

# Volunteer Instruction Policy and Procedures



# NEW ZEALAND ALPINE CLUB

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*Signature*.....

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## About this release

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1.1	1 June 2018	Formatting improvements
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# 1. Introduction

The New Zealand Alpine Club is committed to the delivery of safe quality instruction programmes. The management of safety and risk for instruction activities is the key to this goal and to maintaining a reputation as a respected provider of instruction training. Central to this programme is well-considered and practical policy applied by club volunteers via effective procedures and resources.

The club has a long history of delivery of instruction and has played a central role in introducing members to climbing over many years. The central premise of this role has always been, and remains today, members instructing members on climbing techniques. Members take on a mentoring role as new members begin coming on club trips and learning more and more about how to be self-sufficient in the mountains.

NZAC recognises that judgement plays a crucial role in safe instruction and aims to support it with policies, procedures, and parameters to provide guidance and direction to its volunteer instructors. However, this document cannot anticipate all situations and is not a substitute for good decision-making and preparation.

## 1. Implementation

- This document is to be adopted by Club officers and instructors as a standard procedure for volunteer instruction.
- It outlines minimum standards for those involved in instruction delivery and provides parameters for development and delivery of instruction courses.
- It outlines a regular process of review, measurement and alignment of instruction activities with recognised industry practices through self-review, and the engagement of experts in relevant technical and non-technical areas.

## 2. Cornerstone Fundamentals

- High quality instruction programmes delivering recognised standards in a safe manner for members is paramount.
- NZAC Volunteer and Professional instruction aim to have nil notifiable events. NZAC will actively record and review all notifiable events including near misses and implement improvements and report to members annually.

## 3. Monitoring and Review

- The Climbing and Instruction committee will conduct an internal review of the volunteer policy and procedure on a biennial basis with which it will take into account
  - Client and instructor feedback as collated by the Programme Coordinator
  - Any complaints lodged through the formal complaints process
  - Any incidents or accidents
  - Assessment of any changes of risk factors, including hazards involving drugs or alcohol
  - Any changes to pertinent legislation or safety guidelines
  - Standards of best practice as defined by relevant organisations

## 2. Definitions

### Terminology

**Course:** Any instructional event organised by the NZAC for the purpose of conveying skills or knowledge.

**Course Manager:** The lead instructor as defined by the Section Committee, with overall responsibility for risk management on that course.

**Course Syllabus:** The scope and content of the instruction course

**Emergency:** A situation which may result in serious injury to a person (physical and/or mental), fatalities, requirement of an air evacuation, substantial damage to property, severe negative impact on the NZAC image.

**Emergency management plan:** A standard template detailing the emergency management procedures for an NZAC instruction course

**Field communications plan:** A standard template detailing the field communication plan for an NZAC instruction course

**Hazard:** Anything that causes or could cause harm or damage, including a situation where a person's behaviour may be an actual or potential cause of harm to themselves or another person.

**Incident (or Accident):** Any event that causes or could cause harm or damage.

**Notifiable Event:** A notifiable event is when any of the following occurs as a result of voluntary work: a death, notifiable illness or injury, a notifiable incident.

**Participant:** Anyone registered on an NZAC course as a participant.

**Risk:** The effect of uncertainty on safety objectives.

**Risk management Plan:** A standard template detailing the risk management plan, via hazard identification and hazard management, for the NZAC instruction course

**Safety Management Systems:** overview of the structure of the NZAC safety management system.

**Trip:** An NZAC activity organised by NZAC members, for NZAC members, with the purpose of climbing or other active enjoyment of the outdoor environment; trip participants may be mentored but no formal instruction will take place.

**Volunteer Instruction:** Instructional courses organised directly by a NZAC Section of the New Zealand Alpine Club and led by volunteer instructors. Not inclusive of any course led by qualified professional guides or instructors who are contracted/paid for their services. NZAC considers instruction courses (volunteer and professional) as a workplace.

**Volunteer Instructor:** Instructors who are volunteer workers (unpaid), volunteering with the NZAC to deliver the NZAC volunteer instruction courses.

