



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.vailsnowpros.com), Beaver Creek Ski and Snowboard School (www.bcsnowpro.com).

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.

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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.vailsnowpros.com), Beaver Creek Ski and Snowboard School (www.bcsnowpro.com) or that I may request my own copy from my supervisor.

VAIL and BEAVER CREEK™
SKI & SNOWBOARD SCHOOLS

INSTRUCTOR RESOURCE & GUIDELINES MANUAL
WINTER 2023-2024

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SECTION One: *Your Job at Vail and Beaver Creek*

Status Explanations & Requirements

What Is “Status”?

We have nine statuses, or groups, that indicate your assignment priority 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 overall performance (not just credits/points) 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.

Discipline: Instructors subject to formal disciplinary action (a documented verbal or written warning) may also be subject to an immediate temporary reduction or loss in an earned status depending on the severity and nature of the infraction.

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 2023-2024 season.

Status Requirements

To be eligible for S1, S2, S4 or S5 an instructor must meet the following criteria:

- Current Level 1 PSIA/AASI certification or ISIA equivalent.
- Complete required training and other prescribed training, both are paid activities.
- Must be prepared to work in other programs and other location, 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 for the appropriate status
- Must complete all mandatory training.

Status 1 (S1)

This Status must be earned per the requirements above and maintains the highest booking priority throughout the season.

Privileges

- May choose not to be given private lesson assignments during required work dates as described in Employment Letter up to 72 hours before the lesson.
- Will be eligible for a higher base wage incentive than any other status.
- Will have top booking priority.

Status 2 (S2)

This status must be earned per the requirements above and maintains the second highest booking priority throughout the season.

Privileges

- May choose not to be given private lesson assignments during required work dates as described in the Employment Letter up to 72 hours before the lesson.
- Will have second highest booking priority.

Status 3, Emeritus (S3)

Instructors who have been S1/S2 instructors 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, both are paid activities.
- Must be available to work the “date’s 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.
- Active Examiners on PSIA/AASI-RM’s education staff who meet their work commitment with the division and all applicable criteria in this manual are also eligible for this status.

Privileges

- May choose not to be given private lesson assignments during required work dates as described in Employment up to 72 hours before the lesson.
- 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:
 - Must receive an Achieves in training goal.
 - Must meet the credits requirement for the status.

Status 4 (S4)

This status must be earned per the requirements above and has booking priority over S5 and S6

Status 5 (S5)

This status must be earned per the requirements above and has booking priority over S6.

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. All required training is paid.
- 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 mandatory 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 a minimum of 15 days (excluding required training) are hired into this status. To maintain PT Status from season to season an instructor must meet the following criteria:

- Complete mandatory 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 and be available to work the “commitment dates” per Employment Letter.

- Instructors who are pre-booked 15 days of request privates by Dec. 1 will be considered to have met their commitment, assuming they teach all 15 days. If any of the days are canceled, you will be required to add days to meet the minimum 15-day 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 but not more than 14 days 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.**
- **This is an earned status primarily for instructors who have a history of managing their own request bookings. Certain leaders in group lessons with exceptional track records may be granted this status with the approval of the Location Manager and General Manager.**
- Complete mandatory 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.
- It is the instructor’s responsibility to communicate their schedule with their supervisor and meet the minimum work commitment.
- Schedule must be submitted by December 1st

[Vail/Beaver Creek Ski & Snowboard School Credit Requirements for the 2023/2024 Season](#)

	S1	S2	S3 (Emeritus)	S4	S5	S6
ADULT ALPINE	570	500	250	440	355	n/a
ADULT SNOWBOARD	520	490	225	440	355	n/a
CHILD ALPINE	790	760	270	630	565	n/a
CHILD SNOWBOARD	625	565	220	535	495	n/a

Child Alpine Hybrid	700	640	270	610	550	n/a
Child Snowboard Hybrid	555	475	220	455	420	n/a
Child 3-6	750	710	285	675	550	n/a
Child 3-6 Hybrid	630	590	285	565	480	n/a
NORDIC	450	320	200	300	250	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 an elective full-day (6 hours) V/BC SSS Crossover Verification clinic.
- Fulfill auditing/clinic requirements per crossover trainer's assessment (e.g., audit a class). If the trainer's assessment includes additional auditing or clinics this will be a paid activity.

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. Note: You will not be compensated or covered by Workers' Compensation when taking lessons to improve your ability.

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.

Note: Further training and qualifications are necessary for cross-country skiing. Special training is mandatory for Nordic backcountry and will be paid. Wilderness first aid is not subject to reimbursement. 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 an elective 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, and future training recommendations. Instructors with adaptive certifications earn additional pay when teaching adaptive private lessons.

All disciplines that fall under the adaptive program require extensive practice and teamwork to ensure the safety of both the student and the instructor. Anyone asking to teach an adaptive lesson must be current in their chosen adaptive certification or have approval from the Adaptive manager and/or the training department.

SECTION TWO: *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. All time spent responding to guest questions, regardless of whether the guest

is a student, must be accurately recorded as pre- or post-lesson time on your e-timecard for that day (unless the question occurs when you are otherwise already being paid, e.g., during a lesson).

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 their responsibility to scan every pass, digital 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. New this season, guests can also have a digital pass connected to their mobile device. This pass will work the same as our RFID pass. Please assist your guests with pass placement as this is key to success with RFID is keeping the pass or phone from anything that may block the signal. 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. (This is available to private lesson guests ONLY as the instructor can monitor where the guest(s) is skiing/riding.)

At Golden Peak, this allows full day use of Chair 12 and the Magic Carpet. This does not include Gondola One.

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 elective skiing/riding.

- 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. Generally, loading is 30 minutes prior to public opening. 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.
- **Vail Mountain:**
 - From One –
 - You may ski to the bottom or access Chair 4 **only after Patrol has gone up**.
 - Wait for Patrol to set baffles and signage in the Mid Vail area and only load behind them.
 - Help with ski packing the maze in the case of new snow.
 - You must ski in the Chair 4 area back to 4 or return to the base.
 - Runs in the chair 4 area may not have had their daily inspection. Exercise caution! Notify Patrol of any issues. Remember the mountain is not open – Pre-Ride, Re-Ride, Free Ride.
 - From Eagle Bahn (gondola 19):
 - You may ski back to Lionshead or Vail Village avoiding primary lift corridors (Chair 8, G19).
 - If you go to the Village, do not attempt to load Gondola One in front of the public.
 - Exercise caution! You are likely to encounter snowmobiles, snowcats and uphill skiers/snowshoers in this area.
- **Beaver Creek:**
 - From Centennial Express: (gondola car only)
 - You may ski Gold Dust exclusively.
 - Egress is Hay Meadow back to the base.

