Mountain Academy Mavrovo

FACILITATORS MANUAL
for
Health, Safety and Risks Management
in adventure tourism

Editor: Kostantin Ciriviri

ANALYSIS OF TOURIST PROGRAMS FROM THE ASPECT OF MANAGING WITH SAFETY AND RISKS

The risk in adventure tourism

All activities in adventure tourism contains a certain level of risk, and threfore the tourist operators and all involved in the creation and provision of the tourist service need to take appropriate measures for managing the risks. Ignoring the fact that risks are reality in adventure tourism, inadequate education for risk management policies, or failure to take appropriate measures to deal with, can have serious consequences on the safety of participants in tourism activity and on the quality of the tourism product. The consequences for the destination, as well as the legal and economic consequences on operators can be catastrophic.

A systematic approach to risk management and compliance with proven work standards are necessary for successful safety management and creation of quality and competitive tourism products. Modern standards in adventure tourism imply quality risk management - safety in tourism operations that plays a key role in the competence and competitiveness of the tourist product. The tourist products that do not have a thorough risk management approach in their structure are unsustainable, and the consequences of incomplete, in this sense, tourism products, are long-term and affect the whole tourist destination. Therefore, the safety concept of products in adventure tourism should be seen as the necessary qualitative component with an extremely important implication on the sustainability of the product.
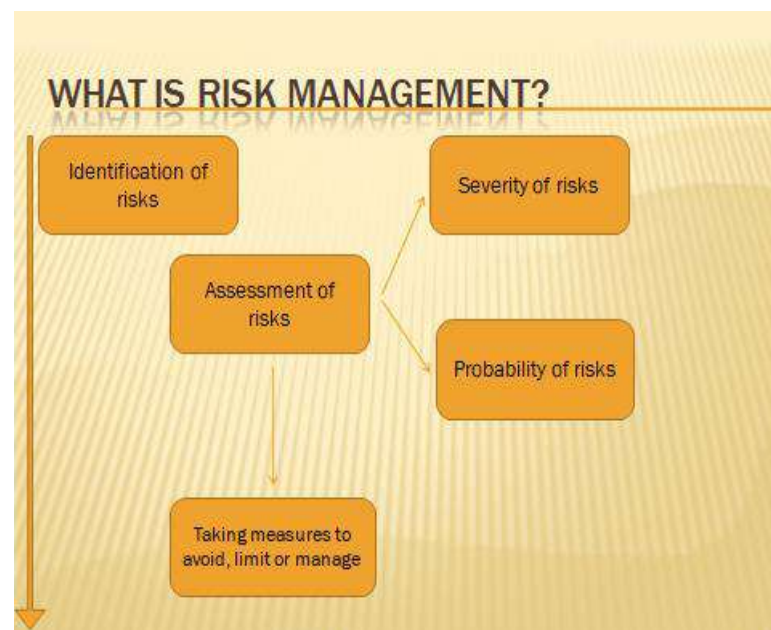

The risk management strategy in the company, as well as the risk management plan for each individual tour should be a mandatory part of the standard operation of a travel agency. Operational managers of travel agencies as well as guides in adventure tourism should have serious and proven risk management training. Without these prerequisites, one cannot speak of a complete and quality tourist product.

Due to the nature of activities in adventure tourism, the risks can not be eliminated, but can be significantly reduced by taking appropriate preventive measures and limiting activities that carry a very high degree of risk, which comes out of the usual standard for the respective tourism product.

QUALITY TOURISM PRODUCT

The interests and expectations of the clients

Attractions

Services, accommodation, food, transport

The modern approach in adventurous tourism implies that security and risk management plans should be a compulsory part of planning a quality tourism product. A tourist product without quality analysis of possible risks and appropriate solutions to eliminate them, or minimizing the consequences, has no attributes of a complete tourist product.

The right approach to successful management of safety and risks in adventure tourism is to create a safety management system (SMS). The tourist operators are obliged to create an efficient safety management system and continuously upgrade it according to the actual needs of the operation and of course the standards imposed by the market in adventure tourism. The staff of the agencies, especially the guides, should be familiar with the risk management system and be trained to implement it.

WHAT IS RISK MANAGEMENT?

Identification of risks

Assessment of risks

Severity of risks

Probability of risks

Taking measures to avoid, limit or manage

As previously stated, risk identification is done in order to create the best procedures that will be possible solutions in case of an emergency. The algorithm that should be constructed as a preventive and executive mechanism in case of an emergency situation, is based on several basic data from the analysis of the risk and the likelihood of its occurrence.

The design of safety management systems in adventure tourism largely depends on the nature of the activity, that is, the specific form of tourism activity, but essentially each system should cover the following five segments:

1.   **Risk assessment** - It aims to systematically analyze the possible risks and reasons for their occurrence.

2.   **Creating a system of work procedures** - Procedures that are primarily aimed at preventing and minimizing risks.

3.   **Contingency plan** - The plan should provide a set of specific guidelines for actions undertaken in case of an accident or an emergency situation, that is, whenever there is a deviation of the usual program or procedures.

4.   **Incident Report** - A record-keeping form for each occurrence of an incident.

5.   **Analysis** - After every situation / incident an analysis of incidents or emergencies is necessary to be done. Periodic analyzes should be done on all segments of the management system in order to evaluate and update them.
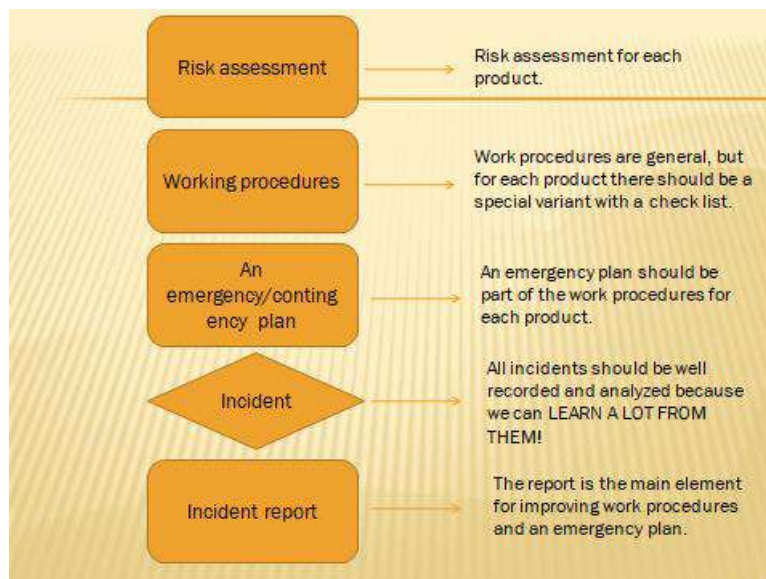
All activities in adventure tourism include some degree of risk. Tourists accept those risks in order to take advantage of the benefits of a particular activity. A world without risk does not exist and probably will never exist, but that does not mean that in tourism risks can be ignored or underplayed. Tourists participate in risky situations, but want to go through a new experience without consequences for their safety or physical and mental health. Accepting the risks does not mean ignoring them or not taking appropriate measures to address risk situations and eliminate the consequences.

The main goal of each safety and risk management plan is to put the risk into some kind of context. What does that mean?

It means to define procedures for proper risk assessment and analysis and create a real system of procedures for dealing with emergencies. The basic rule is that the risk must be placed in some context that aims to better manage it. Ignoring the risks is the worst option for a guide or tour operator in adventure tourism.

THE RISK MUST BE PLACED IN SOME CONTEXT

Awareness

Habits

Culture

Regulation
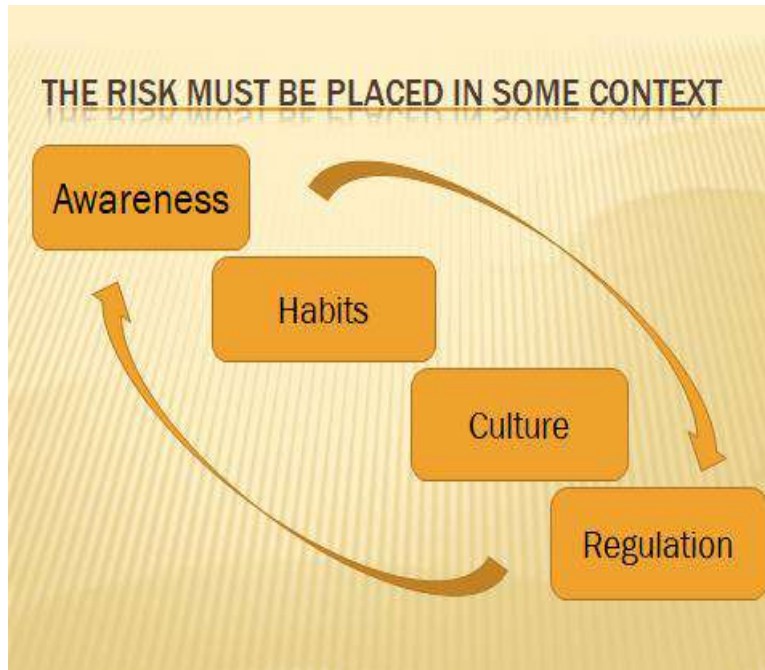
The only correct approach is placing the risk in a particular context. The analyzes, the developed plans and measures for action depend to a large extent on the level of general awareness of this issue, the habits of tourist workers and the habits of specific tourists, the culture of working in this area of tourism, the quality of state regulation and the existence of efficient systems for help.

Before discussing the creation of policies, measures and procedures for risk management, it is necessary to clarify and recognize the risks and to consider the different terms and situations that correspond to the underlying concept.

Below is an overview of the basic terms that need to be known when planning risk management.

Danger - Circumstances or activity that contains possible factors for violation of physical or mental health.

Risk - Assessing the likelihood of an incident and how serious the consequences may be, for example, of people's safety.

Risk control - The process that includes risk management in its entirety, among other things, defining the scope of risk assessment, monitoring, analysis, as well as the processes of communication and collaboration. Risk control should be explained in the safety plan.

Risk assessment - a process that assesses the likelihood of a risk and the consequences thereof, taking into account the usefulness of the control procedures in force. At the same time, the assessment should identify whether the risk can be managed or not.

Control procedures - Measures to minimize the risks and consequences of them.

The risk management system should contain clear guidelines for specific activities to be undertaken in creating the company's policies for the operation of the

current tourism products, but also for the creation of new tourism products, as well as guidelines for managing situations "on the field". The ultimate goal of the procedures that are planned and undertaken within the system is to enable tourism providers to meet the requirements for safe realization of different types of tours.

The system for the safe management of tourism programs should contain a specific risk and safety management plan, but it should contain clear procedures for field work for the purpose of hazard prevention and in case of an emergency situation.

Risks categorization

The main focus of the risk analysis and placing it in a "certain context" is the prediction of the consequences for the safety of customers and staff involved in the activity, the consequences on the attractiveness of the tourism product and the consequences on the company. In that direction, the risks are always analyzed according to the probability of occurrence or occurrence of a particular situation, incident, and the character - the severity of the consequences.

An important segment in analyzing practical work in adventure tourism, as well as in the professional literature on risk management is risk categorization.

There are different approaches and nomenclatures for risk categorization and can basically be classified into the following three categories:

Risk categorization according to Vakinn (Safety plan for tourism 2013):

Category		Explanation
I	Small risk	Everyday risks that are present in

		usual activities
II	Moderate risk	- Risks arising from insufficient experience or customer unwillingness. - Risks that arise as a consequence of unusual circumstances. - Activities in which there is a probability of risks.
III	High risk	Activities where participants are at risk in case of non-compliance with safety standards and operator recommendations.

Risk assessment

Risk assessment involves simply identifying what events, actions, or circumstances could have serious consequences, assessing severity and likelihood of actions and consequences, and finally assessing whether the result - the consequence (the ultimate outcome of the risk) is within acceptable boundaries.

For the risk assessment to achieve its goal it must have a clear framework:

- Recognising actions and circumstances which could be a possible cause of danger (*risk identification*).

- Defining the criteria used to assess whether the risk is acceptable.

- Analysing risks by assessing the likelihood and consequences of actions (*risk analysis*).

- Assessing the risk according to defined criteria (*risk evaluation*).

- Management of unacceptable risks (*risk management*), for example by compiling an appropriate response procedure, monitoring its efficiency and regular analysis.

- Following up with additional actions.

- Ensuring the flow of information by defining paths of communication and consultation between company employees and stakeholders.

The preparation of the risk management plan starts with risk analysis and assessment of the consequences

PREPARATION FOR RISK MANAGEMENT

Development of a safety management plan and risks analysis for the specific tour

1. Risk analysis
2. Probability analysis
3. Analysis of the consequences
4. Prevention plan
5. Action plan in case of an accident

Assessing the consequences of risks on the one hand is a very precise activity, especially when it is implemented by professionals who have serious expert knowledge and practical experience, but on the other hand, when it comes to insufficiently experienced tourism workers without proper risk management training, the assessment can be a serious problem. To this end, in the assessment of the risks in adventure tourism, the so-called "seriousness-danger and probability" formula is used which takes these two points into account.

In short, it would look like this:

The severity and likelihood of risk are valued from 1 to 5, the maximum product being 25, and the minimum 1. The zone of acceptable risks expressed by the numerical value of the product may vary depending on the activity, but overall, the consequences with numeric value greater than 15 are not recommended.

RISK ASSESMENT

Severity depends on the negative impact

Seriousness / danger ✕ Probability
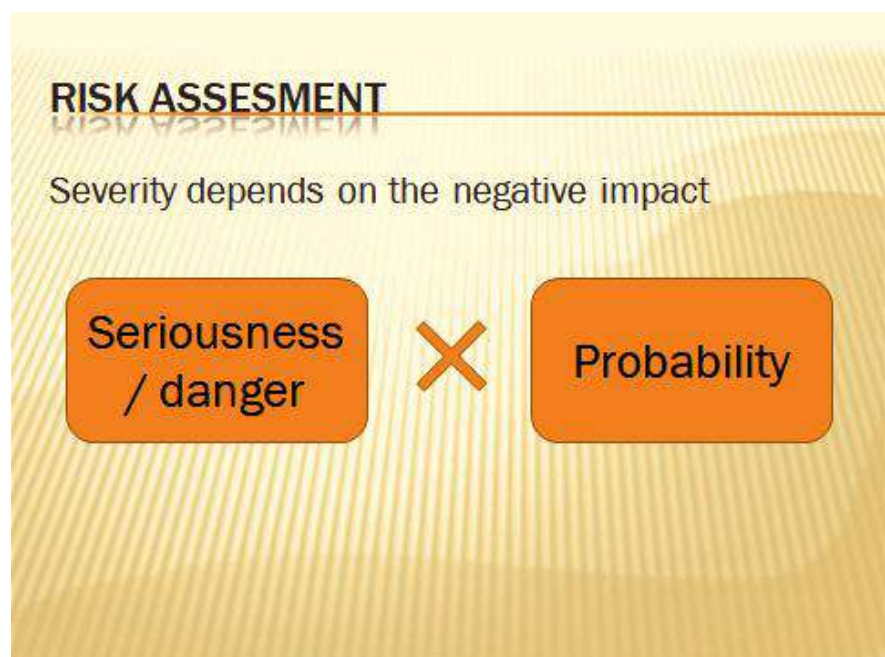
The consequences of the risk are "estimated" as a product of the numerical value of the severity and likelihood of risk occurrence. Both values are used for both categories from 1 to 5, where the maximum product can be 25, and the minimum 1.

Following is a tabular overview of the product value, i.e. the value for the severity of the consequences of the risks.

Seriousness	Probability	Consequences	
1	1	1	Acceptable risk
2	2	4	
3	3	9	
4	4	16	Assessment
5	5	25	Unacceptable risk

The above values are given as examples. Theoretically, the consequence may be in value range of 1 to 25. Depending on the type of activity and approach, the values of acceptable and unacceptable risks vary. Generally speaking, any risk with a consequence greater than 15 is a risk that should be avoided or eliminated.

There are other approaches to risk assessment in terms of quantification of severity and likelihood. In the gradations, these two categories can be valued from 1 to 3 (*Vakinn, Safety plan for tourism 2013*), giving maximum value of 9. In that case the classification of the consequences would be:

Risk	1 to 2	Acceptable risk
	3 to 5	Assessment
	6 to 9	Unacceptable risk

Analysis of the tourist programs

Safety management in adventure tourism begins with a thorough analysis of tourist programs in order to identify areas where certain risks may arise. Analysis should be done on each of the activities that are part of the tourist program. It is best to start with an analysis of the guiding competencies, an analysis of the overall risk management system inside the agency, as well as taking into account how does the entire security system in the country is functioning.

The analyzes should include:

1. Analysis of the planned tourist activities (according to the type of activity - hiking, cycling, paragliding, rock climbing, skiing, kayaking ...).
2. Customer Analysis.
3. Analysis of the locations where activities are planned to be performed.
4. Analysis of weather conditions and weather forecasts.
5. Analysis of the guides competencies.

An analysis of each segment of the tourism product leads to an objective analysis of possible risks. The risk identification approach is generally the same for all adventurous activities, with differences in approach to each of the possible risks identified.

When analyzing tourism programs, the following should be considered:

1. The market for which the programs are intended.
2. The legal framework under which the agency operates.
3. The legal framework for regulating the work of guides in adventure activities.
4. The type of company's products.
5. Who are the clients?

6. What are the main aspects of the company's infrastructure and the corresponding product?
7. Who prepares the risk analysis plan, i.e. what are the qualifications of the person responsible for this segment?

In the analysis of risk factors, "historical data", i.e. information on past events, incidents and accidents, in the implementation of the same or similar programs, play an important role. In this regard, the existence of a collective database at the level of the tourist sector (association of income agencies, tourist chambers, local self-government ...) is of particular importance.

If risk analysis in tourist programs shows that the risks are small, two directions should be considered:
1. The people who make that analysis do not have enough experience in risk assessment and in risk management at all.
2. The activity itself contains a very low degree of risk.

The purpose of risk assessment is to increase the understanding of the risks that are relevant to the operation of the company. In this context, it is not useful to examine risks that are unrealistic or beyond the boundaries of the service, for example, earthquakes, meteors, epidemics, or terrorist attacks.

ANALYSIS OF THE PROGRAM

- Analysis of planned activities
- Customer Analysis
- Site analysis - the area where the activities are carried out
- Analysis of weather conditions.
- Analysis of the competencies of the guides.

The analysis of tourist programs should be done according to the functional structure of each program, which can generally be divided into these five segments. Through this kind of "mapping" of the program, an objective assessment of the potential risks will be made.

Analysis of planed activities

Different types of activities in nature carry with them different types of risks and potential accidents. When analyzing the activities, answers should be sought on the following questions:

- What factors should be subject to analysis in terms of security and risk management?
- What factors can be controlled and who can not?
- Which competencies should the guides possess?
- What competencies should customers have?
- What equipment is needed to safely perform the activity?
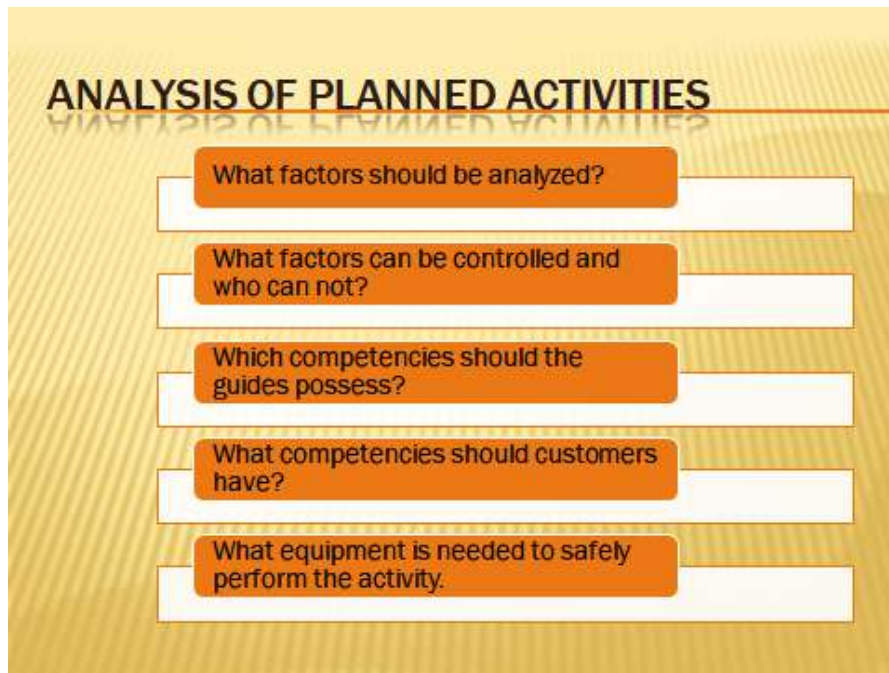
Various activities in adventure tourism require a different approach when creating a good risk management plan. This applies to all segments - the stages of the tourism program planning. Different factors have a different impact on the security of the tourism program, depending on its character.

Due to a serious lack of outdoor experience among the managerial staff in the agencies, the role of the guides in creating programs in adventure tourism is of great importance, especially in the Macedonian tourism. The guides should be actively involved in creating the agency's risk management policies and be involved in risk analysis for each product. Expert experience from the relevant activity, as well as experience in working with clients is of great importance for creating quality risk management procedures.

Customer Analysis

There are several factors that relate to customers and should be considered when developing a safety and risk management plan. They are:

- Customers Age
- Medical history (eventual health problems, allergies, dietary habits or needs, etc.).
- Previous experience in the given area, individually, and assessment of the experience of the group as a whole.

- Physical fitness - customer readiness.
- Mental and emotional state of the clients.
- Preparedness for teamwork and co-operativity in the activities of the collective.
- Other information such as address, insurance, contact person in case of an accident, etc.

Screening of customers before the start of the tour is necessary to ensure the safety of individuals and the whole group. When a member of the group has a problem it means that the whole group has a problem and can affect the realization of the whole tour. It is therefore necessary to analyze the clients before the start of the tour. It is particularly important to carry out the abovementioned analyzes in order to obtain a complete picture of the characteristics of the group as a whole and the capacity of the group to deal with and overcome unusual situations. In addition to the analysis before the tour starts, the guide is obliged during the tour to monitor the situation in the group, paying particular attention to the level of fatigue and the emotional state of the clients.

CUSTOMER ANALYSIS

- Age
- Medical history
- Previous experience
- Physical fitness
- Mental and emotional state
- Preparedness for teamwork
- Address information, insurance, contact person
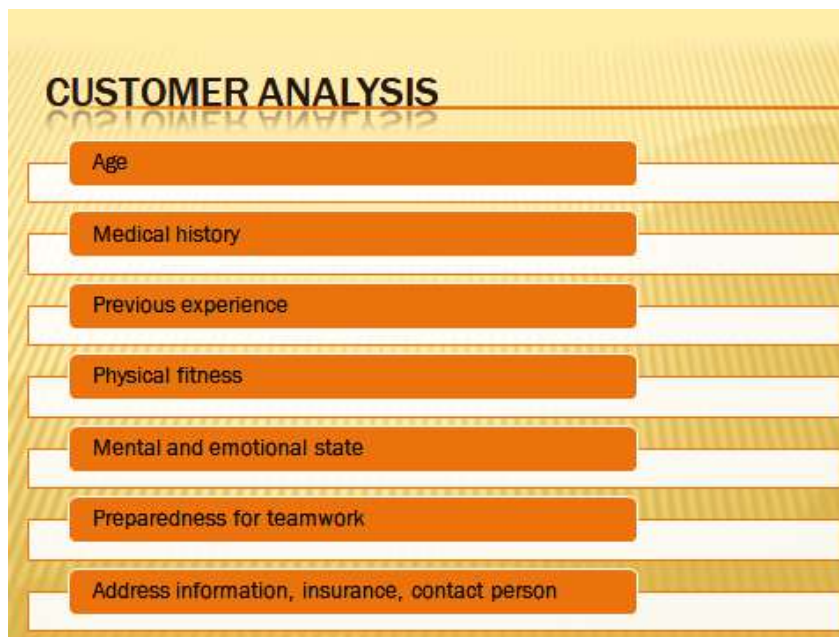
Customer analysis must not be reduced to rough arithmetic or schematic analysis. Many of the factors have a relative significance such as age, gender, cultural customs, and so on. On the other hand, certain factors are delicate for assessment. Previous experience in working with clients in the appropriate sports - outdoor - activity is of great importance and this is another segment where the good education and the correct previous experience of the guides is of great importance for creating safe and quality tours.

Location Analysis

The location or locations where activities are carried out in nature also play an important role in the overall security of the program. In the context of the location, the following should be considered:

- How much time (travel) is needed to get to the location.
- What type of transport is used and the analysis of the risks that it brings.

- What is the accessibility to the place where the activities are carried out (this is important for the proper organization of the rescue operations and providing assistance).

LOCATION ANALYSIS

How much time (travel) is needed to get to the location

What type of transport is used and the analysis of the risks that it brings.

What is the accessibility to the place where the activities are carried out?
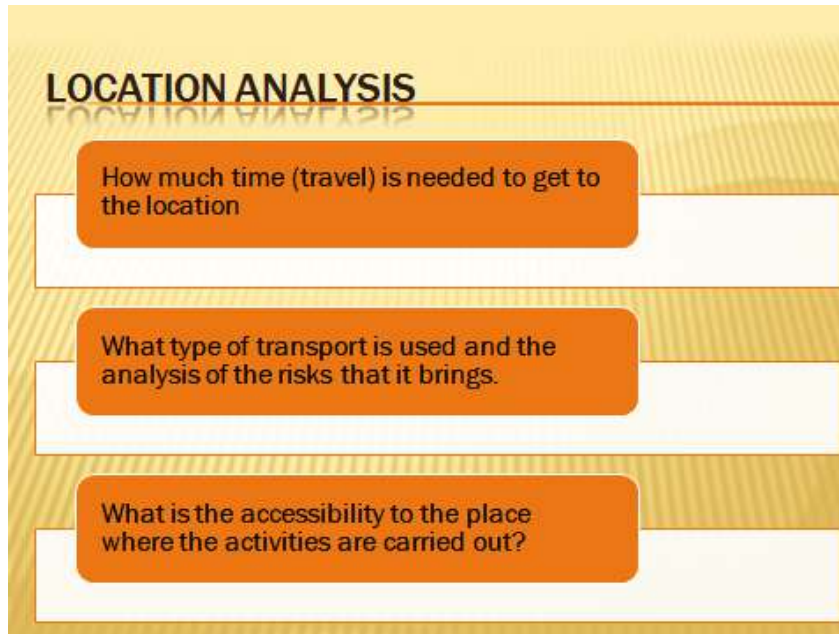
The general rule is that competent knowledge is needed on the locations where the activities that are part of the tourist program are performed. When analyzing the locations, several possible "scenarios" for the course of the tour should be elaborated - option of the desired course of the tour, option in bad weather, as well as options when there is a violation of members of the group.

In the context of accessibility of the terrain, it should be noted that when performing activities in remote and more difficult areas, the difficulty level of activity should be lower than the customer can realize in order to reduce the chance of an accident.

Analysis of the weather information

The weather conditions are of great importance for successful and safe performance of outdoor activities. An analysis of the weather forecast is necessary as well as training for the correct interpretation of the meteo information available on a large number of internet sites. Nowadays, there is almost no place in the country that is not covered by weather forecast data, but the correct interpretation of the data in the context of the planned activity has a decisive significance for the safety of the tour.

ANALYSIS OF THE WEATHER INFORMATION
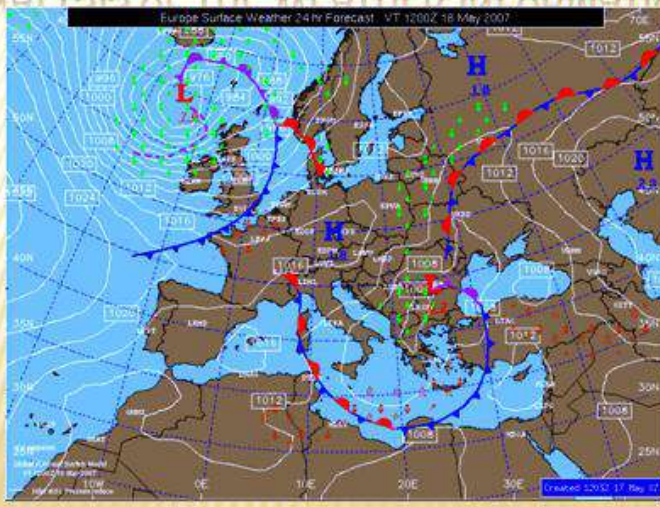
Weather forecasting is something that must be done when planning a tour in adventure tourism. Knowing the basics of meteorology is crucial for the correct interpretation of the data.

All analyses that are made about the abilities of individuals or for the group as a whole, should be made in relation to the weather. Thus, for example, the physical ability to master a certain physical effort should be observed in the context of the weather conditions that require that effort. Or, certain physical parameters in nature should be analyzed in the context of the conditions that rule the performance of the activity. For example, the ascent of the peak Ljuboten on Shar Planina varies considerably in summer and winter conditions, in conditions of good or poor visibility, with or without precipitation.

Analysis of the guides competencies

Guides have a central place in implementing adventure tourism programs. The guide is at the same time a tourist worker, an expert on the given activity, a group manager, a trainer, etc. The competencies of the guide have a central place in setting up a safe system for the realization of programs in adventure tourism and are extremely important for creating safe tours and quality tourism programs. Proper training with the application of international standards and experience in working with clients in tourism is an uncompromising requirement for quality and safety. Consequences of inadequate guides competences have a detrimental effect on the whole destination. Versus that, quality trained and competent guides are strong promoters of adventure tourism and a positive image for a particular destination.

In this regard, three things are important:

1. How was the guide trained, according to which standard? Has the training been conducted according to the international standard for professional guides for the given activity or according to a local standard with many improvisations?

2. Who and how controls the work of the guide, or whether internationally accepted standards of work in the relevant area are applied?

3. Are there security procedures at the level of the travel agency and are these procedures applicable?

ANALYSIS OF THE GUIDES COMPETENCIES

The standard for which the guide is trained

Who and how controls the work of the guides

Are there safety procedures at the level of a travel agency and whether these procedures are known to the guide
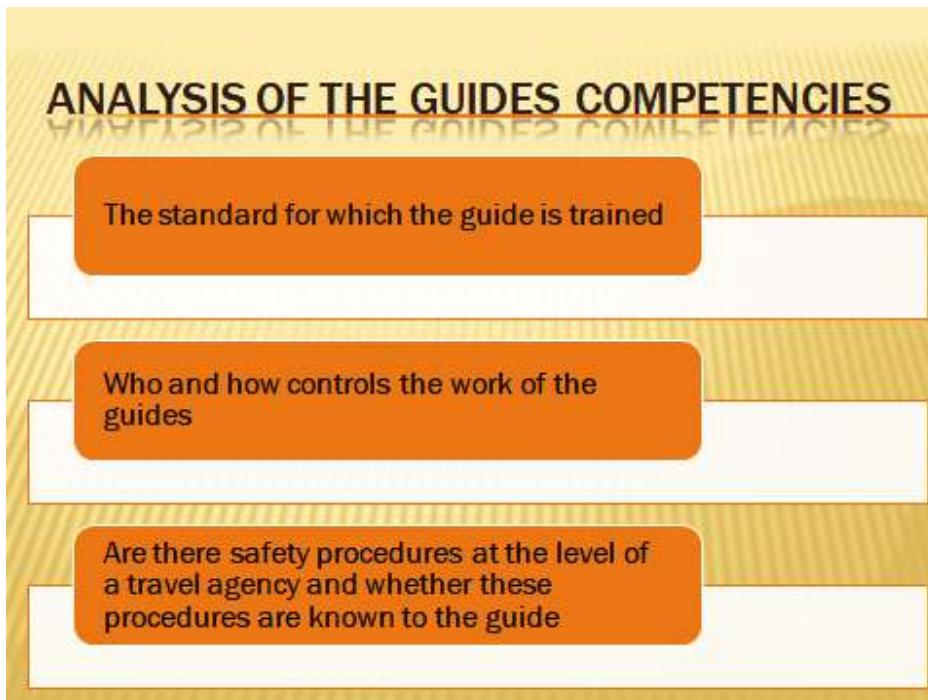
A quality approach when selecting guides and their qualifications is a prerequisite for creating a quality tourism product. Ignoring the implementation of international standards for work in active tourism reflects poor management of the general quality of the tourism product, which leads to degradation of the product's value, but also poses a threat to the whole selective form of tourism activity and the destination as a whole.

Several guiding competencies can be highlighted:

- Expert knowledge of sports activity.
- High level of first aid training and rescue.
- Ability to lead and manage group dynamics.
- Knowledge of the dynamics of incidents and knowledge of safety and risk management in tourism.
- Understanding the philosophy of adventure tourism.

COMPETENCIES OF THE GUIDE

Expert knowledge of sport activity

First aid training and rescue

Ability to lead and manage the dynamics of the group

Knowledge of the nature of the incidents

Training for safety and risk management

Understanding the philosophy of adventure tourism

The competencies of the guides cannot be object to subjective analysis, but international standards must be followed. The pricing approach, which is certainly important for the company's business,should not be a decisive factor when creating a company policy.

The level of readiness and experience of the clients largely affect on the effects of appropriate or inadequate guiding during the tour. Well-prepared and experienced clients can greatly compensate for the ignorance or inexperience of the guide, in terms of security of the tour. On the other hand, an incompetent guide in combination with inexperienced or insufficiently prepared clients poses a serious threat to the safety of the group. It is also a threat to the successful realization of the tourism product, which is in fact the main point of the journey and all the activities that are undertaken in the direction of managing the security and risks.

So, incompetent guides affect extremely destructive on the general impression of the tourist product as a whole, agency and destination in general.

A serious danger to clients safety and the tour as a whole, comes from the so-called volunteer guides, that lack proper training or control over their work, nor can their activity be put into some kind of context. A high level of individual and social awareness is needed, as well as a real desire to create tourism according to the world standards for implementing internationally proven systems that ensure quality delivery of tourism products and guarantee a high level of security. Any improvisation in this regard and the use of unproven systems can leave catastrophic consequences not only on adventure tourism in the destination, but also will ruin the image of the entire destination area.

In addition to appropriate education, the experience of the guide plays an important role in the quality and safe implementation of a particular tourist package. When selecting guides for specific tours, experience should also be taken into account, especially if it is a specific category of customers such as less experienced clients, less physically prepared, or more elderly clients. In order to properly introduce the guides to the working issues of conducting in adventure tourism, the approach of the agencies towards the proper education of the guides, the application of the international standards and the appropriate introduction of the new guides in the work process is of great importance.

In modern adventure tourism, the pedagogical qualities of the guide have a great significance for the safety of the tour. With the increasing popularization of adventurous activities, the number of participants who do not have adequate training or experience, and often do not have the necessary physical preconditions, also increases. In such situations, the guide has an ethical obligation to introduce clients in the activity and training activities to be analyzed as part of the implementation of the overall program.

For example, it would be highly unprofessional for the guide and the agency that organizes the trip to accept a request from clients for climbing the already mentioned peak Ljuboten in winter conditions, if the clients do not have training for moving on a mountain in winter conditions. In such situations, it is ethically and safely to point out to clients the need for appropriate training and equipment, which can certainly be included as part of the overall offer - program, and in the end it all will turn out in favor of both, the agency and the guide.

For the guide to be able to perform quality role in adventure tourism, an active role of several subjects is needed. They are:

- The travel agency.
- State institutions.
- The organization / organizations that are responsible for training or for the operation of the guides from a particular activity.

Guides organizations have a particularly important role to play. They together with travel agencies should take care of:
- To keep a regular record of the activity of the guides.
- To make constant assessment of their competences and to detect the needs for certain additional trainings.
- Take care of carrying out trainings and additional training for guides.
- To contribute to the issuing of manuals and other professional and reference literature that is of particular benefit to the guides.

In addition to performing the above analyzes, it is necessary to undertake the following activities:
- To provide all necessary information about the tour and to be delivered to the clients.
- The tour should be planned in detail and the clients should be familiar with the tour plan.
- To make proper education to the clients about the activities that will be undertaken, as well as their acquaintance with the most important procedures and procedures for emergencies.
- Keeping regular records of the trips.

In the following, each of the above procedures will be explained.

Informations about the tour
Before the tour starts, the clients should be informed about the following things:

- The type of activity, the location where it will be performed, and the duration of the activity.
- The required level of skills and physical readiness, so they can successfully and safely realize the tour.
- Required equipment.
- Policies for working in the appropriate selective form of tourism, the agency policies, more important provisions from the guidebook for the work of the guides.
- Documents-materials in printed form, which are signing the guides, confirming that they are familiar with the specifics of the tour and accepting the potential risks.

Proper planning of the tour
Proper planning of the tour is necessary for safe operation with the program. In doing so, particular attention should be paid to:

- Trail - the line of movement (route).

- Weather forecast.
- Required equipment.
- Travel Plan.
- Defining the competencies of each of the subjects in the journey (guide, driver, agency, clients).
- Development of a protocol for emergencies (which should be part of the plan for safety and risk management during the tour).

Clients training

During the tour, it is not necessary to pay attention only to the technical aspects of the clients training. In addition to the training for the appropriate activity, the guide should also take care of:

- Appropriate informing the clients about the necessary procedures in case of an accident (personal or other member of the group), to the degree of applying them.
- Procedures for acting in the emergency situations practiced by the agency.
- Familiarization with the circumstances for providing assistance and rescue by the competent institutions.

Work Procedures

Each travel agency and Leaders organization should have adopted work procedures. The work procedures should be clear and precise and should refer to specific activities and tours. Training the guides for applying work procedures is of great importance for preventing accidents and proper action in the event of an accident. Work procedures should be covered in the safety and risk management plan during the tour.

Keeping regular and accurate records

Every completed tour should be properly recorded in the agency's documentation and in the personal file of the guide. If an accident or an emergency or unexpected circumstances occur during the tour, this information should be properly recorded. Part of the records of the information is also an Incident report that must be filled in the event of an accident. The collected and analyzed information is of great importance for better security and risk management in the future.

Defining the scope of the guide's engagement

Proper assessment and definition of the guide's engagement scope is a precondition for establishing correct professional relations between the guide and the agency, as well as for a stimulating attitude towards the received engagements. When defining the scope of the guide's engagement, consideration should be given to the time required for the proper preparation of the tour, as well as the time and engagement after completion of the tour for preparation of the reports.

Such an approach is important primarily from a business point of view; of course, the economic moment is not underestimated; however, if it is seen in the long term, it will ensure the sustainability of the tourism product, the motivation of the guides to deal with the activity, and the agencies will have the capacity to create and realize quality programs.

ORGANIZATIONAL AND PRACTICAL DURATION OF THE TOUR
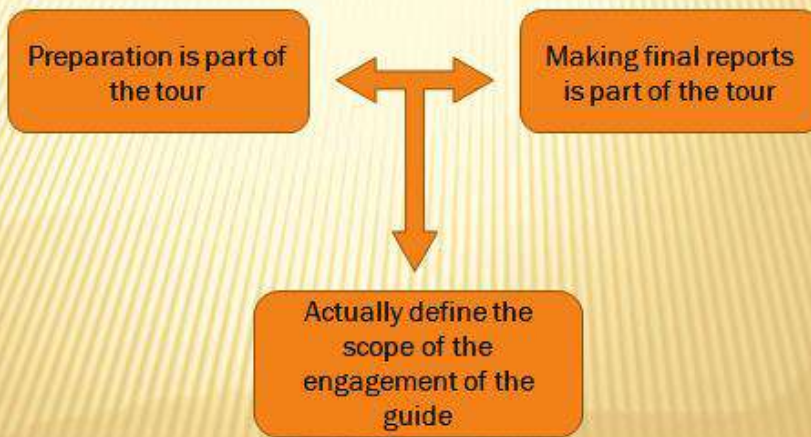
The actual duration of the engagement of the guide can not be reduced only to the days spent "on the field", but also the obligations for the preparation of the tour, as well as the reports after the end of the tour, should be taken into consideration.