### Acronyms

<b>CIC</b>	Climbing and Instruction Committee
<b>CM</b>	Course Manager
<b>EMP</b>	Emergency Management Plan
<b>IFMGA</b>	International Federation of Mountain Guides Associations
<b>NZMGA</b>	New Zealand Mountain Guides Association
<b>NZOIA</b>	New Zealand Outdoor Instructors Association
<b>MSC</b>	Mountain Safety Council
<b>RMP</b>	Risk Management Plan
<b>SA</b>	Skills Active
<b>SMS</b>	Safety Management Systems
<b>TA</b>	Technical Advisor
<b>VIPP</b>	Volunteer Instruction Policy and Procedures

### 3. Relevant Legislation, Standards and Guidelines

The NZAC has identified the following legislation, standards, activity safety guidelines and codes of practice as relevant to the safe management of its Instruction Programme:

- Health and Safety at Work Act 2015
- Safety Audit Standard for Adventure Activities
- Health and Safety at Work (Adventure Activities) Regulations 2016
- Crimes Act 1961
- Land Transport Act 1998
- DOC – Concessionaire safety plans

The following associations are identified as providing qualifications suitable for evaluating instructor competencies:

- New Zealand Mountain Guides Association
- New Zealand Outdoor Instructors Association
- Skills Active
- Mountain Safety Council

### 4. Roles and Responsibility

#### 4.1 Climbing and Instruction Committee

The NZAC will maintain a Climbing and Instruction Committee (CIC), responsible for the implementation, review and development of this document. This Committee is to include:

- An NZAC employee with Programme Coordinator responsibility
- A designated climbing and instruction committee chairperson
- At least three other representatives (one representative to be an approved TA)

The following is a list of CIC responsibilities:

- Ensuring the VIPP complies with the requirements of applicable regulations and legislation or safety guidelines
- Engaging with relevant organisations to ensure alignment with standard industry practice
- Reviewing and evaluating the performance of the VIPP at least every two years
- Reviewing incidents
- Receiving any complaints logged through the formal complaints process
- Reviewing participant and instructor feedback as collated by the CM or Programme Coordinator

The committee will meet at least every two months, and minutes of all meetings will be distributed to interested parties and logged at the NZAC National Office.

## 4.2 Technical Advisor (TA)

4.2.1 The NZAC National Office will employ (a) Technical Advisor(s) to provide technical advice to New Zealand Alpine Club (NZAC) employees and volunteers regarding instruction courses and trips.

The following is a list of TA responsibilities:

- Provide expert advice and guidance, and local knowledge to volunteer instructors, trip coordinators, trip leaders, and office staff regarding all aspects of an NZAC-led instruction course or trip.
- Run through a safety checklist prior to activities with volunteer instructors and trip leaders to ensure the health and safety of the instructors, participants and the general public are met.
- Review and endorse planning, pre-course or pre-trip documents
- Authority to cancel, suspend or modify activity at any time leading up to the proposed course date if deemed unsafe based on their expert opinion
- Inform NZAC Section Chair and/or National Office of any areas of concern around NZAC activities or employees and volunteers
- Develop ongoing relationships with local NZAC sections so that a position of trust is built over time

4.2.2 TAs must meet the qualification and experience required:

Possess extensive knowledge, skills and experience of rock climbing, alpine climbing and/or alpine skiing and local areas as well as one or more of the following:

Role	Qualification
Rock climbing TA	NZOIA Rock 2 or IFMGA or NZMGA Climbing guide
Alpine climbing TA	NZOIA Alpine 2 or IFMGA or NZMGA Climbing guide
Alpine skiing TA	IFMGA or NZMGA Ski Guide

## 4.3 Section Committee

4.3.1 Volunteer Instruction is provided by local NZAC sections and administered by the relevant NZAC Section committee. The NZAC Section Committee will initiate volunteer instruction courses and provide support and direction to the course manager and volunteer instructors in the implementation of the courses.