● General Rules

- Uniform Jackets are not allowed to be worn during non-paid Milk-Runs.
- You must be in the uniform pants, 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. If you do aid, record this time as pre-lesson time worked on your e-timecard.
- 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.
- Runs you are allowed to ski/ride are mountain specific. 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.
- Please prioritize the loading of guests after the official opening time.

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. All time spent eating with a guest at a private membership club does not qualify as a duty-free meal period and must be recorded as time worked. All time spent traveling to or waiting at a private membership club must be recorded as time worked if it falls outside the pre-paid lesson timeframe. Contact your direct supervisor team with any questions you may have regarding these clubs.

Please note that access to these facilities is at the discretion of club management. Please adhere to all requests and policies to continue our working relationship with all of them. If issues arise, the club managers have been instructed to contact your POD General Manager for resolution.

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 during peak times, you may have to 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 during designated peak times.
- When working and in uniform, you can get your discount at any time.

All employees may purchase a \$8 meal regardless of whether they are working that day.

- The \$8 meal is in addition to your regular 50% off. The retail price, \$10, will count toward the discount limit of \$25 per day.
- **Vail:** Available at Eagle's Nest, Mid-Vail and Golden Peak (the new Wildwood at Golden Peak).
- **Beaver Creek:** Available at Spruce Saddle, Talons and Broken Arrow.
- Must present pass and inform the cashier prior to ringing up.
- Must purchase with cash, credit or resort charge.
- Valid at home resort only.
- For Employees only.
- Abuse or misuse of this program will result in immediate disciplinary action up to and including termination.

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. 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.vail.com or the TOCK app. 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 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.

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 Ticket Office 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. Give item to closest area management (restaurant, on-hill supervisor, lift supervisor).
- 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 lost & found window next to the BC main ticket office across from the snow globe. Items may also be turned in at the Arrowhead ticket window or Bachelor Gulch ticket office. Security will collect all items and delivers them to the central Lost & Found location, in BC village, ext. 5248.

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/Sherriff 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 THREE: *Ski & 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 Signature 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 website.

[School On-Mountain Facilities](#)

[Learning Zones](#)

Vail and Beaver Creek both have designated learning zones. These zones will be open to all skiers/riders and will be signed and fenced to encourage faster skiers/riders to go elsewhere. This will provide a place for families and lessons to focus on safety, fun, and learning. Zones will include Swingsville, Practice Parkway, and Over Easy. All are identified by large ranch-style entryways and green signage/fencing.

At Beaver Creek there is Haymeadow Park, Red Buffalo Park, McCoy Park, and the Sheephorn Skills Zone.

Vail Mtn. Avanti Performance Zone/Avanti Performance Center

All instructors may bring their clients through the Avanti Performance Zone. Access to the Avanti performance center and the teaching aids are available on a first-come, first-serve basis. It is highly recommended you attend our educational clinics before use to ensure a better client experience. The APZ can be closed for the exclusive use of the Devo program.

APZ/APC Employee Behaviors

- Instructors should explain all drills and training aids and provide observation time and an inspection before any maneuvers.
- Instructor skiing/riding should be at a **demonstration** level with a comfortable pace without pushing your own limits.
- The primary function of an instructor is to coach guests in this area, NOT to lead guests through the terrain as a shortcut.
- Instructors should take a round line when demonstrating the use of any race aids such as brushes or gates.
- Instructors should inspect any training aids before use in the APC.
- Instructors shall confirm access is available before the start of a lesson.

APZ/APC Guest Behaviors

- Guests must have skiing or riding skills equivalent to levels 5-9 to utilize the APZ.
- See your Resort Specific portion of the R&G for minimum skill level requirements as the Guest level varies from resort to resort.
- Guests must maintain a safe stopping area within the APZ to decrease the impact on other guests utilizing the space.
- We strongly recommend that all guests wear helmets to use any race training aids such as brushes or gates.
- Confirm arena is clear before any maneuvers that could impact other lessons.

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

The PLA Program (for short) is a tiered rewards program designed to reward guests who surpass a certain spending threshold with the Ski and Ride School in a season. All PLA participants are given the opportunity to book private lessons early and at a discounted rate. PLA guests are also awarded a certain number of gifts and perks (lessons, passes, dining certificates, etc.) based upon which tier of the program they fall within. PLA Guests have a direct line of contact with the PLA product manager/ Team lead, which allows their needs to be more easily met. If you have questions about the program or would like to know if your guests are participants, please contact the PLA PM/ Team lead.

Private Lesson Perk Card Privileges

Vail.

Snack / Refreshment Break

Mid-Vail • Eagle's Nest • Wildwood • Simba's café • Two Elk • Buffalo's

Ski Storage

Golden Peak Vail Sports • Vail Village Vail Sports • Arrabelle ski valet.

Beaver Creek.

Snack / Refreshment Break

Ice Cream Parlor • Spruce Saddle • Cookie Cabin • Talons • Broken Arrow

Ski Storage

Guest service valet tent base of Centennial.

ELP

Seasonal Employee Equipment Loaner program is available for staff needing equipment. Please review policy tech for the proper procedures and use. <https://vailresorts.policytech.com/dotNet/documents/?docid=1182>

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, 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:** **60 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 FOUR: *Resort Specific Safety*

Approved Routes - Skiing/riding to and from assignments

For ALL instructors, when moving directly from Eagle's Nest to Lionshead, Mid Vail to Vail Village or Spruce Saddle to BC Base, the Approved Route is the associated gondola or Centennial Express.

For Level 2 Certified and higher, and equivalents, when moving to or from a work assignment, your Approved Route is to ski/ride directly to a work assignment or another base area on a groomed beginner or groomed intermediate trail, unless there is a gondola going to your destination (G19 from EN to LH or G1 from MV to VV).

For all Level 1 and non-certified instructors: You must use the Approved Routes listed below 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. 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.

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.

Vail

If you finish at any base area other than your own, the APPROVED ROUTE to your locker room is the in-town bus or employee shuttle ONLY. (Shuttle can be arranged by a supervisor at the location. The shuttle may be assisting other employees or guests and may not be immediately available.) When traveling outside a lessons duration but within the work day you are compensated for travel between start locations.

If you end your day, or are released for the day from lineup, at Eagle's Nest or Mid Vail, the approved route is downloading the gondola.