Modern systems for risk management in adventure tourism

Risk management in outdoors

Risk in

1. Adventure tourism:
Risk is the likelihood of **loss** or **injury** during outdoor activity.

2. Tourism in general:
Likelihood of **unexpected changes** in the program affecting the safety and quality of the product

Impact of the accidents

Negative impact					
Mental	Social	Financial	Market	Business	Public

Activities and risks in adventure tourism

Different outdoor activities

Different risks

Kostantin Ciriviri

Risk factors

People	Equipment	Environment

Factors for overcoming the risks

People

- Skills
- Attitudes
- Health and fitness
- Age
- Group size
- Cultural background

Equipment

- Clothing
- Use of safety equipment
- Adequacy of safety equipment
- Communication system used

Environment

- Weather
- Terrain
- Flora
- Fauna
- Drinking water quality

Kostantin Ciriviri

What is risk management?

Application of procedures and practices to manage the **exposure** of the **operator**, **staff**, and **clients** to risk.

Risk and Safety

RISK

The outdoor activities has

potential danger of injury or death

SAFETY

1. Risk awareness.

2. Acceptance of risk.

3. Responsibility - towards yourself and the group.

BASIC RULE

The risk must be putted in a specific context

SECOND RULE

Competences

The staff shall fulfill the appropriate **competencies** for:

1. Nature of the activity - expert knowledge

2. Leadership in outdoor activities and tourism

3. First Aid

4. Risk management

THIRD RULE – HAVING A RULES

1. Organization/company culture for safety.

1. Standard Operating Procedures, Contingency Plan, Incident Report, update of the system.

Duties of adventure travel operator

Avoid hazards

Preventing incidents

Implementing procedures

Protect and minimize

Kostantin Ciriviri

Implement practices

Required practice

Common practice

Best practice

Suggested practice

Risk management is a process

Awareness

Habits

Culture

Regulation
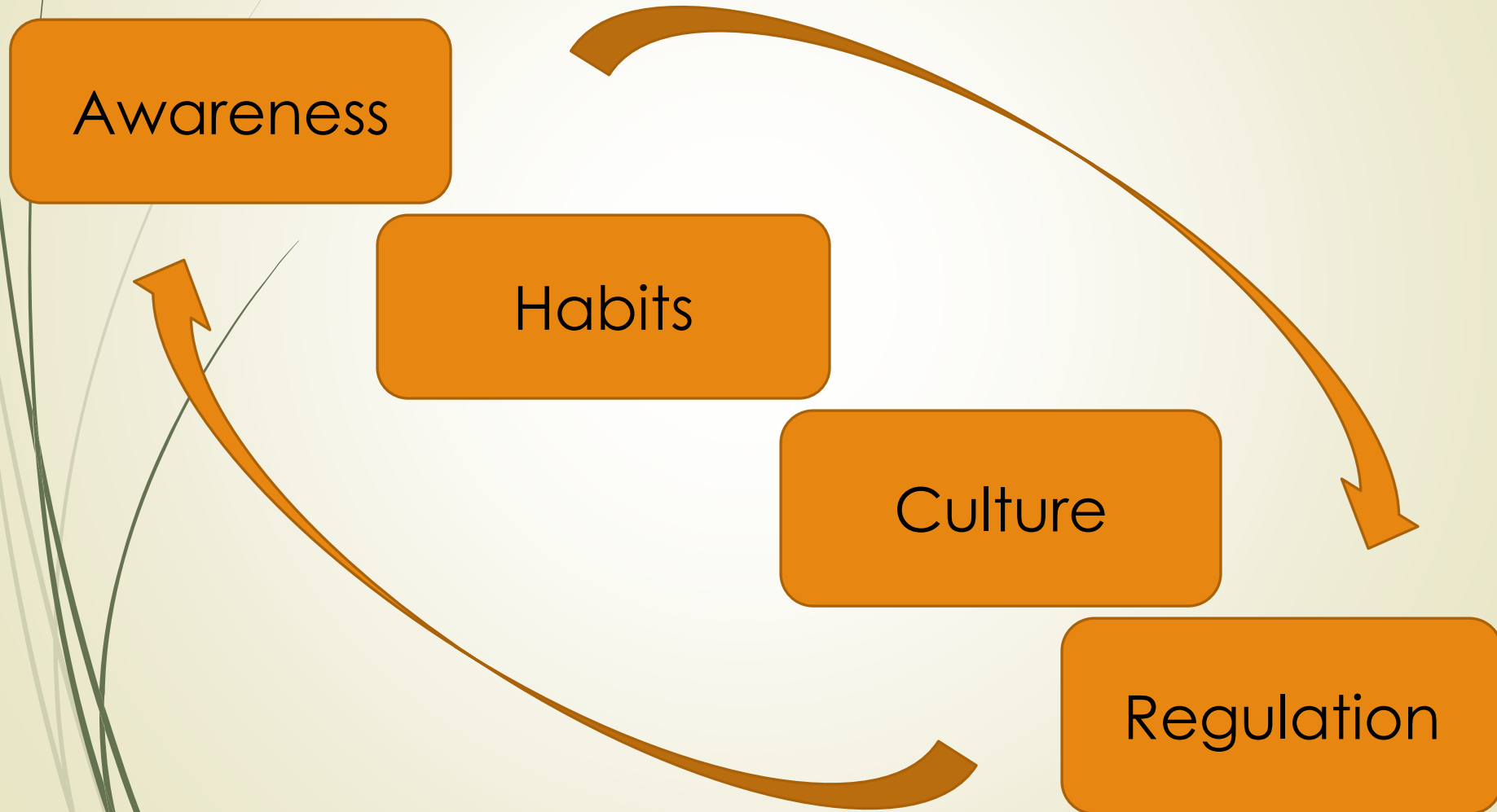
Three steps in risk management

Identification of risks

Assessment of risks

Severity of risks

Probability of risks

Taking measures to avoid, limit or manage
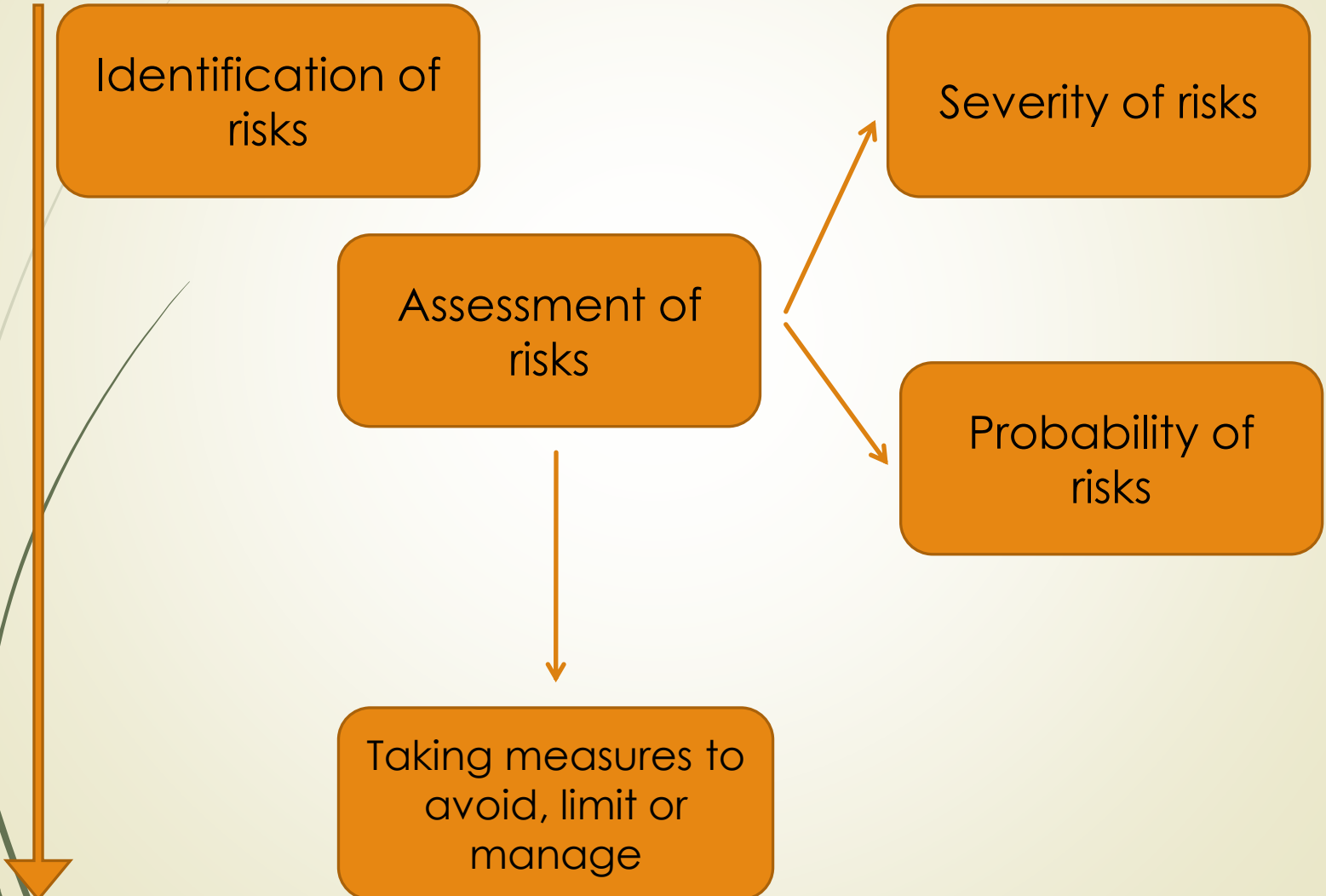
Probability for an accident depends on

Activity

Guide
Clients

Tour operator

Country

Risk management

Preparation

Safety
Safety and risks management plan

Analyses of risks

Analyses of probability

Analyses of consequences

Preventive measures

Procedures for acting - SOP

Kostantin Ciriviri

Modern systems?

Modern risk management
- Training + organizational culture
  - SOP
  - Contingency plan
- Rescue systems
  - Effective rescue services
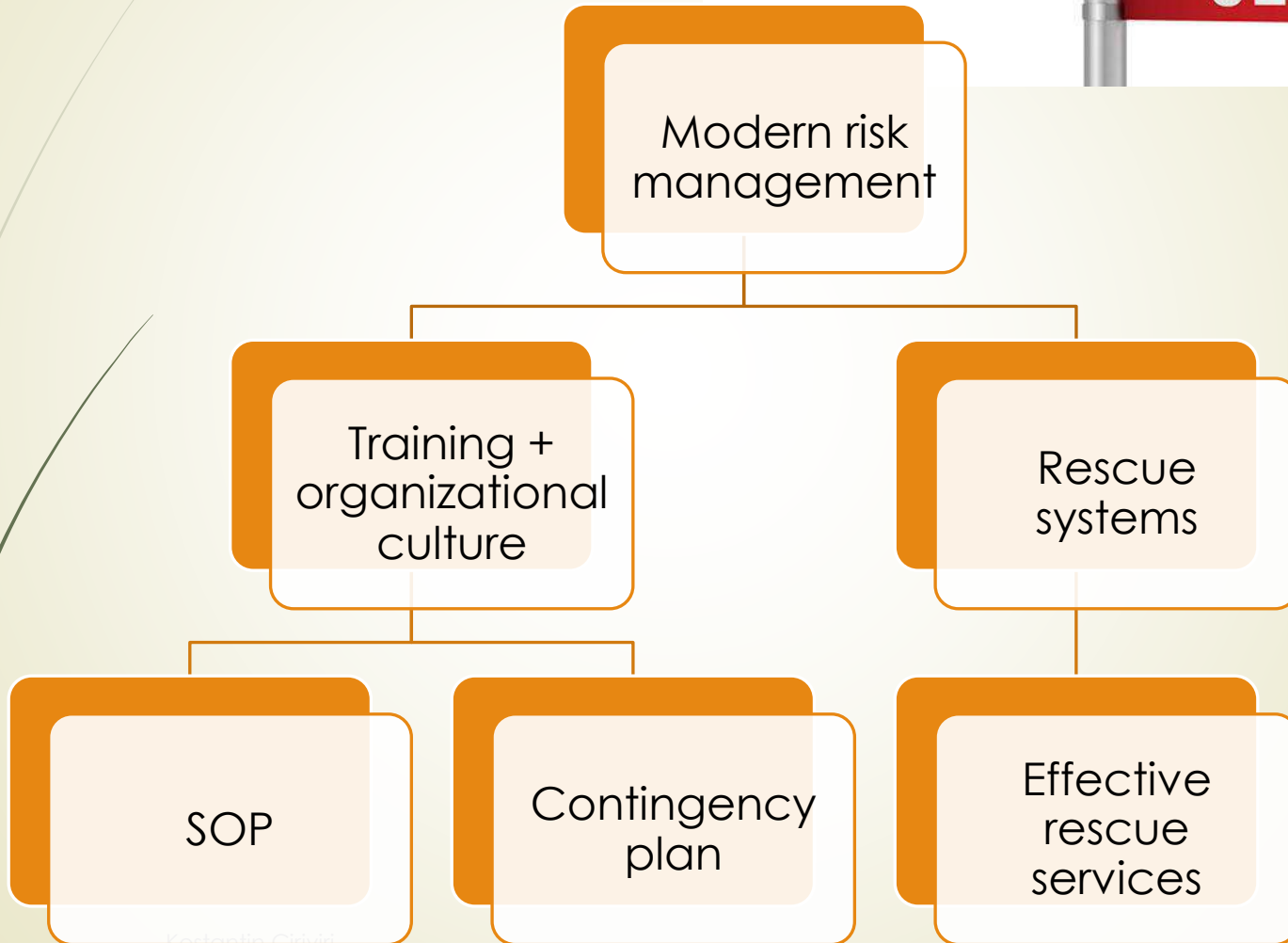
The impact of the outdoor environment on adventure travel programs

Characteristics of adventure tourism
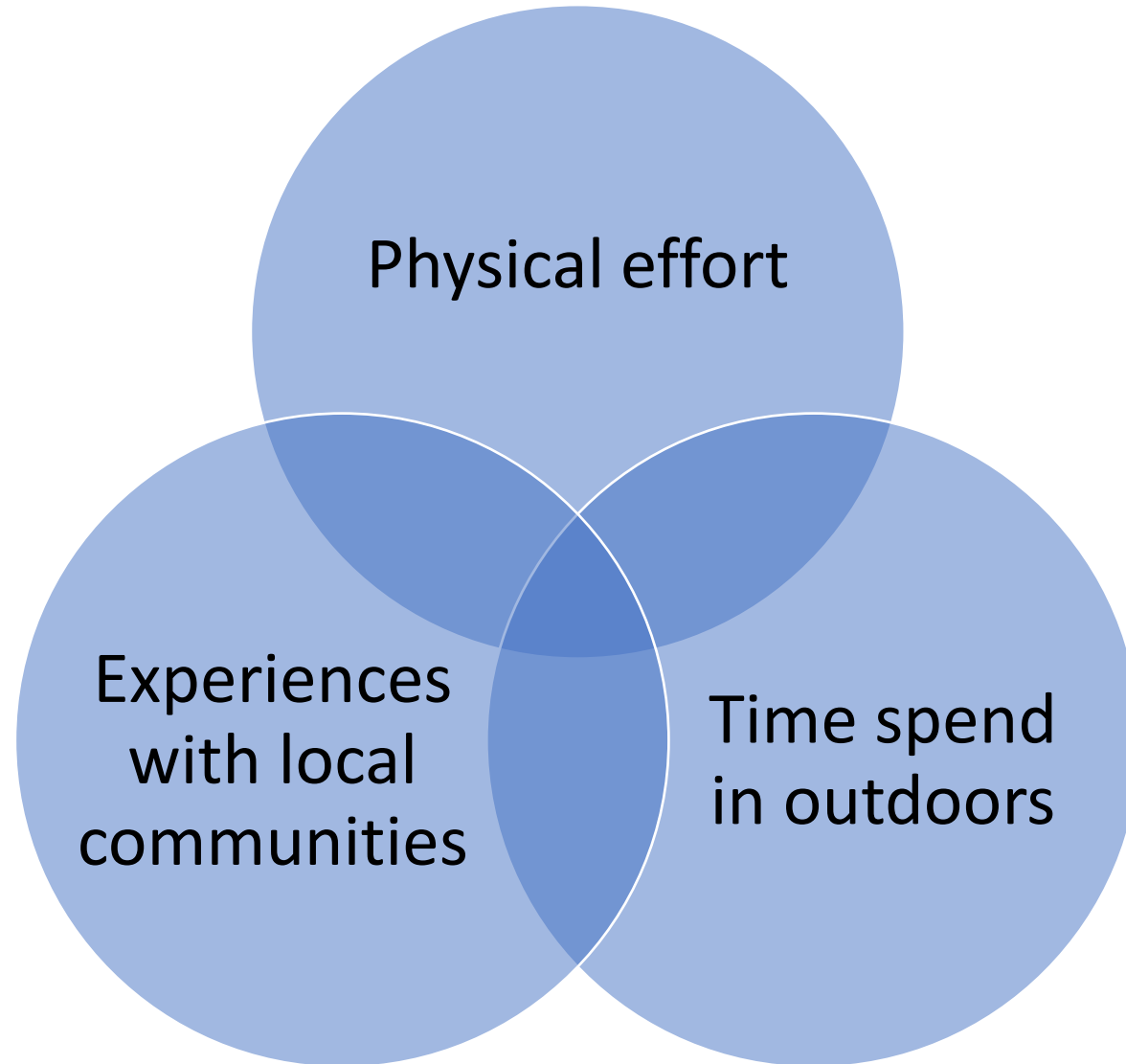
Understanding the differences

Components of a quality tourism product

Quality tourism product

Safety

Attractive and well organized tourist content
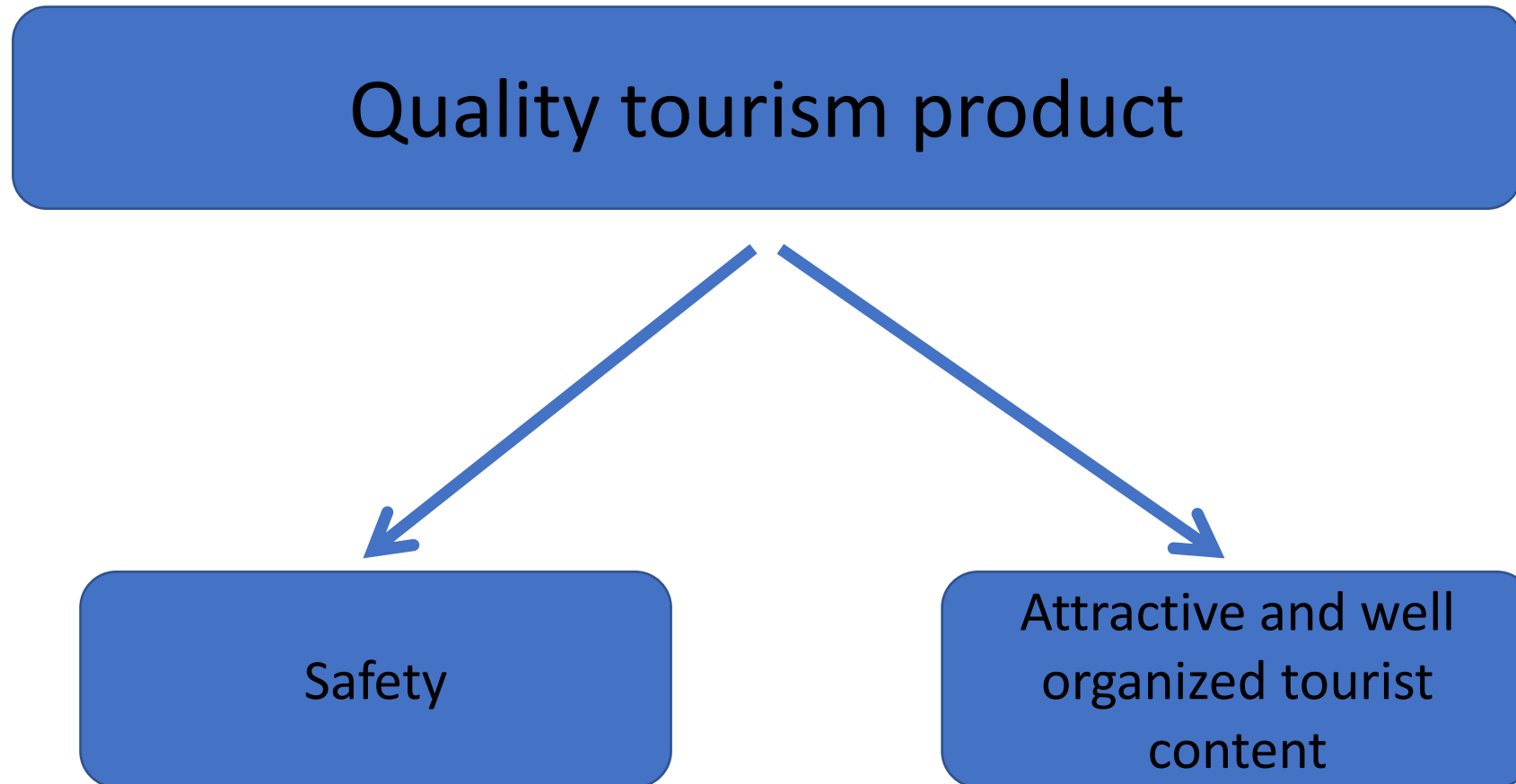
What is risk management in adventure tourism?

Application of procedures and practices to manage the **exposure** of the **institution**, **staff**, and **participants** to risk

Managing the risks in tourism
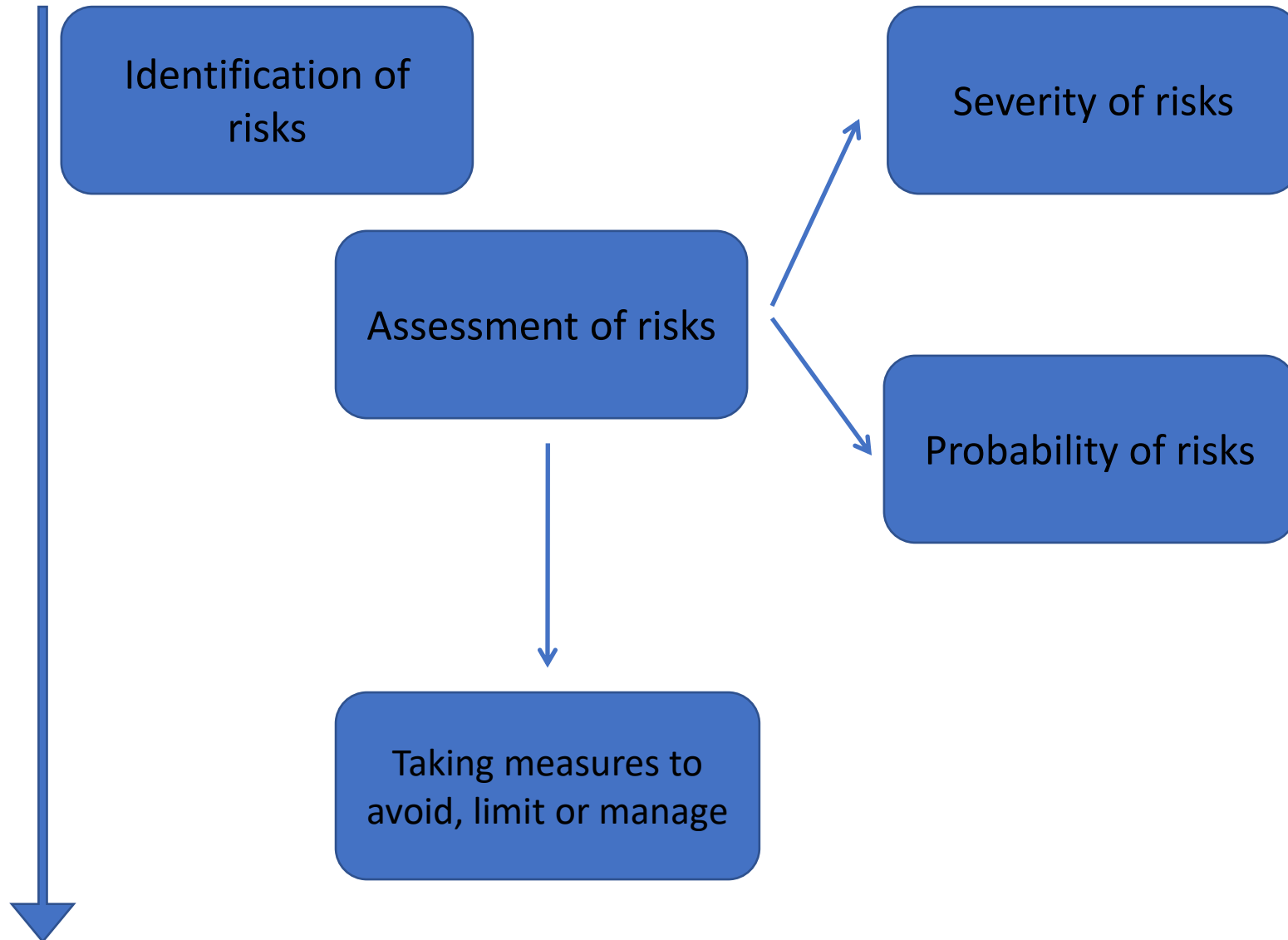
Sources of risks in adventure tourism

People

Equipment

Enviroment

What risks can be controlled?

People
> • More or less can be controlled in the direction of tour safety

Equipment
> • Equipment is the most controllable factor. The equipment provided by the company should be under the full control of the operator.

Environment
> • It can not be controlled. It can be predicted and analyzed and based on that measures for prevention, minimization or management can be taken.
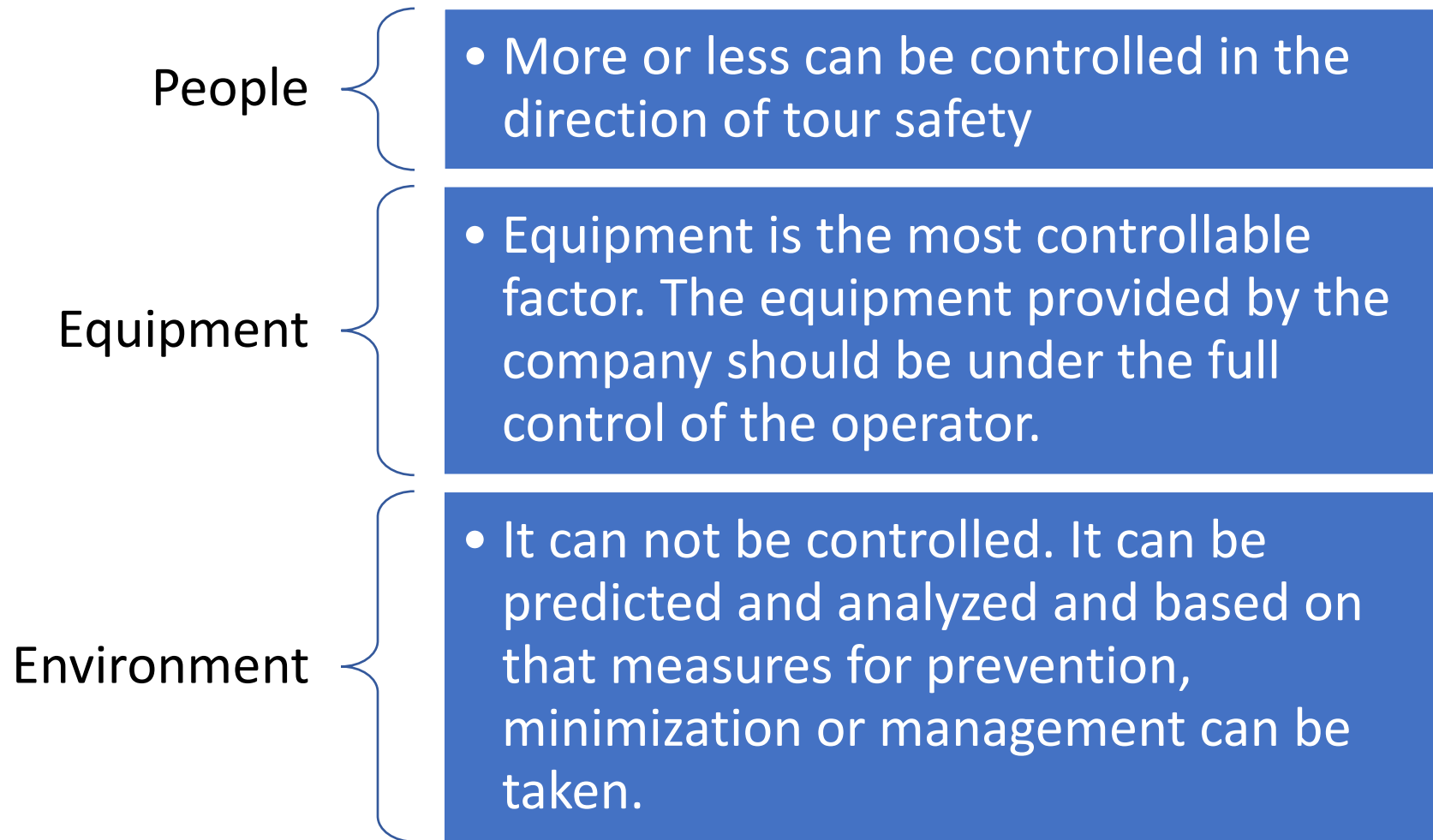
The relationship to the risks in adventure tourism
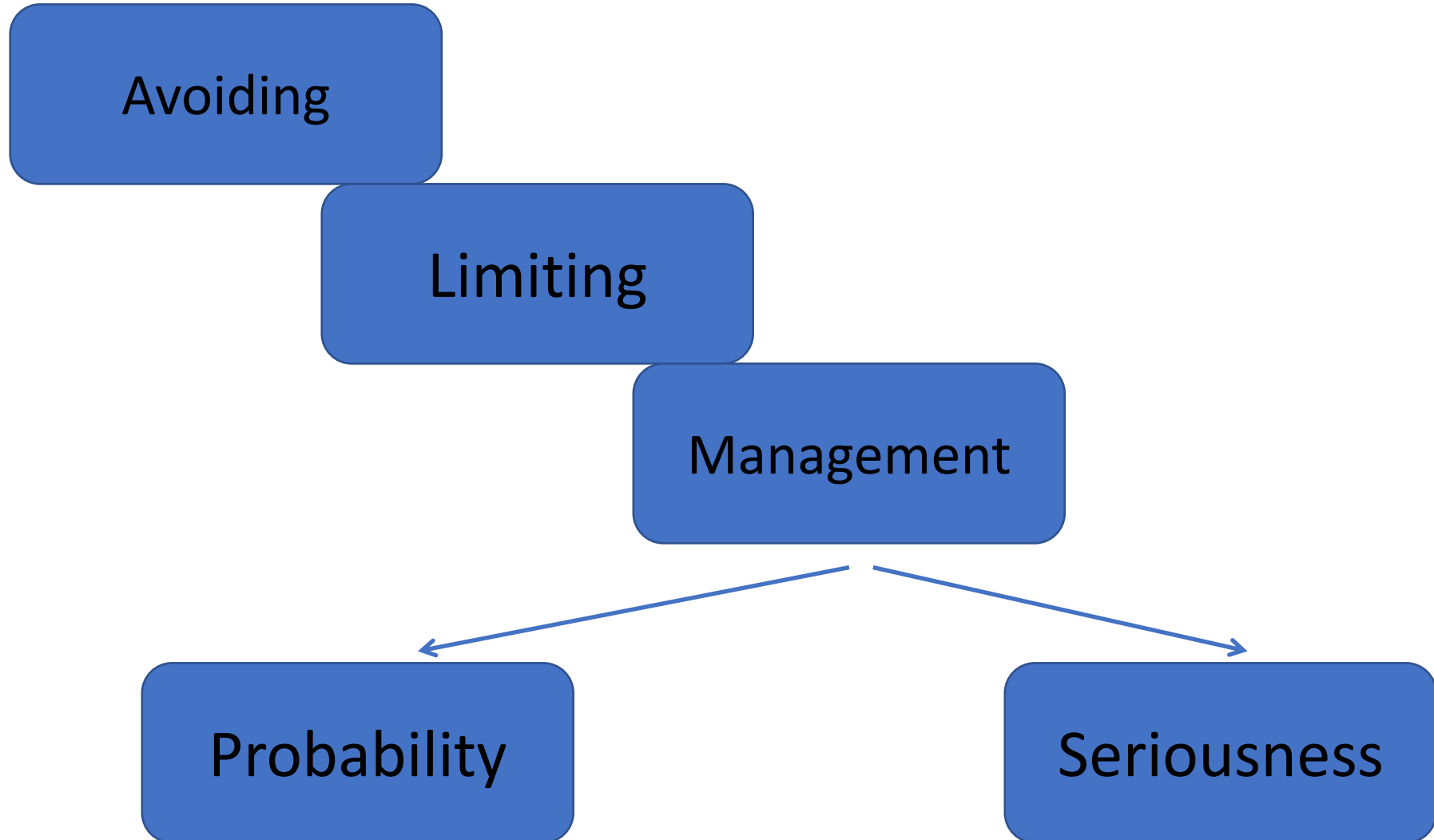
Outdoor factors

- Weather
- Terrain
- Flora
- Fauna
- Drinking water quality
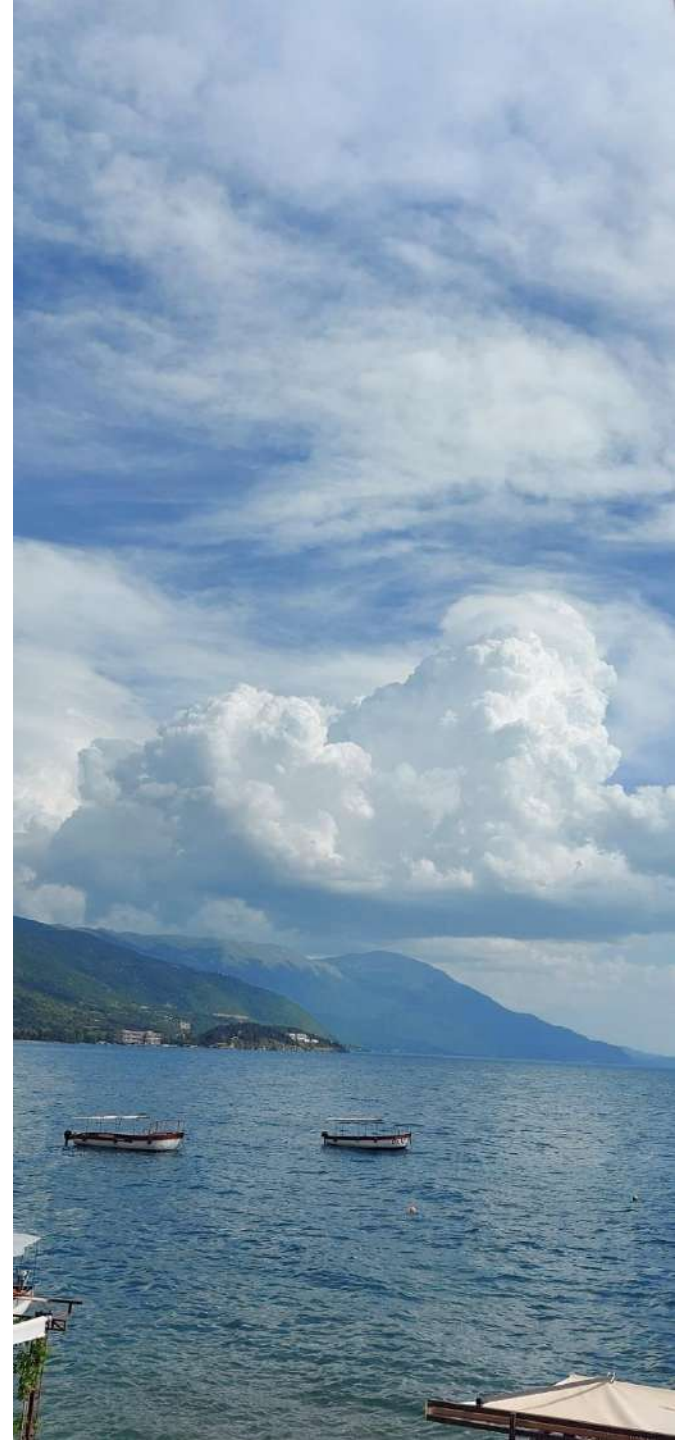
Elements – weather conditions

Terrain

Analyzing the terrain or knowing it is the first step in planning adventure tours. The terrain is always analyzed in the context of the weather conditions, the period of the year and the level of readiness / equipment of the clients.

Daylight

Unlike classic tourism, daylight plays a significant role in the quality and safety of the adventure product.
The basis for effective use of daylight is good planning and a flexible implementation plan.

The most important risk management factor

- Company / destination safety culture
- Well trained staff
- Established SOPs
- Training and upgrade

Conclusion

- Adventure tourism is the fastest growing segment in the tourism industry and is in itself a major business attraction, but the ambition to achieve or fight the competition must not go beyond what needs to be controlled by risk management standards and a nurtured culture of safe operation.

Navigation and route finding

What is outdoor orientation?

