

Snowbird Mountain Hosts



Team Lead Guidelines

MOUNTAIN HOST TEAM LEAD OVERVIEW

The Mountain Host Team Lead works in partnership with the Mountain Host Program Director to coordinate delivery of customer service in a safe manner. The Team Lead may work directly with the Program Director in a capacity of assisting and sharing leadership of the day's activities and, on other days or times, will take the lead in the Director's absence.

The Team Lead (TL) organizes daily activity and assignments, coordinates activities, monitors and makes adjustments as necessary, provides feedback and support, and assists in any areas as needed. TLs exercise judgment and make decisions within the framework of the Host mission/vision, Host manual, Snowbird policy and focus, and with appropriate balance between safety and customer service.

Team Leads are expected to demonstrate leadership and good judgment, have broad experience as a Host themselves, and be highly knowledgeable of expectations and procedures. TLs need to be proactive, energetic, and able to encourage and support others in a positive way. TLs are expected to understand expectations and protocols as defined in the Host Manual and to exercise good judgment in making decisions regarding circumstances and situations encountered.

Each team lead brings his or her unique personality, style, experience, and abilities to the Mountain Host program. This is important to our success and we do not intend that each TL act exactly the same. However, we do want a defined framework and sufficient consistency across TLs such that all Hosts know what to expect and that the overall program performs to a high level.

THE ESSENTIALS

Be Informed and Knowledgeable	Be well informed and up to date on the Host program and Snowbird. Read and review John Cotter's emails in a timely fashion. Read the daily TL updates. Review the day's What's up at the 'Bird. Be current and knowledgeable on topics from our all-Host meetings, morning meetings, etc.
Morning Meetings	<p>Arrive prepared to take an active role in morning meetings. Know what is likely to be happening for the day, who you are working with, and be familiar with relevant information from recent TL daily reports. Come prepared to discuss at least one relevant topic in the areas of safety and customer service. The weekday TL often facilitates the morning meeting in John's absence and it is particularly important to come prepared with a good understanding of recent emails, issues, and daily reports. While John typically takes the lead on weekend meetings, the weekend TL has an active role assisting with the meeting and should also arrive well prepared. TL's lead or assist with the 8:45 late shift meetings also.</p> <p>Bring radios, vests, and other equipment to the meeting. Return unused equipment to Activity Center. Have access to a Host phone list to contact anyone who has not arrived. Ensure everyone knows his or her assignments. Answer questions as necessary. Ensure we are ready to go and starting meet/greet on time. Be aware that there are days when lifts open early and that may necessitate a quick morning meeting.</p>
Meet & Greet and Tours	The TL monitors meet/greet activities in and around Snowbird Center, actively helps with Plaza Deck meet/greet, and assists with getting tours started. Weekday TLs work Plaza Deck meet/greet, monitor 9:30 tour start, and then are assigned to the 10:30 tour. Weekend TLs are not assigned to a tour and spend more of their time monitoring overall meet/greet, actively doing meet/greet on Plaza Deck, and assisting as necessary. If you are not assigned to the tour, don't take over getting it started. Let the Host assigned to that tour have the primary relationship with the guest and be available in a supporting role if needed.

