



The Vail & Beaver Creek Instructor Field Guide

Welcome to the Vail & Beaver Creek Ski & Ride School! As part of our exceptional team, you're joining a group of professionals dedicated to creating the experience of a lifetime for our guests and coworkers alike. We are united by a commitment to safety and the highest standards of service, known as Epic Service.

This Instructor Field Guide formally known as the local R&G provides essential information for your role at Vail and Beaver Creek Resorts. Please review it carefully, and reach out to your supervisor or manager with any questions.

This document is a secondary companion to the [Ski & Ride School Instructor Handbook](#), which outlines the basic expectations for all Vail Resorts Ski and Snowboard School Team Members.



Contents

SECTION ONE: YOUR JOB AT VAIL AND BEAVER CREEK..... 4

 Priorities, Status Explanations & Requirements4

 What are "Priorities"?4

 Vail/Beaver Creek Ski & Snowboard School Credit Requirements for the 2024/2025 Season8

 Crossover & Adaptive Crossover Policies9

SECTION TWO: RESORT FACILITIES USED DAILY 10

 Ticket Scanning/Access Control.....10

 Morning Runs.....11

 Private Clubs.....11

 Mountain Dining at Vail & Beaver Creek11

 Lost & Found.....12

 Missing Equipment/Theft.....13

SECTION THREE: SKI & SNOWBOARD SCHOOL AMENITIES 14

 Ski & Snowboard School Products & Services.....14

 School On-Mountain Facilities.....15

 Private Lesson Guest Appreciation Program17

 Private Lesson Perk Card18

 Rentals.....18

SECTION FOUR: RESORT-SPECIFIC SAFETY..... 19

 Approved Routes – Travel to and from assignments.....19

 Vail & Beaver Creek Park Policies19

 Colorado Skier Safety Act20

 Terrain Management Plan.....21

SECTION FIVE: PAY AND BENEFITS..... 21

 Clocking In as an Instructor at Vail/BC:22

 How Do I Get Paid? – Non-Teach Pay.....23

Pay System Overview	23
Additional Pay	25
Return and Request Pay	26
Other Pay/Non-Teach Pay	26
Base Wage Policies	26
Base Incentive Systems & Policies	30
How Do I Get Paid? - Group Lessons	33
How Do I Get Paid? - Private Lessons	36
How Do I Get Paid? – Non-Teach Pay.....	44
Personal Development Reimbursement.....	44
Pay Formulas	47

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

Priorities, Status Explanations & Requirements

What are "Priorities"?

Priorities provide a framework for management to make decisions about how lessons are assigned to our staff. The overarching premise is that we prioritize the individuals who commit to working the greatest number of days per season.

What Is "Status"?

We have nine statuses, or groups, that indicate your assignment priority within the V/BC SSS. Status is used as a part of determining private lesson booking priority and class assignments, and determines base incentive tiers.

Ski School deeply values the role that certification plays in fostering professional growth and enhancing the guest experience. To align with these priorities, S1 Status will now require holding a current PSIA/AASI Level 2 certification or ISIA equivalent for all programs, excluding 3 - 6. While this is now the new standard, the change will not take effect until the **2026/27 season**, providing instructors a full year to obtain or renew their certification. Our goal is to ensure everyone has the time and support needed to meet this requirement while continuing to uphold the high level of excellence our team is known for.

Full-time earned statuses are:

Status 1 (S1), Status 2 (S2), Emeritus (S3), Status 4 (S4), Status 5 (S5) and Status 6 (S6)

Part-time statuses are:

Part-Time Priority (PTP), Part-Time (PT) and Part Time Holiday (PTH)

If you are a full-time new-hire instructor, you will automatically be placed in S6.

Full-time instructors who fail to complete the assigned, required training by the specified deadline may also be placed into S6 for the following season. These assigned, required training and deadlines will be published in the *Prima Post* and the *And Snow it Goes* publications.

It's important to note that meeting the requirements for an earned status (S 1-5) does not guarantee that status – it is up to the discretion of management to assign you to a new earned status based on overall performance (not just credits/points) and business need. In order to maintain an earned status, you must meet these same criteria.

Instructors in earned statuses are expected to role model appropriate professional behavior in all aspects of Guest Focus and Professional Performance Expectations, as well as Vail Resorts values, and act in alignment with our policies.

Employee Discipline: Instructors subject to formal disciplinary action (Employee Discipline Form) may also be subject to an immediate, temporary reduction or loss in an earned status for the following season, depending on the intent and impact of the infraction.

If you have any questions about this information, please do not hesitate to ask your family leader or another supervisor.

Earned Status Requirements

To be eligible for S1 in the 26/27 winter season.

- For the **7-12 and Adult Programs**: hold a current Level 2 PSIA/AASI certification or ISIA equivalent
- For the **3-6 program**: Hold a current Level 1 PSIA/AASI certification or ISIA equivalent
- Complete assigned, required training by the specified deadline
- Must be willing to work in other programs (adults or children's), other locations, and other products (groups or private lessons) with a variety of age groups and ability levels
- Must meet the credits requirement for the appropriate status
- *Scheduled availability to include peak season.*
- *Must maintain an average of 30 hours per week to be considered full-time.*

**Current is defined as having attained Level 2 or higher and is up to date with PSIA/AASI or international equivalent membership dues and continuing education credits.*

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

- Current Level 1 PSIA/AASI certification or ISIA equivalent
- Complete assigned, required training by the specified deadline
- Must be willing to work in other programs (adults or children's), other locations, and other products (groups or private lessons) with a variety of age groups and ability levels
- Must meet the credits requirement for the appropriate status
- *Scheduled availability to include peak season.*
- *Must maintain an average of 30 hours per week to be considered full-time.*

**Current is defined as having attained Level 2 or higher and is up to date with PSIA/AASI or international equivalent membership dues and continuing education credits.*

To be eligible for S3

- Maintain current PSIA/AASI (or ISIA equivalent) certification.
- Complete assigned, required training by the specified deadline
- Must be willing to work in other programs (adults or children's), other locations, and other products (groups or private lessons) with a variety of age groups and ability levels
- Must meet the credits requirement for the appropriate status
- *Scheduled availability to include peak season.*
- *Must maintain an average of 30 hours per week to be considered full-time.*

Earned Status 1 (S1)

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

Benefits:

- May choose not to be given private lesson assignments up to 72 hours before the lesson
- Will be eligible for a higher base wage incentives than any other status
- May have eligibility to work early season and late season ahead of all other statuses as determined by management
- Will have the top booking priority for lessons that match the skills and credentials of the individual

Earned Status 2 (S2)

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

Benefits:

- May choose not to be given private lesson assignments up to 72 hours before the lesson
- May have eligibility to work early season and late season ahead of all other statuses except S1, as determined by management
- Will have the second-highest booking priority for lessons that match the skills and credentials of the individual

Earned Status 3, Emeritus (S3)

Instructors who have been S1/S2 instructors for a minimum of 10 continuous seasons are eligible to move to this status when they have decided to stop working toward acquiring the points required to attain those statuses. Active Examiners on PSIA/AASI-RM's education staff who meet their work commitment with the division and all applicable criteria in this manual are also eligible for this status. This status must be earned per the requirements above and maintains the third-highest booking priority throughout the season.

Benefits:

- May choose not to be given private lesson assignments up to 72 hours before the lesson
- Will have the third-highest booking priority for lessons that match the skills and credentials of the individual
- Required to meet a Lower points threshold for status retention.

Earned Status 4 (S4)

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

Benefits:

- Will have the fourth highest booking priority for lessons that match the skills and credentials of the individual

Earned Status 5 (S5)

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

Benefits:

- Will have the fifth highest booking priority for lessons that match the skills and credentials of the individual

Status 6 (S6)

Instructors are hired into this status based on available openings. There are no credit requirements or minimal certifications. Currency in membership dues is also not a requirement for this status.

