



Resources and Guidelines 20-21



STEVENS PASS SKI AND SNOWBOARD SCHOOL LEADERSHIP

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This version of the Resource & Guideline Manual is the most current edition of the Resource & Guideline Manual and supersedes all previously issued editions. The guidelines and procedures presented may not be all inclusive and may be subject at any time to change or revocation at the sole option of Vail Resorts®.

THE VAIL RESORTS® GUEST SERVICE PHILOSOPHY – Epic Service

At Vail Resorts¹, our mission is to provide the Experience of a Lifetime for our guests and employees. ***Epic Service is creating an emotional connection with our guests through each interaction in every phase of their journey; seeking opportunities to create the memorable moments that culminate in an experience of a lifetime.***

All Vail Resorts® Ski & Snowboard Schools are committed to the following three best practices to help us deliver guest service with consistency. Additionally, every department works with its counterparts across the company to guide their service and has similar Epic Service Essentials.

Create a lasting first impression

- Smile - Greet the guest
- Adhere to grooming policy, wear your uniform and nametag correctly
- Inspect your areas

Connect by engaging with the guest

- Be the first to speak – give a warm hello or greeting
- Ask appropriate questions – Do they need assistance? Where are they from?
- End your experience with “Enjoy you Day”

Take ownership to meet the guests’ needs

- Look for ways to proactively engage
- Identify the need
- Thank the guest

¹Vail Resorts® is a family of resorts and travel-centric companies that work together to fulfill a simple mission: to create the Experience of a Lifetime. Vail Resorts, Inc., the parent company, is traded on the New York Stock Exchange under the symbol MTN. It functions strictly as a holding company. Although your efforts contribute to the performance of its stock, you are employed by one of its many operating subsidiaries. Throughout this Employee Guide, references to “Vail Resorts” or “Company” mean the operating subsidiary and the specific ski and snowboard school by which you are employed

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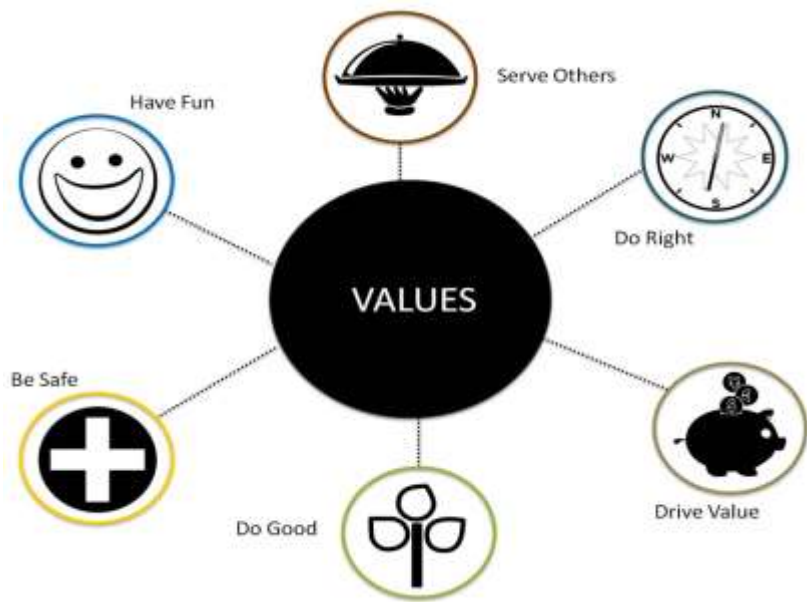
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SECTION ONE: YOUR JOB

Guest Service: Own it - Personalize it - Elevate it

Own it

Our baseline for guest service is very high. We start with higher expectations, and taking Ownership for guest service is the foundation everything else builds on.

- Take full responsibility for the guest experience.
- Be empowered – do what needs to be done.
- If things go wrong (as they sometimes do) fix it.
- Pride of Ownership – take pride in your work.
- 2% - the little extra efforts get noticed, and make a difference

Personalize it

Service that is personalized is authentic, not scripted. It is sincere, it comes from within. We want a process to greet every guest, but how we do it can be personalized.

- Make the guest feel welcome and comfortable by doing the simple things – use their name, remember returners, and greet and say hello at every encounter.
- Make the guest feel comfortable, like they belong and they're "a local." They should feel like they are the only one and that they're connected to Vail.
- Find your voice, your way to personalize the guest experience.

Elevate it

It's the surprise touch, the unexpected, putting some magic in their day when we can.

- Our guest interaction is what defines and differentiates us. It is who we are as a business.
- Create remarkable moments, experiences they'll talk about at home, things they'll remember and share.
- Elevate their time to an "Experience of a Lifetime."

Lift Line Alternating

No opportunity to interact with our resort guests presents itself as frequently as using our lift lines, or has as big an impact on how our guests view our schools. It is imperative that we engage our non-school guests in a positive manner and exemplify Epic Service during these short times, sometimes referred to as "moments of truth." Please pay particular attention to the policy outlined below and represent yourself, the school and your resort to the best of your ability.

Ski & Snowboard School lane

- Using the Ski & Snowboard School Lane is a privilege only for instructors with paying students, designated employees approved by management, and guests with certain disabilities.
- Always be polite and use diplomacy when requesting permission to alternate with guests in the regular lanes and allow those with difficulty to go ahead (i.e. small children, disabled guests).
- Follow these procedures when alternating:
 - Assemble all students outside the maze. When organized, enter the lane together.
 - Follow your group at the end, allowing no unauthorized persons to follow the class.
 - Be polite to confused guests who may find themselves in the Ski & Snowboard School Lane by mistake – direct them to the appropriate line.
 - Move to the front of your lesson group to politely ask guests waiting in the regular lane if you may alternate your students. NEVER put your students in the position of asking other guests for permission to alternate. This includes children and teens. It is not appropriate to let your students “practice” alternating themselves under any circumstance.
 - When alternating be sure to say “thank you.”
 - If a single is needed, invite a guest from the single’s line to join your group.
 - Load the lift with the last students in your group.
 - If your students are of a size, age or ability level, which necessitates the slowing of the lift, alternate your class through as a group. Allow several groups from the public to proceed, and then request permission, explaining why you must take your whole group through the line.
- You may use the Ski & Snowboard School Lanes in order to get to immediate work assignments (use discretion).
- You may NOT use the Ski & Snowboard School Lanes to alternate friends, family or any other non-clients.

Failure to follow this Ski & Snowboard School Lane policy could lead to disciplinary action, up to and including suspension, loss of earned status or termination.

Job Summary

You are an instructor with a Vail Resorts Ski and Snowboard School– quite possibly the greatest job on the planet. The mountain is your office and our eager guests are your clients. You are on the snow more days in a year than even the most passionate snow sports enthusiasts could ever hope for. You and your fellow instructors are part of an elite group that inspires the awe and respect of every instruction program in the country. This admiration does not come by merely wearing our uniform or riding on the best equipment – it comes from taking responsibility for professionalism and adhering to the highest standards of ski and snowboard instruction. It’s about doing your best to bring out the best in your clients, your coworkers and yourself.

Our Purpose

- Provide our guests with the finest ski and snowboard instruction in the world.
- Partner with our resorts and communities to create memorable, exceptional experiences for guests – Experiences of a Lifetime.

What You Do

- Teach skiing and/or snowboarding according to contemporary standards.
- Understand and follow everything in this manual, the Vail Resorts® Employee Handbook (the “Employee Handbook”) and all other policies of the Company.
- Demonstrate clearly and accurately all levels of the alpine, snowboard, Nordic and adaptive skiing or riding model in which you are certified or trained.
- Continue your professional growth in teaching and guest service skills.
- Help prepare our teaching areas (e.g. ski/boot pack new snow).
- Be on time and in the right place for assignments and informational/procedural meetings.
- Communicate clearly using the language appropriate for your guests.
- Understand and follow the performance expectations outlined in this manual.
- Be a team player! Work considerately with all departments within the company.

Who Benefits

- Internal –
 - Supervisors, other instructors and coworkers
 - You’ll be interacting with these people on a DAILY basis
- External – Guests
 - You are responsible for taking a leadership role and promoting camaraderie for the purpose of ski/snowboard instruction on a DAILY basis.
 - You are responsible for the impression other resort guests have of the school due to their interaction with you and your guests.
 - You may be evaluated in this area with guest feedback (verbal/written), student return and request rates, as well as supervisor and peer observations.

Guest Focus Expectations for All Instructors

Simply stated, our mission is to provide our guests an Experience of a Lifetime. Your role in creating and managing that experience is to:

Demonstrate outstanding customer service by making a conscious effort to meet and greet all resort guests, effectively manage various types of lessons and act as a role model for clients and coworkers alike.

We will provide numerous tools and training to set you up for success, and monitor and measure your performance throughout the season. Measures include guest feedback (verbal and written), observations from your Leadership Team and trainers, feedback from peers and coworkers, and return, request and rollover rates (if applicable).

Key Guest Focus Behaviors (internal and external):

- Actively greet and help guests.
- Effectively utilize experienced-based learning model.
- Effectively manage work schedule.
- Be ON TIME to your assigned meeting area.
- Be a team player! Share terrain and hill space and stay aware of what is going on around you.
- Know services available and effectively assist Ski & Snowboard School and resort guests.
- Follow the Ski & Snowboard School teaching and skiing/riding principles as described in our manuals.
- Model Company, resort and Ski & Snowboard School guest service initiatives.
- Do not discuss personal problems with guests or carry on personal conversations with co-workers, staff or management in front of guests.
- Remain aware of voice levels and language around guests.
- Be a role model of courteous guest service procedures, such as lift-line alternating.
- Be informed of resort and town amenities to effectively assist all guests when appropriate.
- Work professionally and considerately with coworkers and other departments. Discourteous, rude or condescending behavior toward other employees will not be tolerated, regardless of the situation.

These Key Behaviors are an overview. Specific behaviors are broken down in your resort section. You are responsible for demonstrating all Key and Specific behaviors.

Professional Performance Expectations for All Instructors

Put yourself in the shoes of one of our guests . . . you have just arrived for your lesson. You know about the instructors' world-class reputation and you're expecting a lesson from a qualified professional, whose expertise will create an unforgettable experience for you and your family . . .

Our guests expect nothing less than the best. You came here for some of the same reasons they did: You want an exceptional experience. Our reputation makes it our duty to set the industry standard. And now it's your responsibility to meet and exceeded the standards each time you interact with a guest, peer or coworker. To meet that performance, you are expected to:

Embody professionalism in ski and snowboard instruction by following the expectations set forth in this manual, and contribute to a positive and productive work environment and take responsibility for all functions of the job.

Key Professional Performance Focus Behaviors:

- Accept all assignments/levels.
- Know and demonstrate proper Lift Line Alternating and Ski & Snowboard School Lane usage at ALL TIMES.
- Read, understand and model the contents of this R & G manual.
- Check your Schedule frequently and know your assigned meeting area.
- Be on time for meetings and assignments, and in the right place.
- Be ready, willing and prepared to go to another program to teach when necessary.
- Adhere to your school's professional appearance standards.
- Consistently display an enthusiastic and positive attitude.
- Contribute to a positive, productive work environment.
- Be flexible and willing to teach any product, including children or adults.
- Take appropriate responsibility for negative guest feedback.
- Voice concerns to the appropriate people at appropriate times.
- Understand and adhere to policies and procedures of the Company.
- Use discretion when relating guest/client stories and/or ski school business to others.
- Use personal phones and radios should not be used during a lesson (or training), unless making specific arrangements for the guest. Stop in a safe area to answer or call with your phone or radio. Never answer/use your phone or radio while in motion skiing/riding.
- Resolve any pay disputes in a timely manner (as outlined in the Pay section of this manual).
- Turn in completed, legible class lists daily for record keeping, liability and tracking purposes.
- Turn in completed, legible and accurate daily time cards and/or enter into Time and Labor timely.
- Complete documentation for incidents, Workers' Compensation, injured student, lost student and all other forms legibly and within the proper timelines. If you fill out required documents outside of your work day, you are eligible for compensation and should inform your supervisor.
- Demonstrate efficient time management. Start and stop all lessons on time. Contact a supervisor ASAP if your lesson will go beyond its scheduled finish time. Parents, spouses and friends are looking for your students. Failure to adhere to scheduled start and stop times may lead to disciplinary action.

Schedule and Work Commitment

The dynamic nature of our business requires you to engage fully with understanding, committing to and meeting your work requirement and daily schedule. Schedule and Work Commitment requirements are defined by your resort to best serve the guest needs. Benefit Hour requirements to maintain Part Time and

Full Time status with the Company are shared with all schools and all departments. To meet that performance, you are expected to:

Meet your required Schedule and Work Commitment. Work proactively with your supervisor/management team to communicate your schedule in a timely manner and maintain flexibility to best serve the guest.

Key Behaviors to meet your Schedule and Work Commitment:

- Meet the days and hours requirements for your school.
- Work proactively with your supervisors to support your school's business.
- Meet Benefit Hour requirements to maintain status.
- Scheduling: It is the instructor's responsibility to work with their scheduling supervisor and submit required days for your resort.

Training and Development

The quality of lessons you deliver is paramount to the guest experience. Meeting your required training and maintaining a focus on professional development ensure you are providing the guest with the best possible lesson experience. To meet that performance, you are expected to:

Complete your required training.

Key Behaviors for Training and Development:

Sign up for and complete Required Training.

- Adhere to cancellation policy and remove yourself from the sign up or call supervisor if you can't make it.

Be receptive to feedback and strive to improve performance.

