



Central Division Certified Manual

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Note to Certified Staff and Candidates:

This manual is to document specific Central Division Certified Program requirements that may be in addition to any National Program requirements. It is further intended to provide information as well as to clarify program guidelines to both staff and potential candidates with regard to the Central Division Certified Program.

Policies and procedures that are not outlined in other NSP documents and manuals are detailed here for the benefit of staff members participating in a Certified Candidate Qualification Clinic or a Certified Evaluation. Qualification Clinics are intended to expose the potential candidate to the Certified Program, explain the various modules of the Program and to act as the screening mechanism for the acceptance of new candidates into the Certified Program.

This manual is to supplement information regarding the Certified Program that is published in the *NSP Ski Patrollers Manual* and the *NSP Policies and Procedures*. It is not meant to replace any information published in those publications.

Emergency Management Note: The Emergency Management portion of the Certified Evaluation focuses primarily on the candidate's leadership, management and decision-making skills in an emergency situation while using OEC skills as the means to evaluate those characteristics.

The Certified Program requires patrollers to be proactive in their approach to learning new skills as well as to rounding out their own 'tool box' and experiences. It is our belief that you must venture out to find your own answers to questions and that you should use other staff members to assist and guide you. To do so will require that you possess both the drive and passion to learn and improve. It is these attributes that demonstrate the essence of a Certified Patroller. If you desire to be a part, the Certified Program is here to help you, help yourself.

RG #636

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NSP Certified Program Overview

Mission:

“Certified is a national skills development and verification program that provides a readily identifiable resource of highly motivated, skilled, and knowledgeable patrollers to better serve NSP, ski area management and the outdoor recreation community.”

History:

- Started in Vermont (Eastern Division) in the 1970's
- It began as a reciprocity program with the PSPA. The need existed to create a method to bring members of the Professional Ski Patrol Association into the ranks of the NSP.

Central Division Certified Program Prerequisites:

- NSP membership status: Senior.
- Minimum 21 years of age.
- Registered NSP patroller for minimum of 5 years.
- Current Outdoor Emergency Care certification.
- Positions of leadership in the NSP, advisory or officer capacity and participate in the training and testing of NSP members at the patrol, region or division level.
- Substantial contributions to the sport of skiing.
- Applications due to Program Supervisor prior to January 1.
- Program fee \$25 first year, \$15 for years two and three.
- Attend a Certified Qualification Clinic and demonstrate the skiing and tobogganing skills necessary to be accepted into the program.

Central Skiing and Toboggan Skills Recertification:

- All staff members are required to complete an evaluation of skiing and tobogganing skills at the Certified performance level on a certified-rated hill once every three years.
- One recertification per year is allowed with a one year grace period to allow a staff member to raise their skills back up to Certified level.
- Recertification sessions are to be conducted by a minimum of three Certified Staff members.

Candidate Qualification Clinic

Clinic Objectives:

- Provide the candidate a realistic view of the Certified Program, the eight (8) modules in the Certified Evaluation and what is expected of the candidate.
- Ensure the screening process and program requirements are communicated consistently across the Division.
- Allow the Certified Staff to observe the candidate's current skiing and tobogganing skills to make the decision as to whether or not to admit the candidate into the Certified Program. You must pass this clinic in order to be accepted into the program.

Qualification Clinic Risk Management:

The personal safety of the candidate and Certified Staff members is the top priority of any NSP clinic. The candidate will not be asked to do anything that they do not feel safe doing. If at any time during the qualification clinic any staff member or candidate feels their safety is being compromised for any reason, the specific event should be stopped and reviewed by the staff members and candidate to determine if the event should continue.

Staffing Requirements:

Minimum of three Certified Staff members are required to conduct a Qualification Clinic. Three staff members allow for a tie-breaking vote if necessary.

Clinic Location and Time:

Qualification Clinics are to be conducted at a Certified approved ski area. Qualification Clinic locations for the next season are determined at the annual Certified Membership Meeting held in March of each year. Clinics should be held after January 1st, but before the annual evaluation in March.

Clinic Fees:

Clinic fees are at the discretion of the local area and complimentary lift tickets for the candidates should not be assumed.

Clinic Elements:

The initial acceptance or denial of a potential candidate into the Central Division Certified Program is based on the candidate's application, background information and staff member recommendations. The candidate is also required to personally demonstrate the skills necessary to perform the following:

- 1 **Skiing Skills** – as outlined in the Certified Performance Evaluation Forms – refer to forms in appendix
- 2 **Tobogganing Skills** -as outlined in the Certified Performance Evaluation Forms – refer to forms in appendix

The Certified Staff members are expected to select or deny a candidate based on their experienced opinion as to the candidates reasonable chance to pass the ski and toboggan events, as well as the other modules, within a three year window.

The potential Certified Candidate will also be asked to participate in the Certified Emergency Management components. The Emergency Management portion of the Certified Program evaluates problem management, decision-making and leadership skills as applied to the management of emergency care situations. Two types of Emergency Management practice scenarios should be demonstrated to the candidate. These practice scenarios will not be used in future Certified Evaluations, but represent typical Certified Emergency Management scenarios.

- 1 **Emergency Management Practical** – as outlined in the Certified Performance Evaluation Forms
- 2 **Emergency Management Bystander** – as outlined in the Certified Performance Evaluation Forms

The remaining modules of the Certified Program shall be reviewed and discussed with the potential candidate to give a complete view of the program.

- 1 **Area Operations and Risk Management** – interview format
- 2 **Avalanche Management** – interview format, written and practical elements
- 3 **Chair Lift Evacuation and Rope Rescue** – practical element
- 4 **Low Angle Rescue** – practical element

Skiing and Tobogganing Module

Skiing – Module #1

Certified candidates will be expected to ski any slope under almost any type of snow condition. If crud, powder, or icy conditions exist only in isolated places along a slope, the instructor may create an imaginary corridor and ask the candidate to ski within it. The candidate should be able to handle the conditions in a stable, aggressive manner with style and confidence. The candidate must have a passing score in all sections to pass module.

The following sections make up the Certified Skiing Performance Evaluation:

- Crud skiing
- Groomed skiing
- Mogul skiing
- Steep skiing
- Skill emphasis for local conditions

Tobogganing – Module #2

The tobogganing evaluation consists of three sections. The candidate must have a passing score in all three sections to pass this module.

The following sections make up the Certified Tobogganing Performance Evaluation.

