



WILDERNESS RISK
MANAGEMENT
CONFERENCE



Risky Business: A Risk Management Primer for All Attendees

Dr. José González and Amberleigh Hammond

**Wednesday, October 18, 2023
12:00 pm – 4:00 pm**

Agenda (Noon - 4:00 pm, with 2 breaks)

- ✓ Who we are
- ✓ Norms
- ✓ Definitions
- ✓ Activity #1 Walk and Talk
- ✓ Risk Management Process
- ✓ Activity #2 RAMS
- ✓ Debrief

Activity: Who is in the room?




:Padlet

Jose Gonzalez • 2d

WRMC 2023 Pre Conference


Please click on the + button on the lower right corner and add the following information: Name, pronouns, Affiliation (work, personal, etc.), photo, and one thing that you like to are not thinking about risk management.

José H. González (He/él)



Director of Experiential Education at The Overlake School. I like to roast coffee in my "free" time.

♡ 0 💬 0

 Add comment

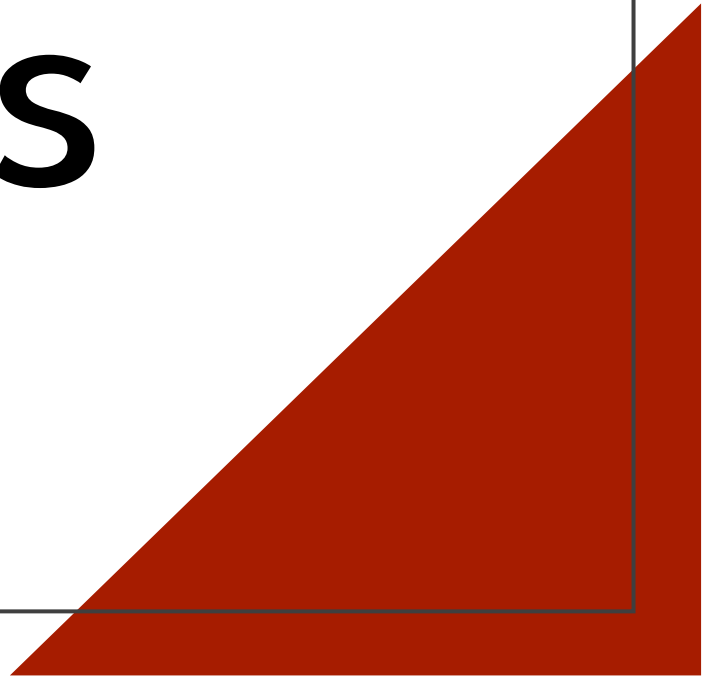
Navigation icons: back, settings, and menu.

+ (Add button)

Norms

- ✓ Withhold judgment
- ✓ Listen to understand
- ✓ Take the learnings with you , leave the names behind
- ✓ Be respectful
- ✓ Be curious

Definitions



What is risk?

According to FEMA (2020), risk is the potential for an unwanted outcome.



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Types of Risks (Smith, 2021)

Perceived Risk

A subjective measure of risk based on what people perceive, which could be greater or lesser than the actual risk of a given activity.

Actual Risk

The objective amount of risk attached to a given activity, regardless of how it may be perceived.



What are hazards? What are risks?

Hazard: A natural or man-made source of harm, danger or difficulty.

Risk: are the likelihood of harm taking place based on exposure to that hazard

HAZARD

VS

RISK

A **HAZARD** is something that has the potential to harm you



RISK is the likelihood of a hazard causing harm



What are threats?



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A natural or man-made occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and /or property.

Safety

The condition of being safe from undergoing or causing hurt, injury, or loss (Merriam-Webster, 2023)

According to NOLS, safety implies freedom from harm.

Scope of practice

Is the limit of your knowledge, skills and experience and is made up of the activities you carry out within your professional or volunteer role.

Duty of Care

Is a legal obligation, which is imposed on an individual requiring adherence to a standard of reasonable **care** while performing any acts that could foreseeably harm others.



Negligence

Failure to do what a reasonable person would have done in the same circumstances (Jeff Jackson, 2011)

What is risk management?

