



SKI & SNOWBOARD SCHOOLS

INSTRUCTOR RESOURCES & GUIDELINES MANUAL WINTER 2022-2023

Introduction

Welcome to the Ski & Snowboard Schools of Vail Resorts (the “Company”). You are part of an exceptional group of professionals dedicated to service and snowsports instruction. Across every school and throughout all of our resorts, we are connected by our shared commitment to each other’s safety and our Epic Service philosophy. Together we live out this mission by safely providing the Experience of a Lifetime through memorable moments and personal connections.

We all share in our culture of Safety and Epic Service. It underpins our decisions and actions in all aspects of our job. To be successful it takes skill, knowledge, and teamwork. This Resources & Guidelines Manual (“R&G Manual”), along with your Vail Resorts Employee Handbook (“Employee Handbook”) and your resort-specific Ski and Ride School manual, is designed to give you the foundational knowledge to succeed in delivering on our mission. While it is not exhaustive, and there is much more to our work, this R&G Manual is full of important and useful information. Please take the time to read and understand this R&G Manual and, as always, we are here to support, so reach out to your supervisor or manager if you have any questions.

Stay safe and find your Experience of a Lifetime!

AT-WILL DISCLAIMER

THIS R&G MANUAL DOES NOT CONSTITUTE A CONTRACT, BARGAIN, OR AGREEMENT, EXPRESS OR IMPLIED, NOR IS IT TO BE INTERPRETED TO BE A CONTRACT BETWEEN THE COMPANY AND YOURSELF. YOU SHOULD BE AWARE THAT THE COMPANY IS AN AT-WILL EMPLOYER AND THAT YOU ARE HIRED AT-WILL. JUST AS YOU MAY VOLUNTARILY LEAVE AT ANY TIME, YOUR EMPLOYMENT MAY BE TERMINATED AT ANY TIME, WITH OR WITHOUT CAUSE, AND WITH OR WITHOUT NOTICE AT THE OPTION OF THE COMPANY. 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 OR EMPLOYEES. ANY SUCH AGREEMENT MUST BE IN WRITING AND SIGNED BY THE CHIEF EXECUTIVE OFFICER. THIS NOTICE APPLIES TO ALL EMPLOYEES REGARDLESS OF DATE OF HIRE.

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

This R&G Manual is supplemental to both your Employee Handbook and your resort-specific Ski and Ride School manual. Important information is available in all three of these documents. Please be familiar with each and reach out to your supervisor or manager if you have any questions.

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SECTION One: *Guest Service*

Epic Service

At Vail Resorts, our mission is to provide an Experience of a Lifetime for our guests and employees. Epic Service means creating an emotional connection with our guests and colleagues through each interaction in every phase of their journey, seeing opportunities to create memorable moments that culminate in the Experience of a Lifetime.

In the ski and snowboard school we are uniquely situated to connect with our guests on a deeper and more personal level. You are a guide to the mountain and each day we are given the opportunity to spark an Experience of a Lifetime by owning each interaction and ensuring our guests feel Happy, Relaxed, Safe, and Excited. We believe these emotional states are foundational to the Experience of a Lifetime.

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. 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

- Maintain a safe environment for yourself, your coworkers, and guests.
- Teach skiing and/or snowboarding according to contemporary standards.
- Understand and follow everything in this R&G Manual, your Employee Handbook and all other [Company Policies and Procedures](#).
- Continue your professional growth to develop your 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.
- Be a team player! Work professionally and proactively with all departments across the Company to provide an Experience of a Lifetime for guests and employees alike.

Important Resources

Knowing how to get the information you need and being up to date with the latest news from your school is an essential part of your role. Now and throughout the season you may have questions about your job, perks, benefits, employee resources, or any number of other topics. Our goal is to provide you with all the information you need to be successful and get the most out of being an instructor at Vail Resorts. Your supervisor/manager is a great resource and you are encouraged to take any questions or concerns you have to them. In addition, the following resources will provide you with much of the information you will need.