1. Know where we are.

2. Know where to go.

3. Know how to reach the goal.
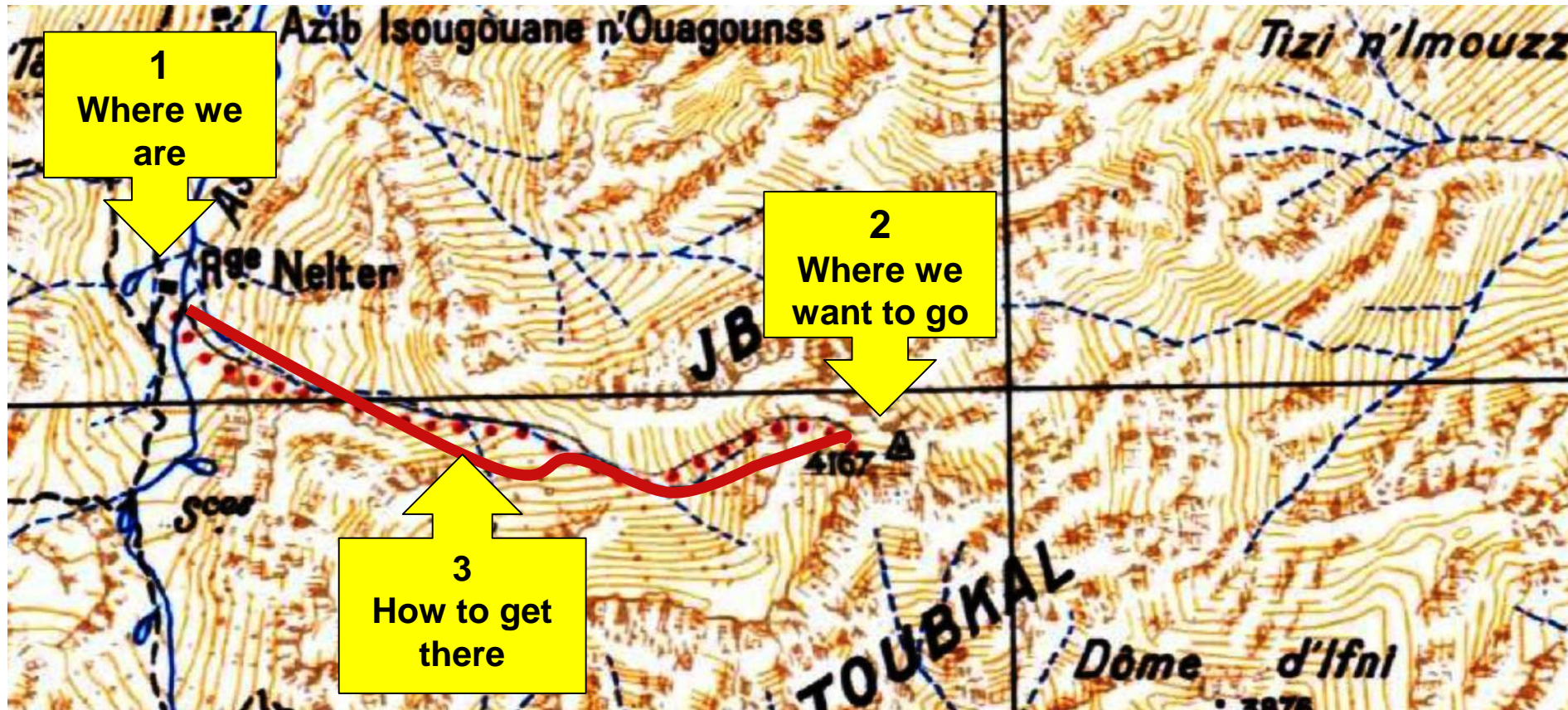
What to do? By order:

Geographical orientation
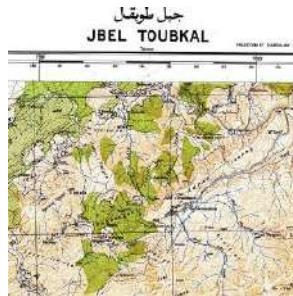
Topographical orientation

Route finding

Check and recheck, mistakes are always possible

Orienteering points

Long distance

Mid distance

Short distance
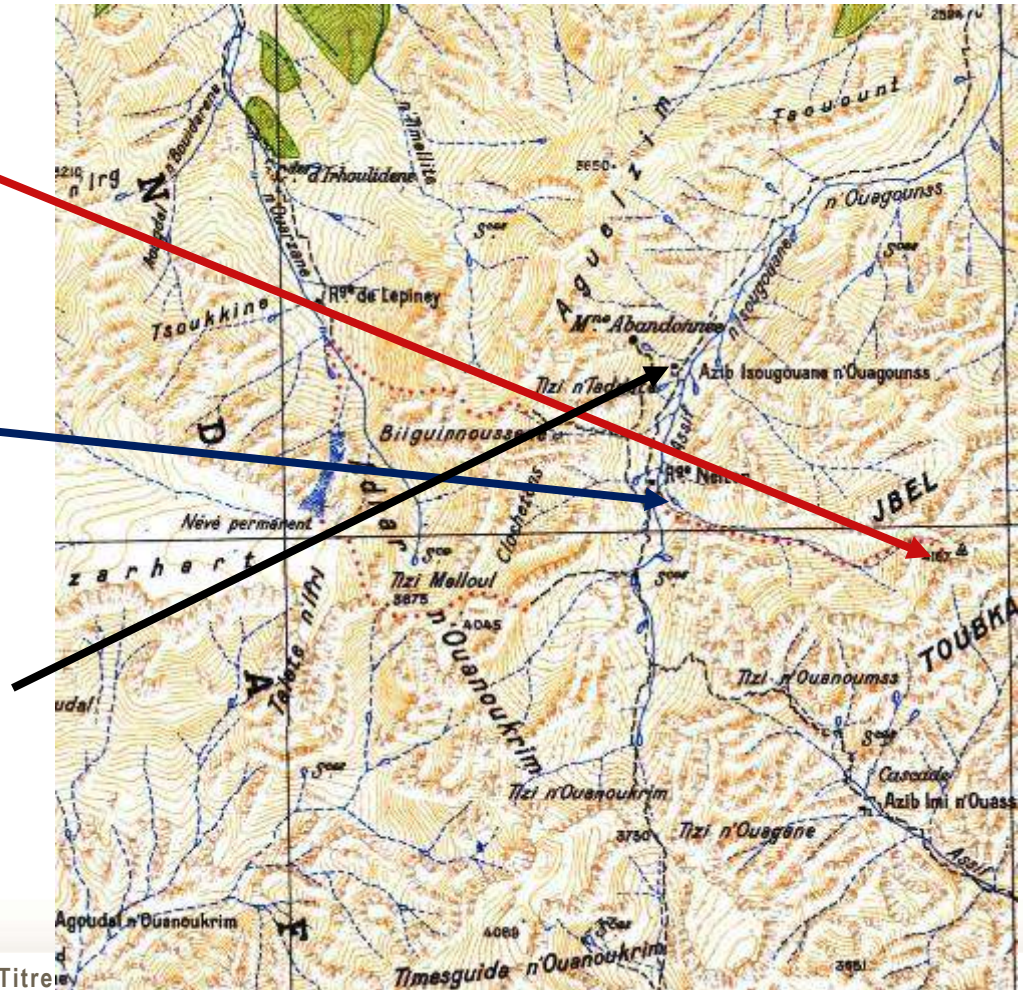
Geographical orientation

1. Geographic north
2. Map "north to north"
3. Recognition of the terrain

Optional north setting

Northern Hemisphere

Without day-light saving · *With day-light saving*
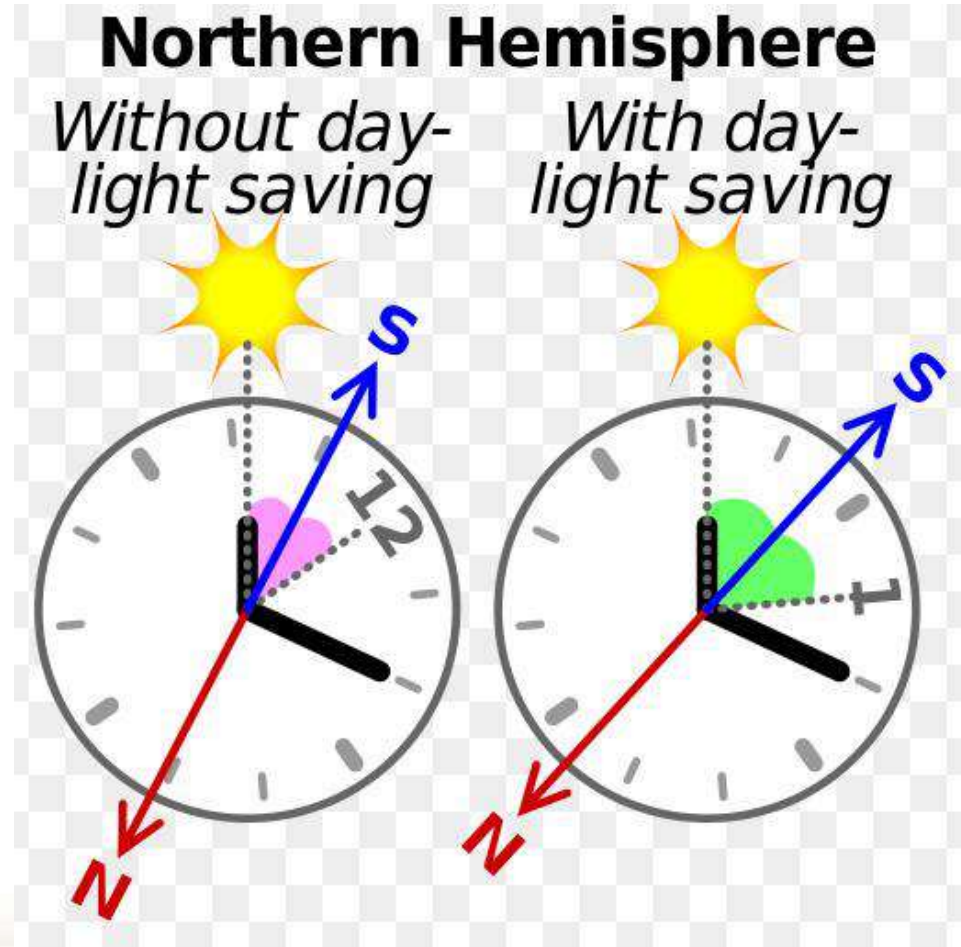
Optional north setting – by sun
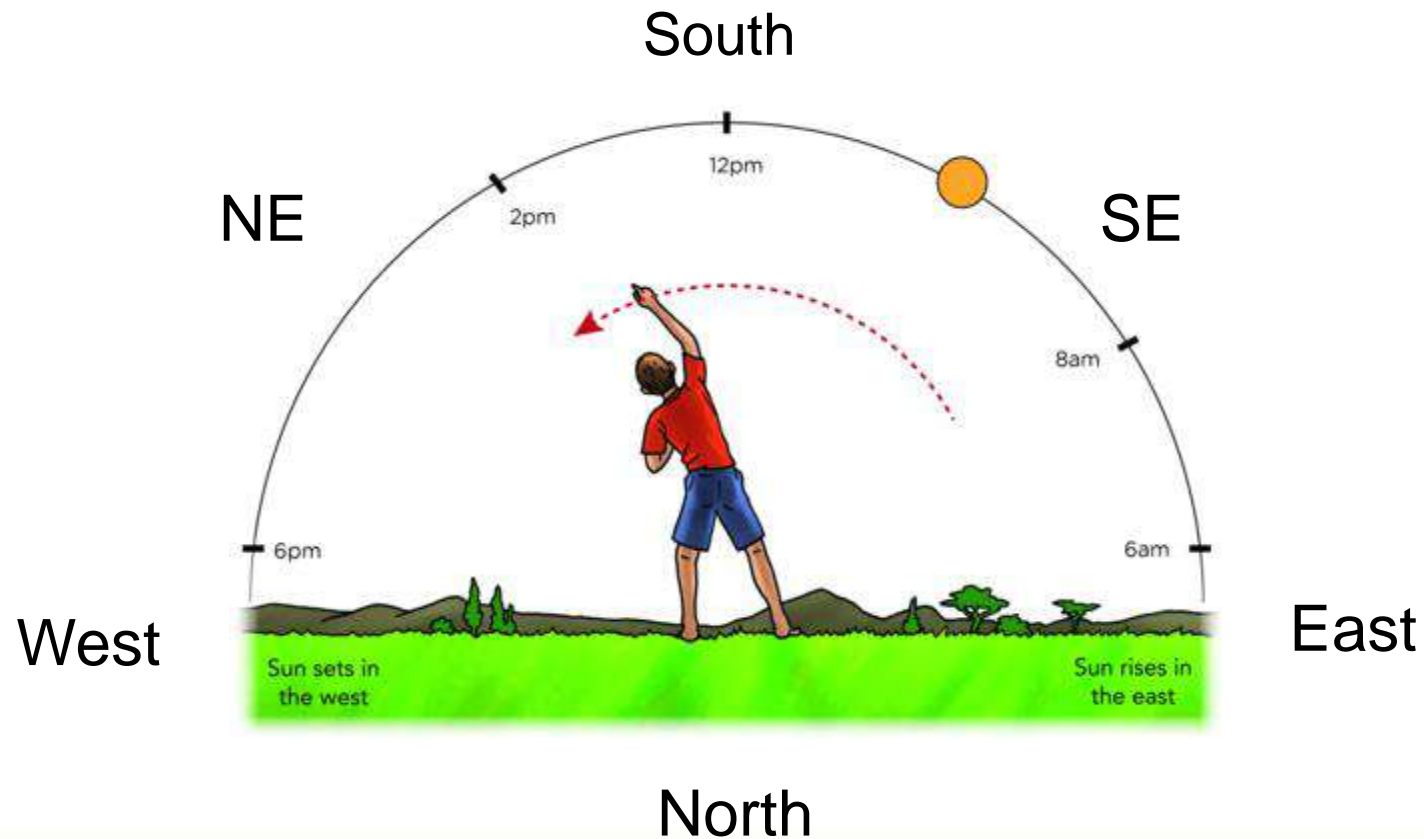
Maps - elements of a topographic map

Scale
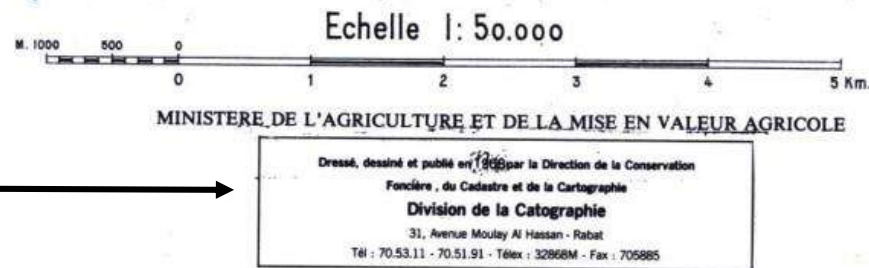
Coordinate network

Topographic signs
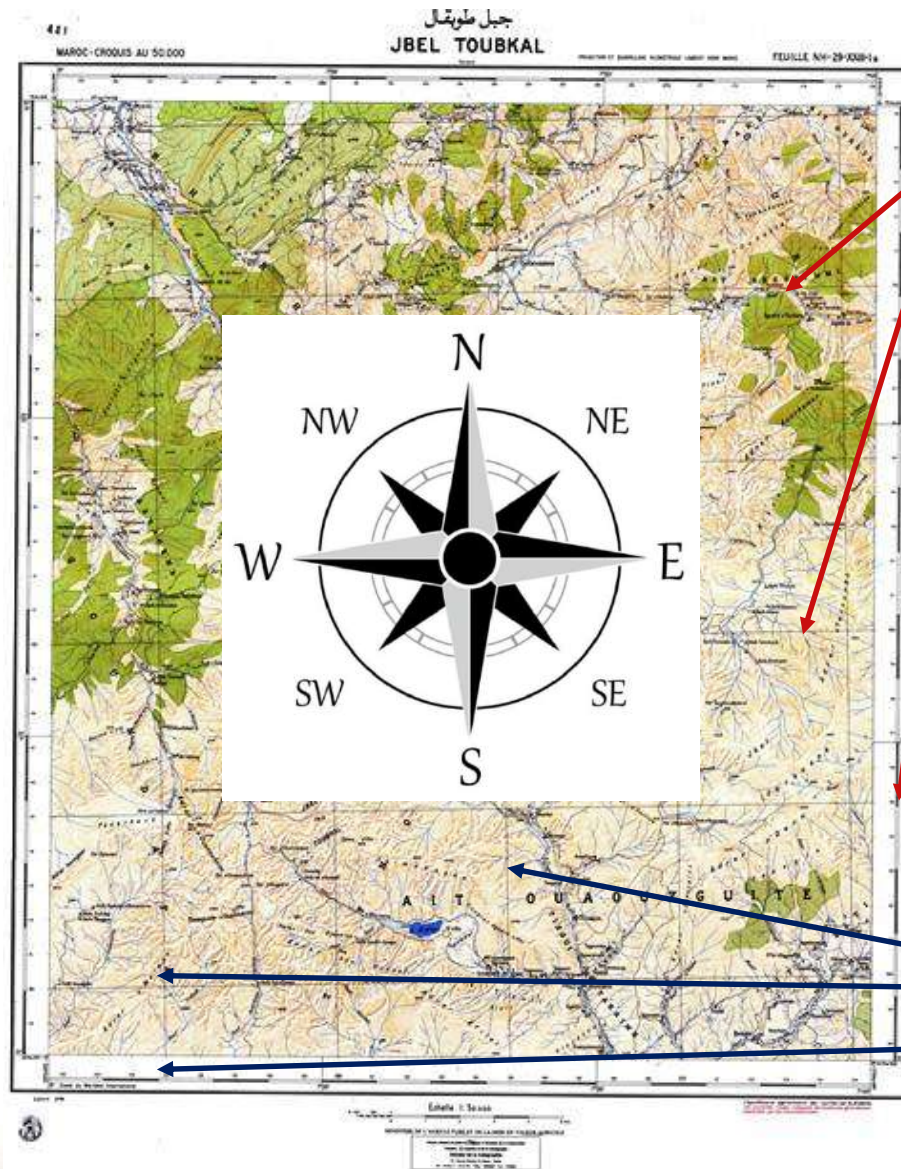
Distance from Equator
North latitude

Eastern longitude

Distance from Greenwich meridian

North latitude – East longitude
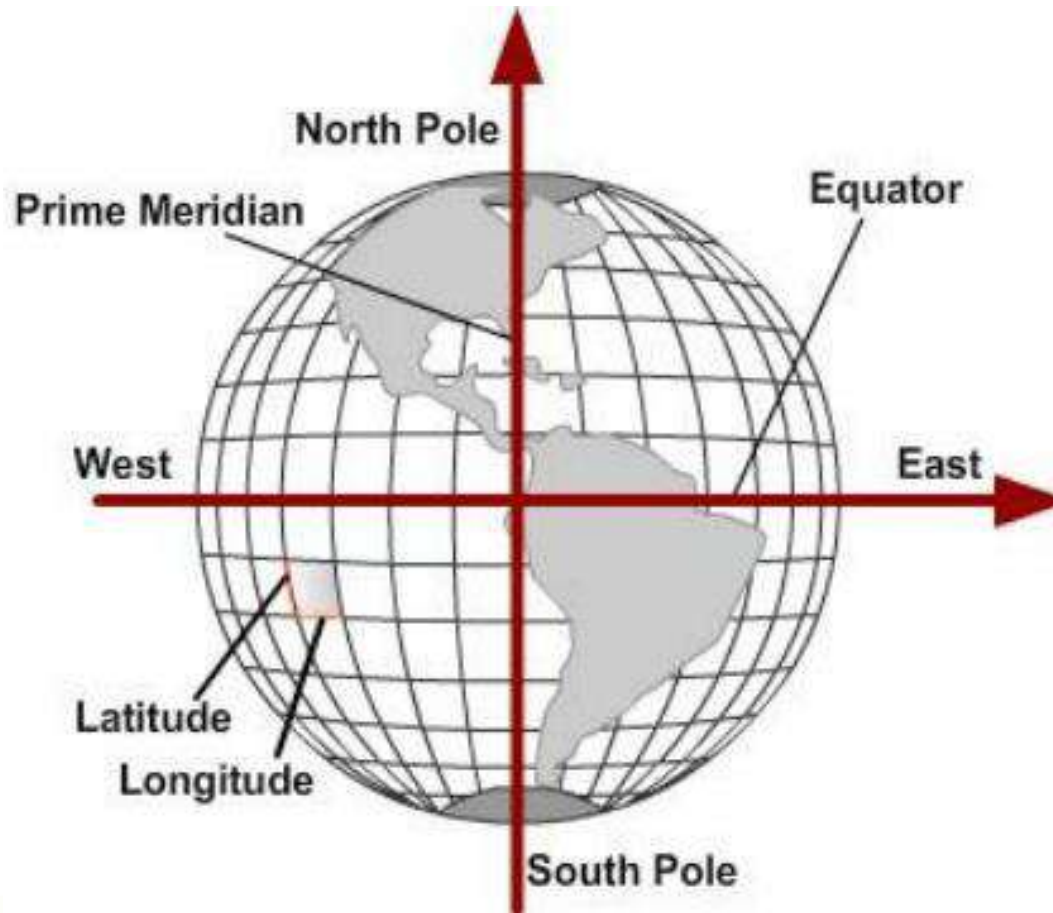
Lets go back on the map - terrain

HILL

SADDLE

SPUR

SPUR
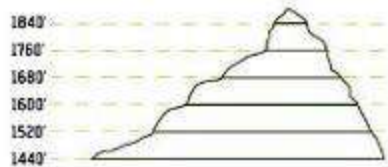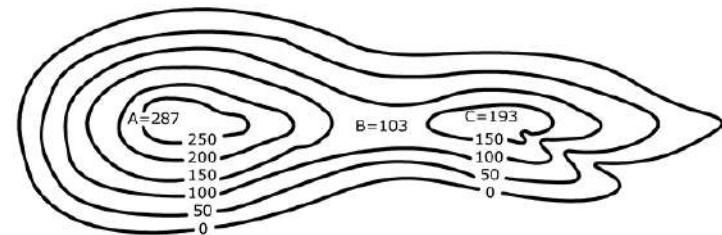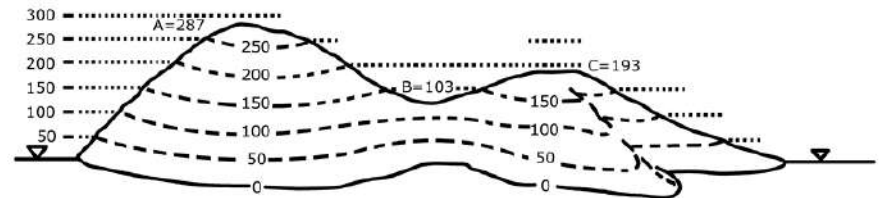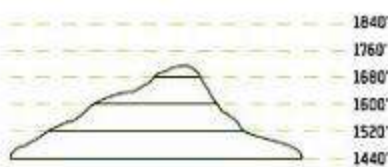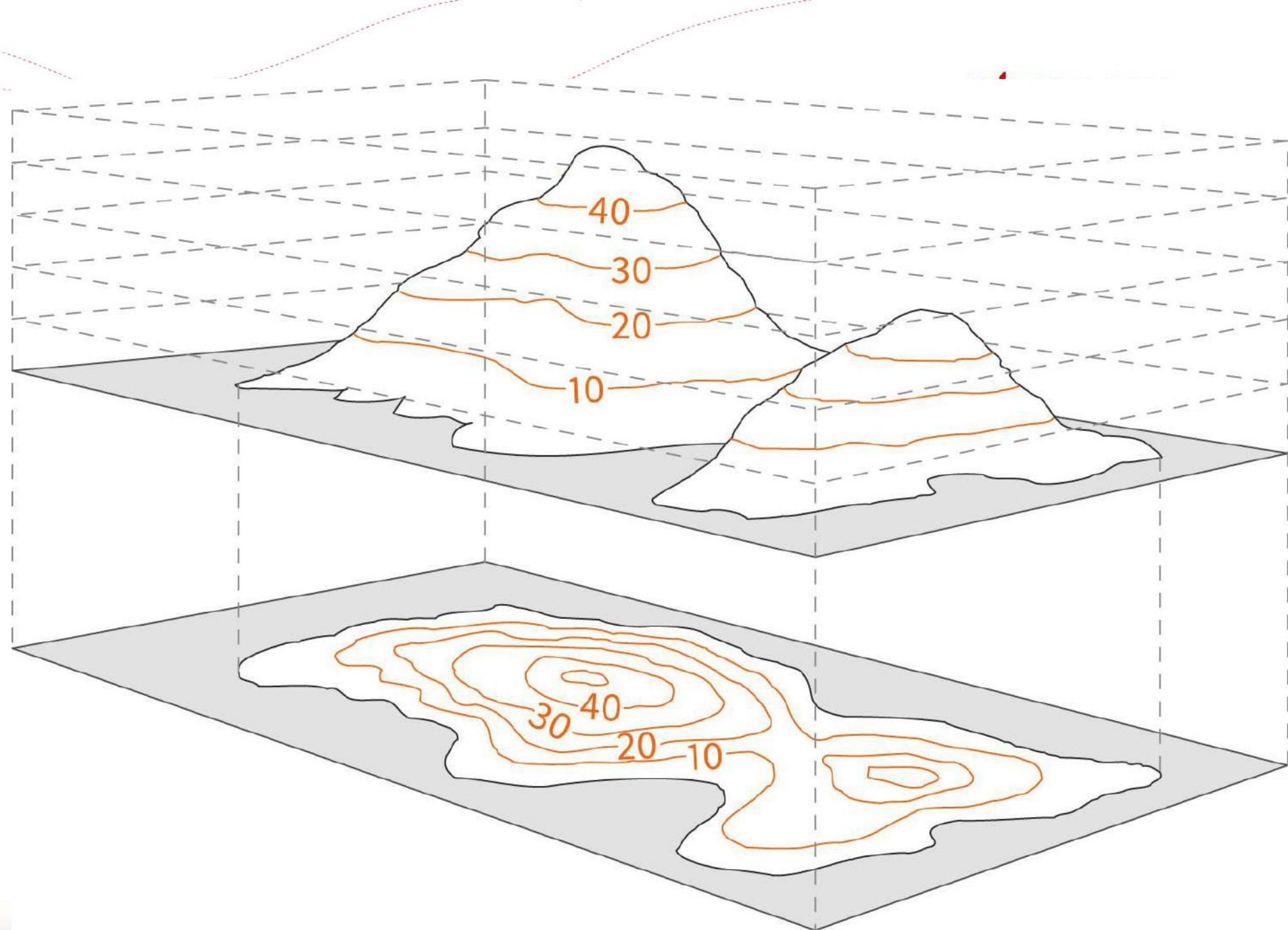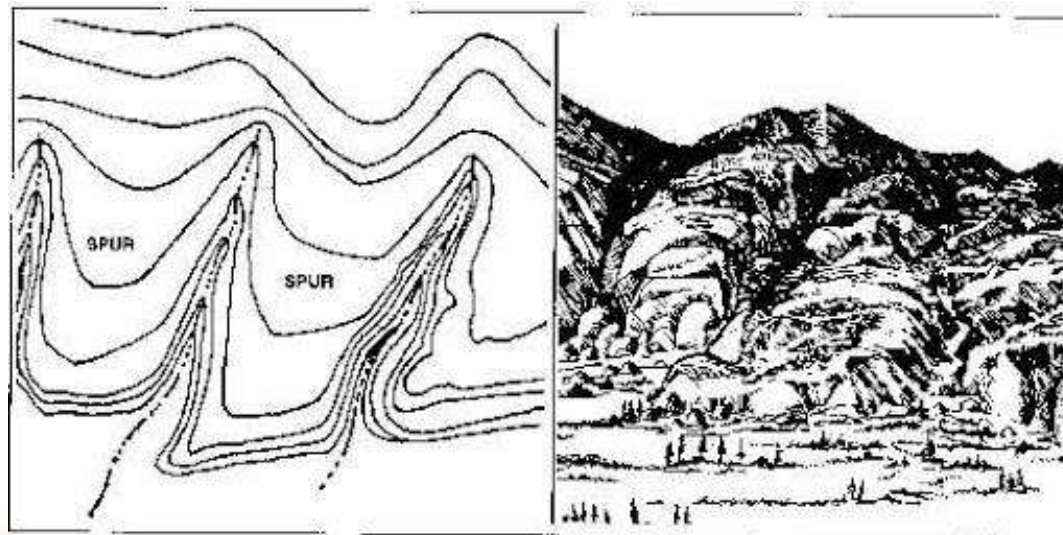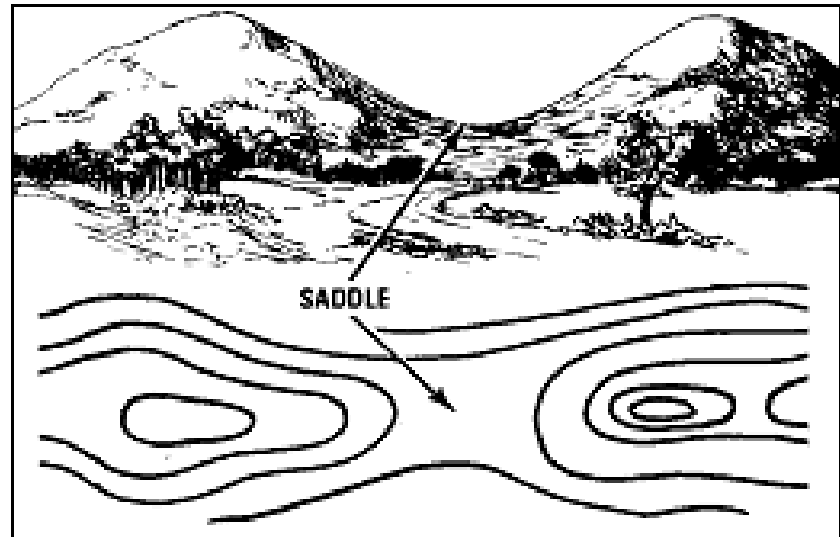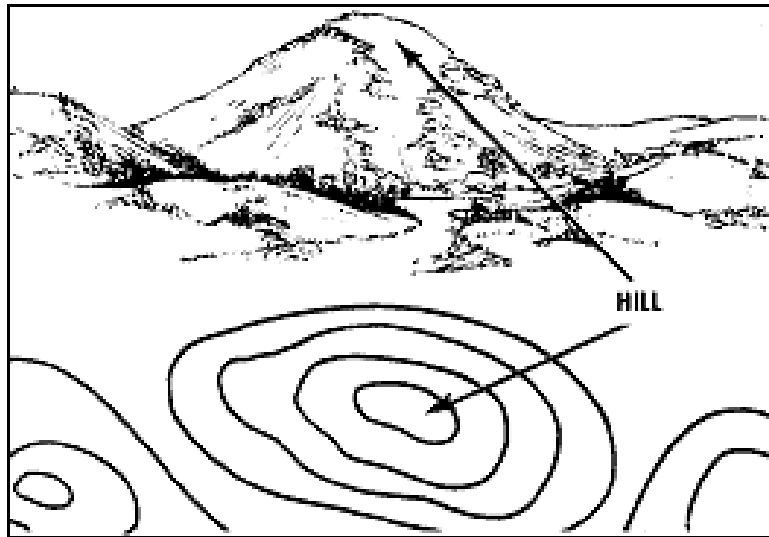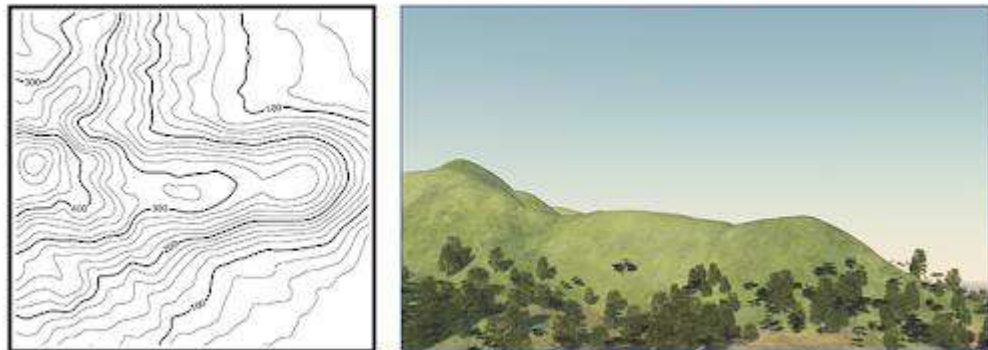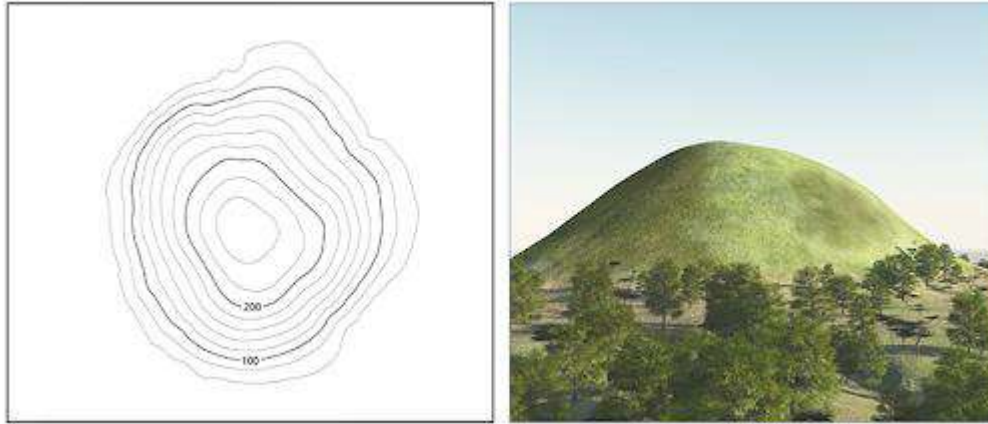
Hills
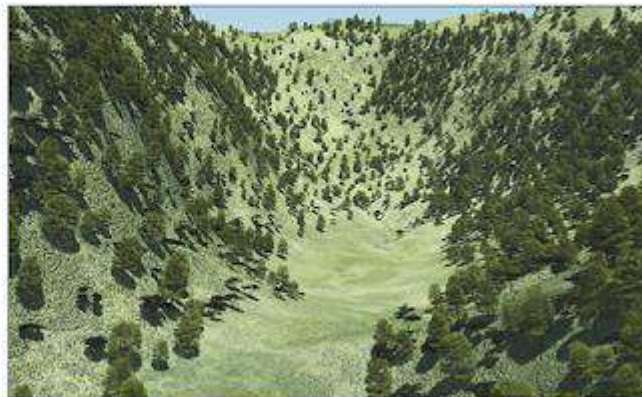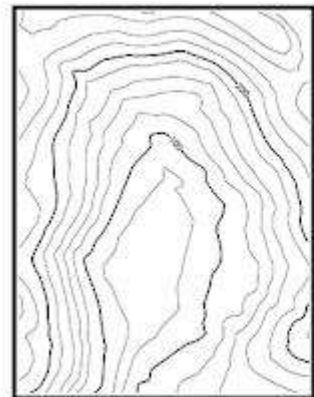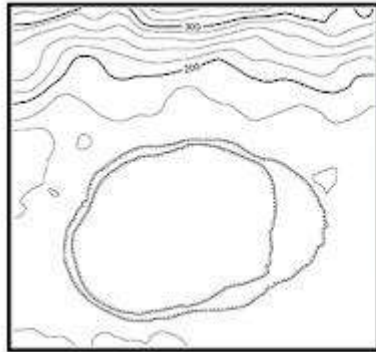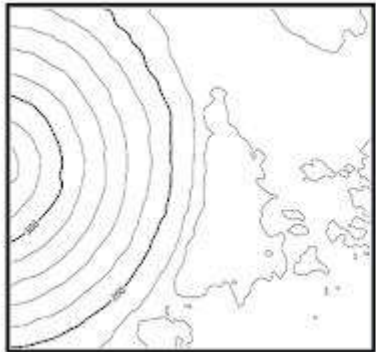
Valleys

Symbols
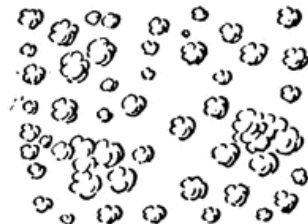
Meadow   Deciduous Trees   Oak Trees   Evergreen Trees
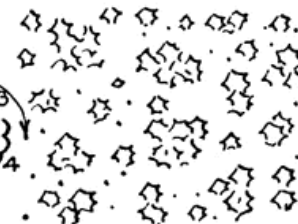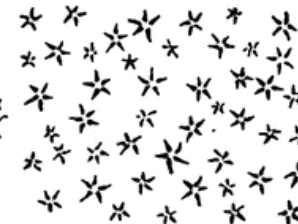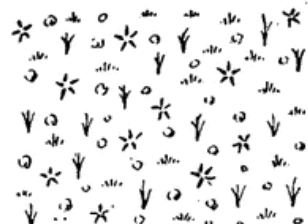
Willows   Pine, Willow & Brush   Cleared Land   Cultivated Land
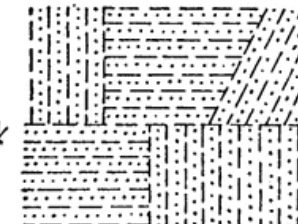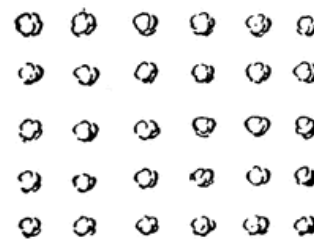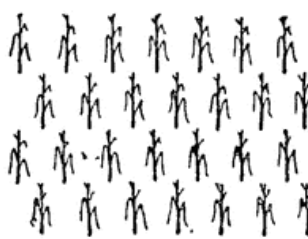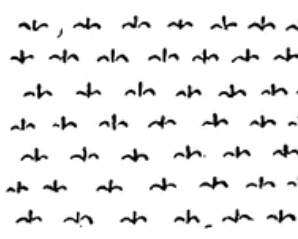
Orchard   Corn   Tobacco   Vineyard

Calculating lengths – Scale 1 : 50 000

Length on the map in mm or cm	Length on the field in meters and km
1 mm on the map	50 meters on the field
1 cm on the map	500 meters on the field
4 cm on the map	2 km on the field

Calculating lengths – Scale 1 : 25 000

1 mm on the map	25 meters on the field
1 cm on the map	250 meters on the field
4 cm on the map	1 kilometer on the field

