

An Introduction to Risk Management in Adventure Tourism for Tour Operators, Guides, Drivers and Guesthouse Facilities

MANUAL FOR TRAINERS



Supported by GIZ program « Risk and safety management skill-building in adventure tourism destinations”.

Contact : danny.denolf@giz.de

Table of Contents

I.	<u>INTRODUCTION.....</u>	<u>3</u>
II.	<u>HOW TO USE THE FACILITATOR’S MANUAL?</u>	<u>3</u>
III.	<u>PREPARATION FOR THE TRAINING.....</u>	<u>5</u>
IV.	<u>TRAINING FOR LOCAL TOUR OPERATORS</u>	<u>7</u>
A.	TRAINING AGENDA, TARGET GROUPS AND OBJECTIVES	7
B.	TRAINING CONTENT AND RESOURCES	8
C.	TRAINING MODULES	8
	MODULE 1: INTRODUCTION.....	8
	MODULE 2: RISK ASSESSMENT.....	10
	MODULE 3: STANDARD OPERATING PROCEDURE	14
	MODULE 4: EMERGENCY PREPAREDNESS PLANS	17
	MODULE 5: INCIDENT REPORTS, INSURANCE AND REPUTATIONAL RISK.....	19
V.	<u>TRAINING FOR GUIDES.....</u>	<u>21</u>
A.	TRAINING AGENDA, TARGET GROUPS AND OBJECTIVES	21
B.	TRAINING CONTENT AND RESOURCES	22
C.	TRAINING MODULES	22
	MODULE 1: INTRODUCTION INTO RISK MANAGEMENT.....	23
	MODULE 2: RISK IDENTIFICATION & ASSESSMENT	25
	MODULE 3: STANDARD OPERATING PROCEDURES.....	35
	MODULE 4: EMERGENCY MANAGEMENT & REPORTING.....	39
VI.	<u>TRAINING FOR GUESTHOUSES.....</u>	<u>42</u>
A.	TRAINING AGENDA, TARGET GROUPS AND OBJECTIVES	42
B.	TRAINING CONTENT AND RESOURCES	43
C.	TRAINING MODULES	44
	MODULE 1: INTRODUCTION INTO RISK MANAGEMENT.....	44
	MODULE 2: THE RESPONSIBILITIES OF A GUESTHOUSE	47
	MODULE 3: STANDARD OPERATING PROCEDURES FOR GUESTHOUSES	55
VII.	<u>TRAINING FOR DRIVERS</u>	<u>60</u>
A.	TRAINING AGENDA, TARGET GROUPS AND OBJECTIVES	60
B.	TRAINING CONTENT AND RESOURCES	61
C.	TRAINING MODULES	61
	MODULE 1: INTRODUCTION INTO RISK MANAGEMENT.....	61
	MODULE 2: THE RESPONSIBILITIES OF A DRIVER.....	63

MODULE 3: STANDARD OPERATING PROCEDURES FOR DRIVERS	71
ANNEX 1: PLANNING YOUR RMS FORM	72
ANNEX 2: EPP EXAMPLE.....	76
ANNEX 3: INCIDENT REPORT EXAMPLE	77
ANNEX 4: INCIDENT REPORT TEMPLATE.....	79
ANNEX 5: SOP FLASHCARDS FOR TOUR GUIDES TRAINING	81
ANNEX 6: SOP FLASHCARDS FOR GUESTHOUSES TRAINING	84

I. Introduction

Safety is crucial in providing quality tours in the global and increasingly competitive tourism industry. Travelers are becoming more and more aware of risks associated with journeying to foreign countries; and safety is an important criterion in their choice of destination. Basic risk management is important for tourism businesses, particularly in the context of adventure tourism, as good safety standards will attract more visitors, ensure that tourists safely enjoy their stay, and generate a higher turnover.

An existence of a global standard, certification or a regulating body ensures tourists to feel confident that various actors in the adventure tourism adhering to agreed-upon standards and criteria. However due to absence of a qualification and performance standards, a variety of approaches to safety management can be found around the world. While in some countries there are no active standards at all, in other countries there are detailed government regulations specifying risk and safety management requirements for different service providers in the tourism industry. Many destinations also have tourism associations, which may establish their own training and operating standards. In addition, the business sector often has its own standards and requires that tourism professionals at a minimum receive specialized certifications for technical activities such as rafting, kayaking and climbing. However, these certifications are not well publicized, or understood by travelers and not enforced, except by companies through their hiring practices.

Considering the importance of the issue and lack of training institutions in most of the countries, GIZ and Explore World Wide established a partnership to promote improved risk management practices for tourism service providers (tour operators, guides, drivers and small guest houses). This Facilitator's Manual is developed as part of the project output to build capacity among mentioned actors and provide a resource for all interested parties on the subject.

II. How to Use the Facilitator's Manual?

This Facilitator's Manual targets tour operators, tour guides, guesthouse staff and drivers. It is composed of four sections focusing on these target groups with tailor-made training program framework. In each section, training content is explained, and supported with activities that facilitate participants' learning. However, the Manual provide a basic framework for risk management in adventure tourism thus, trainers or training institutions are advised to:

➔ **Review the training material and do necessary adaptations according to the local context:**

The training programs presented in this manual provide a general framework for trainers in terms of content and flow. Presented materials should be carefully reviewed according to the profile of the participants. Depending on the country context, target groups might vary or have different titles and classification (tour guides, tour leaders, operators), thus trainers should consider the roles and responsibilities of these actors while reviewing and adapting the given training content. Trainers should decide on the final program based on the time limit and knowledge level of the participants. Activities, particularly case studies should be adapted to the local context to encourage maximum level of participation. Trainers are strongly recommended to adapt and revise the materials in a way that they will feel comfortable to present it. Trainers may also decide that certain modules for one target group (e.g. guides) are also relevant for another target group (e.g. guesthouse staff). They should then feel free to incorporate those modules into their training program.

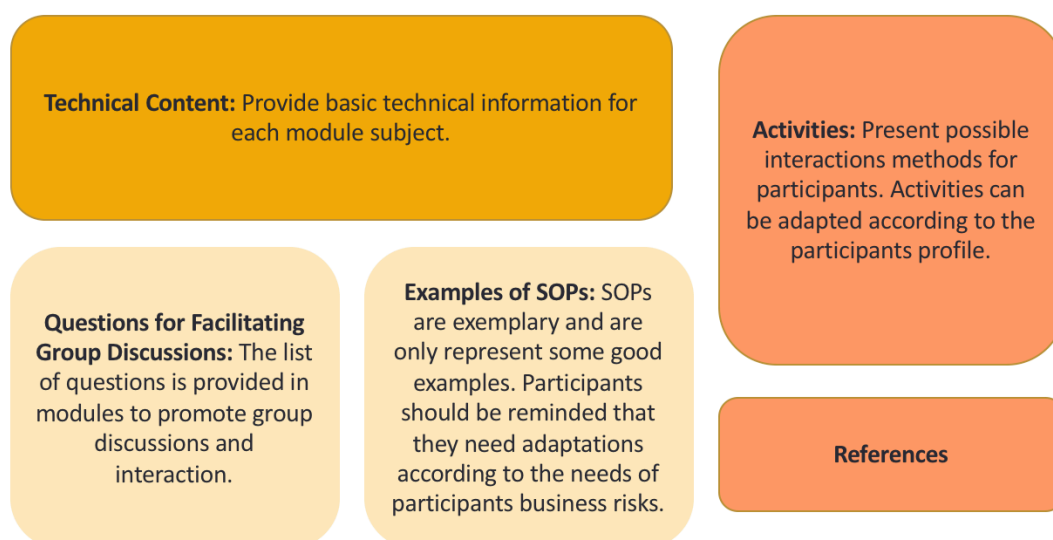


➔ **Make efficient use of existing training materials:** It is strongly advised that trainers present the training content below in a PowerPoint presentation. It is very important to not burden the slides with excessive text. Pictures, diagrams and statistics are much more likely to get the attention of participants. For the Tour Operator training content, Powerpoint Presentations (and video presentations) have already been prepared by Explore and GIZ and are available on the website <https://www.riskmanagement4tourism.org>. The website also present case studies and provide references for those who would like to deepen the content of the training. Trainers may choose to translate the slides into their local language, present them in English, or simply watch the videos with the participants. The trainer should make sure presentation documents, poster papers, flash cards, a board, a flipchart, pens, pencils, and board markers are available during the training. In the training content below, we suggest a list of materials that the trainer needs for each group exercise/activity. For most of the activities, trainers need to print out worksheets, case scenarios, or questions. This should be done well in advance.

➔ **Promote participatory approach and peer learning:** The training materials were prepared in accordance with an action-based learning approach. Action-based learning model aims to solve the problems participants may encounter in their daily lives by developing the capacities of research and investigation at their disposal; with activities presented during the training,

action-based learning model seeks to provide the participants with activities which may help them question and discuss the difficulties they may encounter in their work lives; thereby leading them to possible practical solutions with the least possible outside interference. While presenting the materials, trainers should consider the adult learning processes and encourage maximum participation by asking questions, facilitating group discussions and providing opportunities for participants to share their knowledge, experience and challenges. When the basic risk management trainings were launched in Kyrgyzstan, Georgia and Macedonia, GIZ received a lot of feedback. Aside of desiring a focus on practical skills, participants often noted that they particularly enjoy being able to discuss issues with their peers and the trainer during the trainings. It is therefore important that the trainer gives participants a framework to share their concerns and experiences and ask questions. A “traditional” classroom setting should be avoided as much as possible.

Each training module presents technical content, questions for facilitating group discussions, activities, references for those who would like to enrich the training content and example SOP. Trainers could also check the online platform for country examples and further reading materials.



III. Preparation for the Training

Qualification of Trainers

In order for the trainings to be successful, trainers should

- Have firsthand experience in the tourism industry in order to convincingly present the training materials.
- Be comfortable with facilitating and encouraging dialogue among participants.
- Be able to summarize the key points and results of discussions.
- Be adept at time management.

Registration

Participants have to register with the trainer in advance. Trainers have to make keep an attendance sheet of registered participants for each day of the training.

Training Materials and Logistics

Trainers should check the training locations and make sure that the facilities have proper equipment for videos and showing power point presentations, and also equipped with boards and markers. Trainers should provide sufficient number of copies for activities and other materials that could be needed such as pencils, colored papers, posters and post-its. A semi-circular seating setting could encourage active participation from participants rather than class room seating setting.

Opening and Meeting with Participants

On the first day of the training, trainer(s) should introduce themselves and share the overall objectives of the training. Depending on the number of participants, introduction sessions could be organized either in a traditional way where participants introduce themselves and share their expectation about training or through an icebreaker activity.

Common Ground Rules

Trainers are advised to decide on the common ground rules for the training (such as no phone, break timing, use of computer, respect for others' opinions) with the participants and provide it in written in the training area.

Questions & Answers

Participants should always be allowed to ask questions during presentations. In cases where there are time restrictions, or the subject will be discussed in further modules, trainers can note the question down and address it later.

Moderation and Time Management

Each training module is subject to time limitations with a view to maintaining the participant's attention at an optimal level. It is recommended to offer participants the determined break-time between the sessions. In trainings for adults, the ideal time for a session is estimated to be between 45 minutes to 1 hour. In each module an approximate timeline was provided. Trainers are advised to provide breaks and break the sessions when necessary and pay attention to the time management.

Wrap-up & Closing

At the end of the training, the trainers should encourage participants to ask questions and provide constructive feedback in their evaluation forms. If appropriate, the trainer may choose to close the training by summarizing what was learned.

IV. Training for Local Tour Operators

A. Training Agenda, Target Groups and Objectives

Tour Operators have the responsibility to ensure safety of the tourists. That is why implementing a basic risk management system is a necessity for tour operators. This training program provide basic steps to follow for a systematic approach to risk management concerning adventure tourism activities. The program specifically targets tour operators which conducts outdoor-adventure tourism activities and aim to increase their capacity to establish and implement a risk management system.

The presented agenda provide the approximate duration for each module. Trainer are expected to complete the content in 1 day minimum. However, it should be noted that depending on the background of the participants and their profile, some modules might require more time. The training material can be supported by the videos that are available on the website: <https://www.riskmanagement4tourism.org>

Target Group
Local and International Tour Operators

Training Agenda	
Topic	Approx. Duration
Module 1: Introduction	1 hour
Module 2: Risk Assessment	2 hours
Module 3: Standard Operating Procedures	2 hours
Module 4: Emergency Preparedness Plans	2 hours
Module 5: Incident Reports, Insurance and Reputational Risk	1 hour

Training Goals	Learning Outcomes	Methods
To raise awareness among participants on risk management and ensure that the participants gain basic skills to identify, assess and manage risks.	Understanding the concept of risk and risk management and identify risks Become self-aware for assessing risks in field circumstances	Group Discussions Case Studies Brain storming Presentation Online Videos
To equip participants with necessary tools and knowledge to establish and implement a basic risk management system.	Transforming the theoretical knowledge into business practice with standard operating procedures. Building competence to handle accidents and emergencies.	Group Discussions Case Studies Brain storming Presentation Online Videos

B. Training Content and Resources

The content presented here is based on:

- Vakinn (2013): Safety plan for tourism. Guidelines and examples. <http://www.vakinn.is/static/files/Enska/safety-plan-for-tourism.pdf>
- New Zealand's Support Adventure (2017) <http://www.supportadventure.co.nz/safety-management-systems>
- ISO (2016): ISO 21101- Adventure Tourism-Safety Management Systems- A practical Guide for SMEs. <https://www.iso.org/publication/PUB100405.html>
- Explore (2012): The Explore Safety Manual. How to keep you and your group safe (& happy!)
- CRC, Sustainable Tourism, Risk Management for Small Tourism Businesses, Training Manual

C. Training Modules

- ➔ The sessions will enable participants to understand risk and risk management concept and allow them to identify the reasons why a risk assessment system is needed, what kind of benefits it could provide to their business.
- ➔ Make sure that participants have the basic understanding of a management system and have familiarity with its concepts such as procedures, policies and checklists and action plan.
- ➔ Allow participants to share their experiences and provide opportunities for group discussions on the existing systems that tour operators have been implementing for managing the risks.

Module 1: Introduction

1.1. What is a risk management system?

A risk management system is a systematic approach to manage risks. It is a process of strategic planning and management that allows to identify, analyze, evaluate and treat potential risks.

A standard risk management system requires:



Activity 1: Planning Risk Management System

Learning Objective: To allow participants to assess their current system for risk management and identify their needs

Number of Participants: All Participants-Individual Exercise

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, Planning your RMS Form (Annex 1)

Method: Self-Assessment

Duration: 10 minutes

Instructions:

- Distribute Planning your RMS Form to each participant. Participants who are working in the same tour operator can work as a group.
- Ask participants to fill the form according to their current system in place for risk management.

Recommendations: Provide 10 minutes for filling the form. After filling the form allow participants to share their experience and how do they evaluate their current system, whether they saw any gaps, or the system allow them to cover all risks.

Key Takeaways: The discussion will allow trainers to understand the current capacity of the tour operators, it might be helpful to note the strong and weak points in their current system in a flip chart to allow them to discuss actions for the future.

Questions for Facilitating Group Discussions

What is a risk management system?

How do we define the risks?

What is the difference between risk management and risk assessment?

How could risk management could help our business?

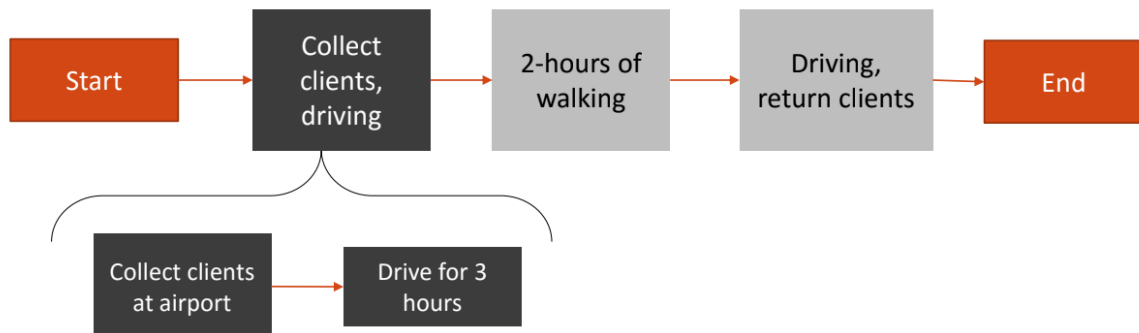
Module 2: Risk Assessment

2.1. What is risk assessment?

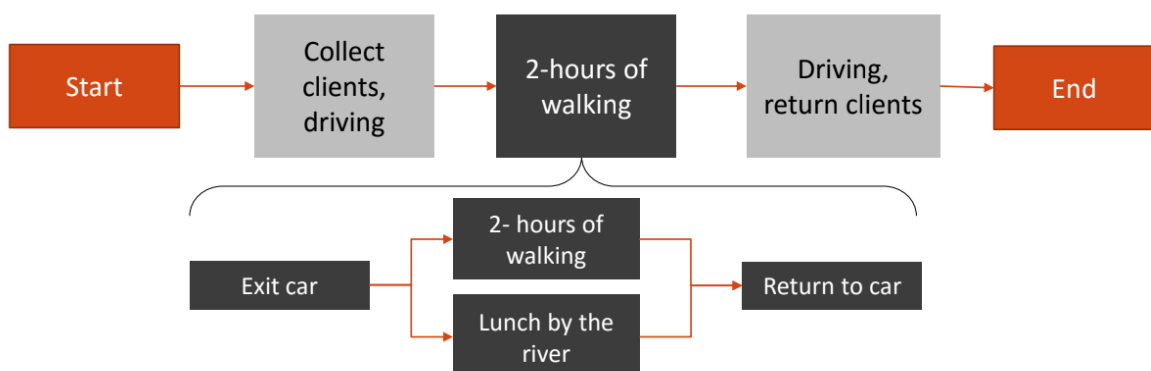
Risk assessment involves finding and assessing the risks in your tours/ presented activities.

