



Online Leader Training Resources

Trainer Guide

Second draft November 2023

Resources developed by Bushwalking Victoria (BWV) under a grant from
the Victorian State Government

Free for use by affiliated clubs and individual members of BWV

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Introduction

BWV has for many years provided training for bushwalking club leaders and potential leaders. The newly developed online material is designed to enable much wider use than has been possible with limited face to face sessions.

This online self-guided material has been written by a group of experienced bushwalking leaders using the material used in BWV face-to-face training. That training material was itself developed by a different group of experienced bushwalkers! In total more than 25 bushwalking leaders, as volunteers, have been involved in writing these materials.

Funding for professional web design and editing was obtained as a grant from the Victorian State Government, to promote safe and healthy outdoor recreation. BWV acknowledges the support of the Victorian Government, and appreciates the many hours generously given by members of the development groups over several years. The leadership given by Lyn Atkinson of Boroondara Bushwalkers has led to the completion of this project.

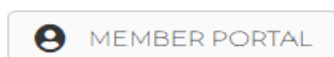
How to use this guide

This guide aims to give an overview of the resources available to any member of BWV. These may be individual members of BWV, individual club members who are or want to be leaders (who may be guided by club walks coordinators or similar), and club trainers planning to run group training sessions for existing and potential leaders.

The different users will be guided by different approaches to the resources. The material has a wide scope, and covers everything. Individuals and clubs can decide what they use, and clubs choose how they deliver to their members. It includes as well hints on how to present it and tailor it to circumstances for individual clubs.

Where do you find it?

The BWV webpage bushwalkingvictoria.org.au has a link to the Member Portal in the top right-hand corner



This is currently (November 2023) being updated to enable the chief user from each club (usually the president or secretary) to set up and control individual logins for those members who need access to the training materials. Detailed instructions will be provided to clubs soon.

Overview of available materials

There are 8 Modules in total. They are:

Module 1 Leadership Basics

Module 2 Planning & Administration;

Module 3 Risk Management.

Module 4 Conducting the Walk;

Module 5 Map Reading;

Module 6 Navigation;

Module 7 Incident Management;

Module 8 Base Camps & Pack Carries.

You choose which modules to complete, or teach in your club, and when;

You don't need to undertake all modules;

Some of the modules group together logically;

Some modules require you to have particular maps or other materials ready to use;

Modules have a similar organisation of information;

Modules have helpful information.

What you will find in each module

An overview of the Module;

A Powerpoint presentation, as used in BWV training courses, especially for Clubs to use or adapt;

Trainers notes to accompany the PowerPoint presentation;

Handbook for the topic, which may be printed for each participant;

Activities to help participants understand the information;

Activities which support participants in discussing and joining with others to manage scenarios of real situations;

Targeted links to information from the BWV online Bushwalking Manual;

Note well - you may wish to customise the material for your club specifically. This is an excellent plan. YOU MUST ACKNOWLEDGE THE BWV COPYRIGHT if you do this.

Some modules have targeted links to further information or useful resources. These links offer important information, or connections to important sources which walk leaders will often access. This has been minimised to prevent frustration when links don't work, but the sources linked are valuable, reliable, and a source of sound information.

Grouping Modules

The modules are each self-contained single training modules. Some of them fit together logically to create training options for clubs and individuals that are "bite-size" and not as daunting to work through or run.

Individuals may want to work through all modules as presented, or they may want to focus on particular aspects only, or to start.

Clubs may wish to offer every module as a whole program. Or a club may choose to focus on particular modules. How your club wants to offer and run training using these modules is flexible, and entirely the club's choice.

Some possible combinations are:

Module 1 Leadership Basics + Module 2 Planning & Administration + Module 3 Risk Management.

Module 4 Conducting the Walk + Module 7 Incident Management

Module 5 Map Reading + Module 6 Navigation

Module 8 Base Camps & Pack Carries

Another option for Modules 1, 2 and 3 for clubs could be:

Module 1 Leadership Basics. Run this as a short introductory session for many prospective leaders.