The below routes are approved when moving to a work assignment for Level 1 and non-certified instructors:

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:** Gondola 19 (Eagle Bahn).
- **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:** Gondola 1 (One)
- **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:**
 - Centennial Express Lift (Chair 6)

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 & Beaver Creek Park Policies

Vail Park Policies

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

TERRAIN PARK	PARK PASS	STUDENT THRESHOLD
AVANTI EXTRA SMALL PARK	EXTRA SMALL (ORANGE) SMALL (GREEN) MEDIUM (BLUE)	LEVEL 5
GOLDEN PEAK (DESIGNATED SMALL FEATURES, INCLUDING SMALL PIPE)	EXTRA SMALL (ORANGE) SMALL (GREEN) MEDIUM (BLUE)	LEVEL 5
GOLDEN PEAK SUPER PIPE	SMALL (GREEN) MEDIUM (BLUE)	LEVEL 7 (MUST BE ABLE TO CLEANLY CARVE TURNS ON BLUE TERRAIN)
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	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

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. It is also required for ski and snowboard instructors to understand Vail's terrain management plan available in each locker room.

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 and any other instructor working with children.

• **Kids On Lifts:**

- **Class Handling and Organization:**
 - Instructors must verbally and, where possible, visually instruct all students on how to safely load and ride the lift prior to loading the lift.
 - Instructors must organize classes outside the lift maze and are responsible for assisting with alternating the class into the public line.
 - Instructors must recognize and eliminate horseplay immediately. If any horseplay is noticed, the entire group must be stopped until everyone is settled and focused on loading and riding the lift.
- **Lift Riding Requirements and Ratios.**
 - Children 6 years or younger in group lessons or private lessons must wear a resort-issued SRS bib or vest as identification of age and lesson participation.
 - Children 6 years or younger must be accompanied by an adult – see below for steps on selecting an adult to ride with SRS participants.
 - Children 7 and 8 years old who may have trouble reaching the bar are required to ride lifts with an adult when available. If an adult is not available, smaller 7- and 8-year-olds

should ride with a taller child who can reach the bar.

- Children 6 years or younger riding with uniformed employees: Uniformed employees on skis may take a maximum of two students on a chairlift. Uniformed employees on snowboard equipment may only ride with one student and the child must be on their toe edge side. When riding with more than one student, uniformed employees must always ride between two students.
 - Adult guests may only take one student 6 years or younger on a chairlift. When selecting a non-employee adult to ride with children, instructors should: Use visual cues to select a guest rider who appears to be an adult. Visual cues may include the comfort and competence with which a guest moves in line on skis or a snowboard; the maturity of the guest's behavior or demeanor; or other visual cues. Ask each potential adult rider verbally if they would be "willing" and "comfortable" riding with a child, to help convey the optional and voluntary nature of the request. For example, "would you be comfortable riding with a child?".
 - Share expectations with the adult rider. Tell them the child must sit all the way back into the chair. If applicable, direct them to pull the bar down after loading. If applicable, instruct them to keep the bar lowered until reaching the designated signage at the top of the lift.
 - Instructors should inform their students they will be riding with another adult. The instructor should tell the student and adult rider of the meeting location at the top (e.g., a specific sign or marker) and wait for the instructor there.
 - SRS participants ages 7-14 must ride with other students or guests and may not ride on a lift alone. To help minimize the risk of entanglement, Instructors should consider pairing beginner snowboard students on a chair with an adult rather than other students until they have demonstrated basic balance and control unloading a lift.
- **Lift Loading**
 - Communicate clearly with the lift attendant regarding any special needs for students.
 - Instructors must ride behind students when unable to ride with them. If a student does not fully load the chair or becomes unseated during the student's attempted loading process, the instructor generally should not try to pull the student up onto the chair from the unseated position or try to carry the student beyond the loading platform. Instead, allow the child to enter the low clearance area just beyond the loading platform. A lift operator can then assist the child in either re-loading the chair if possible or load them on the next available chair with an adult.
 - Employees and students must keep the bar down for the entire ride on all equipped chairlifts. Bars must be kept in the lowered position until reaching "Raise Bar Here" sign near the unload area.

- **Identifying Allergies and Special Concerns**

- **Registration**

- Upon registration (online or in-person), a parent/guardian is required to complete a registration form inclusive of identifying allergies or special concerns.
- For resorts with online registration, a boca tag will be printed with the youth participants' allergy or special concern. If a boca tag is not printed, an employee must complete an allergy/special concerns tag to include in the registration packet.

- **Check-In.**

- Upon check-in, an employee must verbally ask the parent/guardian if the youth participant has any allergies or special concerns, even if indicated in the youth participant's registration. If the guest is a returning youth participant, confirm the allergy/special concern tag is present from the previous lesson. For example, the instructor or employee checking the youth participant in should ask, "are there any allergies or special concerns that we need to know about for your child?" Or if a returning youth participant or allergy tag is present, "just to confirm, your child is allergic to X. Any other allergies or special concerns?"
- If the youth participant has an allergy or special concern, they must wear a tag identifying the allergy/special concern. See below for tagging requirements.
- For youth participants with allergies or special concerns, the employee checking the youth participant in must inform the parent/guardian of the following: An allergy/special concern identification tag will be provided for the youth participant. If the youth participant has an Epi-Pen, the Epi-Pen must be carried on the youth participant's person in a resort designated pouch and employees are not permitted to carry medication. If the youth participant has other medication, employees are not permitted to administer medication. The parent/guardian may make arrangements to meet up with the youth participant during the day to administer medication as needed.

- **Allergy/Special Concerns Tagging and Documentation**

- All youth participants with an allergy or special concern must wear a tag (boca or otherwise) identifying they have an allergy or special concern while participating in lessons.
- Allergy/Special Concerns tags must include the following information: The allergy/special concern. Whether the youth participant has an Epi Pen. Other drugs/medication. If the youth participant brought their own lunch due to dietary restrictions. Additional special concerns

- **Medication.**

- SRS employees and support staff may assist in administering an Epi Pen, or anaphylaxis auto-injector. Exception: Employees in Missouri and Michigan must be First Aid trained to assist in administering an Epi Pen.
- Additionally, SRS employees must call Patrol in the event of an allergic reaction.
- If youth participants have an Epi Pen, the youth participant must carry their Epi Pen on their person in a resort designated pouch. Employees are not permitted to carry the Epi Pen for the youth participant in case the youth participant gets separated, moves to a different group, etc.
- Employees are not permitted to administer any other medication. If a youth participant has medication other than an Epi Pen, inform parent/guardian that our employees are not permitted to administer medication. Parent/guardian can make arrangements to assist if a parent/guardian needs to meet with their child during the day to administer the medication needed.

• **Allergy Tags:**

- Any child with an allergy will have a fluorescent green ALERT tag that is visible on the outside layer. Any child with the ALERT tag will also have an internal tag that details the nature of the allergy. When you see the external tag, it is important to discuss any relevant details with the parent prior to leaving the Ski and Snowboard School yard.