2.2. Five steps of risk assessment

Step 1: The first step is finding which activities in your tour could lead to accidents. It is necessary to look at the entire tour and find all the different risks. Example for a walking tour



Risk	
Client forgotten	A client could be left behind at the airport.
Bruises	A client could get bruises in the car.
Car accident	A car accident could occur.
Get lost	The driver could get lost and not find the destination.
Dehydration	A client could forget to drink water.



Risk	
Sunburn	A client could suffer from sunburn.
Fall on ground	A client could trip.
Get lost	A client could get lost and get separated from the group.
Drowning	A client could drown in the river.

Step 2: Are these Risks Acceptable?

Important Definitions

- Risk matrix = a tool help to assess risks according to their likelihood and seriousness.

The risks are identified, then we must think about how serious the risk is, and if it really could happen. We use a **risk matrix** to do this.

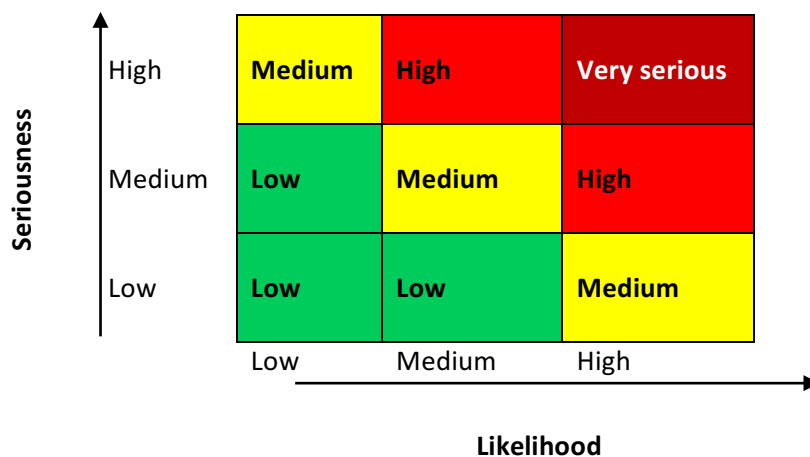
1. **The seriousness:** what will happen? How bad could the damage be? Could people be injured or die ?

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

2. **The likelihood:** could it really happen? What is the chance/likelihood of it happening?

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

Risk Matrix



Key:

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 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.

How do we calculate whether the risk is acceptable or not?

The formula is: = Seriousness + Likelihood

Example: A client trips over uneven ground

Seriousness= 1

Likelihood= 2

Seriousness + Likelihood= 3 This risk may be acceptable

Seriousness + Likelihood	The risk is
6	Unacceptable
3-5	May be acceptable
1-2	Acceptable

Step 3: How can I analyze the risks?

The risk matrix is often used for identified risks by asking questions:

How likely is the risk?

How serious is the risk?

Is the risk acceptable?

Risk Identified	Seriousness	Likelihood	Risk Acceptable
A client could be forgotten at the airport	2	2	4
A client gets bruises in the car	1	2	3
A car accident could occur	3	2	5

Step 4: How do I manage the risks?

Manage	Decrease the seriousness or likelihood of the risk
Avoid	Eliminate the risk by changing/stopping that part of the tour
Accept	Accept the risk but make sure insurance covers it

Step 5: Updating your risk assessment and communication

Risks are highly based on the circumstances thus changes in environment, weather, profile of the participants could result with new types of risks. For this reason, risk assessment should be done in continuous basis and adapted according to the new circumstances:

- Make sure you update your risk assessments after every high season
- Make sure that there is one person responsible for risk management in your company

- Make sure this person communicates to all your staff on risk management matters.

Example:

Risk	Before Risk Management			Manage, accept, avoid?	How to manage?	Responsible person?	Documentation
	Seriousness	Likelihood	Risk acceptable?				
A client could be forgotten at the airport.	2	2	3	Manage	The guide has a list of the clients and does a role call before departure.	Guide	Standard Operating Procedures for guides (more in Course 3)
A client could get bruises in the car.	1	2	3	Manage	The driver and guide remind everyone to put on their seatbelts.	Driver and Guide	Standard Operating Procedures for drivers and guides (Course 3)

Risk	Before Risk Management			How to manage?	After Risk Management		
	Seriousness	Likelihood	Risk acceptable?		Seriousness	Likelihood	Risk acceptable?
A client could be forgotten at the airport.	2	2	4	The guide has a list of the clients and does a role call before departure.	2	1	3
A client could get bruises in the car.	1	2	3	The driver and guide remind everyone to put on their seatbelts.	1	1	2

Activity 2: Risk Assessment Template

Learning Objective: To allow participants to assess the current risks related to tours and services that they are offering

Number of Participants: All Participants-Individual Exercise

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, Planning your Risk Assessment Template (Annex 1)

Method: Self-assessment

Duration: 15 minutes

Instructions:

- Distribute Planning your Risk Assessment Template to each participant. Participants who are working in the same tour operator can work as a group.
- Ask participants to fill the form by assessing the risks related to their activities and services.

Recommendations: Provide 10 minutes for filling the form. After filling the form allow participants to share their experience and what kind of risks they assessed and whether the scoring is similar for same type of risks among different participants.

Module 3: Standard Operating Procedures

Questions for Facilitating Group Discussions

What kind of rules & checklists and procedures do you use for the tours?

What is a standard operating procedure?

How do we use procedures?

How procedures could help us to prevent the risks or manage risks?

3.1. What is a Standard Operating Procedure?

Important Definitions

- Standard operating procedures (SOPs) = checklists of safety rules for tour operators or/and extended service providers.

Standard Operating Procedures should make sure that tour operator staff and extended service providers:

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

As a tour operator, it is advised to develop, distribute and enforce Standard Operating Procedures.

3.2. Why and how to use Standard Operating Procedure?

Standard operating procedures would allow us to:

- Decrease accidents and incidents in our tours

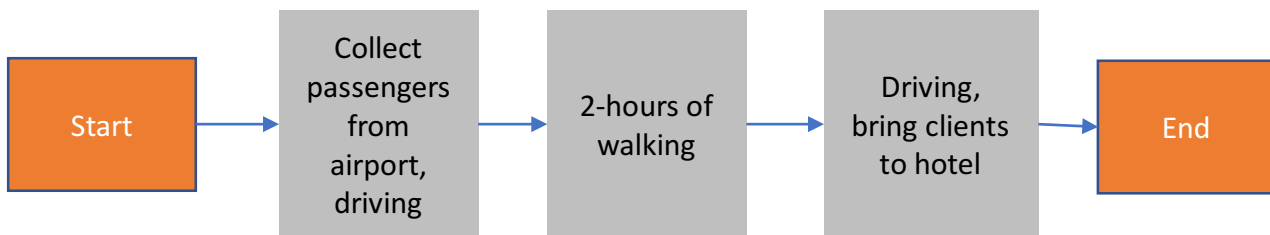
- Keep a safe workplace
- Promote company's reputation
- Achieve a general increase in safety standards in the tourism industry

How to use SOPs for risk management ?

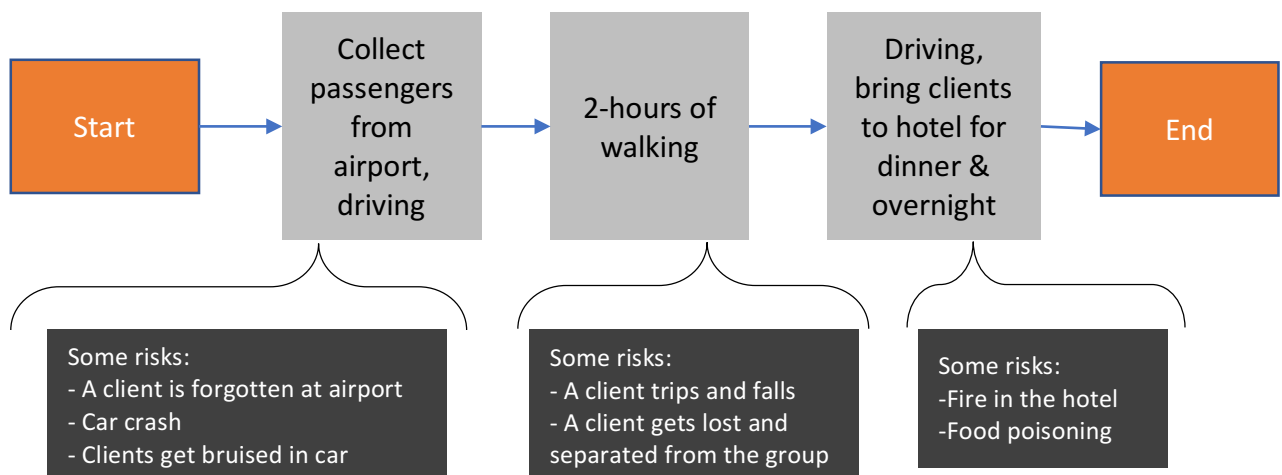


3.3. An example for SOP

Imagine you are working for Tour Operator X this season. You have been assigned to this simple 1-day tour:



Tour Operator X has identified several important risks that they are worried about:



Therefore, Tour Operator X made the following Standard Operating Procedures for the identified risks:

Risk	Standard Operating Procedures
- A client is forgotten at airport	<p>The guide should...</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Have a list of the clients and do a roll call before you depart <input checked="" type="checkbox"/> ... <p style="text-align: right;">} Do before tour starts</p>
- Car crash - Clients get bruised in car	<p>The driver and guide should make sure that...</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> That vehicles comply with national law in terms of maintenance, road worthiness, etc. <input checked="" type="checkbox"/> That seatbelts are provided and in good condition <input checked="" type="checkbox"/> That all clients have a fixed seat <input checked="" type="checkbox"/> That the vehicle is suitable for the terrain <input checked="" type="checkbox"/> That all clients have put on their seatbelts <input checked="" type="checkbox"/> That drivers comply with the speed limit <input checked="" type="checkbox"/> ... <p style="text-align: right;">} Do before tour starts</p> <p style="text-align: right;">} Do during tour</p>
- A client trips and falls - A client gets lost and separated from the group	<p>The guide should...</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Know the route as well as alternative routes <input checked="" type="checkbox"/> Check the weather before the walk <input checked="" type="checkbox"/> Confirm that clients have the required equipment for the tour (e.g. rain & sun protection, correct footwear, water, etc.) <input checked="" type="checkbox"/> Carry the required safety equipment for the tour (e.g. first aid kit) <input checked="" type="checkbox"/> Warn clients when the ground is uneven/slippy <input checked="" type="checkbox"/> Count clients before, during and after the tour <input checked="" type="checkbox"/> ... <p style="text-align: right;">} Do before tour starts</p> <p style="text-align: right;">} Do during tour</p> <p style="text-align: right;">} Do before/during/after tour</p>

- Fire in the hotel
- Food poisoning

The hotel should make sure...

- Fire extinguishers are present on all floors
- The fire alarms all work.
- Fire exits can easily be opened in case of an emergency
- The kitchen meets food safety standards and regulations (e.g. food quality, cleanliness, etc.)

Do before tour starts

Activity 3: Creating a Standard Operating Procedure

Learning Objective: To enable participants to understand the concept of SOP and equip them with the capacity to develop SOPs.

Number of Participants: All Participants-Individual Activity

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, Risk Assessment Form (Activity 1)

Method: Self-study

Duration: 30 minutes

Instructions:

- Distribute Planning your Risk Assessment Template to each participant. Participants who are working in the same tour operator can work as a group.
- Ask participants to develop a standard operating procedure addressing one of the risks in their tours for drivers, guides and accommodation facilities.

Module 4: Emergency Preparedness Plans

Questions for Facilitating Group Discussions

What is an emergency?

What is the difference between emergency management and risk management?

Do you record accidents? How recording accidents could help preventing risks?

By establishing a risk management plan, we could only minimize the likelihood and seriousness of the risks. By its nature, adventure activities have their risks that is why it is not possible to eliminate the risk concept completely. However, it is possible to minimize the damages and avoid fatalities with emergency preparedness plans.

4.1. What is an Emergency Preparedness Plan?

A set of instructions that explains what should be done in case of an emergency.

There should be different types of emergency preparedness plans for different types of emergencies. The plans should include:

- Step by step instructions

- Contact details of relevant emergency services
- Contact details of responsible risk management employee in tour operator

The plans should help the guide to respond quickly and calmly

Guides must practice implementing the plans beforehand.

The plans should be distributed and communicated to all relevant staff before the tours.

4.2. What makes a good emergency preparedness plan?

The plans should be:

- Easy and quick to read
- Specific to the emergency
- Specific to the geographical location
- Regularly updated

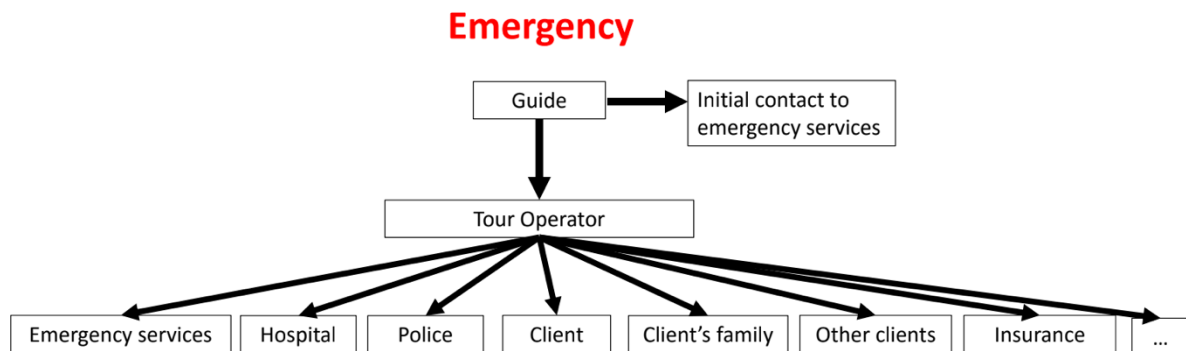
All medium and high seriousness risks should have emergency preparedness plans.

4.3. An example to EPP

Please see Annex 2.

4.4. The Role of Employee Responsible for Risk Management

It is important that the lines of communication are clearly defined and employee responsible for management is prepared for the case of an emergency.



Before the tour, employee should collect information from each client, including:

- Emergency contact details
- Medical insurance details
- Information on health and medical conditions

In case of an emergency during the tour, the employee should be prepared to

- Communicate with staff
- Communicate with client (s)
- Communicate with media and relatives of the client(s)
- Communicate with the involved services & institutions

Activity 4: Filling Emergency Preparedness Plan

Learning Objective: To enable participants to prepare a basic emergency preparedness plan

Number of Participants: All Participants-Individual Activity

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, Risk Assessment Form (Activity 1) (Annex 1)

Method: Self-study

Duration: 20 minutes

Instructions:

- Ask participants to develop an emergency preparedness plan for one high serious risk that they have identified according to the template.

Module 5: Incident Reports, Insurance and Reputational Risk

5.1. What is an incident report?

A report by the guide on **an accident** in your tour or **a near-accident** in your tour.

What should be inside the report?

- Information on the incident
- Information on the clients
- Information on what was done by staff

It is advised to include as many details as possible.

5.2. Example of an incident report

Please see Annex 3.

5.3. The role of employee responsible for risk management

Incident reports play an important role if legal action is taken against tour operators. Incident reports also help you evaluate your risk management system:

- Is your risk assessment up to date? => Update your risk assessment
- Are your standard operating procedures working? => Update your SOPs
- Are your emergency preparedness plans useful? => Update your emergency plans

The employee responsible for risk management should

- Collect and store incident reports
- Analyse the incident reports
- Update the risk management system if necessary

- Distribute and communicate the incident reporting framework to your guide and explain its purpose.

