

# **Enterprise Risk Management Committee Guidebook**

# The BSA's Commitment to Safety

We want you to know that the safety of our youth, volunteers, staff, and employees is an important part of the Scouting experience. Youth develop traits of citizenship, character, fitness, and leadership during age-appropriate events when challenged to move beyond their normal comfort level, and discover their abilities. This is appropriate when risks are identified and mitigated.

The Scouting program, as contained in our handbooks and literature, integrates many safety features. However, no policy or procedure will replace the review and vigilance of trusted adults and leaders at the point of program execution.



The Boy Scouts of America's national Key 3: Chief Scout Executive Michael Surbaugh, President Dr. Robert M. Gates, and Commissioner Tico Perez.

Commit yourself to creating a safe and healthy environment by:

- Knowing and executing the BSA program as contained in our publications
- Planning tours, activities, and events with vigilance using the tools provided
- Setting the example for safe behavior and equipment use during program
- Engaging and educating all participants in discussions about hazards and risks
- Reporting incidents in a timely manner

**Thank you for being part of the Scouting movement and creating an exciting and safe experience for every participant.**

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**This BSA safety statement can be customized with your council's name or photo.**

**Go to**

**<http://www.scouting.org/Home/HealthandSafety/SafetyThoughts/1192016.aspx>.**

# Introduction

The concept of enterprise risk management (ERM) is becoming the preferred model for council committee structure in what was previously undertaken as either Health and Safety, or Risk Management. It is consistent with concepts found in the BSA's Strategic Plan, and since 2013, each council provides the name of the ERM chair on the council's Local Council Charter and Membership Validation.

In this revised second edition, we attempt to incorporate the lessons from almost four years of use, consolidate sections, and—most importantly—provide a framework for programs that have worked successfully for councils in their quest to protect people, council property, and the environment. This guidebook is dedicated to the volunteers who give their time, talents, and treasure to provide a fun and safe program for all participants.

## What Is ERM?

**Enterprise risk management** is a disciplined approach that enables an organization to identify, evaluate, analyze, monitor, and mitigate the risks that threaten the achievement of the organization's strategic objectives. Every organization is susceptible to risk in many different areas: operational, market, legal, environmental, reputational, brand, liability, financial, and property.

While not exhaustive, this guide is an attempt to provide a framework for the council's enterprise risk management committee as it attempts to address issues in an organized approach. In many councils, there has existed at least one committee on the official council organization chart that served the roles of health, safety, risk management, and sometimes Youth Protection. If your council has adopted one committee, two committees, or some other structure, the tasks can be carried out by council leaders who have the specific skills and subject matter expertise needed to provide leadership for a fun and safe Scouting experience.

For the purposes of this guide, the term enterprise risk management (ERM) has been adopted for the committee that serves two roles: risk management, and health and safety.

# The ERM Committee: Vision, Mission, and Potential Responsibilities

The adventure of Scouting often includes a certain level of real or implied risk. Rather than diminish the thrill of new experiences, ERM committee members should assist those executing the Scouting program in recognizing risks and hazards.

## Vision

The Enterprise Risk Management Committee will be an advocate for the safety, health, and well-being of all participants in council Scouting programs; a demonstrated leader promoting safety and healthy behaviors; and a resource advancing competent risk assessment and anticipation of hazards in council programs, activities, and services.

## Mission

The purpose of the ERM Committee is to

- Advance and provide local leadership for identifying, reducing, or eliminating known or foreseeable hazards and risks.
- Promote risk assessment for programs, activities, and services.
- Promote preparedness as well as physical and mental fitness for youth and adults.
- Maintain a body of knowledge on health, safety, and risk issues in the council.

## Potential Responsibilities

No two committees are identical and no council has the same challenges. A council with a single camp and a few outdoor program elements will require a different committee than one with multiple camps, facilities, and high-adventure programs.

This list is not exhaustive and does not suggest requirements. It is only intended to stimulate discussion and to help local councils identify needs or opportunities in the following categories:

### Safety

- Use program hazard analysis, checklists, and safety PAUSE in planning new, modified, or expanded activities, or coach others on how this is done. Promote risk assessment—down to the unit level—that incorporates these tools.

- Identify, assess, and resolve hazards in program activities. This should be done for new, modified, or expanded activities as well as existing programs that have newly recognized hazards.
- Identify trends and hazards in the council's Scouting program that threaten health and safety, and provide guidance when emergencies occur.
- Develop or promote the use of Safety Moments and Safety Incident Reviews at meetings, monthly roundtables, and other appropriate forums.
- Support and develop systems to ensure the timely reporting of incidents.
- Review data on known injuries, illnesses, and accidents to identify trends. Share the lessons learned, and update prevention strategies in the council.
- Assist the council Key 3 with health, safety, and risk-management issues, and develop a councilwide commitment to safety.

### **Program Support**

- Promote preparedness, personal health, and physical and mental fitness.
- Support internal groups, committees, panels, and task forces by providing health and safety expertise to advance their mission and goals.
- Assist with health and safety leadership at councilwide events including camporees, conferences, seminars, and universities of Scouting.
- Help conduct precamp/postcamp inspections, assist with training of camp health officers, and serve as a liaison between camps and local medical facilities.
- Manage effective implementation of BSA national camp standards such as PD-111 and PD-112.
- Develop camp policies and standing orders related to health and safety. (See the current edition of *National Camp Accreditation Program: National Camp Standards*, No. 430-056.)
- Monitor or review tour and activity plans as they are submitted.
- Review service projects for any risks to participants as well as those benefiting from each project

- When appropriate, work with organizations outside the BSA to advance health and safety efforts.

## **Medical Leadership**

- Coordinate first aid/medical care at events sponsored at the council and district levels.
- Assist health lodge leadership at councilwide events. Plan and review the operation of summer camp health lodges: supplies, treatment records, and staff training by the council health supervisor.
- Oversee maintenance of camper medical records by camp health officers and the council health supervisor, in compliance with privacy standards.
- Conduct an overview of annual programs to ensure health and wellness are incorporated. Evaluate risks associated with health issues—such taking childhood obesity into account when planning summer camp menus.
- Develop and distribute up-to-date resources on first aid, CPR/AED, and emergency medical response. Make sure to include training in BSA Wilderness First Aid from certified or qualified instructors and instructor-trainers at the council, district, and unit levels.

