



ACKNOWLEDGMENT Of Resource & Guideline Manual

The Vail and Beaver Creek™ Ski & Snowboard Schools Resource & Guideline Manual outlines many of the Schools' guidelines and procedures for its employees. I understand that I am responsible for familiarizing myself with all information it contains, as well as all information set out in the Vail Resorts® Employee Handbook. I understand that I can access the most current version of the Resource & Guideline Manual from any computer with Internet access at Vail Ski and Snowboard School (www.vailsnowsportsschool.com), Beaver Creek Ski and Snowboard School (www.beavercreekskiskool.com or www.beavercreeksnowboardschool.com). I also understand that there will be reference copies of the Resource & Guideline Manual located in each POD and that I may request my own copy from my supervisor.

I understand that the Resource & Guideline Manual does not constitute a contract, express or implied, nor is it to be interpreted to be a contract between the school for which I work and myself. I understand that the school for which I work is an at-will employer and that I am hired at-will. Just as I may voluntarily leave at any time, my employment may be terminated at any time, with or without cause, and with or without notice at the option of the school for which I work. No person, other than the Chief Executive Officer has the authority to enter into any employment agreement or agreement regarding benefits with any current or prospective employee. Any such agreement must be in writing, signed by the Chief Executive Officer.

I understand that this version of the Resource & Guideline Manual is the most current edition of the Resource & Guideline Manual and supersedes all previously issued editions. I understand that 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 the Vail and Beaver Creek™ Ski & Snowboard Schools.

Employee Name (Printed) _____ Employee Number _____
Signature _____ Date _____

VAILRESORTS® EXPERIENCE OF A LIFETIME™

Employee Copy—Acknowledgement of Vail and Beaver Creek™ Ski & Snowboard Schools Resource & Guideline Manual

The Vail and Beaver Creek™ Ski & Snowboard Schools Resource & Guideline Manual outlines many of the guidelines and procedures for employees of the Vail Ski and Snowboard School and Beaver Creek Ski and Snowboard School. I have signed an acknowledgement stating that I understand that I am responsible for familiarizing myself with all information it contains and that I understand that I can access the most current version of the Resource & Guideline Manual from any computer with Internet access at Vail Ski and Snowboard School (www.vailsnowsportsschool.com), Beaver Creek Ski and Snowboard School (www.beavercreekskiskool.com or www.beavercreeksnowboardschool.com).or that I may request my own copy from my supervisor.

INTRODUCTION & MISSION STATEMENT

Congratulations! Your dedication to excellence in instruction and your passion for snowsports has made Vail and Beaver Creek two of the world's premier winter destinations. This distinction would not be possible without your dedication to our guests and resorts. To our returning staff, we thank you for being nothing less than the best and sharing your passion for our sports with all the people that you come in contact with. To our new staff, we welcome you to a team of instructors whose knowledge and skill is unsurpassed in our industry. Thank you again for your commitment to quality and professionalism in instruction and welcome to a rewarding 2015/2016 season!

OUR MISSION

Provide every guest an Experience of a Lifetime by:

**Creating lifelong skiers and riders
Connecting our guests to our lifestyle and passion
Challenging ourselves to innovate
Celebrating successes**

It takes an extraordinary blend of knowledge, energy, teamwork and dedication to embody our mission. But, that's why you're here, you love what you do and you are capable of passing it along to others. This spirit of sharing, with both your colleagues and our guests, is what develops long-lasting, meaningful relationships and contributes to the vitality of our organization and the community.

Our mission is critical to your understanding of why we're here. Combined with our company values it guides every decision and every action . . . everyday. While our mission is the capstone of this manual, your individual decisions are the key to our success.

Let's take a quick look at the information we'll be covering throughout this manual. It is divided into easy-to-follow sections:

Your Job – Everything you need to know before you put on your uniform, including standards and expectations.

Procedures – The details, from uniforms to lift line alternating to Academy.

Safety – Yours and your guests, is paramount to our success as instructors, both personally and professionally. In other words, it's extremely important and should be your highest priority at all times.

Services & Facilities – Covers information related to other departments you'll get to know, such as lifts and mountain dining, as well as special privileges like "Milk Runs."

Ski and Snowboard School Amenities – Covers information on school products and amenities, guest appreciation initiatives and Company rental and retail.

Pay – There are lots of ways to increase your wage, but you have to know the ins and outs of our pay system to maximize your earning power.

Appendixes – Outline specific behavioral expectations and include pay rates, pay examples and flex credit allocation.

There's a lot to learn about the services and functions of our organization before you even think about stepping into your bindings for your first day on the slopes. Read carefully – your ability to translate these pages into a meaningful

experience for you and your guests is critical to your success as an instructor.

Sincerely,

Bobby Murphy
Director, Vail Ski and Snowboard School

Fred Rumford
Director, Beaver Creek Ski and Snowboard School

THE VAIL AND BEAVER CREEK™ SKI & SNOWBOARD SCHOOLS (Sometimes indicated by V/BC SSS) is the umbrella organization for our specialized schools: Alpine, Snowboard, Children's, Nordic and Adaptive at both Vail and Beaver Creek Resorts.

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THE VAIL RESORTS® GUEST SERVICE CREDO

Every Vail Resorts employee is genuinely committed to providing each guest with an experience of a lifetime.

We will:

Own it

Personalize It

Elevate It

All Vail Resorts® Ski & Snowboard Schools are committed to the following four best practices to help us deliver guest service with consistency. (Definitions for O-P-E are in Section One, Your Job.) Additionally, every department works with its counterparts across the company to guide their service and has similar Epic Service Essentials.

Pros Ride with Guests

- Pro always rides chairlift with a guest or a student.

Interact / Engage Guests in Lift Lines

- Pros make a connection with someone who is not an active student while in a lift line.

Engage Guests in Need

- When possible and specifically when it does not pose a risk to the students in a class – pros will engage with non-student guests who appear to have a need of some sort (e.g., lost, looking at map, looking for help, injured).

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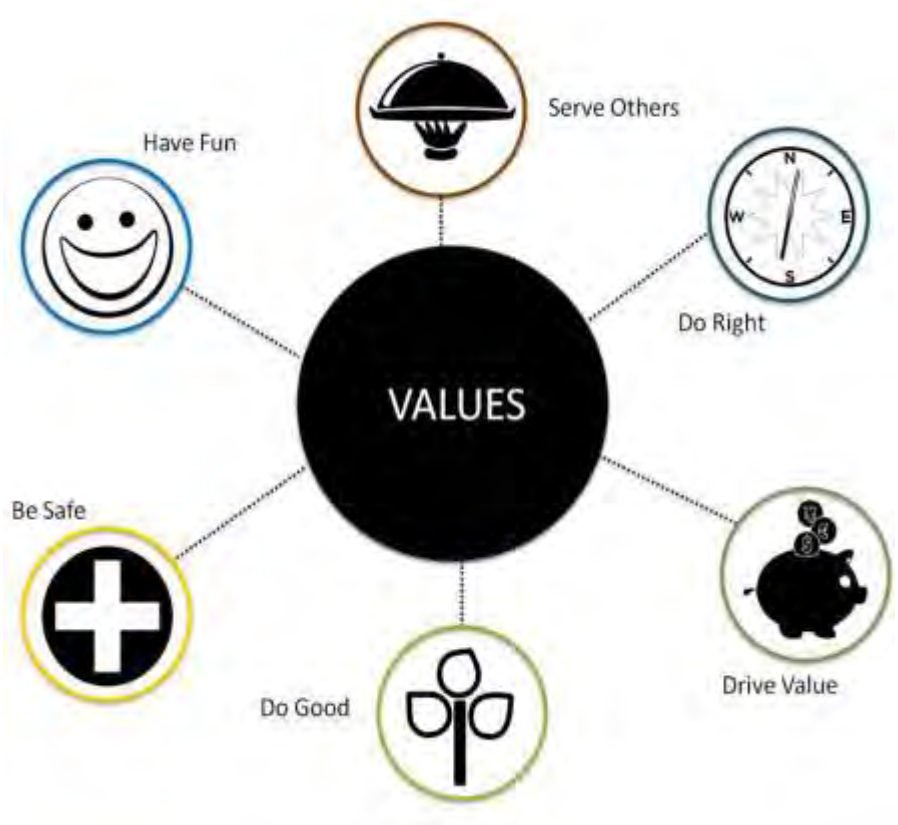
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SECTION ONE

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 O-P-E 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, VIP guests 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.**
- There is no “pecking order” in the Ski & Snowboard School Lanes – normally it’s “first come first served”; but do 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.**
 - Alternate after every second group in the public lane and 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.
- **There is no Ski & Snowboard School access when downloading lifts.**
- 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 Vail Resorts® – 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 snowsports 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 Management 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've traveled a long distance and put up a substantial expense to get here. 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.
- Turn in legible, accurate **Epic Mix Academy** report cards daily.
- 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 (iPhones, Androids, Blackberries, etc.) and radios selectively. They should not be used during a lesson, 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.
- Use of iPods, MP3 players and other personal listening devices is prohibited when in uniform or participating in training events or lessons.
- 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:

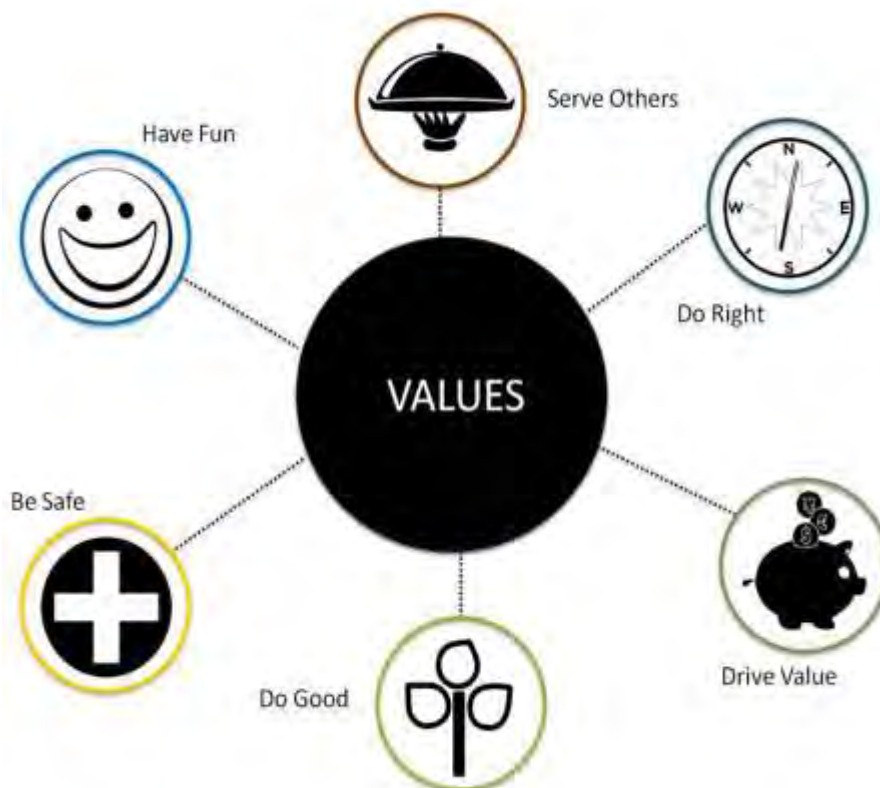
- Sign up for and complete Required Training.
 - Adhere to cancellation policy and remove yourself from the sign up or call supervisor if you can't make it.
- Be receptive to feedback and strive to improve performance.
 - Set personal and development goals and take responsibility for your growth and 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

Own It – Personalize It – Elevate It.

- 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 snowsports 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 “lost student” procedures with your students daily.
- Review Emergency Telephone and cell phone procedures regularly with the class.
- In the event of a lost or 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, level leading, or any other opportunity to lead instructors 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 world-class resort is the opportunity to get feedback and advice from expert ski and snowboard trainers. We are lucky to be home to many top 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

Your supervisor will contact you prior to the season to check in, help get your season planned and set goals. Take advantage of this great opportunity!

- Job performance 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 generally be provided to you prior to May 31, 2016.
- 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.

2015-2016 Instructor [Performance Review Form](#): Please see the 15-16 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. Generally, 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. However, there are exceptional situations where it is more advantageous for the instructor to ride up first, to assist with unloading at the top.

Ski & Snowboard School Lane Use for Lessons

- See “Lift Line Alternating” under Guest Service in the beginning of “Section One, Your Job.”

Loading

- 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 red line to the blue loading line and tightly grip poles in one hand while riding. Your students should practice this before reaching the red line for the first time.
- When appropriate, you may ask that the lift be slowed down.
- All employees are to keep the bar lowered during the entire ride and raise the bar only when preparing to unload once inside the Low Clearance Area.
- 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 a responsible adult (preferably, someone 21 or older). 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. When looking for a responsible and willing adult, instructors should share all expectations with that guest.
 - 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.
 - Guests may only take one student 6 years old or younger on a chairlift.
 - Children 7 years and older must ride with other students or guests 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 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. Your resort may have more restrictive policies – see your Resort Specific section for details

Ski & Snowboard 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.
 - Hats worn with uniform during non-skiing/riding activities must be clean, professional and appropriate. Soiled, stained or torn ball caps or knit caps are not acceptable.
 - **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 or ratty 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 Vail Resorts Retail (one per instructor, a voucher is required – see your supervisor for details and assistance). If you choose to use your own helmet, it must meet industry standards for snowsports 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. Colorado resorts: 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.
- 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.

Epic Mix Academy

Epic Mix Academy (“EMA”) adds incredible value and creates a rich experience for our guests, especially those who want to share that experience with their network of friends. Instructors should expect every lesson to include EMA and should be prepared to follow through on the appropriate protocols to ensure all our guests get the most out of their lesson experience.

EMA will allow you to “certify” the attainment of skills, levels and specified pins students earn during the lesson. The guest in turn will track their progress through Epic Mix and have the ability to share their achievements through Facebook and Twitter, just as they share current achievements and photos. Results will be entered nightly by an EMA data entry team. If you use pocket coaches or report cards currently, your role will change very little.

Guests will be given a unique bar-coded sticker when they purchase their lesson which will affix to their EMA report card. You will fill out report cards during the day. At the end of the day, the guest or parent will receive a card that describes the process to log on and activate an account. The instructor will then turn in the report card to be entered.

Some key points:

- Cards must be complete and legible.
- Enter data on the card throughout the day – don't wait till the end!
- Students without a sticker will need to have their pass number written on the report card along with their name. The system cannot connect to the profile without the pass number.
- Private lesson guests are included in the process and are expected to have report cards filled out. Please talk with your supervisor if you have guests who do not want to participate.

Please see your resort-specific section for procedures regarding EMA at your mountain. If you are unsure about Epic Mix Academy, please see your supervisor or manager. It is expected that every guest has the opportunity to participate in this great opportunity and that you can facilitate that process.

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:

- Instructor messaging in the computer.
- E-mail, "E-News."
- Bulletin boards and communication notebooks (individualized by resorts and programs).
- Morning meetings and morning meeting notes.
- Facebook or other social media used by your resort or school.
- Communication Meetings with your supervisor/manager.
- General communication meetings scheduled as needed during the season.
- The Vail Resorts® instructor website for schedule and training: www.instructor.snow.com.
- Your School's website, if applicable.

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. No guests or family allowed.
- The Company is not responsible for the loss or damage of any personal property stored in the locker rooms.
- Each locker room has a combination or an access code, which will be changed periodically.. The combination or code should not be revealed to anyone other than fellow instructors.
- 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.
- Do not take pictures in the locker room.
- Instructors must wear and keep undergarments on during the course of dressing and undressing.
- Occasionally, visiting instructors from other PODs or schools will need access to gear storage and changing areas – please welcome them and provide assistance if necessary.
- Locker rooms are to be used for work or work-related activities (e.g. skiing, exams, training). After hour use is prohibited.
- Please see the Employee Handbook for additional policies regarding employee lockers.

PSIA/AASI/ISIA Certification Requirements

All instructors are advised 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.](#)

All ISIA instructors who are not required to participate in their home country's education maintenance program/system must register as members of PSIA/AASI. An ISIA instructor in a promotable status who falls into this category must attend at least one PSIA/AASI 2-day educational clinic every two years.