Requirements:

- Must be willing to work in other programs (adults or children's), other locations and other products (groups or private lessons) with a variety of age groups and ability levels
- *Must maintain an average of 30 hours per week*

Vail/Beaver Creek Ski & Snowboard School Credit Requirements for the 2024/2025 Season

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

Child Alpine Hybrid	700	640	270	610	550	n/a
Child Snowboard Hybrid	555	475	220	455	420	n/a
Child 3-6	750	710	285	675	550	n/a
Child 3-6 Hybrid	630	590	285	565	480	n/a
NORDIC/BC	450	320	200	300	250	n/a

Crossover & Adaptive Crossover Policies

Crossover

If you are new to the crossover system, be aware that you have to be a PSIA/AASI Level 6 at your secondary discipline prior to attending any crossover clinic, in addition to fulfilling these requirements:

- Obtain approval from a training supervisor, program supervisor or program coordinator.
- Complete an elective full-day (6 hours) V/BC SSS Crossover Verification clinic.
- Fulfill auditing/clinic requirements per crossover trainer's assessment (e.g., audit a class). If the trainer's assessment includes additional auditing or clinics this will be a paid activity.

If you are currently Level 1 PSIA/AASI certified, Level 1 PSIA Adaptive certified or the international equivalent in your secondary discipline, you are exempt from V/BC SSS crossover training

Adaptive Crossover

Anyone asking to teach an adaptive lesson must be current in their chosen adaptive certification or have approval from the Adaptive manager and/or the training department.

SECTION TWO: *Resort Facilities Used on a Daily Basis*

As a uniformed, working employee of V/BC SSS, you are the personification of the resort. Guest services are part of your job, and you'll find that people in and out of your lesson will ask you questions. While most of your communication will be related to the lesson you're giving, you also need to know answers to questions like, "Where's the closest restroom?", "How do I get to this trail?" "What time does this lift close?" and many more. All time spent responding to guest questions, regardless of whether the guest is a student, must be accurately recorded as pre- or post-lesson time on your e-timecard for that day (unless the question occurs when you are otherwise already being paid, e.g., during a lesson).

Ticket Scanning/Access Control

The ticket scanners are the gatekeepers of the mountain. It is their responsibility to scan every pass, digital pass, or ticket of every guest, every time. Vail and Beaver Creek use Radio Frequency Identification (RFID) technology with all passes. RFID allows passes to be scanned from inside the individuals' clothing without having to physically show them. Guests can also have a digital pass connected to their mobile device. This pass will work the same as our RFID pass.

Please assist your guests with pass placement as this is key to success with RFID is keeping the pass or phone from anything that may block the signal. Begin by making sure that each of your students has the appropriate pass or ticket. Please resolve any pass/ticket issues before getting in the lift line. Should your guest's pass/ticket not scan properly, follow the instructions of the scanner. Remember to use courtesy and discretion in resolving ticket matters – positive interaction is expected.

Other ticket guidelines are as follows:

All beginner students must have a Beginner Lift ticket.

At Lionshead, this allows a guest to ride up and down the Gondola and the use of Chair 15 and the Magic Carpets. (This is available to private lesson guests ONLY as the instructor can monitor where the guest(s) is skiing/riding.)

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

At Beaver Creek, this allows the use of Buckaroo Express, Chair 2, the Magic Carpets. At lift 6, guests must be accompanied by an instructor, and have a "valid with instructor only" ticket.

NOTE: If a student has an ALL LIFTS ticket of any kind, and only uses lifts designated for beginners, he or she is entitled to a same-day refund. To obtain a refund for your guest, accompany him or her to the Ski & Snowboard School Sales Office. A supervisor will refund the difference in price between an ALL LIFTS and a BEGINNER LIFT ticket.

****Please remember that every time you load a base area lift, all lift tickets, including your pass, must be scanned.**

Morning Runs

Early Morning Warm-Up Runs – Pre-Work Elective Training Runs

This program remains an essential part of the school's operations, and all details and expectations are available in the [Vail and Beaver Creek Instructor Handbook](#).

Private Clubs

Beaver Creek and Vail Resorts are both very fortunate to be home to many private membership clubs. There may be times when you are booked on a lesson that meets in or near the club or invited into one of the clubs for lunch or refreshments. All time spent eating with a guest at a private membership club does not qualify as a duty-free meal period and must be recorded as time worked. All time spent traveling to or waiting at a private membership club must be recorded as time worked if it falls outside the pre-paid lesson timeframe. Contact your direct supervisor team with any questions you may have regarding these clubs.

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

Mountain Dining at Vail & Beaver Creek

Mountain Dining offers all employees a 50% discount on the retail value of food. You may purchase up to \$25 retail food value for personal use each day. Please help us maintain this privilege by not using your discount on family, friends, or guests. To make employee purchases:

- You must present your employee ski pass.
- On your days off during peak times, you may have to purchase food either before noon or after 2 p.m. (if you want a discount) so Mountain Dining can better accommodate guests

during the busiest hours during designated peak times.

- When working and in uniform, you can get your discount anytime.

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

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

The 10th (Lunch Only)

The 10th is Vail's newest sit-down dining restaurant, located at the base of Look Ma, Challenge, and Mid Vail Express. The 10th will be open to the public, featuring modern alpine cuisine, and advance reservations are recommended. Enjoy a casual meal with exceptional tableside service. Menu items range from small plates, soups, and salads, sandwiches, and entrees. A creative children's menu is also offered. Reservations can be made by calling The 10th (754-1010) or online at www.vail.com. Walk-in seating will also be available daily in the bar area on a first-come, first-serve basis.

(Note: Employees do not receive a discount on food at The 10th. Perk Cards cannot be used at table service restaurants such as The 10th and Bistro 14.)

Lost & Found

Lost & Found is a valuable guest and employee service. If you find or receive misplaced valuable items, please turn them into the nearest Lost & Found or ticket office.

Vail's Lost and Found is located in Lionshead Ticket Office and is open daily during the winter season, 8 a.m. – 4 p.m. The Lost and Found office can be reached at 970-754-3059. (After hours, guests should contact Vail Security directly at 754-3049.) Please remember the following when dealing with lost and found items:

- Do NOT attempt to contact the guest.
- If it is an item of value (wallet, cell phone, keys, camera, etc.) please contact Security

immediately (970-754-3049) so they can pick it up. Give item to closest area management (restaurant, on-hill supervisor, lift supervisor).

- Please make sure other Lost and Found items are available for Security to pick up at the end of the day when they do their sweep. If you do not have a pickup location in your area, please drop lost items at the nearest ticket office.

In Beaver Creek, found items should be turned into the lost & found window next to the BC main ticket office across from the snow globe. Items may also be turned in at the Arrowhead ticket window or Bachelor Gulch ticket office. Security will collect all items and delivers them to the central Lost & Found location, in BC village, ext. 5248.

Missing Equipment/Theft

Lost equipment may involve thefts, swaps, or lost skis/snowboards. Report all missing ski/board thefts to Vail Security/BC Ambassadors immediately. Vail Security/BC Ambassadors will take the information for our own resort reports and try to resolve the issue. Reassure guests that most equipment problems are honest mistakes and resolve themselves within short periods. If you suspect another owner has your or your guest's equipment and you can simply swap it, **DO NOT!** Remember that it is never appropriate to take equipment that does not belong to you, regardless of the situation. Vail Security/BC Ambassadors will keep the swapped equipment until the owner calls for them.

If the swap is not resolved in a few days, the Vail Security/BC Public Safety department will then turn the information over to the Vail Police Department ("VPD") or the Eagle County Sheriff, and they will treat it as a theft. If the "victim" wishes to claim it as a theft right away, Vail Security/BC Public Safety would be happy to provide the contact information so they may file a report with the VPD/Sheriff on their own.

Lost equipment sometimes includes equipment lost in powder. These often show up at a later date, especially in the spring. People who lose equipment may file a report with Security, Lost & Found, or Ski Patrol. We will record all reports, match them with found equipment, and notify the appropriate owners.

If a guest will miss part or the rest of their lesson, help them contact a supervisor to make a possible adjustment on the lesson ticket. Also, the Vail Security department/BC Ambassadors are able to obtain rental gear if a guest's gear is taken on the mountain. This can take some time, but the entire day will not be lost.

