

JAY PEAK LEADERSHIP SERIES 2025



DEVELOPING THE NEXT GENERATION OF JAY PEAK LEADERSHIP

CONNECTING TO OUR VISION, MISSION, AND VALUES

VISION

We strive for an authentic, community driven Resort that derives its vitality from the on-mountain experience, respect for its history & what has come before it, and its team members whose energy and spirit are its foundation.

MISSION STATEMENT

Our focus and responsibility is to our guests and to our family of team members. All that we do is centered toward making them comfortable, safe and valued. We do this when we make decisions in alignment with our core values. We take special pride in helping our guests create unique memories by virtue of offering them a wide variety of recreation options, the highest level of authentically-great service, and honestly welcoming them to what we feel is the most special corner of the world.

CORE VALUES

Forethought and thorough analysis precede each and every decision we make at the resort. We benchmark decisions and actions in the context of these following six core values.

ROOTS & GROWTH

Our greatest strengths are rooted in the people who make up the Jay Peak team of employees. And while our unique past informs our future, it is guided by each person's dedication to growing and learning. Our commitment to always search for improvement, both personally and professionally, sets the Jay Peak team apart.

MAKING CONNECTIONS

We are about nurturing relationships, understanding and appreciating differences and tying individual stories into the larger one we are building together. Our interests, motivations and collective sense of wellbeing are inextricably linked to the feeling that we all belong to a greater narrative.

CREATING EXPERIENCES

Jay is a unique and special place and we want to share it with everyone who values unique and special places. We go beyond simply offering services; we aim to enhance experiences and create memories with genuine, quality engagement.

SAFETY & WELLBEING

It's more than just keeping you safe. The resort has an uncompromising dedication to the welfare of our employees and guests. We work hard to challenge industry standards and constantly improve upon our own internal benchmarks. We believe that any definition of our own success must connect to safe work spaces for employees, the safest possible environment for our guests and a belief that the wellbeing of both is something that requires constant focus.

COMMUNITY – INSIDE & OUT

The Raised Jay attitude is at our core, steeped in deeply Vermonter values (hard work, authenticity, respect, generosity) and extends beyond the resort footprint to encompass regions that make up the broader Jay Peak community. As our circles of community widen, so do our successes.





A NEW TRAINING PROGRAM

Jay Peak is committed to developing and enhancing its leadership team through a new training program. This training will provide leaders with techniques and strategies to confidently motivate their teams towards organizational goals and increased employee engagement.

PRACTICE OPERATIONAL EXCELLENCE

CREATE VALUE BY UNDERSTANDING THE BUSINESS

LEAD WITH AUTHENTICITY & TRANSPARENCY

LEVERAGE HUMAN RESOURCES

MANAGE SAFETY

DEVELOPING THE NEXT GENERATION OF JAY PEAK LEADERS





PROGRAM INTRODUCTION

BRENDEN BECKSTEIN

Helping employees, leaders, teams, and organizations thrive, grow, and succeed



University of
New Haven



BB Performance Solutions
Thriving, Growing, Succeeding



Raytheon

ThermoFisher
SCIENTIFIC
The world leader in serving science



OVERALL PROGRAM OBJECTIVES

By ensuring your alignment and understanding to what's important here at Jay, we will build your capabilities and better equip you to:

- Lead and manage with authenticity to create high performing teams with engaged employees,
- Manage safety to ensure the wellbeing of your teams and our guests,
- Practice operational excellence to enable a smooth guest experience,
- Increase business understanding to maximize the value we create here at Jay Peak, and
- Leverage Human Resources to enhance your team's employment experience.

EXPECTATIONS

Participants	Your Immediate Manager
<ul style="list-style-type: none">• Attend all sessions• Be present and engaged ... Offer opinions, share experiences, and ask questions• Complete pre- and post-work for each session as required• Apply / test / practice learning on-the-job using the tools shared• Share learnings / solicit feedback from your immediate manager and your team	

EXPECTATIONS (CON'T)

Participants	Your Immediate Manager
<ul style="list-style-type: none">• Attend all sessions• Be present and engaged ... Offer opinions, share experiences, and ask questions• Complete pre- and post-work for each session as required• Apply / test / practice learning on-the-job using the tools shared• Share learnings / solicit feedback from your immediate manager and your team	<ul style="list-style-type: none">• Support participant's development by ensuring time for sessions and pre- and post-work as required• Discuss what they learned from the sessions and how they can apply on-the-job• Encourage participants to share key learnings with their teams• Providing ongoing feedback and check for progress during and after the program

TODAY'S MODULE OBJECTIVES

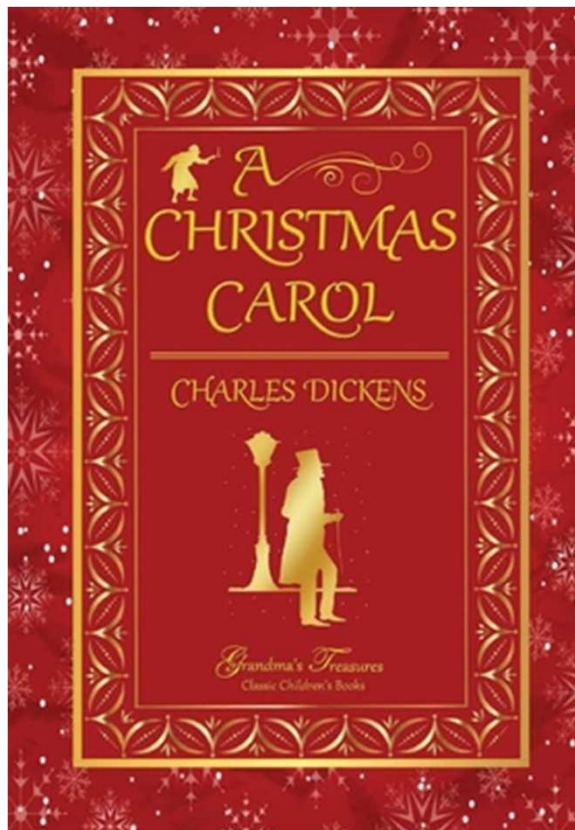
After this leadership module, you will:

- Know that leaders and managers matter and make a difference every day,
- Describe emotional intelligence (EI) and the four elements of emotional intelligence,
- Take an EI assessment to understand where you currently stand on EI and where some focus could be beneficial,
- Consider situations and people that may trigger a “not your best self” moment and determine alternative courses of action, and
- Be prepared to apply what you learn back on the job.



**LEADERS AND MANAGERS
MATTER !!!**

A CHRISTMAS CAROL, CHARLES DICKENS (1843)



Before all the scientific studies showing that great leaders and manager make such a big difference, Charles Dickens described the power of a great leader and manager

FROM: A CHRISTMAS CAROL, CHARLES DICKENS (1843)

Remember the scene when Scrooge and The Ghost of Christmas Past are watching Fezziwig's, Scrooge's manager, Christmas party.

"A small matter," said the Ghost, "to make these silly folks so full of gratitude."

"Small!" echoed Scrooge.

The Spirit signed to him to listen to the two apprentices, who were pouring their hearts in praise of Fezziwig: and when he had done so said,

"Why! Is it not? He has spent but a few pounds of your mortal money: three or four perhaps. Is that so much that he deserves that praise?"

"It isn't that," said Scrooge, heated by the remark, and speaking unconsciously like his former, not his latter, self.

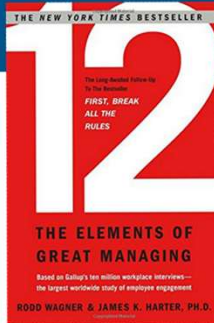
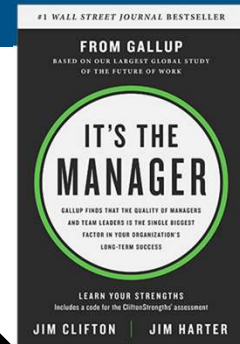
"It isn't that, Spirit. He has the power to render us happy or unhappy; to make our service light or burdensome; a pleasure or a toil. Say that his power lies in words and looks; in things so slight and insignificant that it is impossible to add and count 'em up: what then?

The happiness he gives, is quite as great as if it cost a fortune."



LEADER AND MANAGER BEHAVIORS MATTER!

Leaders & Managers Directly Influence Employee Engagement, Boost Performance, Customer Attitudes, & Improve Business Results



Organizational Practices

Leader & Manager Behaviors

Engaged, Productive Employees

Satisfied, Loyal, Advocating Customers

Positive Business Outcomes

**** Gallup Studied Over 3.3 Million Workers Across 100,000+ Teams for over 80 Years ****



Leading with Authenticity Through Emotional Intelligence

EMOTIONAL INTELLIGENCE?