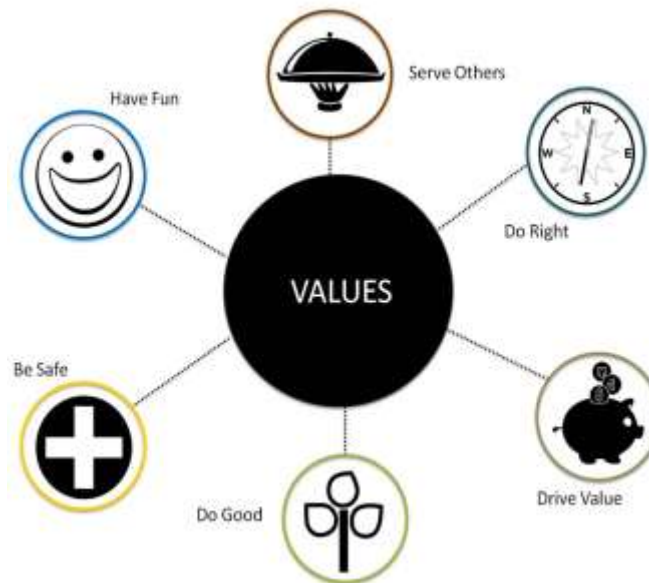
- Set personal and development goals and take responsibility for your growth and development.

These Key Behaviors are an overview. Specific behaviors follow in the Competencies section and are broken down in your resort section. You are responsible for demonstrating all Key and Specific behaviors.

Metrics - The Numbers Speak

Metrics are one of the most relevant, objective and important measures of your performance as a pro. They assess your performance with the guest by your ability to get them back. See the **Pay** section for details on what constitutes the metrics for your resort. Metrics will represent all your contributions and be measured against your peer group (i.e. adult part time, children's full time etc.).

Vail Resorts® Core Values



Vail Resorts® Competencies

Guest Service, Professional Performance Focus and Metrics expectations represent the “what” of the job. The following Competencies address “how” you get the job done. They are shared by all Vail Resorts® employees and are driven off our Core Values. Just as with Guest Service, Professional Performance, Scheduling and Work Commitment, Training and Development, and Metrics, these competencies are represented on the end of season performance review and help paint the picture of your overall performance. The first bulleted areas represent descriptors of Key Behaviors associated with the competency. Subheadings represent Specific Behaviors.

Serve Others

Epic Service

- Identifies and takes ownership of opportunities to assist the customer
- Listens and responds to customer needs to personalize the experience
- Is committed to elevating the customer experience; communicates clearly and effectively
- Is flexible to adjust plans to meet customers’ changing needs
- Collaborates with team members and peers
- Exhibits a service attitude that is engaging with customers

Customer Focus – External Guests and Internal Customers

- Creates exceptional experiences for customers.
- Consistently considers customer (external and internal).
- Actively seeks customer feedback.

- Courteous, conscientious and responsive to customers (external and internal).
- Consistently sees customer perspective (external and internal).

Teamwork –

- Clear on responsibilities, deadlines.
- Consistently a team player.
- Can handle disagreement and resolve conflict.
- Works well in groups and seeks input from others.
- Proactive in establishing and fostering an inclusive, respectful work environment.

Communication Focus – Working Together

- Stay informed by checking instructor computers, your instructor mailbox, attending morning meetings, using the instructor resource websites and social media.
- Interact positively with other instructors, supervisors, sales staff and other departments.
- Work with Product Sales, Mountain Ops, Mountain Dining, and other departments to ensure the best possible guest experience.
- Voice concerns in a constructive manner.
- Listen to others' perspectives objectively.
- Inform – let the right people know in a timely manner.
- Help and support supervisors.
- Check the computer for work schedule and correct conflicts with supervisors.
- Assume responsibility for communicating scheduling needs in advance.
- Take responsibility to know and understand how to be paid!
- Arrive ready to work on scheduled days.
- Demonstrate teamwork by contributing ideas, giving and receiving feedback and being motivated to help when and where needed.
- Be a team player! Share terrain and hill space and stay aware of what's happening on the teaching hill.
- Invite supervisors to ski/ride or socialize with students when appropriate.
- Follow the "scheduling procedures" as established in the work location.
- Consult the scheduling supervisor well in advance to schedule days off.
- Attend communication meetings.
- Adhere to the commitment/cancellation policy of training and communication clinics sign-up procedures.
- Ask questions! Work with your supervisors to stay "in the know" especially relating to how and why decisions are made.
- Use the proper forms for schedule changes, days off, referrals, assignment-to-request, and cancellations to make sure you and your guests are properly taken care of.

Do Right

- Act with integrity—always do the right thing, knowing it leads to the right outcome.
- Follows through on commitments; is honest and trustworthy
- Understands and complies with company policies and procedures
- Considers stakeholder interests in decision making
- Takes ownership of actions and decisions
- Receptive and responsive to others' feedback
- Identifies and communicates ethical concerns
- Admits to and learns from mistakes.
- Actively seeks input from others.
- Does not allow decisions to be biased by personal agenda.
- Open and candid, builds trust
- Sorts through complex issues.
- Considers options, contingencies.
- Uses excellent judgment.
- Contributes to creating a positive work environment.
- Leads by example.
- Takes a leadership role in educating others and speaking positively about our policies and procedures.

Drive Value

- Grow profit through smart and innovative business practices.
- Is a positive advocate for the company
- Is aware of the impact of decisions and actions on company profitability
- Works efficiently, completes tasks accurately and manages time well
- Strives for continual improvement and growth
- Is open to and suggests new ideas
- Uses company resources appropriately
- Demonstrates financial discipline
- Demonstrates understanding of current techniques and teaching models.
- Attentive to detail and committed to quality.
- Consistently accountable for actions.
- Manages time, stays focused
- Shows commitment to achieving quality results.
- Prioritizes well.
- Open minded.
- Anticipates and adjusts to change professionally.
- Adjusts to new objectives and products.
- Handles pressure and uncertainty.
- Seeks new opportunities.

Do Good

- Preserve our natural environment and contribute to the success of our local communities.
- Has an awareness of the company's Echo program
- Considers the environmental and community impact of decisions and actions
- Takes actions in support of the company's environmental initiatives
- Understands the company's connection with our local communities

Be Safe

Be committed to the safety and wellness of our employees, guests and yourself. Promote staff safety through alert, appropriate behaviors and information sharing, participate in safety programs and follow safety guidelines, use safety equipment provided and maintain a clean, organized work area. Communicate safety expectations, hold people accountable, provide safety tools/equipment, and follow up on safety issues and/or incidents (mgmt). For further detail on safety, see **Safety** section.

- Promotes a culture of health and safety
- Takes personal accountability for the safety of self and others
- Understands and communicates safety procedures and expectations
- Utilizes all relevant safety resources
- Identifies and appropriately reports risks
- Reports workplace injuries in a timely manner.
- Consistently considers and promotes safety of self and others.
- Proactively identifies safety issues/concerns before there is a problem.
- Participates in safety training/discussions (e.g. morning meetings)

Safety Focus

- Role model all aspects of safety, including proper use and wearing of your approved snow sports helmet.
- Participate in safety training.
- Promote safety with guests and model safety with actions inclusive of the knowledge and use of the "Your Responsibility Code," Pipe and Park etiquette, and the 5-Ts (see Safety section for details).
- Always be aware of potential dangers 360 degrees around you.

Accidents

- Work to prevent incidents by evaluating risk in advance. Consider skill level, terrain, weather, fatigue and always be aware of and use the 5-Ts (see Safety section).
- Communicate facts of the incident and avoid judgmental comments, blame or personal opinions.
- Complete documentation and follow-up procedures as soon as possible. Trained accident

investigation personnel will conduct necessary investigations and document the accident per their training. Allow accident investigators to do their jobs and do not take photographs of the accident scene.

- Children specific: Require the use of safety equipment provided by the parents, such as helmets, sunscreen, eyewear, etc.
- Prevent collisions by evaluating risk in advance and maintaining spatial and situational awareness at all times. Consider skill level, terrain, weather, fatigue and always be aware of and use the 5-Ts (see Safety section).

Lost Student

- Organize class and set up parameters so that the whereabouts of your students are known at all times.
- Review “separated student” (Code 54) procedures with your students daily.
- Review Emergency Telephone and cell phone procedures regularly with the class.
- In the event of a separated student, follow proper procedures immediately and show proper level of concern.
- Be sure to inform student’s parent if their child was separated from the class.

Have Fun

- Fun is our product – create fun, enjoy your work and share the contagious spirit.
- Shares enthusiasm for our products and services
- Is able to overcome challenges while maintaining a positive attitude
- Inspires others and integrates fun into the work environment
- Is approachable and welcoming to customers
- Promotes an engaging, inclusive atmosphere
- Contributes to creating a positive work environment.
- Consistently a team player.
- Can handle disagreement and resolve conflict.
- Works well in groups and seeks input from others
- Proactive in establishing and fostering an inclusive, respectful work environment.
- Leads by example.

Leadership

If your role in the Ski & Snowboard School includes leading training, mentoring other instructors, or any other opportunity to lead team members in their development or work, you may also be provided feedback and have your performance reviewed as a leader in the school: Leads through change and adversity, makes the tough call when needed, builds consensus when appropriate, motivates and encourages others, supports values in daily actions and decisions, incorporates mission when planning.

- Exemplifies values and supports the Company’s and School’s mission and purpose.

- Considers mission and values while planning.
- Supports key policies (i.e. helmet policy, safety initiative).
- Follows up with or acts on issues raised by team members.
- Even handed leadership.
- Sets goals and measures performance.
- Handles tough issues and seeks understanding.

Professional Development & Feedback

One of the major benefits of working at a resort is the opportunity to get feedback and advice from expert ski and snowboard trainers. We are lucky to be home to many PSIA/AASI professionals, who are willing to provide you with guidance as you work toward personal and professional improvement.

Here's how we formally evaluate your performance and provide you with tools to aid in your development:

The Feedback Process

- Job expectations are shared with you in written form in this manual.
- We will provide all instructors with a written performance summary review each season.
- The annual merit increase, if any, on each instructor's base wage will be determined by the Overall Rating on the Instructor Performance Review.
- A copy of your Instructor Performance Review will be provided following the end of your commitment.
- First year instructors and any instructors with performance concerns may be scheduled for a verbal or written review at both mid and end of season or at other times as management may determine.

2020-2021 Instructor Performance Review Form: Please see the 20-21 Performance Review Form on instructor.snow.com. Below are the current rating categories and criteria descriptions. Please familiarize yourself with the descriptions as they outline the behavioral expectations that will be evaluated on your review form.

Performance Rating Categories

Vail Resorts has a description based rating scale versus numbers. This scale will include five levels that clearly define differences in performance. The ratings are meant to acknowledge the goal performance and competency demonstration that has been achieved over the performance season.

The performance ratings and corresponding definitions are:

Greatly Exceeds Expectations – Employee demonstrates exceptional performance in this goal/competency. For overall performance, the employee demonstrates exceptional performance in most or all areas of responsibility. Employee consistently achieves goals beyond expectations. Accomplishments were made in unexpected areas.

Exceeds Expectations – Employee often exceeds performance expectations in this goal/competency. For overall performance, the employee often exceeds performance expectations in multiple areas of responsibility. Employee frequently accomplishes goals above expectations.

Achieves Expectations – Employee meets performance expectations for this goal/competency. For overall performance, the employee meets performance expectations and fulfills all position responsibilities. Employee is fully competent within the position and may on occasion generate results above expectations.

Meets Most Expectations – Employee meets the majority of but not all performance expectations for this goal/competency. For overall performance, the employee meets the majority of performance expectations but falls short of fulfilling all position responsibilities.

Meets Some Expectations – Employee does not adequately meet performance expectations and performance is below that expected in this goal/competency. For overall performance, the employee does not adequately meet performance expectations and results are below that expected. Employee does not fulfill position responsibilities.

SECTION TWO: PROCEDURES

Lifts

As an instructor, you are more visible in the lift area than almost anywhere else on the mountain. Remember to be organized, courteous and safe. Everyone wants to get to the top of the lift quickly, and your cooperation is an important part of the process.

The instructor should ride up with the last group of students in order to facilitate merging with the public, and to ensure that all students load the lift.

Ski & Snowboard School Lane Use for Lessons

Also, see “Lift Line Alternating” in the beginning of “Section One, Your Job.”

- Before riding a lift, make sure all students have been properly instructed in the loading, riding and unloading of that lift. Ask the question, “Are you familiar with riding this lift or this type of lift?”
- Provide first-time riders with complete instructions on the entire procedure, especially when they cannot see the unloading station.
- Allow the lift attendant to give necessary assistance to adults and children once the students enter the loading area.
- Pay attention when loading yourself!
- In ALL but exceptional cases, you should ride behind the class. This allows you to:
 - Supervise the class.
 - Instruct students in the usage of the lift.
- Assist with the alternating of your class into the lift line. (See exceptions in “Lift Line Alternating: in “Section One, Your Job”).
- Try to ride with each member of your class at least once. This is a great opportunity to build rapport and communicate with your students.
- If your students have ski poles instruct them to remove straps first, use the poles to assist them when moving from the wait here line to the loading line and tightly grip poles in one hand while riding. Your students should practice this before reaching entering the lift line for the first time.
- When appropriate, you may ask that the lift be slowed down.
- Instruct your guests/class to move away from the unloading area as soon as possible. Before your class loads, make sure they are directed to a marker at the top of the lift where they can wait for your arrival.

