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# Risk Management for Tour Operators

Online Training Course 3:  
Standard Operating Procedures (SOPs)

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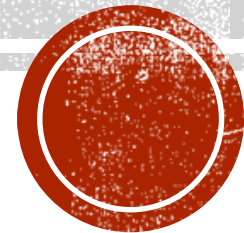
# AGENDA

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- Standard Operating Procedures (SOPs)
- Example: SOPs for Guides, Drivers and Accommodation
- Homework Assignment
- References

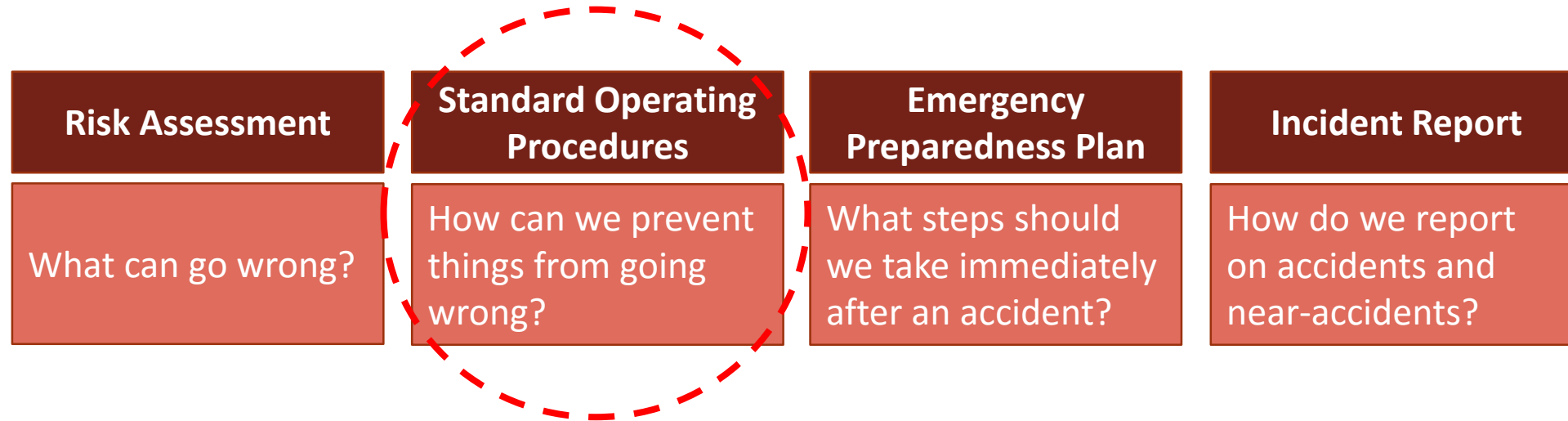


# STANDARD OPERATING PROCEDURES (SOPs)



# THE STANDARD RISK MANAGEMENT SYSTEM

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- 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

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- 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)**

Also  
important to  
formalize,  
review and  
update!



# STANDARD OPERATING PROCEDURES (SOPs)

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

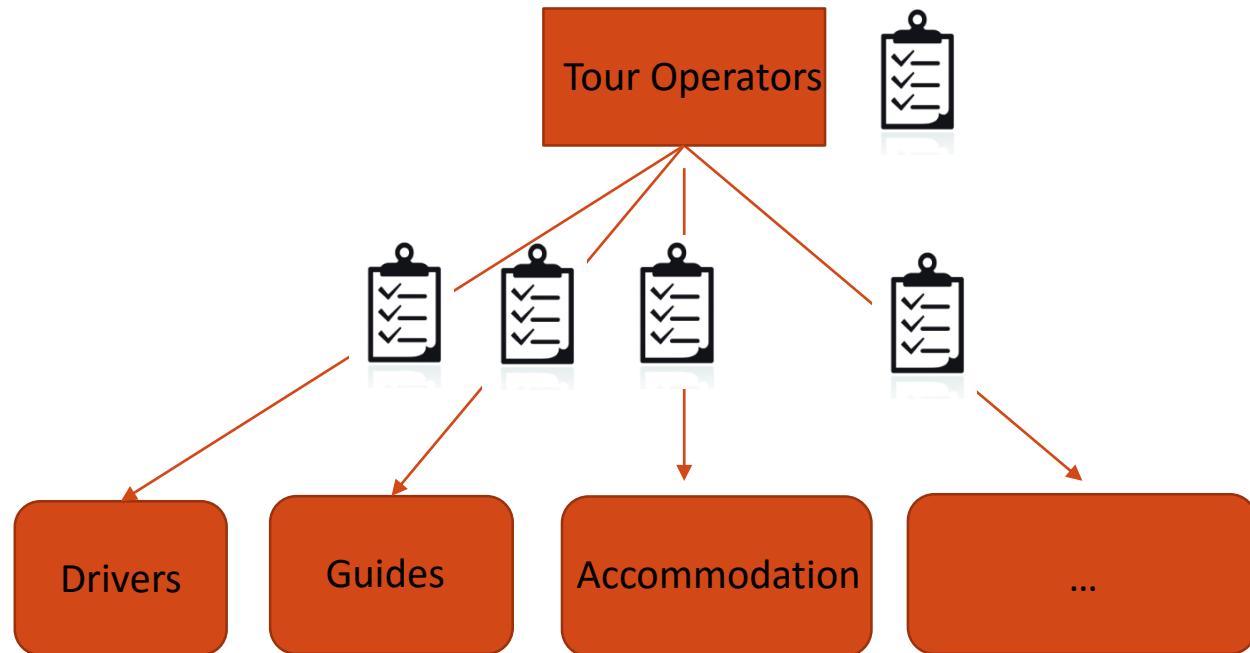
- Have **safety procedures** in place before, during and after the tour
- Comply by **local law & regulations**

