



Tri Town Snow School Policies and Procedures



Ski & Snowboard Instructor Manual

Supported by:



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Season 2016/2017

Instructors have the greatest ability to influence a new skier or snowboarder's impression of the sport and our hill. With a minimum of an hour with your student you have more contact than all the other departments together. Use this time to discuss safety/ awareness of other users of the hill, talk about upcoming events and encourage them to come back for another lesson with you.

The Function of the Snow School is to assist you as a Snow Sports Professional in providing the students with a great lesson. These lessons will be taught as directed by the Canadian Association of Snowboard Instructors (CASI), the Canadian Ski Instructors Alliance (CSIA) The Canadian Freestyle Ski Association Snowboard Canada and the Canadian Ski Coaches Federation (CSCF).

Simply by being on the hill in your uniform, you become an ambassador of the ski and snowboard industry and part of its image. We encourage you to spend some time on the hill when you aren't teaching. It is your friendly, courteous and professional attitude that makes the impression that we hope will continue to sell the sports of skiing and snowboarding. Take time to assist someone who is struggling on the hill, pick up a ski for someone who has fallen and talk to people on the lift. As in any other business, we exist by selling a service, which we believe in. We must have confidence in selling this service to our customers so that they come back time and time again.

Scheduling

There will be a schedule made according to number of students versus ski instructor availability.

Please Note: Once the schedule is out and you cannot make that shift, you must find a replacement.

Pay

Two tax forms, proof of certification and a criminal record check must be provided before you will get your season pass or pay cheque.

Pay Scale

Level 1	\$ 13
Level 2	\$ 15
Level 3	\$ 16

Instructor Expectations and Guidelines

Professionalism

Our customers are by far our most valuable asset and we want to provide them with valuable and reliable service and keep them coming back to Tri Town Ski & Snowboard Village.

The professional instructor:

- Constantly searches for a better understanding of techniques, teaching methodology and effective communication to provide a fun learning experience for their students
- Willing to learn and gain practical experience to excel in the recreation field and to contribute to the winter sport profession
- Communicates and shares ideas with their peers (we are all part of the same team and thus we share similar goals)
- Prioritize the customer's safety at all times
- Accept all assignments with equal enthusiasm
- Exhibit confidence and a positive attitude while at work
- Maintains a clean and tidy appearance with uniform and equipment in good working condition

Working Relationship

Please interact with all staff in a positive, helpful and professional manner. Take some time to get to know the lift operators, rental technicians, ski patrol and sales staff. You will make some new acquaintances that can help you when a problem arises. The winter season will undoubtedly run smoothly if we are all doing our part and working well together to overcome any obstacle.

Attendance Policy

The purpose of this policy is to establish, for each employee, the requirement that they work all scheduled hours as deemed necessary by their position and in accordance with established employment contracts. Tri Town Ski & Snowboard Village places a high value on attendance and punctuality and expects all employees to arrive at work at their scheduled shift times. Regular attendance and consistent punctuality are critical to the goals, objectives, effectiveness, and standards of Tri Town Ski & Snowboard Village and its business operations.

Employee Responsibilities

- Each employee is responsible for notifying of absence for each day that the absence occurs, regardless of cause. Each employee is also responsible for reporting when he or she is likely to return to work. Employees who fail to arrive for their scheduled shift and have not contacted management regarding their absence (No Call No Show) will be subject to disciplinary action.
- An employee who does not intend to report to work because of illness (or any other reason) must notify his or her immediate supervisor/manager – either

by telephone, text or e-mail message – at least 60 minutes prior to the start of the employee's regularly scheduled starting time.

- Unacceptable attendance includes (but is not limited to) unexcused or persistent early departure during scheduled working hours or tardiness.
- Early departures during scheduled working hours are considered excessive if they exceed 3 per season, regardless of cause.
- Employees are considered tardy if they arrive to work later than their scheduled start time.