Please see below for numbers:

Vail Security: 3049

Beaver Creek Security: 5840

Vail Lost & Found: 3059

Beaver Creek Lost & Found: 5874

SECTION THREE: *Ski & Snowboard School Amenities*

Every year, the schools of Vail and Beaver Creek put time, effort, and resources into providing amenities that you, the instructor, can use to give your students some extra value in their lesson experience. Please familiarize yourself with and take advantage of the many perks and facilities that are available, and be sure to let your guests know that these are provided as extra value when they participate in the school. In our present economic climate, this is very important; the lesson price does not just relate to your services.

Ski & Snowboard School Products & Services

We offer more products and services to our guests than you could ever hope to memorize. You probably already know that we offer lessons in alpine, snowboarding, Nordic (BC), children's, and adaptive. But you may not know about our Signature Programs or the details of our First-Time Skier/Rider Series. We have a huge and diverse product line, which is described on our Ski & Snowboard School website.

The Vail Adaptive Program

Essential Eligibility Criteria

The Essential Eligibility Criteria (EEC) outlines the standards that are required for guests to safely participate in a specific product within the Vail Adaptive Ski and Snowboard School. The purpose of the EEC policy is to give our employees, instructors, and guests accurate information to make an objective assessment to ensure that there is no discrimination against any single person. These policies allow our staff to understand and be comfortable explaining the requirements for participation in a positive, inclusive manner.

General Essential Eligibility Criteria

- Be able and willing to follow “Your Responsibility Code” and “SMART Style” protocol, either independently or with the assistance of a companion.
- Be able to follow verbal or visual instructions and effectively communicate independently or with assistance of a companion*.
- Be able to manage personal care independently or with assistance of a companion.
- Contribute to a safe environment that refrains from behaviors that pose a risk to self and others independently or with the assistance of a companion.
 - such as aggression, harassment, abusive behavior, inability to set boundaries, lack of safety awareness, ignoring safety precautions identified by instructors, drug/alcohol use, or influence.
- Ability to wear protective and safety equipment for Vail Ski and Snowboard School and Vail Adaptive Ski and Snowboard program, independently or with the assistance of a companion.
 - For example, helmets and retention belts.

Adaptive Skiing and Snowboarding Essential Eligibility Criteria

- **Must meet all EEC criteria.**
- Must have the ability to (once taught) load/unload and ride the chairlift independently or with the assistance of a companion.
- Must have the ability to (once taught) get up after a fall and continue to ski/ride, either independently or with the assistance of a companion.
- Ability to utilize equipment appropriate for size and weight as per manufactures and programs recommendations and procedures.

**Assistance of a companion may include but is not limited to, family member, certified personal care attendant (CPA), school teacher or assistant, ski or ride instructor, or an adaptive assistant.*

School On-Mountain Facilities

Learning Zones

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

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

Vail Mtn. Avanti Performance Zone/Avanti Performance Center

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

APZ/APC Employee Behaviors

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

APZ/APC Guest Behaviors

- Guests must have skiing or riding skills equivalent to levels 5-9 to utilize the APZ.
- Guests must maintain a safe stopping area within the APZ to decrease the impact on other guests utilizing the space.
- We strongly recommend that all guests wear helmets to use any race training aids such as brushes or gates.
- Confirm arena is clear before starting any maneuvers that could impact other lessons.

Camp Hale at Vail

All instructors may bring their children clients through the Camp Hale at Vail building. Camp Hale at Vail is an extension of the Avanti Performance Zone and is designed to teach our children's ski school guests about the mountain environment. It is highly recommended that you attend our educational clinics before using or reviewing our published training materials.

CH@V Employee Behaviors:

- Instructors should explain all teaching aids before allowing children to engage in CH@V
- Instructors should set safe guidelines for play within CH@V
- Instructors should limit time in the facility to 10-15 minutes
- Instructors should facilitate the learning experience by asking open-ended questions which support the learning outcomes
- Instructors should ensure that the zone is left tidy after their group's visit

CH@V Guest Behaviors:

- Guests must be ages 3-18 to access Camp Hale at Vail
- Guests must have skiing or riding skills of levels 3+ - 9 to utilize CH@V
- Guests must treat the features and teaching aids within CH@V with respect

Private Lesson Guest Appreciation Program

The Private Lesson Appreciation Program (PLA for short) is a tiered loyalty program designed to reward guests who surpass a certain spending threshold with the Ski and Ride School in a season. All PLA participants are given the opportunity to book private lessons early on any day of the season for our lowest rate (Nonpeak/Advanced). At the conclusion of each season, we determine the guests who reach each of the tier thresholds and send communications to guests who qualify for their respective tier. Additionally, we notify the lead instructors of those guests who qualify.

PLA guests are also awarded a certain number of gifts and perks (lessons, passes, dining certificates, etc.) based on which tier of the program they fall within. PLA Guests have a direct line of contact with the PLA product manager lead, which allows their needs to be more easily met. Please look out for these communications and coordinate with the PLA product manager or a supervisor in your location prior to the arrival of PLA guests so that we can provide a seamless experience for these valued guests. If you have questions about the program or would like to know if your guests are participants, please contact the PLA PM.

Private Lesson Perk Card

These cards can be used by all instructors who are on request or assigned private lessons to elevate your guests' experience. Please make sure the cards you have are for the current season. The color of these cards changes annually and cannot be redeemed if they are from a previous season.

Vail

Snack / Refreshment Break

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

Ski Storage

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

Beaver Creek

Snack / Refreshment Break

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

Ski Storage

Guest service valet tent base of Centennial.

Rentals

We highly encourage our guests to be fitted the afternoon before their lessons, as opposed to the day of their lessons. This one step can positively impact the experience by having one less logistical detail of the skiing and snowboarding experience. This frees up the guest to focus on learning and having fun on the day of the lesson.

Guest recovery with Vail Resorts Retail Rentals

As part of our resort's guest service initiative, SSS guests may access Vail Resorts Retail Rentals and BC Sports Rentals for complimentary use of rental equipment on the day of their lesson, if they've been fit poorly at another shop or have had their equipment lost or stolen.

The guest must be escorted to Vail Sports Rentals or BC Sports Rentals by an instructor and supervisor and check in with the manager on duty. They must provide a credit card for deposit and fill out a rental agreement form.

SECTION FOUR: *Resort-Specific Safety*

The safety of yourself and our guests is the single biggest consideration as instructors. Injuries can adversely impact lives in many ways. We believe that awareness of risks combined with solid decision-making leads to safe experiences. In addition to teaching techniques for skiing and riding, we are obligated to teach and demonstrate mountain safety to our guests and our peers. Simply put, being safe is professionalism.

Information about on-the-job injuries, reporting procedures, and workers' Compensation inquiries can be found in the [Colorado Addendum of your Team Member Handbook](#).

Approved Routes – Travel to and from assignments

For ALL instructors, the approved routes for work-related travel—such as from Eagle's Nest to Lionshead, Mid Vail to Vail Village, or Spruce Saddle to BC Base—are prioritized to ensure employee safety. Please review the [Vail and Beaver Creek Instructor Handbook](#) to familiarize yourself with each route.

Vail & Beaver Creek Park Policies

Vail Park Policies

The following chart outlines our parks, features, and required student level. For more detailed information regarding freestyle terrain please refer to the [Ski & Snowboard School Instructor Handbook](#).