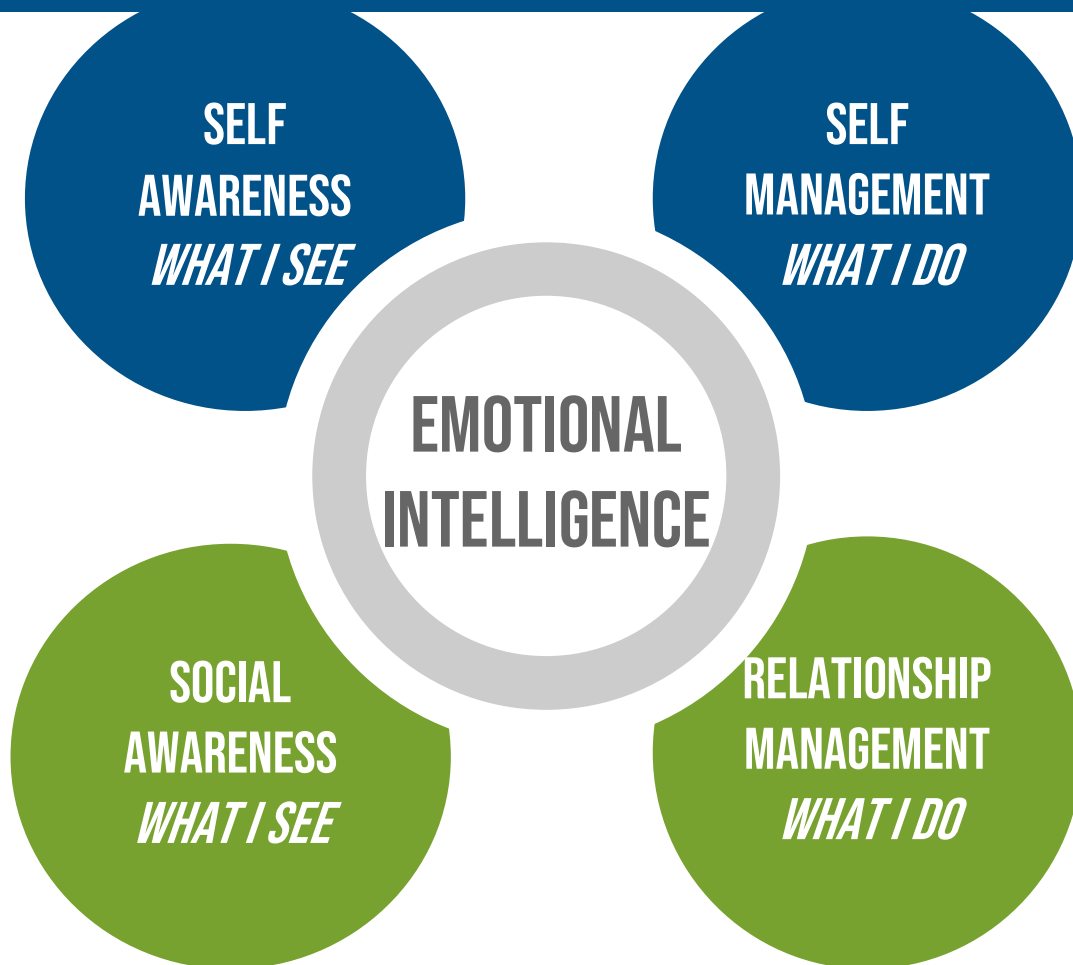
What is Emotional Intelligence?

Your ability to recognize and understand emotions in yourself and others and your ability to use this awareness to manage your behavior and relationships.

Why is Emotional Intelligence Important?

Essential for great leadership and managing, effective collaboration, strong interpersonal relationships, and successful communication in the workplace

THE FOUR ELEMENTS OF EMOTIONAL INTELLIGENCE



PERSONAL COMPETENCE - FOCUS ON THE SELF

- Your ability to understand and manage your own emotions effectively.
- Your ability to perceive and control your own emotions to achieve personal goals and maintain emotional balance.

SOCIAL COMPETENCE - FOCUS ON OTHERS

- Your ability to understand others' moods, behavior, and motives to improve the quality of your relationships.
- Your ability to navigate social situations, connect with others, and foster positive relationships.

EXERCISE: EMOTIONAL INTELLIGENCE ASSESSMENT

SEE HANDOUT

Instructions: For each statement, rate yourself on a scale from 1 to 5

1 = Rarely 2 = Occasionally 3 = Sometimes 4 = Often 5 = Always

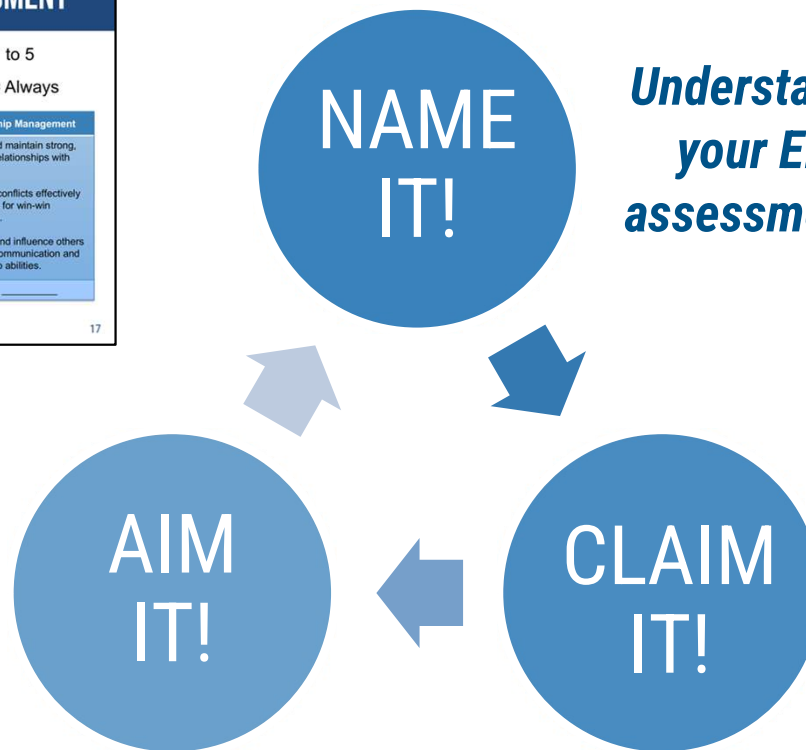
Self-Awareness	Self-Management	Social Awareness	Relationship Management
<ul style="list-style-type: none">— I recognize how my emotions affect my thoughts and actions.— I can identify what triggers my emotions in different situations.— I understand my strengths and limitations clearly.	<ul style="list-style-type: none">— I stay calm under pressure and manage my emotional responses effectively.— I avoid impulsive reactions and consider the consequences of my actions.— I adapt well to unexpected challenges or changes.	<ul style="list-style-type: none">— I can easily sense how others are feeling, even when they don't express it.— I make an effort to understand the perspectives and needs of others.— I adjust my communication style based on the emotions and preferences of others.	<ul style="list-style-type: none">— I build and maintain strong, positive relationships with others.— I resolve conflicts effectively and strive for win-win outcomes.— I inspire and influence others with my communication and leadership abilities.
Score: _____	Score: _____	Score: _____	Score: _____

Total Score: _____

YOUR EI ASSESSMENT: NAME IT, CLAIM IT, AIM IT!

EXERCISE: EMOTIONAL INTELLIGENCE ASSESSMENT			
SEE HANDOUT			
Instructions: For each statement, rate yourself on a scale from 1 to 5			
1 = Rarely 2 = Occasionally 3 = Sometimes 4 = Often 5 = Always			
Self-Awareness	Self-Management	Social Awareness	Relationship Management
— I recognize how my emotions affect my thoughts and actions.	— I stay calm under pressure and manage my emotional responses effectively.	— I can easily sense how others are feeling, even when they don't express it.	— I build and maintain strong, positive relationships with others.
— I can identify what triggers my emotions in different situations.	— I avoid impulsive reactions and consider the consequences of my actions.	— I make an effort to understand the perspectives and needs of others.	— I resolve conflicts effectively and strive for win-win outcomes.
— I understand my strengths and limitations clearly.	— I adapt well to unexpected challenges or changes.	— I adjust my communication style based on the emotions and preferences of others.	— I inspire and influence others with my communication and leadership abilities.
Score: _____	Score: _____	Score: _____	Score: _____
Total Score: _____			

Take specific actions to better respond to everyday situations based on understanding your EI assessment



Understand your EI assessment

Appreciate the power, opportunities, and challenges your EI assessment results give you

SELF AWARENESS

WHAT I SEE



DEFINED

Recognizing your emotions, understanding their impact, and accurately assessing your emotional strengths and limitations.



EXAMPLE

Identifying that you're feeling anxious before a big presentation and understanding how it might affect your performance.

PERSONAL COMPETENCE ... FOCUS ON THE SELF

EXERCISE: EMOTIONAL INTELLIGENCE ASSESSMENT

Instructions: For each statement, rate yourself on a scale from 1 to 5

1 = Rarely **2** = Occasionally **3** = Sometimes **4** = Often **5** = Always

Self-Awareness	Self-Management	Social Awareness	Relationship Management
<ul style="list-style-type: none">— I recognize how my emotions affect my thoughts and actions.— I can identify what triggers my emotions in different situations.— I understand my strengths and limitations clearly.			
Score: _____	Score: _____	Score: _____	Score: _____

SELF MANAGEMENT

WHAT I DO



DEFINED

Managing your emotions in a healthy way, controlling impulsive behaviors, and adapting to changing circumstances.



EXAMPLE

Choosing to take a few deep breaths instead of reacting angrily in a stressful situation.

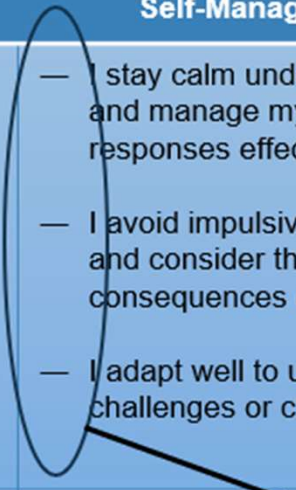
PERSONAL COMPETENCE ... FOCUS ON THE SELF

EXERCISE: EMOTIONAL INTELLIGENCE ASSESSMENT

Instructions: For each statement, rate yourself on a scale from 1 to 5

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Self-Awareness	Self-Management	Social Awareness	Relationship Management
<ul style="list-style-type: none">— I recognize how my emotions affect my thoughts and actions.— I can identify what triggers my emotions in different situations.— I understand my strengths and limitations clearly.	<ul style="list-style-type: none">— I stay calm under pressure and manage my emotional responses effectively.— I avoid impulsive reactions and consider the consequences of my actions.— I adapt well to unexpected challenges or changes.		
Score: _____	Score: _____	Score: _____	Score: _____



SOCIAL AWARENESS

WHAT I SEE



DEFINED

Accurately perceiving and understanding the emotions of others, including recognizing nonverbal cues and empathizing with their feelings.



