

## Survey for mountain guides & military specialists:

Q1	Please state your age				1	20-30
					2	31-40
					3	41-50
					4	50+
Q2	Please state your gender				1	female
					2	male
Q3	Please state your occupation				1	Mountain Guide
					2	Soldier
Q4	Please state how long you have been performing your occupation				1	1-5
					2	5-10
					3	>10
					4	>20
Q5	Please state how many persons are involved in operations that are lead by you usually				1	1-3
					2	4-9
					3	10-20
					4	>20
Q6	Detailed planning of an operation helps to avoid complications and mistakes				1	strongly disagree
					2	disagree
					3	not decided
					4	agree
					5	strongly agree
					1	no Comment given
					2	Comment given
Q7. 1	Evaluation of resources is an important part of pre-operative planning: Human resources leaders (skill of leaders, training)				1	strongly disagree
					2	disagree
					3	not decided
					4	agree
					5	strongly agree
Q7. 2	Evaluation of resources is an important part of pre-operative planning: Human resources participants (capabilities/training, endurance)				1	strongly disagree
					2	disagree
					3	not decided
					4	agree
					5	strongly agree
Q7. 3	Evaluation of resources is an important part of pre-operative planning: Physical material (Gear)				1	strongly disagree
					2	disagree
					3	not decided
					4	agree
					5	strongly agree
					1	no Comment given
					2	Comment given
Q8	How much time do you spend planning an operation (tour/mission)				1	<1h
					2	1h-3h
					3	>3h
					4	>12h
					5	>24h
					1	no Comment given
					2	Comment given
Q9	If planing involves the specific definition of substeps of the operation (eg specific route for certain day) how many steps are included in your daily practice				1	no substeps are defined (just summit/destination airport/target person/coordinates)
					2	1-9 substeps are defined
					3	10-19 substeps are defined

					4	20-29 substeps are defined
					5	more than 30 substeps are defined
					1	no Comment given
					2	Comment given
Q10	In which format do you prepare your operation and substeps				1	hand written notes
					2	notes on maps or topos
					3	digital files
					1	no Comment given
					2	Comment given
Q11	Do you use specific tools (like checklists) designed for preoperative planning				1	yes standardized protocol
					2	yes individual checklist
					3	no just by intuition
					4	no I do not perform routine planning at all
					1	no Comment given
					2	Comment given
Q12	Are there legal obligations or professional guidelines concerning the planning of operations/missions in your speciality				1	Yes, planning is mandatory. But how I plan is up to me.
					2	Yes, I have to plan following specific regulations.
					3	No, planning is voluntary.
					1	no Comment given
					2	Comment given
Q13	Do you keep (archive) your planning notes or files and why				1	I keep an archive, because it's mandatory in my speciality.
					2	I keep an archive out of personal reason.
					3	I do not keep an archive.
					1	no Comment given
					2	Comment given
Q14	Is the preoperative plan distributed to all team members and/or clients prior to the operation				1	As all team members are involved in the creation of the plan, the plan is distributed as the result of the planning process to all team members
					2	Yes - the plan is distributed more than 24h in advance - no particular preparation is obligatory for the team members
					3	Yes - the plan is distributed more than 24h in advance - preparation is mandatory for every team member
					4	No - the plan is not distributed as distribution could lead to confusion in case of short term adjustments
					5	No - the plan is not distributed as no additional leverage for the performance is to be expected and preparation of the team would be time consuming
					1	no Comment given
					2	Comment given
Q15	Although substeps are generated from a standard or are peer reviewed they are often modified by the individual leader to fit specifics of the present operation.				1	strongly disagree
					2	disagree
					3	not decided
					4	agree
					5	strongly agree
					1	no Comment given
					2	Comment given
Q16	Following the specific preplanned substeps is the preferred practice in the execution of the operation. How do you make adjustments to these substeps				1	Adjustments are made in case of predefined scenarios (e.g., change of weather conditions, enemy contact or others) and changes include only predefined standard operation procedures. Decisions are made without consultation of the team.
					2	Adjustments are made in case of predefined scenarios and after consultation of the team based on predefined standard operation procedures.
					3	Adjustments are made ad hoc after consultation of the team.

					4	Adjustments are made ad hoc by the leader alone without consultation of the team.
					5	If preplanned substeps are not applicable the plan is left without specific adjustments and team members fulfil tasks random and individually.
					1	no Comment given
					2	Comment given
Q17	Do you usually identify a point of no return and if so do you communicate this point at a given stage to your team				1	No
					2	Yes, but I do not communicate this to the team
					3	Yes and I communicate it when we reach this point during the operation
					4	Yes, and I communicate it during the operation, prior we reach this point
					5	Yes and I communicate it within the team preparation prior the operation
					1	no Comment given
					2	Comment given
Q18	Do you usually create a backup plan if the original plan cannot be followed				1	No
					2	Yes but I do not communicate this to the team
					3	Yes and this plan is distributed to the team including the primary plan
					1	no Comment given
					2	Comment given
Q19	Objective/comparable substeps support/improve compliance in the participating group or do they prevent necessary flexibility in case of unexpected situations that are encountered by the team members?				0	Support Compliance
					100	Prevent Flexibility
Q20	How frequently do you use a system of checks and balances in your operations				1	not at all, every team member is responsible for him or herself
					2	only at the start of the operation
					3	at the start and at the end
					4	at the start, after reaching the target/summit and after the end
					5	at more than three predefined steps
					1	no Comment given
					2	Comment given
Q21	Objective/comparable substeps that are communicated prior to the operation support the leadership within the operation				1	strongly disagree
					2	disagree
					3	not decided
					4	agree
					5	strongly agree
					1	no Comment given
					2	Comment given
Q22	Do you usually perform debriefings after operations in your profession				1	Yes
					2	No
					1	no Comment given
					2	Comment given
Q23	Do you agree with the following statements concerning debriefings				1	The definition of substeps helps in the subsequent evaluation of errors.
					2	Retrospectively operations should be evaluated in terms of substeps. For operations where complications occurred.

					3	Retrospectively operations should be evaluated in terms of substeps. For operations that ran without complications.
					1	no Comment given
					2	Comment given