## **Risk Management**

- Prepare a council's risk-assessment matrix, evaluating and prioritizing risks identified by volunteers and professional staff. Include in the matrix each type of risk: financial, operational, market, legal, environmental, reputational, brand, liability, and property. See Appendix 1, Section 4.1.
- Work with other committees to periodically evaluate and recommend changes to the council's insurance coverage. Maintain—with the council executive staff—an understanding of BSA insurance programs for the local council.
- Conduct comprehensive insurance reviews in critical areas including properties and business interruption coverage.
- Identify and address any workplace safety issues that exist for year-round staff and seasonal camp staff.
- Integrate ERM concepts into all levels of the council's programs and activities.

- Identify consultants who can assist the council in health and safety, risk management, crisis communications, and related areas.
- Evaluate and address existing or potential environmental issues. Review council operations in relation to those issues and compliance with local, state, and federal requirements.

## **Training Support**

- Train others in ERM principles and practice, particularly risk identification techniques.
- Develop a training plan for teaching all leaders in the council to reduce risk.
- Distribute information about policies and procedures developed by the National Council and local council regarding safety and loss prevention. Help council, district, and unit leaders—as well as youth members—to remain alert to safety guidelines.
- Work to keep all council structures (including district and unit levels) informed of BSA policies and procedures, requirements, and recommendations related to health and safety, fitness, and emergency preparedness.
- Develop and manage a cadre of instructors and trainers for health and safety courses in the council. Help the council develop and implement these courses, and support youth and leader awareness of safety concerns and risk avoidance.
- Assist and educate local professional staff in identifying and logging incidents in the incident reporting system.
- Teach seminars at the Cub Scout leader pow-wow, university of Scouting, College of Commissioner Science, and other organized training events.
- Develop a communications plan to keep leaders at all levels in the council updated on ERM issues.

## Relationships With Other Committees/Organizations

ERM Committee members should work within the council structure with other council committees as well as unit and district leadership. The following considerations may be helpful:

- In some councils, the ERM chair is a board-level position within the council structure. In other cases, it is an executive board position, or the chair reports to a board position. A supportive staff advisor is also a vital part of a successful ERM committee.
- ERM committees may work with program, camping, aquatics, COPE and climbing, shooting sports, properties, and training committees on a regular basis and in a supporting role.
- Commissioner staff at the council, district, and unit level can help leaders to understand and execute the BSA program as designed. They may also share ERM findings at roundtables and be a resource for sharing support materials such as the annual health and medical record, tour-and-activity planning information, the Sweet 16 of BSA Safety, and the *Guide to Safe Scouting*.
- In some councils, district ERM chairs are the foundation of the council committee. While there is no mandate for this structure, having these local representatives may be beneficial.
- Finally, the ERM committee may wish to establish collaborative relationships with other non-profit or mission-driven service and professional organizations. The American Red Cross, the American Society of Safety Engineers, and others can provide knowledge, expertise, and manpower aligned with the committee's mission.

# Committee Members and Their Roles

While ERM committees in various councils may be different based on council need and the availability of volunteers, each committee should include the chair, district ERM representatives, various subject-matter experts, a staff advisor, and (as needed) members of other council committees. More detailed sample job descriptions for the chair, district ERM representative, and subject-matter expert are provided in appendix 4.

## Chair

- This position may be held (when appropriate and desired) by a member of the council's executive board who has demonstrated ability to lead a group, draft a plan, and communicate effectively with other groups that need input from the ERM Committee.
- The chair should have expertise in health, safety, or risk management but may also be a Scouter known to have effectively managed a group toward specific objectives.
- The chair is responsible for planning and conducting the regular meetings and communicating the agenda, notes, minutes, and work plans to the council executive staff advisor assigned to the committee.
- The chair is responsible for recruiting committee members.
- The chair should identify and name a co-chair to provide support when the chair is unable to lead a meeting or under some other circumstance. A co-chair is also essential to effective succession planning.

## District ERM Representatives

- Serve on the ERM Committee as active members.
- Communicate with the district chair and key members of the district committee on matters related to health, safety, and risk management.
- Provide training and advice on matters related to district program.
- Ensure that the council and district ERM training plans are executed via district roundtables and other meetings.
- Serve as resources on ERM matters for unit leaders in their districts and the district committees.
- Serve as liaisons between the ERM Committee and their districts when an event is being planned. Assist in evaluating risks and potential hazards related to the event.

## Subject-Matter Experts (SMEs)

- Subject-matter experts should meet together regularly and provide specific insight and information to help the ERM Committee accomplish its mission.
- Each council should select experts to serve based on their availability and their ability to meet specific needs. When appropriate, they may be engaged on an ad hoc basis. The list of potential SMEs is long and could include experts in the following areas:
  - Youth protection/children at risk/child abuse
  - Emergency preparedness/planning (state and local agencies)
  - Business continuity planning or recovery operations
  - Communications—crisis communication, PR, publishing
  - Environmental protection
  - General risk management
  - Sanitary, civil, and/or environmental engineering
  - Public health
  - Food safety and sanitation
  - Veterinary care
  - Information technology backup and security
  - Insurance
  - Legal and regulatory affairs
  - Medical professionals (physicians, nurses, behavioral health practitioners, EMTs)
  - Health and safety management
  - Fire and life safety
  - Infection control/infectious diseases/CDC standards
  - Organized health care (hospitals, clinics, medical systems)
  - Recreational industry liaison (e.g., local parks and recreation departments, outdoor retailer)
  - Liaisons with other youth-serving/health and safety/risk management organizations (e.g., schools, American Red Cross, American Heart Association)
  - Behavioral (mental) health—ideally, a crisis response team coordinator who has special skills or can access others with a variety of required skills
  - Search and rescue
  - Scuba (PADI, et al)
  - First aid/emergency medical response/risk management training

## Staff Advisor

- Meets regularly with the chair and the full committee to provide support and resources.
- Communicates with district directors, district executives, and others on the council executive staff.
- Assists in communicating the message of the BSA ERM group to the executive board and other key leaders.
- Serves as a key resource for updating national BSA literature and references.
- Connects the ERM Committee chair with appropriate resources at the national office.
- Provides materials for distribution to professional staff and access to information found on MyBSA and other professional sites.
- Serves as a liaison to staff advisors on other council committees (i.e., aquatics, camping, climbing, properties, finance, training, advancement, commissioner service).
- Coordinates with other council committees to avoid duplication and confusion.
- Communicates information to the committee regarding enterprise risk management policies.
- Promotes knowledge and use of risk management resources by professionals and volunteers.