- E-mail communications: *These may include messages from your supervisor/manager, messages for the whole school, or important information for your resort or Vail Resorts as a whole.*
- Epic Employee: Found through the Epic Employee App or at epicemployee.vailresorts.com. This is the hub for information on your resort, Direct Connect (HR), and much more.
- Direct Connect: Found through [Epic Employee](#), DC (Direct Connect) is your portal for all your HR questions and much more!
- Your local School's instructor website (if applicable).
- The Vail Resorts instructor website for schedule and training: www.instructor.snow.com
- [Policy Tech](#): Contains all Company Policies and Procedures such as the Wage Payment Policy, the Code of Ethics, and various Health & Safety Procedures. Policy Tech can be found by logging in to Epic Employee and clicking on the More Resources tile.
- Instructor messaging on the computer (also available on instructor.snow.com).
- 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 and as approved for official use only by the Company.
- Communication meetings with your supervisor/manager.

Guest Focus Expectations for all Instructors

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

Demonstrate outstanding guest 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, training, and provide feedback on your performance throughout the season. This may 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.
- Be a team player! Share terrain and hill space and stay aware of what is going on around you.
- Know services available to effectively assist Ski & Snowboard School and resort guests.
- 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.

These Key Behaviors are an overview and provide a baseline, but do not constitute an exhaustive list. See your supervisor/manager for more information on how we deliver every day on an Experience of a Lifetime.

Professional Performance Expectations for All Instructors

Our guests expect nothing less than the best. You came here for some of the same reasons they did: to have an experience available only here. Our reputation precedes us, and we set the industry standard. It is your responsibility to adhere to these standards each time you interact with a guest, peer or coworker. To achieve that performance, you are expected to embody professionalism in ski and snowboard instruction by following the expectations set forth in this R&G Manual, contribute to a positive work environment and take responsibility for all functions of the job.

Key Professional Performance Focus Behaviors:

- Be prepared to accept all lessons as assigned regardless of age, ability, or level.
- Know and demonstrate proper lift line alternating and Ski & Snowboard School lane usage at all times.
- Read, understand and model the contents of this R&G Manual.
- Check your schedule frequently and know your assigned meeting area.
- Be on time for meetings and assignments, and in the right place.
- Adhere to your school's professional appearance standards.
- Consistently display an enthusiastic and positive attitude.
- Take appropriate responsibility for all guest feedback.
- Voice any concerns to your supervisor/manager when necessary.
- Understand and adhere to Company Policies and Procedures.
- Use discretion when relating guest/client stories and/or ski school business to others.
- Use personal phones 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.
- Amicably and timely resolve any pay disputes, and escalate to your supervisor/manager when appropriate.
- Submit accurate and completed class lists and time cards daily.
- Complete documentation for incidents, Workers' Compensation, injured student, lost student and all other forms legibly and within the proper timelines. If you are required to fill out such documentation and forms outside of your work day, you may be 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 goes beyond its scheduled finish time.

Schedule and Work Commitment

The dynamic nature of our business requires that you understand, commit to, and meet your seasonal and daily work schedule requirements. Schedule and work commitment requirements are defined by your resort to best serve guests' needs.

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 to submit a complete work schedule as required by their resort.

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, including:

- Leads through change and adversity, makes the tough call when needed, builds consensus when appropriate, motivates and encourages others.
- Exemplifies Company values and supports the Company's and School's mission and purpose.
- Considers Company mission and values while planning.
- Supports and implements key policies (*i.e.*, helmet policy, safety initiative).
- Follows up with or acts on issues raised by team members.
- Handles tough issues and seeks understanding.

Training and Development

The quality of lessons you deliver is paramount to the guest experience. Attending required training and maintaining a focus on professional development ensures you are providing the guest with the best possible lesson experience. Additionally, there are many optional unpaid trainings and continued education opportunities available to instructors who wish to further their professional development. These are a perk of the job and we encourage all instructors to take advantage of this opportunity. Instructors may find and attend trainings at any Company resort by using the clinic calendar and signup at instructor.snow.com.

