



WILDERNESS EXPERTISE

STAFF INFORMATION PACK 2008

Wilderness Expertise Ltd
The Octagon, Wellington College
Crowthorne, Berkshire. RG45 7PU

T: 01344 774430
F: 01344 774480
E: info@wilderness-expertise.co.uk

Introduction

These guidelines are here for your protection. If you follow them our comprehensive insurance cover will protect you. Failure to read and abide by the guidelines set out in this document could result in your being found liable. Read them!

This is not just another paper exercise. The way our industry has changed in recent years has forced us to work to prescribed guidelines. If the worst happens and you were found to be outside these guidelines you would have to take on all liability and exposure.

If you have any concerns about what you are signing up to please do not hesitate in contacting the office to discuss.

Thank you for taking the time to read this document. Keep motivated and happy, safe training.

Peter Harvey
Managing Director

CONTENTS

Table of Contents

SECTION 1 - BACKGROUND INFORMATION.....	4
The Company.....	4
The Philosophy.....	5
Our Values and Principles.....	5
SECTION 2 - YOUR ROLE.....	10
Trainer's Role.....	10
Staff Roles and Responsibilities in Summary.....	10
Trainer.....	10
Course Director (CD)	11
Expedition Leader.....	11
Wilderness Expertise Commitment to Freelance Staff.....	12
Continuous Professional Development.....	12
New-Business Incentive (Co-op)	12
Car Share Scheme.....	12
Developing Potential.....	12
Advice to Freelance Staff.....	13
Pay and Support Scheme for Freelance Staff.....	13

Supporting documents (attached)

Health and Safety policy

Operations Policy

QA policy

Attached for your signature:

Contract

Staff Code of Conduct

Section 1 - Background Information

The Company

Wilderness Expertise provides youth development programmes through four different key areas:

- **UK Short Courses**

Short Courses specialises in the personal development and Key Skills training of young people. This non-profit making part of the company delivers personal development programmes to schools which are adapted to meet the needs of the school and the learning outcome they wish to give their students. Programmes are run either on-site or at outdoor centres and include support for the Duke of Edinburgh's Award, Team-Working and Leadership, GCSE PE support, Prefect Training and Activity Residentials.

- **Overseas Expeditions**

Wilderness Expertise supports overseas personal development expeditions for schools. WE organises up to 20 school expeditions per year and tailors a unique product for each expedition team. Expeditions can last from two weeks to four weeks with the activity focus ranging from adventure and cultural activities, to trips with a longer project focus. WE works with a range of long-term sustainable projects giving teams the chance to make a real and lasting difference. Pre-departure UK training includes two courses to develop the team, camping skills, trekking, project work, itinerary research, team-work, Risk Assessments and First Aid skills.

- **Behavioural Educational Enrichment Programme (BEEP)**

Trainers in the North and South of the UK work with several Pupil Referral Units and youth groups running programmes for young people excluded from main-stream education. A variety of activities and personal development programmes are run that range from half-day or whole-day activities, to regular weekly sessions and residentials throughout the term or the year. These sessions can be linked to:

- ASDAN Wider Key Skills or Adventure & Residential Award Programme
- Outdoor & Adventurous Activities at Key Stages 2, 3 & 4.
- GCSE & A' Level PE support for Canoeing, Climbing, Mountain Activities and Orienteering.

- **Out-sourcing**

The Out-sourcing scheme works to deliver an integrated plan of outdoor activities throughout the school. These include a combination of UK short courses, overseas expeditions, support for the Duke of Edinburgh's Award and Community Service programmes.

The Philosophy

The philosophy of Wilderness Expertise is based on the work of the educationalist Kurt Hahn, whose vision is central to the concept of Outward Bound and the Duke of Edinburgh's Award Scheme.

“Education has to do with the whole man, with his fulfilment and development – his renaissance.”

This philosophy combined with a strong belief in the high value of our staff, forms the foundations of Wilderness Expertise.

We aim to reward high quality staff with good rates of pay, a high staff input into the programmes and repeat work for the freelance professionals employed.

Wilderness Expertise provides a safe environment for the individual to develop a greater knowledge of themselves and others.

Our Values and Principles

We are a family of companies sharing common aspirations, principles and values. This section outlines our approach for clarity and to aid decision making.

The principles are based on our values. “We are defined by what we do”. The quality of this is driven by our beliefs, values and personal aspirations.