On the map - distances
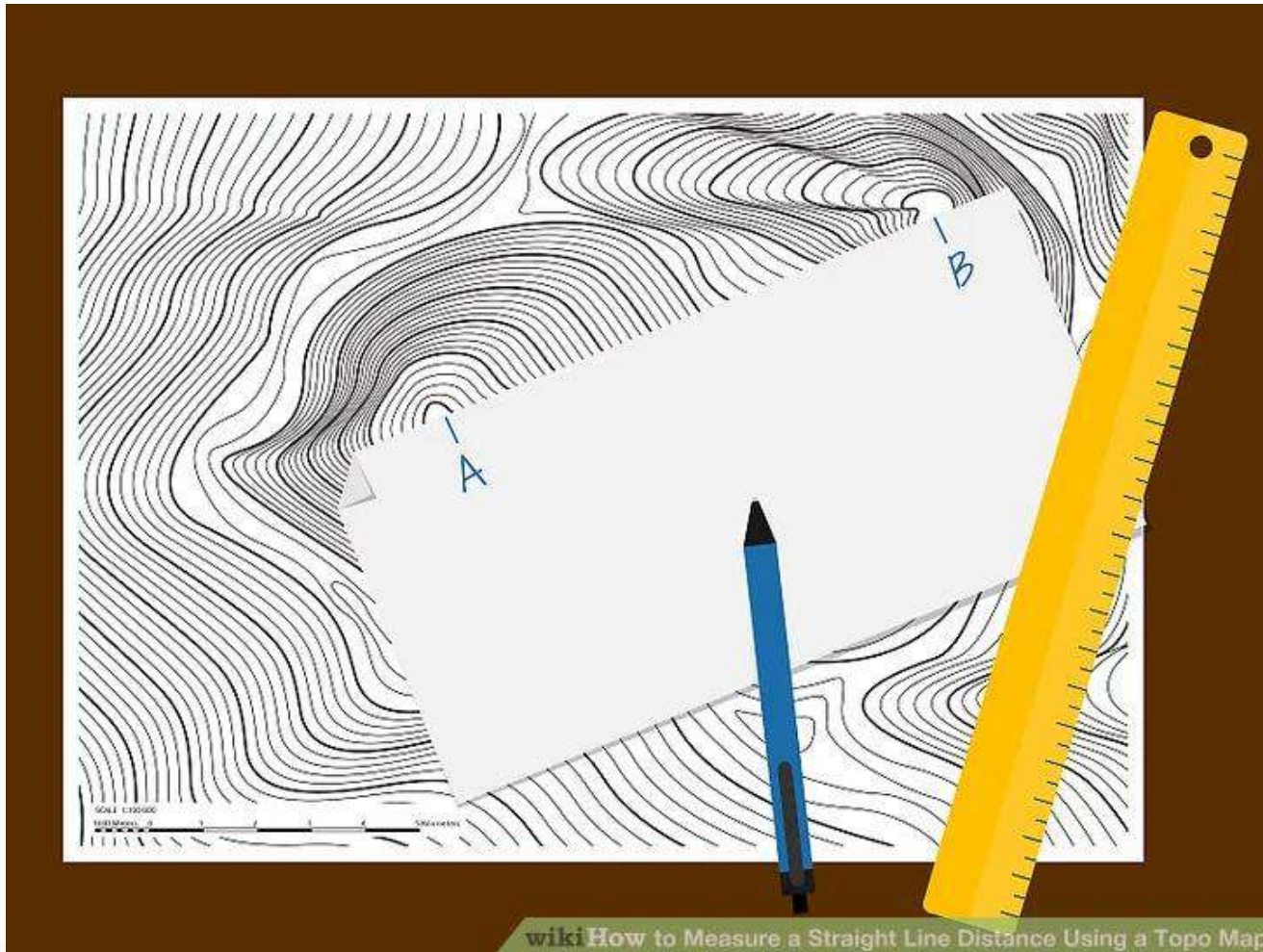
On the map - distances
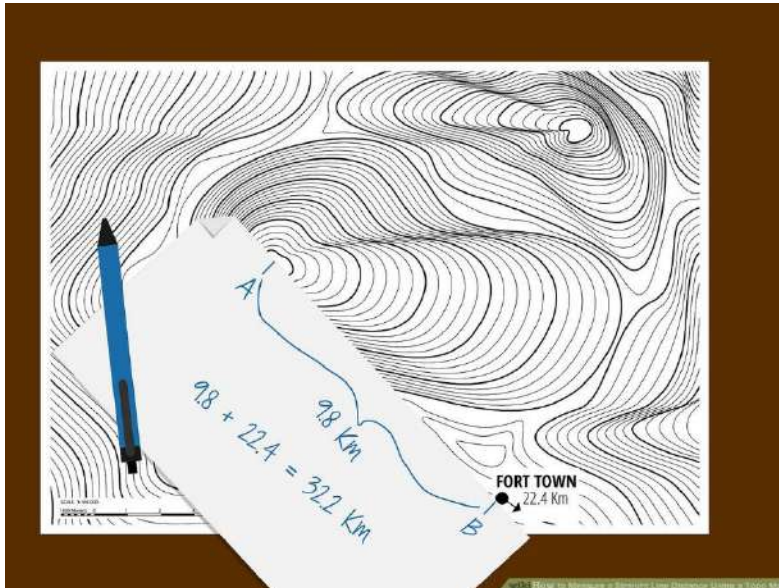
First

Second
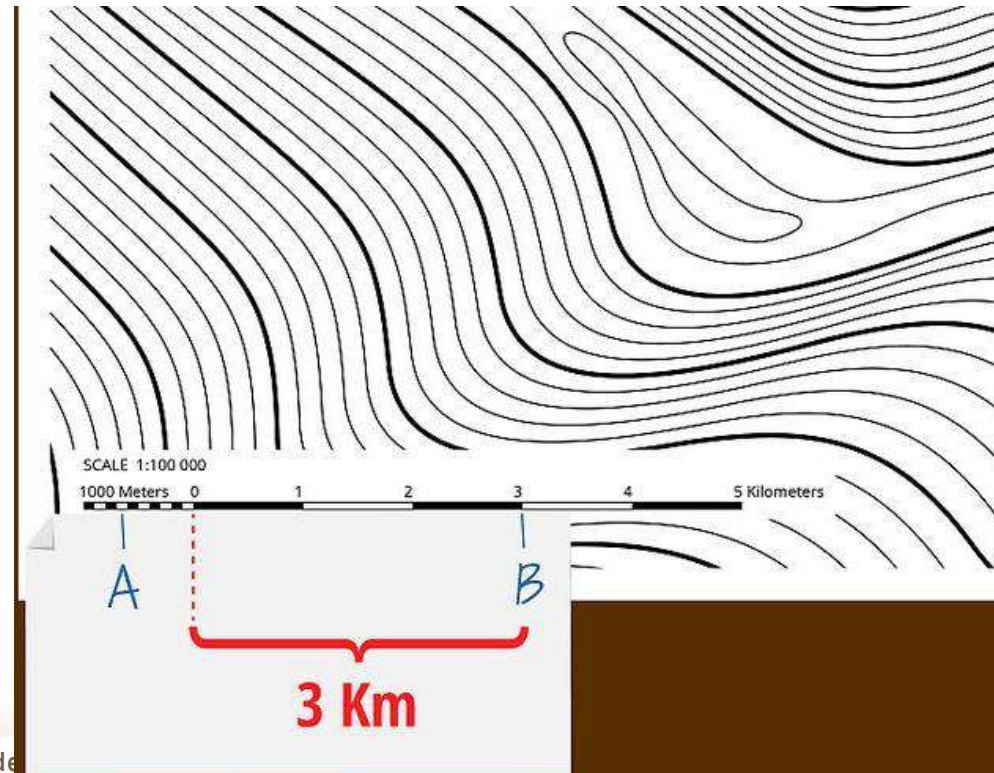
In reality trails are not straight
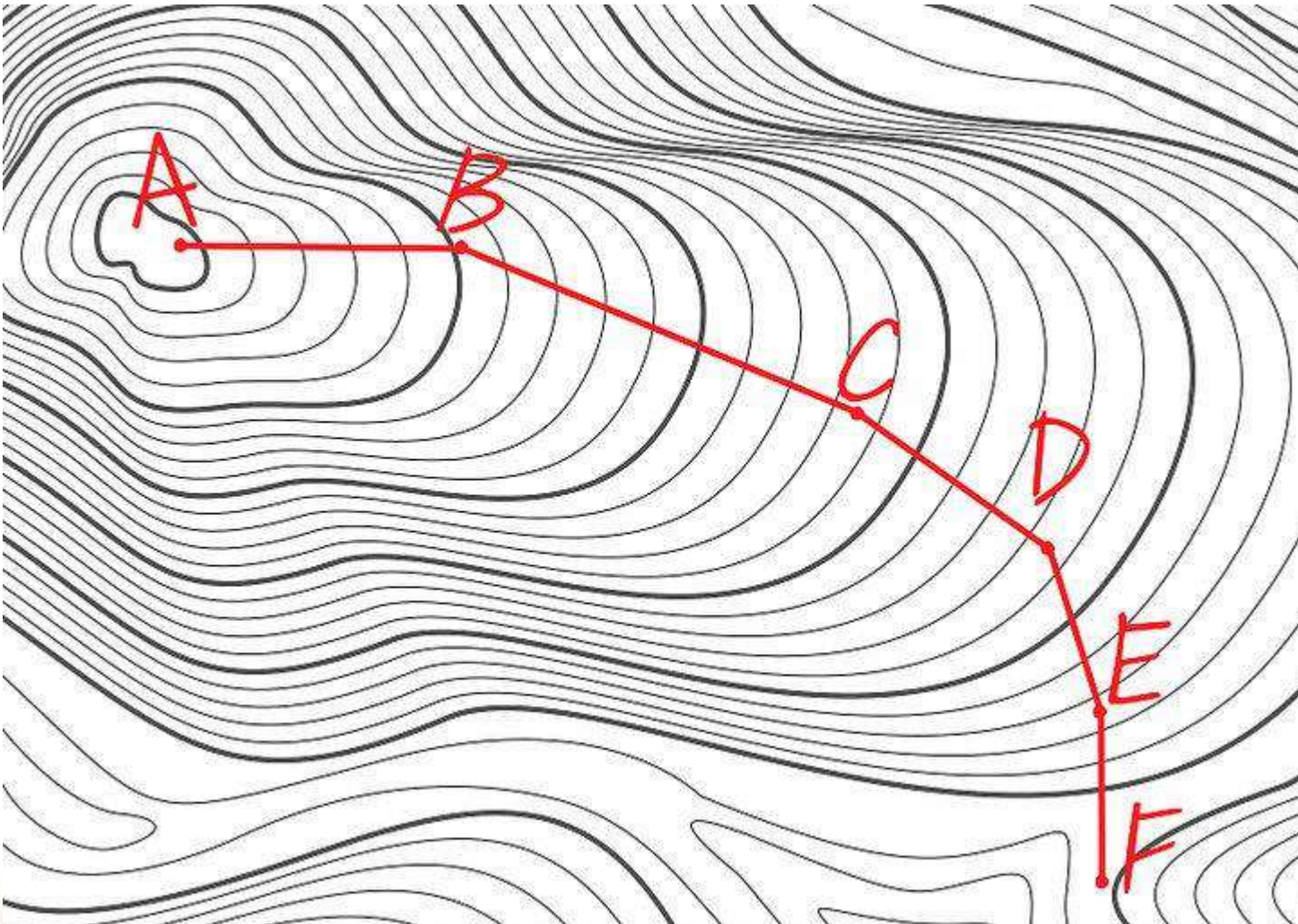
A - B
+
B - C
+
C - D
+
D - E
+
E - F

Most complicated are…

Less Accurate
7 Line Segments

More Accurate
1 3 Line Segments
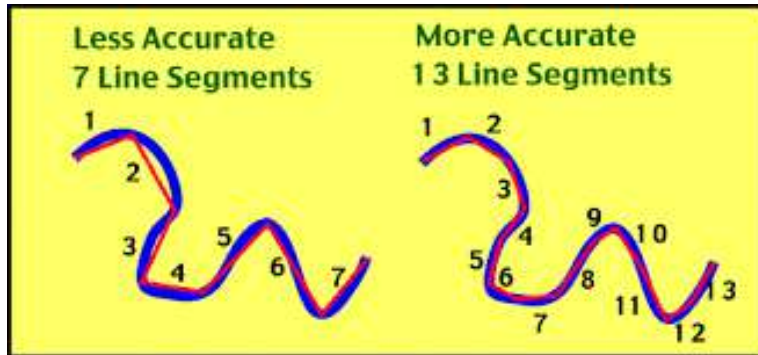
Segment by segment, or …

Abbreviated
procedure

What about angles?
Azimuth
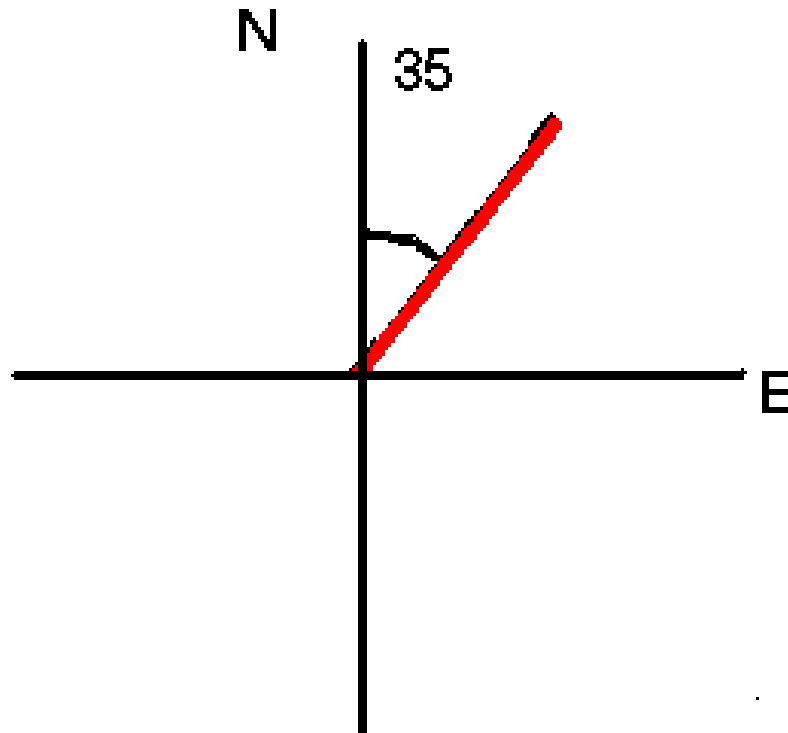
Azimuth with compass
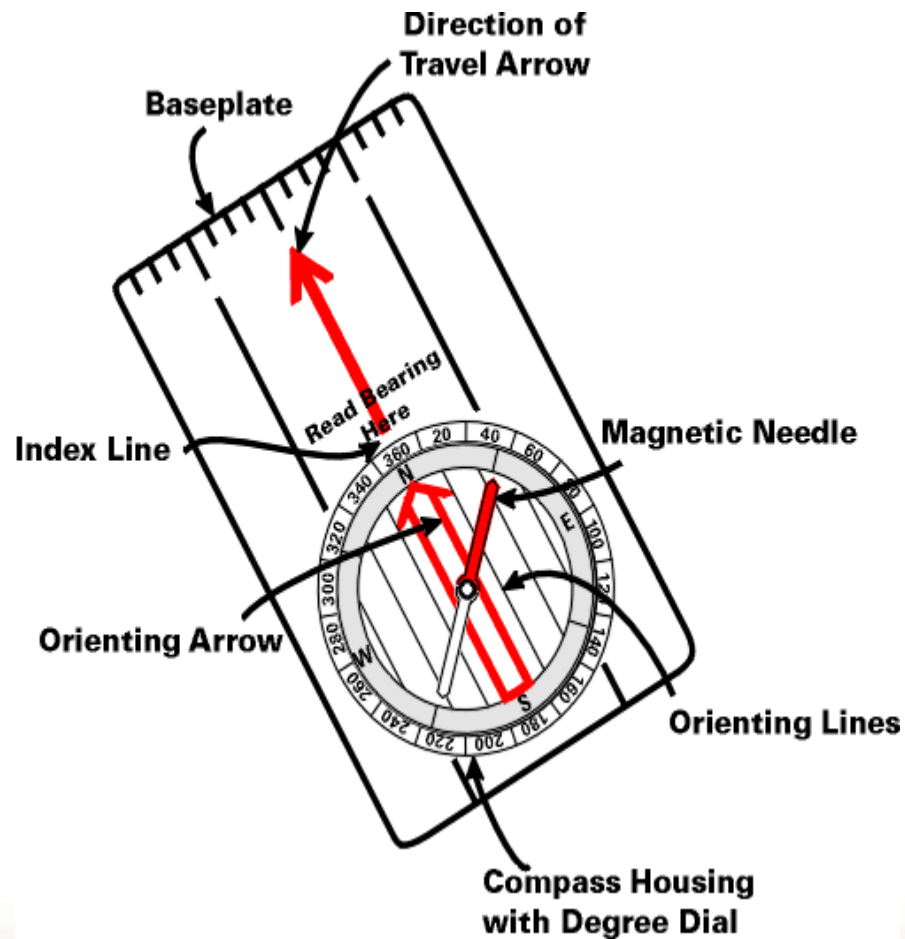
Azimuth with compass
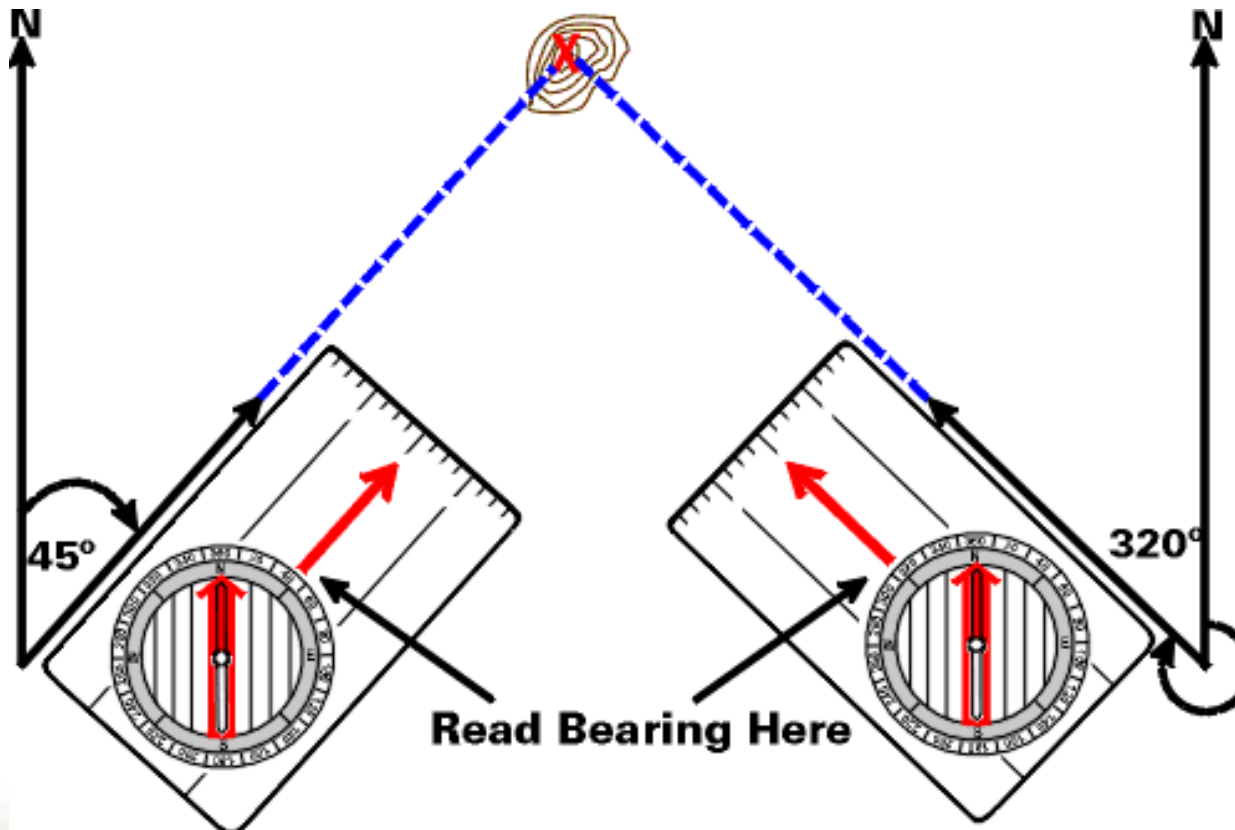
Angles on the map with compass
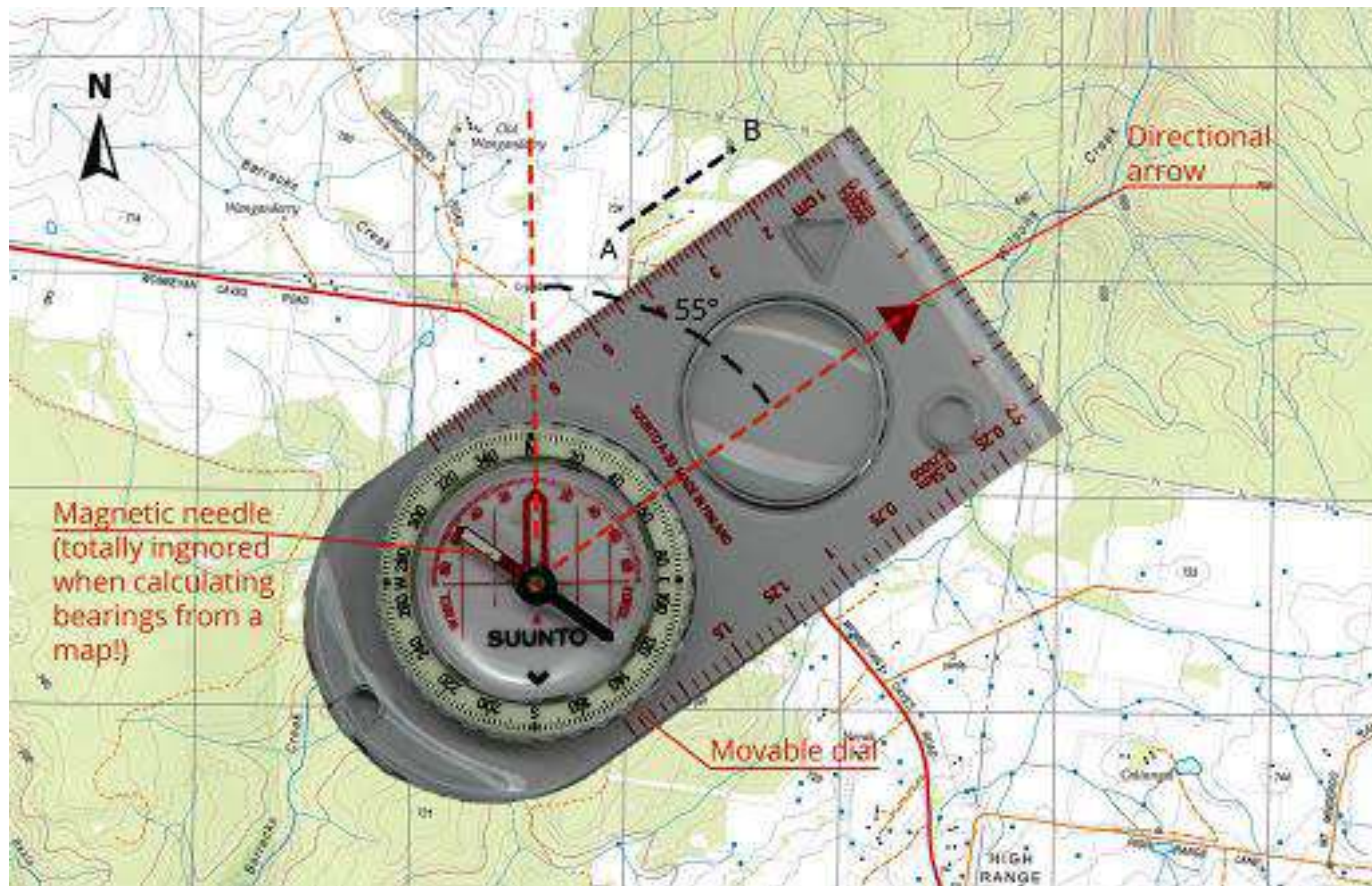
Geographical and magnetic north, magnet declination
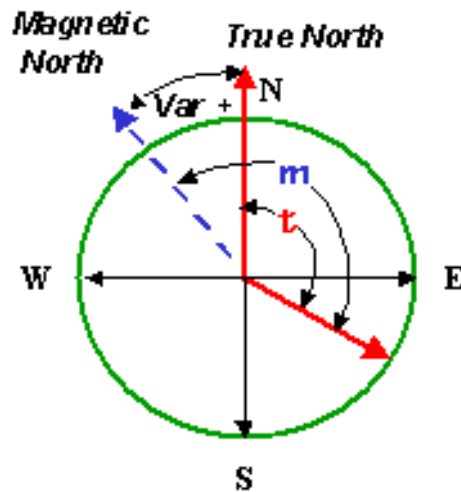
In this case the Magnetic Bearing **m** is greater than the True Bearing **t**. (West Variation)
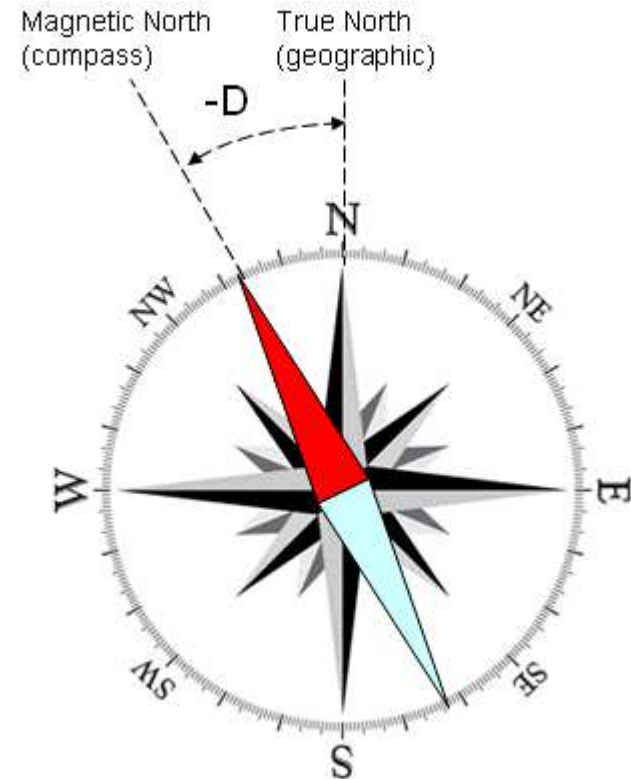
Unique definition of the point on earth

Fig. 2

1. Distance from Equator
2. Distance from Greenwich
3. Altitude
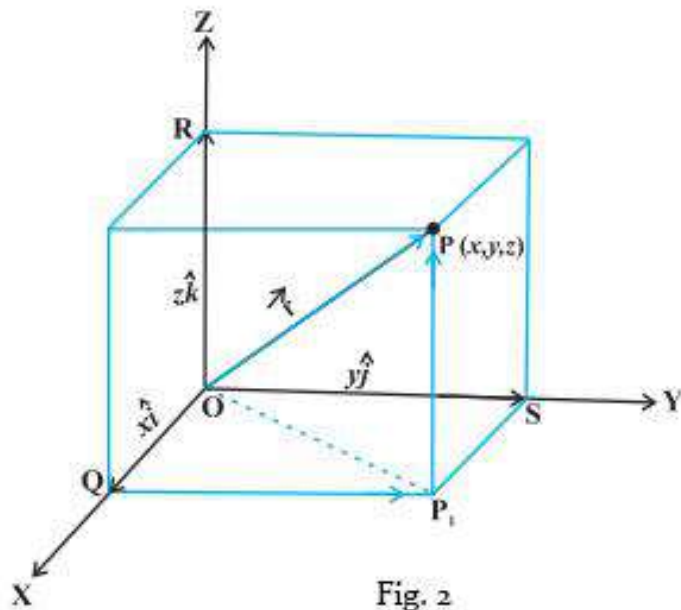
Altitude – most important for us on the tour
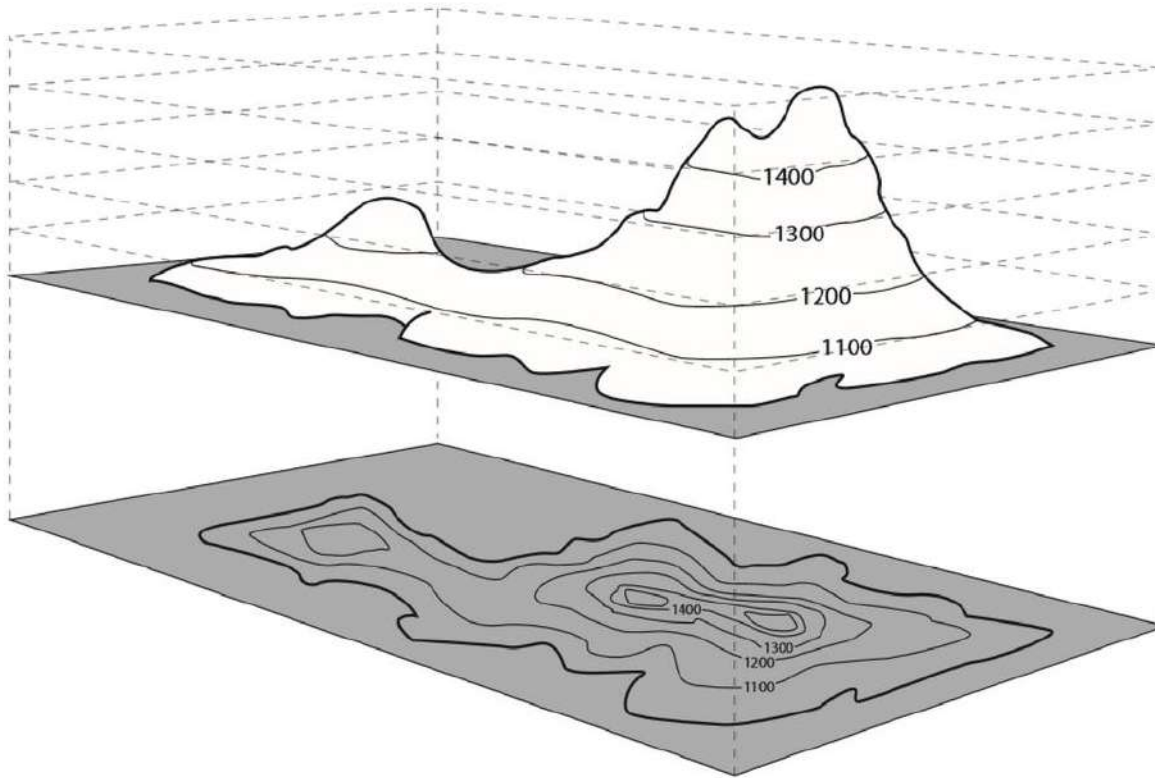
1. Isohypse

2. Equidistance – elevation difference

Calculating

What could be a possible elevation of point x?

837

800
700
600
500
400
300
200
100
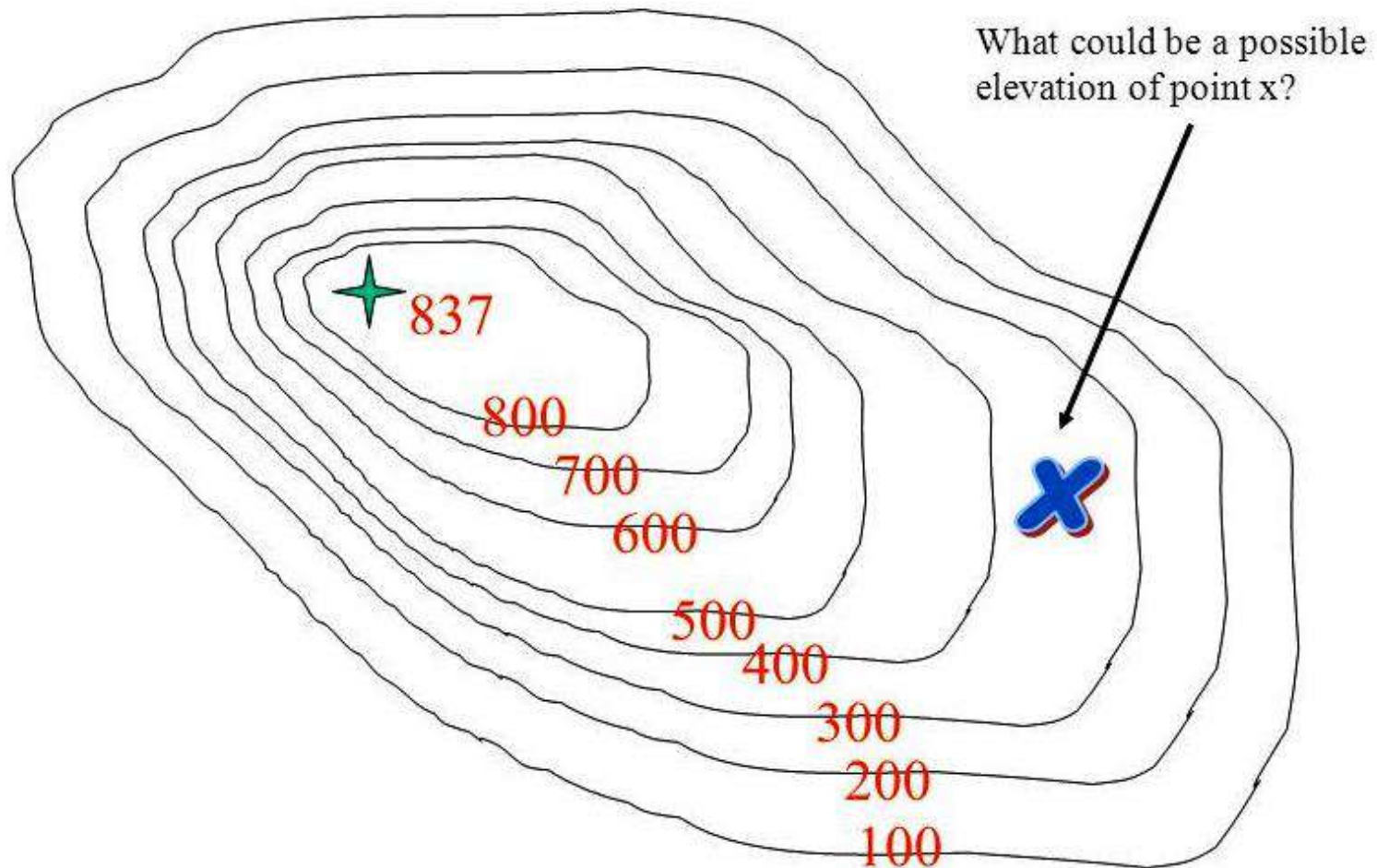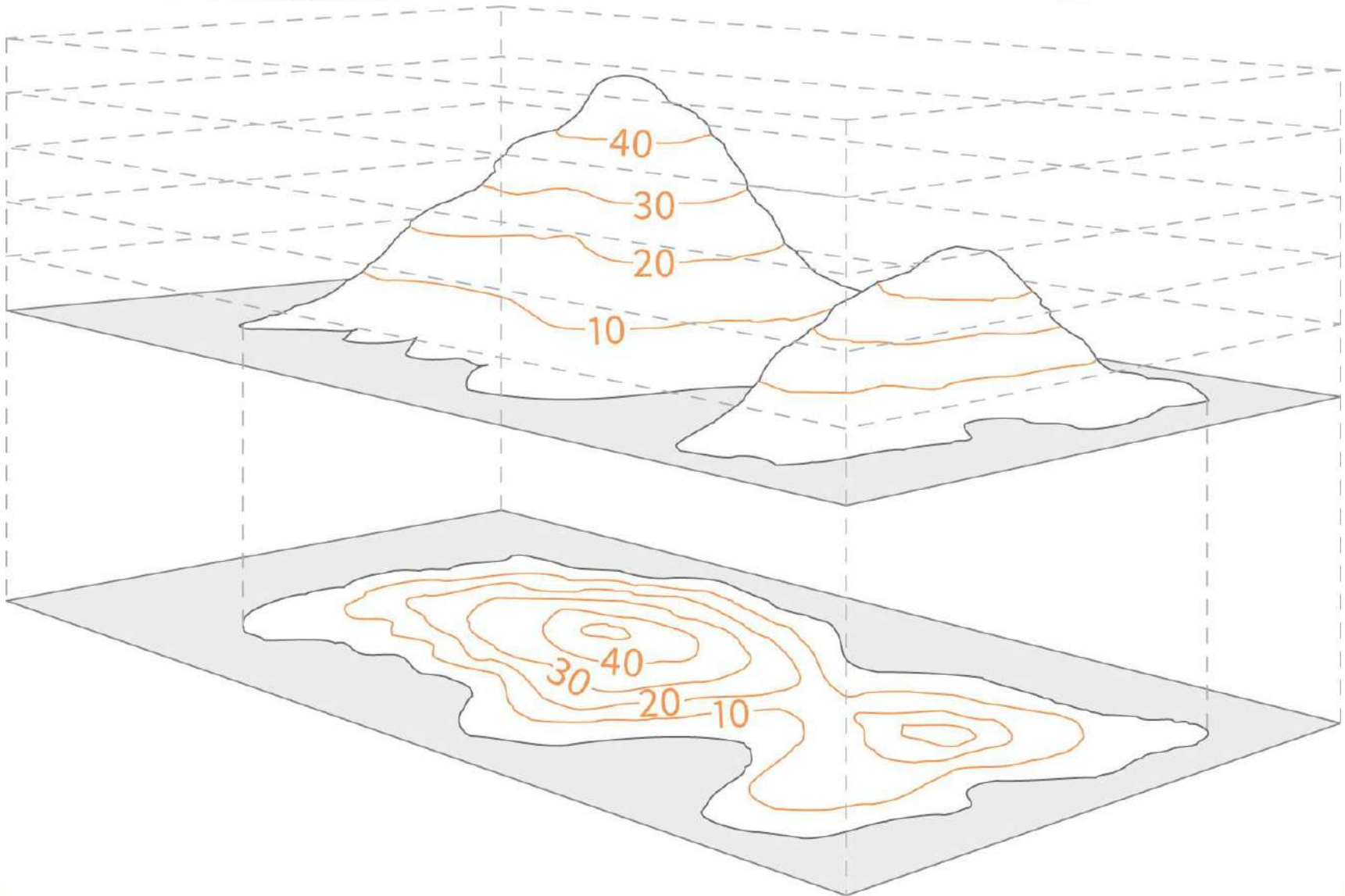
Few more things

- Isohypes on half elevation distance
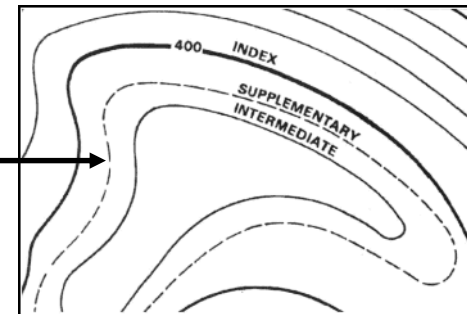
- Interval – horizonta distance between isohypses
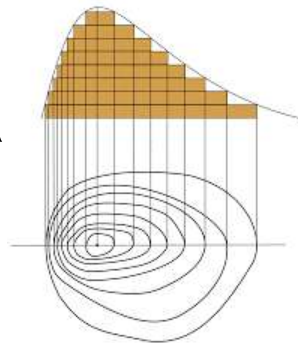
- Circle with sign -

STANDARD OPERATING PROCEDURES FOR RISK MANAGEMENT IN ADVENTURE TOURISM

After completing the analysis of the expected risks in the planned tourism products, a plan for standard operating procedures is being prepared.

Standard Operating Procedures (SOP) represent a system of procedures, established at the company level, that is used to better organize trips, as well as procedures that are applied in emergencies.

Most often, the procedures for work and emergency situations are integrated into a separate document - Contingency plan prepared for each tour - product separately.

This chapter shows the creating of the standard operating procedures at the level of a travel agency, and in the end will be presented some recommendations regarding such planning, which can be useful for tour guides in adventure tourism.

The main objective of the standard operating procedures plan is to handle the risks. Risk management should include:

1. Analysis, assessment and projection of possible risks.
2. Creating changes in the operation of the agency or product concerned in order to eliminate or reduce risk.
3. Taking measures to reduce the likelihood or severity of possible incidents.
4. Sharing the risk with other parties (insurance, rescue services, competent institutions of state or local character).
5. A written statement for accepting the risk (referring to the risks from the yellow zone).
6. Documents, plans and checklists.

When risk managing, the list of priorities should be:

A	Avoid	Eliminate the risk by changing company operations or discontinue that part of the service which contains the risk
B	Control	Make changes to decrease severity or likelihood, e.g. compose rules on work procedures and train staff
C	Explain	Advertise and explain the risk by the use of markings and instructions
D	Protect	Provide safety equipment and protective clothing for participants

The recommendations presented in the above table are the so-called ABCD procedures.

