

Course Development Worksheet

This form is to be maintained for all approved NSP courses and used by instructors leading the course. Some elements are required across all courses so they are not listed here, including course registration and closure, participant completion of an evaluation, IT completion of a QA form, a signed NSP release form by all participants, and use of the conflict resolution process in the NSP Policies & Procedures. Some courses may have local/divisional variants that should be documented elsewhere.

Standard Course Elements:

CERTIFIED MODULE #: 4 ORM Module for the Certified Program

Program/Discipline: Certified

Suggested resources (use latest publication editions)

- Americans With Disabilities (ADA)
- NSP/NSAA Joint Statement of Understanding
- American Standards Institute ANSI B77.1 – Passenger Ropeways/aerial tramways
- American Society for Testing and Materials ASTM F27 – Search “Snow skiing”
- State & Local Regulators/Regulations and statutes
- National Forest Service where applicable
- National Ski Areas Association – www.nsaa.org
 - i. Park Smart/Freestyle Terrain and Terrain Park Safety – www.terrainparksafety.org.
 - ii. Jump Feature Design Considerations
 - iii. Glossary of Terrain Park Terms
 - iv. Jump Feature Measurement Procedures
 - v. Snow Immersion Suffocation – SIS see www.deepsnowsafety.org
 - vi. Snowmobile Operations
 - vii. Snowmaking Operations
 - viii. Incident Investigation Resource Guide
 - ix. Kids on Lifts – www.kidsonlifts.org
 - x. Lids on Kids – www.lidsonkids.org
- Employee/Occupational Safety and Health – www.osha.gov
- National Fire Protection Association (NFPA) – www.nfpa.org
- Life Safety Code – go to www.nfpa.org, Search “NFPA 101”
- NSP/NSAA Joint Statement of Understanding

Module Objective – Upon successful completion of this module the candidate will demonstrate an extensive knowledge of local area management policies, procedures, and general daily operations with an emphasis on practical on-hill industry best practices including general Patrol administration, and the intersection of pre- and post-loss risk management. Upon completion of this module the candidate will demonstrate the ability to show leadership, decision making and problem management and an

understanding how to effectively manage on- and off-hill operations and procedures as it pertains to the Patrol as an integral member of the ski area operations departments.

This module is a two-part evaluation with a suggested total exam time of 2 hours consisting of:

1) An indoor or off the hill interview to evaluate the candidate's knowledge of ski area management & risk protocols with a focus on pre- and post-loss mitigation. Suggested exam time 1 hour.

2) A practical on-hill evaluation where candidates will ski/ride with the examiners to ascertain their practical application of local policies and procedures for safe and effective ski area operations. Suggested exam time one hour.

Module Structure:

- a) **Venue** – Both indoors and outdoors at the discretion of the examiners.
- b) **Class size** – Candidates will be evaluated individually for a class size of 1.
- c) **Examiner/student ratio** – Three examiners to one candidate.
- d) **Audit frequency** – An assigned Instructor Trainer (IT) should be in attendance at every exam for this module.

Module Content –See below under essential content

Resources Required:

- a) **Re Examiners:** Referenced above
- b) **Helpers:** None required
- c) **Equipment:** Candidates and examiners are required to be ready to ski/ride for this module of the exam.
- d) **Educational Materials:** Listed above

– In order to **understand a candidate's knowledge that** accurately represent realistic situations it is essential the exam interviews take place while the ski area where the exam is being held is operational at the time. No additional resources are required.

Instructor Credentials:

- Certified members who have participated in a module previously called Management & On Hill Safety in an examining capacity within the past 3 years Certified member who have not examined in a 3 year period must participate a Certified ORM training module for standards calibration
- As approved by the Division Certified Program Supervisors: Professional Ski Area Risk Managers, Industry related insurance representatives, Patrol Directors, and other Subject Matter Experts.

Note: All examiners/evaluators are to attend a Certified ORM calibration clinic once every three years.

New evaluators will serve in a Provisional status until successfully completing an evaluation and receiving feedback as to the accuracy of their assessment

Module Requirements – NSP Member, Alpine Patroller Classification

Evaluation Format –

Combination of indoor interview and outdoor/on-hill “eye of the Certified Patroller” evaluation. Candidates will demonstrate a working knowledge of ski area operations from a macro down to a micro level and be evaluated across a number of operational metrics. The candidate must demonstrate extensive depth of knowledge, critical thinking and creative problem solving across various topics outlined in the Essential Knowledge section below.