- Unloaded toboggan skills – moguled terrain
- Loaded toboggan front operator – moguled terrain
- Loaded toboggan front operator – skills course

Only patrollers (including candidates) will ride in or operate the toboggans during Certified Clinics and Certified Evaluations. Patrollers riding in toboggans should remove their patrol pack, lay face up, with their feet downhill and not strapped in.

Patrollers operating the toboggan inside the handles are expected to remove their patrol pack to minimize the possibility of equipment snagging in the handles.

Pre-& Post-Runs – Skiing and Tobogganing

Pre-and post-runs are conducted by a staff member for both skiing and tobogganing modules for the following reasons:

- 1 **Safety** for both the staff and candidates is considered when a staff member conducts a pre-run for either skiing or tobogganing. During the pre-run, the staff member is assessing the slope and snow conditions to determine if they meet Certified criteria. The pre-run also verifies that there are not any safety issues with which to contend. Safety issues include the actual snow conditions as well as the terrain and any obstacles present.
- 2 The pre-run is also done to allow a staff member to **demonstrate the specific skill** being evaluated. The candidate has the opportunity to ski along and observe the pre-run at the discretion of the team leader.
- 3 The pre-and post-run is also done for the purpose of **calibrating the evaluators** for the specific conditions experienced on the day of testing. The post-run is conducted by the same staff member as the pre-run to allow him/her to assess if the weather/snow conditions have remained relatively consistent for the duration of the specific module being evaluated. If the staff member conducting the post-run determines that conditions have sufficiently deteriorated or changed from the beginning of the evaluation, the team leader can confer with his/her evaluators to determine if any candidate re-evaluation is necessary.
- 4 Certified staff used for skiing and tobogganing demonstrations must be designated by evaluation module team leader prior to heading out to the slopes.

Note: If area snow and slope conditions do not meet the Certified criteria necessary (i.e. lacking sufficient moguls), then that portion of the test will be deferred until next season's evaluation unless the evaluation is moved to a back-up site. In other words, no bumps no evaluation or re-certification can be done.

Emergency Management – Modules #3 & #4

The following is provided to candidates to better prepare them to make their Certified Emergency Management evaluation a positive experience.

Candidates are required to provide the following equipment for evaluation purposes.

1. All candidates are required to provide their own first aid supplies for the evaluation. This includes enough packed supplies to perform a minimum of three (3) scenarios, without reusing triangular bandages, or roller bandages etc. (Note: If blood or other bodily fluids are to be present there will be such at the scene.)
2. All candidates must supply items necessary for a fully outfitted toboggan
 - Toboggan with backboard.
 - Trauma pack including blankets, leg splints, webbing, c-collars, head restraints, and any other items your area supplies.
 - 3. You must also supply your own oxygen pack for on the on-hill use. (O2 tanks do not need to be full for evaluation purposes.)

During the evaluation candidates do not always receive their own area's toboggan when they are leading a scenario. Therefore, it is important that all toboggans be outfitted as near the same as possible. Candidates should be familiar with different types of equipment and be able to adapt to using unknown equipment. They should be able to improvise should the need arise.

Remember if the equipment or technique works, then it is OK to use, but it must work and be within the guidelines of the standardized Emergency Management performance objectives as judged by your evaluators.

EMERGENCY MANAGEMENT EVALUATION PROCEDURES

1. Written Evaluation:

The OEC written evaluation will consist of 50 multiple choice questions taken directly from the most current version of the OEC test bank. As of this edit, the most current version is the OEC 5th edition. The candidate must score greater than 80% to be considered passing. The test will be proctored and scored by at least 3 OEC instructors/IT's.

2. Practical Evaluation (Scenario based)

The practical evaluation is comprised of three scenarios. Each candidate will be required to be a leader at one scenario and helper at two others. You will be graded in all three scenarios as a pass/fail. (Your pre-qualification leader will have one available the day of your clinic. Time permitting you will have a chance to perform or have performed for you this scenario.) All previous Certified Emergency Management Scenarios have had a degree of difficulty greater than 9. You will find information in the Emergency Management Instructor's Manual under scoring components scenario degree of difficulty.

3. Bystander Evaluation (Scenario based)

The bystander portion will evaluate your ability to direct untrained bystanders to perform emergency care. This scenario may be a hands-off scenario for you, in other words you are not able, for some reasons to get to or be at the scenario yourself. You may be in the scenario as an injured party. You will need all your Emergency Management skills, both as a provider and leader to be able to complete this portion of the test.

In order to ensure scene consistency and consistent evaluation procedures, each candidate group will be assigned a candidate advocate in accordance with Emergency Management guidelines.

PRACTICAL SCENARIO EXAMPLE – Module #3

Injury Environment

Patient #1: 2nd and 3rd degree burns to his face, chest and hands; no water available; shock, respiratory distress (4) as a result of the inhalation of flames from a fire on a gas-fired grill (0).

Patient #2: 2nd and 3rd degree burns to his hands and arms, 1st degree to his face (3).

Patient #3: Fractured humerus, fractured tibia (4).

Multiple patients (1)

Trained patrollers (0)

Degree of Difficulty = 12

GENERAL SCENARIO DESCRIPTION

Two chefs are preparing a meal for a group of patrons at the resort's half way house. They are using a gas grill to heat a large pot of cooking oil to prepare some fried food. Just as Chef #1 checks the pot, a clump of snow falls from a limb above into the pot, causing some oil to splash up burning his face, chest and hands, and causing him to inhale heat and flames into his lungs. The remaining oil catches fire and as chef #2 attempts to extinguish the fire on chef #1's clothing chef #2 is burned on his hands and arms. The scene catches the eye of a passing skier and causes him to fall injuring his leg and thumb.

INFORMATION GIVEN TO THE CANDIDATE

Dispatch: You receive a call to respond to an accident at the half-way house (Exact spot to be determined day of test.)

Personnel: Will be sent upon request of patroller on scene. (Tester note: maximum of 2 trained assistants)

Equipment: Will be sent upon request of patroller on scene. (Tester note: follow directions of candidate; however equipment is limited to the equipment brought by candidate for test purposes)

PATIENT SUMMARY

Patient #1: primary chef has burns to over 25% of his body. There are 3rd degree burns to his face, chest, and hands. He has also inhaled heat and flames, burning his lungs, and causing breathing problems.

Patient #2: second chef has 2nd and 3rd degree burns to his hands and arms from putting out flames on chef #1's clothing.

Patient #3: this skier's fall has caused a fractured tibia, fibula, and humerus and a "skiers thumb" fracture.