- **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 or Separated children:**
 - Children in a class lessons or a private where a parent or guardian is not a present must be kept in line of sight during all times while skiing or riding or riding on the mountain.
 - Report lost or separated children immediately to x4460 (Lionshead CSSC), x3273 (Golden Peak CSSC) or x5460 (Beaver Creek CSSC). These numbers are on the back of each location’s class lesson sheet. The instructor will need to notify the Emergency Line Coordinator of the following information:
 - Child’s Name
 - Last location and best estimate of where the child was headed.
 - Description of the Child
 - Child’s Name
 - Ski or Snowboard
 - Helmet color
 - Outerwear colors
 - Last seen location
 - The CSSC Management will notify other departments when necessary.

Procedure for Checking Children In/Out of Ski & Snowboard School Classes:

- **Child Group Lessons Check-In.**
 - Upon check-in, an employee responsible for check-in must clearly communicate the following to the parent/guardian: A specific pick-up time, Pick up location, Check-out procedures per the resort’s designated process, Verbally ask if there are any known allergies or special concerns. If yes, then the child should receive allergy and/or special concern identification tag and the employee responsible for check-in should follow the Ski & Ride School Allergy and Special Concern Procedure.
- **Check-out.**
 - Resorts will assign a designated employee to monitor the children’s SRS pick up areas, specifically the entry and exit area(s) during end-of-day pick up. Additionally, a supervisor or manager should be available to assist with check-out if an adult is unable to satisfy the resort’s security procedure.
 - Each resort must establish a process to release a youth participant to the designated pick-up person. This process should provide a unique identifier to authorize people permitted to pick up the child (e.g., a “secret” code such as last 4-digits of the parent/guardian’s cell phone, a physical

ticket/tag associated with the child, etc.).

- Upon pick up, the person picking up the child must follow the resort's designated check-out process prior to the instructor or support staff releasing the child back to the parent/guardian or other authorized adult. If the person picking up the child is unable to satisfy the resort's security procedure, the employee will immediately notify a supervisor for assistance. Only a supervisor or manager is allowed to release a child when security tags, codes or resort specific designated process cannot be completed by the person picking up the child. The supervisor will check the ID of the person picking up the child and validate they are listed on the registration form as a person permitted to pick up the child or call the parent listed on the registration form to confirm they can release the child.
- Employees are required to document (e.g., on roster, class list, location sign out sheet, master list, etc.) that each child has been picked up, the name of the person who picked the child up and the name of that person at a minimum, and their signature whenever possible. If a youth participant is picked up prior to the scheduled end of the lesson, document what time the youth participant was picked up.
- Resort-issued vests worn by children ages 6 and under must remain on the youth participant whether indoors or outdoors until the child is released to the person picking up the child. Once the check-out procedures have been satisfied and the child can be released, instructor or supervisor is responsible for collecting the vest.
- In the event a parent/guardian requests their child is permitted to be released on their own at any time of the lesson, this must be documented on the registration form and there must be a "Walk" sticker on a tag to inform instructors/supervisors that the participant is permitted to leave on their own. In lieu of documenting the parent/guardian pick-up information, the instructor must document that the youth participant was authorized to "Walk" and should document what time the youth participant left the lesson.
- **Youth Participants in Adult Group Lessons.**
 - Youth participants in adult group lessons must have permission to "Walk" as described in the above section to participate in the lesson.
- **Youth Participants in Private Lessons Check-In.**
 - Upon meeting, private lesson instructors with youth participants without an adult present in the lesson must: Arrange a pick-up time and location with the parent/guardian. Verbally ask if there are any known allergies or special concerns. If yes, then the child should receive allergy and or special concern identification tagging and the employee responsible for check-in should follow the Ski & Ride School Allergy and Special Concern Procedure. If the adult picking up the child is different than the adult dropping off the child, collect the last four digits of the parent's cell phone number as a "secret code". Inform parent/guardian that if a different adult is picking up the participant, the adult will need the "secret code" to pick up the participant. If resorts use a different unique identifier for group lesson pick-up, they may use the same process for private lessons (i.e., physical ticket).
- **Check-out.**

- If an adult other than the parent/guardian who dropped off the child is picking up the child, the instructor must ask for the “secret code” (last four digits of the parent/guardian’s cell phone number) prior to releasing the participant to the adult. If resorts use a different unique identifier for group lesson pick-up, they may use the same process for private lessons (i.e., a physical ticket). If the person picking up the child is unable to satisfy the resort’s security procedure, the employee should contact the parent/guardian to confirm adults who are authorized for pick up. If an employee releases a student to someone other than the authorized parent or guardian, the name of that individual must be reported to the private lesson supervisor.
- Resort-issued vests worn by children ages 6 and under must remain on the child participant whether indoors or outdoors until the child is released to the person picking up the child. Once the check-out procedures have been satisfied and the child can be released, instructor or supervisor is responsible for collecting the vest. iii. In the event a parent/guardian requests their child is permitted to be released on their own, the parent/guardian authorized to pick up must give permission to the instructor. Instructor will document on their class roster whenever this happens. Including the time and location in which the child was released.

SECTION FIVE: *Pay and Benefits*

The pay incentive 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.
- Payroll corrections **MUST BE MADE** in a timely manner, within 30 days of the pay period.

- Each pay period ends the schools distribute a pay advice that details your Ski School work activity and incentive credit information for the most recent pay period to aid in ensuring you have been paid accurately
- 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.

Clocking In as a Ski Instructor at Vail/BC:

To ensure accurate recording of your work hours, it is mandatory to use the EpicEmployee app. Within the app, you will find a designated tile serving as your time clock. You are required to clock in directly before and clock out immediately after any work related to your role within the ski school. For staff members without access to a personal mobile device, please contact your local supervisor for assistance.

Recording Work Hours:

- **EpicEmployee App:** Utilize the EpicEmployee App to clock in before and clock out after every shift. This ensures precise tracking of your work hours.
- **Work-Related Activities:** Whenever you are involved in any tasks related to ski school, such as preparation or administrative duties, it is crucial to clock in. This includes any tasks assigned to you within the scope of your role as a ski instructor and within the defined workday hours.

Calculation of Non-Teaching Pay:

Non-teaching pay is determined by subtracting your scheduled teaching hours from the total hours worked. It is vital to review your schedule for accuracy and record other work-related tasks in the EpicEmployee App to receive proper compensation.