## Summary and Conclusions

So what are the outcomes of participating in all of this work? The BSA mission and vision will be met, risks will be mitigated, and youth will be able to enjoy the Scouting program with fewer injuries and illnesses. In addition, the council may benefit from a reduction in insurance rates.

What Scouting achieves, in the end, is directly related to how well the committee comes together to make things safer for the youth and volunteers.

Dr. James West, the BSA's first Chief Scout Executive, put it best in his foreword to the *Local Council Manual: Health and Safety*, published in 1940. Though the words we use today are a bit less formal, the message and our objective remain the same—safer, happier, and healthier youth:

*“I know of no more important service that Scouting can render than, through its leadership, to create early in the life of the boy a sense of individual responsibility for making and keeping himself physically fit, reducing to a minimum the probability of his being handicapped through accident, reducing to a minimum the likelihood of his life being carried on with unhappiness because he does not know how to live.*

*“So many things are the result of lack of careful planning, lack of careful thinking through, thoughtlessness. And the health and safety practices of Scouting, we hope, are going to help boys to plan more definitely to avoid accident and illness, and to prepare themselves in a positive way to face life.”*

# Appendix 1:

## BSA Risk Assessment Strategies and Tools

### 1. Introduction

This document was developed to provide Scouters with the necessary strategies and tools to assess risks within the Scouting program. The need to assess risk and its potential impacts on the program is stated in the *Guide to Safe Scouting*:

*“In situations not specifically covered in this guide, activity planners should evaluate the risk or potential risk of harm, and respond with action plans based on common sense, community standards, the Boy Scout motto, and safety policies and practices commonly prescribed for the activity by experienced providers and practitioners.”*

No organization, including the Boy Scouts of America (BSA), can develop a comprehensive set of guidelines or procedures that will cover all possible risks. The BSA has already identified the need to address specific high-risk programs such as aquatics and shooting sports. In these instances, clear guidance is given through *Safe Swim Defense/Safety Afloat*, *BSA National Shooting Sports Manual*, and *Belay on*. However, when activities and programs fall outside Scouting guidelines, the responsibility of identifying, evaluating, and executing a safe program belongs to the Scouting entities wanting to conduct the activity or program (e.g., councils, districts, units, etc.).

#### 1.1. What Is a Risk Assessment?

A risk assessment is a review of what could go wrong, the potential impact when things do go wrong, and how to eliminate or lessen the risk.

#### 1.2. Hazards and Risks

A hazard is a condition or practice with the potential to cause harm (e.g., extreme heat, riding in a car, etc.). It is vital to identify potential hazards, or we will not be able to assess risks.

Risk is the chance that a negative event (e.g., injury, property damage, etc.) will occur if exposed to a hazard. Risk is assessed by looking at two components: probability and severity.

Probability is the odds of something occurring. For example, if you flip a penny, the probability that it will end up heads is 50 percent.

Severity is the seriousness of the consequences. Consequences can be minor or major. For example, an incident may cause \$100 versus \$100,000 of property damage. An injury may be a minor scrape versus a broken bone.

Looking at risk using probability and severity helps determine if the risk is acceptable or if changes need to be made. Here's what that looks like:

		SEVERITY	
		Minor	Major
PROBABILITY	Low	Bug flies in my eye	Falling from a rock wall
	High	Cutting finger at wood carving class	Driving while drowsy

### 1.3. Luck Versus Risk

If nothing has been done to prevent risk and a negative event still does not occur, that's simply luck. For example, if the probability of a canoe tipping over is 25 percent when someone stands up in the canoe, this means that 75 percent of the time it won't tip over. If your canoe hasn't tipped over, this doesn't mean standing in it is less risky. You've just been lucky!

## 2. Philosophy

### 2.1. Subjective Exercise

Risk assessing is a subjective exercise. It's not uncommon for two different groups to evaluate risks associated with the same program or activity and end up with a different result. The true power of risk assessments does not come from creating the "right" assessment or operating under the belief that all risks will be eliminated. Rather, the value comes from gathering those involved with the program or activity and having discussions about risk and what can be done to address risks. It's not about Scouting having "no risks." It's about Scouters "knowing the risks."

### 2.2. Controllable Risks

Stay focused on risks over which you have some degree of control. For example, someone being hurt from a meteor strike at summer camp is possible, but what control do we have over that risk? However, don't confuse an inability to control the risk with an unwillingness to address it. For example, we have no control over lightning strikes during a campout, but we can control the likelihood of being struck by lightning by going inside when a thunderstorm comes.

### 2.3. Selecting Risk Assessment Tools

When it comes to assessing risk, you need to use the right tool for the job. Some of the tools in this document may require several resources to conduct. Make

sure to choose the “right-size” tool for your activity. (See Attachment A – Risk Assessment Selection Tool.)

## **2.4. Risk Appetite**

Scouting entities will need to determine their risk appetite by choosing what activities they are willing to take on. For example, adult leaders in one troop may be willing to become certified climbing instructors in order to run a safe climbing program, but another troop may not want that risk. One council may want to build a BMX bike track and program to deliver to units; another council may be unwilling to take on the potential risk of injuries on the track.

## **3. Process**

Scouting entities can assess risks by following these steps:

- Define the scope of the risk assessment
- Gather the experts
- Identify, assess and document hazards and risks
- Decide control measures
- Routinely review risk assessments

### **3.1. Define Scope**

The first step in the process is to clearly and concisely define what you are assessing. For example, “Expanded use of pellet guns in a Webelos resident camp program” is clearer than “Cub Scout shooting program.” Defining the scope too broadly can make the assessment overwhelming and inefficient. The person who has championed the program should be the one responsible for defining the scope.

### **3.2. Gather the Experts**

Risk assessments are best conducted in a group. If you are reviewing changes to the shotgun range at summer camp, you may need Scouting professionals, Shooting Sports Committee members, troop or Venturing crew leaders, NRA instructors, Health and Safety Committee members, etc.

