

Heavenly Instructor Handbook

Season 2025/26



**Ski & Ride
School**

The following information is specific to Heavenly Ski and Ride School

Your Job

- Heavenly Ski and Ride School Philosophy
- Uniforms

Safety

- "Ask before you go" zones.
- Travel to other teaching locations
- "Ski/ride flow" zones

Procedures

- Class cards
- Priority
- Recording your work hours
- Meal periods and break times
- Pay
- On mountain facilities
- Mountain Dining
- Hot chocolate
- The web site

End of the season

- Appraisals



Ski & Ride School

Your Job

Heavenly Ski and Ride School Philosophy

We will teach the most engaging and fun lesson possible.

We will get to know our guests, help keep them safe and help them take advantage of all the opportunities Heavenly and Vail Resorts have to offer in a healthy outdoor environment.

We want our guests to learn as quickly, easily and effectively as possible.

We will focus on the movements that make a difference to what they are trying to do with their skis or snowboards on the snow.

We will spend our time skiing or riding as we believe the only way to get better at something is by doing it.

We want people to choose Heavenly as a resort because of the Ski and Ride School and the reputation it enjoys.

Uniforms

Free skiing/riding in Uniform Policy:

Uniform pieces should only be worn on scheduled work days.

Free skiing/riding in the uniform jacket is not permitted.

Instructors travelling to other meeting locations:

Instructors choosing to ski/ride to their assignment meeting location (California to Gondola etc.), when assigned in advance, should do so off the clock, and out of their uniform jacket.

Instructors skiing/riding to their assignment meeting location, when assigned day of, are permitted to do so whilst on the clock, in uniform, and on designated routes.

Warm Weather

Coaches may wear approved clothing on warm weather days. Management will decide on a day to day basis when it is appropriate to wear “warm weather” clothing.

Safety

“Ask Before You Go” Zones

- The Canyons
- The Pinnacles
- Maggie’s Canyon
- Western Perimeter
- Lower California

Some areas of Heavenly are not recommended for teaching or travel:

- Under normal circumstances Roundabout is not recommended to be used during a lesson.
- You should notify your supervisor before teaching on the Face, in Mott and Killebrew Canyons, the Pinnacles, Maggie’s Canyon and the Western Perimeter area.
- All terrain parks or terrain features are “off limits” without a park pass. Please see the training section of the web site for details on how to apply for a park pass.
- Under normal circumstances “Stein’s Way” (the run below Waterfall) is not recommended to teach on, it can be used as a “ski/ride through zone” to get to the bottom of Powderbowl but do not stop in the middle.

Travel to the top of the Gondola

In the past, instructors have been allowed to travel up/down the mountain by a variety of methods. Going forward, if instructors are assigned to meet guests at the top of the gondola, instructors should travel to and from that guest meeting point via the gondola. Instructors assigned to meet guests at the top of the gondola should not travel to/from lessons, guest meetings, or for other work purposes by other means. If traveling the mountain for purely personal reasons, such as free skiing or socializing, instructors remain free to do so by other available options besides the gondola.

All time spent waiting for and traveling up/down the mountain for work-related purposes on the gondola must be recorded as time worked in the pre- and post-lesson section of the e-timecard, including any additional travel time due to delays (wind holds, mechanical issues, etc.).

Nothing above alters our existing policy requiring instructors to record all time worked. This includes, for example, time spent putting on and taking off equipment (boots, helmet, skis/board), walking from morning meeting/locker room to the guest meeting point, traveling at the direction of your supervisor/manager from one location on the mountain to another (e.g., you are asked to meet guests at the top of the gondola and then upon arrival at the top of



Ski & Ride School

the gondola, you are instead sent to Cal Base), and completing e-timecards and other work-related paperwork. Time spent traveling the mountain for personal reasons is not time worked.

Travel to other teaching locations - designated routes

Instructors are required to record as time worked all time spent traveling from one in-resort location to another in-resort location when doing so at the direction of their supervisor (e.g., guest meeting location changed). When engaging in such travel, instructors should follow one of the below designated routes.