EXAMPLE

Noticing a colleague's body language indicating stress and offering support.

SOCIAL COMPETENCE ... FOCUS ON OTHERS

EXERCISE: EMOTIONAL INTELLIGENCE ASSESSMENT

Instructions: For each statement, rate yourself on a scale from 1 to 5

1 = Rarely **2** = Occasionally **3** = Sometimes **4** = Often **5** = Always

Self-Awareness	Self-Management	Social Awareness	Relationship Management
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Score: _____	Score: _____	Score: _____	Score: _____

RELATIONSHIP MANAGEMENT

WHAT I DO



DEFINED

Building and maintaining healthy relationships by communicating clearly, inspiring and influencing others, and resolving conflicts constructively.



EXAMPLE

Mediating a disagreement between team members in a way that strengthens trust and collaboration.


SOCIAL COMPETENCE ... FOCUS ON OTHERS

EXERCISE: EMOTIONAL INTELLIGENCE ASSESSMENT

Instructions: For each statement, rate yourself on a scale from 1 to 5

1 = Rarely 2 = Occasionally 3 = Sometimes 4 = Often 5 = Always

Self-Awareness	Self-Management	Social Awareness	Relationship Management
<ul style="list-style-type: none"> — I recognize how my emotions affect my thoughts and actions. — I can identify what triggers my emotions in different situations. — I understand my strengths and limitations clearly. 	<ul style="list-style-type: none"> — I stay calm under pressure and manage my emotional responses effectively. — I avoid impulsive reactions and consider the consequences of my actions. — I adapt well to unexpected challenges or changes. 	<ul style="list-style-type: none"> — I can easily sense how others are feeling, even when they don't express it. — I <u>make an effort</u> to understand the perspectives and needs of others. — I adjust my communication style based on the emotions and preferences of others. 	<ul style="list-style-type: none"> — I build and maintain strong, positive relationships with others. — I resolve conflicts effectively and strive for win-win outcomes. — I inspire and influence others with my communication and leadership abilities.
Score: _____	Score: _____	Score: _____	Score: _____


Total Score:

SCORE YOUR EMOTIONAL INTELLIGENCE ASSESSMENT

High EI

60-45

You demonstrate strong emotional awareness and interpersonal skills.

Moderate EI

44-30

You have a good foundation but can refine certain areas.

Low EI

29-12

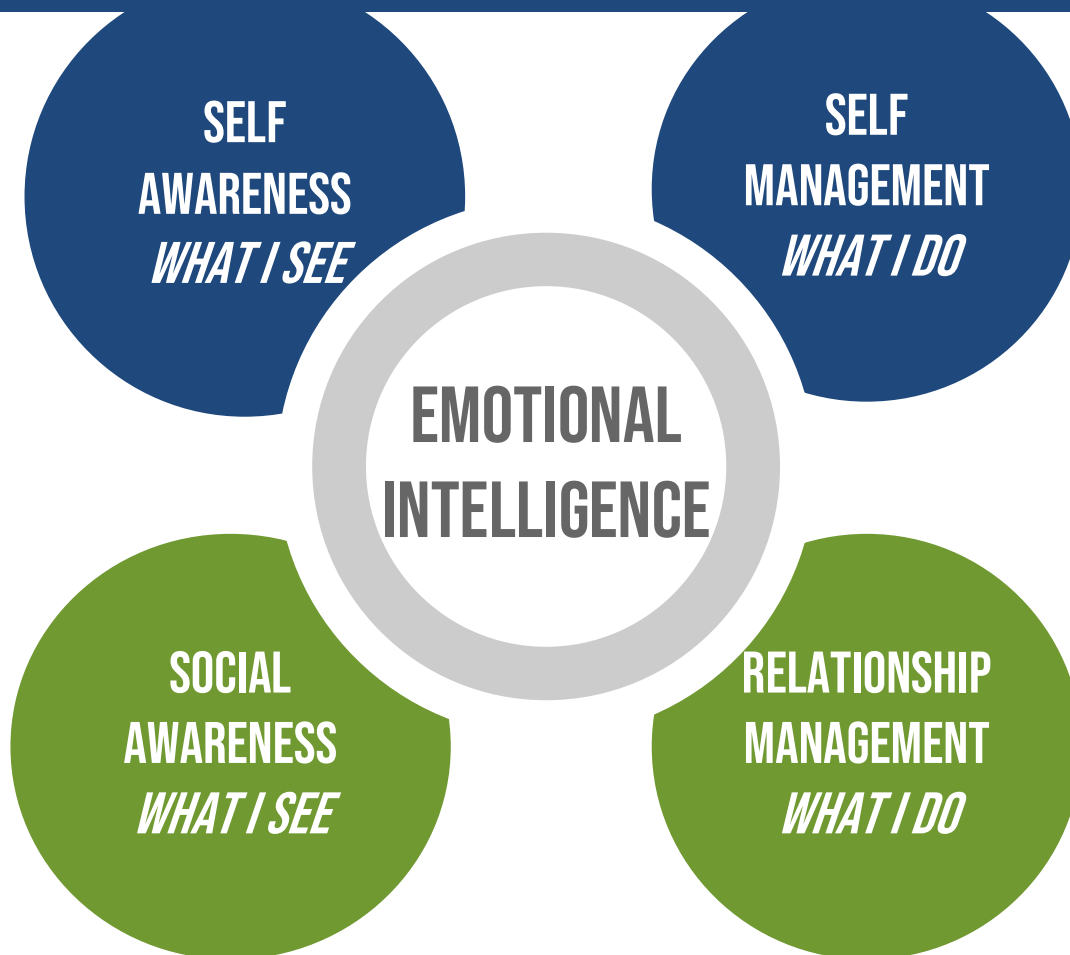
Focus on improving specific skills to better understand and manage emotions.

EXERCISE: EI ASSESSMENT SELF-REFLECTION

SEE HANDOUT

Question	Your Response
Your Initial Reactions <ul style="list-style-type: none">• How do you feel about your results (e.g., surprised, validated, confused)?• Do your scores align with your self-perception? Why or why not?	
Your EI Strengths <ul style="list-style-type: none">• List the EI component(s) where you scored highest.• How do these strengths show up?	
Your EI Growth Opportunities <ul style="list-style-type: none">• List the EI component(s) where you scored lower.• How might these areas be limiting your success or relationships?	

EMOTIONAL INTELLIGENCE TIPS & TECHNIQUES



- Stay Present and Curious
- Actively Listen
- Recognize Triggers
- Pause Before Reacting
- Acknowledge Your Emotions
- Avoid Assumptions and Judgments
- Validate the Other Person's Emotions
- Control Your Non-Verbal Cues
- Use "I" Statements
- Reframe Negative Situations
- Reflect

EXERCISE: SELF-REFLECTION (1 OF 2)

SEE HANDOUT

Question	Your Response
(1) Describe 2-3 specific situations and / or specific people that consistently trigger strong emotions for you.	
(2) Describe a recent work situation that triggered strong emotions and when you reacted impulsively ... Where you were not at the top of your game.	

EXERCISE: SELF-REFLECTION (2 OF 2)

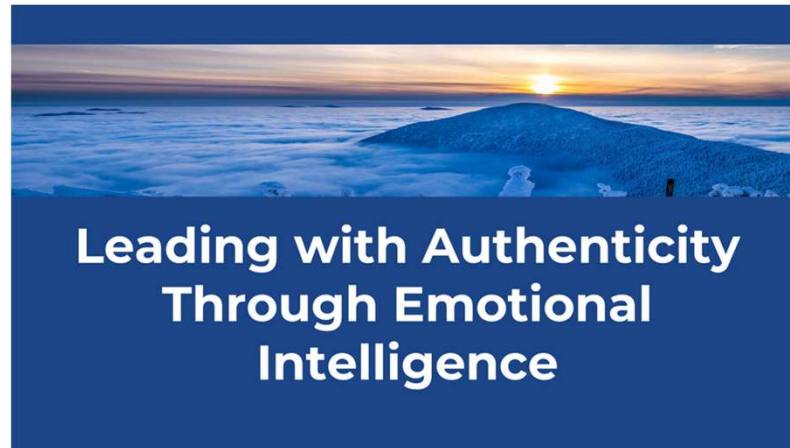
SEE HANDOUT

Question	Your Response
(3) Describe what would you have done differently if you had taken a moment to pause and consider your response more deliberately.	<div>Using your answers to questions #1 & #2, answer questions #3 & #4.</div> <ul style="list-style-type: none">○ Stay Present and Curious○ Actively Listen○ Recognize Triggers○ Pause Before Reacting○ Acknowledge Your Emotions○ Avoid Assumptions and Judgments○ Validate the Other Person's Emotions○ Control Your Non-Verbal Cues○ Use "I" Statements○ Reframe Negative Situations○ Reflect
(4) Describe how you think the result would have been different if you paused and responded more deliberately.	

SMALL GROUP DISCUSSION



BRAINSTORM KEY TAKEAWAYS FROM SESSION #1



- ☐
- ☐
- ☐
- ☐
- ☐



Creating Engaged Employees by Connecting to Purpose Prep for Session #2 (and Beyond)

TAKE THIS SHORT ENGAGEMENT SURVEY

SEE HANDOUT

Instructions: For each statement, rate on a scale from 1 to 5 ... **1** = Strongly Disagree; **2** = Disagree; **3** = Neither Agree Nor Disagree; **4** = Agree; **5** = Strongly Agree

Question	How I Would Personally Respond (1 to 5)	How I Think My Team Would Respond (1 to 5)
• I know what is expected of me at work.		
• I have the materials and equipment I need to do my work right.		
• At work, I <u>have the opportunity</u> to do what I do best every day.		
• In the last seven days, I have received recognition or praise for doing good work.		
• My supervisor, or someone at work, seems to care about me as a person.		
• There is someone at work who encourages my development.		
• At work, my opinions seem to count.		
• The mission or purpose of my company makes me feel my job is important.		
• My associates or fellow employees are committed to doing quality work.		
• I have a best friend at work.		
• In the last six months, someone at work has talked to me about my progress.		
• This last year, I have had opportunities at work to learn and grow.		