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.
- Seek opportunities to engage with your continued improvement as an instructor.
 - Be receptive to feedback and strive to improve performance.

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

These key behaviors are an overview and provide a baseline, but do not constitute an exhaustive list. See your supervisor/manager for more information on how we deliver every day on an Experience of a Lifetime.

Optional Unpaid Training

Unless specifically noted, all training is elective and unpaid. Attendance is at the instructor’s discretion and on their own time. Any paid and/or required training will be clearly identified as such. Optional trainings and continued education opportunities will not be considered in performance evaluations.

Vail Resorts® Core Values

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, and Training and Development, these competencies are represented on the end of season performance review and help paint the picture of your overall performance. What follows is a brief definition and description of each Core Value. Additional information can be found in Direct Connect.



Be Safe

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.



Be Inclusive

Actively learns about Diversity, Equity and Inclusion (DEI) at Vail Resorts. Shows appreciation for the unique attributes of others’ diverse backgrounds and perspectives. Speaks up to ensure the respectful treatment and inclusion of others of diverse backgrounds and perspectives. Takes responsibility in interactions with others of diverse backgrounds and perspectives to be respectful and inclusive.



Serve Others

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.



Do Right

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.



Drive Value

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.



Do Good

Has an awareness of the Company's Epic Promise 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.



Have Fun

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.

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 professional excellence. Here is how we formally evaluate your performance and provide you with tools to aid in your development:

Seasonal Performance Assessment Process

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

- Basic job performance expectations are shared with you in written form in this R&G Manual. Specific seasonal goals and measures will be shared with you by your supervisor.
- We will provide all instructors with a written Season-End Performance Assessment each season.
- The annual merit increase, if any, on each instructor's base wage will be determined by the Overall Rating on the Season-End Performance Assessment.
- A copy of your Season End Performance Assessment will be provided to you at the end of the season following your end of season review with your supervisor. This is generally sent to you via email.
- Your Season-End Performance Assessment will be based on yearly performance goals provided by your supervisor/manager, and will be rated using the Performance Rating Categories listed below:

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: *Health and Safety*

Your safety and our guests' safety is of paramount importance to our school and Company. Skiing and riding are wonderful, thrilling and exhilarating sports, and they also come with risk. Safety and the management of that risk lie at the core of every successful learning and on mountain experience. 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. 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.

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.

Remember the 5-Ts as a method of assessing the terrain you are about to ski/ride:

- 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 to **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?

Personal Health & Safety

One of the keys to success as an instructor is taking good care of yourself. Taking steps to support your physical and mental health is important to a sustained and successful season. Talk to your local team about effective preemptive strategies, utilize resources available through benefits like Epic Wellness, and reach out to your supervisor or manager if you need assistance.

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.

Health and Safety Reminders

- When possible, take at least one day off, if not two per week for your own well being.
- Good housekeeping must be practiced in all working areas (including locker rooms) at all times.
- To help protect instructors from knee and back injury, please adhere to the following guidelines:
 - Stay focused on conditions, traffic, students, and self, even while on the easiest terrain.
 - Monitor personal energy levels and find ways to rest and re-recharge, even briefly during the day.
 - Create teaching habits where students can be viewed without looking backward uphill.
 - Avoid fighting a fall if you find yourself in an awkward position.
 - Be certain your bindings are on their proper DIN setting.
 - Do not reach back with your uphill hand to prevent a fall.
 - Try to keep skis together if falling backward.
- Correct boot problems, including replacement of the boots, if necessary, before any foot injuries or medical problems develop. In general, injuries caused by poor boot fit are not covered by Workers' Compensation. A boot fitter can help with problems before they become a hindrance to your job. To assist this, we offer a \$25 reimbursement for footbeds. Reimbursement details are available through Direct Connect. Check with your supervisors or peers for shop names and recommendations.
 - Boots should be dried and socks changed daily.
 - Clip toenails to avoid toe or foot injuries.
 - Exercise caution when walking in ski/snowboard boots.
- For additional safety reminders, please review your Employee Handbook.