Includes those policies, practices and procedures used by your program to appropriately address potential personal injury and financial losses in your organization.
(Priest & Gass, 1997)

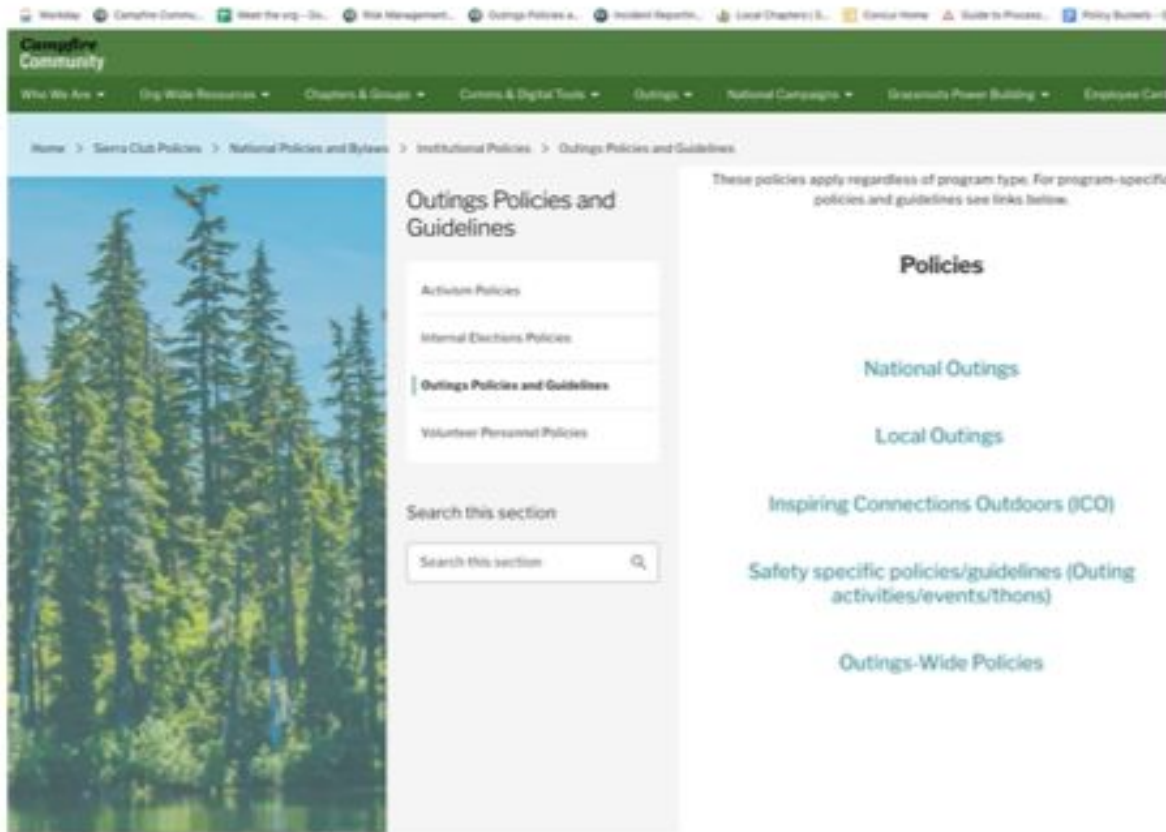


What is Safety Management?

Refers to all those procedures put into effect for the purpose of reducing the possibility of accidents
(Priest & Gass, 1997)



What are Safety Policies?