Vail Resorts Children’s Lift Riding Policy & Procedures

- Instruct all students on how to safely ride the lift prior to loading the lift.
- Organize your class outside the lift maze and assist with alternating your class into the public line.
- Recognize and eliminate horseplay immediately. If any horseplay is noticed, stop the entire group

until everyone is settled and focused on a loading and riding the lift.

- Communicate clearly with the lift attendant regarding any special needs for students.
- When riding with more than one student, instructors and other resort employees must always ride between two students.
- Instructors must ride behind students when unable to ride with them.
- Employees and students must keep the chair bar down for the entire ride on all equipped chairlifts. Chair bars must be kept in the lowered position until reaching “Raise Bar Here” sign near the unload area.
- Age Specific Requirements:
 - All children 6 or younger must have a resort-specific bib or a vest in both group and private lessons.
 - All children 6 years or younger must be accompanied by an employee. Additionally, instructors should identify smaller-than-average 7 and 8 year old children and either ride with them or find a responsible and willing adult to ride with them instead.
 - Employees on skis may take a maximum of two students 6 years or younger on a chairlift.
 - Employees on snowboard equipment may only ride with one 3-6 year old child and the child must be on their toe-edge side.
 - Children 7 years and older must ride with other students or an employee and may not ride on a lift alone.

Ski & Snowboard School/Lift Operations Relations

- Lift operators contribute to a positive guest experience when loading and unloading the lifts. Respect their knowledge and work cooperatively.
- If an accident occurs with a guest and a lift:
 - **Report any incident in which a passenger falls from a chair outside of the load or unload zone to Ski Patrol.**
 - Refrain from making comments regarding the incident other than in cooperation with formal accident investigation.
 - For any guest inquiry regarding lift incidents, request the guest’s name and contact information and let him/her know that a representative of the Company will be calling him/her. Pass on the guest name and contact information to your resort’s Health & Safety department. Do not provide the Health & Safety number directly to the guest.
 - Do not take photographs. Accident investigations will be conducted, where appropriate, by trained accident investigators.

Professional Appearance Standards

Pull on, tuck in, zip, Velcro, buckle, nametag on . . . you’ve gone from regular guy or gal to professional ski instructor, and the hero of many of our guests, in a matter of minutes. Take one last look before you exit

the locker room, skis/SB in tow, and become a symbol of health, wellbeing, self-respect and skiing excellence.

Remember, guests on the mountain see us everywhere – in lift lines, at lunch and on the hill. Somebody is always observing you as a role model – little kids, teenagers, moms and dads, grandparents – and looking for inspiration. Please review the following guidelines and make your best effort to style yourself appropriately in a neat, clean and safe manner.

Presentation Policy

All staff are expected to adhere to the Employee Presentation & Uniform Policy guidelines outlined in the Employee Handbook. The following Ski & Snowboard School Uniform Policy is in addition to those and is the minimum standard.

Ski & Ride School Uniform Policy

- Skiing and riding in uniform while off-duty/non-working times should be avoided, and all instructors should change out of their uniform after being released for the day.
 - In some instances it cannot be avoided, and it is permissible to wear uniforms during the following off-duty/non-working times:
 - Travel directly to/from work (if using off-site location to change). Uniform may not be worn during detours or other stops en-route to/from work or for any personal use.
 - Prior to morning line up.
 - Instructors who are required to check back for assignments later the same day.
 - Following work hours if skiing directly from class drop-off to locker room/car.
 - This is the minimum standard. The policy may be more restrictive at your mountain. See your resort-specific section for details.
- Wearing a uniform during these off-duty times is voluntary. Instructors are not covered by Workers' Compensation and will be solely liable to third parties for their actions while skiing/riding off-duty. In addition, if an instructor is involved in an accident with a third party during these off-duty periods, the company will not provide a legal defense or share in the cost of any liability. Instructors must realize this activity is a privilege and be very aware of their heightened responsibility of being in uniform and act in a manner befitting the profession.
- If in uniform while skiing/riding off-duty, instructors must choose terrain appropriate to their ability and conditions.
- Jackets must be zipped at all times. Jackets should be zipped up to the front stripe. Fasten any zippers, snaps and buttons.
- Pros may wear your PSIA/AASI certification pin from any division or nation as well as pins provided by the company, which may include Epic Service awards, Values pins or pins celebrating certain events at your mountain. All other pins or manufacturer's patches are not allowed.
- Role model safety, especially in congested areas and Slow Zones.
- Follow all directions of Patrol, Mountain Safety and Mountain Management.

- Do not smell of smoke.
- No chewing gum or tobacco in public areas while in uniform.
- Eating in uniform should be limited to dining establishments whenever possible. No eating or drinking at line ups, morning meetings or in front of guests at inappropriate times.
- Ski/ ride in a manner reflective of the profession.
- See Worker's Compensation (below) and your Resort's section for more specific policies regarding Approved Routes and skiing/riding in uniform prior to work or in-between assignments at your mountain.

On-Mountain Uniform Policy

- Uniform: Jacket and matching insulated uniform pants are the proper outer uniform.
 - No prior issued (non-Helly Hansen) uniform pieces are allowed.
 - Under layers (including soft shells, fleeces, sweaters etc.) should NOT be visible below the hem of the jacket.
 - No under garments with exposed hoods are allowed.
 - Gloves must be worn at all times.
- Inner pieces of clothing not issued with your uniform should be clean, in good shape and professional. Turtlenecks, mock-Ts, technical wear, collared shirts, etc. are acceptable. Torn t-shirts, graphic t-shirts, oversized sports jerseys or any excessively baggy clothing is not acceptable.
- In accordance with the Vail Resorts® helmet initiative to role model safety for our guests, **HELMETS MUST BE WORN AT ALL TIMES** when skiing or riding in uniform. Helmets will be provided free of charge for all instructors through the Stevens Pass Company Store (one per instructor – see your supervisor for details and assistance). If you choose to use your own helmet, it must meet industry standards for snow sports use (Kayaking, climbing and biking helmets, and helmets designed for other sports, are not appropriate and will not be allowed.)
- Consumption of alcohol while in uniform or during work hours is prohibited and the use of illegal drugs at any time is prohibited. Marijuana remains illegal under federal law and its use is against Company policy.
- No smoking or tobacco use in the presence of guests or while in uniform; this includes smoking while riding chair lifts. Employees who smoke during approved breaks must remove their uniform and smoke in a management designated smoking area.
- Employees must wear garments provided. Name tags should always be present.
- Personal ski pants may not be worn as part of the uniform.
- All uniform pieces and accessories (hats, gloves, T-necks and sweaters) must be kept clean and neat. Ski & Snowboard School will provide specially designed washing soap from Helly Hansen. Washing is the responsibility of the instructor.
- The following articles should be worn, if needed, underneath the outerwear uniform pieces: knee braces, back braces, water bottles, fanny packs, camelbacks, special utility vests, etc. Backpacks may be worn only when picnicking with guests.
- Promotional clothing may not be worn on the job and/or while in uniform

- Color coordination of accessories is strongly recommended. Gloves and helmets should complement the uniform. It is at the discretion of management to set the parameters on style and colors of accessories to be worn with the uniform.
- Company-issued nametags:
 - Must be worn at all times on your uniform.
 - Have a nametag for each uniform piece.
 - Must have proper first and last names.
 - Notify your Administrative Assistant to replace a lost nametag.
- Jacket sleeves should remain at wrist length at all times.
- Uniforms are to be kept in ski/snowboard school lockers and worn only at work unless changing off-site.
- Uniforms may be worn during training clinics only during scheduled work days, EXCEPT for clinics that involve gate/race training or other training/communication sessions where uniforms may be damaged through physical contact.
- You should NOT, under any circumstances, give or sell your uniform to any other person. You are responsible for all of your uniform pieces. You will be held financially responsible if the exact uniform that was issued is not returned.

Communication Tools

Part of being a good instructor is being flexible and adapting to changing schedules, mountain conditions, locations, regulations, etc. For instance, you may have thought you were teaching group lessons, when you were actually assigned a private lesson at the last minute. The only way of knowing whom your client is and where and when you're supposed to meet is by checking your schedule. Or maybe you thought you were training on Wednesday, but the session was cancelled. You wouldn't know unless you checked. And finally, you might be invited to a social event, but if you weren't at morning meeting, you'll be sitting at home tonight while everyone else gets together.

Stay in the know with the following communication tools:

- The Weekly Word
- Our website: SPSS.SnowProPortal.com
- Instructor messaging in the computer
- Instructor website for schedule and training: www.instructor.snow.com.
- E-mail
- SMS messaging system
- Bulletin boards
- Morning meetings and morning meeting notes.
- Facebook – Ski and Snowboard School page
- General communication meetings scheduled as needed during the season

REMEMBER – You may approach any supervisor, manager or director at any time should you have questions or issues you'd like to discuss. If we don't know the answer, we'll find it and get back to you.

Instructor Locker Rooms

The locker room is your space. Please adhere to the following guidelines to make it a comfortable, pleasant space for everyone:

- Locker rooms are for instructors only.
- The Company is not responsible for the loss or damage of any personal property stored in the locker rooms.
- Keep your skis, snowboards, boots and poles in the area provided. All of your equipment should be clearly marked and locked whenever possible.
- In the event that a locker or equipment storage area is not vacated at the end of the season or upon termination of employment, the Company reserves the right to take possession of the locker and to remove and dispose of the contents.
- It is the responsibility of all instructors to keep the locker room neat and clean. Our locker rooms are small and crowded. Therefore, the highest level of personal hygiene is required.
- Lewd or offensive behavior of any kind in the locker room, or anywhere else, will not be tolerated.
- Instructors must wear and keep undergarments on during the course of dressing and undressing.
- Please see the resort specific guidelines below for additional policies regarding instructor locker rooms.

PSIA/AASI/ISIA Certification Requirements

All instructors are encouraged to obtain membership and certification with the Professional Ski Instructors of America, the American Association of Snowboard Instructors or the International Ski Instructors Association.

- Have necessary current certification for the status.
- Be in good standing (dues paying member) with PSIA/AASI/ISIA.
- Keep up-to-date in education requirements (PSIA/AASI educational requirements are met by attending one 2-day clinic every two years).
- Instructors who earn PSIA/AASI certifications are eligible for a Professional Development Reimbursement. See below and Pay & Benefits for details.

Ski and Snowboard School Directors and General Managers will function as a review board to consider unique circumstances when assigning wages/status and to strive for consistency and fairness.

SECTION THREE: SAFETY AND HEALTH

Safety, yours and our guests', is of paramount importance to our school and company. Skiing and riding are wonderful, thrilling and exhilarating sports, and they also come with inherent risk. Safety and the management of that risk lie at the core of every successful learning and vacation experience, and we are committed to providing the education and tools to help you work and play in the safest possible environment, and provide our guests with the same.

When you're in uniform, the world is watching. From the way you carry your gear to how you merge into trails and move through crowded areas, eyes are on you. As a high-visibility professional, many guests and fellow employees look to you as the example of how and what to do. This also means that as an employee and role model, you have a higher level of responsibility and are held to a higher standard of behavior. Read the following carefully and ask questions of your peers, trainers and supervisors.

And, whenever you're on the hill, remember the **5-Ts**:

- What is the **Traffic** situation (speed, congestion)?
- Is the **Terrain** appropriate and what are the conditions?
- Is the **Task** appropriate, relevant, and safe?
- What **Tactics** will you use, including group handling, teaching styles, turn size/shape, line selection?
- Pay close attention **Timing**: Time of day, the Timing of your turns and overall lesson Pacing
- What is the **Snow Surface**? How has it changed for the day, and during the day?

Your Responsibility Code

1. Always stay in control, and be able to stop or avoid other people or objects.
2. People ahead of you have the right of way. It is your responsibility to avoid them.
3. You must not stop where you obstruct a trail, or are not visible from above.
4. Whenever starting downhill or merging into a trail, look uphill and yield to others.
5. Always use devices to help prevent runaway equipment.
6. Observe all posted signs and warnings. Keep off closed trails and out of closed areas.
7. Prior to using any lift, you must have the knowledge and ability to load, ride and unload safely.

Smart Sliding

On-mountain practices

- Help educate students on rules, etiquette, and practices designed to promote safe skiing/riding on our mountains. This focus must be integrated into every lesson and incorporated into the day

as the actual safety situation presents itself.

- Check uphill when stopping.
- Have students come to a stop below group whenever possible.
- Do not stop under lifts.
- Develop constant awareness of what is happening 360 degrees around you to avoid collisions.
- Maintain an adequate distance between yourself and students, and remind students often to maintain distance between each other. *Space Not Speed!*
- Be a role model on crowded catwalks and in congested areas, e.g., move with the flow of traffic, be courteous, etc.
- Teach rhythmical turns within a narrow corridor when in crowded areas.
- Observe students by skiing or riding behind them or from a stationary position, and avoid turning around to watch students while moving.
- Avoid skiing while carrying anything other than your ski poles whenever possible.
- Instructors and students ordinarily should warm-up before skiing/riding to activate muscles, become more alert and build enthusiasm.
- Teach students “how to get up” rather than lifting them upright. Use discretion and proper lifting techniques, when absolutely necessary to lift someone up to avoid the potential of incurring a back injury. If the guest is having difficulty, ask them to remove the uphill ski and then stand up.
- Skiing/riding alone, particularly in deep powder, is not recommended.
- Know the closing times and snow conditions of all mountain areas. Time your lessons accordingly.
- Instructors will attend required safety and morning organizational meetings. Additionally, the computer, newsletters, message board and personal contact with supervisors will be used to assure that safety is effectively communicated.
- Instructors should pull over and stop with students to allow mountain vehicles to pass by, such as snowmobiles and grooming equipment.
- Call Ski Patrol or Security to report unsafe conditions as soon as possible.
- Lifts: Do not throw objects from or jump from a lift. Read and obey all posted information and warnings.
- Refrain from acting in any manner that may cause or contribute to the injury of yourself or others while using lifts.