Activity 4: Incident Report Template

Learning Objective: To enable participants to report incidents

Number of Participants: All Participants-Individual Activity

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, Incident Report Template (Annex 4)

Method: Self-study

Duration: 15 minutes

Instructions:

- Distribute Incident Report Template to each participant. Participants who are working in the same tour operator can work as a group.
- Ask participants to fill in the template according to probable accident that could be experienced during the tours.

V. Training for Guides

A. Training Agenda, Target Groups and Objectives

Tour guides are the primary contact point for tourists and must be qualified to competently deal with minor and serious problems that clients and other staff members face. This training program introduces risk management and aims to raise awareness on this issue among tour guides and equip them with necessary tools and skills to identify risks and act on them. The program targets tour guides as the main contact point for tourists, however depending on the different country circumstances, the content could be useful for any responsible who has the contact with tourists and faces risks in the field such as tour leaders and trainees.

The suggested agenda provides approximate duration for each module and it is expected to complete the content in 2 days minimum. However, trainers should note that depending on the background of the participants and their profile, some modules might require more time. The first day of the training is dedicated to first aid training and should be provided by certified agencies and also needs to be tailored according to the field conditions particularly in adventure tourism.

Target Group
Tour guides, tour leaders, tour responsible and tour guide trainees

Training Agenda	
Topic	Approx. Duration
Day 1: First Aid Training	8 hours
Day 2: Theoretical Risk Management Training	
Module 1: Introduction in to Risk Management	2 hours
Module 2: Risk Identification and Assessment	1,5 hours
Module 3: Standard Operating Procedures	2 hours
Module 4: Emergency Management and Reporting	1,5 hours

Training Goals	Learning Outcomes	Methods
Day 1: To equip the participants with necessary first aid skills in	Increasing the knowledge level on first aid Building competence of participants to practice first aid in field circumstances	To be determined by certified training institution.
Day 2: To raise awareness among participants on risk management and ensure that the participants gain basic	Understanding the concept of risk and risk management and identify risks Become self-aware for assessing risks in field circumstances	Group Discussions Case Studies Brain storming Presentation

skills to identify, assess and manage risks.	Transforming the theoretical knowledge into business practice with standard operating procedures. Building competence to handle minor accidents and emergencies.	
---	---	--

B. Training Content and Resources

The content presented here is based on:

- Swiss Contact: Guide training materials
<http://www.swisscontact.org/en/country/mekong/resources/tourism.html>
- Vakinn (2013): Safety plan for tourism. Guidelines and examples.
<http://www.vakinn.is/static/files/Enska/safety-plan-for-tourism.pdf>
- Explore (2012): The Explore Safety Manual. How to keep you and your group safe (& happy!)
- Pasific Asia Travel Association, Crisis: It won't happen to Us, <https://pata.org/store/archive/>

Swiss Contact provides an extensive guide training program, including exercises, PowerPoint presentations, and manuals for participants and trainers.

In each module, trainers are provided with questions for facilitating group discussions which might trigger group discussions and interactions among participants, as well as recommendations for trainers and activities that are highlighted in the orange text boxes. They are in the form of group exercises and educational games. They are recommended to keep up the concentration of the participants and allow them to engage with the course material. Trainers may need to adjust them depending on the experience/size of the group.

C. Training Modules

- ➔ The sessions will enable participants to understand risk concept and allow them to identify the reasons why a risk management system is needed for the tourism industry and how they can identify and manage risks.
- ➔ Explain the risk concept by allowing participants to give examples. In order to have a common methodology, make clear what risk is, what is danger and what is threat by asking questions to participants and giving examples (sunburn, dehydration, fall, accidents, animal bites). Briefly discuss how each risk might impact their business.
- ➔ Ask participants their roles to identify, prevent and manage the risks and what kind of challenges they face. In this context, feedback from activity one could be used as a basis for the discussions.
- ➔ Make use of the board and posters while participants comment on the questions and try to capture the key words they use in defining the terms and their roles, challenges and reasons to assess risk.

Module 1: Introduction into Risk Management

Activity 1: Warm up: What is my role as a tour guide?

Learning Objective: To allow participants to discuss their role as a tour guide and the relation between safety of the tourists and their responsibilities.

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers

Method: Brainstorming

Duration: 10 minutes

Instructions:

- In case the group is more than 10 people, divide participants into groups of 3-4 people.
- Ask participants to discuss among themselves and write down their four main responsibilities for tour guides from the beginning of the tour to the end.

Recommendations: Provide 5 minutes for group discussions, in the remaining time ask each group to share their discussion. Particularly if one group come up with safety of the tourist, ask follow-up questions such as to what extent tour guides are responsible for safety of the tourists? What kind of measures do you take ensure tourists safety? What kind of competence it requires from tour guides?

Key Takeaways: The discussion will allow trainers to understand the approach of the guides and their responsibilities or whether their responsibility for safety of the tourists clearly defined and framed by procedures. Trainers could highlight the necessity of procedures and checklist so that each guide could feel comfortable that they take all the measures to ensure safety.

Questions for Facilitating Group Discussions

What is risk? What is danger?

What are the major risks that come to your mind when you think about your tours?

How these major risks could affect your business as a tour guide?

What are your main responsibilities to identify, prevent and manage risks?

What kind of challenges do you face while managing the risks?

Why do you think that risk assessment needed?

What is the difference between risk management and risk assessment?

1.1. What is risk?

Important Definitions

- *Risk* = a situation in a tour which could lead to accidents/emergencies.

The types of risks are different from tour to tour depending on:

- **Destination** - the countryside vs. a city
- **Activity**- hiking vs. visiting a local market
- **Size of the group** - more people are more difficult to look after because it would not be possible to see them at the same time.

- **Profile of the group** – very young children and their parents vs. a group of seniors?
- **Weather and local environmental conditions** – hot and sunny vs. cold and icy

1.2. What is a risk management?

Important Definitions

- Risk management = the process of identification, analysis and acceptance or mitigation of threats and damages that might be caused by outdoor activities.

Why do we have to manage risks?

To:

- protect clients, staff members, members of the public and the local community;
- avoid getting sued for damages by clients (a worst case for the guide is that he/ she is personally sued for negligence)
- protect the vehicles and equipment used from damage or loss
- protect the site (e.g. hotel, camping spot, museum) against damage
- protect the environment from negative impacts (e.g. fire)
- keep the reputation of your Tour Operator safe.

There are various functions of risk management:

Identification: Identify risks before they become realities

Analyze: Transform risk data into decision making information by evaluating the probabilities, timeframes, potential impacts of each risk, then classifying and prioritizing them.

Plan: Use the decision-making information to formulate plans and contingencies for mitigating the potential impact of each risk.

Track: Monitor the effectiveness of those plans by reanalyzing risk data.

Control: Correct for deviations from the risk mitigation plans.

Communicate: Provide internal and external information and feedback loops to monitor changes in the risk environment.



The role of the Tour Operator

Tour Operator put many measures in place to reduce risk before the tour even begins by making sure:

- Activities are planned with great care in advance.
- Tour guides and other staff members are qualified, know the itinerary well, and have proper equipment, transportation and accommodation.
- Clients are suited for the organized activities.

The role of the Tour Guide

The Tour Operator cannot control for all risks before the trip. Their responsibility is therefore to:

- Look for threats that can harm people or things
- See how likely it is for these things to happen
- See how it can be avoided
- Do something to avoid it

In this training 3 basic steps to risk management in tour guiding will be focused:

1. *Identify* (look for) any risks → Module 2
2. *Assess* (think about) how serious the risk is → Module 2
3. *Manage* (do something about) the risk → Module 2-5



Module 2: Risk identification & Assessment

Questions for Facilitating Group Discussions

How do you identify the risks?

What kind of factors come to your mind while thinking about risk factors?

Do we encounter some risks more than other?

What should be the next step after identifying the risks?

What points would you consider while assessing the risks according to their severity?

How would you manage the risks?

In practice what kind of methods do you use to manage risks? E.g. preventions: warnings, age limits, or preparedness: first aid kits, trainings for staff...etc

2.1. Identify risks

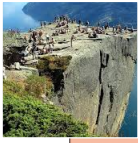
The first step of risk management is finding which activities in the tour that is provided by the tour operators that could lead to accidents.



Try to identify danger to clients and staff, their property, to yourself, or to the property of the tour operator by asking:

- What can go wrong?
- Are there any dangers to...?
 - Clients and their property
 - Staff and their property
 - The local community/environment
 - To the tour guide and their property
 - The reputation and property of the Tour Operator
- Have you ever been in a similar situation before? What happened? Can you learn from that?

Risk factors to think about:



1. Physical environment

- **Temperature:** is it very hot/cold/wet?
- **Conditions:** how are the road/river/trail conditions?
- **Time of day:** is it getting dark soon?
- **Weather:** are there any predicted or unpredicted storms, floods, etc.?
- **Nature:** are there any dangerous or wild animals or insects



Group characteristics

- **Group size** for the activity (e.g. is it safe to have a large group all on kayaks at the same time in a strong river current?);
- **Personal health and ability of a tour group:** are they fit enough to safely do the activities (e.g. middle-aged people on kayaks – including weaker individuals who may not be strong enough to handle a strong current). Remember: An activity that is suitable or safe for fit and healthy adults may not be safe or right for children, old people or disabled people.



1. Equipment

- **Equipment for activities:** is there enough equipment for everyone to safely do the activity– e.g. life jackets, riding helmets, etc.
- **Transportation:** are the vehicles safe – e.g. are there enough seat belts in every car/bus? Does every car have a first aid kit?

Tips for Tour Guides

Most tour operators have standards

- ➔ that tourists must meet when there are physical activities in the tour like trekking, sports, rafting, climbing, motor bike riding, etc.
- ➔ on the qualifications and responsibilities of the staff
- ➔ on the quality and availability of equipment and vehicles.

The job of the tour Guide is to uphold these standards

Activity 2: Risk identification

Learning Objective: To enable participants to identify different type of risks in different circumstances.

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, printed scenarios, Worksheet 1

Method: Group discussion

Duration: 10 minutes

Instructions:

- Ask participants to divide into small groups of 3-4.
- Give each group one of the tour scenarios below. You may wish to update and add to the scenarios based on the participants, your own experiences, and the country context.
- Ask participants to identify at least 5 risks. They should write down the risks in column 1 of Worksheet 1. They only need to fill the column 1, and explain that the other columns will be filled in upcoming exercises.
- Afterwards, ask participants to present their scenario and the risks they identified.

Scenario 1: You are guiding a group of 8 individuals aged 55-65 on a hike up a beautiful valley in the late afternoon. It is sunny and a little chilly. Everyone is carrying a water bottle and a small snack. After an hour, the terrain is getting rougher and one of your older clients is growing very tired and is slowing the group down. The driver is waiting at the end of the valley and is around an hour away.

Risk examples: Dehydration, sunburn, getting dark → getting lost, clients trip/fall, heart attacks

Scenario 2: You are guiding a young couple and their four children aged 2-13 through the largest market square in the country on a cold winter's day. It is around midday and it is snowing. You made a booking for your clients in a local restaurant in an hour. The youngest child begins crying loudly and has the full attention of the parents. The two older children are playing with some local stray dogs.

Risk examples: Theft, kidnapping, children get lost, dog bites, clients trip/fall on icy/slippery road, clients become sick, food poisoning

Scenario 3: You are staying at a small, rural outdoor guesthouse in a national park with a group of 10 clients for one night. In half an hour, you will have a lunch of traditional local food, which the guesthouse prepared. In the afternoon, clients have some free time. 5 clients want to go on short walks in the surrounding nature and express the wish to try building a small fire. The remaining 5 clients want to go horse-riding, although only two of them have some riding experience.

Risk examples: Dehydration, sunburn, horse riding injury due to inexperience, food poisoning/allergies, bush fire, clients get lost on their walk

Scenario 4: You are guiding a group of 8 clients on a driving trip through the countryside. There are two vehicles and your drivers are confident about driving in the difficult terrain. However, there are no proper roads and the drive is bumpy. One of your clients is bored of driving and getting very drunk; he is starting to disturb the other passengers. In half an hour you lead your clients up to a local picnic site for lunch by a beautiful, large river with a strong current. A few clients express the wish to go swimming.

Risk examples: Drowning, fights between clients, dehydration, car crash, bruising during car ride, sunburn

Scenario 5: You are guiding a group of 10 retired elderly group in which the average age is 72 and some of the tourists are quite overweight. One or two of them walk with the help of a stick. It is the beginning of the summer season, and the temperature is already in the mid-30s every day, with high humidity. You will be taking the tourists on a boat trip. Your itinerary includes a lunch at a local

restaurant where the local food is quite spicy. You will be travelling, stopping and walking around some villages where there may be some village guard dogs.

Risk examples: Heatstroke, dehydration, stomach cramps, food poisoning, slipping and falling, dog bites, drowning, and numerous other medical issues which the clients are likely to have, particular because they are elderly

Recommendations: Depending on the time limit, trainers could choose most relevant 2-3 scenarios to discuss.

Worksheet 1

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

2.2. Assess risks



Tourists often travel to different countries for a bit of an adventure. The point of risk management is **not** to eliminate all risk. By its nature, most adventure activities consist a certain amount of risk, therefore, it is important to assess risk, to see:

- Which risks are acceptable?
- Which risks are unacceptable?

Important Definitions

- Risk matrix = a tool to assess risks according to their likelihood and seriousness.

Once the risks are identified, seriousness and likelihood of the risk should be considered by using a **risk matrix** :

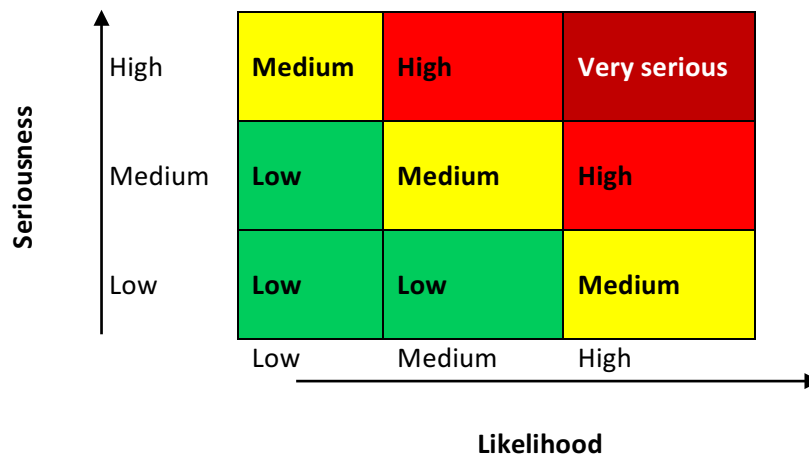
1. **The seriousness:** what will happen? How bad could the damage be? Could people be injured or die ?

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

2. **The likelihood:** could it really happen? What is the chance/likelihood of it happening?

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

Risk Matrix



Key:

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.

Activity 3: Risk assessment

Learning Objective: To enable participants to assess the seriousness and the likelihood of the risks.

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, printed risk matrix, Worksheet 1 (see previous activity)

Method: Group Discussion

Duration: 10 minutes

Instructions:

- Ask participants to go back to their small groups of 3-4 from previous exercise.
- Give each group a printed copy of the risk matrix.
- Ask each group to assess the seriousness and likelihood of the risks they identified in the previous exercise. They should then decide whether each risk is a low, medium, high, or very serious risk and fill in the form.

Recommendations: At the end of the exercise ask each group to compare their results and if they have different opinion of the severity of certain risks, ask them why and what kind of factors do they consider while assessing the severity? e.g. consequences, impact on the tourist health....

2.3. Manage risks



Now that you have identified and assessed the risks you have to do something about them.

Tips for Tour Guides

One of the first things a tour guide needs to do is to explain the possible danger to their group. This will help the tourists to understand what is going on, and that the guide has to decide to keep everybody safe.

There are different options on dealing with risks:



-
- 1 **Remove** the risk by simply avoiding the dangerous activity.

Example: a big storm is on its way, you are about to get on a boat. The winds will be strong and there is a danger of the boat turning over. The safest option is to wait until the danger is over and the storm has passed before going on the boat.

- 2 **Replace** the dangerous activity and do a safer one that still gives an experience similar.

Example: on a mountain walk, the path has become very slippery with rain, is very steep, dangerous as people could slip and hurt themselves. The replacement is to take a different, safer path.

- 3 **Isolate** the tourists from the risk. Make a space between a danger and the tourists e.g. move them away or put protection between them and the risk).

Example: at a village, when you get out of the car, a scary dog comes barking and looks like it may bite the tourists. Ask the tourists to get back in the vehicle while you arrange for the dog to be taken away before the tourists get out of the car.

4 **Change** how you do things to minimize the risk. For example:

- smooth out uneven ground
- use a type of equipment or item to protect tourists from being injured
- limit the number of tourists that take part at once
- closely watch and monitor activities

Example: You want to play an outdoor game with tourists, but the area has some broken glass on it. First pick up and throw away the broken glass.

Example: A group of tourists is going kayaking in 2-man kayaks. The mothers in the group each want to take their children. As the tour guide, rather tell the women to go together and the men take the children. These balances the strength of the paddlers in case they get into a strong current and struggle.