This document does not aim to produce clones within our group or dictate behaviour. Diversity in an organisation brings strength and we will all bring our unique personalities to the table, course or experience.

This is not a set of rules but principles that guide our varied workplace decisions to achieve the consistently high quality services that define our reputation.

These notes may be of use to everyone in contact with our business from both clients and employees alike.

Belief...

“We believe in what we do.”

Our strength lies in our person centred approach to recruiting. There are many people who can simply complete a task but our signature is excellence.

Therefore we select our staff by focussing on “what motivates them” and “what they are passionate about” as well as ability.

This principle ensures that every activity undertaken is conducted to the best of our skills with an aspiration for excellence.

When passion and talent combine – expect a masterpiece...

True Dreamers

All people dream but not equally.
Those who dream by night in the dusty recesses of their minds
wake in the day to find that it was vanity.

But dreamers of the day are dangerous people, for they may act
their dreams with open eyes to make it possible, to make them a
reality.

Our Clients...

“We believe all our clients are unique.”

Therefore we develop a symbiotic relationship with our clients to evolve our individualised service.

We aim to develop long-term relationships which enable us to understand the clients needs, systems and approach. This ensures the services are tailored to support the clients goals.

The personal approach ensures we get honest feedback for the service we provide giving us an opportunity to develop the product further. Feedback therefore drives our business development

"To be in the All Blacks is about loving what you do. It's about caring for each other. The team is a family and you love your family. If you love your mate you're going to look after him and you're going to do anything for him.

That's the beauty of playing in a team. You have 15 guys who all have one goal in mind rather than a set of individual goals. A collective goal. The aim is to be successful. The aim is to win and to do everything you can to make yourselves better players and better people. At the same time you want to help your mates be better players and better people, the same as you would for your brothers or your sisters".

Keeping safe...

“We are committed to ensuring everyone we work with is protected from all forms of harm both physically, environmental and psychological.”

Safety is a corner stone of our work. We believe in developing everyone's awareness of risk and evolving their common sense.

Everyone will have access to risk assessments and be informed as to the risks, control measures and their role.

Supporting people we work with...

“We believe in supporting our staff’s chosen lifestyle and in developing their potential.”

What makes us unique as a company is the quality of our staff team. We value their input and respect their choices. The support and management teams work to ensure the client facing staff have all they need to meet our clients expectations.

This is undertaken across all companies though a number of initiatives including:

- Continuous Professional development meetings annually
- Training Budgets
- Pay and support scheme for Freelance Staff
- Flexible working conditions
- Generous salary packages
- Performance linked bonuses
- Staff Trips
- Support to people’s lives outside of work

Our commitment to life long learning means we accept people will grow beyond our businesses, however we give responsibility and ownership to prolong people’s time with us. Where possible we grow roles as our capabilities grow.

To invest in people for the future we run apprentice schemes, international work placements and support charitable staff ventures around the globe.

Books:

- Maverick
Seven Day weekend

Big Rocks

One day, an expert in time management was speaking to a group of business students, and, to drive home a point, used an illustration.

As he stood in front of the group of high-powered over-achievers, he said, "Time for a quiz." He then pulled out a one-gallon, wide-mouth mason jar and set it on the table in front of him. Then he produced about a dozen fist-sized rocks and carefully placed them, one by one, into the jar. When the jar was filled to the top and no more rocks would fit inside, he asked, "Is this jar full?"

Everyone in the class said, "Yes." Then he said, "Really?" He reached under the table and pulled out a bucket of gravel. Then he dumped some gravel in and shook the jar, causing pieces of gravel to work themselves down into the spaces between the big rocks. Then he asked the group once more, "Is this jar full?" By this time the class was on to him. "Probably not," one of them answered. "Good!" he replied. He reached under the table and brought out a bucket of sand. He started dumping the sand in the jar and it went into all the spaces left between the rocks and the gravel. Once more he asked the question. "Is this jar full?" "No!" the class shouted. Once again, he said, "Good!" Then he grabbed a pitcher of water and began to pour it in until the jar was filled to the brim.

Then the expert looked at the class and asked, "What is the point of this illustration?" One eager student raised his hand and said, "The point is, no matter how full your schedule is, if you try really hard you can always fit some more things in."