Skiing Backwards

Skiing Backwards is to be used in specific situations only as described below and only after exhausting all other teaching techniques.

- Teaching in adult beginner areas that are serviced by carpets or where sidestepping uphill may be utilized.
 - Ski backwards only after all other teaching options have been exhausted.
 - Avoid skiing backwards if area is congested.
- Teaching in children’s corral areas.
 - Ski backwards only after all other teaching options have been exhausted.

- Utilize short teaching skis if available.
- Avoid skiing backwards if corral is congested
- Freestyle “switch” skiing in parks and only on green and blue terrain outside of parks.
 - Adhere to all aspects of park etiquette.
 - Switch skiing should not be utilized in congested areas, near intersections or blind spots.

Tactics for skiing backwards when permitted under this policy:

In general, skiing backwards requires a heightened level of awareness and more conservative decision making.

- Use the 5-Ts as a guideline:
 - Terrain – Verify the terrain is free of obstacles such as trees, rocks, snow guns, or any other manmade or natural obstacles. Avoid skiing backwards in powder, slush or other variable conditions.
 - Traffic – Only consider this tactic where traffic is limited or the slope is clear. Observe and understand the flow of traffic if others are present. Be aware of other users, especially those traveling up (such as snow-shoers) or across the hill. **DO NOT** ski backwards in the presence of snowcats, snowmobiles or any other form of mechanized transportation.
 - Tactics – Use extreme caution and stop frequently to re-assess the situation. Ski at slower speeds.
 - Task – Are there other ways to accomplish the goal? Exhaust all options prior to using this tactic.
 - Timing – Is it late in the lesson or day? Are you warmed up? How is your and your student’s energy level?
 - Snow Surface – Is the surface conducive? Heavy, wet, soft or icy snow increases risk significantly.

Freestyle Terrain

Freestyle Terrain is now a part of our mountain resort culture and our profession. Our intention is to best utilize our resorts’ freestyle terrain to increase participation and enjoyment of our sports. *Instructors in uniform (whether teaching or not) are required to have the appropriate Park Pass before entering any Freestyle Terrain designated by an Orange Oval sign, excluding Kid’s Adventure Zones.*

Our mountains have many freestyle parks or other man-made terrain features, designed to meet the needs of our guests. Please follow these guidelines when utilizing a terrain park or feature with your students or anytime you are using this terrain. They are appropriate for both skiers and riders.

1. We align with NSAA and industry-wide practices.

Freestyle Terrain Areas are designated with an orange oval and may contain jumps, hits, ramps, banks, fun boxes, jibs, rails, half pipes, quarter pipes, snow-cross, bump terrain and other constructed or natural terrain features. Prior to using Freestyle Terrain, you are responsible for familiarizing yourself with Freestyle Terrain and obeying all instructions, warnings and signs. Freestyle skills require maintaining control on the ground, and in the air. Use of Freestyle Terrain exposes you to the risk of serious injury or death. Inverted aerials are not recommended. You assume the risk.



2. Training in Freestyle Terrain Areas

Only authorized trainers are permitted to lead clinics in our parks. Recognized trainers from our sister resorts, from other recognized freestyle organizations, and PSIA/AASI Advanced Educators may also be permitted to give clinics to our staff, if such clinics have been sanctioned by a Training Manager and/or Director.

Pros must be a minimum EOSA ability level 6 to be authorized for Introductory Freestyle Clinics and level 7 for clinics beyond that. PARTICIPATION WILL BE APPROVED BY AN AUTHORIZED TRAINER, TRAINING SUPERVISOR, OR TRAINING PRODUCT MANAGER.

3. Lessons in Freestyle Terrain Areas

Pros are required to HAVE A VISIBLE PARK PASS OR HELMET STICKER TO ENTER ANY PARK WHILE WORKING. Review your resort-specific section for the list of specific terrain parks accessed by each park pass level as well as annual updates that affect teaching in terrain parks at your resort. Park Passes may be revoked at any time for failure to adhere to these policies.

See your resort-specific section for the parks and features allowed with each Park Pass level. Your resort may have Approved Routes for access to specific features. Halfpipe usage is designated at a resort level. If you are traveling to another resort, it is your responsibility to learn what parks and features are accessible with your park pass level.

Orange Extra Small Park Pass

Description: The Extra Small Park Pass is an extra small park safety, instruction, and etiquette pass and is the minimum requirement to enter a terrain park. Instructors with Extra Small Park Passes are allowed to teach students on designated extra small features in extra small parks and provide coaching and instruction with demonstration.

Examples of features allowed with an Extra Small Park Pass include, shaped terrain features (rollers, banked walls, etc.), and ride-on boxes 12" or wider, with a sliding surface no more than 6" off the snow.

Obtained by: Attending Extra Small Park Pass Verification Clinic.

Green Small Park Pass

Description: The Small Park Pass is a small park instruction pass identified by a green pass or sticker. Instructors with Small Park Passes are allowed to take students into small parks and designated small features and provide coaching and instruction with demonstration.

Instructors with Small Park Passes are not permitted to ski or ride over medium or larger terrain park features during the lesson, with the exception of half-pipes.

Obtained by:

1. PSIA Alpine or AASI Snowboard Freestyle Specialist 1.
2. Other freestyle training or division-specific credentials agreed upon by Ski & Snowboard School Director and Manager of Training.
3. Resort-specific Small Park Pass Verification, if offered.

Blue Medium Park Pass

Description: The Medium Park Pass is a medium park instruction pass identified by a blue pass or sticker. Instructors with Medium Park Passes are allowed to take students into medium parks and designated medium features and provide coaching and instruction with demonstration.

Instructors with Medium Park Passes are not permitted to ski or ride over large terrain park features during the lesson, with the exception of half-pipes.

Obtained by:

1. PSIA Alpine or AASI Snowboard Freestyle Specialist 2 or above.
2. Other freestyle training or division-specific credentials agreed upon by Ski & Snowboard School Director and Manager of Training.
3. Resort-specific Medium Park Pass Verification, if offered.

Black Large Park Pass

Description: The Large Park Pass is a large park instruction pass identified by a black pass or sticker. Instructors with Large Park Passes are allowed to take students into large parks and designated large features and provide coaching and instruction with demonstration.

Instructors with Medium Park Passes are not permitted to ski or ride over large terrain park features during the lesson, with the exception of half-pipes.

Obtained by:

1. PSIA Alpine or AASI Snowboard Freestyle Specialist 3.
2. Other freestyle training or division-specific credentials agreed upon by Ski & Snowboard School Director and Manager of Training.
3. Resort-specific Large Park Pass Verification, if offered.

The Extra Small Park Pass and/or Large Park Pass may not be available at your mountain. Your resort may not offer in-house park verification clinics. Please see your resort-specific section for details.

The “Extra Small” orange pill may be used to designate non-freestyle teaching features such as Terrain Gardens, Family Adventure Zones, and Terrain Based Teaching areas. These areas may include features like rollers, banked walls, tunnels and caves. Gladed tree areas DO NOT require a Park Pass.

4. Guidelines and Procedures to Follow When Teaching in Freestyle Parks.

Instructors are required to have the appropriate Park Pass before entering any terrain designated with an Orange Oval with students, excluding Kid's Adventure Zones.

- Instructor must meet requirements for teaching in the Freestyle Parks before entering any terrain park.
- Guests should express an independent desire to use features.
- Students should be comfortable using natural features outside the parks and be able to perform lower-level flat land tricks before entering any of the parks.
- Thoroughly review and understand the Smart Style and/or Park SMART signs at the entry of each park before entering.
- Pre-Ride, Re-Ride, Free-Ride: Take an inspection run through the park with your class in order to

understand the layout of the park and check for hazards.

- Thoroughly inspect individual features prior to performing any maneuvers on that feature.
- Instructors are expected to utilize progressions that promote ownership of skills and encourage lateral learning on small features prior to moving to larger features.
- Enter and exit parks only at the open gates.
- No off-axis tricks are allowed when working.
- The head does not go below the feet when performing tricks and maneuvers while in uniform or when working.
- Signage provided at our parks as reproduced below are helpful reminders:

FREESTYLE TERRAIN MAY INCLUDE HALF-PIPES, AS WELL AS TERRAIN PARKS AND TERRAIN FEATURES. THEY ARE PROVIDED FOR YOUR ENJOYMENT AND OFFER ADVENTURE, CHALLENGE AND FUN. HOWEVER, FREESTYLE TERRAIN USE, LIKE ALL SKIING AND RIDING, EXPOSES YOU TO THE RISK OF SERIOUS INJURY. PRIOR TO USING FREESTYLE TERRAIN, IT IS YOUR RESPONSIBILITY TO FAMILIARIZE YOURSELF WITH ALL INSTRUCTIONS AND WARNINGS AND TO FOLLOW “YOUR RESPONSIBILITY CODE.”

- Freestyle Terrain contains man-made and natural terrain variations.
- Freestyle Terrain changes constantly due to weather and use.
- Inspect Freestyle Terrain before using and throughout the day.
- In jumping and using this terrain, you assume the risk of serious injury.
- One user on a terrain feature at a time.
- Never jump blindly – use a spotter when necessary. Look Before You Leap!
- It is your responsibility to control your body on the ground and in the air.
- Always clear the landing area quickly.
- Always ride or ski in control and within your ability.
- Inverted aerials are not recommended.

Terrain Selection

Selecting the proper terrain for your guests is critical for the overall success of your lesson and to set up the best possible learning environment. Some key considerations when choosing terrain to compliment your lesson are Traffic and flow, snow conditions, natural terrain features, natural and manmade obstacles, steepness, fall line, shape of terrain (concave, convex, spine, varied etc.), visibility, weather conditions and familiarity. Choosing terrain that is too easy (under terraining) can cause boredom and inattentiveness, and inhibit learning. Skiing/riding terrain that is too difficult (over terraining) can bring fear, anxiety and uncertainty to the student(s) and is also a major safety concern.

A tried-and-true rule of thumb is: When the terrain and/or conditions bring more challenge, the task should be familiar and relatively easy. When the terrain is easy challenge students by increasing the

complexity and/or difficulty of the task. Also, remember to consider fatigue and energy levels, especially at the start of the lesson and later in the day, and choose easier terrain to promote safety, success and to anchor learning. Upping either the terrain or task when students are fatigued, runs are crowded or conditions do not warrant is a recipe for disaster.

When skiing or riding natural terrain, which rarely or never gets groomed, you must use caution in your lesson plan and decision making. It is not recommended that you use natural terrain, including trees, unless you have skied/ridden it recently or are familiar with the terrain and snow conditions and have reliable information on the underlying snow conditions and coverage. When entering gladdened areas or skiing tree runs in a lesson you should have first-hand knowledge of the current conditions of the area and line you will ski/ride. Other considerations for trees and natural obstacles:

- Lessons should have a tactical, not technical focus (i.e. “look at the spaces,” “keep turning,” “check your speed every third turn”).
- Students should be confident with the pitch, snow condition and terrain designation if there were not trees or obstacles on the run.
- For the first trip Easy Style the run. Take an easy run with a small tactical focus and talk with your students about safety considerations, conditions and possible tactical choices. Point out bail-out zones and options.
- Designate meeting points on the run and a chairlift, intersection or obvious meeting area at the bottom of the run.
- Ski/ride for short distances to keep the group together. With experience, students will gain more confidence and flow and be able to ski/ride longer stretches.
- Remain extra attentive for signs of fatigue and anxiety.

Natural terrain and conditions can provide sublime experiences and the excitement that make our sport great. Make deliberate, considerate decisions on safety, where you go, when you go, conditions, student preparedness. And always engage your best safety device – your brain.

Student Health and Safety During A Lesson

- All instructors should be on the watch for lost students, especially children.
- Inform students of how to use on-mountain phones if available.
- All students (parents/guardians for minors) must sign a release of liability form when purchasing their lesson ticket.
- Be sensitive to the physical condition of your students. Many have inactive lifestyles and are not fully aware of their physical limitations. Nor, are they fully educated about altitude and possible problems that might arise from overexertion.
- Address altitude sickness:

- Drink water to avoid dehydration.
- Avoid alcohol /avoid caffeine.
- Avoid strenuous exercise the first 24 hours.
- Advise students of equipment upgrades that may provide a better experience.
- Advise students of potential dangers from extreme cold and direct sun.
- Be aware of adequacy of clothing and eyewear.
- Direct students to trained professionals for equipment adjustments and medical advice.
- If possible, be aware of any disabilities or medical conditions that a student may have.
- Look for reduced student performance, which might signal fatigue.
- Try to pace the lesson according to student's physical condition.

Children Specific Safety During A Lesson

All of the Ski & Snowboard School Safety provisions apply to Children's Centers and Children's Mountain staff members.

- Lifts – See Children-specific lift policy in “Policies and Procedures” section.
- 3-to-6-year-old Ski & Snowboard School children should wear identity bibs.
- Regulations regarding carrying and administration of medications vary by state. See your resort-specific section for regulations at your resort.
 - *Medicine required for medical emergencies (e.g. and Epi pen), should be kept on the child at all times unless an alternate location is requested by the children's parent/guardian and is safer under the circumstances*
 - *Any allergy or medication requirements should be noted on the child's information tag and attached to child's clothing*
 - *Instructors should call Patrol in the event of an emergency*
- Liability forms: All students under 18 years of age taking a ski or snowboard lesson must have a release of liability/registration form signed by their parent/guardian on file, including private lesson clients.
- Lost children: Report at once and follow your resort's procedures.
- Injured student: Any suspected injury should be reported to Ski Patrol. Follow your resort's protocol, especially for any injured child.
- Whenever a child is assisted by Ski Patrol, the instructor should complete the necessary process and paperwork required at your resort.