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.

Certification Reimbursement

Instructors who successfully complete certification (levels 1, 2 or 3), Children's Specialist (1 or 2) or a divisional trainer recognition (such as RMT – Rocky Mountain Trainer) are eligible for reimbursement of exam fees and the minimum prerequisites. (Alpine and Snowboard are eligible for reimbursement as secondary disciplines.) Reimbursement amounts are based on the requirements and fees of your PSIA/AASI division. Please see your resort section for details.

Reimbursements will be paid in December of the season following your exam success. For example, successful candidates this season will be reimbursed in December 2016, upon returning to work for the 16/17 season. Instructors who do not return the following season will not be reimbursed. Important note: All paperwork must be completed and

submitted prior to the end of this season.

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 skis 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 yard is congested.
- Teaching in children’s yard areas.
 - Ski backwards only after all other teaching options have been exhausted.
 - Utilize short teaching skis if available.
- 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.

Alternatives to skiing backwards:

- To observe students ski behind them, have them ski to you, or stop and have them ski by you.
- Use an “edgie wedgie.” Do not manipulate guest’s equipment while moving (for example holding tips together while skiing backwards and looking between your legs is not permitted).

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, snowguns, 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 snowshoers) 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, snowcross, 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.

The five main messages of the NSAA PARK SMART Program are:



Freestyle Terrain has designations for size. Designations are relative to this ski area.

Extra Small Features



Smaller Features



Medium Features



Larger Features



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.

Instructors must be a minimum PSIA/AASI 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

INSTRUCTORS are required to HAVE A VISIBLE PARK PASS OR HELMET STICKER TO ENTER ANY PARK WHILE WORKING. Park Passes are renewed each season by signing your receipt of the Resource & Guidelines manual. 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. Or gladed tree areas and 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 training) can cause boredom and inattentiveness, and inhibit learning. Skiing/riding terrain that is too difficult (over training) 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 gladded 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.](#)
- 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.
- Activities (such as tubing): Children's group lesson students may not participate in attractions (Adventure Ridge, Adventure Peak, Adventure Pointe, etc.) without a release of liability form signed by the parent or guardian.

Child Abuse and Neglect Detection and Reporting Guidelines for Ski and 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. Throughout the season, you will come into contact with germs from all over the world, not to mention the possibility of injury. 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.](#)

The policy regarding use of helmets at our resorts:

Employees

All employees must wear an approved snowsports 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. 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-charge, 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 footbeds.](#) Check with your supervisors or peers for shop names [and footbed 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.

2. Equipment Use and Standards

- All instructors must wear an approved snowsports helmet when skiing and riding in uniform at all times.
- All participants in on-snow clinics of any sort must wear an approved snowsports 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, 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 your 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 (with the exception of authorized Nordic instructors on-duty and Expedition:Kirkwood instructors).
- 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, clocked 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.

***Colorado Only** – The Colorado Workers' Compensation Act provides for a 50% reduction of benefits if you are determined to have acted unsafely and/or violated a safety rule. The reduction is also available if you are under the influence of drugs and alcohol. ALWAYS be safe!

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 very 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 YOUR JOB AT VAIL AND BEAVER CREEK

Status Explanations & Requirements

What Is “Status”?

We have nine statuses, or groups, that indicate your ranking within the V/BC SSS. Status is used to help determine private lesson booking priority and class assignments, and determines base incentive tiers.

Full-time statuses are Status 1 (S1), Status 2 (S2), Emeritus (S3), Status 4 (S4), Status 5 (S5) and Status 6 (S6). S1, S2, S3 – Emeritus, S4 and S5 are earned statuses. Part-time statuses are Part Time Priority (PTP), Part Time (PT) and Part Time Holiday (PTH). If you are a full-time new hire instructor, you will automatically be placed in S6. [Full-time instructors who fail to meet the required training requirement will also be placed into S6 for the following season.](#)

It's important to note that meeting the requirements for an earned status (S 1-5) does not guarantee that status – it is up to the discretion of management to assign you to a new group [based on performance and business need](#). In order to maintain an earned status, you must meet these same criteria.

[Instructors in earned statuses are looked to by our staff and are expected to role model appropriate professional behavior in all aspects of Guest Focus and Professional Performance Expectations, Vail Resorts Competencies and the guidelines and policies outlined in this manual. Failure to do so may result in reduction of status.](#)

If you have any questions about this information, please do not hesitate to ask your family leader or another supervisor. It is critical to your current and future success that you understand Status and how it is achieved and maintained. Status descriptions and details below are also outlined in your Employment Letter for the 2015-2016 season.

Status Requirements

Status 1 (S1)

This Status maintains the highest booking priority throughout the season and has a 4-hour wage guarantee from [Dec. 26, 2015-April 2, 2016](#). Any instructor who meets the criteria for as defined in this manual is for S1. To maintain S1 Status from season to season, an instructor must meet the following criteria:

- Current Level 1 PSIA/AASI certification or ISIA equivalent.
- Complete required training and other prescribed training.
- Must be prepared to work in other programs and other locations, with a variety of age groups as the need arises.
- Must be available to work the “dates commitment” per Employment Letter.
- Must meet the credits requirement.

Privileges

- Guaranteed pay: Will receive a minimum pay of four hours of your hourly base wage (excluding base

wage incentives) [Dec. 26, 2015-April 2, 2016](#). You must be scheduled to work that day and willing to take any assignment in order to be eligible for guaranteed pay.

- May choose not to be given private lesson assignments during required work dates as described in Employment Letter until 5 p.m. the day before. If you choose this option, you will not be eligible for guaranteed pay during those periods.
- Will be eligible for a higher base rate incentive than any other status.
- Will have top booking priority.

Requirements

- Level 1 PSIA/AASI certification or ISIA equivalent.
- Instructor Performance Review requirements:
 - Cannot be subject to formal disciplinary action within the current season.
 - Cannot receive a score of “Meets Some Expectations” in either of the following metric dimensions:
 - Group lesson metric
 - Private lesson metric
 - Cannot receive two “Meets Most Expectations” in the metric dimensions.
 - Must receive an Achieves in training goal.
 - Must meet the credits requirement for the status.

Status 2 (S2)

This status maintains the second highest booking priority throughout the season and has a 4-hour wage guarantee from [Dec. 26, 2015-April 2, 2016](#). Any instructor who meets the criteria as defined in this manual is eligible for S2. To maintain S2 Status season to season, an instructor must meet the following criteria:

- Current Level 1 PSIA/AASI certification or ISIA equivalent.
- Complete required training and other prescribed training.
- Must be prepared to work in other programs and other locations, with a variety of age groups as the need arises.
- Must be available to work the “dates commitment” per Employment Letter.
- Must meet the credits requirement.

Privileges

- Guaranteed pay: Will receive a minimum pay of four hours at your base hourly rate (excluding base wage incentives) [Dec. 26, 2015-April 2, 2016](#). You must be scheduled to work that day and willing to take any assignment in order to be eligible for guaranteed pay.
- May choose not to be given private lesson assignments during required work dates as described in the Employment Letter until 5 p.m. the day before. If you choose this option, you will not be eligible for guaranteed pay during those periods.
- Will have second highest booking priority.

Requirements

- Level 1 PSIA/AASI certification or ISIA equivalent.

- Instructor Performance Review requirements:
 - Cannot be subject to formal disciplinary action within the current season.
 - Cannot receive a score of “Meets Some Expectations” in either of the following metric dimensions:
 - Group lesson metric
 - Private lesson metric
 - Cannot receive two “Meets Most Expectations” in the metric dimensions.
 - Must receive an Achieves in training goal.
 - Must meet the credits requirement for the status.

Status 3, Emeritus (S3)

Instructors who have been S1/S2 instructors (formerly OPA/A-Status) for a minimum of 10 seasons are eligible to move to this status when they have decided to reduce their work commitment. An instructor must meet the criteria as described in this manual to be eligible for S3 Status. To maintain S3 Status from season to season, an instructor must meet the following criteria:

- Level 1 PSIA/AASI certification or ISIA equivalent.
- 10+ years previously at S1/S2
- Complete required training and other prescribed training.
- Must be available to work the “dates commitment” per Employment Letter.
- Must be prepared to work in other programs and other locations, with a variety of age groups, as the need arises.
- Must meet the credits requirement.

Privileges

- Guaranteed pay: Will receive a minimum pay of four hours at your base hourly rate (excluding base wage incentives) [during peak business times of the season \(Dec. 26 – Dec. 31, Feb. 14 – 16, March 13 – April 2\)](#). You must be scheduled to work that day and willing to take any assignment in order to be eligible for guaranteed pay.
- You must be scheduled to work for the day in order to be eligible for guaranteed pay.
- May choose not to be given private lesson assignments during required work dates as described in Employment Letter until 5 p.m. the day before. If you choose this “self-schedule” option, you will not be eligible for guaranteed pay during those periods.
- Will have third highest booking priority.

Requirements

- Must have been an S1/S2 instructor, in good standing, for a minimum of 10 years.
- Level 1 PSIA/AASI certification or ISIA equivalent.
- Instructor Performance Review requirements:
 - Cannot be subject to formal disciplinary action within the current season.
 - Cannot receive a score of “Meets Some Expectations” in either of the following metric dimensions:
 - Group lesson metric
 - Private lesson metric
 - Cannot receive two “Meets Most Expectations” in the metric dimensions.
 - Must receive an Achieves in training goal.

- Must meet the credits requirement for the status.

Status 4 (S4)

To be considered for S4, instructors must meet the following criteria:

- Current Level 1 PSIA/AASI or ISIA equivalent.
- Complete required training and other prescribed training.
- Must be prepared to work in other programs and other locations, with a variety of age groups as the need arises.
- Must be available to work the “dates commitment” per Employment Letter.
- Must meet the credits requirement.

Requirements

- Level 1 PSIA/AASI or ISIA equivalent.
- Instructor Performance Review requirements:
 - Cannot be subject to formal disciplinary action within the current season.
 - Cannot receive a score of “Meets Some Expectations” in either of the following metric dimensions:
 - Group lesson metric
 - Private lesson metric
 - Cannot receive two “Meets Most Expectations” in the metric dimensions.
 - Must receive an Achieves in training goal.
 - Must meet the credits requirement for the status.

Status 5 (S5)

This status must be earned has booking priority over S6. Instructors who meet the criteria are eligible for S5. To maintain S5 Status from season to season an instructor must meet the following criteria:

- Level 1 PSIA/AASI certification or ISIA equivalent.
- Complete required training and other prescribed training.
- Must be prepared to work in other programs and other locations, with a variety of age groups as the need arises.
- Must be available to work the “dates commitment” per Employment Letter.
- Must meet the credits requirement.

Requirements

- Instructor Performance Review requirements:
 - Cannot be subject to formal disciplinary action within the current season.
 - Cannot receive a score of “Meets Some Expectations” in either of the following metric dimensions:
 - Group lesson metric
 - Private lesson metric
 - Cannot receive two “Meets Most Expectations” in the metric dimensions.
 - Must receive an Achieves in training goal.
 - Must meet the credits requirement for the status.

Status 6 (S6)

Instructors are hired into this status based on available openings. To maintain S6 Status from season to season, an instructor must meet the following criteria for maintaining status:

- Complete required training.
- Must be prepared to work in other programs and other locations, with a variety of age groups as the need arises.
- Must be available to work the “dates commitment” per Employment Letter.
- There is no credit requirement for this status.

Part Time Priority (PTP)

Instructors who will work less than 60 and more than 30 days are hired into this status. To maintain PTP Status from season to season, an instructor must meet the following criteria:

- Current Level 1 PSIA/AASI or ISIA equivalent. [This requirement may be waived for instructors with other relevant qualifications, experience, or work restrictions.](#)
- Complete required training and other prescribed training.
- Must be prepared to work in other programs and other locations, with a variety of age groups, as the need arises.
- Must work a minimum of 30 days and be available to work the “dates commitment” per Employment Letter.
- Instructors in this status will have booking priority over Part Time (PT) and Part Time Holiday (PTH) statuses.
- Your schedule must be submitted and agreed upon no later than Dec. 1.

Part Time (PT)

Instructors who will work less than 450 benefit hours and more than [15 days](#) (minimum [100 benefit hours](#)) are hired into this status. To maintain PT Status from season to season an instructor must meet the following criteria:

- Complete required training and other prescribed training.
- Must be prepared to work in other programs and other locations, with a variety of age groups, as the need arises.
- Must work a minimum of [15 days](#) (minimum [100 benefit hours](#)) and be available to work the “dates commitment” per Employment Letter.
- All “Spring Only” instructors are required to work a minimum of [15 days](#) (minimum [100 benefit hours](#)) between Feb.15, 2016 and April 10, 2016. (Paid training days will count toward the “Spring Only” [15 days \[100 benefit hours\]](#) commitment.)
- Instructors who are pre-booked [15 days](#) (minimum [100 benefit hours](#)) of request privates by Dec. 1 will be considered to have met their commitment.
- Your schedule must be submitted and agreed upon no later than Dec. 1.

Part Time Holiday (PTH)

Instructors who work a minimum of [7 days](#) (minimum [50 benefit hours](#)) but not more than [14 days](#) (less than [100 benefit hours](#)) are hired into this status only with Location Manager/General Manager approval. Instructors must have been previously employed by the V/BC SSS to be eligible for this status. PTH instructors will receive a season ski pass. To maintain PTH Status from season to season, an instructor must meet the following criteria:

- Have approval of LM/GM.
- Complete required training and other prescribed training.
- Must be prepared to work in other programs and other locations, with a variety of age groups, as the need arises.
- [Must work at least 7 days](#) (minimum 50 benefit hours).
- It is the instructor’s responsibility to communicate their schedule with their supervisor and meet the minimum work commitment.

Vail/Beaver Creek Ski & Snowboard School Credit Requirements for the 2015/2016 Season

	S1	S2	S3 (Emeritus)	S4	S5	S6
ADULT ALPINE	590	530	250	440	420	n/a
ADULT SNOWBOARD	540	530	225	520	450	n/a
CHILD ALPINE	790	770	270	760	620	n/a
CHILD SNOWBOARD	640	610	220	580	550	n/a
Child Alpine Hybrid	700	680	270	670	550	n/a
Child Snowboard Hybrid	560	540	220	510	480	n/a
Child 3-6	750	710	285	675	570	n/a
Child 3-6 Hybrid	660	620	285	590	500	n/a
NORDIC	450	320	200	300	270	n/a

Crossover & Adaptive Crossover Policies

While most of us are grateful to be good at just one snowsport, there are quite a few instructors who are blessed with dual-discipline talents. If you are skilled enough to teach outside of your primary discipline, please carefully review the following policies, as they're imperative to maintaining our skiing/riding standards.

If you are new to the crossover system, be aware that you have to be a PSIA/AASI Level 6 at your secondary discipline prior to attending any crossover clinic, in addition to fulfilling these requirements:

- Obtain approval from a training supervisor, program supervisor or program coordinator.
- Complete a full day (6 hours) V/BC SSS Crossover Verification clinic.

- Fulfill auditing/clinic requirements per crossover trainer's assessment (e.g., audit a class).

Crossover clinics consist of:

- Riding/skiing improvement.
- Terrain use and progressions.
- Establishing your teaching discipline level and riding/skiing level.
- Future training recommendations.

If you want to begin training for crossover, but are not a strong Level 6 in your secondary discipline, you can take public class lessons or instructors-only classes on your days off. You may receive clinic credit if you meet with your training or program supervisor to discuss your progression. Note: You will not be compensated or covered by Workers' Compensation when taking lessons to improve your ability.

If you were verified for crossover in the past, but are not PSIA/AASI certified (minimum Level 2) or Adaptive PSIA certified (Level 1), you must attend a half-day refresher clinic and be verified by your trainer or supervisor prior to crossover teaching this season. Refresher training includes riding/skiing improvement, teaching discipline levels, updated teaching methods, recommendations for follow-up training and auditing. Please contact your supervisor for a training schedule.