A hand holding a dark mug on a snowy surface, with a blue tint over the entire image. The background shows a snowy landscape with trees and a building. The text "LET'S BREAK." is overlaid in white, bold, sans-serif font.

LET'S BREAK.

UNDERSTANDING THE BUSINESS



BUSINESS MANAGEMENT - LEARNING OBJECTIVES

At the end of this section you will be able to:

1. State your department and division #, and where it fits in the org structure
2. Understand the seasonal nature of our business
3. Explain the importance of holidays & weekends
4. Understand the value in managing Labor Costs in your department
5. Understand and contribute to the budgeting process

AGENDA

1. OVERVIEW

- Resort and Stakeholders
- Organizational Design
- From Raw Data to Actionable Information
- Key Report #1
- Summary

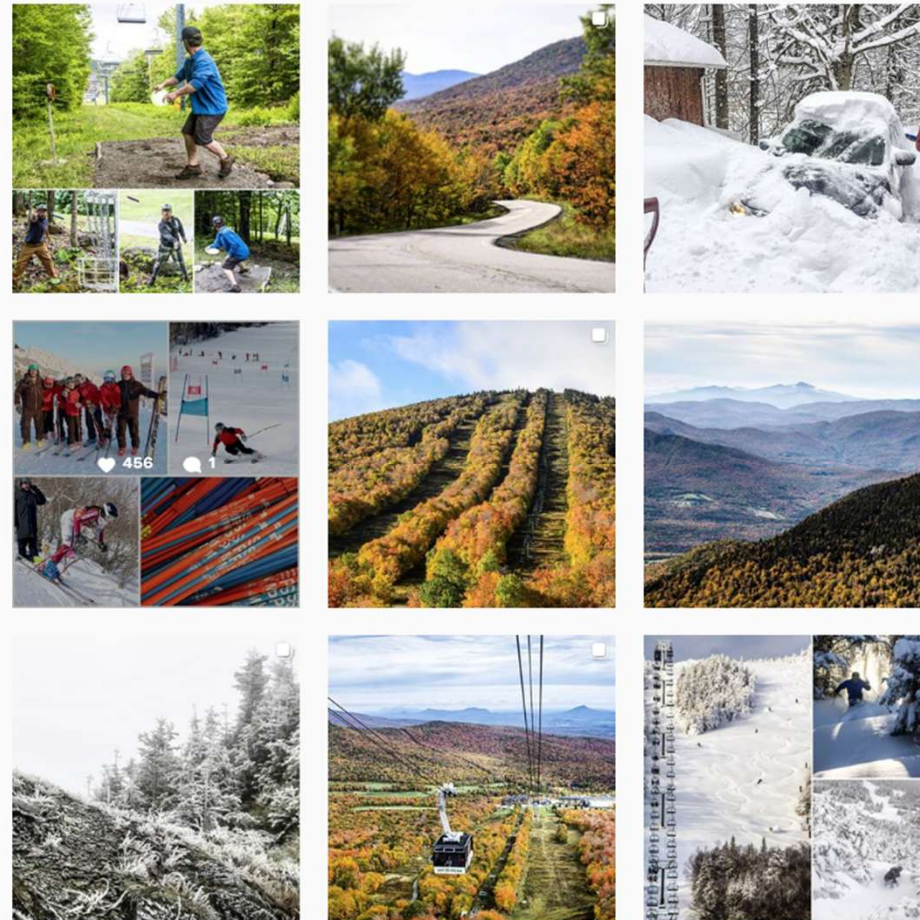
2. THE 4-SEASON RESORT BUSINESS

- Fiscal year
- Annual budget
- Revenue assessment
- Expense assessment
- Summer Cash Burn
- Holidays & Weekends
- Key Report #2
- Summary

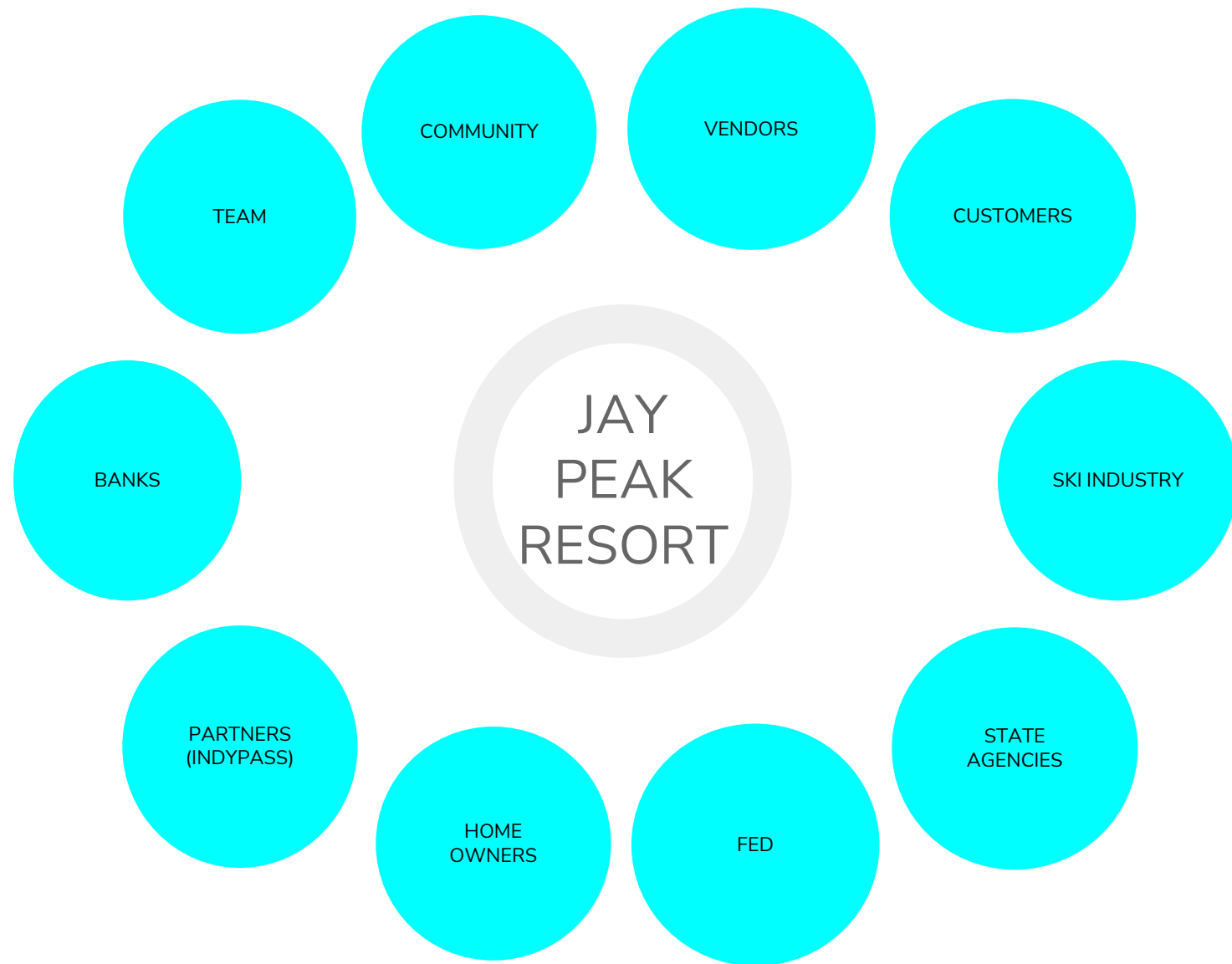
3. ANNUAL BUDGET CYCLE

- Budgeting & Forecasting
- Annual Budget Cycle
- Participants
- Tips for managers
- Summary

SECTION 1: OVERVIEW OF THE BUSINESS



THE RESORT & STAKEHOLDERS



ORGANIZATIONAL DESIGN

Divisions:

Food & Beverage

Ski

Recreation

Golf

Retail

Home

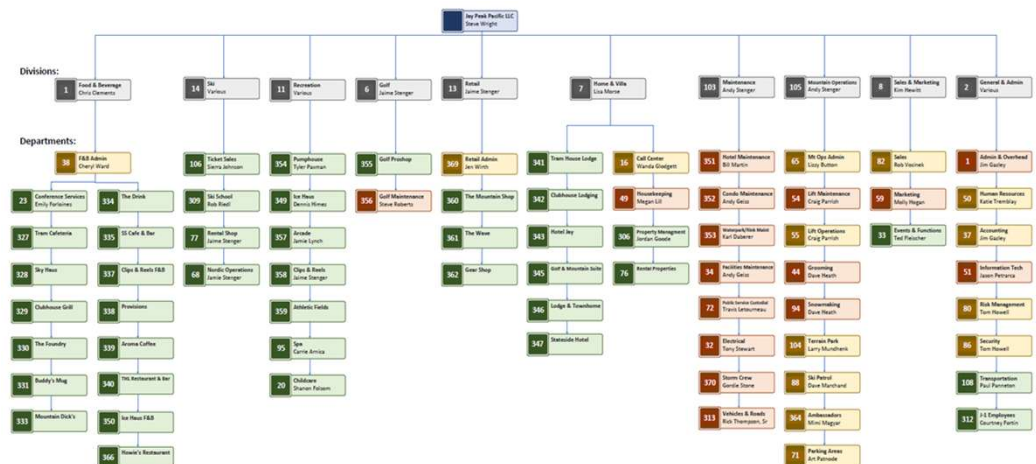
Maintenance

Mountain Operations

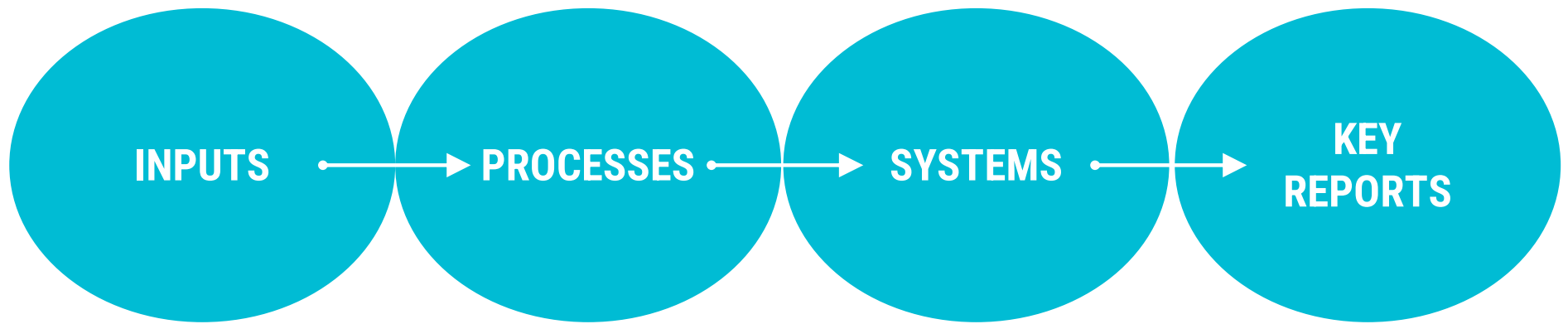
Sales & Marketing

General & Administration

Org chart handout



FROM RAW DATA TO ACTIONABLE INFORMATION



Examples:

Rent skis to a guest

Meal at a restaurant

Pay the electricity bill

EAF to hire an employee

Examples:

Calculate payroll

Purchase orders approved
before invoice is paid

Examples:

Sirius, Infogenesis

Netsuite

ADP

DOMO

Examples:

Sales & Labor

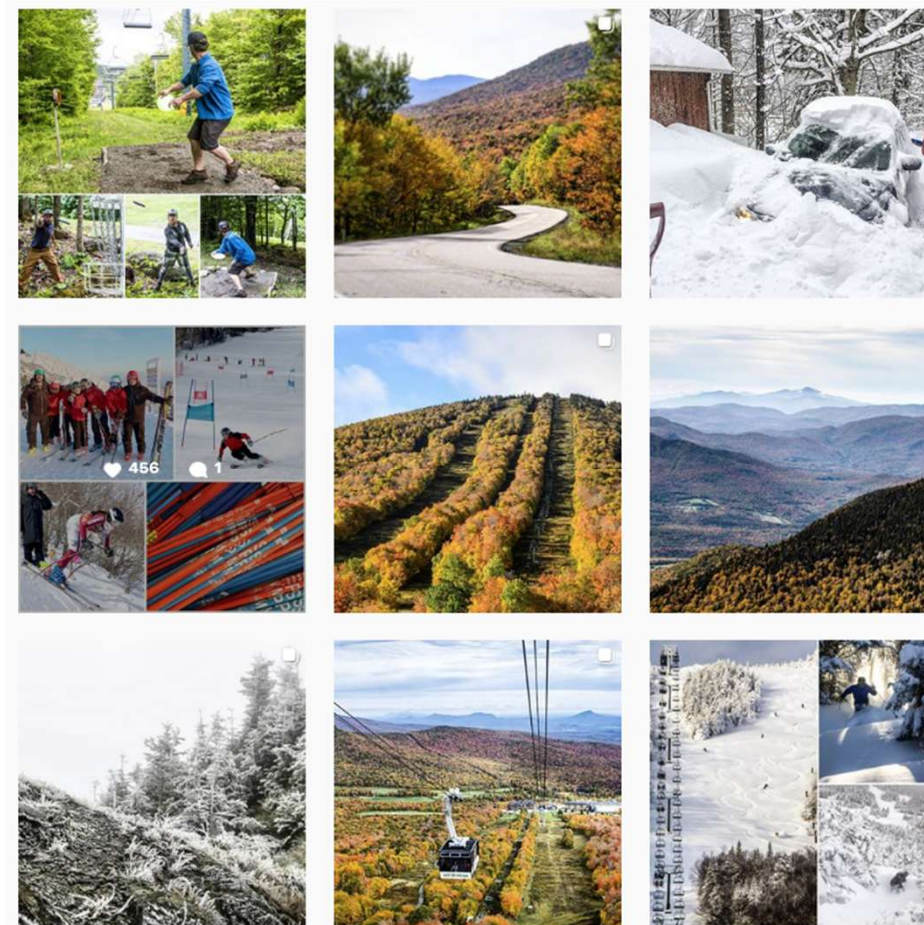
Cash Flow Forecasting

***These are used to
make decisions &
course correct***

SECTION 1 SUMMARY

- **Who is one of the Resort's Stakeholders?**
- **What is your department / Division #?**
- **What is an example of an individual transaction that is reflected in financial information?**

SECTION 2: THE 4-SEASON RESORT BUSINESS CYCLE



THE BUSINESS CYCLE

Jay Peak fiscal year is May 1 to April 30.

Summer: May - October

Winter: November - April

In each business cycle, it is important to have forecasted and budgeted for the right amount of staff and product to meet or exceed guest expectations.



SUMMER BUSINESS CYCLE

Business levels are lower, staffing is lower, expenses still remain.

WINTER BUSINESS CYCLE

We see the most guests and we employ the most staff, thus business levels are higher.

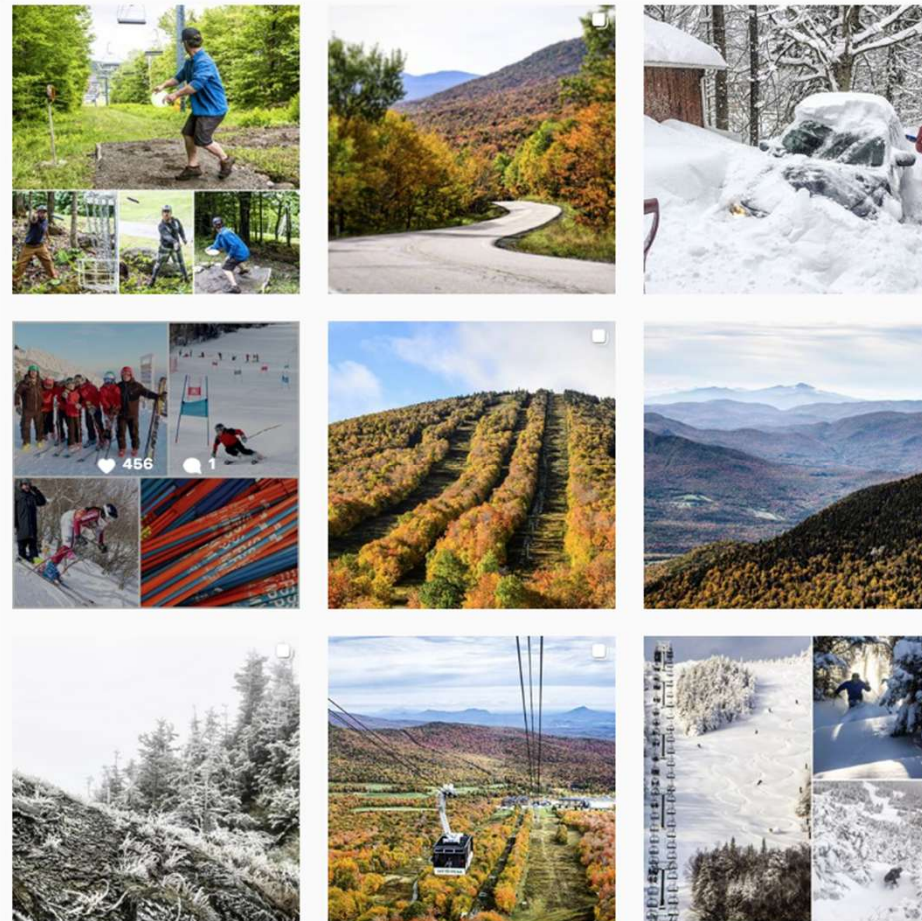
“SHOULDER SEASON”

We see fewer guests than winter or peak summer and our business levels are lower. Thus, fewer employees on staff.

SECTION 2 SUMMARY

- **Provide an overview of our business cycle**
- **How is the summer different from the winter?**
- **What do holidays and weekends mean to us?**
- **What is our largest single expense?**

SECTION 3: THE BUDGET CYCLE



BUDGETING & FORECASTING

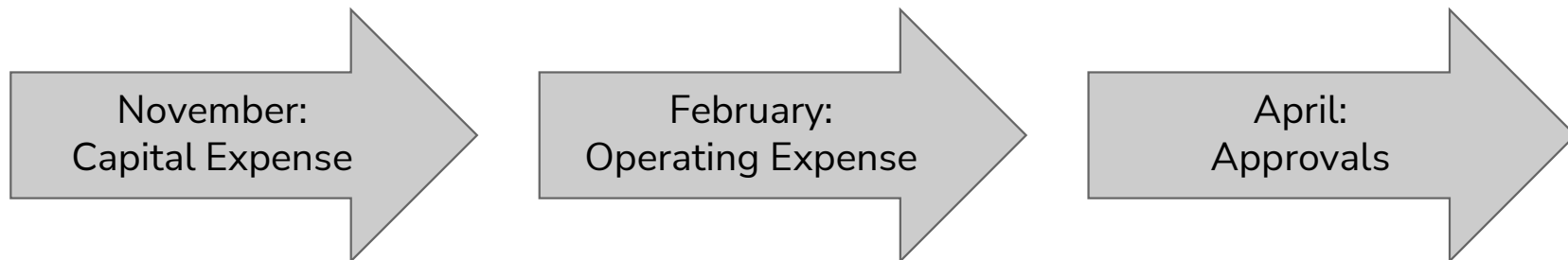
Budgeting is the process of creating a detailed financial plan that outlines an organization's expected revenues, expenses, and financial goals for a specific period, typically a year.

