

# **UPLOADS Preventing Incidents Method (PrIMe)**

Incident prevention strategy development workbook



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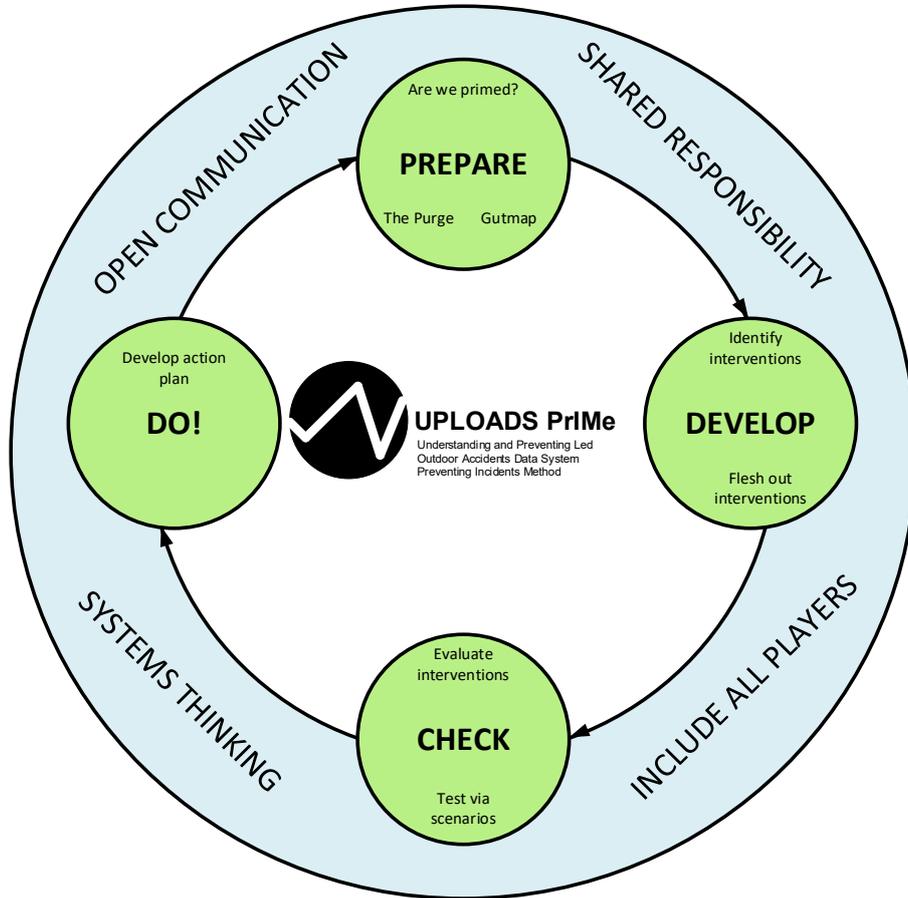
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**The UPLOADS Research Team**