TERRAIN PARK	PARK PASS	STUDENT THRESHOLD
AVANTI EXTRA SMALL PARK	EXTRA SMALL (ORANGE) SMALL (GREEN) MEDIUM (BLUE)	LEVEL 5

GOLDEN PEAK (DESIGNATED SMALL FEATURES, INCLUDING SMALL PIPE)	EXTRA SMALL (ORANGE) SMALL (GREEN) MEDIUM (BLUE)	LEVEL 5
GOLDEN PEAK (DESIGNATED MEDIUM FEATURES)	MEDIUM (BLUE)	LEVEL 7
GOLDEN PEAK (DESIGNATED LARGE FEATURES)	MEDIUM (BLUE) WITH SUPERVISOR APPROVAL	LEVEL 8 AND 9

Beaver Creek Park Policies

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

TERRAIN PARK	PARK PASS	STUDENT THRESHOLD
PARK 101	EXTRA SMALL (ORANGE) SMALL (GREEN) MEDIUM (BLUE)	LEVEL 6
ZOOM ROOM	SMALL (GREEN) WITH TRAINING MANAGER APPROVAL MEDIUM (BLUE)	LEVEL 7

Colorado Skier Safety Act

All ski and snowboard instructors should read and understand the Ski Safety Act, as amended. A portion of the amendment requires that the following warning be posted on signs and printed on all lift tickets:

WARNING:

Under Colorado law, a skier/snowboarder assumes the risk of any injury to person or property

resulting from any of the inherent dangers and risks of skiing and may not recover from any ski area operator for any injury resulting from any of the inherent dangers and risks of skiing/riding, including: changing weather conditions; existing and changing snow conditions; bare spots; rocks; stumps; trees; collisions with natural objects, man-made objects, or other skiers/snowboarders; variations in terrain; and the failure of skiers/snowboarders to ski/ride within their own abilities.

The Ski Safety Act was amended in 2004 to include CLIFFS, EXTREME TERRAIN, JUMPS AND FREESTYLE TERRAIN as inherent dangers and risks of the sport.

Copies of the Ski Safety Act, as amended, are available at ticket offices or online on the Legal Department Intranet site. It is also required for ski and snowboard instructors to understand Vail's terrain management plan available in each locker room.

Terrain Management Plan

Understanding the Terrain Management Plan is an essential part of your role within the Ski and Snowboard School. In addition to designated routes, the resort leadership team has identified specific areas around the mountain that require special attention. These include Flow Zones, Safe Stopping Spots, No Access Areas, and Access Management Zones. Please review the terrain management maps available on your Ski and Ride School webpage to ensure you're prepared to utilize or avoid these areas, keeping safety a top priority for both you and your guests.

[Beaver Creek SRS Terrain Management Map.](#)

[Vail SRS Terrain Management Map.](#)

SECTION FIVE: *Pay and Benefits*

The pay incentive system is designed to compensate instructors based on teaching skills and experience and additionally rewards them when their clients return to our school. There is a lot of information included in the following pages, and if you want to maximize your earning power, you need to read carefully and clarify any questions with your supervisor. Along with the descriptions provided below, we offer additional resources to help clarify the pay system and guide you in navigating its complexities.

[SRS Wage & Hour Policies](#)

[SRS Wage & Hour Processes](#)

[Missed Punch Instructions for Ski and Ride School](#)

[SRS Employee Paid Time - FAQ](#)

Private lesson: When the guest has a choice of instructor, start and stop time, size of group up to six, and whom the group will include.

Group lesson: when management assigns the instructor, determines start and stop time, class sizes, and placement of members. The terms “class lesson” and “group lesson” are interchangeable. From a marketing perspective, we refer to adult class lessons as “group lessons.”

Before we begin, be advised of the following:

- Vail and Beaver Creek instructors are paid at equal rates, regardless of where the lesson is purchased or taken.
- Payroll corrections **MUST BE MADE** in a timely manner, **within 30 days of the pay period.**
 - After each pay period ends, the schools distribute pay advice that details your Ski & Snowboard School work activity and incentive credit information for the most recent pay period to aid in ensuring you have been paid accurately
- Questions should be addressed with your supervisor, and a supervisor must authorize any payroll changes.
- Any changes in the compensation system are applied forward and not applied retroactively.

Clocking In as an Instructor at Vail/BC:

To ensure accurate recording of your work hours, it is mandatory to use the EpicEmployee.vailresorts.com website accessed via the Service Now App. Within the website, you will find access to Ski School Proconnect tools which serves as your time clock. You are required to clock in directly before and clock out immediately after any work related to your role within the ski school. Staff members without access to a personal mobile device should contact their local supervisor for assistance.

Recording Work Hours:

- **EpicEmployee.vailresorts.com:** Utilize the EpicEmployee website to clock in before and clock out after every shift. This ensures precise tracking of your work hours.

- **Work-Related Activities:** Whenever you are involved in any tasks related to ski school, such as preparation or administrative duties, you are required to clock in. **This includes any tasks assigned to you by management within the scope of your role as an instructor, trainer, guide, adaptive assistant, or other duties as assigned and within the defined workday hours.**

**Workday hours are generally defined as the time you are actively engaged as an instructor between 8:30 AM and 4:00 PM. This includes up to 15 minutes before and after each scheduled lesson for preparation and changing in and out of your uniform. All hours worked must be reviewed and approved by a supervisor or manager.*

How Do I Get Paid? – Non-Teach Pay

Instructors are compensated for both teaching and non-teaching duties linked to their roles as instructors. Non-teaching pay covers all recorded hours for tasks related to your position, including those before and after each lesson. **Non-teach wages are paid at your Base Wage (not including Base Wage Incentive).** For more detailed information regarding SRS Compensable and Non-Compensable Activities please visit the [SRS Wage and Hour Policies Quick Reference Guide](#).

Pay System Overview

The pay system computes how much you earn based on the following: Base Wage, Base Wage Incentive, Work Hours, Additional Pay, Return and Request Pay, and Non-teach Pay.

We'll cover these pay categories in greater detail later in this section, but first let's have a look at the basic pay formula:

(BASE WAGE + BASE INCENTIVE) X WORK HOURS + NON-TEACH PAY + RETURN AND REQUEST PAY

If you can remember this, you'll always know how much you should be getting paid, and what you need to do to get paid more! Here's how each part of the formula contributes to your earnings:

Base Wage

This is your base wage, which is determined by certification level along with years of experience. The Base Wage is the wage reflected on your Employment Letter and is your hourly pay rate (not including Base Wage Incentive) for teaching and many other non-teaching

activities (such as Guest Service Pay, Form Completion, Coaching, and Feedback). You may also hear this referred to as “Base.” You will receive at minimum your base wage for all hours worked.

Base Incentive

You can increase the amount you earn per hour with Base Incentive pay. Credits are earned when you help generate additional business (i.e. request guests and return students).

- For a full-time instructor, Base Incentive increases at 50 credit increments through the season. The amount of the increase is based on status.
- At the beginning of each season, credit balances and the Base Incentive Pay revert to zero.
- For a part-time instructor, Base Incentive increments are based on hours worked.
- Base Incentive is only paid on hours spent teaching. It does not apply to Non-Teach Pay such as guest service pay, training pay, operation assist, show-up, etc.

Teaching Wage

This is your Base Wage plus Base Wage Incentive. This is the minimum amount of pay per hour you will make while teaching.

Work Hours

Every lesson product has Work Hours or a “length of day” associated with it, for example:

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

3 - 4 AM Class	9:30 – 12:00	8:45 – 12:15	3.5 hrs	4 hrs
3 - 6 Class Full Day	VL 9:30 – 3:00 BC 9:45 – 3:00	VL 8:45 – 4:00 BC 8:45 – 4:00	7.25 hrs	8 hrs
7 - 15 Full Day	9:30 – 3:30	8:45 – 4:00	7.25 hrs	8 hrs
Devo/Beavo	VL Jr. 9:00 – 3:00 VL Yth 9:00 – 3:15 BC 9:00 – 3:00	VL 8:00 – 4:15 BC 8:30 – 4:15	VL 8.25 hrs BC 7.75 hrs	VL 8.25 hrs BC 8 hrs
Eagle County	9:30 – 3:30	8:45 – 4:00	7.25 hrs	8 hrs
High Rockies	8:45 – 3:15	8:15 – 3:30	7.25 hrs	8 hrs
SOS	10:00 – 3:00	9:00 – 4:00	7.00 hrs	8 hrs
Les Streeter	8:30 – 3:00	8:30 – 3:00	6.50 hrs	8 hrs
Her Turn	8:30 – 3:15	8:30 – 3:45	7.25 hrs	8 hrs

Work Hours for every product can be found in the Pay Formula section at the end of this chapter. If your time card reflects that your lesson lasted more time than the pre-set length included lesson product, **and the additional time is approved by your Supervisor**, the longer amount will be used in the Pay Formula.