The following is a list of the NZAC Section committee's responsibilities:

- Inform the NZAC Programme Coordinator each year if the section plans to run volunteer instruction courses and at what level e.g. Rock, Alpine, Beginners, Intermediate, Advanced
- Approve volunteer instructors (refer to section 4.4.2)
- Nominate a Course Manager
- Provide a budget for instruction

## 4.4 Course Managers

- 4.4.1 An approved instructor will become the Course Manager (CM) for an instruction course as deemed by the Section Committee. First time instructors cannot be CM. The CM will take overall responsibility for safe conduct of the course including: content, logistics, communication, risk mitigation, terrain selection and administration.

The following is a list of CM responsibilities, which are in addition to the Volunteer Instructor responsibilities mentioned above:

- Decide whether under-18-year-old participants with parental consent may join the course.
- Contact the Technical Advisor at least one month prior to the course to advise of the Section's intention to deliver volunteer instruction course(s) and submit completed course planning documents to the TA for endorsement prior to course implementation. Course planning documents are to include **Course Syllabus, Risk Management Plan, Field Communications Plan** and **Emergency Management Plan**. Course planning documents which have been used for the same course in the past can be utilised as templates but must be reviewed and updated to be current. If the same course is going to be run multiple times within one month the course planning documents must reflect this. The TA may direct the CM to discuss/review specific aspects of the course(s) closer to the course delivery time if deemed necessary.
- If circumstances change, e.g. the weather forecast is deemed unfavourable, or a participant has special conditions, the TA must be contacted pre-course to request advice.
- Document an **Emergency Management Plan (EMP)** and brief all instructors.
- Document a **Field Communications Plan** and brief all instructors and participants.
- Document weather conditions throughout the course planning and field stages.
- Set the terrain limitations for the participants.
- Set the terrain limitations due to weather and conditions, and in terms of angle, aspect and elevation.
- Document daily intentions and leave with a third party.
- Ensure there are suitably qualified instructors holding a first aid certificate (NZQA Unit Standards 6401 (Provide first aid) or a higher qualification, such as Outdoor First Aid NZQA Unit Standards 424 (Assess and manage an emergency care situation during an outdoor recreation activity) to a ratio of 1 first aid qualified instructor to 8 participants. A minimum of two qualified first aid instructors per course with more than four participants. Courses where groups are split up outside of immediate contact with each other must have a first aider with each group.
- Team up new Volunteer Instructors or inexperienced Volunteer Assistant instructors with those who have instructed on NZAC courses before
- Intervene if instruction activities or any action of instructors or participants is unsafe.
- Report all incidents or accidents via the NZAC incident reporting plan (Refer to section 6.6)
- Minimum gear requirements of instructors and participants are met and equipment is checked for serviceability.

For delivering the following Alpine courses, they must:

- Document avalanche conditions
- Establish lines of communication and co-operation with ski field operators including patrollers.

For delivering the following Rock Climbing Courses, they must

- Ensure a participant safety check will be carried out prior to climbing commencing.

## 4.5 Volunteer Instructors

4.5.1 The instructor must provide safe delivery of skills as outlined in the scope of the course (refer to section 5). The instructor has responsibility to ensure that the participants are adequately prepared for the conditions that can be reasonably expected.

The following is a list of instructor responsibilities:

- Deliver safe and effective training.
- Adhere to the NZAC Privacy Policy document. Treat all participant and instructor's personal information as private and confidential.
- Understand the parameters set via this VIPP document.
- Understand the terrain limitations due to the abilities of the participants.
- Understand the terrain limitations due to weather and conditions, and in terms of angle, aspect and elevation.
- Assess the participants' understanding and ability. Pitch the content and choose terrain appropriate to the conditions and their ability.
- Contribute to the preparation of the Risk Management Plan and Emergency Management Plan
- Understand the emergency plan and their role in it.
- Carry emergency communication equipment and first aid and know how to use it.
- Responsibility to follow the VIPP and SMS at all times.
- Authority to halt activity if safety of instructors and/or participants is compromised.
- Authority to implement the EMP.