## UPLOADS PrIMe

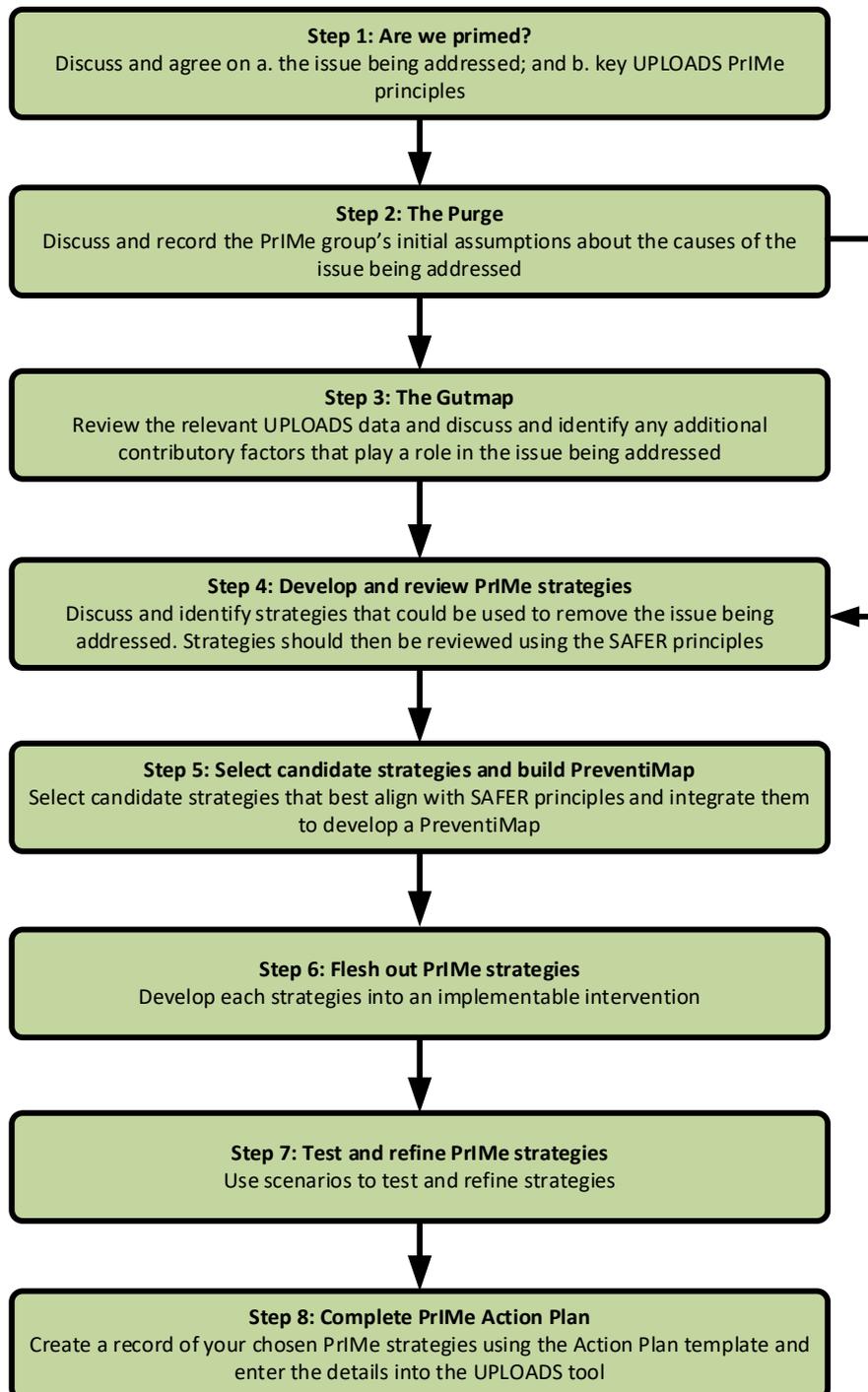
Welcome to the UPLOADS Preventing Incident Method (PrIMe).

PrIMe offers a quick and simple process to support the development of incident prevention strategies in response to safety issues that have been identified via the UPLOADS incident reporting system.

Once you have identified a safety-related issue via the UPLOADS data, a PrIMe group should be convened and should work through the process outlined below. This workbook contains all of the materials required for each step and provides a mechanism for documenting the process.

The output of the PrIMe process is a set of incident prevention strategies as well as an Action Plan that supports implementation, monitoring and evaluation of the incident prevention strategies produced.

## PrIME process



## Step 1. Are we primed?

The first step involves **convening the PrIMe group and appointing a PrIMe leader**. During this step the PrIMe group discusses and agrees on the issue that requires strategy development, and agrees to align all strategy development activities with PrIMe principles.

### Convening the PrIMe group

First, convene the PrIMe group by identifying relevant people who should contribute to the design of incident prevention strategies. Try to include members from all levels of your organisation who have some understanding of the issue and its contributory factors.

It will be useful, for example, to include an activity leader, a supervisor, a risk manager or safety team member, and a member of senior management.

The size of the group can be flexible; however, we recommend a group size of between 4 – 6 members. Don't worry if you don't have enough – PrIMe is flexible and can even be done with 1-2 members.

### Appoint PrIMe leader

Next, you should appoint a suitable PrIMe group leader. It is the PrIMe group leader's job to drive the process, keep the group on time, and make final decisions. The PrIMe leader should have a good understanding of the issue being addressed.