ANALYSIS OF THE PROGRAM

- Analysis of planned activities
- Customer Analysis
- Site analysis - the area where the activities are carried out
- Analysis of weather conditions.
- Analysis of the competencies of the guides.
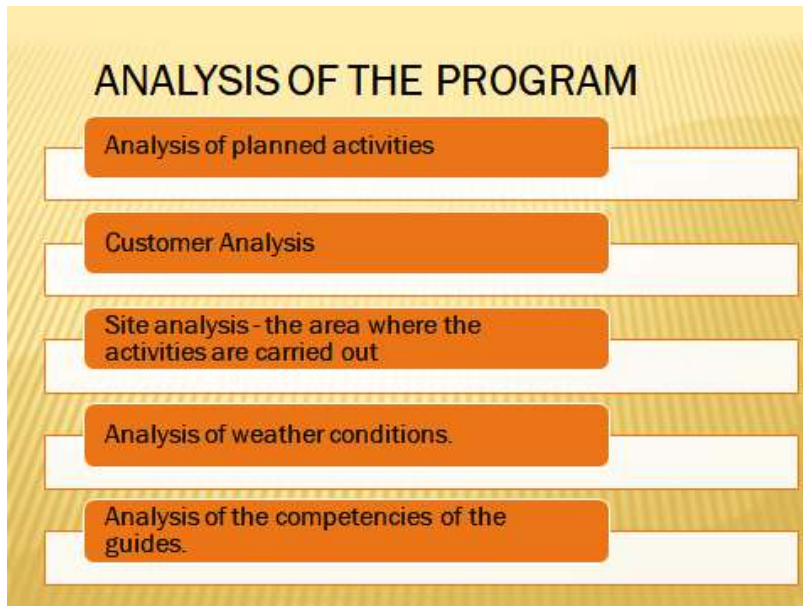
The document for standard operating procedures basically presents a system of working procedures aimed at eliminating risks or minimizing the negative consequences. As stated in the previous chapter, the SOP document should contain five structural elements pertaining to the activity, as well as a system of procedures for working in the company.

The development of the plan for standard operating procedures should be an obligation of one of the employees (associate, consultant) to the agency, who will, according to needs, distribute the obligations to the other members of the team. An important part of the preparation of tourism products in adventure tourism is the creating of tourism workers trained in risk management. Of course, this requires time and investment, but the effect on product quality, especially if seen from the perspective of preventing possible problems for the company, will be cost-effective.

The purpose of the SOP (standard operating procedures) document is to create a set of rules for working procedures, which is partly built on the results of the risk assessment. The purpose of these rules is, among other things, to reduce the risks that may arise, through their assessment and, as far as possible, reduce the harmful effect.

Basically, the SOP document consists of working procedures that aimes at establishing an algorithm for preparing the company's risk management.

The rules for working procedures should include:

Education and previous experience of employees. The rules for working procedures should include criteria for education, training and employee experience. These criteria are partly due to the dangers recorded in the risk assessment.

Working procedures should be precise, clear and simple to follow in order to achieve their goal - simplified and automated working procedures.

Equipment. In the rules for work procedures, a register should be introduced with details of the equipment that the company should possess to provide its services, which must be at hand in the event of an accident. Thus, the risk assessment helps us compile a list of equipment.

Check lists. Work procedures should include a list of equipment that staff should check before the start of the tour. They must be checked thoroughly before the journey begins. The list of equipment should be aligned to the actual needs of the activity and adjusted to the conditions in which the activity is carried out (e.g. summer hiking equipment differs from hiking equipment in winter conditions.

Appropriate so-called coefficient of staff / client. In order to ensure the safety of clients and employees, it is important to define the criteria for this. As an example, one can take the provision from the rulebook for the work of the Macedonian Association of International Mountain Leaders, according to which a guide can lead up to 12 clients at hiking tours in summer conditions.

Choosing a travel route. This part of the SOP document sets out procedures on whether, when and how it is acceptable to separate from the previously planned route, if this becomes necessary.

The rules for work procedures are, in fact, good instruments in providing quality service. Here it is necessary to insert additional elements such as a list of equipment that is delivered to clients before the start of the journey, and it should be posted on the company's website. Clients should be encouraged to get acquainted with it before the tour begins.

The SOP document includes several sets of procedures that should be taken as part of the standard preparation for the tour. An important part of these procedures is informing customers and timely distribution of necessary information such as equipment lists, weather information, check lists of allergies and drugs, travel conditions, necessary physical fitness, and the like.

ACTIVITIES TO BE UNDERTAKEN

- Travel information to customers
- Proper planning of the tour
- Customer "training"
- Work procedures
- Keeping regular and accurate records

In general, it can be said that the work procedures cover all the important factors that must be considered before the tour begins, as well as during its realization. All of this improves service and safety, and improves the clients positive experience. The rules for work procedures should also determine which qualifications the company requires from its staff and guides for each of the products it operates. Accidents can prove to be very expensive for the company and can lead to serious financial problems and even bankruptcy. Therefore, it is imperative to take great care in the preparation of every aspect of the tour.

As previously mentioned, informing the client is an important part of the risk prevention plan. Clients should be informed in a timely manner about the details of the trip, with particular emphasis on the activities that will be performed during the adventurous activity.

The review of information to be distributed to clients:
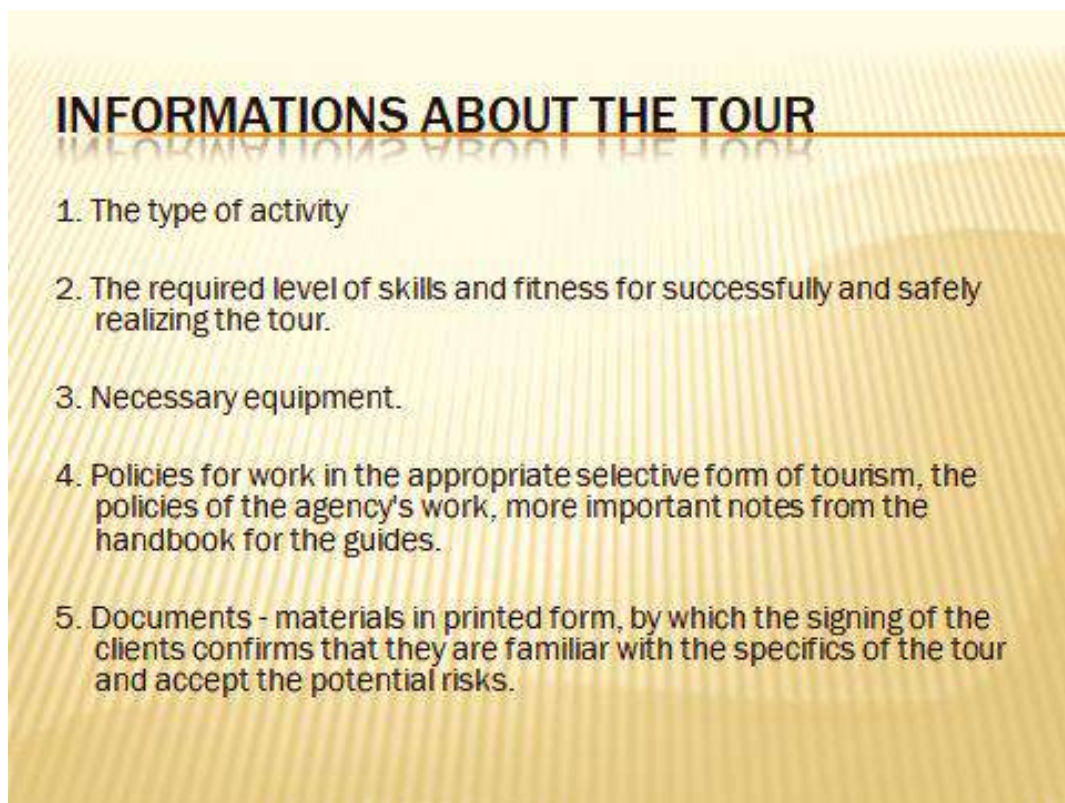
Informing clients is a standard procedure in tourism, and in adventure tourism there is a much greater "weight". Correctly informing the client is not just a prevention from the legal consequences for the agency, but rather a preparation for a quality tourist product and satisfied customers, since customer satisfaction, as well as in every business, should be a major imperative in tourism.

The SOP document should include five different categories of factors that influence the safety of the tour. For each category, a mini check list is being prepared to quickly check the procedures to be taken.

A simplified risk management plan should look like this:

SOP – RISK MANAGEMENT PLAN

Risk	Description of the risks	Factors that can be controlled	Consequence	Probability	Severity of the risk	Measures
Risk 1						
Risk 2						
Risk 3						
Risk 4						
...						

It is best to prepare the SOP plan in Excel and enter the appropriate data in each column, relevant to the expected - estimated risks.

The essence of the plan consists of:
   1. Risk identification.
   2. Identification of the factors that can be controlled.
   3. Anticipated consequences of risks.
   4. Measures planned for the prevention, elimination or minimization of each of the registered risks.

Risk assessment

Sequence of procedures
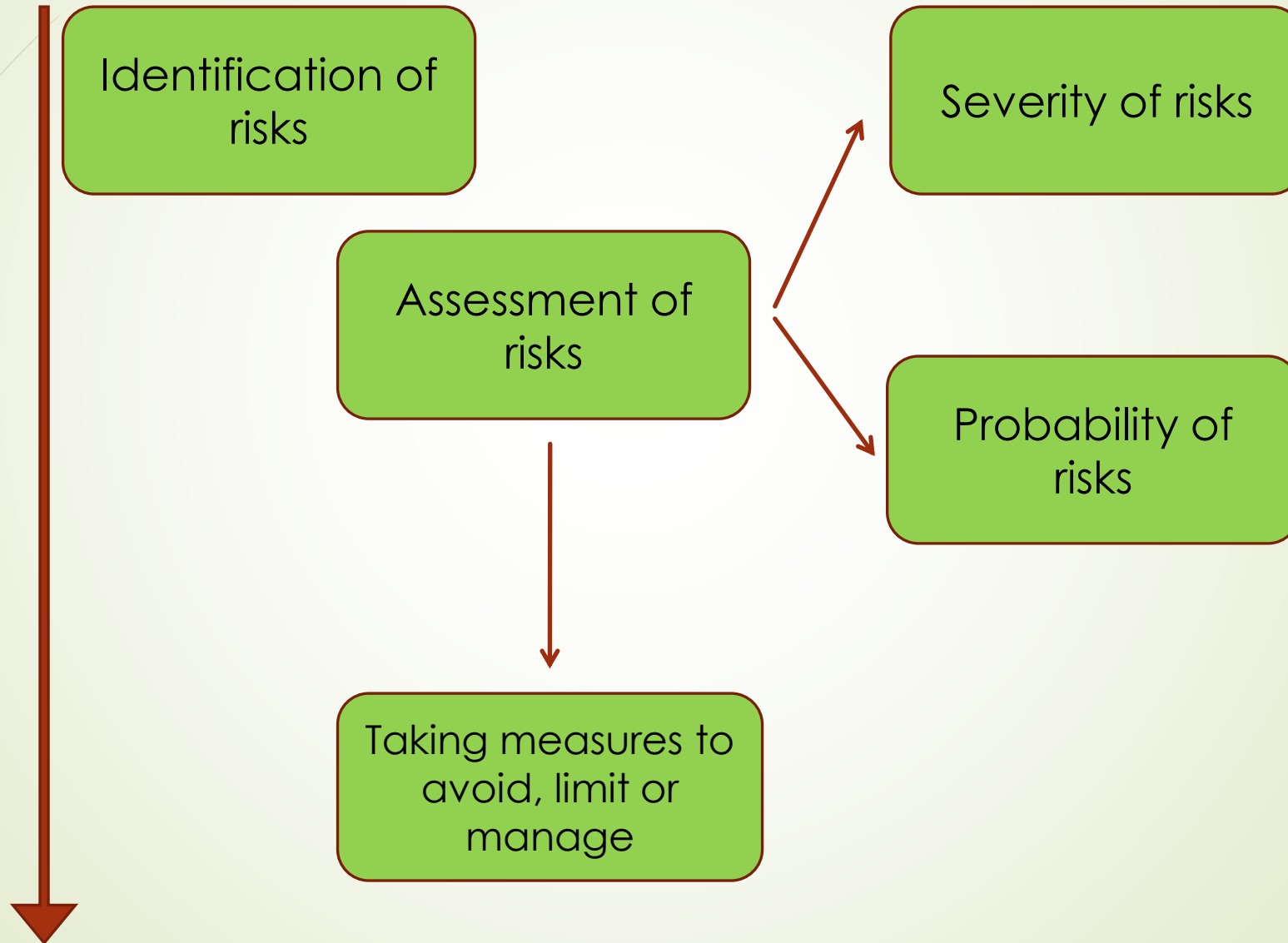
SEVERAL LEVELS OF RISK ASSESSMENT

Country specific risks

- Everything about the country – political, climate, medical, geo hazards, security…

Tour specific risks

- Places to visit, services…

Service specific risks

- Hotel, vehicle, equipment, chair lift, staff…

Activity specific risks

- Type of activity, equipment, needed skills…

Identification of risks
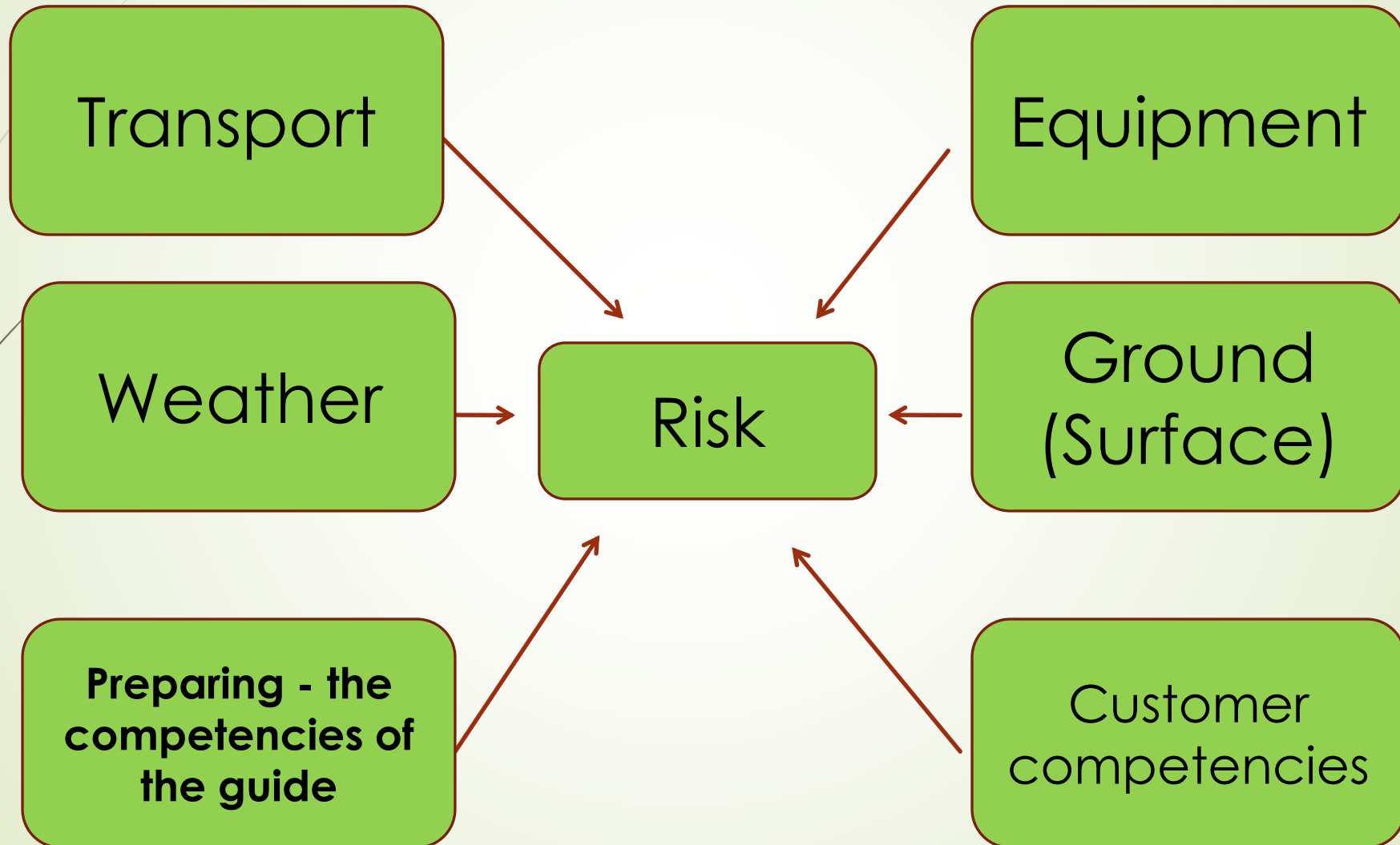
Activities and risks in adventure tourism

Different outdoor activities

Different risks

Kostantin Ciriviri

Risk factors

People

Equipment

Environment

Kostantin Ciriviri

Worksheet 1

Fill in for: Activity 1 Risk	Activity 2 Seriousness	Activity 2 Likelihood	Activity 2 Risk Type	Activity 3 How to manage?

2.2. Assess risks

1. Identify Risk	2. Assess Risk	3. Manage Risk

Risk assessment – approach "A"

Severity depends on the negative impact

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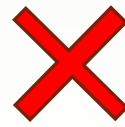
Severity / danger ❌ **Probability**

</div>

Severity		
3	High	Life threatening or serious, lasting injuries
2	Moderate	Injuries which heal, require the services of a doctor
1	Low	Discomfort or minor injuries, grazes or scratches

Likelihood		
3	High	High risk of incident occurrence, frequent occurrence
2	Moderate	Incidents could arise but low frequency
1	low	Small risk of occurrence, seldom happens

Risk assessment – approach "**B**"

Severity / danger   **+**   Probability
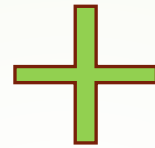
1 - 3   1 - 3

(Seriousness + Likelihood)	The risk is...
6	Unacceptable
3 – 5	Maybe acceptable...
1 – 2	Acceptable

Seriousness	
High	Life-threatening injuries
Medium	Injuries that require a doctor
Low	Small injuries

Likelihood	
High	It happens often
Medium	It happens sometimes
Low	It happens rarely

	Low	Medium	High
High	Medium	High	Very serious
Medium	Low	Medium	High
Low	Low	Low	Medium

Seriousness (vertical axis) / Likelihood (horizontal axis)
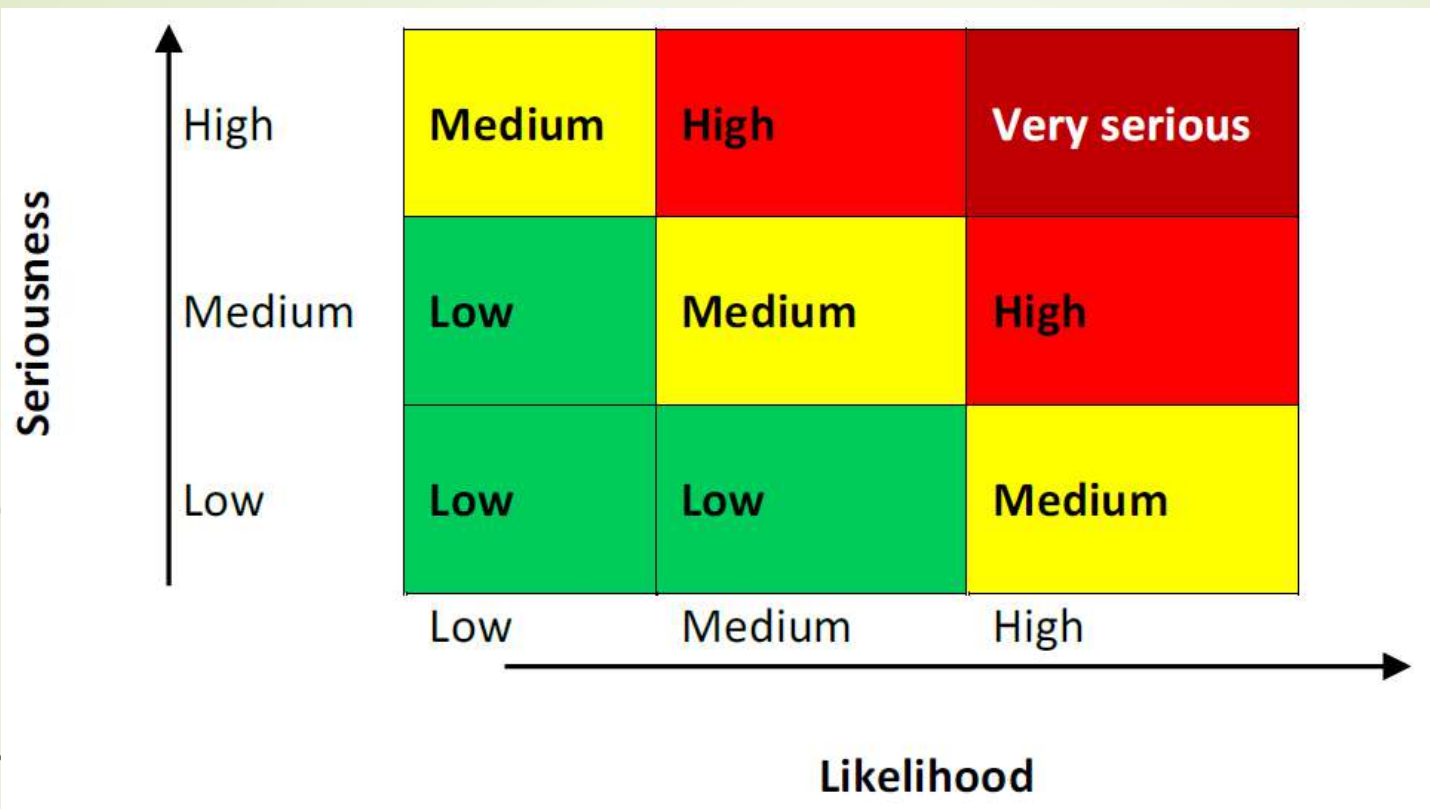
Low Risk: don't worry too much, it probably will not happen. If it does, there won't be too much damage.

Medium Risk: there is a chance that this will happen. If it does, there will be some damage.

High Risk: there is a real chance that this can happen. If it does, there will be some nasty damage or injury.

Very serious Risk: the risk is very bad and going to happen. There will be very bad damage, maybe death.

STEP 3: HOW CAN I ANALYZE THE RISKS? EXAMPLE

Previous example:

Risk	Before Risk Management		
	Seriousness	Likelihood	Risk acceptable?
A client could be forgotten at the airport	2	2	4
A client could get bruises in the car.	1	2	3
A car accident could occur.	3	2	5

Reminder:

Key to risk assessment

Likelihood	High	3	4	5	6
	Medium	2	3	4	5
	low	1	2	3	4
			1	2	3
			Low	Medium	high
			Seriousness		

Risk	Unacceptable
	Maybe Acceptable
	Acceptable

Assessment is an ongoing process – asses before and after measures

RISK ASSESSMENT

Before Risk Management

Risk	Seriousness	Likelihood	Risk acceptable?	Manage, accept, avoid?	Responsible person?	Documentation
A client could get bruises in the car.	1	2	3	Manage	Driver and Guide	Standard Operating Procedures for drivers and guides

After Risk Management

Seriousness	Likelihood	Risk acceptable?	How to manage?
1	1	2	Driver & guide make sure that - Vehicle is road worthy - All clients have fixed seat - All clients have put on their seat belts - .....

What do we do with different type of risks?

Acceptable risks → Manage → Decrease the likelihood and probability

Unacceptable risks → Avoid
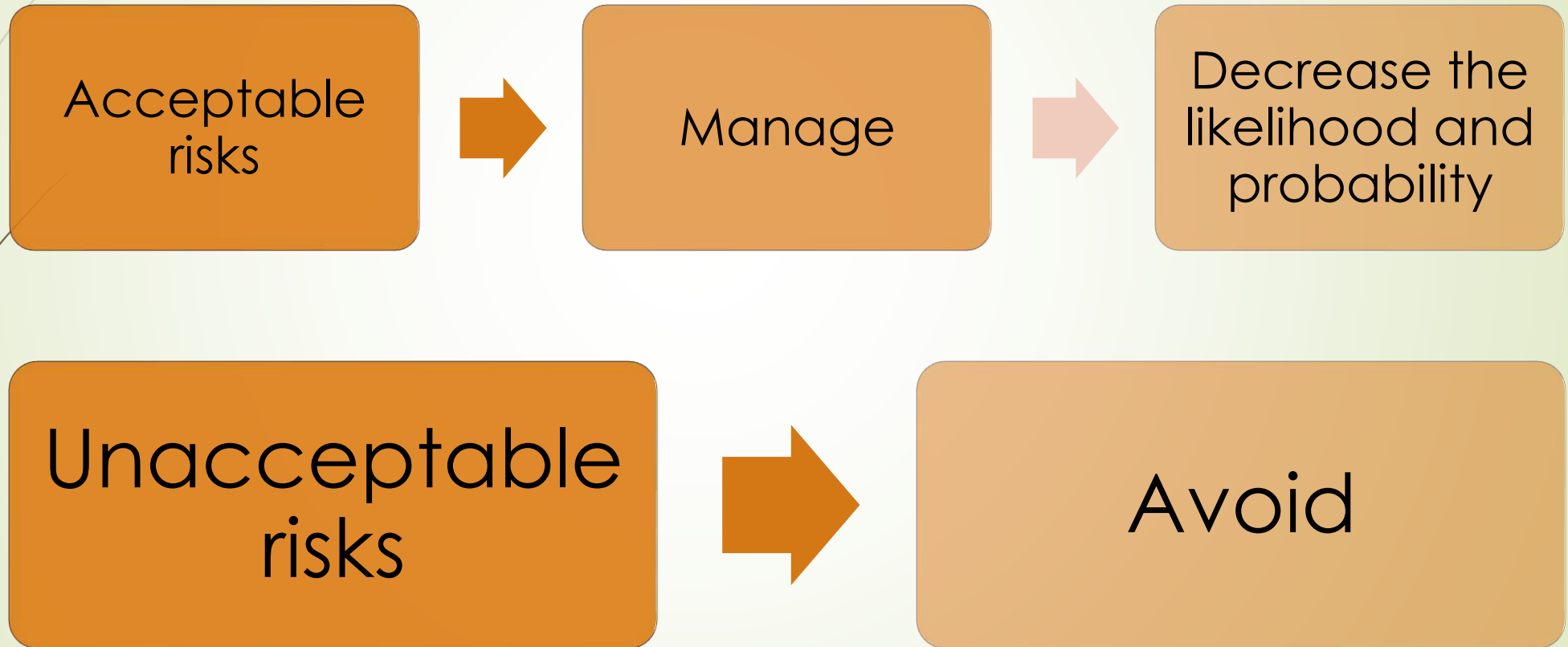
Assessment is an ongoing process

Make sure that:

1. You **update your risk assessments** after every high season;

2. **You have one person** in your company responsible for risk management;

3. Responsible person for HSRM **communicates to all your staff** on risk management matters.

Dealing with risks

Avoid

Manage

Accept

Baseline

Avoid hazards

Preventing incidents

Implementing procedures

Protect and minimize

Risk management is a process

Awareness

Habits

Culture

Regulation
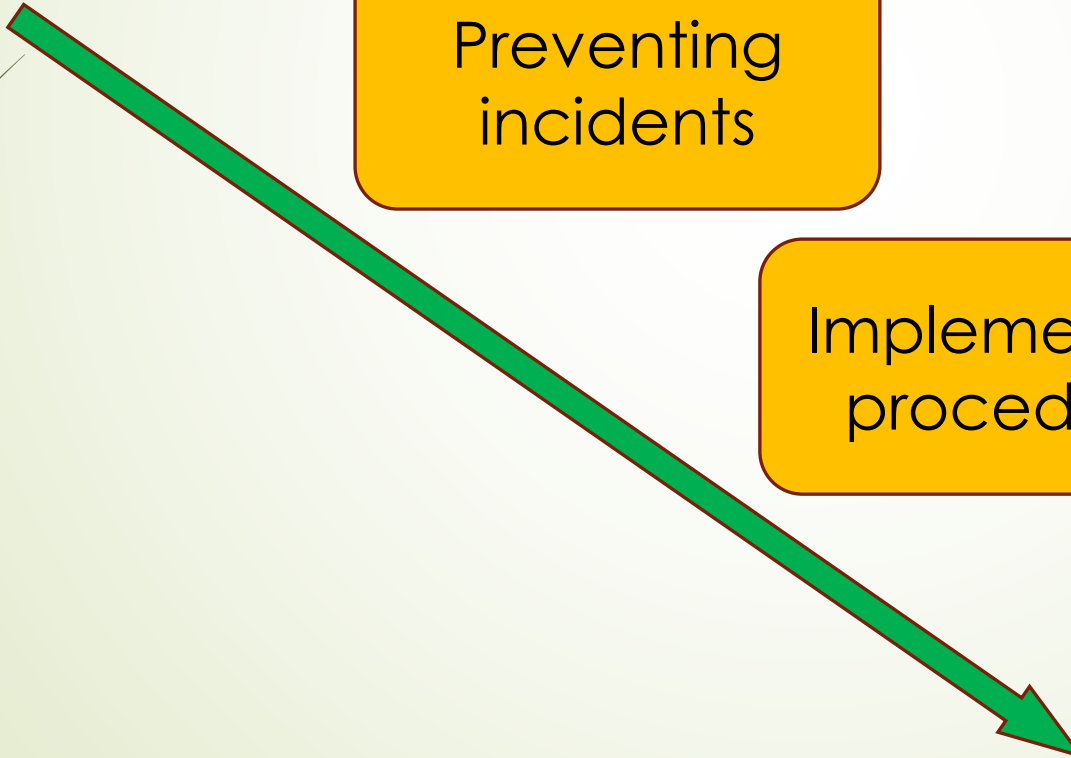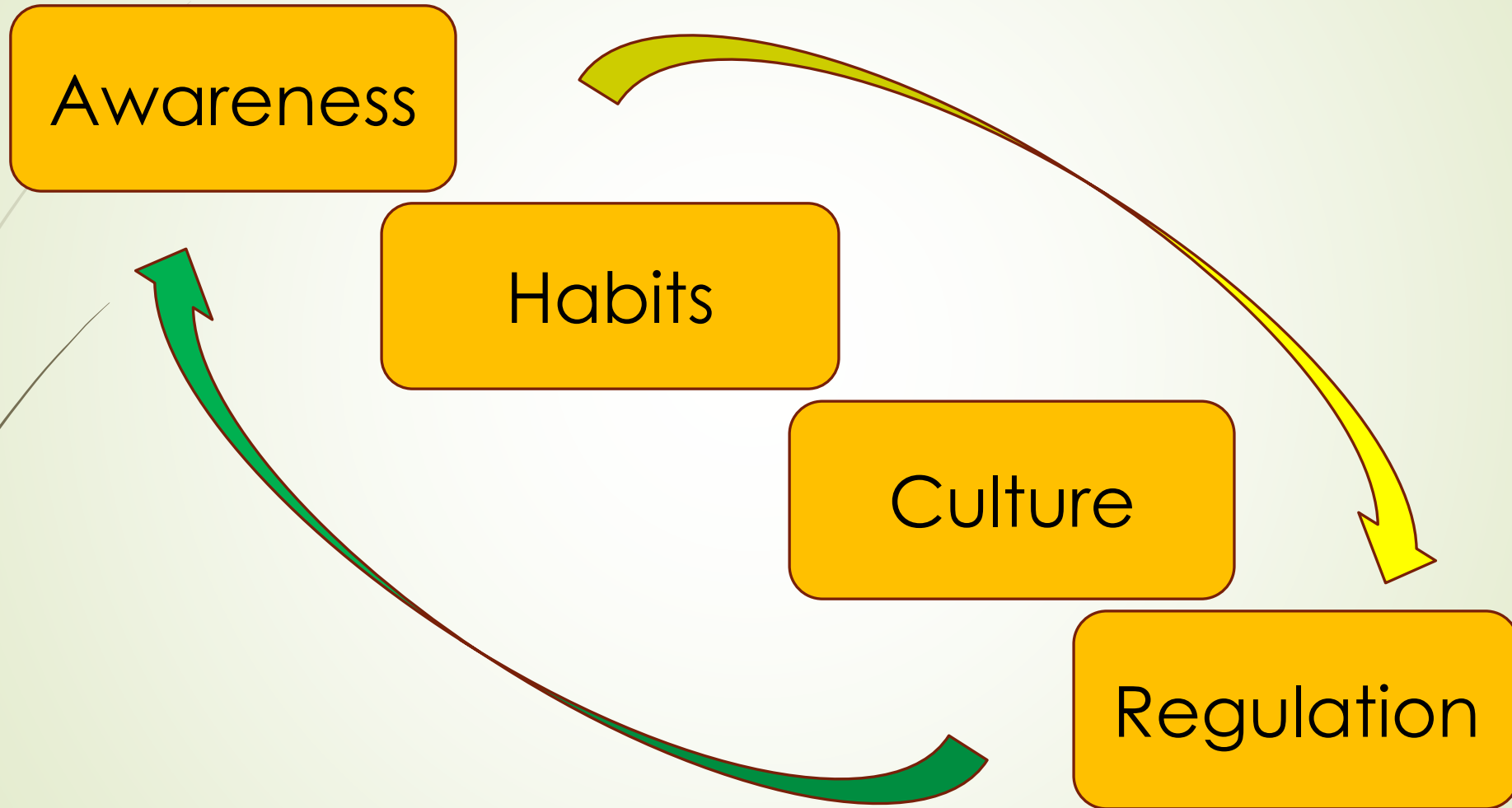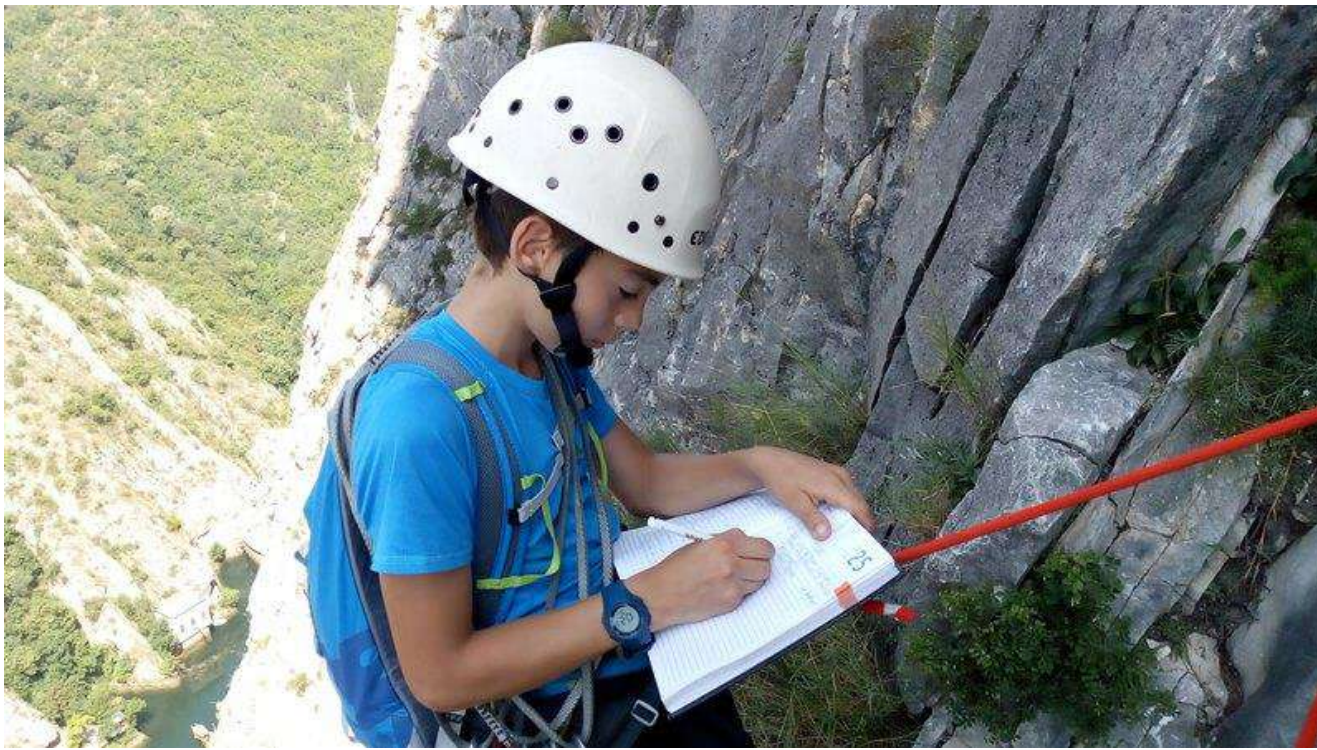
DEVELOPING A PLAN FOR SAFETY AND RISK MANAGEMENT PROCEDURES

ANALYSIS OF TOURIST PROGRAMS FOR CREATING SAFETY AND RISK MANAGEMENT PLAN

PRODUCT IN ADVENTURE TOURISM

Quality

Safety

Attractiveness

Complete tourist product

STANDARD OPERATING PROCEDURES
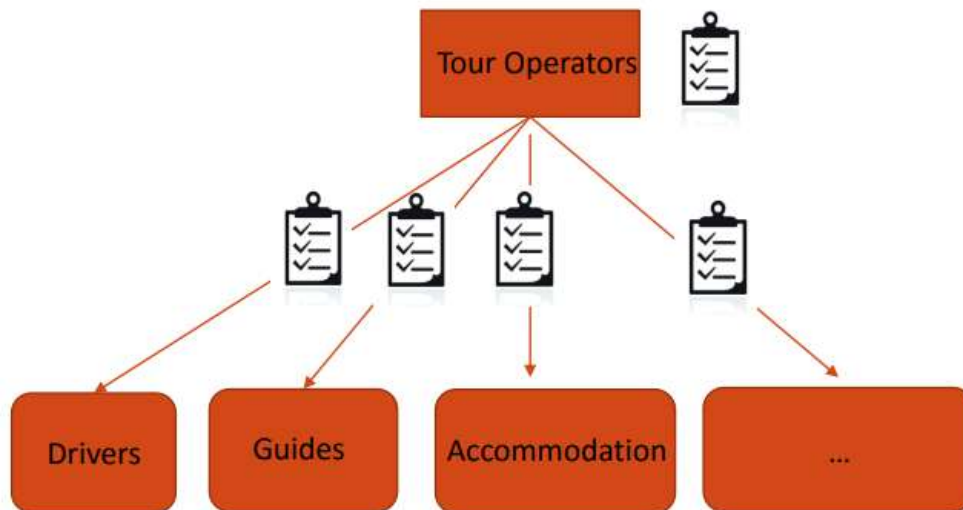
Why use SOPs?

- To **decrease accidents and incidents** in your tours

- To keep a **safe workplace**

- To **promote** your company's **reputation**

- To achieve a **general increase in safety standards** in the tourism industry

THE STANDARD RISK MANAGEMENT SYSTEM

Risk Assessment	Standard Operating Procedures	Emergency Preparedness Plan	Incident Report
What can go wrong?	How can we prevent things from going wrong?	What steps should we take immediately after an accident?	How do we report on accidents and near-accidents?

- You are now aware of all the possible risks in your tours (risk assessment).

→ Next step: **managing the risks** by minimizing their seriousness & likelihood.

MANAGING THE RISK

- How can you manage the risks in your tours?

  - Rules on **equipment**

  - Rules on **qualifications** of staff

  - Rules on **qualifications** of clients

  - Rules on **staff/client ratios**

  - Having **emergency preparedness plans** in place (Course 4)

  - Having a **incident reporting system** in place (Course 5)

  - Having **insurance** in place (Course 5)

  - ...