4.5.2 Volunteer Instructors must register to become a volunteer instructor via the NZAC Volunteer Instructor registration form (refer to section 9) and be approved in writing by the Section committee. In order to be approved by the Section committee the instructor must be able to demonstrate technical and instructing ability and show currency of these skills. Therefore, instructors must meet a minimum level of competence and be able to demonstrate the following:

- Their personal skills, knowledge and experience are current and exceed the minimum standard required for the scope at which they are operating when instructing for NZAC.
- Are familiar with the planned instruction activities, their responsibilities, and the risk management plans of their course.
- Have attended a National or Section Volunteer Instructor Development training course.
- Ideally all instructors will hold a first aid certificate (NZQA Unit Standards 6401 (Provide first aid) or a higher qualification, such as Outdoor First Aid NZQA Unit Standards 424 (Assess and manage an emergency care situation during an outdoor recreation activity). Refer to 4.4.1 for ratio requirement of first aiders to participants.

For delivering ALL Alpine Courses they must:

- Have attended an avalanche awareness course (or higher similar qualification) in the past 3 years and/or demonstrably added to knowledge in the past 3 years.

For delivering the following Alpine courses, they must:

### **Beginners Snowcraft:**

- Have experience that clearly exceeds the scope and syllabus for Beginners Snowcraft instruction courses.

### **Intermediate Snowcraft:**

- Ideally hold a formal qualification, such as a current NZOIA Alpine 1 certification (or equivalent) or logged personal climbing experiences that exceeds the scope and syllabus for Intermediate Snowcraft instruction courses.

**Advanced Snowcraft:**

- Hold a formal qualification, a current NZOIA Alpine 2 certification (or equivalent).

**Avalanche Awareness:**

- Hold a formal qualification, a current Skills Active- NZ certificate of Avalanche Risk Management level 5 or Mountain Safety Council- Avalanche Safety 1 (or equivalent).

**Backcountry Avalanche:**

- Hold a formal qualification, a current, Skills Active- NZ certificate of Avalanche Risk Management level 6 or Mountain Safety Council- Avalanche Safety 2 (or equivalent).

For delivering the following Rock Climbing Courses, they must:

**Intro to Rock Climbing:**

- Have experience that clearly exceeds the scope and syllabus for Intro to Rock Climbing e.g. must have equivalent skills and experience as NZOIA Rock Climbing Leader and NZOIA Abseil Leader

**Sport Climbing Courses:**

- Hold an NZOIA Rock 2 or NZOIA Rock 1 with sports climbing endorsement or NZOIA Sports Climbing Instructors awards (or equivalent). Instructors who do not hold a formal qualification, but with the equivalent skills and experience may take a supporting role and can be included in the instructor: participant ratio. They must work under the direct supervision of a qualified instructor.

**Trad Climbing Courses:**

- Must hold a NZOIA Rock 2 award (or equivalent). Instructors who hold a NZOIA Rock 1 award may take a supporting role if a top rope is employed and they can be included in the instructor: participant ratio.

Where a proposed instructor does not meet any of the criteria above, the CM may request approval in writing for that person to instruct from a Technical Advisor and the NZAC General Manager.

## 4.6 Volunteer Assistant Instructors

4.6.1 The Volunteer Assistant Instructor is an inexperienced instructor who may not meet the requirements of a Volunteer Instructor. They will observe delivery of the course with the intention of developing skills required to instruct. A Volunteer Assistant instructor has responsibility to observe and must not conduct any formal instruction unless they are being directly supervised by a Volunteer Instructor.

The following is a list of Volunteer Assistant Instructor responsibilities:

- Maintain responsibility for your own actions
- Follow instructions of the CM and Instructors.

4.6.2 Volunteer Assistant Instructors must register via the NZAC volunteer instructor registration form and be approved in writing by the section committee. In order to be approved by the Section committee the Volunteer Assistant Instructor must be able to demonstrate some technical and/or instructing ability and show currency of these skills, therefore, volunteer assistant instructors must meet a minimum level of competence and be able to demonstrate the following:

- Their personal skills, knowledge and experience are current and at the minimum standard required for the scope at which they are operating when assisting with instruction for NZAC.
- Are familiar with the planned instruction activities, their individual responsibilities, and the risk management plans of their course.