Additional Pay

- **Private Lesson Additional Pay** – Extra pay is given when teaching the following lessons: P1, P2, and P3.
- **Group Lesson Additional Student Pay** – Extra pay is given per student for group sizes above a certain number of students specific to the product. Please see the “Group Lesson Additional Student Pay” grid below.
- **Product Set-Up Additional Pay** – Set-up pay compensates instructors for preparing equipment or teaching terrain for their students.

Return and Request Pay

- **Private Lesson Request Pay** – Request pay is \$8/hr for all statuses (i.e. an all-day private lesson pays at [6.5 hours X \$8] and a half day pays at [3.25 hours X \$8]).
- **Group Lesson Return Student Pay** – Return student pay is \$10 per returning student for all statuses.
- See the Return and Request Pay section below for additional details on what is considered a returning student or request a private lesson.

Other Pay/Non-Teach Pay

- Pay associated with non-teaching functions of the job (e.g., booking mistake pay and travel pay. Travel time to other resorts [see *How Do I Get Paid? – Travel* near the end of this section], etc).
- Instructors and other employees who may receive cash tips or other forms of electronic payment are also expected to submit form 4070 and report this income on their personal income tax returns.
- **Gratuities cannot be solicited from guests.** If asked, instructors may reference the language in the Ski & Snowboard School Frequently Asked Questions section on Vail.com (“Gratuities for instructors are not a requirement but an appropriate and appreciated gesture. A 15-20% gratuity based on the cost of the lesson will make your instructor feel very appreciated and valued.”)

Base Wage Policies

Your Base Wage is the minimum amount you earn per hour. There are several factors that go into determining potential base wage increases. Starting wages are located below. Read on to find what you can do to develop your base earnings.

Ski and Snowboard School Directors and General Managers will function as a pay review board to consider unique circumstances when assigning wages/status and to strive for consistency.

BASE WAGE INCREASES

The following may contribute to a Base Wage increase:

The following increases will be effective on the first day of the next pay period following

the date when proof of Certification, Specialist, or State Teaching License is submitted to the POD administrative assistant. Remember that it is YOUR responsibility to provide documentation in a timely manner. Wages will not be retroactively adjusted. Prior to taking any certifications, please talk with your location manager regarding any pay increase or reimbursement.

- **PRIMARY DISCIPLINE CERTIFICATION (ALPINE, SNOWBOARD, NORDIC, ADAPTIVE)**

Your primary discipline is the one in which you specialize or teach the majority of the season. **Each instructor can have only one primary discipline.** When you achieve a PSIA-AASI certification level 2 or above (or multiple levels, e.g. Nordic) in your primary discipline, you will receive a 10% increase in your Base Wage or the entry Base Wage for that level of certification, whichever is greater. Instructors are eligible for only one 10% certification increase. Once this increase is applied to your designated primary discipline, you may not change disciplines to receive an additional 10% certification-based wage increase. If you obtain your certification over the summer, your base wage will be determined by adding your certification increase (if applicable) and then the annual merit increase.

- **PSIA-AASI EDUCATOR/TRAINER TITLES**

Eligibility Requirements:

To qualify for advanced educator wage rates:

- Instructors must be current with PSIA-AASI.
- Instructors must be actively employed by PSIA-AASI-RM.

Wage Adjustments:

- PSIA-AASI-RM Trainer: A one-time 10% increase to base wage is awarded for the first Trainer designation. Additional Trainer designations in other disciplines receive a 5% increase each.
- PSIA-AASI Educational Staff: A 10% increase is awarded for each “Ed Staff” level advancement within the same discipline (e.g., E1 to E2). “Ed Staff” status in additional disciplines earns a 5% increase.
- National Team Members: PSIA-AASI and ISIA National Team members receive a onetime 10% increase to base wage.
- Secondary Discipline or Specialist Roles: A 5% increase is awarded for Trainer or Education Staff designations outside the primary discipline.

International Staff:

- Wages for international instructors are based on ISIA credentials. A fully certified ISIA designation is considered equivalent to PSIA-AASI Level 3.
- Education Staff roles held outside the U.S. do not automatically qualify for wage adjustments. These cases may be reviewed individually by senior managers or directors for consideration.

Entry Base Wage Rates

Entry Rates	
Certification/Credential	Entry Base
Non-certified New Hire	\$20.00
Level 1 certified	\$21.00
Level 2 certified	\$23.00
Level 3 certified	\$27.00
AT/ST, CT	\$28.00
E1, CETT1 Examiner	\$29.00
E2, CETT2 Examiner	\$30.00
E3, CETT3 Examiner	\$31.00

Other considerations:

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

- **SECONDARY DISCIPLINE CERTIFICATION (ALPINE, SNOWBOARD, ADAPTIVE, NORDIC, FREESTYLE)**

A secondary discipline is any discipline in which you are qualified to teach but do not specialize or teach the majority of the season. You can have multiple secondary disciplines. Each PSIA-AASI certification level that you obtain in a secondary discipline will add 3% to your Base Wage. **Note:** PSIA-AASI Freestyle Accreditation 1 and 2 are considered secondary disciplines. **If a secondary discipline increase is awarded, you will be expected to enthusiastically accept assignments teaching that discipline.** Secondary Discipline Nordic – Because of the differences in testing procedures for Nordic, you will receive a one-time increase for Nordic certification, regardless of

level. Obtaining a Nordic certification will add 3% to your Base Wage.

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

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

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

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

- **OTHER**

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

Certification/Credential	%/Hour Increase
Secondary Discipline*	3%
Children's Specialist 1	3%
Children's Specialist 2	3%
Freestyle Specialist 1	3%
Freestyle Specialist 2	3%
Freestyle Specialist 3	3%
USSS Certification	3%
USASA Certification	3%
State Recognized Teaching License	6%

Base Incentive Systems & Policies

There are little things you can do every day to increase your earnings. Our Incentive System is designed to reward you for the teaching expertise and sales skills that bring guests back time and time again. Whenever you help the school generate additional lesson revenue, you benefit! Instructors who thoroughly understand our Incentive System are more likely to profit. **On average, 20% of an instructor's overall compensation is Incentive Pay.** For instructors who take full advantage of the system, this percentage may be much higher. However, it can also be lower based on how much business you are generating.

If you have any questions about the Incentive System or need to clear up Incentive Pay discrepancies, please see your supervisor. In the meantime, please review the charts below for detailed information on credits and incentives.

Full-Time Base Incentive System

- We have a credit-managed Incentive System whereby overall hourly pay (Base Wage + Base Wage Incentive) increases based on accumulation of credits.
- There is no limit on how much Incentive Pay you can earn.
- Full-time hourly Base Incentives will increase at 50 credit increments throughout the entire season.
- Your Base Incentive increase is based on your status.
- At the beginning of each season, credit balances and the Base Incentive Pay revert to zero.

Hourly Base Incentive	
Status	Base Incentive Increase At 50 Credit Increments
ES1	\$0.60 (bump of \$2.00 at 300 & 500 credits)
ES2	\$0.40 (bump of \$2.00 at 300 & 500 credits)
ES3 – Emeritus	\$0.40
ES4	\$0.40
E S5	\$0.30
S6	\$0.25

How to earn CREDITS:

You can earn credits by providing an exceptional lesson experience and inviting your guests

to come back for another lesson or request you by name when booking a private. Credits per return vary by product.