Child Safety & Abuse Prevention Policy and Procedures

Purpose

The Child Safety & Abuse Prevention Policy and Procedure is intended to clearly define appropriate and inappropriate boundaries for employees working with youth (children ages 0-17). It identifies areas of risk to protect both the youth in our care as well as our employees, by providing clear direction in regards to: abuse prevention and detection training, monitoring and supervision of youth to avoid one on one situations when possible, and to define acceptable behavior when working with youth.

Policy

Vail Resorts is committed to providing a safe environment which includes the prevention of child abuse through monitoring, recognition and reporting. Vail Resorts requires appropriate physical contact with youth and prohibits inappropriate displays of physical contact. Employees are prohibited from speaking to youth in a way that is, or could be construed by any observer, as harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning or humiliating.

Scope

All integrated Vail Resorts employees with routine care and control over youth are responsible for understanding and abiding by this Policy and the Procedures represented in this document. Employees impacted by this Policy and the accompanying Procedures are responsible for reading and understanding it. Any employee found to have violated this Policy and these Procedures may be subject to disciplinary action, up to and including termination of employment and, where warranted, legal action.

Procedures - Monitoring and Supervision

Bathroom Procedures: Staff must be aware of when children are using bathroom facilities. If a child needs direct assistance from a staff member in a stall, the stall must remain unlocked and a second staff member must be present in the bathroom facility.

For 3-6 year old children specifically:

1. Escort children to the bathroom
2. Bathroom must be monitored by a staff member

Appropriate vs. Inappropriate Interactions with Youth

<i>Appropriate Physical Interactions</i>	<i>Inappropriate Physical Interactions</i>
• Side Hugs • Pats on the shoulder or back • Handshakes • High-fives, hand slapping, fist bumping • Verbal praise • Touching hands, shoulders, and arms • Arms around shoulders • Holding hands (with young children in escorting situations)	• Kisses • Showing affection in isolated areas • Wrestling • Any type of massage given by or to a youth • Any form of affection that is unwanted by the youth or the staff • Compliments relating to physique or body development • Touching bottom, chest, or genital areas

<i>Appropriate Verbal Interactions</i>	<i>Inappropriate Verbal Interactions</i>
• Positive reinforcement • Age appropriate jokes • Encouragement • Praise • Constructive, movement based feedback related to skiing or riding	• Name calling • Discussing sexual encounters or in any way involving youth in the personal problems or issues of staff and volunteers • Secrets • Cursing • Off-color or sexual jokes • Shaming • Belittling • Derogatory remarks • Harsh language that may frighten, threaten or humiliate youth • Derogatory remarks about the youth or his/her family

Child Abuse and Neglect Detection and Reporting Guidelines for Ski & Snowboard School Children's Instructors and Child Care Employees

Among Vail Resorts' key values are "Be Safe" and "Do Right." In the spirit of these values, all of our resorts follow the US Department of Agriculture's mandate that entities operating on Forest Service land report suspected child abuse, exploitation, abuse or neglect. This means that if you learn of facts that give reason to suspect that a child under the age of 18 has suffered:

- Physical or mental injury;
- Sexual abuse or exploitation; or,
- Negligent treatment (child abuse),

You must report your suspicions to the county department or local law enforcement in the county in which the child you are concerned about resides. [Please immediately raise any concerns to your supervisor or Human Resources and they will help support you in making the report.](#)

You may not actually see any physical "proof" or "evidence" of abuse, exploitation or neglect. However, a child may indicate to you something that makes you suspect that he/she has suffered a reportable experience. At times, it can be difficult to identify the information that could give rise to suspected child abuse, exploitation, or neglect. Generally, these events mean doing something (or failing to do something) that threatens the health or welfare of a child, including:

- Physical harm to a child including stories of punching, hitting, physical punishment or other physical violence;
- Failure to provide adequate food, clothing, shelter, medical care, psychological care, or supervision;
- Children who may be a danger to themselves (e.g., cutting, suicidal ideation);
- Unlawful sexual behavior including touching;

- The grooming of children for sexual behavior (e.g., adult lying on a bed with the child, an adult rubbing a child, telling inappropriate jokes or pushing appropriate space boundaries);
- The creation or distribution of sexual images or pornography of children;
- The practice of showing sexual images or pornography to children; or,
- Emotional abuse (e.g., shaming and humiliating a child, calling names, yelling, threatening, bullying).

Take steps to remember the exact words that you heard or the details of what you saw. Use your senses and report facts and not conclusions or assumptions. Remember, your obligation is to only **report** the suspected child abuse, neglect or exploitation; you do not have to prove it. **Do not try to investigate.**

When you make the report, in addition to telling "the story of what happened," you should also expect to spend time providing other identifying information (**only if you know**) including:

- Who you are;
- What your job is;
- The address of the ski school/child care facility;
- Full names, addresses, and ages each person involved;
- Information known about the alleged perpetrator of harm;
- Any involvement of drugs and alcohol of relevant parties (e.g., parent was visibly intoxicated when picking child up);
- An explanation of your concerns for the person's safety; and
- Dates of any incidents (to establish a timely call as well as a timeline).

State law protects any person who reports suspected child abuse, neglect or exploitation in good faith from civil and criminal liability, even if the report turns out not to be true. The Company also strictly prohibits retaliation against any employee who reports suspected child abuse, neglect or exploitation in good faith. If you have any questions regarding our reporting obligations or the Company's internal reporting procedures, please talk to Human Resources or your supervisor.

Personal Health & Fitness

One of the keys to success as an instructor is taking good care of yourself. While you'll undoubtedly catch a cold or encounter some aches and pains at some point, there's a lot you can do to prevent frequent occurrences. We encourage you to participate in a physical conditioning program at one of the local fitness centers or consult your supervisor or physician for things you can do at home to stay in shape. Stay well hydrated and get lots of rest to maintain good health in this high altitude environment. Remember, we live and work in conditions where staying healthy is a challenge, so make every effort to take care of yourself – no one wants to miss a powder day! In the event you are injured or sick, book days off and discuss these problems with your supervisor.

Calling in sick: In the event you need to call in sick, it is imperative you know the procedure for your resort. Please see your resort-specific section for details at your mountain.

Helmet Policy:

Employees

All employees must wear an approved snow sports helmet whenever they are in uniform and attached to their gear or skiing/riding, whether working, moving between assignments, or participating in training. In addition, helmets are required during ALL clinics and trainings sanctioned and operated by the School, including all Elective Clinics, whether in or out of uniform.

Guests

Protective Helmets: The use of helmets is strongly recommended. Children age 12 and under must wear a winter sport helmet while participating in ski and snowboard school. In addition, children and teens under age 18 who participate in designated children's classes or programs must wear a helmet.

Instructor Health & Safety

1. Setting up a safe learning environment: Safe class and guest management

It is imperative that you consider your own safety when creating a learning environment. Never put yourself in harm's way to keep a guest from a potential fall and be sure to understand your surroundings to minimize potential hazards. Always create a learning environment that is appropriate to the guest's skill level and give them the tools to be successful on their own. The below tips will help you create a learning environment that minimizes risk for both you and your guests while out on the hill.

Tips for setting up a safe learning environment: Safe class and guest management

- Choose terrain that is appropriate for our student's skill level
- Do not attempt to "catch" or "save" a student when they are in trouble. Rather give them tactics on how to fall if they feel they are losing control
- Teach students how to get up on their own versus lifting, trying to lift or pick them up
- Take time to thoroughly teach all students to load and unload lifts before riding so they are confident on their own and without contact from you as the instructor
- If students are having trouble loading or unloading a lift do not rush in to offer sudden and late assistance putting yourself at risk. Allow the lift operators to provide assistance if and when need.
- Choose appropriate places to stop with your students – rest areas or an area protected from above are great choices
- Always position yourself in a way that allows you to view oncoming traffic
- Make sure you give clear directions regarding where you are going and how you will get there
- Provide parameters in regards to proper spacing while skiing as a group and give clear instructions to stop below the last person in the group

2. Health and Safety Reminders

- When possible, take at least one day off, if not two per week FOR YOUR OWN WELL BEING.
- The possession, use, or being under the influence of alcohol or drugs at work is prohibited.
- Good housekeeping, esp. in locker rooms, will be practiced in all working areas at all times.
- To help protect instructors from knee and back injury, please adhere to the following guidelines:
 - Stay focused on conditions, traffic, students, and self, even while on the easiest terrain.
 - Monitor personal energy levels and find ways to rest and re-recharge, even briefly during the day.
 - Create teaching habits where students can be viewed without looking backward uphill.
 - Avoid fighting a fall if you find yourself in an awkward position.
 - Be certain your bindings are on their proper DIN setting.
 - Do not reach back with your uphill hand to prevent a fall.
 - Try to keep skis together if falling backward.
- Correct boot problems, including replacement of the boots, if necessary, before any foot injuries or medical problems develop. *In general, injuries caused by poor boot fit are not covered by Workers' Compensation.* All of our resorts and communities have many good boot fitters who can help with problems before they become a hindrance to your job. *To assist this, we offer a \$25 reimbursement for foot-beds.* Check with your supervisors or peers for shop names and foot-bed reimbursement guidelines.
 - Boots should be dried and socks changed daily.
 - Clip toenails to avoid toe or foot injuries.
 - Exercise caution when walking in ski/snowboard boots.

3. Equipment Use and Standards

- All instructors must wear an approved snow sports helmet when skiing and riding in uniform at all times.
- All participants in on-snow clinics of any sort must wear an approved snow sports helmet when skiing and riding in the clinic, whether in or out of uniform.
- All instructors must wear gloves while skiing/riding in uniform, and when skiing/riding in any on-snow required or elective training clinic, whether in or out of uniform.
- Keep equipment updated and in good condition.
- Wear eye protection – sunglasses or goggles with UV protection – to prevent snow blindness and provide improved vision in low- and bright-light conditions.
- Tune and wax equipment on a regular basis. Most locker rooms have tuning benches/equipment.
- Ski brakes or safety straps are mandatory on all downhill equipment, including snowboards.
- Check bindings for proper release regularly.
- Be aware of manufacturers' recommended binding settings, how specific binding systems work and be responsible for having personal bindings set properly.
- Wear boots with the best fit and warmth factor for your personal safety and comfort.

- Use protective rubber gloves or latex for accidents involving loss of blood.
- Only qualified Company operators may operate snowmobiles.
- Under no circumstances shall combustible materials be stored in lockers.

Accident & Lost Student Protocol

1. Instructor Related Accidents

If injured while working, make a point to note names of observing students and responding Ski Patrol.

Follow the Workers' Compensation procedures as outlined in this manual.

- If involved in a collision with another skier/rider, both parties are required to stay at the scene until they have provided name and contact information to a Company employee, preferably a member of Ski Patrol, even if no injury results.
- In the event of any collision or entanglement, regardless of whether or not you think there was an injury, notify your supervisor IMMEDIATELY to begin the resolution process.
- If not involved in an incident, but witness one, it must be reported.

2. Student Related Accidents

In case of an accident, follow the guidelines outlined by the Ski Patrol. School personnel must be familiar with emergency procedures, including use of mountain phones, accident reporting, lift and mountain evacuation procedures, and lightning procedures. In the event of accidents:

- Place skis upright and crossed in the snow above the scene of the accident. Or, when all participants are on snowboards, place someone above the scene, standing in a location that is visible to oncoming traffic, looking uphill to protect the scene.
- Remain calm, instruct your guests/students to stay with you at the scene and position them to wait in a protected area.
- Find a competent adult to report the accident via cell phone or an emergency phone (in the bright red boxes) to the Ski Patrol. The Ski Patrol must be told the phone number from the emergency phone being used, the exact location and the description of the injured person and the nature of the injury. Know the contact numbers for your mountain's patrol.
- Wait with the injured student until Ski Patrol arrives.
- Verify first and last names of all students on class list and verify their contact information, home phone and address.
- Report all children's incidents to the appropriate Children's Center.
- Patrol ALWAYS should be called for any incident involving a lift.
- Instructors are not required to fill out an "incident report" for a guest and/or student related incident. Patrol will fill out all required reports and will request a witness statement from an instructor if one is required.
- Instructors should collect contact info from their students and report the incident to their supervisor. Refrain from making any comments related to fault.

- A basic follow-up with the guest reflects good guest service and caring. Report back to your supervisor with the results of your follow up.
- In some instances, your supervisor or manager may follow up.
- All employees must report themselves as witnesses to any “incident” observed on the mountain by contacting the Ski Patrol.
- Expect to be asked to fill out a “witness statement card,” if the Ski Patrol is conducting an accident investigation.
- Avoid making statements of personal opinion regarding the accident, including assignment of fault or blame.
- For accidents that involve bleeding:
 - Note where the person is bleeding and estimate how much loss of blood.
 - If possible and appropriate, instruct the injured person to apply pressure over the wound.
 - Do not move the injured person or attempt to control the bleeding. Exceptions may be made, if you have current First Aid training and proper equipment, e.g. latex gloves, pocket mask, etc.