VITAL SIGNS

Patient #1

Int. BP 100/60 P 120 R 24 labored 5 min. BP 88/48 P 128 R 20 labored 15 min. BP 78/40 P 134 R 14 very labored w/ periods of apnea

Patient #2

Int. BP 120/90 P 110 R 20 5

min. BP 130/92 P112 R 22

15min. BP 140/92 P114 R 20

Patient #3

Int. BP 110/60 P100 R 20

5min. BP 112/68 P110 R 20

15min. BP 116/70 P110 R 20

SCENARIO OBJECTIVES

Decision-making

Verify scene safety; complete a proper patient assessment, correctly triage patients, call for EMS with ALS support, notify area management for risk management concerns. Call for oxygen, and recognize the need for urgent transportation of chef #1

Problem Management

Candidate must show proper use of personal protection equipment, effective treatment (including Oxygen) and a transportation plan. Demonstrate excellent O.E.C. skills according to skill performance guidelines in Managing Medical Emergencies.

Leadership Skills

Direct others appropriately and with confidence; continual communications with patient and team members; ensure correct emergency management skills of helpers where appropriate; monitor entire situation and all participants with respect to adhering to universal precautions and local infection control plan.

SCENARIO PLANNING FOR Emergency Management INSTRUCTORS

LOCATION

An attempt should be made to simulate as best as possible an 'on-the-hill' warming hut scene where an outdoor grill would be used to prepare food.

WEATHER

Weather must be the same as the day of the evaluation for scenario use.

MOULAGE –

Patient #1

Second and third degree burns to his hands, chest and face; more burns to the chest than either the hands or face. Show burns around his mouth as if he inhaled flames. Use burned clothing in the areas of chest and arms.

(Answers to AMPLE) Allergies -none Medications -none Past History -none

Last Meal -report actual Events Prior -I was getting ready to fry some food

when snow fell into the

pot of grease. This caused the oil to spill onto the grill, catching me on fire.

Patient speaks softly and has difficult time breathing. As scene progresses, breathing becomes more and more difficult.

Patient #2

Second and third degree burns to his hands and arms; more burns to his

hands than arms from helping put out the flames on patient #1. (Answers to

AMPLE) Allergies -none Medications -none Past History -none

Last Meal -report actual Events Prior -All I know, is I heard a scream and I turned to see his upper body in flames.

Patient #3

Skier passing by is distracted and falls, fracturing his humerus, tibia and fibula, and jamming his thumb. (All on same side of body.) Patient is in pain and restless throughout.

(Answers to AMPLE)

Allergies -none

Medications -seizure medications (Phenobarbital) taken today.

Past History -none

Last Meal -report actual

Events Prior -I was having a good run when the sight of fire caught my eye and I fell. I landed on my arm and twisted over my leg. My skis did not come off.

PATIENT INSTRUCTIONS

PATIENT #1 -You are in little pain due to the severity of your burns. You are having some breathing problems even at the onset of scenario. As scenario progresses your breathing rate decreases and becomes more labored. Be sure to show this progressively deteriorating condition.

PATIENT #2 -You are able to see the problems of patient #1 and that upsets you. However, you are aware of your own injuries and concerned about future use of your hands. You feel some pain, but your concern with the use of your hands overrides the pain.

PATIENT #3 -Experiencing pain in your humerus and thumb, however you are unaware of injuries to your leg until palpated. No pain is severe, but you are experiencing nervousness about your situation.

BYSTANDER SCENARIO EXAMPLE – MODULE #4

Note to candidates:

The bystander scenario can take many forms but the idea is to take the patroller out of the scene by putting them solely in a leadership role either as one of the injured, or in a position where they cannot physically be at the scene. Keep your mind open and think of how you would handle the situation under these circumstances. The following is only an example.

Type:

Single Patroller, Single Patient, Bystander Assisted

Scene of Accident:

(Ski Area Environment) Underneath the chair lift

General Problem Description:

You are the only patroller on duty, and the only person trained in first aid at the ski area. You are riding up the chair and you see a skier fall hard under the chair. As you approach the accident site, the chairlift stops. You call out to the person on the ground. The patient advises you that their leg hurts a lot. You call on your radio and find out that the chair will not start for at least 20 minutes due to an unknown limit-switch problem. There is no one available to evacuate you. Your area does not allow self-evacuation and you are too high to jump. Two area employees are available to help.

Injury/Illness:

Patient: Femur fracture with venous bleeding from an open wound on thigh; minor facial scrapes.

Evaluation Criteria:

The patroller is unable to directly assist the patient. The patroller will have to direct the area employees upon their arrival. The only supplies available at the scene will be the patroller's first aid pack, unless the patroller requests the area employees to walk a loaded toboggan with them. Patient's injuries are straightforward. The bleeding should be given the appropriate priority and treatment. Personal protective equipment should be used. The leg should be immobilized with a traction splint. Attention should be given to circulation and treatment of shock.

Patient Notes:

Patient is lying on their side, knees together, with their skis on. The injured leg is on top; toes are tingling/cold, as compared to the uninjured leg. As appropriate treatment of the injury takes place, the tingling subsides and the toes begin to feel warmer. The patient, while cooperative, is in severe pain and should be vocal, but not obnoxious.

Bystander Notes:

You are employees of the area. You know where the toboggans and packs are stored. If requested by the patroller, the radio dispatcher will instruct you to walk the toboggan to the accident site. Although not trained in first aid, you are cooperative, willing to help, and able to follow directions.

AVALANCHE MODULE – MODULE #5

This manual is intended to provide the Central Division Certified candidates information concerning the Avalanche evaluation. The information is intended to assist the candidate understand the process and help to provide for a fair and effective evaluation. The Avalanche evaluation in Central Division is a general basic level review of avalanche theory. It is not an in-depth assessment of the topic. The candidate should be able to demonstrate a basic understanding in theory, safe travel, and rescue techniques. The evaluator will assess the candidate from the point of view of having them as part of their group in avalanche terrain.

Even though the module is divided into three sections for clarity, it should be noted that the candidate must pass the interview and written as one part and the practical as another. The passes only carry for the three-year life, like the other modules of the Certified program.

Prerequisite Education

Each candidate shall complete the NSP Avalanche Safety and Rescue (ASR) course or an equivalent course prior to taking the avalanche module. Any other course of higher stature generated by the NSP or other institution is acceptable with the concurrence of the Divisional Avalanche Supervisor. For more information contact your Regional or Divisional Avalanche advisor for course information

The Practical

In this section of the evaluation, the candidates are to demonstrate their ability to effectively locate two (2) buried avalanche transceivers in as close to real scenario as possible. The candidate is allotted 5 minutes to find the buried transceivers.