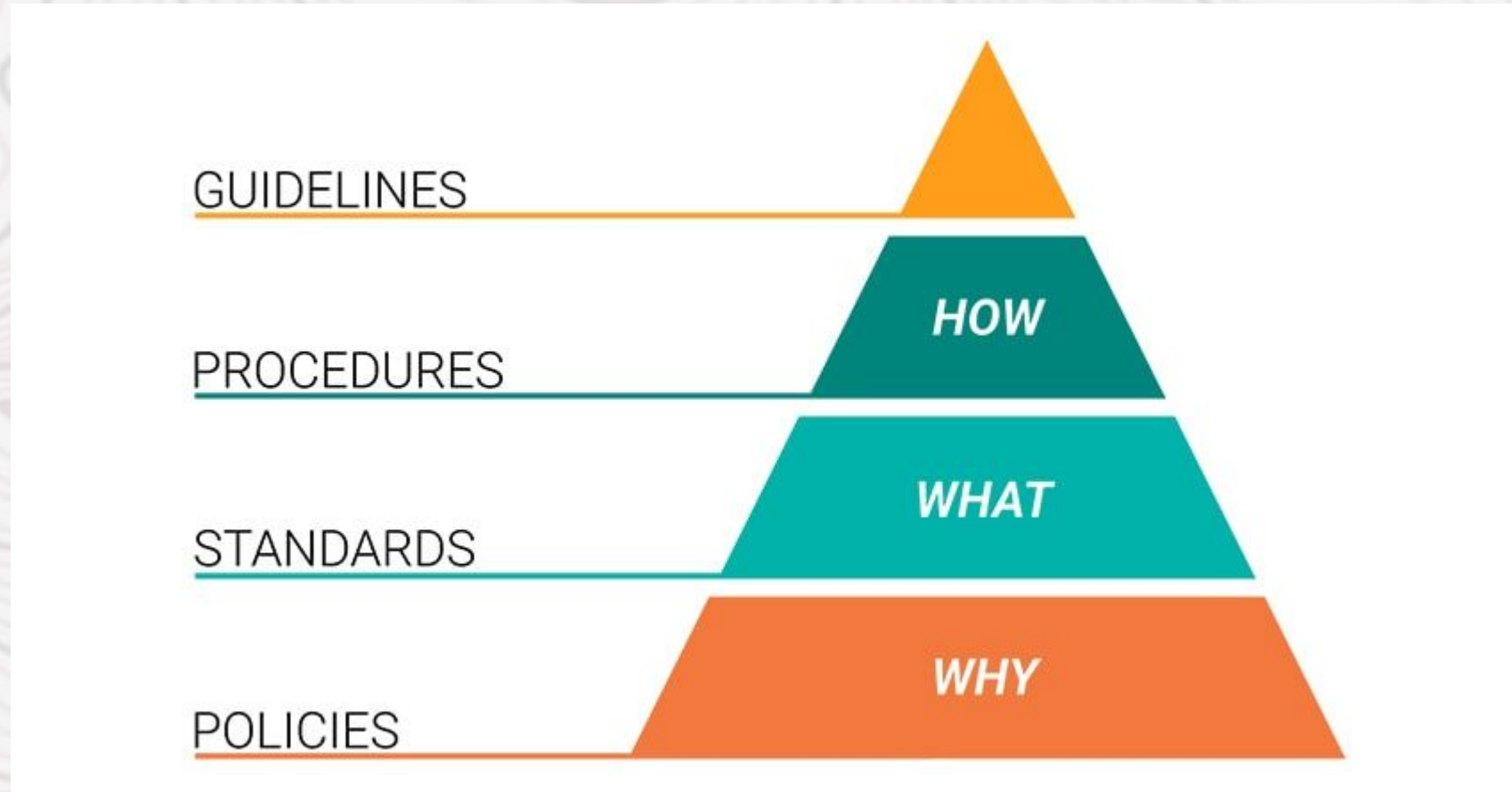


Policy – A statement that establishes definitive parameters for program operation. Something important enough to be considered a policy should be adhered to uniformly and consistently. (Curtis, 2010).

Mandatory directives or high-level rules



Safety Policies, Procedures and Guidelines



What are policies?

Policy – A statement that establishes definitive parameters for program operation. Something important enough to be considered a policy should be adhered to uniformly and consistently. (Curtis, 2010).

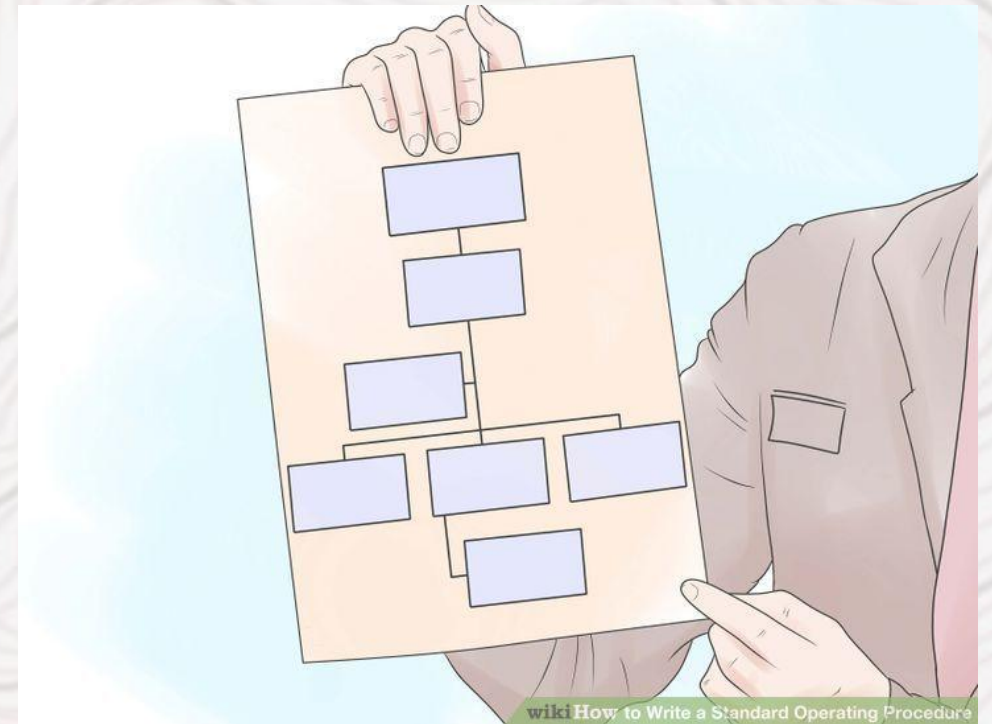
Mandatory directives or high-level rules



What are procedures?