3. Lost Student Situation

Train students what to do if they become separated from the group:

- Train them how to use the emergency phones on the mountain.
- Train them to report to a School sales location, a Children’s Center, or Ski Patrol. If the student is a child, teach them to tell an adult that they are lost and need help.
- Reassure all students that in the unlikely event that they lose the group, they will be able to reconnect quickly because of the excellent communication system provided on our mountains.
- Always inform parents at the end of a lesson if a child was separated from the group for any reason.
- If you lose a student you should:
 - Report his/her name by phone to your base location.
 - Speak to a person, preferably a supervisor or lead. Do not leave the information on voicemail.
 - Develop a plan with your supervisor.
 - Continue the lesson with the other student(s).
 - Call back to the base station at least every 20 minutes until student is found.

Lightning Procedures

These are general guidelines. Your area may have additional protocols based on facilities, lifts and local weather patterns. Please see you resort section for details.

- Upon receiving a report of or personally spotting lightning, immediately notify the Ski Patrol.
- Head for cover in a building or vehicle.

- Avoid ridgelines, open areas, power lines, pipelines and tall isolated trees.
- Stay away from lift terminals and towers. Lightning travels along a lift to find ground.
- Put down your ski poles, take off your skis/board and get away from them.
- Become as small as possible so to not project above the surrounding landscape. The best stance is to crouch down with feet together and only feet touching the ground. If hair stands on end or skin tingles, drop to knees and bend forward placing hands on knees. Do not lie flat on the ground.
- If in a group, do not huddle together. Remain approximately 30 feet apart. Don't use the telephone until the storm has passed. The telephone company has provided lightning protection for their equipment, however, lightning is unpredictable. The further a person is from a conductor of electricity, the safer they may be.
- If caught on a chair lift during an electrical storm, it is important to remain seated and remain calm. The lifts will remain running until the line has been cleared.
- The gondola has its own lightning procedures. After the line is cleared the lift is shut down to help protect operators.
- After a lightning storm, be alert for any sign of smoke or fire, which could result from lightning.

Out of Bounds Regulations

- Instructors are not allowed to take a guest out of bounds under any circumstances
- Instructors are not allowed to ski out of bounds or in closed terrain while in uniform or while working, and, in no circumstances, are allowed to ski in closed terrain.
- Turning the uniform inside out or putting it in a back pack so as to ski/ride out of bounds during days in which an instructor has been working, whether or not with guests, is similarly prohibited.
- The Company is not responsible for skiers/riders who are outside of the ski area's boundaries. Rescue in the backcountry, if available, is the responsibility of local authorities and search and rescue groups. The cost is the responsibility of the injured party.
- DO NOT ski/ride on slopes or trails closed by means of signs or ropes (don't ski/ride under ropes, period). Any employee skiing/riding in a closed area is subject to immediate discipline up to and including termination.

Enforce & Educate Speed or Safety Violators

- Know the code.
- Witness the violation – or have a reliable source.
- Be firm, but friendly.
- Ask the violator if they know what they did wrong.
- Explain what they “really” did wrong.
- Either educate or enforce:

- Request to see their pass – don't remove it yourself. (Contact Ski Patrol or Security if they refuse.)
 - Educate means explanation and recording information in the event of future violations.
 - Enforce means an explanation and recording information to de-activate his/her pass. (You do not need to physically keep the pass.)
 - In both cases – Record "Badge ID" number or "Employee ID" number and name of violator, and return pass to the person. If the violator is an employee, ask for his/her home department and supervisor name.
- Enlist the aid of the Yellow Jackets, Mountain Information group, or Ski Patrol.
 - When the violator asks how he or she may have skiing privileges reinstated, refer him or her to a supervisor.
 - Do not get involved in confrontation; record the information and Ski Patrol will follow up. If the situation is more serious, memorize a good description and then end the encounter, reporting to Ski Patrol ASAP.
 - If in a lift line, avoid confrontation, memorize the chair number that violator loads, ask lift operator to call Patrol on a safety violation, give the chair number and your name. The Patrol will intervene at the top of the lift.

Vail Resorts® Workers' Compensation Program

The Program, Policies and Procedures

Vail Resorts provides workers' compensation benefits as directed by local law to cure the effects of an accepted occupational injury or illness. The decisions regarding what is accepted and what is not will be made by our Third Party Administrator (TPA) who VRI has engaged to administer our workers' compensation benefits. Vail Resorts management does not make the decision on accepted or denied claims.

What is covered and what is not? This is generally defined as "arising out of and in the course of employment," i.e. an injury resulting from the performance of your work activities. If you venture outside what is considered your paid employment, the incident may not be covered. Again, our TPA will make all those decisions.

Injuries that occur under the following scenarios are generally not covered by Workers' Compensation:

- Injuries that occur while free skiing/riding; this includes work breaks and lunch breaks.
- Injuries that occur while traveling to or from a job assignment using an indirect or inappropriate route to the destination; or an alternative mode of transport not specified in the departmental manual.
- Injuries that occur while commuting to and from work.
- Injuries that occur while participating in voluntary activities, which may include voluntary training.

Keep in mind, each claim is fact specific and the above is not intended to discourage the reporting of what may be a work injury.

These standards apply whether the employee is in or out of a resort uniform, clicked in or out, or working outside of their home department.

Coverage skiing/riding to and from assignments

If you are at your base location or a recognized meeting area for your resort and must start or finish a work assignment somewhere other than your current location, you must use ground transportation or the approved route for your mountain. See your Resort's section for details.

Employee Responsibilities

To ensure timely delivery of benefits, you need to do the following:

- Report incident the same day upon knowledge. Report the incident to your supervisor. If a supervisor is not available, then report to a manager or designated department personnel.
- Attend all medical appointments – missed appointments are unacceptable. Appointments are to be scheduled outside your normal work shift.
- Return to transitional duty when offered and medically prudent. Vail Resorts® has a defined transitional duty program and will return you to work when you are released with temporary work restrictions by the treating physician. The workers' compensation department will work with local management to facilitate your return to work once released.
- Keep home department updated on any changes in medical/work status. You are responsible to ensure that your supervisor receives current work restrictions and/or full duty release documentation in a timely manner, defined as the day of\ your medical appointment.
- Fully participate in work comp process from start to finish. This means returning phone calls to your adjuster, returning calls to our internal workers' compensation staff, your supervisor, doctor and all other involved parties.

Medical Treatment

Vail Resorts has designated occupational medical facilities across the system. This is your first stop after reporting an occupational injury or illness. Your supervisor or manager will provide a list of designated medical facilities at the time of reporting. If you choose not to seek medical treatment at the time of reporting, then any subsequent decision to seek treatment must be done at the designated medical facility, absent the need for "emergency" treatment. If you are seen at an ER, you will be scheduled to be seen at the designated medical facility at the first available appointment.

SECTION FOUR: STEVENS PASS SPECIFIC GUIDELINES

All employees should read and familiarize themselves with the information located in this document, and refer to them throughout the season. When you have read through the material and understand it all, you will be required to submit a short form to confirm your knowledge. This is a mandatory part of your early season training, and must be completed each year. Due to the nature of what we do and because we work closely with guests of all ages, it is important to understand this information prior to working.

Policies, procedures, and guidelines may change through the season. As these happen, edits to these pages will be made. When a change is made, staff will be made aware through our weekly newsletter “The Word” as well as in the weekly staff meeting prior to the start of your shift (aka “line-up”). As these edits are made you will be held responsible for understanding the information that gets changed or amended so reading The Word each week is important.

Understanding your Schedule

Your base schedule will be entered by the time you begin working, and will be based upon your base program department and the schedule submission form you give us when you were hired. Changes can be made until the schedule is finalized which takes place two weeks in advance on the Friday. Afterwards, should your work assignments change (due to the dynamic nature of the business) we will notify you via email and/or phone.

Employee Responsibilities

- Schedules for the entire season will be loaded within your first 2 weeks of employment or before. While it is subject to change please check that we have loaded the dates correctly
- There are special holiday weeks when full-time instructors will be scheduled six days during peak periods
- You must check schedules daily through <https://instructor.snow.com>
- Failure to show up for work on any days scheduled without proper notification will result in disciplinary action. Multiple infractions may result in termination
- Special scheduling requests must be made through a supervisor. If you do not see the change and, do not receive a message from your supervisor, please contact that supervisor for clarification
- Please work with your supervisor to schedule training on your regular days off

Check the Schedule

Instructors can view their schedule online at <https://instructor.snow.com>. Enter your pass number (10 digit #) and enter the password: \$noW2021. You can do this on any device with internet access.

You are asked to check your schedule every morning upon arriving to work. While we will do our best to minimize last minute changes, they can and do occur. It is your responsibility to be at the right place at the right time. We may also send important messages / updates through the instructor check in system and it is your responsibility to check them.

Line Ups – Meet your students

On Hill Check in/Line ups can change day to day depending on business levels, but under normal operations the following is expected:

Daily Group Lessons	
Midweek	15mins before lesson start time
Weekend/Holidays	30mins before lesson start time
Seasonal Program Lessons	
Midweek	30mins before lesson start time
Weekend/Holidays	30mins before lesson start time

Days Off

- Verify your schedule daily by checking it on the computer in the instructor's locker room(s) or on your phone.
- Instructors that require additional leave must confirm with a supervisor at least '**two weeks in advance**' of the requested time off in most circumstances.
- Instructors may cover their shift with another staff member, however the effected Supervisor must be notified and provide approval.
- Schedule changes must be approved by the Supervisor whom the schedule change will effect (not the Office Supervisor) in order for the change to be effective. Time off should not be assumed until Supervisor approval is confirmed and the schedule is changed.
- When you Call **Out** the day of, or request a schedule change in advance, that time and your schedule points must be accounted for or made up.

Calling in sick

Instructors who are scheduled "ON" for the day and cannot make it to work or will be late getting to work are required to call their supervisor. On weekends and holidays this should be done at least 1 hour before the start of your shift. You must speak directly to a supervisor by calling 206.812.7393. If that supervisor is unable to take your call, leave a message and a phone number where you can be reached. It is your responsibility to make sure that the Supervisory staff is aware that you are sick.

Failure to notify your supervisor will result in a NO CALL / NO SHOW write-up.

End of Season Status

Following the end of the season, you will receive a written performance summary. If your overall performance evaluation score is Achieves Expectations, or higher, you are eligible to be placed on SIS (seasonal inactive status). SIS status means:

- You will not be separated at the end of the season. Instead you will be place on "inactive" status
- When you come back to work the following season you will have to complete:
 - A background check
 - Orientation and any required department training.
 - Required Safety checks and items
- This is an option only if you are planning on returning next season and only if you "achieve expectations" or higher on your appraisal.
- SIS still allows you to collect unemployment benefits and you will still be paying COBRA bridging for any health insurance you may have.

Pro Pay System

When checking in to work each morning, staff are advised to check the previous day's activities to ensure it is accurate. If it is not accurate, speak with your Supervisor. *It is your responsibility to check the accuracy of your pay each day. Do not wait until the end of a pay period.*

Timecards

All staff must complete a time card daily and must accurately report all time spent working that day on their time card. **Timecards must be submitted by the end of each day.** We will enter your hours, and therefore your pay, based on the information on your Timesheet.

You must include any miscellaneous, non-teaching time on your daily time card. **Please obtain prior permission from your supervisor, whenever possible, before incurring any miscellaneous non-teaching time. Any extra time for classes (late lessons, etc) must be cleared/discussed with Supervisors before signing out/leaving.**

It is a violation of company policy to falsify a time card or incorrectly report hours worked. Please refer to the Vail Resorts Employee Handbook for a complete copy of the Wage Payment Policy

Pay Scale

All instructors are paid hourly.

- **Teach Rate:** Paid for all teaching assignments and based on experience and certification (From \$13.50-\$30/hour)
- **Non-Teach Rate:** Paid for all mandatory training and work assignments that are not teaching. Paid at resort minimum wage.

CERTIFICATION LEVEL	BASE RATE
Uncertified (no experience)	\$13.50
Uncertified (with 1+ years experience)	\$13.75
Level 1	\$14.50
Level 2	\$17.25
Level 3	\$20.45
DCL/Tech Team	\$22.00

POSSIBLE ADD-ONS	\$/hr.
Hired onto the Training Team	+ \$0.30
Hired as a Dual Instructor	+ \$0.50
For every cert level in Dual Discipline	+ \$0.50
For every Children's Specialist Level	+ \$1.00
For every Freestyle Specialist Level	+ \$0.50
For every Senior Specialist Level	+ \$0.25
For every USASA Coaching Cert Level	+ \$0.50

Your hourly rate is calculated by your certification plus any add-ons. Instructors who hold certification but whose membership status is not current, will still be paid a teach rate starting at the base rate for that level of certification, provided it is still recognized by the governing body (e.g. PSIA/AASI), but they will not receive hourly add-ons related to additional certification or accreditations until and unless they can verify that their membership has been successfully reinstated.

Base Wage Increases

Instructors can increase their hourly base pay rate through merit increases, certification, accreditations and the private lesson incentive.

Private Incentive

Private Lessons are when guests pay a premium for an instructor to coach just them (one-on-one) or their group/family. If a guest requests a specific instructor for their Private Lesson this lesson becomes a Private Request and the instructor is paid a premium for teaching the class that is paid on top of their regular hourly wage.