Then offer the following together to support new leaders committing to leading walks:

Module 2 Planning & Administration +

Module 3 Risk Management.

Suggestions for Club Needs

The options for how your club chooses to use the material presented here are wide-ranging.

Suggested Audience or Club Needs	Possible Modules Combined
<p>Encouraging potential new leaders to take on walk leader positions in the Club.</p> <p>Supporting recent new leaders in improving leadership skills.</p> <p>Encouraging all current leaders to update their knowledge and consider their own practices.</p>	<p>Module 1 Leadership Basics + Module 2 Planning and Administration + Module 3 Risk Management.</p>
<p>Supporting new and recent leaders in their leadership practice.</p> <p>Encouraging existing leaders to reflect on and update their skills and leadership capacity.</p>	<p>Module 4 Conducting the Walk + Module 7 Incident Management</p>
<p>Offer to all club members the opportunity to learn these skills.</p> <p>Focus this training on prospective, recent and existing leaders to increase skill levels.</p>	<p>Module 5 Map Reading + Module 6 Navigation</p>
<p>Offer to prospective and current leaders.</p> <p>Encourage prospective and current leaders to undertake this module as a self-guided activity.</p>	<p>Module 8 Base Camps and Pack Carries</p>

Suggestions for Individual Needs

The options for how you choose to use the material presented here are wide-ranging.

Suggested Personal Needs	Possible Modules Combined
Feeling ready to lead a bushwalk for others. Supporting oneself as a bushwalker or as a leader to improve leadership skills. Encouraging oneself to update leadership knowledge and consider own practices.	Module 1 Leadership Basics + Module 2 Planning and Administration + Module 3 Risk Management.
Support for all leaders in their leadership practice. Encouraging oneself to reflect on and update own skills and leadership capacity.	Module 4 Conducting the Walk + Module 7 Incident Management
Take the opportunity to learn these skills. Focus this training to increase personal skill levels.	Module 5 Map Reading + Module 6 Navigation
Encouraged to undertake this module as one's capacity & skills progress.	Module 8 Base Camps and Pack Carries

Planning a Training Session for Oneself

- Allow yourself enough time to get to know the materials.
- Focus on one or two aspects that particularly interest you, in the beginning.
- Consider enlisting a bushwalking friend who could be a study-buddy, with whom you can discuss ideas & explore activities.
- Give yourself time to read information, reflect on the material, & then reread to ensure that you feel confident with what you have learnt.

Plan a Training Session for Your Club - General Considerations

Consider these aspects:

- who will you be training?
- why are you training them?
- what do you hope they will learn? What do they wish to learn?
- how do you plan to organise and run the training?
- what will you need, to be able to conduct the training?

Consider your training team:

- will you create a small team?
- how will you work together?
- how may you divide the tasks?
- how can you best use the expertise and abilities of your team?

Planning a Training Session for a Large Club Group

As well as the considerations listed, you will also need to organise many things for a large group.

WHAT THE TRAINER NEEDS

- Preparation - to have thoroughly read and or completed the on-line course.
- Digital projector; OR Capacity to print; OR Individuals/pairs use own internet-connected devices.
- Choose whether or not to personalise the BWV materials for own Club, with required BWV acknowledgement.

WHERE WILL YOU RUN A COURSE?

A spacious venue with built-in projector and wifi internet connectivity for all participants would be ideal.

- Variations of this, such as mobile hotspot connections, shared devices, printed materials are all possible.
- Suitable venues include local libraries with meeting rooms, schools, church halls, council or community centres.

Planning a Training Session for Small Club, or Small Group Within a Club

The Trainer needs to have prepared thoroughly, as for the larger group, see above. They will need to choose how to access the BWV on-line material, & how to use it with their small group.

WHERE WILL YOU RUN A COURSE?

- The venue options are increased if the group is smaller. As with a larger group, a venue with built-in projector and wifi internet connectivity for all participants would be ideal.
- An on-line meeting is possible with a smaller group, using a suitable app to all meet together. For screen-sharing information with participants, a tablet or computer is better than a phone.
- Small groups also have more options for having participants read the materials by themselves, then join together in a scheduled on-line meeting for discussion of the materials read.