## 4.7 Participants

4.7.1 All participants must be a NZAC member and must be 18 years or older. NZAC members under the age of 18 years who are accepted to participate, unaccompanied by a parent or caregiver, on a NZAC activity must have an NZAC Parental/ Caregiver Consent form completed (refer to section 9). All participants have a responsibility as Club members to ensure that they come to the course with adequate equipment, are realistic about their health and fitness and have a positive attitude. The CM may exclude any participant who does not meet one or more of these criteria if it compromises the safety of any other course participant or instructor, or the ability of other participants to complete the course.

The following is a list of participant responsibilities which participants agree to through completion of the registration process and attendance at the participant briefing:

- Maintain responsibility for their own actions
- Follow instructions of the CM and Instructors.
- Bring all equipment required by the CM.
- Provide accurate information to the CM.
- Inform the CM of any current medical condition or injury.
- Ensure equipment and gear is in good working condition.
- Comply with the Course Risk Management Plan and Emergency Management Plan.
- Know how to use emergency communication equipment.

## 5. Course Content and Scope

### 5.1 Course Syllabus and Scope

- 5.1.1 The syllabus of any course will only include elements covered in the instructional scope of the current qualifications and/or skills/experience held by the approved instructors on that course. As a guideline to course syllabus please refer to the relevant NZAC Standard Syllabus for the course on offer (refer to section 9).

## 6. Operations

### 6.1 Maximum Numbers and Ratios

Course	Max instructor: participant ratio	Max participants allowed
Alpine Courses	1:4	24
Rock Climbing Courses	1:4	12
Avalanche Awareness	1:6	24

- 6.1.1 Volunteer Assistant Instructors are not to be included in the ratio. If there are more than 12 participants the CM must not be included in the participant to instructor ratio.
- 6.1.2 For Rock Climbing courses, the maximum number of climbs/ropes a single instructor can practically supervise is two.

### 6.2 Equipment

- 6.2.1 The CM is to ensure that all instructors are appropriately equipped, and the equipment is in good condition and suitable for the task (for example, a technical ice tool is not appropriate for self-arrest lessons).
- 6.2.2 A participant equipment check will be carried out by the instructors prior to the first field lesson; at a meeting time before the course starts or first thing at the start of the course.
- 6.2.3 All NZAC equipment, including NZAC equipment for hire, will be managed the Section Equipment custodian or by the CM. They will be responsible for:
- The purchasing of equipment which meets UIAA Safety Standards.
  - Following the manufacturer's warnings and instructions for use, inspection, maintenance, and retirement of equipment.
  - Any retired equipment must be disabled/destroyed so that it cannot be of future use.

## 6.3 Field Communications

- 6.3.1 Every instructional programme must have reliable two-way communication facilities that include the ability to organise logistics, to access up to date weather reports and request emergency assistance.
- 6.3.2 In circumstances where an instructional programme incorporates a number of groups operating independently from a central 'base':
- 6.3.2.1 Communication facilities outlined in 6.3.1 must be maintained from the base, and
  - 6.3.2.2 The base must be able to communicate (two-way) with each of the instructional groups.
- 6.3.3 Communication facilities can include any combination of:
- Telephones (landline)
  - Mobile Phones
  - Satellite Phones
  - Two-Way Radios
- 6.3.4 The CM for an Instructional programme must complete a **Field Communication Plan** (refer to template, section 9) prior to course commencement.
- 6.3.5 The CM must brief all instructors and participants on the Field Communication Plan early in the course and provide key contact names and numbers.
- 6.3.6 If required, instructors and participants are to be trained in the use of specialised communication devices.

## 6.4 Terrain Guidelines

6.4.1 All courses will be delivered within the terrain utilization (see 6.4.4)

6.4.2 The C.M. must analyse the proposed course terrain and recording each factor in the course documentation.

6.4.3 Classification of Terrain.

6.4.3.1 Remoteness: Based on the reasonable time for the given group to travel from the furthest point back to road transport.