The amount is determined by a sliding scale, based on how many Private Request Hours an instructor has accumulated so far in the season. The count of hours resets to 0 each new winter. The scale is as follows and the example hourly teach rate is based on a new instructor earning a base Teach Rate of \$12.25/hour

PRIVATE REQUEST HOURS	0-10	11-25	26-50	51-100	100+
HOURLY BONUS	\$5.00	\$7.00	\$9.00	\$11.00	\$13.00
EXAMPLE HOURLY TEACH RATE	\$17.25	\$19.25	\$21.25	\$23.25	\$25.25

Merit Increases

Merit increases are given at the beginning of a season based on company policy and the employee's evaluation score from the previous season. Employees will be informed of merit increases by their orientation date.

How to receive your base wage increase

When a new certification is achieved, it is the Pro's responsibility to inform his or her manager and Admin Specialist. A copy of the certificate/accreditation must be submitted to receive the pay increase. Proof may be emailed to SPSchoolStaff@vailresorts.com.

All increases will go into effect for the following pay period after the Pro has delivered a copy of the certificate. Back pay will not be issued. Questions concerning pay should be directed to your supervisor or manager.

Non Teach Pay

If you are asked to perform a job task that does not involve teaching (i.e. crowd control, snow removal, guest service support etc.), you will be paid at your non-teach rate.

Unpaid Situations

- Accepting or requesting release prior to or at line-up
- Unpaid Time off, for example: sick, personal time (when you have not met the requisite benefit hours or have exhausted all accrued time), PSIA-AASI events, voluntary training. Days must be requested on the Schedule Change Request form
- Pros who come to work on scheduled days off when they have not been asked to work by leadership and do not receive work

Paychecks

- Pay periods are two weeks long. Paychecks are available for pick up from the Admin Specialist, after 2pm on pay day. Paychecks must be picked up and signed for by the employee.
- Employees have until the Sunday after pay day to pick up their checks. Checks not picked up will be mailed to the address on the check.
- Each Pro will receive a Pay Advice by email, which outlines all paid activities, including incentives received, for that particular pay period.
 - It is the Pro's responsibility to look at the pay advice and check to make sure it is correct. Your Manager can help with any problems or questions. If there is a problem, seek help as soon as possible.
- Pros are responsible for informing their supervisor if they have been overpaid, and are responsible for promptly returning the excess.



Certification Reimbursement

The Stevens Pass Ski & Snowboard School will reimburse staff for their PSIA/AASI-NW certification exam fees should they successfully complete the exam process. Reimbursement will occur at the end of the winter season that the certification was achieved, assuming the staff member maintains a rehire status with Stevens Pass Ski & Snowboard School.

- Staff must successfully complete the exam process.
- Exam fees will be reimbursed for Alpine or Snowboard Level I, II, II or Children's Specialist 1 & 2
- Staff need to have achieved a minimum of "Achieves Expectations" on their evaluation in the year that certification is achieved.
- Staff need to have met their seasonal commitment for the school in the year that the certification is achieved.
- Staff need to be current with their PSIA-AASI dues.
- Reimbursement will not be issued for partial passes or retakes; the entire exam must be completed and the certificate or scorecard and receipt turned in to the administration office.
- Reimbursement is for the cost of all required elements of the exam for the year that the certificate is achieved. There will be no compensation for lost work time, travel, meal, and/or lodging expense.
- The school will not pay for lapsed certifications.
- This program only applies to primary disciplines, Alpine and Snowboard.
- Staff need to have been employed by Stevens Pass Ski & Snowboard School in the season that the certification was achieved.

Priority

The priority zone system is a method of distributing work in a logical and consistent manner, while still allowing discretion to maintain a guest centered approach. In addition, a priority zoning system allows pros to build priority by participating in professional development activities.

An instructor's grouping within a priority zone does not create an entitlement to specific lesson types or assignments. For example, Private Lessons are assigned based on the best match between the instructor and the guest with priority being an additional factor in the decision. It is the Managers and/or Supervisor's discretion to determine what type of work is assigned with the focus on the needs of the guest and business.

Metrics & Calculation

Priority is calculated by internal and external metrics. The Stevens Pass Ski and Snowboard School will factor in certification, accreditations, passport verification, work hours, elective training hours, and private request

hours. Each activity is weighed and calculated based with the intention of driving business within our Ski and Snowboard School.

At the start of the season, the priority list will be based upon the previous 12-month's priority system data from the Stevens Pass Ski and Snowboard School. New hires and returning staff without stats from the prior year will be placed into a priority group based on certification and status. This program will be implemented starting in Jan 2021 and use the data from the period starting Jan 2020.

Priority zoning will be calculated four times in the season at the start of January, February, March and April. If a new level of certification or verification is achieved during the season, the additional points accrued will be added once we receive and verify proof of completion. The new points earned from certification will be added to your tally at the next recalculation period. This is the only way to move to a new zone during the season.

Instructors will start the season in a group based on their primary discipline PSIA/AASI Certification level. Each additional activity will be added to their number with an overall maximum cap of 225 points for each group. Each additional activity, outside of certification and accreditation, will have a point total cap that an instructor could accrue each season

Starting Points

The first point calculation of the 2020-21 season will be in January and use the metrics from the past 12-month period. Points will then be recalculated at the beginning of February, March and April.

An instructor's primary discipline level of certification will determine their Base Cert Zone. Each zone has a cap (listed below) which limits the number of points an instructor can accrue. Once you meet the cap of your zone the only way to move into the next zone is through achieving a new level of primary discipline certification. This means that, as an uncertified instructor, it is possible to have more points than someone in the zones above you and therefore teaching work priority. Likewise, the zone cap is designed to limit the amount of movement without certification.

<i>Base Cert Zone</i>	<i>Starting #</i>	<i>Zone Cap</i>
Non-Certified	000	225
Level 1	100	325
Level 2	200	425
Level 3	300	525

<i>Additional Activities</i>	<i>Points Per</i>	<i>Activity Cap</i>
Certification (secondary discipline)	50	100
Children's Accreditation	50	100
Freestyle Specialist	25	50
Senior Specialist	25	25
Telemark Certification	25	25

SSBS Passport Verification	15	45
Elective Training (per hour)	5	100
Private Request (per hour)	1	100
Teaching Hours (per hour)	.25	100

Season to Season Changes

At the start of a new season you will begin with the points that you have accrued in the last 12 months. If you are new to the Stevens Pass Ski and Snowboard School you will begin the season with points based off your level of certification.

Special Considerations

Special considerations made for the guest will override priority, giving an instructor more access to be assigned work, and will be paid as assigned. Such accommodations include a guest's wish for a specific language skill, female or male or children's-specific instructor, or a Terrain Park or Bump Lesson.

- Those Instructors that teach more than one discipline and are not working in their primary discipline will be assigned classes at the supervisor's discretion.
- Failure to adhere to school or company policy or ongoing disciplinary action will have an impact on priority.
- Certification/ accreditation must be current to receive point credits.
- Partially completed certification components do not count towards priority.

If you have questions or concerns about how any assignment was made, please talk to your supervisor for clarification. They will be happy to walk you through their process and provide any coaching, guidance, and training recommendations if necessary.

Uniform Policy

To Be Safe Together and help to reduce our reliance on indoor spaces we have made the following amendments to our uniform policy for the 2020-21 season:

- All employees are encouraged to arrive to work and leave from work in uniform to reduce the need for changing and storing extra clothing on-site
- Uniform pants (w/personal jacket) may be worn when free skiing/riding any terrain on scheduled work days
- Instructors (and other Skier Services employees required to ski/ride for their job duties) may ski/ride in full uniform off the clock when:
 - Participating in elective training clinics under the guidance of a clinician
 - Free skiing or riding on scheduled work days if skiing and riding **on approved runs**
 - Face Masks are required at all times when skiing/riding in full uniform

- **Approved runs** when **off the clock** and, in full uniform, include the following designated trails only as defined by the [trail map](#):
 - Uncertified or Level 1 Instructors: Green and Blue groomed trails only
 - Level 2 and 3 instructors: Designated trails only
 - Small Terrain Park only – Requires Part Smart sign-off. Parks above Small size are off limits
 - When skiing or riding off the clock, staff are **not** covered by workers compensation, whether they are in uniform or not.

Locker Room Guidelines

The locker areas must accommodate a large staff. Cooperation and consideration are vital in maintaining a functional area for all to use. Please observe the following for greatest success in this area:

- The Locker room will be unlocked from 7:30am until 5:00pm daily.
- The locker room will be limited to 25% capacity
- You are not permitted to spend more than 15 minutes in the locker room at one time
- Locker room is for Ski & Snowboard School Staff only. Non-Employees or Dependents will not have access to the locker room this season. Employees of other departments may only enter if they have a legitimate business need.
- You must adhere to the COVID-19 policies and procedures at all times. Failure to do so may result in disciplinary action up to and including termination of employment.
- Please be sure to observe all locker room signage and follow guidance on disinfecting areas that you have touched. We are all in this together, please do your bit.
- You are encouraged to arrive and leave in your uniform.
- Please respect the locker room flow and enter and exit through designated doors. Please follow the floor markings and respect 6ft social distancing.
- If using the lunch tables, please disinfect your table and chair with the provided cleaning supplies once you are done using the space.
- Inside and outside of lockers must remain sticker free. You may not write on your locker. Put your name on a magnet strip and apply that to your locker, only.
- Only locks provided by Stevens Pass may be used on your locker.
- Do not leave food overnight, it attracts mice and other mountain rodents. Any unattended food on the break room table is considered communal.
- Clean up after yourself. Help keep floors, waxing bench, kitchen, and bathrooms clean and trash-free.
- Please take initiative to empty garbage, recycling, and compost. Ask a supervisor/manager for directions and pay for your time.
- For those who have gear in the storage room. Each instructor is allowed to store one set of equipment for each discipline that is taught. The space is just not large enough for extras.

- Boot dryers are only for full time instructors. Only place one set of boots on the dryer at a time. No street shoes.
 - If your boots get tagged as “stinky” please wash them before returning them to the rack.
- Boots only are allowed on top of lockers. All other equipment and other items must be in your locker when you leave at night, no exceptions.
- Take wet personal items home to dry (gloves, layers, socks, etc). Do not hang your clothes from your locker or any items from the pipes. This is per COVID policy and fire code respectively.
- Only one person at a time in the restrooms. Please limit your time as there are a lot of people using the restroom in a short amount of time. More restrooms are available in the main lodges.
- The locker room is for those who are teaching that day. If you need access to the locker room on your day off, please check the hours of availability.
 - Please do not loiter and be respectful of those who are teaching.
- When your employment comes to an end, you must move out of the locker room.
- There is absolutely no alcohol, tobacco (including vaporizers, snuff, dip, etc) or drugs (including marijuana) allowed to be used or brought into the locker room.
- Be mindful of others. When changing, remain modest. Refrain from crude or offensive language of any kind. This is a place of work so please keep your conversations light and professional.

Use of the Tuning Bench

The use of the tuning bench and waxing in the locker room is a privilege for all Ski & Snowboard School staff. Unfortunately, it is possible for that privilege to be taken away from the entire department. The smoke alarms in the facility are hard-wired and communicate directly to the Snohomish County Fire Department. This means that if a smoke alarm goes off in the facility, the fire department is dispatched immediately; no one needs to call. They could fine us up to \$5000 for a false alarm. Poor waxing practices have tripped the alarm several times.

If you are at all unsure of how to wax properly... STOP!

Find a trainer or supervisor to assist you in properly waxing your equipment. Setting off the fire alarm due to misuse or the area and/or equipment is subject to employee discipline up to and including termination.

Here are some things we can do to stop the smoke...

- Prop open the door and, make sure the vent is on, so there is some airflow while you are working.
- Only use the official ski school ski and snowboard waxing iron. No other irons may be used.
- Keep the temperature low. A hotter iron does not make the process faster. Wax that is burned (smoking) has been chemically altered and will never be the same.
- If there is any sign of smoke... take the iron outside immediately. The smoke alarm sensor is right above your head!
- Remember: Never leave the iron on and unattended. Make sure you turn it off when you are done.

- Scrape outside... follow the procedures below for a sweet wax.

Waxing Procedures

1. Remove surface dirt with dry rag.
2. Drip or Rub warm wax on base to apply wax
 - a. Warm bar on iron.
 - b. Use just enough wax.
3. Iron in wax tip to tail slowly using light pressure
 - a. With adequate wax and temperature you'll pull a molten bead of wax about 1/2 – 2 inches behind the iron.
 - b. If the wax starts smoking or if it's necessary to move fast to keep the bead short, the iron is too hot. Take it outside immediately and clear the area of smoke before continuing.
4. Allow the ski/board to cool completely before scraping with the plastic scraper outside.
 - a. Ideally, the ski should be allowed to cool in a warm environment. Soft waxes crystallize slower and take more time to set up.
 - b. Contaminates in your base will float to the surface when waxing. If you don't scrape that layer off the dirt will be driven back into the ski.
5. Scrape until ski/board is smooth, the wax in the base is what matters.
 - a. A nylon brush will remove wax from the structure in your base; use a stiff brush and then a softer one.
 - b. Now you can polish your ski with a cloth to make it look sweet for re-sell value.
6. If you let your base turn white (oxidize) you have done damage and it will never be the same.
7. There is a whole lot more to tuning equipment and all of it can be found for free on the Internet.

Class Control Zones

These are areas in which you are focusing on moving your guests from point A to Point B and safely making your way to your destination. They are high traffic areas that consistently have heavy cross traffic or areas where impacts are prevalent. ***Spatial Awareness should be at the highest level at all times, but especially when in and around these zones.***

- Magic Carpets – you should be alert and aware of others around you, communicate with fellow instructors, carpet operators and guests at all times.
- Between base of carpets and loading of C6 (Daisy) – When passing through, or crossing this area, extreme caution should be taken. You may only stop once in the loading zone.
- Rock N' Blue to Easy Street Merge – This area sees traffic coming from two directions. If on Easy Street, it is recommended that lessons stay to the right of the slope to avoid the higher speed traffic coming from Rock N' Blue. This traffic will generally stay to the left side of the slope.