  - **Standard Operating Procedures (SOPs)**
  = checklists of safety rules for **your extended service providers**

Also important to formalize, review and update!

ANALYSIS OF PLANNED ACTIVITIES

What factors should be analyzed?

What factors can be controlled and who can not?

Which competencies should the guides possess?

What competencies should customers have?

What equipment is needed to safely perform the activity.

PEOPLE - THE GUIDES COMPETENCIES

The standard for which the guide is trained

Who and how controls the operation of the guide

Are there safety procedures at the level of a travel agency and whether the guide is familiar with these procedures

PEOPLE - THE GUIDE

Expert knowledge of sport activity

First aid training and rescue

Ability to lead and manage the dynamics of the group

Knowledge of the nature of the incidents

Training for safety and risk management

Understanding the philosophy of adventure tourism

PEOPLE - CUSTOMER ANALYSIS

Age

Medical history

Previous experience

Physical fitness

Mental and emotional state

Preparedness for teamwork

Address information, insurance, contact person

LOCATION ANALYSIS

How much time (travel) is needed to get to the location

What type of transport is used and the analysis of the risks that it brings.

What is the accessibility to the place where the activities are carried out?

ANALYSIS OF THE WEATHER INFORMATION
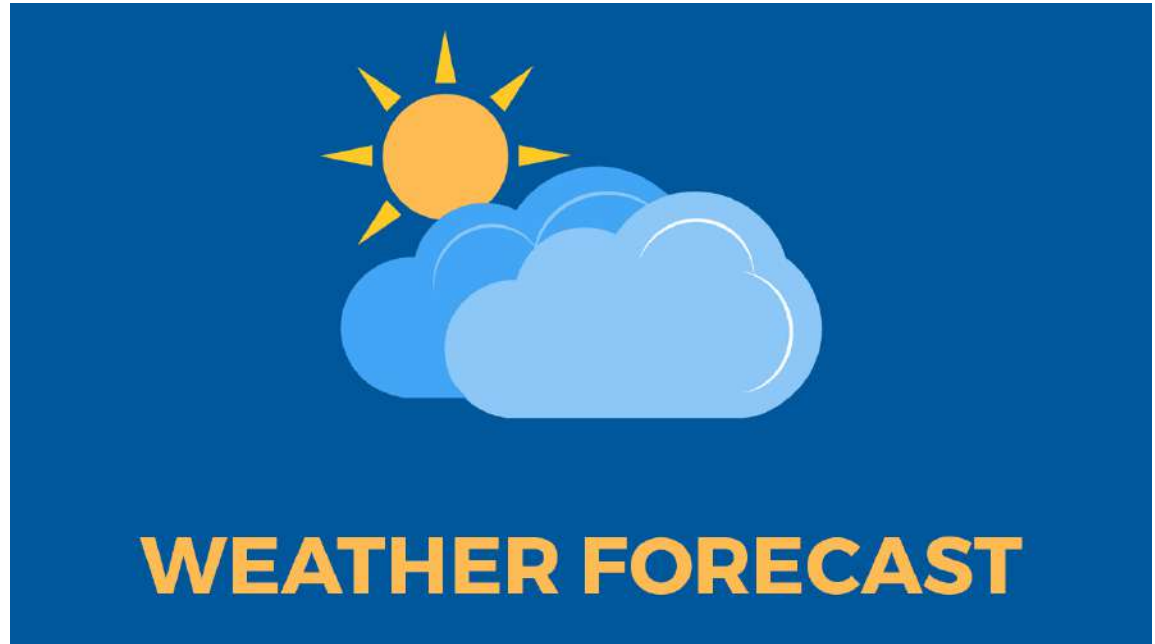
ACTIVITIES TO BE UNDERTAKEN

Travel info to customers

Proper planning of the tour

Customer training

Work Procedures

Keeping regular and accurate records

INFORMATION'S ABOUT THE TOUR

1. The type of activity

2. The required level of skills and fitness for successfully and safely realizing the tour.

3. Necessary equipment.

4. Policies for work in the appropriate selective form of tourism, the policies of the agency's work, more important notes from the handbook for the guides.

5. Documents - materials in printed form, by which the signing of the clients confirms that they are familiar with the specifics of the tour and accept the potential risks.

CUSTOMER "TRAINING"

- Appropriate information to the degree of application of the information, about the necessary procedures in case of an accident (personal or other member of the group).

- Procedures for acting in the emergency situations practiced by the agency.

- Familiarization with the circumstances for providing assistance and saving by the competent institutions.

STANDARD OPERATING PROCEDURES (SOPs)

SOPs should make sure that **your staff and extended service providers**...

- Have **safety procedures** in place before, during and after the tour
- Comply by **local law & regulations**

→ As a tour operator you must **develop**, **distribute** and **enforce SOPs!**

SOP – RISK MANAGEMENT PLAN

Risk	Description of the risks	Factors that can be controlled	Consequence	Probability	Severity of the risk	Measures
Risk 1						
Risk 2						
Risk 3						
Risk 4						
...						

WORKING PROCEDURES

The working procedures should be:

- Clear and precise

- Act specifically for certain activities and tours

- Work procedures are part of the security plan

- Guides must be well aware of work procedures and emergency procedures.

RISK ASSESSMENT

Before Risk Management

Risk	Seriousness	Likelihood	Risk acceptable?	Manage, accept, avoid?	Responsible person?	Documentation
A client could get bruises in the car.	1	2	3	Manage	Driver and Guide	Standard Operating Procedures for drivers and guides

After Risk Management

Seriousness	Likelihood	Risk acceptable?	How to manage?
1	1	2	Driver & guide make sure that - Vehicle is road worthy - All clients have fixed seat - All clients have put on their seat belts - …..

MODERN SYSTEMS?


```
                    Modern risk
                    management
                         |
           +-------------+-------------+
           |                           |
       Training                     Rescuing
           |                           |
      +----+----+                      |
      |         |                      |
     SOP   Contingency            Effective
              plan                  rescue
                                   services
```
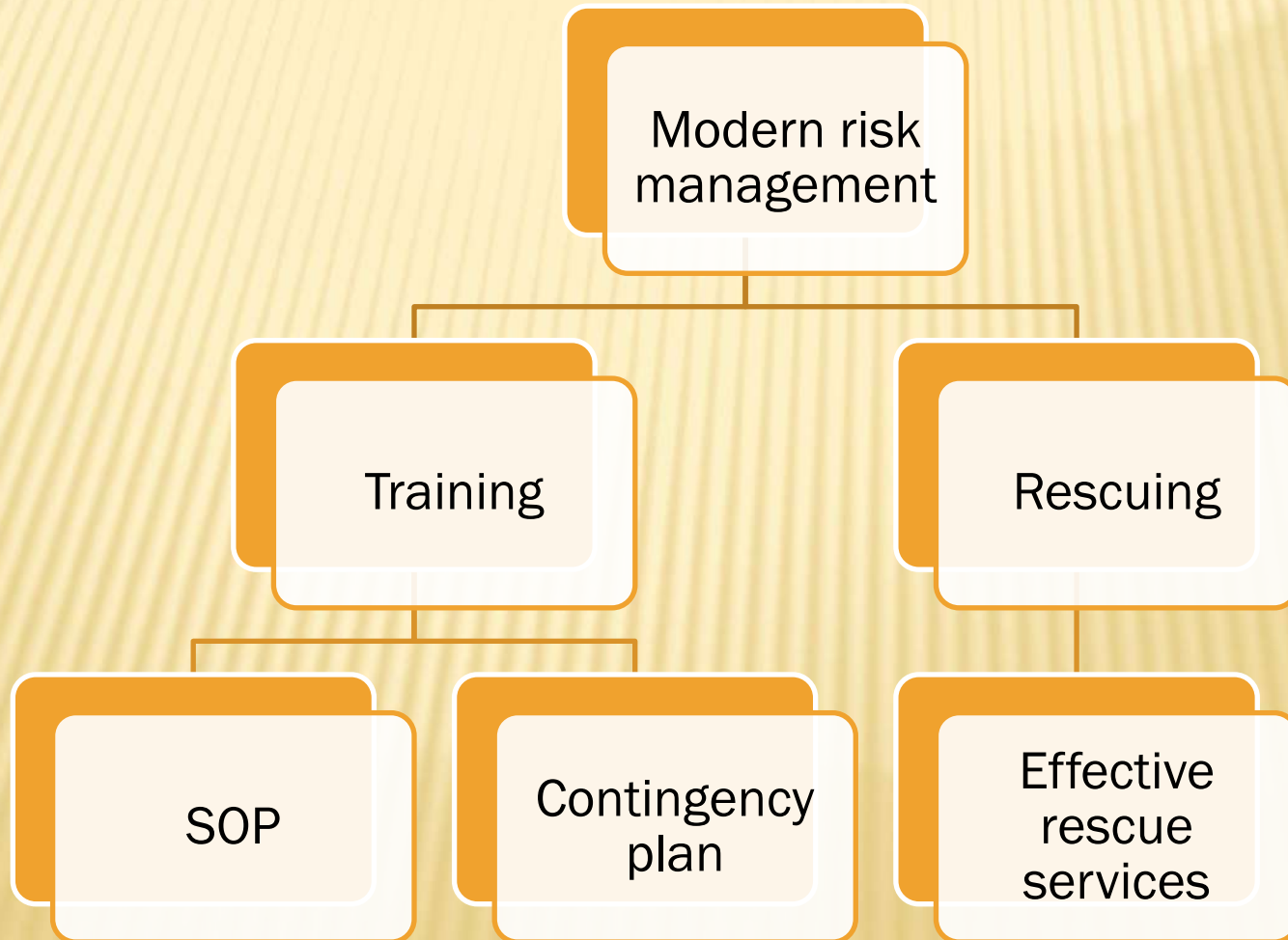
Emergency plan

Creating an algorithm for resolving emergencies and incidents

Quality tourist product

The interests and expectations of the clients
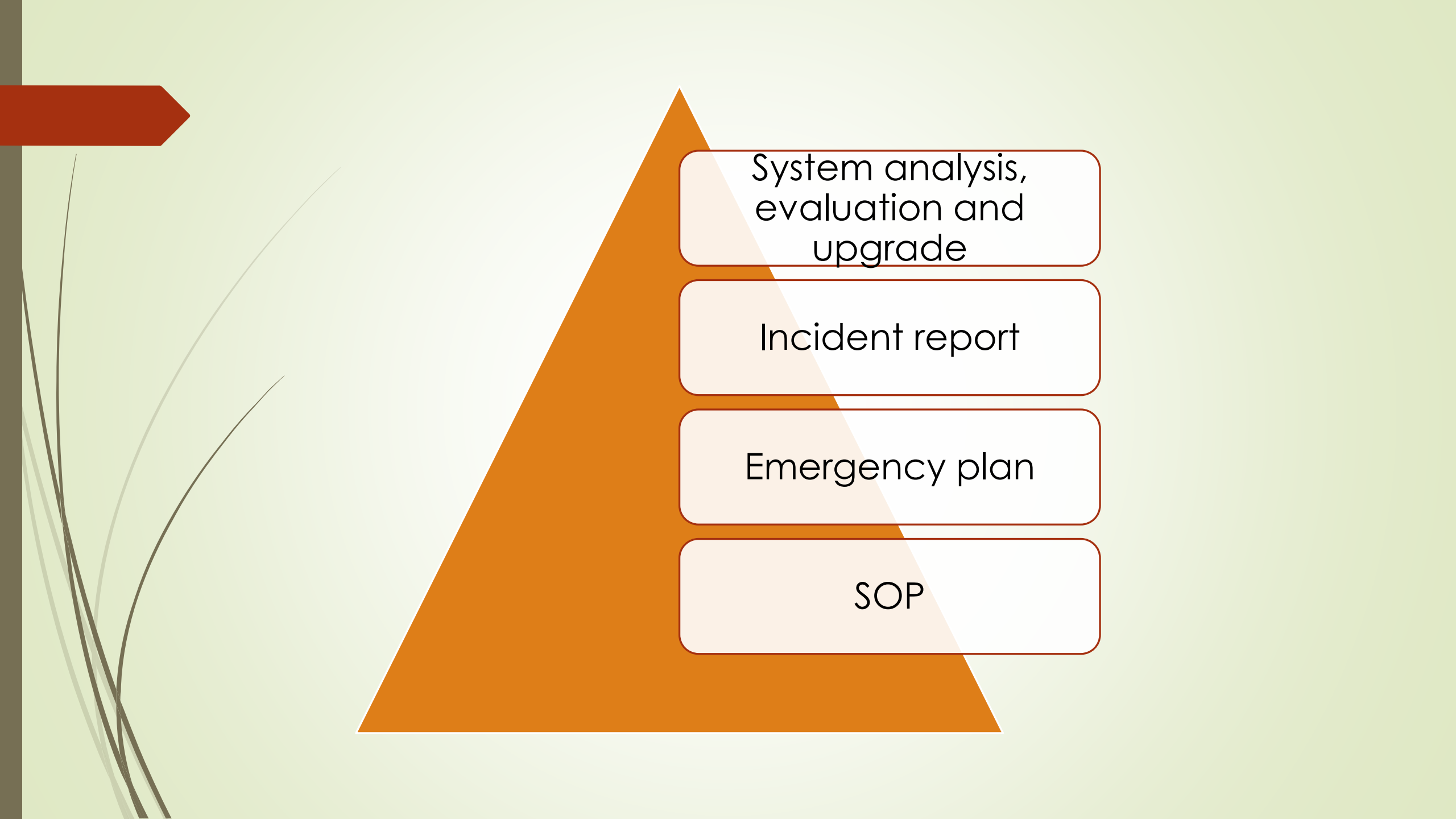
Attractions, services, accommodation, food, transport

Safety

What is safety in adventure tourism?

Creating an algorithm for avoiding, minimizing or managing real risks

Why do we need emergency plans?

Emergency plan is a system of **reactive measures** for what is needed to do on the spot **if something goes wrong:**

➥ **Emergency services (police, rescue, ambulance…);**

➥ **Rearranging the program;**

What makes a good emergency preparedness plan?

- Easy and quick to read;
- Specific to the emergency;
- Specific to the location;
- Updated/intime;

Structure of the plan

Risk transfer

- Avoid or minimize

Management of the incident

- Taking care for victim/s
- Taking care and managing the group

Calling for help

- From rescuers, emergency services, etc

Communication with colleagues

- Activities in line with SOP

Rearranging the activities/program
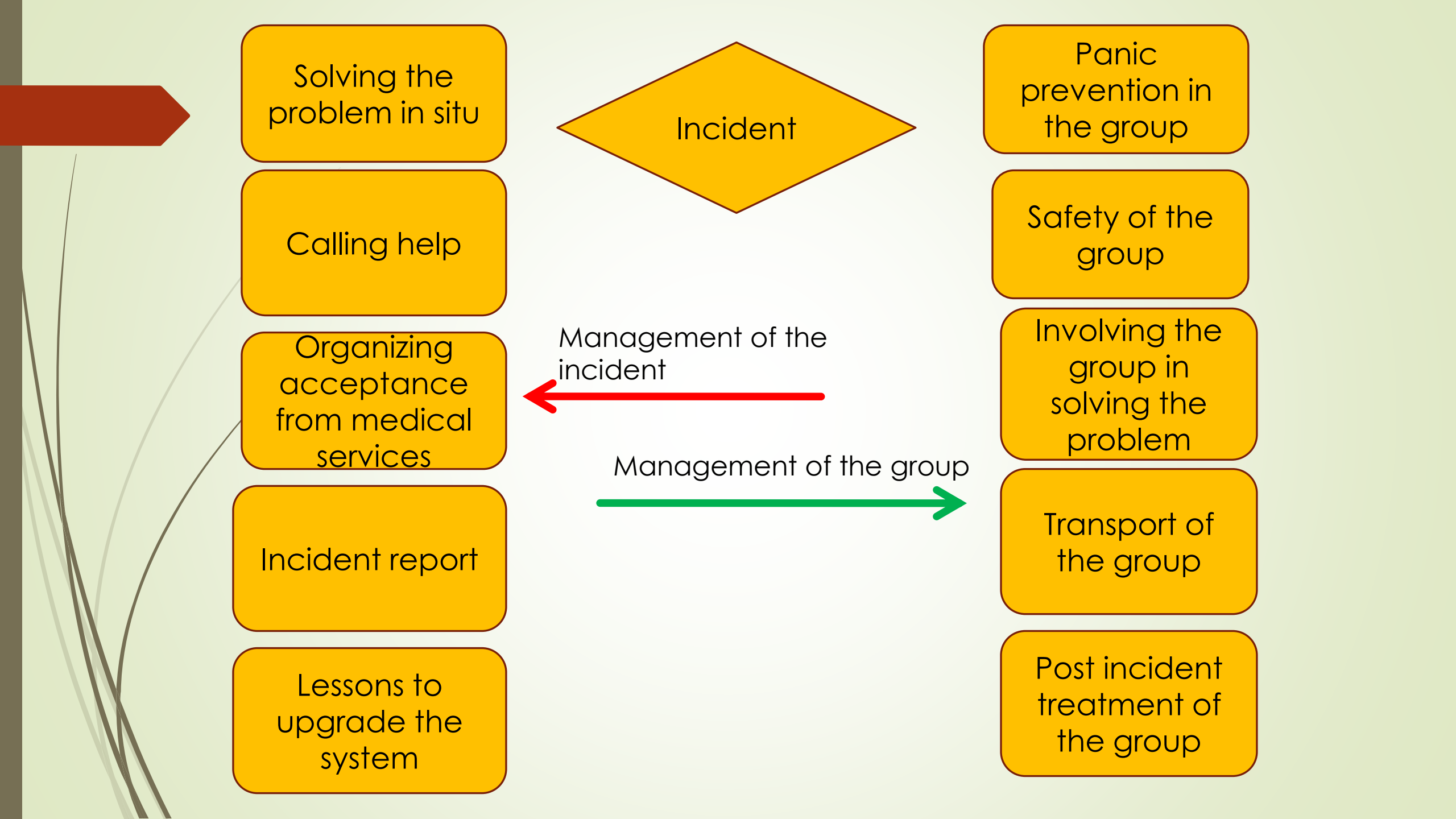
Communication

Media

Police

Relatives and group members
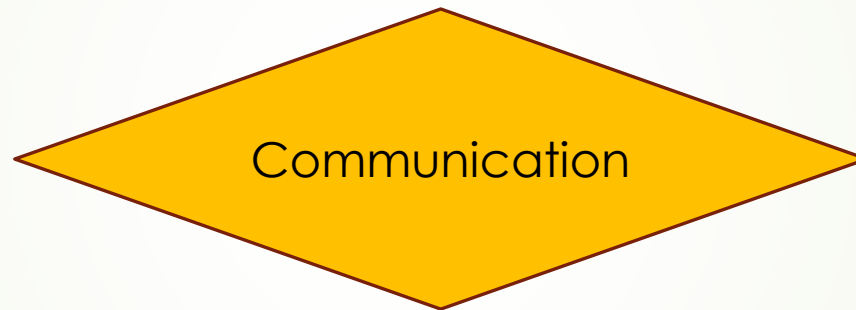
Communication

Communication with embassies

Company staff

Changes in the itinerary

Communication lines - a model in developed companies

Post incident procedures in the company

Analysis of the accident

Determining the real reasons

Determining any omissions

Upgrading the system

Taking measures to protect the reputation
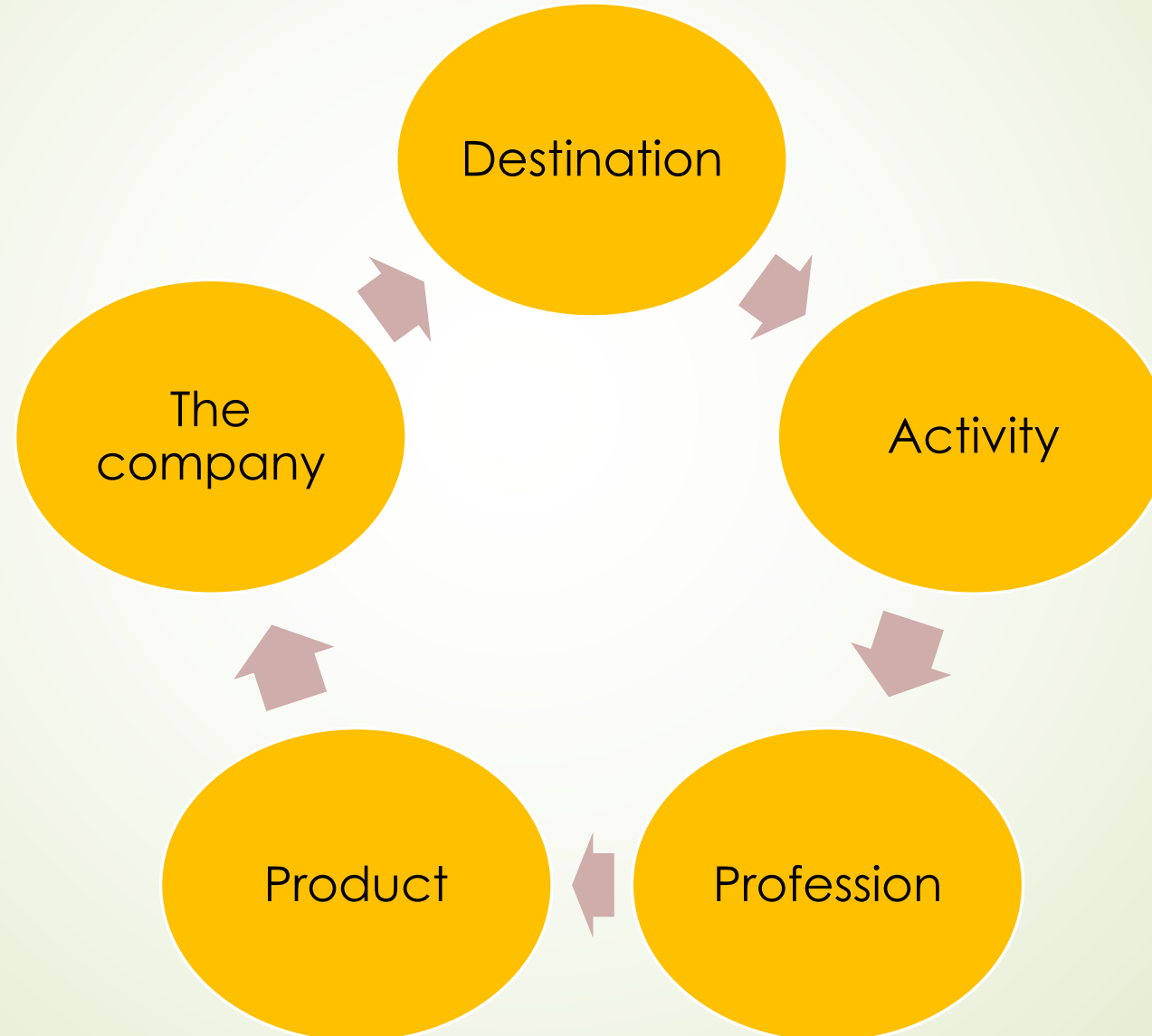
CONTINGENCY PLAN

Emergency situations are those in which the implementation of the program significantly deviates from the initially established plan and there are bigger or smaller risks for the implementation of the envisaged program or for the security of the clients.

The contingency plan should be an algorithm adopted by the company's employees, guides and external suppliers (transporters, accommodation, food, additional services ...). Basic template for performing the procedures in emergency situations is the contingency plan.

Before we describe the contingency plan, let us explain a few terms about the state of emergency.

In general, two types of emergency situations are distinguished:
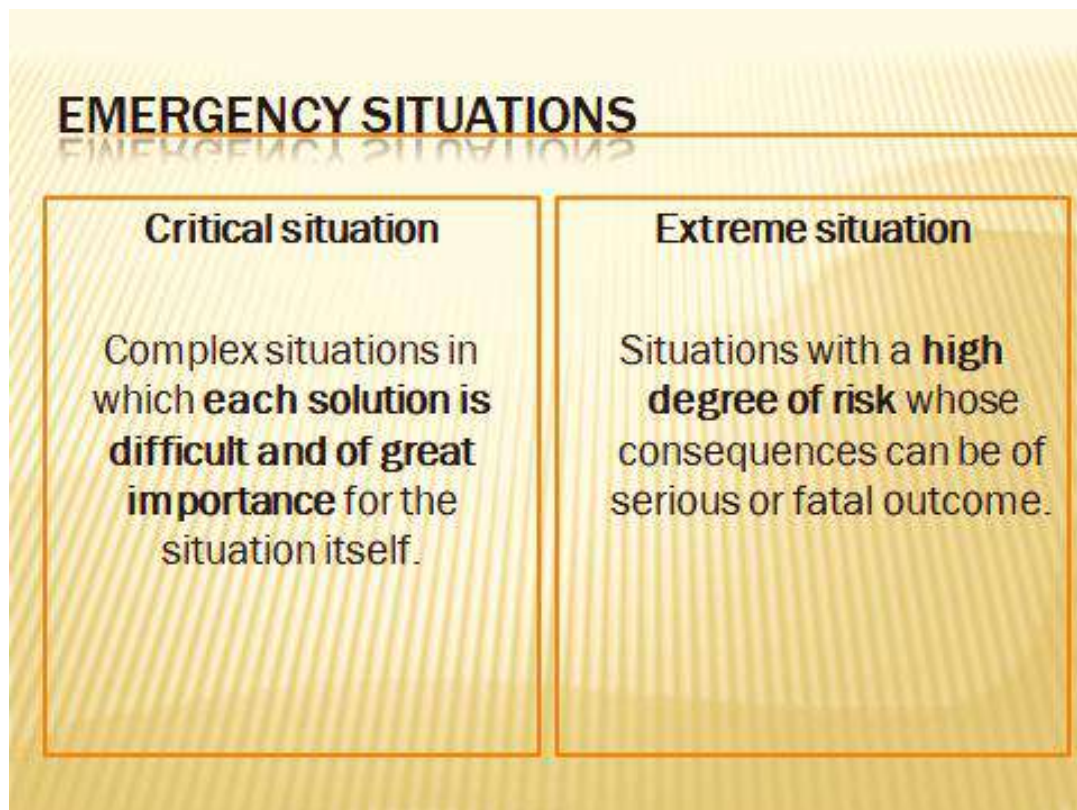
The basic difference between critical and extreme situation is in the following:
1. The degree of risk.
2. Possible consequences.
3. The possibility of controlling the situation.
4. The way we deal with the situation.

In order to develop an adequate contingency plan it is necessary to know some basic data on human physiology and the way that man responds to stress stimulations.

According to physiological reactions in the body, in every emergency situation, three phases are distinguished. They are:

PHASES IN CRITICAL SITUATION

1. **Phase of action of the stressor** (danger).
ALARM REACTION - Adrenaline phase.
(fear)

2. **Resistance to confrontation.**
Reaction to **"Fighting or Escape"**.
Taking measures to resolve the situation.

3. **Phase of exhaustion.**
Emotional processing of events.
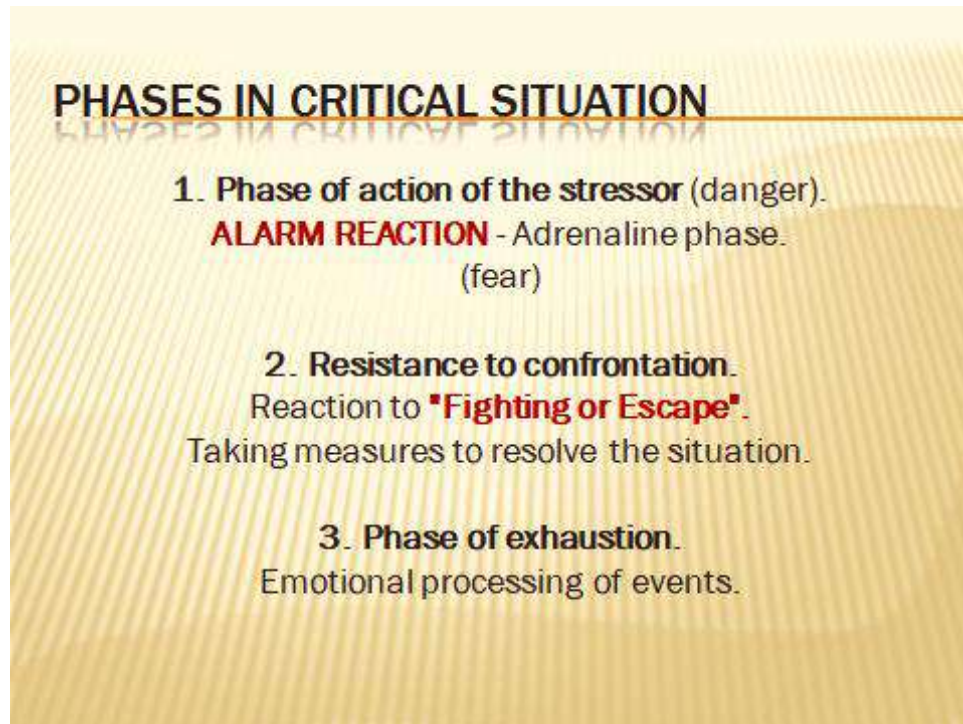
Developments in the human body - physiological changes during emergency situations affect the mental performance of people, and thus the way of making decisions and taking certain procedures. The extraordinary physiological circumstances emphasize the need for an automated procedure algorithm.

The fear is in the central place in the management of emergencies. It affects the actions of all involved in the crisis situation. On the one hand, fear limits the capacity of the group's guide, and on the other hand, it contributes for additional anxiety among the other members - the clients in the group.

The phenomenology of fear is complex, especially in modern living conditions, when there is almost massive use of anxiolytics, which points to the more serious inferiority of civilization to deal with this natural - inborn human trait.

The basic tools to enable proper management of emergency situations are the contingency plan and the appropriate training of the staff involved in the tourist activity. Staff training (guides, agency officers, logistics ...) for emergency situations should be at a high level with skills adopted to the extent of automation. Well-

planned procedures and top training for agency staff are the most important tools for successful management of emergencies.

Let's look at the individual stages through which people who are part of a critical or extreme situation pass by.

The first phase is an "alarm reaction".
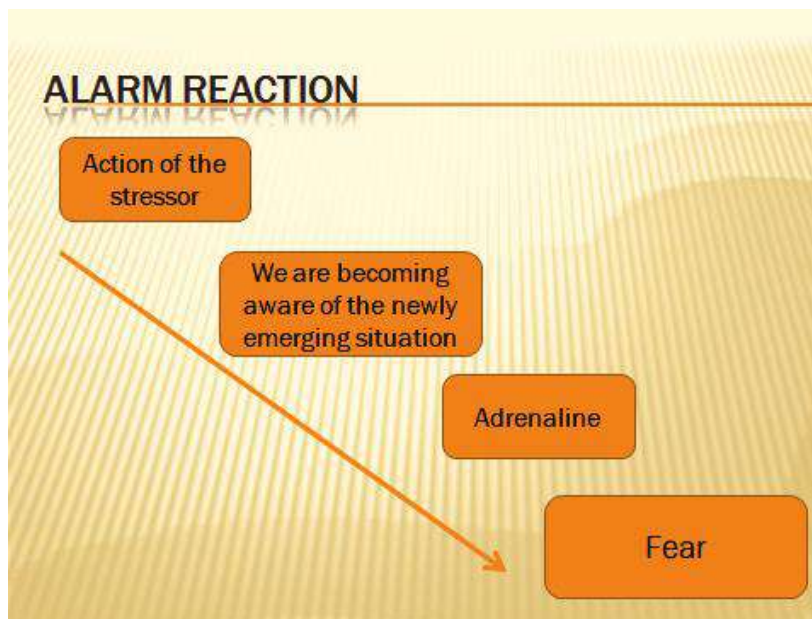
The ultimate effect of the stressors is the activation of the physiological mechanisms of fear. Knowing this chain of reactions helps to better self-control, and hence to control the group.

The second phase is the so-called phase of "Resistance of the confrontation"
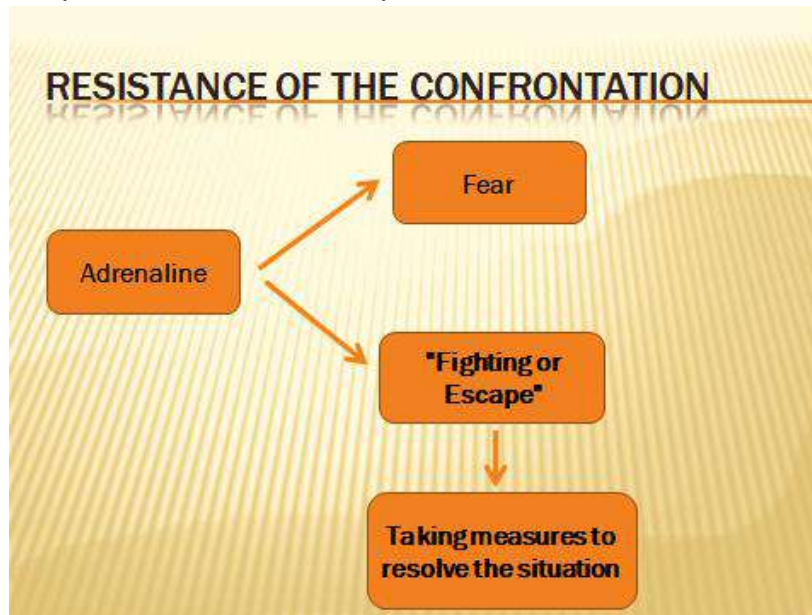
The most important thing for this phase is the moment of "Fighting or Escape", which basically represents the instinctive reaction that also animals have. The evolutionary significance of this reaction is to prepare the man (animal) for combat or escape, depending on the situation assessment, which in elementary conditions of survival that existed through the evolutionary history, enabled man to have better chances of survival by mobilizing physiological processes in organism.

In the modern living conditions, especially in the context of the problem we analyze, it is necessary to transform this instant reaction in knowingly controlled procedures aimed at better resolving the situation. Quality training for guides in adventure tourism is extremely important for meaningful reactions during this phase.

The last stage of the emergency, critical or extreme situations is the "phase of exhaustion" which is a physiological consequence of the processes that took place in the organism in the previous two phases.

The phase of exhaustion is the last stage that participants are passing in emergency situations. There are two characteristic moments - exhaustion and emotional processing of the events. These two moments should be recognized by the participants - guides and be properly managed
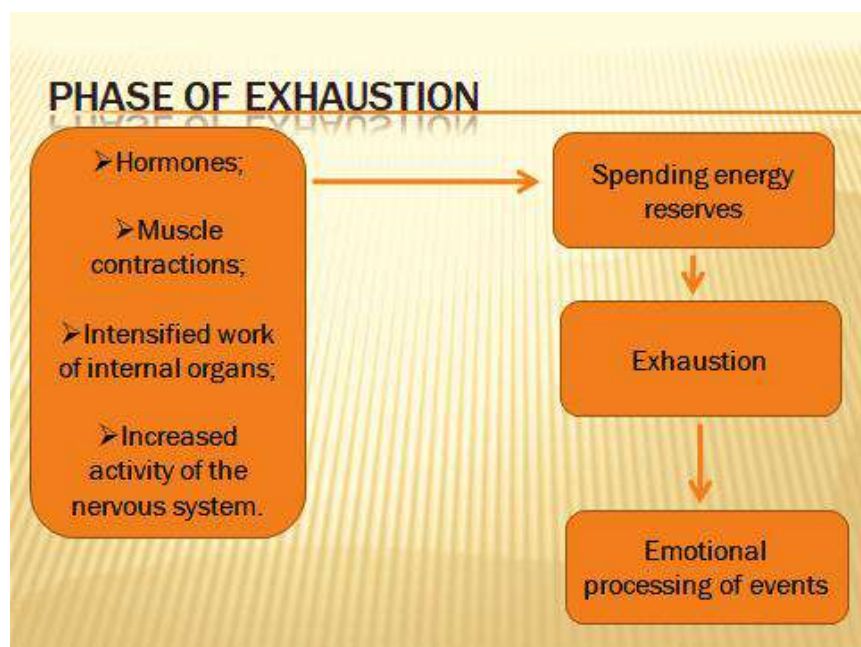
In order to manage an emergency in the interests of maximum possible customer safety, the group leader primarily should be capable to manage himself, and only then to establish control over the group.

The sequence of activities and establishing control in an emergency situation, is briefly described in the illustration. If control over "self" is not established, it is difficult to establish control over the groupe.