Time	<30 minutes	>30, <2 hours	> 2 hours
	Roadside	Remote	Isolated

6.4.3.2 Terrain Complexity:

<b>Rock</b>		Number Rope Lengths / Pitches to top		
		½	1	2 or more
Access to / from top	Walk-off	Simple	Simple	Challenging
	'Scramble'	Simple	Challenging	Complex
	Climb / Abseil	Challenging	Complex	Complex

<b>Alpine</b>		Typical Terrain Angle		
		5°-25°	20°-35°	30°-50°
Terrain Traps / Runout	No hazards below, few above	Simple	Challenging	Challenging
	Some hazards to be considered during parts of the route	Simple	Challenging	Complex
	Multiple hazards above and below during entire route	Challenging	Complex	Complex

- Introductory / Beginner courses may utilise small (<10m) steeper slopes up to 35 degrees with safe run outs for the teaching of self-arrest and cramponing.

6.4.3.3 Terrain Classification:

		Remoteness		
		Roadside	Remote	Isolated
Terrain Complexity	Simple	Class One	Class Two	Class Three
	Challenging	Class Three	Class Three	Class Four
	Complex	Class Four	Class Five	Class Six

- 6.4.3.4 Terrain Utilization
- Class One: Suitable for all levels of instructional activity
  - Class Two: Introductory / Beginner courses
  - Class Three: Intermediate instructional courses
  - Class Four: Advanced instructional courses
  - Class Five: Advanced guiding only
  - Class Six: Not suitable for guided or instructional activity

## 6.5 Emergency Management Plan

- 6.5.1 The **Emergency Management Plan (EMP)** template (refer to section 9) must be updated by the CM and utilised on the course. All instructors are to be briefed on the EMP documented by the CM. All instructors must have access in the field to a copy of the EMP which is to be used in response to an emergency.
- 6.5.2 The CM is to determine whether it is appropriate to cease operations or carry on after the emergency is over (refer to section 6.6)

## 6.6 Notifiable Events & Incidents

- 6.6.1 After an incident, the CM must contact the Programme Coordinator, General Manager or President. Any incidents must be assessed by the Course Manager using the NZAC Incident Plan document and the NZAC Incident Report Form (refer to section 9) must be completed and lodged.

### Incident Severity Scale

- Notifiable events, must be reported to Programme Coordinator and general manager as soon as is possible.
  - Severity 1-2: If appropriate, complete and send to Programme Coordinator within 2 weeks of course completion
  - Severity 3+ or significant near miss: Report to Programme Coordinator as soon as is possible.
- 6.6.2 The General Manager will organise appropriate support, debrief and organise an investigation. The General Manager will notify Worksafe NZ of notifiable events within 24 hours of event occurring.

## 6.7 Avalanche Safety on Alpine Courses

- 6.7.1 The NZAC shall model avalanche safety good practice on all Alpine courses. Avalanches are possible on ski areas especially off the main trails in terrain where instruction typically takes place.
- 6.7.2 All persons shall wear an avalanche beacon & carry a shovel & probe on all courses operating in avalanche terrain.
- 6.7.3 Instruction on beacon use must be prioritised based on the conditions.

## 6.8 Feedback and Complaints

- 6.8.1 Participants and Volunteer Instructors must be provided with the opportunity to submit feedback or complaints. This is to be collated and include in end of course report with any potential actions that are necessary.