Considerations about Knowing Your Audience for Club Training

- Every club is different, and each (potential) leader in your club is unique. You choose what you teach, how you use this material and how you conduct your club's training.
- You may aim for particular club members for training, or you may open it widely.
- You may aim to support an ethos of learning within the club.
- You are trying to encourage people to talk about their own bushwalking experience and to think about what motivates them to lead others.
- Participants' own incidents and stories are rich learning resources.
- Draw upon the experiences of your participants as much as possible.
- Any theory presented is to assist in this, to encourage participant discussion and reflection on their experiences of leadership.
- Theory should not dominate any session.
- Aim to work with the group's experiences to overcome hesitation.
- Others' experiences offer great learning - but take care if any experiences offered for discussion are too negative,
- Be aware of any incidents within your club which may be raised in discussion, or may trigger an unwanted stress response. Consider your options for managing discussion of these.
- It would be ideal if potential leaders completed Module 4 Conducting the Walk before leading their first walk.
- Club mentors would benefit from understanding the material, to support guiding new leaders.

- Any active walk leader is likely to refresh their understanding, while gaining further insight from the discussion of the scenario. Their contributions to group discussion would also be valuable.
- For Module 5 Map Reading, the activities are suitable for all club members, not just potential or new leaders. This great for offering to all members, to support an ethos of learning within the club.
- Your club members may already be encouraged to use maps on club walks, or you may do that before offering this module.
- Seeking some experienced members to assist with the session helps with encouraging members to participate, and also helps to give participants extra support for the practical activities. Involving others with running the training is highly recommended.
- Pairing members of the group could be deliberate, aimed at mixing different experience levels to encourage learning from each other.
- Your club may have a map library which you could use for both this & module 6 Navigation.
- Your club members may already be encouraged to use maps on club walks, or you may do that before offering this module.
- Your club may have a system of approving walk leaders for different categories of walk, so Module 8 Base Camps and Pack Carries enables the club to train leaders to step up to a higher level. Regeneration of leaders could be a goal for clubs in offering this module.

QUICK REFERENCE SECTION OF MODULE BY MODULE DETAILS

MODULE 1 Leadership Basics

AIM OF THE MODULE:

This module will help you to:

- Recognise different leadership styles;
- Reflect on your own experiences of leadership;
- Consider leadership issues in bushwalking contexts;
- Match your abilities and experience to the proposed walk.

INSIDE THIS MODULE

- For group training sessions - "Leadership Basics" Powerpoint presentation (as used in BWV training courses); Trainers Notes "Leadership Basics", as pdf;
- Handbook "Leadership Basics" as pdf;
- Targeted links to BWV Bushwalking Manual online, topics: - Overview of bushwalking leadership both formal and informal; Learning to be a bushwalking leader; Leadership skills and attributes; Delegation
- Printed information on: - Leadership and Group Needs; Theory, Power and Influence; Ethics; Delegation; Dealing with conflict; Problem solving; and more;
- Participant activity 1 - Being a leader walk scenarios - Watch and Learn;
 - For people who are not yet leading walks, consider which attributes you like & or dislike in leaders with whom you have walked so far.
- Participant activity 2 - Choose the main leadership needs for the scenario.
 - Remember, not every person can do everything. This activity may guide your thinking in this direction.

END OF THE MODULE

Key Points

- Remember that you do not become an effective leader all at once. Build up your experience, talk to other leaders, and improve as you go.
- Choose a walk that suits your personal interests, abilities and experience. Your first walk as a leader should be well within your personal capability, allowing you to concentrate on leadership.
- Consider what you know about the personalities and abilities of the members of your group.
- Be ready to adapt the walk to cater for participants and conditions.
- Be decisive in cases of dispute or emergency.
- Take pride in your ability to lead a fulfilling outdoor experience for the group.

The wealth of available information on Leadership can guide you in your learning as you progress. How deeply you wish to learn about leadership is your own choice.

MODULE 2 Planning and Administration

AIM OF THE MODULE:

This module will help you to:

- Choose a walk to lead;
- Access information about the walk;
- Plan and conduct a walk preview;
- Understand and implement your club's administration procedures.