If you are currently Level 2 PSIA/AASI certified, Level 1 PSIA Adaptive certified or the international equivalent in your secondary discipline, you are exempt from V/BC SSS crossover training, though we do encourage you to attend clinics to improve your knowledge, teaching, riding or skiing skills.

To maintain your snowboard crossover status you must attend the half-day refresher clinic every season. If you have questions or comments regarding the current crossover system, contact a supervisor.

Note: Further training and qualifications are necessary for cross-country skiing. Special training is mandatory for Nordic backcountry. If you teach Telemark on the mountain, please contact your Nordic program so they can accurately track when those lessons go out.

Adaptive-specific:

You must attend a full-day (6-hour) clinic for any of the Adaptive disciplines:

- Mono, bi and dual skis
- 3-track and 4-track
- Cognitive
- VI/Blind

These clinics include adaptive teaching methodologies, terrain use and progressions as well as future training recommendations. Instructors with adaptive certifications earn additional pay when teaching private lessons.

To maintain your adaptive crossover status you must attend an adaptive discipline specific clinic every season. If you have questions or comments regarding the current crossover system, contact a supervisor.

SECTION FIVE

RESORT FACILITIES USED ON A DAILY BASIS

As a uniformed employee of V/BC SSS, you are the personification of the resort. Guest relations is part of your job, and you'll find that people both in and out of your lesson are going to ask you questions. While most of your communication will be related to the lesson you're giving, you also need to know answers to questions like, "Where's the closest restroom?", "How do I get to this trail?", "What time does this lift close?" and many, many more. It's your responsibility as a representative of the resort to know these answers and communicate them effectively to our guests.

Read on to learn about some of the basic services and facilities you and your guests will be using every day, as well as how you can find additional information or direct a guest to the appropriate department. Many employee perks are also included in the following pages, so read carefully!

Ticket Scanning

The ticket scanners are the gatekeepers of the mountain. It is his or her responsibility to scan every pass or ticket of every guest, every time. [Vail and Beaver Creek use Radio Frequency Identification \(RFID\) technology with all passes. RFID allows passes to be scanned from inside the individuals' clothing without having to physically show them. Please assist your guests with pass placement \(lanyard is recommended\) as this is key to success with RFID.](#) It is your responsibility to cooperate with the scanners by making your pass and your students' passes/tickets accessible. Begin by making sure that each of your students has the appropriate pass or ticket. Please resolve any pass/ticket issues before getting in the lift line. Should your guest's pass/ticket not scan properly, follow the instructions of the scanner. Please be patient – the scanner will do his/her best to solve the problem immediately and get you on your way. If complications arise, please request the help of the Lead Scanner. In the event of a conflict with you or your guests, your supervisor will be contacted.

Remember to use courtesy and discretion in resolving ticket matters – positive interaction is expected.

Other ticket guidelines are as follows:

All beginner students must have a Beginner Lift ticket.

- At Lionshead, this allows a guest to ride up and down the Gondola and the use of Chair 15 and the Magic Carpets.
- At Golden Peak, this allows full day use of Chair 12 and the Magic Carpet. At Gondola One, guests must be accompanied by an instructor, and have a "valid with instructor only" ticket.
- At Beaver Creek, this allows the use of Buckaroo Express, Chair 2, the Magic Carpets. At lift 6, guests must be accompanied by an instructor, and have a "valid with instructor only" ticket.

NOTE: If a student has an ALL LIFTS ticket of any kind, and only uses lifts designated for beginners, he or she is entitled to a same-day refund. To obtain a refund for your guest, accompany him or her to the Ski & Snowboard School Sales

Office. A supervisor will refund the difference in price between an ALL LIFTS and a BEGINNER LIFT ticket.

**Please remember that every time you load a base area lift, all lift tickets, including your pass, must be scanned.

Early Morning Runs - “Milk Runs”

As an instructor, you are lucky to be able to take early morning runs almost any day you're scheduled, so long as you play by the rules. Remember, Milk Runs are a **PRIVILEGE**. Your failure to comply with the following guidelines could jeopardize this privilege for everyone.

Note: You are not covered by Workers' Compensation while participating in this activity.

- Loading occurs at select base lifts (One and Eagle Bahn Gondola at Vail, and Centennial Express at BC). Ride times vary throughout the season based on opening schedules. If you miss the ride time, please cooperate and respect the lift operators and their rules – they are trying to prepare lifts for opening to the public.
- **General Rules**
 - You must be in uniform, to be easily identifiable by lift operators and to return to work.
 - You must show the lift operator your pass.
 - Always exercise caution! Mountain Ops may be working on the mountain at any time to prepare it for the day and you may encounter snowcats, snowmobiles, haul cats or other mechanical devices at any time. Please yield to all such operations and be especially cautious at road crossings, when cresting blind knolls or entering low-light situations.
 - Under no circumstances are you allowed to bring non-Ski & Snowboard School friends with you.
 - In the event of a powder morning, the lift may not be ready at the designated time. Please be patient and realize that you may not be able to load prior to the public opening. Any assistance you can provide, such as ski packing the maze, is greatly appreciated.
 - We recommend that you ski/ride with a “buddy” when on a milk run. This is for your safety.
 - Obey all signs and rope closures. If in doubt about entering an area, check with Vail Patrol Headquarters at ext. 4610 or Beaver Creek Patrol Headquarters at ext. 6610.
 - Runs you are allowed to ski/ride are mountain specific. Vail mountain access includes all open runs not under a lift. Beaver Creek access is for Gold Dust exclusively. Hay Meadow will be used as an egress back to the base area. We do not want our guests to think that their favorite runs are being tracked out before the official opening of the lifts each day. Please be sensitive to this. **DO NOT SKI/RIDE UNDER ONE, BORN FREE EXPRESS, CENTENNIAL EXPRESS, EAGLE BAHN GONDOLA OR ANY OTHER PRIMARY LIFT CORRIDORS.**
 - Please wait until AFTER the official opening time to re-load any base lift.

Private Clubs

Beaver Creek and Vail resorts are both very fortunate to be home to many private membership clubs. There will be times when you are booked on a lesson that meets in or near the club or invited into one of the clubs for lunch or refreshments. This section describes the policies set forth by the individual clubs' governing board of directors. Please see your supervisor for information regarding the Beaver Creek Club and Arrowhead Club. Please adhere to these policies to continue our working relationship with all of them; they are listed alphabetically below. If issues arise, the club managers have been instructed to contact your POD General Manager for resolution.

Arrabelle Club

Arrabelle Club Location: Located on the west end past the skating rink in Lionshead. You go past Rimini, the Arrabelle Spa entrances and the fountain and we are the 3rd door on the right. We are directly north of the actual Arrabelle Hotel, but in the same complex.

Meeting Area: Instructors should come to the Club Front Desk.

Club Access: Instructors are allowed in the Club Front Desk area only. They are not allowed in the Club Room or the Great Room which is our F& B outlet above Centre V restaurant and accessed through the hotel front lobby.

Instructor Policy at Arrabelle Club:

Uniforms: We prefer them to be in uniform upon arrival to the club.

F&B: The Arrabelle Club does not provide food or beverage to instructors.

Professional business behavior is appreciated and expected.

Please contact the club office with questions: 970-754-4253 or 970-754-4254.

Bachelor Gulch Club

Bachelor Gulch Club is located in the Ritz Carlton in Bachelor Gulch Village. The Club Lounge is north of the outdoor swimming pool.

Instructors must knock on the club lounge doors to enter the members' lounge. They may wait for the member in the members' lounge if they have a lesson scheduled with a member.

Instructors are welcome in the members' lounge when accompanied by a member or waiting to meet a member for a scheduled booking.

Club staff may at anytime ask the instructor to wait outside for the member.

Instructors may enjoy the snacks and beverages when the member is present.

Professional business behavior is expected at all times

Zach's Cabin

Ski-in ski-out private dining facility in Bachelor Gulch off the Cabin Fever ski run.

Instructors are welcome to dine at Zach's cabin as a guest of a member.

Please contact the Bachelor Club office with questions at 970-754-2316.

Game Creek Club in Vail

Base Locker Facility

The base facility for Game Creek Club is located beneath Los Amigos Restaurant in the Bridge Street Lodge. Access is via the doorway located down the stairs across from the children's Pirate Ship Park, just east of the Los Amigos deck.

Ski instructors are allowed to meet their clients in the base facility. If the space is crowded, it is asked that they wait outside in the Bridge Street Lodge hotel lobby. Instructors may not consume any of the food or beverage offered for the members.

For the special four member ski days each week (Monday, Wednesday, Friday and Saturday), the instructor(s) should meet the group in the base facility promptly at 9:00 AM. Staff will distribute the gratuity and the list of participants for each day. The ski day ends at noon with the group continuing on to the Game Creek Restaurant for lunch. It is at the group's discretion to invite the instructor for lunch and share the cost of the instructor's lunch.

On-Mountain Restaurant

Instructors are welcome at any time with their member clients at the Game Creek Restaurant, located on Ouzo Run in Game Creek Bowl. Access is either via Ouzo, via the Club Walk, or from Eagle's Nest on the Game Creek Club Snowcat. To call for reservations or to change a member's reservation please call ext. 4282 from any on-mountain phone.

It is asked that instructors remove their uniform jackets in the boot area at the entrance of the Club. Baseball caps are not allowed in the dining rooms, and cell phones are only allowed in the telephone room or outside the Club.

Please contact the Club office with any questions at 970-754-8005.

[Passport Club in Vail](#)

The Passport Club is located in the Golden Peak base lodge so it is easy to meet your guests outside at the GP Private Lesson meeting area or some other mutually established location.

Instructors will not be permitted in the Passport Club at any time, even if accompanied by the member. Instructors should inform their clients that they will not be permitted to arrange a meeting spot in the club.

If you have any questions please feel free to contact the Club office at 970-754-8020.

[Vail Mountain Club](#)

Vail Mountain Club is located to the west of the Mountain Plaza building at the base of Pepi's Face. Instructors should arrive at the Club no more than 5-10 minutes before a lesson is scheduled to begin, and should go to the Ski Valet entrance located at the Southeast end of the building for access into the Club.

- Instructors are not permitted inside the Club without a lesson scheduled with a member.
- Instructors should enter and wait for the member(s) at the Ski Valet entrance.
- Instructors should arrive 5 – 10 minutes before a scheduled lesson.
- Instructors are not permitted to have breakfast or beverages while waiting.
- Instructors are not permitted in the ski locker room or garage area unless authorized by the Director of the Club to assist with a special needs member or child.

Instructors may be invited to join a member in the Club anytime after 11:00 a.m. However, they must remove their

jacket whenever inside the Club. If invited to the Club for lunch, the instructor will not count towards the accompanied guest total. If invited to the Club after skiing, the instructor will count toward the accompanied guest total and must check in at the front desk.

Please call the front desk at 970- 754-4777 for questions.

Mountain Dining At Vail & Beaver Creek

Mountain Dining offers all employees a 50% discount off of the retail value of food. You may purchase up to \$25 retail food value for personal use each day. Please help us maintain this privilege by not using your discount for family, friends or guests. To make employee purchases:

- You must present your employee ski pass.
- On your days off, you must purchase food either before noon or after 2 p.m. (if you want a discount) so Mountain Dining can better accommodate guests during the busiest hours.
- When working and in uniform, you can get your discount at anytime.

Vouchers - Mountain Dining offers a lunch voucher program to instructors who are working on “all-day group lessons.” Your supervisor will give you a “lunch voucher” (provided courtesy of Mountain Dining) with a redemption **value of \$18.50**, which is valid when presented to the cashier with your employee pass. The lunch voucher is only valid for the date stamped on the voucher. If the cost of lunch exceeds the voucher value, your employee discount will be applied to that amount, and you are responsible for paying the difference. Check with your supervisor to find out which restaurants accept instructor lunch vouchers, and **ALWAYS present your employee pass with the voucher**.

The 10th (Lunch Only)

The 10th is Vail’s newest sit-down dining restaurant, located at the base of Look Ma, Challenge and Mid Vail Express. Featuring modern alpine cuisine, The 10th will be open to the public, and advance reservations are recommended. Enjoy a casual meal with exceptional tableside service, or a quick bite to eat from Express lunch options offered at the bar. Menu items range from small plates, soups and salads, sandwiches and entrees. A creative children's menu is also offered. Reservations can be made by calling The 10th (754-1010) or online at www.snow.com. Walk-in seating will also be available daily in the bar area on a first-come, first-serve basis.

(Note: Employees do not receive a discount on food at The 10th. Perk Cards and Lunch vouchers cannot be used at table service restaurants such as The 10th and Bistro 14.)

Remember that all restaurants are extremely busy between noon and 2 p.m. Try to take your students to lunch before or after these times. It will alleviate crowd pressure for Mountain Dining and provide a more relaxing break for your students.

The Mountain Information Center (Vail)

The Mountain Information Center is a great resource for you and your guests. The Mountain Information Center team is here to help and can answer any resort questions & reserve Vail or Beaver Creek Children’s & Adult Group Lessons. The

Mountain Information Center is open daily 8a.m.-5p.m. and can be reached at (970) SKI-VAIL, or you can stop into the Lionshead location, next to Starbucks.

Adventure Ridge

Adventure Ridge, located at the top of the Eagle Bahn Gondola, is the place to go for snowsports adventure. You, your family and friends, and your guests/students can go tubing, snowshoeing, kids snowmobiling and ski biking. As an employee, you and your dependents get a 50% discount on all these activities during non-peak periods. And when you bring four or more V/BC SSS guests who pay full price for tubing or ski biking, you get to go for free! Call ahead for reservations and complimentary access to tubing or ski biking (x4383). Note: You must present your employee pass at the sales desk and you may be asked not to participate due to high business volumes.

Lost & Found

Lost & Found is a valuable guest and employee service. If you find or receive misplaced valuable items, please turn them in to the nearest Lost & Found or ticket office.

Vail's Lost and Found is located in Lionshead at the Mountain Information Center and is open daily during the winter season, 8 a.m. – 5 p.m. The Lost and Found office can be reached at 970-754-3059. (After hours, guests should contact Vail Security directly at 754-3049.) Please remember the following when dealing with lost and found items:

- Do NOT attempt to contact the guest.
- If it is an item of value (wallet, cell phone, keys, camera, etc.) please contact Security immediately (970-754-3049) so they can pick it up.
- Please make sure other Lost and Found items are available for Security to pick up at the end of the day when they do their sweep. If you do not have a pickup location in your area, please drop lost items at the nearest ticket office.

In Beaver Creek, found items should be turned into the on-mountain Host Desk located in Spruce Saddle, near the front entrance. Items may also be turned in at the Arrowhead ticket window or Bachelor Gulch ticket office. Security will collect all items and deliver them to Lost & Found, located in the back of the information office, next to the Coyote Café, ext. 5874.

Lost Equipment/Theft

Lost equipment may involve thefts, swaps or lost skis/snowboards. Report all ski/board thefts to Vail Security/BC Ambassadors right away. Please do not wait until the end of a class or when it is convenient. Vail Security/BC Ambassadors will take the information for our own resort reports, and try to resolve the issue. Reassure guests that most equipment problems are honest mistakes and resolve themselves within short periods. If you suspect another owner has your or your guest's equipment and you can simply swap it, **DO NOT!** Remember that it is never appropriate to take equipment that does not belong to you, regardless of the situation. Vail Security/BC Ambassadors will keep the swapped equipment until the owner calls for them.

If the swap is not resolved in a few days, the Vail Security/BC Public Safety department will then turn the information over to the Vail Police Department ("VPD") or the Eagle County Sheriff, and they treat it as a theft. If the "victim" wishes to claim it as a theft right away, Vail Security/BC Public Safety would be happy to provide the contact information so they may file a report with the VPD/Sheriff on their own.

Lost equipment sometimes includes equipment lost in powder. These often show up at a later date, especially in the spring. People who lose equipment may file a report with Security, Lost & Found or Ski Patrol. We will record all reports, match them with found equipment and notify the appropriate owners.

If a guest will miss part or the rest of their lesson, help them contact a supervisor to make a possible adjustment on the lesson ticket. Also, the Vail Security department/BC Ambassadors are able to obtain rental gear if a guest's gear is taken on the mountain. This can take some time, but the entire day will not be lost.