"No," the speaker replied, "that's not the point. The truth this illustration teaches us is this: If you don't put the big rocks in first, you'll never get them in at all." "What are the big rocks in your life? Your children. Your spouse. Your loved ones. Your friendships. Your education. Your dreams. A worthy cause. Teaching or mentoring others. Doing things that you love. Time for yourself. Your health. Remember to put these BIG ROCKS. in first, or you'll never get them in at all. If you sweat the little stuff (i.e. gravel, sand) then you'll fill your life with little things you worry about that don't really matter, and you'll never have the real quality time you need to spend on the big, important stuff (the big rocks)." So, tonight, or in the morning, when you are reflecting on this short story, ask yourself this question:

What are the "big rocks" in your life? Then put those in your jar first.

Innovation...

“We believe creativity and innovation is key to developing tailored services and motivating staff”

Innovation and creativity ensure we meet our clients needs and keep our staff interested. We encourage this in all our staff and avoid prescriptive courses, overly rigid timetables and inflexible itineraries.

Although this approach is dynamic it enables us to achieve a high quality service and retain excellent creative staff who would otherwise move on to express their own views elsewhere.

To counter the risk we ensure our staff are trained and competent to work in a flexible workplace and see change as a positive process.

Rules of the Cabin

- Know when to work together and when to work alone
- Share tools, ideas and trust your colleagues
- The client defines the job well done
- Radical ideas are not bad ideas
- Invent different ways of working
- If it doesn't work it doesn't leave the cabin
- Believe that together we can do anything

Invent....

Sustainability...

“We offer a sustainable life style to our team and a sustainable service to our clients.”

Sustainability requires a holistic view of our operation and its impact on the world we live in for staff and clients.

Our staff need to work with a stable, viable company. The security this brings is reliant on sound open management, transparent and participatory development programmes and open financial records.

Our clients require a service that is reliable, affordable and sustainable. This requires consideration on the environment, community interactions, along side open accounting, feedback and performance reviews.

The learning points from this section are implemented though our:

- Environmental Policy
- Operations Policy
- R & D Annual Meeting

Quality...

“We are committed to delivering high quality services.”

As we move services from concept to reality. We rely on feedback and quality assurance to enable us to improve.

The Client is the person who is best placed to advise us and provide direction. Therefore we focus on developing strong long-term partnerships based on trust, openness and honesty.

We believe in learning and development. This uses feedback, strong interpersonal relationships and openness to ensure we can develop and evolve services. We believe in experiential education and open feedback.

Staff feedback is provided on an ongoing basis with annual professional development plans

Both of these final points highlight our commitment to improving our services to ensure we stay at the leading edge of our business sectors.

Check list for the future...

Make it easy

If a product is hard to use, it will die.

Don't hide

People can respect you only if they know who you are. Go out and meet them.

Jealously guard your reputation

Reputations are built over a lifetime. Destroyed in an instant. Consumers are ruthless if you let them down. So don't.

Get in the lead and stay there

To be out front can be lonely and uncomfortable, but remember, the lead husky gets the best view.

Tell the truth

Be up front, be open, don't cover up as it'll get you every time. Believe in yourself - at times like this your reputation is your premium defence.

Nurture integrity

Not only professional, but personal.

Accept responsibility

Quality is the measure by which you exceed expectations. Quality is all about standards. Keep it simple; set high standards and then exceed them. Meet, Beat, Repeat.

Deliver great design

If you're not aesthetically stimulating and functionally effective, you just merge into the crowd. You have to BE different, not just ACT different.

Don't underestimate value

Not just the real money, but the perception of value. Only when people perceive the value they are getting as higher than the cost will they respect the deal you offer.

Deserve trust

Clients want to trust you. They want you to remain true to the ideals and aspirations you share with them. Practice what you preach. Never let them down.

Never, ever fail the reliability test

Expectations sky-rocket - today reliability is the charge on the door before the show begins.

Section 2 - Your Role

Wilderness Expertise programmes use the outdoor environment and adventurous activities to challenge individuals beyond their normal 'comfort zones'.

This is done through 'challenge by choice' and group support. At the heart of this concept is the development of teamwork and ownership of the programme. At all stages, from organising the food for one night's camping to a much bigger 30 day expedition, the team will take responsibility for many aspects of the programme and leading the group.

Trainer's Role

Wilderness Expertise prides itself on the quality of its staff. It is our Trainer's responsibility to deliver a programme which not only reflects our company philosophy but is safe and of a high quality.

Wilderness Expertise has identified four key areas for developing potential on all its courses:

- Teamwork and respect of others
- Leadership
- Communication
- Problem solving

These qualities are best developed through placing individuals in leadership roles or positions of responsibility.