INSIDE THIS MODULE

- For group training sessions: - "Planning" Powerpoint presentation (as used in BWV training courses); Trainers notes Presenting the Topic "Planning", as pdf.
- Handbook Planning as pdf.
- Handbook Administration as pdf.
- Targeted links to BWV Bushwalking Manual online, topics: Planning for enjoyment; Safety essentials.
- Bushwalking Victoria site Club Resources.
- Learning Activities 4 steps folder.
- Planning Administration Module 2 Common Questions as pdf

END OF THE MODULE

Key Points

- Choose a walk that you will enjoy leading.
- Do not try to lead a walk that is at the upper limit of your own capability. You need extra energy for leadership tasks.
- Careful planning will help maximise the enjoyment of leader and participants.
- Paperwork and administrative tasks may be boring, but they are essential for the safety and enjoyment of walkers as well as the smooth running of your club.
- Make time after your first walk for a debriefing meeting with your mentor, to help you reflect on your performance.

MODULE 3 Risk Management

AIM OF THE MODULE:

This module will help you to:

- Identify potential hazards on your walk.
- Assess the risk and consider the potential consequences of an incident.

- Anticipate and plan for likely incidents.
- Understand and implement your club's policies regarding risk and your legal duty of care.

Note that this module deals with risk management and contingency strategies at the walk planning stage. Further actions are covered in the Conducting the Walk and Incident Management modules. Remember, you must manage risk while on the walk, & after any incident. If you've planned well, the walk itself & any incident should be easier to handle.

INSIDE THIS MODULE

- For group training sessions: - "Risk Management" Powerpoint presentation (as used in BWV training courses); Trainers Notes "Risk Management", as pdf.
- Handbook Risk Management as pdf
- Targeted links to Bushwalking Manual online: - Safety essentials; Crossing creeks ; Crossing rivers; Terrain; Walking in hot, dry conditions ; Wind, rain and snow.
- Targeted link to Bushwalking Australia Risk Management Guidelines V2.04 2016 online.
- Learning Activity Slides for Framework for assessing and managing risks on a bushwalk folder.
- Learning Activity Slides for scenario 1 easy (level 2) walk to Tipperary Springs folder.
- Learning Activity Slides for scenario 2 hard (level 4) walk at the Crinoline (Mt Ligar) folder.

END OF THE MODULE

Key Points

- Consider the location and features of your planned walk, as well as forecast weather conditions and the capability of your participants.
- Identify hazards, assess possible risks, and plan strategies to deal with them.
- Be prepared to revise your risk assessments as you go, and modify the walk accordingly.
- Ensure you follow the procedures and guidelines of your club.

MODULE 4 Conducting the Walk

AIM OF THE MODULE:

This module will help you to:

- Identify necessary tasks to carry out in the days prior to the walk, before setting out to your destination, and immediately before you start walking;
- Select the right person to be your 'whip' or rear support person;
- Pace the walk to ensure an enjoyable experience for everyone;
- Deal with challenging walker behaviour;
- Conclude the day and send everyone home safely.
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INSIDE THIS MODULE

- For group training sessions: - "Conducting the Walk" Powerpoint presentation(as used in BWV training courses); Trainers Notes "Conducting the Walk", as pdf.
- Handbook Conducting the walk as pdf.
- Targeted links to Bushwalking Manual online - A good start; People, progress and conditions; Pace, rhythm and rest stops.
- Learning Activity Task timing.
- Learning Activity Fred and Barney's First Walk a choose-your-own-ending adventure story. This activity is designed for you to try out a few different options, perhaps have some fun seeing what could happen, & then discuss with others what you have discovered.

END OF THE MODULE

Key Points

- Try to remember your administrative tasks, but do not stress too much. This is often the hardest part for a new leader.
- Be aware of everyone in the group. Do not become so immersed in chatting with a friend that you forget to be the leader.
- Appoint a good whip and rely on their assistance.
- If there is a temporary setback then stop, take a deep breath and think clearly. Do not rush into further trouble.
- Above all, you want everyone to enjoy the day!