The Interview

The interview allows the evaluator an opportunity to measure the candidate's knowledge of avalanche theory and the practical application of that knowledge, performance in avalanche areas, and search and rescue as it applies to avalanche incidents.

The manual provides some general discussion questions and key points to evaluate the candidates understanding of the topic. These are not all inclusive and the evaluator will also work from his or her own personal knowledge of the topic to assess the candidate's performance.

The Written

The 25 question written evaluation has been constructed from the National Avalanche Test Bank of questions and answers. The maker has selected all questions from the *Snow Sense*; *ABC's of Avalanche* and general transceiver user manuals. You must get at least 20 correct to pass.

Recommended course of study for Avalanche Module

Complete, and/or re-take for review, the NSP Avalanche Level 1 (Basic) course

Reading (available through the NSP) *Snow Sense*, Fredston, J and Fesler, D, 1999, 5th ed., Anchorage, AK: Alaska Mountain Safety Center, Inc. *Backcountry Avalanche Safety*, Daffern, T., 2009, 3rd ed., Seattle, WA: Rocky Mountain Books *The ABC of Avalanche Safety*, LaChapelle, E.R., 1985, 2nd ed., Seattle, WA: The Mountaineers Books *Staying Alive in Avalanche Terrain*, Bruce Tremper, 2008, 2nd ed., Seattle, WA: The Mountaineers Books *Avalanche Mitigation-Certified Study Guide*, Dale Mihuta, 2014, 1st ed., Contact Current Certified Advisor

Avalanche Practical Evaluation

- 1 Start the candidates at a common point at the top of the run.
- 2 Equip the candidates with a transceiver and probe. Note: They can use their own transceiver. Do not send two candidates out to search for the same buried unit at the same time.
- 3 Give the candidate a logical scenario based on the selected run and burial selected. Include path description, flow, last seen point, number of missing, number with transceivers, etc.
- 4 Clock starts when they depart and they have 5 minutes to find both transceivers.

Note: The candidate should not dig up the units until all have finished.

Interview -Discussion Points

- 1 Pre-back country trip.
- 2 List five pieces of avalanche rescue equipment.
- 3 Who is the best source for a rescue?
- 4 When you are about to cross an avalanche path, what should you do in preparation?
- 5 Before crossing a dangerous, avalanche prone, slope a backcountry traveler should?
- 6 If you are caught in an avalanche, what are you going to do?
- 7 What do you do if you are a witness to an avalanche?
- 8 Number routes in descending order of safety, with safest first.
 - a. U-shaped valley floor
 - b. Ridges or over top
 - c. Sparse trees
 - d. Thick trees

Area Operations & Risk Management – Module #6

The information in this section will serve as a guide during the Area Operations & Risk Management Interview portion of the Certified Exam.

This overview describes what is expected from the candidate and what is likely to be covered during each portion of the interview process. The depth and level of detail will depend on the candidate's initial answer and the discretion of the interview team.

The setting is a job interview for the Patrol Director (Representative) position at the ski area at which the test is taking place. All the questions are based on the Interview Guidelines below.

INTERVIEW GUIDELINES

The Patrol Management interview will be conducted indoors and possibly outdoors at the base of the mountain (area to be determined at evaluation). The interview will be conducted and scored by a minimum of three Certified Staff evaluators on Thursday and the overflow on Friday afternoon, if needed.

Candidates are expected to be able to demonstrate knowledge of the following topics:

LEADERSHIP

- Candidate must bring an "NSP resume" detailing NSP leadership positions held.
- The role of the Patrol Director/Patrol Representative. Including: personnel, equipment, training, area coverage, communication, etc.
- NSP programs

EDUCATION OF RIDERS

- Your Responsibility Code
- SMART STYLE
- ATML

COMPLIANCE ISSUES

- ADA
- OSHA (MSDS & BBP)
- HIPPA

CRITICAL INCIDENTS

- “Red Flag” Incidents
- Investigation Kits and Procedures
- Incident Report Procedures
- CISD

AREA MANAGEMENT AND RISK MANAGEMENT

- NSAA and MSAA
- Current issues facing the NSP and NSAA (Young Adult Patrollers, Terrain Parks, helmets, etc.)
- Area Management
- Interdepartmental Relations
- Risk Management Issues
- Snowmobile or other machine transport training and operations
- Manuals and Planning Documentation (P&P, evacuation, MCI, Incident Reports, Employee Injury, etc.)

Concluding Objectives:

Management policies, procedures, and general daily operations

- Explain local area plans, policies and procedures for
 - Slopes and trails (closures, signage and hazard marking)
 - Over the snow vehicle operations
 - Snowmaking
 - Lift operations (codes, design criteria, components, power sources)
 - Interface with area operations/departments/management

Existing written planning documents

- Explain local area management planning process, written plans, implementation and risk management issues for
 - Search and rescue
 - Avalanche
 - Mass casualty
 - Emergency vehicle access
 - Operations guidelines (EMS, fire, security, alcohol/drug, lift maintenance)

General risk management issues

- Demonstrate a global understanding of ski industry risk management issues
 - Define the term risk management, giving examples of pre-and post-loss goals
 - Discuss how trail design and maintenance can minimize the risks presented to skiers (cite examples from actual ski areas)
 - Describe the types of safety and risk management training available to various ski area departments

Demonstrate an understanding of ski industry insurance issues

- ◦ List the ski area's insurance carriers and the type of lift inspections the area has
- ◦ List the different types of insurance losses that your ski area may incur with the public and employees. Types of losses may include non-skiing exposures to risk (e.g. slipping, sliding and falling), day care exposures, instructional exposures, workers compensation (employee safety) exposures
- ◦ Discuss budgeting considerations of running a ski area and their

Incident investigation

- ○ Explain what constitutes “red flag” incidents
- ○ Describe an incident investigation kit and document what goes into a “red flag”
- ○ Discuss different types of liability releases and when each is used

Compliance issues

- ○ List laws governing skier/snowboarder behavior at local area and in county and state
- ○ Discuss compliance issues for local ski area management (e.g. ADA, OSHA, U.S. Forest Service, ANSI B.77)
- ⑩ Americans with Disabilities Act (ADA)
 - • Impact on areas to provide equal opportunity, including tramway use, safety and special emergency evacuation considerations
- ⑩ Occupational Safety and Health Act (OSHA)
 - • Basic record keeping knowledge; forms 200, 101
 - • Hazardous materials communication program (Material Safety Data Sheet)
 - • Injury and illness prevention program (IIPP)
 - • Blood borne pathogen regulation (29 CFR 1910.1030); discuss compliance issues that area management deals with (e.g. ADA, OHSA, U.S. Forest Service)
 - • Medical waste management act – compliance knowledge if applicable in your state
- ⑩ United States Forest Service (ski areas on USFS land)
 - • Provisions contained within the term: special use permit
 - • Winter operating plan
 - • Monitoring reports
- ○ Understanding the regulatory environment organizations that establish standards in which ski areas operate
 - • State and local regulations affecting ski area operations
 - • Lift construction and evacuation – ANSI B-77 and ASTM
 - • Risk management issues

