



**Ski &  
Snowboard  
School**

**Operations Manual 2023/24**

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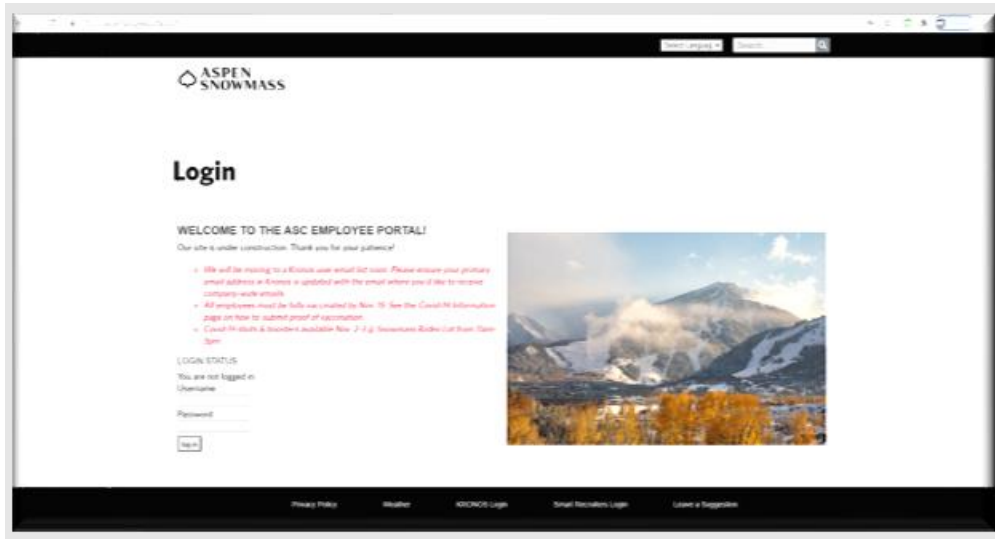


## Aspen Employee Portal and ASC Employee Resource Guide

The following Ski and Snowboard School Operations Manual is intended to compliment the ASC Employee resource guide and other companywide employee resources found on the Aspen Snowmass Employee portal. This manual contains Ski and Snowboard School specific information, policies and procedures.

To access more companywide info on benefits, employee perks, payroll and communications, and to access the Aspen Training Academy website, please sign into the employee portal with your employee number at:

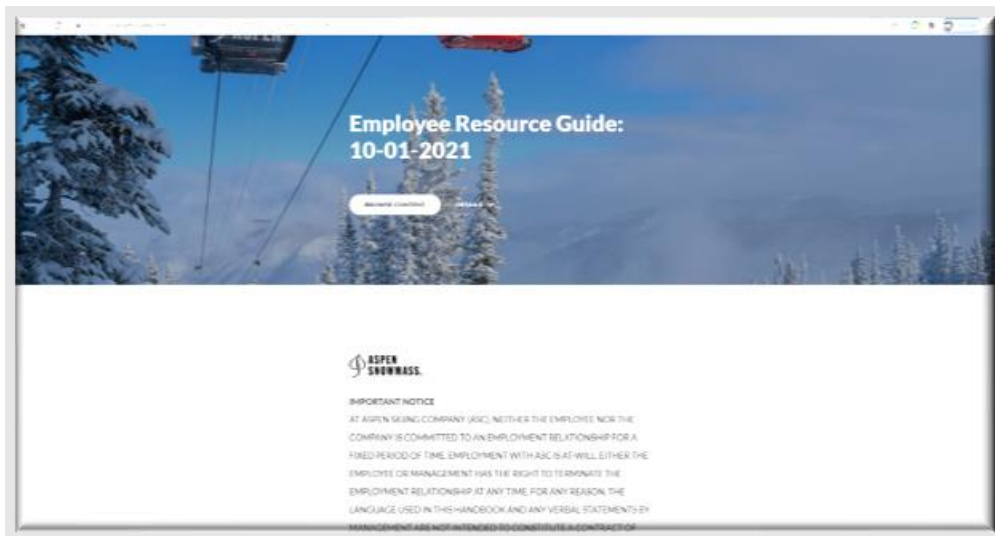
<https://www.ascemployeeportal.com/>



If you can't remember your password please click the link below the Login button.

To access the employee resource guide please go to:

<https://ascemployeeportal.com/employee-resources/>



## **Commitment from Management**

Management will support the pros in their service to the guests. In order to do so, we will operate the Ski and Snowboard School with the following intentions:

We will value the qualities outlined in the S3 standards of success and model them as best we can.

We recognize that our organization is neither top down nor bottom up. Rather, the leadership of the school consists of a balanced collaboration of a "leadership group."

We intend to acknowledge and recognize, whenever appropriate, the fine work that the pros in the Ski and Snowboard School do each season.

If individual corrective procedures are necessary, we intend to perform them with consistency, clarity, fairness, timeliness, and flexibility.

We will treat pros with respect, and never criticize or coach in public (in front of other pros or guests).

We intend to make most decisions based on the balance between the reasonable needs and wants of the guests, the wants of the pros, and the needs of the business.

***Jonathan Ballou, Vice President Mountain Sales & Schools***

***Andy Docken, Ski & Snowboard Director of Operations***

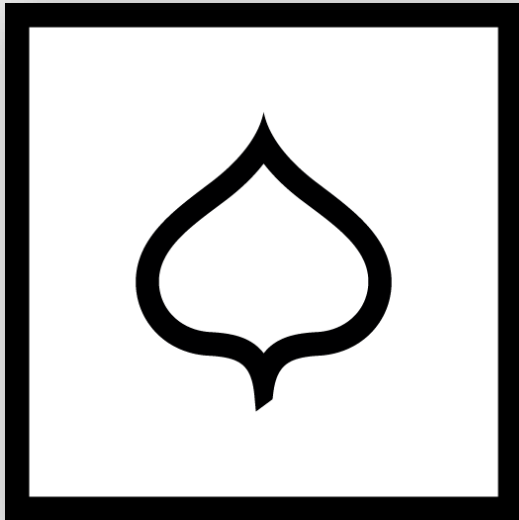
***John Kneiper, General Manager Buttermilk Ski & Snowboard School***

***Tom Hazard, General Manager Snowmass Ski & Snowboard School***

***Olga Lawson, General Manager Aspen Ski & Snowboard School***

***Ryan Watts, Manager Aspen Highlands Aspen Highlands Ski & Snowboard School***

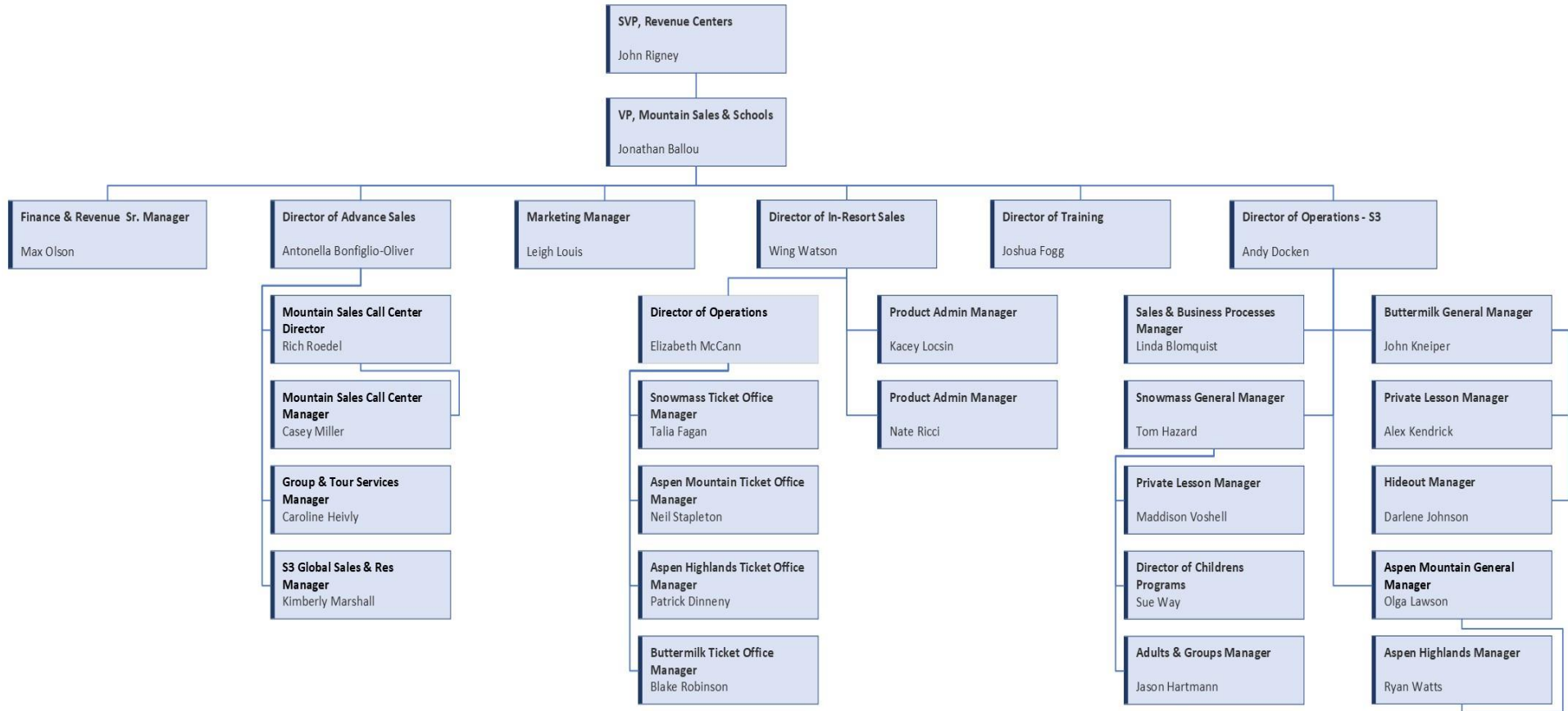
***Josh Fogg, Training Director Aspen Snowmass Ski & Snowboard Schools***



# **Ski & Snowboard School**

Mountain Schools Leadership

Sales &





## The S3 Standards for Success

Aspen One is a values-based company with the purpose of “inspiring journeys within to advance possibilities for all.” Our Purpose, Promise, and Guiding Principles unite the company to give us a cultural identity- a way to say what makes Aspen Snowmass distinct.

The Ski and Snowboard School is world-renowned. For decades, S3 has been asking itself, “what makes for a great ski/snowboard pro in Aspen Snowmass?” Our answer is the “S3 Standards for Success.” In short, they are the attributes of our identity as a ski and snowboard school and provide Ski and Snowboard Pros with direction in how to be a great pro. The S3 Standards give S3 Pros specific actions and concepts that link their work with our company brand. Together, we use the S3 Standards for Success to create transformative experiences for our guests.

The S3 Standards for Success shape our identity as a school and as pros. They are part of our heritage as a world-renowned school and determine who we will be in the future. They are not reserved for our top pros. They are intended to be used by every Pro. There is no limit to how great a Pro can become at any individual S3 attribute, and there is no limit to how great a Pro can become by using them to shape their definition of excellence.

### The 4 attributes of the “S3 Standards for Success” are:

- Professionalism
- Business Development
- On-Snow Performance
- Teaching & Technical

Each attribute is distinct while supporting, informing, and providing relevance to the others. For example, our effectiveness in creating a professional atmosphere is important, and it depends on our on-snow performance and our teaching capabilities. Likewise, the more we are perceived as professionals, the more valuable the lessons are to our guests, which drives business.



## Why these 4 attributes?

### ***Professionalism:***

Professionalism demonstrates expertise with poise in the interest of sharing our passion for recreation in the mountains. It includes how we build connections, live fully, lead with action, and take the long view. Professionalism influences how we do our jobs and train to maintain and/or grow our skills. It is the shared attitude and belief in ourselves and the value of our products that are worth investing our efforts in.

### ***Business Development:***

Business development at its core is all about building connections. Living fully, leading with action, and taking the long view all lead individuals to be a great business developer for oneself and for the school. It isn't all about money, but that is the language that we often use to measure the value of the products and experiences we offer. The prolonged contact S3 Pros have with our guests can create the most effusive net promoters of the Ski and Snowboard School and the Aspen Skiing Company.

### ***On-Snow Performance:***

On-snow performance gives us the opportunity to Honor Place, Create New Perspectives, and Live Fully. Our reputation was built by legendary skiers and riders. We owe it to them and our guests to ski and ride to the best of our capabilities, while demonstrating sound judgement and risk management skills. We use our skiing and riding skills to motivate and inspire our guests, while opening their eyes to the possibilities that lessons provide. The joy that comes from skiing and riding fuels our days and makes our work meaningful to everyone we encounter.

### ***Teaching and Technical:***

Our teaching and technical knowledge allows us to Lead with Action, Take the Long View, Create New Perspectives, and Build Connections. We Lead with Action by using teaching methods and technical expertise that focuses on learning. This allows us to Create New Perspectives for them with a Long View approach aimed at their experience in the mountains as skiers and riders. When we use our technical expertise and provide quality instruction at the right time, our lessons contribute to a transformational experience.



***Examples of S3-specific concepts, actions, and knowledge that contribute to the S3 Standards for Success***

- We recognize our students as our guests. They are guests of the town/valley, resort, and the Pros.
- We provide our guests with a transformative experience. Instruction is a part of that experience and we tailor the amount of instruction with the intent of creating a memorable experience.
- We work together with the S3 Management Team, Sales and Reservations Team, and the S3 Support Staff to provide transformative experiences. We work with other departments and recognize how teamwork is the key to providing the guests' transformative experience.
- We accept our personal responsibility and the professional impacts of communicating our schedules; accepting work assignments; being knowledgeable about products, services, and operations; and contributing to a professional work environment.
- We recognize the value of developing our Emotional Intelligence. We promote 2 models to inform ourselves of how to develop our skills.
- Daniel Goleman's 4 Domains of Emotional Intelligence self-awareness, self-management, social awareness, and relationship management.
- PSIA-AASI's People Skills Fundamentals: Trust, Self-Awareness/ Self-Management, 2-Way Communication, Relationships with Others
- We use the language and ideas of "polarities" from the Sports Diamond (by Weems Westfeldt) as a tool to solve complex problems with multiple possible solutions.
- Our teaching methodology is rooted in the ideas promoted by PSIA-AASI, and includes outside information including, but not limited to:
  - The Sports Diamond (Weems Westfeldt)
  - OPTIMAL Motor Skill Learning (Dr. Gabrielle Wulf and Dr. Rebecca Lewthwaite)
  - The Language of Coaching (Nick Winkelman and presented by Nadine Dubina)
  - Growth Mindsets (Dr. Carol Dweck and presented by Mitch Foss)
- We recognize that risk management includes managing risk for ourselves and our guests.
- Our technical understanding of skiing and snowboarding is rooted in ideas promoted by PSIA-AASI, and includes influences from:
  - National snowsport associations from around the world
  - Competitive snowsport associations
- Our on-snow performance demonstrates sound judgement, calculated and informed decision-making, and personal risk management skills.
- Our on-snow performance is rooted in ideas promoted by PSIA-AASI and is influenced by:
  - National snowsport associations from around the world
  - Competitive snowsport associations
- Our on-snow performance communicates what our guests want to learn, refine, and/or develop in their skiing and riding.
- Regular training is part of a school-wide initiative and investment to attain and maintain the highest skill level possible.

## Compensation and Benefits

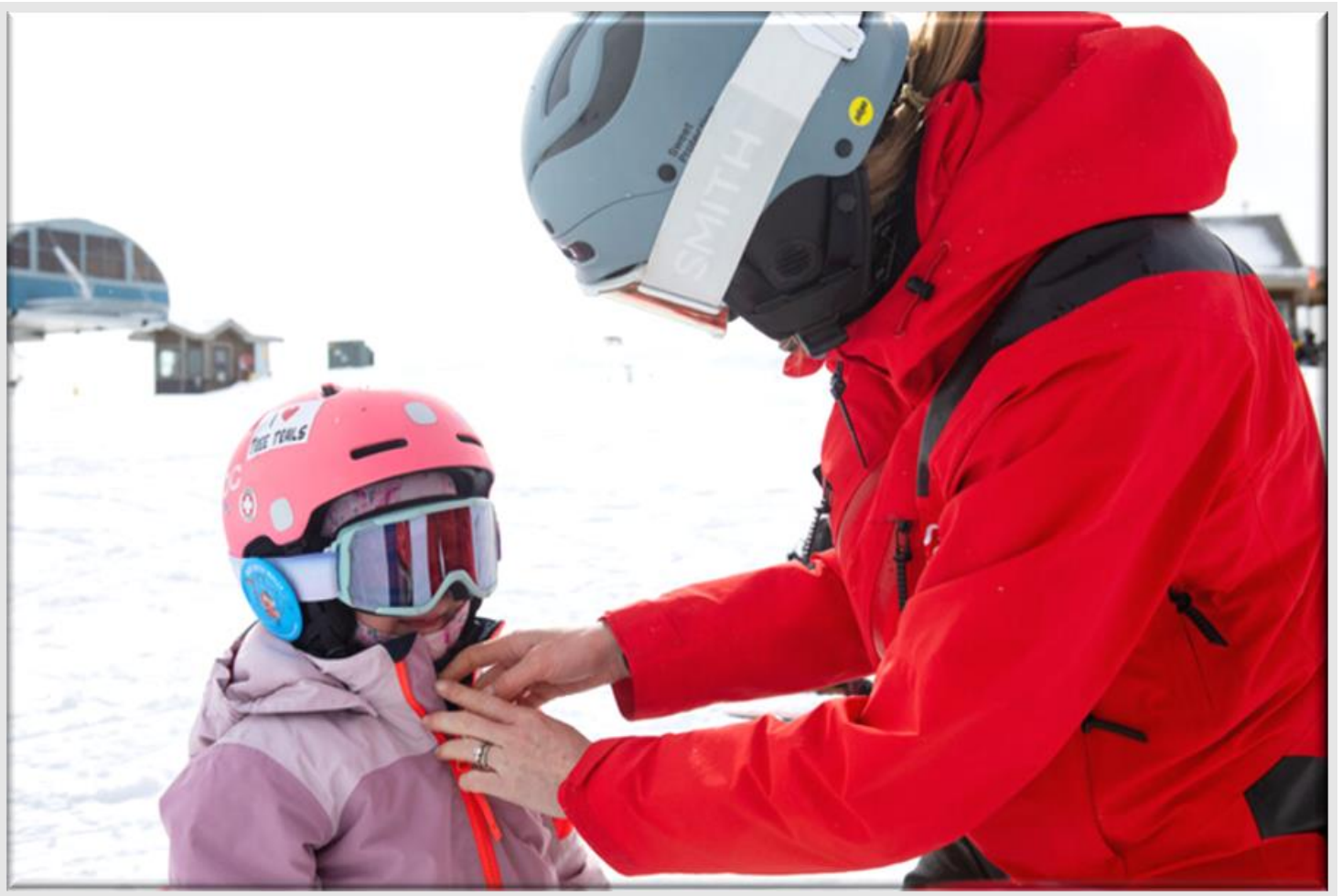
### Compensation Overview

The Aspen Snowmass Ski and Snowboard School is committed to:

*'Invest in a culture of developing the most skilled snow-sports professionals that directly engage and add value to the ASC guest experience. We will support excellence through earned autonomy **with industry leading training and compensation** to create an environment synonymous with the Aspen Snowmass experience.'*

In return for industry leading compensation we ask for the highest standards of performance, as laid out in the S3 standards for success. The intent of our compensation package is to compensate fairly for the level of professionalism and service provided.

A pay category is assigned to each pro based on their certification and experience (*an additional passport and ratification is required to be eligible for the Stage 4 pay category*). Each Pay category has teaching rates, incentivized private request rates to encourage business development, training and guest service rates. Compensation will vary according to your pay category, the number of hours taught so far in the season, and the type of work you are performing.



## Pay Categories for Teaching Hours:

### Apprentice 1:

- The pro has taught/coached skiing/snowboarding less than 300 hours at the start of the season.

### Apprentice 2:

- The pro has 300 or more documented taught/coaching hours in the last 10 years at the start of the season and is uncertified OR the pro has a current Level 1 certification and has taught less than 300 hours.

### Stage 1:

- The pro has greater than 600 documented teaching/coaching hours in the last 10 years at the start of the season and has a current Level 1 certification OR: The pro has a current Level 2 Certification and has taught fewer hours than required for this category.

### Stage 2:

- The pro has taught/coached a minimum of five full time seasons in the past 10 years at the start of the season and has a current Level 2 certification OR:
- The pro has greater than 2,000 documented teaching/coaching hours over the past 10 years at the start of the season, and has a current Level 2 certification OR:
- The pro has a current Level 3 Certification and has taught fewer season or hours than required for this category.

### Stage 3:

- The pro has taught/coached a minimum of five full time seasons in the past 10 years at the start of the season and has a current Level 3 certification. OR:
- The pro has greater than 2,000 documented teaching/coaching hours over the past 10 years at the start of the season, and has a current Level 3 certification OR:
- The pro has a current Certification as a Ski/Snowboard Trainer/Examiner with a recognized Snow-sports Education Association (see ISIA equivalence chart for list of recognized organizations).

### Stage 4:

The Pro has the required elements of Stage 3 AND has completed either:

- The Aspen Snowmass Trainer passport/portfolio and has been ratified by the Training Manager and Lead Trainer Group every 2 years OR:
- The Stage IV passport/portfolio, online application form, and has been ratified by the Stage IV Ratification Panel

Ratification lasts for two seasons, inclusive of the season of ratification. If ratification expires or is unsuccessful, pro will move to Stage III pay category at the start of the following season.

Late season ratifications, taking place after April 1st, will be applied to the following season.



## Notes on Pay Categories

- 1.** The certifications referred to above must be from a PSIA division (such as PSIA-RM) or from another organization affiliated with ISIA and deemed equivalent to a PSIA certification by the Ski and Snowboard School.
- 2.** Stage increases for certification during the season are awarded at the beginning of the next pay period following submission to S3 Payroll. Please verify pay changes. Pros are responsible to make sure the change is correct. Retroactive pay will not be awarded.
- 3.** Pros are required to provide proof of current certification to S3 payroll prior to the season by the date in November set by the Ski and Snowboard School. Failure to provide proof of current certification or failure to keep certifications current will result in the pro dropping one stage/season until the appropriate non-certified stage is reached. Subsequent changes to pay stages for proof of certification submitted after the required date will be effective the first pay period in the New Year of the current season, or the next pay period following the date the instructor supplies the documentation (whichever is later).
- 4.** Hours submitted for consideration towards teaching hours for pay stages must be submitted by the date in November set by the Ski and Snowboard School along with current proof of certification. Stage increases for hours are only awarded at the start of the season. Teaching hours gained in season will not be considered for Stage increases until the following season.
- 5.** Teaching hours may have been acquired from snow sport schools other than the Aspen Snowmass Ski & Snowboard School, but must be submitted on letterhead from the organization where the hours were earned. They should be clearly defined as teaching or coaching hours. Standby and guest service hours do not count toward pay stage hours. If paystubs are submitted in lieu of a letter, the total ski or snowboard teaching/coaching hours must be clear and totaled to be considered as proof of hours. Hours worked as a full-time supervisor, coordinator, manager, or director in the Snowsports industry may be documented towards full time teaching hours. Please review hour documentation prior to submission as "correction" documentation will not be considered for stage increases.
- 6.** All newly hired instructors will be paid at Apprentice 1 level unless proof of eligibility for a different level is submitted prior to or with the response to the new hire offer letter. Assignment to the appropriate pay category does not occur until the instructor supplies documentation to the Ski and Snowboard School. No retroactive wages will be awarded if documentation is received after employment begins. A previous full-time season consists of a minimum of 240 documented teaching hours. Any documentation submitted for consideration must reference this amount or more of full-time teaching \coaching hours performed to be considered proof of prior FT work.