Pay System Overview

The pay system computes how much you earn based on the following: Base Wage, Base Wage 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:

(BASE WAGE + 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:

Base Wage

This is your base wage, which is determined by certification level along with years of experience. The Base Wage is the wage reflected on your Employment Letter and is your hourly pay rate (not including Base Wage Incentive) for teaching and many other non-teaching activities (such as Guest Service Pay, Form Completion, Coaching and Feedback). You may also hear this referred to as "Base." You will receive at minimum your base wage for all hours worked.

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 guest service pay, training pay, operation assist, show-up, etc.

Teaching Wage

This is your Base Wage plus Base Wage 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				
Lesson	Lesson Time	Pay Time	Work Hours	Benefit Hours
P6 Private	9:00 – 3:30	9:00 – 3:30	6.50 hrs	8 hrs
P3 AM or PM Private	9:00 – 12:00 1:00 – 4:00	8:45 – 12:00 12:45 – 4:00	3.25 hrs	4 hrs
Adult Group Full Day	10:00 – 3:30	9:30 – 3:45	6.25 hrs	8 hrs
Adult Group Half Day	10:00 – 1:00	9:45 – 1:00	3.25 hrs	4 hrs

	1:00 – 4:00	12:45 – 4:00		
3 - 4 AM Class	9:30 – 12:00	8:45 – 12:15	3.5 hrs	4 hrs
3 - 6 Class Full Day	VL 9:30 – 3:00 BC 9:45 – 3:00	VL 8:45 – 4:00 BC 8:45 – 4:00	7.25 hrs	8 hrs
7 - 15 Full Day	9:30 – 3:30	8:45 – 4:00	7.25 hrs	8 hrs
Devo/Beavo	VL Jr. 9:00 – 3:00 VL Yth 9:00 – 3:15 BC 9:00 – 3:00	VL 8:00 – 4:15 BC 8:30 – 4:15	VL 8.25 hrs BC 7.75 hrs	VL 8.25 hrs BC 8 hrs
Eagle County	9:30 – 3:30	8:45 – 4:00	7.25 hrs	8 hrs
High Rockies	8:45 – 3:15	8:15 – 3:30	7.25 hrs	8 hrs
SOS	10:00 – 3:00	9:00 – 4:00	7.00 hrs	8 hrs
Les Streeter	8:30 – 3:00	8:30 – 3:00	6.50 hrs	8 hrs
Her Turn	8:30 – 3:15	8:30 – 3:45	7.25 hrs	8 hrs
Focused Learning	8:30 – 3:15	8:30 – 3:45	7.25 hrs	8 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 your lesson lasted more time than the pre-set length included lesson product, and the additional time is approved by your Supervisor, the longer amount will be used in the Pay Formula.

Additional Pay

- **Private Lesson Additional Pay** – Extra pay is given when teaching the following lessons: P1, P2 and P3's.
- **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 below.
- **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 **\$8/hr** for all statuses (i.e. an all-day private lesson pays at [6.5 hours X **\$8**] and a half day pays at [3.25 hours X **\$8**]).
- **Group Lesson Return Student Pay** – Return student pay is **\$10** per returning student for all statuses.
- See Return and Request Pay section below for additional details on what is considered a return student or request private lesson.

Other Pay/Non-Teach Pay

- Pay associated with non-teaching functions of the job (e.g., Guest Service Pay, booking mistake pay, training pay, sick pay, missed Rest Break Pay, additional length of day, travel time to other resorts [see *How Do I Get Paid? – Travel* near the end of this section], funeral pay, etc).
- Instructors and other employees who may receive cash tips or other forms of electronic payment are also expected to submit a form 4070 and report this income on their personal income tax returns.

Base Wage Policies

Your Base Wage is the minimum amount you earn per hour. There are several factors that go into determining potential base wage increases. Starting wages are located below. 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 to consider unique circumstances when assigning wages/status and to strive for consistency.

BASE WAGE INCREASES

The following may contribute to a Base Wage increase:

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. Wages will not be retroactively adjusted. Prior to taking any certifications, please talk with your location manager regarding any pay increase or reimbursement.

- **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 2 or above (or multiple level, e.g. Nordic) in your primary discipline, you will receive a 10% increase in your Base Wage or the entry Base Wage 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 certification increase (if applicable), then the annual merit increase.

• **PSIA/AASI EDUCATOR TITLES**

Rocky Mountain Trainer (RMT), Freestyle Examiner, E1 Examiner, E2 Examiner, E3 Examiner, Children’s Rocky Mountain Trainer (CRMT), CETT1 Examiner, CETT2 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 Base Wage. Those staff member who are already on the PSIA Education Staff in one discipline will receive a 5% increase when they join the Education staff for a secondary discipline, i.e. an Alpine Examiner then also joins the Children’s Team. To receive advanced educator wages, instructors must be current and active within the division. Currency is defined as paying dues. The general managers and directors will consider such cases on an individual basis.

Entry Base Wage Rates

Entry Rates	
Certification/Credential	Entry Base
Non-certified New Hire	\$20.00
Level 1 certified	\$21.00
Level 2 certified	\$23.00
Level 3 certified	\$27.00
RMT, CRMT	\$28.00
E1, CETT1 Examiner	\$29.00
E2, CETT2 Examiner	\$30.00
E3 Examiner	\$31.00

Other considerations:

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

• **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 3% to your Base Wage. **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. 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 3% to your Base Wage.

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

All Level 1 certified instructors are eligible to earn CS-1, which will add 3% to your Base Wage. If a CS-1 pay increase is awarded, you will be expected to enthusiastically accept assignments teaching children.

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

- All Level 2 certified instructors are eligible to earn CS-2 (formerly Children’s Accreditation), which will add 3% (for CS-1) + 3% (for CS-2) to your Hourly Base Wage. *If you currently hold a 3-6-year-old Educator Endorsement or earn CS-1, you are eligible for a pay addition of 3%.* If a CS-2 pay increase is awarded, you will be expected to enthusiastically accept assignments teaching children.

- **OTHER**

- Obtaining **USSA** level 100, 200 or 300 certifications will add 3% to your Base Wage, per level of certification.
- Obtaining **USASA** level 200 or 300 certification will add 3% to your Base Wage, per level of certification.
- Ski and Snowboard School Directors and General Managers will function as a pay review board to consider unique circumstances when assigning wages/status to strive for consistency.
- State Recognized Teaching License (or state recognized substitute credential with proof of classroom teaching experience) will add 6% to your Base Wage.

