



As a program administrator, you have the responsibility for the safety of all staff and participants in your program. While you can ride out small site management errors—those that do not place anyone’s physical or emotional safety—in the present and address them later, you must intervene if you encounter errors that compromise safety. In this case there are many:

- Threatening weather with whitecaps already visible on the lake and no spray skirts for the paddlers.
- Beginning/inexperienced paddlers on wind-blown lake with few safe landing sites once underway due to the numerous cliffs that line both shores of the lake.
- Low water and air temperatures without adequate clothing (wet or dry suits should be worn).
- Regardless of the minimal amount of time allotted for the trip, it is a long paddle the length of the lake with the wind against you on the return trip.
- All participant kayaks should be doubles. With odd numbers, only the guide should be in a single.
- The guide should conduct an in-water training session in a protected area to assess each paddling teams ability prior to traveling down the lake.
- One guide. Most outdoor programs schedule two experienced leaders on each excursion.

You need to pull the instructor aside, discuss your concerns, and cancel the trip. Once back in the office, you need to review the qualifications of both the trip guide and his supervisor. You will also need to conduct a thorough review of the entire program. The serious errors on this trip were many and may be indicative of poor system-wide administration and program management.