### **3.3. Identify, Assess, and Document**

The group should brainstorm potential serious hazards and what the possible consequences are if those hazards are not addressed. Documenting potential hazards and risks provides a way to communicate that an assessment was completed. The documentation can also be used to train individuals that are new to the program or activity.

### **3.4. Decide Control Measures**

Once risks have been assessed, the group needs to decide if the risks are acceptable or if additional measures need to be implemented. The different methods for doing this are covered in the various tools in this document.

### **3.5. Review**

Risk assessments should be reviewed on a routine basis. Keep in mind that things change over time, and the risk assessment should be reviewed and revised accordingly. For example, a troop may have put together a risk assessment last year for their “first annual” canoe campout. However, this year the same spot is not available and a new location is being used. Summer camp program areas should be looked at on an annual basis.

## **4. Tools**

The following tools are the preferred way of assessing risks in the Scouting program, but other tools used in private industry could be used as well.

### **4.1. Enterprise Analysis**

This tool is primarily used to record, assess, and manage councilwide risks. The risks identified using this tool should be serious enough to jeopardize council operations. This tool may cover many areas, but it should at least address the following risks:

- Financial
- Operational
- Market
- Legal
- Environmental
- Reputation
- Brand
- Liability
- Property

### **4.2. Program Hazard Analysis**

This tool is primarily used for program areas within camps or high-adventure bases. It covers specific risks to the program areas. This tool has a defined way of assessing probability and severity of risks. The tool initially assesses risks as if there are no protective measures in place; then you look at the risk again, this time with the protective measures applied.

### 4.3. Safety Checklists

These tools are used for small events or campouts. Checklists are a “body of knowledge” for running Scouting activities safely. Like an airline pilot reviewing a checklist before takeoff, these tools help to make sure critical safeguards are in place to ensure a safe Scouting activity.

### 4.4. Safety PAUSE

The Safety PAUSE process stresses the importance of a last-minute safety check in the field. By encouraging each Scout or adult leader to pause and reflect on the tasks at hand just before beginning, you have an opportunity to take necessary precautions to prevent any present or potential hazards.

This is not a standalone tool. A formal risk assessment should be done first, such as a safety checklist or a program hazard analysis (PHA).

- **PAUSE** before you start
- **ASSESS** possible hazards
- **UNDERSTAND** how to proceed safely
- **SHARE** your plan with others
- **EXECUTE** the activity safely



*PAUSE  
One More Time  
for Safety*



## 5. Acceptance and Resolution of Risk

When evaluating risks, it is always difficult to determine how much risk to accept. As previously stated, the idea is for Scouters to “know risks,” not for Scouting to have “no risks.” This is why gathering the experts and having these conversations is so vital. You need to consider differing opinions and approaches to addressing risks.

When determining how to deal with risks, keep in mind that there is a hierarchy of controls. In other words some actions work better than others. Here is the hierarchy, in order of preference:

### **5.1. Eliminate the Risk**

Unfortunately, sometimes the answer to certain risks is to not have them present. This may mean that you will eliminate risky activities or decide not to conduct the program at all.

### **5.2. Engineer Out the Risk**

Design the environment so that the risk is eliminated. This could be as simple as putting a fence around a climbing tower or building a canopy over your shooting ranges. In the first instance, you engineer a protective barrier to eliminate unauthorized access to a high-adventure area. The canopy over the shooting sports area eliminates the hazard of being sunburned.

### **5.3. Administrative Controls (including work practices)**

These controls could be written procedures or training. They don't eliminate the risk, but they do make Scouters more aware of the potential dangers. Almost all risks will involve some form of administrative control, but you should be leery if this is the only protective measure being taken.

### **5.4. Personal Protective Equipment (PPE)**

Personal protective equipment (e.g., safety glasses, vests, hearing protection, etc.) is the lowest form of hazard control. Like administrative controls, PPE does not eliminate risks; it simply tries to reduce the severity of a hazard.

For example, wearing helmets at a climbing tower do not eliminate the risk of an object falling from the tower and hitting someone on the ground. However, the helmet will help lessen the seriousness of the injury.

Program areas will have PPE—but, again, you should be leery if this is the only protective measure for an activity.

### **5.5. Advice to ERM Committees**

When it comes to evaluating risks, ERM committees should not be the only ones involved in this process. Persons who are asking for activities outside the Scouting program need to be responsible for facilitating the risk review. ERM committees should be utilized as advisors or, in essence, the conscience of the Scouting entity.

In the business world, safety and health are not the sole responsibility of the “safety and health department.” It is also not something that you do in addition to running Scouting activities. We don’t run “a climbing program with some safety and health components” ... we run *a safe climbing program*. Safety and health is everyone’s responsibility, and it is led by those at the front line.

Approve plans, not ideas. Often, when ERM committees are asked to evaluate risks, they are reviewing an idea that someone has suggested. Ideas can only be safely brought to fruition if there is a plan in place. Therefore it should never be the sole responsibility of the ERM Committee to find a way to make the program work. Rather, the originator of the idea should be presenting a well thought-out plan for running the program safely and seeking the committee’s advice.

## **6. Resources**

*Guide to Safe Scouting*, [www.scouting.org/filestore/pdf/34416.pdf](http://www.scouting.org/filestore/pdf/34416.pdf)

Scouting Safely, [www.scouting.org/scoutsource/HealthandSafety.aspx](http://www.scouting.org/scoutsource/HealthandSafety.aspx)

## Attachment A: Risk Assessment Selection Tool

Type of Risk	Tool
National high-adventure bases Council-wide risks Council-wide operations	Enterprise Analysis
Council camp program areas High-risk program areas* Council events District events (large)	Program Hazard Analysis
District events (small) Unit campouts	Safety Checklists

### \*High-Risk Programs

- Aquatics activities (e.g., swimming, boating, floating, scuba, etc.)
- Climbing and rappelling
- Orientation flights
- Shooting sports
- Any program activities involving motorized vehicles (e.g., snowmobiles, boating, etc.)