Travel from California to the Gondola

Load Gunbarrel -> go down Patsies -> load Powderbowl -> go down Sky chute -> load Sky -> go down Sky line to Big Dipper -> cross over to Orion's -> load Dipper -> if possible, go down Sam's Dream, if not Cal. trail to the Gondola.

Total travel time under normal circumstances should be no more than 45 minutes.

Travel from California to Boulder

Load Gunbarrel -> go down Patsies -> load Powderbowl -> go down Sky chute -> load Sky -> go down Sky line to Big Dipper -> follow Big Dipper to Nevada trail. Follow Nevada trail to Boulder Bowl and Boulder lodge.

Total travel time under normal circumstances should be no more than 45 minutes.

Travel from the Gondola to Boulder

Load Big Easy -> go down Silver Spur to Crossover -> stay right to the top of Upper North bowl and follow Olympic Downhill to Nevada trail -> follow Nevada trail to Boulder Bowl and Boulder Lodge.

Total travel time under normal circumstances should be no more than 20 minutes.

Travel from the Gondola to California

Skate across to Cal. trail -> go down Cal. trail to Sky meadows -> skate past the dam -> go down Maggie's -> load Patsy's -> and down load Gunbarrel.

Total travel time under normal circumstances should be no more than 30 minutes.



Ski & Ride School

Travel from Boulder to the Gondola and California

Load Boulder chair to North bowl -> load North bowl chair -> take Upper North Bowl to Olympic Express -> load Olympic Express -> take von Schmidt to the Gondola area and from there to California following the route outlined above.

“Ski/Ride Flow zones” - teaching is not recommended in these areas

There are certain areas of the mountain which often see high traffic densities. Under normal circumstances these areas should be skied/ridden through without stopping to minimize the chances of collisions and/or entanglements.

The following areas are considered “ski/ride flow zones” under normal circumstances:

- Sky Chute.
- Lower Maggie’s between the start and finish of Steins Way.
- Steins Way.
- Upper Mombo (the steep section under Powderbowl chair).
- The bottom of Ridge immediately above Upper Powderbowl.
- Tamarack Return.
- Dipper and Comet base areas.
- Upper Cal. trail road (above the upper scenic overlook on the left of Cal. trail).
- Olympic Downhill traverse.

Procedures

Class Cards

- Class Cards are required to be completed for every class taught in the Children’s Ski and Ride School and should include every child you have in your class. This includes updating every time you add or remove a child from your class.
- Those that teach children (*including minors in an adult group lesson*) will fill in the class card and hand them in at the appropriate time and place.
- Class Cards must be completed in full, in a clear and concise manner. These Cards are used for a number of functions, including: monitoring child location on the hill; assisting parents in finding children on the hill; accurate and safe transfer of custody; assistance in locating a separated/lost child; accurate record keeping of what took place in our program.

Priority List

- The “priority list” is a Heavenly Ski & Ride School management tool used to schedule instructors based on an instructor’s certification and work performance.
- The needs of the guest will be considered first and foremost when assigning lessons. Supervisors may need to deviate from the list from time to time to accommodate the special needs of our guests.
- The priority list is designed to provide work, when available, to the highest ranked instructors; it is not a system by which you can reject work.
- Generally speaking, full and part time instructors will have priority over holiday help instructors.
- The priority list does not determine the type of assignment an instructor receives - the instructor with the highest priority code may not necessarily be assigned to the highest-level lesson.
- The Priority list is recalculated every 2 weeks.

The following formula determines your priority code point value.

$$\text{(Primary cert X 6) + (Secondary cert X 3) + Request hours + Upgrade guests + (Trainer training hours / 2)}$$

- Primary certification (cert.) corresponds to your highest ski or snowboard certification (only), depending on which you were hired for. Secondary certification corresponds to your secondary certification (ski or snowboard only). The numeric values for ski and snowboard certifications are:
 - No Certification = 0
 - Level 1 = 1
 - Level 2 = 2
 - Level 3 = 3
 - Heavenly trainer = 4
 - PSIA/AASI Tech Team or equivalent = 5
- Request hours are the number of hours of request private taught.
- Upgrade guests are the number of “upgrade” group lesson guests taught (or brought back to the SRS as a result of your teaching).
- Your position in the priority list is relative to that of everyone else.