Social Media Policy

Tri Town Ski & Snowboard Village strives to maintain a positive image in the community, and has adopted this policy to ensure that our staff members are aware of their responsibility to maintain a positive image as a representative of our organization, and use social media responsibly and appropriately. Tri Town Ski & Snowboard Village staff members that maintain personal social media pages (e.g. Facebook, Twitter, etc.) are expected to comply with the guidelines set out within this policy.

We would like to take this time to remind our staff that they continue to act as representatives of this organization outside of regular business hours, and should conduct themselves in a manner that is appropriate. As our staff members regularly interact with children, they are expected to hold themselves to a high-level of conduct, as they are viewed as role-models.

Policy

Tri Town Ski & Snowboard Village staff members that maintain personal social media pages or accounts are required to comply with the following guidelines as they relate to the ski hill.

- Staff members using social media are advised to maintain strict privacy settings on their personal accounts to ensure that any materials contained therein are not accessible to minors or the public at large. This measure is recommended to avoid potential misconceptions regarding staff behavior, actions, comments or posts that occur outside of their employment at Tri Town Ski & Snowboard Village.
- Staff members using social media are directed to avoid adding minors to their accounts. This will eliminate the possibility of any unintended dissemination of information, and will reduce the likelihood for allegations of inappropriate behavior or relationships.
- Use of social media during regular working hours shall not have a negative impact on user productivity or efficiency. Please be advised that excessive use of social media for personal reasons is a misappropriation of company time and resources, and may be subject to disciplinary action.
- Use of personal social media may not conflict with any of Tri Town Ski & Snowboard Village existing policies whatsoever. This includes (but is not limited

to) the Standards of Conduct Policy, Confidentiality Policy and Media Communications Policy.

- Employees that use these sites are prohibited from disseminating any private organizational information therein, or any negative comments regarding the organization.
- Posts involving the following will not be tolerated and will subject the individual to discipline:
 - Proprietary and confidential company information;
 - Discriminatory statements or sexual innuendos regarding co-workers, management, clients (children and/or parents); and
 - Defamatory statements regarding the company, its employees, and clients.
- Employees are expected to comport themselves professionally both on and off duty. Where a staff member publically associates him/herself with the company, all materials associated with his/her page may reflect on the company. Please be advised that inappropriate comments, photographs, links, etc. should be avoided.
- Company policies governing the use of corporate logos and other branding and identity apply to electronic communications, and only individuals officially designated may “speak” (whether orally or in writing) on the company’s behalf.
- The company’s systems may not be used for any illegal activity including downloading or distributing pirated software or data.
- The company reserves the right to take disciplinary action against an employee if the employee’s electronic communications violate company policy.

This policy is not intended to interfere with the private lives of our staff members, or impinge their right to freedom of speech. This policy is designed to ensure that *Tri Town Ski & Snowboard Village* image and branding are maintained.

Smoke-Free Workplace Policy

Tri Town Ski & Snowboard Village maintains a commitment to the health and safety of all its employees. Smoking has been scientifically proven to be harmful to the health of both smokers, and non-smokers that come into contact with second-hand smoke. In the interest of promoting a safe and healthy work environment, Tri Town Ski & Snowboard Village has adopted a smoke-free workplace policy in accordance with the [Smoke-Free Ontario Act](#).

Policy

Smoking shall be prohibited on all hill premises, and is applicable to all employees, students, volunteers and customers.

Substance Abuse Policy

Tri Town Ski & Snowboard Village is committed to the health and safety of its employees and has adopted this policy to communicate its expectations and guidelines surrounding substance use, misuse and abuse.

Policy

Employees under the influence of drugs or alcohol on the job can pose serious health and safety risks both to themselves, their fellow employees and our customers. To help ensure a safe and healthy workplace, Tri Town Ski & Snowboard Village reserves the right to prohibit certain items and substances from being brought on to, or present on company premises.