If there are questions regarding lost, found or stolen items, please contact Vail Security, ext.3049; Vail Lost & Found, ext. 3059; Beaver Creek Security, ext. 5840; Beaver Creek Lost & Found, ext. 5874.

SECTION SIX

SKI AND SNOWBOARD SCHOOL AMENITIES

Every year the schools of Vail and Beaver Creek put time, effort and resources into providing amenities that you the instructor can use to give your students some extra value in their lesson experience. Please familiarize yourself with and take advantage of the many perks and facilities that are available and be sure to let your guests know that these are provided as an extra value when they participate with the school. In our present economic climate this is very important; the lesson price does not just relate to your services.

Ski & Snowboard School Products & Services

We offer more products and services to our guests than you could ever hope to memorize. You probably already know that we offer lessons in alpine, snowboard, Nordic, children's and adaptive. But you may not know about our Specialty Programs, our backcountry tour options, or the details of our First Time Skier/Rider Series. We have a huge and diverse product line, which is described in our Ski & Snowboard School brochure. We recommend that you carry this in your uniform pocket at all times so you can answer guests' important questions and help them select the appropriate product.

School On-Mountain Facilities

Swingsville Arena - Vail

The Swingsville Training Arena is a "closed area" designated for use exclusively by the Ski and Snowboard School. When the arena is closed with ribbon, enter through the gate ONLY – do not duck the ribbon! It is available by reservation to instructors for students doing drills, DEVO races/training, employee activities, etc. If the area is not roped off, it is open to the public. If a group has reserved the area, please ask for their permission before taking your group through. The School frequently sets up special activities in this area – your supervisor will let you know what's going on at Swingsville during morning meeting. If weather conditions permit, the school will set up skill development drills with brushes, stubbies and other training devices on a regular basis. Check with the Mid Vail supervisor at ext. 4370 for additional details or to make reservations. There is a supply of race gates, training gates and drill located at or near Mid Vail that can be used in the Swingsville arena.

Video

Video analysis is a terrific coaching and learning tool that can be used to enhance the lesson experience for your guests. Many times a video watched here with movement analysis will solidify the learning or improvement. It takes time to learn how to utilize video as a coaching tool so please take advantage of clinics that will be available this season. If you give the guest the video, they can watch it at home and relive their wonderful memories of riding our Resorts with you many times, as they also share it with friends.

If you are interested in technology, your Training Supervisor/Product Manager has video cameras that you can check out on a daily basis so that you can be the videographer who roves around the mountain with your guests. Check with your POD Training Supervisor/Product Manager regarding training on, and availability of, cameras.

We're continually updating and improving the video arenas to enhance the filming experience for your guests. Video arenas are staffed with a video technician provided by Jim Penhale of Intermountain Productions.

In addition, Intermountain Productions produces a professional DVD movie featuring skiing and snowboarding with family and friends of all levels on all terrain in Vail and Beaver Creek Resorts. Capture the memories of your client's skiing, panoramic views, fun interviews, and any special request like snowmobiling, dogsled tours, ballooning. These are an artfully edited DVD movie with special effects, music and graphics. Call for reservations (970) 331-7914 or email penhale@comcast.net . There is a 10% commission to the attending instructor.

Vail – Swingsville Arena

The arena is open for Ski & Snowboard School from 10 a.m. – 3 p.m. daily, weather permitting. Video Analysis is open on Swingsville Ski School Training Area from 10:30 a.m. to 12pm. The arena is under the school's direction and will be monitored by the Mid Vail supervisor. If you have a lesson and need to set a practice racecourse, arrangements can be made through the Mid Vail supervisor at ext. 4370. Video playback is available in the Video building at the top of chair 4 (formerly the SBF building) or at Mid-Vail on the top floor, west room, when those stations are available.

Beaver Creek

Video is filmed under the Drink of Water lift (Chair 5) Tuesday, Thursday and Friday from 10:30 a.m. to noon, but may vary location depending on conditions and requests by you, the ski/ride pro. Video updates, notification of additional days, and other video products will be announced at the morning private and class lesson meetings and posted around the locker rooms. Video playback is available in the upper level of the Spruce Saddle restaurant.

Vail Mountain 'Focused Learning System' Educational Facilities

The goals of FLS development include providing new and effective teaching facilities and methods to Vail/BC instructors.

Indoor Learning Stations

These are located in three areas at Mid Vail. They include TVs, DVD players, small learning ramps and mirrors. They are available for any V/BC instructor to use on a priority basis – the "Focused Learning Programs" have first priority and a schedule of these times will be posted at each station. Training sessions on effective use of these learning tools will be offered during the season.

**Instructors and trainers from outside Vail and Beaver Creek will be granted permission on an individual basis, with an assigned timeframe, to use the stations.

Private Lesson Guest Appreciation Initiatives

Private lessons come with lots of perks. You need to know the following information about private lesson appreciation initiatives – your guests will expect to be offered some or all of the following:

Private Lesson Appreciation Program

Our private lesson guests, especially those “regulars” who spend a significant amount of money with our schools, are special students who deserve thanks for their business. We have a special “gift” program designed to recognize our top clients. *If you happen to be skiing or riding with one of these guests this season, your Product Sales Team and/or the SSS Guest Services Supervisor will send you an “instructor message,” prior to their arrival, to let you know we have a gift for them. Our goal is for the guest to receive their gift on the first day of lessons and for your manager to play a role in presenting this gift to the guest.* If you ski or ride with a guest who you think should be part of the recognition program, let your Private Lesson Product Manager know.

Private Lesson Perk Card Privileges

Our “PLP” cards, formerly referred to as “PLA” (Private Lesson Appreciation) cards, allow you to give a little extra service to your guests, such as ski valet or even just a complimentary coffee break. The cards are color-coded to track use to your home resort, but they may be used at any location. **Beaver Creek cards are yellow; Vail cards will be orange.** Make sure you have enough cards at all times. Pick them up from your home base. PLP card options include:

- **Ski/Board Storage** – Storage is available during the day and overnight. Use one card per instructor, max of 6 storages per card. **You must always accompany your guest to the storage area for them to use this privilege.**

Locations are: *Beaver Creek Mountain* – Beaver Creek – On the west side of the base of Chair #6

Vail Mountain – Golden Peak – Inside Specialty Sports

Lionshead – Opposite the gondola

Vail Village (Mountain Plaza) – Plaza outside the South end of building

- **Coffee/Cocoa Break** – Cards may be used to treat you and your guests to the following: one coffee, cocoa, soft drink or milk, and one pastry/muffin or fruit (bar-coded items are not included in this program). Please present your employee pass with your PLP card at checkout.

Locations are: *Vail Mountain* – (All on-mountain restaurants except The 10th, Bistro 14 and Game Creek Club)

Bailey’s

Buffalo’s

Mid-Vail

Two Elk

Wildwood

Eagle’s Nest / Marketplace

Beaver Creek Mountain – (All on-mountain restaurants except Allie’s Cabin, Beano’s Cabin and Zach’s Cabin)

Spruce Saddle

Talons

Broken Arrow Cafe

- **epicMix 2.0 photo Group Photo** – Perk photos will be taken care of through epicMix Photo and epicMix photographers.
- **Video** – Please see “Video” above for video locations. You get one recording per booking, as many runs as you can make. You’ll be able to view the footage immediately at the viewing areas near the camera location. Present the **PLP** card to the operator at the on-hill video analysis site and he or she will give prepare you recording on disc to keep.
- **Epic Mix Racing** – You may take your clients through the Epic Mix Racing course. Present a **PLP** card, **one for each guest**, at registration to run EMR free of charge.

Demo Skis

Demo equipment is no longer offered on the perk card. If you have guests expecting this service based on past experience, please see your private lesson supervisor or manager to make arrangements.

Private Lesson Perk Card Usage

Proper usage of PLP cards is critical to the continued success of the program and will be monitored. Failure to follow these guidelines places the program in jeopardy and is prohibited.

An instructor may use one card with multiple guests (from their lesson) for each available perk (except Epic Mix Racing). The maximum number of “guests” on the card is 7, including the instructor. If you are with multiple privates, each instructor should use a card for his or her guest(s). **(Do not “lump together” large groups for convenience.)**

One card is good for one drink (including espresso, cappuccino, self-service coffee or fountain drinks, does not include bottled or canned drinks) and one pastry/muffin, or fresh fruit, per guest for your coffee break. Bar coded items are not included in the program. If a guest or guests require more than one of any item, please use a second card for the extra drink, pastry or fruit.

- You must present your pass to food service cashiers.
- You **must** accompany your guests to the ski/ board storage.
- There is NO Basket Check available with the card.
- Use the guest name of the booking on the card.
- **Legibly** write your name, your guest name, and total number (including instructor if applicable).
- Under no circumstance should you give cards to friends or family for any perk, including storage.
- Treat other employees with courtesy, respect and understanding. Many do not understand our systems and programs and are doing the best they can. In the event of a misunderstanding, seek assistance from a manager or SSS Supervisor. Mistreatment of fellow employees will not be tolerated, regardless of circumstance. You are the pro – take the high road.
- **Lastly, your guests pay for a world-class lesson, not a coffee break. Make sure you use these perks wisely and appropriately to enhance the experience. If your guests don’t need a break, don’t feel obligated to waste valuable snow time just because you have a card.**

Company Rental & Retail

For your guests who need rental equipment, they can save up to 20% at Vail Sports, Beaver Creek Sports, Burton and Salomon by visiting www.rentskis.com. Free delivery is also available through Vail Sports and Beaver Creek Sports.

We're lucky to be able to take advantage of some generous perks, through Vail Resorts Retail (VRR). Please support the following shops, managed by VRR, and encourage your guests to do the same.

Vail Sports at Mountain Plaza • Vail Sports in the V-21 Building • Vail Sports Kid's in Golden Peak • Vail Sports at Mid Vail • Vail Sports at Eagles Nest • Vail Sports at Two Elk • Beaver Creek Sports • Beaver Creek Sports in the Ritz Carlton • Beaver Creek Sports at Spruce Saddle • Kjus in Beaver Creek • The North Face Shop in Beaver Creek • SmartWool in Vail and Beaver Creek • The North Face Shop Solaris (Vail) • Patagonia in Vail Village, Lionshead and Beaver Creek • Oakley in Vail Village • Arc'teryx and Helly Hansen in Vail • Icebreaker, Vail • Burton at Vail Snowboard Shop (Lionshead and Vail Village) • Beaver Creek Trading Company • Marmot in Vail • Burton in Beaver Creek • Beaver Creek Sports Kids • Vail Sports Rental in Golden Peak • Vail Sports Rentals in Arabelle (Lionshead) • Beaver Creek Sports Rentals • Beaver Creek Sports Rentals at Arrowhead • Beaver Creek Sports (Westin [Avon], the Landing, Pines Lodge) • Rentskis.com Gold • Snowell tuning facilities in Vail and Beaver Creek.

By the way, don't forget to use your discount at the employee stores, Mountain Sports Outlet in Silverthorne and Mountain Sports Outlet in Glenwood Springs.

Help us maintain a positive relationship with our VRR partners by adhering to these policies.

Instructor use of fleet rentals while working

- Instructors may utilize "fleet" rental equipment when teaching beginner lessons during slow business periods at Vail Sports at Golden Peak, Vail Sports Vail 21, Vail Sports at Arrabelle, Vail Sports at Mountain Plaza, and Beaver Creek Sports Rentals.
- Work with your supervisor before approaching the store manager for availability and give as much notice as possible so the shop can plan ahead.
- A credit card for security is required, and you must fill out a rental agreement form.

Instructor use of demos for personal use:

- Demo equipment can be rented during slow periods at your employee discount rate of 50%.

Guest use of rental equipment:

- As part of our resort's guest service initiative, SSS guests may access Vail Sports Rentals and BC Sports Rentals for complimentary use of rental equipment on the day of their lesson, if they've been fit poorly at another shop or have had their equipment lost or stolen.
- The guest must be escorted to Vail Sports Rentals or BC Sports Rentals by an instructor and supervisor and check in with the manager on duty. They must provide a credit card for deposit and fill out a rental agreement form.

Children's Rental Shops

The Company operates three children's rental shops. They are located within the Children's Ski and Snowboard Centers in Beaver Creek (BC), Lionshead (LH) and Golden Peak (GP). Services include:

- Storage: For your students' convenience, the children's centers provide complimentary overnight storage for skis and snowboards. This is for children ONLY.
- Equipment: The children's rental shops carry skis, boots, poles, snowboards, snowboard boots, wrist guards and helmets from the top manufacturers of children's equipment. Sizes may differ slightly from location to location.
 - **Ski sizes:** **70 cm - 160 cm**
 - **Ski Boots sizes: (US and European mondo-point)** **14.0 (US 1) - 29 (US 9.5-11.5)**
 - **Snowboard sizes:** **90 cm - 165 cm**
 - **Snowboard boot sizes:** **Child 11 to Youth 13 and Men's 15/
Women's 10 (US sizes only)**

*There are no seasonal rentals available at the children's rental shops.

- Hours of Operation:
 - The shops are open seven days a week, from 8 a.m. until 4:30 p.m. throughout the operating season.
 - Optimal Service Time: 8 - 8:30 a.m. and 11 a.m. – 2:30 p.m.
 - As the CSCs are crowded with group lesson students, please visit the rental shops for fittings during the optimum times.
 - Allow 30 minutes for a fitting.
- Locations
 - The BC shop is located in Ford Hall, between the Hyatt and Powder 8s.
 - The GP shop is located on the east side of Chair 6 on the first floor of the GP Children's Center.
 - The LH shop is located in the LH Children's Center.

SECTION SEVEN RESORT SPECIFIC SAFETY

Approved Routes – Skiing/riding to and from assignments

You must use approved routes when skiing/riding to and from assignments. When an approved route is not available (i.e. if you finish a lesson on the mountain away from Mid Vail, Eagle's Nest or Spruce Saddle) you must use the easiest groomed green or blue run. Failure to use approved routes may result in denial of Worker's Compensation coverage and disciplinary action. Approved Routes may alter due to conditions, and may include downloading Gondola One, Eagle Bahn Gondola or Centennial Express. Supervisors will update you in the event of a route alteration; check if you are unsure. If you are released for the day from a base area other than your own, the approved route back to your locker room is ground transportation.

Vail:

- **From Lionshead –**
 - **To Eagle’s Nest:** Eagle Bahn Gondola; or, Chair 8 to Cub’s Way > Lower Columbine, far skier’s right only > Chair 2 > Ridge Route to EN.
 - **To Mid Vail:** Chair 8 to Cub’s Way > Lower Columbine, far skier’s right only > Chair 2 > Over Easy
 - **To Vail Village:** Chair 8 to Cub’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Bear Tree > Village Catwalk
 - **To Golden Peak:** Chair 8 to Cub’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Bear Tree > Windisch Way > Gopher Hill

- **From Eagle’s Nest –**
 - **To Lionshead:** Owl’s Roost/Coyote Crossing > Practice Parkway > green Ledges > Cub’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Lower Born Free
 - **To Mid Vail:** Owl’s Roost/Coyote Crossing > Practice Parkway > green Ledges > Cub’s Way > Lower Columbine, far skier’s right only > Chair 2 > Over Easy
 - **To Vail Village:** Owl’s Roost/Coyote Crossing > Practice Parkway > green Ledges > Cub’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Bear Tree > Village Catwalk
 - **To Golden Peak:** Owl’s Roost/Coyote Crossing > Practice Parkway > green Ledges > Cub’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Bear Tree > Windisch Way > Gopher Hill

- **From Golden Peak –**
 - **To Vail Village:** Chair 12 > 12/One connector
 - **To Lionshead:** Chair 12 > 12/One connector > Gondola One > Upper Lion’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Lower Born Free
 - **To Mid Vail:** 12 > 12/One connector > Gondola One
 - **To Eagle’s Nest:** 12 > 12/One connector > Gondola One > Chair 3 > Ridge Route/Eagle’s Nest Expressway

- **From Vail Village –**
 - See routes “From Golden Peak” above and start at Gondola One.