Forecasting comes after the budget, and involves regularly updating predictions about future financial performance based on current trends and actual results, allowing for adjustments to strategic decisions.

WHAT IS THE ANNUAL BUDGET CYCLE?

The annual budget cycle is a structured process to plan, allocate, and monitor financial resources for the fiscal year.

- Key purposes:
 - Ensure alignment with strategic goals.
 - Manage resources effectively.
 - Provide a framework for financial decision-making.



WHO IS INVOLVED

- **Department Managers:**
 - Provide input on needs and priorities.
 - Monitor spending within allocated budgets.
- **Directors:**
 - Build budgets based on input and history.
- **Finance Team:**
 - Consolidates and analyzes data.
 - Ensures compliance and accuracy.
- **Jay Peak with PGRI:**
 - Sets strategic goals.
 - Approves the final budget.

TIPS FOR NEW MANAGERS

1. **Communicate:** Collaborate with your team and the finance department.
2. **Be Data-Driven:** Use historical data and trends to inform decisions.
3. **Stay Flexible:** Be prepared for changes and unexpected expenses.
4. **Monitor Regularly:** Track performance against budget throughout the year.
5. **Ask Questions:** Don't hesitate to seek guidance or clarification.

BUSINESS MANAGEMENT

Summary

+

Q&A

A person wearing a red jacket is holding a dark mug with both hands. The mug is placed on a wooden stand. The background is a snowy, out-of-focus landscape. The text "LET'S BREAK FOR LUNCH." is overlaid in large, white, bold, sans-serif capital letters.

**LET'S BREAK FOR
LUNCH.**

OPERATIONAL KNOWLEDGE



GUEST-FACING OPERATIONAL RESOURCES

JAY PEAK WEBSITE & APP

- Resort Hours of Operation
- Snow Report
- Rates & Booking
- Things to Do

JAY PEAK FACEBOOK PAGE

- Social Media Updates

The image displays two digital assets for Jay Peak Resort. The top portion is a screenshot of the website's homepage, featuring a large aerial photograph of a forested mountain with a gondola. The navigation bar includes links for 'BOOK & BUY', 'JAY PEAK', 'SKIING & RIDING', 'WATERPARK', 'THINGS TO DO', 'TRIP PLANNING', 'THE RESORT', and 'SUMMER'. Below the main image, there are three prominent buttons: 'LINKS YOU'LL LOVE', 'DEALS & DISCOUNTS', 'GOLF COURSE', and 'INDOOR WATERPARK'. The bottom portion is a screenshot of the Jay Peak Resort Facebook page, showing a winter scene with a skier, the resort's logo, and the text 'Jay Peak Resort 113K likes • 122K followers'. To the right of the Facebook page is a separate graphic showing the Jay Peak logo (a stylized snowflake) inside a rounded square, with the text 'LOOK FOR THIS ICON IN THE APP STORES' below it.

BOOK & BUY

JAY PEAK

Hours Photos

SKIING & RIDING WATERPARK THINGS TO DO TRIP PLANNING THE RESORT SUMMER

LINKS YOU'LL LOVE

DEALS & DISCOUNTS

GOLF COURSE

INDOOR WATERPARK

Jay Peak Resort

113K likes • 122K followers

Liked Message Search

LOOK FOR THIS ICON IN THE APP STORES

INTERNAL RESOURCES

BOOT ROOM WEBSITE

- Internal Resources & Updates

DOMO

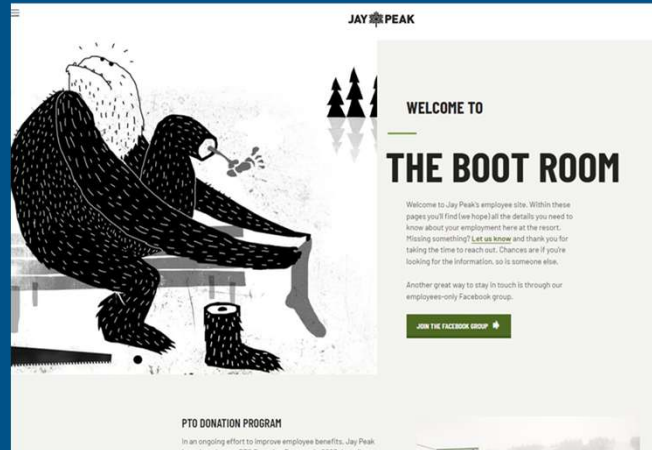
- Forecasting Dashboard

COMPUTER NETWORK

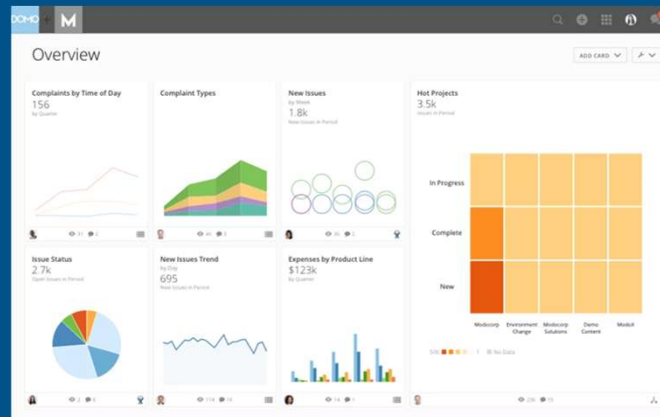
- Read Only Drive
- Department Shares Drive

SOCIAL

- Employee Facebook Page
- Email



WWW.JAYPEAKRESORT.COM/BOOTROOM



DOMO DASHBOARD



THIS PC > READONLY
THIS PC > DEPARTMENTSHARES



@JAYPEAKRESORT.COM



WWW.FACEBOOK.COM/GROUPS/JPREMPLOYEES

HUMAN RESOURCES





HUMAN RESOURCES (HR)

focuses on many areas of a team member's employment.

EMPLOYEE RELATIONS

COMPENSATION & BENEFITS

RECRUITING, HIRING & SEPARATING

TRAINING & PERFORMANCE MANAGEMENT

HUMAN RESOURCES OBJECTIVES

DEFINING SUPERVISORS' RESPONSIBILITIES FOR:

- ★ Hiring/Separating
- ★ Addressing Performance Issues
- ★ Motivating & Recognizing Team Members
- ★ Providing Resources for Team Members

RECRUITING



1

POST A JOB

Confirm you have an updated Job Description on file and email HR to get started.

2

PROMOTE THE JOB

Speak with the Recruitment Specialist to discuss promotional options for hard-to-fill positions.

3

ENCOURAGE REFERRALS

Remind your existing team members of the \$100 Move Up Card referral program.

4

MONITOR THEIR STATUS

Once you're ready to move forward, submit an EAF and monitor their onboarding status.

INTERVIEWING



DO...

- Come Prepared
- Define Job Requirements
- Check References
- Set Clear Expectations
- Keep in Contact



DO NOT...

- Ask inappropriate questions
 - Age
 - Disability
 - Gender Identity
 - Pregnancy
 - Religion

MANAGER'S PROCESSES

HIRING



SUBMITTING AN EAF



UNDERSTANDING GROUPS



BACKGROUND CHECKS & MVRs



PAPERWORK COMPLETION



PROXIMITY CARDS



ORIENTATION



EMPLOYEE ID/SEASON PASS



REVIEWING JOB DESCRIPTION



JAY PEAK
VERMONT

EMPLOYEE ACTION FORM

EFFECTIVE DATE OF CHANGE: _____

☐ New Hire/Rehire ☐ Add Job(s) ☐ Change ☐ Employee will be driving for work.

SECTION 1 – EMPLOYEE INFORMATION

Emp ID #	Last Name	First Name	Middle I
Mailing Address (Street/PO Box)		City	State
			Zip Code
Main Phone Number	Secondary Phone Number	Email Address	

SECTION 2 – PRIMARY JOB INFORMATION

Job Title	Job Code	Department Name	Department Code
Rate of Pay	Prior Rate (if change)	Reason for Increase*	
Status		<input type="checkbox"/> Merit-Based	
<input type="checkbox"/> Group 1 (Salary w/ Benefits)		<input type="checkbox"/> Correction	
<input type="checkbox"/> Group 2 (Hourly w/ Benefits)		<input type="checkbox"/> Promotion/Position Change	
<input type="checkbox"/> Group 3 (Year Round, Not Benefit Eligible)		<input type="checkbox"/> Wage-Study Adjustment	
<input type="checkbox"/> Group 4 (Seasonal, Not Benefit Eligible)		<input type="checkbox"/> Other: _____	
Supervisor Responsible for Approving Timecard			
<input type="checkbox"/> Remove auto-lunch deductions.			

SECTION 3 – ADDITIONAL JOB INFORMATION

Job Title	Job Code	Department Name	Department Code	Pay Rate

SECTION 4 – ADMINISTRATION

Supervisor/Manager Signature	Date	Human Resources Signature	Date
General Manager Signature*	Date	* GM signature required for ALL increase and benefit eligible hires.	
Adjustment Notes (Payroll Use Only)			

MANAGER'S PROCESSES

HIRING



SUBMITTING AN EAF



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REVIEWING JOB DESCRIPTION

EMPLOYMENT POLICIES

RESORT GUIDE

JAY  PEAK

THE **RESORT
GUIDE**

**TEAM
HANDBOOK**

EMPLOYMENT POLICIES

Confidentiality

**Confidentiality is your
responsibility.**

- Any work absences
- FMLA
- Short Term Disability
- Workers Comp

EMPLOYMENT POLICIES

FIT FOR DUTY



Jay Peak is committed to providing a **safe, healthy, drug and alcohol-free environment** for everyone.