**S3 Pay Grid**

<b>2023-24 Pro Pay Grid</b>			
<b>Ski and Snowboard School</b>			
	0-225	225-450	450+
<b>Group/Private Assign</b>			
Apprentice 1	\$28.72	\$40.86	\$40.86
Apprentice 2	\$34.18	\$46.16	\$57.75
Stage I	\$40.28	\$52.05	\$63.89
Stage II	\$46.07	\$57.86	\$69.60
Stage III	\$51.52	\$63.15	\$74.84
Stage IV	\$56.94	\$68.41	\$79.98
<b>Private Request</b>			
Apprentice 1	\$36.02	\$48.08	\$48.08
Apprentice 2	\$42.00	\$53.84	\$65.74
Stage I	\$48.79	\$60.63	\$72.86
Stage II	\$54.87	\$66.88	\$78.83
Stage III	\$60.56	\$72.58	\$84.43
Stage IV	\$66.35	\$78.35	\$90.27
<b>Guest Service/Training Rates</b>			
Apprentice 1	\$20.00		
Apprentice 2	\$20.00		
Stage I	\$20.00		
Stage II	\$20.00		
Stage III	\$20.00		
Stage IV	\$20.00		
<b>Buttermilk Deluxe</b>			
New! Buttermilk Deluxe lessons are now eligible for request pay			

## Compensation Notes

### Request Pay:

Request pay is awarded: When a guest requests to ski/ride with you by name. It's also considered request when one pro is referred by another pro and then they manage the booking. ***(If a guest books a pro for two weeks off the desk then all two weeks are assigned. If a guest requests a pro that speaks a particular language that does not make it a request private lesson.)***

S3 Management reserves the right to determine if request pay is awarded or not in any disputed situation.

### ***Guest Service Pay:***

Guest service pay is awarded when a pro is scheduled to show up and is not assigned a normal work. There are multiple ways pros may be of service to our guests when asked to be present at line-up or a meeting area, but business levels do not allow for normal teaching work to be assigned. Examples include, but are not limited to, helping with splits, answering questions on ticketing, off the bench, and escorting late guests to a secondary meeting place. A pro may be paid for a maximum of three standby periods in one day. Aspen Mountain pros are subject to a mountain-specific policy.

### ***Meetings:***

If you are required to attend a meeting you will be compensated on an hourly basis at your standby rate.

### ***Training:***

See Training section of the S3 Operations Manual.

### ***Sick, Jury Duty and Bereavement Pay:***

Sick, jury duty and bereavement pay will be at the guest service pay rate. Proper documentation for the type of pay needs to be presented to S3 Payroll. (See Employee Resource Guide for more details.)

## Non-Paid Teaching Hours for Non-S3 Lessons:

Non-paid teaching hours (NP) are hours credited towards a Pro's pay grid hours thresholds for the season. These hours are awarded based on performing specific, approved functions outside of teaching lessons for the Aspen Snowmass Ski & Snowboard School (S3). NP do not count towards benefit hours or career teaching hours, nor do they have any pay associated with them. Below is a list of qualifying functions and parameters for accruing NP.

## S3 Summer Work

S3 summer employees, both CAS and Bike School, can accrue NP for request private camp and private bike lessons. These hours will be inputted at the start of the following winter season. Details:

- One hour of NP is accrued for every request hour worked
- A maximum of 100 hours can be accrued in a summer.
- All hours will count towards pay thresholds in the following winter season.

## Non-S3 Work Within ASC

S3 awards NP for some approved alternate functions within the company. This is evaluated on an annual basis and is determined based on hiring and staffing needs. A maximum of 100 hours of NP can be accrued in a season within this category. Details:

- One hour of NP is accrued for every hour worked



- Current authorized departments/functions:
  - Snowmaking
  - Ullr Nights

### **PSIA-AASI Work as an Examiner/Trainer**

S3 Pros who are current Examiners for PSIA-RM or AASI-RM or/and National Team members are eligible for up to 100 non-paid teaching hours for **leading** PSIA-AASI clinics/assessments or working National and Divisional trainings as a PSIA-AASI National Team member. The eligible period starts on the 1<sup>st</sup> of October prior to season opening, and ends at the close of ski area operations. Clinic hours taught after the end of the ASC operating season, and over the following summer period ending September 30<sup>th</sup> are not eligible. Non-paid teaching hours count towards hours thresholds as defined on the pay grid. These hours must be submitted as they happen.

#### Eligibility details:

- Work must be performed for PSIA RM, AASI-RM, or PSIA-AASI National (National Team Events). Work for other divisions or for national associations other than PSIA-AASI is not eligible for non-paid teaching hours.
- Hours must be submitted as they occur and within the current pay period.
  - Hours for work performed prior to the start of the season must be submitted within the first four weeks of the season.

#### Hours for events worked:

- PSIA-AASI educational events: six hours/day
- PSIA-AASI assessment events: six hours/day
- National Team Events: six hours/day
- Evening sessions (such as online MA and webinars): two hours/session

#### Hours should be submitted as follows:

Snowmass Pros send to [rbaginsky@aspensnowmass.com](mailto:rbaginsky@aspensnowmass.com).

Aspen, Highlands and Buttermilk pro send to [dtullman@aspensnowmass.com](mailto:dtullman@aspensnowmass.com)

### **Employee Price Private Lessons and Pro-Purchased Lessons:**

ASC employees are entitled to standard employee discounts on private lessons. Requested Pros will receive request pay. Pros may not pay for any private lessons where they are the Pro without manager approval. Pros may not pay for upgrades to assigned private lessons to extend time or change lesson from assigned to request.

## Work Allocation

At the Ski and Snowboard School we consider our pros business developers in the sense that they generate revenue, referrals, and clientele. It is important to support our pros, our guests and our business by connecting the right Pros with the right guest.

Divisions across the School take individualized approaches to achieving this. Some divisions use priority systems with criteria based on their individual needs. All the divisions aim to assign work based off the following Work Assignment Values Statement. Please refer to your divisional management team for details on how work is assigned in your division.

## Work Assignment Values Statement

We assign pros based on the current strategy, S3 Standards for Success and their likelihood for success with the guest, promoting their ability to develop business

- We assign Pros that have the appropriate skill level/qualification for the needs and abilities of the guest
- We assign Pros that are the best match for individual guest or group wants, needs & goals.
- We assign Pros based on their probability of bringing guests back and creating net promoters. Business development may be qualified by:
  - Return/request hours
  - Return/request percentage
  - Conversion rate
  - Referral rate
  - Guest comments
  - Internal feedback



## Aspen Training Academy

### Overview and Mission

It is our core belief that better skiers and riders have more fun, and that better Pros create better skiers and riders. The Aspen Training Academy was founded in 1994 by Jerry Berg to support that belief and help make the Aspen Snowmass Ski & Snowboard School the best-trained ski school in the world.

Nowadays the Aspen Training Academy provides over 700 in-person professional training clinics per season for over 1200 Pros. Our curriculum is constantly evolving to staying on the cutting edge of our industry, while providing a historic perspective to provide the best pro training possible. The Aspen Training Academy offers in-person training clinics (on-snow and indoors) and online courses for a wide range of purposes, including:

- Gaining knowledge about specific topics and processes
- Professional skill development
- Maintenance of skills and knowledge
- Creating/maintaining a shared set of attitudes and beliefs
- Exploring pathways for career development

The Aspen Training Academy provides a pathway to connect all Pros together in knowledge, skills, attitudes, and beliefs that make us a cohesive school. It uses a talent-development approach to honing and maintaining skills for your entire career. Our curriculum includes content for every year and stage of your career whether it is your first season or your 50th. Through our shared experience in professional training clinics, we can identify ourselves as Pros with the Aspen Snowmass Ski and Snowboard School.



## Organization and Structure

### Aspen Training Academy Organizational Chart

#### Mountain Sales and Schools Management

Specific to S3 and the Aspen Training Academy

**Jonathan Ballou**  
VP Mountain Sales and Schools



**Josh Fogg**  
S3 Training Director



#### Aspen Training Academy Lead Trainers

Responsible for Curating, Scheduling, and Staffing Pro Training

<b>Nick Harris</b> Snowboard Certification	<b>Jim Anderson</b> Snowboard New Hire	<b>Cori Lambert</b> Freestyle	<b>Amber Aldercotte</b> Aspen Mountain	<b>Audra Jackson</b> SM 6 & Under
<b>Jennifer Weier</b> Alpine Certification	<b>Tanya Milelli</b> Alpine New Hire	<b>Charlie MacArthur</b> Telemark	<b>Kipp Ertl</b> Aspen Highlands	<b>Ryan Latham</b> SM 7-17
<b>John Wiltgen</b> Stage IV		<b>Danisa Guardatti</b> Buttermilk	<b>Justin Devita</b> Snowboard Return Pros and Stage IV	<b>Jenny MacArthur</b> SM Alpine Adults and 2nd/3rd Year Pros

#### Verifiers

Elected every 2 years by current Trainers and Stage IV Pros

##### Alpine Verifiers

Amber Aldercotte  
Emilie Tait-Jamieson  
Jiri Nohejl  
Josh Fogg  
Kipp Ertl  
Ryan Watts  
Thomas Roennau

Charlie MacArthur  
Jenny MacArthur  
Jonathan Ballou  
Brian Smith  
Jennifer Simpson Weier  
John Wiltgen  
Karina Alder

Mark Raymond  
Stephanie Brown  
Tim Lawler  
Kevin Jordan  
Nigel Conners  
Squatty Schuler

##### Snowboard Verifiers

Chris Brockman  
Jim Anderson  
Justin Devita  
Ray Ford  
Cori Lambert  
Jonathan Hershberger  
Nick Harris

#### S3 Ratified Trainers

Ratified every 2 seasons after with complete passport and verification  
Complete list of approximately 100 Trainers on file with the Aspen Training Academy

#### S3 Guest Trainers

S3 Pros and Experts from within and external to ASC selected to lead training by the Lead Trainers or Training Director

## Lead Trainers

Lead Trainers are responsible for organizing in-person training clinics based on the “S3 Standards for Success.” They collaborate to create ongoing education that inspires, educates, maintains skills, and shares company attitudes and beliefs. The Lead Trainers and the Training Director are also responsible for the final ratification of all Trainers and Apprentice Trainers.

## Verifiers

Verifiers are responsible for assessing and validating the skill sets of S3 Trainers and Stage IV Pros. Verifiers are elected biannually by all current Trainers and Stage IV Pros. All Verifiers have an external qualification and/or experience evaluating skiing/snowboarding, movement analysis, and teaching. The most common qualification is PSIA/AASI Examiner.

## Trainers and Apprentice Trainers

Trainers and Apprentice Trainers are responsible for delivering in-person clinics and modelling the “S3 Standards for Success” within the school. All Trainers and Apprentices must complete and submit a Trainer Passport every two seasons to be considered for Ratification by the Lead Trainer Team to achieve and maintain their Trainer Status. There are three Trainer Ratifications each season and Trainer Passports are always scheduled to expire at the end of a season. The Ratification dates, information about the lifespan of a Trainer Passport, and re-ratification information are posted on the Employee Portal. It can be found via the Trainers Portal link on the Ski and Snowboard School page.



## Participating in Training

Pros may attend as many training clinics as they wish and will be covered under Workman's Compensation for clinics provided by the Aspen Training Academy. All pros are entitled to a set number of paid training hours each season:

**New Hires: 40 hours**

**Return Pros: 25 hours**

**All Returning Pros are required to participate in a minimum of 15 hours of training provided by the Aspen Training Academy per season.** These hours are tracked and observed by your divisional Manager and Coordinators. Specific required training clinics vary by division and mountain.

### New Hire Training

New Hire Training is scheduled in week-long blocks in December. The curriculum is curated for Pros from each mountain, division, and discipline. It includes a track for Inexperienced New Hires, and a separate track for Experienced New Hires. The curriculum includes basics to get a Pro started on their career within their division. It is designed to provide Inexperienced New Hires with a mix of job-specific training and general snowsports instructor education. Additional training may be required for a New Hire to achieve their Cert 1 with PSIA-AASI.

### 2<sup>nd</sup>/3<sup>rd</sup> Year Pro Training

All Pros who are in their 2<sup>nd</sup> or 3<sup>rd</sup> year of teaching in their career have a special curated training curriculum in December of each year. Their training is designed to review job-specific training and general education topics from their New Hire Training with additional intermediate level courses over the course of 4 in-person on-snow clinics. 2<sup>nd</sup>/3<sup>rd</sup> Year Training is scheduled in 2 blocks of 2 days that are division-specific. The 2<sup>nd</sup>/3<sup>rd</sup> year training courses are designed to provide every Pro with a baseline education provided by the Aspen Training Academy to launch their careers and training for their 4<sup>th</sup> year and beyond.

### 4<sup>th</sup> Year+ Training (aka Return Pro Training)

All Pros in their 4<sup>th</sup> year of their career and beyond are expected to attend Return Pro Training in December. There is at least 1 "required" in-person on-snow training clinic specifically for the Pros in each division/mountain. These are not meant for Pros from other divisions or mountains. There are "elective" courses hosted by all of the divisions and mountains. The "elective" courses are open for all Pros meeting the clinic's Minimum Performance Requirements. They are "elective" in the sense that Pros can choose which clinics they want to attend. **All Returning Pros are required to participate in a minimum of 15 hours of training provided by the Aspen Training Academy per season.**



## ProCard – Aspen Training Academy’s Training Management System

ProCard’s Training section is the Aspen Training Academy’s online Training Management System. Search, register, and manage your attendance for in-person training clinics via the Training Button on ProCard. Login at <https://procard.aspensnowmass.com/> to access the website’s features.

The Aspen Training Academy on the Employee Portal

The Aspen Training Academy has a webpage on the ASC Employee Portal. Login at <https://www.ascemployeeportal.com> and find the Ski and Snowboard School’s page by going to Departments in the main menu and clicking on Aspen Snowmass. Login instructions are posted on the site.

The Ski and Snowboard School’s website is the central location for:

- Aspen Training Academy History and Educational Resources
- Surveys for Pros to give feedback about their training experiences
- Trainers Portal (Trainer Information and Trainer Passports)
- Stage IV (Information, Applications, and Portfolios)
- Links to our E-learning courses
- School wide news and information

## The Bullwheel

The Aspen Training Academy has a dedicated Learning Management System for our e-learning courses. These are online training courses that you can include in your annual paid training. Login at <https://thebullwheel.myabsorb.com> or follow the links for The Bullwheel from the Employee Portal. There is a wide selection of courses on the Bullwheel provided by the Aspen Skiing Company. Only courses from the Ski and Snowboard School are paid. We run a report weekly to include your completed online coursework in your training credits and pay (if it is within the 25-hour paid training threshold).



# SKI AND SNOWBOARD SCHOOL

S3

Products

## 2023 - 2024 Ski & Snowboard School - Details & Pricing Prices and dates subject to change



	Product / Mountain	Hours	Lesson Details	Meeting Areas	7-Day Advanced Price	In-Resort Price	In-Resort Peak Price
<b>Private Lessons</b>						11/23/23 - 12/22/23 1/6/24 - 2/15/24 4/1/24 - end of season	12/23/23 - 1/5/24 2/16/24 - 3/31/24
All Ages	<b>Full Day</b> All Four Mountains	9am to 3pm	<b>Ski, Snowboard &amp; Telemark:</b> Includes Private Lesson for up to 5 participants. <b>All Abilities:</b> Snowmass & Buttermilk	<b>Snowmass:</b> Base Village Plaza <b>Aspen Mountain:</b> Inside Ticket Office <b>Aspen Highlands:</b> Private Lesson Desk (inside ticket office) <b>Buttermilk:</b> Buttermilk Plaza, Base of Buttermilk	<b>\$1,041</b>	<b>\$1,107</b>	<b>\$1,236</b>
	<b>Half Day</b> All Four Mountains	9am to 12pm 12:30pm to 3:30pm	<b>Blue Zone &amp; Up:</b> Aspen Mountain & Aspen Highlands		<b>\$806</b>	<b>\$872</b>	<b>\$991</b>
	<b>Buttermilk Deluxe*</b> Buttermilk; Dates 1/16/24 - 2/2/24	9am to 3pm	*Buttermilk Deluxe - Lesson must take place at Buttermilk between 1/16/24 - 2/2/24	<b>Buttermilk:</b> Buttermilk Plaza, Base of Buttermilk	<b>NA</b>	<b>\$685</b>	<b>NA</b>
<b>Max 5 Adult Group Lessons &amp; Clinics</b>							
Ages 18 & Up	<b>First Time Ski First Time Snowboard</b> Snowmass & Buttermilk	10am to 3pm	<b>First Time / Ski &amp; Snowboard:</b> Includes lesson, lower lift ticket & equipment rental. Maximum of 5 adults per group. <i>3 days is the optimal amount of time for first timers! Three day package will be consecutive days.</i>	<b>Snowmass:</b> Ski - Top of Elk Camp Gondola Snowboard - Base Village Plaza <b>Buttermilk:</b> All - Base of Summit Express Lift	<b>1-Day \$361</b> <b>3-Day \$1,035</b>	<b>1-Day \$385</b> <b>3-Day \$1,107</b>	<b>1-Day \$419</b> <b>3-Day \$1,200</b>
	<b>Full Day Lesson</b> Snowmass & Buttermilk	10am to 3pm	<b>Green Zone / Ski &amp; Snowboard:</b> Includes lesson only. Maximum of 5 adults per group.	<b>Snowmass:</b> Ski - Top of Elk Camp Gondola Snowboard - Base Village Plaza <b>Buttermilk:</b> All - Base of Summit Express Lift	<b>\$284</b> <b>Peak \$314</b>	<b>\$308</b>	<b>\$342</b>
	<b>Full Day Clinic</b> All Four Mountains*	10am to 3pm	<b>Blue Zone &amp; Up / Ski &amp; Snowboard:</b> Includes clinic only. Maximum of 5 adults per group. <i>*Snowboarding only offered at Buttermilk &amp; Snowmass.</i>	<b>Snowmass:</b> Ski - Top of Elk Camp Gondola Snowboard - Base Village Plaza <b>Buttermilk:</b> All - Base of Summit Express Lift <b>Aspen Mountain:</b> Ski - Top of the Silver Queen Gondola <b>Aspen Highlands:</b> Ski - Top of Exhibition Lift	<b>\$284</b> <b>Peak \$314</b>	<b>\$308</b>	<b>\$342</b>
	<b>Full Day Women's Edge 4-Day Clinic</b> Snowmass; January 8, 2024 - March 1, 2024 Monday-Thursday	10am to 3pm	<b>Blue Zone &amp; Up / Ski &amp; Snowboard:</b> Includes 4 consecutive days. Includes clinic only. <i>Groups will visit other mountains during the week.</i>	<b>Snowmass:</b> Base Village Plaza (First day only. Group will determine meetings areas for remainder of week.)	<b>\$889</b>	<b>\$911</b>	<b>NA</b>
<b>Max 5 Child &amp; Teen Group Lessons</b>							
Teens Ages 13 to 17	<b>Full Day Lesson</b> Snowmass	9:30am to 3pm	<b>All Abilities / Ski &amp; Snowboard:</b> Includes lesson only. Maximum of 5 teens per group. <i>Teens should bring money for lunch.</i>	<b>Snowmass:</b> Base Village Plaza <i>Teens are welcome to join our age 7-12 group lessons at Buttermilk and Aspen Highlands (ski only).</i>	<b>\$284</b> <b>Peak \$314</b>	<b>\$308</b>	<b>\$342</b>
Ages 7 to 12	<b>Full Day Lesson*</b> Snowmass, Aspen Highlands** & Buttermilk	9:30am to 3pm	<b>All Abilities / Ski &amp; Snowboard:</b> Includes lesson & lunch. Maximum of 5 children per group. <i>*Snowboarding only offered at Buttermilk &amp; Snowmass. **Participants must be blue zone and up skiers at Aspen Highlands.</i>	<b>Snowmass:</b> Base Village Plaza <b>Aspen Highlands:</b> Base of Exhibition Lift <b>Buttermilk:</b> Base of Summit Express Lift	<b>\$284</b> <b>Peak \$314</b>	<b>\$308</b>	<b>\$342</b>
Ages 5 & 6	<b>Full Day Lesson*</b> Snowmass, Aspen Highlands** & Buttermilk	9:30am to 3pm	<b>All Abilities / Ski &amp; Snowboard:</b> Includes lesson, lift access, & lunch. Maximum of 5 children per group. <i>*Snowboarding only offered at Buttermilk &amp; Snowmass. **Participants must be blue zone and up skiers at Aspen Highlands.</i>	<b>Snowmass:</b> Base Village Plaza <b>Aspen Highlands:</b> Base of Exhibition Lift <b>Buttermilk:</b> The Hideout (meet outside)	<b>\$284</b> <b>Peak \$314</b>	<b>\$308</b>	<b>\$342</b>
Ages 3 to 4	<b>Full Day Lesson*</b> Snowmass & Buttermilk	9:30am to 3pm	<b>All Abilities / Ski Only:</b> Includes lesson, lift access, & lunch. Maximum of 5 children per group. <i>*Participants ages 3 &amp; 4 must be potty trained.</i>	<b>Snowmass:</b> Treehouse Kids' Adventure Center <b>Buttermilk:</b> The Hideout	<b>\$284</b> <b>Peak \$314</b>	<b>\$308</b>	<b>\$342</b>
Ages 2.5 to 3	<b>Full Day Program*</b> Snowmass & Buttermilk	9am to 3pm	<b>All Abilities / Ski Only:</b> Includes lesson, lift access, lunch, equipment rental & helmet rental. Maximum of 5 children per group. <i>*Ages 2.5 to 3 ski for one hour in the morning and enjoy winter play activities in the afternoon.</i>	<b>Snowmass:</b> Treehouse Kids' Adventure Center <b>Buttermilk:</b> The Hideout	<b>\$284</b> <b>Peak \$314</b>	<b>\$308</b>	<b>\$342</b>
	<b>Half Day Program*</b> Snowmass & Buttermilk	9:30am to 12:30pm			<b>NA</b>	<b>\$256</b>	<b>NA</b>
<b>Group Lesson &amp; Clinic Validation Pass</b>							
Ages 3 & up	<b>Group Lesson &amp; Clinic Validation Pass</b> All Four Mountains	NA	<b>Unlimited Max 5 Group Lessons and Clinics at 50% off the in-resort window rate.</b> No blackout dates. Pass is non-transferable and non-refundable. <i>Expires on 4/30/2024</i>	Based off of the Lesson or Clinic product. See above.	<b>NA</b>	<b>\$799</b>	<b>NA</b>

All Ski & Snowboard School products require a reservation. Cancellation/Change Policy: All Ski & Snowboard School products canceled or changed 48 hours or more in advance are fully refundable.