Expectations

The following expectations apply to employees and management alike while conducting work on behalf of the company, whether on or off company property:

- Employees are expected to arrive to work fit for duty and able to perform their duties safely and to standard; employees must remain fit for duty for the duration of their shift
- Use, possession, distribution or sale of drugs or alcohol on Tri Town Ski & Snowboard Village property is strictly prohibited
- Employees are prohibited from reporting to work while under the influence of non-prescribed drugs or alcohol
- Employees on prescription medication must communicate to management any potential risk, limitation, or restriction requiring modification of duties or temporary reassignment

Roles and Responsibilities related to Substance Abuse Policy

Tri Town Ski & Snowboard Village

- Clearly communicate expectations surrounding alcohol and drug use, misuse and abuse
- Provide a safe work environment
- Review and update this policy on a regular basis

Board of Directors

- Identify any situations that may cause concern regarding an employee's ability to safely perform their job functions
- Ensure that any employee who asks for help due to a drug or alcohol dependency is provided with the appropriate support and is not disciplined for doing so
- Maintain confidentiality and employee privacy

Employees

- Abide by the provisions of this policy and be aware of their responsibilities under it

- Arrive to work fit for duty, and remain as such for the duration of shift
- Perform work in a safe manner in accordance with company established safe work practices
- Avoid the consumption, possession, sale, or distribution of drugs or alcohol on company property and during working hours (even if off company property)
- When off duty, refuse a request to come into work if unfit for duty
- Report limitations and required modifications as a result of prescription medication
- Report unfit co-workers to management
- Seek advice and/or appropriate treatment, where required
- Communicate dependency or emerging dependency
- Follow after-care program, where established

Expectations

Board of Directors

- Shall identify any situations that may cause concern regarding an employee's ability to safely perform his/her job functions.

Employees

- All employees are expected to abide by the provisions of this policy.
- Employees will not report to work while under the influence of drugs or alcohol.
- Employees are strictly prohibited from bringing non-prescription drugs and alcohol onto company property.
- Employees are strictly prohibited from using non-prescription drugs or alcohol during work hours.
- Employees are encouraged to communicate to their employer that they have a dependency or have had a dependency so that their rights are protected and they can be accommodated appropriately.

Criminal Background Check Policy - Vulnerable Sector

Tri Town Ski & Snowboard Village will comply with all Federal and Provincial legislation regarding the protection of human rights for applicants when conducting criminal background checks. As Tri Town Ski & Snowboard Village deals with vulnerable populations, we have a responsibility to protect and maintain their safety, and may do so by conducting thorough screening protocols for potential applicants.

Guidelines

Criminal Background Checks

The Criminal Background Check includes a check of the Royal Canadian Mounted Police's (RCMP) National Canadian Police Information Centre (CPIC) database for the following:

- All records of Criminal Code (Canada) convictions
- All pardoned sexual offences
- All records of convictions under the Controlled Drugs and Substances Act
- All records of convictions under the Narcotic Control Act
- All records of convictions under the Food and Drugs Act
- Any undertakings to enter into a Surety to Keep the Peace
- Any Restraining Orders issued under the Criminal Code (Canada) or the Family Law Act
- All outstanding warrants and charges.

In addition to the above, Vulnerable Sector Screening may provide the following information:

- All records of Criminal Code convictions for young persons
- Records of "Not guilty: Not Criminally responsible on account of mental disorder"
- Apprehension under the Mental Health Act
- Probation orders in effect.

Criminal Records Checks will be required for individuals that will work with, work in close proximity to, or have access to children and vulnerable adults including persons with certain types of disabilities. This requirement is in place to make sure that potential staff, members or volunteers have not engaged in harmful behaviour in the past that could pose future risk.

Criminal Record Checks will be utilized upon completion of all other previously established Tri Town Ski & Snowboard Village hiring procedures, including application blanks, interviews and reference checks.