5 **Protect** clients from the risk by giving and using items/clothing to protect people's bodies.

Example: high-visibility life jackets, safety helmets, knee and elbow pads, whistles, rain jackets, heating pads, gloves, footwear, eye protection, etc.

Tips for Tour Guides

The tour guide should always provide information safety measures. The tour guide never assume that tourists will:

- see risks that tour guides could see easily; and
- know what to do in those dangers, avoid damage or injury or protect themselves or their property.

Activity 4: Risk management

Learning Objective: To enable participants to brainstorm ways of managing the risks.

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, printed risk matrix, Worksheet 1

Method: Group Discussion

Duration: 10 minutes

Instructions:

- Ask participants to go back to their small groups of 3-4 from previous activity.
- Ask each group to write down, in a few words, how they think they should address the risk and fill in the column 5 in the worksheet.
- Ask groups to present what they would do to the rest of the participants.

Recommendations: While discussing the possible ways of managing the risks ask participants whether it would be possible to avoid some of the risks by taking preventative measures. Also let them discuss what could have been done after if one of the risks turn in to an injury, accident or fatality.

How do you decide what to do?

1) Laws and regulations

Often laws and regulations (by government, businesses, parks, hotels, etc.) can help you deal with risk:

Examples:

- An unqualified client wants to drive a motorcycle. However, the law says that foreign visitors must possess a valid international driver's licence.
- A drunk client wants to drive a car. However, the law says that individuals are not allowed to drink and drive.
- A client wants swim/climb/make a campfire in a place where it would be dangerous. However, there is a national park sign that it is forbidden to swim/climb/make a campfire.
- A client wants to take their young child bungee jumping. However, the bungee jumping agency only allows individuals aged 15 and above to participate.

2) Tour Operator procedures

Many good Tour Operators have:

- *Standard operating procedures (SOPs)*: SOPs are basic risk management rules on how to handle specific risks (e.g. everyone must always wear a life jacket when they are on a boat). You will hear more about SOPs in Module 3
- *Emergency preparedness plans (EPPs)*: EPPs are plans on how you and the Tour Operator should handle emergencies (e.g. what should you do if a client breaks their leg on a trip?). You will hear more about EPPs in Module 4

3) Ask for advice

If neither laws and regulation nor the Tour Operator procedures can help you or you are unsure how to manage a risk, you can ask for advice! Here it is important that you remain calm and collected; do not let your tourists think that you are overwhelmed by your responsibilities!

- *Ask your Tour Operator*: call your Tour Operator, explain the situation and ask advice on what to do. Call the operations manager to tell them discuss the problem and options. They may have solutions you do not know about, or they may find legal or cost problems with the solutions you may have. They are there to guide and help you! However, try not to call regarding minor problems/issues.
- *Ask the service providers you are working with* (e.g. the guesthouse, kayaking company, trekking company, riding company, etc): If you are unsure whether you should discontinue an activity, it is good to talk to the service provider you are working with. They know their activity very well and may see risks that you do not.

General Risk Management Tips for Tour Guides

- If the risk cannot be controlled stop the tour activity.
- Always follow laws and regulations e.g. wear lifejackets on boats, wear helmets on bikes, don't drink & drive, etc.
- Make sure that your tour members behave responsibly and safely e.g. they shouldn't hang over the boat's edge, spook animals, make fires, etc.
- Check equipment, places, facilities and the environment beforehand so that you understand if there are any threats or dangers
- Give safety advice, directions and demonstrations to your tourists.
- Know your tour operator's relevant Standard Operating Procedures (SOPs)
- Know your tour operator's relevant Emergency Preparedness Plans (EPPs)

Module 3: Standard Operating Procedures

Questions for Facilitating Group Discussions

What kind of rules & checklists do you use for the tours?
What is a standard operating procedure?
How do we use procedures?
How procedures could help us to prevent the risks or manage risks?

Managing risks is one of the challenging tasks of a tour guide job. It will require quick intervention to minimize the damages.

Important Definitions

- Standard operating procedures (SOPs) = simple rules/checklists to help tour guides (and other staff members) manage the risks in tours.
- SOPs can help tour guides in deciding what to do before, during and after the tour.
- Often Tour Operators make their own SOPs, which they should communicate to tour guides and other relevant staff

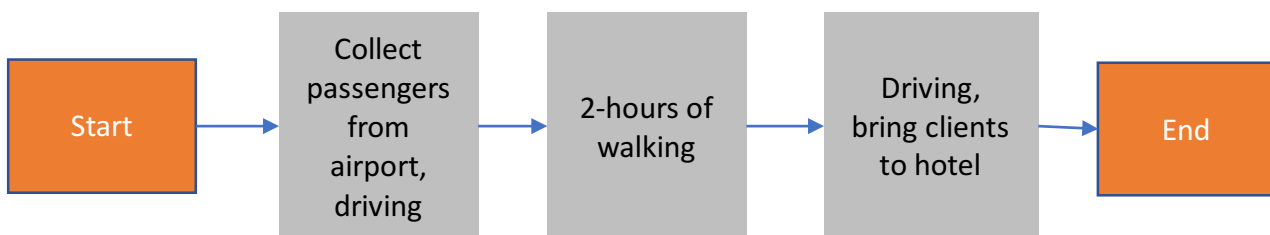


How to use SOPs for risk management ?

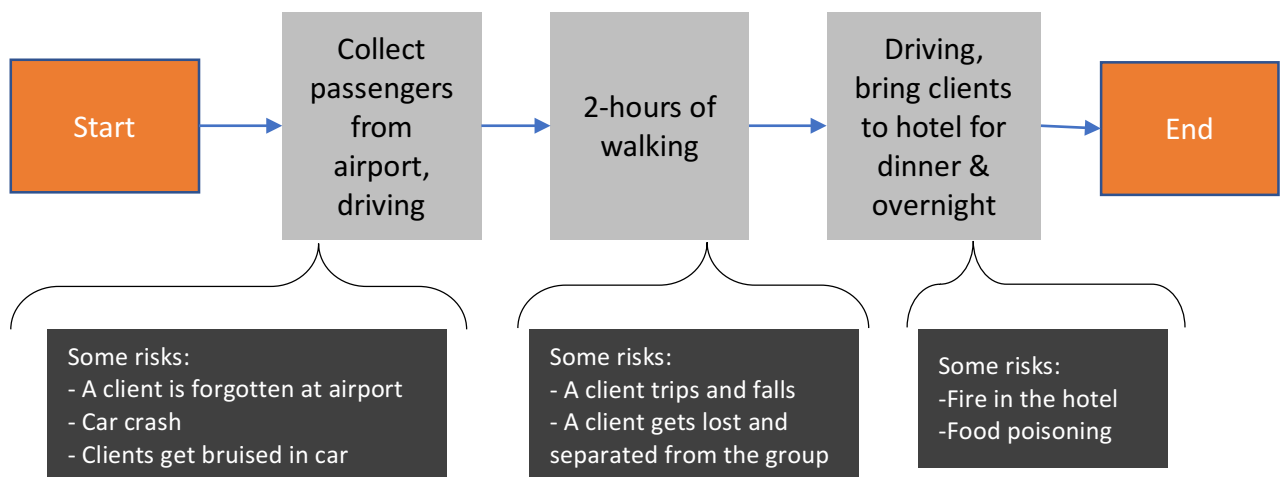


3.1. An example for SOP

Imagine you are working for Tour Operator X this season. You have been assigned to this simple 1-day tour:



Tour Operator X has identified several important risks that they are worried about:



Therefore, Tour Operator X made the following Standard Operating Procedures for the identified risks:

Risk	Standard Operating Procedures
------	-------------------------------

- A client is forgotten at airport

The guide should...

- Have a list of the clients and do a roll call before you depart
 - ...
- } Do before tour starts

- Car crash
- Clients get bruised in car

The driver and guide should make sure that...

- 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
 - ...
- } Do before tour starts
- } Do during tour

- A client trips and falls
- A client gets lost and separated from the group

The guide should...

- 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.)
 - Carry the required safety equipment for the tour (e.g. first aid kit)
 - Warn clients when the ground is uneven/slippery
 - Count clients before, during and after the tour
 - ...
- } Do before tour starts
- } Do during tour
- } Do before/during/after tour

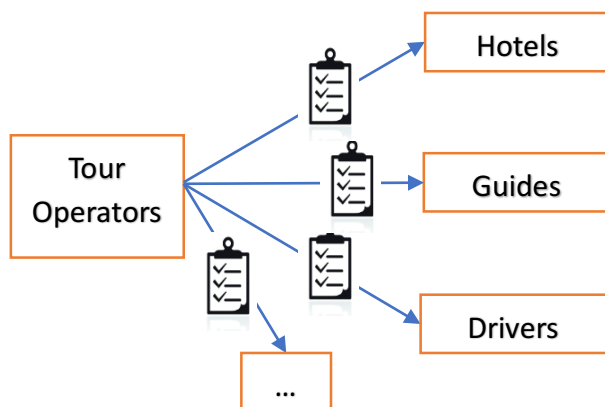
- Fire in the hotel
- Food poisoning

The hotel should make sure...

- Fire extinguishers are present on all floors
 - The fire alarms all work.
 - Fire exits can easily be opened in case of an emergency
 - The kitchen meets food safety standards and regulations (e.g. food quality, cleanliness, etc.)
- } Do before tour starts

3.2. SOPs & the role of the guide

As you can see from the example above, there are SOPs for *other* staff members as well.



The guide responsibility is to remind/support other staff members fulfill their SOPs.

Tips for Tour Guides

- When it comes to driving risks, the driver is the main responsible person.
- When it comes to food and accommodation safety, the restaurant/hotel is responsible
 - ➔ However, as the guide and the tour leader, you must make sure other staff members are following their SOPs
 - ➔ If they are not: remind them to be safe
 - ➔ If this is not possible, you should consult with your Tour Operator on how to resolve the issue. You may have to change the original plan.

Activity 5: A simple checklist exercise

Learning Objective: To enable participants to create simple checklist focusing on the risks in their tours

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers

Method: Group Discussion

Duration: 10 minutes

Instructions:

- Divide participants into groups of 3-4 people.
- Ask them to list 2 risks related to their tours and create a simple checklist to prevent and manage these risks. Following example can be given to facilitate the group discussion: e.g. injury and fall during hiking checklist: Does the hiking road has sufficient number of warnings for fall and slippery ground? Does the guide warn and inform all participants on the risk of fall and injury? Do the tourists have proper shoes for hiking? Does the guide have training for first aid? Is there a first aid kit?...etc

Recommendations: After the discussion ask each group to share their lists and discuss how this kind of checklist could help them to prevent and manage the risks.

3.3. How does SOP manage risk?

Activity 6: SOP-risk matching

Learning Objective: To enable participants to understand the practical use of SOPs.

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, printed SOP Flashcards for each group, printed SOP Flashcard Key for each group (Annex 5)

Method: Group Discussion

Duration: 20 minutes

Instructions:

- Ask participants to divide into groups of 3-4.
- Give each group a different set of SOP flash cards (see below. You are strongly recommended to add to them, as you see fit). For example, one group gets the SOPs for camping, one group gets the SOPs for swimming, etc. If the number of participants is small, give more than one SOP set to each group.
- Ask the groups to discuss which SOP is useful to manage which risks identified on the flipchart from Activity 2. Ask them to stick the SOPs to the most relevant risk they are supposed to manage.
- If there are any risks on the worksheet for Activity 2 that are not (sufficiently) addressed by the SOP flashcards, ask participants what SOP would be useful for each of the unaddressed risk. Write their suggestions on flashcards and also pin them to the flipchart.

Module 4: Emergency Management & Reporting

Questions for Facilitating Group Discussions

What is an emergency?

What is the difference between emergency management and risk management?

Do you record accidents? How recording accidents could help preventing risks ?

What is the difference between risk management and emergency management?

- ➔ Risk management is done **to prevent** an accident/emergency from happening.
- ➔ Emergency management is done **to manage** an accident/emergency that is happening now.

What do risk management and emergency management have in common?

- ➔ Both can and should be planned in advance

Emergencies are stressful for both tour guides and tourists. It is very important that tour guides remain calm and act quickly and professionally. Emergency preparedness plans (EPPs) can help with this.

Important Definitions

- *Emergency preparedness plan (EPP)* = a set of instructions that tells/reminds tour guides or other responsible staff what to do right after an emergency.

4.1 EPP: An example

Please see Annex 2.

4.2. Reporting

Important Definitions

- *Incident report* = a report on
 - an accident in your tour.
 - or a near-accident in your tour.
- Tour guides are responsible for reporting on accidents in their tour.

Why is it important to report on accidents?

- Reports on accidents help Tour Operator **learn from mistakes**.
 - Maybe they will stop offering the activity
 - Maybe they will stop going to that location
 - Maybe they will ask tourists to meet certain standards to do the activity/go to the location.
- Reports on accidents can potentially help Tour Operator protect tour guides, their staff and them from **legal action**.

What should be inside the report?

An incident report template should consist of relevant questions-tabs which will allow tour guide to provide

- Information on the incident - so when did it occur, where did it occur and how did it occur?
- Information on the clients - so who was directly and indirectly involved in the incident?
- Information on what was done by the guide and other staff members – what did tour guide do when the accident happened?

4.3 Incident Report: An example

Please see Annex 3.

Activity 7: Make an EPP

Learning Objective: To enable participants to create simple EPPs

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers

Method: Group Discussion

Duration: 15 minutes

Instructions:

- Ask participants to divide into small groups of 3-4.
- Give each group one of emergency scenarios below. You may wish to update and add to the scenarios based on the participants, your own experiences, and the country context.

- Ask participants to come up with an emergency preparedness plan.
- Afterwards, ask participants to present their scenario and the plan. Ask other participants to give feedback

Scenario 1: A client sprains his legs hiking in a beautiful valley.

Scenario 2: One of the clients' hotel rooms gets robbed and his safe is emptied out.

Scenario 3: A client loses his heart medication while canoeing.

Scenario 4: A client has a severe allergic reaction in a local restaurant.

Scenario 5: A client in another group was injured in an activity you are about to do with your clients.

VI. Training for Guesthouses

A. Training Agenda, Target Groups and Objectives

Maintaining safety in the guesthouse will help guesthouse management to protect their staff and property as well as attract and keep guests. This training program addresses issues to consider while implementing basic risk management for guesthouses and lodging services and aim to equip guesthouses with sufficient information to set up their own system. The program targets small guesthouses however hotels and other type of accommodations facilities such as camp sites could benefit from the training program. Those who are responsible for the safety of the facilities such as managers and owners could be targeted participants. It is also advised for guesthouse staff (such as cleaners, receptionists, kitchen staff) to participate to the training program.

The suggested agenda provide approximate duration for each module and the training is expected to be completed in 2 day (minimum). However, trainers should note that depending on the background of the participants and their profile, some modules might require more time. The first day of the training is dedicated to first aid training and should be provided by certified agencies and also need to tailored according to the guesthouse conditions. Trainers should note that the training program does not address activities offered by guesthouse outside of the guesthouse premises.

Target Group
Small guesthouses management, hotel management, guesthouse and hotel staff responsible for safety of the visitors

Training Agenda	
Topic	Approx. Duration
Day 1: First Aid Training	8 hours
Day 2: Theoretical Risk Management Training	
Module 1: Introduction in to Risk Management	1 hours
Module 2: Responsibilities of a Guesthouse	3 hours
Module 3: Standard Operating Procedures	2 hours

Training Goals	Learning Outcomes	Methods
Day 1: To equip the participants with necessary first aid skills in	Increasing the knowledge level on first aid Building competence of participants to practice first aid	To be determined by certified training institution.
Day 2: To raise awareness among participants on risk management and ensure that the participants gain basic skills to identify,	Understanding the concept of risk and risk management and identify risks Become self-aware for assessing risks in accommodation facilities Transforming the theoretical knowledge into business practice	Group Discussions Case Studies Brain storming Presentation

assess and manage risks in accommodation facilities.	with standard operating procedures. Establish basic risk management system for fire and food safety.	
---	---	--

B. Training Content and Resources

The content presented here is based on:

- General Security, Food Safety, Fire Safety: <https://www.mekongtourism.org/wp-content/uploads/SBC-Guesthouse-GPG-1.compressed.pdf>
- General Security, Food Safety, Fire Safety: http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/instructionalmaterial/wcms_203969.pdf
- Fire safety: <http://www.housing.gov.ie/sites/default/files/migrated-files/en/Publications/Community/FireandEmergencyServices/FileDownload%2C14964%2Cen.pdf>
- Safe Hospitality, Safety Health & Welfare in Hotels Restaurants, Catering & Bars, Health and Safety Authority, Ireland, https://www.hsa.ie/eng/Publications_and_Forms/Publications/Retail/Safe_Hospitality_Part_1_General_revision_1.pdf
- Guidance on Compliance with Food Hygiene and Safety Requirements for Catering and Other Food Preparation Facilities, Food Standard Agency United Kingdom, <https://www.eden.gov.uk/media/1489/catering-and-other-food-preparation-facilities-guidance.pdf>
- Safety Plan for Accommodation, Vakinn, <https://www.vakinn.is/en/quality-system/quality-accommodation/safetyplan-for-accommodation>
- Tourism and Hospitality, Setting up a Health and Safety System in your Small Business, Tourism Industry Association of Ontario, https://www.wspcs.ca/WSPCS/media/Site/Resources/Downloads/WSPCS_1249_Tourism_doc_dh4-lo.pdf?ext=.pdf
- Health and Safety for Hospitality, Worksafe BC, SHSA, Worksafe Saskatchewan, http://www.worksafesask.ca/wp-content/uploads/2013/12/Hospitality-Documents_FINAL_web_14.07.15.pdf

In each module, trainers are provided with methods, key points which might trigger group discussions and interactions among participants, as well as recommendations for trainers and activities that are highlighted in the orange text boxes. They are in the form of group exercises and educational games. They are recommended to keep up the concentration of the participants and allow them to engage with the course material. Trainers may need to adjust them depending on the experience/size of the group.