- **From Mid Vail –**
 - **To Eagle’s Nest:** Chair 3 > Ridge Route/Eagle’s Nest Expressway
 - **To Lionshead:** Upper Lion’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Lower Born Free
 - **To Vail Village:** Upper Lion’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Bear Tree > Village Catwalk
 - **To Golden Peak:** Upper Lion’s Way > Lower Columbine, far skier’s right only > Gitalong Road > Bear Tree > Windisch Way > Gopher Hill

Beaver Creek:

- **From Beaver Creek Base –**
 - **To Bachelor Gulch:**

- Bachelor Gulch Shuttle
 - Chair 12 > Primrose > Sawbuck
- **To The Landing:**
 - BC Transit
 - Chair 12 > Primrose > Sawbuck > Leave The Beav
- **From Spruce Saddle –**
 - **To Beaver Creek Base:**
 - Gold Dust > Hay Meadow
 - Latigo > Hay Meadow
- **From Bachelor Gulch –**
 - **To Beaver Creek Base –**
 - BC Transit
 - Chair 16 > Intertwine > Lower Stacker
 - **To Arrowhead –**
 - Shuttle
 - Chair 16 > Primrose/Stirrup > Little Brave
- **From Arrowhead –**
 - **To Bachelor Gulch:**
 - Stirrup > Cabin Fever
- **From Talons –**
 - **To Beaver Creek Base:** Dally
- **From Any Base Location –**
 - **To Any Private Home:** Easiest Groomed Green/Blue run

Vail and Beaver Creek Park Policies

The Extra Small Park Pass replaces the Orange Park Pass and is completely redesigned for 2015-16 to include teaching and demonstrating on Extra Small features. All previous Orange Park Passes are void. You must attend a new Extra Small Park Pass Verification Clinic to receive the Extra Small Park Pass. Instructors who previously had a Green or Blue Park Pass are eligible for the Small Park Pass or Medium Park Pass respectively.

Snowboard instructors with AASI Level 2 Certification may obtain the Small Park Pass (Green) by completing the Extra Small Park Pass Verification Clinic.

Snowboard instructors with AASI Level 3 Certification may obtain the Medium Park Pass (Blue) by completing the Extra Small Park Pass Verification Clinic.

Neither Vail nor Beaver Creek offers a Large Park Pass (Black).

Vail Park Policies

The following chart outlines our parks, features and required student level.

TERRAIN PARK	PASS	STUDENT THRESHOLD
AVANTI EXTRA SMALL PARK	EXTRA SMALL (ORANGE) SMALL (GREEN) MEDIUM (BLUE)	LEVEL 5
BWANA AND GOLDEN PEAK (DESIGNATED SMALL FEATURES, INCLUDING SMALL PIPE)	SMALL (GREEN) MEDIUM (BLUE)	LEVEL 6
GOLDEN PEAK SUPER PIPE	SMALL (GREEN) MEDIUM (BLUE)	LEVEL 7 (MUST BE ABLE TO CLEANLY CARVE TURNS ON BLUE TERRAIN)
BWANA AND GOLDEN PEAK (DESIGNATED MEDIUM FEATURES)	MEDIUM (BLUE)	LEVEL 7
GOLDEN PEAK (DESIGNATED LARGE FEATURES)	MEDIUM (BLUE) WITH SUPERVISOR APPROVAL	LEVEL 8 AND 9

Beaver Creek Park Policies

The following chart outlines our parks, features and required student level.

TERRAIN PARK	PASS	STUDENT THRESHOLD
PARK 101	EXTRA SMALL (ORANGE) SMALL (GREEN) MEDIUM (BLUE)	LEVEL 5
ZOOM ROOM	SMALL (GREEN) WITH TRAINING MANAGER APPROVAL MEDIUM (BLUE)	LEVEL 7
RODEO	MEDIUM (BLUE) WITH TRAINING MANAGER APPROVAL	LEVEL 8 AND 9

Colorado Skier Safety Act

All ski and snowboard instructors should read and understand the Ski Safety Act, as amended. A portion of the amendment requires that the following warning be posted on signs and printed on all lift tickets:

WARNING:

Under Colorado law, a skier/snowboarder assumes the risk of any injury to person or property resulting from any of the inherent dangers and risks of skiing and may not recover from any ski area operator for any injury resulting from any of the inherent dangers and risks of skiing/riding, including: changing weather conditions; existing and changing snow conditions; bare spots; rocks; stumps; trees; collisions with natural objects, man-made objects, or other skiers/snowboarders; variations in terrain; and the failure of skiers/snowboarders to ski/ride within their own abilities.

The Ski Safety Act was amended in 2004 to include CLIFFS, EXTREME TERRAIN, JUMPS AND FREESTYLE TERRAIN as inherent dangers and risks of the sport.

Copies of the Ski Safety Act, as amended, are available at ticket offices or online on the Legal Department Intranet site.

Underground Teaching

Teaching lessons for compensation outside of the School is illegal and will lead to disciplinary action up to and including termination. If you will be assisting friends and family in any of our teaching area on your own time, please notify your supervisor/manager to avoid any confusion and/or conflicts.

- Conducting independent or unauthorized ski/ride instruction or guidance for compensation:

The Vail Corporation d.b.a. Vail Associates, Inc. and Beaver Creek Associates, Inc. are the only entities that have been granted authorization by the U.S. Forest Service under their Special Use Permits to conduct ski and snowboard instruction and guiding operations at Vail and Beaver Creek Resorts. Conducting unauthorized instruction and/or operating any commercial activity without a permit from the U.S. Forest Service is in violation of Title 36 of the Code of Federal Regulations, Part 261, Section 261.10 (c). All lessons must be assigned or booked through the V/BC SSS. Instructors are allowed to teach friends and family for no compensation with prior approval from management.

Children-specific Safety During A Lesson

All of the Ski & Snowboard School Safety provisions apply to Children's Ski & Snowboard Center (CSSC) and Children's Mountain staff members.

- Lifts
 - Ask for Lift Operator assistance, as needed.
 - Load children on inside of chair (operator side) on fixed-grip chairs.
 - 3-to-6-year-old Ski & Snowboard School children must ride chair/gondola with an appropriate partner as outlined in the 3-6 training manual.
- 3-to-6-year-old Ski & Snowboard School children should wear identity bibs.
- Medication should be carried by the child whenever possible.
- Liability forms: All students under 18 years of age taking a Ski & Snowboard School's 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 to x4460 (Lionshead CSSC), x3273 (Golden Peak CSSC) or x5460 (Beaver Creek CSSC). The CSSC Management will notify other departments when necessary.
- Injured student: Any suspected injury should be reported to Ski Patrol (call extension 1111 in Vail or extension

5111 in Beaver Creek), as well as the appropriate CSSC.

- Whenever a child is assisted by Ski Patrol, the instructor should complete a Ski & Snowboard School incident report at the end of the day. A supervisor will review the incident form and ask any unanswered questions when the instructor turns it in.
- Adventure Ridge: Children's group lesson students may not participate in attractions at Adventure Ridge without an Adventure Ridge release of liability form signed by the parent or guardian. Copies are available at the Resort Information and Activities Desk and Children's Centers.

SECTION EIGHT

PAY AND BENEFITS

The pay system is designed to compensate instructors based on teaching skills and experience, and additionally rewards them when their clients return to our school. There is a lot of information included in the following pages, and if you want to maximize your earning power, you need to read carefully and clarify any questions with your supervisor.

Note: Our definition of a private lesson is when the guest has a choice of instructor, start and stop time, size of group up to six, and whom the group will include. A group or class lesson is defined as when management assigns the instructor, determines start and stop time, class sizes and placement of members. The terms "class lesson" and "group lesson" are interchangeable. From a marketing perspective, we refer to adult class lessons as "group lessons."

Before we begin, be advised of the following:

- Vail and Beaver Creek instructors are paid at equal rates, regardless of where the lesson is purchased or taken.
- Beaver Creek class lesson prices are slightly higher than Vail's due to a civic assessment surcharge that is built into the lesson price.
- Payroll corrections **MUST BE MADE** in a timely manner, within 30 days of the pay period.
- Questions should be addressed with your supervisor and a supervisor must authorize any payroll changes.
- Any changes in the compensation system are applied forward and not applied retroactively.

Pay System Overview

The pay system computes how much you earn based on the following: Hourly Base Rate, Base Incentive, Work Hours, Additional Pay, Return and Request Pay, and Other Pay.

We'll cover these pay categories in greater detail later in this section, but first let's have a look at the basic pay formula:

(HOURLY BASE RATE + BASE INCENTIVE) X WORK HOURS + ADDITIONAL PAY + RETURN AND REQUEST PAY

If you can remember this, you'll always know how much you should be getting paid, and what you need to do to get paid more! Here's how each part of the formula contributes to your earnings:

Hourly Base Rate

This is your base wage, which is determined by certification level along with years of experience.

Base Incentive

You can increase the amount you earn per hour with Base Incentive pay. Credits are earned when you help generate additional business (i.e. request guests and return students).

- For a full-time instructor, Base Incentive increases at 50 credit increments through the season. The amount of the increase is based on status.
- At the beginning of each season, credit balances and the Base Incentive Pay revert to zero.
- For a part time instructor, Base Incentive increments are based on hours worked.
- Base Incentive is only paid on hours spent teaching. It does not apply to Other Pay such as training pay, operation assist, show-up, etc.

Teaching Rate

This is your Hourly Base Rate plus Base Incentive. This is the minimum amount of pay per hour you will make while teaching.

Work Hours

Every lesson product has Work Hours or a “length of day” associated with it, for example:

Examples	
Product	Work Hours
P6 Private	6.50 hrs.
P3 AM or PM Private	3.25 hrs.
Adult Group All Day	6.25 hrs.
3 - teen Class All Day	7.25 hrs.

Work Hours for every product can be found in the Pay Formula section at the end of this chapter. If your time card reflects that you worked more time than what is included in the lesson product, the longer amount will be used in the Pay Formula.

Additional Pay

- **Private Lesson Additional Pay** – This is for length P3, P2, and P1 private lessons.
- **Group Lesson Additional Student Pay** – Extra pay is given per student for group sizes above a certain number of students specific to the product. Please see the “Group Lesson Additional Student Pay” grid in Appendix B for details.
- **Product Set Up Additional Pay** – Set up pay compensates instructors for preparing equipment or teaching terrain for their students.

Return and Request Pay

- **Private Lesson Request Pay** – Request pay is \$7/hr for all statuses (i.e. an all day private lesson pays at [6.5 hours X \$7] and a half day pays at [3.25 hours X \$7]).
- **Group Lesson Return Student Pay** – Return pay is \$9 per returning student for all statuses.

Other Pay

- Pay associated with non-teaching functions of the job (e.g., Guest Service Pay, Guarantee Pay for S1-S2-S3 statuses, booking mistake pay, operational assist pay, trainer pay, sick pay, additional length of day, travel time to other resorts, funeral pay, etc).
- Instructors and other employees who may receive cash tips are also expected to submit a form 4070 and report this income on their personal income tax returns.
- Overtime

Base Wage Policies

Your Hourly Base Rate is the minimum amount you earn for teaching or attending required or prescribed training per hour. There are several factors that go into determining potential base wage increases. Starting wages are located in Appendix B. Read on to find what you can do to develop your base earnings.

Ski and Snowboard School Directors and General Managers will function as a pay review board with the freedom to assign an Hourly Base Rate based on unique credentials not mentioned above.

BASE WAGE INCREASES

The following may contribute to a Base Wage increase:

- **ANNUAL MERIT INCREASE POOL**

Each year, based on the overall financial condition and performance of the Vail Corporation (“the Company”), senior management determines a percentage guideline for merit increases, if any. This increase, if earned, is applied to the Hourly Base Rate of the instructor. There is no guarantee that a merit increase will be awarded for any ski season. The Instructor Performance Review is linked to the merit increase. In addition, you cannot be subject to a “final written warning” or a “performance action plan” where future employment is based on completion of the plan.

The following increases will be effective on the first day of the next pay period following the date when proof of Certification, Accreditation, Endorsement, or Certificate is submitted to the POD administrative assistant.

Remember that it is YOUR responsibility to provide documentation in a timely manner.

- **PRIMARY DISCIPLINE CERTIFICATION (ALPINE, SNOWBOARD, NORDIC, ADAPTIVE)**

Your primary discipline is the one in which you specialize or teach the majority of the season. Each instructor can have only one primary discipline. When you achieve a PSIA/AASI certification level (or multiple level, e.g. Nordic) in your primary discipline, you will receive a 10% increase in your Hourly Base Rate or the entry Hourly Base Rate for that level of certification, whichever is greater. If you obtain your certification over the summer, your base wage will be determined by adding your annual merit increase (if applicable), then the certification increase.

- **PSIA/AASI CHILDREN'S SPECIALIST 2**

All Level 2 certified instructors are eligible to earn CS-2 (formerly Children's Accreditation), which will add \$1.00 or 3% (for CS-1) + 3% (for CS-2) whichever is greater, to your Hourly Base Rate. *If you currently hold a 3-6-year-old Educator Endorsement or earn CS-1, you are eligible for a pay addition of \$.50 or 3%, whichever is greater.* If

a CS-2 pay increase is awarded, you will be expected to enthusiastically accept assignments teaching children.

- **PSIA/AASI CHILDREN'S SPECIALIST 1**

All Level 1 certified instructors are eligible to earn CS-1, which will add \$.50 or 3%, whichever is greater, to your Hourly Base Rate. If a CS-1 pay increase is awarded, you will be expected to enthusiastically accept assignments teaching children.

- **SECONDARY DISCIPLINE CERTIFICATION (ALPINE, SNOWBOARD, ADAPTIVE, NORDIC, FREESTYLE)**

A secondary discipline is any discipline in which you are qualified to teach, but do not specialize or teach the majority of the season. You can have multiple secondary disciplines. Each PSIA/AASI certification level that you obtain in a secondary discipline will add \$.50 or 3%, whichever is greater, to your Hourly Base Rate. **Note:** PSIA/AASI Freestyle Accreditation 1 and 2 are considered secondary disciplines. If a secondary discipline increase is awarded, you will be expected to enthusiastically accept assignments teaching that discipline. **Note:** Secondary Discipline Nordic - Because of the differences in testing procedures for Nordic, you will receive a one-time increase for Nordic certification, regardless of level. Obtaining a Nordic certification will add \$.50 or 3%, whichever is greater, to your Hourly Base Rate.

- **PSIA/AASI EDUCATOR TITLES**

- Rocky Mountain Trainer (RMT), Freestyle Examiner, E1 Examiner, E2 Examiner, E3 Examiner, and Demo Team members who are currently in our system will earn the entry level for the position or an additional 10% on their Hourly Base Rate, whichever is greater.

- **OTHER**

- Obtaining **USSA** level 100, 200 or 300 certification will add \$.50 cents or 3%, whichever is greater, to your Hourly Base Rate, per level of certification.
- Obtaining **USASA** level 200 or 300 certification will add \$.50 cents or 3%, whichever is greater, to your Hourly Base Rate, per level of certification.
- Obtaining a state recognized teaching certificate will add \$1 or 6%, whichever is greater, to your Hourly Base Rate.
- SSS Directors and General Managers will function as a pay review board with the freedom to assign a pay rate based on unique credentials.

Base Incentive Systems & Policies

There are little things you can do every day to make more money. Our Incentive System is designed to reward you for the teaching expertise and sales skills that bring guests back time and time again. Whenever you help the school generate additional lesson revenue, you benefit! Instructors who thoroughly understand our Incentive System are more likely to profit. On average, 20% of an instructor's overall compensation is Incentive Pay. For instructors who take full advantage of the system, this percentage may be much higher. However, it can also be lower, based on how much business you are generating.

If you have any questions about the Incentive System or need to clear up Incentive Pay discrepancies, please see your supervisor. In the meantime, please review the charts below for detailed information on credits and incentives.

Full Time Base Incentive System

- We have a CREDIT managed Incentive System whereby overall hourly pay (Hourly Base Rate + Base Incentive) increases based on accumulation of credits.
- There is no limit on how much Incentive Pay you can earn.
- Hourly Base Incentives will increase at 50 CREDIT increments throughout the entire season.
- Your Base Incentive increase is based on your status.