Grade Scale/structure – Successful candidates will score equal to or greater than an average 8 on a scale of 1-10 among at least 2 examiners, preferably 3 -

- A score of 7 or less indicates that the candidate did not exhibit an extensive knowledge outlined in the Essential Knowledge section below.
- A score of 8 indicates that the candidate has an extensive depth of knowledge outlined in the Essential Knowledge section below.
- A score above 8 indicates that the candidate has an exceptional knowledge outlined in the Essential Knowledge section below.

Reporting Requirements:

- **Class Registration** – On line (follows normal course registration, Divisions have the option of keeping module records locally, but must register the exam if this option is chosen)
- **Course completion** – On line completed by the Division Supervisor
- **Course feedback** – Course evaluation form completed by students
- **Other** – As per local (Division) policy

Risk Management considerations –

- a. NSP Event/Training Release Form
- b. Local Area Release Form (if needed)

During the ORM interviews, especially the outdoor component, realism must not compromise safety. Scenarios/training must be conducted in a safe manner. The IOR will have all participants, instructors, and helpers for the course, sign a event/training release form available at nsp.org/member/resources/education/resources/education_forms at the beginning of the course/exam. Consideration should be given to make candidates aware that they can speak up if they are asked to perform a skill or procedure that they feel is unsafe.

Conflict Resolution:

Due to the potential for disruption of an orderly process, appeals because someone does not agree with a test score on any education or skill test, while permitted, should be done with the ranking test official on the test day while all the pool of test judges are present. When an appeal is filed because someone does not agree with a test score on any education or skill test after the test has concluded and the test judges have departed, this appeal should be denied unless it can be shown by clear and convincing evidence the test result was not based on program standards but the result was due to clear evidence of bias, prejudice or a violation of the program rules and only then is an appeal to the next highest level warranted. The officer at the next highest level should obtain evidence on the issue from the test judges present during the test along with evidence from the person making the appeal. Otherwise the

officer to whom the appeal is made should deny the appeal. Any appeal filed more than thirty days from the date of the test should be denied unless not to grant the appeal would shock the conscious of fair-minded patrollers.

Concluding Objective:

Upon successful completion of this module the candidate will have demonstrated an extensive knowledge and practical application of ORM skills, leadership, decision making and problem management in highly complex scenario situations.

Essential Knowledge

- Demonstrate skills of; leadership, problem management, decision-making, and resource management while acting in the capability of a Patrol Director and/or Chief Risk Officer.
- General Concepts:
Possess an understanding of and be able to define the following:
 - a. Define “risk management”. Risk management is the process of identifying potential risks (in advance of their occurrence), analyzing them and identifying and applying precautionary steps to reduce, eliminate or transfer the risk.
 - i. 1. Understand the concepts of:
 - a. Pre-Loss goals, objectives and activities – BEFORE the loss occurs
 - b. Post-Loss goals, objectives and activities – AFTER the loss occurs
 - b. Define “inherent risk(s)” with respect to skiing/snowboarding. Inherent risks are those that due to the nature of the activity and the environment in which it is performed cannot be eliminated. Should also understand the inherent risks involved in boarding, riding and unloading lifts.
 - c. Define the concept of the assumption/acceptance of inherent risk: May be statutory and/or common law (in various states it differs), and is the concept that a person’s voluntary participation in an activity that contains inherent risks, does so under the premise that by that voluntary participation, those risks which inhere to (are an integral part of) that activity are and must be assumed/accepted by the participant.
 - d. Define “safe”: The (complete) absence of, being protected from, or not exposed to danger or risk.
 - e. Define “reasonably safe”: Given the inherent risks involved in participating in the sport of skiing/snowboarding (nature of the activity and environment in which it is performed), some level of exposure to danger or risk is and must remain a component of participation.

- f. Understand the concept of “reasonably safe”, as opposed to (simply) safe, as it applies to the sport of skiing/snowboarding: As a ski area operator, the legal duty placed upon it is to provide a reasonably safe operation and premises.