A method for acting in a particular situation. Less mandatory than policies (Curtis, 2010).

Are established way of doing things and should be followed unless it is evidently safer or superior not to do so.(Baierlein, 2019)



Standards

Standards are a statement by a professional association, governmental or quasi-governmental agency, or other organization which wishes to guide constituents or a larger audience in achieving what it considers good practices. Standards are not mere "guidelines," which are, generally speaking, suggestions only (Reb Gregg, 2023)



Procedures

Standard Operational Procedures

- A standard operating procedure (SOP) is a set of step-by-step instructions compiled by an organization to help staff carry out routine operations

Local Operational Procedure

- An SOP or LOP specific to a branch or division of the organization
- (often in a geographic area)



Guidelines

A recommendation for how to proceed in a situation
(Curtis, 2010).



Risk Philosophy

Management and employees are expected to incorporate risk management into their daily business practices and decision-making processes within the risk appetites and tolerances for their respective level of accountability.



Risk tolerance or risk appetite

Risk tolerance is the degree of risk or uncertainty that is acceptable to an organization.

Risk Appetite is the amount of risk, at a broad level, that an organization is willing to accept in pursuit of its strategic objectives.



Mission-Driven Risk Management

When the mission is aligned with the activities and the risk, can can achieve better satisfaction, role clarity, staff retention, efficiency, etc.

Risk must have benefit to be useful for the student and the organization.



Incident

An incident is an occurrence that threatens or causes personal or organizational loss including but not limited to physical, emotional or property damage.

Near miss

A near miss is an occurrence in which no property was damaged and no personal injury was sustained, but here, given a slight shift in time or position, damage or injury easily could have occurred.



Blind Spot

These blind spots are areas where the business has little-to-no visibility, thus emerging risk and/or compliance issues in the area may not be detected until it is too late to address proactively.

Understanding these blind spots is the first step to eliminating them



Social-Emotional Learning

Social-emotional learning (SEL) is the process of developing the self-awareness, self-control, and interpersonal skills that are vital for school, work, and life success.



Stress Tolerance

Individuals closer to green are healthy and ready to respond when stressful situations arise. Awareness and communication of where we're starting from is crucial when determining how much additional stress we can safely take on.



Critical Incident Stress Debriefing (CISD)

The educational and supportive group sessions in which an accident and subsequent reactions are discussed (Ajango, 2004).



Trauma-informed lens

Trauma Informed lens means being sensitive to the impact of trauma on others and yourself, understanding and utilizing tools to support self and others in regulating during times of stress; as well as identifying and supporting the system change needed to reduce re-traumatization.



Heuristics

Heuristics are mental shortcuts that can facilitate problem-solving and probability judgments. These strategies are generalizations, or rules-of-thumb, that reduce cognitive load. They can be effective for making immediate judgments, however, they often result in irrational or inaccurate conclusions.



Break (10 minutes)

Types of Risks



Risk factors

- ***Strategic risk***
- ***Financial risk***
- ***Operational risk***
- ***Field risk***
- ***Psychosocial risk (Bias)***
- ***Reputational Risk***



Strategic risk

Anything that might affect one or more aspects of an organization's future operations

(Examples: vision, mission, outcomes, program design, partnerships, etc.).



Padlet

Pair up and Chat:
*Share an example of a **Strategic Risk**
for your organization*



Financial risk

Anything that might impact the financial status of the organization (Examples: decrease in revenue, increase in expenses, etc).



Padlet

Pair up and Chat:
*Share an example of a **Financial Risk**
for your organization*



Operational risk

Any part of the business involved in producing the products or services (Examples: human resources concerns, training, marketing, facility maintenance, etc.).



Padlet

Pair up and Chat:
*Share an example of a **Operational Risk** for your organization*



Field risk

Any condition that heightens the chance of an accident or incident within the organization

(Examples: environmental hazards, participant behavior, leadership errors, etc.)



Padlet

Pair up and Chat:
*Share an example of a **Field Risk** for
your organization*



Psychosocial (bias) risk

An act of conduct, speech, or expression that targets an individual or group based on their actual or perceived race/color, religion, ethnicity, national origin, gender, gender identity/expression, age, disability, or sexual orientation.

(Examples: microaggressions, etc.)



Padlet

Pair up and Chat:
*Share an example of a **Psychosocial**
Risk for your organization*



Reputational risk

Is anything that has the potential to damage the public's perception of your organization.