An offer of employment with Tri Town Ski & Snowboard Village is contingent on a "Clear" Criminal and Police Record Checks. In the event that a potential applicant has a "Not Clear" status on their Criminal and Police Record Check, Tri Town Ski & Snowboard Village will review the situation and proceed as appropriate. Where it is deemed appropriate, Tri Town Ski & Snowboard Village officials may interview a potential applicant to gain insight into any pertinent circumstances surrounding the results of their Criminal Check, and determine if accommodation is possible or appropriate.

Persons with mental illness, or who have had a mental health crisis in their lives, may have been taken to hospital by the police under the authority of Ontario's Mental Health Act. Disclosure of such non-criminal activity and other contacts may have a lifelong impact when people apply for employment or a volunteer position. Tri Town Ski & Snowboard Village recognizes this danger, and will act in good faith

to ensure that these persons are not adversely impacted by an illness, or unjustly discriminated against.

Under no circumstances will a Criminal Record Check be used to discriminate against potential applicants. However, it is critically important that Tri Town Ski & Snowboard Village hire staff appropriately in such a way as to protect our staff and patients.

When posting job opportunities, Tri Town Ski & Snowboard Village shall list essential duties of the position, and state clearly where an applicant may be required to pass a Criminal Record Check.

In all cases Tri Town Ski & Snowboard Village shall obtain the individual's written consent before conducting a criminal records check.

Criminal Record Checks

Criminal Records Checks relate only to criminal activity under the Criminal Code.

Criminal Record Checks are allowed under the Ontario Human Rights Code for unpardoned offences. Criminal Record Checks for some pardoned offences, such as pardoned sex offences, might be appropriate, but only for positions that deal with vulnerable persons. Criminal Record Checks are normally processed by an investigation firm through the Canadian Police Information Centre (CPIC).

Vulnerable Persons

The Criminal Records Act says vulnerable persons are:

"persons who because of their age, a disability or other circumstances, whether temporary or permanent, are in a position of dependence on others: or are otherwise at greater risk than the general population of being harmed by persons in a position of authority or trust relative to them" (*Criminal Records Act, (R.S., 1985, c.C-47) Section 6.2*).

Police Record Check Process

A first step in the Tri Town Ski & Snowboard Village recruitment process shall be to develop a detailed job or volunteer position description. The description will show how the position has responsibility for vulnerable persons and reasons why a Criminal Record Check will be required.

Such requirements shall be set out briefly in the position ad.

Tri Town Ski & Snowboard Village will explain to the applicant why a Police Record Check is needed. The applicant will be asked to complete a Criminal Offence Declaration Form to allow the employee to work while waiting for the Criminal Record Check to be completed. Any offences on Criminal Record Check that weren't declared on Offence Declaration may be grounds for dismissal.

Tri Town Ski & Snowboard Village will carefully review all the information before making a conditional offer. When the offer is made, the individual must be asked for their written consent if a Police Record Check is required.

Tri Town Ski & Snowboard Village shall ensure that all applicants' information is kept confidential.

Instructors and Duty of Care

- As Snow sports professionals, we are legally obligated to act as a careful and prudent parent towards the students in our care
- Consider what the child's parent would do in a situation and try to act accordingly
- When a lesson is over, wait with your student(s) until their parent/ guardian picks them up unless other arrangements have been made. If you can't wait with them bring them to the snow school desk.
- Don't leave children unattended
- If a student needs to go to the washroom, either the whole class goes or find a volunteer to take them (It is best to ask the children if they have to go to the washroom before the lesson begins)
- Teaching children requires more animation, effort, commitment and responsibility, but it is also very rewarding.

Ski Instructor Apparel

Instructor jackets are available in the chalet and must be worn at all times while working. These jackets make you easily identifiable by staff, your students, or parents. You must also wear your name tag and have it visible at all times while on the hill. You may wear any colour winter pants, but please ensure that they are appropriate; not terribly ripped or stained and they sit at or above your hips. If you choose to purchase a jacket please keep in mind that while you are wearing it you are representing us and must act accordingly. If we hear of an instructor acting inappropriately while wearing the jacket it could be grounds for dismissal even if you aren't at the hill.