Certification/Credential	%/Hour Increase
Secondary Discipline*	3%
Children’s Specialist 1	3%
Children’s Specialist 2	3%
Freestyle Specialist 1	3%
Freestyle Specialist 2	3%
Freestyle Specialist 3	3%
USSA Certification	3%

USASA Certification	3%
State Recognized Teaching License	6%

Base Incentive Systems & Policies

There are little things you can do every day to increase your earnings. 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 (Base Wage + Base Wage Incentive) increases based on accumulation of credits.
- There is no limit on how much Incentive Pay you can earn.
- Full Time Hourly Base Incentives will increase at 50 credit increments throughout the entire season.
- Your Base Incentive increase is based on your status.
- At the beginning of each season, credit balances and the Base Incentive Pay revert to zero.

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.

- Instructors can review credits earned information on the pay advice that is distributed each pay period. The pay advice details your Ski School work activity and credit information for the most recent pay period to aid in ensuring you have been paid accurately.

Credit Allocation

Credit Allocation	
Product	Credits
Privates, all disciplines	1 per each hour request
Adult Alpine	6.5 per return student
Adult Snowboard	10.0 per return student
Adult signature	3.7 per return student
Focused Learning	6.6 per return student
3-6 Alpine and Snowboard	3.6 per return student
7-15 Child Alpine	4.6 per return student
7-15 Child Snowboard	8.3 per return student
Nordic	20.0 per return student

Flex Credits – These are earned when teaching products with no or limited returns, e.g. Beavo/Devo, Charitables, half day products, etc. (credits are based on product type & there is no direct pay attached to Flex Credits, however Flex Credits are applied to your Full Time Base Incentive credit pool throughout the season).

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 Alpine Level 7-9 Classes	All day – 4	Adult Snowboard Level 7-9 Classes	All day – 4
Child 7-15 level 7-9 classes (Alp & SB)	All day – 4	Adult ½ Day Classes	3
3-6 Product Coordinator	1/hour	Diversity/SOS	6
Adaptive P3	2	Small Champions	4
Adaptive P6	4	Eagle County Schools Program	6

3-6 ½ Day Local	2	Eagle County Schools - Adaptive	10
Communication Meeting	1/hour	Operations Assist	1/hour
Paid Training - Returning Pro	1/hour	Training leader	1/hour
Paid Training – Prescribed	1/hour	High Rockies	6
Devo/Beavo	6	Beavo Coordinator	1/hour

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 significant amount of your earnings. 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 Base Wage is the minimum amount you earn per hour. Whether you teach children or adult groups, your pay is hours worked, including morning meetings, multiplied by your Base Wage *plus* Base Wage Incentive. This has described what each instructor's effective teaching rate is.

Certain products also include additional pay, student pay or business incentive pay. Return student pay is 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 \$10 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 upgrades from a half-day lesson to a full day product.
- 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 return student pay and earn return student 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, High Rockies, Small Champions 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 activity (e.g., request 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.

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/P1/P2	\$5
Two Half Days taught in a day	\$10 (attached to P3 p.m.)

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 @ 7th Student
Adult Alpine & SB 1/2 Day Class	\$4 @ 1st Student
Child Alpine All Day Alpine Class	\$13 @ 8th Student
Child SB All Day Alpine Class	\$13 @ 7th Student
3-4 1/2 Day Class	\$4 @ 1st Student
Nordic All Day & 1/2 Day Class	\$4 @ 1st Student
Diversity Lessons	\$4 @ 4th Student

Specialty Lesson Additional Student Pay

Product	Student Pay
Beavo/Devo/Eagle Schools/High Rockies	\$4 @ 5th Student

Set-up Pay	
Product	Set-up Pay
3-6 Mogul/Mini 1/2 Day Class	\$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

How Do I Get Paid? - Private Lessons

Your Base Wage is the minimum amount you earn per hour. In addition, your Base Wage Incentive is included on all private lesson hours worked to make an instructor teaching rate. Hours defined by product:

P6 – All-day private, 6.5 work hours.

P3 – Half-day private, 3.25 work hours (time cards reflect total scheduled hours, 3)

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.

Request Private Lesson Incentive Pay System

All instructors are paid \$8 per request hour. Situations constituting Request Pay for private lessons 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.

When a guest requests a Crossover lesson. Instructors must meet the defined requirements for crossover certification

A referral private lesson is paid as a request.

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

Requests from guests procured through third-party websites that match instructors and guests do not qualify for the request lesson incentive. If management learns that an instructor is using a third-party website to manipulate the incentive structure and obtain “requests,” the instructor may be subject to discipline.

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 notify their direct supervisor to make the change in the computer. Examples qualifying for Assignment to Request credit:

Prior to noon, a ½-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.

Please review your work activity on instructor.snow.com to ensure proper private lesson assignments are denoted and subsequently paid.

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 request. It is the instructor's responsibility to notify their direct supervisor to make the change 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 assigned 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

Private lessons organized through Group and Corporate Sales bookings will be considered a request if the group leader requests the instructor. The request does not need to be by name. A group leader requesting "the same" instructors as a previous booking will count as a request for those instructors. 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).

Club Lessons and Familiarization Tours

Many of our private clubs book regular lessons as part of their club activities. These lessons will be booked, scheduled, and paid as request private lessons because they cannot be extended. This also applies to FAMs (Familiarization Tours, booked through Vail Marketing/PR or International Marketing/PR). FAMs will also be booked as request lessons for the same reason.

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, advanced). 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

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 48 + hours in advance he or she will not be charged for the lesson and will not be assessed a penalty. If the lesson is cancelled within 48 hours, the guest will be charged 50% of the cancelled lesson.

Guest Extended Day Pay

Instructors are expected to manage their day and work for the assigned lesson time. Those who teach outside of the designated lesson time must get prior approval and may be eligible for Guest Extended Day pay. Instructors must be in the course and scope of their job and teaching a lesson to qualify for this pay and be requested by the guest to do so. Any instructor who manipulates this system or signs a fraudulent Time Card is subject to immediate discipline up to and including termination. All “guest extended day” time is subject to an additional fee for the guest.

The following DO NOT qualify for GED pay and should be paid under the appropriate pay code if applicable:

Waiting with children after the lesson for parent pick up in a private or group (Non-teach pay)

Travel time (Travel Pay)

Shopping with guests or boot fitting (No pay associated; this is voluntary and not a job requirement or expectation)

All activities with guests off the snow (No pay associated; this is voluntary and not a job requirement or expectation))

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. 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 wage (Base Wage + Base Wage 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.

If an instructor does not get an assignment, he or she will be paid at the Base wage if applicable. Instructors will not receive incentive pay or credits for the canceled lesson. An instructor's current Teaching Wage may be applied at the supervisor's discretion if warranted.