Hourly Base Incentive	
Status	Base Incentive Increase At 50 Credit Increments
S1	\$0.60 (bump of \$2.00 at 300 & 500 credits)
S2	\$0.40 (bump of \$2.00 at 300 & 500 credits)
S3 – Emeritus	\$0.40
S4	\$0.40
S5	\$0.30
S6	\$0.25

How to earn CREDITS:

The way you can earn credits is by providing an exceptional lesson experience and inviting your guests to come back for another lesson or request you by name when booking a private. Credits per return vary by product; please see Appendix B for Credit Allocation matrix.

Flex Credits – These are earned when teaching products with no or limited returns, e.g. Beavo/Devo, Charitables, etc. (credits are based on product type & there is no direct pay attached to Flex Credits, however Flex Credits are applied to your Base Incentive credit pool). See Appendix B for flex credit allocation.

- **New for 15/16:** All instructors will receive 1 Flex Credit per hour for non-paid, in-house training up to a total of 50 Credits, including Season Kickoff and Safety Quiz. Paid, prescribed training is not included in this program.

Status Credits -- These are earned through participation in professional development opportunities. Status credits are only accrued at the end of the season and impact a pro's status for the following season. For example, if you end the season with 550 credits but you earned 20 Status Credits your supervisor will put you in a status for the following season based on 570 credits.

- Advanced Educators, when working PSIA/AASI-Rocky Mountain educational events, will receive 6.5 Status Credits per day of work capped at 78 credits (12 days).
- Level 3 instructors in an earned status will receive 6.5 Status Credits per day for attending *required* PSIA-RM pre-courses and the RM Trainer exam the season of their exam. Credits are capped at 58.5 (9 days).

PART TIME BASE INCENTIVE SYSTEM

If you teach part time, you earn a Base Incentive based on hours worked, as outlined below. Note: New hire paid training

hours do not count as “Work Hours” toward your Base Incentive.

Part Time		
Work Hours	Approximate Days	Base Incentive Increase
0 - 136	0-21	\$0.00
137 - 182	22-28	\$1.00
183 - 220	29-34	\$1.00
221 - 266	35-41	\$0.50
267 - 312	42-48	\$0.50
313 - 358	49-55	\$0.50
359 - 404	56-62	\$0.50
405 - 450	63-69	\$0.50
451 +	70 +	\$0.50

Return and Request pay

Not only do return students and request lessons help you earn credits and Incentive Pay, but they can also help you earn Return & Request Pay, which can add up to a lot. Read the following, “How do I get paid? *Group Lessons*” and “How do I get paid? *Private Lessons*” to find out how getting your guests to come back or request you for future lessons can pay off.

How Do I Get Paid? *Group Lessons*

Your Hourly Base Rate is the minimum amount you earn per hour when teaching group lessons. Whether you teach children or adult groups, your pay is hours worked, including morning meetings, multiplied by your Hourly Base Rate *plus* Base Rate Incentive. You can find work hours by product in Appendix B.

Certain products also include additional pay, student pay or business incentive pay (see Appendix B). Return student pay is provided as an incentive to reward you for generating return guests and can provide a significant amount of your seasonal income through direct return pay and the subsequent growth of your Base Incentive through credits earned for returns.

Class Lesson Return Student Incentive Pay

Instructors of all statuses will be paid \$9 per return student. Read the following to understand how this system works and why it's to your benefit to get as many returning guests as possible.

Who counts as a return student?

The following scenarios demonstrate how you can earn Return Student Incentive Pay:

- Student returns to instructor for an additional lesson the following day and the instructor teaches that student.
- Student returns to instructor for an additional lesson the following day but, in the best interest of student, instructor moves student to a more appropriate level.
- Student returns for an additional lesson the following day, but lesson is in a different discipline or time frame (e.g. first day PM beginner class, second day all day class; first day adult alpine class, second day a snowboard

class).

- Instructor is scheduled, meets and greets their students, and is willing to work but the class is combined out; instructor will be given pay and earn return students credits for that day.
- Student returns next day, but instructor cannot teach student because instructor is scheduled on a season-long program (i.e. Devo, Beavo, Odyssey etc.). Instructor will earn return student credits for those students as long as they are documented on the consecutive day's class list of another instructor.
- Instructor takes a student from a private lesson to a group lesson product the following day. The student will count as a class return (if the private was an assignment, it does not become a Daily Private Rollover).

When are class returns not counted or paid?

- Instructor is scheduled off or requests not to work before the class organization process has taken place.
- Instructor had a prior scheduled assignment (e.g., private lesson, training, etc.).
- Guest's name is not on today's or previous day's class list.
- Instructor did not turn in a class list on the previous day and/or does not turn in a class list on day of returns.
- Instructor requested to move to another product (e.g., converting a student to private instruction, request to work an afternoon product, etc.).
- Guest returns to another POD.

Children's 3-6 Class Lesson Incentive

The Children's 3-6 Program Return Incentive is team oriented, taking into account the total number of three- to six-year-old students who returned from the previous day, divided by the total number of 3-6 Program instructors working that day.

- 3-6 instructors get return credit every day they work.
- Instructor must turn in a class list for that day and the previous day for return students to count.
- Alpine and Snowboard 3-6 Ultimate 4 returns will be pooled separate from regular 3-6 groups.

How Do I Get Paid? *Private Lessons*

Your Hourly Base Rate is the minimum amount you earn per hour while teaching a private lesson. In addition, your Base Rate Incentive is included on all hours worked. Hours defined by product:

- P6 – All-day private, 6.5 work hours
- P3 – Half-day private, 3.25 work hours
- P2 – Two-hour private, 2 work hours
- P1 – One-hour private, 1 work hour

There is also Additional Pay on P1, P2 and P3 lessons (see Appendix B).

Request Private Lesson Incentive Pay System

All statuses are paid \$7 per request hour. Situations constituting Request Pay for privates are described below.

When is a lesson a request?

- When a guest requests an instructor by name when making their reservation.
- When a guest requests an instructor speaking a language other than English.
- A referral private lesson is paid as a request.

Bookings generated for instructors by management or by reservationists are considered assigned private lessons.

When is a lesson a referral (booked as “Referral Request Approved”)?

- When an instructor has been “requested” by another instructor to be added to a booking **and both instructors and the guest communicate and agree on the new lesson.**
- When guests are referred to an instructor by another instructor, if the originally requested instructor is not available **and both instructors and the guest communicate and agree on the new lesson.**
- **Referral/Request Form** must be completed and signed by the original instructor, referred instructor, and supervisor.
- **Original (referring) instructor is responsible to ensure the new (referred) instructor and guest communicate prior to the lesson. Supervisors may switch a lesson to an assignment if the referred instructor and guest have not communicated. Not knowing the guest name or meeting location, or being in the wrong meeting area, are examples that indicate a lack of communication between instructor and guest and may result in the lesson being changed to an assignment.**
- Assigned lessons cannot be referred by one instructor to another. Management will reassign the lesson as an assignment.

When are assignments converted to request lessons (rollovers)?

- When a guest extends the length of an assigned private lesson booking within 48 hours of the current lesson, that day’s assigned lesson is converted into a Daily Private Rollover. The extended lesson is then booked as a Request lesson. The extended lesson must be taken within the same season as the original assignment to qualify.
- There are times during the holiday seasons when a private lesson cannot be extended because there are no available instructors. When an assigned lesson cannot be extended, the instructor does not get credit for a request.
- If an assignment qualifies for a request and has not been changed in the computer, the instructor must fill out an **Assignment to Request Form** and submit it to their private lesson supervisor. Examples qualifying for Assignment to Request credit:
 - Prior to noon, a 1/2 day a.m. assignment is extended into the afternoon creating an all-day lesson. In this case the newly created all-day lesson is booked as a Daily Private Rollover and request credit is earned.
 - At the end of the day, today’s lesson is extended with the addition of a 1-hour, 2-hour, ½-day or all-day for later in the week/season. In this case, today’s lesson is changed to a Daily Private Rollover and the extended time is booked as a request lesson. If the extended lesson is cancelled, the original lesson will be converted back to an assigned lesson.
 - If, during an assigned lesson, the guest wants to extend the lesson but the instructor teaching is not available, the instructor may then assist the guest to extend by referring another instructor to the extended lesson. The first instructor’s assigned lesson is then changed to a Daily Private Rollover and the referred instructor’s lesson is booked as a referral lesson, both earning request credit.
 - When an instructor has an assigned private lesson and adds an instructor(s) to the booking that

instructor earns request credit for the same day(s) the other instructor joins the booking. The assigned lesson on that day becomes a Daily Private Rollover and all subsequent assigned days become request lessons if the additional instructor(s) are also booked. The instructors who are added to the booking have assigned lessons if management chooses the instructor and referral lessons if the original instructor refers them directly.

When are continuing assignments converted to request lessons?

A continuing assignment is any assigned booking covering two or more days. It does not have to run consecutive days and can be any length of lesson during those days. The 4th+ day(s) of all continuing assignments are paid as requests. It is the instructor's responsibility to fill out an Assignment to Request Form and submit it to their private lesson supervisor so the change can be made in the computer – it does not happen automatically. When an instructor extends the assigned part of a continuing assignment he/she will be given request credit as outlined below.

If a continuing assignment is extended for an additional day, that day's lesson is converted to a Daily Private Rollover. The extended business is booked as a Request.

- When a continuing assignment is extended by additional hours being added onto one of the days, only that day's assigned hours will be converted to a Daily Private Rollover. Only one day of a continuing assignment will convert to a Daily Private Rollover or Request, regardless of the amount of days added considering the guest or PSS agent originated the business.

Corporate Lessons and Familiarization Tours

- Private lessons organized through Group and Corporate Sales bookings will be considered a request if the group leader requests the instructor. A group leader is defined as any person, including an instructor, who is organizing a group. Changes involving the assignment/request must be made prior to the start day of the lesson(s).
- Familiarization Tours (FAMs), Beaver Creek Club Tours, Arrowhead Alpine Club Tours, Bachelor Gulch Club Tours, Passport Club Tours, Vail Mountain Club Tours, and Game Creek Club Tours are requests only when the group's marketing representative or club manager specifically requests the instructor.

Club Lessons

Many of our private clubs book regular lessons as part of their club activities. These lessons will be booked, scheduled, and paid as private lessons. If you are available, you may end up on more than one of these assignments over the course of the season. Being booked multiple times by the same club does not necessarily make the lesson a request. They will be requests only if the club manager specifically requests an instructor by name.

Private Lesson Situations NOT Qualifying for Private Incentive Pay

The following situations are considered assigned private lessons and do not qualify for private lesson Incentive Pay. In order to retain the integrity of the Incentive Pay System, exceptions to these guidelines will not be made.

- Assignment: guest has not requested or been referred to a specific instructor.
- Requests for a specific skill, qualification (e.g., Adaptive or children), gender or quality (e.g., female, adaptive).
Instructors who possess these skills/qualities have a greater opportunity to work.
- Assignments made by private lesson reservation agents or management.

- Continuing assignment of three days or less.
- If an instructor has a student in a private lesson and moves that guest with them to a group lesson product, it does not qualify as extending a private lesson. (If the same instructor teaches the group, that guest does qualify as a group return.)
- If you are assigned to a private lesson for one or more days with a guest, who is in turn booked for additional days with another instructor, the guest may request to keep you on the booking. We will try to accommodate the guest's wishes, however, the private lesson will not be considered a request until the fourth day. (The original booking was an assignment to both instructors, and therefore, will remain an assignment. This is based on the fact that the reservation agent originated the booking and the length of the booking has not changed.)

Policies Related to Private Lesson Incentive Pay

- Instructors are prohibited from manipulating the Incentive System for their personal benefit.
- Instructors must receive prior approval from the private lesson supervisor or manager before extending a lesson.
- Instructors may not purposely reduce an all day private lesson assignment into a ½ day lesson with the intent of extending it in the afternoon, thereby earning request credit.
- Once an instructor is booked with a request or referral private, it will not be changed in favor of a perceived "better" request or referral lesson.
- An instructor cannot have a booking changed without prior approval from the private lesson supervisor or manager.
- Next season's bookings are made first priority to guests with history (skied with instructor during the same time period the previous season) and then on a first-come/first-served basis. If an instructor has a double request for the same time period he or she must contact the guest who they will not be skiing/riding with, and either move the booking to another time period or refer a qualified instructor.

Private Lesson Other Pay Categories

- **GUARANTEED PAY/ "TO MAKE BASE" PAY**
 - S1 and S2 guaranteed pay: Will receive a minimum pay of four hours of your Hourly Base Rate (excluding base wage incentives) Dec. 26, 2015 – April 2, 2016. You must be scheduled to work that day and willing to take any assignment in order to be eligible for guaranteed pay. This does not include Incentive Pay (Base Incentive or Request/Return Incentive Pay). If the instructor makes less than this amount, the difference is made up in "To Make Base" pay.
 - S3 – Emeritus guaranteed pay: Will receive a minimum pay of four hours of your Hourly Base Rate (excluding base wage incentives) during peak business times (Dec. 26 – Dec. 31, Feb. 14 – 16, March 13 – April 2). You must be scheduled to work that day and willing to take any assignment in order to be eligible for guaranteed pay. This does not include Incentive Pay (Base Incentive or Request/Return Incentive Pay). If the instructor makes less than this amount, the difference is made up in "To Make Base" pay.
- **CANCELLED PRIVATE LESSONS**

A customer cancellation policy is in place to deter customers from canceling lessons and to cover the costs of our administrative and management staff time processing changes and re-bookings. The cancellation policy states:

If a guest cancels a lesson 24 hours in advance he or she will not be charged for the lesson and will not be

assessed a penalty. If the lesson is not cancelled in time, the guest will be charged for the entire lesson if the instructor is not re-booked for a like lesson, or a \$100 penalty if the instructor is re-booked.

• **PRIVATE LESSON BOOKING MISTAKE/NO SHOW PAY**

- **Instructors will not receive Booking Mistake Pay on request or referral lessons.** It is the instructor’s responsibility to communicate with the guest and to communicate any changes in a timely manner. **Note: Request/referral guests are subject to fees as described in our cancellation policy.**
- When a private lesson guest does not show up for a scheduled lesson, the instructor must notify the private lesson supervisor within a ½ hour of the lesson start time to qualify for compensation. At this time the booking will be researched and the supervisor will work with the instructor and the indoor supervisor or reservation staff to determine the proper course of action.
- If the private lesson supervisor asks the instructor to continue to wait for the guest, the instructor will be paid their current Teaching Rate (Hourly Base Rate + Base Incentive) for the applicable hours. If it is determined that a booking mistake has been made, or that the guest is a no show, the lesson will be canceled and the instructor will become available for an assignment and fall under the normal booking process.
- If an instructor is re-booked he or she will be compensated for the actual work done, plus an additional amount if applicable, based on Guest Service pay. S1, S2, and S3 – Emeritus instructors will be paid for the actual lesson, plus an additional amount based on the “To Make Base” guidelines if within their Guaranteed Pay time frame.
- If an instructor does not get an assignment, he or she will be paid at the Guest Service rate or “To Make Base” pay, if S1, S2, or S3 – Emeritus. The amount will be paid under the pay category “No Show” or “Booking Mistake.” Instructors will not receive compensation, Incentive Pay or credits for the canceled lesson. An instructor’s current Teaching Rate may be applied at supervisor discretion if warranted by the circumstance.

REFERRAL INCENTIVE

Referred private lessons are important to our business and we want to reward instructors who bring in private lesson guests beyond the number that they can teach. We track referred private lessons and pay out an incentive at the end of the season to each referring instructor based on the number of referral days generated throughout the season. A full day referred lesson will be worth one “referral” and each ½ day referred lesson will be worth a “½ referral.” No referral incentive will be awarded for one or two hour lesson referrals.

# Days Referred	Incentive Earned
5 to 9	\$5 per referral
10 to 19	\$7 per referral
20 to 29	\$10 per referral
30+	\$15 per referral

Follow these guidelines when referring lessons:

- Referring instructor must be working for the V/BC SSS on days of referred lessons to receive referral incentive.

For multi-day bookings the referring instructor will receive referral incentive only on the days that they are working.