## Private Lesson Products

Private lessons are the premier product offered by the Ski and Snowboard School and contribute the majority of our revenue. Private lessons make up approximately 71% of the total winter revenue generated by the Ski and Snowboard School. 57% of our total winter revenue comes from Private request lessons alone. These incredible numbers demonstrate that the experiences created and the relationships formed by our Pros are the backbone of our successful business.

Private Lessons and Guided experiences are our premium offering. We expect Pros working private lessons to exceed the expectations of our guests. Experiences should be thoughtfully crafted to the individual motivations, needs, ability and personality of your guests. We should be conscious of the premium guests have chosen to pay for a private lesson and give them the very best guest service we can offer.

## Reaching Out to Guests

Our success in private lessons is contingent on personalizing the experience to each guest. For request lessons and all assigned lessons assigned before the day of the lesson, we expect Pros to reach out to guests and arrange a meeting place. This level of service will help to make a positive impression on your guests while decongesting our busy meeting areas. A guest's contact information can be accessed through ProCard. Please see the 'ProCard' Section of this Manual for more instructions.

## Rostering (*ProCard Class List*)

Rostering is a critical component of every lesson. When working on Private Lessons please roster your guest/guests as soon as is practical in the morning, preferably on the first run. Please see the 'ProCard' section for more instructions on rostering.



## Meeting Areas

For lessons where a Pro has been unable to reach out and personalize a meeting place, or for lessons assigned on the morning/day of the lesson, the following meeting areas will be used:

**Snowmass** – Base Village Plaza

**Aspen Mountain** – Outside the Ticket Office

**Aspen Highlands** – Base Area Plaza

**Buttermilk** – Buttermilk Plaza

## *Rostering (ProCard Class list)*

Rostering is a critical component of every lesson. When working on Private Lessons please roster your class as soon as is practical. Please see the 'ProCard' section for more instructions on rostering.

## Full Day Private Lessons

### 9am – 3pm (or customized to guest needs)

Full day Private Lessons are advertised as just that- a full day with our pros. Pros are paid 6 hours at their assigned or request rate regardless of the actual duration of time a guest joins a Pro for the lesson. The actual start and finish time of a Full-Day Private Lesson depends on the arrangements made between the Pro or School and the Guest. Pros are covered when the guest joins the Pro for the lesson until the guest departs from the lesson during lift operation hours.

## Half Day Private Lessons

Half day Private lessons run from 9am to 12pm or 12:30pm to 3:30pm.

Morning, half-day private lessons offer an excellent opportunity for Pros to have their guests 'upgrade' to a full day Private lesson. It can offer excellent value to upgrade to a full day by paying the difference between the half day rate and the full day rate. While discussing this possibility with your guests, be sure to mention you will need to confirm your availability with your Coordinator. If a guest wishes to upgrade please call the appropriate Private Lesson Program Coordinator in your division to confirm and arrange payment.



### Request vs Assigned

Request pay is awarded when a guest requests to ski/ride with you by name. It's also considered request when one pro is referred by another pro and they then manage the booking. *(If a guest books a pro for two weeks off the desk then all two weeks are assigned. If a guest requests a pro assigned to them that speaks a particular language - that is not a request. That is asking for a skill set and not an individual. This is true of any request for a pro with a particular skill set; freestyle, skiing ability, children's certification etc.)*

S3 Management reserves the right to determine if request pay is awarded or not in any disputed situation.

Request Private Lessons are paid at a higher rate in recognition of the relationship a Pro has developed with the guest, *and that a pro takes on an administrative role in booking and organizing the guests for their lesson.* A pro is expected to take on the primary role of booking and organizing guests. This includes:

- Entering the booking via Pro Card.
- Forwarding the Order number to guests to arrange payment.
- Following up with guests to secure payment prior to the lesson.
- Communicating with guests and other pros that may be on the booking.

Assigned private lesson rates are paid out in any situation where the above stipulations are not met. Assigned guests should be extended the same service as request lesson guests, including reaching out to them prior to the lesson where possible.

### Referrals

A pro may qualify for request pay when they are specifically referred to a private lesson guest by another pro *and they take on the role of managing the booking.* The pro that is referred to the booking is expected to manage the booking in the same way as if they were managing a returning request lesson guest.

*Check out the new functionality in ProCard to refer an existing client to another Pro in ProCard!* Open the Client in your Client list and look for the 'refer to another instructor' link in the top right.

We try to match the best Pro for any lesson with every guest (as outlined in our lesson assignment values statement). A lesson matched to your skill set by a Coordinator, Manager or member of the Sales and Reservations staff is not a Request lesson. The only exception to this is if the Manager or Coordinator has skied with this guest before as a pro, and is referring them to you as their guest.

### Buttermilk Deluxe

The 'Buttermilk Deluxe' product is a Private lesson offered at a deep discount only at Buttermilk on limited dates around the X-Games. This product is to incentivize guests to still take advantage of the excellent terrain and facilities available despite the disruption that X-Games can cause. A guest skiing in a Buttermilk deluxe *must ski at buttermilk exclusively during the lesson.*



## Private Lesson Cancellation Guidelines & Procedures

### Private Lesson Cancellation Policy

Private lessons cancelled within 48 hours of lesson start time will be charged the full amount of the private lesson.

### Translating Our Policy to Guests

In order for a guest to cancel and be refunded, the guest must notify Aspen Snowmass at least 48 hours prior to the start time of the lesson.

### Some exceptions to the cancellation policy:

- Injury
- Sickness
- Travel Delays
- No Payment
- Pro approves cancellation or change (request privates)

### Pro Pay- Cancelled Private Lesson Policy- Assigned

- Pros will not be compensated for unassigned private lessons
- Pros will not be compensated for lessons cancelled outside of 48 hours
- If pro is reassigned they will not be compensated for a cancelled private lesson. Coordinators will attempt to reassign pros for lessons cancelled inside 48 hours.
- If a pro is not reassigned they will be compensated:
  - 4 hours of Guest Service pay for a full day lesson
  - 2 hours Guest Service pay for a half day lesson

### Pro Pay- Cancelled Private Lesson Policy- Request

Pros will be compensated for request privates if the guest is not refunded.

### Double Bookings

In the event that a Private Request lesson is cancelled but the guest is still paying in full for the lesson, you may be eligible to be 'double booked'. In this situation you may work on another lesson and be compensated for both the cancelled private lesson and another lesson you work on the same day. Coordinators or Managers may prioritize putting other pros to work first.

Double booked lessons are only applicable when the initial booking is a Private Request AND the guest is still paying in full. No Assigned Private and no group products are eligible for double booking. Double booked lesson hours accrue to pay grid hours but do NOT accrue Benefit hours. All double-booked lessons are subject to the approval of S3 management.



## Max 5 Kids Group Lessons

Kids Group lessons are one of the core products offered by the Ski and Snowboard School. Kids group lesson products make up around 23% of the winter revenue for the Ski and Snowboard School. They provide an experience that can make a family's holiday truly memorable and exceptional. ***For more information on teaching children in all products (Group, Private and Specialty Programs) please refer to the 'Teaching Children' section of this manual. There you will find essential information on lift riding procedures, Child Registration and Authorizations, Terrain selection and more.***

All Kids and Teen Group Lesson products are Max 5 products. This means that there will be no more than 5 students and one instructor in any lesson (Specialty programs like the Highlands Kids Program, AVSC weekend programs etc. are not Max 5 products).

### ***Pro Pay***

*Pros teaching Full Day Children's Group Lessons are paid 6 hours at their group/assigned rate. Pros on a Half day Lesson (only 2.5 to 4yrs) will receive 3 hours of group/assigned pay.*



**Kids Group lesson Programs**

*Meeting times and places below are advertised start times and meeting places for guests. **Please be aware that procedures and morning meetings differ between schools and divisions. Be sure to reach out to the appropriate Program Coordinator to ensure you know where and when to report for each program.***

**Ages 2.5 to 3 years & 3 to 4 years**

**Full Day Group Lessons: 9:30am to 3pm**

Snowmass: Treehouse Kid’s Adventure Center

Buttermilk: The Hideout

**Ages 5 & 6**

**Full Day Group Lessons: 9:30am to 3pm**

Snowmass: Base Village Plaza

Buttermilk: The Hideout

Highlands: Base of Exhibition Lift, **Blue Zone skiers (level 5) and up only.**

**Ages 7 to 12**

**Full Day Group Lesson: 9:30am to 3pm**

Snowmass: Base Village Plaza

Buttermilk: Base of Summit Express Lift

Highlands: Base of Exhibition Lift, **Blue Zone skiers (level 5) and up only**

Snowmass: Base Village Plaza for first day of program

**Ages 13 to 17**

**Full Day Group Lesson: 9:30am to 3pm**

Snowmass: Base Village Plaza

\*Teens are welcome to join Kids group lessons at Highlands and Buttermilk



### Line – Up and Check in

Please be familiar with your individual division's routine, including meeting times, locations, morning duties, guest check in and level 'split' procedures.

Guests in all lessons will be 'checked in' (Please see the ProCard section) to ensure participants have all necessary lift and lesson passes, child registration and authorization, parent contact details etc. Procedures for this will vary from program to program and division to division based on operational needs.

The process of 'grouping' kids into appropriate age and ability levels varies from division to division based on operational needs. This process will always include a verbal grouping followed by a confirmation of the compatibility of the class on snow. It is essential to get the verbal grouping as close as possible to limit disruption to classes while on the hill. Make sure you are familiar with the grouping procedures in the program and division you are working. If you are asked to work in a division and are not familiar with any aspect of the morning routine, be sure to reach out to peers and coordinators to ensure a smooth process.

### *Rostering (ProCard Class List)*

Rostering is a critical component of every lesson. When working on Children's group lessons please roster your class before you leave the base area, and again as soon as is practical after the final 'grouping' has taken place. Please see the 'ProCard' section for more instructions on rostering.

### Lunch

#### **Kid's lunch**

Lunch is provided to all children in lessons who are aged 12 and under. Teens in any lessons (including those that join lessons at Buttermilk and Highlands) must bring money to purchase themselves lunch. Lunch protocols vary from division to division. Familiarize yourself with the lunch timing and ordering process for your division or any division you are scheduled to work in. Familiarize yourself with the lunch ordering process through ProCard, outlined in the ProCard section of the manual.

#### **Pro Lunch**

Some lunch locations are run by the Ski and Snowboard Schools while others are not. In Ski and Snowboard School run locations (the treehouse, the tent at Elk Camp etc) the Ski School *may* provide lunch for Pros working on children' group products. Pros must be prepared to pack or purchase lunch in all lessons, including children's groups.



## Max 5 Adult Group Lessons & Clinics

Adult Group Lessons and Clinics are core products of the Ski and Snowboard Schools. They give guests the opportunity to learn in a small and social group setting with similarly skilled guests. Adult lessons are offered at Snowmass and Buttermilk, while adult Clinics are offered at all mountain locations (Ski only at Highlands and Aspen Mountain). Adult Group Lesson and Clinic products are Max 5 products, with a maximum of 5 students and one instructor in any class.

### Lessons vs Clinics

Adult Group Lessons are offered to Green zone skiers, levels 1 through 4. Adult Group Clinics are offered for Blue and Black Zone skiers, levels 5 through 8. We differentiate between the two products to appeal to the different goals and perceptions of our guests. A 'lesson' appeals to most beginner skiers who want to work on their fundamental skills. Intermediate and advanced skiers have more options - what they want to get out of a lesson may differ significantly. Changing the name of our intermediate and advanced lessons to 'Clinics' helps to appeal to guests who may have the perception that a 'lesson' will be less collaborative, working on whatever the 'teacher' chooses. We strive to individualize the content of all our products, including adult clinics and lessons, to the individual wants and needs of our guests.





**Meeting Times and Locations**

*Meeting times and places below are advertised start times and meeting places for guests. **Please be aware that procedures and morning meetings differ between schools and divisions. Be sure to reach out to the appropriate program Coordinator to ensure you know where and when to report for each program.***

**Adult Group Lessons: 10am to 3pm**

**Snowmass**

Ski: Top of Elk Camp Gondola

Snowboard: Base Village Plaza

**Buttermilk**

Ski and Snowboard: Base of Summit Express Lift

**Adult Clinic**

**Snowmass**

Ski: Top of the Elk Camp Gondola

Snowboard: Base Village Plaza

**Buttermilk**

Ski and Snowboard: Base of Summit Express Lift

**Highlands (ski only)**

Ski: Top of Exhibition lift

**Aspen Mountain (ski only)**

Ski: Top of Silver Queen Gondola

**Pro Pay**

Pros working adult Group Lessons or Clinics will be paid 5 hours at their Assigned/group rate.



### ***Rostering***

Rostering is a critical component of every lesson. When working on Adult Group lessons or Clinics, please roster your class as soon as is practical after any 'split' has taken place. Please see the 'ProCard' section for more instructions on rostering.

### ***Lunch***

Lunch is not provided for pros or guests in Adult Group Lessons or Clinics. Pros should collaborate with their group on a plan for lunch. Under normal circumstances it is expected that pros should eat with where possible and appropriate. You can find a list of lunch options in the Mountain Specific information section of this manual.



## Specialty and Affiliate Programs

Pros at the Ski and Snowboard School may also work on an assortment of specialty products or with affiliate programs. These include Local Clinics, Local Kids programs (including AVSC and the Highlands Local Kids program), Women's Edge, Bumps for Boomers, Ski Doctors, The Magic of Skiing, Challenge Aspen and Ascendigo. To find out more about any of these programs please refer to the information below or check out the specialty program sections of the Aspen Snowmass website:

<https://www.aspensnowmass.com/plan-your-stay/lessons/specialty-camps>

If you have interest in working with any of these programs your program Coordinator will be able to give you more information and point you in the right direction.

### **AVSC**

Aspen Valley Ski & Snowboard Club's mission is to provide all youth in the greater Roaring Fork Valley the opportunity to excel as athletes and as people through winter sports.

Founded in 1937, AVSC is the Roaring Fork Valley's oldest and largest youth non-profit. We coach and inspire kids to excel while promoting a community of passion, grit, and mountain culture.

**300 AVSC Drive**

**Aspen, CO 81611**

**970-205-5101**



***Challenge Aspen***

Formed in December 1995, Challenge Aspen has evolved into a year-round program offering access for anyone with a disability to a variety of sports, recreational and cultural activities. In the winter, the program offers all levels of recreational skiing and snowboarding instruction for individuals ages 4 and up who have a physical or cognitive disability. Participants receive specialized private instruction through Challenge Aspen's PSIA-certified adaptive instructors, and adaptive equipment is provided to accommodate all needs. Private lesson rates with Challenge Aspen include one-on-one instruction. If you simply need a "buddy" for the day, trained volunteers are also available for a minimal fee. Reservations are required.

**Challenge Aspen**

970-923-0578

<http://challengeaspen.org>

[info@challengeaspen.org](mailto:info@challengeaspen.org)



***Ascendigo***

Ascendigo Autism Services is a year-round program that provides specialized ski and snowboard instruction as well as camps and support services for adults and children on the autism spectrum. Ascendigo ski pros and ski buddies have been specially trained by BCBA's and OTs in evidence-based autism specific techniques. These techniques focus on facilitating social communication and maximizing the skier's independence on and off the mountain. With the help of Ascendigo, children and adults anywhere on the autism spectrum and of any athletic ability can learn to ski or snowboard here in beautiful Aspen Snowmass.

**Ascendigo**

970-927-3143

[ascendigo.org](http://ascendigo.org)

[info@ascendigo.org](mailto:info@ascendigo.org)



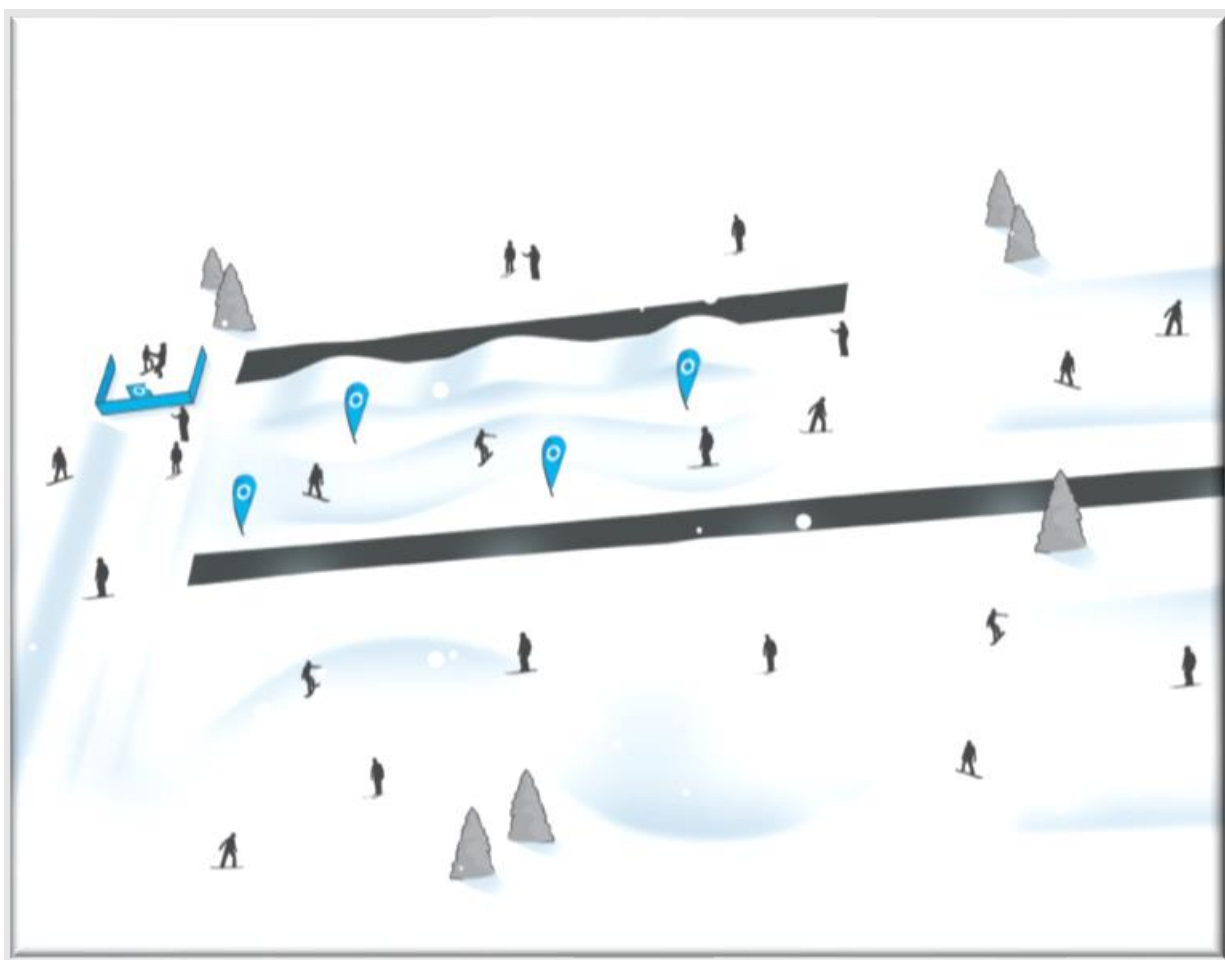
## Terrain Shaped for Teaching

Aspen Snowmass is committed to providing the best possible learning experiences for our guests. As part of this effort, terrain in beginner zones and in select areas on the 4 mountains is shaped to help us provide the best possible environment for our guests. Terrain shaping may include the following features:

- Gentle slopes to a flat
- Gentle berms and banked turns
- Wide concave shaped grooming on easy green terrain
- Convex shaped terrain and ridges
- Rollers
- Mini Halfpipes

For more information on how to utilize man-made and natural terrain features to facilitate the best possible experience for our guests, please seek out appropriate training from the Academy. More information and resources can be found on the Academy website:

<https://ascmemployeeportal.com/ski-snowboard-school/aspenn-training-academy/>



## Beginners' Magic

Beginners' Magic is the trademarked methodology of S3 for all beginner skiers and snowboarders (Levels 1-3). It is a learning partnership between pros and guests that teaches fundamental snow sports skills and an enjoyment and appreciation of the mountain environment. Regardless of group or private lessons, all level 1 - 3 guests of the Ski and Snowboard School will have an experience that supports the concepts outlined in this document. The goal of Beginners' Magic is to create life-long skiers and snowboarders that return to The Ski and Snowboard School.

All beginning skiers will...

- Have access to properly fitted boots and learning skis. They will have the opportunity to change equipment as need dictates. (120-140cm current, shaped skis designed for adult beginner skiers)
- Experience the lesson as a learning partnership with the Pro(s).
- Learn in an environment shaped to experience the skills of skiing and snowboarding and at a pace that meets their needs.
- Experience a seamless transition if learning with more than one pro.
- Experience a skills based progression emphasizing mechanics that will result in parallel skiing.
- Experience a progression that focuses on moving and gliding.
- See demonstrations that match their speed and skill blend. Pro will be on teaching skis/board similar to the student.
- Learn how to do the following:
  1. Move in ski/snowboard equipment- walking, climbing, self-propelled gliding
  2. Gliding downhill and across the hill
  3. Turning to control speed and direction
  4. Stopping
- Be inspired at the conclusion of the lesson to continue skiing/riding and return to the Ski and Snowboard Schools of Aspen for their next lesson.

To develop your knowledge and understanding of Beginners' Magic please seek out appropriate training sessions through the Aspen Training Academy. The Academy website is also an excellent starting point for more information on Beginner Magic and best practices when teaching lower level guests:

<https://www.ascemployeeportal.com/aspen-training-academy-documents/>



## Ski and Snowboard Level Descriptions

Understanding the Ski and Snowboard levels is crucial to delivering a consistent and quality product for our guests. Please engage with conversations with trainers, lead pros and Coordinators to gain a stronger understanding of the level system used in our school.

### Skiing

#### First Time Skier

Level 1: "I've never skied."

#### Green Zone Skier

Level 1: "I've never skied."

Level 2: "I can slide, slightly change direction, and come to a stop." – Green terrain

Level 3: "I can link basic/wedge turns together without stopping on the easiest green terrain. My turns are usually all the same size." – Green terrain

Level 4: "I am linking turns together smoothly on all green terrain. I can make narrow and wide turns" – All green and easiest blue.

#### Blue Zone Skier

Level 5: "I am skiing mostly parallel in a couple different turn sizes and shapes on most blue terrain. I am beginning to use my poles and can hockey stop in both directions." - All green terrain and most blue terrain

Level 6: "I am skiing parallel and confidently on all groomed blue terrain. I am exploring un-groomed trails and the easiest bumps. I usually make the same turn sizes and shapes on un-groomed trails." – All groomed blues, easy blue bumps, easy groomed black.

Level 7: "I am able to make parallel turns with a pole plant on all blue and black terrain. I am exploring un-groomed black terrain, including bumps. I can change my turn sizes and shapes for the different challenges." – All blue terrain and most black terrain

#### Black Zone Skier

Level 8: "I am making different turns sizes and shapes, including rhythmic short turns and large carved turns, on all blue and black terrain (groomed or un-groomed). I feel comfortable exploring harder blacks and easier double black terrain." – All black and easy double black terrain

Level 9: "I can ski the entire mountain and am working on skiing faster, smoother, difficult lines, and learning different strategies in the hardest terrain and snow conditions." – entire mountain



## Snowboarding

### First Time Snowboarder

Level 1: "I've never snowboarded."