Referral Lessons

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 each pay period throughout the season to each referring instructor based on the number of referral days generated during the pay period. A full-day referred lesson will be worth one "referral" and each ½ day referred lesson will be worth a "½ referral." Half-day referrals will be combined and paid out as full days. Single half days will not be paid out. No referral incentive will be awarded for one or two hour lesson referrals.

#	Days	Incentive
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Referred	Earned
Each Full Day	\$20 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. They are also responsible for confirming the teaching threshold of the new instructor. 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. Instructors may use a company phone or computer to communicate with a referral guest. 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 in the pay period they were entered. All referral incentive disputes must be resolved by May 31 after the season has ended.

Policies are subject to change with or without prior notice.

No referral given if referring instructor calls in sick.

Referrals are listed as \$0 on your pay advice, they will calculate in the payroll system and show up as a Bonus

on your pay stub.

Paid Training

Training wages are paid when instructors attend new hire training, required training clinics or communication meetings. Training wages are your Teaching rate. Master Camps training will be paid at the Teaching rate.

Trainer Pay

- Trainers are paid at least their Teaching Rate (Base Wage + Base Wage Incentive) when leading a clinic.
- Clinic signup sheet must be turned in within 24 hours, preferable that day, and signed by a Supervisor. 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.
- The following situations qualify the trainer to receive Request Incentive Pay of \$8/hr. 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).
 - 7-15: PSIA/AASI Level 3 Certified and CS-2, current and active, delivering training in area of expertise (7-15).
 - PSIA/AASI Advanced Educators active and emeritus delivering in an area of expertise.
 - 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.*
 - Ski and Snowboard School Directors and General Managers will function as a pay review board to consider unique circumstances when assigning wages/status and to strive for consistency.

How Do I Get Paid? – Non-Teach Pay

Instructors are compensated for both teaching and non-teaching duties linked to their roles as ski instructors. Non-teaching pay covers all recorded hours for tasks related to your position, including those before and after each lesson. Non-teach wages are paid at your Base Wage (not including Base Wage Incentive).

Non-teach Pay/Travel

Non-teach pay for travel is what an instructor earns while traveling directly between PODS for any assigned or requested work. To receive non-teach pay, instructors must travel by prescribed routes, including the ski school shuttle or town bus. Please review the section on approved routes prior to any lesson in a different location. NON-teach travel

payments are paid at your Base Wage (not including Base Wage Incentive).

Vail and Beaver Creek will levy a travel Surcharge fee that will apply to any day the instructor is traveling to or from a visited resort. This excludes travel between Vail and BC. Instructors will be reimbursed for travel time whenever a surcharge is applied to the guest fee for the private lesson. Mileage compensation is used when a travel surcharge is applied.

Travel Surcharge Rates:

- Travel distance roundtrip of 40 to 150 miles or less: \$175
- Travel distance roundtrip of 150 to 400 miles or less: \$525
- Travel distance roundtrip of 401 miles: \$1225
- For travel distances exceeding 500 miles roundtrip, instructors must utilize air transportation and the booking guest will be fully responsible for all transportation costs (i.e., airfare, rental vehicles, hotels, and shuttles to and from the airport). Any exceptions to the policy for travel exceeding 500 miles must be approved by the Skier Services Director and resort GM.

Referral Pay

Instructors have an obligation to communicate with a guest before a referred lesson. Along with the referral incentive, instructors will receive pay for time communicating with guests. Referral wage is paid at the Teaching rate. Please review the section on referral lessons to distinguish who is a referral guest.

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 flex credit for each hour worked. All operational assist pay is at your base wage.

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

(Eligibility information is detailed in the Employee Guide which can be found under the “Our Company” section of epicemployee.vailresorts.com or the EpicEmployee app)

Health Insurance and Bridging

(Eligibility information is detailed in the Employee Guide which can be found under the “Our Company” section of epicemployee.vailresorts.com or the EpicEmployee app)

Please search DirectConnect for insurance and COBRA eligibility and details.

* 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 work week (a work week is Saturday to Friday). Overtime is not calculated or paid on Paid Time Off (PTO), sick or benefit pay. Please reference the Employee Guide for overtime details (the Employee Guide can be found under the “Our Company” section of epicemployee.vailresorts.com or the EpicEmployee app).

PTO (Paid Time Off)

Please reference the Employee Guide for eligibility (the Employee Guide can be found under the “Our Company” section of epicemployee.vailresorts.com or the EpicEmployee app).

The rate of pay is the instructor’s initial Base Wage (the wage you start the season with, as listed on your Employment Letter) and DOES NOT include any base wage 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 at their Base Wage.

Personal Development 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 for the *successful* days and the minimum pre-requisites. Maximum reimbursement amounts are based on the requirements and fees of PSIA/AASI – Rocky Mountain and actual reimbursement amounts may vary based on the division where development is achieved. Prior to taking any certifications other than what is listed above please talk with your location manager regarding any reimbursement eligibility or pay increase.

- **Eligible for reimbursement:**
 - Successful Exam days only
 - Written exams
 - The minimum pre requisites. (If CS is a requirement, it will count toward 2 or 3 days of pre reqs depending on level of exam. If one more day is required, only that day is eligible for reimbursement. Example: If your additional pre-req day is from a two-day clinic, only the required day will be reimbursed.)

- **Not eligible for reimbursement:**
 - Failed Exam days
 - Late fees
 - Additional clinic days in preparation for exam

- Lodging, transportation, meals, parking, etc. are not reimbursed
- Any fee not included in the “Eligible” list above

Reimbursements will be paid in the current season, with the exception of Level 1 passes after President’s Day. Those will be paid upon the instructor’s return to their respective resort the following season. Important note: All paperwork must be completed and submitted to your training supervisor/manager prior to the end of the season.

Reimbursement will be provided for secondary discipline in Alpine, Snowboard and Adaptive Level 1 (alpine – Cog/VI, snowboard – ITC).

To receive this reimbursement, instructors must produce legible receipts of payment for all reimbursable fees (exam, clinic, written) and certificate (proof of accomplishment). These must be submitted to their Training Supervisor/Product Manager **ASAP for timely payment**. Reimbursement will not be provided for fees without receipts.