C. Training Modules

- ➔ The sessions will enable participants to understand risk concept and allow them to identify particular risks related guesthouses and accommodation facilities.
- ➔ Explain the risk concept by allowing participants to give examples. In order to have a common methodology, make clear what risk is, what is danger and what is threat by asking questions to participants and giving examples (fall, food poisoning, fire). Briefly discuss how each risk might impact their business.
- ➔ Ask participants their roles to identify, prevent and manage the risks and what kind of challenges do they face.
- ➔ Make use of the board and posters while participants commenting on the questions and try to capture the key words they use in defining the terms and their roles, challenges and reasons to assess risk.

Module 1: Introduction into Risk Management

Questions for Facilitating Group Discussions

What is risk? What is danger?

What are the major risks that come to your mind when you think about your accommodation facility?

How these major risks could affect your business as tour guesthouse employer/hotel owner/manager?

What are your main responsibilities to identify, prevent and manage risks?

What kind of challenges do accommodation facilities face while managing the risks?

Why do you think that risk assessment needed?

What is the difference between risk management and risk assessment?

1.1. What is risk?

Important Definitions

- *Risk* = a situation in the guesthouse which could lead to accidents/emergencies.

The types of risks are different in guesthouses depending on:

- Size of the guesthouse
- Services and facilities- restaurant, pool, garden
- Local environmental conditions
- Construction Type

1.2. What is a risk management?

Important Definitions

- Risk management = the process of identification, analysis and acceptance or mitigation of threats and damages that might be caused by outdoor activities.

Why do we have to manage risks?

To:

- protect clients, staff members, members of the public and the local community;
- avoid getting sued for damages by clients (a worst case for the guide is that he/ she is personally sued for negligence)
- protect the facility
- protect the environment from negative impacts (e.g. fire)

There are various functions of risk management:

Identification: Identify risks before they become realities

Analyze: Transform risk data into decision making information by evaluating the probabilities, timeframes, potential impacts of each risk, then classifying and prioritizing them.

Plan: Use the decision-making information to formulate plans and contingencies for mitigating the potential impact of each risk.

Track: Monitor the effectiveness of those plans by reanalyzing risk data.

Control: Correct for deviations from the risk mitigation plans.

Communicate: Provide internal and external information and feedback loops to monitor changes in the risk environment.



1.3. The roles & responsibilities

Activity 1: Risk issues in small guest houses

Learning Objective: To enable participants to identify the risks related to accommodation facilities

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, case study 1

Method: Group Discussion

Duration: 10 minutes

Instructions:

- Ask participants to divide into small groups of 3-4.
- Distribute each group the case study 1 and ask them what the possible risks areas.
- After the discussion, allow each group to share their discussions

Case Study 1:

My Travel Home is a guesthouse situated in the beautiful forestry camping area of X country. The guesthouse can host up to 12 guests in 4 rooms. The guesthouse has 4 separate bungalow units, each equipped with two beds and a bathroom, one has 2 bunk beds. It has a common kitchen and sitting area with a fire place in the main building which is also a small wooden house. The guest

house has also a common barbecue area in the garden for guests who would like to do picnics. The guesthouse provide breakfast; however, guests are allowed to bring their food and cook in the kitchen for other meals. The guesthouse has 4 staff, two cleaning personnel, one receptionist who is also responsible from security and one cook who is only working half day.

Recommendations: During the discussions observe whether participants approach the safety issue from guests and staff perspective. Try to collect the answers under the 4 main titles that is given in the below: General Safety and Security, Fire Safety, Food Safety, Employee Safety

The Guesthouse management is responsible for all risks associated with guests and staff staying at the guesthouse. It is important to note that each specific type of workplace will have its own specific hazards. Based on the identification of the hazards in the workplace, guesthouse management can develop a basic risk management system. In this training program we will explain four main categories of risks for the guesthouses:

The main areas of risk guesthouses are responsible for:



General Safety and Security



Fire Safety



Food Safety



Employee Safety

It should be also noted that according to the local regulations and laws, in most of the country guesthouses and other type of touristic accommodations are required to take necessary measures for the safety of their staff and guests and have clear responsibilities. Thus, the training content provides an advisory framework, both trainers and guesthouses are recommended to refer the national requirements particularly for food and fire safety.

The guesthouses are also workplaces thus both employers and workers have responsibilities under the health and safety legislations. Employers must ensure the health and safety at the workplace while employees take reasonable care while doing their tasks.

Module 2: The Responsibilities of a Guesthouse

2.1. General safety and security



General Safety and Security

Providing a safe environment for guests and guesthouse staff is a crucial responsibility of the guesthouse management. A guesthouse can keep safety and health standards high at a little cost. Failing to maintain high standards will reduce the number of guests who will stay at a guesthouse. The management can prevent most of the accidents and problems by following basic health and safety systems. By modifying work processes or equipment, developing and implementing safe work procedures and ensuring workers use appropriate personal protective equipment and follow safe work procedures and communicating these procedures to the guests, guesthouses can provide safe staying environment for their guests.



Identifying hazards will allow guesthouses to find ways to eliminate or control them. Many accidents can be prevented with careful planning. Using a system of regular maintenance of the buildings, tidying and cleaning common areas and keeping guest rooms secure can prevent injuries or damage to personal items. Making sure that the staff members wear clothing that is safe, and that they all know how to use equipment safely can reduce accidents at work and improve your standards.

Identifying Hazards and Possible Measures to Prevent Accidents

Below you can find common hazards in accommodation facilities:

Hazard	Prevention
Slippery Floors: Slippery floors are the one of the major causes of accidents in the hospitality industry. Both staff and visitors can harm themselves.	<ul style="list-style-type: none"> • Post warning signs around spills, wet floors, wet areas • Clean floors regularly • Clean up spills immediately • Install non-slip tiling or other non-slip floor products • Use rubber mats in areas where the floors are constantly wet • Use slip resistant waxes to polish and treat floors
Fall	<ul style="list-style-type: none"> • Keep corridors and common areas lit • Put handrails on all stairways • Maintain stairs and steps in good condition • Fix cables and wires to the wall

	<ul style="list-style-type: none"> • Block off wet floors when cleaning
Security	<ul style="list-style-type: none"> • Put locks on windows and doors • Provide safety boxes
Cleaning: Particularly workers can be exposed to body fluids or infected items while doing the cleaning. Many chemicals that are used in cleaning and laundry can cause irritation or even serious injury and disease.	<ul style="list-style-type: none"> • All chemicals and cleaning materials are stored and handled properly. • In case harmful substances are stored, floor drains are sealed or closed to contain spills • All staff involve handling chemicals-cleaning aware of the health and safety requirements • Provide necessary PPE for cleaning staff.
Violence: As compared to other hazards, violence observed in small number of workplaces but still can result with injuries.	<ul style="list-style-type: none"> • Ensure staff know the early warning signs of potentially violent situations • Ensure that workers are able to get help quickly if an incident occurs • Provide written safe work procedures for workers who are working alone or in isolation.
Building Safety	<ul style="list-style-type: none"> • Ensure that the building is established according to local legal requirements • All floors should have an exit to the emergency stairs • Exits should be marked • Make sure that the building does not contain any asbestos
Burns	<ul style="list-style-type: none"> • Temperature controlled mixers taps in use should be regularly inspected.
Natural Hazards	<ul style="list-style-type: none"> • No loose objects placed above beds. • Evacuation plan should be in place.

Accident Response

Despite the preventative measures if the accidents occur, having accident response system in place can help limit damages.

First Aid and First Aid Kit

- Make sure that the guesthouse staff is trained on first aid and first aid kit is available in the common area of the guesthouse. It is also important to regularly check the content of the first aid kit, expiry dates and renew the materials. First aid kit should not contain any type of medicines.

Communication Information for Emergencies:

- Provide communication information of emergency numbers (police, fire rescue service, emergency service) in a location visible for guests. It might be also helpful to provide information of nearest health care center.

2.2. Fire safety



Fire Safety

How do guesthouse fires start?

1. Arson
2. "Natural" causes (earthquakes, lightening, wild fire, etc.)
3. Carelessness
 - When handling fire (e.g. fireplaces, candles, camping fires, etc.)
 - When handling gas or electrical equipment (e.g. gas stoves, irons, etc.)
 - Smoking in the wrong places
 - Failure to follow fire safety measures during repair and other works
 - Children playing with fire
 - The failure of power grids and electrical equipment

Fires caused by carelessness are the most frequent type of fire. They can be avoided with the right system in place. Your goal should be to reduce the risk and potential damage of fires as much as possible. If, despite your best efforts, a fire still breaks out it is important that you plan in advance for how you will deal with it.

These 8 simple rules should help to prevent and manage fires:

1) Keep corridors, stairways, balconies and doors unobstructed

Guests need to be able to leave the guesthouse safe from fire and smoke and free from obstruction. It is therefore important that exit doors and escape routes are not blocked from the inside (e.g. by furniture, curtains, decoration, deliveries, etc.) or the outside (e.g. parked cars). A designated staff member should regularly check if this is the case. It is recommended that large signs be put up at points where these types problems often occur, such as by fire exits and the bottom of stairways.



Keep emergency exits clear



Do not block or obstruct emergency exits



2) Clearly mark escape routes and exits.

People can get panicky during a fire. It is important that escape routes are clearly indicated, signposted and illuminated at all times.



3) Frequently checking gas and electric circuits.

It is very important that the installation and regular check-up of electrical and gas appliances is done by competent people.

4) Install smoke alarms in each guestroom.

Smoke alarms are the best way of quickly detecting a fire. It warns occupants and staff in all parts of the building of the existence of a fire and it allows staff to take appropriate measures i.e. carry out evacuation procedures (e.g. call fire brigade)

5) Put evacuation procedures for guests on the back of each guestroom door.

Each guest should have easily accessible and simple step-by-step instructions on what to do in case of a fire.



6) Choose a safe place to evacuate to.

It is important that you have a designated place where all individuals (staff and guests) should gather in case of a fire.

7) Train guesthouse staff to follow fire response procedures for staff members.

If a fire occurs at your guesthouse, it is important that each staff member is clear on what they should do. This requires you to make fire response procedures for staff members that clearly define roles & responsibilities. You should have regular fire drills to practice performing these procedures.

8) Keep fire extinguishers on each floor.

It is important to have a fire extinguisher on each floor because fires spread very quickly. They can only be stopped by a fire extinguisher if individuals act very fast. Therefore, staff members should also be trained to use fire extinguishers.

9) Remind your guests about certain safety procedures

Smoking inside (e.g. in rooms) should be prohibited.

Fire Safety Checklist

Questions	Yes	No	Don't know
The position and order of appointment responsible for fire safety			
Manual of the plan of evacuation of people in case of fire in the hotel			
The memo in the rooms			
The plan of evacuation in rooms			
Evacuation plan in the restaurant			
Evacuation plan in the conference room			
Plan of emergency exits on floors			
The evacuation plan of the basement			
Evacuation plan in the sauna, swimming pool			
Plan of emergency exits in the garage			
The primary means of extinguishing:			
What types of fire extinguishers available?			
Powder (the content of powder type)			
Air-foam (foam type contents)			

Gas (the content is a gas); divided into carbon dioxide and aerosol			
Liquid (the content is a liquid)			
Internal fire hydrants			
Fire shield			
Stationary fire-extinguishing installations			
Primary instructing on fire safety measures			
Secondary instruction about measures of fire safety			
Did the training for the evacuation of guests			

Useful Templates for Fire Safety and Emergency

Fire Safety Reminder for Guests

Dear Guests,

1. Smoking in buildings (dorms, hotels, etc.) and premises (rooms for temporary residence, the rooms are a fairing) are prohibited.
2. Smoking is permitted in areas specially reserved for this place, marked by signs "Smoking area".
3. It is forbidden to use irons, electric stoves, kettles and other electric heaters in the rooms for temporary accommodation of people.
4. To operate electrical wires and cables with visible violations of isolation.
5. It is prohibited to use open flames in buildings and premises.
6. When leaving the room (rooms), not left unattended connected to a power network appliance, including those in standby mode (TV, radio, air conditioning, lamp, charger).
7. We remind you that it is dangerous to cover included floor lamps and table lamps items of combustible material.
8. It is unacceptable to bring and keep in the apartments, the living rooms of hostels and hotel rooms of explosive, fire and explosion hazard and fire hazard substances and materials.
9. Do not leave unattended small children and do not allow children to play with matches and lighters.
10. If you arrive in the building for the first time, try to memorize the location of emergency exits

In the event of a fire in your room:

1. Immediately report the incident to the fire Department by phone "...". If you eliminate the fire burning on their own is not possible, exit the room and close the door without locking it in the lock.
2. Inform about the fire hostess, or another representative of the administration.
3. Leave the area and act on the instructions of the administration or fire protection.

In case of fire outside your room:

1. Immediately report the incident to the fire Department by phone "101".
2. Leave Your room after closing the Windows and doors, exit the building.

3. If corridors and stairwells are filled with smoke heavily and to leave the premises is not possible, you must remain in Your room by opening wide the window. Closed and well-sealed door can permanently protect You from dangerous temperature. To avoid poisoning with a smoke, close cracks and vents water-dampened towels and bedding.
4. Try to contact by phone the hotel about your whereabouts.
5. With the arrival to the scene, firefighters go to the window and give a sign about helping you. To ride out the fire on the balcony or in the loggia, it is necessary to close the balcony door. and stairs.

If you have any questions, please feel free to ask the management.

Sincerely,

[Staff of Guesthouse]

Evacuation Procedures for Guests

In Case of a Fire: Procedures for Staff

- Alert people in the area.
- Turn on the fire alarm.
- Call the fire department immediately.
- If in doubt, evacuate the building.
- Evacuate guests and staff quickly but calmly.
- Remove all cash, if possible.
- Take the Room Availability Chart to confirm all guests have left the building.
- Gather everyone in one, safe location.
- Close doors and windows if possible.
- Turn off the heat source, if possible (gas or electricity).
- Keep phone lines open.
- Be vigilant in case of theft.
- Use fire extinguishers, if it is safe.
- Do not use water on a fire involving fat, oil, or electrical equipment.
- Wrap blankets around someone whose clothes have caught fire.
- Call for an ambulance or medical help, if necessary.

Activity 2: Fire safety checklist

Learning Objective: To enable participants to assess the risks related to fire in the accommodation facilities by creating a simple checklist.

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers

Method: Group Discussion

Duration: 10 minutes

Instructions:

- Ask participants to divide into small groups of 3-4.
- Ask each group to come up with a simple checklist which will help them to assess their guesthouses readiness for fire. E.g. Is the staff trained on fire safety? Is there sufficient number of fire extinguishers? Does every room have a smoke alarm?...
- After the discussion, allow each group to share their checklist

Recommendations: After each group share their checklist, ask participants to what extent they feel their facilities ready for fire accidents, how they will evaluate their readiness according to these checklists and if there are any measures they are planning to take after this training.

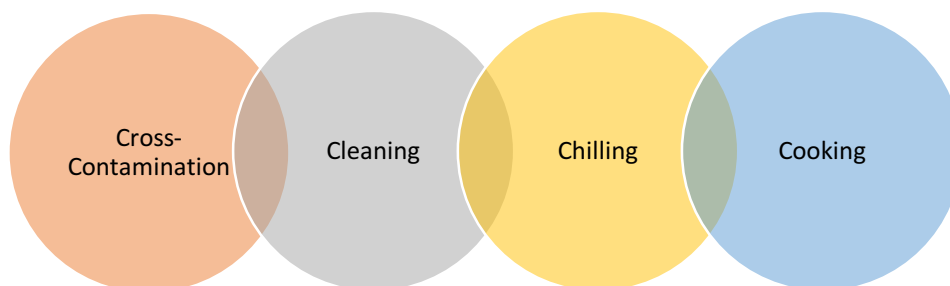
2.3. Food safety

Food Safety and Hygiene is very important for the well-being and safety of the guests. It is therefore important that the concerned kitchen employees know how to handle and process food in a professional and safe manner. Food safety refers to the ways in which food is prepared, cooked, chilled, served and overall handled. During these processes, improper food handling or a lack of food knowledge can lead to the spread of dangerous germs, bacteria and allergens.