### Green Zone Snowboarder

Level 2: "I have experienced sliding, traversing both directions, and stopping." – Green terrain

Level 3: "I can control my speed while moving across the hill, and can stop with confidence. I am starting to turn in both directions." – Green terrain

Level 4: "I can link skidded turns on green terrain." – All green terrain

### Blue Zone Snowboarder

Level 5: "I am confident on all green terrain and working on easy blue terrain." – All green terrain and easiest blue terrain

Level 6: "I am riding most blue terrain, and exploring switch riding, easy bumps, and freestyle." – All blue terrain

Level 7: "I am able to ride all blue terrain in varied conditions and working on easy black terrain, including bumps, trees, and terrain parks." – All blue terrain and groomed black terrain.

### Black Zone Snowboarder

Level 8: "I am confident performing dynamic turns on varied terrain and snow conditions, including trees, steeps and powder." – All black terrain and easier double-black diamond terrain

Level 9: "I am confident riding the entire mountain. I am working on a variety of tactics and techniques that will take me to the next level." – entire mountain.



## ProCard

ProCard is the web-based application that Pros and administration use for scheduling, communication, training registration and more. Some of the ways in which ProCard is used in our schools are:

- Keeping track of work schedule & requesting changes to your schedule and paid time off.
- Registering for Aspen Academy Training.
- Checking for Ski & Snowboard School Waiver and Updated Emergency Information
- Check-in group lesson guests at the start of the day.
- Rostering your private and group lesson guests.
- Ordering lunch for kid's group lessons.
- Looking up the contact info of guests you have skied with previously.
- Creating private lesson bookings for your guests.
- Checking your contact info and looking up other Ski and Snowboard School Pros.
- Finding alerts and communications from administration to Pros.
- Keeping track of your hours and work performance.
- Find Locker Room Codes
- Find important links to waivers, ski and snowboard school documents, training website, employee portal and more.

Please find an E-Learning course on ProCard at the Aspen Academy training website. This E-Learning will teach you how to use ProCard to its full potential – making your life and the lives of your coordinators and guests easier. The course will also earn you 1 hour of training credit!

<https://www.ascemployeeportal.com/courses/procard-2018-2019-updates-for-all-pros/>



## Login to ProCard

To Login to ProCard on your smartphone or computer please go to: <https://procard.aspensnowmass.com>

Please use your Aspen Skiing Company employee number as your username and also as your initial password. If you wish to change your password please click on the settings 'cog' at the bottom of any screen in ProCard.

## Home Page

Once you login you will arrive at the Home Page:



- Your name and contact details will appear at the top.
- You will see buttons called: Schedule, Training, Performance, Pros, Guests and Clients. (Trainers, Managers and Coordinators may have more buttons with extra functions).
- You may receive messages and notifications from the admin team. Please check these as you login. They may see these on the home screen or as a notification in the blue bar at the top right of the screen.
- You will also find links to contact the Ski & Snowboard School Offices.
- Along the bottom of your screen in all pages you will see shortcut buttons to: important links and information, your schedule, back to the Home screen and to ProCard Settings.

## Schedule

Click on the Schedule button on the home page or on the schedule link at the bottom of any page to access your schedule:

**Work Schedule**

December 2018

3 MON	Not Available - NA 9:00 AM - 4:00 PM	↓
4 TUE	Kids Ages 7-17 Ski Group - 19 9:00 AM - 4:00 PM	↓
5 WED	Kids Ages 7-17 Ski Group - 19 9:00 AM - 4:00 PM	↓
6 THU	Kids Ages 7-17 Ski Group - 19 9:00 AM - 4:00 PM	↓
7 FRI	Kids Ages 7-17 Ski Group - 19 9:00 AM - 4:00 PM	⚠
8 SAT	Kids Ages 7-17 Ski Group - 19 9:00 AM - 4:00 PM	↑

Request Non-Teach Pay

**Lesson Notes**

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**Roster**

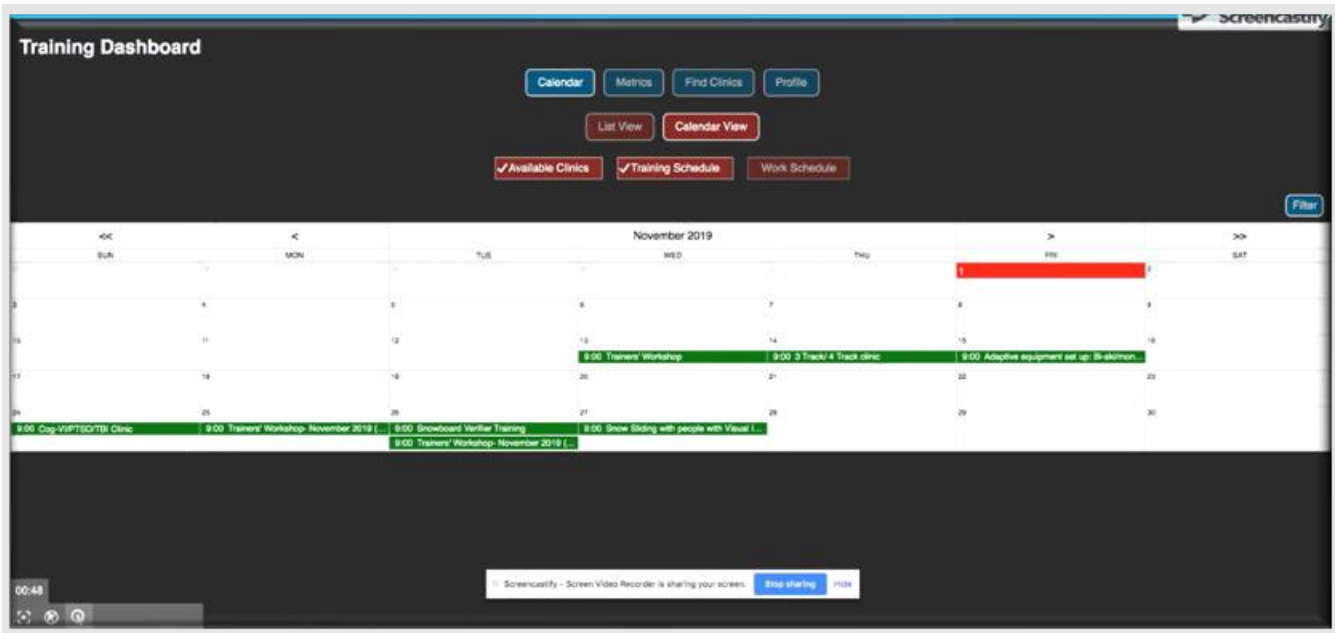
The roster is empty.

This will show you a calendar of your scheduled activities. You can interact with your schedule in several ways.

- If you click on an activity it will open up further information.
- Once an activity is open you may click on the 'bell' button to request a schedule change. You may be scheduled for a day off and would like to come in if needed, or possibly you are scheduled on but would like a day off if possible. **Please note that all Schedule Requests are pending and must be approved by your coordinator before your schedule will be changed.**
- You can request paid time off by clicking on 'Request Non-Teach Pay'. **You must be eligible for PTO and all requests will be reviewed by payroll to ensure you have PTO accrued.**
- If you have rostered your guests for your group or private lesson you will be able to see your class list.
- You are also able to roster your guests in the 'Schedule' section. **More on that below.**

### Sign up for training in ProCard

Clicking on the 'Training' button on the home page will take you to the training dashboard. This is the place to find and sign up for the extensive opportunities the Aspen Training Academy Provides.



- You are able to view via a Calendar view or a list view, listed by date.
- You are able to filter clinics by categories including discipline, location, category of training and more.
- Click on a session to find out more information including time, meeting location and clinic description.
- Once a clinic is opened you can click on the sign up button to register if you are eligible.

For more detailed info on the training functions of ProCard, please see the video below:

<https://youtu.be/z05PQsdUCdE>



### Child Ski School Waiver and Emergency/Medical Information

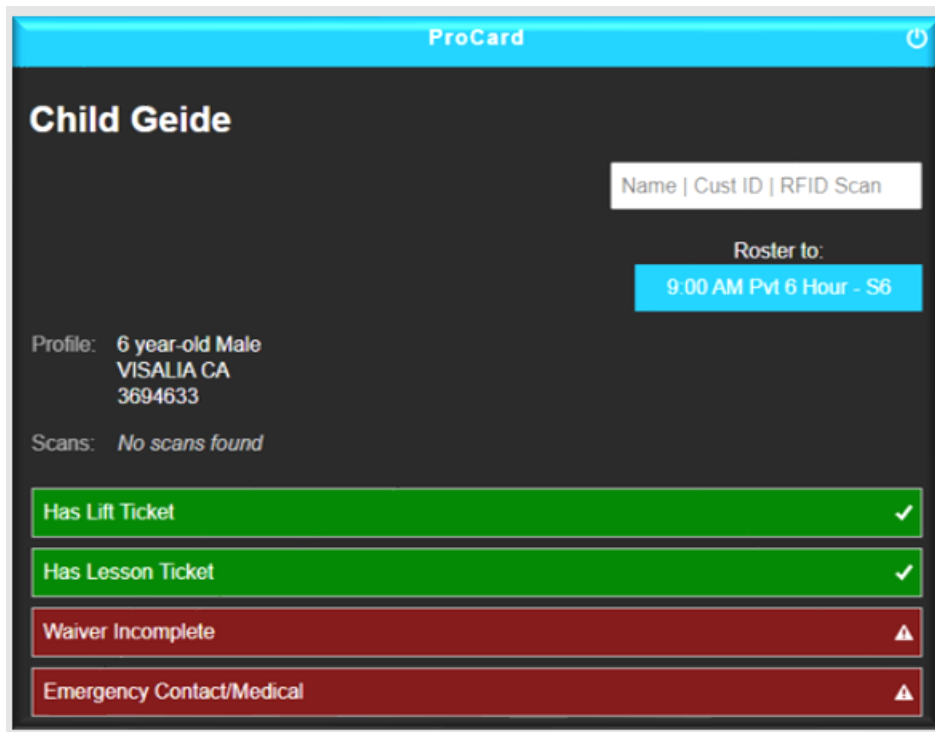
Every student in Private or group lessons 17 years old or younger must have a completed Child Ski School Waiver and updated Emergency/Medical information. ***This includes an important Release of Liability that helps cover you*** legally along with important information on allergies to food and medication that is essential knowledge for pros and ski patrol, particularly in case of an emergency.

Guests are sent a link to waivers and authorizations with their booking and ideally should complete this ahead of their lesson. **It's a Pro's responsibility to check that any guest 17yrs or younger in their lesson has the necessary Waiver and updated emergency information.**

### ***Guest Button- Checking for valid Lift, Lesson, Ski School Waiver, and Emergency Info***

The quickest and easiest way to check if the guest in your private or group lesson has everything complete so you can start your day is to use the 'Guests' button on the home screen in Pro Card. Once you select the Guests button, type in the customer ID number from the guest's Aspen Card (lift ticket). This will bring up the guest profile and a series of alert bars: Lift Ticket, Lesson Ticket, School Waiver, and Emergency/Medical. A green bar indicates that they are ready to go and a red bar indicates they are missing that item. If your 17 and under guest is missing the Waiver or Emergency/Medical information please accompany them to the nearest waiver station in the base area to complete it before you begin the day. Click the 'Roster to' activity to roster.

**This is particularly important in Private Lessons where guests are not 'checked in' prior to meeting you.**



**Check-in for Group Lessons**

In our group lesson products guests are 'Checked-in' at the start of the day. This process helps us to check that guests have completed all necessary steps to start the day. Check in performs the following functions:

- Check that a guest has purchased a lesson ticket for the day and recognize the revenue.
- Allows us to check that they have a valid lift pass for the day.
- Allows us to see that guests 17yrs or younger have their Waiver and Emergency/Medical update complete.

The check in function is performed through ProCard on tablets or smartphones of Ski and Snowboard School admin, Coordinators and Managers. You may be asked to help with this process at a group lesson meeting place. Instructions and training will be given to you by members of Ski and Snowboard School administration if you are asked to help.

**Child Geide**  
6 years old

Has Lift Ticket ✓

Has Lesson Ticket ✓

Waiver Complete ✓

Emergency Contact/Medical ✓

Activity Details

No Activity Scheduled

Level  
Level 1 Staff-assigned Today

5-6 Drop-off Questions

Comments  
none

Group Assignment  
✓ Snowmass 5-6 Year Old

Check In

Enroll

**Rostering your lessons in ProCard (Electronic Class list)**

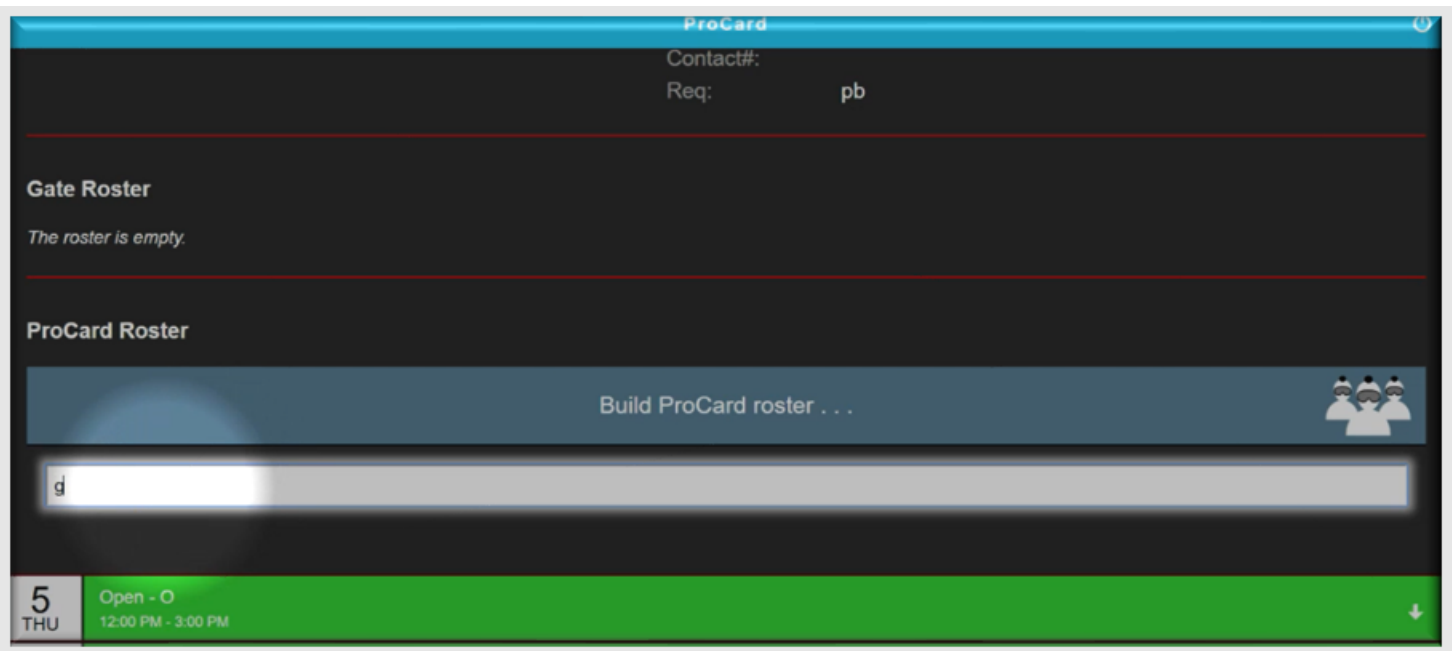
Rostering is the process of creating your class list and is a critical process for every lesson – private, group or specialty program. Rostering not only identifies all participants and allows day of tracking of children, it triggers the use of their lesson ticket and it triggers a paid activity in your schedule.

Rostering must be complete as soon as possible each day. If a guest is added after you have rostered you may simply update your class list by rostering any additional students again.

***Build your Class list in ProCard***

To build your class list (roster) in ProCard:

1. Click the Schedule button on the home screen.
2. Click on today's activity on your schedule.
3. Click on the 'Build ProCard roster' button.
4. You may now search for your guest using their customer ID from their Aspen Card or by name.
5. Click on the appropriate guest to add them to your roster (ensure it is the correct guest).
6. Repeat to add extra guests to your lesson.
7. If the button does not appear it may be too late to roster, please email your School email with your guest details for help (a photo of guest Aspen card with Customer ID numbers is ideal).

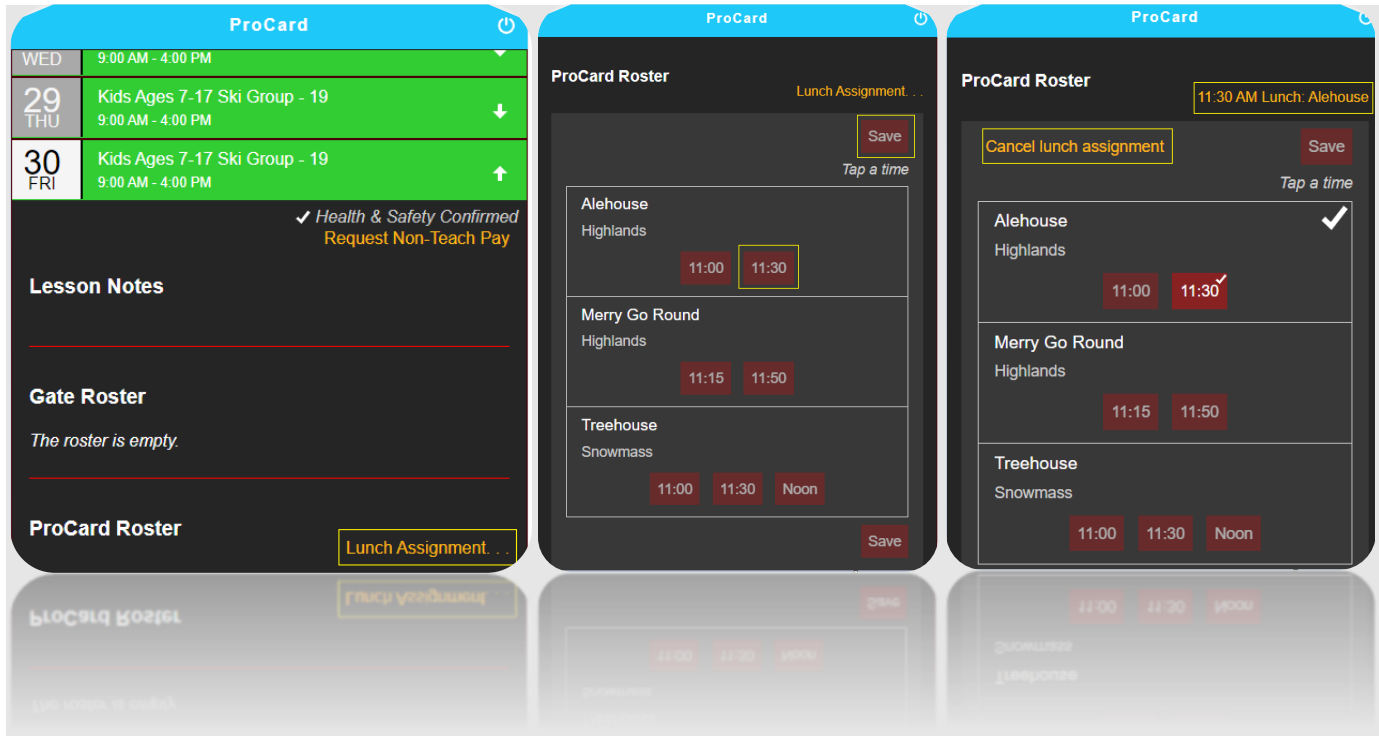




### Lunch Reservation Process for Kids Group Lessons 12 Years Old and Younger

It is the Pro's responsibility to make sure that lunch space is reserved each day for your ski school 12 year old and under group lesson.

1. Expand today's activity in your ProCard schedule.
2. Click on the words "lunch assignment" to view your lunch location options.
3. Select your location and time. Click the save button to complete your lunch reservation.
4. If you need to make a change, you may click on your lunch time and location and then click on "cancel lunch assignment" and then start over.



## Looking up Client Contact Information

ProCard automatically stores information on all of the guests you have had attached to a private lesson reservation. This can be a really helpful tool in several situations. You may want to reach out to guests you have skied with in the past and invite them out to ski with you again. Or let them know how great the snow or weather is. You may be skiing with a friend of theirs and need to contact them during the day.

This tool must be used professionally at all times. It is encouraged to reach out to clients you know and have a relationship with. There is a difference between building a relationship and encouraging someone to come and ski with you vs becoming a cheesy salesman. Please use your best judgement when utilizing this tool and never contact a guest if they have asked you not to.

To look up a guest's details:

- Click on the 'Clients' button on the ProCard home page.
- Find the guest you are looking for in the alphabetized list.
- You may also use the search field.
- Click on the guest to bring up info and contact details.
- You may click on the 'activity history' to see on what dates and in which products the guest has skied with you.
- You have the ability to remove a client from your list. Click on the person and select 'remove'. You may add them back at any time.

The screenshot shows the ProCard interface for managing clients. At the top, there is a blue header with the text 'ProCard'. Below this is a dark grey section titled 'ProCard Clients'. To the right of this title is a search box labeled 'Filter by name'. The clients are listed in two alphabetical groups: 'A' and 'B'. Each client entry consists of a name and a number on the right side of the row.