Ski & Ride School

- Under normal circumstances, any time that you are requested for a private lesson you will have the opportunity to work the next day regardless of your position on the priority list.
- The guest's desires may, under certain circumstances, supersede the priority list.
- Only request privates will earn priority points, continuous assignment, assigned language and adaptive privates will not.

Recording your work hours

Please read!

- If you have any questions around pay contact your supervisor first. These are the people who assigned you work on any given day.
- The duration of the lessons have been made clear to your guests. You may not “over teach” your guests in order to inflate your hours in the name of guest service. While you will be paid for any time you spend working, you should request permission from your supervisor whenever possible before exceeding normal lesson duration. Failure to abide by this policy may result in disciplinary action.
- You should accurately record the time you start performing any job duties and the time you complete job duties for the day. Obtain supervisor approval, whenever possible, if you will exceed the normal lesson duration. Regardless of approval, instructors will be paid for all time worked, but failure to obtain approval may result in disciplinary action.

MEAL PERIODS AND BREAK TIMES

Please refer to the [California Rest Break and Meal Period Policy](#) and the [California and Nevada Team Member Handbook Addendum](#) for information on meal periods and rest breaks. Below is information on meal period and rest breaks for each teaching product.

Meal Periods

Adult Group Lessons

Group lessons are scheduled for 2 hours 30 minutes. The first lessons start at 10.00am, the second lesson at 1.15pm. If instructors are teaching two group lessons in one day, they should take their unpaid meal period in the gap between the lessons. If instructors do not have the opportunity to take an uninterrupted, duty-free 30-minute meal period, they must note this on their e-timecard and will receive one hour of premium pay. Repeated failure to take a meal period despite the opportunity to do so may result in discipline.

Private Lessons

Private lessons will be defined in terms of their duration, normally 3 hour or 6 hours. 3 hour morning private lessons start at 9.30am and finish at 12.30pm. Afternoon privates start at 1pm and finish at 4pm. The instructor teaching consecutive 3 hour private lessons should take their unpaid meal period in the gap between morning and afternoon lessons.

6 hour private lessons are scheduled to start at 9.30am and finish at 4pm. The guest will be informed that their instructor is entitled to a 30 minute uninterrupted, duty-free meal period during which time they should leave their guest(s). The meal period should start no later than the end of the instructor's 5th hour of work. Parents of children will be informed that they need to organize the lunch break with their coach. Any deviations from the standard starting and finishing times should be clarified with a supervisor before the lesson starts.

If instructors do not have the opportunity to take an uninterrupted, duty-free 30-minute meal period during a private lesson, they must note this on their e-timecard and will receive one hour of premium pay. This includes if a guest interrupts them mid-way through their meal period or if they eat with their guest. Repeated failure to take a meal period despite the opportunity to do so may result in discipline.

10 Minute Rest Breaks

Instructors are authorized and permitted to take an uninterrupted, duty-free paid rest break of 10 minutes for every four hours worked or major fraction thereof. Any work period longer than two hours is considered a "major fraction" of four hours. Instructors teaching children's lessons can take their rest break by leaving their students at the Children's Center or designated locations on the mountain. Instructors should coordinate rest breaks with their supervisor, inside staff, or fellow instructors where possible. If an instructor does not have the opportunity to take a rest break, they must note this on their e-timecard and will receive one hour of premium pay. Repeated failure to take a rest break despite the opportunity to do so may result in discipline.

Pay

- The aim of the pay structure is to pay everybody fairly, encourage people to work their way up the PSIA/AASI system and reward you for bringing guests back to your lessons.
- All instructors are paid on an hourly basis.