Insert the PrIMe group leader's details below.

<b>PrIMe group leader</b>	
<b>PrIMe group members</b>	

Agree on issue being addressed

In your PrIMe group, discuss the issue that has triggered the PrIMe process. Confirm the following:

1. Do we all agree that the issue is a priority issue that requires a response?
2. Do we agree that we are focussing on this issue and not others?

Once the group have agreed on the issue, it should be given a descriptor e.g. Burns during campcraft activities. Insert the descriptor below.

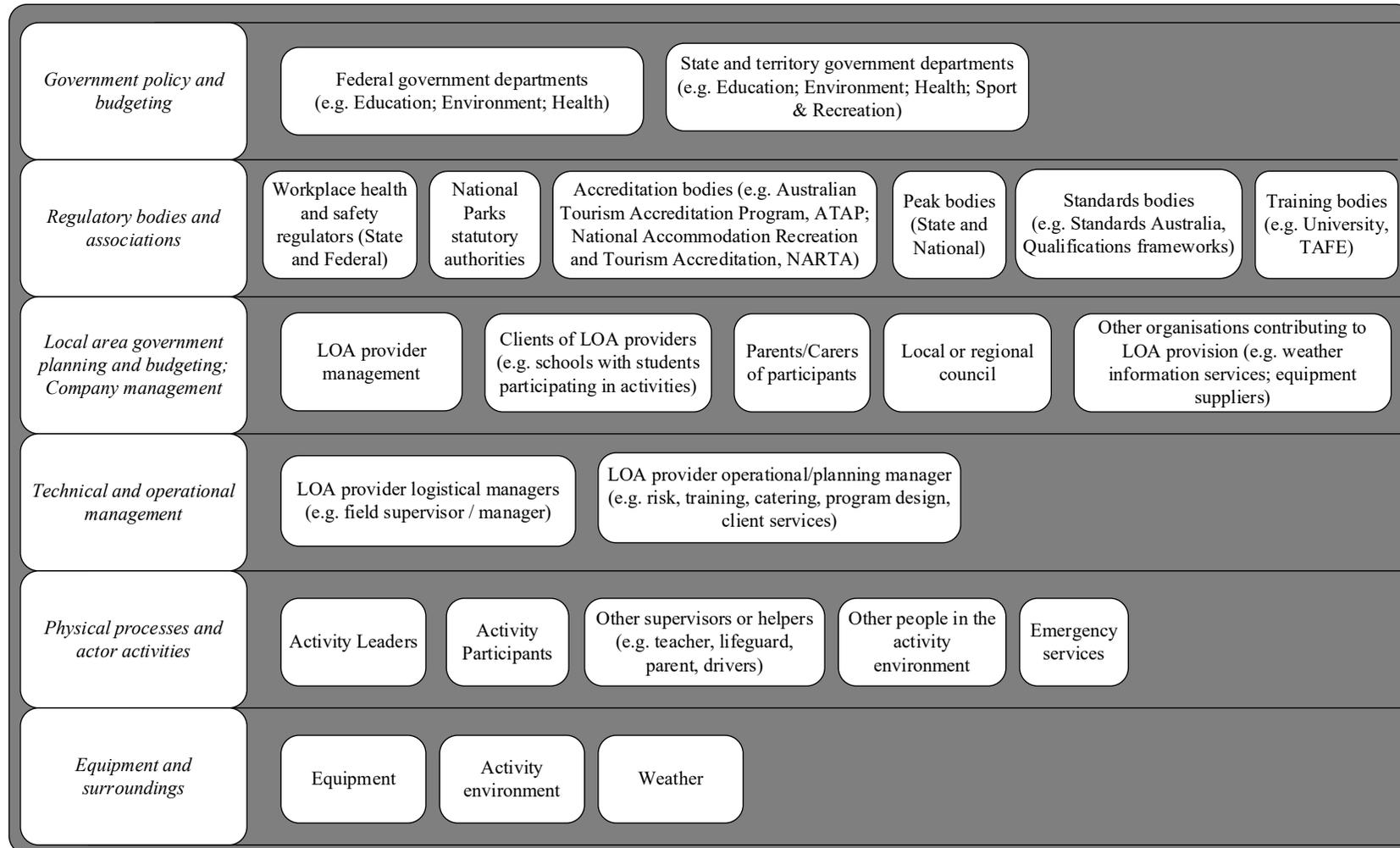
<b>PrIMe Issue</b>	
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Next, discuss the following PrIMe principles and agree that the strategy development process will align with them.