Resources

- ○ Local area policies and procedures, i.e. patrol, grooming, snow making, lift operations and evacuation
- ○ ANSI B.77 Codes (The most current codes should be followed where they have been adopted, on a state by state basis.)
- ○ Your Responsibility Code, National Ski Areas Association
- ○ Current NSP and NSAA catalogs for videos and publications
- ○ The Ski Patroller's Manual, National Ski Patrol

Suggested Training Activities

Management policies, procedures and daily operations -prepare an overview of local ski area's operational policies. If appropriate, participate in a group discussion involving the review and comparison of various area programs.

- ○ Slopes and trails
- ○ Over the snow vehicle operations
- ○ Snowmaking
- ○ Lift operations
- ○ Interface with area operations/departments/management

Existing written planning documents – obtain copies of appropriate local area written documents to review for interview or questioning process.

General risk management issues

- ○ Review the ski area insurance coverage and types of inspections. Discuss the different types of insurance losses a ski area may incur with the public and with employees. Include non-skiing exposures to risk, such as slip/slide and falls, day care, instructional, food/beverage (i.e. liquor liability), property loss, workers compensation, (employee safety)
- ○ Identify management's planning and budgeting considerations for running a ski area and their implication to risk management
- ○ Review types of safety and risk management training which should be made available to various ski area departments. Be prepared to discuss the educational objectives for each training program

Incident investigation

- ○ List in detail all the emergency response plans from your local area. (Have examples from actual ski areas and from your local area when possible.) Develop and explain how to implement an emergency response plan

examples of documentation that go into a “red flag” incident report (accident investigation procedure) and be prepared to explain what constitutes a “red flag” incident, the different types of releases and when used

Compliance issues

- ○ Obtain documentation and learn about the provisions in local, county, state and federal laws governing skiers and snowboarders
- ○ Be prepared to discuss compliance issues related to lift evacuation, ADA, OSHA, U.S. Forest Service, etc.
- ○ Discuss the latest HIPPA regulations protecting patient privacy and how they may impact a ski patrol

ROPE RESCUE & LIFT EVACUATION – MODULE #7

In this module the candidate is expected to show their advanced knowledge in chair evacuation procedures and a thorough knowledge of the equipment used to evacuate chair lifts. The candidate is required to bring his/her own chair evacuation equipment and properly demonstrate its use.

The typical evaluation is done at a chair lift and starts out with the candidate demonstrating and reviewing the chronological events that lead up to an actual chair evacuation. No one is lowered from the chair in this evaluation. After explaining the key events leading up to an actual evacuation of a chair lift, the candidate then demonstrates the use of his/her equipment including throwing the lead line over the haul cable and demonstrating the correct belay position and how they will communicate with the public in the chair.

Candidates must be prepared to discuss any and/or all of these topics during the demonstration of their chair evacuation equipment:

- Proper care and storage of equipment
- Inspection and replacement of equipment
- Location and deployment of equipment
- The concept of friction
- Planning and budget considerations
- Evacuation protocols, when/how/who determines an evacuation
- Who can stop an evacuation, who can restart a lift and when
- Special considerations -water, cliff faces, terrified skier
- What is a Lift Evacuation Plan (LEP)
- Medical emergencies
- Use of outside personnel and when would you set up a training session
- Ropes and knots
- Lift switches, safety lock outs and how they work
- Adaptive skiers and adaptive equipment considerations

Like all the other modules, it is critical that the Certified Patroller have all the specific skills in a given module, but we are also looking for a patroller that has the overall management skills and broad view of how to conduct a safe evacuation and interact with ski area management.

Be confident in your knowledge and ability. Hesitation and being unsure of your answers will not instill confidence in your Certified evaluators.

Don't confuse the tactical and strategic parts of chair evacuations!

One of the reasons for patroller confusion in learning the complete and accurate picture for conducting a flawless chair evacuation is that they confuse the technical and strategic aspects of the process.

Strategic parts of the evacuation involve the management aspect of the scenario. You are expected to act as the person in charge of an evacuation. Think like a leader -know what to do when and how best to deploy your resources.

The **tactical portion** of a chair evacuation is to understand the various technical aspects of the picture. How to tie knots, knowing what the correct position is for the primary belayer, remembering to use a back up knot, working within an evacuation team, remembering to lock out the electrical supply and knowing what a carabineer is, are all tactical parts of the scenario.

Knowing how to tie a knot doesn't make you a great leader. You may have great leadership skills, but if you are weak in the tactical skills necessary to conduct a safe evacuation, you will not do well in this module either.

We are looking for a patroller who can confidently lead an entire evacuation process in their sleep and tie a knot without thinking!

Candidates should, at all times, treat rescue equipment and lines with respect.

Low Angle Rescue – Module #8

- 1 Knots, anchors, and proper set up and use
- 2 Using a 3:1 mechanical advantage to raise a litter safely
- 3 Using a belay setup to lower a litter safely

This evaluation will be set up in a real life scenario and will be limited to a 20 minute time limit. If the evaluators do not see the required knots tied during the scenario, they may ask to the candidate tie them separately. This will not count against their time.

KNOT TYING and ANCHORING

The candidate will demonstrate the ability to tie the following knots.

- Figure 8 Follow-through
- Figure 8 on a bight
- Prussik Loop
- Double Fisherman's
- Water Knot or Ring Bend
- Hasty Seat

The certified candidate will demonstrate the ability to construct a variety of anchors and anchoring systems.

- Knotless Anchor
- Single Anchor
- Two-point Equalized Anchor
- Three-point Equalized Anchor

LOW ANGLE RESCUE SYSTEM

The certified candidate will define LAR and describe when a LAR will be appropriate. The candidate will construct a Low Angle Rescue System with a 3:1 Mechanical Advantage. The candidate will demonstrate the use of this system for raising a rescue toboggan. This system will include:

- Appropriately selected anchor(s) w/sling and locking carabineer. This can also be a multiple anchor system that is equalized.
- Rope secured to litter or rescue sled with webbing, carabineers and Figure 8 knot.
- Rope run to provide a 3:1 mechanical advantage for raising

- Slings on litter for two rescuers
- Hasty seat on candidate

The certified candidate will also be able to set up and explain a simple lowering system using a basic belay system.