Entry Level Teaching Rates

<u>Certification Level</u>	<u>Starting Base Rate</u>
Non-Certified	\$20.00
Level One or equivalent	\$21.00

Level Two or equivalent	\$23.00
Level Three or equivalent	\$27.00
PSIA/AASI educators	\$29.00
PSIA/AASI examiners	\$31.00

Dual Certification:

Instructors with dual certifications in skiing and snowboarding (only) will receive a \$1.00 increase in their base rate.

All Certifications must be current and in good standing with the division at the time of hire, including updated and current fulfillment of educational requirements. You will be asked to provide your current PSIA/AASI certification card upon hiring. Instructors with invalid cards or without certification may be paid at a discretionary rate commensurate with experience and education until proper certification documentation has been supplied to the Ski & Ride School administrative offices. The management will make the final wage determination for each instructor.

Additional Pay

Per Guest Pay

You will be paid “per guest pay” for each guest in your group lessons. You will receive \$4.00 per guest, per whole day or \$2.00 per guest, per half day (2 hour 30 minute lesson) in group lessons. This applies to both adult and kids group lessons.

Group Lesson Return Guest Pay

Group Guest return pay is paid to an instructor for each guest that returns for an additional lesson with that instructor the following day (“next day”). You will be paid \$2.00 per return guest. This is paid when guests book a multiday package at the start of their stay and want to return to your lesson the following day.

Returners v. Non-Returners

Return Guests

- A Guest who comes back for an additional lesson the following day and the instructor teaches that guest.



Ski & Ride School

- A Guest who returns to the instructor the following day but, in the best interest of the guest the instructor or supervisor moves the guest to a more appropriate level.
- The instructor is scheduled, meets and greets their guest, and is willing to work but their guest is combined into another group by the supervisor.
- A Guest who returns to the instructor the following day but, the instructor cannot teach the guest because the instructor is scheduled on a season-long program (i.e. D-team, Comets, etc.).

Non-Return Guests

- The instructor is scheduled off or requests not to work before the class organization process has taken place.
- The guest is in a lesson where the guests pay for a reoccurring specialty lesson (e.g. D-team, Comets etc.)
- The instructor moved to another product at the instructor's request (e.g., converting a guest to a private lesson, instructor elects to teach a different level or discipline.)
- The guest returns to another location.
- The guest specifically asks to go with a different instructor.

Firecracker/Blaster Lesson Pay

Firecracker and Blaster Kids Lessons pay an additional \$10 for each full day lesson taught or \$5 for each half day lesson taught.

Language and Adaptive Pay

You will be paid an additional \$8 per hour for teaching either an adaptive private lesson or a private lesson for which you use your foreign language skills (most commonly Spanish).

Continuous Assignment privates

A “continuous assignment” private is a multiday assigned private lesson. The first day of the private will be recorded as an assignment, all subsequent days will be recorded as “continuous assignment”. The pay for a “continuous assignment” private is the same as for a request private however “continuous assignment” privates do not contribute to priority points.

Incentive Pay

Incentive pay is paid any time you bring a guest back to your lesson who has not otherwise committed to a lesson. They are coming back because you taught a great lesson!

Private Lesson Request Incentive Pay

Any time you are requested by name or a physical description you will receive an \$8 per hour bonus. The request incentive will increase \$1.00 for every 25 hours of request private you teach.

Upgrade Pay

You will receive \$8 per guest per day when you teach your upgraded guest. Upgrade pay is paid after a guest pays for an “upgrade” lesson.

Upgrade Guest

An upgrade guest is a guest who took a group lesson and as result of your teaching booked an additional lesson at some point during the season.

Check your pay

- It is your responsibility to check that your pay has been entered correctly.
- If your pay is entered into the computer incorrectly you will need to fill out a payroll adjustment form immediately (the following day) and submit it to your supervisor.
- Any issues should be brought up with your direct supervisor.

Mountain Dining

- You may use your employee discount to buy your own food only.
- The use of employee discounts is audited on a regular basis. You may be subject to disciplinary action up to and including separation if found to be abusing this privilege.