Professional Development Reimbursement		
Exam	PSIA-RM Pre Requisites (see PSIA-RM.org for details)	Reimbursement maximum
Alpine		
Level 1	Membership	\$360
Level 2	Written exam, CS-1, 3 days (2 days CS-1, one of something else)	\$765*
Level 3	Written exam, CS-2, 4 days (3 days CS-2, one of something else)	\$855*
RM Trainer	Alp RMT Entrance Exam, Alpine FS 1	\$840
Snowboard		
Level 1	Membership	\$360
Level 2	NEW for 18/19: Written exam, CS-1, 3 days (2 days CS-1, one of something else)*	\$765*
Level 3	Written exam, CS-2, 4 days (3 days CS-2, one of something else)*	\$855*
RM Trainer	SB RMT Entrance Exam, Snowboard FS 1	\$1,200**

Children's		
CS-1	Level 1 certification	\$260
CS-2	Level 2 certification	\$420
Adaptive**		
Cog/VI (current level 1)	Level 1 certification, Functional Skiing Exam	\$150
Cog/VI (current level 2 or above)	Level 2	\$250/\$800
Snowboard Adaptive ITC	Membership	\$360

**FS1 is only reimbursed as part of the RMT process. It will be paid out upon successful completion of the RMT process.

**Snowboard Adaptive Level 1 is included as a secondary discipline. For alpine, currently certified instructors are eligible for reimbursement of exam costs related to the Adaptive Cognitive & Visually Impaired module, providing Level 1 Adaptive certification. Those who received these certifications in prior seasons are not eligible for reimbursement as this a new policy and only effective moving forward.

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:

[(BASE WAGE+BASE WAGE INCENTIVE] X WORK 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
Base Wage	\$21.63
Credits earned	250
Base Incentive	\$1.50
Request Private Lesson Incentive	\$8.00
Return Student Class Lesson Incentive	\$10.00
Request	Yes
Number of Students	6
Number of Returns	2

Private Lessons					
Product	Base Wage + Base Wage Incentive (Example)	Work Hours	Additional Pay	Request or Return Incentive	Pay Example
All Day (P6)	(\$21.63+\$1.50)	6.5	\$0	\$52.00	\$202.35
1/2 Day (P3 a.m.)	(\$21.63+\$1.50)	3.25	\$5	\$26.00	\$106.17
1/2 Day (P3 p.m.)	(\$21.63+\$1.50)	3.25	\$5+\$10 (\$15 Total)	\$26.00	\$116.17
2 Hour (P2)	(\$21.63+\$1.50)	2	\$5	\$16.00	\$67.26
1 Hour (P1)	(\$21.63+\$1.50)	1	\$5	\$8.00	\$36.13
All Day Adaptive	(\$21.63+\$1.50)	6.5	\$25	\$52.00	\$227.35
1/2 Day Adaptive	(\$21.63+\$1.50)	3.25	\$15	\$26.00	\$116.17
Les Streeter	(\$21.63+\$1.50)	6.5	\$0	\$52	\$202.35

Adult Class Lessons: Alpine and Snowboard					
Product	Base Wage + Base Wage Incentive (Example)	Work Hours	Additional Pay	Request or Return Incentive	Pay Example
Alpine All Day Unlimited Class	(\$21.63+\$1.50)	6.25	\$13 @ 8 th student	\$20	\$164.56
Snowboard All Day Unlimited Class	(\$21.63+\$1.50)	6.25	\$13 @ 7 th student	\$20	\$164.56
Alpine 1/2 Day Class	(\$21.63+\$1.50)	3.25	\$4 @ 1st student	\$20	\$122.42
Snowboard ½ Day Class	(\$21.63+\$1.50)	3.25	\$4 @ 1st student	\$20	\$122.42
Focused Learning	(\$21.63+\$1.50)	7.25	\$0	\$60 (all students last day on 3 & 4-day programs)	\$227.69
Her Turn, K. Reichhelm Camp	(\$21.63+\$1.50)	7.75	\$0	\$60 (all students from last day only)	\$239.26
Pepi's Wedel Weeks	(\$21.63+\$1.50)	7.25	\$0	\$0	\$167.69

Adult Class Lessons: Nordic					
Product	Base Wage + Base Wage Incentive (Example)	Work Hours	Additional Pay	Request or Return Incentive	Pay Example
Nordic All Day	(\$21.63+\$1.50)	6.25	\$4 @ 1st Student	\$20	\$188.56
Nordic 1/2 Day	(\$21.63+\$1.50)	3.25	\$4 @ 1st Student	\$20	\$119.17

Child Class Lessons: Alpine and Snowboard

Product	Base Wage + Base Wage Incentive (Example)	Work Hours	Additional Pay	Request or Return Incentive	Pay Example
7-15 Alpine All Day Premium Class	(\$21.63+\$1.50)	7.25	\$0	\$20	\$187.69
7-15 Alpine All Day Unlimited Class	(\$21.63+\$1.50)	7.25	\$13 @ 8 th Student	\$20	\$187.69
7-15 Snowboard All Day Unlimited Class	(\$21.63+\$1.50)	7.25	\$13 @ 7 th Student	\$20	\$187.69
3-4 2.5 Hour Class	(\$21.63+\$1.50)	3.25	\$4 @ 1 st Student	(total return students)/ (number of inst. teaching) \$20	\$86.44
3-6 Alpine Premium Class Mogul/Mini	(\$21.63+\$1.50)	7.25	\$10 yard set-up	(total return students)/ (number of inst. teaching) \$20	\$197.69
3-6 Alpine Premium Class Superstar	(\$21.63+\$1.50)	7.25	\$0	(total return students)/ (number of inst. teaching) \$20	\$187.69
5-6 Snowboard Premium Class	(\$21.63+\$1.50)	7.25	\$0	(total return students)/ (number of inst. teaching) \$20	\$187.69
Beavo	(\$21.63+\$1.50)	7.75	\$4 @ 5 th Student	1st day only returns from previous	\$207.26

				session (\$20)	
Devo	(\$21.63+\$1.50)	8.25	\$4 @ 4th Student	1st day only returns from previous session (\$20)	\$222.82
High Rockies	(\$21.63+\$1.50)	7.25	\$4 @ 5th Student	1st day only returns from previous session (\$20)	\$235.69
Small Champions, Vail Veterans & Foresight	(\$21.63+\$1.50)	6.75	\$0	\$0	\$156.13

*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 class list and daily timesheet.

SECTION SIX: Appendix

Appendix A: Specific Behaviors

Specific Behaviors

A. Group Handling and Technical Expectations:

Keep yourself safe

Keep your guests safe

___ Quickly establish rapport with guests. Check participants' 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 assessment process to alleviate anxiety and to explain its importance to each individual and the group.

__ Use the assessment run as a warm-up for students, and a skill assessment opportunity. Focus on tactics and pacing, NOT skill development or “teaching.” 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 pace and skill level for students' understanding and performance.
- __ Offer ample opportunity to practice skills related to lesson objectives.
- __ Use Lateral Learning to anchor skills and verify learning.
- __ 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. All time checking on lessons must be recorded as time worked.
- __ 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 2021-2022 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, Epic Mix Academy 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 wellbeing 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.

Form