Review by the group and individual should be conducted, where possible, in order to provide them with the insight to apply lessons learnt and experience gained to every day life.

Staff Roles and Responsibilities in Summary

Trainer

Support Process	Our expectations of you	Your expectations of us
<ul style="list-style-type: none"> ○ Interview process ○ CV for File ○ CRB Clearance ○ Freelance Contract ○ Code of Conduct ○ References ○ CPD process and ongoing review ○ Pay and support system ○ Motivation and incentive systems 	<ul style="list-style-type: none"> ○ Take pride in all you do ○ Project Company image ○ Be professional and prompt ○ Ensure safety at all times and comply with the H&S policy ○ Exceed the customers expectations ○ Provide feedback and guidance ○ Be positive and loyal to the company 	<ul style="list-style-type: none"> ○ Briefing Pack (including: aims, programme, role, and logistics) ○ 24 hr tel. help line ○ Contacted by Course Director pre course ○ Open to new ideas ○ Be supportive in everyway ○ Be clear and concise with all information and instructions

Course Director (CD)

Support Process	Our expectations of you	Your expectations of us
<ul style="list-style-type: none"> ○ Recommended by CD or SBM ○ Interview process ○ CD Training process ○ Direct support from UK BM (Business Manager) ○ CPD process and ongoing guidance, training and review 	<ul style="list-style-type: none"> ○ Take pride in all you do ○ Project Company image ○ Be positive ○ Be professional and prompt ○ Complete Site Visit/ client meeting (if required) ○ Briefing of training staff ○ Client liaison and care ○ Management of training staff ○ Management of Kit and Stores for the course ○ Ensure safety at all times and comply with the H&S policy ○ Exceed the customers expectations ○ Debrief Staff ○ Post course report and ongoing guidance and feedback 	<ul style="list-style-type: none"> ○ CD Pack in outline in good time ○ Ensure all bookings and logistics are in place in conjunction with CD ○ 24hr On-Call support ○ Be clear and concise with all information and instructions

Expedition Leader

Support Process	Our expectations of you	Your expectations of us
<ul style="list-style-type: none"> ○ Interview process ○ CV for File ○ CRB Clearance ○ Freelance Contract ○ Code of Conduct ○ References ○ CPD process and ongoing review ○ Pay and support system ○ Motivation and incentive systems ○ Annual Training Weekend 	<ul style="list-style-type: none"> ○ Take pride in all you do ○ Project Company image ○ Be positive ○ Design and approve itinerary ○ Attend Annual Training weekend ○ Attend UK1 and UK2 training expeditions ○ Complete Risk Assessments ○ Complete Emergency Response Plan ○ Complete Post-Expedition Report ○ Ensure safety at all times and comply with the H&S policy ○ Exceed the customers expectations ○ Provide feedback and guidance 	<ul style="list-style-type: none"> ○ Briefing Pack (including: aims prog., role, directions) ○ 24 hr Tel help line ○ Open to new ideas ○ Complete bookings as directed ○ Exped. Manager support ○ Be supportive in every way

Wilderness Expertise Commitment to Freelance Staff

We believe that the trainer is the most important individual in our 'quality control' system.

With the right qualifications, depth of experience and personality required to be a Wilderness Expertise trainer you can expect a high level of commitment and investment from us.

Wilderness Expertise will help fund training courses for those committed trainers. For example, if you were already ML trained we would help you with your assessment or, if appropriate, assist you to gain Advanced First Aid certificates (Please see below for more details on the support system).

Continuous Professional Development

Our commitment to personal development extends not only to our clients but just as importantly to our staff. Our aspiration is to have a development plan for each of our trainers and to review this on an annual basis facilitated by the company's Trainer Liaison Manager. The development plan will assist the trainer to review their aspirations within the Outdoor industry but also allow the company to identify how best to support our freelance staff.

In addition, we recommend all freelance staff attending a training weekend annually (these are normally run in November and February each year). However, if this is not possible it is a requirement for you to attend a training weekend every two years to remain current.

New-Business Incentive (Co-op)

We are keen to develop sustainable relationships between the trainer, the client and Wilderness Expertise hence the development of the Co-op scheme. The aim is that the partnership is mutually beneficial for all parties with the trainer getting regular work, Wilderness Expertise regular business and the client regular quality training. How does it work? Any business brought in by freelance staff will result in a percentage of the net profit being paid to the freelance member (percentages vary according to programme and involvement of the freelance staff).