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



# STANDARD OPERATING PROCEDURES

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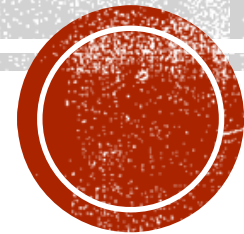


## Why use SOPs?

- 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

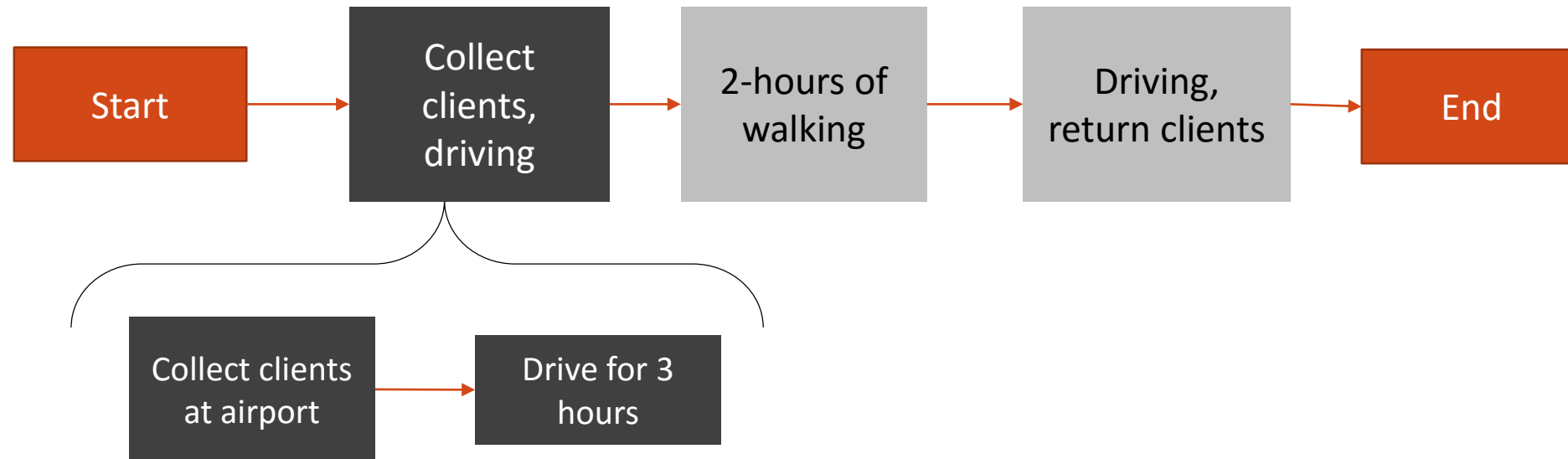


# EXAMPLE: SOPs FOR GUIDES, DRIVERS AND ACCOMMODATION





# STEP 1: WHAT ARE THE RISKS? EXAMPLE



Risk	
Bruises	A client could get bruises in the car.
Car accident	A car accident could occur.
...	



## SOPs FOR GUIDES & SOPs FOR DRIVERS

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Driver/Guide is responsible to make sure...