	<p>Check in with nearby meet/greet activities when time permits (Portico, inside SB Center, Plaza Deck, Chickadee, occasionally go down to Creekside, etc.). TLs should get an understanding of what is planned to open on time, what may be delayed, and other mountain issues. Communicate status to the team. Bring out tour sign in the morning and store it when done. Weekday TLs who are not needed for the 10:30 tour and Weekend TLs should get on-mountain after the 10:30 tour departs.</p>
During the Day	<p>Proactively lead, coordinate, monitor, and adjust Mountain Host activities to fulfill our role of safety and customer service. Each day is different and what the TL does can take many forms. The TLs role will include answering Host questions, coordinating activities, communicating information, adjusting assignments as needed, checking in with fellow Hosts, maintaining radio contact, providing feedback, roaming, being visible to the team, proactively identifying issues and taking appropriate action, etc.</p> <p>Ensure that assigned duties are being performed on time and properly. Provide feedback or adjustment when necessary. Check in on Big Emma speed control and events; often these areas are important to visit mid-morning. Use your judgment to make decisions as needed, coordinate with John as appropriate, and work with other Snowbird departments as necessary.</p>
Help as Needed	<p>Proactively help where and when needed. For example, an ad-hoc duty we are asked to take on, something that you observe that needs to get done, filling in where we are short staffed, providing a break for a Host working an event, etc.</p>
Rookies	<p>TL's have an important role in training and integrating rookies. Develop a relationship with new team members. Take extra steps to check-in, be available for questions, and provide feedback. Be aware of whether a rookie has adequate previous experience with an assignment. If not, proactively ensure he or she understands the assignment, consider partnering the rookie with another Host, and/or check-in more. Early in the season, rookies are often rushing from shadowing tours to getting to their PM role on time. Ensure that lunch breaks are taken which may involve encouraging rookies to leave tours early to get an adequate lunch and rest break.</p>
Recognition and Thank You	<p>Visibly recognize outstanding work with Silver Star cards. Encourage others to identify great work they observe. Recommend more significant recognitions to John. Actively identify examples of great Host work to ensure that we recognize a broad spectrum of contributions. Ask for more Silver Star cards if you are running low. Please don't throw unused cards away as we have already been charged for each card.</p> <p>Awareness of outstanding work doesn't always just come to us. Listen to what other Hosts are saying, ask questions, and observe to seek out what should be recognized. And, just as important, promote an environment where everyone knows that his or her efforts are valued and appreciated. Saying thank you for the little things, providing positive feedback, and demonstrating that efforts are appreciated goes a long way toward making a positive experience for everyone.</p>
End of Day	<p>Arrive in the Activity Center prior to 4:00pm to be ready for returning Hosts. Ensure all radios are returned, turned off, and charging (including the extra Host radios). Ensure all orange vests are properly folded and returned to the bins in their numbered sequence. Talk to returning Hosts about how the day went, get feedback on the day, determine if any unusual issues happened, etc. Brief John on the day if you have the opportunity. Be sure that all Hosts are off the mountain before leaving.</p>
Daily TL Report	<p>Post a concise and same-day update to share relevant information with John and fellow TLs. Focus on information that can be used by others. Use your judgment on what to include, as daily topics will vary considerably. Consider such topics as weather, snow, safety conditions, unusual situations that arose and how we handled them, new ideas or approaches that we utilized, mountain events and activities, outstanding actions, specific examples of things that did not go right and what we should do about it, information that will carry over to the next few days, recommendations for upcoming TL shifts, etc.</p>

	<p>Most importantly, daily reports are intended to be the continuity point across all of us. We want to act as a coordinated team. Therefore, focus on what is most relevant to share, be specific with issues and names so that we all know what to look for and what needs focus, and read the daily reports that are sent to you.</p> <p>https://groups.google.com/forum/?fromgroups#!forum/snowbird-Host-team-leaders</p>
Changing TL Shifts	<p>Preferably make changes more than two weeks in advance, find another TL to swap with, and update the website yourselves. If inside two weeks, contact John.</p>

TEAM LEAD BEST PRACTICES

Overview

Team Leads are expected to demonstrate characteristics in the spirit of the following “best practices” and adapt as appropriate to the situation. These examples are intended to illustrate the general level of Team Lead performance. Not all examples apply to every Team Lead on every day. Rather, we want Team Leads to apply the general concepts to their own personal style and the situations that they encounter. The following is intended as a sampling of the best approaches across the TL group.