Face masks are only to be worn if the weather forecast is for below -10°C with the wind-chill. You are under no circumstance allowed to wear your face mask when first meeting students. If it is too cold to be outside without a face mask on, then meet the students inside the chalet.

Jacket Purchase

You can pay \$100.00, and wear it outside of the hill, but hand it in when ski/snowboard instructing have finished, or purchase the jacket for \$200.00, and it's yours. **Please check "Employee Agreement" for details.**

Helmets

Helmets are mandatory for ALL instructors when teaching on the hill, or wearing an instructor jacket.

Seasons Pass

As a certified instructor, you will be given a season's pass at the start of this season. This pass is a privilege! If we feel that you are taking advantage of this privilege by using it regularly without committing adequate teaching hours it will be revoked.

Teaching skills

TEACHING BEGINNER LESSONS

- First steps: Meeting the class/student
 - First impressions are lasting impressions!
 - Make your first meeting a good one!
 - Get down to their level and introduce yourself. SMILE and be enthusiastic!
 - Children lose interest fast so make sure you get them involved right away!
 - Make the lesson unique – this will make your lesson memorable
- Lesson content: progression, technique, exercises
- Guest experience, wrap up, goals:
 - Guest expectations
 - Evaluate- in terms of technique, fitness and mental state
 - Teach for results – be student centered
 - Finish on a positive note
 - Individual wrap-up, establishing goals for the next lesson

Setting goals

- Set a goal for each lesson and have the students be part of the goal setting if they are mature enough. This will provide motivation for the students to reach for a higher skill level.

- Instructors should try and develop a rapport with their students before and during the lessons as we try and create an open, friendly and supportive teaching environment.
- Assess the ability of the students by asking questions and performing an adequate warm up. You can then make sure the goals you are setting are in line with the student's ability
- Make the goals achievable. Be sure to at least meet the students' expectations if not exceed them. Aim to strike a balance between challenge and attainability
- Long term as well as short term goals are essential, especially for multiple lessons
- Reward students along the way to achieving their goals (i.e. stickers and positive reinforcement)

Lesson planning

- Lesson planners are to be completed for both private and group lessons. If in the event that you are absent from your group lesson or the child takes another private lesson, the instructor taking over will know exactly what has been and is next to be done.
- Select appropriate terrain and consider the snow conditions
- Generate a logical progression that is relevant to the group and determine a pace that the students can follow
- Use the skills Concept to break the lesson into easily understandable chunks
- Plan ahead, have a variety of lesson plans for different skills
- Recognize students' learning style (look, listen and feel) and teach accordingly
- Use appropriate amount of information to avoid boredom (mileage vs. talking)
- Use the appropriate language to avoid confusion (kids vs. adults)

When you teach a program you will be given a class card/lesson planner. The card is to be used for attendance, student accomplishments, and t-bar ability, main hill runs.... The cards are to be returned at the end of each lesson. This allows us to have an idea of what every group is doing in case of instructor absence.

If you are teaching a Private lesson you will have a different form. The private lesson form will require you to fill in what level they are at, what you did during the lesson and there is a tear off portion at the bottom to give to the student or their parents.