1. **No blame.** PrIMe strategies will not focus on individuals in the system or assign any blame or fault for the issue to specific individuals. Incident prevention should be blame free and take the overall led outdoor activity system as the unit of analysis rather than the individuals working within it.
2. **Systemic change.** PrIMe strategies will focus on modifying the overall led outdoor activity system, rather than modifying parts in isolation. Strategies should attempt to optimise interactions across the system and attempt to enhance the overall system rather than individual components alone. PrIMe strategies should not include reprisals for staff or education and training activities targeted at specific staff members such as activity leaders.
3. **A shared responsibility for safety.** When developing PrIMe strategies the group should think about the led outdoor activity system and all actors/organisations who share the responsibility for safety, rather than individual components such as activity leaders, participants or equipment. These actors are shown below in the led outdoor activity Actormap.

**Congratulations, you are now primed!**

### Led outdoor activity system Actormap



## Step 2. The Purge

The aim of the purge activity is to quickly identify and record the PRIME group's initial assumptions about the primary causes of the issue being addressed.

The intention is to gather together and document everybody's personal beliefs about what may be causing the issue.

**The purge activity is not intended to be an in-depth discussion about the issue and its causes.** Rather, it is used to quickly get down on paper everybody's initial assumptions about the issue and how to address it.

The purge process should take no longer than 10 minutes.

In your PRIME group, spend 10 minutes discussing what each group member believes to be the primary cause of the issue being addressed. Use the Purge causes template to make a brief record of the causes discussed.

Purge Causes Template	
Issue	Cause
<i>e.g. Injuries occurring due to activity requirements exceeding participants physical capabilities</i>	<i>e.g. activity design process does not take into account varying participant capabilities</i>

### Step 3. The Gutmap

The aim of the Gutmap activity is to supplement the UPLOADS data by identifying any additional contributory factors that the PrIMe group feel are relevant.

The intention is to add any additional contributory factors and relationships to the UPLOADS Accimap that the PRIME group feel play a role in the issue, but have not been reported via UPLOADS.

**The Gutmap activity is not intended to be an in-depth discussion about the issue and its causes. Rather, it is used to quickly add to the UPLOADS Accimap by recording any additional contributory factors and relationships that the PRIME group feel are relevant.**

The Gutmap process should take no longer than 10 minutes.

#### Create Gutmap

Using UPLOADS, print out an Accimap relating to the issue being addressed.

In your group, review the contributory factors and relationships included in the UPLOADS Accimap.

Review also the Led Outdoor Activity system Actormap.

Discuss whether there are any other actors or factors that might contribute to the issue. Use the Actormap and focus on the higher levels of the Accimap. **When additional contributory factors and relationships are identified, draw them on the UPLOADS Accimap or alternatively on a whiteboard.**

Next, for each of the contributory factors included in the UPLOADS Accimap, discuss whether there are other relevant contributory factors that might be linked to them.

For example, for contributory factors relating to the activity leader, think about other factors that might have influenced their behaviour, such as training, experience, risk assessment, procedures etc. Similarly, for contributory factors relating to participants, other factors relating to parents and schools may have influenced their behaviour.

**When additional contributory factors and relationships are identified, draw them on the UPLOADS Accimap, making sure to link them to the relevant contributory factors.**

Once all of the new contributory factors have been added, discuss the relationships between the contributory factors and whether there are any relevant links that are not currently included.

**Draw any new relationships on the UPLOADS Accimap by drawing a line between the contributory factors that you feel are related to one another.**

The final Gutmap diagram describes the web of contributory factors that the PrIMe group agree are creating the issue being addressed. These are the factors and relationships that the PrIMe strategies should attempt to address.

## Step 4. Develop and review PrIMe strategies

This step involves a group discussion about what strategies can be used to remove the issue being addressed. During the discussion, the PrIMe group should identify the strategies required at each level of the led outdoor activity system in order to remove the contributory factors identified in the Gutmap.