Car Share Scheme

We have a strong commitment to have a minimal impact on the environment on all our programmes. This can be difficult in today's society however every small effort can make a difference hence the development of the 'car share scheme'. This works with a £10 bonus being paid for each trainer if they share a car with another trainer on the same course that they work on (minimum travel journey of 100 miles per course).

Developing Potential

Wilderness Expertise is a dynamic, adaptable and fast developing company. All our programmes are enjoyable to run and focus on developing potential. We are continually exploring new ideas, products and courses and welcome any feedback from our freelance staff.

Advice to Freelance Staff

1. We strongly recommend that staff take out medical insurance to insure they gain the appropriate treatment quickly.
2. All Freelance staff that are paid in gross (i.e. not PAYE) must declare their earning on their annual Tax form. This is the Freelance Staff's responsibility.
3. We strongly recommend taking out loss of earnings cover, critical injury cover and life insurance.

Pay and Support Scheme for Freelance Staff

As a company we aim to provide a fair and competitive pay structure and professional development support system that is easy to understand and allows us to support the trainers' needs.

The 2007 scheme aims to simplify the payment system and reward those trainers that have more to offer a programme due to experience or qualification level. This replaces the training miles scheme.

UK Courses

Trainer Category	Definition / Requirements	TE course discount	Daily rate	½ day rate
UK Category 1	<ul style="list-style-type: none"> • Less than 1 year with WE • Does not have all the requisite experience for the course • Mentoring provided on each course (Cat 3 trainer) 	10%	£80	£55
UK Category 2	<ul style="list-style-type: none"> • More than 1 year with WE or worked on at least 8 WE programmes • Has all requisite qualifications and experience for the course (<i>see note 3 below</i>) 	15%	£100	£75
UK Category 3	<ul style="list-style-type: none"> • More than 3 years with WE • Experience of mentoring / trainer supervision • Has all requisite qualifications / experience for the course • Able to mentor a Cat 1 trainer 	20%	£110	£85
UK Course Director	<ul style="list-style-type: none"> • More than 3 years with WE and over 5 years in the Industry • Has completed CD training selection 	25%	£130	£100

Cancellation Policy for UK programmes

- WE will do its utmost to honour all agreements made with staff but in the rare case where a course is cancelled then staff benefit from the following policy. In the first instance alternative employment within the company will be sought. If this is not successful then the following payment structure will apply:
- Booking cancelled more than 4 weeks before the course trainer will receive no payment.
- Booking cancelled between 2 and 4 weeks before the course trainer will receive 50% payment.
- Booking cancelled less than 2 weeks before the course trainer will receive full payment.
- In return WE expects trainers to honour their commitment but should a trainer need to cancel a booking then it is expected that they will notify WE as early as possible with a reasonable reason and assist in the search for an alternative trainer. No payment will be made to the trainer.

Overseas Expeditions

	Definition / Requirements	TE course discount	Daily rate	First Week	Additional Weeks
First Time	<ul style="list-style-type: none"> • Summer ML • Attended the Leader Briefing Training Annually • In-country experience 	10%	£95	£500	£450
Second time leader	<ul style="list-style-type: none"> • As above • Having lead a WE expedition within the last 3 years 	15%	£95	£550	£500
Third time leader	<ul style="list-style-type: none"> • As above • Having lead 2 expeditions for WE 	20%	£95	£600	£550
Fourth time and beyond	<ul style="list-style-type: none"> • As above • Having lead 3 expeditions for WE 	25%	£95	£600	£600

Cancellation Policy for Overseas

The cancellation policy will be detailed in the Expedition Leader contract.

Expenses policy

- Fuel allowance will be 25p per mile up to maximum of £75 per course.
- Car share scheme at £10 for each trainer if share a car with another trainer on the same course (minimum travel journey at 100 miles per course).

Notes:

- The above system is to be supported by an individual development plan for each trainer to help them progress through the system.
- There will be a review with the trainer before they progress to the next level to ensure that they have the required level of skill and experiences. It should be noted that it may be entirely possible that one trainer may require more training and time on a given Trainer Category i.e. Trainer A requires 1 year at Cat 1 whereas Trainer B requires 2 years. The aim is to ensure the quality of the trainer increases at each level.
- Due to the diverse nature of our courses it is difficult to be specific about qualifications needed for each category and so will depend on the particular course. In general though, onsite courses will be more facilitation skills oriented while offsite courses will be more hard skill oriented.