Aware and Proactive. Be aware and proactive in assessing what is happening on the mountain. TLs have extensive experience and a role that puts them in a position to proactively see what is happening and take action if necessary. Keep an eye out for both the big and the little things. Depending on what you observe, it may merit adjusting assignments, perhaps communicating with other Hosts, or just continuing to watch something for later. Awareness can be literally anything going on within our role. Look for such things as deteriorating conditions presenting a safety risk, areas of excessive guest speed, terrain areas opening/closing, unusually long tram/lift lines, emerging issues related to races/events, etc. Often it is also the little stuff that we can notice and impact. For example, look for subtle things such as changed signage, obstructions, points of guest confusion, ideas for improvement around the resort, etc.

Communication. Ensure useful and actionable information is communicated. Make sure the key things are communicated in the morning meeting, including what scenarios could come up for the day and how we would handle them. Communicate appropriate information as the day progresses. Keep a balance between concise communication of information Hosts can use (i.e., tram is now open, event has started/ended, ski area open/closed, lift down, etc.) and not over communicating. Encourage Hosts to proactively communicate relevant information that they encounter. For example, early morning conditions around the mountain. Encourage late shift Hosts to communicate when they are going off-radio and starting late shift.

Adapt and Adjust. The TLs role is to be flexible and to adjust as the situation requires. Examples include supporting ad hoc requests from Hidden Peak or Mountain Ops, proactively adapting activities, etc. Know mountain conditions and proactively adjust tour routes to fit conditions. Add, change, or stop speed control as conditions dictate. Utilize extra Hosts who have completed race/event work in areas most useful to the needs of the day. Know what assigned duties are most and least important should you be short resources or have a high priority unplanned activity.

Stay a Step Ahead. New circumstances and situations that you have not encountered may arise frequently. Have a decision-making framework in mind for when these occur. Understand the spirit behind procedures so that you can have a basis by which to adapt in the heat of the moment. For example, safety takes precedence when there is a trade-off to be made between safety and customer service. Or, said another way, always err on the side of safety. As the day progresses, think ahead about what could happen and how we should respond. Could a road shoot happen today? Is the competition event going to need more Host support when it concludes? Someone looks like he or she may need to go home

sick...then what for his or her assignment? You've heard a couple reports about race team speed issues, what should be done if they continue? John is out of town today, it is a snow day, and you are on the bus waiting for the road to open. What are the priorities going to be when you arrive?

Visibility. Be visible and try to check in with all Hosts over the course of the day. Be creative in finding opportunities including occasionally making contact at the less noticed roles such as the late shifts, Chickadee, etc. Make an occasional trip to Creekside meet/greet. Make regular radio contact throughout the day. Use lunch as an opportunity to check in. Do a mid-day radio check if you have not been in contact with someone. Put an extra focus on checking in with rookies, particularly in the front half of the season.

Encouragement. Look for and encourage proactive and enthusiastic performance of customer service roles. For example, active engagement in meet/greet, speed control, and thank you/goodbye. Provide encouragement and constructive feedback where you observe more passive or reactive service. Visibly support and role model Snowbird and Host decisions, provide constructive feedback privately.

Feedback. Provide feedback to Hosts working with you. Give both positive feedback as well as improvement oriented feedback when it is necessary. Find opportunities for recognizing good work, say thank you, and encourage excellence. Look for not only the big examples of outstanding customer service, but also the subtle little things that should be acknowledged. Utilize the Silver Star cards, encourage fellow Hosts to identify examples worthy of recognition, and establish an environment of positive feedback. Share appropriate examples of excellence with other TLs.

When you observe something that is not going properly or could be improved, give that feedback as well. Be constructive, honest, direct, and timely. Generally, the TL should take the first shot at handling an issue by initiating appropriate coaching or input. Most times, that is all that is necessary and all that should be done. Use your judgment on what merits communicating to John; generally this should be limited to issues that are recurring, more significant, safety risks, or trends that span the broader Host program.