Equipment Use and Standards

- All instructors must wear gloves and approved helmet while skiing/riding in 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.
- Check bindings regularly for proper release.
- 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.

Instructor Related Accidents

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

- 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 to one, it must be reported to your supervisor.

Helmet Use

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: The use of protective 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.

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

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

Tips for setting up a safe learning environment while not putting yourself at risk of injury:

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

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.
- 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.

- Role model safety, especially in congested areas and Slow Zones.
- Teach rhythmical turns within a narrow corridor when in congested 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 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. If absolutely necessary, use proper lifting techniques when assist guests to avoid the potential injury.
- Skiing/riding alone, particularly in deep powder and trees, is not recommended.
- Know the closing times and snow conditions of all mountain areas. Time your lessons accordingly.
- 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.
- Follow all directions of Patrol, Mountain Safety and Mountain Management.
- Ski/ride in a manner reflective of your position as a professional.
- See your resort-specific manual for more specific policies regarding Approved Routes for on mountain travel while working.

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 guests’ 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

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.

Terrain Selection

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

A tried-and-true rule of thumb is: When the terrain and/or conditions bring more challenge, the task should

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

When skiing or riding natural terrain, which rarely or never gets groomed, you must use caution in your lesson plan and decision making. It is not recommended that you use natural terrain, including trees, unless you have skied/ridden it recently or are familiar with the terrain and snow conditions and have reliable information on the underlying snow conditions and coverage. When entering gladed 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.

Out of Bounds

- Instructors are not allowed to take a guest out of bounds or in closed terrain under any circumstances.
- Instructors are not allowed to ski out of bounds while working, and, in no circumstances, are allowed to ski in closed terrain.
- Any employee skiing/riding in a closed area or taking a guest out of bounds is subject to immediate discipline up to and including termination.

Freestyle Terrain

Freestyle Terrain is 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.

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.

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.

<p>The five main messages of the NSAA PARK SMART Program are:</p>	<p>Freestyle Terrain has designations for size. Designations are relative to this ski area.</p>
 <p>Start Small Work your way up. Build your skills.</p> <p>Make a Plan Every feature. Every time.</p> <p>Always Look Before you drop.</p> <p>Respect The features and other users.</p> <p>Take it Easy Know your limits. Land on your feet.</p>	<p>Extra Small Features </p> <p>Smaller Features </p> <p>Medium Features </p> <p>Larger Features </p>

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.

Lessons In Freestyle Terrain Areas

INSTRUCTORS are required to HAVE A VISIBLE PARK PASS OR HELMET STICKER TO ENTER ANY PARK WHILE WORKING. Review your resort-specific manual for a 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.

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.

Green (small), blue (medium) and black (large)

Green, blue, and black park passes can be obtained through PSIA/AASI Freestyle Accreditations:

FS Level 1: Green Pass (small park access)

FS Level 2: Blue Pass (medium park access)

FS Level 3: Black Pass (large park access)

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 manual 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 Enhanced Learning areas. These areas may include features like rollers, banked walls, tunnels and caves or gladed tree areas and DO NOT require a park pass.

Additional 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 and Smart Terrain.

- 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.

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.

Student Health and Safety

- 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 and 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.

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.
- Report the incident to Ski Patrol, your supervisor, and the appropriate Children's Center via phone or find a competent adult to assist. Ski Patrol must be told 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 the class list and verify their contact information, home phone and address.
- Patrol must ALWAYS 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.
- A basic follow-up (when appropriate) with the guest reflects good guest service and care. 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 Ski Patrol.
- 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.