MODULE 5 Map Reading

AIM OF THE MODULE:

This module will help you to:

- Obtain and use a variety of maps;
- Interpret and extract information from map legends;
- Recognise different grid systems and references;
- Use the map scale to measure walk distances;
- Use map contours to picture gradients and the shape of the ground;
- Use a map for detailed routes and distances;
- Recognise the use of paper and electronic maps.

INSIDE THIS MODULE

- For group training sessions: - “Map Legends And Topography” Powerpoint presentation (as used in BWV training courses); “Grid References Distance Scale” Powerpoint presentation (as used in BWV training courses); Trainers Notes “Presenting Map Reading”, as pdf
- Note - the Powerpoint and exercises used for the face to face BWV courses use the Bogong Alpine Area map. It is not feasible to lend the BWV class set of maps.
- Handbook Map Reading as pdf
- Targeted links to Bushwalking Manual online - Paper maps; Map apps and digital maps.
- Learning activity 1 Identifying map features using contour lines. Map image provided.
- Learning Activity 2 Picturing the route. Using a map to determine route distance, elevation and surrounding features for a proposed walk. Map image provided.

NOTE that the 2 interactive activities in the Map Reading module work with images on screens of varying sizes because answers to the questions depend only on the distance between grid lines or the counting of contour lines, not on the actual scale of the map.

END OF THE MODULE

Key Points

- It is easier to read and interpret maps than many beginning walkers realise. This ability can increase your enjoyment of a walk as well as enable more variety in the walks you plan to lead.
- For leaders of easier walks on well- marked tracks it is helpful to use a topographical map to give you an overview of the walk region (especially in case you miss a turning and wander off the marked route).
- For leaders of more difficult walks, it is essential to have access to a good topographical map, preferably in both paper and electronic forms, to cope with all eventualities.

Special notes about training needs for Module 5. Some apply to individual learners, all apply to small group & large group training.

- Compasses for every participant to use. These may need to be borrowed from club members.
- Map Reading Guide with a romer, for every participant to use.
- Maps. It is essential that clubs select an area familiar to them, and source their own maps for their chosen area. Perhaps allow for one map between 2 or 3 participants.
- The PowerPoints and exercises used in the face to face BWV courses use the Bogong Alpine Area map. Clubs may change the PowerPoint to suit the area their Club selects, with full acknowledgement of BWV authorship.
- Clubs may have enough copies of the Bogong Alpine Area map among their members. The guide to obtaining Vicmaps is in the Printed Information section of Module 5, or clubs can source maps from their own (or members') collections.
- Having knowledgeable assistants for group training of this module would support the group in their activities.

MODULE 6 Navigation

AIM OF THE MODULE:

This module will help you to:

- Use a hand-held compass to identify directions in the bush;
- Understand the difference between grid north and magnetic north;
- Orient a paper map with your surrounds using visible features and a compass;
- Confirm that your actual walking direction matches the desired route;
- Navigate an off-track route;
- Navigate in poor visibility;
- Use a phone app to locate your current position on a map.

INSIDE THIS MODULE

- For group training sessions: - "Navigation" Powerpoint (as used in BWV training courses); Trainers notes "Navigation", as pdf
- Handbook Navigation Take Use a Bearing as pdf
- Targeted links to Bushwalking Manual online: - Map and compass basics; Navigation Techniques extra; Navigation in difficult conditions; Mobile phone navigation.
- Targeted link to Silva Global online - Plotting a course How to Navigate Easy as 1-2-3 Using a Map and a Compass.
- Targeted link to OS GetOutside - A beginners guide to the compass.
- Video How to take a compass bearing on Vimeo
- Targeted link to National Parks Association of NSW
- Common Questions
-

END OF THE MODULE

Key Points

- Even a basic understanding of compass use can help you decide which way to go if you are unsure at a track junction, or in wet or foggy conditions.
- Navigation strategies should include a combination of paper map reading, GPS location and digital maps, compass use and common sense.