Food Safety

There are four main ways to eliminate food safety problems:



Cross-Contamination: Cross-contamination happens when harmful bacteria, allergens, or another microorganism transfer from one object to another. Bacteria might spread to food, equipment and surfaces. It is one of the most common causes of food poisoning. In order to prevent:

- Keep work surfaces, chopping boards and equipment clean before and after food preparation.
- Use different chopping boards and knives for raw and ready to eat food
- Wash hands before food preparation and after touching raw food
- Keep raw and ready to eat food separate

Cleaning: Cleaning is the crucial part of food hygiene. Thus, staff should maintain good personal hygiene practices to ensure food safety.

- All kitchen employees should be groomed, wash hands, wear appropriate clothing and use hair net or cap in the food production area.
- Smoking should only be allowed in designated areas and no smoking or chewing tobacco occur inside food production facilities
- All food production area should be cleaned and sanitized.
- Pest control should be implemented for preventing the pests.

Chilling: Chilling food helps to stop bacteria, including the ones that cause food poisoning, from growing.

- Make sure that the delivered chilled- forested food is still cold enough
- Put food that needs to be kept chilled in the fridge
- Cool cooked food as quickly as possible and then put in the fridge

Cooking: One of the main food safety controls is through cooking. It is advised to always check that cooked or reheated food is piping hot all the way through.

Allergic reactions:

- Ensure staff members are aware of the 'Big 8' common food allergies: milk, fish, soybeans, tree nuts, peanuts, eggs, shellfish and wheat
- Provide the full ingredients of the food in the menu, if possible put warning for those which includes allergen ingredients
- Never prepare an allergen free meal with the same cutlery used on normal dishes

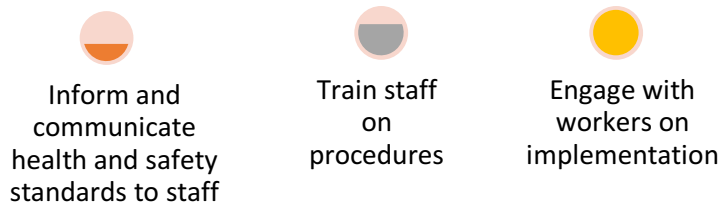
2.4. Employee safety



Employee Safety

Employers, workers and supervisors all have specific roles and responsibilities for health and safety. Employers should ensure the health and safety of the workers. In case there are hazardous conditions, employers also need to correct workplace conditions. Putting in place a basic health and safety system will be helpful to ensure the safety of not only workers but also guests. Therefore, employers should inform the staff on existing rules, policies and procedures; train them if necessary and communicate the plans.

Employers should also engage with workers continuously while implementing health and safety measures. If staff has the awareness for safety, they could easily use early warning systems and improve the implementation.



For employees a simple list of dos and don'ts:

DO:

- Block off wet floors when cleaning to prevent people slipping
- Repair broken equipment
- Let staff (including you) rest when sick
- Wear strong, supportive shoes
- Wear a mask and gloves when working with toxic chemicals

Do NOT:

- Carry things higher than eye level
- Leave guestroom doors unlocked
- Move or lift heavy items alone

- Stretch too far while on a ladder
- Touch electric sockets with wet hands
- Try to fix something yourself if it is not safe - ask someone to help

Checklist for sanitary requirements and personal hygiene of the guesthouse staff

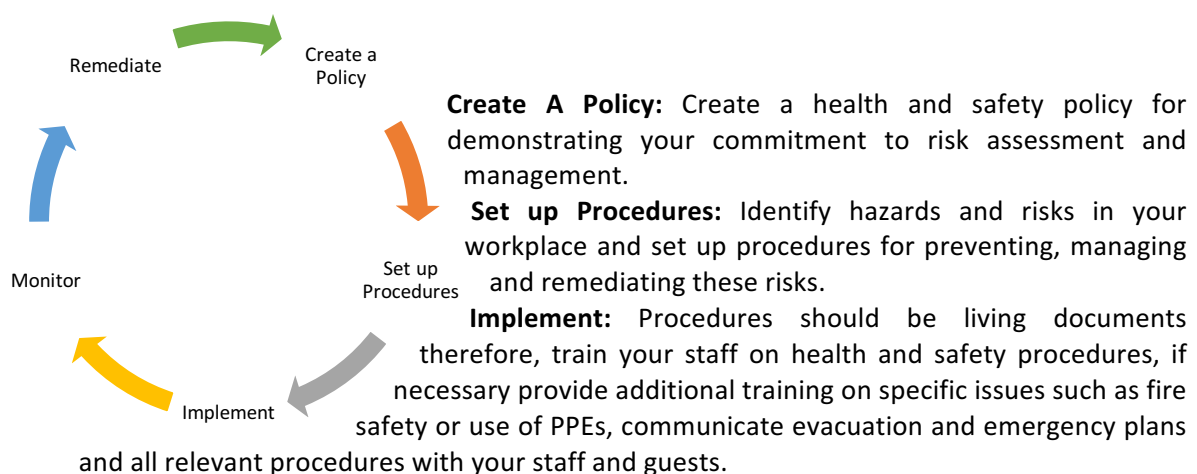
- ☑ Persons involved in the guest service guest house needs undergo a medical inspection, to take the course on the hygienic preparation and to provide a medical book;
- ☑ The staff of the guest house is obliged to observe the following rules personal hygiene:
 - to come to work in clean clothes;
 - leave outerwear in the closet;
 - short cut nails;
 - before starting, wash hands with soap and water, hair should be neat, wear uniforms;
 - if signs of colds or intestinal dysfunction as well as suppurations, cuts, burns, to go to a medical facility and to notify the owners of the guest house;
 - to report all cases of intestinal infectious diseases in the family of the employee

Module 3: Standard Operating Procedures for Guesthouses

Important Definitions

- *Standard operating procedures (SOPs)* = simple rules/checklists that help to manage and prevent risks
- You can use the SOPs distributed to you in this training as a template. They are based on international tourism standards.

3.1. Setting up a Basic Health and Safety Management System



- **Monitor:** Despite the trainings with staff and procedures, health and safety standards could not meet at the workplaces. New risks can appear, circumstances and staff might change, procedures might become outdated or simply not implemented. Thus, a monitoring system should be in place to control on regular basis whether the procedures are implemented in a correct way. You can monitor your system in various way, by creating health and safety team among your staff or conducting regular audits-observation visits in the building or by conducting fire drills.

- **Remediate:** Monitoring will only be useful if you could remediate the issues that are found during audits-observations and controls. Thus create an action plan for each non-conformity: e.g. if you observed that kitchen staff are not using gloves in the kitchen even they are required to according to the procedure: first try to understand the reason why they are not using it ? Is it because there is no sufficient gloves or the sizes are not sufficient? Is it because staff doesn't know that they should wear them. According to the reasons create your action plan: e.g. training for kitchen staff on use of PPE, order more gloves on appropriate sizes, conducting daily safety control for kitchen staff...

3.2. Creating Standard Operating Procedures

Standard Operating Procedure is specific to organization operations that describes the activities necessary to complete the task. It might be in the format of a checklist or a series of commands or step by step instructions. It helps workers/staff to carry out complex or simple tasks in uniformity. Standard Operating Procedures can be used for any tasks from hiring staff to production operations or fire emergency. Procedures are living documents so that they are expected to be reviewed frequently and adapted according to the changing operations or needs.

Activity 3: Self-Assessment

Learning Objective: To allow participants to assess their workplaces in order to identify the main needs

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, Checklist No.1

Method: Individual Activity

Duration: 10 minutes

Instructions:

- Checklist No.1 is taken from the Tourism and Hospitality, Setting up a Health and Safety System in your Small Business
- Distribute a checklist to each participant (if there are more than one participant from the same guesthouse, they can work as a group)
- Ask participants to fill in the form according to their workplace-accommodation facilities
- According to their answers, participants are also recommended to a to-do list for after the training.

Recommendations: At the end of the assessment, ask participants whether they would like to share their outcome. In case there are participants who already have written procedures in place, ask them if they could share their experience on how they create them and how they communicate them.

Checklist No.1

Question	Do we have this written down? (Y/N)	Do we do what's written down? (Y/N)	Did we even know we had to do this? (Y/N)	When will this be written down?	When will we start doing what's written down?
SETTING THE STAGE					
1. Do we have a written Occupational Health & Safety Policy statement which is signed, dated and posted in a conspicuous location(s) in the workplace?					
2. Do we have at least one current copy of the occupational health & safety legislation, the regulations that cover this workplace and explanatory materials (from the Ministry of Labour) posted in a conspicuous location(s) in the workplace? (Do I know which regulations cover this workplace?)					
3. Do all employees know their responsibilities when it comes to reporting injuries? (Do you have a copy of the WSIB "In Case of Injury" poster hanging in a visible location?)					
4. Do we have valid first aid certificates posted in the workplace where every worker can see them?					
5. Do we have an Emergency Phone Numbers list posted in strategic locations throughout the workplace for reference, in case of an emergency?					

How to create and implement SOPs?



Define Scope and Application: Define the scope of the application of the SOP. Depending on the complexity of the operation, you might want to create a general scope for health and safety or create multiple procedures based on each hazard.

Define Responsibilities: Whether a procedure is in checklist format or in the format of step by step instructions, responsibilities for following up the procedure in each step and review of the procedure should be clearly defined.

Set up the Format: Decide the format of the procedure, whether it would be a checklist or provide instructions, or would you prefer to provide additional reference documents in the procedure. How much details will you provide ? These questions should be answered while creating the most suitable format for your workplace. The procedure format should be easy to understand and use. It should be noted that there is no one model fit for all. Depending on the operations and needs, the procedure format might be varied. It is advised to look at the examples and set up the most suitable format for your workplace and staff.

Communicate: Procedures are only documents unless they are properly communicated to the staff. Most workplaces hang their procedures on walls or boards, however particularly in the cases which you recently start to implement a new system, it is advised to provide trainings to staff and raise awareness on how to use the procedures.

Monitor & Review: It is crucial to monitor the implementation of procedures on operations. It is because majority of the time the ones who write the procedures are not the same person who implement it on the workplace, thus it is possible to miss steps or overdetail the process. In this context, it is important to monitor the application and review the document according to the practice on continuous basis.

3.3. SOP example

Slip, trip and fall management

Slip, trip and fall accidents are a common cause of injury to guests. Slippery floors, lose or worn floor coverings, steps, floorboards, and clutter or other obstacles in the path of patrons, and uneven surfaces, such as those between carpeting and flooring are major sources for these accidents. Additional contributing factors include defective chairs and tables, poorly lit areas and lack of handrails on staircases. Customers who have consumed alcoholic beverages and elderly patrons are said to be particularly prone to injuries. Loss control considerations include, but are not limited to:

Indoors

- Keep floors, including aisles and exits, clean, dry and free of clutter, water, oil or grease.
- Use “wet floor” signs, and mop spills immediately.
- Replace tiles or carpets that are missing or not firmly in place.
- Avoid any uneven transitions in walking surfaces.
- Maintain toilets in a safe, dry, sanitary condition.
- Keep electrical cords out of aisles, walkways and away from the operator’s footpath around equipment.
- Keep stairways and landings clean, clear of equipment and equipped with handrails and non-slip treads.
- Provide adequate lighting where people walk, including in stairwells.
- Provide slip-resistant floor covering materials and surface finishes.
- Regularly check tables, chairs, booths, stools and counters for broken parts, protruding nails, splinters, and rough edges. Make needed repairs or replacements immediately.
- Schedule major cleaning during off-hours.

Outdoors

- Keep pathways, walkways, ramps, and steps free of clutter.
- Keep loading dock surfaces and dock plates in good condition.
- Provide adequate lighting at loading docks, service entrances, delivery areas and in the parking lot.
- Keep car parks free of oil slicks, snow and ice. Repair potholes immediately.
- Paint speed bumps, drains, maintenance covers, posts, ramps and curbs with a non-slip, high contrast paint to warn pedestrians and drivers of their presence.
- Ensure exterior stairs are in good condition and slip- resistant.
- Monitor play areas and keep them fenced and well- illuminated for night use. Schedule regular inspections of play areas to detect possible hazardous conditions. Keep good records of repairs as this could be used as your defence.
- Remove from service any unstable chairs/tables.
- Ensure safe practices in the setting up of tents and other temporary structures. Follow manufacturer's instructions.

Activity 4: SOP-risk matching

Learning Objective: To enable participants to understand the practical use of checklist

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, printed SOP Flashcards for each group, printed SOP Flashcard Key for each group

Method: Group Discussion

Duration: 20 minutes

Instructions:

- Ask participants to divide into groups of 3-4.
- Give each group a different set of SOP flash cards (see below. You are strongly recommended to add to them, as you see fit). For example, one group gets the SOPs for camping, one group gets the SOPs for swimming, etc. If the number of participants is small, give more than one SOP set to each group.
- Ask the groups to discuss which SOP is useful to manage what kind of risks
- Ask the groups to select one and discuss whether the SOP cover all issues and how they would revise it according to their workplaces

VII. Training for Drivers

A. Training Agenda, Target Groups and Objectives

Driving is an essential service in the tourism sector. It should be safe and enjoyable for staff and tourists. However, in terms of the number of deaths and accidents, driving is also one of the most dangerous activities that people do worldwide. Most of these incidents are preventable. This training program aims to increase the awareness among drivers and transport companies on the risks and equip them with relevant skills to implement and follow up basic standard procedures for preventing and managing the risks.

Target Group
Drivers employed by local tour operators, drivers working seasonally in the tourism industry, transport companies working in the tourism activities

The training is planned as a two-day program. The first aid training should be provided by a certified agency.

Training Agenda	
Topic	Approx. Duration
Day 1: First Aid Training	6 hours
Day 2: Theoretical Risk Management Training	
Module 1: Introduction into Risk Management	1 hours
Module 2: Responsibilities of a Driver	3 hours
Module 3: Standard Operating Procedures	2 hours

Training Goals	Learning Outcomes	Methods
Day 1: To equip the participants with necessary first aid skills in	Increasing the knowledge level on first aid Building competence of participants to practice first aid	To be determined by certified training institution.
Day 2: To raise awareness among participants on risk management and ensure that the participants gain basic skills to follow up procedures to prevent and manage risks	Understanding the concept of risk and risk management and identify risks related to transport and driving	Group Discussions Case Studies Brain storming Presentation

B. Training Content and Resources

The content presented here is based on:

- Health and Safety Authority, An Garda Síochána and the Road Safety Authority (2012): Safe Driving for Work Driver's Handbook
http://www.hsa.ie/eng/Publications_and_Forms/Publications/Work_Related_Vehicles/Safe_Driving_for_Work_Handbook_.pdf
- Vakinn (2013): Safety plan for tourism. Guidelines and examples.
<http://www.vakinn.is/static/files/Enska/safety-plan-for-tourism.pdf>
- Explore (2012): The Explore Safety Manual. How to keep you and your group safe (& happy!)

The Health and Safety Authority et al. (2012) provide a handbook on safe driving for a broad audience of (professional and non-professional) drivers. It provides several interesting statistics and “fun facts” that may be interesting to use in a presentation. Vakinn (2013) provides theoretical background on risk management in tourism. Explore (2012) provides safety trainings for guides, however, some of the content is also relevant for drivers.

C. Training Modules

- ➔ The sessions will enable participants to understand risk concept and allow them to identify particular risks related driving and transportation.
- ➔ Explain the risk concept by allowing participants to give examples. In order to have a common methodology, make clear what risk is, what is danger and what is threat by asking questions to participants and giving examples from their daily experience in driving.
- ➔ Ask participants their roles to identify, prevent and manage the risks and what kind of challenges do they face while driving and providing transport services.

Module 1: Introduction into Risk Management

Questions for Facilitating Group Discussions

What is risk? What is danger?
What might be the risks while driving?
What might be dangerous and risky for tourists while using transport services for outdoor activities?
What can lead to emergencies while driving?
What is your role as a driver in risk management?
How do you ensure the safety of your passengers?

1.1. What is risk?

Important Definitions

- *Risk* = a situation in a tour which could lead to accidents/emergencies.

The types of risks are different from tour to tour depending on:

- **Destination** - the countryside vs. a city
- **Activity**- hiking vs. visiting a local market
- **Size of the group** - more people are more difficult to look after because it would not be possible to see them at the same time.
- **Profile of the group** – very young children and their parents vs. a group of seniors?
- **Weather and local environmental conditions** – hot and sunny vs. cold and icy

1.2. What is risk management?

Important Definitions

- Risk management = the process of identification, analysis and acceptance or mitigation of threats and damages that might be caused by outdoor activities.

Why do we have to manage risks?