- Original (referring) instructor is responsible to ensure the new (referred) instructor and guest communicate prior to the lesson. Supervisors may switch a lesson to an assignment if the referred instructor and guest have not communicated. Not knowing the guest name or meeting location, or being in the wrong meeting area, are examples that indicate a lack of communication between instructor and guest and may result in the lesson being changed to an assignment.
- Referral/Request form must be completed and signed by original instructor, referred instructor and supervisor and turned in prior to the commencement of the lesson. Forms for instructors referred day-of must be completed by end of the day.
- Corporate lesson referrals are not allowed under this incentive plan.
- Instructor cannot refer the same clients to the same instructor more than once. Subsequent bookings are simply a request for the instructor teaching the lesson. Referral incentive is not given to the referring instructor if the guests have previously taken lessons with the referred instructor.
- Referring instructors must recruit their own instructors in order to qualify for referral incentive. If the referring instructor asks for management assistance, it is at the discretion of management to determine if the booking qualifies as a referral and if referral incentive is warranted.
- If an instructor currently on a booking adds instructors to the booking, he/she can qualify for referral incentive by completing the referral forms.
- Referral incentive will only be given for original booking dates and not for days added after the lesson has begun.
- Instructor cannot refer an assigned lesson.
- Referral incentive bonus will be entered into the pay system based on completed referral forms. Incomplete forms or forms turned in after the day of the lesson will not be counted. Referral Incentive Pay will be paid out on the pay period ending **April 22**, 2016. All referral incentive disputes must be resolved by May 31, 2016 after the season has ended.
- Policies are subject to change with or without prior notice.
- No referral given if referring instructor calls in sick.

How Do I Get Paid? *Other Pay*

While instruction accounts for most of your compensation, there are many other non-teaching situations for which instructors are paid. Just by showing up for work, you are almost always presented with an opportunity to make “Other Pay,” even if you aren’t assigned a lesson. These jobs are paid at either rates set for that specific duty, or a standard flat rate. Note: Base Incentive is not added to these activities. You should report any teaching and non-teaching work time on a daily time card.

Examples of Other Pay include:

Guest Service Pay

Guest Service pay is what an instructor earns while waiting to get a teaching assignment. To receive Guest Service pay instructors must be willing to do non-teaching tasks such as greeting, helping other classes, etc., while waiting to be assigned. The Guest Service rate is \$10.00.

Form Completion Pay

When asked to complete required forms outside your work day, including work comp forms, incident reports, referral forms, you are eligible for Form Completion Pay (paid at the Guest Service Pay rate).

Coaching and Feedback Pay

When asked to come in outside your work day to discuss feedback or coaching you are eligible for pay (paid at the Guest Service Pay rate).

Paid Training

Training wages are paid when instructors attend new hire training, required training clinics or communication meetings. Training wages are **\$10.00** per hour for all newly hired instructors during their first year and for all instructors in prescribed training. Communication meetings are paid at **\$10/hr**. Master Camps training will be paid at the Hourly Base Rate for the first four hours and at [the current FY16 rate](#)/hr for all remaining hours.

Trainer Pay

- Trainers are paid at least their Teaching Rate (Hourly Base Rate + Base Incentive) when leading a clinic.
- [Clinic sign up sheet must be turned in within 24 hours, preferably that day, and signed by the Training Supervisor/ Product Manager. Failure to turn in a signed sheet within 24 hours is a violation of school policy.](#)
- Trainers receive one flex credit for each hour of training delivered, up to a maximum of 6.5 credits for a full-day clinic.
- The following situations qualify the trainer to receive Request Incentive Pay of \$7/hr up to 6.5 hours per day. The General Manager may waive these requirements.
 - 3-6 PSIA/AASI Level 2 Certified and CS-2, current and active, delivering training in area of expertise (3-6).
 - 7-14/Teen PSIA/AASI Level 3 Certified and CS-2, current and active, delivering training in area of expertise (7-14/Teen).
 - PSIA/AASI Advanced Educators current and active delivering in area of expertise (adaptive, Nordic, alpine, snowboard, freestyle).
 - ISIA Advanced Educators current in their home country who are PSIA/AASI Level 3 certified, current and active, delivering certification training. *Note: *ISIA Advanced Educators must become Level 3 certified with PSIA/AASI to be eligible to deliver certification training.*
 - SSS Directors and General Managers will function as a pay review board with the freedom to assign a pay rate based on unique credentials.

Operational Assist Pay & Program Coordinator Pay

Operational Assist pay is for instructors who are assisting with organization, without the additional responsibility of coaching and counseling instructors. The manager will assign an Operational Assist pay that is appropriate to the individual. When instructors have the assignment of Operational Assist, they will earn one credit for each hour worked, up to a maximum of 6.5 credits for a full day. There is no pay associated with these credits, however these credits will be added into the Base Incentive pool.

Operational Assist Pay	
Category	Wage
Infrequent/Fill In	\$13.92 per hour

Developing	\$15.91 per hour
Experienced	\$17.90 per hour

Benefit Pay: Sick Pay, Jury Duty Pay, Funeral Pay, etc.

(Eligibility information is detailed in the Employee Handbook)

An instructor's Hourly Base Rate is used as the flat rate for the above categories (Hourly Base Rate X 6.5 for all day or Hourly Base Rate X 3.25 for a half day). For an instructor to qualify to be paid, he or she must have been scheduled to work the day when he or she wishes to use the Benefit pay AND must have called in and notified management that he or she will not be at work prior to the start of his or her assignment for the day. ***Please speak with a supervisor rather than leaving a message.*** A doctor's note may be required to receive sick pay. *Any sick pay claimed beyond a 5-day work week, i.e., for the 6th and 7th day in a pay week, must be approved by the Location Manager/General Manager. A maximum of 40 sick hours may be paid in a given work week. A maximum of 40 total benefit hours can be accrued each week.*

Health Insurance and Bridging

Please see the Benefits Handbook for insurance eligibility and details.* **Employees will not be eligible for bridging if terminated before April 1, 2016, if benefit work hour requirements are not met, or if they are not available to work through April 4.**

* Employees must have been hired by **December 25, 2008**, to be eligible for bridging. Please see your benefits manual or contact HR with any questions or for further clarification.

Overtime Pay

Instructors are paid overtime for all hours worked beyond 40 hours per week (a work week is Thursday to Wednesday). Overtime is not calculated or paid on Paid Time Off (PTO), sick or benefit pay.

PTO (Paid Time Off)

Returning full-time instructors who had 1,500 service hours prior to April 23, 2003 will accrue PTO immediately upon rehire. These instructors have access to PTO hours as earned and can take paid time off provided they have accumulated the requested number of hours, subject to Supervisor's approval. (Accrual rates vary based on service hours and can be found in the Vail Resorts Employee Handbook.) Instructors may take PTO at any time during the season (subject to business needs), as long as the PTO hours do not put the instructor into overtime, or may choose to take a payout at the end of the season when separated or put into Seasonal Inactive Status (SIS). **The rate of pay is the instructor's initial Hourly Base Rate (the rate you start the season with, as listed on your Wage Offer) and DOES NOT include any incentive pay bumps.** Benefit Hours continue to accumulate during PTO hours taken.

Corporate group/other non-teaching Pay

Instructors will be paid for required work outside of teaching hours, per established rates equivalent to job functions. For example, Meet & Greet **\$10/hr**, Rental Shop Help **\$10/hr**, Corporate Lesson Additional Hours Base Rate/hr, Communication Meetings **\$10/hr**. See a manager or supervisor for further clarification.

Professional Development Reimbursement

Instructors who complete the required hours of in-house certification training, attend and pay for related PSIA/AASI-RM exam fees, and pass their exam, are eligible for a reimbursement of a portion of those fees. Reimbursement will be provided for secondary discipline in Alpine or Snowboard. The exam process must be completed within a two-year window. Reimbursement is paid out in December of the following season. For exams taken this season, payment will be in December 2015. Instructors who do not return the following season will not be reimbursed.

To receive this reimbursement, instructors [must produce exam and clinic receipts of payment and certificate](#) (proof of accomplishment). These must be attached to a completed Travel and Entertainment (T&E) report and turned in to their Training Supervisor/ Product Manager **prior to season end**.

Professional Development Reimbursement		
Exam	PSIA-RM Pre Requisites (see PSIA-RM.org for details)	Reimbursement maximum
Alpine		
Level 1	None	\$270
Level 2	CS-1, 3 days (2 days CS-1, one of something else)	\$525*
Level 3	CS-2, 4 days (3 days CS-2, one of something else)	\$525*
RM Trainer	4 days	\$780
Snowboard		
Level 1	None	\$270
Level 2	3 days	\$705
Level 3	3 days	\$705
RM Trainer	3 days	\$690
Children's		
CS-1	Level 1 certification	\$180
CS-2	Level 2 certification	\$370

*Alpine reimbursements are less money in the chart because of the inclusion of Children's Specialist requirements, which are reimbursed separately. Total reimbursement for the complete level 2 process would be \$705; level 3 would be \$895.

How Do I Get Paid? *Time Cards*

As part of our commitment to operating with integrity, we want to ensure that we are keeping accurate records and paying you for all the time you work. "Time cards" refers to both paper time cards and electronic time cards (if available). It is the instructors responsibility to report time in an accurate and timely manner.

- Time cards must be completed each day you work and must capture all the hours you worked.
- You must include any miscellaneous, non-teaching time on your daily time cards. Please obtain prior

permission from your supervisor, whenever possible, before incurring any miscellaneous non-teaching time.

- When teaching a group lesson, you must submit your time card to your supervisor at the end of each day.
- When teaching private lessons, please endeavor to submit your time card to your supervisor at the end of each day. However, we recognize that certain circumstances may make daily submission of time cards for private lessons difficult. If you are unable to submit your time card after a private lesson, please submit it as soon as possible and no longer than the first day after the end of the pay period. Our pay periods run for a two week period, from Thursday through Wednesday and all time cards must be submitted by the Thursday following the pay period end.
- If your lesson ends early, you must reflect the actual hours you spent working on your time card. However, you will be paid at least the number of hours included in the lesson product you taught, even if it ended early.
- It is a serious violation of company policy to falsify a time card or incorrectly report hours worked. Never over or under report your time. Please refer to the Vail Resorts intranet or the Employee Handbook for a complete copy of the Wage Payment Policy.

How Do I Get Paid? *Travel*

If you teach at a resort other than your home mountain you may be eligible for Travel Pay. You are not eligible if the resort you're teaching at is closer to your home (e.g., you work at Vail, live in Edwards and are teaching in Beaver Creek; or, you work at Vail, live in Summit County and are teaching at Keystone).

- You must inform your supervisor **AND** complete the travel request form if you are traveling to another resort. Failure to do so will result in disciplinary action.
- Travel Time is paid at the guest service rate for actual time, which should be recorded on your Time Card and approved by a supervisor.
- If you use your personal vehicle you may also get paid for mileage. Mileage is paid at the company's standard rate, and must be submitted in a Travel and Expense report in a timely fashion. You will need to be set up in the T&E system prior to submitting miles – see your administrative assistant or supervisor for clarification and assistance. (Note: Instructors are not allowed to transport guests in their personal vehicles.)
- Guests will be charged a \$300 surcharge, per instructor, for going to a non-VRI resort within Colorado. (Out of state travel is not allowed with the exception of VRI resorts.) The charge for going to Keystone or Breckenridge is \$100, per instructor.
 - Instructors cannot waive the travel time to save the guest the surcharge. The surcharge is to cover the travel expenses for the instructor.
 - For overnight stays, the guest must also agree to cover all other expenses such as food and lodging for the instructor.
 - The surcharge is per trip. Multi-day trips with a stay over will only require one surcharge.
 - You need to let us know a **minimum** of 72 hours ahead of time so we can arrange a complimentary lift ticket for you. (The guest will need to purchase their own tickets.)

SECTION NINE

APPENDIXES

Appendix A: Specific Behaviors

Specific Behaviors

A. Group Handling and Technical Expectations:

- Quickly establish rapport with guests.
- Check students' readiness for the day, including equipment, clothing, accessories, etc.
- Make sure you and your students know each other's names.
- Support and assist level or zone leaders and supervisors in forming groups.
- Be aware of where other instructors are located and take responsibility for reassigning students.
- Make necessary changes with tickets, class lists and supervisors.
- Do not make negative comments about the organizational process, including making comments about your group size in front of students.
- Describe the organizational split process to alleviate anxiety and to explain its importance to each individual and the group.
- Use the first run as a warm-up for students, and a skill assessment opportunity. Stop for organization and pacing, not for "tech" talk.
- Watch students as they are led down the hill and decide if they fit in the group. Inform split supervisor of adjustment needs.
- When moving students to another group, be sensitive to their feelings and make changes diplomatically.
- Keep students occupied and engaged if asked to wait by the supervisor.
- Follow recommended routes and terrain for specific levels. Designate a "rendezvous point" just in case!
- Use freestyle parks, glades and terrain attractions to build specific skills, enhance learning and increase enjoyment of the sport.
- Check mountain grooming reports daily. Be prepared for weather changes, students' changing energy levels, varying crowds, and coach your students to do so.
- Teach all students "Your Responsibility Code" and mountain/environmental etiquette.
- Provide variety, creativity and flexibility to reach lesson goals.
- Use exercise progressions of sound technical merit that directly lead to progress in skills.
- Set a tempo that allows the students/class to improve skiing or riding skills.
- Vary your teaching style to meet the needs of the individuals and the group.

Specific Level Leader Expectations:

- Communicate with supervisor to determine class sizes.
- Work with fellow instructors to form cohesive groups pleasantly and efficiently.
- Track return students, instructor names and verbal split class size on level leader or zone leader cards.
- Continuously report group organizational progress and readiness to split supervisor.
- When notified by split supervisor, clearly inform fellow instructors to depart to ski/ride in a pleasant, non-commanding manner.

B. Lesson Content Expectations:

- Introduce lesson plan and product highlights.

- __Set objectives in partnership with guest based on skill assessment and students' goals.
- __Respect the guests' ideas and viewpoints.
- __Tailor presentation to guest developmental stage, physical, cognitive and motor abilities.
- __Demonstrate at appropriate skill level for students' understanding and performance.
- __Offer ample opportunity to practice skills related to lesson objectives.
- __Check students' understanding as they demonstrate and verbalize what they have learned.
- __Use training tools to enhance learning. Utilize the concepts in the Vail/Beaver Creek Teaching Handbooks.
- __Summarize the lesson periodically throughout the day and week.
- __Create a memorable experience for the guest by blending tasks, practice time, play and adventure.
- __Invite each guest back.
- __Preview the following day/lesson.

C. Private Lesson Expectations:

- __Instructors are responsible for staying informed of their private lesson bookings and for seeing that all lessons begin at the time and location scheduled. This may require checking the computer several times during the day as bookings can and do change.
- __Ensure that bookings in the computer match what you taught on the hill.
- __Check the instructor computer at any POD location every morning and evening.
- __Know the assigned guest's first and last name and the duration of the lesson. If the name conflicts with the name in the computer, notify a supervisor prior to starting the lesson.
- __Contact the SSS location at which you are meeting your students if, for any reason, you are going to be late.
- __Know and facilitate the use of the "Private Appreciation Program," Private Lesson Perk Card and Guest Recognition Program.
- __Help build a relationship between guests and our school. Invite supervisors to ski/ride or socialize with you and your guests when appropriate.
- __Maintain a positive attitude when management is unable to allow you to roll a lesson or accommodate a request for any reason.
- __Resolve any request guest conflicts that may arise due to multiple guests wanting to book you during the same time period. Typically "history" with the guest will over-ride "first-come, first-served" in booking priority. However, if you desire to change this priority, you must communicate with your clients and make the necessary arrangements.
- __Check to make sure the guests have signed the Release of Liability form.
- __Be sure you know your POD's booking deadlines for the 2015-2016 holiday periods. Getting your booking requests into the computer system before these deadlines is critical to assure smooth scheduling for instructors and guests. Without your booking dates in the system, you may be put on assignments to fulfill our private lesson business needs. If a request comes in after the deadline we will try to honor that request, but there is no guarantee.