Positive and Fun Environment. Establish an environment that is fun, positive, and engaging for all. Be creative in finding ways to develop an environment that everyone enjoys and wants to continue be part of in future seasons. Ask others for their opinion of how a situation might be handled rather than simply telling what should be done. Engage experienced Hosts to help develop newer Hosts. Find opportunities for experienced Hosts to help coordinate appropriate activities. When an assignment doesn't require a specific skill or experience level, ask for volunteers rather than telling people what to do.

Rookie Development. Develop a relationship with new Hosts; make rookies feel welcome and appreciated. Find extra opportunities to check in. Good times to talk one-on-one include the time between morning meeting and start of meet/greet, during meet/greet, lunch, or end of day. Ensure rookies have a good knowledge of their day's assignments, answer questions, and find out how they are doing. Rookie training and integration is a key focus through the first half of the season and longer in some cases. Share updates on rookie progress with John and fellow TLs to improve continuity of training.

Departmental Coordination. Understand Snowbird roles and know whom to call with questions or issues. Develop a relationship with other Snowbird groups that we frequently work with. Coordinate and communicate as necessary. For example, TLs may need to coordinate with departments such as Hidden Peak/Ski Patrol, Snow Safety, Mountain Safety Patrol, Race/Event coordinator or coaches, Activity Center staff, Mountain School children's program staff, etc.

Work in Partnership with John. John's role varies depending on the day from active involvement to fully delegating to the TL. Be on the same page, coordinate as necessary, present one consistent direction to the team, and avoid conflicting or duplicate actions. If you know what needs to be done, don't wait for John to take the lead on a particular matter. Conversely, know when to consult with John, defer to his experience or knowledge, or otherwise coordinate before proceeding. Recognize that some communications between you and John are better done on the phone than the radio.

The management escalation path is John Cotter first and, if he is unavailable, John Collins next. Often, John Cotter can be reached by phone when he is not at the resort. For a Host injury when both are unavailable, get assistance from a Ski Patrol Supervisor (preferred) or Public Safety. For other urgent or significant situations when both are unavailable, use your judgment to escalate to an appropriate Snowbird decision maker. Depending on the issue this might be such people as the Mountain Ops Director, the appropriate department manager, HR, or Public Safety.

Finally, know where your TL role ends and avoid trying to work issues that should be handled by a Snowbird manager (example, HR matters such as employee concerns, attendance, harassment, and other personnel issues need to be referred to John). If an HR issue arises or is reported to you, inform John Cotter. If he is unavailable, the escalation path is John Collins next and then HR.

UNUSUAL EVENTS

Overview

Unusual situations requiring unique Mountain Host support will occur from time to time. When these happen, John or the Team Lead often need to act quickly to determine and implement our response. Each situation is unique and our actions will vary. Assess the situation, determine what information we have, get assistance as needed, develop a plan, and communicate with the team. The following are a few selected examples of unusual situations that may occur to illustrate how the TL may respond.