A	
Adams , Robert	265
Akin , Luca	274
Allard , Michelle	309
ASCENDORF , KENNETH	233
B	
BARAF , HERBERT	230
Bares , Walker	302
Beal , Brady	376

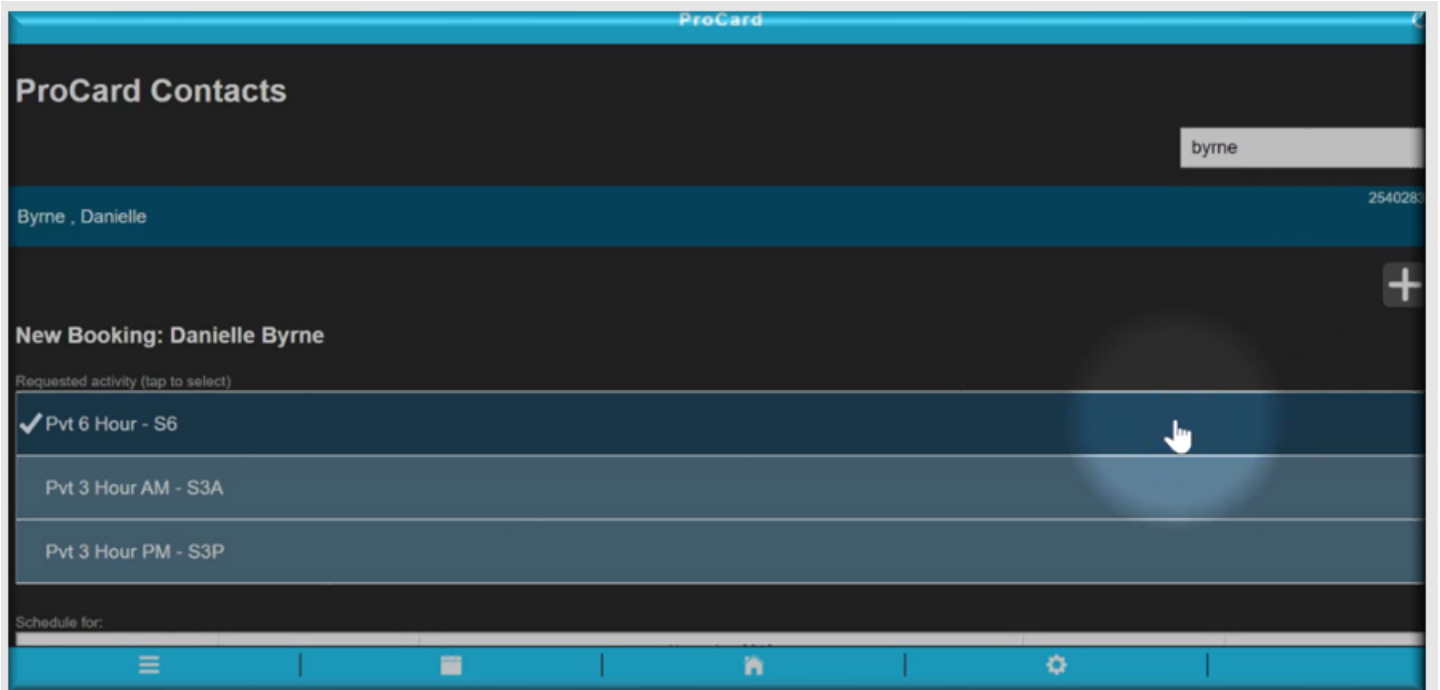
### Creating Private Lesson Bookings for Your Guests

ProCard is the preferred method to book any request lessons for your guests. This system is quick and easy for you, your guests and for the Ski and Snowboard School private lesson team. One of the main reasons for incentivizing pay for request lessons is because pros are handling the administration of communicating with their guests and getting lessons booked in. There are 2 systems of booking a private request lesson in for your guest – depending on if you have skied with them in an Aspen Snowmass product before or not.

### *Booking in a Lesson for Your Returning Guests*

Booking in a private lesson for a guest you have already skied with in an Aspen Snowmass product could not be easier!

1. Click on the 'Clients' button on the home screen.
2. Find the guest in the alphabetized list of your clients or search and click on their name.
3. Click on the plus button - below the guest's name, on the right hand side of the screen.
4. Choose the product your guests would like to ski with you in (6hr private, 3hr am private etc.).
5. Choose the date that your guest would like to ski with you.
6. Add any additional names of guests that will join your lesson.
7. Hit the submit button.
8. **You will receive an email including the Order Number, some options for your guests to complete payment, as well as purchase any other products needed. Please provide this to your guests and be sure they call in and pay for their lesson 7 days in advance for the best rate. The order number will make this process extra quick and easy.**



**Booking a New or Referred Private Lesson Guest**

To book in a request with a guest that is new to skiing with you in the Ski and Snowboard School you must follow a slightly different process. You will need a few more details about your guests but it is still very easy!

1. Click on the Clients button on the ProCard home screen.
2. Search for the client and when they do not appear click on "Book New Guest"
3. You will need to enter your guests name, address, phone number, email and the names of any additional guests.
4. Please take care to fill out the form accurately and then hit 'submit'.
5. The booking will be processed by a member your home Ski and Snowboard School Office. After it is complete it will show up in your schedule. Please allow 24 hours.

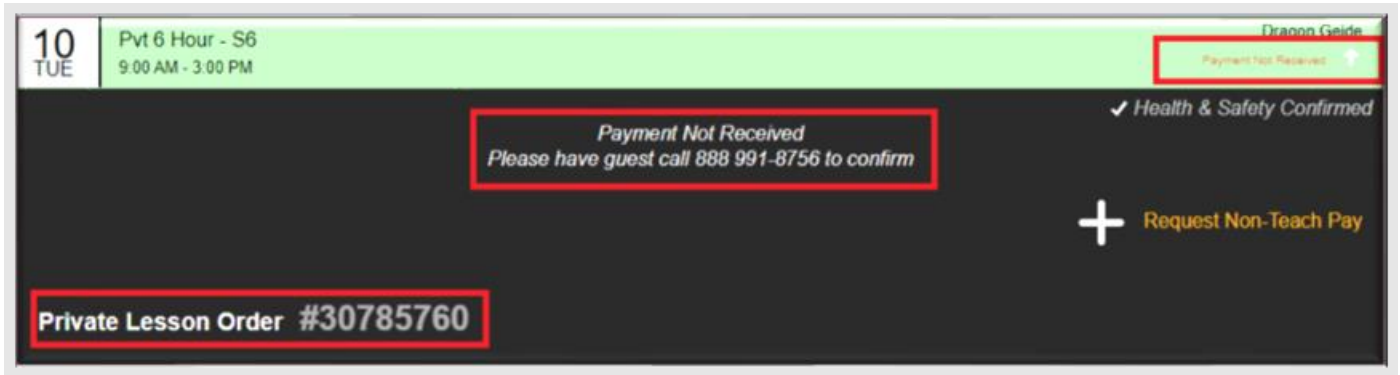
The screenshot shows the 'Pro Booking' interface on the Aspen Snowmass website. At the top, there is a navigation bar with the Aspen Snowmass logo and links for 'SUPERVISOR PORTAL' and 'S3 & TRAINING ACADEMY HOMEPAGE'. Below this is a large banner with the text 'Pro Booking' and a background image of a ski lift. The main content area is titled 'New/Referred Guest Booking Form' and contains the following fields and options:

- Pro Name\***: Three input fields for 'First' (containing 'Ryan'), 'Last' (containing 'Watts'), and 'Employee id\*'.
- Pro Email\***: An input field containing 'rwatts@aspensnowmass.c'.
- Select Your Home Mountain\***: A dropdown menu with 'Highlands' selected.
- Form Type\***: A group of radio buttons with the following options:
  - New Guest
  - Referred Guest
  - Change existing order
  - Cancel order
- Guest Name**: Three input fields for 'First', 'Last', and 'New Guest Email'.

**Checking Payment**

**Please be sure that your guest pays for a request private lesson prior to the date of the lesson.**

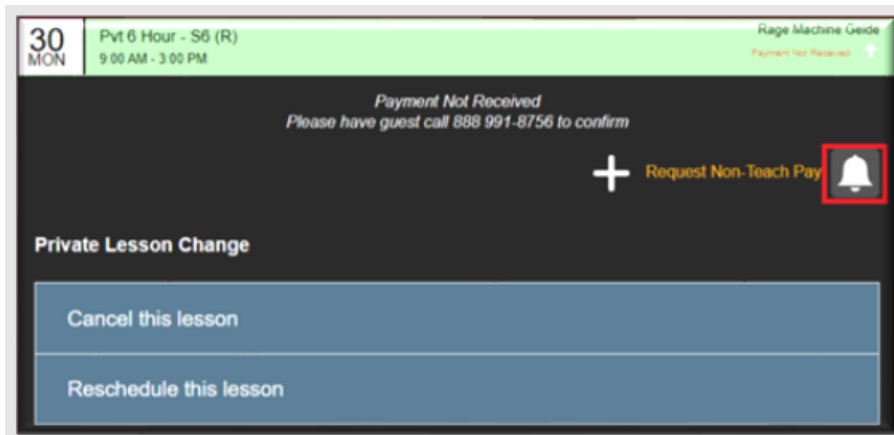
**For the best rate your guest must pay at least 7 days in advance of the date of the lesson.** To check if a lesson has been paid simply look at the activity in your ProCard Schedule. It will say 'Payment not received' on the activity in your schedule and directly underneath if you open the activity (as pictured below). Please be proactive in reaching out to your request lesson guests to provide them with the order number and phone number to call and complete payment before the day of the lesson.



**Canceling a Private in ProCard**

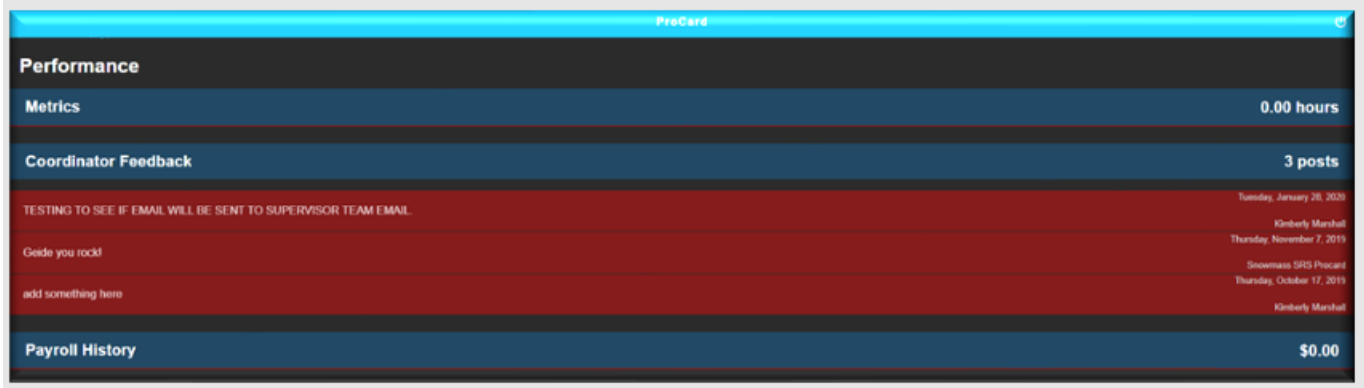
If your guest has not paid and you need to cancel or change a request lesson you have made you can also do this through Pro card:

1. Click on the activity in your schedule.
2. Click the bell below the activity at the right hand side of the screen (as seen below).
3. Choose from the options to cancel or reschedule the lesson.
4. Hit submit.
5. The changes should be reflected in your schedule immediately.
6. If you need help cancelling or rescheduling a paid booking, contact your Home School Office.



### Keeping track of Hours, Pay and Performance

Click on the 'Performance' button on the home screen to access hours worked, pay, performance compared to other groups of pros, and see comments from managers and coordinators.



### Metrics

Opening the metrics bar allows you to see a full table of your hours worked and pay this season, as well as look at graphs that compare your total hours worked, request and assigned private, group and training hours. You can use these graphs to look at:

- Your hours at the same date last year.
- Your full season hours for the last 5 years.
- Your hours, year to date with an average of your peers. You are able to filter the averages of your peers by location and paygrade to get a more accurate picture of your performance.
- If data seems significantly off, try logging in again in about an hour. If we are in the process of uploading information, the current pay period may be temporarily affected.



## Pros Button

Click on the 'Pros' button to find your Profile information in Pro Card and to look up the contact information of other pros in the school. We make it possible for pros to easily find contact information for their coworkers to make networking for referrals easier and guest service better. This should make it easier to find a pro working with the same set of guests on a private lesson easier or to find the contact information for a lead pro, lead trainer, manager or coordinator easier. This information should be used for professional reasons only. Misuse of this information may result in disciplinary action.

When you click on the 'Pros' tab it will display your profile information. This will include contact information, discipline and certification info. Please check this for accuracy. If any information is incorrect please contact your coordinator.

- To search for another pro please type their name into the text box in the upper right-hand corner.

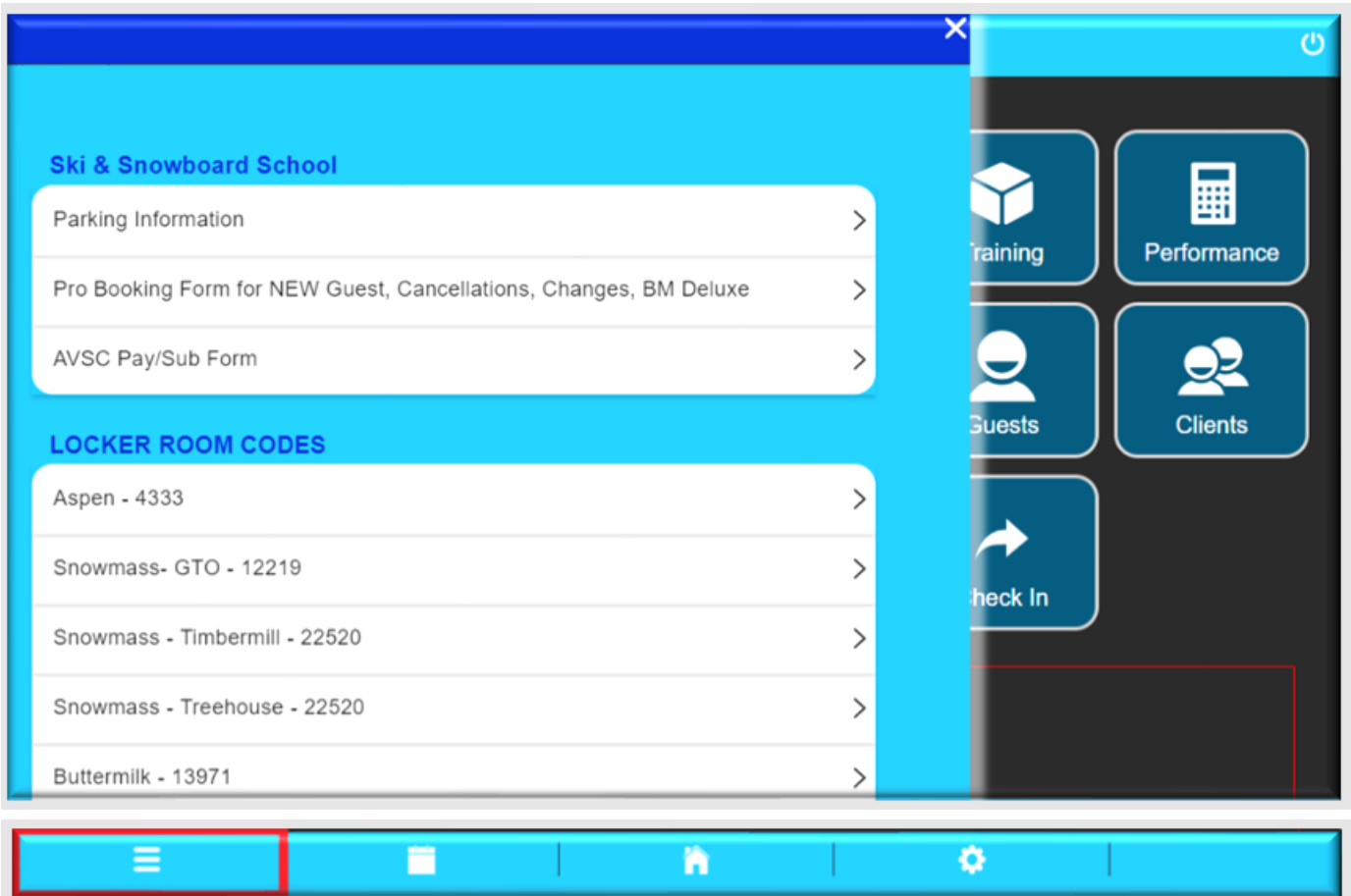


- The Pros contact information and public profile info will then be displayed, including language, disciplines and certifications.
- Sensitive information including birthdate will not be displayed.

### Important Links and Locker Room Codes

Clicking on the links button (three lines in the bottom left corner of your screen from any page in ProCard) will take you to a side menu with important links and information. Here you can find:

- Links to the Aspen Academy Training website and PSIA Rocky Mountain Websites.
- A link to the Children's waivers and authorization.
- Locker Room codes to for other mountains locker rooms when you are skiing with guests at other areas.
- Link to a guest injury form, in case you have a guest injury in your lesson.
- Link to the Pro Booking form for new guests.
- Parking information for all mountains.





## Incident Reporting and Risk Management

### Risk Management Guidelines

Skiing and riding come with inherent risks. As professional Snowsports instructors, it is essential for us to be aware of the risks around us. We work in a complex and dynamic environment where risks factors are changing over time and vary depending on the situation. It is not practical to minimize risks solely through rules and regulations. We rely on the awareness and decision making of our Snowsports Professionals to minimize risks for ourselves and our guests. We encourage robust conversations between Pros, Managers and Coordinators about the risks we face with our guests every day. We should be focused on decisions and actions that minimize risks to *both us and our guests*. A guest injury can turn an exceptional mountain experience into a terrible one. For us, as ski and snowboard professionals, our health is our livelihood.

#### Professionalism

- *Decision Making* – Professionals should display the ability to seamlessly blend safety, skill development, and the guest experience throughout the day when making choices regarding terrain, pacing and lesson planning for you and your students.
- *Role Model* – As employees and professional instructors, we are some of the most visible ambassadors of the Aspen Snowmass brand, your demeanor and behavior is influential in the experience of all ASC guests. Demonstrate behavior that represents the school well and provides a suitable role model for our guests.

#### Your Responsibility Code

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



### Helmet Policy

- Helmet use is required for all pros skiing or riding in uniform.
- We encourage helmet use for employees at all other times.
- Pros teaching in designated beginner areas may be exempt from wearing a helmet, check with your coordinator for details.
- Helmet vouchers are available every 3 years and will cover the cost of a base model helmet or can be used for a discount on a more expensive model.
- All children 17 years and under must wear a helmet while in a lesson (this includes all lesson formats i.e. kids, privates, adult group).
- All guests, regardless of age, must wear a helmet in the terrain parks and in any race course (including NASTAR).

### Designated routes to and from work locations:

- When skiing to or from job assignments, pros are to use the easiest, most recently groomed run. Pros choosing not to ski/ride the easiest, most recently groomed run are choosing to free ski/ride. This is outside the course and scope of employment and employees will not be entitled to Worker's Compensation in the event of an injury.
- If a lift provides direct access to or from a work location, that is the designated route.
  - "To a work location" means that you are travelling between assigned work locations.
  - "From a work location" means that you are leaving from either an assigned work location or from a location where the scheduled job finished.

### Personnel Equipment Choices and Maintenance

- **Boot Fitting** – Your boots are the critical link between your body and your skis/snowboard. Many pros' "on-snow performance" will benefit from having your boots fine-tuned for lateral and fore/aft alignment. It is also important that they fit well. Improperly fitted boots can result in discomfort, permanent damage in the form of bunions or bone spurs. Poorly fitted boots can also contribute to cold feet and frostbite. It is imperative that you take steps to correct fit problems as soon as they appear.
- **Boot traction** – Your boots were designed for on-snow performance, not necessarily walking on slippery, manmade surfaces. When possible, choose boots that have a walking sole, or use traction aids to minimize the chances of a slip and fall when walking.
- **Ski/snowboard selection** – Be sure that you are riding equipment designed for the type of riding you are doing.
- **Ski/Snowboard tuning** – How your sliding equipment is tuned can have a huge effect on its performance. Regular tuning will help your equipment be more predictable and help eliminate unnecessary risks.



### Lift Riding

- Ensure students know how to ride the lifts you're using. There are many different types of lifts, don't assume that your students are familiar with all or any of them.
- Organize your class prior to entering the maze; this will help reduce any confusion when it's time to load.

### Terrain Choices

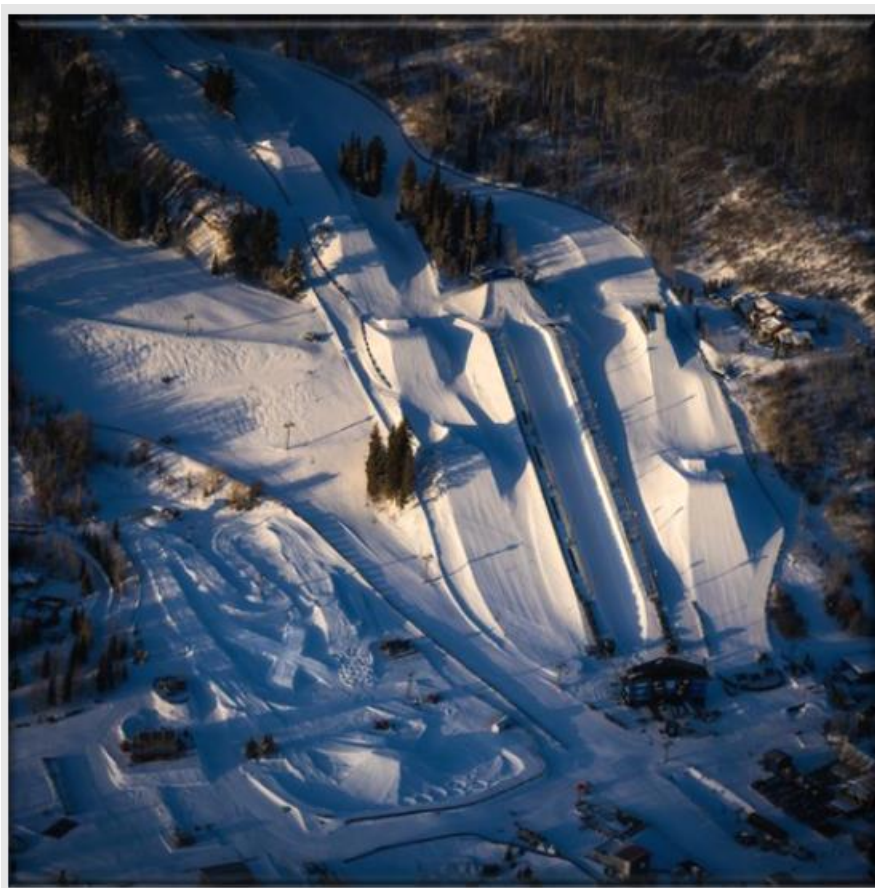
- Obey all signs and closures.
- Instructors are NOT permitted to take students out of ski area boundaries.
- Make sure that terrain is appropriate for the skills you're teaching. Introduce new skills on "easy" terrain and then apply it back to the terrain that you've been skiing/riding.
- Avoid busy intersections when working on skills and drills.
- Never stop in places that are not visible from above or that blindly merge back into a trail.

### Terrain Parks

- See "Freestyle Terrain Teaching Guidelines" Section of this Manual

### Collisions

- Colorado Law requires that all involved parties exchange contact information prior to leaving the scene.
- It is recommended that you call Patrol whenever a collision occurs.
- If the collision occurs while in a lesson, an S3 incident report must be filled out.



## Reporting a work-related employee injury:

Employees who believe they have experienced a work-related injury/illness must report the incident to his/her supervisor or designee immediately. All work-related injuries/illnesses regardless of the severity must be reported. The following will need to be completed: (Note: All original forms should be complete with signatures and forwarded to the human resources department).

- Employee Statement of Injury - Completed by the employee and given to the supervisor following report of a work-related injury/illness.
- First Report of Accident - Completed by the employee and supervisor and submitted to [firstreport@aspensnowmass.com](mailto:firstreport@aspensnowmass.com) within 24 hours following a report of a work-related injury/illness.
- The Incident Analysis Form – Completed by the supervisor and employee and submitted to [firstreport@aspensnowmass.com](mailto:firstreport@aspensnowmass.com) within 72 hours.
- Drug Test - Per Aspen Skiing Company policy you will be required to take a mandatory drug test. The test must be done before the end of the shift (lesson) or immediately following completion. Under no circumstances should the test be done past 24 hours. (Please refer to the Employee Resource Guide). Your supervisor will direct you where to go for your drug test. A photo ID is MANDATORY at the time of the drug test.