D. Children's Program-Specific Expectations

- __Meet child-specific expectations in addition to what's outlined above.
- __Complete exercise progressions as outlined in the Children's Alpine and Snowboard Teaching Handbooks.
- __Include ski/ride week activities in daily lesson plan.
- __Use Children's Passport and related training materials (buttons, pins, etc.) to enhance learning.
- __Build a cohesive team, expecting different rates of learning due to different skill and fitness levels as well as age and gender differences.

- __Set class rules and follow through with consequences, which should NEVER include any physical discipline. Likewise, physical restraint should never be a “consequence” but should be used only to prevent injury to the child or others. Immediately report the use of any physical restraint to your supervisor.
- __Work in partnership with child and parent to maintain appropriate behavior.
- __Recognize and reward positive behavior.
- __Monitor and manage any special needs students may have (i.e. medications, physical and or emotional needs). Never administer medications but allow the student to do so if of an appropriate age. Otherwise, contact ski patrol or a parent.
- __Monitor emotional and physical well being of the children.
- __Work to determine source of fears and anxieties that may manifest themselves as “illnesses.”
- __Communicate lunch location and time on class lists and turn list in on time.
- __Sit with class, interacting to develop rapport with the group.
- __Have another instructor or supervisor watch the class when not in the immediate presence of the group.
- __Be aware that parents critique the instructor and SSS when they visit their child at lunch, so actively promote a favorable impression.
- __Be sure to clean up after lunch and snack.
- __Summarize the day’s activities, child’s progress and future ski/ride week activities with parent and child.
- __Communicate realistic expectations to the parent about their child.
- __Prepare the parent for any changes or special events occurring the next day.
- __Establish a friendly rapport and instill confidence, so that the parents feel their expectations have been met and exceeded.
- __Use available support pieces to enhance and showcase the lesson.
- __In the event of any incident (1050 injured student, 1083 lost student, lifts) communicate facts of the incident with the parents. (Avoid judgmental comments, blame or personal opinions.)
- __In the event of a sick child, sign the child into the CSSC and notify an inside staff supervisor.
- __Display concern for the sick child – check back every 30 minutes to see if the child is able to return to the class.
- __Follow up at the end of the day to link the child up with parents.
- __Discuss with parents the child’s symptoms and the progress the child made throughout the day.
- __Use diplomacy while describing the symptoms clearly and honestly.

E. Chairlift Protocol

- __Be aware of skill level, terrain, weather and fatigue to help prevent any injuries and accidents.
- __Review lift procedures and expected behavior for riding lifts with your class daily.
- __Interact with the lift department in a professional, diplomatic and cooperative manner.

Appendix B: Rates, Flex Credits, Additional Pay, Pay Formulas

Entry Base Wage Rates

Entry Rates	
Certification/Credential	Entry Base

Non-certified New Hire	\$10.50
Level 1 certified	\$12.00
Level 2 certified	\$15.00
Level 3 certified	\$18.00
RMT*	\$20.20
E1 Examiner/FS 3*	\$21.19
E2 Examiner*	\$22.46
E3 Examiner*	\$24.28
Current ISIA Demo Team Member	\$25.27
Current PSIA Demo Team Member	\$26.27

Other considerations:

- Level 2 & 3 certified instructors Hourly Base Rate will take into account years of experience up to, and including, ten years.
- A “year” is defined as a 12-month period, November to November, based on our Northern Hemisphere Season. For instructors with part time experience, two years of part time service will be considered equivalent to one year of full time service.
- Former World Cup competitors will be brought in at entry Level 3 certified pay (\$18.00).

* To receive and maintain advanced educator wages, instructors must remain current and active within the division. Currency is defined as attending the annual fall Advanced Educator’s training and paying dues. The general managers and directors will consider such cases on an individual basis.

Ski and Snowboard School Directors and General Managers will function as a pay review board with the freedom to assign an Hourly Base Rate based on unique credentials not mentioned above.

Credit Allocation

Credit Allocation	
Product	Credits
Privates, all disciplines	1 per request hr
Adult Alpine	4.3 per return student
Adult Snowboard	6.2 per return student
Adult signature	3.7 per return student
Focused Learning	5.3 per return student
3-6 Alpine and Snowboard	3.2 per return student
7+ Child Alpine	4.1 per return student
7+ Child Snowboard	6.8 per return student
Teen Alpine	6.4 per return student
Teen Snowboard	6.5 per return student
Nordic	20.0 per return stud.

Flex Credit Allocation

Flex Credit Allocation for Specific Products		All Flex Credits are per day unless otherwise noted	
Paid Activity	Flex Credits Earned	Paid Activity	Flex Credits Earned
Adult Level 8/9 classes	All day – 4 Half day – 2	Adult SB level 7-9	4
7+ BDC (alp & SB)	4	Les Streeter	4
Adventure Sessions	4	Diversity Lessons	4
Form Your Own Group	4	Master Camps - Trainer	1 per hour
3-6 Product Coordinator	1 per hour	Pepi's Wedel Weeks	4
Adaptive P3	2	Sonnenalp Guides	4
Adaptive P6	4	Project Challenge	4
Communication Meeting	1	Small Champions	4
Sonnenalp	4	Small Champions - Prog. Coord.	1 per hour
Paid Training - Returning Pro	1 per hour	Small Champions-Trainer	1 per hour
Paid Training – Prescribed	1 per hour	Project Victory	4
Beavo Coordinator	1 per hour	Project Victory-Prog. Coord.	1 per hour
Devo/Beavo	6	Project Victory-Trainer	1 per hour
Eagle County Schools - Adaptive	10	She Skis, Her Turn & Girlz on Edge	4
Eagle County Schools Program	4	SOS Class	4
Feldenkrais	4	Operations Assist	1 per hour
3-6 1/2 Day Local	2	Trainer	1 per hour
TV 8 Appearance	2	PSIA/AASI	6 per day, 12 max.
Her Turn Signature Program	4	Hyatt Tech Week	4
High Rockies	4	Ultimate 4	4
Max 3	5 (all day)/3 (half day)	Training (up to 50 hours)	1 per hour

Additional Pay

There are numerous circumstances that may contribute to additional pay. See below for other products/situations that can put extra money in your pocket.

Private Lesson Additional Pay	
Product	Additional Pay
Half Day, 2 hour, 1 hour	\$5

Two Half Days taught in a day	\$10 (attached to P3 p.m.)
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Group Lesson Additional Student Pay	
Product	Student Pay
Adult Alpine All Day Class & First Time Series	\$13 @ 8th Student
Adult SB All Day Class & First Time Series	\$13 @ 6th Student
1/2 Day Class	\$4 @ 1st Student
7+ All Day Alpine Class	\$13 @ 9th Student
7+ All Day SB Class	\$13 @ 6th Student
3-6 All Day & 1/2 Day Class	\$12 @ 6th student
Teen All Day	\$13 @ 8th Student
Ultimate 4 / Max 4	\$5 @ 1st Student
Nordic All Day & 1/2 Day Class	\$4 @ 1st Student
Diversity Lessons	\$4 @ 4th student
Form Your Own Group	\$4 @ 5th student
Specialty Products	Student Pay
Her Turn & Women's Programs	\$4 @ 4th student
Hyatt Technique Week	\$4 @ 4th student
Les Streeter	\$4 @ 6th student
Focused Learning	\$4 @ 6th student
Pepi's Wedel Weeks	\$4 @ 4th student
Beavo/Devo/High Rockies/Eagle Schools	\$4 @ 5th student
Feldenkrais	\$4 @ 4th student
Sonnenalp Guide Program	\$4 @ 2nd student

Set-up Pay	
Product	Set-up Pay
3-6 Mogul/Mini 1 Day Class	\$10/day
Eagle County Schools Adaptive	\$10/day

Additional Adaptive Pay

Additional Adaptive pay covers equipment set-up and provides additional pay for Adaptive Certification. Additional pay will be approved by the Adaptive Product Manager, Supervisor, Program Coordinator, or Program Assistant.

To receive Set-Up Pay, the following must be completed:

- Reserve Equipment.
- Prepare and set-up equipment before lesson begins.
- Call the guest before the lesson to schedule meeting time, place and accommodate other special requests/needs.
- Properly store and label equipment at the end of each lesson.

- Maintain appearance and utility of Equipment (i.e. remove any modifications, repair any damage, replace any lost parts, or notify supervisor of damage that cannot be repaired.)
- Complete Lesson Notes.

Additional Adaptive Pay		
Product	Set-Up Pay	Additional Certification Pay
Adaptive All Day	\$25	\$10 Adaptive Level 2, \$15 Adaptive Level 3
Adaptive ½ Day	\$15	\$5 Adaptive Level 2, \$7.50 Adaptive Level 3

Pay Formulas

As you've probably discovered, there are lots of ways to increase your earnings. You have a great deal of control over how much you make, but in order to reach your potential you have to understand the intricacies of our pay system. Hopefully this section has given you a better grasp of what factors contribute to your overall wage. If you have any questions, please see your supervisor.

The charts below give examples of how the pay formula works for different products. You can calculate your own pay based on this formula:

(HOURLY BASE RATE+BASE INCENTIVE)XWORK HOURS)+ADDITIONAL PAY+ RETURN AND REQUEST PAY

Remember, you are responsible for knowing how much you should be earning. Please look at your paycheck and detail report carefully and report any errors immediately. [You can, and are encouraged to, check your pay on the instructor computer and make necessary adjustments BEFORE the end of the pay period to avoid missing pay. Payroll Advances are only issued in extraordinary circumstances \(death in immediate family or major medical emergency\). See the Employee Handbook for details.](#)

Here's to your earning potential – may you make the most of it!

As an example, the following instructor profile will be used:	
Status	S5
Hourly Base Rate	\$13.50
Credits earned	250
Base Incentive	\$1.50
Request Private Lesson Incentive	\$7.00
Return Student Class Lesson Incentive	\$9.00
Request	Yes
Number of Students	7
Number of Returns	2

Private Lessons

Product	Hourly Base Rate + Base Incentive (Example)	Work Hours	Additional Pay	Request or Return Incentive	Pay Example
All Day (P6)	(\$13.50+\$1.50)	6.5	\$0	\$45.50	\$143.00
1/2 Day (P3 a.m.)	(\$13.50+\$1.50)	3.25	\$5	\$22.75	\$76.50
1/2 Day (P3 p.m.)	(\$13.50+\$1.50)	3.25	\$5+\$10 (\$15 Total)	\$22.75	\$86.50
2 Hour (P2)	(\$13.50+\$1.50)	2	\$5	\$14.00	\$49.00
1 Hour (P1)	(\$13.50+\$1.50)	1	\$5	\$7.00	\$27.00
All Day Adaptive	(\$13.50+\$1.50)	6.5	\$25	\$45.50	\$168.00
1/2 Day Adaptive	(\$13.50+\$1.50)	3.25	\$15	\$22.75	\$86.50
Child Enhancement	(\$13.50+\$1.50)	0.75	\$5	\$5.25	\$21.50

Adult Class Lessons: Alpine and Snowboard

Product	Hourly Base Rate + Base Incentive (Example)	Work Hours	Additional Pay	Request or Return Incentive	Pay Example
Alpine All Day 1st Time Series	(\$13.50+\$1.50)	6.25	\$13 @ 8 th Student	\$18	\$111.75
Snowboard All Day 1st Time Series	(\$13.50+\$1.50))	6.25	\$13 @ 6 th Student	\$18	\$137.75
Alpine 1/2 Day Class/Workshop	(\$13.50+\$1.50)	3.25	\$4 @ 1st Student	\$18	\$94.75
Snowboard 1/2 Day Class/Workshop	(\$13.50+\$1.50)	3.25	\$4 @ 1st Student	\$18	\$93.75
Pepi's Wedel	(\$13.50+\$1.50)	7.75	\$4 @ 6 th Student	\$18 (all students from 4 th & 5 th day)	\$142.25
Focused Learning	(\$13.50+\$1.50)	7.25	\$4 @ 6 th Student	\$18 (all students from 4 th & 5 th day)	\$134.75

Hyatt Technique Weeks	(\$13.50+\$1.50)	7.75	\$4 @ 4th Student	\$18 (all students from 3rd & 4th day)	\$150.25
Her Turn, She Skis, Girlz on Edge, K. Reichhelm Camp	(\$13.50+\$1.50)	7.75	\$4 @ 4th Student	\$18 (all students from 3rd day only)	\$150.25
Les Streeter	(\$13.50+\$1.50)	6.75	\$4 @ 6th Student	\$18 1st day only returns from previous year	\$127.25
Feldenkrais	(\$13.50+\$1.50)	8	\$4 @ 6th Student	\$18 (all students from 3rd day only)	\$146.00
Sonnenalp Guide	(\$13.50+\$1.50)	6.25	\$4 @ 2nd Student	\$0	\$117.75

Adult Class Lessons: Nordic

Product	Hourly Base Rate + Base Incentive (Example)	Work Hours	Additional Pay	Request or Return Incentive	Pay Example
Nordic All Day	(\$12.50+\$1.50)	6.25	\$4 @ 1st Student + \$12 @ 10th+	\$18	\$133.50
Nordic 1/2 Day	(\$12.50+\$1.50)	3.25	\$4 @ 1st Student + \$12 @ 10th+	\$18	\$91.50

Child Class Lessons: Alpine and Snowboard

Product	Hourly Base Rate + Base Incentive (Example)	Work Hours	Additional Pay	Request or Return Incentive	Pay Example
7+ All Day Alpine	(\$13.50+\$1.50)	7.25	\$13 @ 9 th Student	\$18	\$126.75
7+ All Day Snowboard	(\$13.50+\$1.50)	7.25	\$13 @ 6 th Student	\$18	\$152.75
7+ Ultimate 4	(\$13.50+\$1.50)	7.25	\$5 @ 1st+	\$18	\$146.75

3-6 Ultimate 4, Mogul & Mini (alpine & SB)	(\$13.50+\$1.50)	7.25	\$10 yard set-up +\$5 @ 1st+	(total return students)/ (number of inst. teaching) \$18	\$156.75
3-6 Ultimate 4, Superstar (alpine & SB)	(\$13.50+\$1.50)	7.25	\$5 @ 1st+	(total return students)/ (number of inst. teaching) \$18	\$146.75
3-6 All Day Mogul & Mini	(\$13.50+\$1.50)	7	\$10 yard set-up + \$12 @ 6th+	(total return students)/ (number of inst. teaching) \$18	\$157.00
3-6 All Day Superstars	(\$13.50+\$1.50)	7	\$12 @ 6th+	(total return students)/ (number of inst. teaching) \$18	\$147.00
3-6 1/2 Day	(\$13.50+\$1.50)	3.5	\$12 @ 6th+	(total return students)/ (number of inst. teaching) \$18	\$94.50
Teen All Day Alpine & Snowboard	(\$13.50+\$1.50)	7.25	\$13 @ 8th+	\$18	\$126.75
Devo/Beavo	(\$13.50+\$1.50))	7.75	\$4 @ 5th Student +	1st day only returns from previous session (\$18)	\$146.25
SOS	(\$13.50+\$1.50)	7	\$4 @ 4th Student +	1st day only returns from previous session (\$18)	\$139.00
High Rockies	(\$13.50+\$1.50)	7.25	\$4 @ 5th Student +	1st day only returns from previous session (\$18)	\$138.75
Form Your Own Group	(\$13.50+\$1.50)	7.25	\$4 @ 5th Student +	1st day only returns from previous session (\$18)	\$138.75
Eagle County Schools	(\$13.50+\$1.50)	7	\$4 @ 5th Student +	N/A	\$117.00
Eagle County Schools Adaptive	(\$13.50+\$1.50)	7	\$10 equipment set-up \$4 @ 5th Student +	N/A	\$127.00
Diversity Lesson	(\$13.50+\$1.50)	7	\$4 @ 4th Student +	N/A	\$121.00

Preschool 2 Hour	(\$13.50+\$1.50)	2.5	\$4 @ 1st Student	N/A	\$65.0
Small Champions, Project Victory, Vail Veterans and Fore Sight	Flat Rate of \$125 (if returning to program or Adaptive Cert 2 or above) or \$100 (if new to program).				

*Work hours used in these formulas will be at least the lesson product length but if additional time is worked during the lesson, the formula will reflect that additional time as captured on your daily time card.