## Attachment B: Enterprise Analysis Tool Example

[Click here to download the spreadsheet](#)

Risk Type	Description	Internal or External?	Initial Risk Assessment			Existing Risk Measures	Net Risk			Additional Actions?
			Severity	Frequency	Rating		Severity	Frequency	Rating	
<b>Financial</b>	Friends of Scouting drive is short of goal by 50 percent.	Both. Internal (Scouters collecting donations) and external (donors)	Critical	Remote	2	Tracking Friends of Scouting pledges and donations weekly during pledge period. Follow up with individual units or districts when pledges are down more than 10 percent from past donations. Communicate with impacted areas to reduce difference.	Marginal	Negligible	4	Implement Controls
<b>Operational</b>	Due to sickness at camp, camp is closed and attendees are sent home for the session.	Internal	Critical	Remote	2	Establish hygiene stations within the camp at critical points, such as outside all dining areas.	Critical	Improbable	3	Continue camp, implement controls.
<b>Market</b>	Local schools no longer allow Council to put on membership programs at school.	External	Critical	Probable	1	Establish relationships with school administration to communicate advantages. Establish relationships with other organizations, such as Boy & Girls Clubs, to establish membership meetings at those locations.	Marginal	Remote	3	Develop relationships.



# BOY SCOUTS OF AMERICA®

## Attachment C: Program Hazard Analysis–New, Modified, or Recognized Activities

Date:							
Program:							
Description:							
	Hazard Cause / Effect			Corrective Actions			
Hazard Description	Cause	Effect	Initial Risk Rating	Possible Controlling Measure	Closing Comments	Status	Final Risk Rating

Hazard Severity Rating		
Category	Personal Injury/Illness	Vehicle, Property or Program Incident
<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>• Fatality or hospitalization for a life-threatening or critical condition</li> <li>• Allegation of suspected sexual abuse</li> <li>• Victimization of Scout</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicle accident, theft, or damage with a greater than \$1 million loss</li> <li>• Litigation anticipated</li> <li>• National publicity or media attention</li> </ul>
<b>Critical</b>	<ul style="list-style-type: none"> <li>• Hospitalization for less than a life-threatening or critical condition</li> <li>• Transport to the ER in an emergency vehicle</li> <li>• Allegation of suspected non-sexual child abuse</li> <li>• Communicable disease outbreak or mass foodborne illness</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicle accident, theft, or damage with a \$100,000 to \$1 million loss</li> <li>• Building or camp shut down for more than a day</li> <li>• Bomb threat</li> <li>• Local publicity or media attention</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>• First aid</li> <li>• Transport to the ER in a personal vehicle and released</li> <li>• Serious near miss</li> <li>• Emergency response initiated</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicle accident, theft, or damage with a \$100,000 loss or less</li> <li>• Program area closed down for safety concerns</li> <li>• Emergency response initiated</li> </ul>
<b>Negligible</b>	<ul style="list-style-type: none"> <li>• Near miss</li> <li>• Injury/illness not requiring first aid</li> </ul>	<ul style="list-style-type: none"> <li>• Near miss</li> </ul>

Hazard Frequency Rating	
Frequency	Description
<b>Frequent</b>	Expected to occur in a unit, district, council, program, or activity.
<b>Probable</b>	Will occur in the majority of councils conducting the program.
<b>Occasional</b>	Likely to occur in a couple of councils/the program annually.
<b>Remote</b>	Might happen once a year within the entire organization/program.
<b>Improbable</b>	Might happen once in the lifetime of the BSA.

Risk Rating				
	Catastrophic	Critical	Marginal	Negligible
Frequent	1	1	1	3
Probable	1	1	2	3
Occasional	1	2	2	4
Remote	2	2	3	4
Improbable	3	3	3	4



## Attachment D: Event Safety Checklist

Boy Scouts of America

Event Name: \_\_\_\_\_ Event Date(s): \_\_\_\_\_

Event Location: \_\_\_\_\_ Event Organizer: \_\_\_\_\_

Event Health and Safety Officer: \_\_\_\_\_

The following checklist provides guidance on safety issues that you may encounter at a Scouting event. This is a tool, not a list of mandatory guidelines. The intent of the checklist is to create conversations among event organizers around risks and ways to mitigate or eliminate them.

Event Risks	Yes	No	N/A	Mitigation/Comments
<b>Planning</b>				
1. Has the event organizer contacted the event venue and met with venue owners in advance?				
2. Have the venue owners conveyed their requirements for the BSA to follow at the event?				
3. Will the event organizer or a designee be at the event? Has contact information been conveyed to the venue and vice versa?				
4. Has an event map been created that shows structures, important areas, and equipment (e.g., port-a-cans, tents, first-aid stations)?				
5. Has the health and safety officer reviewed and accepted the event plan and safety checklist?				
6. Has the <i>Guide to Safe Scouting</i> been reviewed for any applicable requirements for the event?				
7. Has communication been sent to event attendees outlining event logistics and safety requirements well in advance?				
8. Have trained or certified individuals been recruited to run program areas?				
9. Have the health and safety officer and event organizer walked the site prior to the event?				
10. Has a safety team been established to help plan and attend the event?				
11. Does the event team have a means to communicate at the event (e.g., cellphone list, radios)?				
12. Is a command center needed for the event?				
<b>Setup/Teardown</b>				
1. Has adequate time been set aside for event setup and teardown?				
2. Are proper safety equipment and tools available (e.g., ladders, barricade tape)?				
3. Will a safety talk prior to setup and teardown be conducted?				
4. Are tools and equipment in good condition?				
5. Will storage locations be needed and identified prior to the event?				

