

Factors - Normalization of Deviance

- **Institutionalization.** Exposes new staff to deviant behaviors, often performed by authority figures.
- **Socialization.** Will they or won't they? New staff join the group by adopting the group's deviant behaviors.
- **Rationalization.** Enables everyone involved to convince themselves that their deviances are not only legitimate, but acceptable and perhaps necessary.

Potential Causes

- ❑ Correct information provided about the policy?
- ❑ Program failed to train or instruct staff adequately.
- ❑ Is the policy routinely ignored by most staff?
- ❑ Were there mitigating circumstances that invited the deviation?

Adventure Programs

- Risk Management
- Programs
- Training
- Enrollment, screening, admissions
- Emergency procedures
- Facilities
- Human Resources
- Transportation
- Food
- Equipment
- Manuals, policies, procedures
- Marketing/PR

Breakout #1

Identify *potential* deviances that might occur in adventure programs.

Potential Factors that Account for the Normalization of Deviance in Adventure Programs

- ❑ The rules are stupid and inefficient
- ❑ Knowledge is imperfect
- ❑ I'm breaking the rule for the good of my student(s)
- ❑ The rules don't apply to me/You can trust me
- ❑ Staff are afraid to speak up
- ❑ Leadership withholding or minimizing findings on program problems

Breakout #2

Brainstorm ways to address the issues associated with normalization of deviance.

Recommendations - Normalization of Deviance

- **Early Intervention.** Become vigilant about deviant behaviors and practices, and be ready to take aggressive steps to stop their occurrence before they reach normalization.
- **Educate.** Deviations are common in most work environments.
- **Emphasize.** Unsafe deviations should not to be tolerated.
- **Eliminate.** Deviations must be identified, examined and stopped whenever safety is jeopardized.

Recommendations - Normalization of Deviance

- Teach staff how to conduct uncomfortable conversations.
- Staff need to feel safe when speaking up.
- Realize that oversight and monitoring for rule compliance are never-ending.

?? QUESTIONS ??