- That vehicles comply with national law in terms of maintenance, road worthiness, etc.
  - That seatbelts are provided and in good condition
  - That all clients have a fixed seat
  - That the vehicle is suitable for the terrain
  - That all clients have put on their seatbelts
  - That drivers comply with the speed limit
  - ...
- Before the tour
- During the tour



# 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 <ul style="list-style-type: none"> <li>- Vehicle is road worthy</li> <li>- All clients have fixed seat</li> <li>- All clients have put on their seat belts</li> <li>- .....</li> </ul>



# RISKS ASSESSMENT

## Before Risk Management

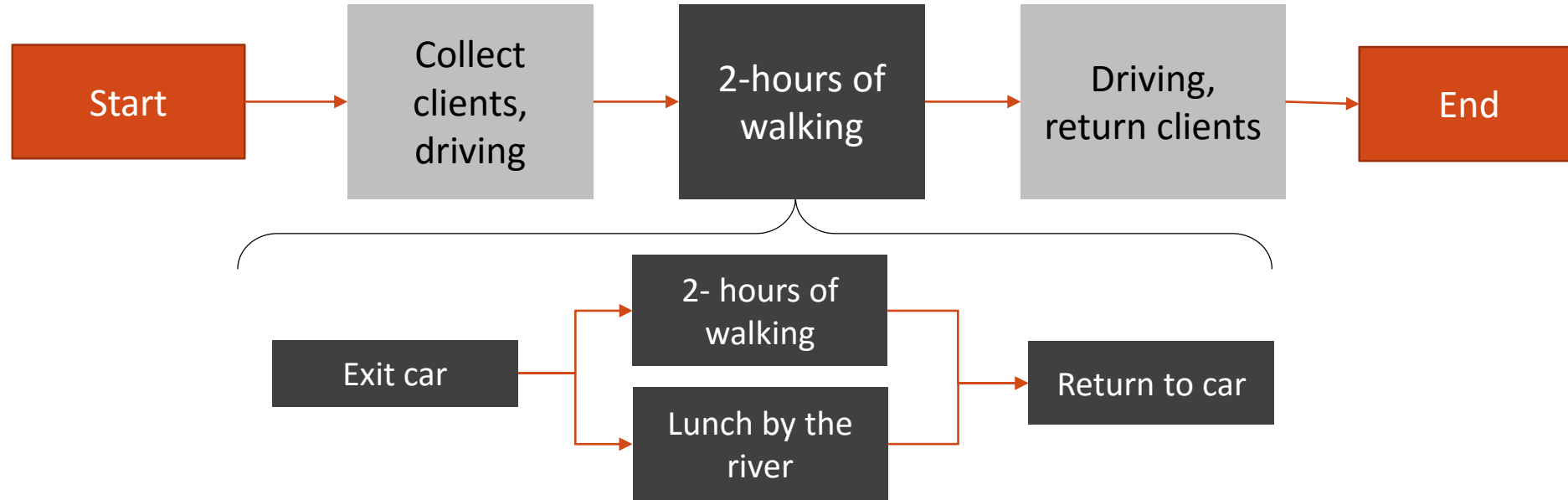
Risk	Seriousness	Likelihood	Risk acceptable?	Manage, accept or avoid?	Responsible person?	Documentation
Car accident	3	2	5	Manage	Driver and Guide	Standard Operating Procedures for drivers and guides

## After Risk Management

Seriousness	Likelihood	Risk acceptable?	How to manage?
2	1	3	Driver & guide make sure that <ul style="list-style-type: none"> <li>- All clients have put on their seat belts</li> <li>- Vehicle is road worthy</li> <li>- Vehicle is suitable for the terrain</li> <li>- The driver complies with the speed limit</li> <li>- .....</li> </ul>



# STEP 1: WHAT ARE THE RISKS? EXAMPLE



Risk	
Fall on ground	A client could trip over uneven ground
Get lost	A client could get lost and separated from the group
...	...



## SOPs FOR GUIDES

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Guide is responsible to...

- Know the route as well as alternative routes
  - Check the weather before the walk
  - Confirm that clients have the required equipment for the tour (e.g. rain & sun protection, correct footwear, water, etc.)
  - Warn clients of uneven ground
  - Carry the required safety equipment for the tour (e.g. first aid kit)
  - Count clients before, during and after the tour
  - ...
- Before the tour
- During the tour
- Before, during and after the tour



# RISKS ASSESSMENT

## Before Risk Management

Risk	Seriousness	Likelihood	Risk acceptable?	Manage, accept or avoid?	Responsible person?	Documentation
A client could get lost and separated from the group	3	2	5	Manage	Guide	Standard Operating Procedures for guides

## After Risk Management

Seriousness	Likelihood	Risk acceptable?	How to manage?
2	1	3	Guide has <ul style="list-style-type: none"> <li>- Checked that all clients have the required equipment for the tour, including water</li> <li>- Counted clients before, during and after the trip</li> <li>- Briefed all clients on what to do in a situation if they get separated from the group</li> <li>- .....</li> </ul>



# RISKS ASSESSMENT

## Before Risk Management

Risk	Seriousness	Likelihood	Risk acceptable?	Manage, accept or avoid?	Responsible person?	Documentation
A client could trip over uneven ground	2	2	4	Manage	Guide	Standard Operating Procedures for guides