On Mountain Hot Chocolate

Our guests are able to enjoy a free cup of hot chocolate on the mountain if they need to warm up due to poor weather conditions or simply need a “pick me up” to stay motivated.



This applies to kids, adults and private lessons.

Kids should use the hot chocolate available in Ski and Ride School locations when possible.

Only hot chocolate is available, no coffee, tea or sodas.

Coaches should count how many hot chocolates they need and tell the cashier how many drinks have been taken. The cashier will record the count which will be billed back to the Ski and Ride School.

Guests do not need to go with the coach to communicate with the cashier, this will only clog up lines.

Under no circumstances should guests be asked to get their own hot chocolate.

You may only request free hot chocolate for yourself if you are with a guest.

Under normal circumstances hot chocolate is not available at Stein's. This area is extremely busy. If the weather is bad Lakeview Lodge provides somewhere to go inside.

Hot chocolate is there, if necessary, do not rely on it to substitute for teaching a great lesson.

The Web Site – www.heavenlyrs.com

- Heavenly Ski and Ride School has its own web site.
- On the web site you will find information regarding training, pay, priority, copies of manuals etc. You will also be able to access your schedule through the website.
- Please use this resource to answer any questions you may have about the Ski and Ride School.

Observations

During the season your lessons may be observed by supervisors, managers and/or training staff. The idea of the observation is to give you ideas on how to improve your lessons in order that you may teach a safer, more engaging lesson and hence improve your ability to generate request private lessons and upgrade guests. Please view this as a constructive process.

Appraisals

Performance Goals 2025/26

Full time and regular part time instructors

Performance Goals are worth 50% of the overall Performance Review.

Performance goals are comprised of:

- “Professionalism” (25%)
- “Team Player” (25%)
- “Guest Experience” (25%)
- “Business Development” (25%)

Performance Goals & Competencies Ratings may be adjusted as a result of any disciplinary action.

	<i>Meets Some</i>	<i>Meets Most</i>	<i>Achieves</i>	<i>Exceeds</i>	<i>Greatly Exceeds</i>
<u>Professionalism:</u> <i>Uniform/ Appearance and Punctuality</i>	<i>Frequently wears uniform/appearance not in accordance with policy, frequently unpunctual.</i>	<i>Inconsistently wears uniform/appearance per policy, inconsistently punctual.</i>	<i>Consistently wears uniform/appearance per policy, consistently punctual.</i>	<i>Consistently wears uniform/appearance per policy, consistently punctual, and coaches/influences team-members.</i>	<i>Consistently wears uniform/appearance per policy, consistently punctual and drives cultural change.</i>
<u>Team Player:</u> <i>(Willingly accepts work assignments, supportive of VR/HV/SRS (policies and vision) and behaves in a considerate manner to all)</i>	<i>Resistant to work assignments, openly questions VR/HV/SRS decisions in unconstructive ways, is often dismissive, argumentative, & disengaged with other employees.</i>	<i>Occasionally resistant to work assignments, occasionally expresses support of VR/HV/SRS but may display passive resistance. Occasionally, is not considerate of other employees.</i>	<i>Consistently accepts all work assignments with a positive attitude, exhibits respect for VR/HV/SRS and supports team’s direction. Is considerate of other employees.</i>	<i>A role model who willingly accepts all work assignments, and coaches/influences team-members regarding VR/HV/SRS and team’s direction.</i>	<i>Willingly accepts all work assignments, and assists in creation of a supportive, inclusive and caring culture.</i>
<u>Guest Experience:</u> <i>Engagement and Learning</i>	<i>Frequently delivers a guest experience that does not</i>	<i>Inconsistently delivers a guest experience that promotes</i>	<i>Consistently delivers a guest experience that promotes</i>	<i>Consistently delivers a guest experience that promotes</i>	<i>Consistently delivers a guest experience that promotes</i>