To:

- protect clients, staff members, members of the public and the local community;
- avoid getting sued for damages by clients (a worst case for the guide is that he/ she is personally sued for negligence)
- protect the vehicles and equipment used from damage or loss
- protect the site (e.g. hotel, camping spot, museum) against damage
- protect the environment from negative impacts (e.g. fire)
- keep the reputation of your Tour Operator safe.

1.3. Roles and responsibilities

The Tour Operator has to put many measures in place to reduce risk before the tour even begins by making sure:

- Activities are planned with great care in advance.
- Drivers are qualified and have a safe vehicle which is appropriate for the terrain.

The Guide

Often, the guide is the primary person responsible for safety in the tour. She/he will have to deal with:

- Risks in the activities that the tourists do (e.g. is the weather safe for hiking?)
- Risks in where the tourists sleep (e.g. is the hotel safe?)

Driver and the guide should support each other in their responsibilities. For example:

- The guide should help driver by telling the clients to put on their seatbelts.
- The guide should help driver by letting you know if the driver is driving too fast.
- The driver should help the guide manage emergency situations.
- The driver should help the guide by giving first aid to tourists if necessary.
-

The Driver

The drivers are responsible for all risks associated with your vehicle and driving.

The responsibility areas are



**The Vehicle's
Condition**



**Drivers Personal
Condition**



**Driving
Conditions**

Module 2: The Responsibilities of a Driver

2.1. The vehicle's condition



**The Vehicle's
Condition**



**Drivers Personal
Condition**



**Driving
Conditions**

A professional driver is responsible for ensuring that the vehicle they are driving is safe to use on the road and meets all **legal requirements**. The drivers should:

- Be insured to drive vehicle for business use
- Service the vehicle according to the manufacturer's recommendations
- Make sure the vehicle has a valid roadworthiness certificate
- Make sure to check the safety of the vehicle.

Activity 1: Checking the safety of the vehicle

Learning Objective: To enable participants to discover risks related to the safety of a vehicle

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, worksheet 1

Method: Group Discussion

Duration: 10 minutes

Instructions:

- Ask participants to divide into groups of 3-4 and handout worksheet 1 to each group
- Ask them to identify at least 7 important conditions that their vehicle should meet to ensure safety before driving off with clients.
- Ask each group to briefly present their answers.

Worksheet 1:



Tour operator will require drivers to be able to say yes to all of the following questions before starting to drive:

- *Do you perform pre-departure checks on the vehicle?*

Daily pre-drive checks (on tires, fluids, breaks and seat belts) are a simple and effective way to spot potentially dangerous issues before the vehicle is used.

- *Are seatbelts provided for each client and in good condition?*

Seat belts have been found to more than halve the probability of death and serious injury. In a crash at just 50 km/h, an unrestrained person is thrown forward with a force 30 to 60 times their body weight. They are thrown about inside the vehicle, injuring themselves and are likely to seriously injuring (or kill) other occupants too. Seat belts save thousands of lives every year. It is estimated that 20% more lives a year could be saved if every occupant always wore their seat belt.

- *Do all clients have a fixed seat?*

Loose seats are obviously very dangerous in case of crashes or just sudden speed changes. It is also important to make the client feel valued, which she/he will not if they sit on a makeshift seat.

- *Are you not carrying hazardous materials?*

You should not store hazardous materials in the vehicle, in particular fuel, which is highly flammable/combustible and dangerous even if stowed away relatively safely.

- *Does the vehicle have suitable protective padding near head height, as well as on all areas of sharp exposed metal?*

This will help to protect against whiplash and decreases the probability of long-term injuries and death in case of a crash.

- *Are no windows cracked?*

The windshield and windows have an important safety role in the case of serious accidents and are not able to provide full protection if they are cracked.

- *Is luggage securely stored?*

Luggage flying around in the car in a crash can obviously hit someone in the head and cause serious injury. Furthermore, items sliding around or tipping over whenever you brake/turn will be both irritating and very distracting to you and clients.

- *Is a first-aid kit carried on vehicle?*

In many countries, drivers are legally required to always have a first aid kit in their car, in case one of their passengers or a random passerby needs urgent medical attention.

- *Does the vehicle have emergency exits and hammers for breaking glass?*

This is incredibly important for fire safety as well as crashes that involve water or the car rolling over.

- *Does the vehicle carry spare headlamp bulbs, jump leads and relevant tools for repair?*

This is important to plan in advance for the car to break down or suffer from damages, especially if you are driving to remote areas.

- *Is the vehicle suitable for the terrain?*

Your Tour Operator should make sure the car is suited to the itinerary's terrain.

2.2. Drivers' personal condition



The Tour Operator will have made sure that the drivers are qualified to drive for the tour. The Tour Operator also will make sure that drivers have experience driving with the specific vehicle in the specific terrain.

However, driving can be stressful and tiring. It is therefore very important to make sure that the driver is alert and fit to drive. The alertness will be inhibited by:

- Alcohol and drugs
- Fatigue

Questions for Facilitating Group Discussions

What might the impact or consequences of driving while you are tired or under alcohol influence?
How many/what percentage of injuries does driving under the influence cause every year?
How many/what percentage of deaths does driving under the influence cause every year?

Alcohol and drugs

In all the countries of the world, driving under the influence of alcohol or drugs is illegal. Drivers should never be under the influence of alcohol or drugs (or their effects).

Why?

- It impairs judgment, makes drivers over-confident, and more likely to take risks.
- It slows the reactions, increases breaking distances, affects judgment of speed and distance, and reduces field of vision.
- Even a small amount of alcohol can seriously affect the ability to drive safely.

Driver should not drink during the entire tour, even if he/she is not planned to drive for the rest of the evening/day.

Why?

- The driver has to be prepared to be spontaneously asked to drive e.g. if there is a medical emergency.
- Driving the 'morning after' drinking can be very dangerous. It can take many hours for the body to become alcohol free. People under the influence are very likely to underestimate how affected they are.

Activity 1: A case study on alcohol use

Learning Objective: To enable participants to understand risks related to alcohol use

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, case study and questions

Method: Group Discussion

Duration: 15 minutes

Instructions:

- Ask participants to divide into groups of 3-4 and handout the case study and questions.
- Ask each group to read the case study and discuss the questions
- Ask each group to briefly present their answers.

Case Study & Questions

You are driving a group of 9 middle-aged international tourists on a 2-week trip through your country. A local guide is accompanying the guests. The trip is quite driving intensive – every day you drive 4 hours. One day, in the evening, you arrive in a beautiful countryside destination and make

camp. Several of the tourists bought several bottles of a famous local brand of alcohol. They ask you and the guide to have a couple of shots with them around the campfire.

Questions:

- What are the risks associated with you joining in the drinking?
- What is your role in this situation?
 - What are your responsibilities towards the safety of clients and staff?
 - What are your responsibilities towards your Tour Operator?
- What do you do if the guide joins in the drinking? Does this mean it is okay for you to drink?
- How can you say “no” without offending the tourists?

Fatigue

Being tired while driving is very dangerous. For safety reasons, the tour operator will make sure that drivers do not drive too much each day and have enough time to rest.

Sometimes plans unexpectedly change. For example:

- Due to heavy rains, driver cannot cross the river, as originally planned and will now has to go the long way around, adding an extra 3 hours to your tour.
- Due to fog in the mountains, driver need to delay driving for several hours. When he/she start driving, it is already late in the afternoon.
- Due to bad road conditions, driver get two flat tires on the way and has to change it.

It is therefore always good to be prepared to combat fatigue.

Tips for Drivers to Combat Fatigue

- Make sure you are well rested before driving each day.
- Keep meals light during or immediately before you drive. Heavy meals can make you drowsy
- Take short “power naps” while the tourists are away (e.g. when they take a walk, have lunch, visit a museum, etc.)
- Make sure you always stay hydrated (you should try to drink at least 2 liters of water every day).
- Take short driving breaks. The tourists will also want to stretch their legs and use the toilet every once in a while.
- Make sure you always have a healthy snack (e.g. Apple) or a caffeinated drink with you (e.g. Coca Cola or Coffee)
- If it isn’t already planned in your itinerary: take a 45-minute break every 4 to 5 hours of driving. Discuss with the guide when and where to take a break in advance. Make sure you arrange the stop in a scenic or interesting place for the tourists!

If you feel like you may fall asleep, make sure you discuss this with the Guide. The Guide may discuss what to do next with the Tour Operator. It is better to make an alternative plan than cause a serious accident.

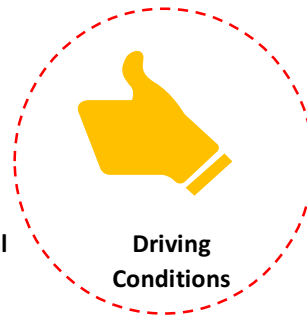
2.3. Driving conditions



**The Vehicle's
Condition**



**Drivers Personal
Condition**



**Driving
Conditions**

Speeding

Activity 3: Speeding at night

Learning Objective: To enable participants to understand risks related to speeding

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, case study and questions

Method: Group Discussion

Duration: 15 minutes

Instructions:

- Ask participants to divide into groups of 3-4 and handout the case study and questions.
- Ask each group to read the case study and discuss the questions
- Ask each group to briefly present their answers.


Case Study & Questions

You are driving a group of 15 clients from all over the world through a difficult stretch of land in the late evening. Due to unexpected weather and terrain problems, you are many hours behind schedule. The clients are stressed and frustrated. The guide asks you to please speed up so that you will reach the hotel sooner.

- What are the risks associated with you speeding up in this situation?
- What is your role in this situation?
 - What are your responsibilities regarding the safety of clients and staff?
 - What are your responsibilities towards your Tour Operator?
- What do you do?

Speeding is one of the most common motoring offences in the world. When travelling at higher speeds:

- Clients may be nervous or stressed and not enjoy the drive.
- Driver has less time to identify and react to what is happening around.
- It takes longer to break.
- If there is a crash, it is more severe, causing greater injury to driver and passengers and any pedestrian or other vehicle hit.
- Higher speeds can also magnify other errors, such as driving too close to the back of another car, fatigue or distraction, thus multiplying the chances of causing a crash.
- Drivers who 'speed' crash more often than those who do not.

Collision Speed	 Risk of Driver Death
30 km/h	0%
50 km/h	30%
55 km/h	80%
>65 km/h	90%

Source: Health and Safety Authority, An Garda Síochána and the Road Safety Authority (2012)

Who is allowed to do what?

Activity 4: Tourists that want to drive your car

Learning Objective: To enable participants to manage difficult situations with tourists.

Number of Participants: All Participants-Group Discussion

Physical Environment: Classroom setting

Materials: Flipcharts, papers, markers, case study and questions

Method: Group Discussion

Duration: 15 minutes

Instructions:

- Ask participants to divide into groups of 3-4 and handout the case study and questions.
- Ask each group to read the case study and discuss the questions
- Ask each group to briefly present their answers.

Case Study & Questions

You are driving a group of 5 VIP tourists on a week-long trip through a notable stretch of land in your country. The terrain is difficult to drive, but you have the appropriate qualifications and experience and vehicle. During a long drive, one of your guests wants to try driving in the beautiful, empty countryside. He reminds you and the guide that he is the “international tour leader” of the group and is very persistent and pushy.

- What are the risks associated with the tourist driving your car?
- What is your role in this situation?
 - What are your responsibilities regarding the safety of clients and staff?
 - What are your responsibilities towards your Tour Operator?
- What do you do if the guide agrees to the request of the client?
- How can you say “no” without offending the tourists?

It is very important driver never let tourists drive. If the tourist crashes the car, driver and the Tour Operator are responsible. This means:

- All damages will have to be paid by driver or Tour Operator. Insurance claims will be rejected.
- The driving tourist may choose to pursue legal action against driver if he/she was hurt.
- Other clients in the car may choose to pursue legal action against driver if they were hurt.

Tips for Drivers while Communicating with Tourists

- If you don't speak the tourist's language, you should ask the guide to translate for you.
- In difficult situations, body language and tone of voice is important. Try to always stay calm. It is important that the tourists understand that you are only concerned for their safety.

Module 3: Standard Operating Procedures for Drivers

Important Definitions

- *Standard operating procedures (SOPs)* = simple rules/checklists to help to manage the risks
- Often Tour Operators make their own SOPs, which they should tell all relevant staff including drivers



- If the Tour Operators do not make their own SOPs, drivers can use the SOPs distributed to you in this training, which are based on international tourism standards.

Basic Checkpoints for Drivers

The driver

- is forbidden to drive vehicle in a state of intoxication (alcoholic, narcotic or otherwise), under the influence of medications that worsen the reaction and attention, in a painful or tired state endangering the safety of traffic
- is forbidden to use while driving a phone that is not equipped with a technical device that allows you to talk without using your hands (hands-free equipment)
- is necessary to follow the traffic rules: do not exceed the speed of traffic, avoid stopping and parking in places prohibited by traffic rules or endangering the life and health of passengers
- is forbidden to handover vehicle control to other persons
- is forbidden to transport flammable, explosive, poisonous, corrosive and fetid substances, things (objects) that pollute passengers' clothes
- is forbidden to refuel vehicle while passengers in the cabin
- is forbidden to transport luggage together with passengers in the cabin of the vehicle
- is prohibited to smoke while driving and in close proximity to passengers
- is forbidden to use scolding and obscene language in the presence of passengers
- is forbidden to pick up strangers without the permission of a guide or tour-leader
- is necessary to have a complete package of documents necessary for carrying out the transportation - a license, a patent, an insurance policy, a pass to the border control zones
- is necessary to ensure the delivery of vehicles to the site 15 minutes before the time indicated by the Customer
- is necessary to have in the vehicle a package of paper napkins and disposable packages for garbage. Update garbage bags as they become full.
- is forbidden to throw garbage in unintended places, throw something out of the window while driving
- is forbidden to spit out the window while driving
- is necessary to have a neat appearance. It is not allowed to wear shorts, shirts, slippers
- is forbidden to wash vehicle in unauthorized places and closer than 30 meters from natural water sources and reservoirs

- is forbidden to pass and stop vehicle in the territories of yurt camps, in places not intended for this purpose
- is necessary to assist the company's personnel in customer service - organizing picnics, distributing luggage, assisting in boarding/disembarking passengers

Basic Checkpoints for Vehicle Condition:

- The vehicle must be technically right and have a regular mark on the technical inspection
- Should not have visible external damage
- Must be clean and meet sanitary requirements
- Must have each seat a serviceable and equipped seatbelt
- Must be equipped with a fire extinguisher, good first aid kit, spare wheel and set of necessary tools and spare parts.

Annex 1: Planning your RMS Form

PLANNING YOUR STANDARD RISK MANAGEMENT SYSTEM

Part 1: Company Details	
Company name:	
Years active in tourism:	
What activities, products and services do you offer your tourists?	
Do you hire external service providers ¹ ? If yes, for which activities, products and services?	
Number of permanent staff:	
Main types of occupations/jobs of your permanent staff:	
Number of seasonal ² staff:	
Main types of occupations/jobs of your seasonal staff:	

¹ External service providers include, for example, hotels, transportation companies and guides that are not permanently hired by your company.

² Seasonal staff includes the average number of short-term, non-permanent or external staff your company hires. This can include non-permanent drivers, guides, cooks, etc.

Do you provide any trainings, workshops or events for your permanent or seasonal staff to increase the quality and/or safety of your tours and services?	
From which countries do your clients primarily come from?	
When is your peak season?	
When is your slack season ³ ?	

³ “Slack season” here simply means the opposite of “peak season”.

Part 2: Current Risk Management Practices & Needs

In which of your company's activities, products and services do you see your biggest risks?	
Do you currently have any formal risk management ⁴ in place? If yes, please describe:	
If you answered "no" in the previous question, how have you managed risks and emergencies up to now?	
What have been your staff's biggest challenges in managing risks and emergencies?	
What negative and positive experiences have you had in managing your risks?	
What type of risk management trainings and tools for your staff would you find useful?	

⁴ "Formal risk management" here means any documented and systematic risk management practices. For example: regular risk assessment of your products and services, systematic safety checks of vehicles and accommodation services, rules on safety equipment for your tours, rules on working procedure, plans on what to do in case of an emergency, method of reporting on and evaluating accidents, etc.

Part 3: Building a standard risk management system

Goals & Leadership

What are your main goals and priorities in building a systematic risk management system?

Is your company leadership committed to creating a risk management system? Is senior management involved in the discussion and supporting the process?

Are any human and financial resources committed to develop a risk management system?

Roles & Responsibilities

Who is responsible for completing the online courses and creating the risk management system?

Who is responsible for updating the risk management system? On what specific dates will the risk management system be updated⁵?

Who is responsible for communicating your risk management strategies to your permanent staff and your external service providers?

How will you control that your risk management strategies are followed by your permanent staff and your external service providers?

Online training courses and homework assignments are time demanding and therefore require careful planning. The following questions facilitate the estimation of the timeline to fulfill the training course:

Estimated date to complete Online Training Course 2 and carry out a comprehensive risk assessment in your company?

Estimated date to complete Online Training Course 3 and develop standard operating procedures for your company?