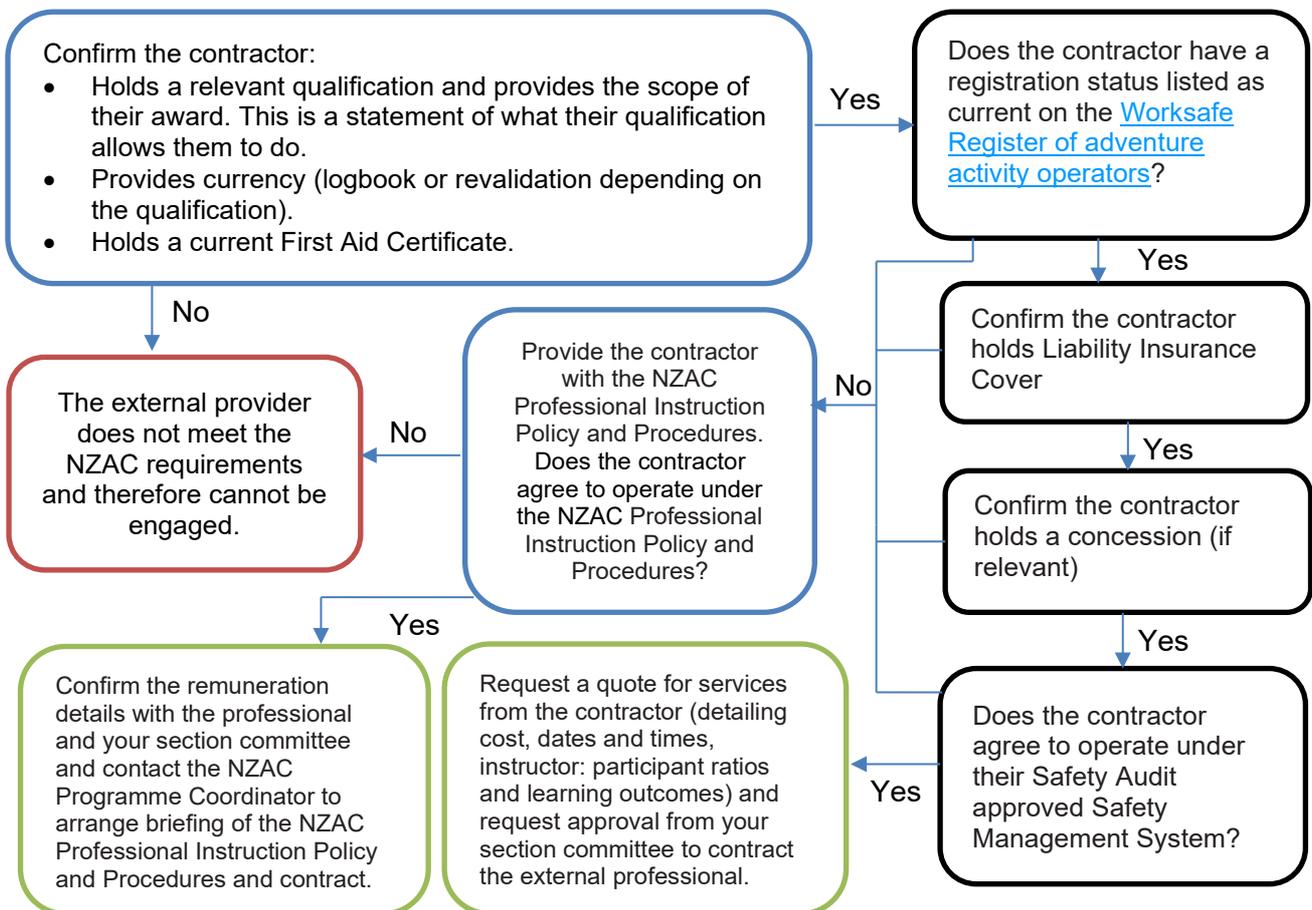
## 7 Non-Standard Section Activities

The Climbing and Instruction Committee may endorse instruction activities not captured within the syllabus of the proposed course on a case-by-case basis. Applications for non-standard section activities will need to be supported by a written submission and approved by a Technical Advisor. It must be made at least 1 month in advance.

## 8 External Providers

Sections may seek to employ external providers to provide instruction where insufficient volunteer numbers are available to run the proposed course. NZAC courses led by paid professional instructors or guides, organised by a NZAC Section, must be delivered under the NZAC Professional Instruction Policy & Procedures. An exemption will apply if the course is being delivered by an Adventure Activity Operator who has passed a safety audit that complies with the Safety Audit Standard for Adventure Activities 2017 and Health and Safety at Work Act 2015; the course must then be delivered under the operator's Safety Management System.

The Section Course Coordinator or another representative from the Section Committee must follow the processes below when contracting professional instructors.