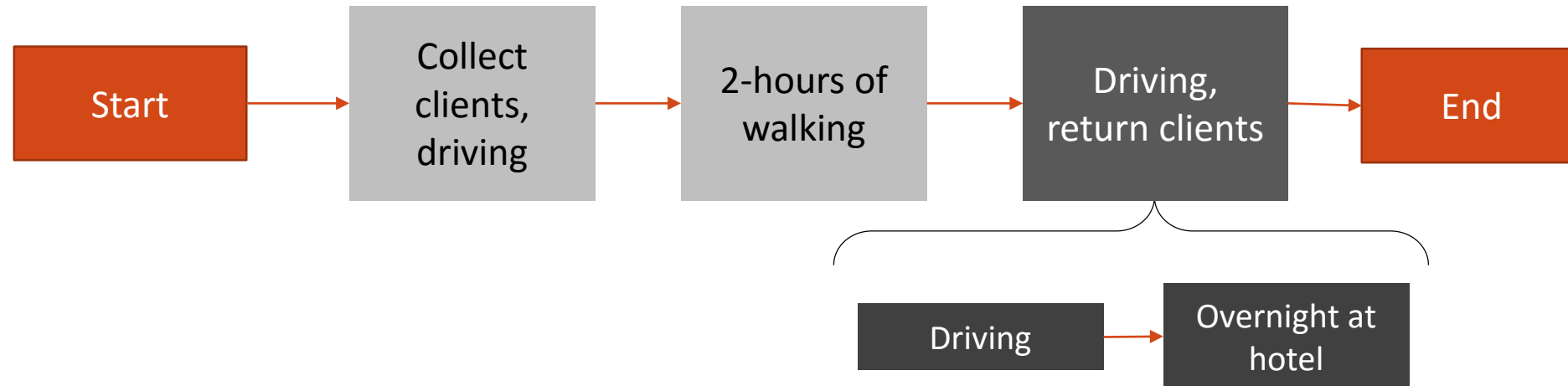
## After Risk Management

Seriousness	Likelihood	Risk acceptable?	How to manage?
1	1	2	The guide <ul style="list-style-type: none"> <li>- Warns clients of uneven ground</li> <li>- Carries the required safety equipment for the tour (e.g. first aid kit)</li> <li>- .....</li> </ul>





# STEP 1: WHAT ARE THE RISKS? EXAMPLE



Risk	
Fire	There could be a fire at the hotel.
Food poisoning	A client could suffer from food poisoning.
...	...



# SOPs FOR ACCOMMODATION

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The accommodation facility must make sure that...



Fire extinguishers are present on all floors



Fire exits can easily be opened in case of an emergency



The fire alarms all work.



The kitchen meets food safety standards and regulations (e.g. food quality, cleanliness, etc.)



.....



# RISKS ASSESSMENT

## Before Risk Management

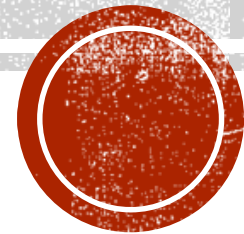
Risk	Seriousness	Likelihood	Risk acceptable?	Manage or avoid	Responsible person?	Documentation
There could be a fire at the hotel.	3	1	4	Manage	Accommodation	Standard Operating Procedures for accommodation

## After Risk Management

Seriousness	Likelihood	Risk acceptable?	How to manage?
2	1	3	<p>The hotel made sure</p> <ul style="list-style-type: none"> <li>- Fire exits and fire extinguishers are all easily accessible</li> <li>- The fire alarms all work.</li> <li>- .....</li> </ul>



# HOMEWORK ASSIGNMENT



## ASSIGNMENT 3

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- For your tours, develop **standard operating procedures** addressing the risks in your tours for
  - Drivers
  - Guides
  - Accommodation
- ...and complete **columns F-L** in your **risk assessment**.



# ASSIGNMENT 3

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- You can use the **SOP templates** on our website to guide you.



Guides



Drivers

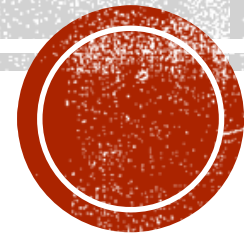


Accommodation

- **Delete, add, improve the SOPs** according to your services and local circumstances.
- Please send your assignments to [riskmanagement4tourism@gmail.com](mailto:riskmanagement4tourism@gmail.com).



# REFERENCES



## REFERENCES

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- Explore (2012): The Explore Safety Manual. How to keep you and your group safe (& happy!)
- New Zealand's Support Adventure(2017):  
<http://www.supportadventure.co.nz/safety-management-systems>





THANK YOU!

