a 20 meter wide, 34° avalanche path, mid-season continental snowpack, current avalanche danger scale rating is moderate (2), total avoidance would require 500 ft climb &amp; 1.5 miles travel, 3:30pm, the group is behind schedule, and at risk of not finishing the day tour before dark.</td>
<td>Carefully cross the slope one at a time with spotters</td>
</tr>
<tr>
<td>Layover day for a group is in an area with no prior history of undesirable bear-human interaction, in-camp today the group has spotted a black bear 3 times in the last 6 hours, the group has no specialized bear camping equipment, it is 3pm.</td>
<td>Remind the students to travel in pairs or more at all times (including going to the bathroom) and keep an eye out for the bear</td>
</tr>
<tr>
<td>1.5 miles from a road head, student with no prior history goes into anaphylaxis and cannot complete a sentence, staff inject epinephrine and administer Benadryl, rapidly evacuate to the trailhead, on trail the student relapses and they re-inject, now in the vehicle 20 minutes from the hospital, near a rural town with EMS, the student relapses again.</td>
<td>Administer epinephrine again and continue to the hospital with prudent haste.</td>
</tr>
<tr>
<td>15 person group at the end of a backpacking trip, recent rains seriously rutted out the 15 mile dirt road. Towing a low clearance trailer with a 15-p van.</td>
<td>Load and go (slowly)</td>
</tr>
<tr>
<td>1 Instructors &amp; 1 intern evacuating a student on foot with an infection on their arm (with long red inflammation marks), they come to a rural road with occasional traffic on which they must hitch-hike to a phone &amp; clinic. 3rd vehicle to pass in 2 hours stops, a 1978 F-150 with a nice family of three in the front bench seat and they offer a ride to town (23 miles on rural roads) in the bed of the pickup truck.</td>
<td>Accept the ride in the open pickup truck bed and ready to bang on the window if it feels unsafe.</td>
</tr>
</tbody>
</table>

**TOTAL of three Boxes to the right = ______**

3 points for each answer in this column X ______
2 points for each answer in this column X ______
1 points for each answer in this column X ______
<table>
<thead>
<tr>
<th>Scenario for your staff/instructors/leaders with a group of your participants (professional setting)</th>
<th>Circle your organizations desired response by staff/instructors/leaders to the presented scenarios.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Traveling at 3pm 1,000 ft above tree line in the presence of towering cumuli-nimbus clouds with a recent history of afternoon lightning storms with 500 ft more to ascend to a pass on the planned route.</td>
<td>Continue on the route, responding only to a flash-bang count of 30 or less as per protocol</td>
</tr>
<tr>
<td><strong>2</strong> Setting top rope anchors for a group which requires traversing out on 5.2 terrain with 25+ feet of vertical exposure.</td>
<td>Complete the anchor setting efficiently</td>
</tr>
<tr>
<td><strong>3</strong> Traveling in a large &amp; loaded vehicle at 55 mph (speed limit) in a busy urban environment with surrounding traffic traveling at 65-80 mph.</td>
<td>Set up a belay with another staff member prior to anchor setting</td>
</tr>
<tr>
<td><strong>4</strong> Winter route crosses a 20 meter wide, 34° avalanche path, mid-season continental snowpack, current avalanche danger scale rating is moderate (2), total avoidance would require 500 ft climb &amp; 1.5 miles travel, 3:30pm, the group is behind schedule, and at risk of not finishing the day tour before dark.</td>
<td>Avoid the risk entirely by ascending and then descending, knowing that the group may be late and return after dark.</td>
</tr>
<tr>
<td><strong>5</strong> Layover day for a group is in an area with no prior history of undesired bear-human interaction, in-camp today the group has spotted a black bear 3 times in the last 6 hours, the group has no specialized bear camping equipment, it is 3pm.</td>
<td>Keep everyone together and leave the area entirely immediately.</td>
</tr>
<tr>
<td><strong>6</strong> 1.5 miles from a road head, student with no prior history goes into anaphylaxis and cannot complete a sentence, staff inject epinephrine and administer Benadryl, rapidly evacuate to the trailhead, on trail the student relapses and they re-inject, now in the vehicle 20 minutes from the hospital, near a rural town with EMS, the student relapses again.</td>
<td>Administer epinephrine again and continue to the hospital with prudent haste.</td>
</tr>
<tr>
<td><strong>7</strong> 15 person group at the end of a backpacking trip, recent rains seriously rutted out the 15 mile dirt road. Towing a low clearance trailer with a 15-p van.</td>
<td>Ferry half of the group &amp; gear at a time to minimize damage to the vehicle and trailer</td>
</tr>
<tr>
<td><strong>8</strong> 1 Instructors &amp; 1 intern evacuating a student on foot with an infection on their arm (with long red inflammation marks), they come to a rural road with occasional traffic on which they must hitch-hike to a phone &amp; clinic. 3rd vehicle to pass in 2 hours stops, a 1978 F-150 with a nice family of three in the front bench seat and they offer a ride to town (23 miles on rural roads) in the bed of the pickup truck.</td>
<td>Group passes up the ride and waits for another vehicle with sufficient seatbelts for all three people.</td>
</tr>
</tbody>
</table>

**TOTAL of three Boxes to the right = _____.**

3 points for each answer in this column X _____.

2 points for each answer in this column X _____.

1 points for each answer in this column X _____.