Children-specific Health and Safety

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

- Follow [Children's Ski and Snowboard School Check-in/Out Procedure](#).
- 3 to 6 year-old Ski & Snowboard School children must wear identity bibs.
- Regulations regarding carrying and administration of medications vary by state. See your resort-specific manual for guidance at your resort.
- Medicine required for medical emergencies (e.g., an EPI pen), should be kept on the child at all times unless an alternate location is requested by the child's parent/guardian and is safer under the circumstances.
 - Any allergy or medication requirements should be noted on the child's information tag and attached to child's clothing.
 - Instructors should call for Ski Patrol in the event of an emergency.
- Liability forms: All students under 18 years of age taking a ski or snowboard lesson must have a release of liability/registration form signed by their parent/guardian on file, including private lesson clients.
- Lost children: Report at once and follow the [Lost or Separated Child Guidelines](#).
- 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.

Kids on Lifts

Special consideration is required when utilizing chairlifts with children. All instructors should be comfortable and familiar with the following procedures for riding lifts with children in our Ski and Snowboard Schools. All instructors who are working with children (ages 14 and under) must follow the [Kids on Lifts Procedure found in Policy Tech](#).

Child Abuse and Neglect Detection and Reporting Guidelines

Among Vail Resorts' key values are "Be Safe" and "Do Right." In the spirit of these values, all of our resorts follow the U.S. 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),

Immediately raise any concerns to your supervisor or Human Resources. Vail Resorts employees are required to follow the [Child Safety & Abuse Prevention Policy and Procedures linked here in Policy Tech.](#)

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 inappropriate 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 **inform** your supervisor or Human Resources about the suspected child abuse, neglect or exploitation; you do not have to prove it.

Do not try to investigate.

When you inform your supervisor or Human Resources, 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 of 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).

The Company strictly prohibits retaliation against any employee who reports suspected child abuse, neglect or exploitation in good faith. If you have any questions regarding the Company's internal reporting procedures, please talk to Human Resources or your supervisor.

Lost Student Situation

If a student has been separated from your group, you should act immediately by following the lost student protocol found in Policy Tech: [Children's Lost or Separated Child Guidelines](#).

Lightning Procedures

These are general guidelines. Your area may have additional protocols based on facilities, lifts and local weather patterns. Please see your resort-specific manual 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 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.

Educating Guest Safety

As an instructor you have a unique opportunity and greater expertise to help educate guests on safe practices on the hill. If you encounter a guest behaving in a way that poses a danger to themselves or others, you may use the opportunity to help educate. Use the following to help guide you in a productive conversation.

- Know the Skier Responsibility Code.
- Witness the violation – or have a reliable source.
- Be firm, but friendly.
- Ask the violator if they know what they did wrong.
- Explain how what they did violated the responsibility code or put themselves/others at risk
- Suggest a better option for the future.
- Thank them for their time
- If the situation requires assistance or for more serious incidents, enlist the aid of Mountain Safety, Mountain Information group, or Ski Patrol.
- 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.

SECTION Three: *On Snow Policies*

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 instructor’s 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 potentially compensable non-teaching time on your daily time cards.
- When teaching a group lesson, you **MUST** submit your time card and any applicable class lists to your supervisor **AS SOON AS THE FINAL LESSON ENDS** and not wait until the end of each day.
- When teaching private lessons, submit your time card to your supervisor as soon as the final lesson ends. 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. Refer your Employee Handbook for pay period details.
- If your lesson ends early, you must complete and submit your time card as soon as the final lesson ends and not at the end of the day. The time of your time card submission will reflect the actual hours you spent working, but you will still 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 Employee Handbook for information on the Wage Payment Policy.
- If after submitting a time card you realize any information submitted on this time card is inaccurate or incomplete, you must promptly submit a new time card for the work day at issue and alert your supervisor.
- If your supervisor notes an error in your timecard, they will contact you to discuss, and if a correction is needed, your supervisor will ask you to re-submit your timecard with corrections.
- You may be paid for up to three hours of time spent waiting between lessons so long as there are work-related restrictions during this waiting time (e.g., possibility of a call-back between assignments, required to provide any on-mountain duties or services such as helping guests, etc.). Any waiting time without work-related restrictions will not be paid (such as time spent voluntarily free-skiing).