Snow Morning	<p>The most common unusual event is a chaotic snow morning that delays road opening, potentially delays Host arrival, delays lift openings, and generally alters our normal morning activities. John and/or the TL's role is to assess the situation, determine where our help is most needed, and make changes as necessary. Usually the TL will be involved in a continuous stream of adjustments early in the day. Use your judgment and experience, coordinate with John, and make adjustments as necessary.</p> <p>Upon arrival work with the resources that you have to get as much customer service going as possible. Public Safety can open the Activity Center for radios if John is unavailable. Priorities for customer service are Portico and Plaza Deck. Then, use your judgment based upon the needs of the day. As more Hosts arrive, try to get everyone to their assigned spots.</p>
Shift Priorities	<p>You may not have enough resources to cover all the needs. Prioritization depends on the situation and day. However, some general guidelines to consider are:</p> <ul style="list-style-type: none"> • Portico meet/greet is always most important. Next is Plaza Deck meet/greet. • Tours are more important than speed control. However, maintain some presence on Big Emma. Minimum one on Big Emma on weekends / holidays. • Weekdays – Portico and Plaza Deck first, tours next, and Creekside last • Weekends – Portico and Plaza Deck first. Tours and mountain school support are next. If tour volume exceeds tour Hosts, pull from AM on-mountain presence first followed by one from AM speed control. You may need to juggle lunch breaks to get back on schedule for afternoon. • Portico Late is more important than Creekside Late.
Mid-Day Road Shoot 1. Phone 4 2. Gad Zoom Top 3. Gad Zoom Base 4. Creekside Parking	<p>Canyon road shoots require our assistance in very specific roles. These typically begin with a call from Snow Safety that a shoot is planned for designated time. Proactively call Snow Safety to ask about plans if conditions are deteriorating rapidly (snowing heavily for an extended time) or if you hear rumors of a potential road shoot.</p> <p>Our four primary positions during a road shoot are: 1) Guarding the Valley Gun at Phone 4 (highest priority duty), 2) Warning guests at top of GadZoom, 3) Warning at base of GadZoom, and 4) Creekside Parking Lot traffic control. If you have only four Hosts working (weekdays), get these four positions covered. You may have to call off the tour to make this happen. If more resources are available, additional Hosts can assist with Creekside Parking, Mid-Gad lift, etc.</p>

	<p>The TL needs to ensure that there is a clear plan for assignments, that we are in position on time, stay in position until released by Ski Patrol, and that any conflicting duties are deferred. The TL should monitor Ch. 1 during the shoot, so have a second radio.</p> <p>Most importantly, get an experienced and very proactive Host stationed at Phone 4 (steel pole with yellow tower pad at the bottom of the rise heading up to the Valley gun). This Host's role is to stop people from going up the hill and getting near the Valley Gun. This role needs to be very active, assertive, and do whatever it takes to stop people from interfering with the shoot or putting themselves in danger. It is not an appropriate role for an inexperienced or passive Host.</p> <p>The GadZoom duty is to warn guests about the noise and let them know not to be concerned. Talk to every chair reaching the top of GadZoom. Host at bottom of GadZoom talks to guests in lift line. If you have enough resources, work Mid-Gad too.</p> <p>Creekside Parking Lot traffic control is always part of our role during a road shoot. Assign at least one (weekdays), or a few if available. The duties for Creekside Parking traffic control are described in detail in the next section.</p>
<p>Mid-Day Road Closure</p> <p>Road Shoot or Non-Road Shoot</p>	<p>The Canyon road is closed during a road shoot. Also, the road may close for extended periods due to accidents, slides, ice, etc. Depending on the time of day, expected duration, how busy the resort is, and number of available Hosts, we can provide an important customer service role. The TL's role is to determine our role, communicate information, coordinate who is doing what, adjust as necessary, and provide updates.</p> <p>If a road closure and road shoot are both happening, get the four positions described in the previous section staffed. If the road closure is not connected to a shoot, start with staffing a Host in the Creekside parking area and determine what else is appropriate. Check in with Public Safety (Ch. 3) to advise them of our plans and ask how we can best support them.</p> <p>Our Creekside parking duty is to prevent vehicles from queuing up to leave, and, therefore, blocking the shuttle bus flow and turnaround. Inform guests that the road is closed, the expected duration, and that they may need to make other arrangements. Stop vehicles from staging for road opening, keep vehicles in the parking spaces. The best area to stand is in the road just east of the turn around island. This allows talking to vehicles coming out of the lower lot, the upper lot, and those coming down the road. It also gives vehicles a place to turn around without the temptation to move down to the Entry 1 gate. We have this assignment because Public Safety is usually consumed blocking entrances and road shoots often happen after parking lot attendants have left for the day. Contact Public Safety to verify who is going to do what. However, don't plan on Public Safety or Parking resources being available.</p> <p>Depending on the anticipated duration, guest levels, and Host availability, consider additional help for Creekside parking traffic control and also for proactively informing guests of the road closure. Good locations include Plaza Deck/SB Center, Creekside, or bottom of the main lifts. If we have advance notice, we can tell guests the planned closure time, allowing them the choice of staying or leaving. There are times that we have used multiple Hosts for these roles. The extent of our support is obviously dependent on number of Hosts working. It may take 3-4 Hosts in the parking area on a busy weekend plus several others to roam informing guests. Use your judgment based upon time of day, guest volume, and anticipated duration.</p>
Peruvian Entrance Closure (West Slide on Black Jack)	<p>We may be asked to assist in keeping guests out of areas that are closed due to avalanche risk. The typical location that we have helped with is closure of the Peruvian Entrance (next to the trail map where guests turn right to enter Who Dunnit). Who Dunnit and the adjacent gully will be closed, preventing guests from going to the Alta condos or their cars on the Bypass Road. Our job is to make sure people do not go past</p>