Teaching tips

- Give the students direction
 - Tell your students WHY they are practicing a certain exercise to help them understand the lesson better (i.e. To help you stop ...try to make a bigger pizza)

- Turn negative words into positive
 - Try using positive words such as Try or Next time, instead of don't or shouldn't
 - Use PTT (Positive To Try) Start your comment with a positive then to improve _____ try _____ . Keep the lesson student centered
 - Instead of using I want you to turn your shoulders in the direction of your turn, try, We (you) are going to turn our (your) shoulders in...
- Keep the lesson Simple and Friendly
 - Instead of wearing goggles/sunglasses while speaking to the students, lift them up and let the students see your eyes. It's less intimidating
 - When the sun is shining, try to position your class so they don't have to look directly into the sunlight. It is better if you are facing the sun, because the students will be able to see what you are teaching
 - When the wind is blowing you should face the wind and get cold instead of your students i.e. face the elements

Demonstration

Try to demonstrate from various angles so that the students are presented with a clear picture. Demonstrate as often as is practical and whenever you are introducing a new skill. Try to bring out the separate skills they need to achieve. Always make sure you demonstrate at the student's level.

Summarize the lesson

End the lesson on a positive note, review the lesson and tell them how much they have progressed. Preview the next lesson to encourage further development. Establish skills to practice that are relative to their ability. Thank the client for taking the lesson.

Risk Management Policy

Class organization and control

Keep the group together

Give very clear directions so all students know where they are going.

Establish a meeting point if someone gets separated.

Direct all activities with student's safety in mind

Teach the Alpine Responsibility Code

Use caution when selecting terrain

Avoid potentially dangerous situations such as:

- Stopping with the class in the middle of the run
- Stopping below a jump or steep pitch
- Teaching or stopping in a high traffic area

- Stopping or standing at the junction of runs

Student Equipment Failure

Never attempt to adjust or repair ski or snowboard equipment yourself ⇒ take the equipment to the rental shop and get it fixed or replaced right away. Let the Rental staff know if you have any problems with the rental equipment. Please don't talk negatively about the rental equipment. Talking negatively of your employer makes you look disrespectful.

Alpine Responsibility Code

- Always stay in control. You must be able to stop or avoid other people or objects.
- People ahead of you have the right-of-way. It's your responsibility to avoid them.
- Do not stop where you obstruct a trail or are not visible from above.
- Before starting downhill or merging out a trail, look uphill and yield to others.
- If you are involved in or witness a collision or accident, you must remain at the scene and identify yourself to Ski Patrol.
- Always use proper devices to help prevent runaway equipment.
- Observe and obey all posted signs and warnings.
- Keep off closed trails and closed areas.

Dropped Skis or Snowboards

Some students may drop equipment from the lift. Please keep in mind the terrain involved when deciding how to retrieve this equipment. If you decide that you are unable to retrieve it with your class, contact another instructor or an apprentice to get the equipment so you can stay with the class. Ski Patrol will often be helpful if they can. Never leave the class unattended, or take them on an inappropriate trail to retrieve equipment.

Lost Student

Remember, you are responsible for your students. Prior to starting your lesson, all students should be told where to meet if they get separated from the group. If they are lost and/or didn't show up at the agreed meeting place, contact a Director immediately. Constantly count the number of students every time you stop.

Accident Procedure

Any and all employees who witness or are party to any accident involving rental equipment or the snow school shall complete an INCIDENT REPORT and take pictures of the scene to be submitted to the manager on duty. No employees who are involved in or witness an accident shall issue a statement to the media or to

anyone else. Casual discussion should also be avoided. Never make any comment on liability since that should be handled by management.

Accident during a Lesson

Unfortunately accidents are part of skiing/snowboarding. If an accident occurs in your class, please follow the procedure below:

- Remain calm
- Mark the accident site with crossed skis/boards where visible from well above
- Ensure the rest of the class is out of harms' way
- Make the injured as comfortable as possible without touching or moving the injured. Use a jacket to keep them warm.
- Get someone to call for a Ski Patrol.
- Make arrangements with another instructor to take your class until you are available.
- Collect all names and phone numbers of potential witnesses
- Fill out an accident form and give it to your supervisor
- Follow up with your class to make sure they get a full lesson

Sick Person in Class

If the illness is severe, follow the same procedure as for an accident. If the student is still able to ride/ ski, escort him/her to the Ski Patrol room in the chalet so emergency person can be called.