## 9 Volunteer Instruction Procedures and Resources

The following tasks are to be completed for all courses. Volunteer Instructor Course resources are located on the NZAC website: <https://alpineclub.org.nz/resources/organising-courses/instruction-resources/>

### 9.1 Available resources

#### 9.1.1 Compulsory course planning documents to submit to TA

- NZAC Emergency Management Plan
- NZAC Field Communications Plan
- NZAC Risk Management Plan
- NZAC Course Syllabus

#### 9.1.2 Planning and preparation

- NZAC Volunteer Instructor/ Trip Leader Registration Form
- NZAC Volunteer Instruction Participant Registration Form
- NZAC Parental/Caregiver Consent Form
- NZAC Equipment lists

#### 9.1.3 Useful resources

- NZAC Avalanche Danger Scale Level Rating System
- NZAC Daily Hazard Evaluation Plan

#### 9.1.4 Post course/trip

- NZAC Incident Plan & Report Form
- NZAC End Of Course Report

### 9.2 Procedures and timing

Phase	Time	Task	Responsible	Refer to Policy Section
Pre-course	2-3 months	Plan section volunteer instruction courses, request for volunteer instructors from membership, approve available volunteer instructors, confirm CM and provide an instruction budget and course fee.	Section Committee	4.3, 4.4, 4.5, 4.6, 5.1, 6.1, 7, 8
	2-3 months	Plan and confirm suitable trips to be offered to the course graduates.	Section Committee, Section Trips Coordinator and CM	5.1,
	2-3 months	Organise course related logistics: - Book accommodation. - Book or notify course venue. - Gear lists and hire gear - Food - Travel arrangements, offer assistance to organise carpooling	CM	5.1, 6.1, 6.2, 6.3, 6.4

	1-2 months	Meet with instructor team and complete the <b>Course Syllabus, Risk Management Plan, Emergency Management Plan and Field Communications Plan</b>	CM and Instructors	4.2, 4.4, 4.5, 4.6, 5.1, 6.3, 6.4, 6.5
	1-2 months	Contact TA and submit course planning documents.	CM	4.2, 4.5
	1-2 months	Advertise course to members, providing all necessary information and open registrations. Collect registration forms and accept or decline participants. Collate medical information and note special conditions on the Risk Management Plan and discuss with TA.	CM	4.7, 4.2
	1-2 weeks	Transport and car-pooling. If you assist with arranging car-pooling remind drivers that they need a vehicle which is suitable for the conditions e.g. 4WD or Chains if necessary.	CM	
	1 week	Terrain and weather assessment completed, and course plan adjusted and TA contacted if necessary. Course intentions left with third party.	CM	4.2, 5.1, 6.4, 6.7
<b>Participant Brief pre-course or at start of course pre-field</b>	Week prior or day 1 of course	Participants reminded of the completed and signed consent and risk disclosure forms collected as part of the course registration before participation.	CM	4.7
		Equipment check for all participants.	CM and Instructors	6.2
		Briefing undertaken, including - Environmental care expectations - Course content overview - Weather forecast <a href="#">Alpine Courses: Avalanche Hazard Forecast</a>	CM and Instructors	6.2, 6.7
<b>Course is pre-field</b>	Start of course pre-field	Terrain and weather assessment completed and course plan adjusted if necessary. Gather information from: - Weather websites <a href="#">Alpine Courses: Avalanche / Terrain assessment completed and course plan adjusted if necessary. Gather</a>	CM and Instructors	5.1, 6.4, 6.7

		information from local sources if applicable e.g.: - ski patrol at course venue. Discuss stability in terms of angle, aspect and elevation, recent snowfall, control results, training area options and travel routes that won't affect their operation. - <a href="http://avalanche.net">avalanche.net</a>		
		Update course intentions with third party if necessary	CM	
<b>Course is in field</b>		Daily observations of weather, terrain, and avalanche observations collected (for Alpine courses), recorded, discussed and course plan adjusted if necessary.	CM and Instructors	5.1, 6.4, 6.7
		Brief participants on the day's plan, equipment required and timings (especially expected return to lodge/car time).	CM and Instructors	
<b>Post-Course</b>	Week following course	Contact participants and instructors with the opportunity to submit feedback or complaints and include an end of course report.	CM	6.8
		Incident or near misses reported.	CM	6.6
		End of course report completed and provided to section committee and Programme Coordinator at National Office.	CM	6.8
		Participants' registration forms and any other personal information destroyed.	CM	