Ski & Ride School

<i>(includes guest comments)</i>	<i>promote engagement and learning.</i>	<i>engagement and learning.</i>	<i>engagement and learning.</i>	<i>engagement and learning and coaches/ influences other team members.</i>	<i>engagement and learning and drives cultural change.</i>
<u>Business Development:</u> <i>Request Hours/Upgrades (per season)</i>	<i><18 request hours, or <10 upgrades</i>	<i>18-41 request hours, or 10-19 upgrades</i>	<i>42-101 request hours, or 20-29 upgrades</i>	<i>102-203 request hours, or 30-49 upgrades</i>	<i>>204 request hours, or >50 upgrades</i>

Part time “holiday help” instructors

Performance Goals are worth 50% of the overall Performance Review.

Performance goals are comprised of:

- *“Professionalism” (33.33%)*
- *“Team Player” (33.33%)*
- *“Guest Experience” (33.33%)*

Ratings may be adjusted as a result of any disciplinary action.

	<i>Meets Some</i>	<i>Meets Most</i>	<i>Achieves</i>	<i>Exceeds</i>	<i>Greatly Exceeds</i>
<u>Professionalism:</u> <i>Uniform/ Appearance and Punctuality</i>	<i>Frequently wears uniform/appearance not in accordance with policy, frequently unpunctual.</i>	<i>Inconsistently wears uniform/appearance per policy, inconsistently punctual.</i>	<i>Consistently wears uniform/appearance per policy, consistently punctual.</i>	<i>Consistently wears uniform/appearance per policy, consistently punctual, and coaches/ influences team-members.</i>	<i>Consistently wears uniform/appearance per policy, consistently punctual, and drives cultural change.</i>
<u>Team Player:</u> <i>(Willingly accepts work assignments, supportive of VR/HV/SRS (policies and vision) and behaves in a considerate</i>	<i>Resistant to work assignments, openly questions VR/HV/SRS decisions in unconstructive ways, is often dismissive, argumentative and disengaged</i>	<i>Occasionally resistant to work assignments, occasionally expresses support of VR/HV/SRS but may display passive resistance. Occasionally, is</i>	<i>Consistently accepts all work assignments with a positive attitude, exhibits respect for VR/HV/SRS and supports team’s direction. Is considerate of</i>	<i>A role model who willingly accepts all work assignments, and coaches/influences team-members regarding VR/HV/SRS and team’s direction.</i>	<i>Willingly accepts all work assignments, and assists in creation of a supportive, inclusive and caring culture.</i>

<i>manner to all)</i>	<i>with other employees.</i>	<i>not considerate of other employees.</i>	<i>other employees.</i>		
<u>Guest Experience:</u> <i>Engagement and Learning (Includes guest comments)</i>	<i>Frequently delivers a guest experience that does not promote engagement & learning.</i>	<i>Inconsistently delivers a guest experience that promotes engagement & learning.</i>	<i>Consistently delivers a guest experience that promotes engagement & learning.</i>	<i>Consistently delivers a guest experience that promotes engagement & learning, and acts as a role model, who coaches/influences other team members.</i>	<i>Consistently delivers a guest experience that promotes engagement & learning, and drives cultural change.</i>

Everybody will receive an appraisal, prior to leaving, at the end of the season.

- The appraisal process is designed to measure performance over the course of the season. The criteria used to appraise you are linked to the expectations found at the start of this manual. It is based upon feedback from guests as well as on the observations of supervisors and trainers. Appraisals have value not only as instruments for merit increases, if any, but also as an opportunity to discuss and set goals and to understand and create avenues to improve areas of strength and weakness. The appraisal may also be used to review whether full-time and part-time instructors have met their seasonal commitment.
- If you “achieve expectations” or higher you will be eligible for “seasonal inactive status” or SIS at the end of the season.
- If you “meet most expectations” or less you will not be eligible for SIS.

All seasonal merit increases are subject to corporate approval and there is no guarantee that there will be any raises for anyone from one season to the next.

End of the Season

The last day of the season is April 19th, 2026 (snow permitting).