THANK YOU FOR PLAYING!
Institutional Risk Tolerance
Probability of ..

loss or injury.
Likelihood \times Severity = \text{RISK}

Of Undesirable Outcomes
Risk Tolerance?
Tolerance: The act or capacity of enduring; endurance
The Outer Limits
Type and severity of acceptable hazards

- Heat
- Transportation
- Lightning
- Cold
- Moving Water
- Falls
- Avalanches
- Shock

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"...because as we know, there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns – the ones we don’t know we don’t know"
Organizational Risk Tolerance is Based on...
Participant Age
Desired and (hopefully) stated outcomes

- What risks (potential negative outcomes) are worth the rewards?
- Has the organization carefully and honestly identified and evaluated the risks?
- Have industry experts been engaged in ID and assessment?
Desired outcomes should be based on...
Organizational Mission…

Does Mission Matter?
The ____________________ is organized to:

- Unite the energy, interest, and knowledge of the students, explorers, and lovers of the mountains of ___________;
- Collect and disseminate information regarding the _____ Mountains on behalf of science, literature, art, and recreation;
- Stimulate public interest in our mountain area;
- Encourage the preservation of forests, flowers, fauna, and natural scenery; and
- Render readily accessible the alpine attractions of this region.
The _________ College community combines structured academic study with experiential challenges and plain hard work to build responsible problem solvers who become stewards of the environment as they pursue productive lives.
Climb above 6000M
Canoe/kayak class
IV+ whitewater
Carry loaded firearms for animal protection
Multi-pitch ice climb
Operate chainsaws
Night activities (sail, paddle, hike, etc.)
Multi-pitch rock climb
Top rope climbing
Flat water canoe/kayak
Nature walks in protected forests
To Inspire character development and self-discovery in people of all ages and walks of life through challenge and adventure, and to impel them to achieve more than they ever thought possible, to show compassion for others and to actively engage in creating a better world.
Climb above 6000M

Canoe/kayak class
IV+ whitewater

Carry loaded firearms for animal protection

Multi-pitch ice climb

Operate chainsaws

Night activities (sail, paddle, hike, etc.)

Multi-pitch rock climb

Top rope climbing

Flat water canoe/kayak

Nature walks in protected forests
has been guiding international expeditions for over 20 years. For the last 22 years has guided large Himalayan expeditions lasting over two months twice a year.

leads expeditions to the highest mountain on all seven continents and has obtained outstanding success on our Mt. Everest expeditions (1992-1996, 2000, 2002-2011) assisting 213 to the summit, the most guided ascents by any guide service. In an effort to continue to explore and share more remote places of the world, expeditions have recently been developed in Mongolia, Greenland, Iran and India.
Climb above 6000M

Canoe/kayak class
IV+ whitewater

Carry loaded firearms for animal protection

Multi-pitch ice climb

Operate chainsaws

Night activities (sail, paddle, hike, etc.)

Multi-pitch rock climb

Top rope climbing

Flat water canoe/kayak

Nature walks in protected forests
As a K-12 community, the mission of the _______ School is to empower students and staff to be learners, thinkers, citizens, and explorers engaged in and inspired by the real world. "We are crew not passengers."
Climb above 6000M

Canoe/kayak class
IV+ whitewater

Carry loaded firearms
for animal protection

Multi-pitch ice climb

Operate chainsaws

Night activities
(sail, paddle, hike, etc.)

Multi-pitch rock climb

Top rope climbing

Flat water canoe/kayak

Nature walks in protected forests
mission is to provide the highest quality medical, security, transport, and other critical services for our members anytime, anywhere in the world.
Climb above 6000M

Canoe/kayak class IV+ whitewater

Carry loaded firearms for animal protection

Multi-pitch ice climb

Operate chainsaws

Night activities (sail, paddle, hike, etc.)

Multi-pitch rock climb

Top rope climbing

Flat water canoe/kayak

Nature walks in protected forests
Alignment between organizational Risk Tolerance and Staff Risk Tolerance is Critical
Without alignment, participants and possibly other staff are exposed to more risk than appropriate and expected.
Determining Alignment, how?

- Close connection to field staff and program activities
- Field visits
- Attend trainings
- Listen to staff
- Incident data
- Post program surveys/de-briefs
  - Participant surveys
  - Parent communications
Not aligned?

What do you do?
Do you have the wrong staff?

- Hiring standards?
- Job descriptions accurate?
- Technical standards?
- Staff orientation?
Wrong Culture?

• Who is responsible for establishing, promulgating and maintaining culture?
• Sum of the parts isn’t right. What’s the mix?
• History, what are the senior staff teaching the new staff?
• Hidden culture what’s between the lines
  – What don’t you emphasize?
Inappropriate training?

- Organizational tolerance not clearly articulated?
- Outcomes unclear?
- Too much emphasis on technical skills?
- Emphasizing incorrect outcomes?
Does your organization have the wrong tolerance for risk?

- Just unaware?
- Too audacious?
- Role of expertise?
- Should you have known?
- Unknown unknowns?
Possible negative outcomes

- Multiple fatalities
- Fatality
- Life altering injury (spinal injury, TBI, etc)
- Femur Fx
- Psychological harm
- Long bone Fx
- Athletic injury (can’t complete program)
Where do these things fit on a line from low risk to high risk?

1. Night travel/activities
2. Minors managing their own medications
3. Independent Student Travel
4. Towing trailers behind passenger vehicles
5. Allowing students to lead climb on rock
6. White water canoe/kayaking Class II
7. White water canoe/kayaking Class III
8. White water canoe/kayaking Class IV
9. White water canoe/kayaking Class V
10. Alpine mountaineering
11. Alpine backpacking
Take this home with you...Do this activity with your staff, administrators, board (?), etc.
Comments and Questions
THANK YOU!

Contact us at:

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