Guest Communications

Vail Resorts strives to provide the best guest experience possible and hopes that all guests return regularly. However, the Company does not allow non-exempt/hourly employees to work “off the clock” under any circumstances (i.e., employees must be paid for all time worked), and working “off the clock” for any reason whatsoever is considered a violation of Company policy. This includes sending or responding to work-related e-mails or text messages during off-hours or the off-season. If an Instructor receives work-related e-mails or text messages from guests during off-hours or the off-season, they are not required to respond. Similarly, if the Instructor is unable, or unwilling, to respond to guest communications during normal work hours, the Instructor should alert their supervisor. If an Instructor chooses to engage in social conversation with a guest during off-hours or the off-season, this voluntary contact is not considered compensable working time because the Company does not require or expect such communication.

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 mountain quickly, and your cooperation is an important part of the process. *Your first priority when using lifts in classes or alone is your and your guest’s safety.*

Ski & Snowboard School Lane

- Using the Ski & Snowboard School Lane is a privilege only for instructors with paying students, designated employees approved by management, and VIP guests approved by management.
- **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 that necessitates the slowing of the lift, alternate your class through as a group. Allow several groups from the public to proceed, and then request permission, explaining why you must take your whole group through the line.
- You **may use** the Ski & Snowboard School Lanes in order to get to immediate work assignments (use discretion).
- You **may NOT use** the Ski & Snowboard School Lanes to alternate friends, family or any other non-clients.

Lift Line Alternating

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

Loading

- Your safety is always your first priority, always pay attention when loading yourself.
- 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.
- 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” above.)
- 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.

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 them know that a representative of the Company will be calling them. 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

As professional ski instructors we are some of the most visible representatives of our resorts. Our guests hold us to a high standard and expect those in our instructor uniform to be role models and ambassadors of the sport. This informs not only our decision making but also how we present ourselves. Our uniforms and appearance help to instill trust and confidence and identify you as the professional you are.

The following guidelines are in addition to the appearance standards laid out in your Employee Handbook and resort-specific manual. Please review all of these resources and refer to your supervisor/manager if you have any questions.

Presentation Policy

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

Ski & Snowboard School Uniform Policy

Employees are permitted to wear their uniform off-site, including to and from work. Locker rooms are optional and are provided for employees' benefit if the employee chooses to change on-site. Wearing a uniform during off-duty times is voluntary. Instructors are not covered by Workers' Compensation while off-duty 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. While skiing/riding off-duty, instructors are encouraged to choose terrain appropriate to their ability and conditions.

Uniform Appearance While Working

- An employee's presentation cannot distract from delivering exceptional service to our guests.
- **Uniforms:** Certain positions require employees to wear a uniform while working. Employees are expected to wear uniforms in the appropriate manner. Nametags must be worn and jackets zipped up to above nametag level. Jackets must be zipped at all times while working. Fasten any zippers, snaps and buttons. All hats, where permitted, must be worn facing forward.
- *Nothing contained in this section shall be interpreted to prohibit employees from engaging in protected concerted activity under Section 8(a)(1) of the NLRB.*

On-Mountain Uniform Policy

- Uniform: Jacket and matching insulated uniform pants are the proper outer uniform.
 - Under layers (including soft shells, fleeces, sweaters, etc.) should NOT be visible below the hem of the jacket.
 - Hats worn with your 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-tees, 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.
- If an employee chooses to put on or take off their equipment (boots, helmet, skis/board) at work, they should clock in before putting on equipment and clock out after equipment has been removed. (*Note:* This does not include time spent putting on and taking off uniforms, which should not be done on the clock.)
 - **Exception:** If employees choose to ski or ride (for personal, non-work reasons) immediately before starting work or immediately after completing work, exclude as time worked the associated time spent putting on or taking off equipment. For example, if an employee chooses to ski immediately before their shift, do not count as time worked the preceding time spent putting on equipment; if an employee chooses to ski immediately after their shift, do not count as time worked the subsequent time taking off equipment; and if an employee chooses to ski both before and after work, do not count as time worked either time spent putting on or taking off equipment.