Employees must be **fit for work**, physically, mentally and emotionally, no exceptions.

It is your job to determine if an employee is Fit for Duty.

EMPLOYMENT POLICIES

JOB PERFORMANCE

WHAT TO DO IF EMPLOYEES ARE NOT PERFORMING

- Coaching
- Corrective Counseling
- Action Plans



Encourage employees to discuss their job performance on a frequent and ongoing basis with their managers using their Job Description.

CASE STUDY: CCF

Tyson Fuller is a Lead Cashier at the Retail Store. As part of his role, he is tasked with helping other cashiers.

During a recent work shift, Tyson was asked by another employee for help with a report.

Tyson's response was unacceptable and does not align with Jay Peak's values.

EMPLOYMENT POLICIES

JOB PERFORMANCE

WHAT TO DO IF EMPLOYEES ARE NOT PERFORMING

- Coaching
- Corrective Counseling
- Action Plans



Encourage employees to discuss their job performance on a frequent and ongoing basis with their managers using their Job Description.

CASE STUDY: ACTION PLAN

Lucy Archer is an Admin Assistant at the company.

Recently, some employees have come forward, expressing concerns with Lucy's lack of communication.

Lucy's Manager, Mandy, has also noticed that Lucy has not been managing her inventory or keeping her work area clean along with having some attendance issues.

Overall, Lucy's performance needs improvement.

MANAGER'S PROCESSES

SEPARATING



SUBMITTING A SEPARATION FORM



IT STEPS



BENEFITS TERMINATION



SEASON PASS TERMINATION



UNEMPLOYMENT VERIFICATIONS

EMPLOYEE SEPARATION FORM

JAY PEAK
VERMONT



SEPARATION POLICIES

- » If an employee resigns, please notify HR immediately so we may review any ofboarding requirements.
- » If you are planning to terminate an employee, please notify HR in advance of your termination meeting date.
- » Final paychecks must be provided within 72 hours of an involuntary termination.
- » PTO balances are paid out upon separation (voluntary or involuntary). Managers are responsible for entering PTO balances into the employee's timecard prior to or upon their last day of work.

EMP #	LAST NAME, FIRST NAME	DEPARTMENT

SEPARATION DETAILS

Choose a reason for separation below, then, provide clarifying details in the Notes section.

VOLUNTARY QUIT

- ☐ No Cal/No Show
 ☐ No Transportation
 ☐ Another Job
 ☐ School
☐ Relocation
 ☐ Never Started
 ☐ No Housing
 ☐ Personal/Medical
☐ Dissatisfied with Job Duties
 ☐ Dissatisfied with Management
 ☐ Dissatisfied with Pay/Benefits

COMPANY DISMISSAL

- ☐ Poor Performance
 ☐ Tardiness/Absenteeism
 ☐ Misconduct
 ☐ Failed Background Check
☐ Position Eliminated
 ☐ Other (See Notes)
 ☐ Seasonal Layoff
 ☐ Temporary Layoff
 (Return to Work Date:)

SPECIAL NOTES Please provide notes for ALL termination reasons if other than end of season.

MANAGER'S OFFBOARDING CHECKLIST

- ☐ Collect Keys/Fob
 ☐ Collect Prox Card
 ☐ Collect Kitty
 ☐ Collect Uniform
☐ Collect Employee Pass
 ☐ Notify IT

Supervisor/Manager Signature	Date

PAYROLL/HR USE ONLY

☐ Still Working in Another Dept:
 Last Day Worked:

HR Signature:
 Date:

Payroll Notes:

PERKS & BENEFITS

EMPLOYEE ASSISTANCE PROGRAM



FREE

There is no charge for using the EAP; Jay Peak has already covered the fees. And, your health insurance plan may help cover the costs of additional care.



EASY TO USE

Help is a face-to-face or website visit, phone call, or smartphone app away.



CONFIDENTIAL

All records and conversations with the EAP are confidential. They won't be released anywhere; including to anyone at Jay Peak.



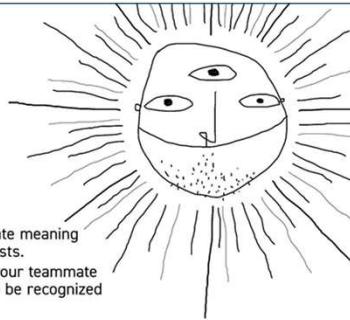
FOR YOU & YOUR FAMILY

All employees and their immediate household members are eligible.

PERKS & BENEFITS RECOGNITION

EMPLOYEE OF THE MONTH

WE
SEE
YOU



Working every day to create meaning and memories for our guests. Now hear us because as your teammate and friend, you deserve to be recognized for being exceptional.

“

Carrie is always focused on the well-being of her teammates and helping the spa run smoothly. She makes sure everyone in the spa has what they need to be able to do what they need to do. I saw that quality come out even more over the Christmas/New Year's rush. She checked in with us regularly to ensure we were always stocked. But during that week we were running very short on massage sheets. Carrie took it upon herself to bring sheets home to wash and dry so we would have enough for the next day. Also throughout the day, she ran loads in the guest laundry to keep up with the day's demands. Her dedication to keeping up the standard the spa wants to deliver is admirable.

-Meg Heaghney

”



Have something nice to say?
Share it by emailing hr@jayspeakresort.com

JAY  PEAK

2023+24 EMPLOYEES OF THE YEAR



A hand wearing a red sleeve with a logo is holding a dark mug. The mug is placed on a wooden block. The background is a snowy, out-of-focus landscape. The text "LET'S BREAK." is overlaid in white, bold, sans-serif font.

LET'S BREAK.

SAFETY & RISK MANAGEMENT



EMPLOYEE SAFETY

IT'S MORE THAN JUST KEEPING YOU SAFE.

We as supervisors and managers need to have an uncompromising dedication to the welfare and safety of our employees.

OSHA, or in Vermont, VOSHA defines this responsibility as our **DUTY** to create a safe workplace for our teammates.



SAFETY KEY TAKEAWAYS

1. Define supervisors' responsibilities
2. What are workplace injury best practices?
3. What are the management responsibilities when it comes to Injury Reporting and Return to Work practices?

SAFETY

Management Responsibilities

- Create workspaces free of hazards
- Develop processes & procedures to increase safety
- Provide training and educational opportunities
- Collaborate with staff to generate improvements

Commitment & Participation begins with management.



HOW TO CREATE WORKPLACES FREE OF HAZARDS

REGULAR FACILITY INSPECTIONS



LIFE SAFETY EQUIPMENT

- Fire Extinguishers
- Egress Lighting
- Emergency Exits



ELECTRICAL SAFETY

- Extension Cords
- GFCI Outlets
- Clearance Around Electrical Panels



WALKING WORKING SURFACES

- Floors Free of Trip Hazards
- Handrails & Stair Treads in Good Condition
- Fall Protection



POSTINGS & SAFETY PROCEDURES

- Safety Data Sheets
- Emergency Action Plan (EAP)
- Required Postings - Department of Labor

WORKPLACE INJURY RISK MANAGEMENT

Defined:

A systematic process of identifying, assessing, and controlling potential hazards in the workplace to prevent employee injuries.

Involves steps such as conducting risk assessments, implementing safety procedures, providing employee training, and actively monitoring for potential dangers.

The goal is to minimize the likelihood of accidents occurring.

WORKPLACE INJURY EXERCISE #1

Johnny Jones is a relatively new employee working in the hotel housekeeping department. You are his supervisor.

You ask Johnny to go to the loading dock and pick up supplies that just came in and deliver them to the housekeeping closet. You don't tell him what they are or how to transport them.

Johnny gets to the loading dock and finds that they are boxes that are larger than normal and heavier than normal. Johnny, wanting to be a diligent worker, tries to carry them all back to the housekeeping closet, one by one. He completes the task. In meeting with him he tells you he's injured his back and needs to go to the hospital.

Question 1: What is it you need to do now?

Question 2: What could you have done to help prevent this from happening?

Question 3: Was the injury the result of an unsafe act or unsafe condition?

ACCIDENT & INJURY REPORTING

WHAT STEPS SHOULD I TAKE?



- Injuries should be reported to you **within the shift that the injury occurred**
- You will complete the **Jay Peak Injury Report and Analysis Form**, including the **Root Cause Analysis** and e-mail it to injuryreport@jaypeakresort.com
- If immediate medical attention is needed, call 911 and contact Security on Channel 1 or 802-323-6523
- If the employee needs medical care, send them to the doctor with a Medical Restriction Form and a copy of their job description
- Follow up with employee by contacting them with 24 hours of the injury to see how they are doing.
- All forms are located in the ReadOnly (y:) drive under:
 - Injury Reporting & Restrictions

Jay Peak Injury Report and Analysis Form



BOTH SIDES OF THE FORM MUST BE COMPLETED and emailed to injuryreport@jaypeakresort.com THE DAY THE INJURY IS REPORTED.