- Practise compass navigation on easier walks, for example on a short off-track section to gain confidence in your ability.
- On longer and more difficult walks it is essential that both the leader and some other members of the party have good navigation skills.

Special notes about training needs for Module 6. Some apply to individual learners, all apply to small group & large group training.

- Having some experienced navigators to assist you for this activity will help. Ensure that they have already undertaken the online course, if they are not joining the theory sessions. This ensures consistency in support and information.
- Access to a safe and contained bush location, where there are natural boundaries so people cannot go astray. Reiterate the boundaries so everyone understands where not to go beyond.
- You need to support individuals as they apply what they have learnt. It will be intense and demanding.
- Patience is helpful in answering questions - there will be many!
- Every person should have a compass and map if at all possible.
- You may choose to pair up all or some of the group.

MODULE 7 Incident Management

AIM OF THE MODULE:

This module will help you to:

- Respond confidently in an emergency situation;
- Delegate and supervise appropriate tasks;
- Document actions and outcomes;
- Communicate effectively with external help as needed.

INSIDE THIS MODULE

- For group training sessions: - "Incident Management" (as used in BWV training courses); Trainers notes "Incident Management", as pdf
- Handbook Incident Management, as pdf
- Discussion Scenarios
- Targeted links to Bushwalking Manual online - Emergencies; Overview of emergency communications; If you are lost; Emergency shelters; Group member lost; First aid.
- Targeted link to Bushwalking Victoria Club Resources.
- Quick Reminders:
 - 1 Individual walker lost;
 - 2 Entire group lost;
 - 3 Group overdue;
 - 4 Injury where walker can continue;
 - 5 Injury requiring evacuation;
 - 6 Death.

END OF THE MODULE

Key Points

- Hopefully your good risk management strategies will minimise the chance of a serious incident
- If an incident occurs, call the group together, stay calm, take charge and do the best you can
- Delegate tasks to reliable group members and move others out of harm's way

- Suggest everyone share high energy snacks and consider the welfare of the group
- Be prepared to provide a detailed incident report to your club and to any other authorities involved
- After the incident is resolved, take time to reflect and debrief with friends and colleagues

MODULE 8 Base Camps & Pack Carries

AIM OF THE MODULE:

- This module assumes you are familiar with previous topics. It covers additional considerations for extended activities. Content is presented in two sections:
 - Base Camps where participants stay in one place in tents or roofed accommodation and walk each day;
 - Pack Carries, usually in more remote locations, where participants carry all of their requirements and walk between camp sites.

INSIDE THIS MODULE

- For group training sessions: - ‘Base Camps’ Powerpoint (as used in BWV training courses); Trainers notes ‘Base Camps’.
- Handbook Base Camps.
- Précis Notes Base Camps.
- Summary of Additional Considerations for Base Camps.
- For group training sessions - ‘Pack Carries’ Powerpoint (as used in BWV training courses); Trainer Notes ‘Pack Carries’.
- Class Activity Route Planning.
- Handbook Pack Carries as pdf.
- Handbook Advanced Leadership as pdf.
- Handbook Advanced Navigation as pdf.
- Targeted links to Bushwalking Manual online: - Forming a group; Practical planning considerations; Vehicle preparation; Necessary Permits; Food dumps; Clothing and equipment; Route planning; Checklists for bushwalking leaders; Bush huts; Campsites, stoves and campfires; People, progress and conditions; Navigation in difficult conditions; Choosing Emergency Communication device; Personal Locator Beacons; Satellite phones; Emergency Shelter; Helicopter Rescue; Fire.
- Targeted link to St John WA Snake Bite First Aid | What to do.
- Summary of Additional Considerations for Pack Carries.
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END OF THE MODULE

Key Points

- Only lead a multi-day walk event if you have had experience as a leader of day walks and as a participant on multi-day events.
- Make your first event fairly simple, or go as a deputy for a more experienced leader on a larger event.
- Consider sharing the organisational load, particularly for a base camp, by having one person planning the walk(s) and another dealing with logistics such as accommodation, transport and meals.
- All of the important points about planning, risk management, conducting the walk etc also apply to multi-day walks, but with extra considerations.