	the rope and into the closure. Warn guests of the risk, the reason the area is closed, and suggest alternate ways to reach the condos or Bypass Road. If necessary, include telling them that they are prohibited from entry and Ski Patrol will be called if they proceed. Explain that proceeding can endanger not only their life, but also the lives of others in the area and those who would need to find them after a slide. If someone insists and proceeds, call Hidden Peak immediately.
Tram Down or Delayed	When the tram is not running, the tram entrance is a good place to station a Host (especially in mornings). If there is not a “tram closed” sign before skier’s bridge, that is also a good location for a Host to alert guests.
Lightning Delay	Assess what customer service is needed, safe, and practical. Lightning requires lifts to be cleared and shut down for ten minutes after the lightning strike. Additional lighting resets the clock for another ten minutes. Hosts should help in whatever way needed and safe. For example, help guests down the mountain. Stand at bottom of lifts to inform guests of the lightening procedure. Inform guests on the Plaza Deck or at Creekside. If a Host is uncomfortable remaining outside or it is unsafe to do so, seek shelter and assist with customer service from inside one of the buildings. If you are in the area of the Activity Center, it may be helpful to get another radio to monitor Ch. 1.
Host Injury	<p>First, get the necessary immediate medical response to the injured Host (as described further in the Host Manual). This may involve Ski Patrol, Medical Clinic, and/or Public Safety. Then, ensure that the proper Snowbird manager is informed and an incident report is completed. Contact John Cotter, inform him of what has happened, and he may be available to take the issue from there. If John is unavailable, the sequence of contacts is John Collins next, then a Ski Patrol supervisor or Public Safety depending on the situation. You may be involved in the incident report depending on what involvement or knowledge you have of the situation.</p> <p>Most important, if you are aware of an injury, or even a potential injury, it is imperative that you inform an appropriate Snowbird manager in a timely manner. If you are aware of the issue, you need to get it reported.</p>
Injury to Guest We Are Involved With	A guest that we are involved with may be injured, for example, a tour participant, Chickadee child, etc. The procedure is similar to a Host injury. First, get the appropriate medical response (Ski Patrol, Clinic, and/or Public Safety). Then, report the issue to the proper manager (John Cotter or the sequence described above if he is unavailable). You may have a role in the incident report process as a witness or due to your involvement. Express empathy to the guest but refrain from discussions of fault with the guest (this is a management role, not your role).
Mountain Emergency	For example, avalanche search, life flight, or lift evacuation. Recognize that Mountain Hosts may not have a direct role. It is important to not interfere nor tie up radio channels. There may be secondary needs such as keeping guests out of these areas that we should help with. Most importantly, any direct assistance we provide needs to be at the request and direction of Hidden Peak or the on-site incident commander.
Host Needing to Leave Early	Assess the situation and use your judgment. Why? How early? What needs to be covered? Is there another alternative? Is the Host ill or physically unable to work? If so, it may be a safety issue to continue working. Use your judgment. Let John know if the situation is significant or recurring.