Event Risks	Yes	No	N/A	Mitigation/Comments
<b>Safety</b>				
1. Will a safety discussion for attendees be conducted before the event (e.g., emergency evacuations, rally points, first-aid stations, etc.)?				
2. Have slip, trip, and fall hazards been identified and mitigations established?				
3. Has personal protective equipment (PPE) or proper attire been evaluated and communicated (e.g., safety vest, gloves, etc.)?				
4. Have grassy areas been treated for pests, including ants?				
5. Do certain areas need to be barricaded off?				
6. Have high-risk areas undergone a program hazard analysis (e.g., shooting sports, climbing/COPE)?				
<b>Fire</b>				
1. Are fire extinguisher(s) present and in working order (should be field verified)?				
2. Has an emergency muster location been established and communicated? Where?				
3. Will any program areas generate heat or sparks (e.g., metal working, welding)? Have protective measures been identified?				
4. Will there be open-flame heating sources (e.g., fires, Sterno, etc.) at the event? Have protective measures been identified?				
5. Will there be propane at the event for any reason? (Note that some cities require a permit for use.)				
<b>Medical</b>				
1. Will water be readily available for all participants?				
2. Does the event health and safety officer have current CPR and first-aid certification (e.g., American Red Cross)?				
3. Is a first-aid kit present and adequately stocked (should be field verified)?				
4. Is an AED present and in working order (should be field verified)?				
5. Is a medical lodge or EMT needed?				
6. Has the closest emergency room or hospital been identified and informed about the event?				
<b>Utilities/Equipment</b>				
1. Have utilities needed for the event (power, water, etc.) been identified, discussed, and communicated to the venue owner?				
2. Can the event location handle all electrical loads of equipment (most breakers can handle 20 amps)?				
3. Will tents larger than 1,000 square feet be needed? (If yes, a permit from the city may be needed.)				
4. Has equipment requiring 15 amps or more been identified and placed on event map?				
5. Will compressed gases be needed at the event (e.g., helium, propane)? (Must be approved by the venue.)				
6. Are compressed gases stored properly and positioned away from participants?				

Event Risks	Yes	No	N/A	Mitigation/Comments
<b>Hygiene and Sanitation</b>				
1. Will portable toilets be needed (~1 per every 300 people)?				
2. Are handwashing facilities needed?				
3. Will janitorial staff be needed for the event?				
4. Has a trash disposal plan been established?				
<b>Food</b>				
1. Will outside catering be utilized? If so:				
a. Is the company licensed by the city/county?				
b. Is the company aware of and will it agree to follow all applicable city, state, and federal regulations?				
2. Will outside food serving lines be covered by a canopy or tent?				
3. Is food covered when not being served?				
4. Will food servers wear appropriate attire and gloves?				
5. Is serving equipment in good repair?				
6. Will cold food be kept < 40 degrees F?				
7. Will hot food be kept > 140 degrees F?				
<b>Security/Traffic/Parking</b>				
1. Have plans been discussed and established for possible security incidents (e.g., armed intruder, missing Scout, etc.)?				
2. Are check-in and check-out procedures needed for Scouts?				
3. Are security guards needed?				
4. Are uniformed police officers needed (may be required for traffic control in public streets or events with cash)?				
5. Have parking areas and road closures been established and communicated?				
6. Have rules been established to limit or eliminate vehicles in activity or camping areas?				
<b>Severe Weather</b>				
1. Has an internal emergency muster location (shelter-in-place) been established and placed on the event map?				
2. Has it been communicated that the event may be called off due to inclement weather?				
3. Have protocols been established on how to handle likely severe weather scenarios (e.g., lightning, rain, snow, etc.)?				
<b>Miscellaneous</b>				
1. Will there be live animals at the event? Have protective measures been identified?				
<b>Other</b>				

## Risk Assessment Approval

I am satisfied that the safeguards put in place will reduce the level of risk to an acceptable level and the task/action is permitted to proceed.

<b>Signatures</b>	<b>Date</b>	<b>Signatures</b>	<b>Date</b>
<i>Event Organizer</i>		<i>Event Owner</i>	
<i>Health and Safety Officer</i>		<i>Venue Owner</i>	

## Appendix 2: BSA Resources

Numerous resources have been developed over the years to support the role of health and safety, and risk management. The following are current as of the publication of this reference:

- *Guide to Safe Scouting*, No. 34416 (2015 revision)  
[www.scouting.org/scoutsorce/HealthandSafety/GSS.aspx](http://www.scouting.org/scoutsorce/HealthandSafety/GSS.aspx)
- The Sweet Sixteen of BSA Safety,  
[www.scouting.org/scoutsorce/HealthandSafety/Sweet16.aspx](http://www.scouting.org/scoutsorce/HealthandSafety/Sweet16.aspx)

Additionally, several Web resources are available through the BSA. Many of these are available in one location at

[www.scouting.org/scoutsorce/HealthandSafety/GeneralResources.aspx](http://www.scouting.org/scoutsorce/HealthandSafety/GeneralResources.aspx). Others include:

- Scouting Safely, [www.scouting.org/scoutsorce/HealthandSafety.aspx](http://www.scouting.org/scoutsorce/HealthandSafety.aspx)
- Health and Safety alerts,  
[www.scouting.org/scoutsorce/HealthandSafety/Alerts.aspx](http://www.scouting.org/scoutsorce/HealthandSafety/Alerts.aspx)
- National Camp Accreditation Program, [www.scouting.org/NCAP](http://www.scouting.org/NCAP)
- *The Council: How the Council Functions to Carry Out the Purpose of the BSA:*  
<http://www.scouting.org/filestore/mission/pdf/33071.pdf>

A collection of current forms is available at

[www.scouting.org/scoutsorce/HealthandSafety/Forms.aspx](http://www.scouting.org/scoutsorce/HealthandSafety/Forms.aspx)

## Appendix 3: Professional Resources

The following non-Scouting organizations may be able to assist your committee in providing a safe and healthy Scouting program.

- Your local, county, or state health department
- Your local hospital or health system
- American Camp Association, [www.acacamps.org](http://www.acacamps.org)
- American Academy of Pediatrics, [www.aap.org](http://www.aap.org)
- American Public Health Association, [www.apha.org](http://www.apha.org)
- American Red Cross, [www.redcross.org](http://www.redcross.org)
- American Society of Safety Engineers, [www.asse.org](http://www.asse.org)
- Centers for Disease Control and Prevention, [www.cdc.gov](http://www.cdc.gov)
- National Institute for Occupational Safety and Health, [www.cdc.gov/niosh/](http://www.cdc.gov/niosh/)
- Occupational Safety and Health Administration (OSHA), [www.osha.gov](http://www.osha.gov)
- Federal Emergency Management Administration (Department of Homeland Security), [www.fema.gov](http://www.fema.gov)
- U.S. Army Disaster Response (publications and related field manuals), <http://usacac.army.mil>
- U.S. Public Health Service on disaster medical assistance teams (DMAT), [www.phe.gov/preparedness/responders/ndms/teams/pages/dmat.aspx](http://www.phe.gov/preparedness/responders/ndms/teams/pages/dmat.aspx)
- IIA—Institute of Internal Auditors (risk assessment tools), [www.theiia.org](http://www.theiia.org)
- Kaiser Family Foundation—health policy, <http://kff.org/>
- Mountain Rescue Association, [www.mra.org](http://www.mra.org)
- National Institutes of Health, [www.nih.gov](http://www.nih.gov)
- U.S. Department of Health and Human Services (Medline information sources), [www.hhs.gov](http://www.hhs.gov)
- National Highway Traffic Safety Administration (Department of Transportation), [www.nhtsa.gov](http://www.nhtsa.gov)
- National Safety Council, [www.nsc.org](http://www.nsc.org)
- National Center for Missing and Exploited Children (NCMEC), [www.missingkids.com](http://www.missingkids.com)
- Netsmartz, [www.netsmartz.org](http://www.netsmartz.org)
- Risk Management Society (RIMS), [www.rims.org](http://www.rims.org)