(Examples: social media, employee misconduct, behaviors and sentiments that don't align with the consumer base)



Padlet

Pair up and Chat:
*Share an example of a **Reputational**
Risk for your organization*



Prep for Walk and Talk

- Bring phone/headphones
- Dress for the weather
- Revisit agenda



Break (20 minutes)

Walk and Talk (with phones) - 30 minutes

Call this number... **316-512-9259 PIN: 513 967 775#**

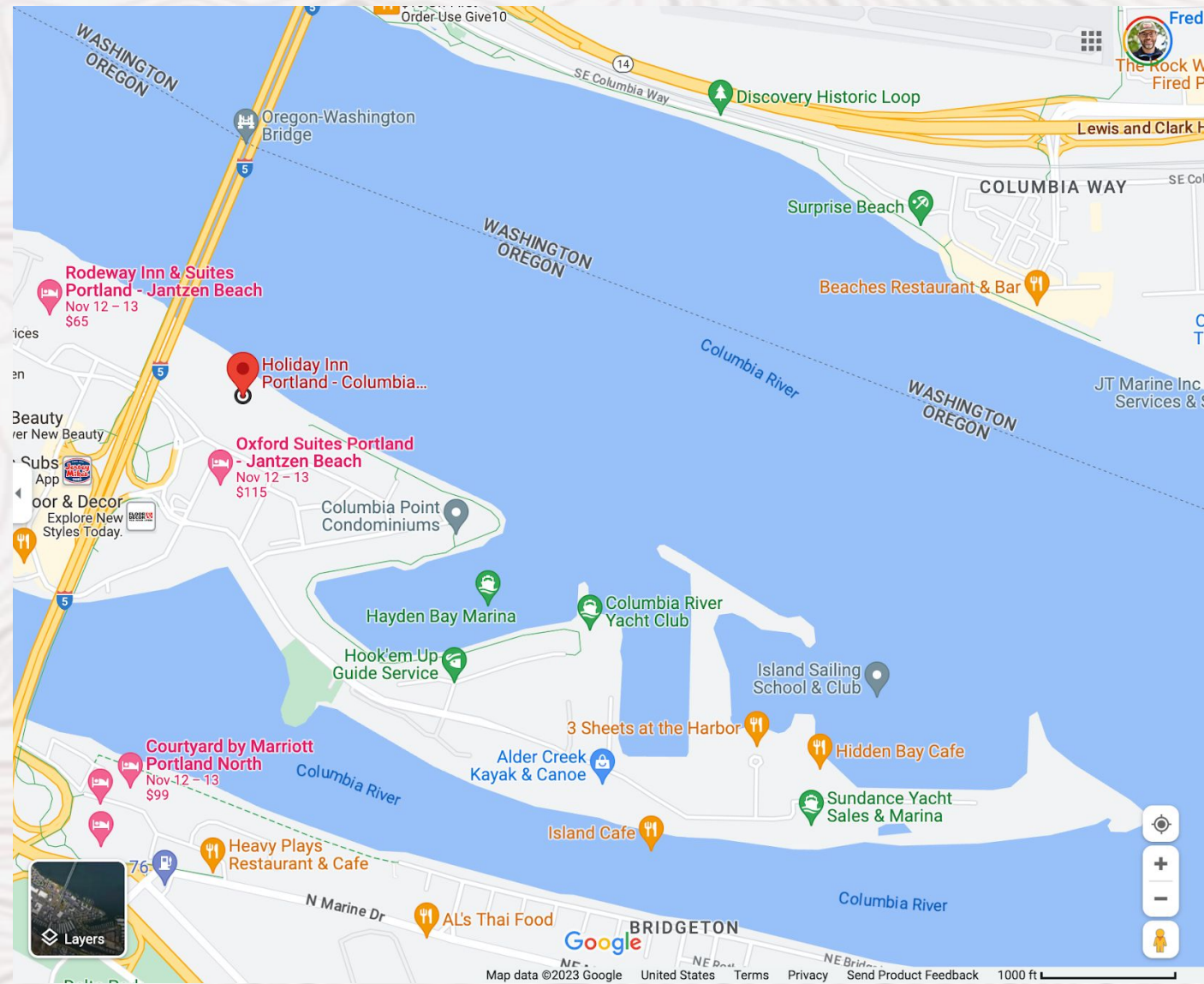
Star *6 to mute/unmute

Stay in the area defined in the map (next slide)