The candidate should demonstrate the ability to perform the skills without a lot of hesitation, floundering or mistakes. If a mistake is made, it is acceptable to correct it in a timely manner that does not compromise safety or operational status of the system.

Candidates should, at all times, treat rescue equipment and lines with respect.

Suggested equipment for a low angle rescue kit:

- 150 feet of 11 mm static line
- 100 feet of 1 inch tubular webbing to make 2 – 20' and 4 – 15' lengths
- Locking carabineers -10
- Harnesses – 2 sets, make sure it can fit over ski boots
- Pulleys – 2 (preferably 1-1/2" to 2" in diameter)
- Belay device – (Figure 8 or atc)
- Safeties, 5mm line – 41' (cut to 6 – 5-1/2' and 1 – 8')
- Rope Bag (to put all your stuff in)
- Small mesh bags – 2 (to store carabineers etc and tubing)

Recommended course of study for LAR Module

Complete, and/or re-take for review, the NSP Mountain Travel and Rescue 1 course (MTR1)

Reading (available through the NSP)

Mountain Travel & Rescue: National Ski Patrol's Manual for Mountain Rescue, Mountaineers Books; 2nd edition, National Ski Patrol

Technical Rescue Field Operations Guide

Tom Pendley

On Rope

Bruce Smith

Certified Evaluation Grading

This section will outline the evaluation method/criteria used in each module of the Certified Program Evaluation.

Note to team leaders: In addition to the passing criteria outlined for a specific module, the entire evaluation team has to be satisfied and agree with the final consolidated score (+, = or -) given to the candidate.

*** Note:** In the Emergency Management Practical module candidates must have a passing score as a leader and pass at least one of the two helper stations in order to achieve an overall pass for EM practical.

Module	Grading Criteria	Passing Criteria
Skiing	On hill evaluation. +/=/	Simple majority + or =
Tobogganing	On hill evaluation. +/=/	Simple majority + or =
Emergency Management-Practical *	Scenario based +/=/	* Simple majority + or =
Emergency Management-Bystander	Scenario based +/=/	Simple majority + or =
Emergency Management-Essay	50 questions	80% or greater
Avalanche-Practical	Field work to find 2 buried transceivers	5 minutes and below is passing
Avalanche-Interview	Staff interview with candidate	Pass/fail by staff evaluator
Avalanche-Written	25 question written evaluation	20 or more correct to pass
Area Operations Interview	Staff interview with candidate	Simple majority + or =
Rope Rescue & Lift Evacuation	On hill evaluation and interview	Simple majority + or =
Low Angle Rescue	On hill evaluation and interview	Simple majority + or =

Certified Evaluation Grading -continued

Process for tabulating candidate scores and determining successful results at an Evaluation.

To ensure a consistent grading criterion is applied across all modules, the following process will be followed by all team leaders:

- 1 At the completion of a module, the Team Leader must fill out a Candidate Scoring Summary Matrix for all candidates evaluated at that event.
- 2 The Team Leader holds a group discussion with all evaluators where they collectively review and approve the candidate's scores on the Scoring Summary Matrix.
- 3 A single score (pass/fail) is then agreed to by the evaluation group for each candidate and indicated on the Scoring Summary Matrix.
- 4 All evaluators either initial or sign the Scoring Summary Matrix.
- 5 Scoring Summary Matrix is then given to the Division Supervisor for review and concurrence.
- 6 In the event of any scoring controversy, the Leadership Team will review the details of the controversy and arrive at a decision.

The Scoring Summary Matrix can be found in the Appendix.

Evaluation Re-Test Criteria

*The policy of the Central Division Certified Program is that the Certified Program is a three-year commitment for the candidate. Re-evaluating a candidate's performance **is not considered routine** at an annual evaluation and candidates should not expect it. Candidates are encouraged to complete as many components each year with the possibility of completing all program requirements in three years or less. Any candidate in the program may request a one year extension by written request to the program supervisor noting details of the specific reason. Such request must be submitted a minimum of two weeks prior to the evaluation, unless it is not possible because of a more recent injury.*

Ultimate responsibility to determine if a retest is necessary rests with the Division Certified Supervisor. Depending upon the component and the status of the candidate in the program, the candidate may petition the advocate or event leader for a re-test. The advocate, if available, will then confer with the event leader and the Certified Supervisor to determine if the candidate will be afforded a retest.

Other areas of the evaluation and intangibles are at the discretion of the Division Supervisor and the Assistant Supervisors to decide on. Retests may be warranted upon discovery of a candidate's learning/physical disability that may have affected the evaluation of their performance.

Details below will outline by component or program event, the policy and exceptions of where and when re-tests may be granted.

- **Skiing** – Re-tests are not allowed as the event is a ski-along and two runs of each segment are graded.
- **Toboggan** – Re-tests can be called at the discretion of the event leader or as a result of a petition from the advocate on behalf of the candidate. Reasons for retest must be due to some unusual or unforeseen event happening that did not allow the staff to adequately evaluate the candidate's performance when requested on their first attempt.
- **Emergency Management** – Practical and Bystander – Re-tests are not permitted if the candidate is in their first or second year of the program. Otherwise, the Emergency Management event leader has to confer with the Division Supervisor before a decision is made to grant a retest. Emergency Management Practical, retests are only granted if 2 out of 3 testers have failed the candidate as the lead, the candidate passed both helper sections

- **AVALANCHE** – Re-tests on the avalanche field exercise will be at the discretion of the field evaluation team leader in consultation with the field evaluation team, the avalanche module leader and the Division Certified Supervisor. Only one re-test per candidate may be granted. Candidates cannot request a re-test.

Factors that may be taken into consideration for allowing a re-test are:

- 1 An elapsed time, not greater than 5 minutes, 15 seconds.
- 2 The candidate has demonstrated a basically correct search technique.
- 3 The candidate performed some minor, correctable error in their attempt.

The candidate will be advised by the field team leader as to what to “watch for” (their minor error) in the re-test, if one is granted.

- **Rope Rescue/LAR and Risk Management/Area Operations** – Re-tests are not allowed.

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Candidate Advocate

This section will briefly outline the roles and responsibilities of the candidate advocate.

Candidate advocates are used at Certified evaluations during the Skiing, Tobogganing and Emergency Management modules.

The certified advocate's primary role is to ensure equal and consistent evaluation criteria is applied to all candidates and act as the liaison between the candidate and the evaluation team.