## Student Incident Reporting

- Do not move student; ask if they can continue the lesson or if they want Patrol
- Patrol Phone Numbers:
  - Aspen (970)920-0723
  - Highlands (970)544-3052
  - BM (970)920-0772
  - SM (970)923-0530
- Notify your coordinator by calling
  - AM private desk (970)925-1227
  - AH private desk (970)544-3022
  - BM private desk (970)920-0788
  - SM Snowmass HQ (970)923-0524
- **Write down all important info:**
  - Patroller's full name
  - The student's own words describing the accident
  - If any witnesses, get name and contact info, but the whole class is considered witness.
- **If student goes with patrol, stay with the class and teach the rest of the day.** Do not offer any opinions on cause, nature or extent of injury.

### At the end of the day:

- Get an incident report from Ski School locker room. Ask coordinator for help if needed.
- Fill out the incident report on the day of the incident.
- Contact the guests that evening -- ask how the guest is doing and invite them back to school as soon as they are able. Fill out the "Follow Up" section on the incident report.
- Hand the completed report to your coordinator the next morning. Make yourself available to fill out a witness card whenever you see an accident on the mountain.



## Drug and Alcohol Policy

### Aspen Ski Company Drug and Alcohol Policy

Please see the drug and alcohol policy below. For the most up to date information please visit:

<https://www.ascemployeeportal.com/policies/>

#### Drug Testing

Aspen Skiing Company fosters a work environment where employees are free from the effects of illegal drugs, non-prescribed drugs, or prescribed drugs used in a manner contrary to physician's orders. Abuse of drugs impairs employee judgment, which may result in increased safety risks, employee injuries and faulty decision-making.

All employees, therefore, are expected to report to work in a state of mind and physical condition free from the adverse effects of these substances.

To ensure a safe and productive work environment, the Company strictly prohibits employees from using, selling, transferring, manufacturing, possessing or having detectable traces of illegal drugs, non-prescribed drugs, or prescribed drugs used in a manner contrary to physician's orders on any Company premises, worksites or while operating Company vehicles. Violation of this policy may subject employees to disciplinary action up to and including employment termination.

#### Drug-Free Work Place

Aspen Skiing Company is committed to a safe, healthy, and productive work environment for all employees that is free from the effects of substance abuse. Abuse of alcohol, drugs, and controlled substances impairs employee judgment, resulting in increased safety risks, injuries, and faulty decision making. This includes working after the apparent use of marijuana, regardless of marijuana's legal status.

In accordance with the Drug-Free Workplace Act of 1988, the Company prohibits the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance during Company time, on Company premises, or other work sites.

Any employee who is convicted, or pleads guilty or no contest under a criminal drug statute for a violation occurring in the workplace must notify the Company within five days of such conviction or plea. Employees who violate any aspect of this policy may be subject to disciplinary action up to and including termination.

Please contact the Human Resources Department if you have any questions.



### **Employee Assistance and Drug-Free Awareness**

Abuse of alcohol, drugs and controlled substances has a number of adverse health and safety consequences. Information about those consequences and sources of help for drug/alcohol problems are available from the Human Resource department.

Aspen Skiing Company will assist and support employees who voluntarily seek help for such problems before becoming subject to discipline and/or termination under this or other policies. Such employees may be allowed to use paid time off, placed on leaves of absence, referred to treatment providers and otherwise accommodated as required by law. Such employees may be required to document that they are successfully following prescribed treatment and to take and pass follow-up tests. Employees should report to work fit for duty and free of any adverse effects of drugs, alcohol or controlled substances.

### **Testing Policy**

Testing is an important element in the Company's efforts to ensure a safe and productive work environment. ASC strictly prohibits any employee from reporting for or being at work while having detectable traces of alcohol, drugs, controlled substances, non-prescribed prescription drugs, or prescribed drugs used in a manner contrary to physician's orders or that would impair an employee's ability to safely perform their job. Violation of this policy may result in disciplinary action up to and including employment termination.

ASC tests for the following drugs (are subject to change):

- THC (i.e. marijuana)
- Cocaine
- Opiates (i.e. heroin, morphine, opium)
- Amphetamines (i.e. Dexedrine)
- Methamphetamines
- Methadone
- Oxycodone (i.e. Percocet, Percodan, Oxycontin)
- Barbiturates
- Benzodiazepines (i.e. Valium, Xanax)
- Propoxyphene (i.e. Darvocet, Darvon)



## Marijuana

Under Aspen Skiing Company's drug policy, virtually any conduct involving illegal drugs or controlled substances, as defined by state or federal law, can result in disciplinary measures up to and including termination. Accordingly, an employee who tests positive for marijuana is in violation of Aspen Skiing Company's drug policy, even if the employee is exempt from criminal prosecution under Colorado law. Colorado's marijuana laws— medical and otherwise—provide employers with the right to have and enforce their drug policies with respect to marijuana.

A positive drug test for marijuana constitutes a violation of Aspen Skiing Company's drug and alcohol policy and may lead to termination of employment.

### Key Points Regarding Policy:

- ASC's Drug Testing policy is designed to ensure employee and guest safety as well as consistent policy application throughout our Company.
- Whenever employees are working, are operating any company vehicle, are present on company premises, and are conducting related work off-site, they are covered under this policy.
- Any employee who fails to report a work-related accident or injury within the shift that it occurs will be drug tested, placed on the unannounced drug testing program for one (1) year or terminated, or suspended with or without pay subject to investigation and ultimate disciplinary action.
- Failure to test on the day a test is requested or testing positive on an unannounced drug test may subject the employee to disciplinary action up to and including termination.
- Altering a sample or otherwise interfering with the testing procedures may subject any or all involved employees to disciplinary action up to and including termination. Multiple dilute samples will be interpreted as testing positive.
- Any illegal drugs or drug paraphernalia will be turned over to an appropriate law enforcement agency and may result in criminal prosecution.
- The Company strictly prohibits employees from selling or transferring prescription drugs.
- When an employee must take prescription or over-the-counter drugs, the employee must ask the medical professional or pharmacist if the drug has any side effects which may impair the employee's ability to safely or productively perform the employee's job duties.

If there is potential impairment of the employee's ability to work safely or productively, the employee must report this information to their manager and their Human Resources Representative. With input from the employee, ASC will determine if the employee should work in his regular job, be temporarily assigned to another job or placed off-work.

The Company will conduct drug testing under any of the following circumstances:

### 1. Reasonable Cause Testing

An employee may be required to submit to a drug test if it is determined that reasonable cause exists.

Reasonable Cause Testing means drug testing based on a belief that an employee is using or has used drugs in violation of Company policy based on objective and observable facts. Among other things, such observations and facts may include:

Observable phenomena while at work, such as direct observation of drug use or of the physical symptoms or manifestations of being under the influence of a drug or a significant deterioration in work performance.

- a. A report of drug use, provided by a reliable and credible source, which has been independently corroborated.
- b. Evidence that an individual has tampered with a drug test during employment.



- c. Violation of a safety rule, or other unsafe work incident which, after further investigation of the employee's behavior, leads the supervisor(s)/manager(s) to believe that the employee's functioning is impaired.
- d. Evidence that an employee has used, possessed, sold, solicited, or transferred drugs while working or while on Company premises or while operating a Company vehicle, machinery or equipment.

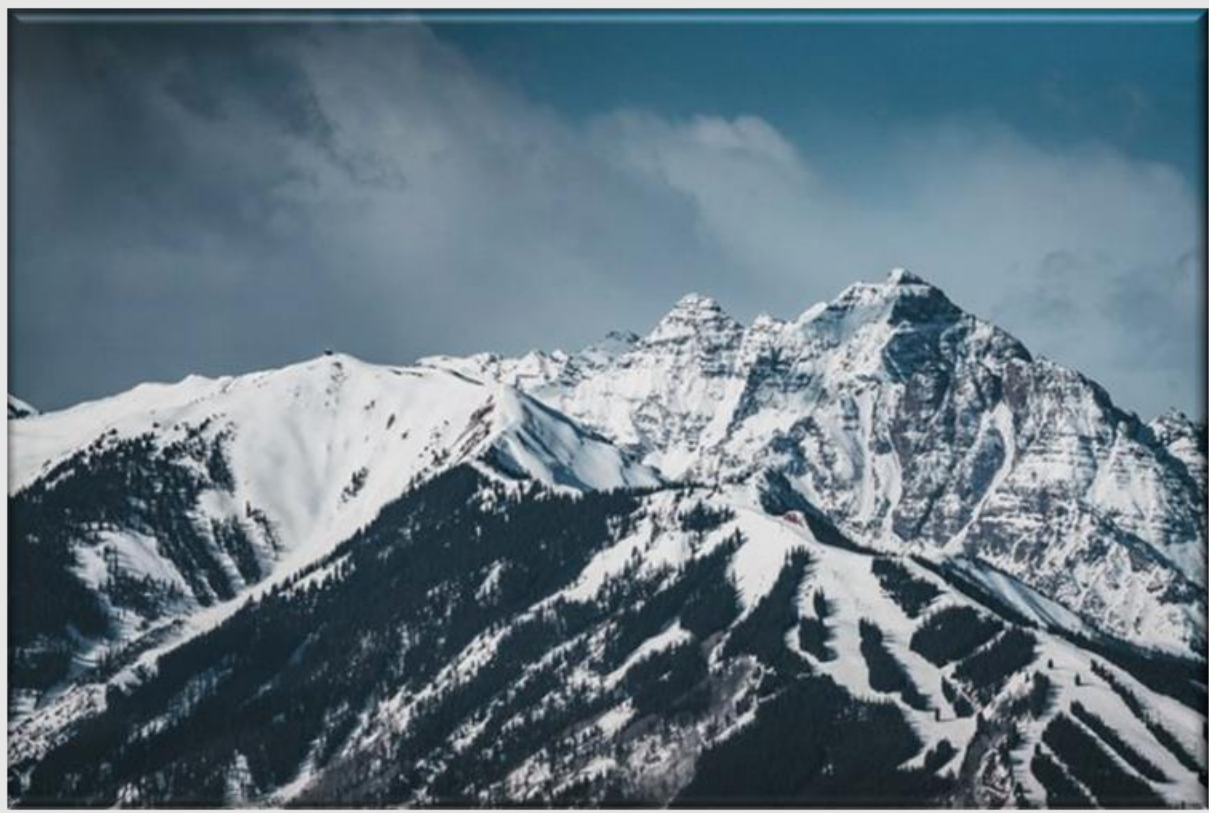
## **2. Post-Accident Testing**

Any employee who has caused or contributed to a work-related accident or injury shall submit to a drug test. The test must be completed on the day of the incident and within 8 hours of the accident unless emergency medical treatment is required. If emergency medical treatment is required, a drug test must be arranged with Human Resources once the employee is released from treatment. Failure to notify your supervisor of an accident in a timely manner that does not allow testing within these time frames may result in disciplinary action. Your supervisor will provide you with the location for your test. A photo ID is required for all drug tests. Refusal to submit to a required drug test will be considered a positive test and may result in termination. A confirmed positive drug or alcohol test may also result in reduced workers' compensation benefits.

## **3. Follow-Up Unannounced Testing**

In certain circumstances, employees may be subject to unannounced follow-up drug testing at any interval determined by the Company. Such circumstances include but are not limited to:

- In the event of a rehire if employment ended as a result of a positive drug test or altered drug test.
- Failure to report a work-related accident or injury or a delayed report.
- A result of repeated tests for reasonable cause.



**Test Results****Positive Test Result**

A positive test result means the employee has detectable levels of drugs, alcohol, controlled substances, non-prescribed drugs, or prescribed drugs used in a manner contrary to physician's orders. A positive test result may result in immediate termination. While tests are pending, employees will not be permitted to work and will not be compensated for time lost. Current employees who test positive and are terminated will not be eligible to reapply to any ASC property for at least one entire season.

**Negative Test Result**

A negative (passed) test result means the employee has no detectable levels of drugs, alcohol or controlled substances in the employee's system. In the case of a negative test result, the employee will be compensated for time lost while results are pending.

All test results are treated with confidentiality.

**Alcohol in the Workplace**

We have established general guidelines that are intended to help employees make positive decisions about the use of alcohol:

- You are expected not to work under the influence of alcohol.
- If you consume alcoholic beverages at ASC sponsored events you must be of legal drinking age and exercise reasonable judgment and behavior.
- Any employee suspected of being under the apparent influence of drugs or alcohol due to unusual behavior, smell, observation, or other circumstances may be required to take a drug or alcohol test immediately and will be suspended until the results are returned. If the test is positive, the employee may be subject to disciplinary action up to and including termination.

**Consumption of Alcohol with Guests**

Pros working for the Ski and Snowboard School may be asked to enjoy an alcoholic beverage with their guests during lessons. While we allow pros to have a drink with their guests in certain circumstances, it is essential that Pros understand the limits of this policy. We rely on good decision making from Pros to always do this in a responsible manner.

- Pros will NEVER consume alcohol while teaching any children's group lesson product or program.
- Pros will only consume alcohol with an Adult group lesson if ALL participants of the lesson invite them to drink a beverage. All participants must verbally invite a pro to do so in order to avoid a negative perception from guests that may not approve of their pro drinking in a lesson they have paid for.
- Pros in Private lessons may consume alcohol with their guests in a responsible way only if invited to by the guest.
- Pros must never overindulge. Pros must maintain sobriety within the legal tolerances allowed to drive a motor vehicle. Pros must be able to Ski, Snowboard and converse with guests while maintaining the ability to make critical risk assessments without impairment at all times.

Any Pro involved in an incident or injury, or under reasonable suspicion of overindulgence by members of the S3 management team, may be tested for blood alcohol level. A Pro may not be covered by workers compensation and will be subject to disciplinary action (up to and including termination), if they have a blood alcohol concentration of over 0.05%.

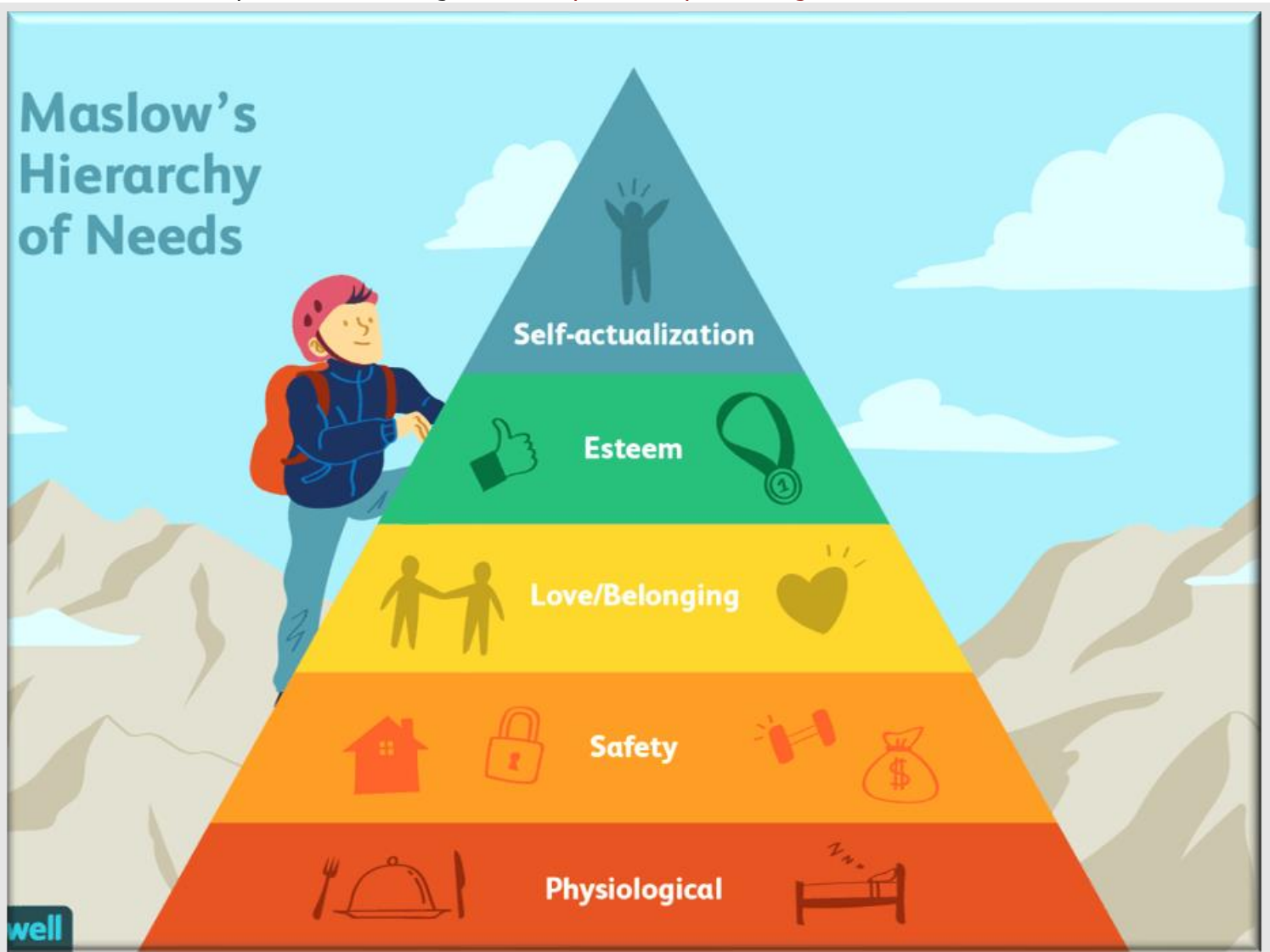
## Teaching Kids

Teaching kids is central to the mission of the Ski and Snowboard School and essential for the future of our industry. EVERY Pro in the Ski and Snowboard Schools must be familiar with our procedures around teaching children.

Providing a safe and fun environment for our guests will help develop trust. This should lead to faster learning and a growing affinity for Snowsports. This is particularly important with our younger guests. We highly value and encourage children's specific qualifications through PSIA to increase knowledge around teaching children and encourage pros to seek out children's specific training opportunities internally at Aspen Snowmass. Understanding models like CAP (Cognitive, Physical and Affective development), Maslow's Hierarchy of needs and PSIA's 'Play, Drill, Adventure, Summary' will help an instructor understand, communicate and engage children of all ages. For more resources please see the Aspen Academy Training Website:

<https://www.ascemployeeportal.com/dashboard/>

Or seek courses and qualifications through PSIA: <https://www.psia-rm.org/>



## Terrain selection

Our philosophy for teaching all guests - from beginners to experts - is to focus on moving and seeking the fall line. Kids (and parents) often become goal orientated and it is easy to be tempted to move to more difficult terrain before it is beneficial to our students. This can lead to defensive skiing or riding; regression of skills and it can even place our students at greater levels of risk. Avoiding this requires creativity, energy and expertise.

Focus on giving students more positive reinforcement based on skills, rather than terrain. While it is appropriate to celebrate a guest skiing/riding their first blue trail, we should be providing more regular feedback on *how* they are skiing or riding. This should also be considered when giving feedback to parents. You should mention the terrain you skied on but focus on the skills you were working on. For Example:

*"Jasmine made big improvements today. She was able to get more flex in her ankles and stay in the middle of her skis. This helped her to turn both skis at the same time so she was able to ski parallel through most of her turns on a variety of green and blue runs."*

When students are ready, challenging them on new or more difficult terrain can also be beneficial. You should be confident that your guests are ready to apply the skills they have been working on in the new environment. This should be considered the 'Adventure' part of the lesson. At this point the challenge of applying their skills to this terrain is likely enough, and we should avoid introducing new drills or skills in this environment.

**To find appropriate trails at each of the 4 ski areas for different levels please refer to the Mountain specific information section of the Operations Manual, seek information from Coordinators and lead pros and always carry a trail map.**



## Child Authorization and Registration (ROL)

Every student in Private or group lessons 17 years old or younger must have a complete Child Waiver and Emergency Contact/Medical. This includes an important Release of Liability that helps cover you legally along with important information on allergies to food and medication that is essential knowledge for pros and ski patrol, particularly in case of an emergency.

Guests are sent a link to waivers and authorizations with their booking and ideally should complete this ahead of their lesson. **It's a Pro's responsibility to check that any guest 17yrs or younger in their lesson has the necessary Release and authorization.**

- Please see \* **Checking for Child Registration, Authorization, Lift and Lesson Tickets** in the ProCard section of this manual for instructions on Child Waiver and Emergency Contact/Medical.

## Kids Registration Protocol

1. Please read the Release Form and become familiar with it for your protection, the protection of our clients, and the protection of our guests.
2. Always make certain the parents have filled out a Child Waiver and Emergency Contact/Medical for children under 18 years old. See ProCard section of this manual for instructions.
3. A child may only be released to the parent or guardian. You may never release a child on his own without written consent of the parent. Children under the age of 13 cannot be released on their own. Parental consent for release of the child will be on the Child Waiver and Emergency Contact/Medical.
4. If you are going on a field trip, please organize the details with the parents the afternoon prior to the field trip. This includes communicating your plan with your coordinator.



## Children's Lift Loading Procedures

### *Lift Riding Procedures for children 6 and under:*

#### **All children 6 and under must ride with a responsible person.**

Let the lift operators know that your students will need assistance.

- Always enter through the designated line and wait in the designated area.
- Coach any Children needing assistance to raise their hands straight up in the air to notify Lift Operators. If Children are skiing with poles they should hold their poles in one hand and raise their free hand.
- Position children on either side of yourself. While riding with 3 children you should place 1 child on the inside and 2 children on the outside. If you are unsure of the desired positioning at any lift please consult with the Lift Operators.
- While in line, explain getting on as you observe the loading process.
- A Pro should prioritize riding with any students they are less confident about riding the lift. This could be due to cognitive, physical or affective reasons. Age, physical ability, behavioral and student comfort issues are all common reasons to prioritize riding with particular students. Once a Pro is confident in their ability they may spread their time riding lifts out among all students in their class.
- Discuss lowering the bar with all students.
- The Pro should ride the lift first. It would be best to combine classes and have one Pro lead the group and the other follow.
- When riding a lift with a mid-station, remind the students and responsible person with them where to unload.
- Communicate with lift operators to ensure they are ready to assist.

Talk the children all the way through the loading process:

- Wait in the designated area until the class in front of you is completely gone.
- When it is clear, move forward and wait for the lift op to let you into the general line.
- Tell the lift op how many kids you are leaving behind (and where you are exiting for a chair with a mid-station).
- When riding with 3 children, you are going to have to load the center child.

On the lift:

- Lower the bar immediately.
- Keep children sitting back, they can hold onto the bar.
- Stay alert and be prepared at all times to assist children if they start to fall or try to unload early.
- Talk about how you will be getting off as you approach the unload station.

Unloading:

- Raise the bar only once inside the lift unloading area. You are responsible for unloading kids on either side of you. The lift op must stay next to the stop button at all times. Move as far from the unloading area as possible. Do not stop for a fallen child.
- Tell your kids when to unload and to make straight skis.
- Collect your class in a safe spot, take off your skis and go back to help anyone who has fallen.