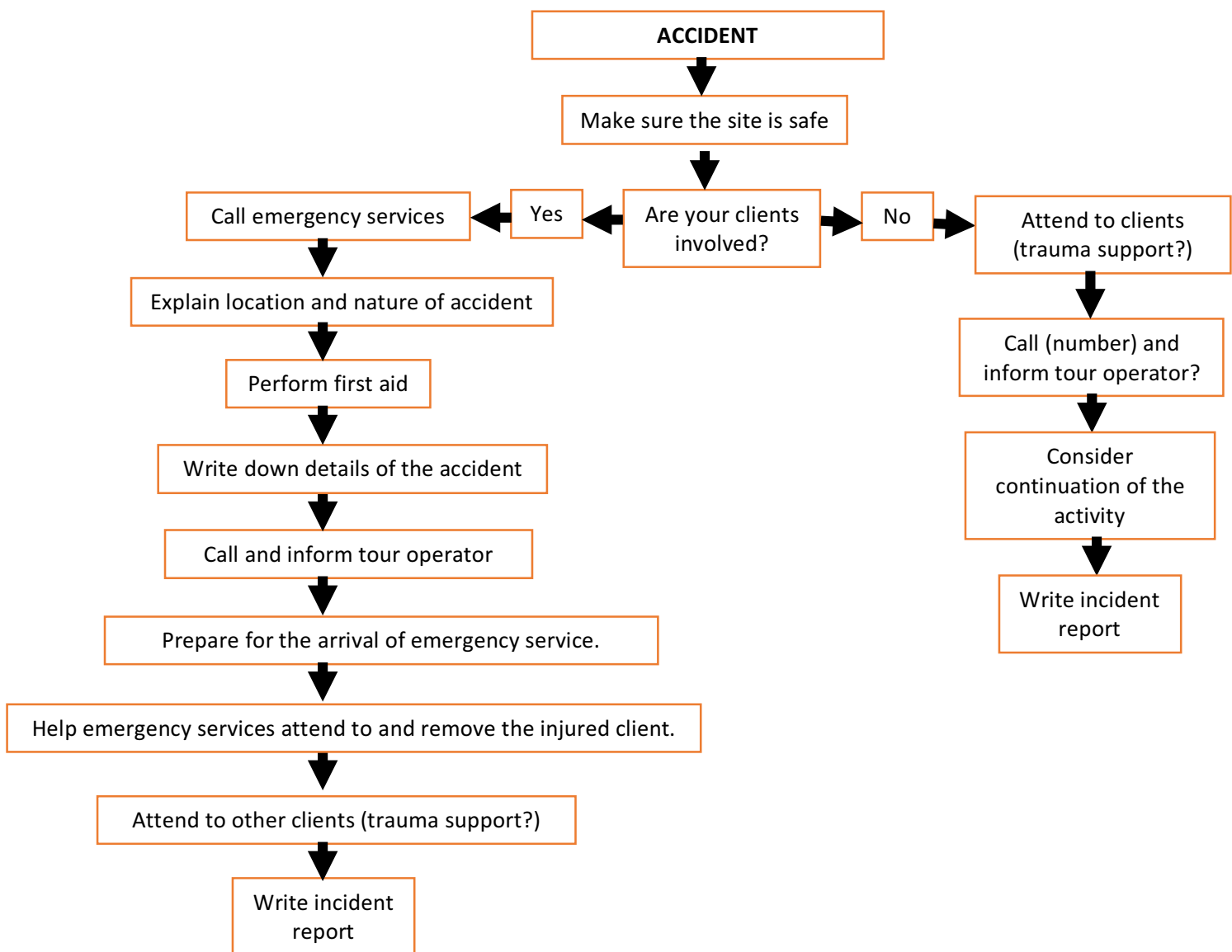
Estimated date to introduce your staff to your standard operating procedures and start using them?

Estimated date to complete Online Training Course 4 and develop emergency preparedness plans?

⁵ It is recommended that your risk management system gets updated at least twice a year.

Estimated date to introduce your staff to your emergency preparedness plans and start using them?	
Estimated date to complete <u>Online Training Course 5</u> and develop an incident report template?	
Estimated date to introduce your staff to your incident report template and start using them?	

Annex 2: EPP Example



1. You should first make sure the site is safe. If it is not, clients should be moved to a safe location.
Example: If there is a fire, first move everyone away from it!
2. Are your clients involved in the accident? If not, it is still important for you to record the accidents!

Example: You see that a different tourist (not yours) was injured in the activity. It is important that you record this and let the Tour Operator know!

3. If your clients **were not** involved
 - a. You should still make sure your clients are okay (they may very shocked and need comfort after seeing the accident!)
 - b. You should consider calling and informing the tour operator. Because the accident could have been caused by unsafe conditions in the activity.
 - c. You and tour operator will then have to consider whether you should continue with the activity. Is it safe for the clients? Or would it be best to have an alternative activity?
 - d. The final step is writing the incident report (we will discuss this in more detail below)
4. If your clients **were** involved
 - a. The first step is to call the correct and relevant emergency service telephone number. You should explain the location and nature of the accident to them.
 - b. You should then perform first aid appropriate to the injury and ensure the maximum level of comfort possible for the injured client.
 - c. You will then have to write down details of the accident (such as the location, number of injured clients, conditions at the site of the accident, etc). This could be important later when filling out the incident report.
 - d. You should then call and inform the tour operator of the accident. Remember: you should discuss what to do with the other clients as well!
 - e. You should then prepare for the arrival of the rescue teams (such as an ambulance, police, helicopter, etc.).
 - f. When the rescue team arrives, you should help them attend to and remove the injured client. If possible, a staff member should go with them, but the other clients must never be left alone at the site of the accident!
 - g. You should then attend to the other clients. Again, they might need to be comforted.
 - h. Finally, you should fill out an incident report.

Annex 3: Incident Report Example

Part 1: General Information	
Reported by	<i>Amy Adams</i>
Name of guide	<i>Amy Adams</i>
Name of tour	<i>City walking tour no. 3</i>
Seriousness of incident	<input type="checkbox"/> accident <input type="checkbox"/> near-accident <input type="checkbox"/> other
Date and time of incident	<i>July 1st, 2011, approx. 3pm</i>
Place of incident	<i>Stairs leading to the monument in the city center</i>
Description of incident	<i>The client tripped over a step and fell down 4-5 steps.</i>
Actions taken by guide	<i>Instructed the driver to stay with the other clients, called the emergency number 112, tried to ensure the client maximum comfort, and went with the</i>

	ambulance and client to the hospital. In the hospital, the tour operator's employee for risk management took charge. Rejoined other clients for dinner at around 6pm.
Part 2: Client information (one form per client directly involved in the incident)	
Name of client	Bill Baker
E-mail	bill.baker@email.com
Description of injury	Injury to leg (sprain), scratches on hands
Was the client transferred to hospital?	<input type="checkbox"/> yes <input type="checkbox"/> no
Client refused hospital treatment?	<input type="checkbox"/> yes <input type="checkbox"/> no
Transported by ambulance?	<input type="checkbox"/> yes <input type="checkbox"/> no
Any other type of transport?	No
Were the police called to the scene?	<input type="checkbox"/> yes <input type="checkbox"/> no
Rescue teams involved?	Ambulance and paramedics
Part 3: Other clients	
Were any other group members in need of (trauma) support?	<input type="checkbox"/> yes <input type="checkbox"/> no
Was (trauma) support offered?	<input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> clients declined help
Other actions taken concerning clients	When I left to hospital with the injured client, the driver brought other clients back to hotel. I rejoined the other clients when the tour operator's risk management employee took charge (approx. 3 hours after incident).
Witnesses to accident	Other clients: Chris Clark (chris.clark@email.com , +1234567) Dan Davis (dan.davis@email.com , +7654321)
Part 4: Other	
Risk Management Employee informed?	<input type="checkbox"/> yes <input type="checkbox"/> no time of notification _____
Insurance company of client informed?	<input type="checkbox"/> yes <input type="checkbox"/> no time of notification _____
Insurance company of tour operator informed?	<input type="checkbox"/> yes <input type="checkbox"/> no time of notification _____

Other necessary information	<i>The client at first tried to continue the activity - I had to insist that we call the ambulance.</i>
Signature of person who filled out the report	<i>A. Adams</i>
Signature of guide (unless the same as above)	
Actions taken after incident (risk management employee fills out)	

Notes

- Tour guide or tour responsible should try to include as many details as possible.
- Sometimes clients refuse hospital treatment - it's important to record this in case of legal claims.
- It is important to record: who else saw the accident? This could be important when it comes to legal claims.
- Other necessary information? Here any other useful information regarding the accident should be given.

The last row should be filled in not by the tour guide/responsible, but by the Tour Operator. Here they can make a note on how to avoid this accident in the future.

Annex 4: Incident Report Template

INCIDENT REPORT TEMPLATE	
Part 1: General Information	
Reported by	
Name of guide	
Name of tour	
Seriousness of incident	<input type="checkbox"/> accident <input type="checkbox"/> near-accident <input type="checkbox"/> other _____
Date of incident	date of incident _____ approx. time of incident _____
Place of incident	
Description of incident	

Actions taken by tour leader	
Part 2: Client information (one form per client involved in the incident)	
Name of client	
E-mail	
Description of injury	
Was the client transferred to hospital?	<input type="checkbox"/> yes <input type="checkbox"/> no
Client refused hospital treatment?	<input type="checkbox"/> yes <input type="checkbox"/> no
Transported by ambulance?	<input type="checkbox"/> yes <input type="checkbox"/> no
Any other type of transport?	
Were the police called to the scene?	<input type="checkbox"/> yes <input type="checkbox"/> no
Rescue teams involved?	
Part 3: Other clients	
Were any other group members in need of (trauma) support?	<input type="checkbox"/> yes <input type="checkbox"/> no
Was (trauma) support offered?	<input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> clients declined help
Other actions taken concerning clients	
Witnesses to accident	Name, Tel, Email, Nationality
Part 4: Other	
Risk Management Employee informed?	<input type="checkbox"/> yes <input type="checkbox"/> no time of notification _____
Company director informed?	<input type="checkbox"/> yes <input type="checkbox"/> no time of notification _____
Insurance company of client informed?	<input type="checkbox"/> yes <input type="checkbox"/> no time of notification _____
Insurance company of tour operator informed?	<input type="checkbox"/> yes <input type="checkbox"/> no time of notification _____
Other necessary information	

Signature of person who filled out the report	
Signature of guide (unless the same as above)	
To be filled out by tour operator	
Actions taken after the incident (e.g. were SOPs, risk assessment or emergency preparedness plans updated?)	

Annex 5: SOP Flashcards for Tour Guides Training

SOP Flashcard Key:

- White: General SOPs
- Blue: SOPs for driving
- Yellow: SOPs for camping
- Red: SOPs for walking
- Green: SOPs for swimming
- Brown: SOPs for food
- Pink: SOPs for hotel overnights

Have you included preventative measures for the most common medical issues on clients' introductory briefing, i.e. around diarrhea, dehydration, heat exhaustion etc.?	Do you always carry your first aid kit?
Have you briefed the clients on today's activities and any dangers/risks they should be aware of?	
Does the vehicle comply with the national law in terms of maintenance, seat belts, taxation, road worthiness and licensing?	Are seatbelts provided and in good condition?
Does the driver drive only a maximum 9 hours per day?	Do all clients have a fixed seat?
Does the driver take a 45-minute break for every 4.5 hours of driving?	Does the vehicle have suitable protective padding near head height, as well as on all areas of sharp exposed metal?
Does the driver have at least one rest day after 6 working days?	Are no windows cracked?
Is the driver never under the influence of alcohol or drugs (or their effects)?	Is luggage securely stored?

Does the vehicle have emergency exits and hammers for breaking glass?	Does the driver use hands-free mobile equipment or refrain from using mobile phones while driving?
Do you never take unauthorized passengers into the vehicle?	Is a first-aid kit carried on vehicle?
Does the driver perform pre-departure checks on the vehicle?	Do you never allow passengers other than the driver to drive the vehicles?
Does the vehicle carry spare headlamp bulbs, jump leads and relevant tools for repair?	Is the vehicle suitable for the terrain?
Do the driver never exceed national speed limits?	Does the driver refrain from racing and frequently overtaking?
Do you have accurate weather reports before embarking on the camping trip?	Have you communicated that clients should not smoke or use candles, gas or electric heaters in the sleeping tents?
Have you separated toilets, kitchens and sleeping areas while camping?	Have you ensured that camping stools and all relevant camping equipment is in good condition?
Have you ensured that no flammable liquids and gas canisters are left inside of tents?	Have you provided hand washing facilities at all campsites?
Have you established a meeting point in case of emergency?	Have you ensured that water purification procedures are available (where necessary?)
Have you established adequate fire prevention procedures?	
Have you checked weather conditions in advance?	Are you ensuring that rivers with a water level above knee height are not crossed?
Are you carrying the correct safety equipment including a full first aid kit?	Have you communicated that clients should not approach wild animals?
Have you walked the route before to ensure it is safe to operate it?	If used, have you ensured that porters have adequate clothing, shelter, food, medical care and limited weight loads?
Have you allocated a "backmarker" (=an experienced person who walks as the last person in the group) for the walks?	Are you counting clients throughout the walk?
Are you carrying effective methods to communicate with emergency services (i.e. SAT phone, mobile phone, radio etc.)?	Have you briefed customers on schedule for the day, equipment, potential dangers on route, littering etc.?
Do you have an evacuation plan in place?	Are you aware of common symptoms of Acute Mountain Sickness (AMS) and are they adequately treated - i.e. headaches, nausea, vomiting, fatigue, poor appetite, dizziness, sleep disturbance etc.?

Have you checked that customers have the correct footwear for the type of walk?	Have you communicated that no unplanned walks should take place at night?
Are you ensuring that clients take adequate rests during walks?	
Have you communicated (and are you monitoring) that clients do not swim alone or after dark?	Have you adequately checked equipment for quality, safety and customer comfort?
Have you briefed clients on the dangers of diving?	Have you given a demonstration on how to fit a mask and fins before clients enter the water?
Are you monitoring that tour participants don't swim after consuming alcohol?	Have you briefed clients on their breathing techniques, the dangers of the sun whilst snorkeling, and how to use the international distress signal if they get into trouble?
Are you aware of (and have communicated on) currents at swim posts?	Have you ensured that the snorkeling area is free from other hazards, i.e. boats, ski jets etc.?
Have you advised clients not to stray too far from the boat/shore?	
Is purchased food fresh and of high standard?	Is dehydrated food kept in airtight bags or containers?
Is food kept adequately away from sources of contamination?	Is fresh meat & fish used on day of purchase, if refrigerators is unavailable?
Is food not prepared too far in advance, and is it stored at an adequate (cooling) temperature?	Are tinned and packet goods stored in a way that prevents damage to the packaging?
Is food reheated adequately to ensure all bacteria is killed?	Are use-by dates strictly followed?
Is food adequately cooked?	Are fruit and vegetables washed in clean, soapy water, then rinsed in treated water (or chlorine, boiled water etc.)?
Is poultry defrosted properly?	Is there a first-aid kit on hand in the kitchen area?
Is there a clear separation between cooked and raw food?	Is the cooking environment clean and sterile?
Are buffets properly monitored to avoid spreading bacteria?	Do the cooks maintain adequate levels of hygiene?
Can the fire door be opened easily by customers in an emergency?	Do none of the rooms have water gas heaters?
Are fire extinguishers present on all floors?	Are balconies well lit, undamaged and fit for use?
Is there more than one staircase available in an emergency?	Do lifts have internal safety doors?
Can fire exits be easily opened, and are they clearly marked?	Are electrical fittings securely fastened to the wall?

Annex 6: SOP Flashcards for Guesthouses Training

Is purchased food fresh and of high standard?	Is dehydrated food kept in airtight bags or containers?
Is food kept adequately away from sources of contamination?	Is fresh meat & fish used on day of purchase, if refrigerators is unavailable?
Is food not prepared too far in advance, and is it stored at an adequate (cooling) temperature?	Are tinned and packet goods stored in a way that prevents damage to the packaging?
Is food reheated adequately to ensure all bacteria is killed?	Are use-by dates strictly followed?
Is food adequately cooked?	Are fruit and vegetables washed in clean, soapy water, then rinsed in treated water (or chlorine, boiled water etc.)?
Is poultry defrosted properly?	Is there a first-aid kit on hand in the kitchen area?
Is there a clear separation between cooked and raw food?	Is the cooking environment clean and sterile?
Are buffets properly monitored to avoid spreading bacteria?	Do the cooks maintain adequate levels of hygiene?
Can the fire door be opened easily by customers in an emergency?	Do none of the rooms have water gas heaters?
Are fire extinguishers present on all floors?	Are balconies well lit, undamaged and fit for use?
Is there more than one staircase available in an emergency?	Do lifts have internal safety doors?
Can fire exits be easily opened, and are they clearly marked?	Are electrical fittings securely fastened to the wall?