A key moment in self-management in emergencies is dealing fear. With proper procedures resulting from appropriate training and of course other factors, such as character traits, temperament, physiology, etc., fear can be used as "energy propulsion" to mobilize in the direction of constructive procedures for solving the critical situation. Properly managing the processes "inside us" allows fear to be mobilizing rather than paralyzing.
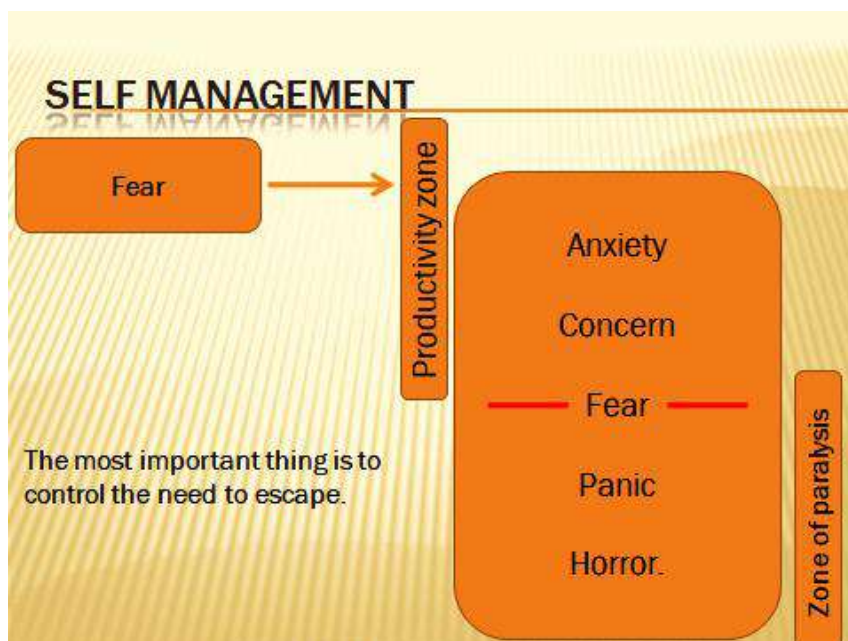
We can summarize that depending on the quality and the level of training, normally without neglecting the physiological and psychological characteristics of a person, the stressors can be controlled and control over the group can be established. Specialized training for self management is greatly beneficial for the most exposed staff in travel agencies - guides.
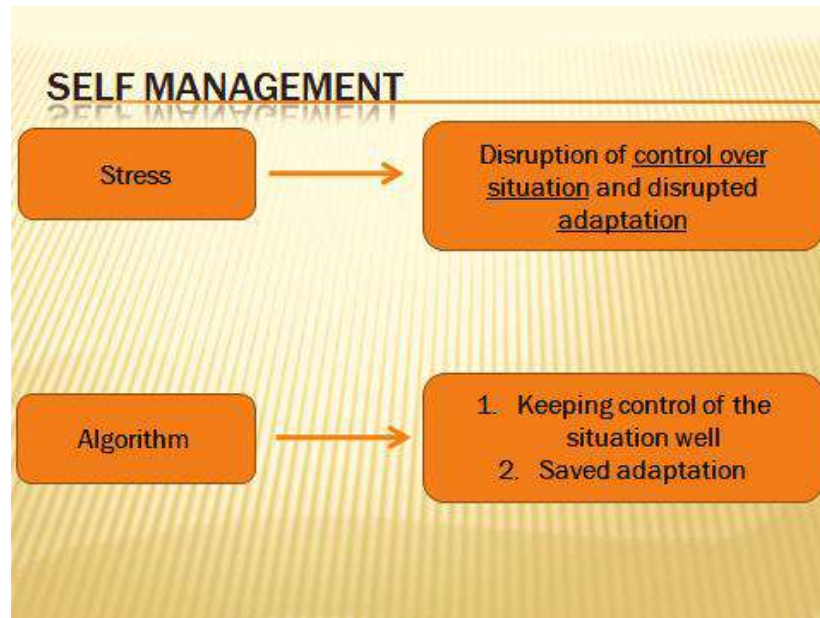
An important prerequisite for channeled action in emergencies is the existence of standardized procedures at the level of the travel agency. From the next illustration we can see that the existence of an established algorithm of procedures is the most important factor on which is the "easiest" to act.
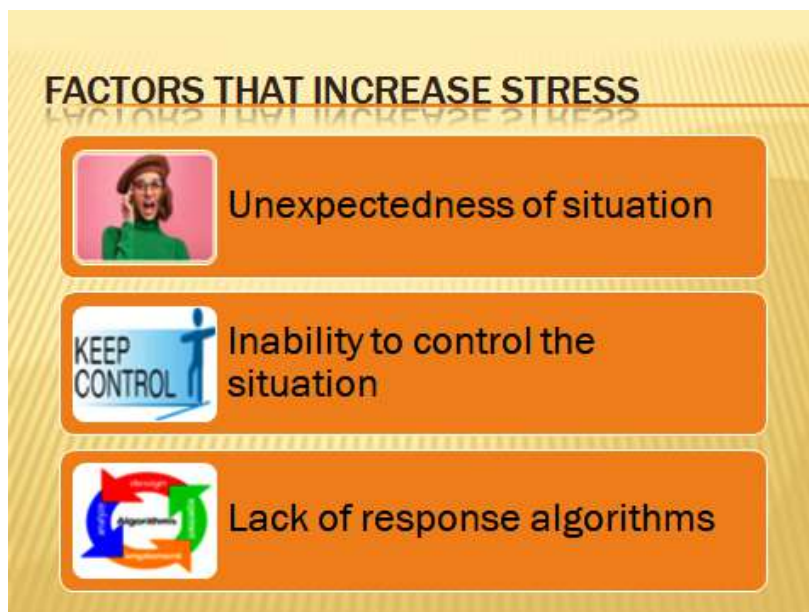
While the first two factors are dependent on unconditional reactions, mainly dependent on congenital mechanisms, the algorithm of actions is something we can act maximally and thus significantly increase the security of the tourist programs.

The conclusion is that a quality **contingency plan** is of particular importance for the safe handling of critical and extreme situations as well as for the creation of quality tourism products.

What should the contingency plan contain?

As the authors of the Risk Management Handbook for Travel Agencies (Vakinn, 2013) say, it would be more correct to say "contingency plans" in plural, as one can assume that each company will have more than one plan, although they will largely be very similar. Each product requires a specific contingency plan.

The Contingency Plan in fact represents instructions on how employees should respond in the event of accidents or unwanted incidents.
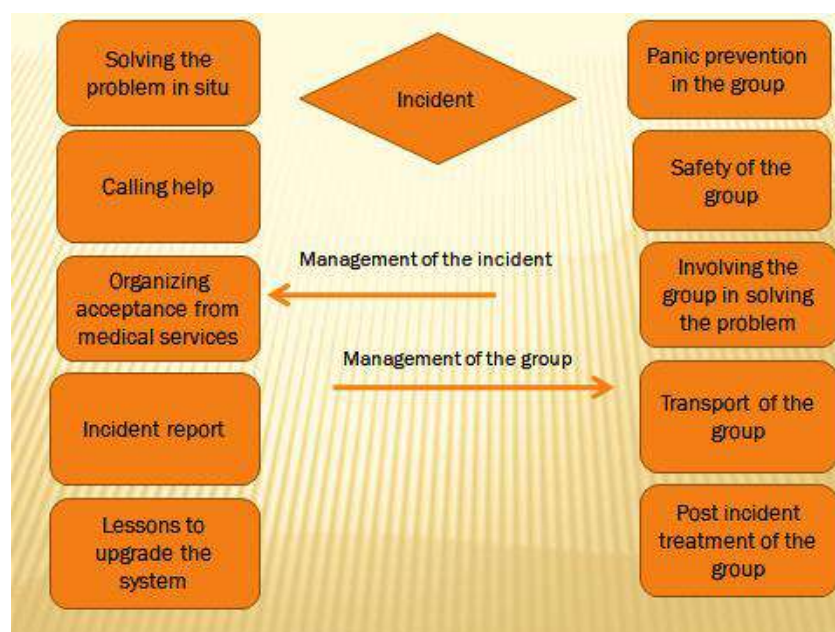
Regardless of the incident, a good contingency plan could prevent further accidents and, at the very least, minimize the consequences. The contingency plan also plays an important role in teaching and training of employees who must deal with any situation that may arise. As outlined several times in this manual, a special emphasis should be put on the guides training.

The contingency plan is a continuation of the risk assessment. For each risk and each product must have a special emergency plan, and the greater the risk, the more important it is to have a contingency plan. This should be clear and simple, and

the staff should be fully acquainted with it. For example, a horse hire company has many different tours on offer and thus many different contingency plans. These plans are sometimes similar, although due to the specifics of each of the trips, they differ from one another.

In our operating conditions, when most travel agencies do not have contingency plans for their products - programs, it is important to explain that the preparation of one plan reduces the time and effort required to make the following plans. This is especially true for tours that differ in volume (number of days, length of tour, etc.) but have similar structure. In this case, much of the pre-designed plan can be used for the next one.

For example, we have two tours. If the first tour lasts two hours, and the other one three days, we can expect that the plans for these tours will differ slightly. It is unlikely to be the same part of the plans that refer to the call for assistance or the expected time of arrival of the aid (at least in our conditions on functioning of the rescue).

Most of the contingency plan should be easy to compile, at least the part that pertains to the product itself. For other factors, such as rescue or other specialized services, it is best for travel agencies to seek help.

When compiling the contingency plan, it must be kept in mind that it should be clear, simple and concise, so that it can be read quickly. The plan can be set as text or graphics. If an accident occurs, the staff, the guides above all, should within a few seconds have to be able to find the correct contingency plan and continue to manage the situation, each at the level of their responsibilities and competencies. However, the most important part is to practice the answers beforehand.

All employees of the company and external associates must be clear how does the agency responds in the case of an accidents. Therefore, it's important for the company to have several people who have an appropriate risk management training and know "what, when and how" should be taken.

The larger companies for adventure tourism in the world are creating response groups composed of staff members and sometimes external associates. In our country, this task would be performed by the managers of the companies or a person appointed by the management, for carrying out these activities. The person in charge of managing the emergency situations should be ready to answer the following:
        - Communication with the media
        - Communication with the police
        - Communication with family members, passengers and staff
        - Changes in the itinerary, for example, if the group or part of it wants to return home before the scheduled one
        - Communication with Embassies
        - Transferring information to other persons - the agency staff and external associates whose involvement in the situation is of particular importance.

When accidents occur, it is important to act quickly and for this to happen the process of unforeseen situations and the communication pathways must be clear. It is therefore advisable early to make a plan with clear instructions for each of the employees.

Below is an example of communication lines inside the agency

It is advisable to keep the contingency plan and even the entire risk assessment and risk management plan in suitable files that will be available to staff when needed.

These documents should be well marked and the file divided into segments according to the structural parts of the SOP plan and the contingency plan. It is a way to save valuable time, which should not be lost in search of the required plan and the specific instructions.

It is recommended that the plans should be in a hard version, the best of laminated paper with a simplified design with clear instructions set up in a small space, as well as making phone applications where the plan would be quickly and easily accessible. However, due to the limitations that technology brings with it, the first option is less likely to fail.

Below is a schematic diagram of a contingency plan according to the Vakinn methodology (Safety plan for tourism, 2013).

INCIDENT REPORT
*(Taken from Vakinn - Risk Management in Tourism 201**3**)*

       The incident report is no less important a link in the chain of the assessment plan than are the safety plan and the contingency plan, although this might not be clear on first examination. It is very important to register ALL incidents which occur and are outside the normal state of affairs, whether or not people are injured.

       Also, near accidents must be registered; those incidents which might have been serious. The incident reports are collected and used when reassessing goods/services, increasing safety, improving the risk assessment, and not least when improving the contingency report. Incident reports can also be cast light on whether one type of service is more likely than others to cause mishaps.

       It is important that staff experience the incident report not as a form of surveillance or a method of finding a scapegoat, but rather as an opportunity for the company to better their quality and safety factors. Therefore it is imperative to make sure that staff are taught about the aim of the report and its compilation and are encouraged to make use of this. It is, in reality, better to fill in too many incidents that too few. A properly completed incident report and the correct procedures followed in the wake of this could prevent even more serious incidents from happening in the future.

       It is necessary that the incident report accompany all the company's tours and is part of the documentation leaders and staff take along with them on all excursions. The completed incident report must be handed in as soon as possible to whoever is responsible for the company's quality and safety factors.

1. General information

Severity of incident: Accident------------------ Near accident---------------- Other-------------
Time of accident:----------------- Registered by:---------------- Tour leader:-----------------------   Name of tour:---
Location of incident:-------------------------------GPS coordinates: N------------- E----------------
Description of incident: ---   ---   ---   Action taken by group leader: ---   ---   ---

----

2. Personal details NB use one form for each person

Name of passenger:--- Telephone:------------------------

Email address:-----------------------------------

Description of injury:--

Please indicate on the figures where the injury was sustained

Was the injured party taken to hospital? Yes-------- No---------

Declined by injured party--------------------------

Removed by ambulance? Yes------ No----- How?--------------

Were the police called? Yes----------   No-----------

Other rescue services, who?--

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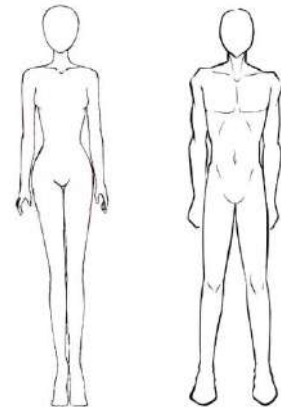
3. Passengers

Did other passengers require trauma support?   Yes-------- No---------

Was trauma help offered?   Yes------- No--------

Passengers declined trauma support--

Other measures taken concerning passengers-- -- --
Witnesses to the incident: Name:--- Tel:-------------------- Email:------------------------ Nationality:------------------------------- Name:--- Tel:-------------------- Email:------------------------ Nationality:------------------------------- Name:--- Tel:-------------------- Email:------------------------ Nationality:------------------------------- Name:--- Tel:-------------------- Email:------------------------ Nationality:-------------------------------

Instructions on how to fill out the incident report

The incident report, the form which is attached here, is divided into two parts. On the front all information directly pertaining to the incident itself is registered. This is divided into three sections; general information about the incident, details on the person involved and information about the other passengers. On the back of the form details used in processing data after the event are registered; these are of no less importance that those on the front.
Below you can see what should appear in each field also see examples of how to fill out an incident report.

General information
Severity of incident - Register whether the incident was an accident, near accident or something else and, if the latter, what.

Time of incident- Register the date and time of the incident.
Filed by - The name of the person who filled out the form.

Tour leader - The name of the guide/tour leader who is responsible for the passengers.
Name of tour - What is the title of the tour.

Location of accident - Register where the incident took place, describing both in words and by giving geographical coordinates.

Description of incident - Describe in own words how the incident/accident happened, and the circumstances leading up to it.

Measures were taken- Register the response to the incident and what measures were taken by the guide/tour leader immediately after the accident.

Personal information
Passenger's name - Full name of the passenger.

Telephone and email - The passenger's telephone number; not forgetting the country code.

Description of injury - Describe the injury in as much detail as possible when filling out the form.

Sketch- Indicate with small crosses where injuries were sustained.

Response parties - Answer the questions, all of which concern response teams. If the victim was transferred to hospital, how this was done. It is important to note his refusal, if this was the case. Also whether the police were called in for reporting purposes and if any other emergency teams were involved.

Passengers
Client trauma support- Was trauma support offered to the other passengers; whether this was administered or refused.

Other measures - It is important to register whether any other measures were taken on behalf of the passengers.

Witnesses - Register the names of any witnesses to the incident. It is important to register the full name, telephone number, with country code, email address and nationality.

Management
Director informed- Register which company director was informed of the incident and the time at which this was done.

Insurance companies - If damage is sustained to property or an accident befalls a person it is likely that the insurance company must be informed. Register whether or not this was done.

Other - Register any other useful information pertaining to the case.

Signatures- Signatures of the person(s) who filed the incident report and the tour leader.

SUPPORTING DOCUMENTS, plans and checklists

Measures taken - Register the measures taken in the wake of the incident. Was the risk removed, decreased or were the rules on work procedures altered? State briefly, what was done to minimize the risk of this incident repeating itself.

Psychology of adventure tourism
Factors that influence risk and safety management

ADVENTURE TOURISM

- Hiking
- Recreation

- Events
- Experiences with local communities

- Outdoor
- Outdoor activities

Characteristics of the market for adventure tourism

Tourism is an industry where tourism products are traded

- All aspects of product trade are present

Fast growing market

- High level of motivation for both "sellers" and "buyers" dictated by the conditions of the consumer society

Marketing has a huge impact on the consumption and experience of the product

- There are pre-created and sometimes unrealistic patterns of expectations, expected experiences and marketing-determined appearance of the destination

The client - a tourist

Personal travel needs and motivations

Consumer guided market

The real possibilities of the destination and the tour providers

What is a quality tourism product?

Quality of services and accommodation

Attractions

Safety

Safe travels

by

WORLD TRAVEL & TOURISM COUNCIL

travel

Knowing the tourists

Expectations

Motives

Needs

Knowing the basic rules of tourism – "4 A of tourist destination"

Attractions

Amenities

Access

Ancillary services
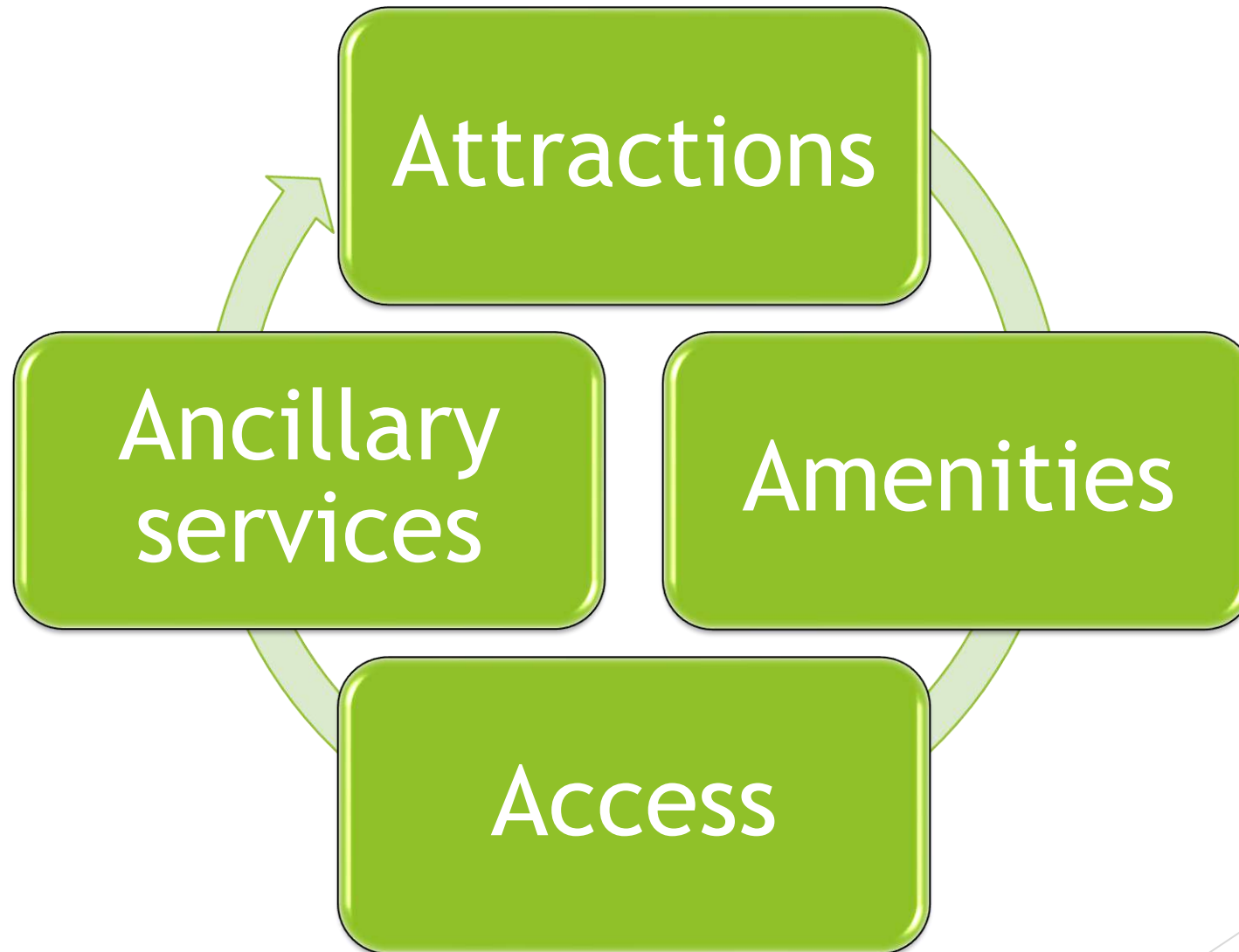
Psychological - social aspects of adventure tourism

Pleasant experience - pleasure

Fulfilled expectations

Positive emotions

Sense of security

Customer care - a lost host phenomenon

What is positive experience?

Basic

- Safety, food, accommodation, transport

Aesthetical

- Attractions, events, natural sites

Stimulating

- Energy that brings fun, pleasure, cultural interaction and new experiences

Maslow's Hierarchy of Needs

- Self-actualization
- Esteem
- Love/Belonging
- Safety
- Physiological

verywell

Needs for growth and development

Needs to meet deficiencies

Motives for travel

Travel factors

Pushing factors

Pulling factors

Need for escape, adventure, socialization, self-knowledge

Tangible and intangible resources of the destination
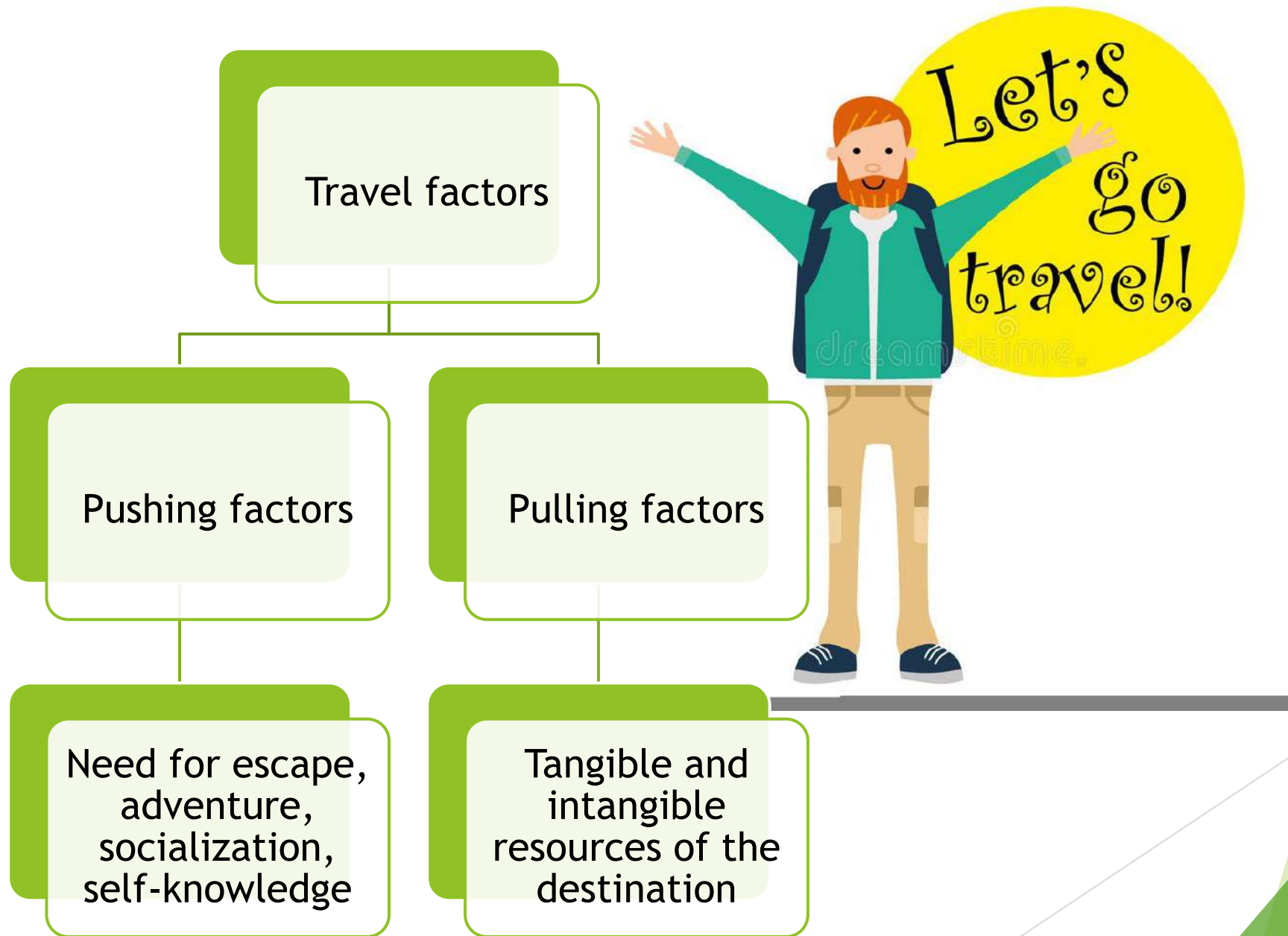
The impact of psychological aspects on risk management

Unrealistic expectations

Euphoria

A program created according to the principles of consumerism with neglect of safety

What should we do to create safe program which will fulfill the needs of the modern adventure traveler?

Realistic

Careful

Doable

Keeping the promises

Safe program is created with:

Knowledge

Planning

Care

Resources

Basis for the safe programs

Organizational or company culture on safety → Values / Beliefs / Behaviors → Affect or control the extent to which safety is emphasized over competing goals
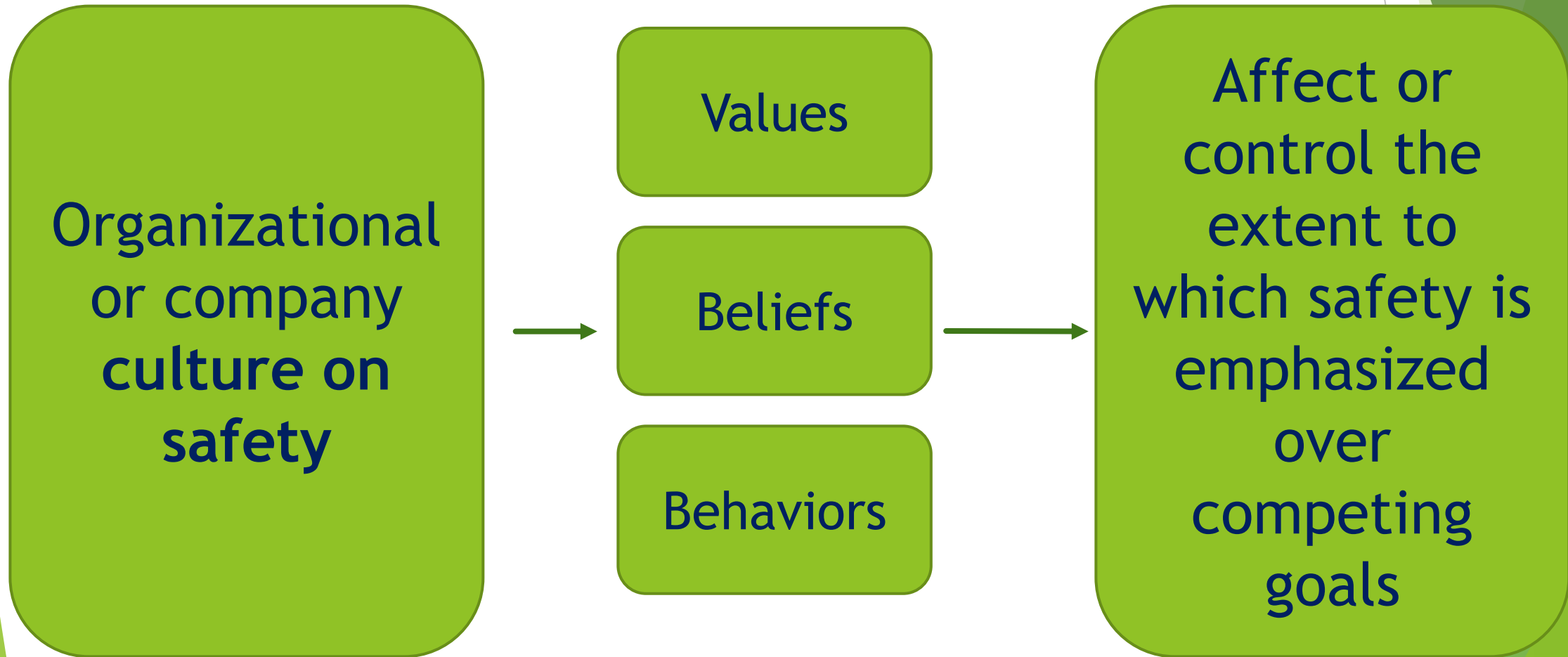
1. Leadership from the top
The manager of the company actively supports the activities for creating safe products.

2. Inclusion
Everyone is involved in creating and implementing secure programs.

3. Suffusion
Safety spreads through all values, tasks and processes.

4. Culture of questioning
It's okay to question managers and leaders on safety.

5. Collaboration
Staff work together on safety.

6. Effective Communication
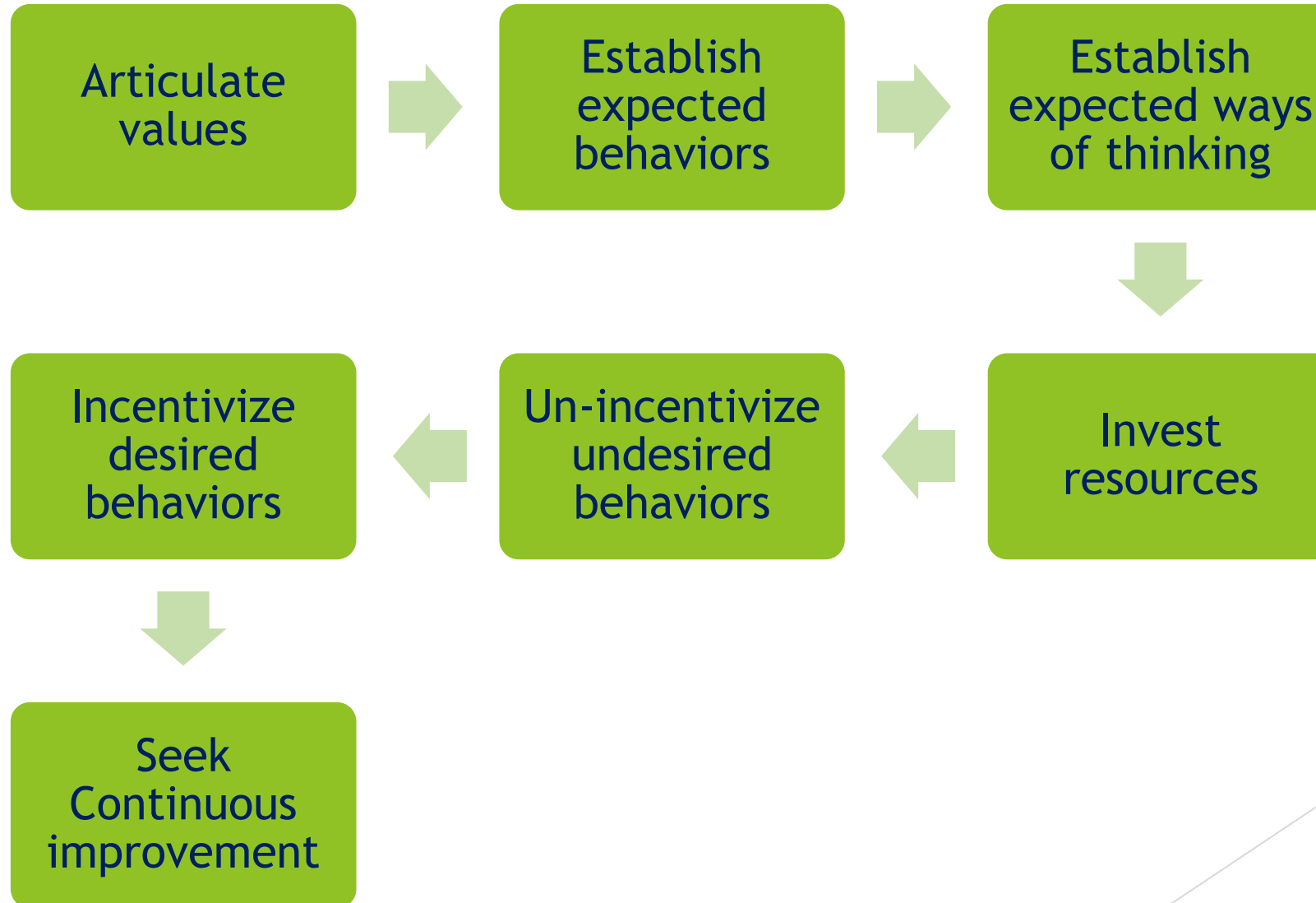Staff communicate about safety between all levels.

7. Just culture
Individuals are not punished for honest mistakes - it is important **what went wrong**, **not who caused the problem.**

Shifting culture
Shifting behaviors, by shifting beliefs and values

Articulate values → Establish expected behaviors → Establish expected ways of thinking

Incentivize desired behaviors ← Un-incentivize undesired behaviors ← Invest resources

Incentivize desired behaviors → Seek Continuous improvement

PROPER COMMUNICATION IN THE CREATION AND SALE OF THE TOURISM PROGRAMS AS A SAFETY MEASURE

Keywords:

- Tourism
- Communication
- Sale/marketing of programs/products
- Negotiation
- Safety

Tourism/tourism products

Adventure travel is a type of tourism, involving exploration or travel with perceived (and possibly actual) risk, and potentially requiring specialized skills and physical exertion.

Adventure tourism has grown in recent decades, as tourists seek different kinds of vacations, but measurement of market size and growth is hampered by the lack of a clear operational definition.

According to the Adventure Travel Trade Association, adventure travel may be any tourist activity, including two of the following three components: a physical activity, a cultural exchange or interaction and engagement with nature
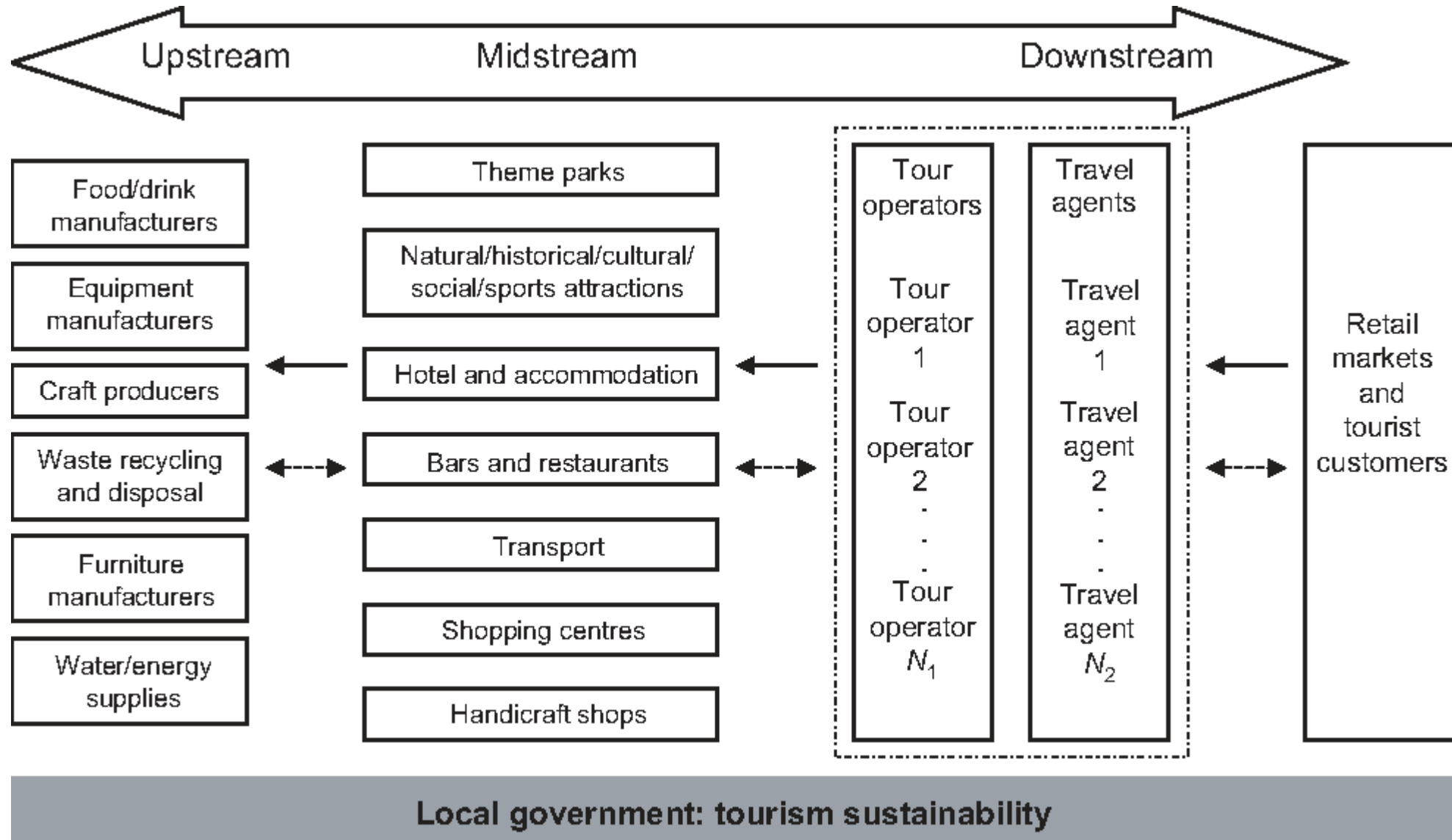
"Story" vs. Industry

Parties involved in the tourism industry

Tourism product supply chain

Upstream — Midstream — Downstream

Upstream:
- Food/drink manufacturers
- Equipment manufacturers
- Craft producers
- Waste recycling and disposal
- Furniture manufacturers
- Water/energy supplies

Midstream:
- Theme parks
- Natural/historical/cultural/social/sports attractions
- Hotel and accommodation
- Bars and restaurants
- Transport
- Shopping centres
- Handicraft shops

Downstream:
- Tour operators: Tour operator 1, Tour operator 2, . . . Tour operator N_1
- Travel agents: Travel agent 1, Travel agent 2, . . . Travel agent N_2
- Retail markets and tourist customers

Local government: tourism sustainability

Communication in tourism

Who communicates with whom????????

Tour operator - clients - outgoing tour operator(s) - guides - end suppliers (supply chain)-state apparatus-media……..

Guide - tour operator - clients - end suppliers

Communication obstacles?

Language

Cultural differences

Different expectations (level of quality of service)

Channels of communications

Presumptions

Too much information
Poor listening skills
Poor speaking skills
Noise
Listener's mood (speaker`s mood?)

Solving a communication problem

Identify the problem

Identify the possible causes

Identify the possible consequences (what might happen because of the problem?)

Identify possible solutions

Study and rank the solutions (put them in order from best to worst)

Decide on the action to take

Marketing in tourism

Tourism Marketing is **a marketing strategy that uses specific marketing plan and techniques to promote touristic products and services such as destinations, hotels and transport services, etc**

Players in Marketing Tourism

Proper communication in the creation and sale of the tourism programs as a safety measure, 01.07.2022
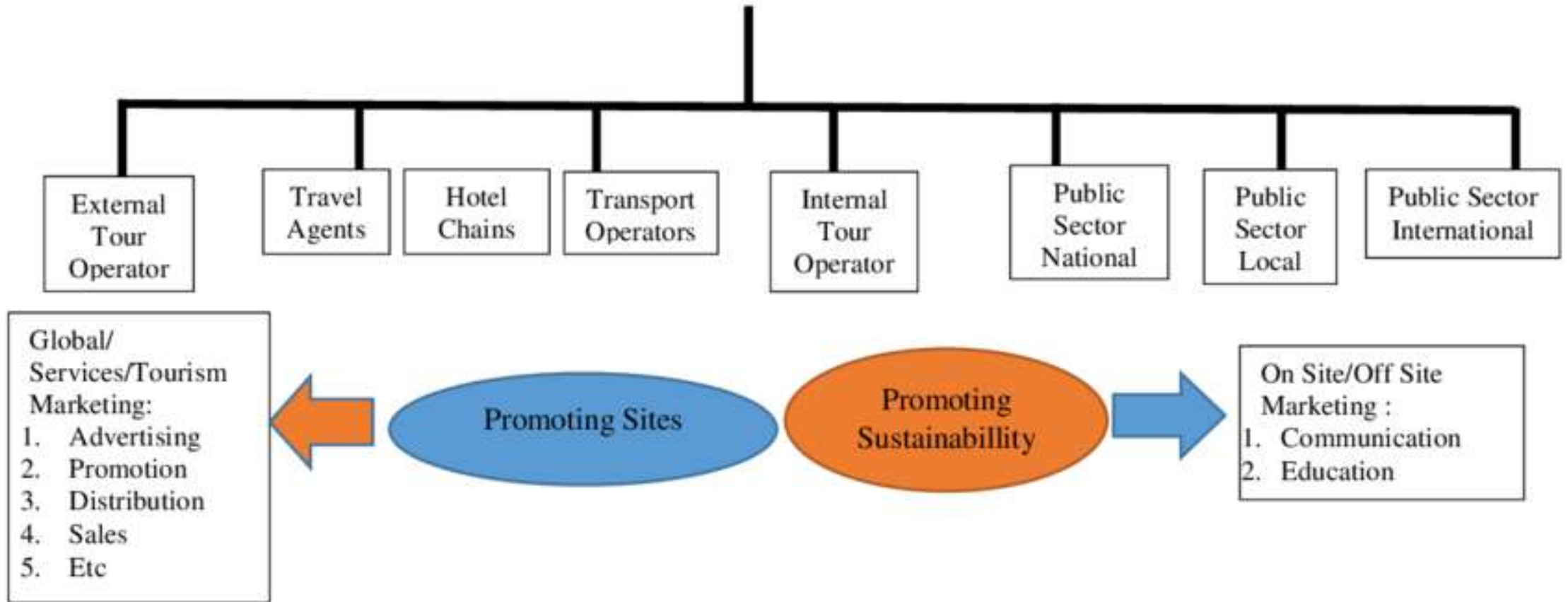
The Marketing Mix

Also known as the 4 Ps (Product, Place, Promotion, Price), or

Known as the 7 Ps in the Extended Marketing Mix (adding People, Physical Evidence and Process)

Price

- Components of cost
- Price, cost and value
- Price elasticity
- Costing and setting prices
- Pricing policies
- Pricing strategies

Price, Cost and Value

Price
The actual prices of the product set by the supplier

Cost
The end cost (financial or otherwise) to the consumer

Value
The evaluation made by the consumer of the price and cost set against the features and benefits of the product

NEGOTIATION

Negotiation mean bargaining process between two or more parties seeking to discover a common ground and reach an agreement to settle a matter of mutual concern or resolve a conflict.