Name of Injured Employee:		Date/Time of Injury: _____ <input type="radio"/> am <input type="radio"/> pm	
Physical Address:		Date/Time of Report: _____ <input type="radio"/> am <input type="radio"/> pm	
Mailing Address:			
City:	State:	Zip:	Phone:
Employee's Department:		Emp's workday began at: _____ <input type="radio"/> am <input type="radio"/> pm	
Direct Supervisor at time of incident:		Is this their regular occupation? <input type="radio"/> Y <input type="radio"/> N	
Location of Incident:			
What was the employee doing prior to, or at the time of, injury?:		How did the incident occur/what happened to cause injury?:	
Object or substance directly causing injury:		Machine or Tool Involved:	Was it defective? <input type="radio"/> Y <input type="radio"/> N
Check the cause that best describes injury:		Check what best describes the injured part(s) of the body:	
<input type="radio"/> Sprain/Strain	<input type="radio"/> Skin Disorder	<input type="radio"/> Burn	<input type="radio"/> Head
<input type="radio"/> Cut/Laceration	<input type="radio"/> Puncture	<input type="radio"/> Abrasion	<input type="radio"/> Back: <input type="checkbox"/> Lower <input type="checkbox"/> Upper
<input type="radio"/> Bruise/Contusion	<input type="radio"/> Dislocation	<input type="radio"/> Fracture	<input type="radio"/> Face/Eyes/Ears/Mouth
<input type="radio"/> Foreign Object or Body	<input type="radio"/> Other (explain):	<input type="radio"/> Arm	<input type="radio"/> Leg: <input type="checkbox"/> Upper <input type="checkbox"/> Lower
		<input type="radio"/> Hand/Finger(s)	<input type="radio"/> Ankle
		<input type="radio"/> Foot/Toe(s)	<input type="radio"/> Other (explain):
Check the cause that best describes the event that caused the injury:		Treatment Information	
<input type="radio"/> Slip/Trip/Fall	<input type="radio"/> Struck By	<input type="radio"/> Exposure to Heat	<input type="radio"/> Employee refused treatment.
<input type="radio"/> Slip/Trip - NO Fall	<input type="radio"/> Struck Against	<input type="radio"/> Exposure to Cold	Injured worker was treated by or sent to:
<input type="radio"/> Fall Ski/Ride	<input type="radio"/> Struck by Ski/Ride	<input type="radio"/> Exposure to Chem	<input type="radio"/> Ski Patrol <input type="radio"/> Security
<input type="radio"/> Fall from Equip	<input type="radio"/> Rubbed/Abraded	<input type="radio"/> Caught In/Between	Who accompanied the employee?
<input type="radio"/> Other (explain):	<input type="radio"/> Repetitive Motion	<input type="radio"/> Overexertion	
	Pre-existing condition? <input type="radio"/> Y <input type="radio"/> N		<input type="radio"/> Medical Facility: By Ambulance? <input type="radio"/> Y <input type="radio"/> N
	Explain:		Facility:
			Date of Treatment:
Could the injury have been prevented by the: Employee? <input type="radio"/> Y <input type="radio"/> N Employer? <input type="radio"/> Y <input type="radio"/> N			
Please explain or describe:			
Was the employee given a copy of the Worker's Compensation Guide? <input type="radio"/> Y <input type="radio"/> N			
Were there any witnesses to the incident? <input type="radio"/> Y <input type="radio"/> N			
If yes, please list their first and last name(s):			
Employee Name (Print) _____ SIGNATURE _____ Date _____			
Supervisor Name (Print) _____ SIGNATURE _____ Date _____			

Jay Peak Injury Report and Analysis Form

WORK INJURY ANALYSIS, COACHING & ACTION PLANS (to be completed by supervisor/manager)

EMPLOYEE NAME: _____ DATE OF INCIDENT: _____

Employee last attended safety meeting on: _____ and topic presented was _____

WORK INJURY ANALYSIS - Attach additional sheets if necessary to outline the circumstances and actions.

1. Identify the "root cause" of the incident by deciding if an unsafe act, an unsafe condition, or a combination of both helped to create circumstances that contributed to this incident.
2. Based on your completed analysis, provide any additional comments necessary to clarify incident details:

UNSAFE ACT: _____

UNSAFE CONDITION: _____

What circumstances allowed the unsafe acts/conditions to exist?

3. Select the descriptions listed below which best describe the actions necessary to prevent a similar incident from occurring again:

- ☐ Requires change in procedure or process
(Questions to ask: Do current standard operating procedures address this situation? Are these SOPs up to date?)
- ☐ Requires ergonomic fit or evaluation
(Questions to ask: Does work space, physical routine and/or equipment need to be evaluated or changed?)
- ☐ Requires more advanced skills or condition
(Questions to ask: Do technical skills or physical conditioning require improvement?)
- ☐ Requires housekeeping
(Questions to ask: Does the incident location require cleaning, organization or reorganization?)
- ☐ Requires maintenance
(Questions to ask: Do systems, tools or equipment require changes to inspection or maintenance protocol?)
- ☐ Requires training or retraining
(Questions to ask: Is new, different or additional training required?)
- ☐ Other action not listed above - PLEASE BE SPECIFIC!

COACHING & ACTION PLANS

1. Explain any immediate action that **supervisor/manager** will be responsible for to prevent a similar incident from recurring:

2. Explain any immediate action that **employee** will be responsible for to prevent a similar incident from recurring:

3. Do unsafe actions and/or unsafe conditions related to this incident make it necessary for **supervisor/manager** to create a long-range action plan to prevent a future injury? ☐ YES ☐ NO

If yes, provide a general description of the plan:

What is target implementation date of long-range plan? _____

4. Explain how **supervisor/manager** will measure effectiveness of:

Immediate action plan

Long-range action plan



Signature - Supervisor/Manager Completing This Form

Date Completed

WORKPLACE INJURY EXERCISE # 2

Johnny Jones goes to the hospital to get treated. He comes back with a doctor note. The note says that he cannot lift anything for 2 weeks. The note also says he has a follow up appointment in 2 weeks.

Question 1: What is it you need to do now?

Question 2: How can you prevent Johnny from getting injured again?

Question 3: What training could have been offered to Johnny prior to this injury happening?

Question 4: What will change with regard to your department training to prevent this from happening?

RETURN TO WORK PROGRAM

WHAT STEPS SHOULD I TAKE?



- Review the work restriction form completed by the doctor
- If employee is capable of returning to work in a limited capacity, contact HR to identify a temporary position that accommodates the restrictions.
- It is always in both the employees and companies best interests to have an injured employee back at work in a temporary position as soon as possible.
- While out of work, employees only receive 2/3 of their wages
- Worker's comp claims that have less than 3 days to time lost apply only 70% of the claim cost to the MOD rating

RETURN TO WORK PROGRAM



Employee ID #: _____
Department: _____
Date Of Report: _____

Work Restriction Form

Form required for use by medical providers in assessing work restrictions of employees.

Employee Name: _____ Based on my examination of this patient on: _____

☐ May Return to work with NO RESTRICTIONS Provider has reviewed Job Description: ☐ Yes ☐ No

☐ May Return to work on _____ with the following restrictions:

Stand/ Walk: ☐ Not at all ☐ 1-3 hours ☐ 3-5 hours ☐ 5-8 hours ☐ Unrestricted

Sit: ☐ Not at all ☐ 1-3 hours ☐ 3-5 hours ☐ 5-8 hours ☐ Unrestricted

Drive: ☐ Not at all ☐ 1-3 hours ☐ 3-5 hours ☐ 5-8 hours ☐ Unrestricted

Lift: ☐ Not at all ☐ Unrestricted

☐ No More than 10 lbs. ☐ Occasionally ☐ Frequently

☐ No More than 20 lbs. ☐ Occasionally ☐ Frequently

☐ No More than 50 lbs. ☐ Occasionally ☐ Frequently

Bend: ☐ Not at all ☐ Occasionally ☐ Frequently ☐ Unrestricted

Squat: ☐ Not at all ☐ Occasionally ☐ Frequently ☐ Unrestricted

Climb: ☐ Not at all ☐ Occasionally ☐ Frequently ☐ Unrestricted

Twist: ☐ Not at all ☐ Occasionally ☐ Frequently ☐ Unrestricted

Reach Above Shoulders: ☐ Not at all ☐ Occasionally ☐ Frequently ☐ Unrestricted

☐ Not at all ☐ Occasionally ☐ Frequently ☐ Unrestricted

Specific work restrictions not listed above: _____

Employee has limited use of: _____

Employee ☐ can ☐ cannot perform repetitive activities for more than _____ min/ hrs

Employee ☐ can ☐ cannot work more than 8 hours a day.

Work Restrictions are in effect until: _____; or until further evaluation

☐ May NOT RETURN TO WORK Estimated duration of total disability: _____

Scheduled for follow-up appointment on: _____

Referred to: _____ for follow-up care.

Medical Provider Name (Print) _____ Date _____

Medical Provider Signature _____

AUTHORIZATION TO RELEASE INFORMATION: I hereby authorize this medical provider to release any information acquired in the course of my examination or treatment for the above injury to my employer or its representative.

Employee Signature _____ Date _____

Please submit this form to Human Resources HR@jaypeakresort.com or fax to 802-988-4049.

This document, along with the current job description, must accompany the employee to the health care facility for review by the doctor.

EMERGENCY ACTION PLAN

- Evacuation & Fire Response
- Shelter in Place
- Active Shooter
- Bomb Threat
- Suspicious Packages
- Chemical Release
- Missing Persons
- Cardiac Arrest / Unresponsive Person



EMPLOYEE SAFETY TRAINING

HOW DO EMPLOYEES GET TRAINING?



INITIAL SAFETY TRAINING

- Orientation
- MEMIC Online Safety Academy



JOB-SPECIFIC SAFETY TRAINING

- Emergency Action Plan
- Workplace Safety Manual
- JHA's

WORKPLACE SAFETY MANUAL

Contents:

Safety Policy
Action Plan

Emergency

Injury Reporting
investigation

Accident

Hazard Communication (GHS)
Equipment

Personal Protective

Energy Control Plan (LOTO)

Blood Borne Pathogens

Personal Fall Protection

Hearing Conservation

Respiratory Protection
Space

Permit Required Confined

READONLY DRIVE > SAFETY & TRAINING





THANKS FOR COMING.

WE WANT TO HEAR FROM YOU

Email hr@jayepeakresort.com with your thoughts on today's training.



ROOTS UP

Growing with the next generation of Jay Peak leadership.