Their expanded role includes:

- Answer any questions the candidates may have,
- Provide experienced, sage and measured advice to the candidates,
- Act as their number one cheerleader,
- Exhibit a cheerful, up beat and positive attitude,
- Help keep a 'team' attitude amongst the candidates and avoid bad karma from developing between candidates,
- Be yet another 'experienced' eye during the evaluation to observe all risk management protocols,
- Ensure consistent evaluation criteria is applied to all candidates,
- Keep an eye on the physical and emotional condition of the candidates throughout the evaluation and
- Tell as many bad jokes as you can, you have a captive audience!

Attitude is everything!

An advocate with a positive attitude will help ensure the candidates are in their best frame of mind and able to give their best effort. Remember when you were a candidate -evaluations can be stressful!

Annual Certified Evaluation

The Skiing/Riding and Toboggan modules will rotate among the regions that currently have Approved Ski Areas (see below). The rotation will be as follows: Western 2015, Ohio 2016, Northern Michigan 2017, North Central 2018, Western 2019, Ohio 2020, Northern Michigan 2021, North Central 2022...

Approved Ski Areas

The following areas are approved to host a **Certified Skiing/Riding and Toboggan Evaluation, Staff Recertification and Qualification Clinics**:

- Boyne Mountain
- Indianhead
- Marquette Mountain
- Mt. Ripley
- Nubs Nob
- Perfect North Slopes
- Lutsen

The following areas are approved to host **Staff Recertification and Qualification Clinics (only)**:

- Cascade Mountain
- Welsh Village
- Chestnut Mountain
- Any area that is Senior S&T Approved.

The following areas are approved to host **Qualification Clinics (only)**:

Approving New Ski Areas to Host Certified Evaluations

Note: This criteria and specific instructions for this section are still being developed.

- Slope criteria – length and degree of slope.
- Local area management receptiveness.
- Local area amenities necessary to host an evaluation. (Meeting room and quiet places for testing)
- Local lodging availability.
- Other needs of the program as determined by the Division Certified Advisor & Leadership Team.

Membership Categories

Active Member – Any member who has completed all of the required certified modules within the three calendar year period. In order to maintain membership each member must re-certify in Toboggan Handling and Skiing every three years. In addition, a staff member must attend an annual evaluation within each three year widow in order to remain active. Any active member may request a one-year extension by written request to the program supervisor noting details of the specific reason. *Such request must be submitted a minimum of two weeks prior to the evaluation, unless it is not possible because of a more recent injury.*

Inactive Member – Member in good standing whose request for a leave of absence has been approved by the Program Supervisor and has concurrence by the leadership team. Inactive members have no voting rights and cannot participate in meetings or events.

Alumni Member – Any Certified Patroller who no longer meets all of the requirements of an Active Member. Alumni members have no voting rights but may continue to participate in meetings or events in an advisory capacity. Alumni Members may also serve as an examiner in any Certified discipline in which he/she is currently qualified (except Ski & Toboggan) at the discretion of the Program Supervisor and the chairperson overseeing that discipline.

Lifetime Member -A special category of membership limited to individuals who have been fully Certified for a minimum of twelve (12) years may be eligible to attain Lifetime status. Lifetime Certified status is seen as a great honor bestowed on individuals who, over many years, have proven their skills and abilities at the Certified level. These members are no longer asked to prove their ski and toboggan skills but are valued for their experience and depth of knowledge in Ski Patrolling and therefore may serve as a valuable resource to the Certified Program.

Criteria for lifetime status:

- 1) Certified for twelve years
- 2) Demonstrated Active membership: Attended and participated to a great extent in the annual exams/meetings and/or precourse, introduction to Certified programs, Certified patrollers schools, etc.

3) Nominated for Lifetime status by another Certified member 4) Valid reason for change of status to Lifetime 5) Approved by Lifetime Committee (or Staff vote at annual meeting).

Process:

- 1) Nomination is submitted in writing on the appropriate form to the Program supervisor on or before January 1st. 2) Program supervisor removes the name of the nominee and forwards nomination to the Lifetime Committee.
- 3) Lifetime Committee members individually score the Nomination using the attached score sheet and return them to the Program supervisor.
- 4) The Program supervisor compiles the scores. The applicant must have an average of 80 points to be awarded Lifetime status.

Lifetime Committee composition:

A Minimum of three Lifetime members appointed by the Program supervisor. If three lifetime members are not available then the Program supervisor will select a member(s) at large to fill the committee.

Lifetime Certified member comments

- A Lifetime Certified member must maintain membership in the National Ski Patrol
- A Lifetime Certified member has the rights and privileges of other Active members
- A Lifetime Certified member may serve as an examiner in any Certified discipline in which he/she is currently qualified with the approval of the chairperson overseeing the discipline and the Certified Program Supervisor
- Lifetime members do not need to recertify their ski and toboggan skills
- Lifetime members who do not recertify ski and toboggan may not serve as Certified Ski and Toboggan Examiners

Reactivation of Lapsed Status

A Certified Patroller who has failed to maintain active status due to a failure to maintain registration with the National Ski Patrol or by failure to recertify every three years or any other cause may apply for Reinstatement of Active Status by complying with the following procedure:

- 1) Submit application for Reinstatement of Active Status to the Division Supervisor: a) Proof of current registration with the NSP. b) Date of last recertification. c) Proof of current OEC and CPR credentials. d) A statement as to the reason active status has not been maintained
- 2) Applicants shall attend a Certified Test and pass the skiing and Toboggan re-certification test.
- 3) The applicant shall pass the test for any modules of the Certified test that have been added to the program since the date of the last recertification. (I.e.: Avalanche Module, Low Angle Rescue Module, etc.)

It is the intent that this procedure would be utilized only once per member as a method to re-establish active status as a Certified Patroller. It is not intended to be used as a substitute for the need to recertify on the three (3) year schedule.

Election of Division Certified Supervisor

This section is to establish the policy and procedures for the selection and election of any new Central Division Certified Supervisor.

Eligibility

Certified alpine patrollers who have:

- Served as an Assistant Certified Supervisor are eligible to be considered for position of Program Supervisor. One of the primary reasons for creating the role of the Assistant Supervisor is to put staff members in a position to be mentored to take over the role of Program Supervisor.
- Served a minimum of two years as a Module Team Lead in Certified Evaluations are eligible.
- Significant experience at the Region and Division levels are also eligible for consideration.
- Eligible staff members who want to be considered for the role of Certified Program Supervisor are encouraged to first serve as an Assistant Supervisor.