NEGOTIATION ⟶ PRICE?????

CONTENT

LENGTH

CANCELATION POLICY

FREE OF CHARGE TOUR LEADER

SINGLE ROOMS

SHARE OF RESPONSIBILITIES (DUTIES)

SHARE OF RISKS/RISK MANAGEMENT

4 TYPES OF NEGOTIATION:

Principled negotiation
Team negotiation
Multiparty negotiation
Adversarial negotiation

Principled negotiation

Mutual gain: The integrative approach to a principled negotiation invites parties to focus on finding mutually beneficial outcomes through bargaining.

Focus on interests: Negotiators can identify and communicate their motivations, interests and needs in a principled negotiation.

Separate emotions from issues: In a principled negotiation, parties can reduce emotional responses and personality conflicts by focusing on the issues at hand, rather than how the issues make them feel.

Objectivity: Parties in a principled negotiation can agree to using objective criteria as a baseline for negotiations. Examples of objective criteria in negotiations include market rates, expert opinions, laws and industry standards.

Team negotiation

In a team negotiation, multiple people bargain toward an agreement on each side of the negotiation. Team negotiations are common with large business deals. There are several personality roles on a negotiation team. In some cases, one person may perform more than one role:

Leader, Observer, Relater, Critic and Builder.

Multiparty negotiation

A multiparty negotiation is a type of bargaining where more than two parties negotiate toward an agreement. An example of a multiparty negotiation is bargaining between ????????

Challenges of multiparty negotiations:

Fluctuating BATNAs: BATNA stands for best alternative to a negotiated agreement. With multiple parties in a negotiation, each party's BATNA is more likely to change, which can make it harder for parties to agree. Each party can evaluate their BATNA at each stage in negotiations to understand the results of a proposed agreement.

Coalition formation: Another challenge of multiparty negotiations is the possibility for different parties to form coalitions, or alliances. These alliances can add to the complexity of bargaining. Coalitions can agree to a specific set of terms to help all parties reach an agreement.

Process-management issues: Managing the negotiation process between multiple parties can lead to a lack of governance and miscommunications. People in multiparty negotiations can avoid these issues by choosing a leader who's willing to collaborate with others toward an agreement.

Adversarial negotiation

An adversarial negotiation is a distributive approach in which the most aggressive party in a negotiation achieves an agreement that serves their interests. Here are a few examples of adversarial negotiation tactics:

Hard bargaining: Hard bargaining is a strategy in which one party refuses to compromise in an agreement.

Future promise: A person using this tactic can promise the other party a future benefit in exchange for current concessions. You can counteract this tactic by asking for the future promise in writing.

Loss of interest: Another adversarial negotiation tactic is loss of interest, in which one party pretends they've lost their interest in pursuing an agreement.

Negotiation / risk management

Use numbers instead of ranges
Discuss open-ended questions
Listen during negotiation discussions
Aim for a win-win scenario
Consider your: product/value chain/destination
assets/company`s potential and strengths
Keep written track record

Risk management in Adventure tourism

Stress management strategy

Definition of stress?

Stress is the "psychological, physiological and behavioral response by an individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands, which, over a period of time, leads to ill-health"

Historically, stress was our friend.

It acted as a protective mechanism that warned us of danger; a natural reaction that told us when to run

Fight - Dealing with triggers of stress

Stress response   or

Flight

Is there a work environment without stressors?

Can we avoid stressful situations?

That's unrealistic.

After all, it's an unavoidable human response that we all experience from time to time—and it's not all bad either.

When used at the right time, stress increases our awareness and improves physical performance in short bursts (Van Duyne, 2003).

When is stress harmful?

- Repeated exposure of the body and mind to stress,

- When there is no capacity to handle stress,

- When the stress reaction turns into anxiety

Stress versus burnout

What's the difference between stress and burnout?

Stress is inevitable.
Burnout isn't.

This is where stress management can offer tools, and help guides avoid the unpleasant experience of burnout.

Why do we need stress management tools?

Physiological affects -

- increased level of hormones cortisol and adrenaline
- change in blood sugar level - fatigue

Psychological affects

- anxiety increases,
- ethical values such as humanity, respect, compassion and caring for others decrease

Behavioral affects

- panic attacks, difficulty in mobilization,
- difficulties in concentration and reduced productivity

World Health Organization's definition

Occupational or work-related psychosocial stress "is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope."

Obviously,
resilience, managing, and benefiting from
the stress-challenge **is up to us**

Stress generally refers to two things:

1. The psychological perception of pressure,
Let's accept the causes of stress as a challenge and not as blockers,
To have a rich social life to build a positive perception in general

2. The body's response to it, which involves multiple systems, from metabolism to muscles to memory.
Let's take care of our health every day with training and a healthy diet

What is mandatory?

To create a personal stress management strategy

Put simply, stress management strategy is:

"set of techniques and programs intended to help us deal more effectively with stress in ours lives by analyzing the specific stressors and taking positive actions to minimize their effects"

7 tips adapted from The American Psychological Association to support You with a stress management plan

1. Understand your stress / different for everybody
By understanding what stress looks like for you, you can be better prepared, and reach for your stress management toolbox when needed.

2. Identify your stress sources
What causes you to be stressed?
Any of the potential thousand triggers.

3. Learn to recognize stress signals
We all process stress differently so it's important to be aware of your individual stress symptoms.
What are your internal alarm bells? Low tolerance, headaches, stomach pains or a combination of 'Symptoms of stress'

4. Recognize your stress strategies
What is your go-to tactic for calming down?
These can be behaviors learned over years and sometimes aren't the healthy option. Reject the option of overeating, alcohol, a lot of sugar…..

5. Implement healthy stress management strategies

It's good to be mindful of any current unhealthy coping behaviors so you can switch them out for a healthy option. If overeating is your current go to, you could practice stretching instead, or make a decision to phone a friend to chat through your situation. The A P A suggest that switching out one behavior at a time is most effective in creating positive change.

6. Make self-care a priority

When we make time for ourselves, we put our well-being before others. This can feel selfish to start, but it is like the airplane analogy   **Self-care is group-care.**

7. Ask for support when needed

If you're feeling overwhelmed, reach out to a friend or family member you can talk to. Speaking with a healthcare professional can also reduce stress, and help us learn healthier coping strategies.

Further
Stress Management Techniques & Strategies are categorized into **three groups**

Action - Orientated Approaches

- used to take action to change a stressful situation

Emotion-Oriented Approaches

- used to change the way we perceive a stressful situation

Acceptance-Oriented Approaches:

- used for dealing with stressful situations you can't control

Action-Orientated Approaches - allow you to take action and change the stressful situation

1. Be assertive

- Clear and effective communication is the key to being assertive,
- You can ask for what You want or need, and also explain what is bothering You,
  Once you identify what you need to communicate, you can stand up for yourself and be proactive in altering the stressful situation.

2. Reduce the noise

- Make time for some quietness each day
- Switching off all the constant stimuli can help you slow down.

3. Manage your time

   - When You prioritize and organize your tasks, you create a less stressful and more enjoyable life.

4. Creating boundaries

   - Boundaries are the internal set of rules that we establish
   for ourselves. They outline what behaviors we will and won't
   accept, how much time and space we need from others,
   and what priorities we have.

   Healthy boundaries are essential for a stress-free life.
   When we have healthy boundaries we respect ourselves
   and take care of our well-being by clearly expressing our
   boundaries to others.

5. Get out of your head

- Sometimes it's best not to even try contending with the racing thoughts,
- Sometimes you just need a break,
- Distract yourself,
- Watch a movie, or catch up with a friend, go for a walk, or do something positive that you know takes your mind off things.

2. Emotion–Orientated Approaches

Emotion-oriented approaches are used to change the way we perceive stressful situations

In the words of William James:

"The greatest weapon against stress is our ability to choose one thought over another"

6. Affirmations and imagery

- The power of positive imagery and affirmations is now scientifically proven to increase positive emotion.
How? When you think of a positive experience, your brain perceives it to be a reality.
- So, replace those negative thoughts with positive statements and challenge and change the way you see and experience the world.

7. Cognitive Restructuring

- Technique for understanding negative emotions and challenging the sometimes incorrect beliefs that cause them.

8. ABC Technique

The letters ABC stand for;

A – adversity, or the stressful event.

B – beliefs, or the way that you respond to the event.

C – consequences, the result of your beliefs lead to the actions and outcome of that event.
Essentially, the more optimistic your beliefs, the more positive the outcome.

Acceptance-Orientated Approaches

Acceptance-oriented approaches are useful in stressful situations that you cannot control.

Epictetus, the Greek philosopher had said:

"People are disturbed not by things but by the views they take of them"

9. Diet and Exercise

- You've heard it before, but you are what you eat.
- Be mindful of having a balanced and healthy diet.
- Making simple diet changes, such as reducing your alcohol, caffeine and sugar intake is a proven way of reducing anxiety.

- Another guaranteed way to reduce stress is exercise.

- It's proven to also be as effective as antidepressants in relieving mild depression.

So… get moving!

10 Physical relaxation

- Use techniques such as deep breathing, guided visualizations, recreation, dancing,
- ……….
- These activities help relax the body.

11. Build resilience

-Resiliency is our ability to bounce back from stressful or negative experiences.

- Resilient people are skilled at accepting that the situation has occurred, they learn from what transpired and then they move on.

12. Talk it out

- Don't hold it all inside.
- Talk to someone close to you about your worries or the things getting you down.
- Sharing worries can cut them in half, and also give you a chance to laugh at potentially absurd situations.

Many of our worries sound a lot less worrisome when we say them out loud.

If you don't feel up to sharing, writing them down is also a great way to release them

The stressors are generated by our own perception depending on our personal traits, thought process, habits, available resources and so on.

When the challenges are greater than our ability to encounter them, we feel stress.

Shift your mindset

View a situation as a challenge, not as a threat

Must have soft skill for guides Emotional Intelligence

The measure of an individual's abilities to recognise and manage their emotions, and the emotions of other people, both individually and in groups.

Better understand their own psychological state, which can include effective stress management

Good news!

The only part of the human psyche that we can develop and improve by learning and practicing new skills

The next activity is yours

Prepare your personal management strategy and leave space to update it with each new experience you have.

Thank you!

Group management in emergency situations

Principles and procedures for managing a group in extreme and critical situations

Emergency situations

Situations in which the implementation of the program **significantly deviates from the initially established plan** and there are greater or smaller risks for the implementation of the envisaged program or for the security of the clients.

Emergency situations

Critical situation	**Extreme situation**
Complex situations in which **each solution is difficult and of great importance** for the situation itself.	Situations with a **high degree of risk** whose consequences can be of serious or fatal outcome.

Critical and extreme situation

MAIN DIFFERENCES

1. **Degree** of danger.

2. Possible **consequences**.

3. The possibility of **controlling** the situation.

4. The **way we deal** with the situation.

PHASES IN CRITICAL SITUATION

1. Phase of action of the stressor (danger).

ALARM REACTION - Adrenaline phase.

(fear)

2. Resistance to confrontation.

Reaction to **"Fighting or Escape".**

Taking measures to resolve the situation.

3. Phase of exhaustion.

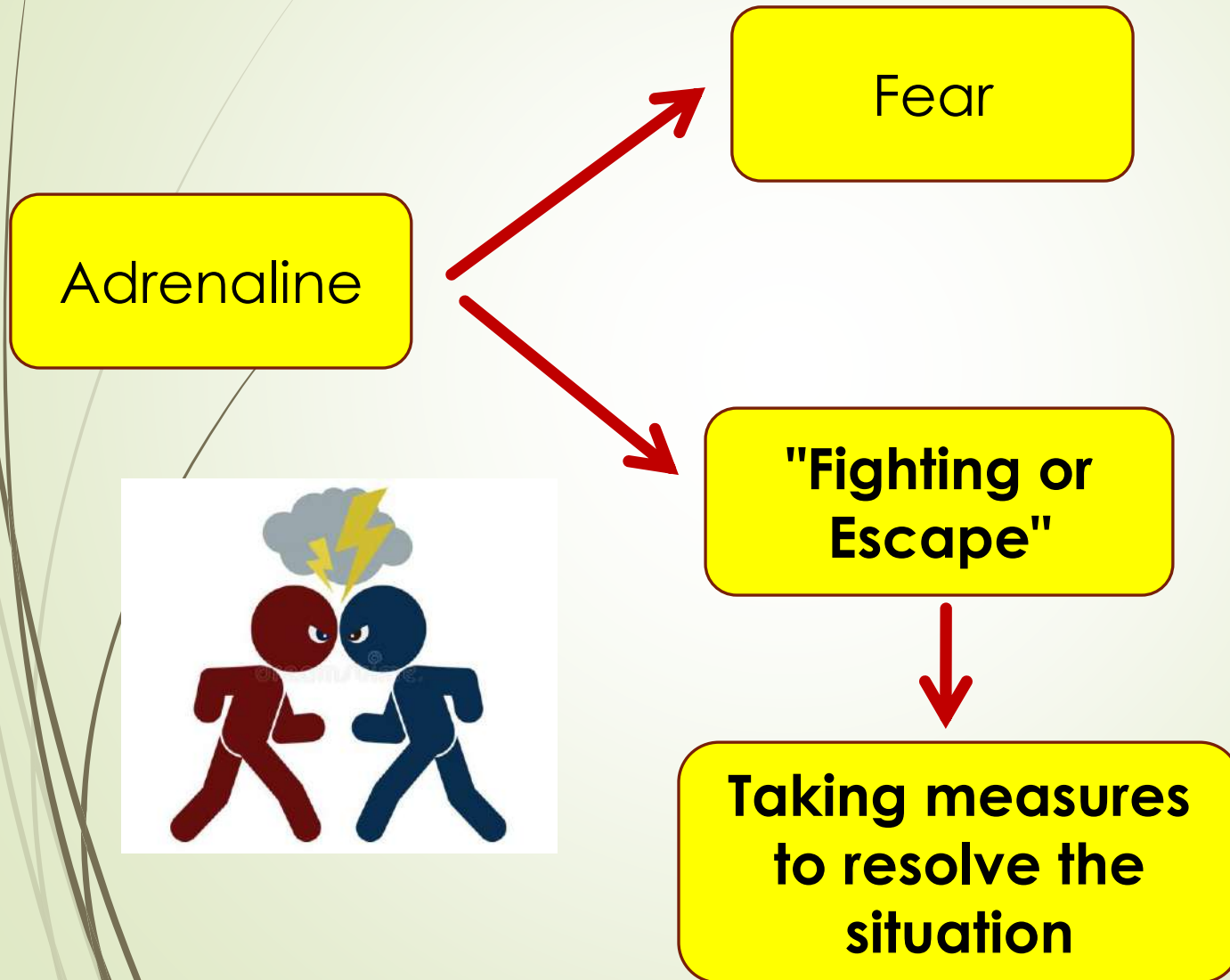Emotional processing of events.

ALARM REACTION

Action of the stressor

We are becoming aware of the newly emerging situation
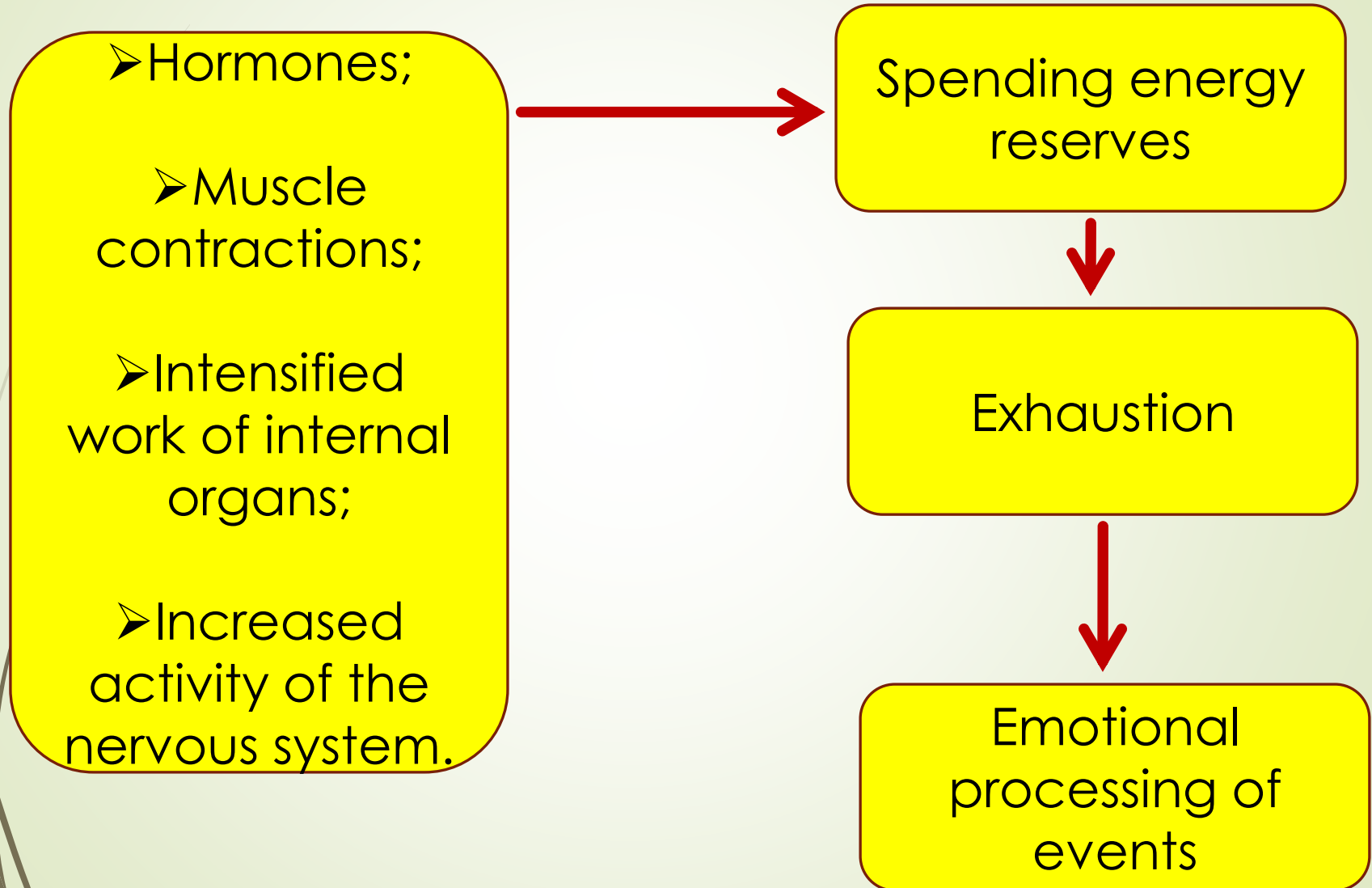
Adrenaline

Fear

Resistance of the confrontation

Adrenaline

Fear

"Fighting or Escape"

Taking measures to resolve the situation

Phase of exhaustion

- ➢ Hormones;

- ➢ Muscle contractions;

- ➢ Intensified work of internal organs;

- ➢ Increased activity of the nervous system.

Spending energy reserves

↓

Exhaustion

↓

Emotional processing of events

Managing critical and extreme situations

Self management

Managing with **clients** and the informal leader

Group management

Self management through stages

Fear → Productivity zone

Zone of paralysis

Anxiety

Concern

— Fear —

Panic

Horror.

The most important thing is to control the need to escape.

Self management

Stress → Disruption of <u>control over situation</u> and disrupted <u>adaptation</u>

Algorithm →
1. Keeping control of the situation well
2. Saved adaptation

Stressors

INTERNAL

Physiological

Psychological

EXTERNAL

Stressors from the newly emerging situation which is a threat to the tour and the safety of the participants

Internal stressors

Physiological → **Hungry Thirst Warm Cold...**

↓

Stereotypical and unconditional reactions

Internal stressors

Psychological → Versatile and unpredictable reactions

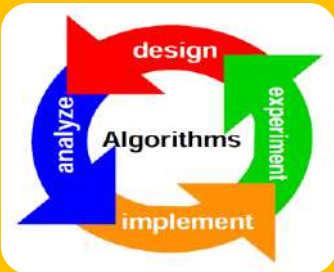Can be conditioned by upbringing, education and training.

Factors that increase stress

Unexpectedness of situation

Inability to control the situation

Lack of response algorithms

Largest enemies for managing with extraordinary situations

Frustration
- Disability to achieve the goal
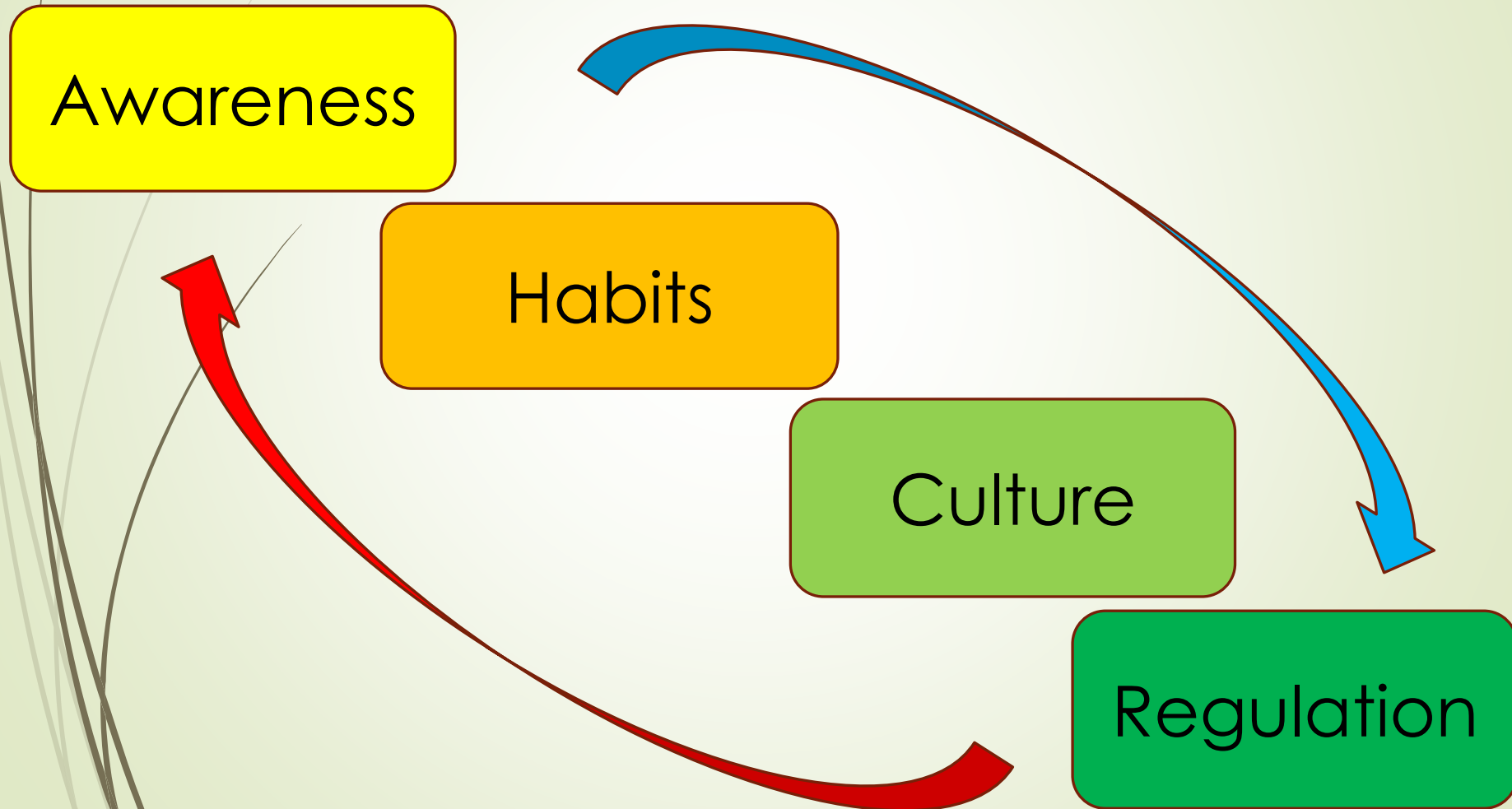
Conflict
- Conflict between members in the group

Crisis
- Inability to solve the problems

The risk must be placed in some context

Awareness

Habits

Culture

Regulation

Creating an algorithm of procedures

Creating SOP

Implementation and training

Analyses

Upgrade

Health safety as an important factor for successful programs

D-r. Aleksandar Manolev
Specialist of internal medicine
PHO "Manolevi" - Department of internal medicine
Macedonian association of international mountain leaders
Instructor of alpine medicine
Associate colaborator of Mountain academy

How people look on outdoor activities?

New research by European outdoor group reveals greater public appetite for outdoor activities.

In a survey of consumers in seven countries – UK, France, Germany, Spain, Italy, Poland, Sweden, realised between april and may 2020, from those who completed the survey,

62% usually participate in outdoor activities about monthly or more often, while 29% do so a few times a year.

Outdoor activities has been boosted by enforced COVID-19 restrictions!

In addition, 67% agreed that they have really missed being able to take part in pursuits such as hiking, climbing, cycling, snow sports and other mountain activities during lockdown, while

86% stated that outdoor activities are essential for people's wellbeing.

Across Europe, 58% of consumers said that they have missed outdoor activities above all else while restrictions have been in place.

Outdoor activities and health benefits promotion

What are the contemporary motivations for outdoor activities?

1. Outdoor activities are motivation for improving of personal health ?!

2. We use outdoor activities as part of therapeutic strategy advised by doctor ?!

4. Outdoor activities are part of our life style ?!

Safety aspect and understanding of main outdoor challenges

Personal health condition

Factors that can lead to worsening of health

Factors that can lead to life threatening condition

Conditions with global impact

Safety aspect and understanding of main outdoor challenges

Personal health condition

Factors that can lead to worsening of health

Factors that can lead to life threatening condition

Conditions with global impact

Customer analysis regarding personal health

Medical history
Previous Experience
Physical fitness
Mental and emotional state
Preparedness for teamwork
Address information,
Insurance,
Contact person

Guidelines for safety operating procedures

Customer analysis regarding personal health

Medical history
Previous Experience
Physical fitness
Mental and emotional state
Preparedness for teamwork
Address information,
Insurance,
Contact person

Guidelines for safety operating procedures

Customer analysis regarding personal health

Medical history

Do you have chronic disease?
Do you take medications?
Do you know how to use medications in case of disease worsening?
Do you have your medications in the moment?
Do you have history of previous cardiovascular incident eg stroke or myocardial infarction?

Guidelines for safety operating procedures

Customer analysis regarding personal health

Medical history
Previous experience
Physical fitness
Mental and emotional state
Preparedness for teamwork
Address information
Insurance
Contact person

Guidelines for safety operating procedures

Customer analysis regarding personal health

Previous experience

Good approach in dietary lifestyle (proper hydration and choice of food during activity)

Proper choice of equipment and knowledge how to use it

Already experienced team work

More capable to adopt its behaviour in case of incident ect.

Guidelines for safety operating procedures

Customer analysis regarding personal health

Medical history
Previous Experience
Physical fitness
Mental and emotional state
Preparedness for teamwork
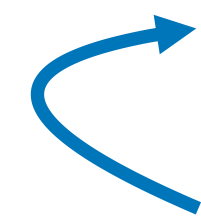Address information
Insurance
Contact person

Guidelines for safety operating procedures

Customer analysis regarding personal health

Medical history
Previous Experience
Physical fitness
Mental and emotional state
Preparedness for teamwork
Address information
Insurance
Contact person

Guidelines for safety operating procedures

Customer analysis regarding personal health

Mental and emotional state

Primary mental disorders

Depression
Anxiety
Other psychological conditions

Secondary mental and emotional conditions as a result of the combined impact of outdoor activity and poor fitness activity

Tiredness due to the everyday working
Not sufficient physical condition
Dehidratation
Inadequate dietary approach
Hypothermia
Sunburns
Etc.

Guidelines for safety operating procedures

Safety aspect and understanding of main outdoor challenges

Personal health condition

Factors that can lead to worsening of health

Factors that can lead to life threatening condition

Conditions with global impact

Factors that can lead to worsening of health and life threatening condition*

Transport

Weather

Preparing - the competencies of the guide

Risk

Equipment

Ground (Surface)

Customer competencies

*Guidelines for risk assessment

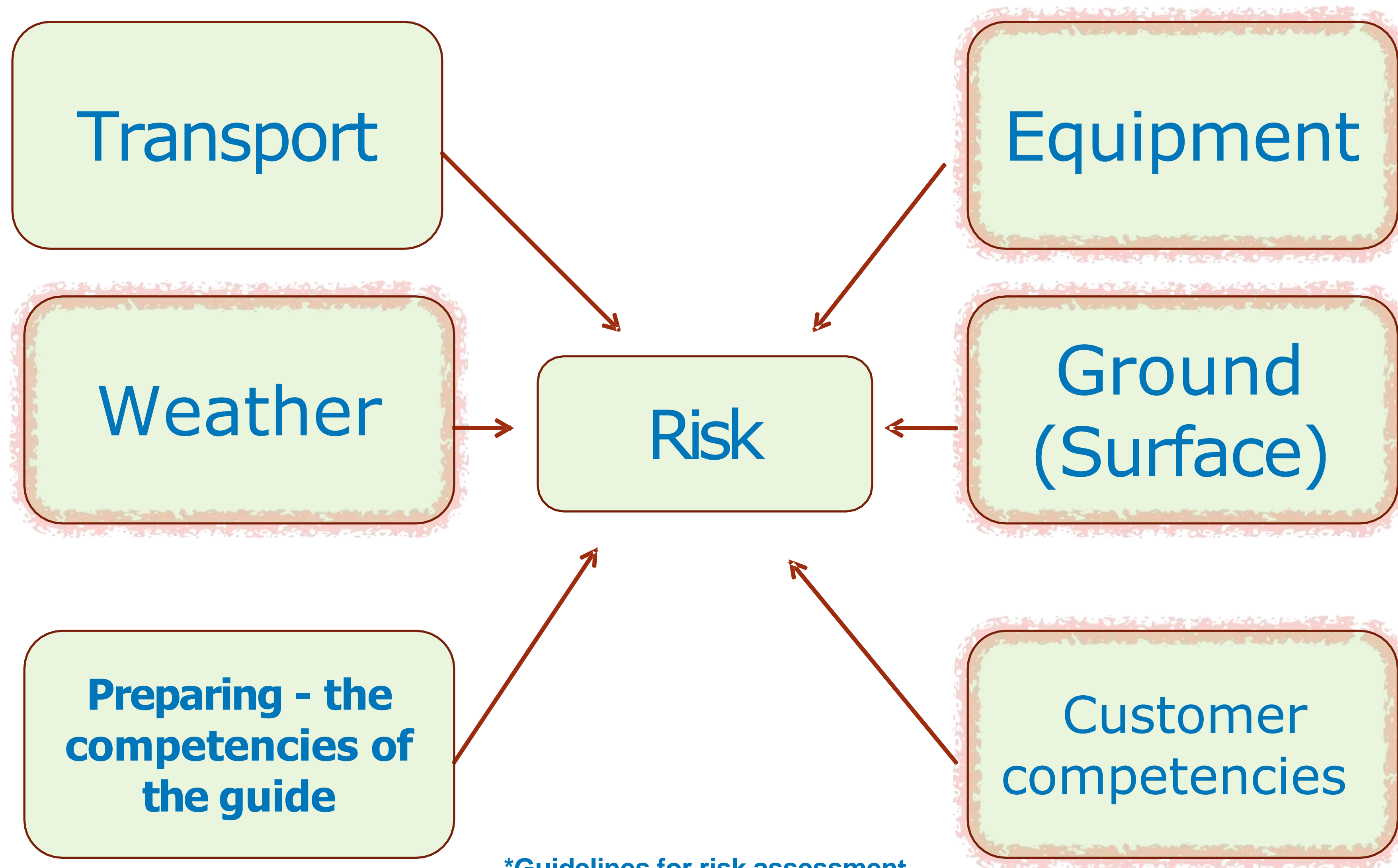# Safety aspect and understanding of main outdoor challenges

Personal health condition

Factors that can lead to worsening of health

Factors that can lead to life threatening condition

Conditions with global impact

Conditions with global impact

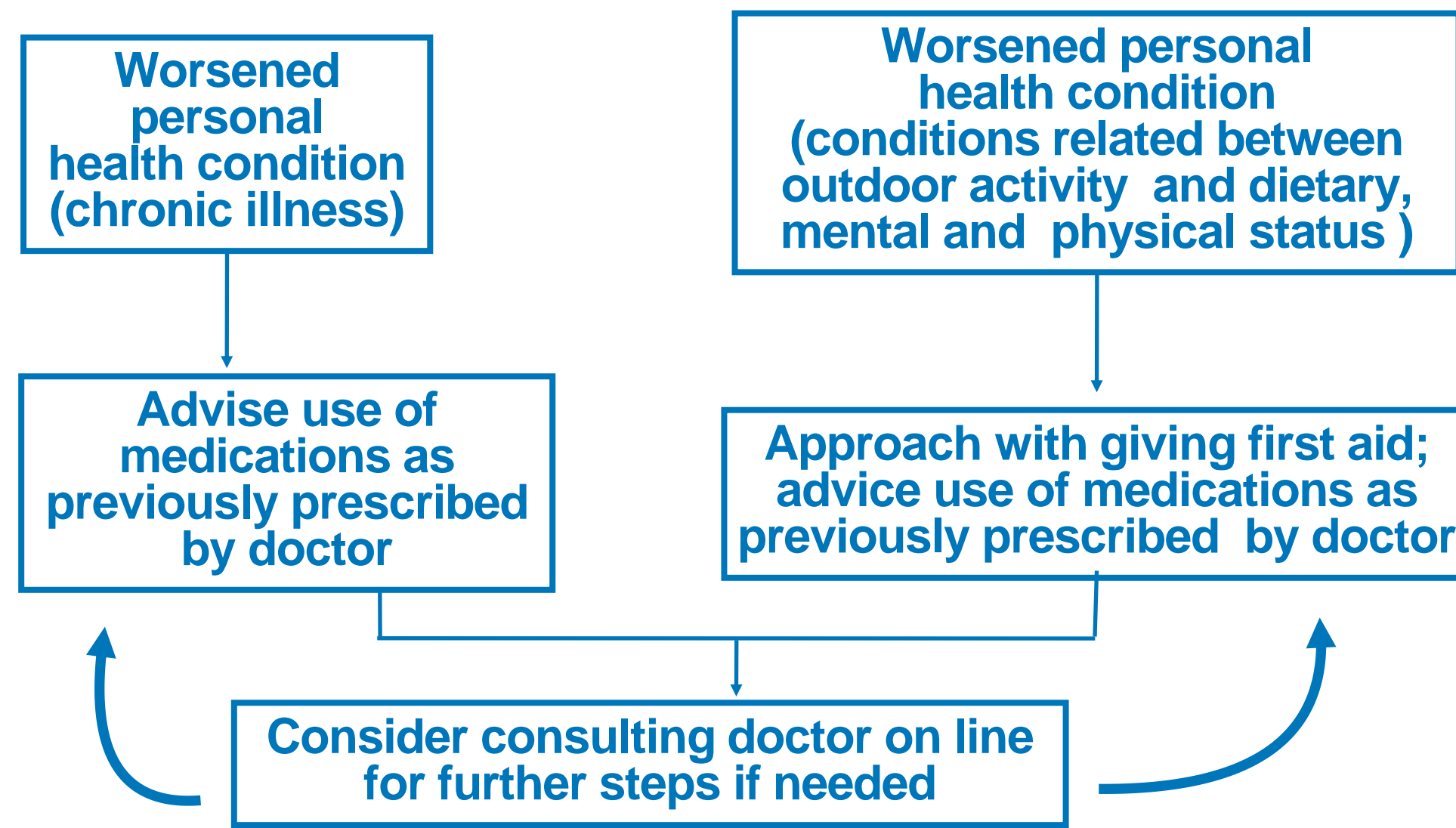## Pandemic state of Covid -19
Safety measures

What to do when worsening of health and life threatening condition are present?

- In situ challenges and proper approach in first aid -

Managing of worsened health conditions

Worsened personal health condition (chronic illness)

Worsened personal health condition (conditions related between outdoor activity and dietary, mental and physical status)

Advise use of medications as previously prescribed by doctor

Approach with giving first aid; advice use of medications as previously prescribed by doctor

Consider consulting doctor on line for further steps if needed

Conditions in consideration
Most common chronic diseases

▶ **Diabetes melitus**
▶ **High blood pressure**
▶ **Overweight & obesity**
▶ **Faty liver disease**
▶ **Chronic kidney failure**
▶ **Condition after stroke or myocardial infarction**
▶ **Atherosclerotic diseases**
▶ **Epilepsia etc**

tening condition

health condition;
t can affect active moving;
ue with active moving

Customer analysis regarding personal health

▶ **Do you have ch**
▶ **Do you take me**
▶ **Do you know h**
disease worsen
▶ **Do you have yo**
▶ **Do you have his**
incident eg str

▶ **Medical history**
▶ **Previous Experience**
▶ **Physical fitness**
▶ **Mental and emotional state**
▶ **Preparedness for teamwork**
▶ **Address information**
▶ **Insurance**
▶ **Contact person**

A. MANOLEV

Managing of health and life threatening conditions
(poor/not responsive person)

Worsened personal health condition (chronic illness)

Worsened personal health condition (conditions related between outdoor activity and dietary, mental and physical status)

Worsened health condition due to the outdoor activity: trauma by fall, avalanche victim, frost bites, severe burns, lightening injuries

Conditions in consideration

Life threatening condition with no response (no vital sighs by ABC approach)

Approach with giving first aid; advice use of medications as previously prescribed by doctor

Approach with giving first aid and take care for the current health condition

Life threatening condition with no response (no vital sighs by ABC approach)

▸ **Diarrhoea**
▸ **Dehidratation**
▸ **Tiredness**
▸ **Hypoglacemia due to low intake of food**
▸ **Hypotermia**
▸ **Sunburns**
▸ **Inadequate choice of trail**
▸ **Poor mental behaviour/fear**

▸ **Inadequate use of clothes**
▸ **Poor weather conditions etc.**

Consider consulting doctor on line for further steps

No improvement in health condition

Inform the group about current status and involve them in solving problem and decide for further steps

Call for rescue service If needed evacuate to the nearest safety point

Approach to CPR and wait for help

A. MANOLEV

How safe we are?!

Thank's for your time !