***Lift Riding Procedures for Children 7 and Up***

Children 7 years of age and older, who are experienced riding lifts, may ride without a responsible person at an instructor's discretion. If a child is not experienced at riding lifts, or if you have any questions or concerns about their ability to ride the lift, they should ride with a responsible person.

Review lift procedures with students:

- Never assume that your students know how to ride a lift.
- Know which lifts have lift operator loading assistance. Know proper loading procedures for each lift. If Children need assistance, coach them to raise their arms straight up in the air to notify Lift Operators. If the child is skiing with poles they may hold them in one hand and raise their other hand in the air.
- Explain appropriate behavior on the lift.
- Check for loose clothing on your students. Remind students to remove pole straps and teach them how to carry poles if they have them.
- Define meeting areas at unload clearly.

Before you enter the maze:

- Draw attention to the lift and talk about how it works.
- Point out how people are sitting and how the safety bar works.
- You should ride with as many students in your class as possible.
- If you have concerns around the ability or behavior of any children 7 or older to ride without a responsible person, do not load them without one. Find a responsible person to ride with them.
- Organize your class before you enter the lift maze.

Entering the maze:

- Have your class alternate with public. Greet and engage public before proceeding to the alternating point.
- When it is your turn, talk the children all the way through the loading process.
- Communicate with the lift op about how many kids you are leaving behind and if they need any additional help.

On the lift:

- Teach the children how to sit back properly, pull down the bar and hold on.
- Remind children not to turn around, look behind, or fool around on the lift (i.e. snowballs, clicking skis, hitting towers with equipment etc.).
- Talk about how you will be getting off as you approach the top.

Unloading:

- Raise the safety bar when you reach the unloading area. Explain when to get off the chair.
- Move as far from the unloading area as possible. Do not stop for a fallen child; continue forward with the other students. The chair is continuing to move and may take a while for it to stop. It is better to get out of the way. Collect your class in a safe spot, take off your skis or board and go back to help anyone who has fallen.
- Coach the kids on the chairs behind you. Tell your kids when to unload, to keep their skis and/or board straight and to meet at spot safely away from the unloading area.
- Remind and reinforce lift riding procedures throughout the day as you enter the maze.

## Helmet Policy

- All children 17 years and under must wear a helmet while in a lesson (this includes all lesson formats i.e. kids, privates, adult group).

## Separated Child Protocol

When communicating with Ski and Snowboard School Staff, in order to maintain discretion, we use the term 'Huckleberry' to describe a child separated from their class. If you notice a child separated from your class, please do not delay. We understand that it can happen and need pros to call within 1 minute of noticing a child is separated so we can allocate appropriate resources to help. If we get a call within 1 minute, we can most often find them within 3 minutes and have them back with a Ski and Snowboard School Staff member within 5 minutes. Upon noticing a child is separated the following steps must be followed:

- **At Snowmass** immediately call HQ at Snowmass 970-923-0524 or ext. 4356.
- **At Buttermilk** immediately call The Hideout 970-300-7600.
- **At Highlands** immediately call AH sales and reservation office at (970)544-3022.
- **At Aspen Mountain immediately call AM Sales and Reservations at (970)920-0740**

In all cases:

- Give first and last name and a clear description of the child including helmet, jacket and pants color.
- Pros should continue skiing in same area until the class is finished.
- Admin will notify the top and bottom of all possible lifts that the child could have skied to and give the lift operators all information. Lift operators will be instructed to hold the child if found and call the Ski and Snowboard School.
- Please keep your phone on and available in case We are trying to contact you.

## Found Child Protocol

If a child is found and not with his/her class:

- Keep the child with your class and call the numbers above on your cell phone to notify the Ski and Snowboard School as soon as possible.





## Childcare & Behavioral Management

### Aspen Skiing Company Childcare Policies

- No employee is to be alone with a child in an enclosed space.
- Bathroom policy: If help is needed with a child of the opposite sex, ask for assistance from someone of that gender. If that is not possible, have two adults be present.
- Bathroom accident: Same gender employee will assist the child.
- Always ask for permission first before touching a child.
- Be aware at all times where you place your hands on the child.
- Inform parents of any unusual events that occur (falls indoors or while skiing, bumps, etc.) Inform coordinator for the day. Fill out accident/incident report form.
- Any form of verbal or physical abuse will result in termination.

The following discipline and child abuse codes must be adhered to:

- We will not permit an employee or other child to use corporal or other harsh punishment, including but not limited to pinching, shaking, spanking, punching, rough handling, hair pulling or any humiliating or frightening method of discipline to control the actions of any child or group of children.
- Punishment shall not be associated with rest/naps, eating or toileting.
- Separation, when used as discipline, shall be brief and appropriate for the child's age. The child shall be within sight of an adult in a safe, lighted, well-ventilated area. No child shall be isolated in a locked, closed room or closet.
- Verbal abuse or derogatory remarks about the child, his/her family, race, religion or cultural background is not permitted.
- Disregard of any of the foregoing disciplinary rules or any disciplinary measures resulting in physical injury or abuse to any child shall be grounds for dismissal.



### ***Discipline***

Reinforcement is a way to encourage positive behavior. Often, behavior will reward itself. For example, correctly performing a wedge allows a student to stop before falling down or running into someone else. As an instructor, you have many opportunities to reward positive behavior. Some guidelines to help your praise be sincere and effective:

- Reward effort more than success.
- Reward small successes on the way to a larger goal.
- Reward the social and emotional skill development that accompanies sport skill development.
- Reward the students often as they learn a new skill.
- Once the students learn the skill, reward them occasionally.
- Make sure you reward the students immediately after their successful performance.
- Attribute success to the student's effort and ability.
- Don't reward students unless they have earned it.

Through appropriate and timely reinforcement, you can encourage student success and help children find their own, more internal (or intrinsic) rewards. Feelings of success, a sense of pride in their accomplishments, and feelings of competence last much longer than non-specific, random praise from a gushing instructor. For example: "That run looked much better. You kept looking ahead and you did a good job of slowing down to avoid those other skiers" is better than "Nice run. You ski great!"

We would like to believe that creating a fun, positive environment for our classes will keep everyone happy and prevent any behavior problems; this isn't always the case. Even when you establish ground rules at the beginning of a lesson, reinforce positive and cooperative behavior, and maintain a sense of humor to reduce the risk of discipline problems, students will sometimes misbehave. Try to keep your perspective—an incident or two of inappropriate behavior does not have to ruin your whole lesson. Some suggestions to work with your students to correct inappropriate behavior follow:

If a child's inappropriate behavior does not endanger themselves or the group and is not self-rewarding, it may be best to ignore it. Children may simply be seeking attention, and if they receive neither punishment nor reward, they will probably stop the inappropriate behavior.

Focusing on the reason behind an inappropriate behavior, rather than on the behavior itself, makes it easier to address and change the behavior. Explore reasons why the child may have acted the way he or she did. Did the student think the action was okay? Did the student feel he or she had no other option? Did the student act without first evaluating the situation? Is the student testing his or her limits? By taking steps to solve the problem together, you can help the children learn from their mistakes and take responsibility for their actions. Some guidelines to help students understand why their behavior is inappropriate and to allow them to learn from the situation are listed below:

- Establish a caring relationship with the child before you try to solve problems.
- Explain to the child what happened, why you think it happened, and why it is a problem from your point of view. Let him or her know why you need to solve the problem together.
- Question the child. What does he or she think will happen? Why did the student act the way he or she did? Listen, and make sure you are hearing the child's opinions.
- Determine if the behavior resulted from some of the child's needs not being met. Is the student bored? Does the child need to be challenged more, challenged less? Does the child understand what you are asking him or her to do?
- Use both your information and the child's perspective to evaluate the situation. Could the problem be solved by adjusting what you are doing?
- Involve the child in the solution. What does he or she think you both can do to solve the problem? What can the child do? What can the instructor do?
- Develop a plan together with specific things each of you will agree to do.

- Check back with the child periodically to make sure the plan is working. Does it need to be adjusted?
  - If problem-solving is not an option because of timing or logistics, determine a time with the child when you will address the issue together. If emotions run high, give everyone a chance to calm down before beginning the problem-solving process.
  - Children may need to be reminded about their plan. By reminding them with a word, a look, or a gentle hand on the arm, you let them know that they can choose to adjust their behavior.
  - If the child continues to behave in a way that is harmful to him/herself or other skiers, it may be necessary to remove the student from the situation. Use this as a last resort. Once the child returns to the group, it may be necessary to re-establish a caring relationship with him or her. Don't dwell on the past problem; focus on a successful new beginning.

When you evaluate student behavior, keep your own feelings and mood in mind. If you're feeling tired or cranky, be careful not to take it out on your students. Dealing with inappropriate behavior takes time and patience. If you're honest, caring, fair, and consistent, you can effectively work with your students to eliminate most behavior problems and keep your lesson fun and productive.



## Communicating with the Parent or Guardian

Communicating well with parents is a critical part of our jobs and part of PSIA-AASI's Learning Partnership. While we might occasionally view parents as being too demanding or "getting in the way," they can be our greatest asset in working effectively with their children. Most parents undergo quite a bit of stress just preparing a family for a ski trip. A parent's concerns are only normal.

Parents need us to listen, provide information, and respond without judgment. They look to us for answers to questions about growth, development, ski/ride techniques, clothing, and equipment. Those who will succeed in communicating with parents will be perceived as individuals who know their profession.

Parents deserve to be answered clearly and in a straight-forward manner. Some of the necessary ingredients for effective communication are:

- Be professional and polite.
- Be concise, clear and specific; give examples.
- Be diplomatic.
- Be helpful.
- Set realistic expectations.
- Listen attentively and observe behavior.
- Be positive!

The following are some techniques and methods that aid successful communication:

- Timing is critical; let parents know as soon as possible if there was a problem.
- Always talk privately. Don't embarrass a child in front of his/her parents or peers.
- Suggest useful ideas, such as specific lift and/or terrain use, or a skill to work on later.
- Avoid giving "unsolicited/judgmental" personal advice.
- Guide parents in answering their own questions (by asking things like, "why do you think this might have happened?")
- Always be reassuring. Let the parents know how much you like their child.
- Do not hesitate to call in a coordinator or a Lead Pro; sometimes a parent feels better when they hear something from someone higher up.
- Know what you are talking about. Every instructor should have a basic understanding of children's growth, development and other related topics.
- If you do not know the correct answer to a parent's question, direct them to someone who does or get back to them with an answer.
- Always talk about behaviors. Do not make judgments or diagnosis. No child is "bad." It is *behavior* that is unsafe or unacceptable.
- Use PNP (positive/negative/positive) when addressing student issues. "Mikey has a lot of enthusiasm for the sport and he skied all day long! I want you to be aware that he has a tendency to ski away from the class, and that behavior can be very unsafe..."
- When in doubt, use your resources. More experienced pros, Lead Pros, Trainers or Coordinators can all have valuable insight. Every situation is different and might require a different solution.
- There are many days when everything runs smoothly, but bringing the parents into the Learning Partnership is critical to a successful lesson.

**Challenge Aspen** is an adaptive Snowsports program for adults and children offering meaningful experiences to individuals faced with cognitive or physical challenges. It provides either a volunteer to ski with your class or a specialized instructor for a discounted private lesson. If you suspect that a child in your class would be an appropriate candidate for Challenge Aspen, talk to your coordinator and have your coordinator talk to the parents about the program. **Never** approach the parents yourself about a suspicion that relates to a disability. Always have the program coordinator be the first to approach the parents.



## Double Black Diamond Kid's Classes Guidelines

Leading kids into Double Black Diamond terrain carries inherent risks that are not to be underestimated. Only level 8 or 9 guests should be skiing in this terrain and it is important that both we and our guests are fully prepared. The following guidelines outline the appropriate procedures, terrain progression and tactics for taking children into some of our most challenging terrain.

### *Procedures used to qualify students*

**Always** check with a supervisor/coordinator for advice, opinions or invite them to join your group when progressing students from black to double black. Please refer to home division for exact protocol that's expected.

### **Physical Skills: skills students must display:**

- Strong parallel turns on any black diamond run, any condition.
- Consistent pole plant.
- Some "linkable" jump turns.
- Ability to side slip in a "corridor."
- Kick turn.
- Self-arrest - regardless of the conditions, all students should be taught and know how to self-arrest.
- Students should know how to put skis/board back on in double diamond terrain.

### **Cognitive and Affective Skills: behaviors students must display:**

- Good health and stamina.
- Ability to concentrate and follow specific directions: test this extensively by letting each class member lead the group to a very specific point until consistent success is displayed. This can also help develop self-esteem and leadership skills.
- Listening skills
- A genuine concern for other members of the class and general risk awareness.

### *Terrain Progression*

Students **must** be able to link turns with appropriate skills and behaviors: Start your progression by checking skills above on black diamond terrain that gets progressively steeper.

### **Students must have skied the following snow conditions at some time in the current season:**

- Hard pack - steep smooth and steep bumps
- Crud - chopped fresh/settled
- Tons O' Bumps
- Untracked powder - fresh/settled, various depths.
- Some experience with ice.

### *First time on double black tactics*

- Be sure of existing conditions.
  - Time of day/sun exposure
  - Patrol info/other instructor info
  - Experience in these conditions yourself
- Selection of your first run.
  - Don't over intimidate
  - Choose a run that has an obstacle free slide/tumble zone
- Attempt to get back-up.
  - Team ski with another more experienced class and instructor.

- Ask a manager/coordinator to join your class for a run.
- Keep it simple and light hearted
  - Not a lot of instruction
  - Try not to overdose your class on the risk awareness
  - Avoid long hesitations at the top of run, get them in there and they can become comfortable.

### ***Advanced and/or experienced double black tactics***

Never rely too much on past experience of students – every day is different.

- Be sure everyone is warmed up
- Check equipment carefully
- Double check conditions
- Establish a buddy system

A Pro who is alone with a class should follow the class down:

- They are able to collect dropped equipment
- Can help fallen students
- Can help students suffering from the “hesitation shuffle”
- Should always appoint a leader for each section of the run, someone who is the most reliable to trust with stopping at the Pro’s selected spot.
- Create safe and well designated stopping areas.



## ASC Freestyle Terrain Teaching Guidelines

Terrain parks can provide unique and memorable experiences for the right guests. It is essential that Pros who teach in the terrain park have the right level of knowledge and expertise to minimize risks while help guests get the most out of their freestyle experience. We highly recommend that Pros engage in training through the Aspen Academy to strengthen their knowledge, understanding and performance of teaching in freestyle terrain. Be sure to read and understand the following freestyle terrain teaching guidelines, seek out the appropriate training and become familiar with Aspen Snowmass freestyle terrain before bringing any students into our terrain parks.

**Please see the 'Shrediquette' Video below:**

<https://youtu.be/PKak7bNGAjw>



### SNOWMASS PARKS AND PIPES

Low Down Park/Pipe = LEVEL 5 and above

Makaha Park = LEVEL 7 and above

Snowmass Main Park + Super Pipe = LEVEL 8 and above – NO EXCEPTIONS

### BUTTERMILK PARKS AND PIPE

S3 Park on Red's Rover = LEVEL 5 and above

Teaser Park = LEVEL 7 and above

Buttermilk Main Park (Uncle Chuck's-Jacob's Ladder-Spruce-Government Parks) + Super Pipe = LEVEL 8 and above - NO EXCEPTIONS



**PLEASE KEEP IN MIND**

- Lessons must be taught in the appropriate areas. Beginners (below LEVEL 5) are not permitted in the ASC Terrain Parks and need to be taught in the Start Parks. Even SMALL freestyle terrain features require advanced skills to maneuver. Make sure the ability level of your guests/students (not your own ability level) match the ability level of the park you are about to enter. Levels are detailed above. To maintain a reasonably safe flow and the most reasonably safe experience for our guests the guidelines must be followed in all Park areas. Traffic and usage within the Terrain Park Boundaries are different than anywhere else on our mountains.
- There is Freestyle Etiquette signage at all designated entrances to the Terrain Park. Go over this signage at least once daily with each group/client and make sure the guidelines are understood and followed.
- You and our guests/students are part of a larger group of users of the Terrain Parks. The ASC Teaching Staff and Terrain Park Employees are Ambassadors of our Mountains and our Parks and should work together to promote Terrain Park Etiquette.
- These Etiquette Guidelines are based off of Industry driven standards (NSAA TERRAIN PARK FREESTYLE SMART STYLE NOTEBOOK and S3 PRERIDE/RERIDE/FREERIDE MANTRA). The guidelines are provided to assist you to be able provide a positive and fun experience for everyone using the Terrain Parks and thus anyone teaching in the Parks should be familiar with and follow each key point.

***Small Pill = Intermediate LEVEL 5 and ABOVE***

***Medium Pill = Advanced-LEVEL 7 and ABOVE***

***Large and X Large Pill = Expert –LEVEL 8 and ABOVE***



**Rules and Requirements for Park and Pipe Use**

- MAKE A PLAN. Every time for every feature. Your speed, approach and take off affects your maneuver. Teach ATML Smart Style model to your classes.
- Always designate a Spotter before entering Freestyle areas.
- Spotters must be familiar with Freestyle Features, the Alpine Responsibility Code and Freestyle Etiquette.
- Spotters must spot from next to the take-off area where they are visible from above AND below. By securing a visual of the landing area from next to the take off a spotter can more efficiently block the take off if a crash/accident does occur.
- If a crash/accident occurs it is the responsibility of the Spotter to block the take off and wave other users to the sides of the feature while someone else attends to the injured party. NEVER move someone that is, or that you suspect is seriously injured.
- Know where you are, and make sure your group/clients are also aware of where they are. Knowing your whereabouts will ensure a quicker response from Patrol. Run names are important to be familiar with.
- Never stop in the direct run out zone or blind spot of a feature. This includes but it is not limited to a box, rail, pipe or jump feature. If you cannot see others above you it means that you are not visible from above. If an item (hat, poles, goggles or cell phone) has been dropped in a landing or run out area, walk AROUND the feature to the top and slide back down for retrieval.
- LOOK BEFORE YOU LEAP. Features will change with each nightly groom and throughout each day. Try to educate this to every individual you deal with and remember to inspect each take off before using any features. PRERIDE – RERIDE - FREERIDE
- Skiing and snowboarding should be about having a good time and encouraging and sharing our passion with our guests to ensure they return. If the ADVANCED Parks/Pipes are noticeably busy or if there is bad visibility, come back another time. You and your Clients/Classes do not deserve to be treated poorly by other park users, but it is up to you to determine whether it is the right time/decision to bring a larger group into a congested area. Follow the Ability Level Guide Format.
- DROPPING IN – Do not block the drop in/approach area to any features including the Pipes. Lining a group up on the pipe roll in (drop in point) blocks the drop in for others that may have been lined up and waiting before you arrived. RESPECT GETS RESPECT. Common courtesy will go a long way on a busy park/pipe day. If you are not stopping on the top of the start mound, stop at the base of it in the center. Communicate with other users that you want to send a large group through all at once. This will never get a negative response from other users. The “technique” of blocking the drop in, not addressing/communicating with other users, raising a pole or hand and pushing your class through will get the exact opposite response. Always aim for a positive outcome to give yourself, your guests and all other park users the best possible experience. Each user is as important as the next and everyone can share the Parks.
- Have Fun. That is what it is all about!

***Working Smart = Working Safe***  
***Teaching Smart = Teaching Safe***

## Mountain Specific Information

### Snowmass

Snowmass is the largest of the 4 mountains and has great terrain at every level. Plan your day carefully and be aware of the time it can take to travel from one area of the mountain to another.

#### Level Appropriate Terrain

##### LEVEL 1&2

- Magic Carpets at Treehouse for kids up to 6yrs old
- Elk Camp Meadows for kids over 6 (Magic Carpets located at the top of Elk Camp Gondola or Two Creeks chairlift)
- Lower Fanny Hill (via the Poma and Sky Cab)

##### LEVEL 3

- Elk Camp Meadows Magic Carpet
- Lower Fanny Hill (via Poma and Sky Cab)
- Dawdler (take the Village Express to midstation)
- Elk Camp Meadows Chairlift

##### LEVEL 4

- Scooper and Hal's Hollow (off the Village Express to midstation)
- Bull Run on Elk Camp
- Funnel Bypass and Adams Avenue

##### LEVEL 5

- Village Express, Big Burn, Alpine Springs, Elk Camp and Two Creeks

##### LEVEL 6 & 7

- Terrain off Village Express, Big Burn, Alpine Springs and Elk Camp

##### LEVEL 8 (For levels 8 and 9 please refer to the Double Black Diamond Guidelines)

- Sam's Knob terrain, High Alpine Runs, Long Shot off Elk Camp, Garret's Gulch on Big Burn.

##### LEVEL 9

- High Alpine runs and Hanging Valley off the High Alpine Chair and the Cirque Poma, Powderhorn off the Big Burn, The Cirque, KT Gully and Rock Island served by the Big Burn Chair and Cirque Poma.

### Food and Beverage

Visiting Pros working kid's groups please check in with Coordinators at the Treehouse. If you are skiing with a kid's group lesson from another mountain, communicate with the Kids Program Coordinators at your home mountain and the mountain you are visiting by calling ahead.

#### Some dining options for you and your guests at Snowmass:

- Elk Camp – top of the Elk camp gondola
- Ullrhoff – at the base of the Big Burn chairlift
- Gwyn's High Alpine – top of Alpine Springs chairlift (Level 5 +)
- Up 4 Pizza – just off the top of the Big Burn chairlift (Level 5 +)
- Two Creeks Mexican – Two Creeks
- Assay Café – Assay Hill
- Sam's – top of the Village Express and Sam's Knob chairlifts

- Mall Restaurants – Fuel, Goodfellows Pizza, Paradise Bakery, The Stew Pot, Big Hoss Grill, The Dill Pickle, The Cirque, Taqueria 85

### **Breaks**

Stop at any of the restaurants or Elk Camp Meadows. Kid's group lessons may also utilize the Lizard Lodge and the Treehouse.

### **Parking and Transportation**

- Paid parking at Rodeo Lot and Two Creeks.
- Free parking at Black Saddle – Golf Club restaurant at Snowmass Club (no pass required – free shuttle to lifts).

### **Snowmass Phone Numbers**

- Big Burn Bears – (970)923-0570 or x4570
- Grizzlies – (970)923-0580 or x4580
- Snowmass HQ – (970)923-0356 or x4356
- Ski Patrol – (970)923-0201 or x4201
- ASC switch – (970)925-1220

### **Locker Rooms**

Visiting Pros can access:

- Timbermill locker room on the Mall.
- Locker room in the Treehouse.

Codes can be found in the 'Links' side bar in ProCard



## Highlands

Highlands has a good variety of terrain for level 5 and up. **All students must be level 5 or higher, as there are no green runs at Aspen Highlands.**

Highlands has uncrowded blue groomed terrain on the lower and mid mountain and a huge amount of challenging double black terrain for the advanced guest. For the appropriate guest, the Highlands Bowl can be a unique and holiday making experience. Be sure to attend a bowl clinic and grab a bowl checklist before you consider taking guests into the Highlands bowl. You can find the Highland Bowl Checklist here:

<https://www.ascmployeeportal.com/aspen-training-academy-documents/>

### Level Appropriate Terrain

***There is NO terrain appropriate for level 1 - 4 students***

#### LEVEL 5

- Groomed terrain off Exhibition Lift - Prospector, Exhibition, Red Onion.

