

Team Skier Services,

As we began our Journey to Zero on two fronts, Zero Waste and Zero Injuries I want to point out a critical portion of our Safety Business Plan that I'd ask you all to engage in now: Pre-Job Hazard Analysis and Briefing. Right now you all have both new and returning employees who are filled with excitement for the new season and eager to fulfill on the task at hand...

Please take the time to ensure they:

- Know what's expected of them
- Have the right tools to complete the task
- Are wearing proper PPE
- Know they can **STOP** and ask for help
- Understand we are **NOT** in a hurry
- Remove their **EGO**. They do not have to impress us with how strong fast or smart they are... we trust them!

We can do this: pay attention to what you are doing right now and make the right decision.

Thanks

**Mike Allen**

Senior Director of Skier Services  
Heavenly Mountain Resort