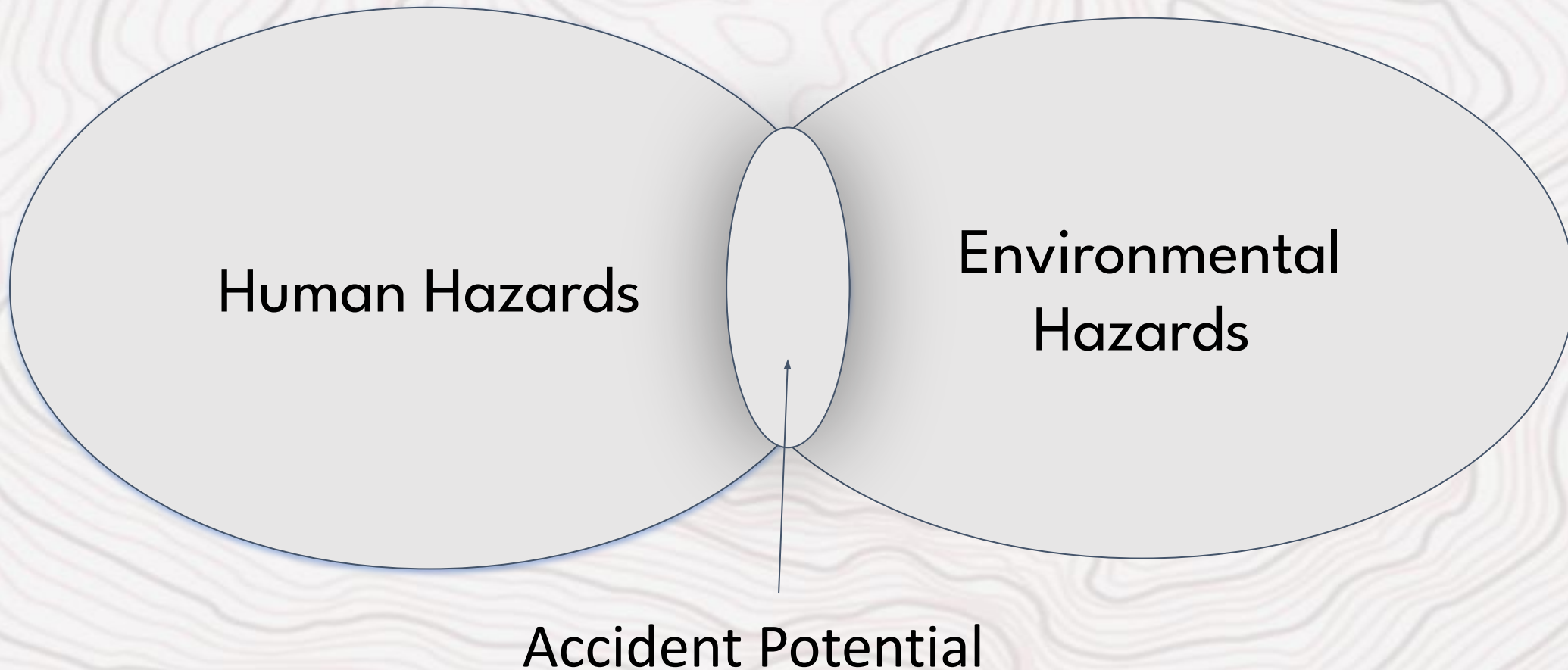


Logistics:

- Bring phone
- Dress for the weather
- Stay in this area
- Walk in pairs of 2/3
- Duration: 30 min
(be back by _____)



Risk Potential or Accident Equation (Venn Diagram: Subjective/Objective)- (Hale, 1983)



Risk Management Process



```
graph LR; A[Risk ID] --> B[Risk Assessment/Analysis]; B --> C[Risk Mitigation];
```

Risk ID

Risk
Assessment/
Analysis

Risk Mitigation

Download the RAMS template



Step 1 – Identify the Risk Factors

1. Identify the risk factors

- Strategic
- Operational
- Field
- Psychological/Social
- Reputational





100%

Normal text

Arial



14



B

I

U

A



Editing

Risk Analysis and Management System (RAMS)

Template

Activity: _____

Location: _____

Date: _____

Name of the guide/instructor/team _____

Risk Identification (Field, Psychosocial, Strategic, etc.)

- 1.
- 2.
- 3.
- 4.
- 5.

Risk Assessment

Step 2 - Risk Assessment & Analysis



Step 3 – Risk Mitigation

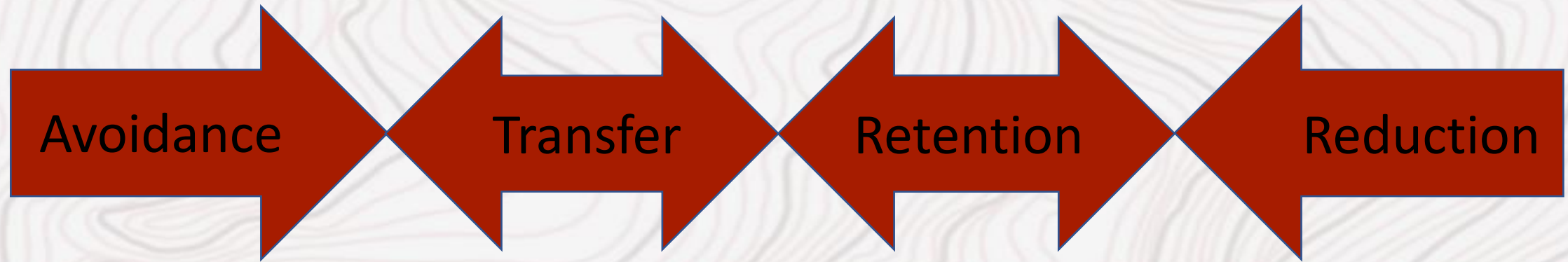
What are you going to do with the risks and hazards identified in your first step?