Nomination

- Eligible staff members wanting to serve as the next Supervisor are asked to contact one of the Certified Program Leadership Team. The Leadership team consists of the Program Supervisor, the two Assistant Supervisors, Skills Development Supervisor and Assistant Division Director.
 - The current Certified Supervisor shall, by February 1st, make known to the current Division Director and/or Approved Division Director candidates:
 - a. Name
 - b. Contact information
 - c. Home Area
 - d. Experience and qualifications
 - The Division Director, in coordination with any Approved Division Director candidates if an election is due, shall by February 15th, make known to the current Certified Program Supervisor all those candidates that shall be acceptable as a candidate for the supervisor position.

Selection & Appointment

- The acceptable Certified Staff member(s) being nominated as the next Supervisor must pass a majority approval vote by the Certified Staff present at the Annual Certified Staff Meeting (usually the first weekend in March).
- The newly elected Certified Supervisor shall take full responsibility for the Central Division Certified Program effective July 1st.

Mentor Guidelines/Process for Certified Candidates

To better prepare candidates for the Certified Evaluation, each candidate will have a Staff member assigned to them as their official mentor.

Mentor Guidelines/Process Criteria:

- 1 Ideally, the mentor-candidate relationship should be established prior to the candidate attending a Certified Qualification Clinic.
- 2 When a potential candidate expresses interest in the program and fills out a Certified Application form a mentor should be identified at that time and designated on the Certified Application form. If no mentor is designated, the Certified Leadership Team will assign a mentor to the Candidate.
- 3 A mentor should be from the same Region as the Candidate. This will allow the mentor more opportunities to be able to meet/ski with the candidate.
- 4 Primary responsibilities of the mentor are to be an information source for the candidate and help them prepare (mentally and physically) for the Certified Evaluation.
- 5 While the mentor gives the candidate access to a local staff member to help them with the program, the Certified candidate is still expected to be proactive in their approach to learning the new skills required of a Certified Patroller.

Shadowing Evaluator Guidelines

New staff members are required to act in a shadow evaluator roll prior to being a evaluator for any given module. During this shadow process, the staff members will learn from their evaluation group the evaluation process and the determining factors between success and failure. This is a dynamic process and can be repeated if necessary. If the evaluation team deems necessary, they may request the shadow return for another year as a shadow evaluator. This will be determined by the evaluation team and the program supervisor.

Appendix – Area Operations Questions

Questions below are used in the Area Operations and Risk Management module interview session with the candidate. These questions can be used to start the general dialog. Other questions not found on this questionnaire can also be asked of the candidate.

Area Operations Evaluation Questionnaire

1. What is the NSAA?
 - a. What is their "Primary Objective"
 - b. How will it affect ski areas?
2. What is the "Skier Responsibility Code?"
 - a. Name them?
 - b. What is the "Skier Responsibility Code" for Skiers with Disabilities?
3. What does ANSI stand for?
4. What does ANSI B.77 Regulate?
5. What does ADA stand for?
 - a. How does it affect the ski industry?
6. What is "OSHA"
 - a. What do they regulate and how does that impact daily operations at a ski area?
7. What sorts of Risk Management issues are important to the Ski Patrol?
 - a. How would you manage your patrollers training?
 - b. Should Risk Management issues be considered in crafting your patrol's local procedure manual? If so, how?
8. What are the basic different types of toboggans used?
 - a. Describe advantages and/or disadvantages these toboggans may have?
9. How is snow made?
 - a. How does temperature & humidity affect snowmaking?
 - b. How does snowmaking impact the Ski Patrol?
 - c. What is Snow Max and why do some areas use it?
 - d. What type of skier concerns should the Ski Patrol be aware of when snow is being made at the area?
10. What do you believe are the safety issues associated with snowmaking and other ski area equipment that are located on the slopes?
 - a. What are the safety issues of high-pressure air and water lines and

11. How can the Ski Patrol aid in grooming activities?
 - a. What are our duties if we decide to groom while the area is in use?
12. What are some of the safety issues surrounding chairlift use?
 - a. What are some of the items you and your patrollers should look for when riding a chairlift?
 - b. Name the safety mechanisms of a chairlift.
 - c. What is a Pony motor and why does it have a gas/diesel motor?
13. What do you think you can do to help our patrol raise its reputation with the riding public? (Snowboards)
14. How do you intend to handle contacts from news media, attorneys, other employees, etc about critical incidents?
 - a. How will you train your patrollers for such questions?
15. What sort of things have you observed that may represent safety concerns at your ski area?
16. What is the ski area safety act in your state? (i.e. "Michigan Ski Area Safety Act of 1962?")
 - a. What are some of the things it governs?
17. Please define the term, "Risk Management".
 - a. Please give examples of your pre-and post-loss goals for the patrol.
18. What is a critical incident?
 - a. What is the proper response in your current area to a "Red Flag" incident?
 - b. What would you change if you could?
19. In regards to patrolling procedures and risk management, what pre-written plans and documents does your patrol need?
 - a. How would you implement and maintain these plans?
20. Why must some ski areas comply to U.S. Forest Service Regulations?

Appendix – Change Management Process

Requested changes to the Central Division Certified Manual must be reviewed by the Central Division Certified Leadership Team. During this review, the line ADD will determine whether B.O.D. action is required prior to implementing any change. This decision will be based on the depth and impact of that change as well as the potential impact on any other Division or National programs or policies.

Certified Leadership Team members include Division Certified Supervisor, Assistant Certified Supervisors, Skills Development Supervisor and Assistant Division Director.

Change management process at annual Certified Meeting:

- 1 Introduce item to discuss at annual meeting and hold discussion.
- 2 If item is deemed worthy of continued attention the Division Supervisor will appoint a sub-committee and chairman to research the proposal and develop a formal response.
- 3 Formal response will be communicated to staff via email for their input and approval/disapproval.
- 4 Voting on proposed items will be conducted via email with majority approval required to put an item into the manual. Every effort will be made to group proposals together in emails to staff and to minimize administrative tasks.

Change management process for items proposed or suggested outside of the Annual Certified Meeting:

- 1 Items proposed for consideration must be communicated to the Division Supervisor.
- 2 Division Supervisor will then review the proposal with the Leadership Team to decide if a formal review process is warranted.
- 3 If a formal review is warranted, the Division Supervisor will then appoint a sub-committee and chairman to research the proposal and develop a formal response.
- 4 Formal response will be communicated to staff via email for their input and approval/disapproval.
- 5 Voting on proposed items will be conducted via email with majority approval required to put item into the manual. Every effort will be made to group proposals together in emails to staff and to minimize administrative tasks.