### Step 4a. Identify initial strategies

Review the Gutmap diagram. Look initially at levels 3, 4, 5 and 6 and identify the contributory factors that link to contributory factors at the lower 2 levels (Decisions and actions of leaders, participants and other actors at the scene of the incident, and, Equipment, environment and meteorological conditions).

Using the associated contributory factor tables from the UPLOADS app, identify and discuss the specific issues that are associated with these contributory factors.

For each contributory factor, the group should ask the following:

1. Can this factor be addressed via intervention?

If yes, the group should then generate as many ideas as possible to address this factor (try to develop more than one strategy). **Try to focus on strategies that would be implemented in the planning and design phases of the program, rather than strategies that would be implemented during activity delivery.**

Make sure to document the ideas generated using the strategy ideas template. Also use the completed Purge templates to support this process.

This process should be repeated for each contributory factor in the Gutmap.

### Step 4b. Review initial strategy ideas

At this stage the PrIMe group should have a set of rough ideas for strategies designed to address the contributory factors included in the Gutmap.

Discuss the strategies and identify which are most aligned with the SAFER principles by making a YES/NO rating against each principle for each strategy. For any strategies that do not align with all principles, discuss modifications that could be made to realign them. **If they cant be realigned, they should not be taken forward to the next step.**

<b>Strategy ideas template</b>	
<b>Contributory factor</b>	<b>Strategy idea</b>
<i>e.g. activity design process does not take into account varying participant capabilities</i>	<i>e.g. activity design process should be based on a more in-depth understanding of participants' physical capabilities</i>

STRATEGY IDEA SAFER PRINCIPLES RATING SHEET										
	Idea 1	Idea 2	Idea 3	Idea 4	Idea 5	Idea 6	Idea 7	Idea 8	Idea 9	Idea 10
<b>Sustainable</b> – strategy will be sustainable										
<b>Acceptable</b> – strategy will be acceptable to all stakeholders										
<b>Feasible</b> – strategy is feasible to develop and implement										
<b>Efficient</b> – strategy is likely to be efficient										
<b>Recommended practice</b> – strategy aligns with recommended or accepted practice										

= Strategy aligns with principle

= Strategy does not align with principle

## Step 5. Select candidate strategies and build PreventiMap

Now select the set of strategies that align best with the SAFER principles and that the PrIMe group feels will address the most contributory factors.

Draw the selected strategies on the PreventiMap template.

Use arrows to show where interventions are related to one another e.g. if an intervention at one level is required to support another intervention at another level. For example, changes to the program design process would be required at the Activity Centre Management level in order for Activity programs to better match participant capability levels at the Activity Leader and Participant level.

**Congratulations, you now have a PreventiMap describing a series of integrated strategies designed to address the issue in question.**

### PreventiMap Template

Government departments	
Regulatory bodies and associations	
Activity centre management, planning and budgeting, local area government, parents and schools	
Supervisory and management decisions and actions	
Decisions and actions of leaders, participants, and other actors at the scene of the incident	
Equipment, environment, and meteorological conditions	

## Step 6. Flesh out strategies

The Flesh out strategies process is designed to develop your draft PreventiMap strategies into implementable strategies.

Take your PreventiMap. Review each part of the PreventiMap and complete the PrIME strategy template by considering the following:

- Contributory factors addressed;
- Specifics features of the strategy;
- Resources required and available;
- The level of the led outdoor activity system that it will be implemented; and
- Roles and responsibilities around design, implementation, and evaluation.

Once you have completed the strategy template, start to refine your strategies using the:

- PrIME Design values (Appendix 1);

Consult relevant guidelines to ensure that the strategy will operate in line with relevant practice. If any strategies do not align with relevant guidelines, rules, regulations, modify them accordingly.

**PrIMe strategy template**

Intervention	Contributory factors addressed	Detailed description/Specific features	Resources required	Level of system at which intervention will be implemented	Actors responsible for development and implementation

PrIMe Workbook (V4.1)

Intervention	Contributory factors addressed	Detailed description/Specific features	Resources required	Level of system at which intervention will be implemented	Actors responsible for development and implementation

## Step 7. Evaluate and refine PrIMe strategies

During step 7, the PrIMe group should evaluate their strategies via scenario-based testing.