Choosing appropriate risk management strategies

Consider using Van der Smissen (1990) risk management strategy.

Risk in adventure programs

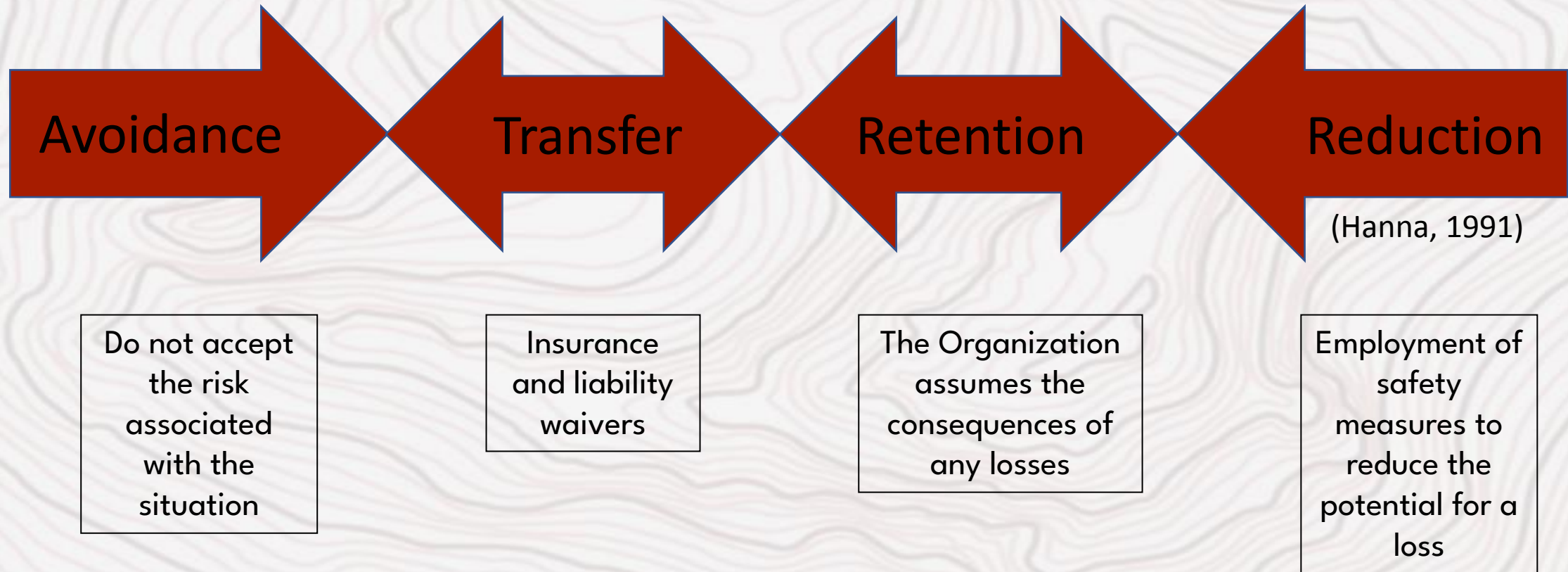
4 approaches to control Risk



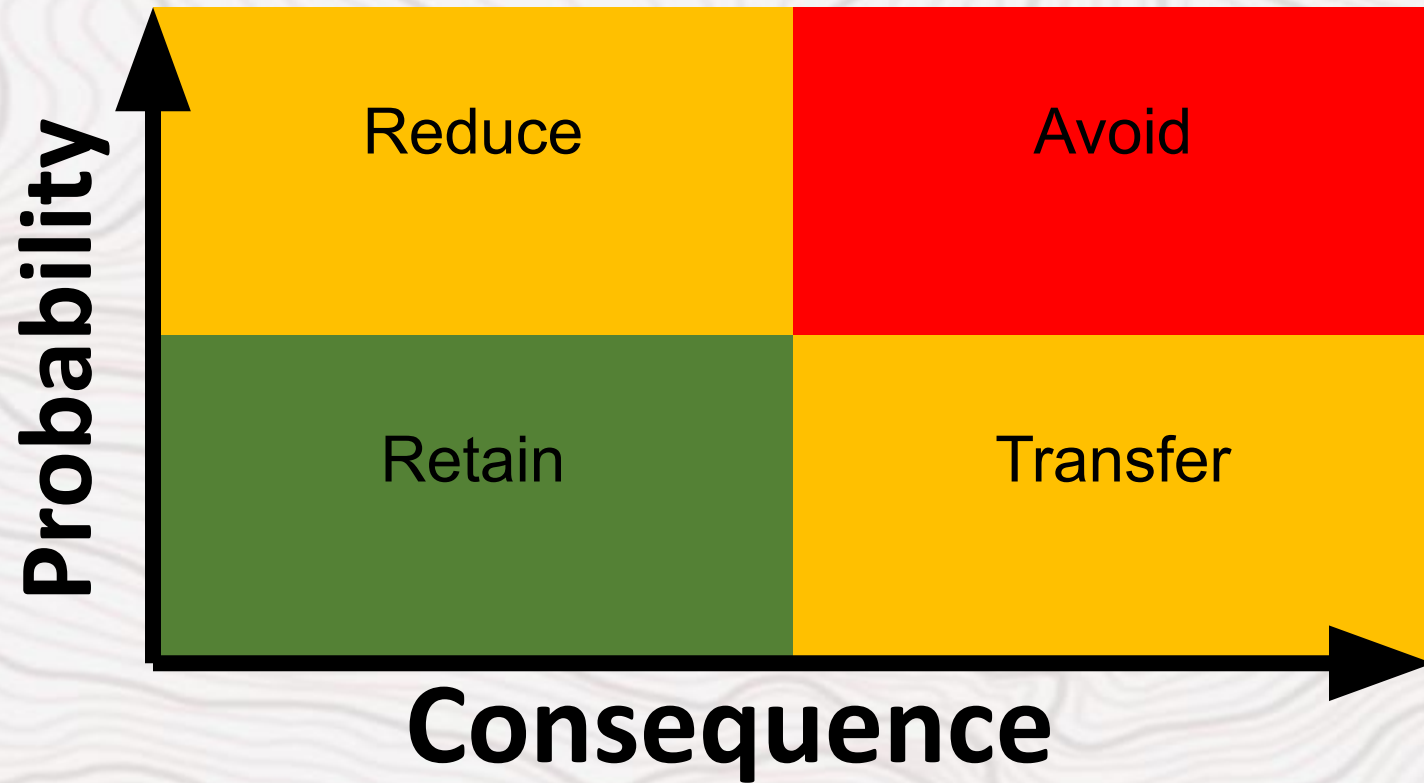
(Van der Smissen, 1990)

Risk in adventure programs

4 approaches to control Risk



Probability vs. Consequence Matrix



Risk Mitigation

- **Reduce** = Scouting a venue, safety plan, leader selection, training/certifications, subcontractor assessment, participant screening, and training.
- **Transfer** = Health Forms, liability forms, subcontracting and insurance policy.
- **Retained/Accept** = Lower risk with: policies, procedures, safety management plan/JHA/RAM, leader training, medical training, etc.
- **Avoidance** = Not doing the high risk activity

Break (20 minutes)

RAMS- Activity

Activity: Conduct a Risk Analysis and Management System (RAMS) for a new program.

Time: 20 minutes

Description: You work for an outdoor youth development organization in the Portland area. You are interested in developing a multi-day flat water kayaking expedition. You need to complete a RAMS as part of your new program approval process.

Download the RAMS template



RAMS Activity Debrief