- Barrier Ridge and Skyline Merge– Always plan your route to avoid the most traffic and communicate well with your guests regarding where they are going and how they are getting there. Avoid stopping in the merge zone.
- Transition between Gemini and Lower Gemini – This area has guests heading in multiple directions and many are stopped. There are advanced and intermediate guests using various speeds and levels of aggression, extra care should always be used.
- Top of C7 (Tye Mill) – Caution should be taken when unloading and moving from top of Jupiter to skid road. The common theme is that guests are usually paying more attention to the scenery, or are stopping just below the C7 unloading zone to strap in or hang out. It is recommended that you clear the loading zone and pull over onto the side of the slope near the trail map if possible.
- Bottom of C7 (Tye Mill) – merge and fork zone in several directions. When entering, slow down to an appropriate speed that allows more time for decision making. Keep heads up and look out for other riders in front and beside you.
- Squirrel Trail – This is a cramped alley with sliders of all levels and terrain that changes constantly. Leave enough space in between sliders to navigate safely and travel at an appropriate speed to allow time for stopping. If unsure, always err on the side of caution.
- All lift loading areas; make sure to stop your class out of the way and enter the line in a controlled safe manner. When stopped near the base of a chair, caution should be used at all times, keeping a lookout for fast moving guests.
- All lift unloading areas; make sure to move your class is clear of the off ramp. Meet up near a SSBS ‘meet here’ sign or off to the side. Make sure to direct your student on off-loading procedures prior to riding the lift.

Refer to map located in the Ski and Ride School locker room for further guidance

Equipment and Inspections

All employees who ski or ride for their job will be required to complete an equipment check. The Stevens Pass Rental Center will be available to inspect standard DIN rated ski equipment, snowboard and Telemark equipment.

- Once the equipment check is completed employees will receive a sticker that must be adhered to their equipment
- For new ski equipment mounted in store, please bring your completed shop form to the Rental Center to complete the process.
- Instructors must have or purchase their own equipment (skis, snowboards, boots, bindings, poles, gloves, eyewear, etc.). All equipment must be kept in proper working condition and be of

acceptable appearance. Your equipment is highly visible to the guests. It is part of what makes up your overall professional image.

- Graphics and stickers must be appropriate for all guests of all ages and backgrounds, as determined by your manager or supervisor.
- It is a good idea to put your name on all of your equipment.
- Never “borrow” someone else’s gear without their permission under any circumstances
- Ski and Snowboard School instructors are eligible for ‘pro deals’, which denotes discounted pricing for snow sports professionals. Please see a supervisor or management for further information.

Helmets

Stevens Pass SSBS employees who are required to ski or ride while in uniform or in connection with their job duties are required to wear a snow sports helmet while skiing and riding at work.

Employee Responsibilities:

- Always wear your helmet in the proper position
- Chin straps must be fastened and tightened at all times when helmets are required
- Inspect your helmet regularly for signs of wear or damage
- Do not wear a helmet that has been worn in an accident
- Do not wear anything hard or sharp under your helmet
- Do not take unnecessary risks just because you are wearing a helmet.
- Helmets must free of offensive or suggestive stickers, drawings or graphics

Stevens Pass Equipment Loaner Program

- This program provides rentals at no cost to those employees that have skiing and riding requirements for their job. Supervisor or Manager approval is required
- This program is available for Instructors who are asked to cross disciplines for teaching or training.
- It is also available should you have urgent equipment issues, this is not a permanent solution in the Ski and Snowboard School.
- The employee will be required to return the equipment to the appropriate rental location every day

Safety and Incident Procedures

Incident Reporting

Due to the nature of our sport, injuries and incidents will happen. In case of injury to a guest during class, always follow the incident procedures. Never comment on the incident or suspected case of incident to anyone other than your manager or supervisor. If a student is injured in a class to the point of stopping or delaying a lesson, patrol should be called. If you are not sure, call patrol. Small bumps and bruises may not necessarily require a call to patrol, but an incident report should be completed anyway. Whenever a student is injured in a class, an incident report should be completed with the program supervisor or assistant manager. Stay with the injured person until Ski Patrol or a Ski & Snowboard School Supervisor or Manager arrives. Never leave a student alone on the hill. Never send a child to seek assistance. In the case an injury or incident occurs...

Call Patrol: (206)812-7382

- If you feel the injury warrants patrol, always call. If you aren't sure, call.
- Send a passerby down to tell lift ops about incident- they can call too.
- You may bring your student to Youth Programs, Private office, or Aid Room if not severe and there is no indication of a head, neck, or back injury of any kind.
- If waiting on hill, do not move them unless necessary for safety.
- Cross skis above incident to show uphill traffic.
- Keep rest of class safe and together.
- If collision has occurred, keep other party present.

When Patrol Arrives

- Do what they ask in that moment. Always follow their directions.
- Ensure student is comfortable with the patroller before leaving.
- Adults and Privates: Keep skiing/riding with your class, continue until normal end time.
- All Youth Groups: Take class to base area to inform supervisor of incident. Follow directions.

After Lesson: Paperwork & Follow-up

- Fill out incident report form with supervisor.
- Follow supervisor's instructions.
- Be prepared to complete paperwork that day.
- All incidents, no matter how small, need to be documented (even if patrol wasn't involved).
- If appropriate you may visit your student in patrol.

Appendix A: Zero Tolerance Behaviors and Actions

The following behaviors constitute gross misconduct and shall result in the termination of one's employment. Offenders shall be ineligible for rehire or reinstatement. The zero tolerance behaviors and actions are subject to the exceptions based on the program participant's age and program, as enumerated in Appendix B3.

Touching

- Sexual abuse, molestation
- Physical abuse, corporal punishment (e.g., use of physical force, striking, squeezing, regardless of whether the action is intended to manage behavior).
- Inappropriate physical interaction (e.g., tickling, wrestling, swinging, massages, caressing, sitting on lap, patting on bottom, kissing).

Other Actions

- Verbal abuse (e.g., raising one's voice in an aggressive or threatening manner; belittling or making pejorative remarks about the individual or the individual's family, national origin, religion, secularity, ethnicity, disabilities, sexual orientation, etc; and threatening to inflict bodily harm on an individual or the individual's family or friends).
- Bullying, taunting, intimidation by physical force.
- Sending or replying to electronic communications with youth (e.g., text messaging, social media networking, email, instant messaging, snapchatting, etc) in a manner that violates Appendix B4- Electronic Communication between Staff and Youth.
- Employing inappropriate consequence to manage behavior (e.g., closing a child in a closet or cabinet; retraining a child inappropriately such as by tying their hands with string, strapping child in a highchair; taping a child's mouth).
- Instructor or staff asking a child not to reveal the words or actions of staff members, other students, or volunteers.
- A determination by a child protection or law enforcement agency that there is credible evidence that the employee or volunteer committed abuse or neglect (i.e., and "indicated" finding: or its equivalent).
- Failure to fully cooperate with an investigation by any law enforcement agency, or other authorize outside agency.
- Sexual exploitation of any kind. This includes allowing students to follow you on social media platforms or having a public profile and sharing nude pictures.
- Being nude in front of youth.
- Supervisors discouraging any mandated reporter from calling CFSD Hotline, or asking any mandated reporter to change his/her report of suspected child abuse/neglect to CFSD.
- Off-hour contact with a child or vulnerable adult, including babysitting, movies, weekend trips, dating, social networking and texting, unless authorized by a manager or higher authority and

parent/guardian of student. This includes extending a lesson (or “taking a lap” after work hours or after the lesson ends.

- Leaving a child behind; unaware a child is not supervised.
- Releasing a child to an unauthorized person in programs with controlled pick-up procedures. This means not checking security card or ensuring state-issued ID matches one of the emergency contacts on the student’s leg band, in their child registration profile, or on their liability form. If the student does not have a full name on the leg band (e.g., “Mom”, “Dad”), the student may not be released to that individual.
- Leaving children in an environment with insufficient supervision or adult-child ratios.
- Being alone with a single participant in a location where you cannot be observed by other staff or adults.
- Taking a child to the bathroom or locker room without an additional adult or child, and outside the view of others.
- Not adequately supervising a child during transition times (before and after the lesson, during parent pick-up).
- Not adequately monitoring a child during off-site and overnight activities (i.e. competitions).
- Transporting a program participant in a personal vehicle without prior approval from parent/guardian and manager.
- Failing to provide prescribed medication, providing wrong medication, or the wrong dosage of an authorized, prescribed medication. Stevens Pass Ski & Snowboard School staff are not authorized to provide any medication, prescribed or otherwise, to any student.
- Serving food with nuts or other allergens to a child with known allergies (or serving food to any child without the knowledge of if they have allergies).
- Illegal activity of any kind (including the staff use of drugs or alcohol before, or during the work shift).
- Failing to disclose past criminal history or criminal behavior subsequent to employment.
- Using, selling or providing alcohol or illegal drugs on-site, during program hours. Providing over-the-counter drugs to children and vulnerable participants, except in the case of an epinephrine injection with documented parental authorization.

Actions/Consequences

- Immediate unpaid suspension while the situation is being investigated. Termination may be recommended in substantiated.
- Immediate contact with Stevens Pass Human Resources and/or Risk Management.

Appendix B: Generally Not Allowed Behavior

The following behaviors may result in corrective action up to and including termination of employment. In certain situations, however, these behaviors might be appropriate (i.e., see the exceptions in Appendix B3).

- Touching
- Frontal hugs and bear hugs (rarely; child-initiated hug and release may be acceptable).
- Application of sunscreen
- Holding hands: intent is to eliminate special, singular relationships (may be appropriate for groups, games, preschool and younger children (ages 3-6)).
- Patting on head (demeaning in some cultures).
- Restraining a child (unless child is in immediate danger to self or others; to avoid harm to a child; physically redirecting child to safety).
- Corporal punishment or aggressive physical contact intended for behavior management (e.g., yanking arm, grabbing shoulder, pushing child into position).
- Roughhousing (aggressive physical contact, often for fun, child not in control of body).
- Lifting, carrying, piggy-back or arm-chair rides (exceptions can be made for assisting a child to stand after a fall or moving an injured child to safety).

Other Actions

- Emotional abuse (e.g., sarcasm, harsh or abusive words; rejecting or expressing dislike for a child or vulnerable adults).
- Neglect by failing to provide for basic needs (including failure to ensure child is adequately fed, hydrated, clothed, and has adequate access to the restroom. Providing inappropriate first aid or medical care.)
- Personal gifts to children or their parents (includes any gift, note, craft, food, or beverage intended to give a child and/or parent special attention not given to others).
- Staff clustering or standing together instead of spreading out for best supervision.
- Losing a child (depends on duration, when/where child found, how occurred at Management's discretion).
- Failure to supervise child according to program or individual guidelines
- Crossing boundaries of appropriate/inappropriate interaction with youth (including telling stories of personal sexual relationships, illegal activity, siding with participant as opposed to supporting staff with rules).
- Singling a child out for favored attention or giving the appearance of grooming.

Consequences

Investigation which may include suspension of all work on premises. Decision may find the interaction was appropriate or inappropriate; if inappropriate, corrective action up to and including termination of employment.

Appendix C- Appropriate Actions and Allowable Exceptions

Generally encouraged, however even appropriate touch can be inappropriate when excessive or done for staff's personal pleasure or when the intention is to give preferential treatment.

- Touching
- Side Hug
- "A Frame" Hugs
- Shaking hands
- High fives, fist bumps
- Positive hand signs and greetings
- Fixing hair (i.e., put a clip back in, put hair in ponytail or braid to remove from face; group activity okay but not okay for selected special attention or prolonged time with any one person).

Allowable Exceptions for Kid's Club and Private Lessons with Children Ages 6 and Below

- Holding hands
- Sitting close, arm around body, or holding to comfort
- Frontal hugs (when child initiated).
- Lifting and carrying (unless child refuses)
- Cleaning diaper area (only allowed for staff with explicit permission by manager).
- Helping young child at toilet (only allowed for staff with explicit permission by manager).

Exceptions for Snow Sports Instructors and Staff for All Ages or Program Participants

- Lifting (unless refused)
- Sitting close or holding close
- Arm around body
- Holding hands when instruction or safety reasons require

Appendix D: Electronic Communication Between Staff and Youth

Employees will not communicate electronically with any youth in registered programs through the child's personal means (cell phone, social media, email, etc). Employees will only communicate through the child's parent(s)/guardian(s) when aged 17 and under, and only for matters in direct relation to the registered program.

- Cell phone numbers and email addresses will be part of any parent/guardian contact information.
- Emails or texts to groups of youth must always include parents and program supervisors as well, and must always be done via official Stevens Pass email accounts whenever possible. When personal ones are used, the appropriate Stevens Pass email account must be copied on that email.
- Communications through group pages on Facebook or other designated public forums are acceptable; communications with youth through private profiles on Facebook and other public forums that are accessible to youth is not acceptable.
- Other forms of inappropriate electronic communication include:
 - Making harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning, or humiliating comments.
 - Holding sex-oriented conversations.
 - Sending private messages
 - Posting inappropriate comments or pictures, even on one's personal wall when visible to youth
- Electronic communications originating from children to Stevens Pass staff must be acknowledged with a response to the child, and with copies to the parent/guardian. The child will be informed not to send any messages without copying his or her parent/guardian in the future