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

Credit Allocation

Credit Allocation	
Product	Credits
Privates, all disciplines	1 per each hour request
Adult Alpine	6.8 per return student
Adult Snowboard	10.3 per return student
Her Turns	4.1 per return student
3-6 Alpine and Snowboard	3.6 per return student
7-15 Child Alpine	4.6 per return student
7-15 Child Snowboard	9.3 per return student
Nordic/BC	20.0 per return student

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

Flex Credit Allocation

Flex Credit Allocation for Specific Products		All Flex Credits are per day unless otherwise noted	
Paid Activity	Flex Credits Earned	Paid Activity	Flex Credits Earned
Adult Alpine Level 7-9 Classes	All day – 4	Adult Snowboard Level 7-9 Classes	All day – 4
Child 7-15 level 7-9 classes (Alp & SB)	All day – 4	Adult ½ Day Classes	3
3-6 Product Coordinator	1/hour	Diversity/SOS	6
Adaptive P3	2	Small Champions	4
Adaptive P6	4	Eagle County Schools Program	6
3-6 ½ Day Local	2	Eagle County Schools - Adaptive	10
Communication Meeting	1/hour	Operations Assist	1/hour
Paid Training - Returning Pro	1/hour	Training leader	1/hour
Paid Training – Prescribed	1/hour	High Rockies	6
Devo/Beavo	6	Beavo Coordinator	1/hour
Adaptive Assistant	1/hour		

PART-TIME BASE INCENTIVE SYSTEM

If you teach part-time, you earn a Base Incentive based on hours worked, as outlined below. Note that new hire paid training hours do not count as “Work Hours” toward your Base Incentive.

Part Time		
Work Hours	Approximate Days	Base Incentive Increase
0 - 136	0-21	\$0.00
137 - 182	22-28	\$1.00
183 - 220	29-34	\$1.00
221 - 266	35-41	\$0.50
267 - 312	42-48	\$0.50

313 - 358	49-55	\$0.50
359 - 404	56-62	\$0.50
405 - 450	63-69	\$0.50
451 +	70 +	\$0.50

Return and Request pay

Not only do return students and request lessons help you earn credits and Incentive Pay, but they can also help you earn Return & Request Pay, which can add up to a significant amount of your earnings. Read the following: *How Do I Get Paid? Group Lessons* and *How Do I Get Paid? Private Lessons*: Find out how getting your guests to come back or request you for future lessons can pay off.

How Do I Get Paid? - Group Lessons

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

Certain products also include additional pay, student pay, or business incentive pay. Return student pay is an incentive to reward you for generating return guests and can provide a significant amount of your seasonal income through direct return pay and the subsequent growth of your Base Incentive through credits earned for returns.

Class Lesson Return Student Incentive Pay

Instructors of all statuses will be paid \$10 per return student. Read the following to understand how this system works and why it's to your benefit to get as many returning guests as possible.

Who counts as a return student?

The following scenarios demonstrate how you can earn Return Student Incentive Pay:

- Student returns to instructor for an additional lesson the following day, and the instructor teaches that student.
- Student upgrades from an AM half-day lesson to a full-day product.
- Students return to the instructor for an additional lesson the following day, but the

- instructor moves them to a more appropriate level in the student's best interest.
- Student returns for an additional lesson the following day, but the lesson is in a different discipline or time frame (e.g., first-day PM beginner class; second-day all-day class; first-day adult alpine class; second-day a snowboard class).
 - The instructor is scheduled, meets and greets their students, and is willing to work, but the class is combined out; the instructor will be given return student pay and earn return student credits for that day.
 - The student returns the next day, but the instructor cannot teach the student because the instructor is scheduled on a season-long program (e.g., Devo, Beavo, High Rockies, Small Champions, etc.). The instructor will earn return student credits for those students as long as they are documented on the consecutive day's class list of another instructor.
 - Instructor takes a student from a private lesson to a group lesson product the following day. The student will count as a class return (if the private was an assignment, it does not become a Daily Private Rollover).

When are class returns not counted or paid?

- Instructor is scheduled off or requests not to work before the class organization process has taken place.
- Instructor had a prior scheduled activity (e.g., request private lessons, leading training, etc.).
- Guest's name is not on today's or previous day's class list.
- Instructor did not turn in a class list on the previous day and/or did not turn in a class list on the day of returns.
- The instructor requested to move to another product (e.g., converting a student to private instruction, requesting to work on an afternoon product, etc.).
- Guest returns to another POD.

Children's 3-6 Class Lesson Incentive

The Children's 3-6 Program Return Incentive is team-oriented. It takes into account the total number of three—to six-year-old students who returned from the previous day, divided by the total number of 3-6 Program instructors working that day.

- 3-6 instructors get return credit every day they work.
- Instructor must turn in a class list for that day and the previous day for return students to count.

Additional Pay

There are numerous circumstances that may contribute to additional pay. See below for other products/situations that can put extra money in your pocket.

Private Lesson Additional Pay	
Product	Additional Pay
Half Day/P1/P2	\$5
Two Half Days taught in a day	\$10 (attached to P3 p.m.)

Group Lesson Additional Student Pay	
Product	Student Pay
Adult Alpine All Day Class & First Time Series	\$13 @ 8th Student
Adult SB All Day Class & First Time Series	\$13 @ 7th Student
Adult Alpine & SB 1/2 Day Class	\$4 @ 1st Student
Child Alpine All Day Alpine Class	\$13 @ 8th Student
Child SB All Day Alpine Class	\$13 @ 7th Student
3-4 1/2 Day Class	\$4 @ 1st Student
Nordic All Day & 1/2 Day Class	\$4 @ 1st Student
Diversity Lessons	\$4 @ 4th Student

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

Set-up Pay	
Product	Set-up Pay
3-6 Mogul/Mini 1/2 Day Class	\$10/day

Additional Adaptive Pay

Additional Adaptive pay covers equipment set-up and provides additional pay for Adaptive Certification. Additional pay will be approved by the Adaptive Product Manager, Supervisor, Program Coordinator, or Program Assistant.

To receive Set-Up Pay, the following must be completed:

- Reserve Equipment.
- Prepare and set up equipment before the lesson begins.
- Call the guest before the lesson to schedule meeting time, and place and accommodate other special requests/needs.
- Properly store and label equipment at the end of each lesson.
- Maintain the appearance and utility of Equipment (i.e. remove any modifications, repair any damage, replace any lost parts, or notify supervisor of damage that cannot be repaired.)
- Complete Lesson Notes.

Additional Adaptive Pay		
Product	Set-Up Pay	Additional Certification Pay
Adaptive All Day	\$25	\$10 Adaptive Level 2, \$15 Adaptive Level 3
Adaptive ½ Day	\$15	\$5 Adaptive Level 2, \$7.50 Adaptive Level 3

How Do I Get Paid? - Private Lessons

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

- P6 – All-day private, 6.5 work hours.
- P3 – Half-day private, 3.25 work hours (time cards reflect total scheduled hours, 3)
- P2 – Two-hour private, 2 work hours
- P1 – One-hour private, 1 work hour

There is also Additional Pay on P1, P2 and P3 lessons.

Request Private Lesson Incentive Pay System

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

When is a lesson a request?

- When a guest requests an instructor by name when making their reservation.
- When a guest requests an instructor speaking a language other than English.
- When a guest requests a Crossover lesson. Instructors must meet the defined requirements for crossover certification
- A referral private lesson is paid as a request.
- Bookings generated for instructors by management or by reservationists are considered assigned private lessons.

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

When is a lesson a referral (booked as “Referral Request Approved”)?

- When an instructor has been “requested” by another instructor to be added to a booking, and both instructors and the guest communicate and agree on the new lesson.
- When guests are referred to an instructor by another instructor, if the originally requested instructor is not available and both instructors and the guest communicate and agree on the new lesson.
- Referral/Request Form must be completed and signed by the original instructor, referred instructor, and supervisor.
- The original (referring) instructor is responsible for ensuring the new (referred) instructor and guest communicate prior to the lesson. Supervisors may switch a lesson to an assignment if the referred instructor and guest have not communicated. Not knowing the guest's name or meeting location or being in the wrong meeting area are examples that indicate a lack of communication between instructor and guest and may result in the lesson being changed to an assignment.
- Assigned lessons cannot be referred by one instructor to another. Management will reassign the lesson as an assignment.
- Instructors cannot refer lessons during unscheduled time off

When are assignments converted to request lessons (rollovers)?