II. NSP/NSAA Joint Statement of Understanding (Current Rev. 2018)

- a. What is the NSP and the NSAA and how do they relate to each other?
- b. What are the basic concepts the document describes and the two organizations commit to?
 - i. 1. The patrol and patrollers are under the supervision and control of local ski area management and must abide by and operate under its policies and procedures.
 - ii. 2. The patrol and its patrollers serve at the “pleasure” of area management (hire/fire authority, etc. rests with area management)
 - iii. 3. Lift evacuation, incident investigation and documentation of incidents, as well as the clear non-employee status of volunteer patrollers (in most states) are also enumerated.

III. Legal and Regulatory

- a. State Ski Statutes and/or County Ordinances
 - i. 1. Does the state in which your resort is located have a State “Ski Statute” or “Ski Safety Act”?
 - a. If so, what does it include?
 - i. i. Acceptance of inherent risks
 - ii. ii. Legal obligations of the ski area operator
 - iii. iii. Legal obligations of the skier
 - iv. iv. Other?
 - 2. If your State does not, is there a county ordinance that applies (California), or does your State have a statutory assumption of inherent risks when participating in sports (Minnesota)?
- b. General Legal:
 - i. 1. Statutes of Limitation/Notice of Claim – Found in many State Ski Statutes
 - ii. 2. Releases/Waivers and enforceability in your state
 - iii. 3. Theories of Liability/Allegations – failure to warn/mark, negligent design, construction, maintenance and/or operation, etc.
- c. Good Samaritan Law – Apply to patrollers in your state? Volunteer only?
- d. Health Insurance Portability and Accountability Act (HIPAA) – Confidentiality and obligation of “health care provider”

- e. American's with Disabilities Act (ADA)
- f. Occupational Safety and Health Administration (OSHA) – Resort employee safety and health
- g. Bureau of Alcohol, Tobacco, Firearms and Explosives (BATF&E) - With respect to the possession of, handling, storage and security of explosives at ski areas
- h. National Fire Protection Association (NFPA) with respect to Life Safety Code – NFPA 101: Ingresses, egresses, fire suppression and annunciation, emergency lighting, etc.,

IV. Standards

- a. ANSI B77.1 – Pertains to the design, construction, maintenance and operation of various uphill conveyances (aerial lifts and surface lifts)
- b. ASTM F27 – Pertains to the design and manufacture of various types of ski and snowboard equipment (skis, snowboards, boots, bindings), as well as shop practices (binding adjustment, inspection/testing, etc.) for retail and rental shops. Also, currently exploring the development of design standards for terrain park jump features (Under F27.70 - in process, no standard yet)
- c. Understand that standards do NOT exist for virtually every other aspect of ski area operations including the identification and marking of hazards, padding, fencing, signage, rope lines, snowmobile operations, etc. and that a reasonable approach to these activities is generally determined by prevailing industry practice (see GAIPP following)

V. Generally Accepted Industry Practices and Principles (GAIPP)

- a. What knowledgeable, experienced ski area operators do under similar circumstances/situations – Examples: How resorts approach padding, fencing, signage, rope lines, boundaries, etc.

VI. United States Forest Service (USFS)

- a. Differences in operations if your resort is on federal land administered by the USFS
- b. USFS Operating Plan for your ski area

VII. Internal/Company Operations

- a. Development
 - i. 1. Plans, Policies, Guidelines, Procedures and Best Demonstrated Practices
- b. Application and Implementation
 - i. 1. Develop an objective and consistent process to implement the above by developing objective criteria and applying them consistently;
 - ii. Develop Objective Criteria, Apply Them Consistently (DOCATC)

VIII. Consistency/Compliance

- a. With the Law, Standards, GAIPP, USFS, Internal/Company Operations

- i. 1. Knowing these and being consistent/compliant with, or if inconsistent (with non-legal, non-regulatory), having valid reason to do so.