#### LEVEL 6-7

- Groomed terrain: Heather Bedlam, Gun Barrel, Wine Ridge. Thunderbowl, Goldenhorn etc.
- Variable terrain. Scarlets, Meadows, Grand Prix, Alps.

#### LEVEL 8

- All Lifts on Aspen Highlands
- Highlands has plenty of consistently steep terrain. Ability to self-arrest is important. Refer to the Bowl Protocol sheet and have your students familiar with a self-arrest before taking them into steep terrain such as Steeplechase, Olympic Bowl, and Highland Bowl

#### LEVEL 9

- Lots of options all over the mountain. Check in with Highlands Coordinators, Pros and patrol to find the best conditions and be aware of how aspects and time of the day significantly change the way the mountain skis.

### Food and Beverage

Visiting Pros working kids' groups, please check in with Coordinators in the locker room. If you are skiing with a kid's group lesson from another mountain, communicate with the Kids Program Coordinators at your home mountain and the mountain you are visiting by calling ahead. Kids' lunch will be served at the Merry Go Round Restaurant, located off the Exhibition Lift. Please be sure to order lunch prior to 10:30 am.

### Some dining options for your guests at Highlands:

- Merry Go Round (or MGR) at the top of exhibition lift.
- Cloud 9 Alpine Bistro. Reservations are best and needed for much of the season. 21yrs old and up for the 2pm seating. Be ready for the party!
- Highlands Alehouse. Pizza and a full menu in the base of Exhibition lift.
- Willow Creek. Sit down dining in the Ritz at the base of Exhibition lift.
- Café Sienna. Espresso drinks and grab and go fare in the Ritz Carlton at the Base of Exhibition.

### Breaks

The Merry Go Round Restaurant is Highlands usual break area, located off the Exhibition Lift. Highlands does not have a venue for free snacks in kids' group lessons, so be sure students have some snack money handy. Hot Chocolates are available for kids group lesson guests in MGR, please ask a Coordinator for vouchers.

### Parking & Transportation

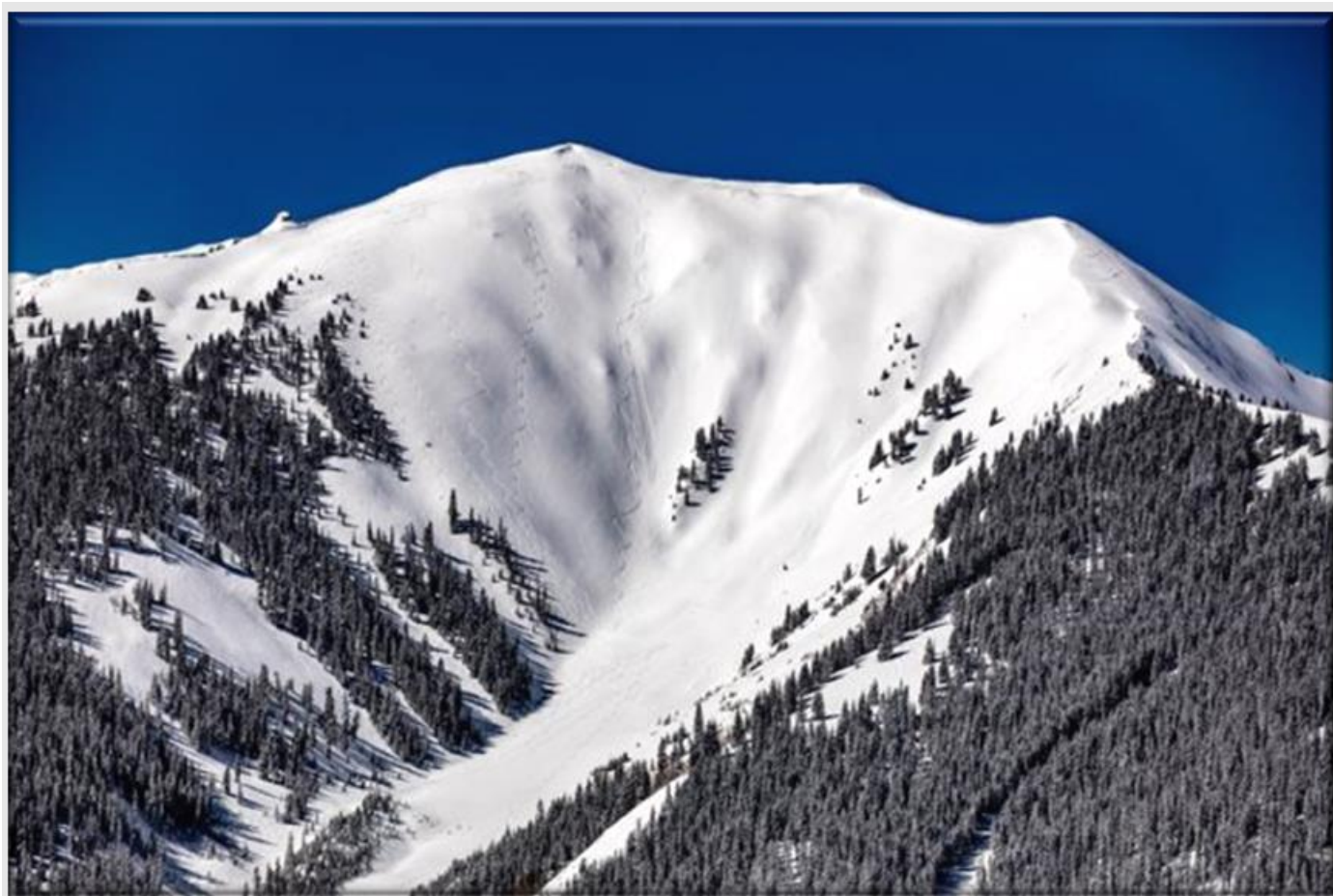
- Using public transportation (RFTA #3 or #11) is your best option.
- We do have a parking garage which charges a daily rate. HOV parking with 4 or more in your vehicle is free.
- Working staff are able to get a parking voucher on weekdays outside of holiday blackout dates. Please ask Highlands Coordinators for Parking Blackout dates.
- You will be charged for parking on Weekends and Blackout dates.
- RFTA (925-8484) free skier bus from Aspen and weekend bus from the intercept lot.
- Free parking and shuttle from Buttermilk.

### Highlands Phone Numbers

- Ski School Desk (970)544 3020
- Kids Coordinator – (970)544 3090
- Private Lesson Coordinator – 970 544 3022
- Ski Patrol –(970)544 3160 or x 3160

### Locker Room

Visiting Pros can access the locker room from the first floor of the parking garage or down the escalators by the ticket office. Locker room codes can be found through the 'Links' button in ProCard.



## Buttermilk

Buttermilk is among the best mountains in the world for teaching Snowsports. It was planned as a place to learn, with two mountains - Aspen Mountain and Aspen Highlands – without beginner facilities located right around the corner. You will find excellent beginner facilities and uncrowded slopes with green and blue terrain that runs top to bottom. Buttermilk also has world class terrain parks for guests looking to dabble in park and pipe.

### Level Appropriate Terrain

#### LEVEL 1&2

- Magic Carpets, skitch and chairlift at Panda Peak

#### LEVEL 3

- Panda Peak
- Homestead Road
- Upper West Buttermilk

#### LEVEL 4

- The Ridge
- West Buttermilk

#### LEVEL 5

- Tiehack (Blues)
- Blue runs all over the mountain

#### LEVEL 6-7

- Tiehack (Blue and Black runs)

### Food and Beverage

Visiting Pros working kid's groups, please check in with Coordinators. If you are skiing with a kid's group lesson from another mountain, communicate with the Kids Program Coordinators at your home mountain and the mountain you are visiting by calling ahead to arrange lunch. 3-6 yr olds will eat lunch in the Hideout (check-in in the morning).

### Some dining options for your guests at Buttermilk:

- Buttermilk Mountain Lodge at the Base of Summit Express lift
- The Cliffhouse at the top Summit and Tiehack Chairlifts
- Home Team BBQ in the Inn at Aspen at the base of Summit Express and Panda Peak lifts.

### Breaks

Warming Huts at top and bottom of West Buttermilk lift, Buttermilk Mountain Lodge, The Cliffhouse and the Hideout (for 3-6 yr olds) can all be used for places to take a break. Also check out Fort Frog, between 'Ridge' and 'No Problem' trails for a break with kids (Fort Frog interior may have the opportunity to go inside during designated times. Please ask a coordinator when you are at Buttermilk.)

### Parking and Transportation

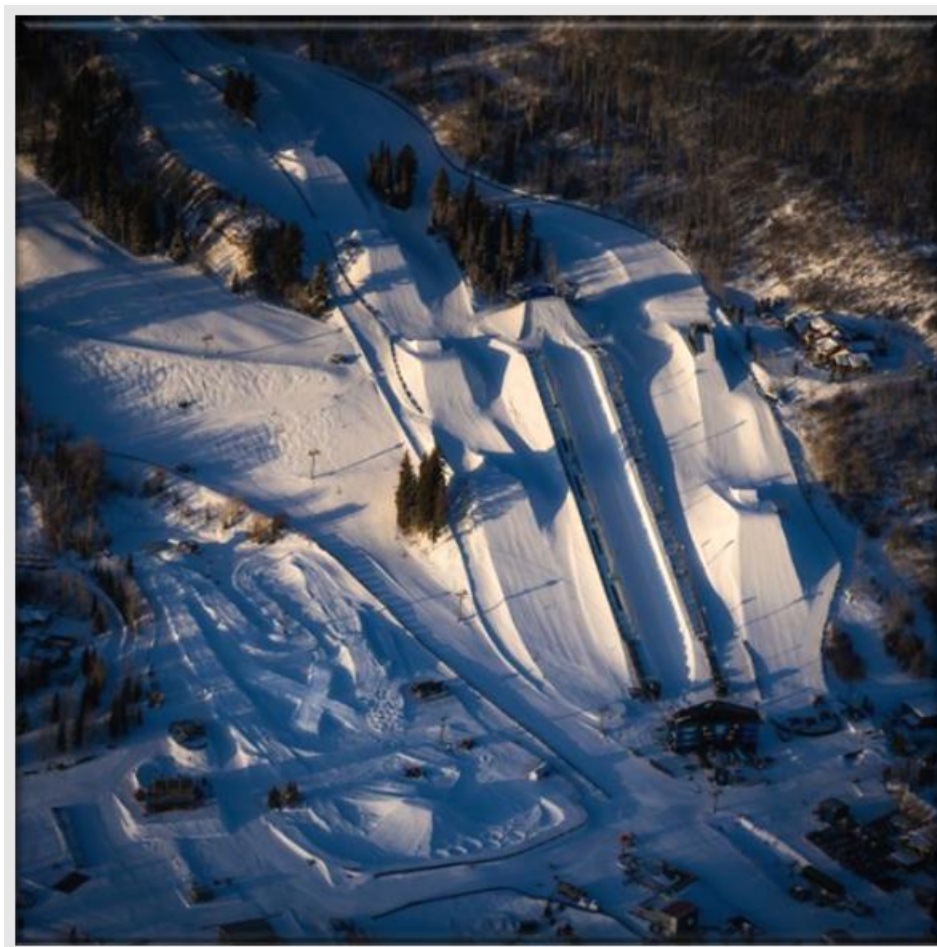
- Parking is free at Buttermilk outside of X-Games. Employee parking is the first lot on the left as you enter Buttermilk.
- RFTA (970-925-8484) free skier bus from Aspen and Snowmass.
- Free skier shuttle to and from Highlands.

### **Buttermilk Phone Numbers**

- The Hideout – 970-300-7600
- Ski School Desk – 970-920-0788
- Ski Patrol – 970-920-0969 (or x2210)
- ASC switch – 970-925-1220

### **Locker Rooms**

Visiting Pros can access the locker room at the employee entrance to the right of the main entrance of the Buttermilk Mountain Lodge. Locker room codes can be found through the 'Links' button in ProCard.





## Aspen Mountain

Aspen Mountain has a good mix of terrain for levels 5/6 and up. **All students must be level 5 or higher, as there are no green runs on Aspen Mountain.**

You are able to ski and ride Aspen Mountain's 3267 vertical feet top to bottom off the Silver Queen Gondola. You will find a mix of fast and smooth groomers, world class bumps and steep double black terrain. Trails run right down to the Glitz and Glamor of the City of Aspen.

### Level Appropriate Terrain

**Level 5/6 and above only – not suitable for lower level skiing**

#### LEVEL 5

- Ajax Express chairlift, 1&2 Leaf, Silver Dip and Silver Bell; **Down load at end of the day**

#### LEVEL 6-7

- Try Pump House Hill and Midnight

#### LEVEL 8

- Explore Glades and Double Blacks based on conditions
- Face of Bell, Short Snort and Walsh's

#### LEVEL 9

- Explore the whole mountain, top to bottom

### Food and Beverage

Aspen Mountain has no Kids Group Programs. If you are skiing with a kid's group lesson from another mountain, communicate with the Kids Program Coordinators at your home mountain and the mountain you are visiting by calling ahead to arrange lunch. Kids lunches can be arranged at The Sundeck.

### Some Dining Options at Aspen Mountain:

- The Sundeck, at the top of the Gondola.
- Bonnie's, at the bottom of the North American trail. (Try the Pancakes)
- Ajax Tavern, at the base of the Gondola.
- E47 Restaurant & Bar, at The Little Nell (fine dining)

### **BREAKS**

There are no free snack opportunities at Aspen Mountain. Be sure that kids you are skiing with have money for snacks or bring some with you. You may stop at the Sundeck or Bonnies for breaks with your guests.

### Parking & Transportation

- Day parking tags are available at the Kosac (Aspen Airport) and at the Aspen Chamber. They are \$5 daily for Residential Zone D (Mon-Fri).
- Parking is free in town on Sundays
- Parking is free in Residential Zones on Saturday.
- RFTA (925-8484) free skier bus from Snowmass, Highlands and Buttermilk.

Aspen Mountain Phone Numbers

## SKI AND SNOWBOARD SCHOOL

- Aspen Mountain Ski School Sales and Reservations – (970) 925-1227
- Ski Patrol - from mountain phone x3334 (recommended) or 970 920 0723
- ASC switch – 970 925-1220



## Global Information

### Traveling Between Mountains

One of the major assets of the Aspen area is the proximity of our four mountains. The use of all of these areas to enhance our guests' experience is welcomed and encouraged.

When traveling to another ASC area with clients or a group, you should:

1. If possible, let your supervisor know.
2. Do not transport guests in your personal vehicle. The Ski and Snowboard School discourages you from transporting guests in your own car. If you choose to ignore this, please remember that you are not insured by the Aspen Skiing Company.
3. Check in is not mandatory, however, doing so will help others locate you or your guest(s) if need should arise. Let the private lesson desk on the mountain you are visiting know you are there.
4. Take the time to acquaint yourself with the grooming and weather conditions prevailing on that mountain on that day. Obtain any and all information you need to make your day and lesson plan fun and successful for your clients (i.e. info on lifts, ski school lift lines, patrol, on mountain phone system, restaurant, race facilities and schedule, mountain event, etc.)



## Uniforms

You will be issued a uniform when you begin employment and you are required to return it if you leave the Company. The uniform is the property of Aspen Skiing Company and you must reimburse any damage or loss. Uniforms may not be altered or tailored, other than by Aspen Skiing Company. **Do not alter the uniform yourself.**

Uniforms are required to be worn during working hours and should be kept clean and tidy with pockets zipped and nametags attached. When you're on the hill, your outer layer must be a company issued uniform piece. When you're inside and you've taken off your coat you must wear a solid red, white, or black top of your choice.

While in uniform, please use discretion in your choice of graphics, stickers, and statements on your person or equipment. While we respect each individual's right of free expression, while in uniform, we are all representing the Aspen Skiing Company and as a Company we strive to be respectful of our guests varied sensitivities.



## School Transfer Procedures

Pros currently working for the Ski and Snowboard School who wish to transfer from one division to another should follow the following process:

Notify current manager/coordinator of your desire to transfer.

- Approach new manager/coordinator with intent.
- Managers/coordinators will share Pro information and discuss the 'fit' of a Pro at another division/mountain.
- May be required to attend on-snow or in person interview (you are not guaranteed a job).
- Have your current Manager or Coordinator sign a transfer form.
- Sign the transfer form and fill it out to the best of your ability.
- Bring the transfer form to the Manager or Coordinator for them to sign and submit to HR.
- A job offer and transfer will be approved or denied.

No transfers are guaranteed and all are subject to the discretion of the S3 management team.



## Donated Lesson and Volunteer Policy

### Definitions

#### **Donate:** [doh-neyt, doh-neyt]

Verb (used with object), do·nat·ed, do·nat·ing.

1. To present as a gift, grant, or contribution; make a donation of, as to a fund or cause.

#### **Volunteer:** [vol-uh n-teer]

Noun

1. A person who voluntarily offers himself or herself for a service or undertaking.
2. A person who performs a service willingly and without pay.

### ***Donated Lesson Policy***

The donated lesson policy enables Ski and Snowboard Pros to request that the Ski Company donate a Lesson Product for the benefit of non-profit organizations, and events that act in the interest of the community. If approved, the coordinating Pro donates his or her time at a reduced compensation to teach the lesson product.

Donations must adhere to the following guidelines:

- The benefit to the organization is received through auction or fundraising of the donated lesson. The winning bidder compensates the charity and receives the donated lesson product.
- Ski & Snowboard Pros are empowered to donate up to 12 hours of teaching.
- Donations must be approved in advance by Pro's School Manager. If approved, the donated lesson must then be submitted to the S3 Business Process Manager for review and certificate.
- S3 Business Process Manager is responsible for tracking and communicating all donated lesson details with the ASC Corporate Contributions Manager.
- Pros that receive approval for donated lesson hours will be paid at their S3 guest service rate (up to 12 hours per season/6 hours per day), receive non-paid teaching hours towards the pay grid, will be covered by worker's compensation, and are expected to be in uniform while teaching. A "Donated Private Lesson" is a product in RTP and will be entered by the S3 Global office.
- Required:
  - Pro must have approval in advance from School Manager and communicate the donated lesson with the S3 Business Process Manager.
  - Pro must have donated lesson date in their ProCard schedule at least 48 hours before the lesson takes place – use "Specialty Lessons" with a note stating you are teaching an approved Donated Lesson.
  - S3 Global team will enter appropriate Donated private lesson reservation in RTP when the Pro donating the lesson confirms the date and lesson details.
  - The S3 Project Manager will issue a certificate to the organization/event, if needed, outlining the lesson details. The private lesson details will be determined by the Pro and Manager based on the Pro's qualifications and teaching experience.
    - Details represented in certificate:
      - Number of guest – Pro can define one on one or up to 5. Example: Lesson is available for up to 3 children ages 3 & 4 who are potty trained.
      - Ability level - Pro should be qualified to teach to the specific level. Example: "Lesson with kids Pro John Doe is for kid's ages 4 to 6 yrs old who are beginner or intermediate skiers". OR "Lesson is good for up to 5 intermediate adult snowboarders."

- Age of guests in lessons - Pro should be qualified /comfortable to teach offered age range. Example: "Private Ski lesson is for ages 7 and above." or "Lesson is available to adult snowboarders."
- Availability – note any dates that Pro will NOT be available. All donated lessons will include an expiration date TBD by Pro and S3 Business Process Manager.
- The contact information given to the person receiving the donated lesson will be the PRO email and/or phone number – NOT the Sales & Reservations Office, Ticket or Mountain Sales Office.

o The Pro donating the lesson is responsible for all communication with the organization, person receiving the donated lesson and the school.



***Volunteer Policy***

The volunteer policy enables Ski and Snowboard Pros to request to volunteer their time to teach lessons for benefit of non-profit organizations, or events that act in the interest of the community. Pros choosing to volunteer are making an active choice to freely give their time and talent to an organization that is offering a lesson product. Examples include but not limited to DAV, Shining Stars, local school ski days, etc. Pros who would like to volunteer their time skiing or snowboarding for a non-profit organization, local community or school group should discuss in advance with their manager for approval of appropriate time off.

- Required:

- o Pro may volunteer their time but will not be paid and will not receive credit for teaching hours towards the pay grid.

- o Pro will not be covered by worker's compensation.

- o Pro should be scheduled as VOLUNTEER in ProCard schedule and include a note stating the name of the organization they are volunteering and the name of the Coordinator/Manager that has approved the time.

- It is important to note approved volunteer time in ProCard to make sure the Pro is not accused of teaching underground and to ensure the ASC and School have approved the group use volunteers instead of paid Pros.





## Social Media Policy

Please see the Aspen Skiing Company social media policy below. For the most up to date information please visit: <https://www.ascemployeeportal.com/policies/>

### *Social Media Policy*

The Aspen Skiing Company recognizes the role Social Media plays today and wants our Company's employees to join those conversations, represent our Company, and share our guiding principles. These Social Media Principles should guide your participation in social media, both personally as well as when you are acting in an official capacity on behalf of the Company. We are a values based company and we recognize the role that our Company has in social media. The same considerations that apply to our messaging and communications in traditional media still apply in the online social media space.

### **Company Commitments**

The Company makes certain commitments concerning how we interact with the public including on social media platforms. We expect the same commitments from all Company representatives, including Company employees, vendors and suppliers:

1. ASC will be transparent in every social media engagement.
2. ASC will protect our customers' privacy in compliance with all applicable policies, laws, rules, and regulations.
3. ASC will respect copyrights, trademarks, rights of publicity, and other third-party rights.
4. ASC will be responsible in our use of technology and will not knowingly align our Company with any organizations or Web sites that use excessive tracking software, adware, malware or spyware.
5. ASC will reasonably monitor our behavior in the social media space, establish appropriate protocols for establishing our social media presence, and keep appropriate records of our participation as dictated by law and/or industry best practices.

### **Company and Agency Associates' Social Media Activities**

The Company respects the rights of its employees to use social media tools not only as a form of self-expression, but also as a means to further the Company's business. It is important our employees and are aware of the implications of engaging in social media and online conversations that reference the Company, its brands, or its business, and that they recognize when the Company might be held responsible for their behavior. Our expectations for personal and professional/official use of social media are set forth separately below.

### **Our Expectations**

Whether you are an authorized Company spokesperson or not, when you're talking about our Company, our brands, or our business on your personal social networks, keep in mind that:

1. Our Company's Information Protection Policy still apply.
2. You are responsible for your actions. When you use social media, use good judgment. We request that you be respectful of the Company, our employees, our customers, our partners and affiliates, and others. Avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene or threatening, that defames or libels our employees, customers, partners and affiliates, or that might constitute harassment or bullying.
3. You are an important ambassador for our Company's brands, and you're encouraged to promote them as long as you make sure you disclose that you are affiliated with the Company.
4. When you see posts or commentary on topics that require subject matter expertise, contact our Director of Public Relations before you respond.

5. Be conscientious when mixing your business and personal lives; be sure to know your work group's policies regarding personal use of social media at work or on Company devices.
6. When in doubt, do not post.
7. Remember the Internet is permanent.

Nothing in this guideline is meant to interfere with employees' right under federal law to engage in protected and concerted activity, including employees' ability to discuss terms and conditions of their employment.