## Appendix 4: Position Descriptions

Each committee will be different, but all should include a chair (and perhaps a vice chair), the council health supervisor, district ERM representatives, and subject-matter experts (SMEs). Sample descriptions of these positions are presented below. These should be modified based on the needs of the council and the availability of volunteers to serve.

The recruitment, training, and evaluation of each team and team member are the responsibility of the chair and the council professional assigned to the committee. No specific training requirements are listed, but all should be offered training in some or all of these areas:

- Council training for district ERM officers
- All online training modules in the Health and Safety section of MyBSA.org
- Philmont Training Center risk management/health and safety conferences
- Emergency preparedness/disaster response training
- First-responder training
- Wilderness First Aid or ARC advanced first aid
- National Camping School
- Professional risk management, safety, and OSHA training

### Enterprise Risk Management Committee Chair

**Position summary:** Provides leadership to the council's enterprise risk management committee and regularly provides reports to the council's executive board.

**Qualifications:** A health- and safety-oriented Scouting volunteer with strong group leadership experience or capabilities. This person should be qualified as one of the following:

- Insurance/RM professional
- Safety professional/fire safety/risk management practitioner
- Health-care internal auditor/health-care compliance/clinical quality professional
- Health-care professional (MD, DO, RN, physician assistant, RPh, etc.) or allied health-care technician (paramedic, EMT, LPN, mountain rescue, ski patrol)
- Scouter with Wilderness First Aid or advanced first aid and safety training
- Scouter with a strong interest in safe and healthy Scouting, willingness to pursue related training, and ability to find assistants for accomplishing the task
- Member of the council's executive board

## Responsibilities:

- Lead the council's ERM committee; serve as the key point of contact on all matters related to health, safety, and risk management in the council's volunteer leadership.
- Lead the regular meeting of the committee by planning the agenda and conducting the meetings; be responsible for communicating the agenda, notes, minutes, and work plans to the committee (or delegate a committee member to do so).
- Develop an annual committee plan and evaluate performance of the committee based on that plan.
- Recruit committee members—district ERM officers and SMEs—and ensure that all districts are represented and the key experts are involved; recruit at least one physician to serve as council physician.
- Lead periodic reviews of all incident reports and camp health lodge records to identify trends and propose prevention strategies.
- Communicate and work effectively with the council executive staff member assigned to the committee.
- Name a co-chair (if desired) for succession planning and to provide leadership and support when the chair is unable to lead a meeting.
- Ensure the availability of a program and volunteers to assist council and district leaders in risk assessment/hazard analysis before new programs are introduced; help assess existing programs for changes to improve safety and reduce risk.
- Offer support, material, and recommendations to other council committees, including camping, properties, finance, program, training, and others as requested.
- Work to ensure that key messages related to safety, health, Youth Protection, and risk management are included in council communications (print and/or electronic) on a regular basis.
- Communicate changes in national BSA policies, programs, and support information to the executive board and to the committee.

- Develop and implement an annual training program for leaders at all levels; assist roundtable commissioners in locating guest speakers on risk management, safety, health, Youth Protection, and disease prevention topics.
- Help identify consultants and other subject-matter experts (SMEs) to deliver the council's program safely and with minimized risk.
- Communicate with the council's finance committee relative to health, safety, risk management, and insurance needs and recommendations.
- Assist in the development of policies and procedures related to council needs and, as needed, provide local clarification regarding national policies.
- Help identify and plan for councilwide training, including first aid, Wilderness First Aid, and CPR training resources.
- Participate in annual camp inspections and risk assessment activities.

## **District Enterprise Risk Management Officer**

**Position summary:** Serves as the conduit of enterprise risk management information between the council ERM committee and the district.

**Qualifications:** A health- and safety-oriented volunteer; Scouting outdoor background is desirable, in descending order of preference:

- Safety professional/fire safety/risk management practitioner
- Health-care internal auditor/health-care compliance/clinical quality professional
- Health-care professional (MD, D.O., RN, physician assistant, RPh, etc.) or allied health-care technician (paramedic, EMT, LPN, mountain rescue, ski patrol)
- Scouter with Wilderness First Aid or advanced first aid and safety training
- Scouter with a strong interest in safe and healthy Scouting, willingness to pursue related training, and ability to find assistants for accomplishing the task.

### **Responsibilities:**

- Serve on the council's ERM committee as an active member; serve on subcommittees or task forces to execute projects.
- Communicate with the district chair and key committee members on matters related to health, safety, and risk management.

- Provide just-in-time training and advice on matters related to district programming.
- Coordinate the annual council ERM training plan with the district plan; ensure that the council and district ERM training plans are executed via district roundtables and other meetings.
- Serve as a resource to the unit leaders of the district and the district committee.
- Serve as a liaison between ERM and the districts planning for events by assisting in evaluation of risks and identification of health and safety issues.
- Provide feedback to the council committee related to injuries or incidents that occur during district activities.
- Promote and coordinate health and safety training via the district for unit leaders, including but not limited to
  - *Guide to Safe Scouting*
  - The Sweet Sixteen of BSA Safety
  - Safety Afloat and safety policies for other aquatics programs
  - Climb On Safely
  - Wilderness First Aid and advanced first-aid training
  - Shooting sports safety
  - Youth Protection training
  - Filing of tour-and-activity plans
  - Two-deep leadership
  - Interpretation and application of age-appropriate activities in the *Guide to Safe Scouting*
  - Caving safety (Venturing only)
  - Field sanitation
- Provide health and safety promotion and disease prevention articles to district newsletter editors (print or electronic) on at least a quarterly basis. Assist roundtable commissioners in locating guest speakers on risk management, safety, health, and disease prevention topics.
- Help commissioners locate Wilderness First Aid, first aid, and CPR training resources.
- Participate in ERM-supported events (annual camp inspections, event risk assessment, and provision of first-aid support).