Take the first strategy and discuss relevant scenarios in which the strategy is implemented. Discuss specifically the following:

- **Barriers.** Thinking through development and implementation of the strategy – identify any barriers that might prevent implementation or limit its effectiveness. For any barriers identified, discuss how can you address them;
- **Knock-on effects.** Next, consider any adverse knock-on effects of your strategy. For any adverse knock-on effects, modify your strategy to prevent them or minimise the impacts;
- **Stakeholder impacts:** Next, consider the impacts on each person’s role within the led outdoor activity system. Are there ways in which the impacts can be minimised? If so, modify your strategy to reflect this; and
- **Other impacts.** Finally, consider whether there are any other people that are impacted by the development and implementation of the strategy? If there are, consider the impacts and modify your strategy so that the impacts will only minimal.

**PrIME evaluation templates**

Strategy	Barrier	Modification to strategy

Strategy	Knock on effects	Modification to strategy

Strategy	People/Roles impacted	Modification to strategy

Strategy	Other impacts	Modification to strategy

## Step 8. Complete PrIMe Action Plan

The PrIMe Action Plan allows you to record and track the status of the strategies that your organisation puts in place to prevent future incidents.

The Action Plan should include details of the goals of the strategy and links to incident(s) that the strategy has been developed to respond to. It should also include a description of the strategy, the criteria for evaluating the success of the strategy, responsibilities for implementing and monitoring the strategy, and a review timeline.

**Please record your PRIME Action Plan details in the PRIME Action Plan template. Once the details have been finalised, enter them into the PRIME Action Plan section of the UPLOADS tool.**

**PrIMe Action Plan Template**

<b>Plan details</b>	
<b>Incident report</b>	
<b>Goal</b>	
<b>Justification</b>	
<b>Actions</b>	
<b>Description</b>	
<b>Evaluation</b>	
<b>Criteria for evaluating success</b>	
<b>Data for measuring success</b>	
<b>Responsibilities</b>	
<b>Implementation</b>	
<b>Monitoring</b>	
<b>Review</b>	
<b>Evaluation timeframe</b>	
<b>Final date for review</b>	
<b>Status</b>	

## Appendix 1. PrIMe Design Values

The following design values should be considered when developing and refining incident prevention strategies.

1. **Humans as assets:** Humans should be treated as assets rather than as unpredictable, error-prone and the cause of problems. LOA systems can never be perfectly designed, and humans play important roles such as learning and adapting, problem solving in unusual or unanticipated circumstances and in identifying the need for system change. Humans are the glue that hold LOA systems together.

*Meaning in LOA context: try not to introduce things that will replace humans or remove them from LOA tasks and processes.*

2. **Technology as a tool to assist humans:** This value argues that technology should be viewed as a tool which should be used to assist humans, rather than being viewed as a tool that can be used to replace humans.

*Meaning in LOA context: technology is not a solution, especially when it is used to replace human tasks.*

3. **Promote quality of life:** This value argues that humans should be provided with quality work or tasks. Quality work is challenging and rewarding, incorporates variety, includes scope for decision-making and choice, facilitates ongoing learning, incorporates social support and recognition, has social relevance to life outside work and leads to a desirable future.

*Meaning in LOA context: any changes you introduce should create more quality work, not less.*

4. **Respect for individual differences:** This value calls for design to respect the differences in needs and preferences of the various individuals and groups who contribute to LOAs. New designs should recognise and respect differences and work towards achieving flexible systems that incorporates different preferences.

*Meaning in LOA context: any changes you introduce should cater for the varying needs, abilities, and preferences of LOA workers and participants.*

5. **Responsibility to all stakeholders:** This value relates to the need to consider the impacts of any changes on various LOA stakeholders. These stakeholders could include LOA leaders, participants, managers, teachers and schools, peak bodies, government, and the wider community. Possible adverse impacts might include increased workload, financial impacts, and the need for changes to procedures, processes or standards.

*Meaning in LOA context: consider the impacts that any changes you make will have on LOA stakeholders across the LOA system.*