The image shows a screenshot of a Google Docs document. The title bar at the top reads "Risk Analysis and Management System (RAMS)" and "Working offline". The menu bar includes "File", "Edit", "View", "Insert", "Format", "Tools", "Extensions", and "Help". The toolbar shows various editing options like bold, italic, underline, and text color. The document content is centered and includes the following text:

Risk Analysis and Management System (RAMS)
Template

Activity: _____
Location: _____
Date: _____
Name of the guide/instructor/team _____

Risk Identification (Field, Psychosocial, Strategic, etc.)

- 1.
- 2.
- 3.
- 4.
- 5.

Next steps



Questions?
Comments?
Feedback?

Add one thing...

Stay in touch!

#ThisISmyrealjob

The image shows a screenshot of a LinkedIn profile for Jose Gonzalez. The profile header includes the name 'josehgonzalez' and a circular profile picture of a man with a beard wearing a brown baseball cap. Below the name, it says 'Jose Gonzalez (He/Him)' and lists his roles: 'Father | Husband | Educator | Author | Surfer | Adventure Seeker'. His location is 'Columbia, South Carolina, United States' with a 'Contact info' link. It also shows '500+ connections' and three buttons: 'Open to', 'Add profile section', and 'More'. On the right side of the profile, there are two organization logos: 'Sierra Club' and 'Inter-American University of Puerto Rico - Metropolitan Campus'. A blue 'in' logo is visible in the top right corner of the profile header area.

Director of Experiential Education at The Overlake School

Email: jgonzalez@overlake.org