IX. Ski Area "Safety" Education Programs:

- a. Guest Facing Programs
 - i. 1. General Skier Safety – addressing speed, space, conduct and decision-making
 - a. Your Responsibility Code/Alpine Responsibility Code – know 7 basic rules of the code
 - b. NSAA programs - #RideAnotherDay, Objects are Closer, etc. (or your own internal program)
 - ii. 2. Kids on Lifts (or your own internal lift safety education and operations program)
 - iii. 3. Lids on Kids (or your own internal helmet program/policy)
 - iv. 4. Park Smart – Freestyle Terrain/Terrain Park education program(s)
 - v. 5. Deep Snow/Tree Well Education program
- b. Employee Facing Programs
 - i. 1. General Employee Loss Control programs
 - ii. 2. OSHA Standards (Applicable) – BBP, Fall Protection, LOTO, HazCom, etc.
 - iii. 2. On-snow Specific Employee Programs
 - a. ACL Awareness Program
 - b. Knee Bindings
 - c. Helmet Policy/Program for skiing employees

X. Patrol Operations

- a. Staff Management
 - i. 1. Hiring/Qualifications
 - ii. 2. HR Policies and Procedures
 - iii. 3. Staffing Levels/Scheduling
 - iv. 4. Training – New and Returning Staff
- b. Patrol Departmental Manual (developed, updated regularly and trained)
- c. Pre-Loss Risk Identification and Mitigation Activities/Programs (written plans/procedures and/or written criteria?)
 - i. 1. Hazard identification, hazard mitigation and hazard marking
 - ii. 2. Padding/Shielding (lift towers, snowmaking hydrants, guns, towers and components, electrical boxes, posts, portal areas/lift corrals, light poles, etc.)
 - iii. 3. Fencing – Types, purposes (restraint, visual/directional)
 - iv. 4. Rope Lines – flagged, bamboo, posts, etc.
 - v. 4. Signage (trail signage – names, symbols, arrows, Caution, Slow Skiing Areas, etc. signage, closures, etc.)
- d. Logs/Records/Forms Used
 - i. 1. Pre-Loss (opening, closing, daily operational logs, training, other)
 - ii. 2. Post-Loss – Incident Report Form (IRF) and Incident Investigation (see Incident Investigation Section)
- e. Post-Loss Risk Management Plans, Procedures and Activities

- i. 1. Injury Notification and Response Procedures
 - a. General
 - b. On-hill CPR
 - c. On-hill Fatality
 - ii. 2. Communications and Dispatch Procedures
 - a. Internal (involving other departments)
 - b. External (interagency relationships/involvement – USFS, Sheriff, Police, Fire, EMS, Tramway Board, Coroner, etc.)
 - 3. Incident Investigation (I/I)
 - a. Procedures – Criteria to investigate, levels of investigation, etc. (new NSAA I/I Resource Guide available)
 - b. Components of an Investigation
 - i. i. Forms/Documents
 - ii. ii. Statements
 - iii. iii. Photos
 - iv. iv. Diagrams
 - f. Emergency Response and Preparedness
 - i. 1. Emergency Response and Preparedness Plan (Overall)
 - ii. 2. Crisis Communications Plan
 - iii. 3. Fire Evacuation Plans/Routes
 - iv. 4. Lift Evacuation Plan
 - g. Missing Persons/Search and Rescue Procedures
 - h. Boundary Management Plan/Procedures
 - i. Snow Safety and Avalanche Mitigation Activities
- XI. Snowmobile Operations
- a. On-hill use allowed? Who rides, when and for what use(s). Under what conditions/circumstances? Necessity v. convenience.
 - b. Snowmobile Operations Manual – training, certification, etc.
 - c. Guest emergency transport? Who, when, how?
- XII. Other Over-the-Snow Vehicles
- a. Grooming Machines
 - i. 1. Allow on open slopes during operating hours?
 - ii. 2. Allow to cross base areas? If so, any area procedures apply (escort, etc.).
- XIII. Other Departments
- Possess a general understanding of the operations of other resort departments and how they operate and interact with patrol; address interdepartmental communications
- a. Ski and Snowboard School – injury in a lesson, etc.
 - b. Terrain Parks – Freestyle Terrain Operations – inspection, testing, opening, closing of features, presence in the park, for what purpose(s), signs and gated entrance(s), etc.
 - c. Lift Operations – injury while loading, unloading or on lift, etc.
 - d. Lift Maintenance – Observation of lifts, mechanical issues
 - e. Grooming – What, where, when

- f. Snowmaking – What, where, when
- g. Ski and Snowboard Rentals – Post Incident Inspection of rental equipment, etc.
- h. Tubing Operations – injury while tubing, etc.
- i. Security – Responsibilities for response and investigation of premises (inside and outside) injuries, etc.