When a guest extends the length of an assigned private lesson booking within 48 hours of the current lesson, that day's assigned lesson is converted into a Daily Private Rollover. The

extended lesson is then booked as a Request lesson.

- The extended lesson must be taken within the same season as the original assignment to qualify.
- There are times during the holiday seasons when a private lesson cannot be extended because there are no available instructors. When an assigned lesson cannot be extended, the instructor does not get credit for a request.
- If an assignment qualifies for a request and has not been changed in the computer, the instructor must notify their direct supervisor to make the change in the computer.

Examples qualifying for Assignment to Request credit:

- Prior to noon, a ½-day a.m. assignment is extended into the afternoon, creating an all-day lesson. In this case, the newly created all-day lesson is booked as a Daily Private Rollover, and request credit is earned.
- At the end of the day, today's lesson is extended with the addition of a 1-hour, 2-hour, ½-day, or all-day for later in the week/season. In this case, today's lesson is changed to a Daily Private Rollover, and the extended time is booked as a requested lesson. If the extended lesson is canceled, the original lesson will be converted back to an assigned lesson.
- If, during an assigned lesson, the guest wants to extend the lesson, but the instructor teaching is not available, the instructor may then assist the guest to extend by referring another instructor to the extended lesson. The first instructor's assigned lesson is then changed to a Daily Private Rollover, and the referred instructor's lesson is booked as a referral lesson, with both earning request credit.
- When an instructor has an assigned private lesson and adds an instructor(s) to the booking, the instructor earns request credit for the same day(s), and the other instructor joins the booking. The assigned lesson on that day becomes a Daily Private Rollover, and all subsequent assigned days become request lessons if the additional instructor(s) are also booked. The instructors who are added to the booking have assigned lessons if management chooses the instructor and referral lessons if the original instructor refers them directly.
- Please review your work activity on instructor.snow.com to ensure proper private lesson assignments are denoted and subsequently paid.

When are continuing assignments converted to request lessons?

A continuing assignment is any assigned booking covering two or more days. It does not have to run on consecutive days and can be any lesson length during those days. The 4th+ day(s) of all continuing assignments are paid as request. It is the instructor's responsibility to notify

their direct supervisor to make the change in the computer– it does not happen automatically. When an instructor extends the assigned part of a continuing assignment, he/she will be given request credit as outlined below:

- If a continuing assignment is extended for an additional day, that day's assigned lesson is converted to a Daily Private Rollover. The extended business is booked as a Request.
- When a continuing assignment is extended by additional hours being added onto one of the days, only that day's assigned hours will be converted to a Daily Private Rollover. Only one day of a continuing assignment will convert to a Daily Private Rollover or Request, regardless of the amount of days added considering the guest or PSS agent originated the business.

Corporate Lessons

Private lessons organized through Group and Corporate Sales bookings will be considered a request if the group leader requests the instructor. The request does not need to be by name. A group leader requesting "the same" instructors as a previous booking will count as a request for those instructors. A group leader is defined as any person, including an instructor, who is organizing a group. Changes involving the assignment/request must be made prior to the start day of the lesson(s).

Club Lessons and Familiarization Tours

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

Private Lesson Situations NOT Qualifying for Private Incentive Pay

The following situations are considered assigned private lessons and do not qualify for private lesson Incentive Pay. In order to retain the integrity of the Incentive Pay System, exceptions to these below guidelines will not be made:

- Assignment: the guest has not requested or been referred to a specific instructor.
- Requests for a specific skill, qualification (e.g., Adaptive or children), gender, or quality (e.g., female, advanced).
- Assignments made by private lesson reservation agents, management, or a third-party entity.
- Continuing assignment of three days or less.

- If an instructor has a student in a private lesson and moves that guest with them to a group lesson product, it does not qualify as extending a private lesson. (If the same instructor teaches the group, that guest does qualify as a group return.)
- If you are assigned to a private lesson for one or more days with a guest, who is in turn booked for additional days with another instructor, the guest may request to keep you on the booking. We will try to accommodate the guest's wishes; however, the private lesson will not be considered a request until the fourth day. (The original booking was an assignment to both instructors and, therefore, will remain an assignment. This is based on the fact that the reservation agent originated the booking, and the length of the booking has not changed.)

Policies Related to Private Lesson Incentive Pay

Instructors are prohibited from manipulating the Incentive System for their personal benefit. Instructors must receive prior approval from the private lesson supervisor or manager before extending a lesson.

Instructors may not purposely reduce an all-day private lesson assignment into a ½ day lesson with the intent of extending it in the afternoon, thereby earning request credit.

Once an instructor is booked with a request or referral private, it will not be changed in favor of a perceived "better" request or referral lesson.

An instructor cannot have a booking changed without prior approval from the private lesson supervisor or manager.

Next season's bookings are made first priority to guests with history (skied with instructor during the same time period the previous season) and then on a first-come/first-served basis. If an instructor has a double request for the same time period, he or she must contact the guest with whom they will not be skiing/riding and either move the booking to another time period or refer a qualified instructor.

Private Lesson Other Pay Categories

Canceled Private Lessons

A customer cancellation policy is in place to deter customers from canceling lessons and to cover the costs of our administrative and management staff time processing changes and re-bookings. The cancellation policy states:

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

Guest Extended Day Pay

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

The following DO NOT qualify for GED pay and should be paid under Non-teach pay, or is non-compensable. All Non-Teach pay that exceeds the threshold for each product is subject to review.

- Waiting with children after the lesson for parent pick up in a private or group (non-teach pay)
- Travel time (non-teach pay)
- Shopping with guests or boot fitting (non-compensable; this is voluntary and not a job requirement or expectation)
- All activities with guests off the snow (non-compensable; this is voluntary and not a job requirement or expectation)

Private Lesson Booking Mistake/No-Show Pay

Instructors will not receive Booking Mistake Pay on request or referral lessons. It is the instructor’s responsibility to communicate with the guest and to communicate any changes in a timely manner. Note: Request/referral guests are subject to fees as described in our cancellation policy.

When a private lesson guest does not show up for a scheduled lesson, the instructor must notify the private lesson supervisor within a ½ hour of the lesson start time. At this time the booking will be researched and the supervisor will work with the instructor and the indoor supervisor or product sales staff to determine the proper course of action.

If the private lesson supervisor asks the instructor to continue to wait for the guest, the instructor will be paid their current Teaching wage (Base Wage + Base Wage Incentive) for the applicable hours. If it is determined that a booking mistake has been made, or that the guest is a no-show, the lesson will be canceled and the instructor will become available for an assignment and fall under the normal booking process.

If an instructor is re-booked, he or she will be compensated for the actual work done, plus an additional amount if applicable, based on Guest Service pay.

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

Referral Lessons

Referred private lessons are important to our business and we want to reward instructors who bring in private lesson guests beyond the number that they can teach. We track referred private lessons and pay out an incentive each pay period throughout the season to each referring instructor based on the number of referral days generated during the pay period. A full-day referred lesson will be worth one "referral" and each ½ day referred lesson will be worth a "½ referral." Half-day referrals will be combined and paid out as full days. Single half days will not be paid out. No referral incentive will be awarded for one or two-hour lesson referrals.

#	Days	Incentive
Referred		Earned
Each Full Day		\$20 per referral

Follow these guidelines when referring lessons:

- Referring instructor must be working for the V/BC SSS on days of referred lessons to receive a referral incentive. For multi-day bookings, the referring instructor will receive a referral incentive only on the days that they are working.
- Original (referring) instructor is responsible to ensure the new (referred) instructor and guest communicate prior to the lesson. They are also responsible for confirming the teaching threshold of the new instructor. Supervisors may switch a lesson to an assignment if the referred instructor and guest have not communicated or if the referred instructor does not have the skills or qualifications to meet the guest's needs. Not knowing the guest's name or meeting location, or being in the wrong meeting

area, are examples that indicate a lack of communication between instructor and guest and may result in the lesson being changed to an assignment. Instructors may use a company phone or computer to communicate with a referral guest.