- All uniform pieces and accessories (hats, gloves, T-necks and sweaters) must be kept clean and neat. 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.
- Company-issued nametags:
 - Must be worn at all times on your uniform.
 - Must have proper names.
 - Notify your supervisor to replace a lost nametag.
- Sleeves should remain at wrist length at all times.
- 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.

Instructor Locker Rooms

The locker room is your space and is provided to you as a convenience. You are not required to use the locker room. If using the locker room, 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.
- Your locker room may have a combination or access code. This combination or code should not be revealed to anyone other than fellow instructors.
- You may, but are not required to, 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 resorts will need access to gear storage and changing areas – please welcome them and provide assistance if necessary.
- After hour use of locker rooms is prohibited.
- Please see your resort specific guide for additional policies regarding employee lockers.

PSIA/AASI Certification

While not required, instructors at Vail Resorts are encouraged to obtain membership and work towards certification with the Professional Ski Instructors of America and/or the American Association of Snowboard Instructors. In order to gain recognition and any associated status for a certification, instructors must meet the following criteria:

- Have attained necessary current certification.
- Be in good standing (current on dues and education requirements) with PSIA/AASI.
- Provide necessary documentation to your manager/supervisor.

Ski and Snowboard School Directors and Senior Managers have discretion in determining when to assign recognition and/or status for instructors with other certifications or unique circumstances.

PSIA/AASI Certification Reimbursement

Instructors who successfully complete and are awarded one of the following certifications or accreditations are eligible for reimbursement of exam fees and minimum pre-requisites for the all portions of the successful exam.

- Certifications: PSIA/AASI Level 1, 2, and 3
- Accreditations: PSIA/AASI Children’s Specialist 1 and 2

Reimbursements will be paid in a timely manner following the submission of supporting documents to appropriate Ski and Snowboard School staff. See your local resort guide on how to provide this paperwork. To be eligible for reimbursement, instructors must be active employees of Vail Resorts at the time of the exam.

Instructor Resort to Resort Travel

If your home resort has provisions for resort-to-resort travel to teach private lessons, please follow the Travel and Entertainment policy. [This can be found in Policy Tech Here.](#) Not all resorts have the option of instructor travel, please refer to your local leadership for additional details.

Booking and Reservation Systems/Services

Instructors and Ski & Snowboard School employees are prohibited from using and/or maintaining their own booking and reservation systems/services and are also prohibited from using and/or maintaining any booking and reservation system/service that is not approved, authorized, endorsed, used and/or maintained by the Company.

“Underground” Teaching

Teaching for compensation while off the clock under all circumstances is prohibited. Instructors may not conduct lessons, snowsport instruction, guiding, or other similar paid duties outside of their assigned responsibilities as employees of Vail Resorts. Participation in these unauthorized activities may result in disciplinary action, up to and including termination. Additionally, engaging in these or similar activities at resorts not owned by Vail Resorts may also result in disciplinary action.

Vail Resorts employees are the only persons authorized to conduct ski and snowboard instruction and guiding operations at our resorts. Additionally, several of our resorts operate on U.S. Forest Service land. Vail Resorts employees are the only persons authorized by the U.S. Forest Service under its Special Use Permit to conduct ski and snowboard instruction and guiding operations at these resorts. Instruction and/or guiding operations conducted without a permit from the U.S. Forest Service are a violation of Title 36 of the Code of Federal Regulations, Part 261, Section 261.10(c).