## Committee Member—Subject-Matter Expert

**Position summary:** Provides input and direction as an expert in a field related to health, safety, Youth Protection, risk management, and related areas.

**Qualifications:** A health- and safety-oriented volunteer (Scouting background desirable) with specific expertise in one of the following fields:

- Safety professional/fire safety/risk management/occupational safety and health
- Health-care internal audit/health-care compliance/clinical quality
- Health-care professional (MD, DO, RN, physician assistant, RPh, etc.) or allied health-care technician (paramedic, EMT, LPN, mountain rescue, ski patrol)
- Wilderness First Aid or advanced first aid and safety training—especially those with instructor certifications
- Insurance
- Mental health
- Public health/sanitation
- Infection control/infectious diseases
- Crisis communication/disaster planning and response
- Others as needed

### Responsibilities:

- Meet regularly (or as needed) with the committee.
- Serve as a subject-matter expert and advisor to the committee, offering professional advice and up-to-date information on trends and threats.
- Assist in developing and delivering training programs—or specific elements of programs related to the SME's expertise—and related documents as identified by the committee.
- Assist in the development of plans and policies related to the area of expertise.
- Supply, as needed, written material for use in council communication venues, both paper and digital.
- Participate in inspections of the council's properties and facilities as requested.
- Conduct assessments of council readiness, policies, and procedures related to areas of interest and expertise.

## Council Health Supervisor

**Position summary:** This person is a licensed physician and registered Scouter who serves as the primary source of medical information for the council.

### Qualifications:

- Registered Scouter trained in Youth Protection
- Licensed to practice medicine in the state where the council is headquartered. The CHS may need to have a license in more than one state or consult with other physicians if council programming is conducted in more than one state.

### Responsibilities:

- Serves on the local council's enterprise risk management committee (or health and safety committee, if the council organizes risk management, and health and safety as two separate committees).
- In conjunction with the council ERM committee, provides oversight to the council's camp health lodge and procedures as required by the current national camp standards or by the council.
- In conjunction with members of the council ERM committee, reviews first-aid logs from all camping programs and provides specific feedback for improvement.
- Works with the council executive sponsor and chairman of the ERM committee to ensure that health and safety incidents within the council are appropriately reported online to the National Service Center risk dashboard.
- In conjunction with the council ERM committee, specifically approves those items required by the national camp standards (such as the medication process and standing orders).
- Assists, as requested, in the selection, orientation, and education of the camp health lodge staff.
- Assists, as needed, in the planning, organizing, and delivering health and medical education to Scouts and Scouters (first aid, Wilderness First Aid, CPR/AED).
- On request, convenes and leads meetings to assist local units, districts, and the council with issues related to communicable diseases.

- Works with others (medical professionals, program planners, EMR committee subject-matter experts) to establish medical/health criteria as needed for local council and district programs where a health status may put participants at risk (e.g., establishing weight or medical condition restrictions for council or district mountain treks or floats).
- Assists in reviewing medical records for youth and adult participants at national high-adventure bases and jamborees to assure that council participants meet standards or have been granted appropriate waivers. Assists in correcting or clarifying issues that are raised during review by those outside the council.
- Assists in the local interpretation of medical- or health-related national guidelines and assists in planning implementation for the local council.
- Writes, reviews, and/or edits medical- and health-related communications sent to leaders, parents, and others as needed. Serves as a media consultant for local medical and health issues as necessary.
- Works with the ERM committee and the council's leaders in identifying other health-related professionals for service with ERM, Youth Protection, and other committees as needed.

## Appendix 5: Quarterly Work Plan Examples

The following are suggested topics of discussion for a council ERM committee and are not meant to be all-inclusive or required. The agenda and timing of activities and projects will be determined by each group based on the needs of the council and the abilities and interests of the leaders. A quarterly meeting schedule is assumed, but more frequent meetings may be needed to ensure continuity and progress of projects.

### Every meeting

- Hear reports of incidents, claims, regulatory issues, recently identified risks, and communications from the National Council.
- Welcome new members and identify needs for additional volunteer members.
- Review and approve communications for the next time period.
- Evaluate upcoming and recent events on council and district calendars for needs, issues, and seasonally related topics (weather, cold, heat, etc.).

### Fall meeting

- Review summer camping health lodge records and make reports to the online risk dashboard at the National Service Center.
- Begin planning for insurance review.
- Ensure training is in place for incoming and current district leaders.
- Prepare to identify trainers and support winter/spring training events.
- Prepare the first draft of the council's annual enterprise risk review.

### Winter meeting

- Finalize the council's annual enterprise risk review; present and discuss the review with the council Key 3 and the executive board. Conduct annual insurance review in time for the council budget cycle.
- Review plans for council and district activities to be conducted in the spring.
- Firm up details of winter/spring training events.
- Prepare annual communications plan for council publications.
- Conduct annual review of council emergency plans—business continuity, disaster recovery, crisis communications, etc.
- Conduct annual inspection of noncamping facilities (offices, training facilities, etc.).

### Spring meeting

- Conduct and review findings of precamp inspections.
- Conduct health lodge staff training.
- Review OSHA plans and training for summer camp.
- Review and update summer camp health lodge policy manual.
- Ensure readiness for training for summer camp staff.

### **Summer meeting**

- Conduct and review findings from precamp inspections and/or post inspections; plan to be present for camp visitations.
- Prepare for fall communications and for recruiting/training new leaders.
- Receive feedback/reports from summer camps (resident and day camps).
- Conduct an evaluation of the committee; evaluate completion of annual objectives and plan for the coming year.
- Plan for work to meet insurance discount requirements (meetings, projects).
- Approve projects for potential grant funding; appoint an author and approve a timeline for submission by the annual deadline.

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