- Referral/Request form must be completed and signed by the original instructor, referred instructor, and supervisor and turned in prior to the commencement of the lesson. Forms for instructors referred day of must be completed by the end of the day.
- Corporate lesson referrals are not allowed under this incentive plan.
- Instructors cannot refer the same clients to the same instructor more than once. Subsequent bookings are simply a request for the instructor teaching the lesson. A referral incentive is not given to the referring instructor if the guests have previously taken lessons with the referred instructor.
- Referring instructors must recruit their own instructors in order to qualify for referral incentives. If the referring instructor asks for management assistance, it is at the discretion of management to determine if the booking qualifies as a referral and if a referral incentive is warranted.
- If an instructor currently on a booking adds instructors to the booking, he/she can qualify for a referral incentive by completing the referral forms.
- Referral incentive will only be given for original booking dates and not for days added after the lesson has begun.
- Instructor cannot refer an assigned lesson.
- Referral incentive bonus will be entered into the pay system based on completed referral forms. Incomplete forms or forms turned in after the day of the lesson will not be counted. Referral Incentive Pay will be paid out in the pay period they were entered. All referral incentive disputes must be resolved by May 31 after the season has ended.
- Policies are subject to change with or without prior notice.
- No referral is given if the referring instructor calls in sick.
- Referrals are listed as \$0 on your pay advice, they will be calculated in the payroll system and show up as a Bonus on your pay stub.

How do I get paid? – Training

Training wages are paid when instructors attend new hire training, required training clinics, or prescribed training. Training wages are your Teaching rate.

Trainer Pay

- Trainers are paid at least their Teaching Rate (Base Wage + Base Wage Incentive)

when leading a clinic.

- Trainers are expected to make sure that all participants have signed up on the electronic form prior to joining the clinic.
- Trainers receive one flex credit for each hour of training delivered.
- All training leaders will receive Request Incentive Pay of \$8/hr. Except for those auditing training

How Do I Get Paid? – Non-Teach Pay

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

Non-teach Pay/Travel

Non-teach pay for travel is what an instructor earns while traveling directly between PODS for any assigned or requested work. To receive non-teach pay, instructors must travel by prescribed routes, including the ski school shuttle or town bus. Please review the section on approved routes prior to any lesson in a different location. NON-teach travel payments are paid at your Base Wage (not including Base Wage Incentive).

Resort-to-resort travel for instructors is a privilege and is governed by guidelines and policies to ensure consistent requirements for all instructors traveling from their home resort. For a detailed description of Vail Resorts' travel policy, please refer to the "[Instructor Resort to Resort Travel Procedure](#)".

Operational Assist Pay:

Operational Assist pay is for instructors who are assisting with organization, without the additional responsibility of coaching and counseling instructors. The manager will assign an Operational Assist pay. When instructors have the assignment of Operational Assist, they will earn one flex credit for each hour worked. All operational assist pay is at your base wage.

Corporate group/other non-teaching Pay

Instructors will be paid for required work outside of teaching hours at their Base Wage.

Personal Development Reimbursement

Instructors who *successfully* complete an assessment (levels 1, 2 or 3), Children's Specialist (1 or 2), or a regional trainer recognition (such as AT – Alpine Trainer) are eligible for reimbursement of assessment fees for the *successful* days and the minimum pre-requisites. Maximum reimbursement amounts are based on the requirements and fees of PSIA-AASI – Rocky Mountain and actual reimbursement amounts may vary based on the region where development is achieved. Prior to taking any certifications other than what is listed above please talk with your location manager regarding any reimbursement eligibility or pay increase.

- **Eligible for reimbursement:**

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

- **Not eligible for reimbursement:**

- Failed assessment days
- Late fees
- Additional clinic days in preparation for the assessment
- Lodging, transportation, meals, parking, etc. are not reimbursed
- Any fee not included in the "Eligible" list above

Reimbursements will be paid in the current season.

Important note: All paperwork must be completed and submitted to your training supervisor/manager/admin prior to the end of the season.

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

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

Professional Development Reimbursement			
Exam	PSIA-RM Pre Requisites (see PSIA-RM.org for details)	Expense Detail	Reimbursement maximum
Alpine			
Level 1	Membership	Assessment - \$360	\$360
Level 2	Written Assessment, CS-1, 3 days (2 days CS-1, one of something else)	Assessment - \$630 Pre-req - \$125 or Online Pre-req - \$150 E-Learning Fee - \$20	\$830
Level 3	Written Assessment, CS-2, 4 days (3 days CS-2, one of something else)	Assessment - \$720 Pre-req - \$125 or Online Pre-req - \$150 E-Learning Fee - \$20	\$920
RM Trainer	Alp RMT Entrance Assessment, Alpine FS 1	Entrance Assessment - \$120 FS1 - \$360 Assessment - \$720	\$1,240*
Snowboard			
Level 1	Membership	Assessment - \$360	\$360
Level 2	NEW for 18/19: Written Assessment, CS-1, 3 days (2 days CS-1, one of something else)*	Assessment - \$630 Pre-req - \$125 E-Learning Fee - \$20	\$810
Level 3	Written Assessment, CS-2, 4 days (3 days CS-2, one of something else)*	Assessment - \$720 Pre-req - \$125 E-Learning Fee - \$20	\$900
RM Trainer	SB RMT Entrance Assessment, Snowboard FS 1	Entrance Assessment - \$120 FS1 - \$360 Assessment - \$720	\$1,240*
Children's			
CS-1	Level 1 certification	Assessment - \$240 E-Learning Fee - \$20	\$260
CS-2	Level 2 certification	Assessment - \$400 E-Learning Fee - \$20	\$460
Adaptive			
Adaptive Alpine Level 1	Alpine Level 1 certification	Cognitive/VI/Mono/Bi/3- 4 Track Slider - \$150	\$150
Adaptive Alpine & Snowboard Level 2	Level 2	Cognitive - \$150 VI - \$150 Mono - \$150 Bi - \$150	\$750

		3-4 Track Slider - \$150	
Adaptive Snowboard Level 1	Snowboard Level 1 certification	Cognitive/VI/Mono/Bi/3- 4 Track Slider - \$150	\$150

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

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

Pay Formulas

As you've probably discovered, there are lots of ways to increase your earnings. You have a great deal of control over how much you make, but in order to reach your potential you have to understand the intricacies of our pay system. Hopefully, this section has given you a better grasp of what factors contribute to your overall wage. If you have any questions, please see your supervisor.

The charts below give examples of how the pay formula works for different products. You can calculate your own pay based on this formula:

[(BASE WAGE+BASE WAGE INCENTIVE] X WORK HOURS)+ADDITIONAL PAY+ RETURN AND REQUEST PAY

Remember, you are responsible for knowing how much you should be earning. Please look at your paycheck and detail report carefully and report any errors immediately. You can and are encouraged to, check your pay on the instructor tablet and make necessary adjustments *BEFORE the end of the pay period* to avoid missing pay. Payroll Advances are only issued in extraordinary circumstances (death in the immediate family or major medical emergency). See the Employee Handbook for details.

Here's to your earning potential – may you make the most of it!

As an example, the following instructor profile will be used:	
Status	S5
Base Wage	\$21.63
Credits earned	250
Base Incentive	\$1.50
Request Private Lesson Incentive	\$8.00
Return Student Class Lesson Incentive	\$10.00
Request	Yes
Number of Students	6
Number of Returns	2

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

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

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

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

				inst. teaching) \$20	
Beavo	(\$21.63+\$1.50)	7.75	\$4 @ 5th Student	1st day only returns from previous session (\$20)	\$207.26
Devo	(\$21.63+\$1.50)	8.25	\$4 @ 4th Student	1st day only returns from previous session (\$20)	\$222.82
High Rockies	(\$21.63+\$1.50)	7.25	\$4 @ 5th Student	1st day only returns from previous session (\$20)	\$235.69
Small Champions, Vail Veterans & Foresight	(\$21.63+\$1.50)	6.75	\$0	\$0	\$156.13

*Work hours used in these formulas will be at least the lesson product length but if additional time is worked during the lesson, the formula will reflect that additional time as captured on your daily class list and daily timesheet.

